

City of Millington, Tennessee

20 Year Master Plan



Prepared By

*Goforth Planning and Management, LLC and
Pinnacle Planning Advisors*

City of Millington, Tennessee

20 Year Master Plan

April 16, 2018

Prepared for

Millington Board of Mayor and Aldermen

Terry Jones, Mayor	Larry Dagen, Position 4
Bethany Huffman, Position 1	Thomas McGhee, Position 5
Al Bell, Position 2	Don Lowry, Position 6
Frankie Dakin, Position 3	Mike Carruthers, Position 7

Ed Haley, City Manager

Millington Planning Commission

Jon Crisp, Chairman	Mike Carruthers, Alderman
Chuck Hurt, Jr., Vice Chairman	Brenda Barber
Leanna Dagen, Secretary	Curt Park
Terry Jones, Mayor	Rodger Aitken, ex officio Naval Support

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MILLINGTON PLANNING COMMISSION RESOLUTION 2-2018
RESOLUTION ADOPTING THE CITY OF MILLINGTON, TENNESSEE
20 YEAR MASTER PLAN

WHEREAS, The Tennessee Code Annotated Statutes, as amended, Title 13, grants municipalities and counties the authority to provide for the planning, and;

WHEREAS, Section 13-4-201 of that code declares, it is the function and duty of the commission to make and adopt an official general plan for the physical development of the municipality, including any area outside of its boundaries which, in the commission's judgment, bears relation to the planning of the municipality, and;

WHEREAS, the City of Millington has prepared an update to the General Plan, also referred to as the Master Plan (hereinafter referred to as "the Plan"), and;

WHEREAS, a Master Plan Advisory Committee, comprised of members of the Planning Commission, Board of Mayor and Aldermen, City Boards, and other citizen representatives, was established to assist in the development of the Plan, and;

WHEREAS, the plan has been developed in an open and inclusive manner with monthly public meetings of the Advisory Committee, open to all citizens, and;

WHEREAS, a Notice of Public Hearing on the plan was advertised in the Millington Star on Thursday, March 15, 2018, and in the Memphis Daily News on Thursday, March 15, 2018, both newspapers of general circulation, and;

WHEREAS, the plan was first presented to the Planning Commission on March 19, 2018, and;

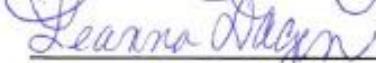
WHEREAS, a Public Hearing was held at the Planning Commission meeting on April 16, 2018, and;

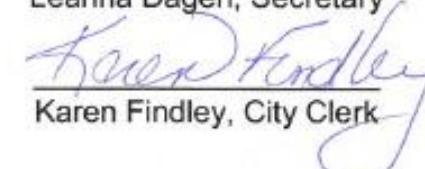
WHEREAS, the Plan was presented, and the public were provided an opportunity to discuss and comment on the Plan.

NOW, THEREFORE, BE IT RESOLVED by the Planning Commission of the City of Millington, Tennessee that the City of Millington, Tennessee 20 Year Master Plan, along with the maps, descriptive matter, exhibits, and charts is hereby adopted as the General Plan for the City of Millington, Tennessee, as provided under Tennessee Code Annotated 13-4-202, on this the 16th day of April, 2018.

BE IT FURTHER RESOLVED that this plan is certified to the City of Millington Board of Mayor and Aldermen as the official general plan for the physical development of the City of Millington.


Jon Crisp, Chairman


Leanna Dagen, Secretary


Karen Findley, City Clerk

THE CITY OF MILLINGTON, TENNESSEE MASTER PLAN

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SECTION I - INTRODUCTION

The City of Millington is located in the northern portion of Shelby County, the largest County in Tennessee. Millington had a population of 10,176 according to the 2010 U. S. Census. It is currently projected to have a population of 10,974 (2016 Census estimate). Millington is located along U. S. Highway 51 and has excellent access to Interstate 40 along Highway 385, Paul Barrett Parkway, a limited access facility planned to become a part of Interstate 69 in the future. This provides access to Memphis and the surrounding communities along with Highway 51 and Highway 14, Austin Peay Highway to the east. It is only eighteen miles from Millington City Hall to Memphis City Hall.

A. HISTORY

Millington was established as a community in 1878 when Mr. and Mrs. George Millington offered to donate land for the town and to help build a railroad station on the newly established Chesapeake and Ohio Railroad. This new railroad had crossed Mr. Millington's 5,000-acre plantation. The settlers to the area had already established the Millwood and Glencoe communities and they accepted the property and agreed to name the City Millington in honor of the donors. The city continued to grow and was incorporated in 1903.



The fluctuation of population in Millington has been directly impacted across the decades by the U. S. Military when Park Field, a pilot training facility was located there in 1917. Millington was selected as one of thirty-two Air Service Training Camps across the nation. When World War I (WWI) ended in 1918, military pilot training ceased. The government officially purchased Park Field in March of 1920. This photo of Park Field is courtesy of the Tennessee Bureau of Aviation and is dated in 1917. August 2017 represents the 100-year anniversary of the ground breaking for Park Field.



Following the Stock Market Crash in 1929, the airfield served as a transient camp for unemployed workers and in 1937 the Resettlement Administration managed the land and developed model farms. Park Field was managed by the Resettlement Administration until 1942 following the attack on Pearl Harbor and the declaration of World War II (WWII) against Japan on December 8, 1941 and Germany and Italy on December 11, 1941. In February 1942, the Millington airport and the surrounding area were established as a training facility for the U. S. Navy pilots at the start of WWII. The base expanded and was renamed the Naval Air Station Memphis in 1943.

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In 1993 the Base Realignment and Closure Commission (BRACC) ordered a realignment of the Naval Air Station. It was redesignated as the Naval Support Activity Memphis in September of 1995, later renamed Naval Support Activity Mid-South in 1998. Today, approximately 6,500 military, civilian and contract personnel are assigned or work at the base. However, that is far from the over 15,000 persons who served or worked at the base during the 1960s and 1970s.

The Tennessee Legislature designated the City of Millington as "Flag City, Tennessee" in 1986 and Millington hosts a Flag Day Celebration annually. This is in honor of the City's respect for and long-term relationship with the U. S. Military.

B. MILLINGTON URBAN GROWTH BOUNDARY

The Tennessee Legislature passed the Tennessee 1998 Growth Policy Law that provided growth plans shall be developed by counties in conjunction with their municipalities. Coordinating committees were established with representatives from the county, municipalities, and other significant agencies. Each county and the municipalities had to individually adopt the growth plan for every community in the county. There had previously been some individual annexation reserve agreements between some of the cities and the county and some between cities. However, there had never been a comprehensive agreement between all the cities and the counties.

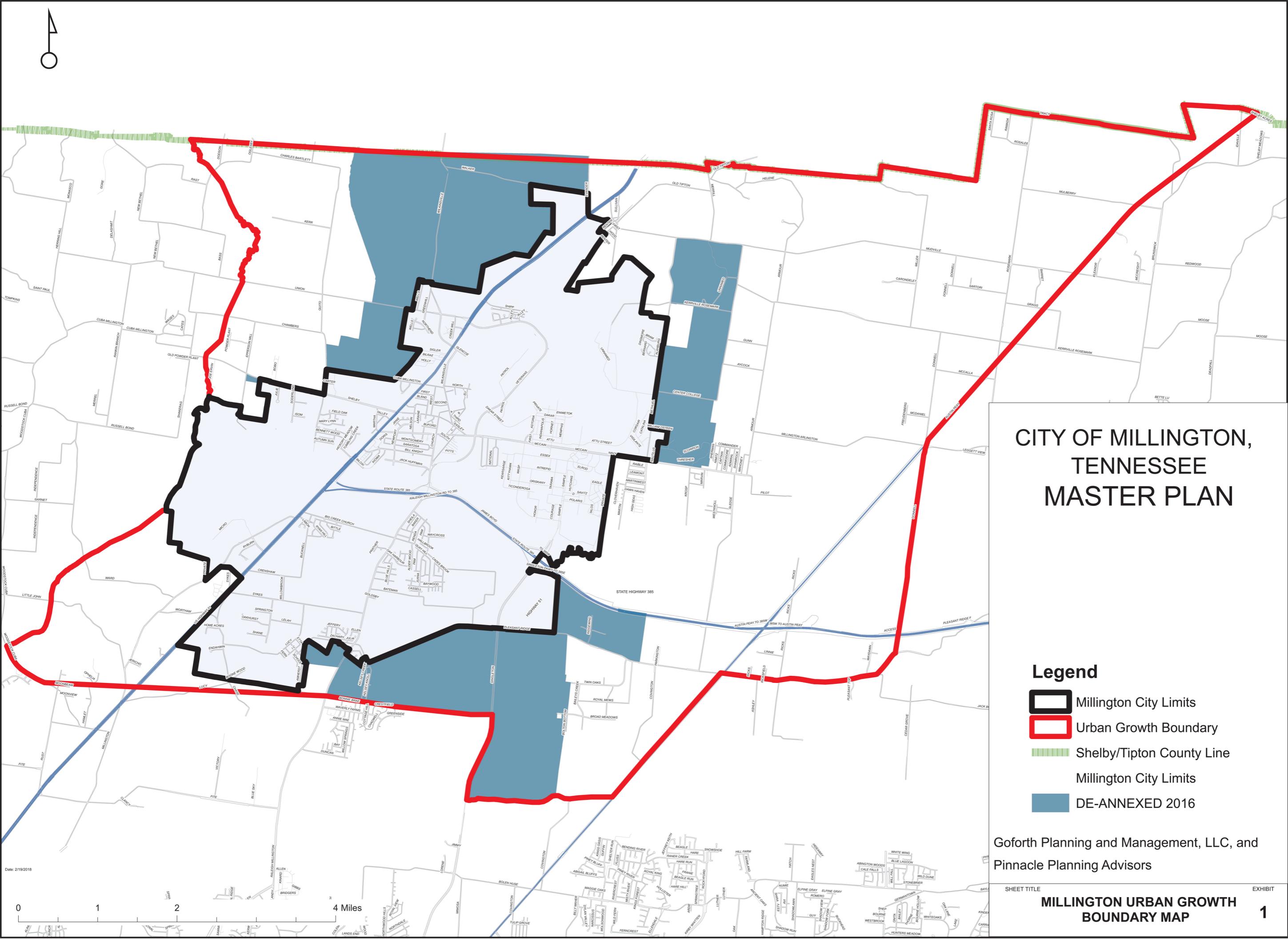
Under this plan, each municipality established an area or areas outside the municipalities boundaries to be established as an Planned Growth Boundary. Once each of the communities and the Coordinating Committee approved this plan, the Shelby County Commission approved this plan on April 12, 2000. The county was also responsible for designating Rural Areas under this plan. These areas were to remain rural for at least 20 years.

The Millington Urban Growth Boundary was established as a result of these actions and contained 47,214 acres or almost 74 square miles of land, including the area within Millington, see Exhibit A, Millington Urban Growth Boundary Map. Under the State Laws at that time, municipalities had the right to annex land within their Urban Growth Boundary or planned growth area, upon their own initiative without a referendum or approval of the residents and owners of the area. Within this area Millington had the authority to annex territory without the permission of the owners and residents and in addition, the county and other municipalities.

In subsequent years following this action, the Legislature had further restricted the annexation of property to a point where a referendum must be held of the residents of an area to be annexed or by petition of the owner or owners of property. The residents of the area must approve the proposed annexation before the municipality can annex the territory. It has become much more difficult to annex property and it is not likely that any large annexation of properties will occur in the planning period of twenty years. The only two actions that can change this situation is where a petition to annex by a majority of the owners of an area or should there be changes to the State laws.

C. CURRENT DAY

Millington had a 2016 estimated population of 10,974 persons. This population has only grown slightly since 2000. Millington had actually grown to 21,177 persons in 1970 due to the expansions of the Naval Air Station. However, the BRACC redesignation of the Base to a Naval Support in 1998 greatly impacted



the City with a loss of population. A more detailed evaluation of the population changes is provided in the Population Housing and Economy section.

The City had also grown in land area across the years and in 2016 the City had a total land area of 21,281 acres or 33.3 square miles. There had been several annexations of large predominately vacant land areas in previous decades and no development had occurred in these areas. In fact, there were 7,070 acres of land that included only twelve homes and most of the land was farm land and was classified as greenbelt. This classification reduces the taxes to approximately 25% of the normal taxes.

The City held hearings at both the Planning Commission and the Board of Aldermen in 2016 and de-annexed the 7,070 acres of land as a “Contraction of its Limits” under Tennessee Code Annotated (TCA) 6-51-201. Subsection (b) (1). The contraction of the limits reduced the land area of the City to 14,211 acres or 22.2 sq. mi., a reduction of about one-third of the land area in Millington. These areas are delineated on Exhibit A.

D. PURPOSE

The Tennessee Code Annotated Statutes, as amended, Title 13, grants municipalities and counties the authority to provide for the planning. In accordance with the Tennessee Planning Commissioner Handbook, “local planning and land use regulation rest on powers granted to cities and counties by the state constitution, but state legislation shapes the manner in which these powers are exercised.” By means of police powers, cities and counties within the State have “the authority to regulate a citizen’s behavior, including the use of private property, to promote the health, safety, welfare, and morals of the public.” The Handbook states explicitly that “land use planning, zoning, and subdivision regulation, and building regulation are all exercises of the police power.” Compliance with Title 13 rests with the Planning Commission.

The State of Tennessee does not mandate that each municipality or county adopt land use controls; however, for those communities that do, the community must adopt a general plan, master plan, or comprehensive plan. In accordance with Section 13-4-201, the Tennessee Code specifically states, “it shall be the function and duty of the Planning Commission to make and adopt a general plan for the physical development of the municipality including any area outside its boundaries which bears a relationship to the planning of the municipality.” The comprehensive plan must include text and corresponding maps. Furthermore, at minimum, the following recommended elements related to the physical development of the area should be included in a comprehensive plan:

- A land use plan that designates the proposed general distribution and extent of the uses of land for residences, commerce, industry, recreation, open space, and public facilities.
- An inventory and analysis of the physical characteristics that may impact the development of the area. Physical characteristics can include, but are not limited to, topography, soils, flood plains, and wetlands.
- A community facilities inventory that includes schools, parks and recreation, and public facilities.
- A transportation plan depicting in map form the proposed functional classifications for all existing and proposed major streets, roads, and highways for the area included in the land use plan and for the same time period as covered in the land use plan.

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- A long-range plan which includes maps and text for future land use, streets, and major road development within a specified timeframe set forth in the comprehensive plan.
- A population profile to analyze trends in population, distribution of the population, demographics, and population projections for a specified horizon. Goals and objectives for a 20- to 25-year period that address residential, commercial, and industrial development, parks, open space and recreation, road improvements, public schools, and community facilities.
- Evaluation of standards for development including a zoning ordinance and subdivision regulations.

The purpose of this Master Plan is to provide a General Plan consistent with Section 13-4-201 requirements for the development of Millington over the next 20 years.

SECTION II - POPULATION HOUSING AND ECONOMY

A. POPULATION

The U. S. Census Bureau estimated a population of 10,176 for Millington during the Census of 2010. The Bureau currently estimates a July 1, 2016 population of 10,974. The 1970s and 1980s were the decades of the highest population for the City of Millington. These were the years that saw the largest number of assigned and civilian personnel at the Naval Support Activity (NSA). This is reflected in the 1970 population of 21,177.

The history of population growth and decline in Millington has been delineated in Table II-1, Millington Population History and Chart II-1, Millington Population History. Between the City's incorporation in 1903 and 1940, the City had only grown to 730 persons. This would change dramatically in 1942 following the declaration of war by the United States against Japan, Germany and Italy. Park Field had been established in 1917 at Millington to train pilots for World War I. The airport was reactivated as a training facility for Navy pilots and the expansion of the Base to accommodate this training provided an explosion to the Millington population. Between 1940 and 1950, the City grew from 730 persons to 4,696 a growth rate of 543.3% for the decade. This was the largest percentage of growth in a single decade.

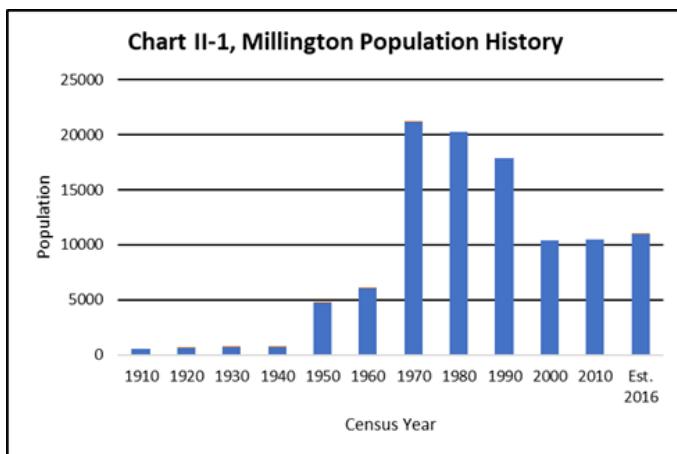


Table II-1, Millington Population History

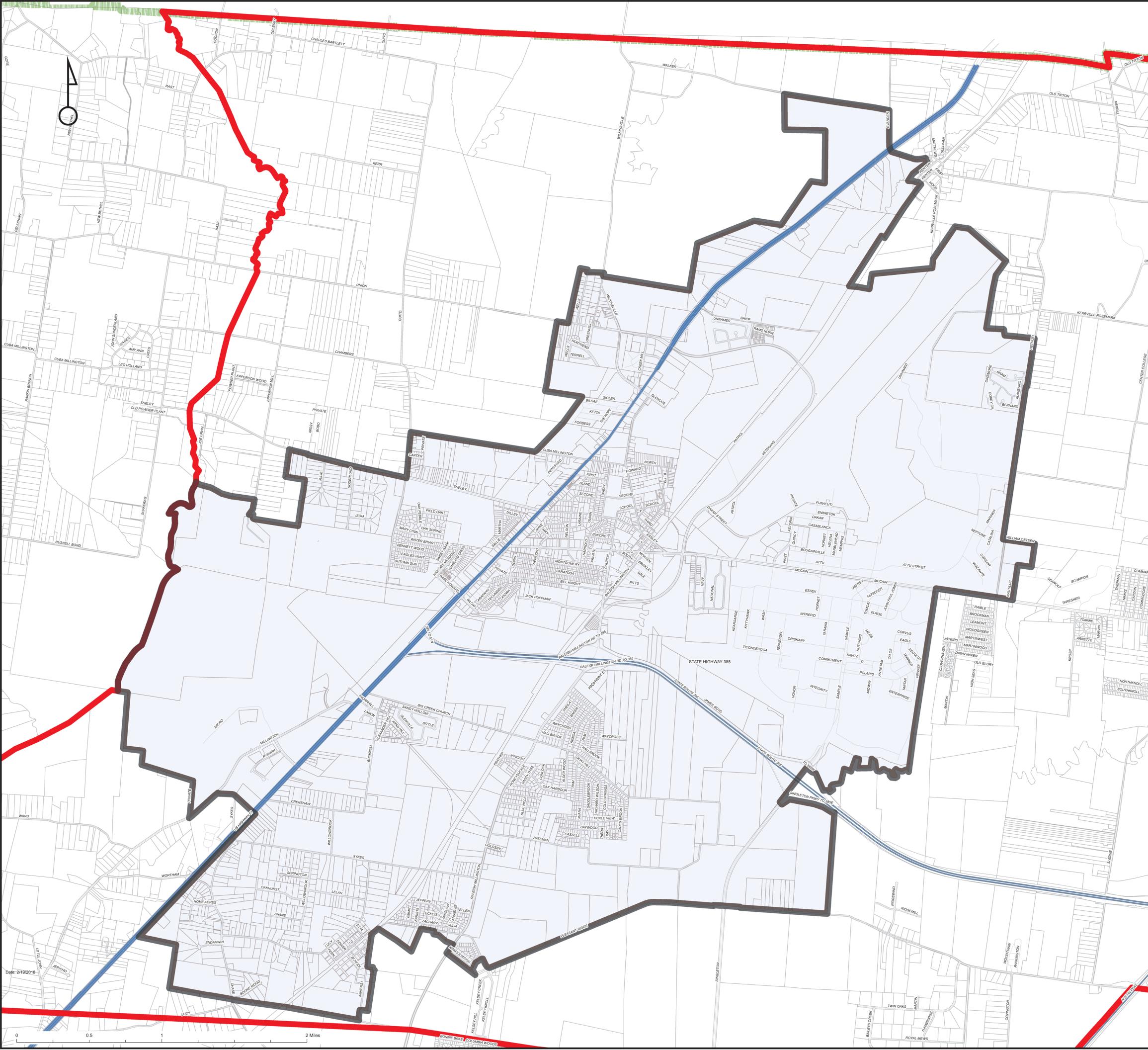
Census Year	Population	Percent Change
1910	554	—
1920	657	18.6%
1930	662	0.8%
1940	730	10.3%
1950	4,696	543.3%
1960	6,059	29.0%
1970	21,177	249.5%
1980	20,236	-4.4%
1990	17,866	-11.7%
2000	10,433	-41.6%
2010	10,442	0.1%
Est. 2016	10,974	5.0%

Source: U. S. Decennial Census and 2016 Population and Housing Unit Estimates

Even though the greatest percentage of growth for Millington was in the 1940s, the largest numerical growth was between 1960 and 1970 when the city grew by almost 250%. The city grew from 6,059 to 21,177, an increase of 15,118 persons. The city decreased slightly in 1980 to 20,236 persons. The growth and maintenance of population in the 1960s and 1970s corresponds to the U. S. involvement in the Vietnam War. The actual war lasted from 1954-1975, but direct U. S. involvement was from the early 1960s to the early 1970s.

The population stayed high until the early 1990s when the 1993 Base Realignment and Closure Commission approved the realignment of the Naval Air Station Memphis. In 1995 NAS Memphis was redesignated as Naval Support Activity Memphis and later changed to Naval Support Activity Mid-South.

CITY OF MILLINGTON, TENNESSEE MASTER PLAN



Legend

- Urban Growth Boundary
- Shelby/Tipton County Line
- Millington City Limits

Goforth Planning and Management, LLC, and
Pinnacle Planning Advisors

SHEET TITLE

EXHIBIT

CITY LIMITS 2017

2

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Much of the military property north of Navy Road was determined to be surplus property and the airport was given to the City of Millington and the property surrounding the airport was given to the Millington Industrial Development Board for economic development purposes.

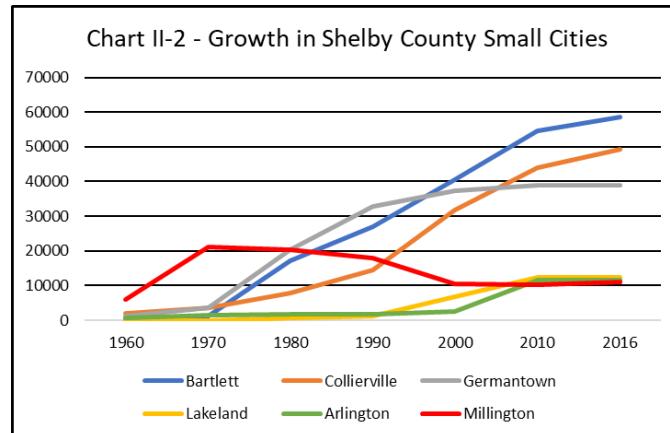
The net result of the realignment was a reduction from a maximum of approximately 15,000 military and civilian personnel to the current estimate of 6,500. This loss of base personnel and is reflected in the loss of population from 17,866 in 1990 to 10,433 in 2000. The population has hovered slightly above 10,000 since 2,000 and the U. S. Census Bureau estimates a July 2016 population of 10,974. Chart II-1 provides a graph of the population history.

Table II-2 - Growth in Shelby County Cities

City	1960	1970	1980	1990	2000	2010	2016
Bartlett	508	1,150	17,170	26,989	40,543	54,613	58,622
Collierville	2,020	3,651	7,839	14,427	31,872	43,965	49,177
Germantown	1,104	3,474	20,459	32,893	37,342	38,844	39,056
Lakeland	0	0	612	1,204	6,862	12,430	12,494
Arlington	620	1,349	1,778	1,778	2,569	11,517	11,566
Millington	6,059	21,177	20,236	17,866	10,433	10,442	10,974

Source: U. S. Decennial Census and 2016 Population and Housing Unit Estimates

The development of Millington occurred earlier than the other small cities in Shelby County. Table II-2 provides an analysis of the growth in population of these cities. The population growth began in Millington prior to the other small cities in the county. In both 1960 and 1970 there were more people in Millington than Bartlett, Collierville, Germantown and Arlington combined. The growth in Millington was in a large part based on the expansion of the military base and the corresponding need for housing, business services and civilian employees. It was not until the 1970s when the other small cities started their rapid growth and the City of Lakeland was incorporated.



The growth in these cities was fueled by an outmigration from the City of Memphis. While the Memphis population is only slightly larger than in 1970, substantial annexations of developed land were required to offset this outmigration. The City of Millington was not included in the population growth of these other Cities by outmigration.

By 1980, Millington was already a City of over 20,000 with business, industry, and a housing authority. The other cities were bedroom

communities composed primarily of residential development. A graph of the growth of the small cities is shown on Chart II-2 above.

The following Table II-3 provides a breakdown of selected 2010 Census population characteristics for the six small cities in Shelby County.

Table II-3 - Selected Population Characteristics

Age and Sex	Arlington	Bartlett	Collierville	Germantown	Lakeland	Millington
Persons under 5 years	9.0	5.3	5.7	4.9	6.6	6.8
Persons under 18 years	35.3	25.3	28.9	24.1	29.5	24.2
Persons 65 years and over	4.2	12.5	9.0	16.1	10.0	14.8
Female persons, percent	51	51.7	51.2	51.6	50.6	51.9
Race and Hispanic Origin						
White alone	81.2	78.7	79.7	89.5	83.3	65.2
Black or African American alone	13.8	16.1	10.9	3.6	9.4	25.6
Asian alone, percent	1.8	2.5	7.1	5.2	4.4	2.4
Two or More Races, percent	2.1	1.6	1.3	1.1	1.5	3.1
Hispanic or Latino, percent	3	2.7	2.6	1.9	3.4	5.9

Several of the population characteristics of Millington are significantly different from the other small cities in the County. There is a wide range of population distribution across the cities based on age, but they are very similar in the breakdown of male to female. They all range from 50.6% to 51.9% female. Millington is second only to Germantown in percentage of population over 65, with Germantown at 16.1% and Millington at 14.8%.

Millington is distinctly different from the other cities in racial distribution. Millington has the highest percentage of Black or African American 25.6% and Hispanic or Latino 5.9% of these cities. This compares to the US Census Bureau 2016 estimates of 54.1% Black or African American and 6.1% Latino for all of Shelby County.

Table II-4 - Educational Breakdown

Education	Arlington	Bartlett	Collierville	Germantown	Lakeland	Millington
High school graduate or higher, percent of persons age 25 or more years	94.1	94.2	96.5	97.6	94.9	88.6
Bachelor's degree or higher, percent of persons age 25 or more years	38.3	35.6	54.6	66.1	43.4	19.0

Millington also lags behind the other cities in educational attainment based on the 2010 Census, see Table II-4. Almost 90% of the persons (88.6%) over 25 have graduated from high school, this is slightly lower than the other small cities. However, it is noted that it is much higher than other West Tennessee cities like Covington with 78.8% and Union City with 37.4%. Millington is substantially lower than the other cities in terms of completion of a Bachelor's degree or higher with only 19%. Shelby County is higher with 30.2% of the population. One reason for this low number is that there is very little housing and job opportunities to attract college graduates and entice local college graduates to return home after college.

B. HOUSING

The housing data is only updated by the Census Bureau every ten years. Based on the 2010 Census, there were 4,408 housing units in Millington. Owner occupied housing units comprised 58% of these units. The percentage of owner occupied units is low compared the other small cities in the county

which range from a high of 86.4% in Germantown to a low of 80.5% in Lakeland. However, it is in line with other West Tennessee Cities like Covington with 46.6 % owner occupancy and Union City with 55.1 %. In many ways Millington is more closely related to the demographics of Union City, a city of 10,895 in 2010 and a projected population of 10,589 in 2016, according to the Census Bureau.

Table II-5 - Housing						
Housing	Arlington	Bartlett	Collierville	Germantown	Lakeland	Millington
Housing units, April 1, 2010	3,739	20,143	15,781	15,536	4,655	4,408
Owner-occupied housing unit rate, 2011-2015	86.2	82.9	84.7	86.4	80.5	58
Median value of owner-occupied housing units, 2011-2015	\$214,700	\$171,300	\$272,800	\$288,500	\$236,800	\$111,900

During the years when NAS was a training facility in Millington, many of the students were paid low wages and a good deal of the housing in and around Millington was constructed for rental to military personnel. With the reduction of the work force in Millington, there was an abundance of low-income housing in the City, and much of it was in flood prone areas. There has been substantial flooding in Millington that has further negatively impacted this housing. Some of this housing is in mobile home parks.

The City of Millington has been active in the acquisition and removal of much of this substandard and low-income housing, particularly those properties located in flood prone areas. At the same time, there has been very little construction of new homes since prior to the 2008 recession.

In 2010, the median value of owner-occupied homes in Millington was \$111,900. It is substantially lower than the values of the homes in other Shelby County small cities, which range from \$170,000 to \$288,500. However, it is substantially higher than other similar size West Tennessee municipalities.

There were 2.49 persons per household in Millington according to the 2010 Census.

There has been very little new house construction in Millington since the stock market decline in 2008. There is a need for additional single family homes, there are very few vacant homes for sale for new or residents moving up to larger homes or families downsizing after the children leave.

C. ECONOMY

Millington also lags behind the other Shelby County small cities in median household income and per-capita income, see Table II-6. However, it is substantially better than other cities such as Covington with \$28,571 and Union City with \$35,698 median income. Millington's poverty level of 19.5% is high for Shelby County but is slightly lower than the county which has 20.2% poverty level and much better than Covington with 29.2% and Union City with 28.1%.

Table II-6 - Income and Poverty

Income	Arlington	Bartlett	Collierville	Germantown	Lakeland	Millington
Median household income (in 2015 dollars), 2011-2015	\$ 93,000	\$ 81,158	\$ 110,084	\$ 109,464	\$ 96,964	\$ 48,822
Per capita income in past 12 months (in 2015 dollars), 2011-2015	\$ 28,876	\$ 32,876	\$ 42,537	\$ 53,989	\$ 40,365	\$ 24,570
Persons in poverty, percent	3.4	5.7	4	4.6	4.4	19.5

Table II-7 shows that sixty percent of the population over 16 is in the labor force compared to 62.4% to 70.4% in the other cities listed above. Again, it is higher than Covington and Union City with about 55% each.

There one highly significant positive factor for Millington in relation to the other cities is that of retail sales per capita. Millington has \$28,136 in retail sales for every resident. This is over 50% higher than the closest other community, Collierville. Millington has a larger and more regional trade area in relation to the other cities. It is higher than Covington with \$25,594 but lower than Union City with \$35,713. Union City has a much larger trade area and includes northwest Tennessee and southwest Kentucky.

Table II-7 - Economy

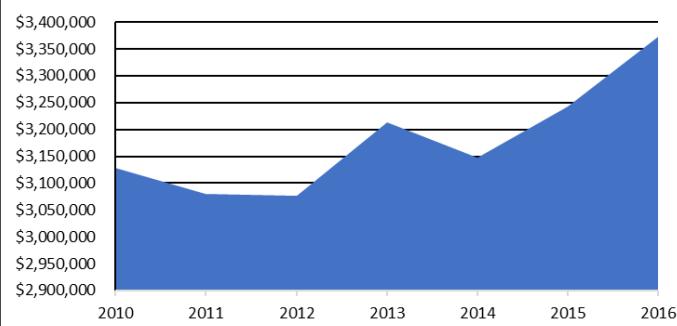
Economy	Arlington	Bartlett	Collierville	Germantown	Lakeland	Millington
In civilian labor force, total, percent of population age 16 years+, 2011-2015	70.4	65.9	69.7	62.4	68.5	60
Total retail sales per capita, 2012 (c)	\$ 5,079	\$ 15,905	\$ 18,357	\$ 8,862	\$ 7,181	\$ 28,136

A closer look at sales data is provided in II-8 and Chart II-3, which provides a breakdown of local option sales taxes collected in Millington between 2010 and 2016. The local option tax of 2.75% is collected on all eligible items but is limited to only the first \$1,600 of any one item such as a vehicle or other large

Table II-8, Millington Local Option Sales Tax Revenue 2010-2016

SALES TAX REVENUE	2010	2011	2012	2013	2014	2015	2016
Local Sales Tax Collected	\$ 3,128,360	\$ 3,080,542	\$ 3,076,435	\$ 3,213,142	\$ 3,147,766	\$ 3,243,212	\$ 3,372,219
Convert to sales *	\$ 227,517,091	\$ 224,039,418	\$ 223,740,727	\$ 233,683,055	\$ 228,928,436	\$ 235,869,964	\$ 245,252,291

* Includes sales of all items up to \$1,600 per item.

Chart II-3 Millington Local Option Sales Tax Collected

purchases. Sales tax revenues have increased by 7.8% since 2010. This increase does not include any of the new sales taxes that are now being collected from the recently developed 115,000 sq. ft. Millington Farms Shopping Center. All of these 12 new businesses are open and local option taxes should increase substantially in fiscal 2017 and future years. Several other new businesses have

located across the street from the new shopping center and around the city.

Major Employers

The Greater Memphis Chamber maintains employment information for the Memphis and Mid-South area. This data indicates that there are 390 companies with over 13,800 employees working at companies in the Millington Zip Code, 38053. This zip code covers area outside Millington such as the industrial area along Fite Road to the south of Millington, the Rosemark area east of the city and even some properties on Highway 51 in Tipton County. Once the addresses in these areas are removed, there are still over 12,800 employees in or immediately adjacent to Millington. It is very unusual to find a community with more jobs than residents (10,974 estimated population in 2016).

