

# Initial Response to Advisory Services Panel Report



March 30, 2015

[www.cityofknoxville.org/urbanlandinstitute](http://www.cityofknoxville.org/urbanlandinstitute)

# City's Strategy for Downtown

## Vision:

- From disinvestment to investment; reinvigorate tax base in city core
- Strong residential, retail, and office segments; emphasis on mixed use
- Development outward from a strong core
- Strategic investment in public infrastructure
- Strategic and careful use of tools to foster quality private development



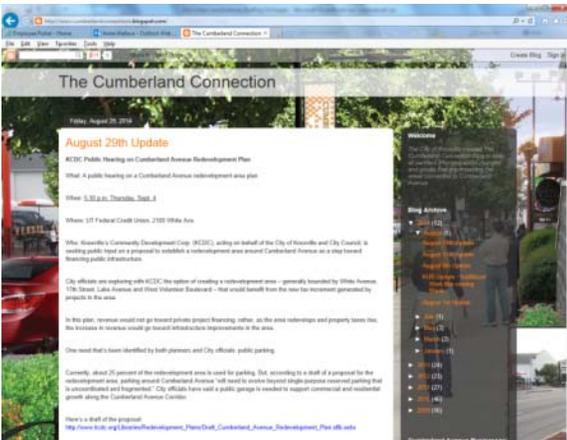
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## Principles



- Continuity across Administrations
- Market driven development
- Organic growth
- Sound urban design - not rigid prescription
- Benefits: economic growth, preservation of historic structures, community building

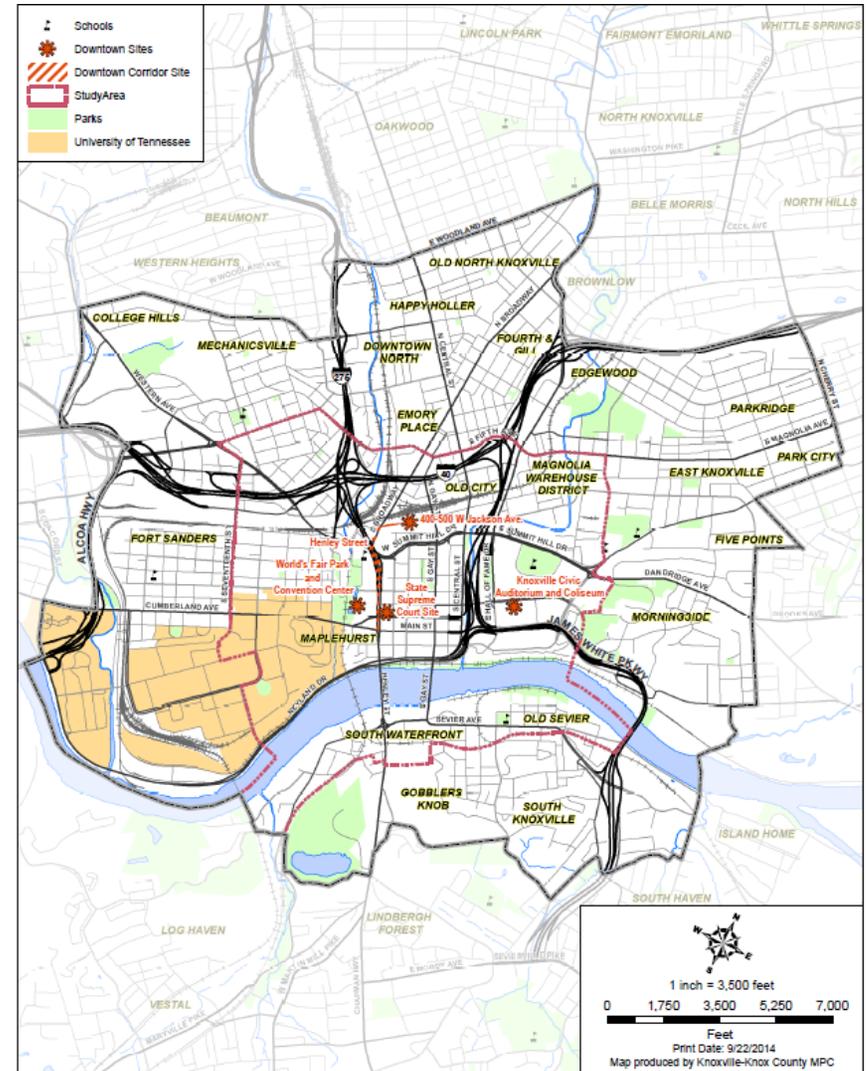
## Process



- From conflict to collaboration in making public decisions
- Intensive public input and discussion: public meetings and forums
- Transparent dissemination of information: website, blogs, social media

# The Panel's Assignment – October 5-10, 2014

- How can Knoxville set the stage for future growth and development on the periphery of the downtown core?
- What are strategies to connect these resources to downtown and to each other?
- What are key, implementable steps to address development and connectivity issues in the short term?



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“The panel has been extremely impressed with the progress made in downtown Knoxville in recent years and encourages the city to continue with these efforts.

The panel also recognizes the vast amount of effort that has been made over the years in revitalizing downtown, both the physical investment that is so readily apparent walking through the area and the intellectual investment that has been made in a number of prior studies and planning work.”



