



# the south broad district study



**A VISION FOR REVITALIZATION**

**JANUARY 29, 2018**

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and the people of Chattanooga who graciously gave their time to participate in the process



**CHATTANOOGA  
DESIGN STUDIO**

## a word from your mayors

It is vital for Chattanooga to have a South Broad District which is parallel to the downtown's continued economic growth, productivity and progress. Over decades of change, such neighborhoods in of our city continually evolve one building and one citizen at a time. To repair fissures, it's necessary to reinvest in brownfield sites that have industrial heritage, guided by clear vision, and in search of a better quality of life for all our citizens.

The Chattanooga Design Studio chose to provide a new vision for this district through public engagement, the evaluation of community design, and development opportunities which suggest future plans. This report includes a long-term vision for the South Broad District that will spark the imagination, instill public confidence, and guide private and public investment for many years beyond my term.

The art of city building relies upon the individual and collective efforts of many diverse citizens in order to support and contribute to a greater vision. It is my hope to provide a legacy for this district that will frame decisions for the future and it is my opinion this report provides the vision to do so.



Mayor Andy Berke  
The City of Chattanooga



What will the Chattanooga of tomorrow look like? The answers to this question are being determined daily, and it's up to everyone who loves our city to become involved in finding the right solutions. We have a tradition of working together to envision our future community to ensure that we are serving all the people of Hamilton County.

I fully support this report because I know that a lot of thought and consideration has gone into the process to collect citizen input. This report will help guide elected leaders to make the right decisions for progress within the South Broad District. This plan is not about one business or one person, but about a community effort to spur many advancements in the cultural, economic and business capacities.



Mayor Jim Coppinger  
Hamilton County Government



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# table of contents

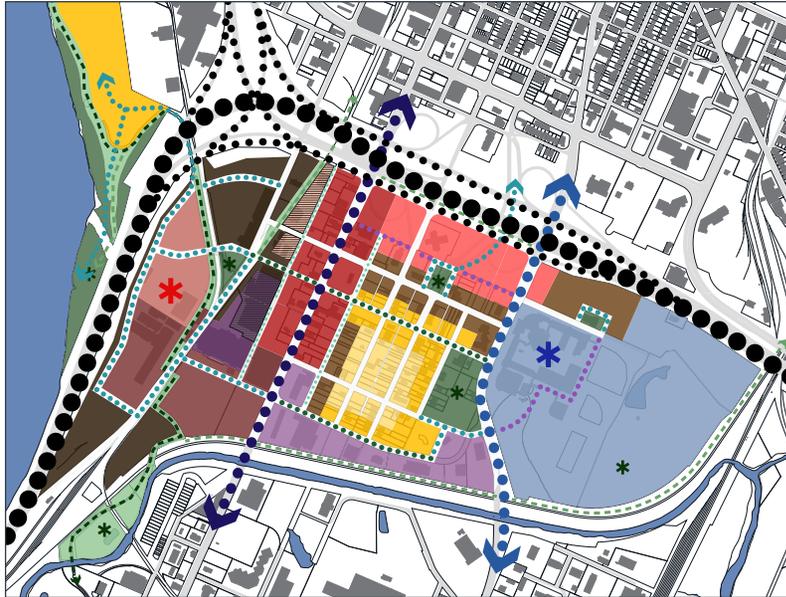
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## PLAN OVERVIEW

<b>INTRODUCTION</b>	<b>1</b>
About the Project	2
Process	4
Physical and Policy Analysis	5
Market Analysis	9
<b>COMMUNITY OUTREACH AND ENGAGEMENT</b>	<b>15</b>
Outreach	16
Engagement	17
<b>DISTRICT-WIDE RECOMMENDATIONS</b>	<b>23</b>
Framework Plan • Character Areas	24
Framework Plan • Mobility	28
Illustrative Plan	32
<b>AREA RECOMMENDATIONS</b>	<b>35</b>
Market and Howard	36
Chattanooga Creek	44
Southside Gardens	50
South Broad	56
Wheland/U.S. Pipe	62
Tennessee River/Foundry Hill	72
<b>IMPLEMENTATION</b>	<b>79</b>
<b>APPENDIX A: MARKET OVERVIEW</b>	<b>85</b>

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## plan overview



▲ FRAMEWORK PLAN

ILLUSTRATIVE PLAN ▼



In 2017, The Chattanooga Design Studio began a planning study of the South Broad District, which includes more than 400 acres just south of Downtown Chattanooga. The study area included the U.S. Pipe and Wheland Foundry site, S. Broad Street, Southside Gardens, Market Street, and the area around Howard School. The purpose of the study was to develop a realistic, long term vision for the revitalization of the district. This vision was developed through a public-participatory planning process that involved hundreds of people during the summer and fall of 2017 (Introduction, p. 1). This document serves as a summary of the process and recommendations that came out of it.

### The Plans

Two types of plans included in this document help establish the vision of the community.

The **FRAMEWORK PLAN** (left, top) illustrates the specific policies related to land use, development character, mobility, and open space. This document

includes district-wide recommendations (p. 23) that are more general and intended to establish how the different policies of the Framework Plan work together to promote an inclusive and complete district. The area-specific recommendations (p. 35) provide more detailed information for each unique location within the district.

The **ILLUSTRATIVE PLAN** (left, bottom) illustrates how development might occur according to the vision for the district. The overall Illustrative Plan under District-wide Recommendations (p. 23) includes a table of potential development yield in terms of dwelling units or building area. The Plan is broken down by unique location under Area Recommendations (p. 35) and specific ideas or projects are identified.

### Implementation

Finally, this document identifies a set of strategies (p. 79) to assist the community in implementing the ideas and recommendations from the South Broad District Study.

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# introduction

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## about the project

### Purpose

This study is intended to guide the long-term redevelopment and revitalization of Chattanooga's South Broad District. The study presents a community-driven vision for the future of the area that builds on previous work, is rooted in market reality, and sets a clear path forward for implementation.

### The Area

The South Broad District Study encompasses an area as varied as it is large. With scattered heavy industrial, heavily-travelled corridors, remnants of a residential neighborhood, and Chattanooga's only Downtown high school, the more than 400 acre South Broad District represents a juxtaposition in context that creates challenges in nurturing successful interrelationships. The district is separated from downtown by the massive right-of-way of Interstate 24 and Highway 27 on the north. The scenic Tennessee River near Moccasin Bend snakes along the district's western boundary, yet views and access are all but severed by the heavy, noisy traffic on Interstate 24 as it follows the river. A heavily-used rail line and an underutilized Chattanooga Creek form the southern and eastern boundary of the district. These clear boundaries create a virtual moat around what essentially is the first

neighborhood south of Chattanooga's Downtown before reaching Alton Park and St. Elmo.

### History

The area was home to the U.S. Pipe and Wheland Foundry from the late 1800s through the early 2000's. For over one hundred years, the industrial giant occupied a quarter or more of the district and employed thousands. The Southside Gardens neighborhood grew up around the foundry site and expanded east and grew to nearly 30 blocks by the 1930s. South Broad

Street developed with commercial uses serving the employment center and neighborhood while becoming the district's most important north-south spine connecting Lookout Mountain to Downtown. Howard School, founded in the mid 1800s, moved to its current location just east of Southside Gardens and along Market Street, the district's other important north-south corridor, in 1954. The large campus was also home to Howard Middle School until it was closed in 2009.

By the late 1990s, Southside Gardens was in decline and U.S. Pipe officially



Aerial view of study area

closed its doors in 2006. A once-vibrant industrial district and surrounding neighborhood were mere ghosts of their former selves. The area had unfortunately become a blighted entrance to Chattanooga from the east, west, and south.



### Current Activity in the Area

As Chattanooga's downtown renaissance continues, the South Broad District presents the next opportunity for growth south of Chattanooga's Downtown, which is starting to occur. New residential infill is being developed just south of the District near South Broad. The current owners of the foundry site are actively pursuing a master developer to oversee the redevelopment of their property. Other developers are putting together plans for redevelopment in Southside Gardens and along South Broad Street. Public improvements such as the Riverwalk, bicycle routes and the reconfiguration of interstate access on the south side of I-24 are already underway, and it is likely that other infrastructure improvements will

soon follow. What is missing, however, is a collective vision involving the community that will guide the district's redevelopment.

Past planning efforts have produced results and, together, they were comprehensive, but the plans warranted another look as they were aging beyond their planning horizon. The City concluded that a new, district-wide visioning and planning process could inform public and private investments and interventions moving forward. Through discussions with City leaders, the Chattanooga Design Studio was recognized as the right entity to lead such a process. This report details the outcome of the effort.



The context of the area greatly varies including neighborhood residential, "Main Street" commercial, the community's only downtown high school, warehouses, and historic industrial buildings.

## process

The planning process used to create the vision for the future of the South Broad District involves four key steps.



### UNDERSTAND

Available data related to the project was inventoried and analyzed to determine how it might affect or inform the design of the project. The inventory included recording the physical features of the project area, gaining an historical perspective, and reviewing past and present planning activities. We then analyzed the information and identified the aspects that could ultimately affect the design solution for the study area.

(see the following pages in this chapter for additional information)



### DESIGN

The charrette method was utilized to directly engage the community in the design process and maximize their input. A charrette is an intense, collaborative planning and design session over a short period of time. It includes multiple opportunities for stakeholders to put forth their own ideas as well as provide feedback on draft Framework and Illustrative Plans created and presented by the team.

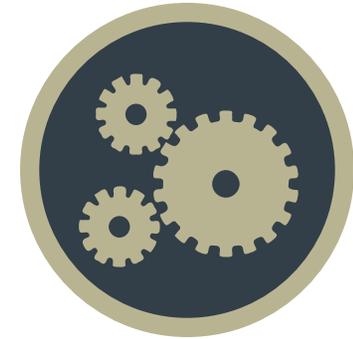
(see Chapter 2 Community Outreach and Engagement beginning on p. 15 for additional information)



### REFINE

After the charrette, the Framework and Illustrative Plans were evaluated and refined based upon feedback received from stakeholders. This document was produced, which includes the final versions of both plans, supporting graphics and text to fully explain the concepts and recommendations for the District. An implementation component was also drafted with specific recommendations as to how to execute the plan.

(see Chapter 3 District-wide Recommendations beginning on p. 23 and Chapter 4 Area Recommendations beginning on p. 35 for additional information)



### IMPLEMENT

The last step of this process was to present the draft Study to the Chattanooga Design Studio for final review and feedback. After the draft Study was reviewed and additional input received, final revisions were made to produce the final plan that provides a clear, straightforward blueprint for the future redevelopment of the area.

(see Chapter 5 Implementation beginning on p. 79 for additional information)

## physical and policy analysis

The following summarizes the initial analysis completed for the study prior to engaging the community and developing plans.

### Physical

Existing physical conditions were assessed to determine how these elements might impact new planning and design for the study area.



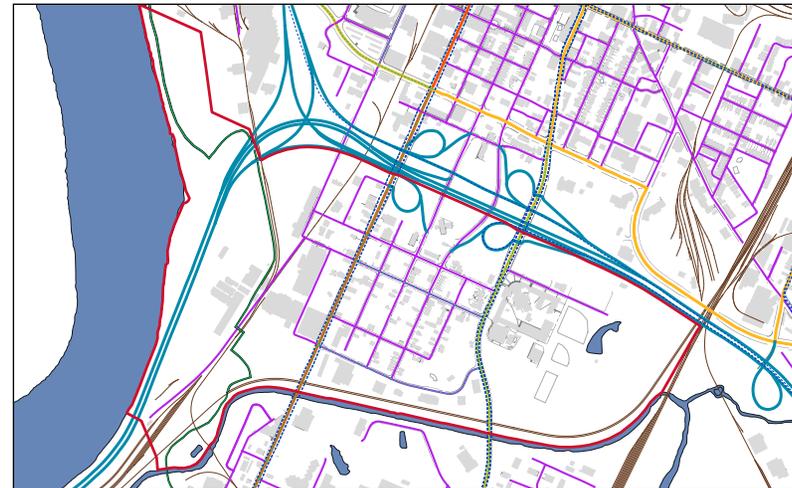
#### figure ground

The Figure-Ground Map illustrates the wide variations in building footprint within the study area.



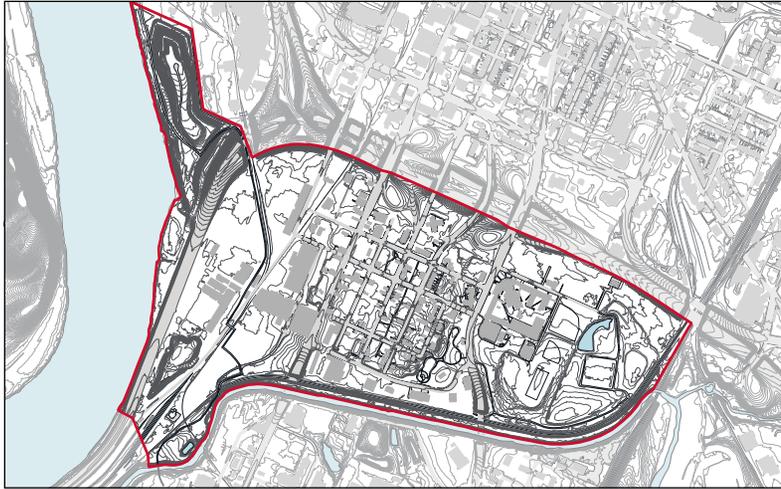
#### block structure

The Block Structure Map illustrates the size and pattern of blocks as defined by streets within the study area. Larger parcels at the edges of the district lack the tighter block structure interior to the district.



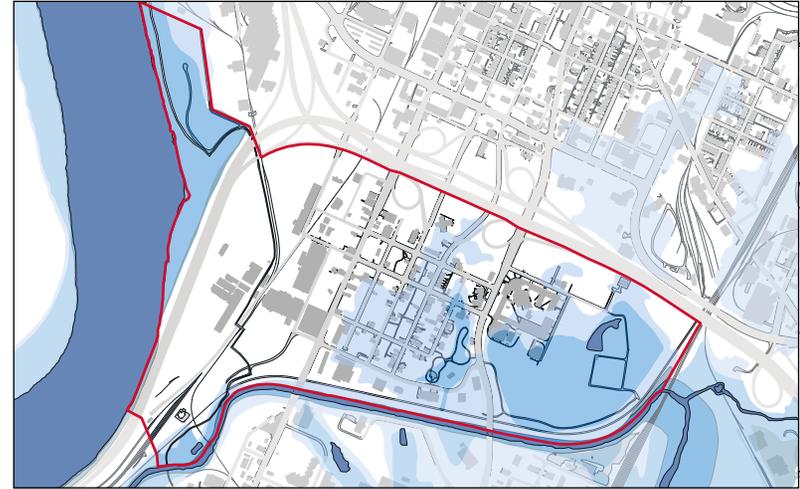
#### mobility

The Mobility Map depicts the hierarchy of the street network and the various modes of transportation available within the study area.



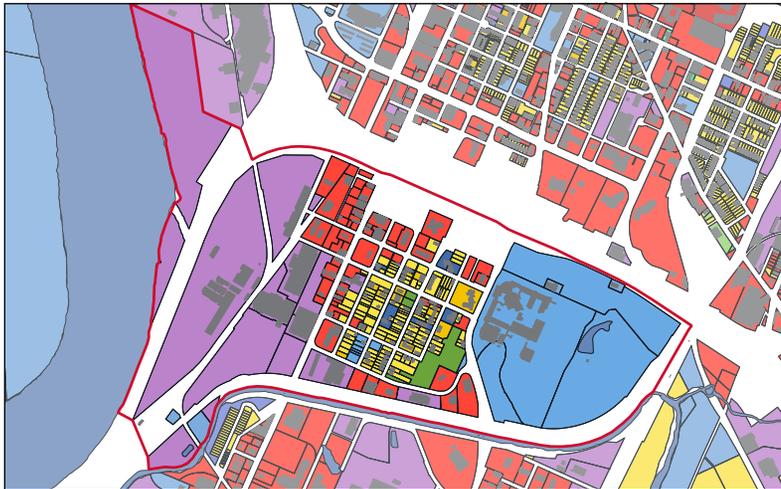
**topography**

The terrain of the study area is generally flat with the exception of areas to the south and east near the historical Chattanooga Creek alignment and to the west of S. Broad where it dips quickly toward the Tennessee River.



**flood zones**

The Flood Zone Map indicates a minimal flood hazard within the study area. The floodway is fairly tight to the river and creek. The greatest risk comes from 500-year events. Flooding from more frequent 100-year events is limited to Harris-Johnson Park and the open areas south of Howard school.



**existing land use**

The Existing Land Use Map depicts the current use of land within the study area, which is varied within the different contexts.



**existing zoning**

The Existing Zoning Map indicates that zoning regulation generally follows the current land use; however, there is some variation in the permitted intensity of development compared to what is actually on the ground.

## Current and Previous Plans

Current and previous planning policy, and current zoning regulations were assessed to determine how these elements might impact new planning and design for the study area.

### 2015 Regional Transportation Plan

Chattanooga's Regional Transportation Plan is updated on a regular basis. A key carryover from the latest update (the 2040 Plan) was a "complete streets" policy designed to ensure new and upgraded facilities are as balanced as possible when it comes to various modes of transportation. Both the current plan and the Comprehensive Plan identify the need for transit in this area and a concentrated mixture of uses.

### 2010 Bicycle and Pedestrian Plan/2014 Bicycle Implementation Plan

In 2010, the Chattanooga-Hamilton County Regional Planning Agency (CHSPA) adopted the Chattanooga Area Regional Bicycle and Pedestrian Plan, which was incorporated into the Regional Transportation Plan. Based on that plan, CDOT created a finer-grained implementation guide that includes several improvements to the bicycle network within the South Broad District Study Area some, of which, has been implemented.

### 2007 US Pipe/Wheland Foundry Master Plan

The Lyndhurst Foundation funded a master plan study in 2007 for the 140 acre site formerly occupied by the US Pipe and Wheland Foundries.

The stated goal of the property owners was "to create a high quality mixed-use development containing residential, retail, office, technology, and recreational uses." The process was managed by the RiverCity Company, which engaged a consultant team that included urban designers, planners, landscape architects, transportation planners, and market analysis specialists. The result of the study was a multi-phased plan that encouraged the adaptive reuse of historic foundry structures, new mixed-use development, and public spaces within a network of pedestrian-friendly



The 2007 U.S. Pipe/Wheland Foundry Plan (above, left) identified a network of interconnected streets and blocks on the foundry sites as they are redeveloped. This plan formed the basis for CDOT's conceptual drawing illustrating a similar concept in 2015.

streets and blocks that tie directly back to S. Broad and Southside Gardens to the east. A key recommendation from this study—outside of the actual study area—was the reconfiguration of the I-24 interchange at Broad and Market to reduce its footprint, simplify its traffic patterns, and recapture developable land. The Tennessee Department of Transportation (TDOT) has been working on a similar redesign of the interchange and was nearing initiation of the project at the time of South Broad District Study.

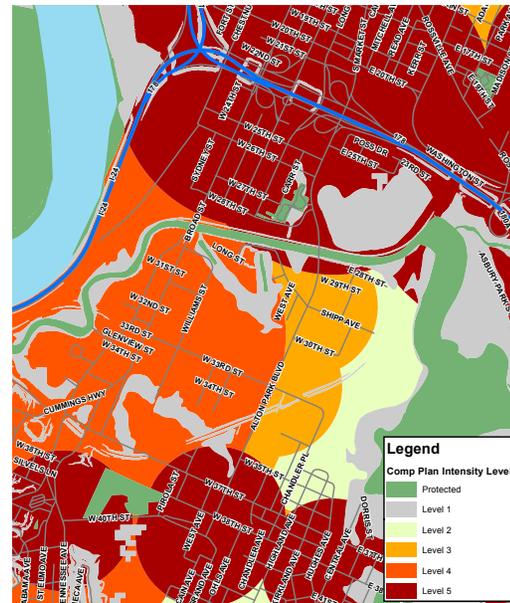
### 2007 South Broad Zoning Study

In 2007, the RPA conducted a Zoning Study to implement recommendations in the South Broad Redevelopment Plan. The study recommended changing the zoning of parcels located along S. Broad between Chattanooga Creek and I-24 from Manufacturing zoning to Urban General Commercial zoning. The study also recommended changing the zoning of parcels along W. 25th Street from Convenience Commercial zoning to Urban General Commercial zoning. The Urban Commercial zoning allows for urban, mixed-use development that more closely aligns with the South Broad Redevelopment Plan. The zoning was approved in 2007. It should be noted, however, that recent development, such as the Raceway Convenience Store built in 2010, has exhibited a more suburban-style of development with buildings set back with parking

between the building and the street.

### 2005 Comprehensive Plan 2030

The current comprehensive plan for the Chattanooga region established overarching goals and specific development sectors that describe the proposed character of different contexts within the comprehensive plan's study area. The South Broad District Study area is categorized as Urban Infill and policed for a mixture of uses. The foundry site is explicitly designated as an Opportunity Area. The vision for redevelopment of the foundry site was mixed-use that included light industrial.



### 2003 South Broad Redevelopment Plan

In 2003, the RPA led an effort to create a Redevelopment Plan for the South Broad area from I-24 to W. 37th Street at the request of the South Broad Redevelopment Group. The vision that came out of that process identified South Broad as "an important link between downtown and local tourist attractions" as well as a "major commercial destination supported by a full-range of desirable housing." At the time of the study, the foundries were winding down operations but the plan stopped short of making specific recommendations for the former heavy industrial sites, beyond suggestions for further study. This plan became the basis for the U.S. Pipe/Wheland Master Plan that occurred four years later.



Other plans (above) include the South Broad Redevelopment Plan, which led to the South Broad Zoning Study in 2007. The Comprehensive Plan identifies the highest level of intensity in terms of development policy within the study area.

## market analysis

### Economics and Demographics

The Chattanooga Metropolitan Statistical Area (MSA) is comprised of six counties in Tennessee and Georgia (Hamilton, Marion, Sequatchie, Coosa, Dade, and Walker), though the vast majority of the economic and population growth has and will continue to occur in Hamilton County, home to the City of Chattanooga and the South Broad District. The MSA had a 2015 population of 541,124, and the City of Chattanooga was comprised of 174,483 persons. From 2000 through 2010 the MSA population grew at a rate of 1.1%, and 0.6% from 2010-2015, while the City was at 0.8% and 1.0% respectively. While 23.5% of the MSA population growth occurred in the City from 2000-2010, a staggering 57.7% of the growth was in the City from 2010-2015.

Much of this population growth has been driven by a growing economy and job base. Historically, the MSA adds between 1,000-4,000 new non-farm jobs per year, however both 2015 and 2016 witnessed just over 6,000 new jobs being added to the market. While expected to moderate going forward given national economic cycles, the MSA is still forecasted to average 2,300 new jobs per year from 2017 through 2026. From 2000-2010 the job growth spurred an annual average of 446 new households in the MSA with the City capturing 126%, or 560 new households per year, but from 2010-2015 this

jumped up to 1,279 in the MSA, and the City only witnessed an 18% capture resulting in 229 new households per year. From 2015-2020 Noell Consulting forecasted an annual average of 1,923 new household additions in the MSA and a City capture of 73% resulting in 624 new households per year, and from 2020-2025 a slightly more moderated annual average of 1,249 new household additions in the MSA, translating to an estimated 1,033 new additions in the City.

Historically the Intown Core, defined as the neighborhoods of North Shore, Riverfront, Center City, MLK/University, Southside, South Broad District, and Chattanooga's other urban valley neighborhoods along Missionary Ridge (to the ridge), lost an average of 27 households per year from 2000-2010, however post-recession, economic conditions along with an increasing preference for Intown living has brought a resurgence of the Intown



The Intown Core consists of seven neighborhoods including and surrounding the Center City.

Core. From 2010-2015, 72% of the City's household growth occurred in the Intown Core resulting in an annual average of 165 additional households. With an increasing capture trend, and the current pipeline of new residential development under construction or planned in the Intown Core, we expects 2015-2020 to witness an annual average of 624 new household additions, and by 2020-2025 this will increase to 1,033. This growth will begin to significantly shape the Intown Core over the coming decade, presenting strong opportunities for revitalization, but also challenges that will need to be addressed relative to affordability, gentrification, and infrastructure.

### **Residential Market**

From 2010 through our forecast period of 2020, between 45-65% of the Intown Core's household growth has been and will be renters. This is inline with other urban markets and national trends and is a result of demographic shifts, an increasing preference for renting post-recession, and a still sluggish for-sale market largely driven by the difficulty in developers obtaining financing for speculative for-sale communities – particularly condominiums. This will create demand for between 400-600 new rental units per year through 2020. This demand has been recognized by the market, with over 1,300 new

units currently under construction, and an additional 1,100 in planning stages, representing enough supply to cover demand for approximately 5 years. Additionally, the strength of this demand and the growing incomes in the market have enabled Class A rents to begin to crest above \$1.50/sf, and in some cases approach \$2.00/sf which is now enabling the market to begin to support structured parking in the strongest locations.

The balance of the growth will occur in for-sale products, both increasing the occupancy of the existing stock, but also driving the demand for new construction of urban infill small lot single-family homes, townhomes, and soon the return of the new construction condominium market. we forecasted demand for between 200-400 new homes per year through 2020, much of which may prove to be difficult to meet given decreasing land availability, until the point at which condominium development becomes more available. The reality of land and construction costs have pushed the new construction price points primarily over \$250,000, with most above \$300,000. While strong s are underway in the community from talented organizations to preserve and create affordable housing options, more of the burden should be placed on the private sector in both rental and for-sale developments. More will be discussed on this in the implementation

section later in this summary. It should be noted that Chattanooga Neighborhood Enterprise's efforts to focus on "missing middle" housing product types is an excellent approach to address affordability but also provide alternative lifestyle (tiny homes, multi-generational, etc) options to the market – an approach that is even more innovative than what many larger markets such as Atlanta and Nashville are currently doing.

### **Retail Market**

With the recent and continued Intown population growth, along with Chattanooga's continued success as a destination tourism market, comes the ability to support more restaurants, retail, and services. From 2010-2015 approximately 21,000 sf of net new retail was absorbed in the Intown Core, a number that we expect to jump dramatically from 2015-2020 (as partially already demonstrated) to over 200,000 sf. With the current changes to brick and mortar retail given retail given online options, it is believed that the vast majority of this demand will be in the form of fast-casual and fine dining restaurants and drinking establishments, services focused on the local population, and desination entertainment or experiential retail. It should be noted however that these projections do not include the potential for big-box users which the Intown Core has largely not witnessed as of

yet. While these formats may have a negative perception, it is important to recognize that there is potential for up to an additional 200,000 sf of demand from these users over the next five years, as they provide needed goods and services to the market at approachable price points, and significant advancements have been made on the proper design of these establishments into urban conditions in recent years. As we have often heard from community feedback, "I don't always want a \$5 latte, or \$80 yoga pants, sometimes I just need basic socks and underwear," which in today's retail environment typically translates to the need for urban big-boxes such as Target's new CityTarget concepts which range from 15,000-50,000sf.

### **Office, Manufacturing, and Hospitality Market**

Strong economic conditions have led to positive gains in both the office and manufacturing real estate sectors, with the MSA witnessing an annual average of 85,000sf of net absorption, and manufacturing absorbing over 513,000sf on average from 2010-2015. The impact of this demand on the Intown Core is very polarized however, with 71% of the office demand being located in the Core, while at the same time the Intown Core actually lost an annual average of nearly 33,000sf of manufacturing space, or a -6.4% capture of the MSA.

We expect this trend to continue as increasing land prices continue to entice manufacturing businesses to relocate to cheaper environments, but more office using businesses are choosing to locate in the vibrant core where an increasing percentage of their talent are choosing to live. From 2015-2020 Noell forecasted 116,000sf of net new office absorption per year in the Intown Core, and approximately 59,000sf from 2020-2025. While we do not forecast positive net absorption of manufacturing space in the Intown Core going forward, there will still be niche opportunities for small amounts of urban manufacturing space – so called "maker space". This can come in the form of breweries and distilleries (as the market is already witnessing) to speciality hand crafted manufacturing of retail items such as bikes, screenprinting, food preparation or packaging, etc. It should be noted that this type of maker space is an ideal user to fill some of the potential adaptive reuse of the old industrial buildings in the South Broad District. Current lease rates for both office (\$16-18/sf modified gross) and urban manufacturing space (\$6-10/sf modified gross) in the market make the justification of new construction difficult and thus more of this demand will be met through utilization of vacant space, adaptive reuse of existing structures, and some new construction of light gauge steel framing. It is unlikely that any new

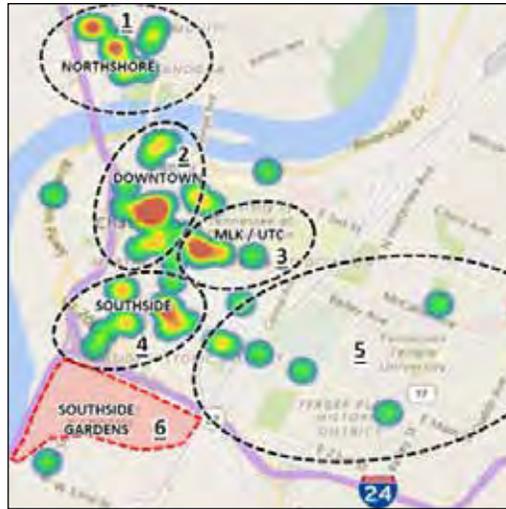
office Type I (concrete and steel) construction will be witnessed in the market in the next five years on a speculative basis.

A use that can and is supporting new Type I (and other) construction types is the hospitality sector. While only 74 hotel rooms were added to the Intown core from 2010-2015, Noell forecasted demand for up to 874 rooms from 2015-2020, and an additional 910 rooms from 2020-2025. There are 351 rooms currently under construction (including the substantial adaptive reuse of 701 Pine Street), and 523 additional rooms in planning within the Intown Core. The growth of the tourism market in Chattanooga has been substantial and the vibrancy and lifestyle found within the Intown Core is even attracting such niche hotel brands as Moxy, a new Marriott boutique-hotel concept targeting "the next-Gen traveller. Moxy is a fresh and innovative brand combining stylish design and approachable service at an affordable price point."