Information from the Greater Memphis Chamber indicates that the top employers in Millington are as follows:

Table II-9 Top Ten Employers	Employees
Naval Support Activity, all commands and tenants on base property	*6,494
Walmart, includes full and part-time	450
Ingram Micro (Tennessee Distribution Company)	400
Millington Municipal School District	300
City of Millington	180
Lowes	150
Kroger	115
Ritter Communications	100
Sandusky Lee Corporation	92
Homer Skelton Ford	80
TOTAL TOP TEN	8,361
*The Chamber indicates 7,500 jobs but the official number from NSA Mid-South is shown.	

The Naval Support Activity is the largest employer in Millington. There are more than 30 tenant commands including the Naval Personnel, Recruiting, Manpower Analysis, Personnel Research Commands and others including the Army Corps of Engineers Finance Center. Millington has never been a bedroom community, depending on jobs in other communities. In fact, Millington has been an employment center for local residents and the surrounding cities and counties for many decades. These jobs bring people from the surrounding area to Millington where they purchase goods and services that help both local businesses and sales tax revenue for the city.

D. TOURISM

Millington is unique in Shelby County small cities because of the impact of tourism in the general Millington Area. There are a number of annual events and yearlong tourist attractions that bring visitors to Millington.

Memphis International Raceway

This raceway is located south of Millington and it opened in 1987 with a drag strip and a 1.8 mile road course. It also includes a $\frac{3}{4}$ mile oval short track. This facility hosts such events as: The International Hot Rod Association World Finals and Nitro Jam; Professional Drag Racers Association Hot Rod Power Tour;

Super Chevy Show, Fun Ford Series and Mega Mopar Action Series. There are events every month and multiple events many of the months.

International Goat Days

International Goat Days Festival is a Millington tradition founded by W. S. Babe Howard. The 2017 event saw over 35,000 attendees at the various events including: World's largest goat parade; tractor pulls; antiques tractor show; rodeo; car show; BBQ contest and other activities. The goat show is sanctioned by the TN Dairy Goat Association and brings entrants from the States across the area.

Memphis Airshow in Millington

Every year the Millington-Memphis Airport serves as the host for the Navy Blue Angels and the Memphis Airshow. This annual event brings many visitors to the city for the two day show. It also brings many airplanes, pilots and maintenance staff to the city for many days in practice and preparation for this facility. Previous year attractions have included the Airforce Thunderbirds and the Canadian Snowbirds and many other performers.

Naval Support Activity Mid-South

There are many visitors to the Millington area as a result of the location of NSA. These visitors include normal business visitors to the various commands and tenants at the facility. The Navy Boards are held in Millington for the promotions and advancements of active and reserve personnel. The Navy also holds a Nautical Ten Mile race that brings visitors to the area.

Golf

Millington is a golf course destination with four golf courses within seven miles. Glen Eagle Golf Course is a Navy owned 18 hole course with a driving range, putting green and 140 yard practice hole. This course is open to the public and is an outstanding golf facility with a clubhouse and restaurant.

The Edmond Orgil Golf course is located just outside Millington on Bethuel Road. This 18 hole golf course and club house has a practice range and putting green. This course is owned and operated by Shelby County. This facility and the adjoining park also serve as the location for the Memphis in May Triathlon. This two day event includes many divisions ranging from mature to Olympic level participants.

The Mirimichi Golf Course is located just west of the city and was rated the Number one public golf course in Tennessee by Golf Digest in 2016. This golf course and clubhouse complex was constructed to be considerate of the natural environment and includes a challenging eighteen hole layout and a short game complex ranging from 75 yards to four par holes. This course offers stay and play opportunities for golf and hotel stays in both Millington and Downtown Memphis.

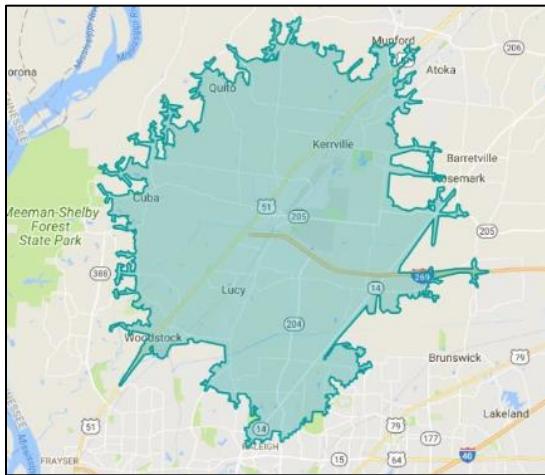
Forest Hill Golf course is located north of Millington in Tipton County and also offers an eighteen-hole golf course, practice green and driving range.

E. RETAIL DEVELOPMENT

In previous sections it was noted that Millington retail sales per capita was the highest of any of the suburban municipalities in Shelby County. The city benefitted from both its geographic location and retail offering that is not available in south Tipton County.

Millington Retail Leakage and Surplus Analysis

The Buxton Company of Ft. Worth, Texas provided an analysis of retail sales in Millington forecasting current sales, sales that are taking place outside of Millington by Millington residents (e.g. leakage), and sales surplus from non-local shoppers. This data is useful in identifying potential gaps in the retail offering to assist in tailoring marketing and recruitment efforts. This report is included as Appendix C and is based on a 15-minute drive time shown on the enclosed map from the study.



The data is for the primary trade area which represents approximately a 15-minute driving time. This area extends outside of Millington to portions of Raleigh, Atoka, and Munford. There is a total potential in the trade area for over \$762 million in sales. There are currently only an estimated \$412 million leaving a potential addition of \$350 million in sales. If fully capitalized upon, this could produce another \$1.7 million in local sales taxes annually.

In general, food and beverage establishments are the only sector with a slight surplus, meaning attracting non-local shoppers in addition to the local population.

Several sectors such as Building Materials/Garden Equipment, General Merchandise, and Miscellaneous Store Retailers are performing relatively well despite still registering leakage. However, the areas of greatest need are: Furniture and Home Furnishings; Clothing; Sporting Goods; Hobby, and Book and Music Stores. Sub-categories with the greatest surplus are: Motor Vehicle Parts and Accessories; and Building Materials/Outdoor Power Equipment. The Subcategory of Health/Personal, particularly optical and personal care demonstrate significant under supply.

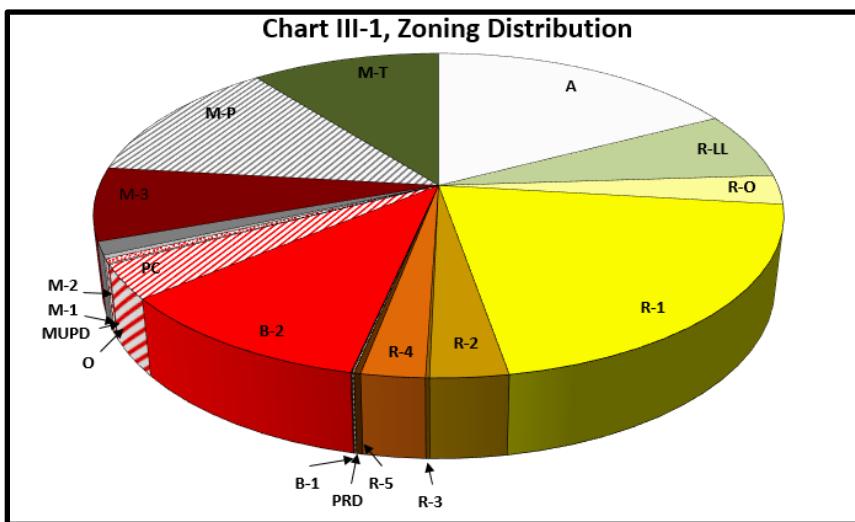
Recent additions to the retail offering are not incorporated into the data and can shift the data as reporting of retail sales progresses. This analysis does not include any of the new businesses at the Millington Farms Shopping Center.

SECTION III - INVENTORY AND ANALYSIS OF EXISTING CONDITIONS

The following information is provided to give a baseline of conditions at the start of the Master Planning process. This information was obtained through analysis of existing plans and studies for the community and in meetings with city staff and records. The city's excellent Geographic Information System (GIS) provided a great deal of information and assisted greatly in the production and analysis of data.

A. EXISTING ZONING

The City of Millington has nineteen different zoning districts. A listing of the various zoning districts and the number of acres is provided in table III-1, Zoning Distribution. Chart III-1 provides a graphic rendition of the distribution of the zoning districts. These zoning districts are also shown on Exhibit 3, Zoning Map.



A - Agricultural

This district is set aside for areas that are vacant or utilized for agricultural purposes. In areas where sanitary sewer is available, single family residences are permitted in lots of 20,000 sq. ft. or larger, a density of 2.18 lots per acre. If sewer is not available, the lot must be approved by the Shelby County Health Department for

a septic system. The lot size is increased for a septic system to at least two acres or larger. A total of 2,421 acres or 17.0% of the city is zoned agriculture.

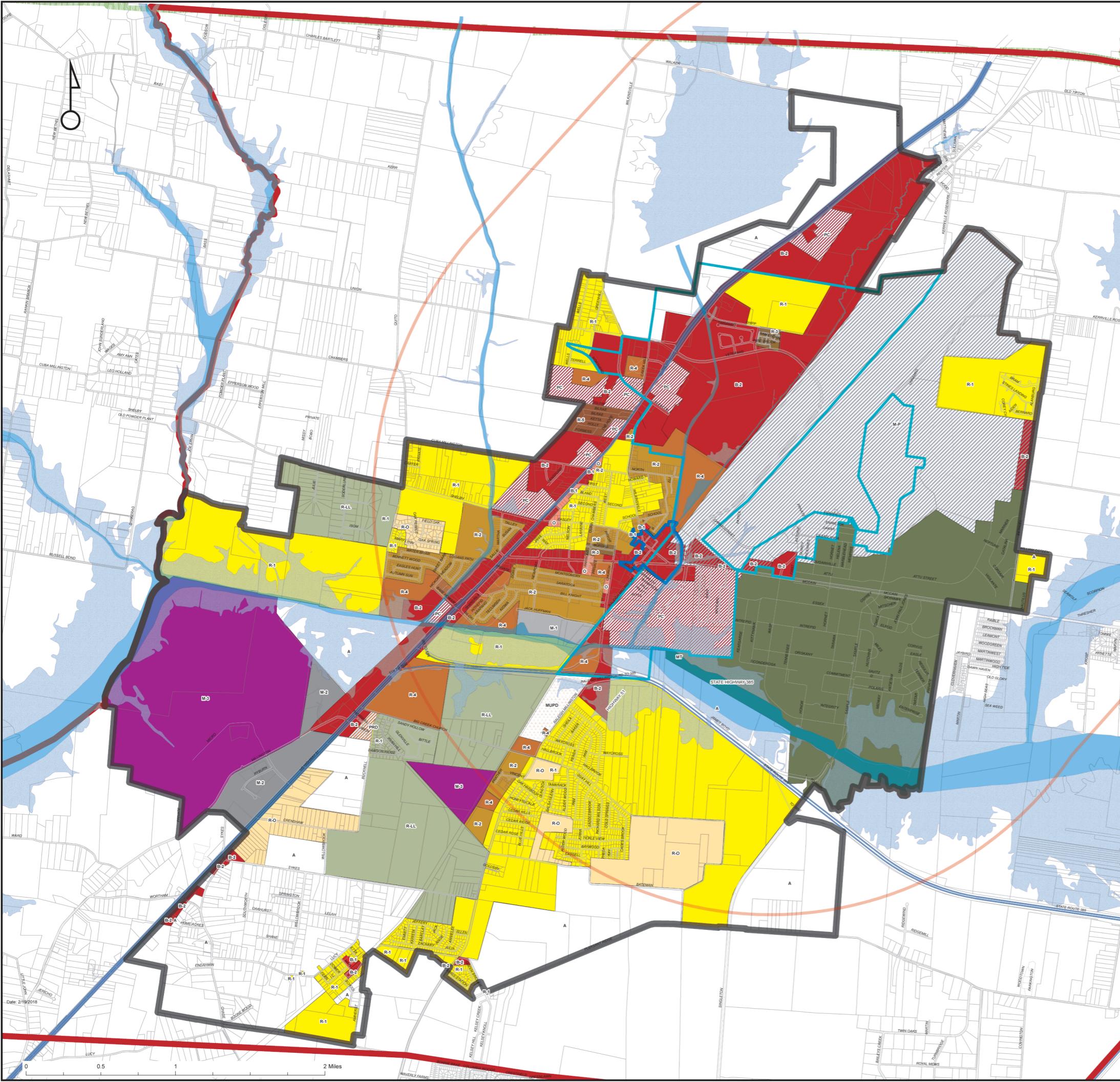
Residential Districts

There are seven different residential districts and a planned residential district. Residential districts account for 5,087 acres, 35.7 of all of the land in the city. Agricultural and residential districts combined provide a majority of the land in Millington with a total of 52.72% of the land. All of these districts permit various types of residential development and other compatible uses such as schools, churches and other public and semi-public uses. The districts permit various types of residential from estate homes on acreage to townhouses and multiple family units such as apartments.

Table III-1, Zoning Distribution

ZONING	ACRES	PERCENT
A	2,421	17.0%
R-LL	960	6.8%
R-O	419	2.9%
R-1	2,834	20.0%
R-2	442	3.1%
R-3	22	0.2%
R-4	361	2.5%
R-5	37	0.3%
PRD	12	0.1%
B-1	6	0.0%
B-2	1,521	10.7%
PC	488	3.4%
O	19	0.1%
MUPD	60	0.4%
M-1	50	0.4%
M-2	185	1.3%
M-3	1,049	7.3%
M-P	1,816	12.8%
MT	1,519	10.7%
TOTAL	14,221	100.0%

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ZONING MAP

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R-LL – Residential District

This residential district permits single family residences on lots with a minimum of two acres. R-LL is the lowest density residential district and it represents 960 acres or 6.8% of the city.

R-O – Residential District

The R-O district is also a low-density district which permits single family residential on lots with a minimum of 15,400 square feet or 2.83 lots per acre maximum density. This zoning covers only 2.9% of the land.

R-1 – Residential District

The R-1 district is the largest of the residential districts with 2,834 acres or 20.0% of the land in Millington. This district permits single family residential of a minimum of 80 feet of width and only 6,500 square feet in area. This is an unusual lot area for an eighty foot lot. Typically, eighty foot lots will have a lot area of 10,000 square feet in other cities. This district permits the same lot area as other more dense residential districts. The lot area is a minimum of 6,500 sq. ft., but the lot width is 80', this would mean that the lot depth is only 81.25'. With setbacks of 30' front yard and 30' rear yard, this would only leave 20' for building. The lot area of this district needs to be changed to 10,000 sq. ft.

R-2 Residential District

The R-2 district permits single family residences on lots with a width of sixty-five feet and has the same area requirements of the R-1 district, 6,500 sq. ft. This district covers 442 acres or 3.1% of the land. The density based on the lot area requirement is 6.7 lots per acre.

R-3 Residential District

The R-3 district represents an increase in the density of residential districts. While it permits single family residents at the same size as the R-2 district, it also permits two family residences, day care centers, assisted living facilities and nursing homes. Land in this district account for only 22 acres or 0.2% of the property in the city. This district also allows a maximum density of 6.7 dwelling units per acre.

R-4 Residential District

This district also permits single family and two family units at the same size as permitted in R-3, it also permits higher density residences such as townhouses and multi-family (apartments) residential units. In addition, it permits day care centers, assisted living facilities and nursing homes. The R-4 district represents 361 acres or 2.5% of the land area. The density in this district ranges from 6.7 units per acre for single family to 12.82 units per acre for apartments and townhouses.

R-5 Residential Mobile Home Park

There are two large mobile home parks in Millington and these areas are zoned R-5. This district permits mobile homes and manufactured homes. The R-5 district covers a small portion of the land in the city, only 37 acres or 0.3%.

PRD Planned Residential District

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The PRD district is an overlay district in Millington. Approval of a PRD is required by the Planning Commission and Board of Mayor and Aldermen. This district permits the reduction of the setback and area requirements of the standard residential districts and varying types of residential development as a part of an overall cohesive plan. This district is small and contains only 12 acres or 0.1% of the land area. Since this is an overlay district, it carries the same density as the underlying zoning district.

Commercial Districts

Commercial development is an important part of the city's revenue through local and State shared sales taxes as well as property taxes. All of the commercial districts together comprise 2,094 acres or 14.7 % of Millington.

B-1 Neighborhood Commercial District

The neighborhood commercial district is a restrictive commercial district with low impact neighborhood serving commercial and office uses. This district is designed to be located in close vicinity to residential development. There is only 6 acres of B-1 land in the city and this does not equal even one tenth of a percent of the land area.

B-2 General Commercial

The heavy preponderance of commercial land is zoned B-2 with 1,521 acres or 10.7 percent of the city. This district corresponds to the Highway Commercial district in similar cities. All commercial uses permitted in Millington are permitted in this district either by right or by special permit of the Planning Commission or as a special exception by the Board of Zoning Appeals.

P-C Planned Commercial District

The P-C district has been established for unified planned commercial developments, but it is not an overlay district. This zoning typically covers large planned shopping centers. The uses permitted are more restrictive than B-2, and the P-C district represents 488 acres or 3.4% of the city.

O Office District

This district provides locations for offices that provide basic services and limited commercial uses. Since office uses are also permitted in the other commercial districts there is little demand for O zoning in the city. The land area designated for office uses only represents 19 acres or 0.1% of the city.

MUPD Mixed Use Planned Development

This zoning was established of unique planned developments that provide cohesive developments that offer the ability to live work and shop in one integral community. Only one project has been approved in this district and this development has never been started. This district covers 60 acres or 0.4% of the city.

Industrial Districts

Land zoned one of the four industrial districts comprise 3,100 acres or 21.8% of the Millington. Much of this land is vacant or is occupied by the landfill and airport.

M-1 Light Industrial District

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The M-1 district provides locations for light industrial and small warehouse uses. This district contains 50 acres of land, 0.4% of the city.

M-2 General Industrial District

This district includes a broad range of industrial uses, wholesale trade and some limited commercial uses. The M-2 District contains 185 acres or 1.3% of the city.

M-3 Restricted Industrial District

The M-3 district is provided for heavy industrial uses that could be of a hazardous or obnoxious nature. These uses must be located in an area where they will have a minimal impact on other development. This area also permits landfills and other similar uses. This zoning covers a large landfill and the surrounding area. It is comprised of 1,049 acres, 7.3% of the land.

M-P Planned Industrial District

This district was established in 2016 to provide a place for planned industrial development with groups of buildings with harmonious design and properly designed parking, loading and landscaping. This area is primarily located on land owned by the Industrial Development Board and is planned for new industrial development. This area also includes the airport and contains 1,816 acres or 12.8% of the city.

Other Zones and Zone Overlays

M-T Military Zone

The Military zone district is exclusively for the Naval Support Activity Mid-South. This special zone covers the entire base and contains 1,519 acres and 10.7% of the city of Millington. Military bases are not subject to local zoning.

AHR Airport Height Restriction and Airport Clear Zone Overlay

This special overlay district is provided to establish height and use restrictions consistent with FAA requirements for airports. Over half of the city falls into this district in relation to heights. Use conditions exist primarily in the airport approaches and to properties in close vicinity to the airport.

OT Old Town Overlay Zone

This overlay zone was established to provide for more detailed regulations but the specific use and bulk regulations were never developed. The development of these standards is one of the goals of this Master Plan.

VP Veterans Parkway Overlay Zone

The VP district is based on a special study of the newly constructed Veterans Parkway. This district provides a reduction in front building setbacks and specific building and landscape design guidelines.

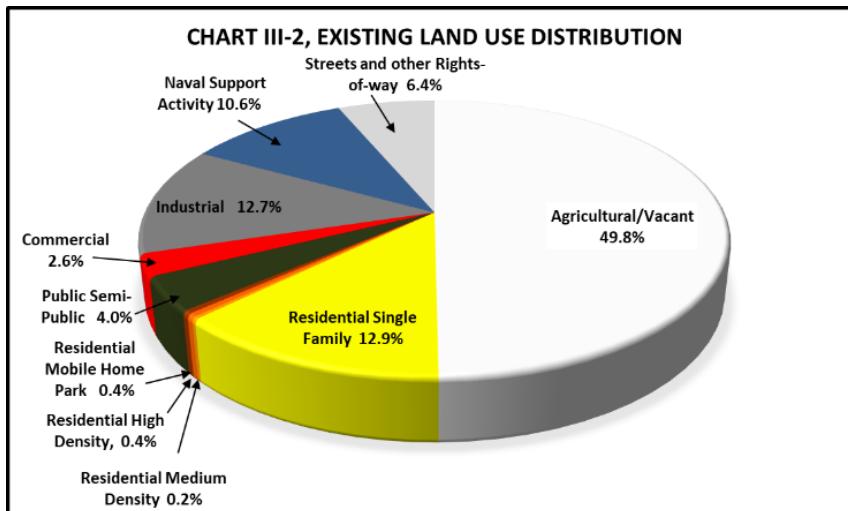
Zoning Summary

The existing zoning is classified into its basic use categories and shown below.

Primary Zoning	Acres	Percent
Residential	5,087	35.8%
Industrial	3,100	21.8%
Agricultural	2,421	17.0%
Commercial	2,094	14.7%
Military	1,519	10.7%
TOTAL	14,221	100.0%

B. EXISTING LAND USE

The current use of all properties in Millington has been classified into one of nine land uses. In general terms, the land uses are classified from the least intensive to most intensive uses. The land uses along with the total acreage and percent of the total land within the city are shown on Table III-2, Existing Land Use Distribution and further delineated on Chart III-2, Existing Land Use Distribution. The Shelby County Assessors data was used to provide a base of information on land use and this information was field verified in August 2017.



Existing Land Use	Acreage	Percent
Agricultural/Vacant	7,084.0	49.8%
Residential Single Family	1,835.0	12.9%
Residential Medium Density	35.4	0.2%
Residential High Density	54.0	0.4%
Residential Mobile Home Park	56.8	0.4%
Public Semi-Public	567.0	4.0%
Commercial	363.9	2.6%
Industrial	1,809.0	12.7%
Naval Support Activity	1,511.1	10.6%
Streets and other Rights-of-way	904.8	6.4%
Total	14,221.0	100.0%

Agricultural/Vacant

There is a great deal of vacant land in Millington and some of it is used for agricultural purposes. Agricultural use is a long term intended use on many of these properties. The Millington area is surrounded by some of the most productive farm land in Shelby County. Other parcels being used for agricultural purposes are as a temporary use until the property can be developed.

Land used for agriculture and vacant land is the most predominate use of land in Millington, with a total of 7,084.0 acres or 49.8% of the entire city. Not only is agricultural production important, but Millington is the home of Jones Orchard which produces and sell products locally and

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Legend

The legend consists of three entries, each with a colored square and text. The first entry has a black and white striped square and the text 'Millington City Limits'. The second entry has a solid red square and the text 'Urban Growth Boundary'. The third entry has a green square with horizontal stripes and the text 'Shelby/Tipton County Line'.

Land Use

- Agricultural/Vacant
- Residential Single Family
- Residential Medium Density
- Residential High Density
- Residential Mobile Home Park
- Public Semi-Public
- Commercial
- Industrial
- Naval Support Activity

FLOODWAY



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LAND USE MAP

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distributes them across the Mid-South. They also assist the city by bringing in customers and visitors for the Halloween festivals with a corn maze and other events.

Residential Single Family

This classification includes all the properties with individual homes built on a single lot. This can be a typical single family home or a manufactured home on an individual lot as defined in state law and local ordinances. The use of land for single family residential is only exceeded by agricultural/vacant in total land use. This use amounts to 1,835.0 acres or 12.9%. These homes range from older 1940s and 1950s constructed small homes to large homes on estate lots.



Residential Medium Density

Attached single family homes, duplexes, triplexes and townhouses are included in this classification. These uses are scattered across the city, but they only amount to 35.4 acres or 0.2% of the land area.



Residential High Density

This classification includes apartments and other high density developments, such as assisted living facilities and senior housing. High density can generate significant traffic and is typically located on or near Major Roads. The multiple family residential in Millington is located on or close to Highway 51 and on Navy Road. There is a total of

54.0 acres being used high density residential. This use includes apartments as well as nursing homes and senior housing facilities. These uses occupy only 0.4% of the land.



Residential Mobile Home Park

There are two mobile home parks in Millington, one on Highway 51 by Walmart and another south of Navy Road and east of Raleigh Millington. There are four other mobile home parks outside of Millington, one north of Shelby Road adjacent to the city limits and another south of Highway 385 and fronts on Pleasant Ridge Road. The other two are located south of Navy Road and east of

the Naval Support Activity. While this use only occupies 56.8 acres of land or 0.4% of the city, it contributes a significant number of housing units in Millington, due to the density of the developments.

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Public Semi-Public



Public and semi-public uses are found all over the city and include many types of uses that are normally not subject to property taxes. Public uses include schools, parks, public building and lands and other similar uses that serve the general public. Semi-public properties include facilities such as churches and private cemeteries that serve certain portions of the community. Commercial cemeteries have been included in this classification even though they are open to the public for a fee. However, the actual use of the land is for open space and to show the large tracts as commercial would not accurately represent the use of the property. Also included in this classification are clubs and other organizations. All public and semi-public uses occupy 567.0 acres which is 4% of the city.



Commercial uses amount to 2.6 % of the land area with 363.9 acres. Commercial uses are very important to the city since they bring in local sales taxes and add to the State share taxes returned from the State. A major new shopping center was opened in Millington in 2017 and other additional businesses have been constructed including medical facilities and restaurants.



Industrial properties in Millington generally include the production or assembly of goods and products. There is typically transportation of raw materials or parts into the facility with the finished goods being transported away. Access to major roads and Interstates are critical to the successful industrial use. There are two significant industrial areas in Millington. The largest existing industry in Millington is Ingram Micro which is located in the industrial area on Highway 51 south of Highway 385. The landfill is located west of this area and is also classified as industrial.

The Millington-Memphis Airport is also classified as airport along with the truck driver training area east of the airport. There are small locations of industrial uses such as metal shops and an auto salvage yard that are located in other sites in the city. Ingram Micro is the largest industry in the city. A total of 1,809 acres are used for industrial, but over 1,500 acres of this use includes the airport and landfill.

Commercial

All types of retail and office uses are included in the commercial classification. These uses can vary from a small office to a large retail shopping center or a Walmart. Most of these properties are located on Highway 51 and Navy Road, with neighborhood serving retail scattered throughout

the community. Commercial uses amount to 2.6 % of the land area with 363.9 acres. Commercial uses are very important to the city since they bring in local sales taxes and add to the State share taxes returned from the State. A major new shopping center was opened in Millington in 2017 and other additional businesses have been constructed including medical facilities and restaurants.

Industrial

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Naval Support Activity

All of the land owned by the Navy has been shown in this classification. The City has no authority over the use of this property and it is not subject to the normal zoning and subdivision rules. This activity utilizes 1,511 acres, 10.6% of the land in Millington.

Streets and Other Rights-Of-Way

Zoning is typically delineated to the center of the street, while land use includes only the parcels of land, excluding streets, railroads and other rights-of-way. This classification includes 904.7 acres, or 6.4% of the land in Millington.

C. FACTORS INFLUENCING DEVELOPMENT

This section of the plan will discuss the physical factors that impact the development of land in and around Millington. There are social and market related factors that impact the development of the land but this focus will be on physical limitations. This information has been delineated on Exhibit 5, Factors Influencing Development.

Streams and Ditches

The City of Millington is heavily impacted by streams and ditches. The main stream that impacts the city is Big Creek, which runs in an east-west direction north of Highway 385. West of Highway 51, this stream turns to the southwest. All of the other streams are tributaries to Big Creek. The Loosahatchie River is at the south boundary of the Millington Urban Growth Boundary, but it does not impact any of the existing or projected city limits.

Casper Creek runs north off of Big Creek just east of the city limits. This creek runs to Casper lake which is located in Casper Creek Park and Edmond Orgill Golf Course. North Fork Creek also runs north from Big Creek. This creek runs east of Navy Road and the railroad and crosses the railroad and extends to Highway 51, where it crosses north of Veterans Parkway. It continues north to the large stormwater basin and then continues on into Tipton County

Royster Creek also runs north from Big Creek, just west of Highway 51. This creek parallels Highway 51 to a point south of Shelby Road where it turns to the north and then meanders northward into Tipton county.

Bear Creek is located along the west city limits of Millington. This creek also runs to the north into Tipton County. Bear Creek runs off Big Creek at the point where it changes from east-west to the southwest direction to a point where it joins the Loosahatchie. Jakes Creek leaves Big Creek at this same point and runs to the northwest until it turns north to Tipton County.

Floodplain and Floodway

The Federal Emergency Management Agency (FEMA) is the Federal agency that is responsible for identification and management of flood prone properties and many other activities such as disaster relief and assistance. Flood hazard areas are identified on the Flood Insurance Rate Map for each

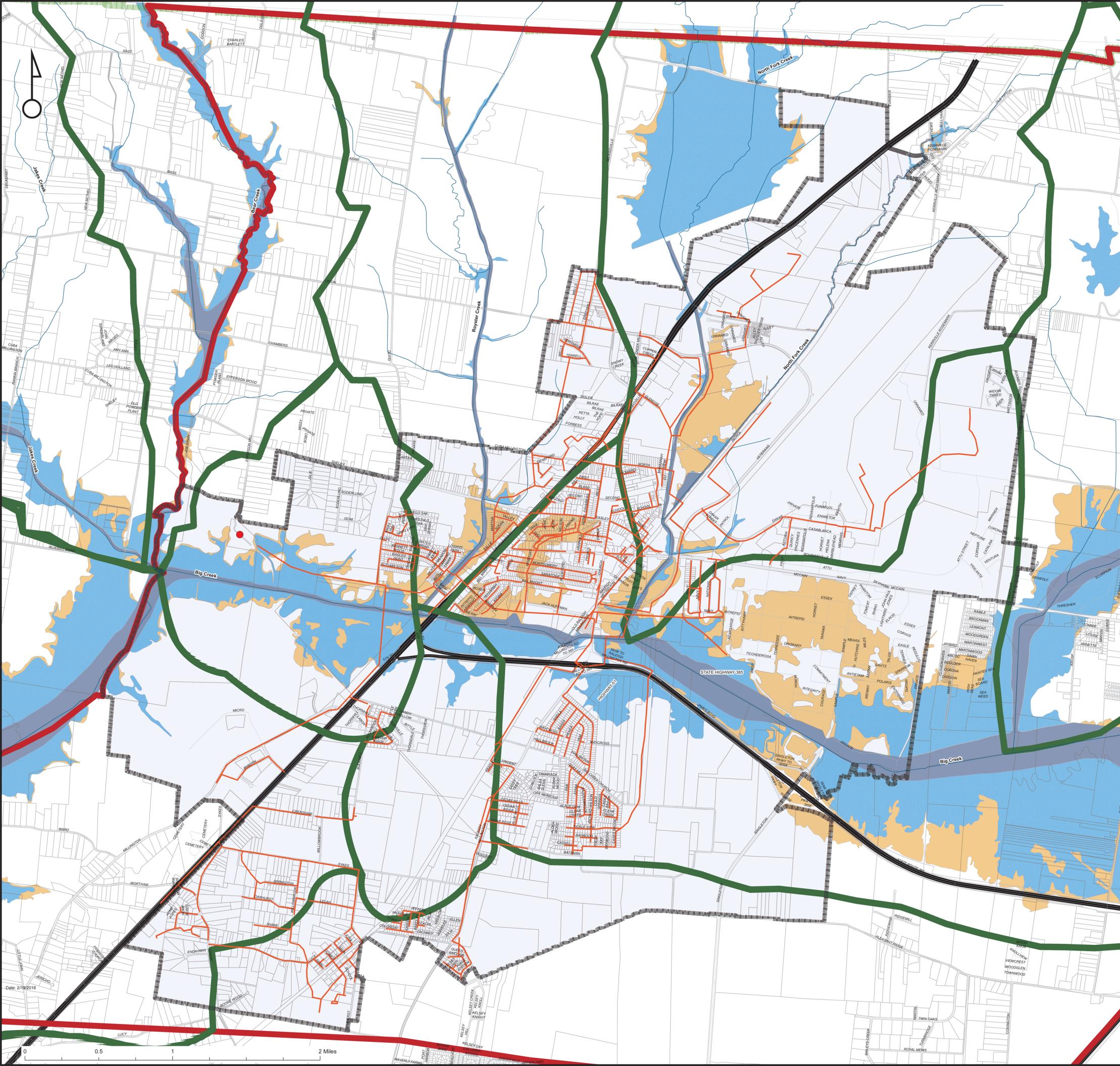
CITY OF MILLINGTON, TENNESSEE MASTER PLAN

Legend

- Millington Sewer Plant
- Millington City Limits
- Sewer Lines
- Drainage Basins
- Urban Growth Boundary
- Shelby/Tipton County Line

Floodway 2013 Data

- 100_Year
- 500-Year
- Floodway



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SHEET TITLE

**FACTORS INFLUENCING
DEVELOPMENT**

THE CITY OF MILLINGTON, TENNESSEE MASTER PLAN

community. This section will deal primarily with three of these classifications; floodway, 100 year floodplain and 500 year floodplain. A large reservoir was constructed in the area north of the city and west of Highway 51. The construction of this basin substantially reduced the floodway and lowered some of the floodplain. Millington has suffered greatly in two large recent floods. Many properties flooded that were actually outside the 100 year floodplain. There was significant flooding with damage in the 500 year flood area. These designations are described below.

Floodway

FEMA defines a floodway as the channel of a river or watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than a designated height. Communities are required to regulate development in floodways to ensure that there are no increases in upstream flood elevations. In basic terms this area serves for the flow of water in the stream at the 100 year elevation. No development or filling is permitted in this area except as necessary for essential roadway crossings and other essential facilities.

There are 407 acres of land in Millington located in the floodway. This land can be used for farming, but no development or filling in this land is allowed.

100 Floodplain

This designation means that there is a 1% chance of a flood like the one shown on the FEMA flood map each and every year. Since 1% is also 1 out of 100, the term 100 year floodplain was adopted. This area is designated as Zone AE on the FEMA maps for Millington, since a base flood elevation has been established. Construction in the 100 year flood plain requires the structure to be at an elevation 1 foot above the base flood elevation. Any development in the flood plain is required to have flood insurance unless a certification from a surveyor is provided to indicate that the land or building are or have been filled to one foot above the flood elevation. Many communities require more than one foot above. If an entire development or site is raised above the elevation, a Letter of Map Revision (LOMR-F) can be prepared and processed through FEMA to effectively remove the property from the flood plain. There are 1,054 acres of land that are classified as 100 year floodplain in Millington.

