

# *velocity*2040



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imagine

## Imagine it's 2040. What will life be like for Chattanooga and Hamilton County's residents?

We can't know the precise future for our community, but we can expand on current trends and imagine...

Imagine if we watch and wait...if we ride the current wave of momentum and let current challenges go unchecked.

Our racial equity gaps will widen. Our housing prices will continue to increase and our traffic will worsen. We'll lack vision to make large investments and eventually headlines will ask, "What happened to Chattanooga?"

Imagine if we are hit hard by a recession...when resources get tight, it's natural to point fingers and assign blame. Then divisions that separate our governments, our neighborhoods, and our leaders will deepen and "leadership by emergency" will ensue.

Now imagine our region at its best, using the same innovative tools that our region's startups have perfected—design sprints, user-centered design, AI, minimal viable products—to innovate and spread solutions across the public, nonprofit and civic sectors. What could our region become if talented people were working on big problems with adequate resources and community support?

what?

To get from where we are today to where we want to be tomorrow, the community agrees we have to work toward these five goals.

**BY 2040:**

1. We are the smartest city in the South, focused on educational excellence and attainment for all students (page 14).
2. Every resident of Chattanooga and Hamilton County is thriving, economically (page 18).
3. “20 minutes or less” is the transit standard, making Chattanooga one of the most mobile and livable cities in America (page 24).
4. Our leaders represent the full spectrum of who we are and who we’re becoming—women, people of color, Millennials and Generation Z (page 28).
5. The new collaboration process for solving issues with openness, respect, participation, and shared vision has transformed our neighborhoods and brought our governments even closer together (page 30).

why?

DRAFT

What kind of future do we want for our children?

What kind of place do our children want our community to become?

Our foremothers' and forefathers' Vision2000—cast 34 years ago—has largely come to life.

Now it's time for a new generation to look at the challenges and opportunities before us and lay the groundwork for our next great chapter. Together.

This is Velocity2040.

DRAFT

who?

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## Who decides our future?

### We do. Together.

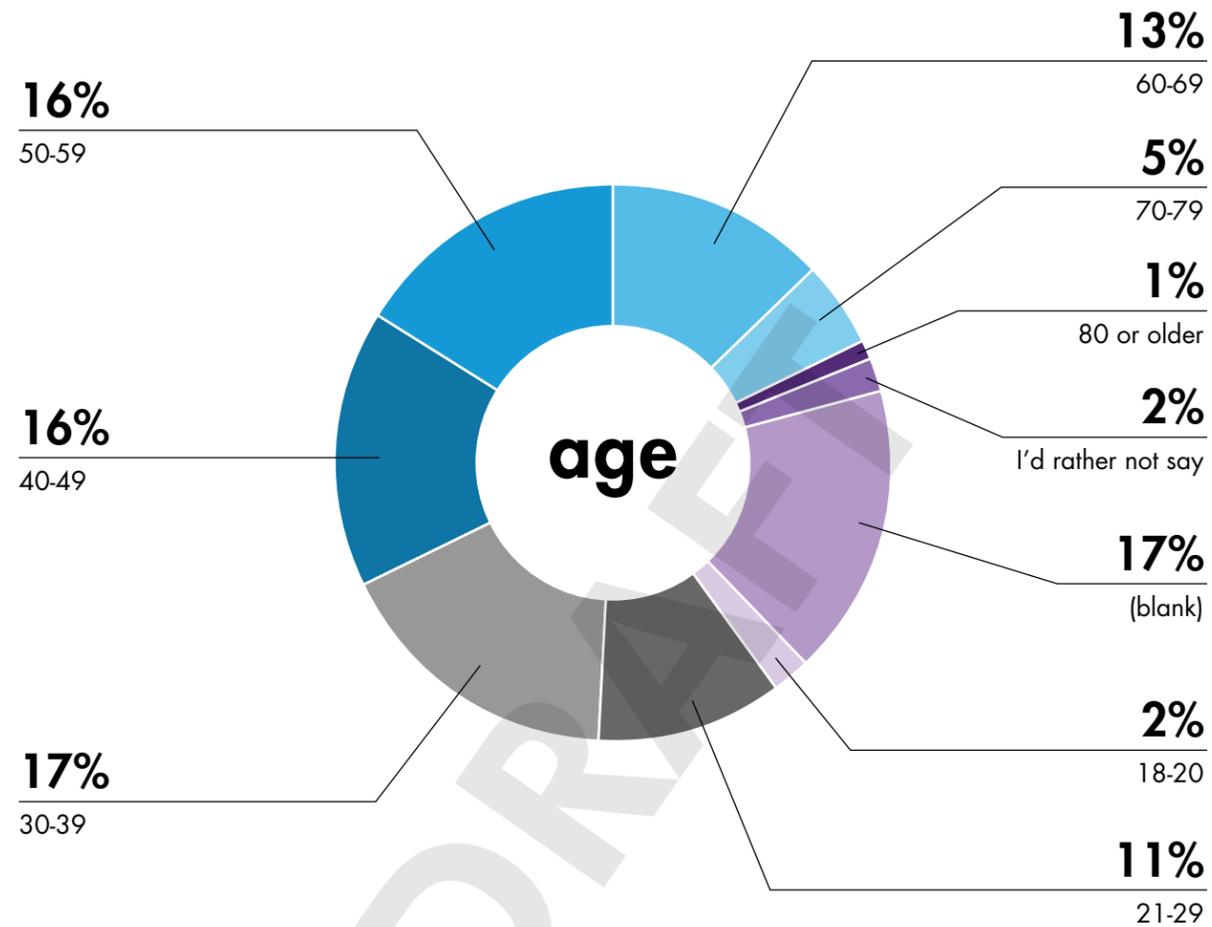
At its heart, Velocity2040 is a joint effort shaped by more than 4,900 members of our community from across the age, race, economic and neighborhood spectrums.

