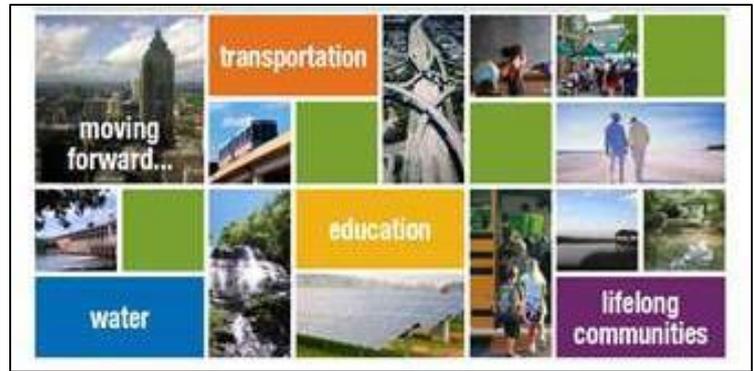
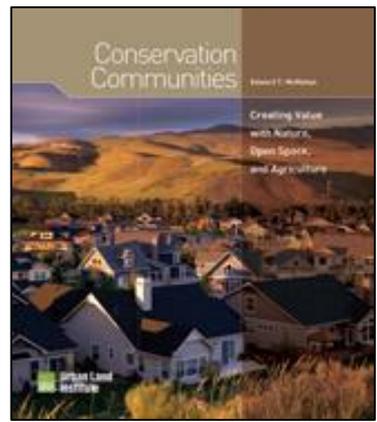
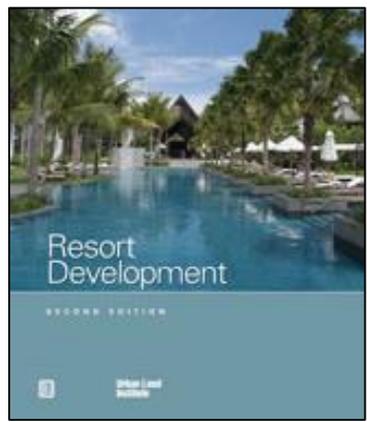


An Advisory Services Panel for Memphis, TN



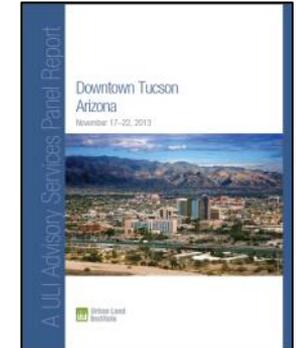
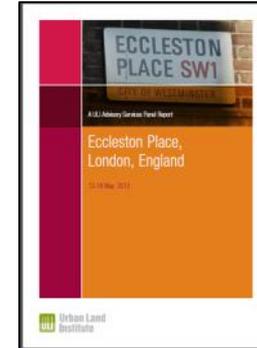
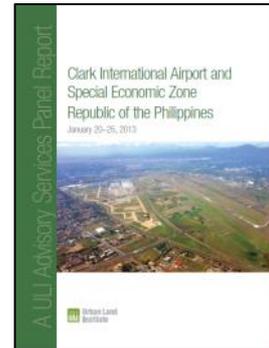
About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with over 34,000 members worldwide representing the spectrum of real estate development, land use planning, and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
 - Conducts Research
 - Provides a forum for sharing of best practices
 - Writes, edits, and publishes books and magazines
 - Organizes and conducts meetings
 - Directs outreach programs
 - Conducts Advisory Services Panels



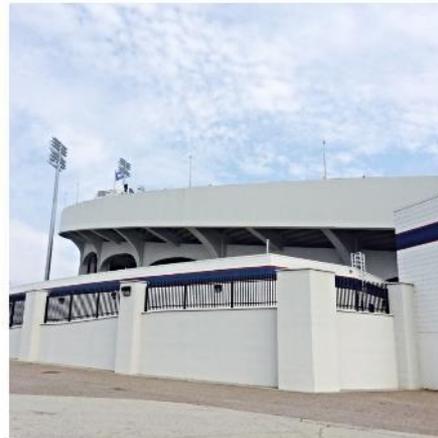
The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
 - Review background materials
 - Receive a sponsor presentation & tour
 - Conduct stakeholder interviews
 - Consider data, frame issues and write recommendations
 - Make presentation
 - Produce a final report



The Panel

- **Leigh Ferguson**, Downtown Development District of New Orleans, LA
New Orleans, LA
- **Stanley Lowe**, Pittsburgh Neighborhood Preservation Services
Pittsburgh, PA
- **Ellen Mendelsohn**, ULI - the Urban Land Institute
Washington, DC
- **Michael Medick**, BSB Design, Inc.
Alexandria, VA
- **Tom Murphy**, ULI – the Urban Land Institute
Washington, DC
- **Alysia Osborne**, Charlotte – Mecklenburg Planning Department
Charlotte, NC
- **Nathan Watson**, Tradition Properties, Inc.
Tradition, MS
- **Stephen Whitehouse**, Starr Whitehouse
New York, NY



