
GRANT SUMMARY SHEET

Grant Name: Fort Negley Museum Study 2022

Department: PARKS & RECREATION

Grantor: NASHVILLE CONVENTION AND VISITORS CORP

**Pass-Through Grantor
(If applicable):**

Total Award this Action: \$25,000.00

Cash Match Amount \$25,000.00

Department Contact: Alan Enzo
862-8400

Status: NEW

Program Description:

Fort Negely Museum Feasibility Study 2022 grant. This grant provides up to \$25,000.00 in support of the Fort Negely Museum Feasibility Study as part of the Fort Negely Master Plan. The grant is contingent on the successful amendment to the HDLA purchase order (#6499599) for the Fort Negley Master Plan, to include the total cost of the feasibility study. Metro Parks will pay 50% matching funds up to \$25,000.00. The matching funds have been approved and will come from the existing fund being used for the Fort Negley Master Plan (Fund 40022, BU 40402022).

Plan for continuation of services upon grant expiration:

N/A.

Grants Tracking Form

Part One

Pre-Application ☐		Application ☐		Award Acceptance ☒		Contract Amendment ☐	
Department	Dept. No.	Contact				Phone	Fax
PARKS & RECREATION ▼	040	Alan Enzo				862-8400	862-8414
Grant Name:	Fort Negley Museum Study 2022						
Grantor:	NASHVILLE CONVENTION AND VISITORS CORP ▼					Other:	
Grant Period From:	09/06/22	(applications only) Anticipated Application Date:					
Grant Period To:		(applications only) Application Deadline:					
Funding Type:	OTHER ▼	Multi-Department Grant ☐		If yes, list below.			
Pass-Thru:	Select Pass-Thru --- > ▼	Outside Consultant Project: ☐					
Award Type:	OTHER ▼	Total Award:		\$25,000.00			
Status:	NEW ▼	Metro Cash Match:		\$25,000.00			
Metro Category:	New Initiative ▼	Metro In-Kind Match:		\$0.00			
CFDA #		Is Council approval required?		☒			
Project Description:	Applic. Submitted Electronically? ☐						
Fort Negley Museum Feasibility Study 2022 grant. This grant provides up to \$25,000.00 in support of the Fort Negley Museum Feasibility Study as part of the Fort Negley Master Plan. The grant is contingent on the successful amendment to the HDLA purchase order (#6499599) for the Fort Negley Master Plan, to include the total cost of the feasibility study. Metro Parks will pay 50% matching funds up to \$25,000.00. The matching funds have been approved and will come from the existing fund being used for the Fort Negley Master Plan (Fund 40022, BU 40404022).							
Plan for continuation of service after expiration of grant/Budgetary Impact:							
N/A.							
How is Match Determined?							
Fixed Amount of \$	N/A	or	50.0%	% of Grant	Other: ☐		
Explanation for "Other" means of determining match:							
For this Metro FY, how much of the required local Metro cash match:							
Is already in department budget?	Yes		Fund	40022	Business Unit	40404022	
Is not budgeted?	\$0.00		Proposed Source of Match:		Fort Negley Masterplan BU		
(Indicate Match Amount & Source for Remaining Grant Years in Budget Below)				Requested from Cont. Match Fund:		N/A	
Other:							
Number of FTEs the grant will fund:	0.00	Actual number of positions added:		0.00			
Departmental Indirect Cost Rate	21.78%	Indirect Cost of Grant to Metro:		\$5,445.00			
*Indirect Costs allowed? ☐ Yes ☒ No	% Allow.	0.00%	Ind. Cost Requested from Grantor:		\$0.00	in budget	
*(If "No", please attach documentation from the grantor that indirect costs are not allowable. See Instructions)							
Draw down allowable? ☐							
Metro or Community-based Partners:							

Part Two

Grant Budget										
Budget Year	Metro Fiscal Year	Federal Grantor	State Grantor	Other Grantor	Local Match Cash	Match Source (Fund, BU)	Local Match In-Kind	Total Grant Each Year	Indirect Cost to Metro	Ind. Cost Neg. from Grantor
Yr 1	FY23			\$25,000.00	\$25,000.00	40022, 40402022		\$50,000.00	\$5,445.00	\$0.00
Yr 2	FY__									
Yr 3	FY__									
Yr 4	FY__									
Yr 5	FY__									
Total		\$0.00	\$0.00	\$25,000.00	\$25,000.00		\$0.00	\$50,000.00	\$5,445.00	\$0.00
Date Awarded:		08/02/22		Tot. Awarded:		\$25,000.00	Contract#:		Letter	
(or) Date Denied:				Reason:						
(or) Date Withdrawn:				Reason:						

JOHN COOPER, MAYOR



METROPOLITAN BOARD OF PARKS AND RECREATION

Centennial Park Office
Park Plaza at Oman Street
Nashville, TN 37201

(615) 862-8400
Fax (615) 862-8414
www.nashville.gov/parks

Monique Horton Odom, Director

August 2, 2022

Mr. Butch Spyridon
Nashville Convention and Visitors Corp
500 11th Avenue North, Suite 650
Nashville, TN 37203

Dear Mr. Spyridon:

The Parks Board, at its meeting held Tuesday, August 2, 2022, approved the request of your grant for your support of the Museum Feasibility Study as part of the Fort Negley Master Plan, and accepted the grant valued at approximately twenty-five thousand dollars (\$25,000).

Please note that the Parks Department will match the grant (50%).

If further information is needed regarding the donation process, please contact Mr. Alan Enzo of my staff; he may be reached at 615 862-8400. On behalf of Metro Parks, thank you for this generous contribution.

Sincerely,

Monique Horton Odom, Director
and Secretary to the Board

c: Chinita White
Alan Enzo
Tim Netsch

"It is the mission of Metro Parks and Recreation to sustainably and equitably provide everyone in Nashville with an inviting network of parks and greenways that offer health, wellness and quality of life through recreation, conservation and community"



FOR ADA ACCOMMODATIONS, PLEASE CONTACT 615-862-8400

WE ARE AN EQUAL OPPORTUNITY EMPLOYER



NASHVILLE CONVENTION
& VISITORS CORP

500 11th Avenue North, Suite 650
Nashville, TN 37203

August 2, 2022

Dear Director Odom and Members of the Park Board:

The Nashville Convention & Visitors Corp requests the board to accept a grant of up to \$25,000 in support of a Museum Feasibility Study as part of the Ft. Negley Master Plan.

The proposed cost of the Feasibility Study is \$40,700 (see attached). In addition, there may be a need for additional funding to cover Artists Renderings and Marketing Materials. The total cost of the completed study is not expected to exceed \$50,000.

The grant is contingent on the successful amendment to the HDLA purchase order (#6499599) for the Ft. Negley Master Plan, to include the total cost of the feasibility study.

Please note that the Metro Parks Department has agreed to meet this grant with 50% matching funds. The matching funds have been approved and will come from the existing fund being used for the Fort Negley Masterplan.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Butch".

