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MEMPHIS UPTOWN COMMUNITY PLAN

2018-24 UPDATE



MEMPHIS AND SHELBY COUNTY CRA

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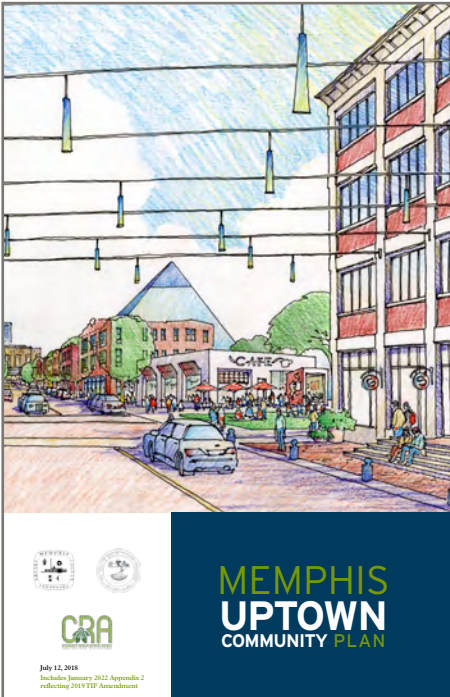
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2018 Memphis Uptown Community Plan

From the President

In 2018, the CRA, directed by the Memphis City Council and the Shelby County Commission, partnered with the Uptown Advisory Committee (made up of North Memphis residents and stakeholders) to create a community-led plan for the Uptown TIF redevelopment area. In the same year, the CRA hired staff and consultants to implement the neighborhoods' Plan through the conclusion of the TIF in 2032. The detailed Community Plan includes 16 overall goals as well as projects and programs for implementation through the expenditure of TIF funds over a 14 year period.

Over the past six years, with the advice of the Uptown Advisory Committee, your CRA has rehabbed approximately 200 homes for homeowners, replaced over 5 miles of sidewalks, cleaned up thousands of vacant lots and abandoned properties, worked with local organizations to construct more than 75 new homes, and implemented significant infrastructure, parks, and public space projects. And while the mission of the CRA is to fight blight and provide affordable housing, this work is also building generational wealth for our community. The CRA has utilized local minority-owned contractors and neighborhood entrepreneurs to perform much of this neighborhood-building work.

Leveraging the TIF funds to get additional resources is also part of being good stewards of the neighborhoods' TIF funds. CRA projects have leveraged tens of millions in private, public, and philanthropic funding for our community. In addition, over the past two years, the CRA has successfully leveraged the TIF to get an additional \$4.4 million in federal funding. Our hope is that this is only the beginning.

We are focused on building partnerships with neighborhood organizations, entrepreneurs, and residents for the implementation of the Community Plan. As we continue to implement the Plan over the remaining approximately seven years of the Uptown TIF, we are committed to the community-based model that we began in 2018. Neighbors, the best is yet to come for North Memphis!

Andrew Z. Murray,
CRA President

BY THE NUMBERS

Since the creation of the Uptown Community Plan in 2018, the CRA has been committed to its mission.



199

**HOMES
REHABILITATED
IN UPTOWN**



77

**NEW HOME
CONSTRUCTIONS
FUNDED AND SOLD**



38

**EMERGENCY
HOME REPAIRS
COMPLETED WITH
ARPA FUNDS**



4

**SANCTUARY LOTS
CREATED FROM
VACANT PROPERTY**



26,574

**LINEAR FEET
OF SIDEWALKS,
DRIVEWAYS, AND
RAMPS REPLACED**



1,248

**OCCUPIED LOTS
RECEIVED TREE
SERVICES**



122

**ALLEYS SEGMENTS
RECEIVED TRASH
REMOVAL AND TREE
MAINTENANCE**



27

**ALLEYS IMPROVED
BY REPAVING,
LIGHTING, AND
SAFETY MEASURES**



50+

**RESIDENTS RECEIVED
SOLAR LIGHTS TO
IMPROVE VISIBILITY
IN FRONT OF HOME**

VISIONS & GOALS



Vision

Based on input from stakeholders, community members, business owners, and City agencies the following Vision represents the hopes of the community:

The CRA and Advisory Committee will work with the residents, property owners, institutions, businesses, and City to support and facilitate the revitalization of the Uptown Community to create stable neighborhoods of choice that promote a mix of incomes, protect single-family homes, create vibrant community anchors, and strengthen connections to Downtown.

Goals

The following goals support the community vision:

1. Create fully occupied residential neighborhoods with a mix of incomes and ages, while preserving single-family homes, in which people share a sense of belonging.
2. Increase homeownership within the community.
3. Protect affordability for long-term residents.
4. Preserve and celebrate historic and cultural assets; use them to reinforce community identity, community pride, and a unique sense of place.
5. Create distinct neighborhood identities that foster a sense of belonging and neighborhood pride.
6. Require the best quality architectural design for new development and rehabilitation that reflects the best historic architecture of the community and the City.
7. Improve multi-modal transportation for community residents including walking, biking, and mass transit.
8. Promote safety using the best design practices available, including CPTED (Crime Prevention through Environmental Design) principles.
9. Maximize the use of existing infrastructure and leverage investments in new infrastructure to facilitate surrounding revitalization.
10. Encourage the preservation and improvement of natural resources and use environmentally sustainable development practices.
11. Improve green spaces and incorporate new green spaces to meet the needs of the community.
12. Create a land use pattern that promotes the development of vibrant anchors that are gathering places for the community.
13. Strengthen connections to Downtown.
14. Incorporate Community engagement in projects to assure revitalization efforts reflect the Community's vision.
15. Promote and support the development of local and minority-owned entrepreneurs, businesses, and small developers.
16. Promote projects that leverage TIF funds to create increased investment in the Community.

