

March 2016

Development Services Annual Report



ONEKingsport Building as ONE



Chanya Lynn Tully, AICP

Development Services Director,
City of Kingsport

WOW! We have ended 2015 with a serious BANG! The ONEKingsport Summit work will shape the city's efforts for the next five years and we are excited to have so much community leadership and participation. This year began as the year of recovery and we have done that and much, much more.

With our current streamlined personnel we have become a more effective and efficient team. This year has proven to be the year that we reach toward pre-recession levels. Our Permitting and planning efforts have all become more active with a closeout of more than 700 building permits with permit values increasing by 10%. New single family construction has increased in value by almost \$32,000 and are now more closely rivalling our neighboring cities. Planning has been diligently working to provide updates to city codes that reflect the new urban thought processes for downtown and transportation.

We have been working to more fully include our downtown partners in planning and infrastructure improvements. Installation of new, more decorative streetlights along center street was coupled with a full revamp of the holiday lights and banners in downtown resulting in a beautiful twinkling business and restaurant area. Partnering with KEDB and KOSBE we also support the #SHOPKPT shop local program and have continued to work with KEDB on the facilitation of the development of urban apartments on Sullivan Street.

Apartment construction has been a focus for the department from the Economic Development side to bricks and mortar construction. We completed two TIF agreements to incentivize market rate apartment units during 2015. Both apartment developments have begun construction and will add more than 400 units to a market that has received relatively zero new construction in almost 20 years. An additional complex is in the engineering phase.

Code enforcement and beautification of the city continues to be a priority in 2015 as we look for opportunities to strengthen enforcement and partner with other groups to beautify neighborhoods.

Additionally our Business retail and restaurant prospects continue to grow. The addition of several fast-casual restaurants and the re-use of retail space in the Green Acres and Parkway Plaza shopping center is testament to the hard work and selling of Kingsport to national retailers.

2016 is looking to be the best year yet with Summit Recommendations and planning for the next 5 years. Kingsport will be the city of choice in our region to live, work, play and raise a family!



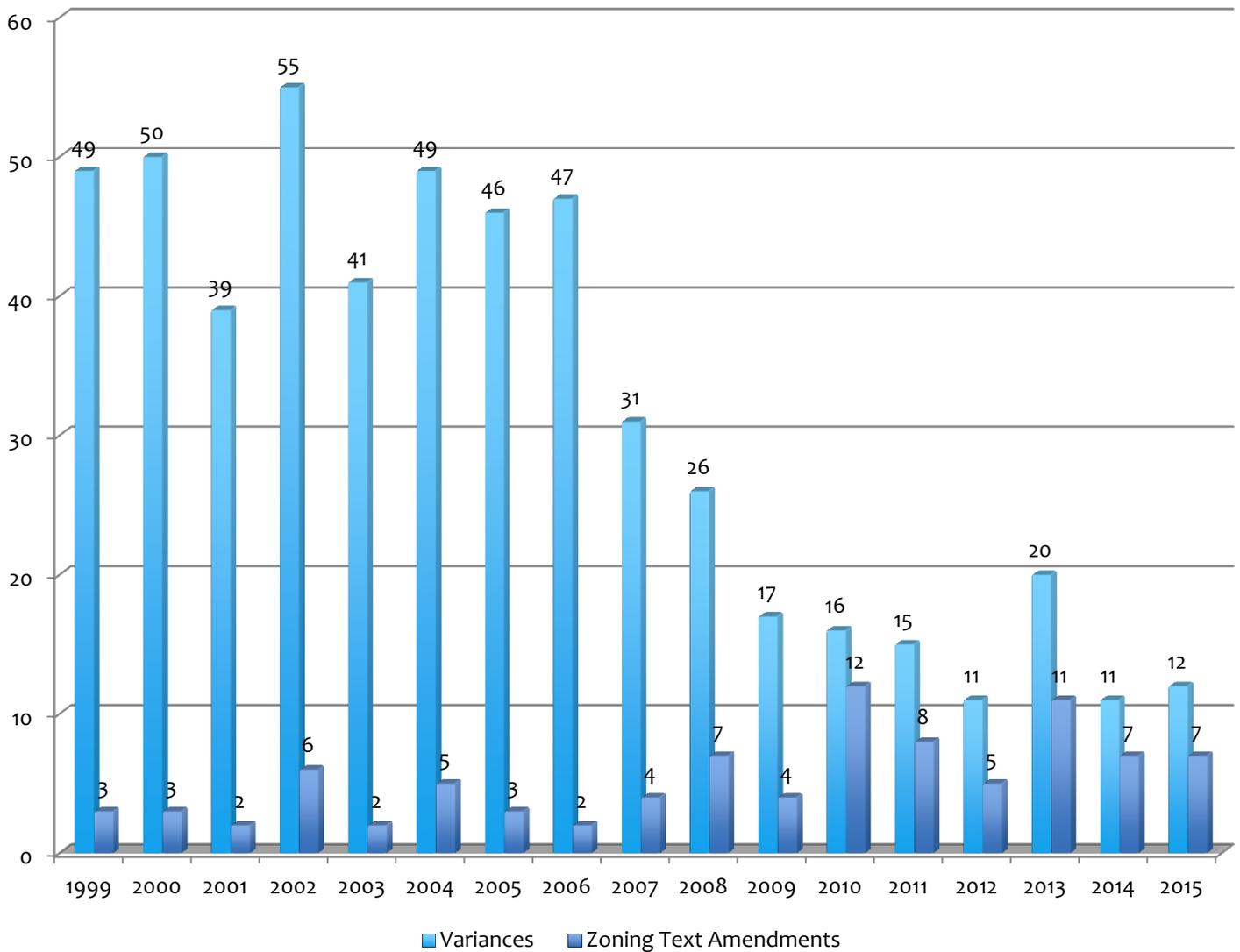
Shelby Street row houses were designed by Mackenzie.