Panel Assignment

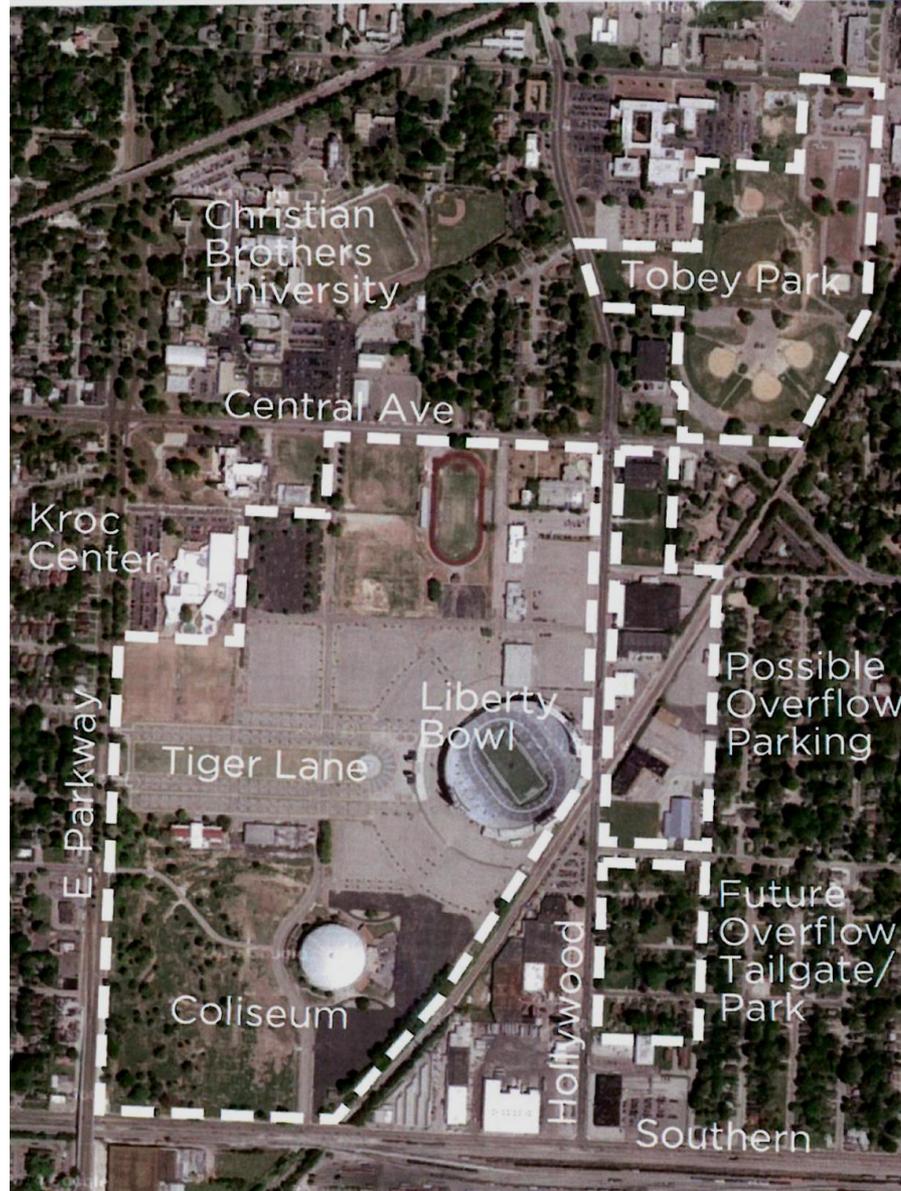
- 1. Review Fairgrounds redevelopment market studies to determine accuracy and what adjustment, if any, the City should consider.**
- 2. Determine the feasibility of a sports tourism destination facility at the Fairgrounds. If not, suggest alternatives that would likely succeed.**
- 3. Does a self-supporting, sustainable use exist for the Coliseum?**
- 4. Recommend an appropriate self-supporting, financeable plan for the northern portion of the Fairgrounds site.**
- 5. How can the Fairgrounds connect with its surrounding neighborhoods?**
- 6. Review the City's existing suite of redevelopment tools.**

Thanks to the following sponsors:

- City of Memphis
- AC Wharton, JR – Mayor
- Memphis City Council:
 - Myron Lowery, Chairman
 - Berlin Boyd
 - William C. Boyd
 - Joe Brown
 - Harold B. Collins
 - Kemp Conrad
 - Alan Crone
 - Edmund Ford, Jr.
 - Janis Fullilove
 - Wanda Halbert
 - Reid Hedgepeth
 - Bill Morrison
 - Jim Strickland



The Study Area



Presentation Overview

- I. Market Analysis
- II. Potential Uses
- III. Development Strategies & Program
- IV. Land Use & Design
- V. Neighborhood Connections
- VI. Finance & Implementation

Market Analysis

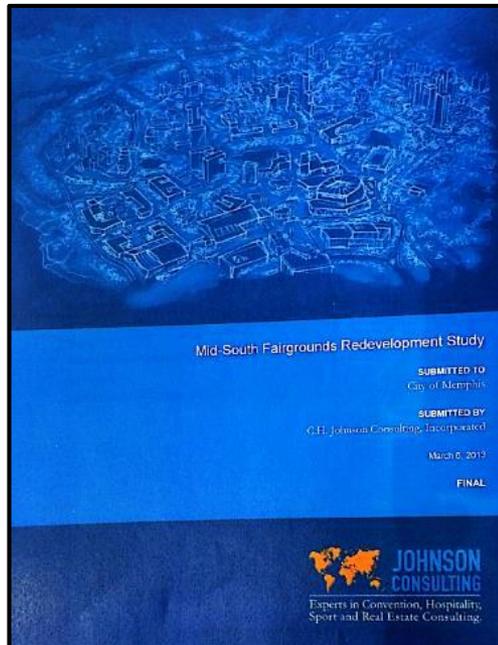
Financing Public Amenities

- Tourism Development Zones (TDZs) allow the City to bond against incremental sales taxes generated within a zone to enable construction of projects benefitting the public
- City has proposed building youth sports facilities, and that public investment would be balanced by private investment in 400,000 SF of retail and 180-room hotel, both of which theoretically would generate substantial sales tax revenue.