GOAL 1

Create fully occupied residential neighborhoods with a mix of incomes and ages, while preserving single-family homes, in which people share a sense of belonging.



Highlights:

- Edgeview at Legends Park - 99 units for low income seniors
- Single Family Home Rehab program - approximately 200 homes so far
- TIF has influx of younger residents across neighborhoods
- First homes built North of Chelsea in many years - dozens so far
- Place of Grace (1051 N. 7th) by CAAP - affordable apartments
- Infrastructure improvements leading to hundreds of units (Front St., Bearwater Greenline, sidewalks)
- Infrastructure for environmental remediation projects (i.e. Malone Park Commons, Jackson Avenue, etc.)

Look Ahead:

- Single Family Home Rehab program - goal is a total of 600 homes
- Development of housing along Jackson, including affordable units
- Development of 2nd and Chelsea area into higher density housing
- Encourage, support and promote "missing middle" types such as townhomes, carriage houses (alley homes), duplexes, bungalow courts, etc.
- Support for land trusts and CDCs to create more housing
- Promote market rate developments that have some affordable options
- Utilize acquisition and vacant lots to increase home construction

GOAL 2

Increase homeownership within the community.



Habitat for Humanity



BLDG Memphis

Highlights

- Single-Family Home Rehab program - *preservation of approximately 200 homes*
- Habitat for Humanity has built 70+ new homes with funding and support from the CRA
- Promise Development Corporation homes constructed
- Infrastructure installed to enable new home development
- Drafted a home construction program to be launched in 2025
- Acquiring properties in preparation for new home ownership infill

Look Ahead:

- Activate CRA owned vacant land to create more homeownership opportunities
- Coordination from CRA staff and advisory committee to encourage homeownership
- Launch Land Expo to promote home construction opportunities
- Continue working with local CDCs and nonprofits to create home ownership
- Utilize land trusts or similar mechanisms to preserve long-term home homeownership

GOAL 3

Protect affordability for long-term residents.



Room In The Inn



Tree Work

Highlights

- Block Wellness Program has removed or mitigated over 750 dead, dying or fallen trees
- Acquired neglected properties with plans for affordable housing
- Single Family Home Rehab aids homeowners to remain in the neighborhood
- Edgeview at Legends Park is creating 99 affordable senior units
- Low-Income Housing Tax Credits (LIHTC) projects which have 15 year affordability:
 - Manassas Market (70 units planned) on former Chism Trail site
 - Burkle and Main (Elmington Capital Group) - *creation of several hundred affordable apartments*
- Creation of Room In the Inn - *for individuals who are medically fragile and families struggling with homelessness*

Look Ahead:

- Continue home repair program with goal of 600 total homes
- Tree work program continued
- Work with developers to construct multifamily affordable housing with rental conditions
- Create temporary uses on vacant lots, and communicate purpose with neighbors to promote livable and affordable neighborhoods

GOAL 4

Preserve and celebrate historic and cultural assets; use them to reinforce community identity, community pride, and a unique sense of place.



Highlights

- Acquisition of key historic sites identified by the neighborhood:
 - The Brick Church (299 Chelsea)
 - Historic Porter Leath Building (868 Manassas)
 - Sundry store building (989 Looney)
 - Corner store by Manassas High School (1092 N. Manassas)
- Launched partnership with Downtown Memphis Commission (DMC) for Good Neighbor Grant:
 - Memphis Toast - *brunch restaurant in historic commercial building on Jackson*
 - Artist Incubator in historic mixed use building at Dunlap and Jackson
- Preservation and renovation of Morris Park on Poplar
- Renovation of Purple Church building (TechFit)
- Renovation of Grind City Brewing - *CRA did trail and infrastructure surrounding*
- Preservation of Conwood Snuff Buildings - *CRA did infrastructure surrounding*
- Renovation of Historic Collins Chapel Connection Hospital (for Room in the Inn)

Look Ahead:

- Complete renovation of historic buildings:
 - Porter Leath building
 - 299 Chelsea Church
 - 989 Looney
 - 1092 Manassas
- Continue Good Neighbor Grant for building façade improvements - *goal is several each year for each remaining year*

GOAL 5

Create distinct neighborhood identities that foster a sense of belonging and neighborhood pride.



Highlights:

- Construction/Implementation of Sanctuary Lots:
 - Kney Tranquility Park - *including community member memorial trees*
 - Leon Place Fitness Park - *now operated as Bonds Kids Park (Smokey City)*
 - Kool Foods For Kids community garden (Greenlaw)
 - Black Seeds Urban Farms (Greenlaw)
 - Mia's Orchard - *in memory of community leaders (Operated by Black Seeds)*
 - Bearwater Greenline - *including signage celebrating Bearwater's history*
- Block Wellness teams - *local entrepreneurs lead neighborhood cleanups and are a source of neighborhood pride and ownership*
- Neighborhood cleanup and events (i.e. Leath Street, Leon Place, Manassas Avenue, etc.)