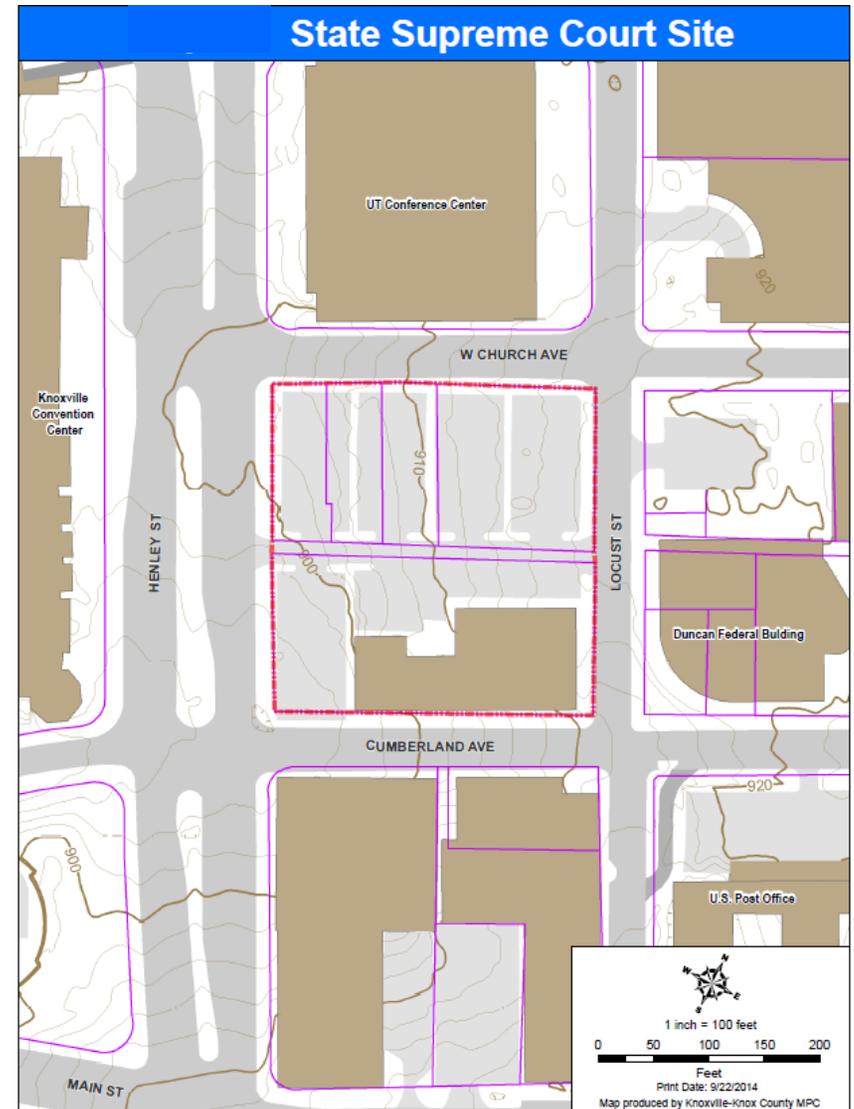
# Summary of Panel Recommendations



- Further define Knoxville’s “brand”
- Identify specific development objectives and methods
- Consolidate and mobilize resources to continue to redevelop downtown consistent with the City of Knoxville’s goals and vision
- Five study area sites