Butch Spyridon | CEO
Nashville Convention & Visitors Corp
500 11th Avenue North, Suite 650 | Nashville, TN 37203
E: butch@visitmusiccity.com | P: 615-259-4760
Connect with Music City | visitmusiccity.com



PROPOSAL

FORT NEGLEY MUSEUM FEASIBILITY STUDY
NASHVILLE, TN

To: Tim Netsch
Assistant Director
Metropolitan Board of Parks & Recreation
Planning & Facilities Development Division
P.O. Box 196340
Nashville, Tennessee 37219
615-862-8400 p

From: Richie Jones
HDLA
507 Main Street
Nashville, TN 37206
615.327.4447
rjones@hodgsondouglas.com

Date: July 07, 2022

RE: Proposal for Landscape Architecture Master Planning Services

We are pleased to submit the following proposal for Master Planning Services for the Fort Negley Museum Feasibility Study as part of HDLA’s Master Contract. We are appreciative for the opportunity to work with you on this exciting project and to continue our work with Metro Parks.

Please find our outlined scope of work and associated fees below. We have based this on our previous project experience and the anticipated time it will take to complete the tasks.

SCOPE OF WORK

<i>Feasibility Study & First Stage Management Plan</i>	
See attached Exhibit A for scope of work for Feasibility Study & First Stage Management Plan	
Lump Sum Fee	\$37,200.00
<i>Project Management and Coordination for Feasibility Study</i>	
Anticipated 18 hours during 6 Month Feasibility Study Schedule	
Hourly Not to Exceed	\$3,500.00
Total Fee	\$40,700.00



Above fees represent HDLA's previously agreed upon Hourly Rates.

Billing will be monthly for all work performed and expenses incurred on your behalf.

ADDITIONAL SERVICES

These are services which may be required that are not a part of or are out of sequence to the basic services. They include:

1. Artist Renderings
2. Marketing Materials

In contracting HDLA for professional services, the Client warrants that funds are available to compensate HDLA for the total amount of services and expenses contracted and that these funds are neither encumbered nor contingent upon granting of approvals, permits, or financial commitments by lending institutions or third parties.

Attached to and a part of this agreement are standard Terms and Conditions of the Agreement. In signing this agreement, the Client is also agreeing to the Terms and Conditions attached herein.

TERMINATION

The client or HDLA may terminate this agreement for reasons which may arise. In the event such termination becomes necessary, the party effecting termination shall so notify the other party, and termination will become effective seven (7) calendar days after receipt of the termination notice. Irrespective of which party shall affect termination or the cause thereof, the Client shall, within thirty (30) calendar days of termination, remunerate HDLA for services.

We appreciate the opportunity to be of service. If you are in agreement, please sign below and return one copy for our files.

HDLA

Date

Metropolitan Board of Parks & Recreation

Date



EXHIBIT A: FEASIBILITY STUDY & FIRST STAGE MANAGEMENT PLAN PROPOSAL



Proposal to Prepare the

FORT NEGLEY MUSEUM **FEASIBILITY STUDY & MANAGEMENT PLAN**



"Impressing Negroes to Work on the Nashville Fortifications"

Annals of the Army of the Cumberland, John Fitch, 1864
(Courtesy Nashville.gov)

Submitted by

Randall Gross / Development Economics

May 4, 2022 (Revised June 6, 2022)

Randall Gross / Development Economics

May 4, 2022 (Revised June 6, 2022)

Mr. Richard Jones, Partner
Hodgson Douglas, LLC
507 Main Street, Nashville, TN 37206
Tel 615-953-5061 / rjones@hodgsondouglas.com
CC: pwalker@walkercollaborative.com, tim.netsch@nashville.gov

Dear Richie

Thank you and the consulting team for your request for scope and budget to conduct a feasibility study for a proposed museum at or near Fort Negley. I am delighted to have the opportunity to work with you again and to participate in such an exciting project. This proposal responds to your request and to the items enumerated therein.

About RGDE

As you know, Randall Gross / Development Economics (RGDE) is a full-service economic, development, and strategic planning consulting firm based here in Nashville. RGDE has completed nearly 650 consulting assignments worldwide over the past 34 years, including real estate market analyses and financial feasibility assessments, fiscal and economic impact analyses, economic & tourism development strategic plans, and other types of economic and strategic planning assignments.

RGDE has particular experience in the economics of audience support venues including **museums and interpretive centers**, theaters, tourism attractions, performance venues, and others. RGDE has also been involved in many preservation or adaptive use projects for **historic sites**. RGDE has worked extensively in Nashville and is very familiar with **Nashville's tourism industry**. Finally, RGDE works on the economics of **park and recreation facilities** and on ways to enhance and diversify the financial position of park and recreation departments. Among the most relevant projects are the following:

- Port Tobacco Cultural Heritage Site Potentials, Port Tobacco, Maryland
- Battlefield Heritage Tourism Strategy, Dannhauser, South Africa
- Music Row Preservation Incentives, Nashville, Tennessee
- Azalea Park & Thomas Wolf Cabin Historical Site Feasibility, Asheville, North Carolina
- The Johannesburg Art Gallery Strategic Plan, Johannesburg, South Africa
- Civil War Battlefields Preservation Life Cycle Sustainability Policy, National
- Eubie Blake International Jazz Museum Feasibility, Baltimore, Maryland
- Dixie Plantation Reuse Feasibility, Tallahassee, Florida
- Performing Arts Center Feasibility, Clarksville, Tennessee
- The Bromo Seltzer Tower (Baltimore Arts Tower) Feasibility, Baltimore, Maryland
- Columbus Zoo & Aquarium Impacts, Columbus, Ohio
- Elba Theater Preservation & Reuse Feasibility, Elba, Alabama

The Proposal

This proposal includes scope and indicative budget, along with project qualifications. I've also included scope and budget for a management plan, in addition to the feasibility study, as a logical next step. Let me know if you have any questions. Thanks.

R andy

Randall Gross / Development Economics

Project Understanding & Scope of Work

Fort Negley is a critical anchor for interpreting the role of Nashville and its African American community in the Civil War and Reconstruction. A sacred site where many former slaves perished in its construction, Fort Negley teaches not only about military strategy but also serves as a memorial to those whose lives were lost to defend freedom. The site gave birth to surrounding communities and their stories are important to the interpretation of Nashville's and the nation's history. The Fort Negley Visitors Center helps welcome visitors and provides some limited interpretation of the site. The question is whether a larger interpretation center or full-scale destination museum of national significance at or near Fort Negley can more fully interpret its historical impact, increase visitation to the site, and operate sustainability. Such interpretation is important for the education of Nashville's residents, as a memorial to those who lost their lives, and as a way of broadening and enriching Nashville's story for tourists and other visitors.

Another part of the question relates to the programming, viability, and operational sustainability of a Bass Street cultural arts and event center, prospectively located in nearby buildings associated with the historic Bass Street community or otherwise integrated into facilities elsewhere on or near the site. The various elements of the overall site program might therefore collectively include an interpretation center or larger museum, cultural arts center, site interpretation, and other programming elements that could create a unique cultural "campus" for education and destination visitor activities.

The feasibility study would measure and forecast the audience support for both the museum and cultural arts center under several scenarios; and would help to define the program and context for development or utilization of facilities and sites. The market potentials for the concept of a museum would be informed by the work of the interpretive and historical specialists already engaged on the team. The audience would be forecasted for the several scenarios in the competitive context based on demographics, heritage site participation, arts & cultural participation, and tourism flow within the primary market area and source visitor markets.

