

**RIVER CITY
COMPANY**

2022 ANNUAL REPORT

TABLE OF CONTENTS

| | | | |
|----|----------------------------------|----|--------------------------------|
| 04 | A Note from Our CEO | 19 | Walnut Plaza |
| 05 | Mission, Vision, and Core Values | 20 | The Scramble |
| 06 | ONE Riverfront | 21 | MLK Blvd. Improvements |
| 08 | Rock the Riverfront | 22 | Patten Square |
| 10 | Downtown Recovery Events | 23 | Unum Parking Lot Redevelopment |
| 14 | Cooper's Alley Animation | 24 | Data Dashboard |
| 16 | We Are Downtown | 25 | ArtSpark |
| 17 | Chattanooga Express Card | 26 | Waterhouse Pavilion |
| 18 | Outdoor Seating | 27 | Team and Board of Directors |





While the past few years have been full of change and challenges across the globe, including for our downtown, River City Company remains dedicated and focused on our mission of creating a vibrant and thriving downtown for all. Despite the challenges presented including rescheduling events and having to create innovative ways to reach people during the ONE Riverfront planning process, our team has a renewed energy, positive momentum, and is proud of the accomplishments over the past year. The team wakes up every day with the goal of creating a world-class downtown, but it is only possible because of the passionate support, enthusiasm, and generosity of our extraordinary partners, board members, and donors. Thank you for your constant encouragement, your organizational and fiscal support, and for being a tireless champion for downtown.

Along with our work in the community, our board and staff also welcomed the opportunity to reflect inwardly, evaluate the health and priorities of the organization, and chart our future through a new strategic planning process. We collaboratively established a new vision, reaffirmed our mission and collectively evolved our core values, which together serve as our organizational foundation. Additionally, we established major goals, key priorities, action plans and performance measures, while still allowing room for evolution given our rapidly changing environment.

We have so much to look forward to in 2023, including significant new residential construction and designs for urban streetscapes and riverfront parks. We're thrilled to bring a diverse offering of programs and events to our downtown, including the return of "Rock the Riverfront" featuring Los Trompos! The River City Company team is honored to serve our Chattanooga community and work toward, and alongside incredible partners, to create and cultivate a world-class downtown for all.

Emily Mack
President & CEO

RIVER CITY COMPANY

VISION

Create and cultivate a world-class downtown for all

MISSION

River City Company fosters a vibrant and thriving downtown that is the economic, social, and cultural center of Chattanooga

CORE VALUES

Authentic, Collaborative, High-Quality, Purposeful, and Transformative

THANK YOU TO OUR ANNUAL SPONSORS



ONE Riverfront



The ONE Riverfront plan strives to address contemporary challenges, build upon the success of the past 30 years to re-energize the district and create ONE Riverfront for all Chattanoogaans. The community-driven plan was created over 18 months, with feedback provided by over 2300+ residents, downtown employees, neighborhood associations, City of Chattanooga advisory committees, and business owners. Funding for the planning process was provided by The Lyndhurst Foundation, Benwood Foundation and River City Company.

The Plan will:

- Create a Place for All Chattanoogaans
- Strengthen Connectivity to the Riverfront
- Develop a Greater Sense of Place
- Activate the Riverfront

