

**Memphis and Shelby County Community
Redevelopment Agency (CRA)**

Strategic Plan

CRA Workable Program

Community Redevelopment Agency (CRA)
Strategic Plan
CRA Workable Program

DRAFT

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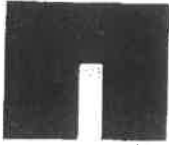
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Introduction

"With the 1990s American economic boom in full bloom, it seems as if the demise of cities have been greatly exaggerated. A stroll through the South Side of Chicago however, gives a more realistic view of the urban scene. An estimated six million people are living in poverty today (www.fedstats.com). Some inner city communities resemble war zones- dominated by abandoned factories, decayed retail strips, and boarded-up housing. In these areas unemployment, underemployment, and poverty rates remain sky high. According to William Julius Wilson of Harvard "For the first time in the 20th century, most adults in many inner city ghetto neighborhoods are not working in a typical week," (Gergen, pg. 1). It is projected that most older, non-Sunbelt cities will finish this decade with fewer jobs and fewer residents than they had in 1989, the peak of the last business cycle (Foust and Mallory, 1993). Americans hate to admit to failure, but after 30 years the war to turn around the economic deprivation of our most inner city areas hangs precariously in the balance." (Michael Porter, *Inner City Competitiveness: A Review of Porter's Model for Inner City Revitalization*)

Shelby County has seen major changes as a place to live and work over the last decade. Public and private policy-makers are often faced with decisions that affect the quality of life in this rapidly urbanizing county. A fundamental aspect of this process is the need to plan for maintaining the health of the established urban areas. A comprehensive approach to planning for social and economic health must include strategies for redevelopment and renewal in these areas. In addition, the planning process offers an opportunity to foster a new attitude among citizens that encourages such renewal rather than following a pattern of development that replaces the old businesses and neighborhoods with new development in suburban environs. It is clear that the established communities in Shelby County are an asset that must be protected and nurtured to ensure future economic growth. Furthermore, the conservation of our older neighborhoods and businesses assist governments in minimizing the costs of providing services.

The Memphis 2000 Policy Plan adopted in 1981 continues to function as the city and county's long-range planning document. The focus of that plan was the physical development of Memphis and Shelby County. It is clear that a similar approach should be applied to economic planning at a comprehensive scale. In the past, economic development has resulted in the neglect of some areas and caused a deterioration of the quality of life in these communities. The Memphis and Shelby County Office of Planning and Development is pursuing the improvement of the quality of life in the Memphis and Shelby County planning region by formulating a comprehensive plan for residential and business development and redevelopment.

Statement of Conformance

The Memphis and Shelby County Community Redevelopment Agency (CRA) Strategic Plan CRA Workable Program conforms to the comprehensive plan for Memphis and Shelby County, Tennessee.

PURPOSE AND GOALS

Purpose

The Memphis and Shelby County Community Redevelopment Agency (CRA) is established to combat slum and blighted areas that constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of Shelby County. The existence of such areas contributes substantially and increasingly to the spread of disease and crime, constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and the improvement of traffic facilities; and that the prevention and elimination of slums and blight is a matter of county policy and concern in order that the Shelby County shall not continue to be endangered by areas which are focal centers of disease, promote juvenile delinquency, and consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization and other forms of public protection, services, and facilities.

The purposes for which the CRA will appropriate funds to a redevelopment trust fund include the preservation and enhancement of the tax base of such taxing authority and the furthering of the purposes of the CRA as provided by law. The CRA will not exercise its taxing authority until after the governing body has adopted a resolution that:

Designates one or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to the elderly and residents of low or moderate income, exist in Memphis or Shelby County. The rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of the public health, safety, morals or welfare of the residents of Memphis or Shelby County.

Over the past 20 years Shelby County's economy has grown, and the job base has expanded, but the 21st Century brings greater challenges, more competition and intense demand for increased opportunities along with a skilled and thinking

workforce. Bridging the gap requires a more focused aggressive action on the part of all segments of the community.

GOALS FOR COMMUNITY REDEVELOPMENT AGENCY

- Create neighborhoods in which people share a sense of belonging.
- Encourage preservation and a mixture of uses and activities that welcome and serve citizens of diverse incomes and ages.
- Preserve historic, cultural and natural assets, and use them to reinforce a unique sense of place. The architecture of any redevelopment should be in keeping with the surrounding area.
- Use the best design practices available to increase personal safety and social interaction.
- Maximize the use of existing infrastructure and give public funding priority to preserving and rebuilding existing neighborhoods.
- Encourage the preservation of natural resources and use environmentally sustainable development practices.
- Incorporate green spaces as a part of neighborhoods.
- Encourage usable alternatives to the automobile as part of a transportation system that is accessible to all citizens and that supports good neighborhood design.
- Create sustainable mixed income communities
- Improve job availability and economic opportunity
- Create a climate that encourages business start-up and expansion
- Increase housing choice and affordability
- Promote civic pride and community building
- Promote a sense of place and quality of life for all citizens
- Assist the revitalization of commercial areas

DEMOGRAPHIC ANALYSIS

Population Overview

Overview of Areas of Decline in Shelby County

A comparison of the twenty (20) planning districts in the county indicates that the planning districts within the City of Memphis and inside the interstate loop experienced the greatest decline in the population. Whereas, the planning districts immediately outside of the interstate loop registered a marked increase in population. The prevailing trend is a shift in the population from the inner city and the western part of the Shelby County to the eastern region. The continued abandonment of the inner city will constitute an underutilization of valuable facilities, a devaluation of property values, a decrease in the City's tax base, foster an increase in tax rates and may generate further deterioration of areas which were considered stable a decade ago. Efforts should be placed on stabilizing and redeveloping inner city neighborhoods to make them more desirable to reverse this trend.

Population Change by Planning District

Economic and Social Characteristics of Shelby County

The south central area of Memphis is dominated by a large industrial and distribution base centered around the Memphis Depot and the Airways Boulevard corridor. This area makes up the Depot Planning District that has suffered from declines in both population and households since 1980. In one neighborhood, Charjean, off Ketchum Road, homes were recently purchased and demolished under the Memphis and Shelby County Airport buy-out program for noise abatement.

