

# DMA Board Meeting

September 29, 2020



# **Approval of the June 25, 2020 Minutes**





# **FINANCIAL UPDATE**

Fiscal Year ended June 30, 2020



# **FINANCIALS – DOWNTOWN MOBILITY AUTHORITY**

June 30, 2020

- Funds held for One Beale garage funding
- Increase in Loans - payable to Center City Revenue Finance Corporation
- Parking operations
- Transfer from CCRFC; no transfer to DMC



# Income Statement by Garage

	Other	OWN			Capital Lease		LEASE from City			Jt. Venture	
	Parking Authority	250 Peabody	First Parking 2nd St.	Barboro Flats	TN Brewery	One Commerce	Front St.	Riverfront	Criminal Justice Center	110 Peabody Tower	TOTAL
Income											
Interest/Misc Income	\$ 45,930										\$ 45,930
Capital Lease Interest Income					142,867	10,381					153,248
Total Parking Income		159,426	627,269	223,219			145,238	203,847	186,693	117,634	1,663,326
Total Transfers In (net)		750,000									750,000
Total Income	45,930	909,426	627,269	223,219	142,867	10,381	145,238	203,847	186,693	117,634	2,612,504
Expense											
Other Personnel Expenses											
Security Staffing	-	107,004	27,993	41,330				56,062		74,665	307,054
Other Personnel Expenses	-	107,004	27,993	41,330		-	-	56,062	-	74,665	307,054
Office Expense											
Rent							5,355	194,670	114,975		315,000
Insurance	8,097	25,312	6,955	29,988						-	70,352
Equipment Maintenance											-
Maintenance		304									304
Total Office Expense	8,097	25,616	6,955	29,988		-	5,355	194,670	114,975	-	385,656
Professional Fees											
Legal	31,197										31,197
Bond Issuance Cost		21,523									21,523
Other Professional	160,961		260,756							53,742	475,458
Total Professional Fees	192,157	21,523	260,756	-		-	-	-	-	53,742	528,178
Parking											
250 Peabody Place Garage	-	316,347									316,347
Gayoso Garage	-			123,192							123,192
First Place Garage			309,832								309,832
Total Parking	-	316,347	309,832	123,192		-	-	-	-	-	749,371
Depreciation Expense	8,400	416,157	74,003	218,934		183,333	24,425	3,739	21,010	34,520	984,522
Interest Expense											
Loan Interest	-	496,942	98,365	-							595,306
Total Interest Expense	-										-
Total Expense	208,655	1,383,589	777,903	413,444		183,333	29,780	254,471	135,985	162,927	3,550,088
		\$ (162,725)	\$ (474,164)	\$ (150,634)	\$ (190,225)	\$ 142,867	\$ (172,952)	\$ 115,458	\$ (50,624)	\$ 50,708	\$ (937,584)
		\$ (39,294)	\$ 460,459	\$ 282,489	\$ 28,709	\$ -	\$ 0	\$ 139,883	\$ (46,885)	\$ 71,718	\$ 190,048
		\$ (154,324)	\$ (36,483)	\$ (76,631)	\$ 28,709	\$ 142,867	\$ 10,381	\$ 139,883	\$ (46,885)	\$ 71,718	\$ 68,462
			(156,922)	317,436	100,028			203,847	186,693	117,634	

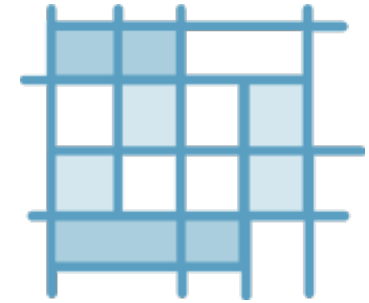


# **Meeting Frequency & Time Change**



# Parking Study: 3 Big Ideas

1. Use existing parking first.
2. Expand DMA's work to include mobility.
3. Build new parking strategically.





# Parking Garage Investment

DPA/DMA parking garage investment has been vital to the success of key Downtown projects.

DMA will **continue** to build new public parking to unlock development potential and spur investment Downtown.

Our mobility focus is about adding **new** tools and finding additional ways to meet parking demand through **TDM strategies** and **higher utilization of our existing parking garages.**

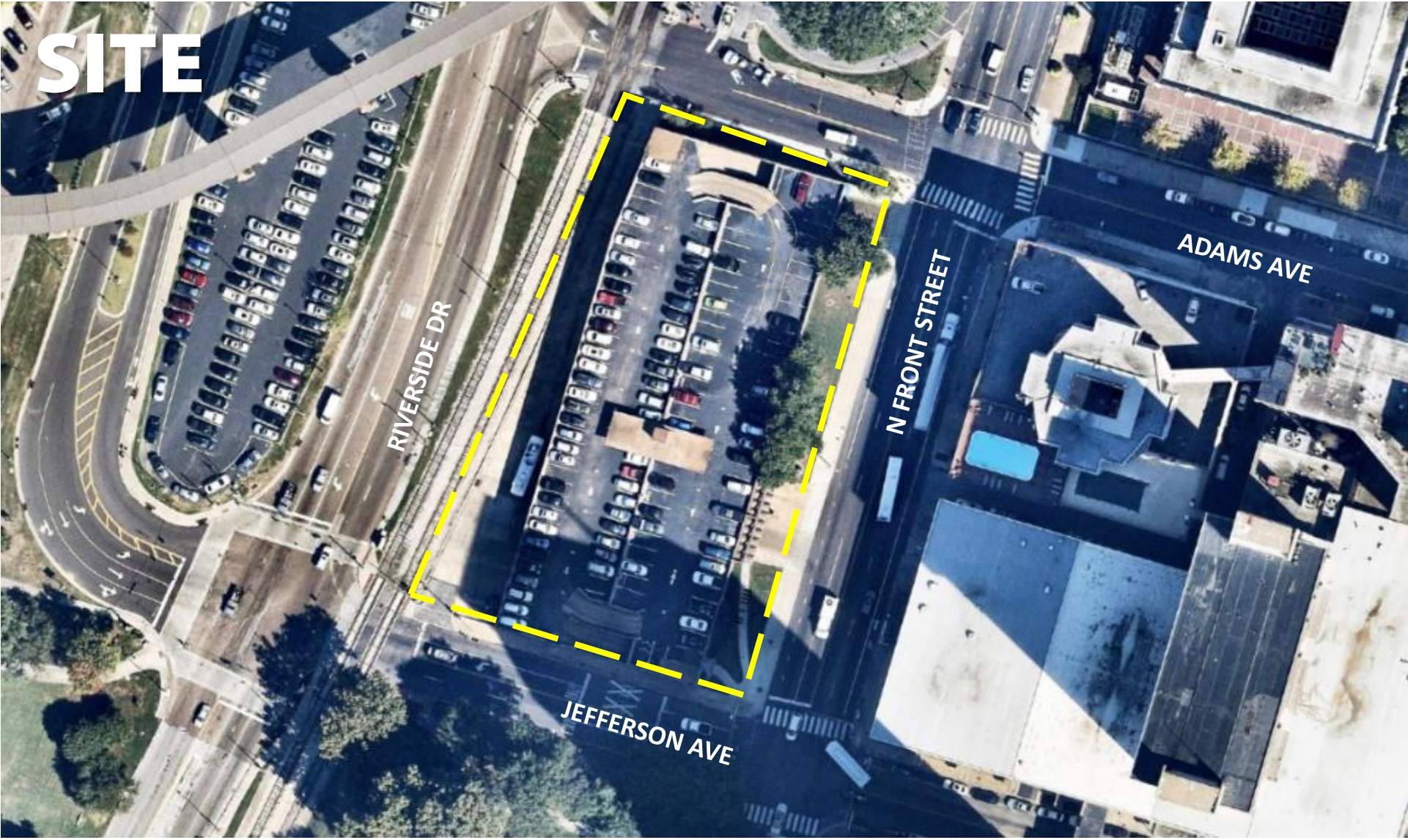


# **Use Existing Parking First**

**Shoppers Garage Improvements:**

**A&E Services**





# SITE





# Shopper's Garage

- City-owned garage managed by DMA
- Built ca. 1957
- 1.22-acre property
- 340 spaces
- Now operated by Premium Parking on behalf of DMA
- Located on Public Promenade





# Current Challenges

- Exposed rebar & damaged concrete
- Stained & dirty concrete
- Enclosed interior stairwells
- Decorative block limits natural surveillance
- Unclear wayfinding & out-of-date signage
- Need for better lighting
- Service-oriented (west) side faces Riverside Dr.