# Site: State Supreme Court

- Former 1950's court building, 1.97 acres; full city block



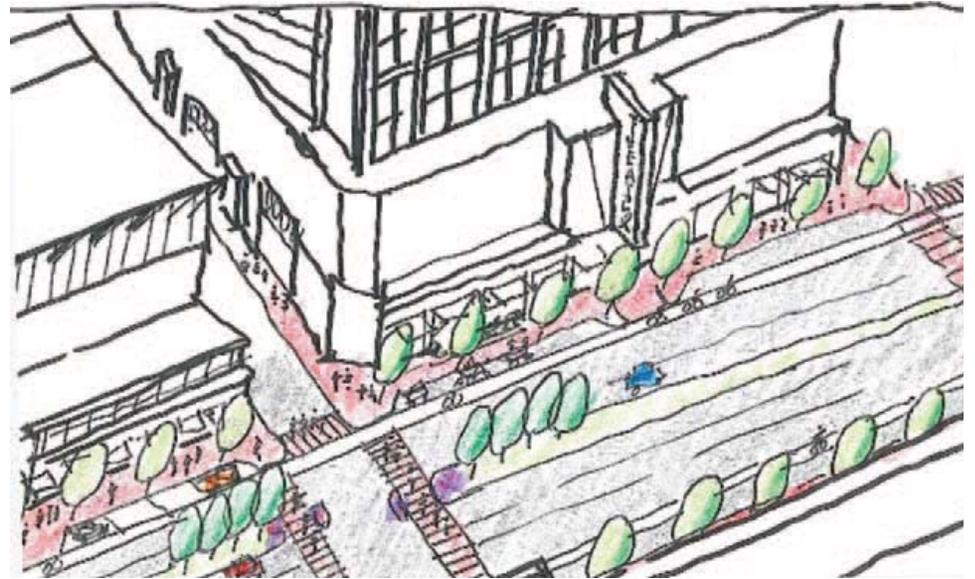
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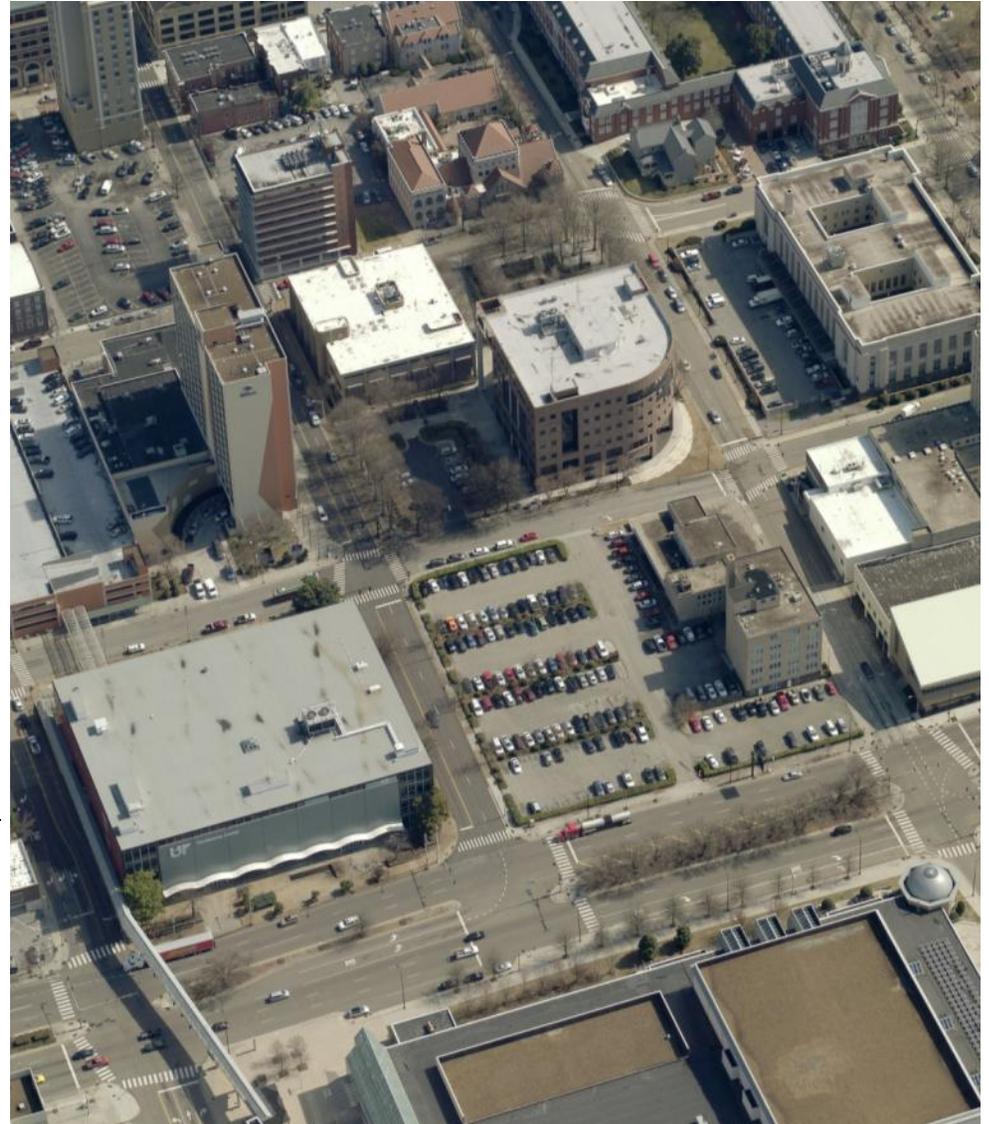
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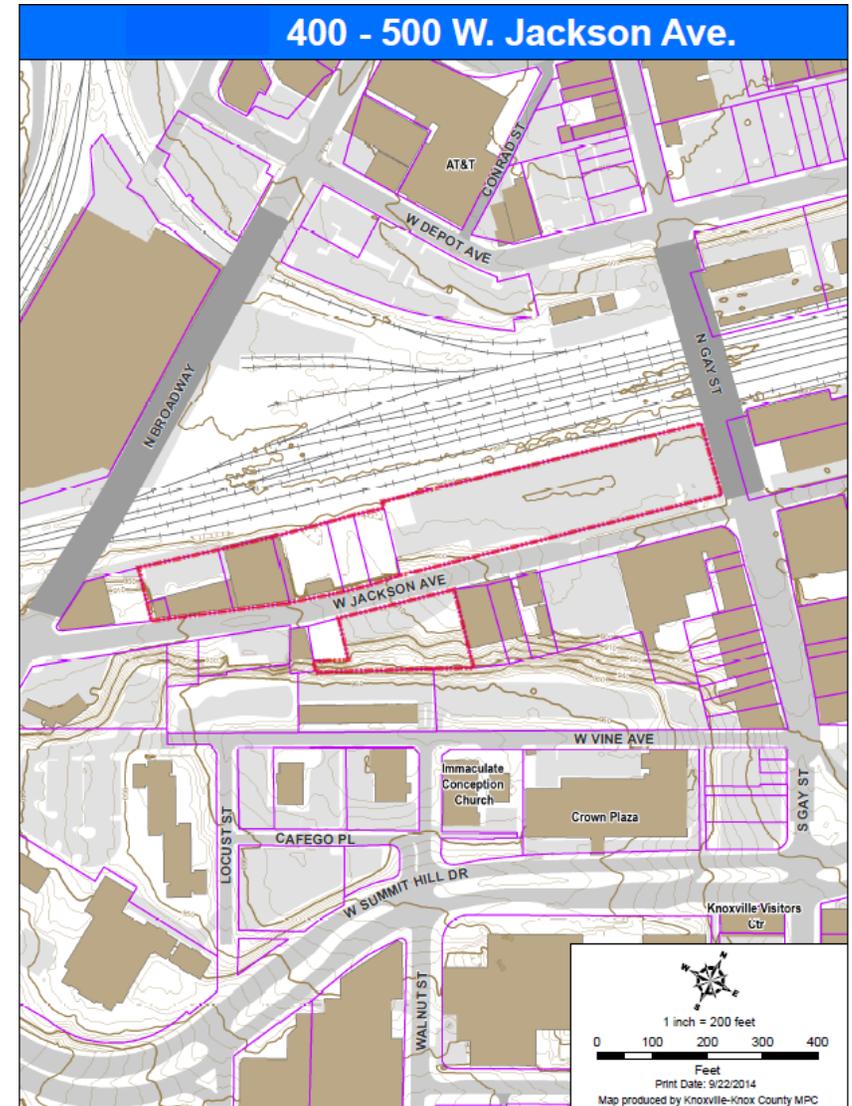
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- Initial Responses:
  - City plans to purchase the property to ensure local control of development
  - Engage in public process prior to development