## Conclusions and Implementation Recommendations

This is an important time for South Broad District: a time to put forth a vision for what the neighborhood will become. Following the demolition of public housing and the Great Recession, the area has lost significant population base. As of 2015, it was only home to 1,158 residents, which represents the lowest population density in all of Intown Chattanooga. The share of both younger Millennials and family households has been declining, leaving a demographic 55 and older predominately low income (\$11,649 median household income in 2015) demographic, with a less than 10% home ownership rate compared to a citywide average of 53.4%. Largely as a result of these conditions, of the nearly \$1B in new development recently completed, currently under construction, or planned in the Intown Core, less than 1% has occurred in or is planned for the South Broad District today. That said, new plans for the Wheland Foundry /US Pipe 140 acre redevelopment and TDOT I-24 exit improvements present unprecedented opportunities for what the future will bring to the District.

Of the nearly \$1B in recently completed, under construction, or planned new development in the Intown Core, nearly all is focused in five cores as shown in the heat map. The South Broad District (shown as



Heat map illustrating recent development within the Intown Core.

Southside Gardens on the map), has the potential to become a new sixth core for activity, potentially ramping up to capture 15-17% of future growth. Additionally, as cores such as Downtown, Northshore, and Southside begin to have more limited land availability, the South Broad District's capture could over time grow to as high as 20-25%. The table on page 13 shows the amount of development by use that these captures could represent for South Broad.

As indicated in this table, these levels of new development could range from 800,000 sf to nearly 1,300,000 sf plus potential big-box uses of an additional 200,000 sf. These are the levels of growth that this visioning process

contemplates. While the visioning process itself, and the presence of the Wheland/US Pipe redevelopment can be a transition point for encouraging new investment into the community, there are other components that must not be overlooked:

- » Adjustments to zoning, possibly through form based code, to ensure development is of scale with the existing communities vision;
- » Infrastructure improvements to handle the potential growth;
- » Improvements to the existing community amenities including its public schools, parks, and trails;
- » Strengthening of the existing business district to ensure existing businesses are not disrupted or displaced;
- » Tools for preservation of affordability of existing housing stock to limit gentrification;
- » Requirements for the provision of affordable housing units as a portion of new residential development, albeit with the appropriate trade-off considerations for the developer so as not to disincentivize development; and finally
- » Considerations for catalytic development that can help increase the ability and decrease the time needed to shift these shares of the City growth into the area.

Relative to the catalytic development consideration, one such idea that came through the community outreach process of this visioning is the potential creation of a new stadium to relocate the Chattanooga Lookouts AA minor league baseball team. While this idea needs further evaluation, we do believe it brings the following potential benefits:

- » It can serve as a catalyst for the area. Additional demand comes not only from game attendees, but also attendees at other year round events. More importantly it serves as an anchor to new investment in the area, increasing the land value around it – particularly on sites with view corridors into the stadium. Preliminary research into six comparable minor league stadiums that have been built in the US show an average of 1,100,000 sf of new development was attracted within ¼ mile of the stadiums.
- » Demolition of the current stadium would open up a prime redevelopment site in the Riverfront neighborhood. The Riverfront is the highest valued real estate in Chattanooga and a more intense development on that site can bring in significantly more tax revenue.

It can be designed as a community amenity for the team, its attendees, but also the local community and visitors. The current stadium features

	For-Sale Units	Apartments	Hotel	Retail	Office	Manuf.
<b>Intown Core Demand Totals 2018-2023</b>	1,400	2,400	1,053	*211,000	514,000	Negative Overall but pockets
<b>South Broad</b>						
15%	210	360	158	31,650	77,100	7,500
20%	280	480	210	42,200	102,800	10,000
25%	350	600	264	52,750	128,500	12,500
New development totals range from approximately 800,000 SF to nearly 1.3 M SF based on the potential capture ranges shown. *Retail does not include the potential of up to 200,000 SF of additional big-box formats that the South Broad District could accommodate.						
<small>Source: NCG</small>						

Table indicating the South Broad District's capture of potential market demand over the next five years.

design challenges which limit the visitor experience and significantly restrict the ability for the facility to serve as an amenity to anyone other than a baseball game attendee. New facilities are being designed as community amenities that are utilized 300+ days of the year.

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# community outreach & engagement

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## outreach

From the start, an important goal of this process was to involve the community in the development of a foundational vision for the South Broad District Study. The charrette process was recognized as the best method to accomplish this. A charrette is a collaborative event intended to maximize community input and feedback on a project over a short period of time. The multiple feedback loops within the charrette process allow citizens to react to and provide input on concepts as they are being developed. Community input is not only valuable to the team, it also reveals ideas that are common among different interests. The Chattanooga community is no stranger to the charrette process as it has been utilized many times on a variety of planning projects throughout the community. The Chattanooga Design Studio led the outreach to maximize attendance at public events. Common Ground was responsible for leading the charrette process, including activities to gather public input as well as the creative outputs of the team.

In an effort to reach as many constituents as possible and include them in the planning process, the Chattanooga Design Studio used the following outreach tools:

- » A steering committee was formed to guide the process, participate, and act as a sounding board for the Studio and the consultant team.
- » Postcards advertising the date and

- time of the public Hands-on Visioning Sessions were sent to all addresses within 2,000 feet of the study area—approximately 700 postcards total;
- » The Studio communicated directly with each pastor in the study area to make them aware of the process and events, four of which, attended a stakeholder session at the Studio;
- » Six stakeholder meetings were conducted, focusing on the following sectors: business owners and developers; education; housing; transportation; parks and recreation; and religious organizations;
- » Posters advertising the visioning sessions were displayed at approximately 15 businesses in and around the study area and in Mary Walker Towers;
- » Posters advertising the Work-in-

- Progress Presentations were also displayed in advance of those meetings;
- » The Studio collaborated with Pastor Josh Woodrow with Bridge City Community who canvassed Alton Park to deliver notifications of the charrette event dates to approximately 200 households;
- » Attendants at the Hands-on Vision Sessions that provided their email addresses were notified about the Work-in-Progress Presentation dates;
- » Social media accounts (Facebook, Instagram, Twitter) were updated consistently; and
- » A project website was used to announce upcoming dates and serve as a digital resource for project documents.



Outreach included direct mailings, social media, and posters in the district.

## engagement

For scheduling purposes, community engagement occurred in two distinct charrette events, the Framework Plan Charrette and the Illustrative Plan Charrette, with a number of meetings occurring before, during, and in-between.

### Framework Plan Charrette

The first charrette focused on gathering input through targeted meetings with stakeholder groups and a public, hands-on visioning session. This input formed the basis for the draft Framework Plan—a diagram representing a distillation of the community's ideas and early planning concepts from the consultant team.

### Hands-on Visioning Session

At the request of the Chattanooga Design Studio, two Hands-on Visioning Sessions were conducted to maximize participation. The first session was held on a Thursday evening and the second session was held on Saturday morning—both at Calvary Chapel on S. Broad. While both sessions were well-attended, the Thursday evening session was standing room only. Both sessions began with an introduction by Mayor Andy Berke and District Council Representative Erskine Oglesby. A short presentation by the consultant team followed, which included an explanation of the project and its purpose and a presentation of preliminary physical and policy analysis. The bulk of the

evening was spent on the hands-on exercise. Attendees were randomly broken up into groups of 8 or more individuals gathered around a map of the study area. Volunteer facilitators led each table through an interactive exercise about the present and future of the South Broad District. Questions were posed to prompt discussion. Participants drew their ideas on maps while scribes took notes for the group. At the conclusion of the exercise, participants reconvened and a designated spokesperson from each group presented back the five biggest ideas from their table to the entire audience. As it often happens, common themes began to emerge from the report back of the individual groups.



### Stakeholder Meetings

The consultant team and Studio staff spent the Friday between public visioning sessions meeting with various stakeholder groups. Each of these meetings included up to 15 people that shared a common interest in the District. These groups included:

- » business owners and developers;
- » education;
- » housing;
- » transportation;
- » parks and recreation; and
- » religious organizations.

Some of the takeaways from these meetings included:

- » Opportunity to create a gateway from I-24;
- » Infrastructure funding must be a district-wide benefit;
- » Redevelopment could be catalytic for Howard;
- » 21st century "clean" heavy industry can provide jobs;
- » A downtown feeder middle school to Howard is needed;
- » Need to connect Howard across Market Street to Southside Gardens, S. Broad, and Foundry sites;
- » Lack of zoning tools in the area—a patchwork of zoning;



- » Need density and housing diversity that supports community, downtown, and schools;
- » There is an interest in testing "missing middle" housing types;
- » Set a goal of 15%-20% affordable housing;
- » Opportunity for community input on excess lands after I-24 interchange improvements;
- » Tying existing streets into Foundry sites is important;
- » Public spaces should be a priority;
- » Harris-Johnson Park is under-utilized;
- » Pringle Park is aging and needs to be updated; and
- » Opportunity to create a passive park near end of Riverwalk at Chattanooga Creek.

**210**  
VISION SESSION  
ATTENDEES

**17**  
TABLE MAPS

**247**  
COMMENTS RECORDED

**50**  
STAKEHOLDER MEETING  
ATTENDEES



neighborhoods to the north;

5. A tie for 5th most heard ideas:
  - » Provide a mixture of uses along South Broad Street;
  - » Develop a grocery store along South Broad Street;
  - » Improve and expand Harris-Johnson Park;
  - » Connect the district to the Tennessee River and Moccasin Bend; and
  - » Improve and emphasize connections between the foundry site and Howard School

### Initial Brainstorming

For the remainder of the Framework Plan Charrette, the team brainstormed

initial planning ideas based on the analysis and the community's ideas. Rolling trace paper over an unused Visioning Session map, the Framework Plan began to take shape. This rough, hand drawn map illustrated the proposed boundaries of areas with different development character; key nodes of mixed-use development; new or expanded open spaces; key gateway locations; and important mobility ideas among other elements.

### Steering Committee Presentation

Between charrettes, the team completed a draft of the Framework Plan. Prior to the Illustrative Plan Charrette, the team presented the draft Framework Plan to Design Studio staff and the Steering Committee for initial feedback.



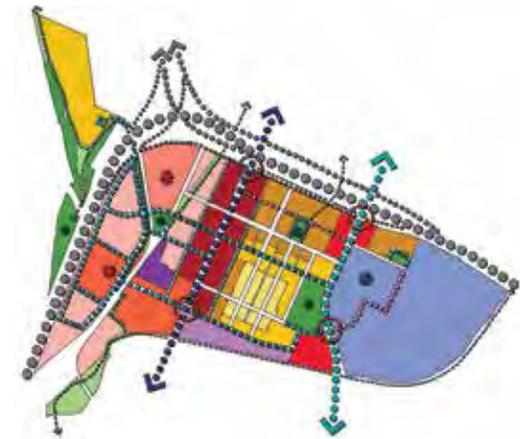
After consolidating the vision session maps, members of the team and the Design Studio began brainstorming initial concepts. This led to the creation of a preliminary Framework Plan, which was presented to the Steering Committee for feedback.

### Illustrative Plan Charrette

At the second charrette, the Framework Plan was refined based on input from the community and the consultant team began work on an Illustrative Plan. The Illustrative Plan, along with accompanying graphics, depicted how redevelopment might occur according to the community's vision captured in the Framework Plan. The draft Illustrative Plan was presented at a Work-in-Progress presentation and additional input was gathered at the conclusion of the second charrette.

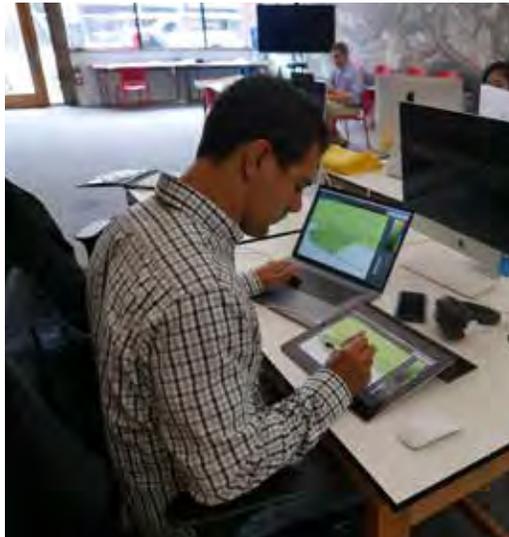
### Draft Framework Plan Presentation

The Illustrative Plan Charrette was supposed to kick-off on a Monday evening with a presentation of the Draft Framework Plan to



**Preliminary Framework Plan**

the community for feedback. Unfortunately, the remnants of Hurricane Irma forced us to cancel that presentation. Since the team already received feedback from the Steering Committee, they were able to move forward and were also able to gather additional comments and input from the public at the pin-up review and the work-in-progress presentation.



### On-site Design Studio

The team used the Chattanooga Design Studio's offices as its remote studio during the charrette. The charrette studio was open to the general public during the day and the community was invited to drop-in and ask questions or peek at the progress. At the beginning of the Illustrative Plan Charrette, the only work that had been completed was the draft Framework Plan. Plans were refined and new drawings were created to illustrate ideas. All of the design work produced was completed that week in the studio.



### Pin-up Review

On Tuesday evening, the team hosted an informal Pin-up Review in the remote studio. The Pin-up Review was an opportunity for the public to view progress of the planning and provide feedback. The review was conducted in an open house format where drawings were pinned to the walls and the public could informally walk through and examine the work. Members of the team were available to interact with participants to offer explanations and answer questions.



### Work-in-Progress Presentation

On Thursday evening, the team returned to Calvary Chapel to host a Work-in-Progress Presentation with the public. Due to the cancellation of Monday's presentation, both the Framework Plan and the Illustrative Plan were presented. A presentation of the market analysis helped to frame the discussion. Following the presentation, the plans and drawings were pinned up and the public was invited to take a closer look and share their input. Scribes were armed with a flip chart and markers to record comments.



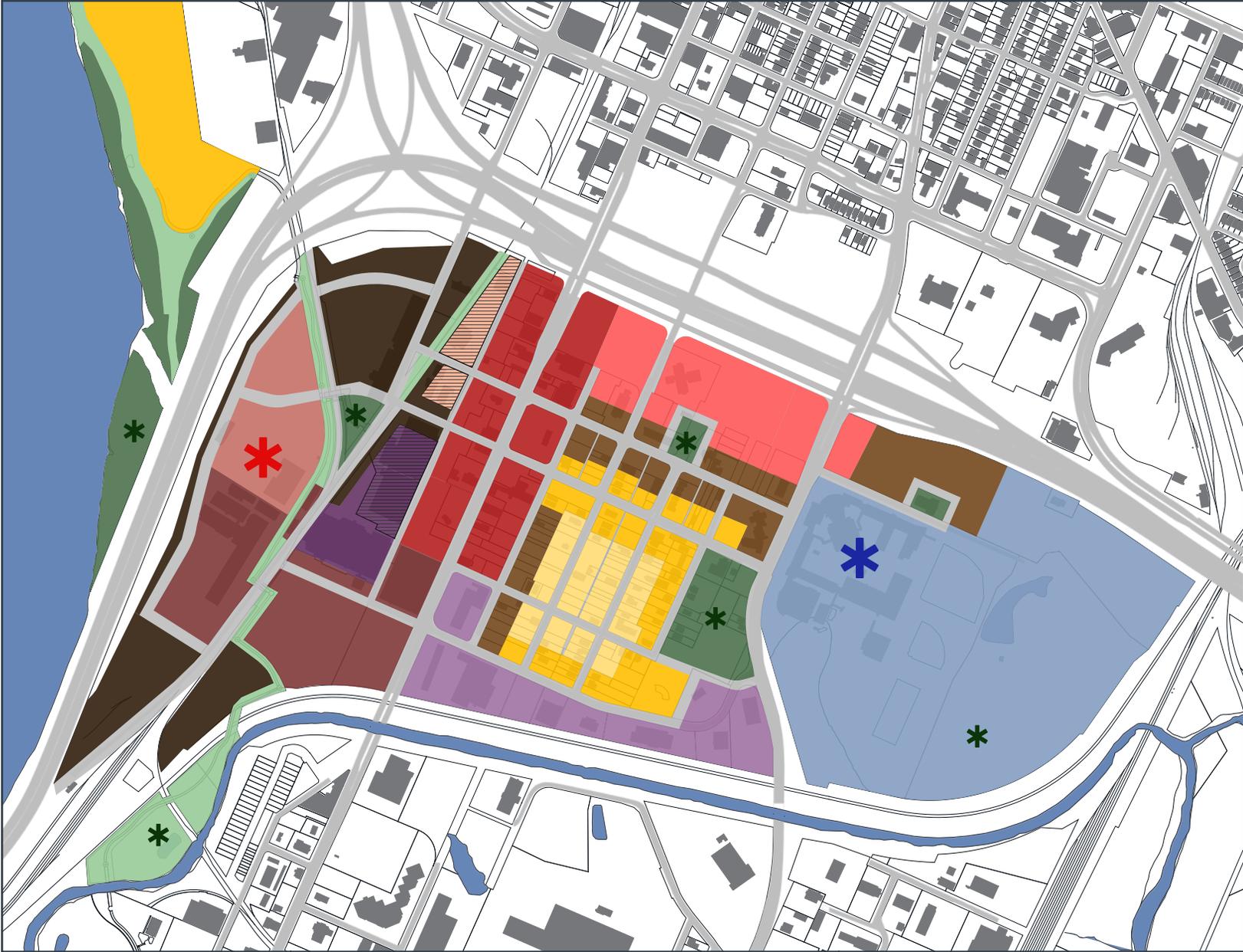
# district-wide recommendations

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## vision for the south broad district

- » A broad mix of uses that balance opportunities for housing, employment, shopping, entertainment, and learning;
- » A district that embodies economic diversity;
- » A pattern of development that is inclusive and mutually supportive across the entire district;
- » An interconnected district through streets that balance the needs of pedestrians, cyclists, public transit, and motorists;
- » Open space that supports the recreational needs of residents and users across the district; and
- » A district that supports downtown as the southern gateway to Chattanooga from Interstate 24

district-wide • FRAMEWORK PLAN - CHARACTER AREAS



## Legend • Character Areas

### MIXED USE

-  MIXED-USE • RETAIL EMPHASIS
-  MIXED-USE CENTER • RETAIL EMPHASIS
-  MIXED-USE • "ARTISAN INDUSTRIAL" EMPHASIS
-  MIXED-USE • SPORTS/ ENTERTAINMENT EMPHASIS
-  MIXED-USE OR "CLEAN" INDUSTRIAL
-  MIXED-USE • LIGHT INDUSTRIAL EMPHASIS

### MIXED HOUSING

-  SINGLE-FAMILY HOUSING
-  MIXED HOUSING • MEDIUM INTENSITY
-  MIXED HOUSING • HIGH INTENSITY

### INDUSTRIAL

-  "CLEAN" INDUSTRIAL OR MIXED-USE
-  "CLEAN" INDUSTRIAL • MIXED-USE EDGE

### CIVIC

-  CIVIC • EDUCATION EMPHASIS

### OPEN SPACE

-  OPEN SPACE • PARKS
-  OPEN SPACE • TRAILS

### NODES

-  MIXED-USE NODE
-  CIVIC NODE
-  GREEN NODE

## Framework

The Framework Plan illustrates the major organizing elements of the future design of the area and is presented in two maps: Character Areas and Mobility.

### Character Areas

The Framework Plan establishes basic Character Areas that describe the recommended land use and development form throughout the district. Each Character Area is further defined by a set of sub-categories that address recommendations specific to a location within the district. A general explanation of each basic Character Area follows. Detailed information about the sub-categories may be found in Chapter 5. Area Recommendations.

### Nodes

Areas within the study area that have been designated as key locations to emphasize redevelopment are called nodes. There are three different types of nodes:

**Mixed-use Nodes** are areas of concentrated mixed-use that serve as an important center, or destination, within the foundry sites as they are redeveloped.

Howard School currently serves as a **Civic Node**—an important location for civic use within the District that is envisioned to continue in the future and possibly expand.

**Green Nodes** are intended to be anchored by new or improved open spaces (see types of Open Space above)

### MIXED-USE

Areas designated as Mixed-use are encouraged to include a mixture of uses horizontally (adjacent at ground level) or vertically (stacked). The character of development is intended to be urban. Buildings with commercial uses at street level are built close to the sidewalk and buildings with residential uses at street level have shallow setbacks. Parking is generally located behind or below buildings. In instances where parking is permitted between the building and the street, it should be screened along the street edge. The height of mixed-use buildings varies based on context and location; however, one-story buildings are generally discouraged. Mixed-use buildings are intended to be located in areas with an expected high level of pedestrian activity; therefore, redevelopment and new development may need to be designed in a manner that improves the adjacent public realm (pedestrian zone).

**Sub-categories:**

A variety of Mixed-use Character Areas have been established within each specific area within the District (see sub-sections for more information):

- » New Center-Retail Emphasis
- » Historic Corridor-Retail Emphasis
- » Sports/Entertainment Emphasis
- » Housing/Office Emphasis
- » Artisan Industrial Emphasis
- » Light Industrial Emphasis

### PRECEDENT IMAGERY



### MIXED HOUSING

Housing is envisioned across much of the entire district. In Mixed-use Areas, housing will be typically be integrated horizontally and vertically with other uses. In the Mixed Housing Character Areas, however, residential will be the primary use. The variety in residential is based on context and location but includes variations in building type, height, placement, and massing. Multi-storied stacked residential uses are most prevalent as a transition from Mixed-use Areas or the interstate. Building types are more varied and lower in scale along key connector streets and the edges of open spaces; however, the intensity is still significant. In areas where significant single-family precedent exists, the building types are less varied and consistent with the placement, mass, and rhythm of existing single-family development. Despite their character, all of these Housing Areas are physically integrated through a network of streets and blocks. Buildings generally front streets and open spaces and parking is located behind or beside buildings. The "apartment complex" effect of developments separated from their surroundings should be avoided.

**Sub-categories:**

A variety of Mixed-housing Character Areas have been established within each specific area within the District (see sub-sections for more information):

- » High Intensity (Transition—adjacent to mixed-use or interstate)
- » Medium Intensity (Edge—along the edge of a corridor or open space)
- » Low Intensity (Interior—streets internal to the neighborhood)

### PRECEDENT IMAGERY



## INDUSTRIAL

Industrial uses play a significant role in the history of the South Broad District. While industrial uses will play a less significant role in the future of South Broad, there are opportunities for new types of manufacturing and warehousing as part of the district's new mixed-use identity. Environmentally-friendly heavy industrial uses currently exist in the area—such as Stemco. These industrial uses are considered “clean” or “21st century” industrial and their expansion is possible if done in a way that does not preclude a vibrant, urban, mixed-use environment. Light industrial and warehouse uses are even more prevalent in the area. The current form of these uses is not conducive to the type of mixed-use environment that is envisioned, but the uses themselves can be compatible. Industrial in an appropriate form can provide employment opportunities and, potentially, educational opportunities that tie back to Howard School and other schools in the city. Buildings should front streets and paths. The loading and unloading of large vehicles should not dominate street frontage, but rather be located behind or to the side of buildings. Where provided, shopfronts should be located at street level and engage the adjacent sidewalk.

### Sub-categories:

A variety of Industrial Character Areas have been established within each specific area within the District (see sub-sections for more information):

- » “Clean” or “21st Century”
- » Light Manufacturing/Warehouse or Mixed-use

## PRECEDENT IMAGERY



## CIVIC

Civic Areas are welcome throughout the South Broad District; however, only one was discussed at length through the public planning process: Howard School. In general, Civic Areas should occupy prominent locations within the study area. Civic buildings are encouraged to stand out more than surrounding development to create landmarks within the area. Civic buildings and their campuses should be well-connected to their surroundings both physically and, if possible, programmatically. As with other buildings in an urban environment, the placement of Civic buildings on their site should take precedence over supporting elements such as parking.

### Sub-categories:

A Civic Character Area has been established within each specific area within the District (see sub-sections for more information):

- » Education Emphasis

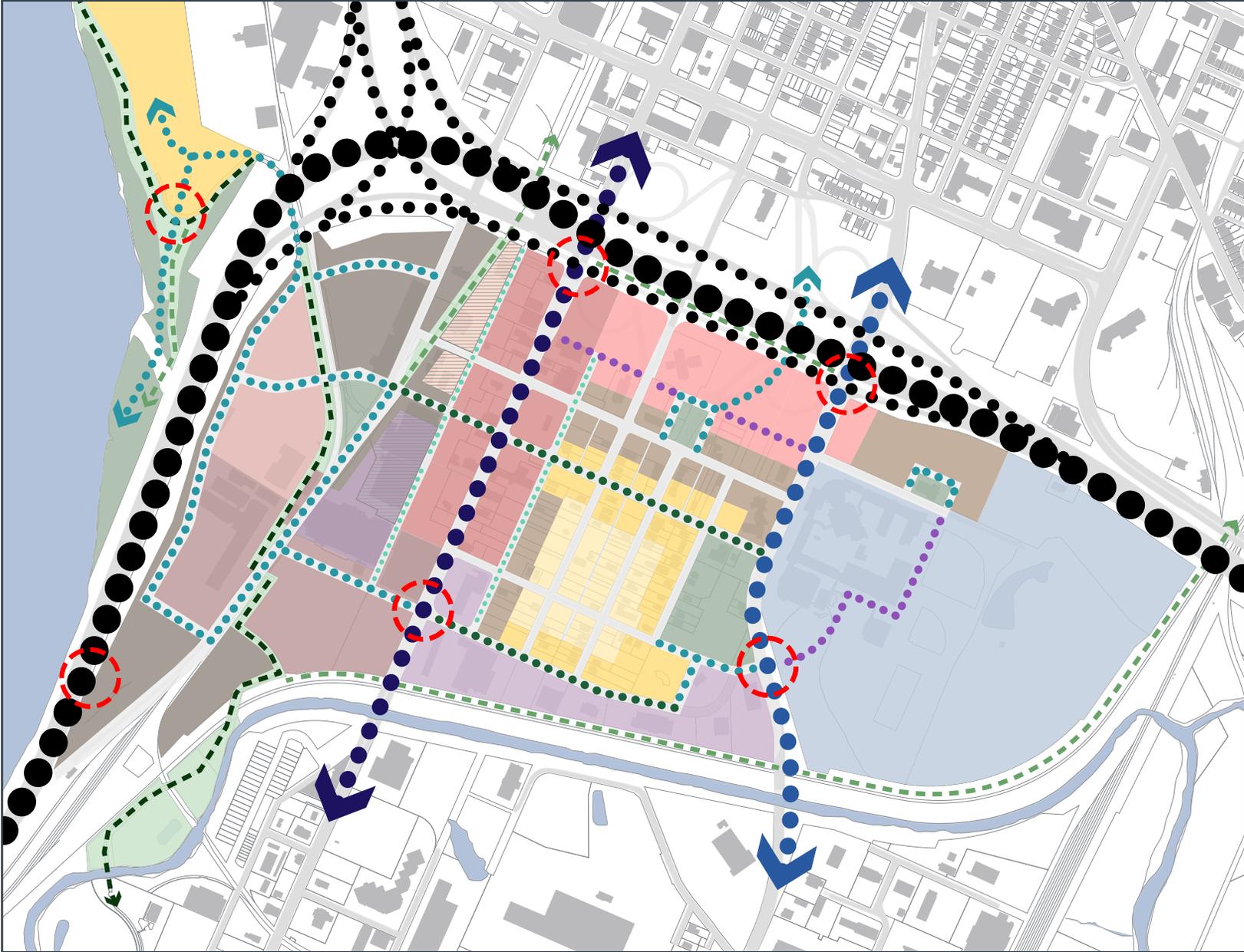
## OPEN SPACE

Parks and open space are important to any community and even more so in dense, urban areas. Open space should generally be in the form of squares, parks, and pocket parks—usable open space that serves the immediate needs of the surrounding communities. Parks should be distributed throughout the district and programmed with active and passive activities. Open space should be carefully planned along in connection with adjacent development and should not be the “left-over” space that has no particular use and is not framed by development. Some natural areas may be preserved in their current state if unbuildable.

### Sub-categories:

A variety of Open Space Character Areas have been established within each specific area within the District (see sub-sections for more information):

- » Park
- » Pocket Park
- » Natural Preserve
- » Greenways



## Legend • Mobility

-  I-24 / HIGHWAY 27 • INTERCHANGE IMPROVEMENTS
-  SOUTH BROAD • PEDESTRIAN EMPHASIS
-  MARKET STREET • MULTI-MODAL
-  CRUCIAL MULTI-MODAL CONNECTOR
-  SYDNEY / COWART • 'B' STREET (VEHICULAR PRIORITY)
-  NEW 'A' STREETS (PED/BIKE PRIORITY)
-  POTENTIAL ADDITIONAL CONNECTIVITY
-  RIVERWALK
-  GREENWAY
-  GATEWAY

## Mobility

The Framework Plan includes recommendations for the transportation network within the District. The Plan identifies key improvements to existing streets; provides recommendations for new streets; and suggests which recommendations should be priorities. A general explanation of each element is below. More detailed information may be found in the area-specific sections that follow.

### S. Broad Street

The District's namesake is arguably its most important north-south street. Once the "Main Street" of the area, S. Broad includes the District's best collection of traditional commercial buildings. S. Broad carries the greatest volume of traffic in the corridor at nearly 26,000 average daily trips (ADT). It also features the District's widest sidewalks, recently installed shared lane markings for cyclists, and Chattanooga Area Regional Transportation Authority's (CARTA) St. Elmo route. Despite the multi-modal characteristics of S. Broad, fast-moving traffic and lack of on-street parking make walking uncomfortable. New infill development should incorporate slight setbacks to increase sidewalk width.