**Exposed Rebar and Concrete Damage**





**Stained and Dirty Concrete**





**Enclosed Stairwells**





**Decorative CMU Limits Natural Surveillance From Outside**



# Decorative CMU Limits Natural Surveillance From Inside



RESERVED  
Parking for  
Mark Brown  
Only



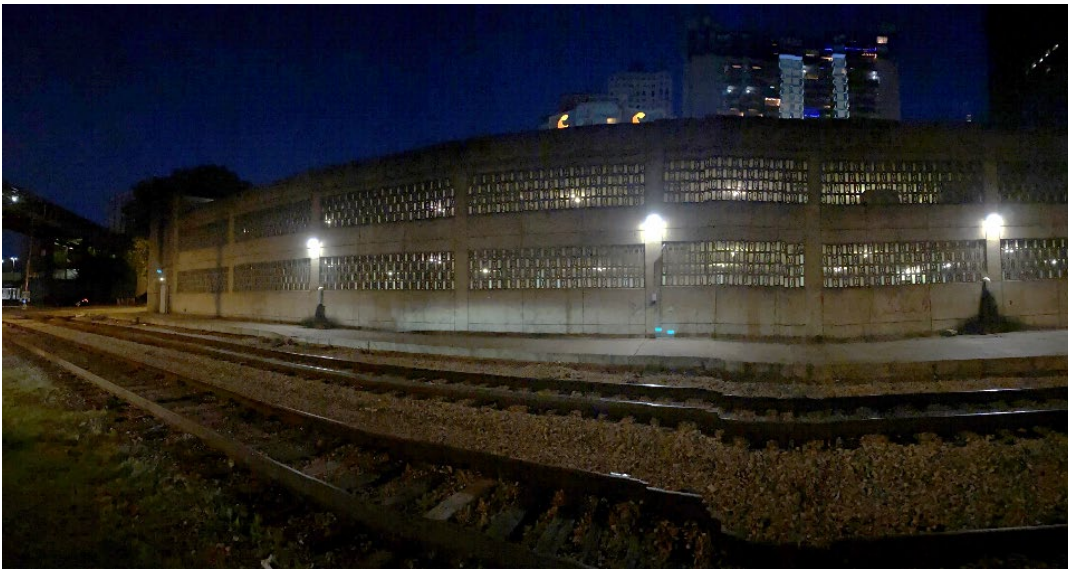


Unclear Wayfinding & Signage





# Need for better lighting





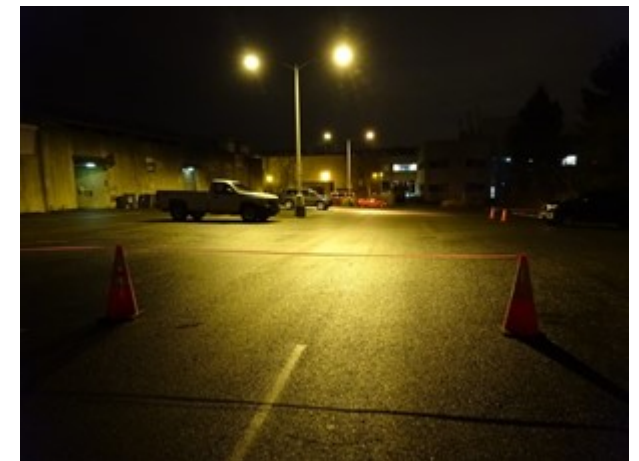


**Service-oriented side facing Riverside Dr.**



# Safeways

- Local non-profit specializing in physical environment and lighting improvements to build safer neighborhoods.
- Experts in Crime Prevention Through Environmental Design (CPTED) principles.
- Safeways partnered with Premium Parking to complete an evaluation of DMA garages.
- Study findings & recommendations used to set our priorities and scope of work for physical improvements to Shopper's Garage.





# What are we trying to do?

## Project Goals:

1. Improve the user experience
2. Enhance safety & lighting
3. Attract more daily and monthly parkers (increase utilization)



# Priorities

1. Clean & paint exterior
2. Improve signage & wayfinding
3. Remove decorative block to increase natural surveillance
4. Add better lighting
5. Open up enclosed stairwells
6. Add foot traffic and activity to the site





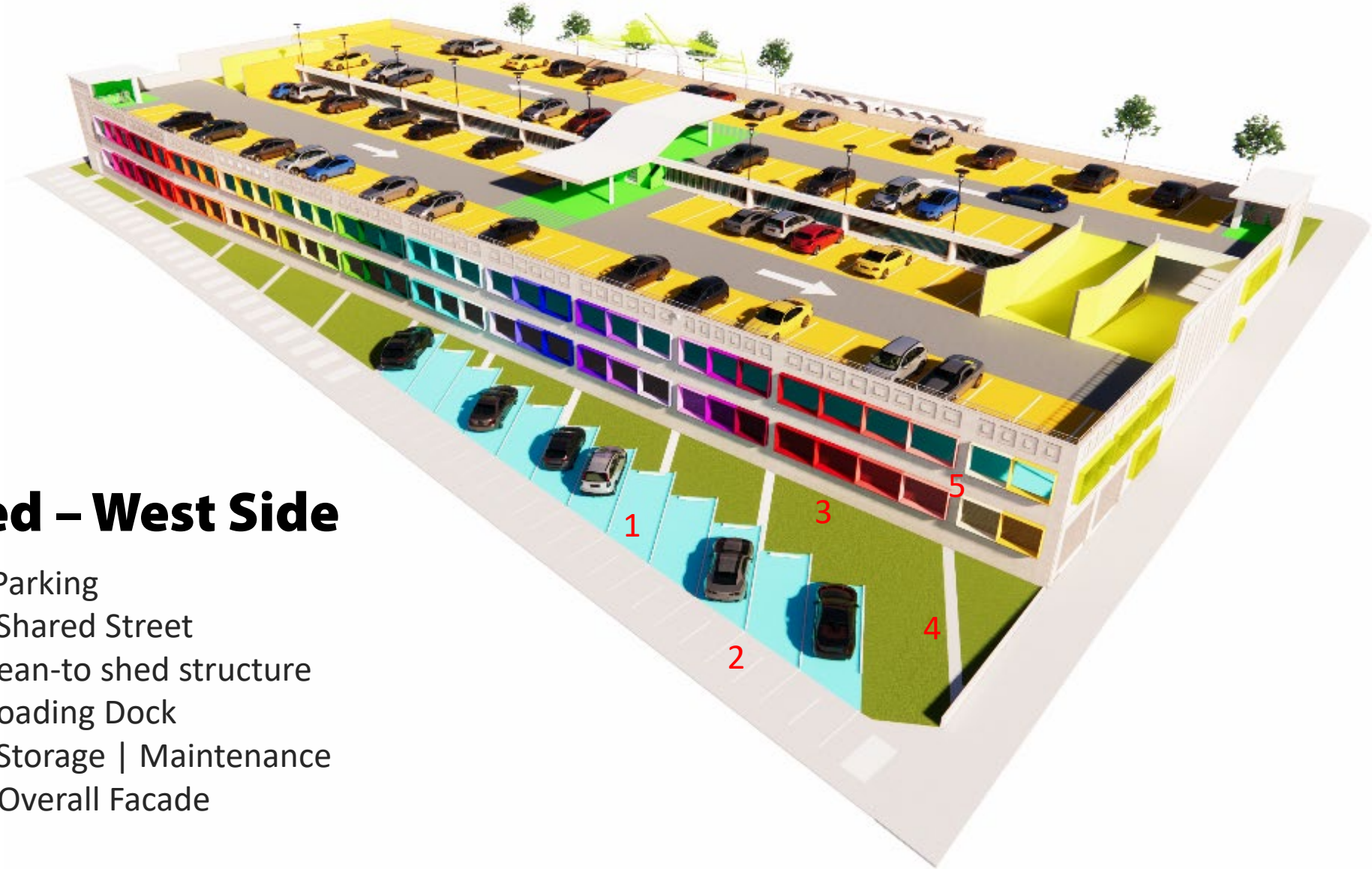
## Proposed – Front St.

1. Entrance
2. Big Dog Park
3. Little Dog Park
4. Tensile Canopy
5. Bike Share | Secure Bike Storage
6. Street Trees



## Proposed – West Side

1. Diagonal Parking
2. One Way Shared Street
3. Remove Lean-to shed structure
4. Remove Loading Dock
5. Integrate Storage | Maintenance Area Into Overall Facade



