



**INNOVATION DISTRICT
OF CHATTANOOGA**

FRAMEWORK PLAN

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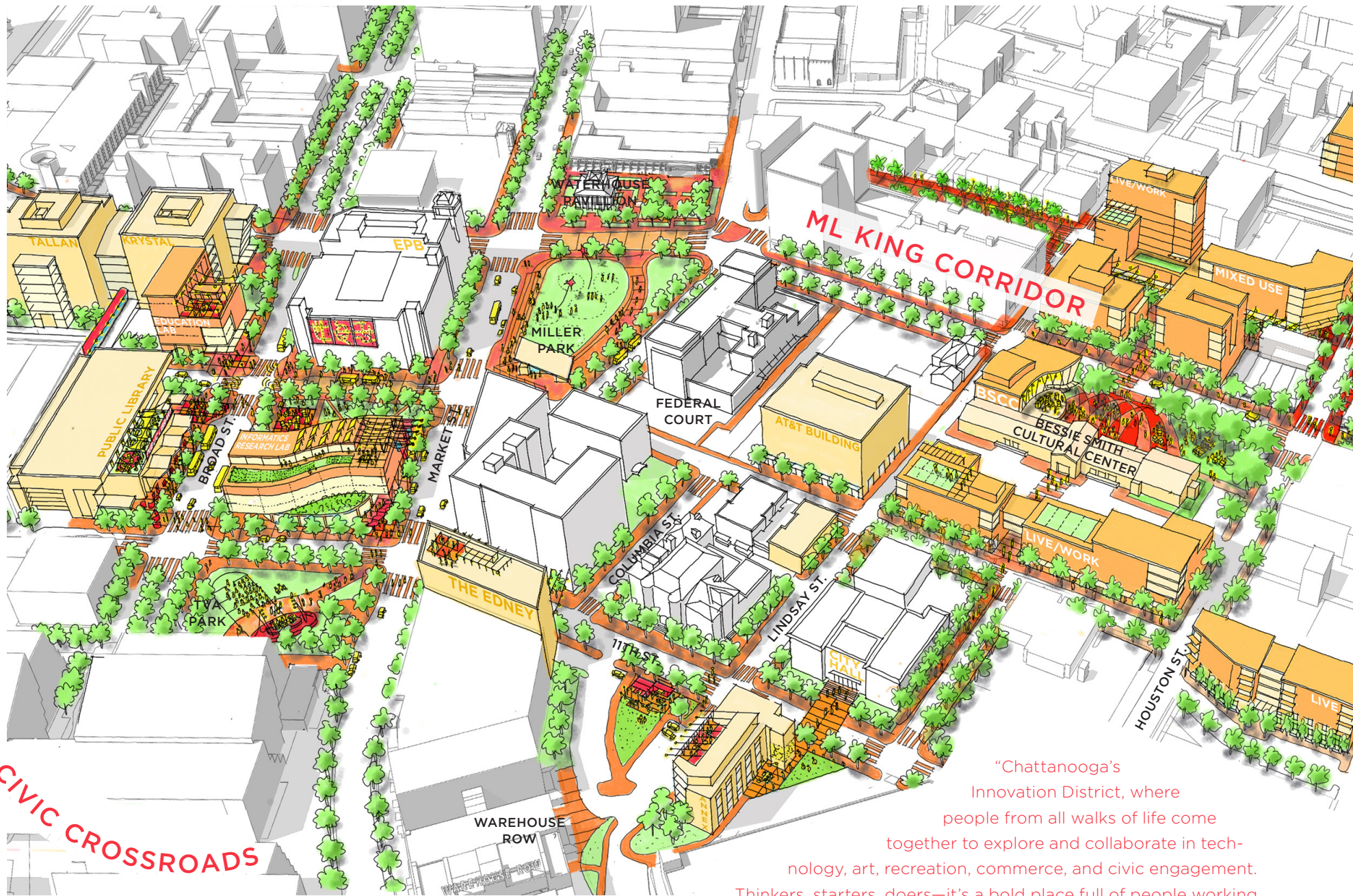
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The Enterprise Center would like to thank the many people who contributed their time and ideas over several months of public, individual and focus group meetings.

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"Chattanooga's Innovation District, where people from all walks of life come together to explore and collaborate in technology, art, recreation, commerce, and civic engagement. Thinkers, starters, doers—it's a bold place full of people working together to discover the next big thing." **Mayor Andy Berke**



VISION

A Framework for the Future

Building on Chattanooga's unique integration of its advanced digital assets with a dynamic culture of innovation and entrepreneurship, the Framework Plan for the Innovation District of Chattanooga articulates our community's shared values and vision for embracing the energy and excitement in our innovation economy. This plan will help ensure that our decisions are intentional and that we achieve the goals set out in the planning process to improve the district and build new places to support innovation and a knowledge based economy.

The Framework Plan revolves around shared values that animate our work, inform our proposed use of land and inspire how we think about the people and culture that are integral to the Innovation District. These shared values reflect our belief in the importance of:

- ▶ **Diversity and Inclusion** in all aspects of the Innovation District
- ▶ The area's **Culture** and history for creating an authentic district identity
- ▶ Integrating **Education**, students and learning throughout the District
- ▶ **Innovation** as a way to solve problems and create new social and economic value
- ▶ **Public Life** and the public realm that makes public life possible and vital
- ▶ Creating an **Urban Lab** to grow new economic opportunities in today's economy

Distilled from the hopes and dreams expressed by Chattanoogaans during the planning process, the vision for the Innovation District is that it be a place that adds unique value to the city around it. Tangible outcomes will include such things as new jobs and businesses, buildings renovated for new economy uses, more places for learning, better public spaces and more places to live. Equally important will be the intangible outcomes such as greater diversity, inclusion and sense of belonging, a pervasive air of creativity, risk taking and innovation and a shared image for the future of our city and the people who call it home.

Four interrelated strategies are presented in this report for achieving the vision for the Innovation District. Two of them are people-based: supporting the innovation ecosystem and people and programming. The other two are place-based: public realm enhancement and building and redevelopment priorities. Implementing this plan will require joint efforts, new leaders, creative problem solving and talents as diverse as our city's makeup. This plan lays out a flexible framework for guiding our next important steps in growing Chattanooga's innovation economy and everyone is invited to be a part of these efforts.

BACKGROUND



What is an Innovation District?

In just the past few years, more and more cities around the globe have focused on the creation of Innovation Districts to boost their chances of being competitive in the rapidly advancing knowledge based economy. Boston, Pittsburgh, Cleveland, Detroit, Indianapolis and St. Louis are often cited as examples. In *The Rise of Innovation Districts*, the Brookings Institution defines innovation districts as “geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators. They are also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail.”

Innovation districts also focus on placemaking assets and quality of life. Ideally, they are made up of everything people need to have a convenient, safe and engaged urban life. In this designated section of a city creative thinkers, entrepreneurs, innovators, students and people of all perspectives and backgrounds collide and collaborate to better and more quickly conceive and implement new ideas.

Birth of Chattanooga’s Innovation District

When it comes to innovation districts, Chattanooga’s is a bit of an outlier. Most districts are in larger cities and are anchored by major medical and/or higher education research centers. They encompass one to three square mile geographies compared to Chattanooga’s slightly less than a quarter mile area. But the decision to establish Chattanooga’s Innovation District (ID) was not haphazard. It was based on an assessment of the fundamental ingredients necessary for a successful district that reflects both Chattanooga’s innovation assets and community goals and values.

