

**ONE**

# **CHATTANOOGA**

*Strategic Framework*

May 2022

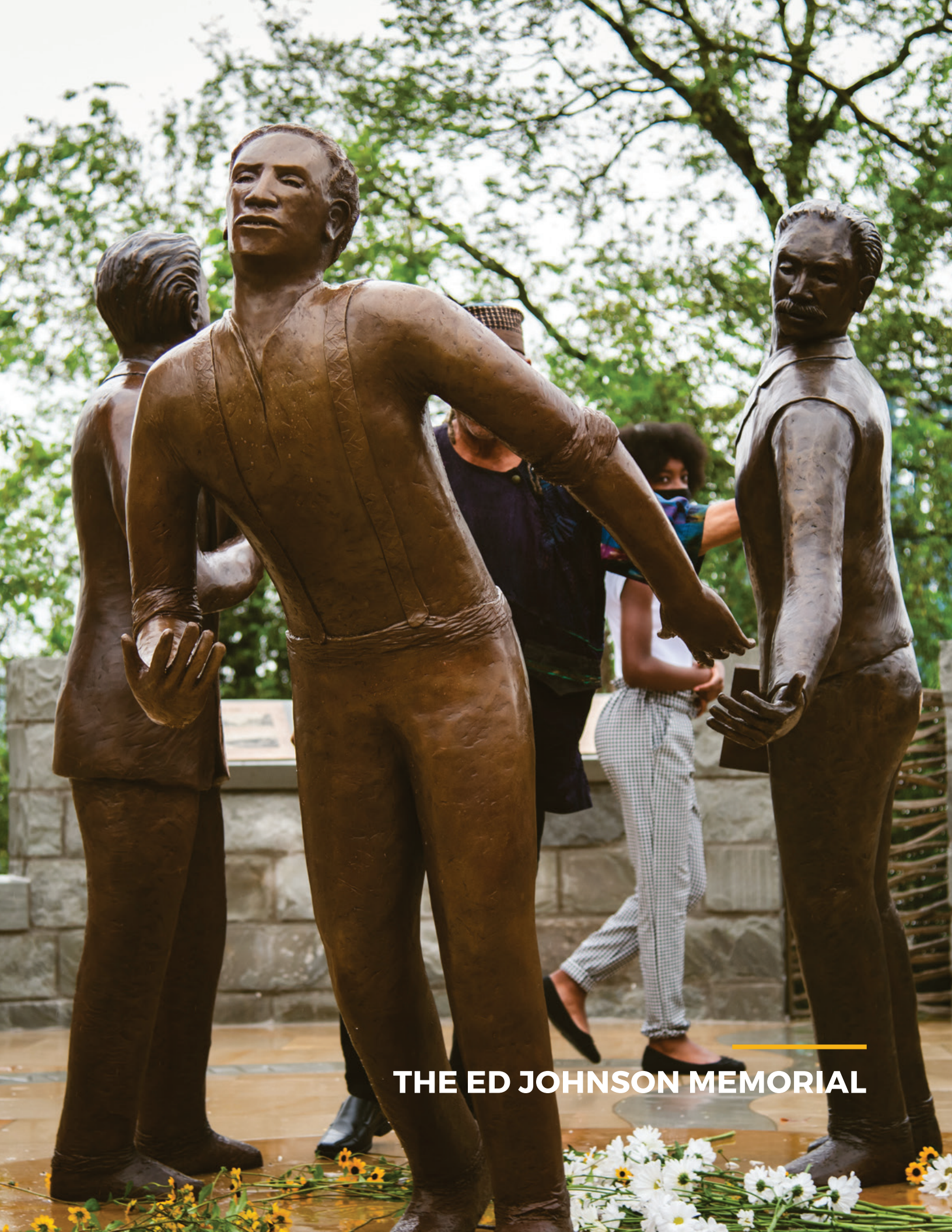
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**CITY OF CHATTANOOGA**  
MAYOR TIM KELLY

# ONE CHATTANOOGA

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**THE ED JOHNSON MEMORIAL**

# About *Our Plan*

## **This is the first iteration of the City of Chattanooga's One Chattanooga Plan.**

It describes the strategic direction, key priorities, values, and initiatives that define a vision of a community where all Chattanoogaans can thrive and prosper and the practical steps we need to take to achieve it.

In this first iteration, Mayor Tim Kelly has presented a vision informed by a nearly year-long campaign that engaged the public on their front porches, at forums, in community spaces, and at hundreds of public events. In addition, it is informed by Chattanooga's long-standing commitment to community input and community-led visioning efforts, including Velocity 2040, Chattanooga 2.0, Chattanooga Dream, and others.

## **This first iteration is just that—a first step.**

It will be a starting place for our partners and our residents to review, refine, and expand upon. This plan will also provide annual objectives for the City of Chattanooga, with measurable metrics that define success and provide accountability to the public. It is our hope that this will form the basis and framework for launching an annual community-wide conference, alongside our private and non-profit partners, to collectively review our progress and adjust course as needed.