**2300+ People
Provided Feedback**

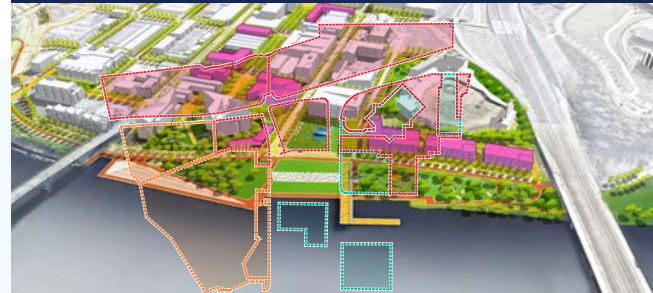
**View the
Full Plan:**



#1 Humanize the Parks



#3 Build Inclusively



#5 Create a Civic Commons



#7 Refresh the Riverwalk



#2 Come Together at the River



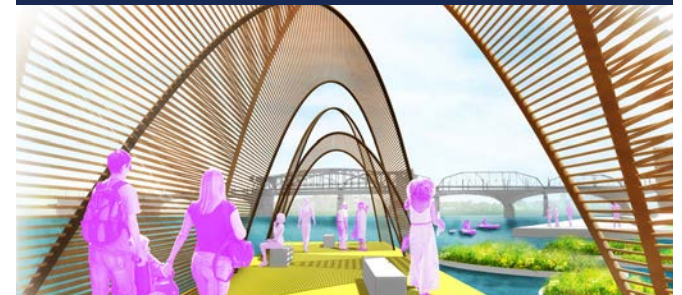
#4 Establish the Riverfront Front Door



#6 Boldly Connect Downtown



#8 Get Your Feet Wet



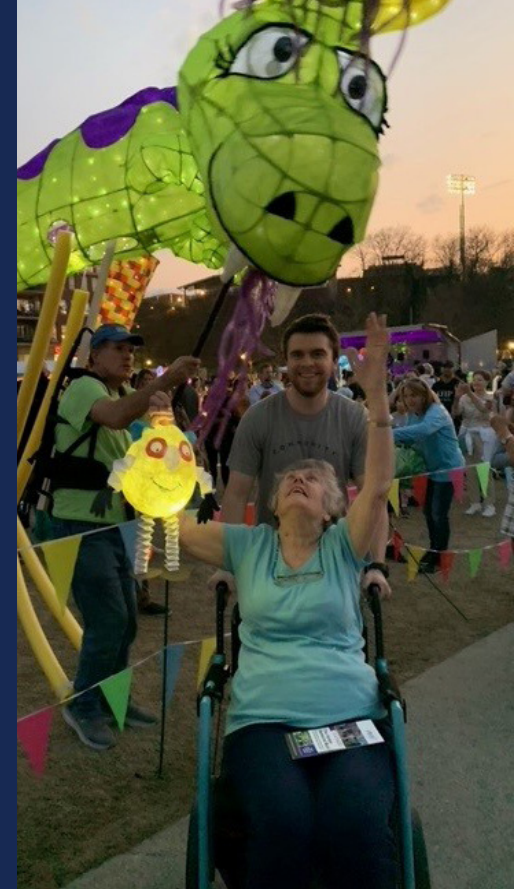
ROCK THE RIVERFRONT



“ Dear River City Company, Thank you, thank you, thank you for putting on the Light Up Chatt event with the seesaws and lanterns. The seesaws and lanterns got strangers to talk to each other. My 87-year old mother had a lantern and felt like part of the event, not just a bystander. She got out into the community and talked with people — children and adults — safely. I can’t tell you how much that meant to her.

My 24-year old son, who is visiting from out of town, got to see Chattanooga at its best and have fun with his grandmother! What a wonderful family-friendly event! Kudos to the puppeteer operating the green dragon lantern. He worked his way through the crowd to interact with young and old, giving everyone a chance to get up close and personal. Thanks for all you do for Chattanooga!”

–Chattanooga Resident



In response to the feedback and desires of the community provided through the ONE Riverfront Plan, the River City Company team created “Rock the Riverfront”, a month-long celebration of culture, entertainment, and play for all to enjoy!

Programming Partners:

- Playful Evolving Monsters & Follow Lady Bug – Lantern Parade & Spring Equinox Celebration
- Chattanooga Marathon Rock N’ Cheer
- Art 120 – Art Activities for All Ages
- Get Fit with Greg – Free Community Workout
- St. Patrick’s Celebration with Orquesta MaCuba
- RISE Chattanooga – Women in Music Celebrating Women’s History Month
- UnFoundation 10th Birthday Party
- Culture Chatt – International Food & Vendor Market
- Eastern Band of Cherokee Indians Artist Market



33,000+
People
Attended

\$100,000+
Local Artist &
Vendor Sales

\$1.5M
Economic
Impact

Thank you to the Rock the Riverfront Sponsors:



ECONOMIC RECOVERY EFFORTS

DOWNTOWN EVENTS

After more than a year of stay-at-home orders and a tremendous shift in the number of individuals working remotely, River City Company strengthened existing partnerships and collaborated with new organizations to safely welcome residents and visitors back to places of employment and enjoyment.



