

Thanks to the following people for their support in making this panel possible:

- The Honorable A C Wharton, Jr., Mayor
- Maura Black Sullivan, Deputy Chief Administrative Officer
- Reid Dulberger, Chief Economic Development Officer
- Josh Whitehead, Director, Office of Planning and Development
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- Maria Fuhrmann, Office of the Mayor
- Beth Flanagan, Memphis Medical Center
- Anna Holtzclaw, Archie Willis, Dan Poag, ULI Memphis

Memphis, Tennessee

Creating an Innovation District



Urban Land
Institute

Rose Center for Public Leadership



Urban Land Institute



Mission:

Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

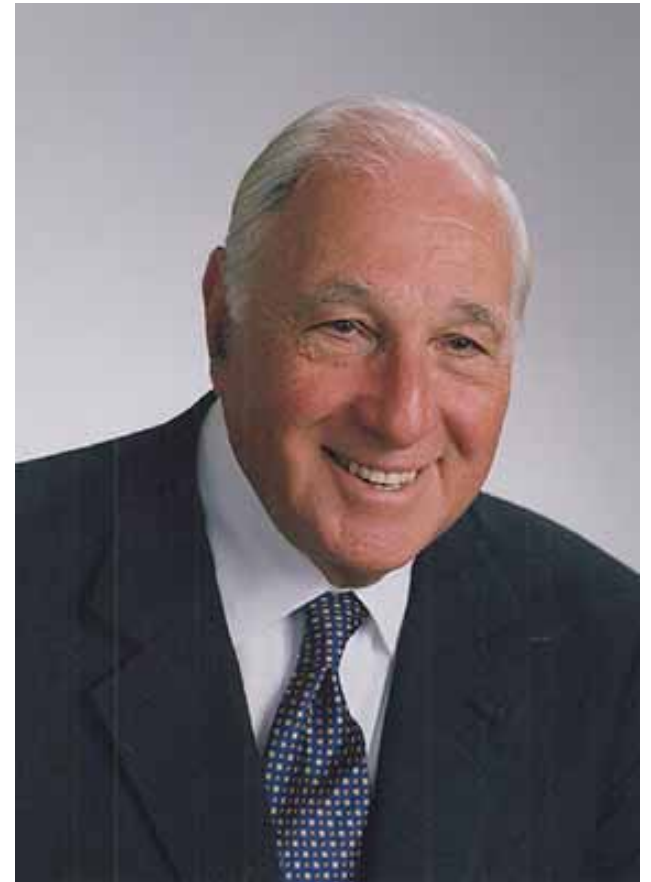
30,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects and Designers
- Public officials
- Academics

Activities:

- Research, best practices and case studies
- Education and Professional Development
- Technical assistance to cities, agencies, and developers
- Conferences, meetings, and ideas exchange
- A bi-monthly magazine and other publications

Mission: To encourage and support excellence in land use decision making. By providing public officials with access to information, best practices, peer networks and other resources, the Rose Center seeks to foster creative, efficient, practical, and sustainable land use policies.



Daniel Rose

Rose Center Programming



Education for Public Officials

- Webinar: Survey on the Future of Community Development
- Webinar: Planning and Public Health
- Webinar: The Making of Detroit's Long-Term Strategic Framework Plan
- Scholarships for public officials to attend ULI conferences

Policy & Practice Forums

- 2013 Mayors' Forum on Public-Private Partnerships
- 2013 Shaw Forum on Connecting Real Estate with K-12 Education
- 2012 Shaw Forum on Innovative Public-Private Partnerships in Finance
- 2011 Multifamily Housing Development



Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- Participating cities to date: Austin, Charlotte, Detroit, Hartford, Houston, Kansas City, Louisville, Minneapolis, Nashville, Oakland, Philadelphia, Phoenix, Providence, Sacramento, Tacoma and Tampa



2013-2014 Rose Fellowship Class

Honolulu

Portland

Indianapolis

Memphis



City Study Visits

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city



The Panel



The Panel

- **Co-chair:** Ana Gelabert-Sanchez, Gelabert-Sanchez & Associates and Harvard University, Coral Gables, FL
- **Co-chair:** Calvin Gladney, Mosaic Urban Partners, LLC, Washington, DC
- Susan Anderson, Planning and Sustainability Bureau, City of Portland, OR (Daniel Rose Fellow)
- Janne Corneil, Corneil Collaborative Planning & Urban Design, Carlisle, MA
- Robert Iopa, WCIT Architecture, Honolulu, HI (Daniel Rose Fellow)
- Ilana Preuss, Smart Growth America, Washington, DC
- Jim Schumacher, Schumacher Urban Projects, PLLC, Charlotte, NC
- Adam Thies, Department of Metropolitan Development, Indianapolis and Marion County, IN (Daniel Rose Fellow)

The Challenge



How can Memphis create an “innovation district” around its medical and academic institutional assets?

