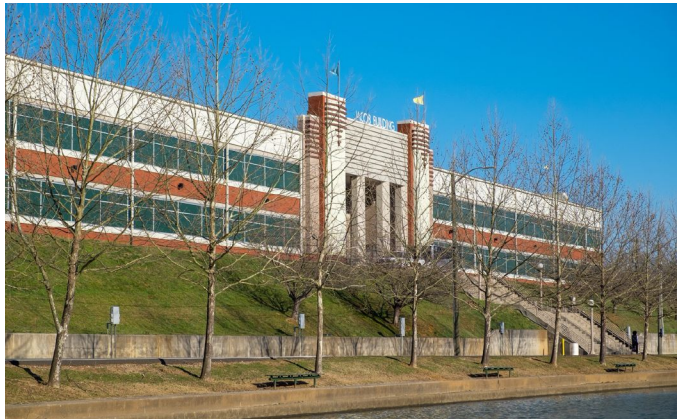
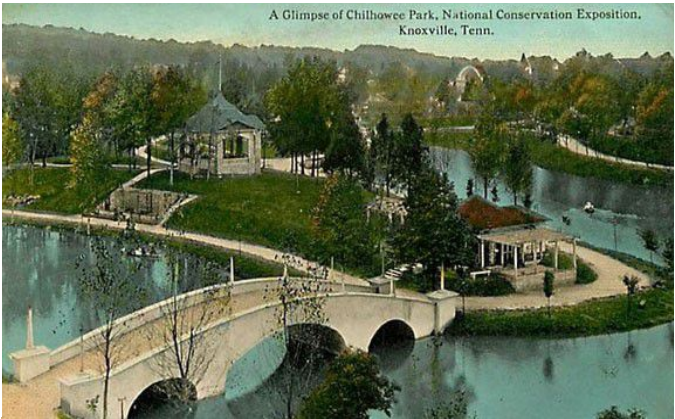




# STRATEGIC PLAN RECOMMENDATIONS FOR A FUTURE CHILHOWEE PARK & EXPOSITION CENTER

October 16, 2019



# INTRODUCTION:

## Project Background

- For more than 100 years, Chilhowee Park and Exposition Center has long-served the residents of Knoxville as a productive community asset and an important gathering place.
- Situated adjacent to Zoo Knoxville, Chilhowee Park and Exposition Center contains 81 acres and includes leasehold interests of The Muse, Tennessee Valley Fair, and Golden Gloves Charities.
- A strength of the Park is its appeal to a broad diversity of event and activity types, visitors, user bases, tenants, and industry segments.
- The intent of this strategic planning effort is to provide recommendations that can guide the future direction and growth of Chilhowee Park and Exposition Center and its leaseholders, with consideration of the existing development plans of Zoo Knoxville, Magnolia Avenue corridor, and Burlington redevelopment.
- Project Consulting Team:
  - Conventions, Sports & Leisure International (CSL)
  - Design Innovation Architects (DIA)
  - Sizemore Group (Sizemore)
  - IBI Group (IBI)

# INTRODUCTION:

## Project Approach

- 1. PROJECT EXPERIENCE:** Thousands of projects throughout the country involving event facilities/complexes, parks and greenspaces, recreation facilities, attractions, hospitality and mixed-use developments, and urban planning efforts.
- 2. SITE VISITS & CHARETTES:** Local market visits at the outset and throughout the project, including community and site/facility tours, visual inspection of existing facilities and infrastructure, plus concept visioning charettes.
- 3. BENCHMARKING:** Research and analysis of facility data and interviews conducted with 40+ competitive/comparable facilities and projects.
- 4. OUTREACH:** Engagement with 100+ local individuals (stakeholders, user groups, and community members) through open house, focus group, and meeting forums.
- 5. COMMUNITY SURVEY:** An web-based survey was conducted for the purpose of collecting opinions and information from Knoxville residents pertaining to the Recommended Strategic Plan for the Future Use of Chilhowee Park and Exposition Center. A total of 2,009 completed surveys were received.
- 6. TELEPHONE INTERVIEWS:** Completed telephone interviews with past, current and new user candidates of a potential redeveloped Chilhowee Park & Exposition Center, representing more than 100 potential events.

# INTRODUCTION:

## Acknowledgements

### LEADERSHIP, TENANTS & PARTNERS

- City of Knoxville
- Knoxville City Council
- SMG, now ASM Global
- Spectra
- KGIS – Knoxville/Knox County Geographic Information System
- The Muse
- Tennessee Valley Fair
- Golden Gloves Boxing
- Zoo Knoxville

### HOSPITALITY & TOURISM

- Visit Knoxville
- SMG Sales Team
- Knoxville Chamber
- East Tennessee History Center
- Public Building Authority
- Knoxville Area Transit
- Knoxville Botanical Gardens
- Greater Knoxville Hospitality Association
- Knoxville/Knox County Planning
- Knox Heritage
- Arts and Culture Alliance
- AC Entertainment
- Beck Cultural Center

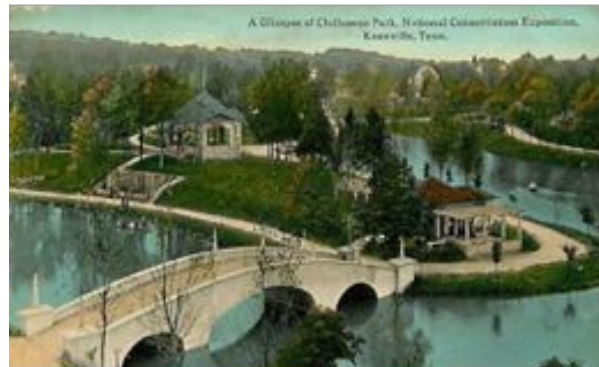
### COMMUNITY ORGANIZATIONS

- East Knoxville Business and Professional Association
- East Knoxville Community Meeting
- Burlington Residents Association
- Chilhowee Park Neighborhood Association
- Town Hall East
- Parkridge Community Organization

### MEETING PLANNERS & USER GROUPS

- ROCK Racing
- National Street Rod Association
- Vintage Market Days
- RK Gun Shows
- Remote Area Medical

