

ONEKINGSPORT

LAYING THE
FOUNDATION FOR
THE NEXT 100 YEARS

WORKING DOCUMENT

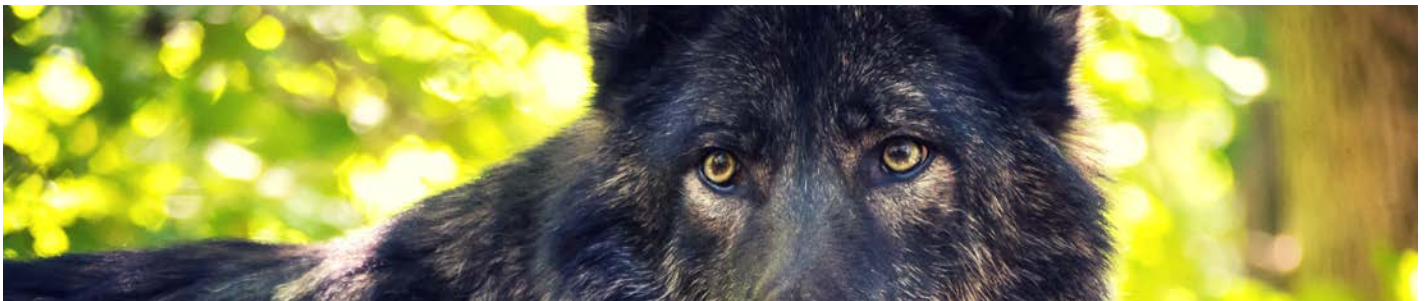


Top Five Projects

BAYS MOUNTAIN

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THE TRAIL FORWARD



THE NEXT 100 YEARS

Bays Mountain: The Trail Forward

Bays Mountain is a crown jewel for Kingsport where residents and visitors alike seek the true outdoor nature experience. Bays Mountain Park is a 3,550-acre nature preserve and the largest city-owned park in the state of Tennessee. Offering a variety of features, visitors can enjoy a picturesque 44-acre lake, a Nature Center with a state-of-the-art Planetarium Theater, Animal Habitats featuring wolves, bobcats, raptors and reptiles, and an Adventure Ropes Course complete with a 300-ft. zip line. Outdoor enthusiasts can take advantage of the park's 38 miles of trails for hiking, running, sight-seeing, exploration and mountain biking.

Bays Mountain is the most desirable, high-profile facility the city offers, worthy of the noblest effort for generations to come.

- Bays Mountain is working towards a National Recreation Trails certification.
- A new venue will be located at Lily Pad Cove to be utilized for weddings, parties and other events.
- Update the Nature Center to include a world-class area with new animal habitats.
- Create a new entrance for a grand first impression.
- Add new amenities that enhance the overall customer experience.
- The average annual attendance is 220,000 visitors, and there is room for increased capacity.
- Bays Mountain has a desperate need for improvements noted in a strategic master plan that was developed in 2010.



DOWNTOWN PLAYGROUND

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THE OUTDOOR VENUE AT BRICKYARD PARK



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Downtown Playground: The Outdoor Venue at Brickyard Park

The General Shale Complex has the potential to become a premier destination for Kingsport. In addition to Brickyard Park that brings in regional and national youth sports tournaments, the next phase will be to create a multipurpose outdoor venue.

