



Design Collaborative

FY 2016 - 2017
**ANNUAL
REPORT**



**Driven by
doing.**



THE UNIVERSITY OF
MEMPHIS



a partnership between the Departments of Architecture and City and Regional Planning

Table of Contents

Initiatives for FY 2016-2017	page 1
Accelerating a Culture of Planning & Implementation	page 2
Memphis 3.0	page 5
Blight Remediation	page 6
Memphis 10-K Housing Initiative	page 8
University District TIF Economic Analysis	page 10
Creating a “Novel” Bookstore	page 13
Public Space Enhancement	page 14
Establish and Strengthen Collaborative Partnerships	page 16



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FY 2016 - 2017 Annual Report

This year's annual report provides a summary of the activities of the University of Memphis Design Collaborative (UMDC) as they relate to funding provided by the Hyde Family Foundations. The UMDC was initiated in December of 2014. This report covers our activities of the recent fiscal year (FY) 2016-2017, including the Summer of 2016, Fall 2016 Semester, and the Spring 2017 Semester.

The University of Memphis Design Collaborative (UMDC) serves as an outreach arm of the University, focused on critical community challenges in urban design and community development. The UMDC is led by a partnership between the Department of City and Regional Planning and the Department of Architecture, however its collaborative initiatives include many other University and community partners. Through its interdisciplinary strengths, the UMDC connects design with community improvement in a comprehensive way. The Design Collaborative initiatives manifest and become generated as critical community challenges as:

- Built on collaboration, with partnerships between different disciplines at the University, and partnerships between the University and the community (including grassroots organizations, non-profits, practitioners, philanthropists, and local government),
- Forward-thinking and focused on what we want Memphis to be, and
- Comprehensive, so that we're promoting public projects that complement each other and drive a common community objective.

When the UMDC was formed, we recognized that one of the strengths of a University-based design center would be the ability to create and build on partnerships beyond the initial relationship between the University of Memphis (UofM)'s Departments of City and Regional Planning and Architecture. In a short period of time, we have seen this potential realized through collaboration with community partners and other academic departments at the UofM.

Initiatives for FY 2016-2017

- ULI/UMDC Accelerating A Culture of Planning and Implementation
- Memphis 3.0 District Planning
- Blight Remediation Strategy for the Blight Authority of Memphis (BAM)
- Memphis 10K Housing Initiative
- UMDC Fall Studio: Public Space Enhancement: Edge Triangle Design-Build Project
- UMDC Spring Studio: University District TIF Economic Analysis Report

for more information visit www.memphis.edu/umdc

Accelerating a Culture of Planning & Implementation:

A Partnership between ULI Memphis & the University of Memphis Design Collaborative

Memphis is at a turning point – the newly announced Comprehensive Planning Efforts of the City of Memphis is initiating a new dialogue and awareness around the potential of our community. ULI Memphis and the University of Memphis Design Collaborative (UMDC) are positioned to support the comprehensive planning efforts of the City of Memphis in this conversation and help create fertile ground for community engagement and education of the value of participation in the Comprehensive Planning process.

ULI and UMDC sought this partnership to have an active role in the City's broader effort to develop public and neighborhood capacity to engage in planning. The goal of this proposed partnership is to build and support a culture of planning and implementation in our community through the following three objectives:

- Build community engagement and awareness around the value and benefits of planning and design
- Leverage the UMDC with ULI members' professional credibility to demonstrate neighborhood planning and ensure planning momentum during the comprehensive planning process
- Make planning and implementation a part of the local community conversation

The UMDC and ULI Memphis received funding from the Hyde Family Foundations to host speakers to talk about "Why Comprehensive Planning is Good for Business" as an initiative of ULI's Culture of Planning and Implementation. The lecture was proposed to elevate the probabilities of planning efforts becoming accepted and endorsed, which should lead to higher levels of commitment and implementation in the City's Comprehensive Planning process.



“Why Comprehensive Planning is Good for Business”

On February 1st, 2017, Commissioner Mitchell Silver of New York City's Department of Parks and Recreation and Commissioner Tim Keane of Planning and Development in Atlanta, Georgia lectured the University crowd on “Why Comprehensive Planning is Good for Business” as part of the partnership between ULI and the UMDC to further the culture of planning. Silver spoke about his experiences as a planner in Raleigh, North Carolina, while Keane, who previously guided Charleston, SC through their comprehensive plan spoke about his current work as the Atlanta Planning Commissioner.



*Mitchell Silver - NYC
Parks Commissioner*

According to Commissioner Silver, there are two types of cities: Deal-making cities and Plan-making cities. The most competitive and the most successful cities are plan-making cities that can create a clear vision of growth and positive direction for the city. Planning, in contrast to deal-making, makes it apparent where priorities exist and facilitates how to leverage resources, assets, and finances.