Chattanooga’s Innovation District was announced in January 2015 to fulfill a recommendation by the City’s Chattanooga Forward Gig, Entrepreneurship and Technology Task Force. This task force met for almost a year

to develop ideas for making the city more competitive in the innovation economy. National thought leaders on innovation were consulted and visits made to other districts. The 140 acres downtown were selected because of the critical mass of dense uses in the district and the presence of innovation economy generators. Innovation District boundaries were to be considered for expansion as additional anchors developed.

Building on Chattanooga’s Strengths

The primary innovation asset in the ID is EPB, the city’s publicly owned telecommunications company and electric power distributor that established Chattanooga’s primacy in 2010 with its 600 square-mile smart-grid and gigabit internet service. This asset has begun to assert its value to researchers, first at Oak Ridge National Laboratory and UTC, and, since then, from around the US.

Other important assets that aid the district in energizing our innovation and entrepreneurship ecosystem include UTC, Co.Lab, the Public Education Foundation (PEF), Lamp Post Group, The Public Library, the City of Chattanooga, The Enterprise Center, Society of Work, The Chamber of Commerce, Causeway, area venture capital funds; and a core group of tech enabled start-ups such as Bellhops, Branch Technologies, Skuid and Variable Technologies.

The Innovation District has the kind of qualities that give Chattanooga a decided leg up on many other districts and help attract and keep talent of all kinds. These qualities include walkability, high quality public parks and plazas, a dense mix of coffee shops and eateries, cultural attractions and amenities, and a mix of retail and housing options. In overlapping with the central business district, the ID’s proximity to major office employers and to UTC helps enliven the district and support small downtown businesses.

PROCESS

Planning Process

Chattanooga announced its Innovation District in January 2015 after consulting national thought leaders and learning from the examples of other cities. Even so, imagination was required to determine how to proceed with making an innovation district a tangible economic asset. The same day the district was announced, The Enterprise Center issued a request for proposals to develop the Edney Innovation Center as a front door for the ID in a ten-story building on the corner of Market and 11th being vacated by TVA. A developer was selected in May, and, by October, initial occupancy of the Edney began.

By early 2017, just over a year after the opening of The Edney Innovation Center, it was clear that The Edney was proving important concepts behind the establishment of the ID. It was the district's premier community collision space; the home to Co.Lab and its start-up and entrepreneurship scene; home to the area's first co-working space, Society of Work; and home to a growing number of small early-stage companies. During this time other parts of the innovation ecosystem advanced, such as Lamp Post Group's logistics incubator, Dynamo, and its development of the city's first co-living project, The Tomorrow Building; the city's \$10

million redesign of Miller Park; the signing of an MOU between EPB and ORNL for research purposes; UTC's growing success in attracting smart city research funds; and Tech Goes Home's growth as a digital equity program. It was clear the timing was right to chart a course taking full advantage of this momentum to benefit the district and the city around it.



Key Takeaways

PEOPLE AND PROGRAMMING

- ▶ Strong desire for diversity, inclusion and equity in the planning of the Innovation District – the ID should seek ways to benefit all of Chattanooga
- ▶ Better involvement with higher education and public education
- ▶ Embrace the value of the ML King District history and culture
- ▶ Provide opportunities for programming that brings all people together
- ▶ Increase public art and events, and showcase artists
- ▶ Make it easier for artists to share their work publicly

PUBLIC REALM

- ▶ Improve street connections and enhance pedestrian environment
- ▶ Improve the quality of physical assets
- ▶ Minimize the impact of cars and parking; encourage other modes of transportation: walk, bike, shuttle
- ▶ Improve the public realm and pedestrian experience

INNOVATION ECOSYSTEM

- ▶ Provide opportunities for a broad spectrum of workers and business owners: link training to job opportunities
- ▶ Develop a UTC presence downtown
- ▶ Use the Innovation District as a testbed
- ▶ Further integrate UTC research with City agencies and with industry, civic and nonprofit partners as part of a smart city strategy
- ▶ Create pathways for local businesses and entrepreneurs to connect with opportunities
- ▶ Enhance opportunities for minority owned businesses
- ▶ Increase access to investors and skilled labor
- ▶ Enhance workforce development and Industry-education partnerships
- ▶ Connect students and researchers to jobs and industry

BUILDINGS AND PHYSICAL REDEVELOPMENT

- ▶ Develop the district for today's workers and residents
- ▶ Rethink the corporate office building - open floor plans; ground floor amenities/retail/food
- ▶ Provide a spectrum of housing in terms of design and affordability and a diversity of unit types to accommodate a variety of household sizes
- ▶ Connect UTC to downtown, in partnership with the Bessie Smith Cultural Center
- ▶ Address vacant lots and buildings
- ▶ Provide space for human connection - places for networking, collaboration, and serendipitous encounters



With funding from the City of Chattanooga, The Enterprise Center hired U3 Studio to guide the creation of a common ID vision and a plan to maximize the physical, economic and social redevelopment of the 140-acre district. A working group of representatives from the City of Chattanooga, UTC, River City Company, The Enterprise Center and the Chattanooga Design Studio helped advise the planning process.

After preliminary background analysis of the city and the district, U3 Studio consultants spent three days in the district from August 7-9 and again from August 28-29 to conduct more than 15 focus group meetings, individual meetings and a large public meeting at The Edney on August 7, 2017. Focus

groups provided input on topics such as entrepreneurship, arts and culture, education, entertainment and events, economic development, public facilities, retail and housing uses, real estate development, diversity, higher education and research and technology.

Meetings conducted by members of the working group and conference calls with the consultant team provided additional information before the second round of meetings. An October 24-26 visit included a public input session on October 25 to review preliminary plans for the ID. Follow up meetings were held with various stakeholders in the coming months to pin down appropriate implementation steps and gauge stakeholders level of commitment.

VALUES

Qualities of the Innovation District

1

DIVERSITY & INCLUSION



The Innovation District will be one of Chattanooga's most diverse and inclusive communities. The ID was established to improve the lives of all Chattanoogaans. Stakeholders who shape and lead the district must represent and advocate for all communities and cultures in Chattanooga. The work of the Innovation District will impact, engage and improve the lives of all Chattanoogaans from our closest neighbors to those in more distant neighborhoods.

2

CULTURE



Arts and culture will be a cornerstone of the district, bringing inspiration and creativity into our innovation ecosystem. The culture of the Innovation District must build upon the uniqueness of Chattanooga's history and the cultural identities of our communities. The beauty of our natural surroundings and authentic history will permeate design and programmatic elements throughout the district. We will honor and preserve our African American history while supporting our minority communities.

3

EDUCATION



The Innovation District will provide a variety of educational opportunities that create economic growth, new job pathways for students and continued advancement of and enrichment for educators. As an educational support base for the school system, the Innovation District will be the place that spurs imagination, broadens networks and helps prepare students for success in tomorrow's workforce. Post-secondary educational institutions will have a strong and active presence in the district.

4

INNOVATION



Our Innovation District will build upon our city's innovation assets, including our background of city-wide collaboration and public-private partnerships. The district will lead the way in creating new solutions and improving current technologies to create a future that maximizes the benefit of digital assets for all (such as EPB's smart grid). The district will be a place that showcases and celebrates research and innovative approaches to social, economic, business and civic challenges.

5

PUBLIC LIFE



Chattanooga's Innovation District will be made up of an array of public collision points that are activated with programming and city-wide initiatives to include those who work, play, live and participate in district life. Our public space will be ever evolving to meet the needs of Chattanoogaans, with the purpose of bringing people together. High quality public spaces will host festivals, celebrations and entertainment as well as promote civic cohesion and invite the expression of ideas and opinions.