#### BY THE NUMBERS:

- ✔ 4,816 volunteers participated in the Velocity2040 online survey, donating ten minutes of their time and making 4,765 comments. This totaled 803 hours of input.
- ✔ 91 community leaders donated 960 hours to shape the plan.
- ✔ Three Velocity2040 committees (steering, marketing, and outreach) volunteered to make sure we reached as many people as possible.

That's a combined effort of 2,194 hours, the equivalent of one person working full time for over a year to envision a bold future for our children and grandchildren.

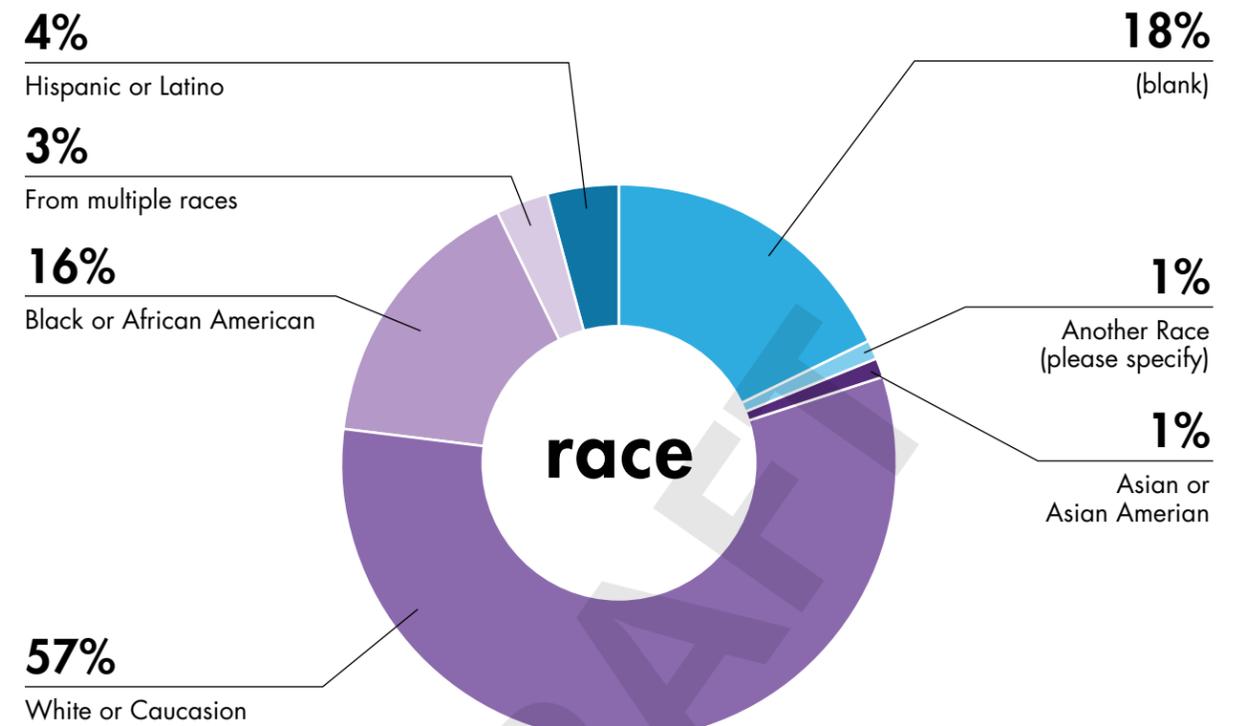
## Younger and Older Participated



Almost half of participants<sup>1</sup> were under age 49 and nearly one in eight were under 30. The next generation will inherit the long-term results of Velocity2040 and we are proud that they've played such a strong role in shaping this plan.

