



*building creativity*



# Performance Innovation Center Feasibility Study

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Webb Mgmt  
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## 1. Executive Summary

Despite a vibrant, growing population and increasing real estate investments, Chattanooga's performing artists have consistently expressed difficulty finding affordable and appropriate spaces for performance, rehearsal, and other activities such as technical training. In response to this challenge, ArtsBuild and the Lyndhurst Foundation hired Webb Mgmt to conduct a feasibility study on the need and potential for new performing arts facilities in and for Chattanooga.

The resulting study was comprised of two phases. The first phase was a market and needs assessment that explored community needs and market opportunities for new performing arts facilities. And the second phase was a business plan for the recommended facilities, developed in parallel with preliminary physical plans.

The needs assessment explored forces and trends in the live arts and entertainment sectors, the demand for new facilities on the part of audiences and users, and gaps and challenges with the current set of performance facilities in the area. Consideration was also given to the broader goals of the community and how new cultural facilities might support those efforts. That assessment concluded:

- There are gaps in the current supply of affordable performance and rehearsal facilities, and a historical lack of equitable access to appropriate facilities.
- Successful performing arts facilities are affordable for users, focused on partnerships with educators and others, connected to districts, and responsive to broader community development goals.
- The audience for performing arts programs in the region is somewhat limited, however there could be strong support for affordable active arts programs and a core local audience for music, theatre, and dance programs in smaller venues.
- Artists and organizations, particularly emerging ones, need and want access to better smaller spaces that will improve production values and serve to bring the arts community together.
- New performing arts facilities support broader goals, in particular the development of arts and entertainment economic opportunities that drive downtown development and tourism.

On the basis of those conclusions, the following additional facilities were recommended:

- A set of small, flexible, and centrally-located performance facilities that serve a range of disciplines and can act as an anchor in district development;
- Nearby or co-located support facilities serving emerging groups with support spaces and services, including technical training opportunities;
- As well as nearby or co-located production facilities to advance the development of new sets, costumes, and shared inventories.

We also offered several non-facilities recommendations to further support Chattanooga's performing arts community. These recommendations included efforts to improve



communication and resource sharing among Chattanooga's key performing arts organizations, offering more professional development resources tailored to help local and emerging groups build capacity over time, and the consideration of a rental subsidy program to help emerging groups and existing venues. With all of our recommendations, providing equitable access to facilities is an important focus.

Next, the business plan was undertaken once initial physical plans had been proposed by PBK Architects and Theatre Consultants Collaborative. Those physical plans were organized as three different development scenarios with different combinations of new construction and adaptive re-use of existing structures over four phases, starting with smaller performance and support facilities and then adding larger performance spaces over time.

That approach to phasing was endorsed given that the strongest demand has been for the smaller performance and rehearsal spaces, along with production facilities. Following presentations of the study findings to local stakeholders, the consulting team, including Webb Mgmt, PBK, and Theatre Consultants Collaborative, highlighted another possible starting point, which could be described as "Phase Zero." This approach would begin with a smaller version of the overall vision that could be tested and improved over time.

The business plan was developed with significant input from Chattanooga-based artists and organizations who participated in a series of meetings and were surveyed on their needs and preferences for new spaces. That input led to the expression of operating goals:

- Provide affordable access to well-equipped performance, rehearsal, program, and production spaces for local arts and cultural organizations.
- Attract live arts programming partners and presenters to Chattanooga to benefit residents and visitors and to reduce the fixed costs and shared risks for programmers as audience demand is cultivated in the region.
- Contribute to the vitality of Chattanooga with active facilities that align with economic and community development goals, driving tourism, and enhancing quality of life.
- Encourage collaboration and partnerships amongst Chattanooga-based artists and organizations as well as arts educators to build a stronger and more unified community of creators

The programming strategy emerged from those operating goals, again based on user input:

- Programming should start slowly and build incrementally in the early years of operations based on serving local groups with quality and affordable spaces for performance, rehearsal, and teaching.
- Programming partners and presenters should be recruited to bring programs and events to the theaters. This curatorial approach can be extended in a number of directions, such as programs for contemporary dance and comedy. This is a good way to reduce fixed costs and share risk for the early years of operation as demand builds on the part of audiences and users.



- Educational programming should also be recruited to the various performance, rehearsal, classroom, and production spaces, again on the basis of partnerships with existing Chattanooga-based artists and educators.

Various governance models were considered for these recommended facilities. The preferred option is to develop a new nonprofit for the specific purpose of developing and operating the recommended facilities. The nonprofit operator can be incorporated with a mission statement that sets a long-term direction for the theater. It can gain tax-exempt status based on a public-serving mission and will have the ability to issue receipts for tax deductible donations. And there is the potential to build a strong community-based board of directors for the nonprofit that will help build relationships and partnerships in the community and fundraise to sustain operations.

The business suggests how various operating functions are managed, including the scheduling of spaces, event ticketing, and food and beverage operations. The key for all of these functions is to build skills and resources slowly over time, ensuring that the cost of access remains low for users and that the audience experience is the best it can be.

A staffing plan was proposed for new facilities, adding full-time and part-time positions over a period of eight years as the various development phases were completed. By the end of the fourth development phase there would be nine full-time positions plus additional part-time and event-based staff. Equally important will be the development of volunteer leadership, adding the skills and capacity necessary for fundraising, planning, design, construction, and then the operation of new facilities.

A pro-forma operating budget was developed based on the goal of opening each of the proposed development phases in two-year intervals. The financial model is based on activity driving earned revenue, which then dictates operating expenses, and then contributed income. Rental rates and other costs are benchmarked against other local facilities. And staffing levels and costs are benchmarked against comparable regional projects. Below is a summary of the pro-forma.

Center for Creativity	Pro-forma Operating Budget	Pre-opening Year	Year One	Year Two	Year Three	Year Four	Year Five	Year Six	Year Seven	Year Eight
<b>Financial Summary</b>										
Earned Revenue	Presented event ticket sales	\$ -	\$ 16,800	\$ 20,188	\$ 80,104	\$ 91,378	\$ 328,726	\$ 359,669	\$ 423,991	\$ 464,800
	Rental income	\$ -	\$ 172,250	\$ 180,265	\$ 258,207	\$ 271,323	\$ 458,993	\$ 483,157	\$ 569,557	\$ 604,715
	User fees	\$ -	\$ 129,188	\$ 135,199	\$ 193,655	\$ 203,492	\$ 344,245	\$ 362,368	\$ 427,168	\$ 453,537
	Food and beverage	\$ -	\$ 13,340	\$ 14,152	\$ 34,335	\$ 36,683	\$ 95,124	\$ 101,251	\$ 127,582	\$ 137,370
	Ticketing income	\$ -	\$ 33,350	\$ 35,381	\$ 85,837	\$ 91,707	\$ 237,809	\$ 253,127	\$ 318,955	\$ 343,424
	Production facility tuition income	\$ -	\$ -	\$ 20,000	\$ 22,660	\$ 25,674	\$ 29,088	\$ 32,957	\$ 37,340	\$ 42,307
	Production contract income	\$ -	\$ -	\$ -	\$ 10,000	\$ 20,600	\$ 31,827	\$ 43,709	\$ 56,275	\$ 69,556
		\$ -	\$ 364,928	\$ 405,185	\$ 684,798	\$ 740,857	\$ 1,525,812	\$ 1,636,238	\$ 1,960,869	\$ 2,115,708
Contributed Income	Government grants	\$ 200,000	\$ 300,000	\$ 330,000	\$ 363,000	\$ 399,300	\$ 439,230	\$ 483,153	\$ 531,468	\$ 584,615
	Corporate Event Sponsorship	\$ -	\$ 3,000	\$ 3,605	\$ 13,905	\$ 15,914	\$ 50,128	\$ 80,562	\$ 142,326	\$ 157,660
	Private sector grants and donations	\$ 300,000	\$ 450,000	\$ 495,000	\$ 544,500	\$ 598,950	\$ 658,845	\$ 724,730	\$ 797,202	\$ 876,923
		\$ 500,000	\$ 753,000	\$ 828,605	\$ 921,405	\$ 1,014,164	\$ 1,148,203	\$ 1,288,445	\$ 1,470,997	\$ 1,619,198
Operating Expenses	Personnel	\$ 110,000	\$ 556,457	\$ 698,434	\$ 805,301	\$ 938,706	\$ 1,355,269	\$ 1,482,172	\$ 1,857,187	\$ 1,895,253
	Direct costs of presented events	\$ -	\$ 15,120	\$ 18,169	\$ 69,293	\$ 79,068	\$ 281,037	\$ 307,555	\$ 362,484	\$ 397,414
	Ticketing	\$ -	\$ 10,005	\$ 10,614	\$ 25,751	\$ 27,512	\$ 71,343	\$ 75,938	\$ 95,687	\$ 103,027
	Marketing	\$ -	\$ 13,340	\$ 14,152	\$ 34,335	\$ 36,683	\$ 95,124	\$ 101,251	\$ 127,582	\$ 137,370
	Fundraising	\$ 75,000	\$ 188,250	\$ 213,366	\$ 244,380	\$ 277,051	\$ 323,078	\$ 373,415	\$ 439,112	\$ 497,852
	Administration	\$ 50,000	\$ 100,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551	\$ 115,927	\$ 119,405	\$ 122,987
	Occupancy	\$ -	\$ 220,000	\$ 226,600	\$ 303,417	\$ 312,520	\$ 476,653	\$ 490,953	\$ 484,577	\$ 499,114
		\$ 235,000	\$ 1,103,172	\$ 1,284,335	\$ 1,588,568	\$ 1,780,813	\$ 2,715,054	\$ 2,947,211	\$ 3,486,033	\$ 3,653,018
Result of Operations		\$ 265,000	\$ 14,756	\$ (50,545)	\$ 17,635	\$ (25,793)	\$ (41,040)	\$ (22,529)	\$ (54,167)	\$ 81,888
Earned inc/ Op. Expense		0%	33%	32%	43%	42%	56%	56%	56%	58%



The completed financial model and capital budgets from the physical planning team provided the inputs necessary to project the economic impacts of the project.

Summary of Hamilton County Impacts	
<b>One Time Construction Impacts</b>	
Estimated Capital Budget	\$60,000,000
New One-time Economic Output (Sales)	\$81,228,000
New One-time Earnings	\$19,704,000
New Employment (person years) in construction	266
<b>Operations</b>	
Estimated Annual Non-personnel Spending	\$1,630,000
New Annual Economic Output (Sales)	\$2,165,153
New Annual Earnings	\$515,838
New Annual Employment (person years)	10
<b>Audience Spending</b>	
Estimated New Annual Audience Spending	\$1,295,426
New Annual Economic Output (Sales)	\$1,721,049
New Annual Earnings	\$470,446
New Annual Employment (person years)	13
<b>Total Annual Operating Impacts (Operations + Audience Spending)</b>	
New Annual Economic Output (Sales)	\$3,886,202
New Annual Earnings	\$986,284
New Annual Employment (person years)	23

This chart shows the combination of one-time construction impacts and annual operating impacts for the fully developed set of facilities.

Impacts are calculated using the Bureau of Labor RIMS II input/output multipliers as well as per capita expenditure projections from the Americans for the Arts' Arts & Economic Prosperity Report 6.

As a final step, the business plan lays out a critical path plan suggesting how the project can be advanced through three parallel tracks of fundraising, physical planning, and operational planning. If that parallel approach can be maintained, four phases of physical development could lead to facility openings in the fourth quarters of 2028, 2030, 2032 and 2034.

## 2. Needs Assessment Review

In Spring 2025, Webb Mgmt was hired by ArtsBuild and the Lyndhurst Foundation to conduct a feasibility study on the need for new performing arts facilities in and for Chattanooga. The first half of that study was a needs assessment that explored community needs and market opportunities for new facilities. Following are highlights from that work.