6

URBAN LAB



The Innovation District will be a place where the city's urban and digital infrastructure is used as an urban test bed for smart city researchers. Through targeted pilot programs and partnerships between academia and industry, the district will be the front line for testing new and innovative concepts. With the district's dynamic assets, partners will develop, prototype and scale services and applications that benefit the greater Chattanooga community and the world at large.



Rooftop Social Entrepreneur Celebration



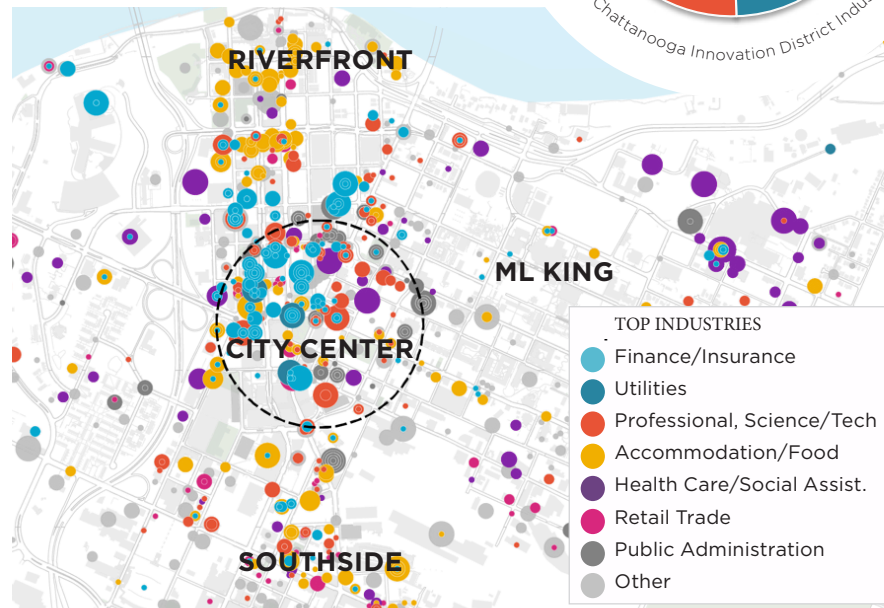
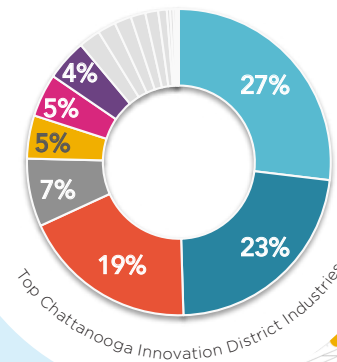
Local Design Make-a-thon Weekend

URBAN CONTEXT

ROLE OF THE DOWNTOWN

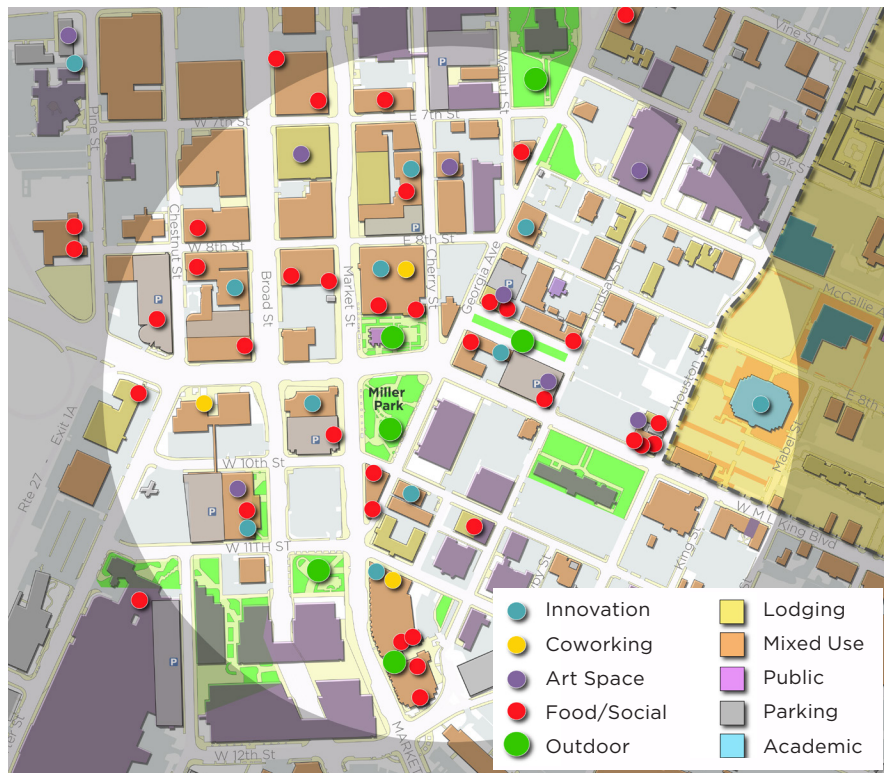
Chattanooga's downtown continues to hold its place as the city and county's major economic driver. In a compact footprint it contains the central business district, centers of government, major office employers, primary cultural institutions and tourism district, and it also benefits from its proximity to UTC and Erlanger Medical Center. Transportation connections are good and the area is ringed by residential neighborhoods and regional parks. All this provides the Innovation District with access to the city's most valuable urban resources including its talent base.

Of the 14,000 people who work in the Innovation District, 19% work in professional, scientific and technical service fields, while the majority of workers hold public sector, finance, insurance, utilities and service jobs.



CONNECTIVITY

Multiple modes of transportation, including buses, electric shuttles, bicycles, an electric car share program and pedestrian oriented streets, converge in the heart of the ID. These modes help connect workers, residents and visitors around downtown and beyond. For public transit users, this is the major connecting point within the city, and future investments in transportation infrastructure and public access should consider how the ID could be a test bed for new mobility technologies and services.