<sup>1</sup> Includes survey participants who completed the optional demographic information

## Broad Racial Participation



The chart above shows the race of those who participated in Velocity2040 and we are pleased that our communities of color were well represented.

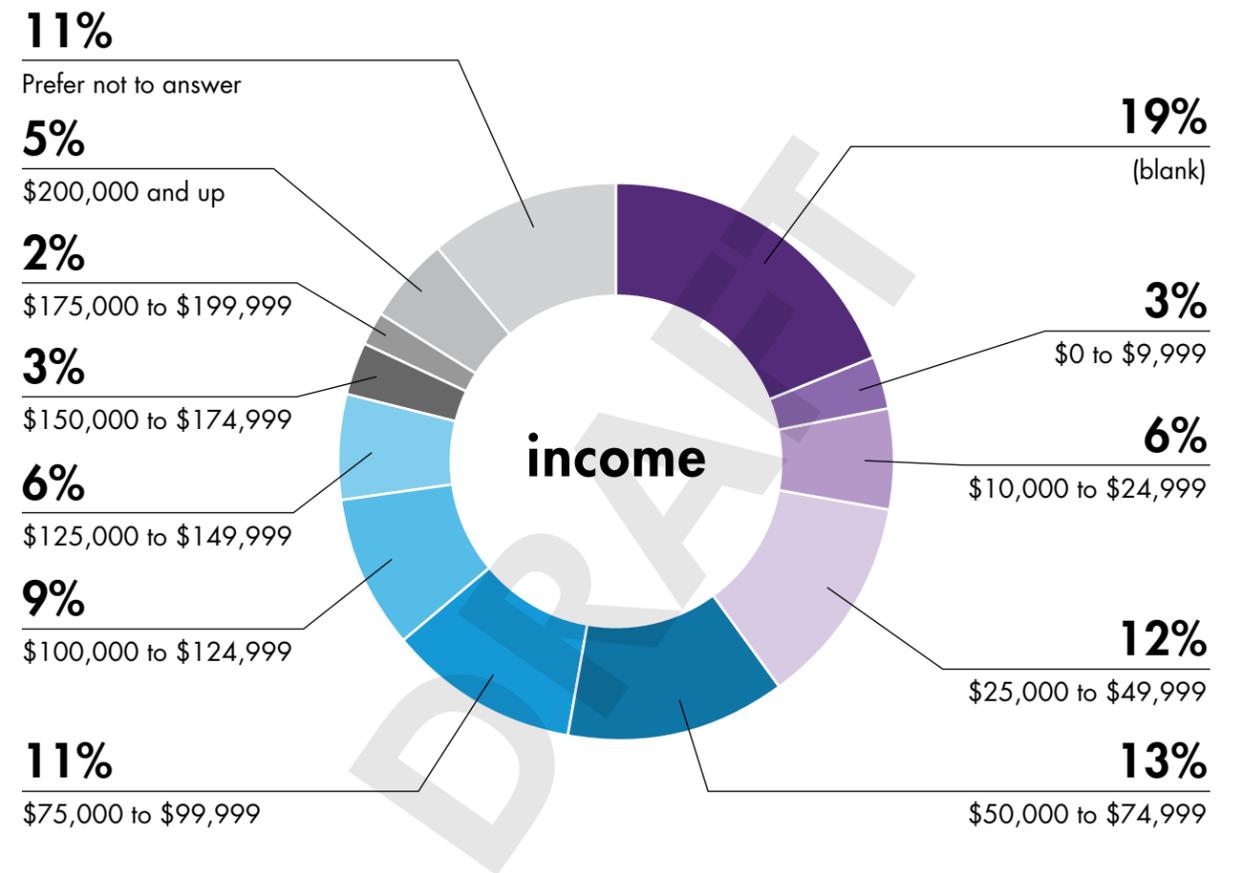
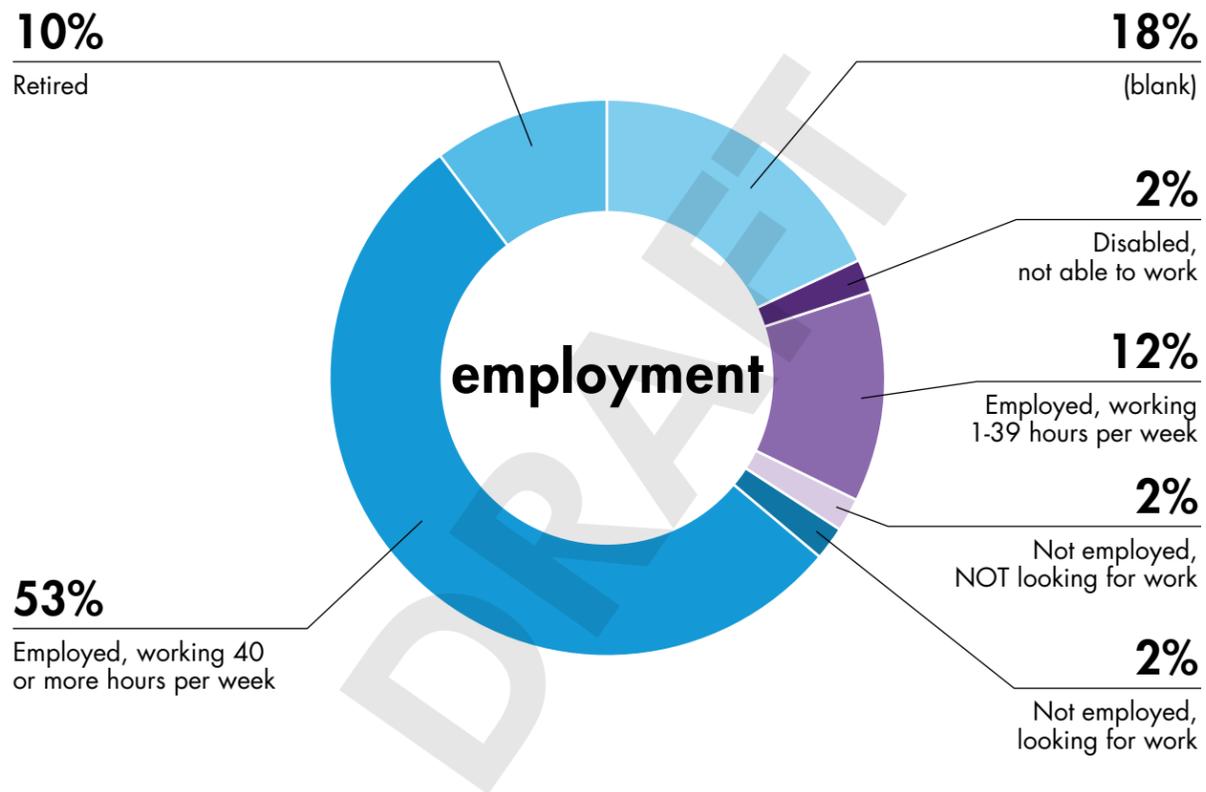
The table to the right shows how Velocity2040 participation compares to Hamilton County's population.