Kingsport, one of the first planned cities in the United States, is historically significant from a national perspective. John Nolen’s influence is evident in our downtown and surrounding communities. Furthermore, Kingsport has a culturally diverse history which includes some of the premier Jazz musicians of the 1930’s and 1940’s and a rich Cherokee history. This history and traditions are one that should be honored and treasured as we prepare to celebrate Kingsport’s Centennial anniversary.

Kingsport’s rich history serves as an ever-present reminder of the great leadership and planning that was instrumental in the foundation of our city. From the Historic Boatyard District in the 1780’s to the incorporation of Kingsport in 1917, Kingsport’s heritage is one that is steeped in commerce and industry. These characteristics serve as the foundation of Kingsport then and now. We must continue to move forward as a community but should always be cognizant of Kingsport’s proud past.

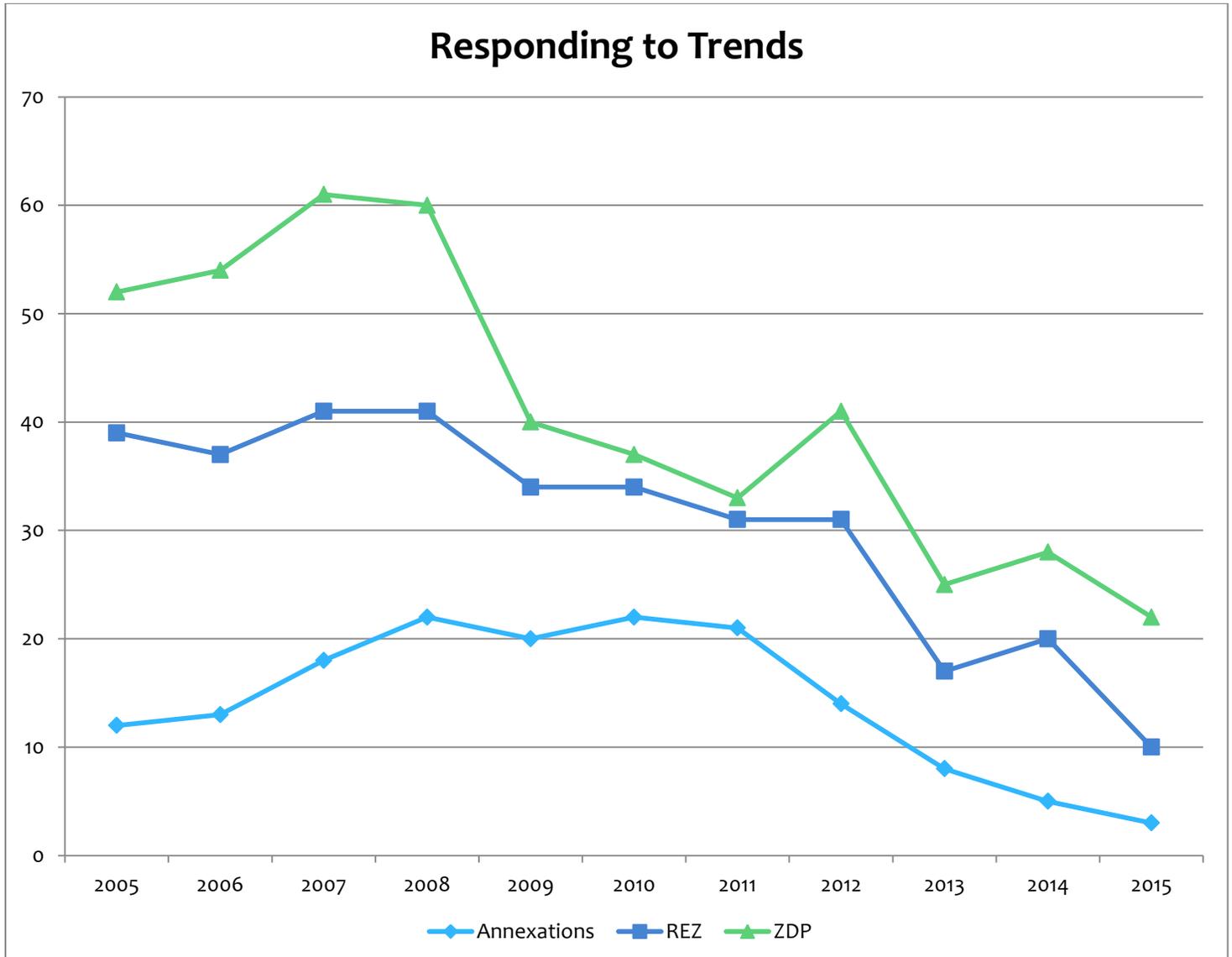
Corey Shepherd

Relationship of Text Amendments to Variance Requests



Variations and Text Amendments

The majority of the current zoning code has been in place with little change since 1981. As one can see, the number of changes instituted shows that we have initiated several interim fixes over the years and have attempted to reasonably respond to development needs. Our history shows an interesting trend with the number of variance requests declining proportionally to the number of changes made to the text. This indicates that although we are getting fewer requests for variations, which is the goal, we also must remain vigilant to the needs of the community.



Departmental Response to Trends

This graph is tracking the trend annexations, re-zonings, and zoning development plans. The department has enabled more plan reviews to be approved in-house further streamlining the development process. The Planning Department works diligently to provide a higher quality of living and a better environment for businesses.

