



**VICTORIAN
VILLAGE INC.**
A Community Development Corporation

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Board

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Patrick and Gina Neely
Bill Nixon
A. J. Northrop
Clint Sidle
Jennifer Tucker

Executive Director

Scott W. Blake

Staff

Monty Shane
Nora Tucker

Director Emeritus

L. Eldridge Wright

**Grant Request to Shelby County Government
RPF #13-005-84
Greenprint Sub-Planning Awards for Shelby County, TN
and Surrounding Areas**

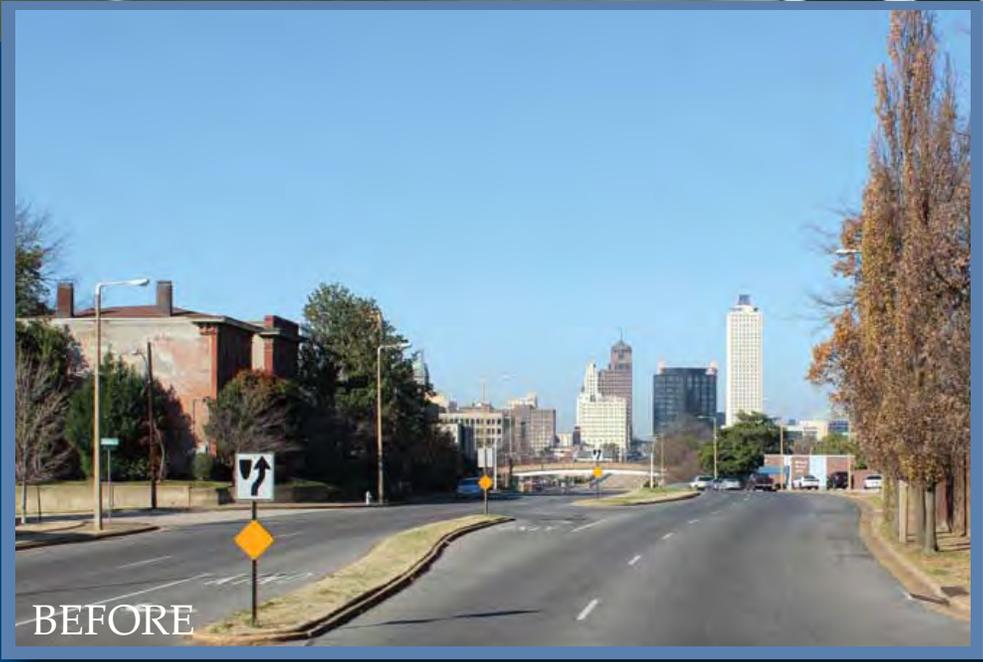
Project Name: **Jefferson Avenue Parkway Project**

**This letter is to serve as the Notice of Intent to submit the
Jefferson Avenue Parkway Project for a Greenprint Planning
Grant.**

Organization Information

Victorian Village Inc. Community Development Corporation
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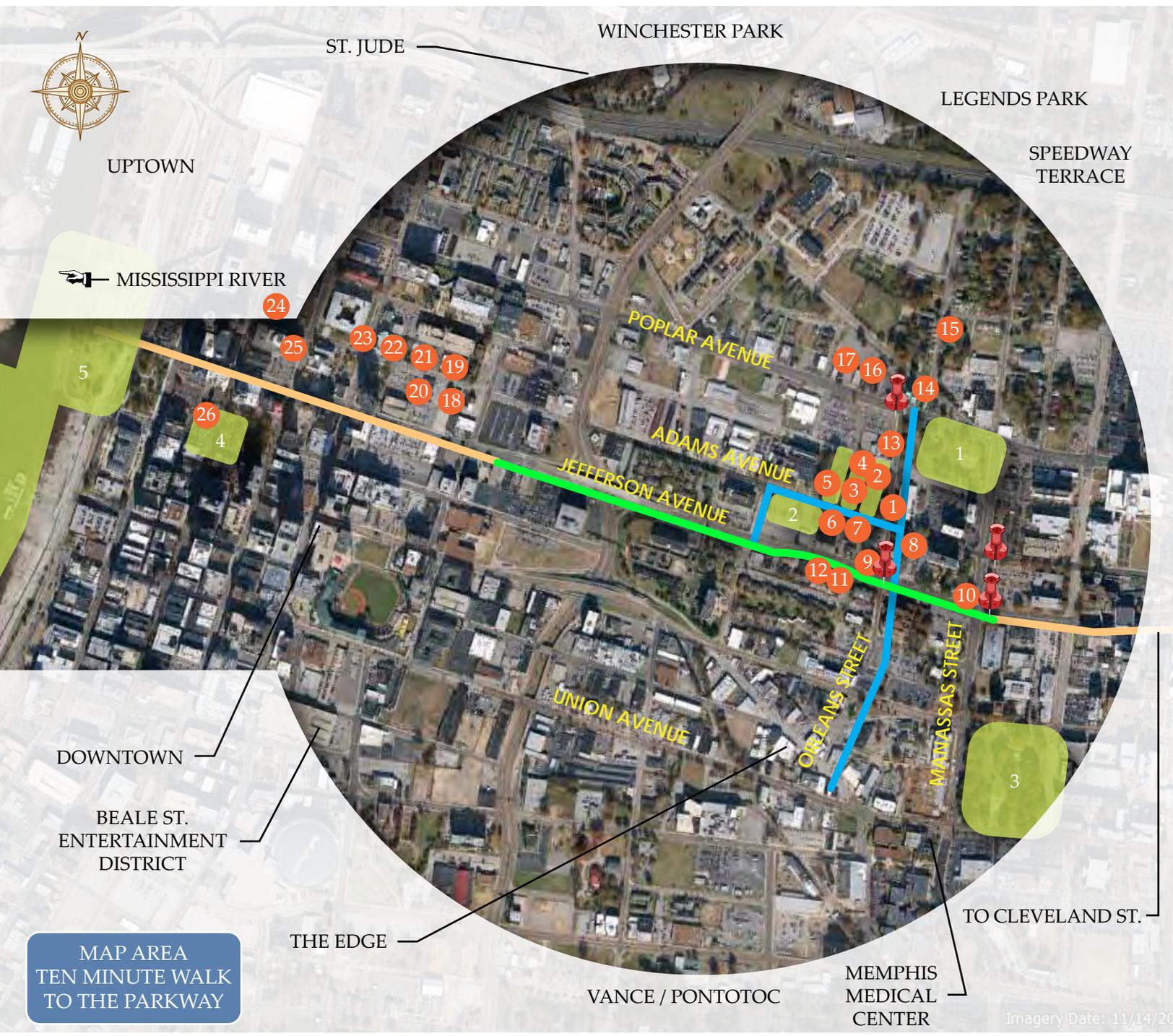
Contact: Scott W. Blake, Executive Director
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BEFORE

JEFFERSON AVENUE PARKWAY CONCEPTUAL RENDERING

THE JEFFERSON AVENUE PARKWAY PROJECT



- JEFFERSON PARKWAY SCOPE
- ORLEANS & ADAMS AVE. HERITAGE TRAIL
- CITY PLANNED IMPROVEMENTS

 HISTORIC DISTRICT GATEWAY LOCATIONS

- MEMPHIS CITY PARKS
- 1. MORRIS PARK
- 2. VICTORIAN VILLAGE PARK
- 3. CIVIL WAR PARK
- 4. COURT SQUARE PARK
- 5. PROMENADE PARK

NATIONAL REGISTER OF HISTORIC PLACES

- | | | |
|----------------------------------|-----------------------------|-----------------------------|
| ① Goyer-Lee House | ⑨ Wright Carriage House | ⑳ First James Lee House |
| ② Woodruff-Fontiane House Museum | ⑩ Lowenstein House | ㉑ Mette House |
| ⑤ Mallory-Neely House | ⑬ Collins Chapel CME Church | ㉒ St. Peter Catholic Church |
| ⑥ Eldrige Wright House | ⑭ St. Mary's Cathedral | ㉓ Calvary Episcopal Church |
| ⑦ Mollie Fontiane Taylor House | ⑮ Bradford-Maydwell House | ㉔ Court Square Park |
| ⑧ Pillow McIntyre House | ⑰ John S. Toof House | |

Imagery Date: 11/14/20

The Jefferson Ave Parkway Project

Submitted August 9, 2013

RFP # 13-005-84

Project Description:

The Victorian Village Inc Community Development Corporation (VVI) seeks a Greenprint Grant to create a conceptual design package for the Jefferson Avenue Parkway Project. This greenspace planning project will connect Downtown Memphis' Mississippi River Park System to the juncture of three bike corridors in Crosstown Memphis via the Medical Center. The Jefferson Avenue Parkway Project will rejoin an underserved population to two urban centers by promoting neighborhood-based economic development, as well as health and wellness, through an alternative transportation corridor. This grant will fund the conceptual design package for the Jefferson Parkway that will begin at the Medical Center at Dunlap and join new bike lanes planned as part of the Main Street to Main Street project, as well as the concept for a heritage trail that intersects Jefferson on Orleans Street, running north/south from Poplar Ave. to Madison Ave.

