



THE MEMPHIS MEDICAL DISTRICT MASTER PLAN for the CENTER CITY COMMISSION

“Positioning the Memphis Medical District
as the Premier Medical & Educational
Center in the Three-State Region.”

for more information contact:

Center City Commission

The Crump Building
114 North Main Street
Memphis, TN 38103
901.575.0560

www.downtownmemphis.com

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Planning Partners

Methodist/Le Bonheur Health System
Baptist Memorial Health Care System
The Regional Medical Center at Memphis
Veterans' Administrative Hospital
UT Medical Group
The Southern College of Optometry
University of Tennessee Health Science Center
Memphis Area Transit Authority
Blue Cross/Blue Shield Insurance
St. Jude Children's Research Hospital

Other Stakeholders in the District

Mississippi Boulevard Christian Church
The Commercial Appeal Newspaper
Shelby County Juvenile Court
Southwest Tennessee Community College
The Food Bank, Catholic Charities
Memphis Interfaith Association
The Church Health Center
St. Mary's Episcopal Cathedral
Central High School, Victorian Village
Memphis Mental Health Institute
International Children's Heart Foundation
State Health Department – Memphis/Shelby Regional Office
Lifeblood/Mid-South Regional Blood Center
Hope and Healing Center
Memphis/ Shelby County Office of Planning
City of Memphis Department of Engineering

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TaJuan Mitchell, Rickey Peete
John Stokes, Virginia Wilson

Design Team

theHOK Planning Group
Jackson Person Associates
Community Capital
JMGR
Development Strategies
Trust Marketing

1. INTRODUCTION

The Center City Commission initiates a plan to revitalize the Memphis Medical District

The Memphis Medical District Master Plan provides a planning framework to guide future development during the next ten to fifteen years and beyond. This planning framework is a flexible tool that provides valuable support to the decision-making process for future development of the District.

The CCC acts as an umbrella agency working in conjunction with its four affiliate boards – the Center City Revenue Finance Corporation, the Center City Development Corporation, the Center City

Design Review Board and the Downtown Parking Authority – to provide incentives and assistance to encourage economic growth and development within the CBID.

The Medical District Master Plan is considered an important piece in fulfilling the CCC mission. This project is a single step of many complementary steps that re-knit the CBID together into a vital economic center for Memphis and Shelby County.

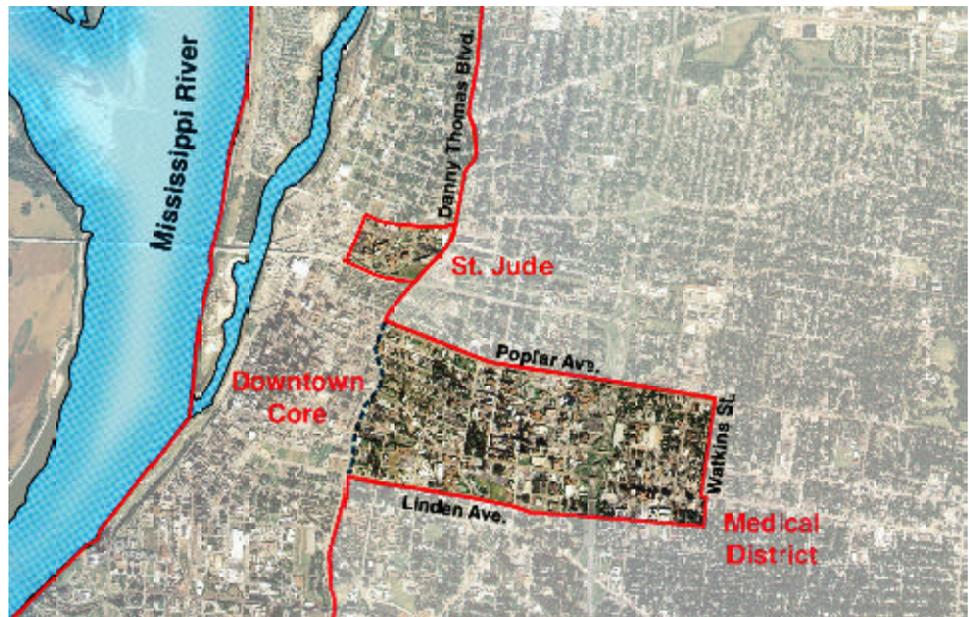
The Memphis Medical District is the regional medical center

for a three-state area and includes hospitals, research centers, medical facilities, employment centers and educational institutions. The overall project goal is to position the district as Memphis' premier medical and educational center for years to come.