### INTRODUCTION AND METHODOLOGY

Chattanooga has a vibrant arts community with a rich array of local artists and creators. But despite the growing population of residents and visitors and increasing real estate investments, Chattanooga's local artists struggle to find affordable spaces for performance, rehearsal, and other activities. Many artists and performing arts groups feel stymied, identifying the lack of spaces in their price range as the primary barrier to their growth and development.

In response, ArtsBuild and the Lyndhurst Foundation partnered to fund a professional and objective assessment of the need for and viability of new, community performing arts facilities in Chattanooga. Specifically, they sought a consulting firm that could explore the potential of a dedicated facility offering accessible and affordable rehearsal, incubation, and performance spaces for the region's performing arts organizations and artists.

Following an RFP process, a panel selected Webb Mgmt to undertake this study based on a proposal that described a comprehensive and inclusive process starting with a review of relevant forces in the sector, an analysis of local demand and existing facilities, potential facility uses and user groups, and an exploration into how such a venue might support broader community goals. Appendix A names all of the individuals and groups who participated in the study.

The study was conceived to provide an objective and comprehensive assessment on the existing facility situation in Chattanooga and then, if appropriate, make recommendations on the need for facilities and related policy and programs to support the needs of established and emerging groups from all performing arts disciplines. The assessment addresses five critical questions:

1. What are the broader forces and trends impacting the live arts and entertainment sectors, and how do those issues influence the need for and functions of facilities in Chattanooga?
2. Is there a potential audience for new and/or improved performing arts facilities in Chattanooga?
3. What are the facility needs of key performing artists and performing arts organizations in Chattanooga?
4. What are the gaps and/or challenges in the current inventory of performing arts venues in and around Chattanooga?
5. Finally, how might new or improved performing arts facilities align with the broader goals of Chattanooga and the region?

## FORCES AND TRENDS

The arts and cultural sectors have experienced rapid changes in recent decades, particularly following the seismic impacts of the COVID-19 pandemic on in-person programming and arts participation. Arts sectors are still observing those effects several years later in terms of rebuilding audiences and the financial capacity of nonprofit arts organizations. Overall, we would highlight the following forces and trends as being relevant to this project in Chattanooga:

- Studies show a decline in attendance for various types of more traditional live performing art events over the last forty years. Genres like classical music, opera, and dance have been hit particularly hard. One bright spot is a significant uptick in attendance for other performing arts events, including popular music concerts.
- While attendance for several genres of more passive arts viewing events has dropped, there is a growing interest in more active arts programs. Today's consumers want to engage with the arts through learning and practice in a broad range of disciplines. And as those individuals seek out opportunities where they can sing, dance, and act in formal and informal ways, they also become more likely audience members for professional artists and troupes showing those forms at the highest level.
- A fundamental challenge for the arts is the lack of productivity gains over time in the way that work is created and performed. This is different than most other sectors, where productivity gains help to mitigate cost increases. Ultimately, this continuing pressure is forcing arts organizations to become more reliant on fundraising each and every year to balance budgets. This also constrains facilities, limiting the rent they can charge to nonprofit users.
- Private sector fundraising has become more competitive, with the increased funding prioritization for causes like environmental sustainability. The arts sector has had to adjust by emphasizing the role and value of the arts in advancing broader causes like public health and educational attainment.
- There is now a broad understanding and acceptance of the value proposition for the arts, starting with the economic benefits of arts and culture on U.S. communities and society. The real value added by arts and culture (i.e., in inflation-adjusted dollars) has doubled over a 25-year period. In 2023 the arts added more to U.S. GDP than the sectors of agriculture, forestry, fishing, and hunting; mining; outdoor recreation; and transportation and warehousing. In Tennessee alone the arts added \$21.2 billion, making up 4% of the state's economy and employing an estimated 108,773 people.
- Arts education in schools has been under increasing pressure, with substantial program cuts in schools. The nonprofit arts sector has recognized this trend as an opportunity to expand their offerings by delivering educational and outreach programs in their communities, often partnering with schools and other community-based organizations. This is an excellent way to build bridges and generate goodwill within the community. Additionally, arts education programs can activate performance facilities during the day when they are usually dark.
- Safety and security issues are becoming much more critical at public assembly venues, with operators now obliged to invest in systems, staffing and training that prepares venues for a wide range of threats.

- From an urban planning perspective, we have evolved from the idea of developing palaces of the arts to a much stronger and inclusive goal of creating arts districts – sprinkling arts, entertainment and other cultural activities in an urban setting and then creating physical, programmatic, and marketing connections between these elements. Districts are far more impactful than palaces in that they can be developed over time with a combination of new construction, adaptive re-use and renovations. They are also more authentic, more inclusive, more likely to attract visitors, and tend to have greater long-term impacts on the community.
- New technologies allow for the automation of various building systems, from rigging and lighting to food and beverage operations, as well as venue security. We see these as opportunities to help venues deliver a high-quality experience for consumers and to reduce variable costs like labor. We were hopeful that the live event streaming that emerged during the pandemic could have long-term value for venues and artists as, but at this point it does not appear that streaming will continue at a meaningful level. However, online marketing channels now proliferate, allowing venues to market programs effectively and inexpensively.
- New technologies also present challenges to the sector. Performing arts venues are competing with immersive programs that offer consumers rich experiences at affordable prices. And many consumers, particularly younger ones, are getting their entertainment primarily online without leaving their home. Generative AI represents a new form of competition for artists in terms of copyright and job security. Looking ahead, arts venues and practitioners will have to adopt various technologies to stay competitive. Nonetheless, we believe that attending live arts is even more vital today as a shared communal experience.

These trends suggest that the addition of new performing arts facilities in Chattanooga represents an opportunity to:

- Embrace a broader definition of cultural activities;
- Become the “community living room,” spaces that are always open, always active, and welcoming to all;
- Partner with educators on programs and their delivery;
- Become an anchor in the creation of an arts district in central Chattanooga;
- Support active as well as passive arts participation and enhance the social experience around a performance;
- Maintain a low cost of access for artists and arts organizations;
- Invest in systems, personnel, and training to make the venue safe and secure;
- And, face outward into the community, responding to relevant economic and community development issues.

## **MARKET REVIEW**

We defined the market for new indoor performing arts facilities as the City of Chattanooga and the area within 45-minutes of downtown Chattanooga based on data purchased from

the market research firm Esri, details of which are included in Appendix B. We would characterize the market as follows:

- Chattanooga’s population is consistently growing, and the trend is projected to continue. Beyond the city, further growth is expected in part due to the region’s proximity to Atlanta and Nashville.
- Chattanooga has an active and growing tourism market, with many domestic visitors coming to the area looking for a range of programming and experiences.
- Educational attainment, a key indicator of arts engagement, is slightly above average within the City of Chattanooga but lower in the larger market area. Chattanooga has several colleges and a small but active arts audience within a larger market that is less likely to attend.
- Chattanooga has large groups of young people and older people, suggesting opportunities for active arts programs for children, seniors, and families.
- Esri’s Tapestry Segmentation tool shows that this market is not homogenous. However, some trends among residents include being outdoorsy, physically active, and price conscious.

### COMPETITIVE FACILITIES

As part of our research, we developed inventories of indoor performance and rehearsal facilities. Appendix C details that analysis. We identified 69 performance spaces in the market area. The disciplines most supported by those were live speakers/comedy (98% of venues) and amplified music (71%). Sixty-five percent of the venues could support some form of theatre, but much less than that could support a more advanced production with full lights, sound, and large sets. Dance (43%) and orchestral/unamplified music (42%) had even fewer appropriate venues.

Our inventory also tracked venue availability based on calendar access and opportunities for outside renters as of July 2025. Nine of the venues we learned about were currently or soon to be unavailable for outside rentals—these venues were primarily located in schools serving K-12 students. Overall, 45% of the venues we identified had low or restricted availability for rentals, 24.6% had medium capacity for rentals, and 17.4% had high rental availability. The user costs for the venues with availability were often beyond the budget capabilities of the emerging performing arts groups that we interviewed.

We also collected information on 35 rehearsal venues in and around Chattanooga. Nearly all these rehearsal spaces lack technical support resources, such as scene or costume shops. Of the spaces inventoried, dance, orchestral music, and film production had the fewest options. While there are a number of spaces available to local groups, there are challenges with the size, functionality, hours, location relative to performance spaces, and pricing.

Four of the 69 venues in our inventory were temporarily or partially closed and two were planned/in construction. The two planned venues were:

- The Bobby Stone Theatre is planned to open as part of the Tivoli Theatre renovations;



- And, a new banquet space at the Chattanooga Theatre which will primarily be used for special events.

The offline facilities were:

- The historic Tivoli Theatre which is set to reopen when renovations are complete;
- The Chatterry, which was operating out of a temporary space, with plans to reopen in its former location with more event space;
- And, the Chattanooga Community Center at Hixson which was renovating its auditorium.

At the time of the inventory, we also learned about several potential projects, including:

- Chattanooga State Community College was considering converting existing space into a black box theater and new dance and music rehearsal studios;
- The Bessie Smith Cultural Center was considering a relocation, and if that were to occur, their new facility would likely include a larger capacity performance hall;
- Howard School leadership was seeking funding to renovate their 1,923-seat auditorium;
- And, a regional dance organization was open to establishing their own venue, which they would consider making available to other key arts groups.

### FACILITY USES AND USERS

There was significant demand for affordable spaces coming from a range of groups. In particular, several theatre groups expressed a desire for spaces where they could set up residency, paying an affordable monthly rate instead of a per session fee structure. The following chart summarizes that demand:

Organization	Discipline	Desired Capacity	Ideal or Average	Desired Access
Chattanooga Noise Night	Music	50	50	24 events per year, distributed at twice a month
Improv Chattanooga	Comedy	75	75	250 days of use a year including rehearsals and performances
Ensemble Theatre Chattanooga	Theatre	75-100	75	4-5 shows a year
Scenic City Shakespeare	Theatre	125	125	1-3 times per year based on price and accessibility
New Threads	Theatre	150	150	3-4 shows a year, with extra days for rehearsals
Next Exit Productions	Theatre	150	150	
Southern Exposure	Theatre	175	175	
Arts Therapies Hospital	Various	200	200	1-2 shows per year, with 6-8 performances, and 4 weeks of rehearsals per show
Lookout Live / Indy Comedy	Comedy	200	200	25 performances a year, resulting in 40 days of total use
Obvious Dad	Theatre	250	250	3-4 shows per year, with 12 performances, and 3 weeks of rehearsal per show
Ghost Light Entertainment	Theatre	275	275	
Seed Theatre	Theatre	275	275	Regular performances throughout the year, looking for a residency situation
Chattanooga Music Club	Music	300	300	Likely to stay using churches as they can't afford to pay any rental fees
Next Exit Productions	Theatre	300	300	
Ballet Esprit	Dance	400	400	12 performances per year, with 3 weeks of total use
Chattanooga Symphony & Opera	Music	300-500	400	Throughout the year for the smaller venue
Juba Dance Festival	Dance	450	450	A festival one a year plus rehearsals and other events
East Lake Expression Engine	Music	475	475	
Chattanooga Ballet	Dance	400-600	500	Regular use of smaller venue for rep shows
Hamilton Public School District	Various	200-1,000	600	Throughout the year based on price and accessibility
Chattanooga Ballet	Dance	800-1,200	1,000	Annual use of large venue for Nutcracker
Chattanooga Boys Choir	Music	900-1,200	1,050	Throughout the year based on price and availability
Chattanooga Prep Academy	Various	1,500	1,500	Throughout the year based on price and availability
Chattanooga Symphony & Opera	Music	1,500-1,800	1,650	Twice a year for the larger venue

### **ALIGNMENT WITH BROADER COMMUNITY GOALS**

During our needs assessment interviews, we heard the following points about broader goals for the region:

- A desire to see increased fairness in access to educational programs and professional opportunities.
- A desire for more economic opportunities, particularly in creative industries. Many expressed feeling caught between the city they love and pressure to leave to find more jobs elsewhere.