The 41st annual Lighted Boat Parade, hosted by Erwin Marine Sales and the Southern Belle, kicked off the holiday season with over 10,000 people in attendance.



River City Company partnered with Chattanooga Presents to provide on-land activities including real reindeer, pictures with Santa, and holiday music.



Family Fun Day included kite building, art cars, and more for hundreds of local families!



Holiday Hop created a family fun block party on Broad Street.



Welcome Back Week celebrated the return of many workers to Downtown.



4th of July Celebrations included live music & Spider-Man into the Spider-Verse!

ECONOMIC RECOVERY EFFORTS

DOWNTOWN EVENTS



Scenic City Sideshows featured performing artists throughout the streets of downtown.



Noontunes returned with free live music over the lunch hour on Thursdays in Miller Plaza.



City Sweat expanded beyond Miller Park to host a variety of workouts around Downtown Chattanooga!



Winter Break Spectacular celebrated the beginning of Winter Break for Hamilton County students with face painting, balloon animals, and a movie on the big screen.

River City Company Supported Organizations & Partners:



ECONOMIC RECOVERY EFFORTS

COOPER'S ALLEY ANIMATION

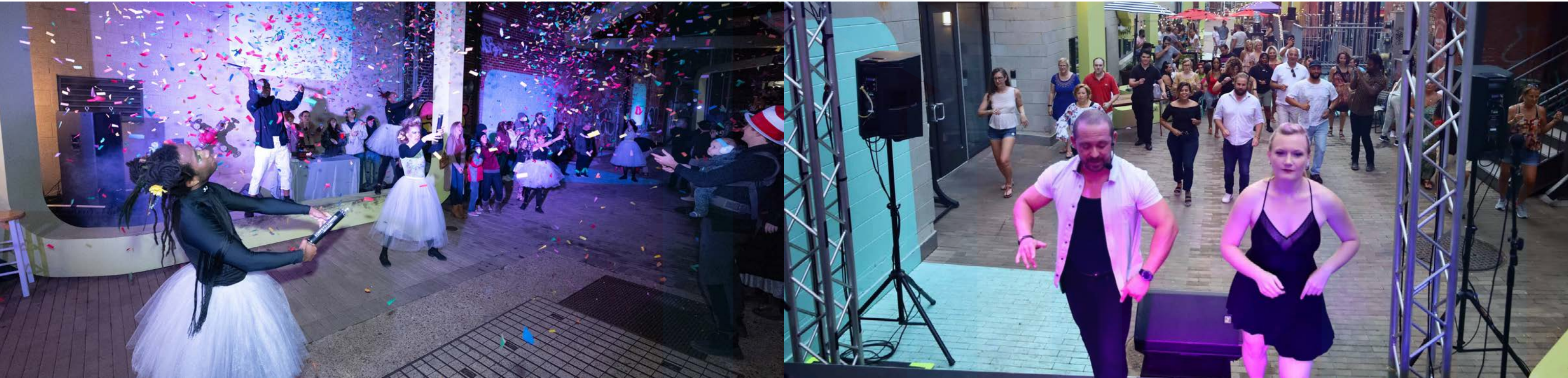
With financial support from the Lyndhurst Foundation, a selection committee, comprised of Chattanooga residents, community leaders, artists, business owners and program managers, selected eight applicants to activate and create a sense of place in Cooper's Alley.



Chattanooga Neighborhood Arts Partnership brought 70s and 80s themed Soul Train parties to Cooper's Alley.



Art 120 hosted a series of international markets, each featured different regions and cultures with vendors, art, performances, and celebrations of holidays.