A concept would be recommended that responds best to the market, again within the context of how the story of the site might be interpreted. Based on the market findings, a conceptual utilization program would be developed and this program would, in turn, be used as the basis for a financial pro forma assessment. The financial pro forma would determine the financial sustainability of the concept and would generate recommended approaches for operational funding, capital financing, management, and operations. Those recommendations would become the basis for a first-stage management plan to help guide museum and cultural center planning, development, and operations.

Phase 1. Market Analysis & Concept Development

Phase 1 would forecast the market potentials for both a museum and cultural arts center concept in terms of attendance by niche market. Phase 1 would also use the findings of the market study to generate a concept for the museum and cultural arts (as appropriate) and a utilization program that would maximize opportunities generated at the site. Key tasks in this analysis are summarized below.

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1. **Review Documents and Plans.** Collect and review relevant documentation and concept plans prepared for Fort Negley and supplied by the client. Discussions would be held with the consultant team and client to fully understand any concepts for the master plan for Fort Negley and surrounding areas that have been developed to date, as well as proposed park, infrastructure, or other improvements associated with or independent from the concept. The historical context will be reviewed and understood through materials supplied by the client and consulting team. There also be a need to better understand the scope of possible sites that should be considered as part of the feasibility study.
2. **Review Collections.** Review documentation (and tour or view, as possible) existing collections held by Metro Parks & Recreation or others that could form the basis for museum exhibition. In discussions with the team, identify other sources of exhibition material that could form part of an acquisition plan for the museum.
3. **Identify and Research Comparable Sites.** Identify key Civil War, Civil Rights and other heritage sites and museum campuses nationwide that have comparability to the proposed Fort Negley museum concept. Research these comparable sites in terms of their locations, market base, factors impacting on their marketability, components and interpretive elements, program/events, cultural arts activities & centers, and attendance trends. Interviews will be conducted with comparable site operators and others as relevant in order to collect data and information pertinent to the review.
4. **Museum Market Analysis.** The market analysis would forecast the potential museum visitor base and utilization of the site as a basis for testing its financial sustainability. The full scale of museum scenarios will be explored in the market, from expansion of the existing visitor center to a large destination museum of national significance. The market analysis would not only forecast attendance by sources, seasons, and niche markets; but also help indicate and quantify prospective ticketing prices and schemes, potential for on-site retail and dining, merchandising, event schedules, and other support for the concept.
 - a. **Site Analysis.** Field reconnaissance would be conducted to gain an understanding of all of the factors impacting on the marketability of the site. Such factors could include historical context, location, transportation access and exposure, existing and surrounding uses (including the existing Fort Negley Visitor Center), adjacent neighborhoods, and others. These factors would be compiled and summarized in a site analysis.
 - b. **Metro Nashville Schools Curriculum Context.** A review will be conducted of area school curricula, field participation, transportation, and inclusion of historic sites in local education. Input would be collected through the client and Metro Schools. Research activities associated with the site and originating at area universities will also be identified and explored.

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- c. **Market Area Definition.** The local and regional market area for the museum would be defined based in part on the experience of comparable sites as well as other heritage sites in the Middle-Tennessee region.
- d. **Demographic Analysis.** An assessment would be conducted of the market area economic and demographic base. Participation rates for heritage sites will be analyzed and applied where appropriate. Area demographic support within the local, regional, and national/foreign markets for a Fort Negley museum concept would be modelled and forecasted based on demographic projections for target cohorts, participation rates, and information relating to comparable sites as well as local and regional visitor sites and attractions. Particular attention would be paid to niche markets identified through the various analysis.
- e. **Online Heritage Consumer Survey.** Online surveys and/or focus groups will be conducted to refine participation data and consumer preferences for the Nashville market. Such surveys would be conducted with the assistance of the Parks & Recreation Department, the Nashville Historical Commission, Nashville Convention & Visitors Corporation, local HBCUs, or others as appropriate. RGDE would design the online survey instrument (with iterative input from the client and consulting team) and engage local institutions to include the survey link on their web sites.
- f. **Nashville Heritage Tourism Base Assessment.** Data and information would be collected and analyzed on the region's tourism base, including detailed input on other visitor sites and attractions in the region, tourism marketing efforts, hotel and tourism support services, etc. Interviews would be conducted with operators of other heritage tourism sites (including managers for Parks & Recreation and for the Fort Negley Visitor Center), hotel managers, tourism officials, and others in order to collect the pertinent information. Particular attention will be paid to Civil War, Civil Rights, & African American Heritage sites, tours, and activities in Nashville, Franklin and other areas as pertinent. An overall assessment of tourism flow and the role of heritage (especially Civil War/military, African American, and Civil Rights heritage) tourism in the Nashville market would be conducted in order to gain an understanding of the baseline visitor market, source markets, and other factors impacting on tourism at the site.

Other market niches, such as traveling families, VFR (those visiting family and relatives in the Nashville area), and convention visitors, will also be defined and measured as additional sources of destination visitors to the site.

- g. **Attendance Forecasts.** Local attendance would be projected based on market-area demographic projections, refined through the online survey data, as indicated above. Visitor attendance would be projected based on the site's capture of the regional heritage tourism base (and other niches of the broader market) within the competitive tourism context.

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- h. **Concepts and Space Utilization Program.** Attendance would then be translated into prospective museum concepts, scale, and utilization by various components, events, and programming. Concept(s) and interpretive themes would be vetted and informed in consultation with the client and consulting team. A physical space program would be conceptualized as appropriate, including building square footage by primary use (e.g., permanent and rotating exhibition space, collections/storage, loading, office/research, retail/restaurant, etc.), as well as outdoor and external components (e.g., archeological education sites, memorials, trails, adjunct sites in surrounding neighborhoods, etc). An operating and management model would be developed for testing in Phase 2.
 - i. **Prospective Sites.** Having an understanding of the museum concept, scale, and likely attendance will help in analyzing the three prospective sites for the facility (vis-à-vis the existing Visitors Center). The team's master planning work and the comparative marketability of sites will be taken into consideration in the recommendation of a preferred site.
5. **Cultural Arts Center Market Analysis.** The viability of the cultural arts center component will also be tested and explored either as a semi-independent element or fully integrated with the museum and interpretive components of the site. Primary tasks associated with this analysis would include the following:
- a. **Concept Review.** Review the concept as introduced in the Master Plan to identify the key programmatic elements and confirm the purpose and intent. Where there are any gaps in an understanding of the specific program or user base, conduct interviews or follow-up meetings with prospective program sponsors and user groups to gain insight into utilization, audience, and needs.
 - b. **Comparable Facilities & Programs Assessment.** Identify and review comparable facilities in the local and regional market, as well as cultural art venues and programming integrated into heritage sites elsewhere.
 - c. **User Group Surveys.** Identify prospective user groups and conduct survey to assess and measure community need and demand for facilities, above and beyond outreach already conducted as part of the master planning process. Such groups may include visual and performing arts presenting organizations; African American, Latino, New American, and other cultural groups; contemporary arts organizations; maker groups; HBCUs and other universities; and others.
 - d. **Cultural Center Demand Analysis.** Refine concepts for testing. Assess appropriate arts & cultural participation rates; define market areas and base; forecast market area demographic factors; and project overall demand for cultural centers and as part of the broader concept.
 - e. **Site Capture & Program Concepts.** Define the site capture within the regional market and develop program concepts that are viable in the market and for which a need has been verified. The concepts would include

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alternative scenarios including establishment of a separate cultural arts venue, as well as integration of the venue or programming into the broader museum concept. Develop prospective utilization schedules and operating model for testing in Phase 2.