It is critical to create the Jefferson Ave. Parkway based on community input for the design of those improvements. The goal of the grant is to create a community-based plan and marketing tools to educate city leaders, private funders and local residents on the layered implications of the Jefferson Avenue Parkway Project.

Funding from the Greenprint Grant will leverage pending funding to create a holistic vision for Jefferson Avenue. The City of Memphis is planning to invest more than \$3.8 million of City and Federal funds during the next three-year period for capital improvements to Jefferson Avenue from Front Street to Cleveland Street. Federal Funds are virtually secured for 80% of the implementation portion of the work; however the City must provide the 20% match (approximately \$800,000) in the 2015 CIP budget. Additionally, awarding the Greenprint Grant to the Victorian Village neighborhood will reinvigorate stalled planning efforts for the redesign of the neighborhood's Morris Park. Private partners, who include Le Bonheur Children's Hospital, The Urban Child Institute, St. Mary's Episcopal Cathedral and VVI, have matched the \$80,000 in design fees. There is \$800,000 available in the 2015 CIP Projected budget for the Morris Park Redesign.

The Project will help position the Victorian Village neighborhood's unique assets as a tool for economic development. Deliverables from the Project will be used to visualize connections between people and the built environment using a green infrastructure. The Jefferson Avenue Parkway Project will focus on sustainability, green space development, and neighborhood planning. The two components of the Project are The Jefferson Avenue Parkway and 19th Century Memphis cultural heritage trail.

- 1. The Jefferson Avenue Parkway** will encourage bicycling and walking, providing a strong identity for the neighborhood and the city. This proposal aligns with the current

development pattern in Memphis: a strong bicycle infrastructure, pedestrian-friendly streets, and overall community connectivity. As “America’s Most Improved Bike City” in 2012, Jefferson Ave. builds on the success of the Shelby Farms Greenline, miles of new city bike lanes, and ongoing ventures such as the Overton-Broad Connector and Harahan Bridge Project. Anchored by existing bike lanes in Midtown and Downtown, the improvements on Jefferson Avenue will link these communities. The planning of the Jefferson Parkway will also examine landscaping and cultural options for traffic-calming measures for the safety of bicyclists and pedestrians. An emphasis will be placed on transit over Danny Thomas Boulevard and secondary and tertiary connections with an emphasis on Orleans Street. Design considerations will include reducing traffic to one lane of vehicle travel in each direction, colored bike lanes that mimic those found in major cultural cities, and landscaped bicycle medians.

2. **19th Century Memphis Cultural Heritage Trail** is a component part of the Parkway Project. It will create destinations resulting from the strong green infrastructure of The Jefferson Avenue Parkway. The Trail will link Jefferson, Orleans Street and Adams Ave. using our neighborhood’s 24 National Register of Historic Places sites with Morris Park, Victorian Village Park, and the Civil War Park. The trail will protect the history of the neighborhood while allowing for change and reinvention. The Cultural Heritage Trail will create a vision to physically connect the National Historic Properties, located within a four-block radius of the Jefferson Ave. Parkway Project, as well as other cultural assets. An emphasis will be placed on Orleans Street to connect visitors from the Madison Avenue trolley stop to the historic center of the Victorian Village neighborhood. Design considerations will include wayfinding elements to guide local and regional tourists through the neighborhood. Wayfinding elements may include gateway projects at major intersections of Orleans Street, pedestrian-level lighting improvements along the streets and park to address perceptions of safety, signage, urban landscaping elements and a multi-platform tourist guide. The goals are to enhance the tourism experience, cultivate the visual richness of the neighborhood, and encourage private residential and commercial infill developments. Programming elements will be based on community input, with an emphasis on health and wellness, to ensure active engagement. Design considerations will include amenities for patients and visitors of the Medical Center, as well as bicycle tourism. Patients and visitors of the Medical District, for example, will experience better pedestrian access, and landscaped seating arrangements. Regional and local bicyclists will have access to bicycle racks, lockers, and self-service repair stations.

The Jefferson Ave Parkway Project is inspired by ongoing projects in Victorian Village. Current and recent efforts by VVI interpret and protect the cultural heritage of the neighborhood.

- VVI addressed safety concerns of the neighborhood’s Morris Park by contributing design input to the Park’s ongoing capital improvements.
- VVI supported the successful adaptive re-use plans for the historic James Lee House as a bed and breakfast to spur economic development.

- VVI believes in the importance of cultural heritage and was actively involved in the re-opening of the Mallory-Neely House Museum.
- VVI encouraged the re-paving of Adams Ave. to include shared bike lanes.
- VVI researched the value of wayfinding signage for primary and secondary entries to Victorian Village.
- VVI developed a trip-planning guide for heritage tourists known as the OriginalMemphis.org Web Site.

The Jefferson Ave Parkway Project aligns with VVI’s Strategic Plan. The 2013 VVI Strategic Plan, currently in the final stage of discernment by the Board of Directors, is scheduled for adoption by the board at the 2013 September meeting. It is based on input from the Strategic Plan Stakeholder Analysis and written by the VVI board, staff and consultants. The pending strategic plan includes three primary goals. The Jefferson Avenue Parkway Project will directly address these goals.

Victorian Village Inc. exists to create a community that is Safe, Vibrant and Growing

Goal #1 Building a Safe Community

Eight action steps, four apply to this Project

- a. Activate the street line with a 24-hour presence
- b. Keep trees and underbrush clear for better sightlines
- c. Address the homeless population’s needs. Coordinate services from area providers including churches and those groups providing monthly aid in Morris Park.
- d. Improve street and pedestrian level lighting and surveillance systems

Goal #2 Creating a Vibrant Community

Nine action steps, five apply to this project

- a. Be the leader in creating new pedestrian and bike corridors like the Jefferson Ave. Parkway
- b. Be the leader in the redevelopment and programming of the existing park system
- c. Create an environment of health and wellness through alternative transportation that will spur infill residential development
- d. Promote our unique Mid-South cultural heritage architectural assets
- e. Anticipate and plan for increased local and regional tourist bike traffic. Provide amenity planning.

Goal #3 Creating a Growing Community

Five action steps, three apply to this Project

- a. Conceive infill development projects for residential and commercial uses
- b. Find linkages to circulation, green spaces, heritage sites and major urban centers
- c. Design and Install monumental “Gateways” and wayfinding signage

Work Plan

The design and implementation of the Jefferson Avenue Parkway Project is based on the Participatory Action Research (PAR) model. Broadly defined, PAR is a research method that investigates social problems in a community. More importantly, PAR aims at producing both short and long term solutions to a particular problem. Rather than a top-down initiative, PAR involves those that are most concerned and establishes realistic goals and expectations. PAR also requires self-reflection of all those involved in order to make adjustments. It is an explicit methodology in that all steps must be documented in order for repetition. PAR is practical, owns its findings, is a collaborative process, fosters equality, values community assets, makes connections, builds community capacity and balances research methods.

Based on the seven steps of PAR, the Project will adhere to the following work plan:

Step 1 – Partnering and Planning

The Victorian Village Inc. CDC has a track record of bringing communities together. Throughout the project, VVI will identify key stakeholders in the community to ensure ownership and pride in the Project. The goal is for stakeholders to sustain the efforts of the Project, as well as future phases. All community partners will be given the opportunity to submit recommendations and idea via these sites. Throughout Step 1, the Project Team will define the overall responsibilities and develop a more detailed timeline.