Amid a global pandemic, it has never been

clearer that local government faces complex problems and that city leadership on these critical issues matters more than ever. But as Bruce Katz points out in *The New Localism*, we also know that cities have never had more power to reshape their fates. Chattanooga is on the cusp of great opportunity, and together—as One Chattanooga—we can tackle them in partnership with one another.

This plan is designed to be an iterative, living document that holds our city accountable to achieving ambitious goals, but is nimble enough to adjust to a changing and growing city. It will be the product of the many different communities, organizations, leaders, and residents who make up our city and give it the capacity to be the best place in America to call home.

**What this  
plan is**

*And what  
it isn't.*

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“This plan is designed to be an **iterative, living document** that holds our city accountable to achieving ambitious goals, but is **nimble** enough to **adjust** to a changing and growing city.”

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## THE ONE CHATTANOOGA PLAN IS:

- **A BROAD VISION** for our city, informed by community-input, and is designed to provoke action and dialogue in Chattanooga about our shared future.
- **A GUIDE** to point us toward ambitious goals and objectives that ensure that Chattanooga is living up to its potential and that we are creating a city where opportunity is available to every one of our neighbors.
- **SYSTEMS-FOCUSED** – the gaps in both opportunities and outcomes remain stubbornly broad in Chattanooga, driven by decades of poor policy choices, disinvestment in the black community, and our failure to address the structural legacy of white supremacy. We understand that to address these challenges, we need to change the systems that perpetuate these inequities, not simply apply the bandages of quick superficial solutions.
- **IN CONSTANT REVIEW**; it will be regularly updated, added to, and given an annual refresh by Mayor Tim Kelly’s administration in partnership with Chattanooga City Council.
- **INFORMED BY PRIOR WORK**; just because this work may be new to some of us, doesn’t mean the work is new—this vision stands on the shoulders of those brave, bold individuals who preceded us with a vision of Chattanooga as it should be.
- **BUILT ON THE BASICS**; this plan recognizes that the essential services local government provides—filling potholes, paving roads, picking up trash, and making sure the traffic signals work right—are not only important in their own right, but also, that getting those simple things right instills public confidence in our city’s ability to take on bigger and bolder challenges.

## THE ONE CHATTANOOGA PLAN IS NOT:

- **A PLAN TO OVERRULE ALL PLANS**; we recognize that Chattanooga is fortunate to have a diverse range of organizations and institutions that are pursuing their own plans and strategies and this plan is designed to be collaborative and supportive.
- **FINISHED**; in fact, this plan will never have a final version and will be nimble, iterative, and constantly evolving to improve, annually at least.
- **PERFECT**; it’s just a starting point—with each version, this plan will become more sophisticated with every iteration as we make demands of it and use it collaboratively; A quick fix; recognizing that there are urgent needs, this work won’t happen overnight and requires real commitment to systemic change.
- **AN EXCUSE TO SAY NO**; the plan shouldn’t stand in the way of a common sense idea, innovation, or other work occurring in our city.
- **AN INSTRUCTION MANUAL**; while this plan lays out a broad vision and big goals, we know that our partners and other institutions will have to determine on their own if, what, and how to change to meet our shared goals.
- **A PLAN TO BE RUN BY CITY GOVERNMENT**; any durable social change must be built alongside the private and non-profit sectors, and internalized broadly by the citizens of Chattanooga. This plan is meant to inspire all Chattanoogaans.



LEADING WITH VISION

We don't yet have all of the solutions or a complete roadmap to guide the way there, so the path will be far from easy, but it will be worth it, because if we achieve it, we will have made Chattanooga the best city in America. **Together, we can make this vision a reality.**

# The Challenge

## We still have Two Chattanooga's.

Chattanooga today is a growing city with great potential that continues to attract attention and accolades from across the nation and the world. From Best Town Ever to Gig City, our city's reputation for innovation and our high quality of life make us the envy of communities all across the country. New residents and businesses continue to arrive in our city and new amenities, restaurants, and activities are emerging to animate our downtown. Our residents remain deeply involved and engaged in the future of our community, but prosperity and security still remain far out of reach for far too many of our neighbors. And without a strategy and the will to act, these disparities will continue to widen, and our city will never reach its full potential.

As a Southern city, the legacy of racism and the inequitable policies that flowed from the Jim Crow era have left behind deep social and cultural scars in our community, manifested as disparities—or gaps—between our neighbors. From health outcomes to economic opportunity, decades of divestment in our neighborhoods, compounded by national politics more interested in partisanship than people, has created a city where life experiences can be vastly different depending on the zip code you're born in, and the color of your skin.

National research shows that Chattanooga is one of the worst cities in America to grow up poor. Outcomes for families who start behind but are willing to put in the work lag behind our regional peers, similarly-sized cities, and even our neighboring counties. The healthiest community in Tennessee, Lookout Mountain, sits just a half-mile above the Alton Park neighborhood with the second worst health outcomes in the state.

As we look to the future, our region continues to grow while critical infrastructure like the roads and bridges that connect our communities continue to slide into disrepair. Many employers are struggling to recruit and retain workers as some of our most talented residents desert Chattanooga for better opportunities in more diverse metros like Nashville and Atlanta. Wages for working families in many cases aren't keeping up with the rising cost of housing, pushing many further away from viable, middle class prosperity. And the workforce development opportunities needed to burnish their skills and add to their earning power too often aren't available.

