

SERVICE AND FACILITY DELIVERY

ISSUE: Some neighborhoods remain unserved or underserved by public services, contributing to the decline of neighborhood conditions.

GOAL: Provide adequate public facilities and services to improve the residential environment.

POLICY 69: ALL GOVERNMENTAL AGENCIES WILL PROVIDE ADEQUATE SERVICES TO RESIDENTS OF SHELBY COUNTY.

STRATEGY:

69.1 Consolidate City and County building departments.

Agency: City and County Legislative Bodies

69.2 Develop a monitoring system to identify inadequate service levels in neighborhoods.

Agency: OPD, HCD, SCCD, MDPW, SPWD

69.3 Determine priorities for providing basic level services to areas without adequate services.

Agency: City and County CAOs, HCD, SCCD, OPD

NEIGHBORHOOD LIVABILITY

ISSUE: A number of social, physical, and economic problems threaten the livability of residential neighborhoods.

GOAL: Improve residential areas to increase the residents' overall quality of life.

POLICY 70: PLAN, DEVELOP AND REDEVELOP NEIGHBORHOOD IMPROVEMENTS WHICH WILL RETAIN LONG TERM LIVABILITY FOR RESIDENTS.

STRATEGY:

70.1 Target public and private programs to support the preservation and improvement of residential neighborhoods.

Agency: HCD, SCCD, OPD

70.2 Develop a program to determine and attract the most appropriate businesses to occupy vacant commercial structures adjacent to residential areas.

Agency: HCD, SCCD, OPD, SBA

70.3 Encourage housing counseling, workshops, and training sessions.

Agency: HOC, HCD, SCCD

POLICY 71: CITIZEN PARTICIPATION WILL BE ENCOURAGED IN DECISIONS AFFECTING NEIGHBORHOODS.

STRATEGY:

71.1 Notify the Neighborhood Alliance of major actions to be taken by public agencies within those neighborhoods.

Agency: All public agencies

71.2 Notify all citizens of major proposed public actions.

Agency: Public Affairs Office

SELECTIVE EXCLUSION

ISSUE: Housing discrimination restricts housing and other opportunities, retains or promotes segregation and affects the distribution of assisted housing units.

GOAL: Ensure that housing opportunities are not denied because of race, sex, religion or national origin.

POLICY 72: INFORMATION WILL BE MADE AVAILABLE REGARDING POLICIES, PROCEDURES AND CRITERIA SURROUNDING LOAN APPLICATIONS, EVALUATIONS AND APPROVALS.

STRATEGY:

72.1 Publish the location of requested and approved loans throughout the County to determine if some areas are not receiving equitable home financing.

Agency: Tennessee Bankers Association, Urban League, HCD, SCCD

72.2 Investigate the extent of discriminatory housing practices in Shelby County.

Agency: HCD, SCCD, MIFA, Urban League, HOC

POLICY 73: EQUAL OPPORTUNITY IN THE HOUSING MARKET WILL BE INCREASED BY DISCOURAGING DISCRIMINATORY PRACTICES.

STRATEGY:

73.1 Encourage equal opportunity marketing agreements.

Agency: Memphis Board of Realtors, Home Builders Association, HUD, HCD, SCCD

HOUSING COST

ISSUE: The cost of housing has risen substantially in recent years due to increases in costs of labor, financing, land and materials, thereby reducing the availability of affordable housing units in Shelby County.

GOAL: Increase the affordability of housing through the revision of land use controls, the development of innovative codes, new financing techniques and incentives for reducing the costs of housing developments.

POLICY 74: THE USE OF SMALLER LOTS IN CONVENTIONAL SUBDIVISIONS AND SPACE-SAVING DESIGNS IN PLANNED DEVELOPMENTS WILL BE ENCOURAGED.

STRATEGY:

74.1 Examine residential areas to determine the best locations for medium to high density developments.

Agency: OPD

74.2 Encourage higher density residential zoning and Planned Developments.

Agency: OPD, LUCB

74.3 Encourage the use of innovative designs such as cluster and zero-lot-line developments to reduce lot cost.

Agency: OPD, LUCB

POLICY 75: FLEXIBILITY IN SUBDIVISION REQUIREMENTS WILL BE ALLOWED WHILE STILL MAINTAINING QUALITY DEVELOPMENT.

