

TENNESSEE
AQUARIUM

Chattanooga, Tennessee



Submitted by: Tennessee Aquarium

2015
RUDY BRUNER AWARD
PROJECT DATA



PROJECT DATA

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Project Name Tennessee Aquarium Location _____ City Chattanooga State TN

Owner Tennessee Aquarium, Inc.

Project Use(s) Tourist attraction, educational institution, community meeting place

Project Size 262,000 total sq. ft. across a 3 building campus Total Development Cost \$70 million

Annual Operating Budget (if appropriate) \$19 million

Date Initiated 1986 Percent Completed by December 1, 2014 100

Project Completion Date (if appropriate) 2007 Project Website (if appropriate) _____

Attach, if you wish, a list of relevant project dates _____

Application submitted by:

Name Charles L. Arant Title President & CEO

Organization Tennessee Aquarium

Address One Broad Street City/State/Zip Chattanooga, TN 37402

Telephone (423) 785-4001 Fax (423) 267-3561

E-mail cla@tnaqua.org Website (if appropriate) www.tnaqua.org

Perspective Sheets:

Organization _____ Name _____ E-mail _____

Public Agencies Moccasin Bend Task Force Deadrick Montague dcmontague@gmail.com

Architect/Designer Cambridge Seven Associates Peter Chermayeff pchermayeff@peterchermayeff.com

Developer Chattanooga Land Company William P. Sudderth wps@chatland.com

Professional Consultant _____

Community Group Chattanooga Urban Design Studio Stroud Watson cynstroudart@gmail.com

Other _____

Please indicate how you learned of the Rudy Bruner Award for Urban Excellence. (Check all that apply).

- | | | | |
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| <input type="checkbox"/> Direct Mailing | <input type="checkbox"/> Direct Email | <input checked="" type="checkbox"/> Previous Selection Committee member | <input checked="" type="checkbox"/> Other (please specify)
<u>Chronicle of Philanthropy</u> |
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2015
RUDY BRUNER AWARD
PROJECT
AT-A-GLANCE



PROJECT AT-A-GLANCE

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This sheet, the Project Data sheet, and the representative photo will be sent to the Committee in advance as the *Project Overview*.

Tennessee Aquarium
Project Name

Address One Broad Street

City/State/ZIP Chattanooga, TN 37402

1. Give a brief overview of the project. Approximately 500 words.

to the 1990s, downtown Chattanooga was rundown, buildings were vacant and this once beautiful destination was no longer attracting visitors. As innovative community members sought ways to spur Chattanooga's economic growth and bring back the region's tourism industry, the vision of the Tennessee Aquarium was born. In 1992, the Aquarium opened its doors and became the anchor for Chattanooga's nationally-recognized "Renaissance on the River." Fulfilling a mission to inspire wonder, appreciation and protection of water and all life that it sustains, the Aquarium is a vital link connecting people to freshwater and the oceans beyond.

With the help of more than 600 active volunteers, the Aquarium experience is an unforgettable adventure underneath magnificent glass peaks where guests explore indoor forests, underwater caverns and deep canyons. The Aquarium tells the story of the river – following the path of a raindrop from the streams of an Appalachian Forest to the Gulf of Mexico – from the mountains to the sea.

The Aquarium's goal is to help people experience the link that exists between humans and the environment and to inspire them to protect it. Much like the Tennessee River connects us to the Gulf of Mexico and to the oceans beyond, the Aquarium connects individuals to their larger community. In 2009, the Aquarium received the prestigious National Medal for Museum Service - the highest national honor for a museum. The Aquarium and a group of six local museums formed a unique partnership with local schools to develop a national model for integrating place- and object-based education into public school curricula.

2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.) Approximately 500 words.

Chattanooga's journey back to the river began in 1984, with a community planning process that has subsequently emerged as "the Chattanooga Way." Beginning with a Chattanooga Venture volunteer planning process and a the publicly appointed Moccasin Bend citizens group, discussions focused on public access and meaningful development along the riverfront. It was a group of architectural students from the University of Tennessee at Knoxville who first suggested the idea of an aquarium near the downtown waterfront. These ideas came together in a 20-year "Tennessee Riverpark Master Plan" that called for \$750 million of mixed-use development, enhancement and conservation along 22 miles of the Tennessee River corridor as it passed through Chattanooga.

The plans were turned into bricks and mortar when the Tennessee Aquarium opened in 1992. As people began to come back to the town Walter Cronkite once called "the dirtiest city in America," additional placemaking projects along the riverfront followed suit. The Tennessee Aquarium's success in bringing people back downtown helped to rekindle both public projects and private enterprise. Dozens of public parks, multiple other tourist attractions and hundreds of eateries, shops and other businesses have sprouted to support the influx of downtown visitors.

Like a favorite fishing spot, people return to Chattanooga to visit the Aquarium to see amazing creatures that swim, fly and crawl in natural habitats, but also to enjoy the entire riverfront experience and the natural mountain attractions that surround it. The projects along the riverfront and downtown have made Chattanooga a model for urban revitalization all over the world. Chattanooga has been named one of the most enlightened cities in America ("Utne Reader"); one of the top 10 family vacation destinations ("Family Fun" magazine); one of the world's great cities (NPR's "Morning Edition"); one of the country's best places to live, work and play ("Outside" magazine); and one of America's most walkable cities ("Walking" magazine). Although the transformation began in 1992, it continues today, and the Aquarium remains at the epicenter.

2015 RUDY BRUNER AWARD PROJECT DESCRIPTION



PROJECT DESCRIPTION

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1. Describe the underlying values and goals of the project. What, if any, significant trade-offs were required to implement the project? Approximately 500 words.

The idea for the Tennessee Aquarium came from the popular desire to return to the river, and the professional belief that a major cultural institution interpreting the uniquely fascinating qualities of the Tennessee River system was the best catalyst to do that. For the area where the Tennessee Aquarium now sits, the Tennessee Riverpark Master Plan's purpose was to develop "an intense urban experience that links the rest of downtown with the river...improving the quality of life for local citizens, increasing community pride and cohesion, and reaching out to the rest of the nation to stimulate the economic growth of this city."

One of the initial trade-offs of the project was financial, another was what some would call a city-wide problem of low self-esteem and vision. There was, at first, an interest in using public funds to build the Aquarium and the preliminary pitch to the state was for a \$7 million facility. However, planners were told that their proposal was too narrow and they needed to think bigger to become a true draw for the city. Once planners got over their own view of an aquarium being a "fish tank," they began to see the possibilities for something grand. As a result, the cultural institution was to be run by a not-for-profit corporation and built with the largest investment of private funds for public use ever committed at one time in the region. The challenge was for everyone to be a part of this worthy undertaking, making an unparalleled voluntary gift to the millions of people who would come to enjoy it.

Aquarium founders sought to embody that enviable combination of entertainment and education, to reveal the rich and varied life in freshwater habitats in the hopes that eyes would open wide with the wonder of it all. Thus, the Tennessee Aquarium was built upon the philosophy that a world-class Aquarium in Chattanooga would enhance the region's economic base, provide on-going educational opportunities for its citizens and serve as a community center for the study and enjoyment of aquatic life. By the early 1990s, studies indicated that the vast majority of area residents were aware of the important educational and economic benefits to be realized, and many believed the Aquarium represented a pivotal change toward a more progressive attitude throughout the community. Everyone wanted to be a part of the renaissance on the river, and their pride in what they've accomplished still shines over 20 years later.

2. Briefly describe the project's urban context. How has the project impacted the local community? Who does the project serve? How many people are served by the project? Approximately 500 words.

The tree-lined sidewalks of this once abandoned industrial hub are now filled with tourists, students and local families who are drawn to the city's attractions and diverse collection of restaurants. Having been open for 22 years, the Aquarium itself has attracted over 20 million people and its peaks have emerged as the icon of Chattanooga's resurgence. Indeed, more than two billion dollars of economic development has taken place surrounding the Chattanooga Riverfront since the Aquarium first opened. The Aquarium directly generates \$2.81 million in local tax revenue each year and brings an additional \$77.4 million in tourism spending to area businesses.

The Aquarium also has helped turn Chattanooga into a vibrant learning community. The nation's only aquarium to be accredited as a museum-based supplementary education school, the Aquarium is a core provider of learning for schools, families, home school organizations and many community groups. Through experiential programs that exceed national and state science standards, the Aquarium's award-winning education staff connects more than 100,000 students and their teachers to the natural world each year. In addition, the Aquarium's Conservation Institute has emerged as a leader in Freshwater conservation.

But great design is perhaps best reflected in the in sense of identity the Aquarium provides for Chattanooga. Community members regard the Aquarium as not only being the driver for the transformation in downtown Chattanooga, but even a symbol of Chattanooga itself. When people see the buildings from the highway or at the end of the downtown street, they describe a sense of joy, homecoming and pride. The Aquarium, for many, is part of their identity as Chattanoogaans, along with the surrounding rivers, lakes and mountains that are mirrored in the Aquarium's building design.