## View from Front Street



## Entry from Front Street





# Dog Park + Shade Structure





## View at Front & Jefferson (day)



## View at Front & Jefferson (night)





## View from Riverside & Jefferson (day)



## View from Riverside & Jefferson (night)





## Interior Entry

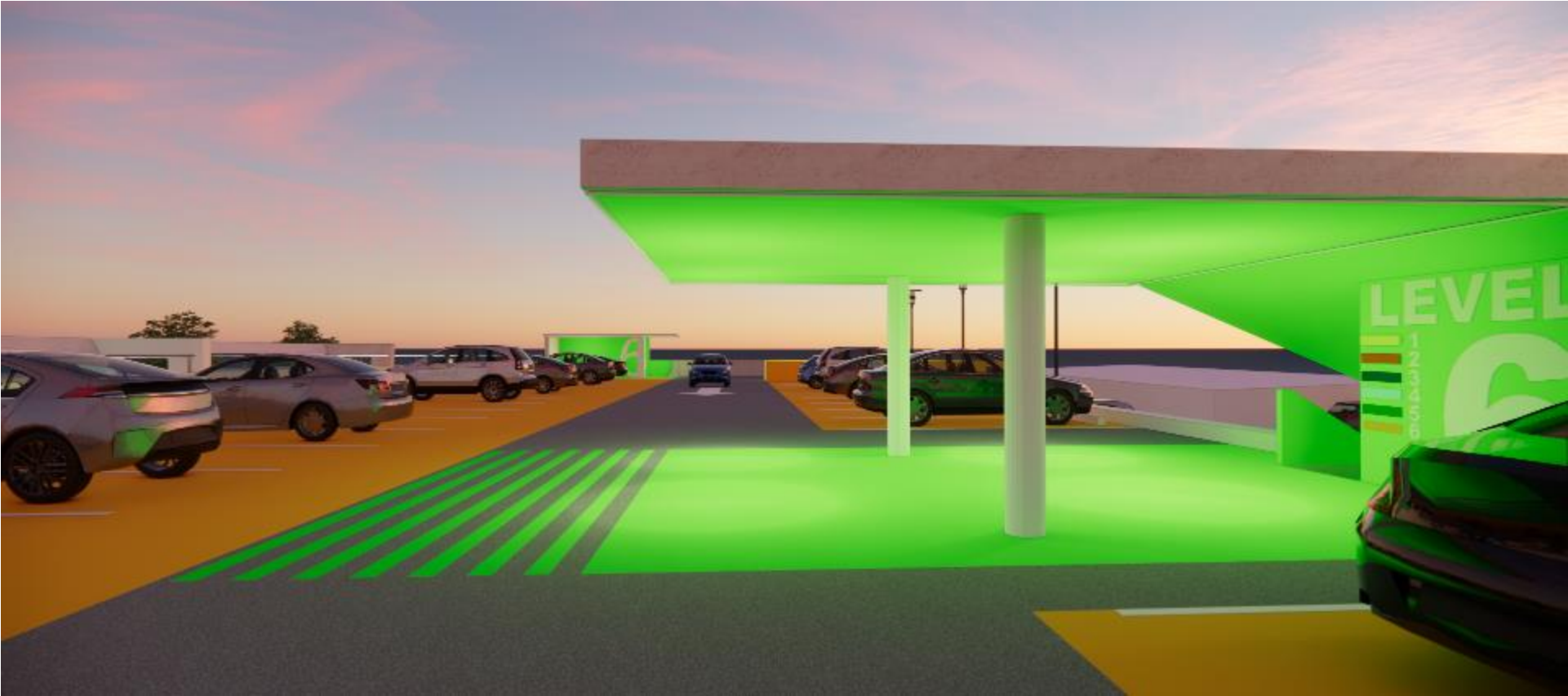


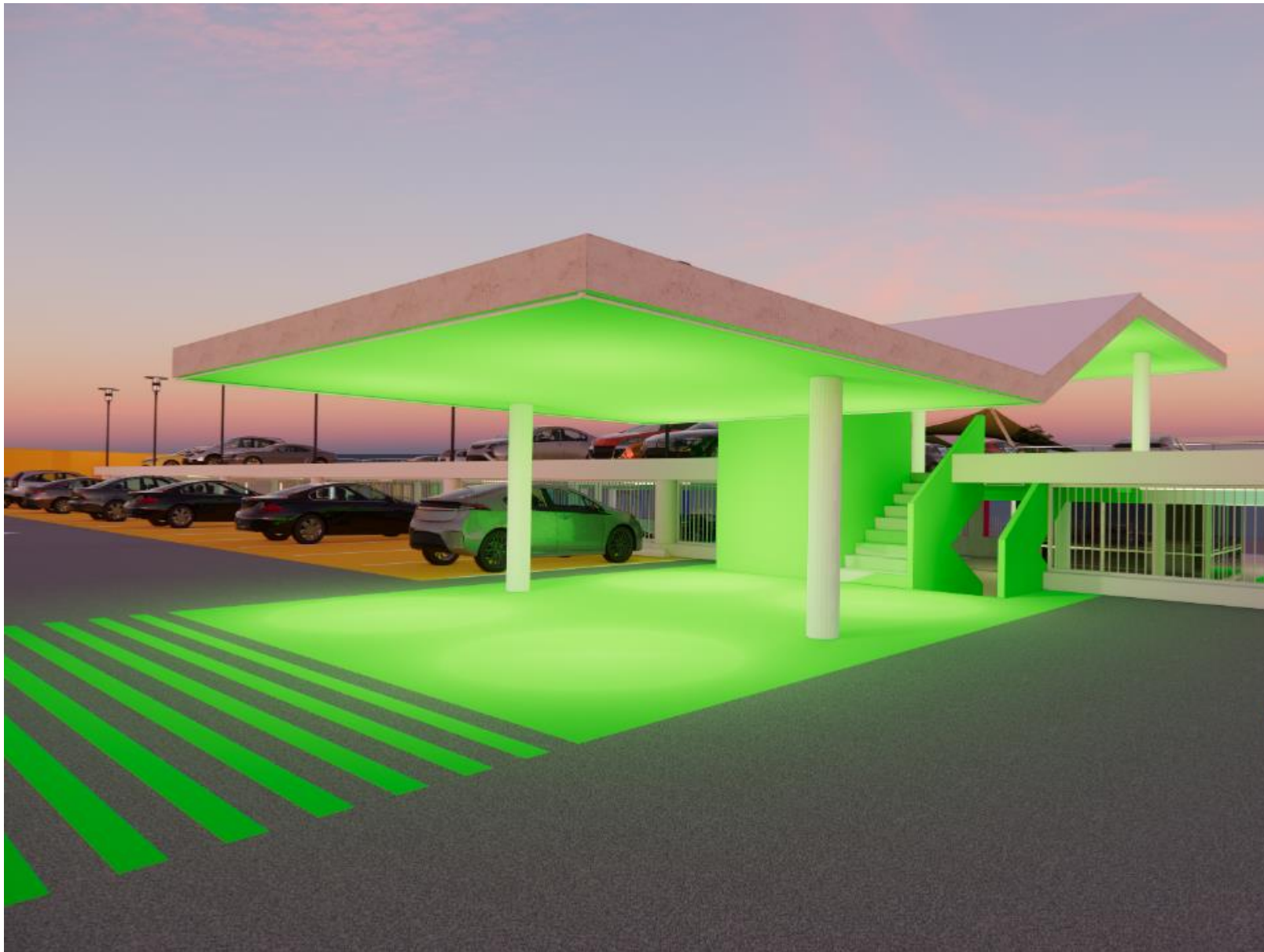
# Interior Parking, Lighting, & Wayfinding





# Level 6 – West Side







# Front Street Façade Strategies (day)



# Front Street Façade Strategies (night)





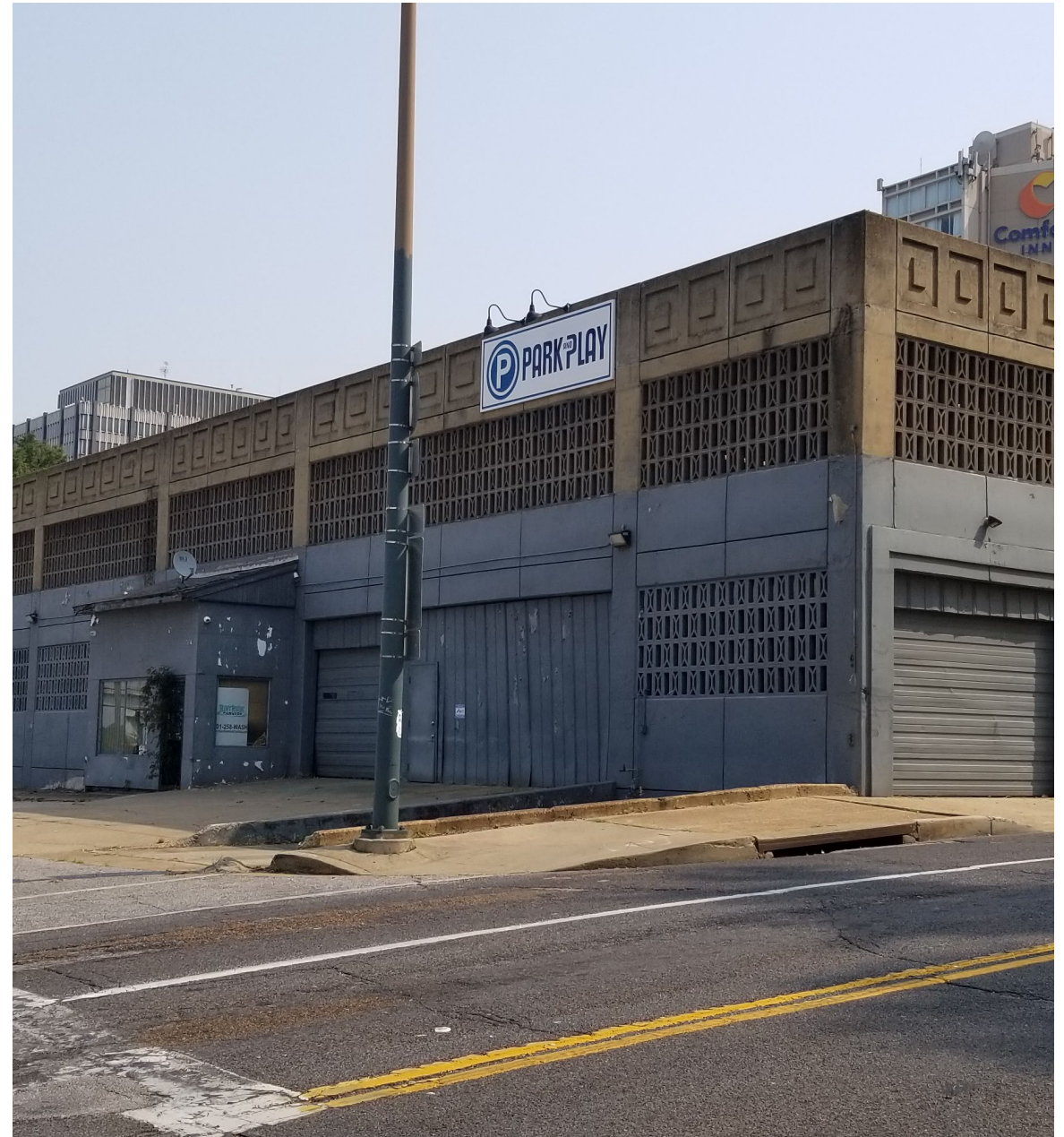


# Next Steps

- Issue RFP for Construction Manager At Risk (CMAR)
- Construction documents prepared (2-3 months)
- Firm estimate for construction cost; DMA funding request (Oct.)
- Construction starts (Q1 2021)
- Completion (Target: Q2 2021)

# Recommendation:

- Issue an RFP for Construction Manager at Risk (CMAR) to help DMA determine scope, set project budget and expedite construction timeline.
- Staff requests approval for DMC President to negotiate a scope of work and budget for Brg3s Architects to produce the needed construction documents and A&E services, in an amount not to exceed \$100,000.
- DMC staff will present a future funding request for improvements once construction costs have been determined.