Existing Market Study Review

- In 2013, Johnson Consulting assessed the viability of the athletic facilities, and RKG estimated the sales tax increment that could be generated by retail and hotel
- Both studies were supportive of the development program, though they used assumptions whose viability hadn't been tested in recent years



Current Market Conditions

- Demand for outdoor fields has decreased as other Memphis-area facilities have increased the supply
- Opportunity for significant retail at the Fairgrounds has weakened due to:
 - Economic downturn
 - Preservation of STEAM Academy on prime corner
 - New retail in nearby areas
- Today demand exists for 20,000 SF of retail
- HOWEVER – we believe that a Fairgrounds redevelopment that is primarily recreational in use *can* generate sufficient sales tax revenue within the TDZ, even without the hotel or 400,000 SF of retail on the Fairgrounds site



Potential Uses

Memphis is...



Redevelopment Success Defined

- In 2005, the Fairgrounds Redevelopment Committee was Formed
- 20 Guiding Principles generally describe:
 - Primary uses should be for public purposes
 - Complementary mix of uses
 - Creation of non-suburban model
 - Safe, walkable, well connected “sense of place”
 - On-Site shared parking amongst multiple users
 - Preferred model for management and operation

Greater Memphis Recreation and Sports Complex

4 Main Components for a Successful Redevelopment Plan include

1. The elements of the complex should build upon existing community and sports related assets.
2. A new redevelopment plan should include a new multipurpose indoor/outdoor sports complex that creates a destination and provides wellness opportunities for residents.



Greater Memphis Recreation and Sports Complex

4 Main Components for a Successful Redevelopment Plan include

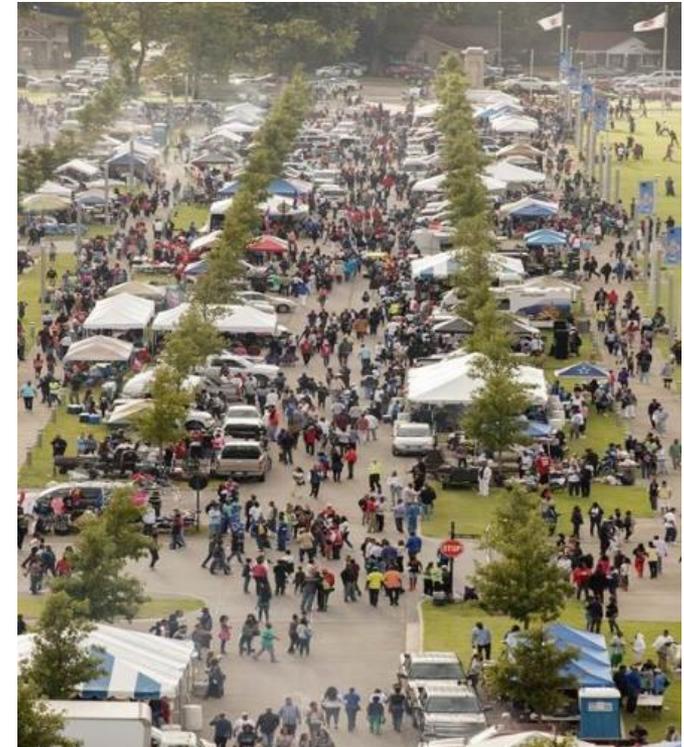
3. Outdoor uses should include facilities for sports, recreation and entertainment and feature both active and passive green/open space amenities.
4. Adopt the best management and operations model that has proven success in the region – public/private partnership - (e.g. Shelby Farms).



Development Strategies & Program

Development Strategies

- Preserve the purpose of the site as a regional public amenity
- Bring new developments to bring Memphians together



Development Strategies

- Ensure a cohesive approach to urban design and circulation
- Develop connections to the adjoining neighborhoods
- Add program elements designed to meet the needs of these adjacent communities



Development Strategies

- Leverage the reinvestment for adjacent neighborhoods



- Include multi-use public open space in the center of the development



Development Strategies

- Repurpose the Coliseum structure to provide a smaller events venue and regional attraction



Development Strategies

- Add a new indoor sports tournament and practice facility



Development Strategies

- Add small scale retail, residential and hospitality uses to complement the development



- Integrate Parking and Transit to meet demand



Development Strategies

- Use the financial tools and abundant community philanthropic assets to bring about this effort with many goals



Planning & Design Concepts

Overall Concept Plan



- Increases and accommodates recreation and public activity at many scales, from major events to everyday use.