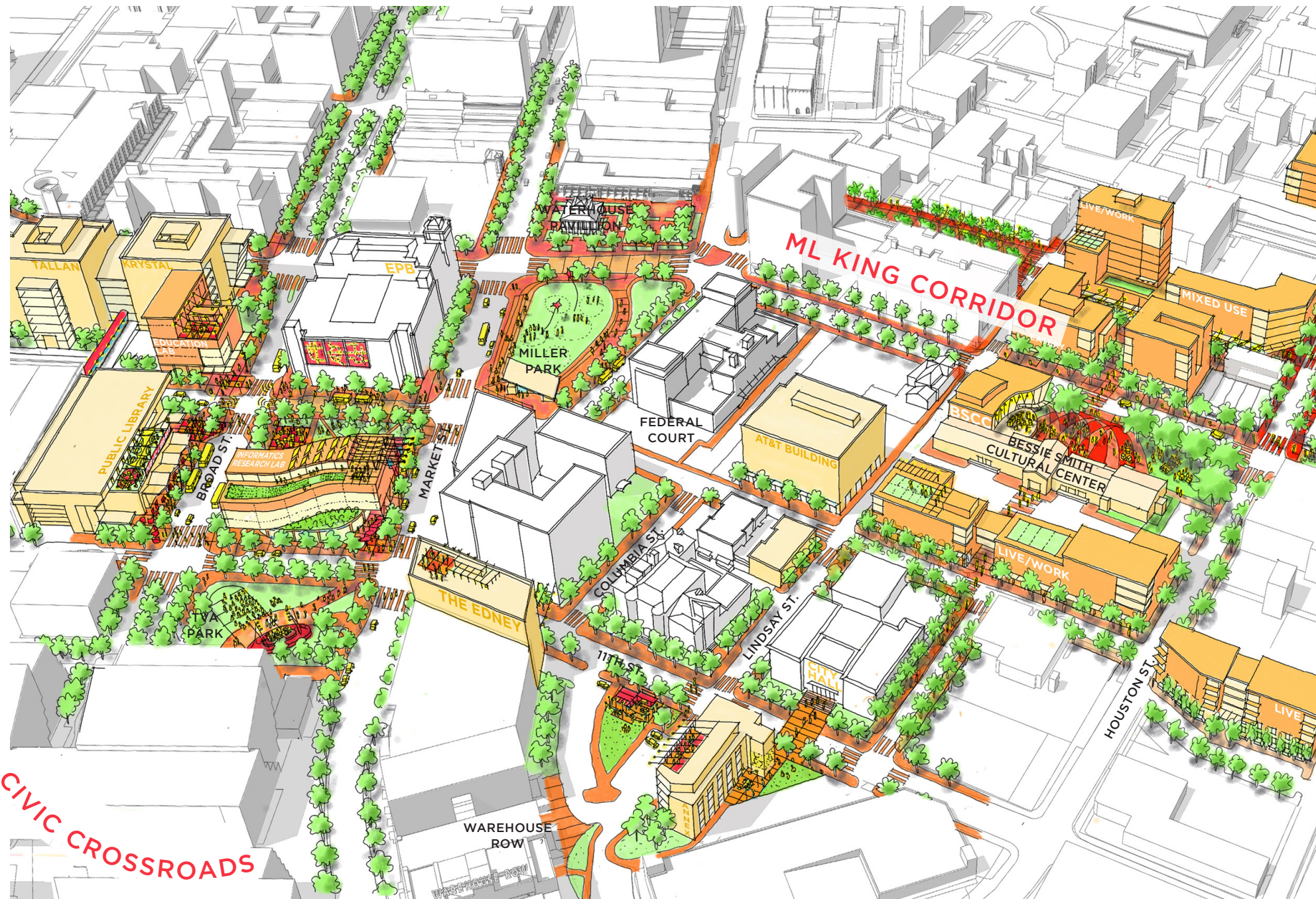
PATTERNS OF USE

The Innovation District has a healthy mix of civic and cultural institutions and contains major innovation economy generators including The Edney Innovation Center, Co.Lab, EPB, the Public Library, the Chamber of Commerce and Causeway. The ID is home to a diverse range of uses: commercial, retail, community, cultural, civic and housing. There are several parking structures, as well as surface lots and multiple transportation modes. A cluster of economic and social innovation assets have emerged organically within the mixed-use setting, providing shared services, collaborative space and amenities to the district's community of new economy workers.



PUBLIC REALM

The City, River City Company and the Chattanooga Design Studio are focused on improving public and private development and activating public spaces, streets and alleys in downtown. There is significant current and proposed programming and activation of the public realm in the ID with art installations, social and networking activities and public space and pedestrian improvements. Of the area's four major public spaces—Miller Park, Miller Plaza, Patten Parkway and the Bessie Smith Cultural Center Lawn—two will have had major reconstruction by 2019, and new community programming is being planned for the others.





FRAMEWORK PLAN

Overview

IMAGINING THE POTENTIAL

The Framework Plan captures the urban design and programmatic ideas for the next five to ten years of development in the Innovation District. Building on the palpable energy in the emerging startup community downtown and the momentum of public and private sector initiatives, the development concepts are focused on bolstering partnerships and deepening the impact of new economic, social and educational opportunities for Chattanooga. Two nodes of new programs, projects, and public place—Civic Crossroads, on the western side of the Innovation District, and Downtown Campus on the eastern side—are connected by the ML King Cultural Corridor. Each of these zones in the city will serve a unique purpose and accommodate a complementary cluster of new initiatives and projects in re-purposed and new buildings, and in the public realm between.

1: Civic Crossroads

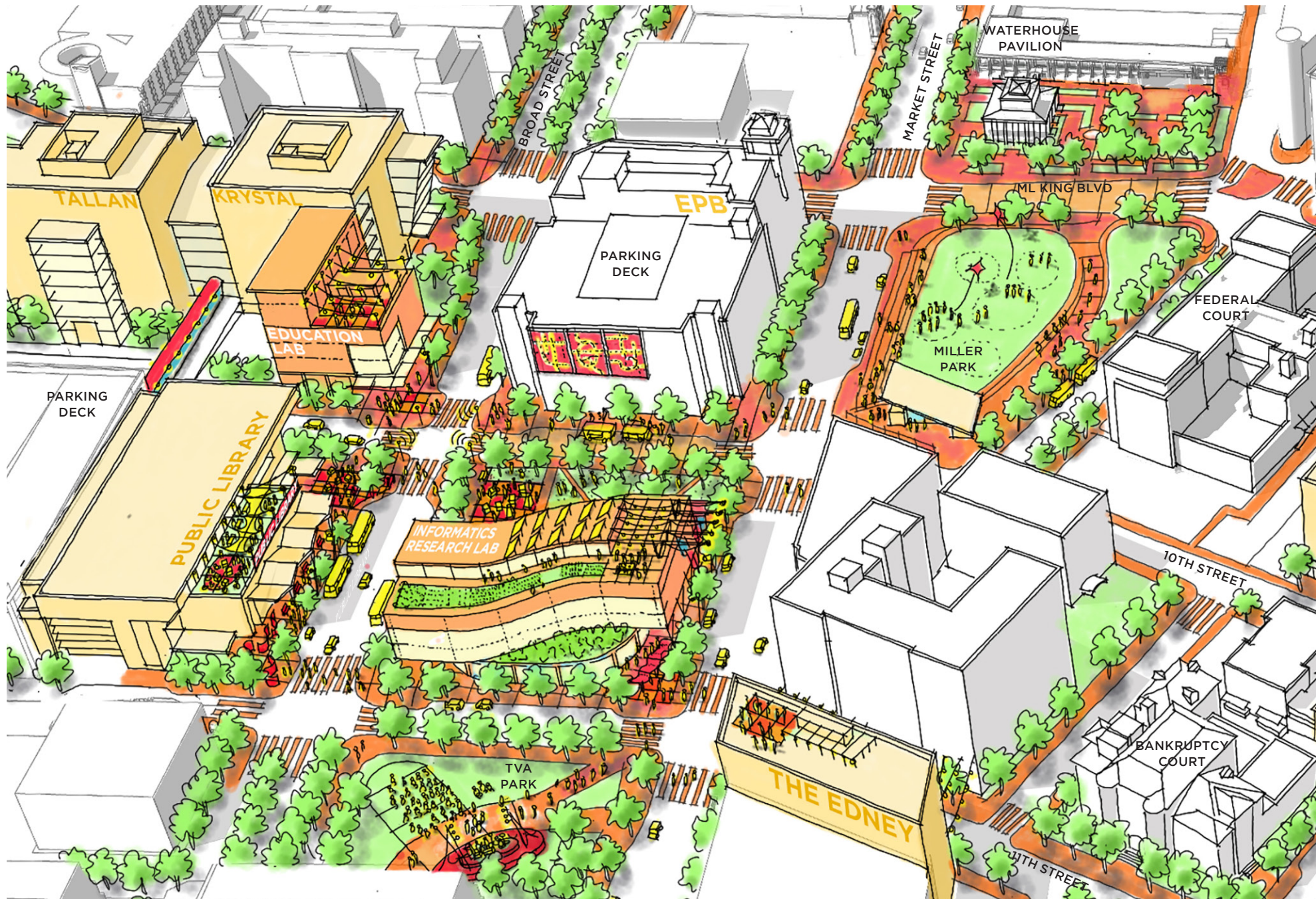
The Civic Crossroads area anchors the western end of ML King Boulevard and contains major public uses such as Miller Park, TVA Park, the Public Library, and EPB, two major private office buildings, the Krystal and Tallan Buildings, and an entire square block of surface parking, the Civic Forum lot. This area has the potential to be a catalyst for new and re-purposed office buildings, innovation generating spaces and new public plazas and connections that emphasize its character as a crossroads of downtown.