In the One Chattanooga Plan, the City of Chattanooga's leadership set goals to:

- Increase fairer access to resources and opportunities;
- Invest in Chattanooga's Black community;
- And, establish a higher base-level quality of life across Chattanooga.

We believe that investing in increasing access to quality programs and affordable performing arts spaces for Chattanooga's students would align with these goals while supporting Chattanooga's arts community. We would further suggest that fostering accessible quality facilities and incubating artists as members of a creative industry would support Chattanooga's standing as a destination for the arts and would increase Chattanooga's quality of life.

### **CONCLUSIONS AND RECOMMENDATIONS**

Here are conclusions to our work based on the five questions posed at the beginning of the needs and market assessment:

Q: What are the broader forces and trends impacting the live arts and entertainment sectors, and how do those issues influence the need for and functions of facilities in Chattanooga?

A: Recent forces and trends suggest that successful performing arts facilities tend to be affordable for users, focused on partnerships with educators and others, connected to districts, and are responsive to broader community development goals.

Q: Is there a potential audience for new and/or improved performing arts facilities in Chattanooga?

A: The audience for performing arts programs in the region is somewhat limited, however there could be strong support for affordable active arts programs and a core city audience for smaller music, theatre, and dance programs in smaller venues.

Q: What are the facility needs of key performing artists and performing arts organizations in Chattanooga?

A: Artists and organizations, particularly emerging ones, need and want access to better smaller spaces that will improve production values and serve to bring the arts community together.



Q: What are the deficiencies and missing pieces in the current inventory of performing arts venues in and around Chattanooga?

A: There are gaps in the current supply of affordable performance and rehearsal facilities, and a historical lack of equitable access to appropriate facilities.

Q: Finally, how might new or improved performing arts facilities align with the broader goals of Chattanooga and the region?

A: New performing arts facilities support broader goals, in particular the development of arts and entertainment economic opportunities that drive downtown development and tourism. Also, we believe in the importance and value of the arts in building social cohesion and enhancing quality of life. Given that, we would advocate for more regional active arts programs.

On that basis we recommend the development of a series of facilities, as follows:

1. A set of small, affordable, flexible performances spaces that serve a range of disciplines, perhaps with capacities of 75, 150 and 300. Spaces should be appropriate for music and the spoken word (theatre) and have strong technical capabilities.
2. Rehearsal and teaching spaces to serve emerging groups, along with support services. As a starting point, we suggested a 1,500-sqft rehearsal room, a 750-sqft rehearsal room, a 500-sqft class/meeting room, a conference room, cubicles, and administrative support services.
3. Production and storage facilities to advance the development of new sets, costumes, and props by and for multiple organizations. Additionally, we see a potential benefit to including a set of production facilities as part of this proposed new facility, or at the least very nearby. These production facilities could be used by local organizations for construction of sets, props, and costumes and act as a shared inventory of those completed elements. Ideally, these spaces could also partner to host teaching and training programs with local two and four-year colleges and potentially also grow to build sets and productions for regional clients.

With these recommendations, there can and should be a particular focus on providing more equitable access to good facilities. All development and operational planning efforts should prioritize this demand for accessibility and equity. Any new facilities, or improvements to existing facilities, should be designed to be accessible and welcoming, particularly to those communities who have historically not been supported.



### 3. Advancing Physical Plans

Starting in October 2025, Webb Mgmt engaged with the physical planning team made up of PBK Architects and Theatre Consultants Collaborative to advance our preliminary recommendations, with the following steps:

- Interviews with local artists and arts organizations on their physical requirements for new spaces for production, rehearsal, education, and performance, advancing the recommendations from the needs assessment into a more detailed set of spaces;
- The development of space programs outlining all of the possible spaces to be included in new facilities;
- Consideration of possible sites and more general site typologies on which facilities might be developed;
- The creation of three development scenarios demonstrating alternative approaches to achieving new facilities with some combination of new construction and renovation through a series of phases;
- And, projections of capital costs for the three development scenarios.

Following are summaries of the three development scenarios together with our comments on the operating implications of each choice.

The table below summarizes Scenario #1, essentially the construction of a new building on an empty site that is developed in four phases over time. The first phase has two components – a new 100-seat theater with rehearsal space, plus new production facilities (costumes, sets and props). Phase 2 adds a 200-seat theater and support space. Phase 3 adds the larger 400-seat theater and support space. And the final phase adds a 400-person outdoor space and support space.

Description	Phase 1a	Phase 1b	Phase 2	Phase 3	Phase 4	TOTAL
<b>Scenario #1 - Single New Building on an empty site - Near Available Parking</b>						
<b>Project Configuration:</b>	Phased New Building on empty site.	Phased New Building on empty site.	Phased New Building on empty site.	Phased New Building on empty site.	New structures on empty site.	??? Acres. Development includes outdoor spaces for assembly.
<b>Parking</b>	ADA, Staff, and Performers Only, Balance off site (50)	ADA, Staff & Volunteers (20)	ADA, Staff, & performers onsite, Balance off site (25)	ADA, Staff, & performers onsite, Balance off site (55)	ADA onsite only, Balance off site (20)	+/- 170 Spaces
<b>New Construction Components:</b>	100-Seat Theatre, Rehearsal Rooms, & Costume Shop	Scene Shop, Prop Shop, and Production Storage	200-Seat Theatre & Support	400-Seat Theatre & Support	Stage, 300 seat outdoor space, and support areas	2 Story Building
<b>Renovation Components:</b>	N/A	N/A	N/A	N/A	N/A	N/A
<b>Total New GSF:</b>	26,000	14,000	11,000	24,000	3,000	78,000
<b>Total Reno'd GSF:</b>	0	0	0	0	0	0



From an operating perspective, this approach requires the build-up of staff and resources to support the initial effort of renting out the small theater and production space, then adding additional staff and resources as the larger theaters come online.

The next table summarizes the second development scenario:

Description	Phase 1a	Phase 1b	Phase 2	Phase 3	Phase 4	TOTAL
<b>Scenario #2 - Renovated Building and New Autonomous Buildings on a single site with a remote production facility on a different site - Near Available Parking</b>						
<b>Project Configuration:</b>	Autonomous Building on Shared Site	Renovation on Different Site	Autonomous Building on Shared Site	Autonomous Building on Shared Site	Autonomous Structures on Shared Site	??? Acres. Development includes outdoor spaces for assembly.
<b>Parking</b>	ADA, Staff, and Performers Only, Balance off site (50)	ADA, Staff & Volunteers (20)	ADA, Staff, & performers onsite, Balance off site (25)	ADA, Staff, & performers onsite, Balance off site (55)	ADA onsite only, Balance off site (20)	+/- 170 Spaces
<b>New Construction Components:</b>	N/A	N/A	200-Seat Theatre & Support	400-Seat Theatre & Support	Stage, 300 seat outdoor space, and support areas	Single or 2 story buildings
<b>Renovation Components:</b>	100-Seat Theatre, Rehearsal Rooms, & Costume Shop	Scene Shop, Prop Shop, and Production Storage	N/A	N/A	N/A	Single, 2 story, or 3 story buildings
<b>Total New GSF:</b>	0	0	12,000	26,000	3,000	41,000
<b>Total Reno'd GSF:</b>	28,000	15,000	0	0	0	43,000

The pieces are developed in the same order and phases as in Scenario #1, but the difference is that the first two phases are accomplished through the renovation of one or more buildings that are adjacent to a site on which the larger theaters are constructed as a new building. The operating requirements and timing for the addition of staff and other resources are also the same as the first scenario.

Finally, here is a summary of the third development scenario:

Description	Phase 1a	Phase 1b	Phase 2	Phase 3	Phase 4	TOTAL
<b>Scenario #3 - Single Site with Large Renovation &amp; new detached 400 Seat Theatre - Requires Property for all required parking</b>						
<b>Project Configuration:</b>	Final Renovation of Large Building on Single Site	Final Renovation of Large Building on Single Site	Final Renovation of Large Building on Single Site	Detached New Building adjacent to Large Renovated Building	Detached New Stage with Support in Renovated Building on Single Site	??? Acres. Development includes outdoor spaces for assembly.
<b>Parking</b>	All on Site (100)	All on Site (20)	All on Site (100)	All on Site (190)	All on Site (120)	+/- 530 Spaces
<b>New Construction:</b>	N/A	N/A	N/A	400-Seat Theatre & Support	Stage for 300 seat outdoor venue	2 story building
<b>Renovation:</b>	100-Seat Theatre, Rehearsal Rooms, & Costume Shop	Scene Shop, Prop Shop, and Production Storage	200-Seat Theatre & Support	N/A	Support space for 300 seat outdoor venue	Single, 2 story, or 3 story building
<b>Total New GSF:</b>	0	0	0	26,000	2,000	28,000
<b>Total Reno'd GSF:</b>	26,000	14,000	11,000	0	1,000	52,000

The order of elements remains the same, but in this case the 200-seat theater is also accomplished through a renovation of an existing building, and thus the new construction begins in Phase 3 with the addition of the largest performance space and support areas. From an operating perspective, the need for and timing of new staff and operating resources is the same as the first two scenarios.

The selection of one of these development scenarios will depend on the availability, size, shape, and adjacencies of various sites in and around Chattanooga. Other scenarios

certainly may emerge depending on specific opportunities that might arise as and when capital and other resources are in place. For now, we would suggest that the idea of developing various components over time starting with the smaller performance, rehearsal, education, and production spaces is the right strategy for this project, given:

- The strongest demand in the community is for the smaller performance space, rehearsal spaces, and then production facilities.
- This approach allows the operating organization to build skills and resources over time, starting with the simplest spaces to program and then building towards the larger and more complicated spaces to program.
- There is a logic to building the smaller spaces first and then adding larger spaces that various users might grow into overtime.
- The phasing approach should allow for changes in the sizes and shapes of later phases as the community of users grows and evolves over time.

Additionally, following presentations of the finalized study findings to local stakeholders, the consulting team, including Webb Mgmt, PBK Architects, and Theatre Consultants Collaborative, highlighted another possible starting point, which could be described as "Phase Zero." This approach would begin with a smaller version of the overall vision that could be tested and improved over time. This approach could allow the project leadership to build its structure, partnerships, and day-to-day operations at a smaller scale while trying out the programming and business model in real conditions. This step-by-step approach creates a path toward arriving at Phase One facilities when the organization and community is ready.

## 4. Operating Goals

Operating goals for this set of recommended facilities might start with the following:

- Encourage collaboration and partnerships amongst Chattanooga-based artists and organizations as well as arts educators so as to build a stronger and more unified community of creators.
- Provide affordable access to well-equipped performance, rehearsal, program, and production spaces to local and regional artists, arts educators, and other community groups.
- Attract live arts programming partners and presenters to Chattanooga to benefit residents and visitors and to reduce the fixed costs and shared risks for programmers as audience demand is cultivated in the region.
- Contribute to the economic vitality of Chattanooga with active facilities that align with economic and community development goals, drive tourism, and enhance quality of life.
- Employ a sustainable business model with reasonable earned income goals and significant contributed income from both the private and public sectors based on the value delivered by these new venues to the community.

These operating goals should be viewed as a starting point in the development of a mission statement for this project.

## 5. Programming Plan

### SCHEDULING CHARETTES

A series of roundtable meetings were held with artists and arts organizations in Chattanooga on October 28, 2025 to update needs and aspirations for new facilities from both physical and operating perspectives,

A number of important physical planning issues were raised during these sessions, including:

- The need for rehearsal space,
- The need for storage space,
- And, the importance of acoustically excellent spaces for a range of programs.

We then reviewed how the proposed facilities should be programmed, operated, and financially sustained. For the various user groups in attendance, the following issues were particularly important:

- Making spaces affordable,
- Addressing the potential concentration of demand around key times of year,
- And, having strong food and beverage operations.

