TECHNICAL ASSISTANCE PANEL REPORT

SOUTH CITY MEMPHIS, TN JUNE 26 - 27, 2018



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Welcome to

SOUTH CITY

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Memphis Serving the Mid South

About ULI Memphis

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The mission of the Urban Land Institute (ULI) is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information and experience among local, national, and international industry leaders and policy makers dedicated to creating better places.

Technical Assistance Panels (TAPs)

The ULI Memphis District Council Technical Assistance Panel (TAP) program – the local version of ULI's national Advisory Services Panel – provides expert, multidisciplinary advice to organizations facing complex land use and real estate issues in the Memphis metropolitan area. Drawing from its extensive membership base, ULI Memphis conducts TAP programs to offer objective and responsible advice on a wide variety of land-use challenges, ranging from site-specific projects to public policy questions, and is intentionally flexible to provide sponsoring organizations with a customized approach to a solution. ULI Memphis members from across the region participate as panelists, volunteering their time and expertise for the process.



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INTRODUCTION

South City is the name chosen by community stakeholders for the Choice Neighborhoods Initiative housing developments that have had a great impact on the community and the City of Memphis businessmen, politicians, artists, and athletes. It is home to schools, churches, businesses and American community. The South City neighborhood has produced some of Memphis' most notable South City is best known for its culture and historical significance, particularly in the African development. South City is part of the section of Memphis traditionally known as South Memphis

South City is located directly southeast of the city's Central Business District. The general boundar-Railroad ROW on the south, Walnut on the east and Union Avenue on the north. ies of the South City redevelopment area are Front Street on the west, Crump Boulevard and the

access to health care, South City became one of the poorest areas of the city properties and vacant land. Characterized by substandard housing, high unemployment, and limited sped up the changing demographics. Long- term disinvestment resulted in an abundance of blighted families living in poverty. During the 1960s and 1970s, court-ordered school busing and social unrest public housing complexes, further fueled the socioeconomic changes that increased the number of neighborhoods to the east. The construction of Cleaborn and Foot Homes in the 1940s, low-income period of flight and blight. Beginning in the early 1900s, some more affluent residents left for new Once a thriving mixed-income neighborhood, South City has been negatively affected by an extended

But the energy of the area began to change in the 1990s thanks to the establishment of several commercial establishments and the FedEx Forum in the Northwestern Quadrant.

ing and commercial developments, the availability of land, and its proximity to the South Main Hisfamilies can live and thrive in a safe and healthy environment. strengths to re-create a vibrant community that offers sustainable amenities where children and toric District, downtown, and the Medical District. The vision for South City is to leverage its unique South City has several strengths, including its African American History and culture, recent hous-

nomic development and entrepreneurial opportunities childhood education, neighborhood parks, healthy food initiatives, health & fitness facilities, eco-This redevelopment effort consists of developing new mixed-income housing, investments in early

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PANEL'S CHARGE

As an invested community builder in South City, the City of Memphis Housing & Community Development office turned to the TAP to address the following challenge in the South City project area:

The MLK Student Transition Academy, Georgia Avenue Elementary School, and the land to the east of the school are all currently vacant. The panel is to understand the current uses, the public's interest and desires, and propose what types of tenants will best complement the existing users and future plans for the surrounding neighborhood and South City Development plans.



TAP PROCESS

The TAP was held on-site at STREETS Ministries. On Tuesday, June 26th, the City of Memphis Housing & Community Development Office held a public input meeting that consisted of updates on the area, breakout sessions, and a brief report of recommendations from each breakout group.

Ashley Cash gave an update on the Memphis 3.0 Comprehesive Planning Effort. Ellen Eubank with the Memphis Housing Authority provided an update on the current six-phase housing redevelopment initiative. Paul Young offered a general update on the neighborhood. And Patria Johnson with the Women's Foundation shared that improvement in the local economy had benefited the South City



residents and pushed the employment rate from 26% to 55% today.