Five general phases constitute the process that was followed to develop the Master Plan:

1. Goals and Objectives
2. Analyses
3. Concept Development
4. Master Plan
5. Implementation

The mission of the Center City Commission is to improve the economy of Memphis and Shelby County by coordinating the redevelopment and economic growth of the CBID.



The Memphis Medical District is the eastern extension of the Central Business Improvement District.

2 GOALS AND OBJECTIVES

The Medical District goals and objectives set the direction of the Master Plan.

The 1999 Strategic Plan established 13 Priority Projects to help achieve eight goals for the CBID.

CBID Strategic Plan Goals:

1. A vibrant commercial, business and retail/entertainment marketplace
2. A self-sustaining Main Street Mall
3. An attractive and exciting riverfront
4. Diverse residential neighborhoods
5. A user-friendly Medical District providing comprehensive services
6. Safe comfortable streets
7. Improved transportation and access
8. Cultural anchors

Priority Projects for The Medical District:

- Office & Retail Recruitment & Retention
- Improved Street Conditions
- Strategy for Landmark Buildings
- Public Art Program
- Medical District Redevelopment along Trolley Line
- Master Plan for The Medical District

The Medical District has its own opportunities, challenges and critical issues, and consequently, its own set of goals and objectives.

A goal is the intended outcome of an endeavor. Objectives, concepts and projects are the tools that are used to achieve a particular goal. Goals set the direction of the Master Plan and are used to verify the success of project concepts, designs, and results. They establish general areas upon which the plan should focus and provides a framework for setting priorities.

Team members identified project goals during work sessions and interviews with stakeholders, residents and business owners.

Team members identified goals for The Medical District during work sessions and interviews with stakeholders, residents and business owners.

District Goal 1.	Prepare a Master Plan that will position The Medical District for the next 10- 15 years. The Plan must capitalize on the existing assets of The Medical District, the adjacent, complementary uses and activities, and expand upon its competitive advantages to remain “The” premier center for health care and research for Memphis and the Mid-south.
District Goal 2.	Preserve the District as a major development and educational center within Memphis. Universities, colleges, research facilities and technical training centers provide intellectual capital and monetary investment along with a highly skilled, dependable work force.
District Goal 3.	Encourage new residential development for employees and students in the District. A stable residential base will create a viable and sustainable urban neighborhood with economic, social, health and environmental advantages.
District Goal 4.	Create and define an achievable vision for the District. The Master Plan must generate an exciting vision for what the District could be—create a sense of place.
District Goal 5.	Establish communications, confidence and “buy-in” from major stakeholders and the District. Goals, planning and designs must represent the collective ideas and participation of the entire District.
District Goal 6.	Activate and reinforce the goals of the 1999 Strategic Plan for the District and CBID. Of the 13 goals for the CBID, six have special importance within The Medical District and are instrumental in the formation of the Master Plan.

Medical District Goals

3 MARKET ANALYSIS

The District is well positioned to take advantage of technological advances that will transform the face of health care.

Regional shifts of population will continue to be a challenge for The Medical District in the arena of health care service delivery. Positive developments downtown may counter outward migration by returning population and employment. The location and accessibility of The Medical District, on I-240 and along the Madison Avenue light-rail corridor, is advantageous for new development.

Technological advances will transform health care in the next decades. The District is

positioned to take advantage of these advances to strengthen its role as a regional referral and specialty center. Development of extended stay hotels, restaurants and convenience shopping would benefit patients and their families needs while visiting The Medical District.