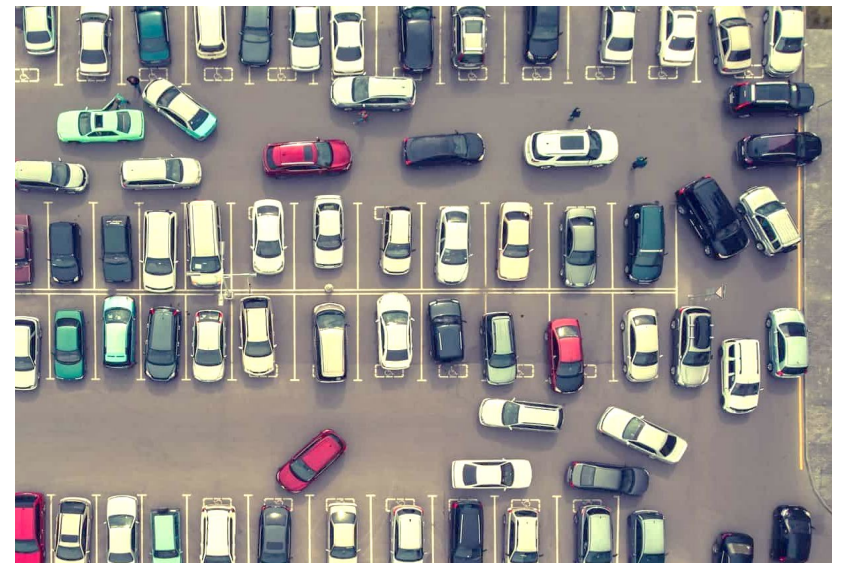
# **Focus on Mobility**

**Transportation Management Association  
(TMA)**



# Steps Already Underway

- DMA selected new garage operator in alignment with Parking Study recommendations.
- DMC staff exploring potential to add capacity to existing parking garages.
- DMC staff evaluating a shuttle system to unlock the potential of underutilized parking lots.
- DMC staff investigating **transportation demand management (TDM) strategies** to add to the DMA's playbook.





# What's a TDM Strategy?

## Transportation Demand Management (TDM):

- An organized program of information, encouragement, and personal incentives.
- Goal = help people learn about/use all of their transportation options.
- Approaches can be traditional or tech-based (transit passes, ridesharing, biking, walking, van pools, telecommuting, parking cash-out, etc).

**Transportation Management Associations (TMAs)** are often formed to spearhead these programs and efforts.



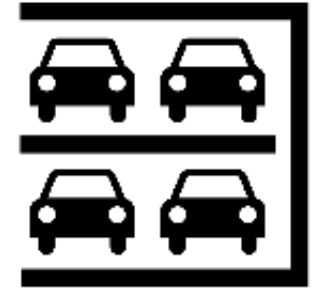
# Transportation Management Association (TMA)

- Organized group coordinating TDM efforts
- Often a non-profit membership organization made up of large employers, commercial developers, and property managers working together in a specific neighborhood or geographic area
- TMA programs are designed to:
  - Meet parking demand
  - Improve access to transportation options
  - Reduce the number of drive-alone commuters
  - Reduce vehicle emissions





# How Should We Focus On Mobility?



Step 1: Change name to DMA to reflect expanded focus (2019).

Step 2: Bring more partners to the table through a Transportation Management Association (TMA).



Step 3: Establish priorities & work plan.

Step 4: Expand toolkit with new programs, if needed.



Step 5: Track progress & make adjustments.

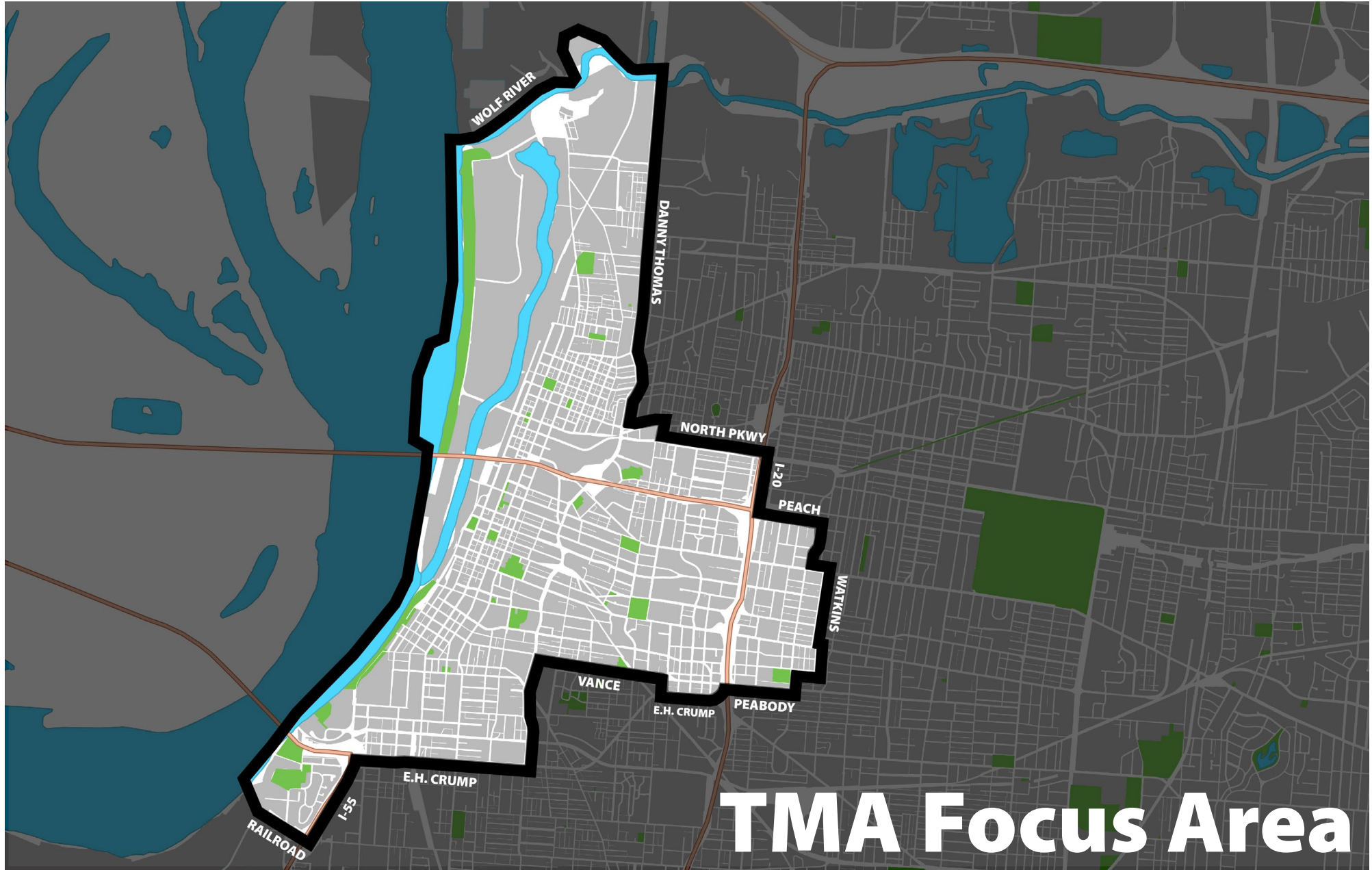




# Key Recommendation

- Establish a Transportation Management Association (TMA).
- **The Core TMA** will focus on the entire Medical District and the rest of Downtown.
- Purpose: Coordinate, strengthen, and expand the mobility work already happening with our partners across the community.
- TMA would function as a sub-committee of the DMA with additional members added.





# TMA Focus Area



**Downtown Memphis & Medical District  
Transportation Management Association  
Implementation & Workplan**

# TMA Work Plan

- Nelson Nygaard, MMDC, and DMC Staff prepared a draft TMA Implementation Plan to help achieve our mobility goals.
- First draft is now ready for public review.
- Playbook for how the DMA can add mobility strategies to the toolkit in collaboration with the MMDC, MATA, and other key stakeholders.



# Work Plan Elements

- **Mission:** What is the guiding statement for the TMA's approach to its work?
- **Vision:** What is the future condition that the TMA will bring about?
- **Goals:** What values guide this work? What are the desired outcomes?
- **Objectives:** What specific actions will enable the TMA to achieve these goals?
- **Metrics:** How will we measure progress?

## VISION & GOALS

The mission, vision, goals, and objectives for the planned transportation management association (TMA) will address the following questions:

- **Mission:** What is the guiding statement for the TMA's approach to its work?
- **Vision:** What is the future condition that the TMA will bring about?
- **Goals:** What values guide this work? What are the desired outcomes?
- **Objectives:** What specific actions will enable the TMA to achieve these goals?

The following mission, vision, and goals were developed in collaboration with DMC and MMDC, drawing from their organizational priorities, recent planning work, and the aspirations of the TMA initiative. A more thorough overview of mission and vision development can be found in Appendix B *Vision & Goalsetting*.

### Mission Statement

The [insert name] TMA supports growth, community health, and economic vitality in Downtown Memphis and the Memphis Medical District by coordinating transportation demand management (TDM) efforts on behalf of employers, employees, residents, students, patients, and visitors and by providing equitable mobility options that connect people to jobs, housing, health care, education, entertainment, and other opportunities.

### Vision

The [insert name] TMA is a recognizable and invaluable resource, convening a diverse and committed base of members and stakeholders to facilitate a growing, healthy, equitable, and prosperous Downtown Memphis and Memphis Medical District that is connected and accessed by convenient and attractive multimodal options.

### Goals & Objectives

The TMA's goals translate the vision statement into a series of desired outcomes that reflect the values and priorities of the organization and its partners. The goals address broad categories of outcomes, while the objectives include more specific outcomes that can be linked to specific strategies, tactics and performance measures. The following goals and objectives are proposed to guide implementation of the TMA and its near-term workplan:

**Deliver effective TDM programs.** The TMA will provide a suite of programs and services that support the travel needs of employers, employees, residents, students, patients, and visitors.

- Increase awareness and use of existing transportation programs and travel options.
- Provide a transportation information clearinghouse that is easy to understand and accessible to all travelers
- Increase number and capacity of TDM programs and services.
- Develop/expand tools to engage different user groups to deliver programs and services.