Tobey Park Enhancements



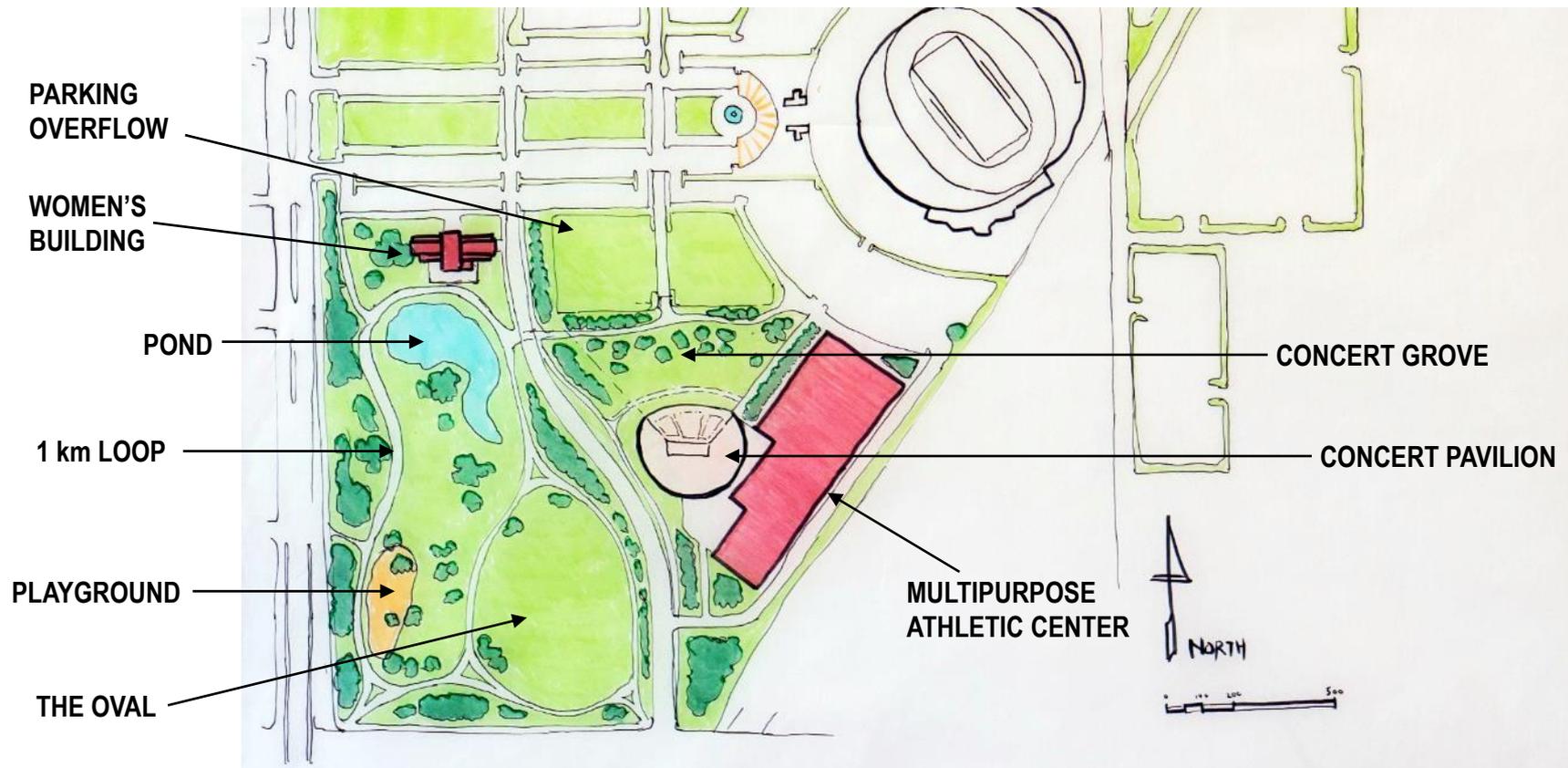
Endorses intent of City plan, with minor adjustments in field layout, and expanded skate park and user parking.

Fairgrounds Concept Plan



Three new destination facilities are arrayed around the site's parking fields.

South Fairgrounds Athletics, Culture & Park



- Multipurpose center houses tournaments, recreation and diverse events.
- Roofed, open-air pavilion on Coliseum site recreates a cultural venue.
