Futurist and economist Rebecca Ryan, APF, facilitated the Futures Lab process and Velocity2040 plan. rebeccaryan.com
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?
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).
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.
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\(^1\) 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.

\(^1\) 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.

\(^2\) Source: U.S. Census Bureau, accessed December 7, 2018: [https://www.census.gov/quickfacts/hamiltoncountytennessee](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.

**Employment**
- 10% Retired
- 18% Employed, working 40 or more hours per week
- 12% Employed, working 1-39 hours per week
- 2% Disabled, not able to work
- 2% Not employed, NOT looking for work
- 53% Employed, working 40 or more hours per week

**Income**
- 11% Prefer not to answer
- 5% $200,000 and up
- 2% $175,000 to $199,999
- 3% $150,000 to $174,999
- 6% $125,000 to $149,999
- 9% $100,000 to $124,999
- 12% $75,000 to $99,999
- 13% $50,000 to $74,999
- 19% (blank)
- 3% $0 to $9,999
- 6% $10,000 to $24,999
- 12% $25,000 to $49,999
- 2% $50,000 to $74,999
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?

<table>
<thead>
<tr>
<th>What 3 things should we do first?</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make sure students have what they need to learn.</td>
<td>1,682</td>
</tr>
<tr>
<td>Train the workforce in the skills they need for good jobs.</td>
<td>1,523</td>
</tr>
<tr>
<td>Make sure everyone in the community has a chance to earn enough money to live.</td>
<td>1,425</td>
</tr>
<tr>
<td>Create career paths and job opportunities for less advantaged people.</td>
<td>1,265</td>
</tr>
</tbody>
</table>

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.
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. 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.

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.

What 3 things should we do first?

<table>
<thead>
<tr>
<th>What should we do first?</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make sure students have what they need to learn.</td>
<td>1,682</td>
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<tr>
<td>Train the workforce in the skills they need for good jobs.</td>
<td>1,523</td>
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<tr>
<td>Make sure everyone in the community has a chance to earn enough money to live.</td>
<td>1,425</td>
</tr>
<tr>
<td>Create career paths and job opportunities for less advantaged people.</td>
<td>1,265</td>
</tr>
<tr>
<td>Improve roads, sidewalks, and bridges to meet the needs of the community.</td>
<td>1,206</td>
</tr>
<tr>
<td>Improve transportation so we can easily go where we need to go.</td>
<td>1,082</td>
</tr>
<tr>
<td>Make good jobs available to people who struggle to earn a living including women and people of color.</td>
<td>1,035</td>
</tr>
<tr>
<td>Help more students graduate from high school.</td>
<td>944</td>
</tr>
<tr>
<td>Build trust among residents, local government, and people that are new to the community.</td>
<td>783</td>
</tr>
<tr>
<td>Provide ways for residents to live healthier lives.</td>
<td>727</td>
</tr>
<tr>
<td>Develop and promote new leaders among women and people of color.</td>
<td>700</td>
</tr>
</tbody>
</table>

Source: Velocity2040 survey.
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. 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**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Primary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive, Aerospace, Supply Chain &amp; Transport</td>
<td>Talent availability</td>
</tr>
<tr>
<td>Aviation, Travel &amp; Tourism</td>
<td>Talent availability</td>
</tr>
<tr>
<td>Chemistry, Advanced Materials &amp; Biotechnology</td>
<td>Talent availability</td>
</tr>
<tr>
<td>Consumer</td>
<td>Talent availability</td>
</tr>
<tr>
<td>Energy Utilities &amp; Technologies</td>
<td>Labor cost</td>
</tr>
<tr>
<td>Financial Services &amp; Investors</td>
<td>Talent availability</td>
</tr>
<tr>
<td>Global Health &amp; Healthcare</td>
<td>Talent availability</td>
</tr>
<tr>
<td>Information &amp; Communication Technologies</td>
<td>Talent availability</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Talent availability</td>
</tr>
<tr>
<td>Oil &amp; Gas</td>
<td>Talent availability</td>
</tr>
<tr>
<td>Professional Services</td>
<td>Talent availability</td>
</tr>
</tbody>
</table>
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.  

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.