Leading emerging planning issues that Raleigh, North Carolina faces identified by Commissioner Silver were:

- The “graying and browning” of America: Baby boomers are a large generation that is aging and have specific needs. In addition, baby boomers of color face more challenges.
- “Silver tsunami” refers to the aging of the current workforce which is related to the “graying and browning” of America.
- The rise of single person households, in contrast to a rise of single family households, will result in the differences in housing needs.



Flyer for lecture hosted by UMDC & ULI on “Why Comprehensive Planning is Good for Business”

Plans, he said, must cater to the needs of multiple current and future generations as these generations are currently and will eventually be involved in the total planning process. To satisfy everyone, planners have been known to act as “Santa Claus” in trying to grant every wish that is posed.

Commissioner Silver offered a few ideas to increase best decision-making:

- Planners must take a stance because this increases clarity. In doing so, planners must know that when one idea is rejected, simultaneously another is accepted – yes to one thing means no to another, and vice versa.
- Planners must prioritize needs over wants because real solutions are derived from needs. The best solution is presented when needs overlap wants. Solutions should be connected to real issues that are present and will be increasing in the future.
- Instead of focusing on what is next, the emphasis should be placed on the people and thinking about who is next when brainstorming solutions.

The “XYZ Factor”

	Raleigh	Nashville	Memphis	Tenn.	United States
Greatest	1.1%	1.4%	1.5%	1.7%	1.8%
Silent/Mature	6.7%	8.9%	9.0%	12.0%	11.5%
Boomer	20.8%	23.8%	24.4%	27.0%	26.5%
Gen X	25.1%	22.7%	20.7%	19.9%	19.7%
Gen Y	26.2%	24.4%	23.7%	20.1%	20.9%
Gen Z	20.1%	18.8%	20.7%	19.2%	19.6%
Median Age	32.2	33.6	33.6	38.3	37.3
XYZ Gen Split	71.4%	65.9%	65.1%	59.2%	60.2%

Source: Methodology developed by Mitchell Silver based on 2011 American Community Survey

Demographic chart provided by Commissioner Silver emphasizing the shift towards younger populations in cities

Growth Framework Map



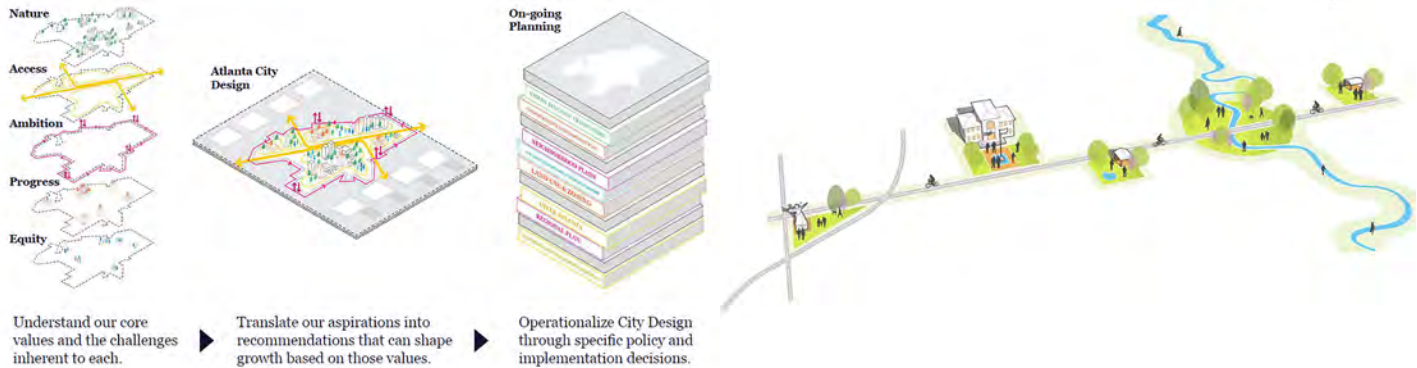
Source: City of Raleigh



Page 4

- Approach implementation of a program, feature, or policy with urgency. This is because the actions now can build momentum and buy-in for other elements. Actionable ability to merge plan vision and design concepts provides community confidence.
- Comprehensive planning is good for business because competitive, successful cities plan and do not speculate. Parts of the plan must be presented simply so that everyone can understand. The intentions must be stated clearly and provide practical solutions for problems that need to be addressed with urgency. A comprehensive plan must be public minded.

Design.



An image showing how the planning process includes growth and design guidelines in Atlanta

A conceptual image representing connectivity and livability in Atlanta's City Design Project

Memphis 3.0

The City of Memphis has recently begun the process of a comprehensive plan, which will be the first one since 1981. A comprehensive plan is used to guide decisions on land use, development, transportation, infrastructure, and other built environment issues.

Memphis 3.0 is structured around four basic pillars; Connectivity, Livability, Opportunity, and Sustainability. These four pillars each have related issues that fall below them and will be used to guide the contents of the plan. The comprehensive planning process officially began in late 2016 and implementation is scheduled to start February 2019. This process is being led by the Office of Comprehensive Planning (OCP) which is in the Division of Planning and Development (DPD) for the City of Memphis.