# Site: 400/500 West Jackson Ave.

- Former McClung Warehouses site – approximately 5 acres



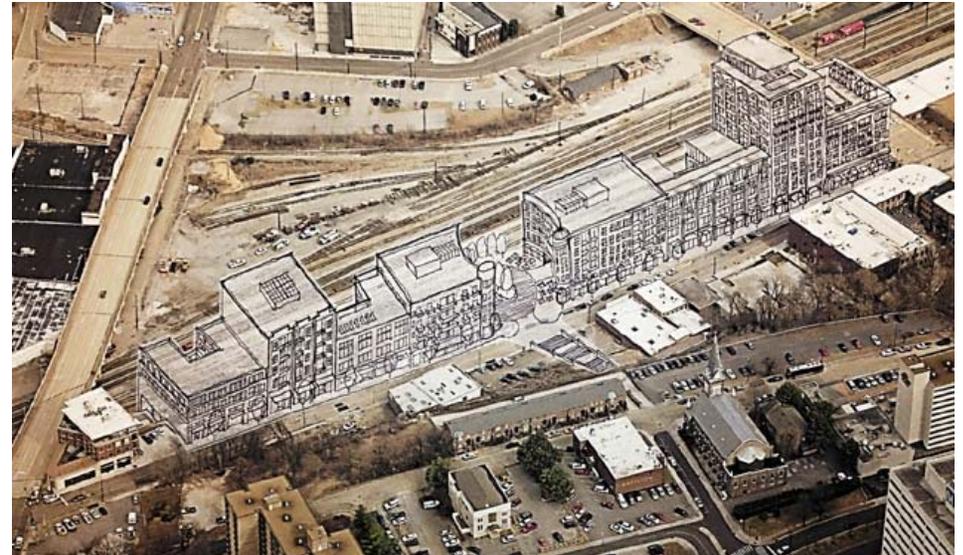
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- Recommendation:
  - Consider a master-developer approach to ensure successful and contextual redevelopment
- Initial Responses:
  - Top priority
  - Begin process to select master developer
  - Challenge of developing 1 parcel or several – master developer may be able to allow both



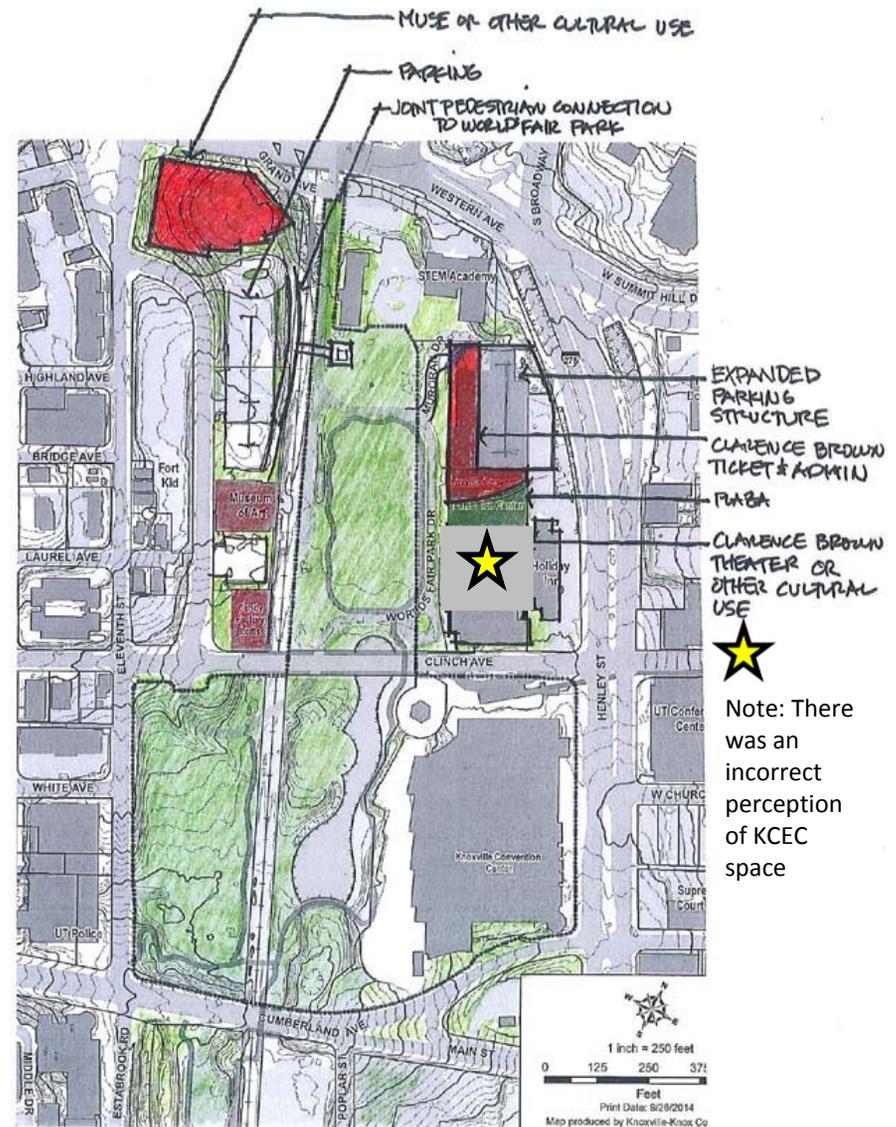
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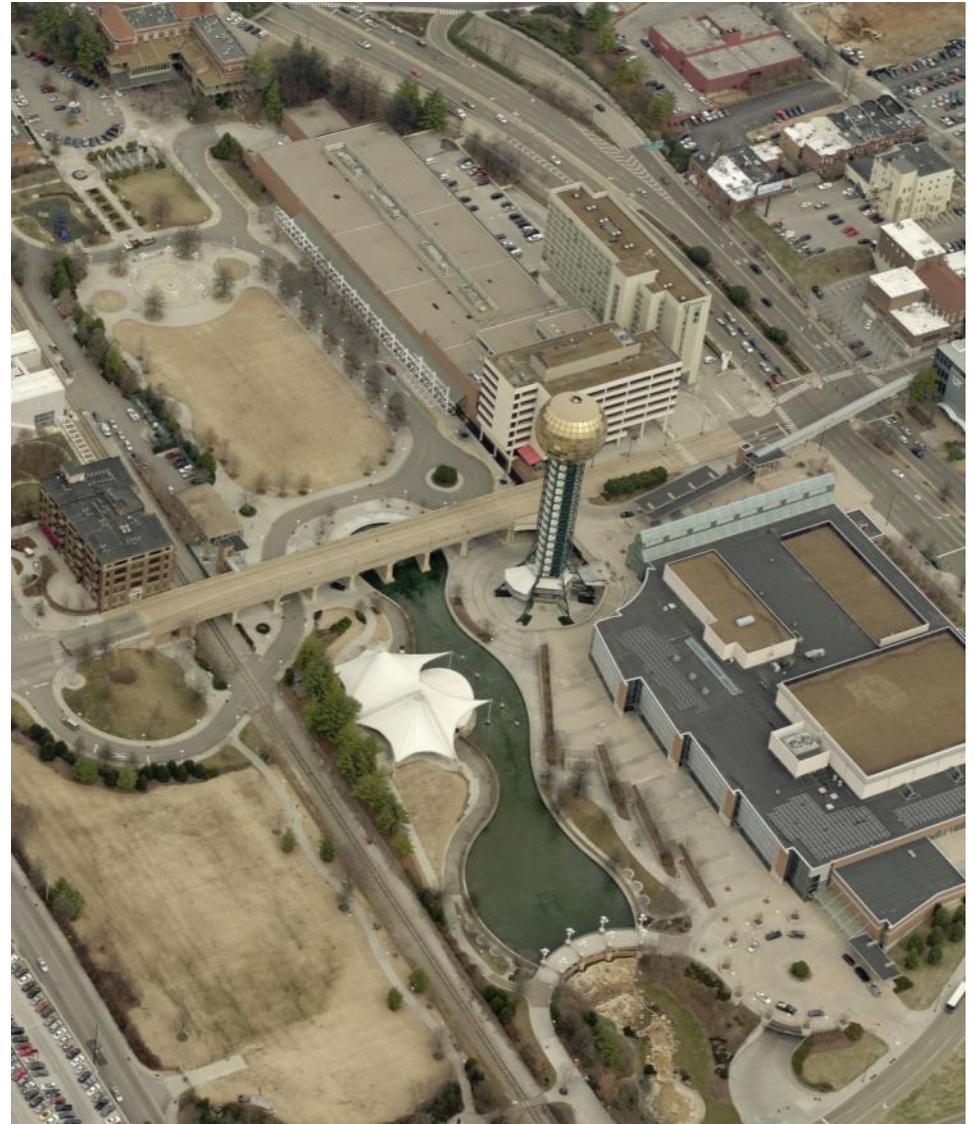
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  - Activate adjacent underused sites with synergistic uses
  - Extend the greenway connection north from WFP



