Model City

Coalition

KINGSPORT, TENNESSEE

Developing a city of synergy beginning downtown

Partners

- **Kingsport Tomorrow**
  - Vision 2017
  - Re-visit the Vision
- **Coalition** n. a coalescing, union; a temporary union of political parties for some common aim
  - Interested business leaders
  - Potential developers
  - City of Kingsport Development Services
  - Downtown Kingsport Association
  - Kingsport Area Chamber of Commerce
  - Kingsport Economic Development Board
  - Kingsport Housing Authority

Model City Coalition

Who

- Lynn Shipley
- Jeanette Blazier
- Jim Bradford
- Pete Connet
- Tom Davis
- Betty DeVinney
- Dan Dillon
- Van Emery
- Bob Miller
- Paul Montgomery
- Terry Cunningham
- Wally Boyd
- Jeff Fleming

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Where

- Downtown
- Gateways
- Portals
- Key Linkages

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WHY

- **MISSION**
  - To create opportunities for sustainable development to re-establish Kingsport as the "model city"
- **VISION**
  - Kingsport will have a strong, vibrant central district, linked to its region through gateway connections.

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WHAT

OUR GUIDING PRINCIPLES

- Successful cities are those that effectively integrate with their regions, thus we will create linkages to our region's gateways.
- Successful downtowns are those where people live, play and have fun as well as conduct business, government and worship.
- Our heritage of the Nolen Plan is worth our noblest effort. We will recapture 'the city beautiful' where industry and nature live in balance and harmony.
- We will produce excellence in everything we do.

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When

- **1995 KRIDS**
  - **K**ingsport **R**egional **I**nteractive **D**esign **S**tudio
  - **K**ingsport's **R**esource for **I**nnovation, **D**esign & **S**ustainability
- **1997 Model City Coalition**

How Much?

- Master Plan
  - $55,000 Private Donations
  - $55,000 Public (KEDB)
- Plan Implementation
  - Market-driven
  - Private investment
  - Public infrastructure

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KINGSPORT, TENNESSEE

The Plan

Consultants

- McCarty Holsaple McCarty Architects and Planners
  - Knoxville, Tennessee
- Ross/Fowler Landscape Architecture and Planning
  - Knoxville, Tennessee
- Economic Research Associates
  - Washington, D.C.
- Chattanooga Neighborhood Enterprise
  - Chattanooga, Tennessee

Formula:

Broad community input

+

Focused Economic Analysis

+

Uncommon Urban Design

+

Knowledgeable Implementation

SUCCESS

Target Areas

- Gateways Development Plan
- Public Realm
- Downtown Private Development Recommendations

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Objectives

1. Connect Downtown with the rest of Kingsport
   - Difficult to find, not pleasant to drive into
2. Provide an attractive place to be.
   - Nolen plan in tact
   - Needs carefully and affordably refurbished streetscape to enhance the feel and presence of the city
3. Create a 24-hour-a-day critical mass of people
   - Needs presence of people outside hours of 8 a.m. – 6 p.m.

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Input

- Strategic and design evaluation of the existing downtown area by architects
- Functional and aesthetic analysis of current gateways to downtown Kingsport and the attendant physical environment
- Pragmatic financial analysis of current economic environment and feasibility evaluation of future development
- Firsthand, practical direction of the implementation plans and steps to initiate this process of revitalization

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Input

- Stakeholder Interviews
  - Property owners, downtown workers, local government, real estate developers, business owners, major industries, and longtime residents of Kingsport
- Comments and reaction at public meetings

Recommendations

GATEWAYS / CORRIDORS

A. General Recommendations

- Implement a comprehensive signage program
- Improve landscape image
- Control outdoor storage
- Control signage
- Control litter

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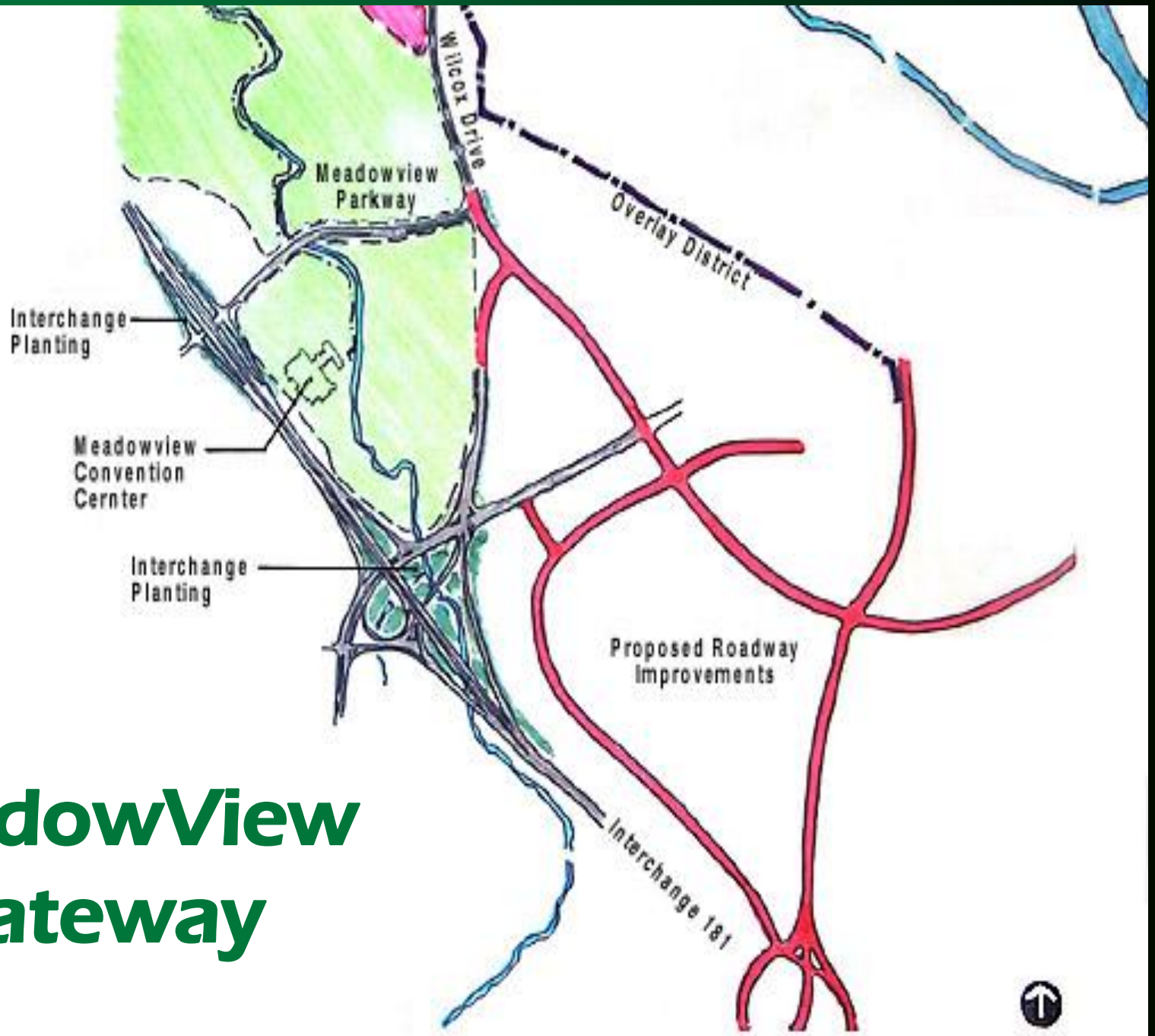
Recommendations

GATEWAYS / CORRIDORS (continued)