These problems certainly won't be easy to solve, but we know that leaving them unaddressed is not an option. Our city has prided itself on a legacy of public cooperation and collective action. Today, structural disparities give us an opportunity to refresh and redefine a new Chattanooga Way—one that engages our community genuinely, with an invitation to be involved rather than merely informed.

Chattanooga's future will be shaped by us—all of us—and we alone can choose whether or not we accept the fate of a divided city or take the bold steps to realize One Chattanooga, together.

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**NATIONAL RESEARCH SHOWS  
THAT CHATTANOOGA IS ONE  
OF THE WORST CITIES IN  
AMERICA TO GROW UP POOR.**



# *1 in 4*

Children are living and growing up in poverty in Chattanooga (**approximately 8,797 children**).

## *\$13,000*

Difference in later-life annual income between white and Black children who grow up in a low-income household in Chattanooga.

## *39.5%*

Local renters are housing-burdened, meaning they pay 35 percent of their household income or more on rent.

## *4X*

Black residents are 4 times as likely to die from hypertension and hypertensive renal disease than whites in Hamilton County.

## *Bottom 9%*

Chattanooga is ranked amongst the worst places in America in helping poor children up the income ladder.

**Sources:** 2019 U.S. Census Bureau, American Community Survey 1-Year Estimates; The Opportunity Atlas, Opportunity Insights; National Low Income Housing Coalition, Out of Reach 2021: Tennessee Report; Hamilton County Health Department, 2019 Picture of Our Health; The New York Times, The Best and Worst Places to Grow Up: How Your Area Compares (2015).

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*Our Vision of*

**ONE**

**CHATTA**

**NOOGA**

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**FROM THE BEGINNING**, Chattanooga has been a remarkable city shaped by a difficult history. From its early days as a trading post for white settlers, to the Cherokee Removal, to its tumultuous role during and after the Civil War, to the renaissance driven by new settlers who followed, this city has been driven by the tension between the optimism of our potential and the dissatisfaction of those unable to participate in its progress.

And still today, too many in our community have been unable to share in our prosperity. The gaps between us not only persist—gaps in access to good schools, living wage jobs, and opportunity—but in some cases have widened. This plan recognizes that these disparities have resulted in two fundamentally different lived experiences in our own city and, in so many ways, two Chattanoogas.

How can we begin to change that? How will One Chattanooga be different for our neighbors, our community, and the next generation? We believe we can achieve our vision of One Chattanooga by reconciling our divided realities with courage and honesty.

# The Vision

## **In our Chattanooga, every child has equal access to an excellent education from cradle to career.**

Our city is deeply invested and committed to providing high quality education to every single child in our community, regardless of their zip code, the color of their skin, or their parent's income. From learning their numbers and colors in their earliest years to the post-secondary education that will carry them into a career, we give students every opportunity to succeed and thrive. We train and retain excellent teachers and early care providers who know that each child has their own unique needs, talents, and aspirations. Our city recognizes that success in the classroom begins at home and helps families access the resources they need to support an environment that promotes successful learning.

## **In our Chattanooga, the strength of our city's economic success and prosperity will create opportunity for all.**

All Chattanoogaans can find a good job that provides a living wage, benefits, and the opportunity to get ahead. There is ready access to training and skill development for our city's young people, helping them get ahead in a rapidly changing and diversified economy. Family-owned small businesses, startups in technology and creative industries, and even our largest and

most well-known businesses will thrive in an economy built on an entrepreneurial spirit where everyone can take part in our local prosperity by applying their initiative and creativity.

## **In our Chattanooga, all Chattanoogaans are secure in their homes and in their neighborhoods.**

Accessible, safe, and quality housing options are available to every Chattanoogaan in every part of our city. Shared community and green spaces are abundant in each neighborhood, where local culture thrives and residents connect with one another. Small businesses and grocery stores are easily accessible. We have ended the threat of harassment, eviction, and homelessness, allowing all families and their children to thrive in the neighborhoods that best meet their needs and lifestyles.

## **In our Chattanooga, entrepreneurs from every walk of life start and grow successful businesses and social enterprises in our city.**

Businesses of all sizes and sectors thrive in our city. Chattanoogaans pride themselves on living in a city where anyone willing to put in the work can get ahead with a great idea, without barriers to success or burdensome red-tape. Entrepreneurs of all backgrounds have access to the capital they

need to start and scale their businesses and social enterprises. These small and growing businesses hire here in Chattanooga, investing and providing good paying jobs in their communities.

**In our Chattanooga, our city has made the long-term investments that pave the way for sustainable, accessible, and equitable growth.**

From well-maintained roads that are ready for growth, to streamlined zoning codes and regulations, our city has a vision and a plan for steady, inclusive, healthy growth. Our bridges and tunnels are in good repair, our water and sewer systems are clean and up-to-date, and our electric grid is the most efficient in the nation, illustrating the city's commitment to sustainability. We make strategic capital investments downtown and in our neighborhoods, creating the foundation for thriving and prosperous communities all across our city.