6. **Market Analysis Report and Presentation.** The findings from the market analyses, including recommendations on a preferred development concept, would be captured in a written report. These findings can also be presented through Power Point to the client, consulting team and others as appropriate.

Phase 2. Financial Sustainability Analysis

The market findings and resulting concepts identified above will be used as a basis for testing the financial “sustainability” of the proposed concept(s) through an annualized, 5-year Pro Forma cash flow analysis.

1. **Capital Costs.** Indicative, high-level “conceptual” capital costs would be developed for construction of the concepts based on standards, comparable venues, and master plan team input. As an alternative, a museum architect could also be consulted at added expense to provide a high-level, conceptual estimate of construction. Consulting team members would provide conceptual estimates of exhibition fitout as appropriate. The capital cost estimates would help provide a base for estimating any debt service that might be required for the operating model.
2. **Operating Income.** Define and forecast the various sources of operating income in support of the concept and integrate operating income into the Pro Forma. This may include ticket sales as well as rentals, educational programming, retail sales, restaurants, merchandising, memberships, sponsorships, and other sources of operating income including grants, fundraising and other contributory income.
3. **Operating Expenses.** Define the operating expenses based partly on the operation of comparable sites and input from the consulting team. Unlike some firms, RGDE does not base expenses as a percent-of-income, which could generate an unrealistic return. Instead, expenses are developed “from the ground-up” and from comparable facilities or actuals where possible.
4. **Net Operating Income.** Determine NOI for the venue and identify any funding gaps that may require further subsidy or support during the initial 5 years or beyond as possible.
5. **Financial Sustainability Report.** A written report would be provided that summarizes the financial sustainability of the concept(s) developed in Phase 1 of this work. As necessary or appropriate, the findings can also be discussed virtually or in a meeting with the client and consulting team.

Phase 3. First-Stage Management Plan

A first-stage Management Plan would be developed based on the findings of the market analysis and financial sustainability assessment. This plan would include strategic recommendations for development, sites, phasing, management structure, marketing,

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capital financing, staffing & contracting, operational funding, collections, research, commercial activities, and other aspects of the site's operation and development. The management plan would include an implementation plan and matrix detailing specific actions, target completion dates, responsible parties, indicative costs, and sources of funding for each action.

Indicative Budget

An indicative budget for this work is proposed below. A budget of \$37,200 is proposed for this work including all components. Without the "first-stage" management plan, the budget is estimated at roughly \$31,000, as follows.

PROPOSED BUDGET			
	Task	Hours	Fee
	Phase 1: Market Analysis	210	\$ 23,100
1	<i>Document Review</i>	8	\$ 880
2	<i>Collections</i>	2	\$ 220
3	<i>Comparables</i>	12	\$ 1,320
4	<i>Market Analysis</i>	174	\$ 19,140
5	<i>Report & Presentation</i>	14	\$ 1,540
	Phase 2: Financial Analysis	62	\$ 6,820
1	<i>Capital Costs</i>	10	\$ 1,100
2	<i>Operating Income</i>	19	\$ 2,090
3	<i>Expense Estimates</i>	23	\$ 2,530
4	<i>NOI</i>	1	\$ 110
5	<i>Financial Report</i>	9	\$ 990
	Phase 3: Management Plan	58	\$ 6,380
	Sub-Total Fee	330	\$ 36,300
	<i>Data/Expenses</i>		\$ 900
	TOTAL BUDGET		\$ 37,200
	<i>Less Management Plan</i>		\$ 30,820

There are synergies and efficiencies achieved by including the management plan, which is informed by the findings of both the market analysis and the financial sustainability analysis. It should be noted that the optional cost of including a museum architect to provide high-level estimates of capital costs would be in addition to the aforementioned budget. The budget assumes some assistance is provided by the client in informing and collaborating with other agencies in the distribution of an online survey link and to assist with contacts for interviews as necessary.

RELEVANT PROJECT QUALIFICATIONS**MUSEUMS, HERITAGE SITES & TOURISM DEVELOPMENT**

Randall Gross / Development Economics (RGDE) provides economic & strategic planning services for a variety of public and private sector clients. RGDE has a specialization in museums & cultural heritage site feasibility, tourism development, and management. Much of RGDE's work in the area of heritage tourism involves testing the market and financial feasibility of museums and other projects, parks, and related venues; and creating overall tourism development, marketing and management strategies as a tool for development. Mr. Gross assesses corporate and leisure tourism. He works with tour and interpretative specialists, the client, and communities to define heritage tourism concepts. He projects the market potential, as well as the financial return for museums and heritage tourism projects. He helps communities establish the approach which maximizes the potential for job and income creation, fiscal benefits, and operating feasibility for parks, museums, and tourism projects, while minimising risk carried by the public sector. Examples of this work are provided below.



UNESCO Cradle of Humankind World Heritage Site Museum

**The Cradle of Humankind UNESCO World Heritage Site
Museum/Interpretation Center
Financial and Management Plan
Gauteng Province, SOUTH AFRICA**

On behalf of Gauteng Province Department of Agriculture, Conservation and the Environment (DACEL), Randall Gross completed the Financial and Management Plan for the nominated United Nations World Heritage Site at Sterkfontein and surrounding palaeo-anthropological sites. These sites include caves where the earliest hominid (early human) fossils were discovered. Mr. Gross assessed

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indicative operating and capital costs and determined an appropriate budgeting plan for conservation management and tourism development of the area and specifically for a major interpretation (museum) and conference centre at the site. He also recommended approaches for maximizing the community economic benefits and skills base generated by the site. As part of his analysis, he reviewed tourism market potentials and recommended the tourism “product” for the sites, including major interpretive, conference, and research centres. Based on the proposal that included this Financial Plan, the site was selected by UNESCO as one of South Africa’s first World Heritage Sites. Randall Gross also assisted DACEL in completing the site’s interpretation and conference centre Financial Plan and Community Benefits Analysis as part of the Master Planning process. The resulting financial analysis was included in DACEL’s Request for Proposals to potential developers, one of which was selected to follow through on the project, which has been successfully developed and is exceeding operating expectations.

Thomas Wolfe Cabin & Azalea Park, Market and Financial Feasibility Assessment Asheville, North Carolina, USA



Randall Gross / Development Economics (RGDE) recently worked as part of a team led by architecture firm Lord Aeck Sargent on a master plan for Azalea Park, with a particular focus on the park’s centrepiece, the working cabin of author Thomas Wolfe. Wolfe is one of America’s most renowned authors in the 20th century and his home in Asheville is preserved.

The City’s Parks and Recreation department sought to also restore his working cabin to help tell a fuller story of Wolfe and his connections to Asheville. Mr. Gross identified opportunities for use of the cabin that could generate a sustainable income stream to help maintain the facilities and attract tourists to the park. He also conducted a pro forma financial analysis and made strategic recommendations for development, financing, restoration and marketing of the site as a Writer’s Retreat that would build on Asheville’s reputation as a center for the literary and visual arts.