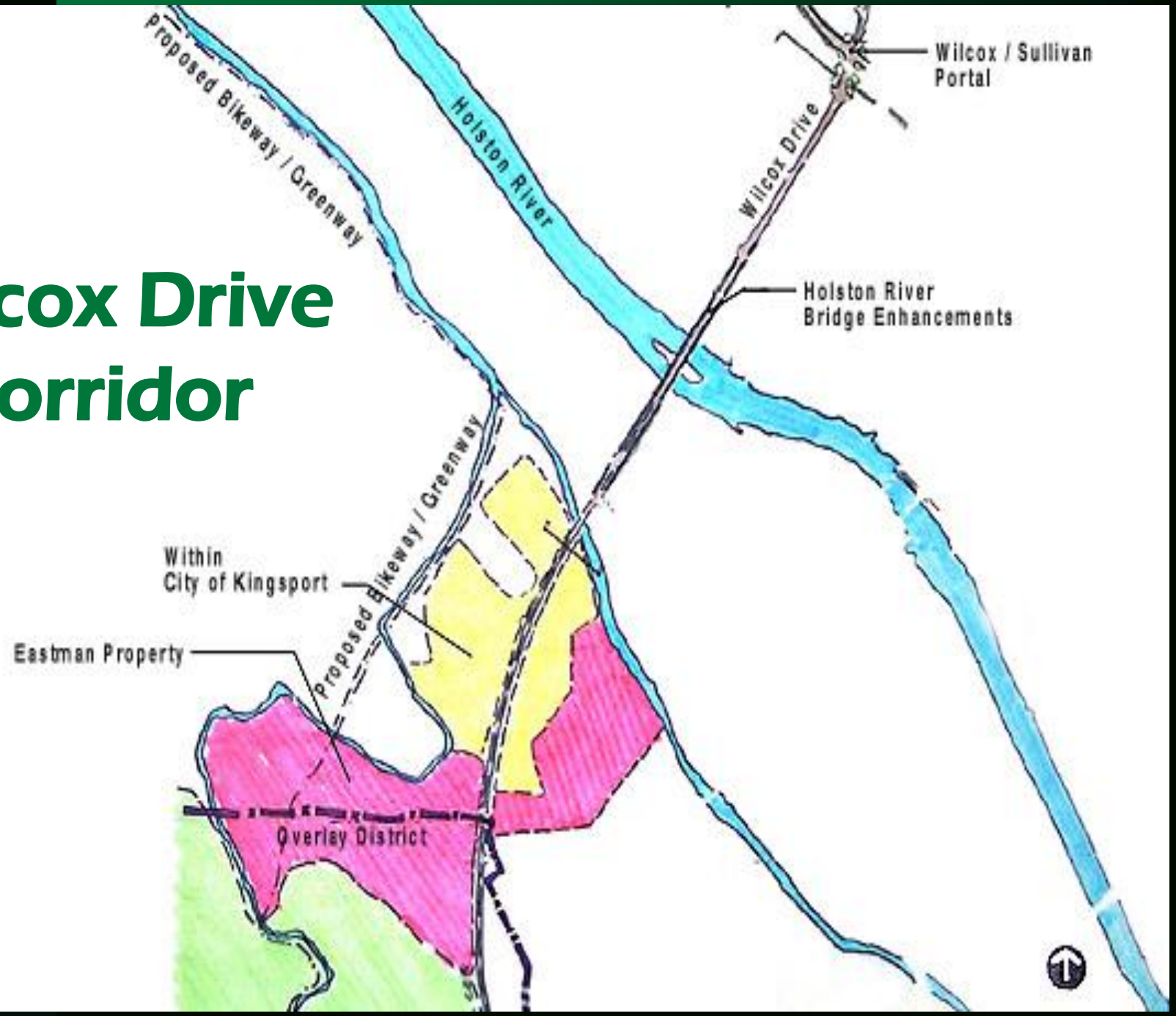
B. Wilcox Drive Gateway Corridor

- Improve the corridor streetscape
- Improve the Holston River Bridge
- Develop Wilcox / Sullivan portal
- Develop Sullivan / Center portal

