



Dutch Cycling Embassy

A Ezelsveldlaan 59
2611 RV Delft
T +31 (0)15 251 6561
E info@dutchcycling.nl

**move
mobility**
smart moving cities

MOVE Mobility

A Achter de muren Zandpoort 12
7411 GE Deventer
P P.O. Box 234, 7400 AE Deventer
T +31 (0)88 100 3900*
E info@movemobility.nl
VAT NL8519.99.293.B01
CC 56161719



The City of Memphis

A 125 North Main Street,
TN 38103 Memphis
T +1 901 576 6000
E mayor@memphistn.gov



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SMART MOVING MEMPHIS

**- NEXT JUMP -
Cycling Fellow Program for U.S. Cities**

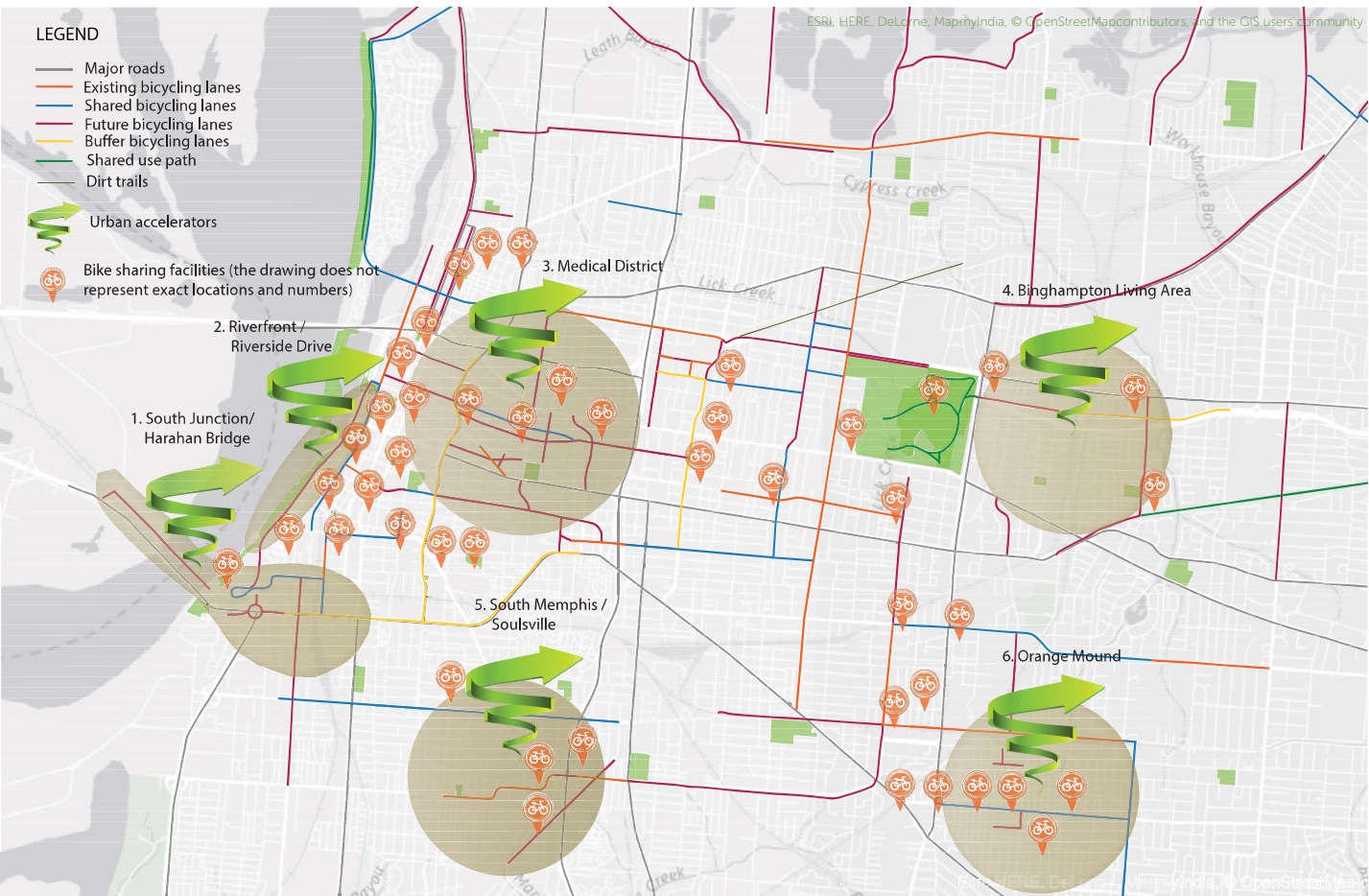


Content

Pages

1. Introduction	03
2. Cycling Fellows for Memphis	04
3. Memphis - a short story	05
4. Activities	06-07
5. Planning for Memphis	08-10
6. The way forward - Smart moving Memphis!	11