# Proposed TMA Membership

- Downtown Mobility Authority (DMA)
- Downtown Memphis Commission (DMC)
- Memphis Medical District Collaborative (MMDC)
- City of Memphis Planning & Development + City Engineering
- Memphis Area Transit Authority (MATA)
- Shelby County Health Department – Air Quality Improvement
- Memphis Metropolitan Planning Organization (MPO)
- Tennessee Department of Transportation – Air Quality Office
- Innovate Memphis – Commute Options
- Greater Memphis Chamber
- Center City Development Corporation (CCDC)
- Resident, Employer & Employee Representatives

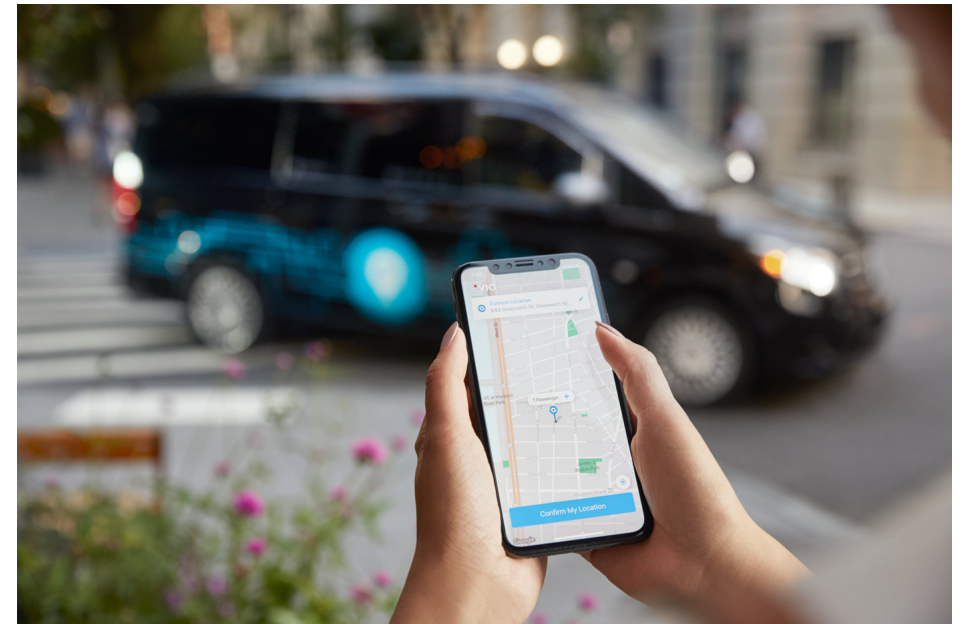




# Staffing Options

Several approaches are being evaluated:

- A. Hire a consultant to perform key tasks and lead mobility projects in collaboration with existing MMDC & DMC staff.
- B. Contract with part-time and/or temporary staff through a fellowship, internship, or similar program.
- C. Create a new position and hire a new full-time staff member.



# Input Needed

- Open-house meeting was planned; Now shifted to online public engagement strategy.
- **We need your help in reviewing and evaluating the draft implementation plan.**
- Public review period open for next 30 days.
- Implementation Plan will be finalized based on Board member & public input in Q4 2020.
- [www.WhyWeNeedaTMA.org](http://www.WhyWeNeedaTMA.org)





# Why We Need a Transportation Management Association

We want to create a program that works! Tell us what matters to you!


[TAKE THE SURVEY](#)



# Read the Draft Plan

↓

SHARE



**Downtown Memphis & Medical District  
Transportation Management Association  
Implementation & Workplan**

➤

## Draft Plan Comments

We would love to know what you think of the draft plan. Please leave any comments below. All personal information is for contact use only and will not be shared.

OK



# Give Feedback

As we build our TMA, we want to make sure it works for our community! Help us to get it right by using the interactive map to show us where you live, where you work, and your other important commute points. Then take our quick survey to share a little more about your current commute habits and what matters most to you.

## Map Your Commute

Online Mapping Exercise: Origins and destinations: Where are you coming from and where are you going? Where would you like to go at least once a week? Mark it on the map.

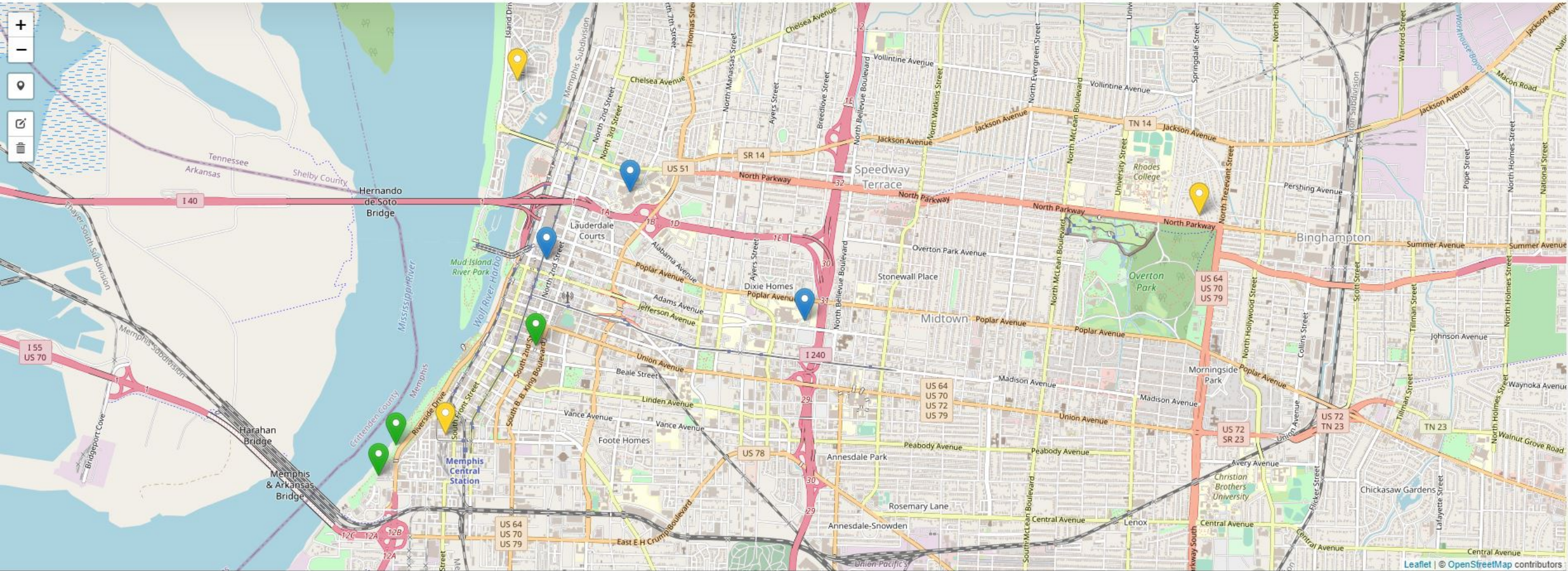
## Potential Rider Survey

Help us figure out what we can do for you, by taking our potential rider survey — don't worry, you don't have to consider yourself a potential rider to take the quiz! We are interested in

## Business Owner & Stakeholder Survey

Business owner — HR Executive — CEO? Help us determine what challenges we can help mitigate by taking our employer survey here!





[SUBMIT COMMENTS](#)

[INSTRUCTIONS](#)

[RESET MAP VIEW](#)



# About the TMA Project

Our intention is to create a better-connected community, with more access and greater commute options.

## Our TMA Partnership

The **Downtown Memphis Commission (DMC)** and the **Memphis Medical District Collaborative (MMDC)** have worked in partnership to evaluate the impacts of growth in the Downtown and Medical districts on parking, access, and mobility networks. Recognizing that current travel behaviors will create considerable new travel and parking demand as development continues, the DMC and MMDC seek to develop a transportation management association (TMA) to coordinate transportation demand management (TDM) efforts on behalf of the employers, employees, students, residents, patients, and visitors in their service areas.

The geographic boundaries of the TMA align with the CBID and Medical District Boundaries. In the geography of the DMC and MMDC, the TMA would serve a familiar set of stakeholders, whose needs are well-established. With the recent and planned growth forecasted in these districts, the demand for transportation services will intensify. A TMA that concentrates its efforts in this service area stands to have a greater impact than one that is diffused more regionally.



# Staff Recommendations:

1. DMA to create a sub-committee to serve as the TMA Advisory Board.
2. DMA to set the initial membership of the TMA Advisory Board. TMA Advisory Board will typically meet every two months, beginning in October 2020. Regular updates will be made to the full DMA Board.
3. Appoint a DMA representative to serve on the TMA Advisory Board.





# Focus on Mobility

Bike repair stations /  
maintenance exploration



# **Add Parking Strategically**

**Mobility Center & Parking Garage**

**Architectural Services**





# Background

- DMA issued an RFQ for design services.
- LRK selected as a result of the RFQ process.
- DMA approved funding request up to \$40,000 for LRK to complete conceptual design for how a mobility center could fit on the site. (May 2020)
- Today's request is about taking the next step towards understanding the potential cost of building a new mobility center.