Race	Hamilton County Population <sup>2</sup>	Velocity2040 participation
White or Caucasian	71.1%	57%
Black or African American	19.5%	16%
Hispanic or Latino	5.7%	4%
Multiple Races	1.8%	3%
Another Race	2.7%	1%
Non-Disclosed	N/A	18%

<sup>2</sup> Source: U.S. Census Bureau, accessed December 7, 2018: <https://www.census.gov/quickfacts/hamiltoncountytennessee>. Please note that the total in column two exceeds 100% because individuals may report more than one race.

## People from Across the Employment and Income Continuums Participated

Velocity2040 included input from part-time, full-time, retirees, students and others from across the income spectrum as shown on the following two charts.



# learning

Vision: It's 2040 and Chattanooga is regarded as the smartest community in the South, a community focused on educational excellence and attainment for all students.

Imagine a community where all children arrive at kindergarten ready for school, where all students achieve at or above grade level and all adults have the education and training they need to pursue a rewarding career and a better way of life. A community where everyone, regardless of neighborhood or background, has the opportunity to succeed.

Outfitting our kids today for the jobs they'll have tomorrow starts now. Year-round school, the flipped classroom, six and nine month certification programs, and competency testing will become the new norms. How can we invest in an education system that's as lean and agile as the startups and employers growing our economy?

**“ I believe we need to seriously look at [...] making high standards of education more accessible to all. We need to look at how to improve education for the majority of our students. ”** – Velocity2040 participant

**ACHIEVING KEY STUDENT SUCCESS METRICS:**

- ✔ 80%+ kindergarten readiness
- ✔ 85%+ reading proficiency in grades 3-8
- ✔ 85%+ of students enrolling in postsecondary programs
- ✔ 75%+ of Hamilton County residents of working-age with a postsecondary credential

Participants in Velocity2040 were clear: students, workforce skills, and career paths were three of the community's top four priorities.

**What 3 things should we do first?**



We simply must get this right.

Envision full implementation of Chattanooga 2.0, our community's collective collaboration centered on improving public education and career readiness with a focus on cradle through career talent development in Hamilton County.

**“ I believe all our schools must educate children on current and future technologies. All students should be exposed to robots and automated guided vehicles. At the same time, we must also focus on trades such as welding, electrical and plumbing. Show our children multiple career paths. ”** – Velocity2040 participant

A list of local, national, and worldwide best practices to support this goal are listed in the Best Practices section.

thriving

Vision: It's 2040 and every working-age resident of Chattanooga and Hamilton County is thriving—as an entrepreneur, as an employee, or as a member of our gig economy.

What will it mean to be thriving economically in 2040? Jobs will change between now and then. By 2030, between 9% and 47% of jobs could be lost to automation.<sup>3</sup> This tide will begin in 2021 and transform entire sectors of the economy including some of our region's largest employers. For example, health care and manufacturing anticipate significant disruptions from "med-tech," policy changes, autonomous vehicles, and artificial intelligence.

Residents sense that the economic game is changing. When asked, "What three things should we do first?" they ranked workforce skills, earning enough money to live, and create career pathways and job opportunities as #2, #3, and #4 in importance as the graph on the following page shows.

<sup>3</sup> Forrester Research, "The Future of Jobs, 2027: Working Side By Side with Robots" (2017); McKinsey Global, "A Future that Works: Automation, Employment, and Productivity" (2017); Frey, C. and Osborne, M. "The Future of Employment: How Susceptible are Jobs to Computerization?" *Technological Forecasting and Social Change*, 114, 254-28 (2017).

### What 3 things should we do first?



Source: Velocity2040 survey.

How can we help residents thrive and meet their full potential by 2040? Let's start with entrepreneurship. The best way to find a job is to find a customer. And a growing number of studies show that entrepreneurship is the single most effective antidote to poverty.

**“ I believe we need to [...] encourage our youth to become business owners. A lot of people with college degrees graduate, work in a field they didn't get a degree in, only to be left with mountains of debt. Teaching our future generations to become business owners should be an initiative we should focus on now. ”** – Velocity2040 participant

Building on Chattanooga's reputation as a startup capital, and building on our amazing high-speed infrastructure, we can bring best-in-class entrepreneurship training and coaching to everyone in the region. Our entrepreneurs-in-training can have access to instructors, mentors, and customers around the corner and around the world.

Not everyone is cut out for entrepreneurship. We know that 80% of future jobs require training beyond high school. So, our middle schools, high schools, colleges, and universities must step up to build certification and training programs that give graduates a strong foothold on the first rung of the economic ladder.

Velocity2040 participants recognized the need for ongoing workforce training and career pathways, ranking these priorities #2 and #4 in our survey (see graph on page 20).

“ College is not for everyone. Teach a kid to be able to make a good living. ” – Velocity2040 participant

The side benefit of our residents thriving is showing the world that we have the one thing every company and economy needs: a thick labor pool.

In its 2018 Jobs of the Future report (image right), the World Economic Forum concludes that talent availability is the primary factor attracting employers to a region.<sup>4</sup> For residents to reach their full potential, thriving economically is critical. For Chattanooga to reach its full potential, talent is critical. Win-win-win.

A list of local, national, and worldwide best practices to support this goal are listed in the Best Practices section.