STRATEGY:

75.1 Develop performance standards for subdivision improvements such as street carrying capacity and stormwater runoff capability allowing innovative designs, reducing construction costs and increasing energy efficiency.

Agency: OPD, MDPW, SPWD

75.2 Revise street widths, curb, gutter and sidewalk requirements to reduce lot costs.

Agency: OPD, MDPW, SPWD

POLICY 76: ESTABLISH EDUCATIONAL PROGRAMS PROVIDING TRAINING ON HOME CONSTRUCTION AND MAINTENANCE.

STRATEGY:

76.1 Sponsor home repair and maintenance seminars for individual homeowners and a home rehabilitation fair.

Agency: HCD, HOC, SCCD, Neighborhood Associations, vocational schools, local universities

76.2 Prepare informational brochures explaining the expandable housing concept.

Agency: OPD, Home Builders Association, HCD, HOC, SCCD

POLICY 77: LENDING INSTITUTIONS WILL BE ENCOURAGED TO PROVIDE NEW FINANCING TECHNIQUES AND INFORMATION ON SUCH NON-STANDARD MORTGAGE FEATURES AS GRADUATED PAYMENTS, VARIABLE RATES, AND WRAP-AROUND MORTGAGES.

STRATEGY:

77.1 Sponsor seminars concerning innovative home financing techniques.

Agency: HCD, Neighborhood Associations, HOC, SCCD

77.2 Distribute informational brochures from lending institutions in places such as public libraries.
Agency: HCD, HOC, SCCD

77.3 Develop a sweat equity program to reduce the cost of home ownership.
Agency: HOC, HCD, SCCD

GOVERNMENT REGULATIONS

ISSUE: Some government regulations, including building codes, zoning laws, and required site improvements often cause unnecessary increased housing costs.

GOAL: Revise government regulations to facilitate the processing of residential development applications consistent with comprehensive community planning and housing goals.

POLICY 78: DEVELOPMENT REGULATIONS AND PROCEDURES WILL BE STREAMLINED.

STRATEGY:

78.1 Establish a committee to review codes and regulations to determine appropriate changes in development regulations and procedures.
Agency: OPD, LUCB

78.2 Combine City and County agencies where feasible to expedite review procedures.
Agency: City and County Legislative Bodies

78.3 Combine review procedures for local subdivision approvals and FHA mortgage insurance to reduce review time.
Agency: LUCB, OPD, HUD

78.4 Encourage the presentation of rezoning requests or proposed Planned Developments by the applicant to residents within the specified notice area to help resolve conflicts.
Agency: OPD

RESIDENTIAL ENERGY CONSUMPTION

ISSUE: Energy conserving techniques have not been maximized in the development of the housing and building codes or in site design.

GOAL: Reduce residential energy consumption.

POLICY 79: SUBDIVISIONS AND DWELLING UNITS SHOULD BE DESIGNED TO TAKE ADVANTAGE OF NATURAL FEATURES SUCH AS SITE ORIENTATION, SUN, WIND, AND TOPOGRAPHY.

STRATEGY:

- 79.1 Prepare and distribute information which describes energy efficient designs including insulation, berming, and passive solar features.
Agency: MLG&W, TVA, local universities
- 79.2 Provide incentives such as increased densities or reduced lot size requirements to developers who incorporate energy conserving site design techniques.
Agency: OPD, LUCB
- 79.3 Increase staff capabilities to evaluate site designs for energy efficiency.
Agency: OPD
- 79.4 Encourage the construction of demonstration housing to show the benefits of innovative techniques for residential energy conservation.
Agency: Home Builders Association, MLG&W, TVA, OPD

POLICY 80: ENERGY EFFICIENT LANDSCAPING WILL BE ENCOURAGED TO DECREASE ENERGY USE.