Deliverables:

1.1 Website – Victorian Village Inc CDC will host a web page to document the process and maintain transparency of the Project Team’s actions. The web page is accessible through VVI’s existing websites: www.victorianvillageinc.org and www.originalmemphis.org

1.2 Strategic Connections Documents – Stakeholders will receive email and Constant Contact notifications containing contact information, responsibilities and timeline.

Step 2 – Conducting Research

The Project Team will hire a local engineering firm to conduct a survey of the study area that provides accurate dimensions of the existing infrastructure, while the Project Team will map assets and liabilities. The Team has already communicated with Memphis City’s Bike and Pedestrian Coordinator, Kyle Wagenschutz, as well as the Downtown Memphis Commission to ensure the information collected will be of use to the city’s future plans. Scott Blake, the executive director of VVI, is an active board member of the Memphis Medical Center and reports on community activities at the regular meetings.

Deliverables:

2.1 Base Maps – The Base Maps will combine the survey of the study area with the assets and liabilities to be used during public participation meetings.

2.2 Preliminary Inventory Document – A photo guide will document the neighborhood assets and liabilities.

2.3 Social Media – the Project Team’s efforts will be documented on the Project Webpage

Step 3 – Public Participation

VVI has conducted stakeholder meetings during the prior four months to identify strengths and weaknesses in order to influence VVI's Strategic Plan. Building on this initiative, the Project Team will continue gathering qualitative data from stakeholders, including property and business owners, about particular needs they have for the public street, such as weekly delivery of goods or handicap access.

The Project Team will also coordinate interviews and focus groups to influence the design of the Jefferson Avenue Parkway Project. Three public meetings will address each of the Project components: The Jefferson Avenue Urban Park Corridor, The Jefferson Avenue and Orleans Health and Wellness Trail, and the Original Memphis Cultural Heritage Package.

If stakeholders are unable to attend the public meetings, a link on the Project Webpage will be available for online surveys. The goal is to improve the community decision-making process. Carolyn Swanson, our part-time staff member, acts as the neighborhood Ambassador and distributes flyers door-to-door to reach our low income neighbors without Internet access. VVI also has strong ties to the local churches and gives periodic updates to the congregations.

Deliverables:

3.1 Results of Public Input Meetings – the data gathered will be compiled and made available to the public in digital and hard copy formats. An executive summary of results will be posted on the Project Webpage.

3.2 Results of Online Survey – the data gathered will be compiled and made available to the public in digital and hard copy formats. An executive summary of results will be posted on the Project Webpage.

Step 4 – Analysis

The Project Team will combine the data gathered through public input with the existing conditions of the study area. A visualization package will be created based on the survey of existing conditions and land uses. This objective process will create a visualization package of connections to green spaces and identify ways to overcome obstacles to connectivity.

Deliverables

4.1 The Jefferson Avenue Parkway Project – an 11" x 17" illustrated first draft.

4.2 Public Education Package – 30" x 42" posters that summarize the three key components of the first draft to use as education tools for the public on the overall vision of the Project.

Step 5 - Sharing the Findings

The Public Education Package will be used as a tool to explain the overall vision of the Project. Stakeholders will be able to comment on the first draft of the Jefferson Avenue Parkway Project.

Deliverables:

6.1 Marketing Package – An identity will be established for the Project based on public input.

6.2 Results of Public Meetings – the data gathered will be compiled to influence the final draft of the Project.

Step 6 - Taking Action

VVI will host a public event to display the final draft of the Jefferson Ave Parkway Project, as well as defining the next steps to move the Project forward.

Deliverables:

6.1 The Jefferson Ave Parkway Project – final illustrated draft of the document and visuals for public presentations.

6.2 Action Plan – the next steps for the Project

Timeline

A nine-month timeline is proposed for this Project. In addition to the Work Plan, VVI will log reports on the Greenprint Basecamp site.

Start Date: November 1, 2013

End Date: August 1, 2014

Step 1 Partnering and Planning: November

- Two (2) Partner Meetings and weekly email updates

Step 2 Conducting Research: December – February

- Weekly documentation of existing conditions by the Project Team

Step 3 Public Participation: February- April

- Three (3) Public Meetings – one per month to align with online surveys
- Stakeholder interviews (Maximum of 15)
- Weekly updates to Project Webpage or Social Media pages
- Two (2) Partner Meetings

Step 4 Analysis: April-June

- Two (3) Partner Meetings and weekly email updates

Step 5 Sharing the Findings: June-July

- Three (3) Public Meetings – one per month

Step 6 Taking Action: August

- One (1) Partner Meeting
- One (1) Public Meeting

Summary of Project Approach to address priority-funding categories:

Green Space Planning: The Jefferson Ave Parkway involves a participatory planning process to create linkages between new green/open spaces, neighborhoods, employment, and heritage assets for the purpose of alternative transportation, recreation, environmental protection, and healthy living.

Neighborhood Planning: This is a neighborhood-scale planning project that involves land use planning, housing re-development opportunities, linkage of the Downtown and Medical Center commercial centers, economic development along the Jefferson Parkway and historic Adams Ave., as well as circulation planning centered on cultural heritage sites.

Summary of Project Approach to address Greenprint goals and objectives:

The goals for the Jefferson Avenue Parkway Project align with the goals for the Mid-South Regional Greenprint.

- a. Connect where people live to the natural environment, employment, goods and services, and recreational activities. The physical distance between the unemployed and underserved to the medical jobs centers is short, but there is also a perceived gap between the Medical Center and residents of Winchester Park and Victorian Village that could be closed by the partnering of these diverse groups in a single greenway planning exercise. The collateral benefit of a true community-based planning project is that different kinds of people begin working toward a common cause and find commonalities among themselves.
- b. Provide alternative transportation routes for pedestrians and bicyclists to connect people and low income neighborhoods to job centers, bus routes, and needed goods and services. Design options for the Jefferson Ave. Parkway may include the elimination of the access ramps from the Jefferson Bridge to Danny Thomas. This radical thinking does show a real commitment to alternative forms of transportation, and would make walking and biking the first priority for the Parkway.
- c. Support the design and implementation of pedestrian-friendly communities that can reduce vehicular traffic and improve personal health and well-being. By reducing the automobile traffic to one lane and adding the landscaped median and bulb-outs, the traffic calming effect will be significant. This will create a safe, quiet and verdant corridor that welcomes non-fuel transportation uses. Short north/south access points from high density residential areas will assure a high level of use. Consider the other east-west corridors that could be considered for the pedestrian/bike connector. Poplar and Union Avenues have very heavy vehicular use. Washington and Adams require a dangerous crossing at Danny Thomas with limited sightline due to the curvature of the roadbed and the high speed of travel. Madison Ave has the trolley and tracks that eat bicycle wheels. Jefferson Ave. is the clear choice to be the central element in this pedestrian friendly neighborhood.
- d. Reduce public and private sector energy consumption See "c" above
- e. Identify areas most appropriate for new communities. This neighborhood is a mix of various housing types. Over 50% of the land is vacant, abandoned or underused by the city and county. Over 15% of the freestanding rental houses in Winchester Park are abandoned and should be demolished. What is now blight should be seen as an opportunity for new residential infill. The Parkway should spur new development based on new demand generated by the green space amenity.
- f. Enhance the economic vitality and quality of life of the overall community as a place to live, work and play in order to promote population and employment growth. Making

these green connections based on our unique heritage assets will create added vitality with an increase in tourism and economic growth.

As previously defined in the Work Plan, the final completed draft of the Project is directly influenced by community participation based on the Participatory Action Research (PAR) model. PAR will be used to engage a variety of stakeholders to ensure equitable participation, ownership of the project, and the capacity for long-term participation. The Project will form strategic physical connections using a green infrastructure in order to create social and economic connections for an underserved population.

NEED FOR THE PROJECT:

The need for the project has emerged from focus group meetings over the last nine months with several key players including the Bike and Pedestrian Coordinator Kyle Wagenschutz, the VVI Board’s Parks and Streetscapes Committee chaired by Steve Auterman, neighborhood residents’ meetings, The Memphis Greenprint Consortium, Memphis City Councilman Lee Harris, the Downtown Memphis Commission, The Urban Child Institute, and Ritchie Smith Associates.

