

How We Value the City

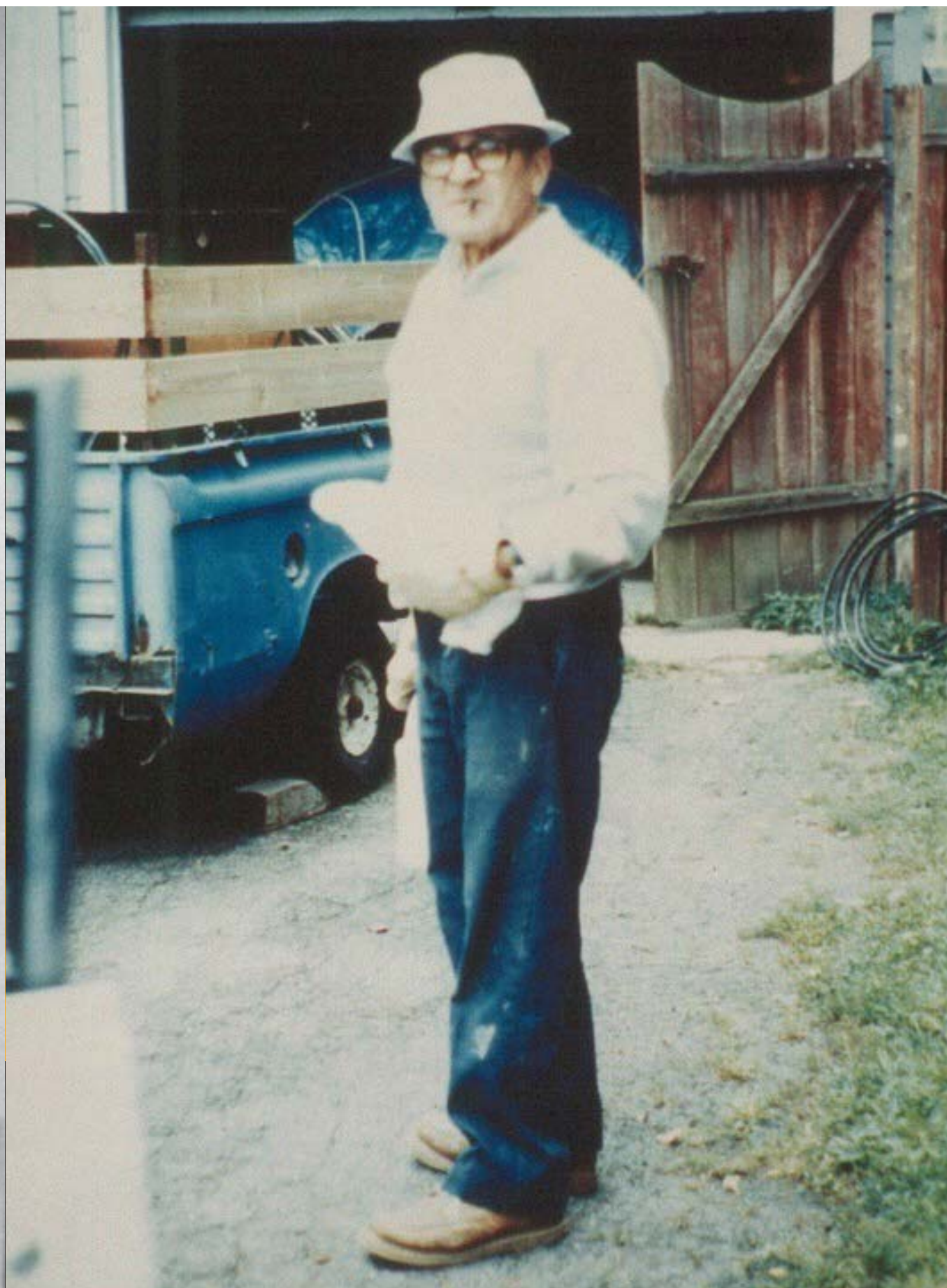
Mapping the Dollars and \$ense of Land Use Patterns

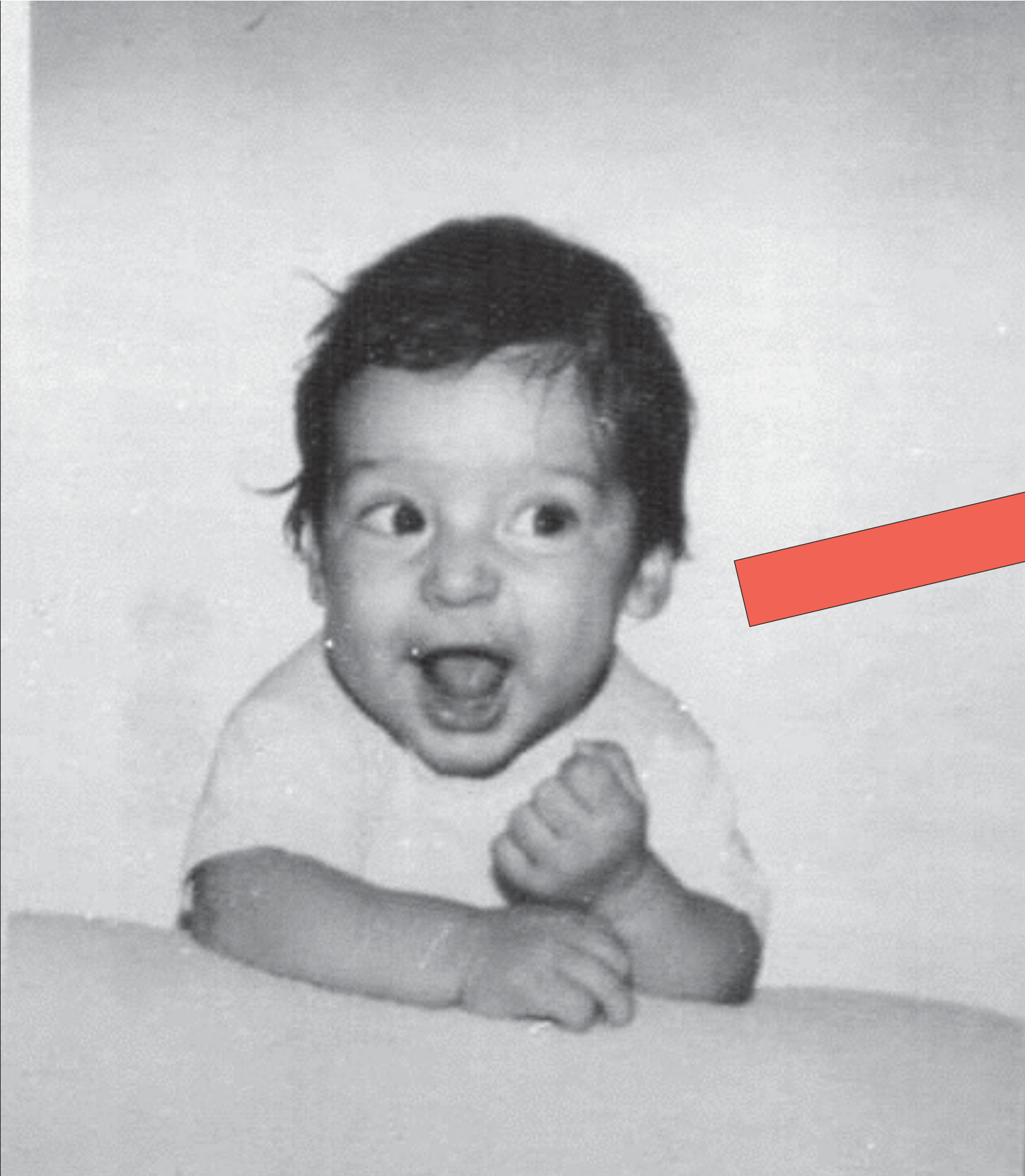


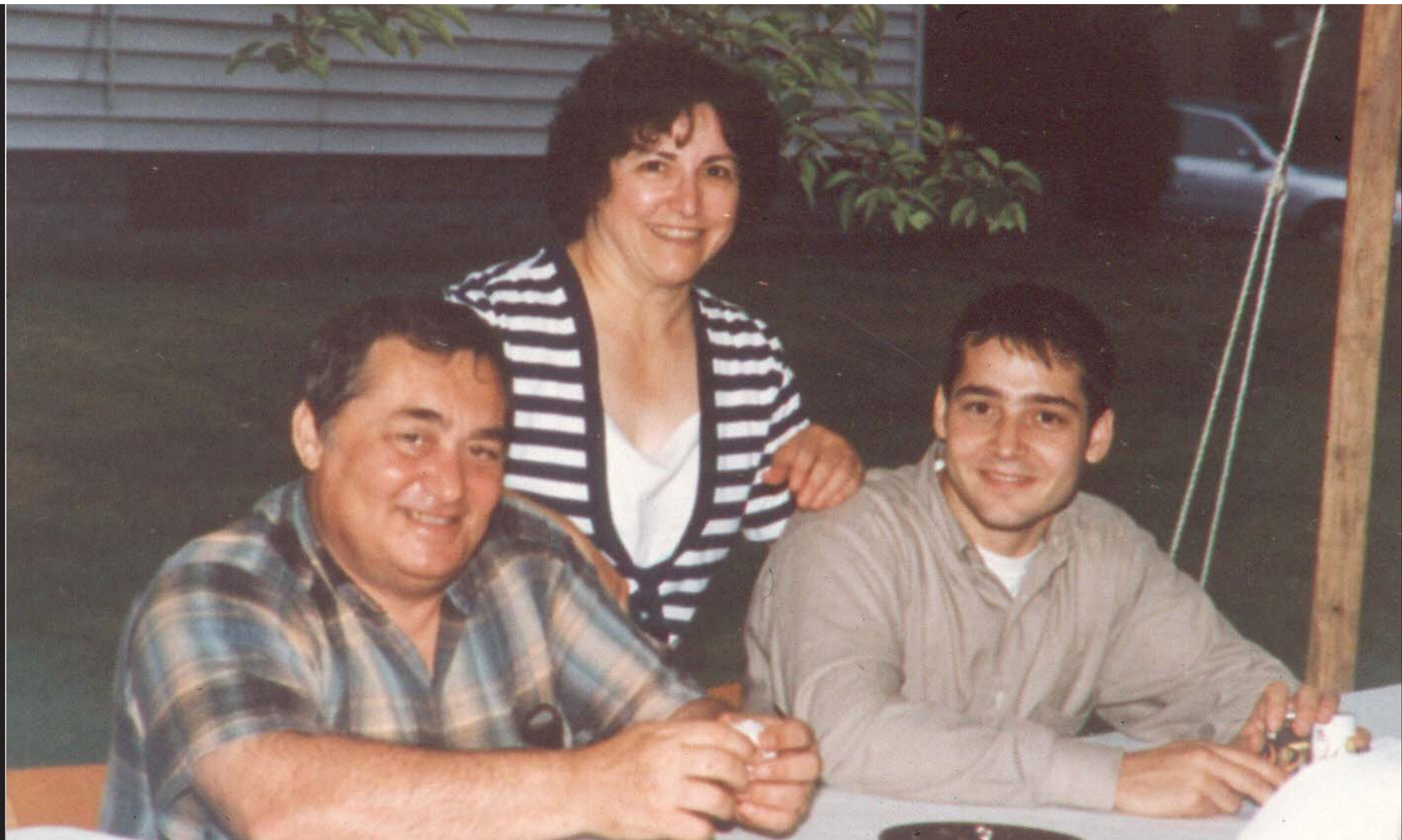
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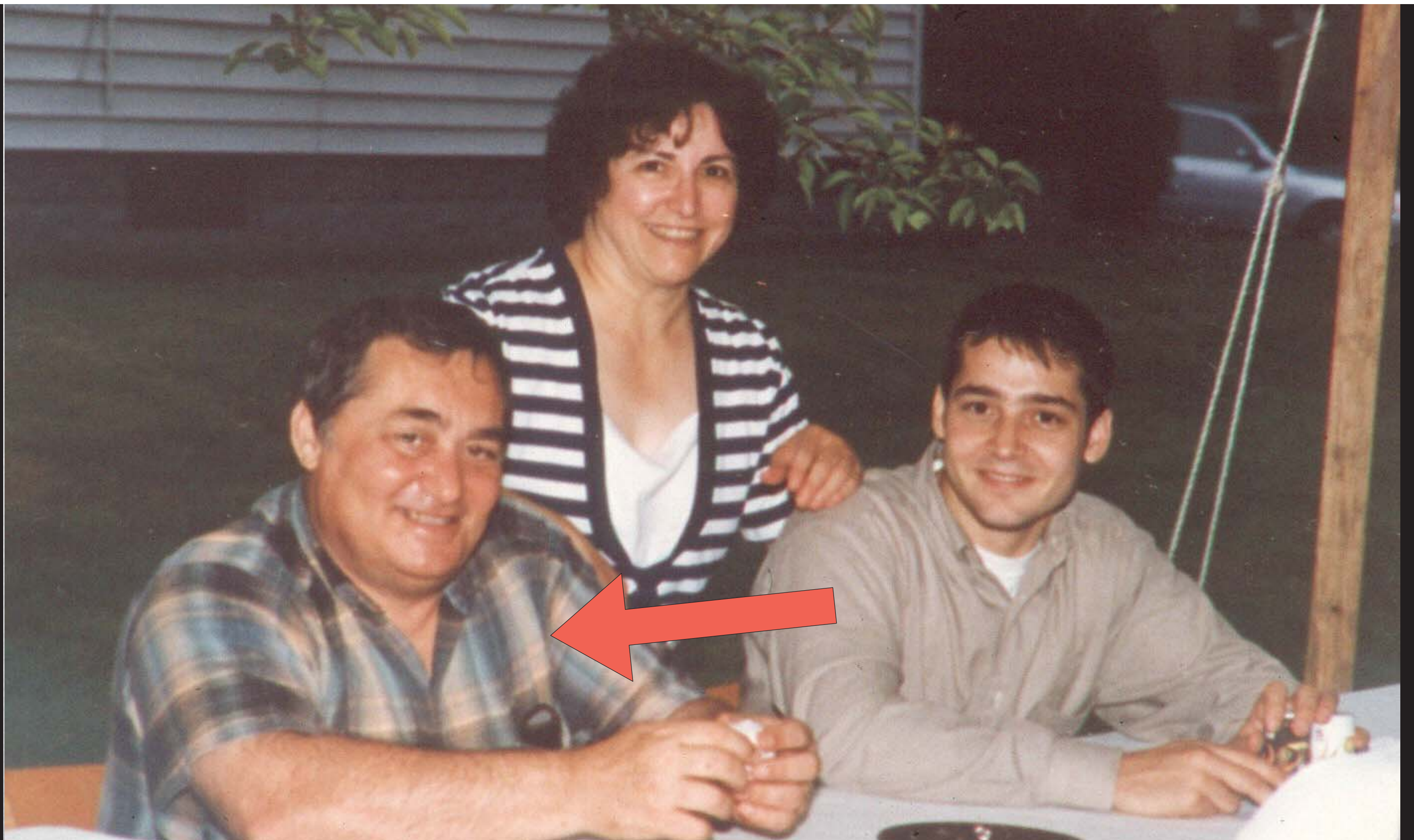


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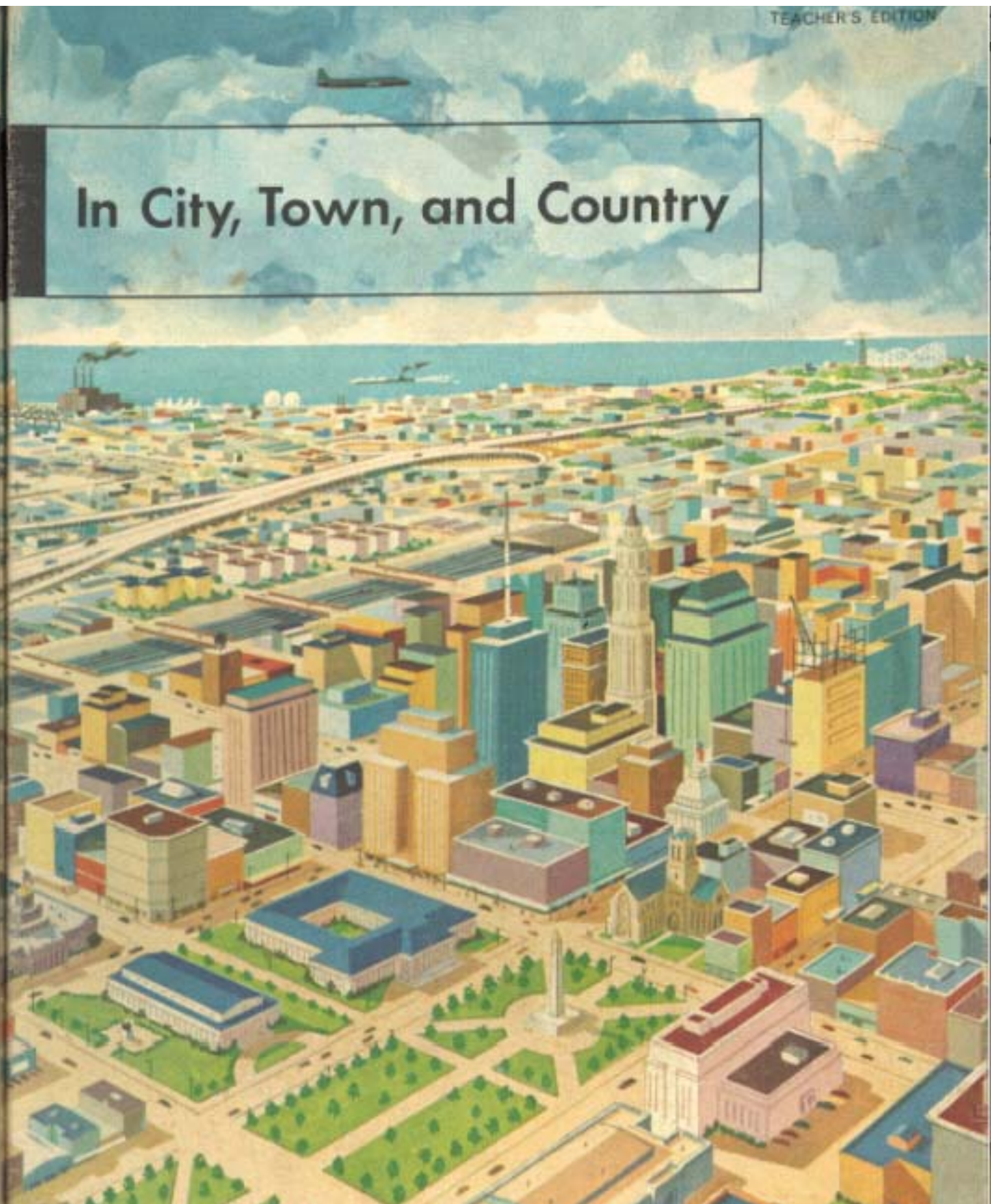
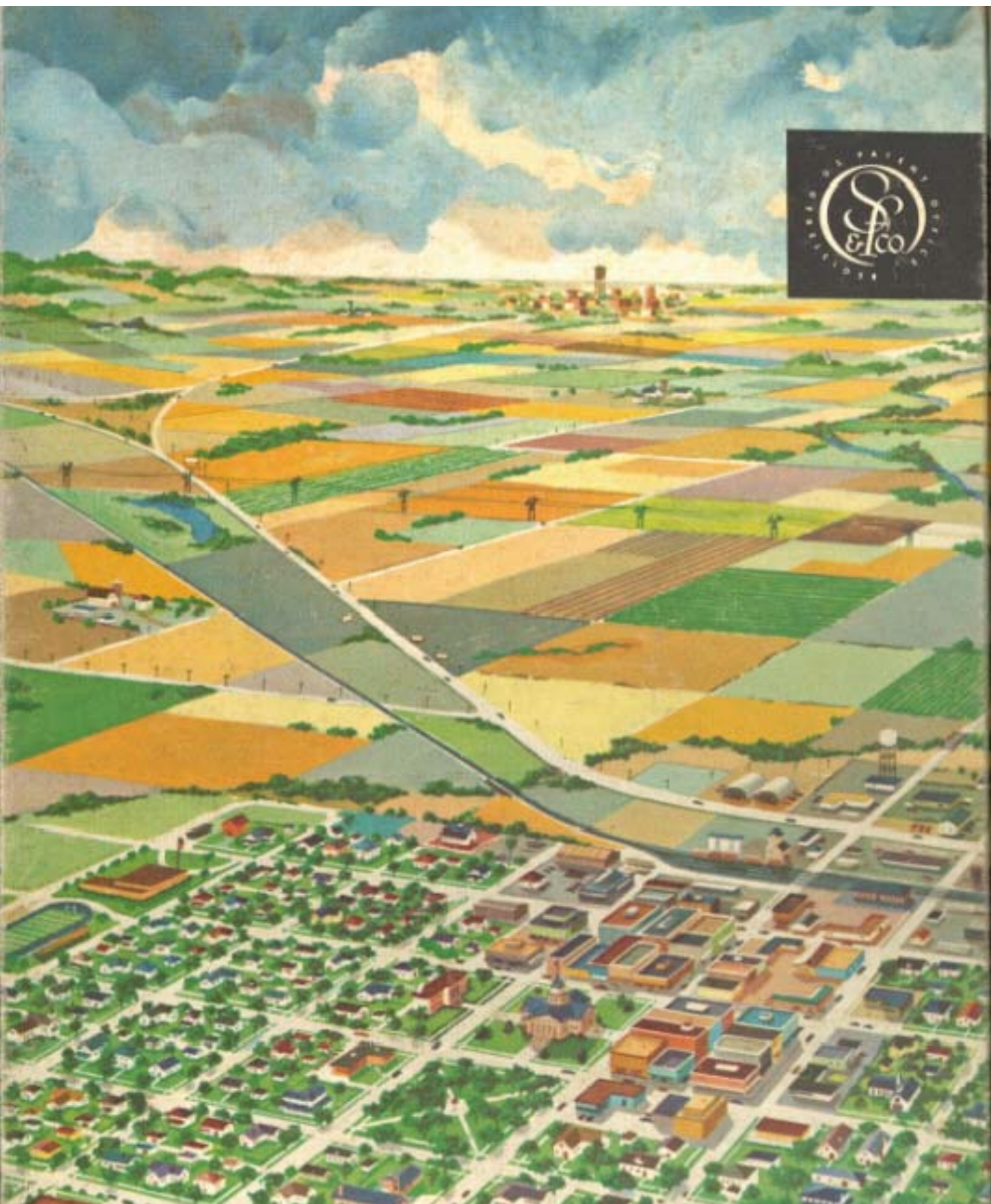


1

In City, Town, and Country

IN CITY, TOWN, AND COUNTRY

THE BASIC SOCIAL STUDIES PROGRAM



THE BASIC SOCIAL STUDIES PROGRAM

CURRICULUM FOUNDATION SERIES
REG. U. S. PAT. OFF.



At Home (Primer)
The family community

At School
The school community

In the Neighborhood
The neighborhood community

0130275093

In City, Town, and Country
The local, metropolitan area, and county communities

In All Our States
The state community and regions of states

In the Americas
The national and inter-American communities

Beyond the Americas
*Nations and regions of nations across the Atlantic
and across the Pacific*

Living and Learning in Third Grade and Guidebook

to accompany IN CITY, TOWN, AND COUNTRY



by Paul R. Hanna, Genevieve Anderson Hoyt,
and Clyde F. Kohn

William S. Gray, *Reading Advisor*

Scott, Foresman and Company *Chicago, Atlanta, Dallas, Palo Alto, Fair Lawn, N.J.*

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that differ from those of the families of children in your third grade, you will want to make every effort to understand their attitudes, language habits, and behavior patterns. You may be justified in trying to change some of these values and behavior traits, but the essential dignity and worth of each child must be recognized. No child should feel rejected because he is growing up in a home environment different from yours.

Remember, too, that many children whether urban or rural, and regardless of region, are tragically limited in their knowledge of the world and that their world is largely that of the space in which they live and operate. So capitalize upon the experiences which they have had even as you try to broaden the children's understandings and guide their behavior.

These are some of the significant ways in which environmental factors influence the experiences of boys and girls, causing them to feel and act as they do, and so to differ. *In your particular third grade, each youngster will respond to every teaching-learning experience centering around*

for learning?"

The attractiveness of your classroom—the plants in the window, gay touches of color, bright pictures, and other evidences of an inviting room—is part of your children's learning environment.

The social climate of your classroom—the way children are welcomed and helped to get acquainted, the way daily routines are carried on, the way you develop standards and teach observation of rules, and the way children's basic needs are met—is a part of your children's learning environment.

Whether you are in a new building or an old one, your task is to create an environment that invites learning. You begin the year with a recently cleaned, but bare, room. There is nothing on the walls, on the window sills, on the bookshelves, or in the corners. What you do to transform this room into an inviting learning environment depends on your skill and resources. The results reflect your teaching personality. If you set up interest centers, display books, hang gay pictures, and set flowerpots in the windows, then

Every county has a courthouse located in the county seat. Among the government responsibilities carried on by all counties, one finds provision for election machinery, the assessment and collection of taxes, the administration of justice through the courts, the protection of persons and property through law-enforcement agents, and the recording and custody of such legal documents as deeds and birth certificates.

While the pattern varies from state to state, counties are usually responsible to some degree for educational, library, health, and welfare services; for agricultural and conservation services; for the construction and maintenance of county roads and bridges; for the establishment and maintenance of county parks; and for land zoning.

In studying the functions performed by your county, you will no doubt find that there is a duplication of services, an overlapping of jurisdictions, and a lack of coordination between the county and the local communities within the

county in the performance of certain functions. Throughout our nation, these are problems to which attention is being given by many groups.

You will need to learn all that you can about the functioning of your own county so that you can help your third-graders:

Perceive the spatial relationship of the community in which they live to the county community of which it is a part.

Know and appreciate the services provided by their county government which contribute to the welfare of their local community.

Understand and appreciate the specific ways in which the functions of the county are related

YOUR SOCIAL STUDIES PROGRAM

The selected and directed teaching-learning experiences that you provide in social studies this year will emphasize the city, town, or village of which your neighborhood (school district) is a part and the larger county community of which your local community is a part. As the children learn how living goes on in these communities,

COMMUNITIES EMPHASIZED

For the first few months in first grade, as described in *Between Two Worlds*,⁵ the social-studies program was based on those experiences which normally occur in the first-grade classroom.

This program was followed by organized learn-

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emphasized living in the home and in the community. This came from two pictures found in *At Home* by members of the Hall of Records. The basic human activities and experiences of children in the home and in the community.

During the school year, the program is concerned with living in the community constituted the program for your boys and girls. The program occurring in the child's life is the content for the program.

From both sources, the program, understandings, attitudes, and experiences that contributed to the same time, reading better understanding of the community of which the child is a part.

⁵Genevieve Anderson. *Between Two Worlds*. 3rd Edition of *At Home*, Chicago: Scott, 1956.

Genevieve Anderson. *At Home*. Social Studies Program Series, Chicago: Scott, 1956.

Genevieve Anderson. *At Home*. Social Studies Program Series, Chicago: Scott, 1956.

Establish purpose for reading.
"How would you feel if you were one of the children in the picture?"

Getting a New School

There were many children in Middletown. Every year, there were more and more children in the schools.

When the new factory was built, many new families moved to Middletown and built homes near the factory. Then there were even more children to go to school.

In some schools, there were too many children in each room. In one school, some of the children went to school only in the morning, and others went only in the afternoon. Some children went to school in rooms in churches. Some went to school in rooms over one of the stores.

Middletown needed a new school.

"Give four good reasons for building a new school."



"Why would people have to pay higher taxes if a new school were built?"
"Why were some people against paying higher taxes?"

Many people thought that Middletown should build a new school. But others thought that it would cost too much to build another school.

Mr. Canfield lived next door to the Allens. He did not want to build a new school. He said, "Our taxes are too high now. If we build a new school, we will need more teachers and more of everything it takes to run the schools. Then we will have to pay still higher taxes."

But many of the people did not feel this way. They wanted a new school, and they wanted more teachers even if they had to pay higher taxes.

The people on the Middletown school board thought that a new school had to be built.

At a board meeting, they talked about how much a new school would cost. They talked about how much higher taxes would have to be.

Then they said, "All the people in Middletown must know these things. They must know what a new school would do for the community, too. Then, the people must tell us what to do."

"What three things did the Middletown school board think people should know before they decided about building the school?"

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value. No adult-supervised group can possibly provide the same learning experiences.



help your children make real strides in practicing, and so valuing, the democratic way of life.

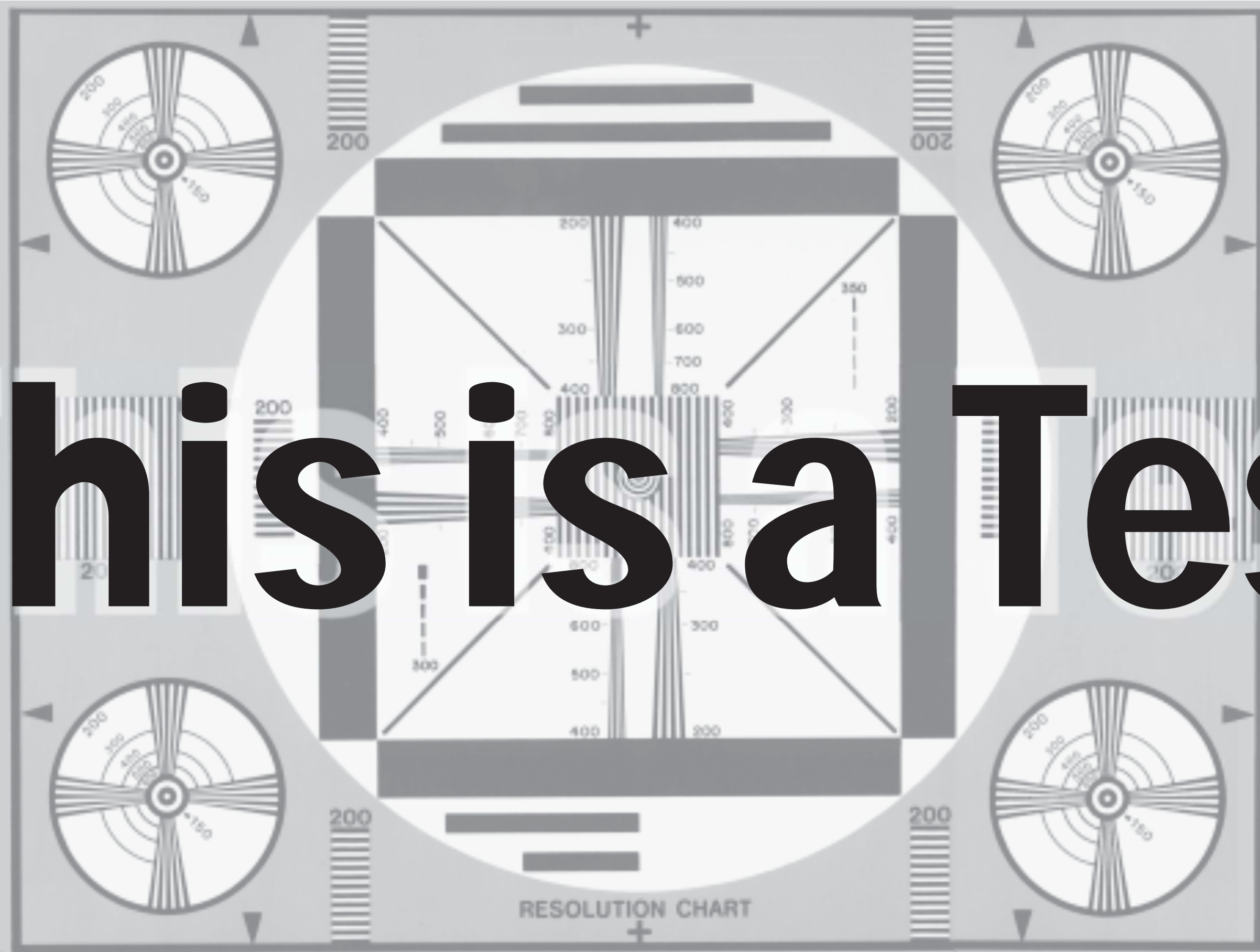
Again, remember that grown-up as they may talk and act, your third-graders are only one step away from being little children. Characteristically, they enter into planning eagerly and just as eagerly assume individual responsibilities. But at this age, a child needs frequent reminders of his responsibilities if he is to carry them through. Your efforts to promote democratic attitudes and behavior, however, are certain to be rewarded. Life in your classroom can be a true experiment in democracy, for all the necessary elements are present if you will but capitalize on them.

Evaluating their own rôles

Gesell³ says that a dominant tendency of the third-grader is to appraise what happens to him and what he causes to happen. This he does in

³Gesell, Arnold, and Iig, Frances. op. cit.

This is a Test







New York City

Kansas City

Asheville

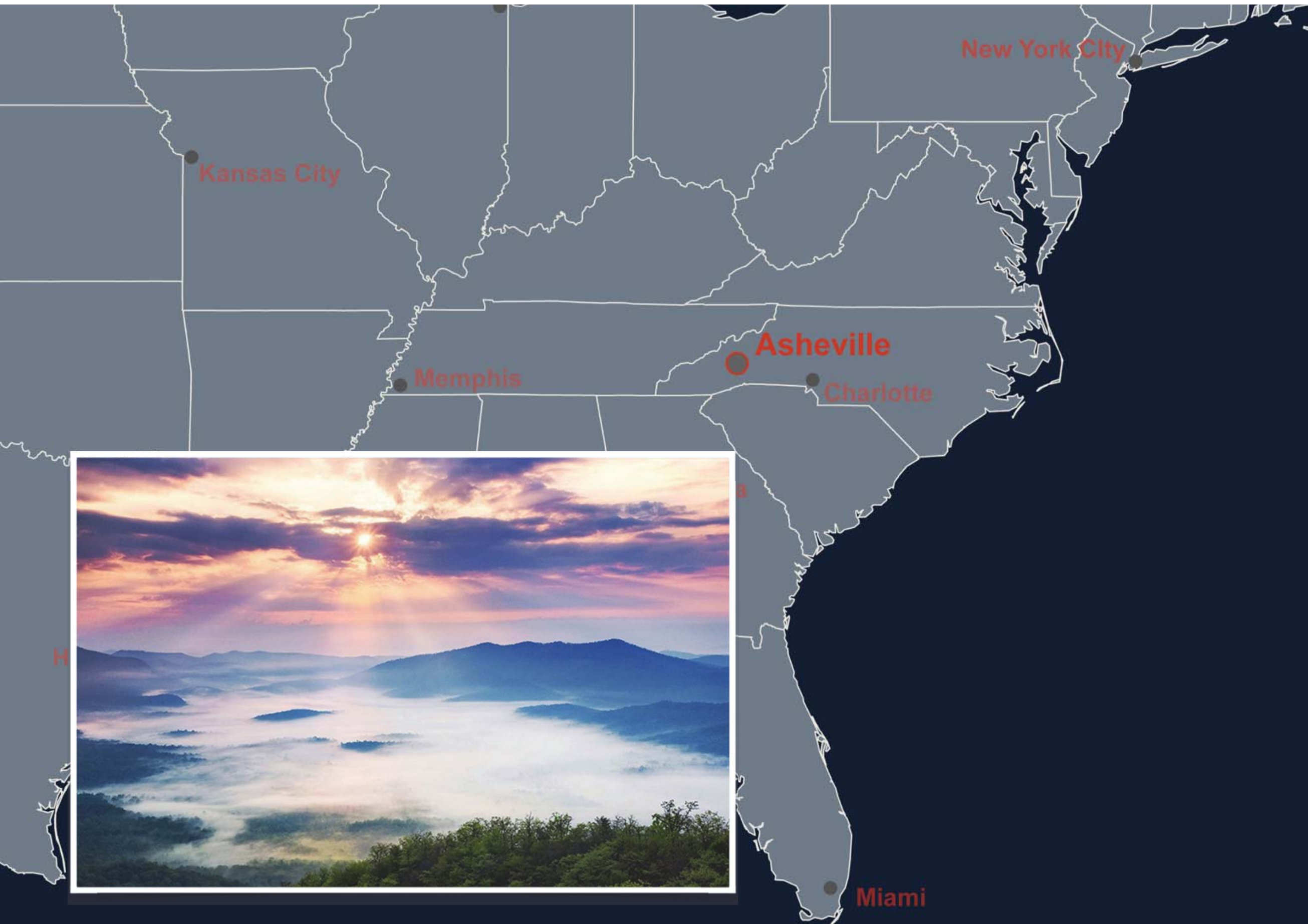
Memphis

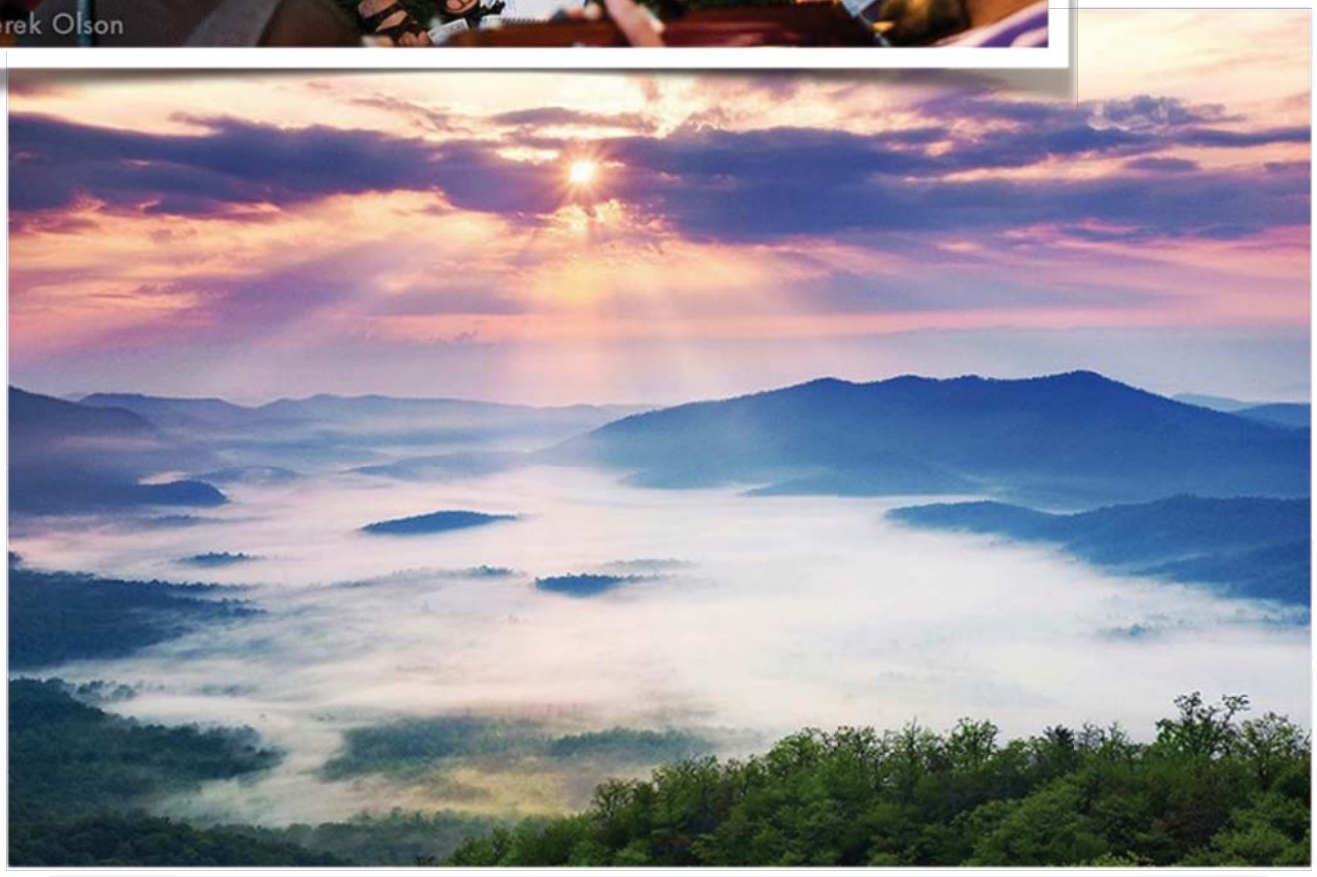
Charlotte

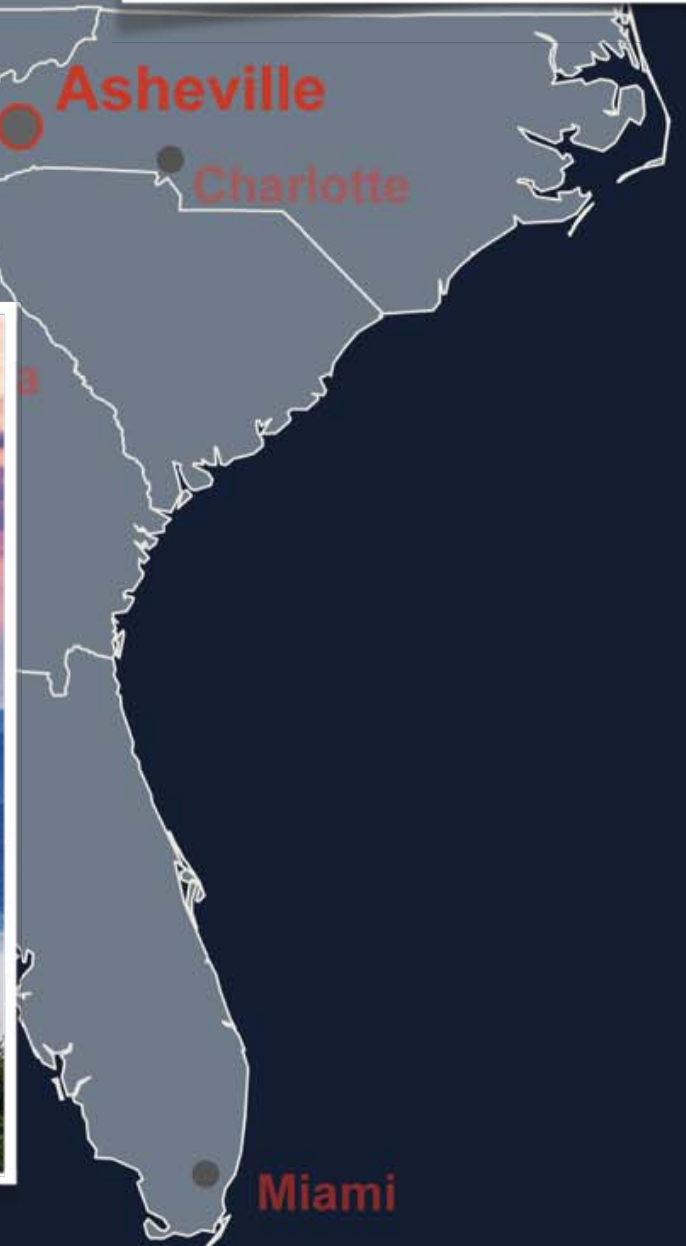
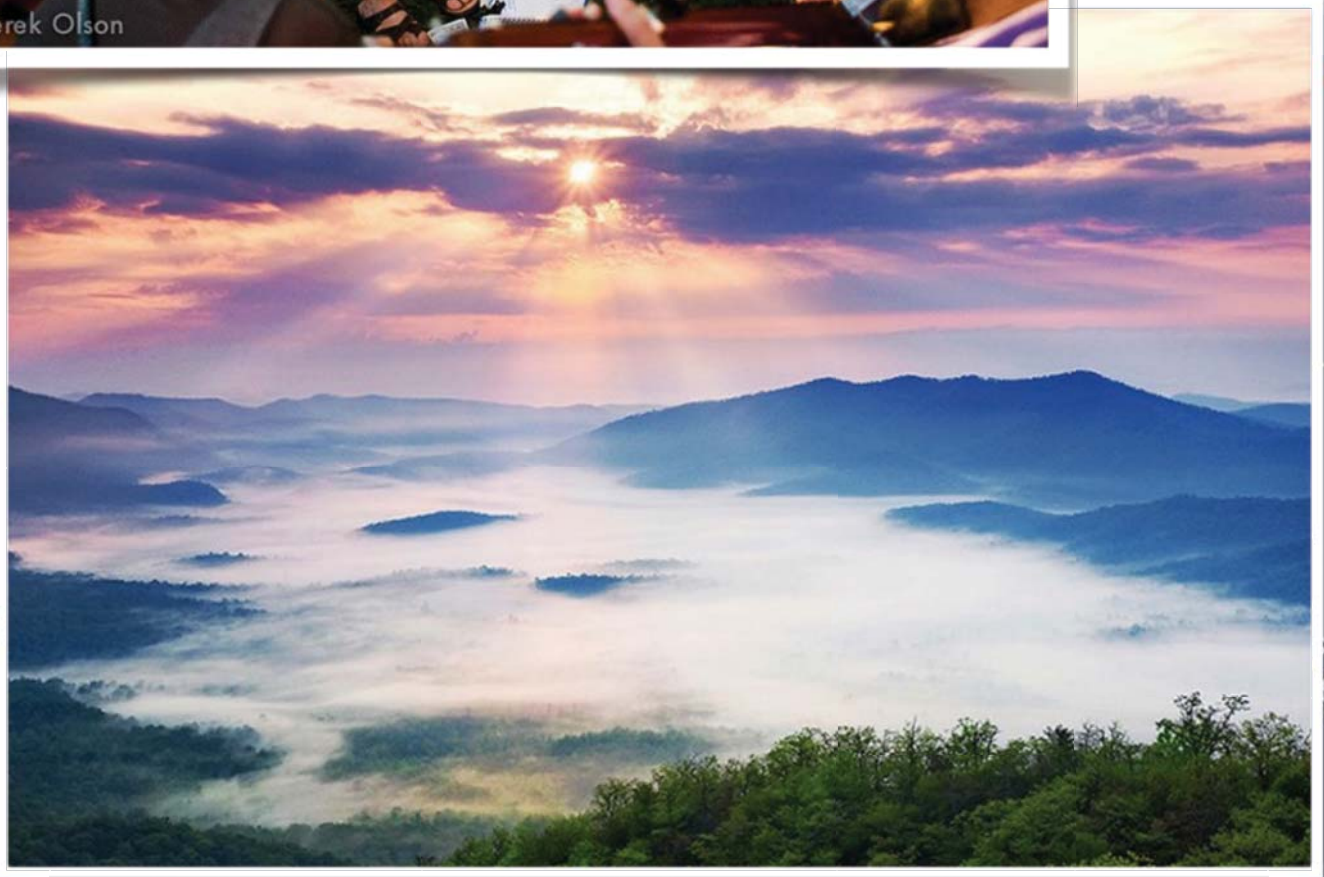
Atlanta

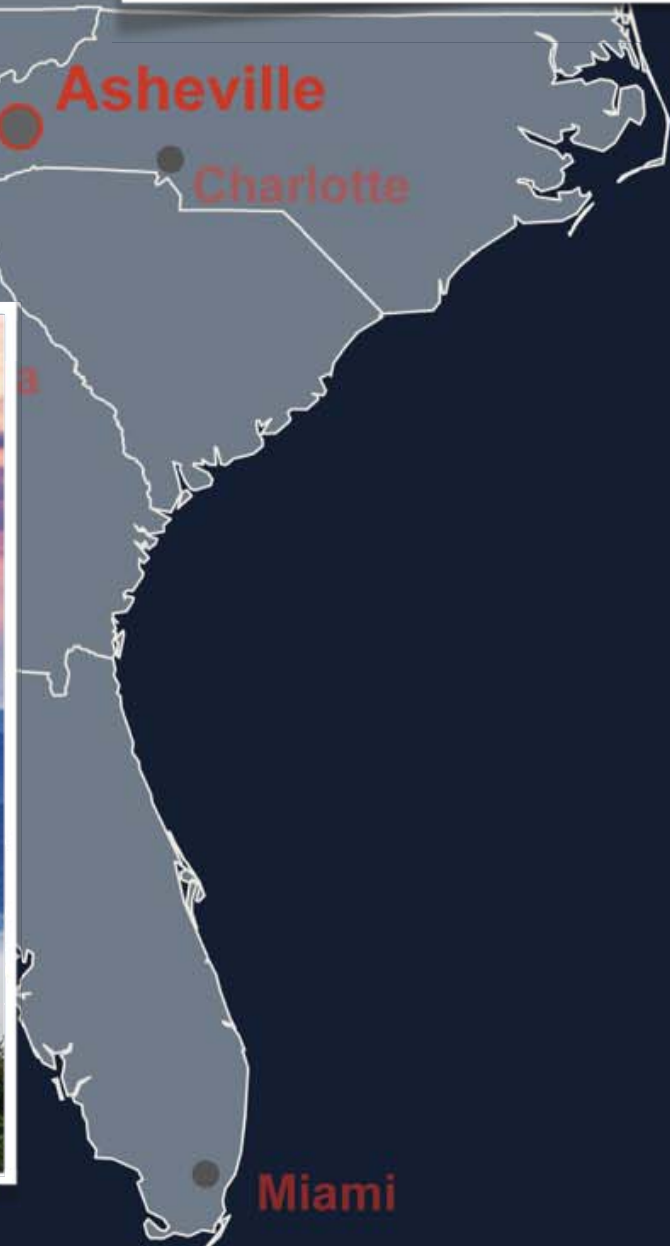
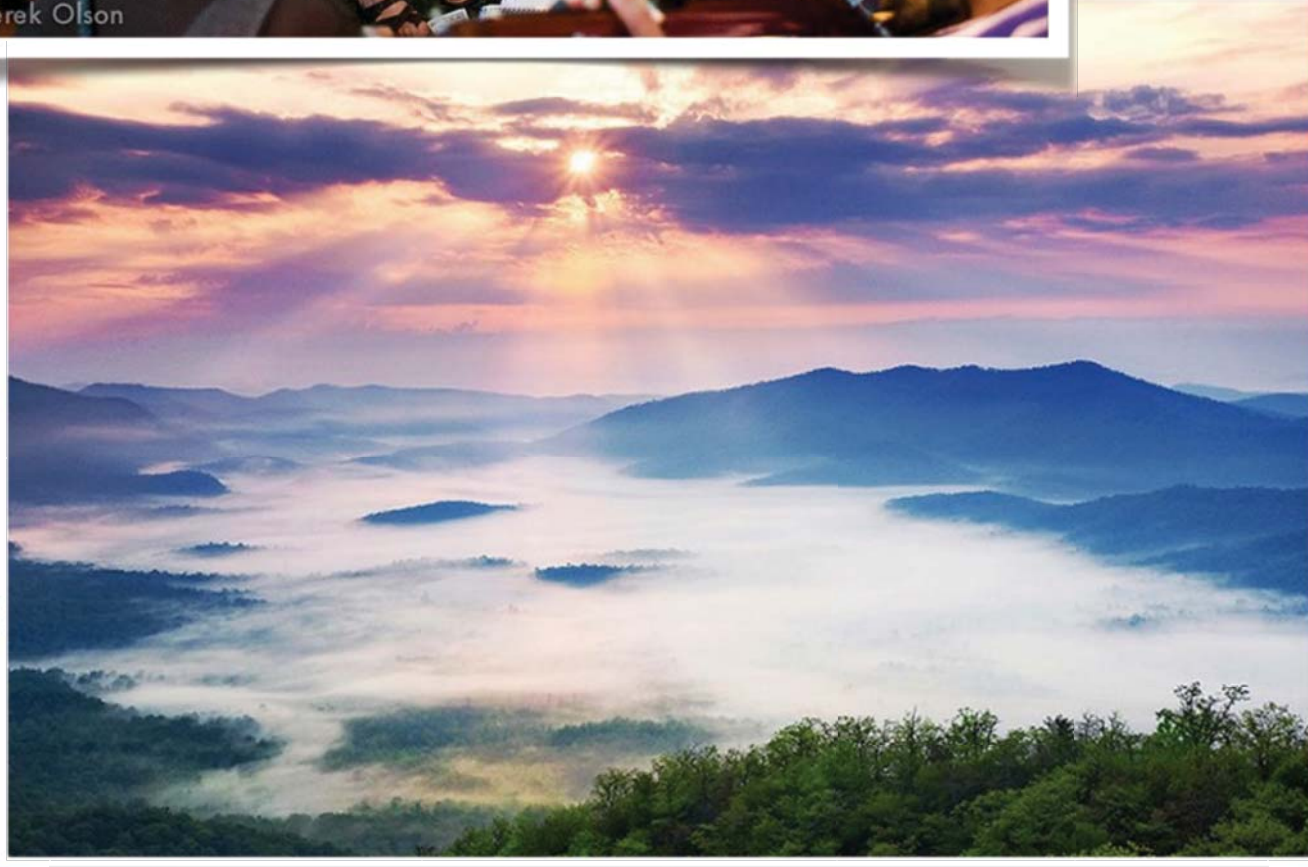
Houston

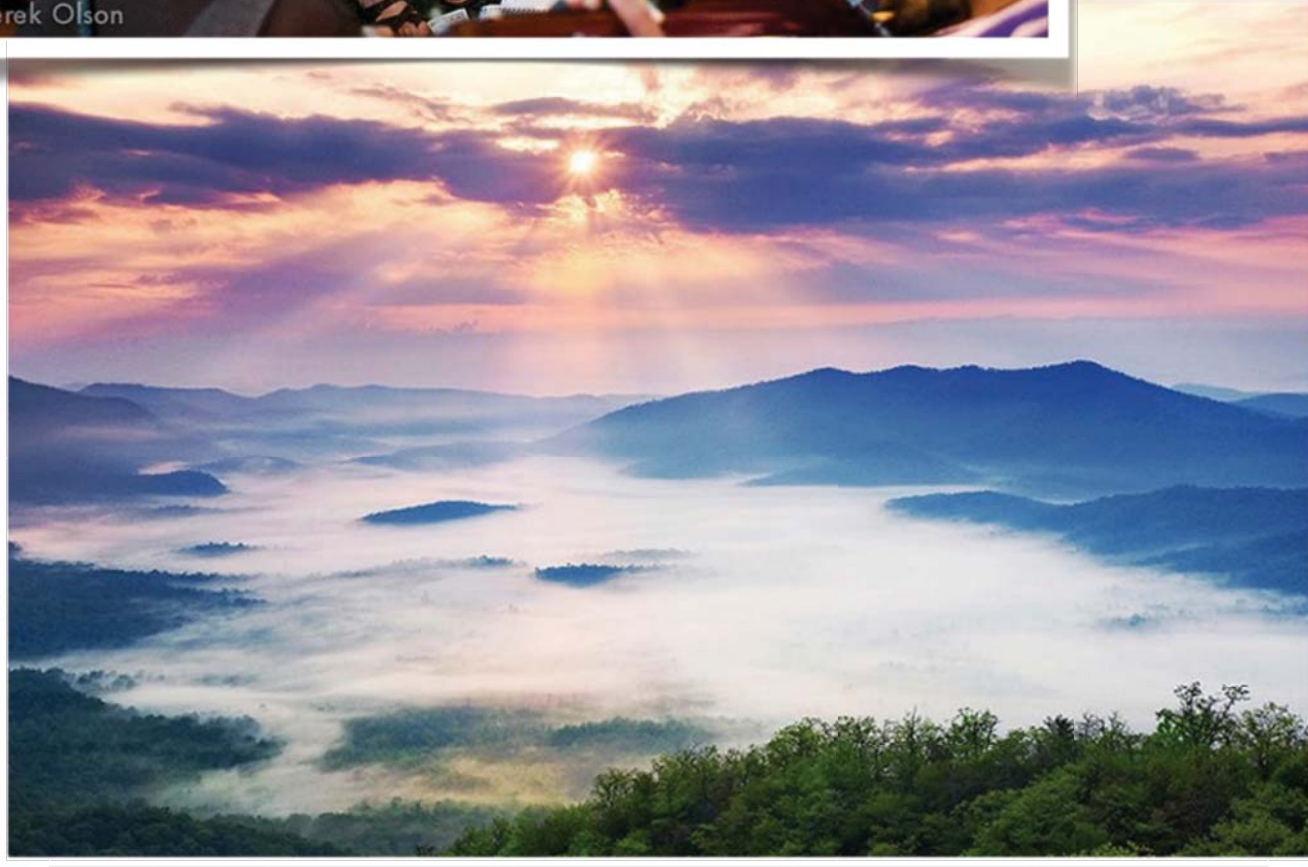
Miami











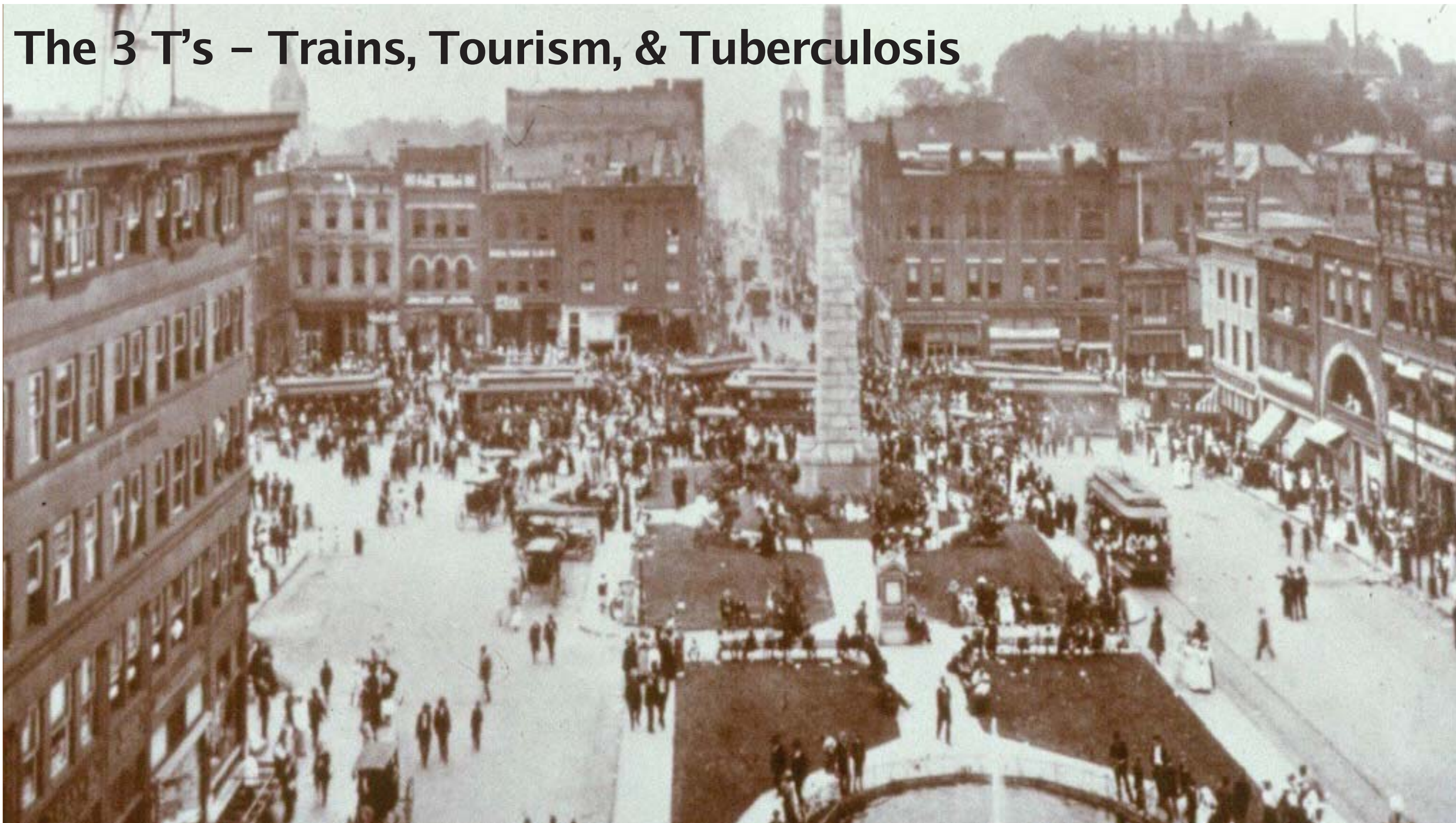


ASHEVILLE AND VICINITY.

Things Change...



The 3 T's - Trains, Tourism, & Tuberculosis



Pack Square, looking East, Asheville, N. C.



Pack Square, looking East, Asheville, N. C.





During the 1920's

- Asheville grew by 20% population/year
- Second largest city in NC,
(larger than Charlotte!)
- Achieved the highest debt per capita in
the entire United States !!!
- City thought it had **\$5M in bank**, but
when the audit on the bank happened, it
was discovered to only be **\$18,000**
- 3 days after the elected officials were
indicted, the Mayor committed suicide



LOOK
HOMEWARD,
ANGEL
—
OF TIME
AND THE
RIVER

Thomas Wolfe

Author (1900-1938)

You Can't Go Home Again



Asheville has squandered fabulous sums.
They've flung away the earnings of a lifetime.
They've mortgaged those of a generation to come.
They have ruined a city,
and in doing so,
have ruined themselves, their children, and their children's children.

Thomas Wolfe

Author (1900-1938)
You Can't Go Home Again



THE ASHEVILLE CITIZEN

Dedicated to the Upbuilding of Western North Carolina

WEATHER

Sunny and warm today.
Map, data on Page 1.

107th Year - No. 184

15c Daily

Asheville, N. C. 28802, Friday, July 2, 1976

AP, AP Wirephoto

32 Pages

Fifth Victim Of McDowell County Prison Unit Fire Dies

By BARBARA BLAKE
Citizen Staff Writer

Wednesday night's fire at the McDowell County prison unit claimed its fifth victim Thursday afternoon with the death of Gary Lowe of Hildebrand, who died of massive burns at about 1 p.m. in Memorial Mission Hospital.

Four other inmates who died in the fire Wednesday night were identified as David Rice,

13, and Clyde Brant, 26, both of Asheville; Robert Denton, 18, of Hendersonville; and Lonnie Potter, 18, of Todd.

The fire, which sent 24 prisoners to Asheville hospitals for emergency treatment, apparently began with a protest by inmates over the confiscation of a radio by prison guards.

W. L. Kautsky, assistant director of prisons, said Thursday the incident started about

7:30 p.m. Wednesday when a guard tried to confiscate two radios because the inmates had been playing them without permission the night before.

The guard took one radio, Kautsky said, and the other was smashed by the inmate. The guard threatened disciplinary action.

After dinner, Kautsky said, the 23 inmates in dormitory "B" met and began protesting.

At about 8:15 p.m., he said, they started a fire on a picnic table inside the dormitory with paper, then stacked four mattresses on top.

Lt. Mack Wilson, shift officer on duty at the time, said the fire was first noticed when Sgt. Elmer Macopson went to the dormitory and saw the mattresses smoldering on the table.

Kautsky said Thursday he

understood that three of the mattresses were removed from the fire, but one inmate pushed a mattress into the smoldering fire, then other inmates added their mattresses.

"These mattresses have all the elements of a Molotov Cocktail," Kautsky said. "I don't think the inmates knew the seriousness of what they were doing."

The inmates at the McDowell

prison are those with misdemeanors who had previously escaped or who were considered management problems.

The seriousness of the situation, Kautsky said, was partly because of a shortage of personnel (five staff members were on duty Wednesday night) and the volatility of the inmates.

"We knew these types of

mattresses could be a problem if heated sufficiently," he said, adding that requests for new mattresses have been made since 1973.

The mattresses are made of polyethylene, Kautsky said, and once their flame retardants wear out, they are highly flammable.

The second problem, that of understaffing, has also grown worse because of insufficient

finding, Kautsky said. "The requests have gone unheeded, for whatever reason, legitimate or not," he said. "I'm afraid we're paying the price of years of dereliction in our prison system."

Kautsky said the McDowell facility is not overcrowded. The prison can hold 75 inmates but more staff is needed to handle

—Turn To Page Three

Open Cut Answers Avoided

(Related Story On Page 1)

By JOEY MEACHAM
Citizen Staff Writer

Asheville City Council declined Thursday to clarify its June 17 resolution opposing the Beaucatcher Mountain open cut at the request of a local civic group.

"I think it's clarified as we know it," said Mayor Eugene C. Octomereiter Jr. "If the Department of Transportation needs any more interpretations, they can call us."

The clarification was requested by Manly E. Wright, president of the Greater Asheville Council, because he said the DOT may delay highway construction as a result of Council's action.

"There apparently was a great deal of confusion as to resolutions on Beaucatcher Mountain," Wright said. "We are asking you to clarify the confusion in the minds of the citizens of Asheville."

Councilman Otis Michael, who introduced the resolution, said it represents the opinion of a four-member majority of Council but is not an official Council action.

In Dr. Michael's words, as recorded in Council's official minutes, the resolution states: "that City Council adopt a policy that they are opposed to the open cut and would like to have twin tunnels."

Saying Thursday that "I've been misquoted by the media many times," Dr. Michael said his resolution is the same as previous ones passed by Council on the tunnel-open cut issue except that it stated a tunnel preference.

"I prefer twin tunnels and I object to the open cut," he said. "What I said in City Council was nothing more than what has been stated previously. I still prefer tunnels to an open cut."

He said last week's meeting with DOT administrator Billy Rose would not have been necessary if his resolution had

—Turn To Page Two



After 40 Years, The Bonds Are Burned

Prominent participants at the Thursday night Bond Burning Ceremony at the Civic Center were (L-R) Jerry Thomas, Under Secretary of State who was speaker, and Julian A. Woodcock, chairman of the

its Ratcliff, chairman of the Buncombe County Commission, Eugene C. Octomereiter, mayor of Asheville, and Cindi Drake, Miss Asheville. (Staff Photos by Gary Fields)

\$56 Million Debt Is Officially Paid

By JOEY MEACHAM
Citizen Staff Writer

"I now declare the refunding bonds are burned and the debt repaid."

So went the pronouncement of Julian A. Woodcock Jr., chairman of the Buncombe County Sinking Fund Commission, at Thursday night's bond burning at Thomas Wolfe Auditorium.

The burning of a \$1,000 bond marked the repayment, after 40 years, of a \$26 million debt accumulated in the 1930s and '40s by Buncombe County and the city of Asheville.

"Actually, the burning of the bond was almost as difficult as paying off the debt.

Possibly it was due to the

poor, Depression-era paper but the bond held by Cindi Drake, Miss Asheville, went out as soon as Woodcock drew the lighter away.

A second ignition started the paper to smolder, an occasional flame here and there.

But the task was accomplished and Woodcock didn't wait for the paper to be consumed before he announced that the city and county had paid back what they owed.

Hardly any of the speakers, beginning with the Rev. Billy Graham who appeared on film, could resist the temptation to compare the financial situation of local government here to that of New York City.

Under Secretary of the Treasury Jerry Thomas announced at the ceremony that the federal government extended another half billion dollars in aid to New York City in the day.

Thomas, who was keynote speaker at the event, criticized federal deficit spending and the increasing role of government in the national economy.

"The biggest competitor we have in America today is government itself," he told the crowd.

Of Congress, he said: "We don't know what they're doing for us or to us. Thank heavens we don't get all the government we pay for."

The national debt, he said, increases at the rate of \$1 billion a week and the interest on that debt accrues at the rate of \$1 billion every nine days.

"What we need is a

Congress Under Budget

WASHINGTON (AP) — Congress spent \$124 billion on the federal budget in the fiscal year that just ended — \$4 billion less than it had set as a target.

Leaders in the new congressional budget-making process hailed the record as a quiet revolution that could lead to a balanced federal budget by 1980.

They told reporters Thursday that the congressional budget-making process must be given credit for bringing the nation out of recession.

Midnight Wednesday closed out fiscal 1976, the first year for the new budget procedures aimed at

giving Congress more control over federal spending by requiring lawmakers to look at the budget as a key factor in financing the economy, rather than just a series of unrelated appropriation bills.

President Jimmy Carter

Court Strikes Consent Rule In Abortions

By W. DALE NELSON

WASHINGTON (AP) — The Supreme Court ruled Thursday that neither husband nor parent can be given veto power over a woman's decision to have an abortion.

The court struck down provisions of a Missouri law which require the consent of the husband of a married woman and the consent of at least one parent of a single woman under 18.

The vote was 6 to 3 on the issue, with Chief Justice Warren E. Burger and Justice Byron R. White and William H. Rehnquist dissenting.

Justice John Paul Stevens joined Burger, White and Rehnquist in maintaining that the parental consent requirement should have been upheld.

The decision appeared to leave the way open for states to impose some provisions for parental consent, at least at some ages, as long as they did not amount to "parental veto."

"Our holding ... does not suggest that every minor, regardless of age or maturity, may give effective consent for termination of her pregnancy," Justice Harry A. Blackmun said for the court.

Today's Chuckle

Summer is the time of year when you should study the travel folders to find a place you can't afford to go.

It was the court's first major abortion decision since the justices ruled in 1973 that states may not regulate abortion in the first three months of pregnancy.

That decision, which was also written by Blackmun, held that the state could not prohibit abortions until after the stage at which the fetus would be able to live on its own.

The Darling, national director of the Religious Coalition for Abortion Rights, predicted that Thursday's decision would "de-escalate the abortion controversy."

The National Abortion Rights Action League said it states re-

quire the consent of husbands and 14 states impose parental consent requirements of some kind.

In a separate decision the court suggested that a parental consent law adopted by Massachusetts might be constitutional.

That law calls for consent of both parents but permits a judge to override their decision.

A three-judge federal court ruled the law unconstitutional. Massachusetts officials appealed, arguing that the law would permit a pregnant teenager to get a court order for an abortion, even without consulting her parents.

American Faces For The Fourth

The Community Life section celebrates the Fourth of July with a brotherhood message and a page full of American faces in the Sunday Citizen-Times.

Other Highlights

How do the original Americans — the American Indians — feel about Independence Day and the Bicentennial? John Crowe, chief of the Eastern Band of Cherokee Indians, answers these questions in an exclusive interview with Bob Terrell, the first formal interview Crowe has granted a reporter since the 1950s.

Plus ... Walter Scott's Personality Parade, color comics, jumbo crossword puzzle, Letter From the Farm and dozens of other regular features.



More Pretty Weather Due

The beautiful weather which mostly sunny and warm, with expected to be only slightly less

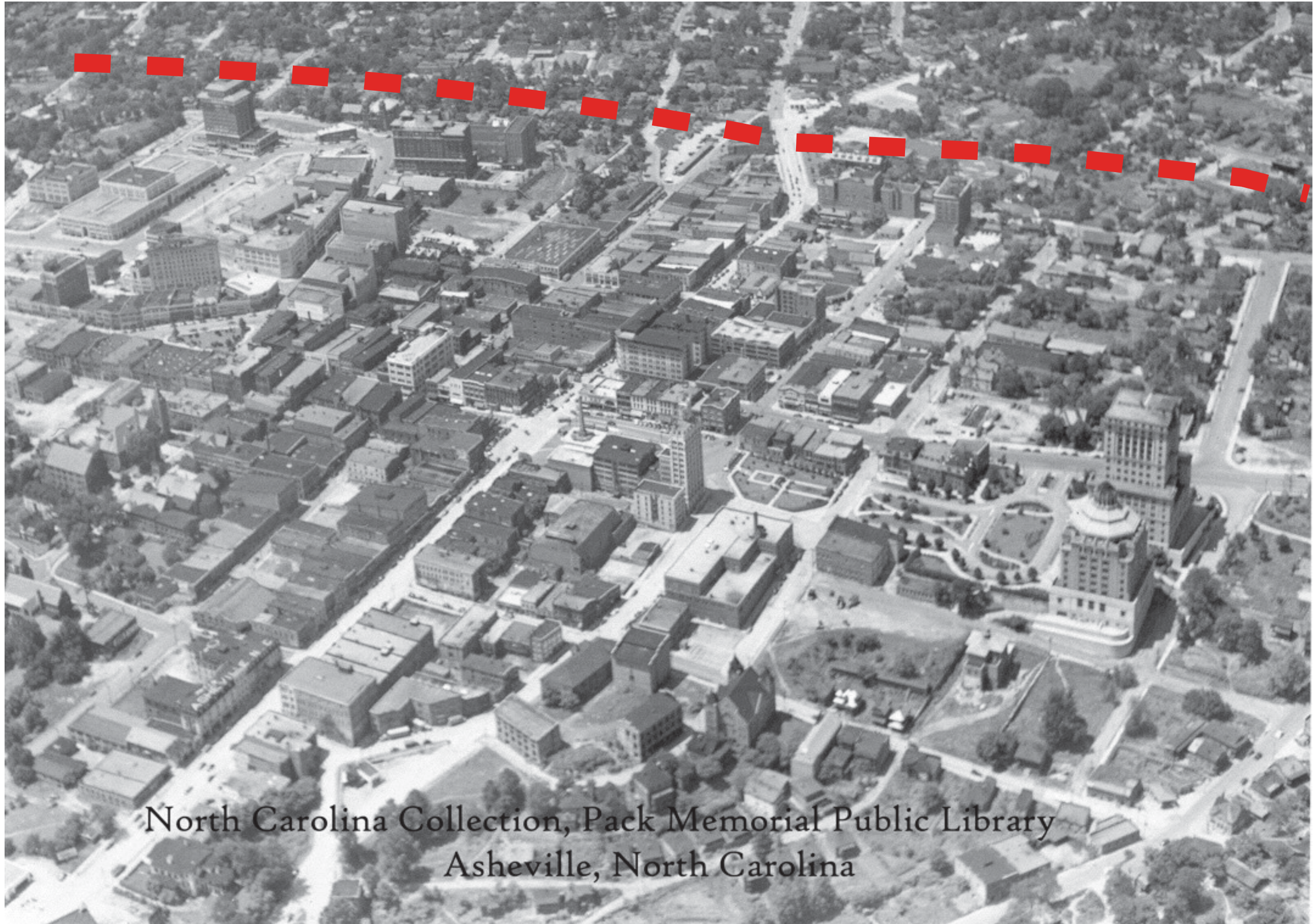
The Decline Began in the 50's & 60's

Development outside of downtown was encouraged by the new expressways.



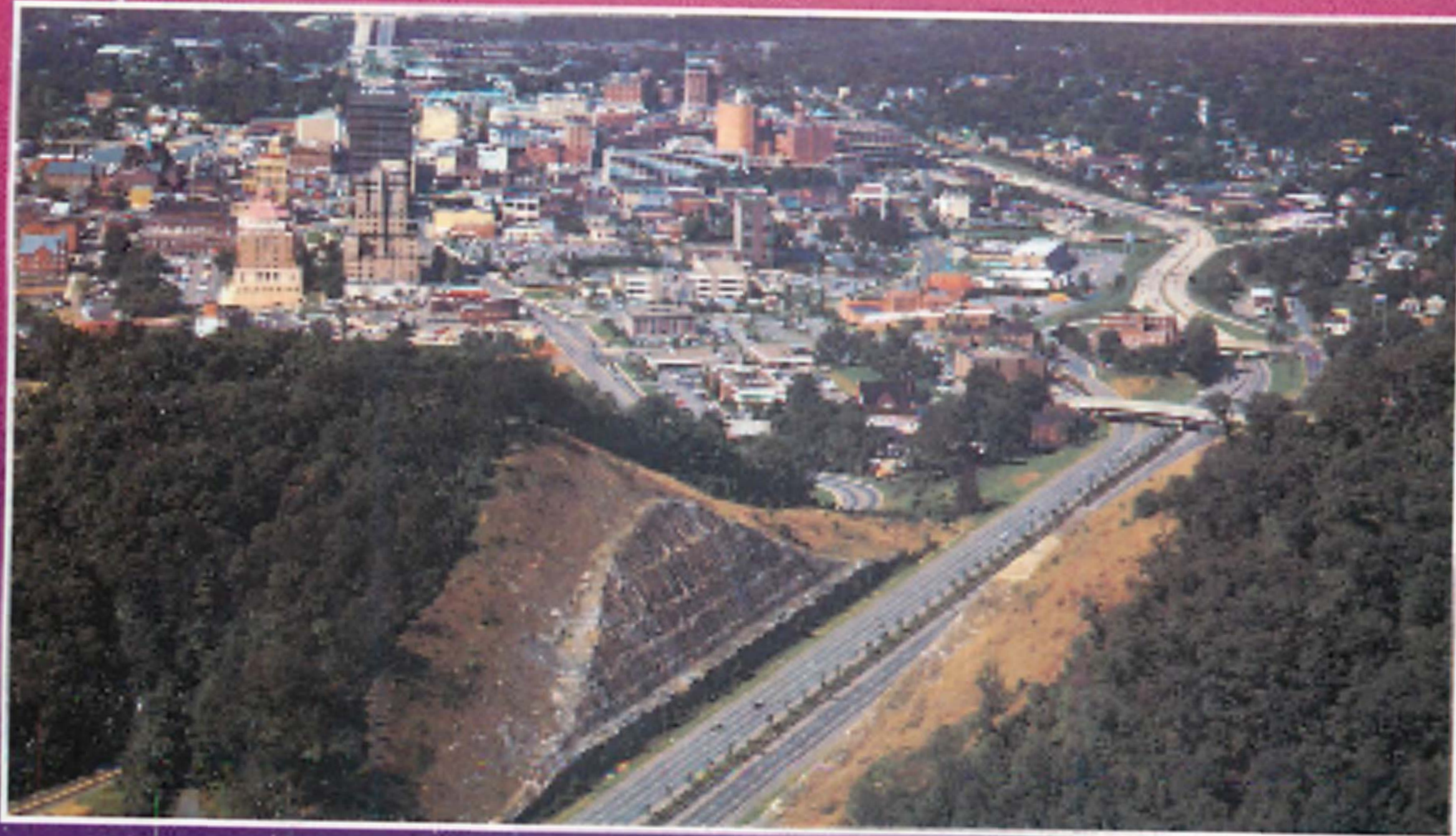


North Carolina Collection, Pack Memorial Public Library
Asheville, North Carolina



North Carolina Collection, Pack Memorial Public Library
Asheville, North Carolina





Asheville, N.C.