# MOBILITY CENTER

CONCEPT PACKAGE 7.22.2020



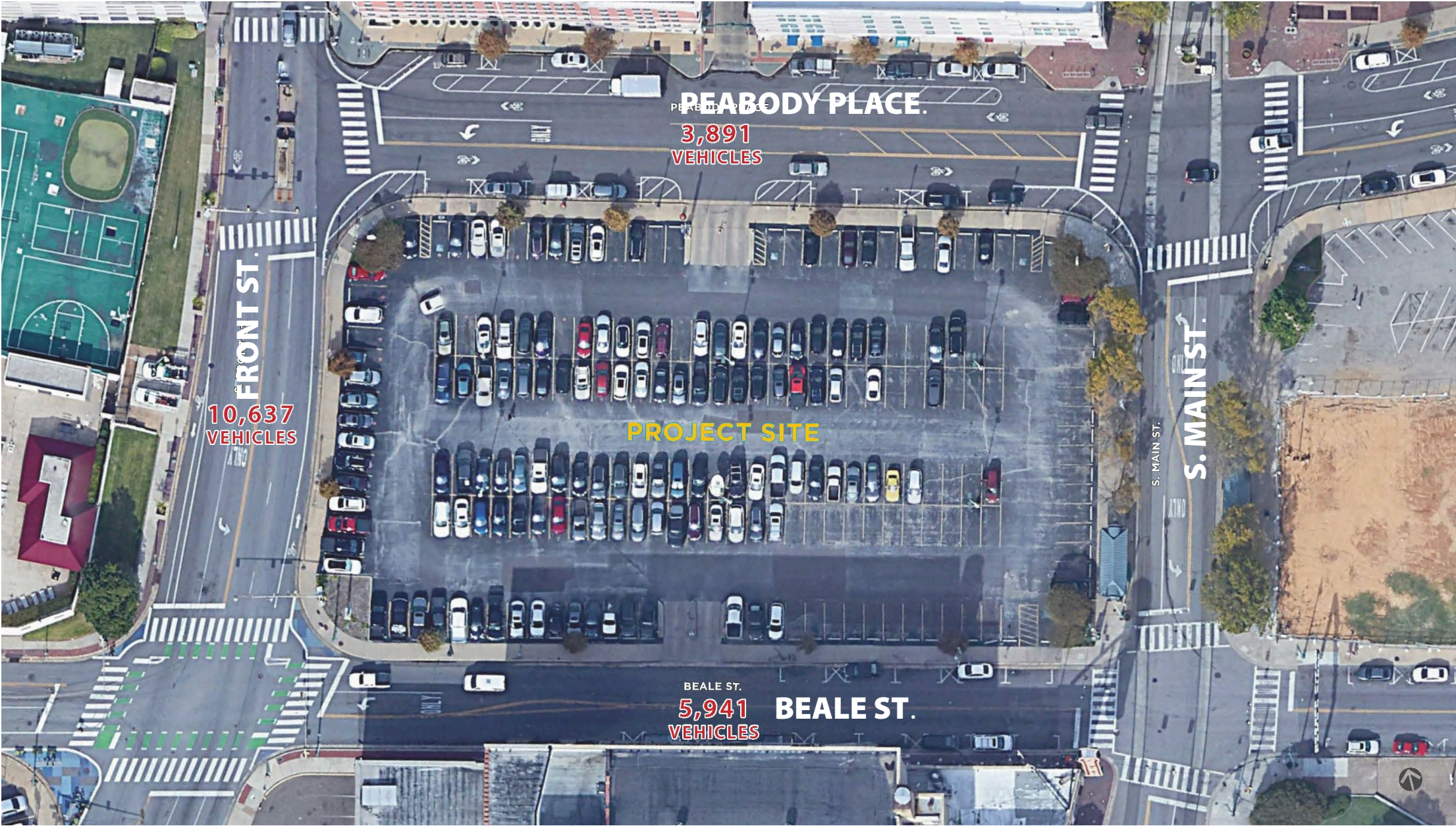


# Downtown Memphis Mobility Center



*A place of arrival & connections welcoming visitors and residents in the center of Downtown Memphis.*





PEABODY PLACE  
**3,891**  
VEHICLES

**FRONT ST.**  
**10,637**  
VEHICLES

**PROJECT SITE**

BEALE ST.  
**5,941**  
VEHICLES

**S. MAIN ST.**



# Orpheum Lot

- City-owned property used under an agreement with Belz Enterprises
- 1.333 acres
- Approximately 206 off-street spaces
- Most spaces under contract with nearby office users during the typical workday







# The Opportunity

- Reimagine site as a **mobility center** with new parking to support continued growth in the Downtown Core.
- Provide a central hub for parking, ride share, micro-mobility, bike commuting, and trolley access.
- Activate the ground-floor along Main Street, Beale Street, & Front Street.
- Create a new Downtown landmark with monumental stair and rooftop event space.



# Massing Studies & Context



**ONE BEALE  
HYATT CENTRIC**  
8 STORIES, 100'-120' TALL



**ORPHEUM THEATRE**  
2 STORIES, 30'-40' TALL - MAIN ST  
70' TALL - BEALE ST



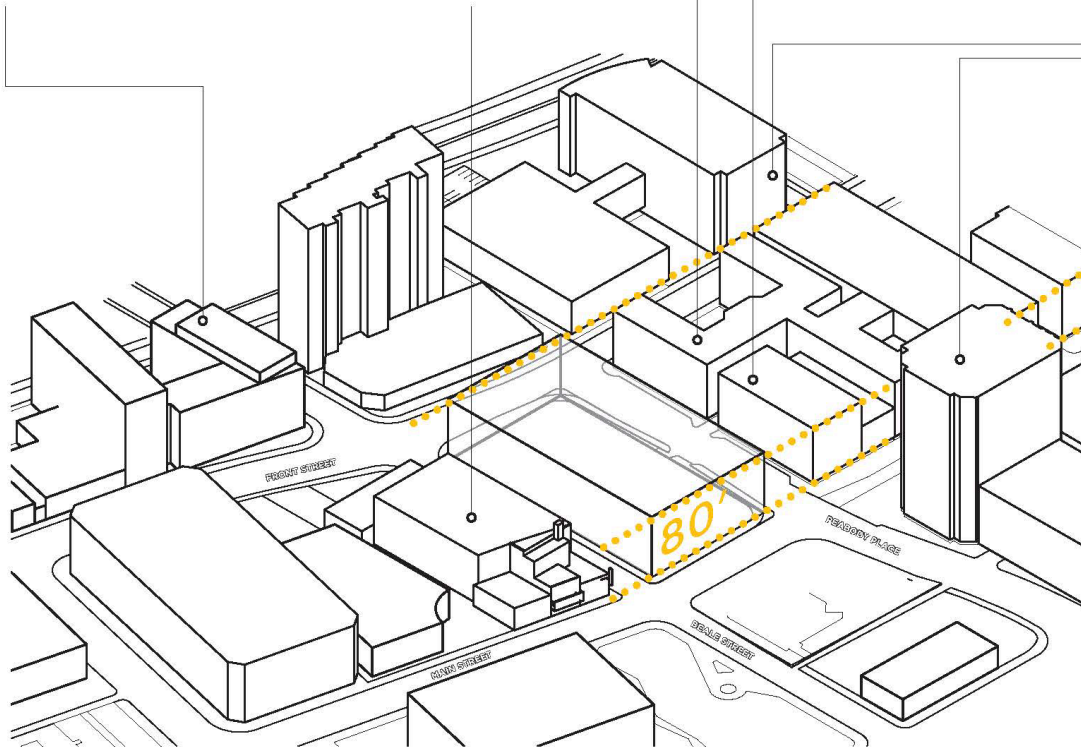
**GAYOSO HOUSE, PEMBROKE SQUARE**  
5-6 STORIES, 70'-80' TALL



**AUTOZONE HEADQUARTERS**  
8 STORIES, 100' TALL



**PEABODY PLACE TOWER**  
16 STORIES, 200' TALL



## CONTEXT-BASED HEIGHT

### GAYOSO-PEABODY AND COTTON ROW DISTRICT GUIDELINES

#### HEIGHT

"NEW BUILDINGS SHOULD BE CONSTRUCTED TO THE SAME NUMBER OF STORIES AND TO A HEIGHT WHICH IS COMPATIBLE WITH THE HEIGHT OF ADJACENT BUILDINGS."

#### SCALE

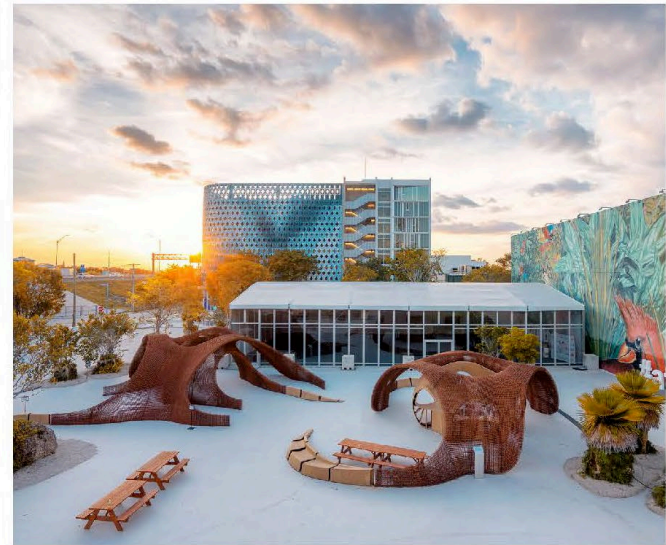
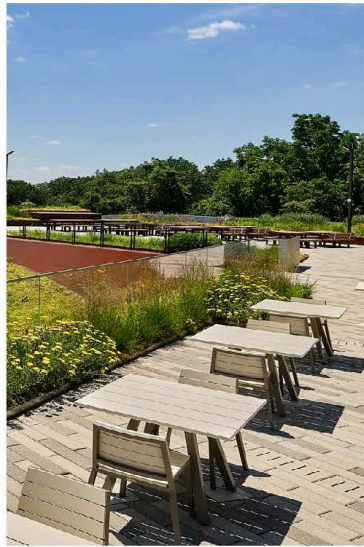
"THE SIZE OF A NEW BUILDING, ITS MASS IN RELATION TO OPEN SPACES, AND ITS WINDOWS, DOORS, AND PORCHES SHOULD BE VISUALLY COMPATIBLE WITH THE SURROUNDING BUILDINGS"

### DOWNTOWN MEMPHIS DESIGN GUIDELINES AND PRINCIPLES

"THE MASSING OF A PARKING STRUCTURE SHOULD APPEAR SIMILAR IN SCALE TO OTHER BUILDINGS IN THE AREA."