MEMPHIS 3.0

guiding memphis into our 3rd century

Memphis 3.0 is structured around four pillars



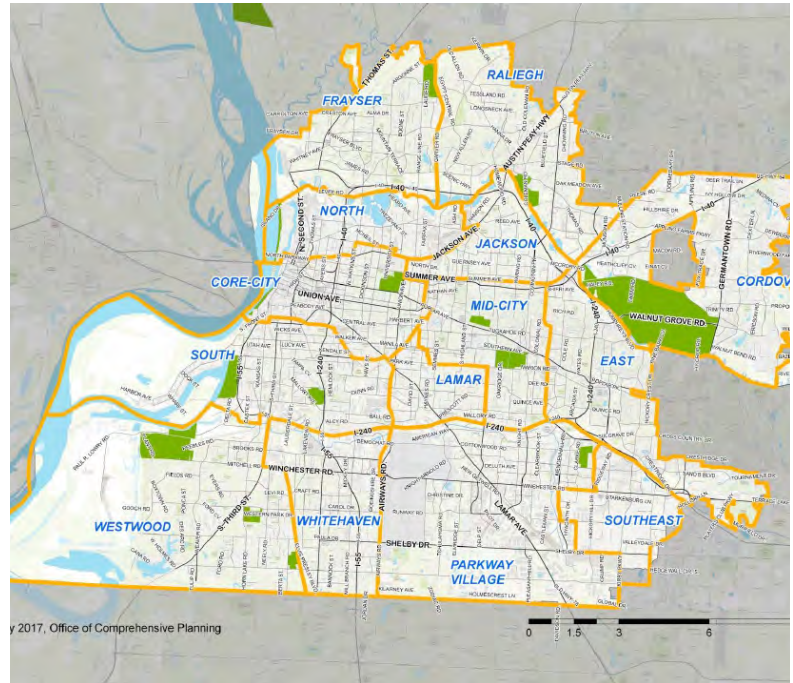
Memphis 3.0's four pillars of focus

The UMDC has been brought on board to assist in the district planning that will take place over the course of 15 months beginning in October of 2017.

for more information visit www.memphis.edu/umdc

The UMDC will assist OCP and community leaders with the development of:

- land use classifications or place types,
- a template for community character manuals that consider connection between land use classifications or place types, the Unified Development Code (UDC), and Complete Streets Project Delivery Manual, application of land use classifications or place types in 14 districts of the city,
- community character manuals in 14 districts of the city, and
- design-based solutions to create, improve, or integrate civic assets to propose for city CIP funding or other infrastructure funding programs.



Going forward, UMDC will play an important role in the Memphis 3.0 process.

Map portraying Memphis' 14 planning districts as part of Memphis 3.0

Blight Remediation Strategy for the THDA Blight Elimination Program

Blight Authority of Memphis' mission is to convert vacant, abandoned, foreclosed or tax delinquent properties into productive use, to reduce blight, to increase property values, and to improve the quality of life in Memphis neighborhoods. This is done through the Tennessee Housing Development Agency's Hardest Hit Fund Blight Elimination Program (BEP) because Memphis is located in Shelby County which is a targeted county for this program. Other target counties include Madison, Montgomery, Hamilton, Anderson, and Knox.