Land of the Sky

The
73
acre
Asheville
Mall



In the 70's and 80's our downtown died









In the 70's and 80's
our downtown died.



Asheville's de facto motto was:

“That will never work here - don't even try.”



Julian Price

1941 - 11/19/2001

Salsa's & Zambras

City Seeds

Public Interest Projects



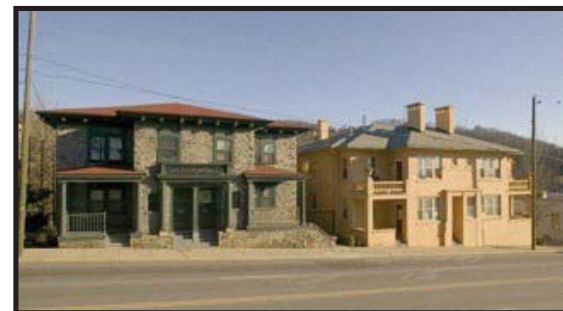
Urban3



51 Biltmore



Downtown benches

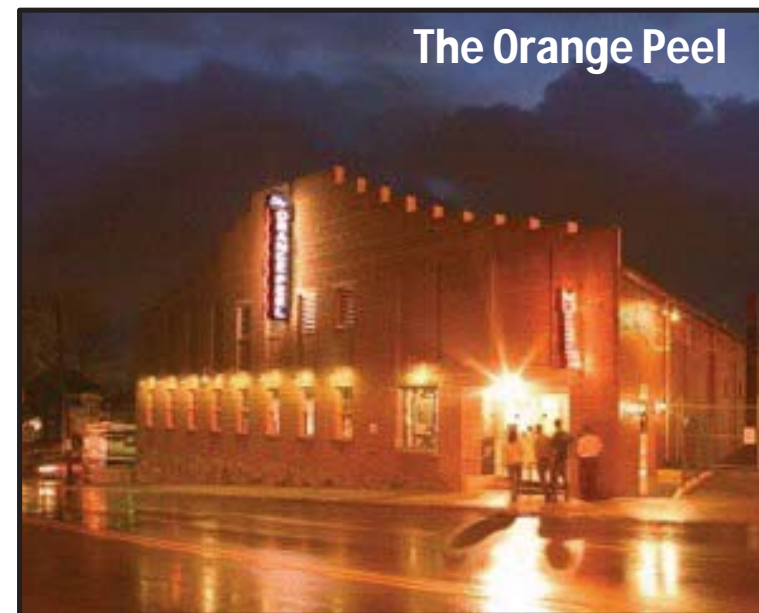


the Alternative Reading Room

The Mountain Xpress



the Dogwood Fund



The Orange Peel

YWCA

The Public Service Building



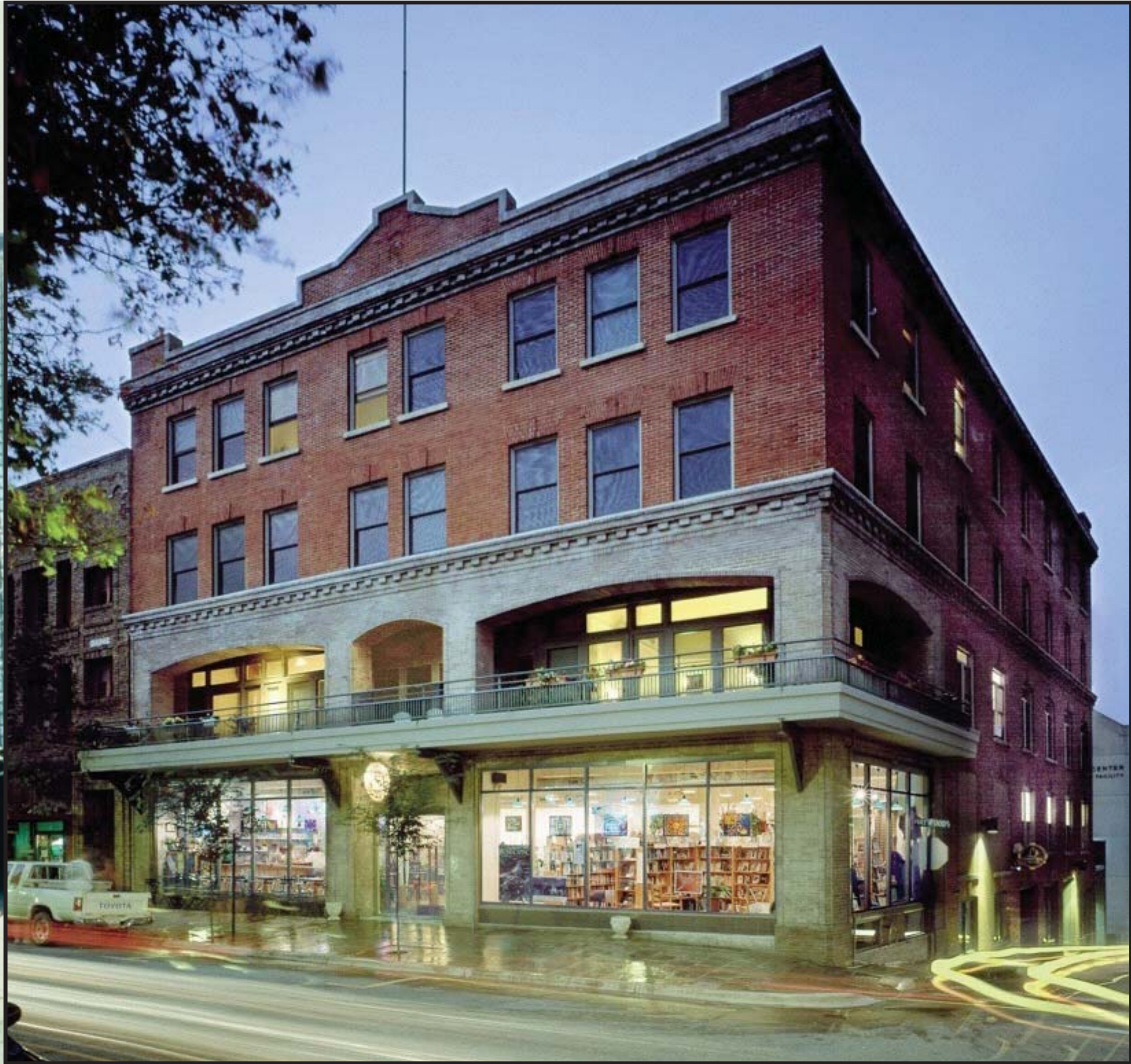
The Laughing Seed



JACK SCHULMAN

53

BUYERS MARKET



51 Biltmore

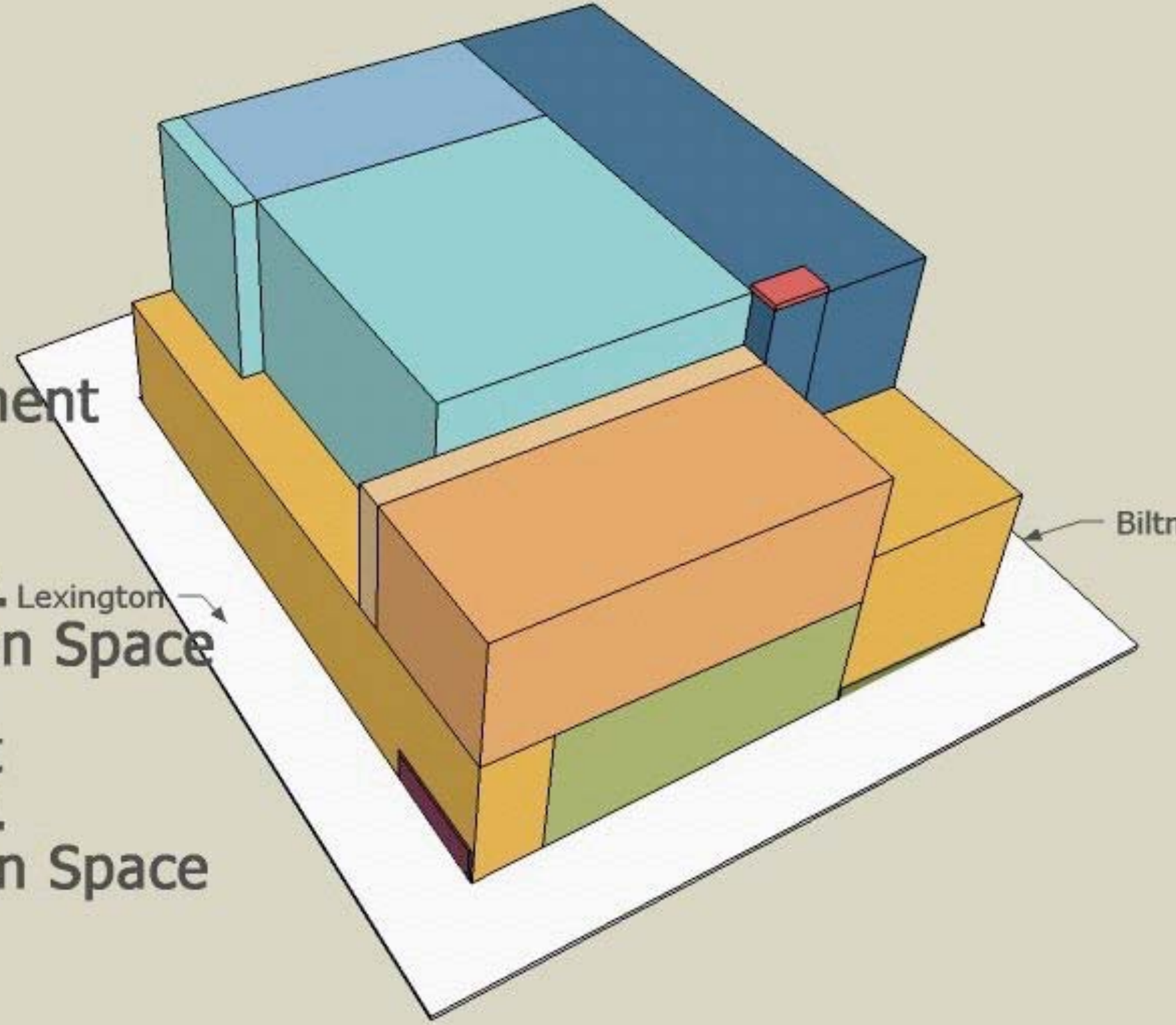
3-Party Public/Private Development



51 Biltmore

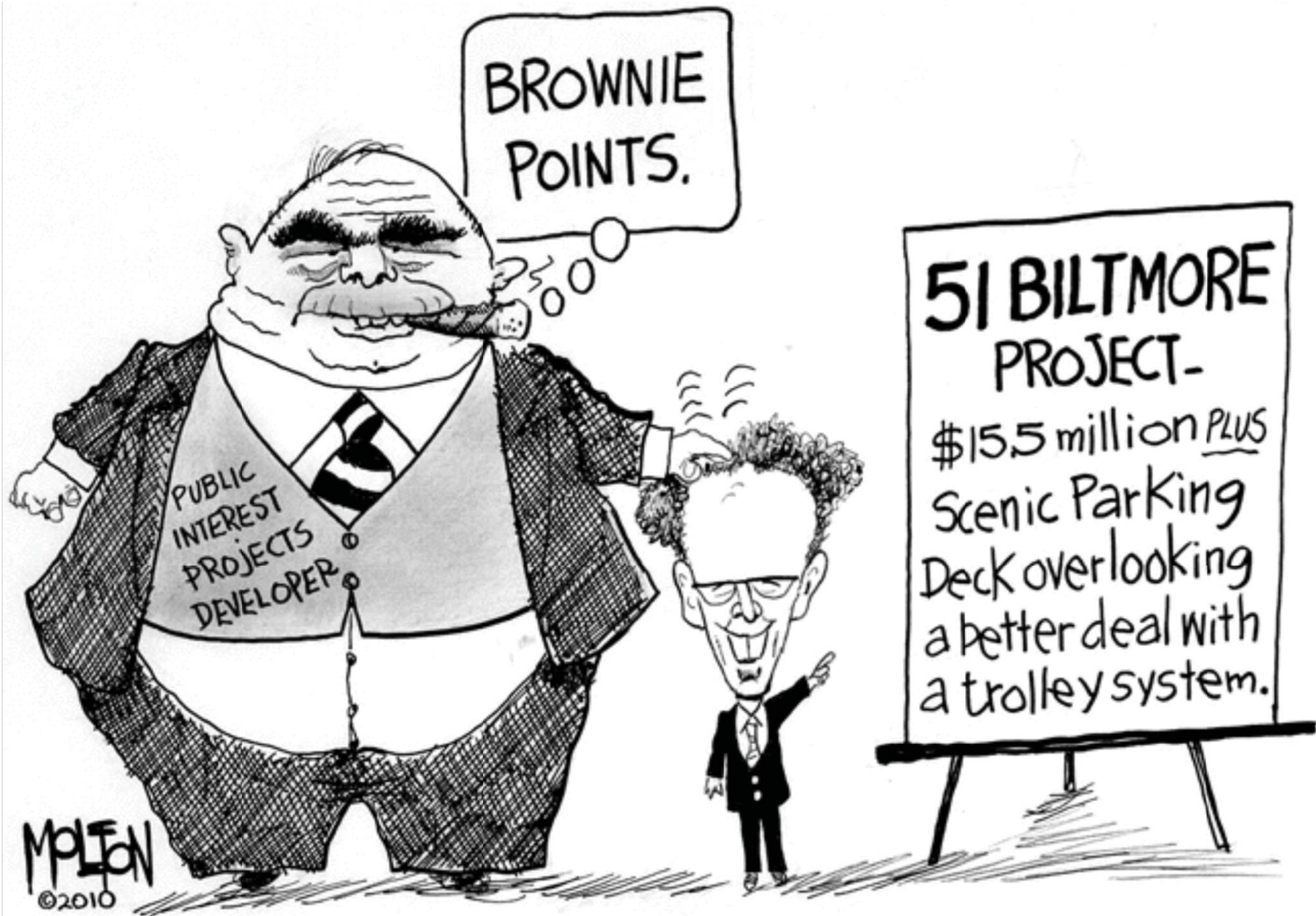
3D Model of the Legal Agreement

- City Garage Fee
- City Garage Easement
- Pip Fee
- MK Fee
- MK Air Rights Dev. Lexington
- MK Air Rights Open Space
- Access Easement
- Access Agreement
- Pip Air Rights Dev.
- Pip Air Rights Open Space



The Asheville Politick

Taking Our Lumps



1993



Community appearance and tourism: What's the link?

by Edward T. McMahon

The colorful brochures American cities and towns use to promote their charms are always filled with attractive scenes: sunsets, azaleas in bloom, historic house museums beautifully photographed. The reality is often not so lovely. Back away from the great columned house and you'll find, as likely as not, a fast food restaurant with screaming red roof to one side, and to the other a parking lot that is barren except for a flashing portable sign and a towering billboard. The brochure is handsome; the city is not.

There is an immense but too often ignored relationship between community appearance and tourism. As Mark Twain once said, "We take stock of a city like we take stock of a man. The clothes or appearance are externals by which we judge." Unfortunately many tourism officials are far more concerned with marketing and promotion—creating fancy brochures and compelling ads—than they are with protecting and enhancing the product they are trying to sell.

Tourism involves much more than marketing. It also involves making destinations more appealing.

means conserving and enhancing a destination's natural tourism assets. It is, after all, the heritage, culture and natural beauty of a community or region that attracts tourists. But today a person dropped along a road outside of most American cities (whether tourist destination or not) wouldn't know where he was because it all looks the same. Is it Albany or Pittsburgh? Clarksdale or Cowpens? Providence or Pitts-

The truth is, the more a community does to enhance its unique set of assets, whether natural, architectural, or cultural, the more tourists it will attract. On the other hand the more a community comes to resemble Any-place, U.S.A., the less reason there will be to visit. Make a destination more appealing and people will stay longer and spend more.

The special places didn't get that way by accident

Clearly, certain places have more appeal than others. But no place will retain its special appeal by accident. Without exception those places that have successfully protected their uniqueness—whether natural or man-made—are those places that have used vision, management and control to protect the special features that make them special. Without planning and management the very attributes—both natural and man-made—that people can destroy the very growth and development are critical to the success of tourism development efforts.

Many cities have gotten used to ugliness, accepting it as inevitable to progress. But there are others across America who have begun an active push for a more appealing environment. The tools to make a community memorable and beautiful

CityWatch/Fall 1993/Page 7

The poignant contrast: The new look for Patton Avenue has rows of trees, all wiring underground and old-fashioned street lights, but still retains the intrusive billboards. Wherever possible install underground wires and screen unsightly intrusions; prohibit billboards and strictly limit the size, height and number of other outdoor signs," suggests the author.



Among cities with no particular recreational appeal, those that have preserved their past continue to enjoy tourism. Those that haven't receive almost no tourism at all. Tourism simply doesn't go to a city that has lost its soul.



Top Travel Destinations of 2007

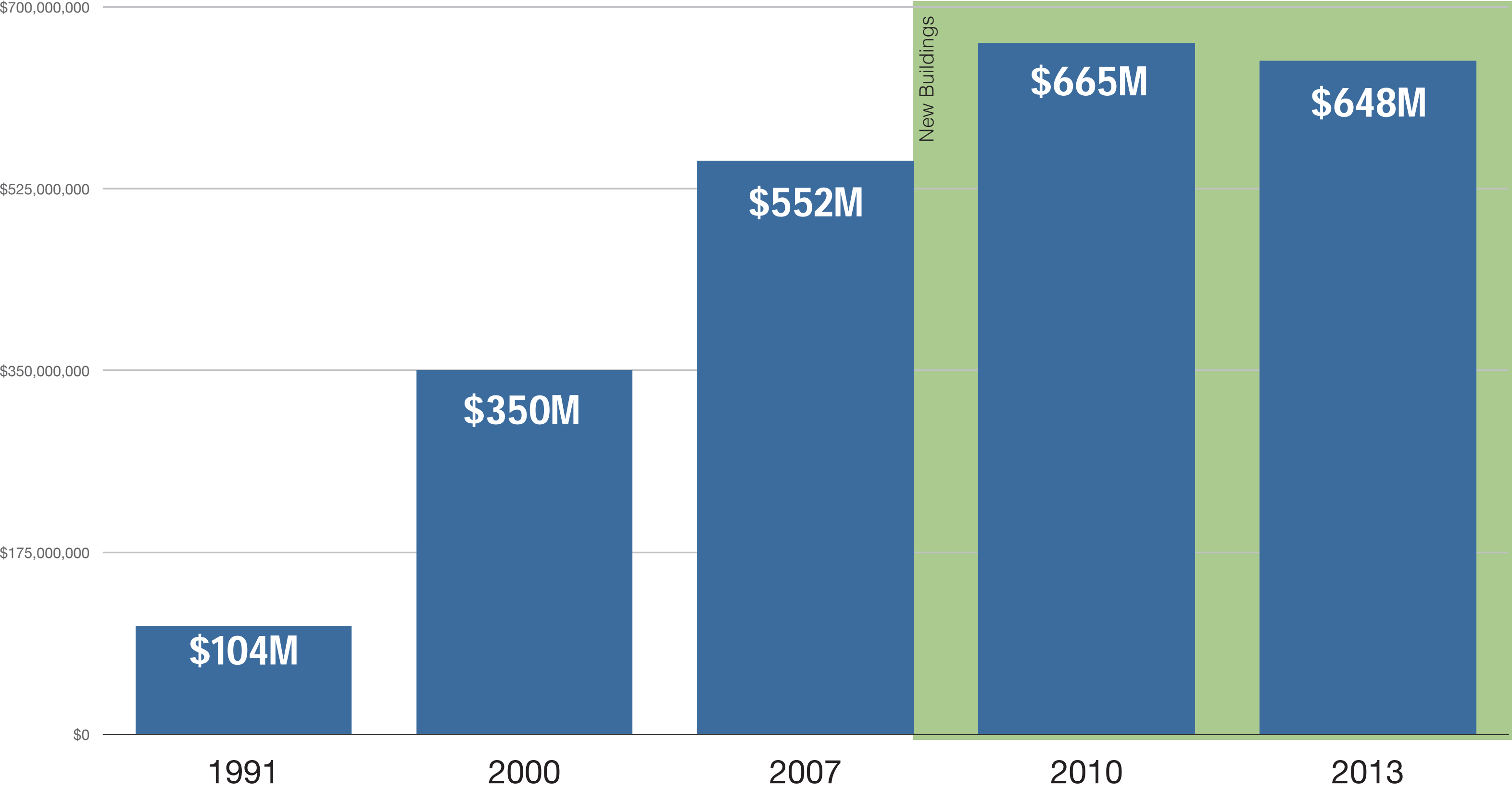
Asheville: #5 of the top 12

Frommer's



Powerpoint

Asheville CBD Taxable Value



WELCOME TO ASHEVILLE



THE BURDENS OF POOR DECISIONS ARE BECOMING UNBEARABLE!

- Parking Garages 4.5 Million & Climbing
- Pack Square Projects 10.0 Million & Climbing
- Wall Street Project 1.8 Million & Standing Empty
- New Garage for Garbage Trucks 5 Million Plus
- City Hall Beautification Project 4.8 Million
- 26.1 Million & Climbing

In 1990 Asheville City taxes were raised
2 Million Dollars
 to help pay for these projects for
Downtown Dignitaries.

These are just a few of the failed policy decisions supported by the Old Council. The taxpayers can no longer afford the policies of the 80's.
 Here are your choices on November 5TH
You May Vote For Six

- | | |
|------------------------------------|------------------------------------|
| ■ Gene Ellison - 2 year Incumbent | ■ Bill Moore - 2 year Incumbent |
| ■ Chris Peterson - Fresh New Ideas | ■ Carr Swicegood - Fresh New Ideas |
| ■ Charles Worley - Fresh New Ideas | ■ Barbara Field - Fresh New Ideas |
| Norma Price - 14 years Incumbent | |

SHOW YOUR SUPPORT FOR A NEW CITY COUNCIL.
 DISPLAY THIS POSTER IN YOUR CAR, YOUR WINDOW, OR YOUR YARD.
 PAID FOR BY: CITIZENS FOR A NEW CITY GOVERNMENT, DOROTHY F. WORLEY, TREASURER

BLUEPRINT OF CITY HALL

THE INCUMBENTS: WHY SHOULD WE VOTE AGAINST THEM?

The decade of the 80's was controlled by the incumbents
 Bratton, Frank, Price, and Michalove.

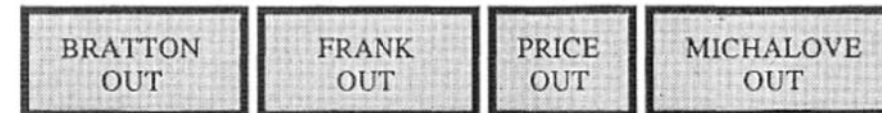
During their tenure, we have witnessed the following:

1. Personal income has decreased.
2. Property taxes are at an all time high. In 1990 these four council members voted for a 16% increase in personal property taxes.
3. In 1981 water was at the top of their list of priorities. In 1991 water remains at the top of their list.
4. Increased crime rate. Inadequate police protection due to massive annexation during the past 10 years.
5. Downtown development for bureaucrats instead of water, sewer, and streets for our citizens.
6. Fewer jobs for our residents. We have lost good sound industries such as Burlington, Sayles, Kellwood, Girmes and Stencil, not to mention 3000 jobs at Enka.
7. Enormous waste of city tax dollar and manpower within the fire department (i.e.: fire trucks being routed to fender benders, etc.).
8. Downtown parking fiasco. Millions of dollars wasted on unused parking decks.
9. Turmoil in the City School System. The only voice city residents have is through our vote for Asheville City Council.
10. Community favoritism. Certain communities have been ignored far too long while others have been given the royal treatment. This cannot be tolerated. All city areas are entitled to all city services.



VOTE OUT THE POLICY MAKERS OF THE 80'S.

THEY'VE BEEN IN CHARGE TOO LONG!

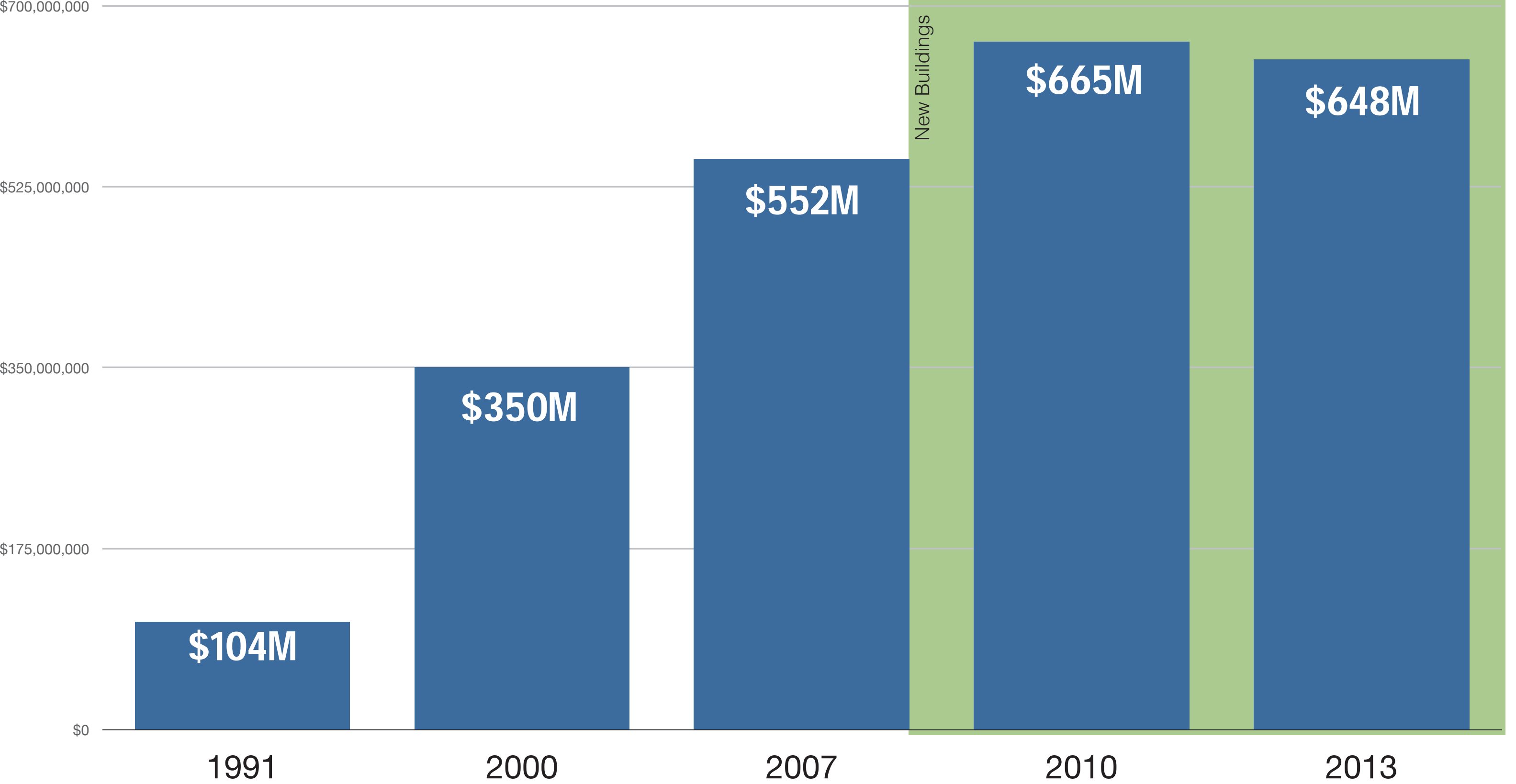


PAID FOR BY THE CITIZENS TO ELECT A NEW CITY GOVERNMENT

Asheville's de facto motto was:

“That will never work here - don't even try.”

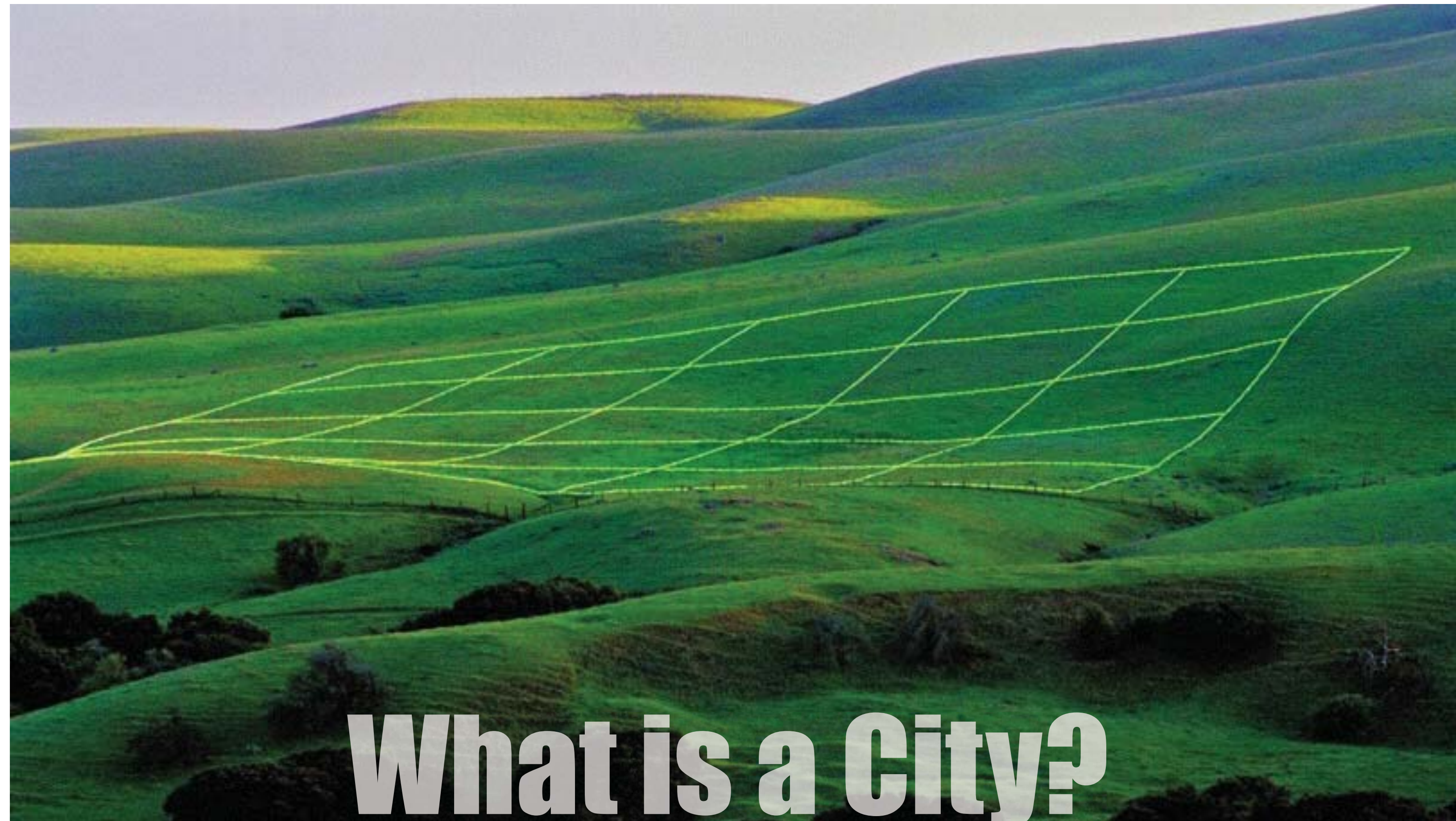
Asheville CBD Taxable Value





What is a City?

Photo: James Harrison



What is a City?



Incorporate (in'kôrpə,rāt)

VERB

Constitute (a company, city, or other organization) as a legal corporation.

Source: Oxford Dictionary



Asheville is

4x >

**In God we trust;
everyone else,
bring data.**

Mayor Michael Bloomberg



Land Production





For 40 years this building remained vacant..... its tax value in 1991 was just over **\$300,000**



Today the building is valued at over **\$11,000,000** an increase of over **3500%** in **15 years**

The lot is less than **1/5 acre**



Walmart



34.0 Acres
220,000 sf Building
\$20,000,000 Tax Value

Downtown



0.19 Acres
54,000 sf. Bld
\$11,000,000 Tax Value

My House



0.13 Acres
1 unit (2 people + 2 dogs)
\$232,000 Tax Value

Walmart



34.0 Acres
220,000 sf Building
\$20,000,000 Tax Value

Downtown



0.19 Acres
54,000 sf. Bld
\$11,000,000 Tax Value

My House



0.13 Acres
1 unit (2 people + 2 dogs)
\$232,000 Tax Value

Walmart



34.0 Acres
220,000 sf Building
\$20,000,000 Tax Value

Downtown



0.19 Acres
54,000 sf. Bld
\$11,000,000 Tax Value

My House



0.13 Acres
1 unit (2 people + 2 dogs)
\$232,000 Tax Value

Property Taxes/Acre

\$19,542

Walmart



34.0 Acres
220,000 sf Building
\$20,000,000 Tax Value

Property Taxes/Acre
\$6,500

Downtown



0.19 Acres
54,000 sf. Bld
\$11,000,000 Tax Value

My House



0.13 Acres
1 unit (2 people + 2 dogs)
\$232,000 Tax Value

Property Taxes/Acre
\$19,542

Walmart



34.0 Acres
220,000 sf Building
\$20,000,000 Tax Value

Property Taxes/Acre
\$6,500

Downtown



0.19 Acres
54,000 sf. Bld
\$11,000,000 Tax Value

Property Taxes/Acre
\$634,000

My House



0.13 Acres
1 unit (2 people + 2 dogs)
\$232,000 Tax Value

Property Taxes/Acre
\$19,542

Wheat



34.0 Acres
220,000 sf Building
\$20,000,000 Tax Value

Property Taxes/Acre
\$6,500

Cannabis



0.19 Acres
54,000 sf. Bld
\$11,000,000 Tax Value

Property Taxes/Acre
\$634,000

Soybeans



0.13 Acres
1 unit (2 people + 2 dogs)
\$232,000 Tax Value

Property Taxes/Acre
\$19,542

Property + Retail Sales Taxes

Retail Sales (average)

\$77,000,000



\$6,500 Total Property Taxes/Acre
\$3,300 to the City

Downtown



\$634,000 Total Property Taxes/Acre
\$330,000 to the City

Property + Retail Sales Taxes

Retail Sales (average)

\$77,000,000

\$0.0775 Sales Tax

of which...

27% returned to City

\$6,500 Total Property Taxes/Acre

\$3,300 to the City

Downtown



\$634,000 Total Property Taxes/Acre

\$330,000 to the City

Property + Retail Sales Taxes

Retail Sales (average)

\$77,000,000



\$6,500 Total Property Taxes/Acre
\$3,300 to the City

Downtown



\$634,000 Total Property Taxes/Acre
\$330,000 to the City

Property + Retail Sales Taxes



Asheville Walmart

Total Taxes/Acre to the City

\$50,800



Downtown

Property Taxes/Acre to the City

\$330,000

Property + Retail Sales Taxes



Asheville Walmart

Total Taxes/Acre to the City

\$50,800



Downtown

Total Taxes/Acre to the City

\$414,000

Jobs per Acre



200 jobs on 34.0 acres

5.9



14 jobs on 0.19 Acres

73.7

Urban³

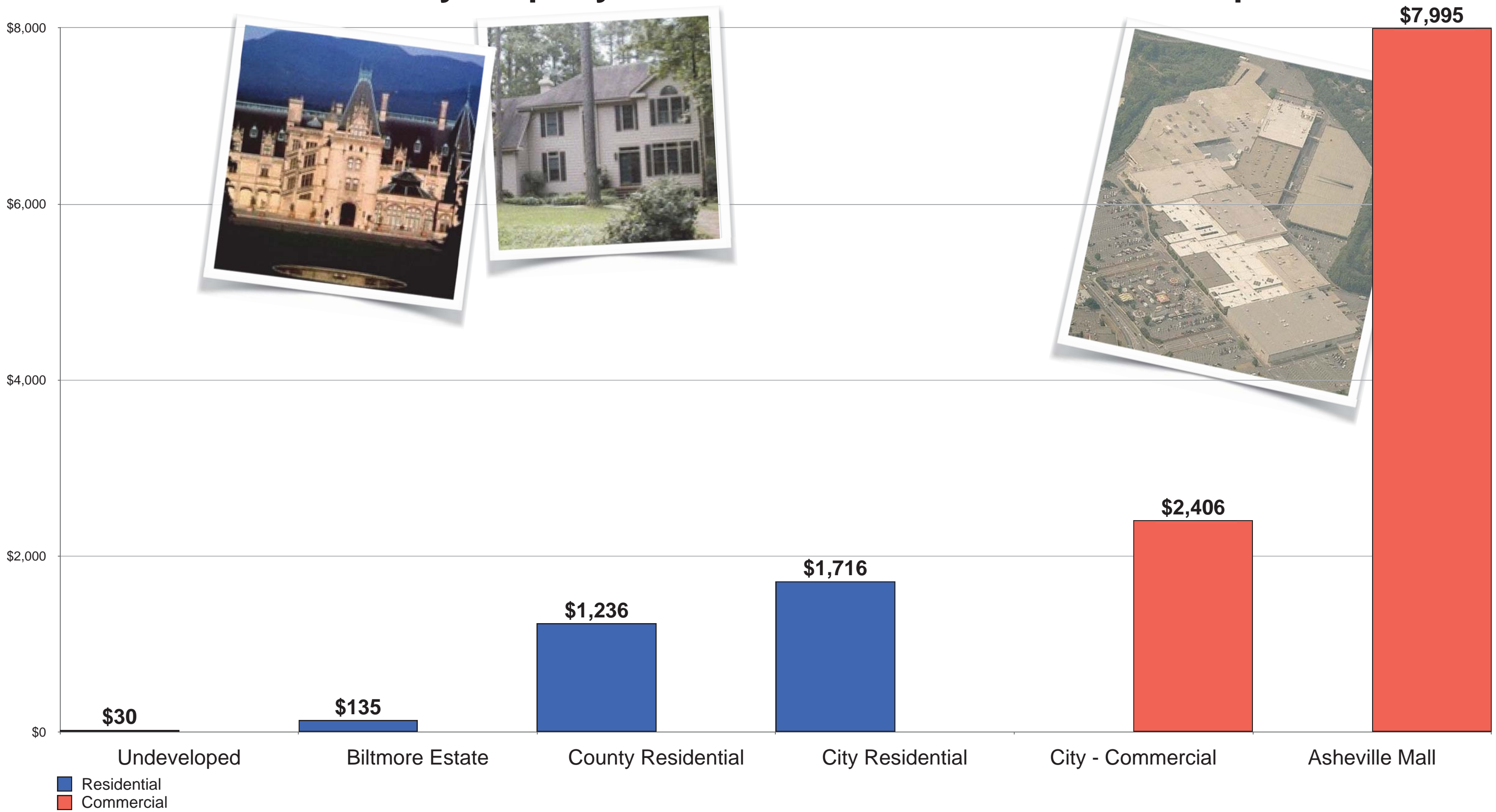


Land Consumed (Acres):	34.0	00.2
Total Property Taxes/Acre:	\$ 6,500	\$634,000
City Retail Taxes/Acre:	\$ 47,500	\$ 83,600
Residents per Acre:	0.0	90.0
Jobs per Acre:	5.9	73.7

Buncombe County Property Tax Revenue Profile: 2007 Tax Yield per Acre

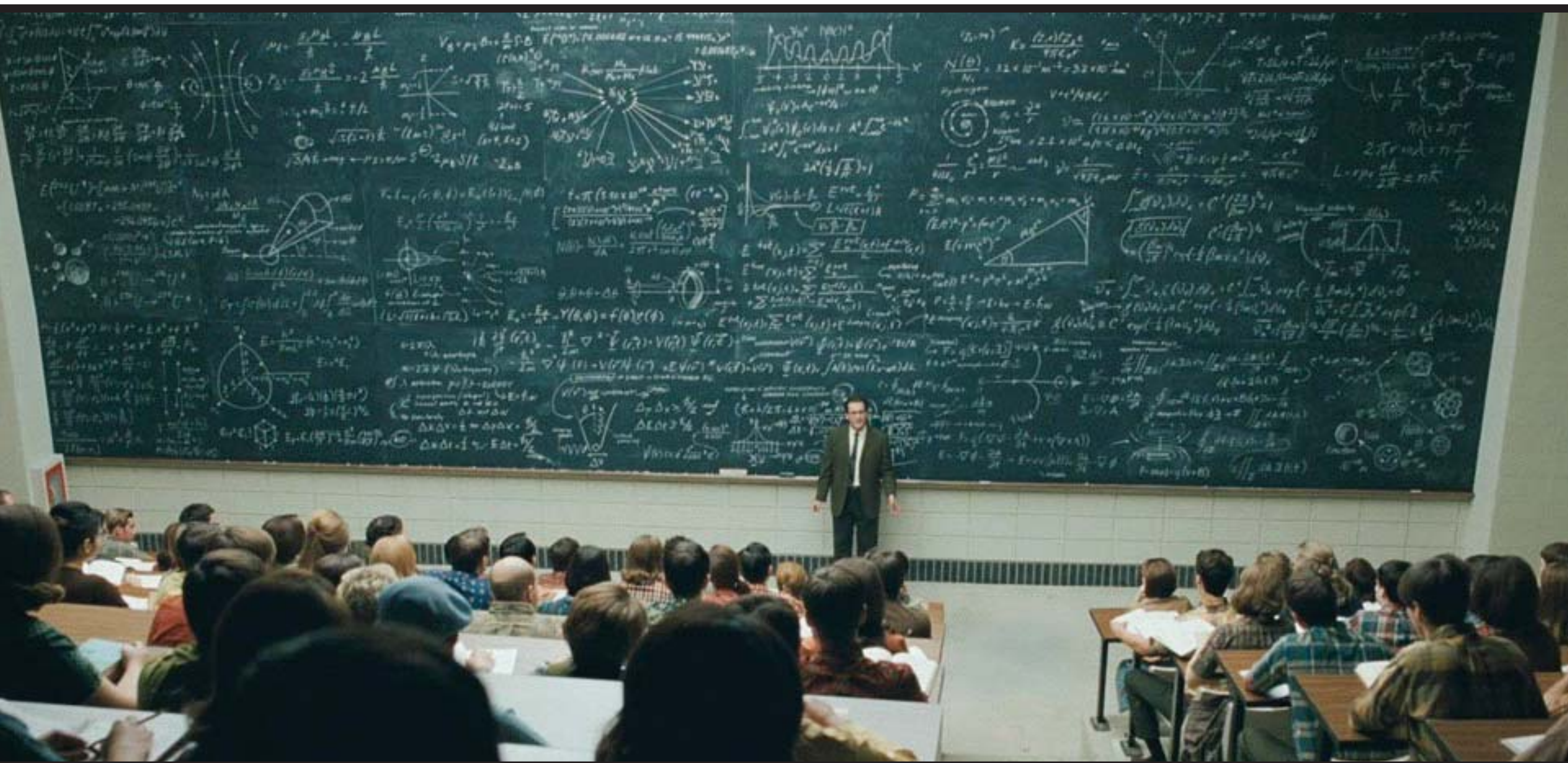


Buncombe County Property Tax Revenue Profile: 2007 Tax Yield per Acre



Buncombe County Property Tax Revenue Profile: 2007 Tax Yield per Acre





Scary Math

How do you compare cars?



Ford F150 Lariat LTD
648 miles per tank



Toyota Prius
571 miles per tank



1955 BMW Isetta
245 miles per tank



Rolls-Royce Phantom Drophead
380 miles per tank



Bugatti Veyron SS
390 miles per tank

How do you compare cars?



Ford F150 Lariat LTD
648 miles per tank



Toyota Prius
571 miles per tank



1955 BMW Isetta
245 miles per tank



Rolls-Royce Phantom Drophead
380 miles per tank



Bugatti Veyron SS
390 miles per tank

How do you compare cars?



Ford F150 Lariat LTD
13/18 mpg



Toyota Prius
51/48 mpg



1955 BMW Isetta
50/70 mpg



Rolls-Royce Phantom Drophead
11/18 mpg



Bugatti Veyron SS
8/14 mpg

How do you compare cars?



Ford F150 Lariat LTD
13/18 mpg



Toyota Prius
51/48 mpg



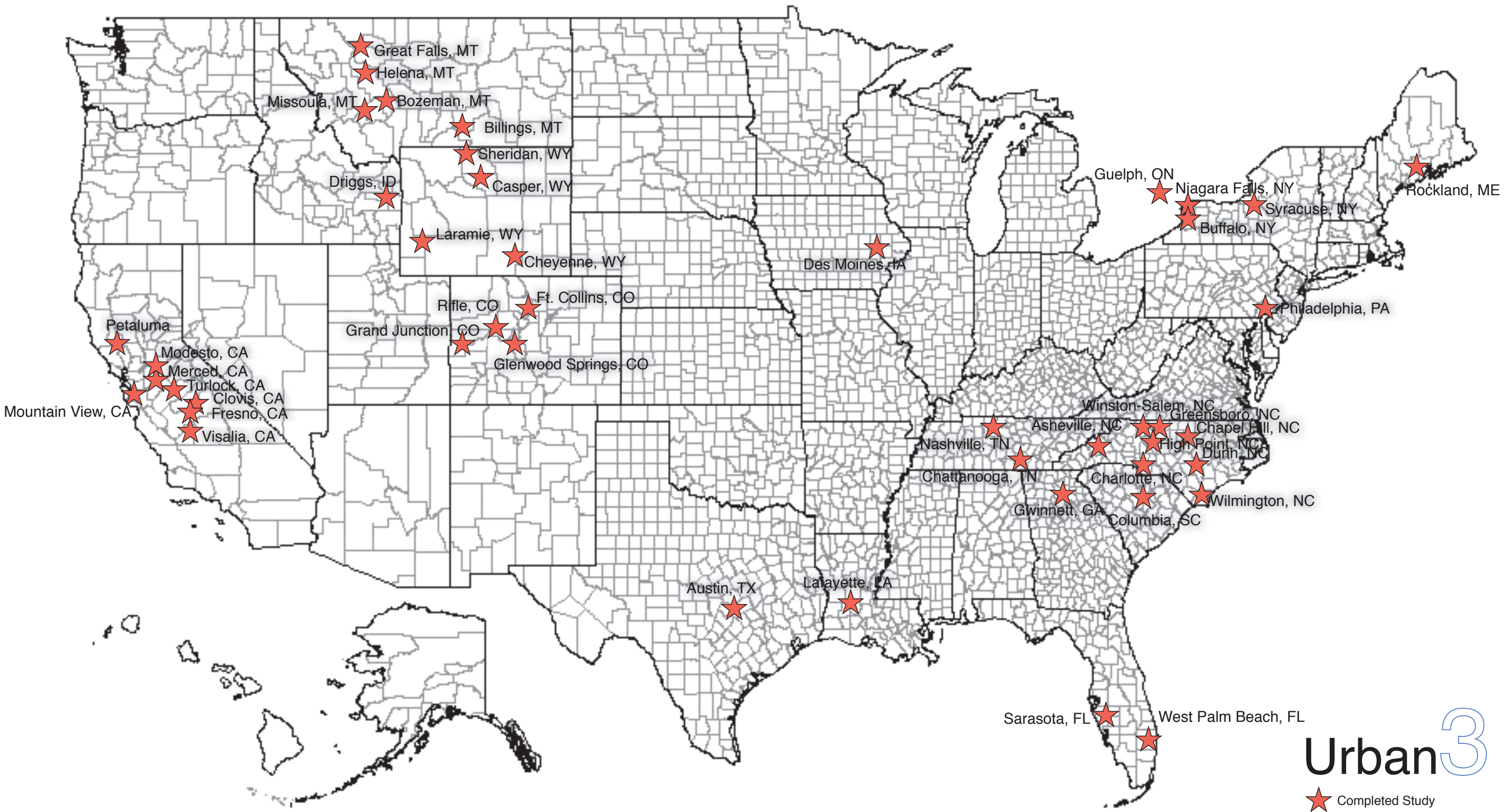
1955 BMW Isetta
50/70 mpg



Rolls-Royce Phantom Drophead
11/18 mpg



Bugatti Veyron SS
8/14 mpg

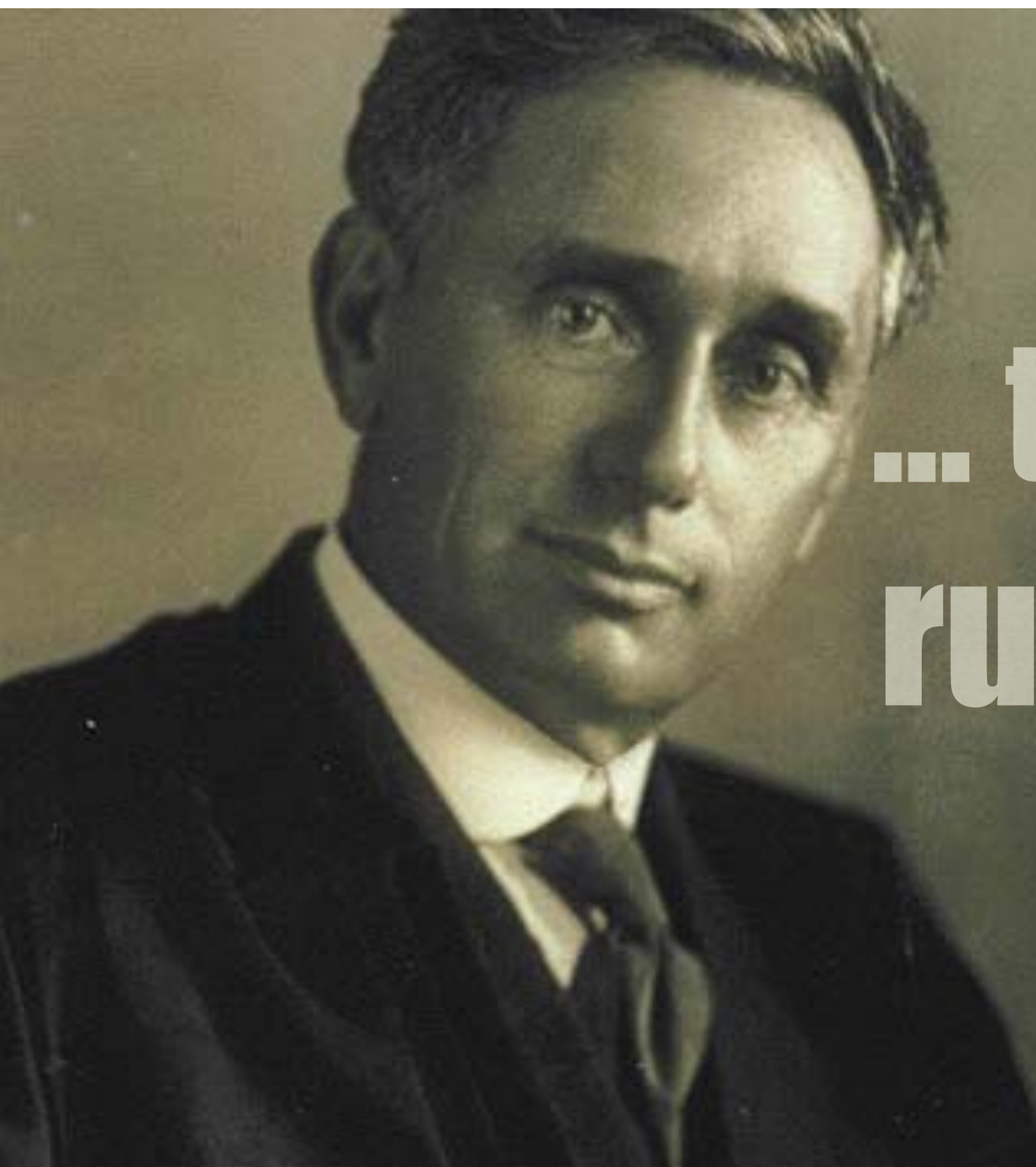


County Property Taxes/Acre

Ratio Difference of 42 City Sample Set, in 16 States (+ a Province)

- Residential
- Commercial
- Mixed-Use

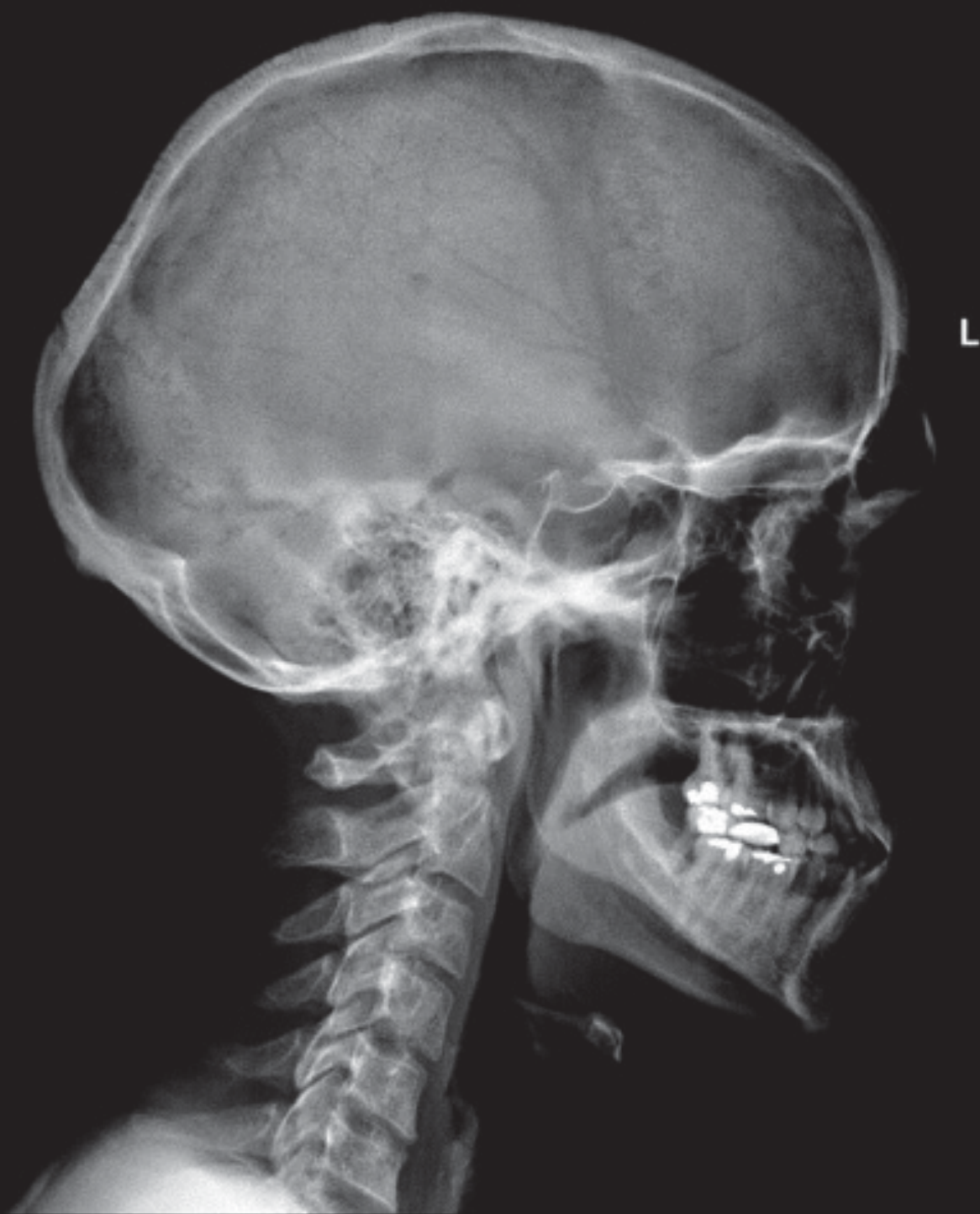




**... the relentless
rules of humble
arithmetic.**

Justice Louis Brandeis
"Other People's Money", 1914

Lossy



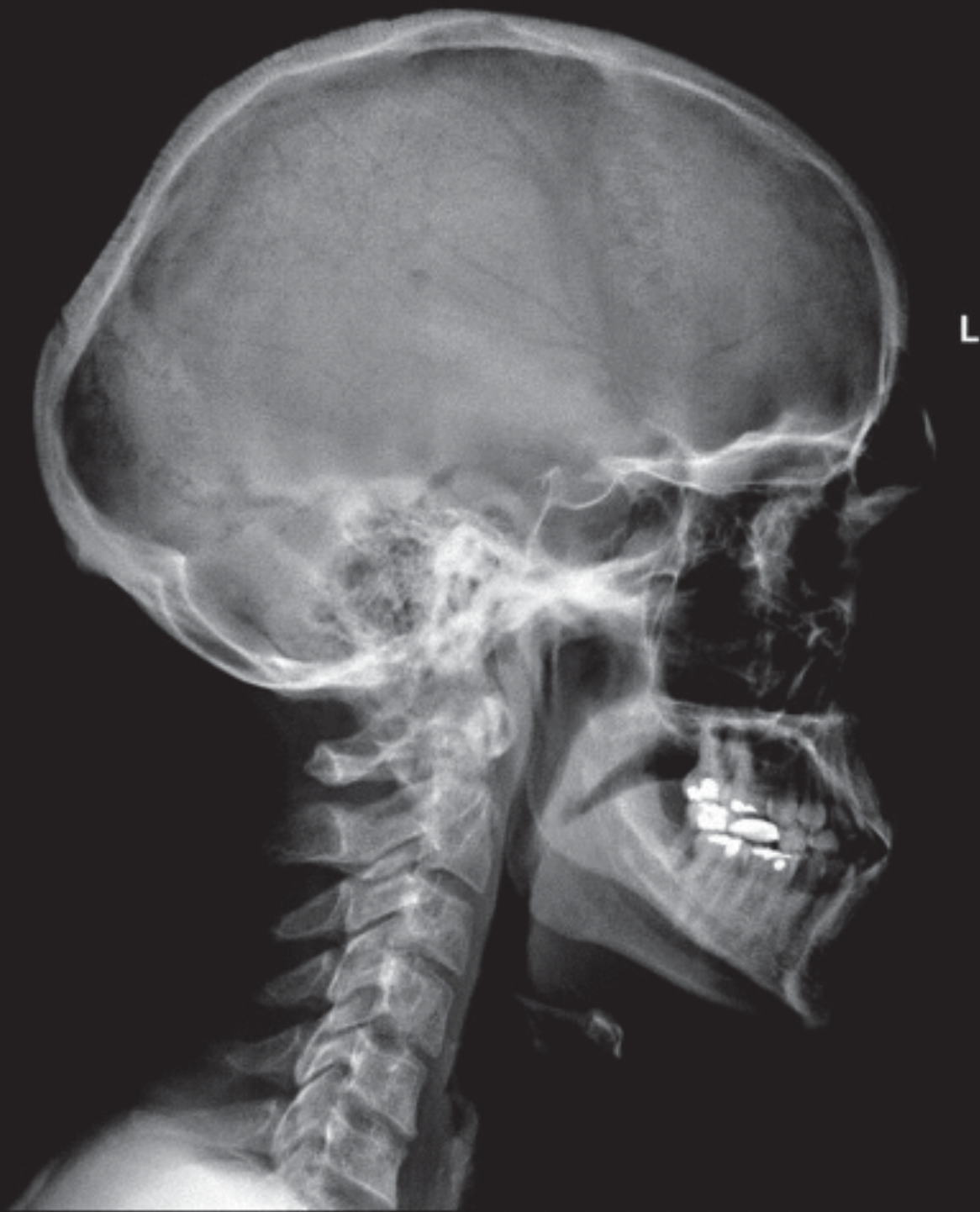
L



10 cm

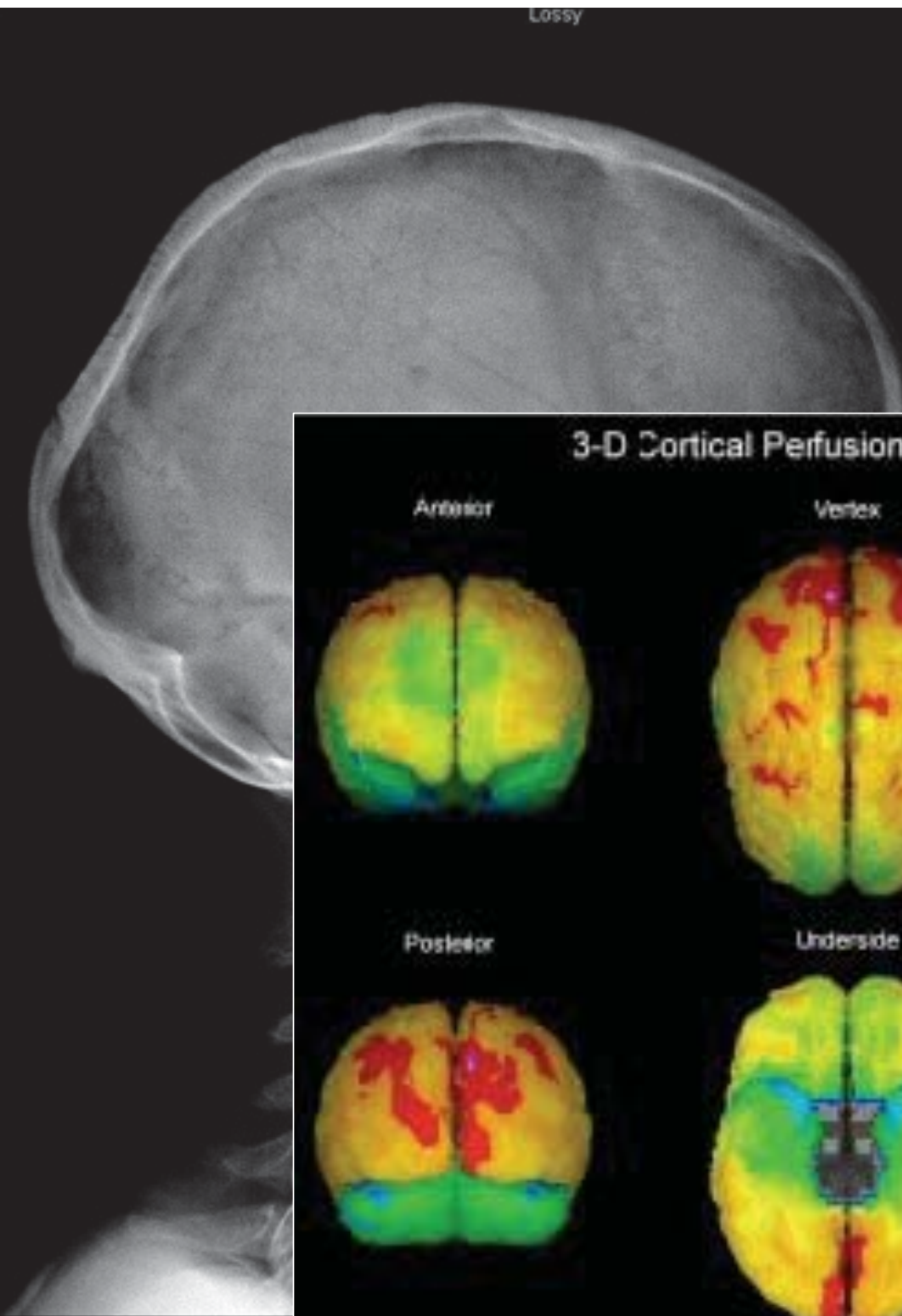
C 5701
W 2085

X-Ray

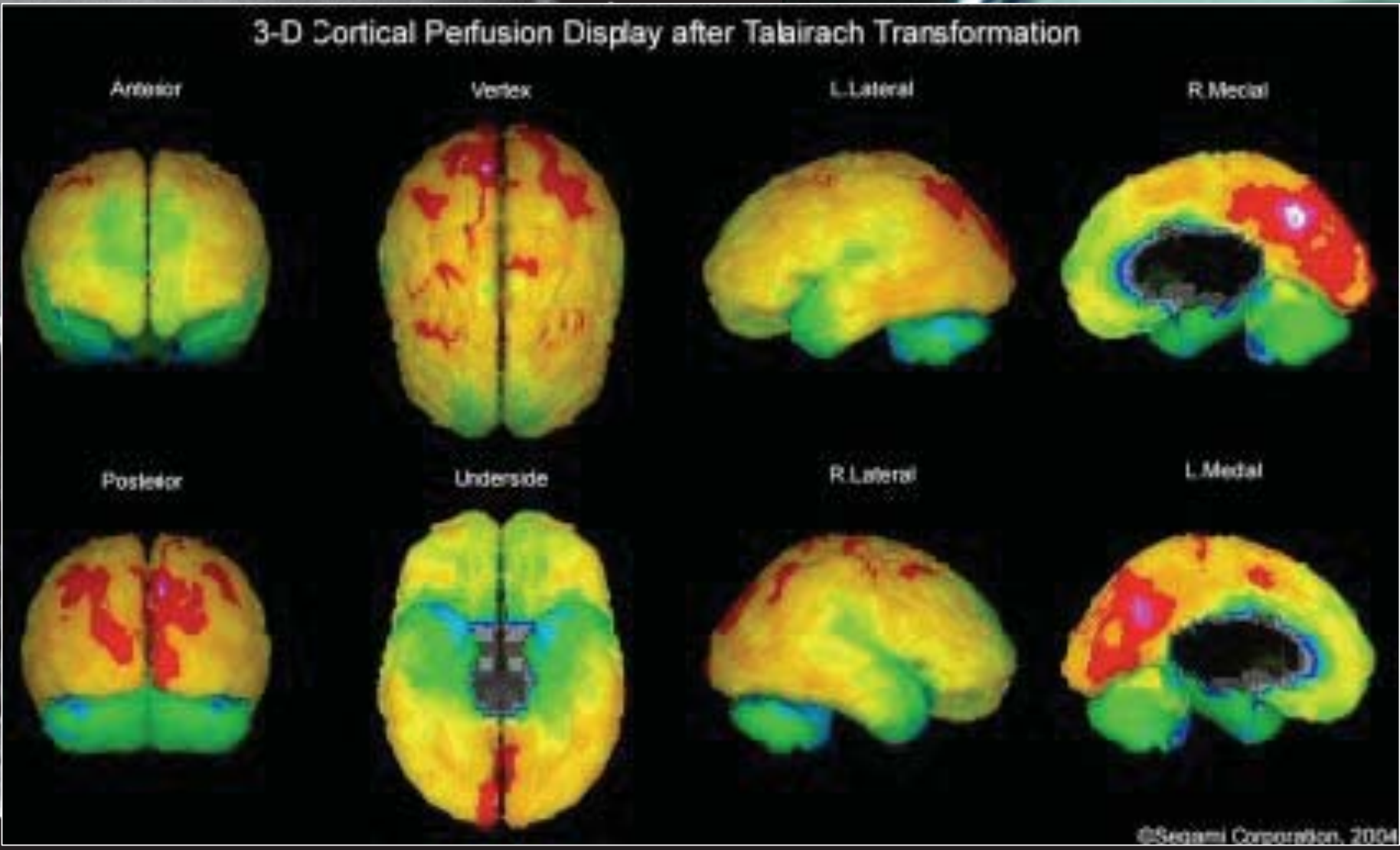


X-Ray

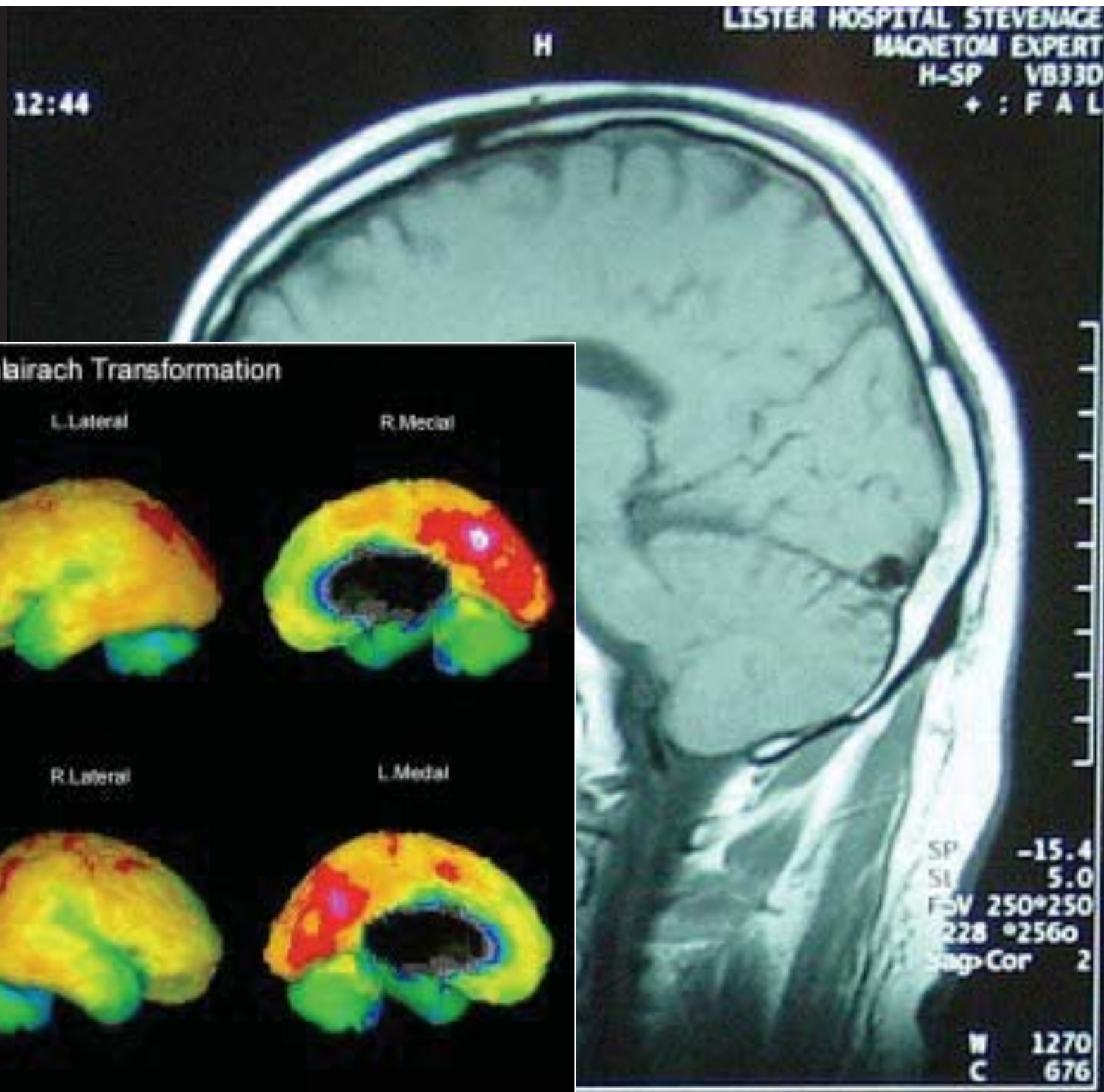
MRI



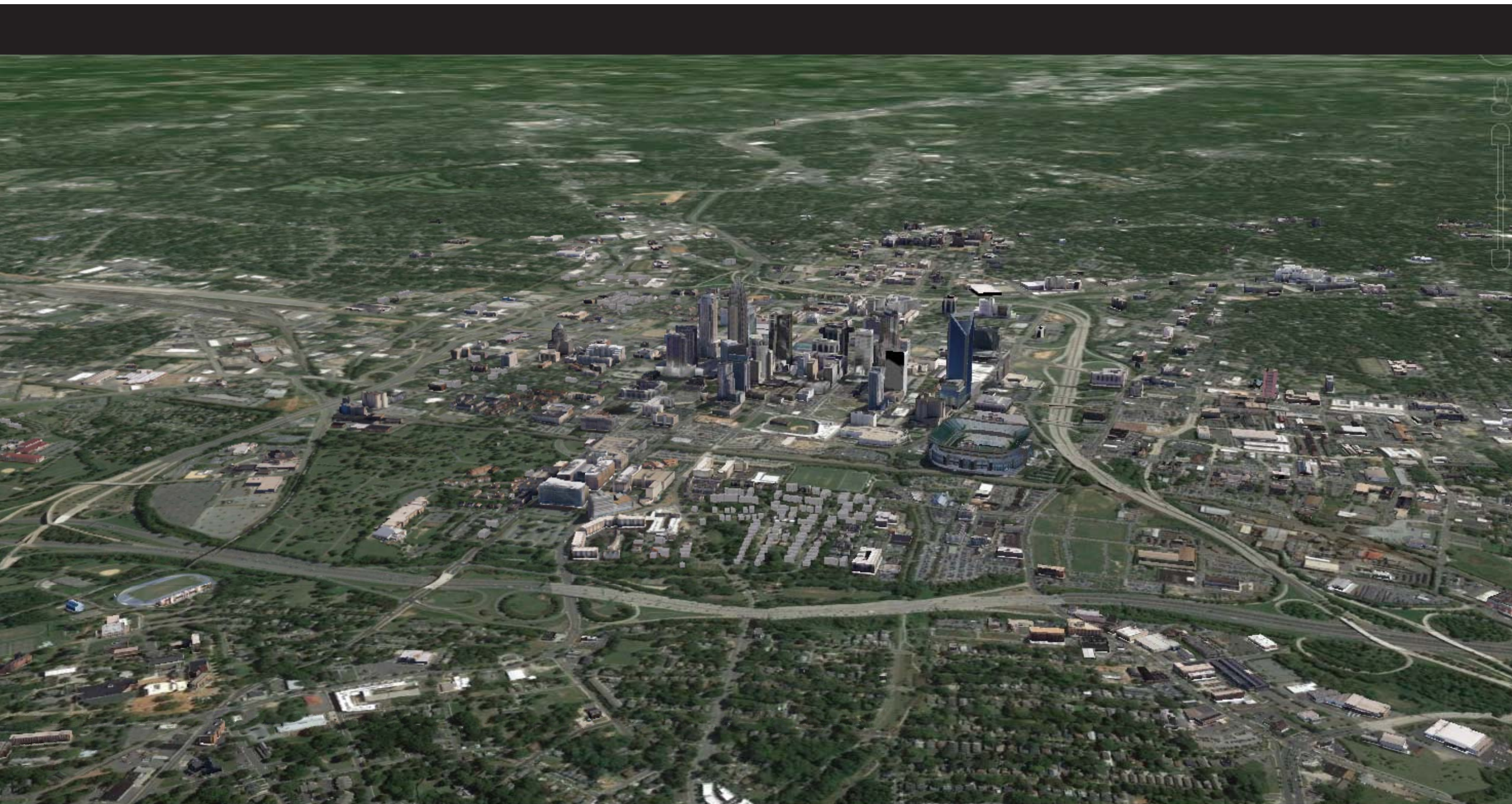
X-Ray

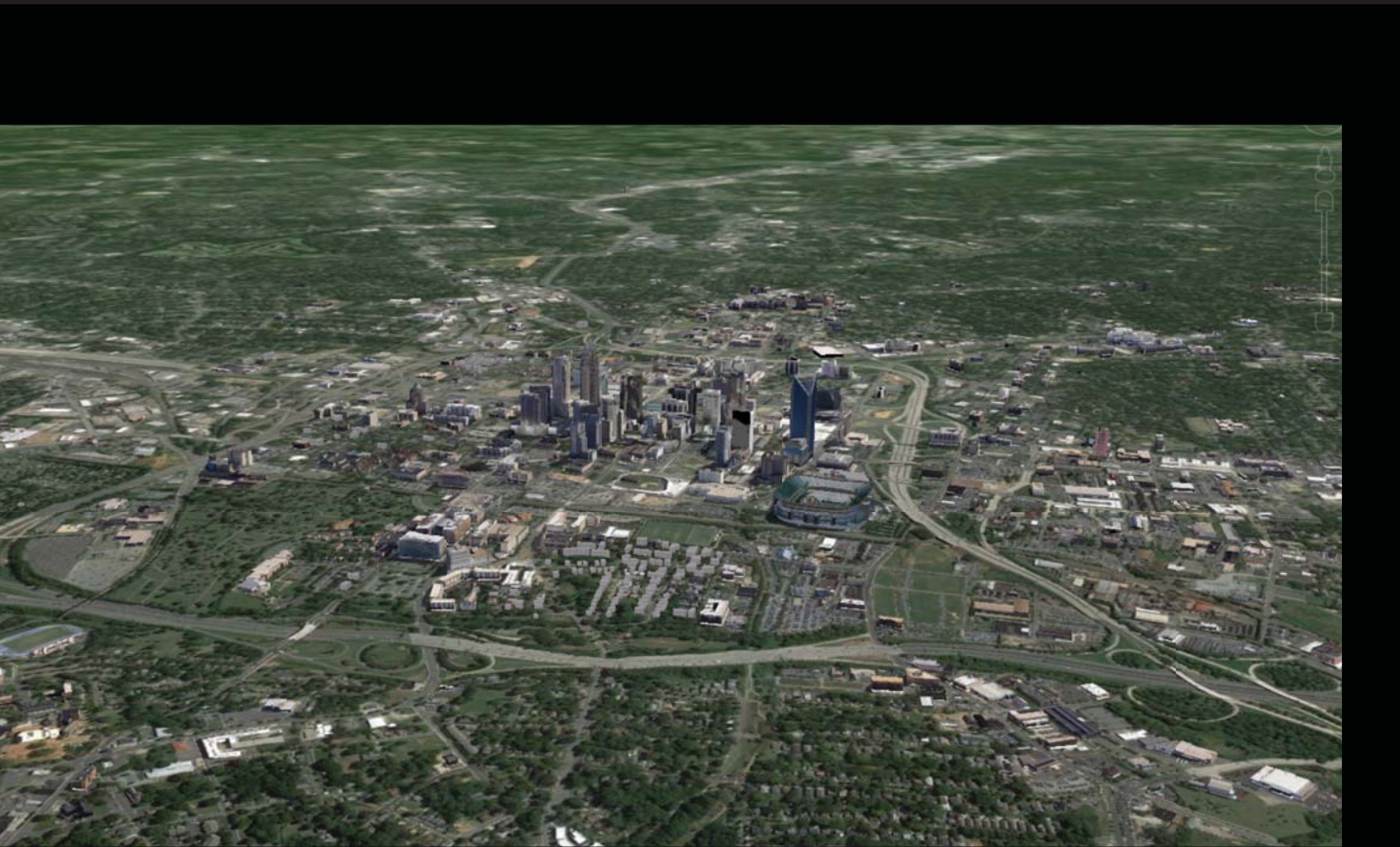


3D Neuro Imaging



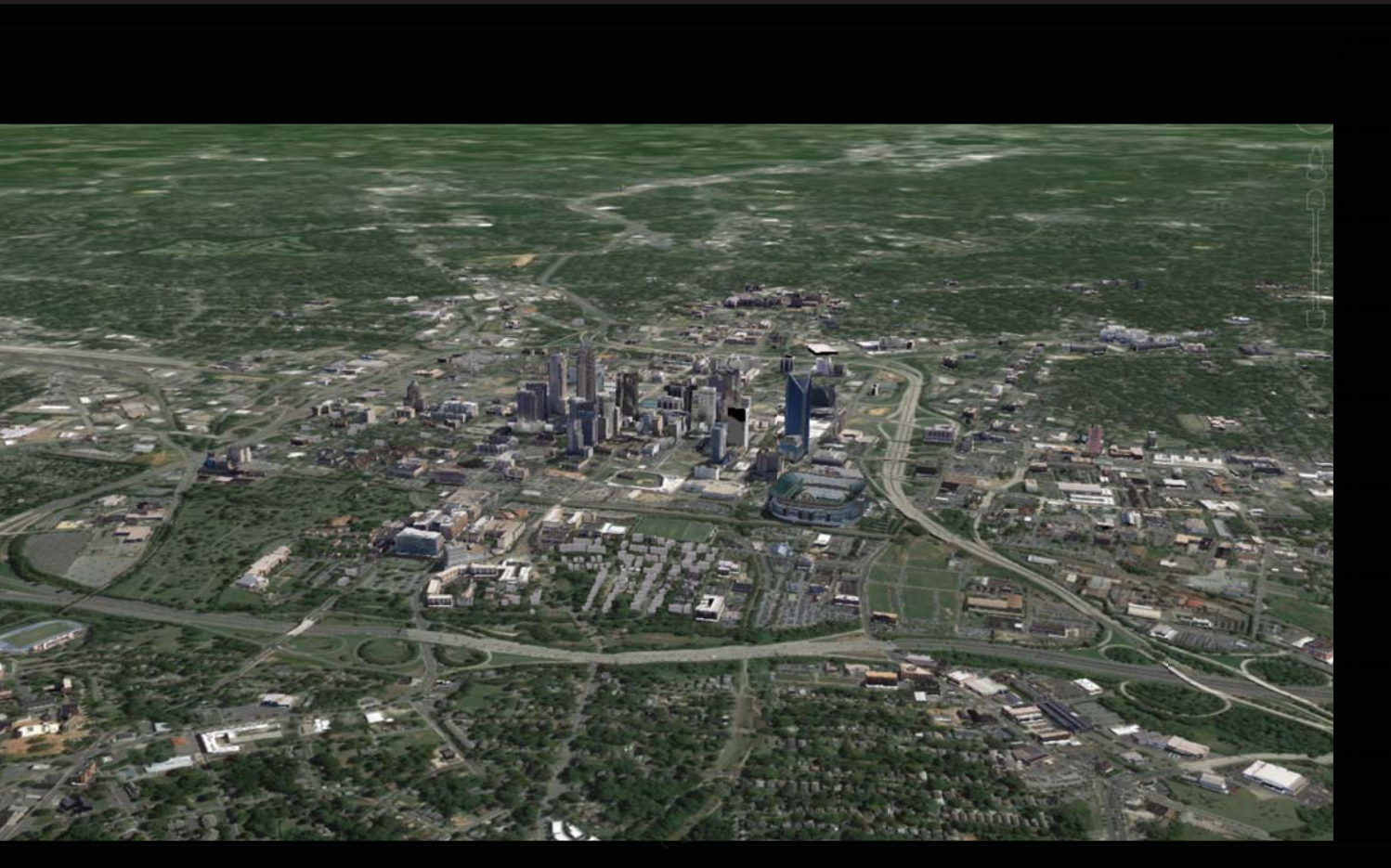
MRI





“...when you least expect it, you see a crack open and a different city appear.”

