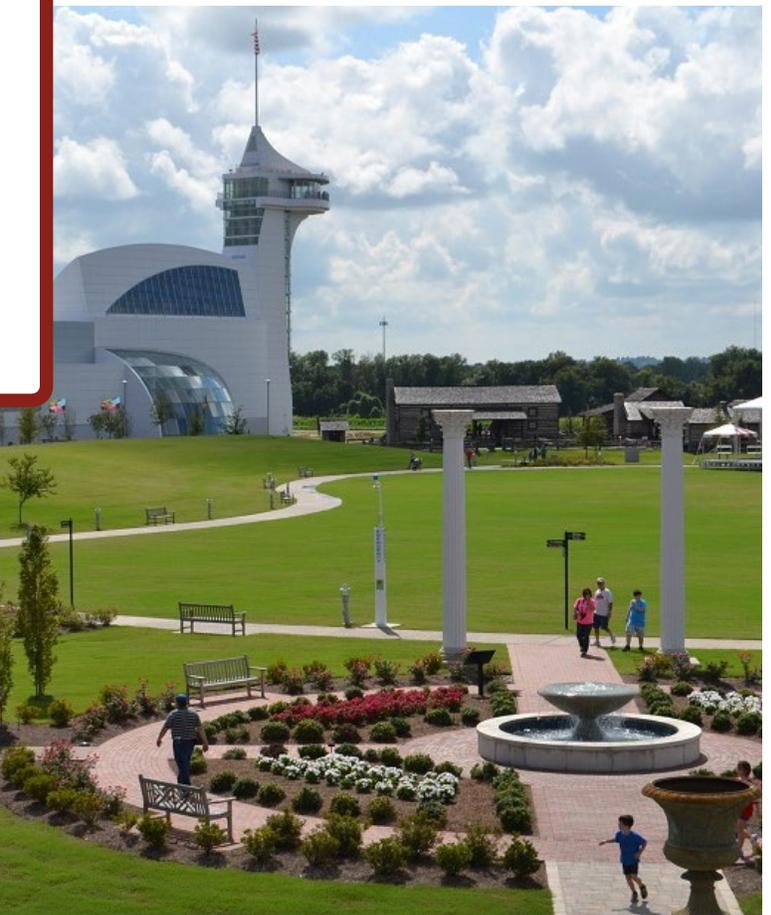


# UNION CITY

REELFOOT AVE/ EVERETT BOULEVARD  
CORRIDOR STUDY

March 2018





# Acknowledgments

## SPECIAL THANKS:

Thank you to the people who participated in the development of this plan through comment forms, public outreach events, and meetings. This time spent planning for Union City's future is appreciated and will positively impact the community for years to come.

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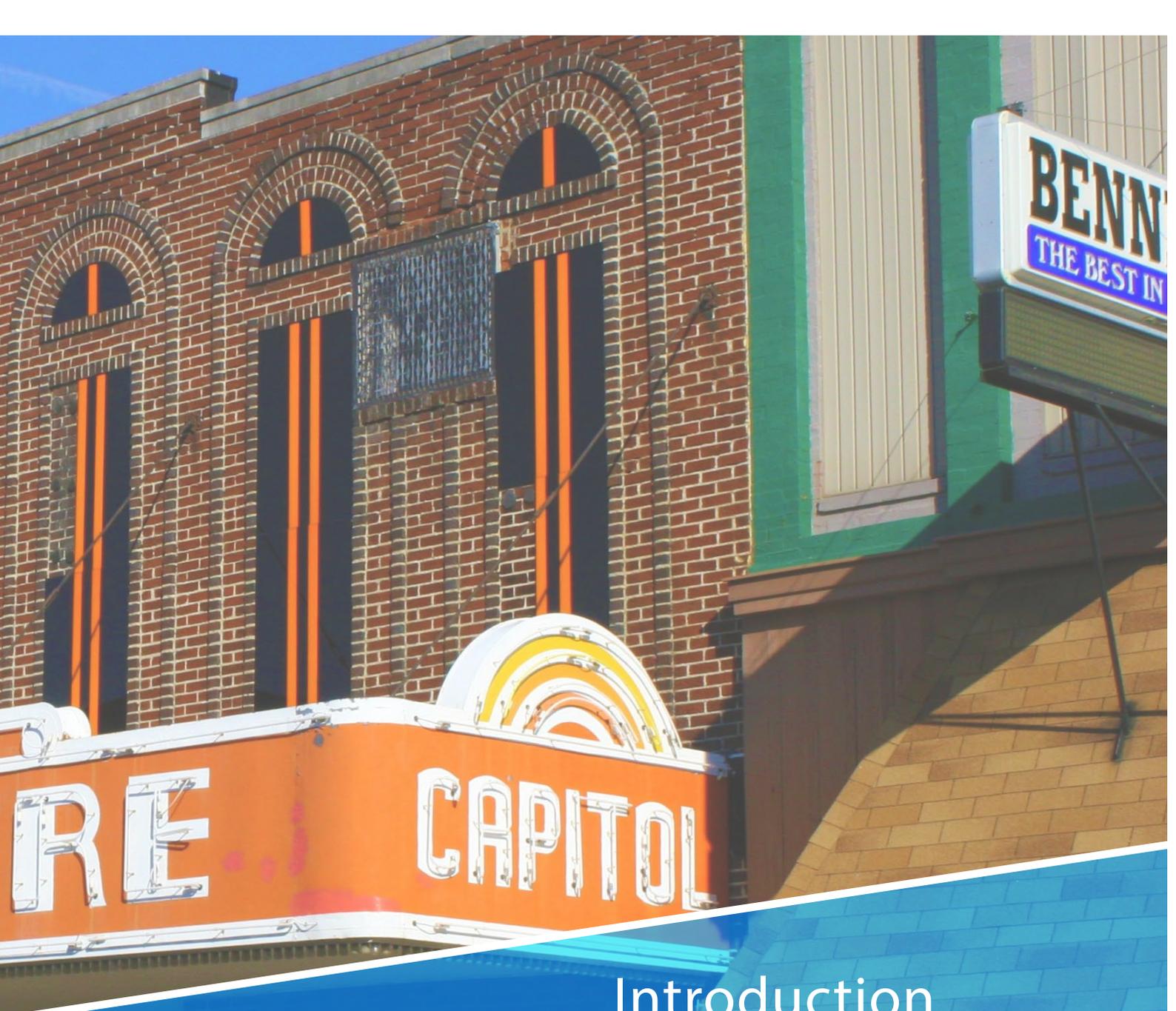
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Photo Credit: Brent Moore



# Introduction

- Background
- Plan Funding
- Project Process
- Corridor Studies

TICKETS  
ON SALE  
AT LANZERS  
885-0651  
→



# Background

Union City is a small city of just over 10,500 residents located in the northwestern corner of Tennessee. The city center is located 6 miles south of the Kentucky border and is located a little over two hours drive northeast of Memphis and almost three hours west of Nashville. The City is the anchor to the Union City Micropolitan Statistical Area which includes Obion County, Tennessee (of which it is the County Seat) and Fulton County, Kentucky.

Several years ago, community leaders and TDOT expressed interest in developing a plan for future growth within Union City. The commercial corridors were poised for new development and possible redevelopment of a few key parcels along some of Union City's busiest routes. A corridor study was determined the best tool to accomplish this goal which was a perfect fit for TDOT's CTPG program.

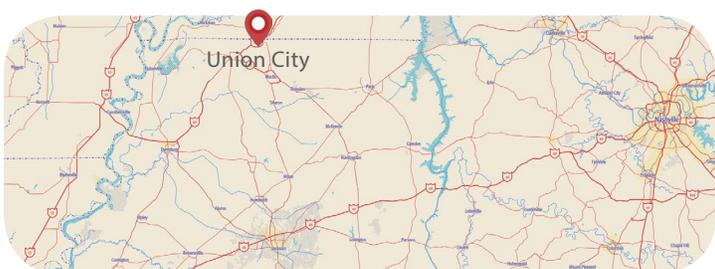
## Historical Significance:

The first landlots for Union City were laid out in 1852 at the intersection (or union) of the Nashville and Northwestern Railroad with the Mobile and Ohio Railroad. The city grew with the railroad and was a fertile region for growing tobacco, corn, and wheat crops. The proximity to the railroad and ability to farm the land helped the city's population boom to 12,800 people by 1860.

Union City and greater Obion County were sites for both northern and southern troops during the Civil War which led to several small battles during the period. After the war a monument to honor the unknown confederate dead was constructed in Union City, it is the first monument of its kind to be erected post-war. By 1880 Union City had rebounded from the war because of the vitality along the rail line.

By a county referendum in 1890 the County Seat was moved from Troy to Union City. This move led to the construction of many of Union City's most historic structures and a period of great growth for the city.

From the 1920's to present day Union City's biggest economic and employment engines have been have been large industrial businesses and agricultural properties.



## Transportation Plan:

Union City, Tennessee is excited for the opportunity to study the city's transportation network to discover how to become a better place to live, work, and visit for all. The City is ready to take the necessary steps to create a plan that reflects the unique assets of Union City and to work with various regional partners to improve upon the transportation conditions within the city.

The transportation plan comes at a good time for Union City. The completion of the \$80 million dollar Discovery Park of America in 2013 has averaged over 250,000 visitors a year and sits adjacent to the future route of Interstate 69 which is envisioned to bring more visitors to the park and Union City.



# Plan Funding

## Funding Sources:

It is critical to establish a timeline to secure necessary funding to finance Union City's transportation plan. There are many sources of funding through state and federal programs. It is a long process to obtain these financial opportunities, and an appropriate amount of time must be taken into consideration when planning for future improvements. Once funding has been awarded, time is limited in using the funds to establish construction plans and produce built results, thus the importance of this document to outline proposed improvements ready to be designed once funding is allocated. Successful community improvements begin with a well thought out schedule, while taking funding resources into consideration.

## Community Transportation Planning Grant:

The Union City Reelfoot Avenue/Everett Boulevard Corridor Study was selected as a recipient of TDOT's CTPG funding. The Office of Community Transportation (OCT) coordinates the state's transportation planning efforts to provide technical guidance for local jurisdiction's, increasing the level of collaboration between TDOT and municipalities across the state. OCT gives TDOT a thorough understanding of local communities and the various transportation planning documents and policies in place. The office is comprised of two sections, Community Planning and Regional Planning. The OCT's mission is to coordinate the state's transportation planning, local land use decisions, and community visions to guide the development of a safe and efficient statewide transportation system. This report and the process utilized by the planning team was funded by Union City's CTPG grant. As a part of the agreement to receive funding through the grant, Union City will need to adopt a resolution; allowing the city to begin implementing recommendations from this plan.

## COMMUNITY TRANSPORTATION PLANNING GRANT OBJECTIVES

- Develop transportation and land use plans containing deliverables that can be used as guiding tools for future transportation projects.
- Develop real-world transportation and land use solutions that are cost effective and feasible.
- Improve safety through planning documents.
- Create policies and procedures that link all transportation modes and provide alternative mobility options.
- Utilize Context Sensitive Design and Solutions (CSD/CSS) that preserve and enhance community resources.



(Information on this page is from TDOT's Office of Community Transportation website)



# Project Process

## Plan Development:

The planning process began in January 2017 with a project kick-off meeting with Union City staff. The planning process also featured two Project Advisory Committee meetings, two public meetings, and an open house. Meetings included discussions and activities that generated and evaluated planning concepts and strategies. While the project team coordinated and received feedback from the Project Advisory Committee, the team also pulled opinions from community members and took their thoughts and ideas into consideration. Outreach and project input occurred throughout the planning process (see diagram to the right).

## Engagement Process:

Special consideration was given to reaching a broad cross-section of the community with the intent to accomplish several objectives:

- Sequencing engagement activities to build ongoing participation
- Offering decision and/or influence opportunities for citizens
- Using the engagement process to raise awareness of the project and of planning in general



PROJECT INITIATION

PROJECT IMPLEMENTATION

# Corridor Study

## What is a Corridor Study:

A Corridor Study is the first step in planning for the future of a transportation facility by defining the corridor's needs to create the best solution in moving people and goods safely and efficiently.

Corridor studies are an effective tool for determining existing conditions, developing a favored future plan, and offering short-term and long-term solutions for transitioning corridors as they change. A well-executed transportation study will promote a safe, thriving environment that can ultimately lead to a growing community and flourishing economy.

## Why conduct a Corridor Study:

Corridor studies are an effective tool to promote community improvements, and specific benefits may include:

- Aid in the maximization of existing infrastructure
- Improve safety conditions
- Development of coordinated land uses
- Promote access or mobility improvements
- Improve air quality through congestion reduction
- Resolution of major planning issues prior to the beginning of project construction

## What are Corridor Studies used for:

Corridor Studies serve many purposes in helping community members and visitors circulate through the city. Benefits may include:

- Define acceptable levels of access and mobility
- Aid in determining appropriate land uses
- Assist in consolidating and controlling access points
- Guidance for interim projects to ensure the progression towards long-range objectives
- Promote redevelopment of an under-performing corridor
- Support partnerships between diverse organizations and agencies

## LEADERSHIP COMMITMENT

Community leaders must demonstrate a clear commitment to support the transportation study.

## VISIONING & CONSENSUS

Establishing a shared vision and consensus allows the community to set project goals and objectives. Understanding needs and developing support from the community is vital to start the planning, design and implementation processes

## PLANNING & DESIGN

Communities should leverage local resources and knowledge to assist in guiding project activities to best meet the needs of their community. Tailoring best practices to meet local conditions and desires will assist in developing an implementable, successful planning study.

## PLAN & REPORT DEVELOPMENT

Communities should seek funding from diverse sources to implement their transportation studies. Communities should also consider partnering with private industry as well as seeking funding from other state and federal sources.



Photo Credit: TNvacation



# Existing Conditions

Area of Study  
Visual Context and Property Ownership  
Area Destinations  
Zoning



# Area of Study

## Corridor Study Introduction:

For development of this corridor study, the project team performed an existing conditions evaluation of the study area. This section outlines the area of focus for the study, visual context of the corridor, area destinations, and the existing zoning of parcels within the study area.

## Focus:

The focus of the Union City Transportation Plan is the Highway 51 Corridor west of Downtown Union City. The 4.3 mile stretch of Highway 51 being studied runs in a parallel direction to the future route of Interstate 69. Properties fronting the corridor form the City's western boundary. The Discovery Park of America is located on Highway 51 and is accessed exclusively from the highway.

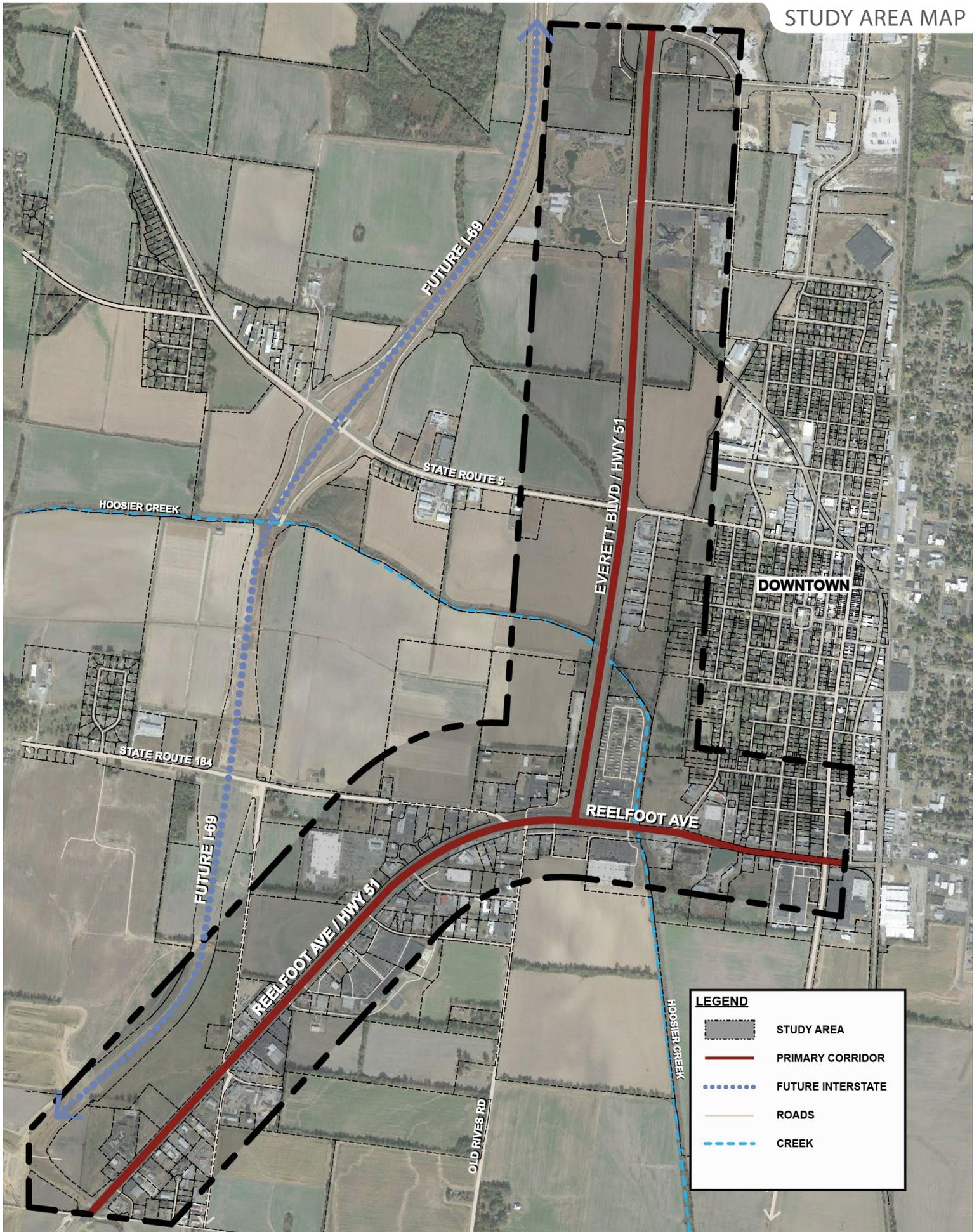
Highway 51 serves as Downtown Union City's primary access point from people traveling into town from the west and southwest. State Route 184 and State Route 5 intersect with Highway 51 and connect the corridor to Future Interstate 69.

The Highway 51 Corridor is divided into two sections:

**Reelfoot Avenue:** spanning from the southern boundary of Union City at Walker Tanner Road into Downtown at South 1st Street. This street is predominately made up of highway commercial businesses along both sides of the street.

**Everett Boulevard:** connects Reelfoot Avenue northward and out of town towards Fulton, KY. The portion within the study area (south of Mt. Zion Road) is predominately lined with open farmland.





**LEGEND**

- STUDY AREA
- PRIMARY CORRIDOR
- FUTURE INTERSTATE
- ROADS
- CREEK



# Visual Context and Property Ownership



A



B



C



D



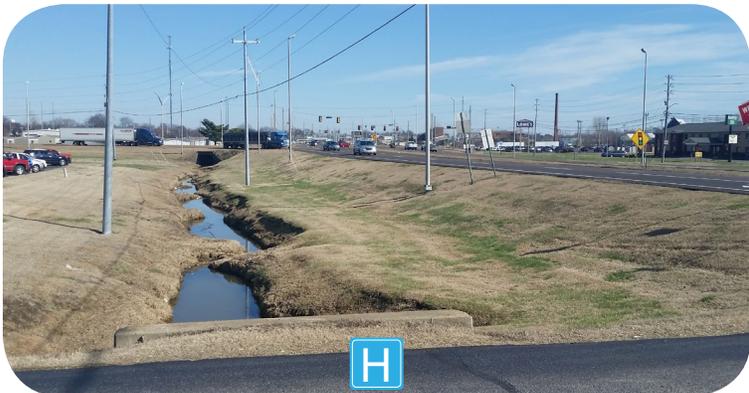
E



F



G

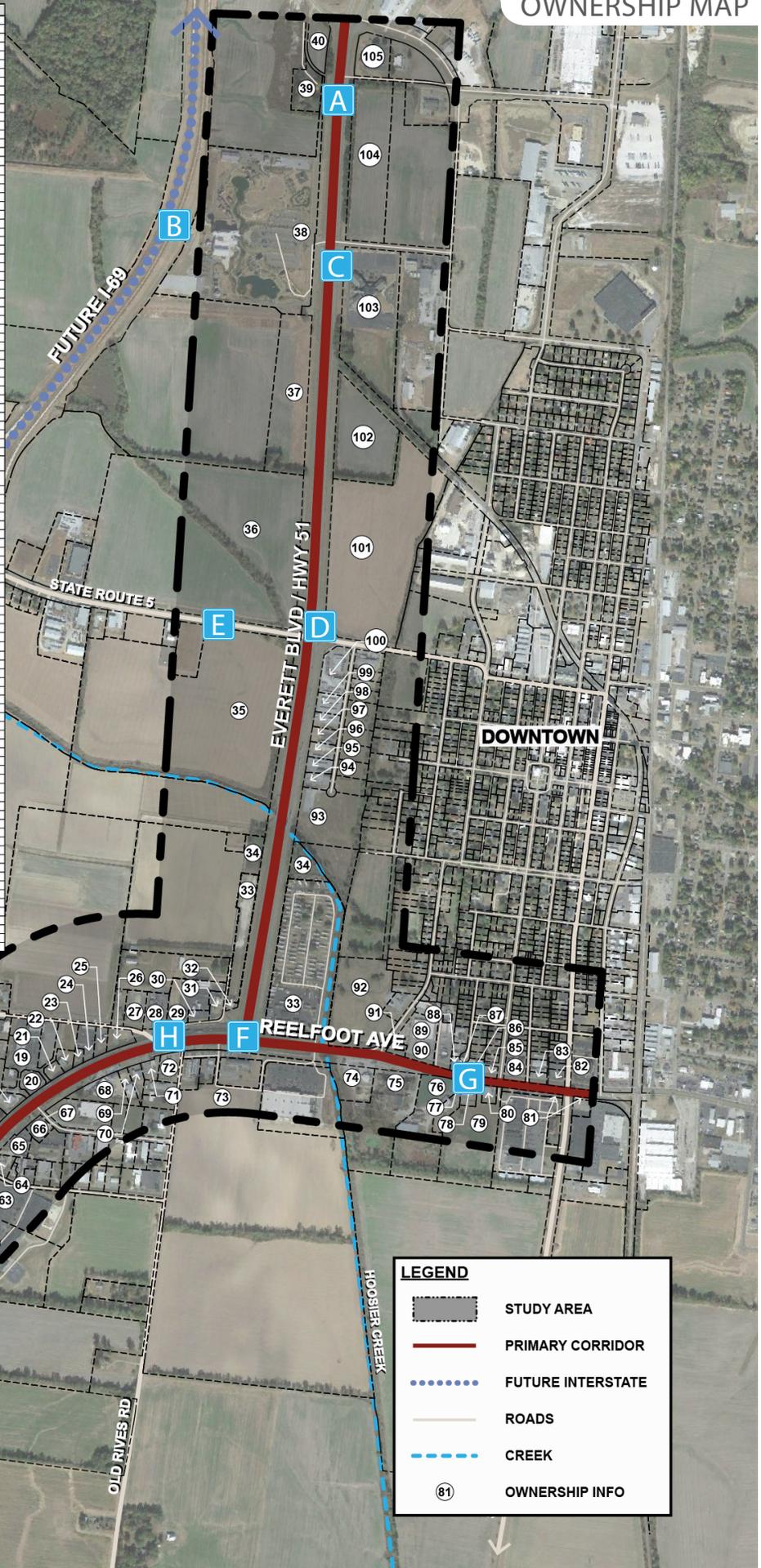


H



I

#	PARCEL ID	OWNER	ACRES	ADDRESS
1	059_017.00	TANNER FARMS LP	4.7	CATRON ROAD
2	059_050.00	TANNER FARMS LP	1.2	2204 CATRON ROAD
3	059_050.03	MALONEY GATES REVOCABLE TRUST	1	2208 W REELFOOT AVE
4	059_050.02	TANNER FARMS LP - C/O UNION CITY INSURANCE	0.9	2205 W REELFOOT AVE
5	059_050.01	DOUBLE STAR HOSPITALITY LLC	5.03	2201 W REELFOOT AVE
6	059_043.11	CSSCO CO	2.16	HWY 51 NORTH
7	059_043.10	NATHRU INC	4.09	HWY 51 NORTH
8	059_043.12	CSSCO CO	8.58	HWY 51 NORTH
9	059_048.10	OSORN DUNITY OF	1.94	HWY 51 NORTH
10	059_048.14	A & H QUICK STOP INC	1.94	2021 REELFOOT AVE
11	059_048.04	ALLEN JAMES BRYAN	1.21	REELFOOT AVE
12	059_048.11	NADARE INC	0.5	2005 REELFOOT AVE
13	059_048.10	MANWELL TENN II LLC	0.53	2005 REELFOOT AVE
14	059_048.09	MANWELL TENN II LLC	0.53	2001 REELFOOT AVE
15	059_014.06	VADEN JOHN MARSHALL	9.5	HWY 51 NORTH
16	059_040.01	FR ONE PARTNERS	2	1700 W REELFOOT AVE
17	059_040.02	WALMART REAL ESTATE - BUSINESS TRUST STORE #076	21.97	1601 W REELFOOT AVE
18	059_040.04	BAKER, CHARLES E - ETUX, AMY	0.98	W REELFOOT AVE
19	059_065.03	CADES REALTY LLC	0.17	1401 W REELFOOT AVE
20	059_065.07	GOLDEN FRANK R TRUSTEE	1.09	1415 W REELFOOT AVE
21	059_065.08	CROWN COURT LLC	0.04	HWY 51 NORTH
22	059_065.11	LAURENS CROSSING LLC - C/O FREEMAN REAL ESTATE	0.70	REELFOOT AVE
23	059_065.04	ABC FAMILY LTX	0.38	1315 W REELFOOT AVE
24	059_065.03	SEARCY FAMILY LP	1.23	1311 W REELFOOT AVE
25	059_065.02	HOBBS & W JR ETAL	0.81	1307 W REELFOOT AVE
26	059_065.01	CITIZENS BANK THE	1	1304 W REELFOOT AVE
27	059_069.00	LOS PORTALES	1.8	1318 OLD TROY ROAD
28	059_010.00	RYAN'S FAMILY STEAK HOUSE - EAST INC BURETTS INC	1.88	1225 W REELFOOT AVE
29	059_011.00	GREEN ACRES MOBILE - HOMES INC	3.88	1105 W REELFOOT AVE
30	059_011.02	GREEN ACRES MOBILE - HOMES INC	0.52	1109 W REELFOOT AVE
31	059_061.01	GREEN ACRES MOBILE - HOMES INC	1	1101 W REELFOOT AVE
32	059_012.01	MAS VERDE MOBILE HOMES ESTATES INC	0.18	1200 LANNOM LN
33	059_012.00	MAS VERDE MOBILE HOMES ESTATES INC	9.7	811 W REELFOOT AVE
34	059_060.00	PIONEER TRADING INTERNATIONAL INC	7	HWY 51 NORTH
35	048_038.03	STONE CHARLES EDWIN JR	2	HWY 51 BYPASS
36	048_038.04	WEST MAIN DEVELOPMENT - ALLEN G SEARCY	53.74	MAIN ST & HOY ST BYPASS
37	048_010.00	MONTROSE LLC - C/O RICHARD GRAMM ST, TRUSTEE	112.2	MAIN ST W
38	048_009.13	GRAHAM ACRES LLC	13.5	EVERETT BLVD
39	048_009.12	DISCOVERY PARK OF AMERICA INC	46.87	830 EVERETT BLVD
40	059_014.08	GRACIE GARY	2.83	EVERETT BLVD
41	059_051.16	FUZZ CORPORATION - SOUTHLANE BOWLING	1.54	W REELFOOT AVE
42	059_051.00	FUZZ CORPORATION - SOUTHLANE BOWLING	1.73	2210 W REELFOOT AVE
43	059_043.09	B & R MINI STORAGE	1.45	2204 W REELFOOT AVE
44	059_043.07	DOSS CHARLES E & HERSELF & TITTLE	2.04	2206 W REELFOOT AVE
45	059_043.06	BEULAH BAPTIST ASSOCIATION INC	1.28	REELFOOT AVE
46	059_043.08	CHILDREY GEORGE A	1.2	2124 W REELFOOT AVE
47	059_043.05	HENDON CHARLES JR	1.2	2122 W REELFOOT AVE
48	059_043.04	WADE HUBERT E - ETUX WINONA T	1.2	2120 W REELFOOT AVE
49	059_043.01	LECORNU BOBBY N - BRAUN LECORNU	1.4	2118 W REELFOOT AVE
50	059_043.00	MCKINNS CHARLES W	4	W REELFOOT AVE
51	059_048.07	JENKINS HERMAN - ETUX SANDRA M - HERMAN JENKINS MOTORS	2.4	W REELFOOT AVE & HUDDINS
52	059_048.05	JENKINS HERMAN - ETUX SANDRA M - HERMAN JENKINS MOTORS		2030 W REELFOOT AVE
53	059_048.02	TAYLOR THOMAS H ETUX DONNA - ATTN: TONIA HILL	4.1	2010 REELFOOT AVE
54	059_048.03	TAYLOR THOMAS H ETUX DONNA - ATTN: TONIA HILL	1.2	2018 REELFOOT AVE
55	059_048.01	BEARDSLEY JOHN DALE	1.2	2004 W REELFOOT AVE
56	059_014.11	HOMESTEAD FARM AND LAWN LLC	1.22	W REELFOOT AVE
57	059_014.12	HOMESTEAD FARM AND LAWN LLC	1.32	W REELFOOT AVE
58	059_014.13	LOS PORTALES	2.05	W REELFOOT AVE
59	059_014.18	LOS PORTALES	1.23	W REELFOOT AVE
60	059_014.08	JRN CHICKEN STORES INC	0.65	1704 W REELFOOT AVE
61	059_014.05	CUN SAY HAN & MAY CUN	20	W REELFOOT AVE
62	059_014.07	UNION PLANTERS BANK	1.11	1702 W REELFOOT AVE
63	059_014.14	G P D LLC - MIRABLE INC	0.73	1700 W REELFOOT AVE
64	059_014.09	BROADSTONE TB OZARIS LLC - C/O K MAC ENTERPRISES INC	1	1400 RUTLEDGE LN
65	059_052.00	HUNT JOB ROBERT - ETUX BEVERLY C	1.37	1804 W REELFOOT AVE
66	059_051.01	DAVIS AMOY	1	1802 W REELFOOT AVE
67	059_019.00	PIONEER REAL ESTATE CO INC	4.2	1412 W REELFOOT AVE
68	059_018.00	COOK DENNIS ETAL DIBA - ALHOA POOLS & SPAS	2.3	1400 W REELFOOT AVE
69	059_018.02	ALPHA POOLS & SPAS OF JACKSON LLC - PADUCAH LLC	1.34	W REELFOOT AVE
70	059_015.00	BANLEY DONALD BENE - ETUX PATSY JO	0.95	W REELFOOT AVE
71	059_015.00	HENSON RALPH - ETUX SERENA	0.75	1210 W REELFOOT AVE
72	059_015.01	WESTVIND LARS ETUX GULSEN CARIN - ATTN: TAX DEPT	1.03	1200 W REELFOOT AVE
73	059_014.00	VADEN JOHN MARSHALL	11.71	HWY 51 NORTH
74	059_013.11	MCKINNS LAWN SERVICE LLC	3.58	430 W REELFOOT AVE
75	059_013.02	REELFOOT WAREHOUSING LLC	14.11	W REELFOOT AVE
76	059_013.14	ERWIN DAVID ETUX CHARLOTTE	0.85	W REELFOOT AVE
77	059_013.16	REELFOOT ANIMAL CLINIC PROPERTIES		402 W REELFOOT AVE
78	059_013.18	IPP & H LLC	0.94	320 REELFOOT AVE
79	059_013.13	PETTY TERRY R - ETUX GWYN S	10.58	W REELFOOT AVE
80	059_013.17	O'REILLY AUTOMOTIVE INC - C/O DELORTE TAX LLP - PITS	0.62	308 REELFOOT AVE
81	059_013.10	ALATEX	1.36	313 S FIRST ST
82	059C_0622.00	FAMILY VIDEO MOVIE CLUB INC		111-121 W REELFOOT
83	059C_0621.01	KNOX MARGA EDMUNDSON TRUST		111-121 W REELFOOT
84	059C_0610.00	CBS REAL ESTATE LLC	1.71	1392 S THIRD ST
85	059C_0610.00	THOMPSON JOSEF - ETUX LYLA J		307 REELFOOT AVE
86	059C_0615.00	SMITH JO ANN REAGAN	1.7	FIFTH AND REELFOOT
87	059C_0615.02	ALLEN JAMES R		457 W REELFOOT AVE
88	059C_0615.01	WOOD ROBERT W JR - ETUX PATRICIA		W REELFOOT AVE
89	059C_0617.00	WOOD ROBERT W JR - ETUX PATRICIA	2.4	421 W REELFOOT AVE
90	059C_0618.00	TRACTOR SUPPLY COMPANY	3.81	425 W REELFOOT AVE
91	059_0618.01	COOPER MARK A		431 W REELFOOT AVE
92	059C_0614.01	ALABAM GROUP CO - ZORNARD DEVELOPMENT INC	11.3	FIFTH AND REELFOOT
93	048_038.21	CARTWRIGHT ROBERT L - ETUX BRENDA	7.91	WESTGATE DR
94	048_038.16	HOPKINS RENTALS	1.93	295 WESTGATE DR
95	048_038.15	HOPKINS RENTALS	0.85	WESTGATE DR
96	048_038.14	OCCONOR, MATTHEW D	0.94	227 WESTGATE DR
97	048_038.13	THUNDERBOLT BROADCASTING CO	0.93	WESTGATE DR
98	048_038.12	GILL GARY L	0.93	215 WESTGATE DR
99	048_038.03	GILL GARY L	1.19	215 WESTGATE DR
100	048_038.02	CARTWRIGHT ROBERT L	2.5	620 W MAIN ST
101	048_009.11	GREEN ACRES MOBILE HOMES INC	13.04	EVERETT BLVD
102	048_009.07	CHURCH SECOND BAPTIST OF UNION CITY INC	15	831 EVERETT BLVD
103	048_009.08	HPI PROPERTIES	18	EVERETT BLVD
104	051_014.01	OSORN COUNTY	1.5	1010 MT. ZORN RD