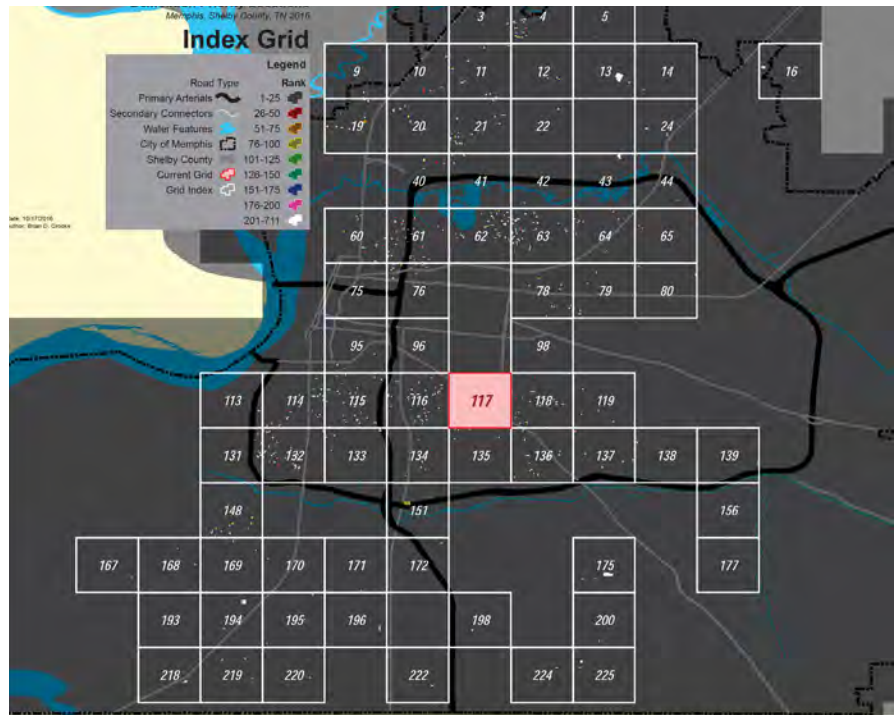
The Blight Authority of Memphis' (BAM) Blight Remediation Strategy establishes an implementation strategy for participation in Tennessee Housing Development Agency (THDA)'s Blight Elimination Program (BEP). The UMDC completed this strategy in conjunction with BAM by Winter 2016. Through this strategy by the UMDC, BAM was able to apply and obtain a \$25,000 grant from THDA. The report includes existing data analysis, which led to the development of a prioritization plan for residential blight removal in the City of Memphis, consistent with the goals and guidelines of THDA's BEP. The approach to developing the prioritization plan includes classifying and ranking the list of blighted properties to create a phased approach to demolition and greening of as many high impact properties as resources will allow. Relevant property data was gathered and analyzed to develop a clear rationale for prioritizing/categorizing blighted properties. Evaluation criteria were established and used to rank priority properties for targeted blight remediation resources, for consistency with the goals and guidelines of THDA's BEP. The evaluation and prioritization helped lead to a refined recommended strategy for the most impactful use of resources and remediation of blight.

There are three parts to the creation process of the Blight Remediation Strategy:

- Data Collection and Analysis
- Scoring Criteria & Prioritization
- Strategy Recommendation for Demolition

The data collection and analysis includes geocoding and mapping a universe of properties to be prioritized for demolition. Detailed strategy phases and descriptions for priority demolitions were involved with the blight remediation strategy for the BEP. Relevant planning data was used to develop a clear rationale for prioritizing and categorizing active blighted properties. The next part of the strategy was the process of establishing criteria for scoring and prioritization. A weighted evaluation criteria was created to calculate priority ranking of properties and from this criteria came a rationale for prioritizing/categorizing blighted properties that can be used in implementing the blight remediation strategy. The order of magnitude cost, or demolition costs, are based on industry square foot standard for residential demolition of \$2.00 to \$2.50 per square foot.

The final component to the Blight Remediation Strategy is a multi-step approach to remediation or demolition for use with THDA BEP funding. This approach will be utilized by the UMDc for the 10K Housing Initiative in the future as well.



Index grid map showing demolition priority locations



Total Points	245
Neighborhood Factors	80
Conditions	50
Code Violations	15
Ownership	50
Condemnation	50
Rank	1
Parcel ID Number	031027 00030
Grid Index Number	114
Property Address	1141 ROZELLE ST 38108
Current Listed Sq Ft	1198
Estimated Demolition Cost	\$1,500-3,000
Current Listed Year Built	1937
Current Listed Living Units	1
Current Zoning	R-6
Non-Conforming LU	No
Current Listed Land Use Classification	SINGLE FAMILY
Historic District Designation	MLC District
Last Listed Owner (Names: Last, First M)	KOLSEN RODNEY
Last Listed Owner Address	1141 ROZELLE ST MEMPHIS TN 38108

Total Points	245
Neighborhood Factors	80
Conditions	50
Code Violations	15
Ownership	50
Condemnation	50
Rank	2
Parcel ID Number	034003 00004
Grid Index Number	114
Property Address	381 S PARKWAY E 38108
Current Listed Sq Ft	1495
Estimated Demolition Cost	\$1,500-3,000
Current Listed Year Built	1925
Current Listed Living Units	1
Current Zoning	R-6
Non-Conforming LU	No
Current Listed Land Use Classification	SINGLE FAMILY
Historic District Designation	-
Last Listed Owner (Names: Last, First M)	SHELBY COUNTY TAX SALE 0803 EXH #3176
Last Listed Owner Address	PO BOX 2751 MEMPHIS TN 38101

Highest ranked properties by the Blight Remediation scoring criteria

Memphis 10K Housing Initiative:

A Collaborative Effort to Revitalize and Redevelop Memphis Neighborhoods

The Memphis 10K housing initiative seeks to create a development strategy for single-family urban infill housing in the City of Memphis. The plan seeks to expand home ownership of single-family workforce housing in Memphis by 10,000 units in 10 years. This plan includes the rehabilitation of 500 homes and the construction of 500 new infill homes annually. United Housing, Inc. has received funding from the Hyde Family Foundation for the planning process under direction from the late Tim Bolding.

The initiative aligns private and public resources to rebuild the inner-city housing market, to reverse the decline of housing, resulting in the reinvigoration of targeted inner-city neighborhoods. To accomplish this goal, the Memphis 10K Housing Initiative also envisions an array of housing-related services and activities carried out by a coalition of nonprofit and for-profit land developers, new home builders, home remodelers, lenders, credit counselors, and governmental agencies.