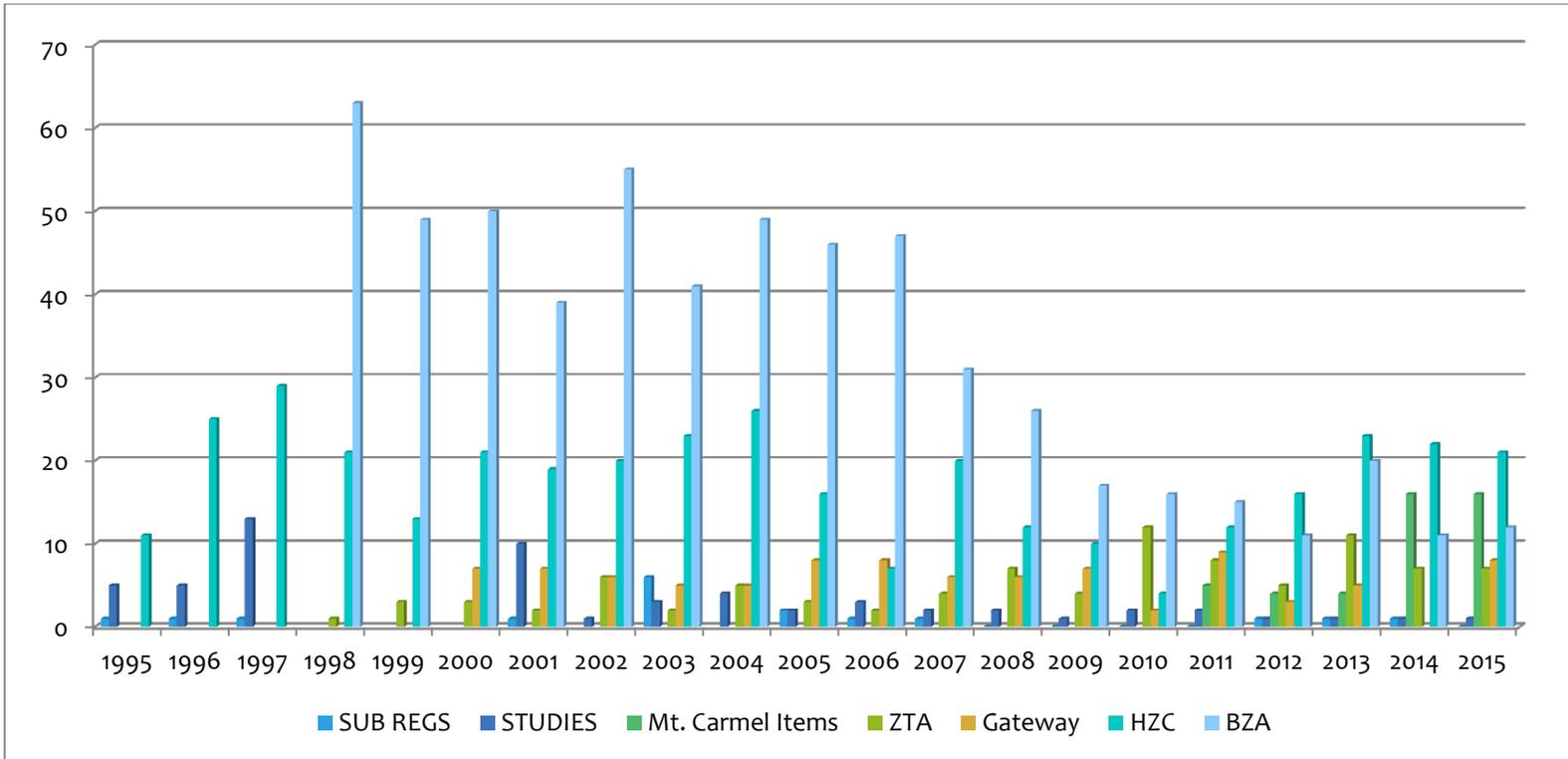
Summary



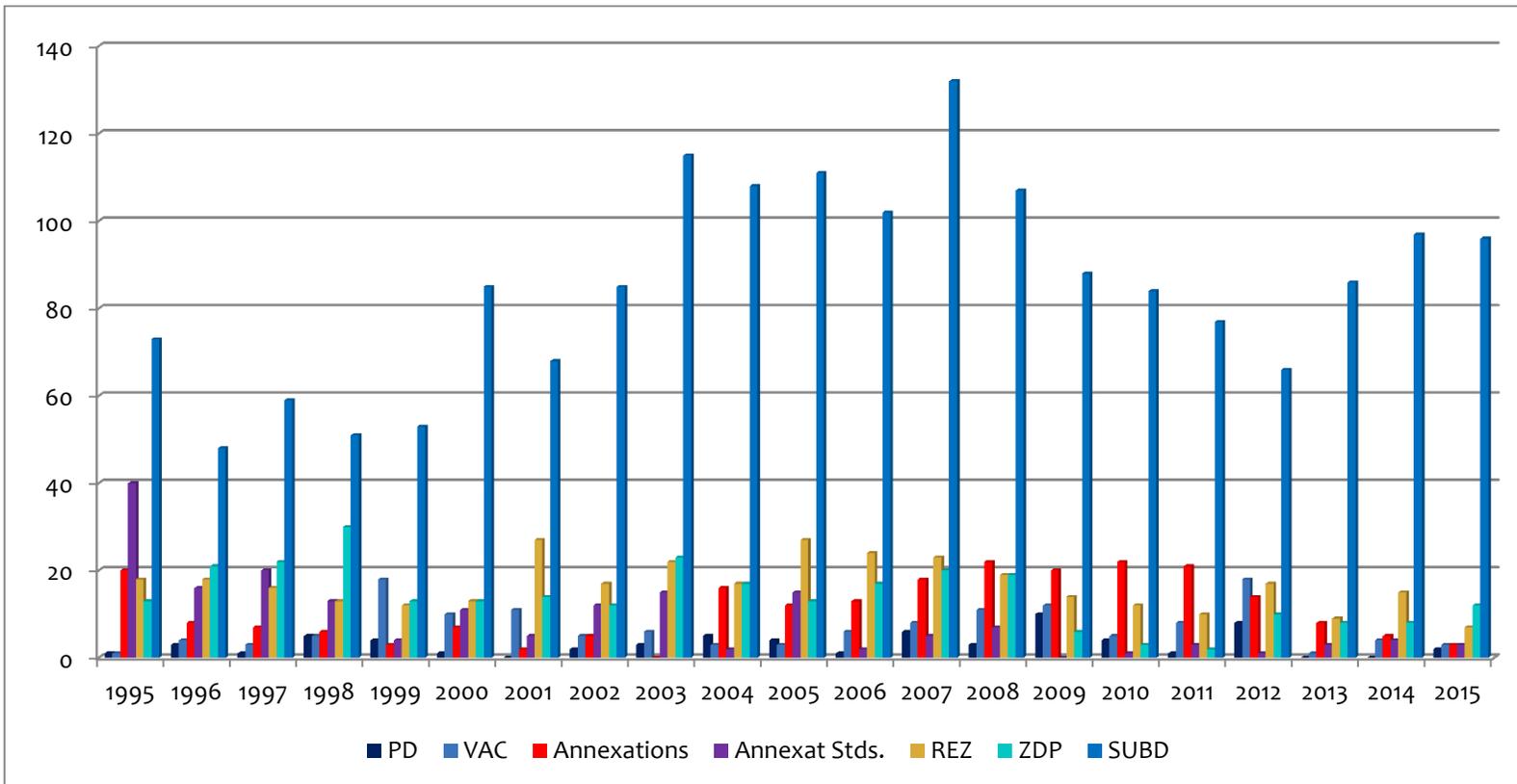
The City of Kingsport Planning Division consisted of a four member staff for the fiscal year 2015-2016. There was reorganization, moving staff from Planning and Development to Development Services Administration. Currently, The Planning Division is structured with a Development Services Director, a Zoning Administrator, two planners, and a secretary. The planners have taken a team approach to the day to day processing of items. The delegation of items is based on the planner's skills and strengths allowing various types of items to handle with the support of the other planner and intern. The added responsibilities of overseeing the Building Division, GIS, CDBG program and Codes Enforcement has also been managed in Development Services with the help of an executive secretary.