# SITUATION ANALYSIS: Chilhowee Park Overview

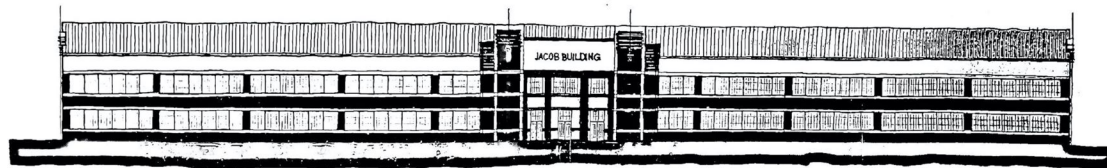
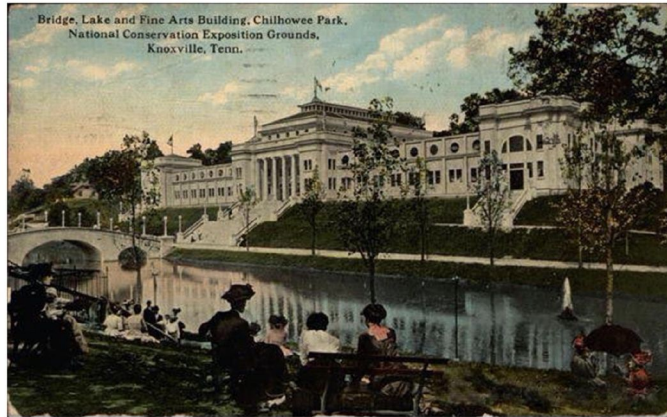


# SITUATION ANALYSIS: Chilhowee Park Flooding



# SITUATION ANALYSIS:

## Jacob Building

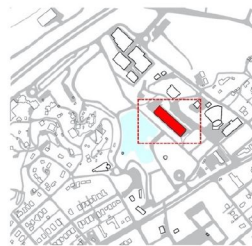


FRONT VIEW OF BUILDING

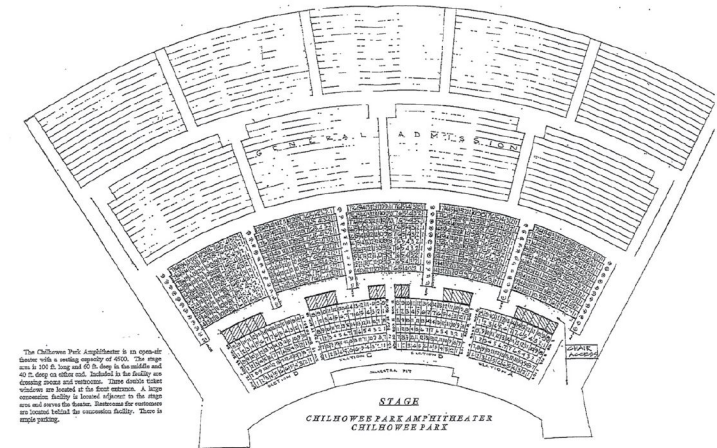
### JACOB BUILDING

- CURRENT USE:
- TOTAL AREA: 57,100 SF
- GROUND FLOOR SPACE: 36,600 SF
- UPPER FLOOR SPACE: 20,500 SF
- CURRENT BUILDING CONDITION: GOOD
- BUILDING CODE ISSUES:
- SUSTAINABILITY IMPROVEMENTS NEEDED:
- SUGGESTED AESTHETIC IMPROVEMENTS:
- POTENTIAL FUTURE USES:

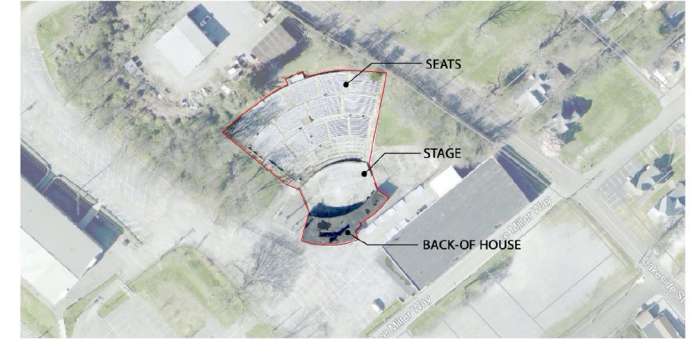
- EXHIBITIONS
- ADA ACCESSIBILITY:
- GUARD AND STAIR RAILINGS
- CATERING KITCHEN; ELEVATOR
- WINDOWS; EXTERIOR & INTERIOR
- PAINT SCHEME; EXTERIOR & INTERIOR LIGHTINGS; SKYLIGHTS OR ROOF MONITORS
- MUSE



# SITUATION ANALYSIS: Homer Hamilton Amphitheatre



AMPHITHEATRE SEATS LAYOUT N.T.S.



## HOMER HAMILTON AMPHITHEATRE

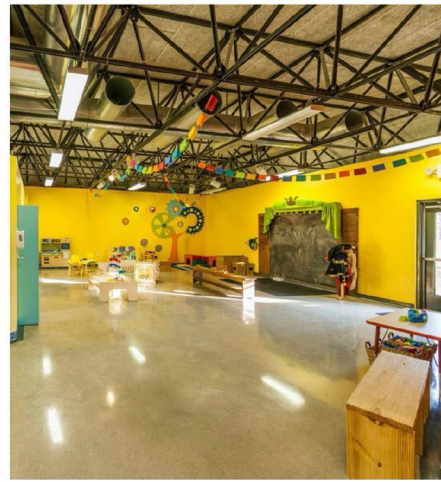
|                                     |   |
|-------------------------------------|---|
| CURRENT USE:                        | OUTDOOR PERFORMANCE VENUE   |
| BACK-OF-HOUSE AREA:                 | 3,700 SF  |
| SEATS:                              | 4,500   |
| STAGE AREA:                         | 100' x 60' (40' AT ENDS)  |
| CURRENT BUILDING CONDITION:         | FAIR  |
| BUILDING CODE ISSUES:               | ADA ACCESSIBILITY;<br>GUARD AND RAILINGS  |
| SUSTAINABILITY IMPROVEMENTS NEEDED: | BACK-OF-HOUSE TOTAL RENOVATION;<br>COVERED STAGE; LIGHTING & SOUND CONTROL PLATFORM; SEAT BENCH; SEATING AREA PAINT; LIGHTING;<br>IMPROVE ENTRANCE & TICKET BOOTH AREA; IMPROVE STAGE FLOOR SURFACE |
| SUGGESTED AESTHETIC IMPROVEMENTS:   | PAINT RED BRICK OR RESURFACE WITH ALTERNATE MATERIAL;<br>PARK THEME DESIGN  |