1. Landscaping and green improvements are often regarded as a luxury item for property owners, The Project offers opportunity to provide these items to an underserved population. *Board of Directors annual retreat January 2013*
2. Perception of greenspace/Safety *October 2012 community meeting at WF Museum*
3. Positive gains in productivity, healing rates, enhanced learning comprehension through greenspace *The Urban Child Instituted, Dr. Hank Herrod*
4. Alternative transportation routes to connect low-income neighborhoods to job center, buses, goods, services *Greenprint Consortium meeting*
5. Protect the cultural heritage landscape *Original Memphis Committee January 2013*
6. Connect people to natural environment, good and services, and to other communities *VVI Strategic Planning Committee, August 1, 2013*

Population Served:

The immediate populations that will benefit from the Jefferson Avenue Parkway Project include community members from the neighborhoods of Winchester Park, Legends Park, Victorian Village, the Edge, the Memphis Medical Center, Downtown and Midtown. The broader population includes cultural heritage tourists, local and regional bicyclists, as well as all who use this linkage to the Main Street to Main Street and the Harahan Bridge project. The resident population served is calculated upon those that can walk to the Jefferson Avenue Parkway in ten minutes (about ½ mile). This area is bounded by Highway 40 to the north, Dunlap to the east, Union Ave. to the south, and Danny Thomas Blvd. to the west. This is a high-density residential and institutional area with a total population of 10,821. The neighborhood is 72% African-American, 22% white, and 6% other.

Economically depressed, over 52% of the households earn less than \$20,000 annually. Forty six percent do not have an automobile and use public transportation. Ninety six percent of the

residents live in rental housing with limited access to active green spaces. Source: *Mid-South Regional Greenprint Mapping Tool*.

Demonstrated Feasibility:

Scope of implementation, responsible parties, timeline, potential funding, fundraising needs.

1. Federal grant funding is virtually secured for 80% of the design development and construction document stage of the project and requires a 20% match in the FY 2014-15 city budget. There is another \$3,000,000 in federal funds for the construction of the project and will require a 20% match from local government and private sources. This conceptual design package with the plans and renderings to support the idea will be critical in the advocacy efforts for the Project. The scope of the city/federal bike lane project extends from Front Street to Cleveland Ave. and includes the repaving and bike line striping as part of the Jefferson Ave. Parkway planning. The larger project is being planned by the City of Memphis. Design Development is scheduled for winter of 2014 with construction starting in July of 2015.

Reference: 2014-2017 Transportation Enhancement Project. Jefferson Ave. Cycle Track.

2. We attach letters of support from our community planning partners: Downtown Memphis Commission, Le Bonheur Children's Hospital, and the Community Development Council.

Qualifications of Staff:

A note about the Community Development Corporation Staff: The CDC staff consists of professional planners, architect, graphic designer and project manager. This entire proposal package, including base plans and renderings were produced in-house by the non-profit's employees. VVI also has many years of experience working with the landscape architecture firm Ritchie Smith Associates.

Scott Blake, Executive Director, is a founding member of the VVI CDC, established in 2006, and a community activist for more than 15 years in the Victorian Village neighborhood. Scott is also a leading authority in the heritage tourism industry. His Master Planning projects include: the Elvis Presley Birthplace; Gateway to the Blues; RiverPark Museum in Tunica, and the new Blues Hall of Fame in Downtown Memphis. Scott oversees all projects from creative concepts to evaluation of results. Scott's local creative work can be seen at the Brooks Museum and Dixon Gallery and Gardens, The Fire Museum of Memphis and the National Civil Rights Museum. He lives and works on Jefferson Ave every day. Scott has been the executive producer for more than twenty film and TV documentary productions, and specializes in interpreting southern heritage to a worldwide audience. Typical of the new urban lifestyle we are promoting, he walks to church, work, and to the store, logging less than 3,000 automobile miles a year. BFA Washington University, Adjunct Professor of Art, University of Memphis

Allison Hennie, Registered Architect, Project Director, will oversee the participatory action
Victorian Village Inc CDC – Greenprint Sub-Planning Grant August 9, 2013

research component of the work plan, collecting and analyzing stakeholder data. She is also responsible for coordinating consultants and ensuring that the deliverables adhere to the timeline. Her previous work experience with the City of Memphis includes drafting a policy document for the Landmarks Commission based on community input. Bachelor of Architecture, Carnegie Mellon University. M.A. Urban Anthropology, University of Memphis. Graduate Certificate in Museum Studies, University of Memphis

Nora Tucker, Administrator, is responsible for coordinating all public meetings and forums. She is also responsible for the scheduling and budgets of all projects, and coordinates press releases and media contacts. Nora was formerly an account manager at Oden Marketing and Design, supporting client Projects for FedEx and International Paper that required tight scheduling and budget management. MS Library Science, UT Knoxville, Graduate Certificate in Museum Studies, University of Memphis

Monty Shane, Graphic Design and Social Media, is responsible for web content on two websites, and keeping the social media programs updated. He creates the layout and production of all graphic panels, labels, and signage. Monty is a professional photographer and documents public meetings and heritage resources. He is responsible for all Photoshop and Illustrator conceptual renderings. BFA University of Memphis

Qualifications of Consultants for the Creative Concept Plan

Ritchie Smith Associates, established in 1983, is involved in all aspects of planning, landscape architecture and urban design. They offer a full line of project services including master planning, site design, contract documents and construction administration. RSA is a Locally Owned Small Business (LOSB) in Shelby County.

Attached is a list of related projects and staff resumes from RSA. They have been the lead design group on tangential projects for the Memphis Medical Center (Poplar Ave and Dunlap) and Le Bonheur master plan that includes Dunlap St. Manassas, and Adams Ave.

Advancement of Parks and Parkways working group of Mid-South Regional Greenprint

Consortium: Pertinent Strategic Directions for Parks and Greenways.

The Jefferson Ave Parkway Project will be a realization of these strategies.

- a. A Connected System. The Parkway will connect Midtown Memphis to the Mississippi River via Jefferson Ave. and link eight parks and green spaces: Morris Park, Victorian Village Park, Civil War Park, Court Square, Promenade Park, the Mallory-Neely House, Memphis City Beautiful, and the Woodruff-Fontaine House Museum. Cultural heritage stories include the history of the Yellow Fever Epidemic centered at St. Mary's Episcopal Cathedral at Poplar and Orleans and they tell the history of the Mid-South. The Parkway will be the confluence of the four east/west bike paths including the Greenline, North Parkway, Madison Ave. and Linden Ave. It will link to the Main Street to Main Street/Harahan Bridge projects.

- b. Citizen Access. This project will address circulation and access from one of the most depressed and underserved communities in the Mid-South and serve to connect the two major urban hubs of the Medical Center and Downtown.
- c. Need. This Project will have a direct economic impact on the surrounding neighborhood. Urban Renewal-era housing units and undeveloped land along the Parkway would see increases in marketable activities based on the Parkway's amenities. New social networks and increased interactions would occur in this racially and economically integrated setting. A sense of "pride of place" would come from creating a vibrant urban landscape that celebrates our unique heritage of places and peoples.
- d. Leadership and Partners: VVI is a 501 (c)(3) non-profit, and has a proven record of coordinating institutional, business, and civic leaders. The Morris Park Partners Team includes Le Bonheur Children's Hospital, The Urban Child Institute, The Memphis Medical Center, St. Mary's Episcopal Cathedral, Collins Chapel CME church, Housing and Community Development, MHA, and the Department of Parks and Communities.
- e. Improving access to existing parks. Jefferson Ave is an underused corridor with strong, existing infrastructure including the new bridge that spans Danny Thomas Boulevard. Morris Park Renovations are in the Project Planning Stage and could be one of the ideal pilot projects. Public neighborhood meetings have revealed maintenance and safety issues to be the primary concerns of the community.
- f. Expand and Protect Green Assets The Parkway will provide connectivity to the Mississippi River, Overton Park, and bike trails and other regional hubs. It will connect people to jobs in downtown and the medical center, to fresh food markets like the Trolley Stop and Viet Ho. It will link residents to the Downtown Elementary School and the Science Academy.
- g. Enhance Access. By creating a safe, designated passage over busy Danny Thomas Blvd. it will enhance access for bike and pedestrians to downtown and provide transportation choices.
- h. Priorities. This Parkway project should be a priority because it will connect multiple neighborhoods including Winchester Park, Legend Park, Victorian Village, The Edge, Downtown hotel district, Uptown, and Speedway Terrace. It will join the Main Street to Main Street Project that connects Memphis with West Memphis and other municipalities. It will fulfill a great need and affect a great number of people.
- i. Access Points. The conceptual plan will identify multiple access points along the regional corridor for bike/walk/transit.
- j. Utilize existing Corridors. This project will use Jefferson Ave and Orleans Street existing curb lines and right-of-ways to complete connections to multiple destinations.