Presentation Outline

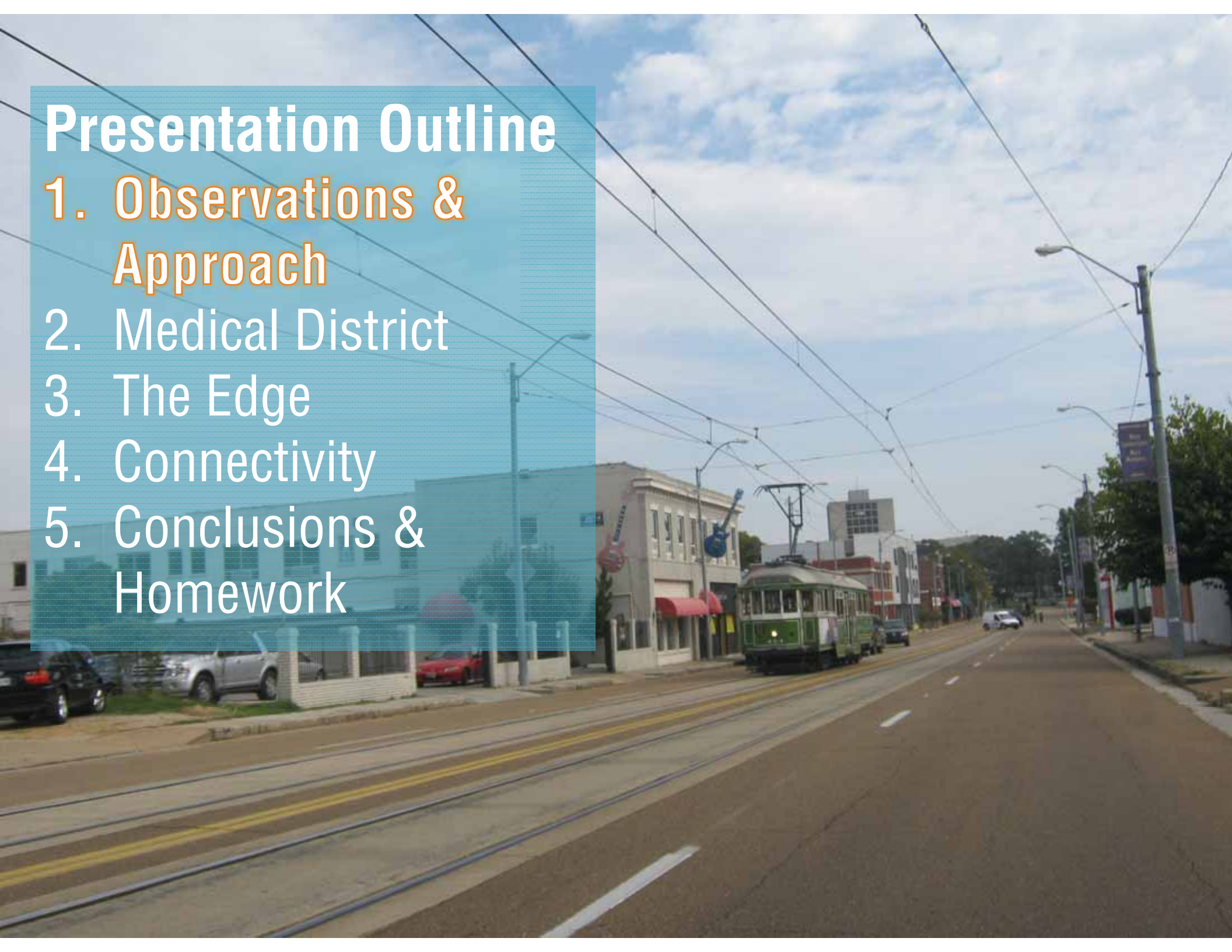
1. Observations & Approach

2. Medical District

3. The Edge

4. Connectivity

5. Conclusions & Homework



Memphis Assets



ELVIS PRESLEY AND SUN RECORDS

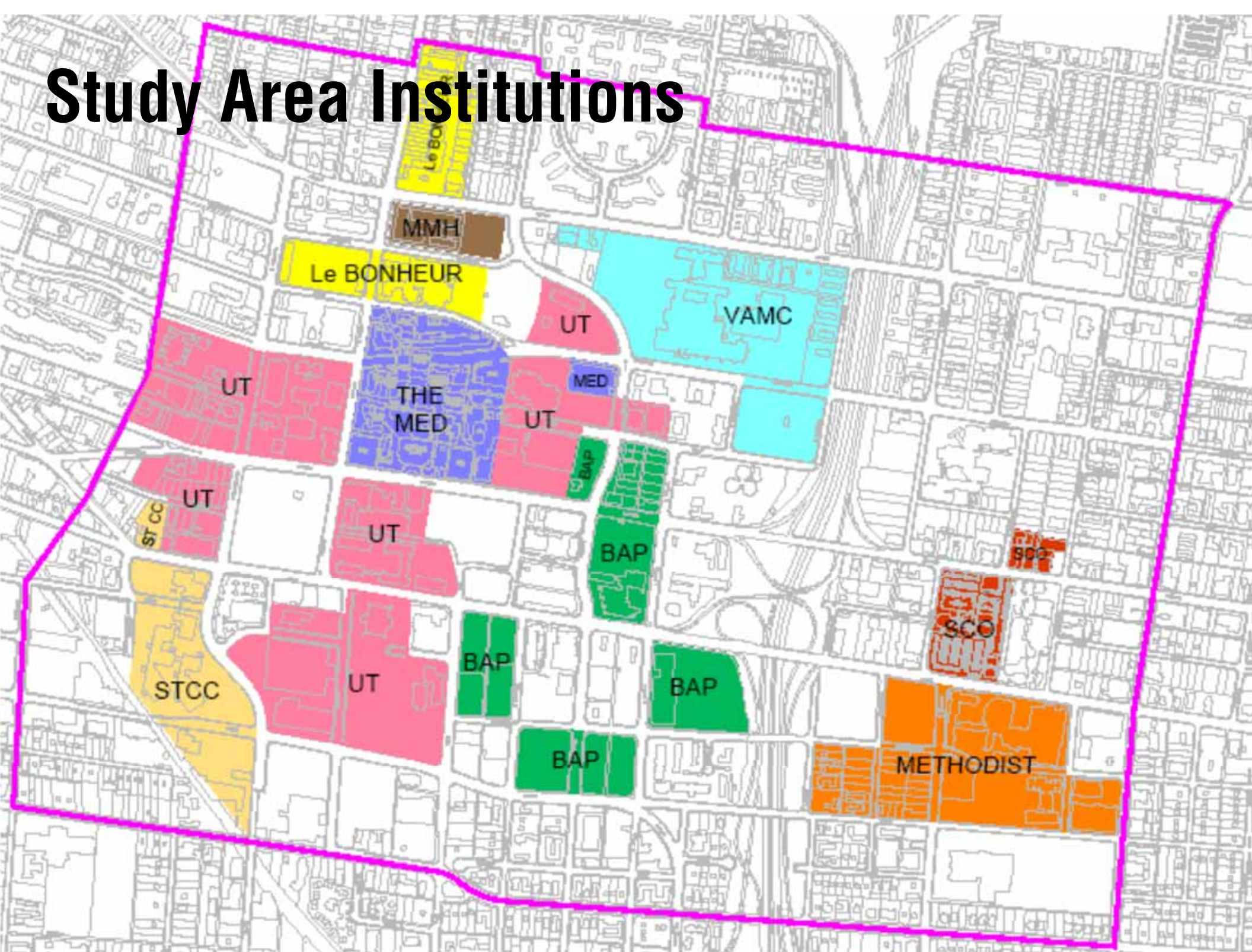
In July 1954 Sun Records released Elvis Presley's first recording. That record, and Elvis' four that followed on the Sun label, changed popular music. Elvis developed an innovative and different sound combining blues, gospel, and country. That quality made Elvis a worldwide celebrity within two years. He went on to become one of the most famous and beloved entertainers in history. Sun Records introduced many well known people in all fields of music. Generations of musicians have been affected by those who recorded here and especially by the music Elvis Presley first sang at Sun Records.

ERECTED BY THE SHELBY COUNTY HISTORICAL COMMISSION AND THE
ELVIS PRESLEY INTERNATIONAL MEMORIAL FOUNDATION - 1985

Memphis Assets

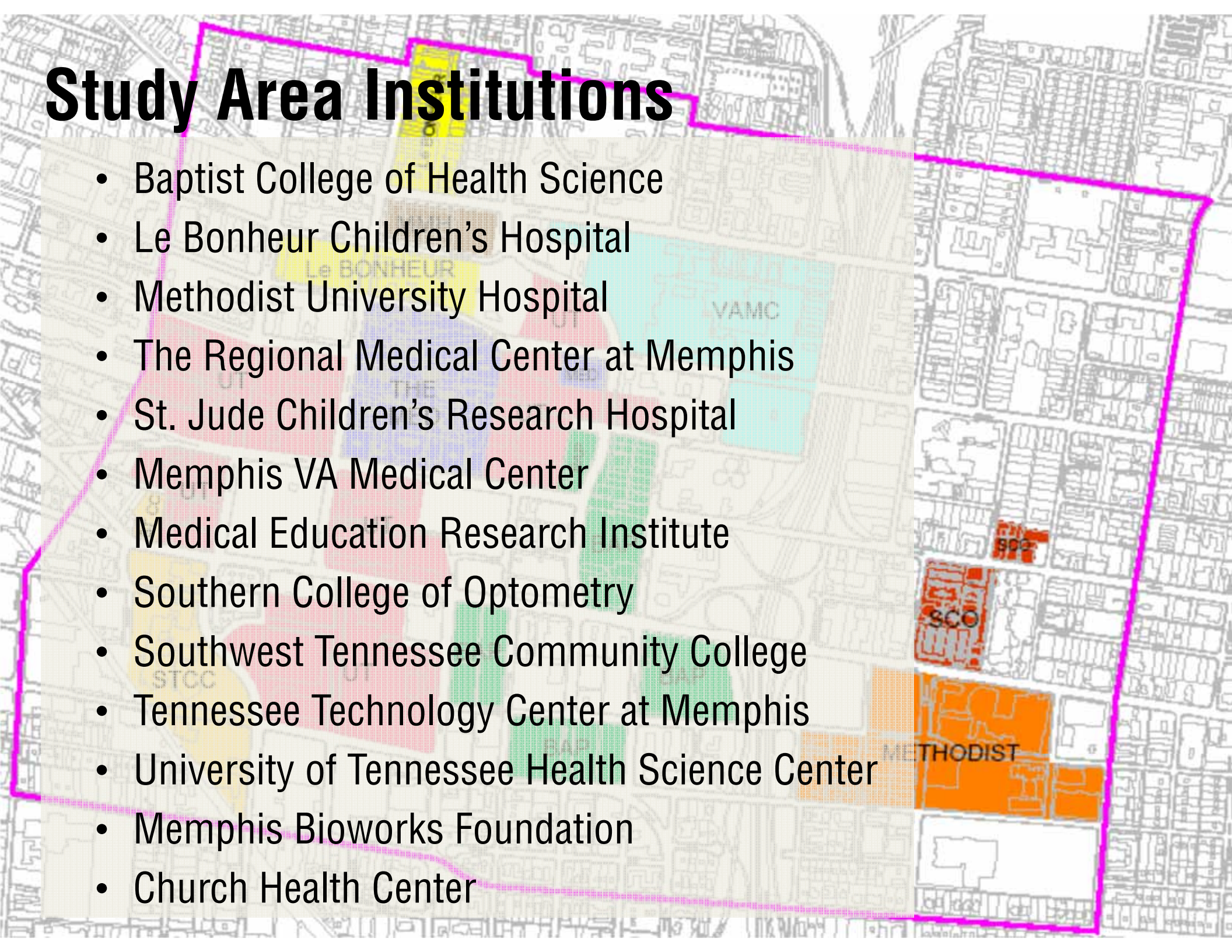
- Creative people and culture
- Spirit of generosity, locally invested philanthropies
- History of music and arts
- Tourism destination and hospitality industry
- Major transportation and distribution hub
- High concentration of life science institutions and related jobs
- Riverfront

Study Area Institutions



Study Area Institutions

- Baptist College of Health Science
- Le Bonheur Children's Hospital
- Methodist University Hospital
- The Regional Medical Center at Memphis
- St. Jude Children's Research Hospital
- Memphis VA Medical Center
- Medical Education Research Institute
- Southern College of Optometry
- Southwest Tennessee Community College
- Tennessee Technology Center at Memphis
- University of Tennessee Health Science Center
- Memphis Bioworks Foundation
- Church Health Center





Opportunities

Opportunities

- Intellectual capital could be better leveraged
- People would like to stay in area after research fellowships/ schooling
- Size of Edge neighborhood and character, scale of buildings are conducive for attracting new activity
- Significant developable land opportunities
- Large potential customer base (employees, visitors)
- Central location within region