Each Planner sits on a committee such as the Board of Zoning Appeals, Gateway, Historic and planning support for the City of Mount Carmel. Each planner is responsible for establishing and holding meetings and providing the committee members pertinent information. The staff also mails notices to the affected public, and prepares and publishes public notices as required. Along with the mailings and notices published in the newspaper, all agendas are put on the City's website for public viewing. In addition, each commission's packet is posted to the web for citizens and staff to review as their interest demands.

Commissions



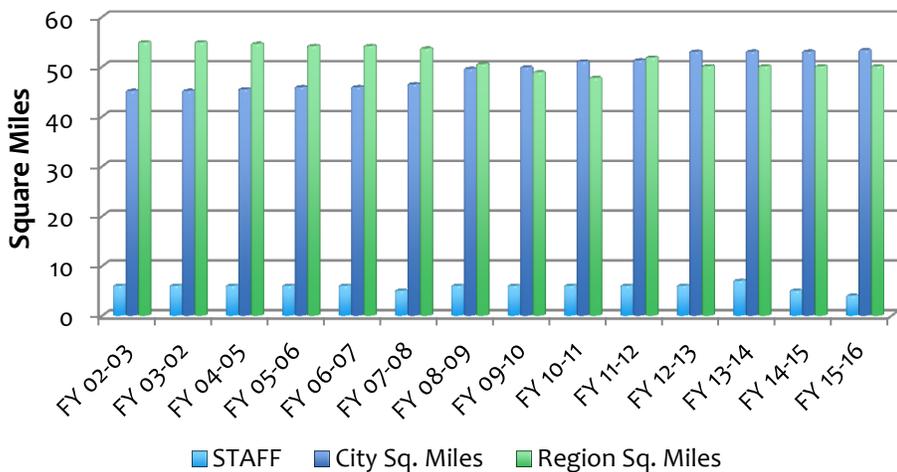
Zoning



Staff Specialties

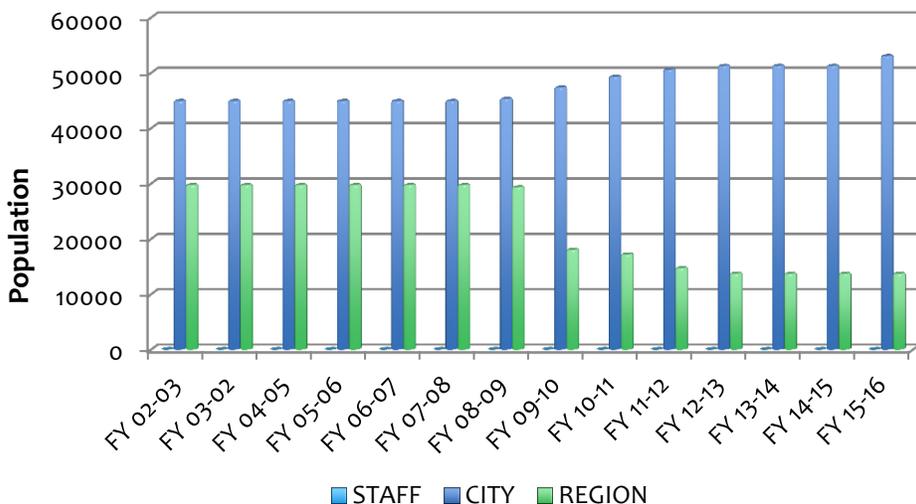
Our current staff is two planners short. However, it is clear that a background of land use experience coupled with design strength is necessary for the future. Current expertise includes:

- Annexation and Public meetings
- Long-Range Planning
- Subdivision and Site Planning
- Public Engagement
- Land Use and Code Revision
- Designated American Institute of Certified Planner (AICP) Staff Members
- A Combined Total of 48 Years of Personnel Management and Urban Development Experience



Staff: Area of City Limits

This graph illustrates the comparison between staffing levels and square miles. City square miles have increased over the past decade, while regional square miles show fluctuation. The fluctuation in the region may be a result of the decrease in annexations in the area and across the state.