The creation of a university hospital provides an opportunity to redefine the District and establish a “brand” associated with the highest levels of care, in terms of technology and service. This

effort must work to improve the area’s physical appearance, circulation, wayfinding, and parking, and address perceptions of crime.

It will be very important to pursue residential development in the District targeting employees who desire to live in an urban neighborhood.

Development of a Medical/Technology/Office Park to attract both medical-related and non-medical related businesses is desirable in supporting both St. Jude and UT’s research efforts.

Changes in the Memphis area have affected the position of The Medical District within the regional market. It will be necessary to reinvent the District if it is to thrive in the next decade.

Residential	500 to 1000 new residential units, a combination of for sale and rental opportunities should be provided.
Medical Technology Business Park	250,000 to 450,000 square feet of primarily office and lab space for medical and other companies. If at least 10 percent of the activity in a <i>medical technology business park</i> has a medical focus, the park can maintain a niche identity.
Retail	50,000 to 150,000 square feet of retail that is intermixed with residential and business development. There is no evident market rationale for a new singular retail development (e.g., strip mall, big box development),
Hotels	200 to 500 hotel rooms, supported by three market segments: <ol style="list-style-type: none"> 1. <i>Patients and families of patients receiving medical care in the district</i> 2. <i>Individuals doing business with companies and organizations in downtown as well as the Medical District, including both hospitals and businesses in the Medical/Technology/Business park.</i> 3. <i>Individuals visiting families and friends in the surrounding neighborhoods</i>

Suggested development targets for the Medical District between now and 2010.

4. PHYSICAL ANALYSIS

The Medical District has an irregular urban grid with tremendous variety—and inconsistency—in architecture, density, land use, utilization, age and value.

The Memphis Medical District covers approximately 500 acres immediately east of Downtown Memphis. It can generally be characterized as an irregular urban grid with tremendous variety—and inconsistency—in architecture, density, land use, utilization, age and value. Due to the size and complexity of the District, relative to the goals of the Master Plan, the important outcomes of the physical analysis were to establish significant conclusions based upon *patterns* of existing conditions. Data supporting the planning effort were

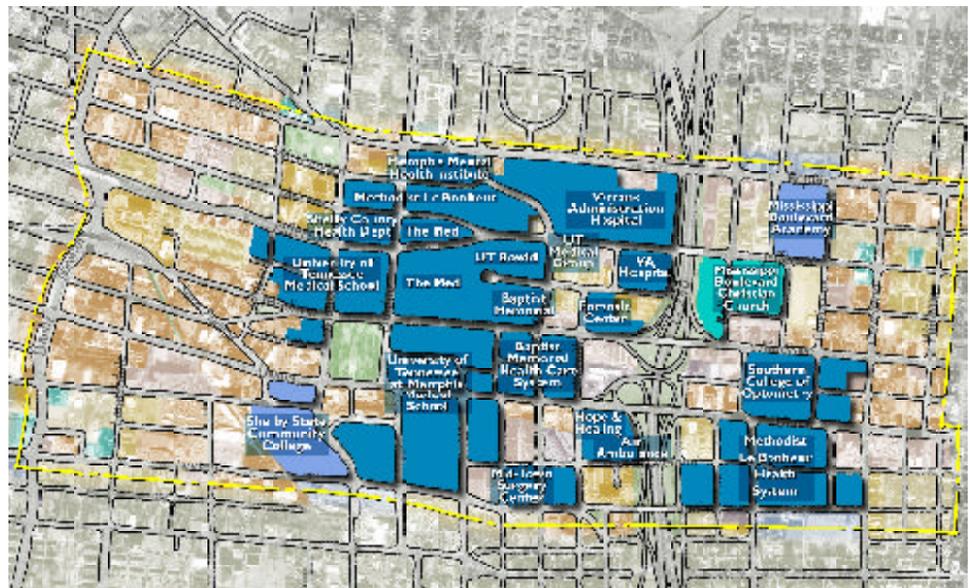
gathered by the CCC and the design team members, work sessions, site visits, discussions with stakeholders and from previous studies.