Typical vacant inner-city property requiring a strategic approach for rehabilitation.

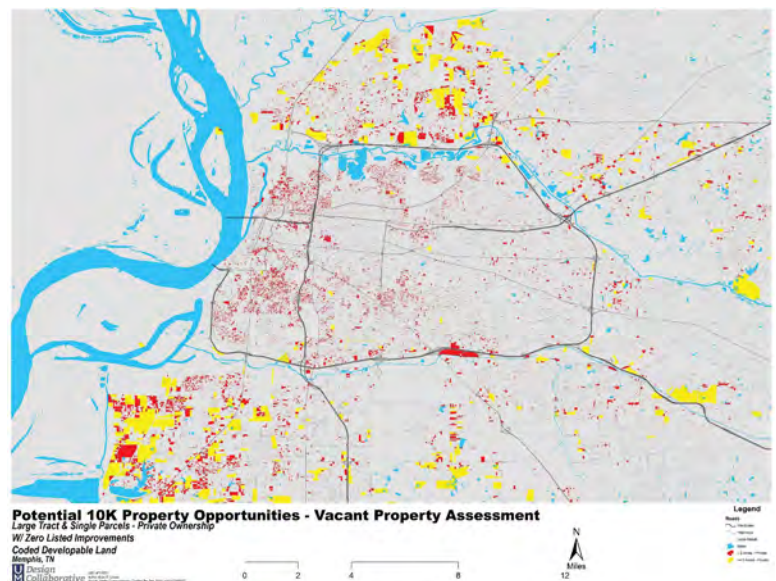
Currently there are 800 - 1,000 homes that are demolished annually in Memphis, and between 2012 and 2016, close to 600 homes per year were boarded up. Also, between 2000 and 2010, there was a net population loss of 55,520 residents. The Memphis 10K Housing Initiative seeks to address this problem by adding to our housing stock in Memphis while increasing surrounding property values and attracting new homeowners from Memphis and outside of the city.

Strategies

- Create a coordinated system of residential finance opportunities, accessible to individuals, nonprofit, and for-profit entities.
- Create an Advisory Council, with representatives from the public and private sectors, which guides the development and implementation of the 10K Housing Initiative plan.

Measureable Goals and Objectives

- Build / Renovate 10,000 homes in 10 years (an average of 1,000 per year)
- Provide homebuyer education and financial counseling to 40,000 families/ individuals in 10 years (an average of 4,000 per year)



Assessment of Vacant Property for Potential Investment through the 10K Housing Initiative.

- Utilize research data to leverage existing tools and initiatives to target specific redevelopment areas of the inner city.

Evaluation of the Baltimore City
Vacants to Value Program: Quantitative Analysis
DECEMBER 2016

Six Key Focus Areas

- Identify funding and financial incentives
- Establish partnerships with allied organizations
- Governance structure of managing entity
- Marketing, public relations and publishing
- Policy, legislation and adoption
- Model Test Case (pilot) project development

The initiative's estimated costs are currently \$140 million per year, with plans for 45 percent of the financing to come from state and federal agencies, 30 percent from local government, and 25 percent from philanthropy. The total economic impact from this activity is projected to be \$2.9 billion, including a Memphis and Shelby County property tax return of \$150.1 million for the same 10-year period along with the creation of 2,100 jobs.



Title page of study analyzing Vacant to Value housing redevelopment Program in Baltimore

The University of Memphis Design Collaborative's involvement will serve to help grow the initiative by facilitating monthly steering committee meetings, preparing reports on national best practices, and delivering a final initiative summary report.



Memphis 10K Housing Initiative Planning Process Overview

In March of 2017, the UMDC began researching best practices and using data to identify potential target areas using different locational factors for land use regulations, market conditions, and ongoing neighborhood initiatives. A best practice that has been identified for potential organizational structure is the Center City Revenue Finance Corporation in Memphis, which is a state chartered industrial

development board comprised of nine volunteer board members, nominated by the mayors and approved by the City Council and the County Commission for 6 year terms. Examples of existing Affordable Housing Trust Funds are being used as case studies, as well as reviewing the Greater Memphis Affordable Housing Trust Fund proposal from 2009. Reviewing these case studies along with other national initiatives aimed at addressing neighborhood redevelopment such as Baltimore's Vacant to Value program also provides valuable information about potential tools that could be used in the initiative. Federal programs such as HOME and NSP, and local tools such as TIFS and Down Payment Assistance programs are all potentially applicable and related to housing development, rehabilitation, and ownership.

During the summer of 2017, the UMDC will continue to facilitate monthly steering committee meetings, submit the national best practices report, as well as continue to work on data and research for potential target areas. The current planning schedule estimates that by December of 2017, a legal entity will be structured and put in place to continue the work of this initiative long term and that by April of 2018 a charter will be adopted along with the construction of a model test case. At this time, the UMDC will submit the final report for the Memphis 10K Housing Initiative.