**LEGEND**

- STUDY AREA
- PRIMARY CORRIDOR
- FUTURE INTERSTATE
- ROADS
- CREEK
- OWNERSHIP INFO



# Area Destinations



**A** Quality Inn



**B** Union City Auto Dealerships



**C** Walmart



**D** Reelfoot Shopping Center



**E** Green Acres Homes



**F** Lowe's Home Improvement



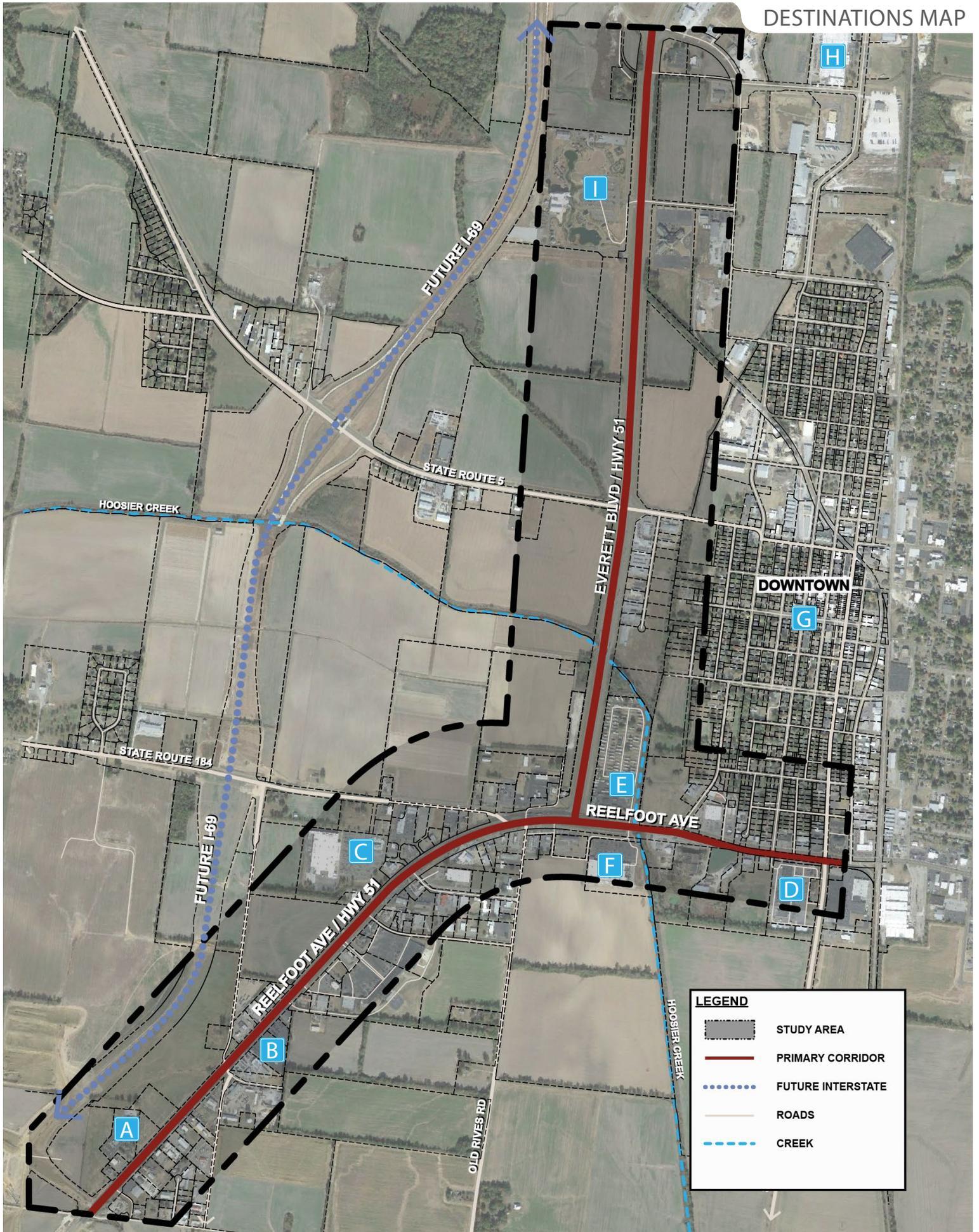
**G** Obion County Courthouse/Downtown Union City



**H** Kohler Plant



**I** Discovery Park of America





# Zoning

The Reelfoot and Everett corridors host a significant concentration of commercial land uses in Union City. Reelfoot Avenue has attracted several service-based, but highway-oriented uses, including hospitality, dining, car dealerships, and big box retailers. Baptist Memorial Hospital, and other associated medical uses, are located on Reelfoot Avenue, east of SR 5. While frontage along the corridor is largely built-out, greenfield development pads and redevelopment opportunities exist.

This pattern of development is reinforced by the existing zoning of the City. The city center (or core) is comprised of light commercial and local office surrounded by historic residential. Radiating outward from the core is employment centers of industrial to the north and business/commercial to the south.

South of the Highway 51 intersection of Everett Boulevard and Reelfoot Avenue the study area is comprised of mostly businesses focused around retail sales. The businesses are regionally focused and bring visitors and revenue into Union City.

The portion of Highway 51 north of the intersection of Everett Boulevard and Reelfoot Avenue and south of Highway 5 is split between High Density Residential, Commercial/Office, and Industrial. This area begins to set up a transition point from the areas to the north around the Discovery Park of America that are predominately open, undeveloped land reserved for future business/commercial and industrial developments.



LEGEND	
CITY LIMITS	OTR OLD TOWN RESIDENTIAL
FUTURE INTERSTATE	B-1 LOCAL BUSINESS
ROADS	B-2 INTERMEDIATE BUSINESS
CREEK	B-3 BUSINESS CENTRAL
R-1 LOW DENSITY RESIDENTIAL	B-M BUSINESS / INDUSTRIAL
R-2 MEDIUM DENSITY RESIDENTIAL	B-R BUSINESS / RECREATION
R-3 HIGH DENSITY RESIDENTIAL	M-2 HEAVY INDUSTRIAL
	P-M PLANNED INDUSTRIAL

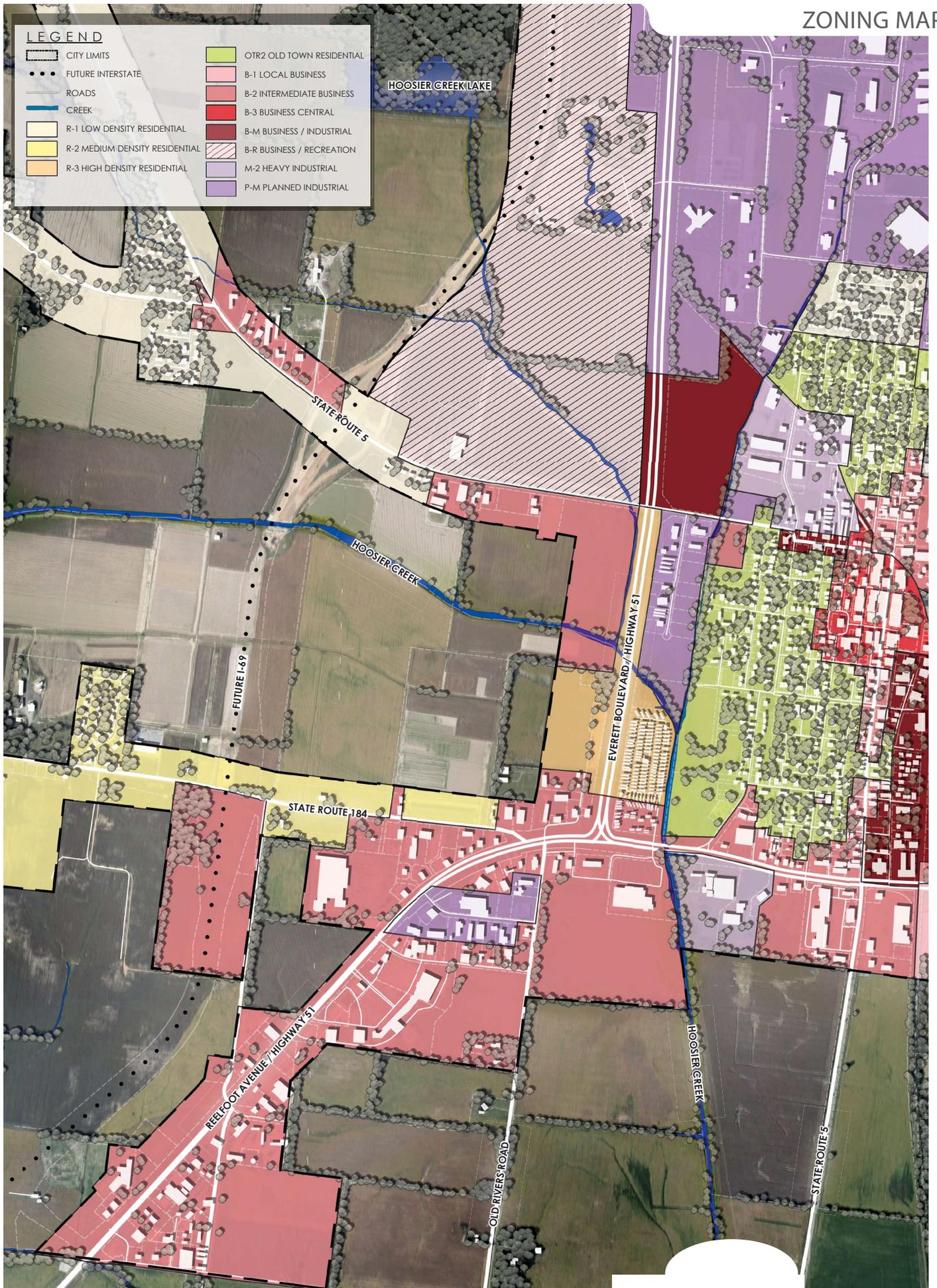
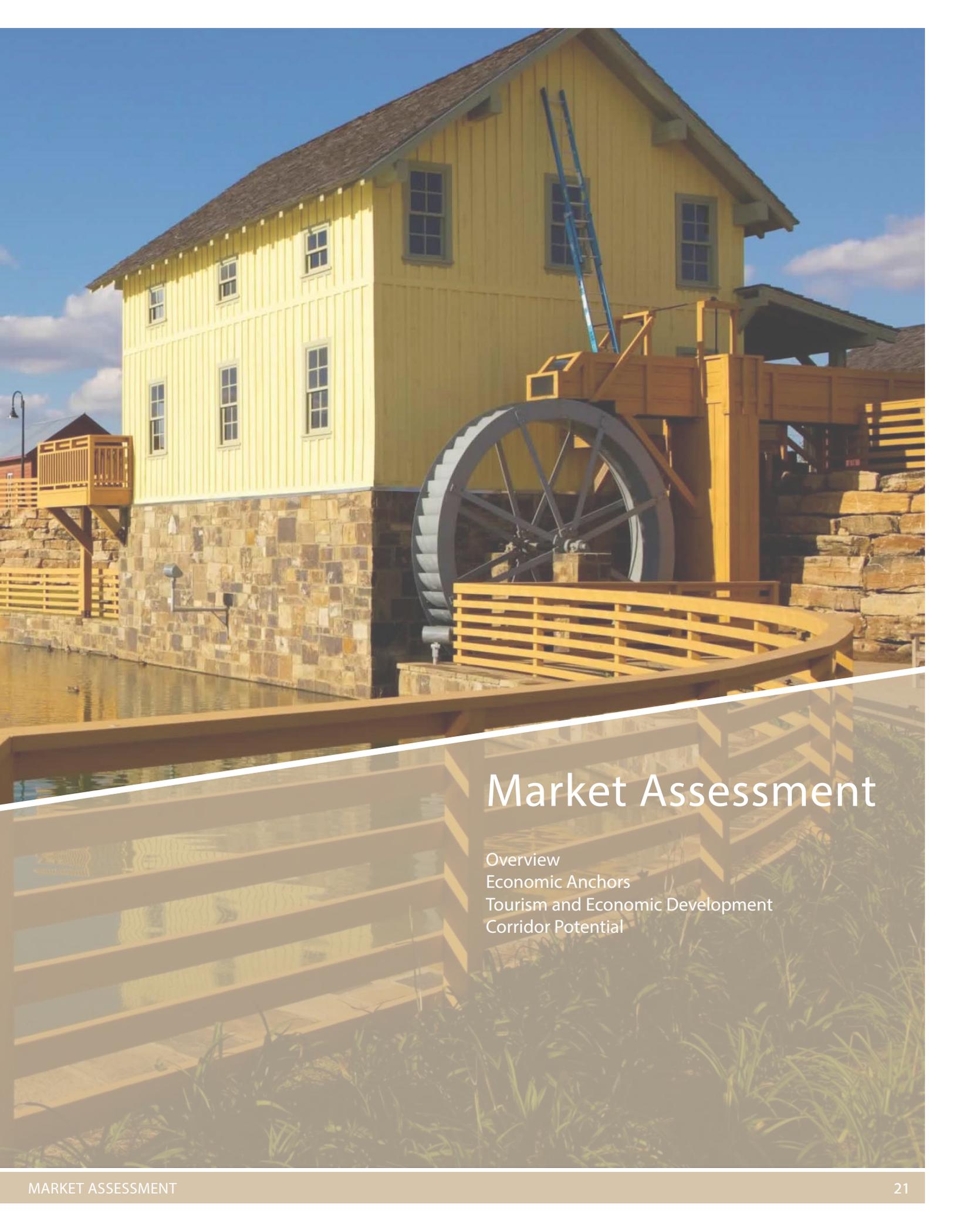




Photo Credit: TNVacation



# Market Assessment

Overview  
Economic Anchors  
Tourism and Economic Development  
Corridor Potential



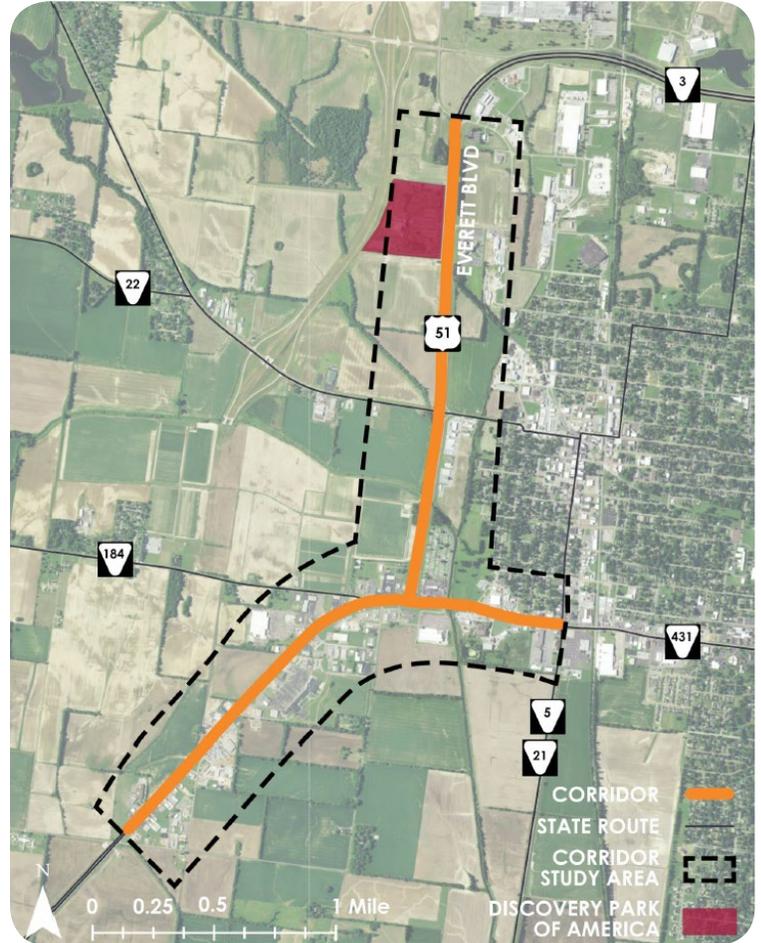
# Overview

## Market Assessment

As a part of the Union City CTPG, a market analysis was conducted detailing demographic, economic, and real estate indicators that could influence future development patterns along both Reelfoot Avenue and Everett Boulevard corridors. Both Reelfoot Avenue and Everett Boulevard encompass some of the key gateways in Union City.

The Reelfoot and Everett corridors host a significant concentration of commercial land uses in Union City. Reelfoot Avenue has attracted several service-based, but highway-oriented, uses including hospitality, dining, car dealerships, and big box retailers. Baptist Memorial Hospital, and other associated medical uses, are located on Reelfoot Avenue, east of SR 5. While frontage along the corridor is largely builtout, greenfield development pads and redevelopment opportunities exist.

Everett Boulevard is anchored to the north by Discovery Park of America, an indoor/outdoor educational family attraction that was initially announced in July 2008 and opened in November 2013. This portion of the study area offers a more notable supply of large development pads, many of which surround Discovery Park. Interchanges for the future I-69, which will connect the Canadian and Mexican borders, are planned for the southern terminus of the study area near Reelfoot Boulevard, as well as West Main Street, which intersects Everett Boulevard. Furthermore, the expansion of I-69, is likely to influence future development opportunities in the corridor.



# Economic Anchors

There are a key economic drivers and influencers in close proximity to Union City. These projects, either existing or proposed, are likely to impact real estate supply and demand in Union County.

## Discovery Park of America

The Discovery Park of America is an indoor/outdoor educational family attraction in Union City that was initially announced in July 2008 and opened in November 2013. It is the premier tourist destination in northwest Tennessee. The \$100 million project was financed and lead by the Robert E. and Jenny D. Kirkland Foundation, which has also earmarked \$2-3 million per year for 20 years to cover operating costs and exhibit purchases. In the first 12 months after the park was open it was visited by over 295,000 people. As typical with most museums, attendance fell slightly after the first year, but has remained at more than 225,000 visitors per year since 2014.

## Interstate 69

Interstate 69 is a proposed highway that would connect the Canadian and Mexican borders, stretching from Michigan to Texas and crossing through northwest Tennessee. In 2007, it was designated by the U.S. Department of Transportation as one of six Corridors of the Future. It has been referred to as the "NAFTA Superhighway" because of its aim to enhance trade. So far, only scattered segments have been constructed. There is currently no north-south interstate in the region so completion of this section will greatly improve accessibility.

The local completion of the highway is anticipated to be a boon for Discovery Park of America, which is situated between two I-69 interchanges, as improved interstate connectivity would potentially facilitate more non-local visitors to the attraction and to Union City.

## University of Tennessee at Martin

Another key player in the region's economy is the University of Tennessee at Martin (UTM), which is located approximately 13 miles southeast from Union City and is the only public four-year university in western Tennessee outside of Memphis.





# Tourism and Economic Development

## Major Takeaways

In recent years, strategic efforts to link tourist and cultural destinations, such as museums, with economic development have become increasingly popular, especially as the national economy has shifted from manufacturing to knowledge and service-based.

Based on the efforts of the market assessment (which can be found in the Appendix), there are several implications that should inform how Discovery Park of America could anchor economic development in Union City.

- A common theme in all three cases provided is the leveraging of the surrounding natural landscape through construction of trails and outdoor recreational ventures.
- To encourage non-local visitors to extend their trips to the region, industries and enterprises such as other attractions, restaurants, and lodging should be prioritized, as well as robust internal and external marketing campaigns.
- Collaboration with other regional stakeholders should be explored to bolster and potentially brand the area's reputation as a tourist destination.
- In addition to attracting visitors, fostering a vibrant community character through increased cultural offerings has been shown to boost desirability and could help reverse current population trends by attracting new residents and businesses to relocate to Union City.

Two other important takeaways to consider include remembering that cultural economic development is a long-term strategy and not a quick-fix, as well as the need for a "perfect storm" of factors, such as strong leadership, access to visitors with disposable income for travel, private sector and community buy-in, and entrepreneurs to lead development of complementary ventures.



# Corridor Potential

Based on the 20-year forecasts for Obion County and Union City, this section highlights the potential for the Reelfoot Avenue an Everett Boulevard corridor to attract the various real estate types.

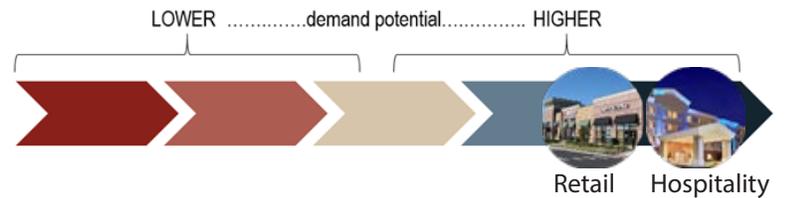
## Residential

Given the accessibility and visibility that the Reelfoot Avenue and Everett Boulevard corridor area offers, this results in some of the best opportunities for the development of single-family attached and multifamily product in the City. Similarly, given the commercial nature of the corridor, development of new single-family detached units is unlikely.



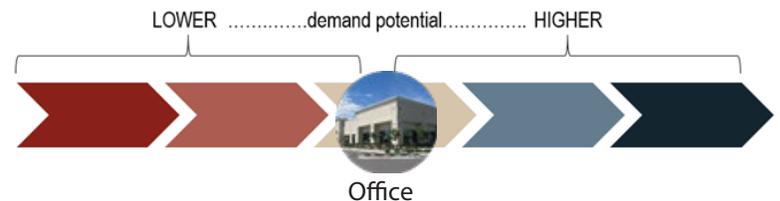
## Retail and Hospitality

The corridor represents a significant concentration of retail serving the City of Union City and Obion County. It is also well positioned to capitalize from tourism driven by Discovery Park of America, and in the future, could benefit from connection to an interstate interchange. While household growth is projected to be modest, new retailers could be driven by proximity to Discovery Park America. Retail types that are expected to generate the most demand include restaurants, discount stores, groceries, and other general merchandise stores.



## Office

The Reelfoot Avenue/ Everett Boulevard corridor area represents an attractive area for future office development, which often seeks highly visible locations with access to retail and restaurants for employees. It is also a target for professional-service companies, seeking to locate close to potential clients. Office-occupying employment sectors have not historically been top performers in Obion County. However, modest growth is projected in sectors that could include tenants like lawyers, accountants, and financial planners, which could co-locate in retail-style suites, as well as free-standing office buildings.



## Industrial

Although land availability for larger industrial or warehouse users is relatively limited along the corridor, Everett Boulevard offers greenfield development opportunities with proximity to future I-69 interchanges, as well as existing nodes of industrial development in Union City. Assuming a 45% to 45% capture of the County-wide demand projection, the corridor area could support to approximately 45,000 to 50,000 square feet of industrial and flex space demand through 2036. Demand will likely be concentrated in tenants seeking smaller, flexible work spaces that offer office space and warehouse/storage space in the same building configuration. This product typically requires less land, has smaller building footprints, and more limited impacts on traffic.

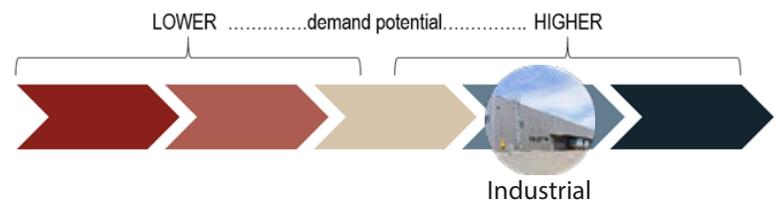




Photo Credit: Main Street Union City



# Traffic Analysis

Existing Conditions  
Future Conditions  
Transportation Safety



# Existing Conditions

## Average Annual Daily Traffic (AADT)

The historic average daily traffic along the corridor over the past ten years are reported in Figure 4.1. The trend in volume from 2007 through 2016 shows a decline in through volume on Reelfoot Avenue and Everett Boulevard.

### Reelfoot Ave/Highway 51:

The highest traffic counts in the study area are found on the Highway 51 section between the intersection of Everett Blvd and the southern boundary of Union City. Approaching the intersection with Everett Blvd (A) the 2015 counts are just short of 26,000 vehicles a day. This count is projected to stay relatively consistent with the opening of Interstate 69 and will then see growth over the following 20 years. Further south along Highway 51/Reelfoot Ave (B) traffic counts in 2015 were recorded at just under 16,000 vehicles a day. Projections are around 12,000 vehicles a day with the opening Interstate 69.



### Reelfoot Ave from Everett Blvd to Downtown:

East of the intersection with Everett Blvd, Reelfoot Avenue maintains 2015 traffic counts above the 20,000 threshold at the intersection with 5th Street (C). These counts rise slightly with the opening of Interstate 69 and future economic development in the Downtown area over the following 20 years. East of the intersection with 5th Street counts drop slightly approaching the eastern border.



### Everett Blvd/Highway 51:

North of Reelfoot Avenue and south of State Route 5 (D), Highway 51's traffic counts decline to less than 14,500 daily trips. The traffic count for this section is projected to drop with the introduction of Interstate 69 as traffic will begin to use the interstate instead of Highway 51 to travel north and southward. This trend is also seen north of State Route 5 as traffic counts continue to dip as the route progresses north of the study area.



### West of Study Area:

West of the study areas traffic counts vary from 7,900 to 2,700 vehicles a day along State Route 5 and State Route 184. These totals are expected to increase slightly with the opening of Interstate 69 especially westward along State Route 5 (E) which is projected to spike by over 9,000 vehicles a day.

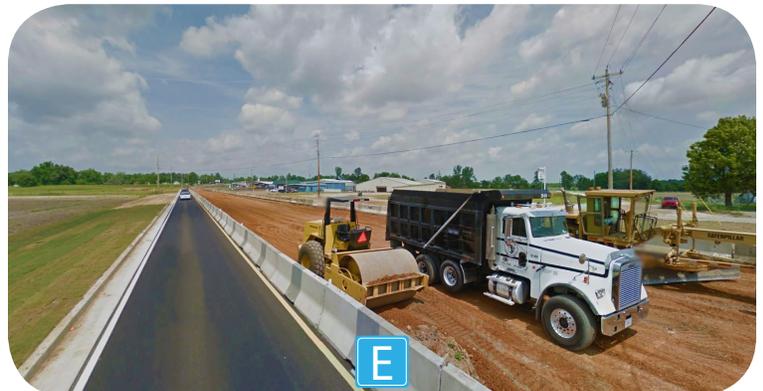
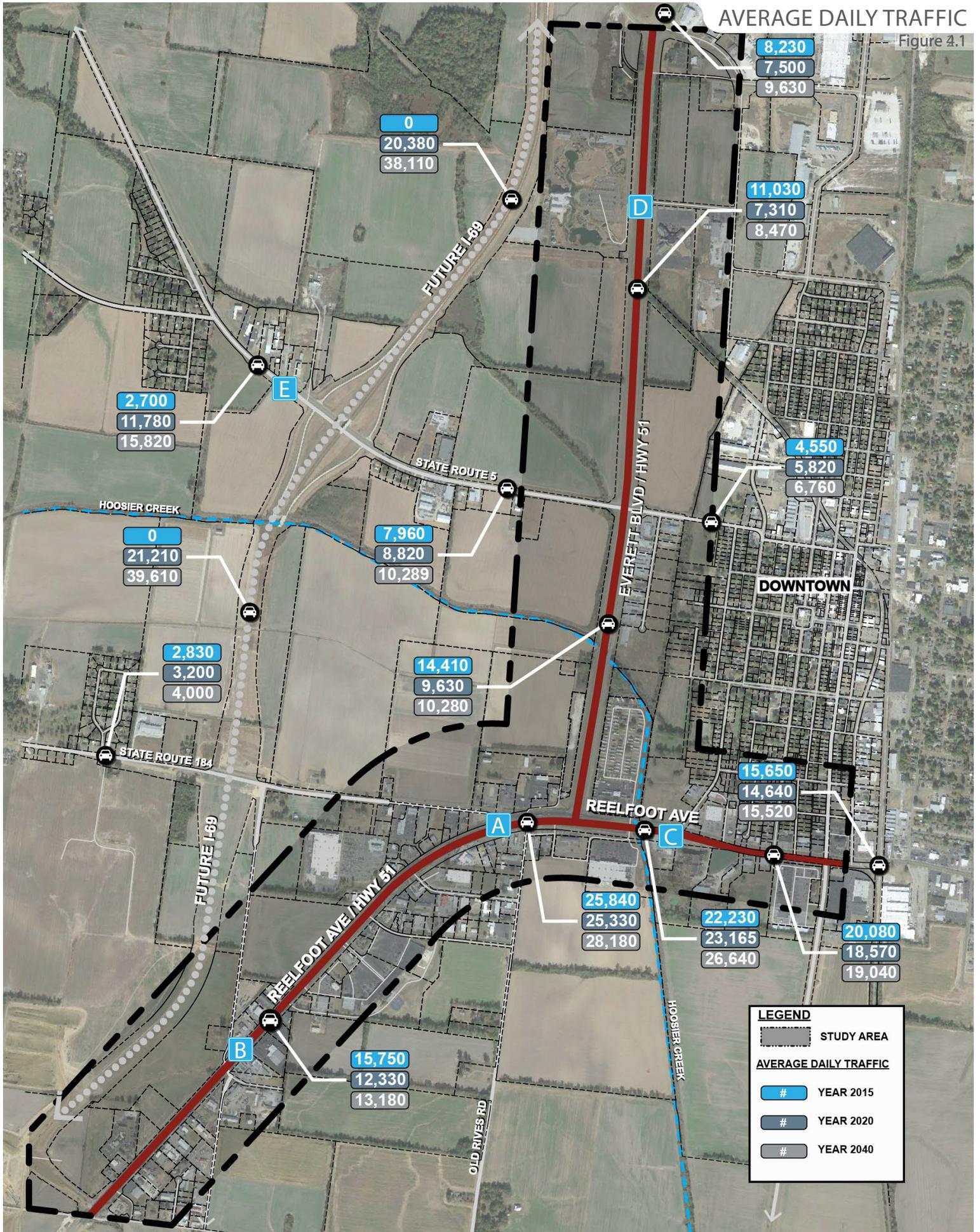


Figure 4.1 shows the actual count volumes along segments of the study corridor roadways.