Italo Calvino
Invisible City



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Invisible City



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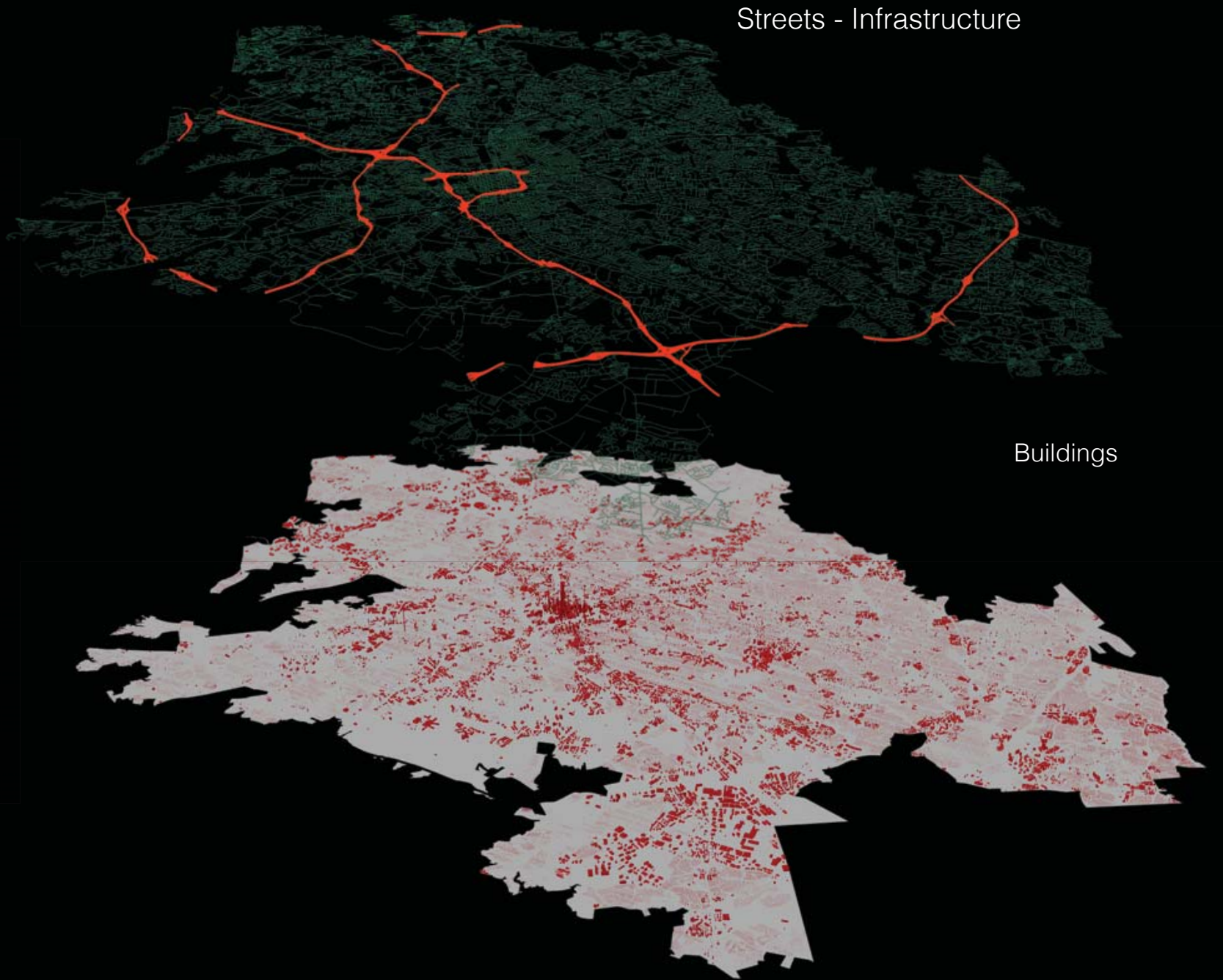
Italo Calvino
Invisible City



Streets - Infrastructure

“...when you least expect it, you see a crack open and a different city appear.”

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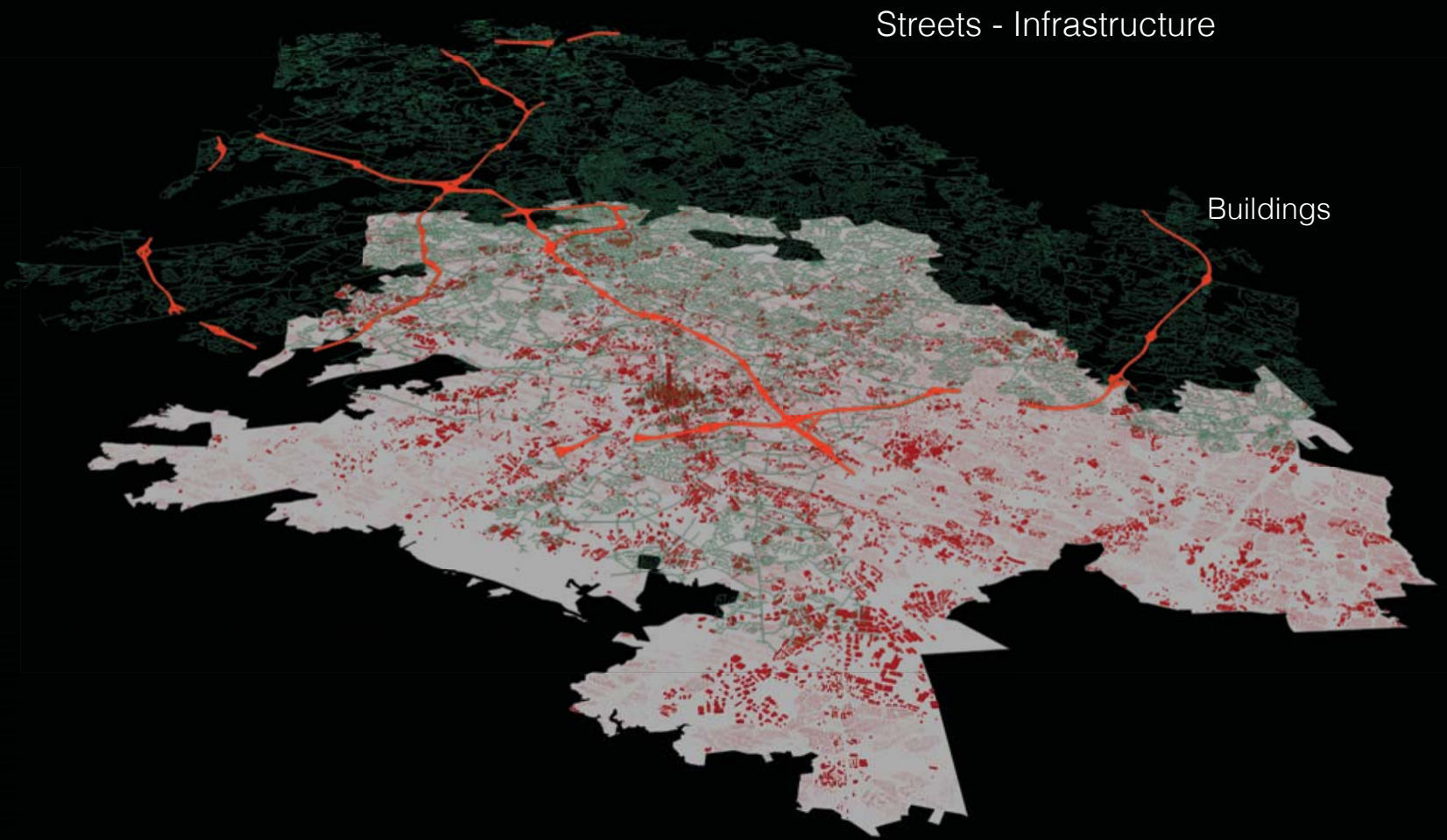


Streets - Infrastructure

Buildings

"...when you least expect it, you see a crack open and a different city appear."

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Invisible City

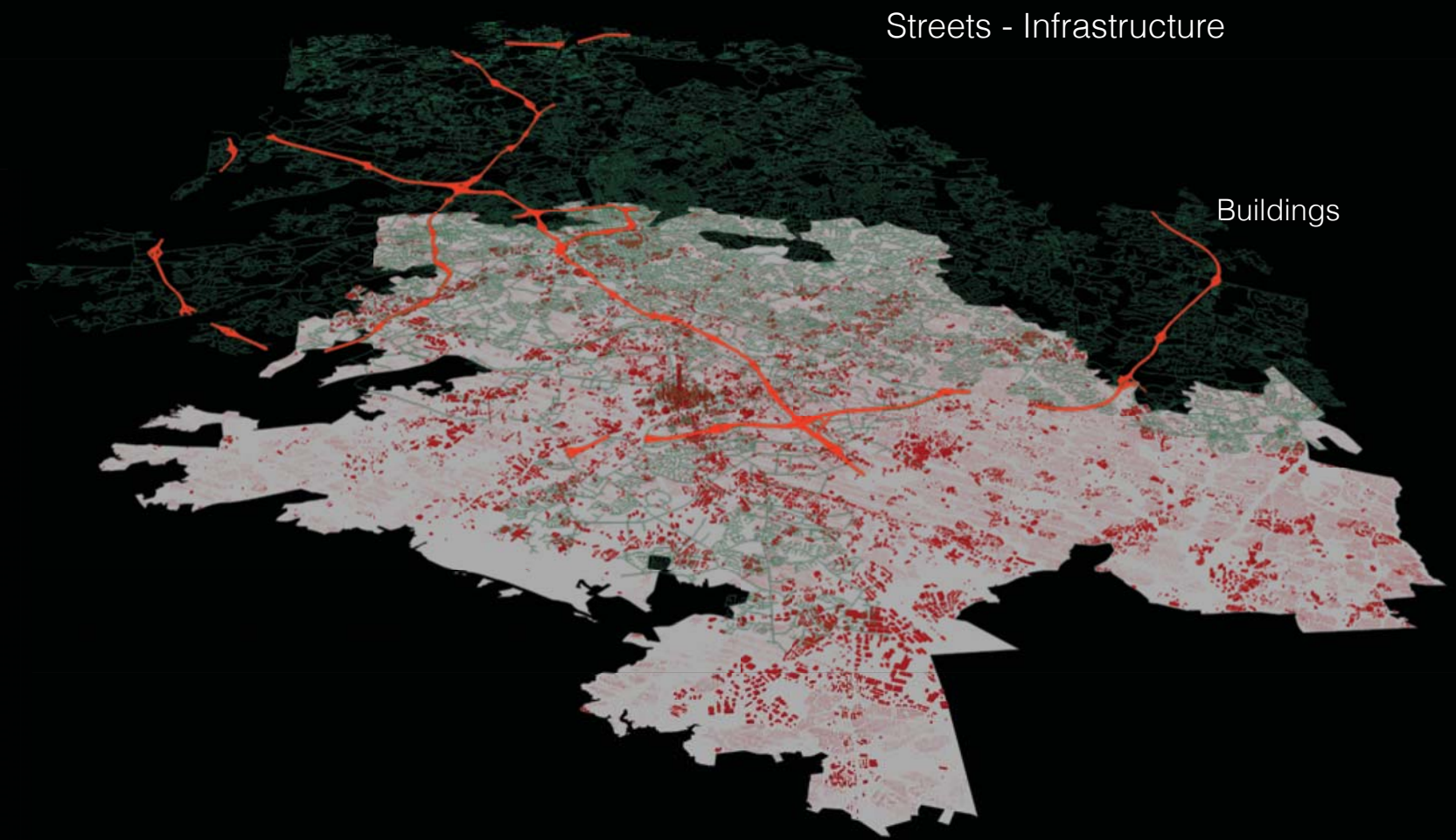


Streets - Infrastructure

Buildings

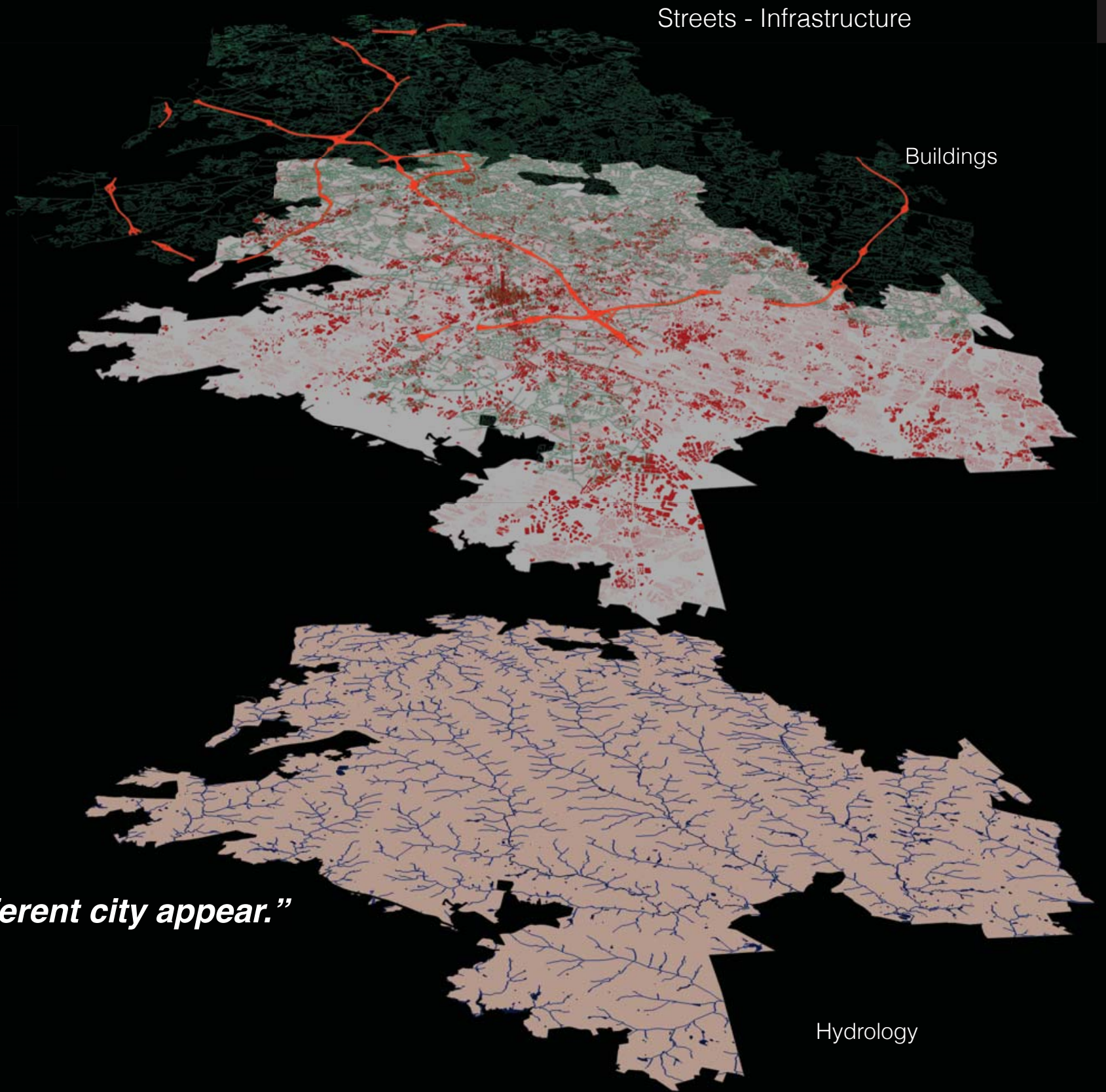
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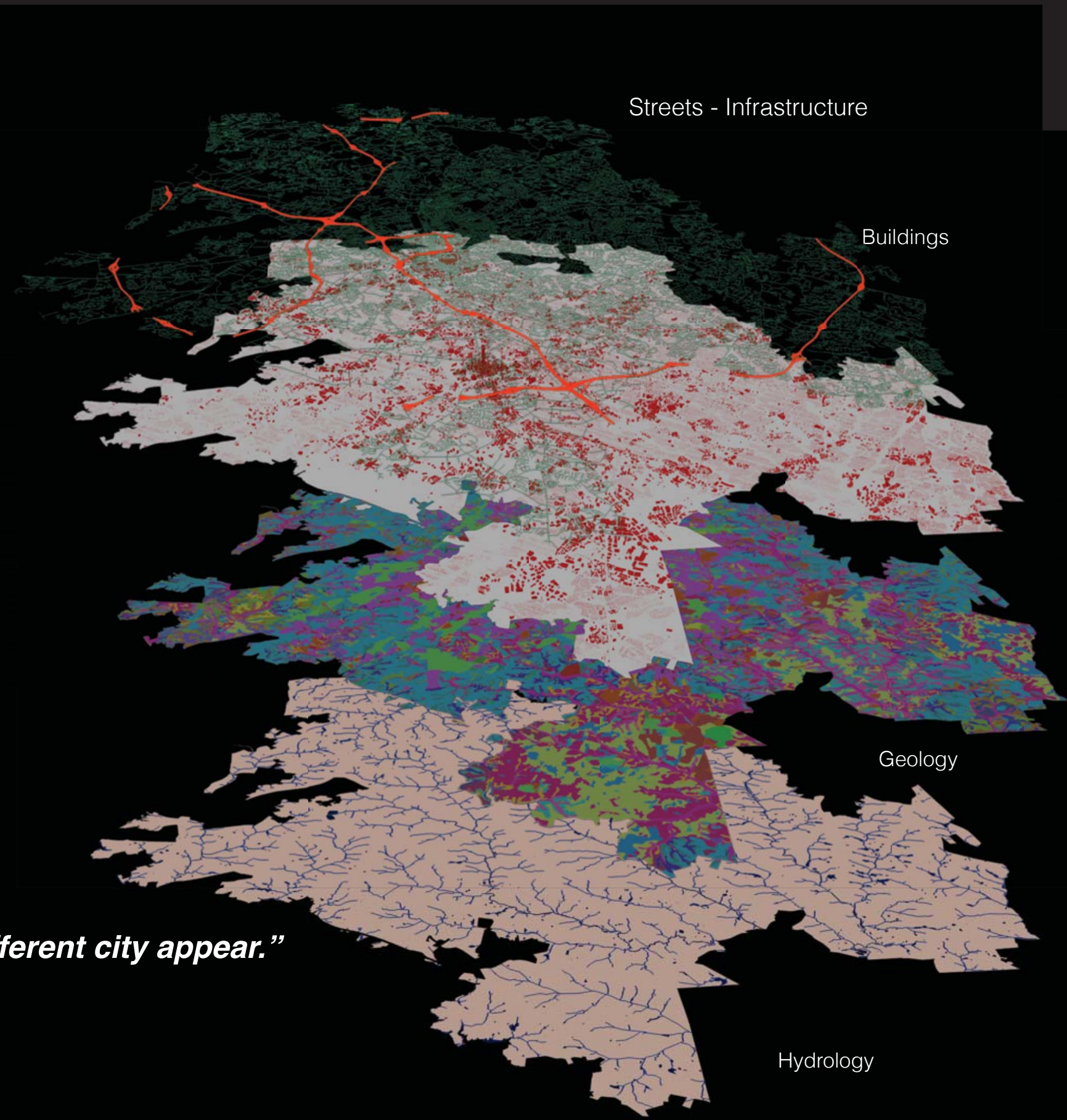
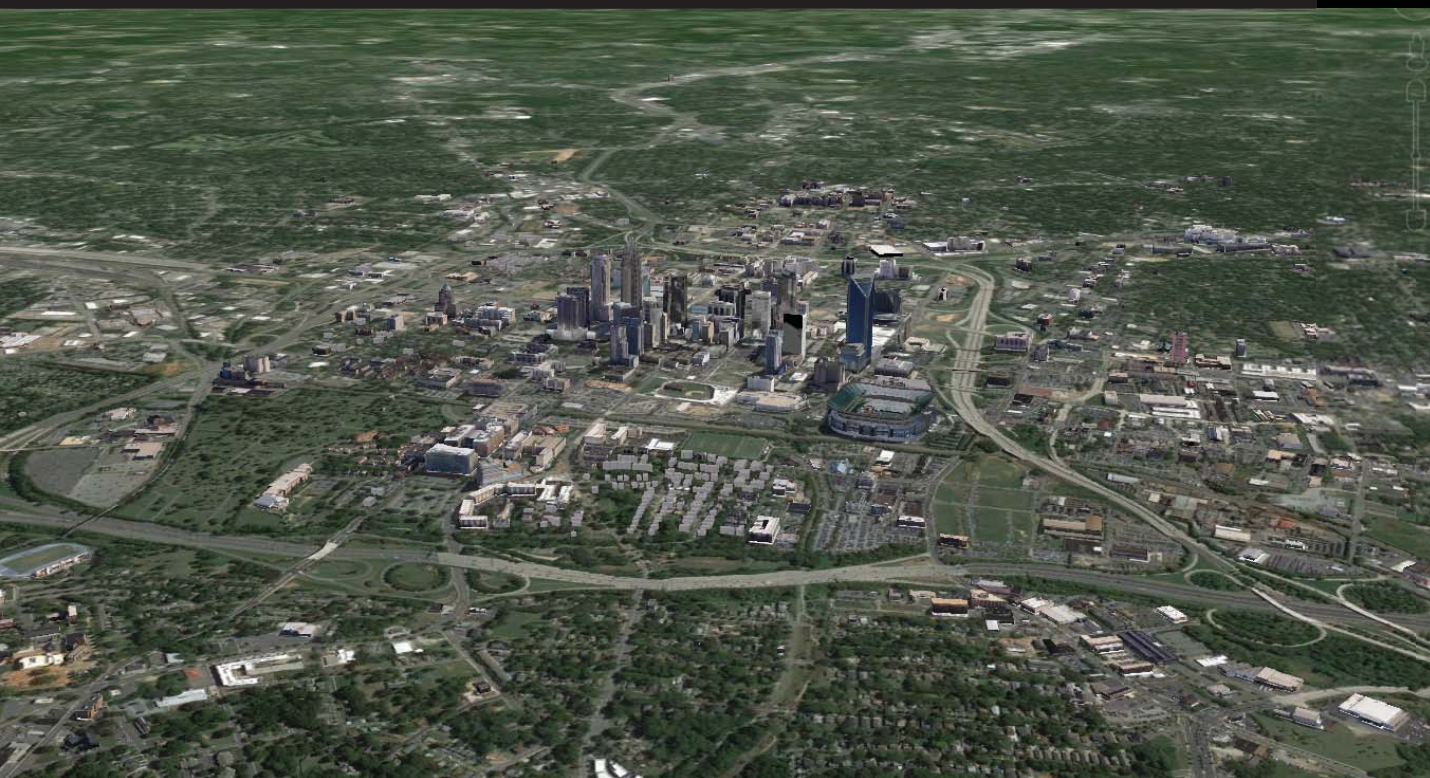
Streets - Infrastructure

Buildings

Hydrology

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Italo Calvino
Invisible City



Streets - Infrastructure

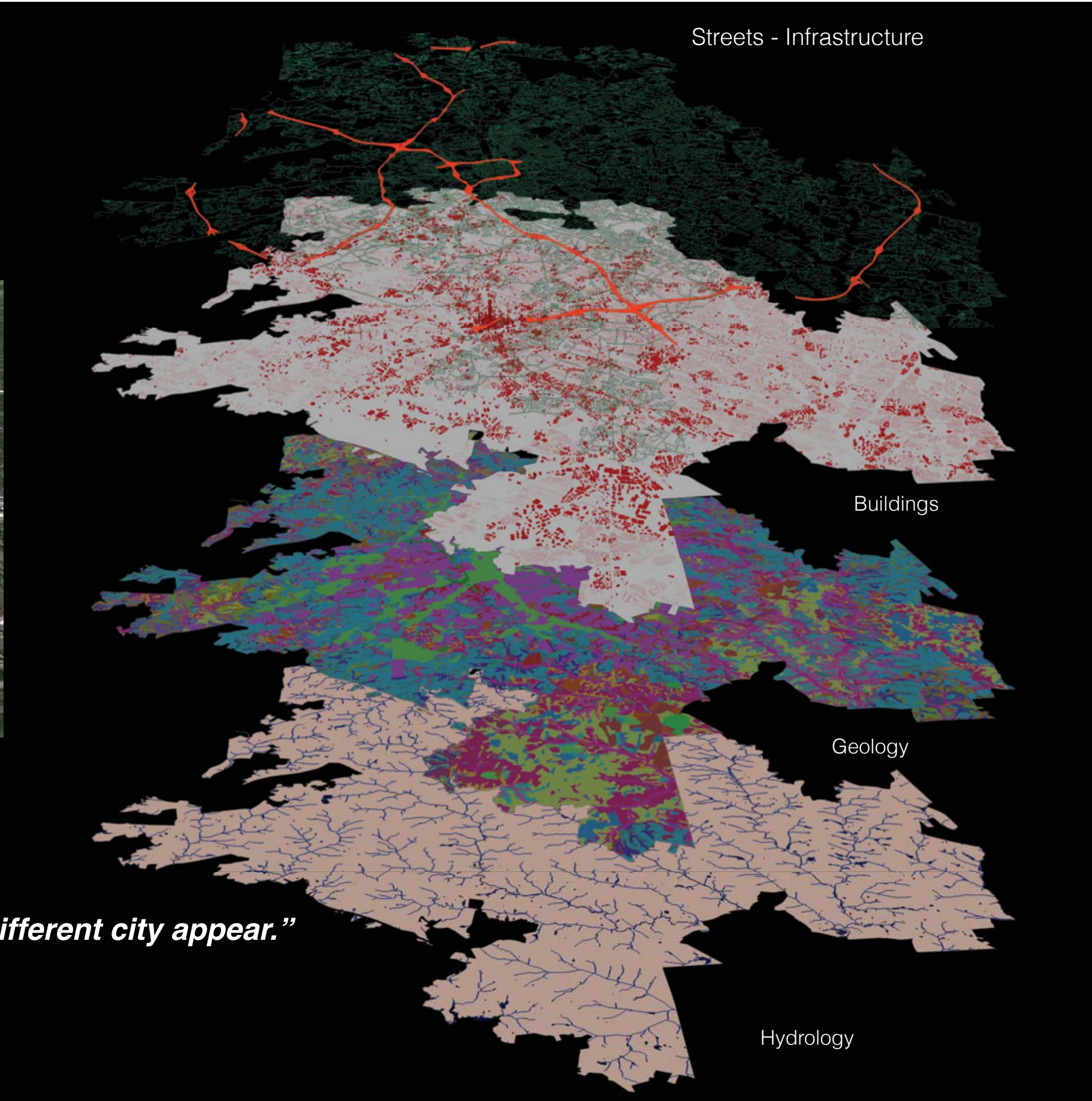
Buildings

Geology

Hydrology

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Streets - Infrastructure

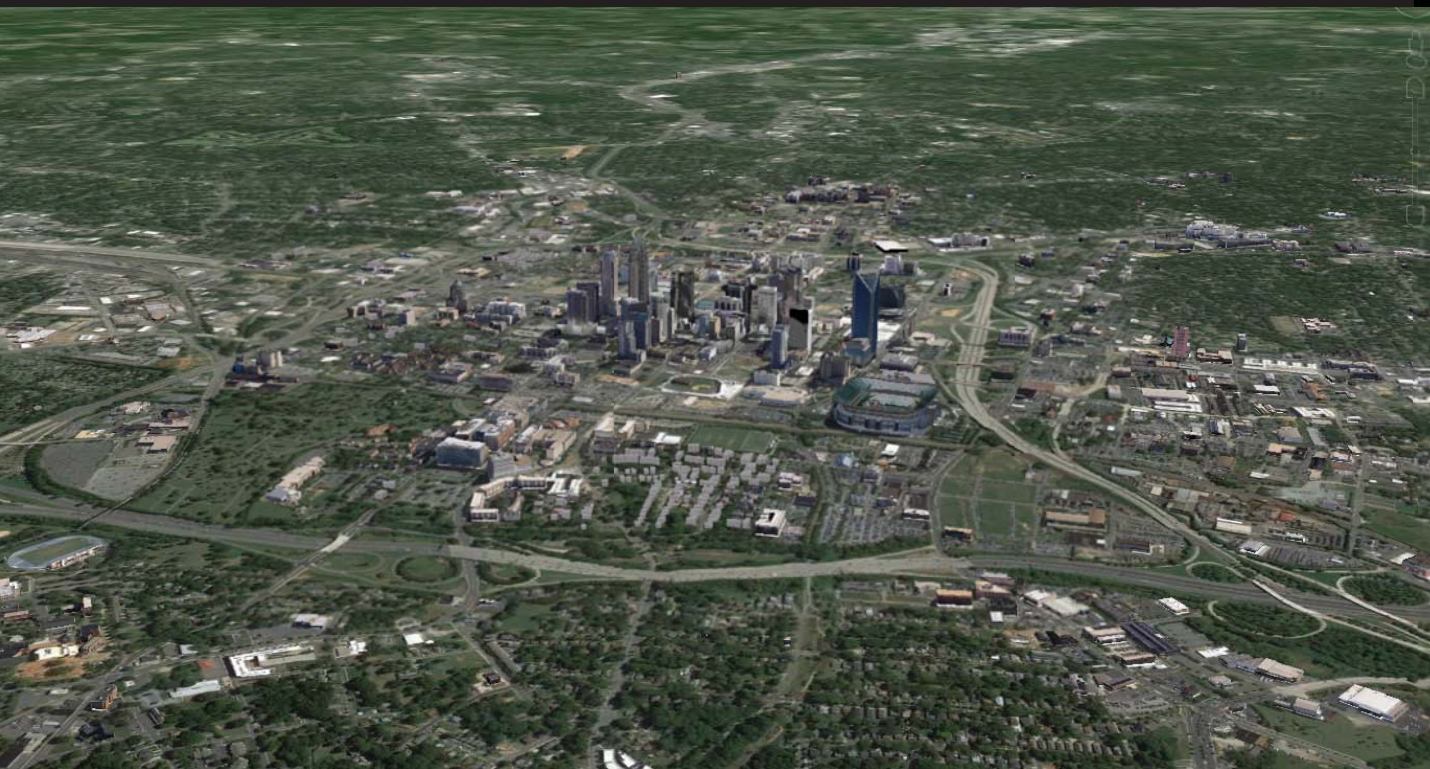
Buildings

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Streets - Infrastructure

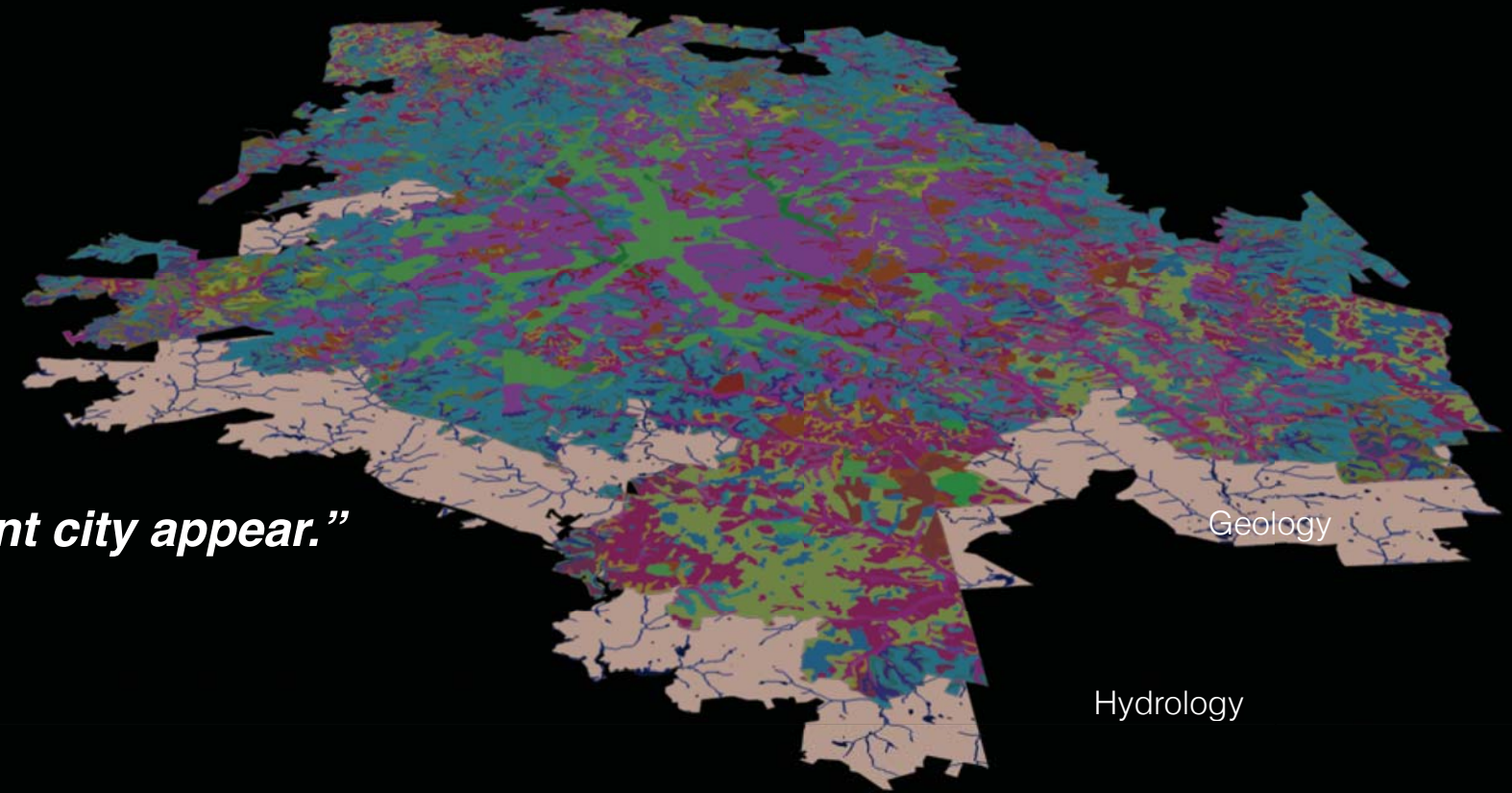
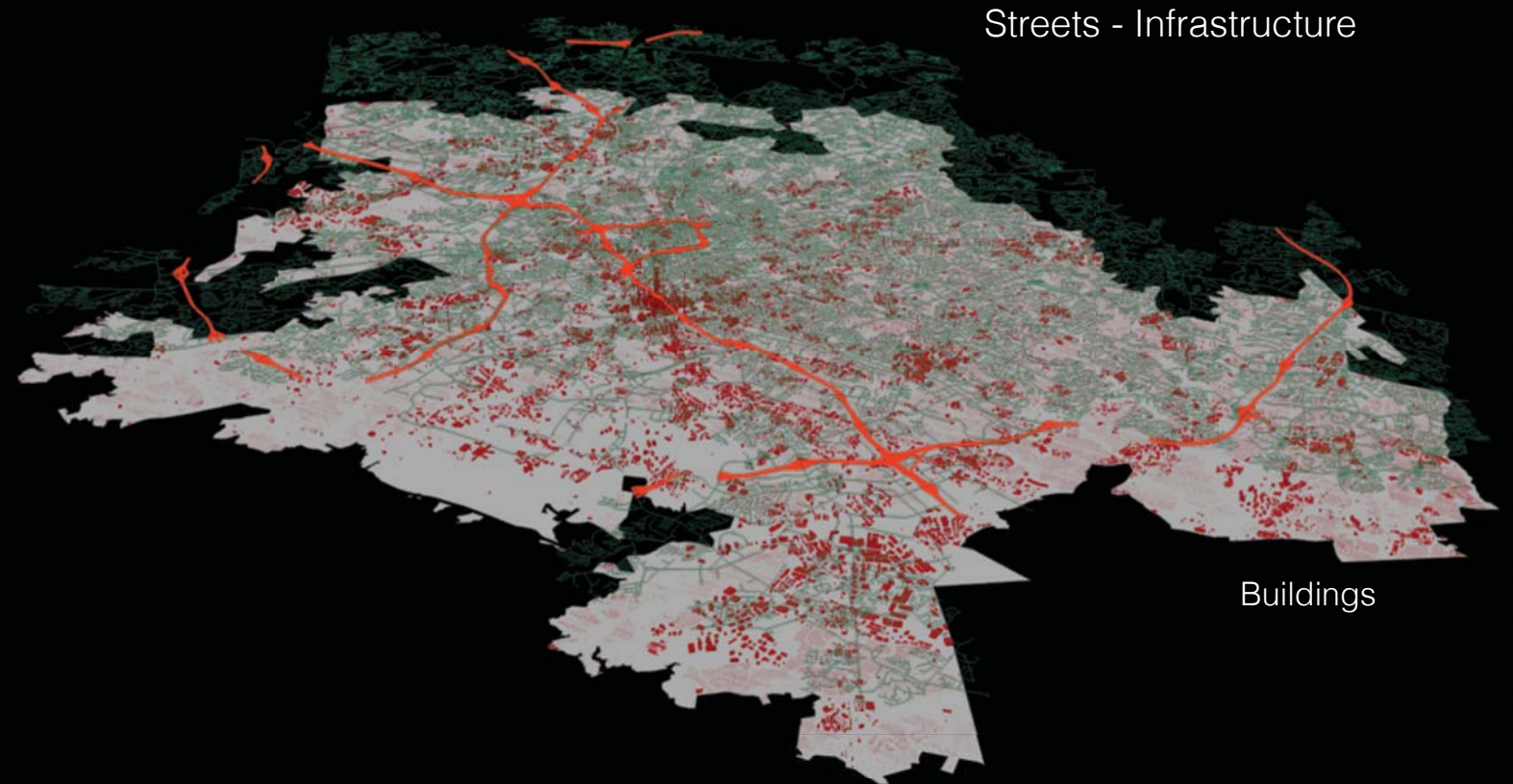
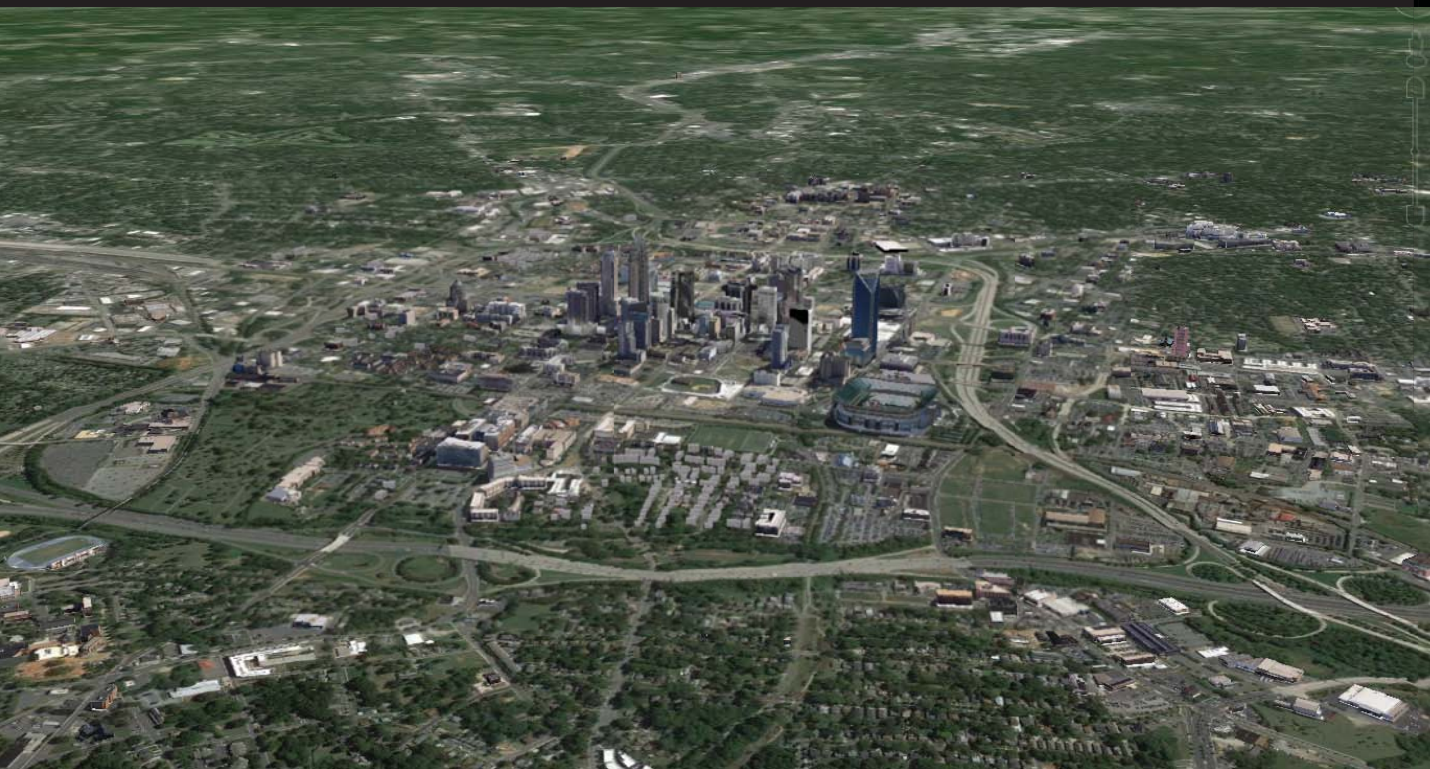
Buildings

Geology

Hydrology

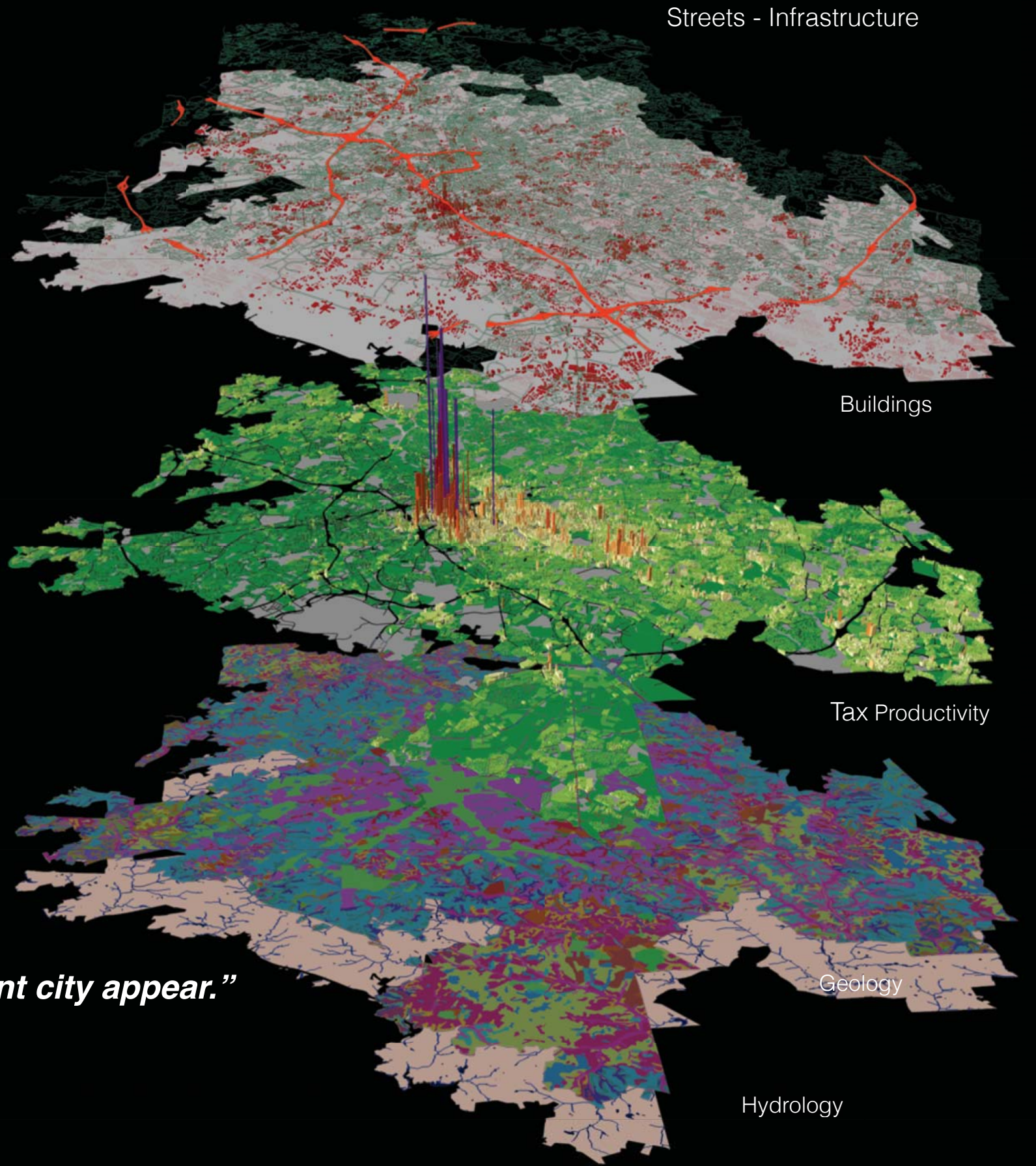
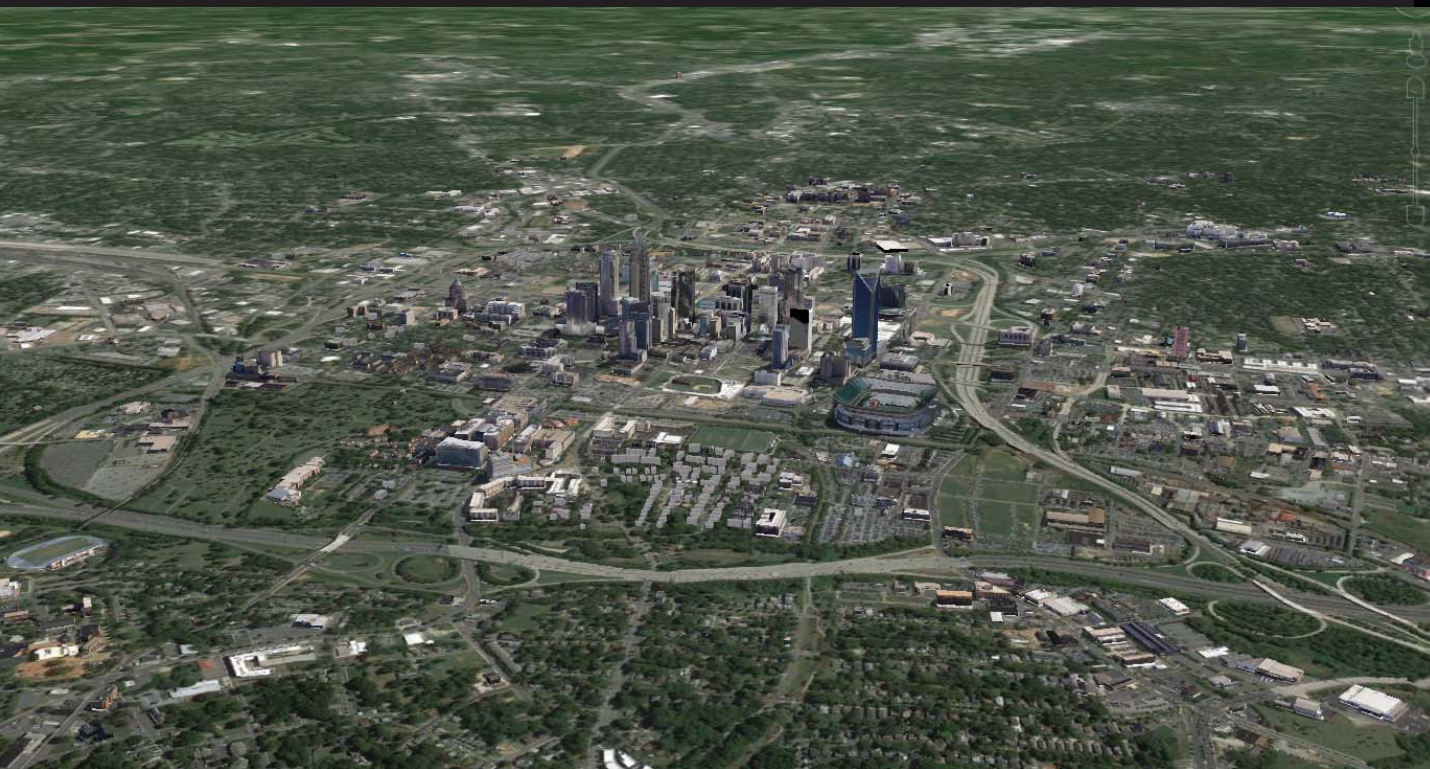
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Invisible City



Streets - Infrastructure

Buildings

Tax Productivity

Geology

Hydrology

"...when you least expect it, you see a crack open and a different city appear."

Italo Calvino
Invisible City

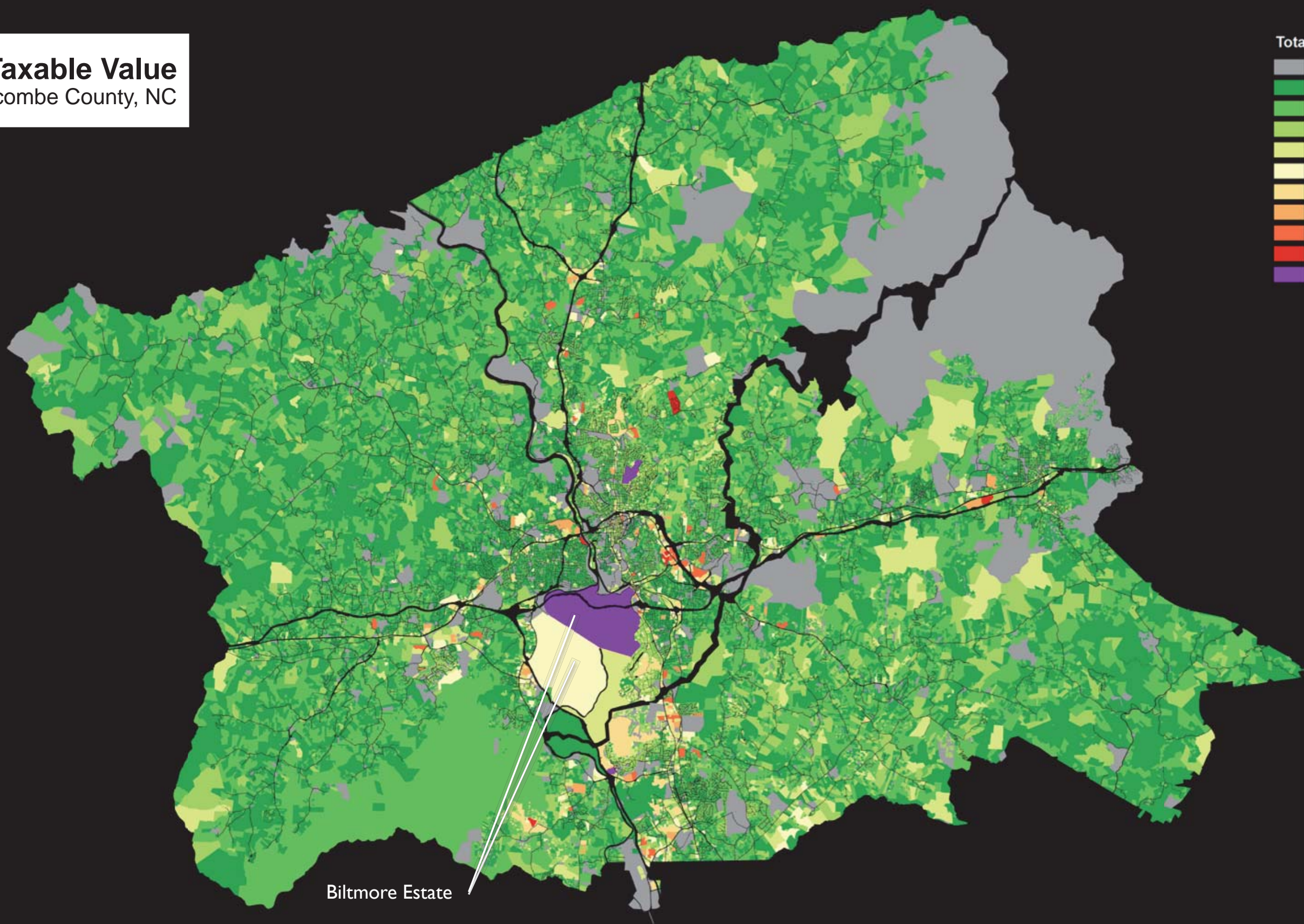
What are the numbers for Buncombe County?



Total Taxable Value

Buncombe County, NC

Total Tax Value (\$)



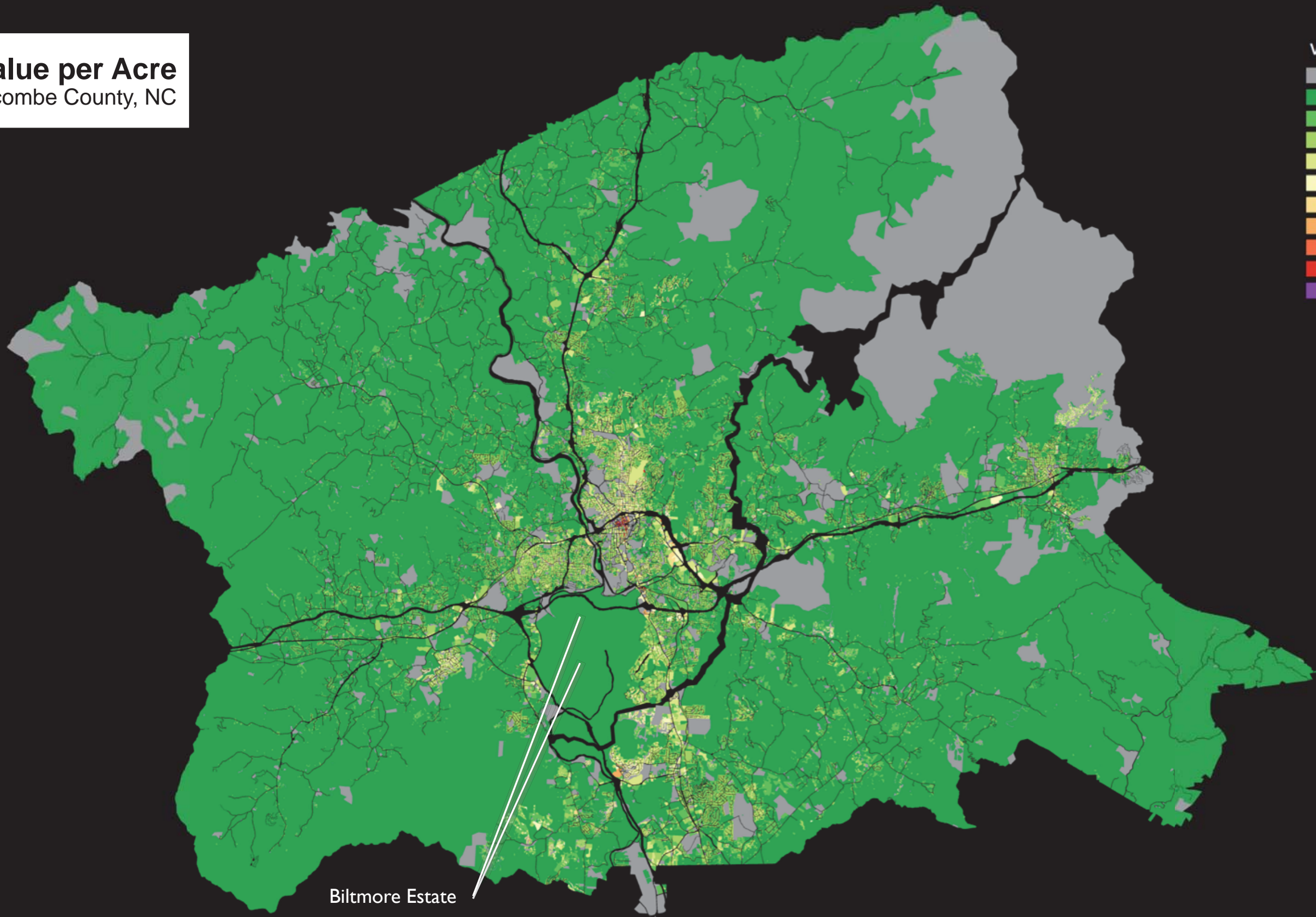
Biltmore Estate

Taxable Value per Acre

Buncombe County, NC

Value per Acre (\$)

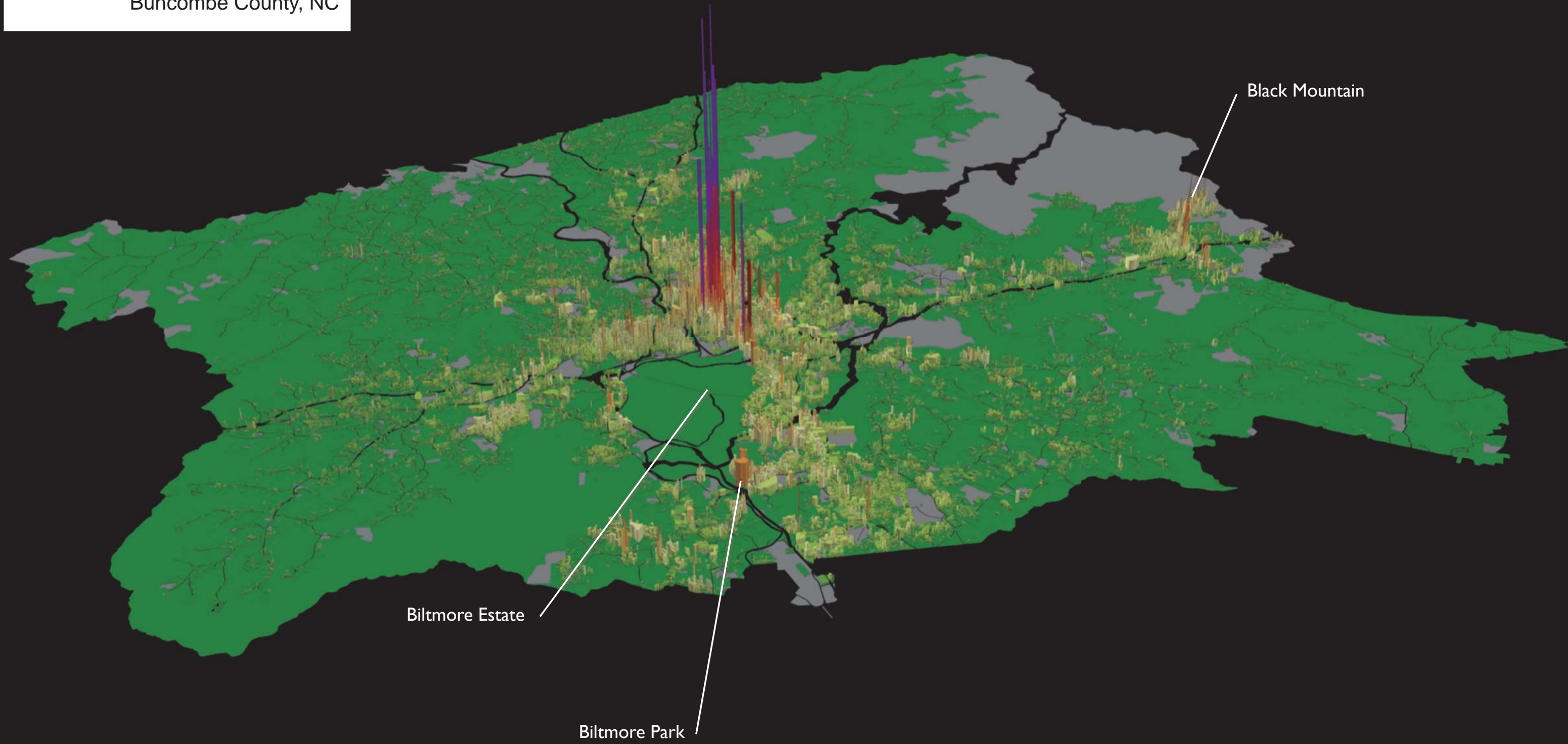
- not taxable
- < 170,000
- 170,001 - 420,000
- 420,001 - 760,000
- 760,001 - 1.2M
- 1.2M - 2M
- 2M - 3.5M
- 3.5M - 6.2M
- 6.2M - 12M
- 12M - 20M
- > 20M



Biltmore Estate

Taxable Value per Acre

Buncombe County, NC

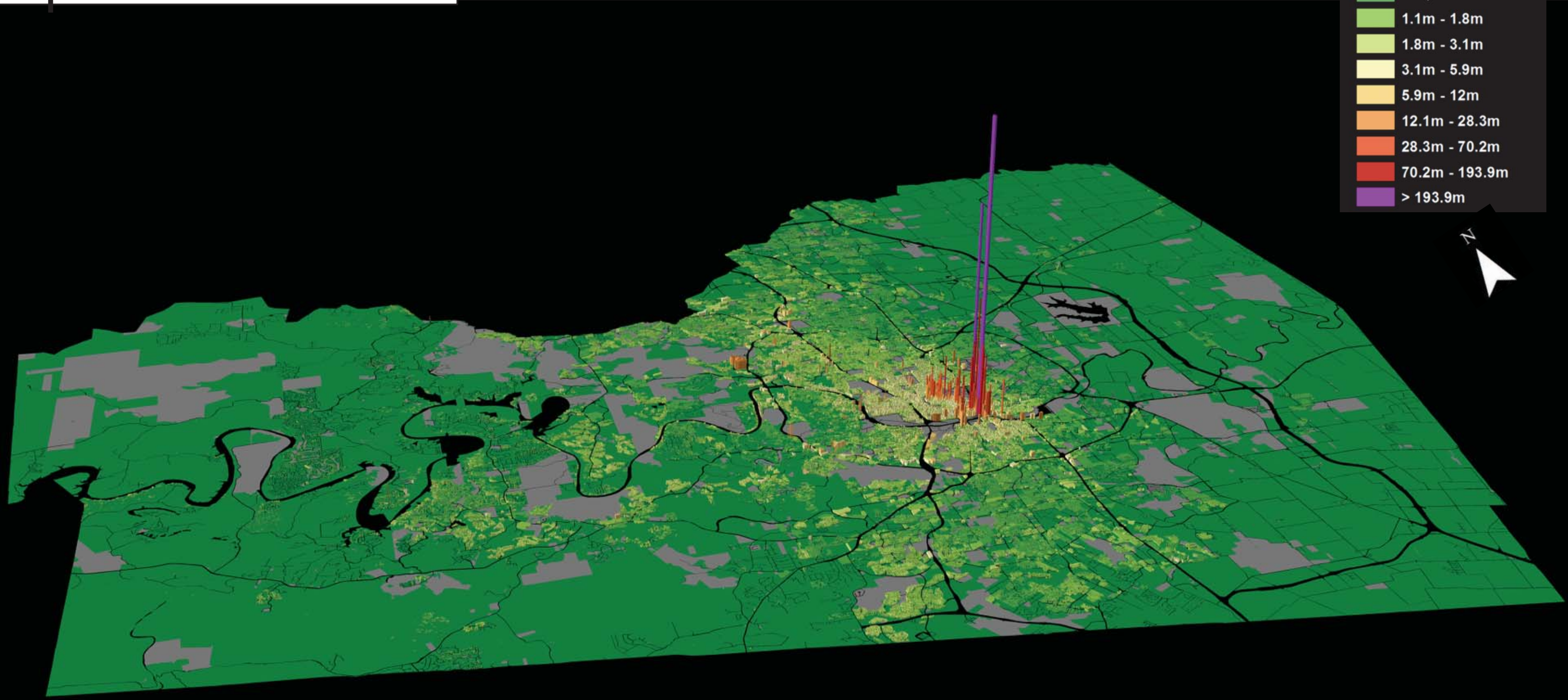
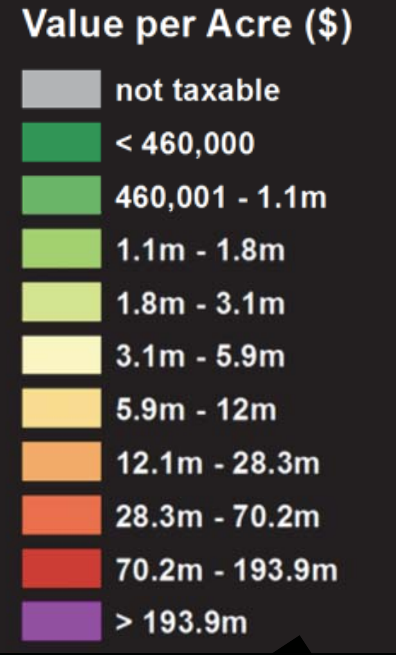


What are the numbers for Travis County?

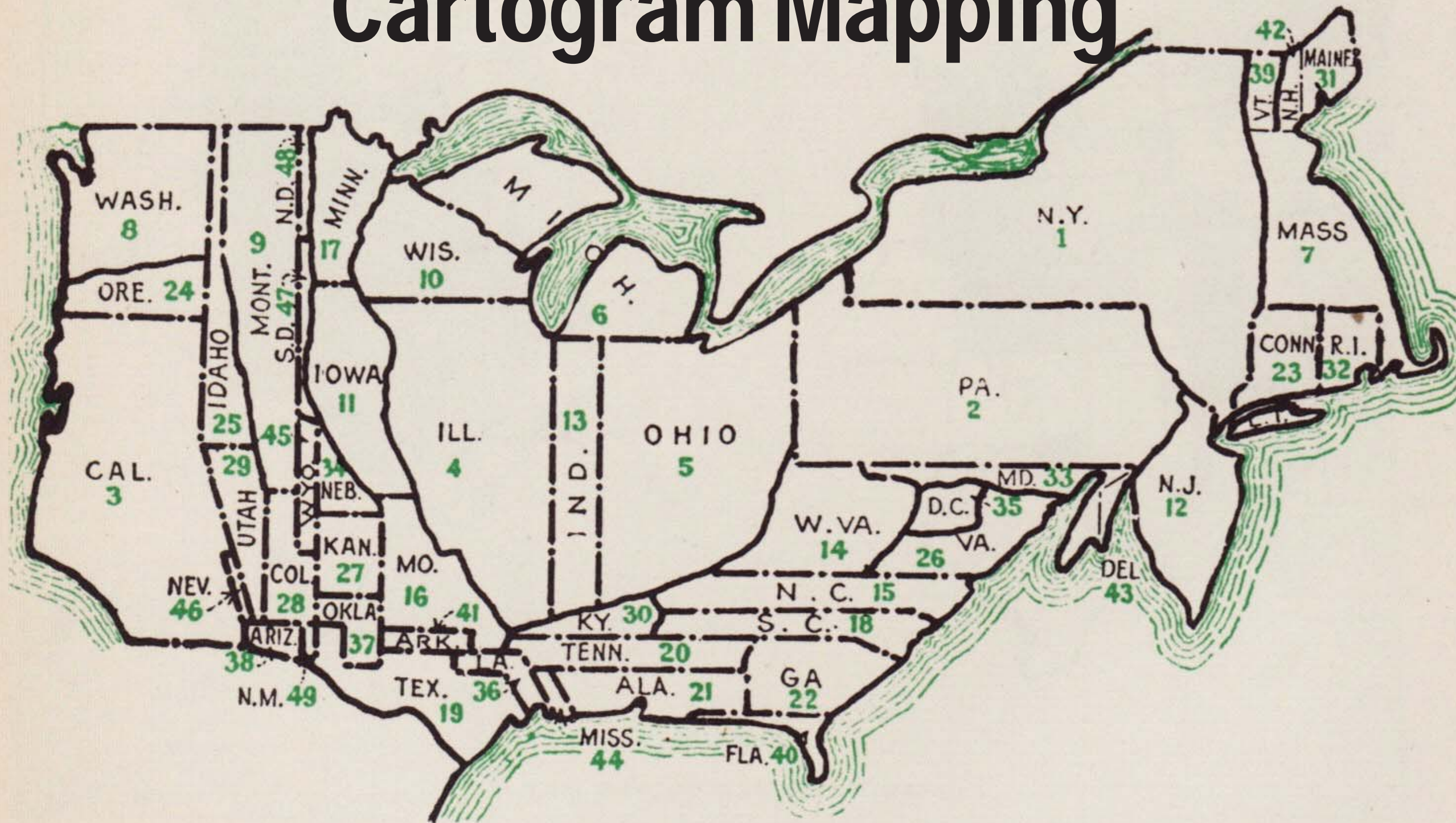


Taxable Value Per Acre

Travis County, TX



Cartogram Mapping

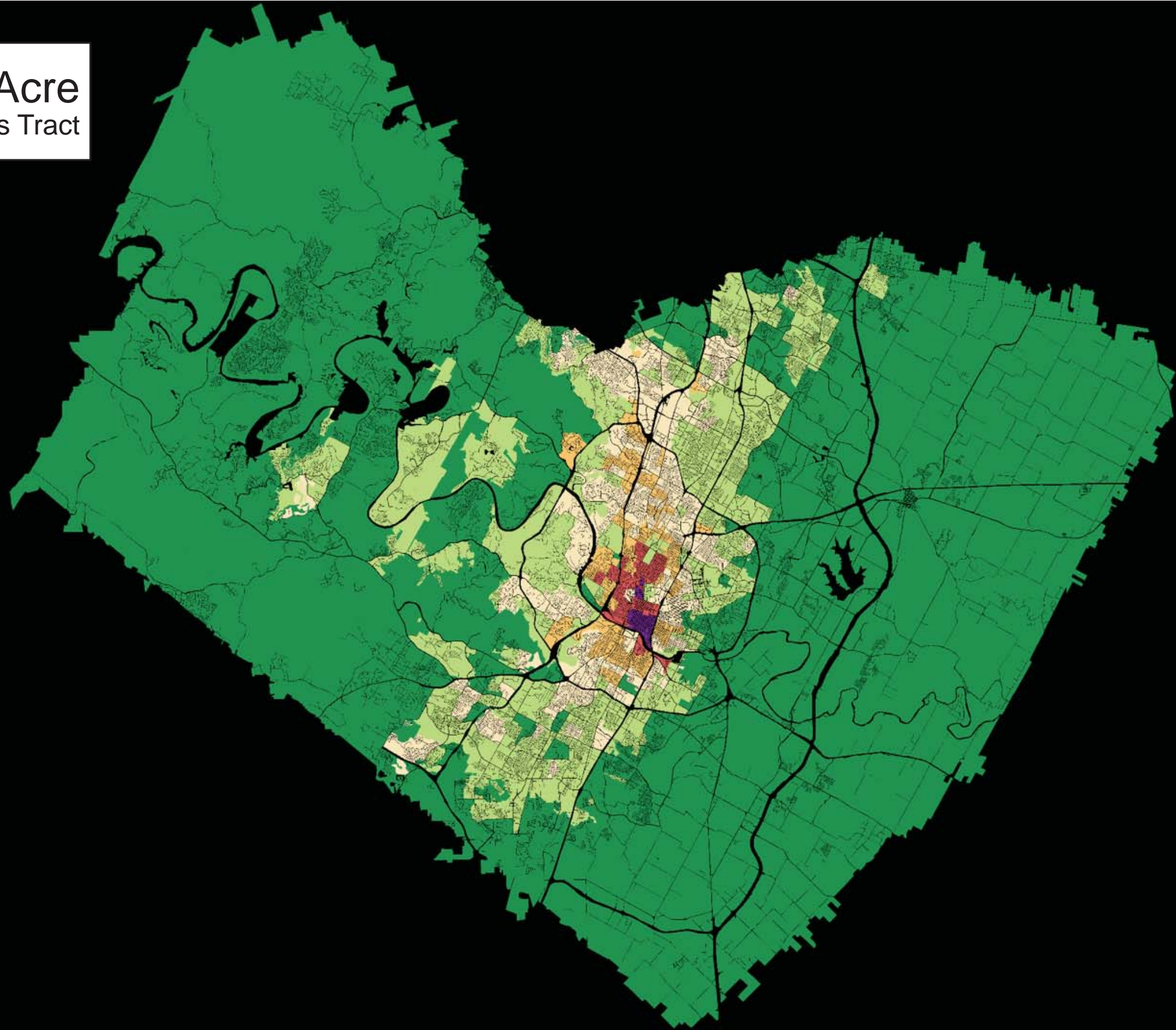


Literary Digest, April 23, 1921.