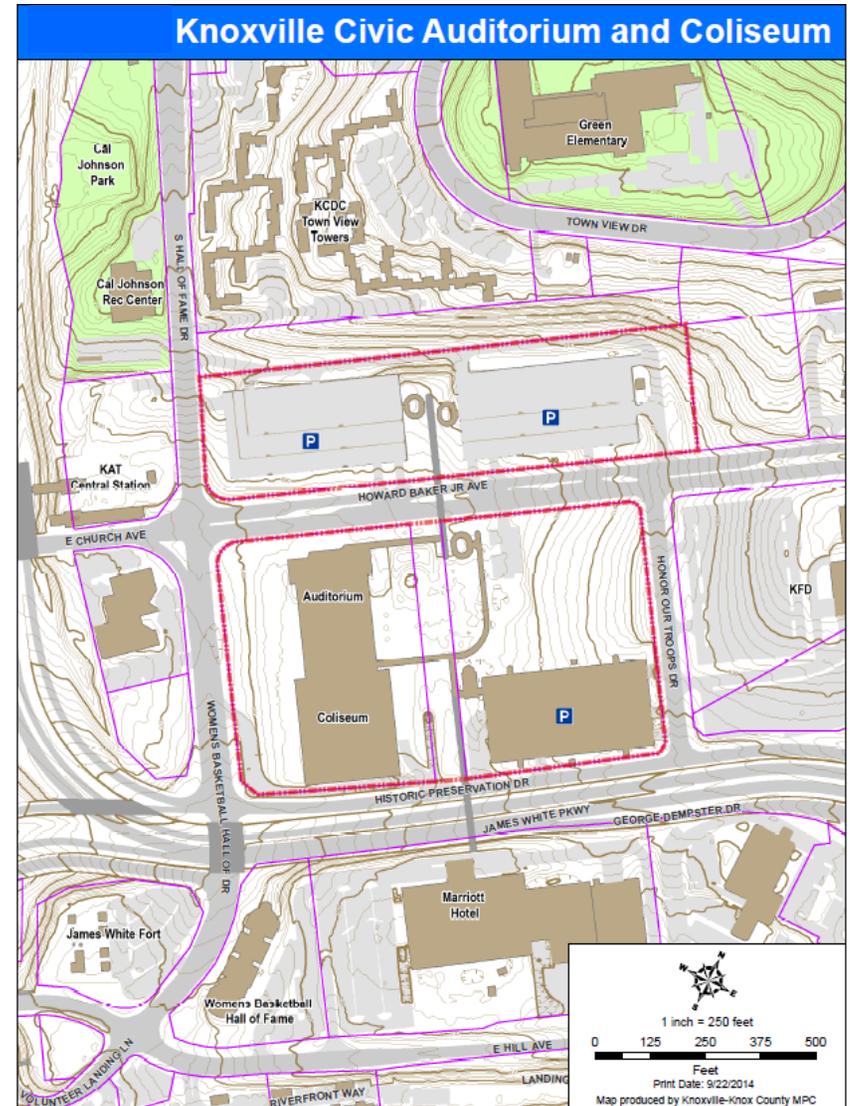
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- Initial Responses:
  - Preserve green space
  - Activate edges
  - Continue connectivity