To kick-off the public breakout session portion of the meeting, Archie Willis with ComCap Partners (part of the South City development team) described several potential uses for the schools and shared examples of completed projects from across the country. With around 40 local residents in attendance, Ashley Cash then facilitated a feedback session to share their interests and ideas for each school addressing 3

questions for each site. The notes from those sessions are captured below:

At Georgia Avenue:

- 1. What use do you recommend in the open space behind the building?
 - a. Community Gardens or Greenhouses
 - b. Youth soccer and/or football (keep uses that are already there)
- 2. What organizations or types of services would
 - you like to see occupy the vacant building?
 - a. Literacy Initiatives for all ages
 - b. Technology/Computer lab
 - c. Social Service Agencies
 - d. Urban Strategies Office
 - e. Commercial Kitchen
 - f. Fitness Facility
 - g. Shelter and Services for disasters/refugees
 - h. Incubator for small business/non-profits
 - i. Community meeting/banquet/party space



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	[PAGE8]	 a. Grocery store/Farmer's Market b. Fitness/health/wellness center c. Programs designed and designated for seniors d. Wi-fi park e. Community health clinic f. Incubator for non-profits g. Any ideas that could sustain from #1 3. What should the building look like? a. Mid-Century modern b. New windows c. Outdoor community space (for fish fry/carnival) d. Modern outside, blend in with other buildings 	At MLK Transitional School: 1. What activities could happen in the building short term? a. Incubator for small business/start-up b. Grocery store or Farmer's Market or place for fresh produce c. Office space for rent/strategic tenants d. Multi-use (e.g. Crosstown) with retail food e. Food Truck lane (short-term) f. After school programs g. Arts/cultural enrichment/community theatre h. Bring back boys & girls club i. Youth sports programs j. Entrepreneurship training programs for youth business development 2. What types of services, businesses or community facilities would you want/use in the long term (10 years from now)?	 3. What should the buildings look like? a. Modern b. Not like a school c. Update the balconies d. Increase security measures (lighting, cameras, containment barrier, speed bumps) e. Colorful facade

e. Keep ambiance

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- f. Greenspace outside
- g. Trailers should go
- h. Restructure of interior
- . Irrigation to sustain landscape
- Energy efficient
- k. Traffic flow improvements traffic calming, walkability, safe parking, lighting

properties. recommendations on next steps for the two blighted how the TAP would assist the City of Memphis with Archie Willis adjourned the public meeting by explaining

surrounding area/neighborhoods led by Archie Willis, and began with site tours of each property and the observations from the tour include: Paul Young, and Mairi Albertson. The panel's general The TAP re-convened Wednesday morning, June, 26th

- Each property is highly vandalized
- Each property is underutilized
- Each property has unique architectural significance that
- Georgia Avenue has a huge opportunity for connectivity should be maintained in renovation
- Signage is key
- MLK has a nice view of downtown Memphis



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GEORGIA AVENDE ELEMENTART

- MLK is on a transit route
- MLK is more connected to the new community the panel noted that the MLK site is adjacent to completed new housing as well as sites that are being prepared for additional new construction.
- Each site has access to green space
- MLK is a central point of redevelopment

Upon conclusion of the tours, the panel returned to STREETS to hear three stakeholder presentations from Bishop David Hall of Temple Church, Rasheedah Jones with Alpha Kappa Alpha Sorority, Inc., and Sheleah Harris from Living Grace, Inc.



Bishop Hall expressed interest in the gymnasium on the MLK school property. His church has been active in the neighborhood since the 1930s and located directly across the street from the gym. They envision utilizing the gym as resource to bring hundreds, if not thousands, within the community together for entertainment, fitness and other types of fellowship.



Rasheedah Jones' local sorority chapter has over 500 members and is interested in using a portion of the MLK school (3000-6000 sq ft) as an outreach hub to enhance their programming efforts in the community. Those efforts include educational enrichment, health, and environmental and global impacts.

Eiving Grace, Inc. School. Living Grace, Inc. School. Living Grace, Inc. services homeless youth ages k-12 and is

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looking to expand to ages 18-30. They see opportunities for the space to be a resource center in the transition/gap year after high school that could include job training, financial stewardship

in the transition/gap year after high school that could include job training, financial stewardship, healthy food pantry, clothes closet, mini convenient store, computer lab, mental health therapy, and a cooking space.

RECOMMENDATIONS FROM THE PANEL

After review of their briefing book, hearing the public ideas, walking the properties, and listening to different community interest presentations from stakeholders, the panel organized each property into Campus Development Themes. The panel was inspired by themes from the community: food, community, and education.