Relative Size of Each of the United States If Based on Electrical Energy Sold for Light and Power in 1921.

Taxable Value Per Acre

Travis County, TX by Census Tract

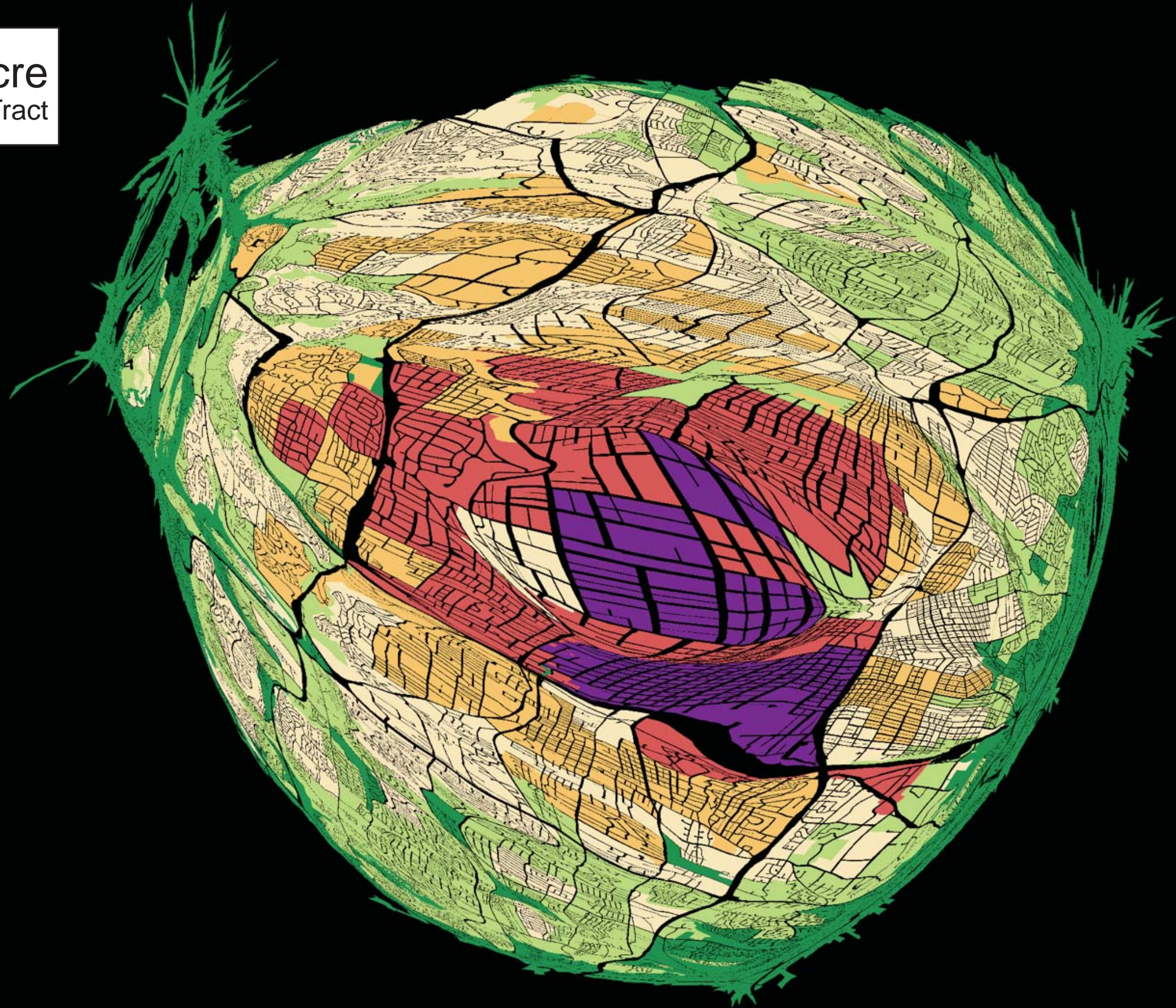


Value per Acre (\$)

	< 340,000
	340,001 - 710,000
	710,001 - 1,200,000
	1,200,001 - 2,100,000
	2,100,001 - 5,000,000
	> 5,000,000

Taxable Value Per Acre







Travis County, TX by Census Tract



N

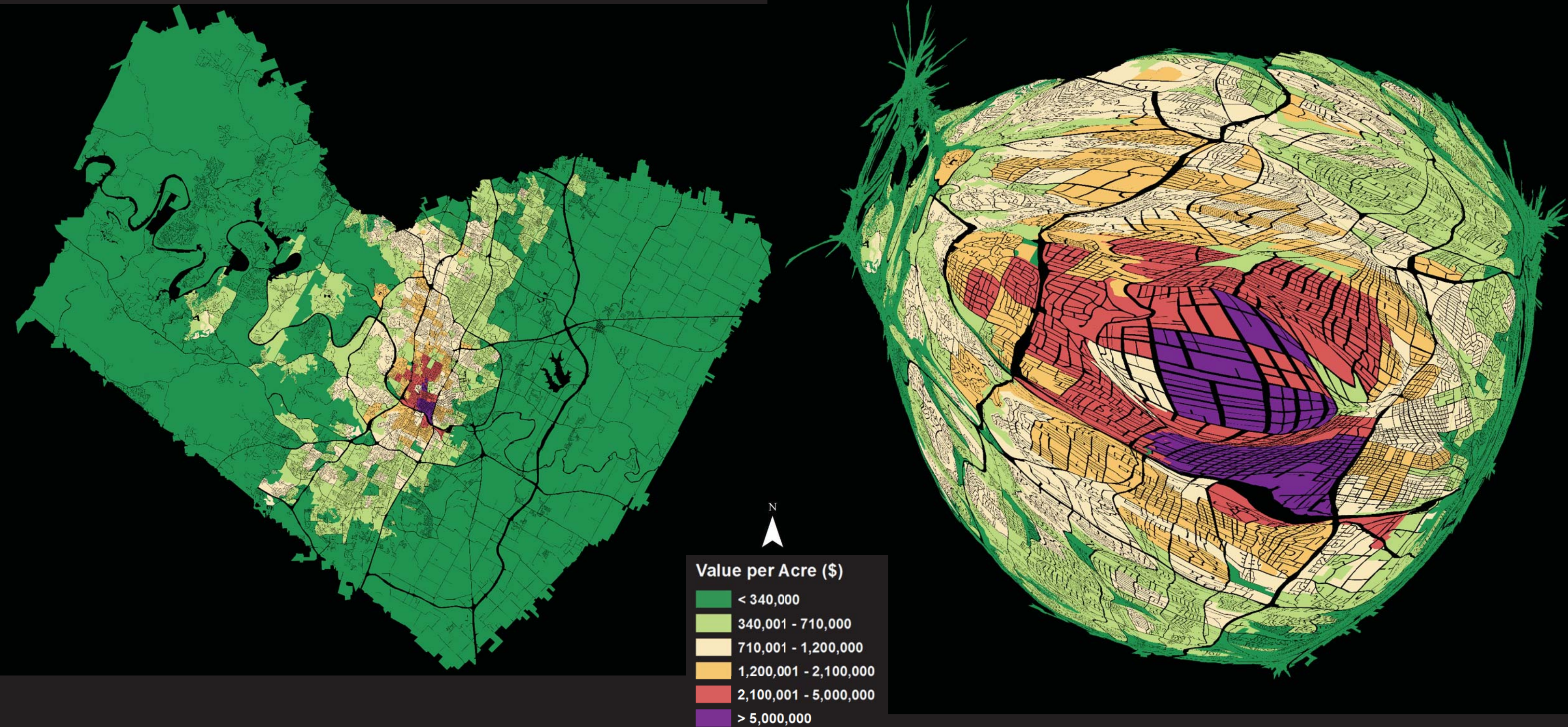


Value per Acre (\$)

	< 340,000
	340,001 - 710,000
	710,001 - 1,200,000
	1,200,001 - 2,100,000
	2,100,001 - 5,000,000
	> 5,000,000

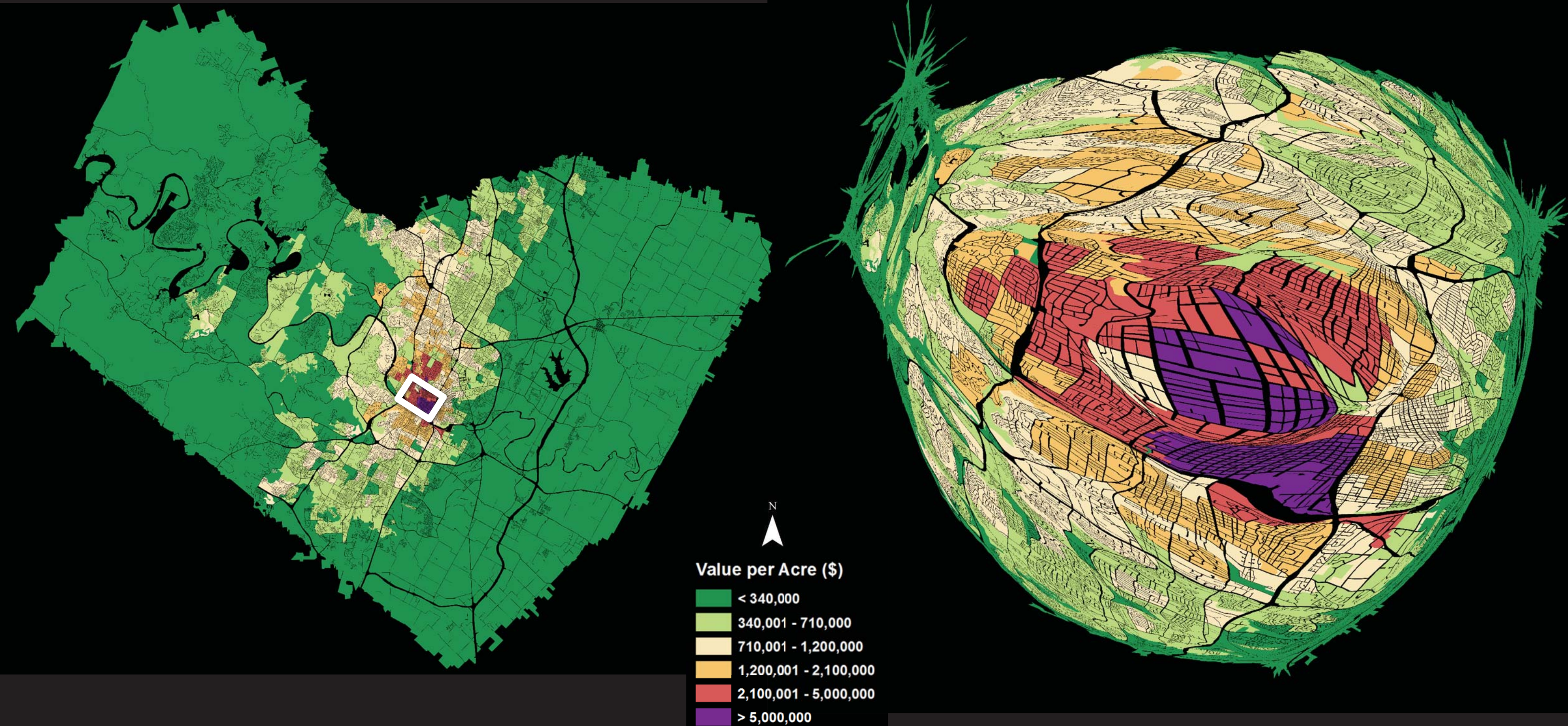
Taxable Value Per Acre

Travis County, TX by Census Tract



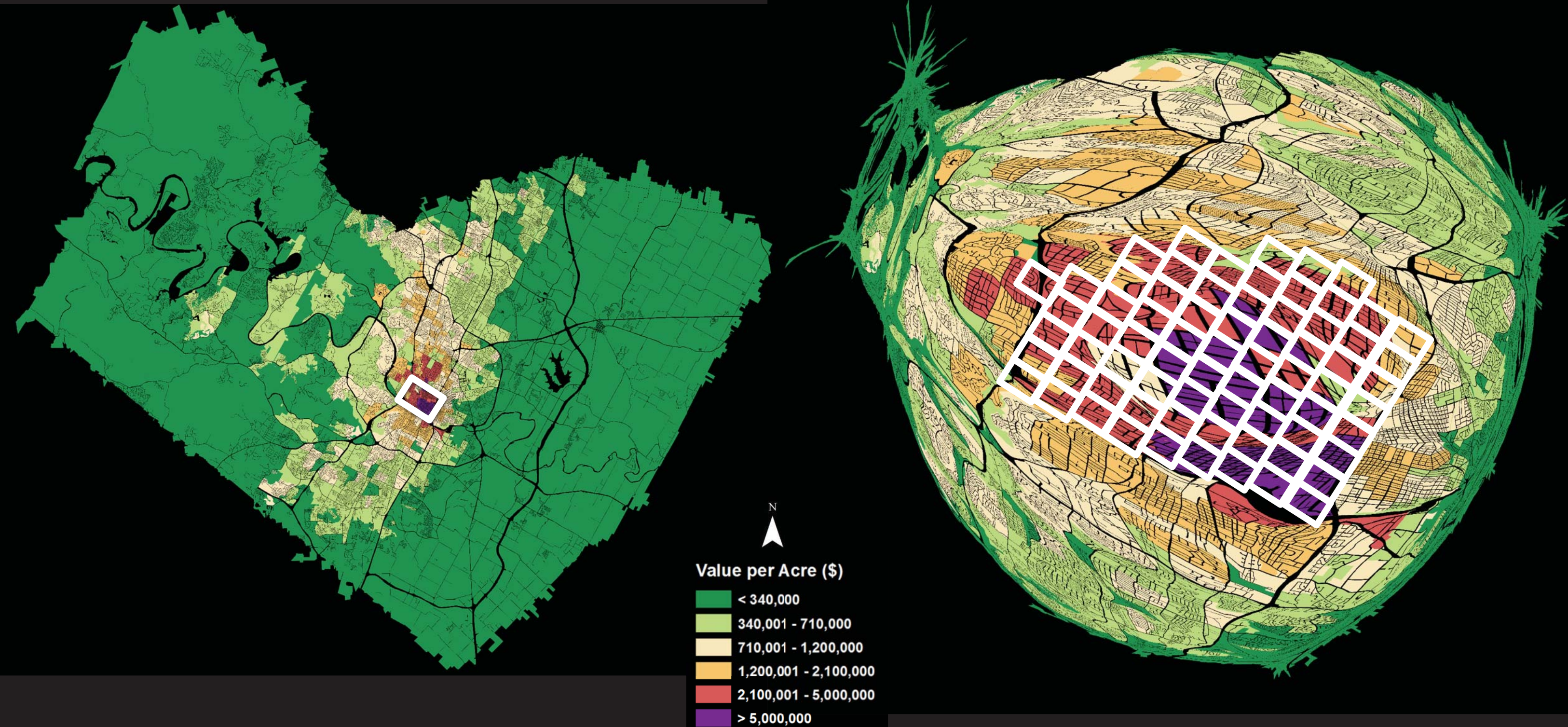
Taxable Value Per Acre

Travis County, TX by Census Tract



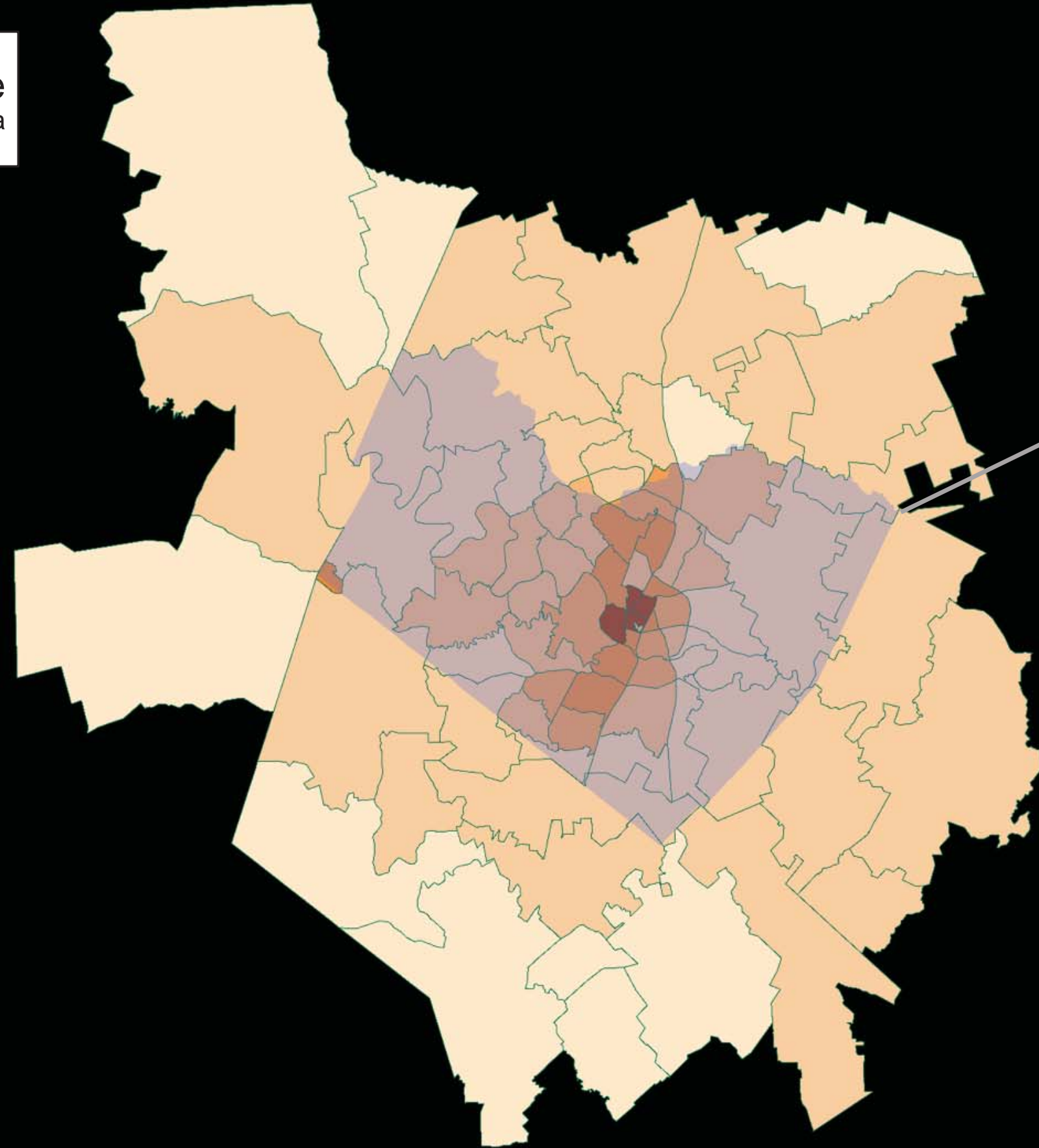
Taxable Value Per Acre

Travis County, TX by Census Tract



Taxable Sales by Zipcode

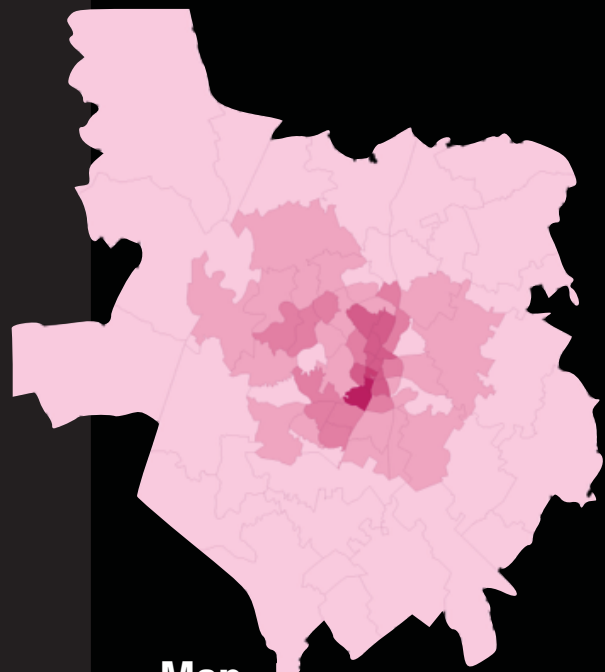
Six County Austin Metro Area



**Travis County
Boundary**

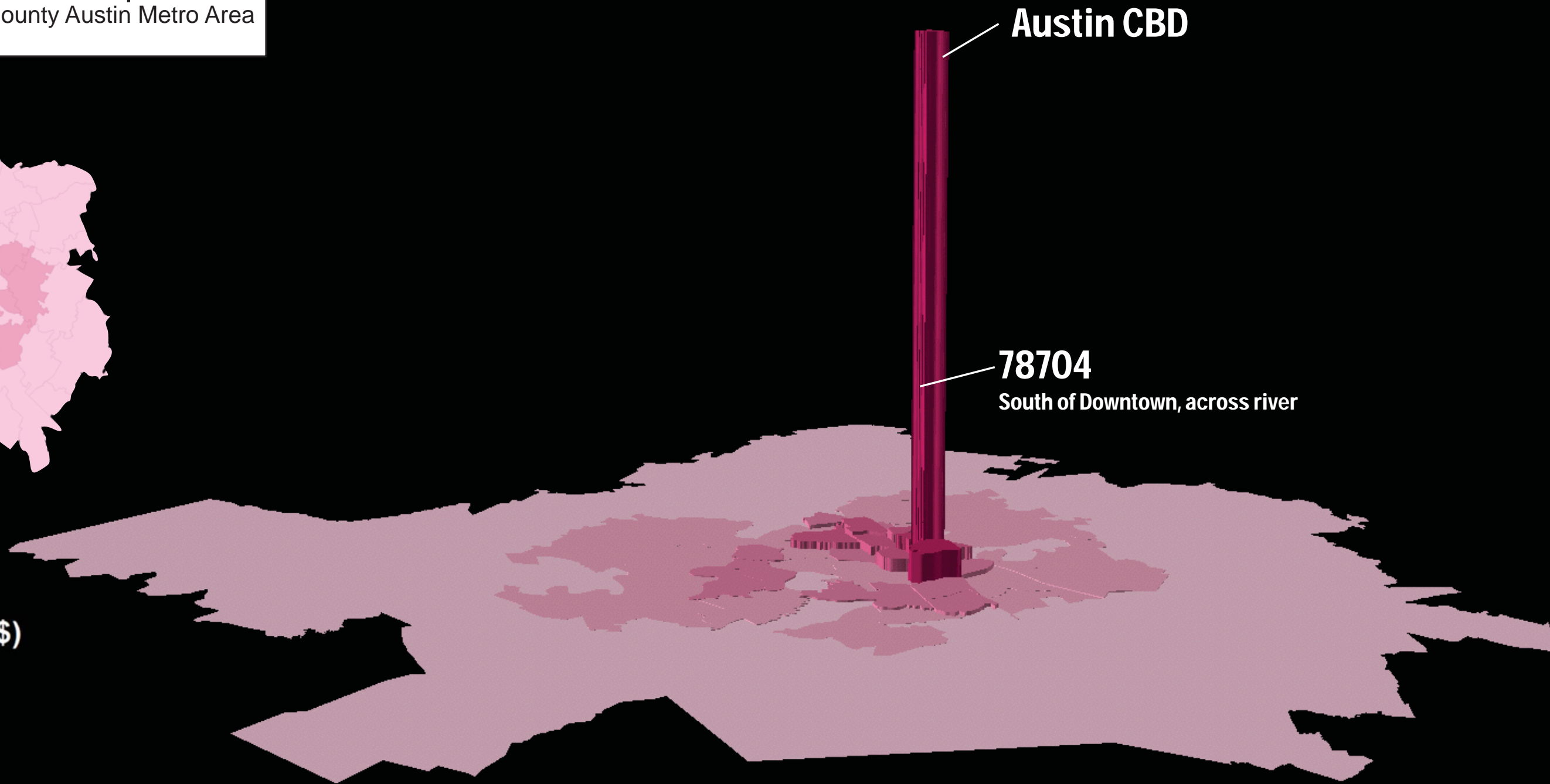
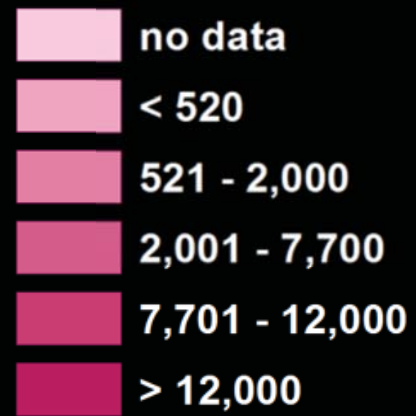
Mixed Beverage Sales per Acre

Six County Austin Metro Area



Map

Sales per Acre (\$)



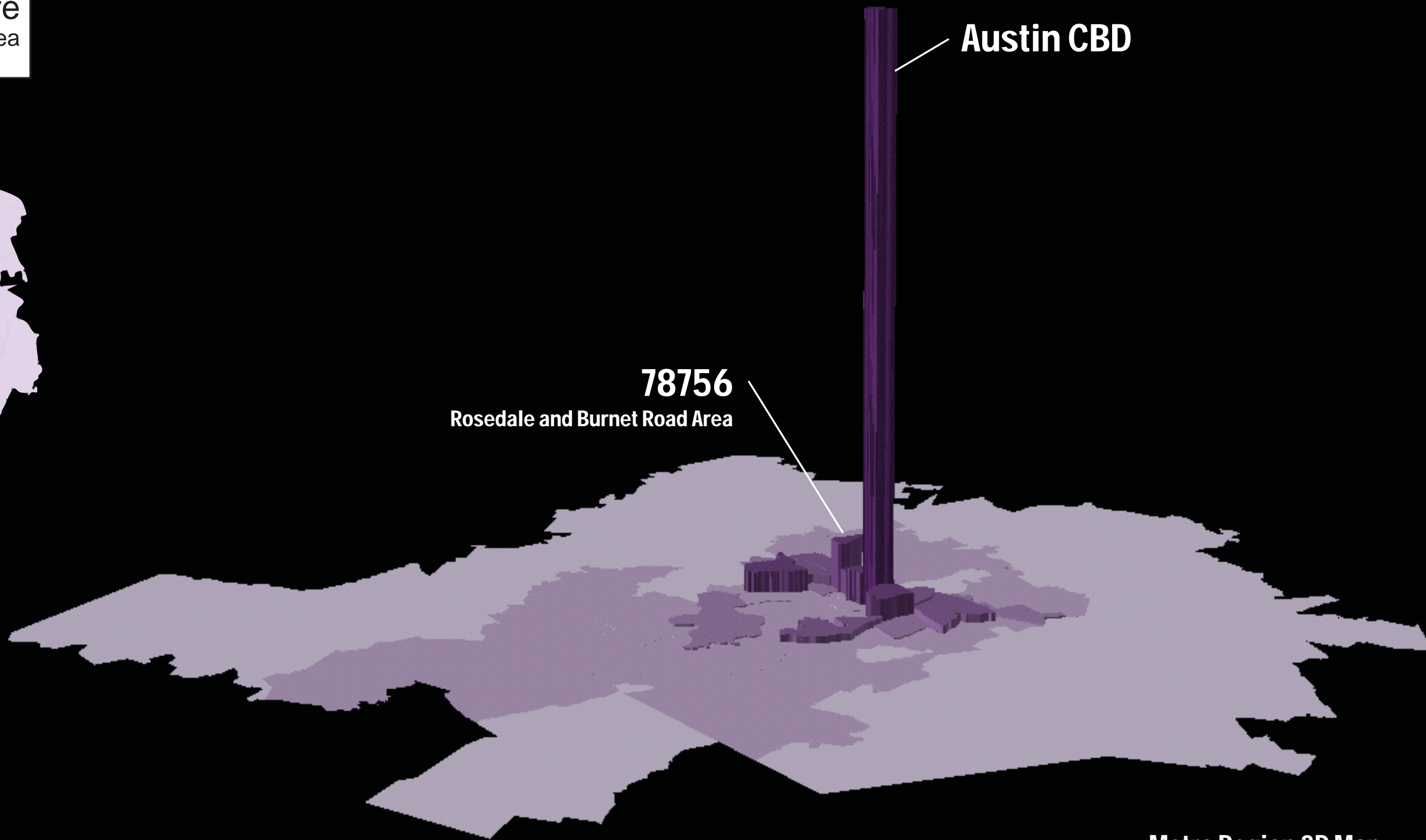
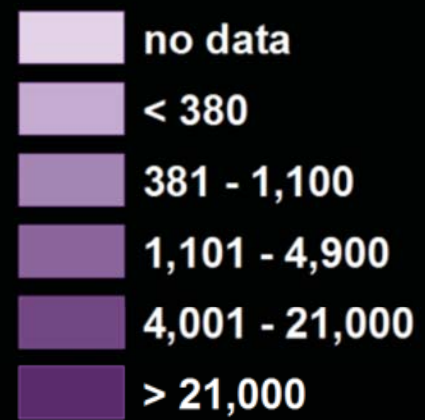
Metro Region 3D Map

Hotel Sales per Acre

Six County Austin Metro Area

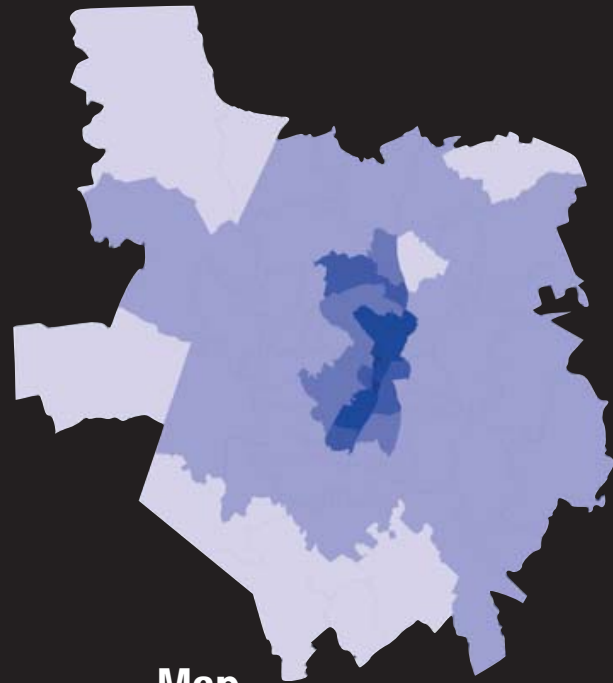


Sales per Acre (\$)

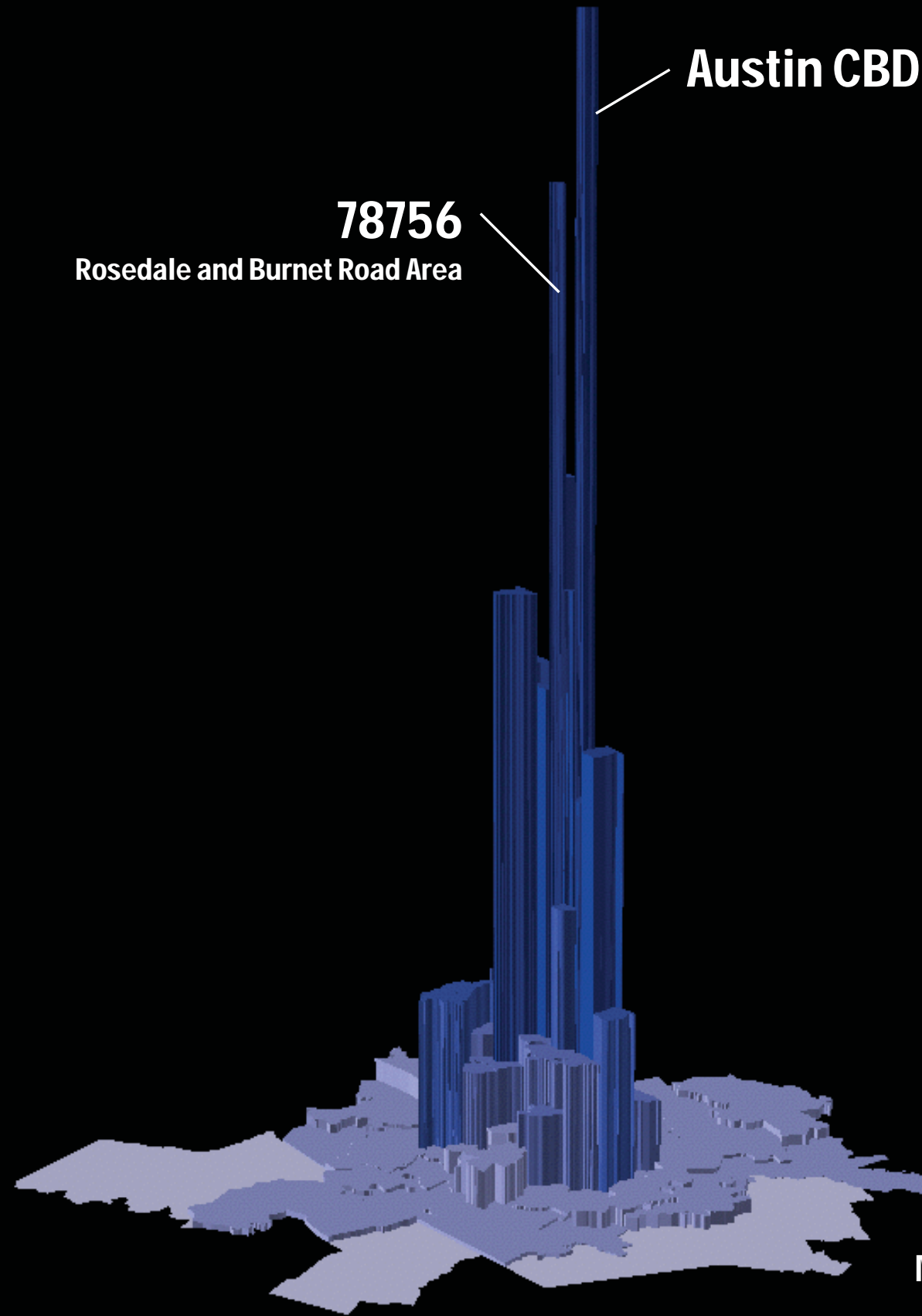
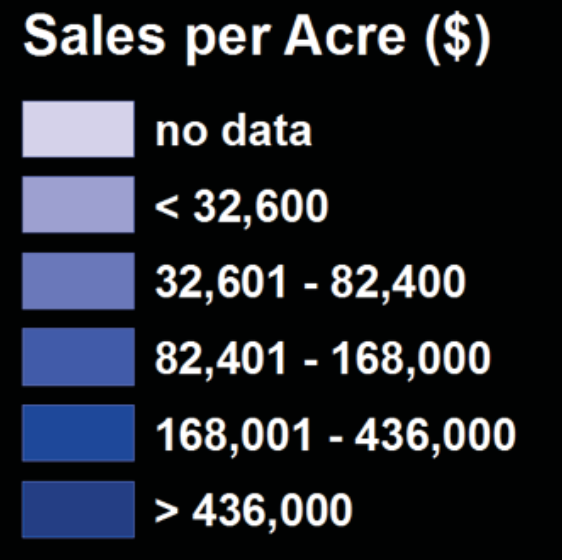


Retail & Food Sales per Acre

Six County Austin Metro Area



Map



Metro Region 3D Map

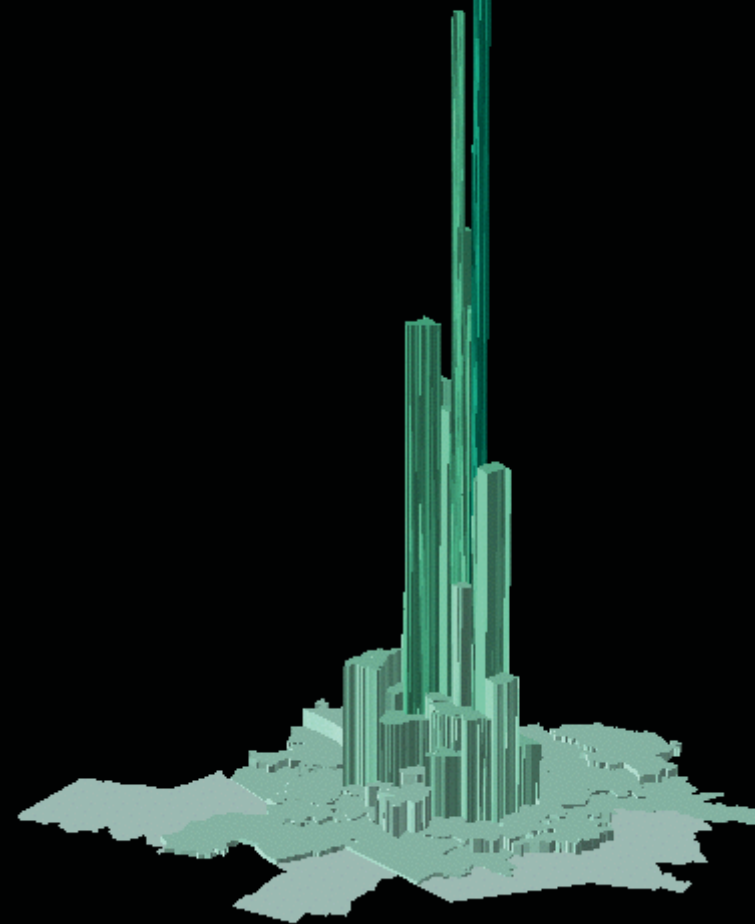
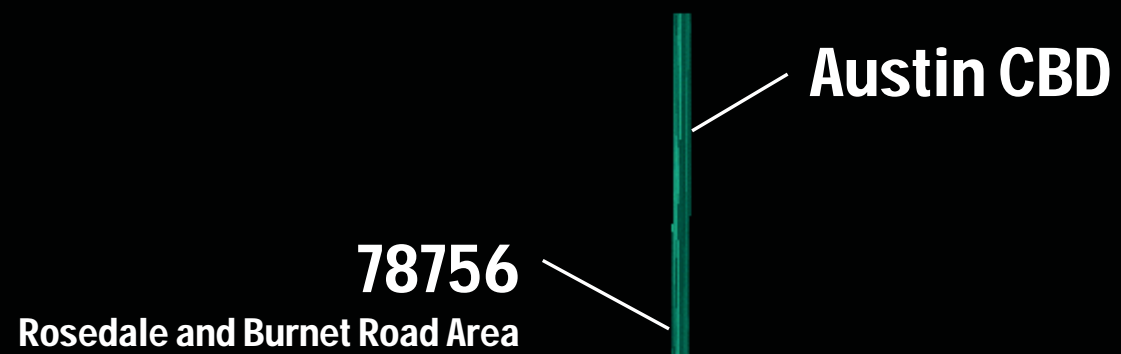
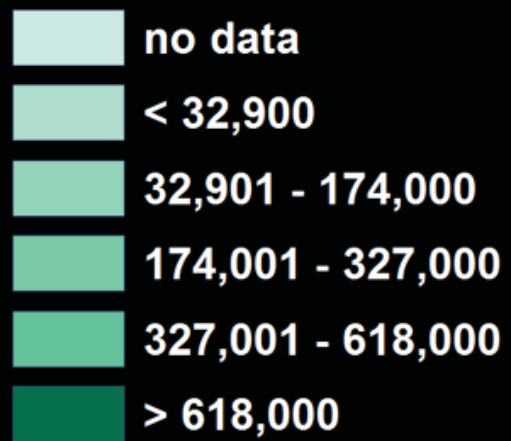
Total Combined Sales per Acre

Six County Austin Metro Area



Map

Sales per Acre (\$)



Metro Region 3D Map

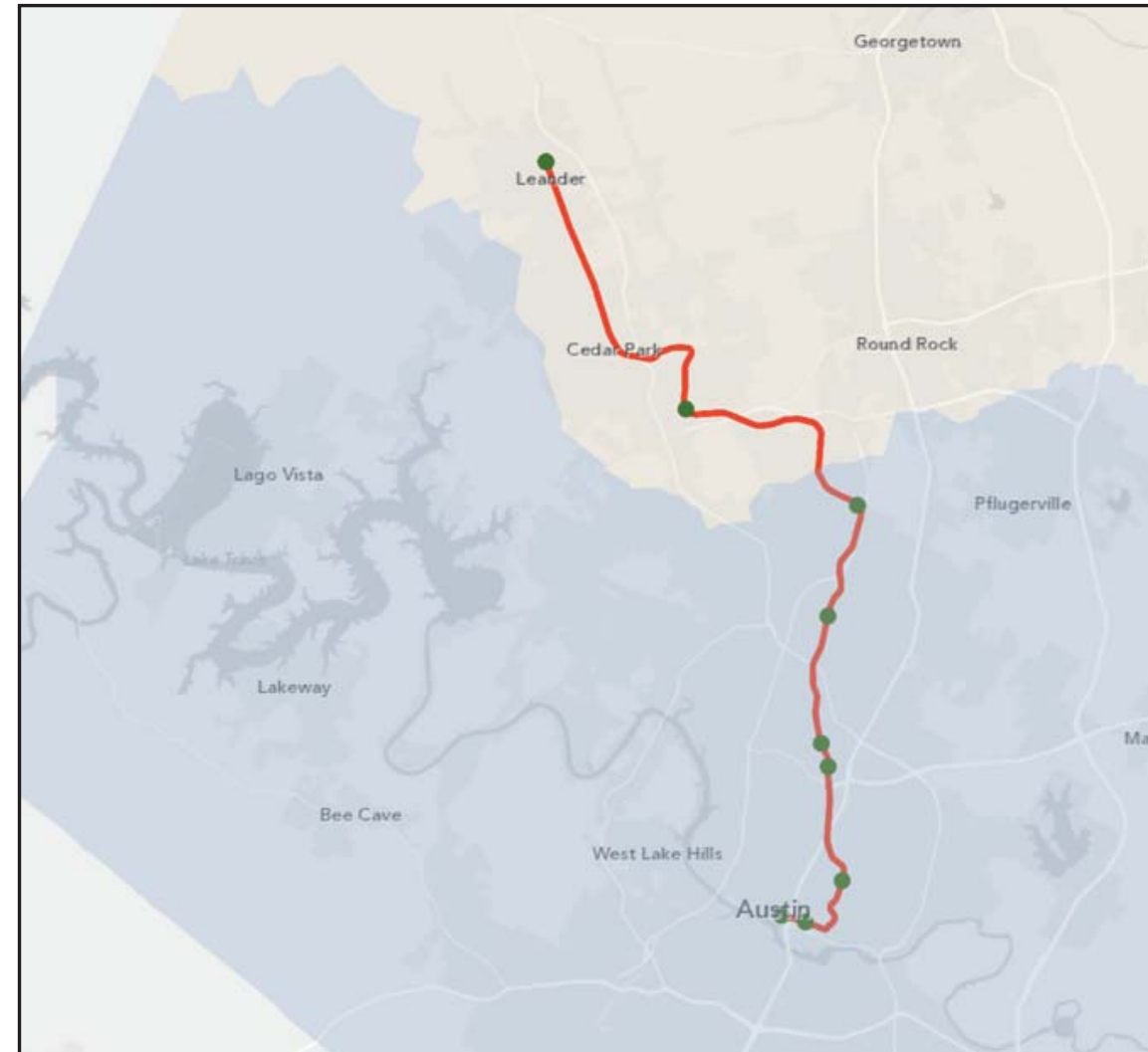
A Tale of Two Transits



A Tale of Two Transits



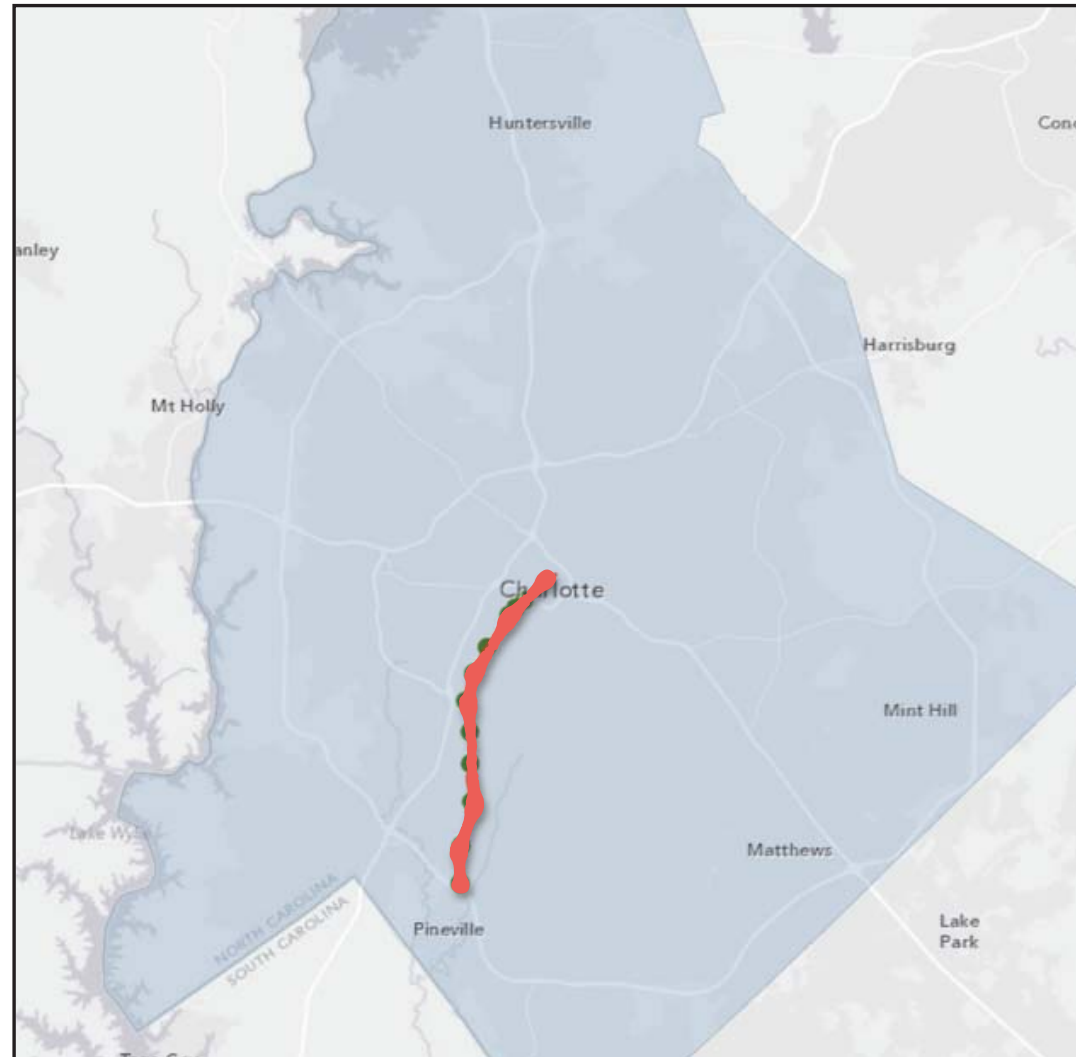
Charlotte LYNX



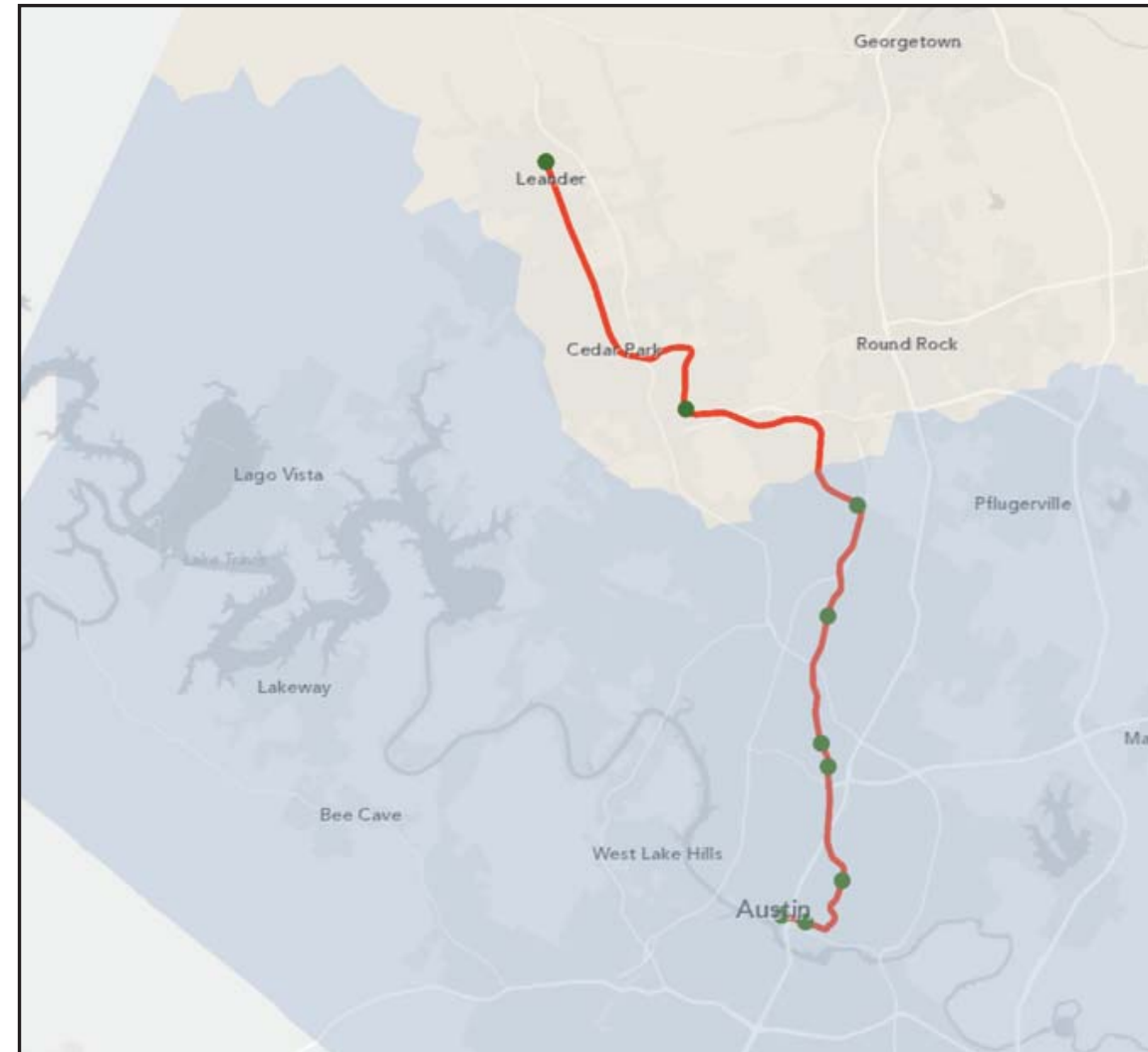
Austin Metrorail

25 miles

A Tale of Two Transits



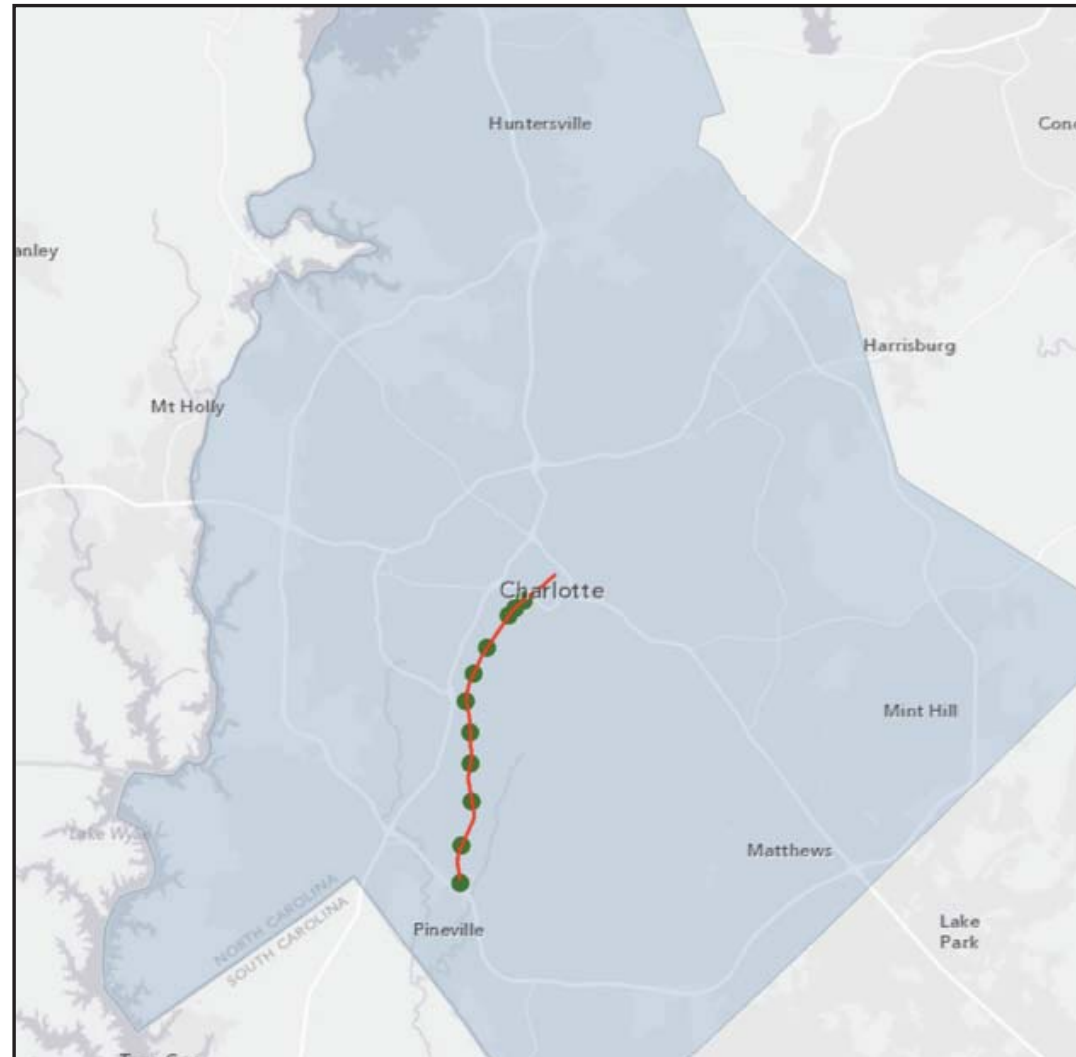
Charlotte LYNX



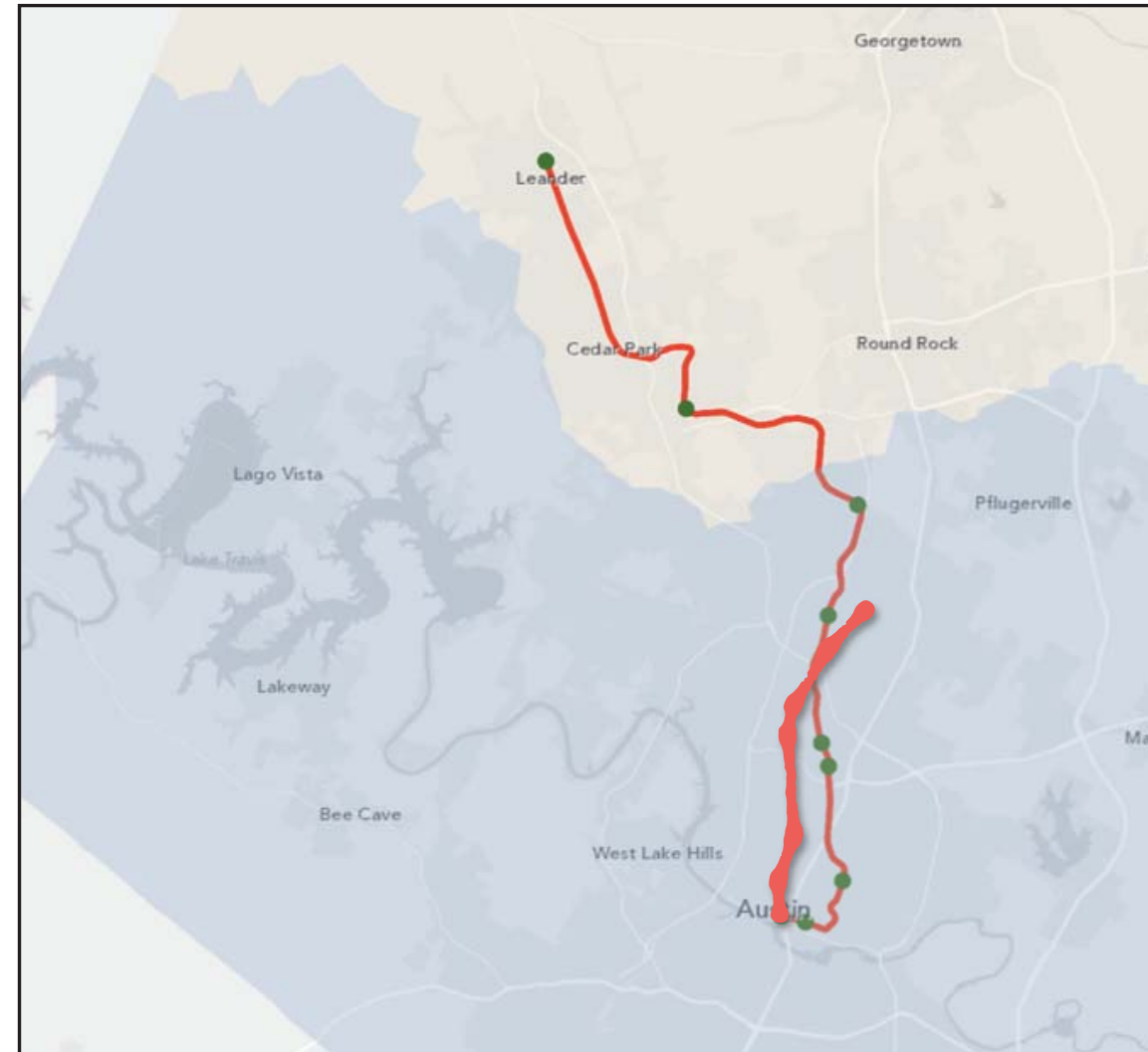
Austin Metrorail

25 miles

A Tale of Two Transits



Charlotte LYNX



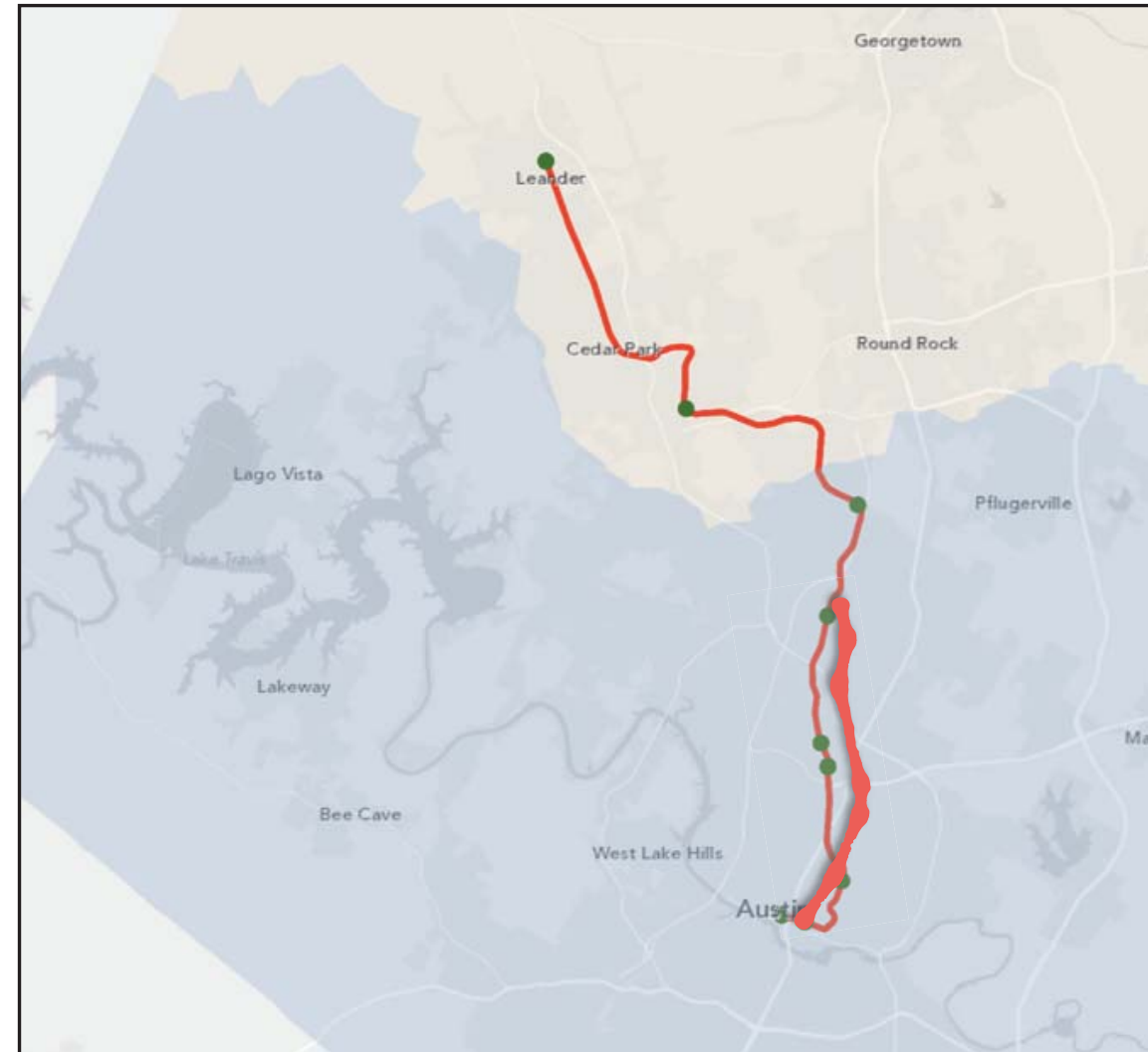
Austin Metrorail

25 miles

A Tale of Two Transits



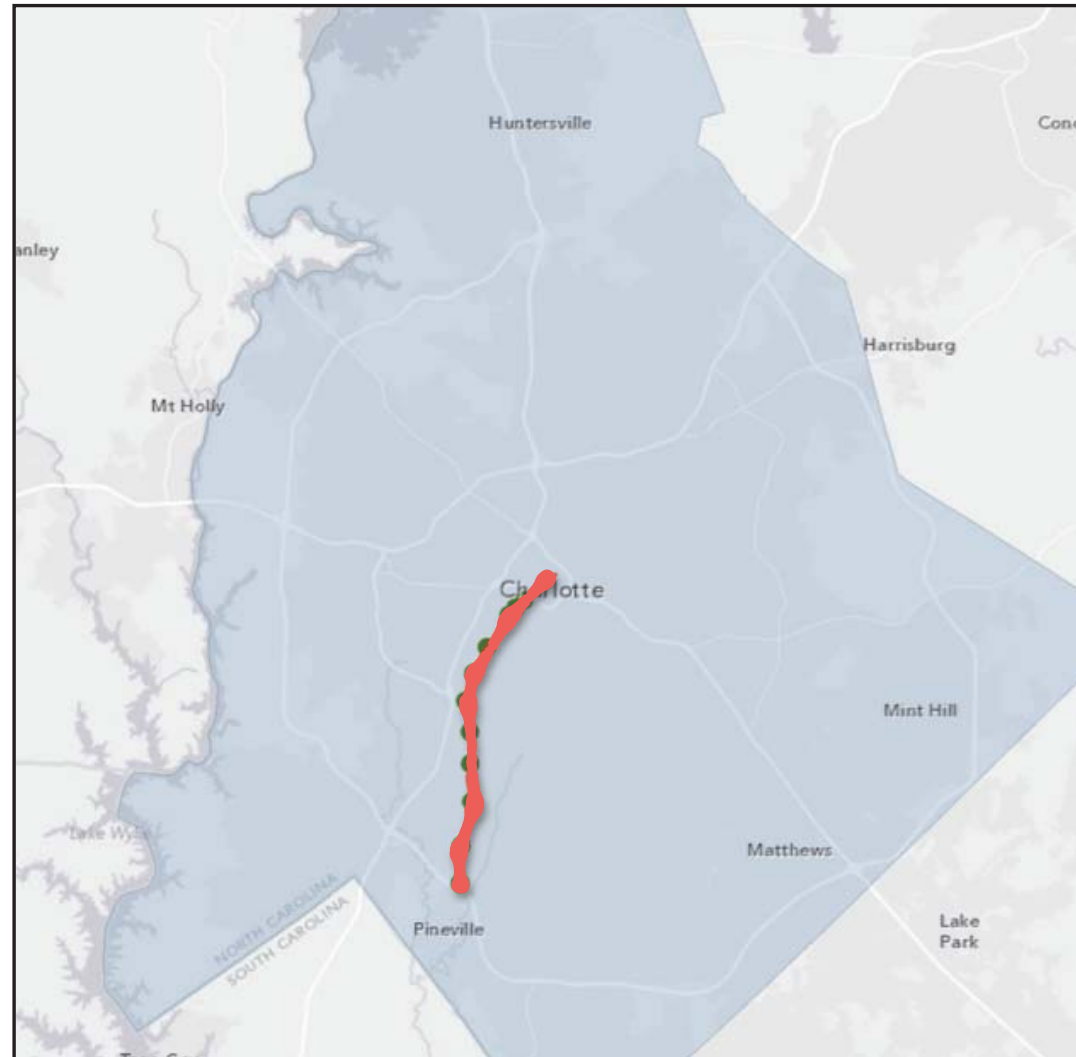
Charlotte LYNX



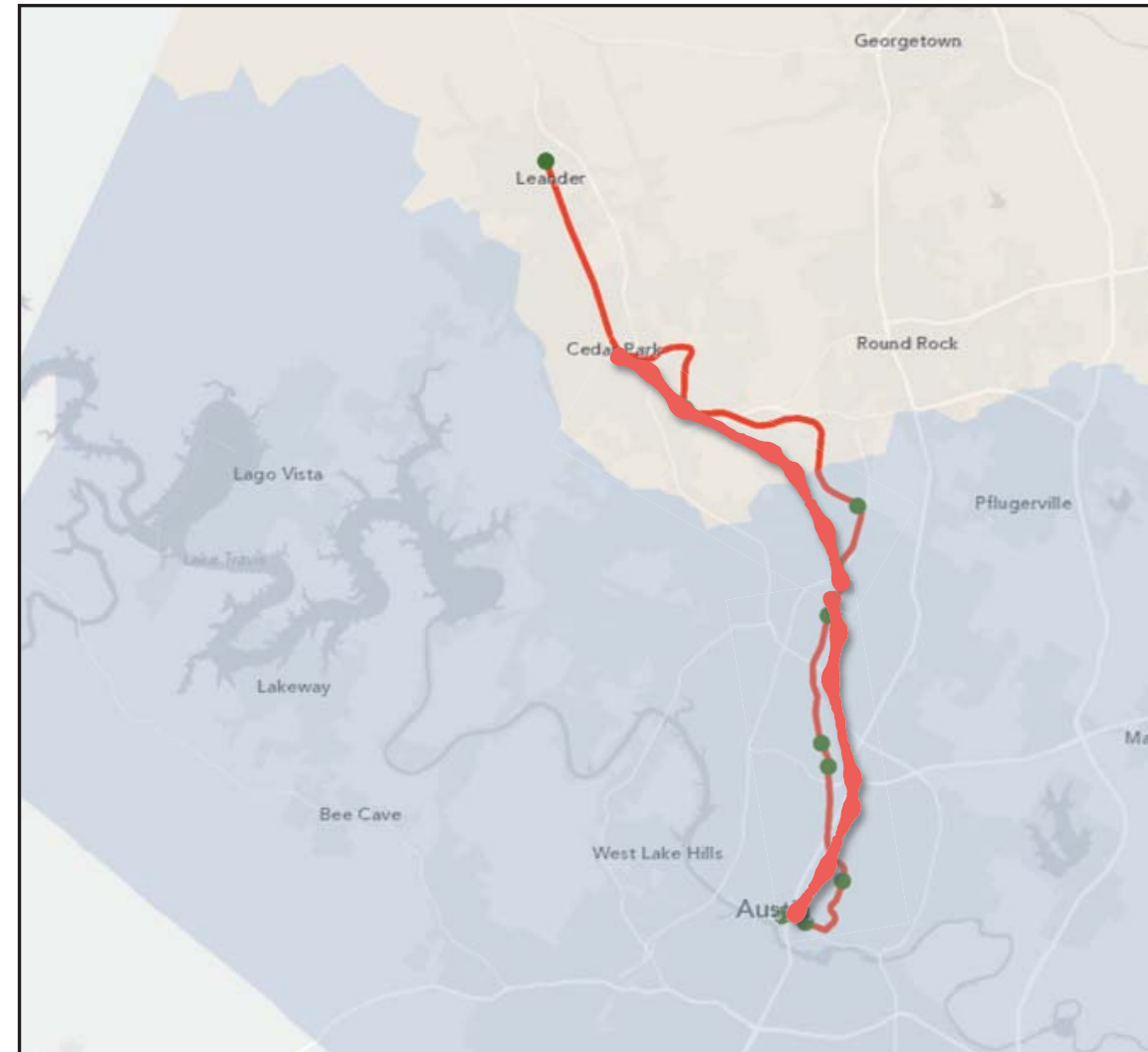
Austin Metrorail

25 miles

A Tale of Two Transits



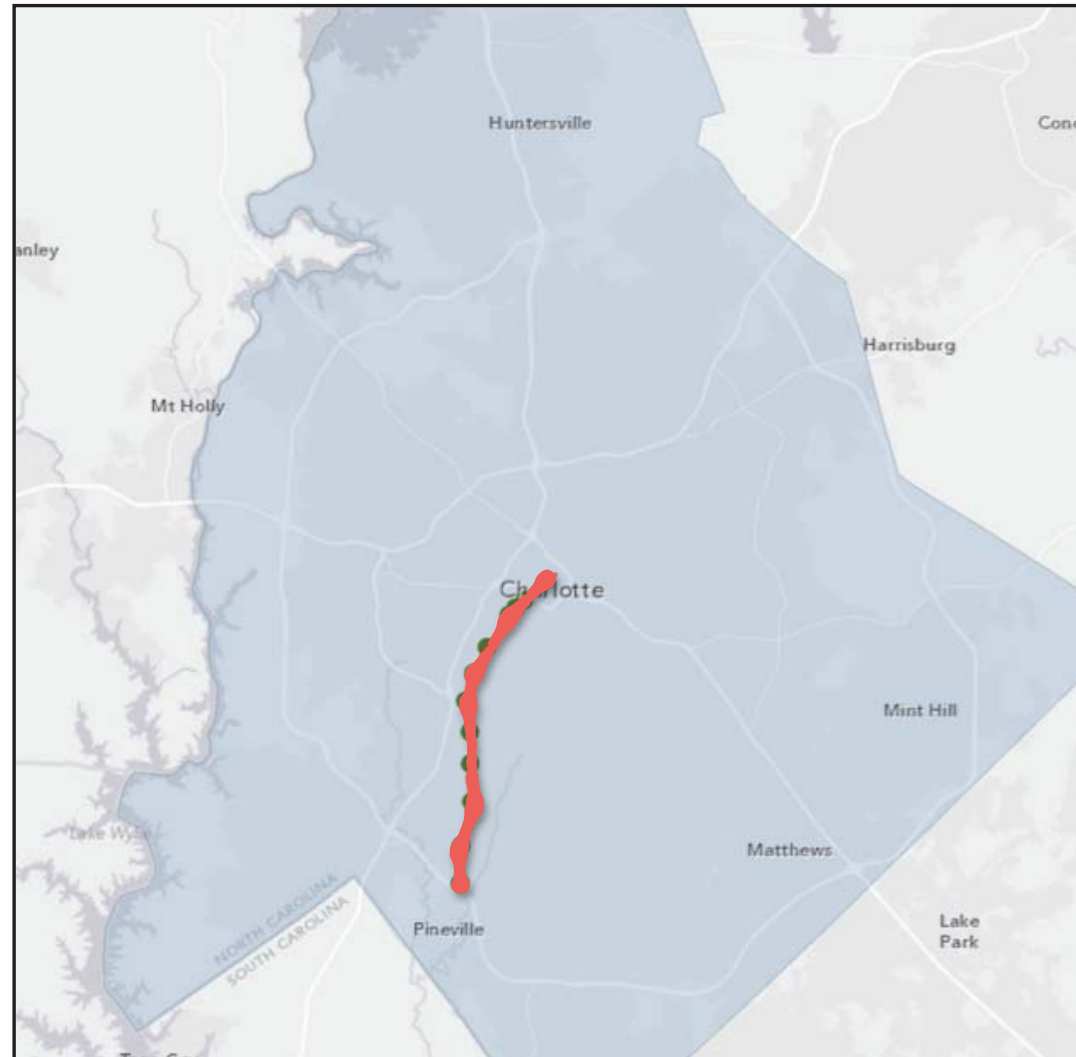
Charlotte LYNX



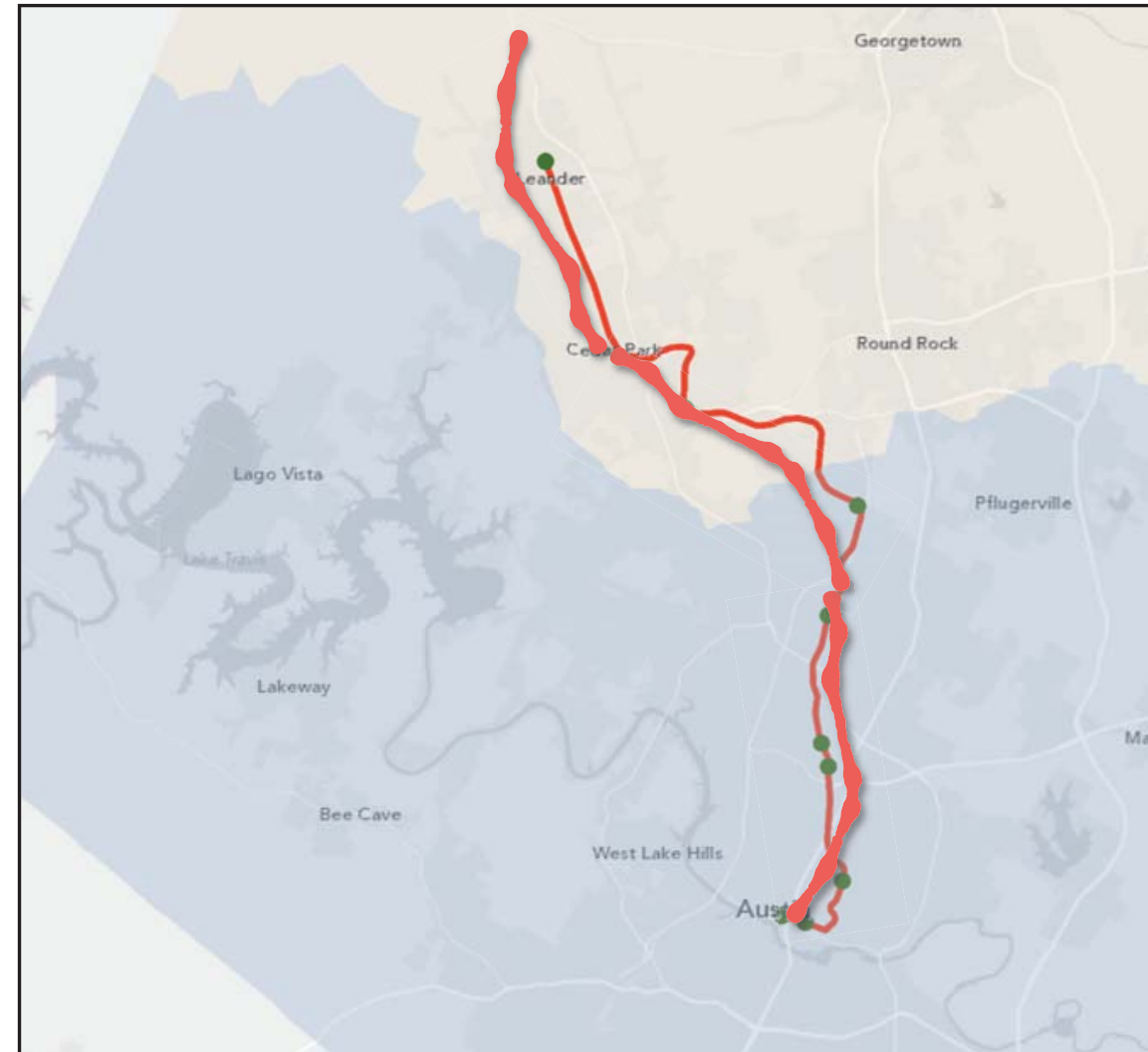
Austin Metrorail

25 miles

A Tale of Two Transits



Charlotte LYNX



Austin Metrorail

25 miles

A Tale of Two Transits



Charlotte LYNX

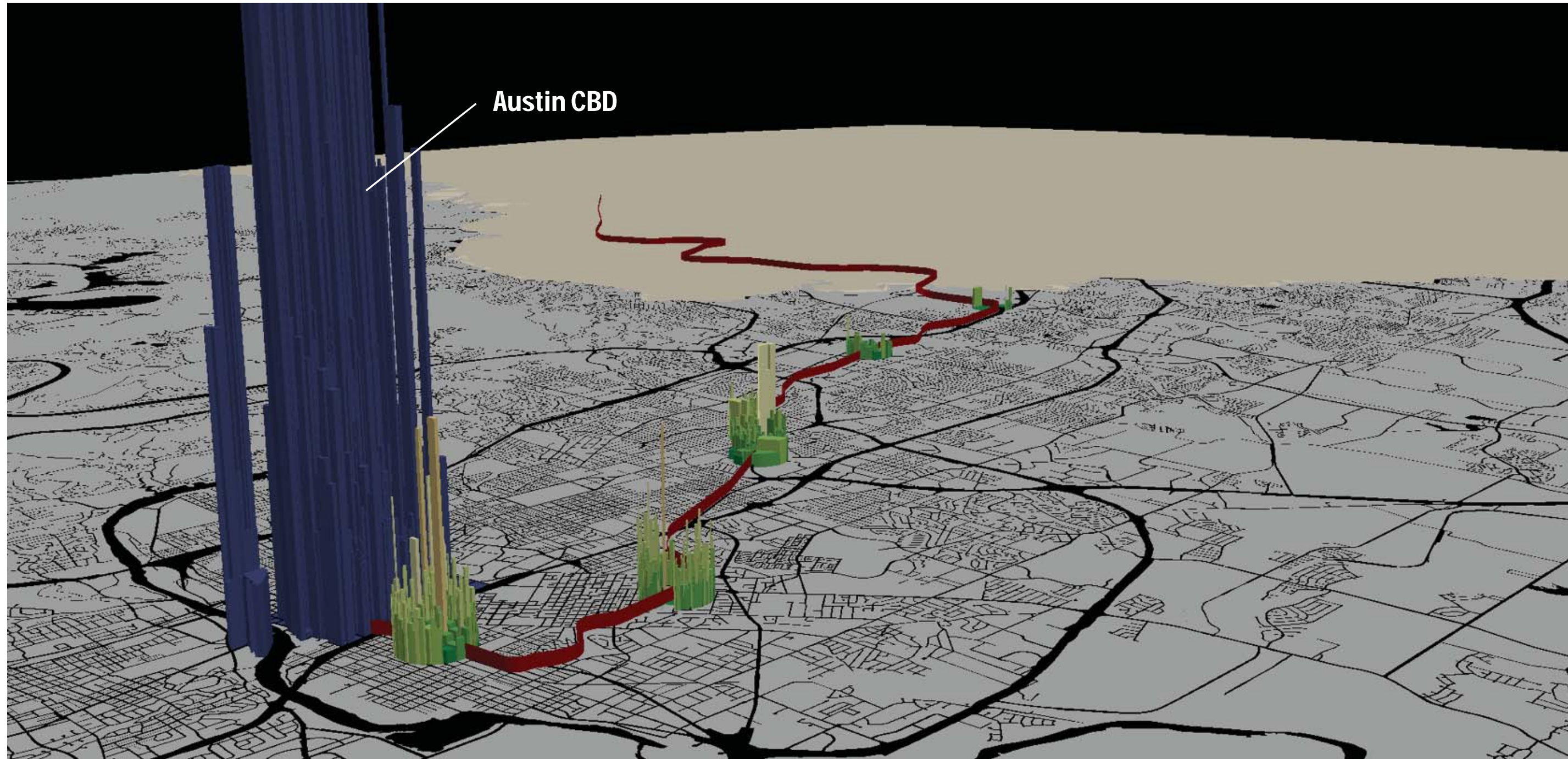
Austin Metrorail

Key Differences:

- » Dedicated transit
- » Cultivating density closer in
- » Shorter Stop distance
- » Higher frequency, longer service (5am - 1am)

- » Shared with freight
- » Intended for the regional commuter
- » Large distance between stops
- » Lower frequency, Shorter service (7pm = last train)

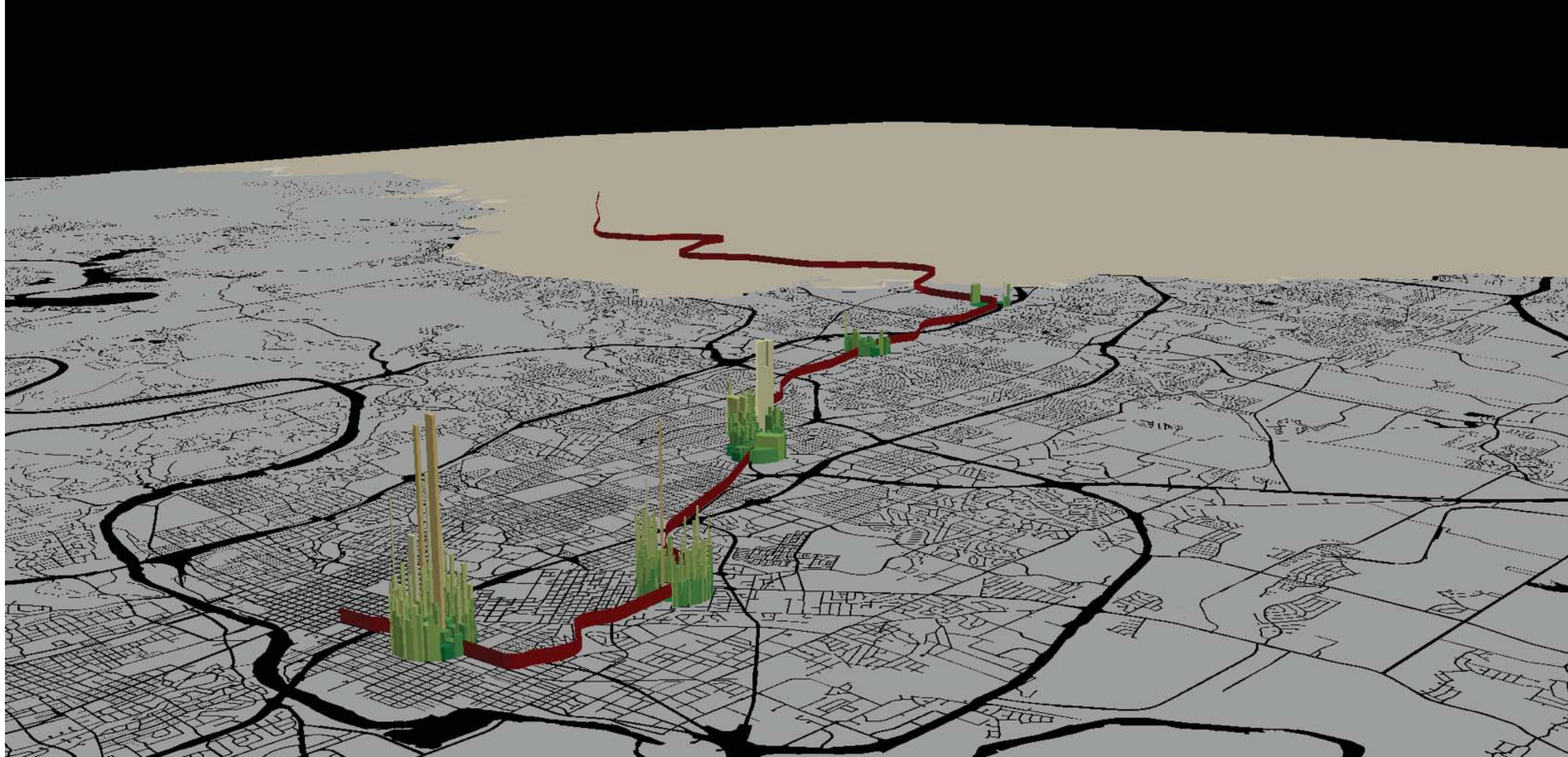
A Tale of Two Transits



Austin Metrorail

TOD pedestrian shed real estate value per acre model capture along light rail line.