Site investigations and analyses performed by the design team served as the basis for the master planning process. These analyses help to establish the context and framework to develop planning options. The design team investigated seven general physical conditions: Regional Access and District Circulation Patterns, Overall Area Context and Neighbor-

hood Dynamics, Land Use Patterns, Zoning Patterns, Infrastructure and Utilities, Parking Inventory and Analysis and Urban Design Features.

Analyses drawings and diagrams were created to show the District's existing conditions and those of adjacent areas. Each drawing contains specific information that will influence how the District will be developed. This analysis serves as the basis for the development of conceptual design options presented later in this document.

Streets, light rail and pedestrian walks represent the infrastructure that benefits, encourages and stimulates redevelopment.



Existing Institutions in The Medical District.

5 CONCEPT DEVELOPMENT

Concept development is the idea generation phase of the planning process.

Considering the market and physical conditions within The Medical District, the design team identified overall and site-specific strategies for redevelopment, at a conceptual level. These concepts and development strategies become the Master Plan framework.

Development Framework.

Beginning with the functional aspects of the District, the framework includes infrastructure, circulation, identity and expansion issues.

Master Plan Concepts. Three categories of development

opportunities—corridors, areas and sites—together reveal specific projects at a conceptual level. The design for these projects become the Master Plan.

Many ideas evolved from the working sessions and guided the exploration of development opportunities and planning concepts:

Urban Design. While the age, density and traditional street grid of the District implies an urban form, a half century of uncoordinated, suburban redevelopment has resulted in

conflicting spatial relationships and architectural identity.

Circulation and Access.

With poor circulation and inconsistent physical structure, accessing the District—and institutions within it—is confusing, dangerous and circuitous.

Land Use. The successful application of a land use plan and zoning regulations is to direct quality, safe, appropriate and sustainable development, as well as to provide for infrastructure, utilities and services.



6 MASTER PLAN

The Master Plan targets Madison Avenue as the District spine, encouraging a high density, mixed-use central corridor and linking the medical institutions.

The Master Plan for the Memphis Medical District provides a flexible planning framework to guide long-range growth and redevelopment. An illustrative plan depicts programmatic elements that accomplish project goals and objectives. A series of Project Areas were conceived as a method to present the design solutions within the context of separate neighborhoods and sub-districts to realize key

projects goals, and to establish communications, confidence and “buy-in” from stakeholders and residents.

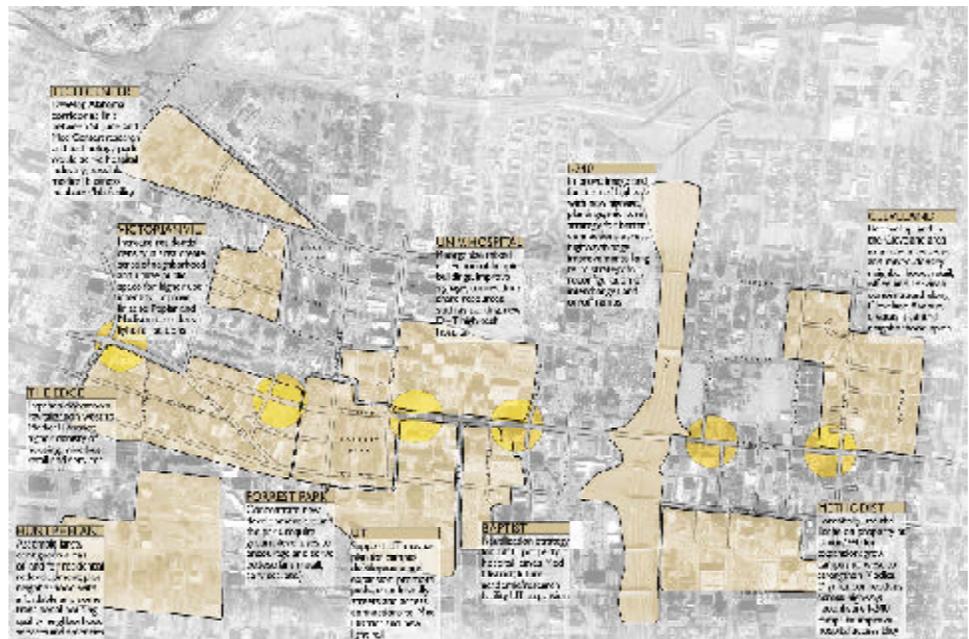
Generally, the Master Plan targets Madison Avenue as the District spine, encouraging a high density, mixed-use central corridor, while strengthening Medical institutions. Primary street corridors complete the