# AVERAGE DAILY TRAFFIC

Figure 4.1





### Turning Movement Counts

Turning movement counts were obtained at the following five key intersections along the study corridor:

- Reelfoot Avenue at Stad Avenue / Walmart Access Drive
- Reelfoot Avenue at Old Rives Road / Lannon Lane
- Reelfoot Avenue at Everett Boulevard
- Reelfoot Avenue at US 45W (1st Street South), and
- Everett Boulevard at SR 5 (Main Street).

Based on analysis of the traffic counts, it appears that all the intersections operate at an acceptable level with minimal amount of delay, except for the intersection of Reelfoot Avenue at Lannon Lane. The existing intersection operates with free flow movements on Reelfoot and a two-way stop on Lannon Lane. The northbound left turn from Old Rives Road and all of the southbound movements on Lannon Lane operate with excessive delay during the peak hours of the day.

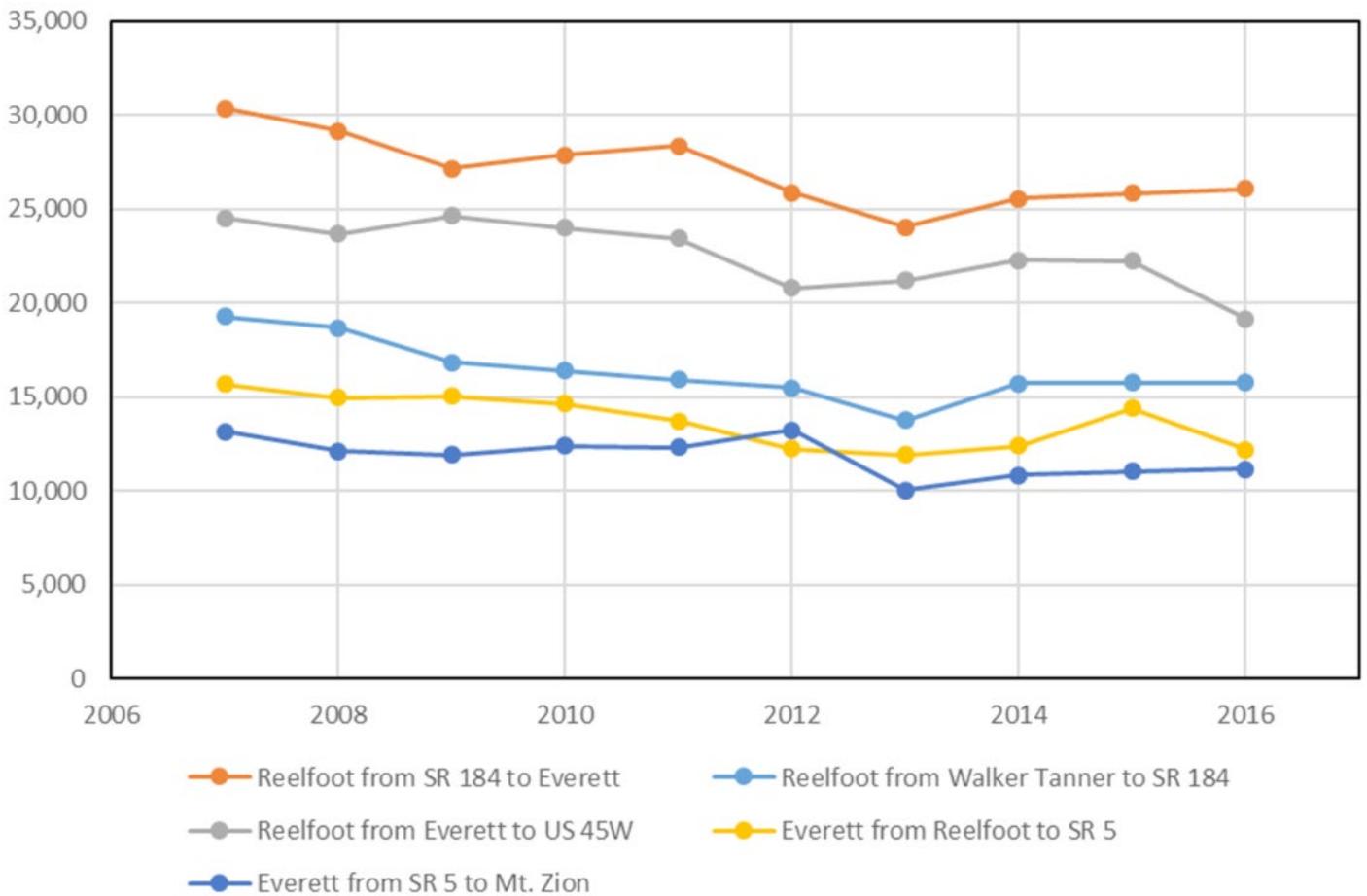


Table 4.1 Average Daily Traffic Volumes

# Future Conditions

Although there has been a decline in traffic volumes over the past 10 years, it is anticipated that there may be an increase in traffic with new development associated with the Discovery Park and completion of Interstate 69 through the area. Traffic forecasts for the year 2020 and 2040 were developed based on a one percent growth rate per year.

Currently, traffic traveling north and south across the region uses Everett Boulevard (US 51) and Reelfoot Avenue (US 51) through the study area. When Interstate 69 is open to traffic, it is anticipated that a significant portion of this through traffic will divert from US 51 to Interstate 69. Traffic forecasts were developed with the assumption that Interstate 69 would be open for traffic. The following figure show the existing 2015 traffic volumes and the future year 2020 and 2040 traffic volumes.

Intersection capacity analysis was conducted based on the forecast traffic volumes for 2020 and 2040. With no additional improvements, most of the intersections along the study corridor will continue to operate at an acceptable level. The intersection of Reelfoot Avenue at Old Rives Road at Lannom Lane, however will continue to operate with excessive delay during the peak hours of the day with no additional improvements.





# Transportation Safety

Crash data was obtained from TDOT through the Tennessee Integrated Traffic Analysis Network (TITAN) for the three most recent years (2014-2016). This crash data was analyzed by crash type, time of day, contributing causes of crashes, and roadway conditions. A total of 172 crashes were reported over the three-year period in the study corridor.

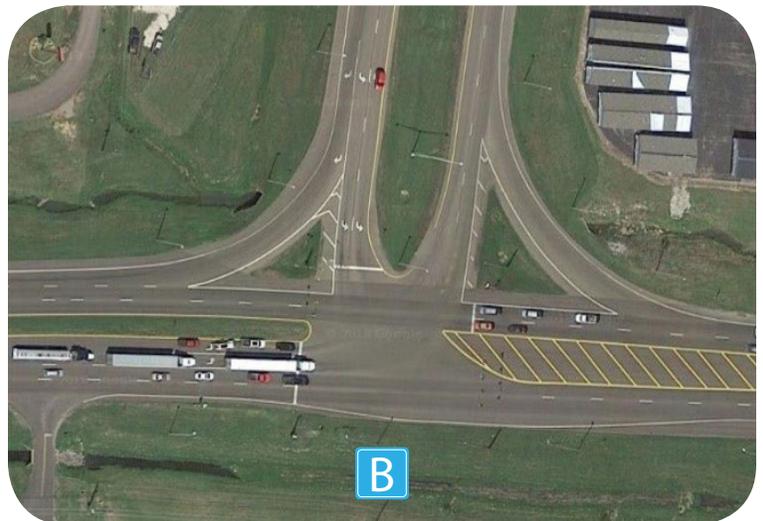
Of the total crashes along the study corridor, 144 were property damage only, 26 were non-incapacitating injury crashes, and 2 were incapacity injury crashes. There were no crashes that resulted in a fatality during the analysis period. One crash involved a bicycle and there were no reported pedestrian crashes.

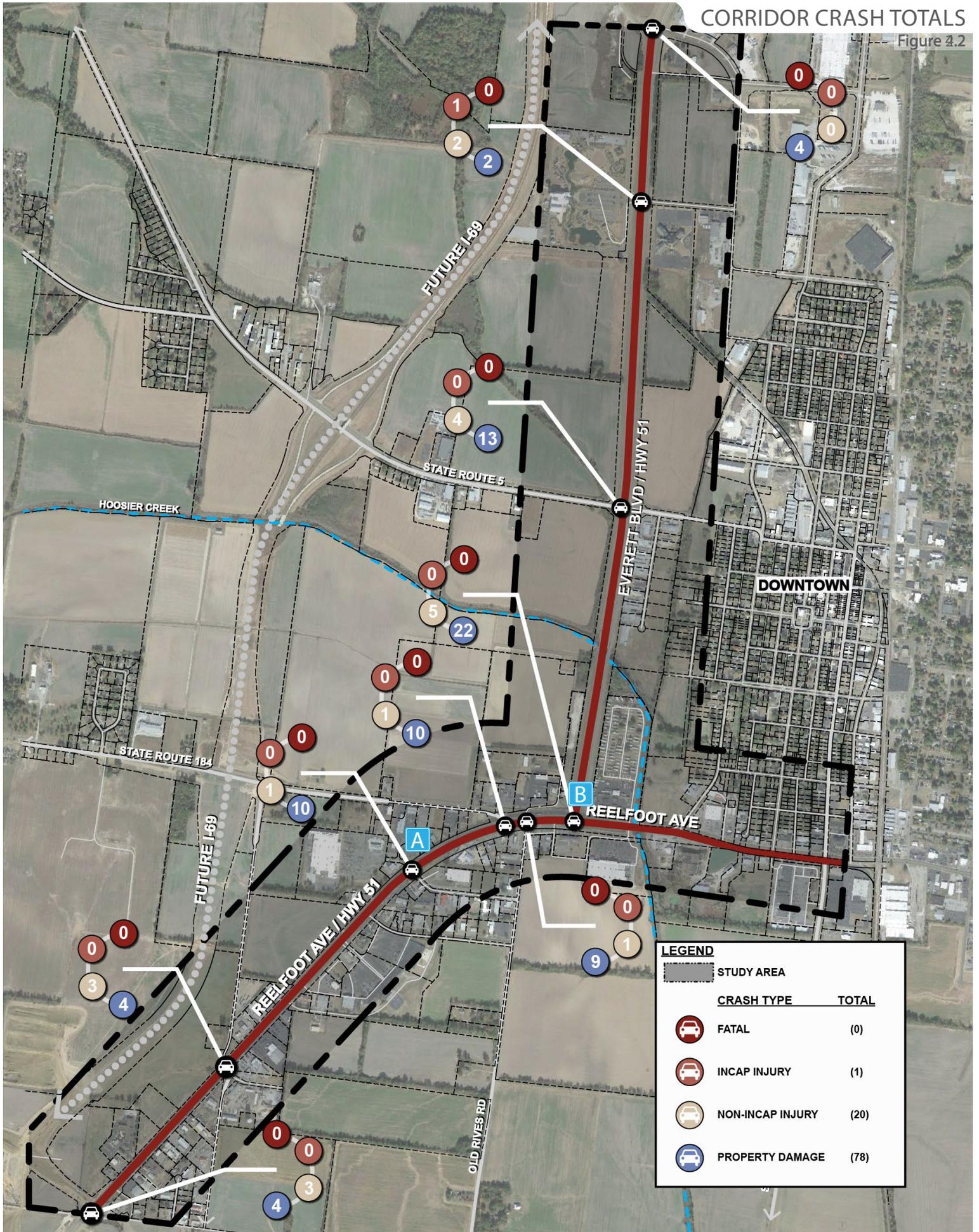
When reviewing crash rates, segments of roadway are often analyzed separately from crashes at intersections, since there are generally more points of conflict at intersections. Of the seven segments of the corridor reviewed, there were none that exceeded the statewide average for a similar type of roadway. The roadway segment with the highest crash rate was US 51 (Reelfoot Avenue) between Stad Avenue and SR 184 (Old Troy Road) - see (A) in figure to the right. The average crash rate along this segment of roadway was 1.8 crashes per one million vehicle miles. The statewide average for this type of roadway is about 2.1 crashes per one million vehicle miles.

Crash rates for nine intersections along the study corridor were estimated. Figure 4.2 shows the number of crashes by severity for intersections. The intersection of US 51 (Everett Boulevard) at Reelfoot Avenue (B) is the only intersection with a crash rate that is higher than the statewide average. The crash rate at this intersection was 1.6 crashes per one million vehicles entering the intersection, compared to a statewide average rate of 0.9 for similar types of intersections. Of the 56 crashes at this intersection from 2014 to 2016, approximately 80% were rear-end collisions.

Short-term recommendations to reduce the crash rate at this intersection include the following:

- Review the traffic signal clearance times to make sure there is adequate yellow and all-red time at the signal,
- Add yield pavement markings on the ramp for the westbound to northbound right turns, and
- Install intersection ahead signal on the approaches to the intersection







# BICYCLE AND PEDESTRIAN

Reelfoot Avenue south of Everett Boulevard and Everett Boulevard north of Reelfoot is a signed bike route. There are no pavement markings that indicate a bike lane and the shoulders are used for bicycles. The typical outside shoulder width on Everett Boulevard is 12 feet. The shoulder widths on Reelfoot south of Everett range from three to four feet. With no separation between the through vehicles and bicycles and a posted speed of 45 and 55 miles per hour, the southernmost portion of the signed bike route along Reelfoot Avenue is not conducive to bicycle traffic.

The route is marked every two miles along the US 51 corridor for both the north and southbound movements with milepost. Figure 4.3 shows a typical bike route guide sign along the corridor.

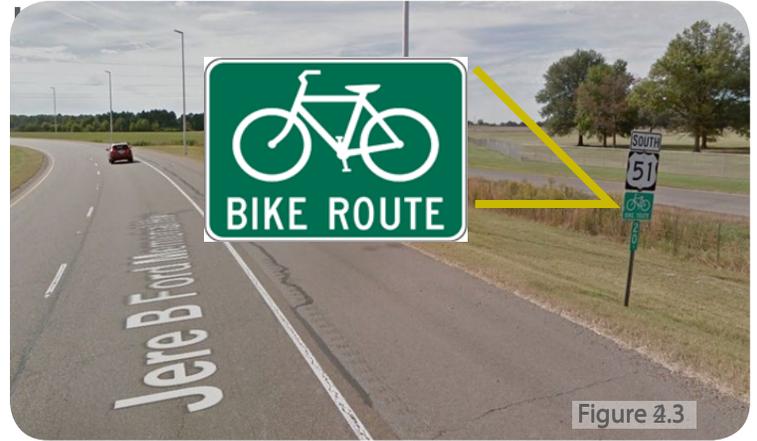


Figure 4.3

Although there are no provisions for bicycles on Reelfoot Avenue east of Everett Boulevard, there are open shoulders on Reelfoot Avenue between Everett Boulevard and 5th Street. Bicycle traffic along Everett Boulevard is typically long haul trips through the region, while bicycle traffic along the north and east segments of Reelfoot Avenue are typically local trips. There appears to be demand for bicycle access between the residential community in the core part of Union City and the commercial area along Reelfoot Avenue west of Everett Boulevard. These cyclists navigate through the intersections with motor vehicle traffic.



Much like local bicycle traffic in the area, there is a desire for access between the residential community in Union City and the commercial area along Reelfoot Avenue west of Everett Boulevard for pedestrians. There is a sidewalk along the north side of Reelfoot Avenue between South 5th Street and the South 1st Street (US 45W). There are no sidewalks on the south side of Reelfoot Avenue, or elsewhere along the study corridor. Table 4.1 shows the presence of pedestrian accommodations, such as crosswalks, pushbuttons, and pedestrian signals at traffic signals along the study corridor.

Intersection	Pedestrian Crosswalks	Pedestrian Pushbuttons	Pedestrian Signals
Reelfoot Ave (US 51) at Stad Ave	No	No	No
Reelfoot Ave at Everett Blvd (US 51)	No	Yes <sup>1</sup>	Yes <sup>2</sup>
Reelfoot Ave at Lowes/Green Acres Drive	No	Yes <sup>3</sup>	No
Reelfoot Ave at South 1 <sup>st</sup> St/US 45W	Yes <sup>4</sup>	No	No
Everett Blvd at West Main St (SR 5)	No	No	No

1 - For pedestrians crossing the north leg of the intersection only  
2 - In the northwest corner for northbound pedestrians only  
3 - For pedestrians crossing the west leg of the intersection only  
4 - Across the north leg of the intersection only

Table 4.2

For signalized intersections along the study corridor, there does not appear to be adequate accommodation for pedestrians. For example, where pedestrian pushbuttons exist, there are not readily accessible (see Figure 4.4) and there is no indication to the pedestrian that adequate walk time is provided.



Figure 4.4

# MOTOR VEHICLES

Connectivity for motor vehicle traffic is limited to direct connections along the Reelfoot Avenue and Everett Boulevard corridor with few options for alternative access. For example, access to the commercial development along Lannom Lane and the undeveloped property north of Old Troy Road (SR 184) and west of Everett Boulevard (US 51) can only be accessed at one point on Reelfoot Boulevard. The location of the Old Rives Road/Lannom Lane intersection in the curve of Reelfoot Avenue a short distance from an existing signalized intersection make it difficult for vehicles to access the area.

Everett Boulevard from Reelfoot Avenue to Mt. Zion Road is partially access controlled, meaning access to properties along the route can only be from the public cross streets such as West Main Street, Graham Drive, and Mt. Zion Road. Providing additional connectivity between these cross streets would allow for better access to these properties so they could more effectively be used.

With limited options for connectivity along the Reelfoot Avenue and Everett Boulevard corridor, vehicles traversing the area must use US 51. Providing additional connectivity through the area would reduce the traffic volumes and congestion along the existing routes.





# Access Management

Introduction  
Toolbox  
Project-Specific Strategies



# Introduction

As Union City’s corridors continue to attract commercial development, protecting the capacity and safety of these corridors essential for the efficiency of the transportation system and continued economic growth. Access management balances the needs of motorists, pedestrians, and bicyclists using a roadway with the needs of adjacent property owners who depend upon access to the roadway. In the current environment, where funds are limited for transportation projects, access management is not just good policy but crucial to the health of the entire transportation network and the commercial corridor.

The Federal Highway Administration (FHWA) defines access management as “the process that provides access to land development while simultaneously preserving the flow of traffic on the surrounding system in terms of safety, capacity, and speed.” According to the Access Management Manual published by the Transportation Research Board, access management results from a cooperative effort between state and local agencies and private land owners to systematically control the “location, spacing, design, and operation of driveways, median openings, interchanges, and street connections to a roadway.” Access management requires cooperation between government agencies and private land owners.

The Tennessee Department of Transportation (TDOT) does not currently have a comprehensive access management guide. The TDOT Manual for Constructing Driveway Entrances on State Highways (2015) provides some access management strategies. TDOT is currently developing a comprehensive access management guide, which should be completed in 2018. Union City should continue to consider these strategies with implementation of the TDOT guide.

Poor access management directly affects the livability and economic vitality of commercial corridors, ultimately discouraging potential customers from entering the area. A corridor with poor access management lengthens commute times, lowers fuel efficiency, and increases vehicle emissions. Signs of a corridor with poor access management include:

- Increased crashes between motorists, pedestrians, and cyclists
- Worsening efficiency of the roadway
- Congestion outpacing growth in traffic
- Spillover cut-through traffic on adjacent residential streets
- Limited sustainability of commercial development

Table 5.1 - Benefits of Corridor Access Management

BENEFITS OF CORRIDOR ACCESS MANAGEMENT	
<b>MOTORISTS</b>	<ul style="list-style-type: none"> <li>• Fewer delays and reduced travel times</li> <li>• Safer traveling conditions</li> </ul>
<b>BICYCLISTS</b>	<ul style="list-style-type: none"> <li>• Safer traveling conditions</li> <li>• More predictable motorist movements</li> <li>• More options in a connected street network</li> </ul>
<b>PEDESTRIANS</b>	<ul style="list-style-type: none"> <li>• Median refuges and fewer access points increasing overall safety</li> <li>• More pleasant walking environment</li> </ul>
<b>GOVERNMENT AGENCIES</b>	<ul style="list-style-type: none"> <li>• Lower costs to achieve transportation goals and objectives</li> <li>• Protection of long-term investment in transportation infrastructure</li> </ul>
<b>COMMUNITIES</b>	<ul style="list-style-type: none"> <li>• More attractive, efficient roadways without the need for constant road widening</li> </ul>

Without access management, the function and character of major roadway corridors can deteriorate rapidly and adjacent properties can suffer from declining property values and high turnover. Access management has wide-ranging benefits to a variety of users as shown in Table 5.1.

# Toolbox

Access management includes a variety of tools to improve corridor operation and should never be considered a one-size fits all solution. In fact, a successful strategy on one section of a corridor can prove ineffective further down the same road. The chosen strategies also must be coordinated with other transportation initiatives to ensure access management does not hinder the intended outcome of those programs.

The toolbox that follows provides a general overview of various strategies available to alleviate congestion. The toolbox offers local engineering and planning officials' strategies as well as an overview of their application and use. The list presented here is not comprehensive but rather represents strategies spanning a broad spectrum of time and monetary commitments. A chosen access management program should support the efficient and safe use of the corridor for all transportation modes. Regular evaluation must be a part of the program. The toolbox includes a variety of strategies organized into four categories:

## On-site traffic circulation:

The total number of vehicle conflicts can be reduced by promoting on-site traffic circulation and shared-use driveways during development application review. Such improvements should be a key consideration during the approval of redeveloped sites along corridors identified for access management programs.

Examples include: number of driveways, driveway placement/relocation, cross access between sites

## Median Treatments:

Segments of a corridor with sufficient cross access, backdoor access, and on-site circulation may be candidates for median treatments. A median-divided roadway improves traffic flow, reduces congestion, and increases traffic safety. While medians restrict some left-turn movements, access to businesses is enhanced and traffic delays are reduced. Landscaping and gateway features incorporated into median treatments improve the aesthetics of the corridor, in turn encouraging investment in the area.

Examples include: non-traversable median, directional crossover, left-turn lanes, offset left turn lanes

## Intersection and Minor Street Treatments:

The operation of intersections can be improved by reducing driver confusion, establishing proper curb radii, and ensuring adequate laneage of minor street approaches.

Examples include: "skip marks" (Figure 5.16), intersection and driveway curb radii, minor street approach improvements

Figure 5.2 - Intersection Skip Marks

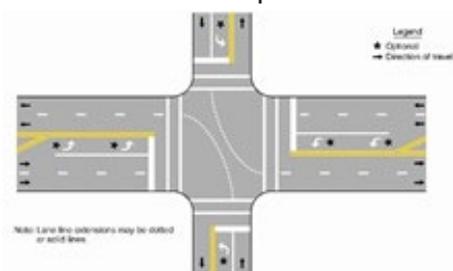








Photo Credit: Brent Moore



# Connectivity

Transportation Alternatives

†  
FIRST CHRISTIAN CHURCH  
WEDNESDAY - 10:00 AM  
SUNDAY - 10:00 AM  
SUNDAY - 5:00 PM  
1000 N. ST. LOUIS ST.  
ST. LOUIS, MO 63104



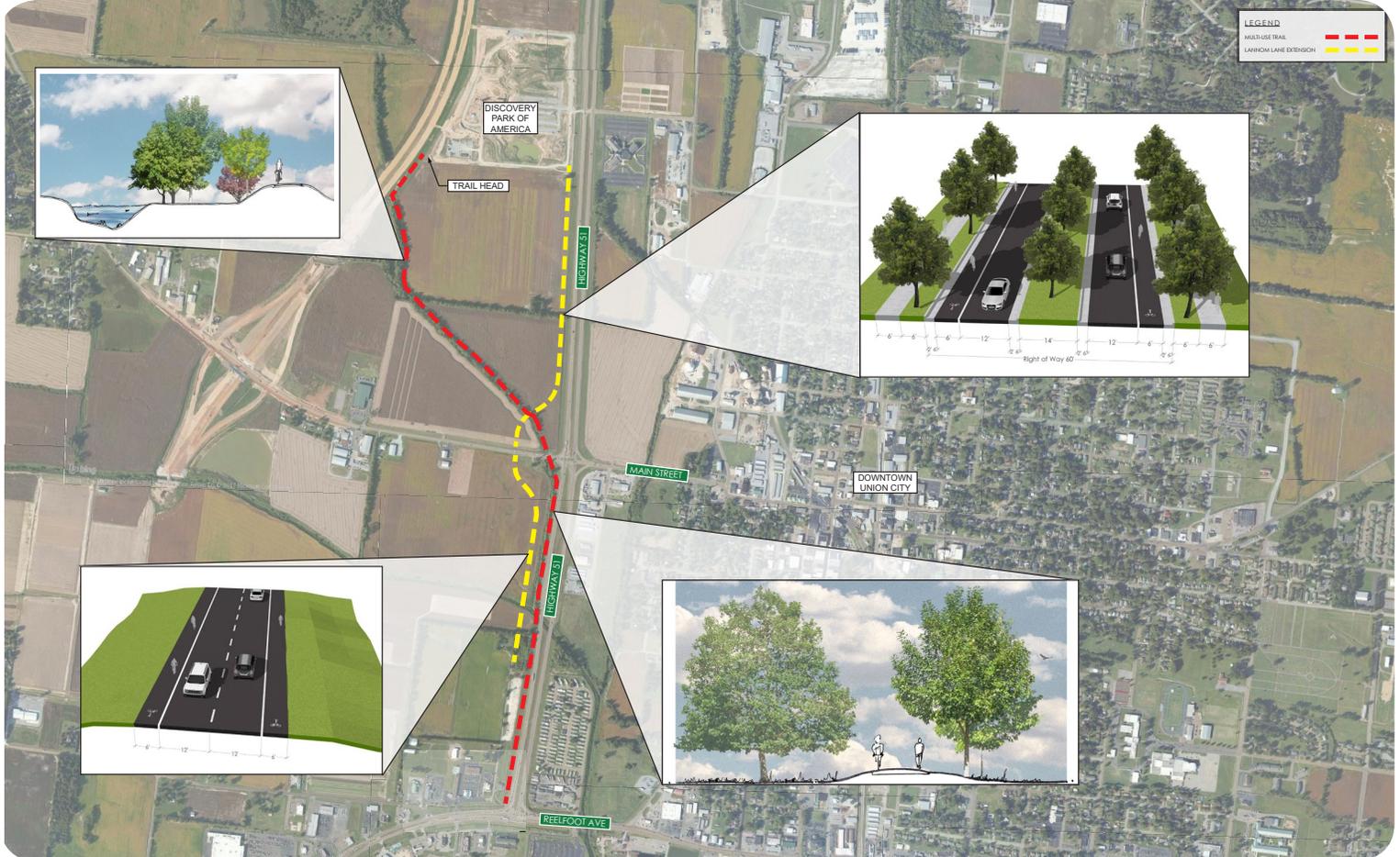
# TRANSPORTATION ALTERNATIVES

## Introduction

Based on public input and existing and future conditions analysis, transportation alternatives were developed for the Reelfoot Avenue and Everett Boulevard corridor. The alternatives presented improve traffic operations, transportation safety, connectivity, and access for pedestrians, bicyclists, and motor vehicles in the study area. The following illustrate the alternatives developed for the corridor.

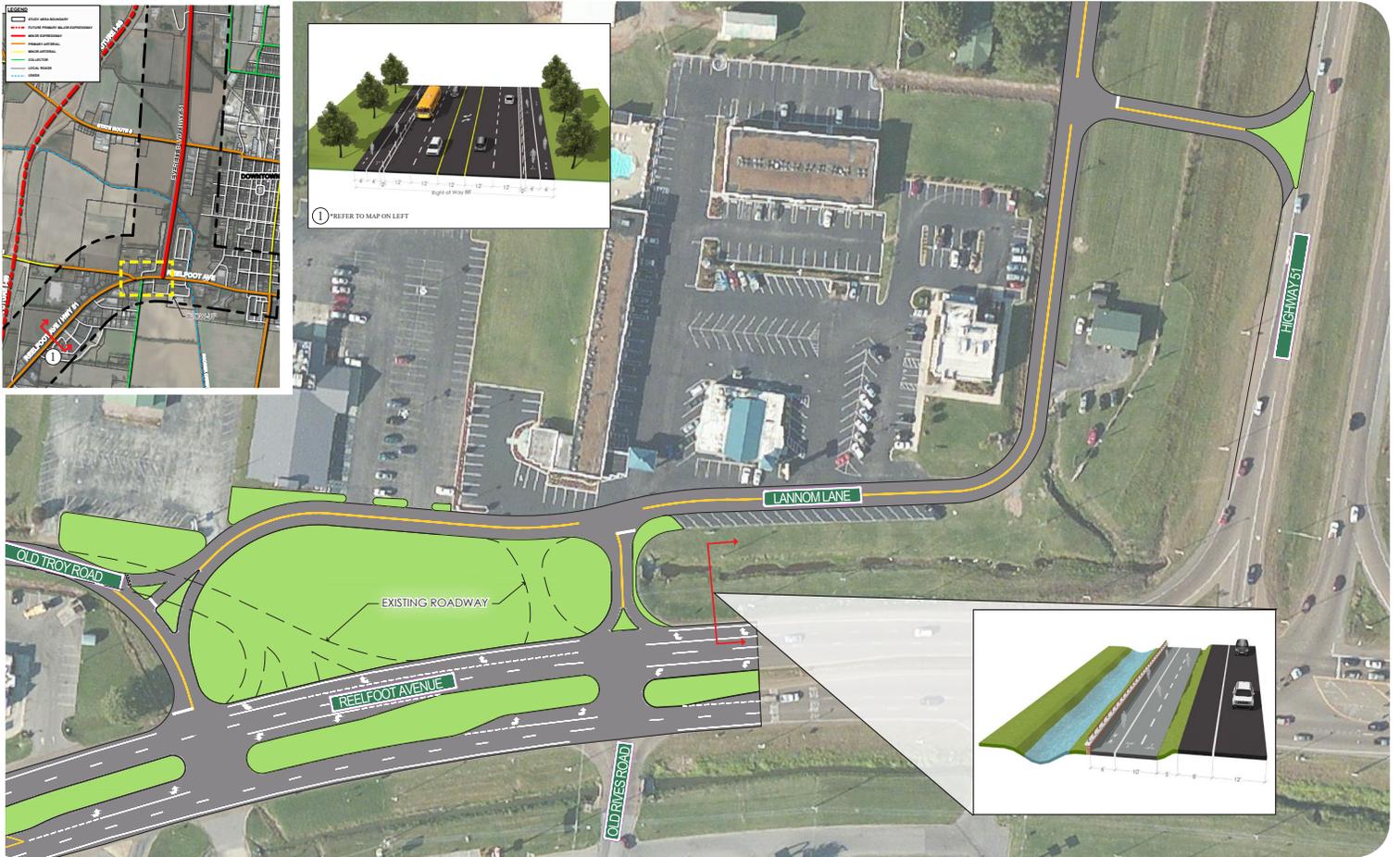
## Lannom Lane / Hoosier Creek Greenway

Lannom Lane currently terminates just approximately 2,000 feet north of Reelfoot Avenue. Extending this two-lane undivided roadway to Main Street (SR 5) would provide additional connectivity in the area, providing alternative access to the congested intersection of Reelfoot Avenue at Lannom Lane. This roadway could then be extended north as a two-lane divided roadway that connects to Graham Drive at the Discovery Park of America. A separate bicycle and pedestrian greenway could parallel the route providing access between the commercial area along Reelfoot Avenue and the area around the Discovery Park. The figure below illustrates this alternative.



## Lannom Lane at Reelfoot Avenue

To reduce the number of conflict points at Lannom Lane and Reelfoot, an alternative was developed to connect Lannom Lane to Old Troy Road towards the west. The exiting full access drive would be converted to right-in/right-out only. Additional access to southbound Everett Boulevard would be provided by a new intersection just north of the Reelfoot Avenue at Everett Boulevard intersection. The intersection of Old Troy Road (SR 184) and Reelfoot Avenue would be relocated towards the west to provide more distance between existing signalized intersections on Reelfoot Avenue, making it easier to signalize at some point in the future. The figure below illustrates this alternative.





### Reelfoot Avenue (US 51) from Walker Tanner Road to Rutledge Lane

With excess capacity on the seven-lane section of Reelfoot Avenue (US 51) from Walker Tanner Road to Rutledge Lane, it appears that the outside lanes could be converted to shared use paths with separation from the through traffic lanes. The following Figure illustrates the typical section with five traffic lanes and separate one-way bicycle and pedestrian paths for north and southbound movements. This could be implemented by restriping the existing roadway, with minimal additional construction.