STRATEGY:

- 80.1 Provide technical assistance for landscaping design which would reduce energy consumption.
Agency: OPD, American Institute of Landscape Architects

POLICY 81: PROMOTE THE USE OF ENERGY CONSERVING TECHNIQUES.

STRATEGY:

- 81.1 Revise building and housing codes to reflect energy conserving performance standards for heating, cooling and insulation.
Agency: MBD, SBD, HCD, SCCD
- 81.2 Continue and expand energy conservation programs.
Agency: MLG&W, TVA, TEA

NUMBER OF AVAILABLE UNITS

ISSUE: The supply of standard housing in Shelby County is insufficient to meet the shelter needs of all residents.

GOAL: Ensure that an adequate supply of appropriate standard housing is produced for Shelby County residents.

POLICY 82: INFORMATION WILL BE PROVIDED TO THE HOUSING INDUSTRY REGARDING EXISTING HOUSING NEEDS IN SHELBY COUNTY.

STRATEGY:

- 82.1 Assess vacancy rates, purchase and rental prices and the availability of subsidized units to determine housing needs by location, price groups, and size.
Agency: OPD, HCD, SCCD

82.2 Project housing needs and adopt an annual goal of units to be constructed to meet those needs.
Agency: OPD, HCD, SCCD

82.3 Coordinate the implementation of the Housing Assistance Plan (HAP) as resources permit.
Agency: OPD, HCD, SCCD, MHA, HUD

POLICY 83: PUBLIC AGENCIES AND PRIVATE ORGANIZATIONS WILL BE ENCOURAGED TO PROVIDE ADDITIONAL HOUSING TO ACCOMMODATE ALL RESIDENTS.

STRATEGY:

83.1 Rezone vacant low density property for higher density residential use where recommended in the Land Use Policies and Plan Map.

Agency: OPD, LUCB, City and County Legislative Bodies

83.2 Offer suitable vacant public property to non-profit organizations which are capable of providing housing for special groups.

Agency: City and County Real Estate Offices, HCD, SCCD, City and County Boards of Education

83.3 Notify and make available for purchase by private organizations vacant public property suitable for housing development.

Agency: City and County Real Estate Offices

83.4 Provide housing counseling for all special groups such as low income, elderly and the handicapped.

Agency: MHA, HCD, HOC, SCCD

83.5 Identify the need and desirable locations for future public and subsidized housing throughout the City and County.

Agency: HCD, SCCD

83.6 Avoid the further concentration of public and assisted housing.

Agency: MHA, HCD, SCCD

83.7 Examine and adopt policies which encourage the production of an adequate number of affordable housing units.

Agency: MHA, HCD, SCCD

LOCATION OF NEW UNITS

ISSUE: New housing in Shelby County is not being constructed in sufficient volume within the urbanized area where public facilities are already available.

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GOAL: Increase the amount of housing construction in areas where facilities and services are underutilized.

POLICY 84: FUTURE RESIDENTIAL GROWTH WILL BE ENCOURAGED TO LOCATE IN AREAS ALREADY SERVED BY PUBLIC FACILITIES AS SHOWN ON THE MEMPHIS 2000 POLICY PLAN MAP.