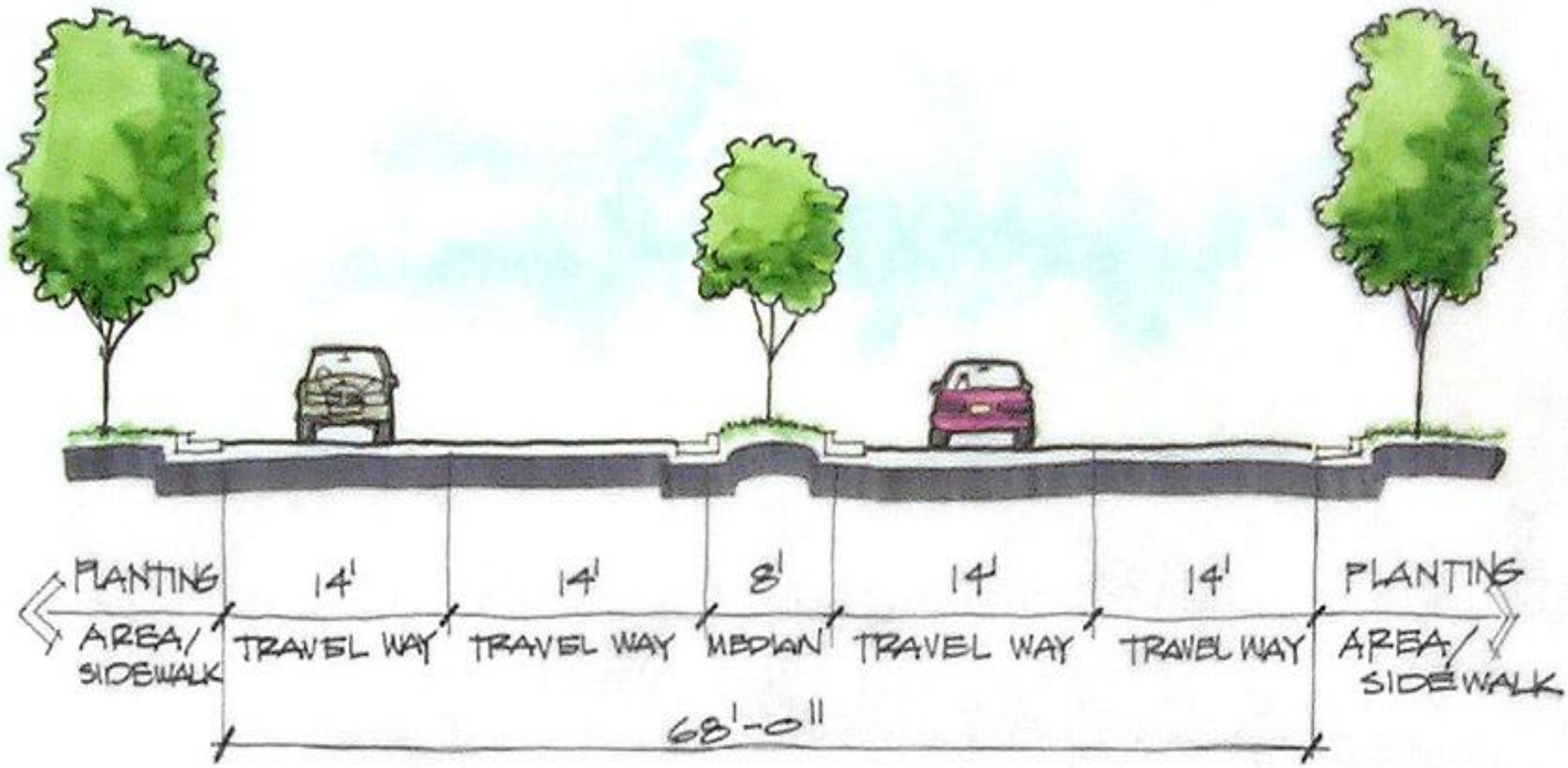


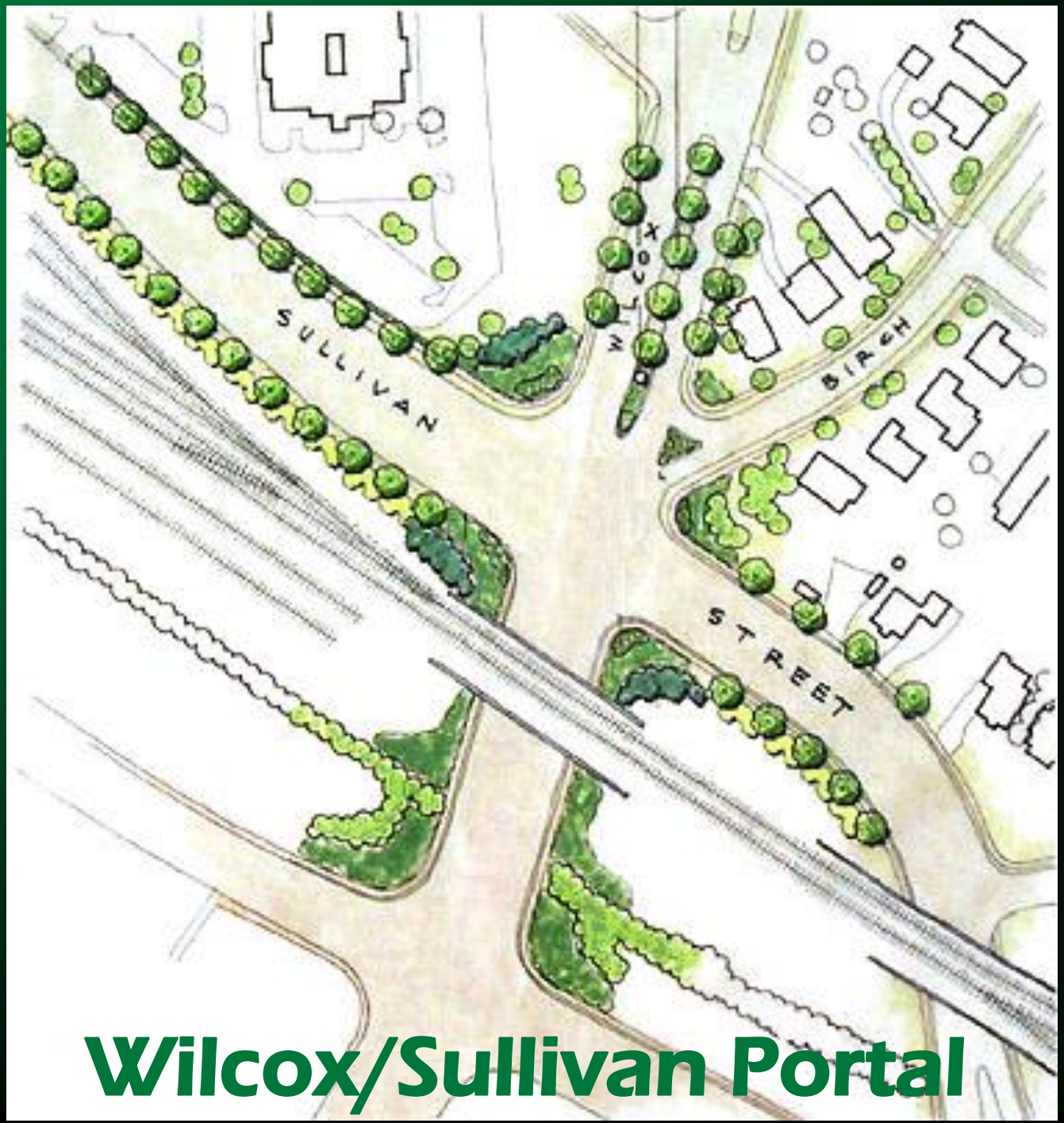
MeadowView Gateway

Wilcox Drive Corridor



Wilcox Drive





Wilcox/Sullivan Portal

Center/Sullivan Portal

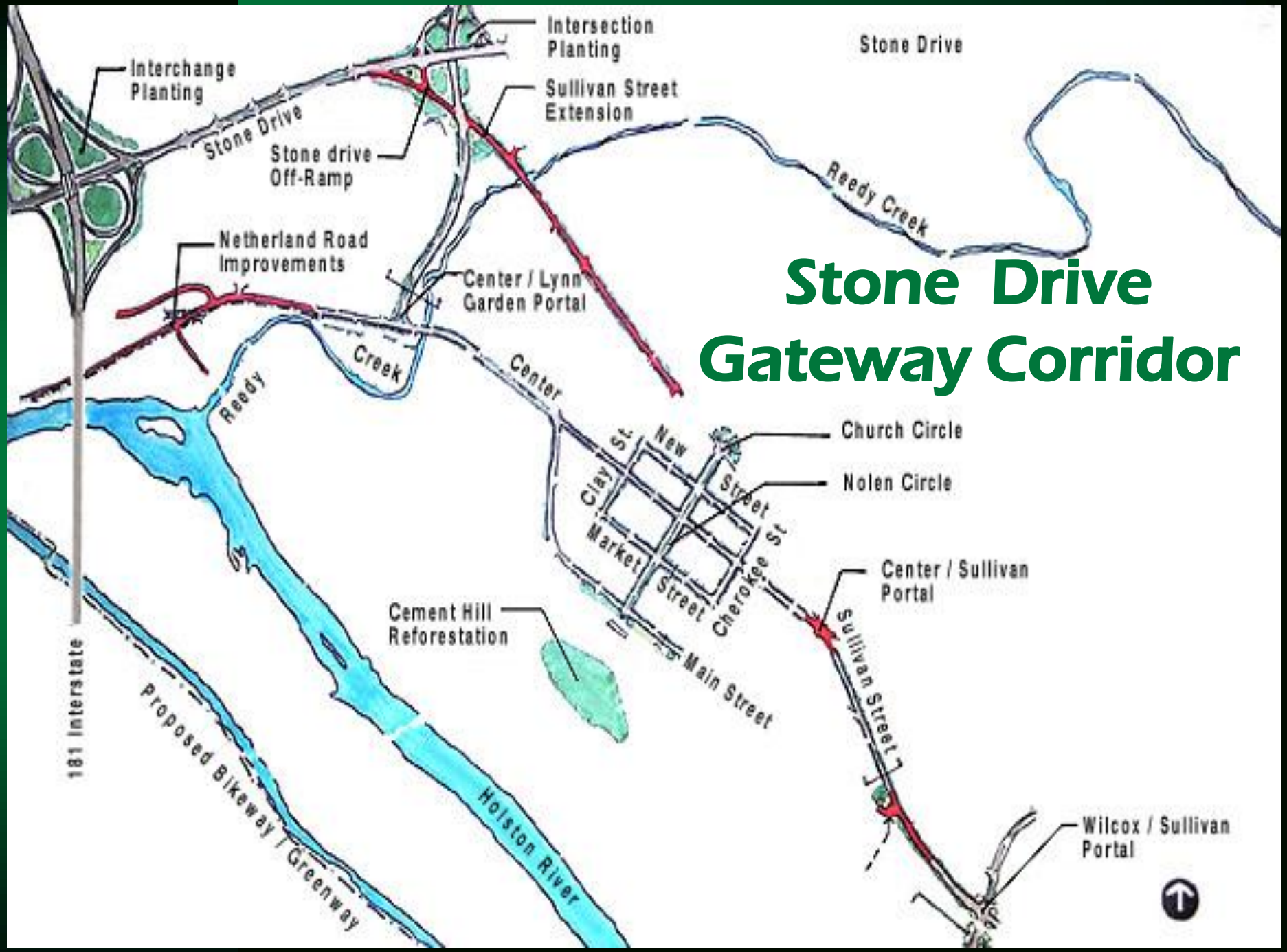
Recommendations

GATEWAYS / CORRIDORS (continued)

C. Stone Drive Gateway Corridor

- Implement interchange plantings
- Improve the corridor streetscape
- Develop the Lynn Garden / Center portal
- Develop the Center / Clinchfield portal park
- Implement roadway improvements

Stone Drive Gateway Corridor



Center/Lynn Garden Portal

Recommendations

PUBLIC REALM

- Return Broad Street to Nolen Plan configuration
- Restore Cement Hill
- Establish the Nolen Square
- Develop Center and Main
- Develop Main Street Park
- Enlarge Glen Bruce Park
- Develop Justice Plaza

