



**DOWNTOWN
CHATTANOOGA
ALLIANCE**

Annual Report
July 2022 - June 2023



Dear DCA members and residents,

As community members and proud supporters of Downtown, we have many accomplishments to celebrate in our city. This past year has been filled with activity for our Ambassador team, as we ensured the beautification, cleanliness, and safety of Chattanooga's Business Improvement District.

Frequent events throughout the District brought thousands of tourists and locals to Downtown. As employees returned to the office more frequently and people began traveling regularly, our city has been lively with visitors and events. New restaurants and businesses opened in the area. Steam Logistics and Noon Development redeveloped the long-vacant John Ross building into its new headquarters, restoring a historic building in the center of Downtown. Vision Hospitality broke ground on 4th and Broad Street with an investment of \$54 million into our Downtown.

We understand that Downtown faces struggles similar to other mid-sized cities across the nation. While we did see some stores close, many others opened their doors. Much of Downtown is busy and vibrant, with new tenants and revitalization efforts in progress. As you will see by our accomplishments and stakeholder feedback throughout the annual report, our Ambassadors are dedicated to providing services and amenities that give Downtown an advantage, which incentivizes business owners and visitors to be in the area.

Many of our Ambassadors have been on our team for over a year, developing relationships with business owners and the unhoused community. These team members are dedicated to keeping Downtown beautiful, clean, and safe, while warmly working to de-escalate challenging situations with our neighbors in crisis and impressing everyone they meet throughout the District.

Consistently, we receive positive feedback about the work the Ambassadors are doing to beautify Downtown. Our Ambassadors routinely perform duties such as cleaning, picking up trash, and removing biohazards. To further beautify the District, the Ambassadors placed planters along the median on Broad and 4th Street, a project made possible by a sponsorship from EPB and a partnership with Collins Landscaping and The Barn Nursery. Property and business owners, residents, tourists, city employees, and council members complimented the DCA on the project, noticing the aesthetic difference the planters made to the area.

After receiving feedback from the community requesting clear communication on where the Ambassadors will be performing work in the District, our operations manager, Randi Haynes, developed a pilot cleaning schedule program. Starting in June 2023, the DCA created a district map, cleaning schedule, and monthly spot wash list that are displayed on our website and communicated through our newsletter audience each month.

We assembled an incredible, hard-working board that helped us set a strategic plan and develop clear goals for the year. We selected community members who are dedicated to the success of our city to represent the DCA. Our board is composed of Downtown advocates including property owners, residents, investors, state representatives, and council members who have a personal interest in seeing Downtown thrive.

In December 2022, the DCA held its first in-person annual meeting, made possible by Ken and Byron Defoor, at Gilman's Event Hall. More than thirty attendees learned about the DCA's accomplishments and listened to updates to the strategic plan. Guest speakers included Chief Scruggs and Lieutenant Montgomery, Chattanooga Police Department; Emily Mack, President and CEO of River City Company; and Dan Reuter, Director of the Chattanooga-Hamilton County Regional Planning Agency.

Partnerships from the Chattanooga community allow us to continue making tangible differences in the District. Our ongoing relationship with the Chattanooga Police Department is as strong as ever. The bike officers are extremely supportive of the work we do and often work closely with the Ambassador team. The City of Chattanooga acknowledges the importance of the DCA and our positive impact.

Together, we celebrate our accomplishments, while remaining focused on the long-term goals that are captured in the completed strategic plan. In this next year, we look forward to continually finding ways to keep the District welcoming, clean, and safe.

Kelly Fitzgerald, Board Chair

Steve Brookes, Executive Director





“We choose to call Downtown Chattanooga home because it’s the perfect location to attract the kind of talent we need to keep Steam Logistics growing and thriving. Our team expects to be able to work, live, and entertain themselves in our beautiful Downtown atmosphere. And the DCA has been a great partner in helping to keep our office area safe and accessible for our team.”

Jason Provonsha
Steam Logistics



**Ambassador Hardy keeps busy
Downtown streets clear of
leaves and trash.**

Our Mission

The Downtown Chattanooga Alliance works to ensure the beautification, cleanliness, and safety of Chattanooga's Business Improvement District.



The Ambassadors installed and filled 14 large flower pots on the center traffic island from Highway 27 to Broad Street, creating beautiful centerpieces for the Downtown community to enjoy. This beautification project, made possible by EPB, the Barn Nursery, and Collins Landscaping, generated attention and praise from Downtown visitors, business owners, and property owners.

Our Achievements

July 2022 - June 2023



782

Biohazards Cleaned Up



19,695

Trash Cans Cleaned



1,600

Graffiti/Stickers Removed



646

Weed Abatement
(block faces)



434

Pressure Washing (hours)



1,345

Business Contacts



385

Special Projects (hours)



32,263

Hospitality Assists



19,696

Trash Bags Collected



74

Motorist Assists

“

Before I signed the lease for this storefront, I had some major concerns about Downtown. There were some trash issues and problems with disturbances. Without the DCA, I don't know if I would've opened this store. I called Steve, and he immediately came down and addressed every one of my concerns. He told me to reach out to the DCA if I have any problems, and they would take care of it. Every time I have called, they have responded and taken care of the problem.