500 Year Floodplain

The term 500 year flood plain means that there is a 0.2% chance the area shown on the flood rate map will flood each and every year. There are 1,074 acres classified as 500 year floodplain on the FEMA flood rate map. This area is designated as Zone Z on the FEMA maps for Millington. There are typically no requirements for construction in the 500 year flood plain. However, it is wise to at least meet the requirements of the 100 year floodplain.

Resilient Shelby Grant

The U. S. Department of Housing and Urban Development made One Billion dollars available to State and Local governments impacted by disasters in 2011-2013. These funds were for the purpose of promoting innovative resilience projects to better prepare communities for future storms and other events. Shelby County, Tennessee was eligible due to severe storms and floods in April 2013. The city of Millington teamed with the county and a sixty-million dollar grant was approved for four activities: projects along Big Creek (Millington); Wolf River; South Cypress Creek; and a regional resilience model and plan. The following information is provided from the Resilient Shelby Web Page.

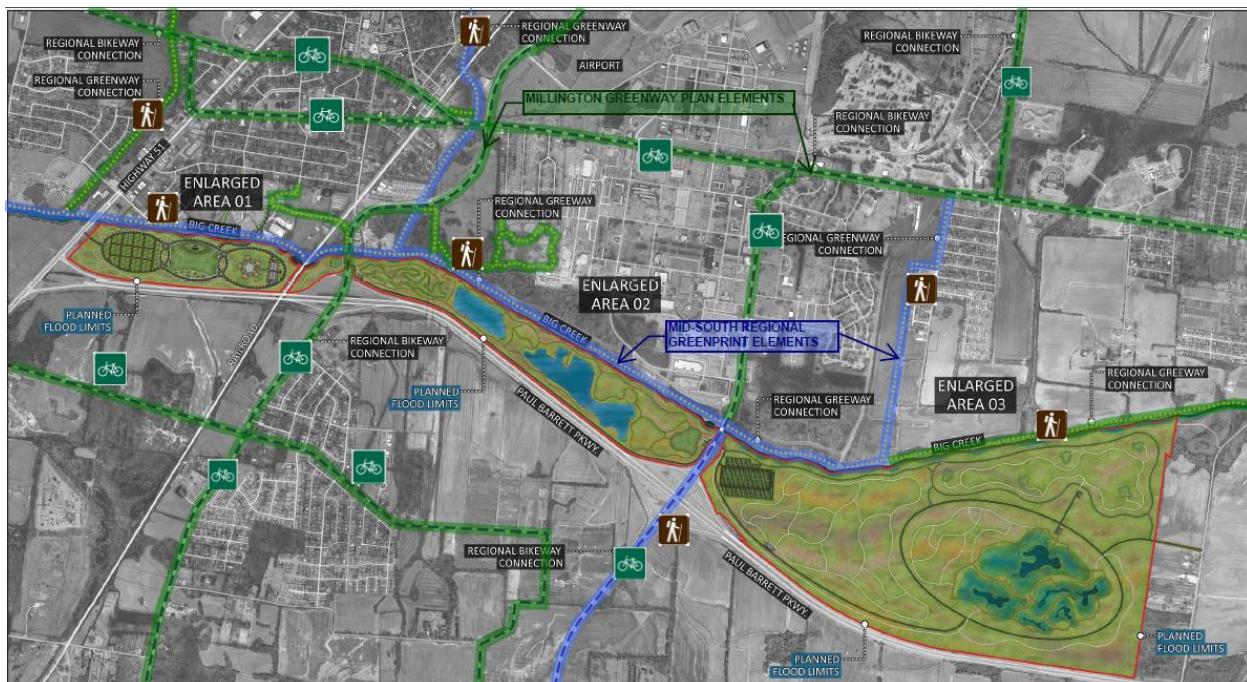
"Big Creek Millington

Floodway and Overbank:

The resilient approach for this area includes the establishment of a large floodway between the existing levee on the north and the elevated Highway to the South to provide an area for flood waters to bypass the community. While creating the new floodplain will require removal of trees to improve water conveyance, a tree canopy plan will be implemented to offset tree removal by four-to-one. Shelby County, the City of Millington, and other jurisdictions will work together to set aside approximately 500 acres for tree mitigation.

Wetland and Recreation Area:

The Big Creek floodway will provide more room for a swelling stream during extreme storm events resulting in resilient, environmentally compatible solutions in the same space as recreational amenities for residents to use when the area is not flooded. The activity will create sustainable wildlife areas with native vegetation, wetlands, and other natural features. The area will also provide broader community benefits through connectivity of greenway trails, walking paths, ball fields, and other recreational amenities in a 1,255 acre area."



The plans are currently being developed and the environmental process is in development. The completion of this activity will have a long term positive impact in Millington in relation to the reduction in flooded properties as well as the expansion of recreational activities for the citizens of Millington. The long term environmental improvements will also be significant. The preliminary drawing shown above demonstrates the area of the grant and some of the proposed improvements and impacts.

D. TRANSPORTATION FACILITIES

This section focuses on all types of transportation available to Millington, including roads, railroads and airports.

MAJOR ROADS

This inventory of existing and proposed transportation facilities is focused on public roadways in and around the city. Millington is a part of the Memphis Urban Area Metropolitan Planning Organization (Memphis MPO). This agency was created in 1977 and is responsible for transportation policy development, planning and programming for all of the Shelby County in Tennessee and Desoto County in Mississippi. The boundary also covers portions of Fayette County, TN and Marshall County, MS. The MPO has representatives from 24 elected officials, the Memphis Area Transportation Authority, Memphis and Shelby County Airport Authority, Memphis and Shelby Port Commission and representatives from the Tennessee and Mississippi Departments of Transportation.

The MPO classifies the streets and roadways into different designations based on the capacity and function of the roadway. Typically, this section will only address existing facilities, but since future roadways and plans have already been developed by the MPO, proposed facilities will also be discussed. These roadways are outlined in “2040 Long Range Transportation Plan”. The MPO plan provides for twelve different classifications, but the Millington plan will be simplified to only four classifications. These roadways have been shown on Exhibit 6, Major Road Plan.

Expressways

These roadways are limited access facilities with interchanges only at selected principal and minor arterials. Currently, there is only one roadway classified as an expressway, Highway 385.

Highway 385 begins with an interchange on Highway 51 and runs east to Interstate 40 at Arlington. This expressway then turns south and runs to Highway 72 in Marshall County Mississippi. Work has been completed on this roadway south to Highway 78, also an expressway and is designated to be Interstate 22 to Birmingham, Alabama. This roadway is also designated to be a portion of the proposed Interstate 69 and turn west in Marshall County, MS and run west to Interstate 55 in Desoto County. The section of Interstate 69 between Interstate 55 and Tunica, Mississippi is already completed.

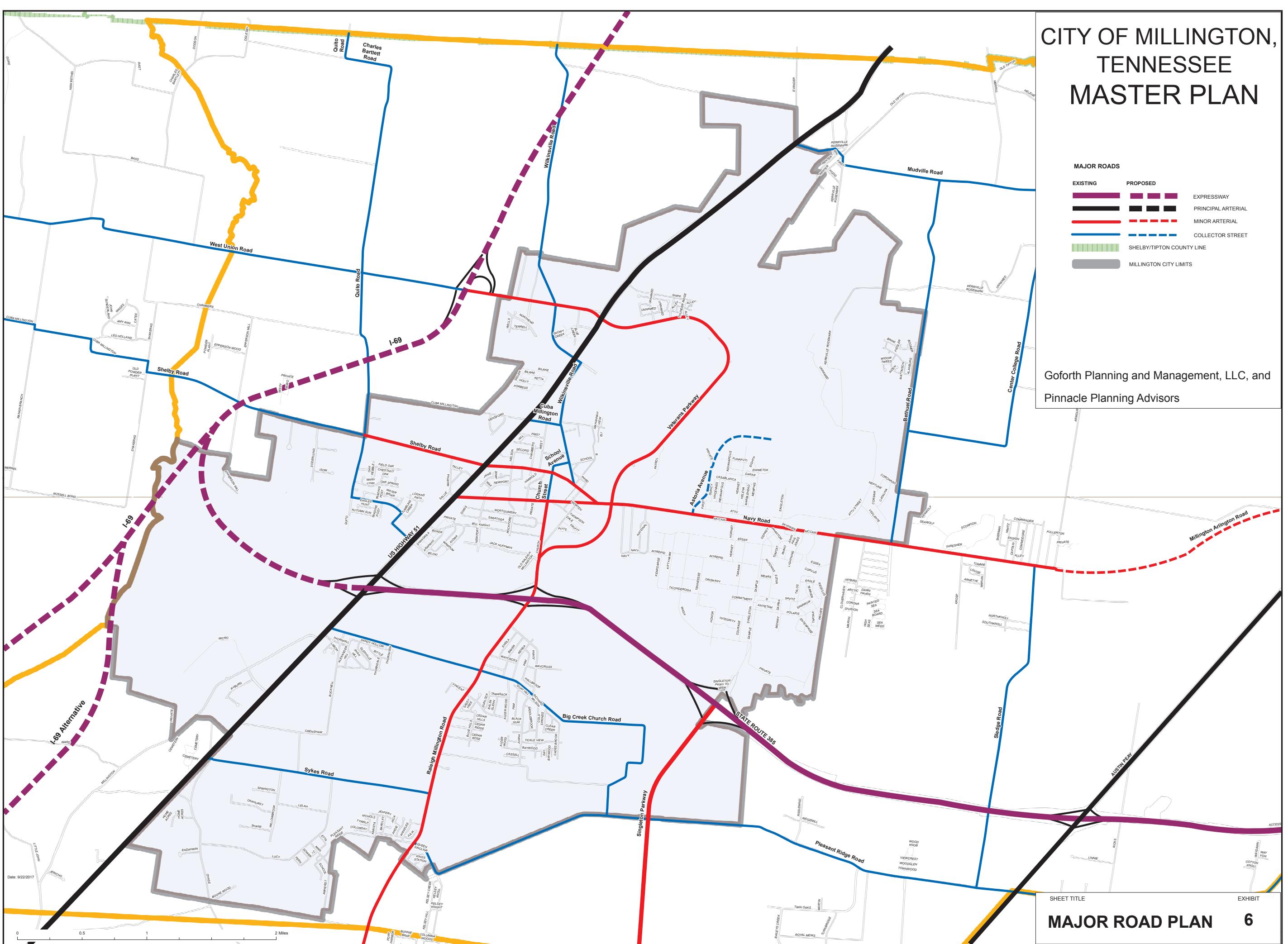
Interstate 69 currently connects Indianapolis, Indiana with the Canadian Border. Even though this roadway only passes through two states, it is proposed to be extended to south Texas where it will connect to three border crossings into Mexico. The route has been established in West Tennessee between Millington and Dyersburg and there are two options between Millington and Memphis. The roadway is required to run through Memphis based on the legislation under which it was established. The timing of this roadway is not currently established, but it is important to look at the impacts within the 20-year planning period. In addition, Governor Bill Haslam introduced legislation to increase the State taxes on fuel and this was approved by the legislature. This act provides additional funding for roadways and portions of I-69 are included in the three-year plan in Obion County. In addition, portions of the I-69 roadway are included in the State plan for Lauderdale County. This information comes from information on the TDOT web page. The 2016 traffic counts from TDOT show the following average

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MAJOR ROADS

EXISTING	PROPOSED	
		EXPRESSWAY
		PRINCIPAL ARTERIAL
		MINOR ARTERIAL
		COLLECTOR STREET
		SHELBY/TIPTON COUNTY LINE
		MILLINGTON CITY LIMITS

Goforth Planning and Management, LLC, and
Pinnacle Planning Advisors



daily traffic for Highway 385: Highway 51 to Raleigh Millington Road-10,100; Raleigh Millington Road to Singleton Parkway-18,540; and east of Singleton-11,402.

I-69 is proposed to enter Shelby County east of Wilkinsville Road and run in a southwest direction, paralleling Highway 51. An interchange is planned at West Union Road and the roadway would then curve to the west and cross Quito Road between West Union and Shelby Road. The roadway will then cross Shelby Road and have an interchange with the extension of Highway 385 from Highway 51. and Bear Creek. South of this point there are two alternatives to the south.

Principal Arterials

There are two principal arterials in the Millington area.

U. S. Highway 51 is a major highway that runs 1,286 miles from New Orleans to within 100 yards of the Wisconsin-Michigan border. It is the predominate highway in West Tennessee. The roadway generally runs southwest to northeast in Millington. This highway is a four-lane roadway with a large median south of Big Creek and north of Veterans Parkway. Between Big Creek and Veterans Parkway the roadway has a continuous left turn lane, but the number of lanes vary. In most of this area there are three north-bound lanes and only two south-bound lanes. The TDOT 2016 traffic counts show the following information for Highway 51: south of Highway 385-19,750; between Highway 385 and Navy-23,531; Navy to Shelby-25,386; Shelby to Veterans Parkway-22,325; and north of Millington to the Tipton County line-26,137.

Austin Peay Highway, or State Highway 14, is an extension of Jackson Avenue in Memphis and it runs northeast to State Highway 54 between Covington and Brownsville. This roadway is located east of Millington and within the Millington Urban Growth Boundary. It is a two-lane facility in the Millington area, but is currently being widened to a four-lane divided highway. This roadway has an interchange with Highway 385 and is already widened to four lanes in the vicinity of the interchange. The TDOT 2016 traffic counts show the following information for Austin Peay: south of Highway 385-11,600 and north of Highway 385-21,308.

Minor Arterials

There are a number of minor arterials that serve Millington. There are two north-south roadways,

Singleton Parkway runs from Austin Peay and Covington Pike in Memphis north to an interchange on Highway 385 and terminates at the south gate of the Naval Support Activity. The TDOT 2016 traffic counts show the following information for Singleton Parkway south of Highway 385 is 15,087.

Raleigh Millington Road runs from Memphis in Austin Peay area of Raleigh north to Millington. This roadway has an interchange with Highway 385 and then continues north to where it divides into Church Street and Veterans Parkway. Church Street runs north to Navy Road. The traffic counts for this roadway are as follows: south of Highway 385 the count is 9,911 and between Highway 385 and Church 10,429.

Veterans Parkway is a recently constructed four lane roadway with a continuous turn lane. This roadway runs northeast and crosses Navy Road. It runs along the Millington-Memphis Airport and turns to the west with an overpass on the Canadian National Railroad. It then runs west to Highway 51 where

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it ties into West Union Road. The MPO plan shows West Union west of Highway to be a Collector Roadway. However, West Union should be a Minor Arterial between Highway 51 and the future interchange at I-69. There are no traffic counts for this roadway.

There are only two east west minor arterials in Millington.

Navy Road runs from Highway 51 east and currently terminates east of Sledge Road. The MPO future plans calls for this roadway to curve to the northeast and tie into Millington Arlington Road to provide a continuous roadway between Highway 51 and Navy Road. The traffic counts for this roadway are as follows: between Highway 51 and Church-8,571 and between Easley and Veterans-10,429.

Shelby Drive is the other minor collector and runs from Quito Road east across Highway 51 where it continues as Easley Street to a termination at Navy Road east of the railroad. The traffic counts for Shelby west of Highway 51 is 6,891 and for Easley between Church and Navy is 6,027.

Collector Streets

These streets are designed to collect traffic from neighborhoods and businesses and move the traffic to Minor and Principal Arterials.

The east-west collectors include: **Mudville Road** from Highway 51 east; **West Union Road** from the proposed I-69 interchange to the west; **Shelby Road** west of Quito Road; and **Big Creek Church Road** and Sikes Road east of Highway 51.

North-south collectors include: **Quito Road**; **Wilkinsville Road** from Navy Road to the Tipton County line; **Bethuel Road** north of Navy Road; and **Sledge Road** south of Navy and outside of the City.

Only one of these collector streets carry a significant amount of traffic, **Wilkinsville Road**. This roadway carries almost 6,000 cars per day in the area of Millington High School. Wilkinsville also carries over 5,000 vehicles a day north of West Union Road.

Future planned collector roads include a **Wilkinsville Road Extension** eastward to Veterans Parkway. The exact location of this roadway through the commercial area has not been determined. Another collector will be added in 2018 with the extension and realignment of **Astoria Avenue** from Navy Road to Hornet Avenue at the Millington-Memphis Airport.

RAILROADS

Millington is served by the main line of the Canadian National Railroad. This railroad runs from Canada to the Gulf of Mexico at New Orleans. In Canada, the rail runs from the Atlantic to the Pacific Oceans. This gives CN rail from the Pacific Coast to Atlantic Coast and to the Gulf of Mexico. There are major seaports at each of these ends of the railway.

AIRPORTS

Memphis International Airport

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Millington is located 27 miles from the Memphis International Airport. Commercial airline flights are available across the nation and to selected points across the globe. The 2016 Annual Financial Report indicates that during 2016 indicate that Delta comprised 34% of the flights, American approximately 29%, Southwest about 17%, United Airlines about 13% and the remaining 7% by a number of reduced fare airlines such as Allegiant and Frontier airlines.

The Memphis Airport is also home to the FedEx Express global hub which serves as a base for many of the packages the company ships. Memphis is the busiest cargo airport in the United States and is second only to Hong Kong internationally.

The Memphis International Airport serves as the commercial aviation center for Memphis and the Mid-South.

Millington-Memphis Airport



The airport was a former military airport that was closed Section 2687 of Title 10 as excess property. The deed was transferred to the Millington Municipal Airport on December 22, 1999. The airport is classified as a General Aviation Airport by the FAA. The National Plan of Integrated Airport Systems (NPIAS) further classifies the airport as a National/Regional airport. The Airport has a tower and the Air Traffic Activity System (ATADS) reports a total of 35,679 total operations in 2016. An operation is a one-way movement, landing is one movement and a takeoff is another movement. There are 70 aircraft based at the airport.

These operations are broken down as follows: Air Carrier – 4; Air Taxi – 226; General Aviation – 27,259; and Military 8,190. Military operations while still significant have shown a decline since 2004. General Aviation operations have increased from a low of 8,002 in 2011 to over 27,000 in 2016. The 2006 Airport Master Plan prepared by Barge Waggoner Sumner and Cannon projects a total of 51,183 operations in 2026. The Airport Master Plan provides that the capacity of the airport is 205,000 operations.

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The Millington airport is unique in the Memphis region, it has one of the largest general aviation runways in Tennessee. Runway 4-22 is 8,000 feet long by 200 feet wide. The runway has full precision instrumentation along with the air traffic control tower. The Federal Express Corporation's Corporate (FedEx)Headquarters and their largest distribution hub is located in Memphis. FedEx entered into a contract with the Millington airport in 2003 for the right to conduct commercial flight operations in Millington. The airport serves as a reliever to the Memphis International Airport and FedEx provides funding to assist the airport with the operation of the tower, airfield rescue and firefighting (AARF) and other services. The AARF employees and operations have been transferred from the City to the Airport.

The airport supports 98 full-time jobs and contributes \$13.7 Million annually while it generates \$574,800 annually in State and Local taxes. The airport has been awarded multiple State and Federal grants for improvements and was just approved for an additional \$4,000,000 in projects through the Military Airport Program.

The airport also honors its heritage as a Naval Air Station by hosting the U. S. Navy Blue Angels each year. The Blue Angels anchor an air show that draws over 30,000 spectators and fills area hotels and increases sales at local businesses. On August 29, 2017, Mayor Terry Jones proclaimed the 100-year anniversary of the airport as Airport Centennial Day.

One of the primary goals of the airport is to attract corporate aviation to Millington. The airport has developed 40 units of T-hangars and four corporate hangars and all of these hangars are leased. This development also encouraged the construction of two other corporate hangars by private owners. The airport recently recruited CTI Crew Training international to team with the airport to renovate an existing hangar and establish a pilot training facility. At completion this flight school campus is expected to result in additional jobs.

IV. PUBLIC AND COMMUNITY FACILITIES

The following information provides an inventory and assessment of the community and public service facilities for the city. The purpose of this analysis is to determine if they are adequate for the current and projected residents and businesses of Millington. These facilities are located on the Public and Community Facilities Map, Exhibit 7.

A. Educational Facilities

Millington Municipal School District

The Millington Municipal School District (MMSD) opened its doors to approximately 2,600 students on August 4, 2014. This followed a referendum to create a municipal school district on July 16, 2013.

Millington had been previously served by the Shelby County School system, which included the unincorporated portion of the County and all the municipalities except Memphis. Memphis had a separate school district that served the residents of Memphis. In March of 2011, Memphis voted to dissolve their charter and merge with the Shelby County School District. This created a school district of about 150,000 students, the largest in the State and one of the largest in the nation.

The City of Millington along with Arlington, Bartlett, Collierville, Germantown and Lakeland each held referendums to establish their own school districts under State law. All of these referendums were successful and the new school districts were established.

The Millington schools are operated under the direction of an elected seven-member school board and a superintendent. They system serves from PreK to 12th grade.

The Millington School system has four schools, Millington Central High School, Millington Middle School, E.A. Harrold Elementary School and Millington Elementary School. The school also owns two ballfields on Jack Huffman Boulevard. The district boundary for the school system is the city limits and also includes all the land in the city's annexation reserve area.

The school system has shown a constant improvement since its inception in 2014. The School Board recently approved a five-year Master Plan that provides for the construction of a Performing Arts Center in 2018, a new elementary school to replace the E. A. Harrold School in 2020 and the construction of a new gymnasium at the High School in 2021.

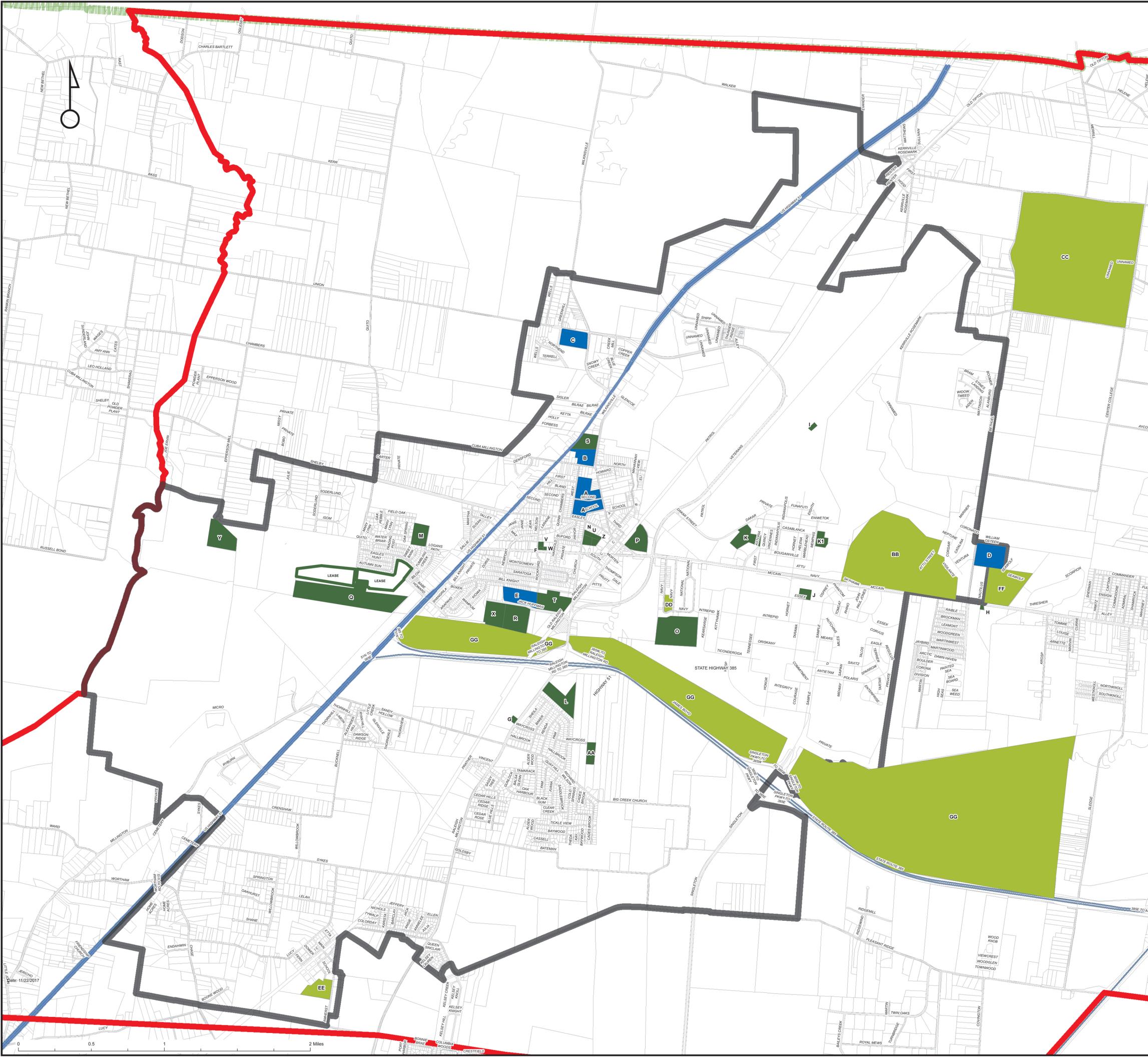
Lighthouse Christian Academy and Preschool

Lighthouse is a private school with one location, just outside the west Millington limits. This school provides Christian education for children from preschool to the 12th grade. There are over 130 students enrolled at Lighthouse.

Colleges and Universities

There are multiple universities, colleges, community colleges and technical and professional schools in Memphis which are a short drive from Millington. In addition, the University of Memphis and Southwest Tennessee Community College share a remote campus in Millington. The University of Memphis Millington Center is designed with the working student in mind with shorter terms, evening, and weekend courses. Southwest offers classes to north Shelby County and the Millington at this campus.

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Park University has a campus on the Naval Support Activity property that serves veterans, military family, and spouses. Park provides both Bachelors and Associate Degrees in military related areas.

B. Public Safety Facilities

The Millington Fire and Police Departments operate under the direction of a Public Safety Director who serves as the director of both departments, with assistance from an Administrative Assistant.

Millington Fire Department

The Millington Fire Department has two stations, Station 1, the main station, is located at the northeast corner of Nelson and Navy Roads. This location serves as headquarters for the fire department and also serves as the location for an ambulance. This ambulance serves the area in and around Millington as a part of a contract with Shelby County. Station 2 is located on Raleigh Millington Road south of Highway 385. Station 2 is scheduled to be replaced in 2018-2019 due to the condition of the existing building. This new building is funded, and plans are being developed.

Millington has an "automatic aid" agreement with the Shelby County Fire Department that provides for Millington to serve not only the city area but assist in fires in the county and be the first company to arrive at locations in the county west of Millington. Shelby County collects a fire service fee from all residents and businesses in the county and these fees that are collected in the area of the county where Millington has primary service are transferred to the City of Millington. The City also has a mutual aid agreement with the Navy and each will assist the other upon request.

Millington was fortunate when the Navy Base was reclassified to receive the Navy's certified fire training facility on Dakar, adjacent to the airport. This property was transferred to the Industrial Development Board and then transferred ownership to the City. Shelby County provides the dispatch for fire calls in Millington. The dispatch will send companies from the closest stations regardless of them being Millington or County stations. Millington covers about 175 sq. mi. of the county along with the city.

Millington had previously provided fire services to the Millington-Memphis Airport, but the Airport has now taken over the operation and employees of the fire station on the airport property. There is also a fire department on the Naval Support Activity that serves the Navy properties.

The response time from the call to first unit arrival on the scene averaged 4.4 minutes in 2016, based on the department's and county's records. The fire department service is excellent, and Millington was informed in September of 2017 that its ISO rating by the National Fire Protection Association (NFPA) had improved from a 4 to a 3. The rating for the county is a 4. The ISO is the insurance service office rating that impacts the cost of insurance for homes and businesses within the city or county. The ratings range

from a 1 to a 10. The rating of 1 is the best rating possible and the rating of 10 is the worst. There are three battalion chiefs, one for each shift. There are a total of 24 shift personnel and three administrative personnel. All firefighters are certified and also carry and advanced EMT, emergency medical technician, certification. All of the firetrucks have been purchased since 2009 and are in good condition, except the aerial truck which is scheduled for replacement in fiscal year 2021.

TABLE IV-1 - 2016 FIRE INCIDENT REPORT		
Type of Call	Number	Percent
Fire	98	5.2%
Overheat, pressure	1	0.1%
Rescue and Emergency Medical	1,142	60.3%
Hazardous Condition, no fire	37	2.0%
Service Call	163	8.6%
Good Intent Call/disregarded	297	15.7%
False Alarm or False Call	152	8.0%
Sever Weather/Narutal Disaster	1	0.1%
Special Incident	2	0.1%
Total	1,893	100.0%

The city maintains a breakdown of the type of calls for service and they are outlined in Table IV-1. It is interesting to note that only 5.2% of the calls are fire calls, less than the false alarms and false calls. It is also important to note that over 60% of the calls are for emergency medical assistance. This speaks to the importance of the advanced emergency medical training for the fire personnel.

Ambulance Service

Ambulance service is provided all citizens of Shelby County, except Memphis, Bartlett and Germantown which have their own ambulance services. These services are provided under contract by Shelby County and a private contractor. The contract calls for at least 98% of all calls for service be responded to within nine minutes. With the ambulance located at station one, the service within Millington is better than that minimum service level.

Millington Police Department

The police department is located at 7950 Memphis Avenue in a building that was formerly the Navy law enforcement and jail building. This building was made available to the city following the reclassification of the former Naval Air Station to the Naval Support Activity. The city has upgraded much of the mechanical equipment in the building and other improvements. The jail is a Type 1 facility which means it is certified for long term holding of prisoners. Typically, it is used as a holding facility until prisoners can be transferred to the county.

This building houses two inspectors, thirty-five officers along with ten dispatcher/jailers. While the fire calls are dispatched through the County, police dispatch is provided at the police station. The building is expected to be adequate for the twenty-year planning period unless unexpected growth occurs. Court is held at Millington City Hall and this facility is also adequate for the near future. The police vehicles are in good condition and there is a good replacement schedule for the vehicles. Each officer is assigned a vehicle rather than use the same vehicle for three shifts.

A new radio system is in the budget for fiscal year 2019 to maintain the ability to coordinate with the county fire and sheriff's offices. The Public Safety Director is working to get the budgeting for dash and body cameras for all the officers.

C. Arts, Recreation and Parks

The Arts, Recreation and Parks (Parks) Department is located at the Baker Community Center at 7942 Church Street. The department has a full-time director and office coordinator and five other full-time positions. There are six year-round part-time positions and other part time help as required. The department manages five municipal parks, four athletic complexes and the Baker Community Center. Public Works provides the grass cutting and normal maintenance in the parks. Parks is responsible for programming, staffing, and management of the facilities. Parks also cleans and schedules the facilities.

Municipal Parks

Aycock Park is located at 7330 Renda and contains 16 acres with a $\frac{1}{2}$ mile trail. There are two tennis/pickleball courts, playground equipment and a pavilion with restrooms, picnic tables and a gazebo. This park is ADA accessible.

Lions Park is located at 4376 Oak Spring Drive and contains 10 acres and a $\frac{1}{2}$ mile trail. There is a playground for younger children (2-5 years) and a playground for 6-12-year-old children. There is a pavilion with restrooms and picnic tables are also available. This park is ADA accessible.

Oak Park is a small 3 acre park and is located at 7942 Church Street. This park has a playground for 6-12-year-old children and three tennis courts. This park is also ADA accessible.

Centennial Park Pavilion is a large park with 39 acres of land. This park has a pavilion with restrooms picnic tables. This park has a practice football field and a soccer field. This park is not ADA accessible. This park site once served a large area of residents, but almost all of the homes in the area have been removed and the area has been zoned for non-residential uses. The City needs to evaluate the usage of this park site and determine if it currently serves as originally intended. The facilities and the maintenance provided here would serve better at another location.

Discovery Nature Park is a 12 acre park that is under planning and development. This nature park is being developed around the City's Farmers Market. This park has been funded and construction will begin in the fall of 2018. A great deal of this site is covered with trees and some of the property is located in the floodplain. There is an existing restroom at the site and other facilities are proposed including: Veterans Memorial; Amphitheatre; Nature and Wood trails; Outdoor Games; and a Trail Head. This park is located on Easley in the Old Town area.

Athletic Complexes

USA Stadium

This stadium complex was originally constructed by local businessman Babe Howard and was the training facility for the USA Olympic Baseball team between 1986 and 1996. The complex has since been acquired by the City of Millington. There are two championship quality baseball fields, two multipurpose fields along with a stocked lake, equestrian area and large areas of open space. There is a total of almost 124 acres in this park but 47.9 of these acres are leased from private owners. The city has been working to acquire these properties.

The facility serves as a permanent home for the following:

- Southwest TN Community College Baseball
- Memphis Rugby Foundation and West TN Rugby

- National Urban Professional Baseball League
- Millington Middle School Soccer Team
- Millington Central High School Men's and Women's Soccer Team
- Shelby Youth football

USA Stadium and the grounds also serve as the location for the annual City of Millington International Goat Days two-day festival. This festival brings over 30,000 visitors from surrounding cities and states for the goat shows, rodeo, bar-b-que contest, tractor display and many other activities and vendors.

Biloxi Ball Fields are located at 4761 Biloxi and there are two baseball/softball fields with a concession stand and restrooms that are ADA compliant.

Joyner Ball Fields are located at 8250 Highway 51 and there are two baseball/softball fields with a concession stand and restrooms. These facilities are not ADA compliant.

South School Property

The City purchased the vacant former Shelby County School property on 4885 Bill Knight Road which had been designated as surplus property. The City has funded the demolition of the school building and improvements to the existing gymnasium on the property. The city plans call for additional ballfields and a multipurpose field along with new buildings in the future. Other proposed facilities include basketball courts, sand volleyball courts, track and field facilities and playgrounds.