University District TIF Economic Analysis

The Spring 2017 UMDC Design Collaborative Studio performed an analysis of economic performance measurements of the University TIF District. This was done through a partnership between the UMDC and the University Neighborhood Development Corporation (UNDC) to research and document existing baseline planning data in the district including research of the existing neighborhood conditions and analysis for commercial and residential uses within the Tax Incremental Financing (TIF) district boundary.

The TIF district boundary includes the residential and commercial properties along South Highland Street between Poplar Avenue and Park Avenue. The university area neighborhoods of the TIF include Messick-Buntyn, East Buntyn, University and Normal Station. There are five new or expanded operations in the TIF including the Highland strip development, McDonalds, The Nine, The Gather, and 3548 Walker Avenue. The total projected business revenue generated by the five projects is \$16.4 Million per year. The generation of this revenue will have an economic impact on Memphis/Shelby County of \$28.17 Million per year for a total of \$563.37 Million over 20 years. The total number of jobs supported directly and indirectly by these operations is projected to be 235. Based on Shelby County annual average wages for the specific types of operations, these jobs will generate \$8.31 in new wages annually.

The purpose of this study was to establish pre-investment baseline data and document impacts of the redevelopment focus in the newly



University District TIF district including anchor project area

adopted UNDC TIF district to determine how TIF district has influenced the UD neighborhood. The pre- and post- data analysis can communicate the value of strategic and systematic neighborhood redevelopment utilizing TIFs and other economic development tools for the UNDC and the City of Memphis. The Highland Strip, a cornerstone and commercial neighborhood center of the University District, is positioned as the catalyst of revitalization of the area. It is hoped that other retail and commercial developments will follow in the future and that the study performed in the spring will provide the confidence to facilitate this.

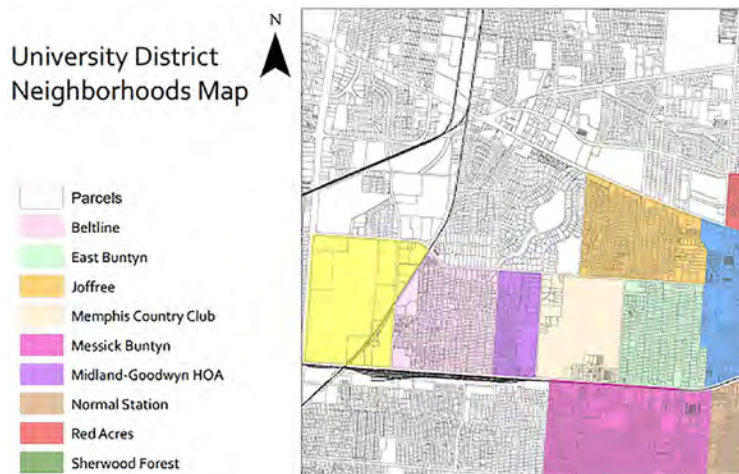


Rendering of TIF District after improvements by LRK, Inc.

Existing neighborhood baseline data of this analysis included 1990, 2000, 2010, and 2015 demographic data, economic trends, transportation and traffic patterns. Demographic data including age of population, race, educational attainment, median household income, poverty status, household characteristic. Regarding the economic analysis information on property parcels, property values, business permits, residential rental rates, jobs by sector, and per capita income was collected to determine growth. Traffic counts for the major intersections of the University District (UD) were collected.

The University District has experienced an increase in population between 2010 and 2015. In 2015, almost all the residents living in this area were between the ages of 24 and 64. The majority of the people living within the University District (UD) TIF area are white, however within the last 15 years the white population has decreased while the black population has increased. Most of the households in the University District have seen an increase in median household incomes between 2000 and 2015 although the poverty rate has increased. Most of the residents in the UD TIF are employed in educational services, health care, and social assistance fields. The small amount of new construction permits issued in 2015 indicate an increase in improvements in the UD. Most residents renting in the UD neighborhoods are paying between \$500 and \$1,000 per unit.

The Messick Buntyn neighborhood has seen a decrease in the number of residents in the labor force since 1990, has the greatest number of residents below the poverty line, and have residents that are primarily employed in food services. Messick Buntyn also has a large amount of commercial and residential parcels. The household per capita income in this neighborhood, along with Normal Station, has also decreased which has an affect on the UD.