- Parkland offers playground, pond, athletic oval, and loop trail.

North Fairgrounds Recreation



- Relocated track, field, and gymnasium create a site for a 10-acre family water park, a unique facility in the Mid-South region.

Peak Football Activity



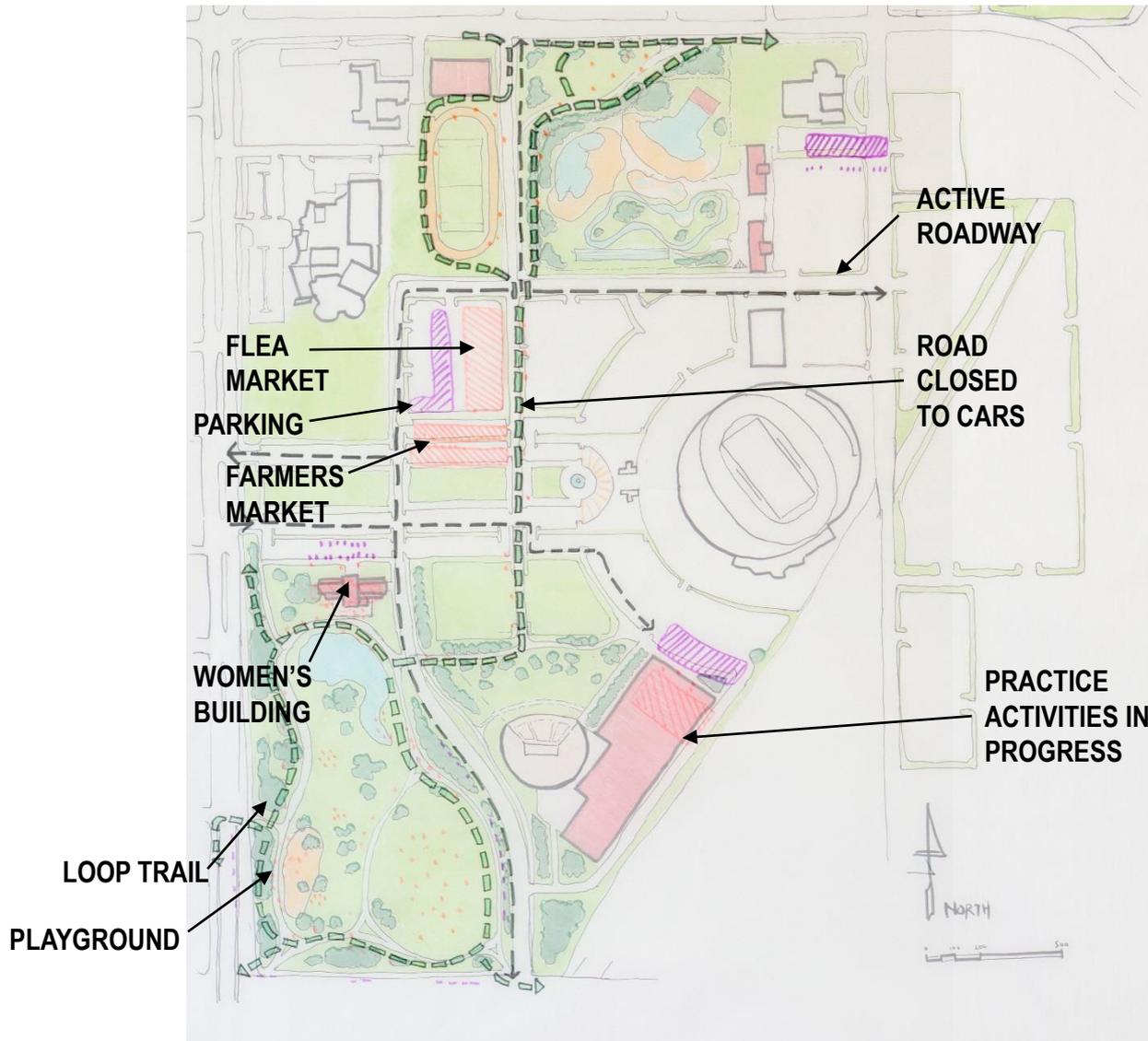
Major football events fill the site with tailgating, ancillary social activities, and performance. All parking fields and overflow parking are filled.