## Market Street

Market Street carries less traffic than S. Broad (approximately 14,500 ADT) despite serving as a thoroughfare for industrial traffic south of the District and the primary route for CARTA's Alton Park route. Its design, however, makes it feel even less safe than S. Broad for pedestrians and cyclists. Four lanes of through traffic, a continuous turn lane, and narrow sidewalks directly adjacent to the travelway create a divide between Southside Gardens to the west and Howard School on the east. Reducing the number of lanes on Market should be studied, which could accommodate buffered bicycle lanes on a designated bicycle route. At the very least, replacing the turn lane with a planted median where possible and separating sidewalks from the travelway with a planting strip will make pedestrian travel and pedestrian crossings safer.

### 26th and 28th Connector

These two streets should serve as the primary east-west connectors across the District. 26th is a wide street that connects the entrance of Howard School to the Foundry properties and includes signalized intersections with Market and S. Broad. 28th connects Market Street directly into the Foundry property with a visual terminus of historic foundry buildings. Both 26th and 28th touch Harris-Johnson Park and both currently include bicycle lanes.

The streets are wide, however, and are in need of sidewalk and planting strip improvements. Improvements to these two streets should take priority over other neighborhood streets to create a circuitous network (including an improved Chestnut Street and Market Street) tying together the entire district. Future development of the Foundry property may warrant a signalized intersection at 28th and Broad.

#### I-24 Interchange

Generally, I-24 serves as a barrier between the South Broad District and downtown. Improvements soon to be underway will simplify the southern entry and exit ramps. In addition to shortening the perceived divide between South Broad and Southside,

the redesign will recapture vacant land dedicated to right-of-way for potential development. A similar reconfiguration should be pursued on the north side of the interstate and Highway 27.

#### Sydney and Cowart – “B” Streets

“B” Streets are streets that are intended to provide priority to vehicles over other modes of transportation. As new development occurs along S. Broad Street, Sydney and Cowart are intended to become “B” streets. Given the depth of blocks fronting S. Broad Street and the desire to frame S. Broad with new development, parking should primarily be accessed from Sydney and Cowart. While these streets should include sidewalks, it is expected that fewer buildings will face the street in these locations.

#### New “A” Streets

New streets are primarily located within the foundry sites. Redevelopment of the foundry sites should include a system of streets and blocks that are connected back to the existing street network in the District. Such streets are considered “A” streets because they should prioritize pedestrian and bicycle traffic over vehicular. Travel lanes should be narrow to slow traffic. On-street parking should be included to provide convenient parking and create a buffer between the pedestrian zone and travelway. Sidewalks should be wide enough to accommodate street tree plantings and the level of pedestrian activity expected in dense, mixed-use environments.



Recent improvements to W. 26th (right) and W. 28th (left) for cyclists need to be supplemented with improvements for pedestrians as development occurs.

### Potential Future Connections

With improvements to the southern interchange of I-24, there is an opportunity to create an additional east-west connection between Market Street and S. Broad Street as redevelopment of recaptured land occurs. The connection may be in the form of a street (new 24th Street) or a well-designed driveway linking redevelopment parallel to the interstate.

### Riverwalk

The current Riverwalk runs through the foundry site and terminates near the intersection of Middle Street and St. Elmo Avenue. The Riverwalk should be incorporated into redevelopment of the foundry sites and connected to the 26th and 28th Connector.

### Greenway

A new greenway is planned north of the railroad tracks that run along Chattanooga Creek. This trail creates a connection to neighborhoods to the north in the Southside neighborhood and provides opportunities for uses along its edge as properties along 28th Street redevelop. This new trail should connect to the Riverwalk near the railroad spur southeast of the southern end of the foundry sites.

### Gateways

A key idea from the community was the South Broad District as a gateway to Chattanooga. While redevelopment of the area will help realize that idea, there are opportunities for smaller gateways across the District. Large, iconic public art opportunities exist along I-24 to the southwest and atop Foundry Hill to the northwest. The north and south ends of S. Broad and Market in the District were identified as opportunities to create gateways signifying that travelers are entering a distinct area within the community.

**district-wide • ILLUSTRATIVE PLAN**



## Illustrative

The Illustrative Plan illustrates one scenario for how redevelopment might occur according to the Framework Plan. Existing buildings to remain are in dark grey and potential new infill is shown in brown. The Illustrative Plan is not a master plan for redevelopment. The actual layout of development may differ; however, it should embody the same characteristics as the Illustrative Plan. The following is a "high-level" list of potential development yield and public improvement calculations:

Illustrative Plan Potential Development Yield	
<b>Market and Howard</b>	
<b>Potential Building Area/Units</b>	
Comm. in Mixed-use Bldg.	51,800 sf (1st floor)
Residential Units (Mixed-use)	104 (2 st.)/208 (4 st.)
Residential Units (Flats)	204 (3 st.)/340 (5 st.)
<b>Public Spaces</b>	
Harris-Johnson Park	5.07 ac.
E. 26th St. Pocket Park	0.86 ac.
<b>Street Improvements</b>	
Market St.	2,300 lf
<b>Chattanooga Creek</b>	
<b>Potential Building Area/Units</b>	
Comm./Ind. in Mixed-use	204,400 sf (1st floor)
Residential Units (Mixed-use)	408 (2 st.)
<b>Street Improvements</b>	
W. 28th St. (improved)	1,600 lf
W. 28th St. (new)	250 lf
<b>Southside Gardens</b>	
<b>Potential Building Area/Units</b>	
Comm. in Mixed-use Bldg.	86,700 sf (1st floor)
Comm. in "Big Box"	182,000 sf
Residential Units (Mixed-use)	146 (2 st.)
Residential Units (Flats)	330 (3 st.)
Residential Units (Att./Det.)	271 (incl. ADUs)

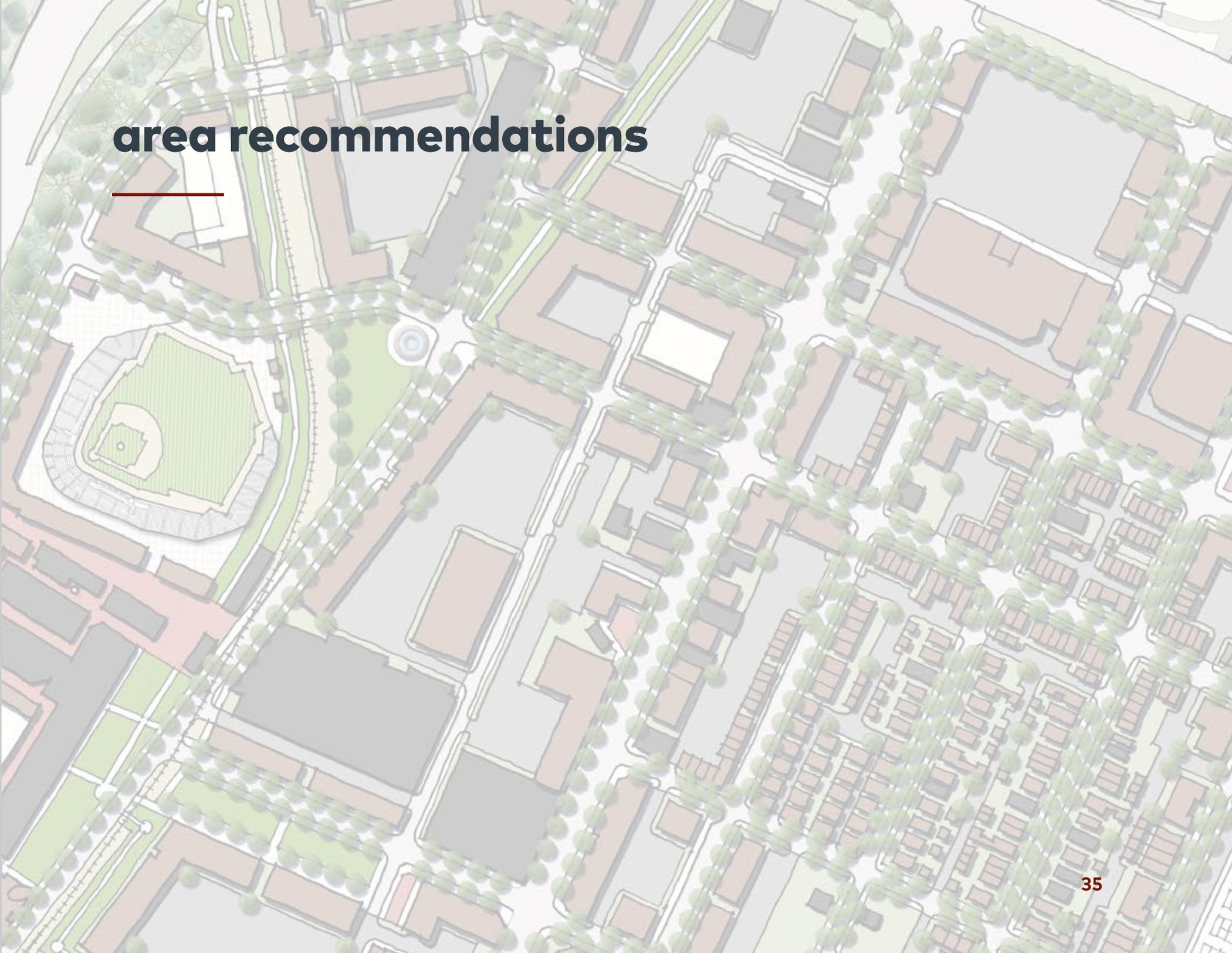
<b>Southside Gardens (cont.)</b>	
<b>Public Spaces</b>	
Long St. Pocket Park	0.52 ac.
<b>Street Improvements</b>	
W. 26th St. (improved)	1,700 lf
Long St. Pedestrian/Bicycle Street	350 lf
<b>S. Broad Street</b>	
<b>Potential Building Area/Units</b>	
Comm. in Mixed-use Bldg.	191,800 sf (1st floor)
Residential Units (Mixed-use)	384 (2 st.)/500 (3 st.)
Residential Units (Flats)	84 (3 st.)
Residential Units (Attached)	33
<b>Street Improvements</b>	
S. Broad St.	2,200 lf
<b>Wheland/U.S. Pipe</b>	
<b>Potential Building Area/Units</b>	
Historic Foundry Buildings	230,000 (approx. footprint)
Comm. in Mixed-use Bldg.	273,250 sf (1st floor)
Comm. in "Big Box"	29,500 sf
Ballpark	7.32 ac.
Office	120,600 sf (2 st.)
Parking Structures (2)	296,400 sf (4 st.)
North Garage	79 spaces/floor
South Garage	132 spaces/floor
Residential Units (Mixed-use)	490 (2 st.)/960 (4 st.)
Residential Units (Flats)	588 (4 st.)
Residential Units (Attached)	44
<b>Public Spaces</b>	
Foundry Park (W. 26th)	1.2 ac.
Foundry Building Linear Greens (W. 28th)	0.90 ac./1.65 ac.
Ecological Park	6.03 ac.

<b>Illustrative Plan Potential Development Yield</b>	
<b>Wheland/U.S. Pipe (cont.)</b>	
<b>Street Improvements</b>	
W. 26th St. (improved)	700 lf
W. 28th St. (new-west of S. Broad)	850 lf
Chestnut St. (improved)	2,780 lf
New "A" Streets	4,100 lf
CSX Connector Extension	1,050 lf
<b>Tennessee River/Foundry Hill</b>	
<b>Potential Building Area/Units</b>	
Commercial	10,700 lf
Residential Units (Attached)	39
Residential Units (Detached)	20
Resort/Hotel	56,700 sf (3 st.)
<b>Street Improvements</b>	
New Access Street	3,150 lf
Riverwalk Extension	2,800 lf

Note: Calculations are approximate and do not include parking calculations. Actual development yield may differ from what is shown on the Illustrative Plan.

# area recommendations

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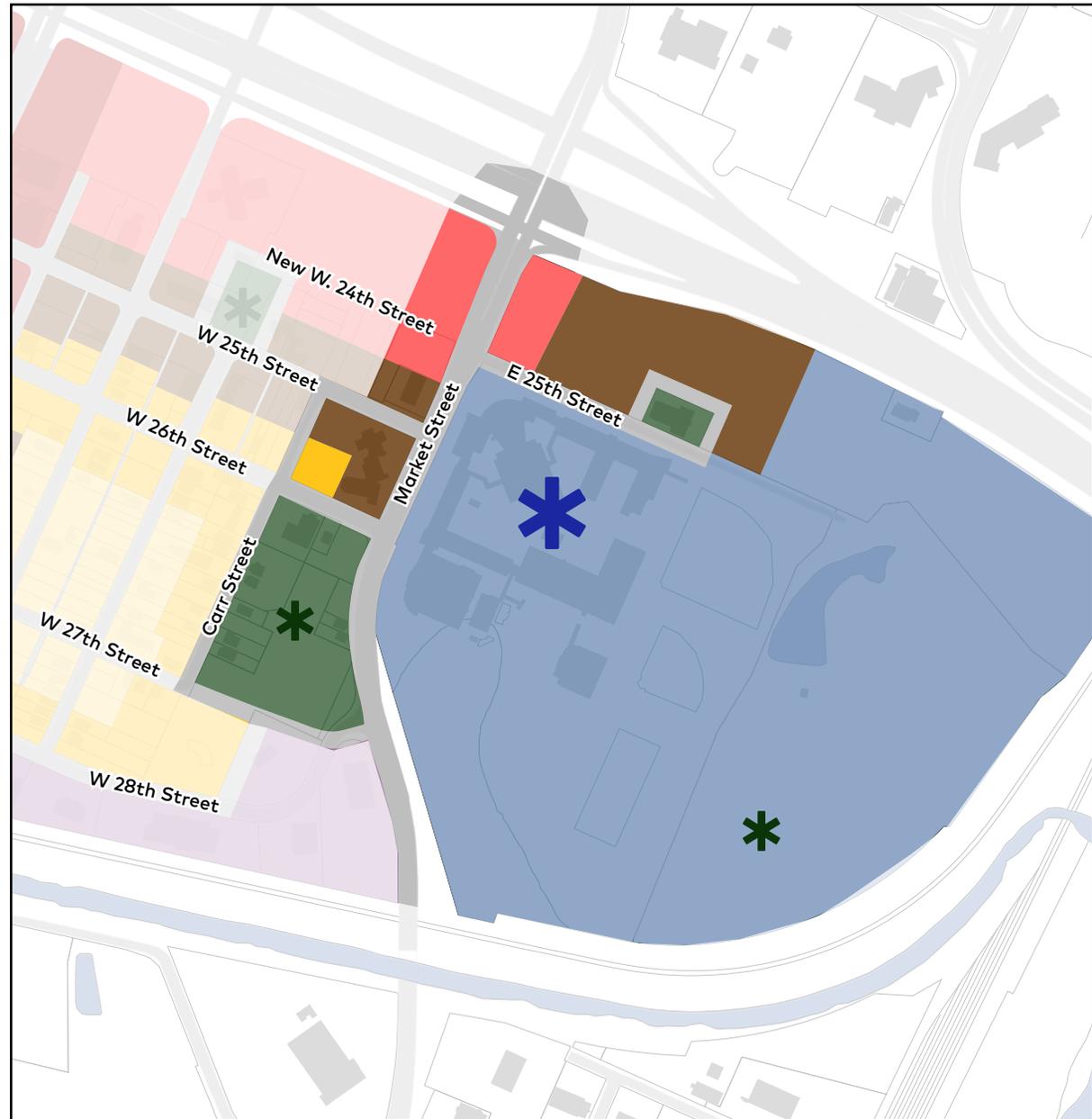


# market & howard • FRAMEWORK PLAN - CHARACTER AREAS



Location Map

- MIXED-USE CENTER • RETAIL EMPHASIS
- MIXED HOUSING • HIGH INTENSITY
- MIXED HOUSING • MEDIUM INTENSITY
- CIVIC • EDUCATION EMPHASIS
- OPEN SPACE • PARKS
- CIVIC NODE
- GREEN NODE



## Character Areas

The following is an explanation of the detailed Character Areas shown on the partial Framework Plan to the left.

### Civic • Education Emphasis

- » Efforts to revitalize the South Broad District should strive to be inclusive of the Howard School Campus including the leveraging of new uses in the District and increases in population for the betterment of the school, similar to Market Street north of I-24;
- » Explore bringing back a Middle School to the Howard Campus;
- » As changes occur on the Howard Campus, create a more campus-like setting that is integrated with Market Street and E. 25th Street, as opposed to buildings detached from their surroundings;
- » Shift the main vehicular entry to the campus south on Market to create a formal lawn between the building and Market;
- » Locate parking beside or behind buildings.
- » Extend E. 24th Street to the east to provide additional opportunities for educational facilities and/or an open space for agricultural education uses; and
- » Explore the renovation of existing sports facilities or provide new facilities on open land in the southeast portion of the campus.

### Mixed-use Center • Retail Emphasis

- » Provide a mixture of uses vertically and/or horizontally;
- » Encourage commercial uses at street level with residential or office uses above;
- » Encourage smaller, neighborhood-serving commercial uses instead of “big box” type and drive-through dependent commercial uses;
- » Develop urban buildings with shallow or no front setback from the street, (some setback may be necessary to provide an adequate pedestrian zone);
- » Allow buildings up to 5 stories in height;
- » Locate parking behind buildings; and
- » Encourage tall first stories with shopfronts.

### Mixed Housing • High Intensity

- » Provide housing in the form of stacked flat building types;
- » Allow buildings up to 5 stories in height;
- » Develop urban buildings with shallow setbacks that front streets and open spaces;
- » Locate parking behind buildings, and
- » Encourage balconies and similar attachments to facades that provide semi-private outdoor space for individual units.

### Mixed Housing Medium Intensity

- » Provide housing in a mixture of building types including small stacked flats, stacked townhouses, attached townhouses, and similar building types;

- » Allow buildings up to 3 stories in height;
- » Develop urban buildings with shallow setbacks that front streets and open spaces;
- » Locate parking to the side and behind buildings; and
- » Encourage balconies and similar attachments to facades that provide semi-private outdoor space for individual units.

### Open Space • Park (Harris-Johnson Park)

- » Reconfigure the edges of Harris-Johnson Park so that all sides are fronted by buildings and/or streets;
- » The park should directly touch 26th Street to strengthen the connection to the Howard School Campus;
- » Conduct a needs analysis to program the expanded park with active recreation uses, passive open space, parking for users, gathering spaces, and a plaza opposite the Howard School campus.

### Open Space • Pocket Park (E. 26th Street)

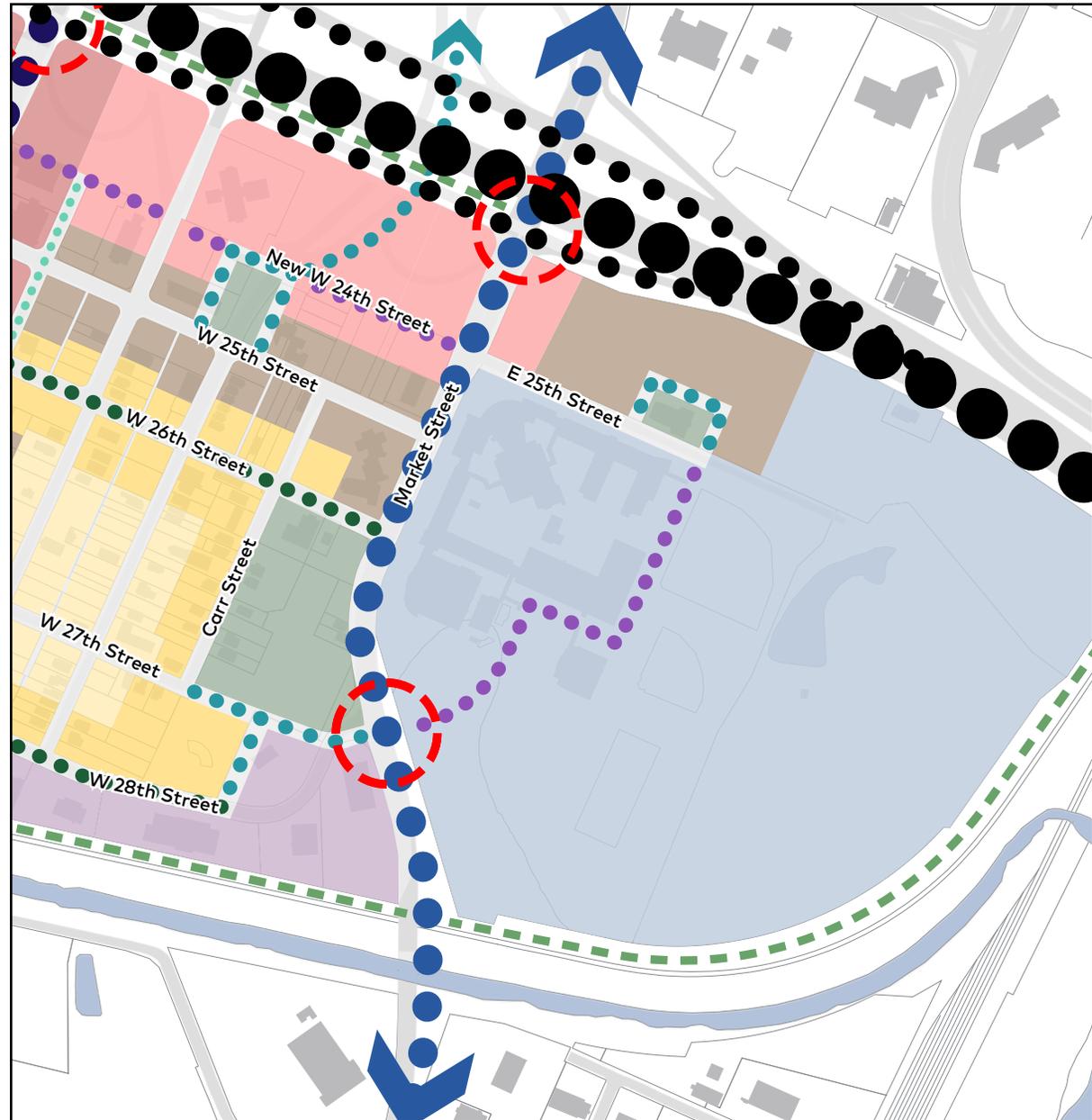
- » Provide a new pocket park as part of the redevelopment of the former Poss Homes site; and
- » Allow the current church to remain in this location, if desired.

# market & howard • FRAMEWORK PLAN - MOBILITY



Location Map

- I-24 / HIGHWAY 27 • INTERCHANGE IMPROVEMENTS
- SOUTH BROAD • PEDESTRIAN EMPHASIS
- MARKET STREET • MULTI-MODAL
- CRUCIAL MULTI-MODAL CONNECTOR
- SYDNEY / COWART • 'B' STREET (VEHICULAR PRIORITY)
- NEW 'A' STREETS (PED/ BIKE PRIORITY)
- POTENTIAL ADDITIONAL CONNECTIVITY
- GREENWAY
- GATEWAY



## Mobility

The following is an explanation of the specific mobility elements shown on the partial Framework Plan to the left.

### Market Street

- » Study converting the continuous turn lane to a median planted with shade trees similar to Market Street north of I-24;
- » Provide pedestrian refuges in medians to facilitate safer pedestrian crossings in locations where a turn lane is not necessary;
- » Study the relocation of the vehicular entrance to the Howard School campus further south and the installation of a speed table at the intersection of Market and W. 26th Streets to ease pedestrian connections between the Howard campus and Harris-Johnson Park and Southside Gardens;
- » Study the impact of reducing Market Street from four lanes to two and provide buffered bicycle lanes along the edges of the travelway;
- » Relocate the sidewalk so that there is a planting strip between it and the travelway;
- » Provide understory trees within the planting strip if utilities are to remain above ground.



**Proposed Cross Section for Market Street (4-Lane Option)**



**Proposed Cross Section for Market Street (2-Lane Option with Buffered Bicycle Lanes)**



**Proposed Cross Section for W. 26th Street**

**W. 26th Street**

- » Improvements to W. 26th Street should be a priority because it is a crucial multi-modal connector across the district;
- » Study the reconfiguration of lane markings to provide on-street parking on the north side of W. 26th, a buffered bicycle lane in each direction and two travel lanes; and
- » As development occurs, increase the width of the planting strip on both sides of the street and plant with shade trees or understory trees if utilities are to remain above ground.

**E. 25th Street/W. 24th Street**

- » As development occurs, continue E. 25th Street (with the name E. 24th Street) as a two-lane street including on-street parking;
- » Terminate E. 24th Street with a close—a vehicular turnaround with open space at its center; and

- » Provide a planting strip between sidewalk and travelway planted with shade trees or understory trees if utilities are to remain above ground.

**W. 27th Street**

- » Continue W. 27th Street from Carr Street to Market Street to form the southern edge of the reconfigured Harris-Johnson Park.

**Potential Connection**

- » To better connect the Howard School campus to the rest of the District, explore a potential new two-lane street including on-street parking connecting the extended W. 27th Street to E. 24th Street through the campus; and
- » Provide a planting strip between sidewalk and travelway planted with shade trees.

**Transit**

- » Study the provision of transit stops with shelters near where W. 26th and the extended W. 27th Streets intersect with Market Street; and
- » As development occurs and population increases, study the feasibility of decreasing headways along the Alton Park bus route.

**Railway Greenway**

- » If a new trail is installed on the north side of the railroad connecting the Riverwalk to neighborhoods to the north, it should be connected into the Howard School campus.

**Gateways**

- » To mark the boundaries of the district, gateway treatments consisting of creative signage and/or public art should be installed at the north and south ends of Market Street.

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## market &amp; howard • ILLUSTRATIVE PLAN AND RENDERING



Location Map

- A** Expanded Harris-Johnson Park
- B** Extension of W. 27th Street to Market Street
- C** Intersection enhanced for pedestrians
- D** Future main vehicular entrance to Howard School
- E** Campus connected to Market and W. 25th Streets
- F** New campus buildings front internal streets and open space
- G** Connection to new greenway
- H** Enhanced sports fields
- I** New pocket park (existing church may remain)
- J** Future expansion of academic facilities
- K** New residential infill
- L** New mixed-use infill





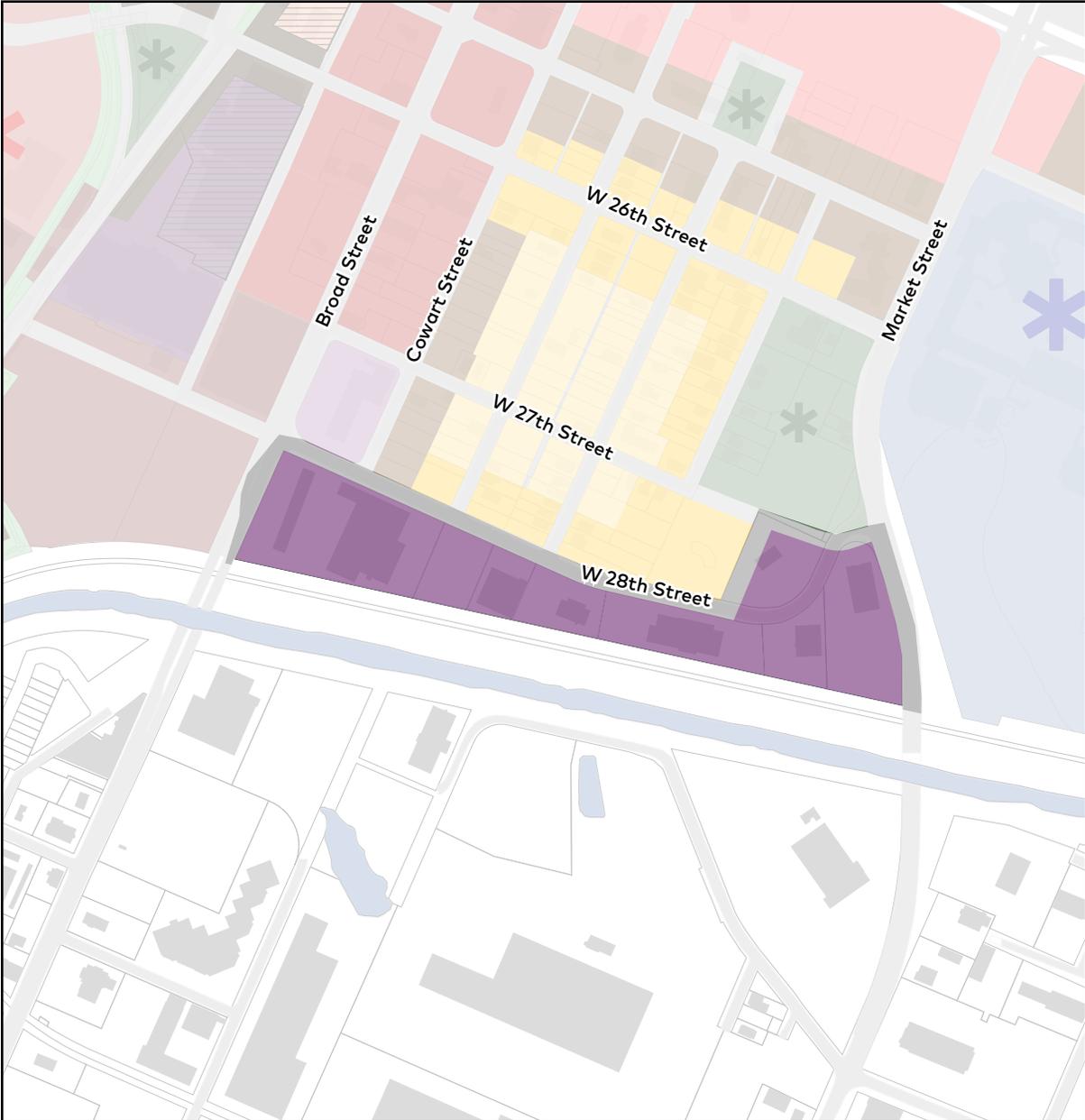
Aerial view of expanded Harris-Johnson Park looking northeast. The expanded park is enfronted with streets, infill development, existing development, and Howard School. The intersection of Market and W. 26th is an important connection between Howard School and the park. Market Street has been redesigned to include a median and planting strips to separate sidewalks from the travelway.

# chattanooga creek • FRAMEWORK PLAN - CHARACTER AREAS



Location Map

MIXED-USE • LIGHT INDUSTRIAL EMPHASIS



## Character Areas

The following is an explanation of the detailed Character Areas shown on the partial Framework Plan to the left.