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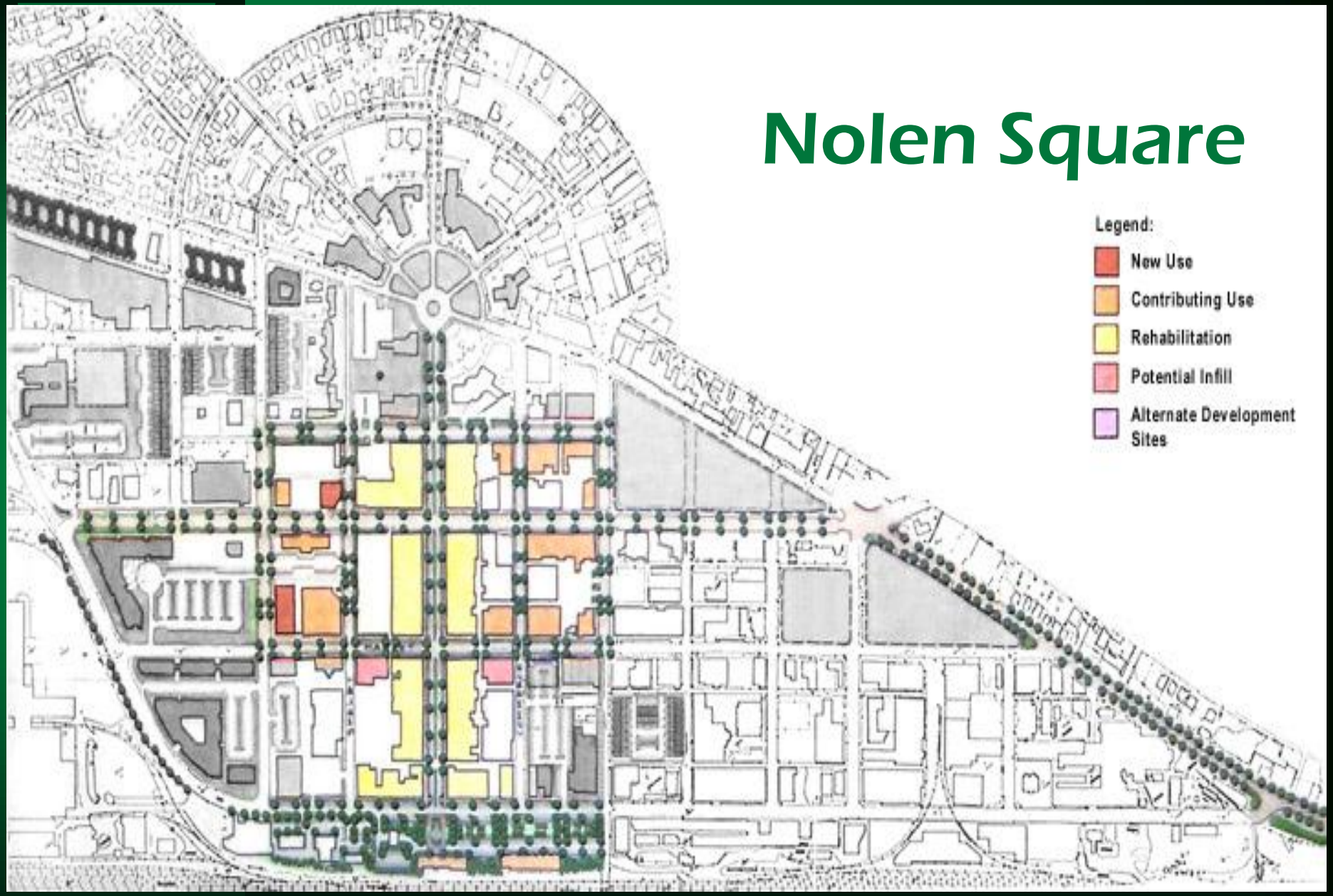
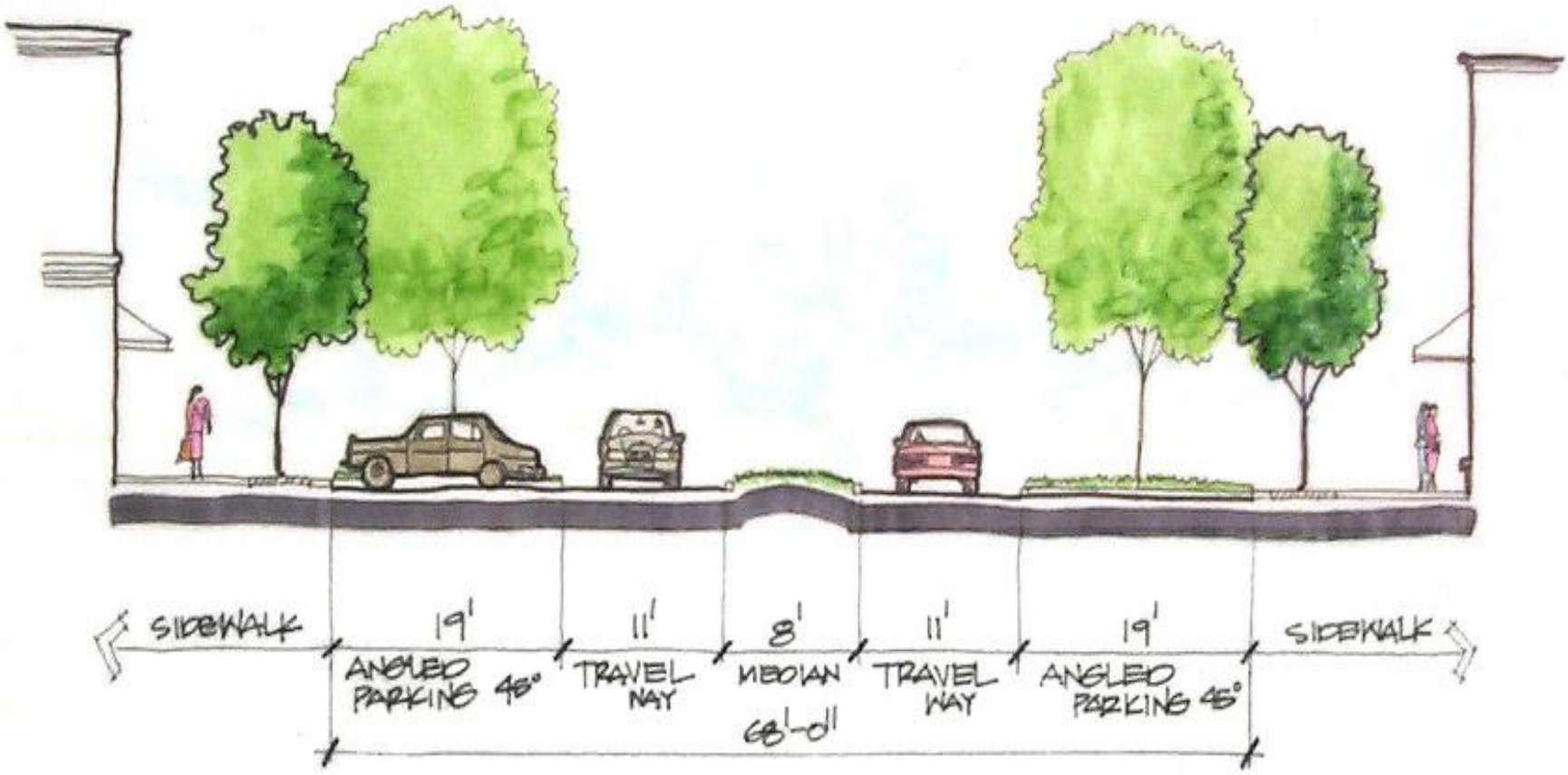
Nolen Square