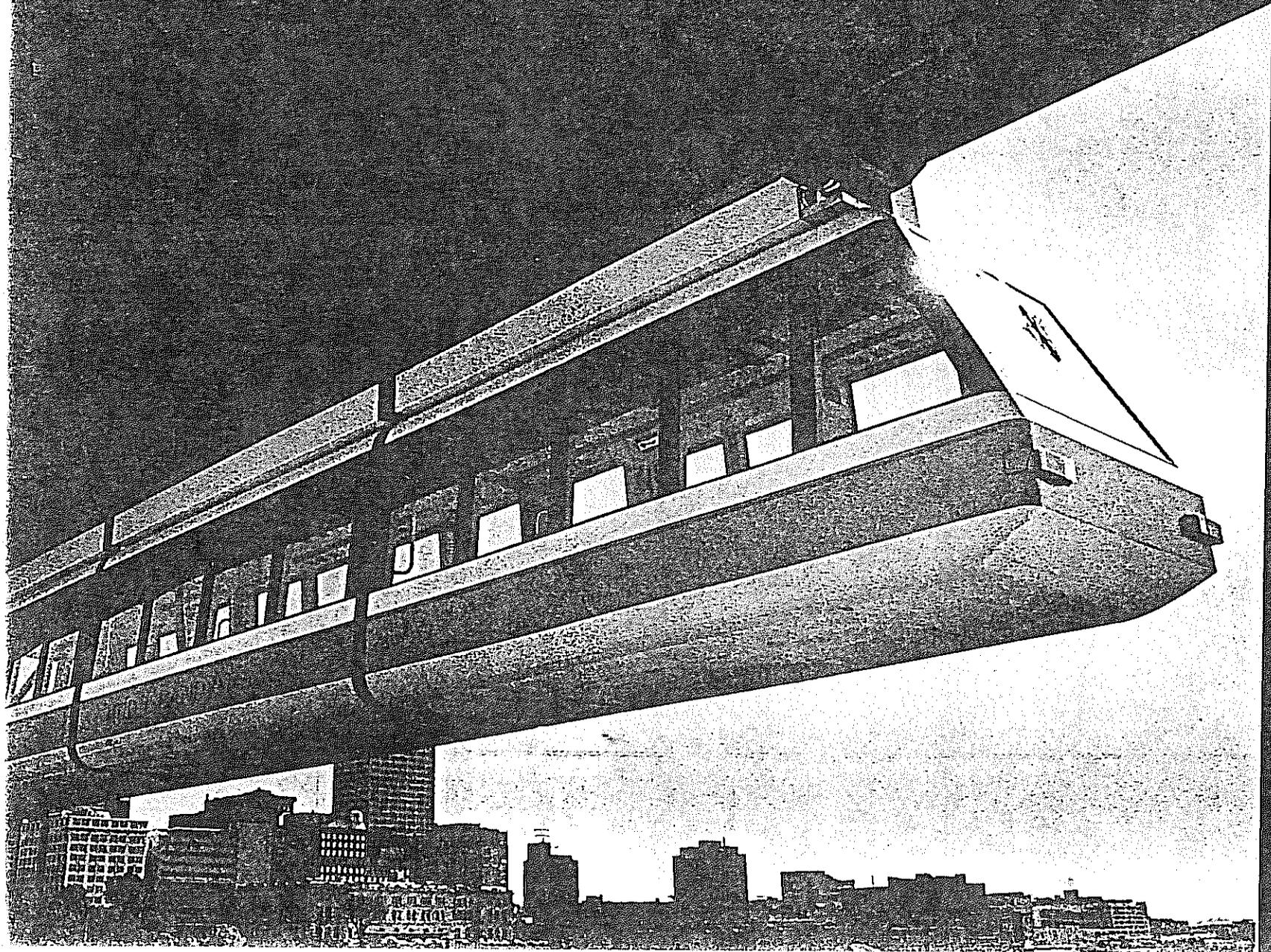
STRATEGY:

84.1 Maintain an inventory of the vacant property in Memphis and Shelby County.

Agency: OPD, MPC, SCB

84.2 Encourage the development and use of neighborhood parks with such facilities as bike paths, hiking trails, and tot lots.

Agency: OPD, MPC, SCB



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Photograph on previous page - Monorail connecting downtown Memphis to Mud Island Park.

TRANSPORTATION

SYSTEM INEFFICIENCIES

ISSUE: Traffic volume is distributed unevenly throughout the day, consequently, roads are built to handle peak-hour demand but are underused at other times.

GOAL: Alter traffic patterns, controls and volumes so that existing road capacities are sufficient to handle a more even flow of traffic.

POLICY 85: THE IMPACT OF TRAFFIC CONGESTION AT PEAK HOURS WILL BE REDUCED.