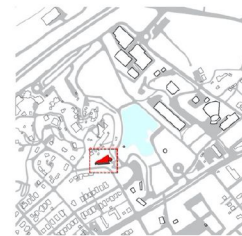
# SITUATION ANALYSIS:

## Kerr and Muse Buildings



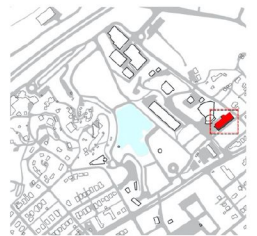
### MUSE BUILDING

**CURRENT USE:** MUSE (YOUTH EDUCATION)  
**TOTAL AREA:** 10,800 SF (4,000 SF EXHIBIT SPACE)  
**CURRENT BUILDING CONDITION:** GOOD  
**BUILDING CODE ISSUES:** ADA ACCESSIBILITY;  
**SUSTAINABILITY IMPROVEMENTS NEEDED:** IMPROVE ENTRANCE DROP-OFF/  
 PICK-UP AREA  
**SUGGESTED AESTHETIC IMPROVEMENTS:** EXTERIOR IMAGE; LIGHTING;  
 FRONT STAIRS; FENCING



### KERR BUILDING -- "ACE" MILLER GOLDEN GLOVES ARENA

**CURRENT USE:** BOXING TRAINING & TOURNAMENTS;  
 EXHIBITIONS; YOUTH DEVELOPMENT  
**GROUND FLOOR AREA:** 16,000 SF  
**CURRENT BUILDING CONDITION:** FAIR  
**BUILDING CODE ISSUES:** ADA ACCESSIBILITY;  
**SUSTAINABILITY IMPROVEMENTS NEEDED:** BUILDING ENVELOP IMPROVEMENTS;  
 GENERAL INTERIOR IMPROVEMENTS;  
 TOILET/LOCKER ROOM IMPROVEMENTS;  
 NEW HVAC; NEW LIGHTING; FOOD  
 SERVICES IMPROVEMENT  
**SUGGESTED AESTHETIC IMPROVEMENTS:** EXTERIOR IMAGE; PARK THEME DESIGN



# SITUATION ANALYSIS: Fair Office Building



→ PARK ENTRANCE

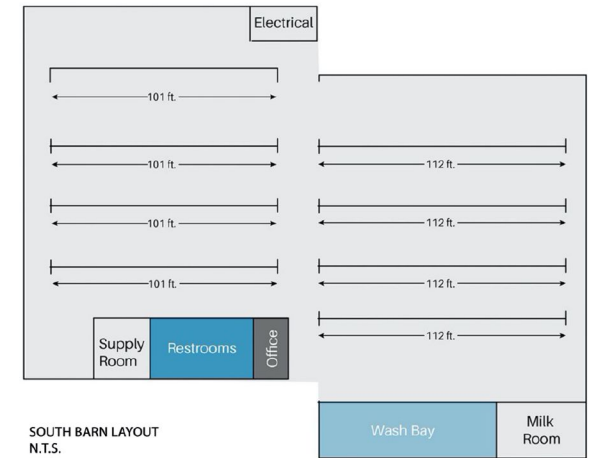
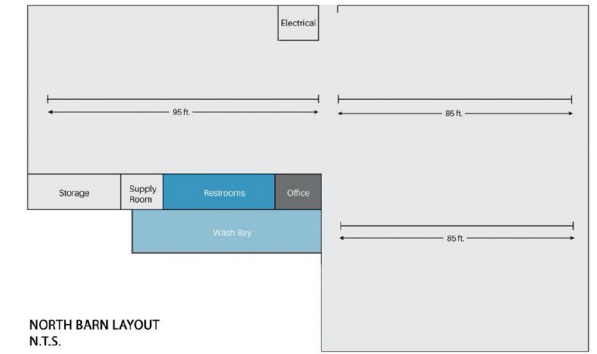
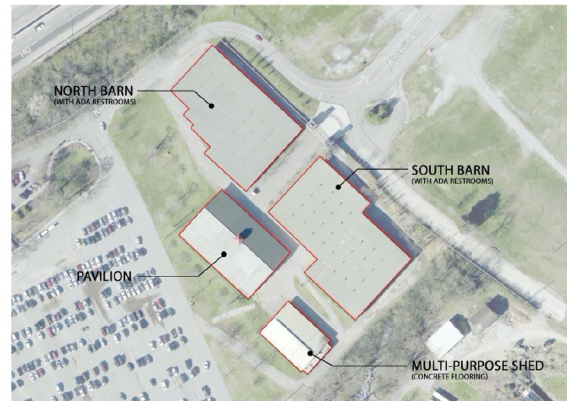
## TENNESSEE VALLEY FAIR OFFICE BUILDING

|                                     |                                  |
|-------------------------------------|----------------------------------|
| CURRENT USE:                        | OFFICE                           |
| TOTAL AREA:                         | 5,000 SF                         |
| GROUND FLOOR AREA:                  | 2,500 SF                         |
| UPPER FLOOR AREA:                   | 2,500 SF                         |
| CURRENT BUILDING CONDITION:         | FAIR                             |
| BUILDING CODE ISSUES:               | ADA ACCESSIBILITY;               |
| SUSTAINABILITY IMPROVEMENTS NEEDED: | EXTERIOR ENVELOPE IMPROVEMENT;   |
|                                     | MECHANICAL, ELECTRICAL, PLUMBING |
|                                     | IMPROVEMENTS                     |
| SUGGESTED AESTHETIC IMPROVEMENTS:   | TOTAL IMAGE CHANGE               |



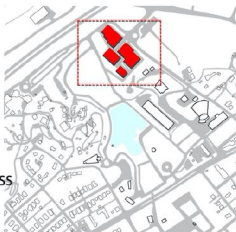
# SITUATION ANALYSIS:

## Livestock Barns & Facilities

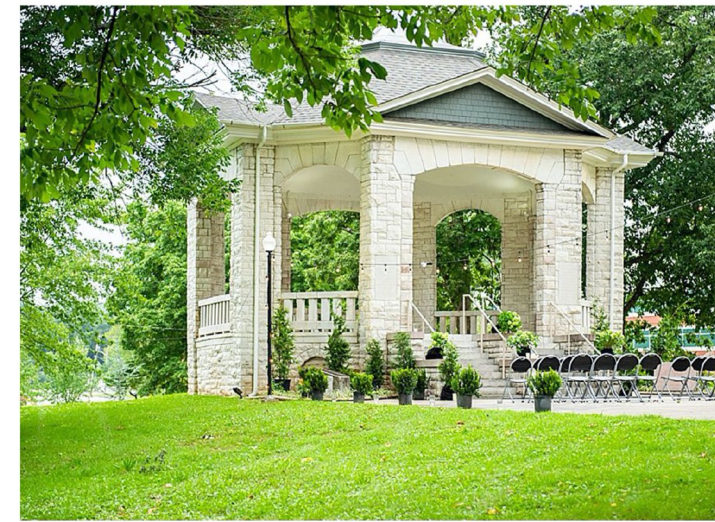


### LIVESTOCK BARN

- CURRENT USE:** LIVESTOCK EXHIBITIONS; OFF-SEASON RC MODEL CAR RACING
- BUILDING AREAS:**  
 NORTH BARN: 23,165 SF  
 SOUTH BARN: 31,476 SF  
 PAVILION: 10,650 SF W/ SEATING FOR 1,000  
 MULTI-PURPOSE SHED: 7,296 SF
- TOTAL COVERED FLOOR AREA:** 70,000 SF
- CURRENT BUILDING CONDITION:** FAIR
- BUILDING CODE ISSUES:** ADA ACCESSIBILITY;
- SUSTAINABILITY IMPROVEMENTS NEEDED:** NEW GUTTERS & DOWNSPOUTS; DRAINAGE AWAY FROM BUILDING; REPLACE CLAY FLOOR WITH DUSTLESS MATERIAL; IMPROVED LIGHTING
- SUGGESTED AESTHETIC IMPROVEMENTS:** PARTIAL OR FULL ENCLOSURE; PARK THEME DESIGN; LIGHTING

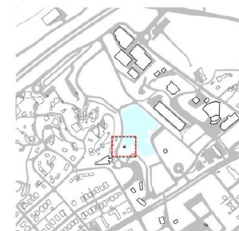


# SITUATION ANALYSIS: Bandstand & Lakeside Amphitheatre



## LAKESIDE AMPHITHEATRE

|                                     |                              |
|-------------------------------------|------------------------------|
| CURRENT USE:                        | OUTDOOR PERFORMANCE VENUE    |
| COVERED AREA:                       | 300 SF                       |
| AMPHITHEATRE AREA:                  | 5,000 SF                     |
| CURRENT BUILDING CONDITION:         | FAIR                         |
| BUILDING CODE ISSUES:               | NONE                         |
| SUSTAINABILITY IMPROVEMENTS NEEDED: | LIGHTING                     |
| SUGGESTED AESTHETIC IMPROVEMENTS:   | PAINT SCHEME; STAIN CONCRETE |

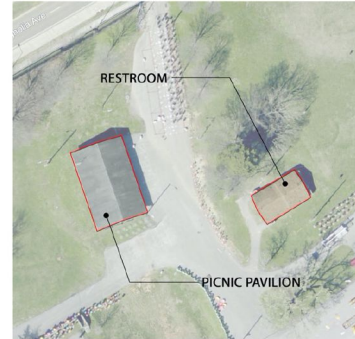


## BANDSTAND

|                                     |                    |
|-------------------------------------|--------------------|
| CURRENT USE:                        | WEDDINGS           |
| COVERED AREA:                       | 1,400 SF           |
| CURRENT BUILDING CONDITION:         | GOOD               |
| BUILDING CODE ISSUES:               | ADA ACCESSIBILITY; |
| SUSTAINABILITY IMPROVEMENTS NEEDED: | NEW SLATE ROOF;    |
|                                     | LIGHTING           |
| SUGGESTED AESTHETIC IMPROVEMENTS:   | FESTIVE LIGHTING   |

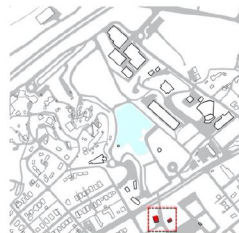


# SITUATION ANALYSIS: Main Campus & Midway Pavilions



## MIDWAY RESTROOM & PAVILION

|                                     |                                 |
|-------------------------------------|---------------------------------|
| CURRENT USE:                        | PICNIC SHELTER AND RESTROOMS    |
| COVERED AREA:                       | 3,600 SF + 1,300 SF             |
| CURRENT BUILDING CONDITION:         | GOOD                            |
| BUILDING CODE ISSUES:               | ADA ACCESSIBILITY;              |
| SUSTAINABILITY IMPROVEMENTS NEEDED: | NEW ROOF; LIGHTING              |
| SUGGESTED AESTHETIC IMPROVEMENTS:   | PARK THEME DESIGN; PAINT SCHEME |



## PAVILION & RESTROOM

|                                     |                              |
|-------------------------------------|------------------------------|
| CURRENT USE:                        | PICNIC SHELTER AND RESTROOMS |
| COVERED AREA:                       | 1,700 SF + 2,200 SF          |
| CURRENT BUILDING CONDITION:         | GOOD                         |
| BUILDING CODE ISSUES:               | NONE                         |
| SUSTAINABILITY IMPROVEMENTS NEEDED: | SIGNAGE IMPROVEMENT;         |
| SUGGESTED AESTHETIC IMPROVEMENTS:   | NEW ROOF; LIGHTING           |
|                                     | PARK THEME DESIGN;           |
|                                     | PAINT SCHEME                 |



# SITUATION ANALYSIS: Chilhowee Park Historical Operations

| NUMBER OF UTILIZATION DAYS BY TYPE |            |            |            |
|------------------------------------|------------|------------|------------|
|                                    | FY 2017    | FY 2018    | FY 2019    |
| Banquet                            | 12         | 22         | 20         |
| Community/Civic                    | 45         | 43         | 18         |
| Concert                            | 4          | 3          | 4          |
| Festival                           | 5          | 78         | 3          |
| Livestock                          | 17         | 19         | 22         |
| Meeting/Conference                 | 18         | 15         | 46         |
| Non-Tenant Sport                   | 19         | 17         | 21         |
| Public Show                        | 53         | 47         | 50         |
| SMERF                              | 29         | 26         | 37         |
| TN Valley Fair                     | 23         | 23         | 23         |
| <b>TOTAL</b>                       | <b>225</b> | <b>293</b> | <b>244</b> |
| R.O.C.C.K Racing                   | 93         | 195        | 4          |