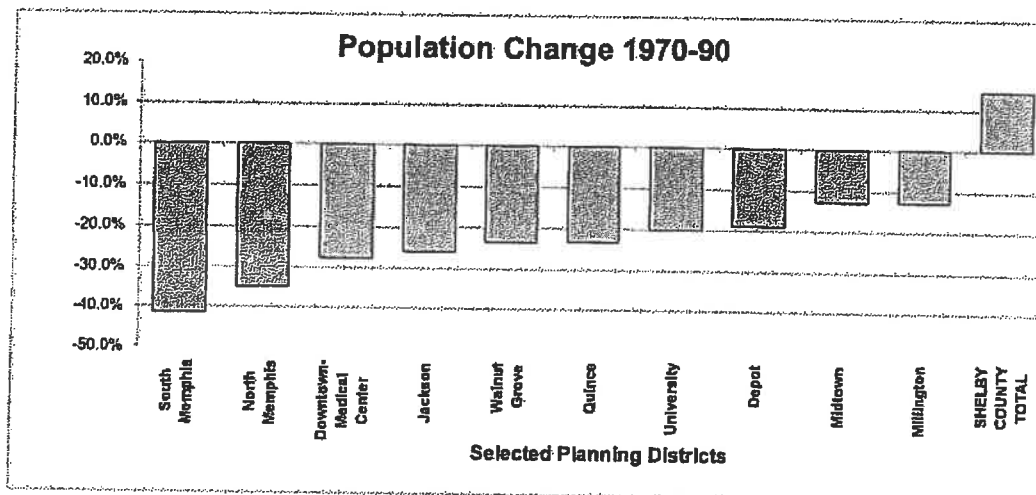
The most densely populated area of Memphis is Midtown. This planning district is somewhat stable with a trend toward infill housing. The area is predominantly residential in character with single family and apartment dwellings. Local commercial districts are clustered along the major arterial roadways such as Poplar, Union and Lamar.

SHELBY COUNTY

TOTAL POPULATION BY PLANNING DISTRICT	1970	1980	Percent Change 1970-80	1990	Percent Change 1980-90
McKeller Lake Planning District Totals	33	39	18.2%	0	-100.0%
South Memphis Planning District Totals	77,721	56,770	-27.0%	45,541	-19.8%
North Memphis Planning District Totals	61,418	47,816	-22.1%	39,831	-16.7%
Depot Planning District Totals	68,218	62,452	-8.5%	55,312	-11.4%
Downtown-Medical Center Planning District Totals	33,715	27,080	-19.7%	24,406	-9.9%
University Planning District Totals	30,962	27,187	-12.2%	24,728	-9.0%
Whitehaven-Levi Planning District Totals	87,598	106,808	21.9%	97,889	-8.4%
Quince Planning District Totals	43,100	35,399	-17.9%	33,107	-6.5%
Jackson Planning District Totals	50,543	39,566	-21.7%	37,423	-5.4%
Walnut Grove Planning District Totals	27,666	22,355	-19.2%	21,154	-5.4%
Frayser Planning District Totals	45,359	47,299	4.3%	44,934	-5.0%
Millington Planning District Totals	30,008	29,204	-2.7%	28,383	-2.8%
Midtown Planning District Totals	58,132	51,152	-12.0%	50,823	-0.6%
Northwest Shelby Planning District	2,827	6,847	142.2%	7,864	14.9%
Raleigh-Bartlett Planning District Totals	31,063	67,110	116.0%	81,473	21.4%
Oakhaven-Parkway Village Planning District Totals	41,730	74,838	79.3%	104,577	39.7%
Arlington Planning District Totals	5,730	6,914	20.7%	9,673	39.9%
East Central Shelby Planning District	2,517	2,310	-8.2%	3,658	58.4%
Collierville Planning District Totals	5,605	9,715	73.3%	17,499	80.1%
Shelby Farms-Germantown Planning District Totals	17,939	46,858	161.2%	98,055	109.3%
SHELBY COUNTY TOTAL	723,854	769,701	6.3%	828,320	7.6%

The South Memphis Planning District includes several inner city neighborhoods that represent the city's early development and growth. Most of the houses were built before 1970 and there are significant areas of deterioration. Also within the district is a large manufacturing and distribution base, especially south of Mallory Avenue and in the northwest quadrant.

The southwestern part of Memphis is defined as the Whitehaven Planning District. This area was annexed into Memphis in 1969 and had significant growth until 1980.



The district includes a business complex with the distribution industries related to the airport which is on the eastern boundary. Also, the Pidgeon Industrial Park is

immediately west of the district. A significant number of single family houses were purchased under the airport buy-out program. The district also has a large number of apartment developments. Elvis Presley Boulevard is a major commercial corridor within this district.

Redevelopment Overview

The areas identified for redevelopment combine to include a significant portion of Shelby County and are characterized by typical inner city disadvantages. However, as it is important for the county to continue to grow and prosper, regional prosperity also relies deeply on full participation among the city's residents and business population. For it is often the city that symbolically serves as the heart of any metropolitan region.

These redevelopment areas have investment prospects that are often hidden among the many opportunity costs that sometimes discourage investment. Several areas suffer from a loss of population, in addition to jobs and adequate housing. Acres of land can often be characterized in these communities by vacant parcels, boarded up buildings and incompatible adjacent land usage. Poor demographic trends also often signal a loss of community capital. Population is a demographic trend that often serves as a leading indicator to planners and interested market analysts of a community's public infrastructure needs and investment potential. The local demand for homes, goods, and services are also often highly correlated with the localities' population totals. As for Memphis and Shelby County, this demographic indicator shows a somewhat interesting trend.

During the three decades preceding 2000, this county has seen a population shift from the county's inner most areas to those areas at the edge of the city and even approaching the bordering counties. Such drastic and apparent abandonment has ultimately left these partially populated communities in danger of collapse and deterioration. After analysis of several key demographic indicators such as population totals, housing unit totals, and labor shortage or surplus, an overview follows that identifies areas of the county in need of redevelopment.

United States Census data retrieved in increments of ten years from 1970 to 1990 show an increase in population for parts of the county in some instances of over 100%. While a few communities have seen a consistent and significant rise in its reported population, several areas within the city and county have witnessed a steady decline in population since 1970.

Areas of Decline in Shelby County

A city and countywide profile suggests that there are areas throughout the county that are in distress and require intervention on the part of the public sector. Such intervention may be necessary to help stimulate private investment and ultimately help to reverse disinvestment in favor of sustained economic growth and development. As the current conditions report mentioned earlier indicated, throughout the county there

has been an overall decline of planning districts such as North and South Memphis, Whitehaven, Midtown, and the Depot Planning Districts. As a result of analyzing current conditions including the most recent demographic trends throughout the city and county, the Office of Planning and Development has identified the following commercial corridors and their surrounding residential districts as redevelopment project areas:

Chelsea Avenue

Uptown

Bicentennial Neighborhood

LeMoyne Gardens/Hope VI Redevelopment Area

Jackson Avenue

Mississippi Boulevard

Florida Street

Raleigh Springs Area

Millington

New Chicago Area

South Memphis Planning District

Orange Mound and Bethel Grove/Park, Lamar and Airways

Midtown/Overton Square

Southeast Industrial Corridor

Frayser Planning District/Northgate Shopping Center

Northaven

Whitehaven /Westwood

Arlington

CBID

General Description of Redevelopment Project Areas

Chelsea Avenue

The Chelsea Avenue project area is located in the North Memphis Planning District. The heart of this project area includes the Chelsea Avenue commercial corridor that extends from Thomas Boulevard to N. Second Street. For analytical purposes, the project area boundaries were based on census block group dividing lines and include portions of census tracts 2, 20 and 21. The project area extends north of Chelsea Avenue and includes portions of census tract 2 that encompasses block group 2 and borders Front Street, Henry Street, and Guthrie Avenue. The project area also extends into block group 2 of census tract 20 that borders to the north by Chelsea Avenue, Auction to the south, Thomas Boulevard to the east and W. 7th Street to the west. The southern most portion of this project area extends into census tract 21 and includes census block group 1. This area extends south of Chelsea Avenue to Auction and borders to the east by Thomas Boulevard with Riverside Drive comprising the western boundary of the project area.