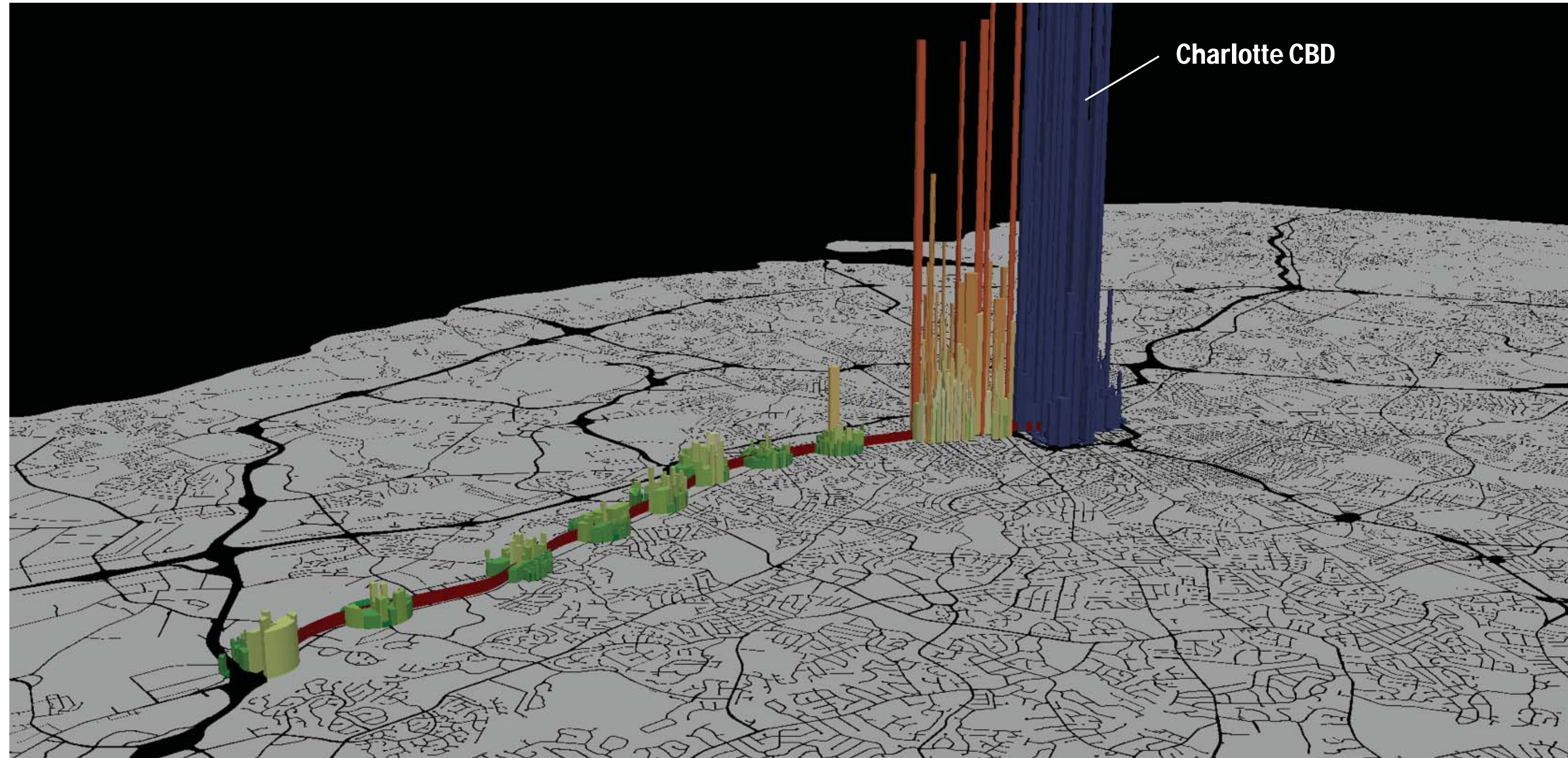
A Tale of Two Transits



Austin Metrorail

TOD pedestrian shed real estate value per acre model capture along light rail line.

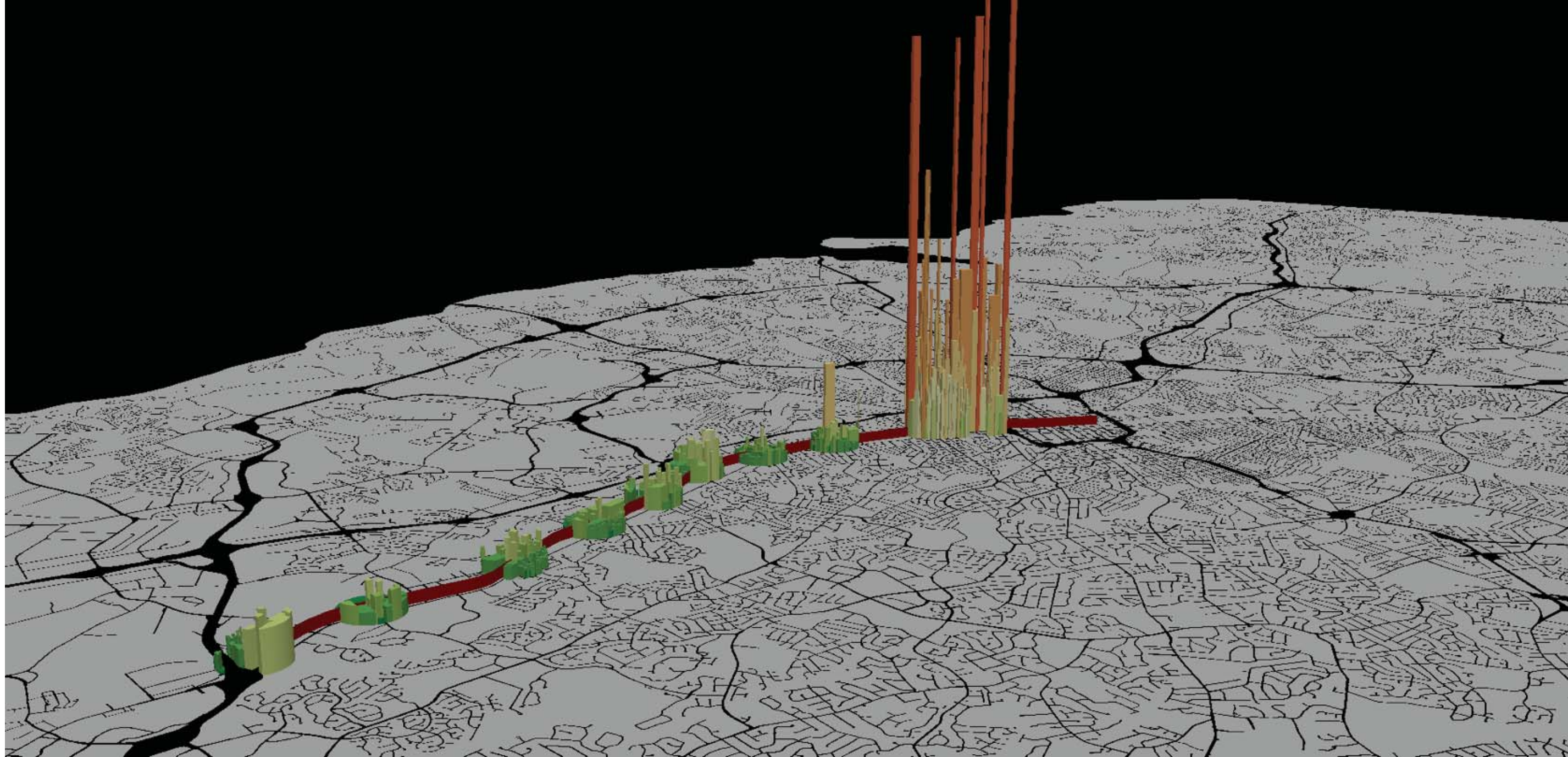
A Tale of Two Transits



Charlotte LYNX

TOD pedestrian shed real estate value per acre model capture along light rail line.

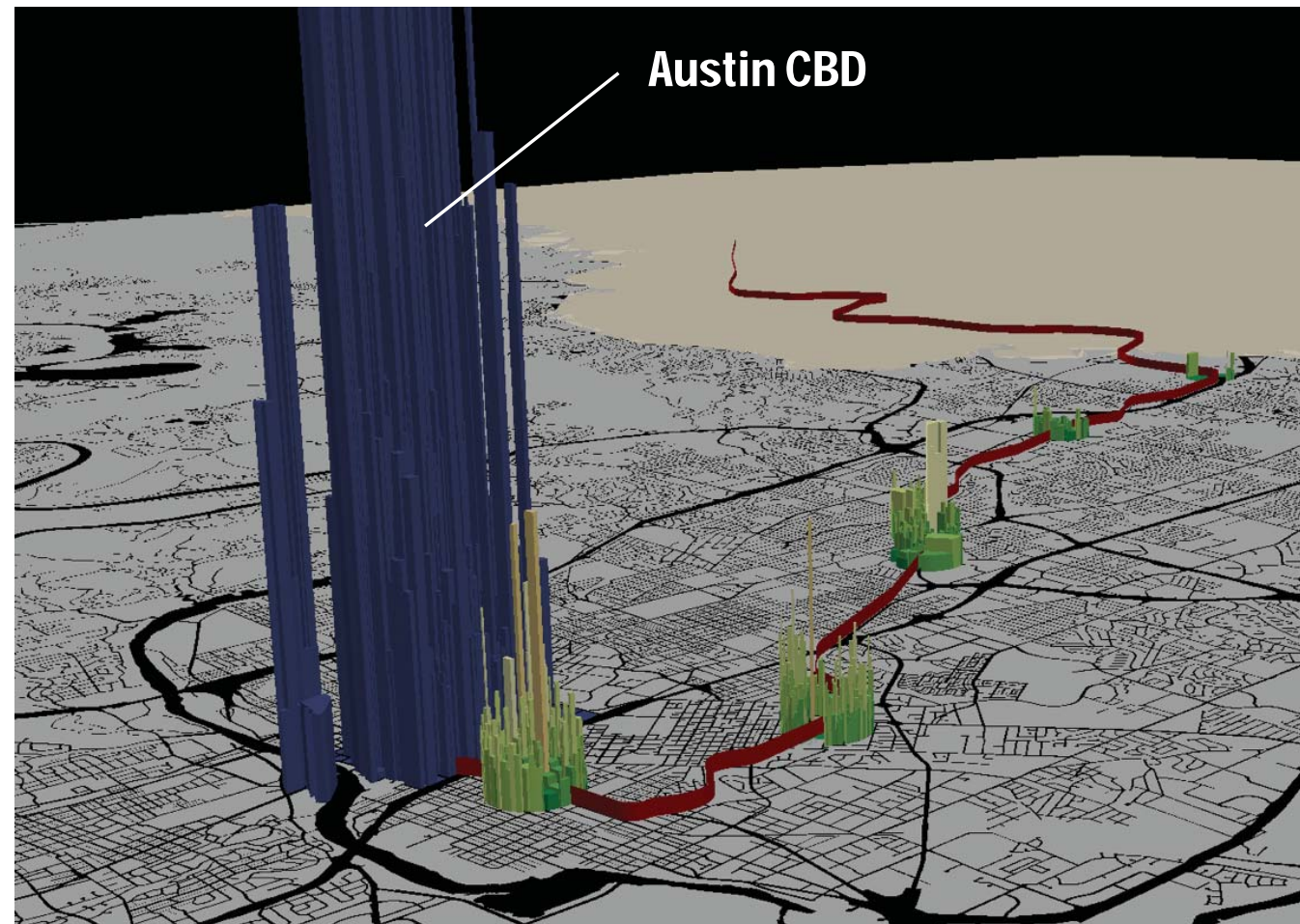
A Tale of Two Transits



Charlotte LYNX

TOD pedestrian shed real estate value per acre model capture along light rail line.

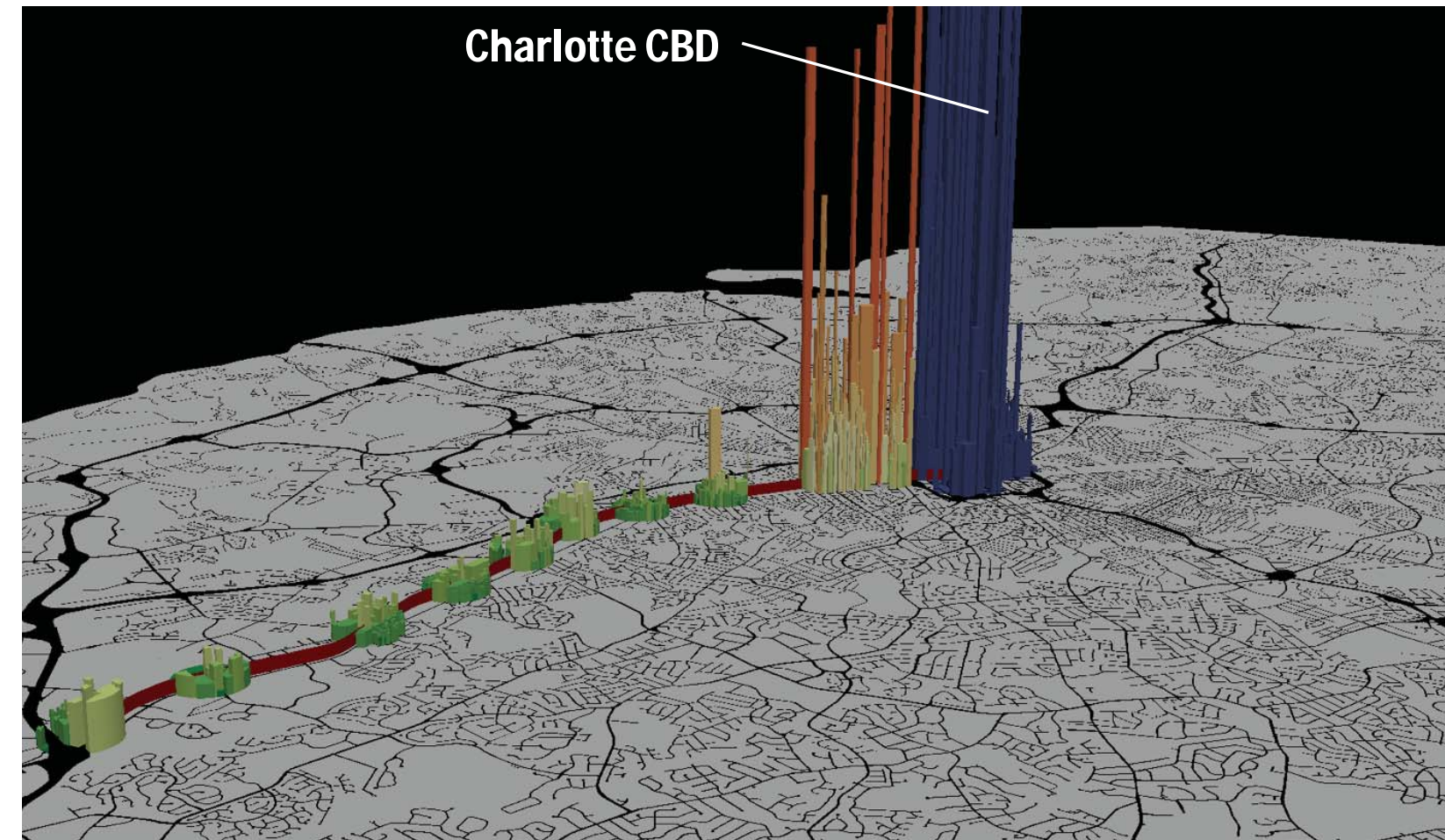
A Tale of Two Transits



Austin Metrorail

**Average Taxable
Value per Acre for TOD
outside of CBD**

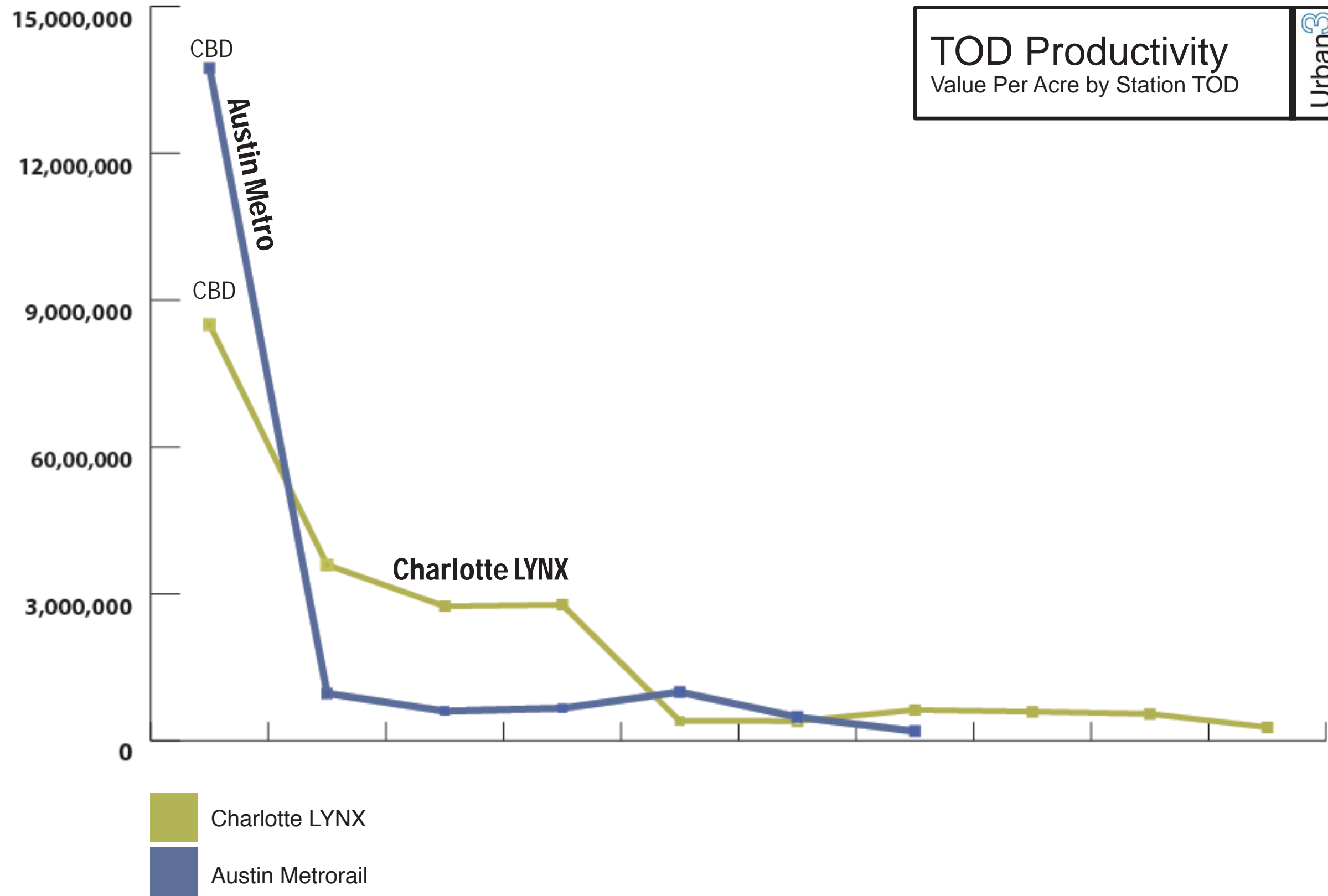
\$648,390



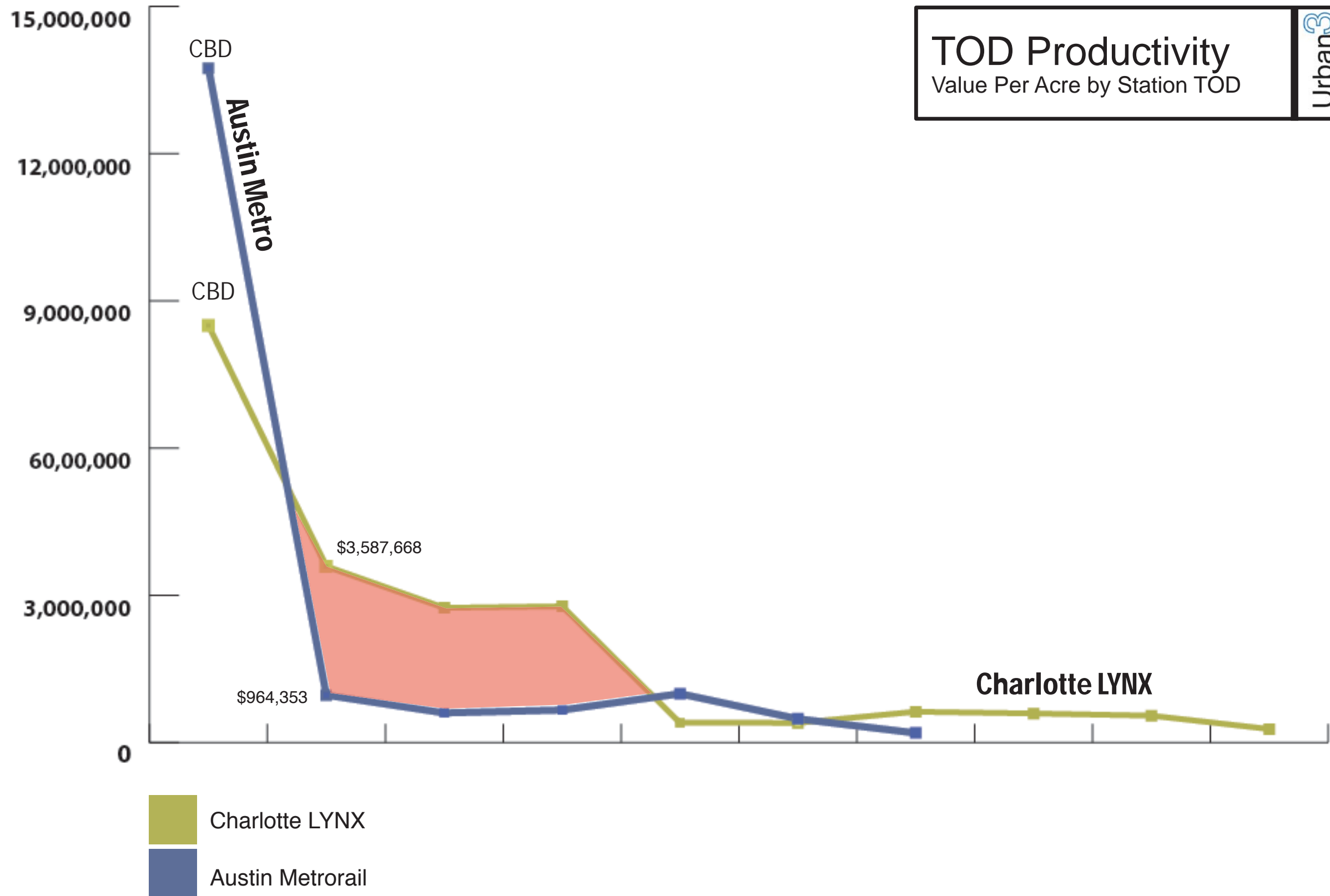
Charlotte LYNX

\$1,326,235

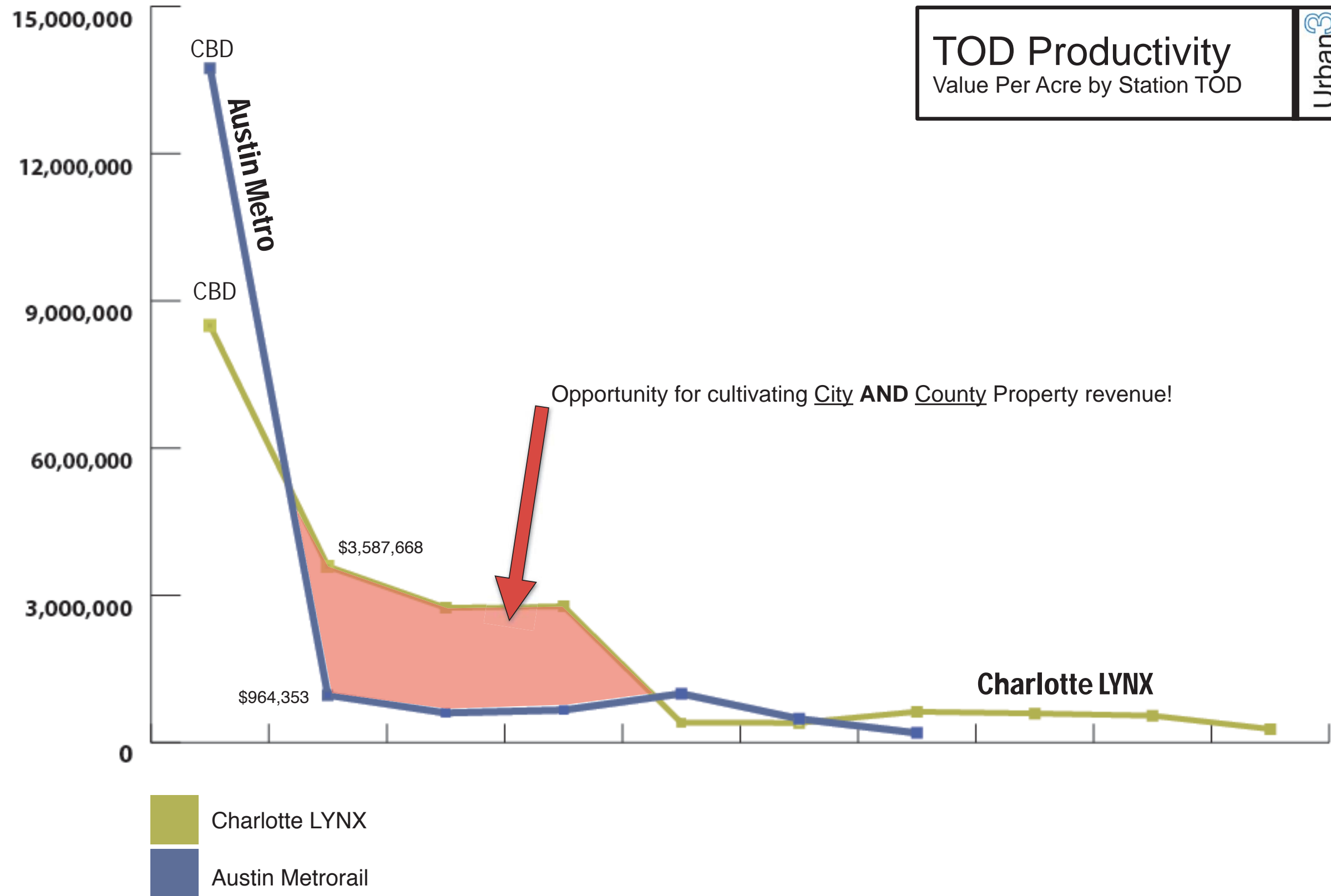
TOD Productivity
Value Per Acre by Station TOD



TOD Productivity
 Value Per Acre by Station TOD



TOD Productivity
Value Per Acre by Station TOD





Walmart
\$784,721 value per acre

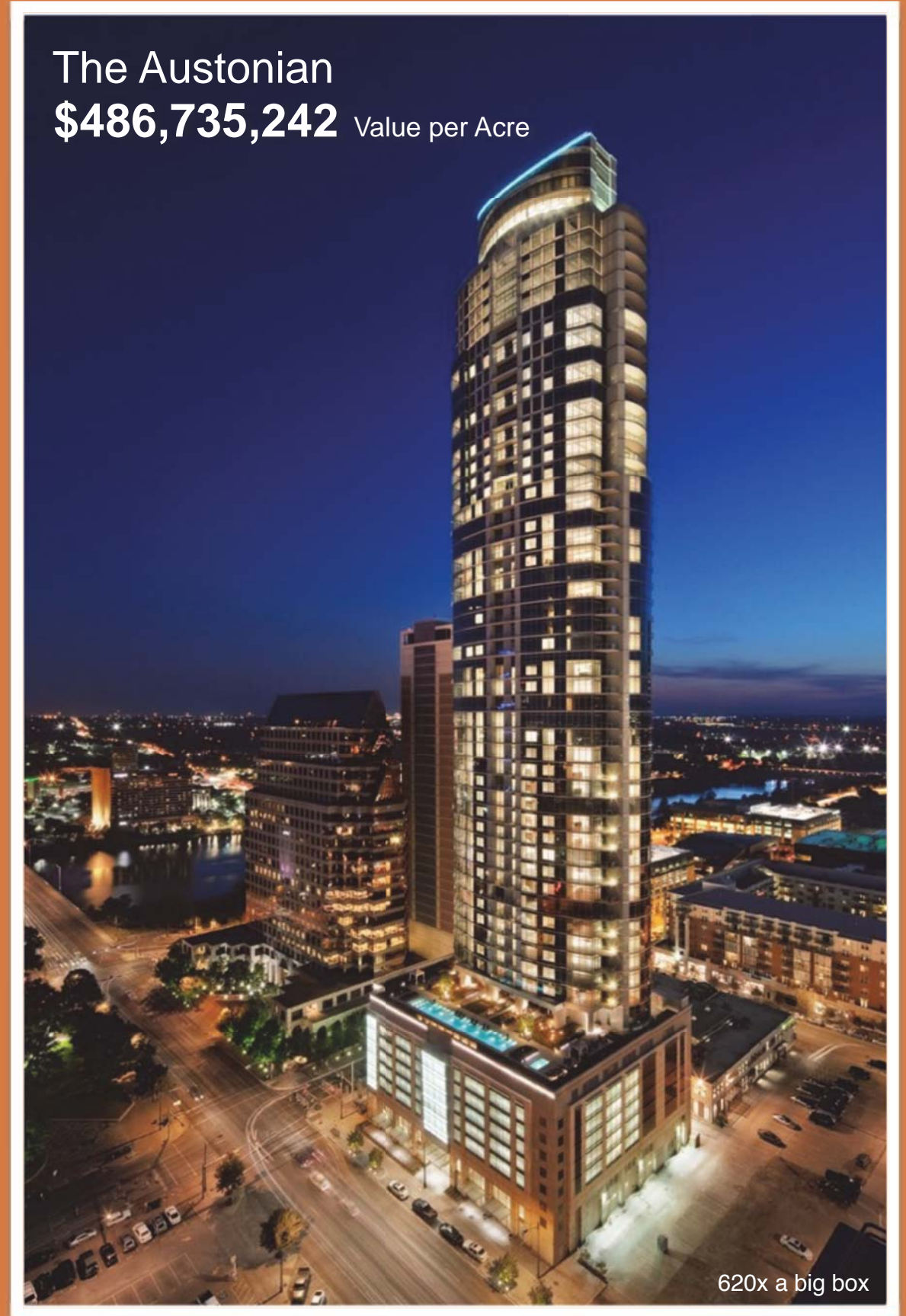
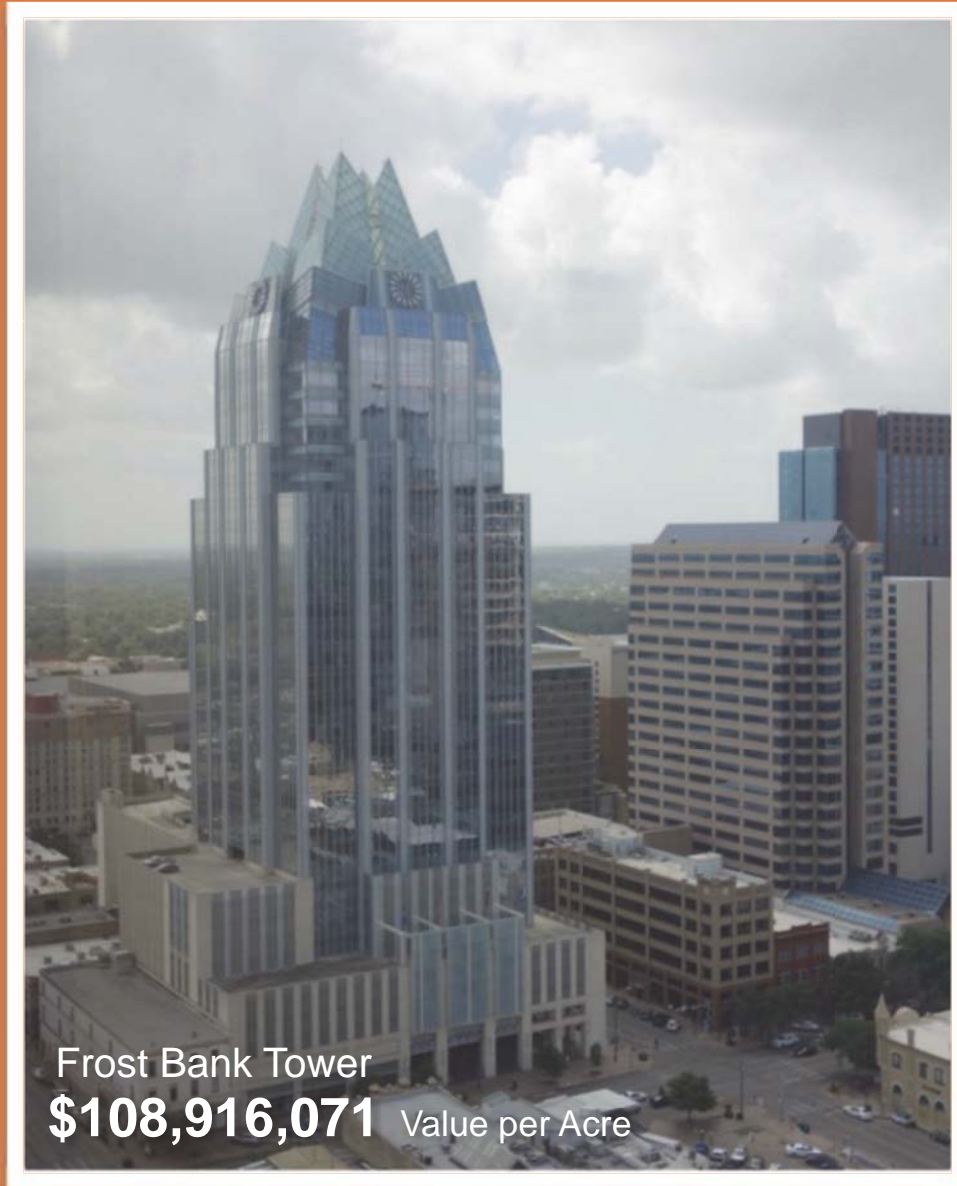


Southpark Meadows
\$1,268,778 value per acre



Barton Creek Mall
\$1,896,168 value per acre

Walmart
\$784,721 value per acre



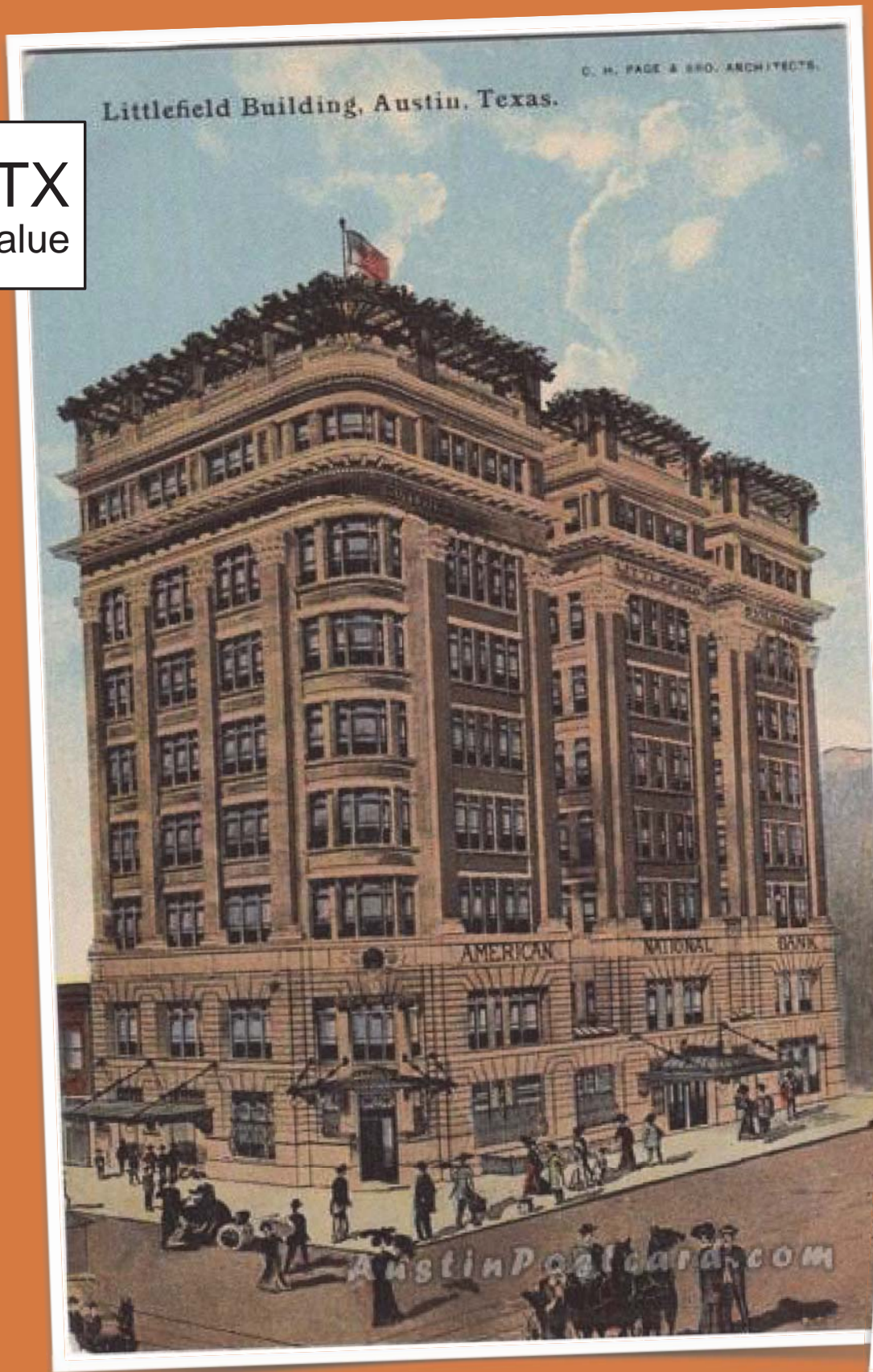
The Usual Suspects

A Lasting Value



Travis County, TX

Determining Lasting Value



1912

Walmart
\$784,721 value per acre



2014

Travis County, TX

Determining Lasting Value



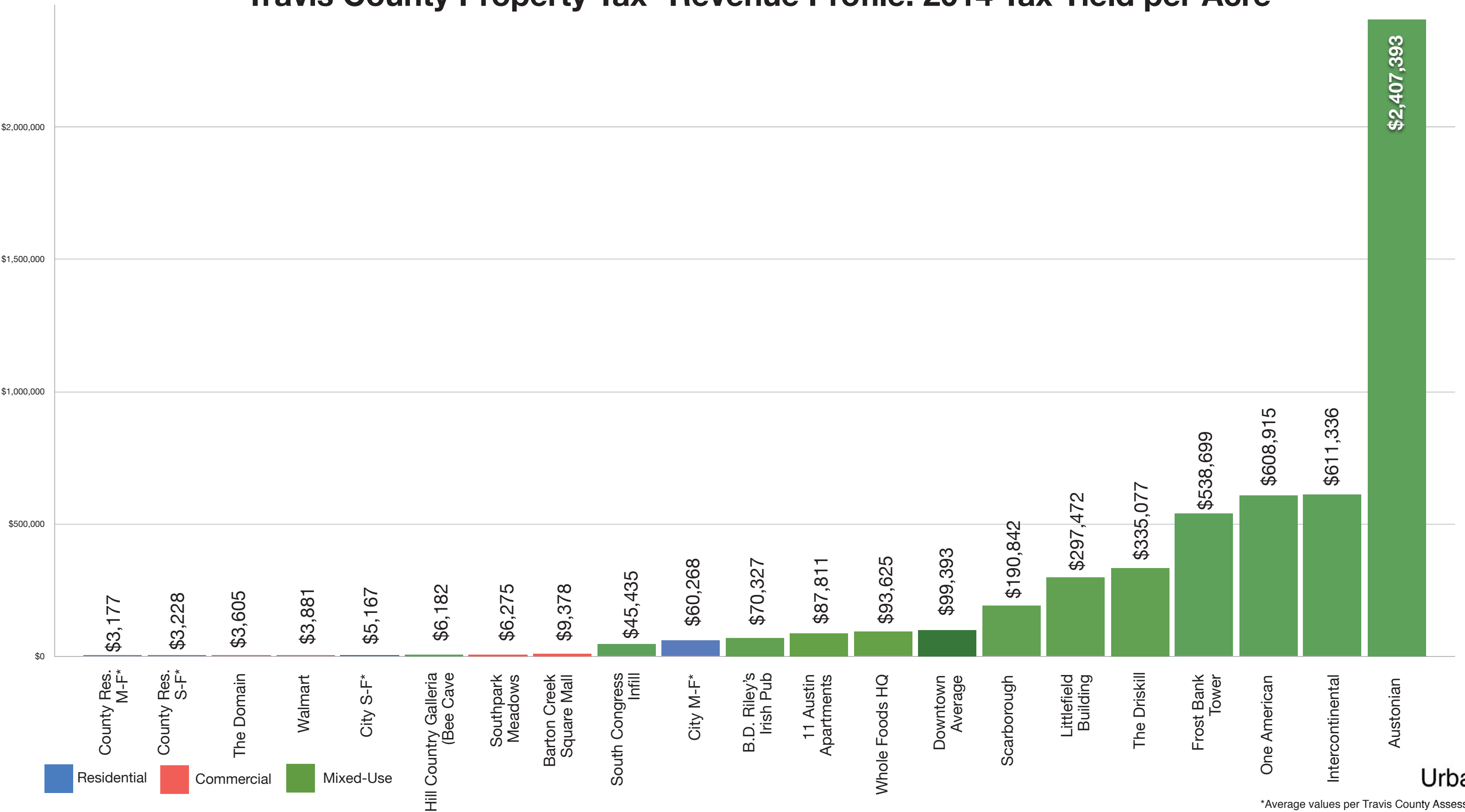
Walmart
\$784,721 value per acre



ca. 1886

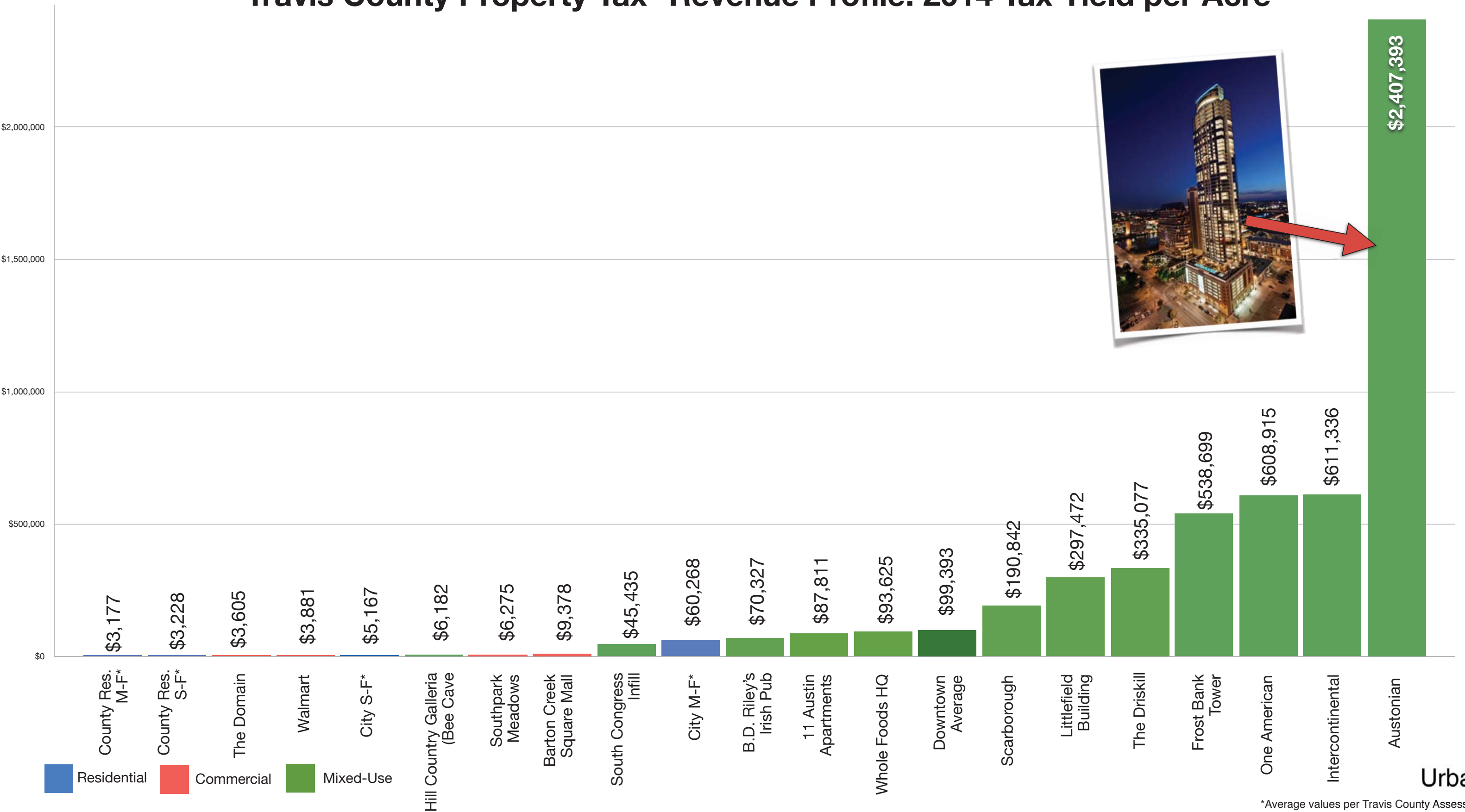
The Driskill
\$67,747,090 Value per Acre

Travis County Property Tax* Revenue Profile: 2014 Tax Yield per Acre



*Average values per Travis County Assessor File

Travis County Property Tax* Revenue Profile: 2014 Tax Yield per Acre



■ Residential
 ■ Commercial
 ■ Mixed-Use

*Average values per Travis County Assessor File

Travis County, TX

Determining Lasting Value



South Park Meadows
\$1,268,778 value per acre

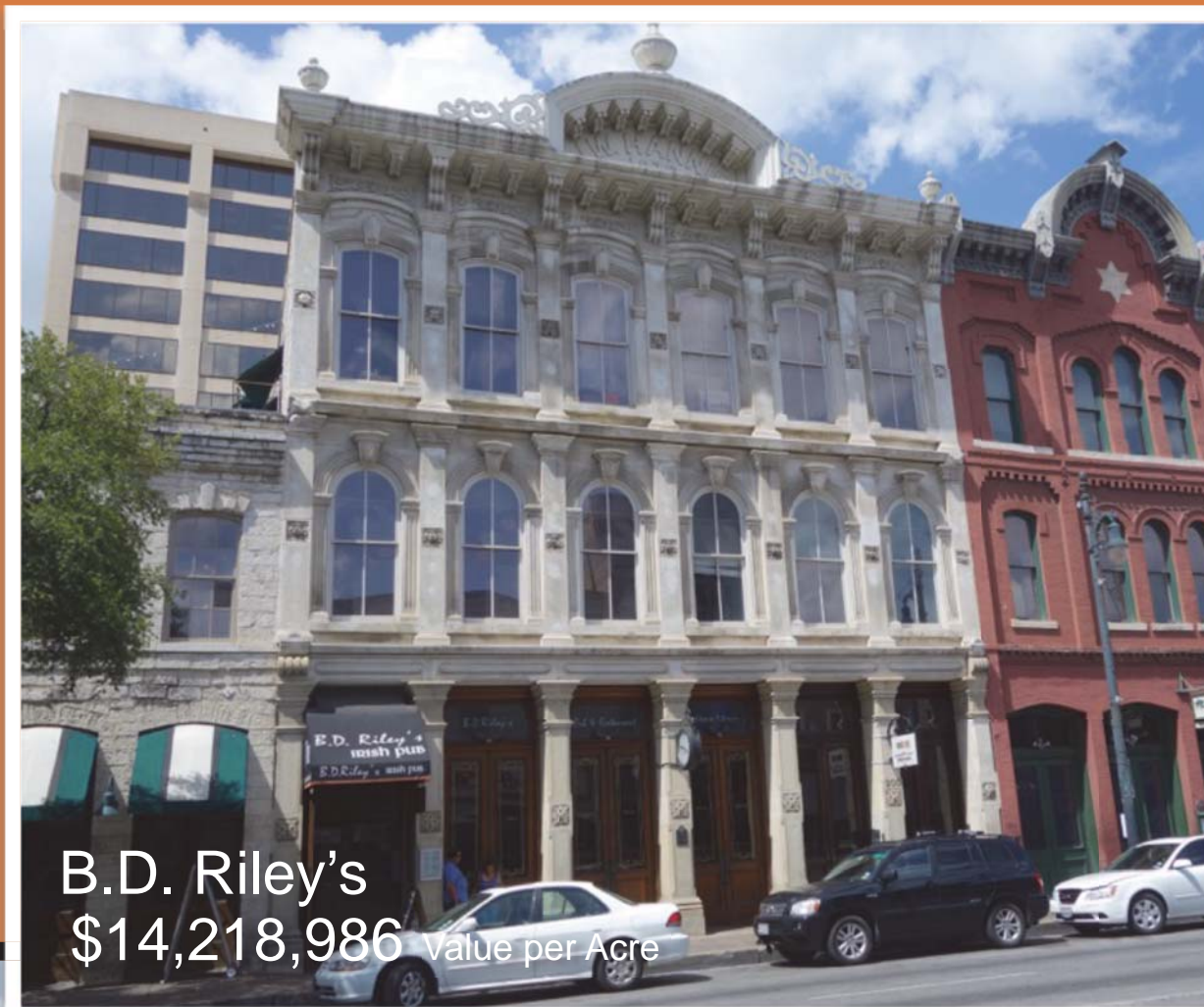
1.8 acres of Stephen F. Austin
would equal the **172.1 acre**
Southpark Meadows power center



Intercontinental Hotel
\$123,602,159 Value per Acre

Travis County, TX

Determining Lasting Value



B.D. Riley's
\$14,218,986 value per Acre



Walmart
\$784,721 value per acre

1.1 acres of B.D. Riley's would equal the 20.4 acre Walmart

What are the numbers in Ontario?





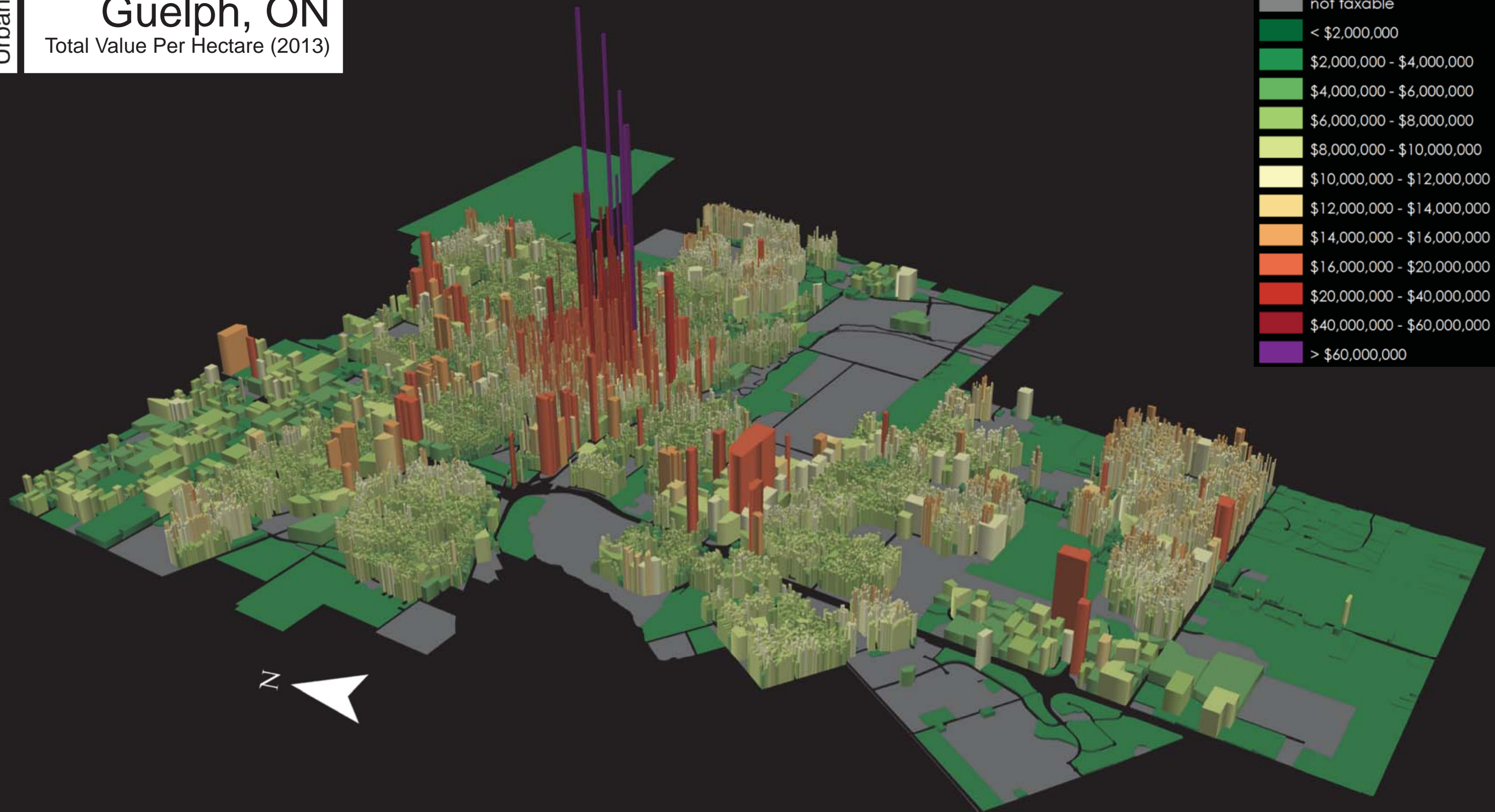
Canada's Tax Code



North Carolina's Tax Code

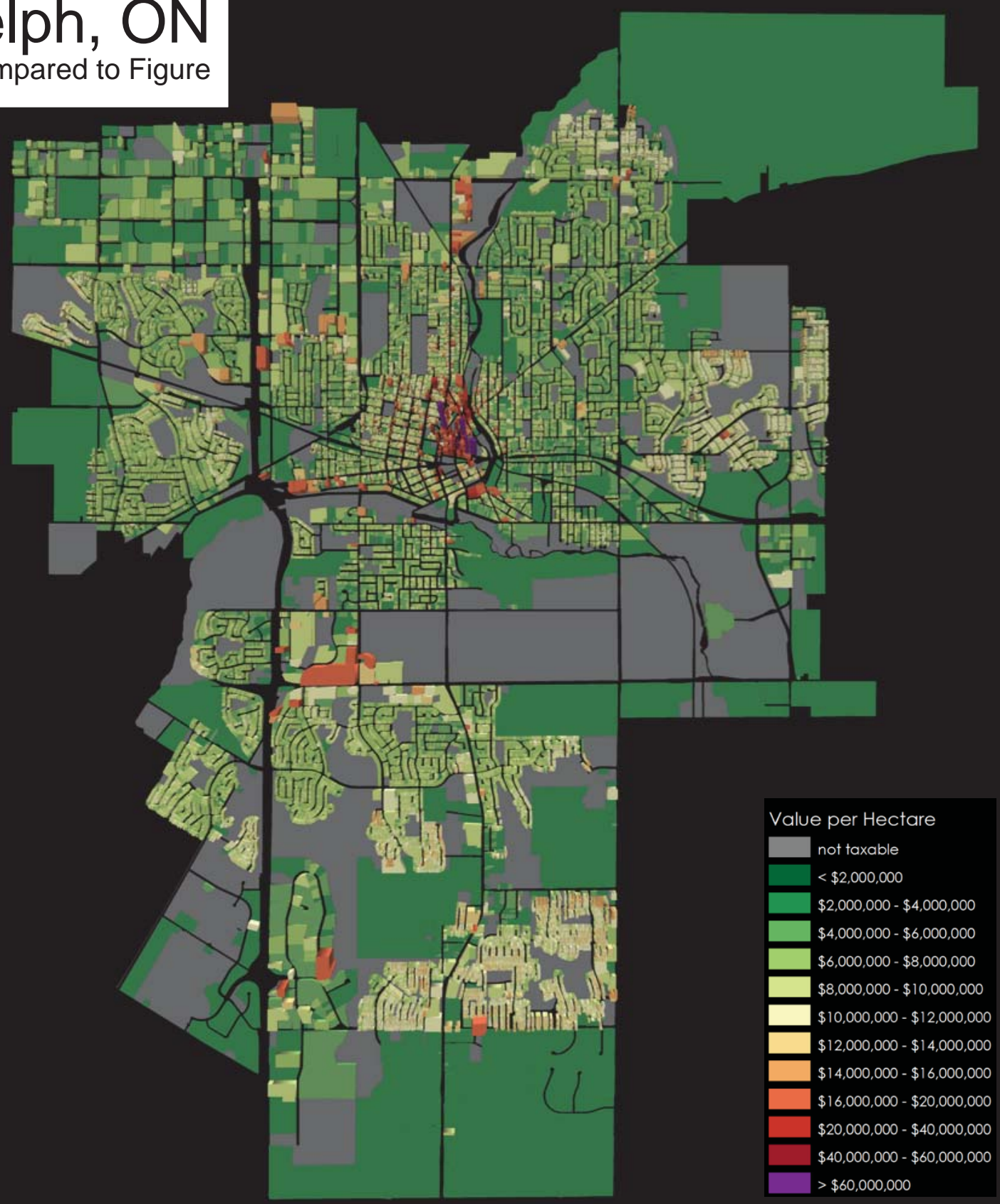
Guelph, ON

Total Value Per Hectare (2013)



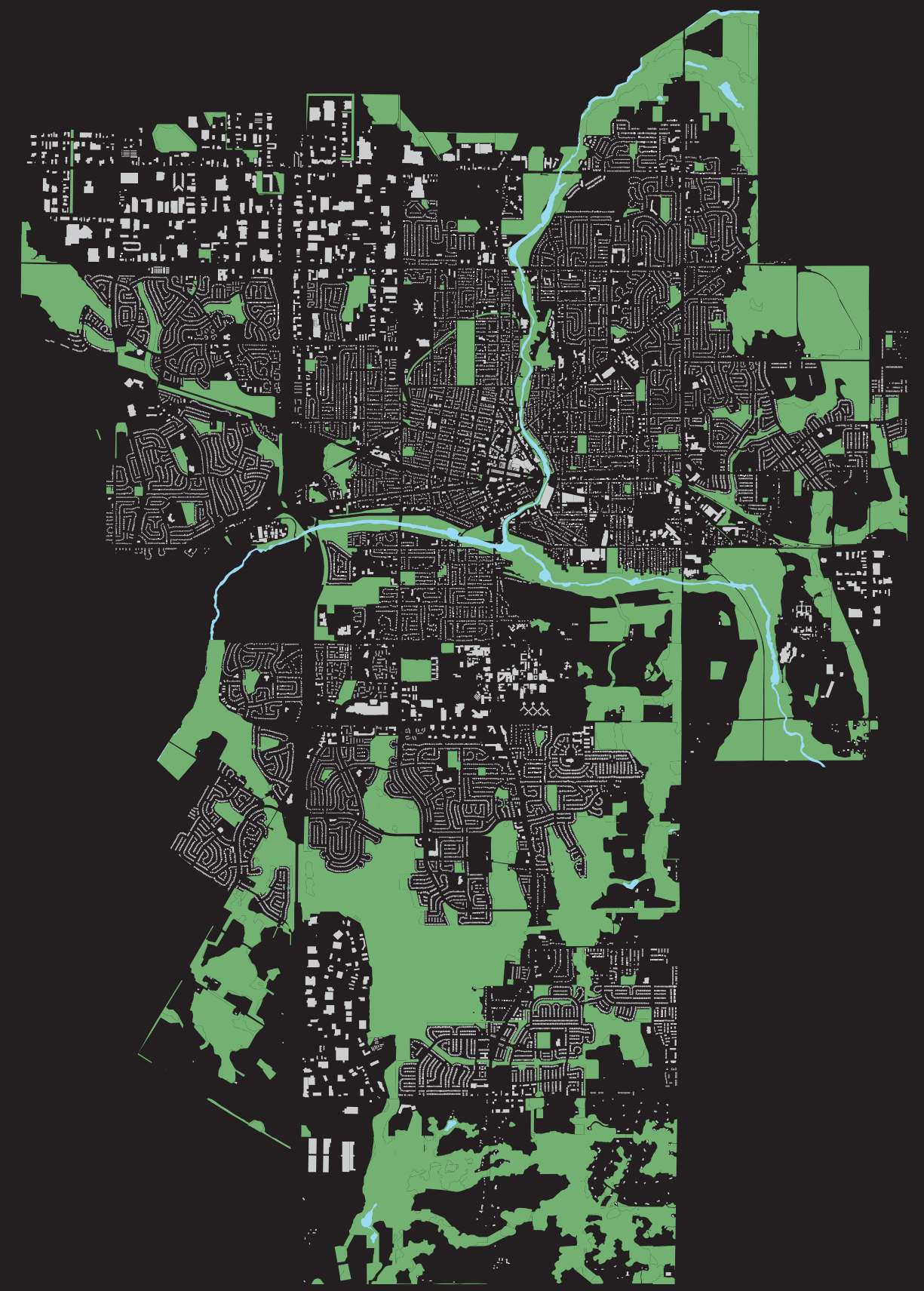
Guelph, ON

Value Compared to Figure



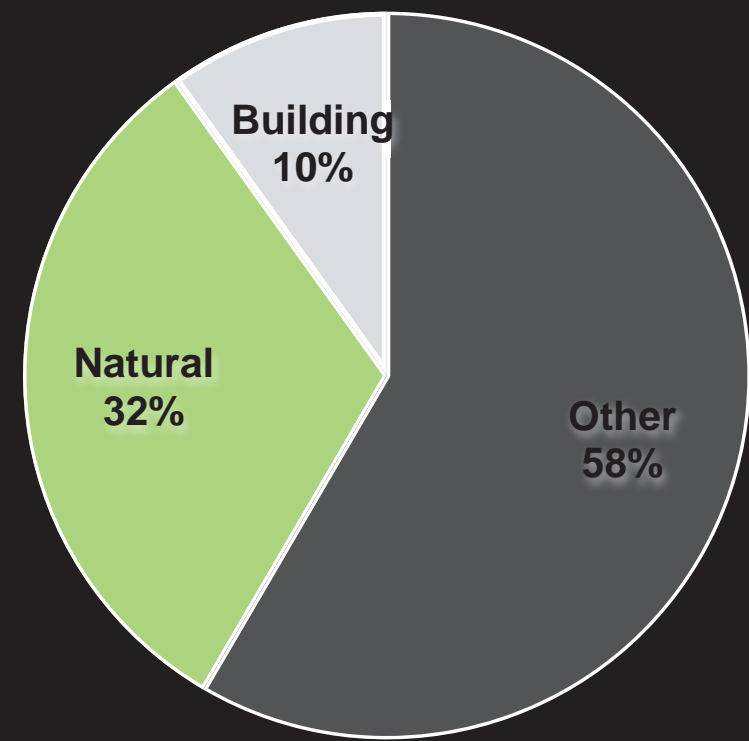
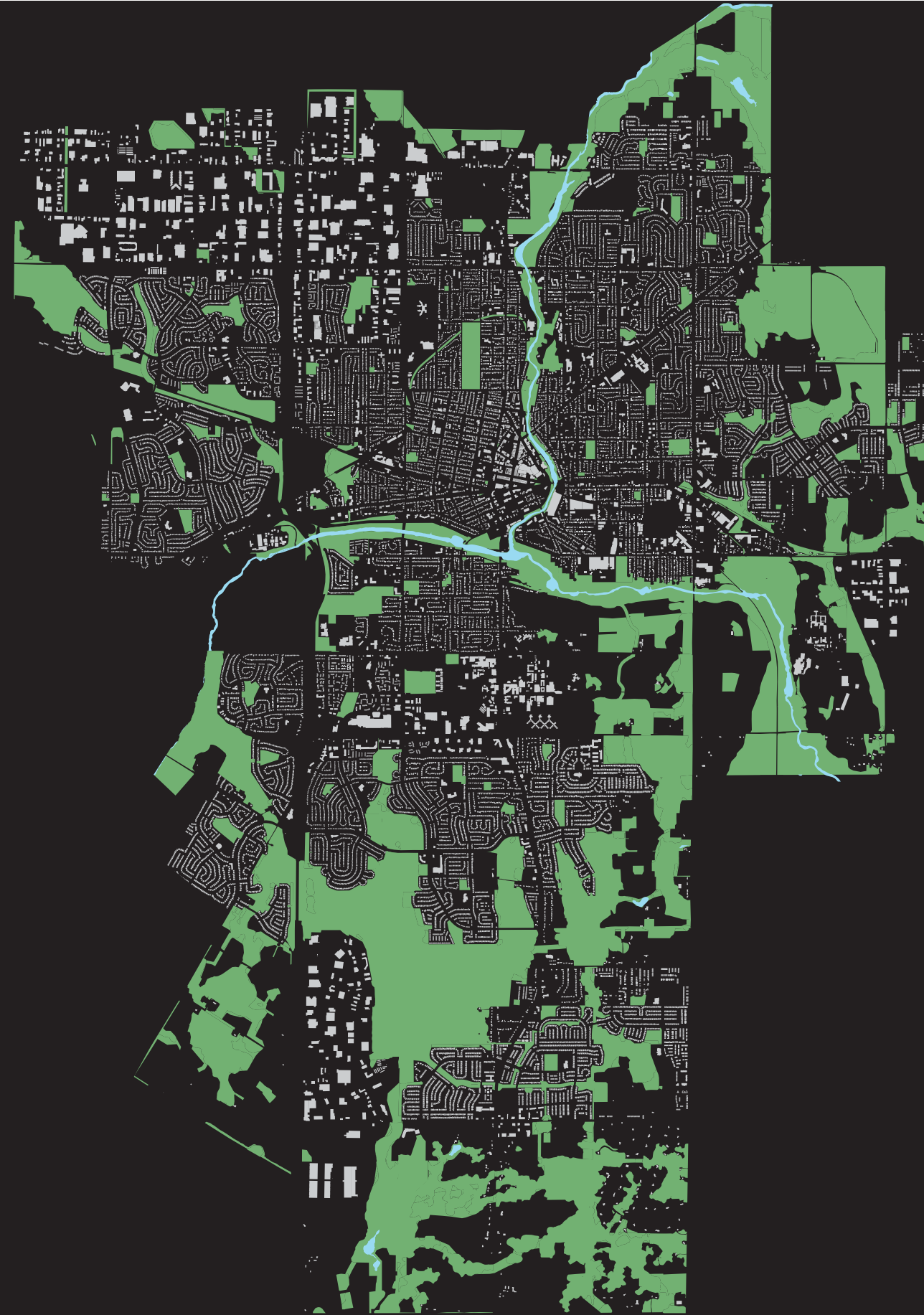
Value per Hectare

not taxable
< \$2,000,000
\$2,000,000 - \$4,000,000
\$4,000,000 - \$6,000,000
\$6,000,000 - \$8,000,000
\$8,000,000 - \$10,000,000
\$10,000,000 - \$12,000,000
\$12,000,000 - \$14,000,000
\$14,000,000 - \$16,000,000
\$16,000,000 - \$20,000,000
\$20,000,000 - \$40,000,000
\$40,000,000 - \$60,000,000
> \$60,000,000



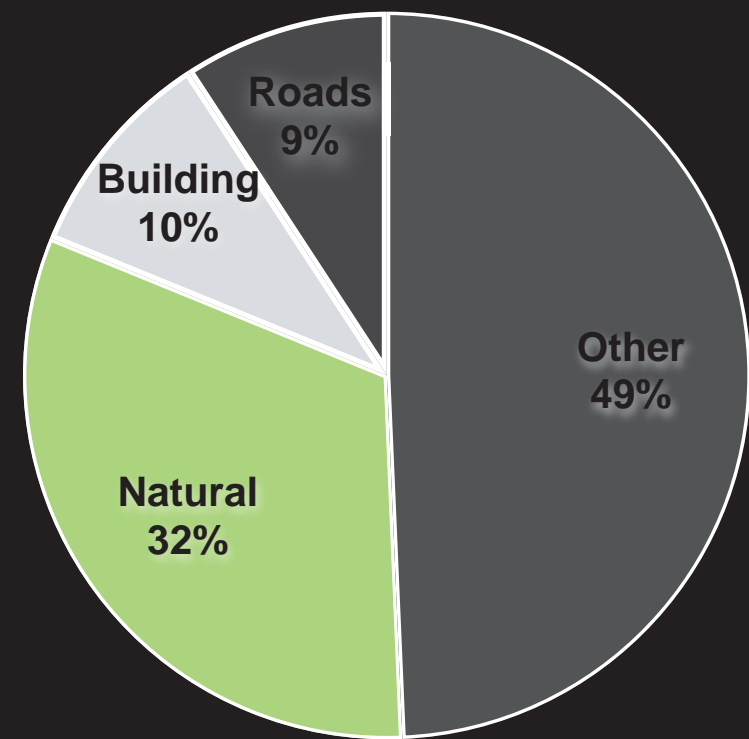
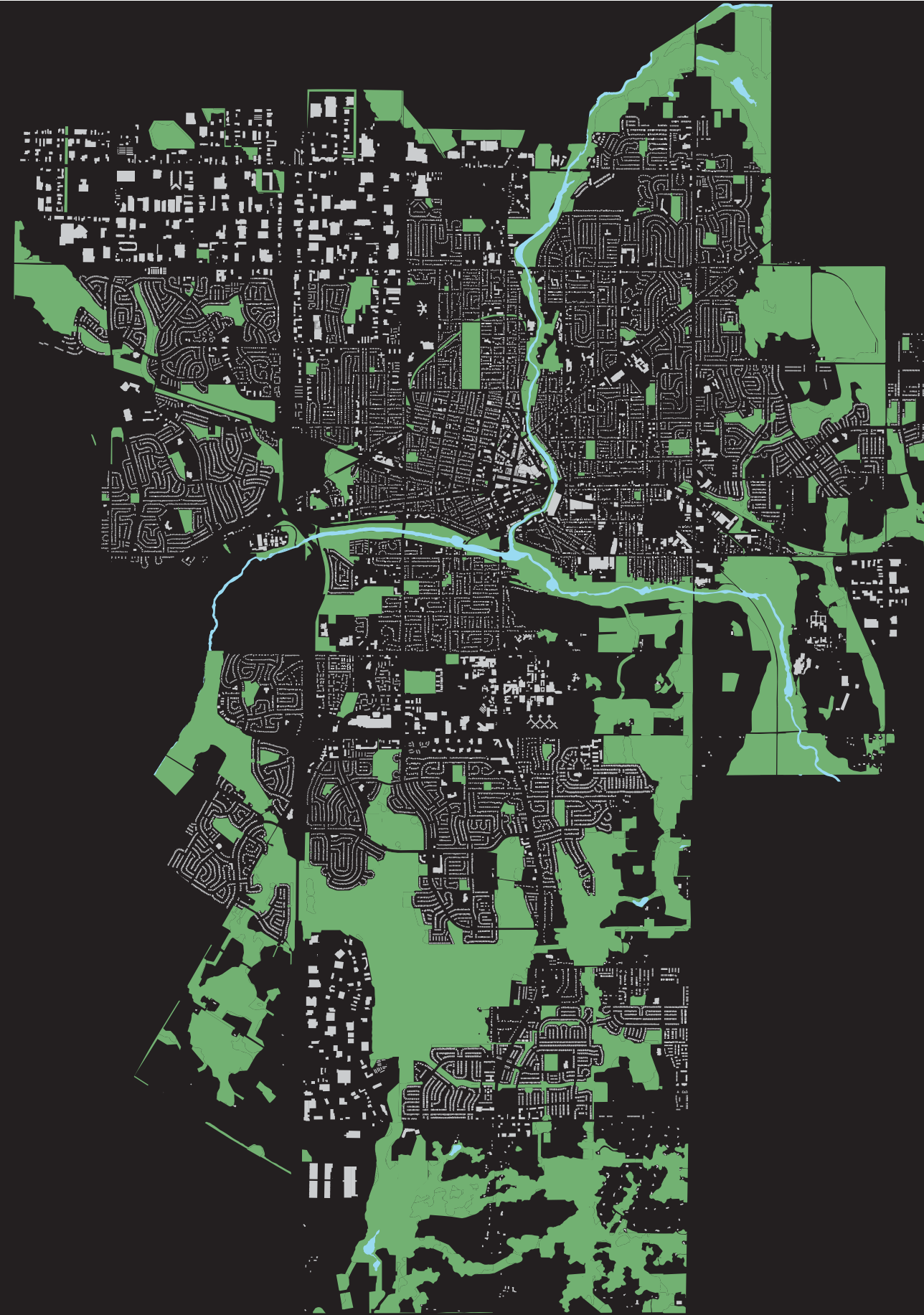
Guelph, ON

Figure Ground (+ Natural Features)



Guelph, ON

Figure Ground (+ Natural Features)



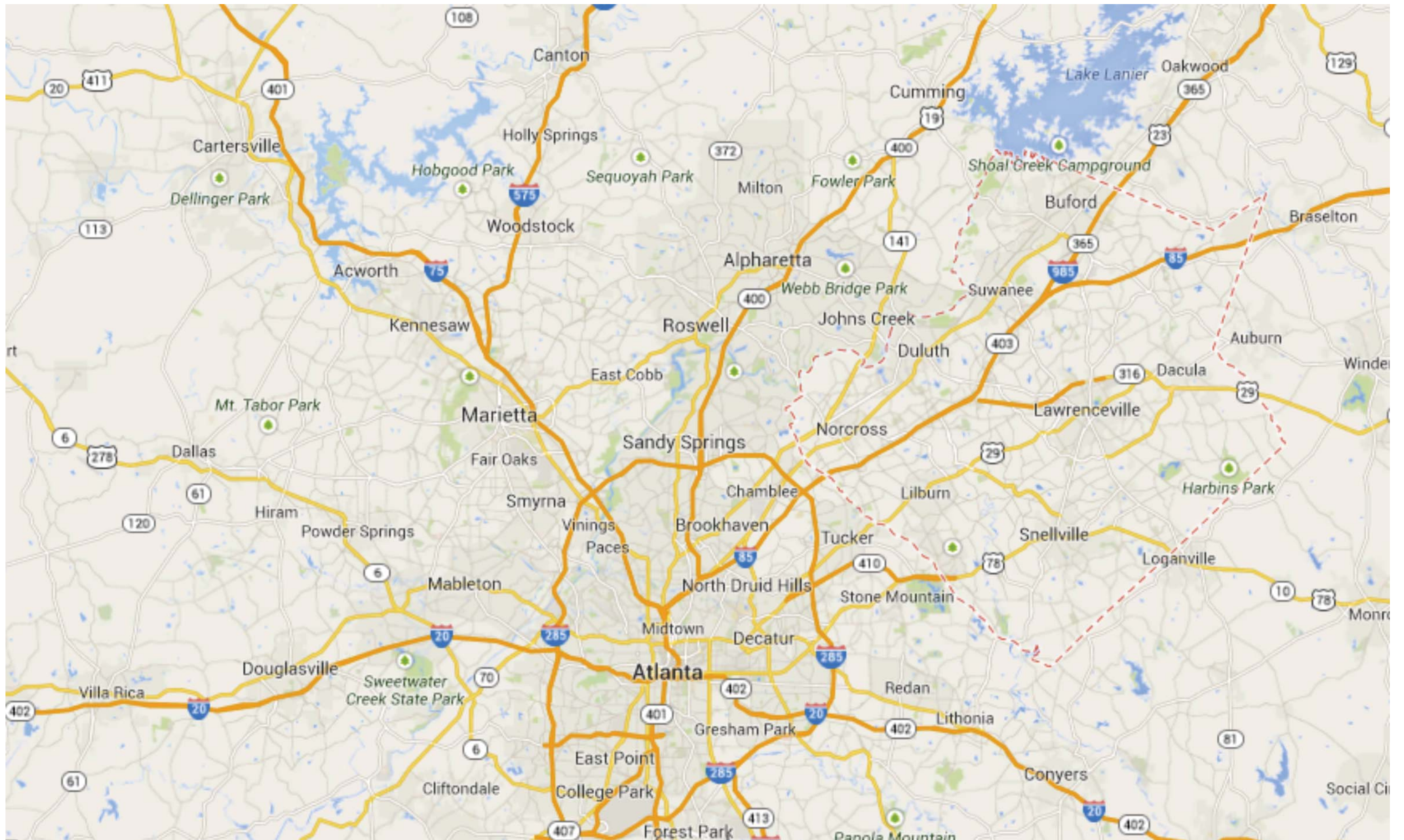
"You are about to show me shadows of the things that have not happened, but will happen in the time before us."

