CITY OF MEMPHIS
COMPLETE STREETS
PROJECT DELIVERY
MANUAL
Mayor's Statement

Our streets move us, and not just from place to place. They also define life in our communities. Streets are shared spaces - they belong to everyone. But our streets no longer serve everyone well enough because the way people are getting around is changing. Walking, bicycling, and transit use are growing in popularity. We need to design our streets to better serve all users.

Memphis residents need places to gather, conduct business, and recreate. We need systems that support the choices our residents make on how to get around. Whether a person chooses to walk, ride a bicycle, drive a car, ride a bus, or uses a mobility device like a wheelchair, that individual should feel the same level of comfort, dignity, and efficiency regardless of their transportation choice.

A Complete Streets approach fosters economic growth, prioritizes safety of the most vulnerable users like pedestrians and bicyclists, creates greater connectivity between neighborhoods, meets the mobility needs of all users including those with disabilities, is sensitive to the adjacent land uses and neighborhood activities, and has a positive impact on the community’s health.

This manual is the first step towards changing the way transportation planning and design has been done for the last 60 years in Memphis. In and of itself, it is incomplete. Many more steps are yet to be accomplished, and the work is far from done. Just as our streets are the foundation of our communities and neighborhoods, this manual is the foundation of changing how we design and operate those streets for the next generation of Memphis residents.

Streets take you from point A to point B, but the street in and of itself is a destination. If we design complete streets we’re going to better serve everybody in all our neighborhoods.

Strong neighborhoods and strong communities make strong cities.

Mayor A C Wharton, Jr.
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The Purpose of this Manual

On January 30th, 2013 the City of Memphis became the 500th jurisdiction in the United States to adopt a Complete Streets policy, taking its place as a prominent community in the national movement to reclaim streets for people, reexamine the public realm, and challenge some antiquated perceptions about transportation. The policy established a mandate for the development of a Street Design Manual to ensure the adoption of national best practices into routine procedures, and to provide technical support for the agency staff who led transportation projects for the community. The following chapters represent fulfillment of this mandate.
This document supports the achievement of the vision set forth in the City’s Complete Streets policy. That is, the creation of an attractive, vibrant public realm that supports the diverse qualities of our neighborhoods and provides a robust, balanced transportation network that is safe, financially responsible, serves all users, and considers multiple modes of transportation.

Realization of this vision depends on the routine application of Complete Streets principles in decision making, the establishment of performance metrics and evaluation, and a commitment to a coordinated project delivery process. This manual presents a structure for understanding and applying these concepts on an everyday basis, folding policy into practice.

HOW TO USE THIS MANUAL

This manual is divided into five chapters: Basis, Typologies, Geometrics, Amenities, and Processes. Each chapter provides information to assist planners, designers and decision makers in developing a new design approach to enable better and safer active transportation in their communities. The information is organized to facilitate the design process and to allow the reader to access relevant information at various stages in the development of Complete Streets.

A NOTE ON THE FORMAT

GETTING STARTED

These sections introduce best practices and are featured at the beginning of each section heading.

GOING THE DISTANCE

This content covers suggestions for going above and beyond best practices, reaching for excellence in Complete Streets policy.
Summary of Chapters

CHAPTER 1: BASIS
COMPLETE DESIGN PROCESSES AND POLICIES

This chapter provides the philosophical basis for taking a complete approach to roadway design. This approach asks designers to consider the safety and travel priorities of multiple modes, to examine the context of a complete network of origins and destinations, and to reestablish people and places as the primary objectives of transportation investments. The chapter provides definitions and background information on Complete Streets, presents supportive information, outlines some new principles to consider in roadway design, and offers insights to help coordinate newer design objectives within traditional transportation design constraints.

CHAPTER 2: TOOLBOX
DESIGNING A COMPLETE STREET

This chapter contains resources and methodology for planning and prioritizing the right-of-way as a system of interconnected corridors, and the application of corridor typologies to the roadway network. Also included are Memphis’ default order of considerations for travel modes, coordination with land uses as defined in the Unified Development Code, and community standards for transportation facility characteristics.

CHAPTER 3: GEOMETRICS
COMPONENTS FOR ASSEMBLING COMPLETE STREETS

This chapter provides descriptions and resources for defining the components of the right-of-way. The chapter establishes definitions for bicycle, pedestrian, and transit ways. An additional section is included to describe intersection treatments.

CHAPTER 4: AMENITIES
COMPONENTS FOR POPULATING COMPLETE STREETS

This chapter contains descriptions and resources for selecting the lighting, green infrastructure, furnishings, wayfinding, identity features, textures, and markings that are essential to a complete network. Furnishing elements include benches, refuse receptacles, transit shelters, and bicycle parking. Wayfinding features include signs for the bicycle, transit, motor vehicle and pedestrian networks. Identity features include special consideration for districts and places, as well as special pedestrian and bicycle amenities. Textures and markings include a description of select materials and appropriate applications.

CHAPTER 5: PROCESSES
IMPLEMENTING THE COMPLETE STREETS NETWORK

This chapter features a series of checklists for project managers to use in the six stages of project delivery: Selection, Scoping, Design, Construction, Measurement, and Maintenance. Using the workbook will ensure that community goals and considerations for multiple modes are applied to project-level decisions in a measurable way. The workbook also serves to boost inter-agency coordination city-wide, and to document justifications for decisions that impact the public right-of-way.
Applying the methods and procedures outlined in this manual will enable the City of Memphis to achieve the following objectives:

**SAFETY**

Designing safe streets will continue to be the first priority for Memphis. Street design shall prioritize safety for all users, particularly more vulnerable groups (children, the elderly, persons with disabilities) and more vulnerable modes (walking, bicycling, and transit).