Baker Community Center

This facility was constructed in 1960 as a place for local organizations to meet and for the benefit of the community. The center is home to a multitude of programs for the youngest to the oldest citizens. The main auditorium has a stage and can seat 250 persons. There are five other meeting rooms that can be used separately or combined to accommodate from 10 to 120 persons. This site is located at 7942 Church Street. The center is open seven days per week and is heavily used for classes, exercise, club meetings and other activities. The Center also serves as the home for the Arts Recreation and Parks Department.

Resiliency Grant

The resiliency grant is discussed in Section III and this project will add approximately 1,255 acres of open space to the area. The area between Highway 51 and Raleigh Millington Road is proposed for active plan with six multi-purpose fields and an Amphitheatre along with trails. The areas east of Raleigh Millington Road and Singleton Parkway are proposed for natural areas with trails and lakes, sustainable wildlife areas with native vegetation, wetlands, and other features. The area east of Singleton is also set aside for equestrian areas and activities. Shelby County will develop this area.

Other Department Activities

This department also serves the City in the planning, coordination, and administration of city-wide events. These events include the following:

- Christmas Parade

- Veterans Parade
- Fall Festival
- Goat Days
- Flag City Celebration
- Farmers Market Grand Opening
- Easter Egg Hunt

D. Government Facilities

Millington City Hall

City Hall is located in a two-building complex at the northeast corner of Navy Road and Nelson Road. The north building contains most of the city activities and the City Board Chambers that also serves for Millington Court. The south building serves as the location for the City Manager and Planning and Community Development Departments along with Fire Station One and a satellite office for Shelby County.

Millington Public Library

The library is located at 4858 Navy Road, just east of Millington City Hall. This Library is funded by the City and many Civic Clubs, local businesses and donors. The library also provides meeting room space for local non-profit, tax exempt, and other civic and cultural groups and organizations.

Millington Public Works

The public works office is located at 4701 Jack Huffman Boulevard. This department is responsible for Animal Control, Fleet Maintenance, Parks Maintenance, Sanitation, Street Maintenance, Water and Wastewater. The department has over 50 employees working in these areas that are vital to the citizens of Millington. All of the public works activities are handled at this facility except the water and wastewater systems.

Water System

The Millington water system is served by two water plants, the older North Water Plant is located at 7926 Church behind the Baker Center. The South Water Plant is located at 5041 Waycross Street. The area outside of Millington and some of the areas within the City are served by Memphis Light Gas and Water (MLGW) for water service. MLGW also serves the entire area for electrical and gas utilities. The City of Millington and the MLGW water lines are cross connected to provide service in emergency conditions. Water is available in sufficient quantities for both domestic and fire use throughout the entire Millington area. According to the City Financial Statement, there is a well capacity of 6.0 million gallons per day (GPD), treatment plant capacity of 3.2 million GPD, storage capacity of 2.3 million GPD and an average daily consumption of 1 million GPD.

There are two separate pressure plains, and each is served by a different water plant. The south plant is in good condition to serve the current residents and has capacity for growth. The north plant was constructed in 1954 and upgraded in 1968. This plant continues to operate, but has become functionally obsolete. A new north water plant and elevated tank needs to be constructed soon. The city has increased the water and sewer rates and is setting aside the funds to replace this plant. Should this plant fail, the city can provide water from the south plant or use the MLGW cross connections to supply water to the north area.

Wastewater System

The city is served by one wastewater plant located at 7920 Epperson Mill Road in the western portion of the city and south of Shelby Road. This plant has recently been upgraded and the city has just received a grant to upgrade the filters. This will provide an upgraded sewer plant that will serve the city well into the future. There is sufficient capacity in the system to provide for future growth. According to the City Financial Statement, there is a treatment plant capacity of 5.8 million GPD and an average daily flow of 2.5 million GPD.

E. Public Services and Facilities by Others

Glen Eagle Golf Course

The Glen Eagle golf course is owned and operated by the Morale Welfare and Recreation Division (MWR) of the Navy. This facility is open to the general public for a fee and contains an exceptional 18 hole championship course with a driving range and practice putting green and practice hole. The facility also includes a restaurant and is located at 6168 Attu north of Navy Road.

Edmond Orgill Park and Golf Course

This golf course and park is located at 9080 Bethuel Road just east of the Millington city limits. Orgill golf course was established in 1972 and is open to the public and is owned and managed by Shelby County. The golf course provides 18 holes of play with a driving range and practice green.

The park contains 268 acres including a 67 acre lake with a boat ramp, three covered pavilions, a disk golf course and a multipurpose field. This park serves Millington along with north Shelby County.

Other Golf Courses

Millington is well served with public access golf courses in and adjacent to the city. In addition, the Mirimichi Golf Course is located only 7.5 miles west of Millington City Hall. Mirimichi was named the top Public Golf Course in Tennessee by Golf Digest in 2016.

Millington Family WMCA

The Millington WMCA is located at 7725 E. Navy Circle and offers a full line of recreational services from All types of health and wellness programs to active sports and an outside swimming pool. This facility is operated by YMCA of Memphis and the Mid-South in cooperation with the City of Millington. The facility is available for minimal rates.

Lucy Elementary School

The Lucy Elementary School is located in Millington at 6269 Amherst Road. This school is operated by Shelby County Schools to serve residents in the area outside of the Millington School District.

F. Health Services

The Millington area is well served with doctors, dentists and other medical professionals. In addition to these offices, there is a minor emergency care facility and an urgent care facility. While there are no

hospitals in Millington, there is a rehabilitation facility and a dialysis clinic. There are also medical facilities on the base for military personnel and their dependents.

The closest hospital to Millington is the Methodist North Hospital which is located only 9 miles and 14 minutes from the center of the city. Region One Health Hospital is located close to downtown Memphis and is only 18 miles or 27 minutes from Millington. This hospital provides the only Level 1 Trauma Center for the Memphis area. Other area hospitals within 20 miles include Methodist University Hospital, St. Francis Hospital Bartlett, and Baptist Hospital all are within 19 miles or 27 minutes from the city.

G. Communication Services

Millington area wired telephone service, cable TV and internet services are provided by Ritter Communications. Ritter is a leader among independent communication providers. Ritter provides high-speed internet, Cable TV and Phone and other communication services to both business and residential customers. Of course, all types of wireless phone, TV and communications are provided to Millington from many vendors.

SECTION V – GOALS AND OBJECTIVES

A. Development of Goals and Objectives

The Master Plan process has been open to the public and monthly meetings have been held at the Baker Center. A Master Plan Advisory Committee (MPAC) was established with the following representatives.

BMA	Mayor Terry Jones
BMA & Kiwanis Club	Alderman Mike Caruthers
Planning & Rotary Club	Chairman Jon Crisp
Planning & Exchange	Leanna Dagen
Navy	Rodger Aitken
IDB	Tommy Whitlock
Airport	Alderman Thomas McGhee
Schools	Larry Jackson
Chamber	David Terrell
Lions Club	Linda Overstreet
Arts Council	Regina Lambert

The series of meetings were held, and the committee went over the data collected and assisted in the development of the future goals and objectives.

A community survey was prepared and made available to the general public through the City and Chamber web pages and over 323 responses were received from Millington and the Surrounding area. The results of this survey can be found in Appendix A. Almost 80% of the respondents were Millington residents.

A special joint meeting of the Board of Mayor and Aldermen, Planning Commission and the MPAC committee was held in October of 2017. The survey

results were reviewed, and a more detailed survey given based on the results of the initial survey.

The second survey used a system that allowed an immediate tabulation of the responses to the questions. The responses were discussed by the attendees and have served to assist in refining the Goals and Objectives for the City. The results of this survey are also provided in Appendix A

The following vision statement has been developed as a result of that survey along with the participation of the BMA, PC and MPAC and other citizens who responded to the survey and attended the monthly meetings.



Vision Statement

“The City of Millington shall be a safe place to live and raise a family in an attractive quiet community with outstanding educational and recreational opportunities for all ages. Millington shall be a place that is open and accepting to people of diverse backgrounds and an economic generator of businesses and jobs for north Shelby and South Tipton County.”

B. Goals

- Stimulate new single-family housing development.

- Diversify the housing stock to include a full range of housing choices.
- Continue Improvements to K-12 education.
- Improve the physical appearance of the city.
- Expand industrial development/create more jobs.
- Obtain a better mix of retail and office business on both Highway 51 and Navy Road.
- Promote the public safety of the community and improve the quality of life for city residents.
- Expand and Improve recreation facilities and programs
- Continue to advance Millington's accessibility to the region.
- Promote a mix of land uses that will be appropriate for and compatible with the desired character of Millington.
- Promote tourism in the Millington area to create economic opportunities for area businesses.
- Enhance Millington's brand as a great place to live, work, play, and raise a family.

C. Objectives

Objectives have been divided into the following categories: residential; educational; industrial; commercial; parks and recreation; community appearance; marketing and branding; tourism; land use and transportation.

1. Residential Development

- Encourage new single family residential development through development fee reductions and assisting in development of utilities.
- Review zoning and subdivision regulations and policies that adversely impact new and expanded developments.
- Promote the city's attributes and low property taxes to potential developers and residents.
- Provide a variety of housing availability and choice that will appeal to all ages of potential residents, including independent and assisted housing for seniors.
- Downzone undeveloped sites for high density residential areas.

2. Educational Development

- Work with the Millington School Board to fund an appropriate level of state of art learning opportunities and facilities.
- Support the schools through the joint use of city properties and recreational facilities.
- Assist the schools in public safety and security issues.
- Work with the schools to assist in the development of job training, after school programs and summer jobs for the youth.
- Work with the University of Memphis and Southwest Tennessee Millington joint campus to encourage residents to further their education.
- Develop a plan to transfer Joyner Park to the Millington School Board.

3. Industrial and Economic Development

- Work with the Millington School system, University of Memphis, Southwest Tennessee, and the Tennessee College of Applied Technology to establish a workforce training program tailored to the needs of the regional economy.
- Coordinate with the Greater Memphis Workforce efforts.

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- Work with property owners to zone land and provide commitments necessary to recruit additional industrial businesses. On a limited basis for key properties, evaluate the feasibility of acquisition for industrial development.
- Coordinate with the State on potential suppliers for the Memphis Megasite.
- Enhance marketing of industrial sites and opportunities.

4. Commercial Development

- Encourage new and expanded commercial developments at key locations in the city.
- Rezone poorly located commercially zoned properties.
- Analyze current business mix and solicit businesses not currently or adequately serving the city.
- Encourage the development of offices and specialty retail in the Navy Road Old Millington areas. Consider tax increment financing for improvements to this area.
- Continue streetscape developments on Navy Road area.

5. Old Town Area

- Define the limits of the old town area.
- Develop specific setback, parking, and other bulk regulations consistent with the desired development in this area.
- Coordinate the Streetscape Plans for this area and expand the program to include additional streets.
- Consider utilizing the State Main Street Program in this area.
- Continue blight removal and redevelopment efforts in this area.
- Provide additional public parking areas in this area.

6. Parks and Recreation

- Develop new and improved park facilities.
- Acquire the land being leased at USA Stadium.
- Improve maintenance of park facilities.
- Provide expanded facilities for children of all ages.
- Expand greenways, walkways and bikeway facilities with emphasis on the greenways and recreational facilities associated with the Resiliency Grant.
- Complete development of Discovery Nature Park and South School Park.
- Close Centennial Park and allocate resources to other locations.
- Develop a plan to transfer Joyner Park to the Millington School Board.

7. Community Appearance

- Increase code enforcement of blighted, unsafe and unattractive buildings and uses.
- Acquire and redevelop existing property where blight exists, and owners are not upgrading properties to meet code conditions.
- Improve directional signage and access to all shopping areas.
- Work with owners of vacant commercial buildings and properties to secure tenants or improve the condition of the buildings.
- Continue to beautify streetscapes and gateways into the city.

8. Marketing and Branding

- Establish the branding identity both inside and outside of Millington as Flag City.
- Utilize free media, press releases, and city web pages to reinforce the image.

- Develop a multi-year marketing program to establish the city's brand in the surrounding counties and cities.
- Utilize social media to provide information and reinforce branding.
- Promote the area's recreational opportunities such as golf courses, Shelby Forest, and the developing greenways and recreational facilities associated with the Resiliency Grant project.
- Investigate the viability of the theme: "Millington is more than"
 - The Naval Complex
 - The (4) golf courses
 - USA Stadium
 - Flag City
 - Goat Days
 - A great place to live, work, play, and raise a family

9. Tourism

- Work with the Millington Chamber to develop a Tourism Information Center.
- Market City and other events along with branding program.
- Work with local businesses to insure they take advantage of tourism dollars.

10. Land Use

- Provide adequate land for new single family residential development where utilities are available.
- Reduce the amount of vacant land zoned for apartments.
- Reduce the amount of vacant land zoned for commercial to the appropriate locations.
- Increase the amount of industrially zoned land.

11. Transportation

- Show I-69 as a proposed transportation facility on the Master Plan.
- Request that the MPO change West Union Road from a Collector to an Arterial Road from Highway 51 to the future location of I-69.
- Provide access to the Industrial Board land east of the airport.
- Work with the State of Tennessee and other West Tennessee communities to encourage the development of I-69.
- Rename Raleigh Millington Road from Highway 385 north to Church Street as Veterans Parkway.
- Facilitate the development of a system of bicycle lanes and trails connected to the major recreational and entertainment opportunities.
- Work closely with the Millington-Memphis Airport to encourage the location of aviation related industries and commercial flights from the airport.
- Assist the Memphis-Millington Airport in completing their proposed improvement program and in seeking additional grants.

12. Public Services

- Replace Fire Station 2 on Raleigh Millington Road.
- Develop plans to replace the north water treatment plant and water tank.
- Complete Park and Recreation projects outlined in 5 above.

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- Provide sewer service to prime developable areas for industrial and high quality single family development.
- Continue to work to improve flooding conditions and storm drainage in the city.
- Continue to work with the Navy to complete the separation of utilities per agreement.

VI. LAND USE AND TRANSPORTATION PLAN

The Land Use and Transportation Plan has been developed based on the findings of the existing land use distribution and the existing zoning patterns. Land use and road hierarchy are directly related in that dense and intensive uses need to be located on large streets with a high capacity while uses such as parks and single-family homes are located on smaller roadways. The location of such transportation features as interstates, interstate interchanges, major roads, and major road intersections are key to the location of appropriate uses. Roadways are to be located where they serve intensive existing and projected land uses. This section will address both the transportation and land use plans.

A. Transportation Plan

MAJOR ROADS AND HIGHWAYS

The current major road and transportation plan is discussed in Section III, Inventory and Analysis of Existing Conditions, of this document. Since Millington is a part of the Memphis MPO, a great deal of planning of the future roadways has already been completed and coordinated with all of Shelby County. A detailed analysis of all the existing and proposed roadways in the MPO plan is discussed in Section III, D., Transportation Facilities. For the most part, this plan satisfies the future needs of the City of Millington.

However, the development of this detailed plan for Millington and the public involvement process have identified several areas that need to be addressed in the future road network.

Interstate I-69 is currently on the MPO plan and is shown to be completed with State and Federal funds. The importance of this roadway to the future development of not only Millington, but all West Tennessee cannot be overstated. The priority of this roadway needs to be moved up so that at least the planning, design, and environmental analysis is commenced within ten years and the roadway is completed within the 20-year planning period.

West Union Road between Highway 51 and Quito Road is proposed to be widened to a five-lane roadway under the MPO plan. This appears to be adequate, but the roadway is only designated as a collector road. The section of West Union Road from Highway 51 to the future interchange with I-69 should be designated an arterial roadway.

Astoria Avenue Extension, and improvement from Navy Road to Hornet, will be completed in 2018. This roadway section is designated as a collector street on the MPO plan. However, the land east of the airport owned by the Millington Industrial Development Board suffers from a lack of access. Singleton Parkway provides access to this area, but it crosses the Navy property on a 50-year lease. There is less than 35 years remaining on the lease.

It is important to provide another significant point of access to serve this area. Astoria should be widened and extended along Funafuti Street and cross Eniwetok Street to curve eastward into Dakar Street. The street then should continue along Dakar eastward to Singleton Parkway. At this point the street is off the Navy property, see Exhibit 9. This additional access should provide confidence to future purchasers of land that adequate access will be available should the Navy ever determine that it was not in their interest to extend the lease on Singleton Parkway.

In addition, to avoid confusion, Singleton Parkway should be renamed in this area since this section will likely never connect through the Naval Support Activity property to Singleton south of Highway 385.

As evidence of the good planning of the MPO, there are only these three additions and clarifications to the Major Road Plan from the 2040 MPO plan.

GREENWAYS, WALKWAYS, AND TRAILS

The Memphis and Shelby County Office of Planning and Development secured a grant from the U. S. Department of Housing and Urban Development to coordinate the greenprint efforts for all of Shelby County. This plan was completed in 2015 and provides guidance through projected full development in 2040. One of the elements of that grant was the establishment of 20 sub planning projects including the **Millington Greenway Plan**. This Plan was developed by Dalhoff Thomas design/studio and was published in September 2014. This plan established a plan for bikeways and trails in Millington and the surrounding area that was coordinated with the overall Shelby County Plan.

The recommendations of this plan have been incorporated into this Master Plan, but the Millington Greenway Plan stands as the official document for the coordination of the trails, greenways, and bikeways in Millington. A copy of this plan is provided for information, as Exhibit 8, Millington Greenway Plan. The details of the Greenway Plan should be taken from that separate plan. Exhibit 8 follows this page.

B. Projected Population Growth

The analysis of population growth is provided in Section II. After falling from a high of over 21,000 persons in 1970, the Millington population dropped to 10,433 by 2000. Since that time the population has remained flat with only an increase of an estimated 500 persons between 2010 and 2016. Most of population increase can be attributed to the annexation of the Lucy area.

However, population growth could increase significantly in the future based on the following factors that could work together to act as a catalyst for new population growth.

- Economic Development and Job Creation
- Quality of Life/Millington Schools
- Stimulating Housing Development
- Marketing/Branding Strategy

Economic Development and Job Creation

The development of new industrial sites with adequate infrastructure along with key workforce efforts should increase the industrial development in the city and the jobs will bring additional residents.

Quality of Life/Millington Schools

Coordinated improvement to community appearance including blight removal and enhancement of streetscapes and gateways, will help revitalize the retail in the city. The development of the resiliency grant properties along with the completion of the South School Park area and the Discovery Nature Park will provide excellent recreational facilities for existing and future residents.

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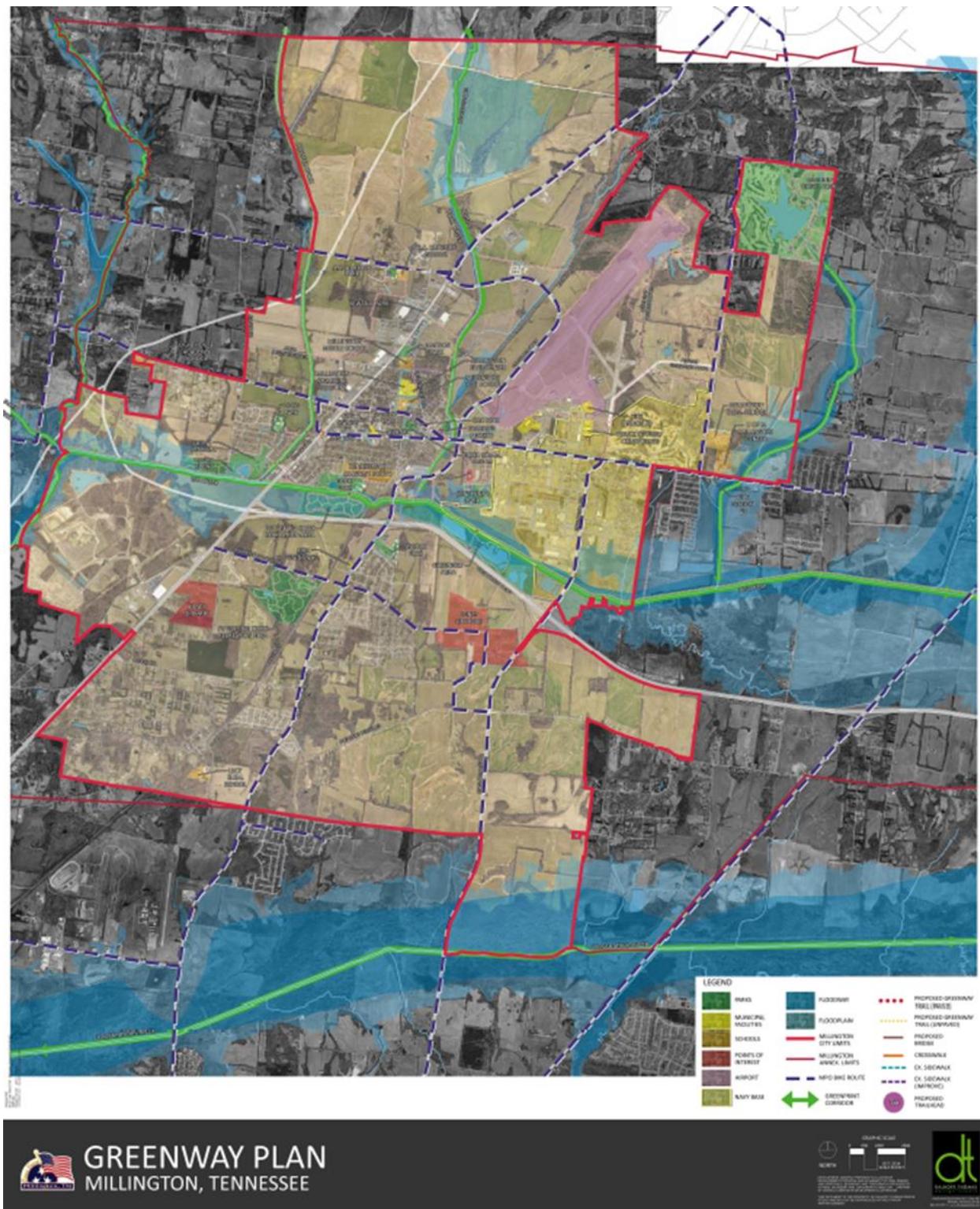


EXHIBIT 8, Millington Greenway Plan

The Millington Municipal Schools are in their fourth year of existence and are improving both in facilities and academic areas. The continued development of the schools is critical to attracting new residents.

Stimulating Housing Development

This plan identifies prime housing sites with city services. The Board has indicated a willingness to assist with the infrastructure needs for new single-family housing development and to expedite plan approvals. They also plan to reduce development fees to assist in generating interest in residential development.

Marketing/Branding Strategy

The development of a sustainable marketing and branding plan for Millington should assist in identifying and promoting the community assets. This strategy should build on the Flag City designation and utilize that identification in all communications and information. This effort should be coordinated with the Millington Chamber.

Projected Growth

A coordinated effort consistent with these growth factors should result in an increase to the Millington population. Projections of this growth are shown in Table VI-1, Population Projections 2018-2038.

Table VI-1 - Population Projections 2018-2038				
YEAR	2018	2028	2038	Totals 2018-2038
PROJECTION A	10,974	11,721	12,468	1,494
Housing units @ 30 per year		300	300	600
PROJECTION B	10,974	12,219	13,464	2,490
Housing units @ 50 per year		500	500	1,000
PROJECTION C	10,974	12,966	14,958	3,984
Housing units @ 80 per year		800	800	1,600

The projections are based on an existing population of 10,974 in 2018, the estimated 2016 population. Each projection is based on a varying number of new housing units each year with the household occupancy continuing to be 2.49 persons per household. Over the 20 years the projections

range from a low of 30 housing units per year to 80 housing units per year. The most conservative estimate, projection A, represents an increase in population of almost 1,500 persons by 2038, a modest 75 persons per year. Projection B indicates a growth of almost 2,500 persons in the 20 years, or 125 persons per year. Projection C is the highest growth projection with an increase of almost 4,000 persons by 2038, or 200 persons per year.

The land use plan has been developed to ensure that there is more than adequate land available to provide for even the highest projected growth.

C. Land Use Plan

The future land use plan will serve as a guide for future development and land uses over the next 20 years, based on current conditions and trends. Should a major impact occur in Millington like a major expansion to the Naval Support Activity or significant industrial development, the plan will need to be adjusted accordingly.

The plan will also serve as a basis for future zoning changes and the suitable locations for new development. Emphasis was placed on the Goals and Objectives as established in Section V in this plan.

Land Use Classifications

Land in the City of Millington was placed in one of nine land use categories that are described in Chapter III. These classifications are: Agricultural/Vacant; Residential Single Family; Residential Medium Density; Residential High Density; Residential Mobile Home Park; Public Semi-Public; Commercial; Industrial; and Naval Support Activity. The same land use classifications will be utilized on the Land Use Plan.

Primary Findings

- The analysis of existing land uses found that almost 50% (49.8%) of the land in Millington was either vacant or in agricultural production. There is more than adequate land area within the current corporate limits to accommodate projected future growth.
- There is adequate property zoned for single family residential development of all lot sizes. This has been established as one of the primary needs in Millington.
- There is a surplus of properties zoned for apartment development in Millington. There are over 250 acres of land currently available for apartment development that could create up to 3,000 additional rental units. Rental units already represent 42% of the city's housing stock. The development of these properties is not justified under realistic market conditions and would also create major expenditures for the city in school capacities, police, fire, and other public facilities.
- Following the sale of industrial property for the solar farm only 400 acres of useable industrial properties are available for development. Furthermore, the acres are not all in one parcel to accommodate a larger user. Additional land for industrial development needs to be provided. This area has also been identified as a primary need for the city.
- There are over 2,000 acres set aside for commercial land uses, but only a little over 360 acres are currently being used for commercial development. While additional commercial development is desired, there is too much land set aside for this land use. Additionally, much of this land is poorly located.

Alternative Land Use Plans

Once the goals and objectives were established, Land Use Plan, Concept A was prepared for discussion purposes. This plan was reviewed and discussed at both the October and November Master Plan Advisory Committee meetings and was also reviewed with city staff. The plan was then modified to incorporate the comments and suggestions and Exhibit 9, Land Use and Transportation Plan, Concept A was refined for discussion at the February 2018 Master Plan Advisory Committee meeting.

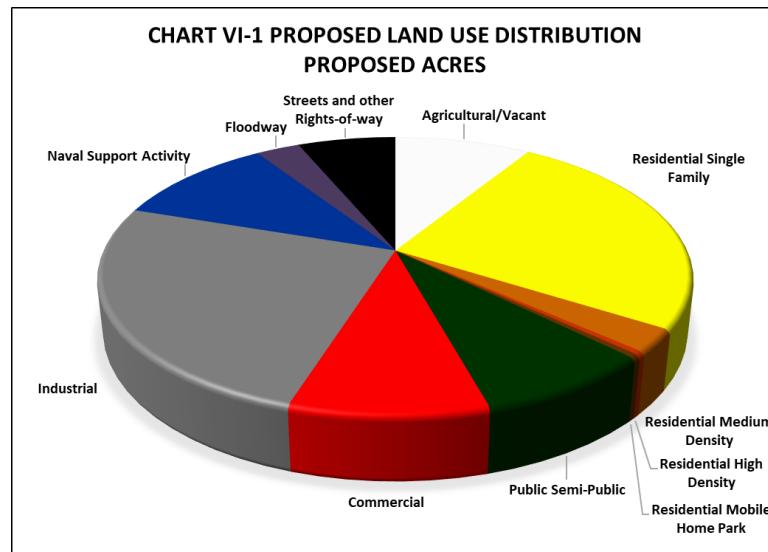
Land Use Plan Concept A

The initial land use concept plan was developed on four primary goals:

- Stimulate new single-family housing development.
- Expand industrial development/create more jobs.
- Obtain a better mix of retail and office business on both Highway 51 and Navy Road.
- Promote a mix of land uses that will be appropriate for and compatible with the desired character of Millington.

Table VI-1 Proposed Land Use Distribution

Proposed Land Use	Existing Acres	Proposed Acres	Change
Agricultural/Vacant	7,084.0	1,257.00	(5,827.00)
Residential Single Family	1,835.0	3,567.3	1,732.30
Residential Medium Density	35.4	377.0	341.60
Residential High Density	54.0	54.0	0.00
Residential Mobile Home Park	56.8	56.8	0.00
Public Semi-Public	567.0	1,185.0	618.00
Commercial	363.9	1,313.0	949.10
Industrial	1,809.0	3,588.0	1,779.00
Naval Support Activity	1,511.1	1,511.1	0.00
Floodway	-	407.0	407.00
Streets and other Rights-of-way	904.8	904.8	0.00
Total	14,221.0	14,221.0	



These four goals of the twelve goals in Section V are directly related to the future land uses. The other goals are more related to implementation strategies based on the future land use plan. The proposed land use acreages are delineated on Table VI-1 and on Chart VI-1, Proposed Land Use Distribution.

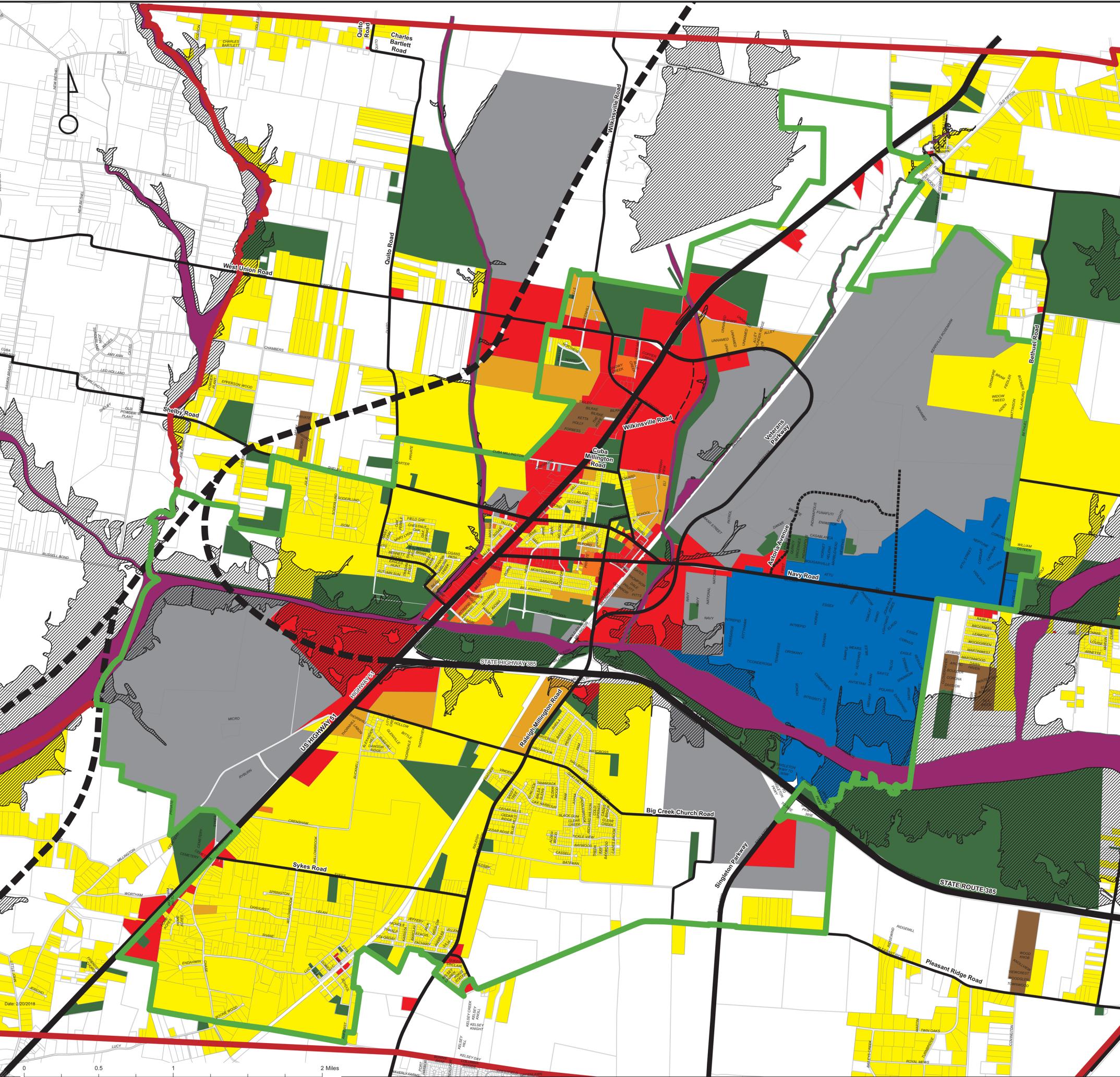
Residential Development

Single Family Residential home development was listed as one of the primary objectives of all the surveys and meetings on the plan development. Almost 50% of the land in the city limits is vacant and there is more than enough land zoned for single family lots in relation to the highest population projections. There are 3,567.3 acres of land proposed for single family. This represents an increase of 1,732.30 acres from the existing single family uses. This was said above.

Residential Medium Density

includes single family on smaller lots, zero-lot line homes and attached single family units. Several new sites have been recommended for this use. Most of the area north of Veterans Parkway and east of Highway 51 is currently zoned commercial and it surrounds a medium density subdivision of detached and attached

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single family residential. This area bounded by Veterans on the south and Shipp Road on the north is proposed for medium density residential. Land along the west side of Raleigh Millington and south of Highway 385 is proposed for medium density. An area along the north side of Big Creek church east of Highway 51 is proposed as medium density as a buffer between the single family to the south and proposed commercial to the north. Several smaller areas are shown on the plan. A total of 377.0 acres of medium density residential is proposed an increase of 341.6 acres.

Residential High Density zoned properties are currently available in several areas in Millington. In fact, there is an excess of this type of property. There are over 250 acres of land zoned for high density, including apartments. There are 54.0 acres of apartments in the city. The census indicates that 42% of the city's housing units are rental, this is the highest of all of the suburban cities in Shelby County. None of the other cities reach even 20% rental units. The land area for apartments needs to be reduced to conform to current availability of rental units and projected market conditions. The Land Use Plan Concept A proposed no additional land for high density residential. Some of the land currently zoned for apartments is recommended for other uses in the plan.

Residential Mobile Home uses already exist in Millington in two large mobile home parks inside the city and three outside the city limits. There are 56.8 acres of mobile home parks in the city. No new mobile home land use is proposed as a part of this plan concept.