3. Describe the key elements of the development process, including community participation where appropriate. Approximately 400 words.

CBS News anchor Walter Cronkite had named Chattanooga's air the dirtiest in America in 1969, the city's manufacturing foundation was uprooted in the 1980s, and the city was losing population. The city's census count dropped by more than 10 percent from 1980 to 1990. To reverse the situation, different groups came to the similar conclusion that redevelopment efforts should begin on the banks of the Tennessee River, according to a history of the aquarium by Connie Patterson.

The Moccasin Bend Task Force, a citizens group, in the early '80s began studying a 20-mile corridor from Chickamauga Dam to the Marion County line. The group came up with the idea of the Tennessee Riverpark, a series of connecting walkways encompassing museums, fishing piers, retail shops, a hotel and apartment complexes. The key Ross's Landing site downtown would hold a visitors center, a museum and an aquarium, designed after the success of the Monterey Bay Aquarium in California.

Another group, Chattanooga Venture, also began its Vision 2000 goal-setting process about that time based on citizen input. It helped move the idea forward of Chattanooga returning to the river. The process, which included over 2,000 citizens, created a grassroots, participatory method for the community to articulate its goals and objectives. The visioning process and the plan stimulated a number of subsequent redevelopment efforts, including creation of a private non-profit agency to facilitate redevelopment projects (River City Company), and another private non-profit focused on eliminating substandard housing (Chattanooga Neighborhood Enterprise). The plan also resulted in a number of transportation improvements, and extensive environmental clean-up efforts. The Tennessee Aquarium was one of many attractions called for by the community-visioning plan.

With the help of college architecture students working to practice in a traditional urban environment, Stroud Watson led an effort to establish downtown as a living room made up of districts filled with defined edges and streetscapes. With substantial community support and private investments, the vision for the city first began to take shape in reality when the shovels hit the ground for the Tennessee Aquarium.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable. Approximately 400 words.

John T. "Jack" Lupton, the Lookout Mountain philanthropist who once headed Coca-Cola's biggest bottling empire, became involved and led the campaign to fund the \$45 million aquarium entirely from private donations. Included in that amount was more than \$20 million from Lupton's own family and the Lyndhurst Foundation started by his father. Individual community donors and corporate entities provided the additional funds, through a broad-based community fundraising campaign.

Since the aquarium's May 1, 1992, opening, about \$2 billion in new investment has been pumped into Chattanooga's downtown, according to the nonprofit redevelopment group River City Co. Over a dozen new hotels, scores of restaurants, more downtown housing, movie theaters and added office space have all risen in the central city over the years. Also, a city that had been beaten down by a loss of manufacturing coupled with negative population growth in the 1980s began to believe in itself again with the aquarium's emergence, said Chattanooga Mayor Ron Littlefield. "It gave people hope," he said.

The Ocean Journey building broke ground on April 3, 2003 and the building opened to the public on April 29, 2005. The expansion cost \$30 million and \$10 million was funded by an Aquarium bond issue and \$20 million was raised as part of the 21st Century Waterfront fundraising campaign.

In addition, Chattanooga economic development officials today use the aquarium and the renewed downtown when they recruit companies such as VW, whose manufacturing investment was the city's biggest ever. "One of our big pitches has to do about quality of life," said Tom Edd Wilson, the Chattanooga Area Chamber of Commerce's chief executive. "A major part of that is what's taken place on the river." Littlefield recalled that planners originally predicted a \$750 million impact for the aquarium. "We blew by that a long time ago," he said.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings? Approximately 400 words.

One of the most unique aspects of this project is the extensive community visioning process that led to its creation. The results of those efforts continue to be felt by the sense of pride people express when they speak of the Tennessee Aquarium. Citizens involved in the visioning process, as well as those who came around as supporters later, truly feel that they "own" the Aquarium. The highly inclusive efforts of Chattanooga Venture made also ensured that typically underrepresented segments of the population participated, which helped increase community support and buy-in for . This helped increase community support and buy-in for future expansions.

But the Aquarium's project also addressed some issues that many Southern towns were facing at the time and continue to face: the loss of manufacturing industry in its downtown core and subsequent decay of downtown infrastructure. The other unique strength of the Tennessee Aquarium project, then, is its outstanding role as an economic catalyst for downtown that continues to this day. The Aquarium contributes more than \$2.8 million in local tax revenue each year and brings \$77.4 million in tourism spending to area businesses. The Aquarium has led public/private fundraising efforts that continue to impact the city's waterfront and surrounding attractions. And the intangibles offered by the Aquarium's presence in downtown Chattanooga continue to have an impact. Manufacturing has begun to come back to town after being absent 20+ years, and the technology industry is beginning to launch on an international scale. By all accounts, the impacts of the Tennessee Aquarium continue to be driving force that propels downtown Chattanooga into the future.

The Tennessee Aquarium, and its role in downtown Chattanooga's continued revitalization, is a nationally studied model of citizens rallying together to build a brighter future in the educational, environmental, and economic landscapes of the community.

2015
RUDY BRUNER AWARD
COMMUNITY
REPRESENTATIVE
PERSPECTIVE



COMMUNITY REPRESENTATIVE PERSPECTIVE

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This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name	Stroud Watson	Title	
Organization	Chattanooga Urban Design Studio	Telephone	(423) 265-2054
Address	1431 Market Street, Suite 4	City/State/ZIP	Chattanooga, TN 37402
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Signature	Date	12/6/2012
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1. How did you, or the organization you represent, become involved in this project? What role did you play? Approximately 400 words.

The first effort of the UTK design center was a plan for the future of downtown Chattanooga presented in 1981. The plan focused on two goals; the heart of the city (Miller Plaza) and the origin of the city (the river). An aquarium was presented as the link both physically and metaphorically between the river and downtown in the exhibit and the publication "Images of the City." Over the next five years the studio helped the city to image the possibilities of engaging the river and the role of the Aquarium as a catalyst that could attract a million visitors a year, provide excellent job opportunities, educate our own community about the river history and ecology and continue to create public access and pride of place on the river which began with the just completed first phase of the riverwalk. Simultaneously the studio developed visions and plans for the entire 15 block riverfront district to make visible the impact of returning to the river with an overall vision not one project. When RiverCity Company was formed in 1986 to energize and direct the implementation of the vision and in particular the Aquarium, the design center added professional personnel and now was funded by UTK, Lyndhurst Foundation, the City of Chattanooga, and RiverCity Company. In addition to working direction on the design of the Aquarium we developed for the city the urban design structure plan and vision for the riverfront district public realm that would guide all future development. This process of doing a project always within the structure of a larger plan and vision become the key to attract, position and implement the multitude of development opportunities that spun off the success of the Aquarium and the plaza.

2. From the community's point of view, what were the major issues concerning this project? Approximately 400 words.

At first the idea and its ramifications just seemed to much of a reach for Chattanooga; it took enormous effort from many sources to make the notion that the investment both financially and emotionally in a world class Aquarium and public plaza would energize the city and be a catalyst for future development. A key was to integrate this idea with the Tennessee River Master Plan goals of economic development and reconnection to the river for all our citizens that was already embraced by the community.

The idea to make this a freshwater Aquarium was brilliant; this project was not more clearly presented to the community as a collective idea "our river, our downtown, our aquarium and plaza, our citizens" all working together to make Chattanooga a great mid size city on a majestic river. Chattanooga Venture went directly to the public through community meetings that energized and make visible the support of our citizens. This make it possible to motivate the state, city, and county to endorse and support the project. In the end the private sector raised all the money for the aquarium and we were able to use the city, state and county money to implement the Ross' landing plaza, a pure public realm for all.

COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

3. Has this project made the community a better place to live or work? If so, how? Approximately 400 words.

This was a truly transformative process for Chattanooga. Not only did the Aquarium and plaza make accessible, visible and activate the downtown edge to the Tennessee River, it was the major catalyst for all the projects that followed. Extensive downtown streetscape, the first new downtown housing in 30 years, the Creative Discovery Museum, two hotels, restaurants, shops and all in only six years. Our citizens immediately took enormous pride in downtown and they became the catalyst for the continued development. The 21st century waterfront plan began in 2000 and completed on 2003 was seen as the necessary completion of the waterfront district started by the Aquarium. This was a \$120 million undertaking that included the addition of the Ocean Journey building to the Aquarium, an expanded Hunter Museum of Art connected via a glass bridge to Ross' landing, renovation of the Creative Discovery Museum, 200 new condominium units, the live, work, play activities were largely fulfilled by local private initiatives and investments. The downtown riverfront district is now the center of entertainment, cultural venues, education, and relaxation for the region.

The impact on our economy, variety of employment opportunities, continuing entrepreneurial investment is phenomenal. The legacy to the city is manifested in many ways. The open community process generates ideas, motivates action and engages all the community in the process of city building. Public private partnership is not simply the "Chattanooga Way" and forever the Aquarium will be remembered as the catalytic engine that showed the city how to vision, plan, design, and build a great city together.