**In our Chattanooga, our community thrives in the emerging green economy.**

As our world adjusts to the reality of a changing climate, Chattanooga has made early investments to position itself as a leading resilient and innovative city ready to compete in the emerging green economy. Our buildings, transportation, and businesses are powered by renewable energy. Our sewer and waste management systems are optimized for sustainability. Our city attracts entrepreneurs and companies that develop the technology, materials, and ideas that make our nation more resilient and sustainable. Every Chattanooga benefits from these investments and our city stands as a model for our region.

**In our Chattanooga, racism is defeated through love and understanding.**

The only way to reconcile our painful racial history with the promising beacon of our shared future is at the personal level, through sometimes difficult, but ultimately cathartic, local interaction and conversations. We are committed to facilitating these conversations city-wide, using our faith community and our shared identity as Chattanoogaans to defeat the divisive rhetoric, bitterness, and misunderstandings that keep us from joining hands and working together for a better future for all of us.

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**THOUGH AMBITIOUS,** we are confident that this is an achievable vision of Chattanooga with time, investment, and determination. We don't yet have all of the solutions or a complete roadmap to guide the way there, so the path will be far from easy, but it will be worth it, because if we achieve it, we will have made Chattanooga the best city in America. Together, we can make this vision a reality.

Read on to learn more about how we'll realize One Chattanooga and join us as we carve out a path forward together.



**ONE**

**CHATTA**

**NOOOGA**

*At A Glance*

**CHATTANOOGANS AREN'T AFRAID OF A CHALLENGE**, or forging our own path forward. Throughout our history, we've had to fend for ourselves, and always leaned in and met the moment. While we're optimistic about our future and proud of the progress we've made so far, we recognize that there is much more to be done to meet the critical challenges facing our city. Persistent poverty, gaps in educational opportunities and outcomes, health disparities, gun violence, increasingly unaffordable housing, neglected roads and infrastructure, and lack of good paying jobs are but a few of the challenges we face.

On many of these issues, community leaders have put in work for years—in some cases, generations—and built a foundation for progress. For others, the problems are new and call for novel and innovative solutions. In both cases, our city must take action to realize a vision for a city that includes everyone in its prosperity.

The following pages outline key values, goals, and strategic initiatives that Chattanooga will undertake under Mayor Kelly's leadership to realize One Chattanooga.

**ONE CHATTANOOGA** will put our city on the path to shared prosperity and common purpose, with **7 goals and 40 key priorities.**

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**BUILD A UNIVERSAL  
PATH TO EARLY  
LEARNING**

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- 1.** Expand access to early learning for all families
- 2.** Integrate our early learning programs from prenatal care to kindergarten
- 3.** Train the next generation of excellent early learning professionals
- 4.** Partner with Hamilton County Schools to provide high-quality learning opportunities and services for families

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**CATALYZE ECONOMIC  
VITALITY IN THE BLACK  
COMMUNITY**

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- 5.** Make Chattanooga an investment-ready early learning model for the nation
- 6.** Increase pathways to entrepreneurship and access to capital for all
- 7.** Create robust and accessible workforce development pathways
- 8.** Commit to meaningful and constructive recidivism reduction
- 9.** Ensure city purchasing and procurement practices meet equity goals
- 10.** Advance arts, culture, and the creative economy across Chattanooga
- 11.** Invest in historically underserved neighborhoods
- 12.** Engage and involve the whole community in city planning and investment
- 13.** Expand affordable housing inventory across the city
- 14.** Diversify the range of capital options available for affordable housing development

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**ENSURE AFFORDABLE  
HOUSING CHOICES FOR  
ALL CHATTANOOGANS**

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- 15.** Expand supportive housing resources to end chronic homelessness
- 16.** Support both tenants and housing providers with housing security and eviction prevention resources
- 17.** Preserve land for affordable housing in transitioning neighborhoods
- 18.** Ensure timely, equitable, and responsive repairs to potholes and road failure

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**IMPROVE LOCAL  
INFRASTRUCTURE &  
PUBLIC TRANSIT**

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- 19.** Develop a strategic capital plan that includes long-term maintenance
  - 20.** Modernize and invest in our public transit system
  - 21.** Design Chattanooga for sustainable and inclusive growth
  - 22.** Expand and connect our local parks, trails, and greenways system
  - 23.** Invest in sustainable and resilient infrastructure
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## BUILD A COMPETITIVE REGIONAL ECONOMY

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- 24. Attract higher-paying jobs with targeted economic recruiting
- 25. Grow household income for all Chattanoogaans through workforce development and skills-training
- 26. Ensure essential City workers are paid a living wage
- 27. Lead in the emerging green economy
- 28. Foster a welcoming, inclusive, and prosperous city for New Americans
- 29. Refine Chattanooga's competitive advantages and traded clusters vs. rival cities

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## CLOSE THE GAPS IN PUBLIC HEALTH

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- 30. Address racial and economic disparities in public health outcomes
- 31. Prevent violence in our community by addressing root causes
- 32. Support youth development with intentional support and opportunities
- 33. Destigmatize mental and emotional health, leading with City policies
- 34. Ensure all Chattanoogaans have access to fresh, healthy, and affordable food
- 35. Leverage and improve outdoor spaces to advance public health
- 36. Streamline our city processes and prioritize innovative approaches to city services

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## PROVIDE RESPONSIVE AND EFFECTIVE LOCAL GOVERNMENT

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- 37. Increase opportunities for residents to engage local government
  - 38. Implement practices and policies that ensure transparency and accountability
  - 39. Invest in technology, platforms, and practices that allow Chattanooga to lead with citizen involvement and engagement
  - 40. Advocate for local control over local issues and policies at the state and national level
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**Every Chattanoogaan** deserves the opportunity to succeed and thrive, regardless of place, race, or identity.