## Reelfoot Avenue (US 51) from Rutledge Lane to South 5th Street

To facilitate bicycle and pedestrian access between the residential community in the core part of Union City to the commercial area along Reelfoot Avenue, a separate two-way bicycle and pedestrian path could be constructed along the north and west side of Reelfoot Avenue. Construction of this facility adjacent to the large open ditch would require construction of a retaining wall.

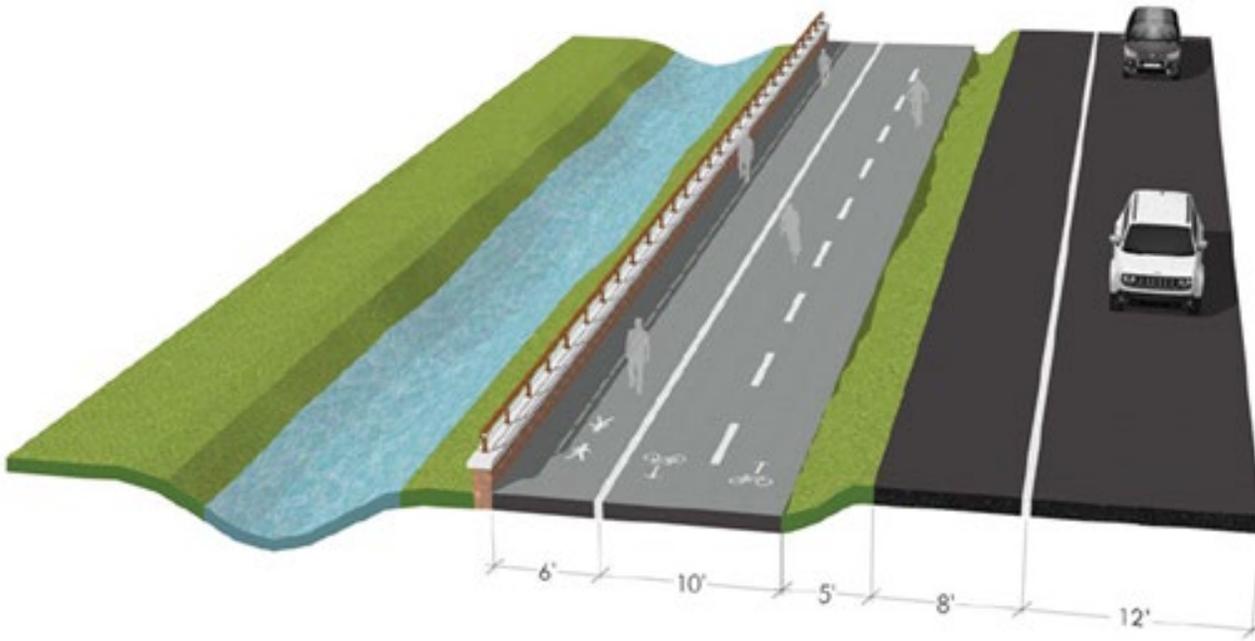




Photo Credit: Main Street Union City



# Implementation

Introduction



# IMPLEMENTATION

## STEPS TOWARDS IMPLEMENTATION

The Union City transportation plan provides recommendations that were developed from input and feedback from the local community. These recommendations should be undertaken in the short term to make the vision of this corridor become a reality. Most of the improvements are phased to allow capital investment to be spread out and by doing so, will take several years to construct.

The community must be proactive in this endeavor and have the full support of its local leaders, other public agencies, developers, local business owners, property owners and residents. Union City should be the leader in promoting cooperation and collaboration with these partners to help implement the recommendations of the Union City transportation plan.

This section includes a list of potential funding sources for Union City to consider pursuing for implementing these recommendations. They are organized by funding category, which include an emphasis on:

- Transportation and Infrastructure
- Parks, Trails, and Open Space

It should be noted that while these funding sources provide many options for Union City, it is not an all-encompassing list. As grant programs change and other funding sources become available Union City should consider exploring those and applying for funds if they fit the scope of the recommended projects.

The project shown in the graphic below are provide a roadmap to achieving the goals of this study; improving connectivity, safety, and multi-modal options for the residents of Union City.

### HOOSIER CREEK GREENWAY

Reelfoot Avenue to Discovery Park of America



The Hoosier Creek Greenway project is intended to improve pedestrian connectivity along the Everett Boulevard section of the study area. Beginning to end this greenway will provide approximately 1.8 miles of running, walking, and biking opportunities for residents. To aid Union City and other partners in funding this project, it is divided into two phases with logical termini. This approach will keep construction cost at/or around \$1 million for each phase which fits well with most federal and state grant programs. The total cost for this greenway is estimated to be approximately \$1,800,000.

### REELFoot AVENUE MULTIMODAL IMPROVEMENTS

South 5th Street to Rutledge Lane



Throughout development this study, the community and local stakeholders expressed a strong desire for an east-west route for pedestrians. To accomplish this goal we are proposing the Reelfoot Avenue Multimodal project. The project would begin on the east side of the corridor at South 5th Street and end at Rutledge Lane, traversing 0.9 miles in total length. Similar to the Hoosier Creek Greenway, this project was divided into three segments to spread the cost out for Union City and make the project appropriate for funding through grant programs. The three segments were separated based upon the most reasonable termini points available and trying to keep the cost around \$1 million per phase. The total cost for this multimodal project is estimated to be approximately \$3,800,000.

### LANNOM LANE EXTENSION

Current Terminus to West Main Street



With Everett Boulevard currently operating as a controlled access facility, developable property along the corridor adjacent to this route requires additional connectivity. This new route would also alleviate traffic congestion at the Reelfoot Avenue/Everett Boulevard intersection by providing an alternative for vehicles traveling north-south through this area. It is anticipated that the section to the north would be paid for by existing plans/partnerships with developers and Union City. Constructing the segment to the south (phase 1) would complete this north-south route with approximately 0.7 miles of new roadway. The total cost for this project is estimated to be approximately \$3,700,000.

### REELFOOT AVENUE (US 51) BICYCLE AND PEDESTRIAN PATHS

Walker Tanner Road to Rutledge Lane

**OVER 1 MILE**

OF TRAVEL LANES  
CONVERTED TO EXCLUSIVE  
BICYCLE AND PEDESTRIAN  
PATHS



#### Bicycle and Pedestrian Path on Reelfoot Avenue (US 51)

As described in transportation alternatives, it is recommended that the outside travel lanes on Reelfoot Avenue (US 51) be converted from general purpose travel lanes to one-way bicycle and pedestrian paths. The limits of this improvement would be from Walker Tanner Road to Rutledge Lane, a distance of just over one mile. Converting this general purpose lane to exclusive bicycle and pedestrian lanes would leave adequate capacity on Reelfoot Avenue (US 51) for motor vehicle traffic and would not require any additional right-of-way. The cost for this recommended transportation improvement is estimated to be approximately \$470,000.

### LANNOM LANE AT REELFOOT AVENUE

Lannom Lane and Old Troy Road (SR 184) at Reelfoot Avenue (US 51)



INTERSECTION RELOCATION  
IMPROVED SAFETY  
RIGHT-IN/RIGHT-OUT ACCESS

#### Lannom Lane at Reelfoot Avenue

It is recommended that the intersections of Lannom Lane and Old Troy Road (SR 184) at Reelfoot Avenue (US 51) be realigned to provide better access to the residential and commercial properties north of Reelfoot Avenue (US 51). As shown in the transportation alternative section of this report, the limits of the improvement are from Old Troy Road (SR 184) to approximately 500 feet north of Reelfoot Avenue on Everett Boulevard (US 51). Improvements include relocating the intersection of Old Troy and Reelfoot (US 51) further to the west and south. This would allow improved safety at this intersection. The existing full access drive for Lannom Lane at Reelfoot (US 51) would be converted to right-in/right-out only. Lannom Lane would be extended to tie into Old Troy just north of Reelfoot Avenue (US 51). Additional access between Lannom Lane and southbound US 51 would be provided approximately 500 feet north Reelfoot Avenue by a connector roadway. These improvements would require additional right-of-way along Lannom Lane. The cost for this recommended transportation improvement is estimated to be approximately \$2,400,000.



## FEDERAL AND STATE GRANT PROGRAMS

### MULTIMODAL ACCESS GRANT\*

Match: 95% State, 5% Local  
Maximum for Project: \$1M

\*(Currently suspended)

TDOT's Multimodal Access Grant is a state-funded program created to support the transportation needs of transit users, pedestrians, and bicyclists through infrastructure projects that address existing gaps along state routes.

Typical Projects: Sidewalks, bike lanes, park-and-ride facilities, greenways, transit facilities, streetscapes

### SURFACE TRANSPORTATION BLOCK GRANT PROGRAM (STBG)

Match: 80% Federal, 20% Local  
Safety Projects funded at 100%

The Surface Transportation Block Grant program (STBG) provides flexible funding for projects to preserve and improve the conditions and performance on any Federal-aid highway, bridge and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects, including intercity bus terminals.

Typical Projects: Resurfacing, intersection improvements, roadway widening, sidewalks, signal design, signal systems, ITS, streetscapes

### LOCAL PARKS AND RECREATION FUND (LPRF)

Match: 50% State, 50% Local  
Maximum for Project - \$1M

The LPRF program provides state funding for the purchase of land for parks, natural areas, greenways and the purchase of land for recreational facilities. Funds also may be used for trail development and capital projects in parks, natural areas and greenways.

Typical Projects: Land acquisition, indoor and outdoor recreation facilities, trail development

### RECREATIONAL TRAILS PROGRAM (RTP)

Match: 80% State, 20% Local  
Maximum for Project - \$250K

The RTP provides grant funding for land acquisition for trails, trail maintenance, trail construction, trail rehabilitation and for trail head support facilities on publicly owned land.

Typical Projects: Hard/natural-surfaced trails and greenways (land acquisition, maintenance, construction, trail heads)

### SPOT SAFETY AND HIGHWAY SPOT IMPROVEMENT PROGRAM

The Highway Safety Improvement Program (HSIP) is a core Federal-aid program with the purpose to achieve a significant reduction in traffic fatalities and serious injuries on all public roads, including non-State-owned roads and roads on tribal land.

Typical Projects: Safety improvements (e.g., guardrail, turn lanes, signage, signals)





# Appendix A

# MARKET ANALYSIS

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## Reelfoot Avenue & Everett Boulevard Corridor Study

Tennessee Department of Transportation  
Union City, TN





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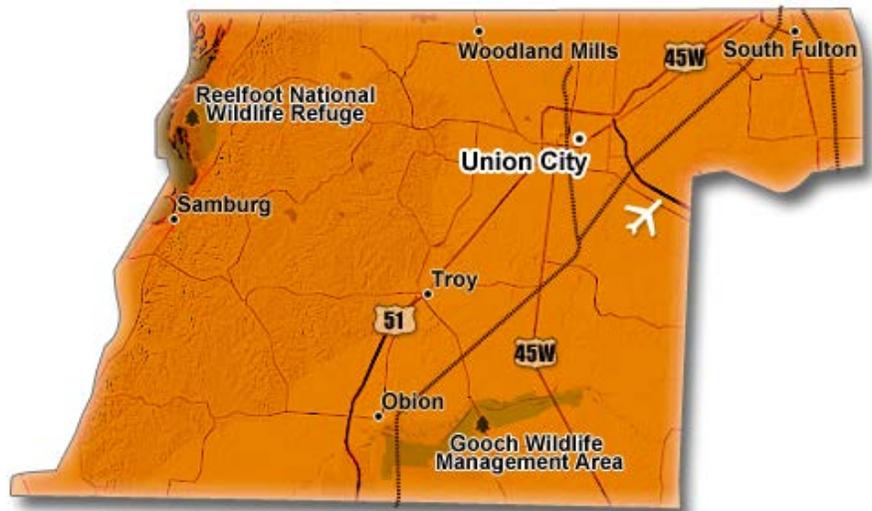
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## Project Overview

In 2016, the City of Union City received a Community Transportation Planning Grant to prepare a planning study for the Reelfoot Avenue and Everett Boulevard (SR 3/US 51) corridors. Kimley-Horn was retained by Tennessee Department of Transportation (TDOT) to provide planning services for the corridor study, with tasks to include a market and land use analysis, access management, an examination of traffic and crash data, and future recommendations and implementation steps. This report summarizes the findings of the market analysis, which details demographic, economic, and real estate indicators that could influence future development patterns along the corridor.

Union City, Tennessee is located in Obion County, approximately 115 miles north of Memphis. The community is served by US 45W, offering connections to Jackson and I-40, one hour to the southwest. US 51 connects Union City south to Memphis and north to Kentucky. It is the county-seat of Obion County, representing the largest concentration of residents and commercial services in the area.



Source: [www.northwesttn.com](http://www.northwesttn.com)

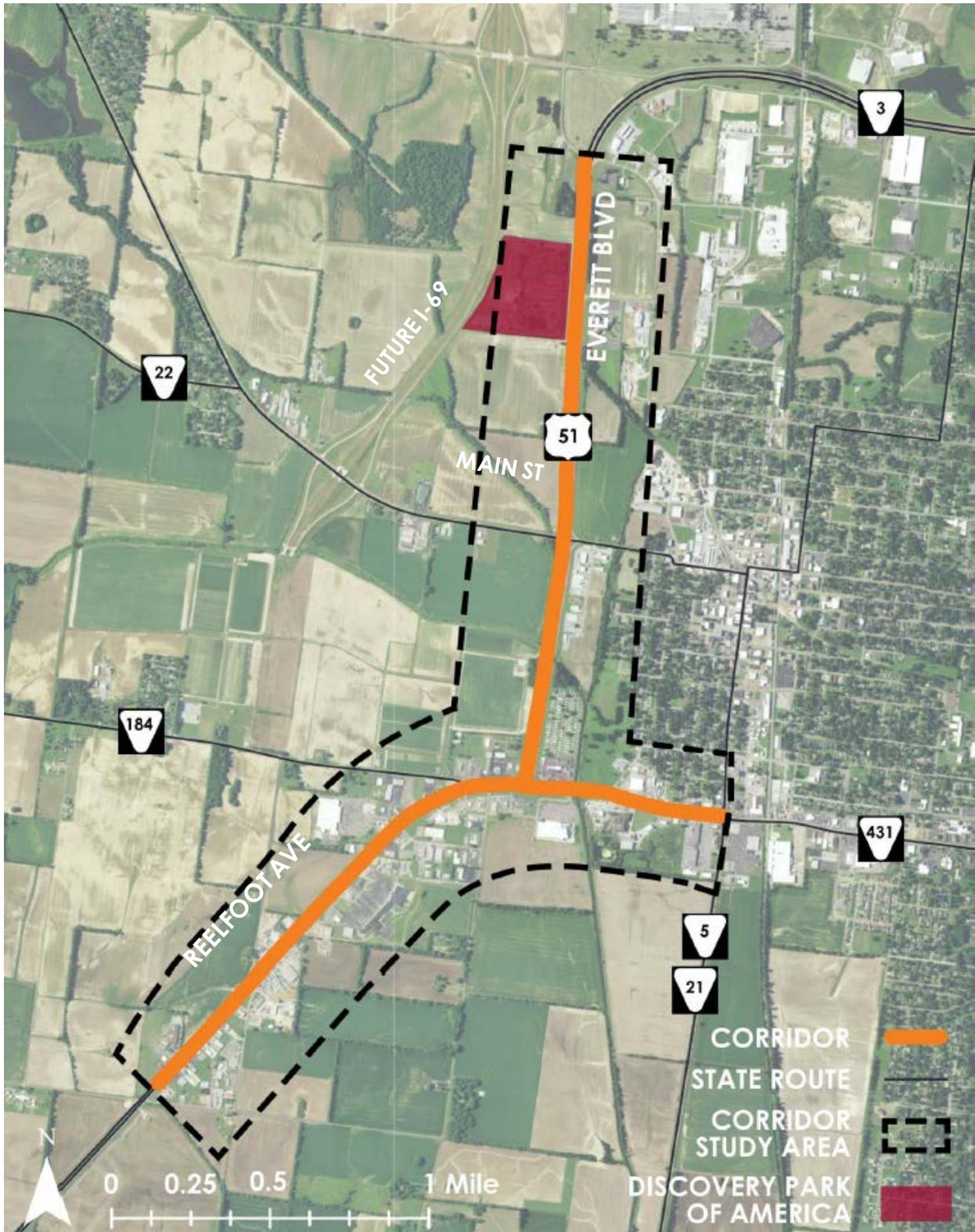
The focus of this analysis is the Reelfoot Avenue and Everett

Boulevard corridors, which encompass some of the key gateways into Union City. As shown in *Map 1*, the study extents for Reelfoot Avenue travel from Walker Tanner Road to the south to SR 5 to the east, approximately 2.25 miles. Everett Boulevard extends from Reelfoot Avenue north to Mt Zion Road, a two-mile distance.

The Reelfoot and Everett corridors host a significant concentration of commercial land uses in Union City. Reelfoot Avenue has attracted several service-based, but highway-oriented, uses including hospitality, dining, car dealerships, and big box retailers. Baptist Memorial Hospital, and other associated medical uses, are located on Reelfoot Avenue, east of SR 5. While frontage along the corridor is largely built-out, greenfield development pads and redevelopment opportunities exist.

Everett Boulevard is anchored to the north by Discovery Park of America, an indoor/outdoor educational family attraction that was initially announced in July 2008 and opened in November 2013. It is the premier tourist destination in northwest Tennessee. This portion of the study area offers a more notable supply of large development pads, many of which surround Discovery Park. Interchanges for the future I-69, which will connect the Canadian and Mexican borders, are planned for the southern terminus of the study area near Reelfoot Boulevard, as well as West Main Street, which intersects Everett Boulevard. Expansion of I-69, which is described in more detail in the next section, is likely to influence development opportunities in the corridor.

Map 1. Reelfoot Avenue and Everett Boulevard Corridors, Union City, TN



## Economic Anchors

This section provides an overview of key economic drivers and influencers in close proximity to Union City. These projects, either existing or proposed, are likely to impact real estate supply and demand in Union County.

### Discovery Park of America

The Discovery Park of America is an indoor/outdoor educational family attraction in Union City that was initially announced in July 2008 and opened in November 2013. It is the premier tourist destination in northwest Tennessee. The \$100 million project was financed and lead by the Robert E. and Jenny D. Kirkland Foundation, which has also earmarked \$2-3 million per year for 20 years to cover operating costs and exhibit purchases. In the first 12 months after the park was open it was visited by over 295,000 people. As typical with most museums, attendance fell slightly after the first year, but has remained at more than 225,000 visitors per year since 2014.



The park's mission is to 'enhance the educational experience of children and adults and to inspire them to see beyond their current level of knowledge.' To achieve this mission, the park offers exhibits within the 100,000-square-foot discovery center and on the 50-acre park's extensive grounds from a wide variety of themes, including science, local history, technology, military, nature, and art. Some exhibits are oriented around the region's history, such as a theater simulation of the 1811-12 earthquake that shaped the local landscape, an aquarium featuring aquatic life of nearby Reelfoot Lake, and accounts from local residents, such as David Crockett. In addition, the museum also hosts popular traveling exhibits as well as music festivals.

### Interstate 69

Interstate 69 is a proposed highway that would connect the Canadian and Mexican borders, stretching from Michigan to Texas and crossing through northwest Tennessee. In 2007, it was designated by the U.S. Department of Transportation as one of six Corridors of the Future. It has been referred to as the "NAFTA Superhighway" because of its aim to enhance trade. So far, only scattered segments have been constructed. The Tennessee Department of Transportation (TDOT) put their section of the highway on hold in 2012 due to a suspension of federal funding; however, in 2016, TDOT opted to move forward with a 45-mile segment from Kentucky to Dyersburg, TN, where it will utilize I-155 to cross the Mississippi River and connect with I-55 in Missouri. There is currently no north-south interstate in the region so completion of this section will greatly improve accessibility.

The local completion of the highway is anticipated to be a boon for Discovery Park of America, which is situated between two I-69 interchanges, as improved interstate connectivity would potentially facilitate more non-local visitors to the attraction and to the Town of Union City. Over 20 miles will pass through Obion County, which has been divided into five segments costing an estimated \$205.9 million in total. Construction of the first segment, a 2.87-mile stretch through Union City, began during the summer of 2016 and is estimated to cost \$46.3 million. This section is slated to be completed in October 2019.

### University of Tennessee at Martin

Another key player in the region's economy is the University of Tennessee at Martin (UTM), which is located approximately 13 miles southeast from Union City and is the only public four-year university in western Tennessee outside of Memphis. In fall 2016, there were 6,700 students with 94% enrolled in undergraduate programs. Earlier this year, the newly hired UTM Chancellor acknowledged the area's population decline and unemployment and publicly pledged UTM's leadership and engagement in developing solutions to address these challenges. UTM has partnered with the Regional Entrepreneurship and Economic Development Center and the Northwest Tennessee Entrepreneur Center on a variety of initiatives to further encourage students to not only be desirable employees, but to be entrepreneurs. An example of a creative initiative resulting from the partnership was a workshop hosted in February 2017 aimed at bridging the generational gap between older and millennial employees.



recruitment as the only other manufacturing engineering program in the south is at the University of Miami. In addition, a new engineering facility has been proposed to be named after William H. Latimer III of Union City. The building will be large enough to accommodate projects such as a small plane and will allow students the opportunity to become work-ready while working with potential employers. Latimer echoed the desire to facilitate the ability of more UTM graduates to settle locally and raise their standard of living.

Map 2: Proposed Route, I-69 Corridor, 2017



After working closely with industry leaders and regional employers, UTM is in the process of expanding and improving upon engineering educational opportunities to better align with skillsets in demand locally. UTM estimates 85-90% of engineering students stay in western Tennessee upon graduation. A manufacturing engineering concentration was created in fall 2016 in response to the gap identified by regional employers. This will support local

## Tourism and the Effect on Economic Development

In recent years, strategic efforts to link tourist and cultural destinations, such as museums, with economic development have become increasingly popular, especially as the national economy has shifted from manufacturing to knowledge and service-based. This section explores existing research on best practices and specific case studies where these sectors have helped fostered more vibrant communities.

### Summary of Existing Research

In the past, many towns focused on attracting an anchor tenant to serve as the community's dominant employer and economic driver; this traditional strategy, however, has been upended as local economies have been shocked by company closures in recent years. As a result, communities are increasingly seeking how to transition from being a "one company town" to a multi-faceted entrepreneurial economy by encouraging multiple sectors including tourism as well as healthcare, technology, and manufacturing.<sup>1</sup> To support this transition, training of a skilled, specialized workforce targeting the needs of emerging firms and clusters is encouraged in addition to shifting from promoting quality of life to attract firms versus people and talent.<sup>2</sup>

In a briefing paper entitled, "How the Arts and Culture Sector Catalyzes Economic Vitality", the American Planning Association (APA) presents four key points to consider when pursuing local arts and cultural assets to foster economic development (see box on right). Cultural economic development strategies are typically either facility-centric (i.e. business incubator or creative district), people-oriented (i.e. allowing live-work spaces), or program-based (i.e. displaying artwork in vacant storefronts to enliven an area).

A white paper on creative placemaking identifies primary challenges facing cultural economic development, including forging partnerships, countering community skepticism, assembling adequate financing, and clearing regulatory hurdles. In addition, the report identifies components of successful initiatives, such as an effective initiator, designing around local distinctiveness, mobilizing public will, garnering private sector

#### Key Points from APA:

#1: Economic development is enhanced by concentrating creativity through both physical density and human capital. By locating firms, artists, and cultural facilities together, a multiplier effect can result.

#2: The recognition of a community's arts and culture assets (and the marketing of them) is an important element of economic development. Creatively acknowledging and marketing community assets can attract a strong workforce and successful firms, as well as help sustain a positive quality of life.

#3: Arts and cultural activities can draw crowds from within and around the community. Increasing the number of visitors as well as enhancing resident participation helps build economic and social capital.

#4: Planners can make deliberate connections between the arts and culture sector and other sectors, such as tourism and manufacturing, to improve economic outcomes by capitalizing on local assets.

<sup>1</sup> Murray, David J. "How the Arts and Culture Sector Catalyzes Economic Vitality." *American Planning Association* (2011), [https://planning-org-uploaded-media.s3.amazonaws.com/legacy\\_resources/research/arts/briefingpapers/pdf/vitality.pdf](https://planning-org-uploaded-media.s3.amazonaws.com/legacy_resources/research/arts/briefingpapers/pdf/vitality.pdf)

<sup>2</sup> "Rural Clusters of Innovation: Berkshires Strategy Project." *United States Dept. of Commerce* (2006), [http://www.hbs.edu/faculty/Publication%20Files/Berkshires\\_Rural\\_Strategy\\_Project\\_2006\\_6e6dc3cd-1c5d-4233-ae77-9b858f4747cc.pdf](http://www.hbs.edu/faculty/Publication%20Files/Berkshires_Rural_Strategy_Project_2006_6e6dc3cd-1c5d-4233-ae77-9b858f4747cc.pdf)

support, and building partnerships. Some small, rural towns have been successful in leveraging themes and events, such as Cajun culture in Arnaudville, LA and the Shakespeare Festival in Ashland, OR, to increase visibility and attract visitors.<sup>3</sup>

## Case Studies

As interest in promoting tourism to spur economic development has flourished, attempts have been made to conduct economic impact analyses to measure what extent these efforts have resulted in positive contributions to community conditions. Three case studies of museums are presented below.

### Massachusetts Museum of Contemporary Art

The Massachusetts Museum of Contemporary Art (MASS MoCA) is a leading example of how a tourist destination can anchor economic revitalization, and it was the subject of a pioneer study on the economic impacts of museums. MASS MoCA opened in 1999 in a 19<sup>th</sup>-century mill in North Adams, MA, the smallest city in Massachusetts with a population of 14,000. The idea of the museum came about a year after an electric company that had occupied the site and employed thousands closed in 1985 when the city mayor approached staff of a nearby college museum of art about using the site for large exhibits. The 16-acre site is listed on the National Historic Register and includes 26 buildings, making up nearly one-third of the city's downtown business district.

The museum has a locational advantage in that it is situated in the Berkshires, a region known for being a country getaway for high-income New York City residents. In addition to the world-class art collection, the museum hosts annual and bi-annual festivals, participatory classes, and over 75 performances a year. There are approximately 130,000 visitors annually.



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<sup>3</sup> Markusen, Ann, and Anne Gadwa. "Creative Placemaking." *National Endowment for the Arts* (2010), <https://www.arts.gov/sites/default/files/CreativePlacemaking-Paper.pdf>

Using IMPLAN to compare economic conditions before and after the museum opened resulted in the following findings:<sup>4</sup>

- 230 new jobs (including 77 MASS MoCA employees)
- 8.5% growth in real earnings, suggesting new jobs were not dominated by low-wage positions
- \$14 million spent locally in 2002 by MASS MoCA and non-local visitors
- Properties nearest MASS MoCA increased in value by over \$11,000
- 44 new businesses within the city in the first three years after opening
- Annual hotel tax revenue for the city increased from \$6,767 in 1994 to \$29,423 in 2002
- Top 5 sectors that directly benefited: Museums, Restaurants & Bars, Hotels & Motels, Transit, and Miscellaneous Retail
- Top 5 sectors that indirectly benefited: Educational Services, Real Estate, Computer Services, Commercial Printing, and Wholesale Trade

While the museum has made undisputable contributions to improving the economic vitality and vibrancy of the community, it has not solved all of the city's economic hardships. For example, the city's largest employer, North Adams Regional Hospital, closed in 2014 after a sudden bankruptcy resulting in over 500 job losses. Supporters of the museum, however, emphasize the importance of having a long-term view of the museum's impact potential.



More recently, the city has worked to expand on the contributions of MASS MoCA by collaborating with other cities and organizations in the Berkshires on a deliberate campaign to brand and market the region as "Art Country". The aim of this effort is to encourage the conversion of day-trips to overnight visits by working together to promote other regional arts and cultural destinations. In addition, economic development leaders are also aiming to appeal to tourists seeking outdoor recreational experiences by capitalizing on the area's pristine landscape and proximity to the Appalachian Trail, such as the thirty-eight miles of biking trails that connect North Adams with nearby Williamstown. To accommodate the influx of non-local visitors, three hotel expansions are underway in North Adams. The city has also experienced a boom in residential

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<sup>4</sup> Sheppard, Stephen, et al. "Culture and Revitalization: The Economic Effects of MASS MoCA on its Community." *Center for Creative Community Development* (2006), <https://web.williams.edu/Economics/ArtsEcon/library/pdfs/NA%20Economic%20Impacts%2032006.pdf>

development as upper floors of commercial buildings have been converted into market-rate apartments for residents attracted to the city's cultural offerings. Coupling this new development with the rise in nearby property values demonstrates the increase in the North Adams' desirability that MASS MoCA has fostered not only as a place to visit, but also to live.

### Crystal Bridges Museum of American Art



Crystal Bridges Museum of American Art was founded by the Walton Family Foundation and opened to the public in November 2011 in Bentonville, AR. A grant from Wal-Mart Stores Inc. has allowed for free admission to the museum. In 2015, there were 607,000 visitors, and over 2.7 million have visited since opening from all 50 states and six of the seven continents. Like MASS MoCA, a perfect storm of factors has contributed to the success of the museum and Bentonville's recent growth. The city is also home to three

Fortune 500 companies: Wal-Mart, Tyson Foods, and J.B. Hunt, as well as the Northwest Arkansas Regional Airport. In 2016, the population was approximately 44,000, a nearly 30% increase since 2010 (the year before Crystal Bridges opened). From 2010 to 2014, total employment also increased nearly 30%, and the median household income increased nearly 38% during the same time period.

Since the museum was announced in 2005, Bentonville has undergone a transformation. The museum is located approximately one mile from downtown Bentonville, and, in anticipation of the museum opening, the area was redeveloped and trails were constructed to connect the museum with downtown. The redevelopment of the downtown square also facilitated the establishment of new businesses, including restaurants and specialty stores, as well as residential development, including a 62-unit multi-use complex and planned "pocket" community. More recently, all four Bentonville exits on I-49 have been improved to accommodate the increases in visitors to the city.

The presence of Wal-Mart is an especially influential asset to the city because of the approximately 1,100 current and prospective Wal-Mart vendors that have established sales offices in the region. There has not been any research on the economic impact of Crystal Bridges specifically, thus it is difficult to parse how much of the recent growth is attributable to the museum versus other local economic drivers. It has, however, put Bentonville on the map as an arts destination and has helped change visitors' perceptions of northwest Arkansas. The interim president and CEO of the Northwest Arkansas Council remarked, "the museum isn't the clincher in luring businesses to the area... But it helps attract a good workforce, and a good workforce stands atop the list of what attracts businesses to a locale."<sup>5</sup> In addition to Crystal Bridges, Bentonville is home to several other cultural attractions - such as the 21C Museum and Hotel, Bentonville Film Festival, and Museum of Native American History - that can be leveraged to encourage multi-day visits by non-local tourists.

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<sup>5</sup> Cotti nham, Jan. "Crystal Bridges museum continues impact on Bentonville." *The Washington Times* (November 6, 2016), <http://www.washingtontimes.com/news/2016/nov/6/crystal-bridges-museum-continues-impact-on-bentonv/>

## Ark Encounter

Ark Encounter is a for-profit biblical theme park featuring a full-size model of Noah's Ark on an 800-acre site in Williamstown, KY, a couple miles outside the downtown area. The population of Williamstown was 4,007 in 2016, a 2% increase from 2010. The median household income has also seen a modest increase of 7% from \$38,602 in 2010 to \$41,362 in 2016. Ark Encounter was announced in December 2010 and opened to the public in July 2016. The ark's developers were also responsible for the Creation Museum in nearby Boone County, which opened in 2007.



Projections for the park include 900 full and part-time jobs created by Ark Encounter, 20,000 jobs generated in the area, \$4 billion in tourism revenue, and nearly 1.4 million visitors a year from across the United States. Upon opening, the park employed 350 people. To encourage nearby development, the city of Williamstown declared a 1.25-mile radius around the site as a tax increment financing district, as well as an employment tax for workers in the district for the next thirty years, with funds raised through both mechanisms going to Ark Encounter.