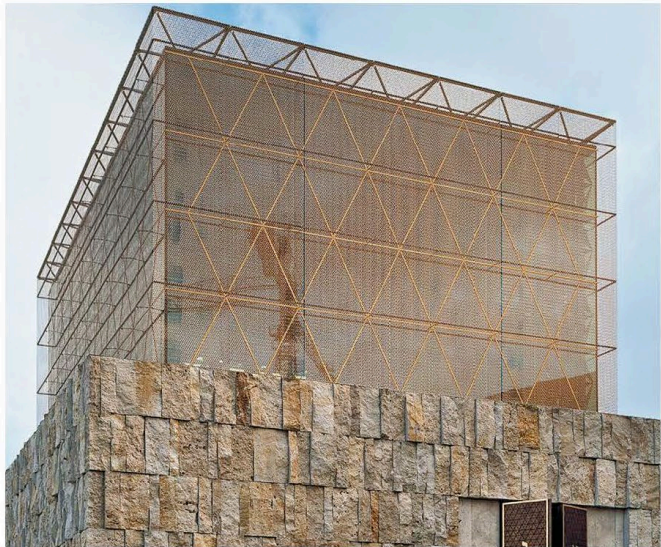
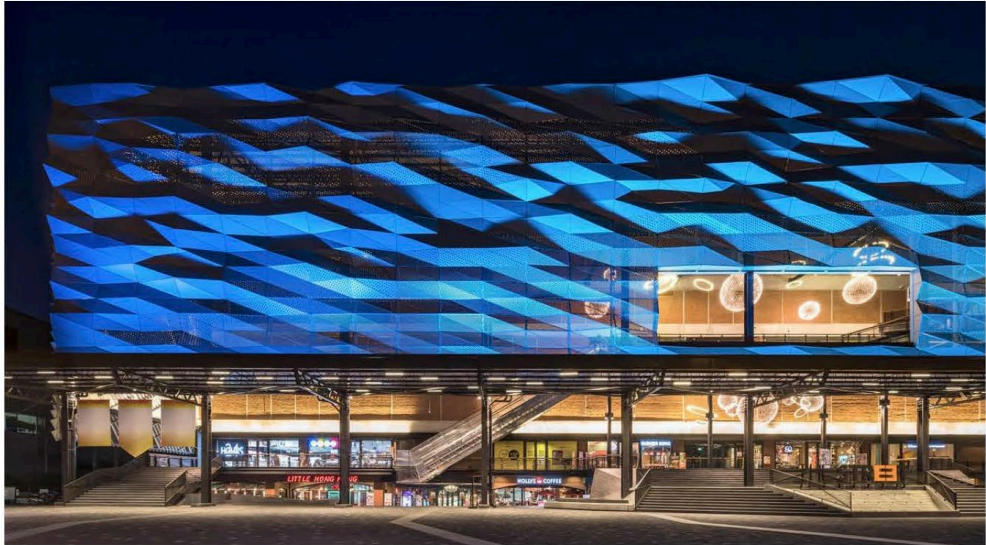
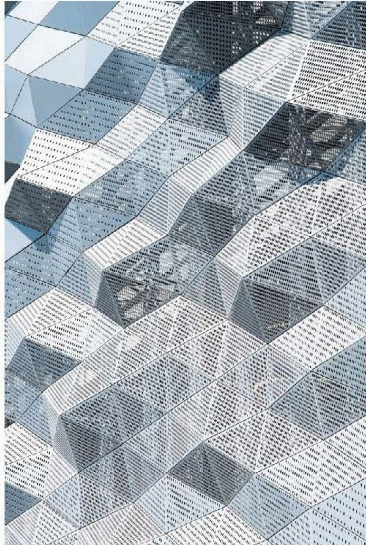
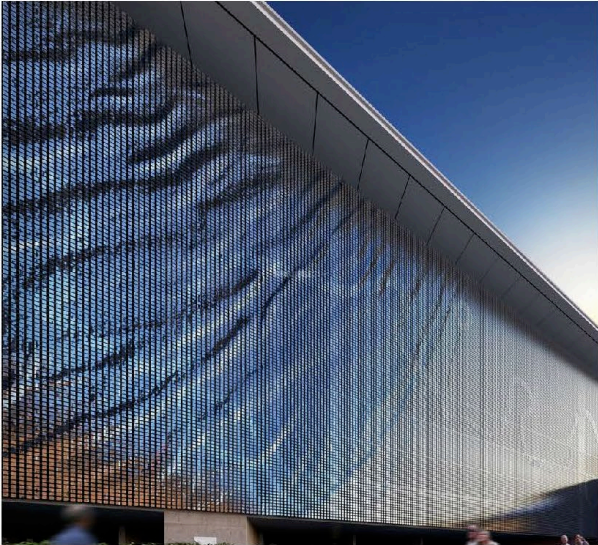