The highlight of the roundtable was the exercise of inviting these prospective facility users to speculatively reserve dates as if the new facilities were about to open. Groups reserved event days (a day with at least one performance) and other days (load-in, tech, rehearsals, strike) by marking three different calendars for 100-seat, 200-seat, and 400-seat theaters.

We also followed up via email to collect the calendar demands from prospective user groups who were not able to attend any of the roundtable sessions. Calendar summaries are attached as Appendix D. At the top of the next page is a summary of demand for the 100-seat space.



Up to 100 seats	Discipline	Event Days	Other Days	Use Days
Ballet Esprit Arts	Dance	0	47	47
Chattanooga Filmmakers Guild	Film	-	12	12
Chattanooga Fire Cabaret	Dance	2	20	22
Chattanooga Noise Night	Music	6	-	6
Chattanooga Symphony Orchestra	Music	4	4	8
CHI Memorial Hospital - Arts Healing	Various	12	48	60
Collectively/Here	Dance	2	6	8
Dylan Kussman	Music	6	0	6
Ensemble Theatre of Chattanooga	Theatre	12	8	20
Improv Chattanooga	Comedy	31	-	31
Lookout Live	Comedy	25	60	85
Music, Fashion, and Arts Festival (MFA)	Various	8	16	24
New Threads Theatre	Theatre	12	12	24
Next Exit Productions	Theatre	12	62	74
NoogaVision Theatre	Theatre	10	36	46
Obvious Dad Theatre	Theatre	28	24	52
Scenic City Shakespeare	Theatre	16	8	24
Southern Exposure	Theatre	0	2	2
<b>Sub-total Comedy</b>				
		56	60	116
<b>Sub-total Dance</b>				
		4	73	77
<b>Sub-total Film</b>				
		-	12	12
<b>Sub-total Music</b>				
		16	4	20
<b>Sub-total Theatre</b>				
		90	152	242
<b>Sub-total Various</b>				
		20	64	84
<b>Total</b>				
		186	365	551

This chart summarizes the dates selected by prospective users, confirming that there is high demand for the smallest space across disciplines.

Please note these charts do not include any time holds for additional curated programs presented by the future venue operator.

Up to 200 seats	Discipline	Event Days	Other Days	Use Days
Ballet Esprit Arts	Dance	4	4	8
Chattanooga Ballet	Dance	3	-	3
Chattanooga Film Festival	Film	20	2	22
Chattanooga Filmmakers Guild	Film	4	-	4
Chattanooga Fire Cabaret	Dance	2	4	6
Collectively/Here	Dance	3	3	6
Dylan Kussman	Music	6	10	16
Ensemble Theatre of Chattanooga	Theatre	15	8	23
Lookout Live	Comedy	8	11	19
Music, Fashion, and Arts Festival (MFA)	Various	4	4	8
Newson Dance Company	Dance	2	5	7
Next Exit Productions	Theatre	7	31	38
Scenic City Shakespeare	Theatre	6	8	14
Southern Exposure	Theatre	8	7	15
The Pop-up Project	Dance	3	9	12
<b>Sub-total Comedy</b>				
		8	11	19
<b>Sub-total Dance</b>				
		17	25	42
<b>Sub-total Film</b>				
		24	2	26
<b>Sub-total Music</b>				
		6	10	16
<b>Sub-total Theatre</b>				
		36	54	90
<b>Sub-total Various</b>				
		4	4	8
<b>Total</b>				
		95	106	201

There is reasonable demand for the 200-capacity venue, with some of the same groups seeking access to a larger space, also across disciplines.

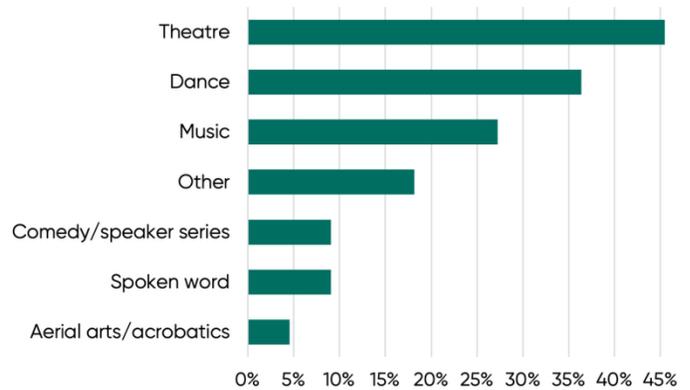


Up to 400 seats	Discipline	Event Days	Other Days	Use Days
Ballet Esprit Arts	Dance	8	8	16
Chattanooga Ballet	Dance	10	7	17
Chattanooga Filmmakers Guild	Film	1	-	1
Chattanooga Symphony Orchestra	Music	4	3	7
CHI Memorial Hospital - Arts Healing	Various	1	-	1
Ensemble Theatre of Chattanooga	Theatre	4	4	8
Lookout Live	Comedy	6	11	17
Mid-South Symphonic Band	Music	3	-	3
Music, Fashion, and Arts Festival (MFA)	Various	2	4	6
Providence Newson Dance	Dance	7	7	14
Scenic City Community Orchestra	Music	2	33	35
The Pop-up Project	Dance	3	5	8
Understory	Dance	3	3	6
Sub-total Comedy		6	11	17
Sub-total Dance		31	30	61
Sub-total Film		1	-	1
Sub-total Music		9	36	45
Sub-total Theatre		4	4	8
Sub-total Various		3	4	7
<b>Total</b>		<b>54</b>	<b>85</b>	<b>139</b>

Finally, there is moderate demand for the 400-seat venue, again across disciplines and again showing some crossover of groups.

### ADDITIONAL USER DEMAND SURVEY

We also conducted an online survey seeking feedback on the demand for several types of support spaces. The survey was sent to 45 prospective facility users/user groups, and it was open for two weeks in December 2025. The survey closed with a 49% response rate, including 22 responses, with one response from an arts league representative.



Most of the responses were from theatre groups (10), followed by dance (8), and then music (6). The groups represented in the survey included: BattleKat Combat, Chattanooga Ballet, Chattanooga Boys Choir, Chattanooga Event Entertainment LLC (DBA Chattanooga Fire Cabaret), Chattanooga Symphony & Opera, CommonSpirit - Memorial, Ensemble Theatre of Chattanooga, Ghostlight Entertainment, Improv Chattanooga, Lookout Live, Music, Fashion, and Arts Foundation (MFA), Noogavision Theatre and Performing Arts Co., Obvious Dad, Performing Arts League, Providence, Newson Dance Company, Scenic City Community Orchestra, Seed Theatre, Soft Animal, Southern Exposure Productions, The Pop-up Project, and Understory.

The survey began by asking users to share their level of demand for rehearsal space. While four groups did not require rehearsal space for their practice, all the groups who require/use rehearsal space expressed demand for some or additional access to rehearsal space. 45% (10) of the responders had moderate or high demand for rehearsal space.

When asked about the nature and frequency of their rehearsals, groups were looking to have 2-3 hours long rehearsals (median: 3 hours), with frequency ranging from 9 to 179 times per year, 61 rehearsals being the median among the 16 question responders. These groups reported a typical rehearsal including from 10 to 120 participants, with a median rehearsal group size of 16.

When given four options for rehearsal studio sizes, 2,000-sqft was the most popular choice, preferred by half the question respondents (8), followed by 800-sqft, which was preferred by a third of question responders (5).

When asked about the affordability of paying for rehearsal space, six groups answered that they would pay for use of rehearsal space if appropriate space was available. Nine groups responded with more nuanced answers, sharing that it would be very price dependent or require that they secure grant funding to cover the cost. This reinforces our prior findings that capacity building support would be greatly beneficial for many of emerging groups. As will establishing facilities that distribute a lower portion of the costs to nonprofit space users.

The survey also asked users about their level of demand for access to scene, prop, and costume shop spaces. Eight groups expressed demand for access to a shared scene shop, with their desired use ranging from 10 to 365 days a year, with the median being 28 days. Among responders, the most desired feature for a scene shop was a library of helpful tools and fabrication equipment.

Nine user groups expressed demand for access to a shared prop shop, with their desired use ranging from 8 to 365 days a year, with 60 days as the median. Similar to the desire for tools in the scene shop, the most desired amenity for the prop shop was a library of available props, followed by storage space.

Ten user groups expressed demand for access to a shared costume shop, with desired access ranging from 5 to 365 days a year, with 71 days as the median. Again, the most desired amenity was a shared library for access to costumes. After that, groups mentioned demand for storage, garment cleaning equipment, sewing machines, and worktables.

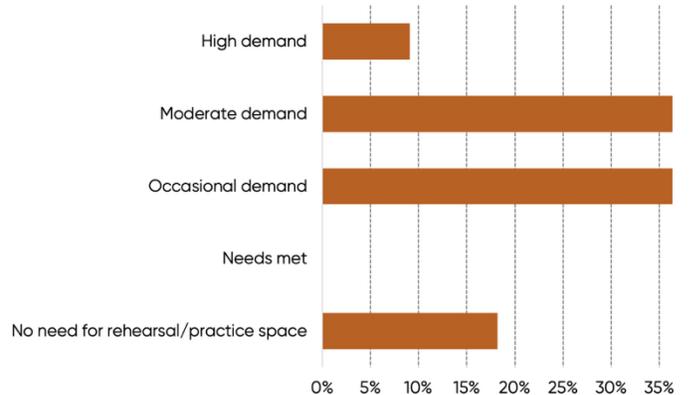


Chart 2: Rehearsal space demand

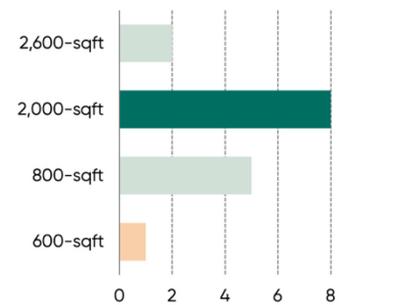


Chart 3: Preferred rehearsal space size



### **PROGRAMMING STRATEGY**

Given the above, we would propose a programming strategy based on the following principles.

1. Programming should start slowly and build incrementally in the early years of operations based on serving local groups with quality and affordable spaces for performance, rehearsal, and teaching.
2. We would encourage the recruitment of programming partners and presenters in the region who are incentivized to bring programs and events to the theaters. This curatorial approach can be extended in a number of directions, such as programs for contemporary dance and comedy. This is a good way to reduce fixed costs and share risk for the early years of operation as demand builds on the part of audiences and users.
3. Educational programming should also be recruited to the various performance, rehearsal, classroom, and production spaces, again on the basis of partnerships with existing Chattanooga-based artists and educators.

## 6. Operating Plan

### GOVERNANCE

Community-serving arts centers can be owned, governed, and operated in many ways, including:

- A nonprofit created for this purpose;
- An existing nonprofit operator of another facility;
- An educational institution that already programs and operates space in the region;
- A local government that already operates space;
- Or, a professional for-profit facility management company contracted by the owner.

In this case, we recommend that project leadership incorporate a 501c3 nonprofit to operate the recommended facilities. This is a common model for the operation of community-based performing arts facilities and is the recommended choice in this case because:

- The nonprofit operator can be incorporated with a mission statement that sets a long-term direction for the theater.
- The nonprofit will gain tax-exempt status based on a public-serving mission and will have the ability to issue receipts for tax deductible donations.
- There is the potential to build a strong community-based board of directors for the nonprofit that will help build relationships and partnerships in the community and fundraise to sustain operations.

### SCHEDULING & ACCESS

The most important operating challenge for these recommended facilities is animating all programmable spaces in an equitable manner. To that end, master calendars should be developed and maintained by the facility manager, with the following policies:

- An annual scheduling template should be created 18 months in advance to assure sufficient annual dates and spaces.
- Resident organizations (see below) can request dates between 12 months and 18 months in advance of the upcoming year. Final confirmation of requested dates is required no later than 12 months prior to the start of the scheduling year.
- Nonprofit and commercial organizations interested in utilizing these spaces may request dates starting 12 months in advance. Dates must be confirmed within one month of the initial request.
- Building management should reserve the right to retain certain days or weeks for facility maintenance and improvements.
- Renters should be made aware of facility booking policies at the time of booking. Explicit policies detailing insurance requirements, deposits, payment schedules, and other charges should be in place.