## United States

### FACTORS DETERMINING JOB LOCATION DECISIONS

Industry	Primary
Automotive, Aerospace, Supply Chain & Transport	Talent availability
Aviation, Travel & Tourism	Talent availability
Chemistry, Advanced Materials & Biotechnology	Talent availability
Consumer	Talent availability
Energy Utilities & Technologies	Labor cost
Financial Services & Investors	Talent availability
Global Health & Healthcare	Talent availability
Information & Communication Technologies	Talent availability
Infrastructure	Talent availability
Oil & Gas	Talent availability
Professional Services	Talent availability

<sup>4</sup> World Economic Forum, "The Future of Jobs Report 2018" (2018).

# 20 minutes or less

Vision: It's 2040 and nearly 1.4 million people call the greater Chattanooga region **home**. How can we ensure people can get to where they need to go in 20 minutes or less?

By 2040, we'll have autonomous vehicles and drone delivery. But we'll still need to move children from their homes to daycare, school and activities; we'll have to move adults from home to work; and we'll have to move families across town or across time zones.

Technology will change a lot of things by 2040 but it won't change the basic human need for people to gather. So how will we manage 1.4 million people moving throughout our region?

It starts with a vision that in Chattanooga, owning a car is not a requirement to participate in the economy.

That changes the game.

**“ We have outgrown our infrastructure. ”** – Velocity2040 participant

It means we'll need less parking, but better mass transit. It means that residents will pay less for car payments, fuel, and insurance, and have more money for other necessities, like rent, eating out, and entertainment. It means that the region's most valuable property will be near transit stations, wherever they are in our region. It means we'll need a regional transportation and housing plan and it means we'll ease people's commute times, thereby increasing their productivity and happiness.<sup>5</sup>

Between now and then, we can make hundreds of adjustments—some small and some legendary—to improve the region's transit ecosystem.

- ✔ Large employers can offer flex-time or adjust their start and end times to decrease rush-hour congestion.
- ✔ Employers can subsidize employees' mass transit fares rather than paying for employees' parking.
- ✔ The transit system can experiment with ride-sharing, bus rapid transit, express buses, and other innovations.
- ✔ On-site child care can be offered to ease working parents' drop-off and pick-up schedules.

**“ We need to offer working mothers better child care and support. I am a single mother myself needing more support than I have. ”** – Velocity2040 participant

Investments in mass transit are expensive and behavioral change takes time. But a solid mass transit system is also one of the critical factors that reduces a region's structural (or generational) poverty. So if we want better futures for all of our residents, this is an investment worth making.

Imagine, it's 2040 and young people moving here from New York, San Francisco, and Shanghai don't have to buy a car to make it here. 20 minutes or less. That's the deal.

A list of local, national, and worldwide best practices to support this goal are listed in the Best Practices section.

<sup>5</sup> Commuting by car is the daily activity that most affects happiness. And, for every 10 minutes people spend in traffic commuting to work, their civic participation decreases by 10 percent. So if you want more engaged residents, cut their commute times.

# leadership

Vision: It's 2040 and the face of leadership in Chattanooga and Hamilton County is diverse, vibrant, and engaged.

Our region is changing. It's becoming more diverse and younger. More women and people of color hold titles of CEO, manager, director, supervisor, elected official, and neighborhood leader.

It's time to demonstrate that all are welcome here, and all can succeed. By 2040, this will be expected, and places that demonstrate—at the highest levels of leadership—the mosaic of their communities—will be rewarded.

Diverse leadership is a competitive advantage for our region. What bold, positive disruptions could lead the way?

- ✔ Employers agree to increase the percentage of people of color and women in leadership positions and agree to report their findings to the public, year over year. (Best practices: Kansas City, Omaha)
- ✔ The Urban League's leadership academy for women and minorities, Inclusion by Design, is expanded to serve 50 people by 2020 and 100 by 2025.

A list of local, national, and worldwide best practices to support this goal are listed in the Best Practices section.

# collaboration

Vision: Trust. It's the secret ingredient in managing change, taking risks, collaborating, and healing. Imagine it's 2040 and our neighborhoods, local governments, engaged citizens, and major institutions have each other's backs. We live, work, play, and learn in an atmosphere of trust.

Vision 2000 centered on building *things*—the aquarium, riverfront, industrial parks, and infrastructure that was sorely needed.

But the most vibrant and innovative places to live and work in 2040 will have more than great physical infrastructure; they will share a *new social compact*, one that honors all citizens and balances the prosperity of some with the needs of all.