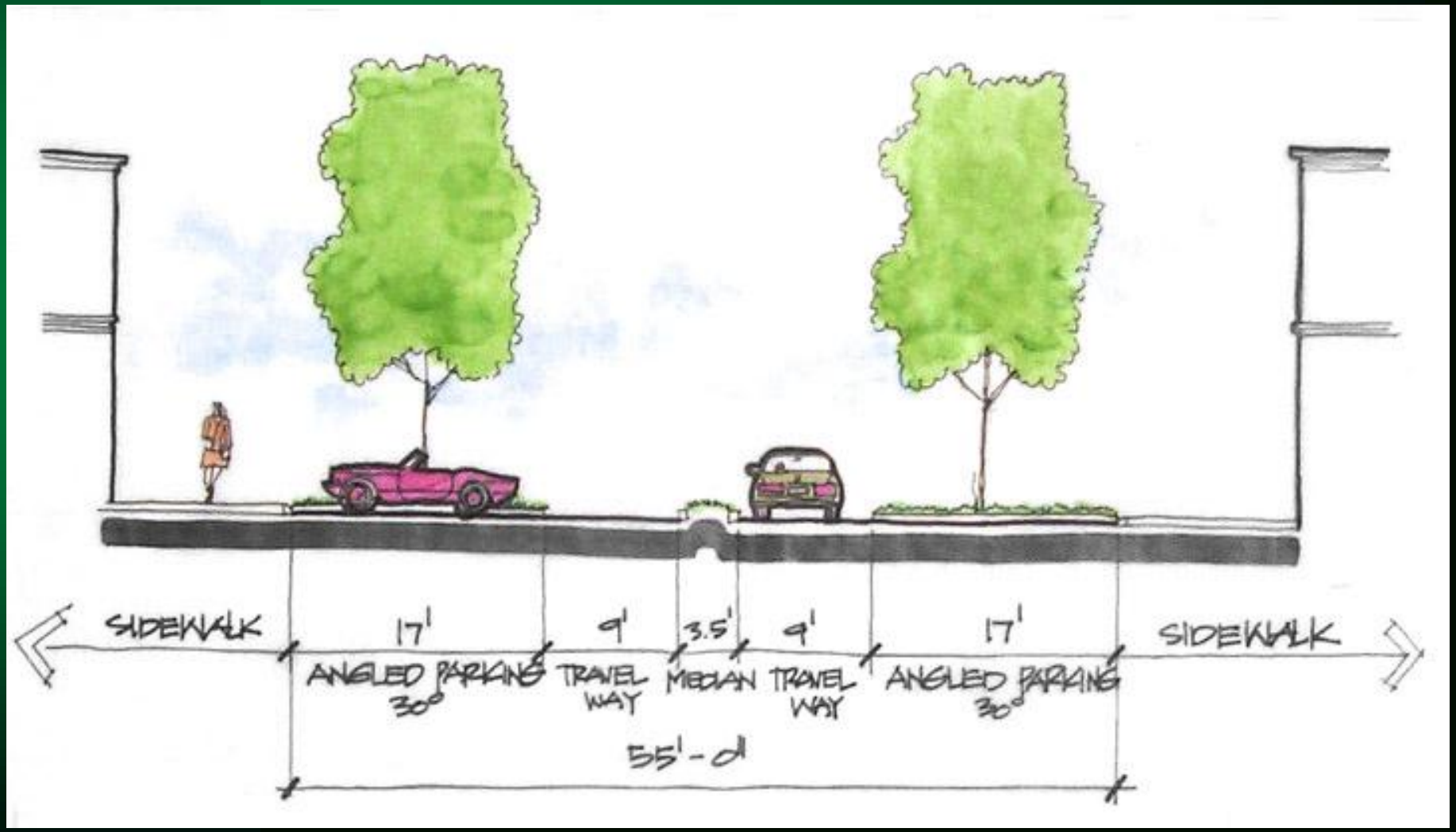


Broad Street



Concept: Nolen Square

Market / New / Cherokee / Clay



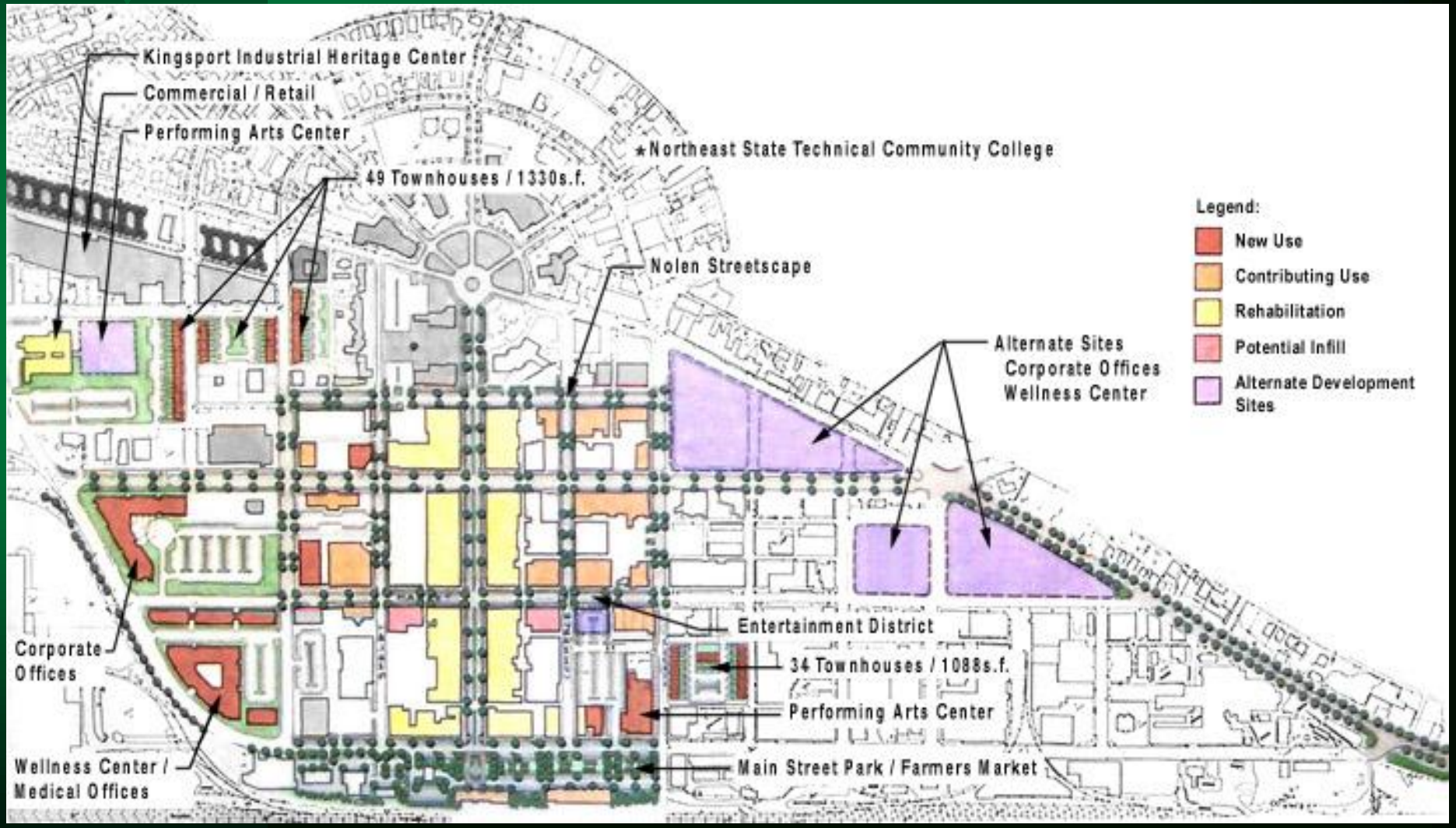
Recommendations

PRIVATE DEVELOPMENT COMPONENTS

A. Recommendations

- Build a Phase I of up to 49 townhouses @ 1330 s.f. and Phase II of 34 townhouses @ 1080 s.f.
- Promote corporate offices in the central city
- Establish a Northeast State Community College presence
- Promote a wellness center of 30,000 to 75,000 s.f.
- Fund a community arts center
- Seek corporate support for an Industrial Heritage Center

Development Components



Recommendations

PRIVATE DEVELOPMENT COMPONENTS

B. Short Term Priorities

- Phase I, Downtown Townhouses
- 10,000 s.f. of new retail and entertainment
- Broad Street streetscape improvements
- Main Street Park and Gardens
- Comprehensive directional sign program

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Housing

Recommendations

PRIVATE DEVELOPMENT COMPONENTS

B. Short Term Priorities

- Phase I, Downtown Townhouses
- ***10,000 s.f. of new retail and entertainment***
- Broad Street streetscape improvements
- Main Street Park and Gardens
- Comprehensive directional sign program

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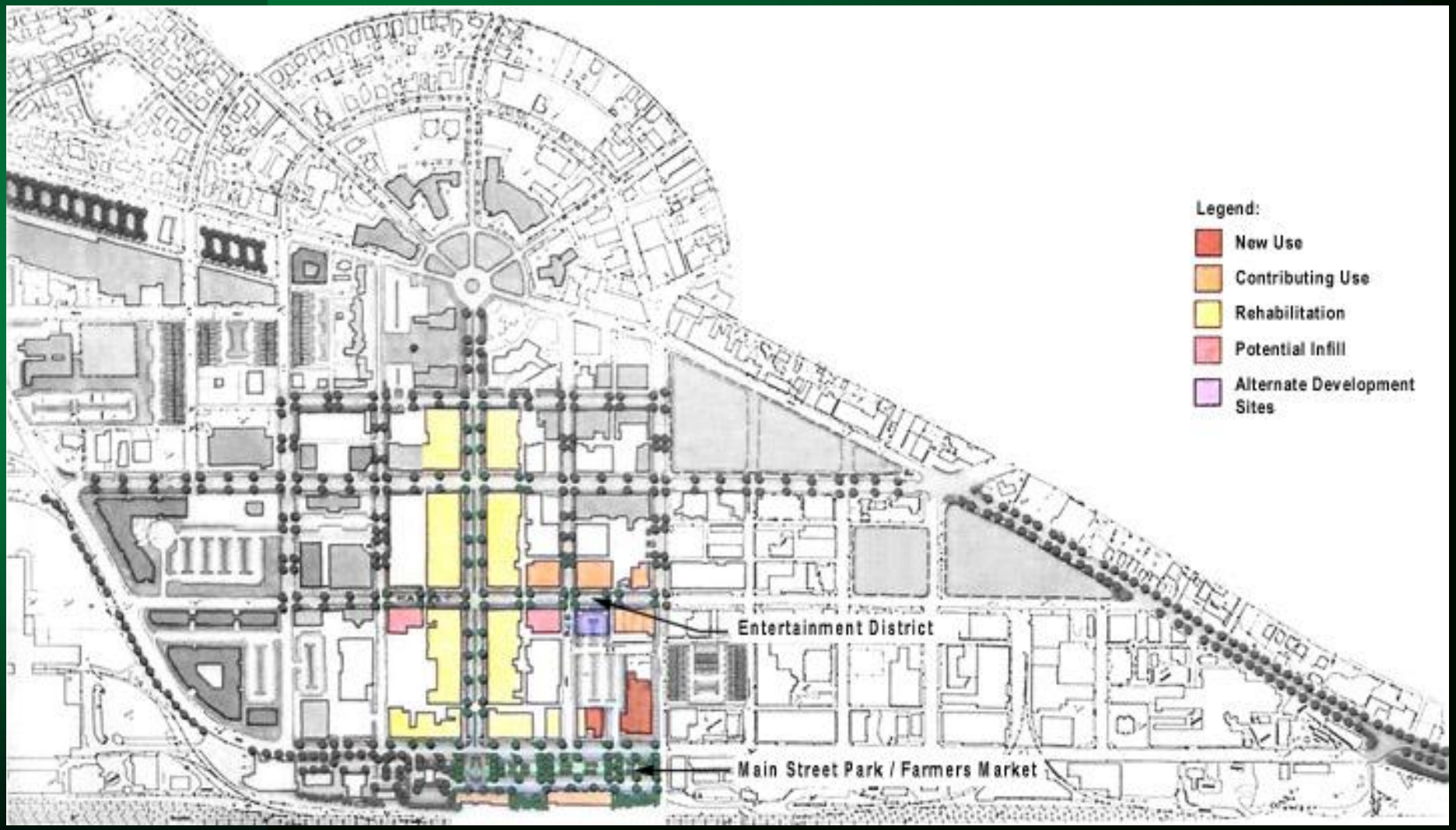
Retail & Entertainment