### RENTAL RATES & USER FEES

Rental rates should be scaled for nonprofits and commercial users. Base rental rates, which do not include additional fees such as technical labor, event staff, box office use, or cleaning, must also remain affordable for local nonprofits, who currently pay very little for what spaces there are in the region.

Renters of various spaces at the theater should have access to the facility's technical staff but would be required to pay additional fees for technical labor, event staff, and use of the facility's ticketing service and box office. Facilities will come with a basic equipment package, with specialized theatrical and audiovisual equipment made available at an additional cost. These fees will be added on top of base rental rates and charged to the renter.

We would also advocate for the creation of a resident organization status that provides the lowest rental rates and the ability to book dates earlier than others in exchange for bringing a certain amount of activity and benefit to the venue. These groups can guarantee a relatively consistent level of activity to attract users, audiences, and other visitors and build an image of the facility through consistent use, supporting ongoing marketing and fundraising efforts. Organizations should be required to qualify as resident users through an open application process. The criteria by which these organizations are selected should be published and might include some of the following:

- **Level of Programming:** The organization agrees to bring a significant portion of its annual activity to the facility. Specific levels of use may be required within policies and criteria for resident groups.
- **Community Organization:** The organization is a nonprofit arts organization based in Chattanooga.
- **Mission:** The organizational mission is worthy and consistent with the goals of the center and presents activities that enrich the lives of Chattanoogaans and regional visitors.
- **Quality:** The organization creates work of quality that will enhance the image and reputation of the center.
- **History:** The organization has a track record of financial stability.
- **Insurance and Safety:** The organization can provide general liability and workers' compensation insurance and is committed to the safety and security of the facilities.
- **Organizational and Program Development:** The organization has made a commitment to organizational development that will bring its administrative skills, quality of programming, and resources to an appropriate level.

### TICKETING SERVICES

The ticketing business has been through several waves of innovation and consolidation in recent years. It has shifted from a hardware business to a software business to a subscription-based mobile device business.

It will be important to acquire and/or license a system that can manage ticketing for a wide variety of performances, covering self-produced, presented, and rental events. It will also be

important to have additional functionality to cover point of sale for food, beverages, and merchandise, with a strong customer relationship management (CRM) system. It may be possible to access a system that integrates point-of-sale purchases for concessions, merchandise, and program fees.

The use of the CRM to capture data from internal and external events will be critically important for marketing and ongoing fundraising efforts for the center and its users. In fact, it will be an important part of the nonprofit's Executive Director's job to recruit rental clients to use the venue's ticketing system in order to drive ticketing revenue for the facility and deliver value back to those rental clients – mostly as intelligence on their customer base to support marketing efforts. It will also be helpful in tracking engagement levels among prospective individual donors, allowing gift officers to customize campaigns to donors' areas of interest based on past attendance and event participation.

### FOOD & BEVERAGE OPERATIONS

Strong food and beverage operations are important to create a unique and compelling destination for audiences, drive the rental business, and improve the financial sustainability of the center. We would recommend that the center's management approach food and beverage sales as follows:

- Consider internal or external management of concessions, open for as many events and performances as possible, with appropriately priced products and services attractive to the building's audiences.
- Develop a range of catering options to support rental events, again based on local partners and having the physical space for caterers to do their prep and clean-up.

Concessions should open for as many events and performances as possible, with products and services attractive to the building's audiences that are appropriately priced. The pro-forma operating budget assumes that the concessions area is run internally, but it would also be worth considering contracting out concession management to a local food service provider through a competitive process.

### VOLUNTEER OPPORTUNITIES

Though the venue must have a professional staff, we would encourage the development of the theater's volunteer roster as well. This is a region with a strong volunteer ethic, and local volunteers often play a role in supporting the operation of community arts facilities.

Additional human resources are helpful to the organization, and volunteers can play an even more important role as ambassadors, grassroots marketers, and even financial supporters. Volunteers could serve as ushers and event staff for performances, tour guides for the facility, teaching assistants, and roving helpers. We would also stress the importance of treating volunteers like employees in terms of how they are trained, monitored, and evaluated. A part-time Volunteer Manager should be responsible for the recruitment, training, scheduling, and management of volunteers.

### SAFETY & SECURITY

It is a sad but important reality of our world that all public facilities must be developed and operated to be safe and secure, able to respond to all forms of human and natural disasters with trained staff and safe facilities. Though many of the choices for safe and secure facilities are already embedded in building codes, there is much more work to be done in the development of operating policy and procedures, such as:

- All facilities should all go through a risk assessment process to consider what are the things that are likely to happen, could happen, or are just barely conceivable, imagining all possible emergency situations. It's thinking about the likelihood of various possibilities and then what can be done to minimize the possibility and then minimize the impact of such an event. Remember that cultural facilities are highly visible in the community, and people are often gathered there. That makes them targets of opportunity, so the risk assessment is important.
- Increasingly, we can look to new technologies to support safety and security, starting with controlled access to facilities. But those technologies are only effective if the technology is maintained and staff are trained in its use.
- Policies and procedure are worthless unless leadership, staff, and volunteers are trained and re-trained on safety and security protocols.

## 7. Staffing & Leadership

### STAFFING

Assembling the team of personnel necessary to program, operate, and maintain these recommended facilities will be critical to the success of the project. Here is an organization chart showing full-time and part-time staff as and when all of the development phases have been completed.

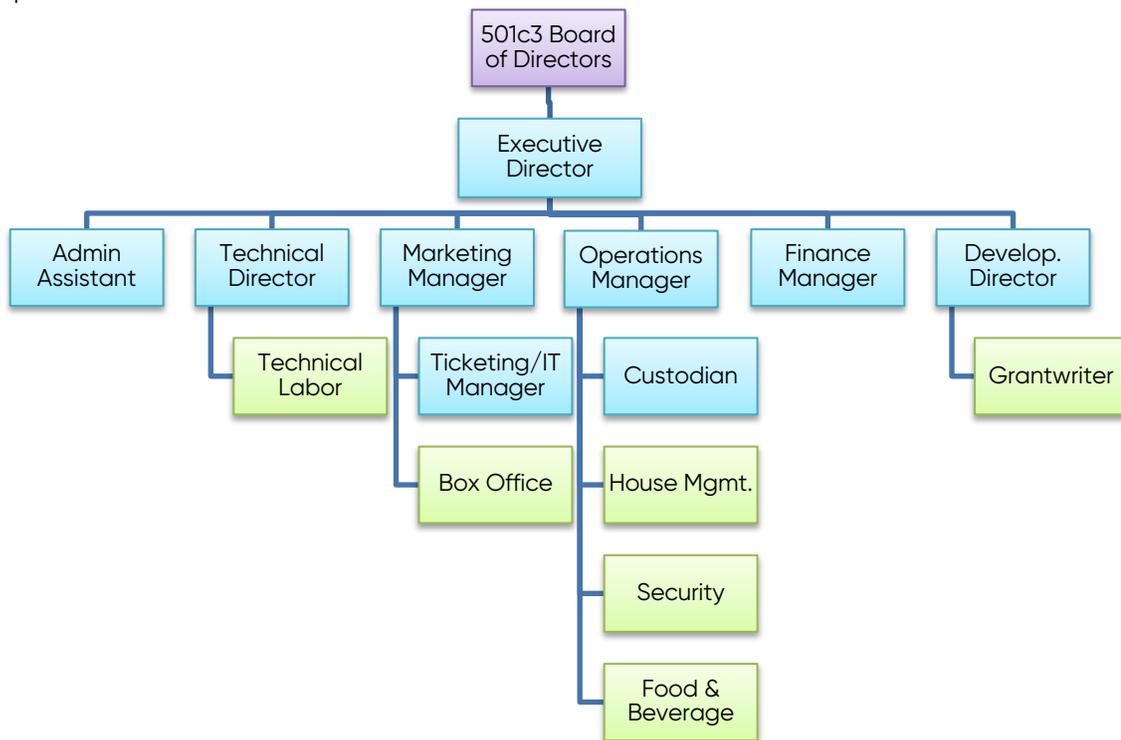


Chart Key	
Purple	Volunteer Leadership
Blue	Full-time Staff
Green	Part-time Staff

Here are job descriptions for the two key full-time positions.

**Executive Director:** This is a full-time position that reports to the nonprofit board of directors. This position is responsible for day-to-day operations and the management of staff and key operating partnerships. Specific tasks include:

- Serve as the community contact point for the organization, building and maintaining relationships with business, political, university, and community leadership.
- Manage the organization’s staff and ensure that human resource procedures are met.
- Create and implement policies and guidelines as necessary, including rental rates, user agreements, and facility management policies.



- Develop and monitor the annual budget and ensure proper financial procedures.
- Work closely with programming, ticketing, and food service staff to ensure that the venue is busy and offers a high-quality experience for audiences, artists, and other users.

**Technical Director:** This position requires knowledge of technical systems for the theater, including lighting, sound, audio-visual, and communications systems. The Technical Director will orient and train staff and independent contractors on these systems, supervise a pool of on-call technical labor, design and implement safety protocols for equipment and facility use, monitor inventory and order supplies, and assist with budgeting for equipment repairs and maintenance, supplies, and technical labor expenses.

**Development Director:** The Development Director is part of the senior leadership team and reports directly to the Executive Director. The Development Director also works closely with the Board of Directors and relevant committees to identify and cultivate potential donors, set and fulfill fundraising goals, and expand the center's community of engaged patrons and donors. This position will also work closely with the Executive Director to develop and manage the annual giving campaign, major gifts efforts, government grants proposals, special events, corporate sponsorships, future capital and endowment campaigns, planned gifts, and board and individual giving, also supervising a grant writer.

**Marketing Manager:** This staff member supervises and supports all marketing efforts related to the center, including the design and placement of advertising, public relations, and social media channels. They will work closely with the Executive Director and other senior staff, as well as outside partners on their programming and communications needs and resources. The position also works closely with renters to coordinate their promotion of events at the center, ensuring that messaging is consistent and supportive of the brand and identity of the overall project.

**Operations Manager:** This position manages front of house operations of the center on a day-to-day basis, coordinating and organizing the needs of renters, supervising front of house managers, event security, ushers, ticket takers (both paid staff and volunteers), and the cleaning and upkeep of the public portion of the building.

### **VOLUNTEER LEADERSHIP**

Local leadership should soon embark on a board development program to add the skills and capacity necessary for the organization to advance through the phases of fundraising, planning, design, construction, and operations.

It is helpful to consider board composition like the roster of a baseball team – there are many different positions to fill, and there must be depth to the roster in order to make it through the long season of facility development.

As the board grows and the complexity of the project increases, it will become necessary to create a set of committees to support the board and staff. Early committees for this project should include: Executive, Capital Campaign, Nominating, Finance, Building, and Communications. We recommend that committee members be recruited from the community and serve as a board development tool.



New board members should also go through a period of training and orientation to understand the organization and expectations regarding their involvement through the period of project development into operations.



## 8. Pro-forma Operating Budget

### BUDGET DESIGN

We have created a pro-forma operating budget for the recommended facilities to project activity and financial performance through the first eight years of operation based on a plan to dance through four development phases within that period. The complete budget is attached as Appendix F.

The key step in developing the pro-forma is estimating activity in all of the various performance, rehearsal, teaching, and production spaces as they come online. We have collected information on rental rates and user fees for other theaters and meeting venues in Chattanooga, as well as the general operating characteristics of other venues like those recommended here.

Our overall approach is to be conservative in terms of attendance and financial contribution.