2: Downtown Campus

This area on the eastern end of the Innovation District presents an exceptional opportunity to better integrate UTC into the district due to the proximity of the Mapp Block to downtown. The most successful innovation districts in the US have significant university engagement, and UTC will be such an innovation anchor for Chattanooga. The area will look less like a traditional college campus and will be more of a lively, mixed use and densely developed urban core.

3: ML King Cultural Corridor

ML King Boulevard bisects the Innovation District east to west and connects the ML King Neighborhood and UTC to the district and to the rest of downtown. In between the Krystal and Tallan office buildings on the west and UTC's Mapp Block on the east lies the district's cultural anchor, The Bessie Smith Cultural Center (BSCC). The vacant lots and buildings along the corridor represent redevelopment opportunities, and maximizing the impact of the BSCC could spur growth of all kinds in the district, particularly along ML King Boulevard.



CIVIC CROSSROADS

Framework Plan

The Civic Crossroads is located in the western section of the Innovation District and contains large public and private assets, such as Miller Park, EPB, the Public Library, the Krystal and Tallan Buildings and a square block of surface parking between Market and Broad Streets. It also contains underutilized buildings, a lack of active ground floor uses, a disconnected park and vacant land. Opportunities should be pursued to maximize this area's value for new innovation economy office uses, better integrating research and education in the district, and upgrading and activating public plazas and streets. This will include:



Venice Biennale 2016,
An Example of Flexible Gathering Space

Civic Forum Block

This block is envisioned as a new office and research building anchor that could offer a combination of uses such as flexible lab space for local and visiting researchers, office space for digital technology companies and a multimodal transportation research center. At the ground level, upgraded public space will connect the block seamlessly to a plaza shared with the Public Library and adjacent buildings, linked on the south to TVA's park.



Nightfall Concert Series at Miller Park

Innovation Office Expansions

The Krystal and Tallan Buildings, the largest office buildings in the area, will become mixed-use collaborative office spaces, including a potential innovation laboratory and Smart City lab that brings together educators, students, researchers and urban problem solvers. Establishing a UTC presence in this area would be ideal. The buildings could be altered with additions to create workspace with more light flexible spaces for collaboration. New or renovated ground level spaces could be more visually engaging and open to the street.

Innovations in Technology

In an age of technological innovation, this innovation should be taken out on the streets and into parks and plazas where it can enliven public life, create new collective memories, showcase the work of digital and other artists and entertainers, better connect public spaces and help people imagine new ways to explore and enjoy the public realm. These interventions can be permanent or temporary installations. Miller Park will be the primary example of creative programming for public spaces in this area.



DOWNTOWN CAMPUS

Framework Plan

The same year the Innovation District was established, UTC's campus footprint extended into the district through the acquisition of the James A. Mapp Building and most of the vacant block around it, including frontage on ML King Blvd. This positioned the university to become a major contributor to the progress of the Innovation District. All successful innovation districts have significant engagement by higher education institutions. This area has a large number of underutilized buildings and vacant land as well as a concentration of city government owned land and offices. The Downtown Campus area is expected to produce the following:

Redevelopment of the Mapp Block

Having been declared obsolete for state of Tennessee purposes just a few years ago, the Mapp Building was given to UTC. While the building is currently programmed for academic pursuits, it may need to be replaced for this block to meet its full development potential. The block's position on ML King Blvd offers important opportunities for new buildings that could serve the university on upper floors while providing retail and commercial space at the ground level. The block will better connect the rest of campus to downtown and could provide parking to the district, as well as house a university affiliated hotel.



UTC Chemical Engineering Students in Lab



UTC Students on Campus

Mixed Income Housing Options

A common challenge of innovation districts is providing enough housing to meet the needs of people at all income levels. As the area of the Innovation District with the most growth potential, a variety of housing options will be explored. Areas around City Hall and the block of ML King across from the Bessie Smith Cultural Center (BSCC) offer some housing development options.

Repurposing and Street Level Activation of Underutilized Buildings and Vacant Lots

The planning process led to promising discussions with the City of Chattanooga and other property owners such as AT&T, to explore the repurposing of underutilized buildings and lots in this end of the district. These will be pursued with the intent of fostering a mix of uses, increasing the amount of space for collaborative coworking and innovation office spaces. The vitality of the area will be greatly enhanced by making the ground floors of existing and new buildings contribute more to the overall density of the district and life of the street.



ML KING CULTURAL CORRIDOR

Framework Plan

The most successful innovation districts around the world are not only hotbeds of research and entrepreneurship, they have strong cultural identities that make them more interesting and vibrant places and more attractive to today's knowledge based workers. They are places people want to go to socialize, be entertained, learn new things and experience diverse social settings.



City-wide Thanksgiving Dinner Hosted by Causeway



Bessie Smith Strut Performance

Among the city's most important cultural assets are the historic ML King Neighborhood and the east-west ML King Boulevard that connects the UTC campus to downtown. At the very heart of the Innovation District, the Bessie Smith Cultural Center (BSCC) celebrates and showcases the area's historic role as a large and vibrant African American community and its potential for residential and commercial growth. As a symbol of the district's future, next door is one of the nation's largest murals on a single building, the 42,000 square foot "ML King Mural: We Shall Not Be Satisfied Until." Corridor plans focus on the following:

The Cultural Anchor of the District

The BSCC is currently making plans for the future of the Cultural Center and rejuvenating the vision for its work and for the district. It occupies a key site in the ID, an entire block of ML King Blvd, two blocks from Market Street and Miller Park and Plaza and one block from the southernmost point of the UTC campus. The potential exists to upgrade and better position the BSCC on the block. This could create a more dense mixed-use development of the block to complement and sustain the Cultural Center and to provide additional venues and attractions.

Smart City Research

A keen interest in using the ML King Corridor as a smart city testbed emerged during the planning process. The corridor is a main downtown thoroughfare, and its proximity to UTC, and EPB, as well as the underground telecommunications fiber throughout, makes the boulevard well positioned as an outdoor urban laboratory. Both above and below ground sensors could provide ways to research such things as airborne pathogens and air quality, autonomous vehicle operations, wireless communications technologies and underground infrastructure. UTC's new Smart Cities Urban Science and Technology initiatives are already exploring potential uses of this corridor for research.

STRATEGIES

Overview

Visions and plans have the power to inspire and energize, and in order to achieve them, practical strategies must be developed and skillfully implemented.

Four over-arching and connected strategies are proposed as ways that the community can come together across sectors and in new ways, and make the Innovation District visions and plans a reality.

The following pages provide more details on these strategies.





PEOPLE AND PROGRAMMING

Expand public engagement in the district to provide diverse and inclusive participation in public life, practice robust civic innovation, broaden and create new festival and event programming authentic to the district, maximize arts and cultural heritage programming and fully engage district assets for learning and educational opportunities.

PUBLIC REALM ENHANCEMENTS

Improve the urban design qualities of the public realm including a generous amount of varied and accessible public space, high quality and actively programmed parks and plazas, multifunctional and well-connected streets and sidewalks, creatively programmed tactical and art-based intervention and maximize the value of multimodal options and increased walkability and bikeability.