### Mixed-use Light Industrial Emphasis

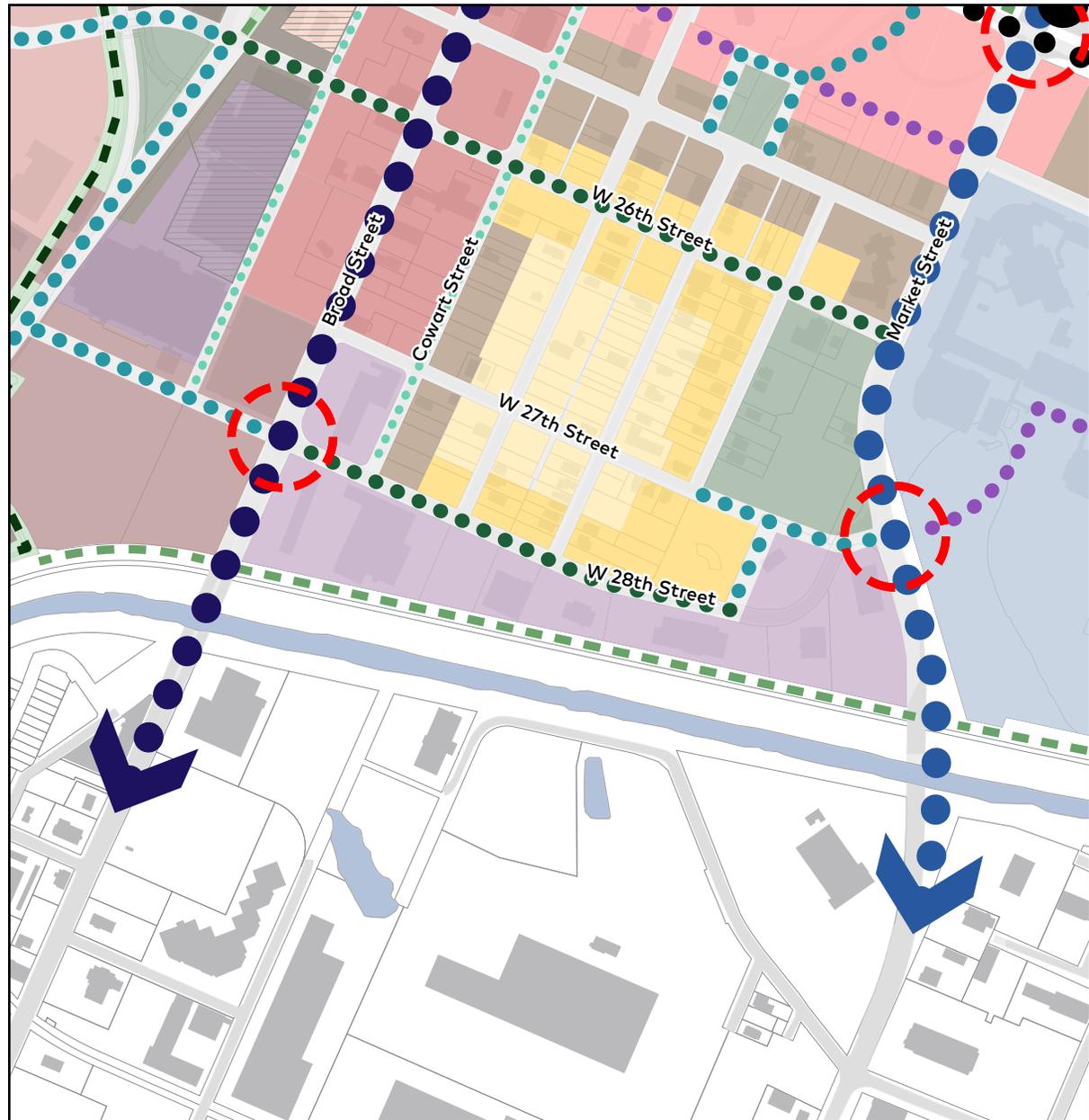
- » Encourage a mixture of uses, but promote or incentivize light industrial and manufacturing uses that have a retail and/or a live/work component;
- » Develop urban buildings with shallow or no front setback from the street, (some setback will be necessary to increase the width of the pedestrian zone);
- » Allow buildings up to 3 stories in height;
- » Encourage buildings to front and open onto the proposed new trail, if developed along the railroad;
- » Locate parking and loading behind buildings; and
- » Encourage tall first stories with shopfronts and minimize blank facades.

# chattanooga creek • FRAMEWORK PLAN - MOBILITY



Location Map

- I-24 / HIGHWAY 27  
• INTERCHANGE IMPROVEMENTS
- SOUTH BROAD •  
PEDESTRIAN EMPHASIS
- MARKET STREET •  
MULTI-MODAL
- CRUCIAL MULTI-MODAL  
CONNECTOR
- SYDNEY / COWART • 'B'  
STREET (VEHICULAR  
PRIORITY)
- NEW 'A' STREETS (PED/  
BIKE PRIORITY)
- POTENTIAL ADDITIONAL  
CONNECTIVITY
- ■ RIVERWALK
- ■ GREENWAY
- ○ GATEWAY



## Mobility

The following is an explanation of the specific mobility elements shown on the partial Framework Plan to the left.

### W. 28th Street

- » Improvements to W. 28th Street should be a priority because it is a crucial multi-modal connector across the district;
- » Reconfigure W. 28th Street to include two travel lanes and a buffered bicycle lane in each direction;
- » Reroute W. 28th Street to tie into an extended W. 27th Street; and
- » As development occurs on the south side of the street, increase the width of the sidewalk and provide shade trees in tree grates or understory trees if utilities are to remain above ground.

### Railway Greenway

- » Create a new trail on the north side of the railroad connecting the Riverwalk to neighborhoods to the north; and
- » Provide access to an improved, cleaner Chattanooga Creek for recreational purposes.



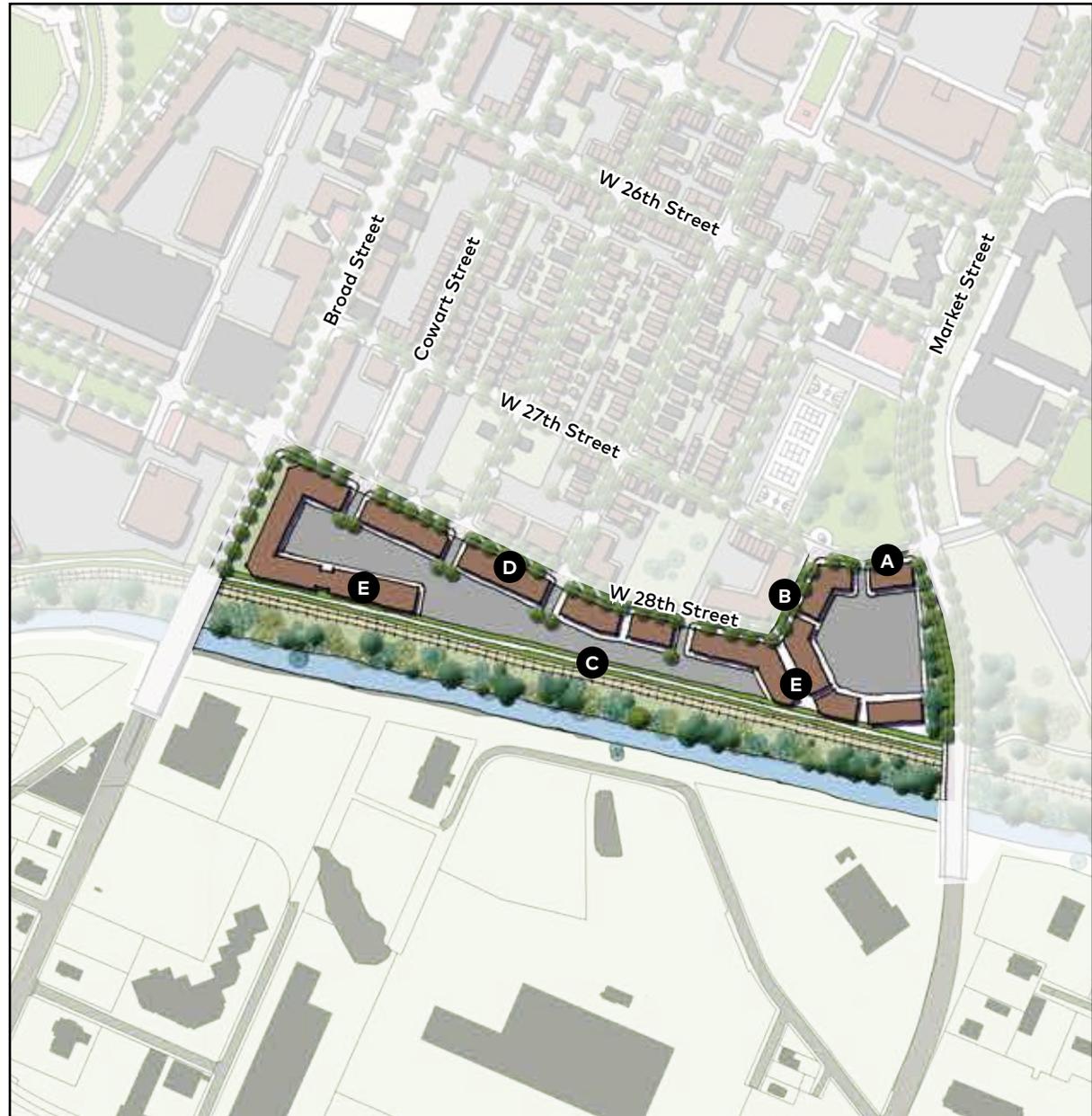
**Proposed Cross Section for W. 28th Street**

# chattanooga creek • ILLUSTRATIVE PLAN



Location Map

- A** Extension of W. 27th Street to Market Street
- B** Reconfiguration of W. 28th Street to intersect with W. 27th Street
- C** New greenway north of railroad tracks
- D** Mixed-use infill along south side of W. 28th Street
- E** Encourage active retail and restaurant uses along and opening onto new trail





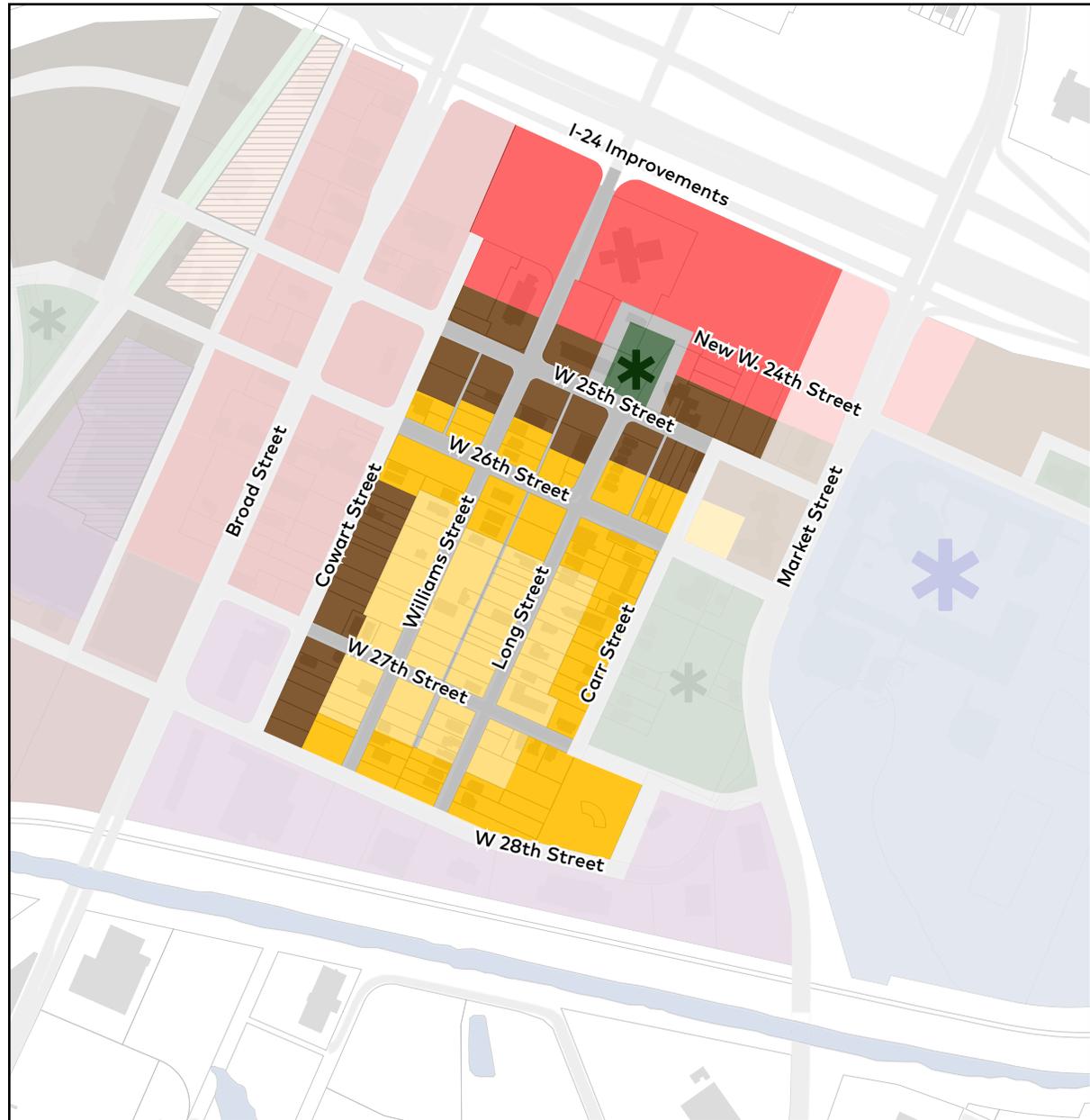
Infill development along W. 28th Street creates an opportunity to link the foundry site with Howard School through a mixture of uses in a pedestrian-friendly environment. Light industrial uses that include a retail component provide employment opportunities and contribute to a vibrant pedestrian environment. If a trail is constructed north of the railroad, there is an opportunity to have retail and restaurant uses front directly on the trail.

# southside gardens • FRAMEWORK PLAN - CHARACTER AREAS



Location Map

- MIXED-USE CENTER • RETAIL EMPHASIS
- MIXED HOUSING • HIGH INTENSITY
- MIXED HOUSING • MEDIUM INTENSITY
- SINGLE-FAMILY HOUSING
- OPEN SPACE • PARKS
- \* GREEN NODE



## Character Areas

The following is an explanation of the detailed Character Areas shown on the partial Framework Plan to the left.

### New Mixed-use Center Retail Emphasis

- » Promote a mixture of uses vertically and/or horizontally;
- » Take advantage of the reconfigured interchange and interstate visibility by encouraging “big box” commercial development to create a destination and spin-off neighborhood-serving commercial development along S. Broad and Market Street;
- » Encourage commercial uses at street level with residential or office uses above in buildings that line “big box” uses;
- » Allow buildings up to 5 stories in height;
- » Locate parking behind buildings but allow larger parking lots serving “big box” commercial development to face the new I-24 frontage road, if screened; and
- » Encourage tall first stories with shopfronts.

### Mixed Housing High Intensity

- » Provide housing in the form of stacked flat, stacked townhouses, attached townhouse building types;
- » Allow buildings up to 4 stories in height;
- » Develop urban buildings with shallow setbacks that front streets and open spaces;
- » Locate parking behind buildings; and

- » Encourage balconies and porches and similar attachments to facades that provide semi-private outdoor space for individual units.

### Mixed Housing Medium Intensity

- » Provide housing in a mixture of building types including small stacked flats, stacked townhouses, attached townhouses, and similar building types;
- » Allow buildings up to 3 stories in height;
- » Develop urban buildings with shallow setbacks that front streets and open spaces;
- » Locate parking to the side and behind buildings; and
- » Encourage balconies and similar attachments to facades that provide semi-private outdoor space for individual units.

### Mixed Housing Low Intensity

- » Provide housing in a mixture of single-family detached, two-family, and accessory dwelling unit building types;
- » Allow buildings up to 3 stories in height;
- » Develop urban buildings with shallow setbacks that front streets and open spaces;
- » Develop buildings with a massing and rhythm similar to surrounding single-family detached buildings;
- » Locate parking to the side and behind buildings; and
- » Encourage porches, stoops, and similar attachments typical of urban, single-family neighborhoods.

### Open Space • Pocket Park

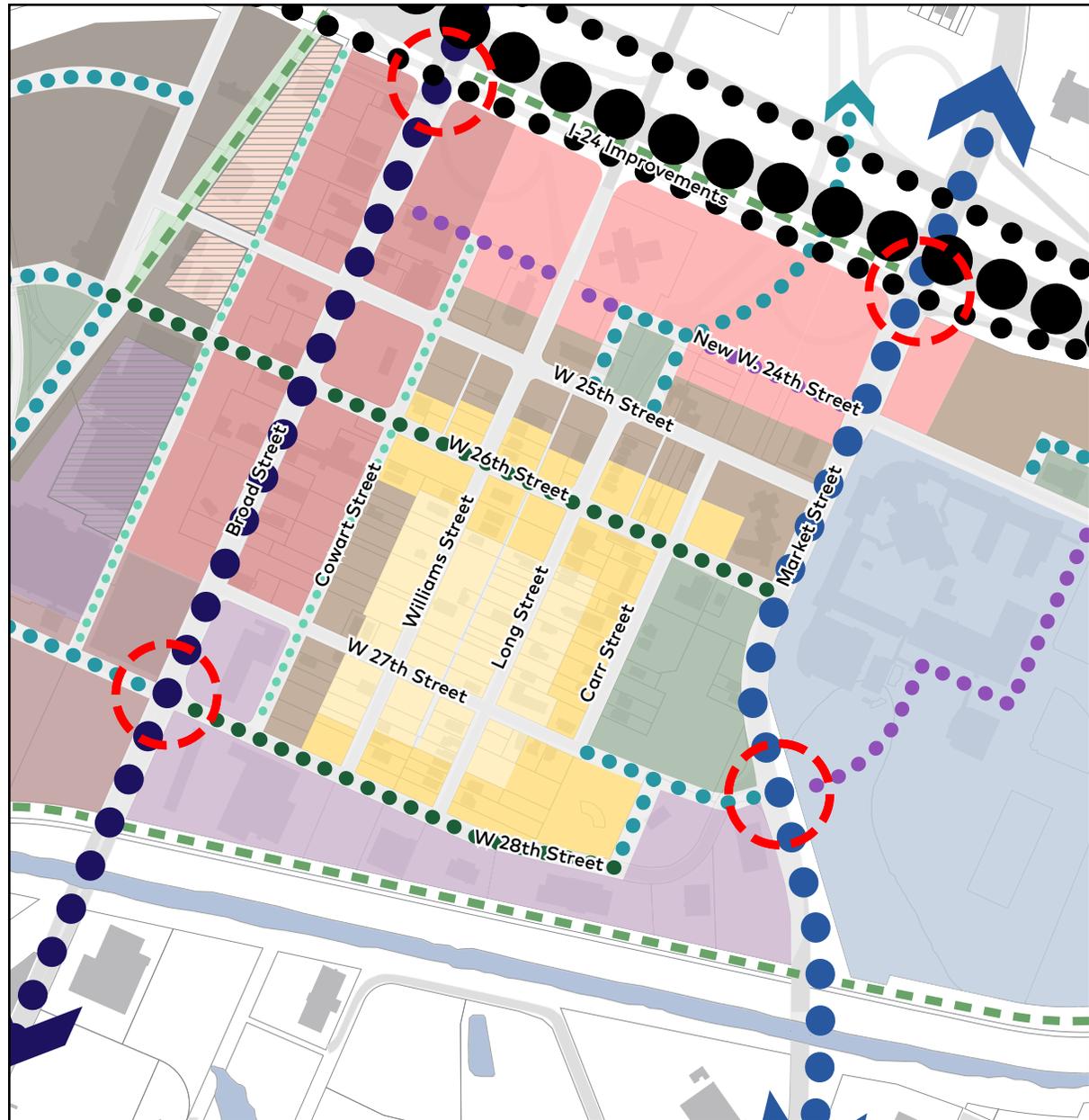
- » After reconfiguration of the I-24 interchange, make Long Street a multi-modal street that connects to neighborhoods to the north; and
- » As development occurs, construct a new pocket park at the intersection of Long Street and 25th that is fronted by streets and buildings.

# southside gardens • FRAMEWORK PLAN - MOBILITY



Location Map

- I-24 / HIGHWAY 27  
• INTERCHANGE IMPROVEMENTS
- SOUTH BROAD • PEDESTRIAN EMPHASIS
- MARKET STREET • MULTI-MODAL
- CRUCIAL MULTI-MODAL CONNECTOR
- SYDNEY / COWART • 'B' STREET (VEHICULAR PRIORITY)
- NEW 'A' STREETS (PED/BIKE PRIORITY)
- POTENTIAL ADDITIONAL CONNECTIVITY
- RIVERWALK
- GREENWAY
- GATEWAY



## Mobility

The following is an explanation of the specific mobility elements shown on the partial Framework Plan to the left.

### W. 26th Street

- » Improvements to W. 26th Street should be a priority because it is a crucial multi-modal connector across the district;
- » Study the reconfiguration of lane markings to provide on-street parking on the north side of W. 26th, a buffered bicycle lane in each direction and two travel lanes; and
- » As development occurs, increase the width of the planting strip on both sides of the street and plant with shade trees or understory trees if utilities are to remain above ground.

### W. 27th Street

- » Continue W. 27th Street from Carr Street to Market Street to form the southern edge of the reconfigured Harris-Johnson Park (see Market and Howard).

### W. 28th Street

- » Improvements to W. 28th Street should be a priority because it is a crucial multi-modal connector across the district;
- » Reconfigure W. 28th Street to include two travel lanes and a buffered bicycle lane in each direction;
- » Reroute W. 28th Street to tie into an extended W. 27th Street; and
- » As development occurs, increase the width of the planting strip on north side of the street and plant with shade trees or understory trees if utilities are to remain above ground.

### Potential Connection

- » After the completion of the interchange improvements and as development occurs, create an east-west vehicular and pedestrian connection from E. 25th Street to S. Broad Street; and
- » The connection should be multi-modal but may be designed as part of the parking area of "big box" commercial uses or as a public street.

### Long Street

- » After reconfiguration of the I-24 interchange, make Long Street a vehicular, pedestrian, and bicycle facility that connects to neighborhoods to the north.



**Proposed Cross Section for W. 26th Street  
(east of S. Broad Street)**



**Proposed Cross Section for W. 28th Street  
(east of S. Broad Street)**

## southside gardens • ILLUSTRATIVE PLAN AND RENDERING



Location Map

- A** Infill development and streetscape improvements along key east-west streets
- B** Compatible residential infill along Carr Street fronting expanded Harris-Johnson Park
- C** Lower intensity residential infill and revitalization—including accessory dwelling units along improved alleys
- D** Urban big-box retail after I-24 interchange improvements are complete
- E** New pocket park
- F** Long Street as multi-modal connection to north
- G** Screen parking from new I-24 access street





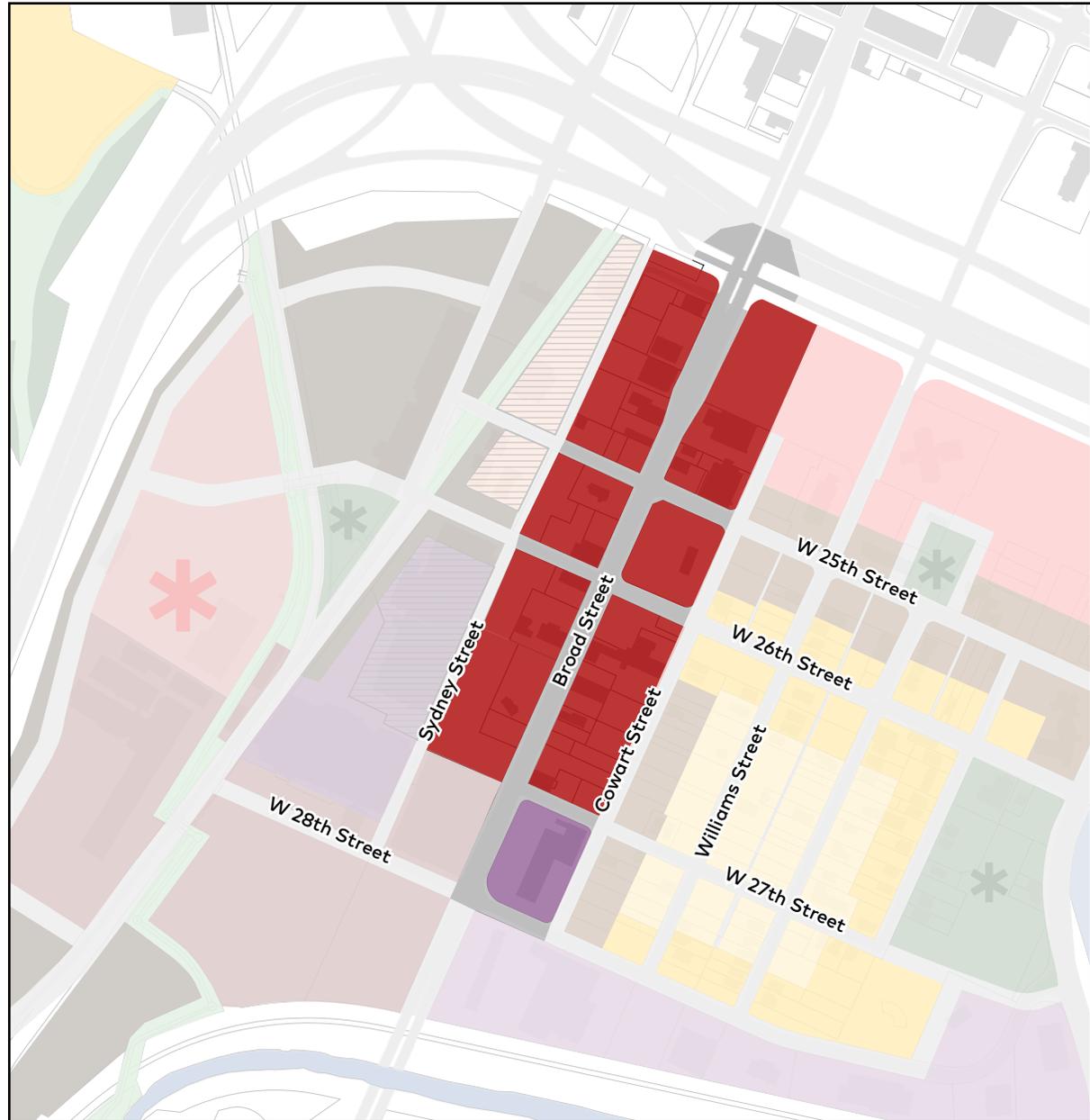
Aerial view of Southside Gardens north of W. 26th Street looking northeast. Big-box retail lined with mixed-use and residential development takes advantage of visibility from I-24. A new pocket park is created near the intersection of Long Street and W. 25th. Intense residential infill transitions from W. 25th Street to lower intensity residential in the heart of Southside Gardens to provide a wide range of housing types and opportunities.

# south broad • FRAMEWORK PLAN - CHARACTER AREAS



Location Map

-  MIXED-USE • RETAIL EMPHASIS
-  "CLEAN" INDUSTRIAL • MIXED-USE EDGE
-  MIXED-USE • LIGHT INDUSTRIAL EMPHASIS



## Character Areas

The following is an explanation of the detailed Character Areas shown on the partial Framework Plan to the left.

shopfronts on S. Broad, E. 26th, and W. 26th Streets.