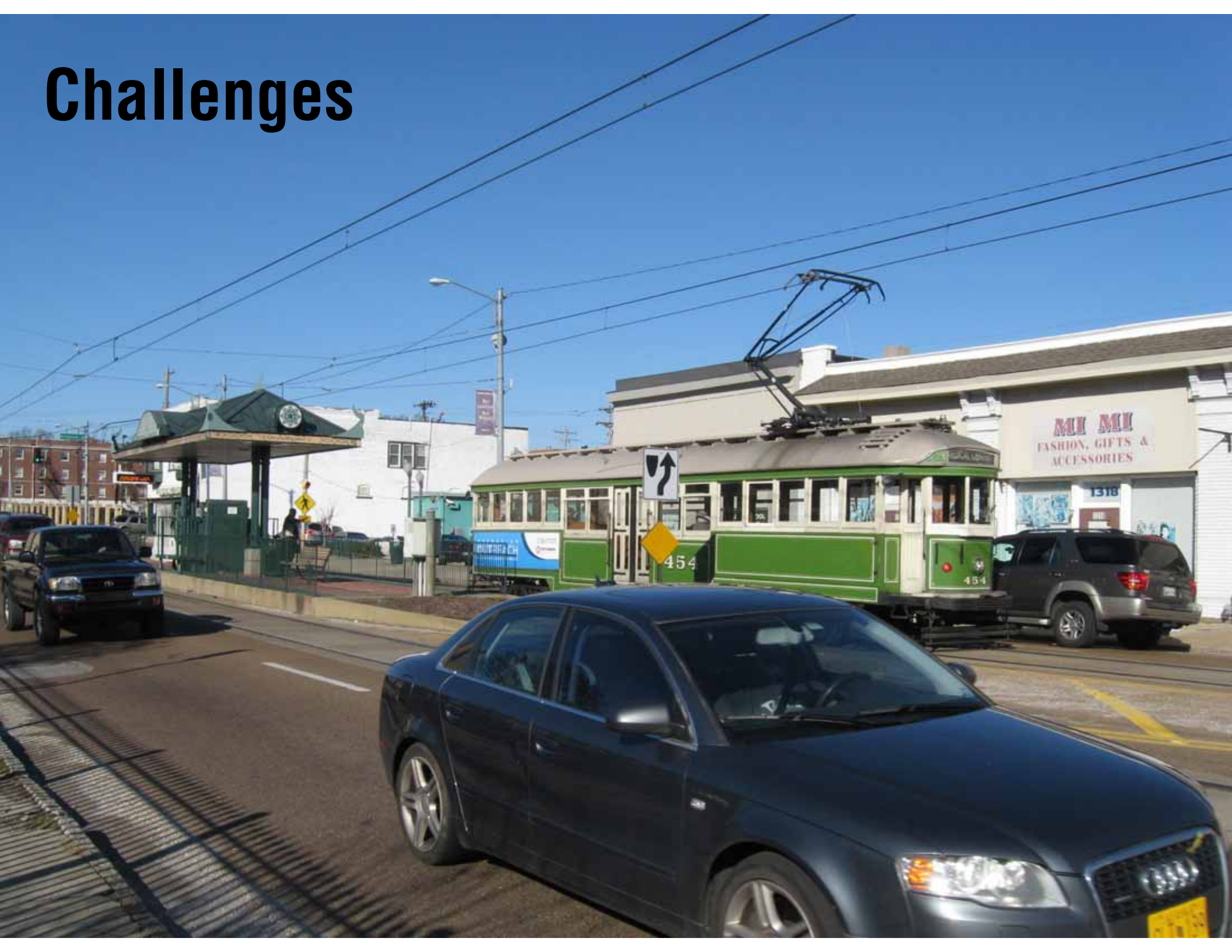
Needs



Needs

- Commercial real estate product for businesses growing beyond incubator stage and information
- Space for creative collisions
- Mix of housing products for employees, students
- Partnerships between local schools and institutions
- Transit enhancements to link workforce to job opportunities, visitors to destinations (e.g., airport to medical center)
- Better connections between institutions in a 1,400-acre district
- Additional public-private partnerships

Challenges



Challenges

- Lack of a coherent urban design identity
- Perception of lack of safety
- Continued migration of people and investment eastward from central city, exacerbated by 285
- Institutions tend to have inward focus
- Real estate market and cost of adaptive reuse makes development uneconomical in Edge neighborhood
- Limited incentives and financial tools available
- Limited redevelopment agency power
- Politics of transit in Memphis
- No centralized information portal

The Challenge

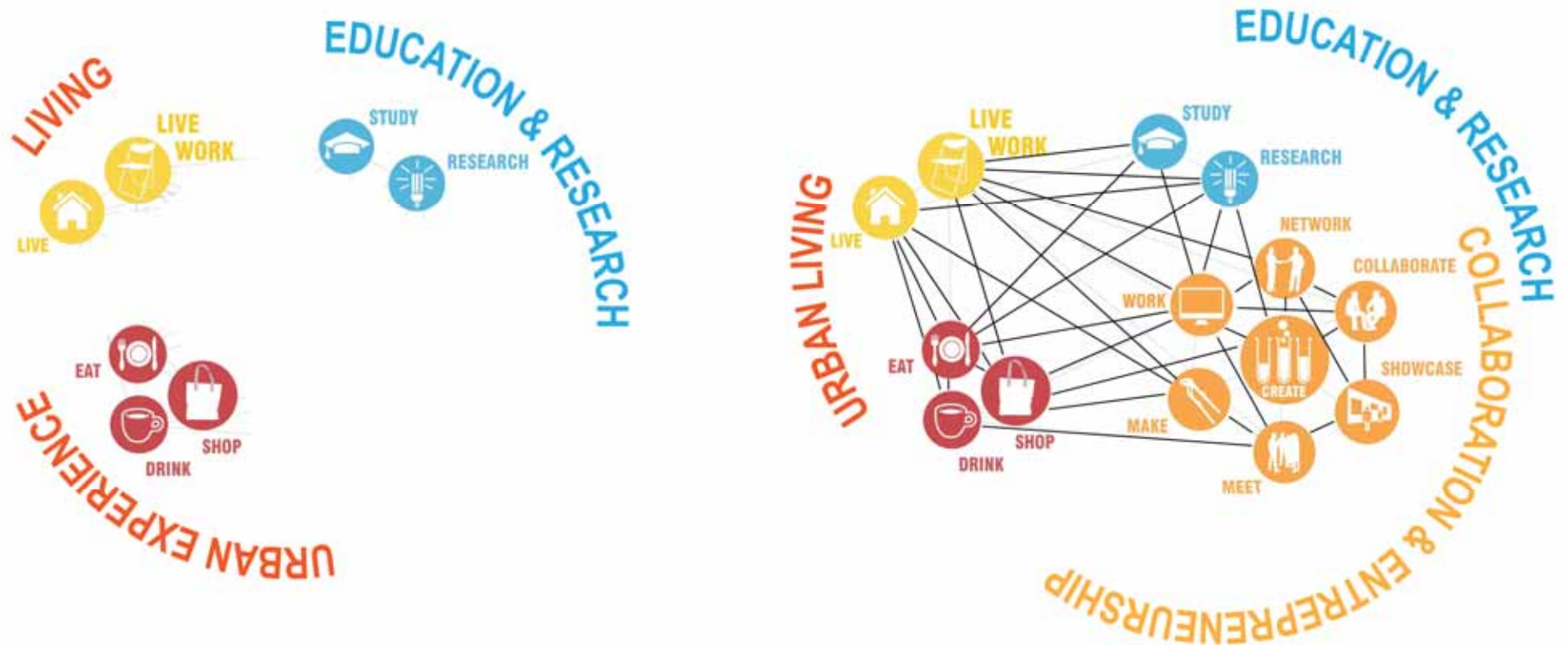


How can Memphis create an “innovation district” around its medical and academic institutional assets?

What is an Innovation District?

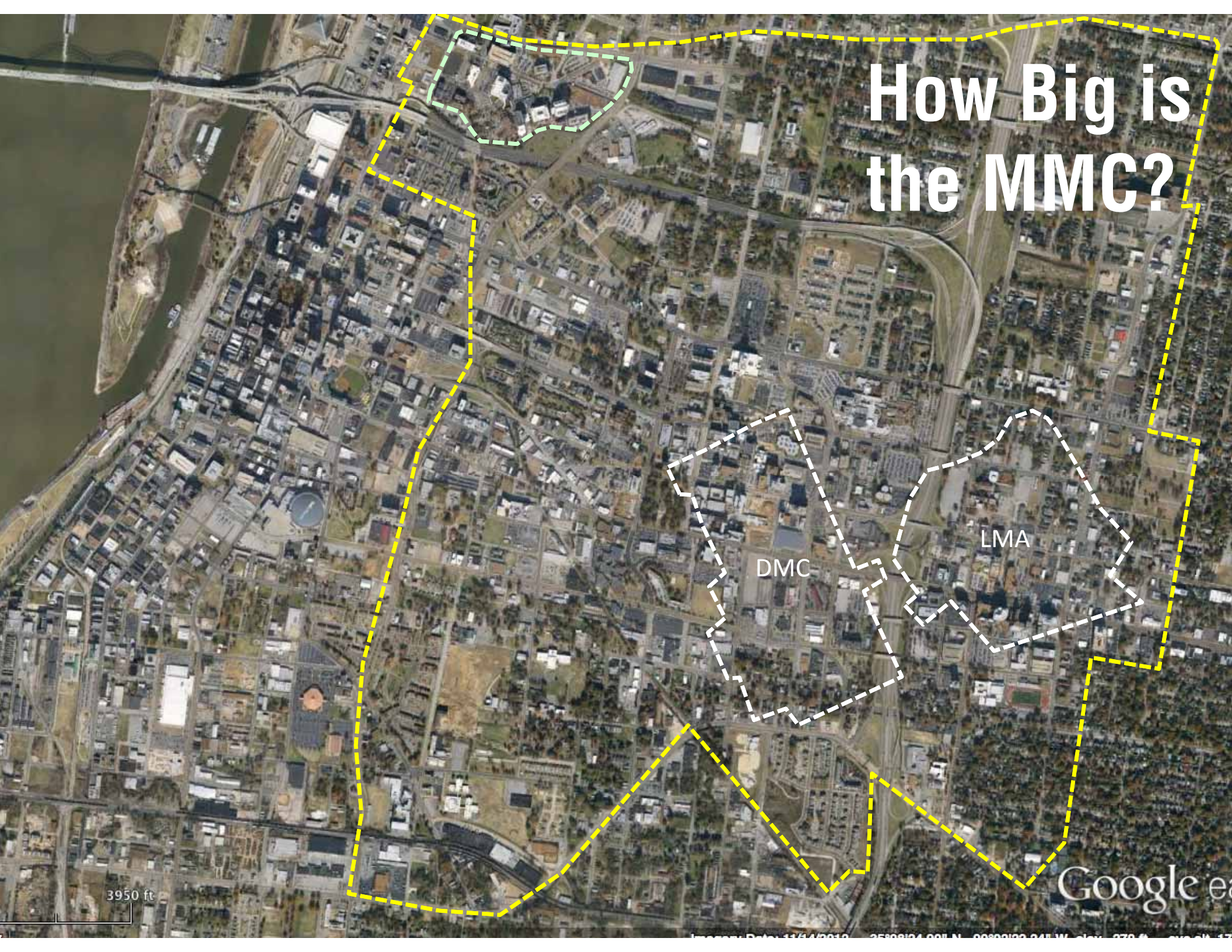


Build an Innovation Platform



Memphis Today → Innovation Memphis

How Big is the MMC?