Due to the park's recent opening, it is too early to measure the actual economic impacts, the local governments do not seem to have benefitted as they expected. In early 2017, the county was on the brink of bankruptcy and a county executive was quoted as saying that the "Ark's done well and I'm glad for them on that. But it's not done us good at all."<sup>6</sup> Business owners, however, have credited the theme park for an uptick in business. A family fun park featuring zip-lining, mini-golf, and an adventure course opened a month before Ark Encounter a few miles away. Other attractions in close proximity to the park include an equine and livestock event center and the Kentucky Speedway, both of which pre-date Ark Encounter. There are two motels in Williamstown, which also pre-date the theme park, and six lodging establishments in nearby Dry Ridge. One of these motels is undergoing renovations which the owner explained is to accommodate the spike in visitors.

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<sup>6</sup> "Grant County leaders: Ark Encounter doesn't live up to economic promise." *WKYT* (February 25, 2017), <http://www.wkyt.com/content/news/Grant-Co-leaders-Ark-Encounter-doesnt-live-up-414791203.html>

## *Potential Implications for Union City*

Based on these case studies and existing research, there are several implications that should inform how Discovery Park of America could anchor economic development in Union City.

- A common theme in all three cases provided is the leveraging of the surrounding natural landscape through construction of trails and outdoor recreational ventures.
- To encourage non-local visitors to extend their trips to the region, industries and enterprises such as other attractions, restaurants, and lodging should be prioritized, as well as robust internal and external marketing campaigns.
- Collaboration with other regional stakeholders should be explored to bolster and potentially brand the area's reputation as a tourist destination.
- In addition to attracting visitors, fostering a vibrant community character through increased cultural offerings has been shown to boost desirability and could help reverse current population trends by attracting new residents and businesses to relocate to Union City.

Two other important takeaways to consider include remembering that cultural economic development is a long-term strategy and not a quick-fix, as well as the need for a "perfect storm" of factors, such as strong leadership, access to visitors with disposable income for travel, private sector and community buy-in, and entrepreneurs to lead development of complementary ventures.

## Demographic Profile

This section analyzes population and household trends for the Union City Micropolitan Area, Obion County, and Union City. The Union City Micropolitan Area, referenced in this document as the Union City Region, includes two counties: Obion County in Tennessee and Fulton County in Kentucky. This analysis focuses on demographic metrics that typically influence demand for residential and commercial product, including age, income, and tenure.

### Population

As shown in *Table 1*, there were an estimated 10,661 residents in Union City in 2016, a 1.9% decrease from 10,863 residents in 2000. Total population remained largely unchanged between 2000 and 2010, with the decline concentrated post-2010. The decrease of 202 people over the 16-year period equates to a Compound Annual Growth Rate (CAGR) of -0.1%. Population growth trends in Union City are reflective of the larger region. During the same time period, Obion County decreased by 2.4%, and the larger Union City Region decreased by nearly 2,000 people, or 5.0%.

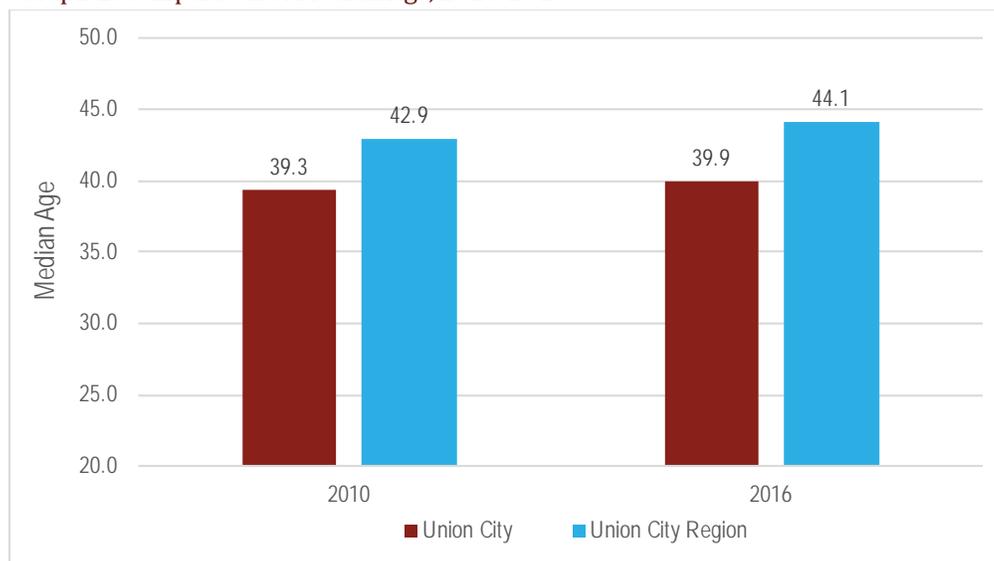
**Table 1: Comparison of Population Trends, 2000-2016**

Area	2000	2010	2016	2000-2016 Δ		
				#	%	CAGR
Union City	10,863	10,895	10,661	-202	-1.9%	-0.1%
Obion County	32,450	31,807	31,668	-782	-2.4%	-0.2%
Union City Region	40,202	38,620	38,206	-1,996	-5.0%	-0.3%
City % Region	27.0%	28.2%	27.9%	10.1%		

Source: ESRI Business Analysis Online; Kimley-Horn

Union City's median age in 2016 was estimated at 39.9, lower than the 42.9 measure calculated for the larger Region (*Graph 1*). Since 2010, the average age in the City and the Region increased indicating the continued impact of the aging Baby Boomer segment. The increase in median age over the six-year period could also be attributed to the loss of younger residents, leaving the Region to attend college or seek jobs in other areas.

**Graph 1: Comparison of Median Age, 2010-2016**



Source: ESRI Business Analyst Online; Kimley-Horn

Union City reported growth in all cohorts above the age of 64 between 2010 and 2016, representing a mixture of relocations into the area and existing residents choosing to age in place. With the exception of a modest increase in young professionals aged 25 to 34, declines were reported for all other cohorts (Table 2). By far, the most notable absolute growth rates were among active adults aged 65 to 74, followed by those over 85.

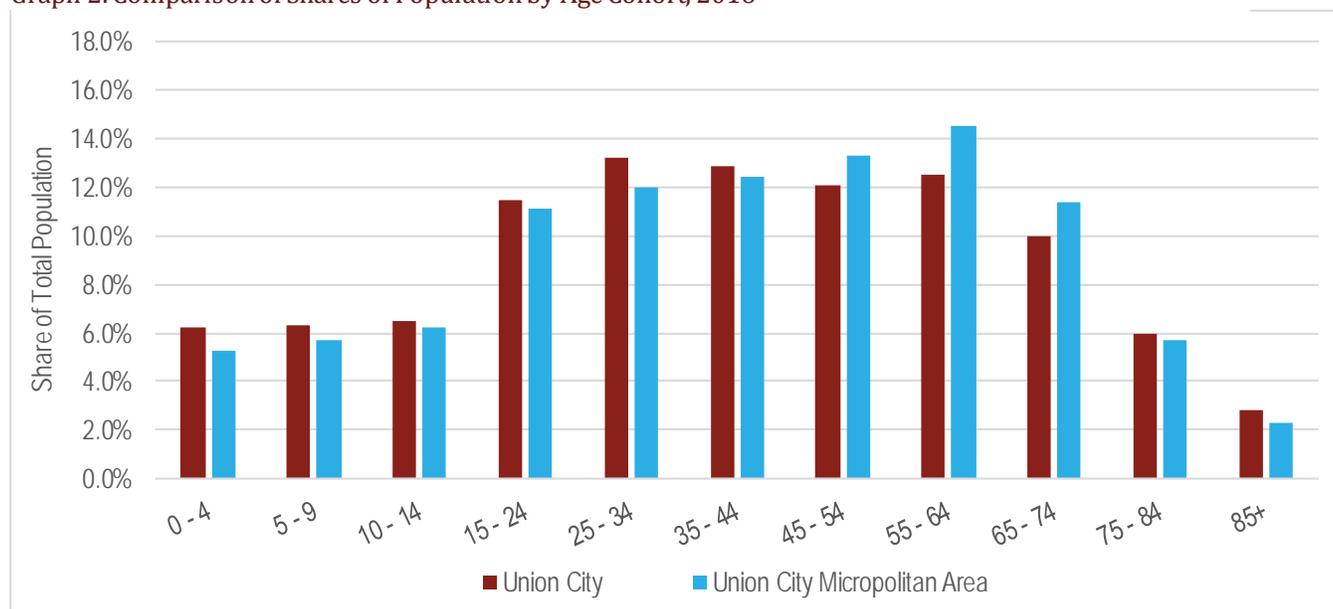
**Table 2: Population by Age Cohort, Union City, 2010-2016**

Cohort	2010	2016	2000-2016 Δ	
			#	%
0 - 4	708	661	-47	-6.7%
5 - 9	752	672	-80	-10.7%
10 - 14	708	693	-15	-2.1%
15 - 24	1,297	1,226	-70	-5.4%
25 - 34	1,384	1,407	24	1.7%
35 - 44	1,405	1,375	-30	-2.1%
45 - 54	1,460	1,290	-170	-11.6%
55 - 64	1,351	1,333	-18	-1.4%
65 - 74	937	1,066	129	13.8%
75 - 84	621	640	19	3.0%
85+	283	299	15	5.4%
<b>Total</b>	<b>10,895</b>	<b>10,661</b>	<b>-234</b>	<b>-2.1%</b>

Source: ESRI Business Analysis Online; Kimley-Horn

Graph 2 compares the overall shares of population by age cohort in Union City to the larger Region. In keeping with the lower median age, Union City has higher shares of residents in all cohorts under age 45; however, the city also has slightly more shares of residents over 75 years old. Conversely, the Region has higher shares of residents in the cohorts between ages 45-74.

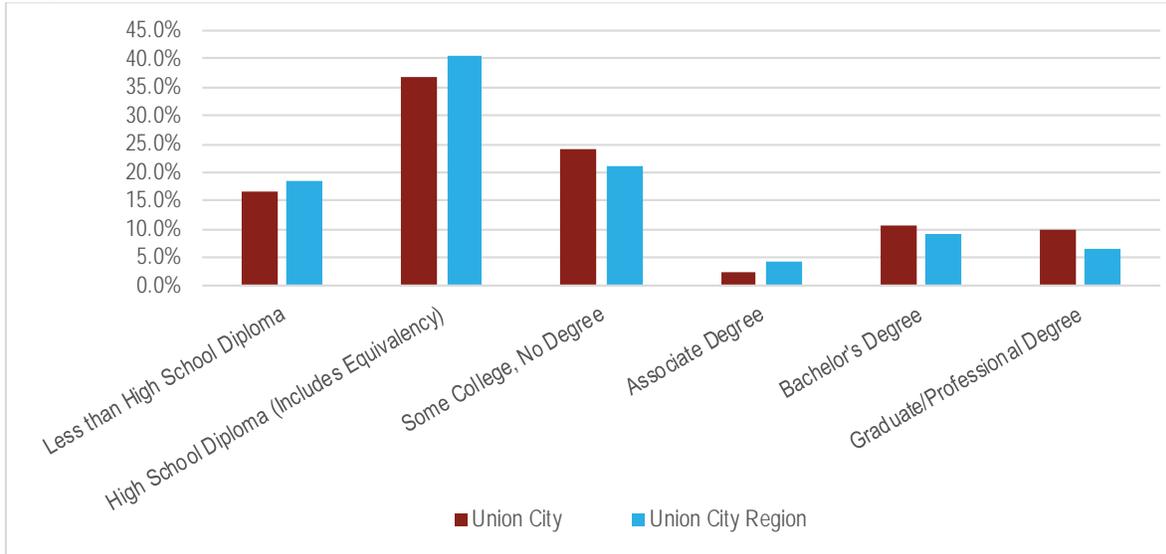
**Graph 2: Comparison of Shares of Population by Age Cohort, 2016**



Source: ESRI Business Analyst Online; Kimley-Horn

Graph 3 compares educational attainment in Union City with the larger Region for population over the age of 25. Comparatively, Union City residents have higher educational attainment than those residing in the larger two-county Region. However, it should be noted that over half of the residents in Union City (and nearly 60% in the Region) have not received any education at the collegiate level.

**Graph 3: Comparison of Educational Attainment, 2016**



Source: ESRI Business Analyst Online; Kimley-Horn

## Households

Union City had an estimated 4,553 households in 2016, representing a nearly flat growth rate over the 16-year period. While population measured a decline over the same time year, the relatively stagnant household growth is a result of decreasing household sizes. During the same time period, Obion County experienced a similarly flat rate while the Union City Region declined by 3.7%. Union City comprised 3.6% of the total household decrease in the region (Table 3).

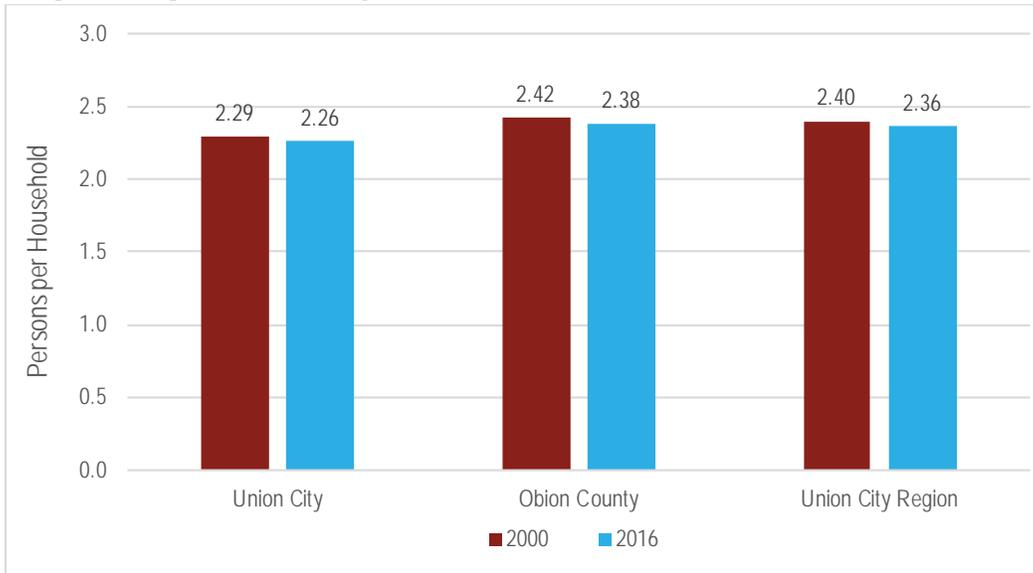
**Table 3: Comparison of Household Trends, 2000-2016**

Area	2000	2010	2016	2000-2016 Δ		
				#	%	CAGR
Union City	4,575	4,627	4,553	-22	-0.5%	0.0%
Obion County	13,182	13,077	13,086	-96	-0.7%	0.0%
Union City Region	16,419	15,941	15,811	-608	-3.7%	-0.2%
City % Region	27.9%	29.0%	28.8%	3.6%		

Source: ESRI Business Analysis Online; Kimley-Horn

Nationally, the increase in Millennial and Baby Boomer residents has caused a gradual decline in average household size. All three geographic regions demonstrate a similar trend with slight decreases in average household size from 2000 to 2016 (Graph 4). Union City reported the lowest average size throughout the 16-year time period, a result of higher shares of young residents when compared to the County or the larger Region.

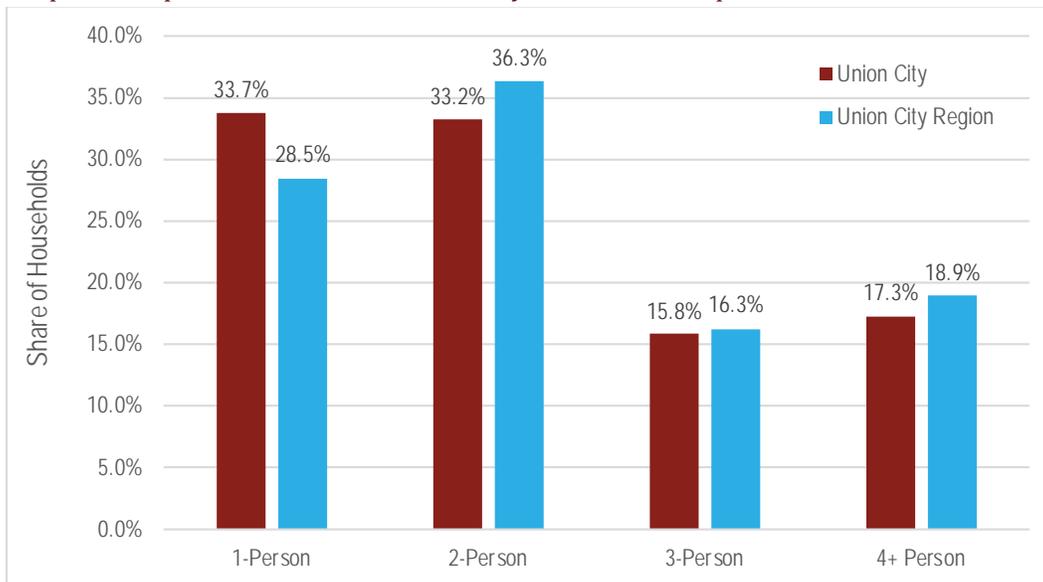
**Graph 4: Comparison of Average Household Size, 2000-2016**



Source: ESRI Business Analyst Online; Kimley-Horn

As of the 2010 census, single and two-person households were the most common in Union City, with 33.7% and 33.2% shares, respectively (*Graph 5*). When compared with the Region, Union City has a greater share of singles and lower share of two-person households. Larger household sizes are relatively consistent between the two geographies.

**Graph 5: Comparison Shares of Household by Number of Occupants, 2010**

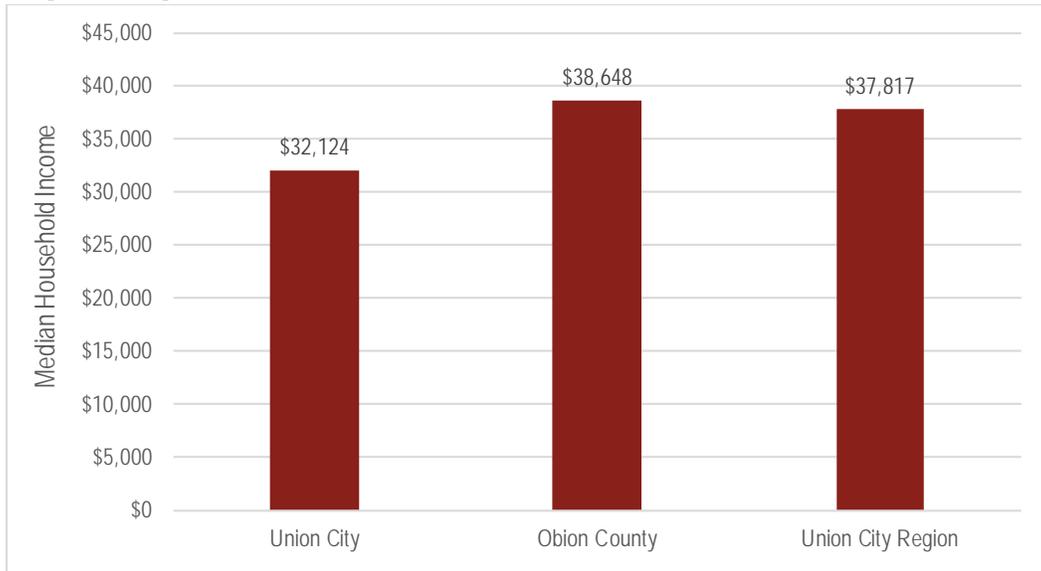


Source: ESRI Business Analyst Online; Kimley-Horn

### Median Household Income

In 2016, the median household income reported for Union City of \$32,124 was less than measures for Obion County (\$38,648) and for the Region (\$37,817), as shown in *Graph 6*. All three geographies are below the US median of \$55,000 and the State of Tennessee median of \$45,219.

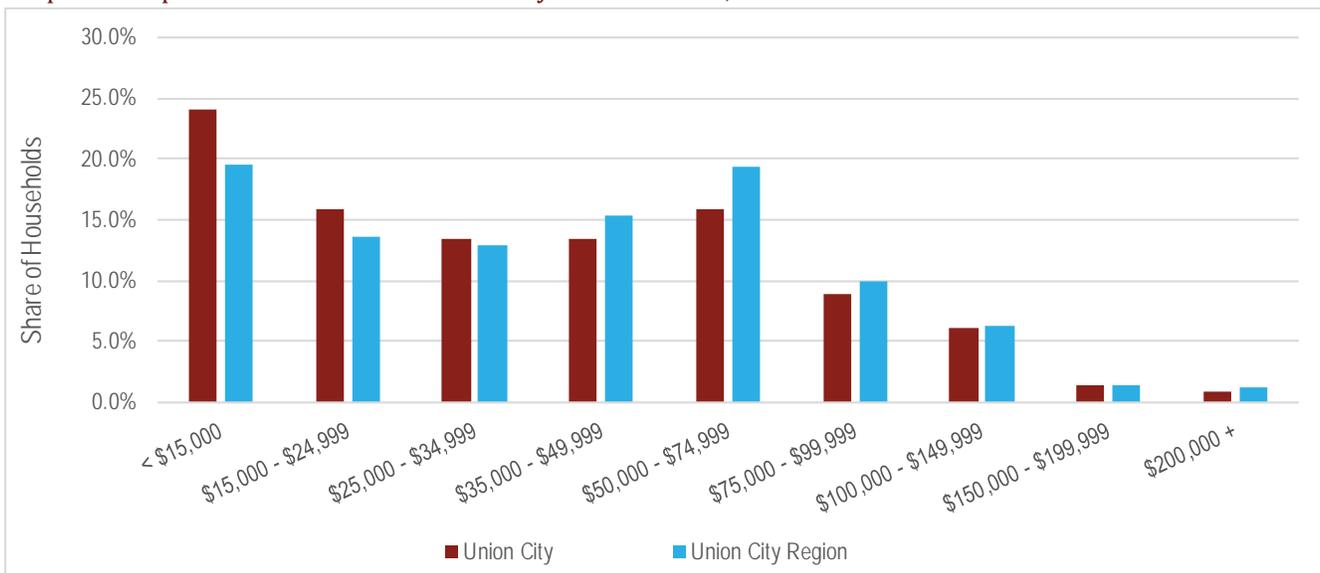
**Graph 6: Comparison of Median Household Income, 2016**



Source: ESRI Business Analyst Online; Kimley-Horn

As of 2016, households earning less than \$15,000 annually represent the most prevalent cohort in Union City, at 24% of the total (Graph 7). The \$50,000 to \$74,999 and \$15,000 to \$24,999 cohorts are the next largest, representing 15.9% and 15.8% of the total, respectively. Compared to the Region, the City of Union City has higher shares of households earning less than \$35,000 annually.

**Graph 7: Comparison of Share of Households by Income Cohort, 2016**

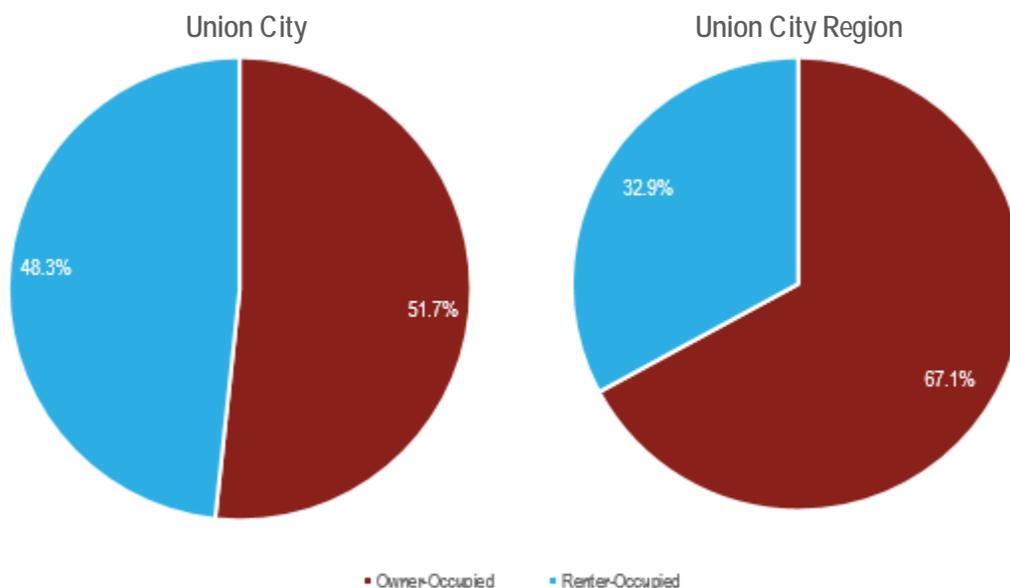


Source: ESRI Business Analyst Online; Kimley-Horn

## Household Tenure

Household tenure provides detail on whether households own or rent, and excludes vacant units from the calculation. The household tenure in Union City in 2010 was 51.7% owner-occupied and 48.3% renter-occupied (*Graph 8*). Comparatively, the Union City Region has a smaller share of renter-occupied households at 32.9%, typically of rural areas.

Graph 8: Comparison of Household Tenure, 2016



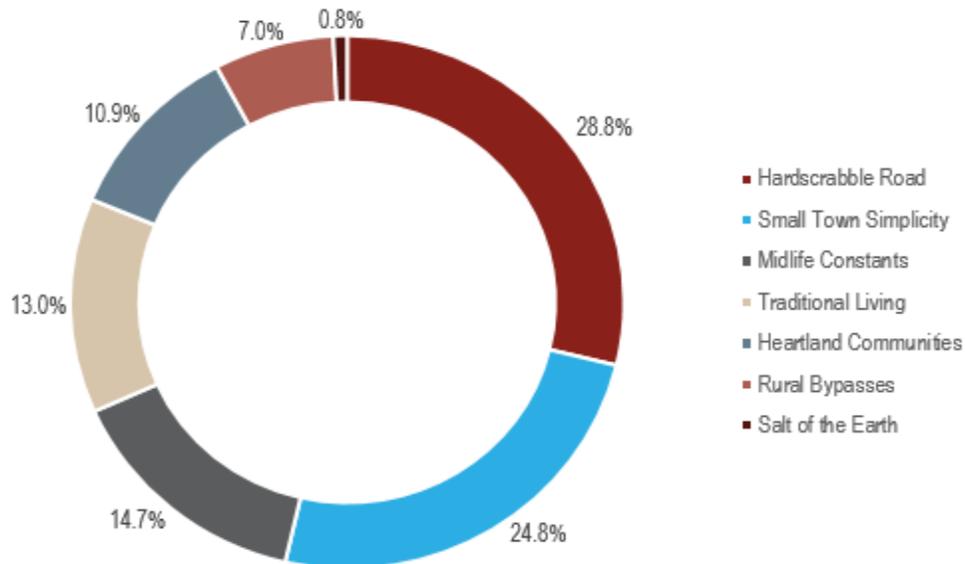
Source: ESRI Business Analyst Online; Kimley-Horn

## Tapestry Segmentation Analysis

Tapestry segmentation, provided by Environmental Systems Research Institute (ESRI), divides households into 67 groups based on consumer spending patterns and lifestyle attributes. Data provided in this type of analysis is increasingly being used by developers, builders, and retail tenants in the site selection and due diligence process.

As demonstrated in *Graph 9*, only seven of the 67 segments are represented in Union City, demonstrating a fairly homogeneous residential base. In fact, the five most commonly represented tapestry segments in Union City comprise 92.2% of the total household inventory. Brief descriptions of the top five segments representing the area are provided below.

Graph 9: Share of Households by Tapestry Segment, Union City, 2016



### **HARDSCRABBLE ROAD (28.8%)**

Neighborhoods defined as Hardscrabble Road are commonly located in urbanized areas within central cities, with older housing, located chiefly in the Midwest and South. The market is primarily comprised of families, married couples, and single parents. Younger, highly diverse, and less educated, they work mainly in service, manufacturing, and retail trade industries.

#### **Defining Traits**

- Older single-family housing, built before 1960 with a higher proportion built in the 1940s or earlier
- Four-fifths of owned homes valued under \$100,000
- Renters: About three-fifths of households
- Cost-conscious consumers purchase sale items in bulk and buy generic over name brands
- They tend to save money for a specific purpose, and have little extra money to invest

### **SMALLTOWN SIMPLICITY (24.8%)**

In these neighborhoods, the lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. This is an older demographic market, with almost half of the householders aged 55 years or older, and predominantly single-person households. Single-family detached housing is the predominant preference.

#### **Defining Traits**

- Median home value of \$88,000 is about half the US median
- Labor force participation lower at 51%, which could result from lack of jobs or retirement
- Education: 65% with high school diploma or some college
- Connected, but not to the latest or greatest gadgets; keep their landlines
- Community-oriented residents; more conservative than middle-of-the-road

### **MIDLIFE CONSTANTS (14.7%)**

Residents tend to be seniors, at or approaching retirement, with below average labor force participation and above average net worth. Although located in predominantly metropolitan areas, they live outside the central cities, in smaller communities. Their lifestyle is more country than urban.

#### **Defining Traits**

- Settled single-family neighborhoods with slow rates of change and residents that have lived in the same house for years
- 64% have a high school diploma or some college
- Attentive to price, but not at the expense of quality; prefer to buy American and natural products
- Sociable, church-going residents belonging to fraternal orders, veterans' clubs and charitable organizations and do volunteer work and fund-raising

### **TRADITIONAL LIVING (13.0%)**

Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. Primarily a younger market, the households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit.

#### **Defining Traits**

- Median home value is \$79,000; less than half US median
- Homes are primarily single-family or duplexes in older neighborhoods, built before 1940
- Unemployment is higher at 10.9%; labor force participation is also a bit higher at 64.6%
- Cost-conscious consumers that are comfortable with brand loyalty, unless the price is too high
- Manufacturing, retail trade, and health care sectors are the primary sources of employment

### **HEARTLAND COMMUNITIES (10.9%)**

Well settled and close-knit, Heartland Communities are semirural and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages on their single-family detached units. Their children have moved away, but they have no plans to leave their homes.

#### **Defining Traits**

- Median household income (\$39,000) and median net worth (\$55,000) are both below the US medians
- Retirees in this market depress the average labor force participation rate to less than 60%, but the unemployment rate is comparable to the US
- More workers are white collar than blue collar; more skilled than unskilled
- They support their local businesses, always buy American, and favor domestic driving vacations over foreign plane trips

## Employment Profile

This section analyzes annual employment and wage trends by industry over the last five years for the Union City Region and Obion County, describing overall growth and shifts between sectors. Employment trends and concentrations are also presented for Union City.

### Major Employers

Table 4 demonstrates employers in Obion County that have more than 10 employees. The most prevalent sector represented by the largest employers is Manufacturing, which includes six of the top 11 companies identified. The two largest companies, Tyson Foods and Williams Sausage, are in the food processing business, and contain a combined 1,715 jobs. Four public employers made the list, including Obion County School System, Baptist Memorial Hospital, and two government agencies.

**Table 4: Major Public and Private Employers, Obion County, 2017**

Employer	Business/Industry	Estimated Employment	Year Established
Tyson Foods, Inc.	Food Processing: Chicken	1,100	1995
Williams Sausage	Food Processing: Sausage	615	1958
Obion County School System	Education	440	-
Baptist Memorial Hospital	Healthcare	410	1950
Titan Tire	Off Road Tire/Rubber Production	400	2011
Kohler	Bathroom Fixtures	288	1967
Institutional Casework, Inc.	Laboratory Equipment	200	2015
Obion County Government	Government	155	-
MVP Brands	Candle Manufacturing	150	1979
Union City	Government	140	-
Discovery Park of America	Education/Tourism	117	2013

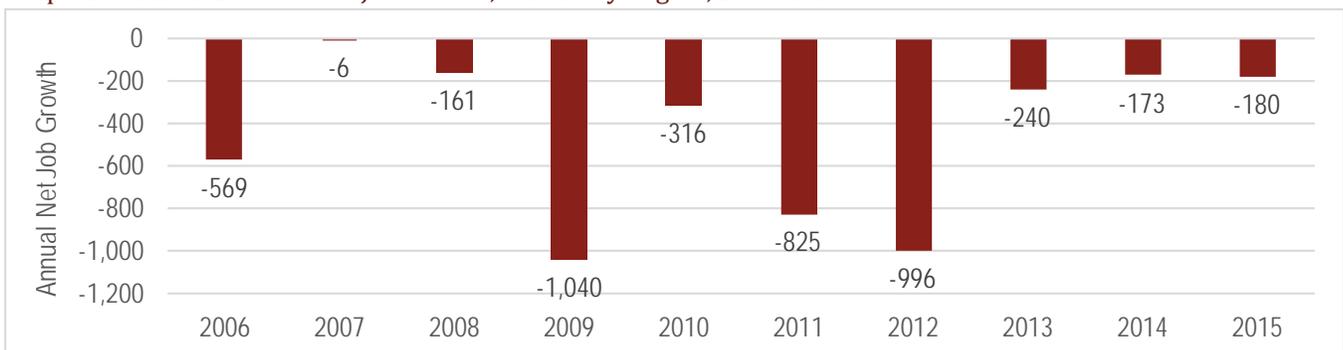
Source: Discover Obion County, Tennessee (www.obioncounty.org)

### Annualized Employment Growth Trends

#### Union City Region

As shown in Graph 10, annualized net job growth in the Union City region has been negative for the past decade; however, the severity of losses has become less severe in the years marking recovery from the 2007-2009 Recession.