Here is a summary of those activity projections:

Center for Creativity	Pro-forma Operating Budget	Pre-opening Year	Year One	Year Two	Year Three	Year Four	Year Five	Year Six	Year Seven	Year Eight
<b>Activity Summary</b>	Theater #1 (cap: 100)									
	Performances		106	109	112	115	118	121	124	127
	Use Days		186	190	194	199	203	207	211	215
	Theater #2 (cap: 200)									
	Performances				70	73	76	79	82	85
	Use Days				114	118	122	127	131	135
	Theater #3 (cap: 400)									
	Performances						95	98	101	104
	Use Days						150	154	158	163
	Outdoor Theater (cap: 300)									
	Performances								40	45
	Use Days								67	74
	2,000 sf multipurpose room									
	Two-hour rentals		300	304	308	312	316	320	324	328
	800 sf multipurpose room									
	Two-hour rentals		300	304	308	312	316	320	324	328
	600 sf multipurpose room									
	Two-hour rentals		300	304	308	312	316	320	324	328
	3,200 sf scene shop									
	Four-hour rentals		300	304	308	312	316	320	324	328
	1,000 sf costume shop									
	Four-hour rentals		300	304	308	312	316	320	324	328
	600 sf prop shop									
	Four-hour rentals		300	304	308	312	316	320	324	328

### BUDGET BENCHMARKS

We collected information on rental rates and user fees for other theaters and performance spaces in and near Chattanooga. After reviewing the typical fees charged by Chattanooga-based performance venues for for-profit and non-profit users, we believe that the initial rental rates proposed here for use of the 100-seat capacity venue and the rehearsal studios is on-par with or slightly below those costs currently available to user groups in Chattanooga. The 200 and 400 capacity venues, presently projected to come online at later phases of this project, have nonprofit rental rates that are above what is charged by some Chattanooga venues in 2026, but would likely look modest in five years' time.

Additionally, all three of the performance venues have commercial rental rates that are in line with or slightly below other comparable commercial rental rates, which would give the new

center a more competitive edge for generating revenue from the facility when it is not being used by prioritized nonprofit groups.

As part of our benchmarking efforts, we also looked at the general operating characteristics of other venues like those recommended here. In particular, we looked to identify other examples of multi-stage venues that are operated by nonprofits with the mission of supporting and incubating emerging creatives. The national comparable facility benchmarking findings are attached as Appendix G. We found strong comparable examples, five of which are located in the South or Southeast. The average number of full-time staff for these centers was nine, all having additional part-time and event-based staff. Excepting the one outlier in Chicago with particularly low overhead, the five other centers covered between 27% and 64% of their FY24 expenses through earned revenue.

### BUDGET RESULTS

These detailed activity projections allow us to build a comprehensive pro-forma multi-year operating budget for the first five years of theater and cultural center operations. Here are the key assumptions driving the development of the detailed budget:

- The budget starts with projected operating expenses incurred in the months leading up to the opening, most importantly the hiring of key staff.
- Most elements of the earned revenue section come directly from our activity projections, including income from rentals, event ticketing and food & beverage income.
- User fees are additional charges to renters (technical staff, box office, cleaning) calculated as a percentage of base rental income.
- Food and beverage income is based on a net per capita rate of two dollars per attendee escalating over time.
- Ticketing fees are based on a five-dollar per capita charge to all ticket buyers.
- We are projecting tuition income, based on a partnership with local vocational schools to teach production skills. For now, we are suggesting a share of tuition income coming to the facility.
- Later on, we are also suggesting that production facilities can be used to build sets and other production elements on a contract basis for both commercial and nonprofit organizations in the region. This starts as a nominal amount, but grows over time.
- We are suggesting that contributed income can come from government, corporate event, sponsorship, and other private sector grants and donations. This will start slow slowly and build overtime as the facility demonstrates value to the community and increases the amount of attendance at events.
- Expenses start with personnel expenses, with the Executive Director starting the year before the center opens. For both full-time and part-time staff, we show direct compensation and then aggregated benefits based on percentages of 30% for full-time staff and 15% for part-time staff. Various positions are added over a period of seven years as various phases come online.



- The direct cost of presenting events is calculated as a percentage of ticket revenue ranging between 80% and 95%, depending on the size of the space.
- Ticketing and marketing costs are based on a per capita expense that grows over time.
- Fundraising expense is calculated based on a cost per dollar raised.
- Administration expenses grow over overtime with the size of the organization and spaces managed.
- Occupancy costs are calculated on a per square foot basis and increase as new phases come online.

The next table is a summary of the pro-forma.

Center for Creativity Pro-forma Operating Budget	Pre-opening Year	Year One	Year Two	Year Three	Year Four	Year Five	Year Six	Year Seven	Year Eight
<b>Financial Summary</b>									
<b>Earned Revenue</b>									
Presented event ticket sales	\$ -	\$ 16,800	\$ 20,188	\$ 80,104	\$ 91,378	\$ 328,726	\$ 359,669	\$ 423,991	\$ 464,800
Rental income	\$ -	\$ 172,250	\$ 180,265	\$ 258,207	\$ 271,323	\$ 458,993	\$ 483,157	\$ 569,557	\$ 604,715
User fees	\$ -	\$ 129,188	\$ 135,199	\$ 193,655	\$ 203,492	\$ 344,245	\$ 362,368	\$ 427,168	\$ 453,537
Food and beverage	\$ -	\$ 13,340	\$ 14,152	\$ 34,335	\$ 36,683	\$ 95,124	\$ 101,251	\$ 127,582	\$ 137,370
Ticketing income	\$ -	\$ 33,350	\$ 35,381	\$ 85,837	\$ 91,707	\$ 237,809	\$ 253,127	\$ 318,955	\$ 343,424
Production facility tuition income	\$ -	\$ -	\$ 20,000	\$ 22,660	\$ 25,674	\$ 29,088	\$ 32,957	\$ 37,340	\$ 42,307
Production contract income	\$ -	\$ -	\$ -	\$ 10,000	\$ 20,600	\$ 31,827	\$ 43,709	\$ 56,275	\$ 69,556
	\$ -	\$ 364,928	\$ 405,185	\$ 684,798	\$ 740,857	\$ 1,525,812	\$ 1,636,238	\$ 1,960,869	\$ 2,115,708
<b>Contributed Income</b>									
Government grants	\$ 200,000	\$ 300,000	\$ 330,000	\$ 363,000	\$ 399,300	\$ 439,230	\$ 483,153	\$ 531,468	\$ 584,615
Corporate Event Sponsorship	\$ -	\$ 3,000	\$ 3,605	\$ 13,905	\$ 15,914	\$ 50,128	\$ 80,562	\$ 142,326	\$ 157,660
Private sector grants and donations	\$ 300,000	\$ 450,000	\$ 495,000	\$ 544,500	\$ 598,950	\$ 658,845	\$ 724,730	\$ 797,202	\$ 876,923
	\$ 500,000	\$ 753,000	\$ 828,605	\$ 921,405	\$ 1,014,164	\$ 1,148,203	\$ 1,288,445	\$ 1,470,997	\$ 1,619,198
<b>Operating Expenses</b>									
Personnel	\$ 110,000	\$ 556,457	\$ 698,434	\$ 805,301	\$ 938,706	\$ 1,355,269	\$ 1,482,172	\$ 1,857,187	\$ 1,895,253
Direct costs of presented events	\$ -	\$ 15,120	\$ 18,169	\$ 69,293	\$ 79,068	\$ 281,037	\$ 307,555	\$ 362,484	\$ 397,414
Ticketing	\$ -	\$ 10,005	\$ 10,614	\$ 25,751	\$ 27,512	\$ 71,343	\$ 75,938	\$ 95,687	\$ 103,027
Marketing	\$ -	\$ 13,340	\$ 14,152	\$ 34,335	\$ 36,683	\$ 95,124	\$ 101,251	\$ 127,582	\$ 137,370
Fundraising	\$ 75,000	\$ 188,250	\$ 213,366	\$ 244,380	\$ 277,051	\$ 323,078	\$ 373,415	\$ 439,112	\$ 497,852
Administration	\$ 50,000	\$ 100,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551	\$ 115,927	\$ 119,405	\$ 122,987
Occupancy	\$ -	\$ 220,000	\$ 226,600	\$ 303,417	\$ 312,520	\$ 476,653	\$ 490,953	\$ 484,577	\$ 499,114
	\$ 235,000	\$ 1,103,172	\$ 1,284,335	\$ 1,588,568	\$ 1,780,813	\$ 2,715,054	\$ 2,947,211	\$ 3,486,033	\$ 3,653,018
<b>Result of Operations</b>	\$ 265,000	\$ 14,756	\$ (50,545)	\$ 17,635	\$ (25,793)	\$ (41,040)	\$ (22,529)	\$ (54,167)	\$ 81,888
<b>Earned inc/ Op. Expense</b>	0%	33%	32%	43%	42%	56%	56%	56%	58%

We believe that this is a conservative and achievable budget for the recommended facilities. It is based mostly on rental income that can grow over time. And a target of 58% of operating expenses supported by earned revenues in the eighth year of operations is consistent with the operation of comparable venues.

## 9. Economic Impacts

The development and operation of new performing arts facilities will have significant economic impacts on Hamilton County, driving new economic activity (new sales, new earnings for workers, and new jobs) in the market area.

There are several components to these impacts: the direct impact made up of spending on the renovation and then by the venue operator and its audiences, the jobs that it provides and the spending by people who visit the area in order to go to the center. Then there are indirect impacts resulting from extra business generated for suppliers of goods and services to the center and its visitors. And finally, there are the induced impacts of increased consumption spending in the region as a result of larger wages and increased organizational revenues being returned to the local economy by the center, its suppliers, and their suppliers.

Direct or primary impacts can be calculated from primary data—a facility's expenditures and records, plus other data about its visitors. Notably, visitor spending is a significant contributor to overall economic impact. However, indirect and induced impacts (together making up what are known as 'secondary impacts') can only be estimated on the basis of a good understanding of the local region's overall economy and the interrelationships among various industries within the economy. Economic models depicting these relationships are increasingly available, but they are region-specific and relate to a particular period of time.

Multipliers provide a numeric way of describing the secondary impacts stemming from new facilities in a particular market area, most often a specific county. The Multiplier Model is derived mathematically using an input-output model and Social Accounting formats. The Social Accounting System provides the framework for the predictive multiplier model used in economic impact studies. Purchases for final use drive the model. Industries that produce goods and services for consumer consumption must purchase products, raw materials and services from other companies to create their product. These vendors must also procure goods and services. This cycle continues until all the money is leaked out of the county economy.

To predict the economic impacts of new performing arts facilities in Chattanooga, we have purchased RIMS II multipliers for Hamilton County from the Bureau of Labor, which are based on the 2017 Benchmark Input-Output Table for the National and 2023 regional data. The full set of multipliers is included this report in Appendix H

We start with the projections on the economic impact of the renovation project, outlined in the table below:



Construction Impacts on Hamilton County		
	Project Inputs	
Construction Budget	\$	60,000,000
Non-residential Structures (Industry code)	Multipliers	Project Outputs
New Economic Output (Sales)	1.3538	\$81,228,000
New Earnings	0.3284	\$19,704,000
New Employment (person years)	4.4407	266

Here, the input is the preliminary construction/renovation budget of \$60,000,000, based on an average of the three development scenarios. Then we apply multipliers for construction spending in Hamilton County to arrive at outputs. Those suggest that the project will drive \$81.2 million in new spending in the county and \$19.7 million in new earnings. In addition, the project will lead to 266 new person years of employment in Hamilton County.