# Inspiration Imagery – Design Spirit



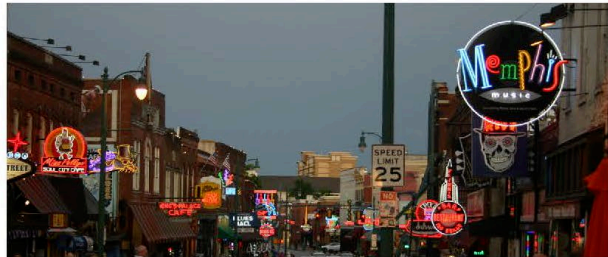


# Inspiration Imagery – Exterior Treatment





# Inspiration Imagery – Unique Signage





# Main & Beale - Existing

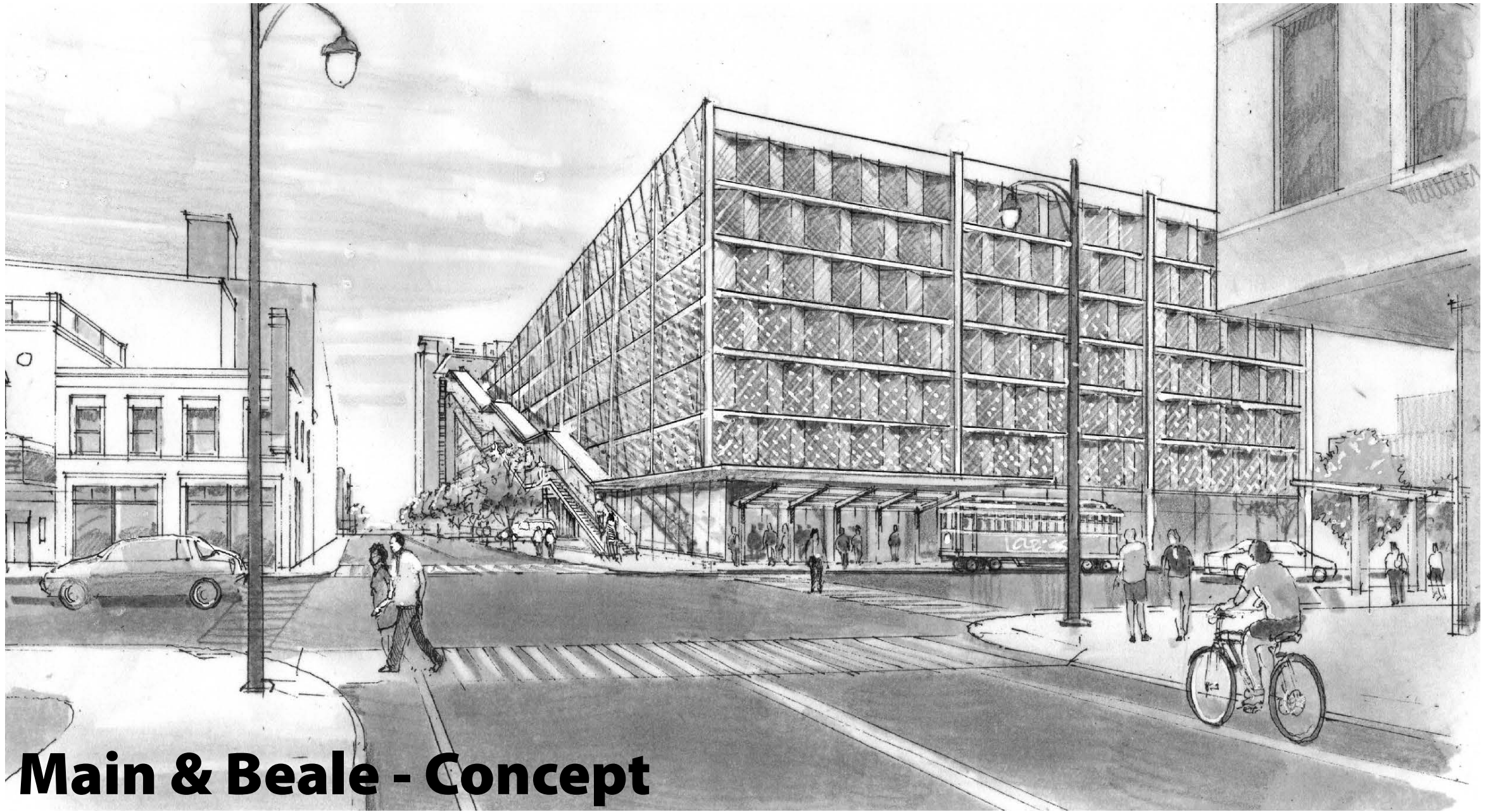




# Main & Peabody Place - Existing







**Main & Beale - Concept**



# Main & Peabody Place - Concept







**Front Street Looking North - Existing**

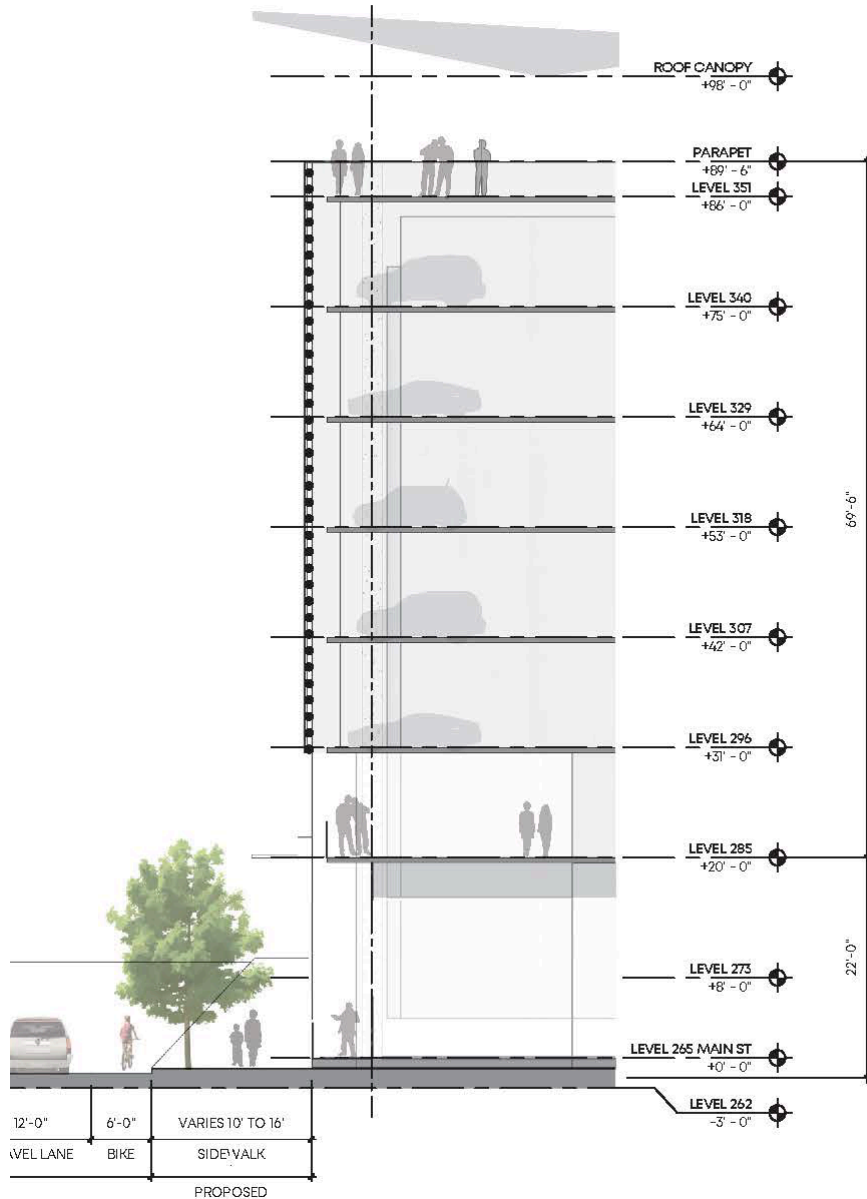


# Front Street Looking North - Concept





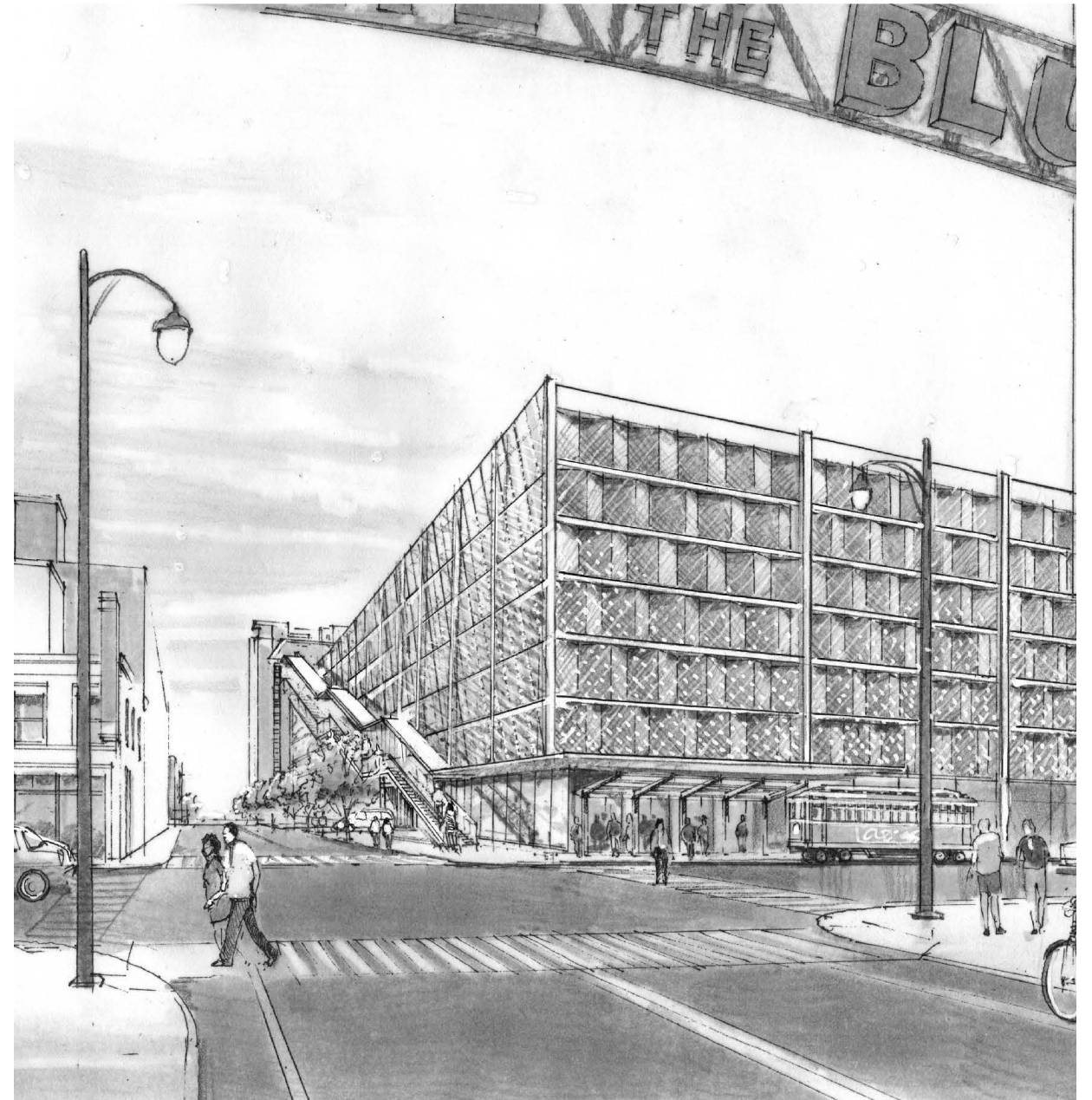
# Program Estimate



- 8-9 floors of parking (115-190 spaces per floor)
- Potential for +/- 1,400 parking spaces & 40 motorcycle or scooter spaces
- 12,000 sf ground floor commercial space
- Easy access to trolley and bike share
- Option to include a bike commuter station with showers and lockers (approximately 1,600 sf)
- Rooftop event space for around 490 people

# Recommendation:

- Issue an RFP for Construction Manager at Risk (CMAR) to help DMA determine scope and set project budget.
- Staff requests approval for DMC President to negotiate a scope of work and budget for Schematic Design and Design Development and to continue towards the needed construction documents, in an amount up to \$500,000.
- DMC staff will present a future funding request for the mobility center once a budget has been determined.





# Upcoming Funding Request



# **DIVERSITY REPORT**

## **2<sup>nd</sup> Quarter 2020 Update**





Diversity Report - 2nd Quarter 2020

July 2020 DRAFT

**I. MWBE Classification Expenditures** (29% of major projects since tracking began in 2010)

Category	Amount	%
African American	\$114,415,860	60.2%
White Female	\$55,961,687	29.4%
Asian-Indian American	\$10,675,663	5.6%
Native American	\$3,621,934	1.9%
Asian-Pacific American	\$2,603,997	1.4%
Hispanic American	\$2,817,630	1.5%
Disadvantaged Business Enterprise (DBE)	\$80,053	0.04%
<b>Total</b>	<b>\$189,699,476</b>	<b>100%</b>

**II. Significant Completed Projects**

Project	Incentive	EBO Eligible	EBO Eligible Completed	MWBE Participation		% Complete
				Amount	%	
Arrive Hotel	PILOT	\$8,277,802	\$8,277,802	\$2,524,113	30%	100%
Orion Credit Union	PILOT	\$20,046,879	\$20,046,879	\$5,467,053	27%	100%
The Citizen (Union & McLean)	PILOT	\$28,038,808	\$28,038,808	\$7,380,624	26%	100%
<b>Total</b>		<b>\$56,363,489</b>	<b>\$56,363,489</b>	<b>\$15,371,790</b>	<b>27%</b>	



Diversity Report - 2nd Quarter 2020

*July 2020 DRAFT*

**III. Projects Under Construction**

Project	Incentive	EBO Eligible	EBO Eligible Completed	MWBE Participation		% Complete
				Amount	%	
<b>Wisecre Brewery</b>	PILOT	\$7,231,974	\$7,044,065	\$1,903,562	27%	97%
<b>Bakery Apartments</b>	PILOT	\$27,974,947	\$26,147,611	\$6,955,249	27%	93%
<b>Canopy Hotel</b>	PILOT	\$26,456,845	\$18,787,949	\$6,416,639	34%	71%
<b>One Beale – Residences/Hotel/Garage</b>	PILOT/Garage Funding	\$75,384,113	\$41,639,242	\$5,138,535	12%	55%
<b>Union Row</b>	TIF	\$553,356,309	\$14,003,738	\$1,006,011	7%	2%





**Diversity Report - 2nd Quarter 2020**

*July 2020 DRAFT*

**IV. Review of most recent update of inclusion levels, and status of development projects and expenditures since EBO tracking began in 2005:**

- Completed Development Projects - 30%
- Retail and Office Projects - 29%

**V. Other efforts and highlights included (but were not limited to):**

- DMC Expenditures for FY2020 - 44%
- DMC Expenditures for FY2019 – 29%
- Conducted strategic planning meetings with Office of Business Diversity & Compliance, MAMCA, City, County, and developers to maximize inclusion in DMC-incented projects
- Memphis Construction Connections Training Conference sponsored by University of Tennessee
- Diversity Committee Meeting – July 29, 2020

# President's Report





# **Other Business/Adjournment**



# Next Board Meeting

TBD October, 2020