**Graph 10: Annualized Net New Job Growth, Union City Region, 2006-2015**



Source: TN Department of Labor and Workforce Development; Kimley-Horn

As shown in *Table 5*, employment in the two-county Union City Region decreased by 2,542 jobs, or 17.8%, between 2010 and 2015. The largest employment sectors in the region in 2015 included Education and Health Services, Retail Trade, and Manufacturing. The 6,328 jobs reported in these three sectors made up over half of the total jobs in the Region, which is lower than the share they made up in 2010. Job gains were recorded in the following industries:

- Leisure and Hospitality (+254)
- Professional and Business Services (+106)
- Public Administration (+50)
- Other Services, Ex. Public Admin (+33)
- Natural Resources and Mining (+22)
- Construction (+16)

**Table 5: Annualized Employment by Industry, Union City Region, 2010-2015**

Industry Classification	2010	2015	2010-2015 Δ	
			#	%
Leisure and Hospitality	1,067	1,321	254	23.8%
Professional and Business Services	747	853	106	14.1%
Public Administration	636	686	50	7.9%
Other Services, Ex. Public Admin	196	229	33	16.8%
Natural Resources and Mining	89	111	22	24.7%
Construction	503	519	16	3.2%
Finance and Insurance	451	444	-7	-1.6%
Information	148	130	-18	-12.2%
Transportation, Warehousing & Utilities	415	392	-23	-5.5%
Real Estate and Rental and Leasing	145	121	-24	-16.6%
Retail Trade	2,087	2,042	-45	-2.2%
Wholesale Trade	953	577	-376	-39.5%
Education and Health Services	3,122	2,365	-757	-24.2%
Manufacturing	3,694	1,921	-1,773	-48.0%
<b>Total</b>	<b>14,253</b>	<b>11,711</b>	<b>-2,542</b>	<b>-17.8%</b>

Source: State of Tennessee; [www.jobs4tn.gov](http://www.jobs4tn.gov); Kimley-Horn

## Obion County

Obion County had 9,638 jobs in 2015, a 16.3% decline from 2010 (*Table 6*). There was a notable loss of over half of the County's Manufacturing jobs from 2010 to 2015, decreasing from 3,433 to 1,574, which made up for 99% of the county net job loss during this time period. A large share of the losses is due to the closing of the Goodyear plant in Union City in 2011. The closing resulted in the loss of 1,900 positions. Although some of the building has been repurposed by Titan Tire, the new jobs were not enough to off-set the initial losses.

Retail Trade, Manufacturing, and Healthcare and Social Assistance comprised Obion County's largest sectors in 2015. Growth was exhibited in half of the industry sectors in the County. Industries experiencing the greatest increases in Obion County between 2010 and 2015 included:

- Accommodation and Food Services (+151)
- Public Administration (+78)
- Arts, Entertainment, and Recreation (+73)
- Administrative and Waste Services (+49)
- Professional and Technical Services (+45)

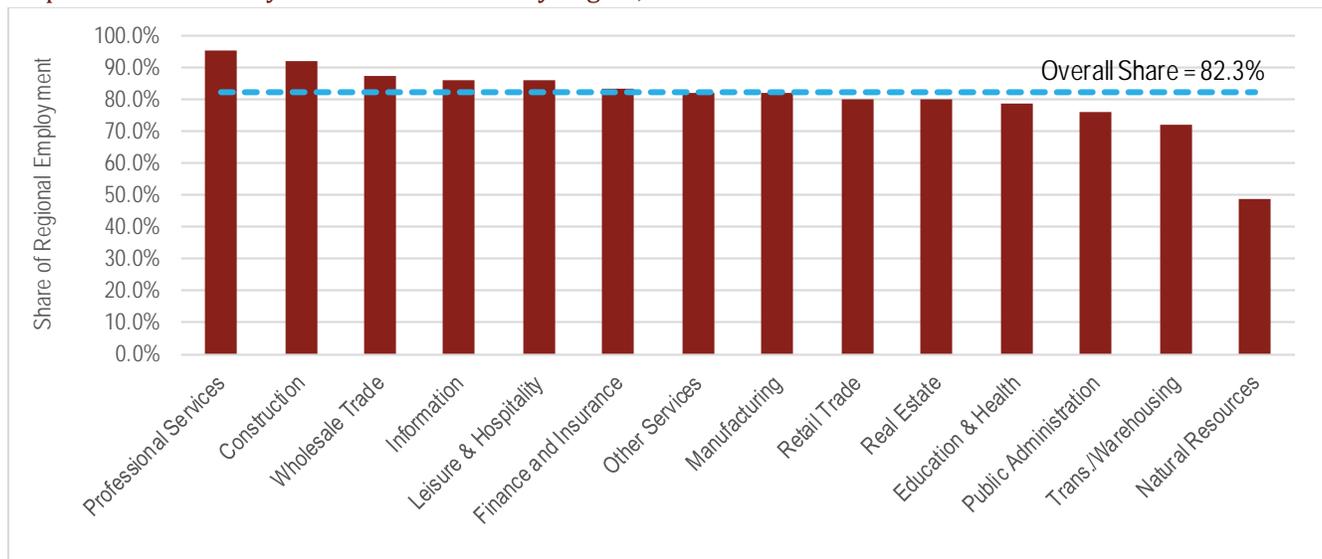
**Table 6: Annualized Employment by Industry, Obion County, 2010-2015**

Industry	2010	2015	2010-2015 Δ	
			#	%
Accommodation and Food Services	833	984	151	18.1%
Public Administration	446	524	78	17.5%
Arts, Entertainment, and Recreation	76	149	73	96.1%
Administrative and Waste Services	423	472	49	11.6%
Professional and Technical Services	245	290	45	18.2%
Utilities	25	55	30	120.0%
Other Services, Ex. Public Admin	167	188	21	12.6%
Management of Companies and Enterprises	33	52	19	59.3%
Construction	460	476	16	3.5%
Finance and Insurance	369	371	2	0.5%
Natural Resources and Mining	65	54	-11	-16.9%
Information	126	112	-14	-11.1%
Retail Trade	1,654	1,639	-15	-0.9%
Real Estate and Rental and Leasing	120	97	-23	-19.2%
Transportation and Warehousing	293	228	-65	-22.2%
Wholesale Trade	601	504	-97	-16.1%
Educational Services	907	798	-109	-12.0%
Health Care and Social Assistance	1,237	1,071	-166	-13.4%
Manufacturing	3,433	1,574	-1,859	-54.2%
<b>Total</b>	<b>11,513</b>	<b>9,638</b>	<b>-1,875</b>	<b>-16.3%</b>

Source: State of Tennessee; www.jobs4tn.gov; Kimley-Horn

With nearly 10,000 jobs in 2015, Obion County represented 82.3% of the total employment base in the Union City region (*Graph 11*). The highest shares were for Professional Services (95.4%), Construction (91.7%), and Wholesale Trade (87.3%). All but one industry made up over 70% of the total regional employment per industry. The sector with the lowest share of the regional total was Natural Resources at 48.6%, which typically requires larger tracts of land more easily identified in rural areas.

**Graph 11: Obion County as a Share of Union City Region, 2015**

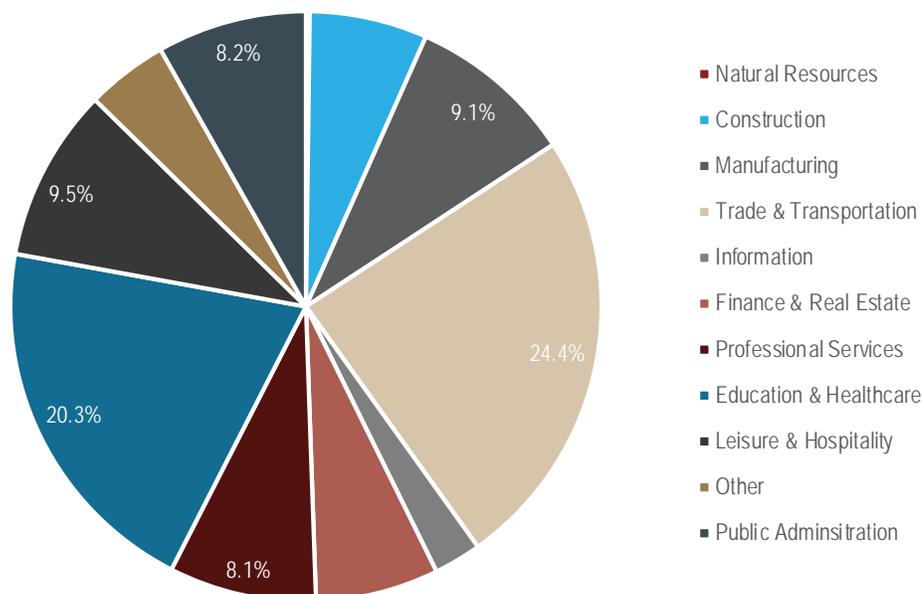


Source: TN Department of Labor and Workforce Development; Kimley-Horn

### Union City

Based on the most recent place-of-work employment data available for Union City, there were an estimated 6,500 jobs in 2014 (*Graph 12*). The super-sector industry with the most employees, comprising 24.4% of the total jobs, was Trade & Transportation, which includes Retail Trade, Wholesale Trade, Transportation, Warehousing and Utilities. Other significant employment sectors in Union City include Education and Healthcare (20.3%), Leisure and Hospitality (9.5%), and Manufacturing (9.1%).

**Graph 12: Share of Total Jobs by Super-Sector, Union City, 2014**



Similar to regional and County-wide trends, jobs in Union County declined between 2009 and 2014, resulting in a 2.5% loss over five years (*Table 7*). Although nearly half of the 19 industry sectors in Union City experienced an increase over the five-year period, the new additions were not enough to off-set the losses. The strongest growth sectors are as follows:

- Accommodation and Food Services (+174)
- Arts, Entertainment, and Recreation (+79)
- Management of Companies and Enterprises (+76)
- Construction (+39)
- Utilities (+38)

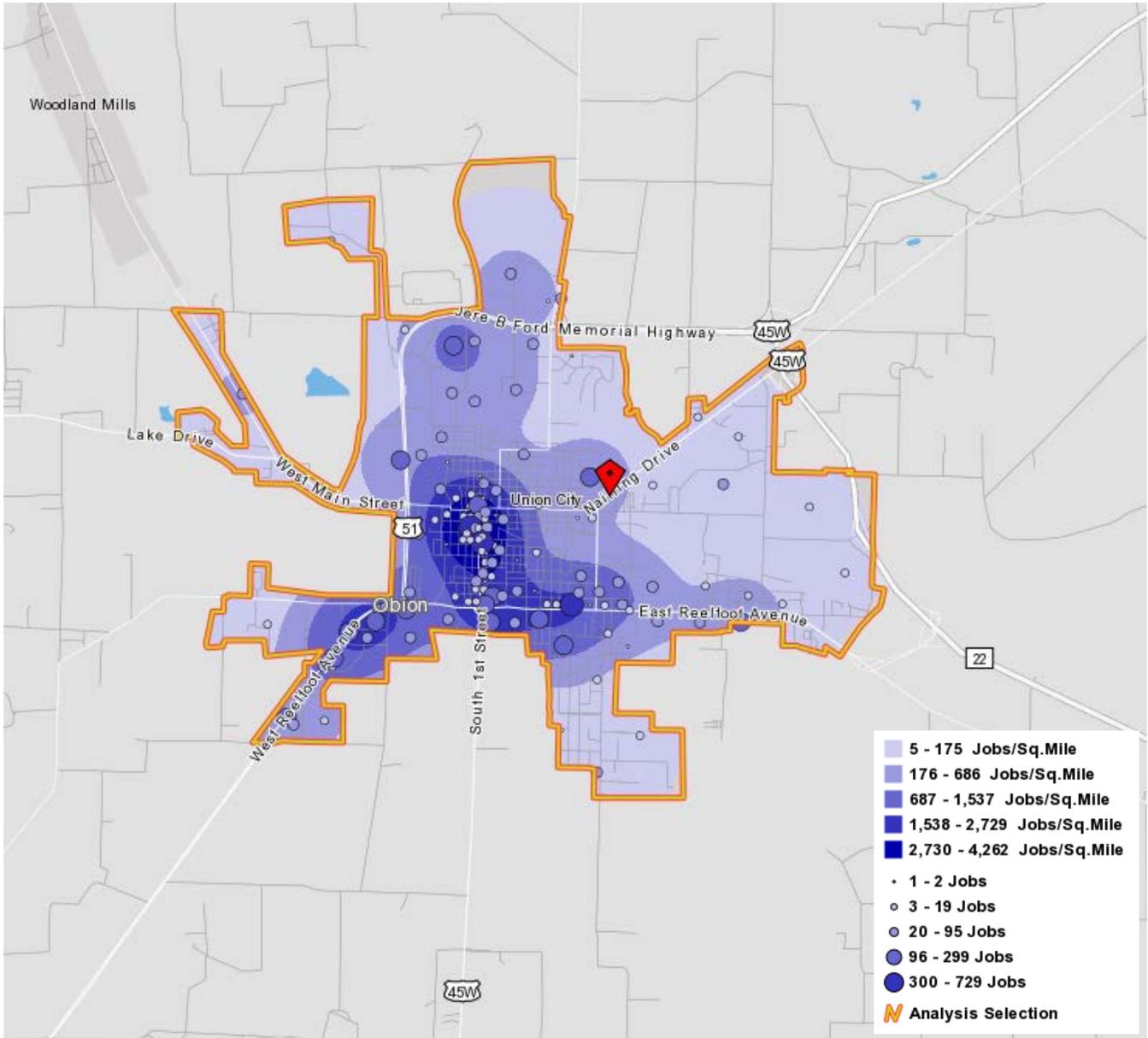
**Table 7: Employment by Industry, Union City, 2009-2014**

Industry	2009	2014	2004-2014 $\Delta$	
			#	%
Accommodation and Food Services	555	729	174	31.4%
Arts, Entertainment, and Recreation	6	85	79	1316.7%
Management of Companies and Enterprises	0	76	76	n/a
Construction	173	212	39	22.5%
Utilities	21	59	38	181.0%
Transportation, Warehousing, and Utilities	89	104	15	16.9%
Other Services, Ex. Public Admin	97	108	11	11.3%
Real Estate and Rental and Leasing	65	68	3	4.6%
Natural Resources and Mining	7	9	2	28.6%
Information	111	104	-7	-6.3%
Finance and Insurance	347	330	-17	-4.9%
Wholesale Trade	392	366	-26	-6.6%
Public Administration	327	283	-44	-13.5%
Manufacturing	787	731	-56	-7.1%
Administrative and Waste Services	341	282	-59	-17.3%
Educational Services	804	741	-63	-7.8%
Professional and Technical Services	180	116	-64	-35.6%
Health Care and Social Assistance	943	851	-92	-9.8%
Retail Trade	1,405	1,232	-173	-12.3%
<b>Total</b>	<b>6,650</b>	<b>6,486</b>	<b>-164</b>	<b>-2.5%</b>

Source: LEHD On the Map; Kimley-Horn

It should be noted that the job numbers for Union City exclude some of the large manufacturers located just outside the municipal boundaries, including Titan Tire. *Map 3* shows the largest employment centers in Union City. Notable nodes of employment include downtown Union City, which hosts a blended concentration of Retail Trade, Accommodation and Food Service, Professional Services, and Public Administration jobs. Jobs are also prevalent along Reelfoot Avenue, largely anchored by Retail Services, and Baptist Memorial Hospital, as well as in industrial and business parks north of downtown.

Map 3: Employment Concentrations, Union City, 2014



Source: LEHD On the Map; Kimley-Horn

## Annualized Wages by Industry

### Union City Region

In 2015, the average annual wage in the Union City Region was \$34,028, a decrease of \$916 or 2.6% from \$34,945 in 2010 (Table 8). This decline was primarily skewed by the \$8,945 decrease in the Manufacturing average annual wage during the same time period, largely impacted by the loss of Goodyear in 2011. All but four industry sectors posted increases, with the strongest growth as follows:

- Natural Resources and Mining (+\$13,195)
- Wholesale Trade (+\$11,335)
- Finance and Insurance (+\$10,398)
- Public Administration (+\$5,784)
- Information (+\$2,957)

**Table 8: Wages by Industry, Union City Region, 2010-2015**

Industry Classification	2010	2015	2010-2015 Δ	
			#	%
Natural Resources & Mining	\$23,843	\$37,038	\$13,195	55.3%
Wholesale Trade	\$32,352	\$43,687	\$11,335	35.0%
Finance and Insurance	\$40,985	\$51,383	\$10,398	25.4%
Public Administration	\$29,052	\$34,836	\$5,784	19.9%
Information	\$28,464	\$31,421	\$2,957	10.4%
Education and Health Services	\$31,527	\$34,344	\$2,817	8.9%
Real Estate and Rental and Leasing	\$51,460	\$54,036	\$2,576	5.0%
Construction	\$41,027	\$42,861	\$1,834	4.5%
Transportation, Warehousing & Utilities	\$39,358	\$40,540	\$1,182	3.0%
Leisure and Hospitality	\$12,320	\$13,120	\$799	6.5%
Professional and Business Services	\$36,277	\$36,049	-\$228	-0.6%
Retail Trade	\$26,655	\$25,960	-\$695	-2.6%
Other Services, Ex. Public Admin	\$37,265	\$35,275	-\$1,991	-5.3%
Manufacturing	\$51,845	\$42,900	-\$8,945	-17.3%
<b>Average</b>	<b>\$34,945</b>	<b>\$34,028</b>	<b>-\$916</b>	<b>-2.6%</b>

Source: State of Tennessee; www.jobs4tn.gov; Kimley-Horn

### Obion County

In 2015, the average annual wage in Obion County was \$34,424, representing a decrease of \$2,340 or 6.4% from 2010 (Table 9). Four industries posted declines: Manufacturing, Retail Trade, Other Services ex. Public Admin., and Professional and Business Services. The average annual wage in Obion County was higher than the \$34,028 measure reported for the larger Union City Micropolitan Statistical Area. Again, wages for the Manufacturing sector were heavily impacted by the loss of high-paying union jobs when Goodyear closed its Union City facility in 2011.

**Table 9: Wages by Industry, Obion County, 2010-2015**

Industry Classification	2010	2015	2010-2015 Δ	
			#	%
Natural Resources & Mining	\$21,684	\$37,492	\$15,808	72.9%
Finance and Insurance	\$43,368	\$54,444	\$11,076	25.5%
Wholesale Trade	\$33,332	\$43,628	\$10,296	30.9%
Public Administration	\$31,460	\$37,648	\$6,188	19.7%
Education and Health Services	\$27,976	\$33,592	\$5,616	20.1%
Real Estate and Rental and Leasing	\$58,812	\$63,752	\$4,940	8.4%
Information	\$28,912	\$32,292	\$3,380	11.7%
Construction	\$39,000	\$41,392	\$2,392	6.1%
Transportation, Warehousing & Utilities	\$41,704	\$42,796	\$1,092	2.6%
Leisure and Hospitality	\$12,636	\$13,312	\$676	5.3%
Professional and Business Services	\$36,712	\$35,828	-\$884	-2.4%
Other Services, Ex. Public Admin	\$39,312	\$38,012	-\$1,300	-3.3%
Retail Trade	\$28,392	\$26,832	-\$1,560	-5.5%
Manufacturing	\$52,988	\$42,900	-\$10,088	-19.0%
<b>Average</b>	<b>\$36,764</b>	<b>\$34,424</b>	<b>-\$2,340</b>	<b>-6.4%</b>

Source: NC Department of Commerce, Labor and Economic Analysis Division

The sector with the highest average wage in Obion County was Real Estate and Rental and Leasing, earning nearly \$64,000 on average annually. However, the 97 jobs in this industry made up only 1.0% of the total employment. The industries with the most significant gain over the five-year period included:

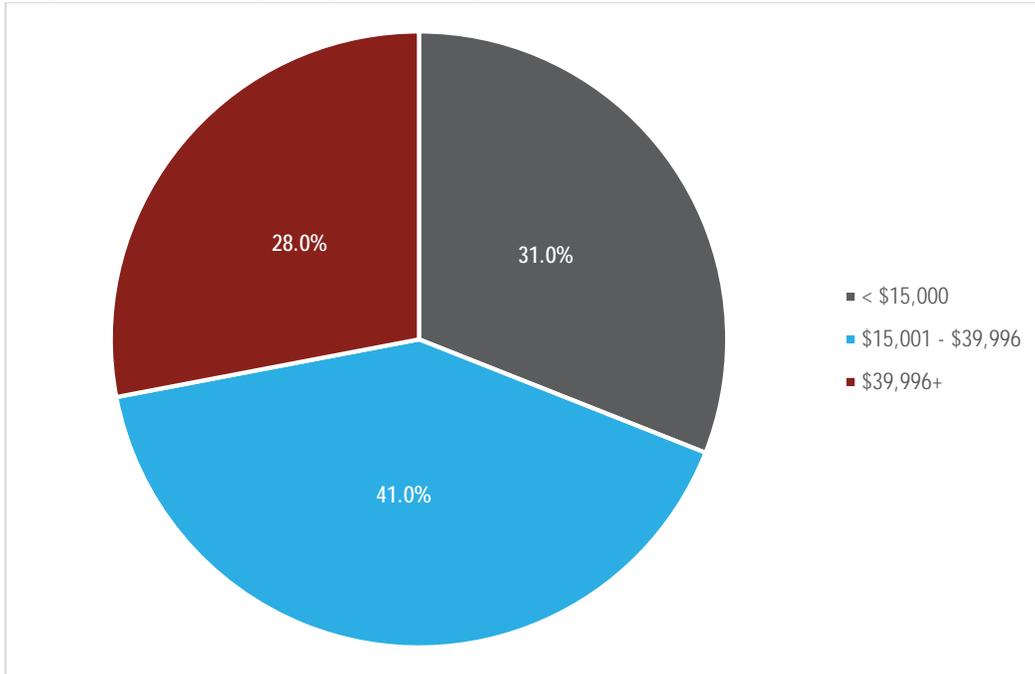
- Natural Resources and Mining (+\$15,808)
- Finance and Insurance (+\$11,076)
- Wholesale Trade (+\$10,296)
- Public Administration (+\$6,188)
- Education and Health Services (+\$5,616)

The largest employment sector in the County, Education and Health Services, grew 20.1% from average earnings of \$27,976 in 2010 to \$33,592 in 2015. Retail Trade and Manufacturing, the next two largest sectors, had 2015 averages of \$26,832 and \$42,900, respectively.

### Union City

Sector-specific wage information is not available for Union City. However, according to the US Census, 41% of the jobs in the study area have an average annual wage between \$15,001 and \$39,996 (*Graph 13*). Another 31% of the jobs have average wages below \$15,000 annually, with the remaining 28% of the jobs offering wages roughly between \$15,000 and \$40,000.

Graph 13: Jobs by Wage Range, Union City, 2014



Source: U.S. Census Bureau

## Real Estate Overview

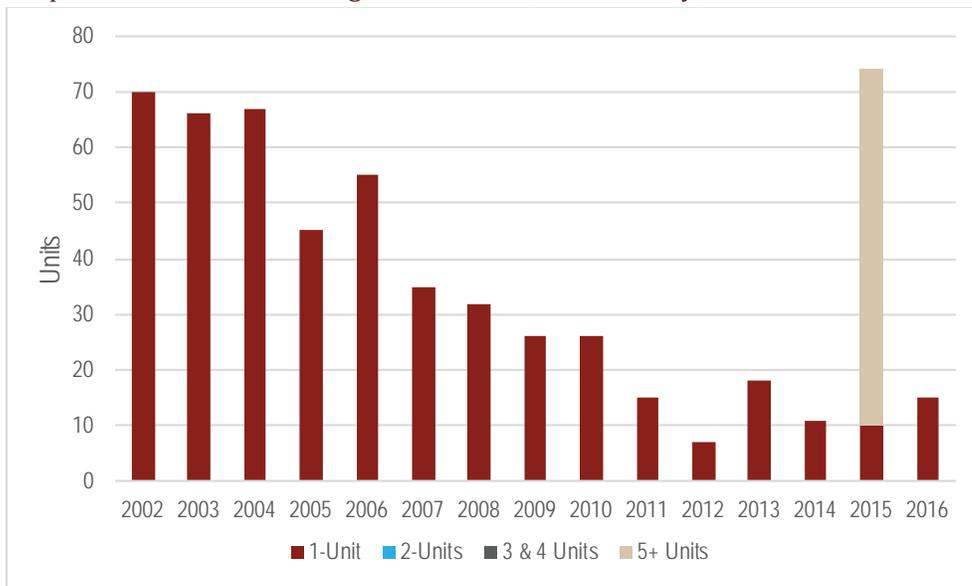
This section provides summary real estate performance information for the City of Union City. Data in this section is largely based on current activity; limited information is available to demonstrate historic trends or shifts in the different real estate sectors.

### Housing

#### Residential Building Permits

Residential building permits in Obion County were highest between 2002 and 2004, at approximately 70 per year (*Graph 14*). Since the peak, building permits have fallen steadily, reaching a 15-year low of only seven in 2012, during recovery from 2007-2009 Recession. Annual permits have recovered slightly, with single-family detached units averaging 13 units per year. Permits were issued for Ware Park Apartments, a small, income-targeted multifamily community, in 2015. This marked the first time in the 15-year period permits were issued for a non-single-family detached permit.

**Graph 14: Residential Building Permit Trends, Obion County, 2002-2016**



Source: US Census; Kimley-Horn

#### Housing Unit Overview

As shown in *Table 10*, Union City experienced a modest increase in housing units between 2000 and 2016, reaching an estimated total of 5,095 units. During the same time period, the region actually lost housing units, equating to a 0.7% decrease in 16 years. A decline in housing units is likely the result of aging product being demolished at a rate faster than new housing units are constructed.

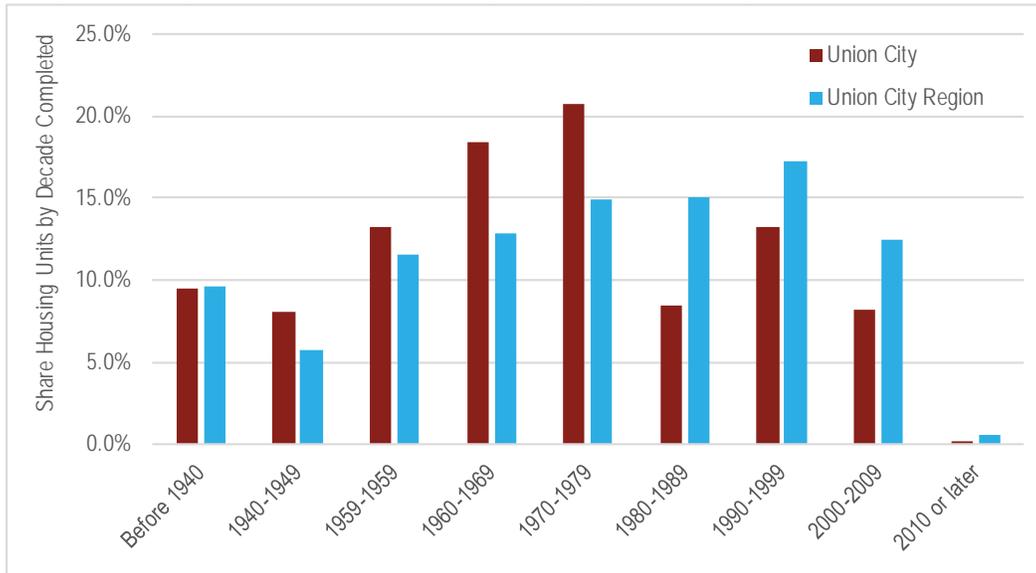
**Table 10: Comparison of Housing Unit Trends, 2000-2016**

Area	2000	2010	2016	2000-2016 Δ		
				#	%	CAGR
Union City	5,013	5,095	5,095	82	1.6%	0.1%
Obion County	14,489	14,659	14,712	223	1.5%	0.1%
Union City Region	18,186	18,031	18,063	-123	-0.7%	0.0%
City % Region	27.6%	28.3%	28.2%	-66.7%		

Source: US Census; ESRI Business Analysis Online; Kimley-Horn

Based on 2010-2014 American Community Survey data, the median year of completion for housing stock in Union City was 1970, consistent with 1973 for the two-county micropolitan region. As shown in *Graph 15*, approximately 70% of the total housing stock in Union City was completed before 1970, with 20.7% built between 1970 and 1979. Comparatively, the region has higher shares of newer housing units, completed since 1980. It should be noted that Union City and the region have very low shares of housing product completed since 2010, 0.2% and 0.6% of the total, respectively.

**Graph 15: Comparison of Share of Housing Units by Decade Completed, 2014**

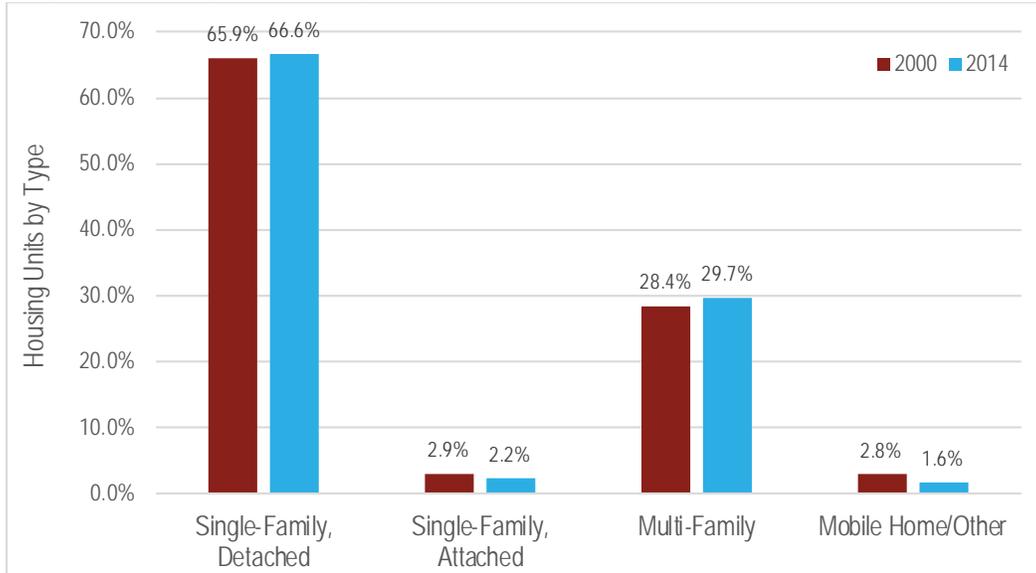


Source: ESRI Business Analyst Online; Kimley-Horn

### Units by Type

As shown in *Graph 16*, single-family detached housing makes up the largest share by type in Union City at approximately 66.6% of the total stock. Multi-family housing product made up the second largest concentration in 2014 at nearly 30%. Shares of total housing remained relatively unchanged for all housing types, with only a modest increase in multi-family, offset by a decline in Union City's mobile homes.