Public and Semi-Public land is typically not projected in a land use plan. While the location of these existing facilities is important in the coordination of uses. Public and Semi-Public uses such as public parks, public buildings and services are permitted in most residential and non-residential land uses and zonings. Facilities such as public and private schools and churches are also permitted in most zoning classifications as a special exception by the Board of Zoning Appeals. There is an increase in the land proposed for Public Semi-Public due to the proposed Resiliency Plan. Under this plan significant parcels of land will be acquired to be used for flood protection and recreational uses. There are 1,185.0 acres of land proposed for this use, an increase of 618 acres.

Commercial zoned land is one of the most over abundant zonings in the city. With over 2,000 acres of commercially zoned property, there are less than 400 acres of land in use for commercial. Some of this land should to be changed to other uses and some additional commercial land use needs to be located in a manner that takes advantage of the transportation facilities. There are hundreds of acres of land between Highway 51 and the railroad north of Veterans Parkway that are zoned for commercial uses. Much of this zoning is not suitable for commercial due to location and commercial demand.

The triangle of land south of Veterans Parkway, west of the Canadian National Railroad and east of North Fork Creek is zoned for commercial and this property is recommended for industrial uses in the plan. This item is also discussed under the industrial uses below. The land commonly referred to as mud flats surrounding the WMCA has mostly been acquired by the Industrial Board, however, there are still a few rental houses in this area. In addition, the Centennial Park is south of this area and is proposed for closing. This area is proposed to be set aside for light industrial or heavy business uses consistent with an industrial classification. All these areas are currently zoned for commercial uses.

New commercial areas are proposed at the interchange of Highway 51 and Highway 385 on the southeast, southwest, and northwest corners. Commercial zoning is proposed for the east side of Singleton Parkway south of Highway 385. Additional commercial uses are proposed along West Union Road between Windersville Road and the future interchange with Interstate 69. All these new commercial areas are related to primary traffic arterials and interchanges.

There are 1,313.0 acres of land proposed for commercial uses. This is a 950 acre increase over the existing commercial uses. It is substantially lower than the currently zoned 2,000 acres.

Industrial land availability has been substantially reduced by the sale and lease of over 400 acres for a solar farm. Some of the vacant industrial land has environmental concerns. In addition, there is little land available for large tracts of industrial development across all of Shelby County. Additional industrial land is needed both in Millington and Shelby County.

Four new industrial sites have been proposed as a part of the Concept Plan. The first site is located on both sides of Singleton Parkway south of Highway 385. This area is uniquely situated where industrial land will have excellent access and have little impact on surrounding properties. The second site is the mud flats and Centennial Park area which is presently zoned for commercial uses. The third site is the land area discussed in the commercial section. This land is located south of Veterans Parkway, west of the railroad and east of the North Fork Creek. There 3,588.0 acres proposed for industrial uses within the city, an increase of 1,779 acres.

The fourth site is located outside the city, north of West Union Road and west of the proposed Interstate 69 route. The development of this site would be expected to be at the end of the 20-year planning period in conjunction with the development of I-69.

There is no change anticipated to the **Naval Support Activity** land uses, which represents 1,511.1 acres.

The Land use plan also includes two classifications that were not included in the existing land uses. These classifications are **Floodplain** and **Floodway**. Floodplain is an overlay zone on top of other zoning classifications. There are 1,054 acres of land within the 100-year floodplain in the city. However, this is not a separate district, since it overlays other uses. This land falls in the floodplain and may only be developed under the requirements of the Federal Emergency Management Agency (FEMA) and local and State requirements.

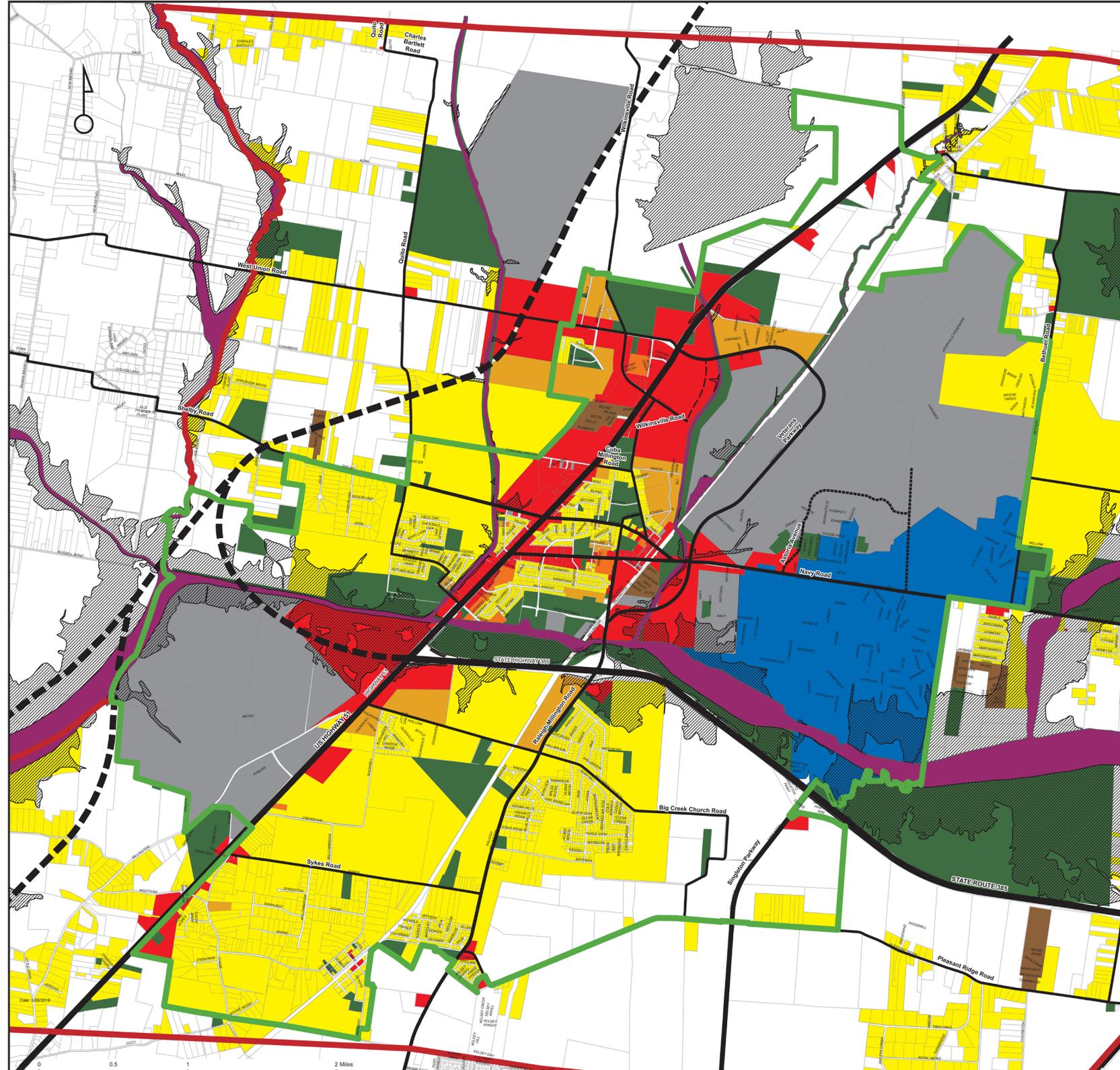
The floodway lands have been included on the land use chart since development is prohibited in this area. There are 407 acres of land in the city within the floodway designation.

Recommended Land Use and Transportation Plan

The Land Use and Transportation Plan, Concept A was presented at the last Master Plan Advisory Committee Meeting on February 19, 2018 and at the Bartlett Planning Commission meeting on March 19, 2018. The plan was revised based on comments from these meetings and the Recommended Land Use and Transportation Plan is included in this section as Exhibit 10.

There were three basic changes to the Concept A Plan. The first was to correct an area between Cuba Millington and Shelby that was shown as single family on Cuba Millington and Industrial on Shelby. This area is zoned commercial and is appropriate for that use. This area should stay as commercial land use. The second are involved an area east of Wilkinsville Road and east of Millington Middle School. This

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Legend

Millington City Limits
Urban Growth Boundary

Land Use

	Agricultural/Vacant
	Residential Single Family
	Residential Medium Density
	Residential High Density
	Residential Mobile Home Park
	Public Semi-Public
	Commercial
	Industrial
	Naval Support Activity

Floodplain and Floodway

Major Roads

Goforth Planning and Management, LLC, and
Pinnacle Planning Advisors

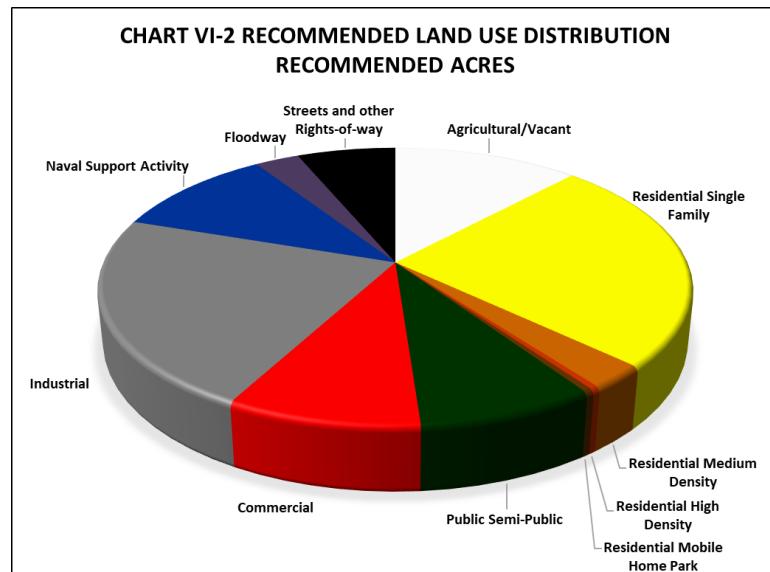
RECOMMENDED LAND USE AND TRANSPORTATION PLAN

area had been shown as commercial and medium density residential represents a better use that is more compatible to the residents to the south and the school.

The remaining area is located on both sides of Singleton Parkway and south of Highway 385. This land had been shown for a large industrial area with significant commercial area. In working with the city staff and the owners it was determined that this zoning was premature and should stay agricultural and remain as an orchard and other agricultural uses. A small area of commercial remains on the east side of Singleton for potential retail uses or use by the owners in their operations.

Table VI-2 Recommended Land Use Distribution

Proposed Land Use	Proposed Acres	Recommended Acres	Change
Agricultural/Vacant	1,257.00	1,704.30	447.30
Residential Single Family	3,567.3	3,553.5	(13.80)
Residential Medium Density	377.0	392.5	15.50
Residential High Density	54.0	54.0	0.00
Residential Mobile Home Park	56.8	56.8	0.00
Public Semi-Public	1,185.0	1,185.0	0.00
Commercial	1,313.0	1,293.0	(20.00)
Industrial	3,588.0	3,159.0	(429.00)
Naval Support Activity	1,511.1	1,511.1	0.00
Floodway	407.0	407.0	0.00
Streets and other Rights-of-way	904.8	904.8	0.00
Total	14,221.0	14,221.0	(0.00)



The impact of these changes is shown on Table VI-2, Recommended Land Use Distribution and on Chart VI-2, Recommended Land Use Distribution. There is a net change of an additional 447.30 acres of agricultural/vacant; a reduction of 13.80 acres of single family residential; 15.50 acres of medium density residential; a reduction of 20.0 acres of commercial and a reduction of 429 acres of industrial. The largest change is the reduction of 429 acres of proposed industrial on Singleton Parkway.

This recommended plan along with the entire Master Plan were submitted to the Millington Planning Commission at a Public Hearing on April 16, 2018.

VII. MILLINGTON OLD TOWN

A. History

In the early years of Millington, the “downtown area” was on Easley, primarily west of the railroad. Navy Road did not exist prior to 1940, this is clearly shown on the 1940 photograph from the Shelby County Register’s webpage. There was little or no development along Highway 51. It was not until the rapid construction of the Naval Air Station in the early 1940’s that Navy Road was constructed. By the early 1960’s, Navy Road was constructed, and business development had started to occur along the eastern portions of Navy Road. Additional business development had occurred along Navy Road and Highway 51 around the intersection of these roadways.



This is shown in the 1962 aerial from the Register's webpage. The apartments on Navy Rd. and the trailer park on Raleigh Millington had been completed at this time.

Following the development of Navy Road, new commercial development moved to Navy Road and Highway 51. Prior to this, Highway 51 had really been a bypass to the heart of the city located along Easley in the 1940s.

B. Current Efforts

Many businesses have moved from the Navy Road area to areas along Highway 51. This has been recently fueled by the development of the Millington Farms Shopping Center along Highway 51 south of Veterans Parkway. There needs to be a focus on Navy Road and in particular the Old Town area. During the conduct of the surveys discussed in Section V, Goals and Objectives, many of the comments from residents indicated concerns about the loss of business along Navy Road and the lack of a "square" or "downtown area" in Millington.

In an effort begin the process of reviving the Old Town area, the City adopted the "Old Town District Provisions" to the Zoning Ordinance in October of 2009. However, neither the Planning Commission or the Board of Mayor and Aldermen adopted the "regulations regarding permitted and prohibited uses, bulk regulations, signage, design regulations and review, landscaping and other regulations" ..., that were called for in this ordinance. A boundary was established and included in the ordinance.

It was initially recommended that the city establish the triangle bounded by Navy Road, Easley Street, and Church Street and the basic boundary of the Old Town Area. The properties included in that triangle and the properties that front on Navy and Easley would become designated as the Old Town Triangle Area. That area was revised by the Master Plan Advisory Committee to include this area but exclude the homes on Easley and to add all the B-2 zoned areas north of Easley along Third, B Street and C Street, see Exhibit 11, Old Town Zoning Map.

Most of this area is zoned B-2 or B-1, which provides setbacks and other zoning requirements more related to a suburban location rather than a downtown area. The setbacks and regulations need to be modified within the Old Town Area to be more consistent with the existing development of the area and the desires of the community. Complying with the parking regulations is also a problem, since many of the buildings currently cover most of the lots. The lack of parking limits the full marketability of the existing buildings as well as the potential reuse of the properties.

The city has already added over 50 additional parking spaces to the 54 existing spaces at Baker Center, see Exhibit 12, Millington Old Town Concept Plan. This site is 300' from Navy Road along Church Street. It would be good to acquire a pedestrian access from this building to Navy Road to allow this parking to be used by the businesses there. Additional Parking will be provided in the plans for the Discovery Nature Park. Additional public parking needs to be provided in this area in multiple locations.

C. Streetscape Improvements

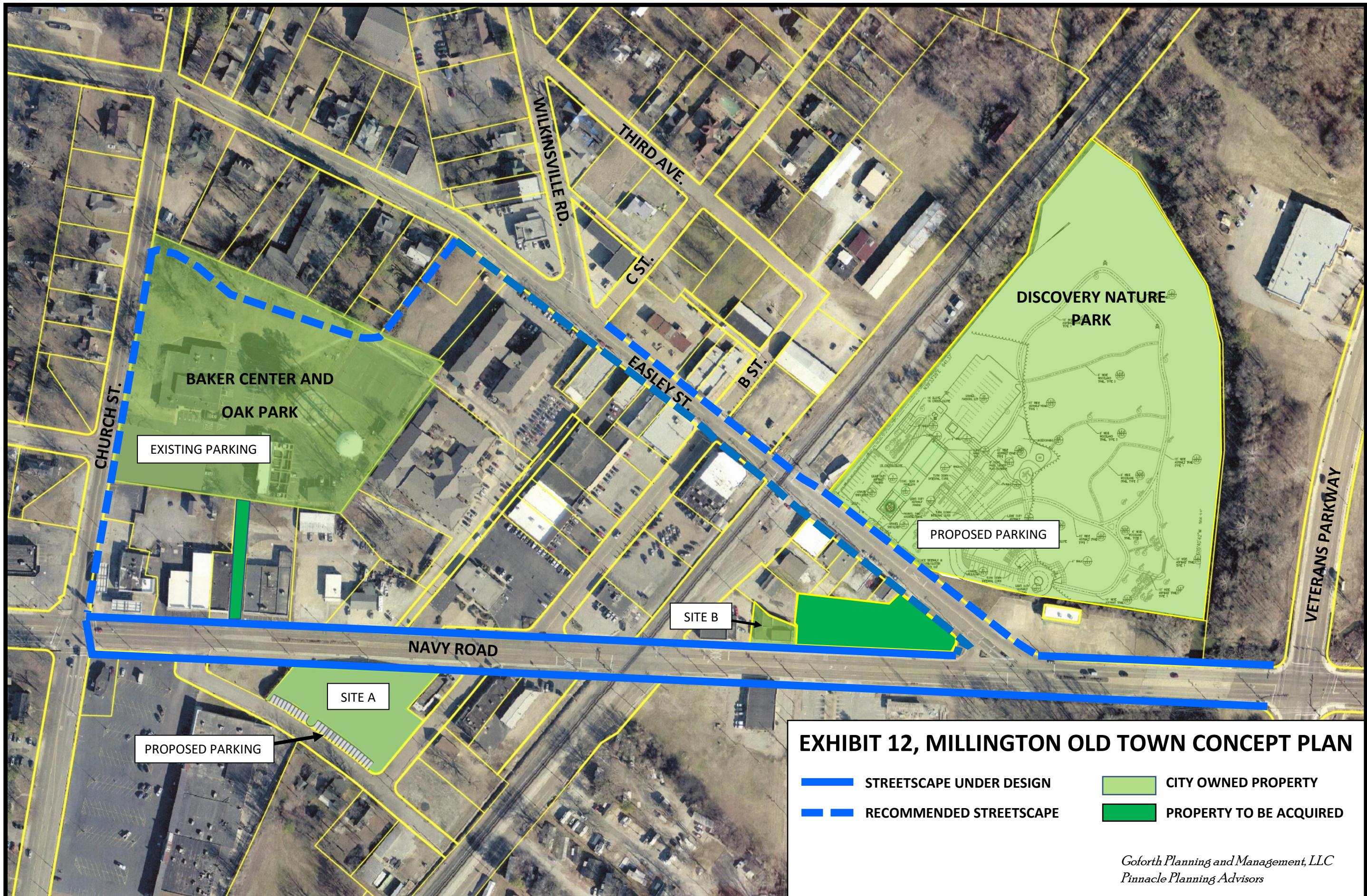


**EXHIBIT 11, OLD TOWN BOUNDARY
AND ZONING MAP**



OLD TOWN AREA

*Goforth Planning and Management, LLC
Pinnacle Planning Advisors*



THE CITY OF MILLINGTON, TENNESSEE MASTER PLAN

The City has been working on streetscape improvement on Navy Road and has completed the improvements between Highway 51 and Church. The next phase of these improvements will include the section of Navy Road between Church and Veterans Parkway. It is important to design these improvements to provide for enhanced pedestrian safety and to ease the shopping experience. It is also important that the improvements provide for bikeways and on-street parking to supplement the lack of parking in this area. This would be like the development of Cooper Street in the Cooper Young area of Memphis. The photos below show how this area was re-striped while still providing for existing driveways and on-lot parking.



With the designation of the Old Town area, the next area proposed for streetscape improvements should be Easley Street from Navy Road, west to Wilkinsville Road. Eventually, the streetscape improvements should be completed on Easley Street and Church Street. This would complete the Old Town Triangle and help clearly define the Old Town Area.

It is also important to clearly define this area through the landscape, sidewalk and street lighting designs of the area to clearly set it apart as the Old Millington Area.

D. Blight Removal

There are many structures in this area that suffer from a lack of maintenance. Some of the building facades have become outdated and unattractive. The city has already been working on blight removal in this area. Millington has acquired two parcels on the south side of Navy Road and one property on the north side of Navy Road. The two parcels on the south side total 1.30 acres and five buildings have been demolished. The city has acquired another small (0.165 ac.) parcel on the north side of Navy and plans to remove the buildings on that property. These properties will be made available for redevelopment once the streetscape plans are finalized.

A thorough clean up has been accomplished on other properties with the removal of inoperable vehicles and general debris. These blight removal efforts need to continue along with the enhanced code enforcement in this area.

E. Recommendations

- A list of permitted uses, setbacks, parking and other requirements needs to be established for the Old Town Area.
- Continue the streetscape improvements on Navy Road and expand these improvements to Easley Street and Church Street.
- The streetscape plans should include on-street parking where possible. The streetscape in this area should be clearly defined from the other areas along Navy and surrounding roadways.
- The city needs to continue its blight removal efforts geared toward the removal or rehabilitation of blighted structures.
- The general clean up through vigorous code enforcement should continue.
- The city should consider seeking designation under the Tennessee Main Street Program through the Tennessee Department of Economic and Community Development.
- A detailed redevelopment plan should be prepared for this area.

SECTION VIII - IMPLEMENTATION STRATEGIES

It is the intent of the City of Millington for the 20 Year Master Plan to serve as a guide for future growth and development. The implementation strategies are an important step to ensure that the plans and projects are carried out in accordance with the goals and objectives.

The Master Plan will be implemented primarily through the Zoning Ordinance and Subdivision Regulations. The Capital Improvements Program (CIP) is also important in terms of the timing and funding of the projects.

A. Millington Planning Commission

The Planning Commission is required to adopt the Master Plan by resolution following a Public Hearing with thirty (30) days advance public notice. The Public Hearing was held on April 16, 2018 and the Millington Planning Commission approved the plan on that date. The plan was certified to the Millington Board of Mayor and Aldermen for acceptance of the plan as a general plan for the physical development of the City of Millington.

B. Millington Board of Mayor and Alderman

1. The Millington Board of Mayor and Aldermen are the final decision to most development issues, including zoning changes. However, the State Code does not require the Board to approve the plan, rather, that is the responsibility of the Planning Commission. It is important that the Legislative Board of the city acknowledge the plan and endorse it in a manner that will allow it to serve as a general guide for development over the next 20 years.
2. The Board of Mayor and Aldermen may choose to authorize the development of a revised Zoning Map for all properties in the city to be consistent with the recommendations of the Master Plan. This action would require staff development of a Zoning Plan, review and a recommendation at the Planning Commission and approval as an ordinance with the required Public Notice and Public Hearing. This is very important to remove the surplus and poorly located apartment and commercial zonings in the city. In addition, this would provide the rezoning of additional and properly located commercial and industrial areas. This method of comprehensive rezoning has been frequently attacked at the State Legislature, but it is currently still allowed with proper procedures and notices. However, this could change in the future.
3. The Board is responsible for the annual development of the Capital Improvements Plan, discussed below.
4. The Board should work with the administration staff in developing incentives for the development of new single family residential homes.

C. Zoning Ordinance and Sign Ordinance

The Zoning Ordinance was updated extensively in September 2015. For the most part, the Ordinance is adequate to provide for the proper development of the city during the planning period. An update to the Sign Ordinance and Parking requirements were included in this update. However, there are several areas that were identified during the development of this plan that need to be addressed by the Planning Commission and the Board of Mayor and Aldermen.

Other actions required on the Zoning Ordinance.

1. The R-1 zoning district provides that the minimum lot area is 6,500 sf., but the minimum lot width is 80'. The minimum lot size is the same as R-2, R-3, and R-4 for single family lots. In checking older copies of the Zoning Ordinance, the minimum lot area was 10,000 sf. No ordinance has been found that authorized this change in the minimum width. It is determined that the minimum lot width provided on Chart 2 of the Ordinance is a typographical error and should be corrected to 10,000 sf.
2. The city adopted the "Old Town District Provisions" to the Zoning Ordinance in October of 2009 and established a boundary for this area. However, they did not adopt the "regulations regarding permitted and prohibited uses, bulk regulations, signage, design regulations and review, landscaping and other regulations" ..., that were called for in this ordinance. Additionally, the boundary of this district has been recommended to change in this plan and it is a recommendation of the plan to develop a list of permitted uses, setbacks, parking and other requirements for the Old Town District.
3. Should the Board of Mayor and Aldermen decide to authorize a comprehensive rezoning of the city to match the Recommended Land Use Plan, the Planning Commission shall be required to review the proposed rezoning plan and to recommend it to the Board.
4. The Commission should work with the staff to determine the appropriate locations and regulations for independent and assisted housing for seniors. Independent living facilities can be accommodated within the existing ordinances but the provision for assisted living facilities should be expanded to allow these facilities in certain commercial zoning classifications as a special exception.

D. Subdivision Regulations

The Subdivisions Regulations are consistent with the requirements of the Tennessee Code Annotated and are normal and customary with other cities and towns in the area. The requirements are well laid out. The regulations are adequate for the foreseeable future. Care

needs to be taken to make sure that the regulations are updated to reflect any changes to the Tennessee Code.

E. Arts, Recreation and Parks

Parks and Open Spaces are very important to the citizens of Millington. This Department is in the process of constructing two new or expanded parks, Discovery Nature Park, and the South School Park. The following items have been identified as action items for the Department.

1. Continue the construction of Discovery Nature Park and South School Park.
2. Acquire the land being leased for USA Stadium.
3. Improve maintenance at park facilities.
4. Close Centennial Park upon completion of facilities at Discovery Nature or South School Park.
5. Develop a plan to transfer Joyner Park to the Millington School Board upon completion of the ballfields at South School Park.
6. Work with Shelby County in the development of the Resiliency Project.
7. Incorporate the recommendations of the Millington Greenway Plan into the parks and other open space development.

F. Industrial and Economic Development

This activity primarily managed by the Millington Industrial Development Board with assistance from the City of Millington and Millington Area Chamber of Commerce. The following items are action items for this team.

1. Work with Millington Schools, University of Memphis, and Southwest Tennessee to establish a workforce training program tailored to new jobs being created in Millington and the Memphis Area.
2. Several new industrial sites have been recommended in this plan. Work with property owners to zone land and provide the commitments necessary to recruit industrial businesses.
3. Evaluate the feasibility of acquiring new properties for industrial development.
4. Encourage new and expanded retail and service businesses in accordance with the preferences cited in the citizen surveys and the Buxton Retail Market Analysis provided in the appendices.
5. When businesses seek locations for new facilities, they consider a full range of city assets including: parks; schools; public services; housing and other amenities, in addition to cost of land and availability of adequate and trained employees. It is important that the IDB assist in marketing the “entire” city assets, not just the industrial properties.

G. Capital Improvements Plan

The Millington City Administration annually establishes the operating budget, other special purpose budgets including water and sewer, and the Capital Improvements Plan (CIP). The water and sewer systems are separate budgets but are equally important to the CIP. Many issues have been identified in this plan that will require consideration for inclusion in the CIP and Water and Sewer Fund along with normal replacements and upgrading of facilities.

It is important that projects related to growth and development be included in the CIP. These projects can include infrastructure such as the replacement of the north water plant and water tank. The following items are some of the projects identified in the Master Plan.

- Work with the Millington School Board to fund a new elementary school to replace Harrold and a new gymnasium at the high school
- Work with the Millington Industrial Board to acquire additional industrial land and provide utilities to the area
- Expand streetscape improvements in Old Town
- Properly fund blight removal efforts
- Complete proposed Discovery Nature Park and South School Park
- Acquire land being leased at USA Stadium
- Improve directional signage for public facilities and retail businesses
- Develop a multi-year marketing program.
- Work with the Millington Chamber to develop a formal tourism program
- Replace Fire Station 2 (already in current CIP)
- New radio system for public safety
- Develop plans to replace north water plant and elevated tank
- Work with the Navy to complete the separation of utilities

H. Other Implementation Measures

Two other areas were identified in the Master Plan that will require assistance in implementation. Tourism and redevelopment of the Old Town areas were identified as important factors to the citizens of Millington.

Tourism is a very important factor to the city, with the Air Show, Raceway and other recurring events identified in Section II. These events bring customers into Millington for local hotels, businesses, and restaurants. It is essential that the City and the Chamber set up a structure for tourism that will allow local businesses to maximize their involvement and revenues in tourism activities.

Old Town is another area that needs oversight of an organization focused on the area's revitalization. While there is great support for this area to thrive with new and expanded existing businesses, there is no agency or department who is tasked with this responsibility. For a modest investment, an "Old Town Merchants and Land Owners Association" could be

THE CITY OF MILLINGTON, TENNESSEE MASTER PLAN

established to coordinate efforts until a more extensive structure is warranted. The development of the streetscape improvement in the Old Town area should create interest in new development in this area. This effort will need to be assisted by the City, primarily the Planning and Development Office.

SECTION IX – Summary and Conclusions

The City of Millington is like many other communities, each with unique assets and constraints. To fulfill the city's potential, the city must make the larger community of Memphis and the entire Mid-South area aware of the unique assets in Millington. The fact that in the Millington Area there are more jobs available in the city than the population is very significant. Furthermore, the impact of tourism at local events and the high level of retail sales and sales tax collections are very important to the community. However, it may be even more important that the residents of Millington feel safe and that the community is open and accepting of people of all races and backgrounds. Educational opportunities are excellent and improving, from the city's new school system to the two and four-year post-secondary degrees offered at colleges in the city.

With the realignment of the Navy's operations in Millington, the population and consumer base declined significantly. The current Bureau of Personnel and associated federal organizations offers more opportunity to create middle and upper income housing. The quality of life advocated in this plan, including education, parks and recreation, community appearance, and enhanced shopping and entertainment, will facilitate new opportunities for a range of housing types.

As noted Millington has been a net exporter of jobs to the Memphis area and there is opportunity to expand on its position as an employment center. Two key ingredients are necessary to continue its success in creating jobs: Industrial Sites and Workforce Development. Shelby County has essentially consumed virtually all of the significant industrial sites and can no longer readily accommodate a new project of 300 acres or more. Millington is fortunate to have within the city limits vacant land that could be suitable for industrial developments. There are also additional sites within its potential utility service area that could produce sites of 500 to 1,000 acres. This is a high priority to bring new jobs, expand the tax base, and create opportunities for new housing to accommodate workers.

Millington has also gained a reputation for having a skilled workforce, due in large part to the skills levels of Military personnel and retirees. For new locations, site selections consultants are evaluating workforce availability as equally as important as sites and business environment and this gives Millington a potential advantage over other cities in the region. To leverage its workforce reputation, Millington should develop a pipeline of skilled workers from the middle and high schools through post-secondary education in skill sets in high demand in the region. This will complement the development of industrial sites and lead to Millington's continued job and population growth.

A complete summary of this report has been provided as a separate document in the form of a PowerPoint and is available either as a PowerPoint Show or as a PDF.

THE CITY OF MILLINGTON, TENNESSEE MASTER PLAN

The conclusions drawn from this report are articulated in more detail in Section V – Goals and Objectives. The conclusions are provided in the form of a vision statement along with nine overall goals and objectives provided in eleven functional areas.

Basic Implementation strategies for the adoption of the plan and the implementation of the recommendations of the plan are provided in Section VIII – Implementation Strategies.

Sources

Section I

Historic Information: Millington, The First Hundred Years by Faye Ellis Osteen and Webpage, City of Millington

Navy Information: Webpage, Naval Support Activity Mid-South.

1101: Shelby County Coordinating Committee Report

Census Demographics: U. S. Decennial Census, and U. S. Census 2016 Population and Housing Unit Estimates

Purpose: Tennessee Code Annotated Statutes, Title 13 as amended

Section II

Census Demographics: U. S. Decennial Census, and U. S. Census 2016 Population and Housing Unit Estimates

Sales Tax Data: City of Millington Records on Local Option Tax Collections

Employment Information: Greater Memphis Chamber 2017 report.

Tourism: Information from City of Millington and Millington-Memphis Airport

Section III

Zoning: City of Millington GIS System

Land Use: Classification and Use records of the Shelby County Property Assessor and field check of information

Resilient Shelby Grant: Resilient Shelby Web Page

Transportation: Memphis Urban Area Metropolitan Planning Organization 2040 Long Range Transportation Plan

Traffic Counts: State of Tennessee

Airports: Records from Airport Master Plans and Web pages, Airport Master Records

Section IV

Education Facilities: Millington Municipal School District Web page and interview with Superintendent

Public Safety: City of Millington Web page and interview with Director

Arts, Recreation and Parks: City of Millington Web page and interview with Director

Government Facilities: Physical Survey and interview with various directors

Section VI

Transportation: Memphis Urban Area Metropolitan Planning Organization 2040 Long Range Transportation Plan

Millington Greenway Plan, Dalhoff Thomas design/studio

Copy of Millington 2017 Master Plan Survey

Tuesday, October 24, 2017

323

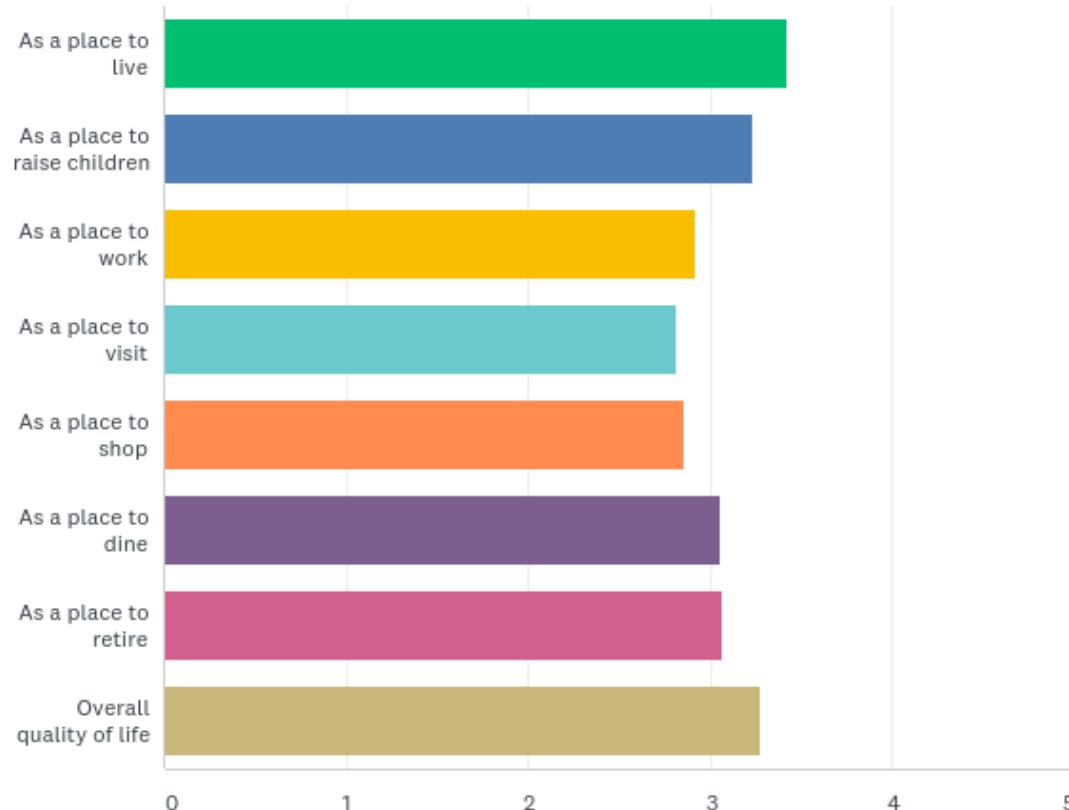
Total Responses

Date Created: Thursday, October 05, 2017

Complete Responses: 323

Q1: Please rate the following aspects of the quality of life in Millington.