Visiting Students Exploring the District

INNOVATION ECOSYSTEM SUPPORTS

Enhance innovation ecosystem supports, including the provision of

- ▶ Startup incubators and accelerators
- ▶ Business support programs
- ▶ Smart-City and other research opportunities to enhance public services, products and processes
- ▶ Space and support for K-12 and post-secondary education programming to build the talent pipeline
- ▶ Multifunctional innovation centers that include collision and joint work spaces.

BUILDING AND REDEVELOPMENT PRIORITIES

Improve the qualities and increase the density of the district's physical assets, rethink the traditional office building, provide for a broad spectrum of workers and business types, plan for redevelopment of vacant and underutilized lots and buildings, provide a range of housing options and plan proactively for parking needs.

PEOPLE AND PROGRAMMING

Strategy

GOAL STATEMENT

Expand public engagement in the district to provide diverse and inclusive participation in public life, practice robust civic innovation, broaden and create new festival and event programming authentic to the district, maximize arts and cultural heritage programming and fully engage district assets for learning and educational opportunities.



Kids Inspecting Robots at Maker Faire



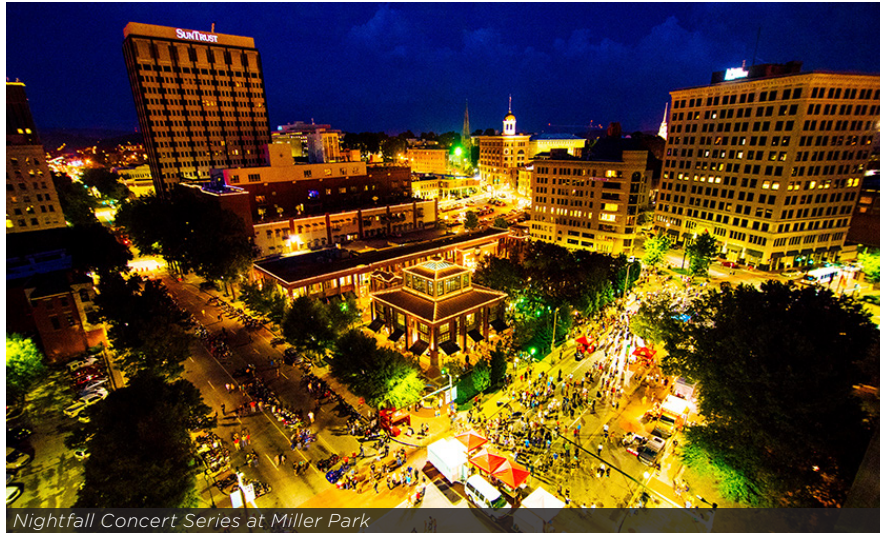
Toyvention at The Edney Innovation Center

DIVERSITY AND INCLUSION

Public input throughout the planning process stressed the need for the Innovation District to attract more diverse populations to be more representative of the city's racial and ethnic demographic mix and to be inclusive in all district initiatives and programming. This will not happen without deliberate efforts to connect with and engage diverse populations at fundamental stages of Innovation District planning and implementation work. To increase diversity in the district, next steps will be to seek community input on new ways of engaging and collaborating, and to look for successful examples in other cities.

ARTS AND CULTURE

Just as diversity enhances the competitiveness of an Innovation District, so do art and culture. They help build a vibrant and attractive quality of life that attracts and retains talent. The Innovation District was fortunate to have a rich mix of cultural offerings even before the district was named in 2015. Chief among these were the Bessie Smith Cultural Center, joined in the district by private venues such as JJ's Bohemia and The Camp House and programs such as Jazzanooga, Nightfall and The Levitt Amp Music Series. Chattanooga's public art program continues to enliven the area and the district is home to Arts Build, Chattanooga's arts advocacy, programming and education non-profit. Input received during the planning process asked for a wide range of cultural offerings, as well as enhancements of public spaces to encourage tactical installations.



Nightfall Concert Series at Miller Park

FESTIVALS AND EVENTS

The Innovation District contains the major downtown public open spaces, including Miller Park, undergoing a complete redesign and Patten Parkway that will be redesigned later in 2018. These spaces along with Miller Plaza and the BSCC lawn have the potential to host new and expanded festivals and events of all kinds. It is recommended that current festivals and events be evaluated to determine how they might be improved as authentic and diverse offerings to the social life of the district, and what new types of events would add to the vision of the district. There is growing interest in the creation of a signature annual event that combines and showcases the district's innovation, entrepreneurship, technology and creative assets.



Entrepreneurs at The Edney Innovation Center

COMMUNITY OF LEARNING

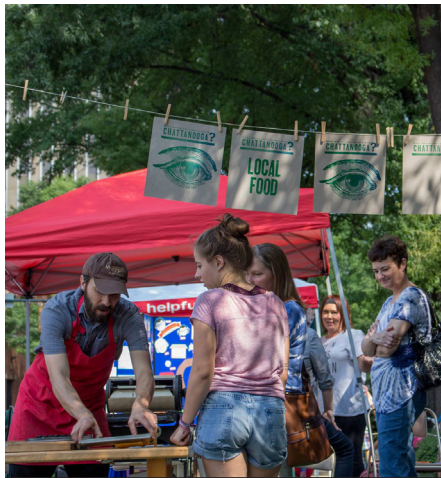
A vibrant Innovation District centralizes the economic assets, cross sector connections and access to new ideas that exist in the private and public sectors, and then fuels public-private partnerships with the potential for broad impact. Aligning key educational initiatives and players, such as Hamilton County public schools, UTC and Chattanooga State, the Public Education Foundation, Public Library, Tech Town and Tech Goes Home, Chattanooga can maximize the engagement of K-12 and postsecondary students and educators in the entrepreneurial and civic opportunities concentrated in this district. Through building key programs, strong links to businesses and a learning environment, the Innovation District can become a student's open door to new educational opportunities as they develop into community leaders.

PUBLIC REALM ENHANCEMENTS

Strategy

GOAL STATEMENT

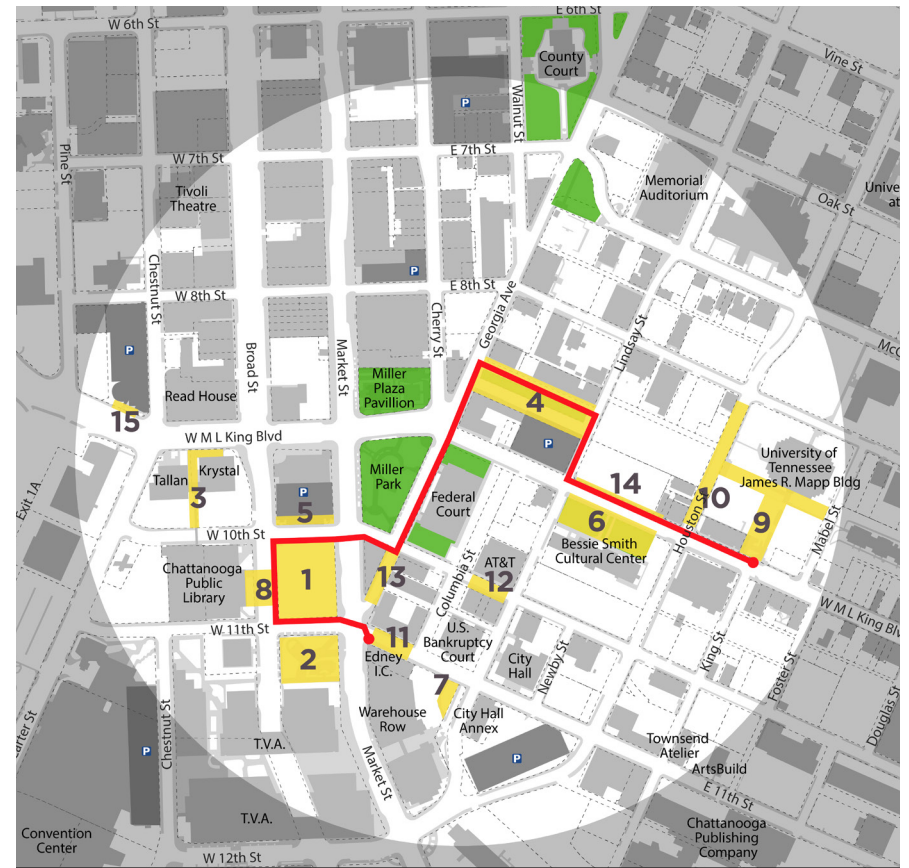
Improve the urban design qualities of the public realm including a generous amount of varied and accessible public space, high quality and actively programmed parks and plazas, multifunctional and well connected streets and sidewalks, creatively programmed tactical and art-based intervention; and maximize the value of multimodal options and increased walkability and bikeability.