The Pop-Up Project's Alley Animation event was Fantasy Alley, where they transformed Cooper's Alley into a wonderland and presented a new choreographed dance titled "Fantasy".

Event partner, Xavier Cotto with XCEED Events, provided a night of Latino food, music and dance.

ECONOMIC RECOVERY EFFORTS

WE ARE DOWNTOWN

Highlighting the diversity of the residents, employees, business owners, and visitors of our Downtown, the “We are Downtown” series tells the story of why Downtown Chattanooga is loved by so many. The campaign was featured on social media along with a deeper dive on WUTC Scenic Roots.

“WHAT DO YOU LOVE ABOUT DOWNTOWN?”



Meet Mark and Chris!

“We love walking our dogs and grabbing coffee across the street.”



Meet Noise!

“What I love about it is the proximity to restaurants, but also access to the outdoors.”

Listen To Their Stories:



ECONOMIC RECOVERY EFFORTS

CHATTANOOGA EXPRESS CARD

Downtown restaurants, attractions, and retailers continued to experience effects from the pandemic as work from home mandates continued. To encourage individuals to patron downtown businesses, River City Company launched the Chattanooga Express Card to directly infuse dollars to locally-owned businesses in June 2021.



\$121,000+
gift card
purchases
to date.

85+ businesses
registered;
100% of dollars
spent stay with
them.

Buy a
Chattanooga
Express
Card:



ECONOMIC RECOVERY EFFORTS

OUTDOOR SEATING

River City Company supported nine local businesses by providing funding, design, and construction assistance to expand outdoor seating during the height of the COVID-19 pandemic. Recipients included: The Ice Cream Show, Main Street Meats, Pickle Barrel, Bleu Fox Cheese Shop, Jack Brown's Beer & Burger Joint, Honest Pint, Chatt Smokehouse, Glass Street, and Lil Mama's Chicago Style Hoagy.



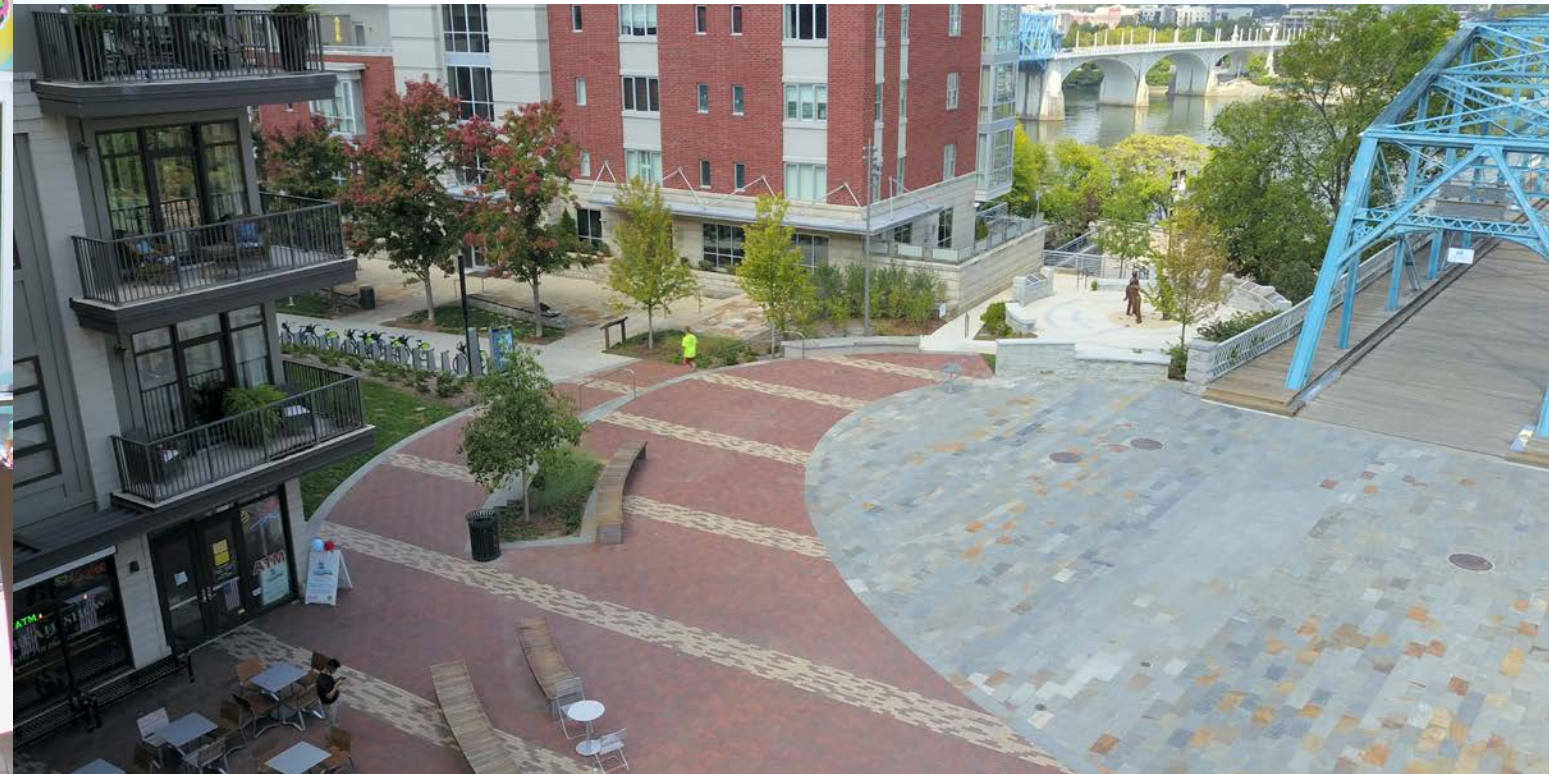
Thank you to the Lyndhurst Foundation for their support of the program!