Ebenezer Scrooge
The Ghost of Christmas Yet to Come
A Christmas Carol



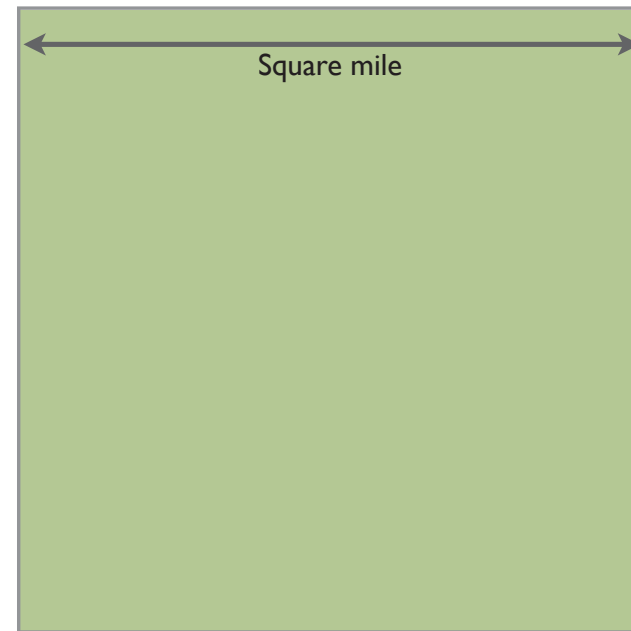
What are the numbers for Gwinnett County?





Density - People per Square Mile

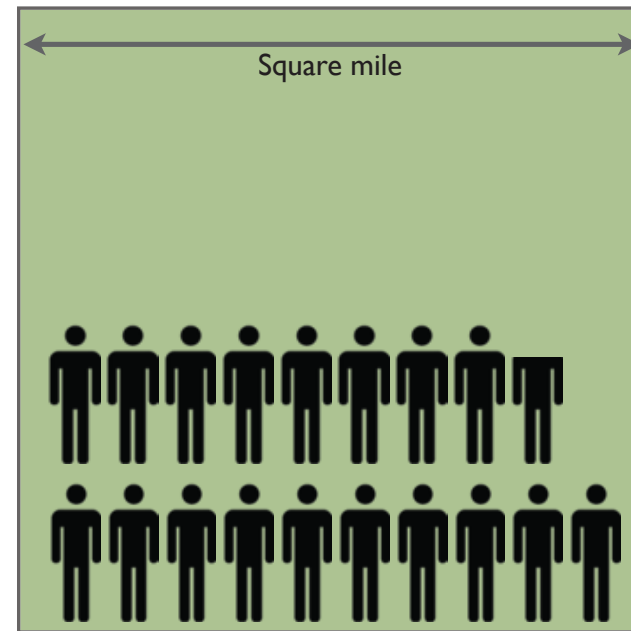
 = 100 people
Source: US Census



Gwinnett, GA
1,871 people/Sq. Mi.

Density - People per Square Mile

 = 100 people
Source: US Census



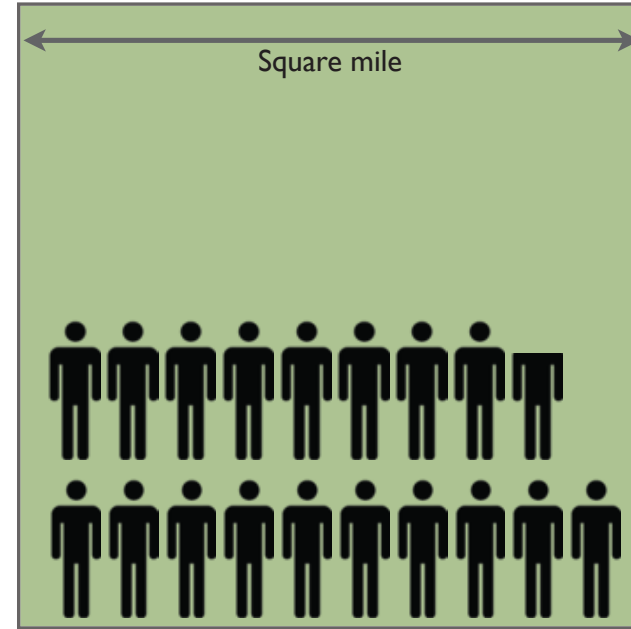
Gwinnett, GA
1,871 people/Sq. Mi.

Density - People per Square Mile

 = 100 people
Source: US Census



DeKalb, GA
2,740 people/Sq. Mi.



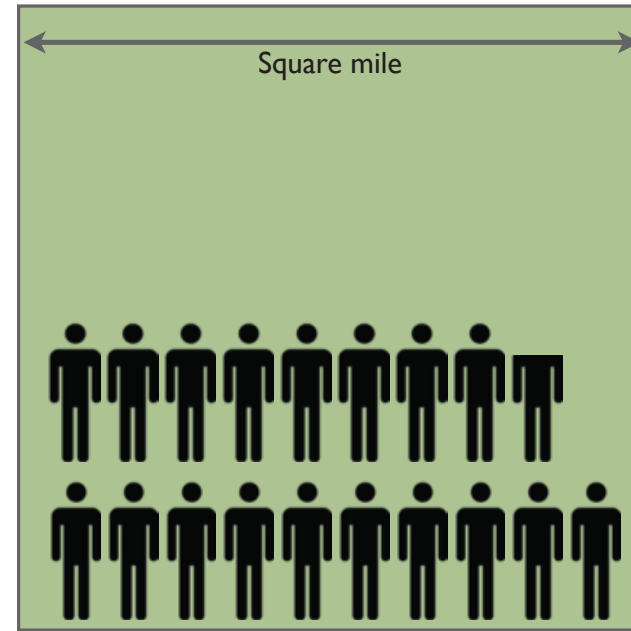
Gwinnett, GA
1,871 people/Sq. Mi.

Density - People per Square Mile

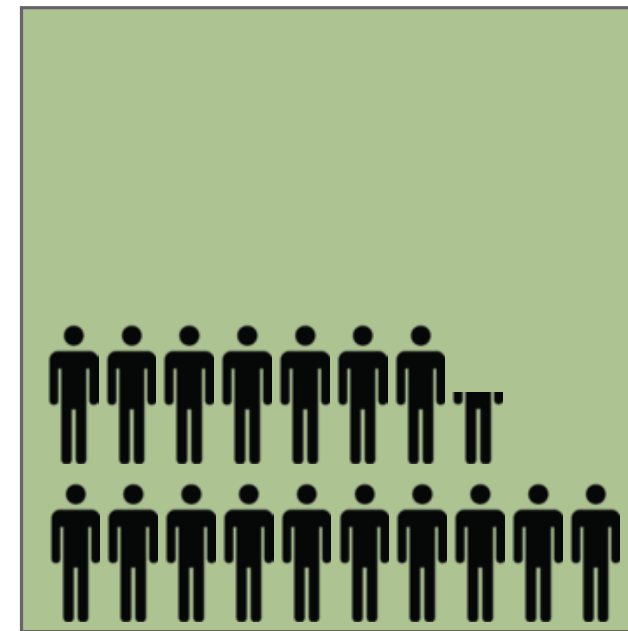
 = 100 people
Source: US Census



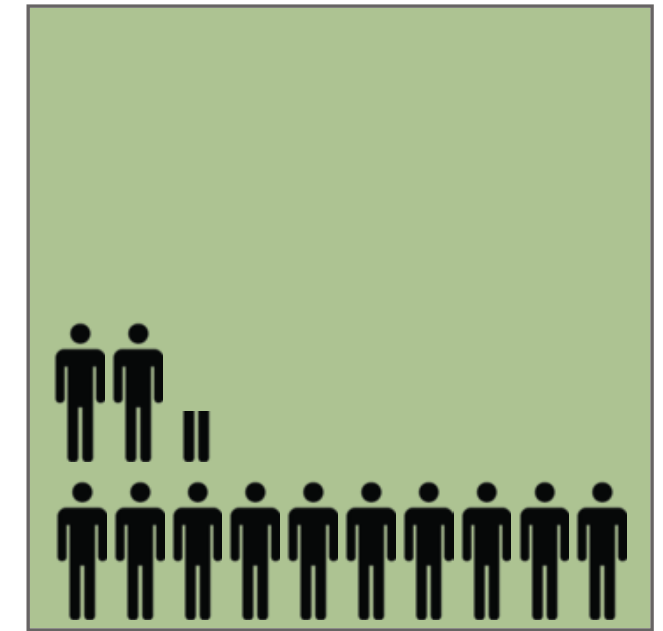
DeKalb, GA
2,740 people/Sq. Mi.



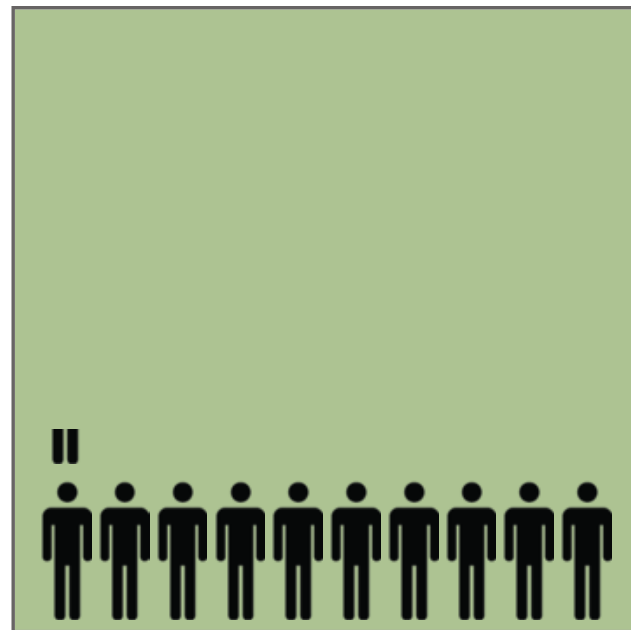
Gwinnett, GA
1,871 people/Sq. Mi.



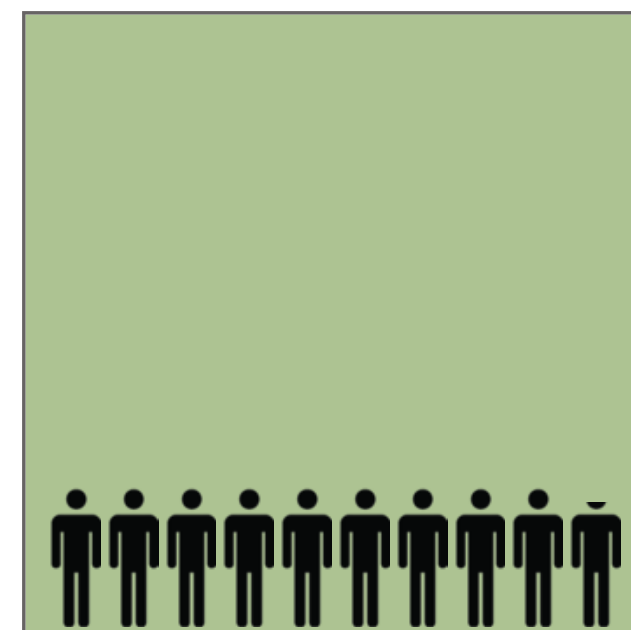
Mecklenburg, NC
1,756 people/Sq. Mi.



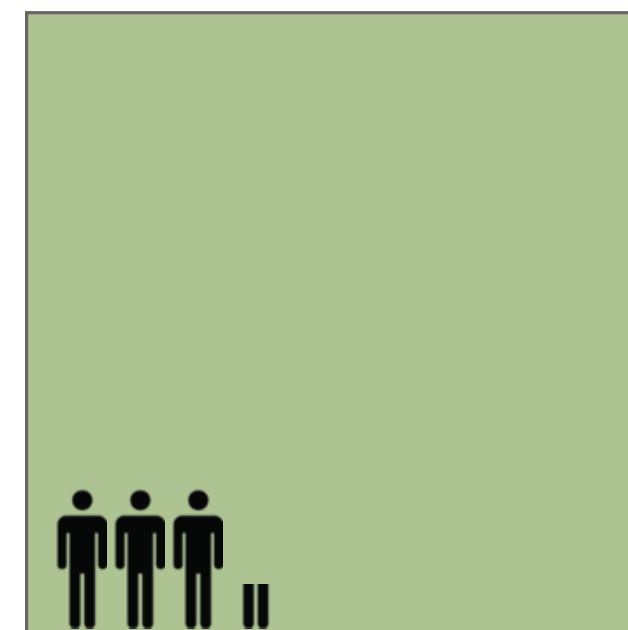
Davidson, TN
1,243 people/Sq. Mi.



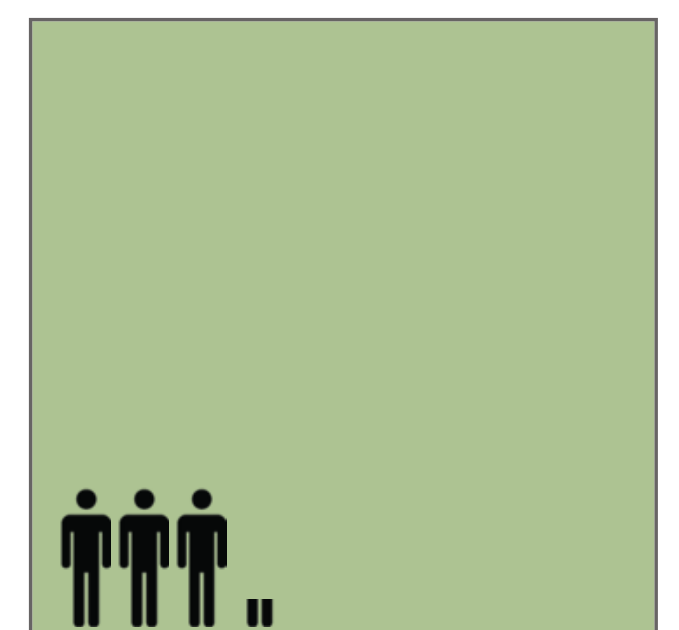
Travis, TX
1,034 people/Sq. Mi.



Wake, NC
992 people/Sq. Mi.



Buncombe, NC
344 people/Sq. Mi.



Orange, NC
313 people/Sq. Mi.

Gwinnett County, GA

Total Value Per Acre

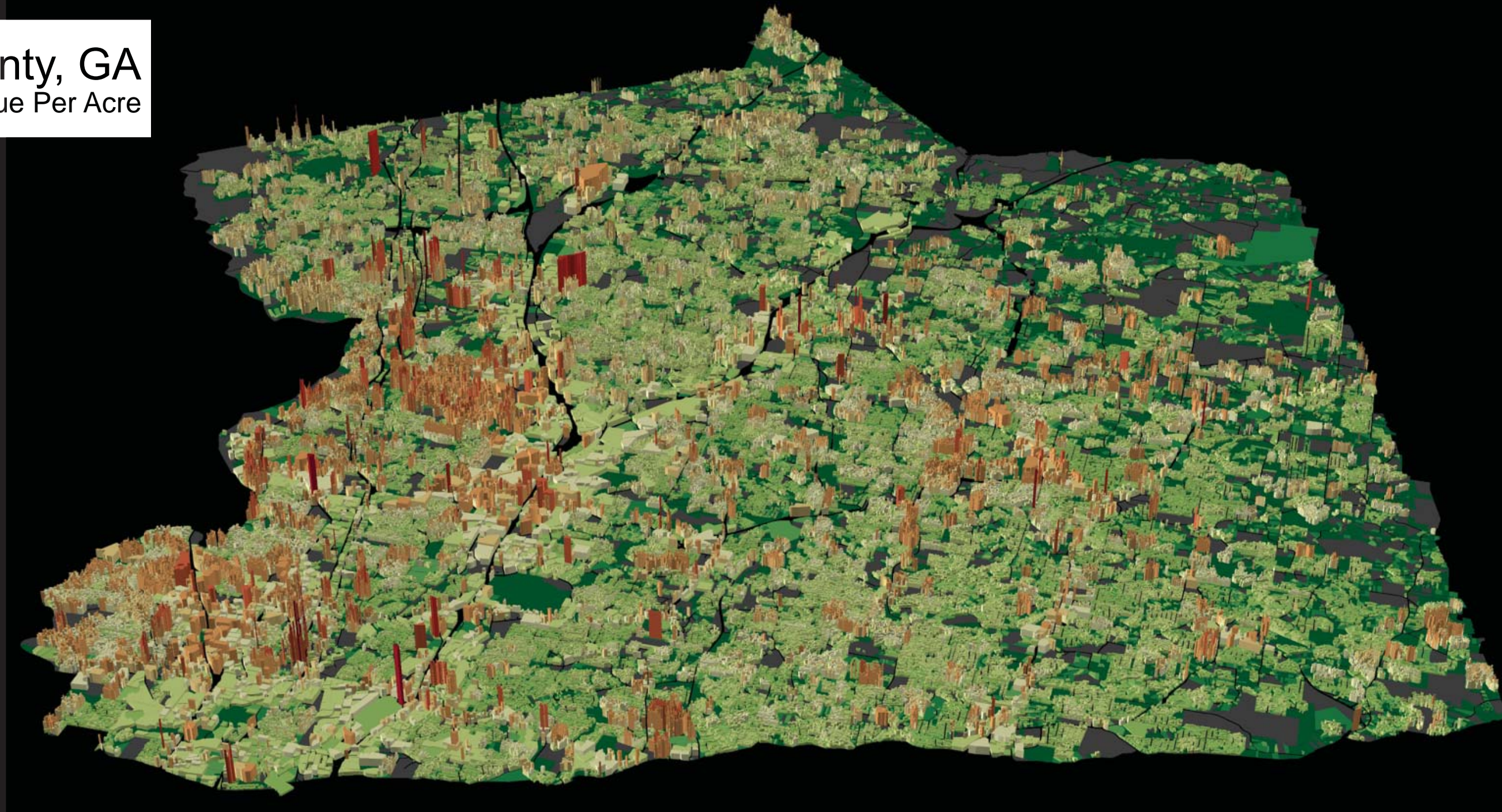


Total Value Per Acre



Gwinnett County, GA

Total Value Per Acre

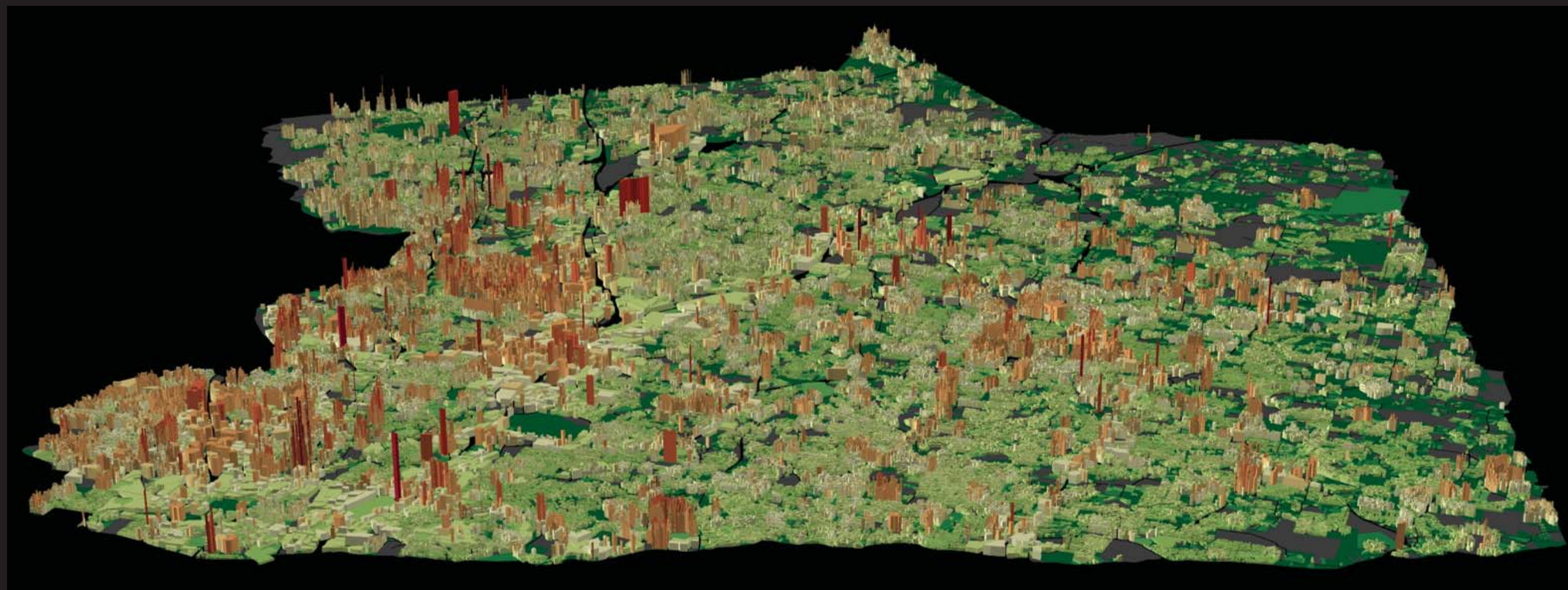


Total Value Per Acre



Gwinnett County, GA

Total Value Per Acre



Total Value Per Acre



Gwinnett County, GA

Total Value Per Acre (elevation)

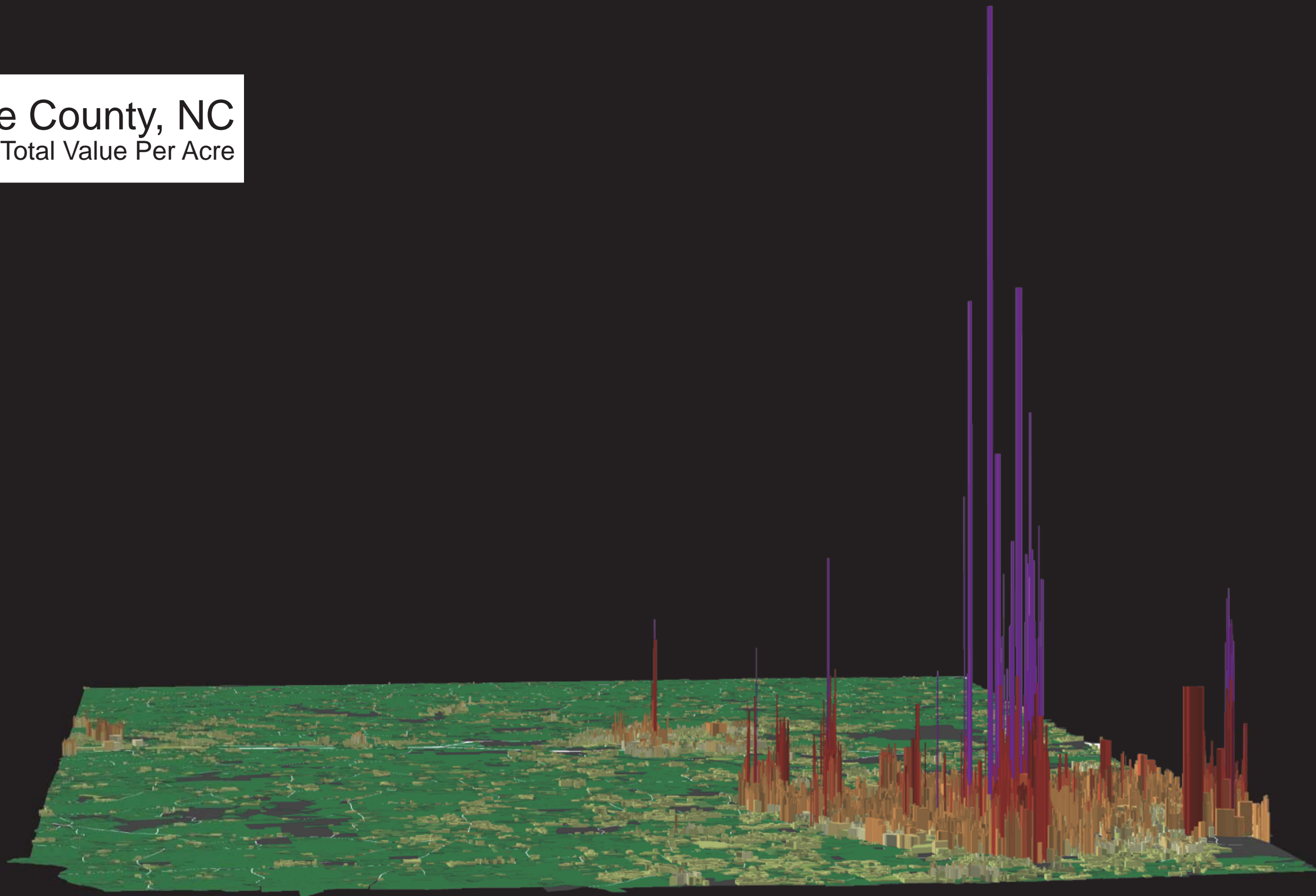


Total Value Per Acre



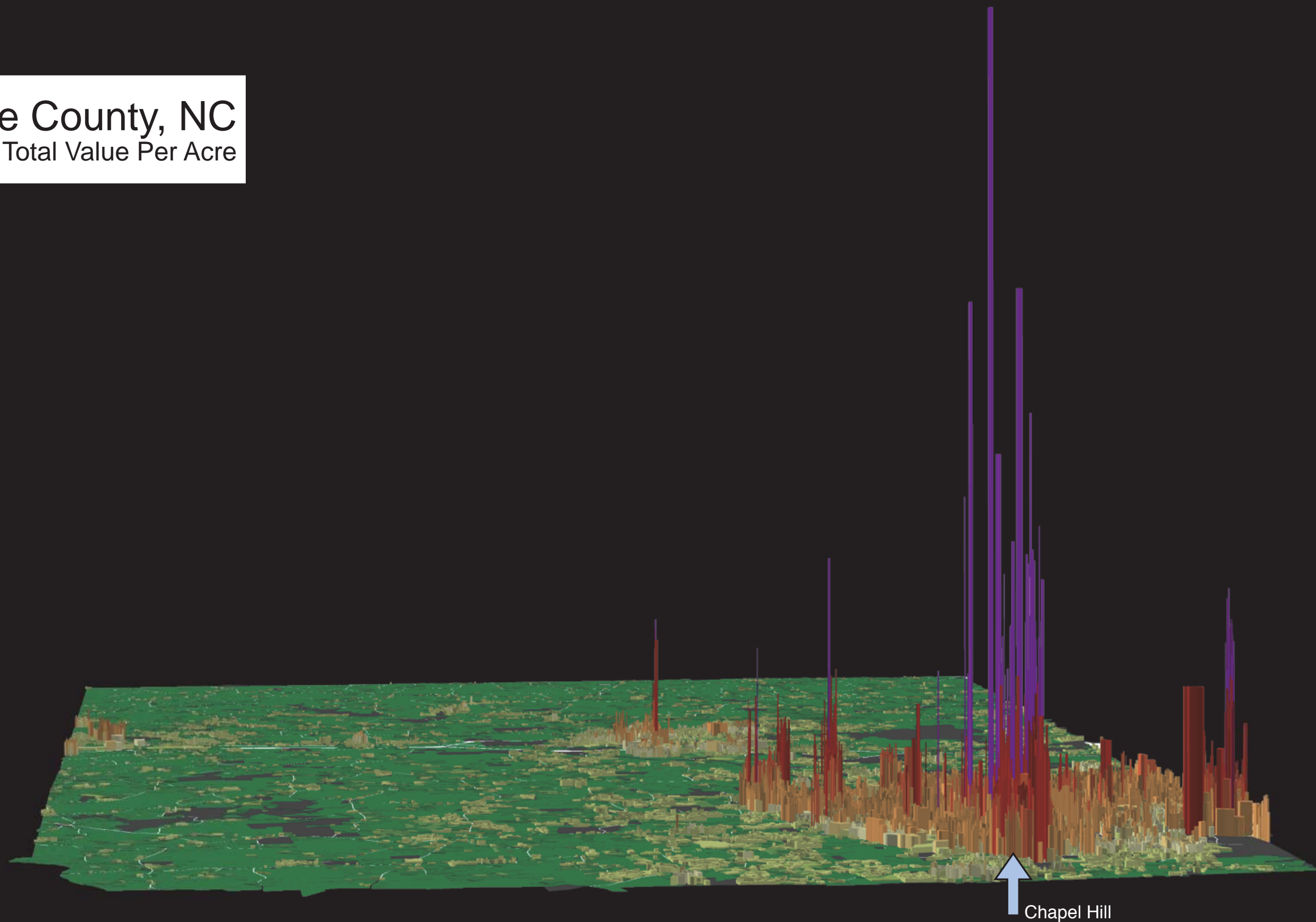
Orange County, NC

Total Value Per Acre



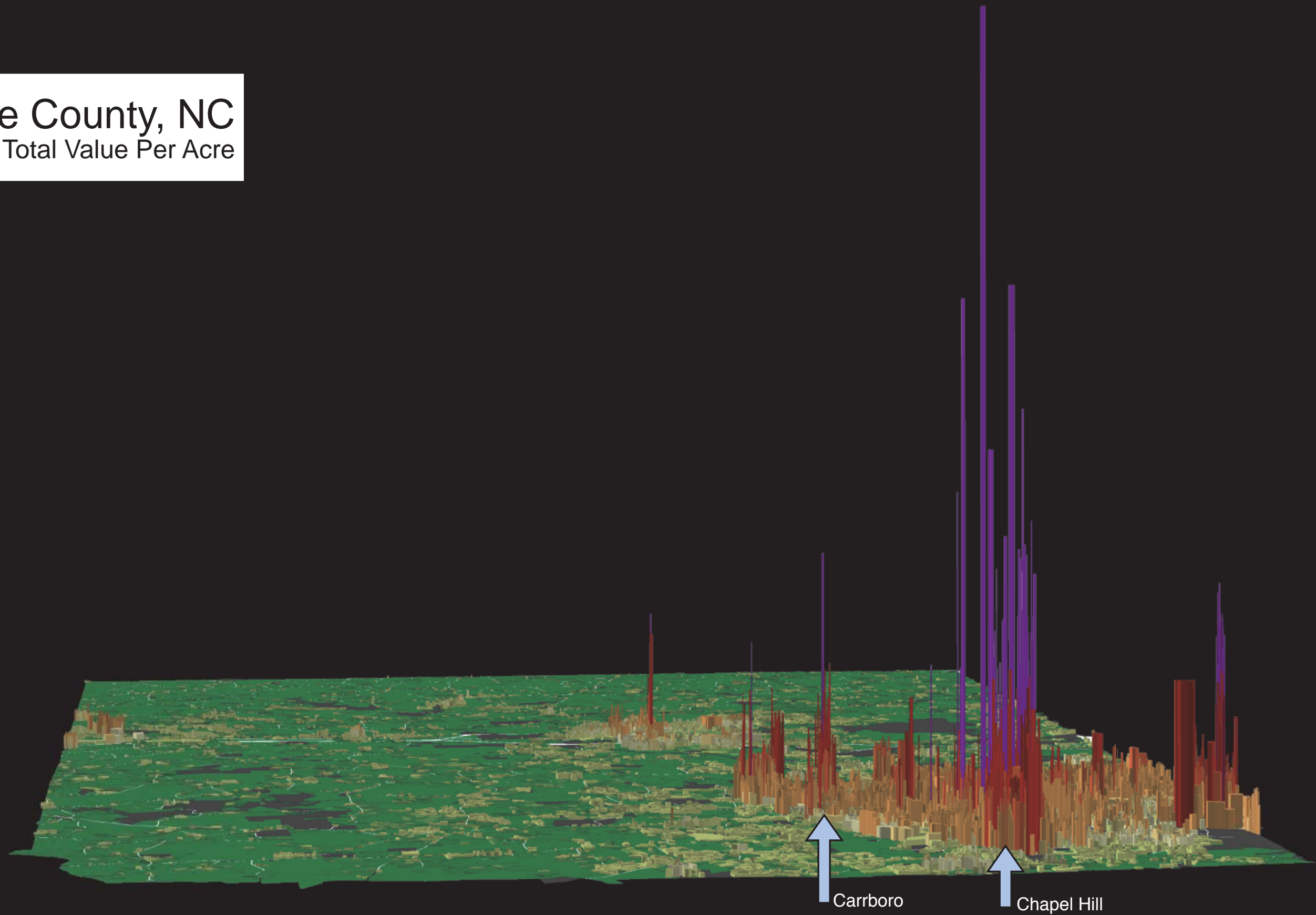
Orange County, NC

Total Value Per Acre



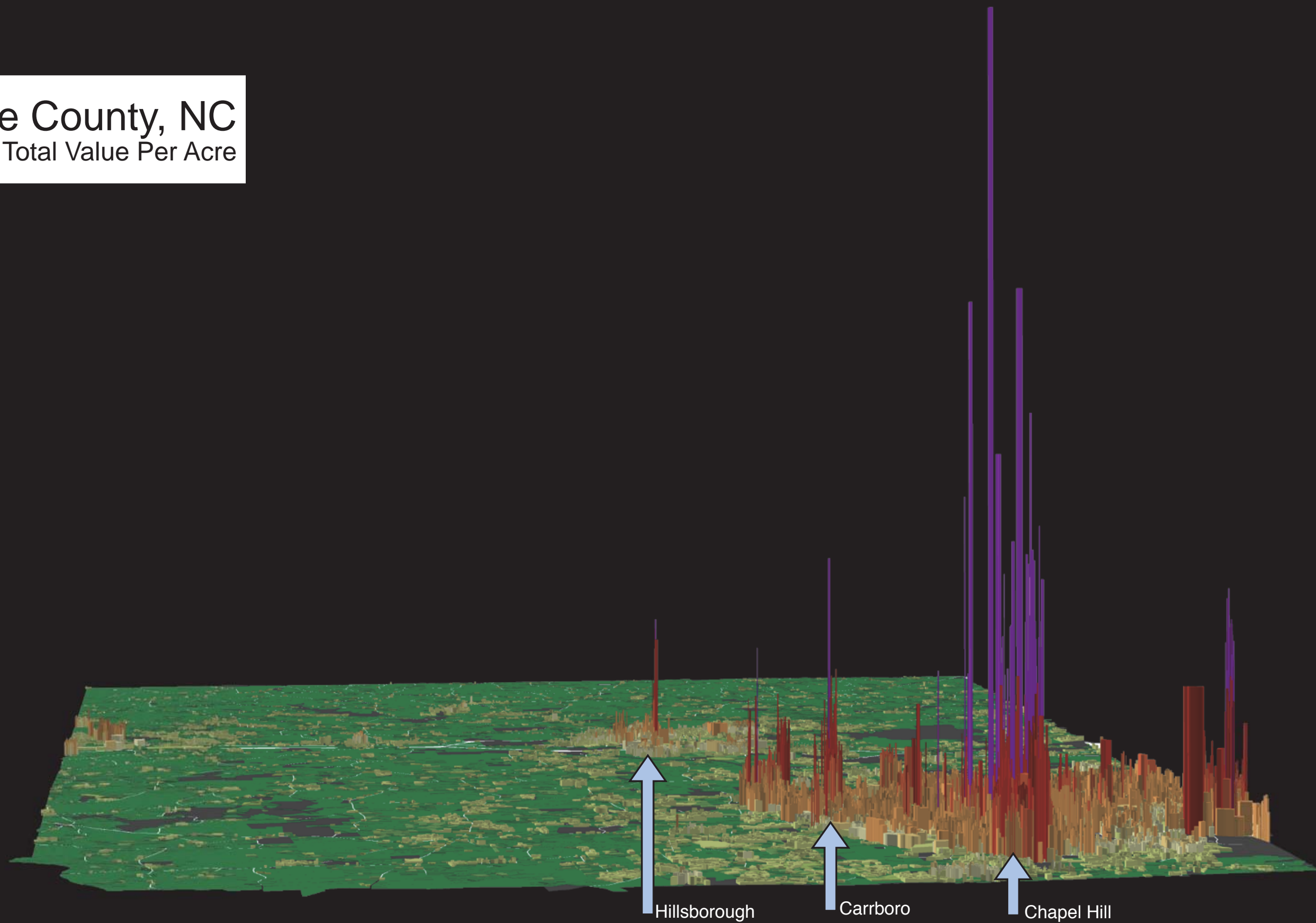
Orange County, NC

Total Value Per Acre



Orange County, NC

Total Value Per Acre



Gwinnett County, GA

Total Value Per Acre (elevation)

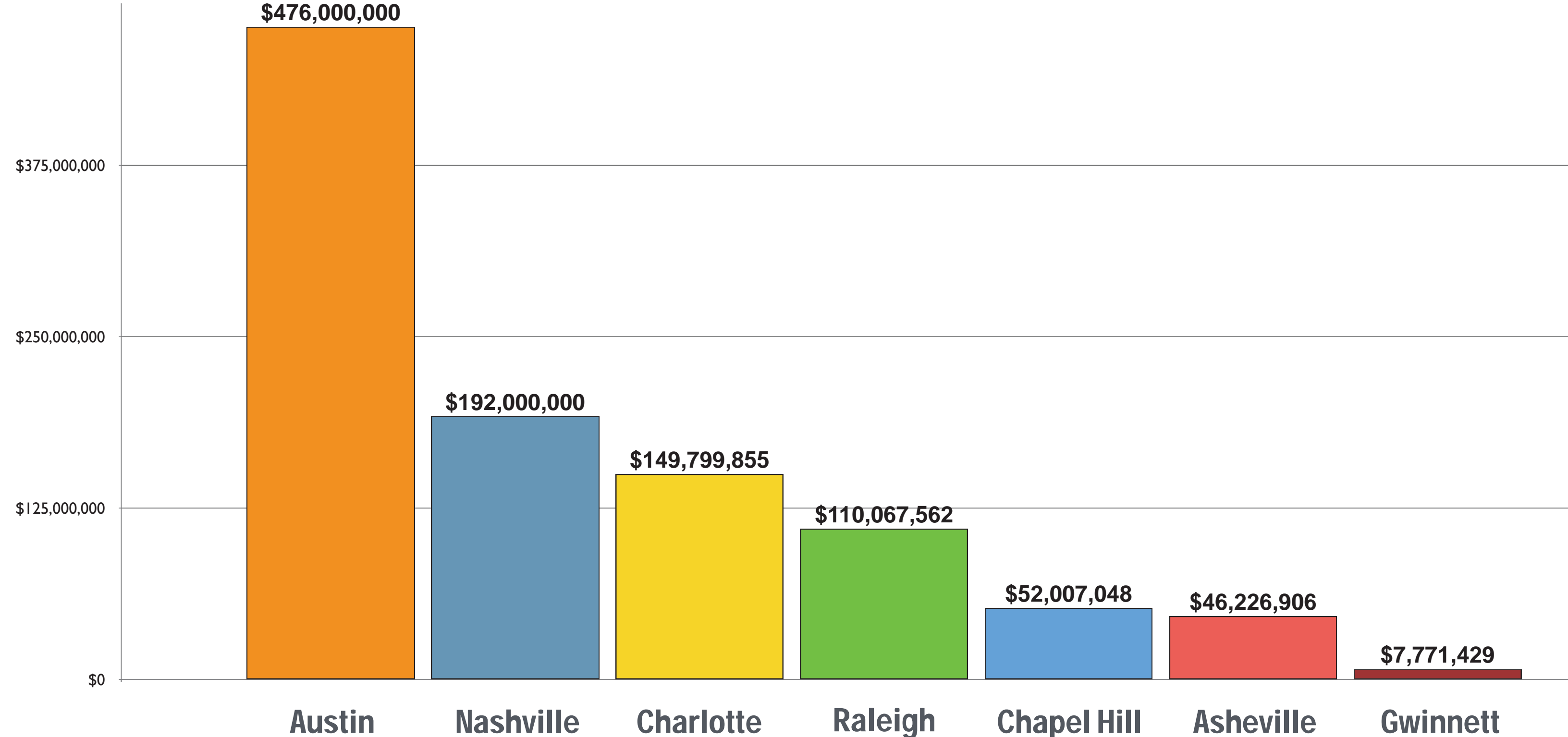


Total Value Per Acre



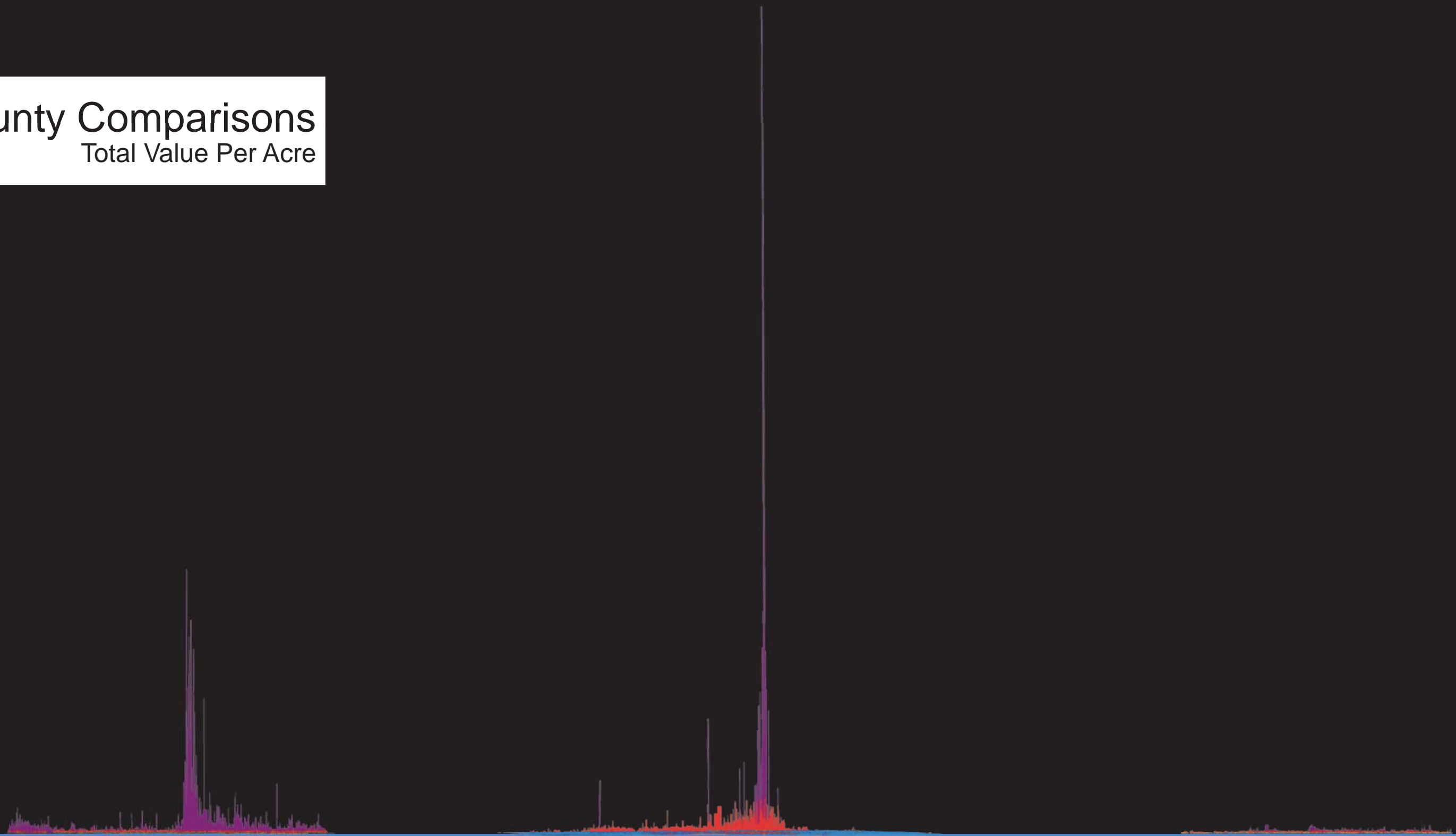
Highest Value of in Each Community

(Value/acre of individual parcel)



County Comparisons

Total Value Per Acre



Nashville

Austin

Lawrenceville

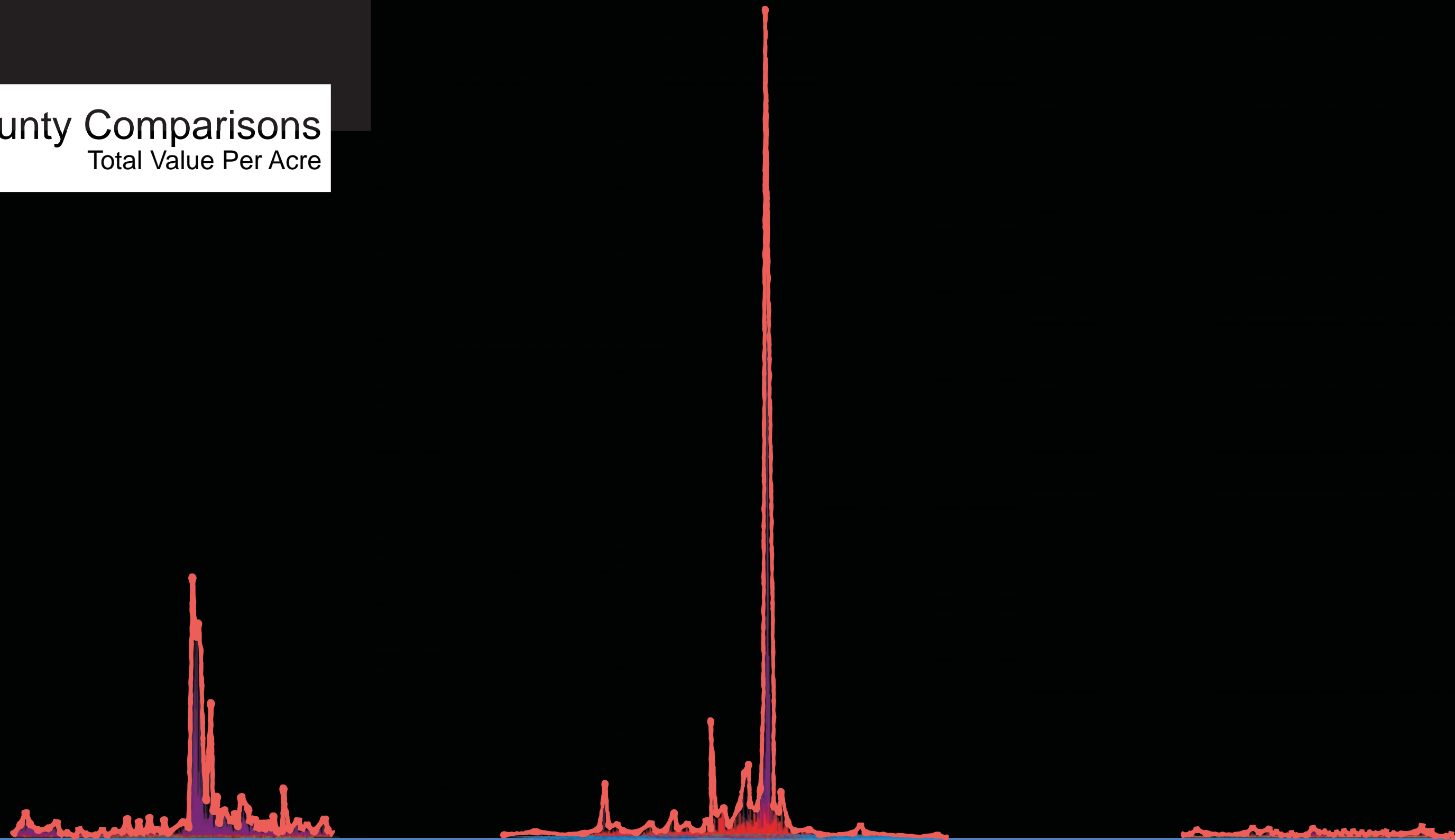
Davidson County, GA
pop. 648,300
1,243 people/sq.mi.

Travis County, TX
pop. 1,096,000
1.034 people/sq.mi.

Gwinnett County, GA
pop. 812,000
1,874 people/sq.mi.

County Comparisons

Total Value Per Acre



Nashville

Davidson County, GA
pop. 648,300
1,243 people/sq.mi.

Austin

Travis County, TX
pop. 1,096,000
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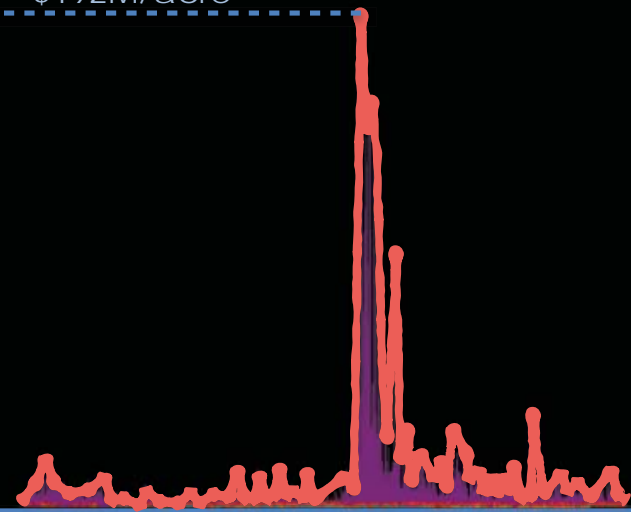
Lawrenceville

Gwinnett County, GA
pop. 812,000
1,874 people/sq.mi.

County Comparisons

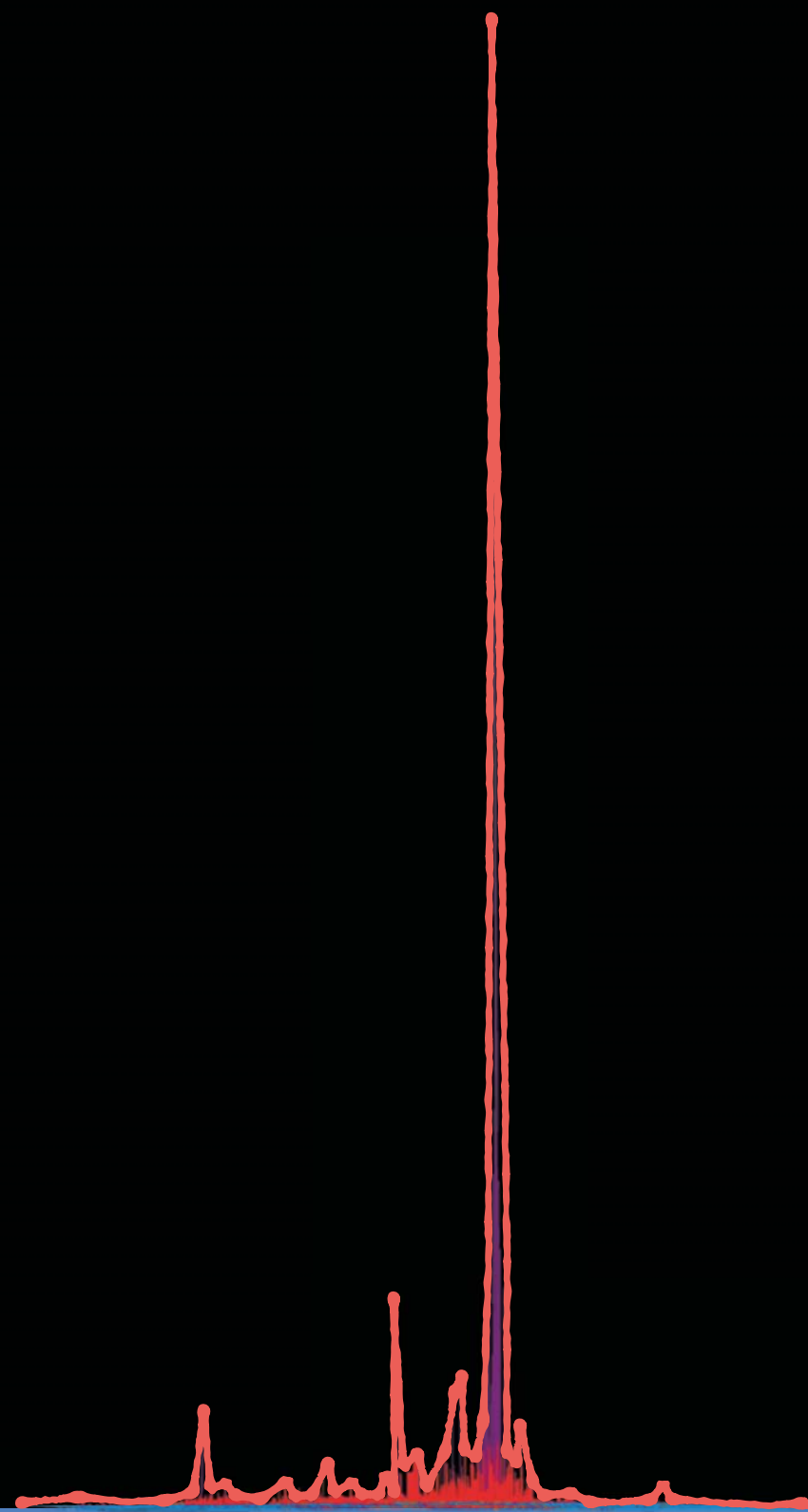
Total Value Per Acre

\$192M/acre



Nashville

Davidson County, GA
pop. 648,300
1,243 people/sq.mi.



Austin

Travis County, TX
pop. 1,096,000
1.034 people/sq.mi.

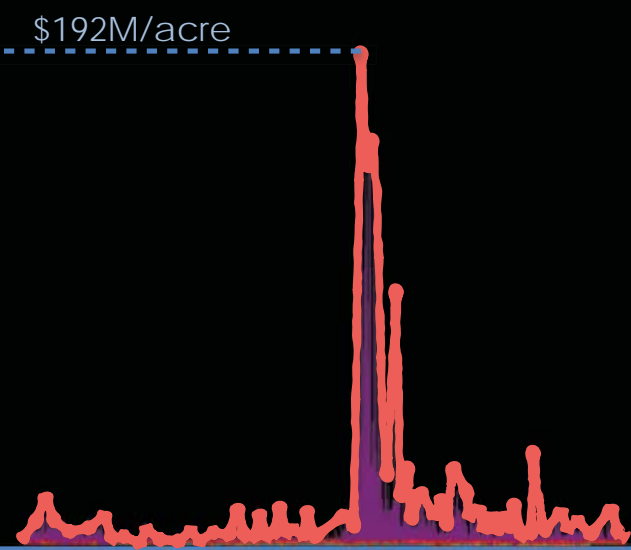


Lawrenceville

Gwinnett County, GA
pop. 812,000
1,874 people/sq.mi.

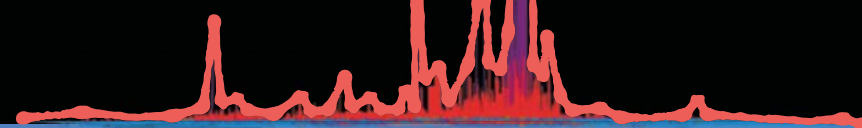
County Comparisons

Total Value Per Acre



Nashville

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pop. 648,300
1,243 people/sq.mi.



Austin

Travis County, TX
pop. 1,096,000
1.034 people/sq.mi.

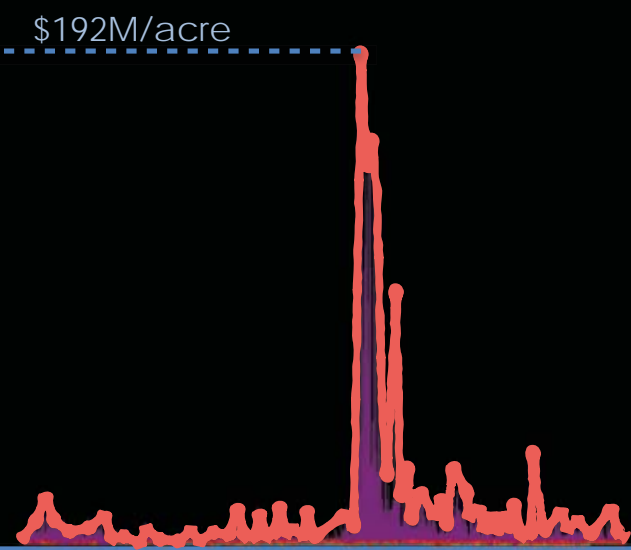


Lawrenceville

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1,874 people/sq.mi.

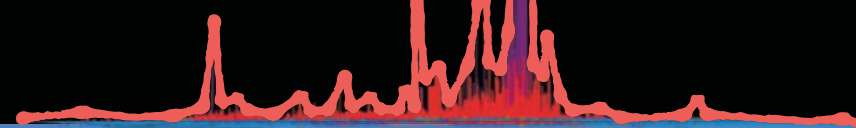
County Comparisons

Total Value Per Acre



Nashville

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pop. 648,300
1,243 people/sq.mi.



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Lawrenceville

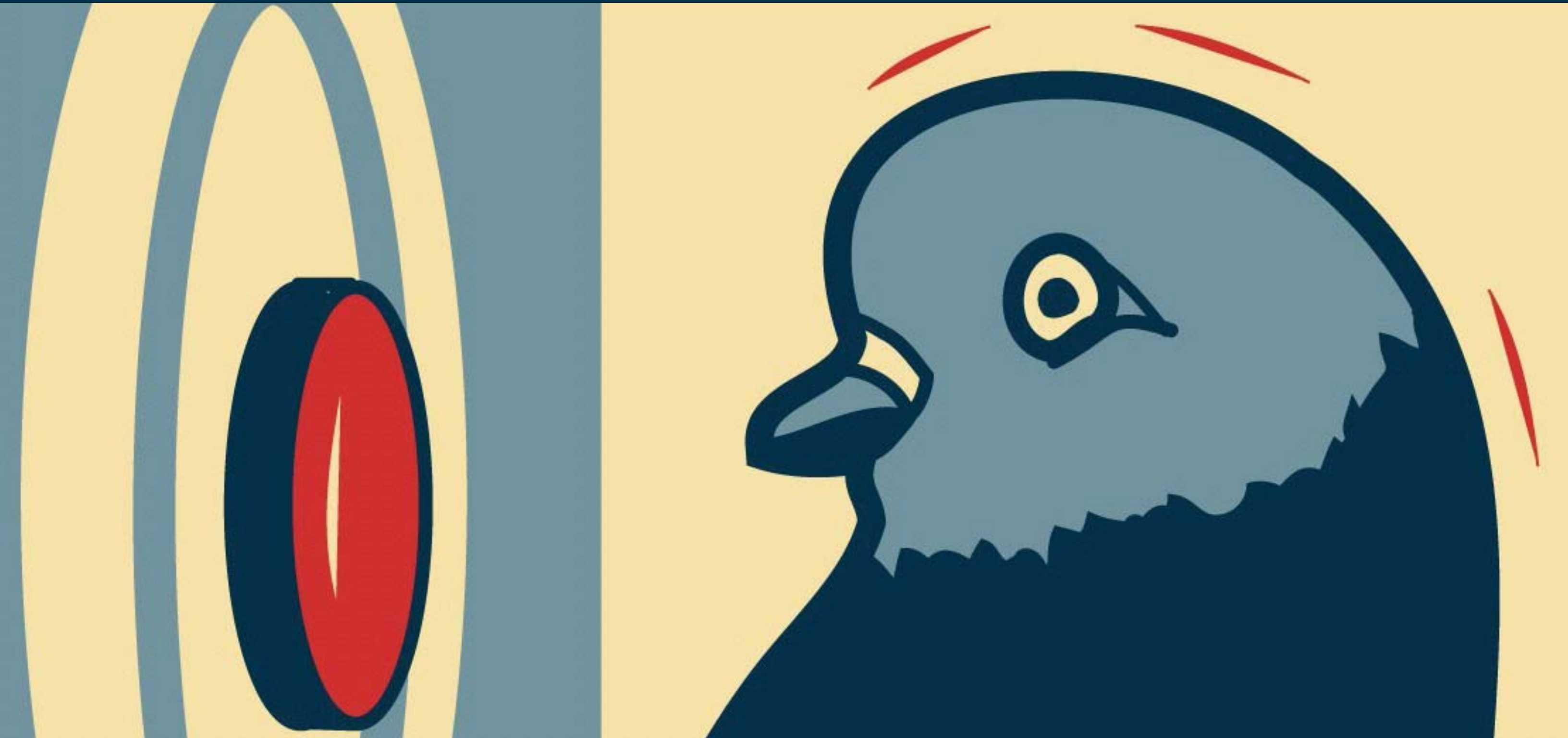
Gwinnett County, GA
pop. 812,000
1,874 people/sq.mi.

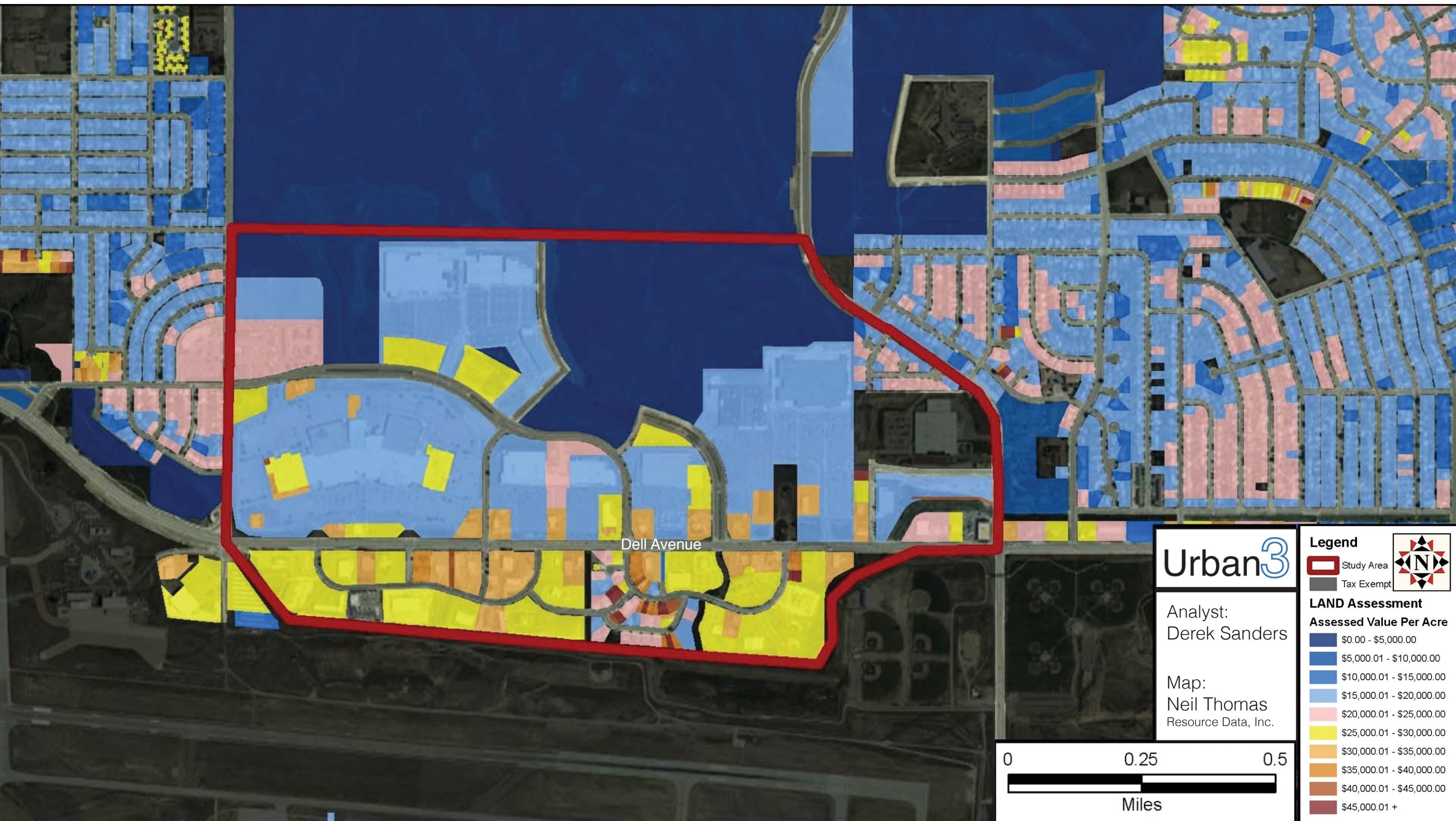
\$476M/acre

\$192M/acre

\$8M/acre

Behavioral Economics



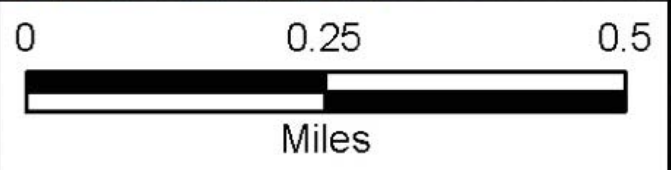


Dell Avenue

Urban³

Analyst:
Derek Sanders

Map:
Neil Thomas
Resource Data, Inc.




Legend

-  Study Area
-  Tax Exempt

LAND Assessment

Assessed Value Per Acre

-  \$0.00 - \$5,000.00
-  \$5,000.01 - \$10,000.00
-  \$10,000.01 - \$15,000.00
-  \$15,000.01 - \$20,000.00
-  \$20,000.01 - \$25,000.00
-  \$25,000.01 - \$30,000.00
-  \$30,000.01 - \$35,000.00
-  \$35,000.01 - \$40,000.00
-  \$40,000.01 - \$45,000.00
-  \$45,000.01 +





**Tax
Code**

44444444

44444444

44444444
44444444



MARKET FORCES

Greetings from

CHATTANOOGA

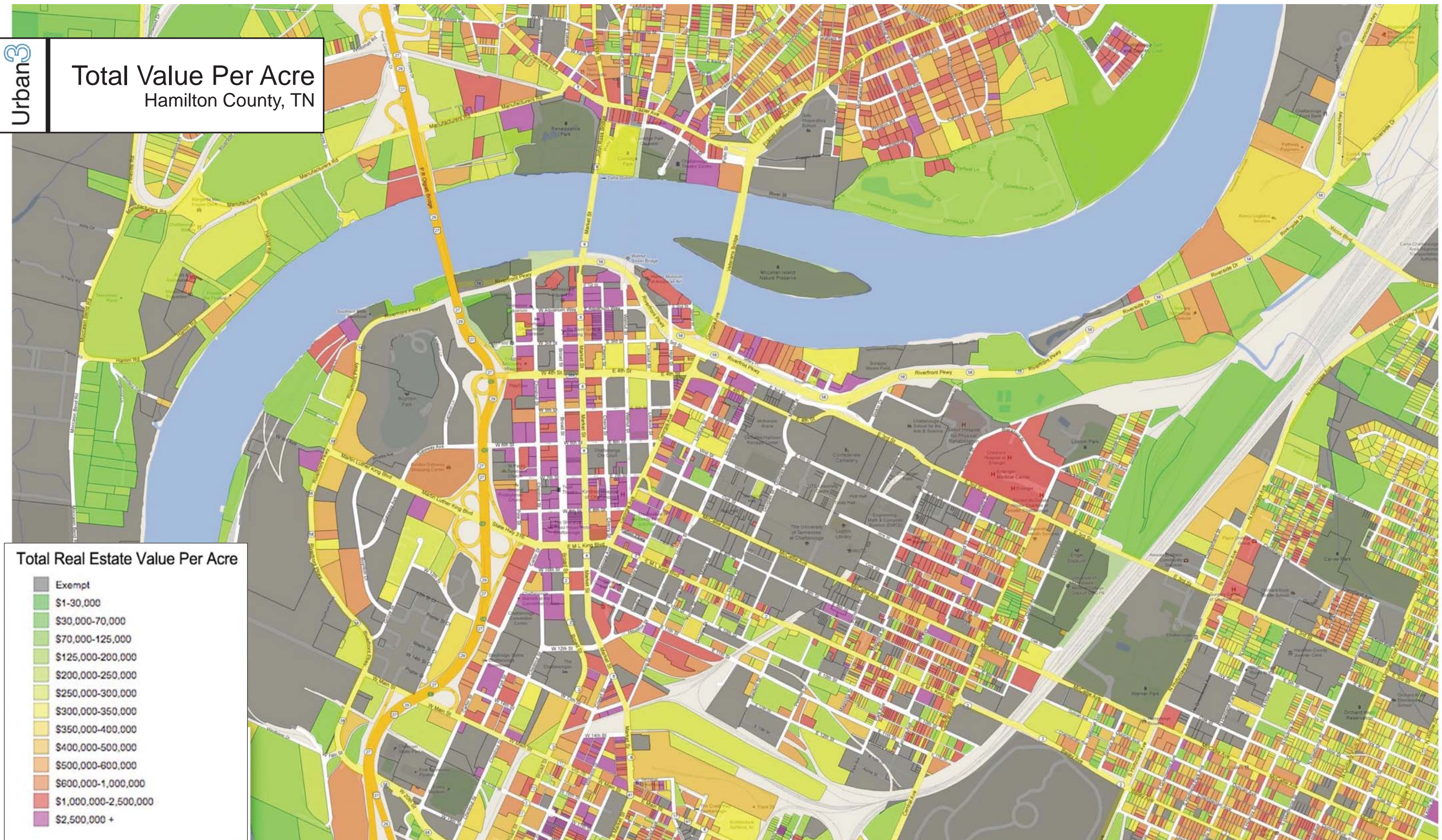
and

LOOKOUT MOUNTAIN

Tenn.