Recommendations

PRIVATE DEVELOPMENT COMPONENTS

B. Short Term Priorities

- Phase I, Downtown Townhouses
- 10,000 s.f. of new retail and entertainment
- ***Broad Street streetscape improvements***
- Main Street Park and Gardens
- Comprehensive directional sign program

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Broad Street

Recommendations

PRIVATE DEVELOPMENT COMPONENTS

B. Short Term Priorities

- Phase I, Downtown Townhouses
- 10,000 s.f. of new retail and entertainment
- Broad Street streetscape improvements
- ***Main Street Park***
- Comprehensive directional sign program

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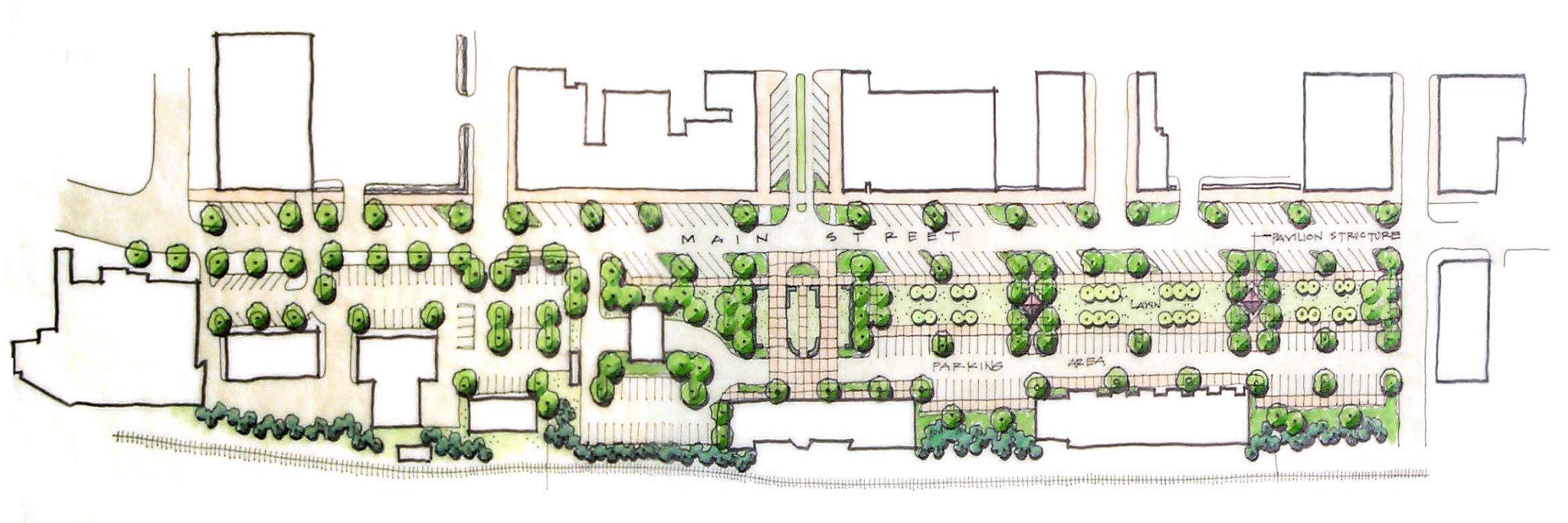
Main Street Park



Recommendations

PRIVATE DEVELOPMENT COMPONENTS

C. Implementation

- Years of community visioning and months of listening, discussion, and planning are all without meaning unless a redevelopment plan is implemented
- Redevelopment Program
- Capital Improvements Program

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KINGSPORT, TENNESSEE

Plan Implementation Status

BMA

BMA Strategic Initiatives and Plan

- "We value aesthetic urban design in our roads, bridges, parks and public buildings"
- "Develop a long-range strategic plan that aligns various community plans such as the Model City Plan and the City's capital and strategic plan."
- "Projects from the Model City Coalition plan will be integrated into the City's Capital Improvements Program"

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Status Report

GATEWAYS / CORRIDORS

A. General Recommendations

- Implement a comprehensive signage program
- Improve landscape image
- Control outdoor storage
- Control signage
- Control litter

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Aesthetics

Broad Street Landscape Beds

Aesthetics

Church Circle Landscape Beds

Aesthetics

Daniel Boone Trail Marker

Millennium Tree Planting

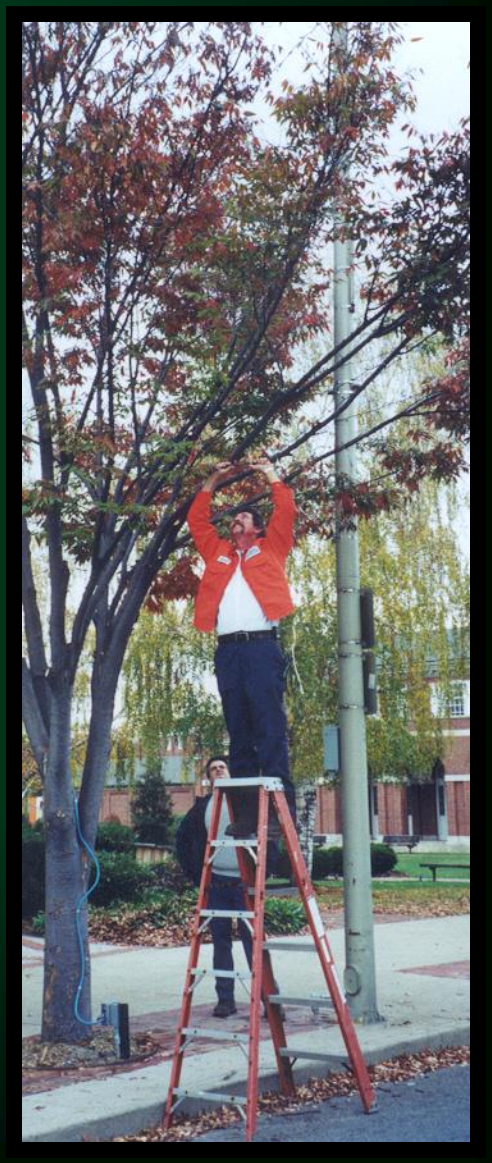
Aesthetics

Glen Bruce Park Lighting

Aesthetics

Gazebo Repairs and Lighting

Aesthetics



Broad Street Lighting

Aesthetics

Millennium Parking Lot

Aesthetics

Sidewalk and Handicap Ramp Upgrades

Aesthetics

Maintenance

Aesthetics

- Heritage Trail
- Banners
- Building Identifiers
- Historic Street Signs

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Wilcox Gateway

Model City Plan applied to new roads

- Bays Meadow Parkway, Kingsgate Crossing, Wilcox Drive
- Wilcox / Sullivan portal
  - DKA Signage
  - Wilcox Median Tree Planting (Clean Kingsport)
  - Sullivan Street Tree Planting (Clean Kingsport)

Stone Gateway

- Improved corridor streetscape at West Center
- Considered land acquisition at Center / Clinchfield

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Public Realm

1. Return Broad Street to Nolen Plan configuration
   - TEA-21 Grant Application
2. Restore Cement Hill
   - Willamette reforestation
3. Establish the Nolen Square
   - TEA-21 Grant Applicaiton
4. Develop Main Street Park
   - Harvest Fare / Farmers Market
5. Enlarge Glen Bruce Park
   - Peggy Turner Memorial

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Glen Bruce Park

Private sector

SHORT TERM PRIORITIES:

1. Phase I, Downtown Townhouses
   - Redevelopment Plan / KHRA
   - 3 expressions of interest
2. 10,000 s.f. of new retail and entertainment
   - Downtown Music Initiative
3. Establish a Northeast State Technical Community College presence
   - Regional Center for Applied Technology

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Private Sector

New Economic Challenges

A new day in Kingsport...