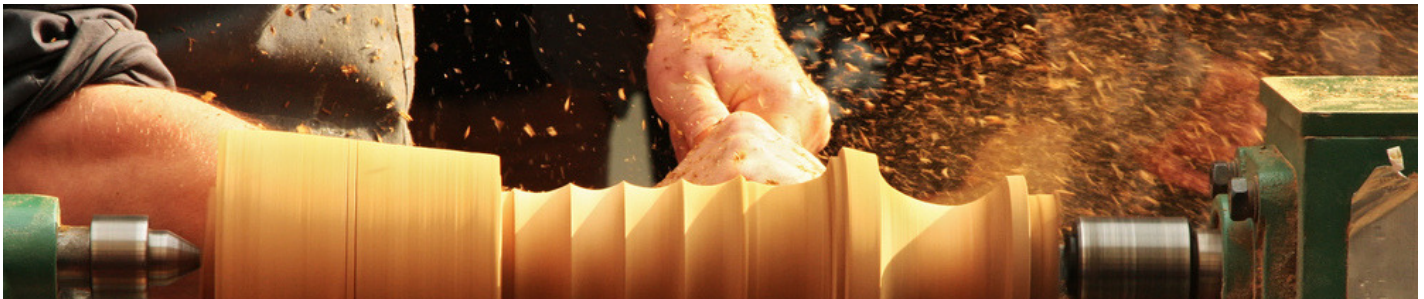
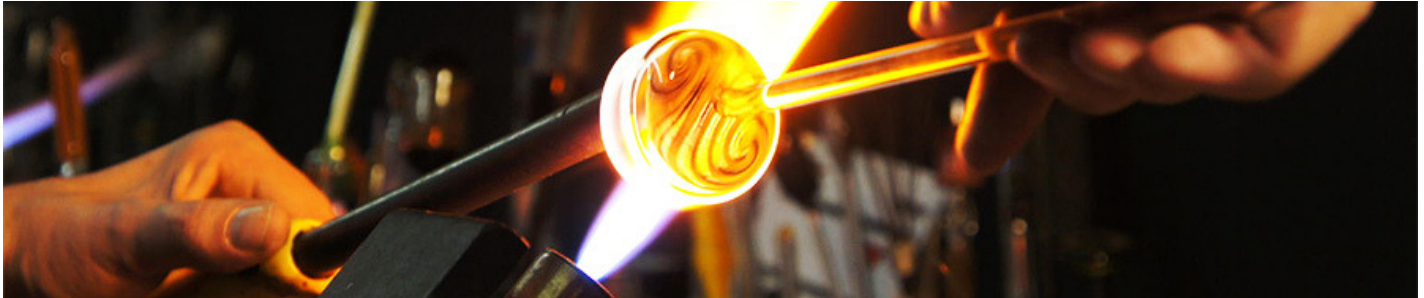
- The outdoor venue has the potential to exceed \$50 million annually in economic impact.
- One large-scale event results in an average of \$1.6 million economic impact.
- Potential uses include the following:
 - Adventure racing
 - Festivals
 - Major concerts
 - Benefit Walks/Runs
 - Car shows
 - Cross country races
 - Cyclocross course
 - Boat shows
 - Tractor/Farm equipment shows
 - Food truck rodeos
 - Kite flying
 - Hot air balloon launches
 - Art in the park
 - Sports events/tournaments
 - Outdoor movie
 - Dog show
 - Outdoor holiday displays
 - And more!



JOB CREATION

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INNOVATE KINGSPORT: PRODUCT CREATION CENTER



THE NEXT 100 YEARS

Job Creation: Innovate Kingsport: Product Creation Center

From industry to innovation, Kingsport has been a maker city since inception. In an effort to capture the best and brightest, the product creation center would be the hub serving as a makerspace, a product creation arena and a hub for those wanting to "make" things and careers.

Kingsport currently releases 2.5x the patents as Chattanooga, TN and was recently declared a gig city by Spectrum Enterprise. Organizations such as accelerators, incubators, small business developers, co-working spaces and more are establishing Kingsport as the next entrepreneur hot spot.

- Become startup/entrepreneur-friendly certified.
- Provide a strong collaborative for new and existing businesses.
- Create a mentor network that rivals big cities.
- Provide a space and specialized machinery for product prototyping.
- Collaborate in a creative way with artisans, tinkers, entrepreneurs, makers and more to solve complex problems.



NEIGHBORHOODS

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NEIGHBORHOOD COMMISSION: LOVE WHERE YOU LIVE



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Neighborhood Commission: Love Where You Live

Neighborhoods are the core of a city, and Kingsport's are rich with character and tradition. People who live in a city want to see it flourish and are willing to be engaged in positive quality-of-life improvements. Through the neighborhood commission, the city and its citizens can build stronger neighborhoods and increase engagement at the city.

- Representatives from city neighborhoods serve as municipal liaisons.
- Provide neighborhoods with a strong link to the city and the tools to measure health and stability.
- Identify best practices, share success stories, remove roadblocks, and provide a venue for neighborhoods to connect for collaboration.
- Serve as a neighborhood advocate with the city to help resolve municipal problems and provide feedback to neighborhoods.
- Help define responsibilities, coordinate communications and serve as a neighborhood advocate.
- Provide guidance and coaching to individual neighborhoods.
- Create strong alliance between city and neighborhood.