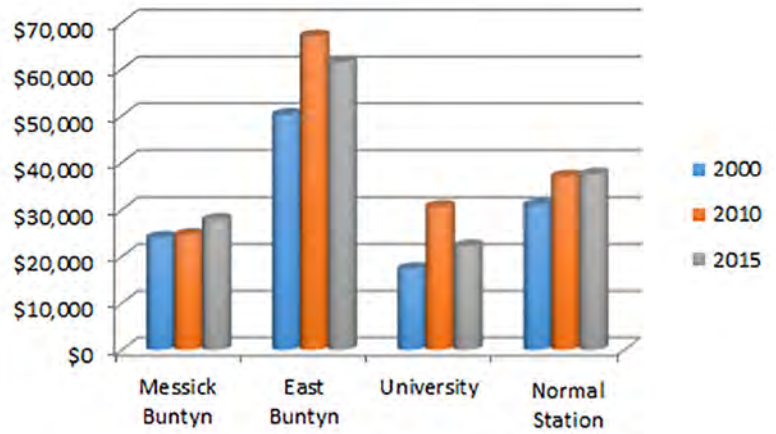


University District Neighborhoods Map

The University neighborhood has a much higher average price per square foot than any of the other neighborhoods within the University District (UD), despite the large amount of vacant housing in the UD area in 2015. The average sale price in the University area is much higher than the other three neighborhoods. East Buntyn has experienced more total property sales than the University neighborhood.

Despite total population increase for the UD, there has been a decrease in daily traffic along the streets of Highland and Carnes, Patterson and Central, and Highland and Midland. Both Highland and Central are main thoroughfares of the district, however, there has been an increase in traffic along Southern and Goodman as well as Poplar and Ridgeland. It seems that less people are living and moving in / through the UD and are around the district instead.

Median Household Income



Median household income bar chart for neighborhoods in the University District



Photo of new Highland Strip sign by Breezy Lucia

The University Tax Increment Financing District has very diverse residential and commercial characteristics. Being a part of The University of Memphis community, there are a great number of student and young adult residents in this area. Given the general characteristics of this group of people, most of their disposable income is spent engaging in entertainment and commercial activities. The Highland Strip is in a unique position to capitalize with this population by providing attractive housing and commercial uses to increase the population and investments in this area.

Creating a “Novel” Bookstore

When the Booksellers at Laurelwood closed this year, sadness ensued as the long-time bookstore had become a critical part of the community.

Books were a tradition for this space. A local group of more than 20 owners recognized this tradition and quickly organized to save the bookstore. A new generation bookstore in the same location will be succeeding the old Booksellers at Laurelwood. Going by the name “novel,” the new store is set to open in early August.

The new ownership group received design assistance from Professors Andy Kitsinger and Michael Chisamore, with the University of Memphis Design Collaborative and Department of Architecture. Interior designer, Stephanie Wexler, with the architecture firm archimania, also contributed her talents in designing the new store interior.

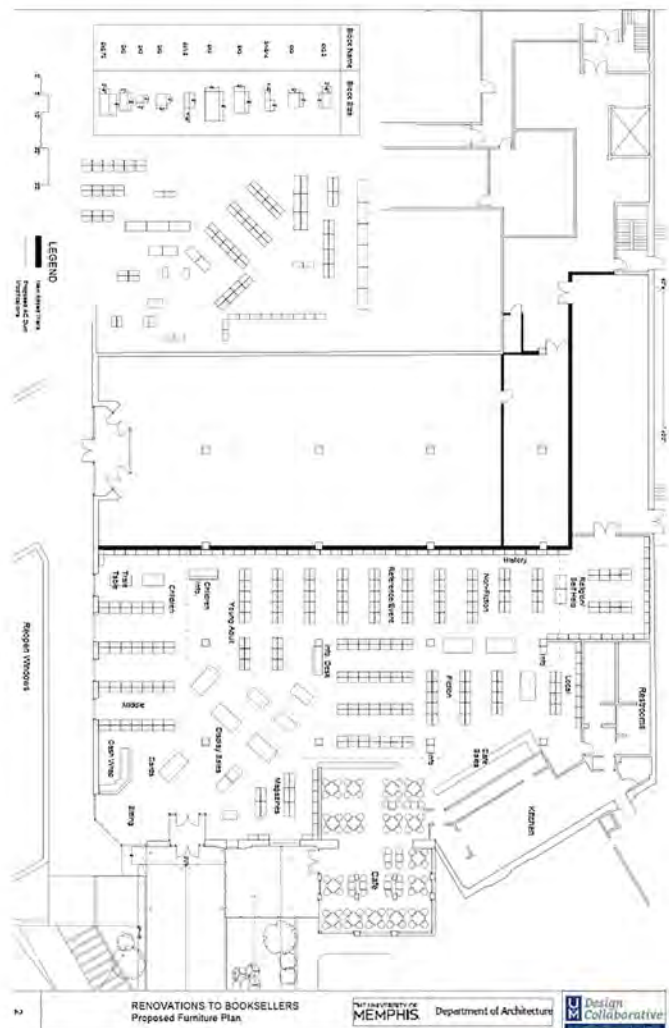
The goal is a more compact, modern-looking bookstore, with most of the same beloved staff. It was important to act quickly in order to retain key experienced staff that had become part of the culture of the bookstore.