Total Value Per Acre

Hamilton County, TN



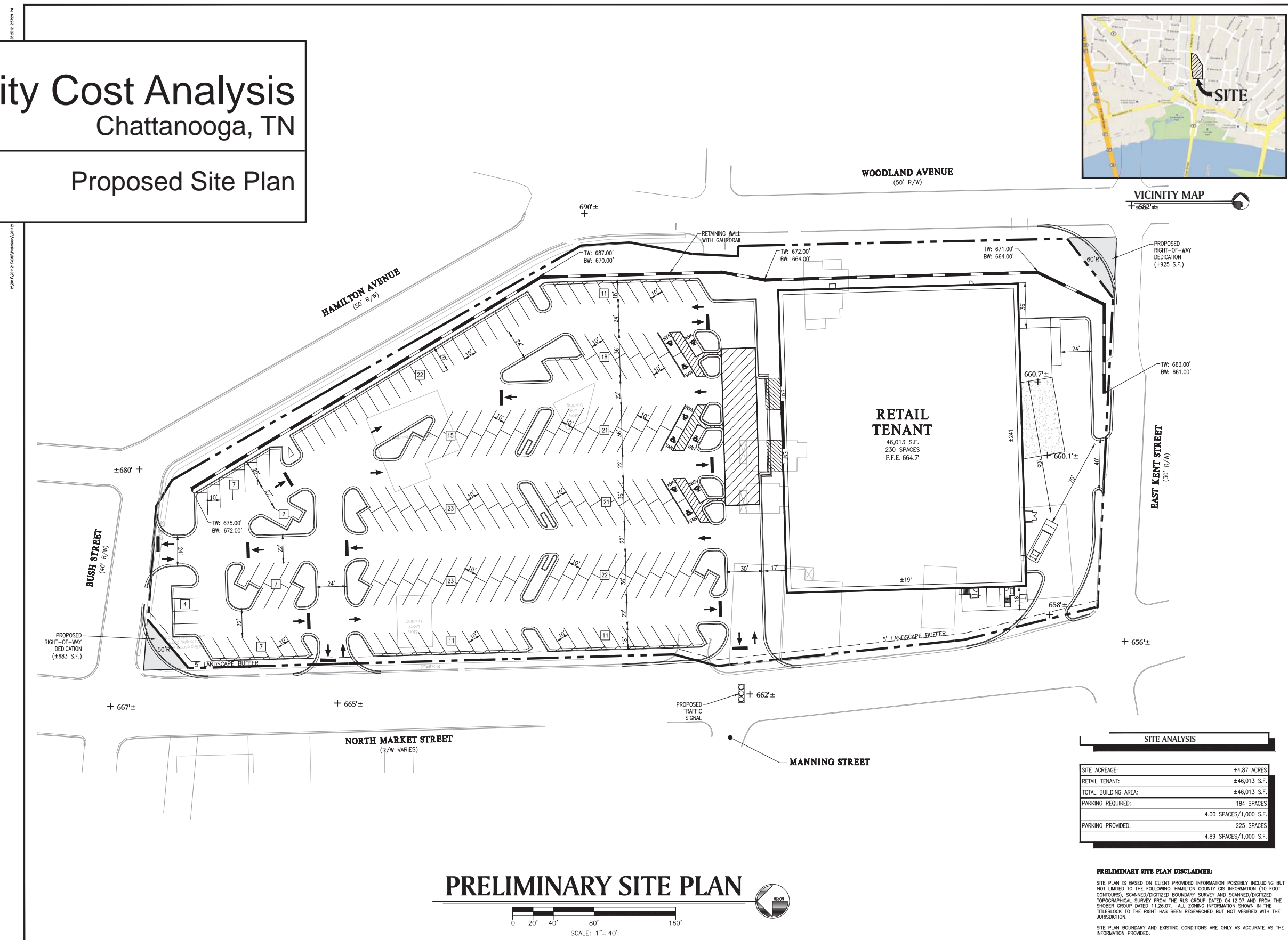
Total Real Estate Value Per Acre

- Exempt
- \$1-30,000
- \$30,000-70,000
- \$70,000-125,000
- \$125,000-200,000
- \$200,000-250,000
- \$250,000-300,000
- \$300,000-350,000
- \$350,000-400,000
- \$400,000-500,000
- \$500,000-600,000
- \$600,000-1,000,000
- \$1,000,000-2,500,000
- \$2,500,000 +

Opportunity Cost Analysis

Chattanooga, TN

Proposed Site Plan



VICINITY MAP

WOODLAND AVENUE
(50' R/W)

HAMILTON AVENUE
(50' R/W)

BUSH STREET
(40' R/W)

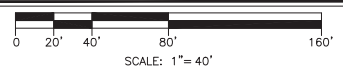
NORTH MARKET STREET
(R/W-VARIES)

MANNING STREET

EAST KENT STREET
(50' R/W)

RETAIL TENANT
46,013 S.F.
230 SPACES
F.F.E. 664.7

PRELIMINARY SITE PLAN



SITE ANALYSIS	
SITE ACREAGE:	±4.87 ACRES
RETAIL TENANT:	±46,013 S.F.
TOTAL BUILDING AREA:	±46,013 S.F.
PARKING REQUIRED:	184 SPACES
	4.00 SPACES/1,000 S.F.
PARKING PROVIDED:	225 SPACES
	4.89 SPACES/1,000 S.F.

PRELIMINARY SITE PLAN DISCLAIMER:

SITE PLAN IS BASED ON CLIENT PROVIDED INFORMATION POSSIBLY INCLUDING BUT NOT LIMITED TO THE FOLLOWING: HAMILTON COUNTY GIS INFORMATION (10 FOOT CONTOURS), SCANNED/DIGITIZED BOUNDARY SURVEY AND SCANNED/DIGITIZED TOPOGRAPHICAL SURVEY FROM THE RLS GROUP DATED 04.12.07 AND FROM THE SHOBER GROUP DATED 11.26.07. ALL ZONING INFORMATION SHOWN IN THE TITLEBLOCK TO THE RIGHT HAS BEEN RESEARCHED BUT NOT VERIFIED WITH THE JURISDICTION.
SITE PLAN BOUNDARY AND EXISTING CONDITIONS ARE ONLY AS ACCURATE AS THE INFORMATION PROVIDED.

LAND PLANNERS
ENGINEERS - SURVEYORS
TRANSPORTATION
LANDSCAPE ARCHITECTS
#5-A Mill Street
SUITE 300
ROSELLE, GEORGIA 30076
Voice 770.988.7886
Fax 770.988.7884
www.paulsonmitchell.com

PAULSON MITCHELL
INCORPORATED

PROJECT:
**NORTHSHORE
RETAIL
DEVELOPMENT**
EAST KENT STREET
&
NORTH MARKET STREET
CHATTANOOGA, TN

EDR:
**ALLIANCE REALTY
SERVICES, LLC**

3715 NORTHSIDE PARKWAY
BUILDING 400, SUITE 305
ATLANTA, GA 30327
(404) 364-9054

ZONING INFORMATION
ZONING RESEARCH DATE: 12/06/11

ZONING CLASSIFICATION
JURISDICTION: CITY OF CHATTANOOGA
EX. ZONING: R-1, M-1, C-2, C-7
PR. ZONING: C-7 (NORTH SHORE OVERLAY)

BUILDING SETBACKS
FRONT: 0' (10-12' SIDEWALK)
SIDE: 25' ADJ. TO RESIDENTIAL
REAR: 25' ADJ. TO RESIDENTIAL

BUFFERS
FRONT/STREET: 5' LANDSCAPE
SIDE: --'
REAR: --'

BUILDING SUMMARY
MAX. BUILDING HT.: 42'
MAX. BUILDING COVERAGE: --%

PARKING SUMMARY
RETAIL REQ.: 4 SPACES/1,000 S.F.
RESTAURANT REQ.: 1 SPACE/75 S.F.
STANDARD STALL DIMENSIONS: --' x --'
COMPACT STALL DIMENSIONS: --' x --'
COMPACT STALLS ALLOWED: --%
MIN. 90'/60' DRIVE WIDTH: --'/--'

LANDSCAPE REGULATIONS
TREE DENSITY: -- UNITS/ACRE
ISLAND REQ.: --
MIN. ISLAND SIZE/WIDTH: -- S.F./--'
GREENSPACE %: --%

FEMA MAP
FIRM PANEL #: --
DRAWING RECORD

DRAWN BY: 2011216p7.dwg 05.18.12

PRELIMINARY
SITE
PLAN

Opportunity Cost Analysis Chattanooga, TN

Northshore Neighborhood



Opportunity Cost Analysis Chattanooga, TN

Northshore Neighborhood



Opportunity Cost Analysis Chattanooga, TN

Northshore Neighborhood



Opportunity Cost Analysis Chattanooga, TN

Northshore Neighborhood



Opportunity Cost Analysis

Chattanooga, TN

Local Publix Comps



Publix at Ooletwah
54,720 Square Feet



Publix on Brainerd
48,515 Square Feet

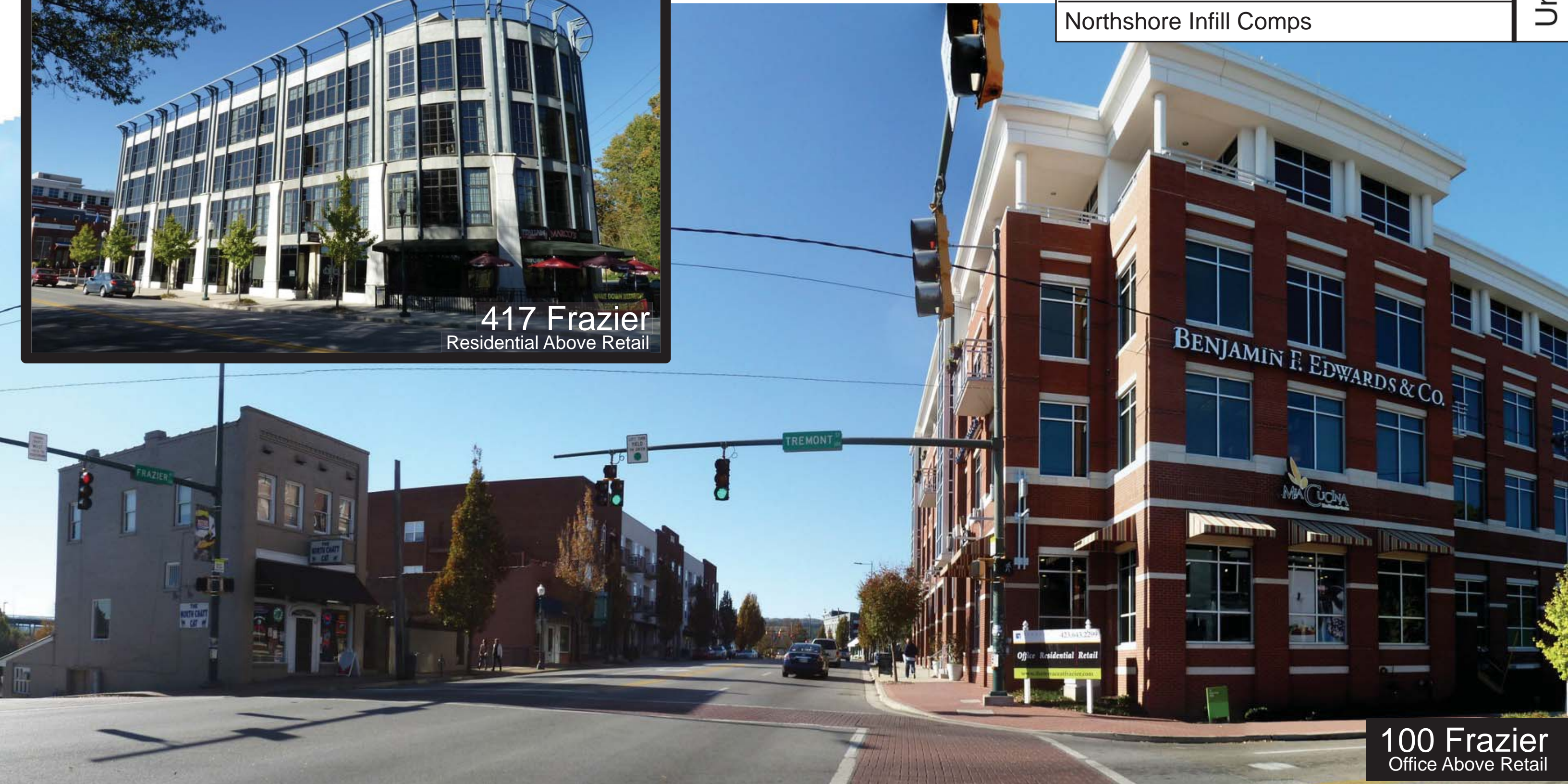
Opportunity Cost Analysis Chattanooga, TN



Northshore Infill Comps



417 Frazier
Residential Above Retail



100 Frazier
Office Above Retail

Opportunity Cost Analysis Chattanooga, TN

Northshore Grocery Comps



Grocery Entry

Opportunity Cost Analysis

Chattanooga, TN



Miami Beach Publix Comp

Carlos Zapata, Architect
1920 West Avenue
48,000 sq.ft,
Built 1998



Front Door



Ramps to parking on roof.

Front Door



Escalators to parking

Opportunity Cost Analysis Chattanooga, TN

West Palm Beach Publix Comp



Back Door
(is really the front)



Door on the street



Main door facing parking with townhouses across the street.

Built 2002 at ULI Award Winning CityPlace
27,040 sq.ft.

Opportunity Cost Analysis Chattanooga, TN



Local Publix Comps

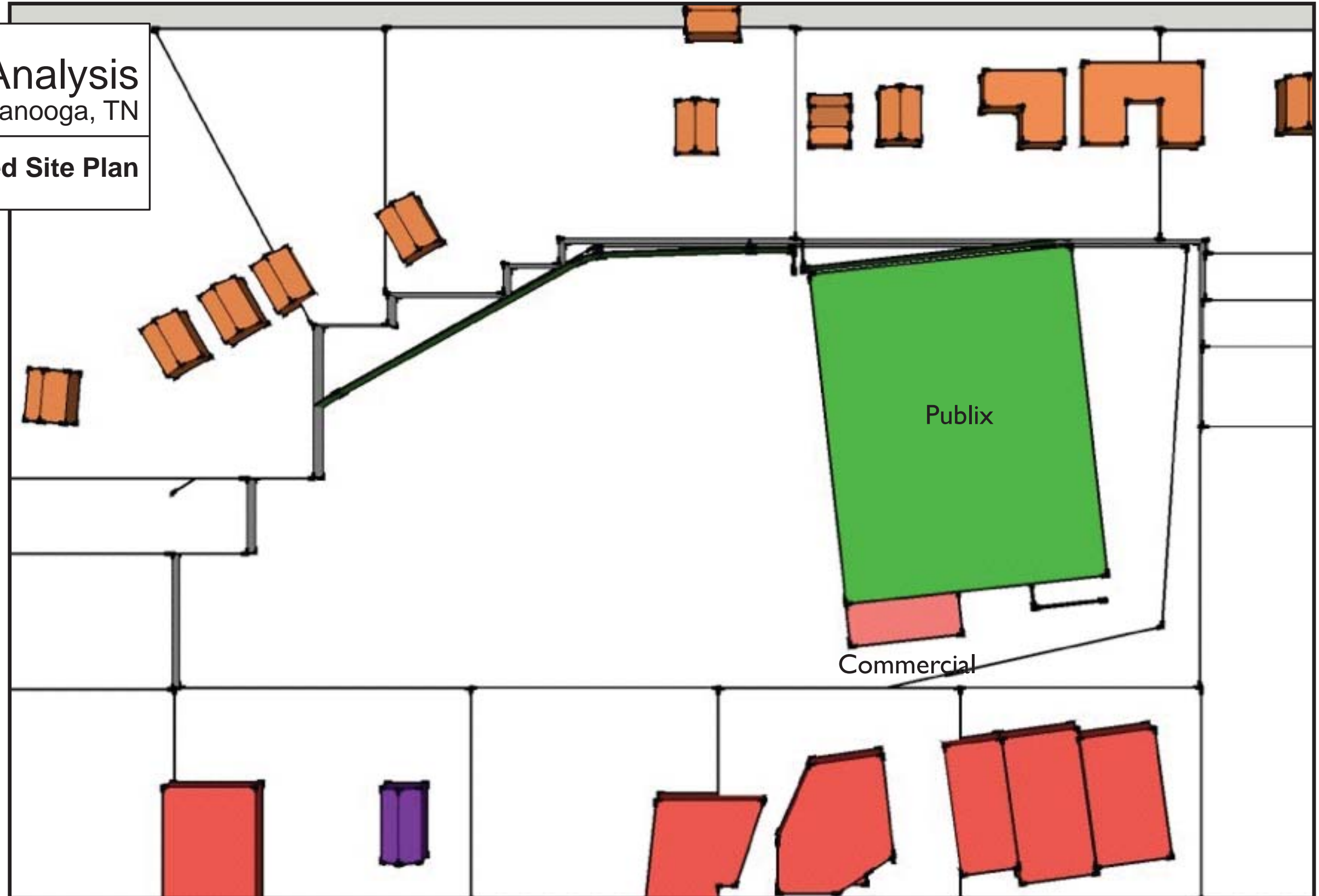


Site Boundary

Opportunity Cost Analysis

Chattanooga, TN

#1 - Proposed Site Plan



Publix	46,013 s.f.
Parking	234 total
Frazier Buildings	0
1 Story Commercial	2,500 sf
Townhouses	0

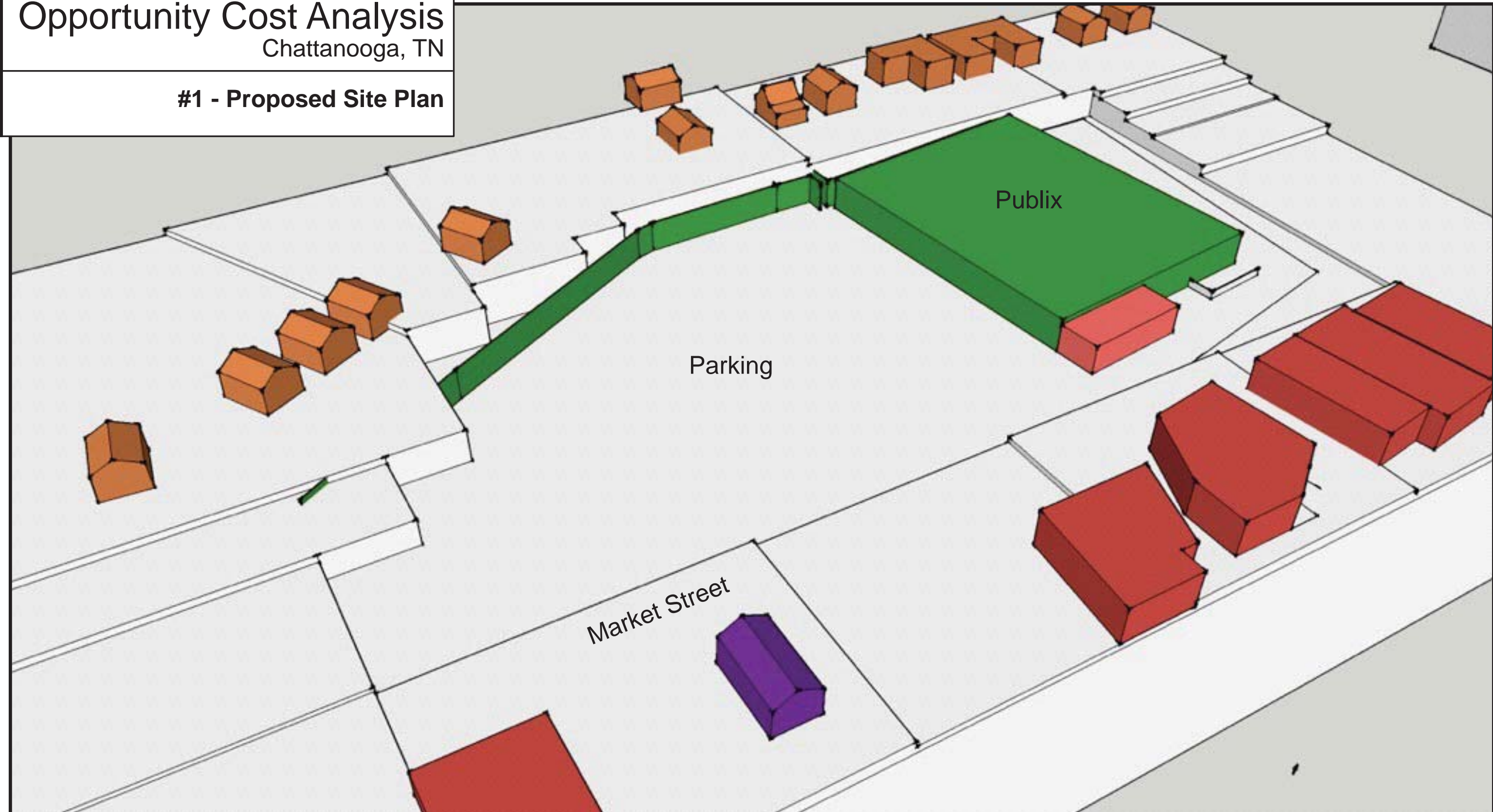
Notes:
Removes streets and grades site.
Retaining walls on East property line
and behind building.

Est. Annual Property Taxes
City - \$44,827
County - \$27,036

Opportunity Cost Analysis

Chattanooga, TN

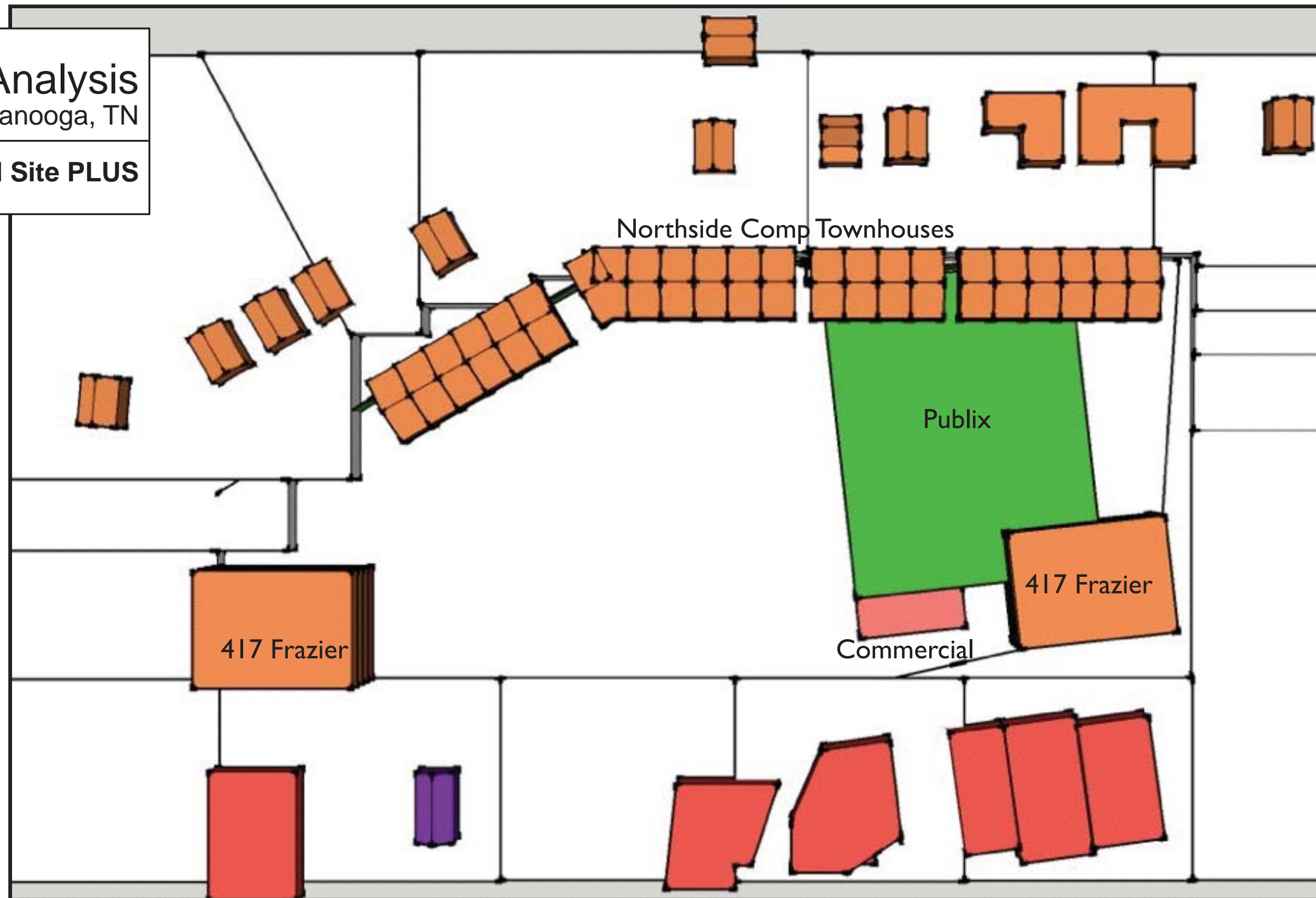
#1 - Proposed Site Plan



Opportunity Cost Analysis

Chattanooga, TN

#2 - Proposed Site PLUS



Publix	46,013 s.f.
Parking	214 total
Frazier Buildings	2
1 Story Commercial	6,700 sf
Townhouses	22

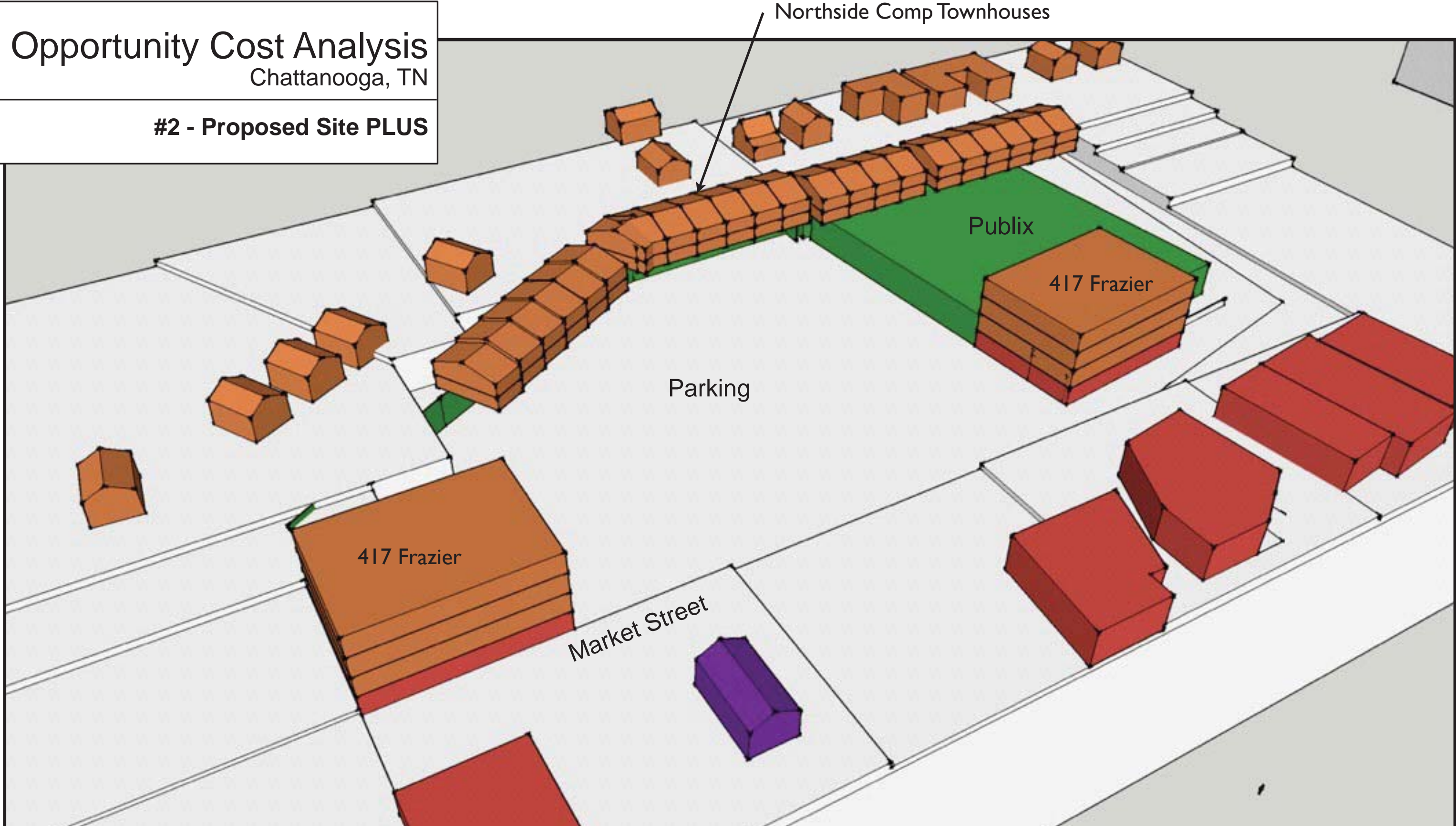
Notes:
Removes streets and grades site.
Retaining walls on East property line
and behind building and builds
townhouses on the retaining wall.

Est. Annual Property Taxes
City - \$154,435
County - \$93,142

Opportunity Cost Analysis

Chattanooga, TN

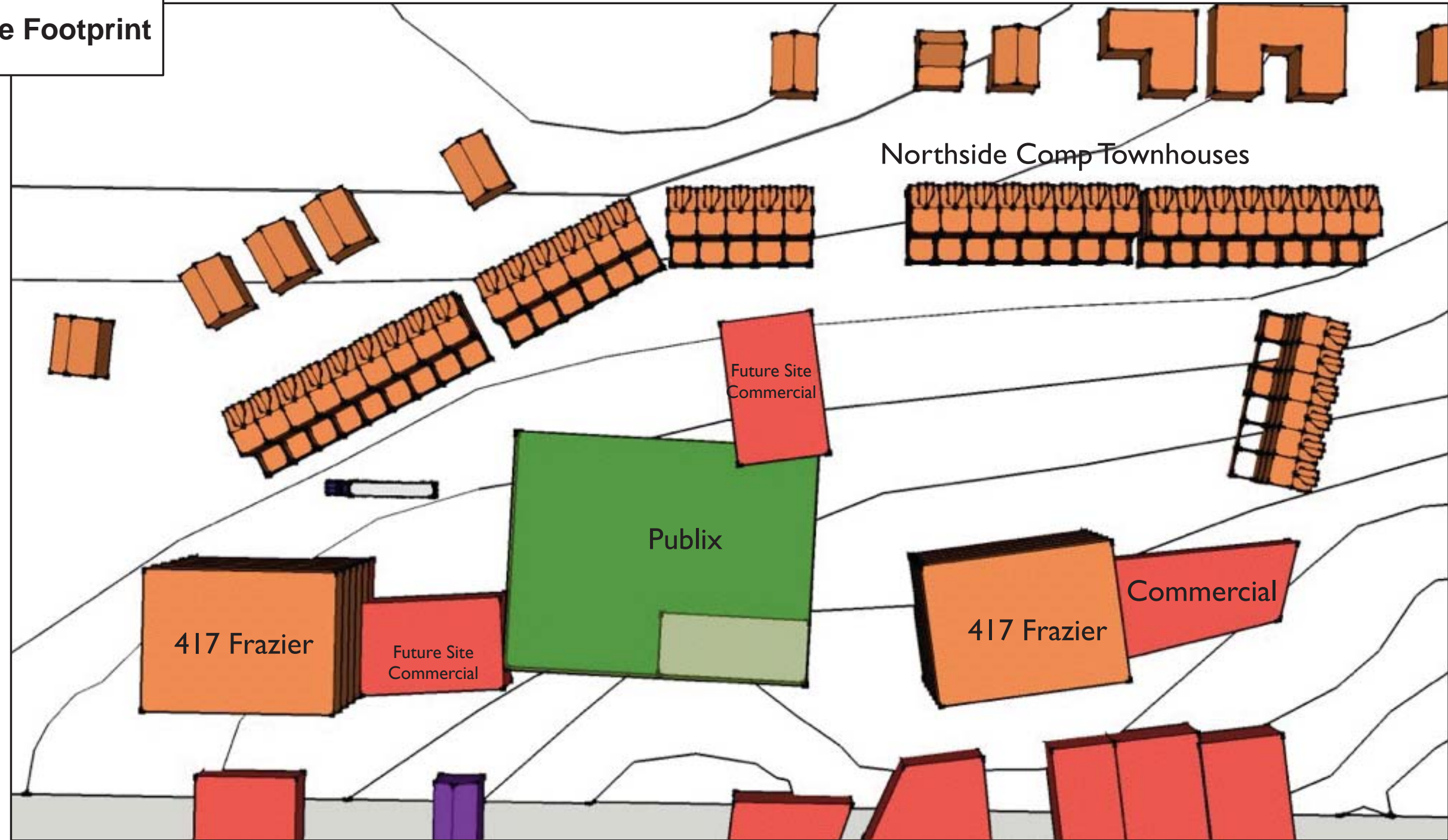
#2 - Proposed Site PLUS



Opportunity Cost Analysis

Chattanooga, TN

#3 - Greenlife Footprint



Northside Comp Townhouses

Future Site Commercial

Publix

Commercial

417 Frazier

Future Site Commercial

417 Frazier

Publix	36,432 s.f.
Parking	164 total
Frazier Buildings	2
1 Story Commercial	6,885 sf
Townhouses	42

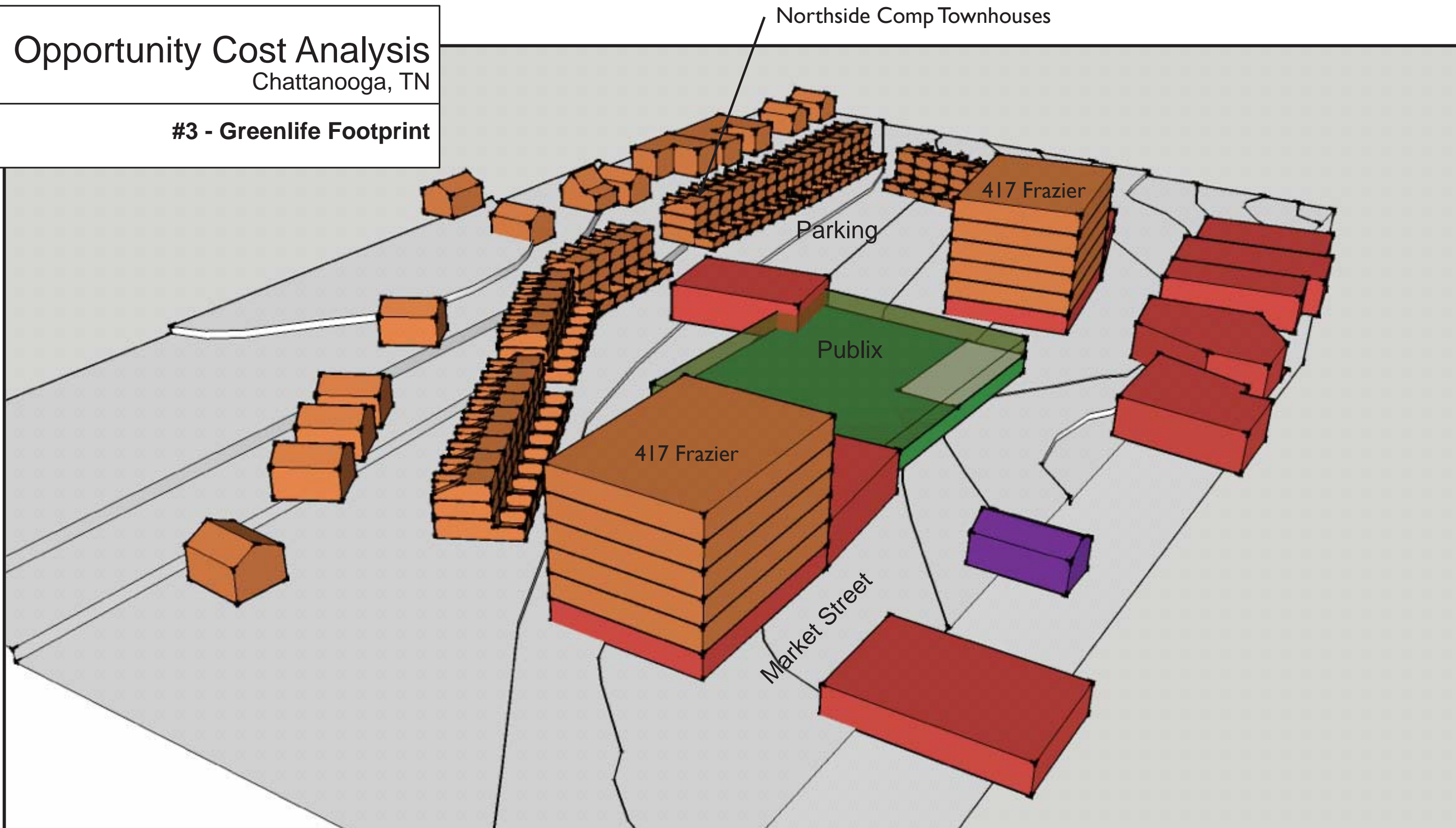
Notes:
Keeps existing grades and all internal streets.

Est. Annual Property Taxes
City - \$253,041
County - \$152,614

Opportunity Cost Analysis

Chattanooga, TN

#3 - Greenlife Footprint



Opportunity Cost Analysis

Chattanooga, TN

#4 - Miami Beach Publix



Publix	48,000 s.f.
Parking	320 structured
	90 surface
Frazier Buildings	4
I Story Commercial	0 sf
Townhouses	24

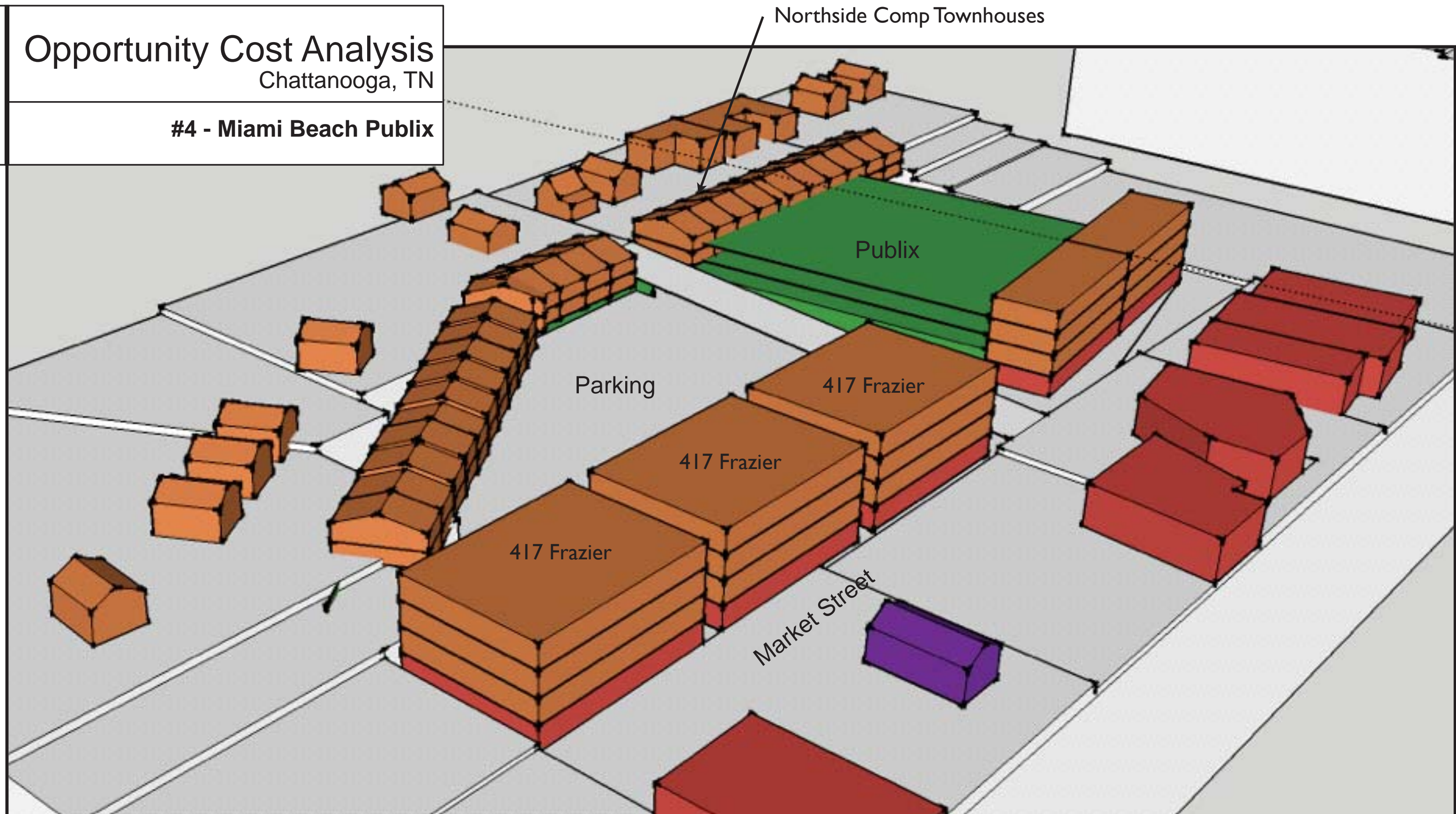
Notes:
 Keeps existing grades and all internal streets.
 Adds structured parking above Publix, utilizing grade change.

Est. Annual Property Taxes
 City - \$357,746
 County - \$215,746

Opportunity Cost Analysis

Chattanooga, TN

#4 - Miami Beach Publix

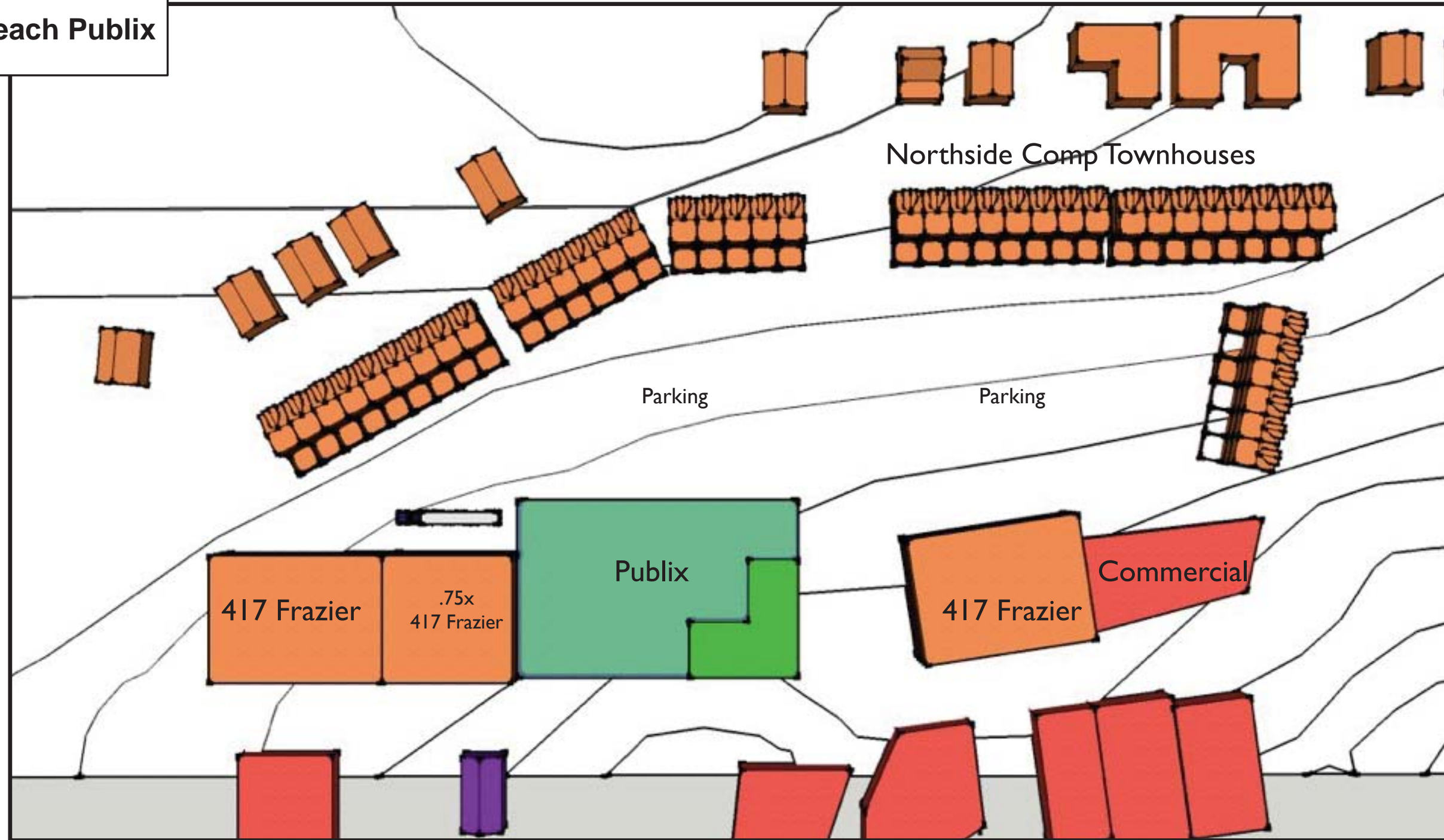


Opportunity Cost Analysis

Chattanooga, TN

#5 - West Palm Beach Publix

Publix	27,040 s.f.
Parking	229 total
Frazier Buildings	2.75
1 Story Commercial	2,000 sf
Townhouses	42



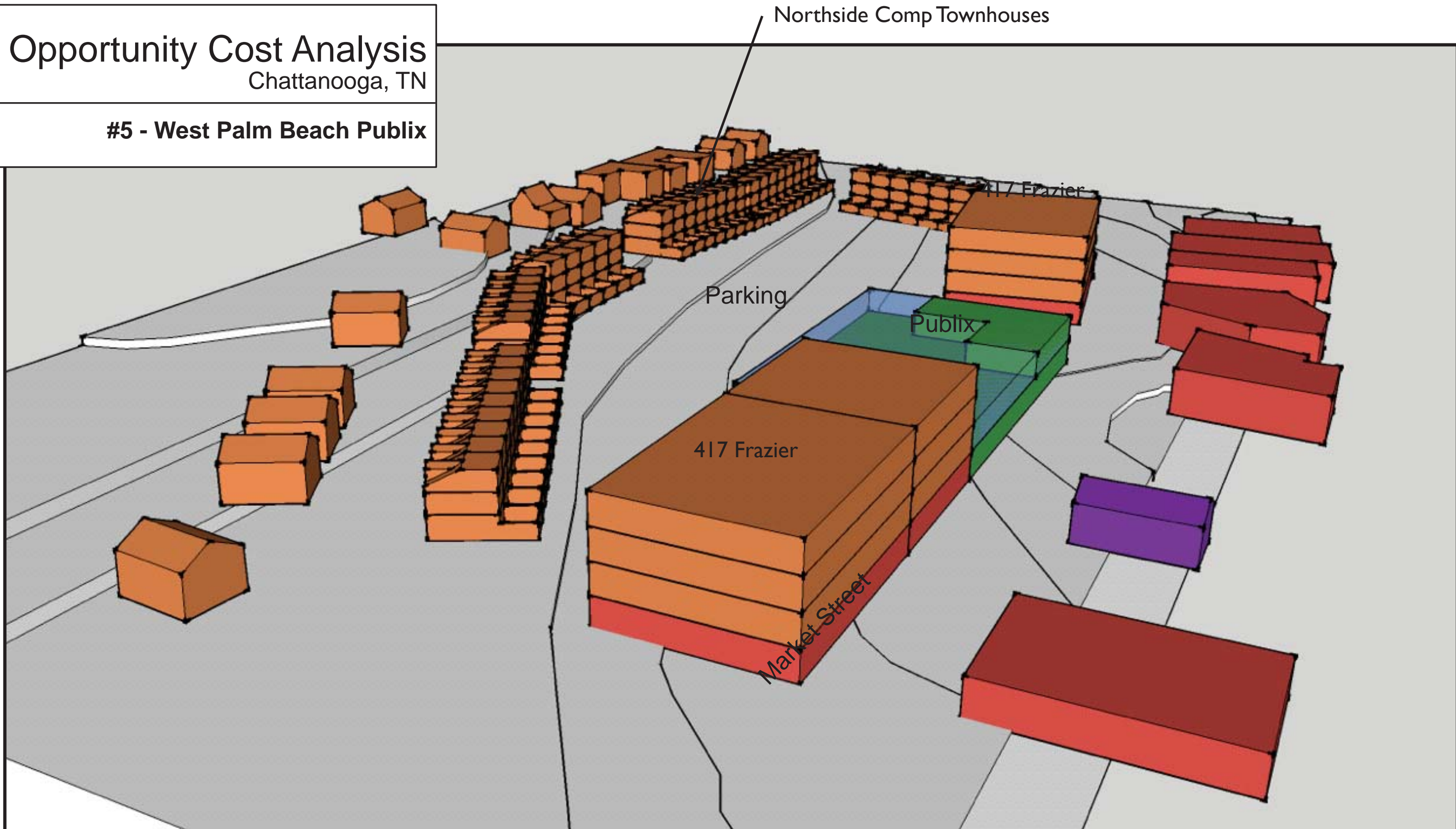
Notes:
 Keep topo as is, with some grading to provide parking under townhouses. Keep all streets, use alley path as loading circulator, and keep trucks out of residential.

Est. Annual Property Taxes
 City - \$306,462
 County - \$184,833

Opportunity Cost Analysis

Chattanooga, TN

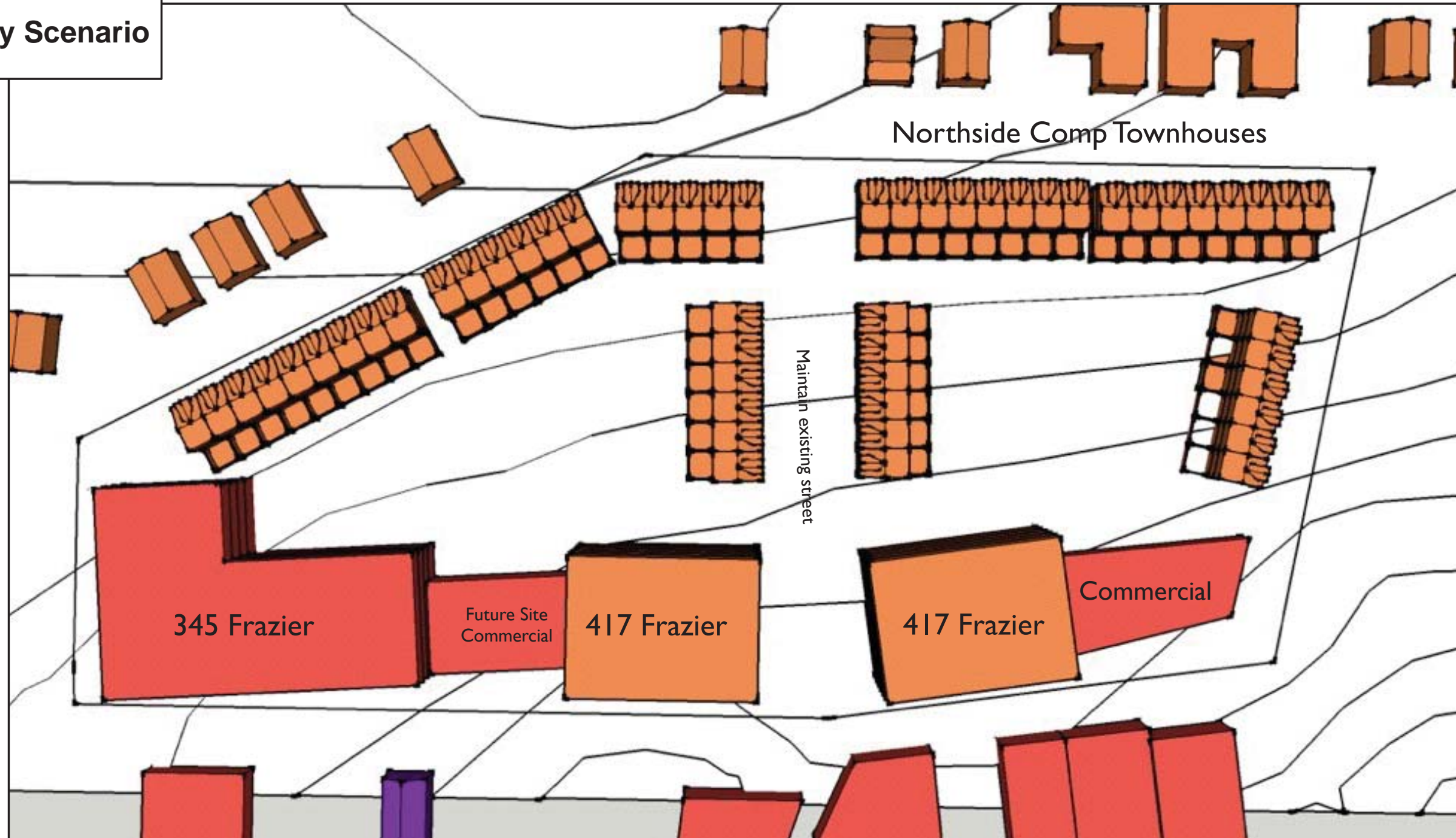
#5 - West Palm Beach Publix



Opportunity Cost Analysis

Chattanooga, TN

#5 - No Grocery Scenario



Publix	0
Parking	200 total
Frazier Buildings	2
1 Story Commercial	11,435 s.f.
Townhouses	54

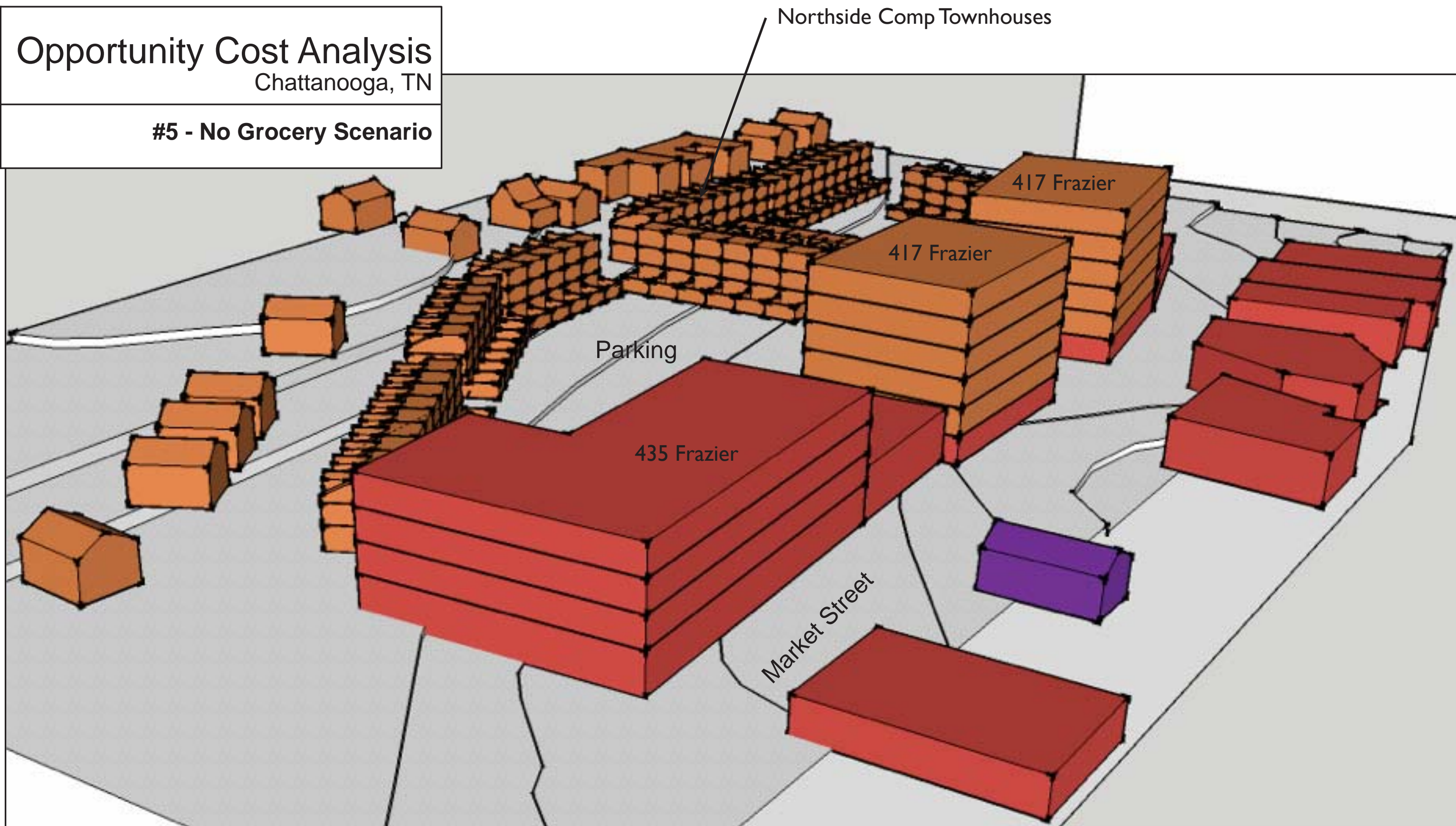
Notes:
Keep topo as is and streets as is.

Notes:
Keeps existing grades and all internal streets.

Est. Annual Property Taxes
City - \$305,749
County - \$184,403

Opportunity Cost Analysis Chattanooga, TN

#5 - No Grocery Scenario



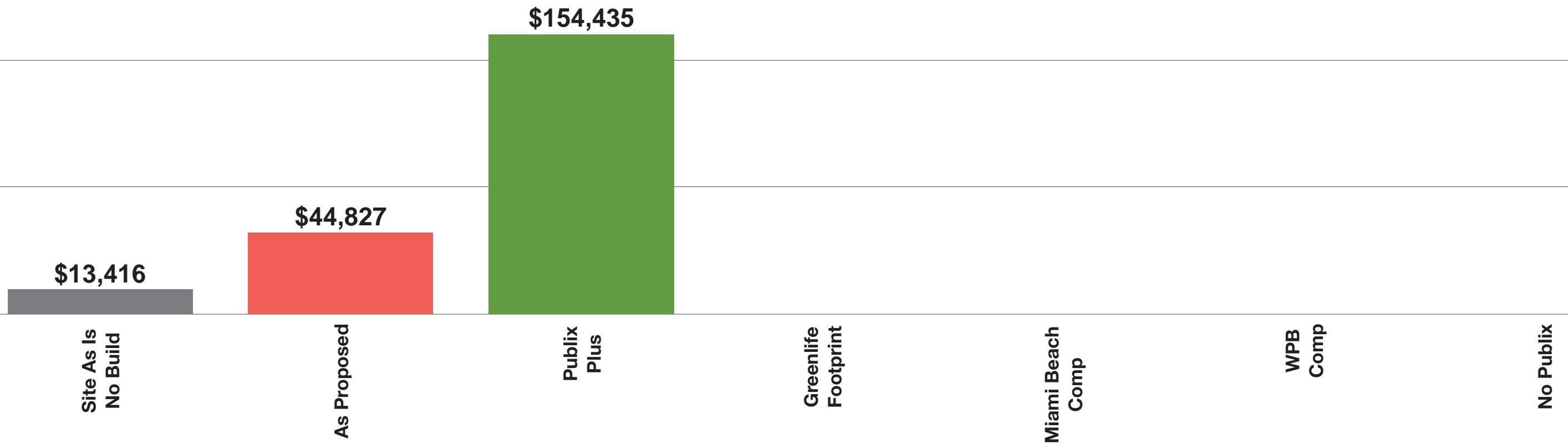
Total Annual City Property Tax Production

Urban3

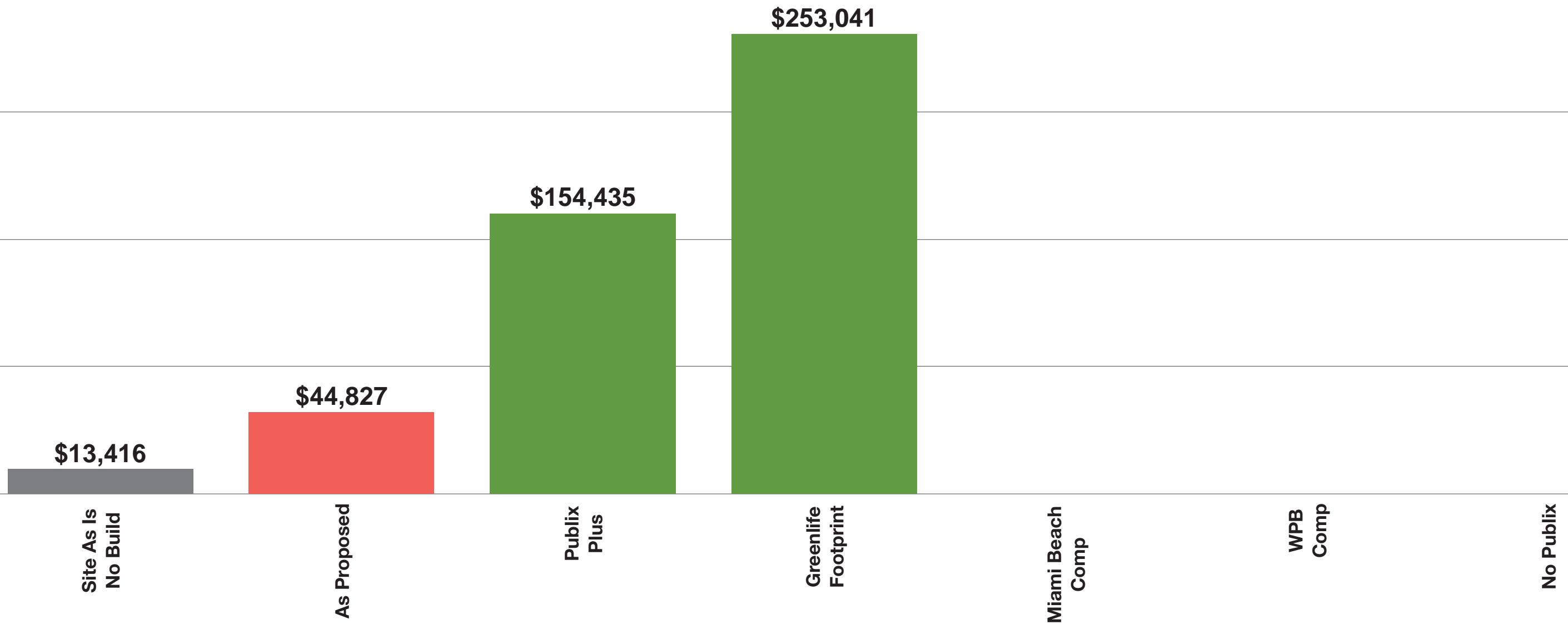
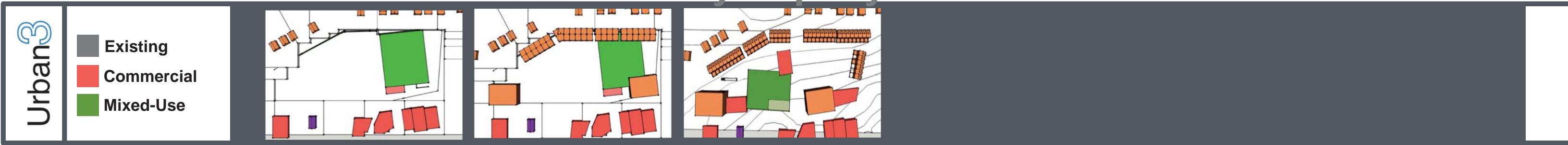
- Existing
- Commercial
- Mixed-Use



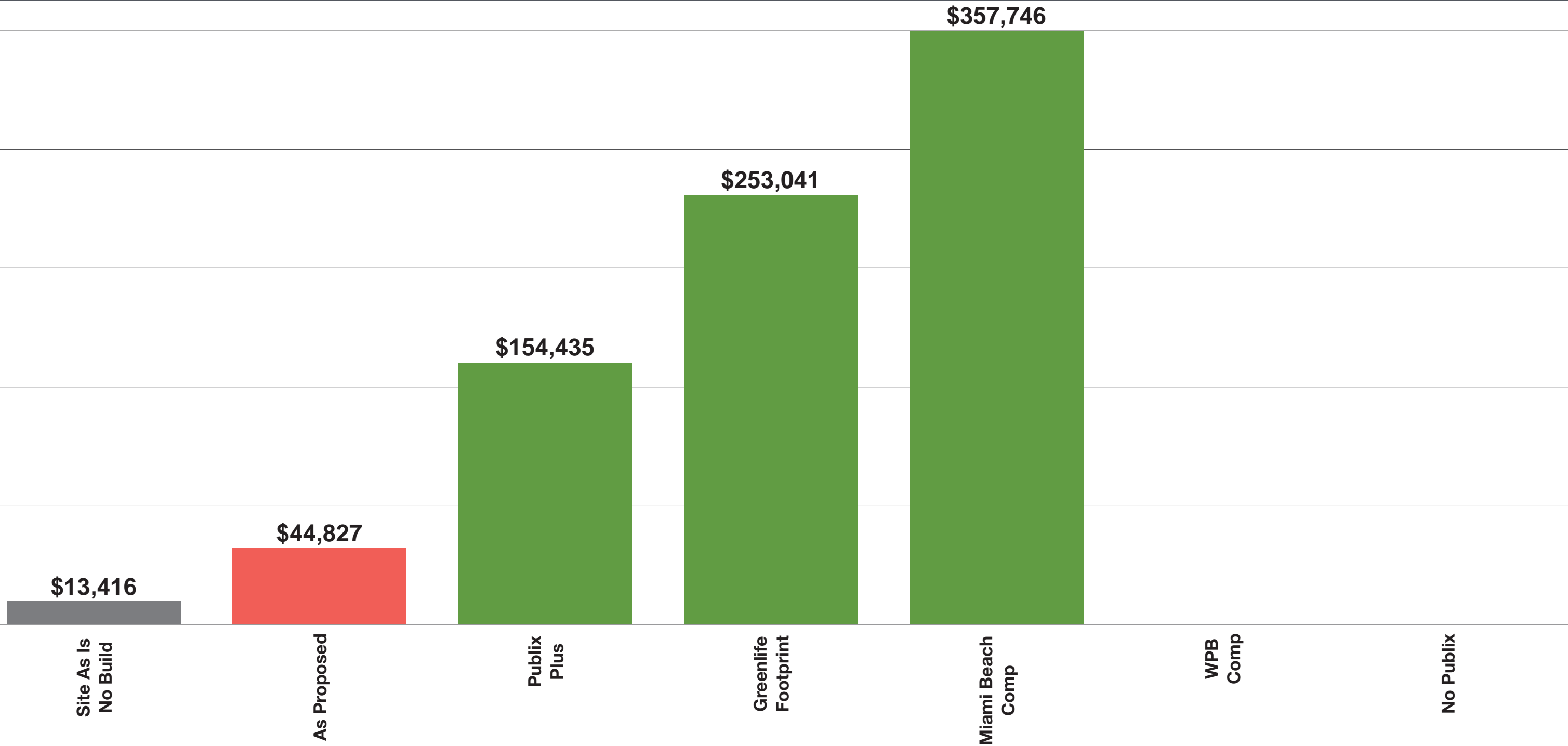
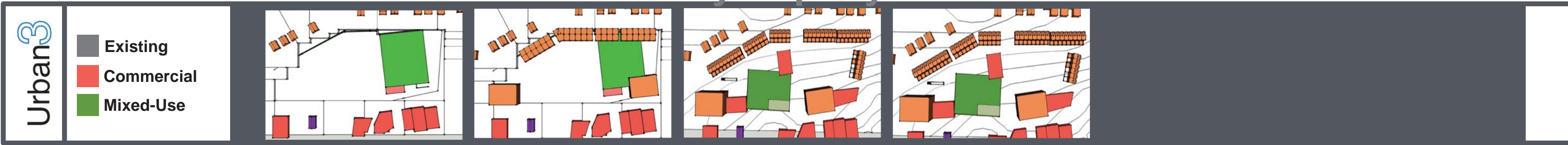
Total Annual City Property Tax Production



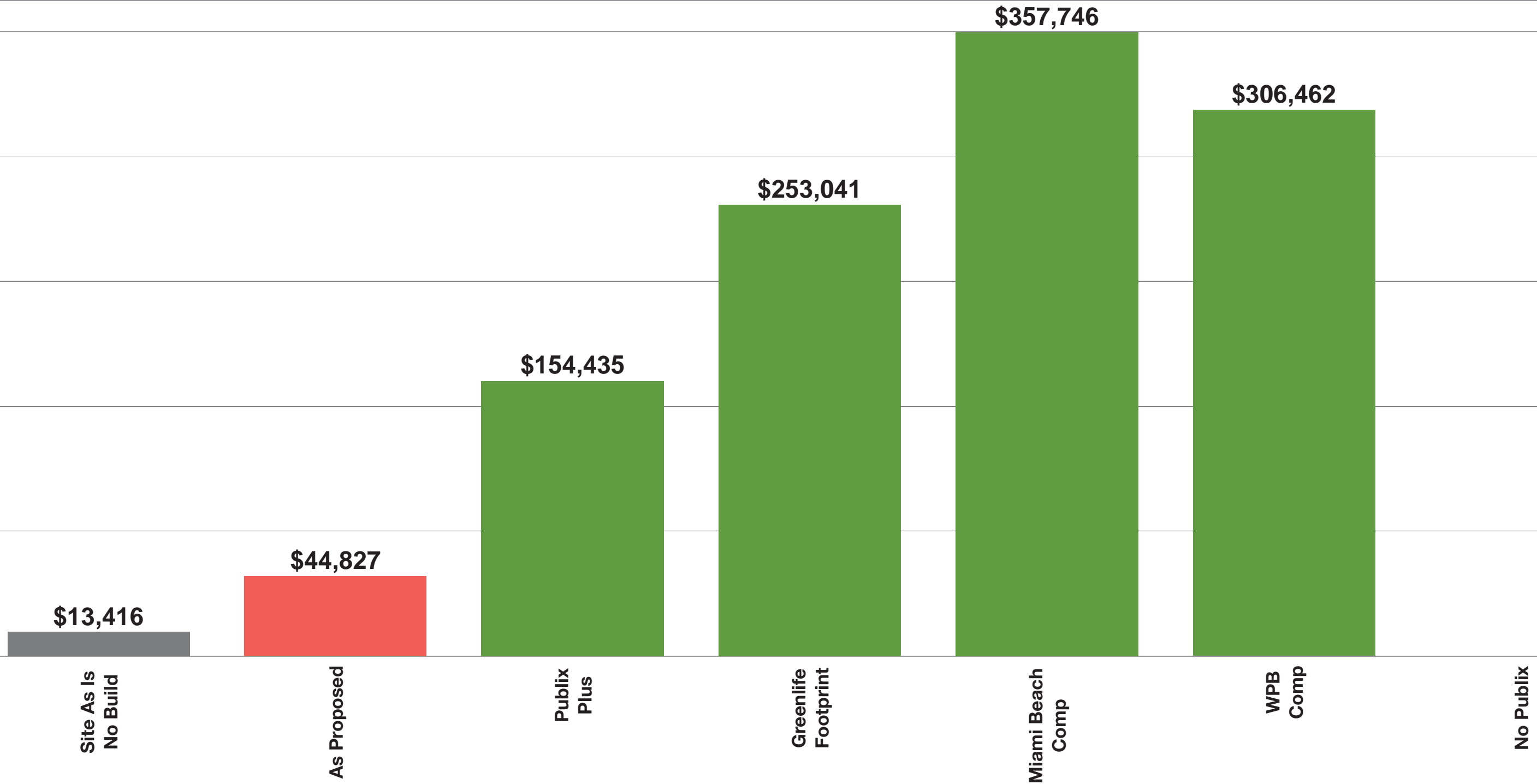
Total Annual City Property Tax Production



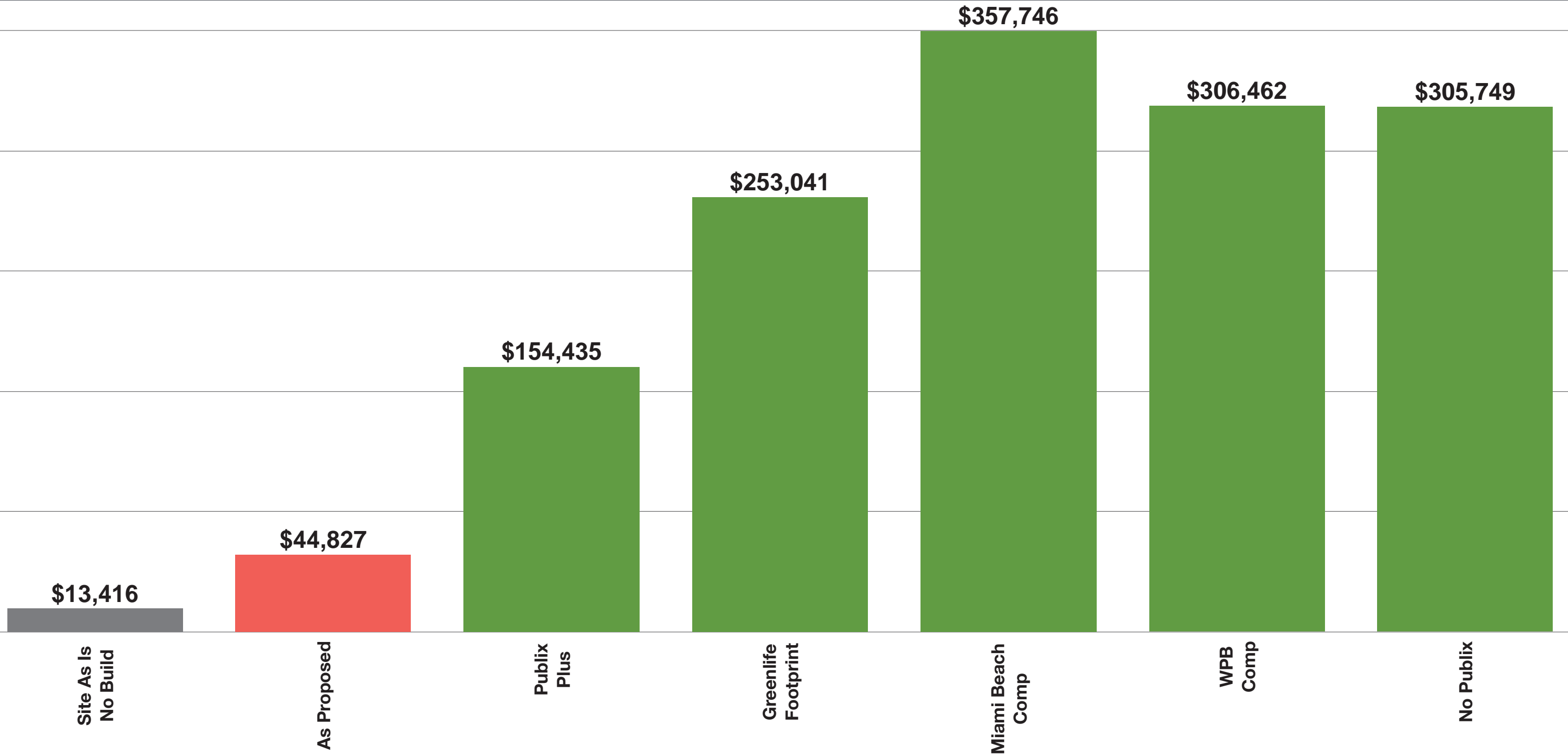
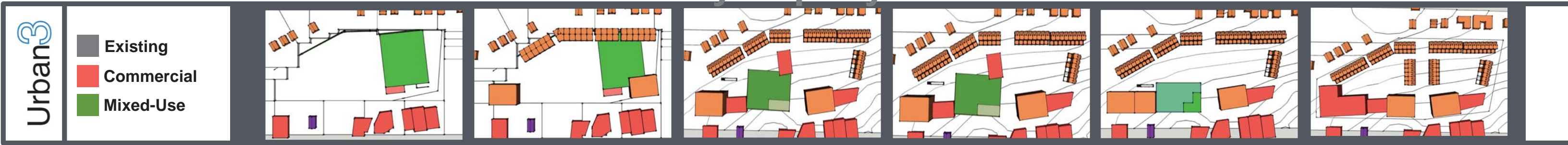
Total Annual City Property Tax Production



Total Annual City Property Tax Production



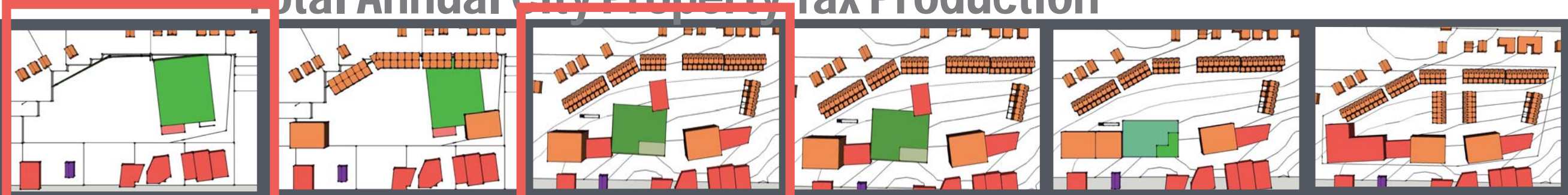
Total Annual City Property Tax Production



Total Annual City Property Tax Production

Urban3

- Existing
- Commercial
- Mixed-Use



Total Annual City Property Tax Production



As Proposed



Greenlife Precedent



Est. Annual Property Taxes

City - **\$44,827**

County - \$27,036

Est. Annual Property Taxes

City - **\$253,041**

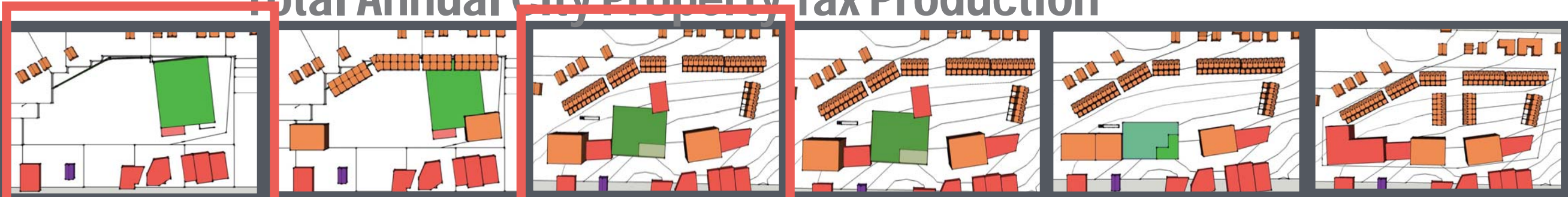
County - \$152,614

Thank you
Chris Wilkins!