Answered: 323 Skipped: 0



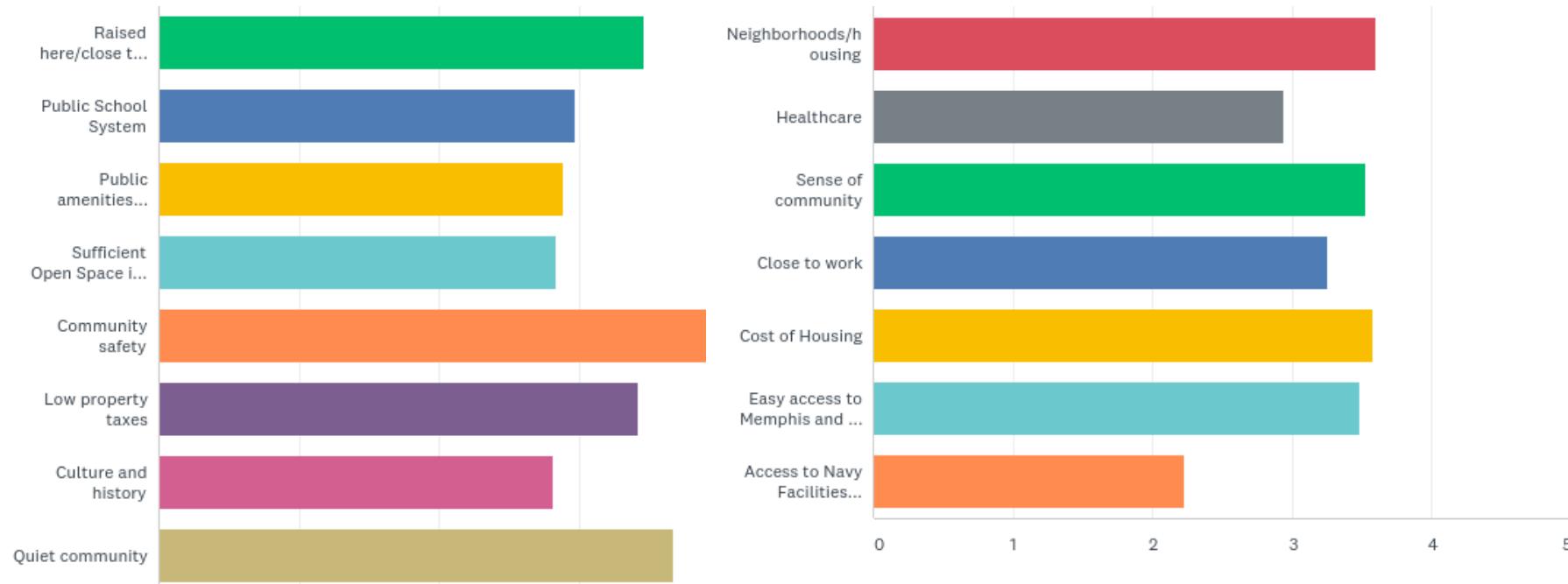
Q1: Please rate the following aspects of the quality of life in Millington.

Answered: 323 Skipped: 0

	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average					
As a place to live	15.05%	48	32.29%	103	35.74%	114	13.79%	44	3.13%	10	319	3.42
As a place to raise children	12.77%	41	28.04%	90	33.64%	108	20.25%	65	5.30%	17	321	3.23
As a place to work	9.75%	31	21.38%	68	31.13%	99	26.10%	83	11.64%	37	318	2.92
As a place to visit	6.56%	21	20.63%	66	31.87%	102	28.75%	92	12.19%	39	320	2.81
As a place to shop	6.83%	22	19.88%	64	35.71%	115	27.64%	89	9.94%	32	322	2.86
As a place to dine	7.43%	24	23.84%	77	40.56%	131	22.29%	72	5.88%	19	323	3.05
As a place to retire	14.42%	46	22.26%	71	31.66%	101	19.12%	61	12.54%	40	319	3.07
Overall quality of life	12.58%	40	26.42%	84	42.14%	134	13.52%	43	5.35%	17	318	3.27

Q2: Please indicate which of the following influenced your decision to live in Millington.

Answered: 317 Skipped: 6



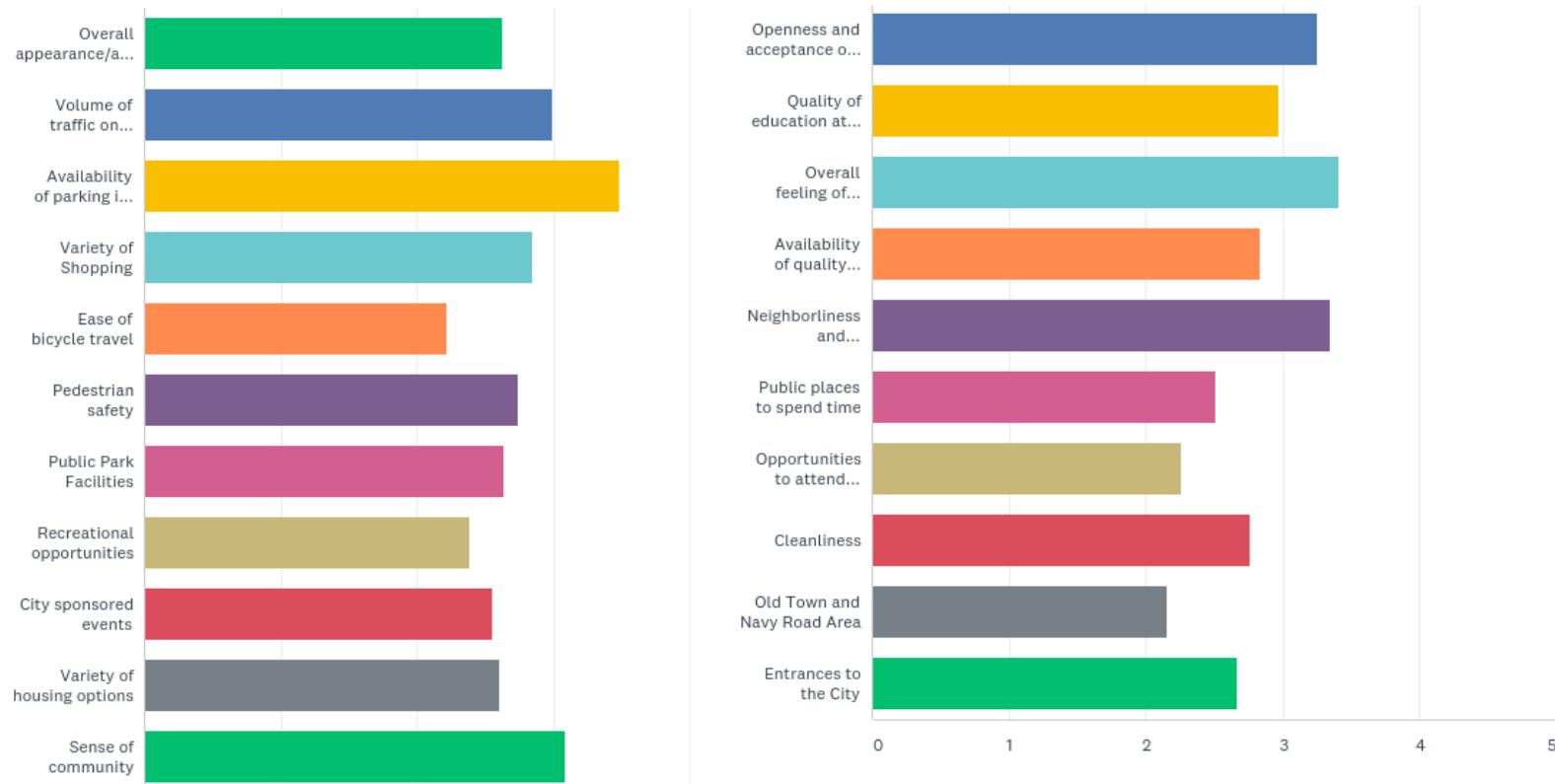
Q2: Please indicate which of the following influenced your decision to live in Millington.

Answered: 317 Skipped: 6

	Primary Factor	Very Important	Important	Somewhat Important	Not Important	Total	Weighted Average
Raised here/close to family	39.16% 121	15.53% 48	17.48% 54	8.09% 25	19.74% 61	309	3.46
Public School System	8.20% 25	32.13% 98	28.52% 87	11.15% 34	20.00% 61	305	2.97
Public amenities (parks, library, recreation, etc.)	4.65% 14	26.91% 81	33.89% 102	22.26% 67	12.29% 37	301	2.89
Sufficient Open Space is available	3.96% 12	24.42% 74	38.28% 116	17.82% 54	15.51% 47	303	2.83
Community safety	27.54% 84	49.84% 152	15.08% 46	2.95% 9	4.59% 14	305	3.93
Low property taxes	12.50% 38	41.78% 127	27.96% 85	10.86% 33	6.91% 21	304	3.42
Culture and history	7.21% 22	19.02% 58	35.08% 107	24.92% 76	13.77% 42	305	2.81
Quiet community	19.54% 60	42.67% 131	28.01% 86	5.21% 16	4.56% 14	307	3.67
Neighborhoods/housing	16.34% 50	43.46% 133	29.74% 91	5.23% 16	5.23% 16	306	3.60
Healthcare	6.91% 21	28.29% 86	33.22% 101	15.46% 47	16.12% 49	304	2.94
Sense of community	14.98% 46	42.67% 131	28.99% 89	7.49% 23	5.86% 18	307	3.53
Close to work	18.30% 56	30.07% 92	25.16% 77	11.76% 36	14.71% 45	306	3.25
Cost of Housing	17.38% 53	41.64% 127	29.18% 89	5.57% 17	6.23% 19	305	3.58
Easy access to Memphis and the Region	19.41% 59	36.84% 112	24.67% 75	10.53% 32	8.55% 26	304	3.48
Access to Navy Facilities (Commissary, etc.)	14.10% 43	10.16% 31	11.48% 35	12.79% 39	51.48% 157	305	2.23

Q3: Please rate the quality of each of the following characteristics of Millington.

Answered: 322 Skipped: 1



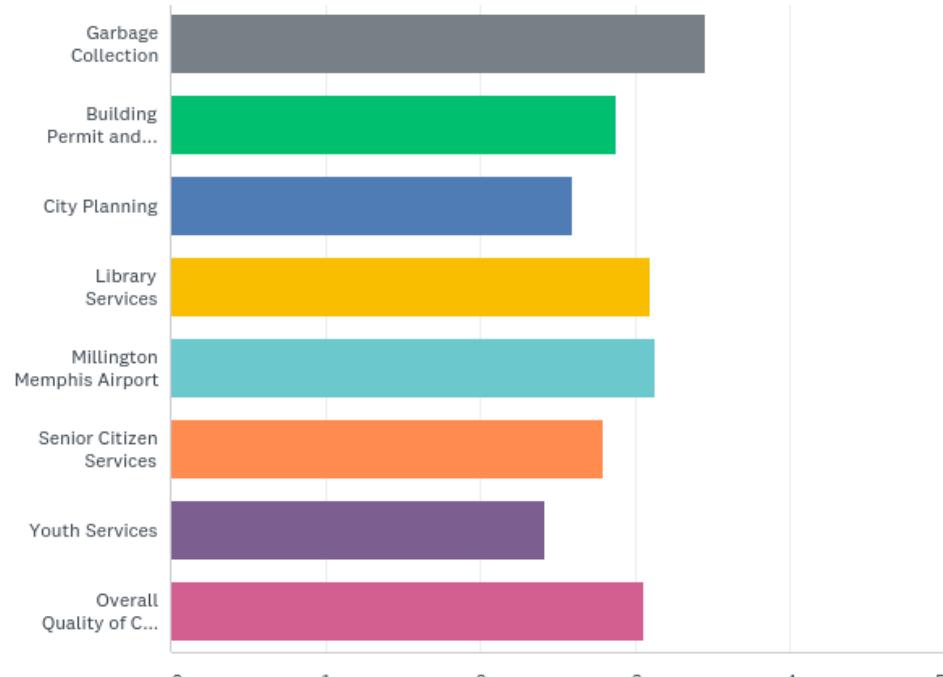
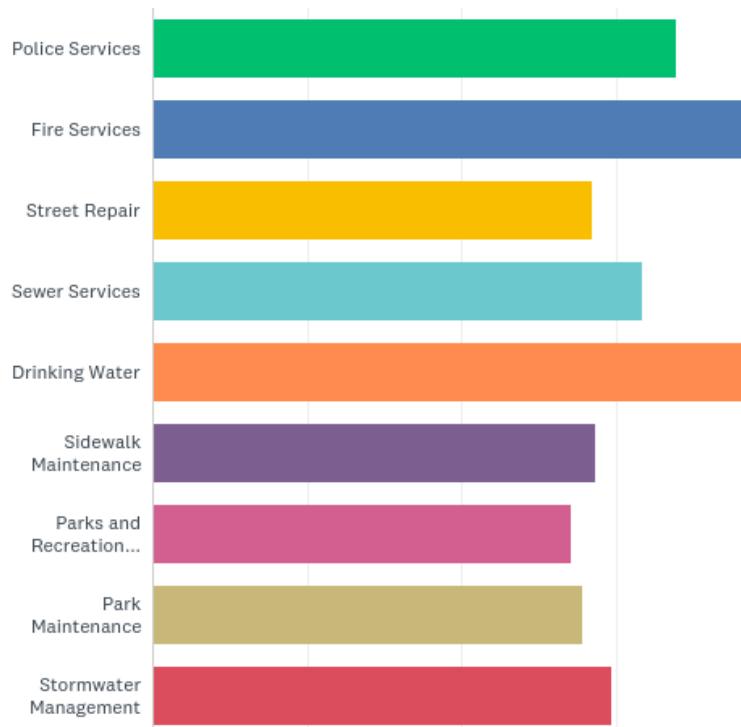
Q3: Please rate the quality of each of the following characteristics of Millington.

Answered: 322

	Excellent		Very Good		Good		Fair		Poor		Total	Weighted Average
Overall appearance/attractiveness	4.05%	13	14.33%	46	34.27%	110	34.89%	112	12.46%	40	321	2.63
Volume of traffic on local roads	5.66%	18	21.38%	68	46.54%	148	19.50%	62	6.92%	22	318	2.99
Availability of parking in commercial areas	11.91%	38	36.68%	117	39.81%	127	10.66%	34	0.94%	3	319	3.48
Variety of Shopping	6.23%	20	18.69%	60	38.01%	122	27.73%	89	9.35%	30	321	2.85
Ease of bicycle travel	2.93%	9	6.51%	20	27.36%	84	36.16%	111	27.04%	83	307	2.22
Pedestrian safety	5.79%	18	16.72%	52	38.59%	120	23.79%	74	15.11%	47	311	2.74
Public Park Facilities	7.57%	24	13.88%	44	31.55%	100	29.34%	93	17.67%	56	317	2.64
Recreational opportunities	4.69%	15	11.88%	38	25.31%	81	33.44%	107	24.69%	79	320	2.38
City sponsored events	5.40%	17	12.70%	40	29.52%	93	35.87%	113	16.51%	52	315	2.55
Variety of housing options	4.70%	15	13.48%	43	36.99%	118	26.96%	86	17.87%	57	319	2.60
Sense of community	11.39%	36	20.89%	66	41.77%	132	17.09%	54	8.86%	28	316	3.09
Openness and acceptance of people of diverse backgrounds	13.02%	41	27.30%	86	37.78%	119	15.24%	48	6.67%	21	315	3.25
Quality of education at local schools	9.09%	29	21.63%	69	38.56%	123	18.81%	60	11.91%	38	319	2.97
Overall feeling of safety	11.84%	38	35.20%	113	38.32%	123	11.21%	36	3.43%	11	321	3.41
Availability of quality health care	5.40%	17	14.60%	46	45.71%	144	25.71%	81	8.57%	27	315	2.83
Neighborliness and friendliness of residents	14.11%	45	29.47%	94	39.50%	126	11.29%	36	5.64%	18	319	3.35
Public places to spend time	5.03%	16	14.47%	46	27.67%	88	31.76%	101	21.07%	67	318	2.51
Opportunities to attend cultural/arts/music activities	4.72%	15	6.92%	22	24.84%	79	37.11%	118	26.42%	84	318	2.26
Cleanliness	5.11%	16	14.38%	45	41.85%	131	28.75%	90	9.90%	31	313	2.76
Old Town and Navy Road Area	3.75%	12	9.69%	31	19.38%	62	33.13%	106	34.06%	109	320	2.16
Entrances to the City	6.60%	21	11.32%	36	38.68%	123	29.25%	93	14.15%	45	318	2.67

Q4: Please rate the quality of each of the following City services.

Answered: 317 Skipped: 6



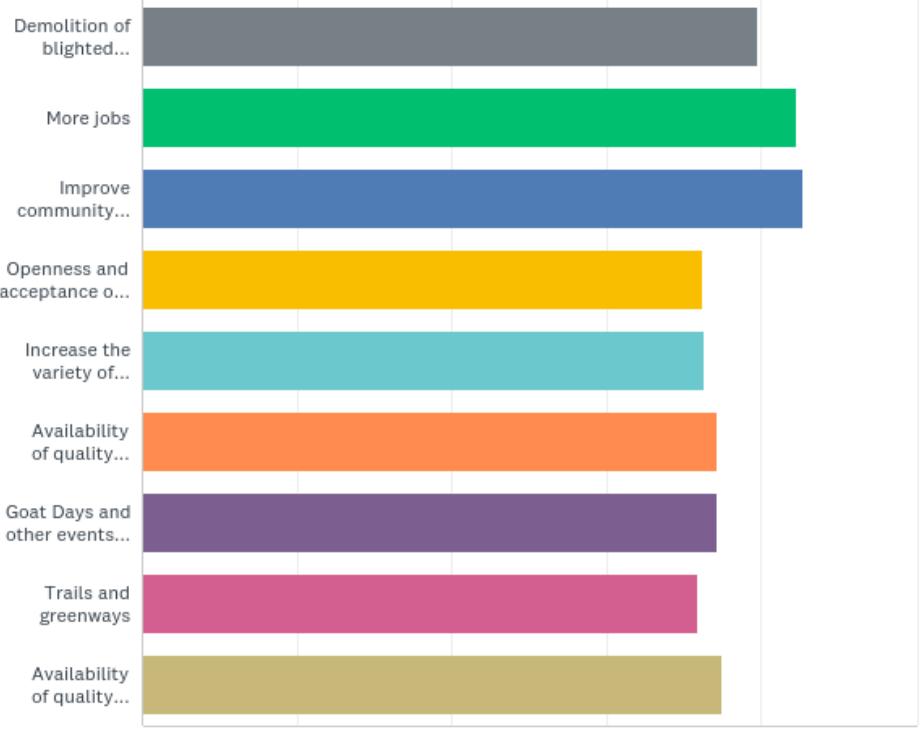
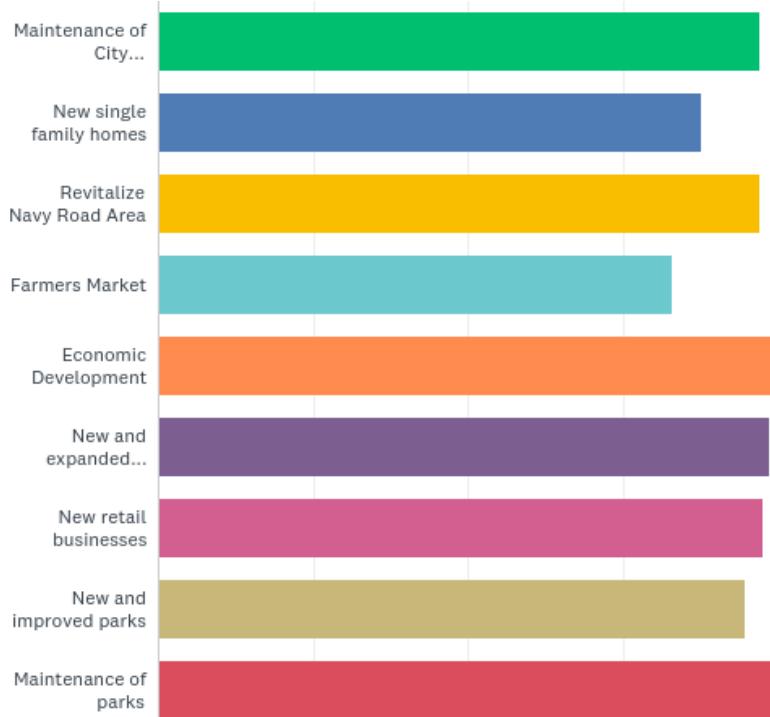
Q4: Please rate the quality of each of the following City services.

Answered: 317 Skipped: 6

	Excellent		Very Good		Good		Fair		Poor		Total	Weighted Average
Police Services	16.77%	53	29.43%	93	35.76%	113	12.03%	38	6.01%	19	316	3.39
Fire Services	27.80%	87	35.78%	112	30.67%	96	4.15%	13	1.60%	5	313	3.84
Street Repair	5.10%	16	18.47%	58	41.08%	129	27.39%	86	7.96%	25	314	2.85
Sewer Services	9.65%	30	22.51%	70	47.27%	147	16.08%	50	4.50%	14	311	3.17
Drinking Water	29.52%	93	34.92%	110	29.21%	92	4.44%	14	1.90%	6	315	3.86
Sidewalk Maintenance	6.75%	21	17.04%	53	41.80%	130	25.08%	78	9.32%	29	311	2.87
Parks and Recreation Programs	6.03%	19	17.78%	56	32.06%	101	29.84%	94	14.29%	45	315	2.71
Park Maintenance	5.43%	17	17.89%	56	37.70%	118	27.16%	85	11.82%	37	313	2.78
Stormwater Management	7.57%	23	18.09%	55	46.05%	140	20.39%	62	7.89%	24	304	2.97
Garbage Collection	16.45%	51	31.29%	97	35.81%	111	13.23%	41	3.23%	10	310	3.45
Building Permit and Inspection Services	4.67%	14	15.67%	47	51.67%	155	18.67%	56	9.33%	28	300	2.88
City Planning	5.21%	16	10.10%	31	38.44%	118	31.27%	96	14.98%	46	307	2.59
Library Services	10.68%	33	21.68%	67	43.37%	134	15.86%	49	8.41%	26	309	3.1
Millington Memphis Airport	7.95%	24	19.87%	60	54.30%	164	13.25%	40	4.64%	14	302	3.13
Senior Citizen Services	5.76%	17	13.56%	40	44.75%	132	25.42%	75	10.51%	31	295	2.79
Youth Services	3.62%	11	10.86%	33	29.61%	90	35.53%	108	20.39%	62	304	2.42
Overall Quality of City Services	8.06%	25	19.03%	59	46.77%	145	21.61%	67	4.52%	14	310	3.05

Q5: How important are each of these items in order to maintain and improve your quality of life in the next 20 years?

Answered: 318 Skipped: 5



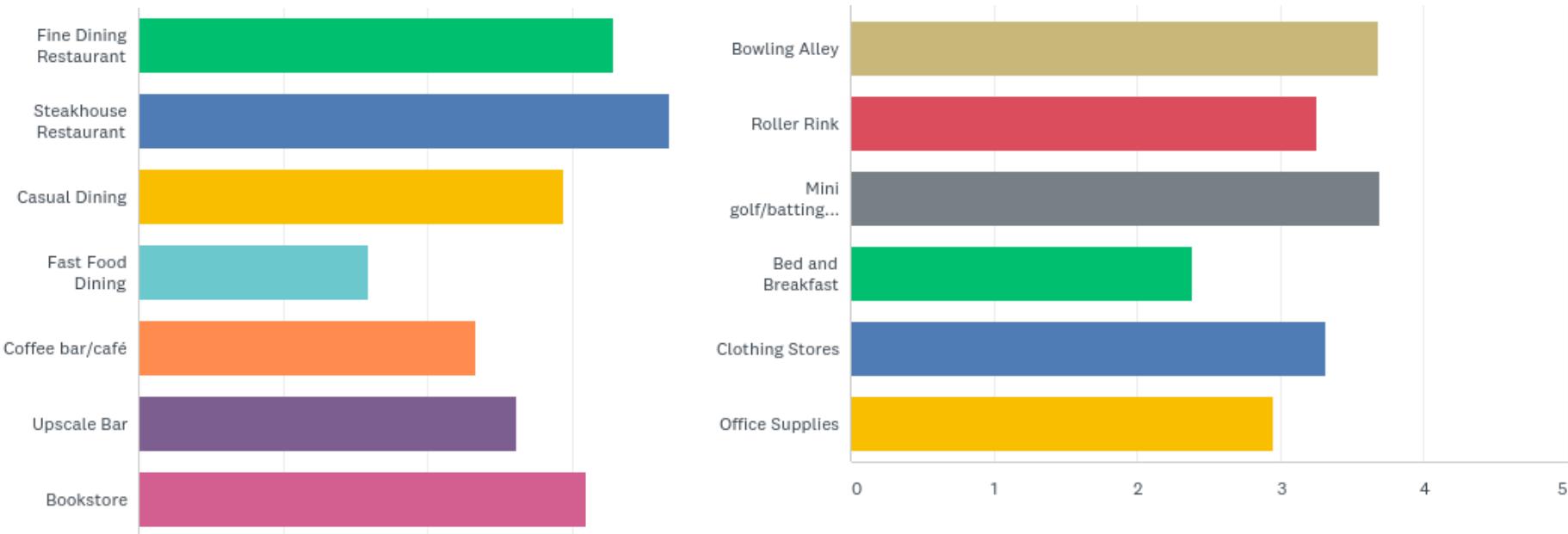
Q5: How important are each of these items in order to maintain and improve your quality of life in the next 20 years?

Answered: 318 Skipped: 5

	Primary Factor	Very Important		Important		Somewhat Important		Not Important		Total	Weighted Average	
Maintenance of City Infrastructure (streets, sidewalks, utilities, etc.)	19.68%	62	53.02%	167	23.49%	74	3.49%	11	0.32%	1	315	3.88
New single family homes	18.33%	57	36.98%	115	27.33%	85	10.61%	33	6.75%	21	311	3.5
Revitalize Navy Road Area	29.11%	92	43.04%	136	18.67%	59	5.38%	17	3.80%	12	316	3.88
Farmers Market	13.33%	42	33.02%	104	33.02%	104	13.97%	44	6.67%	21	315	3.32
Economic Development	32.59%	102	46.01%	144	17.57%	55	2.56%	8	1.28%	4	313	4.06
New and expanded Industries	29.97%	95	41.96%	133	20.82%	66	6.31%	20	0.95%	3	317	3.94
New retail businesses	28.16%	89	43.04%	136	21.52%	68	5.38%	17	1.90%	6	316	3.9
New and improved parks	23.00%	72	42.81%	134	26.52%	83	5.75%	18	1.92%	6	313	3.79
Maintenance of parks	27.80%	87	46.65%	146	23.32%	73	1.60%	5	0.64%	2	313	3.99
Demolition of blighted structures	34.38%	109	41.32%	131	14.51%	46	7.57%	24	2.21%	7	317	3.98
More jobs	45.34%	141	36.98%	115	13.83%	43	3.54%	11	0.32%	1	311	4.23
Improve community appearance	45.08%	142	39.05%	123	13.65%	43	2.22%	7	0.00%	0	315	4.27
Openness and acceptance of people of diverse backgrounds	24.61%	78	32.81%	104	29.02%	92	7.57%	24	5.99%	19	317	3.62
Increase the variety of housing options	24.37%	77	32.28%	102	29.75%	94	8.86%	28	4.75%	15	316	3.63
Availability of quality senior housing	25.08%	79	33.65%	106	30.79%	97	7.94%	25	2.54%	8	315	3.71
Goat Days and other events and festivals	24.44%	77	40.63%	128	22.22%	70	7.30%	23	5.40%	17	315	3.71
Trails and greenways	17.52%	55	39.81%	125	30.25%	95	8.92%	28	3.50%	11	314	3.59
Availability of quality housing for younger families	24.52%	77	39.49%	124	26.11%	82	6.37%	20	3.50%	11	314	3.75

Q6: Which of the following businesses are needed in Millington?

Answered: 317 Skipped: 6



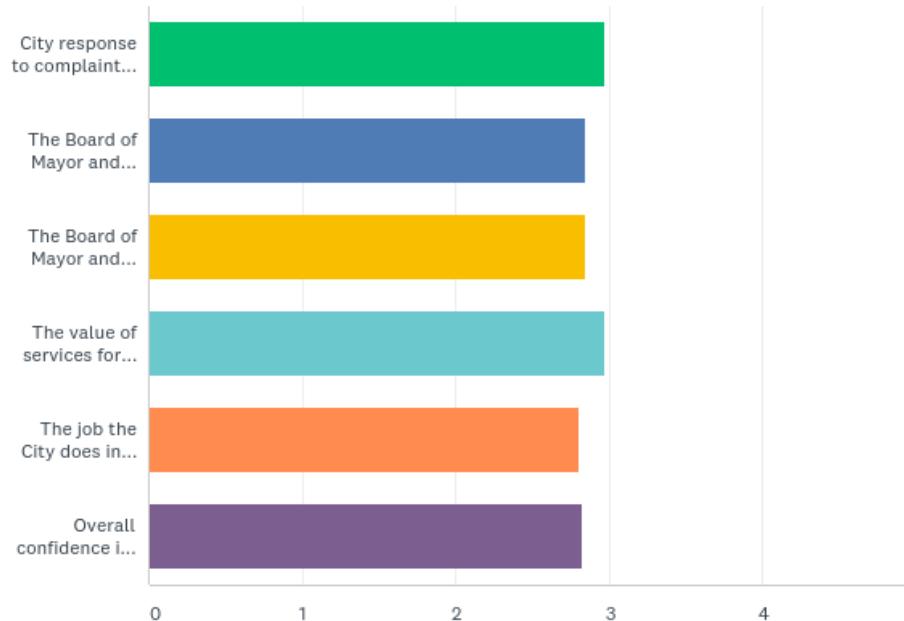
Q6: Which of the following businesses are needed in Millington?

Answered: 317 Skipped: 6

	Most Needed		Very Needed		Needed		Somewhat Needed		Not Needed		Total	Weighted Average
Fine Dining Restaurant	18.79%	59	27.07%	85	25.80%	81	20.38%	64	7.96%	25	314	3.28
Steakhouse Restaurant	28.89%	91	31.11%	98	23.49%	74	11.43%	36	5.08%	16	315	3.67
Casual Dining	13.38%	42	21.66%	68	25.80%	81	24.20%	76	14.97%	47	314	2.94
Fast Food Dining	1.60%	5	3.51%	11	10.22%	32	22.04%	69	62.62%	196	313	1.59
Coffee bar/café	5.79%	18	12.54%	39	24.44%	76	23.15%	72	34.08%	106	311	2.33
Upscale Bar	11.90%	37	20.90%	65	16.08%	50	18.33%	57	32.80%	102	311	2.61
Bookstore	17.42%	54	21.61%	67	27.10%	84	21.61%	67	12.26%	38	310	3.1
Bowling Alley	26.67%	84	36.83%	116	19.05%	60	12.70%	40	4.76%	15	315	3.68
Roller Rink	20.70%	65	28.98%	91	19.11%	60	17.52%	55	13.69%	43	314	3.25
Mini golf/batting cages/outdoor games	26.35%	83	37.78%	119	19.37%	61	11.43%	36	5.08%	16	315	3.69
Bed and Breakfast	8.28%	26	9.87%	31	22.61%	71	30.89%	97	28.34%	89	314	2.39
Clothing Stores	20.32%	64	23.49%	74	31.75%	100	16.83%	53	7.62%	24	315	3.32
Office Supplies	8.95%	28	25.24%	79	28.75%	90	25.88%	81	11.18%	35	313	2.95

Q7: Please rate the following categories of Millington Government Performance.

Answered: 306 Skipped: 17



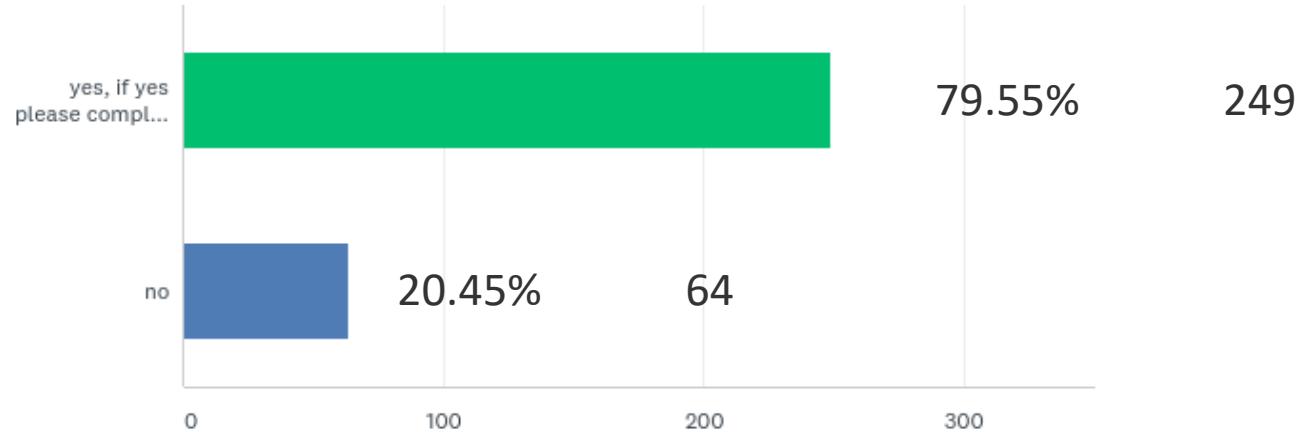
Q7: Please rate the following categories of Millington Government Performance.