Project Budget next page

Jefferson Avenue Parkway Project

Project Budget

August 9, 2013

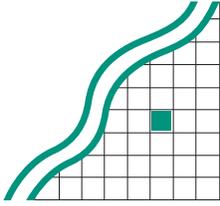
ITEM	FACTOR	COST	NOTES
Mobilization			
Executive Director	5 x \$80 hr.	\$400	
Project Director	8 x \$50	400	
Administration	7 x \$45	315	
Bookkeeping	5 x \$40	200	
Landscape architect consultant	3 x \$80, 3 x \$50	390	VVI staff cost
Partnering			
Stakeholder networking	10 x \$45	450	Administrator
Scope of responsibilities	5 x \$50	250	Project Director
Web site page creation x 2	15 x \$40	600	Graphic Designer/social media
Strategic, interactive comm.	8 x \$40	320	Graphic Designer/social media
Planning			
Community input plan, schedule	6 x \$45	270	
Short and long term goals	4 x \$50	200	
Discovery of existing mapping	10 x 50	500	
Kick-off meeting w/landscape arch.	3 x \$80, 3 x \$50	390	ED and Project Director
Resource document	20 - 5 pg doc.	150	
Infrastructure planning anyls.	10 x \$50	500	Project Director, Planner
Coordinate w/City Engineering	6 x \$50	300	
Greenprint reporting	4 x \$50	200	
Conducting Research			
Base maps, printing and mounting	4 x 30" x 48" \$250 ea.	1,000	
Existing traffic/pedestrian count	20 x \$45	900	
Circulation studies	25 x 50	1,250	
Current adjct. property values	10 x 45	450	
Current land use and zoning	6 x \$50	300	U of M and GIS
Social media tools-ongoing	6 x \$40	240	
PR and press releases	5 x \$45	225	
Existing parks usage	10 x \$45	450	
Underserved employment data	4 x \$50	200	

Jefferson Avenue Parkway Project

Project Budget

August 9, 2013

ITEM	FACTOR	COST	NOTES
Public Participation -Interviews and Focus groups			
Winchester Park-St. Mary's Episcopal Cathedral	2 x \$80, 2 x \$50	260	ED and Proj Director 2 hr. meetings
Collins Chapel CME Church	2 x \$80, 2 x \$50	260	
VVI heritage tourism group	2 x \$80, 2 x \$50	260	
Memphis Medical Center	2 x \$80, 2 x \$50	260	
Downtown Memphis Commission	2 x \$80, 2 x \$50	260	
Other downtown organizations	2 x \$80, 2 x \$50	260	
St. Jude Children's Hospital	2 x \$80, 2 x \$50	260	
The Edge Neighborhood	2 x \$80, 2 x \$50	260	
Greenprint/Greenways communication	2 x \$80, 2 x \$50	260	
Improve community decision making	10 x \$80	800	
Online surveys		800	
Greenprint reporting	4 x \$50	200	
Coordination of public mtgs	9 mtgs. X 4 hrs. x \$50	1,800	
Door-to-door canvas for neighbors w/o Internet	40 x \$14/hr.	560	Carolyn Swanson, Ambassador Guide
Conceptual Design			
Mid-point meeting with landscape arch.	3 x \$80 3 x \$50	390	
Base maps and plans	4 x \$250	1,000	
Four detailed plan views	4 x \$160	640	
Monumental entry design	best practice photo	1,150	
Wayfinding cultural heritage	sign and ULR codes	1,350	
Landscape planning- native to TN	Ritchie Smith Assoc.	0	included fee below
Execution and maintenance plan	9 x \$50	450	Project Director
Two color perspective renderings	\$750 X 2	1,500	
Powerpoint presentation	8 x \$45	360	
Printed conceptual docs	30 pgs. x 50 copies	750	
Online plan updates	6 x \$45	270	
Final Plan Public Meetings			
Five stakeholder meetings	2hr x 5 hrs x \$80ED	800	
Meeting coordination	8 hrs. x \$50	400	
Landscape Architect Fee			
	Ritchie Smith Assoc.	12,000	
Engineering/ Survey			
	RSA	5,000	
Bookkeeping - financial reports	30 hrs. X \$40	1,200	
Software			
Constant Contact Program	\$80/mo x 12	960	email blast
CS 6 Adobe Prof Suite	upgrade	1,500	Renderings, etc
Office supplies, other printing			
		1,300	
		\$48,370	



Ritchie Smith Associates

OFFICE PROFILE



RITCHIE SMITH ASSOCIATES, established in 1983, is involved in all aspects of planning, landscape architecture, and urban design. We offer a full line of project services including master planning, site design, contract documents and construction administration. Our firm is comprised of licensed landscape architects who provide experience, design ability, and technical expertise to carry out successful projects. We perform both as prime or as consultant on interdisciplinary teams to best meet specific project needs.

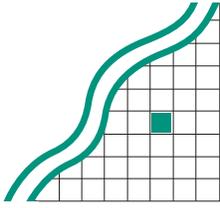
Our commitment is to client service and design excellence. We strive to develop solutions that are not only innovative and sustainable, but also appropriate to client needs and context. For all projects, from public parks to corporate settings, our goal is to create a unique sense of place.

PROJECT TYPES

- Botanic Gardens
- Parks / Recreation / Greenways
- Environmental Planning / Conservation
- Campus / Institutional
- Urban Design
- Historic Preservation / Adaptive Reuse
- Multi-Family Residential

FIRM AWARDS

- President's Award, Tennessee Chapter ASLA
Clark Preserve Boardwalk & Nature Trail
- Honor Award, Tennessee Chapter ASLA
Mississippi Riverbluff Walkway
- Honor Award, Tennessee Chapter ASLA
Memphis Park Commission Master Plan
- Honor Award, Tennessee Chapter ASLA
TN Bicentennial Mall & Capitol Area
Master Plan
- Merit Award, Tennessee Chapter ASLA
Overton Park Master Plan
- Merit Award, Tennessee Chapter ASLA
Overton Park Playground
- Merit Award, Tennessee Chapter ASLA
Overton Park Improvements Phase III
- Merit Award, Tennessee Chapter ASLA
TunicaRiverPark Trails
- Merit Award, Tennessee Chapter ASLA
Collierville Greenbelt Master Plan
- Merit Award, Tennessee Chapter ASLA
Hope & Healing Center – Plaza and Garden
- Merit Award, Tennessee Chapter ASLA
Tennessee Bicentennial Iris Garden at Memphis
Botanic Garden
- Merit Award, Tennessee Chapter ASLA
Japanese Garden at Memphis Botanic Garden
- Merit Award, Tennessee Chapter ASLA
Robert Church Park
- Certificate of Merit, TN Historical Commission
Robert Church Park



Ritchie Smith Associates

SELECTED PROJECTS TRAILS / GREENWAYS



TUNICA RIVERPARK TRAILS
TUNICA COUNTY, MS
Design of 1.9 mile trail system including directional signage for Tunica

RiverPark in the Tunica Casino & Resort District. The trail provides access to a variety of habitats including river terrace, bottomland forest, shrub swamp, and lake. Trail system uses a variety of materials and construction techniques for low impact and sustainability along forest trails, wetlands and lakes. Construction value \$480,000. (Yazoo-Mississippi Delta Levee Board. 2004.)



WILLIAM B. CLARK PRESERVE BOARDWALK & NATURE TRAIL
ROSSVILLE TN

Design of 0.4 mile trail in

the Clark Preserve, a new State Natural Area along the Wolf River greenbelt. Includes 1,600LF of elevated boardwalk within a prime wetland habitat area. Boardwalk includes overlook and outdoor gathering areas, and utilizes helical support piers and other construction techniques for low environmental impact. Project value \$230,000. (Tennessee Nature Conservancy. 2000-01.)