6. The way forward - Smart moving Memphis!



The seven jewels of Memphis - Urban Accelerators

(Note: The map has an informative character)

As mentioned before, lots of items related to the quality of urban space (and thus cycling) are popping up in Memphis nowadays. This Smart Moving Memphis document is of course more than a map with projects! The idea and wish is that it will be a community broad activity to accelerate and lift Memphis.

The communication and activation process is crucial. And we must not forget that many motivated people in Memphis are working on these issues every day.

It would absolutely accelerate the process if for instance the Mayor goes on tour with the projects, the 7 Jewels, and visit each of them every two months. Under the flag of 'Smart Moving Memphis' all communication must be done to every Memphian!

Planning for Memphis

5.3 The seven jewels of Memphis

With the 17 projects and the criteria the Cycling Fellows and some stakeholders have been designing, discussing and mapping with a final result of 7 projects. We call them **'The Jewels of Memphis.'**

As it can be seen, we clustered some projects from initial list, other projects disappeared. The airport-city connection could and should be a project. It is nevertheless not on the list because we considered it a project at a regional level.

- 01

South Junction/Harahan Bridge
New developments; people re-entering the city, walking/ cycling bridge over the Mississippi River.
- 02

Riverfront / Riverside Drive
In potential a first class big city avenue, major attractions; quality of urban space, buildings and infrastructure have to improve/ change.
- 03

Medical District
Buildings are being built and restored (Crosstown!) and things will be reorganized, including walking/cycling facilities.
- 04

Binghampton Living Area
Northern corridor.
- 05

South Memphis / Soulsville
Musical heritage (Stax museum, Aretha Franklin e.o.) , strong planning, well organized, University, living area, good public transport.
- 06

Orange Mound
Active neighbourhood, good leadership, solid mix of organizations, capacity and investments in infrastructure. Example on how it can be done elsewhere.
- 07

Bike Sharing
Also connecting people, covering big parts of the city, cycling, own parking facilities, looks good.

1. Introduction

WHY?

Cities around the world are making efforts to offer their citizens more sustainable transportation options, including bicycling. The Netherlands is the world leader in cycling. Here cities have managed to include safe bicycling in modern transportation systems. It is a living lab and a source of inspiration. The Dutch Cycling Embassy and its extensive network of specialists help cities, communities, companies and organizations maintain or make their transportation systems inclusive for cycling. It also strives for making cycling accessible for all. These specialists have extensive working experience both in the Netherlands and internationally.



WHAT?

In 2015, the Dutch ministries of Foreign Affairs and Infrastructure and the Environment started to sponsor the Cycling Fellow Program for US Cities. The Dutch Cycling Embassy, in cooperation with the Dutch Embassy in the US, is carrying out this initiative. The objective is to facilitate knowledge exchange between Dutch experts and their US counterparts in four cities (Denver, Memphis, Indianapolis and Pittsburgh). The first contact took place in the Netherlands during the World Class Cities 2015 Symposium. The designated Dutch Cycling Fellows would be engaged to support and encourage the US counterparts in order to enhance and excel their respective city's needs.

HOW?

Denver, Memphis, Indianapolis and Pittsburgh were invited to participate in the Cycling Fellow Program, and they were partnered with a Dutch Cycling Fellow based on a questionnaire. Each Mayor then appointed a city expert to connect with a Dutch counterpart. There were no participation costs for the cities, beyond dedicated staff time and commitment to participate in such events as an informative roundtable with stakeholders, a ThinkBike workshop. At the same time, the cities had to offer assistance with the organization and logistics of some meetings with stakeholders. MOVE Mobility was partnered with the City of Memphis.



2. Cycling Fellows for Memphis



WHO?