Staff: Population

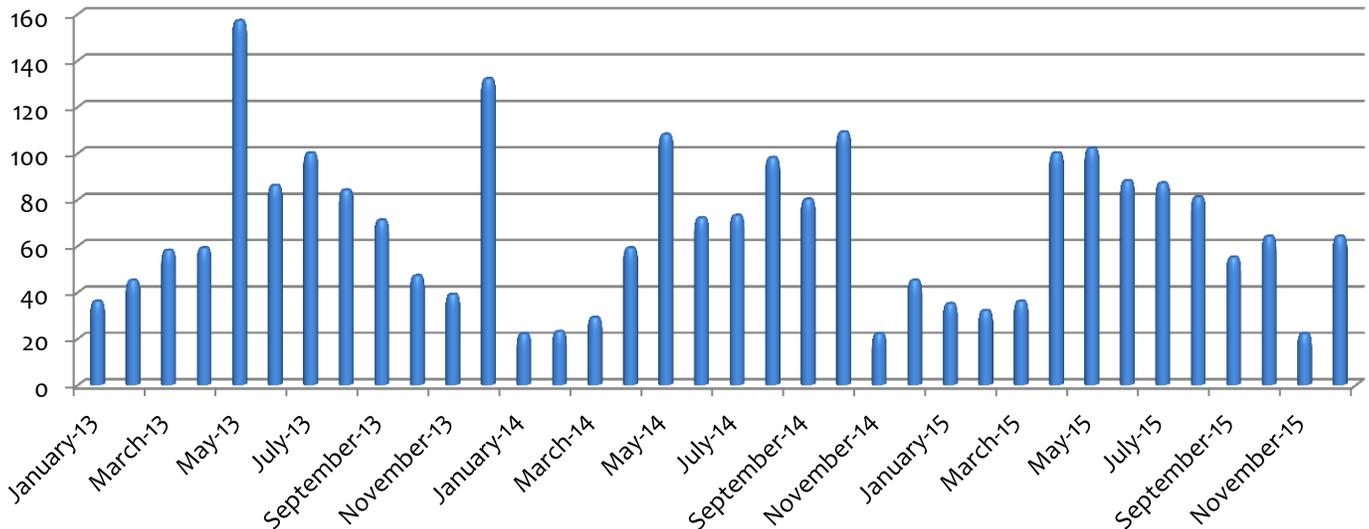
This graph measures the comparison with staffing levels and the rise of city and regional population growth. As one may see, the population is steadily growing while staffing levels show little change or even a reduction in the last year.

KINGSPORT CODE ENFORCEMENT

Code Enforcement focuses on Progressing from Reactive to Proactive Force. With external partnerships, inter-departmental coordination and current staffing capacity, code enforcement is able to address code issues in the following areas:

- Commercial Neglect Areas
- Residential Dilapidation Areas
- Redevelopment Focus Areas