DMC

LMA

3950 ft

Google Earth

Image Date: 11/11/2019 35.98194, -90.19911 N 90.19911, -90.19911 W elev: 370 ft speed: 157

Memphis Medical District



Unique Innovation Neighborhoods



Downtown

The Edge

MMC



ST. JUDE
MEDICAL CENTER

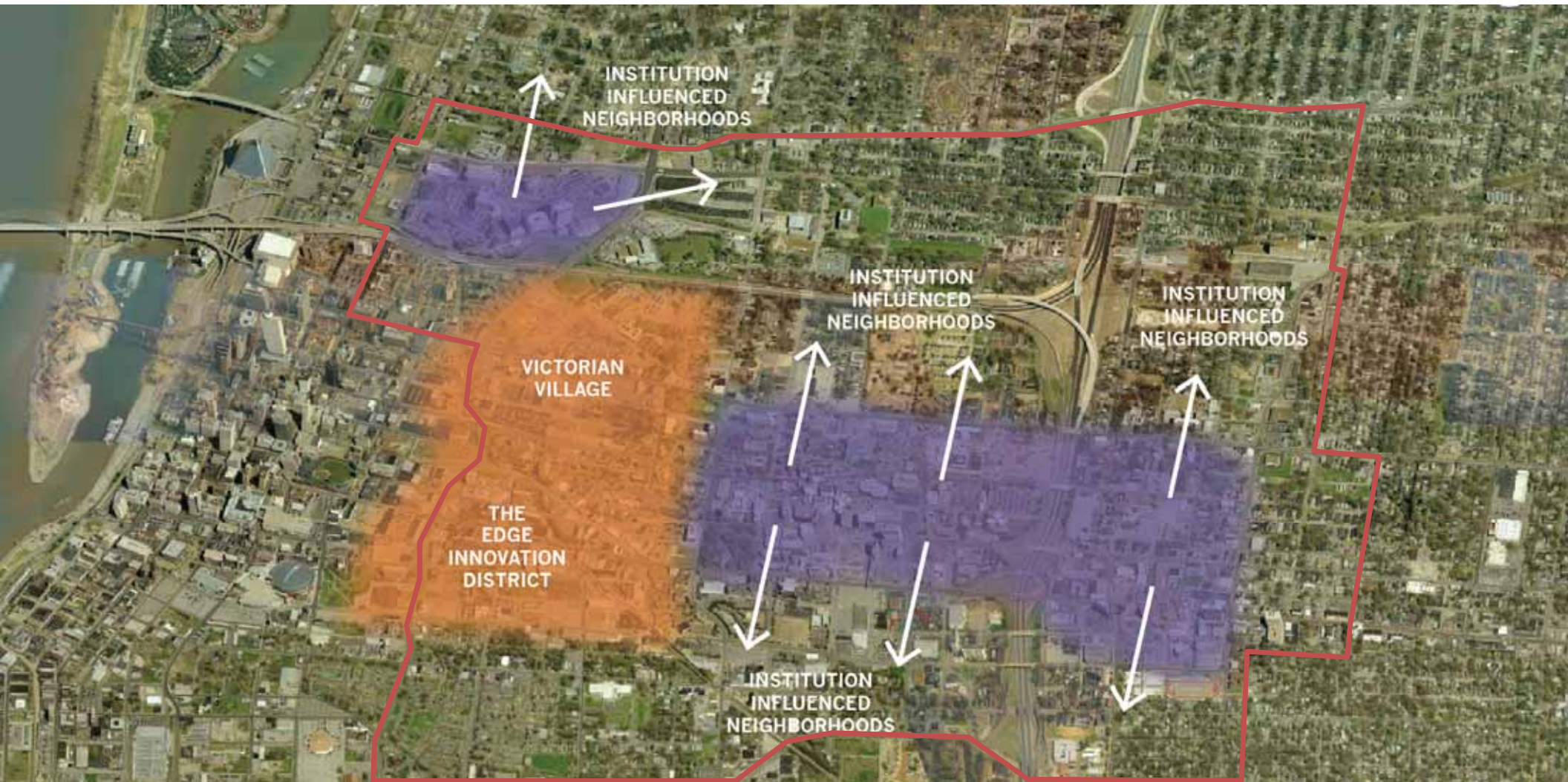
MEMPHIS
MEDICAL CENTER

METHODIST
HOSPITAL



ST. JUDE
MEDICAL CENTER

UNIFIED MEMPHIS
MEDICAL DISTRICT



INSTITUTION
INFLUENCED
NEIGHBORHOODS

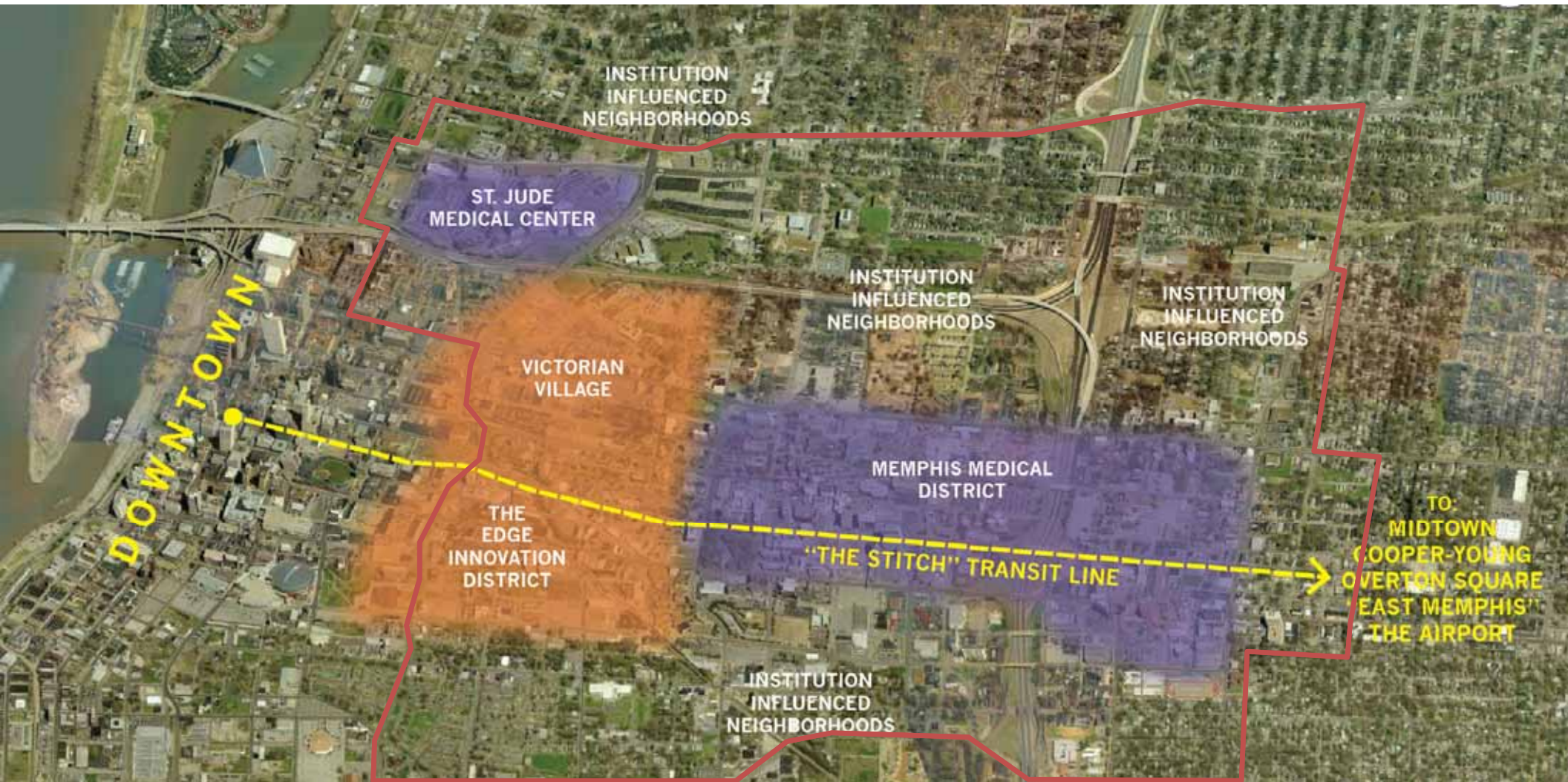
INSTITUTION
INFLUENCED
NEIGHBORHOODS

INSTITUTION
INFLUENCED
NEIGHBORHOODS

VICTORIAN
VILLAGE

THE
EDGE
INNOVATION
DISTRICT

INSTITUTION
INFLUENCED
NEIGHBORHOODS



Three Strategies

- Build a strong medical district where the hospitals are mostly co-located
- Create an innovation neighborhood (The Edge)
- Strengthen the connections from neighborhoods to centers