### Historic Mixed-use Corridor Retail Emphasis

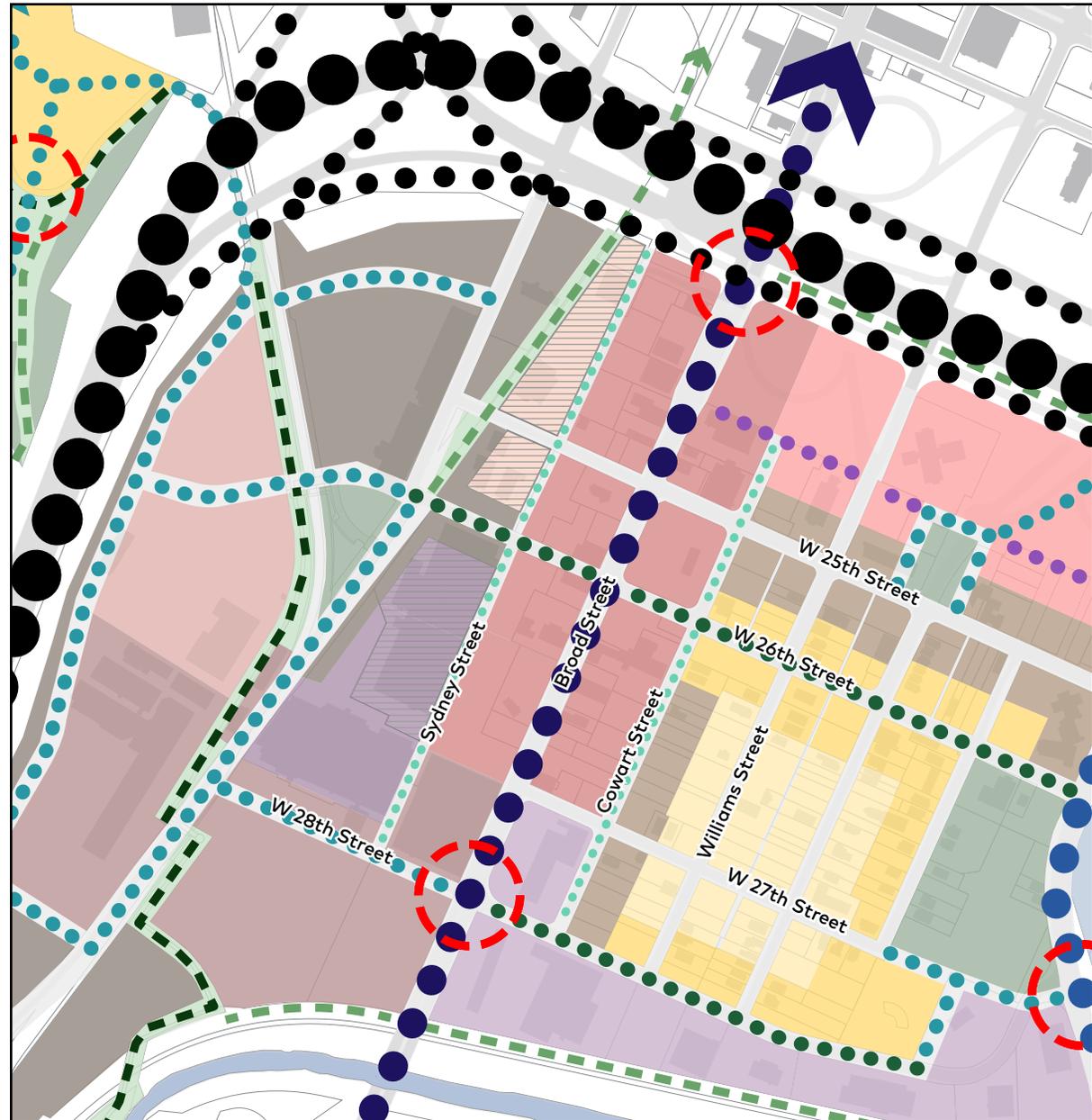
- » Preserve and adaptively reuse the historic commercial buildings along S. Broad Street;
- » Provide a mixture of uses vertically and/or horizontally;
- » Encourage commercial uses at street level with residential or office uses above;
- » Encourage smaller, neighborhood-serving commercial uses instead of "big box" type and drive-through dependent commercial uses;
- » Develop urban buildings close to the street (a setback of 5 feet may be necessary to provide an adequate pedestrian zone);
- » Allow buildings up to 4 stories in height with the 4th story being set back a minimum of 8 feet on all streets except Cowart Street;
- » Allow buildings up to 3 stories in height along Cowart Street to create a transition to the Southside Gardens neighborhood;
- » Locate parking behind or below buildings;
- » Allow surface parking lots to front Cowart and Sydney Streets if screened (see "B" Streets); and
- » Encourage tall first stories with

# south broad • FRAMEWORK PLAN - MOBILITY



Location Map

- I-24 / HIGHWAY 27 • INTERCHANGE IMPROVEMENTS
- SOUTH BROAD • PEDESTRIAN EMPHASIS
- MARKET STREET • MULTI-MODAL
- CRUCIAL MULTI-MODAL CONNECTOR
- SYDNEY / COWART • 'B' STREET (VEHICULAR PRIORITY)
- NEW 'A' STREETS (PED/BIKE PRIORITY)
- POTENTIAL ADDITIONAL CONNECTIVITY
- RIVERWALK
- GREENWAY
- GATEWAY



## Mobility

The following is an explanation of the specific mobility elements shown on the partial Framework Plan to the left.

### S. Broad Street

- » Ensure infill development is set back 4 ft. to increase the width of the pedestrian zone;
- » As new infill development occurs, encourage the installation of planters with shade trees or understory trees if overhead utilities remain; and
- » Where existing buildings are revitalized, encourage the installation of tree grates with shade trees or understory trees if overhead utilities remain.

### Sydney and Cowart – “B” Streets

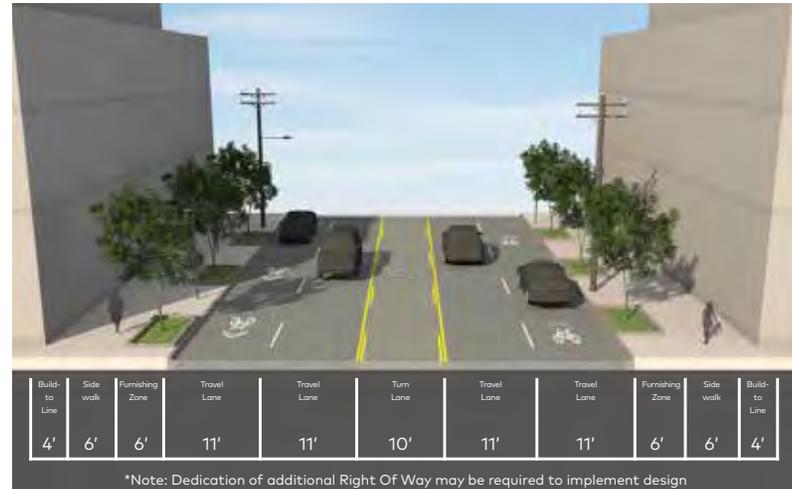
- » Concentrate access to development along S. Broad Street from side streets and/or Sydney and Cowart Streets; and
- » Allow Sydney and Cowart to function as “B” Streets with off-site parking permitted along the edge of the street, if screened.

### Transit

- » Study the provision of transit stops with shelters near where W. 26th and W. 28th Streets intersect with S. Broad; and
- » As development occurs and population increases, study the feasibility of decreasing headways along the St. Elmo bus route.

### Gateways

- » To mark the boundaries of the district, gateway treatments consisting of creative signage and/or public art should be installed at the north and south ends of S. Broad Street.



\*Note: Dedication of additional Right Of Way may be required to implement design

**Proposed Cross Section for S. Broad Street (infill development)**



**Proposed Cross Section for S. Broad Street (infill development)**

## south broad • ILLUSTRATIVE PLAN AND RENDERING



Location Map

- A** Mixed-use infill development set back to increase sidewalk width
- B** Residential infill along Cowart Street stepping down in height toward Southside Gardens
- C** Screen parking along "B" Streets, Cowart and Sydney





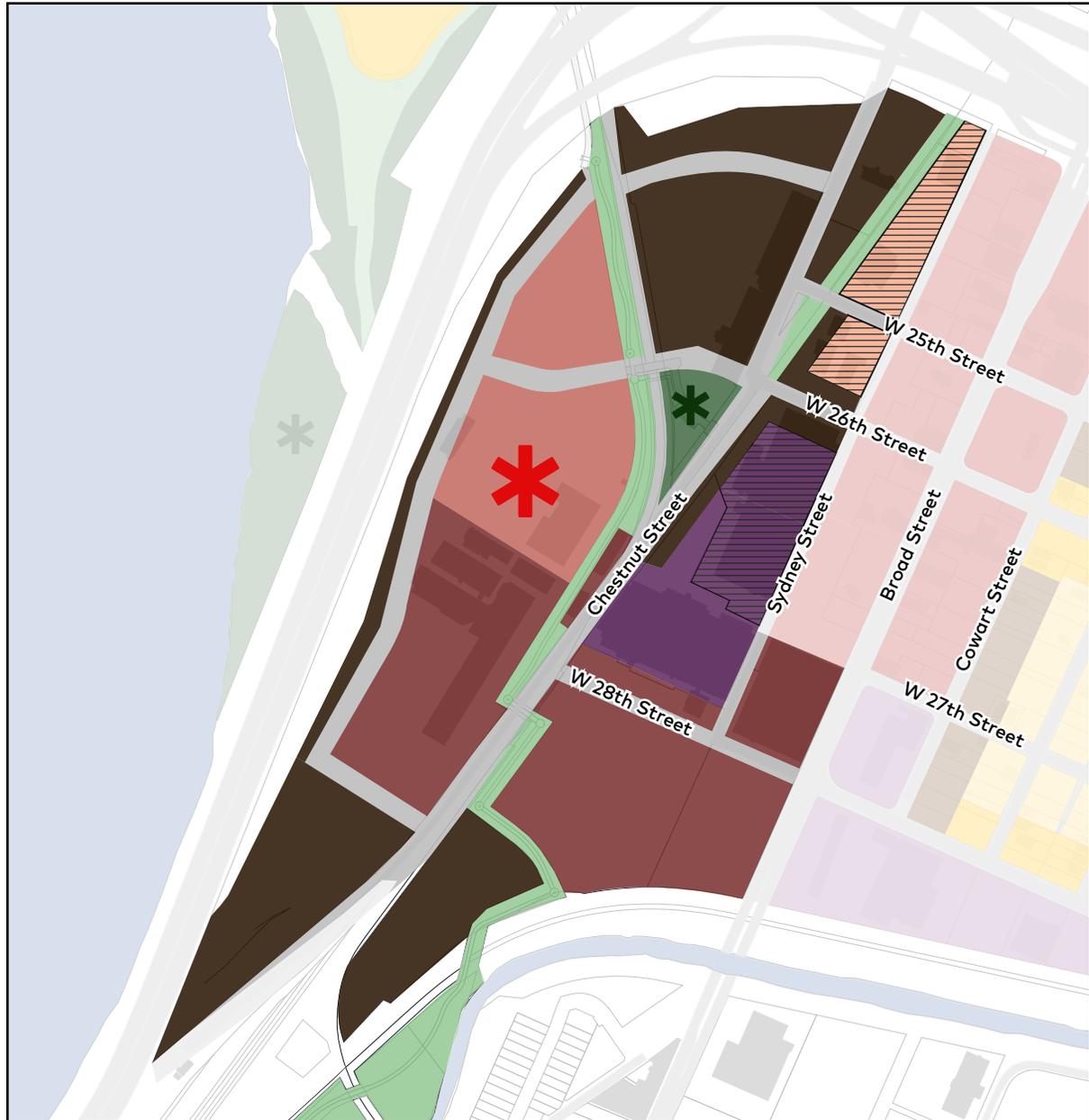
View of S. Broad Street looking toward the intersection with W. 26th Street. Infill development is generally three stories in height with another floor stepped back. New buildings should be set back slightly to widen the pedestrian realm. Parcels that are vacant or existing development that is set well back from the street provide opportunities for temporary infill that activates the street.

# wheland/u.s pipe • FRAMEWORK PLAN - CHARACTER AREAS



Location Map

-  MIXED-USE • "ARTISAN INDUSTRIAL" EMPHASIS
-  MIXED-USE • SPORTS/ ENTERTAINMENT EMPHASIS
-  MIXED-USE • HOUSING EMPHASIS
-  "CLEAN" INDUSTRIAL OR MIXED-USE
-  "CLEAN" INDUSTRIAL • MIXED-USE EDGE
-  MIXED-USE OR "CLEAN" INDUSTRIAL
-  OPEN SPACE • PARKS
-  OPEN SPACE • TRAILS
-  MIXED-USE NODE
-  GREEN NODE



## Character Areas

The following is an explanation of the detailed Character Areas shown on the partial Framework Plan to the left.

### Mixed-use 'Artisan Industrial' Emphasis

- » Preserve and adaptively reuse the historic foundry buildings to create a unique retail and entertainment destination experience;
- » Encourage a broad mixture of uses, but promote or incentivize light industrial and manufacturing uses that have a retail component and are preferably focused on artisanal goods;
- » Encourage a mixture of food service uses including the concept of a "food hall" where new chefs and food purveyors can test ideas for new food, beverage, and restaurant concepts;
- » Allow for community-serving, specialty "big box" development—such as a grocery store—closer to S. Broad Street if lined with smaller scale development;
- » Encourage commercial uses at street level to promote an active pedestrian environment;
- » Encourage live/work building types;
- » Develop urban buildings close to the street;
- » Allow buildings up to 6 stories in height, but respect the scale of the historic foundry buildings by limiting the height of new buildings directly adjacent to the historic buildings;
- » Locate parking behind or below buildings;

- » Encourage tall first stories with shopfronts; and
- » Emphasize a use and urban development pattern that extends toward S. Broad Street and connects to W. 28th Street all the way to the Howard School campus.

### Mixed-use Sports/Entertainment Emphasis

- » Encourage a mixture of uses horizontally and/or vertically, but create a sports and entertainment anchor—such as the relocation of the Chattanooga Lookouts stadium—to enhance the District as a destination;
- » New mixed-use development, including retail, food service, office, hospitality and residential uses should surround and support the sports and entertainment anchor.
- » Encourage commercial uses at street level in mixed-use buildings to promote an active pedestrian environment;
- » Develop urban buildings close to the street;
- » Allow buildings up to 6 stories in height;
- » Locate parking behind or below buildings (no parking lots along streets); and
- » Encourage tall first stories with shopfronts in mixed-use buildings.

### Mixed-use Housing/Office Emphasis

- » Preserve and adaptively reuse the historic foundry building to create a unique retail or office environment;
- » Allow a mixture of uses horizontally

and/or vertically, but promote the development of housing and office uses to support new commercial development elsewhere in the District;

- » Encourage commercial uses at street level in mixed-use buildings to promote an active pedestrian environment;
- » Provide housing in the form of stacked flat building types, stacked townhouses, attached townhouses, and similar building types;
- » Develop urban mixed-use buildings close to the street;
- » Develop urban residential and office buildings with shallow setbacks;
- » Allow buildings up to 6 stories in height;
- » Locate parking behind or below buildings;
- » Encourage tall first stories with shopfronts in mixed-use buildings;
- » Encourage first floor residential uses to be raised above adjacent sidewalks; and
- » Encourage balconies and similar attachments to facades that provide semi-private outdoor space for individual units.

### "21st Century" or "Clean" Industrial

- » Allow for the expansion of existing "Clean" or "21st Century" heavy industrial uses in the area that minimize environmental impact;
- » Screen heavy industrial uses behind urban, mixed-use buildings with active ground floor uses along Chestnut Street and W. 26th Street;
- » Develop urban buildings close to the

street (a setback of 5 feet may be necessary to provide an adequate pedestrian zone on W. 26th Street);

- » Allow buildings up to 5 stories in height; and
- » Locate parking behind or below buildings.

#### **Industrial Light Manufacturing/ Warehouse or Mixed-use**

- » Allow for light industrial and manufacturing uses and/or a mixture of uses;
- » Screen light industrial uses that do not include a retail component behind mixed-use buildings with active ground floor uses along Chestnut Street and W. 26th Street;
- » Develop urban buildings close to the street (a setback of 5 feet may be necessary to provide an adequate pedestrian zone on W. 26th Street);
- » Allow buildings up to 5 stories in height; and
- » Locate parking behind or below buildings.

#### **Open Space • Park (Chestnut and W. 26th Streets)**

- » Provide a public square near the intersection of Chestnut Street and W. 26th Street to create a formal, central gathering space that preserves the viewshed to the historic foundry buildings and Lookout Mountain to the south;
- » Design the square to be mostly lawn, but allow for a plaza and/or water

feature near the intersection of Chestnut and W. 26th;

- » Incorporate public art that celebrates the District's industrial heritage as a focal point; and
- » Connect the square to the existing Riverwalk and serve as a trailhead.

#### **Open Space • Park (along W. 28th Street)**

- » Where W. 28th is extended into the foundry site between Sydney and Chestnut, set back new development on the south side of the street to create a linear open space that widens the viewshed to the historic foundry buildings; and
- » Design the linear park to include a combination of lawn and plaza to serve as a gathering space and provide outdoor dining opportunities.

»

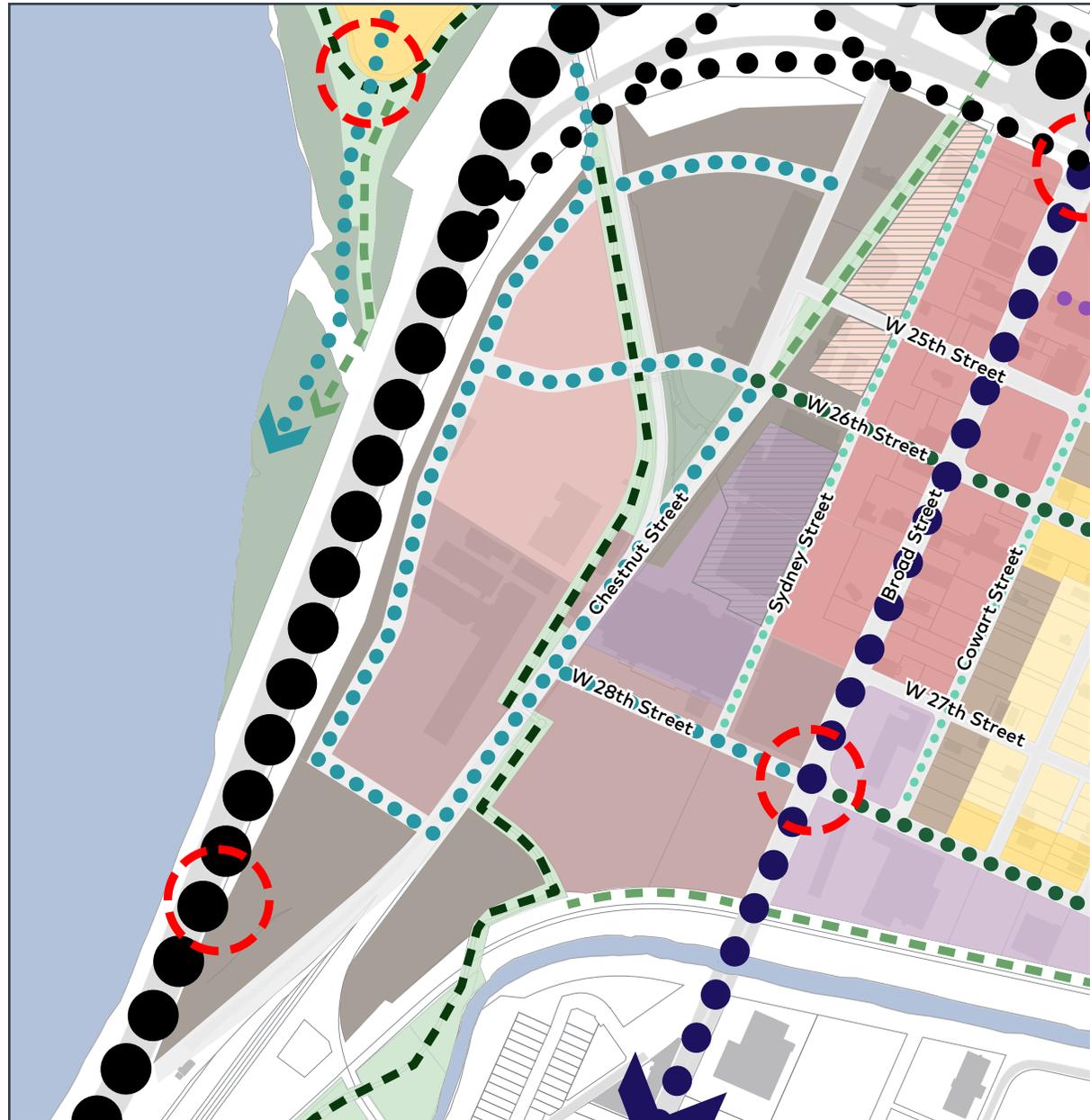
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# wheland/u.s pipe • FRAMEWORK PLAN - MOBILITY



**Location Map**

-  I-24 / HIGHWAY 27  
• INTERCHANGE IMPROVEMENTS
-  SOUTH BROAD •  
PEDESTRIAN EMPHASIS
-  MARKET STREET •  
MULTI-MODAL
-  CRUCIAL MULTI-MODAL  
CONNECTOR
-  SYDNEY / COWART • 'B'  
STREET (VEHICULAR  
PRIORITY)
-  NEW 'A' STREETS (PED/  
BIKE PRIORITY)
-  POTENTIAL ADDITIONAL  
CONNECTIVITY
-  RIVERWALK
-  GREENWAY
-  GATEWAY



## Mobility

The following is an explanation of the specific mobility elements shown on the partial Framework Plan to the left.

### W. 26th Street

- » Improvements to W. 26th Street should be a priority because it is a crucial multi-modal connector across the district;
- » Maintain shared lane markings if the narrow travelway is to remain;
- » As development occurs, remove the planting strip on both sides of the street, increase sidewalk width, install planters or tree grates, and plant shade trees or understory trees if utilities are to remain above ground.

### W. 28th Street

- » Improvements to W. 28th Street should be a priority because it is a crucial multi-modal connector across the district;
- » Extend W. 28th Street into the foundry site to Chestnut Street; and
- » Design W. 28th as an urban street including a wide pedestrian zone with regularly-spaced shade trees in planters, on-street parking, a buffered bicycle lane in each direction, and 2 travel lanes.

### Chestnut Street south of W. 26th Street

- » Improvements to Chestnut Street should be a priority because it is an important north-south connection between W. 26th and W. 28th Streets;
- » Maintain railroad spur that crosses Chestnut until it is no longer used by industrial uses to the north; and
- » Design Chestnut as an urban street including a wide pedestrian zone with regularly-spaced shade trees in planters, on-street parking, shared bicycle lane markings, and 2 travel lanes.



**Proposed Cross Section for W. 26th Street  
(west of S. Broad Street)**



**Proposed Cross Section for W. 28th Street  
(west of S. Broad Street)**



**Proposed Cross Section for Chestnut Street (between W. 26th and W. 28th Streets)**



**Proposed Cross Section for New "A" Streets**

**Chestnut Street south of W. 26th Street**

- » Design Chestnut as an urban street including a wide pedestrian zone with regularly-spaced shade trees in planters, bicycle lanes, and 2 travel lanes.

**New "A" Streets**

- » Develop a system of multi-modal streets and blocks to connect new development with the rest of the District; and
- » Design new streets as urban streets including a wide pedestrian zone with regularly-spaced shade trees in planters, on-street parking, and 2 travel lanes.

**Transit**

- » As development occurs, study the potential of routing the St. Elmo route into the foundry site via W. 26th Street, Chestnut Street, and W. 28th Street.

**Riverwalk**

- » Incorporate the Riverwalk into development plans for the area, rather than separating it.

**CSX Greenway Connector**

- » Extend the CSX Greenway Connector south to the new square at the intersection of Chestnut and W. 26th Streets; and
- » If the I-24 interchange improvements prevent a direct connection, reroute the greenway via Chestnut Street.

**Railway Greenway**

- » Create a new trail on the north side of the railroad connecting the Riverwalk to neighborhoods to the north; and
- » Provide access to an improved, cleaner Chattanooga Creek for recreational purposes.

**Gateways**

- » Unique elements and/or public art should be installed at the south end of the foundry site to reinforce the southern entrance into Chattanooga.

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# wheland/u.s pipe • ILLUSTRATIVE PLAN AND RENDERING



Location Map

- A** Mixed-use infill and streetscape improvements along key east-west streets
- B** Adaptive reuse of historic foundry buildings
- C** New public park
- D** New linear park to preserve views of foundry buildings
- E** Grocery store location with liner building
- F** Urban mixed-use infill within a network of streets and blocks
- G** Urban ballpark
- H** Shared street
- I** Urban residential infill within a network of streets and blocks
- J** CSX Trail Connector
- K** Riverwalk
- L** Parking Structures (to serve adjacent uses and ballpark)





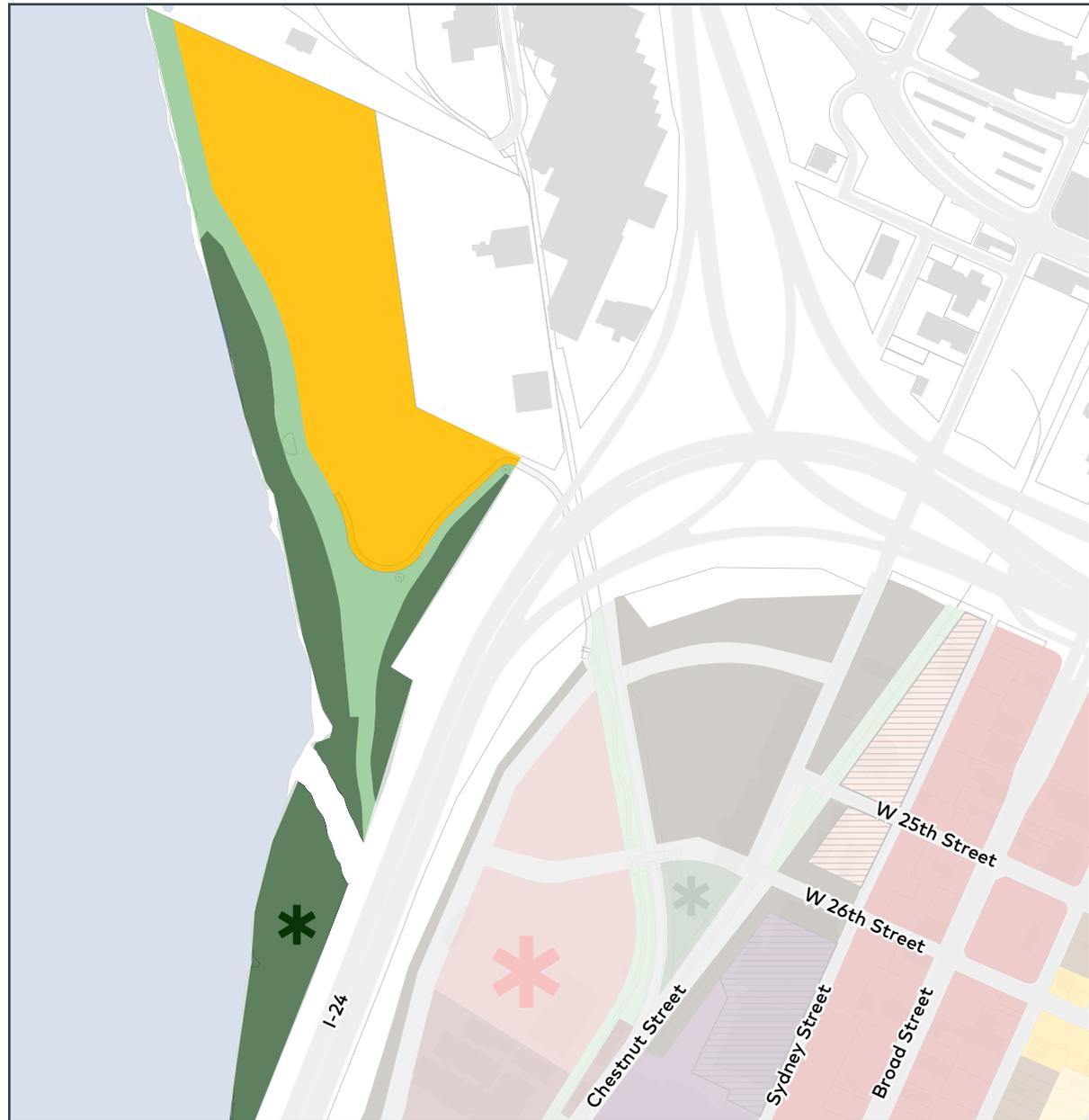
View of redeveloped foundry site looking southwest. A new public park at 26th and Chestnut preserves views to the historic foundry buildings and Lookout Mountain. An urban ballpark is flanked by mixed-use infill and the adaptive reuse of the foundry buildings. A network of streets and blocks connect the redeveloped site with the entire district. Parking for all potential uses is located on-street or behind buildings.

# tennessee river/foundry hill • FRAMEWORK PLAN - CHARACTER AREAS



Location Map

-  MIXED HOUSING • MEDIUM INTENSITY
-  OPEN SPACE • PARKS
-  OPEN SPACE • TRAILS
-  GREEN NODE



## Character Areas

The following is an explanation of the detailed Character Areas shown on the partial Framework Plan to the left.

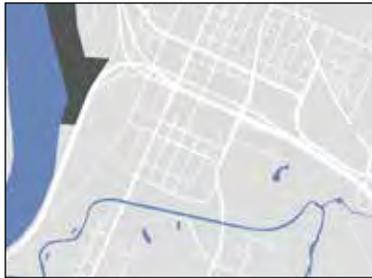
### Mixed Housing Medium Intensity

- » Take advantage of the “mesa” on foundry hill to create a residential and/or resort development that maximizes views to the south toward Lookout Mountain;
- » Provide housing in a mixture of building types including small stacked flats, stacked townhouses, attached townhouses, single-family detached houses, and similar building types;
- » Allow buildings up to 3 stories in height;
- » Develop urban buildings with shallow setbacks that front streets and open spaces;
- » Locate parking to the side and behind buildings;
- » Encourage first floor residential uses to be raised above adjacent sidewalks; and
- » Encourage balconies, porches, and similar attachments to facades that provide semi-private outdoor space for individual units.

### Open Space • Park (Riverfront)

- » Create a passive park along the riverfront; and
- » Incorporate a boat dock that could accommodate the Chattanooga River Taxi or the River Gorge Explorer.

# tennessee river/foundry hill • FRAMEWORK PLAN - MOBILITY



Location Map

- I-24 / HIGHWAY 27  
• INTERCHANGE IMPROVEMENTS
- SOUTH BROAD •  
PEDESTRIAN EMPHASIS
- MARKET STREET •  
MULTI-MODAL
- CRUCIAL MULTI-MODAL  
CONNECTOR
- SYDNEY / COWART • 'B'  
STREET (VEHICULAR  
PRIORITY)
- NEW 'A' STREETS (PED/  
BIKE PRIORITY)
- POTENTIAL ADDITIONAL  
CONNECTIVITY
- ■ RIVERWALK
- ■ GREENWAY
- ○ GATEWAY



## Mobility

The following is an explanation of the specific mobility elements shown on the partial Framework Plan to the left.

### New "A" Streets

- » As development occurs, improve the existing street connecting to foundry hill;
- » Create a network of streets and blocks for new development on foundry hill; and
- » Improve the existing street and design new streets to include sidewalks, planting strip on both sides with regularly-spaced shade trees, and 2 travel lanes.

### Riverwalk

- » Extend the Riverwalk to the new passive park along the riverfront.

### Gateways

- » Unique elements and/or public art should be installed at the south end of foundry hill to reinforce the southern entrance into Chattanooga.



**Proposed Cross Section for New "A" Streets**

# tennessee river/foundry hill • ILLUSTRATIVE PLAN



Location Map

- A** Mixture of residential buildings on hill with views toward Tennessee River and Lookout Mountain
- B** Potential hotel and resort
- C** Boat dock and potential restaurant
- D** Public art opportunity
- E** Extend Riverwalk to riverfront





The "mesa" offers multiple opportunities for public and private development. Extending the Riverwalk would provide access to a greater portion of the riverfront. A public boat dock with restaurant creates additional access. A private resort and residential development can take advantage of views toward the Tennessee River and Lookout Mountain.