New Complaints Received



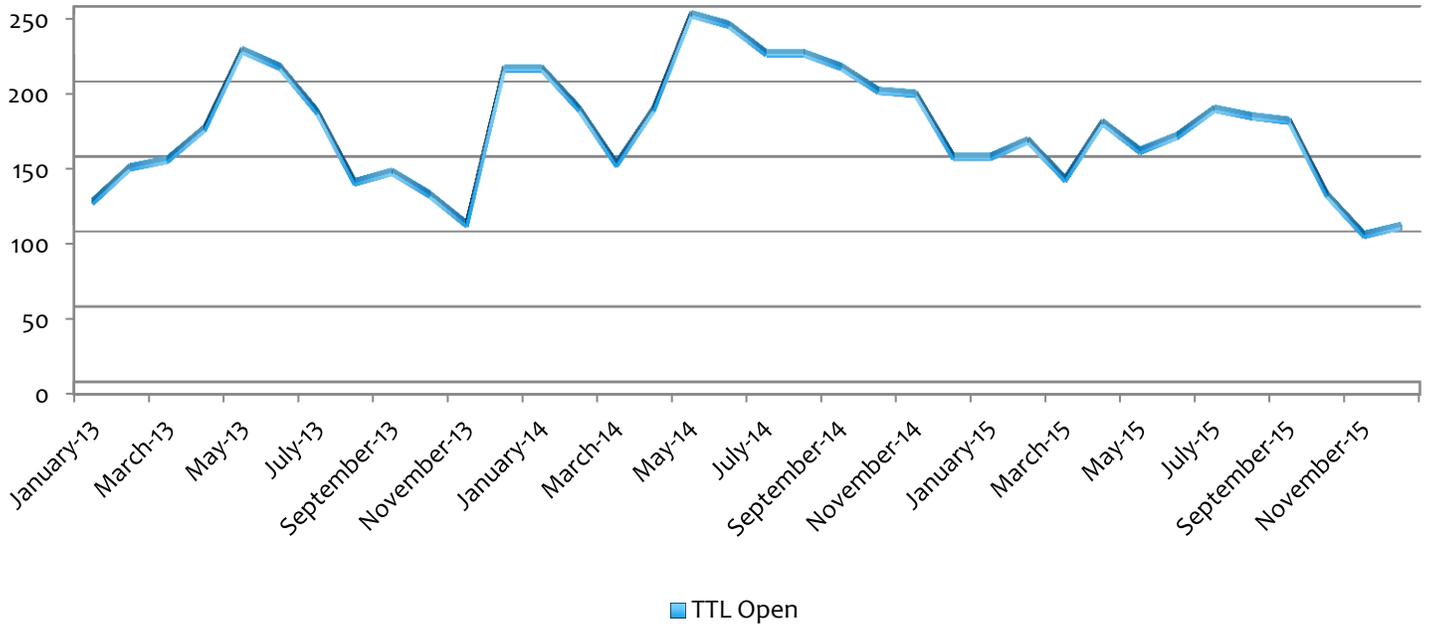
TOTAL NEW COMPLAINTS RECEIVED

January 2015 to December 2015

766

Inspections Conducted on all Complaints

Open Case Trends

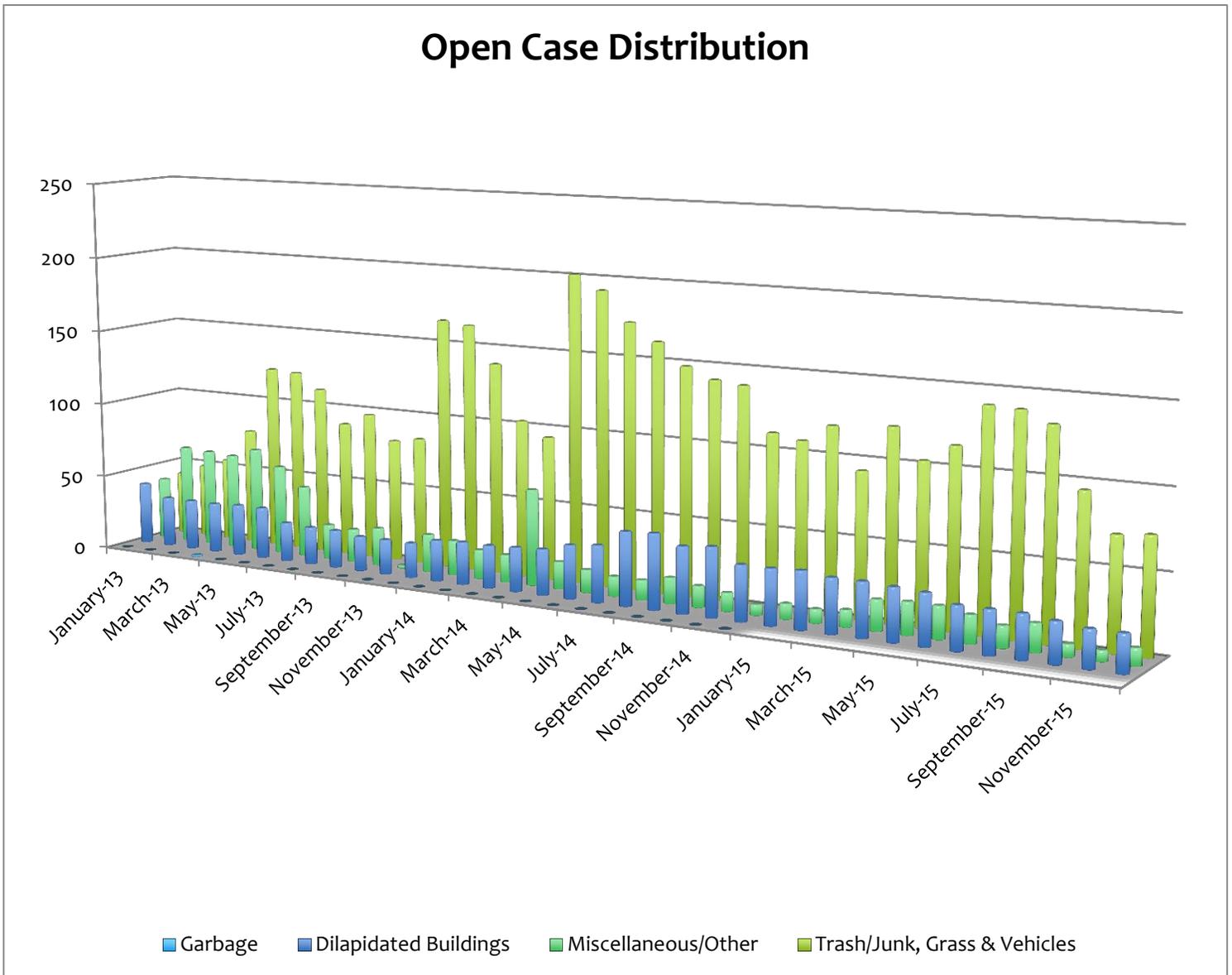


CURRENT OPEN CASES

January 2013 to December 2015

108

Open Case Distribution



OPEN CASE DISTRIBUTION

January 2013 to December 2015

There was a decrease in dilapidations in the last quarter with a low 24 in November and December.

Strategic Implementation Plan



Citizen Friendly Government

- Respectfully provide accurate and timely information to citizens.
- Provide timely notice to neighborhood groups and citizens, about developments that may impact their properties.
- Provide fair and responsible staff recommendations to the various planning committees.
- Provide data and notices in an open and accessible format for staff, citizenry, and city leadership.



Qualified Municipal Workforce

- Provide opportunities for continued professional development appropriate to experience and assignments.
- Strive to hire the highest caliber employees internally and externally when openings arise.



Economic Growth, Development and Redevelopment

- Promote a business/developer friendly ethic by providing streamlined approval processes.
- Promote responsible, sustainable development practices through innovative regulations.



Reliable and Dependable Infrastructure

- Insure high quality infrastructure is planned, permitted and installed correctly prior to dedication.
- Promote development within projects that limit inefficient extension services and provide balanced infrastructure needs and open space.



Superior Quality of Life

- Reduce the effects of sprawl development through appropriate planning and land use parameters.
- Promote aesthetically conscious development in key entry areas and destination points of the city.

COMPLETED & ONGOING PROJECTS

Owner-requested Annexation

Given the changes to annexation by the state legislature, cities in Tennessee have virtually ceased all annexation activity. However, this has not ceased families and future commercial entities requesting annexation. City staff fields many calls requesting to know the benefits and process of an annexation to determine if their property is eligible.

In order to enhance the health, safety, and welfare of the citizenry of the Kingsport Planning Region staff will consider owner-requested annexations. After conducting a thorough feasibility study to determine if the annexation case meets the criteria set forth by the Interim Annexation Policy, the City's current guiding document for annexation, staff will present the annexation case with a positive recommendation to the Planning Commission and Board of Mayor and Alderman.

Code Enforcement Program

The City of Kingsport Codes Enforcement program is thriving and is showing tremendous progress in the enforcement of property maintenance, building and zoning policies and regulations.

Networking among city departments and citizens has enhanced the efforts of the Codes Enforcement team to achieve a higher level of public education and awareness in the importance of Codes compliance. Overall improvements are being noted in neighborhoods as residents are getting more involved and encouraged by the positive effects of citizen participation and accountability. More cases continue to be closed and proactive ventures are being carried out through projects that encompass entire areas, such as the Downtown district. Measures are also in place to monitor compliance at all entry points for those coming into the city from neighboring jurisdictions. Demolitions are increasing and Codes Enforcement personnel are consulting with outside agencies and organizations to acquire vacant or abandoned lots for new housing projects. The Codes Enforcement team is in constant communication with other city departments to evaluate services, methods and resources needed to increase efficiency.