Answered: 306 Skipped: 17

	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average					
City response to complaints or concerns	7.28%	22	19.54%	59	42.72%	129	24.17%	73	6.29%	19	302	2.97
The Board of Mayor and Aldermen listens to residents	7.33%	22	17.00%	51	38.33%	115	28.00%	84	9.33%	28	300	2.85
The Board of Mayor and Aldermen acts in the best interests of the community	8.36%	25	15.38%	46	37.79%	113	28.76%	86	9.70%	29	299	2.84
The value of services for taxes paid	6.67%	20	20.00%	60	44.00%	132	22.00%	66	7.33%	22	300	2.97
The job the City does in managing finances	6.46%	19	13.95%	41	42.52%	125	27.21%	80	9.86%	29	294	2.80
Overall confidence in City government	7.41%	22	17.51%	52	35.69%	106	28.62%	85	10.77%	32	297	2.82

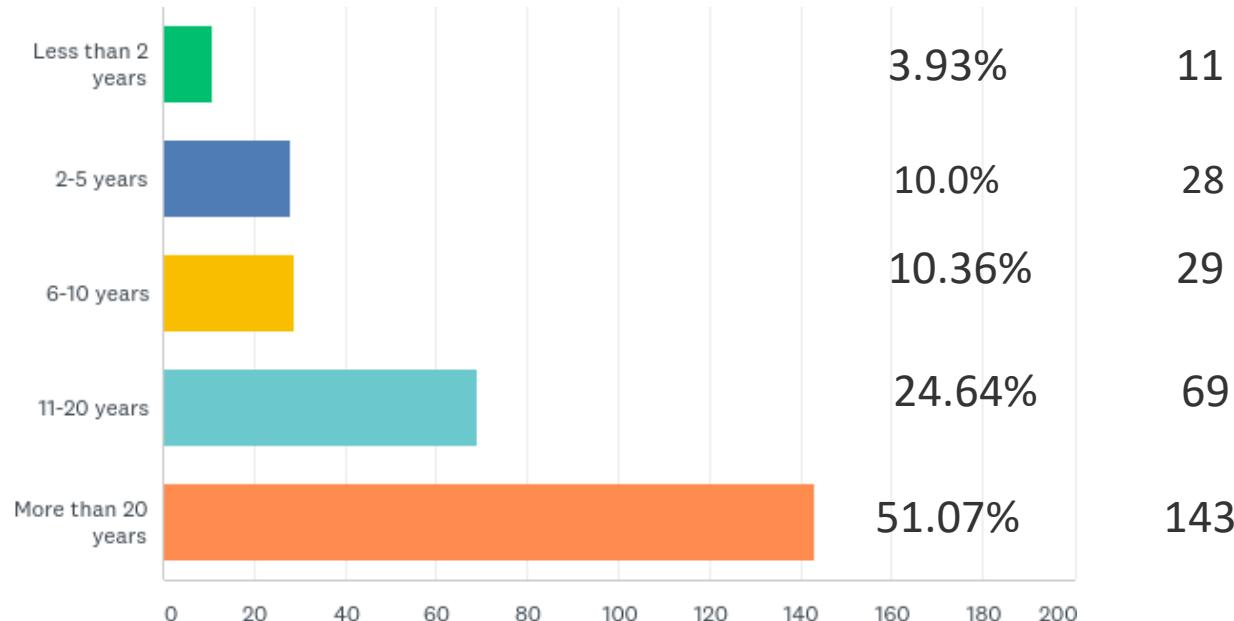
Q8: Do you live in Millington?

Answered: 313 Skipped: 10



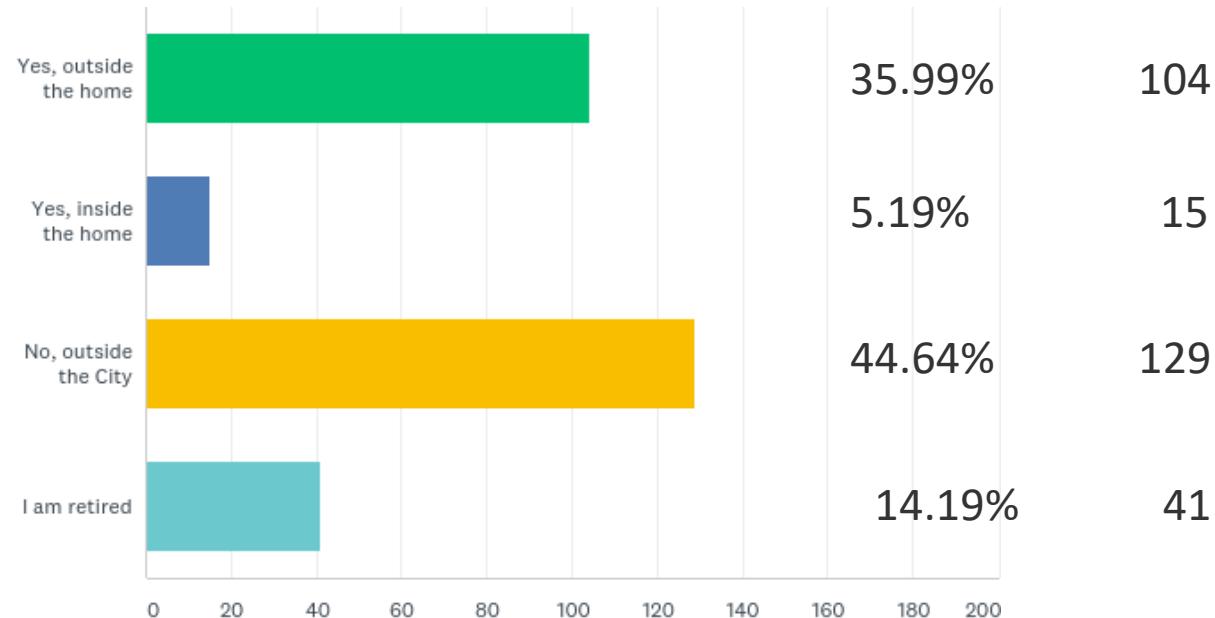
Q9: How many years have you lived in Millington?

Answered: 280 Skipped: 43



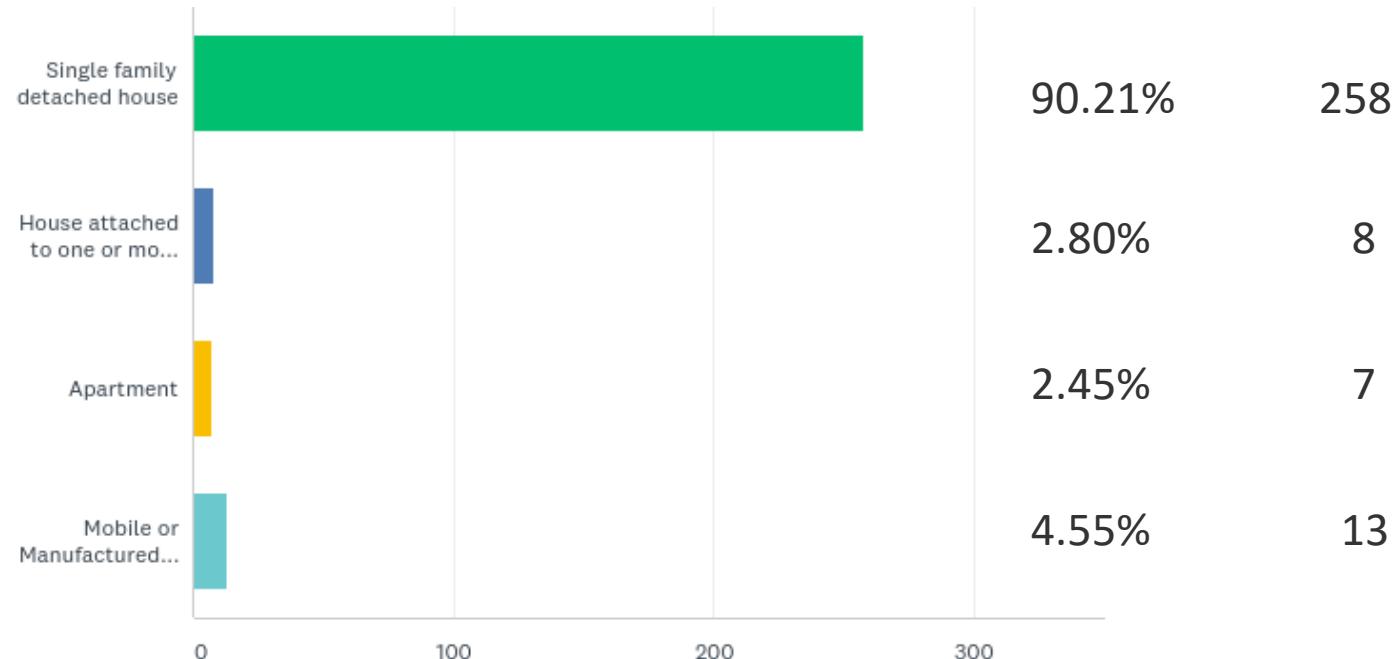
Q10: Do you work inside the City?

Answered: 289 Skipped: 34



Q11: Which best describes where you live?

Answered: 286 Skipped: 37



Q12: Do you rent or own the place where you live?

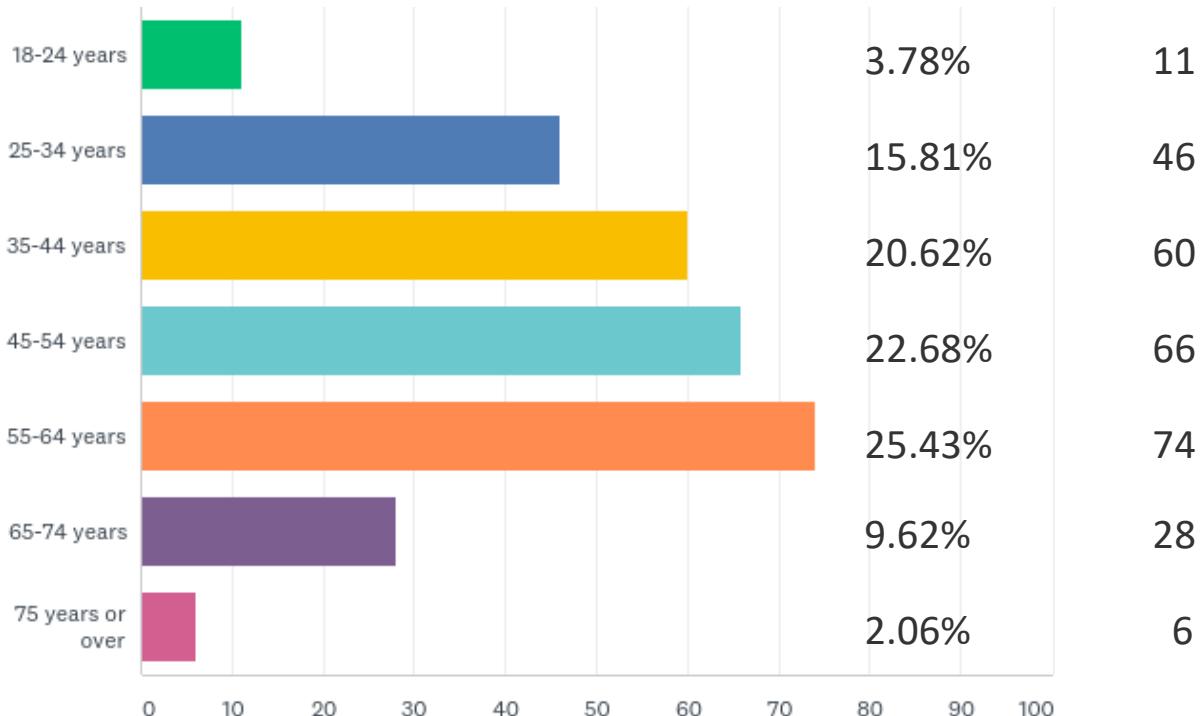
Answered: 284 Skipped: 39

Do you rent or own the place where you live?



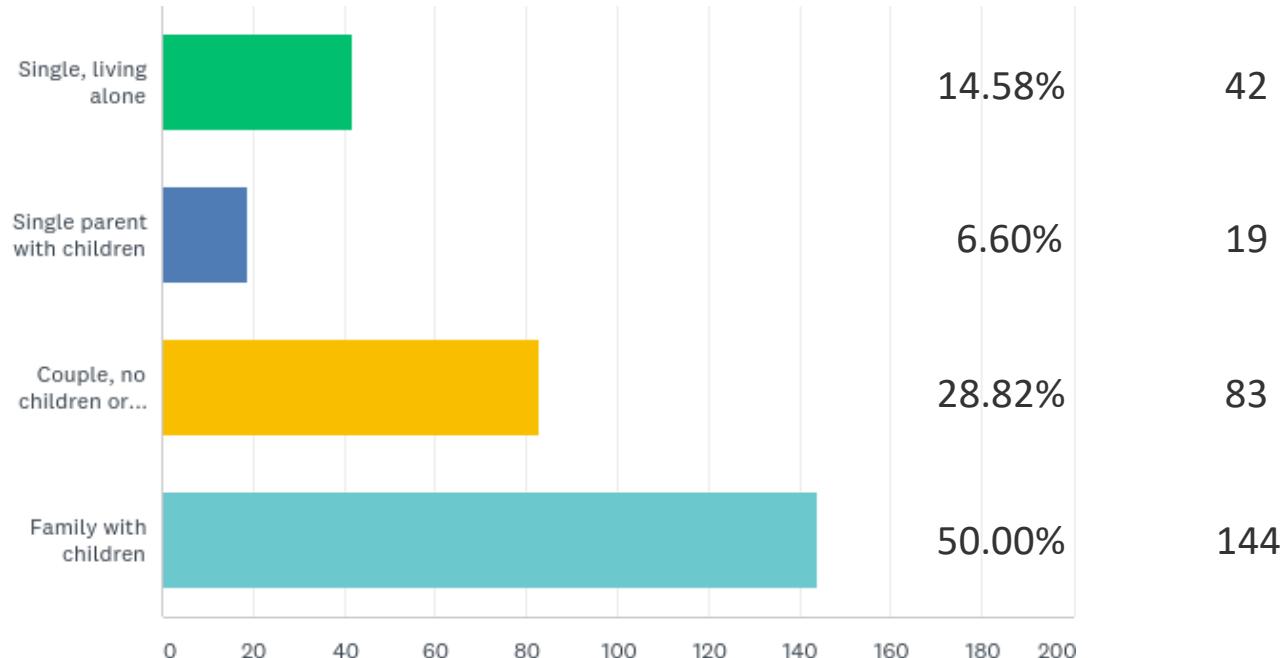
Q13: What is your age category?

Answered: 291 Skipped: 32



Q14: Family Characteristics

Answered: 288 Skipped: 35



Session Name
Final 10-30-2017 8-18 PM

Date Created
10/30/2017 7:17:45 PM

Average Score
0.00%

Active Participants
24

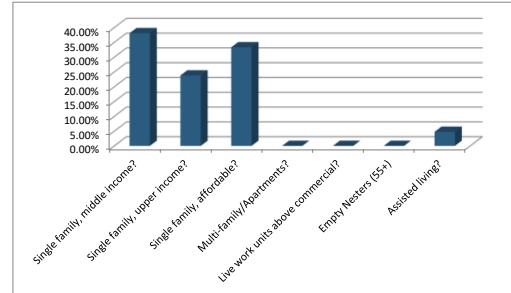
Total Participants
24

Questions
40

Results by Question

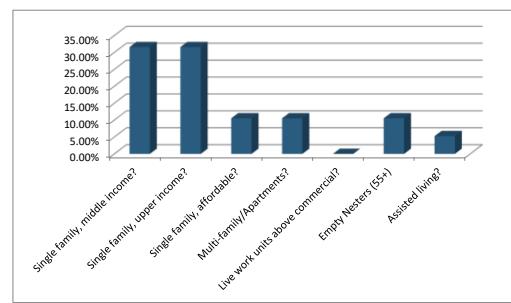
1. Housing A variety of new housing was cited as one of the highest priority objectives. What types of housing units do you think are needed? (Select the Greatest Need) (Multiple Choice)

Responses	
Percent	Count
Single family, middle income?	38.10%
Single family, upper income?	23.81%
Single family, affordable?	33.33%
Multi-family/Apartments?	0.00%
Live work units above commercial?	0.00%
Empty Nesters (55+)	0.00%
Assisted living?	4.76%
Totals	100%
	21



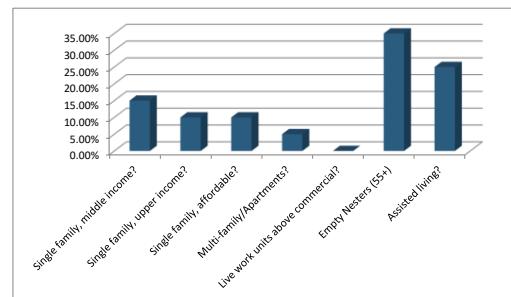
2. Housing A variety of new housing was cited as one of the highest priority objectives. What types of housing units do you think are needed? (Select the Second Greatest Need) (Multiple Choice)

Responses	
Percent	Count
Single family, middle income?	31.58%
Single family, upper income?	31.58%
Single family, affordable?	10.53%
Multi-family/Apartments?	10.53%
Live work units above commercial?	0.00%
Empty Nesters (55+)	10.53%
Assisted living?	5.26%
Totals	100%
	19



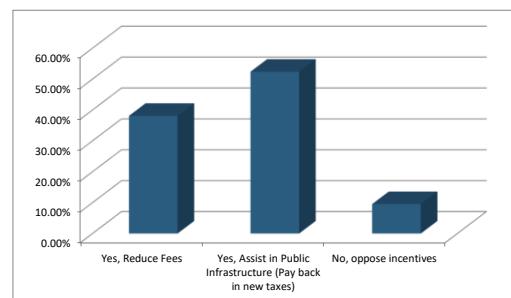
3. Housing A variety of new housing was cited as one of the highest priority objectives. What types of housing units do you think are needed? (Select the Third Greatest Need) (Multiple Choice)

Responses	
Percent	Count
Single family, middle income?	15.00%
Single family, upper income?	10.00%
Single family, affordable?	10.00%
Multi-family/Apartments?	5.00%
Live work units above commercial?	0.00%
Empty Nesters (55+)	35.00%
Assisted living?	25.00%
Totals	100%
	20



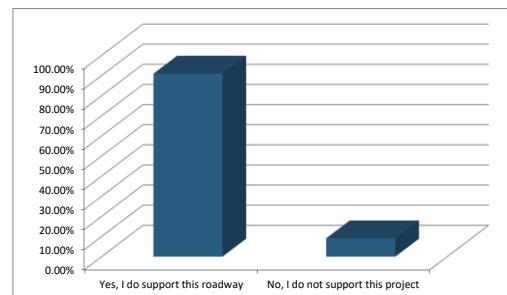
4. Housing Would you support public incentives to attract housing that is desired? (Multiple Choice)

Responses	
Percent	Count
Yes, Reduce Fees	38.10%
Yes, Assist in Public Infrastructure (Pay back in new taxes)	52.38%
No, oppose incentives	9.52%
Totals	100%
	21



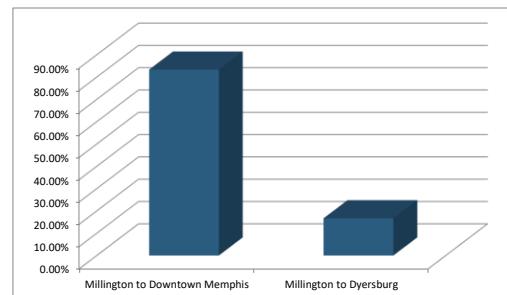
5. Transportation Interstate 69 will eventually connect Canada to Mexico and is planned to go west of Highway 51 in the future and connect Millington to Downtown Memphis and north to West Tennessee. Are you supportive of the I-69 Project in Shelby County? (Multiple Choice)

Responses	
Percent	Count
Yes, I do support this roadway	90.91%
No, I do not support this project	9.09%
Totals	100%
	22



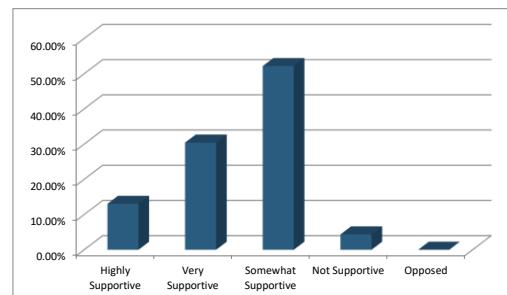
6. Transportation If you support the I-69 project, which segment should be constructed first? (Multiple Choice)

Responses	
Percent	Count
Millington to Downtown Memphis	83.33%
Millington to Dyersburg	16.67%
Totals	100%
	24



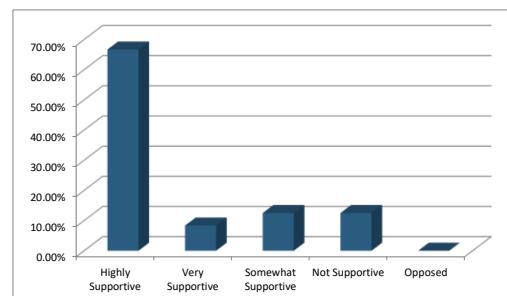
7. Transportation The State of Tennessee is in the process of improving Austin Peay Highway (SR 14) to four lanes from the Tipton County Line to connect to Raleigh. The Major Road Plan proposes constructing an direct extension of Navy Road to Millington Arlington Road and Austin Peay Highway. Do you support this project? (Multiple Choice)

Responses	
Percent	Count
Highly Supportive	13.04%
Very Supportive	30.43%
Somewhat Supportive	52.17%
Not Supportive	4.35%
Opposed	0.00%
Totals	100%
	23



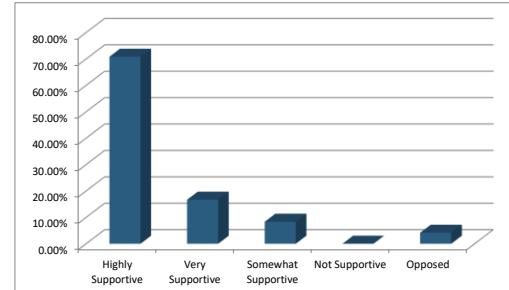
8. Transportation The State of Tennessee is in the process of improving West Union as a collector street to connect to the future I-69 interchange? Do you support changing this road to an arterial? (Multiple Choice)

Responses	
Percent	Count
Highly Supportive	66.67%
Very Supportive	8.33%
Somewhat Supportive	12.50%
Not Supportive	12.50%
Opposed	0.00%
Totals	100%
	24



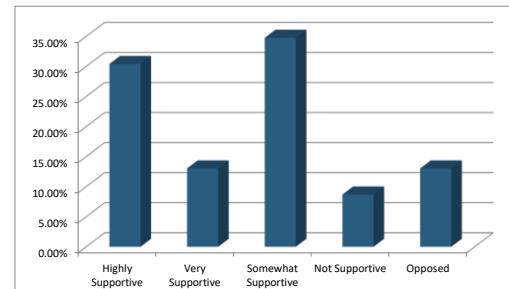
9. Transportation With the construction of Veterans Parkway, there is some confusion with Raleigh Millington Road. Do you support renaming Raleigh Millington to Veterans Parkway from S. R. 385 (Paul Barrett Parkway) North? (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	70.83%	17
Very Supportive	16.67%	4
Somewhat Supportive	8.33%	2
Not Supportive	0.00%	0
Opposed	4.17%	1
Totals	100%	24



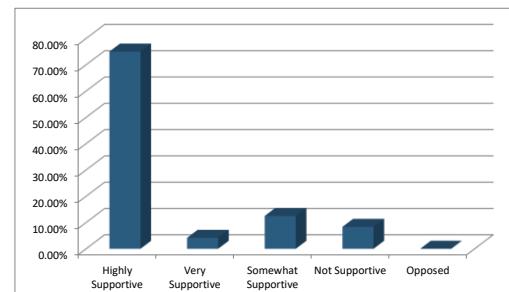
10. Transportation The demand for bike facilities is growing rapidly and contributes to the quality of life of a community. Do you support new facilities for bicycles and pedestrians within public streets and rights-of-way? (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	30.43%	7
Very Supportive	13.04%	3
Somewhat Supportive	34.78%	8
Not Supportive	8.70%	2
Opposed	13.04%	3
Totals	100%	23



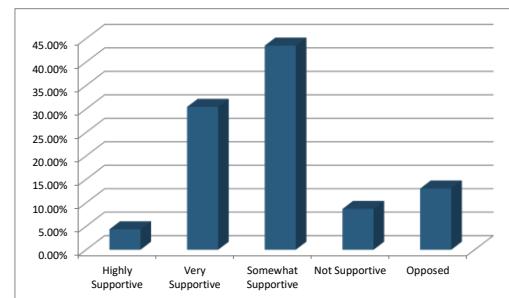
11. Transportation The demand for bike facilities is growing rapidly and contributes to the quality of life of a community. Do you support new facilities for bicycles and pedestrians within parks and greenways? (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	75.00%	18
Very Supportive	4.17%	1
Somewhat Supportive	12.50%	3
Not Supportive	8.33%	2
Opposed	0.00%	0
Totals	100%	24



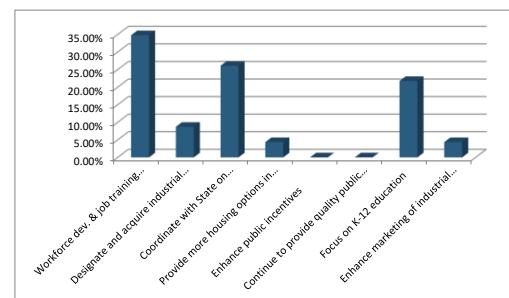
12. Transportation Do you believe that public mass transit connecting to Memphis is important? (Multiple Choice)

Responses	
Percent	Count
Highly Supportive	4.35%
Very Supportive	30.43%
Somewhat Supportive	43.48%
Not Supportive	8.70%
Opposed	13.04%
Totals	100%
	23



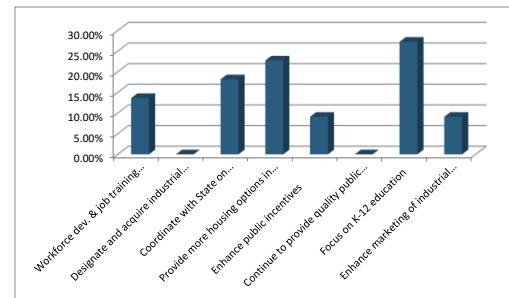
13. Economic Development What should Millington undertake to attract jobs? (Select Highest Priority) (Multiple Choice)

Responses	
Percent	Count
Workforce dev. & job training	34.78%
Designate and acquire industrial sites	8.70%
Coordinate with State on Megasite for summons in Millington	26.09%
Provide more housing options in the city	4.35%
Enhance public incentives	0.00%
Continue to provide quality public services	0.00%
Focus on K-12 education	21.74%
Enhance marketing of industrial sites	4.35%
Totals	100%
	23



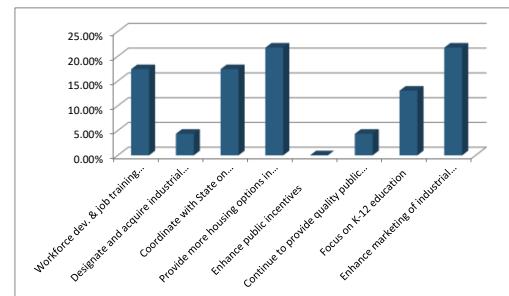
14. Economic Development What should Millington undertake to attract jobs? (Select Second Highest Priority) (Multiple Choice)

Responses	
Percent	Count
Workforce dev. & job training	13.64%
Designate and acquire industrial sites	0.00%
Coordinate with State on Megasite for summons in Millington	18.18%
Provide more housing options in the city	22.73%
Enhance public incentives	9.09%
Continue to provide quality public services	0.00%
Focus on K-12 education	27.27%
Enhance marketing of industrial sites	9.09%
Totals	100%
	22



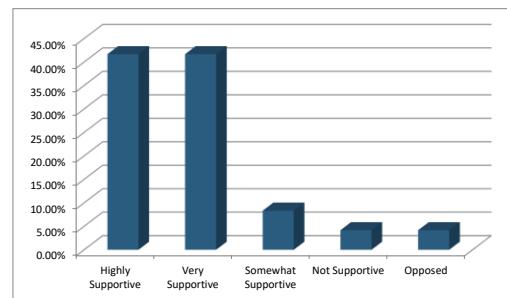
15. Economic Development What should Millington undertake to attract jobs? (Select Third Highest Priority) (Multiple Choice)

Responses	
Percent	Count
Workforce dev. & job training	17.39%
Designate and acquire industrial sites	4.35%
Coordinate with State on Megasite for summons in Millington	17.39%
Provide more housing options in the city	21.74%
Enhance public incentives	0.00%
Continue to provide quality public services	4.35%
Focus on K-12 education	13.04%
Enhance marketing of industrial sites	21.74%
Totals	100%
	23



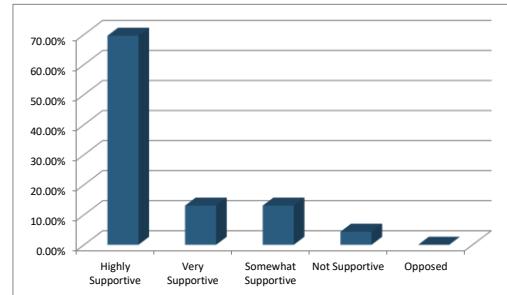
16. Economic Development Do you support public incentives (PILOT, TIF) to attract new jobs and capital investment to the city? (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	41.67%	10
Very Supportive	41.67%	10
Somewhat Supportive	8.33%	2
Not Supportive	4.17%	1
Opposed	4.17%	1
Totals	100%	24



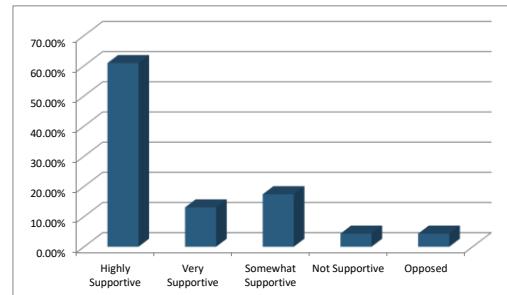
17. Zoning/Land Use There are 259 acres of R-4 (Multi-Family) Zoning vacant that could accommodate nearly 3,000 apartment units. This is far in excess of demand for multi-family in the foreseeable future. Do you support a comprehensive downzoning of a portion of the R-4 district to a more appropriate zoning category? (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	69.57%	16
Very Supportive	13.04%	3
Somewhat Supportive	13.04%	3
Not Supportive	4.35%	1
Opposed	0.00%	0
Totals	100%	23



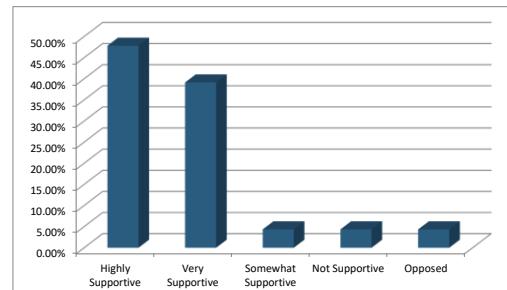
18. Zoning/Land Use There are 1,700 acres of vacant commercial zoning which would accommodate as much as 15 million square feet of commercial space. Do you support a comprehensive downzoning of a portion of the commercial zoning districts to targeted locations that are most appropriate for new commercial development? (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	60.87%	14
Very Supportive	13.04%	3
Somewhat Supportive	17.39%	4
Not Supportive	4.35%	1
Opposed	4.35%	1
Totals	100%	23



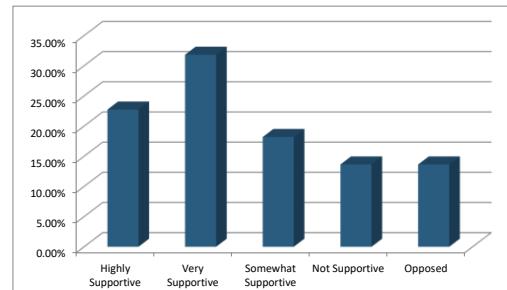
19. Zoning/Land Use With the recent sale of industrial land, there are only 400 acres in several different parcels remaining for recruitment of industry. Would you be supportive of zoning additional industrial land for new industry in the city? (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	47.83%	11
Very Supportive	39.13%	9
Somewhat Supportive	4.35%	1
Not Supportive	4.35%	1
Opposed	4.35%	1
Totals	100%	23



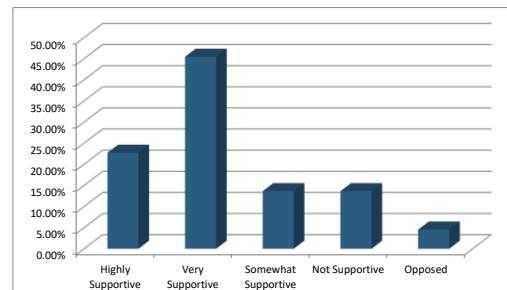
20. Zoning/Land Use Area A (South Side of Paul Barrett Parkway/U. S. Hwy 385 at Singleton Parkway) (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	22.73%	5
Very Supportive	31.82%	7
Somewhat Supportive	18.18%	4
Not Supportive	13.64%	3
Opposed	13.64%	3
Totals	100%	22