TENNESSEE BICENTENNIAL GREENWAY
NASHVILLE, TN

Design of initial segment of urban greenway, to link

the Bicentennial Mall with proposed Cumberland River greenway system. The path, which overlays an historic stream in downtown Nashville, is designed as a “walk along a stream” using plants, rock types

and other materials indigenous to Middle Tennessee. Plaques interpret the history of the area. Project value \$300,000. (State of Tennessee / Gresham, Smith & Partners. 1996.)



MISSISSIPPI RIVERBLUFF WALKWAY

MEMPHIS, TN

Design of the first phase of the Riverbluff Walkway in

downtown Memphis along the Mississippi River. One mile in length, it includes a pedestrian/bicycle bridge over Beale Street, scenic overlooks, site furnishings, lighting, signage, and planting. Phase I construction value \$2.5M. Ritchie Smith Associates previously prepared the Riverbluff Walkway Master Plan in collaboration with city officials, downtown residents, private developers, and citizen groups. (City of Memphis Division of Public Works. 1994-99.)

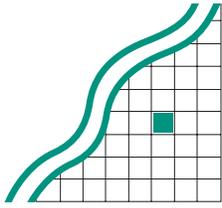


COLLIERVILLE GREENBELT MASTER PLAN

COLLIERVILLE, TN

Master plan for a sixty-mile, linear open-space network

to provide for recreational activities, scenic quality, and environmental protection. The process included public meetings, field inventory, and evaluation of routes for types of trail uses and interpretive opportunities. Final report included design guidelines and cost estimates to facilitate implementation by town planning staff, citizens and developers. A detailed map of greenbelt routes, with a legend keyed to natural areas, historic and recreation sites, was included. (Town of Collierville. 1994.)



Ritchie Smith Associates



J. RITCHIE SMITH, ASLA

EDUCATION

MLA (with Distinction), 1980, Harvard University
Graduate School of Design
BSLA, 1974, University of Virginia

AWARDS

TN Chapter ASLA Honor & Merit Awards (various)
Charles Eliot Traveling Fellowship 1980 (Harvard)
Certificate of Merit for Graduate Study (ASLA)

REGISTRATION

RLA in Alabama, Arkansas, Kansas, Kentucky,
Mississippi, Missouri, Oklahoma, Tennessee

RITCHIE SMITH has been involved in the professional practice of planning and landscape architecture since 1974. He worked with Schnadelbach Braun Partnership in Philadelphia, from 1974 to 1978 on housing and urban design in Philadelphia and New York, and urban parks and plazas in Baltimore. From 1980 to 1982, Mr. Smith was an associate with William Johnson Associates, Inc. of Ann Arbor, Michigan.

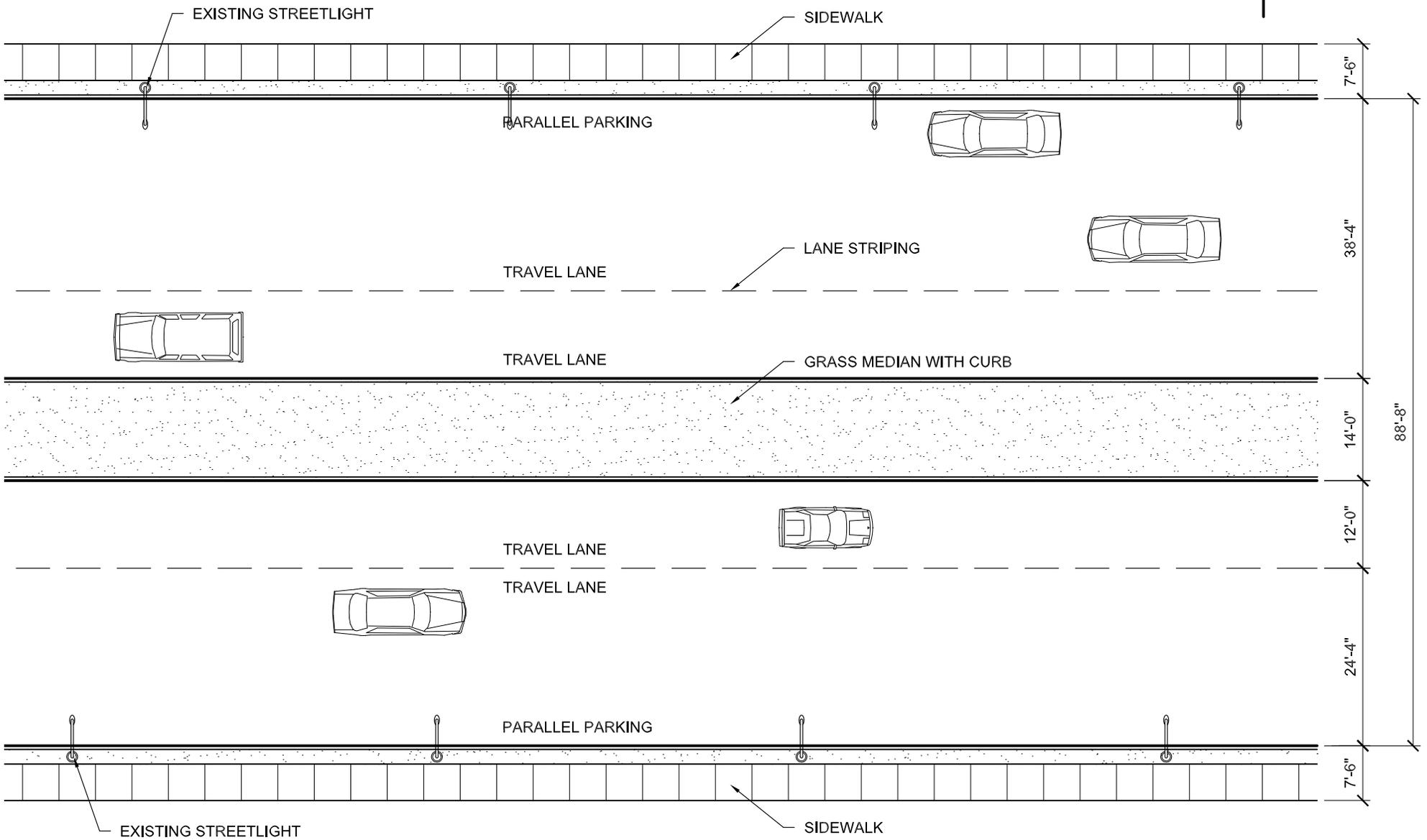
Mr. Smith helped author *Implications of Solar Energy for Community Design* (Steinitz 1980), for Oak Ridge National Laboratory, while attending Harvard. He also served as teaching assistant to Peter Walker, FASLA, then chairman of the department.

In 1982, Mr. Smith returned to Memphis to work with Garrett Eckbo of San Francisco on the master plan for Agricenter International. The following year he established his own office with a commitment to improving the design quality of the region's built environment, protecting its natural heritage and celebrating its unique sense of place. In over 25 years of managing the firm, he has directed the implementation of numerous award-winning landscape design and master planning projects.