THE RIVERFRONT ONEKINGSPO

REDISCOVER THE RIVERFRONT



THE NEXT 100 YEARS

The Riverfront: Rediscover the Riverfront

The Riverfront has been a long desired area for development. The natural beauty of the river is a great location for outdoor activities, the greenbelt, and retail and restaurant establishments. As one of Kingsport's main assets, the river is a unique feature because most cities do not have the natural beauty of a river running through their downtown. This KOHO District (Kingsport On the HOlston) has much potential.

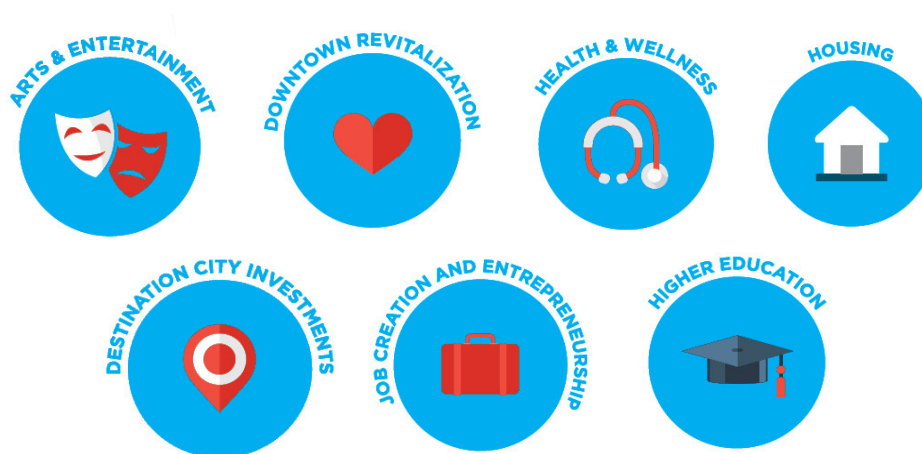
- River Recreation is an economic driver – a recent TVA study has shown that 1 mile of shoreline = \$1 million in economic impact.
- Netherland Inn Road carries approximately 12,000 vehicles per day, with an average of 5,000 pedestrians and 2,000 cyclists in Riverfront Park during peak months.
- The river area cannot be replicated in over a 100-mile radius.
- At least 58% of Tennessee residents participate in outdoor recreation each year.
- A white water rafting study concluded that Kingsport has a "perfect" location for white water rafting given its location and ability to have consistent water flow.
- With Domtar Park adjacent to the river, it automatically builds a constituency looking for something to do in addition to baseball games.
- The Greenbelt runs along the river on Netherland Inn road providing a mode of transportation for the active-seeking.
- Continue development of Kingsport Landing Park for active play areas and river access.
- Recent retail establishments have located along the river to take advantage of the river activity, which builds momentum for other private establishments to join them.



Projects Completed/Underway

Over the course of the last 18 months, the Summit Advisory Commission worked to develop a plan based on community input. The following pages list projects that are complete or underway for year one. Each project aligns with one or more of the below workgroups.

In addition to projects currently underway, the remaining projects from the summit and post-summit workgroup efforts are still on the docket to address in future Summit Advisory Commission meetings.



The State Theater is a building with incredible potential. The interest for a small indoor performance venue is increasing. The city and community are actively seeking private investors to spark new opportunities to complete the theater. The State Theatre Group is a strong advocate base for this location.

The city has an increased effort in beautification, understanding the importance of first impressions in enhancing corridors and streets.



Partnering with the TN Arts Commission, four murals have been completed in downtown Kingsport. Above: Hamilton, the Balloon-Loving Giraffe by Payton Miller. She's best known for her UT rock murals.

Full redevelopment of KHRA housing - 500 units including Lee Apartments. An investment of \$3 million yields more than \$50 million of new construction and renovations in Kingsport. KHRA will lead this project to completion.

The heart of a city is in its downtown. There has been an increased effort to target downtown retail, restaurants and loft living through redevelopment and facade grant opportunities. With the completion of a renewed downtown masterplan, alignment and growth provide potential.

Tactical Urbanism: A term for a small place to gather. Throughout downtown Kingsport, parklets and other small spaces have added to the interest and appeal. It encourages more foot traffic in downtown.



Gateway signs are one of the first impressions given to a visitor to Kingsport. Visit Kingsport has made a concerted effort to increase ease of travel through signage while increasing beautification and overall customer experience.