Uptown

Bounded on the west by the Mississippi River beginning at a point adjacent to Levee Road and extending south along the shoreline to Interstate 40 at the Hernando DeSoto Bridge.

Bounded on the western boundary then proceeds on Interstate 40 to a point headed east to Third Street. From there it moves south along Third Street to Exchange Avenue. Moving east on Exchange to Lauderdale Street and then turning south for one block where Lauderdale meets Poplar Avenue. Poplar Avenue proceeds east to Manassas Street. Turning north on Manassas up to Jackson Avenue. Interstate 40 and Poplar Avenue combine to form the southern fringes of the district along with Jackson Avenue, which serves as the least southern boundary line and extends eastward to Ayers Street. The eastern boundary of the district follows Ayers Street north until the street reaches Chelsea Boulevard. The boundary then follows Chelsea Avenue south to Manassas, north to T.M. Henderson, east to Thomas Street, north to Arrington Avenue, south along Seventh Street, east to N. Second St. and north to Levee Rd. extending westward again back toward the Mississippi River shoreline.

Bicentennial Neighborhood Area

Located in the Midtown, Depot and South Memphis Planning Districts. Boundaries of the neighborhood are as follows: East Railroad Avenue on the north; Burlington - Northern Railroad and Ragan Street on the east; IC Railroad on the south; and I-240, College Street, McLemore Avenue, and Mississippi Boulevard on the west.

LeMoyne Gardens/Hope VI Redevelopment Area

The intention of this revitalization plan is to redevelop public housing and the larger neighborhood of which it is an integral part. The 842 unit public housing development will be redeveloped into approximately 430 rental units and 70 homeowner units. Demolition is included as part of the redevelopment plan. Additional programs targeted at increasing self-sufficiency and the economic condition of public housing residents will also be implemented.

Jackson Avenue

The Jackson Avenue project area is also located in the North Memphis Planning District. The central focal point in this project area includes the Jackson Avenue commercial corridor extending from N. Watkins to Bellevue Blvd. Census tract 18, block groups 1 and 2 and census tract 25, block group 2 make up this project area and were identified in order to review the demographic trends of this project area. The project area boundaries included in block groups 1 and 2 of census tract 18 are Vollintine to the north, Jackson Avenue to the south, N. Manfield St. to the east, and Interstate 240 to the west. The boundaries included in block group 2 of census tract 25 are Jackson Avenue to the north, Watkins to the east, Interstate 240 to the west, and Overton Park Avenue to the south.

Mississippi Boulevard

The focus of the Mississippi Boulevard project area is at the intersection of Mississippi and McLemore in the South Memphis Planning District. This commercial corridor is also a part of the Bicentennial Neighborhood Area. The Bicentennial Neighborhood project extends beyond the South Memphis Planning District to include portions of the Depot and Midtown Planning Districts. Census tract 48, block group 4, census tract 49, block group 4, and census tract 59, block groups 1 and 2 make up this project area. The project area boundaries included in block group 4 of census tract 48 are Walker Avenue to the north, McLemore Avenue to the south, College Street to the east, and Mississippi Boulevard to the west. The project area boundaries included in block group 4 of census tract 49 include Walker Avenue to the north, McLemore Avenue to the south, Mississippi Boulevard to the east, and S. Lauderdale Avenue to the west. The boundaries included in block groups 1 and 2 of census tract 59 include McLemore Avenue to the north, E. Trigg Avenue to the south, College Street to the east, and S. Lauderdale to the west.

Florida Street

The Florida Avenue project area is also located in the South Memphis Planning District. The Florida and Mallory commercial corridors are the central focus of redevelopment efforts in this project area. Block group 4 of census tract 55 makes up this project area. The project area boundaries are Norwood Avenue on the north, E.

Mallory Avenue on the south, S. 3rd Street on the east, and Kentucky Street on the west.

Raleigh Springs Area

The Raleigh Springs/Raleigh Reinvestment area is located in the Raleigh Bartlett Planning District. Census tract 205.40, block group 3 was used to analyze the demographic trends in this project area. This block group borders Yale Road to the north, Raleigh Bartlett (Stage Rd.) to the south, Scheibler Road to the east, Austin Peay and Raleigh Millington Road to the west. The main catalyst to redevelopment in this area will be the revitalization of the Raleigh Springs Mall.

Millington

The Millington project area is located in the Millington Planning District. The redevelopment of the Millington Naval Base will serve as the central focus in this project area and will serve as a revitalization catalyst. Census tract 204, block groups 1 and 2 were identified in order to examine the demographic trends in the project area. The boundaries will include the Millington Naval Base property line (Mudville Road) to the north, McCain Road to the south, Bethuel Road to the east, and the railroad to the west.

New Chicago Area

The New Chicago Revitalization Initiative is aimed at revitalizing an inner city neighborhood area adversely impacted by a loss of manufacturing jobs and a decline in neighborhood property values associated with obsolete and derelict industrial facilities. A major component of the redevelopment of the area is to secure and restore a brownfield site- (the abandoned Firestone Tire and Rubber Company). The overall objective of the project is to secure economic reuse of this vacant industrial property to generate a new tax base, new employment and new sources of income for this distressed community. The boundaries are the levee on the north, Chelsea on the south, Thomas on the west and Watkins on the east.

South Memphis Planning District

South Memphis Planning District is bounded by E. H. Crump Boulevard and Railroad Avenue on the North; Nonconnah Creek, I-55, and I. C. Railroad on the South; Elvis Presley Boulevard and I-240 on the East; and McKellar Lake and Mississippi River on the West. A plan has been developed for the South Memphis area to improve the district's livability through stabilizing the land use patterns and preserving neighborhoods; revitalizing the commercial areas; evaluating the existing infrastructure; and improving the community's visual image.

Orange Mound and Bethel Grove/Park, Lamar and Airways

Located in south central Memphis. The boundaries are Semmes Street to the east, Southern Avenue including the area bounded by Buntyn and L & N Railroad to the north, Airways Boulevard and the Memphis Depot to the west, and I-240 to the south. A public/private partnership to revitalize a once thriving inner city area. This comprehensive approach to redevelopment will involve the development of a strategic plan that will address Land Use and Zoning, Urban Design/Beautification, Commercial Revitalization, Economic Development, Housing, and Job Training Assistance. The main thrust of commercial revitalization in the area will take place along the Park, Lamar and Airways corridors.