Goals are in place to step up productivity by minimizing reaction time and boosting enforcement activity. Expanded enforcement efforts will include stiffer penalties for repeat offenders and absentee landlords, as examples. New enforcement approaches for the upcoming year are also being investigated, such as the execution of Administrative Warrants to gain residential access and the requirement of Landlord Certificates of Occupancy. Collaboration with other agencies is ongoing and the exchanging of ideas with other jurisdictions is raising the bar for Codes Enforcement performance.

Mount Carmel

The City of Kingsport provides planning services for the Town of Mount Carmel under contract. In the past year staff has created two new mixed-use zones for the Town and initiated major re-zonings to implement those zones. Staff has also provided mapping support for the Town and for EMS services operating in the County and are present at Planning Commission and Board of Zoning Appeals meetings to advise those commissions.

Major Street and Road Plan

This serves to help the Kingsport Regional Planning Commission in its goal of continually developing comprehensive plan elements which serve as guidelines for the maintenance and improvement of community public facilities and infrastructure. The Major Street and Road Plan works within the framework of the subdivision regulations to look forward twenty years to base proposals for area street and highway improvements on the functional use of these facilities as well as the development and growth of the community. Work is ongoing to update the Major Street and Road Plan in cooperation with the Kingsport Metropolitan Planning Organization.

Downtown Master Plan

The Downtown Master Plan when completed will serve as guide for the future development and redevelopment of the heart of the City. The plan will bring together the many visioning and planning documents that pertain in part or in whole to downtown as well as input from downtown stakeholders and the broader community. The final product will be a plan that provides guidance for future land use and urban form, the development of public and private spaces, and transportation and other networks that link downtown internally and with the City and region. It is currently pending coordination of the summit plan.

Community Planning Day

The 2015 event kicked off with a welcome address by Mayor John Clark and the Planning Day emphasis described by the Development Services Director, Lynn Tully. The entire Development Services Department, as well as, other departments and individuals pitched in to making the event a success. A demonstration of an Active Transportation Rest Area (ATRA) was a popular amongst attendees, business owners, developers, and the passerby.

Central Business Edge zoning(B-2E)

While establishing and maintaining a high standard for single-family dwellings, the new district permits uses and activities rural in a more practical way to transition more concentrated urban areas.

Historic Zoning Commission

Historic Zoning serves as a method of preserving and protecting private property. Kingsport has many celebrated historic neighborhoods and commercial districts throughout the city. Staff has been working for the last several years to increase property owner awareness of the historic zoning process while also making the process significantly more applicant-friendly. This has been accomplished through the passage of by-law amendments and removing the \$50 application fee for requests that are approved in-house. Historic preservation continues to be an important aspect of the Kingsport Planning Division.

Sidewalk and Bike Rack Requirements

In an effort to upgrade the city zoning code to better serve the changing transportation needs of the community, the City added bicycle parking requirements for parcels along the existing bike routes in the city to include the greenbelt. The requirement is only applicable to commercial land uses and includes a 1:1 automobile parking bonus per bicycle parking spot supplied (not to exceed 10% of the required automobile parking).

Gateway Commission

The City takes pride in being a community in control of its future. The city affirms that the quality of the physical environment has a direct bearing on its livability and its economic prospects. Through the Gateway Review Commission, the City has forged a clear consensus about the desire and character of its environment. The commission has reviewed numerous cases in the past year, including expansion of the YMCA and new tenants for the Gateway Commerce Park.

Emergency Repair Program

CDBG funds are used to provide emergency repair to low and moderate-income families in the City. The program is available to owner-occupied residences. Repairs are limited to situations which pose an imminent issue for the safety or health of the family or individual homeowner which might include weather penetration (roof, windows, entry doors), electrical issues, plumbing issues, accessibility, etc., and typically involve addressing the most critical need for the homeowner. The City partners in various projects with the Carpenter's Helpers ministry of First Broad Street United Methodist Church, providing CDBG funding for materials to be used by the ministry's volunteers.

In some more intense situations where volunteers cannot provide needed services, the City engages local contractors. In Fiscal Year 2015, 26 households were provided some level of emergency repairs.

CDBG Funded Programs

CASA for Kids, Inc. – Court Appointed Special Advocates (CASA) provides investigation and advocacy for abused and neglected children in Sullivan and Hawkins Counties. CASA case workers are engaged, upon request from Court, to investigate individual juvenile situations and make recommendations to the Court concerning a child's disposition. CDBG funds were allocated to CASA for these services to children within the City limits. In FY 2015, CASA for Kids, Inc. provided advocacy services for 195 new cases, with 202 cases being carried over from the previous fiscal year.

KHRA Learning Centers – Kingsport Housing and Redevelopment Authority operates a learning center in the Robert E. Lee Public Housing Development, with satellite services in other developments. The Lee Learning Center provides literacy tutoring, after-school enrichment programs and other outreach programs to children and adults living in or near public housing. CDBG funds were awarded to KHRA to assist in staffing and other program services. During FY 2015, KHRA Learning Center provided services to 791 facilities.

Emergency Solutions Grant

Each year, the City receives Emergency Solutions Grant (ESG) funds from the Tennessee Housing Development Agency (THDA). ESG funds originate in the U.S. Department of Housing and Urban Development (HUD) and are provided to the City as "pass-through" funding through THDA. ESG funds are intended to provide funding for homeless emergency shelter services as well as programs which help prevent homelessness and rapidly re-house persons and families who have recently become homeless. The City allocates its ESG entitlement funds to local shelter and homeless service agencies to provide shelter and other services.

In FY 2015, the City contracted with Salvation Army of Kingsport, Greater Kingsport Alliance for Development (GKAD) and Interfaith Hospitality Network (IHN). Through ESG, Salvation Army provides emergency shelter services to homeless individuals and families (mothers with children). GKAD provides assistance to individuals and families to assist in preventing them from becoming homeless, as well as assistance to rapidly re-house those who have recently experienced homelessness. IHN provides a combination of the three ESG services, specifically to families.