Roy Gress, Life Is Good



“

The Downtown Chattanooga Alliance is doing a remarkable job and has been a game changer for the Tivoli Theatre Foundation and our various Downtown venues. As most people know, when we have a show in the evenings, whether it's at the Tivoli Theatre or in the Soldiers and Sailors Memorial Auditorium, Downtown is full, and the restaurants and bars are packed. Having a welcoming Downtown, which the DCA is now creating, helps our patrons to have a wonderful experience, both before and after a show, at one of our beautiful theatres. In addition, DCA has gone above and beyond to clean up graffiti, help with trespassing, and create an overall safer and healthier environment Downtown!

Nick Wilkinson, Executive Director, Tivoli Theatre Foundation

DCA In Action



In March 2023, our very own operations manager Randi was outside the DCA office, when she heard a woman in a nearby car call out that her daughter was about to have a baby. Luckily, Randi happened to have experience as a midwife and quickly stepped in to guide the woman through delivering a healthy baby girl. Along with multiple news features, Randi was recognized by the Mayor's Office with the proclamation of March 22 as Randi Haynes Day in Chattanooga.



Board of Directors

2022-2023

Kelly Fitzgerald

Society of Work
Commercial Tenant

Keeli Crewe

Area 61 Gallery
Commercial Tenant

Brandy Burgans

Commercial Tenant

Adam Kinsey

KPH Development
Large Property Owner, Commercial

Kevin Love

Enterprise Center
Nonprofit and Commercial

John Clark

Large Property Owner

Tom Marshall

DeFoor Brothers Development
Large Property Owner, Commercial and Hotel

Donald O'Connor

River Pier Landing
Residential Owner

Susan Harris

Chattanooga Tourism Company
Commercial Tenant

Todd Phillips

Noon Development
Large Property Owner, Commercial

Gordon Stalans

Tennessee Aquarium
Large Property Owner, Nonprofit

Raquetta Dotley

City (Automatic Seat)
District 7 City Council

Darin Ledford

City of Chattanooga (Appointed by District 10 Senator)
Tennessee Senate, District 10

Greg Martin

State of Tennessee (Automatic Seat)
Tennessee House of Representatives, District 26

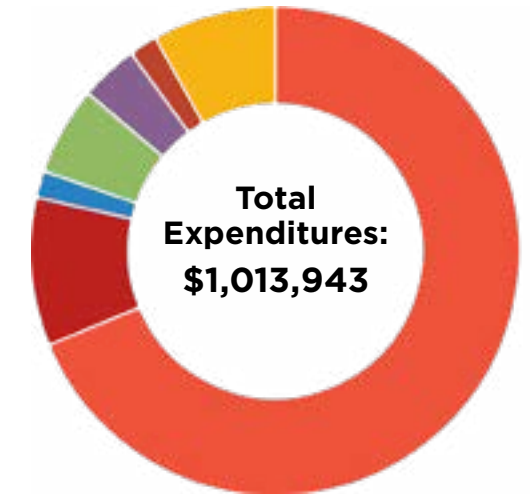
DCA Financials

Expenses:

- \$699,000 / Ambassador Program/Management Services
- \$132,823 / Salaries and Wages
- \$16,800 / Assessment Collection Fees
- \$29,927 / Beautification Projects
- \$45,080 / Marketing & Communication
- \$20,730 / Rent
- \$69,583 / Other Operating Expenses

End of Year:

Total Revenue	\$922,974
Total Expenditures	\$1,013,943
Net Deficit	-\$90,969



On July 1, 2022, the DCA changed its fiscal year to start on July 1 and end on June 30. This report is our first one that reflects that change and reports results for a full fiscal year. We started Fiscal Year 2023 with a cash surplus of approximately \$519,000. During Fiscal 2023, we operated at a deficit as we continued to purposefully spend some of our surplus to provide more services to the district. As a result, we had a remaining cash surplus of \$393,000 as of the June 30, 2023 year end. That surplus will enable us to sustain our operations until we reach the next annual assessment billing cycle that starts in October. Throughout all of this, we have been able to maintain an additional operating reserve, or rainy day fund, of \$230,000.

“

After gathering feedback from our stakeholders, we learned they want clear, detailed information on where and when the Ambassadors will perform beautification services in the District. I developed a pilot cleaning schedule by designating zones within the District and creating a monthly schedule with set days the Ambassadors will perform services, including ATLV, backpack and ride-on blowing, and weed spraying and pulling. I put together a spot wash list, identifying places around the District that are high priority areas to clean, that we update monthly. This cleaning schedule is distributed via our newsletter and is posted on our website, establishing transparency between the DCA and the community.

Randi Haynes, Operations Manager



The Downtown Chattanooga Alliance is grateful for the continued support of our members, property owners, residents, partner, and stakeholders. We look forward to a very successful future for Downtown Chattanooga.

We welcome your feedback. If you need assistance or just want to send feedback, reach out to us at 423-206-4200 or email Steve at dtchattalliance@gmail.com.