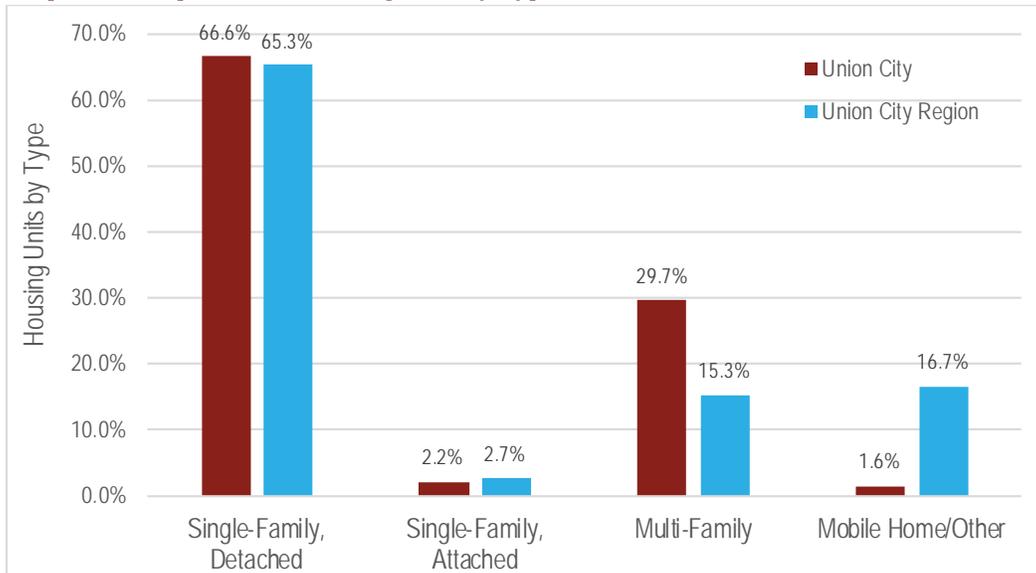
**Graph 16: Housing Units by Type, Union City, 2000-2014**



Source: ESRI Business Analyst Online; Kimley-Horn

Based on 2010-2014 ACS data, the two-county Union City Micropolitan Statistical Area reported a consistent share of single-family detached and attached product as Union City (*Graph 17*). As the largest municipality in the region, Union City has a higher share of multi-family units, while the region has more mobile homes, typically more common in rural area.

**Graph 17: Comparison of Housing Units by Type, 2014**



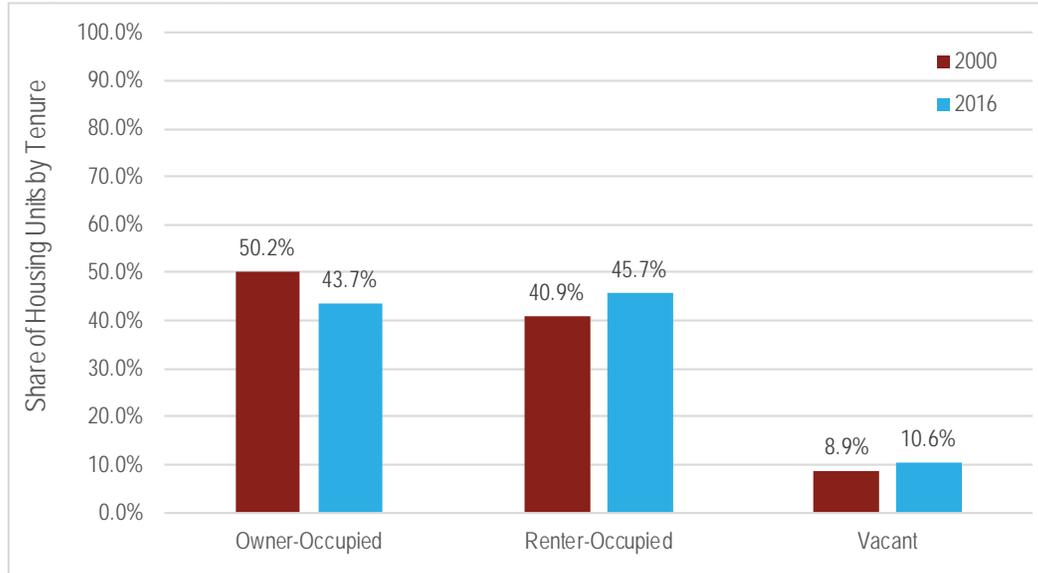
Source: ESRI Business Analyst Online; Kimley-Horn

## Tenure

Since 2000, the share of renter-occupied units in Union City surpassed owner-occupied units. As shown in *Graph 18*, the City had a 2016 owner-occupied share of 43.7% and a renter-occupied share of 45.7%. Vacant units made up approximately 10.6% of the inventory. Increases in renter-occupied and vacant units from 2000 to 2016 offset the 6.5% decline in owner-

occupancy. It should be noted that given the high share of detached housing product, many of the renter-occupied units are likely hosted in investor-owned single-family neighborhoods.

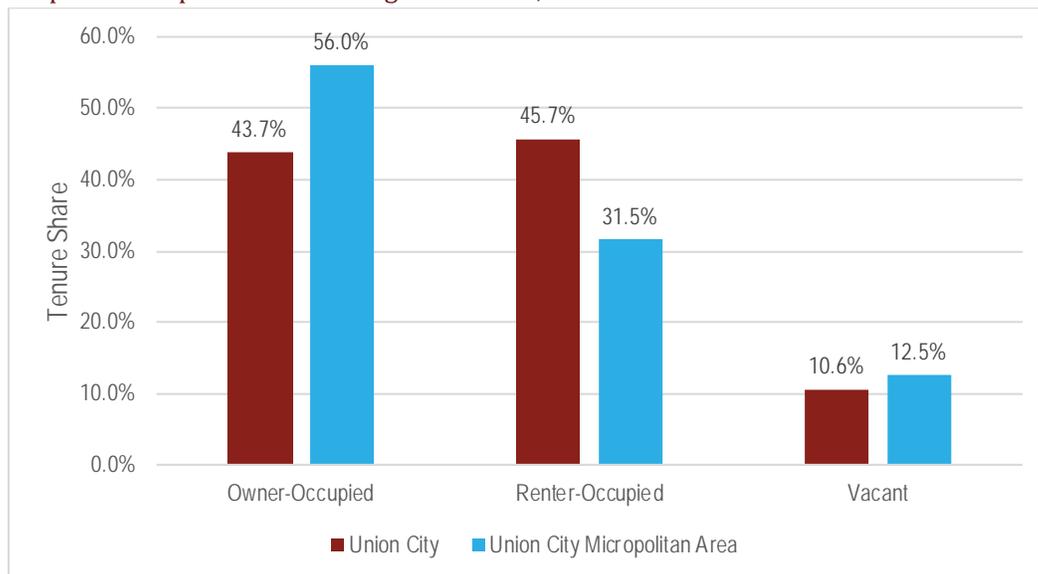
**Graph 18: Housing Unit Tenure Trends, Union City, 2000-2016**



Source: ESRI Business Analyst Online; Kimley-Horn

Union City has lower owner-occupied and vacant unit shares when compared to the larger region (Graph 19). Conversely, the City has a significantly higher renter-occupied share.

**Graph 19: Comparison of Housing Unit Tenure, 2016**



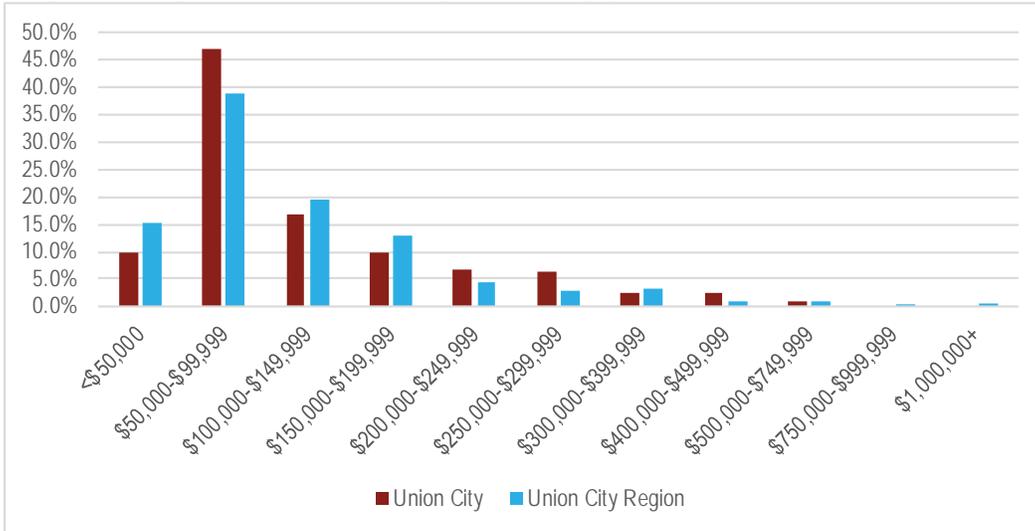
Source: ESRI Business Analyst Online; Kimley-Horn

**For-Sale Housing**

According to the US Census, more than 45% of the owner-occupied housing stock in Union City is valued between \$50,000 and \$100,000 (Graph 20). The second highest concentration are houses valued between \$100,000 to \$150,000. Generally,

Union City follows a similar pattern exhibited in the larger region, however, the region offers more diversification of value, especially in the lower and higher ranges.

**Graph 20: Comparison of Owner-Occupied Housing by Value, 2016**

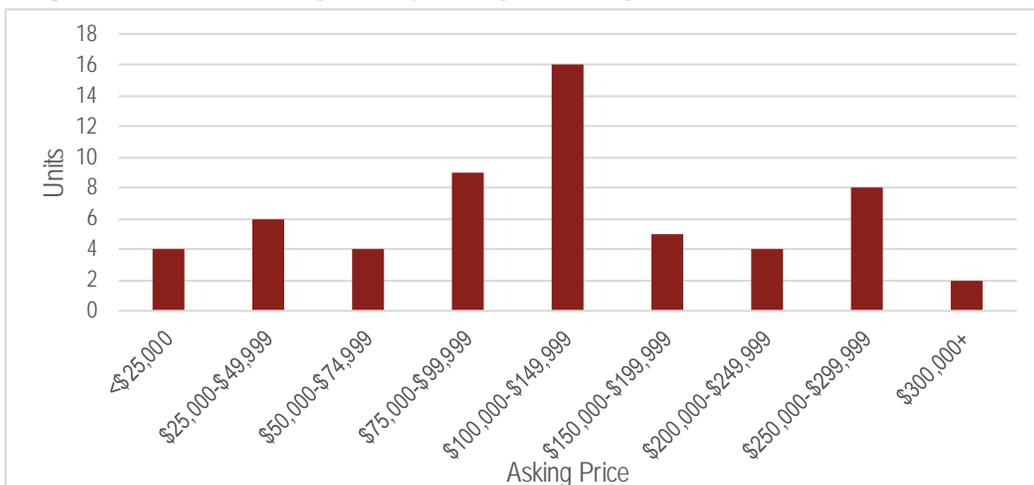


Source: ESRI Business Analyst Online; Kimley-Horn

Since market-wide for-sale closing and price point data is relatively limited in Union City, additional insight into this real estate sector is based on an inventory of 58 single-family detached units that are currently listed for sale. Data was pulled through a variety of Realtor sites, including Zillow. The inventory does not include any townhouse or attached units, as none were identified through available third-party sources. This aligns with stakeholder feedback indicating the limited nature of this product type in Union City.

Asking prices in Union City vary significantly, both by unit size and location; however, the most common price range is between \$100,000 and \$150,000. This range comprises 27.5% of the inventory identified as part of this analysis. The second most common range is between \$75,000 and \$99,999, followed by higher-priced homes between \$250,000 and \$299,999.

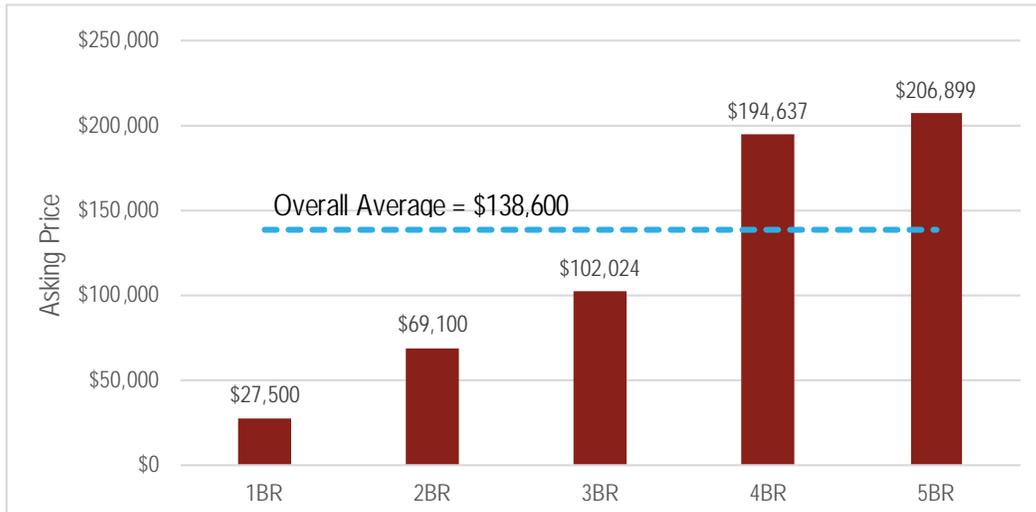
**Graph 21: For-Sale Housing Units by Asking Price Range, 2017**



Source: Third-Party Realtor Sites; Zillow; Kimley-Horn

As shown in *Graph 22*, the overall average asking price for single-family detached product in Union City is estimated at \$138,600. Asking prices vary significantly by bedroom type, ranging from \$27,500 for the only one-bedroom unit identified to over \$206,000 for housing units with five bedrooms.

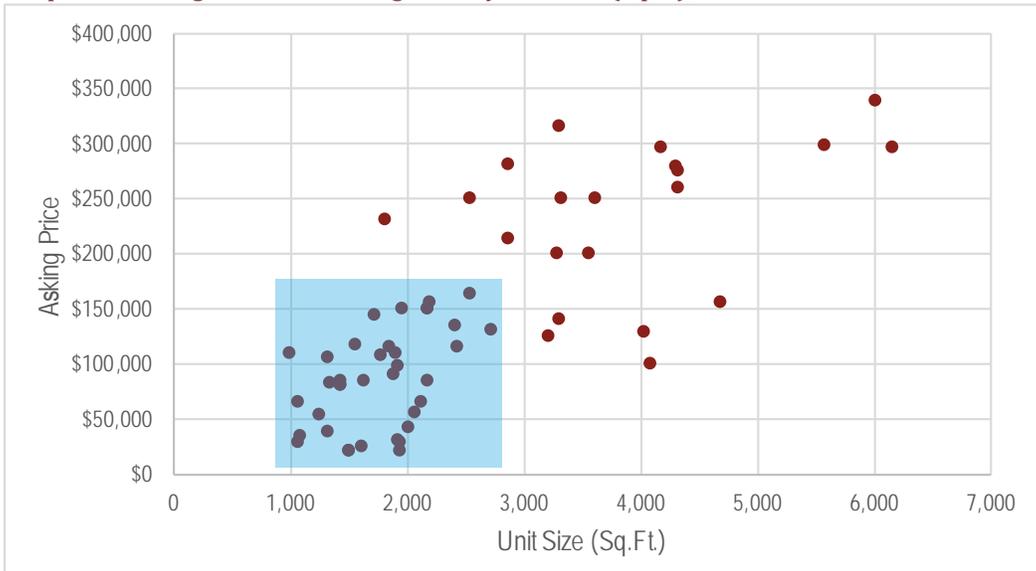
**Graph 22: Average For-Sale Asking Price by Number of Bedrooms, 2017**



Source: Third-Party Realtor Sites; Zillow; Kimley-Horn

*Graph 23* demonstrates the distribution of for-sale housing units by size and asking price point. As indicated by the blue box, the majority of the units rang in size from 1,000 to 2,500 square feet, with associated asking prices between \$25,000 and \$150,000.

**Graph 23: Average For-Sale Asking Price by Unit Size (sq.ft.), 2017**

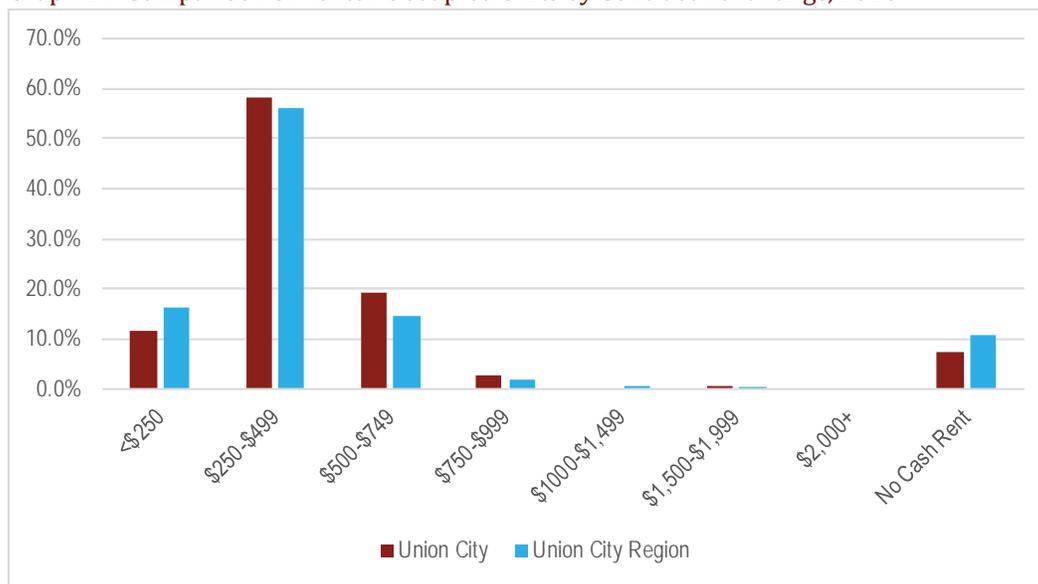


Source: Third-Party Realtor Sites; Zillow; Kimley-Horn

### Rental Housing

According to the US Census, nearly 60% of the renter-occupied units in Union City have a contract rent range from \$250 to \$500 per month, similar to the share demonstrated in the larger region (*Graph 24*). It should be noted that the information supplied in the graph below includes both rental units in traditional apartment communities, as well as investor-owned single-family detached and attached residences that are leased out on a monthly or annual basis. Contract rents are consistent between both geographies with nearly all units leasing for less than \$750 per month. In fact, nearly 97% of the units in Union City have lease rates below \$750, including those with no cash rent (low-income housing).

**Graph 24: Comparison of Renter-Occupied Units by Contract Rent Range, 2016**



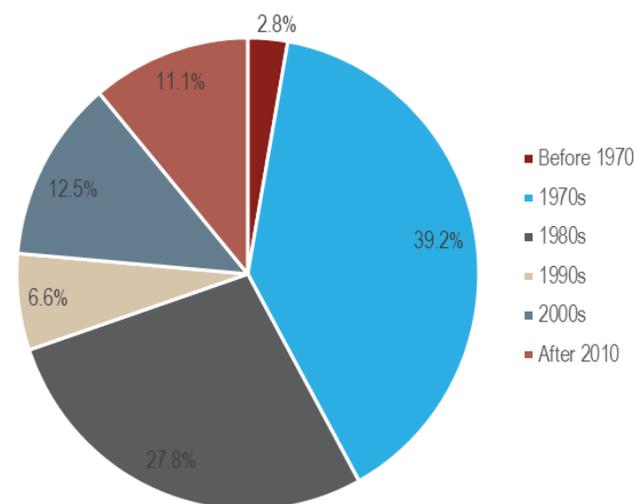
Source: ESRI Business Analyst Online; Kimley-Horn

An inventory of multifamily rental communities identified eleven market-rate and affordable developments. As shown in *Graph 28*, nearly 40% of the current inventory of apartments was completed in the 1970s, with another 27.8% built in the 1980s. Newer product is limited to two communities: Plantation East Apartments and Townhouses, built in 2008, and Ware Park Apartments, completed in 2016.

While nationally, the average size of newer apartment communities has expanded to 200 to 250 units, developments in Union City tend to be smaller, most with less than 100 units each.

Mimicking the results from the US Census graph above, for properties that make rents available, the majority quote lease rates ranging from \$300 to \$500 per month.

**Graph 25: Share of Existing Apartment Inventory by Decade Completed, Union City, 2017**



Source: Kimley-Horn

## Commercial Overview

As previously noted for residential real estate performance, longer-range trend information is extremely limited in Union City. This analysis relies on a current snapshot of performance to demonstrate potential opportunities for the Reelfoot Avenue & Everett Boulevard corridors.

### Retail

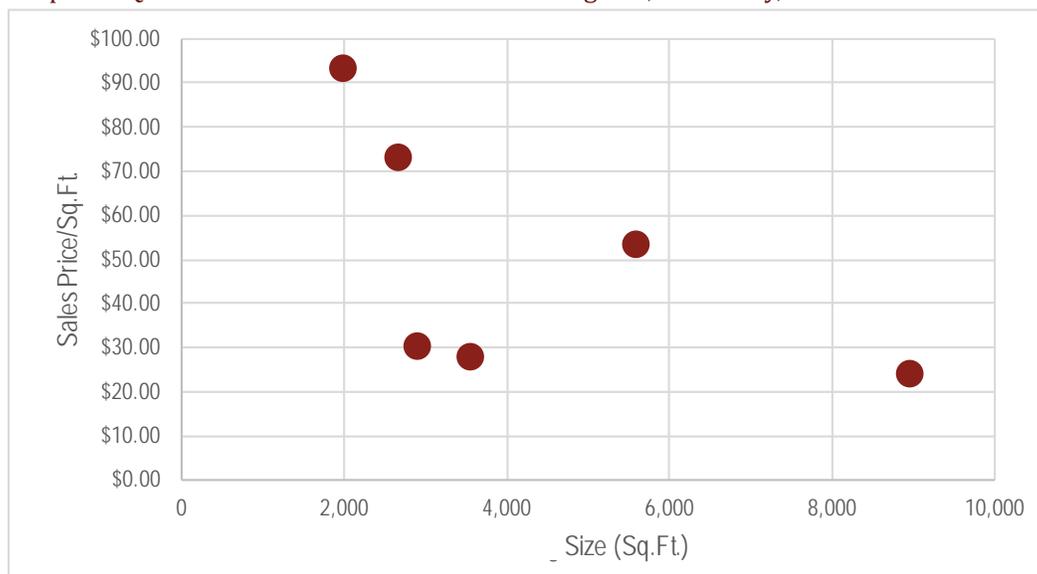
This section provides a high-level inventory of key national and regional chain retailers to demonstrate presence and distribution serving Union City. There is only one supercenter in Union City, a Walmart, located on Reelfoot Avenue. There are two primary national and regional chain grocers serving the City, EW James & Sons and Save a Lot. Additionally, two pharmacy chains were also identified, including Walgreens and Fred's Pharmacy. It is likely that many residents utilize the Walmart Supercenter for grocery and pharmacy needs. Other notable national and regional retail chains, beyond the three categories noted below, include Lowes, Big Lots, Aaron's, Dollar General, JC Penney, Goody's, and Hibbett Sports.



Reelfoot Avenue and Everett Boulevard represent the primary commercial corridor in Union City, hosting all of the national and regional chains noted above. Retail listings are limited to a small number of free-standing properties that are primarily listed for-sale. Of the seven active listings identified, only six had quoted sales price information readily available. *Graph 26* compares the quoted sales price per square foot and building sizes for these listings.

Current retail listings have an average sales price per square foot of \$42, ranging from \$24 to \$95. Available buildings are generally located on or near the Reelfoot Avenue/Everett Boulevard corridor area, with these properties typically generating a premium over those listings near downtown Union City. It should be noted that the properties listed for sale in the corridor area are, on average, newer than those near downtown which also impacts the sales price premium. Available buildings total 25,660 square feet, with the smallest offering 1,980 square feet and the largest with over 8,900 square feet.

**Graph 26: Quoted Sales Price versus Retail Building Size, Union City, 2017**



Source: Kimley-Horn

### Office

Four office properties were identified as being currently marketed for sale in Union City. Similar to retail, office properties are heavily concentrated along the Reelfoot Avenue/Everette Boulevard corridors, as well as near the urban core of downtown. Medical office space is located near Baptist Memorial Hospital, and generates a significant premium over spaces targeting professional services firms. The premium for medical office space is consistent with national trends, and is heavily influenced by the necessary construction specifications that are required to support medical uses.

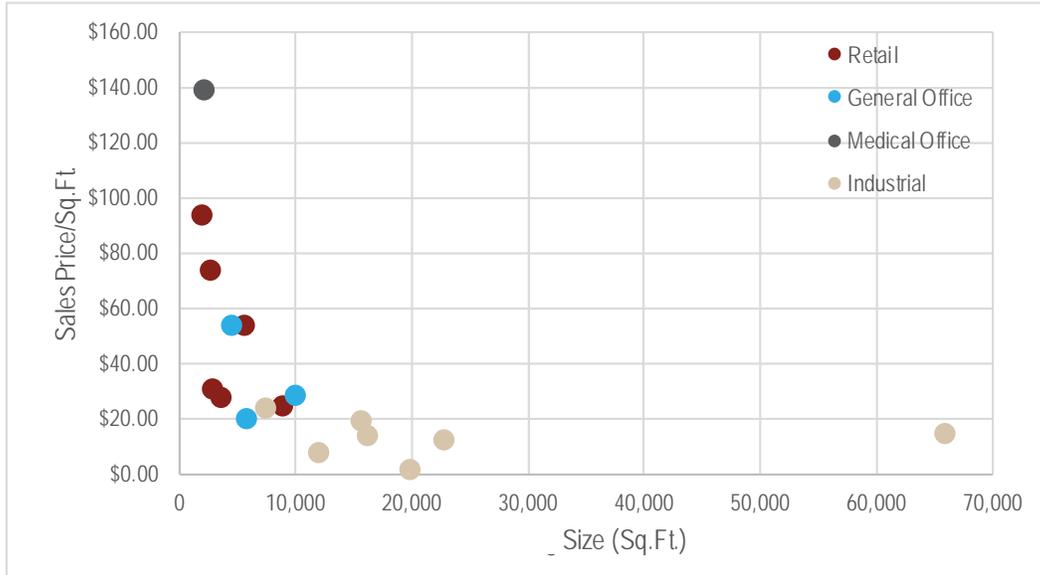
The four office listings identified in Union City have an aggregate average sales price of \$42 per square foot, ranging from \$20 per square foot for a 5,760-square-foot building to nearly \$140 for medical office containing 2,226 square feet on Edwards Street. Excluding the medical office building, the average of the spaces targeting professional services tenants is \$30 per square foot. Non-medical office spaces range from \$20 to \$50 per square foot depending on size, quality, and location.

### Industrial/Warehouse/Flex

There is approximately 190,000 square feet of industrial space actively being marketed for-sale in Union City, with buildings ranging from 5,000 square feet to 130,000 square feet. Industrial listings are concentrated in the northern portion of the City, primarily east of Everett Boulevard. Quoted sales prices average approximately \$14 per square foot, generally ranging from \$5 to \$25.

*Graph 30* compares the quoted sales per square foot size and building sizes across the various commercial real estate sectors: retail, general office, medical office, and industrial. Consistent with nation performance, retail tends to have the highest asking prices per square foot, followed by general office and industrial. The one medical office building currently listed for sale generates a significant premium on a per square foot basis when compared to other sectors, this is largely due to construction quality and interior features required to host healthcare uses.

**Graph 27: Comparison of Quoted Sales Price versus Building Size, Union City, 2017**



Source: Kimley-Horn

## Population and Employment Forecasts

This section provides population and employment forecasts for Obion County and the City of Union City, considering the geographic location in the region, demographic and economic trends, tourism, and real estate market performance. The forecasted population growth is used to project demand for housing and retail in the following section, and future increases in employment are used to determine supportable amounts of office and industrial.

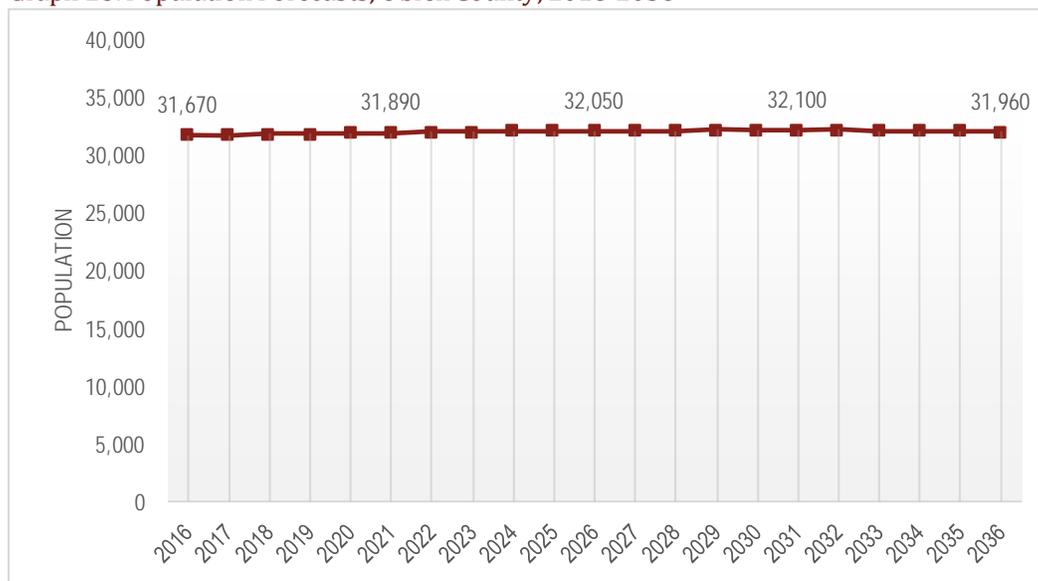
### Population

The starting point for the population forecasts presented in this analysis are 2016 population estimates, provided by ESRI. Based on a 20-year planning horizon, forecasts have been prepared for both Obion County and Union City.

#### Obion County

Based on data provided by ESRI, Obion County had an estimated 31,670 residents in 2016. Forecasts are based on interpretation of projections provided by the Boyd Center for Business and Economic Research through the University of Tennessee and Woods & Poole, a third-party population and employment forecasting firm. As shown in *Graph 28*, the projections for Obion County show population remaining stable through 2036, resulting in a modest increase of 430 people over the 20-year period. It should be noted that the University of Tennessee forecast for Obion County projected a decline in population, while Woods & Poole suggested modest growth.

**Graph 28: Population Forecasts, Obion County, 2016-2036**



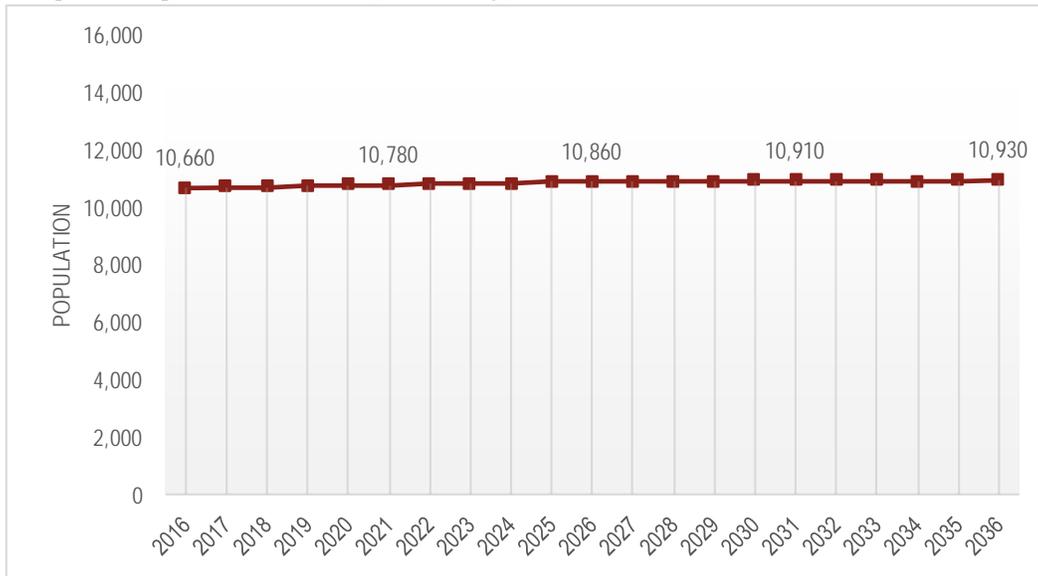
Source: US Census; ESRI Business Analyst Online; University of Tennessee; Woods & Poole; Kimley-Horn

#### Union City

Residents in Union City make up approximately one-third of Obion County's total population. Union City's share of the total population has declined slightly since 2000, as new residential development has targeted greenfield sites in the County around the periphery of Union City. Population forecasts for Union City consider future growth rates, as well as entitlements and announcements that could impact growth in the future.