Civil War Battlefields Historic Preservation Life Cycle Sustainability Policy USA/National

Mr. Gross worked as part of a team led by The Walker Collaborative on an assessment of, and recommendations for, approaches to battlefield preservation. This work focused on such issues as ownership, land stewardship, restoration,

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conveyance, best practices, and policies for battlefield preservation. Mr. Gross had direct input into questions of funding and financing for preservation, restoration, and ongoing operation of battlefields as heritage sites and tourist attractions. This work was completed for the Civil War Trust (now American Battlefield Trust).

Coltrane Jazz Museum Feasibility Analysis & Neighborhood Transformation High Point, North Carolina, USA



Mr. Gross worked on a market and financial feasibility assessment for the Coltrane Jazz Museum in High Point, the hometown of famous jazz musician John Coltrane. The museum would form the anchor of a cultural and entertainment district on High Point's depressed east side, potentially transforming the neighbourhood by leveraging reinvestment. The concept for the museum was promoted in part through the Core City Plan prepared by Mr. Gross as part of a broader planning team led by The Walker Collaborative.

Dannhauser Tourism Development Plan Strategies for Regional Battlefield Heritage Tourism Markets Dannhauser, kwa-Zulu-Natal, SOUTH AFRICA



Mr. Gross and his firm African Development Economic Consultants (ADEC) worked on a tourism development plan for the impoverished community of

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Dannhauser, located near world-famous Ladysmith in the kwaZulu-Natal province of South Africa. Dannhauser offers practically no existing tourism attraction or visitor base with the exception of several small bed & breakfasts. Mr. Gross examined the opportunity for Dannhauser to become better integrated with existing Zulu & Boer War battlefield heritage tourism corridor routes that are heavily promoted by the Province in surrounding areas. He also examined the potentials for new projects and programmes that link into natural resources and water recreation in order to promote recreation tourism in the area.

Music Row

Preservation, Business and Development Incentives

Nashville, TN

Randall Gross / Development Economics (RGDE) worked for the National Trust for Historic Preservation on incentives for preservation and business development in Nashville's famed Music Row district. The Trust has designated Nashville's Music Row as a "National Treasure," with its unique recording industry heritage threatened by wholesale demolition resulting from heightened redevelopment pressures. Metro Government has placed a temporary hold on approvals for new development in the Music Row area in order to provide some time to examine alternatives. During this period, Mr. Gross assessed real estate and music industry indicators in order to help design and recommend strategies for preserving the district's heritage while encouraging development that strengthens (rather than reduces) the character of Music Row. Prospective uses for key heritage buildings were identified. Ultimately, recommended strategies included a "menu" of options including incentives for preservation of important buildings, strengthening of Music Row's identity, and support of the district's music industry.

Blennerhassett Island State Heritage Park

Market Potential, Financial Sustainability, & Economic & Fiscal Impacts

Parkersburg, Ohio, USA



Blennerhassett Island is an historical park with a reconstructed home of Revolutionary War figure Harman Blennerhassett (who was implicated in the Aaron Burr Conspiracy) along with riverboat landings, open space, and interpretive elements. Mr. Gross analyzed the market potential for the historical park for the State of West

Virginia and assessed the fiscal and economic impacts to the State of developing the park and museum projects according to a proposed master plan. Critical to an understanding of fiscal impacts were RGDE's projections of concessionaire fees, admissions, and alternative financing approaches.

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Johannesburg Art Gallery Strategic Plan, Johannesburg South Africa. Mr. Gross and his South African branch firm, ADEC worked on the Strategic Plan for the Johannesburg Art Gallery, one of Africa's largest and most prominent art museums. The gallery houses valuable collections of Western art including works by Picasso, Rembrandt, de Goya, Toulouse-Lautrec, Rodin, Monet and others in addition to exquisite African traditional art and cultural artifacts. Despite its stature, the museum suffers from deteriorating physical conditions and a rapid escalation of costs at the same time that funding for municipal museums is being drastically reduced. Mr. Gross and ADEC worked on a strategic plan that carries the museum beyond its 100th anniversary into the digital age, and addresses key issues with respect to funding, development and programmatic outreach in a cash-strapped municipal museum environment.

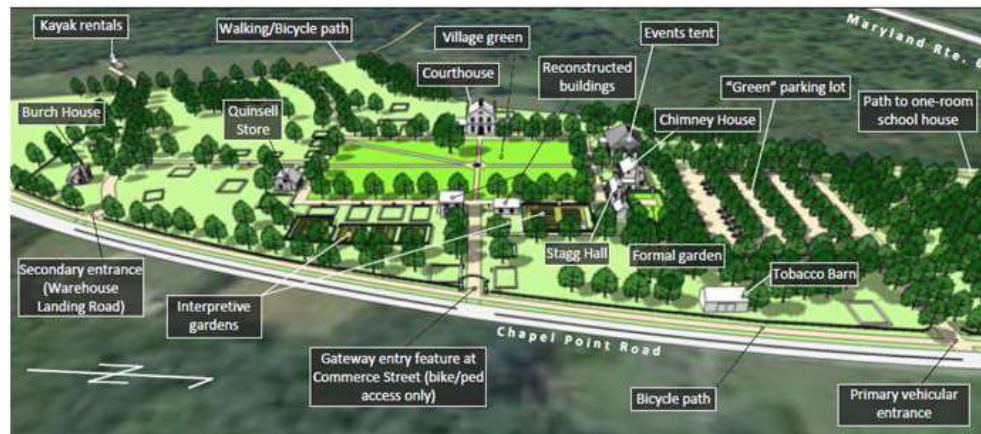


Port Tobacco Cultural Heritage Site Economic Viability Assessment Port Tobacco, Maryland

Mr. Gross worked on an economic viability assessment as part of a planning effort for restoration of Stag Hall, one of several Colonial-era homes remaining in the historic town of Port Tobacco, Maryland. Based on his analysis, he determined that the restoration of the house for meeting and event space would not be economically feasible unless the house were part of a broader restoration effort for the historic town itself. Based on his recommendations, a broader plan was established for restoration of the town as an historic village (shown below). Those restoration efforts are now underway.



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Eubie Blake International Jazz Museum Baltimore, Maryland, USA



The Eubie Blake Foundation keeps the memory of late great jazz musician Eubie Blake alive through recordings and archives. Mr. Gross assisted the foundation in developing a business plan for a proposed Baltimore museum in the musician's honor. Architects had generated a development plan for the museum, but without economic input. Through his analysis, Mr. Gross determined that the market could support a museum, but at a different scale and concept than originally presented by the architects. Mr. Gross then determined an appropriate development approach and business plan for the museum.

Oil Region National Heritage Area Management Plan: Tourism, Program Development, and Funding Venango County, Pennsylvania

Randall Gross / Development Economics (RGDE) completed work as a sub-consultant to The Walker Collaborative on the Management Plan for the Oil Region National Heritage Area in Venango County, Pennsylvania. RGDE prepared an assessment of tourism activity in the heritage area and identified tourism development potentials as part of his work. He also provided strategic recommendations for development of heritage tourism and tourism services, funding of adaptive use and preservation, and programmatic elements in the region.