4. Would you change anything about this project or the development process you went through? Approximately 400 words.

I wanted the building to have a clear and open engagement of the river and the downtown. The very formal box does not address the complexity of its position and is memorable more by platonic form than con textural expression. Having said this the community has completely embraced the building and the plaza. the Ocean Journey building addresses Market Street and opens very clearly to the river and plaza. This is a great example of continued learning and striving to be the responsive to the common good and continue to create engaging places for all our citizens that we began with the original Aquarium building.

2015
RUDY BRUNER AWARD
PUBLIC AGENCY
PERSPECTIVE



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This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name	Deadrick Montague	Title	
Organization	Moccasin Bend Task Force	Telephone	(423) 821-5047
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Signature	Date	12/10/2012
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1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements). Approximately 400 words.

My committee, the Moccasin Bend Task Force was appointed by the City and County governments; I was a joint chair of the seven member task force. I think it safe to say that we designed, led, sold, created and initiated action on 100% of the Tennessee Riverpark plan, though it was drawn and conceived by our consultants in Cambridge, Mass. over a 2+ year period. In that sense it was completely "ours," and the community's, through an aggressive public participation/awareness campaign over 3 years and 65 (actual count) public meetings of various types and sizes at locations all over the city and county. All of the feedback was considered from public participation and balanced with the realities of the physical, social and economic setting to result in the final plan.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them? Approximately 400 words.

The objective from the outset was to bring public space to the heart of the city at the point of the city's birth on the site where the downtown meets the river. In addition to the opening of many acres of new parkland and open space/access it was deemed important to have an engine of economic development so that many people and many different types of people would have reason to seek the site as a destination. An early "vision of the city," economic development and business people; community leaders; Chattanooga Venture and Vision 2000; the Mayor, Governor; County Executive and the MBTF all recommended an aquarium, based largely upon the successes of the Aquarium in Baltimore, Boston and Monterey. The building was also to serve as a symbol of a civic rebirth at the waterfront at the heart of the city. It also stamped Chattanooga as the natural and scientific "center" of the watershed of the Tennessee River, with a program designed to explore the watershed from its highest elevation in the mountains to the gulf by way of the Ohio and the Mississippi. There were no significant trade-offs because the Aquarium was built upon land that had been occupied by outmoded manufacturing plants that were obsolete, yet lacking sufficient character to be worthy of adaptive re-use or historic preservation. More importantly, the idea had such power that it easily attracted more than \$30 million in PRIVATE money, a worthy illustration of community backing.

PUBLIC AGENCY PERSPECTIVE (CONT'D)

3. Describe the project's impact on your city. Please be as specific as possible. Approximately 400 words.

The original plan of the MBTF set out an economic development goal to exceed \$750,000,000 within 20 years of the plan's completion. By my last count the economic impact has been in excess of \$2 billion. (My source was Jim Bowen, former MBTF member now with the Chattanooga Parking Authority; with current Walnut Street development, I assume that this number continues to climb.) However, despite the economic success, the impact has been much more dramatic in re-creating downtown in the minds of Chattanoogaans and all visitors. Downtown IS the signature of the community, and the Aquarium is the heart of the downtown renaissance. It also trumpets the river as a key element of our history and being, a symbol of a vibrant downtown and an exceptional city. While the "spirit of downtown" is pervasive, there is no doubt that the city and the Aquarium have now been linked in the minds of citizens and visitors alike. In its own way it is quite a bit like the cathedrals built in the cities on the pilgrimage routes of France to St. Jacques/Compostella. The importance of the city and the importance of the Aquarium reinforce each other.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities? Approximately 400 words.

To ensure that the report of the MBTF began implementation we created and capitalized the River City Company as a public-private partnership to make sure that "Someone got up every day with the mission of seeing the plan succeed." Consequently, staff focused very early upon the notion that the Aquarium was to be the first major project within the scope of the study and the study area for all of the reasons given above. So, inherent within the MBTF design/implementation was a highly successful public-private component that "cut its teeth" or "found its stride" as it oversaw the construction of the Aquarium as the first capital-intensive project out of the box. And, the rest is history!

5. What do you consider to be the most and least successful aspects of this project? Approximately 400 words.

The Aquarium acted as a catalyst for downtown revitalization as was the intention and has outperformed our expectations, as discussed above, and continues to be an integral part of Chattanooga's growth, which is an incredible success beyond even the scope of the plan.

2015
RUDY BRUNER AWARD
DEVELOPER
PERSPECTIVE



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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name	William P. Sudderth	Title	President
Organization	Chattanooga Land Company	Telephone	(423) 756-2525
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Signature	Date	12/7/2012
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1. What role did you or your company play in the development of this project? Describe the scope of involvement. Approximately 400 words.

From 1987-1995 I served as President of The RiverCity Company, a private/public 501c.3 whose mission was to revitalize Chattanooga's riverfront and downtown. RiverCity was created to implement (1) The Tennessee Riverpark Masterplan and (2) Chattanooga Venture Goals. Both the Plan and the Goals included enormous amounts of public participation as well as they stressed the need for an important venue where our city began and where our downtown met the river. From 1986 to 1990 The RiverCity Company led the initial fundraising, assembled approximately 30 acres, and managed the design and construction of the Tennessee Aquarium. It also worked with leading urban design firms to insure that the area surrounding the Aquarium would develop in a timely manner and insure success for both the community as well as the Aquarium. RiverCity's efforts were supported by the Downtown Riverfront Planning and Design Center, an organization focused on urban planning and led by Stroud Watson. In 1990 the Tennessee Aquarium was spun off as a separate organization, and RiverCity continued to work on the surrounding Ross' Landing Plaza, streetscape, the Tennessee RiverWalk, and several hundred million dollars of private investment that followed the opening in 1992. I believe the Tennessee Aquarium deserves consideration because of the enormous economic, social, and physical impact it has had on Chattanooga. It clearly was in the forefront of helping Chattanoogaans believe that anything was possible if we worked together.

2. What trade-offs or compromises were required during the development of the project? Approximately 400 words.

Initially the Tennessee Aquarium was proposed as a public/private venture that would include public monies as part of its capital. Because the community had never done a project of this magnitude and because of the speculative nature of it, the decision was made to try to raise the funds all from private sources. Fundraising began in 1987 with an initial goal of \$25,000,000. By the end of the campaign close to \$30,000,000 was raised with gifts ranging from \$1.00 to \$10,000,000.00. The original state grants of \$7,350,000 as well as an additional \$2,500,000 from an increase in Hotel/Motel taxes, required a separate design firm and contractor to do the surrounding area. In order to be open by May of 1992, it was hoped that the design and construction of the surrounding area could be done as one contract, but there was too much concern about blending public and private funds, so two simultaneous efforts were launched. It turned out that this compromise actually made both projects better. A second compromise that is still being debated had to do with a major state thoroughfare through the site. The designers proposed that the road be removed in order that there be no separation between the site and the Tennessee River. Several political leaders believed that the road should remain as it was a major connector from the industrial area to the interstate. In 2005 Mayor Corker was successful in getting the state to give the road to the city. As it currently exists the road has been tamed to the point that it still allows traffic, but is equally shared by pedestrians. It also is closed a good portion of the year for events and festivals.

3. How was the project financed? What, if any, innovative means of financing were used? Approximately 400 words.

The RiverCity Company assembled the original footprint for both the aquarium and the public plaza. The property was given as a gift to the new organization (Tennessee Aquarium, Inc.) and to the City of Chattanooga for the plaza.

The project was initially financed with a blend of public and private financing. As noted above the Tennessee Aquarium ended up being financed all with private contributions of which 99.5% were collected within the first 5 years. Because the entire \$30,000,000 dollars was spent prior to all the pledges being paid, the aquarium issued bonds in order to complete the project, with the pledges being collateral for the debt.

There have been three additions to the facility since the opening in 1992. An Imax Theatre including an environmental learning center, new exhibit halls, and a second building that rivals the first. The ability to raise funds, operate efficiently, and continually update the exhibits are in large measure why the Tennessee Aquarium rates as one of the premier attractions in the world.

4. What do you consider to be the most and least successful aspects of the project? Approximately 400 words.

The least successful aspect probably has been the inability to pull the local university into an appropriate relationship. It is not from a lack of effort on the part of the Tennessee Aquarium, and it continues to be pursued.

The most successful aspect is that the Aquarium has been a stable force in the community for almost 20 years. From the beginning when there were probably more doubters than supporters, to its place in the community today, its ability to stay fresh, to innovate, to educate, and to lead have been truly amazing. The importance of the Aquarium was probably best summed up when the head of Volkswagen announced that they would build a \$1,000,000,000 plant in Chattanooga, pointed at the riverfront and said Chattanooga had proved that it could do great things and that here the intangibles were easy to see. It was a giant step in the realization that the Tennessee Aquarium had not just revitalized a downtown, but an entire way of life.