**“ We need to look at how we might foster a shared sense of community identity such that people see the point of working, volunteering, and investing their resources together to make our community a great place. ”** – Velocity2040 participant

To achieve such a community, we need to be a place where institutional racism is confronted with compassionate and effective solutions, where the achievement gap is not measured by race, where the divisions that once defined us are addressed openly and graciously, making room for new cohesion based on a shared future.

“ We need to actively address systemic racism in our community in all of its manifestations. ” – Velocity2040 participant

Embracing the new collaboration process for positive outcomes is an opportunity to bring a different kind of discussion and decision-making model to our community.

We envision a region that uses methods like these to forge a new collaboration process:

- ✔ Race and equity training like that offered by **GARE**, the Government Alliance on Race and Equity, to address the root causes of inequity and reshape policies for a community where all can thrive. Add Racial Equity Institute trainings as offered by the Community Foundation of Greater Chattanooga and Benwood Foundation.
- ✔ **Collective impact** that ties the community's large scale philanthropic investments to large-scale, multi-stakeholder initiatives. Chattanooga 2.0 is a living example that can be replicated for the way we reconfigure other social infrastructure.
- ✔ **Strategic Doing**, a process for building open and useful collaborations to address any community challenge.
- ✔ **Community Informed Solutions** or processes that engage community wisdom. Let's engage those impacted by a particular problem in the creation of the solutions to that problem. Habitat for Humanity, greenspaces and the Bethlehem Center all effectively engaged the populations they sought to serve in the creation of solutions/programs. Programs "done with" not "done to" residents.

The Innovation District provides a **place** for innovation to occur. Now we need to seed our community with **processes** that can move us from where we are to where we can be.

# first principles

Velocity2040 outlines broad goals for an ambitious future.

Since our community is an entrepreneurial and innovative cauldron, we expect that many organizations and change agents will take it and run.

## Go forth!

And if you'd like, tear the first page from the first meeting of Velocity2040: our first principles.

**We will lead.** We believe that leaders play a critical role in creating urgency and momentum for a community to move forward. Thirty years ago, Chattanooga's leaders dreamed big and brought those dreams to life. We will follow their example and consider future generations who may look back to us and ask, "Who were/are you to decide this for me?" We will think big and dream big for current and future generations. We will lead Chattanooga to a next generation of greatness.

**"Roots and Shoots"** —we will respect our past while focusing on our future—to make our children and grandchildren proud of this new vision, to give them a great community that they are proud to inherit.

**We will be honest and open;** open to new ideas that we hadn't considered before; open to new people who have not been in the room before; honest about squaring up to our true challenges and our greatest opportunities. The opposite of being open is being closed. People close down when they're afraid. As leaders, we are not afraid to face—and shape—Chattanooga's future.

**Our process will be safe and inclusive.** Chattanooga's future is for all of us, and we will work tirelessly to make sure that current and future residents are represented in this process, and that there is a safe environment for all to be heard and engaged.

**Velocity2040 will belong to all of us.** From the outset, this will be a process that is inclusive and it will result in a plan that every organization, agency and company can endorse, advance, and take ownership of. It will result in a vision and plan for inclusive economic growth, sustainable best practices and community progress.

**We will be transparent.** Not every person will be involved in every meeting or workshop that builds our vision. But every Chattanoogaan will have the opportunity to contribute. And we'll be clear and transparent about the entire process.

# thank you

Thank you to the more than 4,800 residents who participated in shaping this plan. You created the community priorities and gave a voice to this vision. Although you're anonymous, your handprints are all over this work.

### VELOCITY2040 STEERING COMMITTEE

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### VELOCITY2040 WAS SPONSORED BY:



### Thank you Futures Labs\* participants:

- Charita Allen, City of Chattanooga
- Steve Angle, UTC
- Valoria Armstrong, Tennessee American Water
- Rebecca Ashford, Chatt State
- Holly Ashley, LadyHumans
- Julie Baumgardner, First Things First
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- Stephen Culp, Smart Furn./Delegator
- Nick Decosimo, Elliott Davis
- Jeff DeLoach, Chattanooga Times Free Press
- Tim Dempsey, Grassroots Development
- Amy Donahue, River City Co.
- Marcus Ellsworth, Barking Legs Theater
- Lakweshia Ewing, Sankofa Fund for Civic Engagement
- Randy Fairbanks, County Commission
- Justin Furrow, Chambliss Bahner & Stophel
- Rachel Gammon, Northside Neighborhood House
- Angela Garcia, La Paz
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- Nicole Lewis, Glass House Collective
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- Nick Macco, Southtree
- Warren Mackey, Hamilton County
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- Russell Morehead, Barge Waggoner
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- Mitch Patel, Vision Hospitality
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- Mike Sarvis, Synovus
- Marcus Shaw, Co.Lab
- Kim Shumpert, Chatt. Women's Leadership Institute
- Sabrena Smedley, Hamilton County Commission
- Mark Smith, Miller & Martin
- Mike St.Charles, Chambliss Bahner & Stophel
- David Steele, UTC
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- John Sweet, JCS Resource Dev.
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- Jim Vaughn, Maudlin & Jenkins
- Darnell Walker, Onyx
- Michael Walton, green | spaces
- Aaron Webb, Independent Healthcare Properties
- Barry White, Chatt. Visitors Bureau
- Scott Williams, Fletcher Bright
- Joe Wingate, HCDE School Board
- Scott Wise
- Darrell Wyke Aldhouse, Church of Christ/Signal Mountain Athletic Club

Futurist and economist Rebecca Ryan, APF, facilitated the Futures Lab process and Velocity2040 plan. rebeccaryan.com  
\*Process used to draft the priorities and futures that were taken to the community for their input

# best practices

Hamilton County and Chattanooga are already working hard to make these five strategies come to life. Here are local, national, and other best practices to inspire our future.

## EDUCATION EXAMPLES AND BEST PRACTICES

STEM School Chattanooga shows us what's possible when we release the past and embrace the future, <https://stemschool.hcde.org/>

Tech Goes Home Chattanooga offers programs for adults, school-aged children and preschoolers, <https://www.techgoeshomecha.org/>

The Hamilton County Schools' Future Ready Institutes, the school-within-a-school concept that teaches all lessons through the lens of future careers, [https://www.hcde.org/academics\\_\\_\\_support/the\\_future\\_ready\\_institutes](https://www.hcde.org/academics___support/the_future_ready_institutes)

Hamilton County Schools and the Urban League have created a four-session, two-week course to help students develop career skills. Those who complete the course receive a certificate and a monetary incentive.

## THRIVING EXAMPLES AND BEST PRACTICES

LAUNCH offers business training, support, and affordable resources to entrepreneurs who are underrepresented in Chattanooga, empowering them to create sustainable, successful businesses allowing their families and communities to thrive,

[launchchattanooga.org](http://launchchattanooga.org)

INCubator is Tennessee's largest business incubator, located in the Hamilton County Business Development Center in downtown Chattanooga. INCubator takes startups through a three-year progressive development program and offers tenants shared administrative services, manufacturing and office space, training, and more,

<http://www.chattanoogachamber.com/incubator>

## 20 OR LESS EXAMPLES AND BEST PRACTICES

The Chattanooga-Hamilton County/North Georgia Transportation Planning Organization's "Coordinated Public Transit-Human Services Transportation Plan" will help seniors and those without cars, <https://chcrpa.org>

United Way of Greater Chattanooga and the Community Foundation of Greater Chattanooga are co-chairs of the Early Matters Coalition for Chattanooga 2.0, working together to bring workplace childcare to the region, [www.Chatt2.org](http://www.Chatt2.org)

Affordable childcare is also being addressed by the Office of Early Learning, managed by United Way of Greater Chattanooga and housed in the City of Chattanooga,

[chattanooga.gov](http://chattanooga.gov)

## LEADERSHIP EXAMPLES AND BEST PRACTICES

The Women's United initiative, powered by United Way of Greater Chattanooga, is committed to better utilizing the power/voice of women to make greater, collective impact in this area.

Many local employers are showing leadership in recruiting, developing, and retaining diverse leaders across their organizations: BCBST, Unum, TVA and EPB

## COLLABORATION EXAMPLES AND BEST PRACTICES

CHA Creates is shaping a new vision for public art in Chattanooga by listening to 650 participants, <https://publicartchattanooga.com/cha-creates/>

# bonus material

Some people like to know the nitty-gritty, the behind-the-scenes, how-the-plan was made. This section is for you.

- ✔ To zero-in on trends and our future, we used a “Futures Lab” process facilitated by Rebecca Ryan. It included two workshops, hundreds of volunteer leaders, and almost 1,000 hours of input.
- ✔ We launched a community survey that was taken by almost 5,000 residents of Chattanooga and Hamilton County. It was offered in two languages, was led by a volunteer committee of over 12 people, and gathered almost 800 hours of community input.
- ✔ Visit <https://velocity2040.com/> for further information



2040