urban design framework with sub-district, corridor and neighborhood redevelopment plans implemented with public/private cooperation.

Project Areas. Recommendations are presented in 11 project areas. These areas are diverse in character, size, complexity and redevelopment potential.

PROJECT AREAS

1. Madison Avenue Light-Rail Corridor
2. Interstate 240 Corridor
3. University of Tennessee Health Science Center and the Regional Medical Center
4. The Edge Neighborhood
5. Hunt Phelan Neighborhood
6. Cleveland Neighborhood
7. Methodist Hospital and Southern College of Optometry
8. Victorian Village Neighborhood
9. Medical Technology Business Park
10. University Hospital and Methodist LeBonheur Children’s Hospital
11. Streetscape Master Plan



Medical District Master Plan Project Areas

MADISON AVE.

The Madison Avenue Corridor is an expansion of the Main Street Trolley.

The new route for the trolley is a rail extension from downtown along Madison Avenue, traveling east through The Medical District

I-240

- Multi-directional interchange at I-240 & Union Avenue.
- Landscape improvements within the right-of way along I-240.
- Signage system that announces Medical District.
- Physical gateways at both ends of the I-240 corridor to formally define District.

UT - THE MED

- 120 units of student housing.
- 225,000-500,000 sf of research expansion space on old Baptist Hospital site.
- Median and boulevard landscape treatment along Union Avenue.
- District-wide security force (combined security operations of all institutions).
- Demolition of Baptist Hospital.
- Pedestrian-oriented streetscape treatment along Madison.
- Provide parking facilities along Madison near trolley station.
- Proposed trolley stations at Monroe and Madison and Dunlap and Madison.

THE EDGE

- Infill with buildings that provide ground floor retail/commercial opportunities and 2nd & 3rd floor residential.
- Preserve existing building stock for redevelopment.
- Reconfigure Monroe & Orleans Streets to create street front building opportunities near Madison.
- Provide parking garages for the neighborhood between Madison and Court at Orleans.
- Creation of two urban parks, at Sam Phillips and Monroe and at Union and Sam Phillips in front of Sun Studios.
- Develop a 250 room Hotel adjacent to Sun Studios on Union Avenue.

HUNT PHELAN

- Provide 308 units of housing in two categories, 4-plex apartment housing and low-rise apartment buildings.
- Provide greenway linkages to internally connect the neighborhood, and externally link the neighborhood to the Madison Ave. Corridor and other institutions, services and neighborhoods.
- Provide open space/park opportunities.

CLEVELAND

- Provide 76 units of single family residential that build upon strengths of the Central Gardens area to the east.
- Provide multifamily infill apartment buildings along Cleveland to reclaim urban street edge.
- Provide 80 units of multifamily residential along Claybrook to leverage residential investments being made by Mississippi Boulevard Church.
- Preserve viable retail/commercial shops along Cleveland. Infill with higher density residential.
- Create streetscape connections between Cleveland and Madison.

METH. - SCO

- Realignment of Bellevue between Union and Madison.
- I-240/Union intersection improvements.
- Medical Office Building expansion to replace proposed housing at corner of I-240 and Union.
- Madison Ave. and Bellevue Corridor for commercial/retail/housing/mixed use development.
- Union Ave. Streetscape Development.
- Bellevue Trolley Station recommendation to serve Methodist - SCO.
- Community parking garage facility located between Methodist and SCO.