Mid Level Activities, Summer Evening



A full program at the multipurpose facility, concert grove, and water park fits within the fairground layout, while preserving access to neighborhood park facilities.

Off-Season Neighborhood Use



On days without events, roadways can be closed to extend auto-free park trails, and empty parking can accommodate temporary uses like flea markets and farmer's markets.

Master Plan



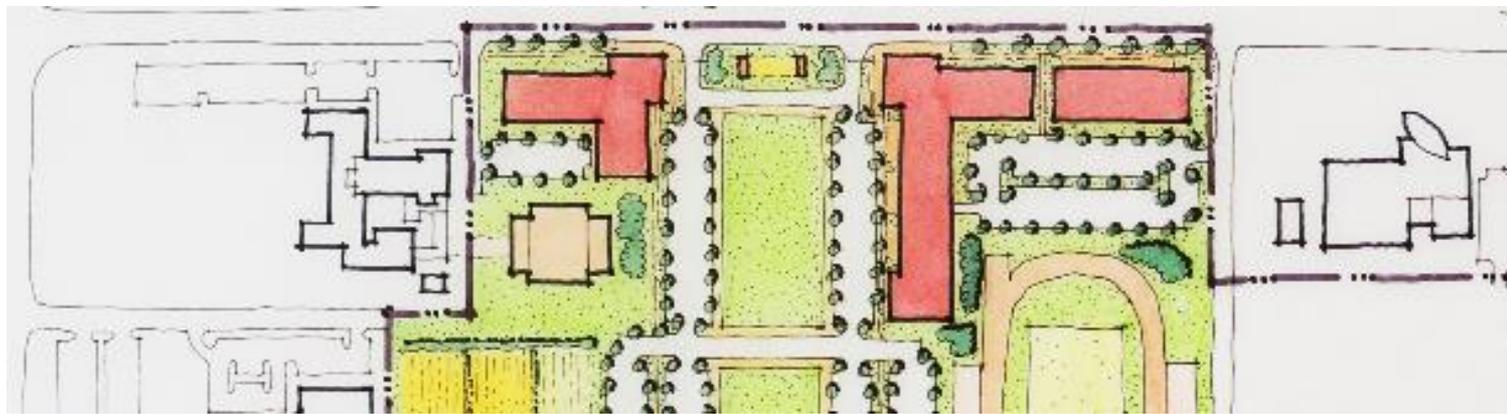
Public Park



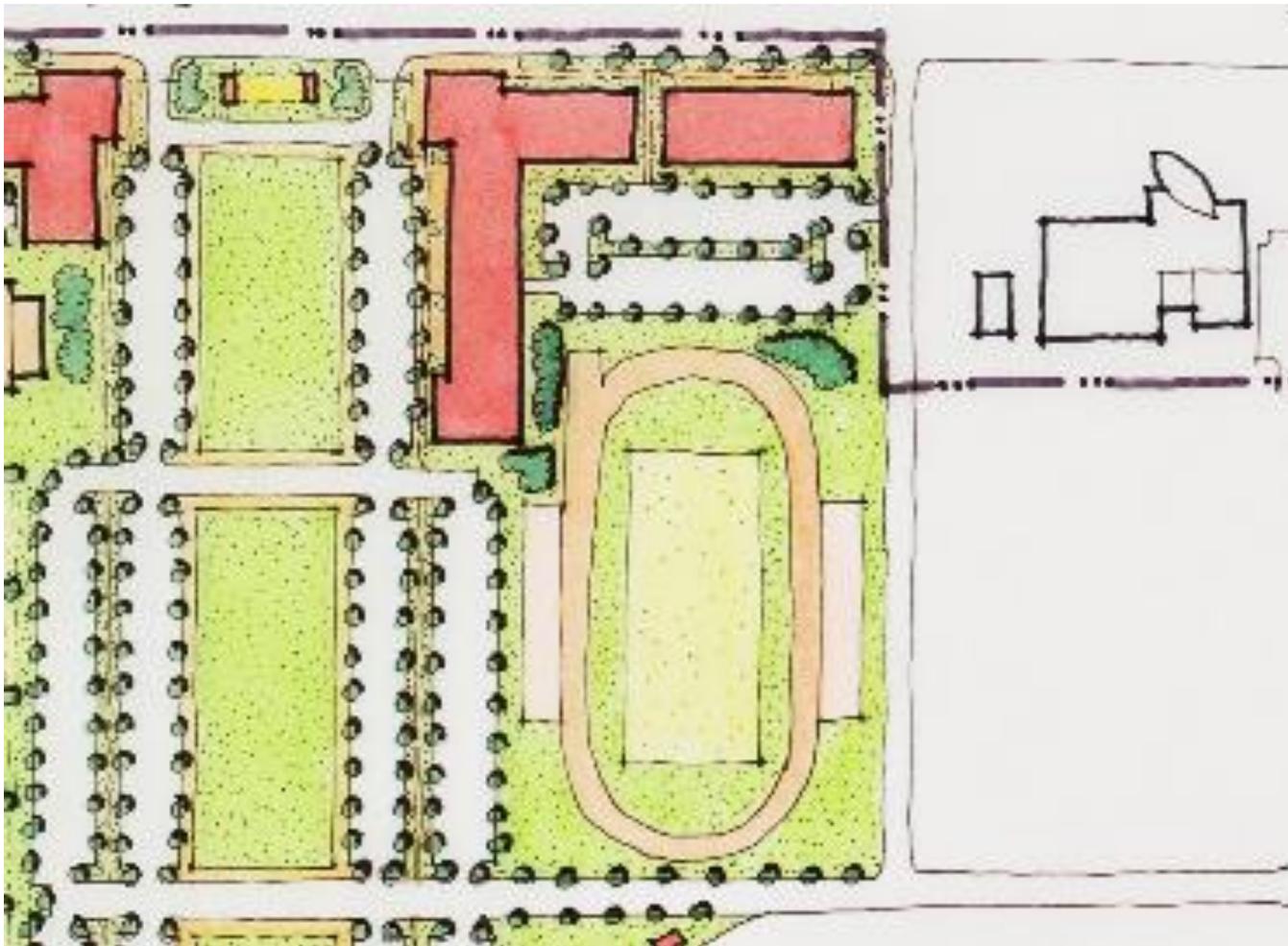
Tiger Lane (s)