Midtown/ Overton Square

Northern most boundary being North Parkway and the CSX Railroad extending southward along Interstate 240 to Lamar; extending eastward on Lamar to Cleveland; north on Cleveland to Eastmoreland and east along Eastmoreland to east of Kimbrough; at Union extending eastward taking in the southern frontage lots to just east of Cooper; extending northward taking in the eastern frontage lots on Cooper to Monroe, then following the Cooper Street right-of-way to Poplar; westward along Poplar to Cleveland and north along Cleveland including the eastern frontage lots to North Parkway. A current study that is underway to identify the problems, opportunities and complexities involved in the economic revitalization of Midtown Memphis including Overton Square. The study will provide policy makers with an assessment of the kinds of strategies and techniques available to confront these deficiencies.

Southeast Industrial Corridor

The northern most boundary being Interstate 240; bounded on the east by Lamar Avenue extending southeast to Crumpler; the southern boundary being the Tennessee-Mississippi state line and the western boundary being Interstate 55. This area needs to address livability issues as it relates to the compatibility of existing neighborhoods to the airport and other industrial uses. There are numerous blighted and vacant properties along the gateway corridors that leads to airport. An assessment of the land uses around the airport, development of a plan to address the gateway corridors to the Greater Memphis Area via Airport Connector, Airways Boulevard and Lamar, includes a quantitative analysis of industrial needs in the area.

Frayser Planning District/Northgate Shopping Center

Frayser Planning District is bounded by Loosahatchie River on the north, Wolf River on the south, Mississippi and Loosahatchie Rivers on the west, and IC Railroad on the east. Within the Frayser Planning District is the Northgate Shopping Center which is bordered by Cindy Lane to the north, Millington Road to the east, Whitney Avenue to the south and Thomas Street (Highway 51) on the west.

Northaven

The Northaven area is located in the Northwest Shelby Planning District. This area is bordered by the Loosahatchie to the south, Robertson Road to the north, North Watkins to the east, and Eagle Lake Wildlife Preserve and Mississippi River on the west.

Whitehaven/Westwood

The Whitehaven Levi Planning District is bounded by Interstate highways 240/55 and the I.C.C RR and River Road on the North; the Tennessee state line on the South; Airways Boulevard on the East; and the I.C.C RR on the West.

Arlington Planning District

The Arlington Planning District is in the extreme northeast part of the county and adjoins Tipton and Fayette counties. This planning district is bounded by Highway 64 on the South; Germantown Parkway, Brunswick Road and Seaboard Systems RR on the West; and the Shelby County line to the north and east.

CBID

The CBID extends from the Tennessee State Line, on the west eastward along I-55 and Crump Boulevard to Danny Thomas, north on Danny Thomas to Linden, east on Linden to Watkins, north on Watkins to Poplar, west on Poplar to Danny Thomas, north on Danny Thomas to the Wolf River and west along the Wolf River to the Tennessee State Line.

Neighborhood Revitalization Target Areas identified by City of Memphis Division of Housing and Community Development/Memphis Housing Authority.

The Office of Planning and Development is working with the Division of Housing and Community Development (HCD)/Memphis Housing Authority (MHA) to include the neighborhood revitalization work that HCD is developing to stabilize communities in distress. This effort is in coordination with nonprofit organizations and public and private sector entities. The locations of the neighborhood revitalization projects, strategies and initiatives related to revitalization efforts are illustrated on the adjacent map. Census tract boundaries and existing community parks are included in the map information to provide local reference. The neighborhood Redevelopment areas have been identified as follows:

LeMoyne Gardens/LeMoyne-Owen College
Lauderdale Courts/Hurt Village/Greenlaw
North Memphis/Oates Manor/Firestone/Manassas/New Chicago
Whitehaven

Frayser
Binghampton
Raleigh
Midtown
Orange Mound
Foote Homes/Cleaborn Homes
Bicentennial Neighborhood
Riverview/Kansas
Chelsea/Hollywood/Hyde Park
Chelsea/Warford/Douglas
Fowler/McLernore/Third/Barton
Southside/Mallory Heights/Pine Hills
Caldwell School/Chelsea/Bickford
Vollintine-Evergreen/Klondyke
Glenview/Lamar/Rozelle
Southwest Memphis/Boxtown
Jackson/Macon/National
Dixie Homes/Manassas/Poplar/Delmar
Jefferson/Borda
Hawkins Mill/St. Elmo
Simmons/Knight-Arnold

Item No: 24

Sponsored by: MALONE

Prepared by: Wanda Martin

Moved by: CHISM

Approved by: _____

A JOINT RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF SHELBY COUNTY, TENNESSEE, AND COUNCIL OF THE CITY OF MEMPHIS AMENDING THE MEMPHIS AND SHELBY COUNTY COMMUNITY REDEVELOPMENT AGENCY (CRA) STRATEGIC PLAN/CRA WORKABLE PROGRAM

WHEREAS, In accordance with Tennessee Code Annotated, Chapter 987, "The Community Redevelopment Act of 1998", it is necessary to first determine that an area is slum or blighted before undertaking community redevelopment activities; and

WHEREAS, The legislative bodies of the Shelby County and the City of Memphis have found that a community redevelopment agency to function in Memphis and Shelby County is necessary to carry out the community redevelopment purposes of Chapter 987 of Tennessee Code Annotated; and

WHEREAS, The rehabilitation, conservation, or redevelopment, or combination thereof of the slum and blighted areas within the City of Memphis and the entire County of Shelby, including, if appropriate, the development of housing which residents of low and moderate income, including the elderly, can afford, is necessary in the public interest of the public health, safety, morals, or welfare of the residents of this City and County; and

WHEREAS, The Community Redevelopment Agency, also referred to as the CRA by and through the Shelby County Government and the City of Memphis, has examined the areas proposed for inclusion in the community redevelopment project area and determined that, pursuant to Tennessee Code Annotated, Chapter 987, "The Community Redevelopment Act of 1998", there is more than one slum/blighted area with buildings or improvements which, by reason of dilapidated conditions are detrimental to the safety, health, morals, or welfare of the community and that such conditions should be eliminated in the public interest and the members of the Memphis and Shelby County Community Redevelopment Agency Board have been apprised and are aware of these conditions; and

WHEREAS, A plan has been prepared for the Community Redevelopment Agency Workable Program and said plan covers the community redevelopment area which is further described as all of the incorporated municipalities and the unincorporated areas of the county; and

WHEREAS, The plan studied the land uses, public facilities, landmarks, special neighborhood features, design characteristics, circulation of vehicles and pedestrians, and established recommendations regarding the character of the neighborhoods and other matters pertaining to the public safety and general welfare; and

WHEREAS, The Strategic Plan: CRA Workable Program for the Community Redevelopment Agency was completed by the Office of Planning and Development with assistance from consultants, reviewed and found it to be consistent with applicable local and state policies and approved by the Board of County Commissioners of Shelby County, Tennessee, and the Council of the City of Memphis in March 2001; and

- Downtown Core/Fourth and Union (Exhibit F)
- Soulsville USA (Exhibit G)
- Frayser/Davy Crockett (Exhibit H); and

WHEREAS, The Board of County Commissioners of Shelby County and the Council of the City of Memphis have been provided information, made aware of and apprised of the need to delineate additional slum/blighted areas with buildings or improvements which, by reason of dilapidated conditions are detrimental to the safety, health, morals, or welfare of the community and that such conditions should be eliminated in the public interest; and

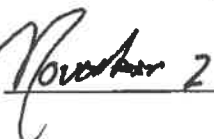
WHEREAS, The Board of County Commissioners of Shelby County and the Council of the City of Memphis have held a public hearing on the findings of the plan amendments and determined that the plan amendments meets the objectives, standards and criteria as part of a workable program for a community redevelopment agency, and said plan amendments are consistent with the public interests.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF SHELBY COUNTY, TENNESSEE, AND THE COUNCIL OF THE CITY OF MEMPHIS, That the Community Redevelopment Agency Workable Program as amended is adopted as a guide for future development and redevelopment of slum and blighted areas in the City of Memphis and Shelby County.