VICT. VILLAGE

- Village Park improvements west of historic homes.
- Morris Park improvements at corner of Poplar and Manassas.
- Mixed-use development (commercial/retail/residential) along Poplar on both sides of Juvenile Courts Building.
- Jefferson, Neely and Adams streetscape improvements.
- High-rise residential towers along Jefferson Avenue.
- Blue-Cross/Blue Shield streetscape and campus landscape improvements.

RESEARCH PARK

- 432,000 sf of Medical Technology Business space (The buildings are envisioned as 2 to 4 story structures that embrace the street and the urban character of the neighborhood).
- A second phase addition to the Ronald McDonald house is proposed at the corner of Alabama and Danny Thomas.
- A 250-room hotel is proposed at the corner of Poplar and Danny Thomas. (The hotel is envisioned as a 6 story structure that creates a landmark at the intersection of the local streets).

UNIV. HOSP.

- Expansion of The Med west to Dunlap to create new entry.
- Demolition of buildings along Dunlap and Madison, Baptist Hospital and the Gaylor clinic.
- Creation of a new University Research Quadrangle on the Baptist Hospital site.
- Creation of a dedicated Women's Pavilion adjacent to Children's Hospital.
- Creation of new D&T Hospital between The Med and Children's Hospital.
- Close or reconfigure Jefferson to create new entry boulevard leading to two new parking garages.
- Conversion of Bowld Hospital to Specialty (eye) clinic.

STREETSCAPE

- Coordinated signage and graphics throughout the District
- Provide district-wide streetscape program including: trees, sidewalks, pedestrian and vehicular lighting, site amenities.
- Interstate planting/beautification treatment from Eastmorland to Poplar to establish District boundary.
- Define District with median and street tree plantings along Union and Poplar.
- Establish a streetscape hierarchy for the district: (4 levels)

7 IMPLEMENTATION

The Memphis Medical District presents a variety of development and redevelopment opportunities.

The development opportunities within the District include expansion of health care facilities in addition to new or reprogrammed facilities resulting from the closure of Baptist Hospital.

An emerging segment in health care is biomedical research and genetic engineering. Led by UT and St. Jude, the District has the potential to become a leading center for biomedical and genetic research and development. In order to accommodate these new activities, the District could

spawn new urban office research parks and genetic engineering business incubators.

Complementing these efforts are the more traditional commercial and residential opportunities that are a part of a healthy mixed-used urban district. The District also provides opportunities for single family and multifamily housing, commercial and retail development, improvements to public spaces and parks and other infrastructure improvements.

In order to bring the promise of redevelopment to fruition, the stakeholders in the District will need to adopt a financing plan that utilizes both new and existing resources. Currently there are several sources of financing for development opportunities. A list of these sources are provided within the Master Plan document. Under the leadership and guidance of the Center City Commission, these resources, combined with new funding sources, will provide the foundation for the continued growth and prosperity of the District over the next decade.

The CCC can serve as a catalyst for the development of new multifamily housing.

The following 13 items are recommendations for the CCC to consider as financing and implementation strategies for the District over the next ten years.

1. Provide support for the formation of a new university hospital.
2. Serve as a catalyst to encourage the establishment of a high school with a biomedical/technology based curriculum.
3. Explore market feasibility of developing a Medical Technology Business Park Target 250,000 – 450,000 sf.
4. Serve as a catalyst to encourage the renovation of existing multifamily housing. Target 600 units.
5. Explore feasibility of establishing (with the City of Memphis) a loan program for renovating existing multifamily housing.
6. Serve as a catalyst to encourage the development of new multifamily rental housing. Target 500 units.
7. Serve as a catalyst to encourage new infill residential development. Target 50 - 100 units.
8. Serve as a facilitator for the development of new student housing complex. Target 120 units.
9. Serve as a facilitator for the development of housing for senior residents. Target 140 units.
10. Serve as a catalyst to encourage the development of commercial and retail space.
11. Serve as a facilitator for the development of new hotel(s). Target 400 – 500 rooms.
12. Serve as a catalyst to generate support for public sector funding for selected infrastructure and public improvement projects.
13. Serve as a catalyst to encourage economic development for small, minority and women-owned businesses.