Kyle Wagenschutz has been the Bicycle/Pedestrian Program Manager of the city of Memphis since 2010. At the time of his appointment, Memphis was considered as one of the worst cities in the country for bicycling. Through smart investments and partnering with organized community groups he succeeded in giving the bike its deserved place in the city.

Tonny Bosch is the Dutch expert currently supporting Memphis in the Cycling Fellow Program. 'Creating better cities' is what motivates him. In his work as a director at Goudappel Coffeng (1991-2011), it became clear that the best way forward was to start off with a vision and an idea, followed by defining and making small steps towards achieving that vision.

Confronting decision makers with the question 'What kind of city do you want?' was and is often the start of interesting and ambitious projects. Mobility is still one of Tonny's major interests and linking it with other policy fields that shape cities – such as economics, the environment and the quality of public space – makes the challenge even more exciting.

5.2 Projects criteria



Source: <http://memphiscyclist.blogspot.nl/2014/06/memphis-cyclisthttp://memphiscyclist.blogspot.nl/2014/06/memphis-creates-bike-and-pedestrian.html>
- Michael Lander



Source: <https://revolutionsmemphis.wordpress.com/2014/07/27/riverside-drive-and-kidical-mass/>

The second visit of Tonny to Memphis took place in March 2016. The goal was to create together with some stakeholders, a planning approach for Memphis.

The Cycling Fellows were more and more convinced that a "Bilbao approach" would be a good one for Memphis, giving the situation in Memphis today.

How to define some projects that will have an impact like in the Bilbao example?

Of course the list of 17 projects from the first visit is there but how to make a proper selection/ clustering?

We came up with five criteria, in no particular order:

- **City level** - all inhabitants and visitors of Memphis must see the project as a City project. Also the project can be an example to repeat elsewhere in town.
- **Organization – Infrastructure – Culture** - the project (mix) must include all these elements.
- **Multimodality** - consistent networks for Walking, Cycling, Public Transport and Cars is the aim.
- **The "We" approach** - not only a matter of public initiative (the administration), also private initiatives, neighbourhoods, NGO's should take part.
- **Quality of life** - it's about quality of urban space, equality, governance, collaboration.

5. Planning for Memphis

5.1 Planning approach - the Bilbao example

Nowadays cities are looking for smart ways in which they can develop; the method of a traditional masterplan and the unrolling of the projects on a (long) timeline are simply not fast and flexible enough anymore.

The Cycling Fellows discussed the example of Bilbao in Spain and the way they worked in African cities with DASUDA (Dutch Alliance for Sustainable Urban Development in Africa).

For instance Bilbao, a city of 350.000 inhabitants in NW Spain suffered a crises in the nineties. The ship-building and port operations dropped dramatically and the administration was forced to look for a city wide approach. They came up with a couple of "icon" projects. These projects had an impact on their surroundings and they increased the quality of life in the city as a whole. What happened is that Bilbao nowadays is a prosperous, clean, attractive and accessible city.

The high quality 'icon' projects in Bilbao are:

- Metro lines (2) and metro carriages (architect Norman Foster)
- Euskatren, the regional train
- Guggenheim Museum (architect Frank Gehry)
- Concert and event Hall (architects Federico Soriano and Dolores Palacios)
- Airport building (architect Santiago Calatrava)
- Stadium (architect César Azkarate)
- Bike Sharing Program

The challenge for Memphis with regard to cycling (and related aspects such as health, green areas, quality of life) is to act like Bilbao.

This means select approximately seven city projects and, thanks to these projects, accelerate the whole process of Smart Moving Memphis.

These projects should be a mix of projects with both an organisational and a cultural background.



Bilbao metro station by Norman Foster
Source: <https://taboofart.com/2014/10/09/is-norman-foster-part-of-the-solution-or-the-problem/>



Guggenheim Museum in Bilbao by Frank Gehry
Source: <https://www.spanishcontemporaryart.gallery/guggenheim-museumbilbao/>

3. Memphis - a short story

Since its foundation in 1819, Memphis has been characterized as a major trading center for cotton. In the early 20th century, cotton was still a major commodity product.