BE IT FURTHER RESOLVED, That annual financial statements, including balance sheets and detailed income and expense statements, will be provided by the developer to the CRA Board.




A C Wharton, Jr., County Mayor

Date:  26 2007

ATTEST:


Clerk of County Commission

ADOPTED: November 5, 2007

**CRA Workable Program
(amended)**

RESOLUTION

A JOINT RESOLUTION OF THE CITY OF MEMPHIS AND COUNTY OF SHELBY, TENNESSEE

AMENDING THE MEMPHIS AND SHELBY COUNTY COMMUNITY REDEVELOPMENT AGENCY (CRA) STRATEGIC PLAN/CRA WORKABLE PROGRAM TO CONFORM TO THE CITY'S COMPREHENSIVE PLAN AND TO INCLUDE THE SOUTH MEMPHIS / SOULSVILLE AREA

WHEREAS, in accordance with Tennessee Code Annotated, Chapter 987, "The Community Redevelopment Act of 1998", it is necessary to first determine that an area is slum or blighted before undertaking community redevelopment activities; and

WHEREAS, the legislative bodies of Shelby County, Tennessee (the "County") and the City of Memphis (the "City") have found that a community redevelopment agency to function in Memphis and Shelby County is necessary to carry out the community redevelopment purposes of Chapter 987 of Tennessee Code Annotated; and

WHEREAS, the rehabilitation, conservation, or redevelopment, or combination thereof of the slum and blighted areas within the City of Memphis and the entire County of Shelby, including, if appropriate, the development of housing which residents of low and moderate income, including the elderly, can afford, is necessary in the public interest of the public health, safety, morals, or welfare of the residents of this County and City; and

WHEREAS, the Community Redevelopment Agency, also referred to as the CRA by and through the Shelby County and City of Memphis Government, has examined the areas proposed for inclusion in the community redevelopment project area and determined that, pursuant to Tennessee Code Annotated, Chapter 987, "The

Community Redevelopment Act of 1998”, there is more than one slum/blighted area with buildings or improvements which, by reason of dilapidated conditions are detrimental to the safety, health, morals, or welfare of the community and that such conditions should be eliminated in the public interest and the members of the City of Memphis and Shelby County Community Redevelopment Agency Board have been apprised and are aware of these conditions; and

WHEREAS, a plan has been prepared for the Community Redevelopment Agency Workable Program and said plan covers the community redevelopment area which is further described as all of the incorporated municipalities and the unincorporated areas of the county; and

WHEREAS, the plan studied; the land uses, public facilities, landmarks, special neighborhood features, design characteristics, circulation of vehicles and pedestrians, and established recommendations regarding the character of the neighborhoods and other matters pertaining to the public safety and general welfare; and

WHEREAS, the Strategic Plan: CRA Workable Program for the Community Redevelopment Agency was completed by the Office of Planning and Development with assistance from consultants, reviewed and found it to be consistent with applicable local and state policies and approved by the Shelby County Board of Commissioners and Memphis City Council in March 2001, November 2007 December 2017, and September 2019; and

WHEREAS, The City of Memphis and Shelby County Community Redevelopment Agency Board has been provided information, made aware of and apprised of the need to revise the CRA Workable Program, pursuant to the City’s

Comprehensive Plan (Memphis 3.0), to include additional slum/blighted areas with buildings or improvements which, by reason of dilapidated conditions are detrimental to the safety, health, morals, or welfare of the community or areas in which there is a shortage of affordable housing and that such conditions should be eliminated in the public interest.

WHEREAS, the there is a need to further amend the Community Redevelopment Agency Workable Program to include the following area – South Memphis / Soulsville Area for future development and redevelopment and remediation of slum and blighted area in the City of Memphis and Shelby County.

WHEREAS, the Shelby County Board of Commissioners and the Council of the City of Memphis has been provided information, made aware of and apprised of the need to delineate additional slum/blighted areas with buildings or improvements which, by reason of dilapidated conditions are detrimental to the safety, health, morals, or welfare of the community and that such conditions should be eliminated in the public interest; and

WHEREAS, Shelby County Board of Commissioners and the Council of the City of Memphis have held a public hearing on the findings of the plan amendment and determined that the plan amendment meets the objectives, standards and criteria as part of a workable program for a community redevelopment agency, and said plan amendment is consistent with the public interests.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF
COMISSIONERS OF SHELBY COUNTY AND THE CITY COUNCIL OF**

MEMPHIS that the Community Redevelopment Agency Workable Program map is amended, replacing all redevelopment map areas within the City of Memphis and making them consistent with the land use areas designated in the City's Comprehensive Plan (Memphis 3.0) as "Anchors", and "Anchor Neighborhoods" provided that existing TIF districts are not removed from the Community Redevelopment Agency Workable Program. The revised Community Redevelopment Agency Workable Program map for future development and redevelopment and remediation of slum and blight in the City of Memphis and Shelby County is attached as **Exhibit A**. The Community Redevelopment Agency Workable Program as amended is adopted as a guide for future development and redevelopment of slum and blighted areas in Shelby County and the City of Memphis.

BE IT FURTHER RESOLVED, that the Community Redevelopment Agency Workable Program map is amended to include the South Memphis / Soulsville Redevelopment Area as identified in **Exhibit B**.

BE IT FURTHER RESOLVED, that annual financial statements, including balance sheets and detailed income and expense statements, will be provided by the CRA Board as developers and community organizations undertake projects within the South Memphis / Soulsville Redevelopment Area.