Look Ahead:

- Uptown Lots Reimagined - *use vacant lots to tell stories and create identity*
- Block clubs - *meeting as a block to discuss and to take care of one another*
- Build out a community engagement strategy
- Implement signage for neighborhoods/ create neighborhood gateways
- Support local business through Good Neighbor Grant façade improvements grant
- Complete Manassas Market and Smokey City Market mixed use anchors

GOAL 6

Require the best quality architectural design for new development and rehabilitation that reflects the best historic architecture of the community and the City.



Highlights:

- Assisted Habitat for Humanity, Promise Development Corporation, and Oasis for Hope in improving overall designs
- Funded an architect to require home design improvements for Habitat for Humanity
- Drafted and adopted minimum construction standards for all TIF-funded houses
- Single Family Home Rehab program - *directly purchased materials to ensure quality*
- Worked with CAAP, Room In the Inn, and Pennrose to create attractive multifamily housing

Look Ahead:

- Continue current support of community-based developers
- Launch of Land Expo to promote new small-scale, emerging, and minority-owned infill home developers
- Launch of Essential Housing program to make vacant lots available for new home construction
- Connect emerging developers to resources, both capacity and financial
- Require review of all CRA-funded or supported projects by Uptown Advisory Committee in compliance with Plan

GOAL 7

Improve multi-modal transportation for community residents including walking, biking, and mass transit.



Highlights:

- Sidewalk infrastructure - creation of six miles of sidewalks throughout the TIF
- Sidewalk rehabilitation/cleaning - addressed every sidewalk in the TIF through power washing, clearing, and/or trimming of brush and branches
- Completed Jackson Avenue Streetscape designs to 80% design
- Obtained a \$2.6 Million DOT Reconnecting Communities and Neighborhoods Planning Grant to improve connections between Smokey City and Klondike and within the Medical District
- Completed the Bearwater Greenline connecting Washington Park, the Bearwater Neighborhood and the Snuff District
- Created and launched the Light the Block program - *installing solar lighting for residents to improve lighting for pedestrians*
- Completed clearing and/or reconstruction of majority of alleys in the TIF
- Commissioned Uptown Transportation Study - *with recommendations to be implemented throughout the Greenlaw Neighborhood*
- Several years running of neighborhood block crews maintaining sidewalks, and clearing of trash and overgrowth

Look Ahead:

- Sidewalk improvements:
 - Continue sidewalk construction/reconstruction program
 - Continue sidewalk clearance and care through block crews
- Prioritize pedestrians
- Work with City, MATA, and Groove on transit services
- Work with City to restore alleys and make them drivable
- Complete improvements to Jackson Avenue, Chelsea Avenue, and key intersections
- Support connection to, and completion of, Chelsea Greenline
- Complete and implement Reconnecting Communities and Neighborhoods grant and improvements
- Complete improvements in Greenlaw as outlined in Uptown Transportation Study

GOAL 8

Promote safety using the best design practices available, including CPTED (Crime Prevention through Environmental Design) principles.



Highlights:

- Lot maintenance of hundreds of formerly overgrown and blighted lots acquired
- 2018/2019 Safeways Study - surveyed entire TIF and documented unsafe and poor lighting conditions. Survey detailed all broken street lights, subsequently fixed by MLGW
- Creation of sanctuary lots in key locations
- Light the Block program to improve pedestrian lighting
- Acquired and demolished abandoned structures throughout the TIF district
- Pocket forest planted near New Chicago Park
- Implemented tree program - which removed dangerous trees and limbs for hundreds of homeowners and renters

Look Ahead:

- Continue programs that focus on public safety:
 - Lighting program
 - Sidewalk maintenance/new construction
 - Home repair program
 - Tree removal/trimming program
- Provide opportunities for police, community, and business interactions
- Complete construction of Jackson Avenue streetscape

GOAL 9

Maximize the use of existing infrastructure and leverage investments in new infrastructure to facilitate surrounding revitalization.



Bearwater Greenline



Sidewalk Repave

Highlights:

- Rebuilt infrastructure on Front Street, Keel Avenue, and Main Street - *resulting in millions of dollars of investment and hundreds of units of housing*
- Rehabed sidewalks throughout the TIF district
- Lot maintenance and block crews maintain and protect infrastructure yielding results:
 - Support of local entrepreneurs
 - Build up community leaders
 - Build more capital and generational wealth
 - Build a network of capacity for services
- Investment in infrastructure in Washington Park, Morris Park, Bearwater Greenline, etc.
- Reinvestment occurring on Jackson Avenue
- Good Neighbor Grant for businesses

Look Ahead:

- Improvements and activation of alleys
- Speed bumps/traffic calming initiatives - *as outlined in plans and requested by community*
- Continue sidewalk repair in cooperation with the City
- Work with City to cut down and/or replace dead street trees
- Talk with adjacent property owners about vacant lots
- Invest in Chelsea and Jackson corridors

GOAL 10

Encourage the preservation and improvement of natural resources and use environmentally sustainable development practices.