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# implementation

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## implementation

The revitalization of the South Broad District will not happen overnight and will require the hard work of many hands. This section outlines a set of implementation strategies to aid in fulfilling the vision of the South Broad District Study. Each strategy is listed below with a description below it. At the end of the chapter, there is a matrix that lists the strategies, suggested timeframe for implementation, and responsible parties. For the strategies presented in this study, the short-term is defined as now; medium-term is defined as two to five years; and long-term is five to ten years.

### 1. Adopt the South Broad District Study as Policy

It is encouraged that the City adopt the South Broad District Study as the planning policy to guide redevelopment within the study area. The current plan for this area, the South Broad Redevelopment Plan, was adopted in 2003 and covers area south of the study area and outside the footprint of the Chattanooga Design Studio. Ideally, plans should be revisited every five years. While many of the goals of the current plan are still valid today, the South Broad District Study takes a fresh look at some of the area's challenges and provides new and updated recommendations. Additionally, applicable recommendations should be incorporated into other plans such as the Regional Transportation Plan.

### 2. Adopt Form-based Zoning

It is encouraged that the City extend the Downtown Form-based Code into this study area to implement the "Character Area" recommendations in this study. It was pointed out early in this process that the current zoning in the area is a "patchwork" and inadequate to implement the community's vision. The 2003 Redevelopment Plan recommended form-based zoning in the area, but that tool did not exist then. That changed in 2016 when the City adopted a form-based code for Downtown.

Chattanooga's form-based code was envisioned as a tool that could be adapted to other areas as needed. The code uses context zones to organize development standards intended to implement desired development character. Two context zones in particular—River and Urban—could be applicable to redevelopment in the South Broad District study area. Each context zone has a variety of sub-zones that can provide the necessary amount of nuance to implement the "Character Areas" proposed in this study. One potential shortcoming should be noted, however. This study envisions opportunities for single-family detached development in the Tennessee River/Foundry Hill area. Single-family detached development is not currently permitted in the Riverfront or Riverview sub-zones.



Chattanooga's recently adopted Downtown Form-based Code can be extended to South Broad with simple revisions

### 3. Conduct Detailed Infrastructure and Public Facility Planning

The South Broad District Study includes many recommendations to improve and add mobility and public amenities in the study area. Additionally, potential new development will have an impact on other infrastructure in the area. It is recommended that the City perform a detailed infrastructure and public facility plan to determine preliminary estimates on the cost of infrastructure improvements.

#### 4. Explore the Creation of a TIF district

Tax Increment Financing (TIF) is a tool that communities can use to fund infrastructure improvements within an area where revitalization is envisioned. The increase in property values resulting from new private development typically translates into increased property tax revenues. That increase, or increment, is used to help pay for the upfront infrastructure improvements. The South Broad District is an ideal candidate for this mechanism because of its current state and its potential for redevelopment. The City should consider declaring the study area as a TIF district. If it does, it will be important to:

- » Utilize the recommendations in this study as the basis for the goals of the TIF district;
- » Ensure that the improvements in the area are balanced and are beneficial across the district; and
- » Develop a list of priorities based on the recommendations in this Study and further examine as recommended in this plan.

#### 5. Promote Affordability

A key idea that came from the community through this process was housing that promotes economic diversity within the South Broad District. This can be partially achieved by adopting policy and regulations that

permit and even encourage a variety of housing types that meet a variety of needs. It is likely that will not go far enough. It is encouraged that the City adopt a goal that 15% of new or renovated housing units be reserved for affordable and/or workforce housing. The provision to set aside affordable units should be offset with appropriate incentives so as to avoid thwarting development. Additionally, there is a potential opportunity to tie the provision of affordable housing to a TIF district, if created. The Chattanooga Housing Authority, Chattanooga Neighborhood Enterprise, the City of Chattanooga, and others must work together to utilize existing tools and create new tools that will ensure redevelopment in South Broad promotes economic diversity.

#### 6. Support Howard School

Howard School is the only current downtown high school and has been located in the study area since the 1950s. The vision for the South Broad District very much includes the presence and strengthening of Howard School as part of revitalization s. It is understood, however, that to realize the mutual benefits of a strong, public high school and vibrant, urban neighborhood goes beyond the scope of this study. It is recommended that a separate process—in conjunction with Chattanooga 2.0 and Hamilton County Department of Education—be established to tackle the educational

issues and opportunities of Howard School. This process should directly involve residents, business owners, and developers that have a stake in the South Broad District.

#### 7. Pursue Catalytic Projects

As identified in the Market Analysis (see p. 9), there is development potential for up to 1.5 million sf that this study has contemplated. As expected, redevelopment will take time and there is no guarantee that the total development potential will be realized. In order to maximize opportunities for successful redevelopment district-wide, it is important to focus public-private partnerships on catalytic locations that have the potential to create a development synergy that will spread throughout the district. Some ideal locations for catalytic development include:

##### U.S. Pipe/Wheland Foundry Site

With nearly 140 acres under single ownership, the former foundry sites create a large, unique, and rather immediate opportunity for redevelopment. Adaptive reuse of the historic foundry buildings at the terminus of W. 26th and W. 28th Streets can create a destination that could spawn surrounding development. Infrastructure is needed in this area to create a system of blocks for development and streets that connect redevelopment to the rest of

the district. This will take time, but strategically targeting development within the historic buildings could create a destination that has the potential to expand eastward along W. 26th Street and an extended W. 28th Street—two crucial east-west streets connecting to the Howard Campus.

### Minor League Baseball Stadium

Another opportunity to create a destination in the study area would be a new stadium for the Chattanooga Lookouts on the foundry site. An entertainment and sports venue was clearly identified as part of the vision for this area. As the market analysis illustrated (see pp. X), today's minor league ballparks are used for more than baseball games. Additionally, there is a trend to locate ballparks in a manner that includes and is supported



The Durham Bulls Athletic Park opened in 1995. The ballpark has spawned approximately 1.66 million square feet of new development including the adaptive reuse of the American Tobacco facilities into a mixed-use destination. Refer to Appendix 'A' for information on the impacts of other urban ballparks.

by urban, mixed-use development. The baseball stadium becomes a destination for many different types of events, which leverages the surrounding mixed-use development to create a place that people want to enjoy for longer than just the length of a baseball game.

### Intersection of S. Broad Street and W. 26th Street and Intersection of S. Broad Street and W. 28th Street

Just as S. Broad and Market are important north-south regional connections, W. 26th and W. 28th Streets are crucial east-west connections that tie the district together. That makes the corners where these streets cross very important. Where these streets intersect Market, there is less opportunity for immediate



redevelopment due to the proximity of Mary Walker Tower, Howard School, and Harris-Johnson Park. However, the intersection of S. Broad and these streets represent immediate opportunities for infill, revitalization, and redevelopment. Vacant lots present opportunity for infill and existing historic buildings present opportunity for revitalization. Sites with a more suburban form, such as the convenience store at W. 26th and the strip center at W. 28th may require an incremental approach as new or older, viable businesses currently exist there.

### Southside Gardens (particularly along W. 26th Street between Market and S. Broad)

The Southside Gardens neighborhood presents numerous opportunities for infill housing and the revitalization of existing housing. While revitalization should be emphasized across the neighborhood, W. 26th Street presents a unique opportunity. As one of two important east-west streets, W. 26th Street links the U.S. Pipe site to Howard School. It is a wider street that has already seen mobility improvements including the addition of bicycle lanes. The street has been identified in this study as one that should have a more intense form of residential development. Focusing infill in this location can begin to bring more people into the area, which can help bring commercial development to S. Broad Street and other areas in the district.



### Reclaimed right-of-way south of new I-24 frontage road, west of Market, north of W. 25th, and east of S. Broad

As established earlier in this study, there is an opportunity to take advantage of the visibility from I-24 and improvements in access to capture a greater portion of the commercial demand in the Intown Core by including destination uses, such as urban, mixed-use, big-box development that could spin-off revitalizations along S. Broad Street. It should be noted, however that this is an opportunity in the longer term. Improvements are expected to be completed by 2021; however, unused right-of-way would not likely be available until 2024 due to the typical length of time necessary to close out a transportation project.



Catalytic projects must be beyond single, destination uses and be focused in locations where that can spin-off additional development.

## 8. Utilize Early Activation

As stated previously, there are many opportunities for immediate redevelopment in the study area; however, in some critical locations opportunities aren't so immediate. For example, the suburban form of the convenience store at W. 26th and S. Broad Streets does little to promote an urban, walkable, mixed-use environment at such a crucial intersection. The development is relatively new and viable, however. Immediate redevelopment of such a site is difficult and not advisable. There is a trend in development that can help in such situations. It is called

early activation and it is used to bridge the gap between a vacant lot and a vibrant, permanent structure. Early activation can also be used to test the viability of a location for mixed-use development. There are many examples across the country, but the concept is to allow temporary improvements that promote an environment for people to gather. This could be in the form of a public gathering space, commercial development in temporary structures (such as shipping containers or food trucks), or both. This tool has the potential to activate underutilized space and create a synergy that can translate into permanent improvements.



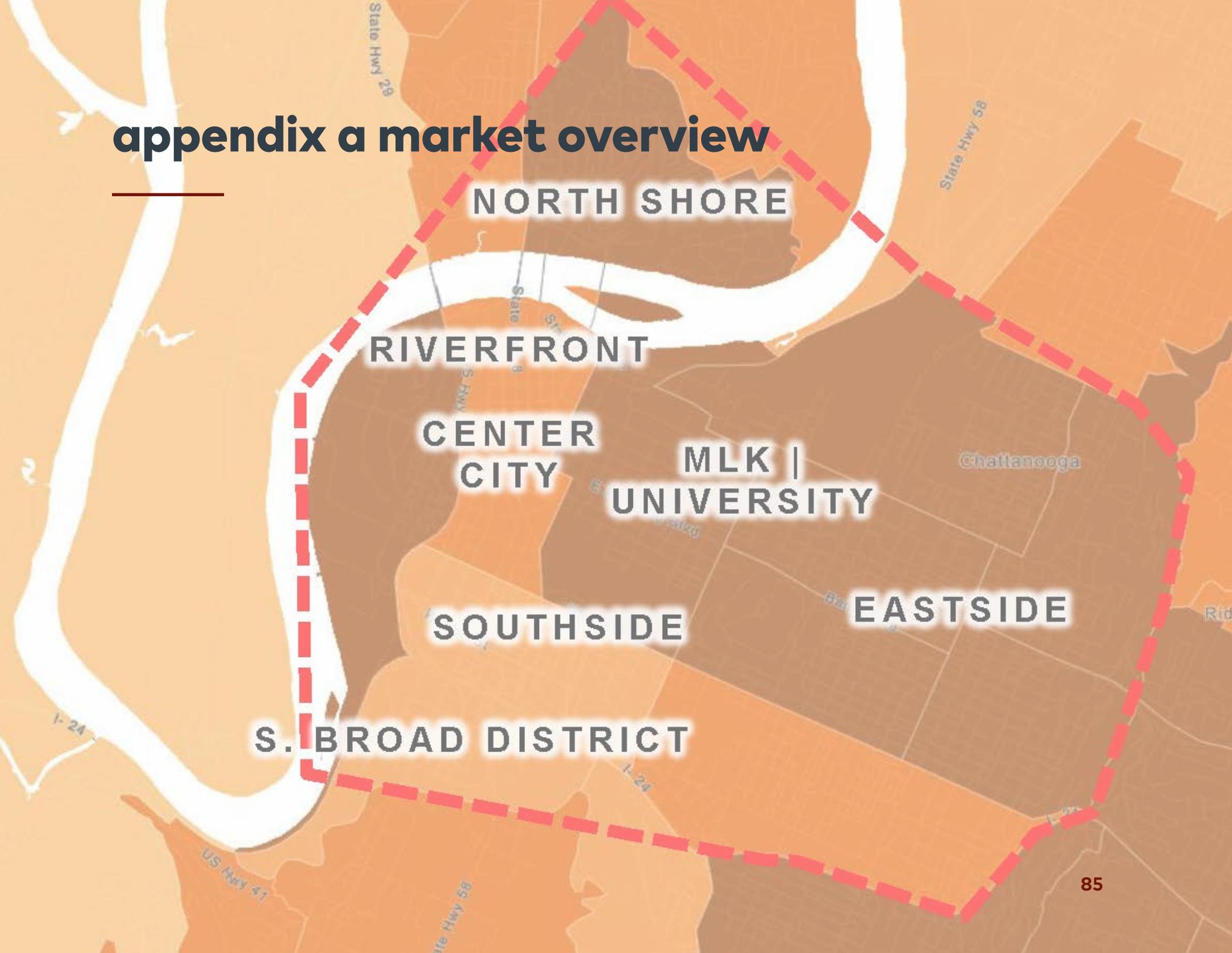
The Yard in San Francisco is an example of "early activation" development.

## Implementation Matrix

Implementation Strategy	Timeframe	Responsible Party
Adopt the South Broad District Study	Short-term	Regional Planning Agency, City Council
Conduct Detailed Infrastructure and Public Facility Planning	Short-term	Public Works, Department of Transportation
Utilize Early Activation	Short-term	Private Developers, Chattanooga Design Studio
Explore the Creation of a TIF District	Medium-term	Department of Economic and Community Development, City Council
Promote Affordability	Medium-term	Department of Economic and Community Development, Housing Authority, City Council, Chattanooga Neighborhood Enterprise
Support Howard School	Medium-term	Hamilton County Department of Education, Chattanooga Design Studio, Chattanooga 2.0
Pursue Catalytic Projects	Medium-term	Private Developers, Department of Economic and Community Development, Chattanooga Design Studio
Adopt Form-based Zoning	Long-term	Regional Planning Agency, City Council

# appendix a market overview

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NORTH SHORE

RIVERFRONT

CENTER CITY

MLK | UNIVERSITY

SOUTHSIDE

EASTSIDE

S. BROAD DISTRICT

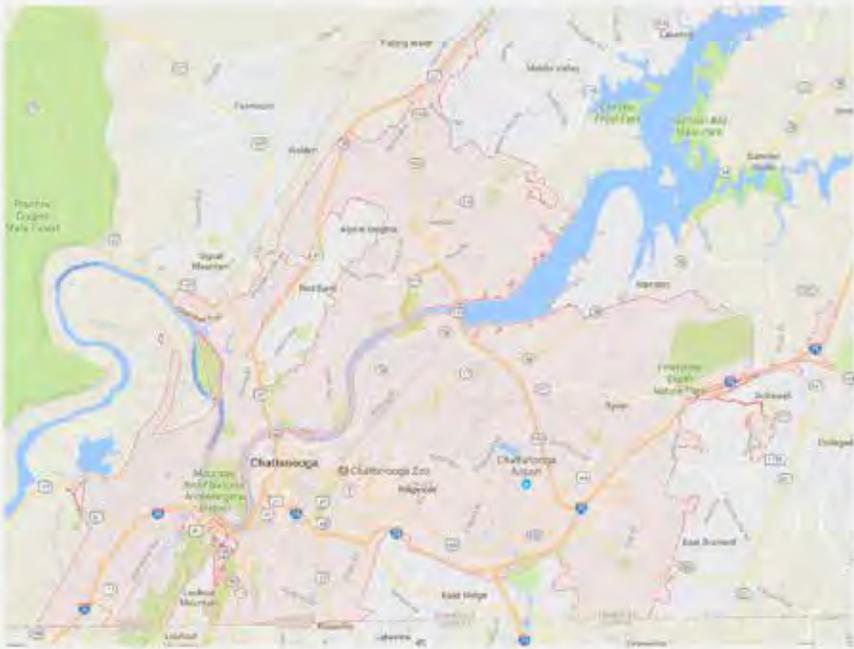
# market overview presentation

## MARKET AREAS

Chattanooga Metropolitan Statistical Area (MSA)

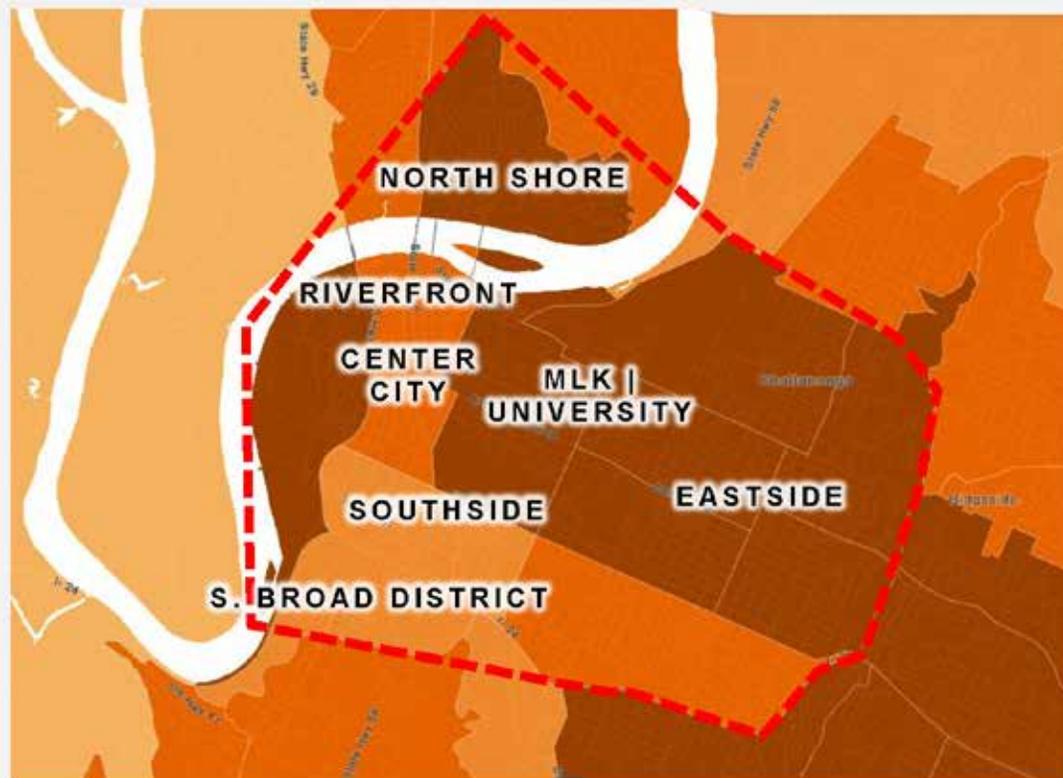


City of Chattanooga





# INTOWN CORE



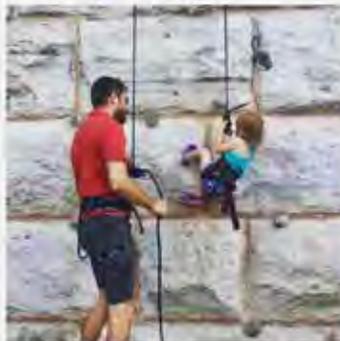


# DEMOGRAPHIC TRENDS

## KEY DEMOGRAPHIC TRENDS

- Strong growth in households earning \$50,000 - \$150,000 annually
- 55-64 year old's have experience strongest growth in all income cohorts
- Losing households earning under \$25,000 annually

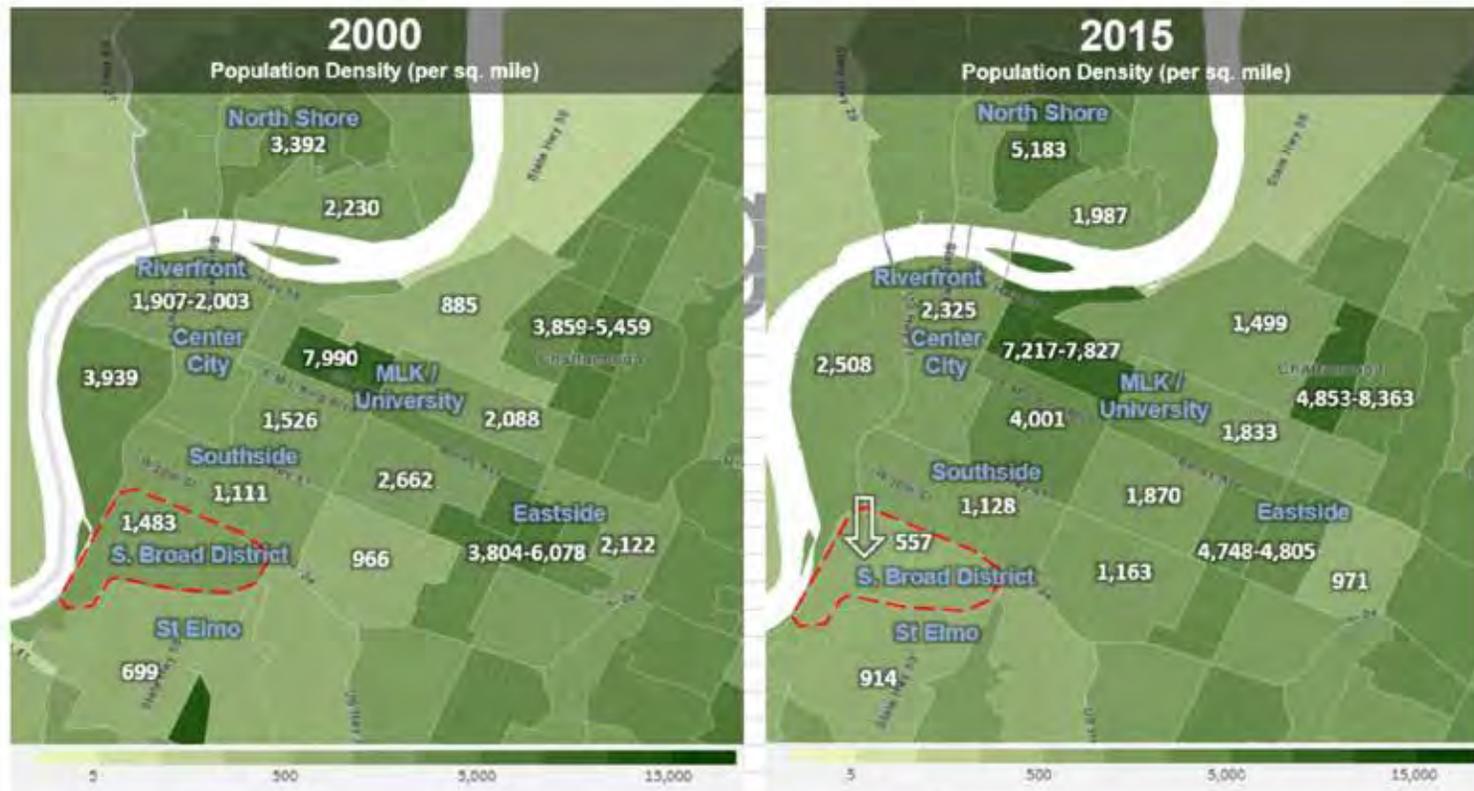
Intown Chattanooga Core Total Household Growth							
2000 - 2017	15 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+	Total
\$0 - \$25,000	-86	-147	-430	-428	270	-577	-1,378
\$26,000 - \$35,000	-26	24	-83	-73	63	-56	-151
\$36,000 - \$50,000	20	68	-41	-43	90	78	172
\$50,000 - \$75,000	14	108	5	-114	21	135	169
\$75,000 - \$100,000	11	88	47	52	119	98	415
\$100,000 - \$150,000	1	178	154	143	147	128	751
\$150,000 - \$200,000	0	51	73	44	23	23	214
\$200,000 +	0	23	41	22	32	50	168
<b>Total</b>	<b>-46</b>	<b>393</b>	<b>-234</b>	<b>-397</b>	<b>765</b>	<b>-121</b>	<b>360</b>
<b>Target Audience</b>	<b>-46</b>	<b>393</b>	<b>-234</b>	<b>-397</b>	<b>765</b>	<b>-121</b>	<b>360</b>



Source: Nielsen, US Census Data, Chattanooga Fun Facebook, Downtown Chattanooga Facebook