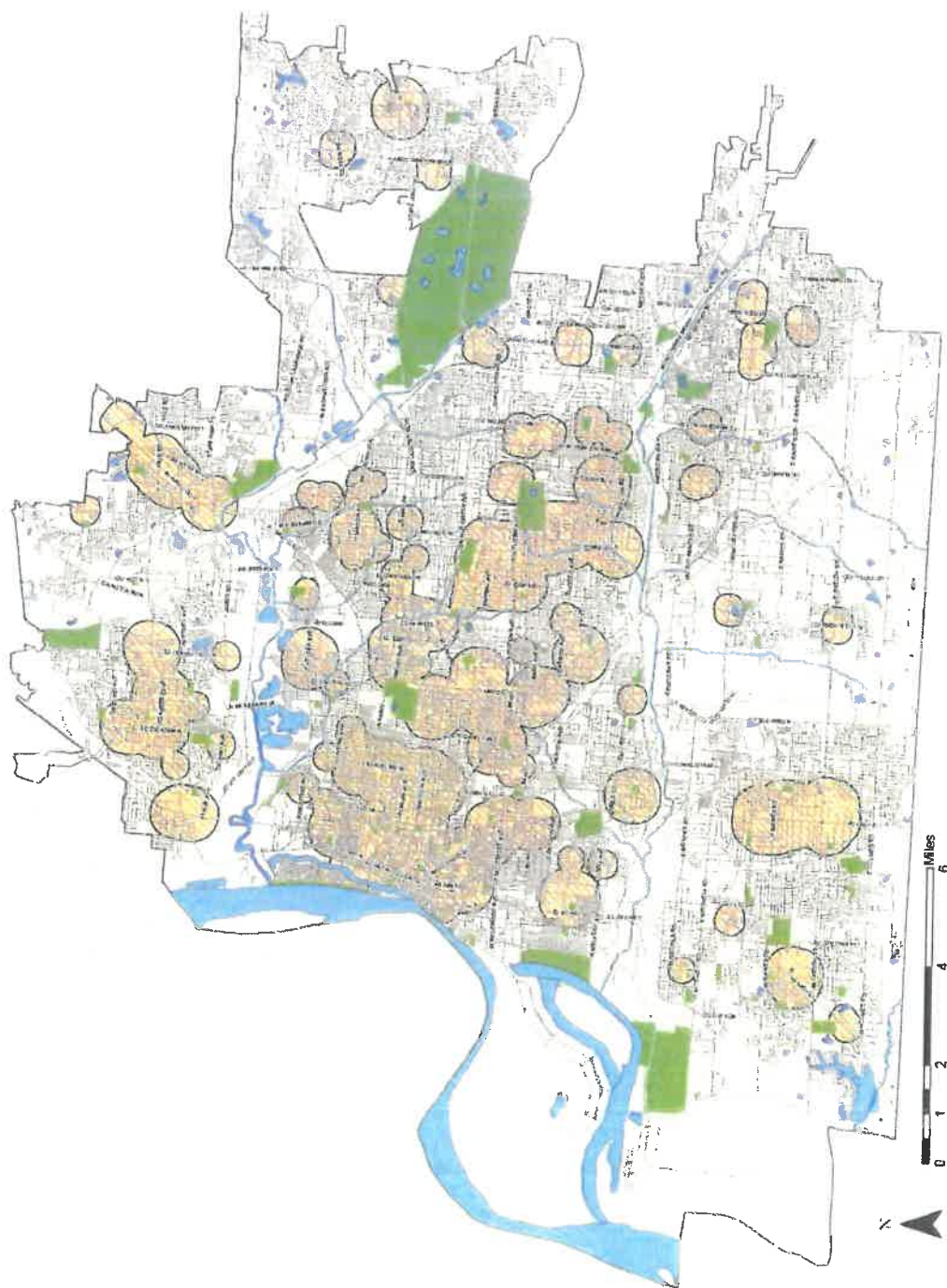
Co-Sponsors: Patricia Robinson

I hereby certify that the foregoing is a true copy and document was adopted, approved by the Council of the City of Memphis in regular session on

Date APR 05 2022

Valerie C. Sripes
Deputy Comptroller-Council Records

Exhibit A

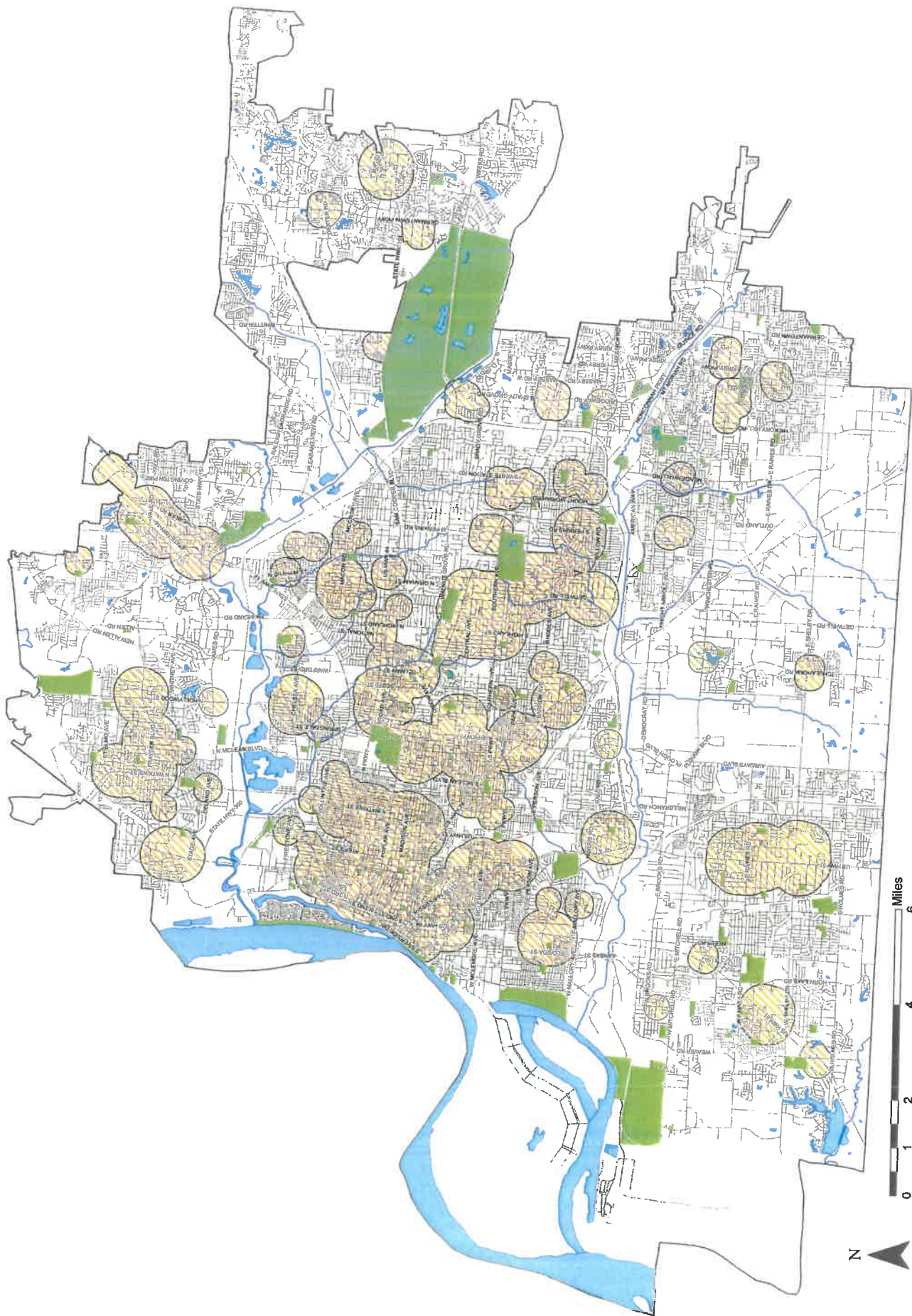


[illegible]