Highlights:

- Received an award of \$1 Million EPA Brownfield Coalition grant - *for environmental assessments in Uptown and other areas - paired with \$1 Million EPA Cleanup grant received by EDGE*
- Implementation of land management program for vacant lots - *with a focus on native plantings and sustainability*
- Environmental threat assessment completed for Chelsea and Jackson corridors and a significant portion of the TIF area - *mainly New Chicago, Smokey City, Scutterfield, and a portion of the Medical District*
- Tree and native plantings installed
- Remediation of several contaminated sites and buildings
- Funded the demolition, remediation, and/or renovation of numerous buildings
- Creation of green alley design, Gayoso basin analysis, Leath Bayou analysis, and others

Look Ahead:

- Establish metrics and accountability mechanism for code enforcement infractions.
- Implement green building practices for new home and multifamily construction
- Assist with economic and utility self-sufficiency (solar panels, etc.)
- Realize construction of Gayoso Bayou and green alley plans
- Implement corridor improvements to reduce heat island and handle stormwater
- Complete Bearwater pond design
- Design and implement plan for non-buildable New Chicago vacant lots

GOAL 11

Improve green spaces and incorporate new green spaces to meet the needs of the community.



Highlights:

- Reconstruction of Morris Park
- Construction of new park and garden spaces:
 - Leon Place Park
 - Bearwater Greenline
 - Kney Tranquility Park
 - Black Seeds Urban Farm
 - Mia's Orchard
- Obtained Reconnecting Communities and Neighborhoods Planning Grant for utilizing vacant spaces along I-40
- Native Land Management Pilot Program implemented on vacant lots:
 - 1030 Lewis
 - 1096 Lewis
 - 831 Manassas

Look Ahead:

- Create transitional spaces (temporary uses) and green infrastructure on vacant land
- Engage residents around potential uses for the vacant properties
- Implement the Gayoso Bayou project
- Encourage community events (i.e. porch concerts)
- Pursue cleanups and utilize dumpsters
- Work with Parks Department on Washington Park, Colonial Park, Winchester Park, and other park spaces
- Realize completion of Chelsea Greenline

GOAL 12

Create a land use pattern that promotes the development of vibrant anchors that are gathering places for the community.



Manassas Market



5th Street and Keel Avenue

Highlights:

- Replat of key locations throughout TIF (i.e. Hickory and Second)
- Issued RFPs and selected developers for Smokey City Market and Manassas Market
- Began revitalization of Washington Park
- Construction of Grind City/Bearwater Greenline
- Implemented the Uptown Lots Reimagined program
- Coordinated with Memphis 3.0, Division of Planning and Development and Uptown Advisory Committee on providing input to all new developments

Look Ahead:

- Advocate for mixed-use zoning and updates to UDC for consistency with Uptown Community Plan
- Complete anchor developments at Carnes, Smokey City Market, Manassas Market, Chelsea Civic, etc.
- Redevelop Porter Leath Campus
- Complete infill developments such as 5th and Keel, Hickory and Second, etc.
- Implement new home construction program
- Complete corridor plan for Jackson and implement streetscape improvements on Jackson
- Complete and implement corridor plan for Chelsea Avenue

GOAL 13

Strengthen connections to Downtown.



Highlights:

- Completed Bearwater Greenline/ Snuff District multimodal path
- Completed Uptown/Greenlaw Transportation Study
- Housing and Community Development (HCD) seeking matching dollars from the state for infrastructure
- Leverage of TIF funds to get state funding for sewer and other improvements in Pinch and Medical District
- Worked with Uptown Advisory Committee to advocate for implementation of Plan by anchor institutions and the City

Look Ahead:

- Implement infrastructure improvements for Downtown connections:
 - Alley improvements (history, safety, and multimodal transportation network)
 - Community engagement with residents, stakeholders, and institutions
 - Extend trolley line
- Increase accessibility from Uptown/ Bickford to Downtown (i.e. lack of parking for Main Street Trolley)
- Realize improvements to I-40 pedestrian overpasses and underpasses

GOAL 14

Incorporate Community engagement in projects to assure revitalization efforts reflect the Community's vision.



Community Engagement



Uptown Advisory Committee

Highlights:

- Uptown Advisory Committee review of all projects, interviews of developers, and advocacy around DPD monthly docket
- Uptown Advisory Committee input and review for utilizing lots
- Engagement of all neighbors for new sidewalk construction projects
- Involvement in park projects
- Community engagement for Jackson streetscape process
- Hosted numerous community events
- Created OWN documentary, Beacon Newsletter, website, and social media pages
- Hired a community building team

Look Ahead:

- Improve communication from CRA and from the Uptown Advisory Committee to the broader community
- Community cleanups on streets
- Creation of Uptown Advisory Committee subcommittees
- Creation of neighborhood-level organizations (e.g. Friends of Bearwater Greenline, etc.)

GOAL 15

Promote and support the development of local and minority-owned entrepreneurs, businesses, and small developers.



Highlights:

- CRA established goals of 40% minority owned, and goals for women-owned and locally-owned business participation for all its programs, including EPA and DOT grants
- All contractors for home repair program, lot maintenance program, and block wellness are minority-owned and locally-owned, with many being from the immediate area
- CRA staff regularly provide technical assistance to local businesses and organizations
- The CRA has realized 80% M/WBE spending across the board

Look Ahead:

- Focus on local, resident land owners
- Support pop-up businesses with CRA owned properties
- Increase opportunities for young developers, emerging developers, minority-owned developers, etc. through new home building and other programs
- Continue technical assistance and forge partnerships with other organizations and neighborhood opportunities

GOAL 16

Promote projects that leverage TIF funds to create increased investment in the Community.