ECONOMIC RECOVERY EFFORTS

WALNUT PLAZA

This reconfigured street creates an urban space that is more accommodating to pedestrians and serves as a central gathering space for one of the most popular places in downtown. The Ed Johnson Project Committee led the efforts to create a space on Walnut Plaza that promotes racial healing and reconciliation through the Ed Johnson Memorial by artist Jerome Meadows. It acknowledges the lynching of Ed Johnson, honors the courageous work of his attorneys and recognizes the resulting U.S. Supreme Court case.

The Walnut Plaza renovations were made possible by the City of Chattanooga, Benwood Foundation, and the Lyndhurst Foundation along with support by River City Company and designed by WMWA Landscape Architects.

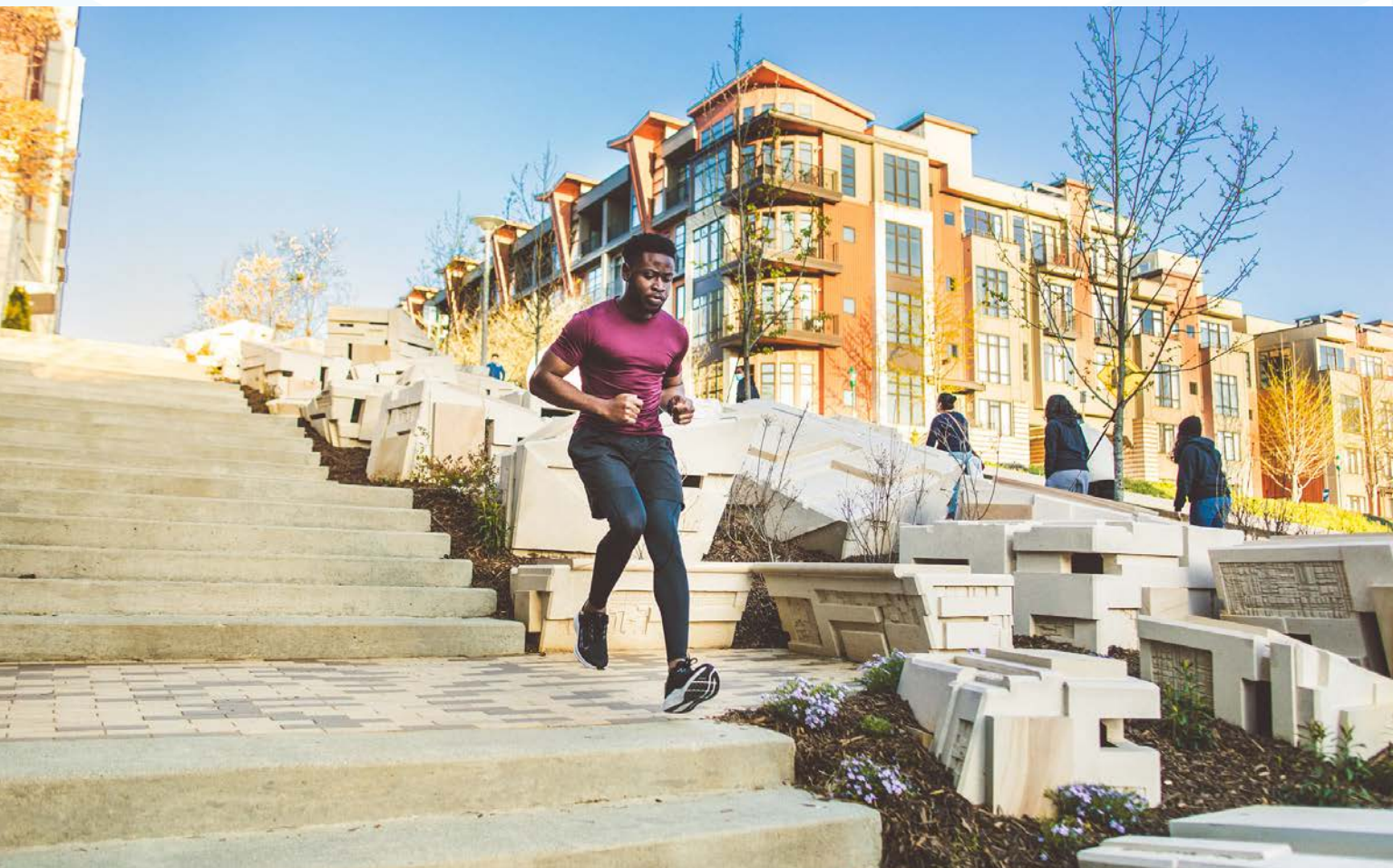


ECONOMIC RECOVERY EFFORTS

THE SCRAMBLE

The Scramble is conceived as a space that honors and builds upon the City of Chattanooga's Art and Nature concept for the downtown area. Serving as connection from Walnut Plaza to the Aquarium, it utilizes cast structures and locally cut stone. Underlying the Scramble is an innovative stormwater collection, filtration, recirculation, and irrigation system.

The Scramble is made possible by: The City of Chattanooga, Public Art Chattanooga, The Lyndhurst Foundation, and The Benwood Foundation.



The Scramble was designed by Michael Singer Studio.

ECONOMIC RECOVERY EFFORTS

MLK BLVD IMPROVEMENTS

As part of the continued revitalization efforts of Martin Luther King Jr. Boulevard, River City Company sold the vacant lot at 401 MLK Blvd to the 401 MLK Partners. The building is now owned by the Urban League with Slim & Husky's as tenants. To date, River City Company has invested over \$1 Million through property acquisitions, building improvements, and new business signage grants on the Boulevard. The proceeds from the sale of the property will be reinvested back into the MLK corridor.



Londie Price opens the first The Peach Cobbler Factory franchise in Chattanooga.



Slim & Husky's opens its first Chattanooga location.

ECONOMIC RECOVERY EFFORTS

PATTEN SQUARE

The new design stemmed from the 2013 City Center Plan created by River City Company, which envisioned a multipurpose city square that can host special events while supporting the development of shops and restaurants. The design was also influenced by the 2019 Innovation District Artistic Plan, developed by River City Company, Public Art Chattanooga, the Innovation District of Chattanooga, The Enterprise Center, and Chattanooga Design Studio, which provides a framework to create a stronger sense of identity to the district, while prompting more creativity, expression, and connection for people in public spaces.