South Memphis/Soulsville Community Redevelopment Area
Memphis, TN

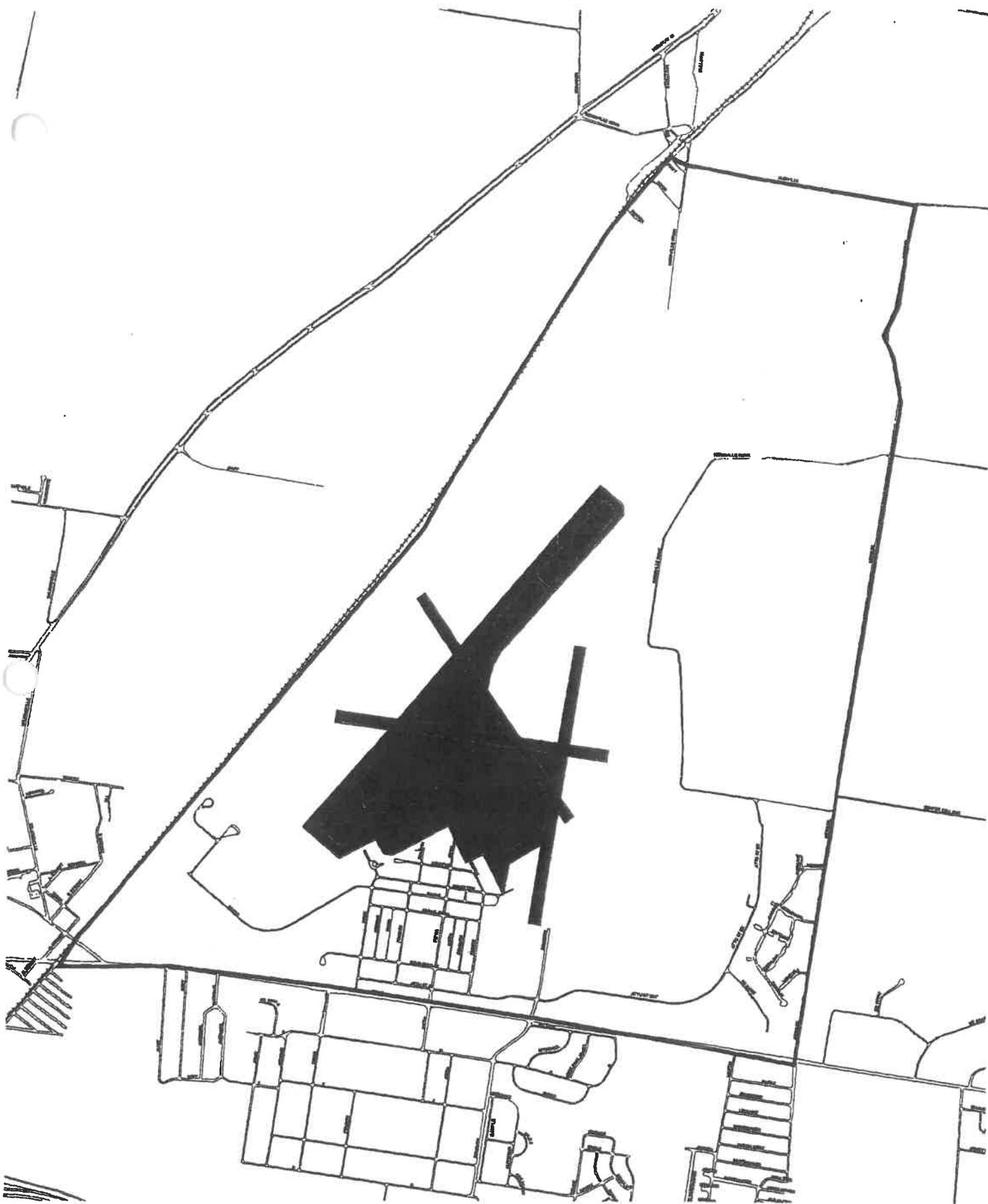


CRA Workable Program MAPS



0 1 2 4 6 Miles





Millington Redevelopment Area

Map Produced By: Memphis and Shelby County
Office of Planning and Development

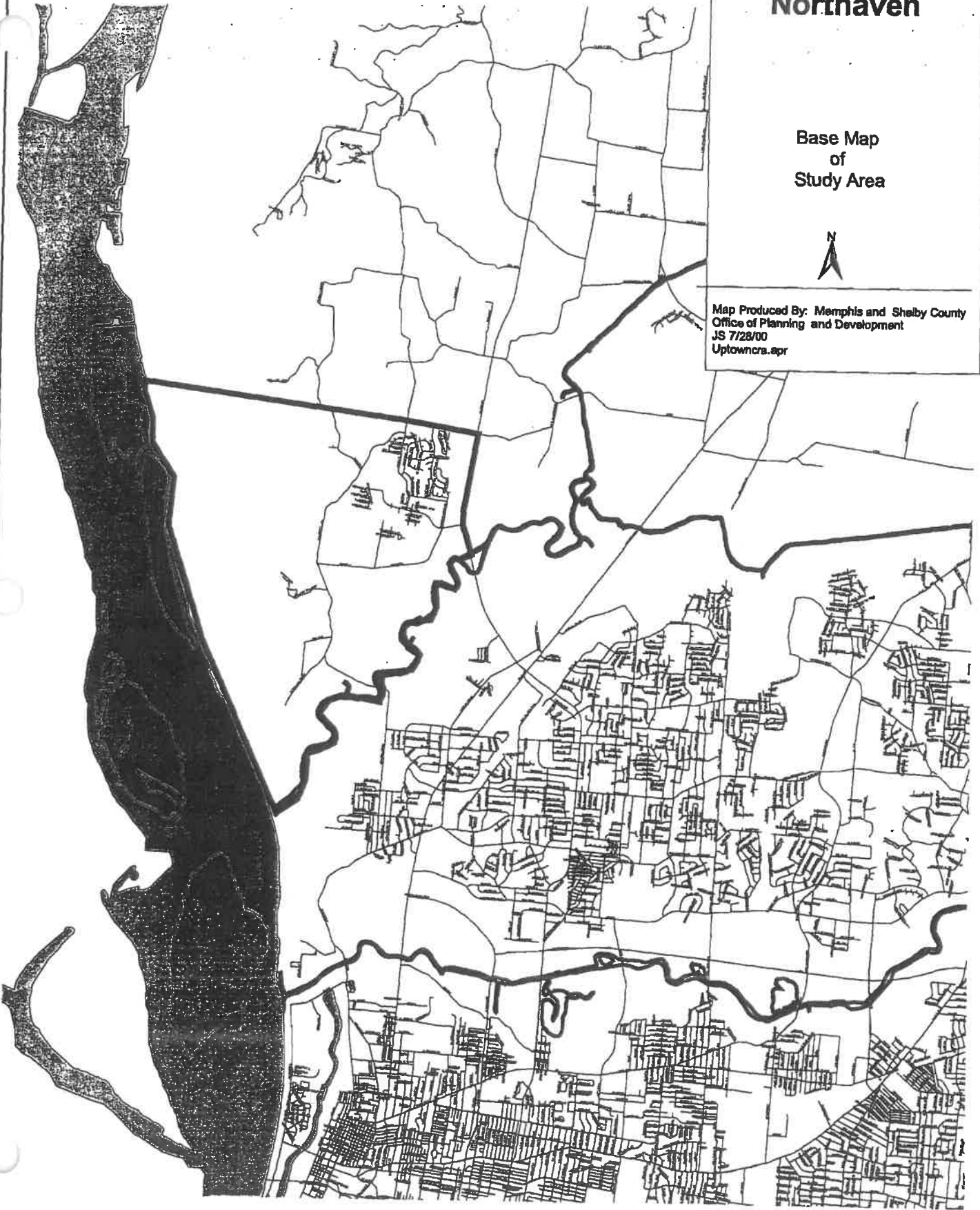
JS 3/8/00
Redevproj.apr

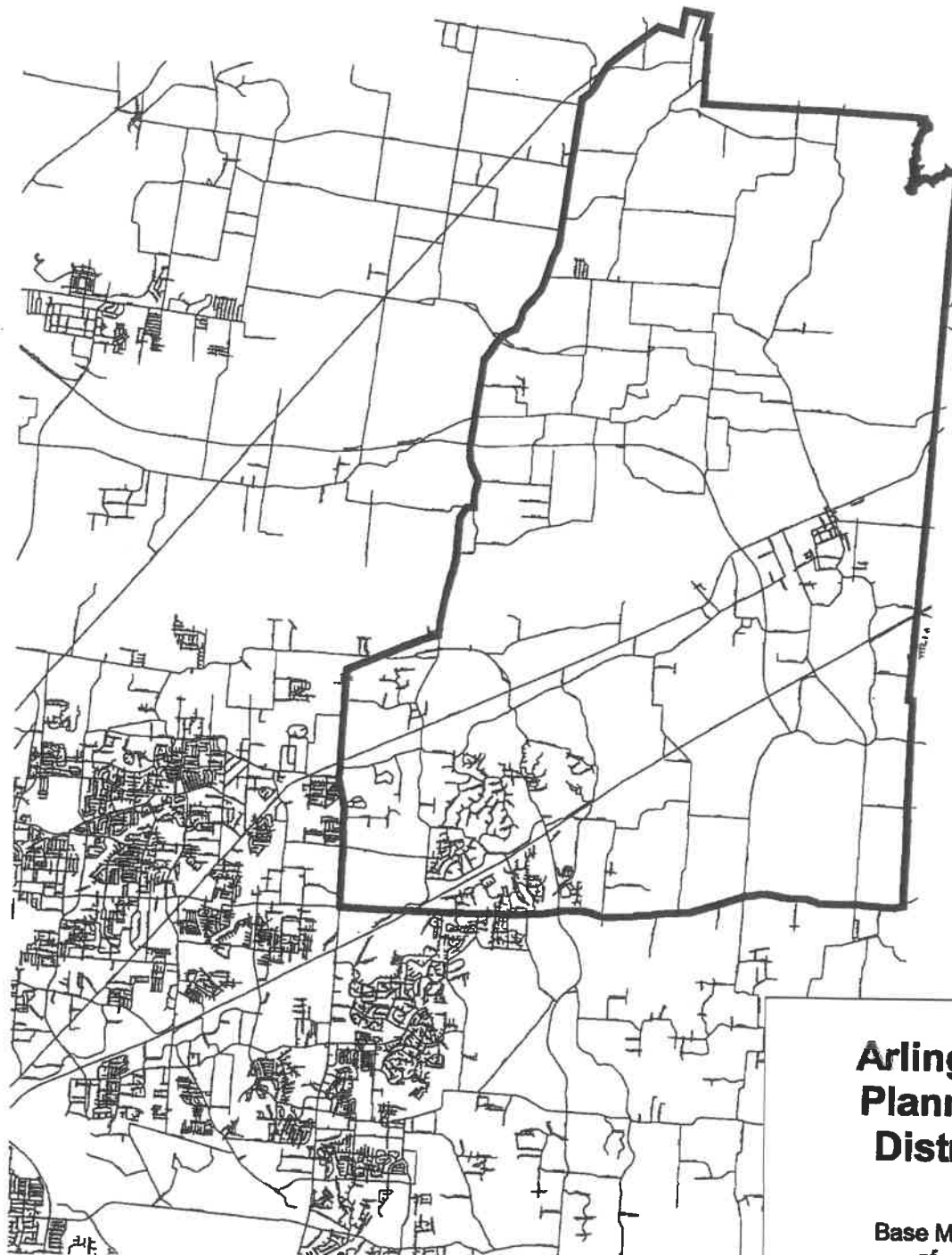
Northaven

Base Map
of
Study Area



Map Produced By: Memphis and Shelby County
Office of Planning and Development
JS 7/28/00
Uptowncra.apr





Arlington Planning District

Base Map
of
Study Area



Map Produced By: Memphis and Shelby County
Office of Planning and Development
JS 7/28/00
Uptownarea.apr

Redevelopment Project Areas

MHA / HCD PROJECT AREAS

Neighborhood Redevelopment/
SDZ Boundary

RANK NEIGHBORHOOD REDEVELOPMENT / SDZ

- 1 LeMoine Gardens / Lemoyne-Owen College
- 2 Lauderdale Courts / Hurt Village / Greenlaw
- 3 North Memphis / Oates Manor / Firestone
- 4 Whitehaven
- 5 Frayser
- 6 Binghampton
- 7 Raleigh