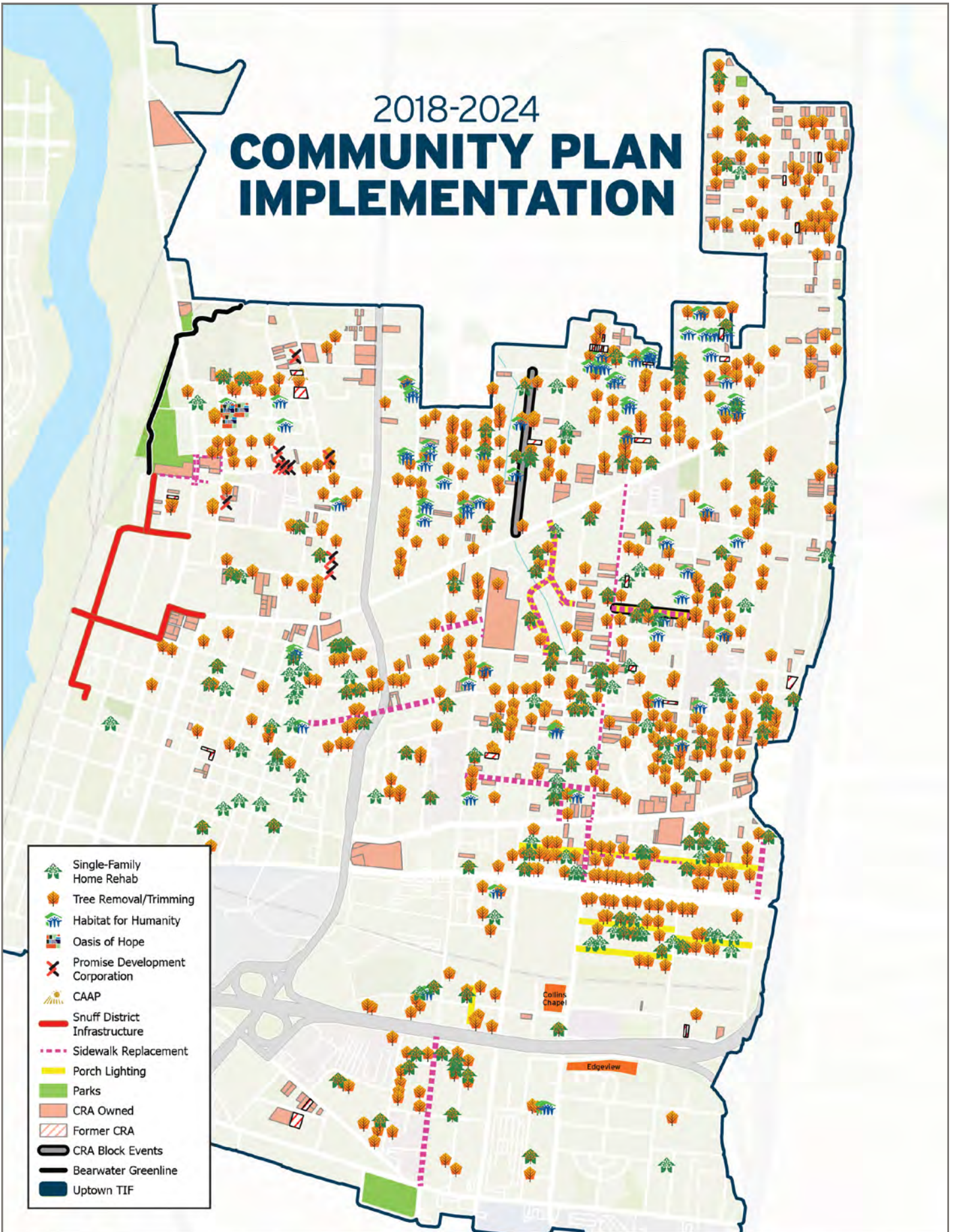
Highlights:

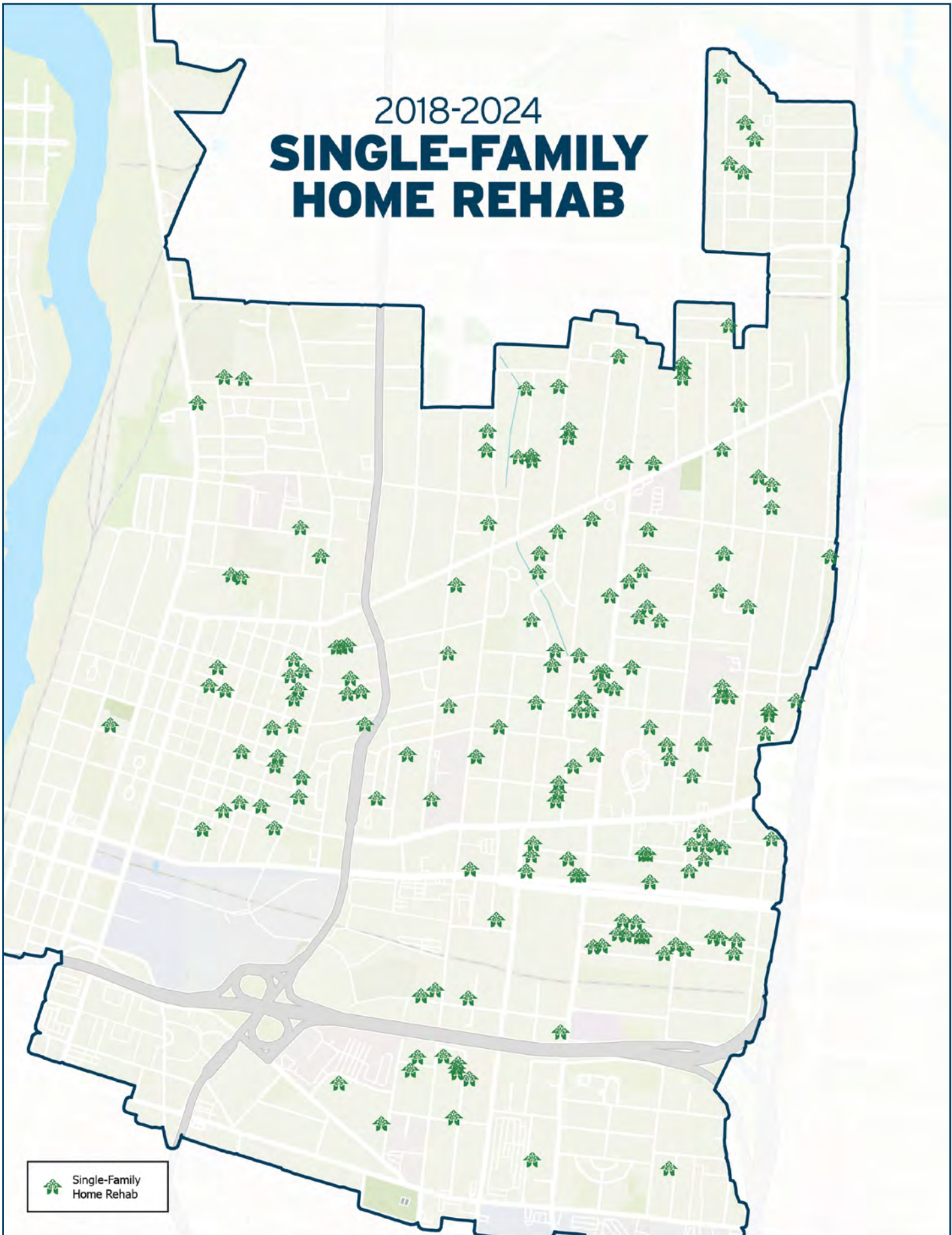
- Expenditure of approximately \$50 Million in TIF funds has leveraged significant investment across the TIF including:
 - ALSAC infrastructure improvements and campus expansion
 - Winning \$4.4 million in federal funds (ARPA, DOT, and EPA)
 - Tens of millions of dollars in investment in the Snuff District
 - Attraction of major and small businesses including Varsity Spirit headquarters, Grind City Brewery taproom and brewing facility, Memphis Toast restaurant, Comeback Coffee, Groovy Gratitude, TechFit, Black Seeds, etc.
- Construction of Habitat for Humanity homes - *TIF leveraged millions of dollars in New Market Tax Credits and significant philanthropic dollars. Approximately \$9 Million in TIF funding leveraged at least \$20 million in new home construction.*
- Construction of Multifamily Senior Apartments Edgeview at Legends Park (*CRA commitment of \$6 Million leveraged a \$25 Million project*)
- Home repair program has spurred investment by homeowners as well as numerous home rehabs throughout the TIF
- The CRA's spending on the rehab of Collins Chapel Connectional Hospital leveraged \$5 million in funding from City, County, and CME Church, including significant federal funding through the Coronavirus Aid, Relief, and Economic Security (CARES) Act of 2020