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The Principles *of*

**ONE**

**CHATTA**

**NOOGA**

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**These eleven principles serve as guideposts** for an emerging culture within city government and the foundation for our strategic vision as a city. We start first with vision and principles, because as Peter Drucker famously said, “culture eats strategy for breakfast.” For that reason, these principles are firmly woven into the One Chattanooga vision.

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**01 Equity**  
While often misunderstood, equity recognizes that there are gaps in opportunity left behind by the imperfect legacy of our difficult history. By acknowledging that some parts of our community have been historically neglected and need more intentional action and investment, Chattanooga can take the first steps in building a more just and prosperous community.

**02 Common Purpose Over Partisan Politics**  
At its best, Chattanooga is a city with an incredible legacy of partnership and collaboration. When we come together and prioritize our common purpose over partisan politics, all of our residents thrive. We are committed to a bold, transformative vision for our future and are willing to take political risks to get things done for our community.

**03 Urgency of Now**  
More than ever, our city must recognize what Rev. Martin Luther King, Jr. called “the fierce urgency of now”. We know there are Chattanoogaans struggling to make ends meet and depend on our community addressing our challenges and taking action to realize lasting change. We have no time to waste as we find solutions to make our city the best version of itself.

**04 Candor**  
Chattanooga must be a city where we are comfortable having difficult conversations in the public interest. We will foster a culture where leadership learns from constructive criticism and where our leaders are willing to admit when we miss our targets or make mistakes. By being open, honest, and sincere, Chattanooga will be a city where we face our challenges head on, and adopt better ideas as they emerge. Candor, more than any other value, will drive innovation in our city and encourage public transparency.

## 05 **Prioritizing Justice Over Charity**

Our city needs lasting change, not superficial solutions, which means addressing the policies and structural conditions that have led to persistent gaps in opportunity, wealth, and justice. Chattanooga can and must commit to systemic solutions to realize a vision of One Chattanooga.

## 06 **People First**

Our governing approach puts people first. That means prioritizing user experience when we design city services—even when it seems small, like a parking app or reporting a pothole. It also means meeting people where they are, not expecting them to navigate dozens of complex forms and confusing red tape. By starting with the idea that local government should optimize for people and not the other way around, we can realize a more effective and equitable city.

## 07 **Involved and Invested, not just Informed**

Change moves at the speed of trust and trust is built by working together, in a true spirit of collaboration and involvement. That's why we strive to involve the community in our work, not just inform them of it. We will be placing a clear emphasis on public engagement and gathering community input to shape our initiatives and decisions. Lasting change is only possible when we project a vision that every Chattanooga can buy into and adopt, and when the public, private, and non-profit sectors all work together to accomplish our goals. Our city is stronger when every voice is heard.

## 08 **Localism**

We will take an intentional approach to prioritize Chattanooga, its people, and our economy. This means taking a more focused approach to preserving capital, opportunities, and talent here in our city, making our neighbors more aware of the impact of their buying choices, and our foundations more aware of their investment decisions. It also means putting our issues before state and national politics, refusing to be divided by ideological abstractions. A localist approach will draw us closer to our neighbors and strengthen the diverse tapestry of people and values that make Chattanooga the best place in America to call home.

## 09 **Opportunity in the Service of Prosperity**

Every Chattanooga deserves the opportunity to succeed and thrive, regardless of place, race, or identity. That means every child has access to a high quality education, regardless of their zip code. All of our neighbors should feel safe and secure in their homes. No Chattanooga should face higher health risks or lower life expectancy because of where they live. Everyone in our city should be treated with dignity and respect. And all Chattanooga should have a voice in our city's future.

## 10 **Common Sense for Common Purpose**

In an era of bitter partisanship in America, local politics provides a beacon of hope; practical solutions to our common problems transcend ideology and bind us together. Common sense solutions in the service of our common purpose as Chattanoogaans are at the heart of how we'll bring our city together. By developing a shared sense of civic purpose, we can find the will and confidence to adopt the changes in processes and policy that are necessary for realizing lasting change.

## 11 **Respect**

Without this most basic of social skills, none of our work to build community will be possible. Treating each other with genuine respect—despite our other differences—opens the door to a world of possibilities, connections, and collaboration. Respect paves the way to understanding and broadens our perspectives. Without it, our work will be badly weakened by the lack of a strong foundation based on trust.