Union City had an estimated 10,660 residents in 2016 (*Graph 29*). Based on projected growth in the County, this analysis forecasts a total population of 10,930 residents by 2036. This analysis assumes that the decline in capture of total population is likely to stabilize and reverse with a resurgence of living in areas offering proximity to services, entertainment, and transportation options.

**Graph 29: Population Forecasts, Union City, 2016-2036**



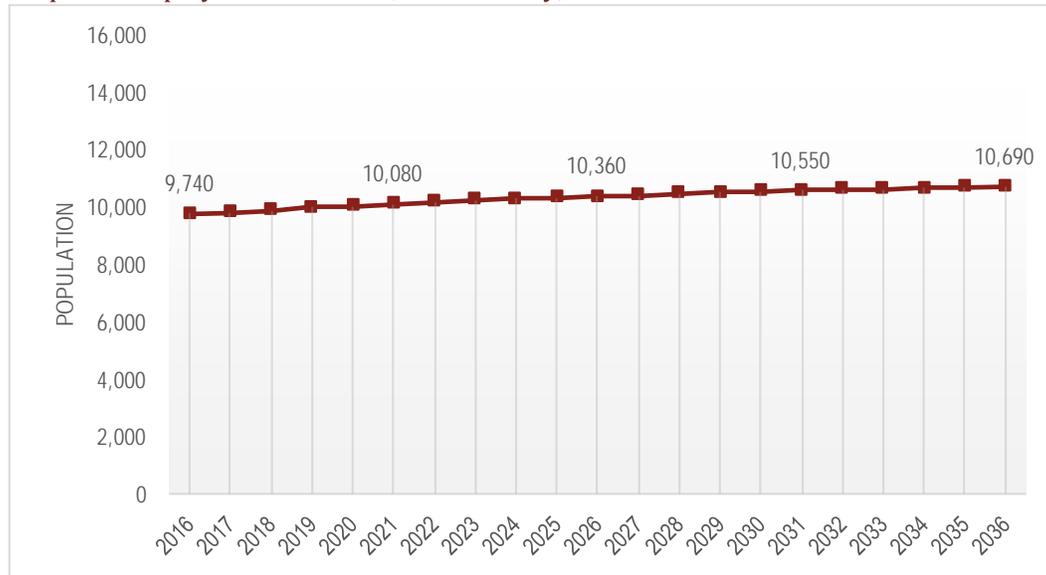
Source: US Census; ESRI Business Analyst Online; University of Tennessee; Woods & Poole; Kimley-Horn

## Employment

Employment forecasts are based on interpretations of datasets prepared by Woods & Poole for Obion County. Economic development and job growth is a function of regional and county-wide success and partnership. As such, this section provides employment forecasts for the County because understanding this momentum is vital to achieving accurate real estate demand projections for Union City and the Reelfoot Avenue/Everett Boulevard corridor area.

Based on data provided by Woods & Poole, Obion County had approximately 9,740 jobs in 2016. As shown in *Graph 30*, the projections for Obion County show a total of 10,690 jobs by 2036, an increase of 9.8% over 20 years. These projections, suggest modest growth in the future, reversing losses demonstrated in the last decade. It should be noted that based on the most recent data released by the State of Tennessee, Obion County experienced a 60-job increase between 2016 and 2017 annual numbers, the first year of positive growth in the last decade.

Graph 30: Employment Forecasts, Obion County, 2016-2036



Source: NC Labor and Economic Analysis Division; Woods & Poole; Kimley-Horn

As previously noted, Obion County is expected to have 10,690 total jobs by 2036, a 9.8% increase from an estimated 9,740 jobs in 2016 (*Table 11*). With 1,850 total jobs, the Retail Trade sector is expected to remain the largest industry in 2036. Most industries are expected to experience growth over the ten-year period, with minor declines in Manufacturing, Other Services, and Utilities. The strongest growth in Obion County employment sectors through 2036 are forecasted to be:

- Accommodation and Food Services (+217)
- Healthcare and Social Assistance (+188)
- Transportation and Warehousing (+119)
- Retail Trade (+104)
- Finance and Insurance (+76)

**Table 11: Employment Forecast by Industry,  
Obion County, 2016-2036**

Industry	2016	2036	2016-2036Δ	
			#	%
Accommodation and Food Services	998	1,215	217	21.8%
Health Care and Social Assistance	1,068	1,256	188	17.6%
Transportation and Warehousing	255	374	119	46.5%
Retail Trade	1,746	1,850	104	6.0%
Finance and Insurance	341	417	76	22.3%
Professional and Technical Services	245	300	55	22.5%
Wholesale Trade	499	549	50	9.9%
Arts, Entertainment, and Recreation	169	216	47	27.6%
Public Administration	506	542	36	7.2%
Real Estate and Rental and Leasing	114	145	31	26.9%
Construction	512	542	30	5.9%
Administrative and Waste Services	453	478	25	5.4%
Educational Services	820	837	17	2.1%
Information	100	105	5	5.1%
Natural Resources and Mining	55	60	5	9.0%
Management of Companies and Enterprises	48	51	3	6.3%
Utilities	55	53	-2	-3.2%
Other Services, Ex. Public Admin	179	157	-22	-12.4%
Manufacturing	1,573	1,548	-25	-1.6%
<b>Total</b>	<b>9,736</b>	<b>10,695</b>	<b>959</b>	<b>9.8%</b>

Source: State of Tennessee; www.jobs4tn.gov ; Kimley-Horn

## Real Estate Demand Forecasts

### Housing Units

Residential housing unit demand is based on the population projections for Union City presented in the previous section. Ultimately, Union City’s performance over the next 20 years could be further impacted by policy decisions, public and private investment, and utility and transportation infrastructure.

#### Residential Forecasts

As demonstrated in the previous section, Union City could have approximately 270 new residents between 2016 and 2036, representing a 2.5% growth rate (Table 12). The forecasted growth rate represents continued modest growth, but is more optimistic. Based on the forecasted growth, total population in Union City could increase from 10,660 people in 2016 to 10,930 people in 2036.

**Table 12: Residential Forecast, Union City, 2016-2036**

Measure	2016	2021	2026	2031	2036	2016-2036 Δ	
						#	%
Population	10,660	10,780	10,860	10,910	10,930	270	2.5%
Households	3,340	3,390	3,430	3,450	3,460	120	3.6%
Housing Units	4,000	4,060	4,100	4,120	4,130	130	3.3%

Source: US Census; ESRI; Kimley-Horn

Housing unit forecasts are based on average household sizes and an 8% vacancy rate. This analysis assumes that the average household size will remain relatively constant over the next 20 years at approximately 2.3 persons per household. Based on these assumptions, Union City could support approximately 130 net new housing units through 2036. This projection does not take into consideration replacement units required for demolished housing units that have become obsolete, uncompetitive, or are damaged or destroyed.

Union City, and surrounding Obion County, have higher shares of single-family detached units with a focus on families and empty nesters seeking affordable housing options. Much of the new demand is likely to be accommodated in a lower density development pattern, consistent with historic trends. Townhouses and apartments are more limited in Union City, but could drive some demand due to an aging population that may seek to downsize into properties with more minimal maintenance. Financing for higher-density housing units is likely to stand as one of the largest challenges in developing these product types in Union City given the sales prices and lease rates currently demonstrated at existing product.

### Retail and Hospitality

The Obion County geography is the basis for the retail forecasts because Union City serves as the primary commercial hub for residents throughout the region. The 2016-2036 retail demand for Obion County and Union City was forecasted using the following method:

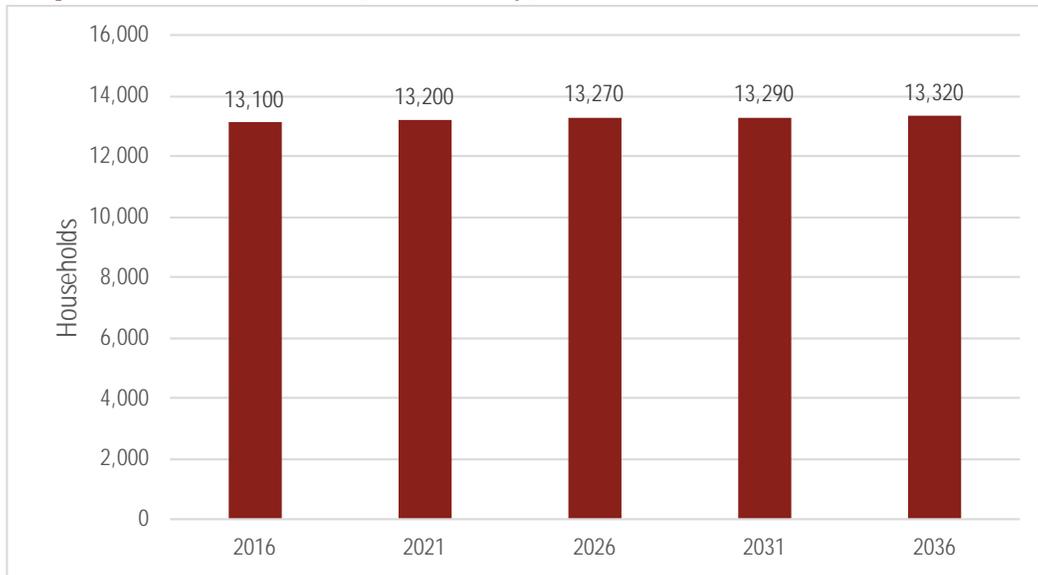
1. Calculating Obion County’s total household income in 2016, 2026, and 2036 by applying the forecasted households to average income projections presented earlier in this document
2. Estimating the County’s expenditure potential based on reported data that indicates the percentage of income spent on various retail goods and services

3. Determining Obion County's sales through 2036, taking into account leakage resulting from resident commuting patterns
4. Estimating sales inflow from non-downtown residents, include those who work there, commuters traveling through the area to reach other destinations, and tourists
5. Converting retail sales to square feet based on sales per square feet data by type of retail

**Household and Income Forecasts**

As shown in *Graph 31*, Obion County had 13,100 households in 2016. This analysis forecasts the addition of approximately 220 households over the next 20 years, reaching a total of 13,320 households in 2036. Again, it should be noted that some third-party sources actually project a decline in households in Obion County over the next 20 years. This analysis aligns with forecasts that suggest slow, but modest, growth.

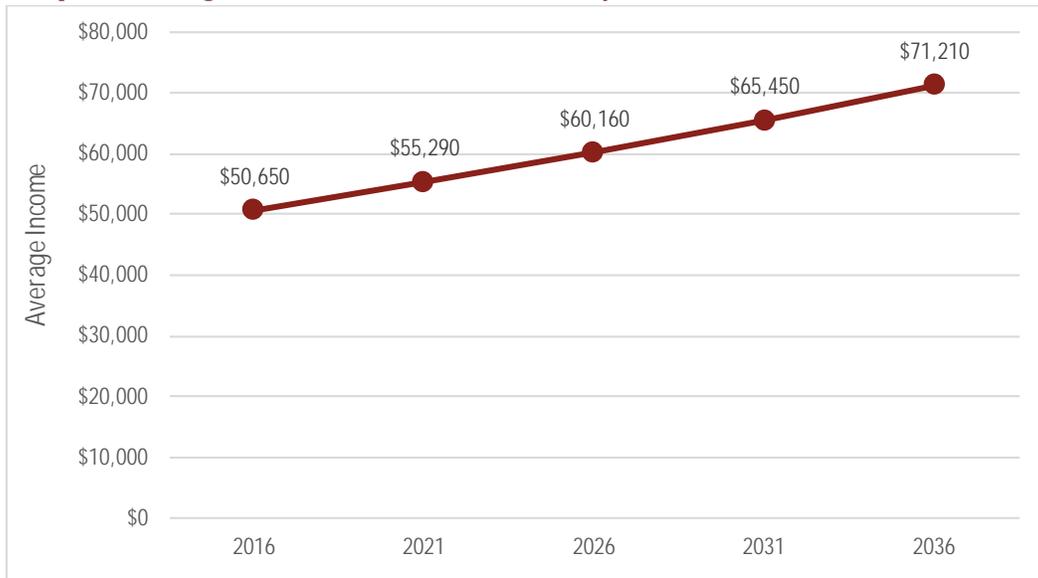
**Graph 31: Household Forecast, Obion County, 2016-2036**



Source: ESRI Business Analyst Online; Kimley-Horn

Retail demand forecasts generally rely on average household income, which is typically higher than the median household income statistics reported previously in this analysis. According to ESRI, Obion County had an estimated average household income of over \$50,650 in 2016. Based on income projections derived from US Census and ESRI trends, the area is expected to have an average household income of over \$71,000 by 2036 (*Graph 32*).

**Graph 32: Average Household Income, Obion County, 2016-2036**



Source: ESRI Business Analyst Online; Kimley-Horn

**Retail Demand Forecast**

Based on the methodology outlined above, and in consideration of the sustained tourism driven by Discovery Park of America, Union City has a forecasted demand of over 70,000 square feet of retail space between 2016 and 2036. New retail demand could be accommodated in existing vacancies, but is more likely to be accommodated in new development due to changing demands of tenants. As shown in *Table 13*, Restaurants (18.7%), Discount Stores (16.4%), and Supermarkets (13.0%) make up the largest demand categories for net new demand in Union City.

**Table 13: Retail Demand Forecast, Obion County, 2016-2036**

Retail Category	Net New Retail Sq.Ft.		2016-2036 Change	% of Total
	2016-2026	2026-2036		
Food Services - Restaurants	7,627	5,701	13,328	18.7%
Discount Stores	6,690	5,001	11,691	16.4%
Supermarkets & Other Groceries	5,301	3,962	9,263	13.0%
Other General Merchandise Stores	3,568	2,667	6,234	8.7%
Clothing Stores	2,510	1,876	4,387	6.1%
Department Stores	2,029	1,517	3,546	5.0%
Book Stores	1,635	1,222	2,857	4.0%
Pharmacies & Drug Stores	1,511	1,130	2,641	3.7%
Drinking Places - Bars	1,472	1,100	2,572	3.6%
Convenience Stores	1,140	852	1,993	2.8%
All Other Categories	7,379	5,515	12,894	18.1%
<b>Total</b>	<b>40,862</b>	<b>30,544</b>	<b>71,406</b>	<b>100.0%</b>

Source: Tennessee Department of Revenue; Kimely-Horn

It should be noted that the 9,263 square feet of demand for Supermarkets and Other Groceries is not enough to support a new full-sized grocery store, which typically range from 45,000 to 65,000 square feet. ESRI Business Analyst Online tracks

retail surplus and leakage by retail industry. While most categories demonstrate a surplus in supply, there are some notable sectors that would represent potential for future demand because residents are going elsewhere for these services. The most notable of these “leakage” sectors are furniture and home furnishing stores, specialty food and dining establishments, and non-store retailers.

Table 14 demonstrates the potential capture of the County-wide retail demand forecast in Union City. This analysis uses a 75-85% capture rate for forecasted demand to demonstrate a future range. The high capture rate is based on the concentration of services in Union City that serve more rural areas in Obion County. Based on these captures, Union City could support approximately 53,550 to 60,690 square feet of net new retail space over the next 20 years.

**Table 14: Net New Retail Demand, Union City, 2016-2036**

Measure	New Retail Demand	
	LOW	HIGH
Obion County	71,400	71,400
Capture Rate	75.0%	85.0%
Union City	53,550	60,690

Source: US Census; ESRI; Kimley-Horn

### Hospitality Demand

Calculated outside the method demonstrated above, hospitality demand is generated by population, employment, and tourism drivers. Although both the population and employment growth in Union City is expected to be limited over the next 20 years, hospitality demand will be driven by the success of Discovery Park of America. Attracting more than 225,000 visitors annually, there is a limited supply of modern hotel accommodations within a short drive of the museum. Based on visitor information provided by the museum, this analysis projects demand for one to two new hotels in Union City over the next 20 years. Not only could these new facilities accommodate visitors to the museum, they could also capture through-traffic on I-69 when completed.

### Office

Office demand for Union City was based on employment growth forecasted for Obion County. The employment growth scenarios are used to forecast both office and industrial demand by considering the types of jobs that would require different development types.

### Office-Occupying Employment Forecast

To forecast the increase in office-occupying employment, office shares were applied to each industry projection for Obion County (as demonstrated in the employment projections in the previous section). Finance and Insurance, Management of Companies and Enterprises, and Professional and Technical Services have the highest shares of office-occupying employment, ranging from 80% to 85%. As shown in Table 15, the County is projected to have an increase of approximately 287 office-occupying employees, or 12.6%, between 2016 and 2036.

**Table 15: Office-Occupying Employment Forecast, Obion County, 2016-2036**

Industry	Office Share	2016	2021	2026	2031	2036	2016-2036 Δ	
							#	%
Natural Resources and Mining	5.0%	3	3	3	3	3	0	9.0%
Utilities	15.0%	8	8	8	8	8	0	-3.2%
Construction	10.0%	51	53	54	54	54	3	5.9%
Manufacturing	5.0%	79	79	79	78	77	-1	-1.6%
Wholesale Trade	25.0%	125	130	133	136	137	12	9.9%
Retail Trade	10.0%	175	179	181	183	185	10	6.0%
Transportation and Warehousing	25.0%	64	70	77	85	93	30	46.5%
Information	30.0%	30	30	31	31	32	2	5.1%
Finance and Insurance	85.0%	290	315	334	347	354	65	22.3%
Real Estate and Rental and Leasing	75.0%	86	91	97	103	108	23	26.9%
Professional and Technical Services	80.0%	196	206	217	228	240	44	22.5%
Management of Companies and Enterprises	85.0%	41	41	43	43	43	3	6.3%
Administrative and Waste Services	70.0%	317	320	325	331	334	17	5.4%
Educational Services	15.0%	123	124	125	125	126	3	2.1%
Health Care and Social Assistance	15.0%	160	168	176	183	188	28	17.6%
Arts, Entertainment, and Recreation	15.0%	25	27	29	31	32	7	27.6%
Accommodation and Food Services	10.0%	100	109	117	119	122	22	21.8%
Other Services, Ex. Public Admin	25.0%	45	43	42	41	39	-6	-12.4%
Public Administration	70.0%	354	367	375	379	380	26	7.2%
<b>Total</b>		<b>2,271</b>	<b>2,364</b>	<b>2,447</b>	<b>2,509</b>	<b>2,557</b>	<b>287</b>	<b>12.6%</b>

Source: State of Tennessee; www.jobs4tn.gov; Woods & Poole; Kimley-Horn

### Demand Forecast

Forecasted office-occupying jobs have been used to estimate demand for square footage. National trends indicate a declining amount of office space per employee, with companies seeking to more efficiently utilize space. Estimates for office demand are based on a 250-square-foot per employee estimate over the 20-year time period.

Obion County is forecasted to add 287 new office jobs between 2016 and 2036. At an average space per employee of 225 square feet, this equates to demand of approximately 64,500 square feet of net new single- and multi-tenant office space over the 20-year period (Table 16). It is important to have vacant space offerings for inter- and intra-market moves. This analysis uses an average vacancy rate of 10% to show total net new office space demand. Based on this vacancy measure, Obion County could support the development of nearly 70,000 square feet of new office space over the next 20 years.

**Table 16: Net New Office Demand, Obion County, 2016-2036**

Measure	New Office Demand		2016-2036 Total
	2016-2026	2026-2036	
Office-Occupying Jobs	176	111	287
Square Feet/Employee	225	225	
Net Demand (Sq.Ft.)	39,635	24,870	64,505
Net Office Space Demand	42,806	26,860	69,666

Source: State of Tennessee; www.jobs4tn.gov; Woods & Poole; Kimley-Horn

Table 17 demonstrates the potential capture of the County-wide office demand forecast in Union City. This analysis uses a 85-90% capture rate for forecasted demand to demonstrate a future range. The majority of new office demand will gravitate to

urbanized areas of County, largely focused on Union City. Based on these captures, Union City could support approximately 60,000 to 63,000 square feet of office space over the next 20 years.

**Table 17: Net New Office Demand, Union City, 2016-2036**

Measure	New Office Demand	
	LOW	HIGH
Obion County	69,666	69,666
Capture Rate	85.0%	90.0%
Union City	59,216	62,699

Source: State of Tennessee; www.jobs4tn.gov ;

Woods & Poole; Kimley-Horn

## Industrial

### Industrial-Occupying Employment Forecast

Similar to office demand, industrial-occupying employment projections are based on the employment forecasts presented previously. New industrial jobs in Obion County are based on shares of industrial-occupying employees by sector. These shares range from 0% for Financial Activities and Professionally-focused Services to 90% for industries like Manufacturing and Wholesale Trade. The industrial demand forecasts include future need for office/flex, warehouse/flex, distribution, and manufacturing facilities. Obion County is expected to have an increase of 150 new industrial-occupying jobs in the 20-year period between 2016 and 2036, representing a 5.6% increase (Table 18).

**Table 18: Industrial-Occupying Employment Forecast, Obion County, 2016-2036**

Industry	Industrial Share	Industrial					2016-2036 Δ	
		2016	2021	2026	2031	2036	#	%
Natural Resources and Mining	5.0%	3	3	3	3	3	0	9.0%
Utilities	50.0%	28	28	28	28	27	-1	-3.2%
Construction	15.0%	77	79	81	81	81	5	5.9%
Manufacturing	90.0%	1,416	1,421	1,421	1,411	1,393	-23	-1.6%
Wholesale Trade	90.0%	449	468	480	489	494	45	9.9%
Retail Trade	10.0%	175	179	181	183	185	10	6.0%
Transportation and Warehousing	70.0%	179	196	216	239	262	83	46.5%
Information	65.0%	65	66	67	67	68	3	5.1%
Finance and Insurance	0.0%	0	0	0	0	0	0	0.0%
Real Estate and Rental and Leasing	0.0%	0	0	0	0	0	0	0.0%
Professional and Technical Services	0.0%	0	0	0	0	0	0	0.0%
Management of Companies and Enterprises	0.0%	0	0	0	0	0	0	0.0%
Administrative and Waste Services	15.0%	68	69	70	71	72	4	5.4%
Educational Services	5.0%	41	41	42	42	42	1	2.1%
Health Care and Social Assistance	5.0%	53	56	59	61	63	9	17.6%
Arts, Entertainment, and Recreation	5.0%	8	9	10	10	11	2	27.6%
Accommodation and Food Services	5.0%	50	54	58	60	61	11	21.8%
Other Services, Ex. Public Admin	10.0%	18	17	17	16	16	-2	-12.4%
Public Administration	5.0%	25	26	27	27	27	2	7.2%
<b>Total</b>		<b>2,654</b>	<b>2,712</b>	<b>2,758</b>	<b>2,788</b>	<b>2,803</b>	<b>150</b>	<b>5.6%</b>

Source: State of Tennessee; www.jobs4tn.gov ; Woods & Poole; Kimley-Horn

**Industrial Demand Forecast**

Forecasted industrial-occupying jobs have been used to estimate square footage demand. Estimates for industrial demand are based on an average of 700 square feet per employee. Square feet per employee estimates typically vary from 300 square feet to 1,000 square feet, depending on use. Typically, the manufacturing and wholesale trade/distribution sectors require the most industrial space per employee.

Table 19 demonstrates the expected increase in new industrial-occupying employees and required square footage through 2036 for Obion County. The County is forecasted to have demand for approximately 2.3 million square feet of industrial space between 2016 and 2036. Similar to office, this analysis incorporates a 10% vacancy factor to support movement into and within the market by existing and new companies. The total net industrial space demand for the County is forecasted at approximately 115,165 square feet over the next 20 years. It is important to note that this forecast is based on organic job growth, and excludes large “drop-in” manufacturing and distribution relocations.

**Table 19: Net New Industrial Demand, Obion County, 2016-2036**

Measure	New Industrial Demand 2016-2030		
	2016-2020	2025-2030	Total
Industrial-Occupying Jobs	104	45	150
Square Feet/Employee	700	700	
Net Demand (Sq.Ft)	73,008	31,688	104,696
Net Industrial Space Demand	80,309	34,857	115,165

Source: State of Tennessee; www.jobs4tn.gov; Woods & Poole; Kimley-Horn

Table 20 demonstrates the potential capture of the County-wide industrial demand forecast in Union City. This analysis uses a 40-45% capture rate for forecasted demand to demonstrate a future range. While industrial development has occurred adjacent, but outside, the City limits, there are opportunities along Everett Boulevard that could be attractive to smaller footprint users in the future, especially given proximity to a future interstate interchange. Based on these captures, Union City could support approximately 46,000 to 52,000 square feet of net new industrial space over the next 20 years.

**Table 20: Net New Industrial Demand, Union City, 2016-2036**

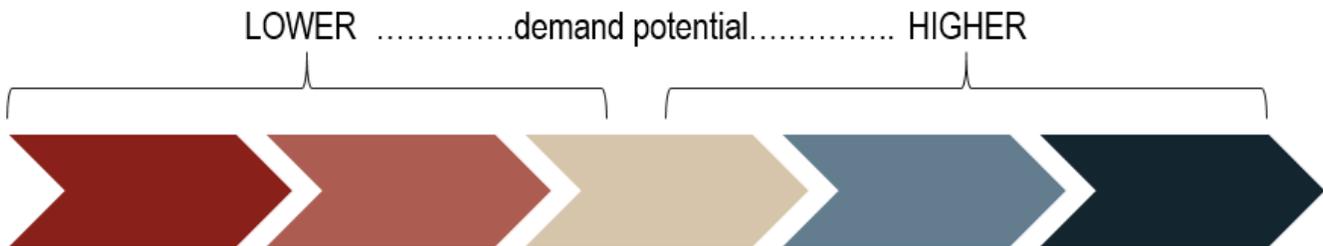
Measure	New Industrial Demand	
	LOW	HIGH
Obion County	115,165	115,165
Capture Rate	40.0%	45.0%
Union City	46,066	51,824

Source: State of Tennessee; www.jobs4tn.gov;

Woods & Poole; Kimley-Horn

## Reelfoot Avenue & Everett Boulevard Corridor Potential

Based on the 20-year forecasts for Obion County and Union City, this section highlights the potential for the Reelfoot Avenue and Everett Boulevard corridor to attract the various real estate types. Based on current market conditions and future demand forecasts, coupled with corridor access and visibility attributes, development potential for for-sale and rental residential, retail, office, and industrial market sectors has been demonstrated using the following rating system.



### Residential

Residential demand for Union City is based on population and household forecasts through 2036. Obion County has experienced a slight decline in new residents since 2000, a trend mimicked in Union City. Reversing recent trends, this analysis forecasts the addition of approximately 270 new residents in Union City through 2036.

Single-family detached residential product is the predominant housing type in Obion County, making up approximately two-thirds of the total inventory. Union City mirrors a similar pattern of residential development, with two-thirds of existing units classified as single-family detached.

However, given the accessibility and visibility that the Reelfoot Avenue and Everett Boulevard corridor area offers, this results in some of the best opportunities for the development of single-family attached and multifamily product in the City. Similarly, given the commercial nature of the corridor, development of new single-family detached units is unlikely.

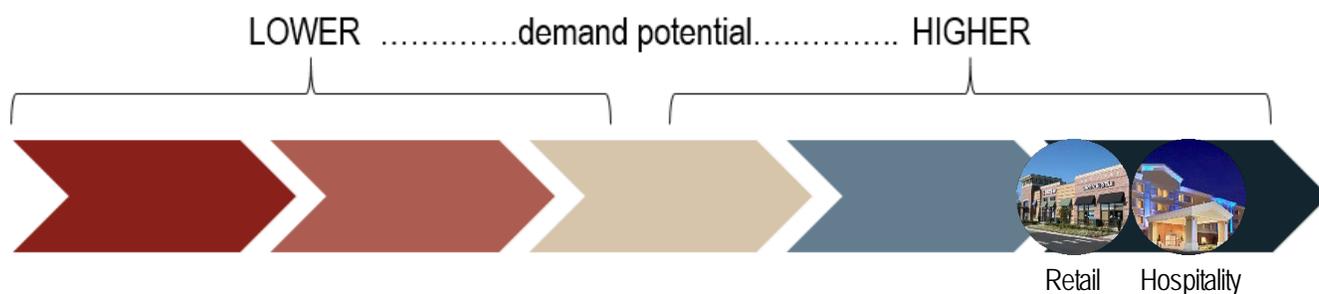


Multifamily residential represents one of the strongest residential development opportunities for corridor, fueled by a resurgence in rental options in urban areas across the United States. The corridor's accessibility to retail services makes it an attractive area for multifamily development, although demonstrated price points in existing buildings may restrict the private sector's ability to fund a project. Opportunities to seek development partnerships through niche product types targeting specific cohorts of the population (workforce or senior housing) could increase the probability of finding funding sources for a multifamily project. In fact, the most recent apartment development in Union City is a smaller-scale community targeting lower income residents.

## Retail and Hospitality

Retail demand for the Reelfoot Avenue and Everett Boulevard corridor area is based on a variety of factors, including household growth and average incomes, as well as inflow and leakage from commuter patterns. The corridor represents a significant concentration of retail serving the City of Union City and Obion County. It is also well positioned to capitalize from tourism driven by Discovery Park of America, and in the future, could benefit from connection to an interstate interchange.

While household growth is projected to be modest, new retailers could be driven by proximity to Discovery Park America. Retail types that are expected to generate the most demand include restaurants, discount stores, groceries, and other general merchandise stores.



There are few modern hotel options in Union City that serve tourists visiting Discovery Park of America. The corridor would be attractive to capture development of this product type serving tourism, as well as travelers once I-69 is completed. Given the location of Discovery Park of America, and the future locations of interchanges along I-69, the Reelfoot Avenue and Everett Boulevard corridor area would likely capture all of the projected demand for future hospitality facilities in Union City.

## Office

Office demand for Union City is based on employment growth forecasted for Obion County. The employment growth scenarios are used to forecast demand by considering the types of jobs that would require different development types. This analysis projects the addition of 960 jobs in Obion County through 2036, most influenced by the Accommodation and Food Services, Healthcare, and Transportation and Warehousing sectors. Applying shares for office users results in approximately 290 office-occupying jobs in the next 20 years. Union City is expected to generate demand for nearly 65,000 square feet of net new office space between 2016 and 2036.

The Reelfoot Avenue/Everett Boulevard corridor area represents an attractive area for future office development, which often seeks highly visible locations with access to retail and restaurants for employees. target professional-service companies, seeking to locate close to potential clients. Office-occupying employment sectors have not historically been top performers in Obion County. However, modest growth is projected in sectors that could include tenants like lawyers, accountants, and financial planners, which could co-locate in retail-style suites, as well as free-standing office buildings. Future demand for medical office space would likely be attracted to locations closer to the hospital.



*Industrial*

Industrial demand in Union City is calculated in a similar manner to office space, based on expected growth in jobs that require space typically categorized as industrial or flexible works space. Obion County is expected to experience an increase of approximately 150 industrial-occupying jobs through 2036. Based on an average space per employee of 700 square feet, this equates to 115,000 square feet of County-wide demand through 2030. It is important to note that this forecast doesn't include large drop-in industrial users that are difficult to project through organic employment growth models.

Although land availability for larger industrial or warehouse users is relatively limited along the corridor, Everett Boulevard does offer greenfield development opportunities with proximity to future I-69 interchanges, as well as existing nodes of industrial development in Union City. Assuming a 45% to 45% capture of the County-wide demand projection, the corridor area could support to approximately 45,000 to 50,000 square feet of industrial and flex space demand through 2036. Demand will likely be concentrated in tenants seeking smaller, flexible work spaces that offer office space and warehouse/storage space in the same building configuration. This product typically requires less land, has smaller building footprints, and more limited impacts on traffic.