Completed a Health Resources Plan for Lynn View Community Center primarily through a full facilities plan for the center. Goal is to implement new resources and programs as a pilot and include other potential locations.

Healthy Kingsport has built momentum in the city to increase healthy living. They are also a leader in the state for the initiative. The continued support is vital to the marathon effort.

Cultural Activity Portal: What's going on in Kingsport? The new website is called GOKingsport and will feature the highlights of the best events happening in the city. Expected to launch fall 2017.

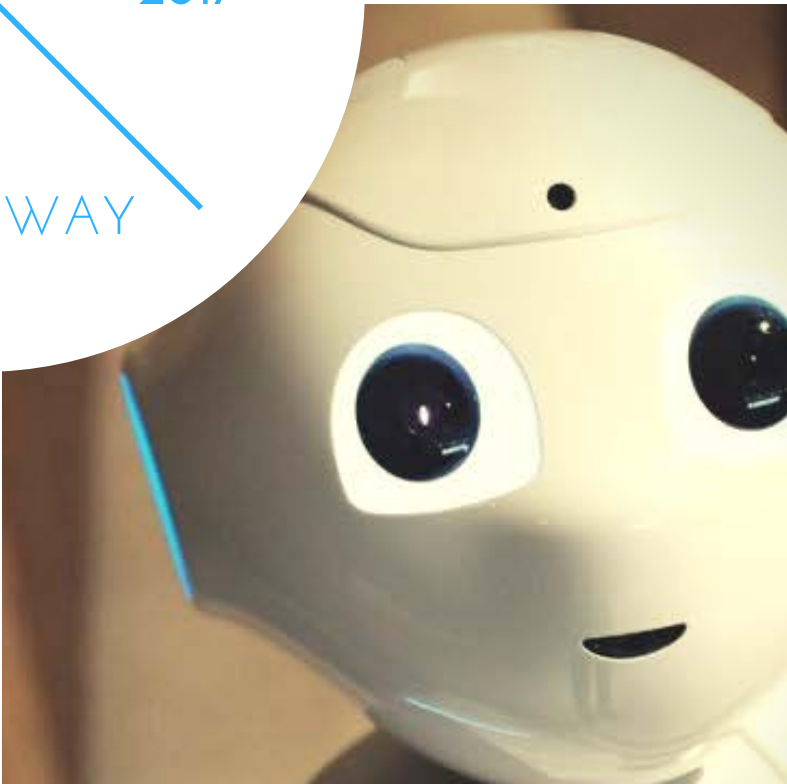


OUR PICKS



April 27, 2017
MUSIC EVENT
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April 27, 2017
CAR SHOW
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Praesent vestibulum, dolor non ultricies convallis, dui velit convallis nisi, a pulvinar odio urna vitae tortor.