- Eastman Chemical Company
  - 2,179 jobs cut between 1994 and 1999 after Kodak spinoff
  - 1,200 jobs cut at end of 1999
  - 8,500 employees, down from 11,879 (a 40% loss since 1994)
- Wellmont HVMC
  - 93 positions cut in Feb 2000
- Willamette Industries
  - 150 jobs cut in Jan 1999
- Quebecor
  - 100 layoffs in Dec 1998
- JPStevens / Chiquola
  - 800 employees in 1989
  - 500 employees in 1999
  - 360 at present
- Holston Defense privatization

Private Sector

New Economic Challenges

A new day in Kingsport…

"There's nothing like a date with the hangman to focus your attention on the matter at hand."

Mayor of Charleston SC on Naval Base Closure

Coupled with…

- City Manager
- Assistant City Manager
- CFO / City Recorder
- Director of Schools
- Public Works Director
- Police Chief
- Human Resources Dir.
- City Engineer
- Traffic Engineer
- Principal Planner
- Planner(s)
- Water/Sewer Manager
- Water Plant Manager
- Wastewater Plant Mgr
- Property Maintenance Mgr
- GIS Manager

- Chamber Executive
- KCVB Director
- Leadership Kingsport
- Education Edge
- DKA Director
- Kpt Tomorrow Exec.
- KRIDS
- FunFest Coordinator

- Mayor Blazier
- Alderman Clark
- Alderman Marsh
- Alderman Munsey
- 4 of 7 newly elected
- 3 of 7 less than 2 years

- BOE President Goodlett
- Germanario
- Moody
- 3 of 5 newly elected

…sweeping changes in Tennessee's growth law

…Tennessee budget woes and tax reform debate

A Firm foundation

- Listed among the lowest rates of overall cost of living in the nation
- Listed among the best water and air quality rankings in the country
- No state income tax, no personal property tax, no wheel tax
- Consistently ranked as one of Sperling's "best places to live"
- An excellent public education system, with free tuition for 2 years of community college
- Proud part of Tri-Cities, first region named an All America City by the National Civic League
- Home to MeadowView Marriott Resort, named #1 in the country by Successful Meetings Magazine
- Nestled in the foothills of the Smoky Mountains at the confluence of I-81 and I-26
- Full service airport with direct flights to Atlanta, Detroit, Memphis, Cincinnati, Charlotte, Orlando
- Foreign Trade Zone and U.S. Customs Port
- Host to a variety of national AAU championships
- Home to FunFest (one of Southern Living's Top Festivals)
- A multi-year winner of the National Keep America Beautiful Award
- A multi-year winner of Tree City USA
- A community of vision…Kingsport Tomorrow
- A professional, proactive City government
- East Tennessee State University -- Tri-Cities' university
- Midway between Virginia Tech and University of Tennessee

Vision & Leadership

Economic Summit

- November 3-4, 1999
- 60 Community Leaders
  - Local Government, Business, Community/Neighborhood, State/Regional
- Visioning and Strategic Planning
- Consensus Building
- Groundbreaking

Partnerships…for shared success

Outcomes

First Steps and Stewards

1.	Northeast State Technical Community College	Keith Wilson
2.	Redevelopment	Dave Clark
3.	Infrastructure	Jeff Fleming
4.	Entrepreneurial organization	Ray Griffin
5.	Information technology	Dave Sieg
6.	Small business	Bob Arrington
7.	Web site development	John Williams
8.	Sports tourism and conventions	Jenny Seguin
9.	Economic development structure	Miles Burdine
10.	Adopt assumptions of economic development	

Successful cities…

- ✓ *Have vigorous visionary leadership in their public and private sectors, which anticipates change and harnesses it to positive advantage.*
- ✓ *Welcome the information age and embrace the postindustrial era while providing ways for people to come together.*
- ✓ *Are driven by collaborative strategies. They find strength in diversity, partnership, and citizen participation in the community-building process.*
- ✓ *Think and act globally, regionally and locally. Leadership reaches from neighborhood to regional to global. They work within the framework of a new paradigm.*
- ✓ *Deliver services efficiently and cope effectively with urban problems such as security, education, housing, transportation, infrastructure, and environmental degradation.*
- ✓ *Have a vibrant central city, limit "bad" sprawl, and promote smart growth. Cityship creates "places worthy of our affection".*

Bill Hudnut, Mayor of Indianapolis, 1976-91

Summary

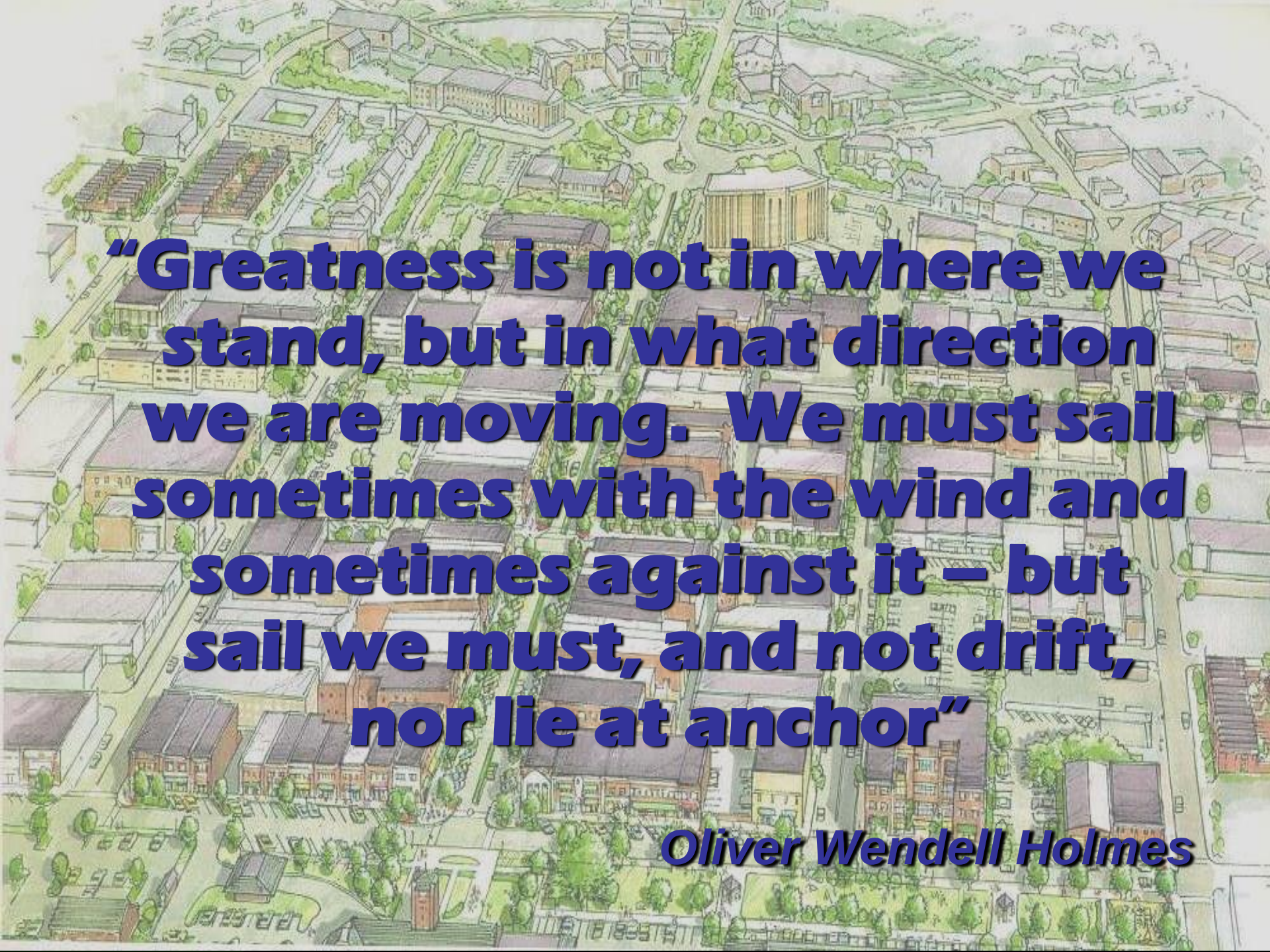
First Steps:

1. Northeast State Technical Community College
   - Educate and Grow Scholarship Program
   - Regional Center for Applied Technology, Downtown Kingsport
2. Redevelopment
   - Target Areas: Downtown, Green Acres, Stonegate
   - Model City Coalition Plan
   - IntelliThought (250 emp.), Barker Building ($3m / 250 emp.), Willamette ($450m)
   - Private Sector: Lowe's / Eastman Road / Modern Bakery / Schlotsky's
3. Infrastructure
   - MeadowView
   - Crossroads
4. Entrepreneurial organization
   - HPO / U.Va.
5. Information technology
   - MSAP / GigaPOP – Downtown Convergence

Summary

First Steps:

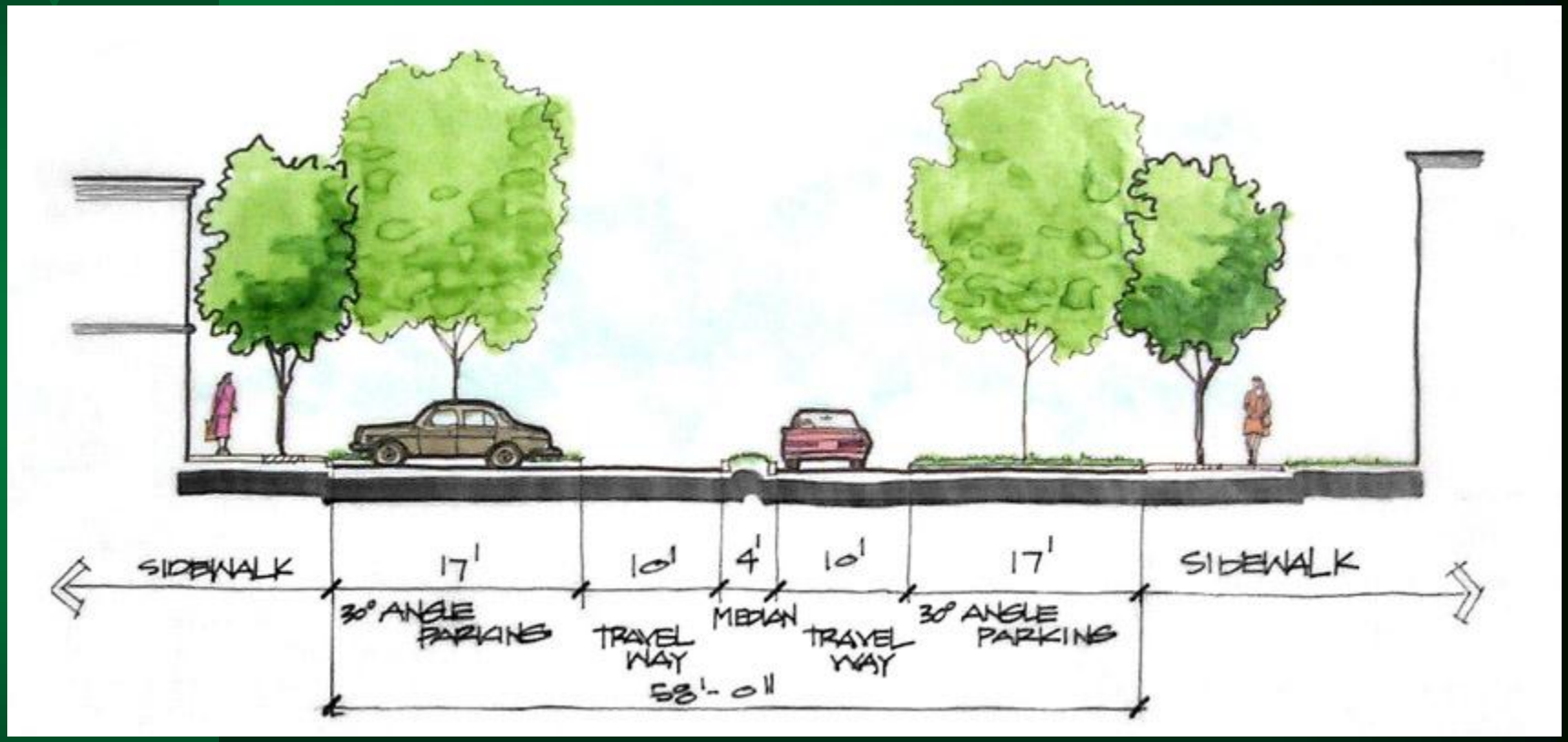
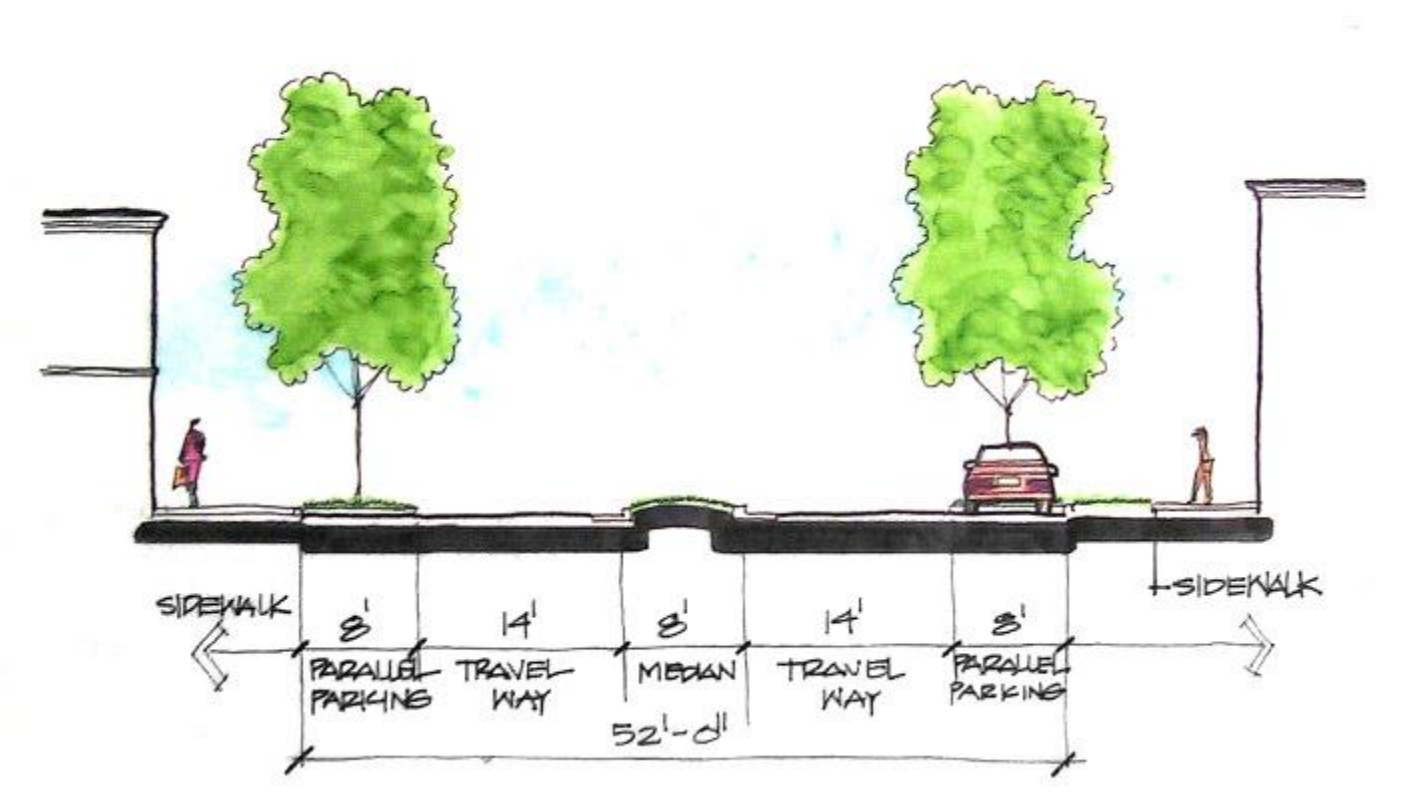
6. Small business
   - Holston Business Development Center
7. Web site development
   - “Cutting Edge” site under development
8. Sports tourism and conventions
   - BMA / KCVB Sports Feasibility Study
9. Economic development structure
   - Scott Welmaker – redevelopment, commissioned sales, C.E.D.
10. Assumptions of Economic Development
    1. The Essence of Strategy = allocation of limited resources to achieve maximum results



"Greatness is not in where we stand, but in what direction we are moving. We must sail sometimes with the wind and sometimes against it – but sail we must, and not drift, nor lie at anchor"

Oliver Wendell Holmes

New Street


SIDEWALK
17'
10'
4'
10'
17'
SIDEWALK
30° ANGLE PARKING
TRAVEL WAY
MEDIAN
TRAVEL WAY
30° ANGLE PARKING
58'-0"

Cherokee Street