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- Sits on more than 26 acres



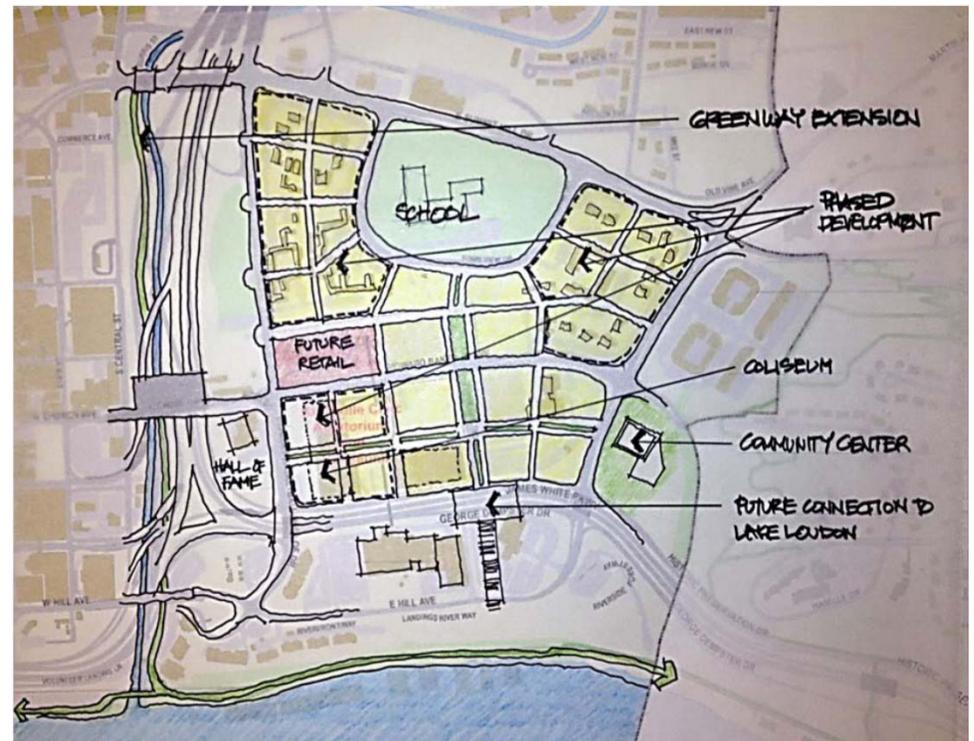
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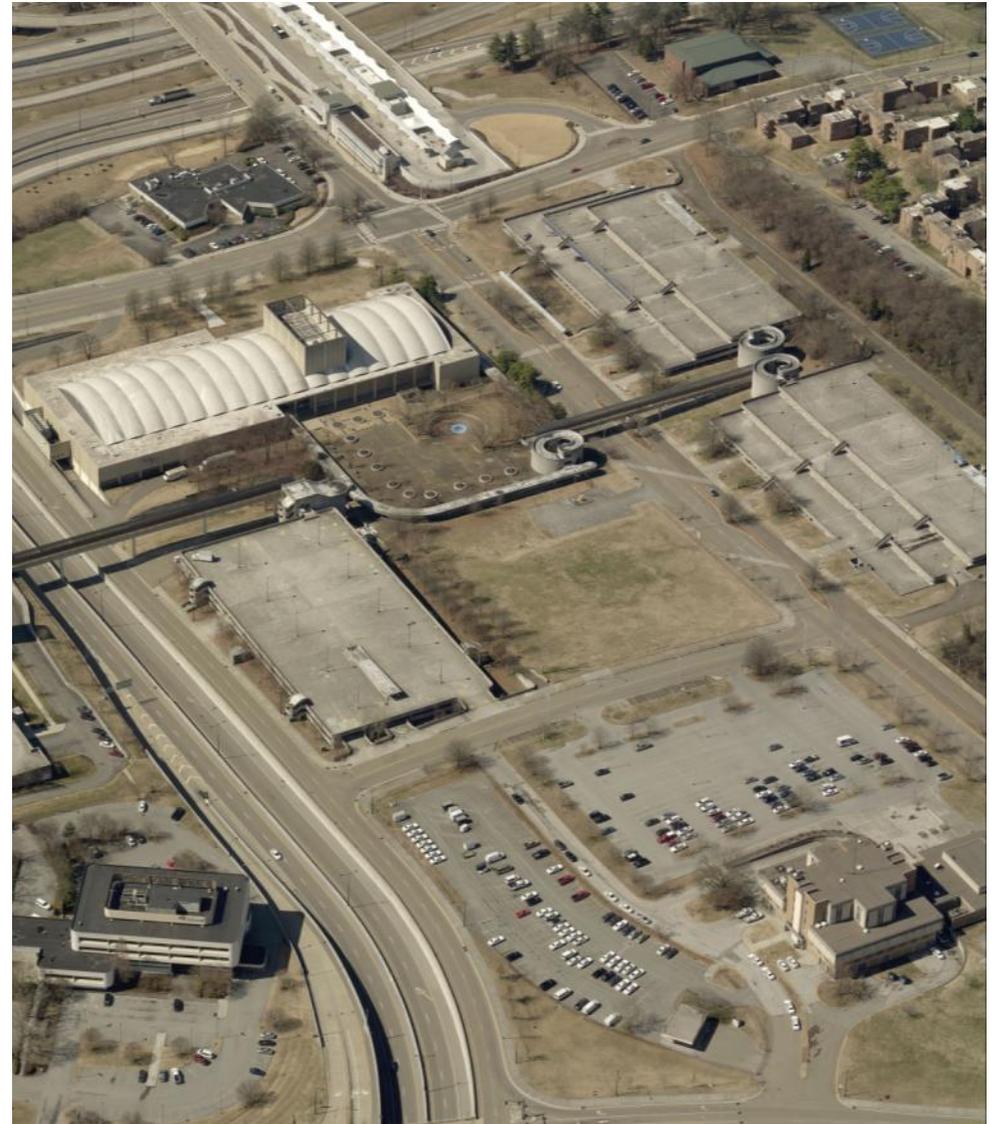
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  - Public planning process for reuse
  - Create mixed-use, mixed-income community