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CHATTANOOGA'S FUTURE  
WILL BE SHAPED BY US — ALL  
OF US — AND WE ALONE CAN  
CHOOSE WHETHER OR NOT  
WE ACCEPT THE FATE OF A  
DIVIDED CITY OR TAKE THE  
BOLD STEPS TO REALIZE ONE  
CHATTANOOGA, **TOGETHER.**

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*The*

**ONE**

**CHATTA**

**NOOGA**

**Strategy**

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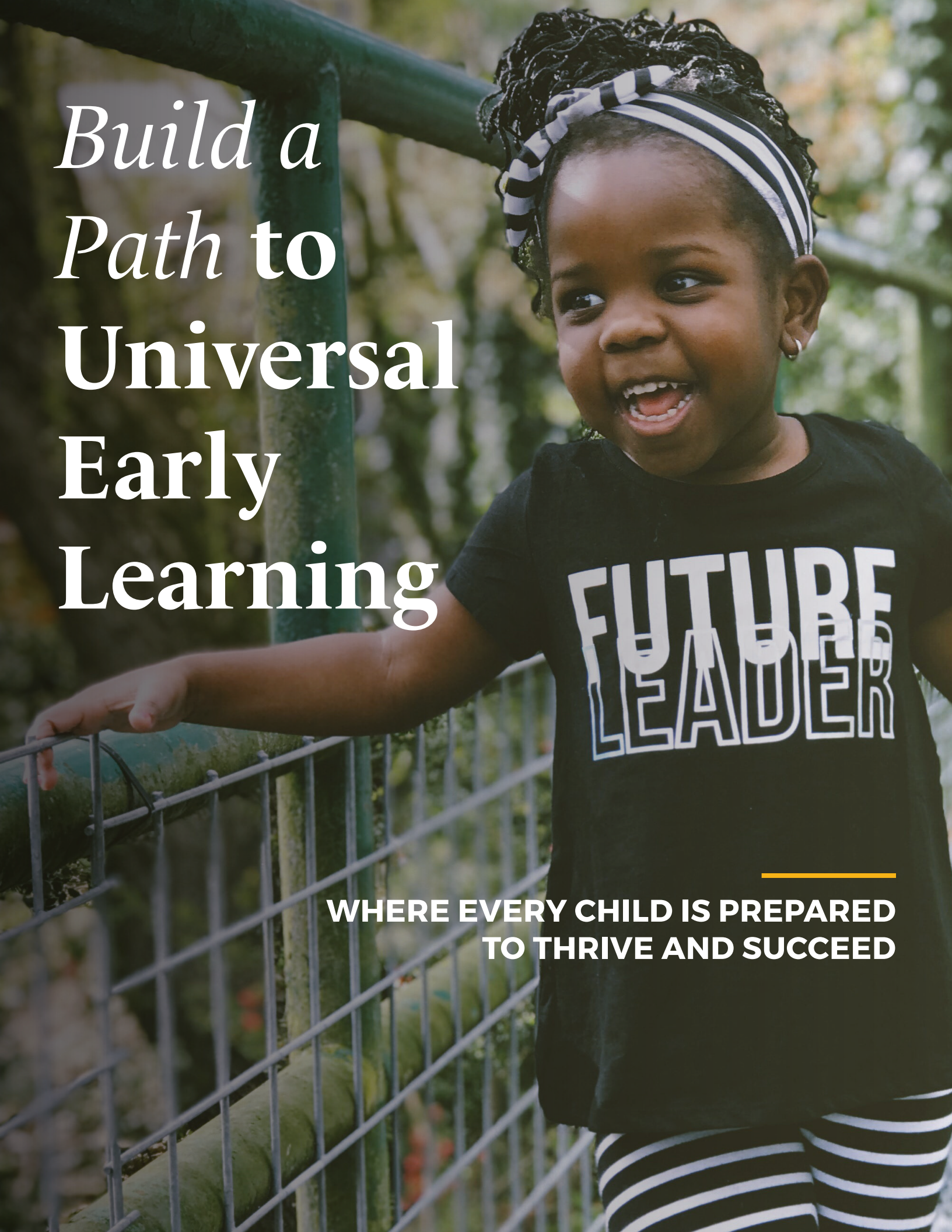
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The **ONE CHATTANOOGA STRATEGY** consists of 7 goals and 40 initiatives that comprise our strategy to realize our vision of a city where opportunity exists for all and where prosperity is plentiful. Each goal represents an aspiration for the city and offers initiatives and pathways for residents and local leaders, as well as a model for our peers across the nation.

Separate volumes outlining context, specific action plans, and data-informed background will be released as they are fully developed.

“By starting with the idea that local government should **optimize for people** and not the other way around, we can realize a more **effective and equitable city.**”

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*Build a  
Path to  
Universal  
Early  
Learning*

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**WHERE EVERY CHILD IS PREPARED  
TO THRIVE AND SUCCEED**



**DECADES OF RESEARCH** tell us that the earliest part of a child's life is the most critical to future development and success. To eliminate gaps in educational outcomes, the City of Chattanooga will invest in creating a path to universal early learning for every child. From prenatal care to Pre-K, our city can lead the nation in creating a model early learning system that increases literacy, prepares students to succeed in school, and supports families with the opportunities and services they need.