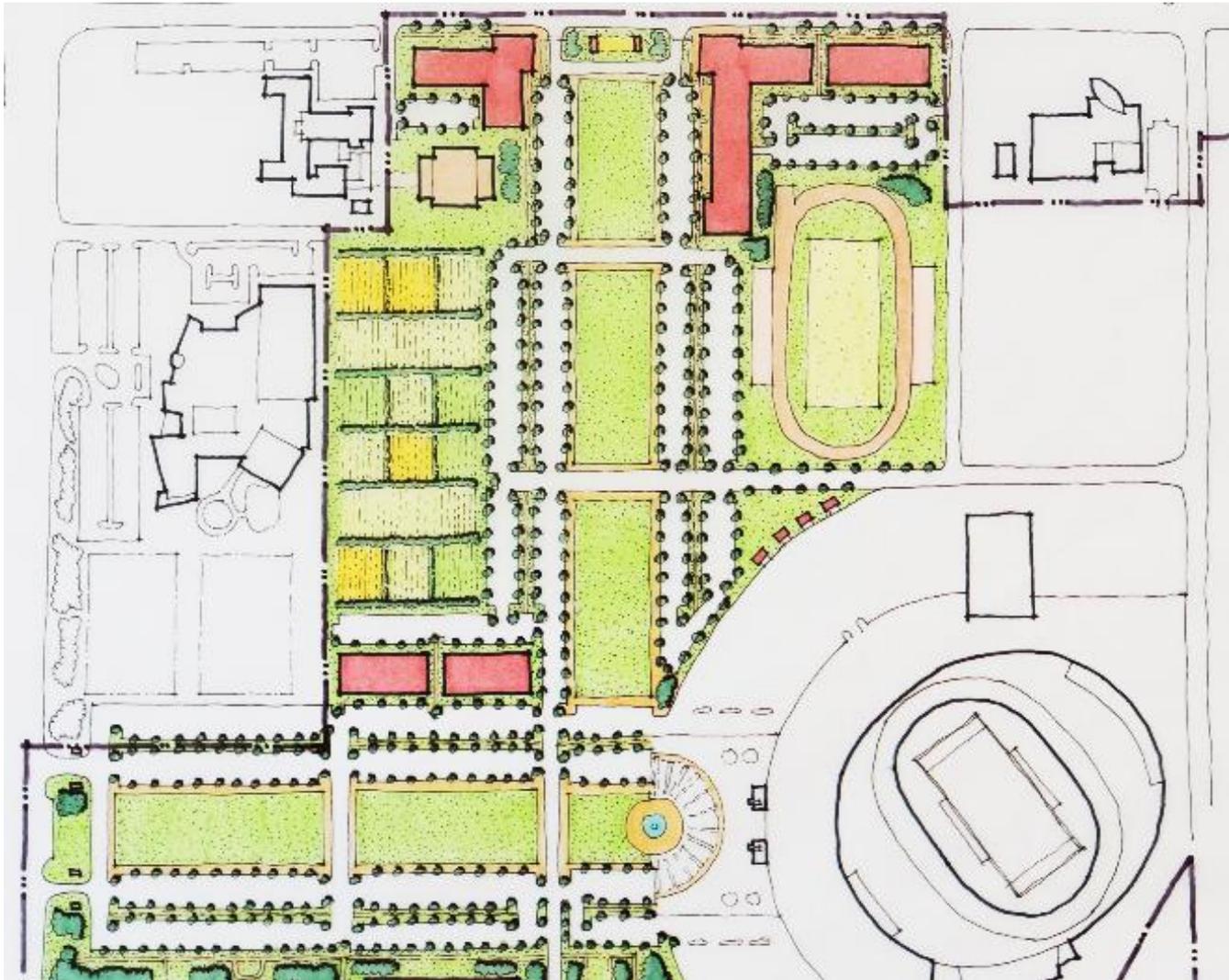
Central Avenue



Relocated Track and Football Field



Community Garden and Farmer's Market



Axis to Coliseum Site



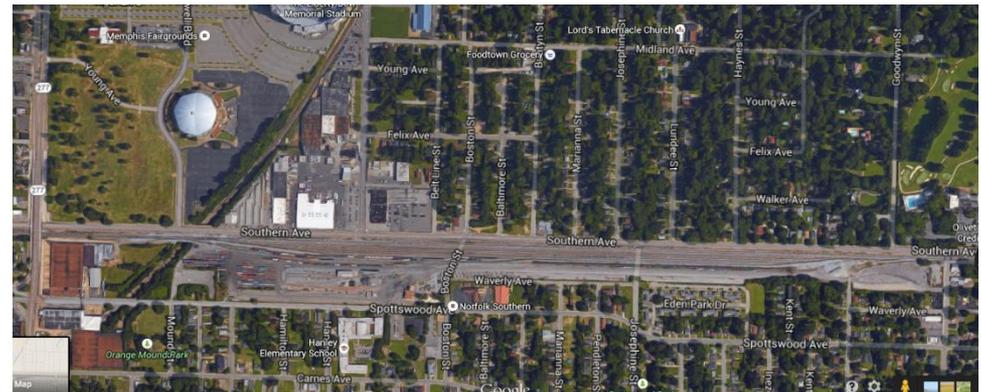
Athletic Village



Neighborhood Connections

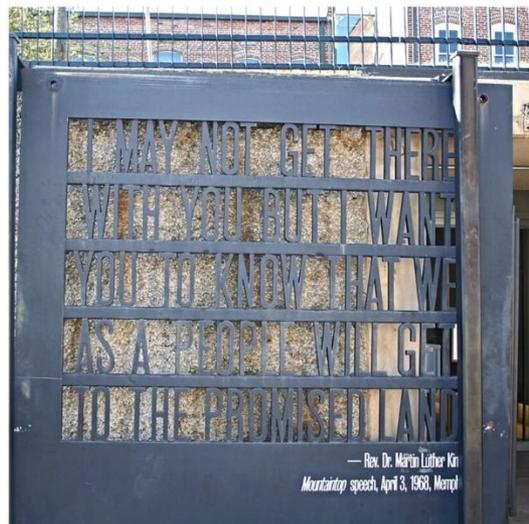
Fairgrounds and Surrounding Neighborhoods

- Fairgrounds development should connect to the neighborhoods and the neighborhoods should connect back to the Fairgrounds
- Development should be beneficial for both
- Financial benefits can be derived from the Fairgrounds - they will not be sustainable without long range neighborhood development strategies



Fairgrounds and Surrounding Neighborhoods

- Focus not only in Fairgrounds – take an in-depth look at and pay attention to all of the surrounding neighborhoods.



Neighborhood Collaboration

- Establish the Midtown Collaborative / Partnership to provide advice and counsel to the Mayor office and other partnerships.
 - Representatives should be chosen from Chickasaw Gardens, Orange Mound, Beltline, and Cooper Young and other partners should be included
- Through the Collaborative organizations must balance their own agendas with the overall goals of the Partnership