|                             | FY 2017     | FY 2018     | FY 2019     |
|-----------------------------|-------------|-------------|-------------|
| <b>FINANCIAL OPERATIONS</b> |             |             |             |
| <b>Operating Revenues:</b>  |             |             |             |
| Facility rent               | \$162,492   | \$301,166   | \$136,970   |
| Food service (net)          | 9,738       | 26,407      | 10,186      |
| Contract service/other      | 29,547      | (57,415)    | 32,657      |
| Subtotal                    | \$201,777   | \$270,158   | \$179,813   |
| <b>Operating Expenses:</b>  |             |             |             |
| Salaries and benefits       | \$515,910   | \$595,706   | \$626,695   |
| Contract labor              | 20,000      | (10,443)    | 988         |
| Utilities                   | 203,120     | 216,226     | 204,610     |
| Repair & maintenance        | 114,949     | 109,689     | 59,433      |
| General & administrative    | 33,957      | 34,745      | 29,345      |
| Supplies                    | 18,423      | 50,329      | 29,046      |
| Insurance                   | 40,833      | 32,968      | 43,581      |
| Subtotal                    | \$947,192   | \$1,029,220 | \$993,698   |
| Net Operating Deficit       | (\$745,415) | (\$759,062) | (\$813,885) |

# MARKET DEMAND:

## Outreach, Interviews & Surveys

- **4** visits to Knoxville by the Project Team, including site/facility tours, visual inspection of existing facilities and infrastructure, plus visioning and design charrettes.
- **100+** local Knoxville area individuals participated in open house, focus group and meeting forums. Individuals included project stakeholders, user groups, and community members.
- **2,009** completed surveys received from an online community survey designed to collect opinions and information from Knoxville residents concerning the future of Chilhowee Park & Exposition Center.
- **20** completed telephone interviews were conducted with representatives of current/past user groups of Chilhowee Park & Exposition Center.
- **100+** events represented by promoters/planners contacted as part of a telephone survey of potential new event users of Chilhowee Park & Exposition Center.



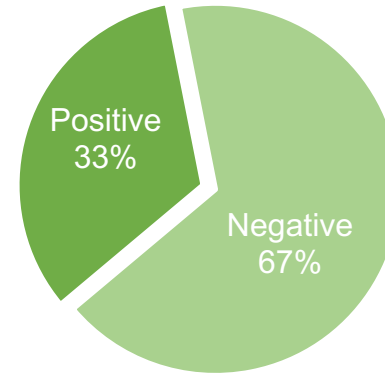
# MARKET DEMAND: Event User Groups

## CURRENT & PAST EVENTS



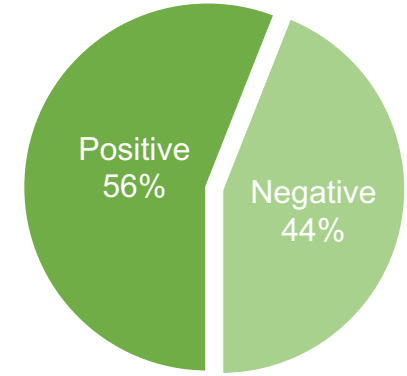
- Most were interested in preserving Chilhowee Park’s ability to accommodate a diversity of event types at affordable price points.
- Many mentioned favorable opinions of and experience with Chilhowee Park management and staff.
- Nearly all believed that renovations and improvements to Chilhowee Park facilities are needed.

## NEW EVENTS (LIVESTOCK)



- Many expressed the opinion that Knoxville is too far away from their typical event attendees and participants.
- A number of groups felt the Chilhowee Park site was too small and the environment too urban to be a good fit for their events.
- Of those who were interested in a Chilhowee Park location, facilities & stalling needs would reflect a larger site than available.

## NEW EVENTS (FLAT FLOOR)



- Some felt the Chilhowee Park location had interesting potential, should new/improved facilities be developed.
- Jacob Building was inadequate for most, in terms of square footage, level of finish, loading, amenities, and/or lack of subdivisibility.
- A modern, low-finish, flexible, multipurpose building was the concept that appealed to many of the respondents.



# MARKET DEMAND: Community Survey

## INTEREST IN IMPROVING SPECIFIC CHILHOWEE PARK SPACES

On 1 to 5 Scale, with 1 = Low Interest, 5 = High Interest

|  | Avg Score |
|--|-----------|
| Green Spaces/Lake/Outdoor Leisure Areas        | 4.19      |
| The Muse (Children's Museum)                   | 3.84      |
| Jacob Building (primary indoor event facility) | 3.73      |
| Parking  | 3.72      |
| Homer Hamilton Amphitheater                    | 3.46      |
| Ingress/Egress/Circulation                     | 3.45      |
| Ag. Pavilions & Fair/Livestock Facilities      | 3.29      |
| Kerr Building (Golden Gloves)                  | 2.93      |

## INTEREST IN ATTENDING/PARTICIPATING IN SPECIFIC EVENTS & ACTIVITIES

On 1 to 5 Scale, with 1 = Low Interest, 5 = High Interest

| EVENT / ACTIVITY                                | Avg Score |
|---|-----------|
| Festivals                                       | 4.11      |
| Farmer's Market/Flea Market                     | 3.99      |
| Concerts  | 3.80      |
| Fair  | 3.74      |
| Family Shows                                    | 3.62      |
| Civic/Community Events                          | 3.52      |
| Walking/Running                                 | 3.32      |
| Consumer Shows/Exhibitions                      | 3.25      |
| Sports Games/Exhibitions                        | 3.18      |
| Continuing Education                            | 3.13      |
| Conventions/Conferences                         | 3.06      |
| Livestock/Small Animal Shows                    | 2.95      |
| Rodeos/Horse Shows                              | 2.93      |
| Meetings/Banquets/Receptions                    | 2.84      |
| Ice Sports & Recreation                         | 2.80      |
| Fitness, Weightlifting, Exercise                | 2.50      |
| Gymnastics                                      | 2.45      |
| Basketball                                      | 2.36      |
| Volleyball                                      | 2.20      |
| Boxing/MMA                                      | 2.07      |
| E-Sports (electronic sports/videogaming events) | 1.94      |