Presentation Outline

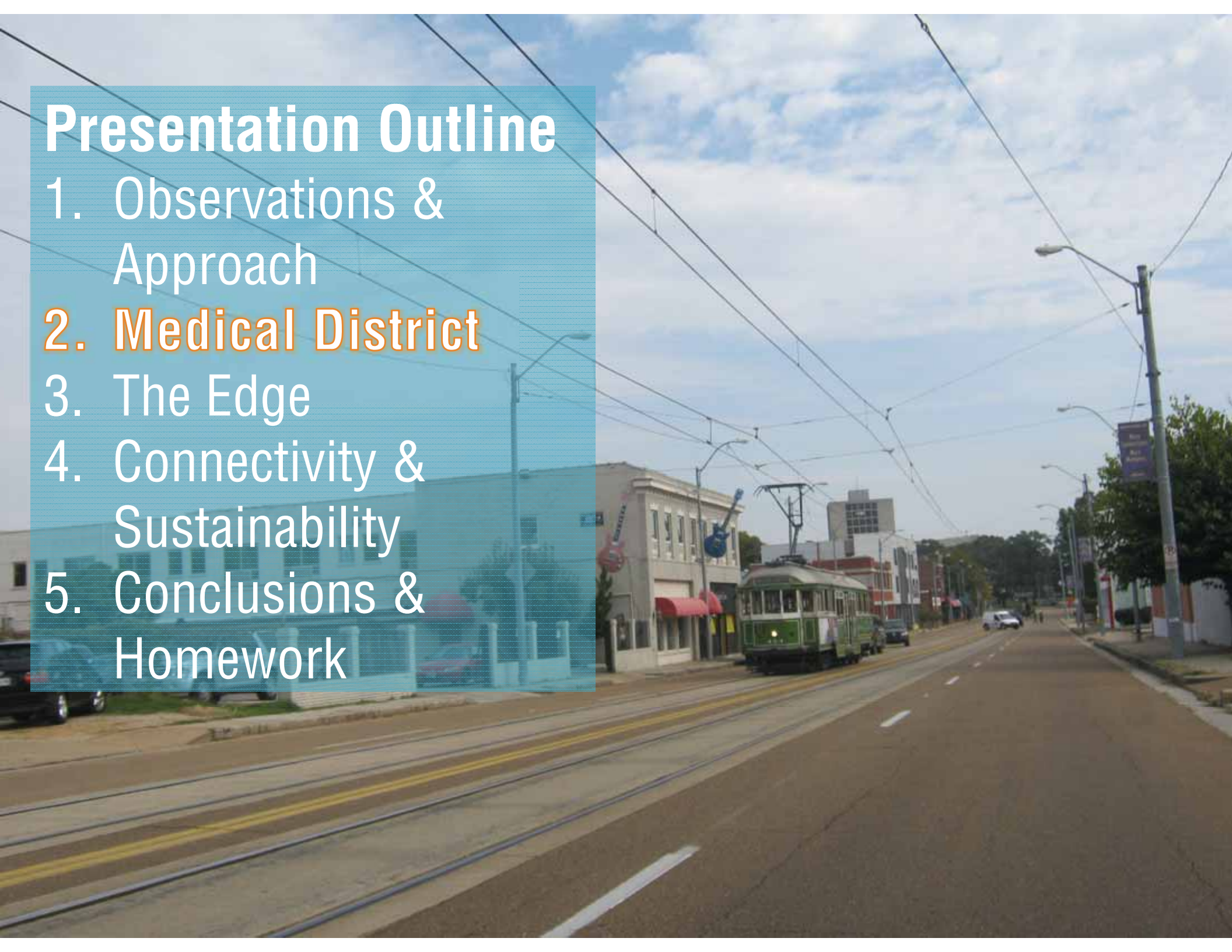
1. Observations & Approach

2. Medical District

3. The Edge

4. Connectivity & Sustainability

5. Conclusions & Homework



The Medical Center - Big Idea



The Medical Center - Big Idea

- Create a safe, vibrant, attractive medical district that can attract and retain talent and improve the urban experience for patients, students, employees and visitors
- Promote the advancement of research and commercialization that is a by-product of such intense activities



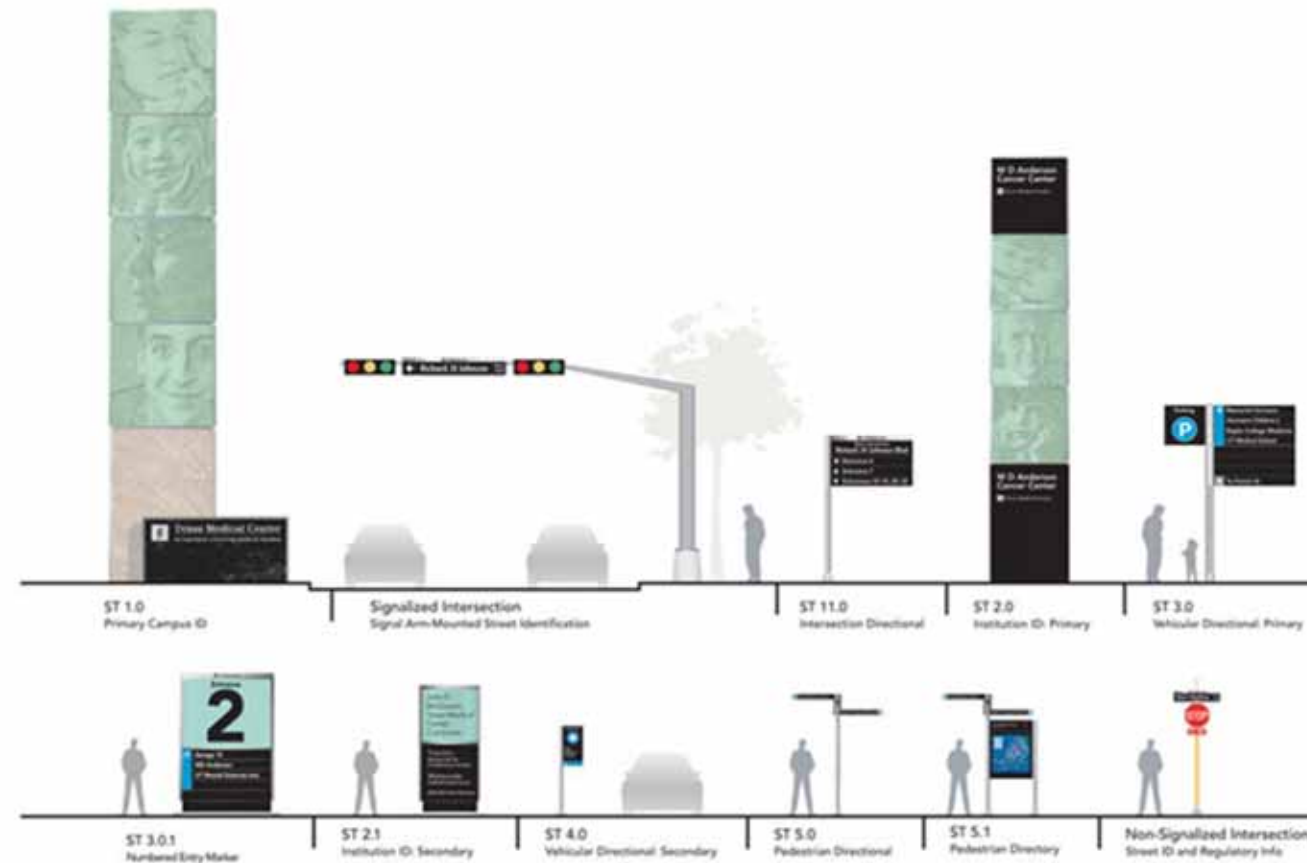
Strategies



Strategies

Engage institutions to identify potential shared needs and efforts (some of which MMC may already be managing/addressing)





Facilities management and district infrastructure:
signage and wayfinding, public realm improvements, parking management, etc.

CASE STUDY: Texas Medical Center - Houston, TX



Creating Public Beauty in the Public Right of Way

- Prioritize top pedestrian corridors for streetscape improvements
- Street surgery on other streets with planters and street tree modifications (minor)



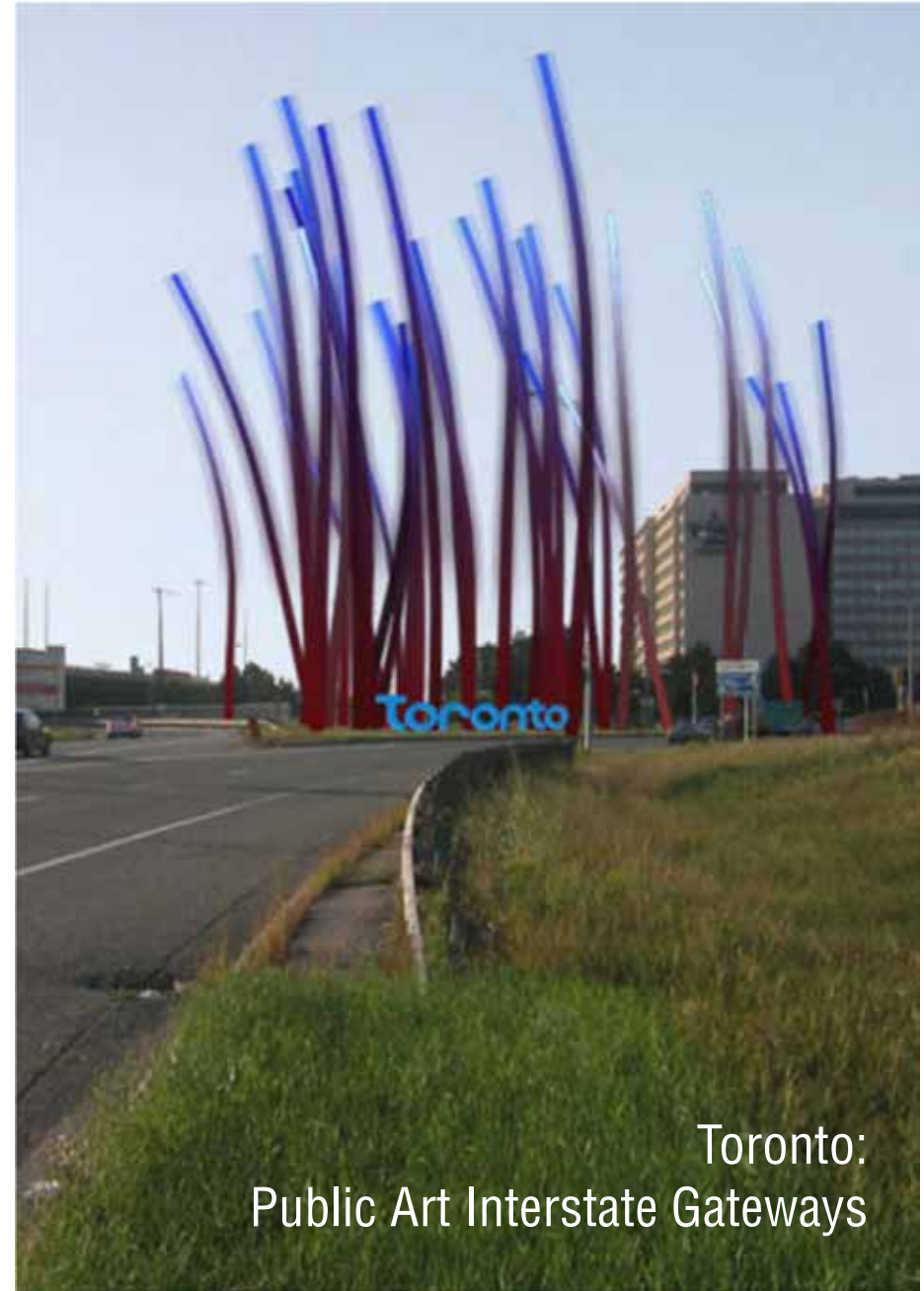
I-240 interchange: Creating a pleasant arrival to a potentially unpleasant place



Indianapolis:
Lilly Day of Service (Before)



Indianapolis:
Lilly Day of Service (After)