Memphis grew to be the world's largest spot cotton market and the world's largest hardwood lumber market. Early railway construction, road transportation infrastructure, and the location of the city on the banks of the Mississippi River established it as a major trade center since the mid 19th century. During the Second World War, Memphis became a major Military area. As early as December 1940, Memphis was under consideration by the War Department as a possible site for a storage depot for the Army and the Army Air Force. The deposit was finished in 1942 and also served as a prisoner-of-war camp. It was closed down in 1997. This did not only trigger a boost for the economy, but also the improvement of major roads. Moreover, in 1973, the Federal Express Company (FedEx) moved its operations from Little Rock, Arkansas to Memphis. Besides having a suitable airport, the city was also a river port with good railroad and highway connections. Above all, its central location in the country offered many advantages. Lastly, labor and land costs were relatively low and that facilitated the logistics of the company. The economic and transport background of the city is reflected and is still visible in the current structure of the city.

From a traffic and transportation perspective, Memphis is a typical southern American city with a clear and comfortable car network. The transition towards a more multimodal city has just started. The cycling modal share is now less than 1%, but the ambition of Memphis is to reach a 5% share in the coming 5 years.



Riverboats at Memphis by Detroit Publishing Co. - This image is available from the United States Library of Congress's Prints and Photographs division under the digital ID det.4a13374.



Memphis Skyline from Poplar Avenue, 2010
By Thomas R Machnitzki, own work (used under CC BY 3.0 License), available at: https://en.wikipedia.org/wiki/Downtown_Memphis,_Tennessee

4. Activities

4.1 First activity: Visit to Memphis August 31 – September 2, 2015

Actors

During this first trip to Memphis, several actors working on (cycle) transportation related issues in Memphis were visited. In total, six meetings took place in different locations. The following people and organisations were involved:

- John Zeanah, Director, Office of Sustainability
- Nick Oyler, Transport Planner, Metropolitan Planning Organization
- Paul Morris, President, Downtown Memphis Commission
- Doug Carpenter, President, Doug Carpenter & Assoc., Explore Bike Share
- Sara Studdard, Doug Carpenter & Assoc., Explore Bike Share
- Charlie Santo, Assoc. Professor, City and Regional Planning, University of Memphis
- John Cameron, Director of Engineering, City of Memphis
- Manny Belen, Deputy Director of Engineering, City of Memphis
- Randall Tatum, City Traffic Engineer, City of Memphis
- Stephen Edwards, Traffic Design Engineer, City of Memphis
- Todd Richardson, Crosstown Concourse Development
- Maria Fuhrmann, City of Memphis

Of course we talked and discussed with the administration of Memphis; because of the fact that the Mayor elections would take place in October (and if not reelected a part of the management would change position or leave) the Cycling Fellows had to design a tailor made process in time schedule and content.

Content

During the last five years the city of Memphis has operated 'smartly' concerning cycling issues. During the trip through the city of the CF's it became clear that new investments related to cycling had been implemented all over the city, while others were in progress. Such interventions refer to: cycling lanes, a bridge, parking facilities, right of way, re-profiling streets, organizations in different communities, campaigns, neighborhoods, etc. All these efforts have one thing in common: they are all related to increasing the quality of life for the people of Memphis (and it's not a fight for one meter of asphalt for instance). Healthier people and better communities, those are the goals, in Obama's language 'ladder of opportunities'.

The CF's concluded that the next intervention steps for Memphis should take place at a city level. This means that the existing cycling results (infrastructure, organizational and cultural aspects) must be/will be linked with each other. At the same time this linking/connecting process will accelerate the transformation of Memphis towards a Smart Moving City. Smart Moving Memphis means also a city where the inhabitants and visitors have a free choice in choosing the transportation mode for their trips; sometimes the car, then the bike, then public transport, then walking or any combination they wish to make. In traffic and transportation terms we call this multimodality.

4.2 Potential projects

Based on this first visit 17 projects/ actions were identified that had the potential for increasing the number of cyclists in the city.

These are:

- The Chelsea Avenue Flood Wall & Mural
- Uptown
- Crosstown Concourse & Neighborhood
- Medical District
- River Front
- Main Street/Beale Street
- South Junction/Harahan Bridge
- South Memphis
- Orange Mound
- The Fairgrounds
- Cooper Street
- Overton Park
- Binghampton Living Area
- Bike Sharing
- Bike repair shop
- Better connectivity current bike infrastructure
- Airport connection



Source: <http://memphiscyclist.blogspot.nl/2014/06/memphis-cyclists-stand-to-benefit-from.html> - Michael Lander