# MARKET DEMAND: Community Survey

## IMPORTANCE / PRIORITY OF IMPROVING SPECIFIC CHILHOWEE PARK CHARACTERISTICS

On 1 to 5 Scale, with 1 = Low Importance, 5 = High Importance

|   | Low   |       | High  |       |       | Avg Score |
|---|-------|-------|-------|-------|-------|-----------|
|   | 1     | 2     | 3     | 4     | 5     |           |
| Park & green spaces                       | 3.0%  | 3.1%  | 11.9% | 19.1% | 59.9% | 4.34      |
| Walking trails/paths                      | 4.1%  | 5.3%  | 12.5% | 20.6% | 54.1% | 4.19      |
| Quality facilities & amenities            | 3.1%  | 3.8%  | 13.2% | 27.9% | 48.6% | 4.19      |
| Landscaping & site beautification         | 3.5%  | 4.2%  | 15.4% | 28.3% | 45.5% | 4.12      |
| Lakes, ponds & water features             | 4.3%  | 5.5%  | 16.6% | 24.7% | 45.9% | 4.05      |
| Covered spaces (pavilions & gazebos)      | 3.4%  | 5.1%  | 18.5% | 29.8% | 40.3% | 4.02      |
| Accessibility to site & entry/exit points | 5.0%  | 6.2%  | 15.8% | 26.0% | 43.4% | 4.00      |
| Parking offerings                         | 7.3%  | 9.8%  | 22.6% | 24.6% | 32.4% | 3.67      |
| Concessions & food/beverage offerings     | 8.0%  | 13.3% | 24.8% | 26.9% | 23.7% | 3.47      |
| Connectivity to surrounding neighborhoods | 19.5% | 13.4% | 19.3% | 18.6% | 24.0% | 3.15      |
| Retail offerings                          | 24.8% | 21.5% | 25.4% | 13.8% | 10.3% | 2.62      |

# PROGRAM & STRATEGY: Recommended Approach

- The recommended strategy focuses around the following principles:
  1. Embracing Chilhowee Park's history through a restoration of the natural beauty of its outdoor spaces, facilities and amenities.
  2. Improving year-round community and neighborhood accessibility of Chilhowee Park.
  3. Developing targeted new event facilities that serve important community needs and drive year-round activity and visitation to Chilhowee Park.
  4. Collaborating synergistically with private partners, such as Zoo Knoxville, the Muse and/or private mixed-use developers to enhance the quality of the sub-destination and overall visitor draw.
- Importantly, detailed investigation of the stormwater/flooding problems impacting the site and watershed is needed. Implementation of a comprehensive solution to appropriately mitigate the core issues causing flooding at Chilhowee Park will be necessary before investment is made on a major improvement project such as that recommended in this Strategic Plan.

# PROGRAM & STRATEGY:

## Core Facility Recommendations

### **AMPHITHEATER**

- An iconic, new, state-of-the-industry amphitheater that embraces Lake Ottosee, the natural park setting, interstate visibility, and proximity to Zoo Knoxville.
- 3,500 fixed seats. Lawn seating at inclined slope to bring capacity to 7,500.
- Permanent stage with modern rigging grid. Covered stage.
- Modern support space, including 1 star dressing room + 3 additional dressing rooms, plus restrooms, concessions and ticket/box office.
- 1,900 parking spaces needed nearby.

### **MULTI-USE FACILITY**

- A new, state-of-the-industry multipurpose facility. Would replace the Jacob Building as the primary indoor event venue at Chilhowee Park, plus house Golden Gloves and Park administrative offices.
- 30,000 square feet of Exhibit Space. Concrete floor, column-free, subdividable, 30-foot ceiling.
- 6,500 square feet of Meeting Space. Carpeted, subdividable.
- 15,000 square feet for Golden Gloves primary activity/training space.
- 2,500 square feet of Admin Office space.
- 91,800 square feet of gross facility space.

### **JACOB BUILDING**

- Repurposed for an alternate use, such as the Muse or other museum/attraction.
- No significant improvements to be assumed to the structure for this Strategic Planning exercise.

# PROGRAM & STRATEGY:

## Recommended Master Plan Concept



# PROGRAM & STRATEGY:

## Site Transformation



# PROGRAM & STRATEGY: Concept View Facing North



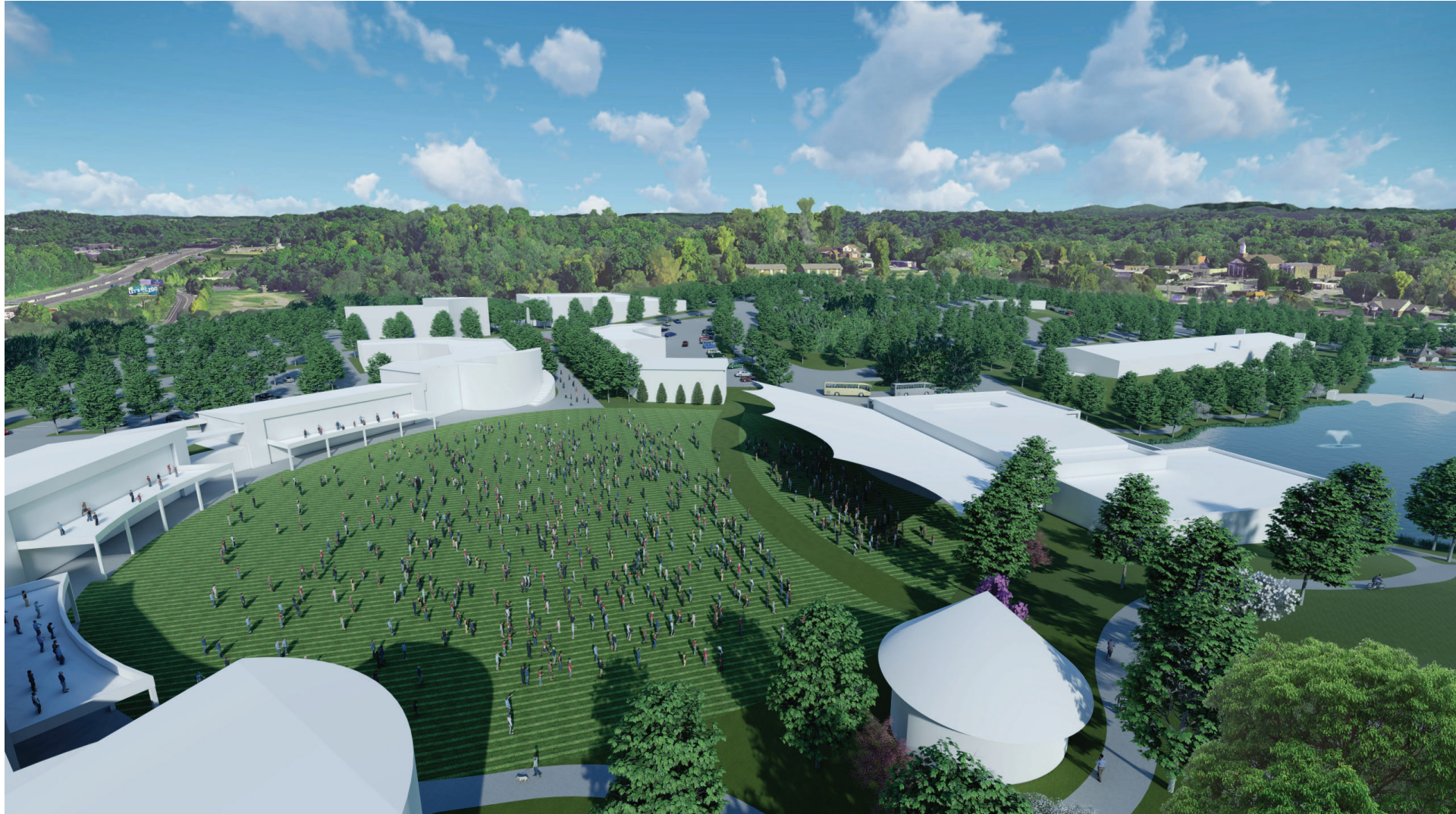
# PROGRAM & STRATEGY: Concept View Facing South