- 8 Midtown
- 9 Orange Mound
- 10 Foote Homes
- 11 Bicentennial Neighborhood
- 12 Riverview / Kansas
- 13 Chelsea / Hollywood / Hyde Park
- 14 Chelsea / Warford / Douglass
- 15 Fowler / McLeMORE / Third / Barton
- 16 Southside / Mallory Heights / Pine Hills
- 17 Caldwell School / Chelsea / Bickford
- 18 Vollintine-Evergreen / Klondyke
- 19 Glenview / Lamar / Rozelle
- 20 Southwest Memphis / Boxtown
- 21 Jackson / Macon / National
- 22 Dixie Homes / Manassas / Poplar / Delmar
- 23 Jefferson / Borda
- 24 Hawkins Mill / St. Elmo
- 25 Simmons / Knight-Arnold

CRA PROJECT AREAS

- Chelise Avenue
- Uptown
- Bicentennial Neighborhood
- LeMoine Gardens/Hope VI
- Jackson Avenue
- Mississippi Boulevard
- Florida Street
- Raleigh Springs
- Millington
- New Chicago
- South Memphis
- Orange Mound & Bethel Grove
- Park, Lamar & Airways
- Midtown / Overton Square
- Southeast Industrial Corridor
- Frayser Planning District
- Northgate Shopping Center
- Northaven
- Whitehaven / Westwood
- Arlington
- C810