Randall Gross / Development Economics

Maphungubwe World Heritage Site Assessment & Strategy Limpopo Province, SOUTH AFRICA

Randall Gross and his South African firm ADEC completed an assessment and strategy for cultural heritage site tourism at the Maphungubwe World Heritage Site (known for its archeological heritage) that included an inventory of cultural heritage sites, preparation of a tourism awareness campaign, interpretation center development strategy, and cultural heritage tourism routes. This work was completed for the South African Department of Environment and Tourism (DEAT).



Maphungubwe Interpretation Center (Museum)

Lumber Heritage Region of Pennsylvania Management Plan: Economic Development Strategies and Marketing Central Pennsylvania, USA

RGDE completed work on an update of the Management Plan for the Lumber Heritage Region (LHR) of mid-central Pennsylvania, as a sub-consultant to The Walker Collaborative. Mr. Gross's role was to assess economic and structural changes that may be impacting on the operation of the LHR, and to define opportunities, marketing and economic development strategies based on the changing context and on input from stakeholders in the region.

Historic Comer Barn Tourism & Event Center Feasibility Analysis Gallatin, Tennessee, USA

Randall Gross / Development Economics completed a tourism market analysis and financial feasibility assessment for adaptive use of the historic Comer Barn in Gallatin, Tennessee. The barn and surrounding property are leased by Sumner County, which is seeking to understand ways to maximize the property's potential as an event and tourism venue. Mr. Gross determined the market for a variety of event and tourism uses, and tested a program in terms of its financial sustainability. He also developed the



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marketing, management and financing strategy for the property on behalf of Sumner County's Convention and Tourism Bureau and County Government.

Muscle Shoals National Heritage Area Management Plan Tourism Potentials, Management Structure, Operations, and Funding Muscle Shoals, Alabama, USA

Mr. Gross worked on a management plan with The Walker Collaborative for the Muscle Shoals National Heritage Area, a multi-county region of northern Alabama along the Tennessee River. Mr. Gross tested the tourism and economic potentials for the region and help to devise strategies for heritage-based tourism and economic development. Again, Mr. Gross provided management input on budgeting and sources of funding including commercial revenues, and operational input on grant-making and other programs for the heritage area. Here, the region is known for the music recording industry at Muscle Shoals and for the river-based environmental and cultural heritage that provides an under-pinning for development. Mr. Gross examined the economic impacts of the proposed plan as well. The team worked for the non-profit Muscle Shoals National Heritage Area (MSNHA).

Arkansas Delta Heritage Trail Market Potentials and Financial Sustainability Helena, Arkansas, USA



For the State of Arkansas, Mr. Gross determined the visitor and usage potentials for heritage and rail-to-trail tourist projects along a former rail line. The project was part of the State's effort to increase cultural heritage and environmentally sensitive tourism development through re-use of rail rights-of-way. Mr. Gross also determined the operating income and economic impacts of the tourism uses, which included tourist railway, trails, cultural heritage sites, and scenic parkways. African American heritage in the Mississippi River Delta was an important component of the projects.

Mississippi Hills National Heritage Area Management Plan Tupelo, Mississippi, USA

Mr. Gross worked as part of a planning team led by The Walker Collaborative on a Management and Environmental Plan for the Mississippi Hills National Heritage Area, which has been designated by the federal government as a tool for economic development of this impoverished region. Mr. Gross examined the tourism and economic potentials for the region and helped devise strategies for heritage-based tourism and economic development. He also provided management and operational recommendations relating to staffing, budget, grants and other

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programs for the heritage area management organization. This region is known for its strong literary heritage as well as music and other unique aspects of Southern culture. The work was completed for the Mississippi Hills Heritage Area Alliance, a non-profit organization.

Historic Philadelphia Defense Depot Re-Use Business Plan, Philadelphia, PA

Mr. Gross assessed the market potentials and modeled the financial feasibility and economic impacts of reuse of the U.S. Department of Defense Supply Center ("Depot") in Philadelphia. He ran multi-year cash-flow models to determine the net income stream generated by commercial reuse of the depot, a portion of which was closed through the Base Realignment and Closure Commission (BRACC) process. The market and financial feasibility analysis formed the basis for the Business Plan for redevelopment. The textile production portion of the facility was gradually decommissioned.



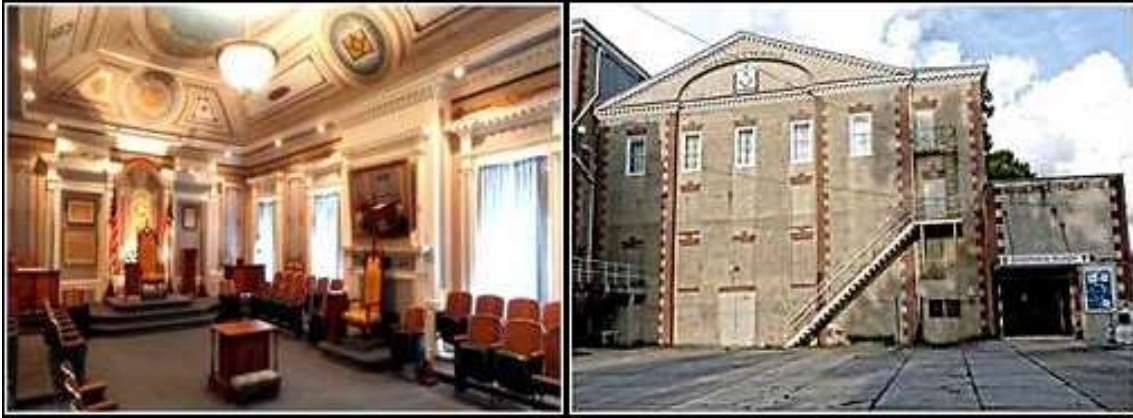
Appalachia Heritage Tourism Heritage Tourism Potentials Appalachia, Virginia, USA

Mr. Gross assisted in creating a pro-active heritage tourism development strategy for Appalachia (a town in south-western Virginia). Appalachia is an economically-depressed community long-suffering from the closure of the coal mining operations once so prevalent in the area. As an input to the strategy, participation by citizens and community leaders was encouraged. Based on an analysis of the existing tourism flow and interpretive resources, concepts were developed for testing. The market potential and development financial feasibility for six projects were tested, including interpretative mining and lumber history tours and development of a Mountain Music Centre highlighting local culture. The town was incorporated into Virginia's Crooked Road Music Heritage Trail.



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Historic St. Johns Masonic Temple Performing Arts Center Feasibility Study & Strategic Plan New Bern, NC.



Mr. Gross worked on a pre-feasibility study for reuse of the St. Johns Masonic Lodge in New Bern, North Carolina, as a performing arts center. The historic building was one of the first Masonic temples in the United States and among the oldest continuously used buildings of its nature. Mr. Gross assessed the market potentials for use of the facility as a performing arts center and then testing its financial viability. He also provided a strategic plan based on the findings of this analysis, on behalf of the building's owners, a group of investors, and the city's Main Street organization.

Brooklyn Navy Yard Food Industry Potentials New York, NY, USA

RGDE completed work on an assessment of market potentials for reuse of the ground floor of a 1.0 million square foot historic warehouse building for food makers and restaurants serving the 7,000 workers at the Brooklyn Navy Yard facility, an artisanal ("maker") industrial park in what was once the Navy Yard. The facility is within view of lower Manhattan.