During FY 2015, Salvation Army provided services to 356 individuals. GKAD assisted 54 families with rapid re-housing services. IHN reports assisting 65 families during FY 2015.

Retail & Restaurant Recruitment

Kingsport continues to be a strong retail sales center for the Tri-Cities region. Through the first three quarters of 2015, retail sales were up over 16% as compared to the same three quarters last year and totaled over \$1.2 billion.

In 2015, Kingsport enjoyed an investment of almost \$8 million in new retail development and redevelopment. Wal-Mart Neighborhood Market opened its first location in the Tri-Cities and completed a full-scale redevelopment of a blighted shopping center in North Kingsport. This project combined with several others represents over 73,000 square feet of new retail space in 2015. Kingsport continued to see both franchise and non-franchise restaurant growth. Pie-Five, Senor Papas & Beer, Main Street Pizza Co., Panda Express, and Freddy's Frozen Custard all opened their doors in Kingsport in 2015.

Kingsport has not yet reached critical mass for its downtown or its commercial corridors and expects to continue to make significant strides in attracting new retail to the market.

Business Retention and Expansion Program

In addition to actively promoting the City as a quality place to live and work, the Economic Development Department continues to work with existing businesses to foster a more partnered relationship between the city officials and businesses as well as continuing to look for opportunities for our existing businesses to support each other.

We have supported over 81 businesses directly through face-to-face contacts and assessments. These businesses currently employ more than 2,500 individuals in various occupations. Businesses have indicated the city is providing good or better services in the areas of utilities, schools, transportation, and police and fire protection. Based on this level of services, businesses have been confident in reinvestment in our city and have spent \$7.9 million this year in their companies and added approximately 21 new jobs. This work is being completed in concert with the efforts of Kingsport Chamber of Commerce, RCAM, NETworks FIRST Program, KOSBE and others. We continue to see increases in employment in our area and expect that this open communication will encourage and enhance our relationships with our business partners.

Landscaping Ordinance Update

The City's landscaping ordinance guarantees improvement of the appearance of public rights-of-way, certain commercial developments and multifamily dwellings, and public property through regulation of the planting, protection and maintenance of trees, shrubs and other landscaping materials. Planning Staff is working with the City Landscaping Specialist to update the landscaping ordinance. Key features of this update include a more user-friendly format, new consideration for redeveloped property, and incentives for developers willing to go above and beyond the minimum landscaping standard.

Mayor's Summit

The Mayor's ONEKingsport Summit was held at the end of October launching a grassroots effort to guide the future of Kingsport. The Summit was attended by more than 150 persons and had over 252 viewers livestreaming. A packed house heard presentations from citizen leaders on seven different topic areas for two days. Included on the agenda were issues of Health & Wellness, Arts & Entertainment in Kingsport, Higher Education Innovation, Housing, Job Creation and Entrepreneurship, Destination City Investments, and Downtown Revitalization. The summit is expected to provide a framework for projects, programs and city activities for the next five years, built from direct contact with our citizens and city leaders.

Kingsport Birding Trail (KBT)

The Trail received recognition at the Tennessee Ornithological Society (TOS) 100th Anniversary meeting and the Development Services Coordinator, also the KBT Project Leader, being elected to the state office of Vice President for a fourth term, non-consecutive. Tennessee Recreation and Parks Association invited a KBT presentation to their annual state conference.

The KBT was also instrumental in launching a local TOS Chapter named in honor of Dr. Fred J. Alsop III. KBT provides programming and resources to the local chapter. KBT sponsored a successful expanded line up of Fun Fest events in 2015 and plans are underway for further expansion in 2016 to include multicultural youth events.

All KBT locations were surveyed for the Audubon Christmas Bird Count and data was compiled and submitted to the organization. International data compilation by Cornell University began capturing KBT metrics.

Active Transportation Rest Area (ATRA)

This is an original concept forwarded through the Development Services Department, which resulted Tennessee's first ATRA being installed in Kingsport's Cloud Park in 2015. This was a collaborative effort with the Kingsport MTPO and Kingsport Parks and Recreation Department.

The 2015 TDOT Multimodal Grant, applied for by Kingsport MTPO, funds multiple ATRA's and additional ones are planned for future grants. Tennessee Department of Environment and Conservation selected an ATRA presentation for the 2016 conference to be delivered by the Development Services Coordinator.

Presentations to Tennessee State Health Department, Healthy Kingsport, and ONEKingsport Summit keynote address included ATRA. ATRA presentations were also requested by Downtown Kingsport Association and PEAK Young Professionals Group and are planned to take place in 2016.



“Keep emphasizing your unique assets and stop building yesterday's suburbs for yesterday's target market.”

Ellen Dunham-Jones

Kingsport has many great assets to offer to all citizens and tourists alike. There is nothing Kingsport cannot offer to the citizens and visitors.

The One Kingsport summit was a two-day planning session of business and community leaders whose goal was to craft a three to five-year road map for the Model City. The summit took place October 29th and 30th at the MeadowView Conference Resort and

Convention Center, with almost 200 citizens participating. The Summit's first day included a variety of speakers sharing with attendees a wealth of information on the City, from its history to demographics to its current challenges, along with a keynote speaker's ideas on community branding. Summit attendees worked to develop a series of Big Ideas on Day Two, breaking into seven focus groups that would later become the seven Summit work groups whose ideas will serve as the foundation of the Summit's work for the next five years.

The Development Services Department has played an important role in the ONEKingsport Mayor's Summit process. Staff from Planning played a key role in developing the agenda, structure and planning the two-day Summit event. Staff also developed the structure and coordinated the Summit group process, including providing staff to the Housing, Job Creation & Entrepreneurship, and Downtown Revitalization groups. As the Summit moves into its implementation phase, Development Services staff will play a key role in shepherding the process forward, including regular updates to the BMA and working with the ONEKingsport Summit Steering Committee to implement the recommendations of the seven groups.

Justin Steinmann, AICP

Meet Our Staff



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