About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

- ULI is a membership organization with nearly 32,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.

- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of best practices
  - Writes, edits and publishes books and magazines
  - Organizes and conducts meetings
  - Directs outreach programs
  - Conducts Advisory Services Panels
Previous Studies and Reports

- Knoxville-Knox County MPC
- Central City Sector Plan
- City Of Knoxville Capital Improvements Program 2015-2020
- City Of Knoxville One Year Plan, 2014
- City Of Knoxville Zoning Ordinance
- Civic Vision For Downtown Knoxville Implementation Strategy
- Creating A Civic Vision For Downtown Knoxville
- Downtown Knoxville Plan, 1987
- Fort Sanders Neighborhood Plan, 2000
- General Plan 2033
- Knoxville Area Facts And Figures, 2014
- Old City Master Plan, 1997
- Parks, Recreation and Greenways Plan, 2009
- South Waterfront Redevelopment And Urban Renewal Plan, 2006
- South Waterfront Vision Plan, 2006
- Vestal Site Improvement Plan, 2010
Thanks to the following sponsors:

City of Knoxville
- The Honorable Madeline Rogero
- Council:
  - Nick Pavlis, Vice Mayor
  - Daniel Brown
  - Mark Campen
  - Nick Della Volpe
  - Duane Grieve
  - Brenda Palmer
  - Finbarr Saunders
  - Marshall Stair
  - George Wallace

- City Staff:
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- Planning Commission Staff:
  - Terry Gilhula
  - Bryan Berry
  - Sarah Powell
  - Jo Ella Washburn
  - Tim Kuhn
  - Nick Schoenborn
  - Alex Zendel
The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation & tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report
The Panel

- Leigh Ferguson, Downtown Development District, New Orleans, LA
- Angelo Carusi, Cooper Cary, Inc., Atlanta, GA
- Nick Egelanian, SiteWorks Retail, Annapolis, MD
- Andrew Irvine, RNL Design, Denver, CO
- Mary Konsoulis, Alexandria, VA
- Ed Starzec, MassDevelopment, Boston, MA
- Julie Underdahl, Cherry Creek North BID, Denver, CO
Panel Overarching Assignment

More than a decade ago the Urban Land Institute came to Knoxville to make recommendations for the future development of the World’s Fair Park, the proposed new Knoxville Convention Center and the revitalization of downtown Knoxville. Since that time, there has been a full-scale resurgence of downtown Knoxville as a mixed-use urban district. Most of the already existing buildings have been redeveloped and discussion is turning to what next steps can continue this progress. A great deal of that discussion has revolved around two potential development sites on the edge of the Central Business Improvement District (CBID) currently owned by public entities, and two publicly owned and operated facilities on either side of the CBID. The city would like guidance on how these sites might be enhanced or redeveloped to enable the city to maintain the positive momentum generated during the past decade.
Panel Overarching Assignment

- 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?

Study Area Sites:
1. 400 and 500 West Jackson Ave.
2. State Supreme Court Site
3. World’s Fair Park
4. Knoxville Civic Auditorium and Coliseum
5. Henley Street – US Highway 441
The Study Area
Knoxville Introduction And Overview

- 64th Largest MSA
- 855,000 Plus Population
- 1 Million Plus by 2040
- Downtown Knoxville Smallest but Fastest Growing Market Segment
- Interstate Highway Nexus
- Major Drivers:
  - UT Knoxville
  - Oak Ridge National Labs
  - Gateway to Great Smoky Mountain National Park
Growth, Employment and Economic Stability

- Slow Growth
- Stable Population
- Largest Employment Sectors
  - Education
  - Local Government
  - Health Services
  - Federal Government/Oak Ridge
- Rapid Economic Recovery
- Unemployment 6.4%
Knoxville Unemployment Trend

U.S. Bureau of Labor Statistics
Knoxville Unemployment Rate Graph 2004-2014
Key Downtown Real Estate Sectors - Office

OVERALL OCCUPIER ACTIVITY

- Leasing Activity
- User Sales Activity

Years:
- 2010: 0.8
- 2011: 0.7
- 2012: 0.1
- 2013: 0.0
- Q2 14: 0.0

msf
Key Downtown Real Estate Sectors - Hotel

Market Snapshot

- Current Inventory – 1,283 Rooms
- 2013 Occupancy Rate – 56.4%
- Average Room Rate - $76.13
- Almost 600 new rooms proposed
- Oliver Hotel outperforms market
Key Downtown Real Estate Sectors - Housing

Downtown is fully absorbed

- Existing stock – waiting lists
- Additional units in pipeline
- Marble Alley Lofts will add 283 units
- Average rental rate - $1.50/SF/MO
Key Downtown Real Estate Sectors - Retail

Downtown retail renaissance

- Significant regional supply with large specialty concentrations at West Town Mall and Turkey Creek
- Urban Outfitters indicates upside potential
- Increased population will require additional core retail
Market Summary Remarks

- Convention Center utilization and enhancement
- Observations
Understanding Your City
Understanding Your City

Downtown Knoxville is a beautiful urban center that reflects the values and pride of residents – a window into your community

- Authentic
- Preserved history linking the past with the future
- Vibrant retail and activity
- Walkable streets
Downtown Districts

The city has a number of definable districts that each contribute to its unique character and identity.