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ARCHITECT OR DESIGNER PERSPECTIVE

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

Name	Peter Chermayeff	Title	Principal In Charge
Organization	Peter Chermayeff, LLC	Telephone	(617) 226-1827
Address	111 Highland Road	City/State/ZIP	Andover, MA 01810
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	12/11/2012

1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc. Approximately 400 words.

The Tennessee Aquarium was designed to celebrate the Tennessee River, through an interior experience that presents the rich complexity of a regional ecosystem, and by marking the place, at the river's edge, where the city of Chattanooga was born.

The building design was developed as a vertical composition of two primary parts, containing the two ends of the river system, the Appalachian Mountains where the river begins, and the Delta of the Mississippi in Louisiana, where the river system terminates at the Gulf. These two parts are expressed with opaque masses at the bottom, behind which are mostly light controlled underwater habitats, and glass pyramids at the top, within which are daylit terrestrial habitats, including fishes, mammals, reptiles, amphibians, and birds. The two primary building forms are divided in the center by a tall, deep and wide indentation of glass, behind which is a light controlled canyon of interior space. Here the local part of the river is presented, formed by dams, including the flowing waters immediately outside the building known as Nickajack Lake. At the top of the interior public circulation route, after riding up on an escalator, visitors come to a balcony overlooking Nickajack Lake and "the Grand Canyon of the Tennessee". The idea was to have visitors experience, with this dramatic view, a city's extraordinary connection to its river, before turning to immerse themselves, for the next hour or two, in that river's natural and human story. This building, and institution, was conceived as a place of dialogue between an urban place and its natural setting, with many layers for visitors to explore and consider.

The materials chosen for the building included precast concrete panels, with horizontal bands deliberately reminiscent of the black and white historic churches of the Italian Renaissance, but here developed in earth colors, with the warm hues of sandstone. The precast concrete panels have a rough texture provided by broken off ribs, arranged in a herringbone pattern of alternating orientation so that conditions of weather, including the wetness of rain, and the changing angles of the sun, offer visual enrichment to the urban scene. The glass pyramids at the top were designed to be transparent, to legibly reveal their living interior content, and they were also designed to be a composition of playful crags, seen in changing profile against the sky. Their shapes and their landmark function are further reinforced by an outer edge of a thin blue light. A necklace of 52 'terracotta' medallions, surrounding the aquarium, by Claire Nivola, tell in bas relief the story of Tennessee, its people, and the river, again deliberately reminiscent of public buildings of Renaissance Italy.

2. Describe the most important social and programmatic functions of the design. Approximately 400 words.

The intent of the design, inside and out, was to both mark and celebrate a river, its life, its people, and its history, and to make a place of learning, and fun, and social interaction, to be enjoyed, over and over, and at all times of year, and in all kinds of weather - and as a unique expression of a particular city, to be enjoyed by those of all ages, and all backgrounds, who live in the urban core, or nearby, or who come from afar.

ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project. Approximately 400 words.

There were many challenges in the process of this project's design. Among them was the master planning of the site, which initially included the possibility of integrated mixed use - with substantial retail and diversity of restaurants and food service, a hotel, and shared public parking, underground. The high costs of mixed use development led to such compromises as surface parking on an adjacent site, which has caused some separation and distance, but the trade-off has been the positive emergence, over time, of diverse initially unforeseen development, such as an Imax theatre, a Children's Museum, many hotels, and many restaurants and shops, and residential development, all gradually adding up to the trade-off of a richer urban environment than might not have occurred had the larger mixed use strategy been funded and implemented. Among my own disappointments with the project was the decision made, early on, not to close the parkway to the continuity of through traffic. I recommended closing the parkway so as to achieve a more fully pedestrian realm, and a more comprehensive enjoyment of the river by people on foot, not only at special events, as occurs now, but year round. Perhaps that vision of more complete reconnection to the river may yet be realized, within the coming decades.

4. Describe the ways in which the design relates to its urban context. Approximately 400 words.

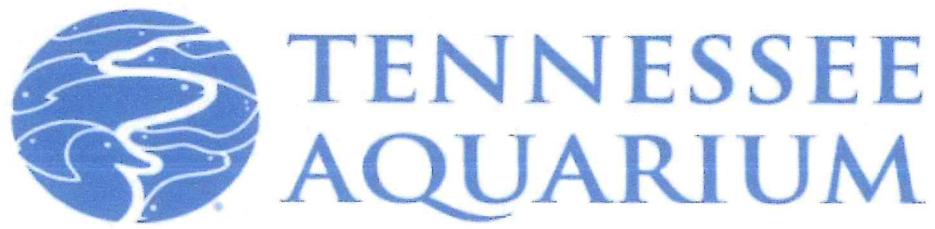
Several sites were offered for the building, one being at the river's edge, separated from the city by an existing parkway, and several others being at the sides of Broad Street, the wide boulevard that as a central spine came down to the river from downtown to join the parkway. As the project's architect I had the opportunity to consider a more transformative role for the Aquarium, and I proposed that the best place for the building would be at the center of the spine, if we could close Broad Street's connection to the Parkway, place a vertical landmark building there, as a free standing object, and create a new public plaza, at the end of the boulevard. The plaza would be a welcoming place for pedestrians, with open space also to the sides that would wrap around the building and bring people to the river.

This idea was accepted, and I was pleased to be able to further adjust the building's exact placement so that the easternmost edge of the building, topped by a glass pyramid, would be seen from a long distance, by drivers and pedestrians traveling north on Broad Street, framed by an alley of trees and buildings, and allowing the eye to see past the building's edge to the sky and green hills beyond.

This view would, with subtle power, convey the presence of the river, and the connection, in this place, between the city and the river. To reinforce this idea, the symbol of the Tennessee Aquarium, which we designed to represent the diverse life of the river's ecosystem, was placed high up, within the facade, centrally aligned with the urban axis of the northbound lanes of Broad Street.

The plaza, in the foreground and surrounding the Aquarium, designed by Site Inc., with bands of paving and raised bridges, benches, plantings and playful sunken fountains, is a rich tapestry of placemaking, also celebrating the river, and its history, and further inviting city dwellers and visitors to explore this place where a city and its natural origins have merged.

The building is designed on the one hand to hold its own within the scale of the city, as a landmark worthy of its open riverfront site when seen from afar, and on the other hand prove inviting and rewarding when examined close-up, by people on foot, moving up to it, around it, and into it. In many respects the intent of the design was to weave the city and the river together in an appealing public place, and to make people of all backgrounds and origins, from nearby or far away, enjoy coming together and finding common ground.