Chattanooga Park(ing) Day



Chattanooga Street Art



Areas for Public Realm Enhancements

- | | | |
|-----------------------------|------------------------|-------------------------|
| 1. Civic Forum Lot | 6. BSCC | 11. Edney/Patten Towers |
| 2. TVA Amphitheater | 7. Warehouse Row | 12. AT&T/Dwell Hotel |
| 3. Krystal/Tallan Buildings | 8. Public Library Lawn | 13. Georgia at Market |
| 4. Patten Parkway | 9. Mapp Block | 14. BSCC |
| 5. EPB Building | 10. Houston Street | 15. Citi Park |

Parks and Plazas

The opportunity exists to make the Innovation District's parks and plaza's the finest of any such district in the country. Well placed existing ones are already under construction or planned for improvements, and others are being freshly looked at in this planning process.

Miller Park and Miller Plaza are the district's primary public spaces, located on either side of an entire block of ML King Boulevard. Miller Plaza opened in 1982 and received a national AIA award for public space design. It contains an actively programmed pavilion, stage and seating area, fountains and casual gathering spaces. A complete reconstruction of 41 year-old Miller Park and one block of ML King Blvd. between it and Miller Plaza is

underway and will be open in 2018. It will feature a large open lawn, performance pavilion with restrooms, seating areas and public art.

Historic Patten Parkway, one block from Miller Plaza and a block from the Bessie Smith Cultural Center lawn, will undergo reconstruction beginning in 2018. These four parks form the Miller Park District and will be actively programmed to promote a wide range of activities and to attract diverse audiences year-round.

City Hall Plaza and Civic Forum Plaza are planned to become new public spaces as adjacent developments come on line. City Hall Plaza includes both public and private property and a block of Lindsay Street. This open grassed area is surrounded by government offices, The Edney Innovation

Center and the Warehouse Row commercial, office and restaurant development. Civic Forum Plaza connects the front plaza of the Public Library across Broad Street to the Civic Forum surface parking lot that is planned for eventual mixed office use and a multimodal transportation research hub.

The raised TVA Park between the main TVA building and Eleventh Street will be explored for more active uses and better connections to the street.

Streets and Sidewalks

To maximize the value of these important facets of the public realm, a phased street and sidewalk framework plan will be created in 2018 to improve connectivity between UTC and the Innovation District, establish unifying elements in the district and improve streets to enhance proximity and amplify walkability. In addition, a series of tactical public realm interventions will be carried out throughout the year to better interpret and activate district streets and sidewalks. Plans are to narrow ML King to three lanes from Georgia Avenue to the east and add bike lanes as well as convert Lindsay and Houston to two way streets by the end of 2018.

Public Realm Interventions

Plans are being developed to take the creativity and innovation evident indoors in the district out to the streets and parks and plazas, to liven up the district with tactical urbanism interventions. This will help develop greater appreciation for the values of public space, give artists, performers and students access to an urban canvas, prototype the use of technology in the public realm, and increase the engagement of diverse perspectives and backgrounds in the district's public life. Ideas include the festive use of color and lights, temporary seating areas, public games, seasonal or holiday installations and temporary appropriation of public spaces, such as Park(ing) Day.

Multimodal Transportation

The Innovation District contains a concentration of multimodal offerings, including buses, a free downtown electric shuttle, bike lanes, a bike share program, an electric car share station and electric vehicle charging stations. It will be important to ensure these options also effectively connect outside the district for maximum efficiency and serve district growth and transport needs of workers and residents.



Passageways: Chattanooga Alleyway Reimagination Program

INNOVATION ECOSYSTEM SUPPORTS

Strategy

GOAL STATEMENT

Enhance innovation ecosystem supports, including the provision of

- ▶ Startup incubators and accelerators
- ▶ Business support programs
- ▶ Smart-city and other research opportunities to enhance public services, products and processes
- ▶ Space and support for public and post-secondary education programming to build the talent pipeline
- ▶ Multifunctional innovation centers that include collision and joint work spaces



Co.Lab Business Accelerator Programming

BUSINESS START-UP, RECRUITMENT AND INNOVATION GROWTH

If an Innovation District is the heart of a thriving innovation ecosystem, then turning ideas into successful businesses is the lifeblood of that system. Many supports must be in place including help with shaping potential business ideas, access to venture capital and mentors, help with reducing startup costs and connections to talent. The local ecosystem is growing with supports such as The Company Lab, Launch Chattanooga, The Lamp Post Group, The Urban League, the Chamber of Commerce, UTC, and the Chattanooga Renaissance and Jump Funds, but competition in the innovation economy is keen, and local efforts should reflect this reality.

COLLABORATIVE EFFORTS

Collaborative efforts among local partners will focus on the following goals.

- ▶ Conduct business start-up, acceleration and incubation programming, and provide ongoing growth support by developing and implementing a common vision and joint strategies for business start-up and growth.
- ▶ Promote innovation and entrepreneurship in legacy companies and industries by connecting the strengths and knowledge base of these companies with successful innovation and entrepreneurship programming.
- ▶ Recruit out of town companies to the Innovation District to build the local talent base, support the growth of industry clusters, and help create a tipping point for attracting companies to our unique ecosystem.



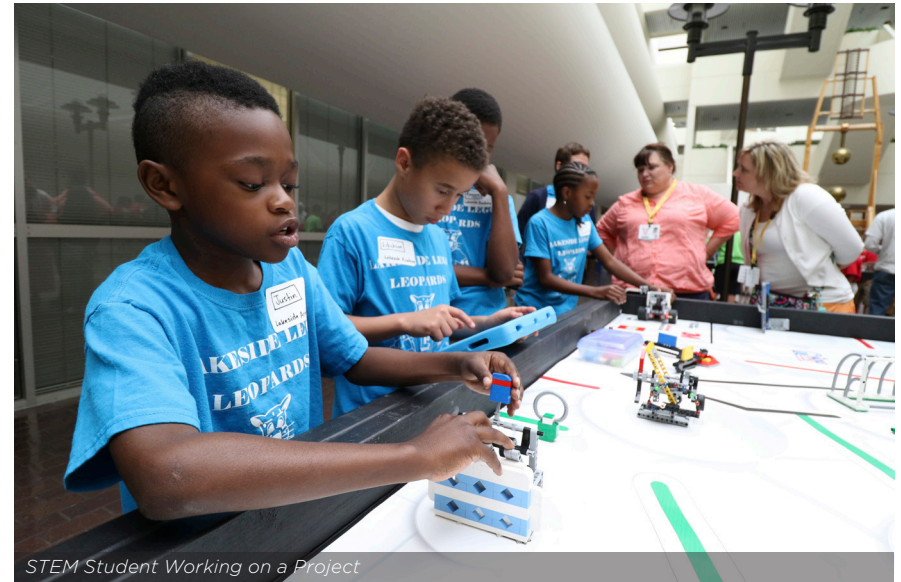
Co.Lab Offices at The Edney

INNOVATION CENTERS AND WORK SPACES

Open for more than two years and occupied by a range of innovation economy serving uses, The Edney Innovation Center's success indicates there is a need for more such spaces and resources to grow the local innovation economy. The plan calls for evaluating the impact of The Edney and identifying programming needs for additional centers in the district. This will take into account the long time success of The INCubator at the Hamilton County Business Development Center in the North Shore District. For example, perhaps there is a need for one or more centers focused on certain industries such as health care or light manufacturing, or one that is combined with an education and training mission, an early childhood program or makerspace offerings. The goal is to maximize the value of innovation centers in the district as places of collision, flexible and joint workspaces and innovation programming.