Historic Bostwick House Meeting Facility Potentials Bladensburg, Maryland, USA

Mr. Gross performed a market analysis for the reuse of the historic Bostwick House in Bladensburg, Maryland. The analysis focused on the potential for reuse of the circa 1746 house for conferences, events, and as an art center. There was found to be strong demand for use of the



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house as an event venue, but utilization was constrained by the facility's capacity. There was also some community interest in use of the house as an art gallery. Key potential uses included weddings and receptions, other social event rentals, programmed events, meetings and conferences, and as gallery space. Mr. Gross completed this work as part of a team led by national consultants.

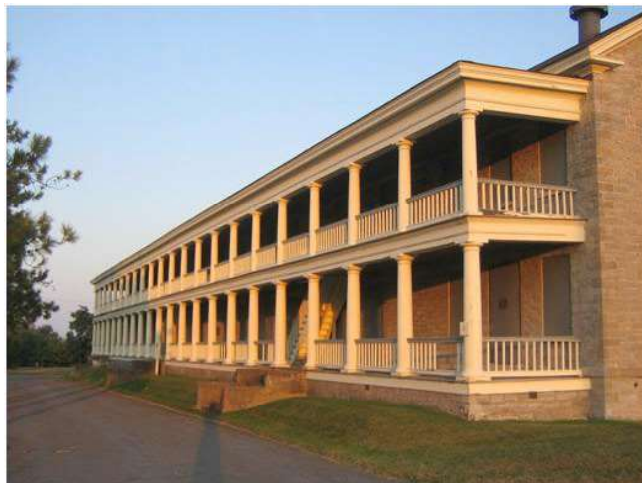
Dixie Plantation & Tall Timbers Conservancy Meeting, Lodging, & Event Use Feasibility Assessment & Strategic Plan Tallahassee, Florida, USA



Randall Gross / Development Economics (RGDE) recently completed a feasibility analysis for reuse of the historic Livingston House and surrounding grounds (formerly known as Dixie Plantation) as a meeting and event venue. Livingston House is a property of the Tall Timbers Research Station and Land Conservancy, the world's foremost research institution dedicated to forest fire ecology. The house, designed by iconic American architect John Russell Pope, formerly served as the winter home and quail hunting retreat of New York's famed Livingston family. The property continues to host quail hunting as well as the world-famous Continental Field Trials for hunting dogs. Mr. Gross examined the market potentials for use of this Red Hills facility by non-profits and associations, government agencies, event planners, and the corporate sector for group meetings and events. The recently-restored facility offers lodging rooms, unusual for an historic property, which help to support potentials for various uses. He also determined the financial sustainability of the facility and recommended a management structure and plan for its operation.

Historic Plattsburgh AFB Re-Use Plan, Plattsburgh, NY

Randall Gross performed market analysis, economic impacts, and financial feasibility modeling for housing, resort and industrial re-use of Plattsburgh Air Force Base. Mr. Gross also developed a regional economic adjustment strategy as an input to the reuse plan. The market analysis required a critical understanding of cross-border trade with Canada, just a few miles to the north of Plattsburgh.



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Iconic Bromo Seltzer Tower Reuse Art Gallery & Studio Tower Feasibility Study, Baltimore, MD



Mr. Gross completed a market analysis and financial feasibility study for conversion of a national historic landmark, the ca. 1910 Bromo-Seltzer Tower in downtown Baltimore, into artist work studios and gallery space. The historic building, (once capped by a 15-tonne, steel, lighted blue bottle of Bromo-Seltzer digestant), is an icon for the city. Mr. Gross assessed the market support and pricing for artist studios and also assessed the local and tourist-generated market support for ground-floor art gallery space. Mr. Gross recommended using the unique characteristics of the building, such as tours of the inside workings of the world's largest mechanical clock in its Florentine-inspired tower, as a way of generating revenues in support of building operations. A fundraising strategy was also recommended that included support from State government based on the economic impact of the project on downtown revitalization. As a result of Mr. Gross's work, the tower has been successfully rehabilitated for the recommended art studio and gallery uses and is now operating as the **Baltimore Arts Tower**.

National Bicycling Museum Feasibility Study Baltimore, Maryland

Mr. Gross tested the market and financial feasibility of a bicycling museum in Baltimore for a national bicycling advocacy group, the League of American Wheelmen (LAW) (now League of American Bicyclists). The museum was proposed as part of the re-use of an existing multi-floor industrial warehouse as a multi-use center, with new offices for LAW on upper floors. Mr. Gross found that re-development of the structure for this purpose was infeasible, given the cost of updating the historic structure to building codes. To do so would have resulted in operating deficits for the organization. However, Mr. Gross also recommended a

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plan whereby a museum could be established if lower-cost space were found and excess space leased for outside tenants.

Columbus Zoo and Aquarium Economic Impacts Columbus, Ohio

Mr. Gross completed work on an economic impact assessment for the Columbus Zoo & Aquarium that examined the economic impacts of these visitor facilities as well as the economic impacts of a proposed hotel at the zoo site. Columbus Zoo is among the top-ranked zoos in the U.S. and is home to an internationally-syndicated nature television series. He completed this work for the Columbus Zoo & Aquarium in Delaware County, Ohio.

“Un-Tribe:” Field Museum of Natural History Research Chicago, Illinois

Mr. Gross worked as part of a team examining the collection, curatorial treatment, and exhibition of southern African art in American museums. His work focused on the Field Museum of Natural History in Chicago, which has an extensive collection of southern African art, to determine how the museum’s treatment of the material has impacted on interpretation and the visitor experience.

OTHER ARTS & CULTURAL CENTERS

Performing Arts Center Feasibility Study, Clarksville, TN

Randall Gross / Development Economics (RGDE) is conducting a feasibility study for a performing arts center in Clarksville, the 5th largest city in Tennessee. The project would entail restoration and reuse of the historic Roxy Theater along with possible additions on adjoining land. Mr. Gross is assessing the market potential and community needs for the



facility, defining the prospective utilization program, and testing the financial sustainability of the center in operation. He is completing this work on behalf of the City of Clarksville in coordination with the Roxy Regional Theatre, a professional theater company that has operated out of the historic Roxy Theater building. *(image courtesy of the Roxy Regional Theater).*

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Performing Arts Center Feasibility Study, New Bern, NC

Mr. Gross completed work on a feasibility study for reuse of the historic St. John's Lodge building (ca 1804) in New Bern, North Carolina. The building and its subsequent additions contain two grand performance theatres as well as ballrooms and meeting space. As part of this work, Mr. Gross assessed community cultural needs with input from community stakeholders and forecasted market potentials for audience support venues, meeting and event space, and other uses. He developed a reuse program and determined the facility's financial sustainability, along with an implementation strategy.



Creative Alliance Artist Studio Market, Baltimore, MD. Randall Gross assisted Creative Alliance in testing the market for artist live-work space as part of their proposed Patterson Center for the Arts, in Baltimore. The Patterson Center is proposed as a multi-purpose building housing theater space, an art gallery, live-work artist studios, arts organization offices, and a café. The project is envisioned as an anchor for revitalization of the Eastern Avenue commercial corridor in Baltimore's Highlandtown, a primarily African-American community.

Bostwick House Meeting & Art Gallery Potentials, Bladensburg, MD.