VISUAL REPRESENTATION

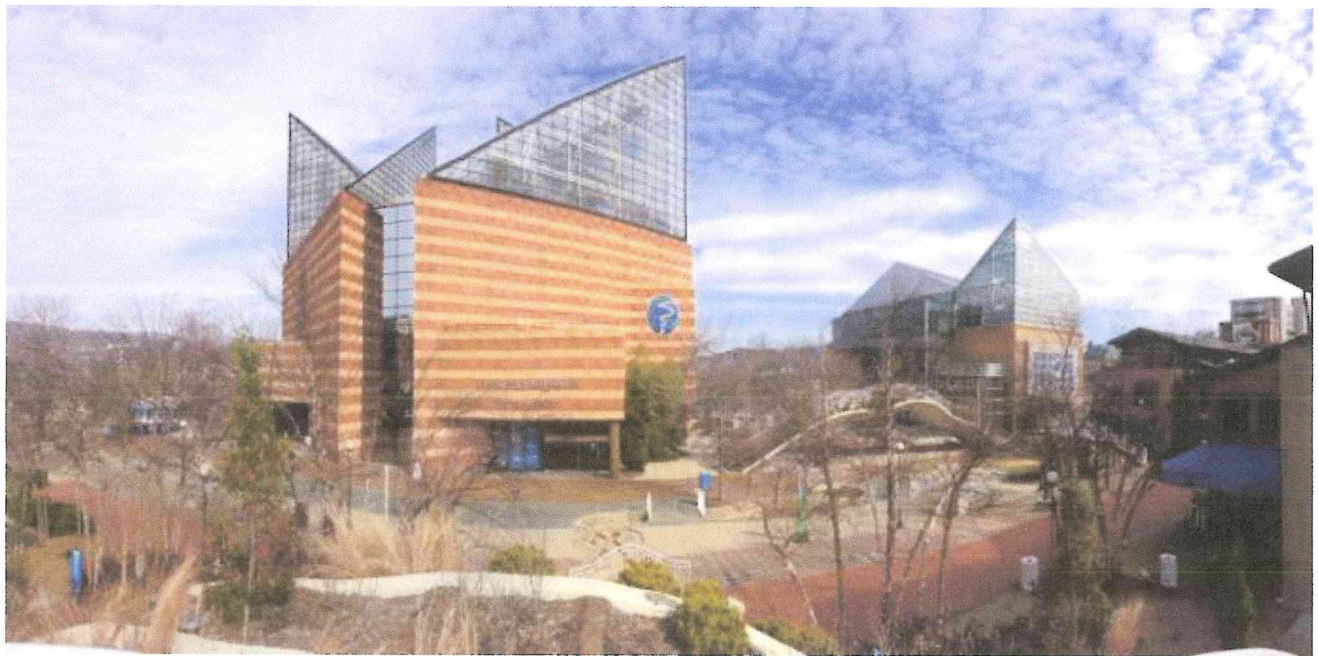
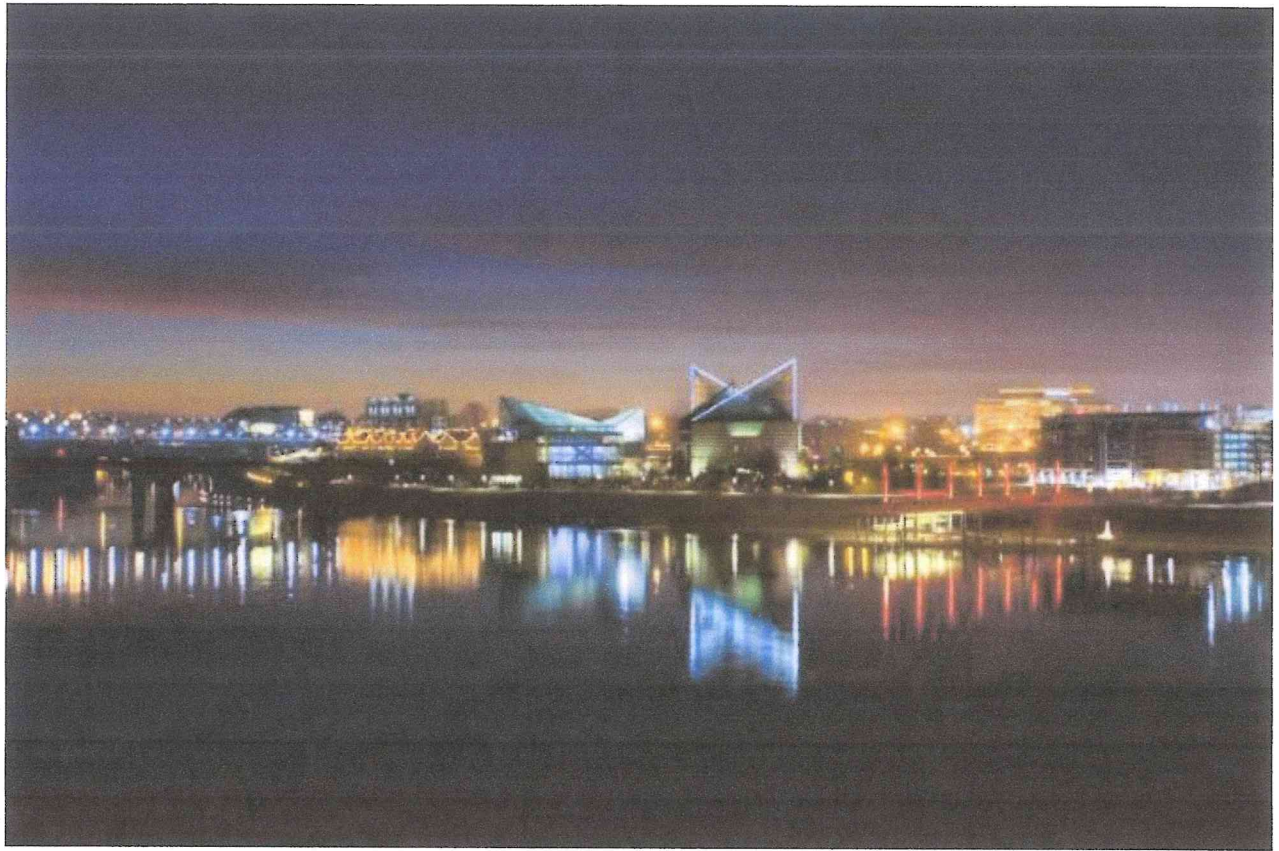