STRATEGY:

- 85.1 Encourage both the public and private sector to use flextime work schedules.
Agency: City and County Mayors, Chamber of Commerce, OPD
- 85.2 Create incentives to encourage increased mass transit usage such as designating park-and-ride locations and significantly reducing the relative cost of MATA passbooks.
Agency: MATA
- 85.3 Utilize transportation control measures to spread out the peak hour demand.
Agency: MDPW, SPWD
- 85.4 Establish incentives for persons to ride in carpools or vanpools such as close or free parking or financial subsidy.
Agency: City and County Administrations
- 85.5 Encourage the development of a land use pattern which will evenly spread destination centers and traffic.
Agency: OPD

POLICY 86: THE TRANSPORTATION SYSTEM WILL BE ALTERED TO ALLOW AN IMPROVED FLOW OF TRAFFIC.

STRATEGY:

- 86.1 Install reversible lane controls on major commuter streets.
Agency: MDPW
- 86.2 Replace signal equipment with synchronized traffic lights on major commuter streets.
Agency: MDPW

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86.3 Expand the computerized traffic control system.
Agency: MDPW

86.4 Add left turn lanes and signals as required.
Agency: MDPW, SPWD

86.5 Realign poorly connected roads to improve the flow of traffic.
Agency: MDPW, SPWD

POLICY 87: THE MAJOR ROAD PLAN WILL REFLECT EXPECTED NEEDS AND THE CONSTRUCTION SCHEDULE WILL BE DETERMINED BY THE LEVEL OF EXPECTED FUNDING FOR THE FUTURE.

STRATEGY:

87.1 Reduce required road needs by promoting mass transit usage and ridesharing programs.
Agency: MATA, OPD

87.2 Establish a review procedure to evaluate the need for new or expanded roads in the Major Road Plan.
Agency: OPD, MDPW, SPWD, MPO

UTILIZATION OF THE TRANSIT SYSTEM

ISSUE: The public's lack of knowledge of the transit system and some inefficient transit routes cause the Memphis Area Transit Authority to be underutilized.

GOAL: Improve the transit system to be more convenient and to attract an increasing number of riders.

POLICY 88: THE TRANSIT SYSTEM WILL BE PROMOTED TO INFORM POTENTIAL USERS OF AVAILABLE SERVICES.

STRATEGY:

88.1 Establish a public relations program to produce informational brochures, TV spots, and newspaper advertisement.
Agency: MATA, OPD, Tennessee Energy Authority

88.2 Provide information at transit stops by listing bus numbers and times on each sign.
Agency: MATA

POLICY 89: A PERMANENT FUNDING SOURCE WILL BE FOUND FOR ENSURING CONTINUED PUBLIC TRANSIT SERVICE.

STRATEGY:

89.1 Pass legislation to increase the gasoline tax to help ensure adequate bus service.
Agency: City and County Legislative Bodies

POLICY 90: THE TRANSIT SYSTEM WILL BE EXPANDED AND MADE MORE EFFICIENT.

STRATEGY:

90.1 Concentrate and upgrade the transit system along designated Transitways to encourage a continual increase in land use densities and to eliminate inefficient routing.
Agency: OPD, LUCB, MATA

90.2 Review bus routes annually to determine if the system is responsive to potential ridership.
Agency: MATA

90.3 Investigate the viability of extending bus routes into new areas.
Agency: MATA

90.4 Investigate increasing the number of north-south bus routes.
Agency: MATA

90.5 Encourage the use of the transit system for the transportation of school children to and from classes.
Agency: MATA

90.6 Initiate plans for light rail or other high capacity transit modes when densities approach thresholds necessary to support them.
Agency: OPD, MATA

POLICY 91: ACCESS TO THE TRANSIT SYSTEM WILL BE PROVIDED TO THE ELDERLY AND HANDICAPPED.

STRATEGY:

91.1 Expand the existing limited services to the elderly and handicapped such as the specially equipped vans.
Agency: MATA, OPD

91.2 Require locally funded transit related facilities to be barrier free.
Agency: City and County Legislative Bodies

91.3 Coordinate the location of elderly housing and transit routes to ensure adequate service.
Agency: OPD, THDA, MATA