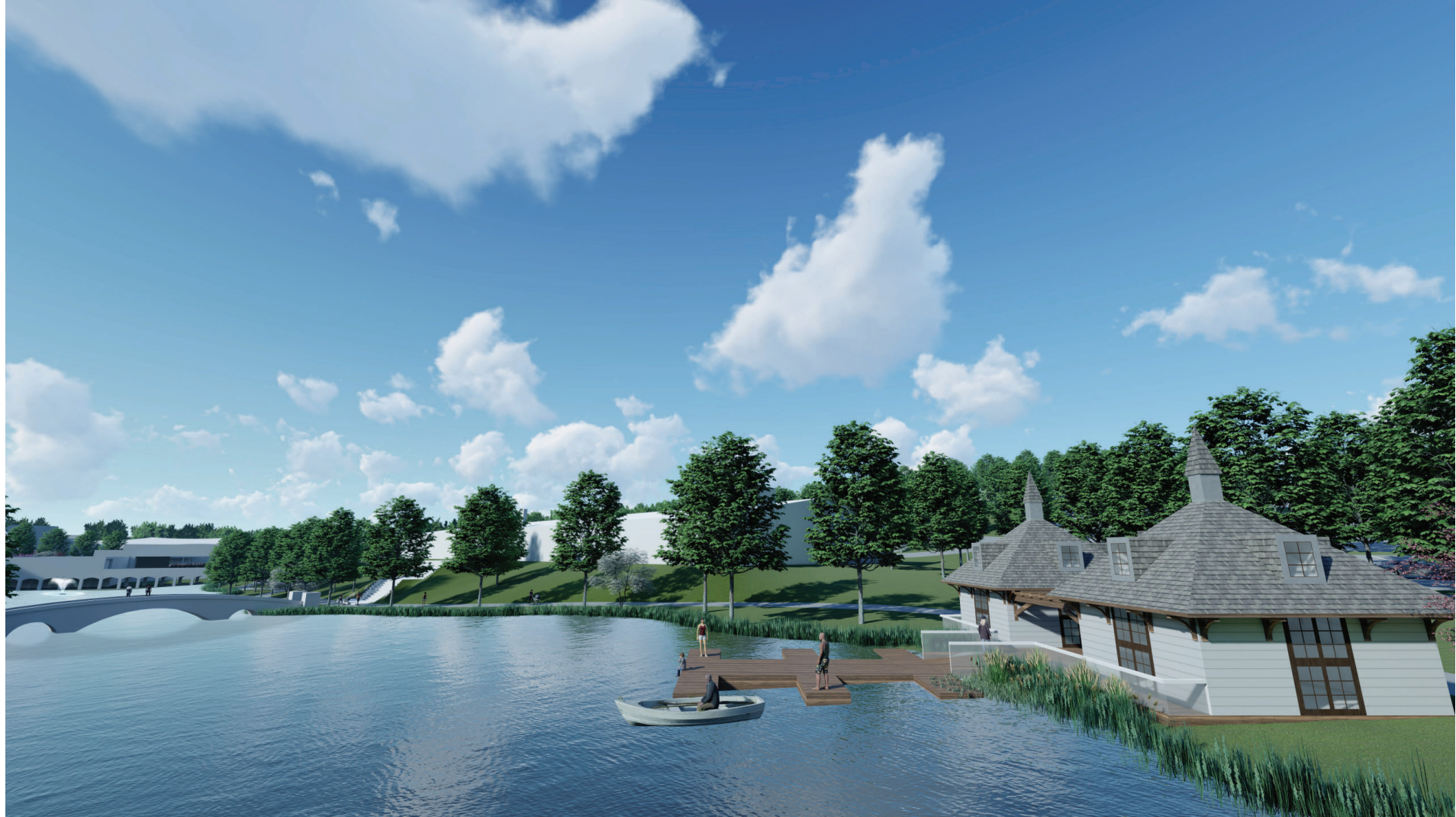
# PROGRAM & STRATEGY:

## Concept View of Amphitheater



# PROGRAM & STRATEGY:

Concept  
View of  
Boat House



# PROGRAM & STRATEGY:

Concept  
View of  
Greenway



# PROGRAM & STRATEGY:

## Precedent Imagery



1911 CHILHOWEE PARK VIEW



1911 OTTOSEE LAKE



BOATHOUSE



SPECIALTY USE

# PROGRAM & STRATEGY:

## Precedent Imagery



AMPHITHEATER



EXHIBITION HALL



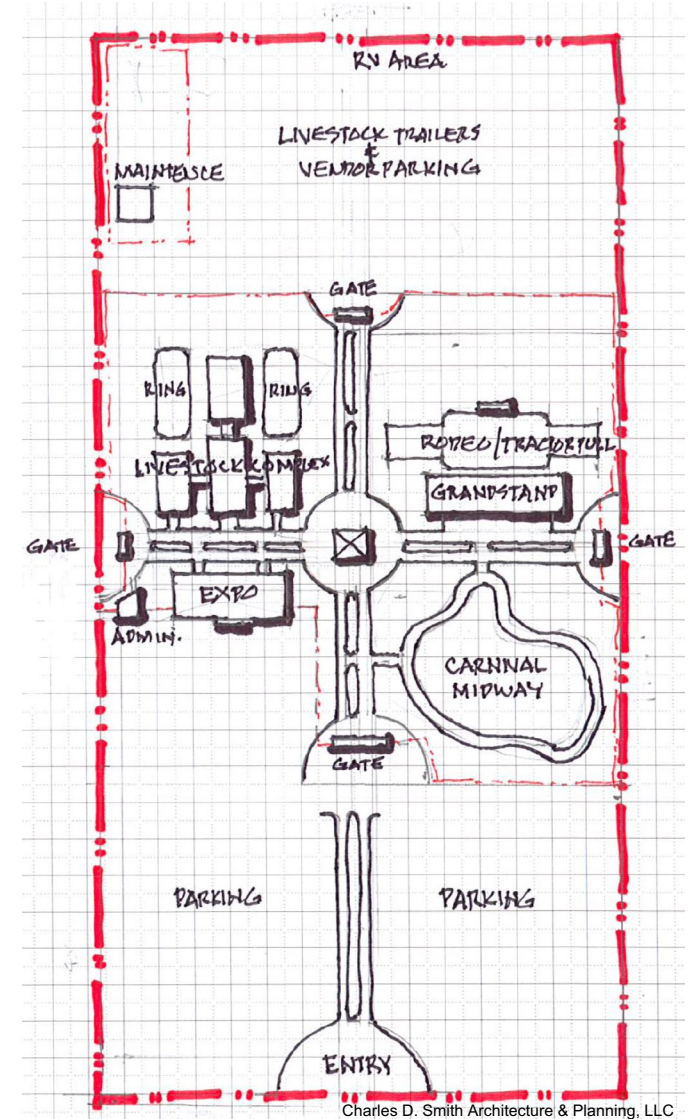
MIXED USE



RESIDENTIAL

# PROGRAM & STRATEGY: TN Valley Fair Opportunity

- To more efficiently utilize land area and to maximize the year-round market and economic opportunity at Chilhowee Park, the recommended Strategic Plan would involve a relocation of the Tennessee Valley Fair to an alternate site.
- Recognizing the long-standing history and community importance of the Tennessee Valley Fair, it is recommended that any ultimate master plan and funding strategy for improvements at Chilhowee Park also include the identification of a financially-viable path forward that would allow Fair owners and stakeholders to continue producing the Fair in Knoxville at an alternate site.
- An alternate site could create an opportunity for an enhanced, higher performing fairgrounds product. A new location with more appropriate facilities could lead to a significantly-increased ability to accommodate year-round livestock, agricultural and equestrian activity than presently exists at Chilhowee Park.



# PROGRAM & STRATEGY: TN Valley Fair Opportunity

## Hypothetical Redeveloped Fairgrounds:

- Expo Buildings/Barns:
  - 1 @ 40,000SF (concrete floor, enclosed)
  - 4 @ 15,000SF to 25,000SF each (dirt, could be covered/open-sided)
- Outdoor Arena:
  - 4,000-5,000 covered grandstand-type bench seats on one side
  - 300'x150' ring for rodeo plus ability to convert for concerts & tractor pulls
- Outdoor warm ups:
  - 2 @ 250'x125' rings
- Midway (asphalt), Admin Offices & Maintenance Buildings
- Parking & RV:
  - 5,000+ spaces (paved + gravel/grass)
- Site Acreage:
  - 90-100 acres
- Order-of-Magnitude Construction Costs (excluding site):
  - \$20-25 million

# PROGRAM & STRATEGY:

## Construction & Operations

| PRELIMINARY CONSTRUCTION & OPERATING COSTS |                     |                      |
|--|---------------------|----------------------|
|  | Low                 | High                 |
| <b>CONSTRUCTION COSTS</b>                  |                     |                      |
| Amphitheater                               | \$15,960,000        | \$26,600,000         |
| Multipurpose Building                      | \$24,418,800        | \$30,523,500         |
| Parking Structure                          | \$31,122,000        | \$38,902,500         |
| Softscape/Features                         | \$10,000,000        | \$15,000,000         |
| <b>TOTAL</b>                               | <b>\$81,500,800</b> | <b>\$111,026,000</b> |

Note: Does not include flood/stormwater mitigation costs.

|                                     | Low                | High               |
|-------------------------------------|--------------------|--------------------|
| <b>ANNUAL OPERATING PROFIT/LOSS</b> |                    |                    |
| Amphitheater                        | \$200,000          | \$500,000          |
| Multipurpose Building               | (\$500,000)        | (\$200,000)        |
| Parking                             | \$0                | \$300,000          |
| Outdoor Events                      | (\$50,000)         | \$100,000          |
| <b>TOTAL</b>                        | <b>(\$350,000)</b> | <b>\$700,000</b>   |
| Existing Chilhowee Park             | (\$800,000)        | (\$800,000)        |
| <b>INCREMENTAL</b>                  | <b>\$450,000</b>   | <b>\$1,500,000</b> |



# PROGRAM & STRATEGY:

## Alternate Improvements

### IMPROVEMENTS RECOMMENDED IF STRATEGIC PLAN IS NOT PURSUED

#### IN CURRENT CAPITAL IMPROVEMENT BUDGET

|  |                  |
|--|------------------|
| Repaint barns and replace gutters/downspouts | \$60,000         |
| Paint exterior of Administrative Office      | \$30,000         |
| Paint interior of Jacob Building             | \$50,000         |
| <b>TOTAL BUDGETED IMPROVEMENTS</b>           | <b>\$140,000</b> |

#### ADDITIONAL ITEMS FOR CONSIDERATION BASED ON COMMUNITY SURVEY

|   |                    |
|---|--------------------|
| Clean/dredge Lake Ottosee   | \$500,000          |
| Repave and stripe Parking Lots  | \$1,000,000        |
| Improve tree canopy/hardscape at Midway to enhance for festivals/markets/concerts | \$500,000          |
| Replace bathrooms at Midway   | \$750,000          |
| Design and create greenway loop/painted trail on pavement for daily use           | \$50,000           |
| Improve exterior building, parking and path lighting                              | \$200,000          |
| Improve traffic flow—particularly near the Muse                                   | \$100,000          |
| Enhance park ingress/egress and signage   | \$250,000          |
| <b>TOTAL PROPOSED IMPROVEMENTS</b>  | <b>\$3,350,000</b> |

**COMBINED TOTAL** **\$3,490,000**

# Q&A