GEORGIA AVENUE

Themes: Education, Food, Farming and Hospitality Training

Some noted ideas from the panel for immediate action at Georgia Avenue included a pop-up farmer's market, testing plots for gardening/outdoor farms, and partnering with the community to organize early-morning exercise programming (tai chi, yoga, etc.) in the park for seniors. The panel was told that Girls, Inc. is planning to occupy one building at this site, and an Early Childhood Education Center would occupy the lower floor of building 2. This left them with three floors to be programmed and the reference of the following ideas:





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CLASSROOMS CONVERTED TO APARTMENT SPACE



























3rd floor – Apartments 2nd floor – Apartments





- Place for small Farmer's Market
- Walking & Wellness Trails with outdoor seating
- Installations/space set aside for urban gardens



- Wi-fi Park

Training partnership opportunities with Booker T. Washington High School

Panel recommendations for this property included:

Front Building (facing Lauderdale)

1st floor to be used for mixed-use: retail, commercial, office

Themes: Community, Live, Work and Culture & Heritage Center

MLK TRANSITIONAL SCHOOL

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Adult Education & Entrepreneurial Training

Business Incubator

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FLEMING ARCHITECTS







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Consider adding a small police sub-station in a front portion of the larger gym

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- Small gym adult & senior wellness (an amenity for apartments)

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- Gym retain use as a gymnasium in partnership with local organizations



Outdoor Features:

Back Building

2nd floor – South City History Museum

1st floor - Community Meeting Space/Art Gallery; Include a small self-serve coffee bar

- Connectivity to the other site
- Utilize MEMFIX to activate the area/streets Low cost solution changes to streets or buildings to connect to the area during development

community. The neighborhood's history, residents, and current redevelopments are integral to this Overall the panel felt the key to redeveloping the two blighted schools is to focus on its neighborhood

strategy.



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	Broker of the Year for 2009 and 2014. He is a Certified Public Accountant: an active member of the
PANELISTS PROFESSIONAL BIOGRAPHIES	Society of Industrial and Office Realtors, a Certified Commercial Investment Member, a member of
Panel Chair/Legal: Richard Spore, Bass Berry Sims	Lambda Alpha International, and an associate member of Urban Land Institute. Steve is a LEED Accredited Professional as designated by the United States Green Building Council. He is on the
Commercial/Retail Broker Rep: Steve Guinn, Highwoods Properties	Board of Directors of the Soulsville Foundation, and Regional One Health Foundation. Steve plays
Real Estate Finance: Jean Morton, SunTrust	trumpet in Swingtime Explosion Big Band and the Bartlett Community Concert Band and he recently
Public Sector or Nonprofit: Chet Jackson, Memphis Medical District Collaborative	joined une volutiteet group Eugles Across Arrience, which honors Arriences veteralis by providing military funeral honors. Steve received his BBA from Baylor University.
Public Sector or Nonprofit: Nidia Logan-Robinson, Innovate Memphis	IEAN M MODTON
Architect/Designer: Curt Pierce, Fleming Architects	Jean is a Senior Vice President/Relationship Manager in the Not for Profit & Government Sector
Developer: Rosalyn Willis, Memphis Shelby County Community Redevelopment Agency	responsible for maintaining, growing, and developing not-for-profit, private school, charter school, higher educational institution, church, foundation, and municipal clients in the footprint of SunTrust
RICHARD SPORE	Memphis. These responsibilities include knowledge and expertise in loans, construction financing,
Richard Spore is a member of the law firm of Bass, Berry & Sims PLC, where his practice focuses	tax exempt financing, new market tax credit loans, equipment leasing, municipal leasing, capital mar-
on business planning and transactions, particularly in commercial real estate. Richard has worked on transactions and projects involving a number of landmark buildings in the Memphis area, such as	kets, endowments and toundations, interest rate derivatives, investment strategies, depository, mer- chant processing, retirement solutions, and treasury & payment solutions. Jean's career includes
the Crosstown Concourse, the Overton Square redevelopment, the Central Station redevelopment,	40+ years of financial institution experience in the commercial and treasury management divisions
been involved in a variety of community redevelopment initiatives, recently chairing a ULI committee	

that assisted the Shelby County Schools with a "best practices" analysis for closed school facilities the Crossto on transact on busines Richard Sp been involv Internation

and also assisting Steve Barlow and Neighborhood Preservation, Inc. with a pending overhaul of