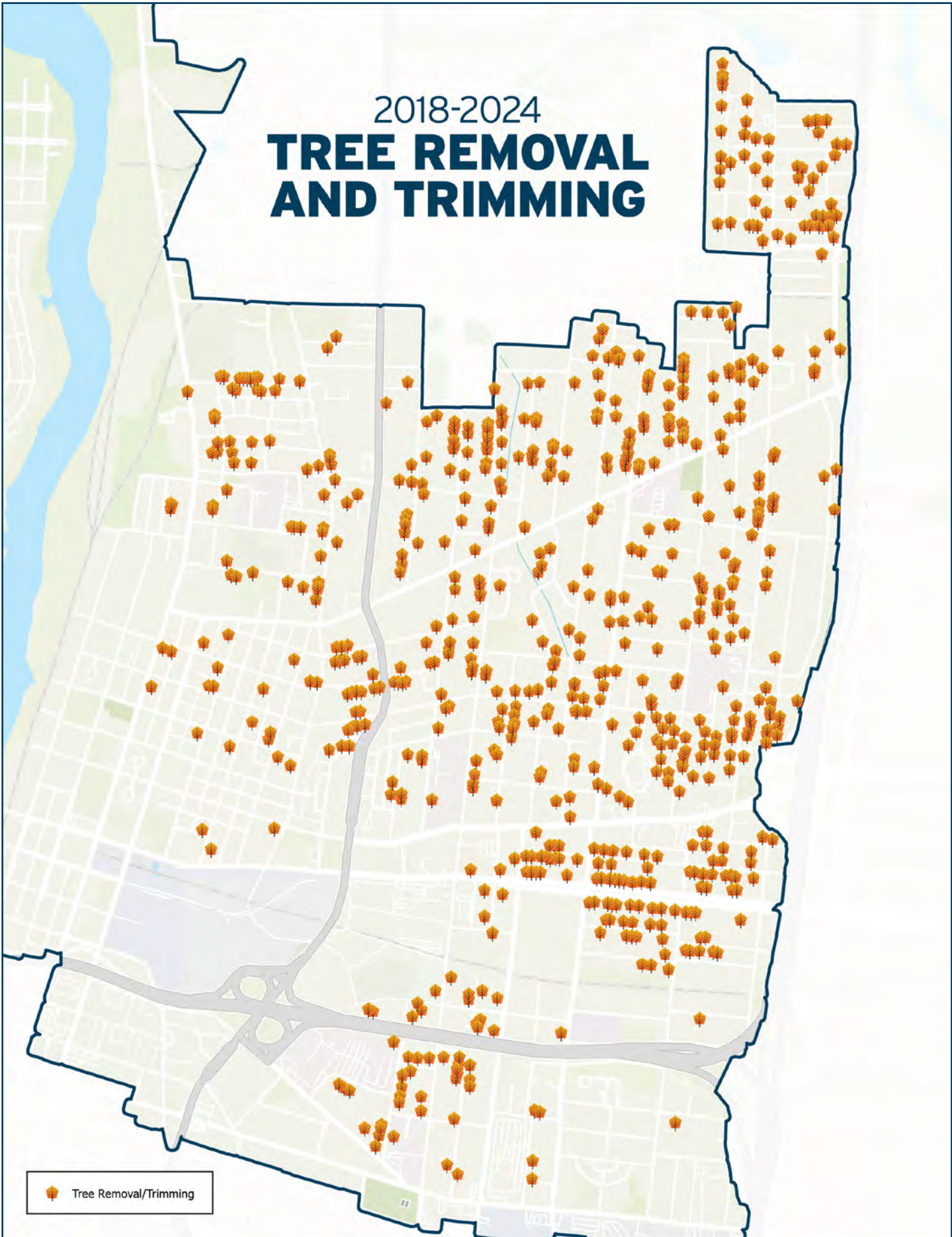
Look Ahead:

- The CRA will continue to pursue federal and state grants, philanthropic funding, infrastructure investment, recruitment of new businesses, etc.