- Defined areas of character
- Defined by personality rather than zoning
- Help shape development in a meaningful and relevant manner
Downtown Districts

World’s Fair Park and Cultural District

The picture postcard of your city – a defining part of your brand

- The most significant open space allocation within Downtown
- Concentration of civic functions
- Important linking device:
  - City and neighborhoods
  - Tennessee River
Downtown Districts

Theatre District

A vital bridge between the past and the present

• Area emerging within southern South Gay Street, including Bijou Theatre and Tennessee Theatre

• Forms part of Gay St corridor, with lively restaurant and entertainment functions
Downtown Districts

Arts District

New emergent area growing the city to the north

- New streetscape improvements
- Influx of cultural facilities and residential population
- Connection between Old City Uptown Commercial District
- Direct influence on Jackson Avenue redevelopment site
Downtown Districts

Uptown Commercial District

This is your Brand!

- Gay St and Market Square are the heart of downtown life and activity
- Concentration of food, beverage and entertainment uses, active, walkable, vibrant streets
- Limited public open space, squares and plazas
- Infill opportunities
Downtown Districts

Civic District

Your administrative heart

- A concentration of civic and institutional uses
- An edge to the river
- Wide, tree-lined streets and significant historic building stock
Edges and Connections

Repositioning the edges to create attractive gateways to downtown

- Turning edge barriers into opportunities
- Strong containment seen as value enhancers
Edges and Connections
Connecting the Edges

Completing the greenway and connecting the areas unique cultural and recreational amenities.
Edges and Connections

World’s Fair and Second Creek

- Rail and topography barrier from the Fort Sanders and western suburbs
- Henley barrier from the city
- Large institutional uses with lack of active edges
- The rail line carries approximately one freight train each day
- Important connector to the river and northern neighborhoods
- Second Creek largely channelized
Edges and Connections

Rail Yards

- Major transportation barriers between downtown and the northern suburbs
- The rail lines carries approximately three freight trains each day
- Transformation of the former industrial warehouse buildings
- Front window to the city from I-40
Edges and Connections

First Creek and James White Parkway

- First Creek channelized through the parkway
- Major transportation barrier
- Barrier created by landform, land use and roadways
- Road function designed to meet peak capacity on game days
- Transit bridge an excellent connective device
- Poor gateway image to the city
Edges and Connections

Tennessee River

- Under-utilized recreational asset that is poorly connected to the downtown
- Combination of topographic and transportation barriers
- Important part of the city greenway network
- Important environment asset
- Beautiful scenic foreground to the city
- Active boating area on game day
Vision and Strategies
Downtown Knoxville: A Unique Place

- Urban structure
- Culture
- Heritage
- Quality of Life
Themes

- Sense of Place
- Community
- Connectivity
- Prosperity
Downtown Experience

- Parking
- Residents
- Underutilized Sites
Underutilized Sites
Downtown Experience

• Parks and Open Space
• Art and Cultural Assets
• Design Quality
Site-Specific Recommendations

Henley Street Corridor

- A significant barrier to east-west movement
- Negative influence on urban design
- Transformation proposed by:
  - Introducing on-street parking
  - Infilling wide sidewalk/plazas with retail
  - Programming active uses for redevelopment parcels
Henley Street Transformation
Site-Specific Recommendations

World’s Fair Park

- Iconic Knoxville green space
- Perception of light use by public
- Critical to preserve lawns and green space to serve future residential growth
- Public planning process should continue
Site-Specific Recommendations

World’s Fair Park

• Potential future actions
  – Clarence Brown Theater
  – MUSE Children’s Museum
  – Additional infill sites
• Greenway connection north
Site-Specific Recommendations

State Supreme Court Site

- Two unsuccessful RFPs
- Potential to activate Henley Street
- Linkage between UT and Downtown
- Mixed Use w/Performing Arts Component
- Revised RFP – Design Focus
Site-Specific Recommendations – Supreme Court Site
Site-Specific Recommendations – Infill Sites
Site-Specific Recommendations

400 & 500 West Jackson Avenue

- Prime, highly-visible development site
- Goal of contextual development
- Master developer approach
- Phased approach
- Design review standards critical
Site-Specific Recommendations
400 & 500 West Jackson Avenue
Site-Specific Recommendations

Knoxville Civic Auditorium and Coliseum

- Impact of urban renewal
- Obsolete, money-losing facility
- Public master-planning process for district
- Relocation of existing uses downtown
Site-Specific Recommendations

Knoxville Civic Auditorium and Coliseum

• Recall Park City as a vibrant, desirable, mixed-income community
• Diversity of housing types and households
IN SUMMARY
IN SUMMARY

Fix Henley and Develop Supreme Court Site
IN SUMMARY

Fix Henley and Supreme Court Site

Save the Park, Adding Greenway Circuit Circuit
IN SUMMARY

Fix Henley and Supreme Court Site

Save the Park, Adding Greenway Circuit

Activate the Edge of the Park
IN SUMMARY

Fix Henley and Supreme Court Site
Save the Park, Adding Greenway Circuit
Activate the Edge of the Park
Enhance Operational Capacity
Thank you to our stakeholder interviewees...


And everyone else!
Questions?