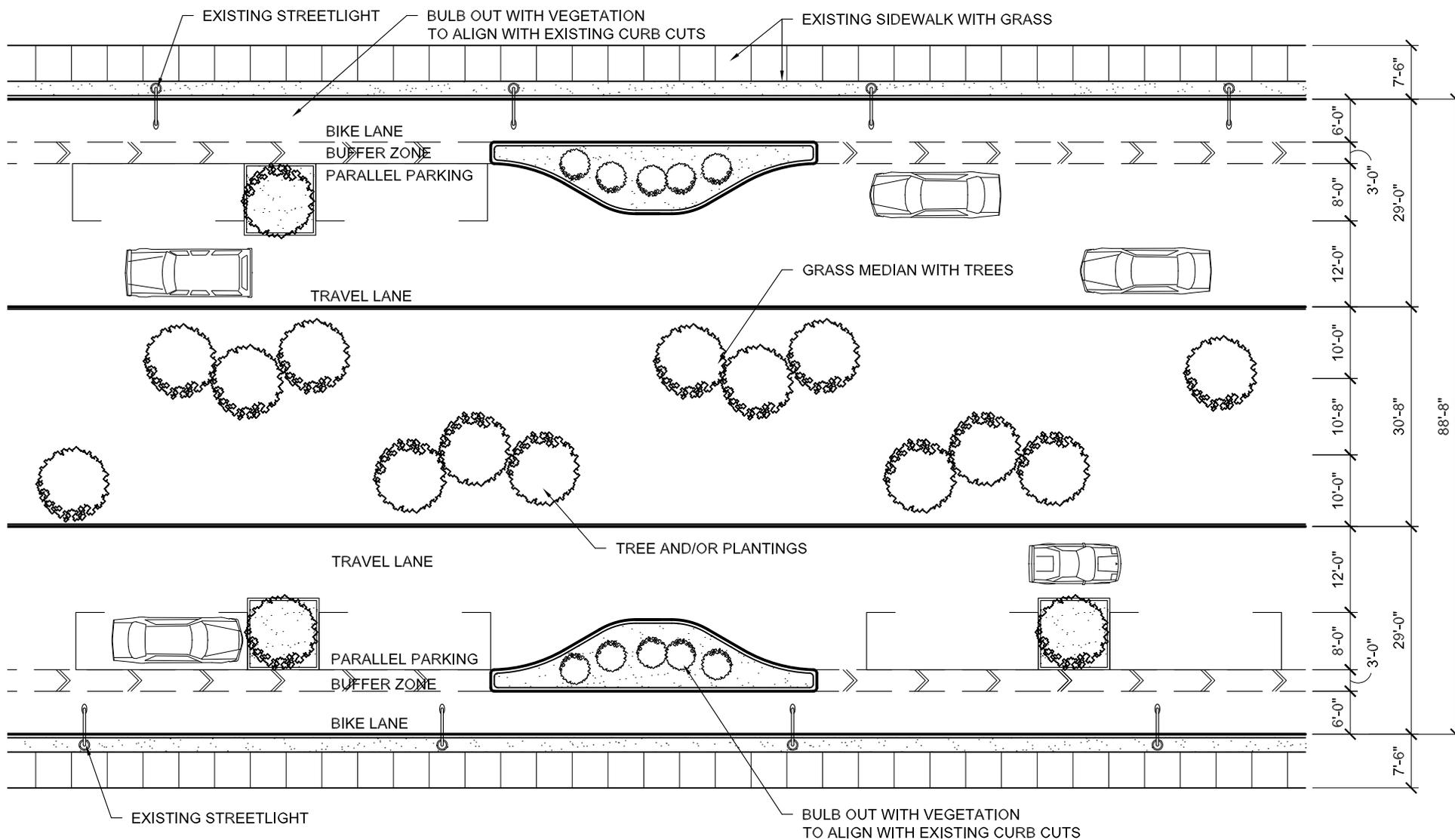
His project involvement with Ritchie Smith Associates includes:

- Shelby Farms Greenline, Memphis
- Shelby Farms Greenline – Park Connector Trail, Memphis
- V&E (Vollintine Evergreen) Greenline, Memphis
- Mississippi Riverbluff Walkway, Memphis
- Brian Brown Memorial Greenway, Martin, TN
- Union City Park and Greenway Trail, Union City, TN
- Overton Park Master Plan and Phase I-IV Improvements, Memphis
- Lamar Park Master Plan, Phase I-II Improvements, Oxford, MS
- University of Memphis Downtown Law School & Confederate Park Public Access
- Riverside Drive Improvements, Memphis
- Cobblestone Landing Restoration and Improvements, Memphis
- Plough Boulevard Landscape Master Plan, Memphis

Mr. Smith's civic involvements include service on the Memphis City Beautiful Commission, and graduation from Leadership Memphis. In addition, he co-authored the comprehensive landscape ordinance for Memphis and Shelby County, adopted in 1988. He served on the board of the Construction Professionals Council, an affiliate of Memphis Area Chamber of Commerce. Currently he serves on the Memphis Regional Design Center Board and the Shelby Farms Parkway Advisory Team.



PARTICIPATORY IDEA DEVELOPMENT
JEFFERSON AVE - EXISTING CONDITIONS



PARTICIPATORY IDEA DEVELOPMENT JEFFERSON AVE - PROPOSED PARKWAY



CENTER CITY DEVELOPMENT
CORPORATION

CENTER CITY REVENUE
FINANCE CORPORATION

DOWNTOWN PARKING
AUTHORITY

DESIGN REVIEW
BOARD

August 1, 2013

To the Greenprint Grant Selection Committee:

The Downtown Memphis Commission is in full support of the Greenprint planning grant application from Victorian Village Inc. (VVI) for the Jefferson Avenue Parkway Project. Since 2004 we have been working in close association with VVI and funded their original master plan. One of the major goals of the master plan was to improve circulation and build on the unique heritage tourism assets of the neighborhood.

Victorian Village Inc. has built strong, collaborative, and interactive relationships with the people they represent in the neighborhood. They have the proven ability to implement community-based initiatives.

As the new project director for the Main Street to Main Street project and the Harahan Bridge Boardwalk, I am keenly aware of the need for making the linkage from Main Street Memphis to the Medical Center and beyond. This proposal addresses the revitalization of an economically depressed neighborhood in the very heart of the area bounded by Downtown, Uptown, Crosstown and the Medical Center. Please give this application your full consideration.

Sincerely,

A handwritten signature in blue ink that reads "Paul Morris" with a long, sweeping underline.

Paul Morris
Downtown Memphis Commission

The Crump Building
114 North Main Street
Memphis, TN 38103
901.575.0540

DowntownMemphisCommission.com



August 2, 2013

Dear Greenprint Planning Grant Selection Committee:

Le Bonheur Children's Hospital fully supports the efforts of Victorian Village, Inc. to secure the planning grant to develop the concept of the Jefferson Avenue Parkway Project. The area to be improved serves as a gateway and connector for the Medical District and Downtown. It has great potential to become both a vibrant residential and business district. This project would greatly improve the area, making it safer and more attractive as a place to live, work and play.

As we continue to grow as a major medical and academic center, recruiting talent from all over the world, it is imperative that our surroundings highlight the best that living in Memphis has to offer. We are confident that Scott Blake and his team have the vision and energy to develop and promote this project.

Sincerely,

A handwritten signature in black ink that reads "Meri J. Armour". The signature is written in a cursive style.

Meri Armour, MSN, MBA, RN
Chief Executive Officer and President
Le Bonheur Children's Hospital



August 5, 2013

Mr. Nelson Fowler
Purchasing
Shelby County Government
160 North Main Street
Memphis, TN 38103

Re: Victorian Village CDC/RFP # 13-005-084

Dear Mr. Fowler,

I am writing in support of Victorian Village CDC's request for a sub-planning grant to support the Jefferson Avenue Parkway Project.

This project has a number of things going for it.

1. It will provide needed and important connectivity in Memphis' emerging network of bicycle infrastructure, by safely linking the popular Madison Avenue bike lanes to downtown through the medical district.
2. It will stimulate the economic redevelopment of Jefferson Avenue, which while linking the medical district and downtown also has stretches that are blighted and in need of revitalization.
3. It will support the ongoing redevelopment of the Victorian Village neighborhood, one of our city's special historic assets.
4. It builds on the strong track record of Victorian Village CDC, which has worked for years to strengthen the neighborhood through a variety of initiatives.

The project also has a number of other benefits and unique characteristics that you can see in the attached documents. I encourage you and your colleagues to support this proposal, which has the potential to have a transformative effect on a number of neighborhoods.

Cordially,

Emily Trenholm

Emily Trenholm
Executive Director

COMMUNITY STAKEHOLDER MEETINGS PARKS AND GREENWAYS



JUNE, 2012 - AUGUST, 2013

WINCHESTER PARK NEIGHBORS
ST. MARY'S EPISCOPAL CATHEDRAL
19TH CENTURY MEMPHIS HERITAGE COMMUNITY
VICTORIAN VILLAGE RESIDENTS

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **NOV 14 2006**

VICTORIAN VILLAGE INC CDC
671 JEFFERSON AVE REAR
MEMPHIS, TN 38105

Employer Identification Number:
32-0179390
DLN:
17053271009036
Contact Person:
DEL TRIMBLE ID# 31309
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
August 17, 2006
Contribution Deductibility:
Yes
Advance Ruling Ending Date:
December 31, 2010

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. During your advance ruling period, you will be treated as a public charity. Your advance ruling period begins with the effective date of your exemption and ends with advance ruling ending date shown in the heading of the letter.