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**CITY PRIORITIES:**

1. Expand access to early learning for all families
2. Integrate our early learning programs from prenatal care to kindergarten
3. Train the next generation of excellent early learning professionals
4. Partner with Hamilton County Schools to provide high-quality learning opportunities and services for families
5. Make Chattanooga an investment-ready early learning model for the nation



*Catalyze  
Economic Vitality  
in the*  
**Black  
Community**

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**A BETTER WAY FORWARD FOR  
BLACK CHATTANOOGANS**

**BLACK CHATTANOOGANS** still face the legacy of structural racism today, and the challenge is compounded by other complex problems that will require patient strategies to overcome. The City of Chattanooga is committed to taking an intentional approach at every level to ensure that Black Chattanoogaans can own a home, have a thriving business, and earn a great living. To truly achieve One Chattanooga, we must invest in our Black communities and promote economic mobility to close gaps and grow Black wealth in Chattanooga.

The City of Chattanooga will maintain and expand support for cultural resources, programs, and establishments where Black Chattanoogaans feel valued and welcomed. Whether it is through meaningful opportunities and access to early childhood education, job training, and entrepreneurship or increasing our commitment to innovative solutions that attract and retain Black talent, we will build up the Black middle class to bridge the gap between the city's two realities.

Notably, many of these strategies will benefit Chattanoogaans of all races and backgrounds, as they will benefit the middle class broadly; but the middle class has all but vanished in the Black community in Chattanooga, so it must be prioritized.

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### **CITY PRIORITIES:**

1. Increase pathways to entrepreneurship and access to capital for all
2. Create robust and accessible workforce development pathways
3. Commit to meaningful and constructive recidivism reduction
4. Ensure city purchasing and procurement practices meet equity goals
5. Advance arts, culture, and the creative economy across Chattanooga
6. Invest in historically underserved neighborhoods
7. Engage and involve the whole community in city planning and investment

*Ensure Affordable  
Housing  
Choices for*  
**All Chattanoogaans**

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**WHERE EVERY CHATTANOOGAN HAS  
AN AFFORDABLE PLACE TO CALL HOME**

**EVERY CHATTANOOGAN** has the right to a safe, affordable and stable home. The City of Chattanooga will increase the supply of truly affordable housing, ensuring equitable access, through an approach that is practical and tailored to each neighborhood. Whether the right approach calls for zoning changes, incentives with community benefits, utilizing existing resources, or establishing partnerships with local stakeholders, we will use common sense practices and a variety of tools to remove existing barriers and create affordable options, while promoting the health and wellbeing of our community.

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**CITY PRIORITIES:**

1. Expand affordable housing inventory across the city
2. Diversify the range of capital options available for affordable housing development
3. Expand supportive housing resources to end chronic homelessness
4. Support both tenants and housing providers with housing security and eviction prevention resources
5. Preserve land for affordable housing in transitioning neighborhoods



*Improve our*  
**Local  
Infrastructure &  
Public Transit**

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**WHERE WE BUILD A STRONG  
FOUNDATION FOR THE FUTURE**

**CRUMBLING INFRASTRUCTURE** and struggling public transit hurts businesses, restricts access for our most vulnerable communities, and inhibits private investment and growth. In Chattanooga, we face serious problems with our aging infrastructure and an antiquated transit system. We recognize the magnitude of the work to renew our roads, bridges, and greenways; many of the immediate needs are not only a matter of economic urgency, but public safety. The City of Chattanooga will make a commitment to renewal by revising operating and capital budgets to reverse decades of infrastructure and transit divestment all while examining transit and infrastructure through an equity lens to ensure vulnerable communities are not left behind.

By incorporating ongoing feedback from residents and using all available funding sources, we can make the most of our resources. We will leverage modern approaches to public transit, multimodal infrastructure, and new technologies to improve accessibility in the City while enabling safe access and increasing connectivity between neighborhoods, parks, and commercial areas. Developing a strategic plan that prioritizes a comprehensive increase in paving activity and addresses the changing nature of personal and public transportation will allow the City of Chattanooga to better align goals for the development and maintenance of the robust infrastructure system needed to support a growing population and enhance Chattanooga's identity and diversity.

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#### **CITY PRIORITIES:**

1. Ensure timely, equitable, and responsive repairs to potholes and road failure
2. Develop a strategic capital plan that includes long-term maintenance
3. Modernize and invest in our public transit system
4. Design Chattanooga for sustainable and inclusive growth
5. Expand and connect our local parks, trails, and greenways system
6. Invest in sustainable and resilient infrastructure



*Build a  
Competitive  
Regional  
Economy*

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**WHERE OPPORTUNITY FOR ALL  
CREATES ECONOMIC VITALITY**



**CHATTANOOGA MUST BE A RESILIENT AND INNOVATIVE CITY** ready to compete in and capitalize on a rapidly-changing economy. Wedged between larger regional metros with historically higher growth rates and better competitive positions, the urgency for us to sharpen our competitive advantages has never been greater. And for far too long, only a limited number of Chattanoogaans have had the realistic opportunity to share in what prosperity we have enjoyed. By focusing on growing a healthy, sustainable economy, where residents of all backgrounds and education levels are able to obtain quality jobs and experience an improved quality of life, and strengthening our ability to be competitive within our unique geographic location, we will be able to engage in more intentional business recruitment, talent retention, and expansion efforts that will lead to prosperity that will be more broadly shared across Chattanooga.