URBAN TESTBED AND RESEARCH CENTER

Chattanooga's digital assets and innovation and entrepreneurial ecosystem are increasingly attractive to researchers and to research funding entities such as the National Science Foundation. In 2017, the city was selected into the MetroLab Network, which fosters the application of academic research in solving real community problems. To maximize this potential in the Innovation District, UTC will lead the development of a highly accessible, community oriented advanced testbed that enables industry and academia to prototype and scale services, applications and devices that benefit the city and the world at large. The initial build out of this testbed will be along the ML King Cultural Corridor.



STEM Student Working on a Project

CONNECT STUDENTS TO INNOVATION ECOSYSTEM OPPORTUNITIES

An innovation ecosystem cannot thrive without access to talent. At the same time, traditional post-secondary education is challenged to keep up with the rapidly changing needs of technology based jobs. It is important to create a strong talent pipeline that begins with students at the earliest level possible and connects them to education opportunities in new ways in the Innovation District. Chattanooga cannot attract enough talent from out of town to fuel the local innovation economy, nor would that be desirable. Every local student

should have a pathway to a good job. The jobs of tomorrow must be held by the students of today and district stakeholders are exploring how to integrate students into the economy and attract them as the talent base for growing companies.



Students collaborating during "Learning Playground"

BUILDING AND REDEVELOPMENT PRIORITIES

Strategy

GOAL STATEMENT

Improve the qualities and increase the density of the district's primary physical assets, rethink the traditional office building, provide for a broad spectrum of workers and business types, plan for redevelopment of vacant and underutilized lots and buildings, provide a range of housing options, and plan proactively for parking needs.



Krystal and Tallan Buildings

Built between 1979 and 1982, these two optimally located office buildings owned by the Stone Fort Land Company contain a combined 283,000 square feet and have an attached 640 space parking garage as well as surface parking. Yet they remain less than half occupied, having not stayed competitive in the local office market trending toward more knowledge based economy tenants. Plans are formulating to rethink these buildings for newer office preferences, programming them to engage more effectively in the local innovation economy. Longer term, building expansions or extensions are possible.



City of Chattanooga Properties

For years the city added offices near City Hall in an ad-hoc fashion, as city administrative needs changed. Thinking more strategically, the current planning process identified four underutilized buildings, no longer optimal for city offices, that could offer important opportunities for the district if redeveloped for a mix of uses and more active ground level commercial spaces. City Hall Annex is across the street from City Hall and a two-story building is across from City Council Chambers. A one-story building on Tenth Street may be an optimal site for low-income housing and a historic two-story building is in the 400 block of ML King Blvd. There will be a focus on attracting minority developers and owners for these buildings.



AT&T Building - 919 Lindsay St.

The six story AT&T office building on Lindsey Street is in good condition and has been largely vacant for years as the changing telecommunications industry left similar buildings vacant all over the US. Initial conversations with the building's owner indicate the potential for returning the building to full occupancy in a condo arrangement that could include office space and active uses at the ground level. This building's location near government offices, The Edney Innovation Center, public parks, restaurants and a boutique hotel places it in a prime spot in the Innovation District and along the ML King Cultural Corridor.



Mapp Building Block

Rededicated for use by UTC in 2016, the James A Mapp Building occupies an important position connecting the Innovation District with the UTC Campus. Named for a long time Chattanooga civil rights leader, the 83,000 square foot building will be programmed to integrate innovation, entrepreneurship and smart city research functions of UTC within a thriving multi-sector Innovation District. The building is located closest to 8th street on a steeply sloping site and is surrounded by surface parking lots with some frontage on ML King Boulevard. This plan calls for an eventual complete redevelopment of the block with more density and a mix of uses, linking UTC to the district and taking full advantage of the site's location on the ML King Cultural Corridor.



Bessie Smith Cultural Center

Founded in 1983, the Bessie Smith Cultural Center is the cultural heart of the district, as an anchor institution and a symbol of the city's most historic African American neighborhood. BSCC is operated by a local non-profit board, and the building and the entire block around it are owned by city and county government. BSCC board members are creating a rejuvenated long-term vision for the organization and taking advantage of the opportunity provided by plans for the Innovation District. This vision could include new educational, exhibit and performance spaces within a larger mixed-use development scenario for the block. This could provide a mix of complimentary uses and upgraded open space as well as ensure the financial sustainability of the BSCC for decades to come.



Large Underutilized Parcels

Large surface parking lots in the 1000 block of Market Street, the 200 block of MLK Blvd and at 8th Street and Houston are prime opportunities for future district development. The first two, which occupy highly visible locations, are in local private ownership, and the third on a less central corner site, is owned by UTC. A mix of uses for each site is envisioned and each will most likely move toward redevelopment as adjacent sites reach their own potential, as public space improvements are made and as district parking options come into play. The Market Street site (Civic Forum) has the potential to develop into unique innovation serving uses, such as a multimodal transportation research hub, a data informatics center and multi-tenant research and urban lab space.

PHOTO CREDITS



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4	August 7, 2017 Public Workshop	The Enterprise Center
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5	October 25, 2017 Work Session	The Enterprise Center
7	Rooftop Social Entrepreneur Celebration	Causeway
7	Local Design Make-a-thon Weekend	Caleb Timmerman
13	Venice Beinalle 2016, An Example of Flexible Gathering Space	Interboro Partners
13	Nightfall Concert Series at Miller Park	River City Company
15	UTC Chemical Engineering Students in Lab	University of Tennessee Chattanooga
15	UTC Students on Campus	University of Tennessee Chattanooga
17	Bessie Smith Strut Performance	Courtesy of The Chattanooga Times Free Press
17	City wide Thanksgiving Dinner Hosted by Causeway	Jaime Smialek
18	The Edney Innovation Center	Jesse Hunter
18	Girls Inc. Students visiting The Chattanooga Public Library	Mary Barnett
19	ML King Mural: "We Will Not Be Satisfied Until"	Meg Saligman Studio
19	Visiting Students Exploring the District	Morehead Cain Scholars
20	Toyvention at The Edney Innovation Center	The Enterprise Center
20	Kids Inspecting Robots at Maker Faire	MakerFaire.com
21	Entrepreneurs in The Edney Innovation Center	Caleb Timmerman
21	Nightfall Concert Series at Miller Park	River City Company
22	Chattanooga Street Art	The Enterprise Center
22	Chattanooga Park(ing) Day	The Enterprise Center
23	Passageways: Chattanooga Alleyway Reimagination Program	River City Company
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26	Krystal and Tallan Buildings	U3 Advisors
26	City of Chattanooga Properties	Google Earth
27	AT&T Building -919 Lindsay Street	Google Earth
27	Mapp Block	U3 Advisors
27	Bessie Smith Cultural Center	Google Earth
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