Shortly before the end of your advance ruling period, we will send you Form 8734, Support Schedule for Advance Ruling Period. You will have 90 days after the end of your advance ruling period to return the completed form. We will then notify you, in writing, about your public charity status.

Please see enclosed Information for Exempt Organizations Under Section 501(c)(3) for some helpful information about your responsibilities as an exempt organization.

If you distribute funds to other organizations, your records must show whether they are exempt under section 501(c)(3). In cases where the recipient organization is not exempt under section 501(c)(3), you must have evidence the funds will be used for section 501(c)(3) purposes.

Letter 1045 (DO/CG)

VICTORIAN VILLAGE INC CDC

We have sent a copy of this letter to your representative as indicated in your power of attorney.

Sincerely,

A handwritten signature in black ink, appearing to read "Lois G. Lerner". The signature is fluid and cursive, with the first name "Lois" being particularly prominent.

Lois G. Lerner
Director, Exempt Organizations
Rulings and Agreements

Enclosures: Information for Organizations Exempt Under Section 501(c)(3)
Statute Extension

Victorian Village Inc. CDC

Operations Budget for 2013

INCOME	2011 Actual	Budgeted 2012	Actual 2012	Budgeted 2013
Original Memphis web listings	\$1,150	\$1,200	100	1,000
Notecard/DVD sales	76	100	50	100
General membership	6,400	6,400	6,615	8,500
The Urban Child Institute/E.D salary	25,000	20,000	20,000	15,000
Le Bonheur/Methodist	0	15,000	10,000	10,000
Corporate support			500	7,600
Board contributions	8,000	8,000	6755	8,000
Fundraising Events				
Continuing Legal Ed (CLE) Class	7,534	7,000	4860	8,000
Heritage Event	7,517	4,000	3650	6,700
New Grant Support - Operations				
Hyde Family Foundations	0	10,000	10,000	10,000
Total Income		\$71,700	\$62,530	74,900

In Kind

Design 500 office rent @ \$1,200/mo.		\$14,400		
Design 500 office utilities @ \$150/mo.		1,600		
Design 500 office equipment @ \$100/mo.		1,200		
Le Bonheur - printing services		500		
Total In-kind		\$17,700		

Victorian Village Inc. CDC

Operations Budget for 2013

EXPENSES	Actual 2012	Budgeted 2013
Personnel		
E.D. Salary - Scott Blake	\$23,000	\$30,000
Administrator - Nora Tucker	11,400	16,000
Communications - Monty Shane	4,215	8,000
Bookkeeping	900	1,000
Accounting - Audit and 990	580	2,200
Legal	0	500
Professional Services - other	75	500
Payroll expenses	2,800	3,000
Advertising and Web/Online		
Constant Contact email service	600	600
Web costs	100	100
Insurance		
Officers and Directors	744	750
General Liability	0	0
Worker's Compensation (9 people)	403	420
Office Expenses		
Expendable Supplies	1,673	1,400
Postage and Delivery	50	200
Printing	250	350
Subscriptions/Memberships	260	400
Taxes and Licenses	32	100
Development Expenses		
Member's Only party	611	1,000
<i>OriginalMemphi.org</i>	300	1,000
Charitable Donations	0	300
Event expenses - CLE and Revival	14,000	7,000
Total Expenses	\$61,993	\$74,820



Board

Steve Auterman
Lorie Chapman
Carrie Clark
Hank Herrod, M.D.
Baker Gross, M.D.
Jocelyn Henderson
Peggy Lovell
George Mabon
B. Lee Mallory
Sheldon Y. McCall
Lawrence Migliara
Maureen O'Connor
Hunter Rittenberry, M.D.
Darrell Uselton
Randle Witherington

Advisors

Gail Braddock
Gene Cashman
Beth Flanagan
Mike Greenberg
Andy Kitsinger
Patrick and Gina Neely
Bill Nixon
A. J. Northrop
Clint Sidle
Jennifer Tucker

Executive Director

Scott W. Blake

Staff

Monty Shane
Nora Tucker

Director Emeritus

L. Eldridge Wright

MEMO OF UNDERSTANDING

Re: RFP # 13-005-84 Greenprint Sub-Planning Awards

RECITAL

This letter is to serve as the Memo of Understand by and between Victorian Village Inc. CDC, hereafter known as VVI , a 501 (c)(3) (lead consortium organization applicant) and Ritchie Smith Associates (RSA), landscape architecture and urban planning consultant, for conceptual design consulting services for the Jefferson Ave. Parkway Project.

PROPOSED PROJECT

For Victorian Village Inc. CDC

1. To act as the lead organization for the project
2. To coordinate all public process and stakeholder meetings
3. To provide all stakeholder communications and web-based information
4. To contribute to the schematic and conceptual planning in cooperation with RSA
5. To design and produce all collateral design communication products
6. To advocate for the project with public, private, and institutional groups
7. To act as the Responsible Insured Party to the County.

For the RSA consulting services

1. Schematic and conceptual planning for the Jefferson Ave. Parkway Project. The west boundary being Fourth Street, and terminating at Dunlap Street to the east
2. Schematic and conceptual planning for the Orleans St. Heritage Trail. The north boundary being Poplar Ave, and terminating at Madison Ave. to the south
3. Orleans St. Heritage Trail to also include conceptual planning for the 600 block of Adams Ave
4. Schematic planning for the linkage of three city parks in the project area
5. To name VVI as additionally insured party for professional liability.

THE PARTNERSHIP

Both parties enter this MOA for mutual benefit. VVI CDC for their proven community based project implementation, and RSA for their professional design services, master planning skills, and related work on the *Main to Main* and the *Le*

Bonheur/Memphis Medical Center planning projects. Both parties have a history of successful joint planning projects including Tunica RiverPark, Elvis Presley Birthplace, and Morris Park Improvements.

SCHEDULE

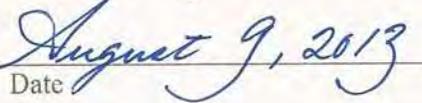
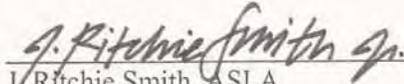
This project is expected to start in November of 2013, and be completed in September of 2014.

EXECUTION

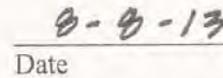
The signatures below represent the authorized representatives from the partnering organizations.



Scott W. Blake
Executive Director
Victorian Village Inc. CDC


Date

J. Ritchie Smith, ASLA
Principal
Ritchie Smith Associates


Date

INDEMNITY AGREEMENT

This IDEMNITY AGREEMENT ("**Agreement**") is entered into as of this 9th day of August 2013 by and between VICTORIAN VILLAGE INC. COMMUNITY DEVELOPMENT CORPORATION., a Tennessee corporation ("**VVI**"), and Shelby County., ("**the County**").

RECITALS:

- A. Both VVI and Ritchie Smith Associates ("**RSA**") are in the business of conceptual project planning.
- B. VVI has recently entered into a Mid-South Regional Greenprint Planning project with Shelby County, Tennessee ("**The Contract**").
- C. VVI now wishes to enlist RSA's services as a subcontractor on the Contract and RSA desires to work on said contract.
- D. Shelby County, Tennessee ("**The County**") wishes to incorporate RSA into the Contract, but wants to confirm that VVI will be solely responsible for all claims brought against either VVI or RSA over the course of The Contract.

In consideration of the mutual covenants contained herein, and for other good and valuable consideration, the parties hereto agree as follows:

1. INDEMNIFICATION AGREEMENT AND RESPONSIBILITY OF VVI

VVI agrees to indemnify, defend and hold harmless the County, and its respective shareholders, directors, officers, employees, agents and other representatives from and against any damage, loss, expense or other liability arising, directly or indirectly, out of a claim by any entity or person related to any work performed on The Contract. Furthermore, whenever applicable, VVI agrees to negotiate, defend against, or pay any disbursement for, and on behalf of, RSA related to any claims associated with The Contract.

VVI and RSA have executed this Agreement as of the day and year first above written.

**Victorian Village Inc.
Community Development Corporation**

Ritchie Smith Associates

By: *Scott M. Blake*

By: *J. Ritchie Smith Jr.*

August 9, 2013

8-8-13

Date

Date