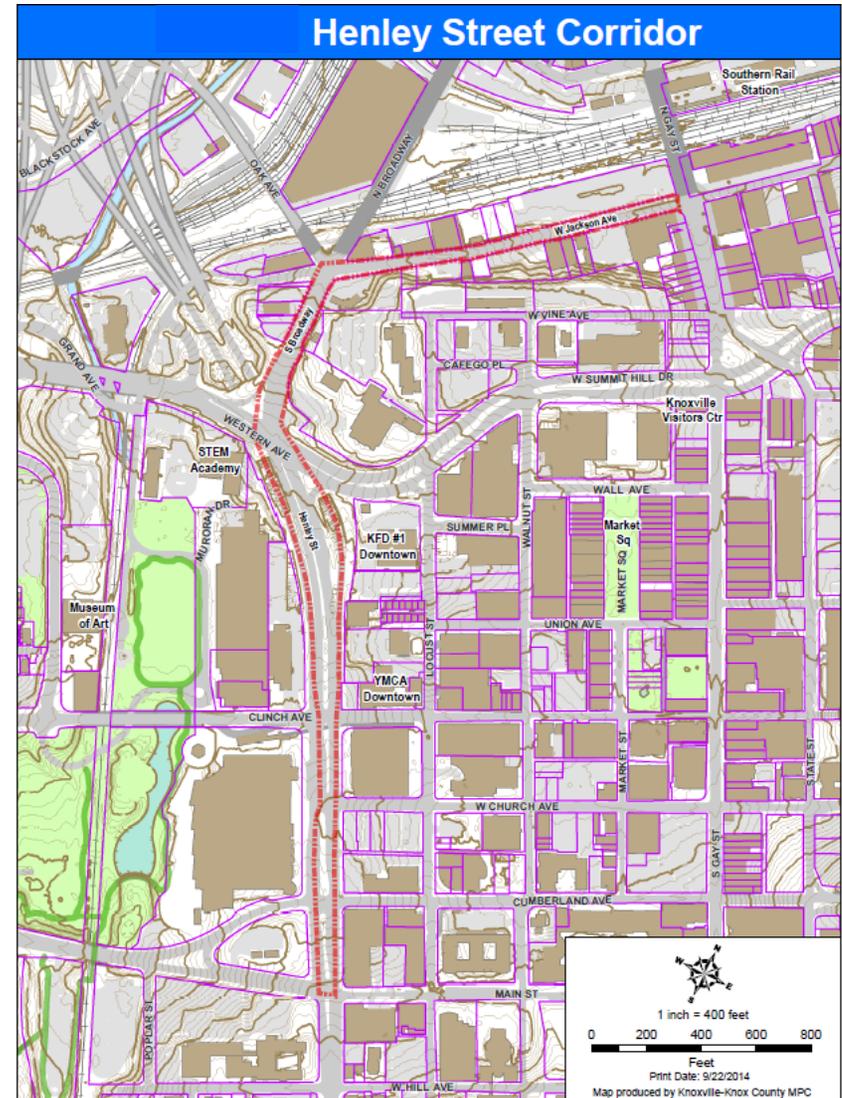
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- Initial Response:
  - Needs a lot more study and full public process