Public Art Chattanooga welcomed “Radiance” by FUTUREFORMS as the first intervention from the Innovation District Artistic Plan in Patten Square for the Grand Opening!



Funding Partners:

- City of Chattanooga
- Benwood Foundation
- Lyndhurst Foundation
- Bob & Elizabeth Corker
- Riverview Foundation
- Z.C. Patten Fund
- River City Company
- Community Foundation of Greater Chattanooga
- Lamp Post Properties
- Chattanooga Design Studio

ECONOMIC RECOVERY EFFORTS

UNUM PARKING LOT REDEVELOPMENT

Starting with a planning process in 2014, River City Company has served as a third-party facilitator to assist Unum with redevelopment of surface level parking lots located adjacent to their headquarters.

River Rock, was first to complete construction with 16,000 square feet of commercial space and 163 multi-family units. For the second phase, another 150 for-sale units will start in the near future on Vine Street.



DATA DASHBOARD

Launched in the summer of 2021, the Downtown Chattanooga Data Dashboard provides residents, developers, policymakers and stakeholders of Chattanooga an in-depth view of the state of downtown and the broader community. The dashboard is filled with interactive tables, charts, and maps that encourage users to explore the data and what it means in the context of Downtown Chattanooga and the surrounding region.

View the Dashboard

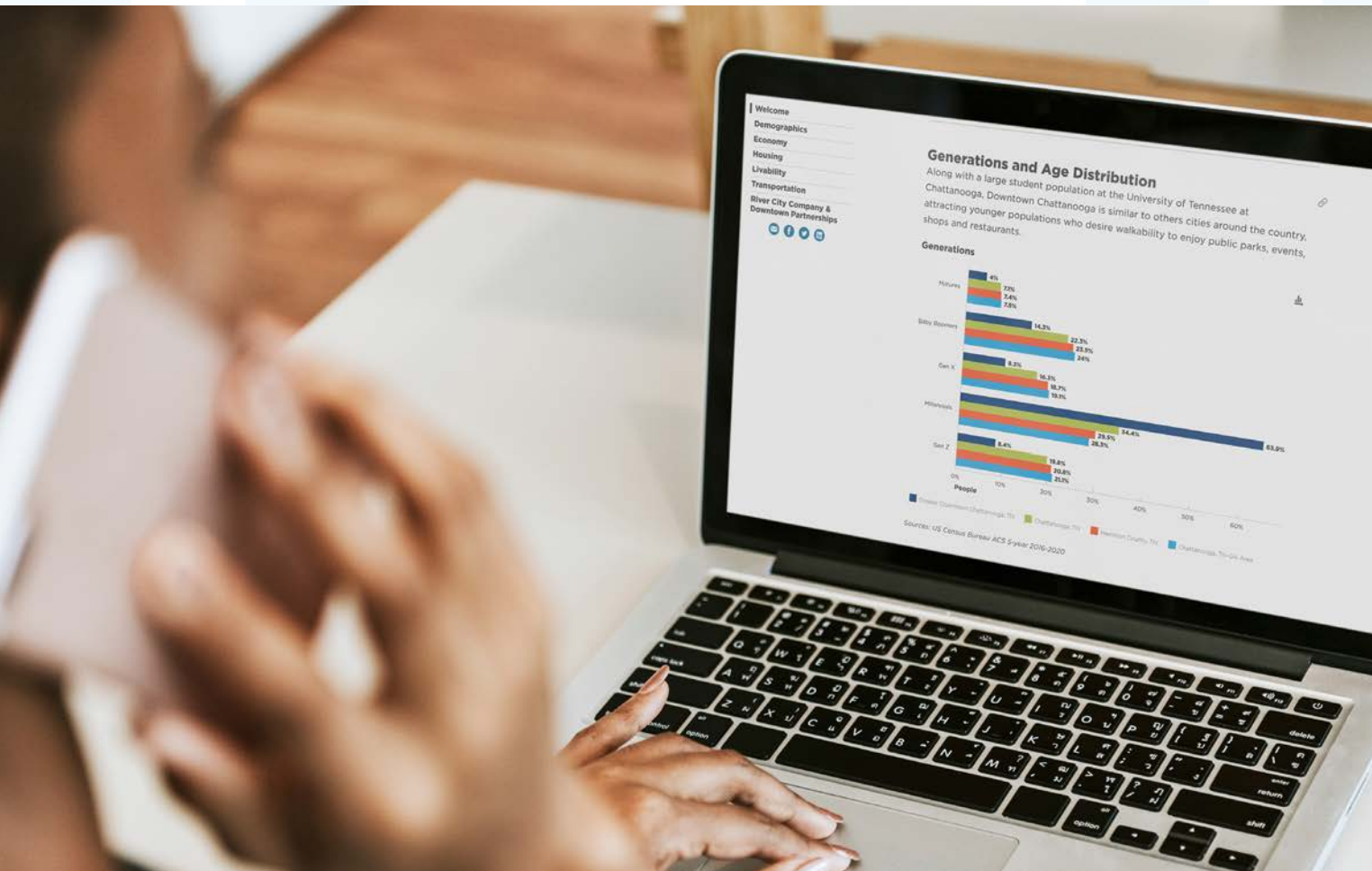


ArtSpark

Through a generous donation by Unum, River City Company partnered with the EPB ArtSpark Goes to School program to sponsor two additional cabinets to be covered with creative student work. Over 37 boxes have now been completed through this program.



Students Selected as ArtSpark Goes to School Winners



WATERHOUSE PAVILION