# POPULATION DENSITY



Source: US Census



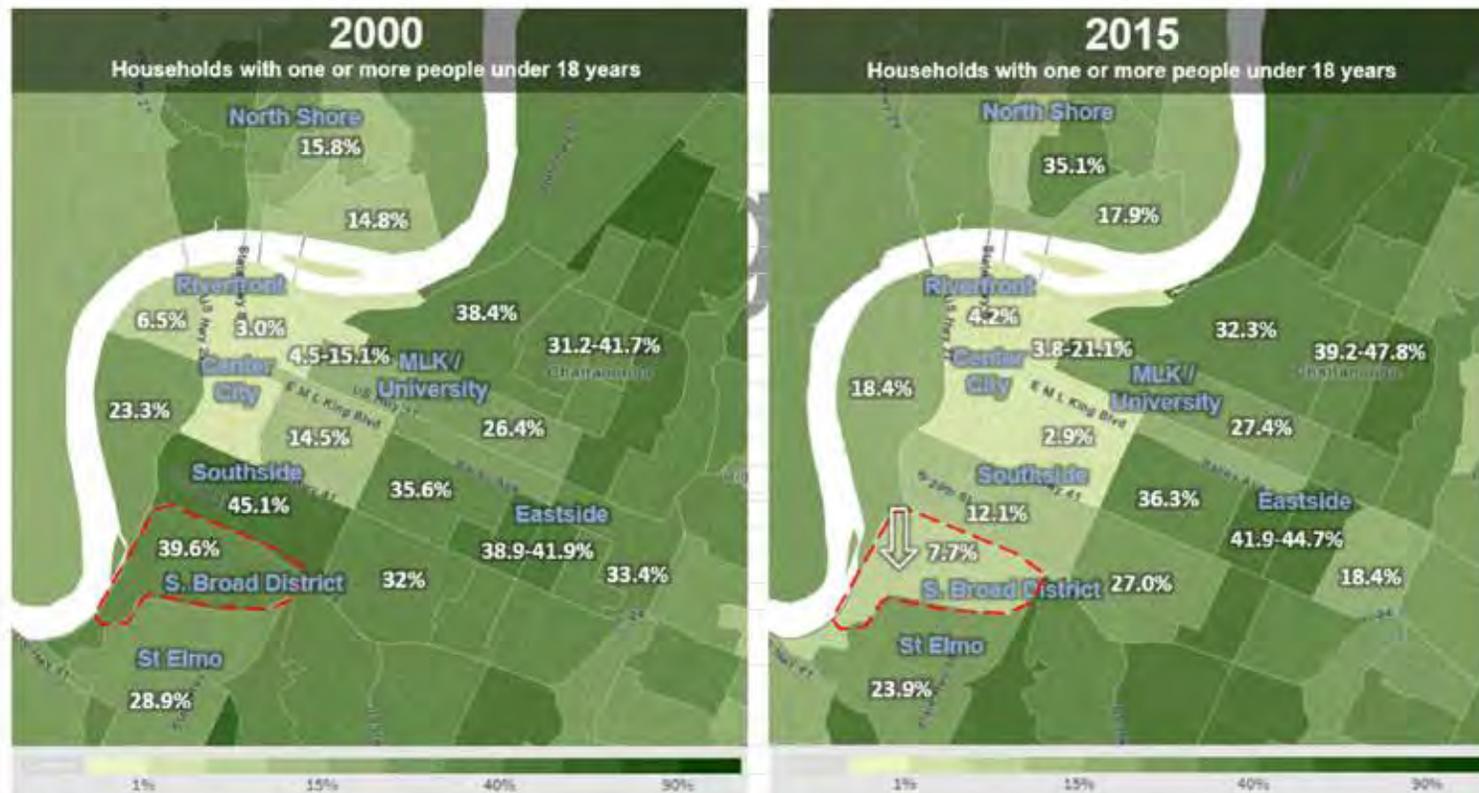
# 18 TO 34 YEARS OF AGE



Source: US Census



# HOUSEHOLDS W/ 1 OR MORE UNDER 18 YEARS





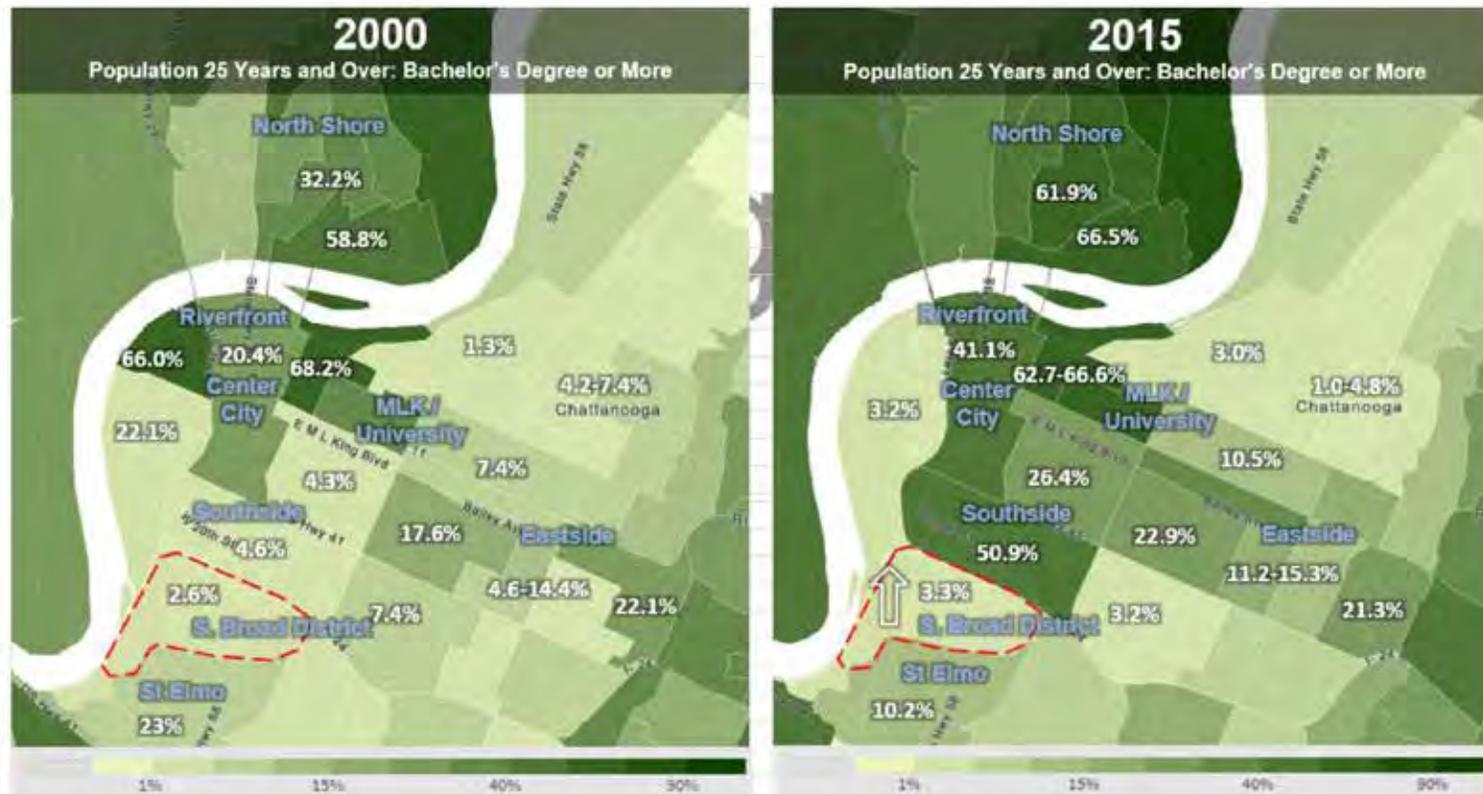
# MORE THAN 55+



Source: US Census



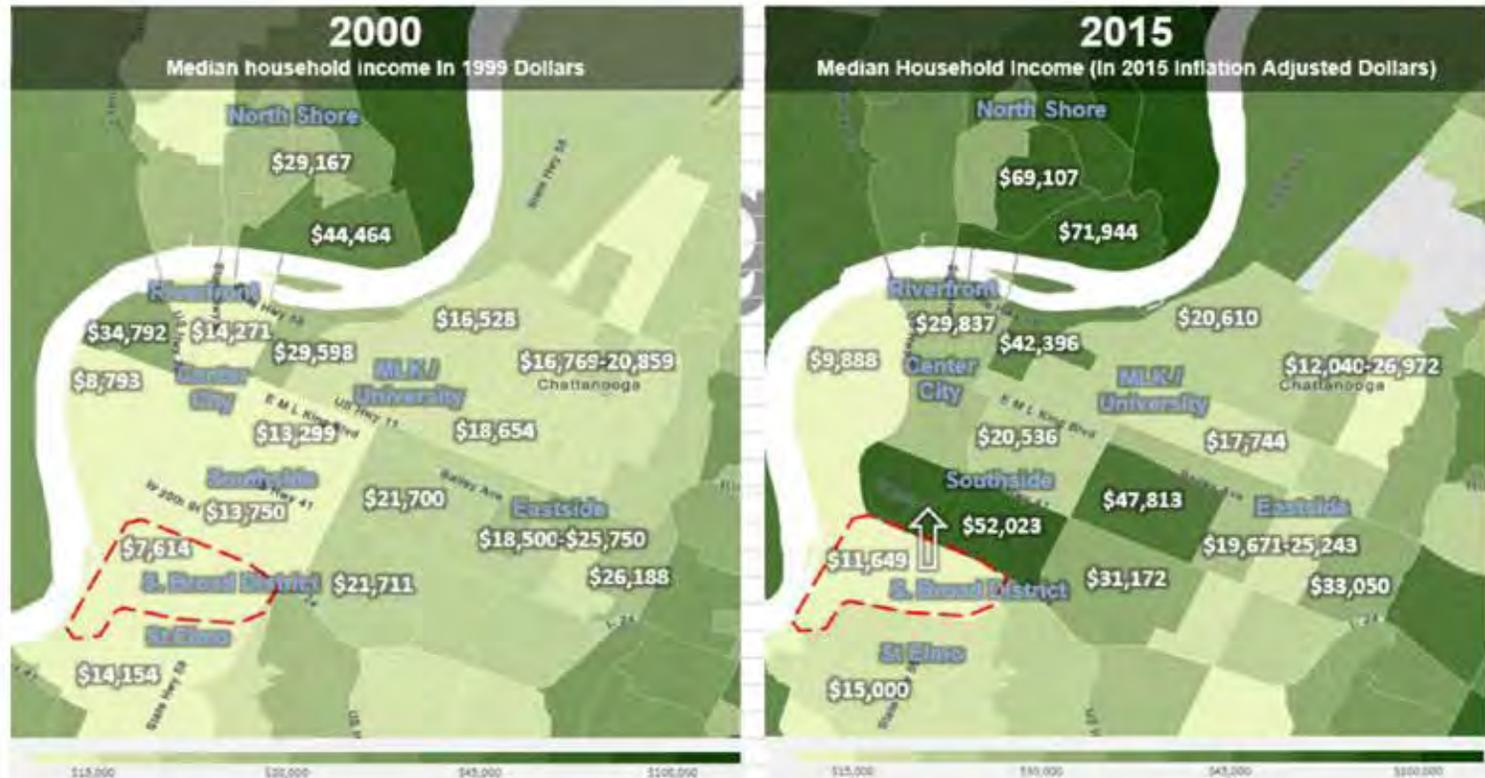
# BACHELOR'S DEGREE OR MORE



Source: US Census



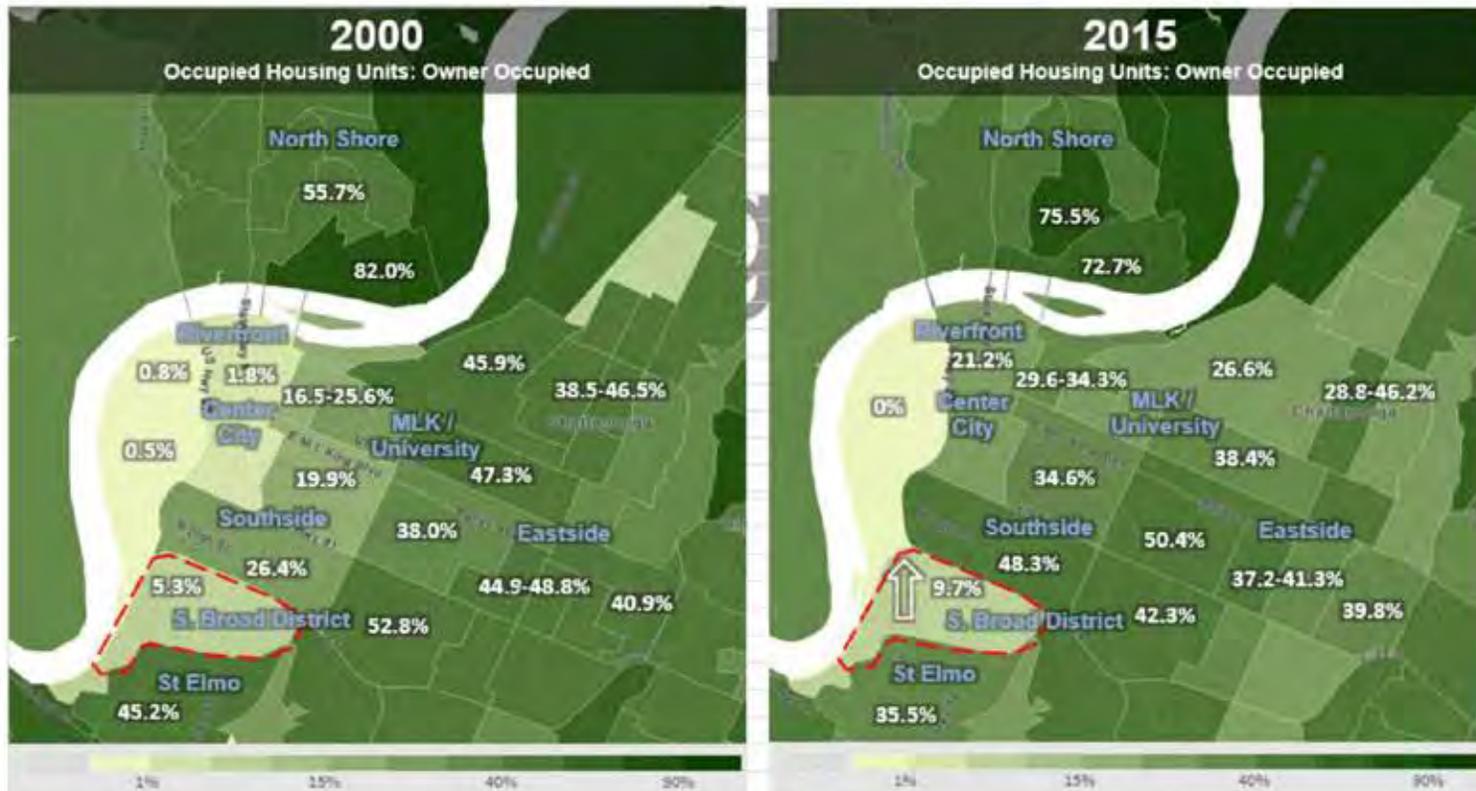
# MEDIAN HOUSEHOLD INCOME



Source: US Census



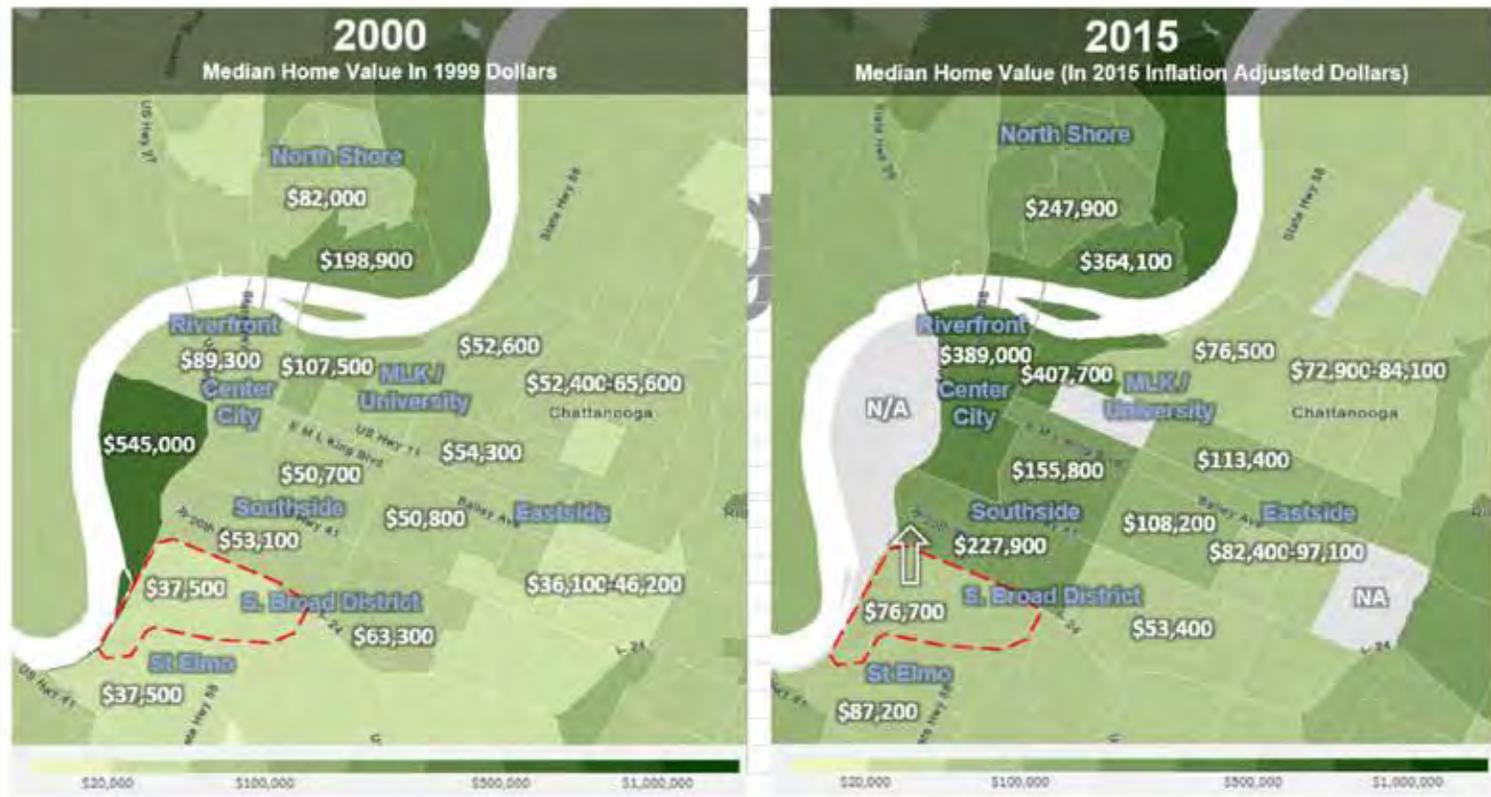
# OWNER OCCUPIED



Source: US Census



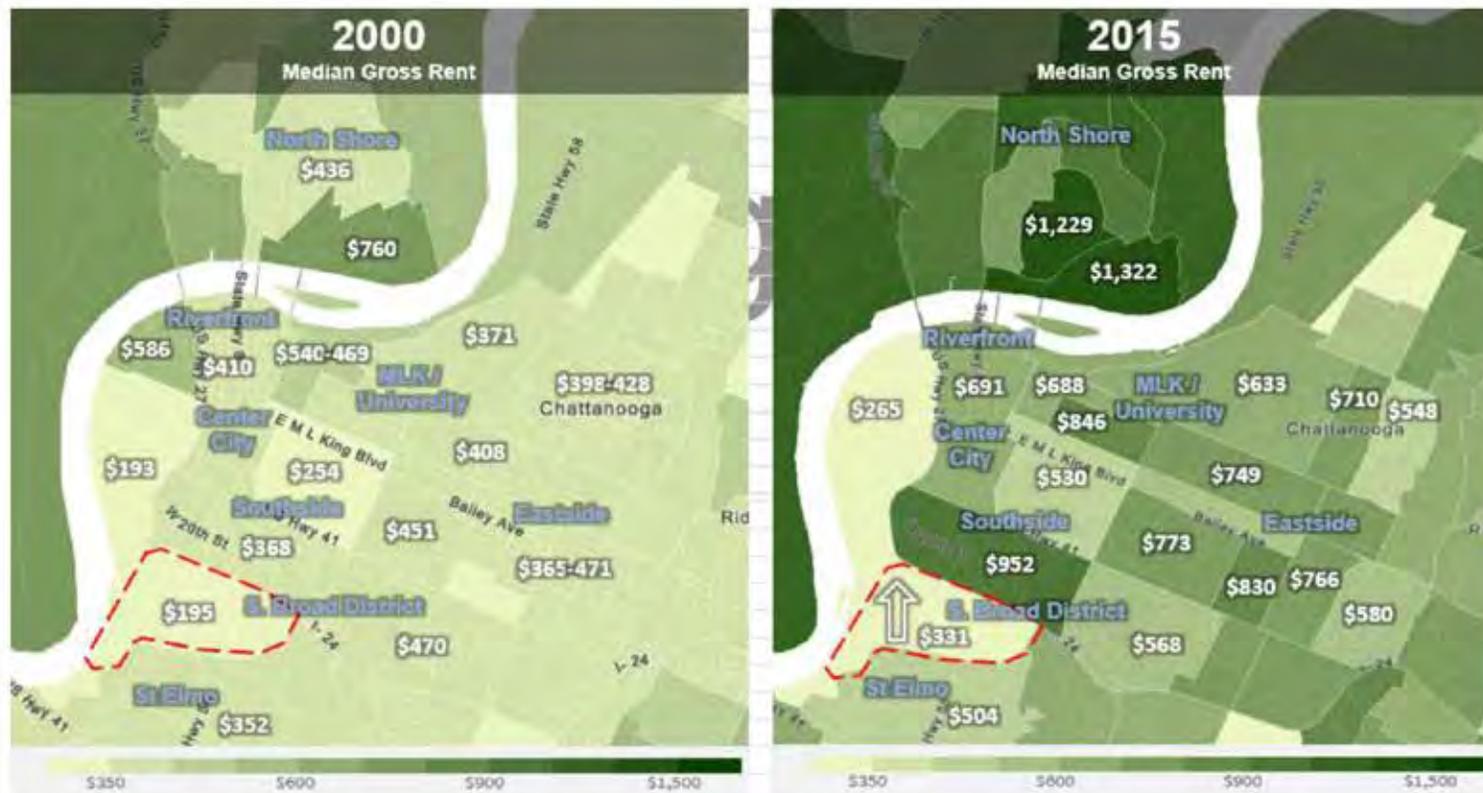
# MEDIAN HOME VALUE



Source: US Census



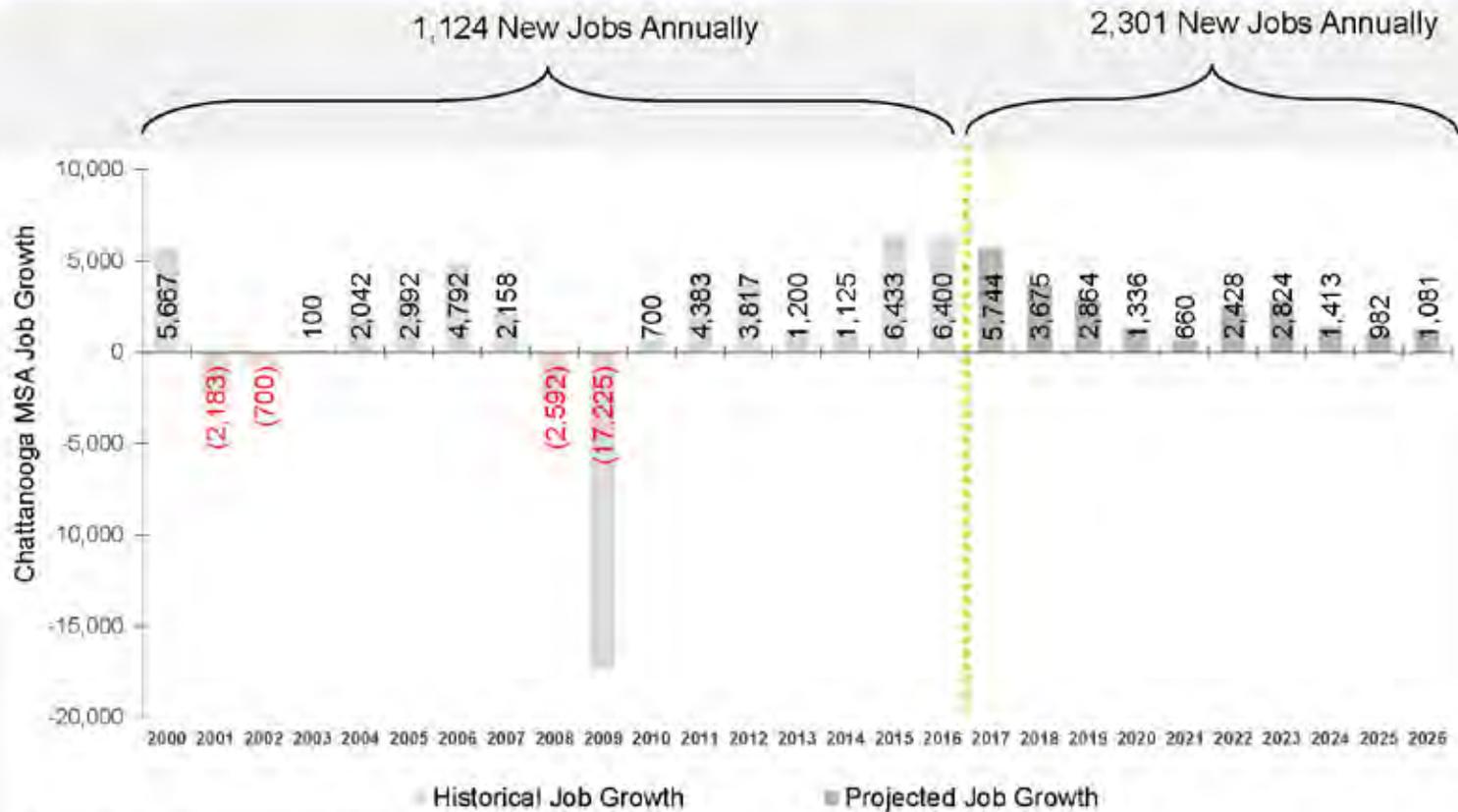
# MEDIAN RENT



Source: US Census

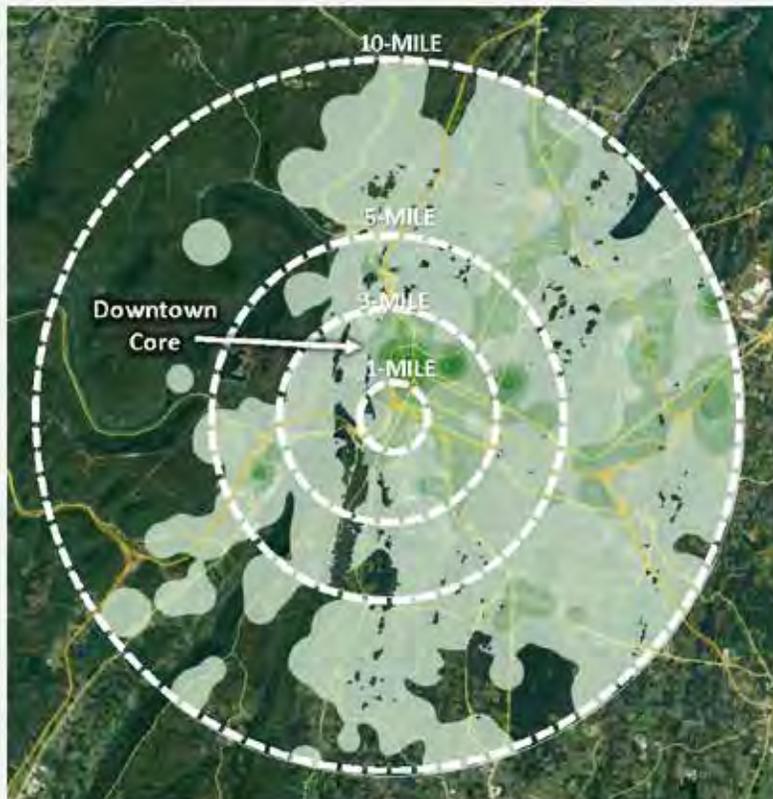


# MSA EMPLOYMENT GROWTH





# LOCAL AREA EMPLOYMENT



Source: OnTheMap and U.S. Census Bureau (2011)

## Employment w/in 10 Miles of Study Area - Top 5 Industry Sectors



## Total Employment by Distance from Study Area





# OFFICE DEMAND SUMMARY IN AREA

	2010-2015	2015-2020	2020-2025
<b>Metro Office Absorption</b>	85,000 SF Avg. Ann.	221,580 SF Avg. Ann.	64,285 SF Avg. Ann.
<b>Intown Core Absorption</b>	60,735 SF Avg. Ann.	116,623 SF Avg. Ann.	59,187 SF Avg. Ann.
<b>Intown Capture of Metro</b>	71.4%	52.6%	92%



Source: NCG



# MANUFACTURING DEMAND SUMMARY IN AREA

	2010-2015	2015-2020	2020-2025
<b>Metro Manuf. Absorption</b>	513,875 SF Avg. Ann.	503,842 SF Avg. Ann.	160,713 SF Avg. Ann.
<b>Intown Core Absorption</b>	-32,821 SF Avg. Ann.	-42,831 SF Avg. Ann.	-17,321 SF Avg. Ann.
<b>Intown Capture of Metro</b>	-6.4%	-8.5%	-10.8%



Source: NCG



# COMMERICAL PRODUCT TYPES





## URBAN MAKER SPACE

Community makerspace with workspaces and educational centers that provide individuals with necessary tools for design and fabrication of projects

-Interested parties purchase membership for access to resources and personal workspace

-Strengthens climate for small manufacturing businesses

-Educational for exposure to new tools and techniques

-Living wages with low educational requirements

Source: Mass Economics



Somerville, MA  
Artist Asylum  
85,500 SF

- Bike manufacturing
- Screen printing
- Brewery
- Design firms
- Rock climbing gym





# ACCESSIBLE JOBS

## RATIONALE FOR INDUSTRIAL USES

**Economic development infrastructure:** B2B Blue Collar supports virtually all firms by offering capabilities in facilities maintenance, catering, repair services, etc.

**Land absorption:** B2B Blue Collar has minimal location and infrastructure demands, utilizes a wide range of building types and land sizes.

**Repurposing existing buildings:** Small-scale manufacturing and B2B firms can absorb Class C space.

**Economic inclusion:** Two of only three target clusters with good wages and high utilization of workers without some college.

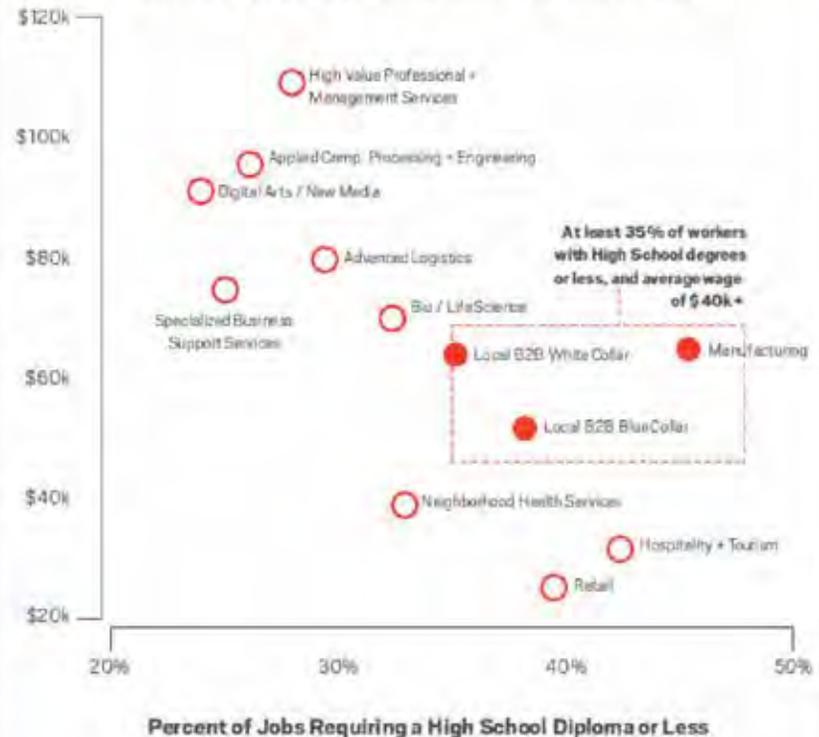
**Social inclusion:** Many segments require little start-up capital; historically has provided entrepreneurship opportunities for Minority- and Women-Owned Business Enterprises (M/WBE).

**Fiscal:** Industrial firms can have low expenditures per revenue.

Development Type	Expenditures Associated with Every Dollar of Revenue
Residential	\$1.06 - \$1.15
Non-Industrial	\$0.77 - \$0.94
Industrial	\$0.60 - \$0.69

Source: Mass Economics

## Average Wage vs. Educational Requirements



Source: QWL/CEW, BLS Employment Projections Program, IC/C, Interface, Mass Economics analysis



# JOBS CREATE GROWTH

	2000-2010	2010-2015	2015-2020	2020-2025
MSA Avg. Ann. Job Growth	-495	2,245	5,023	1,732
MSA Avg. Ann. HH Growth	446	1,279	1,923	1,249
Jobs/HH	NA	1.76	2.61	1.39



Source: US Census, NCG



## GROWTH INCREASINGLY IN CITY AND INTOWN CORE

	2000-2010	2010-2015	2015-2020	2020-2025
MSA Avg. Ann. HH Growth	446	1,279	1,923	1,249
City Avg. Ann. HH Growth	560	229	1,404	2,144
City Capture of Metro	126%	18%	73%	172%
Intown Core Avg. Ann. HH Growth	-27	165	624	1,033

Source: US Census, NCG



## WHAT TYPE OF HOUSING DOES THIS GROWTH NEED?

	2010-2015	2015-2020	2020-2025
<b>Intown Core Avg. Ann. HH Growth</b>	165	624	1,033
<b>Net New Apartment Units/Year</b>	94 (57%)	400 (64%)	600 (58%)
<b>New Home Sales/Year</b>	90 (55%)	200 (32%)	400 (39%)
<b>Other</b>	-19	24 (4%)	33 (3%)



Source: Costar, Hamilton County Tax Assessor, NCG



## NEW RESIDENTIAL PRODUCT TYPES





# SOUTHSIDE GARDENS EXISTING HOUSING STOCK





# POPULATION GROWTH DRIVES RETAIL

	2010-2015	2015-2020	2020-2025
<b>Metro Retail Absorption</b>	211,758 SF Avg. Ann.	446,327 SF Avg. Ann.	94,362 SF Avg. Ann.
<b>Intown Core Absorption</b>	4,212 SF Avg. Ann.	44,026 SF Avg. Ann.	30,894 SF Avg. Ann.
<b>Intown Capture of Metro</b>	2.0%	9.9%	32.7%

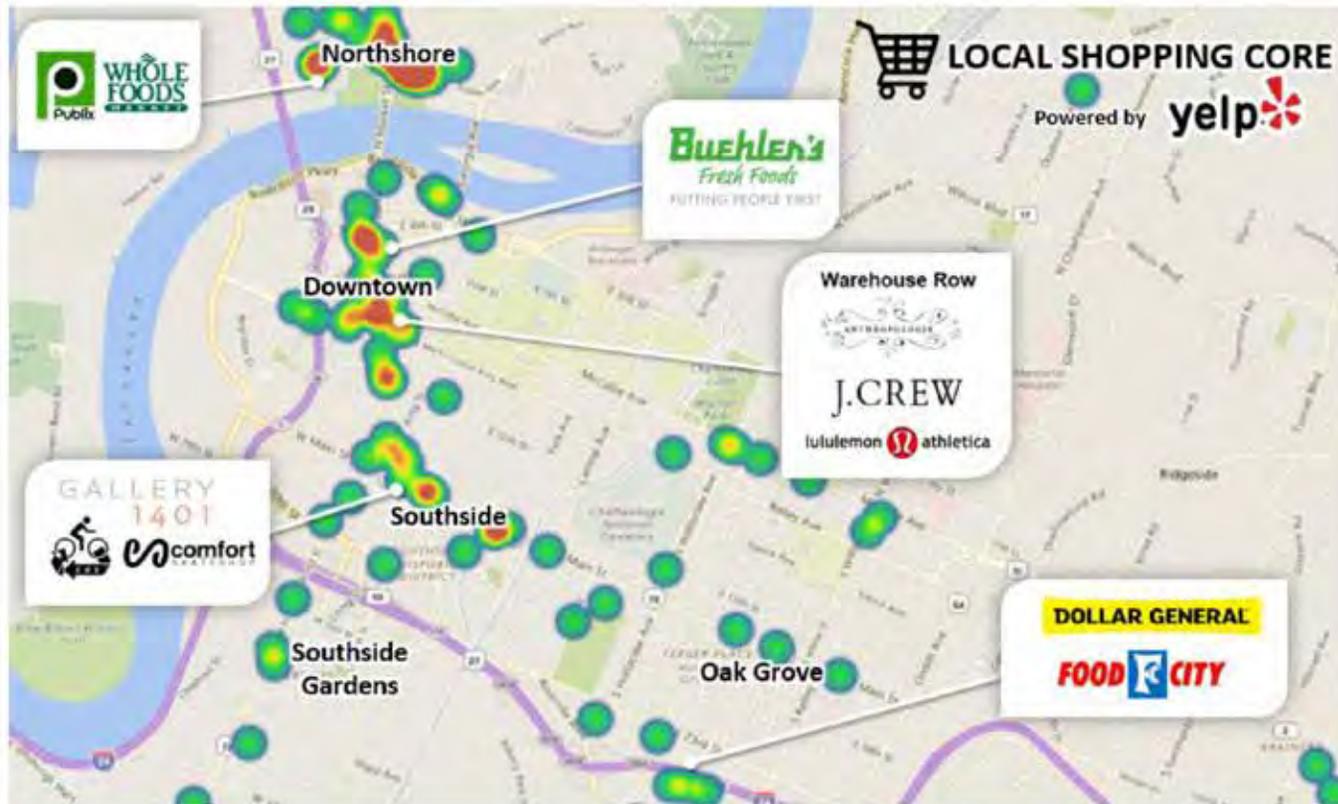
Above numbers are based on historic growth, trended for population growth, but do not include large-format retailers that Chattanooga has not witnessed Intown yet such as Target, Home Improvement, Entertainment, etc. which could represent up to an additional 200,000 SF in the next 5-years.