# Site: Henley Street/US441

- The original western boundary of the city



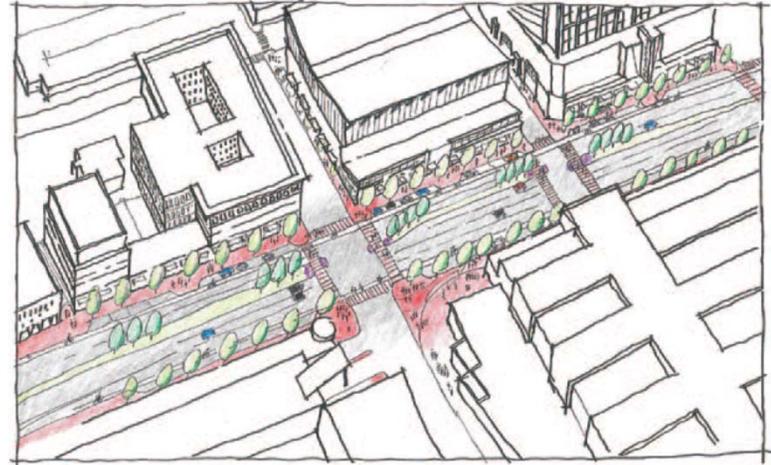
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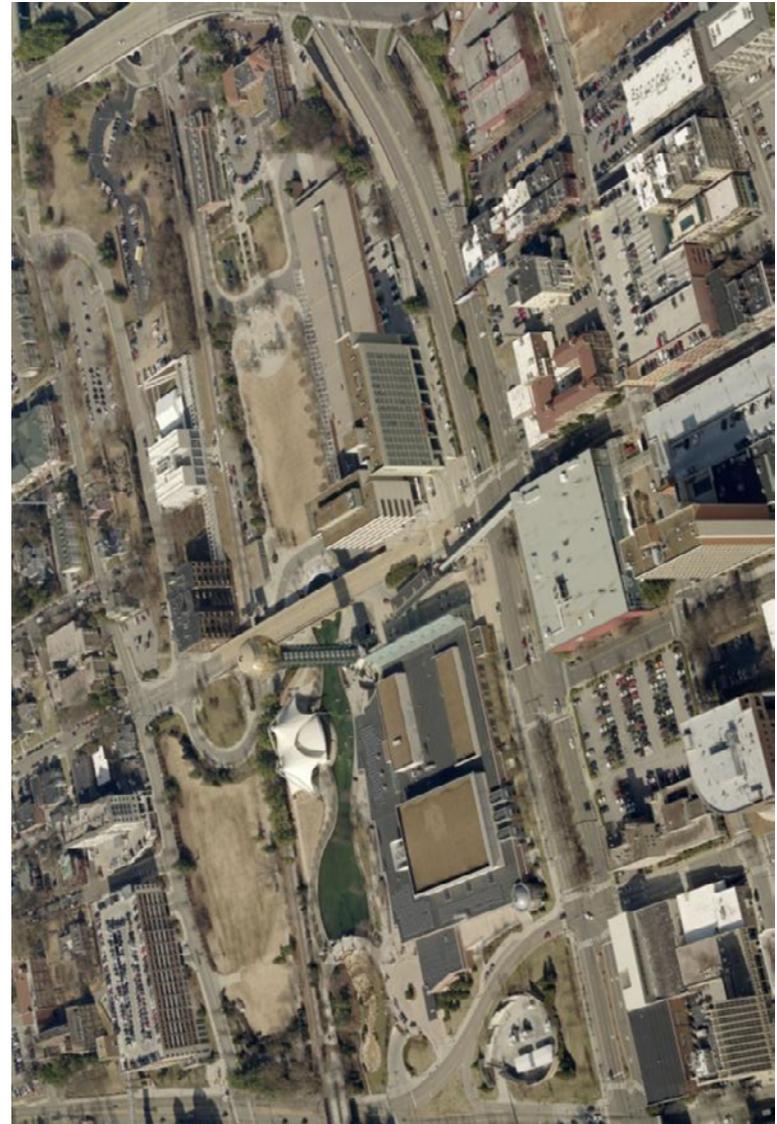
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  - Transform by adding on street parking
  - Activate with retail and pedestrian friendly environment



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  - Transform by adding on street parking
  - Activate with retail and pedestrian friendly environment
- Initial Responses:
  - Pursuing connectivity by enhancing pedestrian crossings
  - Coordination with TDOT required for any changes to roadway
  - Consider strategic, incremental improvements



# Other Items – Market Scan

Demographics, Knoxville MSA Trade Area and Downtown Knoxville

Population	Knoxville trade area	Downtown Knoxville	
		0.5-mile radius	1-mile radius
2010 (actual)	837,571	2,470	12,705
2014 (estimated)	855,922	2,538	12,983
2019 (estimated)	882,177	2,615	13,299
Historic annual growth (2010–2014)	0.5%	0.7%	0.5%
Projected annual growth (2014–2019)	0.6%	0.6%	0.5%
<b>Households</b>			
2010	340,435	1,351	4,669
2014	352,764	1,409	4,870
2019	368,107	1,482	5,121
<b>Household income, 2014</b>			
Average household income	\$62,940	\$31,411	\$23,652
Median household income	\$46,312	\$26,079	\$18,732
Households earning \$75,000–\$99,999	39,593	111	241
Percentage	11.2%	7.9%	4.9%
Households earning \$100,000–\$149,000	35,160	92	146
Percentage	10.0%	6.6%	3.0%
Households earning \$150,000 and above	23,757	15	48
Percentage	6.7%	1.0%	1.0%
<b>Age profile, 2014</b>			
Median age (years)	39.5	28.4	25.4
<b>Education 2014: Age 25+</b>			
High school or less	46.8%	39.1%	44.8%
College, no diploma	20.2%	14.1%	15.5%
Associate degree only	7.1%	3.5%	6.8%
Bachelor's degree only	15.9%	17.4%	15.8%
Graduate degree	10.0%	26.0%	17.1%

Source: ULI Advisory Services panel.

- **Hotel**
  - Information pertaining to Hotels was gathered at the County level
  - City focus shows about a 10% higher occupancy rate (64%)
  - Higher average daily rates (\$112/night vs. \$76/night) and increasing about 1% from 2013
  - Conclusion – Knoxville’s market can support additional hotels
- **Office**
- **Residential**
  - Downtown demand has outpaced supply
  - Stable rental rates
- **Retail**
  - Doing well – resurgence of food, beverage, entertainment and other
  - Increased population will create need for additional offerings (i.e. pharmacies and groceries)

# In Summary – Initial Responses

- Top Priority - begin process to select a Master Developer for Jackson Avenue
- Purchase State Supreme Court Site
- Preserve greenspace at World's Fair Park, work to activate edges
- KCAC – develop strategy for public process post feasibility study
- Consider strategic, incremental improvements to Henley Street



# Questions & Comments



For more information, please visit our website:  
[www.cityofknoxville.org/urbanlandinsitute](http://www.cityofknoxville.org/urbanlandinsitute)



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