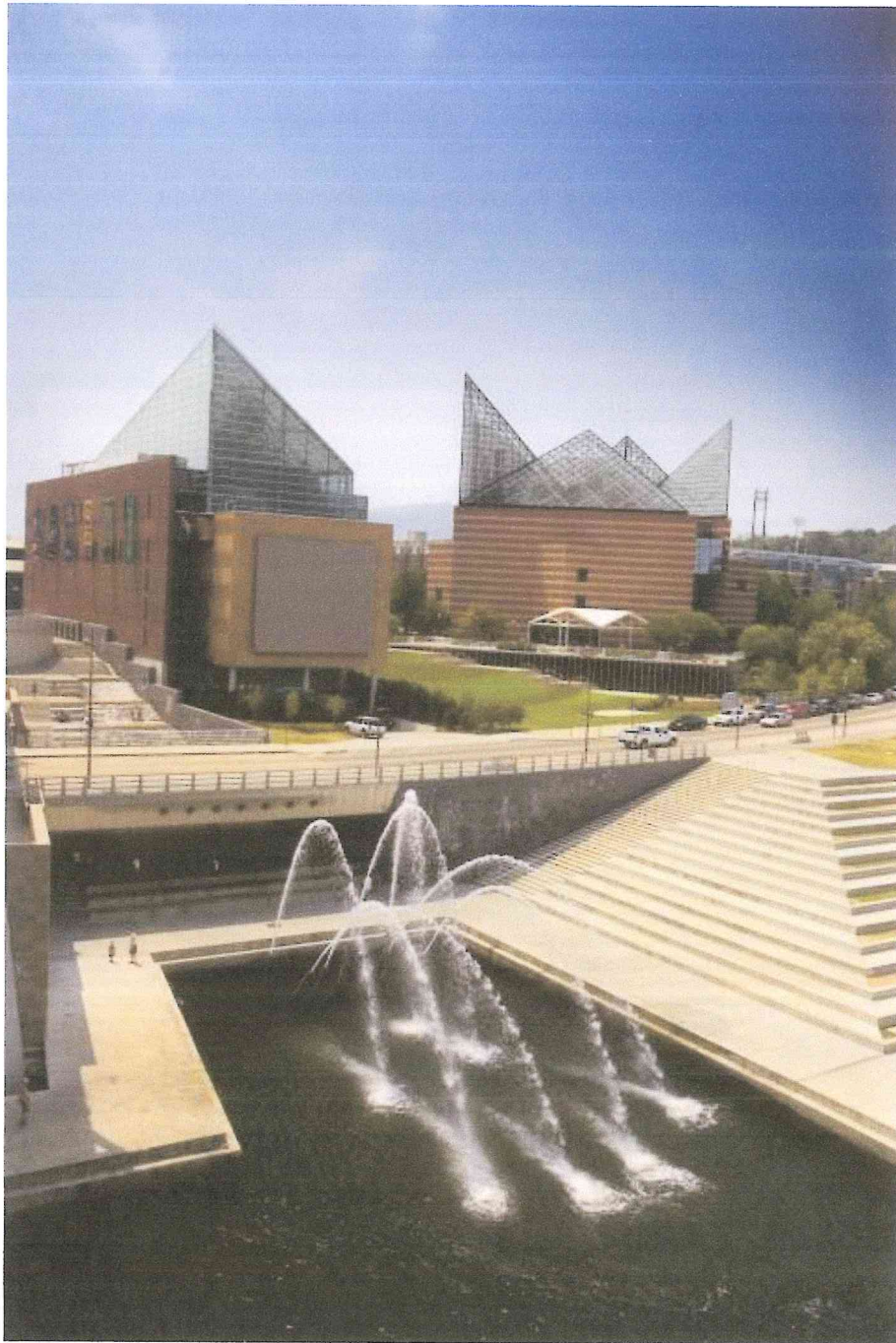
Photo by Matthew Hubbard



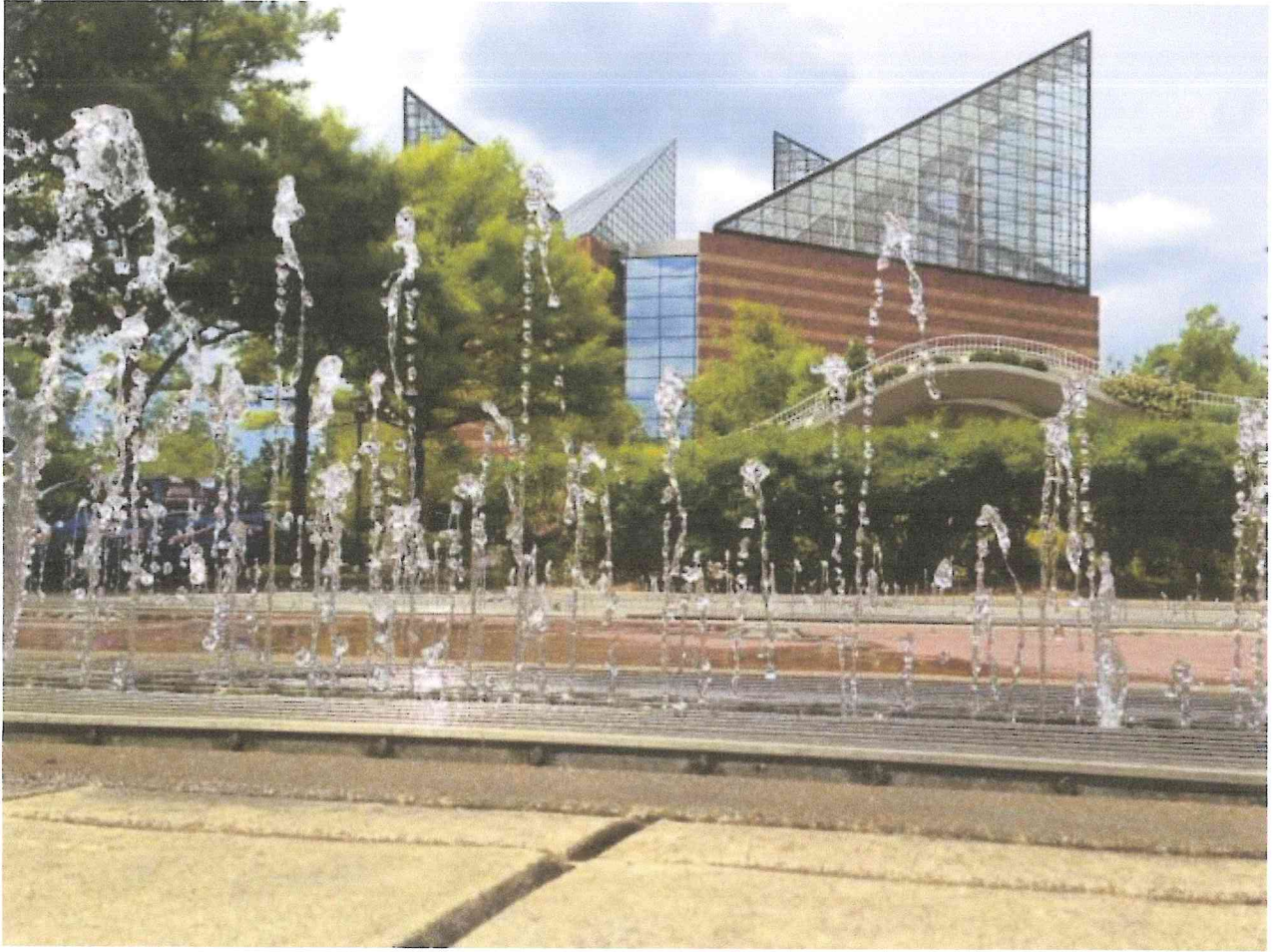
View of Aquarium from Across Tennessee River