We calculate the ongoing impacts of the facility using what is called the bill of goods approach, in which we estimate new annual expenditures by the operating organization on everything from utilities and hotels to waste management and advertising and then use the three types of multipliers to calculate new output, earnings and jobs in each of those industries. Here is that summary chart:

### Annual Impact of New Facilities on Hamilton County

Category	Inputs Base year non-personnel expenditures	Multipliers			Outputs		
		Output (dollars)	Earnings (dollars)	Empl't (jobs)	New Sales (\$000's)	New Earnings (\$000's)	New Empl't (jobs)
Power Generation and Supply	\$225,000	1.2637	0.1501	1.7116	\$284,333	\$33,773	0.39
Water, Sewage and other System	\$25,000	1.2660	0.2094	2.5951	\$31,650	\$5,235	0.06
Retail Trade	\$50,000	1.3298	0.3819	10.3486	\$66,490	\$19,095	0.52
Transit & Passenger Transportation	\$10,000	1.4742	0.3124	12.9690	\$14,742	\$3,124	0.13
Telecommunications	\$40,000	1.3035	0.1895	3.6015	\$52,140	\$7,580	0.14
Insurance Agencies/Brokerage	\$150,000	1.4596	0.3297	4.3007	\$218,940	\$49,455	0.65
Equipment Rental	\$150,000	1.3906	0.2477	3.5302	\$208,590	\$37,155	0.53
Legal Services	\$50,000	1.2221	0.4857	4.5113	\$61,105	\$24,285	0.23
Accounting & Bookkeeping Services	\$40,000	1.2323	0.4670	6.5347	\$49,292	\$18,680	0.26
Computer related services	\$40,000	1.2629	0.4297	5.7195	\$50,516	\$17,188	0.23
Advertising & related services	\$125,000	1.2373	0.3413	5.5371	\$154,663	\$42,663	0.69
Professional & Technical Services	\$25,000	1.2862	0.5022	7.1914	\$32,155	\$12,555	0.18
Office administrative services	\$75,000	1.3066	0.4402	5.4098	\$97,995	\$33,015	0.41
Facilities Support Services	\$150,000	1.4730	0.3091	6.6319	\$220,950	\$46,365	0.99
Business support services	\$75,000	1.3824	0.3913	9.0219	\$103,680	\$29,348	0.68
Waste management	\$15,000	1.4895	0.2687	4.2240	\$22,343	\$4,031	0.06
Other Educational Services	\$25,000	1.3323	0.4031	11.6098	\$33,308	\$10,078	0.29
Performing arts companies	\$250,000	1.3159	0.3479	11.5568	\$328,975	\$86,975	2.89
Artists, writers and performers	\$50,000	1.1936	0.2644	4.4374	\$59,680	\$13,220	0.22
Accommodation	\$15,000	1.2948	0.2825	5.4059	\$19,422	\$4,238	0.08
Food services	\$25,000	1.2711	0.4122	12.0817	\$31,778	\$10,305	0.30
Postal Service	\$20,000	1.1204	0.3739	4.9454	\$22,408	\$7,478	0.10
<b>Averages and Totals</b>	<b>\$1,630,000</b>	1.3140	0.3427	6.5398	<b>\$2,165,153</b>	<b>\$515,838</b>	<b>10.03</b>

*Y7 non-personnel expenses*



The inputs are taken from our pro-forma operating budget but do not include any personnel expenditures. When we apply the county-specific multipliers, we can say that the 7th year non-operating expenditures of \$1.63 million lead to \$2.2 million in new Hamilton County sales, new earnings of \$516,000 and 10 new jobs in the county in addition to the jobs created by the theatre itself.

The second component of operating impact is the spending of audiences. To calculate these impacts, we start with estimated total attendance and then remove those who likely came to the center from within Hamilton County and would have otherwise attended an event at another county venue. We do this because the spending of these residents is not incremental—funds are being substituted for money that would have been spent at other events or activities in Hamilton County. Here is that calculation:

Event Attendance		
Paid Attendance (Base Year)	% Allocation	53,000
1. Recovered Hamilton County Attende	10%	5,300
2. Non-County Attenders	40%	21,200
3. Total of New Impactful Audiences (1+	50%	26,500
*A County resident coming to the Center instead of going to a non-County venue		

Of the 53,000 total ticket buyers in the 7th year of operation, we are counting the 40% of ticket buyers who likely come from outside Hamilton County plus the 10% of county attenders who would have attended an event outside of the county but for the presence of the recommended facilities. For example, we would count a couple who might have traveled to the Fox Theater in Atlanta to see a show but instead decided to attend an event at these new facilities. On that basis, we have 26,500 impactful attenders.

The final step is to input those estimates into ancillary spending formulas, which are taken from the new Arts and Economic Prosperity Version 6 Report published by Americans for the Arts in 2022. That report provides significant data on how much people spend on various things in conjunction with their attendance at performances. The key pages from Tables 23 and 25 are included in Appendix H to show how those per capita expenditure numbers were developed. We then apply our multipliers to these direct impacts and add the totals for each industry to arrive at total impacts associated with the expenditures of audiences, as follows:



### Annual Audience Spending Impacts on Hamilton County

Incremental Audience Spending Impacts	Per Capita Expenditure Estimates*	Total Direct (Induced) Expenditures	Output Multiplier	Total New Outputs (Sales)	Earnings Multiplier	Total New Earnings	Job Creation Multiplier	Total New Jobs
<b>1. Recovered Market Area Attenders</b>								
Food Services	\$12.26	\$64,978	1.2711	\$82,594	0.412	\$26,784	12.0817	0.79
Retail Trade	\$11.28	\$59,784	1.3298	\$79,501	0.382	\$22,832	10.3486	0.62
Transportation	\$2.61	\$13,833	1.4742	\$20,393	0.312	\$4,321	12.9690	0.18
Accommodation	\$1.00	\$5,300	1.2948	\$6,862	0.283	\$1,497	5.4059	0.03
Miscellaneous	\$1.99	\$10,547	1.4596	\$15,394	0.343	\$3,615	6.5398	0.07
Sub-total	\$29.14	\$154,442	6.5398	\$204,744		\$59,049		1.68
<b>2. Non Market Area Attenders</b>								
Food Services	\$17.58	\$372,696	1.2711	\$473,734	0.412	\$153,625	12.0817	4.50
Retail Trade	\$15.38	\$326,056	1.3298	\$433,589	0.382	\$124,521	10.3486	3.37
Transportation	\$6.58	\$139,496	1.4742	\$205,645	0.312	\$43,579	12.9690	1.81
Accommodation	\$11.03	\$233,836	1.2948	\$302,771	0.283	\$66,059	5.4059	1.26
Miscellaneous	\$3.25	\$68,900	1.4596	\$100,566	0.343	\$23,614	6.5398	0.45
Sub-total	\$53.82	\$1,140,984		\$1,516,305		\$411,397		11.40
<b>Total Impact of Ancillary Spending</b>	<b>Total (1+2)</b>	<b>\$1,295,426</b>		<b>\$1,721,049</b>		<b>\$470,446</b>		<b>13.1</b>

\* Based on Americans for the Arts Prosperity Index 6 (2022) for cities with population between 100,000 and 250,000

What this suggests is that those impactful audiences will spend \$1.3 million in Hamilton County in the base year of operations of the center, driving \$1.7 million in new sales, \$470,000 in new earnings and creating another 13 jobs in the county in addition to those working in the center.

Finally, here is then is a summary of impacts:

Summary of Hamilton County Impacts	
<b>One Time Construction Impacts</b>	
Estimated Capital Budget	\$60,000,000
New One-time Economic Output (Sales)	\$81,228,000
New One-time Earnings	\$19,704,000
New Employment (person years) in construction	266
<b>Operations</b>	
Estimated Annual Non-personnel Spending	\$1,630,000
New Annual Economic Output (Sales)	\$2,165,153
New Annual Earnings	\$515,838
New Annual Employment (person years)	10
<b>Audience Spending</b>	
Estimated New Annual Audience Spending	\$1,295,426
New Annual Economic Output (Sales)	\$1,721,049
New Annual Earnings	\$470,446
New Annual Employment (person years)	13
<b>Total Annual Operating Impacts (Operations + Audience Spending)</b>	
New Annual Economic Output (Sales)	\$3,886,202
New Annual Earnings	\$986,284
New Annual Employment (person years)	23

The key here is the combination of the two operating impacts (organizational and audience spending) that suggests that new facilities, when fully developed, will annually drive \$3.9 million in new sales, \$986,284 in new earnings and create 23 new jobs in Hamilton County in addition to those working in the center.

## 10. Critical Path Plan

As a final step in the development of this feasibility study, we have developed a critical path plan that suggests how the leadership should prepare for the development and operation of the new facilities through four development phases. A visual representation of the critical path plan is attached as Appendix I.

We are suggesting that there are three parallel tracks to advance the project, all of equal importance. The exercise suggests that if this work begins in the first quarter of 2026, phases of the project could open in the 4<sup>th</sup> quarters of 2028, 2030, 2032 and 2034. Of course, the timing of the project could be affected by any number of economic or political issues, but we wanted to show how the project advances in parallel along these three tracks.

### **TRACK ONE: CAPITAL CAMPAIGN**

The first step is to consider if and how the project can be funded, particularly in relation to the size and number of lead gifts from individuals and foundations. The key is to have enough confidence in fundraising progress that planning and design can proceed. As that is happening, the capital campaign and naming rights efforts for the first phase are initiated in 2027. We assume that there are additional six-month campaigns for each subsequent phase.

### **TRACK TWO: PLANNING, DESIGN, AND CONSTRUCTION**

The first step here is to contract the design team, including architects, engineers, acousticians, theater consultants, and others. With that team in place, schematic design can begin in the second half of 2026, with construction of Phase One commencing in the fourth quarter of 2027. We assume that Schematic Design and Design Development are done for the entire project such that each new phase only requires the development of contract documents, and then the bidding and hiring of the construction teams.

### **TRACK THREE: PLANNING FOR OPERATIONS**

Finally, there are a series of tasks related to the eventual operation of new facilities. This starts with the process of putting operating partnerships and resources in place, then moves on to the development of policy and practices related to rentals, ticketing, marketing, food and beverage operations, booking, and the training of staff to operate the first phase when it opens at the end of 2028. There is some updating of these tasks for each subsequent phase of development.

## Appendix A

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# Study Informants

# Study Informants

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## Phase One Interview Participants:

- Megan Aufferth, Enterprise Center
- Sara Bell-Marshall, Scenic City Clay Arts
- Emerson Burch, Artisan
- Charlotte Caldwell, Stove Works
- Neshawn Calloway, Chattanooga HS Center for the Creative Arts
- Susan Caminez, Chattanooga Symphony & Opera
- Ken Cardillo, PhD, Chattanooga State Community College
- Courtenay Cholovich, Lookout Live
- Aaron Cole & Amanda Haswell, Chattanooga Noise Night
- Emma Collins, Scenic City Shakespeare
- Ricardo Cortez Morris, Howard School
- Rachel Katherine Craig, Teacher, Notre Dame High School / Actor
- Carmen Davis, City of Chattanooga
- Michael Dexter Howard, Principal, Chattanooga Preparatory School
- Peggy Douglas, Adjunct, University of Chattanooga Tennessee
- Jules Downum, Founder, Understory
- Corey Gearrin, Hamilton County, Economic Community Development
- Michael Gilliland, Organizing Director, CALEB
- Blake Harris, ArtsBuild / Obvious Dad
- Tim Hinck, Composer
- Dawn Hjelseth & Emily Mac, River City
- Kim Jackson, Teaching Artist, Wolf Trap
- Jamelie Johns, Principal, Normal Park Museum Magnet
- Bryan Kelly, Board for Improv Chattanooga and the UNFoundation
- Grant Knowles & Kelly Shimel, Hamilton County Schools
- Ann Law, Barking Legs
- Alison Lebovitz, TV Host