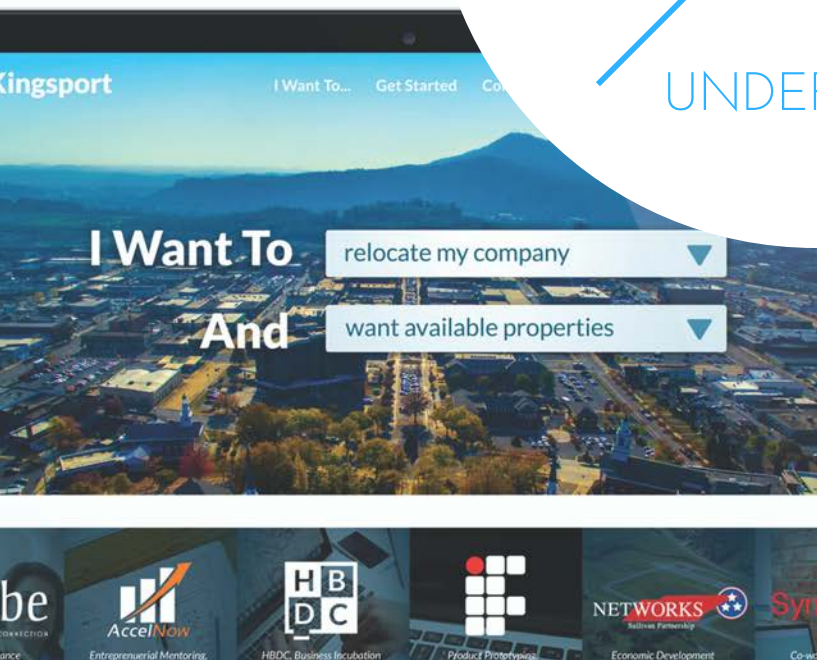
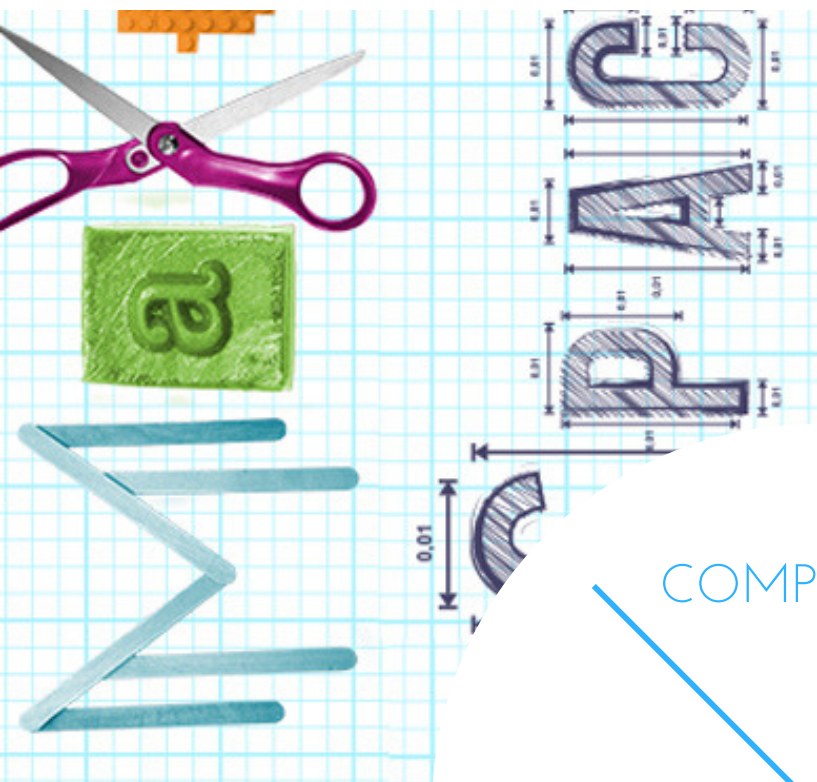


Completed a study of a neighborhood panel and created guidelines for a neighborhood commission. The next step is to form the Neighborhood Commission and assign a BMA liaison and city staff liaison.

Developed an initial plan for the Product Creation Center which is the next step in the chain of the economic development portal to attract and capture the best and brightest to Kingsport.

Kingsport has always been a maker city. From industry to innovation, making is at the core. Several community partners have continued to meet as a makerspace planning group.

Eat Good Feel Good: Healthy Kingsport is working with restaurants to have healthy options on their menu.



SyncKingsport: An economic development web portal, which is a first step in a strong collaborative among all economic development engines in the region. By coming together and leveraging services, resources, mentors and more, Kingsport becomes more developer and entrepreneur friendly.

Recruit retirees to Kingsport. Interestingly, research shows that retirees and young professionals have similar needs/wants in regards to quality of life issues. Therefore, with a concentrated strategy, Kingsport can hopefully recruit both target markets.

Develop links to the Greenbelt for new developments near access points to improve access to physical activity.

Improve beautification through code enforcement efforts. Create a land bank authority to increase efficiency, which holds, manages and develops foreclosed properties and puts them back in productive use.



New lights were installed along Broad Street to light the trees from the base versus wrapping them every year. This led to a decreased manpower cost and the ability to have a beautiful night time effect all year long.

Created a fund to temporarily eliminate the cost of new residential permits for late summer and early fall construction which has resulted in a permit jump of more than 400% for the month of July 2017.

The city works with the TN Housing Development Agency and Housing Urban Development to provide funds for reconstruction and major renovation of homes for low-income households.

New benches and trash cans were installed in Glen Bruce Park to compliment the new clock at the New Street Circle. More opportunities for green space development will be identified in the Downtown Master Plan.



There was a significant need in taking care of what the city already has. Therefore, a large effort went towards infrastructure updates, maintenance needs, etc. so the city maintains buildings and facilities at a high level.

Many historic properties on Broad Street are eligible for 10% tax credits on the cost of improvements. The city is working with the DKA and KEDB to market these opportunities to downtown property owners.



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