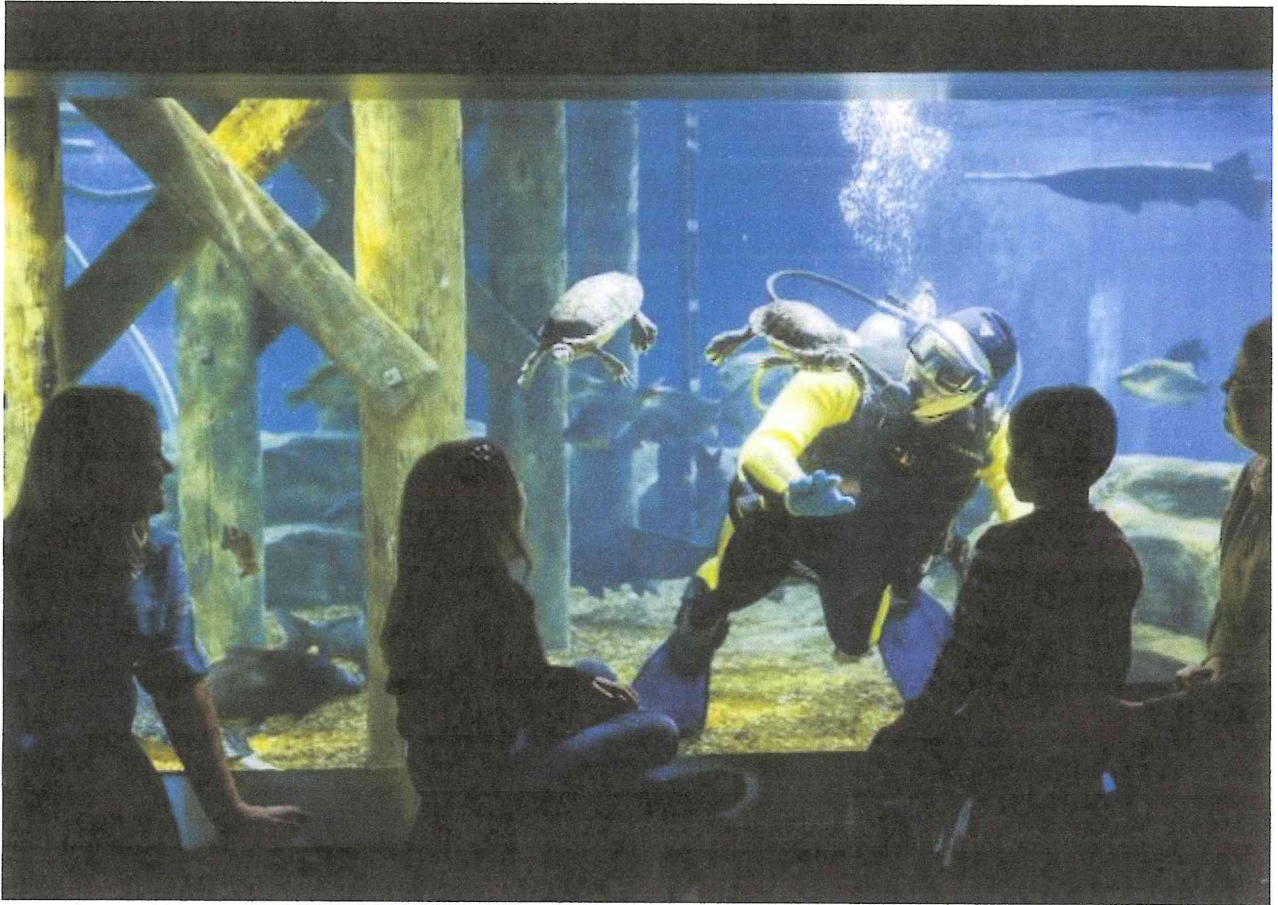
Nighttime View of Riverfront Skyline



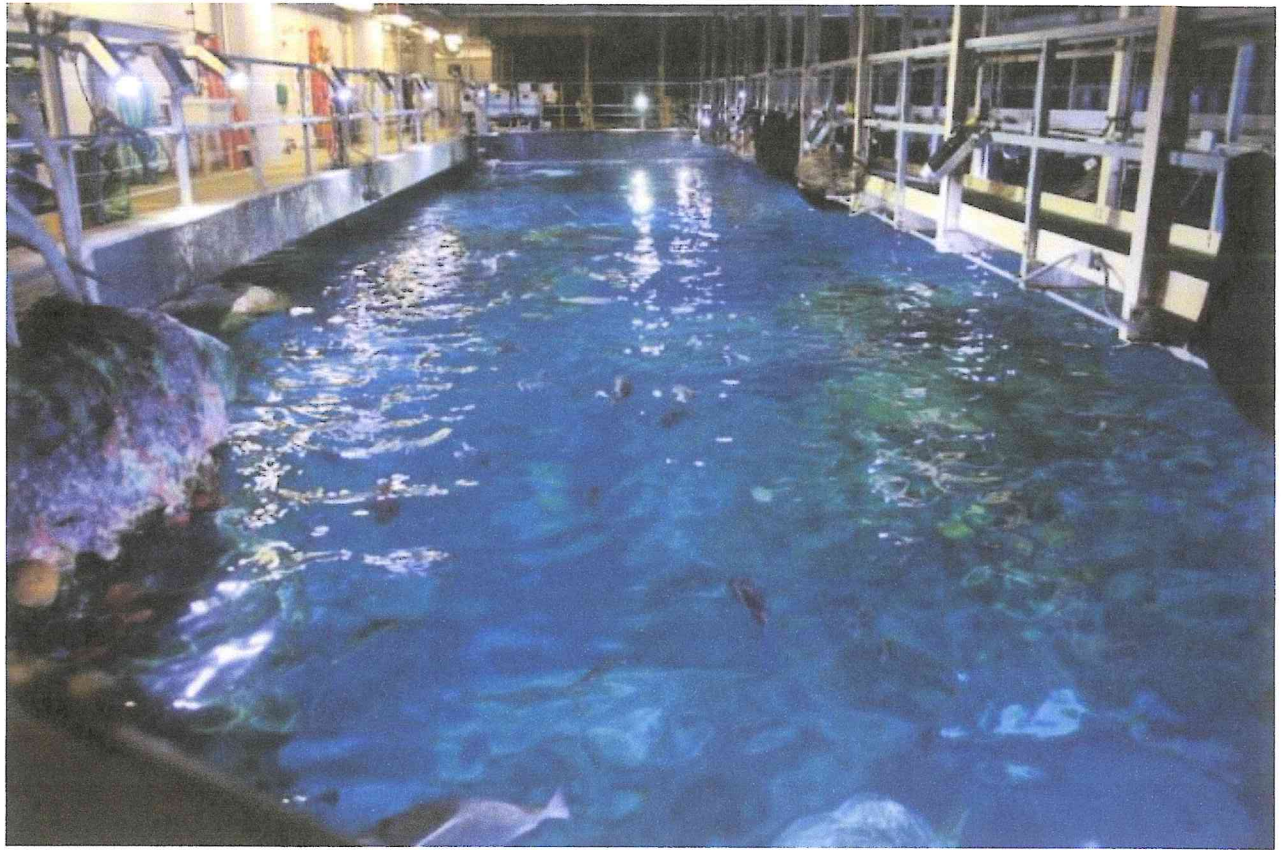
View from Market Street Bridge



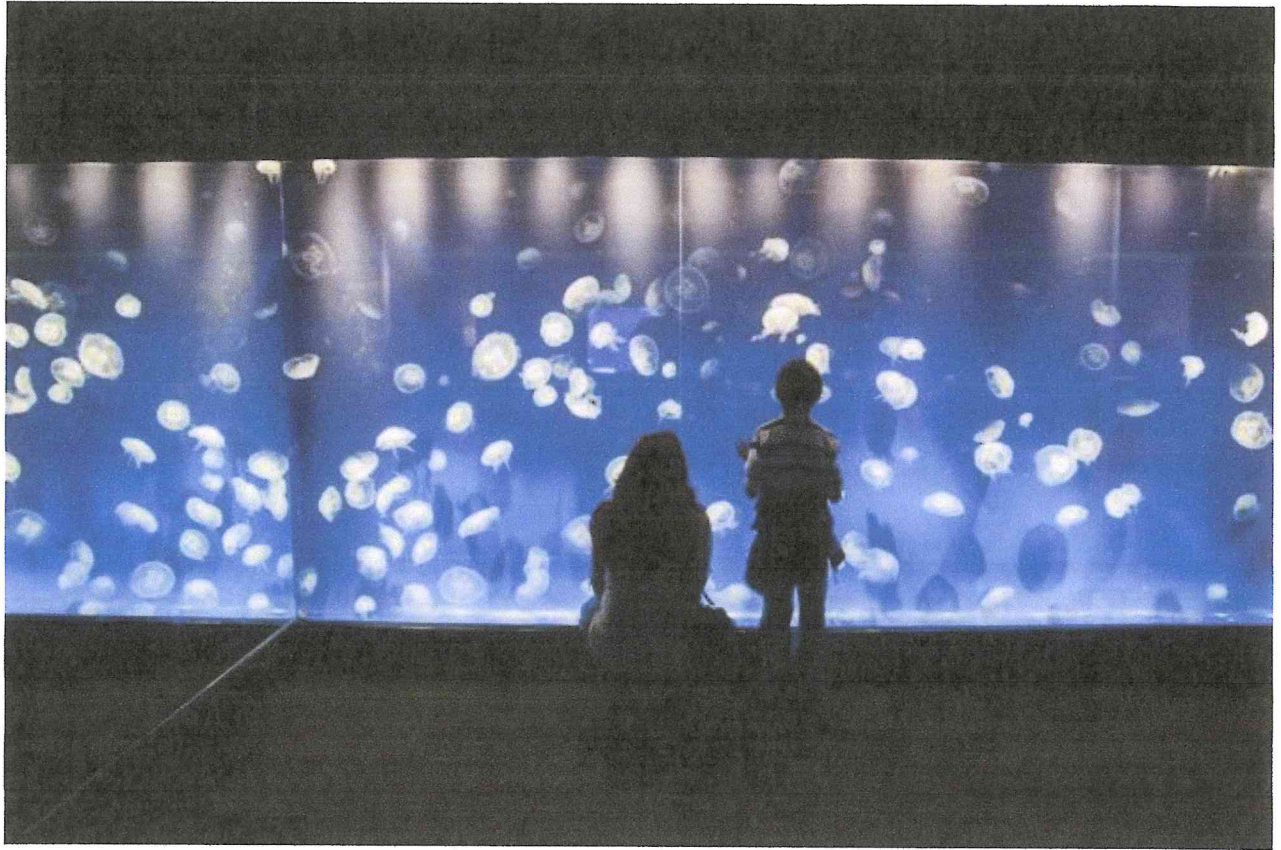
Side View of River Journey Building from Plaza



Scuba Show at River Giants Exhibit in River Journey Building



View from Top of Secret Reef Exhibit Tank in Ocean Journey Building



Living Art: Jellies Exhibit in Ocean Journey Building

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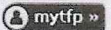


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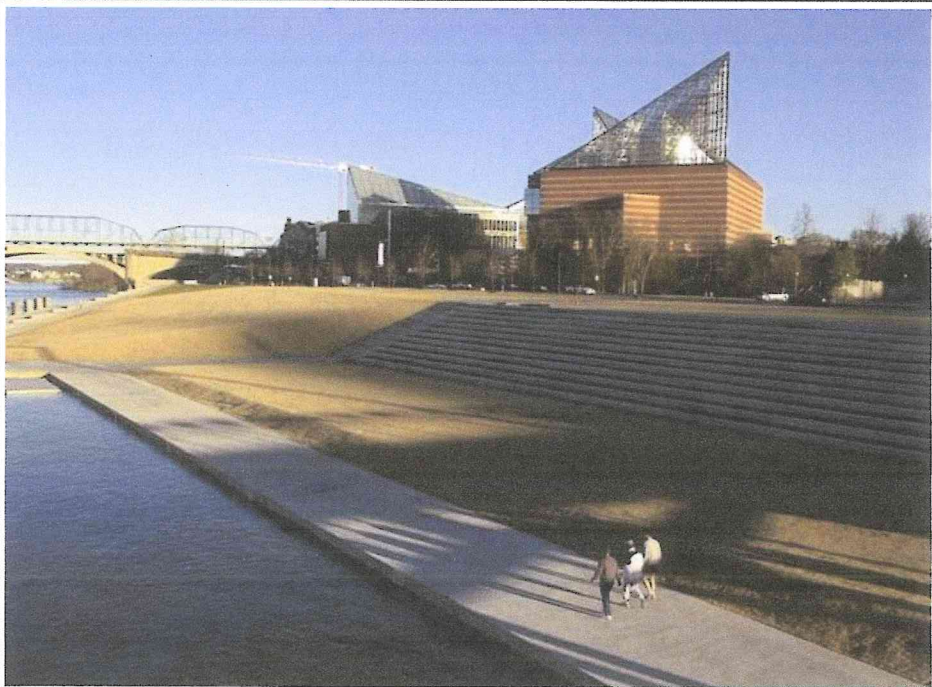
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published Sunday, April 29th, 2012

Tennessee Aquarium changed Chattanooga's cityscape and attitudes

by Mike Pare
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Pedestrians walk a pavement path between the Tennessee River and the Tennessee Aquarium in this file photo. The 21st Century Waterfront was completed in January, 2005.

Looking over Chattanooga's revived riverfront at the Hunter Museum of American Art four years ago, Volkswagen officials talked of how "the intangibles" helped them pick the city for a new \$1 billion assembly plant.

About 20 years earlier, just two blocks down a street now known as Aquarium Way, workers started moving dirt on what some believe was ground zero in the city's rebirth, its return to the river and the creation of the intangibles cited by VW.

This weekend, Chattanooga marks two decades

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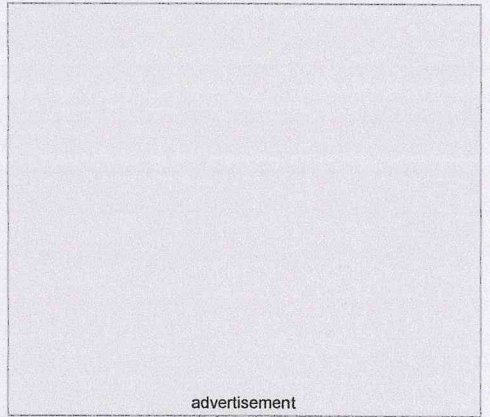
• [Tennessee Aquarium's River Giants debuts](#)

ROAD TO REVIVAL

The aquarium became the linchpin for Chattanooga's riverfront revival

• 1992 -- Tennessee Aquarium and Ross's Landing Park & Plaza open; Nightfall concert series begins downtown during summer months.