Toronto:
Public Art Interstate Gateways

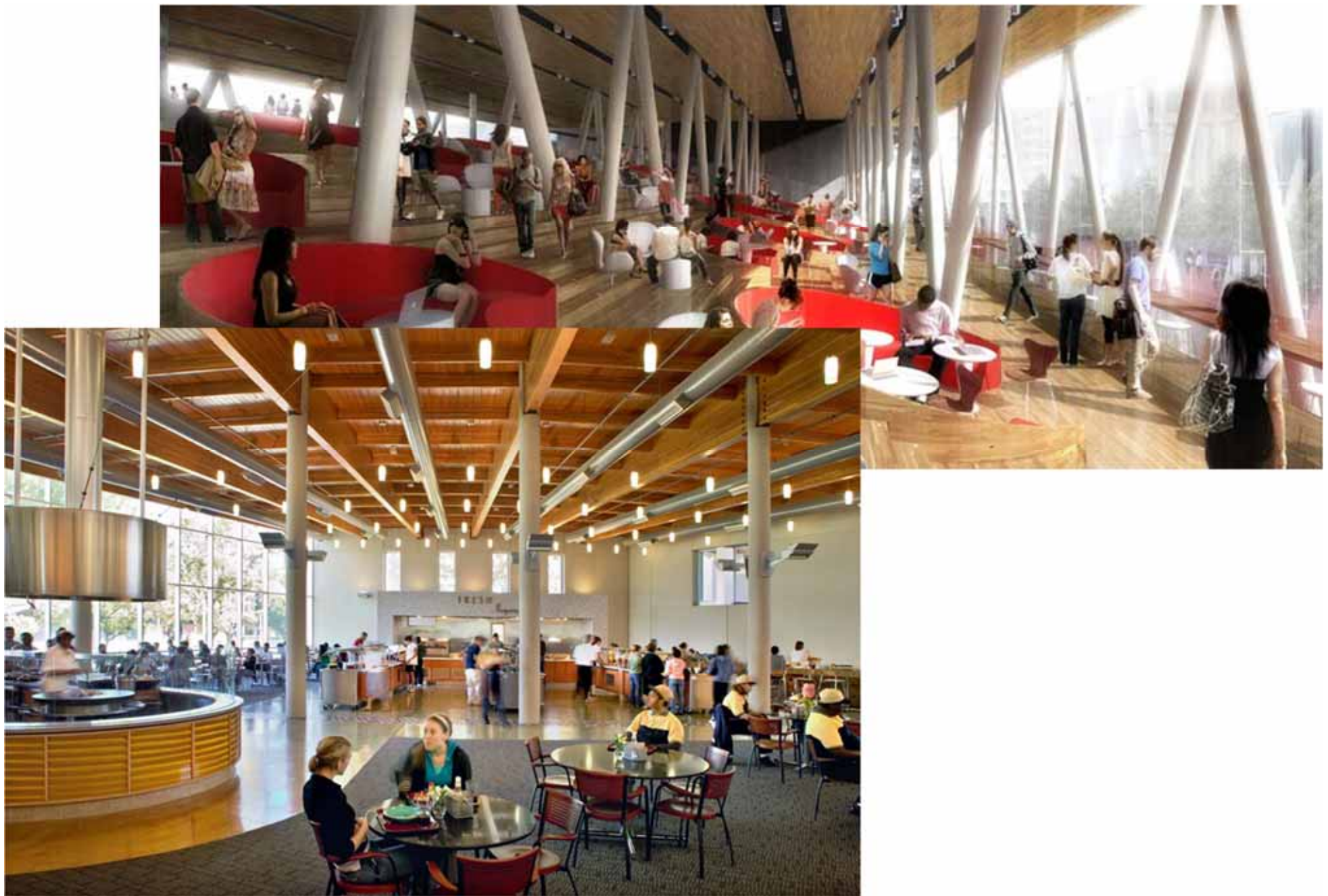
Programming of public space (arts events, farmers market, music, food trucks, etc.) – opportunities in Health Sciences Park



Coalescing a Medical District

Providing whimsy in a non-whimsical environment





Develop a “commons” that can be a shared resource and meeting ground for all of the institutions in the District (social space, dining, meeting facilities, exhibitions, etc.)

Public Private Development



Engage in public private partnerships to develop both core facilities and auxiliary facilities like graduate housing, hotel, retail, restaurant, commons, etc.

Bioworks



Reinforce Bioworks's mandate to strengthen the “innovation” network (economic and social) in the Medical District, promote the commercialization of research and facilitate collaboration and cross-pollination



COMMON INITIATIVES



economic
impact and jobs



community
outreach and
services



local procurement
strategies of goods
and services



health services
to low income
communities



joint planning
with host
communities

Continue to expand and focus the role of MMC in neighborhood revitalization through: local procurement of goods and services strategies, health services to low income neighbors, job linkage programs

Leadership Opportunities

- Bioworks
 - Nurture life sciences startup community
 - Promote research commercialization
 - Facilitate the connections and cooperation between institutions and partners
- MMC – district-wide infrastructure and planning
- UT – Develop a “Medical Community Commons” or Student Union, joint development opportunities
- City (get out of the way and be last money in)

Presentation Outline

1. Observations & Approach
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3. The Edge
4. Connectivity
5. Conclusions & Homework



Soul + Making:

The Birth Of Memphis' Start-Up Living Room



The Edge

Vision

The Edge Neighborhood is a place for start-up and creative-class entrepreneurs to:

- *Work:* Products are conceived, made and brought to market in the Edge's low-cost, light industrial properties
- *Play:* Bars, restaurants and fun programming is frequented by Medical District employees, students and visitors, Downtown residents and Memphians citywide
- *Live:* Local entrepreneurs, Medical District employees and students and creatives live in a diverse set of housing options

The Edge

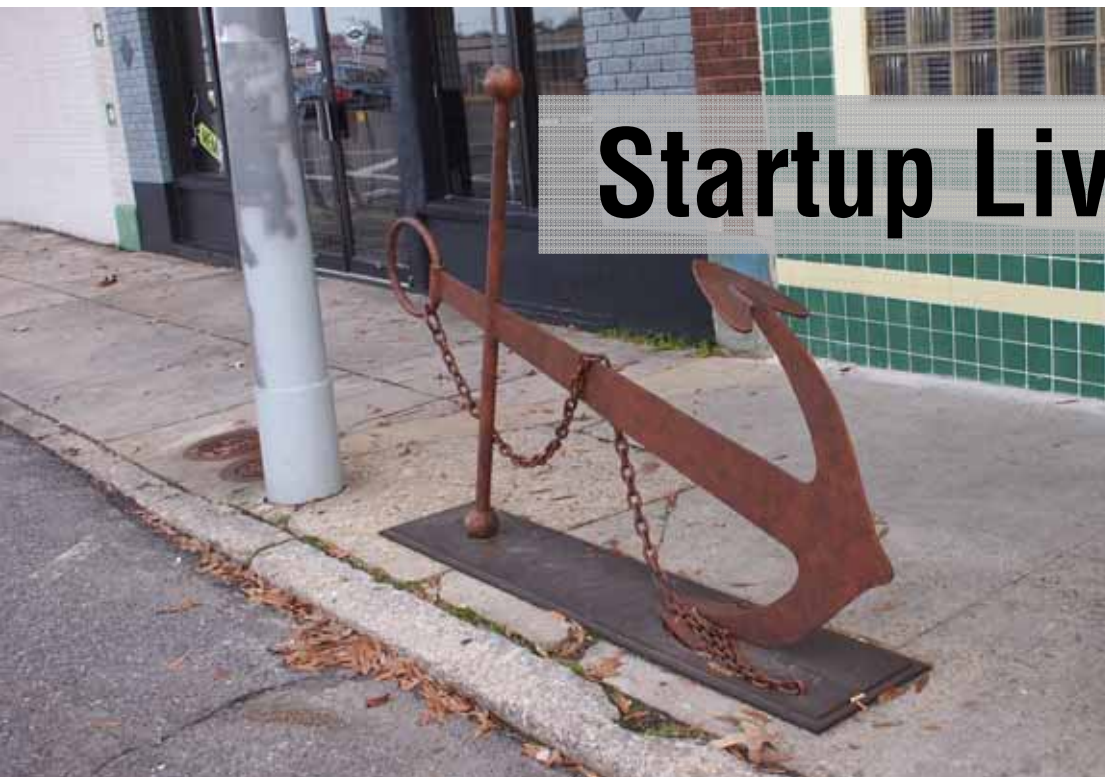
Opportunities

- Small, irregular grid
- Small building footprints
- Located between downtown & Medical District
- Relatively affordable land
- Close to ballpark and FedEx forum
- Could provide real estate needs for Medical District
- Connection to Memphis music history attracts visitors
- Some iconic historic buildings

Challenges

- Irregular blocks and lots are harder to develop
- Renovation costs are expensive
- No organizational champion for the Edge
- Low brand identity
- Danny Thomas Blvd is a barrier

Startup Living Room



Startup Living Room

Brand clearly (as a place)