We will promote equitable growth, financial strength, and upward mobility to grow our middle class by creating pathways to higher quality jobs, making workforce training and skill development more accessible, and diversifying the employment and education opportunities. From recruitment focused on expanding clusters, and incentivizing relocations based on true community benefit, to supporting local entrepreneurship and creative industries, our city is positioned to create an economy built on entrepreneurial spirit where everyone can engage and succeed.

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### **CITY PRIORITIES:**

1. Attract higher-paying jobs with targeted economic recruiting
2. Grow household income for all Chattanoogaans through workforce development and skills-training
3. Ensure essential City workers are paid a living wage
4. Lead in the emerging green economy
5. Foster a welcoming, inclusive, and prosperous city for New Americans
6. Refine Chattanooga's competitive advantages and traded clusters vs. rival cities



*Close the  
Gaps in  
Public  
Health*

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**WHERE ALL CHATTANOOGANS CAN  
LEAD A HAPPY, HEALTHY LIFE**

**DECADES OF DIVESTMENT**, inequitable policies, and the legacy of racism means some Chattanoogaans experience a vastly different way of life than others, leaving them particularly vulnerable to negative health outcomes, diminished opportunity, and less resiliency. As we saw throughout the COVID-19 pandemic, our neighbors who were already experiencing gaps in health and safety watched those gaps widen as many were disproportionately impacted by the high spread of the virus. We will not only address widened gaps from the most recent health crisis, but City government will work to understand the root causes of persistent disparities in health outcomes and the criminal justice system and use this knowledge to further address the physical and social determinants of negative outcomes.

As a community, we will establish better access to healthy lifestyle resources, increase public trust in emergency services, and eliminate policies that criminalize poverty. We will proactively address racial equity, social cohesion, and economic mobility in order to improve the overall health and wellness of all our neighbors. We will lead with a targeted, equity-first approach to advance our universal goal of elevating quality of life for all Chattanoogaans and we will lead values-first with equity being embedded into every decision, policy, and practice.

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### **CITY PRIORITIES:**

1. Address racial and economic disparities in public health outcomes
2. Prevent violence in our community by addressing root causes
3. Support youth development with intentional support and opportunities
4. Destigmatize mental and emotional health, leading with City policies
5. Ensure all Chattanoogaans have access to fresh, healthy, and affordable food
6. Leverage and improve outdoor spaces to advance public health

A photograph of two men in a utility or industrial setting. They are wearing high-visibility yellow safety vests, blue shirts, and face masks. They are standing on a metal walkway with railings, looking down at a document held by the man on the right. The background shows a building with windows and pipes.

*Ensure Responsive  
and Effective*  
**Local  
Government**

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**WHERE THE NUTS AND BOLTS  
OF GOVERNMENT ARE DONE RIGHT**

**TO ENSURE THE EFFORTS** of our local government serve to improve the overall quality of life of our residents, the City of Chattanooga is committed to a process of continuous improvement to provide an efficient, effective, innovative, transparent, and collaborative local government, in an equitable manner. By implementing common sense practices, our city will remove barriers with more streamlined services, optimizing the use of technology to drive efficiency and productivity, facilitating high performance, and generating trust and transparency in City business.

Because we know that effective and efficient local governance exists only where all voices in the community are valued, we will place a clear emphasis on creating practical pathways for residents to be involved during the planning and decision making processes and strengthen methods of engagement to reach all neighborhoods. Through the City of Chattanooga's commitment to common sense solutions, community involvement, and basic essential services, we will thoughtfully and strategically use economic, environmental, and social lenses to ensure we are meeting the present needs of our community, with an eye on the future.

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# *Measuring for Success*

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**WHERE OUR CITY HOLDS ITSELF  
ACCOUNTABLE AND PURSUES JUSTICE**

**TO TRACK THE PROGRESS** of the One Chattanooga vision and strategic plan, this plan establishes several key strategic indicators that serve as a compass and point us toward a more fair and just city:

GOAL AREA	INDICATOR	LATEST DATA	TARGET
EARLY LEARNING	Kindergarten Readiness	<b>40%</b> (2016)	<b>INCREASE</b>
BLACK MIDDLE CLASS	Black household income growth	<b>+3.24% Δ</b> (2019)	<b>INCREASE</b>
HOUSING	Chattanoogans housing secure	<b>62.7%</b> (2019)	<b>INCREASE</b>
INFRASTRUCTURE	Local roads rated “Good” or “Excellent”	<b>56%</b> (2020)	<b>65%</b>
REGIONAL ECONOMY	Mean hourly wage	<b>\$22.71</b> (2020)	<b>INCREASE</b>
PUBLIC HEALTH	Fair or poor health	<b>17%</b> (2016)	<b>DECREASE</b>
RESPONSIVE GOVERNMENT	Resident Satisfaction	<b>46%</b> (2020)	<b>INCREASE</b>

## INDICATORS

Strategic Indicators for One Chattanooga (2021)