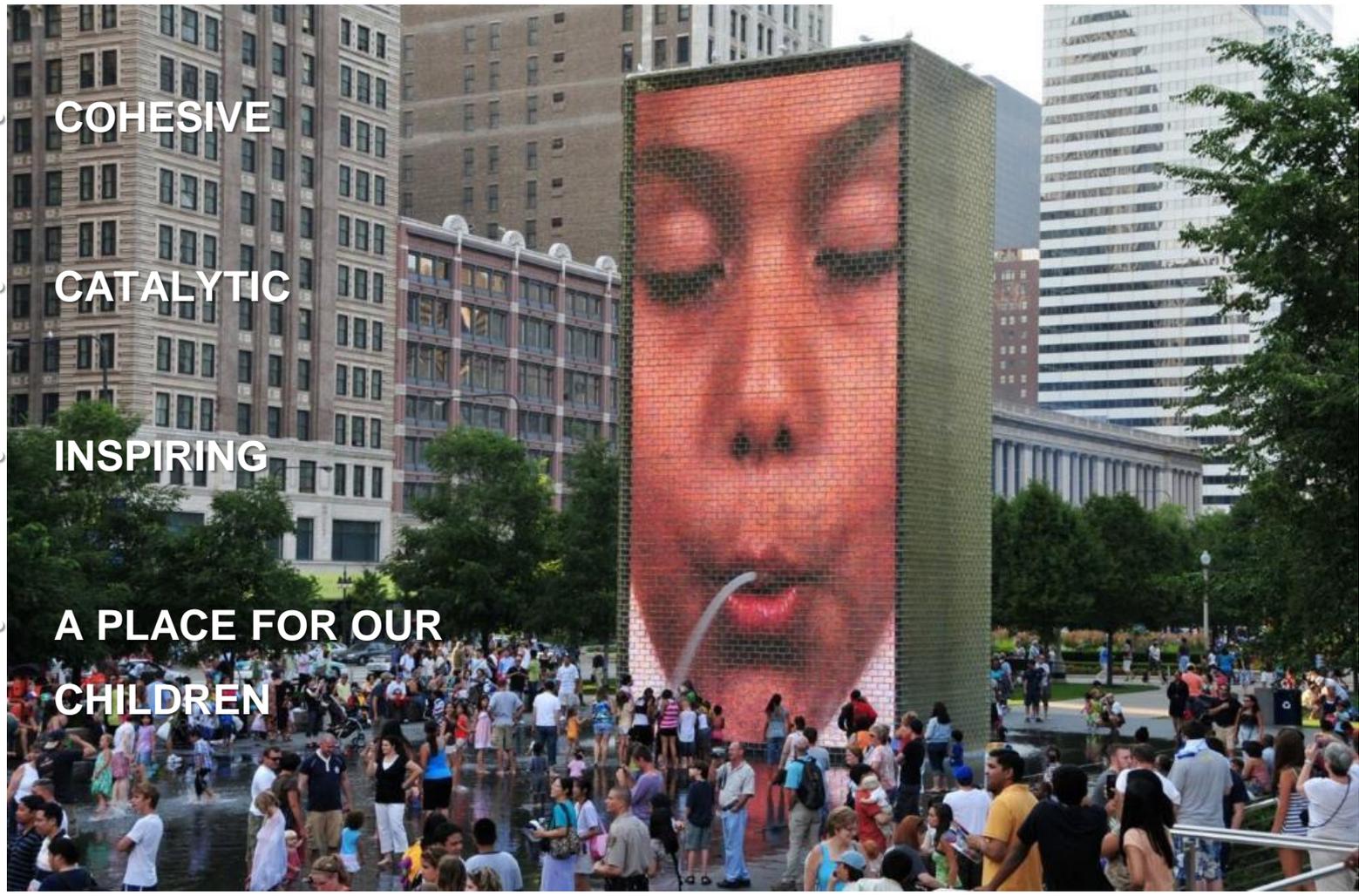
Neighborhood Collaboration

- Investment from the fairgrounds should be used to revitalize surrounding communities
- All benefits must be integrated with the overall fabric of the neighborhoods and the Greater Memphis Recreation and Sports Complex



Finance & Implementation

Vision



COHESIVE

CATALYTIC

INSPIRING

**A PLACE FOR OUR
CHILDREN**

Finance

USES		SOURCES	
City reimbursement	\$36M	TDZ	\$123.5M
Multipurpose Indoor Sports facility	\$37.5M	New Market Credits	\$19.9M
Tiger Lane II	\$20M	Historic Credits	\$0.54M
Park/lake	\$5M	CIP	\$3.5M
Surf Park	\$7M		
Coliseum Stage	\$22M	Philanthropy	\$10M
Creative Arts Bldg	\$3M	Children's Museum	\$4M
Streetscape	\$3.5M	Surf Park	\$6M
Public Improvements	\$8M	Coliseum	\$12M
Stadium phase III	\$9M	Retail	\$3M
Retail (15,000 sq ft)	\$3M	Revenue streams	\$5M
Cooper Ave/Zoo	\$21M	(advertising, concessions, etc.)	
Community Investment	\$5M		
TOTAL	\$184M	TOTAL	\$184M

Partnership

A Fairgrounds Conservancy

- Great history of success
- Entrepreneurial
- A Generous Community
- Consistent Programming



Quality

A Community Choice: Great or “It'll do...”

- Imaginative
- Inspiring
- Engaging



Summary

- I. Market Analysis – Ellen
 - II. Potential Uses - Alysia
 - III. Development Strategies & Program -
Nathan
 - IV. Land Use & Design – Steven and Michael
 - V. Neighborhood Connections - Stanley
 - VI. Finance & Implementation – Tom
- Next Steps ...

Thank you to our stakeholder interviewees...

Gordon Alexander | William Anderson | Alan Barner | Bob Barry | Steve Baser | Mary Bright | Willie Brooks | Pat Brown | Ray Brown | Danny Buring | Charles Burkett | LaWanda Burnett | LaWanda Burnett | Byron Carson | Ty Cobb | Kerry Cobb | Tamera Cook | John Cornes | Rev. Cheryl Cornish | Joyce Cox | Larry Cranor | Donna Crone | Jordan Danelz | Tyree Daniels | Leigh Davis | Rev. James Davis | Alandas Dobbins | Carson Donovan | Stephanie Dugan | Dan Early | Howard Eddings | Perry Ferrell | Shea Flinn | Leigh Fox | Janis Fullilove | Malvin Gipson | Harold Graeter | Dave Gramm | John Haas | Wanda Halbert | Rep. G.A. Hardaway | Lisa Hume | Charlie Johnson | David Johnson | Fred Jones | Kevin Kane | Sandi Klink | Robert Lipscomb | John Marek | Tom Marshall | LueElla Marshall | Mike McCarthy | Donna McDonnell | Reginald Milton | Mary Mitchell | Robert Montague | Richard Pearce | Chooch Pickard | Tad Pierson | Tiana Pyles | Frank Ricks | Ed Roberson | Victor Robinson | Terry Roland | Diane Rudner | Charlie Ryan | Michael Saine | Jack Sammons | Charles Santo | Aaron Schafer | Scott Schaffer | Debbie Singleton | Steven Sondheim | Joe Spake | Dan Spector | Andy Stark | Marvin Stockwell | Tina Sullivan | Mike Swift | Dr. Steve Tower | Van Turner | Kim Tutt | Craig Unger | Marcus Ward | India Weaver | June West | Bennie West | Mary Wilder | Earl W. Williams Jr. | Roby Williams | Archie Willis | Jana Wilson | John Zeanah

And everyone else!



Comments & Questions?