---

5 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.
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.
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.
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 Chattanoogan will have the opportunity to contribute. And we’ll be clear and transparent about the entire process.
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.

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
Vauhn Berger, Bryan College
Jamie Bergmann, United Way of Greater Chattanooga
Wayne Brown, Bridging the Gap
Jelena Butler, Resident
Bruc Clark, Lyndhurst Foundation
Mickey Cloud, The Sasha Group
Colleen Combs, Right at Home
Eleanor Cooper, Consultant
Scott Cooper, TVA
Ann Coultre, Benwood Foundation
Stefanie Crane, Jump Fund
Stephen Cula, Smart Furn./Delegator
Nick Decario, 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 Farrow, Chambers Bahr & Stophel
Rachel Gammon, Northside Neighborhood House
Angela Garcia, La Paz
Albey Garrison, Causeway
Andrea Gauth, Chattanooga Endeavors
Gregg Gentry, Erlanger
Michael Gilliland, Chattanooga Organized for Action
Tom Glenn, Elder’s Axe Hardware
Tom Griscom, Q Strategies
Paul Grove, WTVC
Ricardo Guerrero, Volkswagen
Jim Halsey, Miller & Martin
Ken Hays, Enterprise Center
Tom Henderson, Resident
Wade Hinton, City of Chattanooga
Tricia Hukhtinson, MTV
Paul Grove, WTVC
Istel Guzman Hernandez, UTC Student
Felicia Jackson, CFP Wrap
Jeff Jackson, First Tennessee Bank
Janeichel, Walker
Drew Anna Jeffreys, Loan Simple
Dianne Jennings, TVFCU
Bryan Johnson, HCDE
Hamp Johnson, Chase Commercial Banking
Tim Kelly, Kelly Suburu
Paul Leath, Chattanooga Gas Co.
Ian Levy, Volkswagen
Alexa Leboeuf, Chatt. Neighborhood Engagement
Nicole Lewis, Glass House Collective
Stacy Lightfoot, PEF
Travis Lytle, SmartBank
Nick Masco, Southfork
Waren Maskeley, Hamilton County
Stefanie Mansueto, Chase Commercial Banking
Luke Martin, Beltrone Moving
K. Andrew Martin, City of Collegedale
Bridgett Massengill, Thrive Regional Partnership
Joan McClure, Chattanooga Times Free Press
Russell Morehead, Barge Waggoner
Shane Morrow, Jassanouaga
Eric Myers, Chatt. Design Studio
Erkina Oglesby, City Council
Jessica Oliva-Calderin, Calderin & Oliva
Mitch Patel, Vision Hospitality
Marco Perez, Launch Chattanooga
Danielle Peterson, CNE
David Reddy, Chatt. Police Dept.
Jannelle Rath, CHI Memorial
Keith Sanford, TN Aquarium
Mike Sarvis, Synovus
Marcus Shaw, Co.Lab
Kim Shumpert, Chatt. Women’s Leadership Institute
Sobrena Smalley, Hamilton County Commission
Mark Smith, Miller & Martin
Mike Smoo, Chambers Bahr & Stophel
David Steele, UTC
Shawn Summy, The Referrals Group
Elaine Swafford, Chatt. Girls Leadership Academy
Jahn Sweet, JCS Resource Dev.
Clark Taylor, Institute for Faith+Work
Straton Tingle, SoundCorps
Stephen VanCorp, United Way of Greater Chatt.
Connie Vaughn, McKee Foods
Jim Vaughn, Maullin & Jenkins
Darnell Walker, Onyx
Michael Walton, green | spaces
Aaron Webb, Independent Healthcare Properties
Barry White, Chatt. Visitors Bureau
Scott Williams, Fletcher Bright
Jay Winger, HCDE School Board
Scott Wise
Darrell Wyke Aldhouse, Church of Christ/Signal Mountain Athletic Club

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Jay Winger, HCDE School Board
Scott Wise
Darrell Wyke Aldhouse, Church of Christ/Signal Mountain Athletic Club

*Process used to draft the priorities and futures that were taken to the community for their input.
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/](https://stemschool.hcde.org/)

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

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 cochairs of the Early Matters Coalition for Chattanooga 2.0, working together to bring workplace childcare to the region, 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

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/
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.