This represents just one of many great things that are happening in Memphis. Civic minded people come together to invest their time, talent, and resources to make the city a better place.

We at the University of Memphis Design Collaborative are thrilled that we could play a part in saving the bookstore and creating opportunities for future generations of Memphians to make lasting memories.



Patrons of Booksellers at Laurelwood



Public Space Enhancement – “Edge Triangle” Design-Build

The Edge Triangle project was selected for the Fall 2016 Studio. During this project the studio engaged in analysis, precedent research, design and construction of interventions that make urban public spaces more active, desirable, and usable to the public. The initiative focused on enhancing the triangular public green space located at Madison Avenue and Orleans in the Memphis Medical District. The initiative also included the development of a connectivity plan that strengthened pedestrian-bike (and transit) connections between this green space and the three parks in the area including: Medical Research Park, Victorian Village Park, and Morris Park.

Initiative Partners were the Memphis Medical District Collaborative (MMDC) and the Memphis College of Art (MCA). The UMDC brought together graduate Planning and Architecture students to work collaboratively with Memphis College of Art (MCA) interns and faculty to design and build short-term enhancements to the public green space. Work was also closely coordinated with the Memphis Medical District Collaborative (MMDC) and neighborhood stakeholders in a collaborative engagement + design + build process.



New Edge Triangle Park Signage

The scope of the project included four different phases.

- Phase 1 consisted of Research, Community Engagement, and Scope Definition.
- Phase 2 consisted of Design Proposals and Testing.
- Phase 3 was the Final Design and Construction Planning
- Phase 4 was Construction and On-Site Installation.



Aerial view of park prior to project implementation

Throughout this project students were afforded the opportunity to work with the community residents, business owners and other stakeholders. On September 8th, the studio hosted a community input meeting in the neighborhood where the studio participants presented their analyses and proposals and encouraged community members and stakeholders to share their vision for how they would like to see the space transformed.

After gaining community input the new park design was ready to be built. The UMDC hosted an Edge Community Build and Clean-Up on November 5th where some of the initial steps were taken to clean and beautify the public space.

Final design implementation included:

- A leash free dog park
- Public art including the painting of a large transformer and a median, installation of a sculpture
- New park signage including street light banners
- Outdoor furniture including seating and tables
- New plantings and new mulch around existing plants
- Lighting for trees and pathways
- Pavers and stone infill
- Timber steps and mulch pathways
- Observation tools
- Play equipment



UMDC students engage the community in the planning process for the park design



UMDC students and community members work together on a build day in the park

To wrap up the semester and celebrate the successful project, a celebration was held on the evening of December 8th featuring live music, food, and entertainment. This offered a chance for the community to come see the completed design interventions and for the Studio to enjoy their hard work throughout the semester.



Community celebration held at semester's end to showcase project completion

Establish and Strengthen Collaborative Partnerships

Our partnerships are strategically formed by collaborating with key participants that are making progress in addressing challenges in Memphis neighborhoods. Key partnerships include:

- American Institute of Architects (AIA)
- AIA Memphis
- BLDG Memphis
- Blight Authority of Memphis
- Church Health Center
- Crosstown Arts & Crosstown Concourse
- Crosstown Community Association
- Edge Neighborhood Association
- Federal Reserve Bank of St. Louis
- Hyde Family Foundations
- Innovate Memphis
- Knight Foundation
- Memphis Area Transit Authority (MATA)
- Memphis Chapter of the Urban Land Institute (ULI)
- Memphis City Beautiful
- Memphis College of Art
- Memphis Medical Design Collaborative (MMDC)
- Memphis Regional Design Center
- Memphis and Shelby County
 - Office of Sustainability
 - Economic Growth Engine (EDGE)
- Memphis Tilth
- Nashville Civic Design Center
- Neighborhood Preservation Inc.
- Tennessee Chapter of the American Planning Association (TAPA)
- Tennessee and Shelby County Health Departments
- University Neighborhood Development Corporation (UNDC)
- University of Memphis
 - Departments of Anthropology, Civil Engineering, and Criminology and Criminal Justice
 - Intermodal Transportation Freight Institute
 - School of Public Health





a partnership between the Departments of Architecture and City and Regional Planning

Thank you for reading and learning about the UMDC and how it is working to make Memphis the best it can be for Memphians, and those all across the region. If you would like to help support the UMDC or learn more about what is going on, please visit our [webpage](#). You can contact the UMDC directly by emailing us at UMDC@memphis.edu to talk to us about various initiatives, our process, or working with us.

We look forward to hearing back from you with any questions, comments, or concerns you have regarding the Design Collaborative. Follow us on Facebook (UMemphisDesignCollaborative) for more updates and information about events.

Thank you for reading this report and we hope you are also working to make Memphis a strong, vibrant city!

“Special thanks to the ongoing support of the Hyde Family Foundations, were it not for their support the UMDC would not exist.”

Andy Kitsinger,
Interim Director, University of Memphis Design Collaborative