Source: NCG





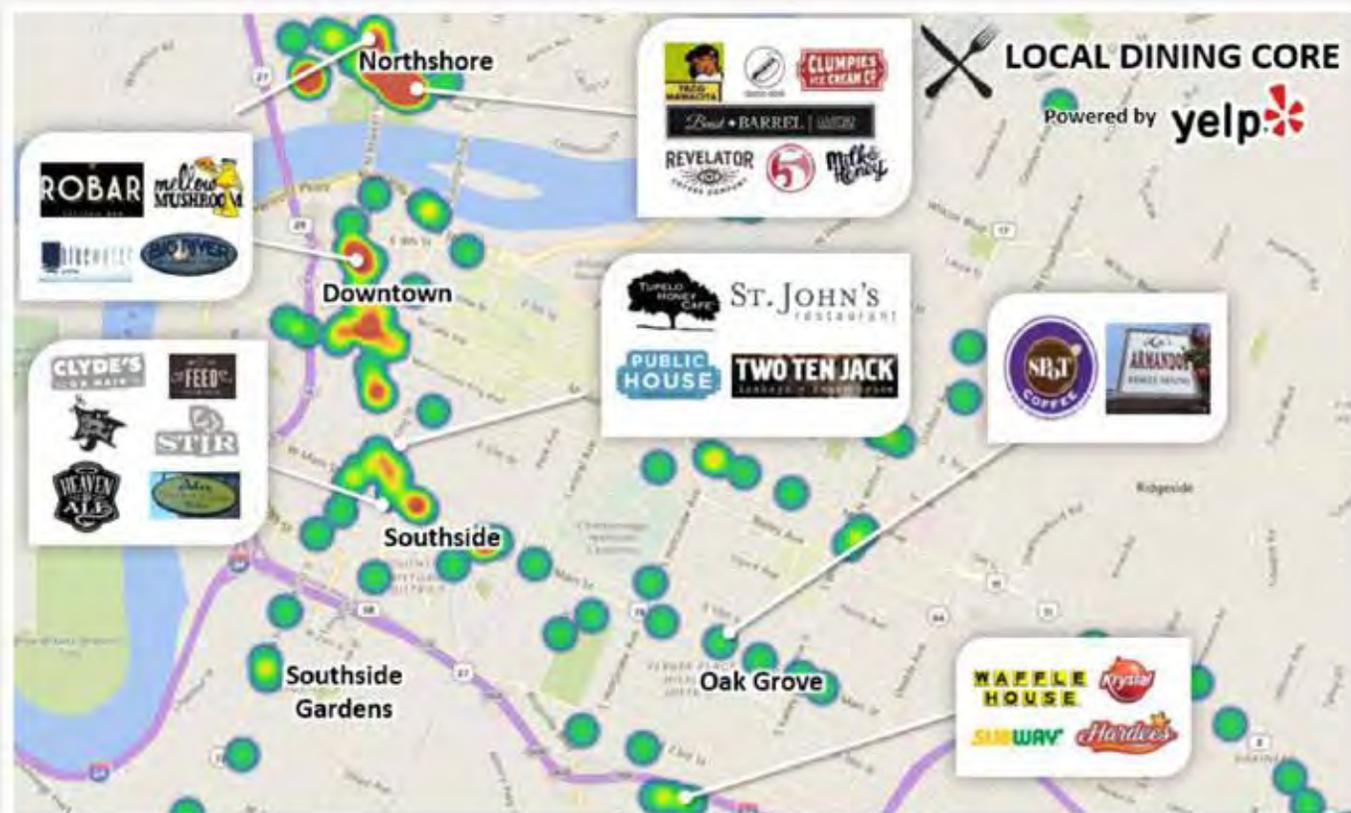
# LOCAL SHOPPING HEATMAP



Source: Yelp, NCG



# LOCAL DINING HEATMAP



Source: Yelp, NCG



# RETAIL PRODUCT TYPES



Regional Retail Centers  
\$18-\$20 NNN



Neighborhood  
Retail/Restaurant  
\$16-\$18 NNN



Neighborhood Services  
\$12-\$14/sf Mod. Gross



Unique Retail -  
Food Hall Concept



Entertainment -  
Cinema, bowling,  
music venue, etc.



## BIG BOX, NATIONAL NOT ALL BAD

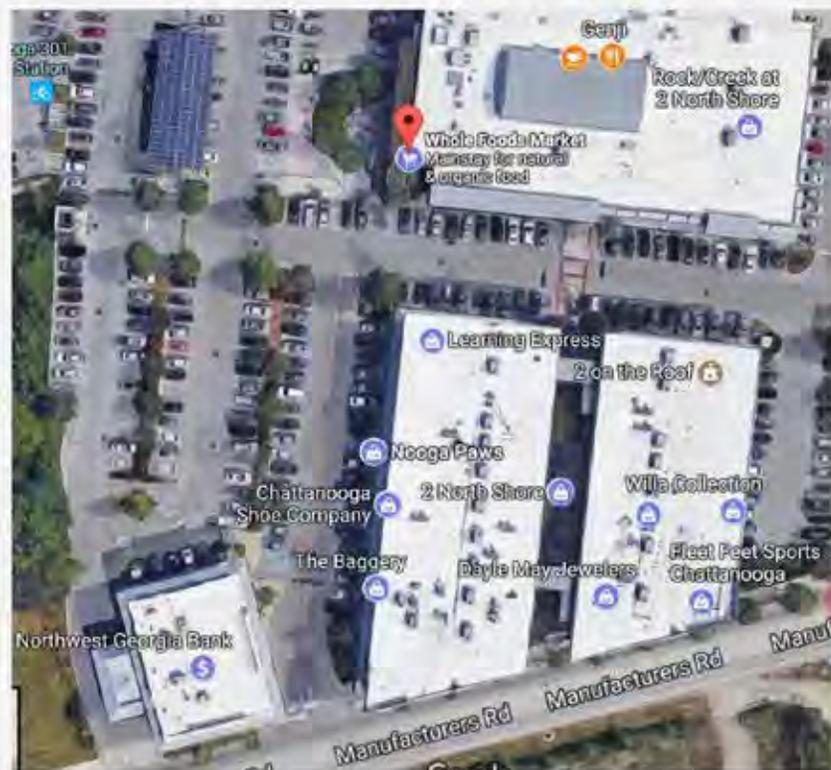
-71% of retail businesses have less than 10 employees

-93% of Americans agree that it is important to support local businesses

But they all feed off financial strength, brand loyalty, customer attraction, and trip generation of large national tenants – many in big-boxes

Mom and pop businesses can harness the market brought to them by nationals, by offering alternative product lines and greater customer service

Source: NCG





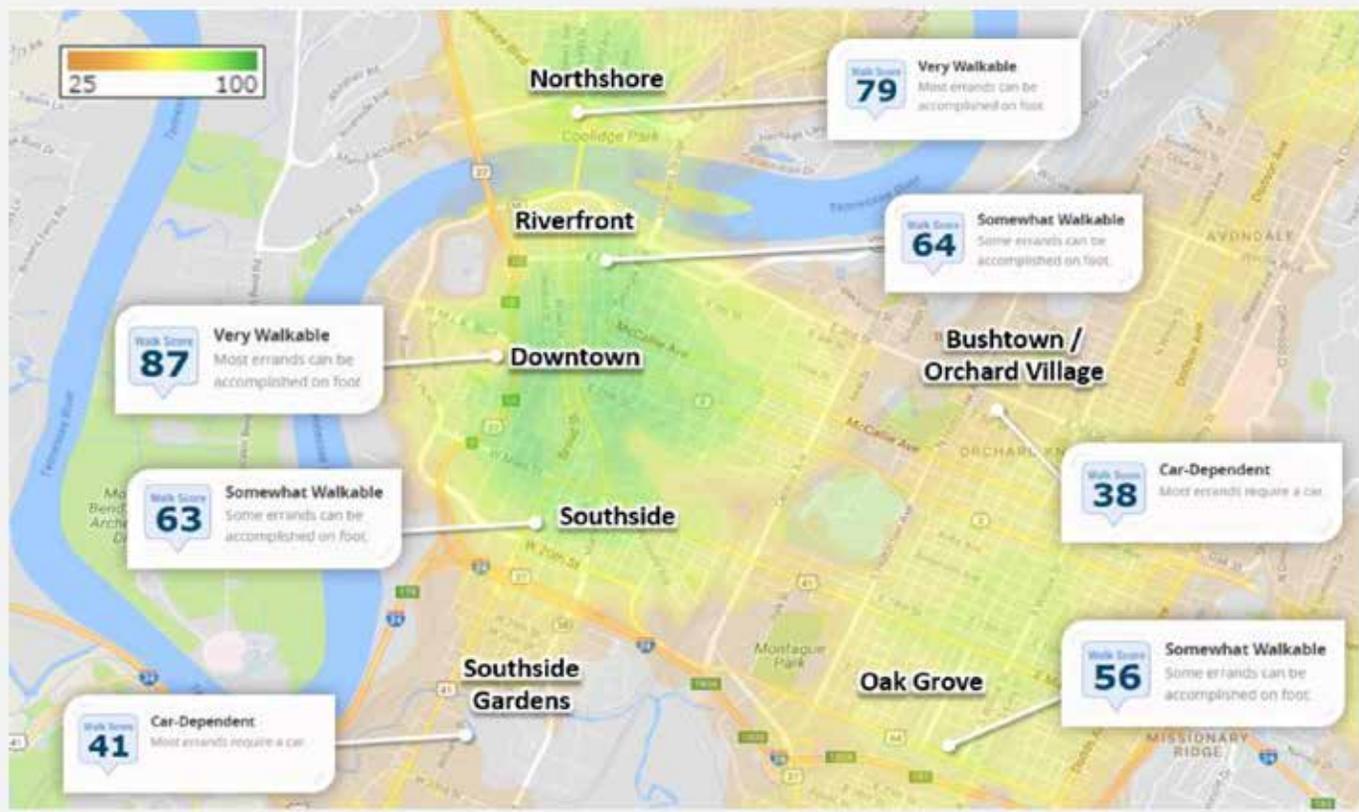
# SOCIAL MEDIA HEATMAP



Source: Sightsmaps, Google Maps, NCG



# WALKABILITY HEATMAP



Source: Walkscore, NCG



# HOTEL DEMAND

	2010-2015	2015-2020	2020-2025
<b>Intown Core New Hotel Room Demand</b>	<b>74 Rooms</b>	<b>874 Rooms</b>	<b>910 Rooms</b>



Source: STR, NCG



# RECENT DEVELOPMENT ACTIVITY 2016-2020

## Development Activity

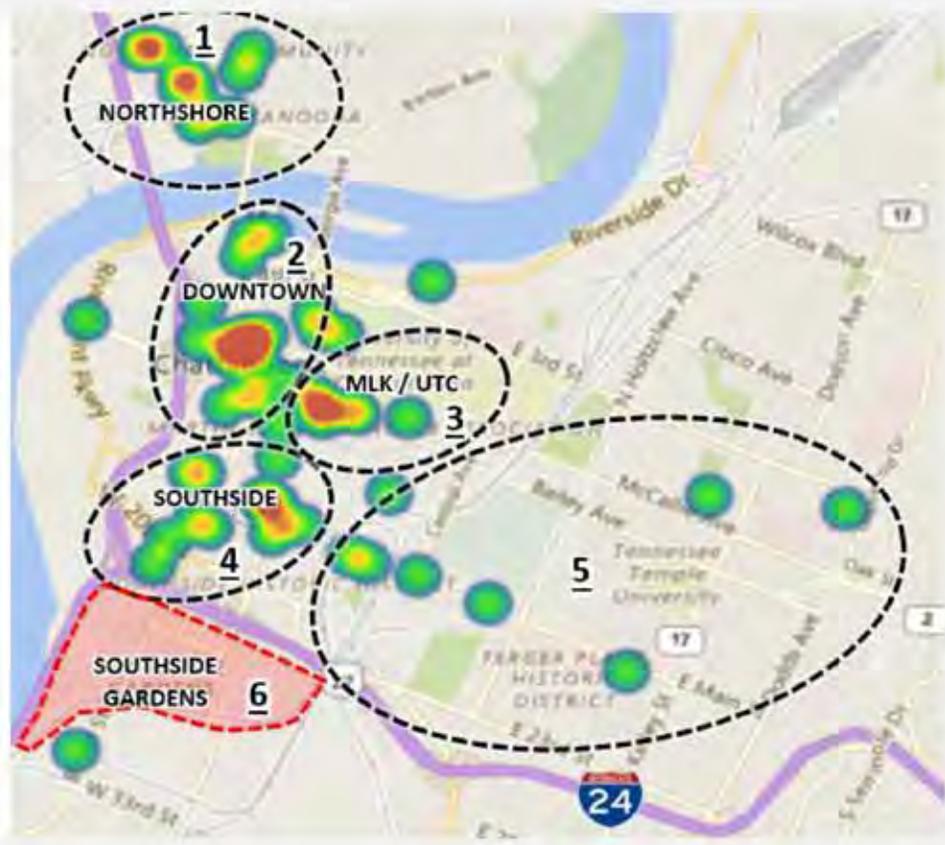
- 3,071 Apartments
- 1,481 Student housing beds
- 890 Hotel rooms
- 257 Condos/THs
- 697,000 SF Retail/Office

Total of 6 cores, but development primarily in 4 cores today

Can we become a 5<sup>th</sup> core?

Do Northshore and Downtown lose capture as they approach build-out?

Could we be one of four primary competing cores?



Source: NCG



## SOUTH BROAD DISTRICT DEMAND CAPTURE

	For-Sale Units	Apartments	Hotel	Retail	Office	Manuf.
<b>Intown Core Demand Totals 2018-2023</b>	1,400	2,400	1,053	*211,000	514,000	Negative Overall but pockets
<b>South Broad</b>						
15%	210	360	158	31,650	77,100	7,500
20%	280	480	210	42,200	102,800	10,000
25%	350	600	264	52,750	128,500	12,500

New development totals range from approximately 800,000 SF to nearly 1.3 M SF based on the potential capture ranges shown.

\*Retail does not include the potential of up to 200,000 SF of additional big-box formats that the South Broad District could accommodate.

Source: NCG



# DEVELOPMENT IMPACTS

	Single Family / Townhome	Multifamily Rental	Condo	Retail	Office/ Manuf.
All development can remove unwanted uses, increase tax digest/improve services, & increase property values					
<b>Pros</b>	<ul style="list-style-type: none"> <li>• Low intensity use in/near neighborhood</li> <li>• Opportunities for affordability</li> <li>• More eyes on street</li> </ul>	<ul style="list-style-type: none"> <li>• Greater retail support</li> <li>• More eyes on street</li> <li>• Greatest opportunities for affordability</li> </ul>	<ul style="list-style-type: none"> <li>• More residents frequenting establishments</li> <li>• More eyes on street, increased safety</li> </ul>	<ul style="list-style-type: none"> <li>• More services / amenities in area</li> <li>• Local jobs</li> </ul>	<ul style="list-style-type: none"> <li>• More jobs</li> <li>• Living wages</li> <li>• Workers frequent retail</li> </ul>
<b>Cons</b>	<ul style="list-style-type: none"> <li>• Low intensity use in urban environment</li> <li>• Does not significantly help local demand for retail</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic</li> <li>• Transient population</li> <li>• Increased density</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic</li> <li>• Increased density</li> <li>• Often geared towards wealthy due to costs</li> </ul>	<ul style="list-style-type: none"> <li>• Might get undesirable retail such as bars</li> <li>• Traffic</li> <li>• Jobs are not high wages</li> </ul>	<ul style="list-style-type: none"> <li>• Creates dead zones at night</li> <li>• Traffic</li> </ul>
All uses will increase property values and taxes over time and increase traffic					

Source: NCG

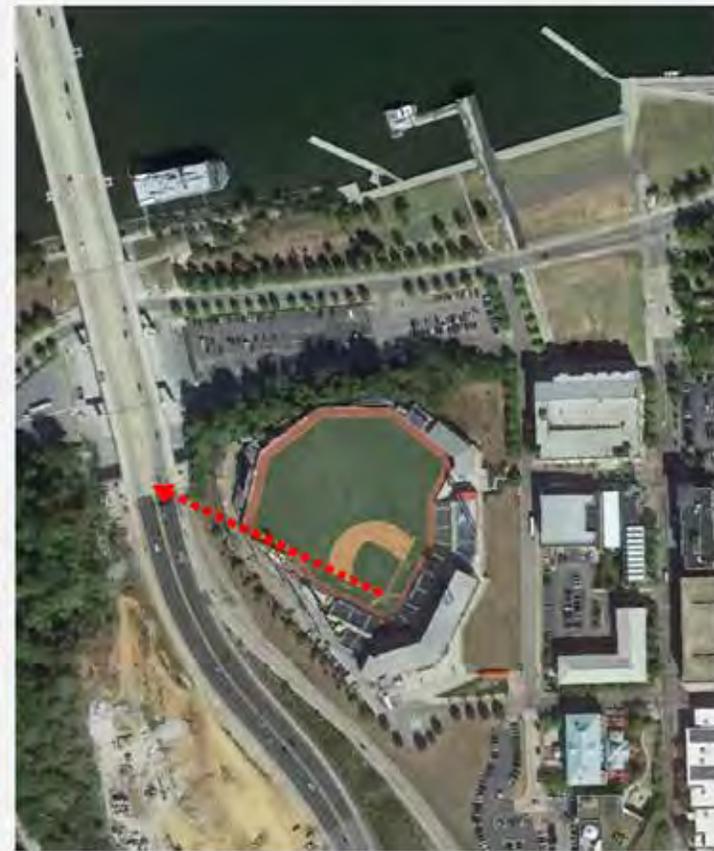


## WHY CONSIDER A NEW STADIUM?

1. Design challenges
2. Prime economic development site
3. Catalyst for development in South Broad District



Source: Brace Hemmelgarn

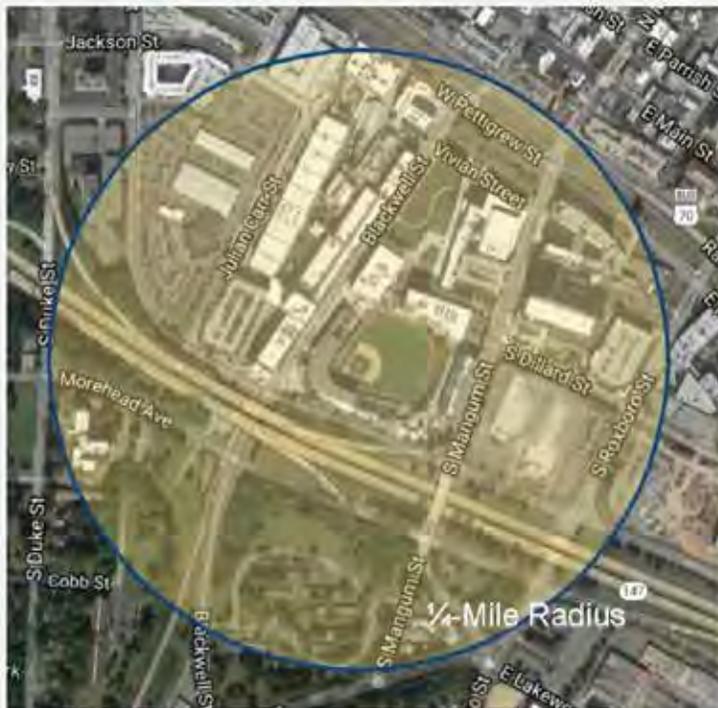




# BALLPARKS AS CATALYST FOR DEVELOPMENT



Durham Bulls AAA 10,000 Seat, Opened 1995  
 City of Durham population 263,016



Source: Costar, NCG

	First 5 Years	Beyond
Apartment Units	0	1,006
For-Sale Units	0	0
Retail	0	22,282
Office	82,523	487,135
Hotel Rooms	0	134

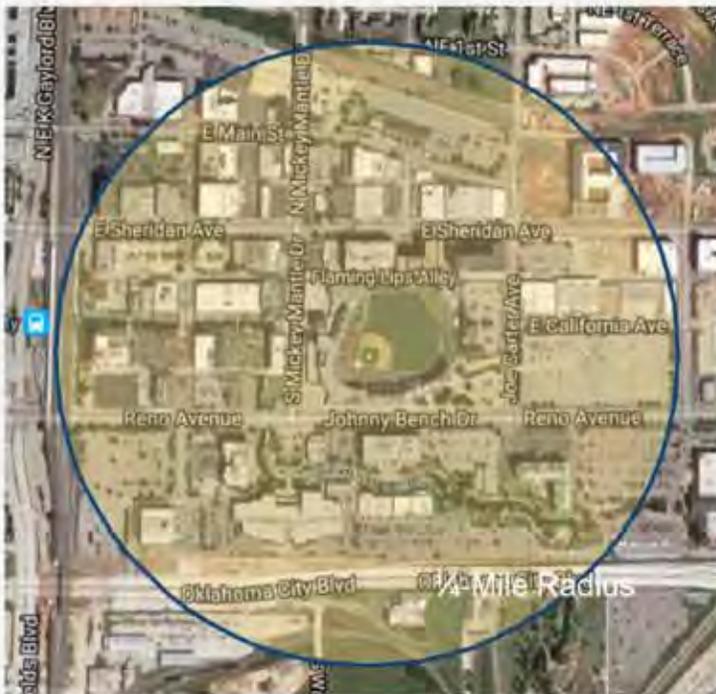
\*Approx. 1.66 M square feet of new development  
 75,454 SF/year



# BALLPARKS AS CATALYST FOR DEVELOPMENT



Oklahoma City Dodgers AAA 9,000 Seat (current), Opened 1998  
 Oklahoma City population 638,367



Source: Costar, NCG

	First 5 Years	Beyond
Apartment Units	294	250
For-Sale Units	0	45
Retail	85,312	93,563
Office	112,900	50,000
Hotel Rooms	220	855

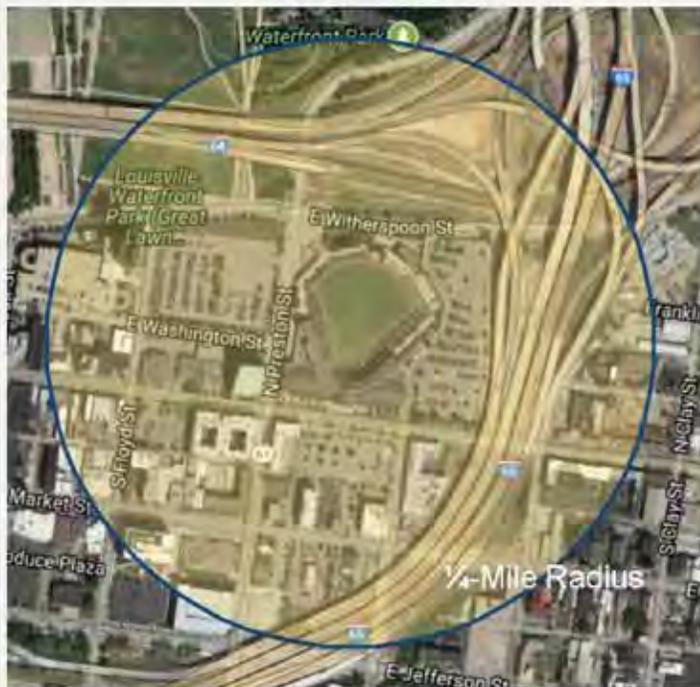
\*Approx. 1.47 M square feet of new development  
 77,368 SF/year



# BALLPARKS AS CATALYST FOR DEVELOPMENT



Louisville Bats AAA 13,131 Seat, Opened 2000  
 City of Louisville population 253,128



Source: Costar, NCG

	First 5 Years	Beyond
Apartment Units	0	291
For-Sale Units	216	0
Retail	15,000	0
Office	102,009	200,000
Hotel Rooms	140	0

\*Approx. 0.89 M square feet of new development  
 52,353 SF/year



# BALLPARKS AS CATALYST FOR DEVELOPMENT



Greensboro Grasshoppers A 7,499 Seat, Opened 2005  
 City of Greensboro population 287,027



Source: Costar, NCG

	First 5 Years	Beyond
Apartment Units	0	563
For-Sale Units	218	0
Retail	0	13,000
Office	4,831	24,000++
Hotel Rooms	0	100

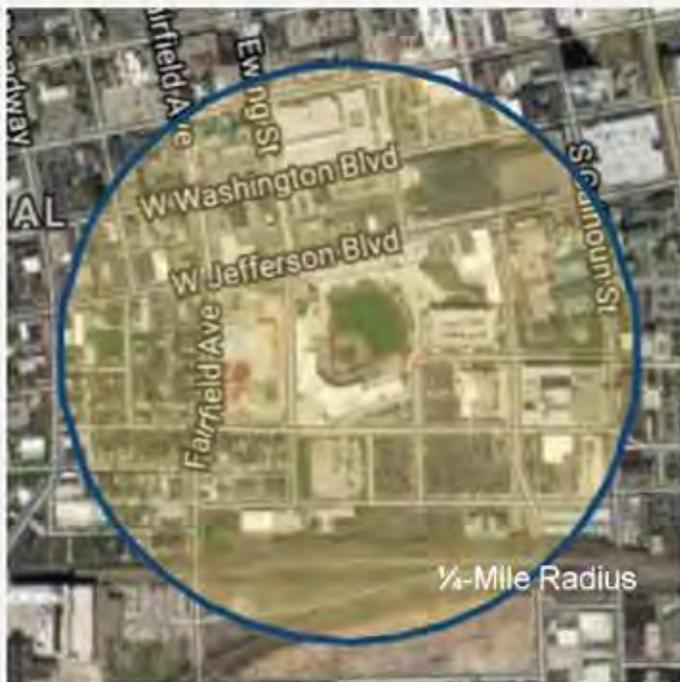
\*Approx. 0.87 M square feet of new development  
 72,500 SF/year



# BALLPARKS AS CATALYST FOR DEVELOPMENT



Fort Wayne TinCaps A 8,100 Seat, Opened 2009  
 City of Fort Wayne population 264,488



Source: Costar, NCG

	First 5 Years	Beyond
Apartment Units	44	163
For-Sale Units	0	0
Retail	33,300	0
Office Conv.	60,000	0
Hotel Rooms	250	0

\*Approx. 0.40 M square feet of new development  
 50,000 SF/year



# BALLPARKS AS CATALYST FOR DEVELOPMENT



Birmingham Barons AA 8,500 Seat, Opened 2013  
 City of Birmingham population 212,157



Source: Costar, NCG

	First 5 Years	Beyond
Apartment Units	548	NA
For-Sale Units	0	NA
Retail	0	NA
Office	21,000	NA
Hotel Rooms	0	NA

\*Approx. 0.57 M square feet of new development  
 142,500 SF/year



# BALLPARKS AS CATALYST FOR DEVELOPMENT

Average of All Analogs Examined  
 City populations: 319,697 v. Chattanooga at 177,571



Source: Costar, NCG

	First 5 Years	Beyond	Est. Total
Apartment Units	148	455	603
For-Sale Units	72	9	81
Retail	22,269	25,769	48,038
Office	63,877	152,227	216,104
Hotel Rooms	102	218	320

\*Approx. 1.1 M square feet of new development  
 Average of 78,363 SF/year