**ACCESSIBILITY, MOBILITY & CONNECTIVITY**

Memphis and streets shall provide sufficient transportation options for people of all ages, physical abilities, and income levels that are safe, accessible, convenient, interconnected, and comfortable facilities. As a transportation and logistics center with a diverse cross section of land use from rural agricultural to heavy industrial, the Memphis network shall provide for the movement of goods and services to ensure the economic vitality of the region while minimizing its negative impacts on neighborhoods.

**CONTEXT**

Memphis streets help define the character of our community and should vary by neighborhood, district, density, and function. They shall be designed to respect and enhance the cultural and historical context, and support connections to adjacent land uses. The design of every street should be tailored to its appropriate function and surrounding context.

**LIVABILITY**

Memphis streets are critical components of public open space. Our streets shall help create livable neighborhoods that facilitate social, civic, and economic interaction.

**ENVIRONMENTAL QUALITY**

Memphis streets shall be “right-sized”, thus reducing the total amount of paved area. Designed in conjunction with mixed land-uses and the overall network, streets should positively impact the health of the community. Reducing vehicle-miles-traveled benefits the community economically, while reducing fuel consumption, heat absorption and emissions, thus improving air quality. Storm water and landscape best practices shall be implemented where possible.

**VISUAL EXCELLENCE**

Memphis communities are defined by the visual quality of their streets. Our streets are public spaces that should appeal to residents and visitors. They should be inviting places with human-scaled, engaging design, architecture, street furniture, landscaping, and public art that reflects the diversity and cultures of the community.

**ECONOMIC GROWTH AND FISCAL RESPONSIBILITY**

Memphis streets shall promote the well-being of both businesses and residences and contribute to the value of adjacent land and neighborhoods. They shall complement the Unified Development Code to enable the creation of streets that are fiscally sustainable and resilient. They shall encourage density of uses and compact development by efficiently incorporating pedestrians, bicycles, and transit where appropriate. Street construction and design shall anticipate future conditions, needs, and constraints. The design and maintenance of streets shall be cost-effective by considering full life-cycle costs and benefits, implementing industry best practices and materials, and taking into account long-term economic, environmental, safety, health, and other factors of well-designed, well-maintained streets.
**HUMAN HEALTH**

Memphis streets should be designed in ways which promote optimal health by decreasing primary reliance on the automobile. Promoting the adoption and maintenance of active lifestyles leads to decreased air pollution and particulate levels. A continuous network of pedestrian systems and bikeways is essential to promoting physical activity and clean air, thereby reducing household medical expenses.

**SHARED BENEFITS**

Public spaces such as streets should embody the democratic ideals of equality, freedom, individual rights and responsibilities, protection of minorities, transparency, accountability and the rule of law. Roadway design should enhance the economic, social, and physical health of all neighborhoods and minimize negative impacts to existing neighborhoods. Community impacts to consider should include connections to businesses, health care, educational opportunities, employment centers, and services. A Complete Streets approach shall support a strategy that aims to equitably distribute transportation investments and improvements.

**EFFECTIVE PUBLIC INPUT**

Roadway improvement decisions should be based on the needs of all stakeholders, considering input from area residents, businesses, institutions, and possible future users.
Acknowledgements

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SPECIAL THANKS TO
Memphis and Shelby County Office of Planning and Development
City of Memphis Division of Public Works
Memphis Area Association of Realtors
Mid-South Regional Greenprint Consortium and Working Group Members
Urban Land Institute Memphis
Shelby County Health Department
Memphis Center for Independent Living
Chickasaw Chapter of Sierra Club, TN
Memphis, Light, Gas and Water
Boyle Investment Company
Memphis Regional Design Center

MID-SOUTH COMPLETE STREETS COALITION
A working group of over 25 organizations from around the Memphis region.
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ABOUT ACTIVE TRANSPORTATION ALLIANCE

The mission of Active Transportation Alliance is to make bicycling, walking, and public transit so safe, convenient, and fun that we will achieve a significant shift from environmentally harmful, sedentary travel to clean, active travel. We advocate for transportation that encourages and promotes safety, physical activity, health, recreation, social interaction, equity, environmental stewardship, and resource conservation.

FUNDING CREDIT

The development of this manual was supported by a HUD Sustainable Communities Regional Planning Grant for the Mid-South Regional Greenprint & Sustainability Plan, administered by the Memphis and Shelby County Office of Sustainability.

MODEL DESIGN MANUAL FOR LIVING STREETS: LOS ANGELES COUNTY

Parts of the Model Street Design Manual were used, with permission, to model a few sections in this manual. The LA effort was funded by the Department of Health and Human Services through the Los Angeles County Department of Public Health and the UCLA Luskin Center for Innovation.

PHOTOGRAPHY

All photos were taken by Active Transportation Alliance, Livable Memphis, and City of Memphis staff, unless otherwise noted in the photo caption.

MANUAL LAST UPDATED JANUARY 31, 2015