The Edge: For the Memphis pioneer



Startup Living Room

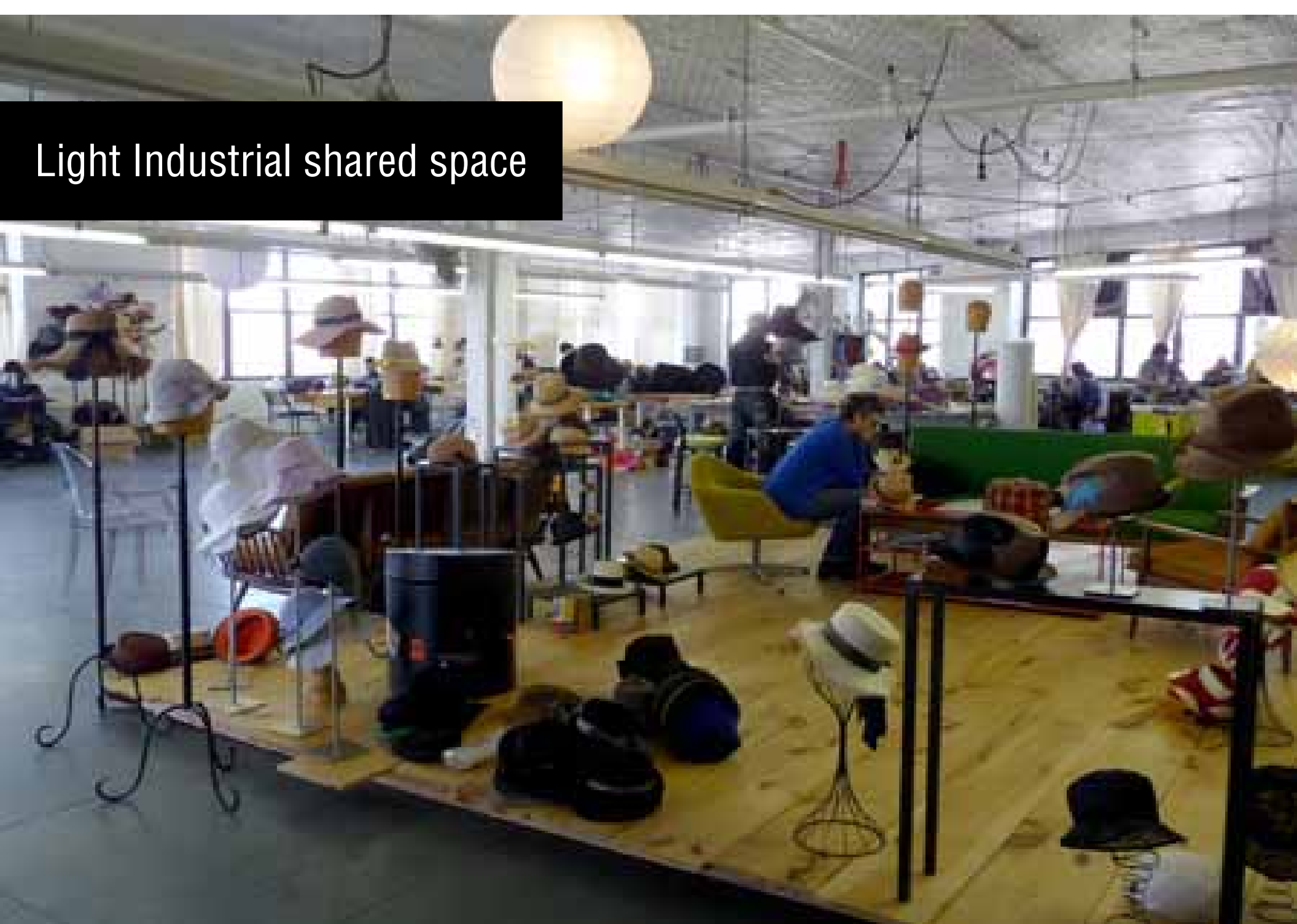
Product to Market

- Goal: Manufacture small batch/custom products with access to major clients and distribution networks
- Industrial space for small businesses
- Co-work industrial space – shared facilities/tools
- Combine industry clusters – life sciences, food, IT, arts, music production
- Bring makers and tinker community together

Co-Work Space



Light Industrial shared space



TechShop



Food Incubator



restoreTM

simply clean & efficient

Small Business Manufacturing



Startup Living Room

Living Room Activities

- Goal: Active and bring people together
- Event space – shared across clusters
- Present newest products and innovations for input (Startup Community)
- Activate – food truck Fridays, Movies in the Park, Music in the Summer, Farmer's Market (with WIC)

Startup Living Room



Share Ideas



Maker Faires



Farmers Market



Outdoor Movies & Music



Startup Living Room

Residential

- Goal: Bring diverse housing types into the neighborhood
- Focus on residential development as a later phase of development for the Edge
- Build from success next to AutoZone Park along Monroe back toward the east



A City Role: Promote Development

A City Role: Promote Development

- Refine the overlay district
- Assemble catalog of properties
- Utilize rehab building code (e.g., Charlotte)
- Minimize infrastructure costs for redevelopment projects
- Make small-scale streetscape improvements at key locations to support private investments
- Allow temporary installations (pop-ups) to attract interest and allow experimentation

Strategies



Strategies

- Identify opportunities for craftspeople and less-skilled workers to leverage opportunities
- Create apprenticeship program (city, community college, other funding partners) to cover cost of at-risk youth employees for 6 months in local businesses
- Consider Business Improvement District-like neighborhood association for the Edge
- Work with landowners and 60 small businesses to understand needs and showcase them as an asset
- Identify leader from among the land & business owners who can lead the Edge brand
- Crowdfund a wiffle ball field
- Create unique urban design identity for neighborhood
- Public street art competition around neighborhood

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Connectivity - Historic



For 200 years, Memphis has been the crossroads of transportation

Connectivity - Today

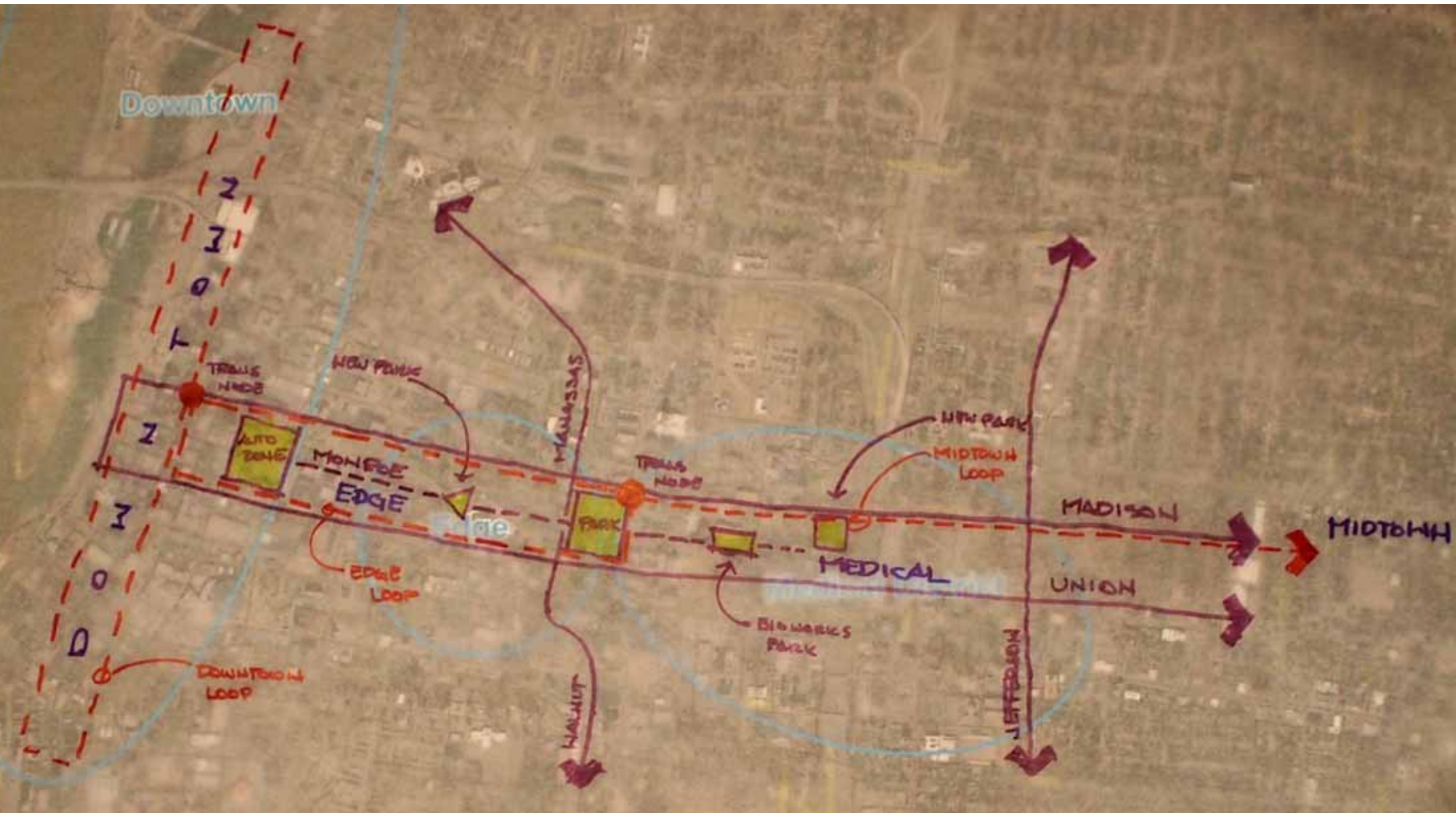


Two centuries later it should be the crossroads of innovation bringing together research, manufacturing, sustainability to spur economic growth and build a strong community