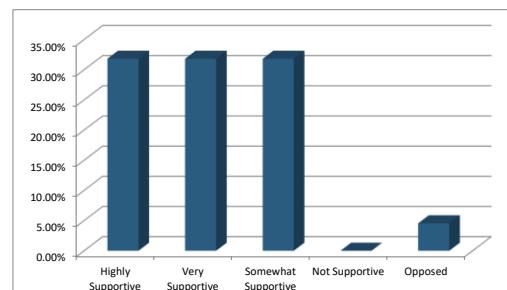
21. Zoning/Land Use Area B (East of Veterans Parkway/South of Navy Road-Mud Flats and Centennial Park) (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	22.73%	5
Very Supportive	45.45%	10
Somewhat Supportive	13.64%	3
Not Supportive	13.64%	3
Opposed	4.55%	1
Totals	100%	22



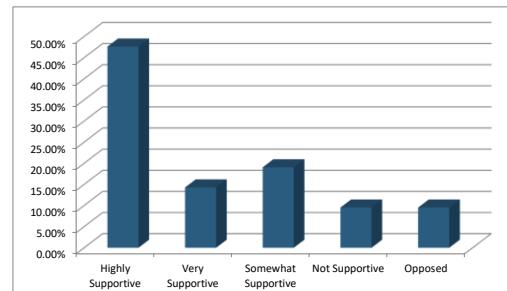
22. Zoning/Land Use Area C (West of Railroad and South of Veterans Parkway) (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	31.82%	7
Very Supportive	31.82%	7
Somewhat Supportive	31.82%	7
Not Supportive	0.00%	0
Opposed	4.55%	1
Totals	100%	22



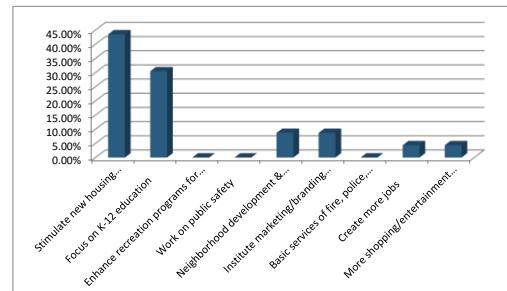
23. Zoning/Land Use Area D
(Future I-69 Area) (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	47.62%	10
Very Supportive	14.29%	3
Somewhat Supportive	19.05%	4
Not Supportive	9.52%	2
Opposed	9.52%	2
Totals	100%	21



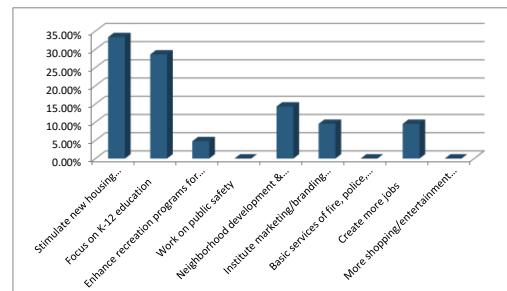
24. Quality of Life What Actions Should Millington Undertake to Attract People? (Select Highest Priority) (Multiple Choice)

Responses		
	Percent	Count
Stimulate new housing development	43.48%	10
Focus on K-12 education	30.43%	7
Enhance recreation programs for youth	0.00%	0
Work on public safety	0.00%	0
Neighborhood development & beautification	8.70%	2
Institute marketing/branding	8.70%	2
Basic services of fire, police, sanitation etc.	0.00%	0
Create more jobs	4.35%	1
More shopping/entertainment opportunities	4.35%	1
Totals	100%	23



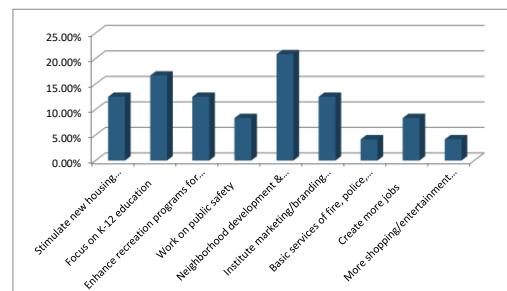
25. Quality of Life What Actions Should Millington Undertake to Attract People? (Select Second Highest Priority) (Multiple Choice)

Responses		
	Percent	Count
Stimulate new housing development	33.33%	7
Focus on K-12 education	28.57%	6
Enhance recreation programs for youth	4.76%	1
Work on public safety	0.00%	0
Neighborhood development & beautification	14.29%	3
Institute marketing/branding	9.52%	2
Basic services of fire, police, sanitation etc.	0.00%	0
Create more jobs	9.52%	2
More shopping/entertainment opportunities	0.00%	0
Totals	100%	21



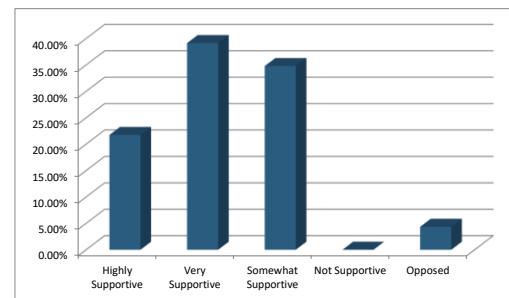
26. Quality of Life What Actions Should Millington Undertake to Attract People? (Select Third Highest Priority) (Multiple Choice)

Responses		
	Percent	Count
Stimulate new housing development	12.50%	3
Focus on K-12 education	16.67%	4
Enhance recreation programs for youth	12.50%	3
Work on public safety	8.33%	2
Neighborhood development & beautification	20.83%	5
Institute marketing/branding	12.50%	3
Basic services of fire, police, sanitation etc.	4.17%	1
Create more jobs	8.33%	2
More shopping/entertainment opportunities	4.17%	1
Totals	100%	24



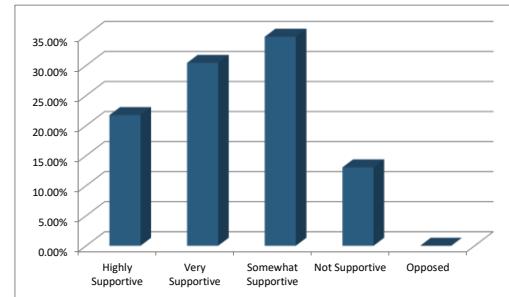
27. Quality of LifeWould you support public incentives/investments in...?New jobs (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	21.74%	5
Very Supportive	39.13%	9
Somewhat Supportive	34.78%	8
Not Supportive	0.00%	0
Opposed	4.35%	1
Totals	100%	23



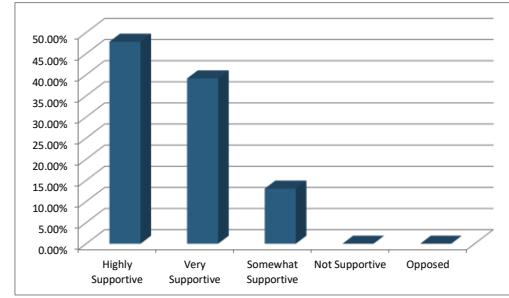
28. Quality of LifeWould you support public incentives/investments in...?Summer Youth Programs (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	21.74%	5
Very Supportive	30.43%	7
Somewhat Supportive	34.78%	8
Not Supportive	13.04%	3
Opposed	0.00%	0
Totals	100%	23



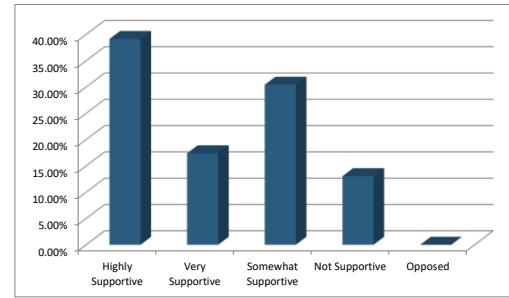
29. Quality of LifeWould you support public incentives/investments in...?Blight Removal (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	47.83%	11
Very Supportive	39.13%	9
Somewhat Supportive	13.04%	3
Not Supportive	0.00%	0
Opposed	0.00%	0
Totals	100%	23



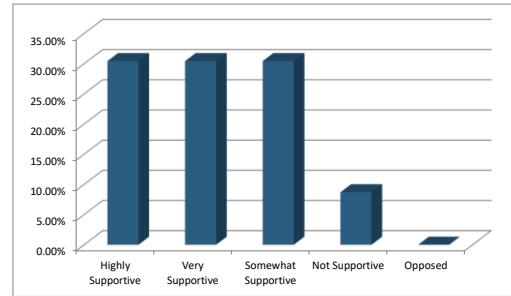
30. Quality of LifeWould you support public incentives/investments in...?Downtown Revitalization (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	39.13%	9
Very Supportive	17.39%	4
Somewhat Supportive	30.43%	7
Not Supportive	13.04%	3
Opposed	0.00%	0
Totals	100%	23



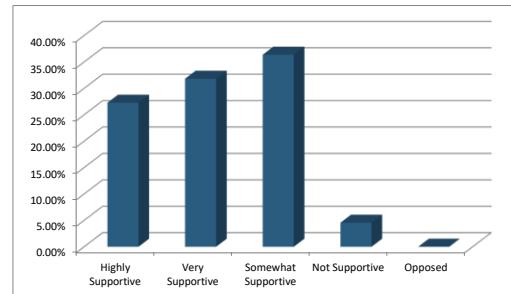
31. Quality of LifeWould you support public incentives/investments in...?New Commercial Development (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	30.43%	7
Very Supportive	30.43%	7
Somewhat Supportive	30.43%	7
Not Supportive	8.70%	2
Opposed	0.00%	0
Totals	100%	23



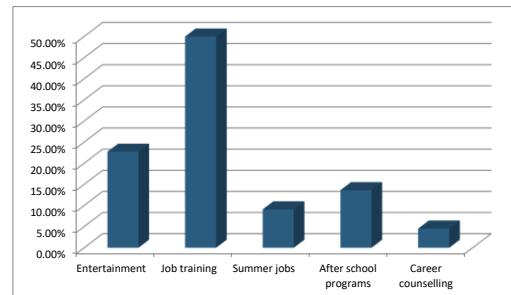
32. Quality of LifeWould you support public incentives/investments in...?Additional Industrial Property (Multiple Choice)

Responses		
	Percent	Count
Highly Supportive	27.27%	6
Very Supportive	31.82%	7
Somewhat Supportive	36.36%	8
Not Supportive	4.55%	1
Opposed	0.00%	0
Totals	100%	22



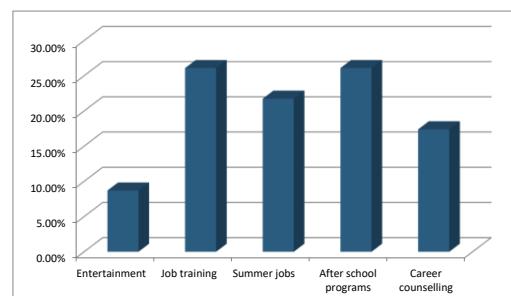
33. Quality of LifeWhat types of activities are needed for youth? (Select Highest Priority) (Multiple Choice)

Responses		
	Percent	Count
Entertainment	22.73%	5
Job training	50.00%	11
Summer jobs	9.09%	2
After school programs	13.64%	3
Career counselling	4.55%	1
Totals	100%	22



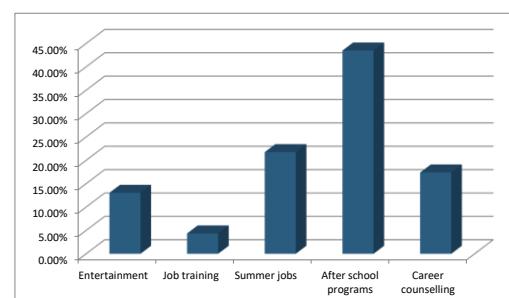
34. Quality of LifeWhat types of activities are needed for youth? (Select Second Highest Priority) (Multiple Choice)

Responses		
	Percent	Count
Entertainment	8.70%	2
Job training	26.09%	6
Summer jobs	21.74%	5
After school programs	26.09%	6
Career counselling	17.39%	4
Totals	100%	23



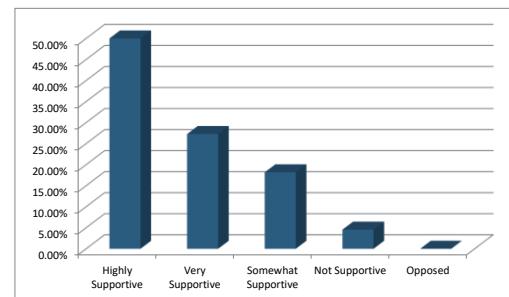
35. Quality of Life
What types of activities are needed for youth?
(Select Third Highest Priority)
(Multiple Choice)

Responses	
Percent	Count
Entertainment	13.04%
Job training	4.35%
Summer jobs	21.74%
After school programs	43.48%
Career counselling	17.39%
Totals	100%
	23



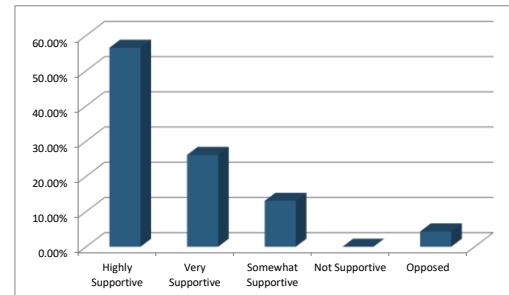
36. Quality of Life
Vacant and unkempt lots and deteriorating structures in certain areas have been identified as blighting influences, do you support: More aggressive code enforcement?
(Multiple Choice)

Responses	
Percent	Count
Highly Supportive	50.00%
Very Supportive	27.27%
Somewhat Supportive	18.18%
Not Supportive	4.55%
Opposed	0.00%
Totals	100%
	22



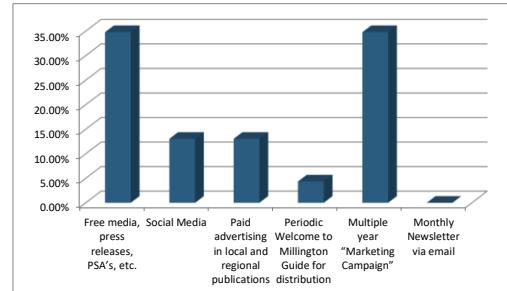
37. Quality of Life
Vacant and unkempt lots and deteriorating structures in certain areas have been identified as blighting influences, do you support:
Acquisition of properties by the city for sale and redevelopment?
(Multiple Choice)

Responses	
Percent	Count
Highly Supportive	56.52%
Very Supportive	26.09%
Somewhat Supportive	13.04%
Not Supportive	0.00%
Opposed	4.35%
Totals	100%
	23



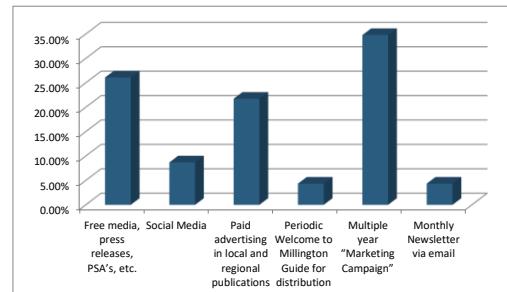
38. Marketing/Branding Current Millington residents rank quality of life as a significant asset but acknowledge that the positive attributes of Millington are not well recognized by others outside of the city. What approaches would you support for branding and marketing the assets of Millington? (Select Highest Priority) (Multiple Choice)

Responses	
Percent	Count
34.78%	8
13.04%	3
13.04%	3
4.35%	1
34.78%	8
0.00%	0
Totals	23



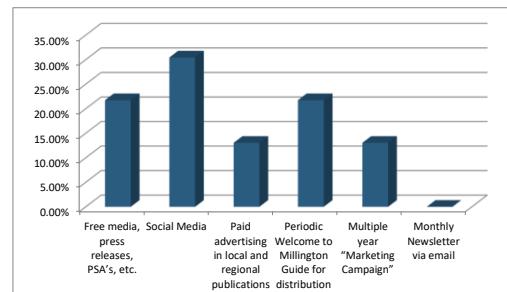
39. Marketing/Branding Current Millington residents rank quality of life as a significant asset but acknowledge that the positive attributes of Millington are not well recognized by others outside of the city. What approaches would you support for branding and marketing the assets of Millington? (Select Second Highest Priority) (Multiple Choice)

Responses	
Percent	Count
26.09%	6
8.70%	2
21.74%	5
4.35%	1
34.78%	8
4.35%	1
Totals	23



40. Marketing/Branding Current Millington residents rank quality of life as a significant asset but acknowledge that the positive attributes of Millington are not well recognized by others outside of the city. What approaches would you support for branding and marketing the assets of Millington? (Select Third Highest Priority) (Multiple Choice)

Responses	
Percent	Count
21.74%	5
30.43%	7
13.04%	3
21.74%	5
13.04%	3
0.00%	0
Totals	23





Retail Leakage and Surplus Analysis

The Retail Leakage and Surplus Analysis examines the quantitative aspect of the community's retail opportunities. It is a guide to understanding retail opportunities but it is not an analysis that indicates unconditional opportunities. The analysis is sometimes called "a gap analysis" or "a supply and demand analysis" and can aid in the following:

- Indicating how well the retail needs of local residents are being met
- Uncovering unmet demand and possible opportunities
- Understanding the strengths and weaknesses of the local retail sector
- Measuring the difference between estimated and potential retail sales

Understanding Retail Leakage

Retail leakage means that residents are spending more for products than local businesses capture. Retail sales leakage suggests that there is unmet demand in the trade area and that the community can support additional store space for that type of business.

However, retail leakage does not necessarily translate into opportunity. For example, there could be a strong competitor in a neighboring community that dominates the market for that type of product or store.

Understanding Retail Surplus

A retail surplus means that the community's trade area is capturing the local market plus attracting non-local shoppers. A retail surplus does not necessarily mean that the community cannot support additional business. Many communities have developed strong clusters of stores that have broad geographic appeal. Examples of these types of retailers include: sporting goods stores, home furnishing stores, restaurants, and other specialty operations that become destination retailers and draw customers from outside the trade area.

Examining the quantitative aspects (Leakage/Surplus) is only part of the evaluation of community's retail opportunities. Before any conclusions can be drawn about potential business expansion or recruitment opportunities, qualitative considerations such as trade area psychographics and buying habits must be analyzed in context of other market factors.

Interpreting Leakage Index

1.0 = equilibrium, meaning that demand and sales in the area being analyzed are in balance.

.80 = demand exceeds sales by 20%, meaning that consumers are leaving the area being analyzed.

1.2 = sales exceed demand by 20%, meaning that consumers are coming from outside the area being analyzed.

All estimates, projections or forecasts in this model are subject to errors, including statistical error, error due to the subjective nature of some data, error due to changes in demographics, error based on lagging competitor information or growth data, and error due to factors that are not included in the model. The user assumes all risk of reliance on this information.

Leakage/Surplus Index by Major Store Type

The quantitative comparison of retail leakage and surplus in the twelve major store types shown in the chart and table below provides an initial measure of market opportunities. Combining this analysis with the knowledge of the local retail situation will take the process of identifying retail possibilities one step further.

Figure 1 provides the leakage/surplus indices and following is the sales potential and estimated sales for major store types.

Figure 1. Leakage/Surplus Index and Estimated and Potential Sales by Major Store Types



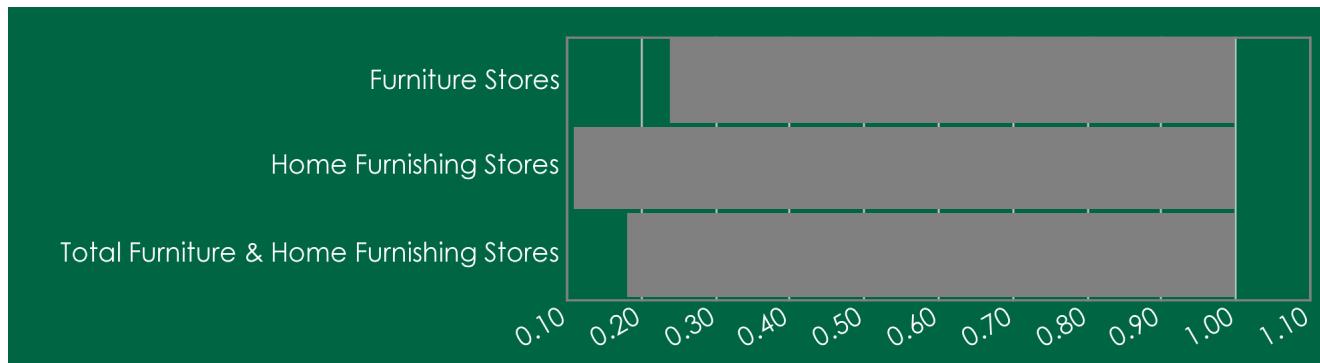
Store Type	Potential	Estimated Sales	Surplus/Leakage
Motor Vehicle Parts & Dealers	213,476,962	72,990,378	0.3
Furniture & Home Furnishing Stores	15,946,969	2,918,337	0.2
Electronics & Appliance Stores	18,412,534	7,443,011	0.4
Building Material & Garden Equipment & Supply Dealers	48,955,079	34,009,806	0.7
Food & Beverage Stores	99,402,118	101,847,262	1.0
Health & Personal Care Stores	62,198,219	36,939,044	0.6
Clothing & Clothing Accessories Stores	41,558,789	10,222,475	0.2
Sporting Goods, Hobby, Book, & Music Stores	13,868,295	3,521,755	0.3
General Merchandise Stores	107,661,763	65,680,712	0.6
Miscellaneous Store Retailers	20,409,391	11,524,735	0.6
Foodservice & Drinking Places	120,110,476	65,652,837	0.5
Total	762,000,595	412,750,352	0.5

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Sub-Categories of Motor Vehicle Parts & Dealers

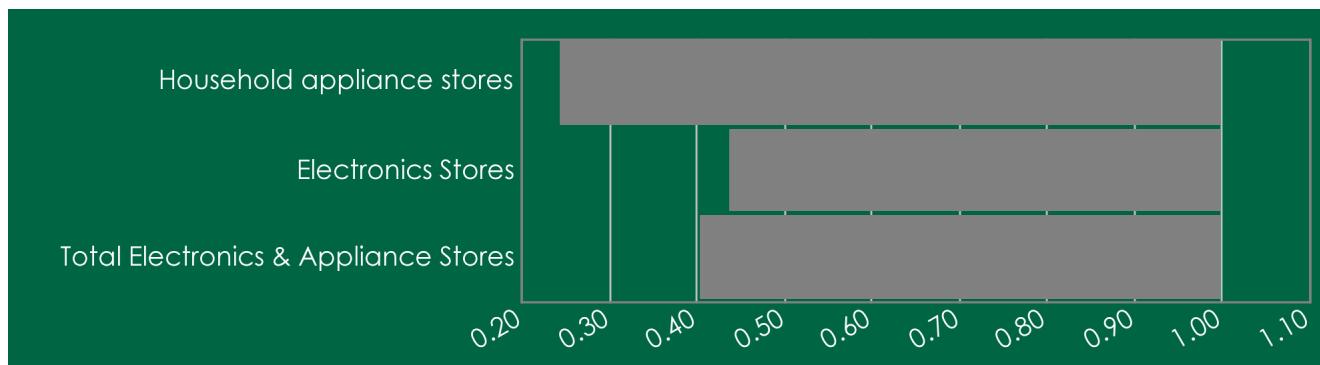
Store Type	Potential	Estimated Sales	Surplus/Leakage
Automotive Dealers	188,797,653	41,013,939	0.2
Other Motor Vehicle Dealers	10,993,171	10,004,780	0.9
Automotive Parts, Accessories, & Tire Stores	13,686,138	21,971,659	1.6
Total Motor Vehicle Parts & Dealers	213,476,962	72,990,378	0.3

All estimates, projections or forecasts in this model are subject to errors, including statistical error, error due to the subjective nature of some data, error due to changes in demographics, error based on lagging competitor information or growth data, and error due to factors that are not included in the model. The user assumes all risk of reliance on this information.

Sub-Categories of Furniture & Home Furnishing Stores

Store Type	Potential	Estimated Sales	Surplus/Leakage
Furniture Stores	8,908,221	2,144,161	0.2
Home Furnishing Stores	7,038,748	774,176	0.1
Total Furniture & Home Furnishing Stores	15,946,969	2,918,337	0.2

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Sub-Categories of Electronics & Appliance Stores

Store Type	Potential	Estimated Sales	Surplus/Leakage
Household appliance stores	3,207,339	784,985	0.2
Electronics Stores	15,205,195	6,658,026	0.4
Total Electronics & Appliance Stores	18,412,534	7,443,011	0.4

All estimates, projections or forecasts in this model are subject to errors, including statistical error, error due to the subjective nature of some data, error due to changes in demographics, error based on lagging competitor information or growth data, and error due to factors that are not included in the model. The user assumes all risk of reliance on this information.

Sub-Categories of Building Material & Garden Equipment & Supply Dealers

Store Type	Potential	Estimated Sales	Surplus/Leakage
Home Centers	23,568,933	21,374,672	0.9
Paint and Wallpaper Stores	1,280,811	1,040,934	0.8
Hardware Stores	3,861,030	3,392,876	0.9
Other Building Material Dealers	12,088,419	6,313,012	0.5
Outdoor Power Equipment Stores	1,220,296	1,888,312	1.5
Nursery, garden center, & farm supply stores	6,935,590	0	0.0
Total Building Material & Garden Equipment & Supply Dealers	48,955,079	34,009,806	0.7

All estimates, projections or forecasts in this model are subject to errors, including statistical error, error due to the subjective nature of some data, error due to changes in demographics, error based on lagging competitor information or growth data, and error due to factors that are not included in the model. The user assumes all risk of reliance on this information.

Sub-Categories of Food & Beverage Stores

Store Type	Potential	Estimated Sales	Surplus/Leakage
Supermarkets and Other Grocery (except Convenience) Stores	86,447,867	94,685,023	1.1
Convenience Stores	3,717,915	284,756	0.0
Specialty Food Stores	3,418,915	941,539	0.3
Beer, Wine, & Liquor Stores	5,817,421	5,935,944	1.0
Total Food & Beverage Stores	99,402,118	101,847,262	1.0

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Sub-Categories of Health & Personal Care Stores

Store Type	Potential	Estimated Sales	Surplus/Leakage
Pharmacies and Drug Stores	52,114,123	32,959,354	0.6
Cosmetics, Beauty Supplies and Perfume Stores	4,066,735	2,532,701	0.6
Optical Goods Stores	1,731,382	430,293	0.2
Other Health and Personal Care Stores	4,285,979	1,016,696	0.2
Total Health & Personal Care Stores	62,198,219	36,939,044	0.6

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Sub-Categories of Clothing & Clothing Accessories Stores



Store Type	Potential	Estimated Sales	Surplus/Leakage
Mens Clothing Stores	1,354,592	0	0.0
Womens Clothing Stores	8,668,571	4,471,453	0.5
Childrens and Infants Clothing Stores	1,827,192	0	0.0
Family Clothing Stores	16,733,920	1,119,512	0.0
Clothing Accessories Stores	1,540,236	433,344	0.3
Other Clothing Stores	2,680,861	1,895,023	0.7
Shoe Stores	5,124,113	1,057,034	0.2
Jewelry Stores	3,161,943	1,246,109	0.4
Luggage & Leather Goods Stores	467,361	0	0.0
Total Clothing & Clothing Accessories Stores	41,558,789	10,222,475	0.2

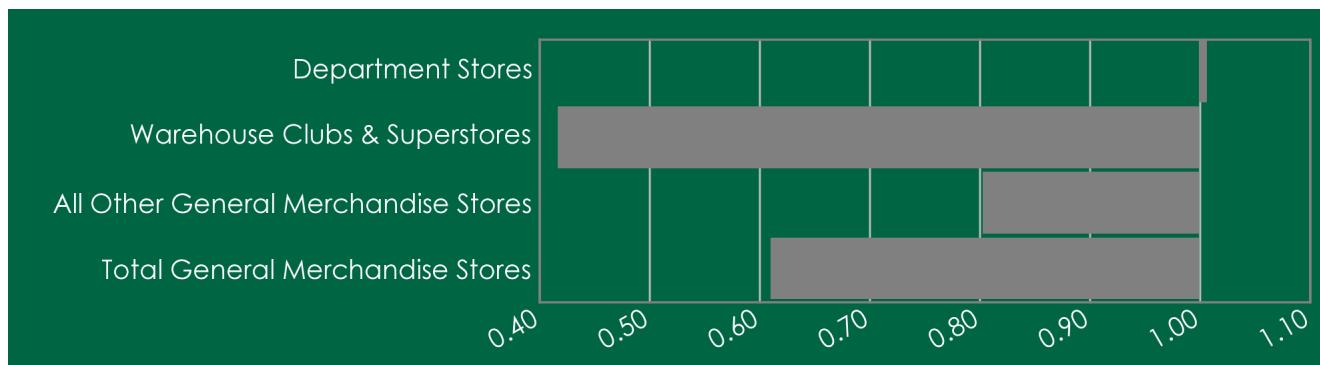
All estimates, projections or forecasts in this model are subject to errors, including statistical error, error due to the subjective nature of some data, error due to changes in demographics, error based on lagging competitor information or growth data, and error due to factors that are not included in the model. The user assumes all risk of reliance on this information.

Sub-Categories of Sporting Goods, Hobby, Book, & Music Stores



Store Type	Potential	Estimated Sales	Surplus/Leakage
Sporting Goods Stores	7,903,574	1,743,635	0.2
Hobby, Toy, and Game Stores	2,843,925	939,414	0.3
Sewing, Needlework, and Piece Goods Stores	484,545	29,962	0.0
Musical Instrument and Supplies Stores	720,659	5,426	0.0
Book Stores	1,382,551	637,503	0.5
News Dealers and Newsstands	533,041	165,815	0.3
Total Sporting Goods, Hobby, Book, & Music Stores	13,868,295	3,521,755	0.3

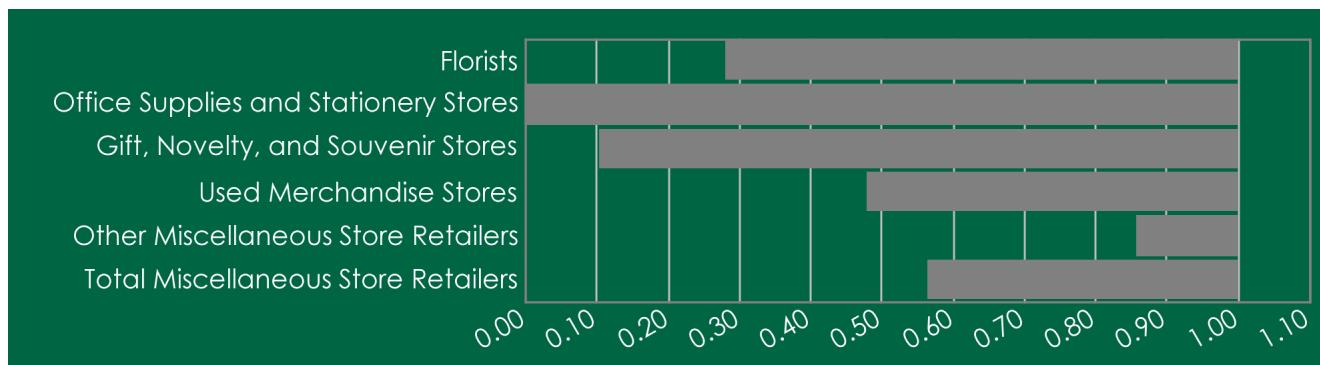
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Sub-Categories of General Merchandise Stores

Store Type	Potential	Estimated Sales	Surplus/Leakage
Department Stores	27,937,174	28,128,811	1.0
Warehouse Clubs & Superstores	68,881,513	28,831,084	0.4
All Other General Merchandise Stores	10,843,076	8,720,817	0.8
Total General Merchandise Stores	107,661,763	65,680,712	0.6

All estimates, projections or forecasts in this model are subject to errors, including statistical error, error due to the subjective nature of some data, error due to changes in demographics, error based on lagging competitor information or growth data, and error due to factors that are not included in the model. The user assumes all risk of reliance on this information.

Sub-Categories of Miscellaneous Store Retailers



Store Type	Potential	Estimated Sales	Surplus/Leakage
Florists	1,044,995	295,184	0.3
Office Supplies and Stationery Stores	2,452,272	0	0.0
Gift, Novelty, and Souvenir Stores	2,984,524	312,348	0.1
Used Merchandise Stores	2,733,488	1,309,014	0.5
Other Miscellaneous Store Retailers	11,194,112	9,608,189	0.9
Total Miscellaneous Store Retailers	20,409,391	11,524,735	0.6

All estimates, projections or forecasts in this model are subject to errors, including statistical error, error due to the subjective nature of some data, error due to changes in demographics, error based on lagging competitor information or growth data, and error due to factors that are not included in the model. The user assumes all risk of reliance on this information.

Sub-Categories of Foodservice & Drinking Places

Store Type	Potential	Estimated Sales	Surplus/Leakage
Special Food Services	8,816,150	1,173,548	0.1
Drinking Places (Alcoholic Beverages)	3,222,732	1,935,725	0.6
Restaurants and Other Eating Places	108,071,594	62,543,564	0.6
Total Foodservice & Drinking Places	120,110,476	65,652,837	0.5

All estimates, projections or forecasts in this model are subject to errors, including statistical error, error due to the subjective nature of some data, error due to changes in demographics, error based on lagging competitor information or growth data, and error due to factors that are not included in the model. The user assumes all risk of reliance on this information.

Sources and Methodology

The primary data sources used in the construction of the database include:

- Current Year CAPE (Census Area Projections & Estimates) Consumer Expenditure Estimates
- Census of Retail Trade, Merchandise Line Sales
- Census Bureau Monthly Retail Trade

The Census of Retail Trade presents a table known as the Merchandise Line summary, which relates approximately 120 merchandise lines (e.g. hardware) to each of the store types. For each merchandise line, the distribution of sales by store type can be computed, yielding a conversion table which apportions merchandise line sales by store type.

The CAPE (Census Area Projections & Estimates) Consumer Expenditure database was re-computed to these merchandise lines by aggregating both whole and partial categories, yielding, at the block group level, a series of merchandise line estimates which are consistent with the CAPE Consumer Expenditure database.

These two components were then combined in order to derive estimated potential by store type. The results were then compared to current retail trade statistics to ensure consistency and completeness.