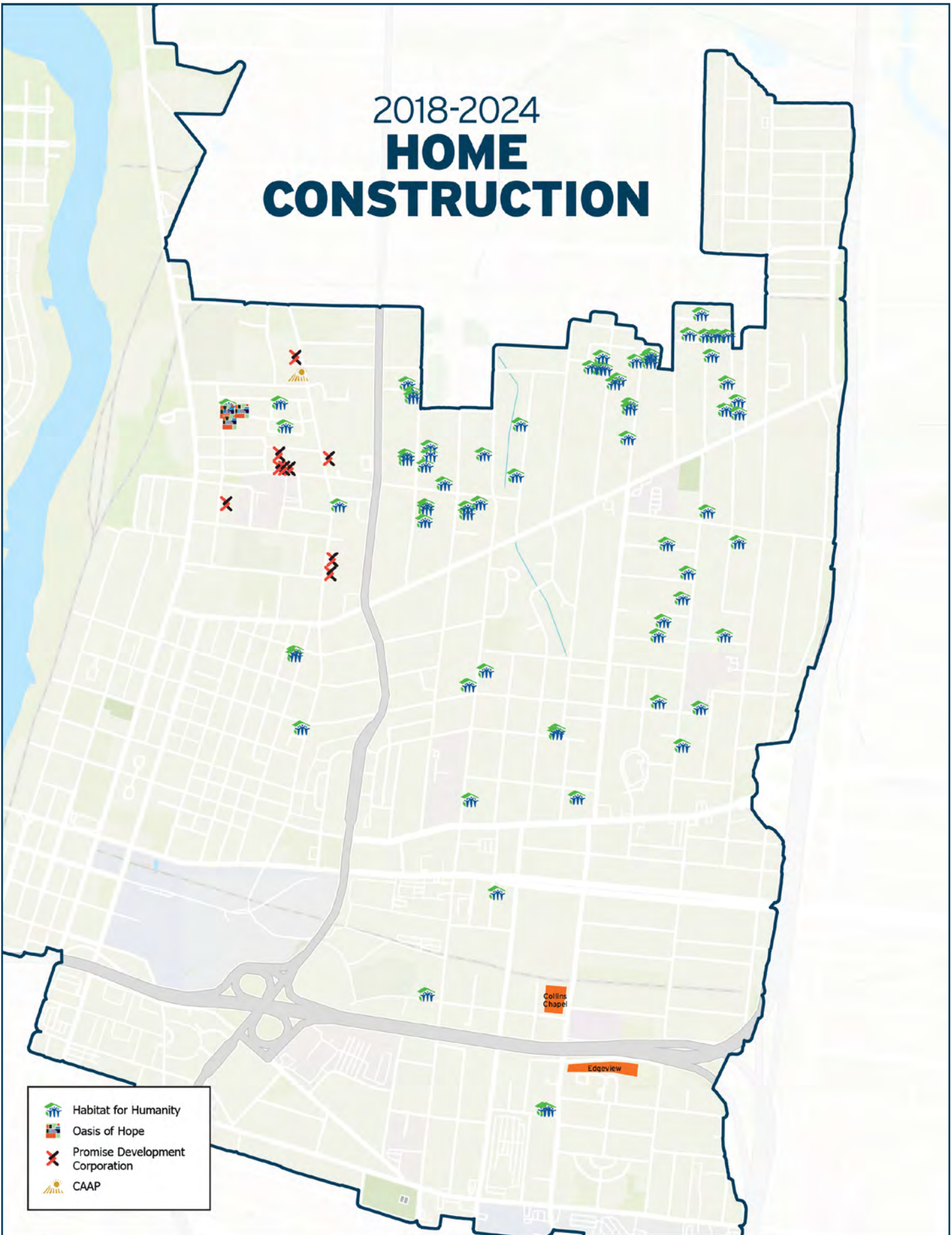
2018-2024 COMMUNITY PLAN IMPLEMENTATION



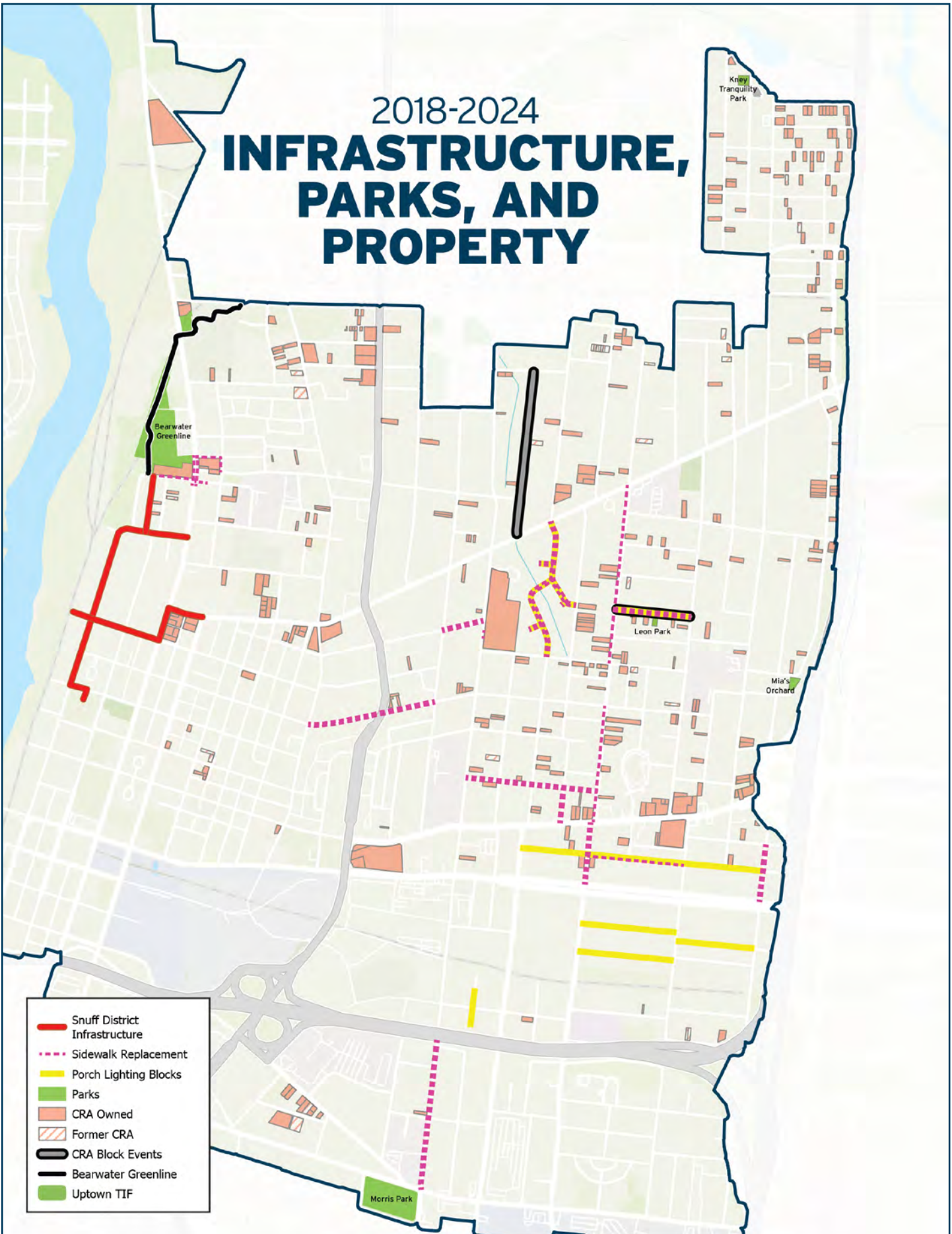




2018-2024 HOME CONSTRUCTION



2018-2024 INFRASTRUCTURE, PARKS, AND PROPERTY





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