During the COVID-19 pandemic, many non-profits organizations lacked the ability to safely host fundraising and social events that are vital to the success of their organization. As the Waterhouse Pavilion features roll-up doors, large fans and a flexible layout, River City Company provided the space for free or at greatly reduced rates for those organizations. Today, River City Company continues to host weddings, social events, and parties and offers a new reduced rate for government and non-profit organizations.



RIVER CITY COMPANY TEAM

Emily Mack, President & CEO

Jim Williamson, VP of Planning & Development

Dawn Hjelseth, VP of Marketing & Communication

Amanda Mayo Leming, Director of Operations & Special Projects

Laura Catalanotto, Finance Supervisor

Marcus Ellsworth, Program Manager

Jessica Lowe, Visual Strategies Manager

Timmy Johnson, Facilities Manager

Haley Wilson, Venue & Office Manager

Raquetta Dotley

Chattanooga City Councilwoman District 7

Yancy Freeman

Vice Chancellor, Enrollment Manager & Student Affairs, UTC

John Giblin – Treasurer

CFO, BlueCross BlueShield of Tennessee

Jennifer Goodman – Vice Chair

Shareholder, CGMA, CPA, Elliott Davis

Tom Griscom – Past Chair

Consultant and Former Executive Editor
Chattanooga Times Free Press

Andrew Kean – Chair

Principal, Sovereign's Capital

Mayor Tim Kelly

Mayor, City of Chattanooga

Martha Leiper

EVP & Chief Investment Officer, Unum

James McKissic

President, ArtsBuild

Dana Perry – Secretary

Shareholder, CELA, Chambliss, Bahner & Stophel

David Wade

President and CEO
Electric Power Board

Barry White

President and CEO
Chattanooga Tourism Company

'21 - '22 BOARD OF DIRECTORS

Valoria “Val” Armstrong

Government Affairs & Community Development
Tennessee American Water

Rebecca Ashford

President, Chattanooga State Community College

Chip Baker

Hamilton County Commissioner, District 2

John Bilderback

Chairperson, CARTA Board of Directors

Mayor Jim Coppinger

Mayor, Hamilton County

Ken DeFoor

Owner, DeFoor Developments

Alnoor Dhanani

CEO, The Double Cola Company



**RIVER CITY
COMPANY**