Connectivity - District



Connectivity & Open Space



Connectivity – Complete Streets

High Street, Portsmouth, VA



Connectivity – Complete Streets

High Street, Portsmouth, VA



Connectivity – Complete Streets

High Street, Portsmouth, VA



Connectivity – Complete Streets

High Street, Portsmouth, VA



Connectivity – Complete Streets

High Street, Portsmouth, VA



Connectivity – Complete Streets

High Street, Portsmouth, VA

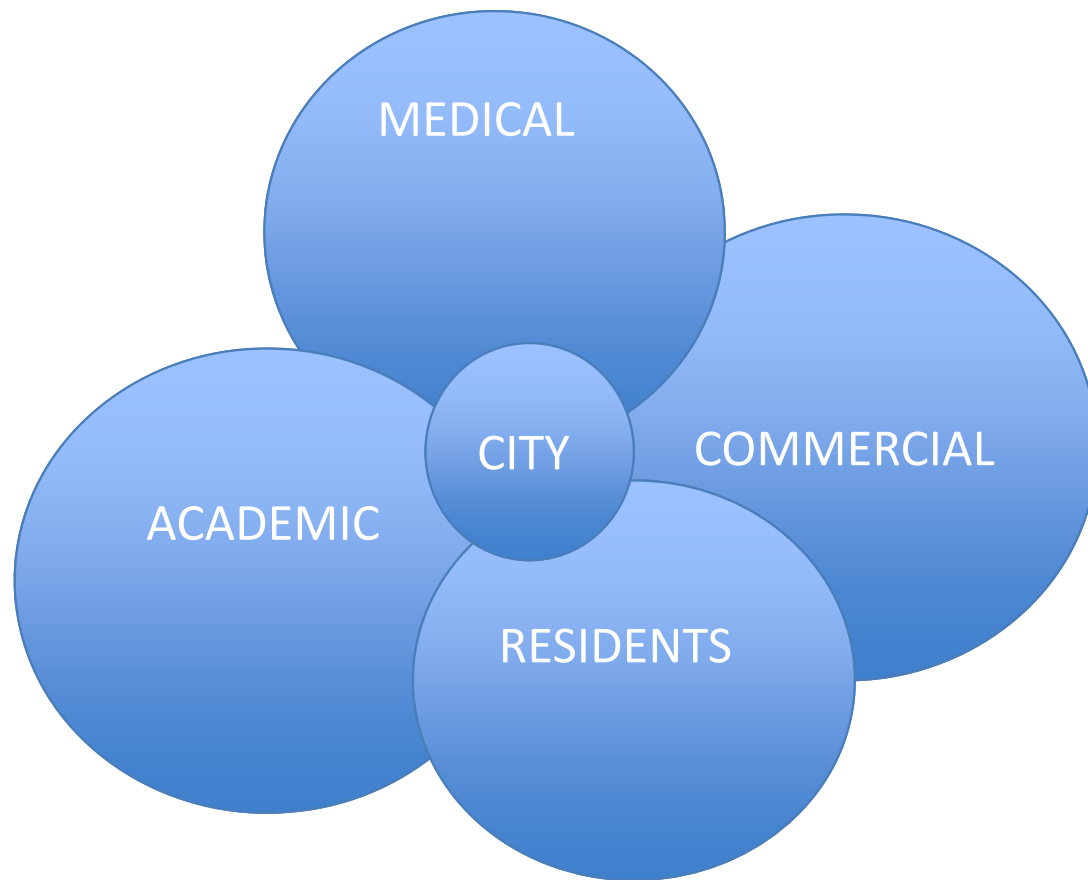


Connectivity – Complete Streets

High Street, Portsmouth, VA



Connectivity – Social Fabric



Physical Infrastructure

- Provide public and private spaces for public interaction
- Connect public open spaces

Social Infrastructure

- Bring companies and institutions together to exchange ideas
- Create mentoring and volunteer programs
- Attract symposiums that bring executives and companies together

Green Streets



Car & Bike Share

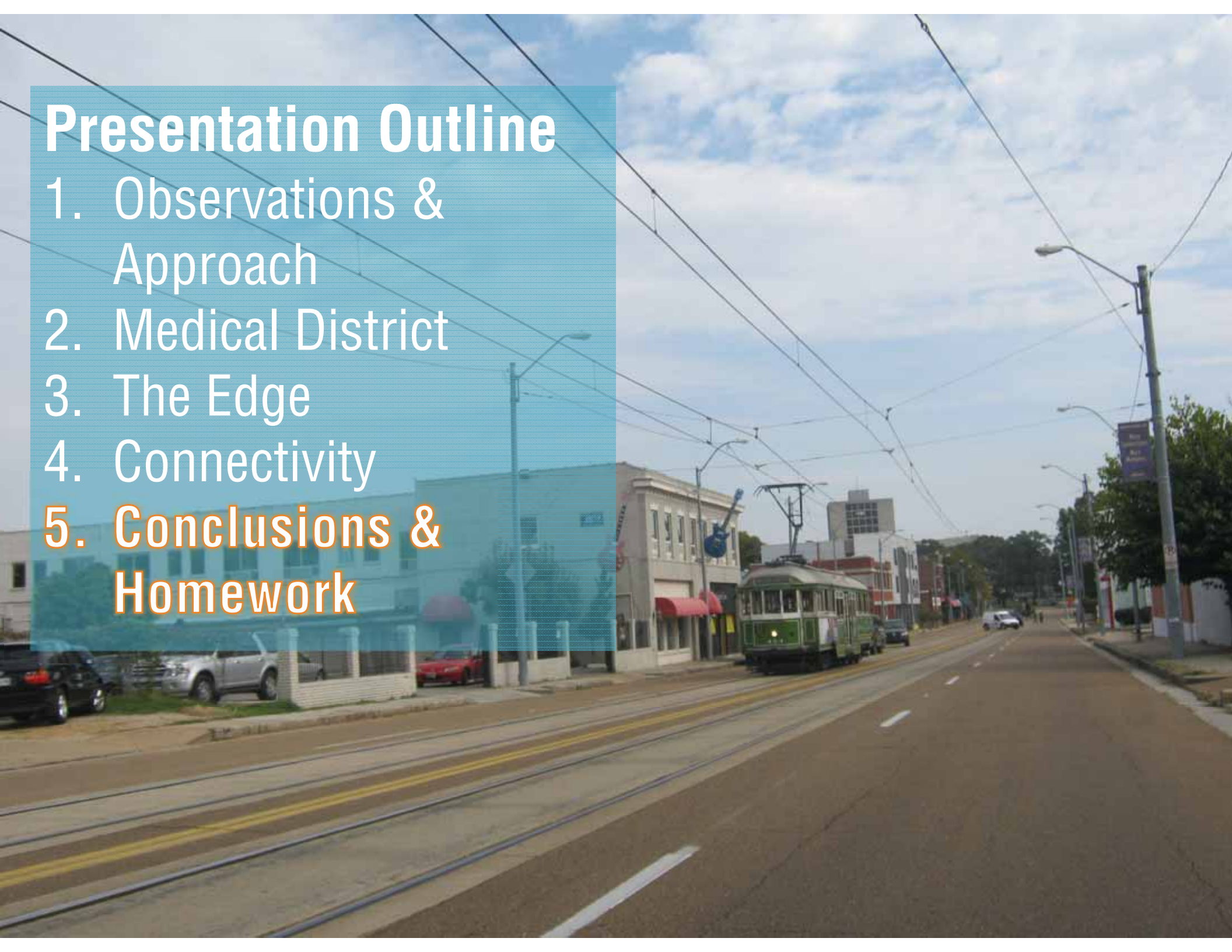


Connectivity Recommendations

- Consider circulators to connect destinations
- Connect and program parks to activate public space
- Implement complete streets (e.g., Union)
- Establish social media to enhance communication and strengthen social fabric

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Key Takeaways

- Memphis has the assets and culture to create an innovation district that creates jobs and revitalizes the neighborhood
- Focus implementation on smaller areas
- Tailor the strategies for each area
- Connect the areas using public space and transportation enhancements
- Leverage innovation district to identify job and business opportunities for lower-skilled, lower-income community
- Shared-space project (e.g., district hall) needs to be priority

Homework

1. Document existing networks and relationships within the district
2. Collect data on parcel ownership, building types and availability for sale or rent, including city-owned land
3. Map small businesses by industry (building on Brookings Institution study)
4. Hold at least two events at the Health Sciences Park (e.g., food trucks, music, movies)
5. Memphis Medical Center should convene its stakeholders to identify shared physical infrastructure (e.g., start process of funding wayfinding and signage plan)
6. Create a prospect list of businesses that might be interested in locating in the Edge neighborhood
7. Identify a complete street conversion pilot in the Edge neighborhood

Next check-in:

Rose Fellowship Retreat
Vancouver, April 8, 2014

Thank you to the following people; their assistance was essential to the panel's work:

Hon. Mark Luttrell, Shelby County Mayor | Hon. Jim Strickland, Memphis City Council | Hon. James Harvey, Shelby County Commission | Meri Armour, Le Bonheur Children's Hospital | Steve Bares, Memphis Bioworks Foundation | Scott Blake, Victorian Village Inc. | Rusty Bloodworth, Boyle Investment Company | Kevin Boggs, University of Memphis | Dr. Kennard Brown, University of Tennessee Health Science Center Danny | Buring, Shopping Center Group | John Cameron, Memphis City Engineering Division | Dr. Richard Coopwood, Regional Medical Center at Memphis | Allan Daisley, Memphis Bioworks Foundation | Lisa Daniel, Memphis Mental Health Institute | John Dudas, Belz Enterprises | Dr. Nate Essex, Southwest Tennessee Community College | Dr. Donn Fisher, Southwest Tennessee Community College | Shawn Flynn, Restore Medical | Tom Fox, Memphis Area Transit Authority | Jaske Goff, Downtown Memphis Commission | Michael Hagge, University of Memphis | Michael Harper, Memphis VA Medical Center | Janet Hooks, Memphis Division of Parks and Neighborhoods | Larry Jensen, Commercial Advisors, LLC | Kate Kananura, Memphis Chief Administrative Office | Office Diane Kelly, Medical Education Research Institute | Andy Kitsinger, Development Studio, LLC | Dr. C. Diane Knight, Memphis VA Medical Center | George Little, Memphis Chief Administrative Officer | Yvonne Madlock, Shelby County Health Department | Dr. Richard Magid, University of Tennessee Research Foundation | Dr. Betty Sue McGarvey, Baptist College of Health Sciences | Doug McGowen, Mayor's Innovation Delivery Team | Laird McIver, Memphis Chief Administrative Office | Michael Moroney, University of Memphis | Dr. Scott Morris, Church Health Center | Elizabeth Ostrich, Medical Education Research Institute | Thomas Pacello, Mayor's Innovation Delivery Team | Dr. Richard Phillips, Southern College of Optometry | Todd Richardson, Crosstown Arts, LLC | Frank Ricks, Looney Ricks Kiss | Tom Roehm, Big River Engineering and Manufacturing | Charlie Santo, University of Memphis | Sarah Sieloff, US Department of Housing and Urban Development | Teresa Sloyan, Hyde Foundation | Dewanna Smith, Memphis Public Information Officer | Ernest Strickland, Greater Memphis Chamber | Alex Stringfellow, CBRE | Lauren Taylor, Hyde Foundation | Jay Tilman, Newman-Tillman Commercial Real Estate, LLC | Mike Todd, Premiere Contractors, LLC | Henry Turley, Henry Turley Co. | Kyle Wagenschutz, Memphis City Engineering Division | Christine Weinreich, Southern College of Optometry | Earl Williams, Loeb Properties, Inc. | Kirk Williams, Memphis Bioworks Foundation | Paul Young, Memphis and Shelby County Office of Sustainability