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The Division of Housing and Community Development works every day to improve Memphis and

CITY OF MEMPHIS HOUSING & COMMUNITY DEVELOPMENT

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and indirect services to our entire community. safer homes, providing affordable housing, strengthening neighborhoods, and growing the economy modernization. To do this, HCD provides loans and grants, education and expert advice, and direct with major projects like Bass Pro Shops at The Pyramid and the Memphis Cook Convention Center the lives of Memphians. Its broad range of services include fighting homelessness, giving children

PANELI

Panel Cha

Kappa from Sewanee and is a graduate of the University of Virginia Law School Tennessee's current LLC, partnership and limited partnership laws. Richard graduated Phi Beta the local blight laws. Richard also either chaired or was a member of the committees that drafted

STEVE GUINN

2.1 million square feet. He has over 30 years of experience in commercial real estate, development, As Vice President and Division Manager for the Memphis operation, Steve oversees a portfolio of received the Pinnacle award as Memphis' Top Office Sales Broker in 2002 and 2004 and was named Trammell Crow Company, overseeing the Memphis Office Brokerage and Leasing Division. Steve leasing, marketing and finance. Prior to joining Highwoods in 2004, he was senior vice president of ing the

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		CURT PIERCE Curt joined Fleming Architects in 1999 and became a principal of the firm in 2014. As a principal, with 18 years of experience, Curt is responsible for the design of various types of projects as well as project management for various project types including multi-family housing, higher education, corporate offices, not-for-profit and religious facilities. His strengths include providing creative designs for complex project Architect on a number of high profile projects in the Memphis area including The Signature Apartments and Helena Chemical Company in Schilling Farms, the campus of Briarcrest Christian Schools, various projects at CBHS including the Brothers Development Church, and a number of projects for Christ United Methodist Church, and a number of projects at UT-Memphis. He led the design for the Kroc Center, located at the Fairgrounds, a
vice president and the firm's project manager for the ongoing South City project, nsformation of former Foote Homes public housing and the surrounding neighbor- owntown.	Willis served as a vice president and the firm's project manager for the ongoing South City project, a \$210 million transformation of former Foote Homes public housing and the surrounding neighbor- hood adjoining Downtown.	NIDIA LOGAN-ROBINSON Nidia Logan-Robinson currently works for Innovate Memphis, a civic leader in creating groundbreak- ing public-private partnerships and social innovations to address some of Memphis' most pressing challenges. Her work includes developing bold ideas for enhancing the community development in- vestment system and improving public-sector health service delivery. Prior to Innovate Memphis, she led grantmaking and initiatives focused on creating economic opportunity as Director of Community Impact at United Way of the Mid-South. She's also an adjunct instructor at the University of Memphis' School of Urban Affairs and Public Policy and the Nonprofit Leadership Alliance, the national certify- ing body for nonprofit professionals. She earned a Bachelor of Arts from Hendrix College in Conway, Arkansas and earned a Masters of Public Administration at the University of Memphis, Memphis, TN.
S ity of Memphis and Shelby County Community Redevelopment Agency, Willis has Louis firm McCormack Baron Salazar, a specialist in community development and nearly a dozen years.	ROSALYN WILLIS President of the City of Memphis and Shelby County Community Redevelopment Agency, Willis has worked for the St. Louis firm McCormack Baron Salazar, a specialist in community development and revitalization, for nearly a dozen years.	Prior to working with MMDC, Chet was the President of the 712 Initiative a start up Community Development Corporation. Chet is the on the Board of Directors for Freedom Preparatory Academy. Chet holds an MBA with a concentration in Innovation and Entrepreneurship from The University of Missouri - Kansas City and a B.A. in Sociology with a concentration in Public Policy, Public Service

ing and economic development, community organizing, program design, implementation and moni-

Chet is a community development professional with over 30 years of experience in affordable hous-

pact on our community in 2012. Curt is active in a number of professional organizations including project which was recognized by the Memphis Business Journal as having the greatest positive im-

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Urban Land Institute, AIA Memphis and several local area Chambers of Commerce.

CHET JACKSON

toring. Chet is the Program Manager for Real Estate with Memphis Medical District Collaborative.

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