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since the opening of the Tennessee Aquarium - a building that spawned waves of new development and changed the way many residents and outsiders view the city.

"Where would we be without it?" asked Bill Sudderth, Chattanooga Land Co. president and a longtime downtown leader. "It's almost unimaginable."

Since the aquarium's May 1, 1992, opening, about \$2 billion in new investment has been pumped into Chattanooga's downtown, according to the nonprofit redevelopment group River City Co.

Over a dozen new hotels, scores of restaurants, more downtown housing, movie theaters and added office space have all risen in the central city over the years.

Also, a city that had been beaten down by a loss of manufacturing coupled with negative population growth in the 1980s began to believe in itself again with the aquarium's emergence, said Chattanooga Mayor Ron Littlefield.

"It gave people hope," he said.

In addition, Chattanooga economic development officials today use the aquarium and the renewed downtown when they recruit companies such as VW, whose manufacturing investment was the city's biggest ever.

"One of our big pitches has to do about quality of life," said Tom Edd Wilson, the Chattanooga Area Chamber of Commerce's chief executive. "A major part of that is what's taken place on the river."

Littlefield recalled that planners originally predicted a \$750 million impact for the aquarium.

"We blew by that a long time ago," he said.

Thirteen new hotels costing more than \$150 million have opened downtown in the two decades, adding hundreds of rooms to the central city. Citywide, only Memphis has added more lodging sites on a percentage basis over 20 years in the state, according to Smith Travel Research.

Combined with increasing tourism, the additional lodging led Hamilton County room tax collections to rise from \$1.87 million in 1991 to \$10.2 million in 2011, though an increase in the levy aided some of the increase. Without the higher levy and excluding Chattanooga and East Ridge, county room tax collections still rose 189 percent, according to officials.

Travel revenue in Hamilton County has grown

- 1993 -- Riverset Apartments open, first downtown housing development in more than 20 years.
- 1993 -- The River City Co. buys the Trolley Barns, which are redeveloped into restaurants, including Big River Grille, the first brew pub in Chattanooga.
- 1995 -- Redevelopment of the 16-acre Kirkman school site begins, becomes Chattanooga Lookouts home.
- 1996 -- IMAX 3D Theater opens.
- 1997 -- Bijou Theater opens with CARTA parking garage.
- 1999 -- Coolidge Park opens on the North Shore.
- 2001 -- Brown and Battle academies open as the first downtown public elementary schools in decades.
- 2002 -- Chattanooga Market debuts.
- 2005 -- 21st Century Waterfront opens, redeveloping 130 acres of downtown and riverfront land.
- 2006 -- Renaissance Park opens.
- 2009 -- Majestic 12 Theater opens.

MORE LODGING

Chattanooga added more hotels and other lodging properties in the last 20 years on a percentage basis than any major city statewide except Memphis. Some regional cities are included below along with percent change:

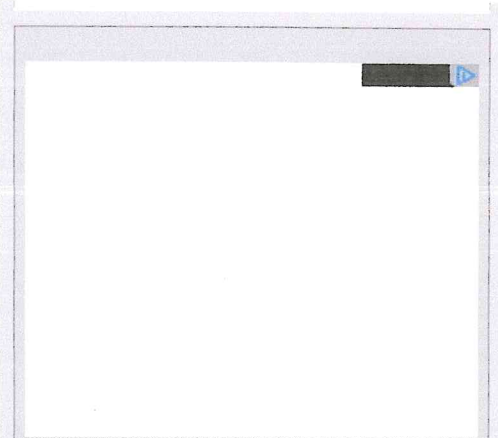
- Savannah, Ga., up 106 percent
- Mobile, Ala., up 94 percent
- Memphis, up 89 percent
- Chattanooga, up 62.7 percent
- Nashville, up 59.6 percent
- Augusta, Ga., up 48.1 percent
- Knoxville, up 28 percent

Source: Smith Travel Research

ROOM TAXES

Hotel-motel tax collections have jumped in Hamilton County over the past 20 years:*

- 1991 -- \$1.87 million
- 1995 -- \$2.6 million
- 1999 -- \$3.2 million




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from more than \$500 million in 2002 to more than \$800 million in 2010, according to the U.S. Travel Association.

Bob Doak, who heads the Chattanooga Area Convention and Visitors Bureau, said downtown has seen a lot of growth in hotels and restaurants, which has added to the central city's appeal.

"I lived downtown in the early 1980s," he said. "There wasn't a lot to do at all."

For example, at the Tennessee Aquarium's grand opening, thousands of Chattanoogaans returned to the city's riverfront birthplace to celebrate what quickly became its biggest tourist attraction.

But for all the eventual downtown revival sparked by the aquarium, marketing director Cindy Todd said that when the attraction first opened, food had to be catered and entertainers hired because there were so few restaurants or stores nearby.

Today, however, restaurant options near the aquarium abound, from fast food to upscale dining.

On Saturday while the aquarium celebrated its 20th anniversary, the Chattanooga Lookouts played at the nearby AT&T Field and a high school prom filled the Imax Theater while CARTA's electric-powered buses shuttled commuters around the downtown attractions.

Erik Neil, owner of Easy Bistro & Bar on Broad Street, said none of the restaurants in the riverfront area would be there without the aquarium.

"It's the anchor for what happens down here," he said.

According to River City, more than \$53 million has been spent on new retail over the past two decades, though officials see a need for still more in the central city.

CONFIDENCE

Aquarium backers say the attraction also revived the city's confidence.

CBS News anchor Walter Cronkite had named Chattanooga's air the dirtiest in America in 1969, the city's manufacturing foundation was uprooted in the 1980s, and the city was losing population. The city's census count dropped by more than 10 percent from 1980 to 1990.

To reverse the situation, different groups came to the similar conclusion that redevelopment efforts should begin on the banks of the Tennessee River, according to a history of the aquarium by Connie Patterson.

The Moccasin Bend Task Force, a citizens group, in the early '80s began studying a 20-mile corridor from Chickamauga Dam to the Marion County line.

The group came up with the idea of the Tennessee Riverpark, a series of connecting walkways encompassing museums, fishing piers, retail shops, a hotel and apartment complexes, the history said. The key Ross's Landing site downtown would hold a visitors center, a museum and an aquarium.

Another group, Chattanooga Venture, also began its Vision 2000 goal-setting process about that time based on citizen input, according to the history. It helped move the idea forward of Chattanooga returning to the river.

However, not everyone was for the idea of an aquarium. Some derided it as "a fish tank" and complained about the spending of public money on the attraction.

- 2011 -- \$10.2 million

Source: CVB

- Chattanooga levy raised last decade

BY THE NUMBERS

- \$350 million: Cost of new housing added downtown over last 20 years.

- \$173 million: Cost of public spaces built in the area.

- \$164 million: Cost of tourism-related additions to the area.

Source: The River City Co.

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Poll

Did you visit the aquarium in the past year?

Yes

No

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results

John T. "Jack" Lupton, the Lookout Mountain philanthropist who once headed Coca-Cola's biggest bottling empire, became involved and led the campaign to fund the \$45 million aquarium entirely from private donations. Included in that amount was more than \$20 million from Lupton's own family and the Lyndhurst Foundation started by his father.

Even after it was built, there were unbelievers. U.S. News & World Report mentioned the aquarium among "white elephant" projects nationally that might not reach their lofty goals.

"If you build it, they might not come," a headline suggested.

But, the aquarium surpassed projections, drawing more than 1 million people the first year.

"Most people kind of think it got things started," said Charlie Arant, the aquarium's chief executive. "It generated a lot of new investment."

Wilson said the aquarium turned a dream "into something you could feel, touch and explore."

"That generated ideas from other entrepreneurs and business people," he said. "You saw growth coming up around the aquarium."

But, it didn't stop there as redevelopment moved to the Southside, the North Shore and other parts of central city.

Sudderth said the perception of Chattanooga's about their city began to change after the aquarium opened. People had started not only to dream, but to carry out those dreams, he said.

"It gave people confidence we could do things in the city that we forgot we could do," Sudderth said.

Wilson said he hopes the 40-year, 16-county growth plan the Chamber is now undertaking will be talked about in similar ways 25 years from now. The city, Hamilton County government and area foundations have pledged \$3 million for the effort, which is to create a kind of business plan for the region.

"That's moving to the next level," Wilson said.

Business editor Dave Flessner staff writer Carey O'Neil contributed to this story.

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about Mike Pare...

Mike Pare, the deputy Business editor at the Chattanooga Times Free Press, has worked at the paper for 27 years. In addition to editing, Mike also writes Business stories and covers Volkswagen, economic development and manufacturing in Chattanooga and the surrounding area. In the past he also has covered higher education. Mike, a native of Fort Lauderdale, Fla., received a bachelor's degree in communications from Florida Atlantic University. he worked at the Rome News-Tribune before ...

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