Total Annual City Property Tax Production

Urban3

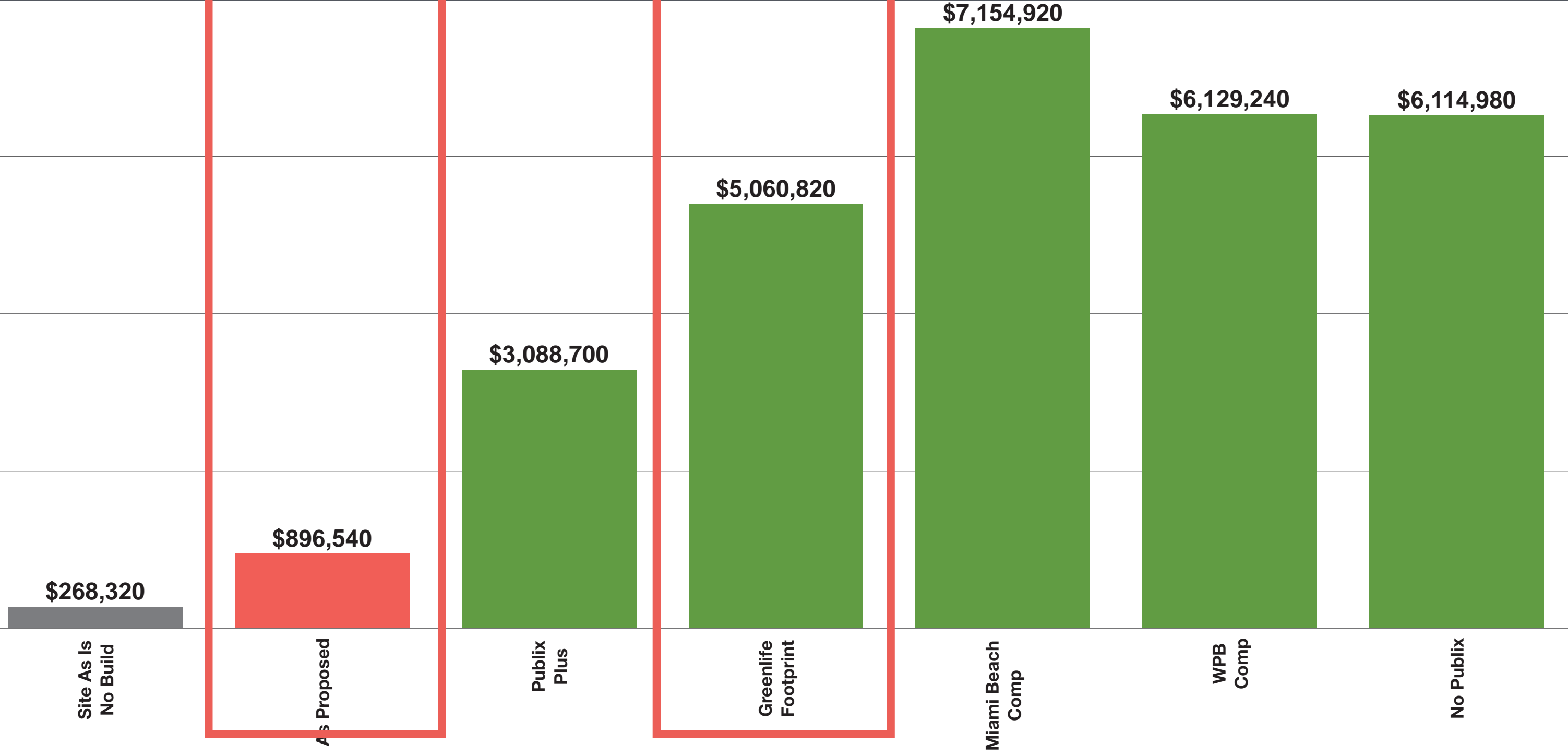
- Existing
- Commercial
- Mixed-Use



20 Year - NPV City Property Tax Production

Urban3

- Existing
- Commercial
- Mixed-Use



20 Year - NPV City Property Tax Production

Urban3

- Existing
- Commercial
- Mixed-Use



\$268,320

Site As Is
No Build

\$896,540

As Proposed

\$3,088,700

Publix
Plus

\$5,060,820

Greenlife
Footprint

\$2 Million

\$7,154,920

Miami Beach
Comp

\$6,129,240

WPB
Comp

\$6,114,980

No Publix

20 Year - NPV City Property Tax Production

Urban3

- Existing
- Commercial
- Mixed-Use



\$268,320

Site As Is
No Build

\$896,540

As Proposed

\$2.2 Million

\$3,088,700

Publix
Plus

\$5,060,820

Greenlife
Footprint

\$2 Million

\$7,154,920

Miami Beach
Comp

\$6,129,240

WPB
Comp

\$6,114,980

No Publix



Greenway



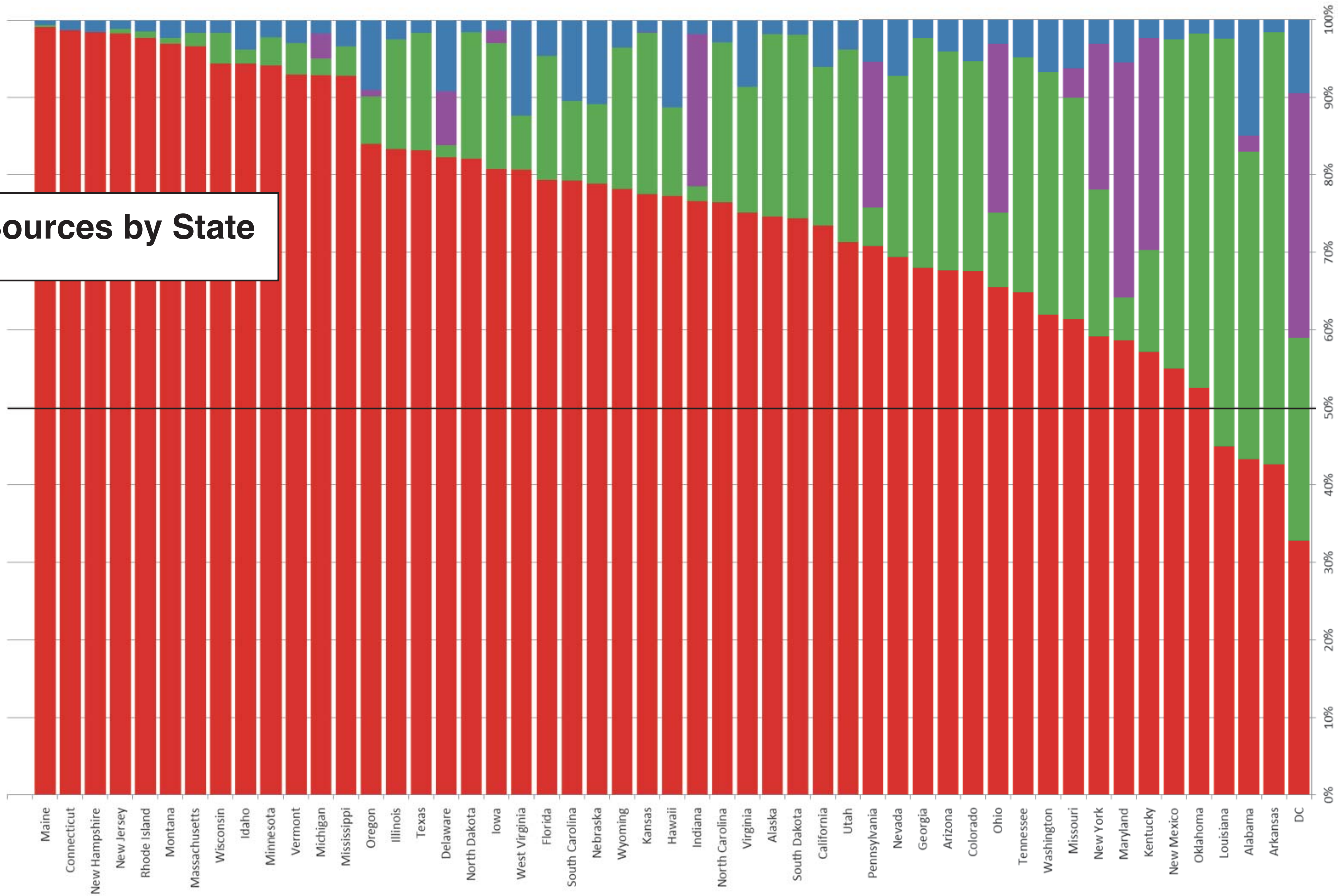
Art Teacher



Dancing Traffic Cop

Local Revenue Sources by State

Source: Tax Policy Center 2014



Local Revenue Sources by State

Source: Tax Policy Center 2014

- Property
- Sales
- Income
- Other

Urban3

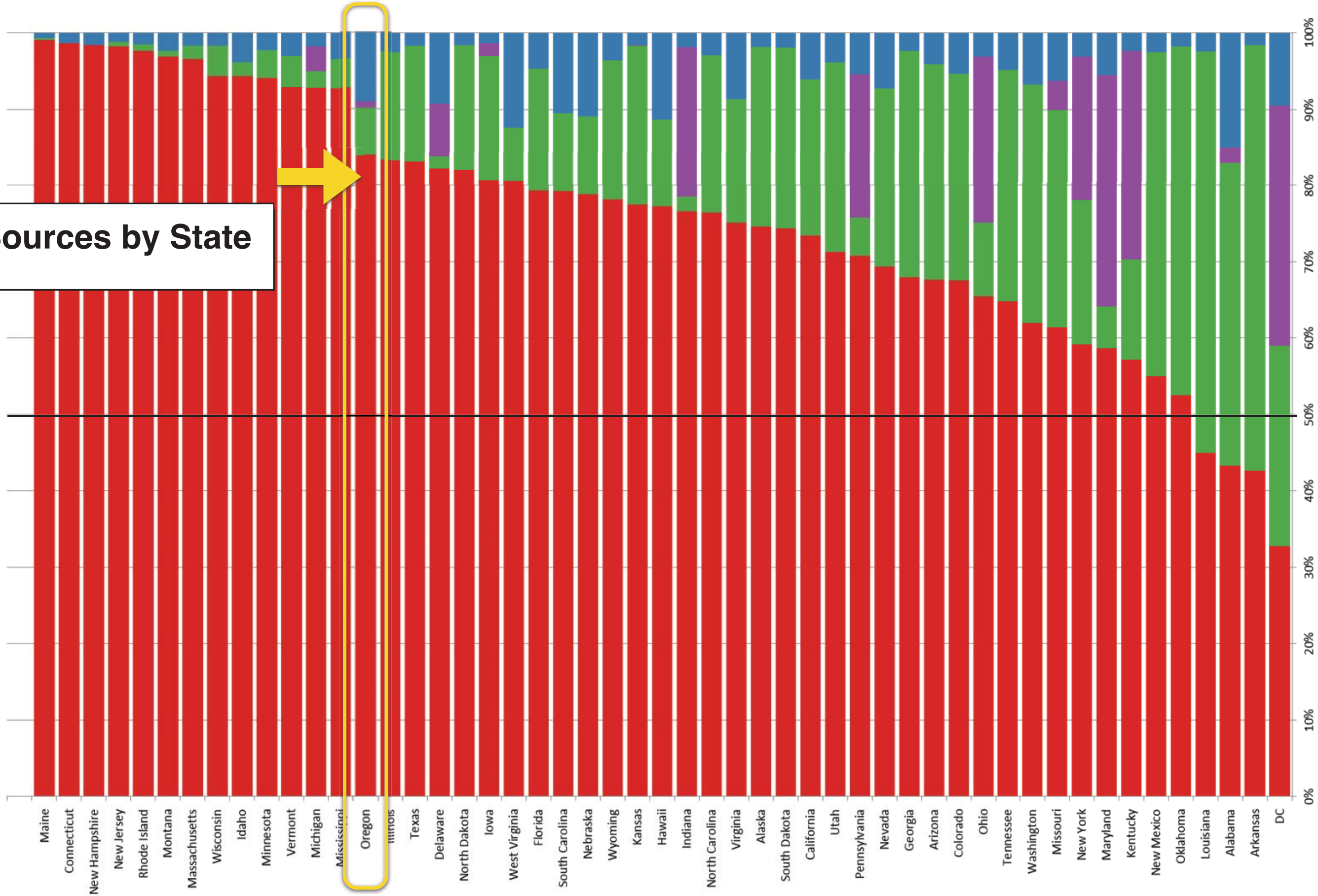
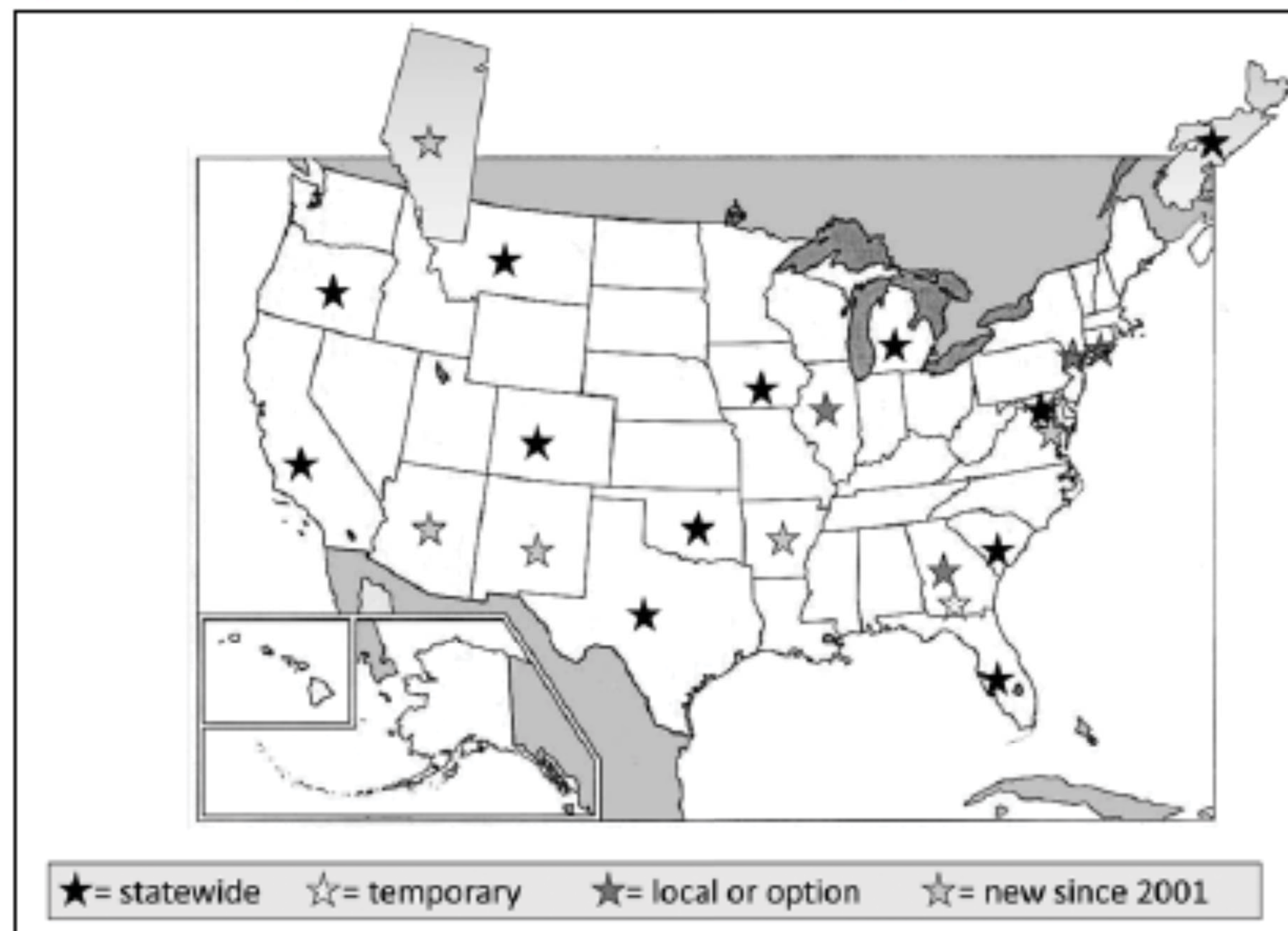


Figure 1. States and provinces with assessed value increase limits, 2009



Public Policy



Net Modeling

Balance Sheet

As at 31 December 2025

Notes

10

11

12

20

21

22

2004

2005

2006

2007

Developer Costs

Soft Costs

- ★ Permitting
- ★ Architect
- ★ Engineering
- ★ Legal Fees
- ★ Marketing
- ★ Profit

Hard Costs

- ★ Land Cost
- ★ Buildings
- ★ Road & Sidewalks
- ★ Sewer
- ★ Water
- ★ Buildings



Photo: Christoph Gielen

Developer Costs

Soft Costs

- ★ Permitting
- ★ Architect
- ★ Engineering
- ★ Legal Fees
- ★ Marketing
- ★ Profit

Hard Costs

- ★ Land Cost
- ★ Buildings
- ★ Road & Sidewalks
- ★ Sewer
- ★ Water
- ★ Buildings

Municipal Costs

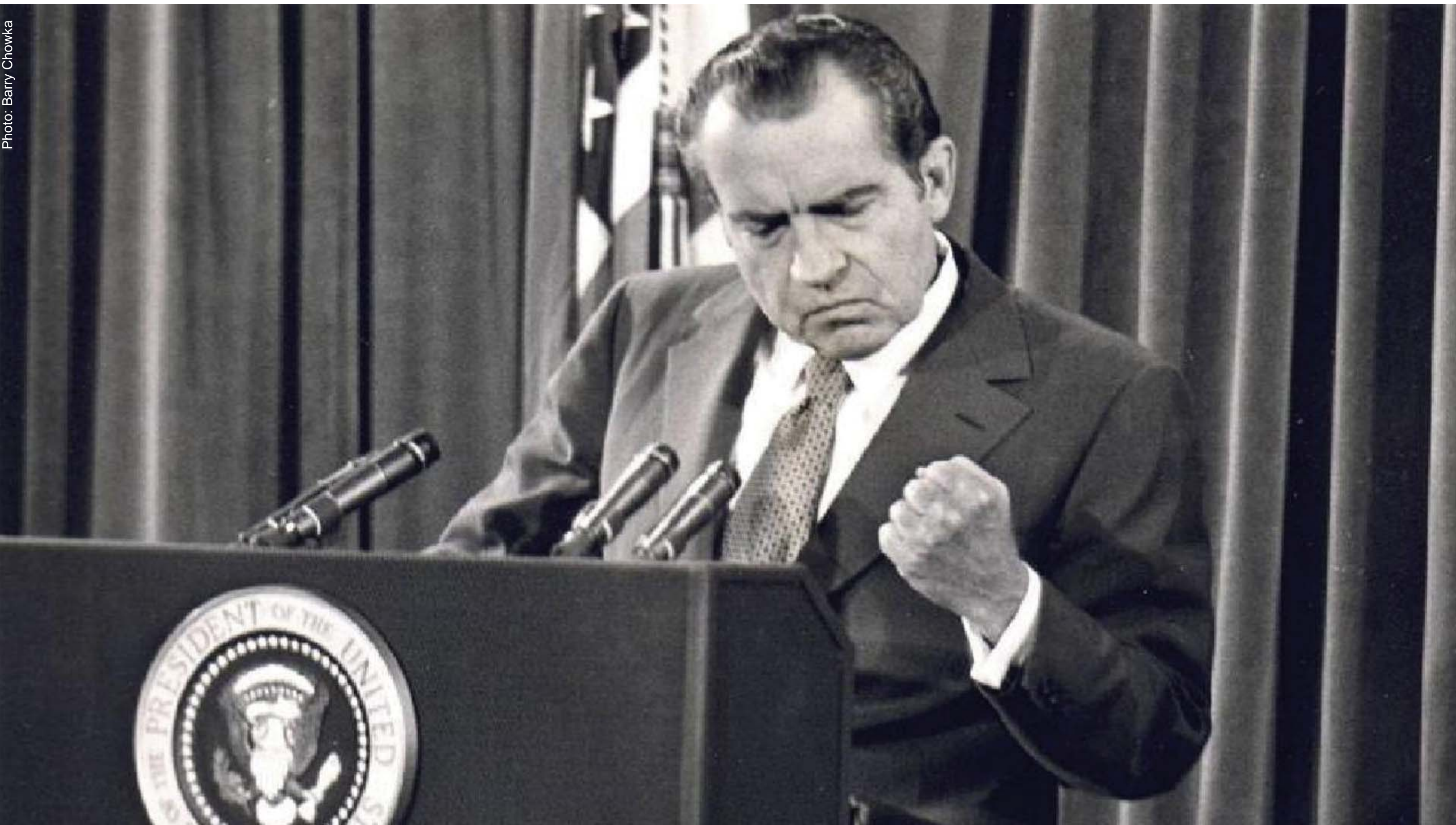
Service Cost

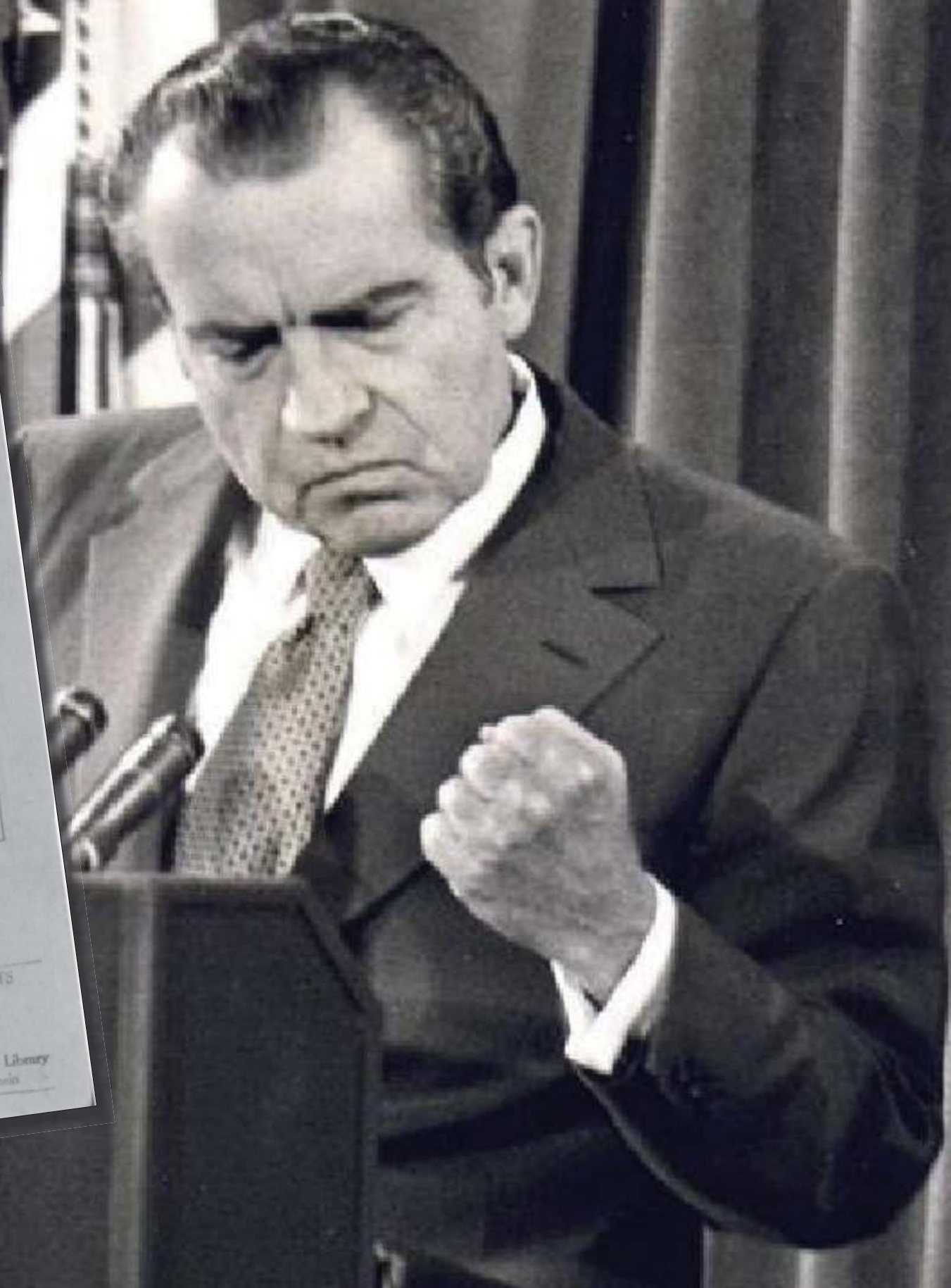
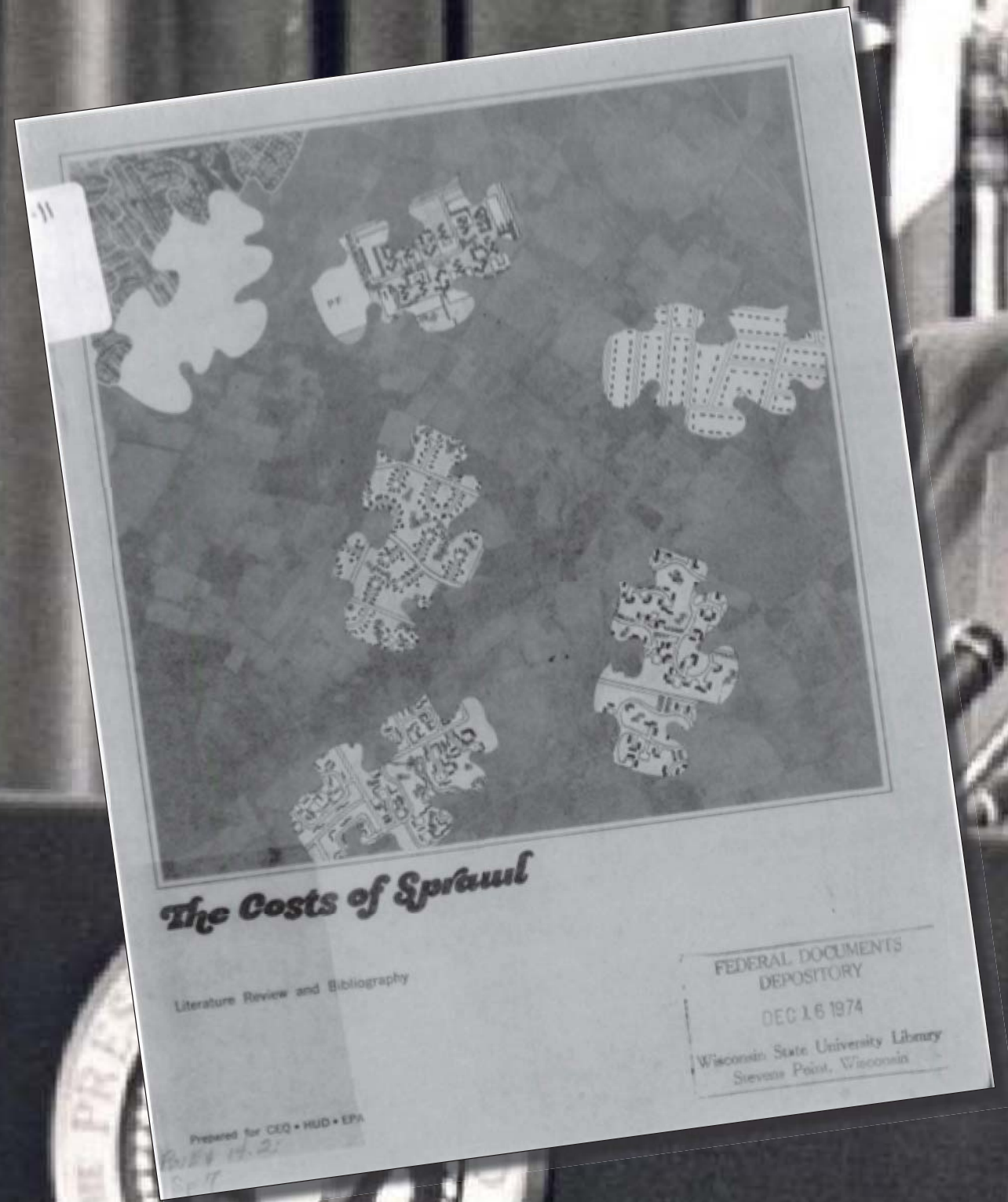
- ★ Police
- ★ Fire
- ★ Government
- ★ Schools
- ★ Economic

Hard Costs

- ★ Roads to here
- ★ Public buildings
- ★ Parks
- ★ Sewer
- ★ Water



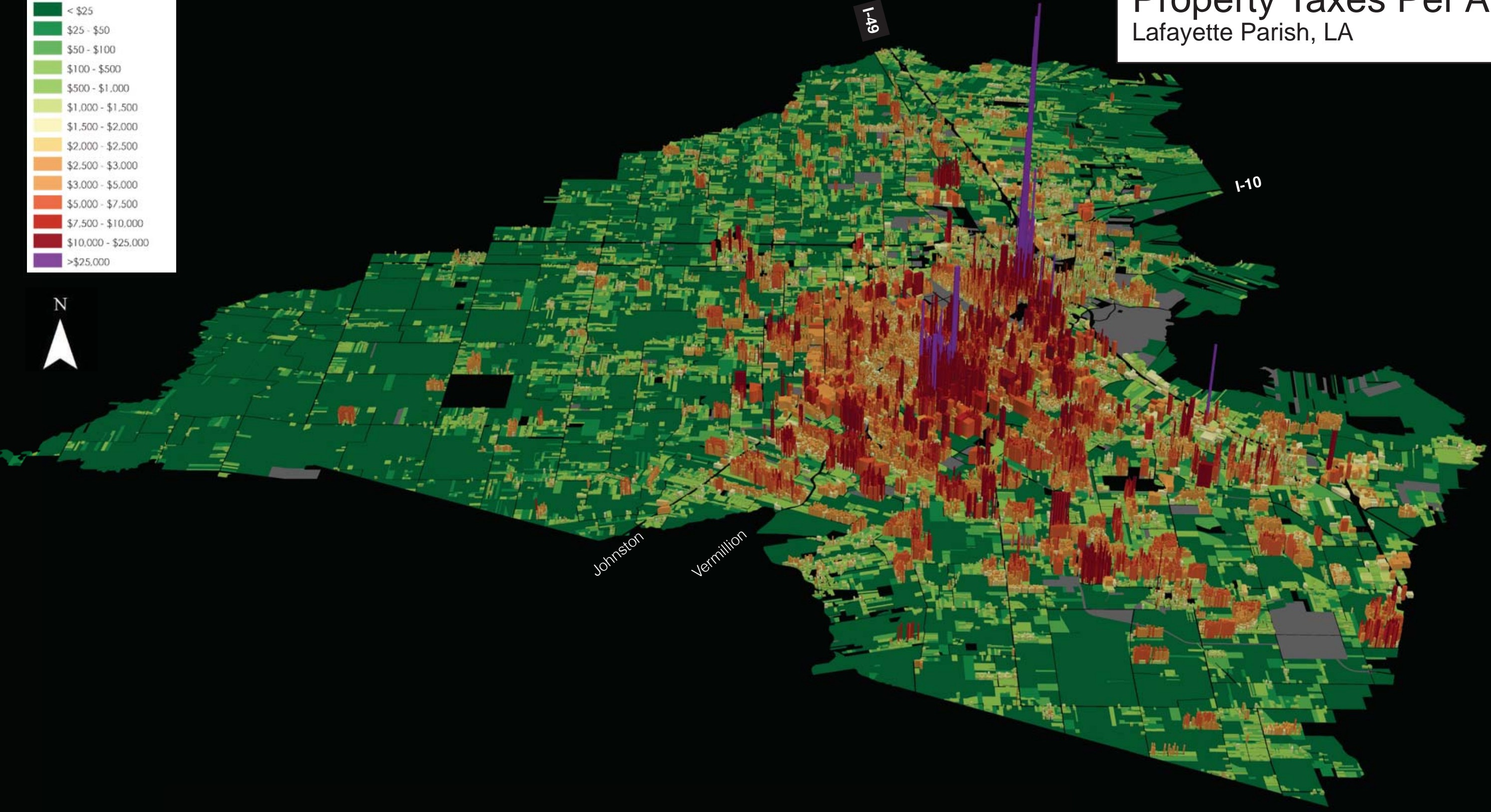






Property Taxes Per Acre

Lafayette Parish, LA

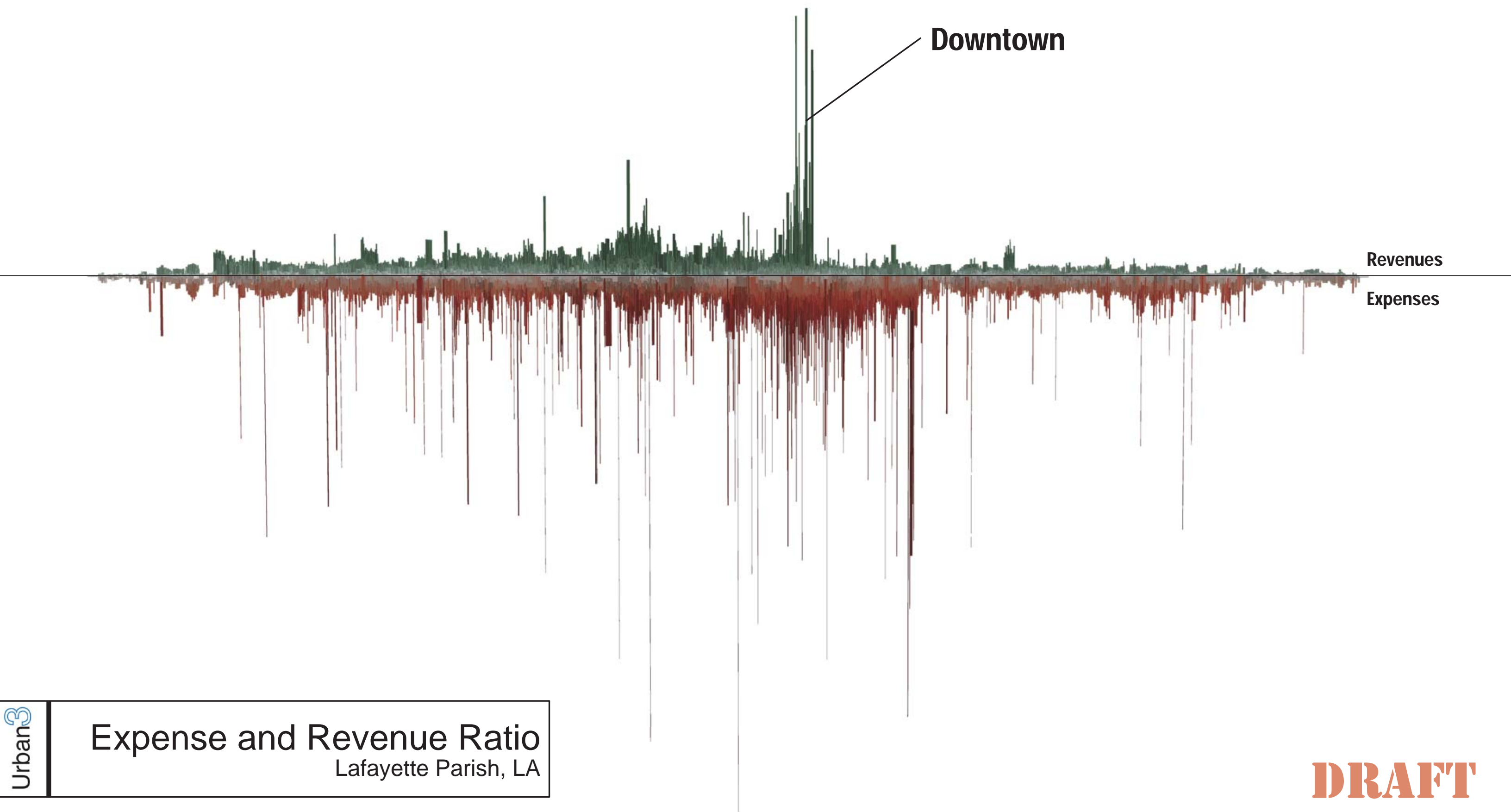


Johnston

Vermillion

I-49

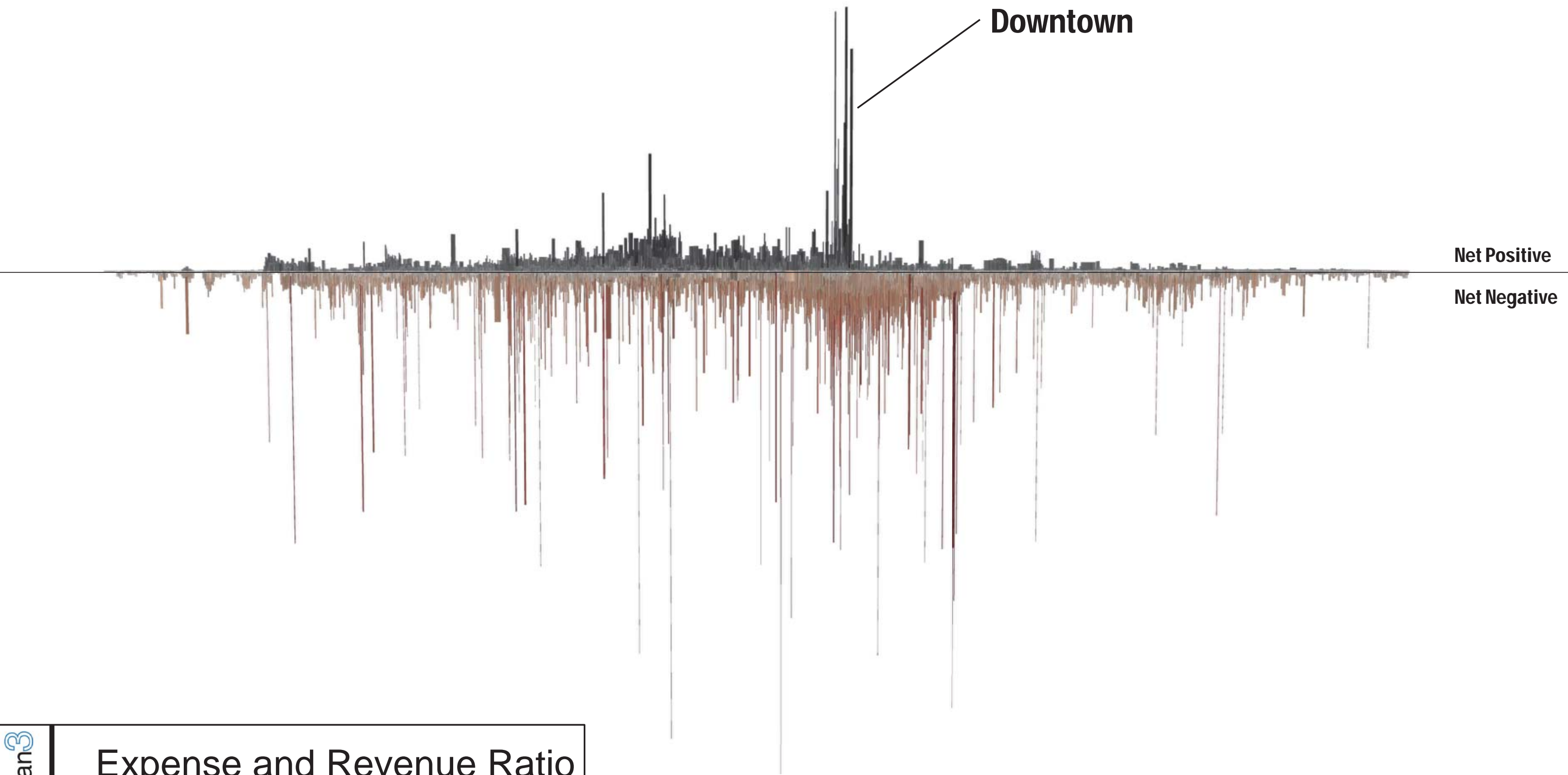
I-10



Downtown

Revenues

Expenses



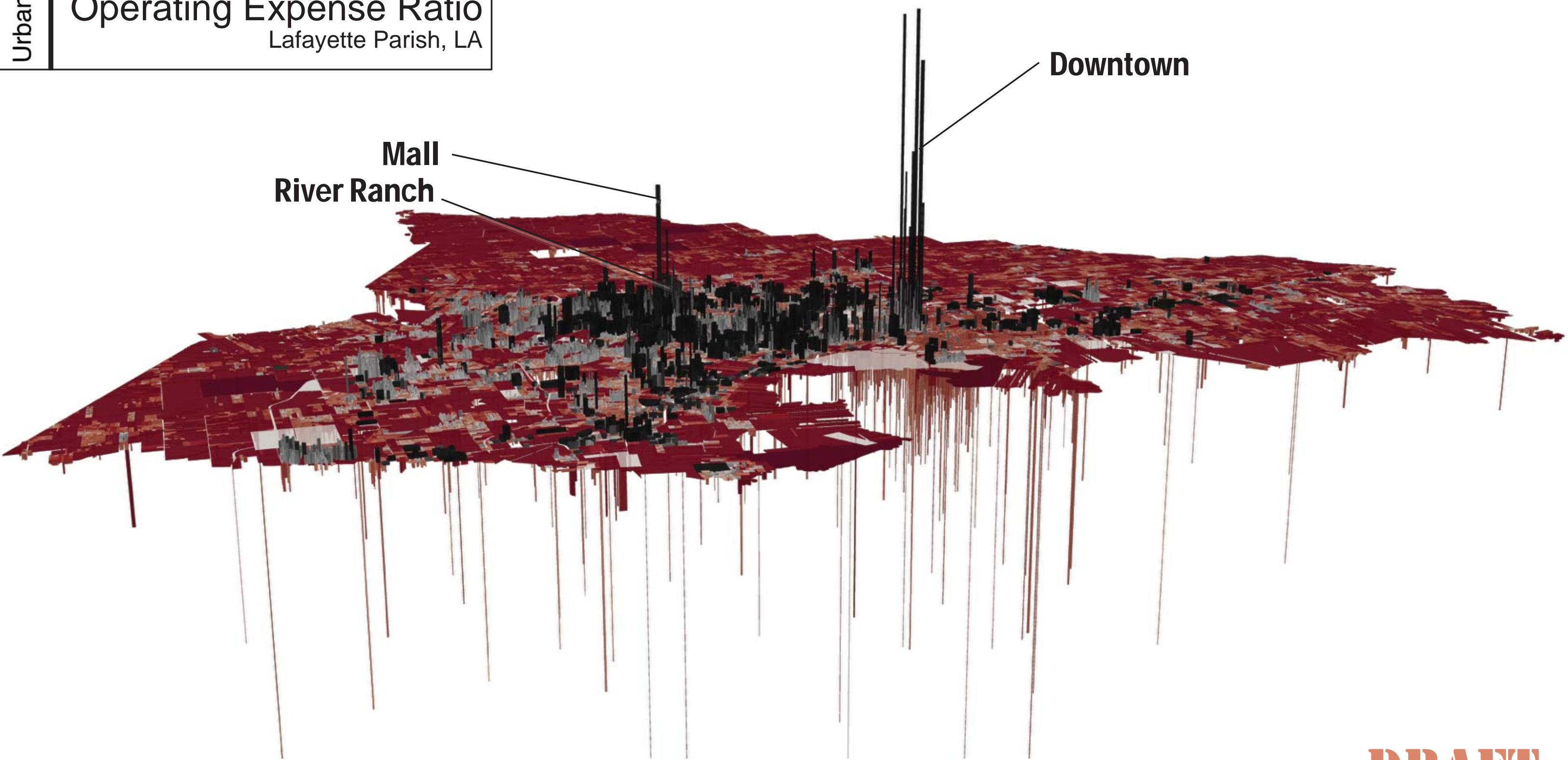
Downtown

Net Positive

Net Negative

Operating Expense Ratio

Lafayette Parish, LA

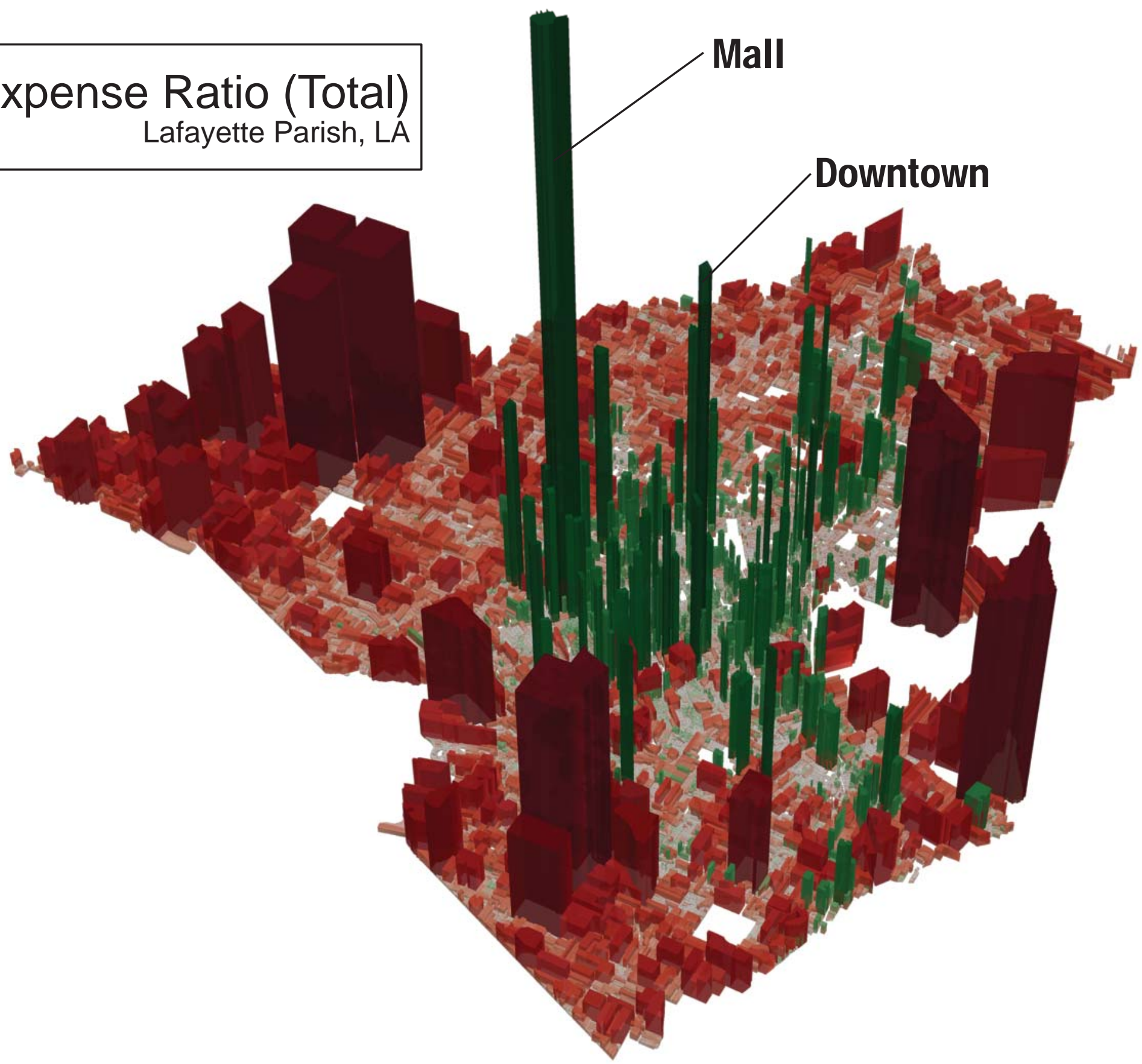


Mall
River Ranch

Downtown

DRAFT

Operating Expense Ratio (Total)
Lafayette Parish, LA



DRAFT



The Problem

The Problem

Median Value = \$150,000



The Problem

Median Value = \$150,000 x 1% for City Property Tax



The Problem

Median Value = \$150,000 x 1% for City Property Tax = **\$1,500 taxes/yr.**



The Problem

Median Value = \$150,000 x 1% for City Property Tax =



\$1,500 taxes/yr.



The Problem

Median Value = \$150,000 x 1% for City Property Tax =



\$1,500 taxes/yr.

+\$150 to roads

The Problem

Median Value = \$150,000 x 1% for City Property Tax =



\$1,500 taxes/yr.

+\$150 to roads



The Problem

Median Value = \$150,000 x 1% for City Property Tax =



\$1,500 taxes/yr.

+\$150 to roads



-\$3,300 cost/yr.

The Problem

Median Value = \$150,000 x 1% for City Property Tax =



\$1,500 taxes/yr.

+\$150 to roads



-\$3,300 cost/yr.



The Problem

Median Value = \$150,000 x 1% for City Property Tax =



\$1,500 taxes/yr.

+\$150 to roads



-\$3,300 cost/yr.



-\$4,000 cost/yr.

The Problem

Median Value = \$150,000 x 1% for City Property Tax =



\$1,500 taxes/yr.

+\$150 to roads



-\$3,300 cost/yr.



-\$4,000 cost/yr.

-\$7,150 cost/house

The Problem

BUSINESS



The Atlantic
May 21, 2012

How We Got the Crash Wrong

Leverage was not the problem—incentives were, and still are.
By William D. Cohan



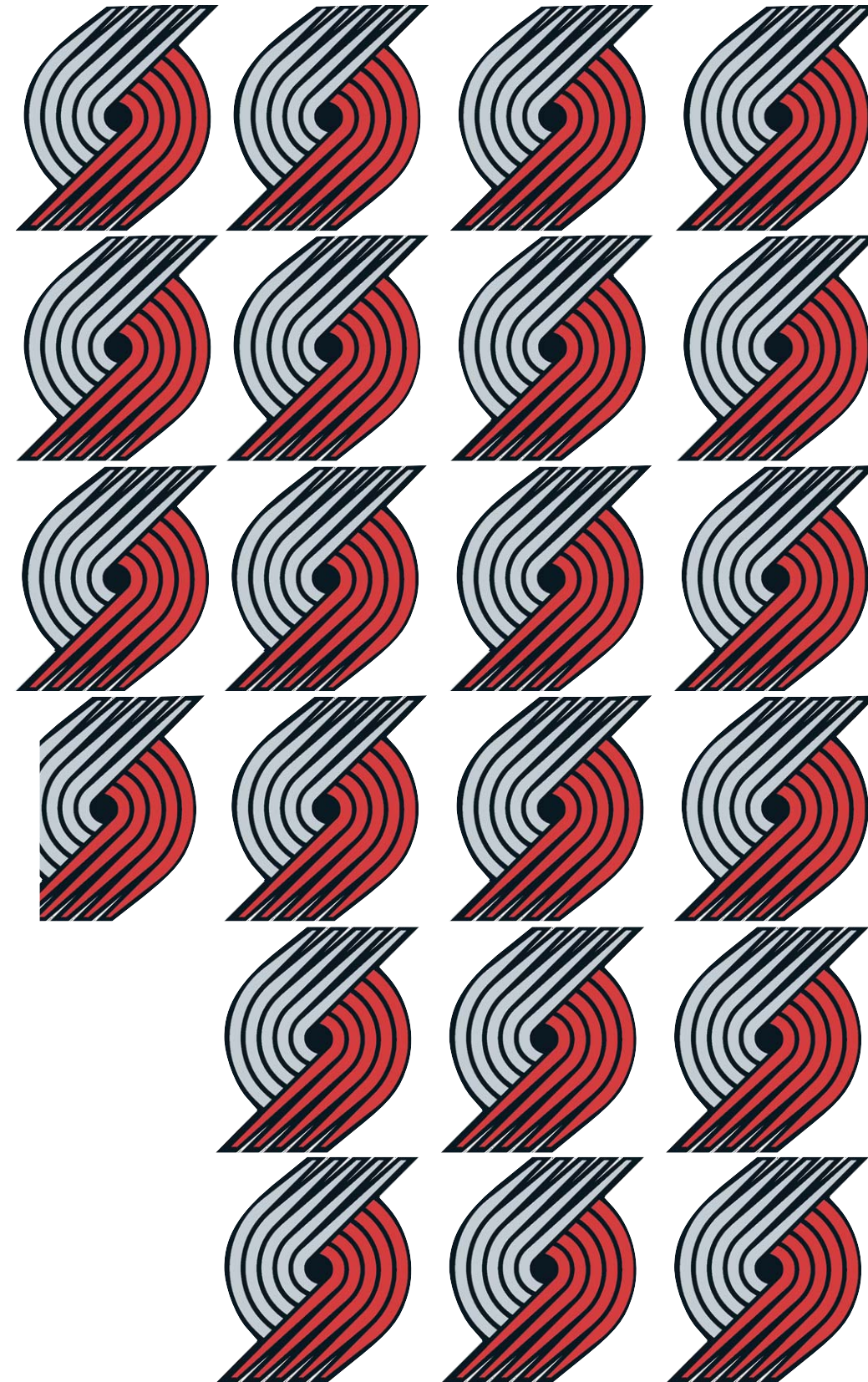
Asheville
\$12.8B USD



Trail Blazers
\$457M



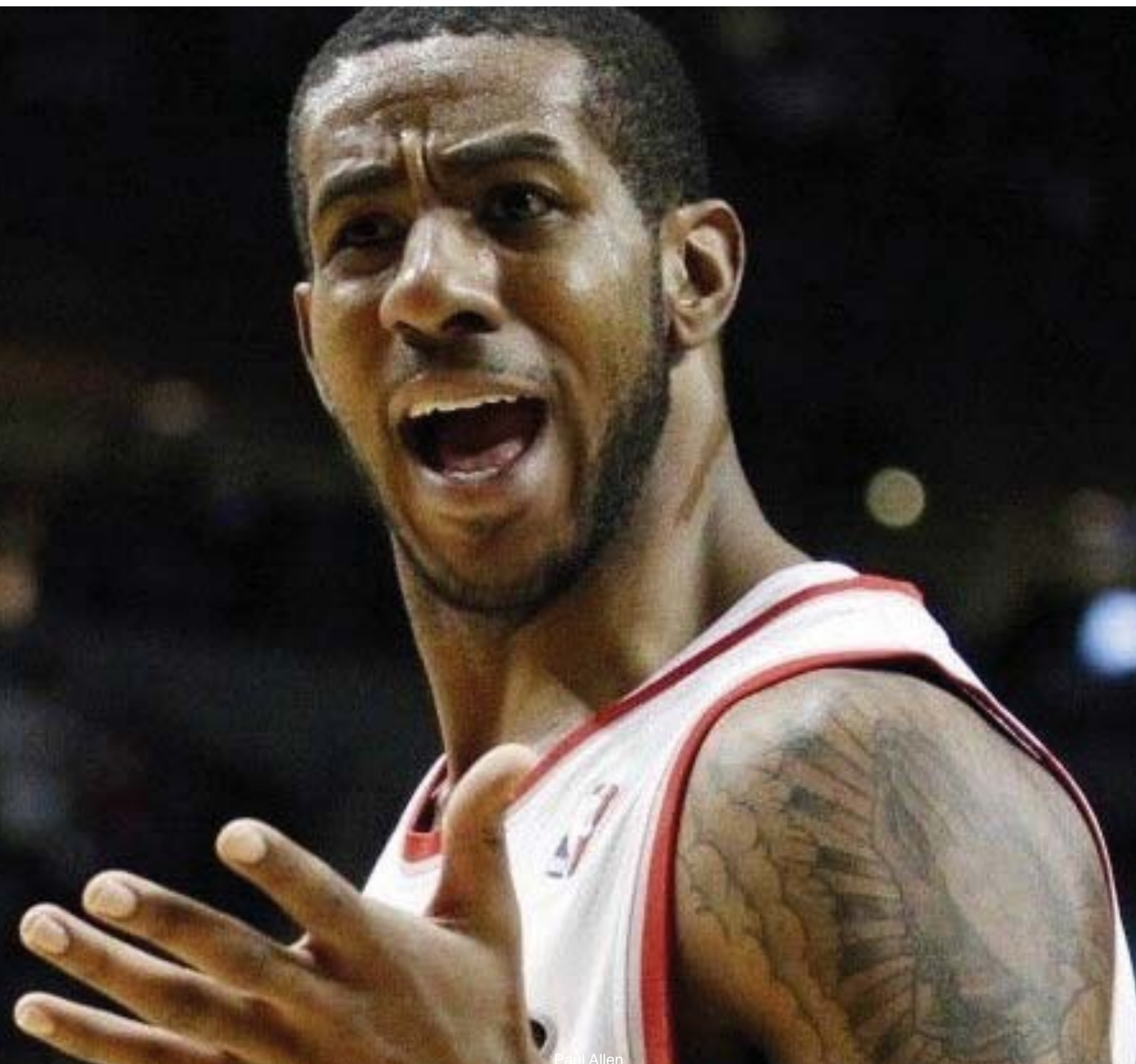
Asheville
\$12.8 USD



Trail Blazers
\$457M (21.9)

Source: [forbes.com](https://www.forbes.com)

Lamaricus Aldridge



Lamaricus Aldridge



**If you can't measure it,
you can't
manage it.**

Mayor Michael Bloomberg



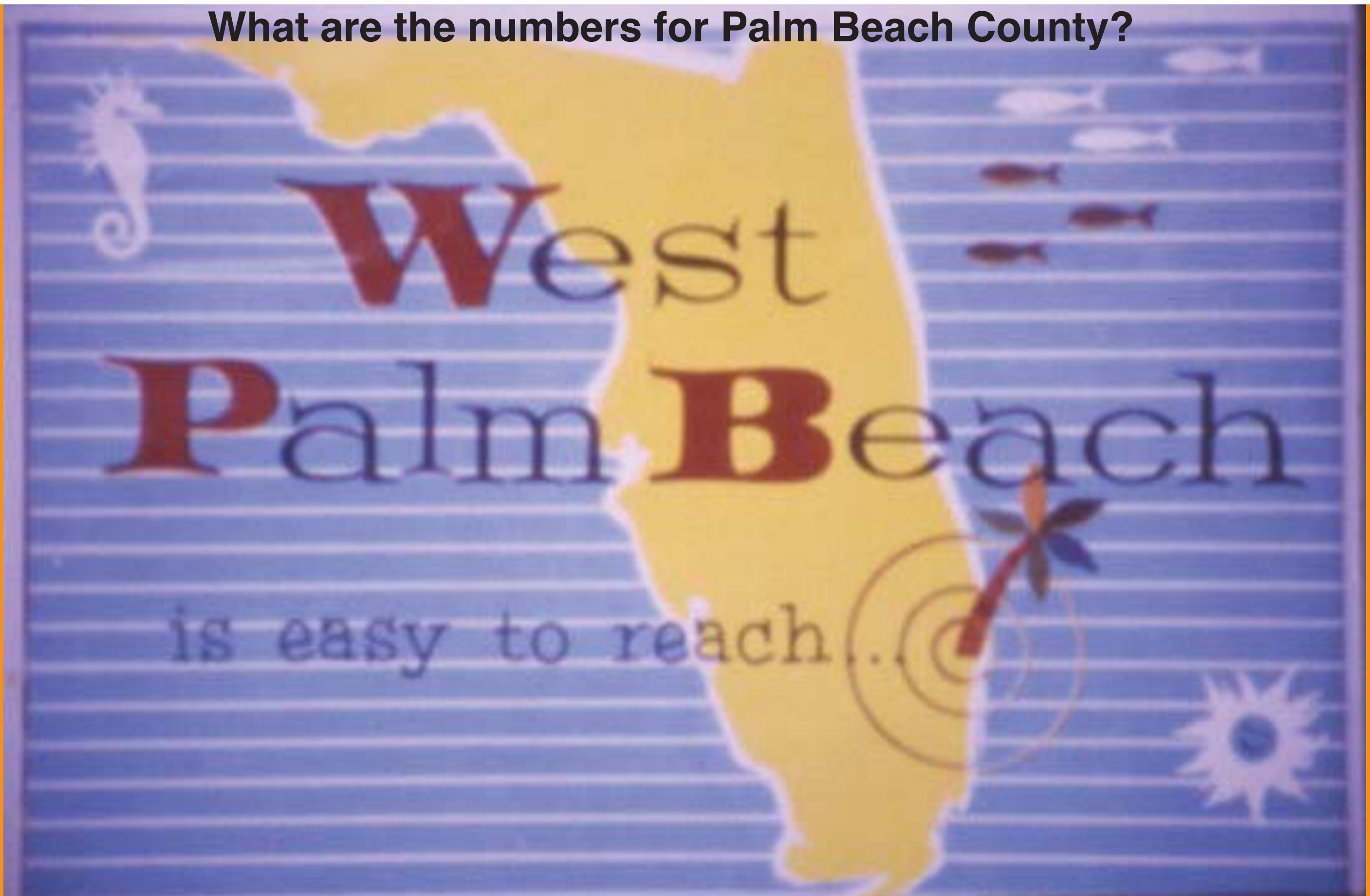


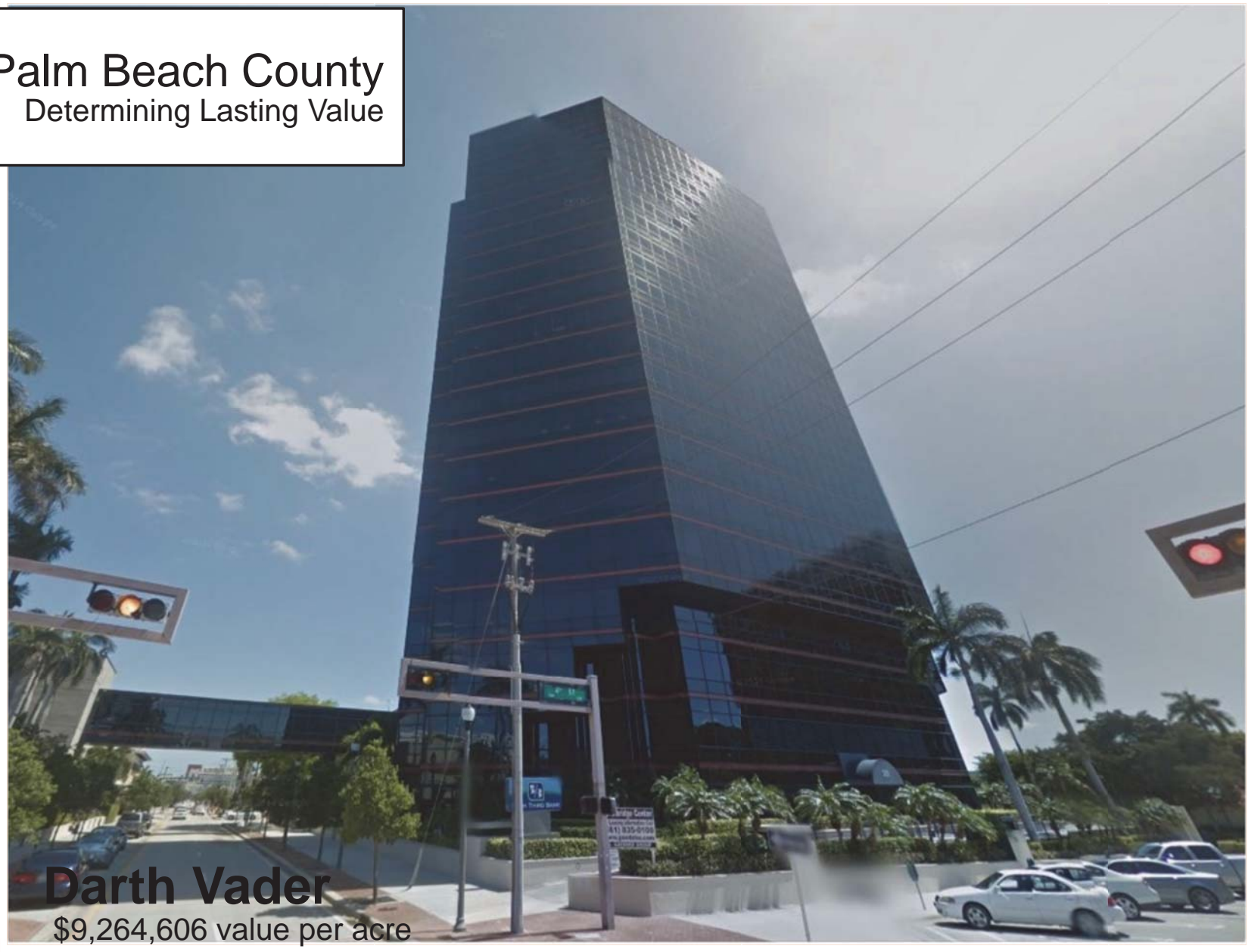
DO THE MATH



by Elizabeth Macie Phillips
FAMOUS ORIGINATOR OF GAMES

What are the numbers for Palm Beach County?





Darth Vader
\$9,264,606 value per acre

**2.3 acres of the Anthony Building
would equal the 2.6 acre Darth Vader**



Anthony Building
\$10,492,906 value per acre

Trump's Municipal Productivity

The Donald per Acre



Trump Plaza Towers (3.4)
\$29,602,278 value per acre



Mar-A-Lago (17.5)
\$1,064,929 value per acre



Trump International Golf Course (279)
\$0 value per acre

Trump's Municipal Productivity

The Donald per Acre



Trump Plaza Towers (3.4)
\$29,602,278 value per acre



Mar-A-Lago (17.5)
\$1,064,929 value per acre



Trump International Golf Course (279)
\$0 value per acre



The Donald (\$119.6M on 300 acres)
\$399,338 value per acre

Trump's Municipal Productivity

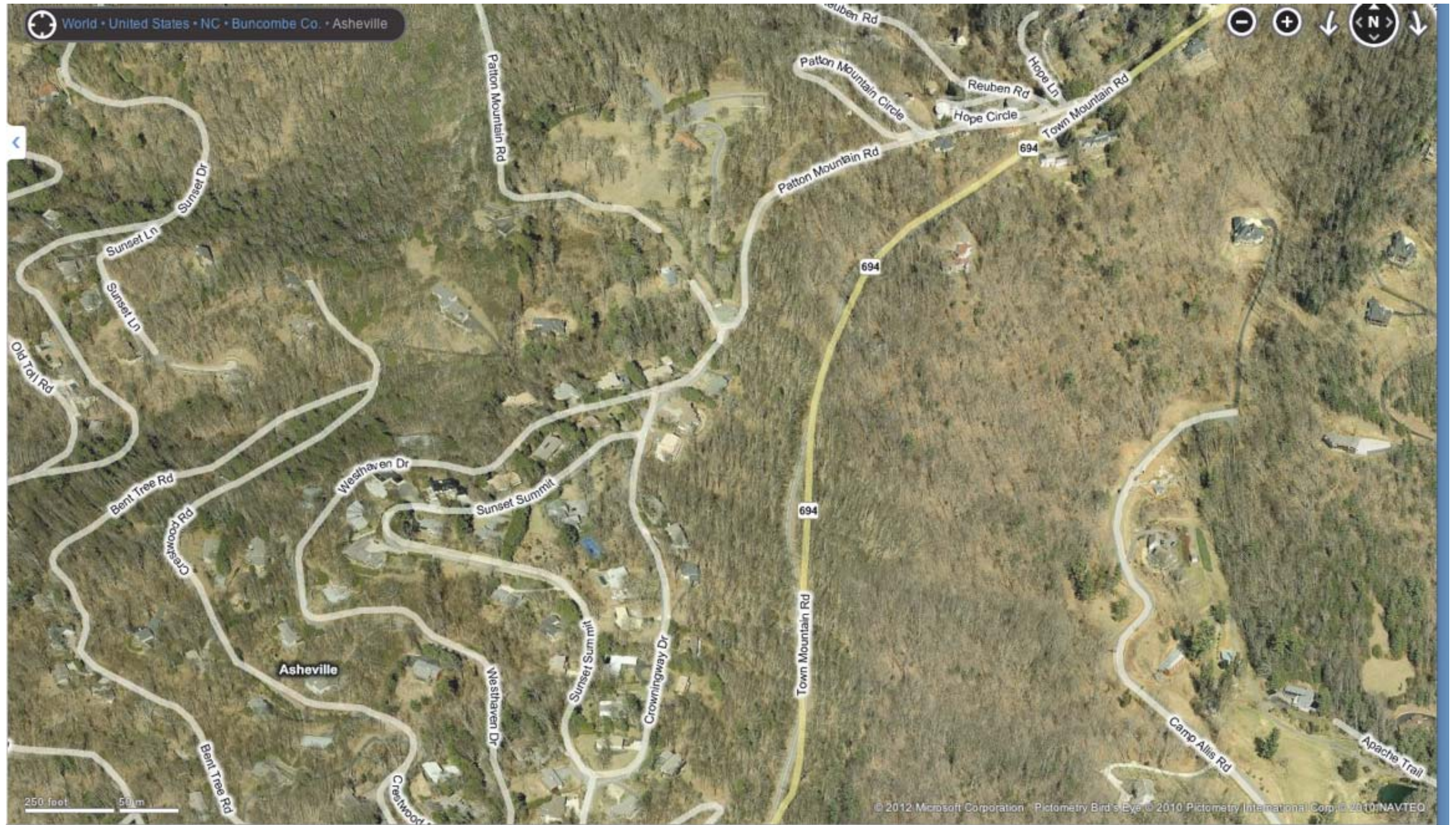
The Donald per Acre



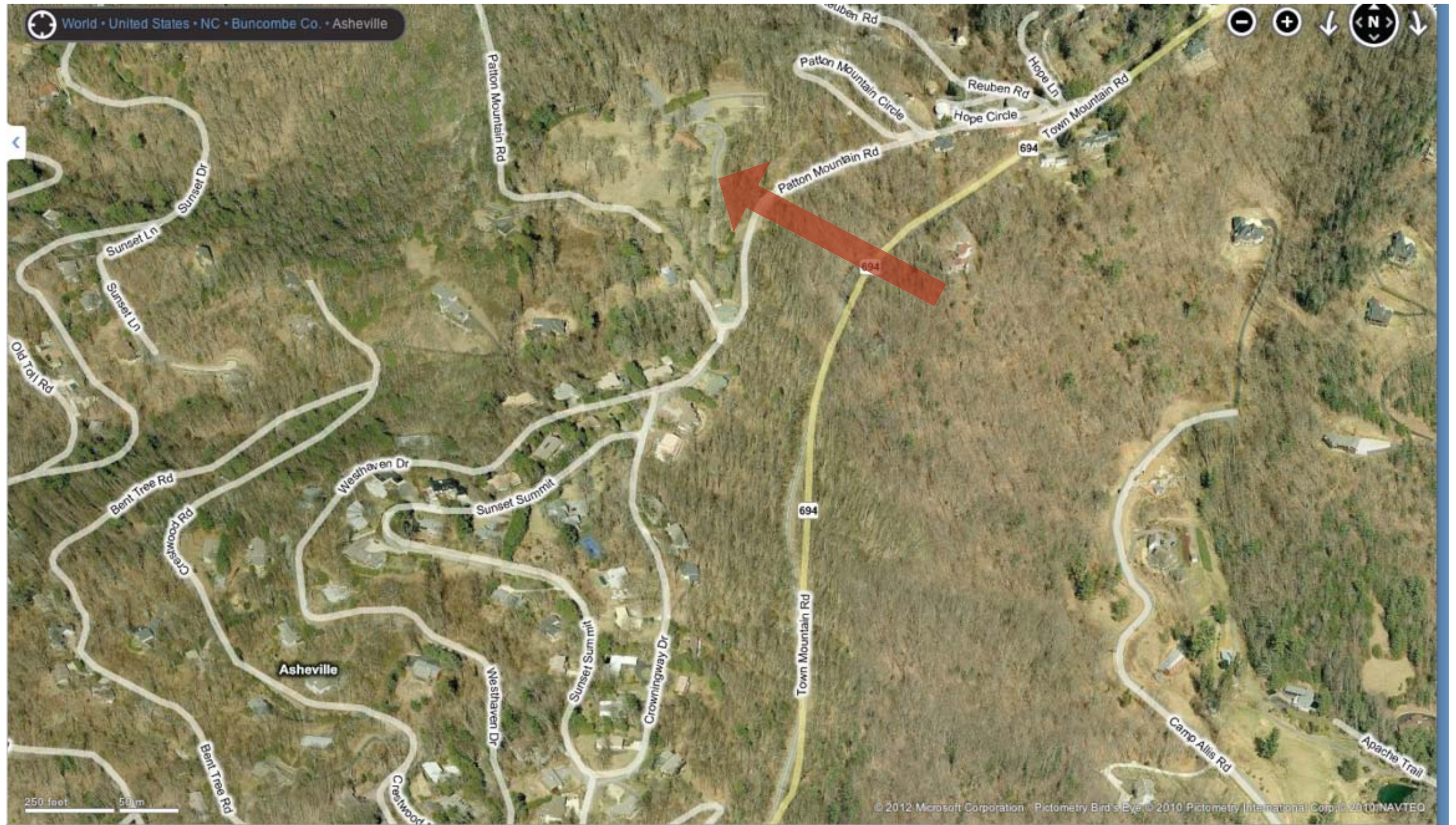
The Donald (\$119.6M on 300 acres)
\$399,338 value per acre



NW Neighborhood Shotgun Houses
\$618,413 Value per Acre



Town Mountain Property



Town Mountain Property



Town Mountain Property



Town Mountain Property



Burton Street Property



Burton Street Property

Valuation - Total Assessed Value



Town Mountain



West Asheville



Burton Street



\$1,392,300



\$232,000



\$81,400

Valuation - Land Value Per Acre



Town Mountain



West Asheville



Burton Street

\$56,060



\$161,358



\$235,000



Taxes - County Taxes Per Acre




Town Mountain




West Asheville



Burton Street

\$2,443  3

\$9,458  1

\$5,393  2