Mr. Gross performed a market analysis for the reuse of the historic Bostwick House in Bladensburg, Maryland. The analysis focused on the potential for reuse of the circa 1746 house for conferences, events, and as an art center. There was found to be strong demand for use of the house as an event venue, but utilization was constrained by the facility's capacity. There was also some community interest in use of the house as an art gallery. Key potential uses included weddings and receptions, other social event rentals, programmed events, meetings and conferences, and as gallery space. Mr. Gross completed this work as part of a team led by national consultants.

Renaissance Ballroom Redevelopment, New York (Harlem), NY. Mr. Gross assessed the re-use potential for the historic Renaissance Ballroom as a performingh arts, entertainment, and economic development anchor for Harlem. The historic ballroom was envisioned as an arts, entertainment, and office complex that would house community-based organizations and entrepreneurs. Mr. Gross

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examined the regional market potential and forecasted demand for re-use of the ballroom. Demand for tourism - restaurant, nightclub, catering - and office space were forecasted at the site. Entrepreneurial opportunities for neighborhood businesses that could be accommodated through shared office facilities were also examined as an input to this plan prepared for the Harlem Urban Development Corporation (HUDC) and Abyssinia Baptist Church.

Comer Barn Reuse Feasibility Study, Gallatin, TN. Randall Gross / Development Economics (RGDE) assessed the market potentials and financial



sustainability for reuse of the historic Comer Barn, located between Hendersonville and Gallatin, Tennessee. The study examined the highest and best use for the property with the overall objective of maximizing tourism potential, on behalf of the Sumner County Convention and Visitors Bureau. RGDE focused attention on two primary reuse options, one

centered on the concept of a destination restaurant and meeting facility, the other oriented to a destination live music performance and event venue. The restaurant concept proved to be less financially sustainable and it was recommended that the CVB pursue restoration and reuse of the facility as a live music performance venue that could be integrated into the Greater Nashville region's music tourism itinerary along with annual events on-site.

Muden Art & Craft Centre Feasibility, uMvoti, uMzinyathi, South Africa. Mr. Gross and his African firm ADEC worked for uMzinyathi District Municipality on a feasibility study for a proposed art & craft centre in Muden. Mr. Gross and ADEC tested the market potentials for the facility and determining whether it is financial sustainable and viable. They also provided an strategic management and operations plan for the facility.

MICA Art, Design, & Technology Centre, Baltimore, MD. Randall Gross assessed the market-based and non-profit development opportunities for a technology centre associated with the Maryland Institute, College of Art (MICA). The centre would adaptively reuse a former sewing factory. The rapidly-merging worlds of art and technology present new opportunities for collaboration and convergence. He also tested the market for artist studio space. Mr. Gross recommended a collaborative effort between MICA, Johns Hopkins University, University of Maryland, and arts institutions to create anchor research projects that would serve as the focus for a variety of uses within the centre.

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Other Relevant Museum, Cultural Center, Heritage Site, & Tourism Projects

- Various Park System Master Plan Economics, Financials, and Structure
 - TN: Murfreesboro, Maury County, Kingsport, Jackson County, etc.
- Historic Oxford Theatre Rehabilitation Economic Impacts, Oxford, PA
- Bourkes Luck Historic Military Base Reuse Potentials, Mpumalanga, South Africa
- Craven County Tourism Development Plan, Craven County, NC
- Zambezi Valley Tourism Development Strategy, Mozambique
- Parkersburg Tourism Development Strategy, Parkersburg, WV
- Trail System Tourism Potentials, Impacts & Strategy, Northern GA
- Newtown Cultural Precinct Strategy, Johannesburg S Africa
- Historic Smithfield Wharf Tourism Potentials, Smithfield, VA
- Masiyonge Cultural Village Feasibility Assessment, Mananga, South Africa
- Riverboat Casino Feasibility, St. Joseph, MO
- Renaissance Ballroom Rehabilitation, Harlem, New York, NY
- Public Market Tourism Potentials, Frederick, MD
- Heckscher State Park Recreation Needs Assessment, Long Island, NY
- North-East Gauteng Initiative (NEGI) Financial Plan, Gauteng, South Africa
- Jones Beach State Park Needs Assessment, Long Island, NY
- Suikerbosrand Nature Reserve Financial Plan, Gauteng, South Africa
- Visitor Assessment at New York State Parks, New York State
- Tiger Stadium & Cultural District, Detroit, MI
- Civic & Equestrian Arena Market Potentials, Lubbock, TX
- Convention Center Expansion Feasibility, Pittsburgh, PA
- Multi-Purpose Event Center Impacts, Clarksville, TN
- All Sports Facility Needs Assessment, Alexandria, VA
- Baseball and Football Stadia Economic Impacts, Washington, DC
- Southall Farm Luxury Inn & Spa Feasibility, Franklin, TN
- Mountain Resort Feasibility, Hayesville, NC
- Resort Hotel Feasibility Analysis, Port St. Johns, Eastern Cape, South Africa
- Convention Centre Feasibility & Impacts, Halifax, Nova Scotia, Canada
- Conference Center Market Potentials, Lewiston-Auburn, ME
- Carlton Hotel Potentials, Johannesburg, Gauteng, South Africa
- Outer Banks Waterfront Hotel Potentials, Corolla, NC
- Skukuza Conference Centre Feasibility, Kruger N.P., Mpumalanga, South Africa
- Fairgrounds Spin-Off Potentials (Various Communities)
- 4-Star Hotel Feasibility, Pietermaritzburg, KwaZulu-Natal, South Africa
- Hotel & Conference Centre Feasibility, Thaba Chweu, Mpumalanga, South Africa
- St. Elizabeths Hospital National Historic Landmark Reuse Plan, Washington, DC
- Historic Convent of the Sacred Heart Reuse Impact Analysis, Albany, NY
- Historic Glenn Dale Hospital Reuse Potentials, Glenn Dale, MD
- Historic Weston State Hospital Reuse Potential, Weston, WV
- American Tobacco Warehouses Reuse Feasibility, Durham, NC
- Sewing Factory Reuse – MD Institute College of Art, Baltimore, MD
- Rising Sun Mills Art Studio & Housing Market Potentials, Providence, RI
- Watertown Arsenal Reuse Business Plan & Impacts, Watertown (Boston), MA
- Patterson Theater (Patterson Center for the Arts) Reuse Potentials, Baltimore, MD
- Elba Theater Reuse Potentials & Feasibility, Elba, AL
- Historic Whiskey District Revitalization Strategic Plan, Peoria, IL

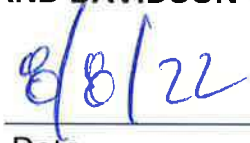
**SIGNATURE PAGE
FOR**

GRANT NO. Fort Negley Museum Feasibility Study 2022

IN WITNESS WHEREOF, the parties have by their duly authorized representatives set their signatures.

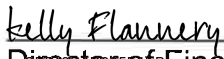
METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY


Department


Date

APPROVED AS TO AVAILABILITY
OF FUNDS:

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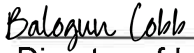

Director of Finance

8/23/2022

Date

APPROVED AS TO RISK AND INSURANCE:

DocuSigned by:


Director of Insurance

8/24/2022

Date

APPROVED AS TO FORM AND
LEGALITY:

DocuSigned by:


Metropolitan Attorney

8/23/2022

Date

FILED:

Metropolitan Clerk

Date