- Shawanda Mason & Jennifer Holder, Co-Founders, The Chatterry
- Bridgett Massengill & Shannon Millsaps, Thrive Regional Partnership
- James McKissic, ArtsBuild
- Brian McSween, CEO, Chattanooga Ballet
- Sarah Morgan, President, Benwood Foundation
- Shane Morrow, Co-Founder & Executive Director, RISE
- Betty Anne Neal, Chattanooga Girls Choir
- Crystal Newson, Juba Dance Festival
- Kathleen Nolte, Bruz Clark, & Fritsl Padgett, Lyndhurst Foundation
- Libby O'Neil, East Lake Expression Engine
- Vincent Oakes, Chattanooga Boys Choir
- Jason Parker, Executive Director, Improv Chattanooga
- Kashun Parks, Vice President, Obvious Dad
- Lisa Pinckney, Executive Director, Footprint Foundation
- Mike Pollock, Executive Director, Robert Finley Stone Foundation
- Garry Lee Posey, Ensemble Theatre of Chattanooga
- Danielle Quesenberry, Operations Manager, ClearStory Arts
- Steve Ray, University of Tennessee Chattanooga Theatre Department
- Dr. Chyela Rowe, Board, North American Drama Therapy Association
- Ismael Sandoval, Assistant Conductor, Chattanooga Symphony & Opera
- Virginia Anne Sharber with Adera Causey, Hunter Museum of American Art
- Nathan Shew, Stagehand with ITASE / Independent Percussionist
- Melanie Silva, Advisor at the UNFoundation
- Alice Smith, Actor & Volunteer, Chattanooga Theatre Centre
- Johnny Smith, Song Birds Foundation
- Will Snyder, Founder, BattleKat Combat / Advanced Actor Combatant
- Ashley Tinsdale, Chattanooga Community Centers
- Ashley Valencia, Senior Outreach Coordinator, Lapaz Chattanooga
- Rodney Van Valkenburg, Chattanooga Theatre Centre
- Caroline von Kessler, VP of Philanthropy, Community Foundation of Greater Chattanooga
- Mattie Waters, Pop-Up Project, ex-officio
- Paula Wilkes, President, The Bessie Smith Cultural Center
- Nick Wilkinson, CEO, Tivoli Foundation
- Karen Wilson, Director, Project Dance, previously Director of Dance at Center for Creative Arts
- Jennifer Wilson, Chattanooga State Community College

- Allison Wolfe, Chattanooga Tourism
- Sarah Yvonne, Ballet Esprit

### **Phase One Focus Group Participants:**

- Elizabeth Haley, Small Theatre Organizations Focus Group
- Frank Mihelich, Small Theatre Organizations Focus Group
- Kevin Mullins, Small Theatre Organizations Focus Group
- Marvin Parks, Small Theatre Organizations Focus Group
- Meegan Herndon, Music Organizations Focus Group
- Taylor Brown, Musicians Focus Group
- Gordon Inman, Musicians Focus Group
- Jonathan Susman, Musicians Focus Group
- Aly Haugland, Dancers Focus Group
- Cathie Kasch, Dancers Focus Group
- Courtenay Cholovich, Theatre & Comedy Artists Focus Group
- Jeff Greenspan, Theatre & Comedy Artists Focus Group
- Mixy Mixon, Theatre & Comedy Artists Focus Group
- Calaghan Rudd, Theatre & Comedy Artists Focus Group
- Ann Cater, Community Stakeholders Focus Group
- Laura Durel, Community Stakeholders Focus Group
- Kristy Huntley, Community Stakeholders Focus Group
- Erika Roberts, Community Stakeholders Focus Group
- Harriett C Whitaker, Community Stakeholders Focus Group

### **Phase Two Roundtable Participants:**

- Roundtable #1: Music & Comedy Focus
  - Taylor Brown, Chattanooga Symphony & Opera
  - Fallon Clark, NoogaVision
  - Brian McSween, Chattanooga Ballet
  - Frank Mihelich, Ghostlight Theatre
  - Betty Anne Neal, Chattanooga Music Club
  - Jason Parker, Improv Chattanooga
  - Ilya Ram, Chattanooga Symphony & Opera
  - Chyela Rowe, CHI Memorial Arts Therapy

- Sarah Yvonne, Esprit Ballet
  
- Roundtable #2: Dance Focus
  - Marah Bates, Pop-Up Project
  - Jules Downum, Understory
  - Amy Dunham, Collectively/Here
  - Aly Haugland, Chattanooga Ballet
  - Aubrey Henriksen, Fire Cabaret
  - Dylan Kussman, Independent Theatre Artist
  - Crystal Newson, Providence Dance
  
- Roundtable #3: Theatre Focus
  - Peggy Douglas, Southern Exposure
  - Blake Harris, Obvious Dad
  - Cathie Kasch, Independent Choreographer
  - Michael Logue, Scene City Community Orchestra
  - Antine Offenbach, Scenic City Shakespeare
  - Garry Posey, Ensemble Theatre of Chattanooga

## Appendix B

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### Market Data

Esri Data	Chattanooga, TN	45-minute driving radius	National
<b>POPULATION</b>			
2000 Total Population	158,006	623,101	281,421,906
2010 Total Population	170,508	697,402	308,745,538
2020 Total Population	181,099	739,107	331,449,281
2024 Total Population	188,418	758,063	338,440,954
2029 Total Population	194,903	772,336	344,873,411

INCOME	Chattanooga, TN	45-minute driving radius	National
2024 Household Income less than \$15,000 (%)	9.81%	8.03%	8.6%
2024 Household Income \$15,000-\$24,999 (%)	7.68%	7.58%	6.3%
2024 Household Income \$25,000-\$34,999 (%)	7.11%	6.97%	6.7%
2024 Household Income \$35,000-\$49,999 (%)	12.41%	11.33%	10.1%
2024 Household Income \$50,000-\$74,999 (%)	18.75%	18.61%	15.7%
2024 Household Income \$75,000-\$99,999 (%)	12.51%	15.09%	12.8%
2024 Household Income \$100,000-\$149,999 (%)	15.56%	16.87%	17.6%
2024 Household Income \$150,000-\$199,999 (%)	7.08%	7.37%	9.5%
2024 Household Income \$200,000 or greater (%)	9.09%	8.21%	12.6%
2024 Median Household Income	\$65,172	\$70,384	\$79,068.00
2029 Median Household Income	\$78,011	\$81,723	\$91,442.00

EDUCATIONAL ATTAINMENT (25+ YRS)	Chattanooga, TN	45-minute driving radius	National
2024 Population Age 25+: Less than 9th Grade (%)	3.17%	4.07%	4.1%
2024 Population Age 25+: 9-12th Grade/No Diploma (%)	5.27%	6.52%	5.3%
2024 Population Age 25+: High School Diploma (%)	21.16%	23.57%	22.7%
2024 Population Age 25+: GED/Alternative Credential (%)	4.28%	6.00%	4.1%
2024 Population Age 25+: Some College/No Degree (%)	20.09%	20.21%	17.6%
2024 Population Age 25+: Associate's Degree (%)	8.73%	9.40%	9.5%
2024 Population Age 25+: Bachelor's Degree (%)	23.67%	19.17%	22.5%
2024 Population Age 25+: Graduate/Professional Degree (%)	13.63%	11.12%	14.30%

2024 AGE	Chattanooga, TN	45-minute driving radius	National
2024 Total Population Age 0-4 (%)	5.78%	5.56%	5.49%
2024 Total Population Age 5-9 (%)	5.70%	5.94%	5.85%
2024 Total Population Age 10-14 (%)	5.35%	6.02%	6.03%
2024 Total Population Age 15-19 (%)	5.63%	6.25%	6.43%
2024 Total Population Age 20-24 (%)	7.53%	6.72%	6.81%
2024 Total Population Age 25-29 (%)	8.05%	6.52%	6.53%
2024 Total Population Age 30-34 (%)	8.18%	6.76%	7.03%
2024 Total Population Age 35-39 (%)	6.85%	6.33%	6.71%
2024 Total Population Age 40-44 (%)	6.28%	6.29%	6.61%
2024 Total Population Age 45-49 (%)	5.50%	5.91%	5.93%
2024 Total Population Age 50-54 (%)	5.59%	6.36%	6.16%
2024 Total Population Age 55-59 (%)	5.42%	6.07%	5.99%
2024 Total Population Age 60-64 (%)	5.96%	6.33%	6.29%
2024 Total Population Age 65-69 (%)	5.68%	5.83%	5.73%
2024 Total Population Age 70-74 (%)	4.68%	4.88%	4.68%
2024 Total Population Age 75-79 (%)	3.46%	3.80%	3.56%
2024 Total Population Age 80-84 (%)	2.11%	2.33%	2.15%
2024 Total Population Age 85+ (%)	2.24%	2.09%	2.02%
2024 Median Age	37.8	39.9	39.00

2010 Race & Ethnicity	Chattanooga, TN	45-minute driving radius	National
2010 White Population (%)	58.40%	81.16%	72.4%
2010 Black/African American Population (%)	34.45%	11.58%	12.6%
2010 American Indian/Alaska Native Population (%)	0.39%	0.4%	0.9%
2010 Asian Population (%)	2.02%	1.33%	4.8%
2010 Pacific Islander Population (%)	0.11%	0.07%	0.2%
2010 Other Race Population (%)	2.75%	3.62%	6.2%
2010 Hispanic Population (%)	5.45%	7.70%	16.3%

2020 RACE & ETHNICITY	Chattanooga, TN	45-minute driving radius	National
2020 Population of 1 Race: White (%)	56.09%	74.93%	61.63%
2020 Population of 1 Race: Black/African American (%)	29.09%	10.64%	12.40%
2020 Population of 1 Race: American Indian/Alaska Native (%)	0.71%	0.68%	1.12%
2020 Population of 1 Race: Asian (%)	2.76%	1.67%	6.00%
2020 Population of 1 Race: Pacific Islander (%)	0.05%	0.06%	0.21%
2020 Population of 1 Race: Other Race (%)	4.44%	4.85%	8.43%
2020 Hispanic Population (%)	9.16%	10.17%	18.73%

2024 RACE & ETHNICITY	Chattanooga, TN	45-minute driving radius	National
2024 White Population (%)	55.92%	73.92%	60.3%
2024 Black/African American Population (%)	28.08%	10.61%	12.5%
2024 American Indian/Alaska Native Population (%)	0.76%	0.72%	1.2%
2024 Asian Population (%)	2.96%	1.79%	6.4%
2024 Pacific Islander Population (%)	0.04%	0.06%	0.2%
2024 Other Race Population (%)	4.83%	5.24%	8.8%
2024 Hispanic Population (%)	10.10%	10.99%	19.6%

MARKET POTENTIAL INDEX (Active)	Chattanooga, TN	45-minute driving radius	National
2024 Went to Art Gallery/12 Mo (Index)	99	91	100
2024 Went to Museum/12 Mo (Index)	98	92	100
2024 Did Photography/12 Mo (Index)	94	96	100
2024 Did Painting/Drawing/Sculpting/12 Mo (Index)	103	101	100
2024 Did Woodworking/12 Mo (Index)	92	111	100
2024 Did Photo Album or Scrapbooking/12 Mo (Index)	99	101	100
2024 Attended Dance Performance/12 Mo (Index)	104	98	100
2024 Danced or Went Dancing/12 Mo (Index)	105	91	100
2024 Played Musical Instrument/12 Mo (Index)	98	98	100
2024 Participated in Karaoke/12 Mo (Index)	107	89	100
2024 Attended Movie/6 Mo (Index)	98	95	100
2024 Attended Rock Music Performance/12 Mo (Index)	95	96	100
2024 Attended Country Music Performance/12 Mo (Index)	92	108	100
2024 Attended Classical Music/Opera Performance/12 Mo (Index)	92	90	100
2024 Went to Live Theater/12 Mo (Index)	99	94	100
2024 Went to Bar or Night Club/12 Mo (Index)	103	97	100

2024 SPENDING INDEX POTENTIAL	Chattanooga, TN	45-minute driving radius	National
2024 Tickets to Theatre/Operas/Concerts (Index)	83	79	100
2024 Tickets to Movies (Index)	88	80	100
2024 Tickets to Parks or Museums (Index)	84	81	100
2024 Musical Instruments/Accessories (Index)	84	84	100

# Tapestry Segmentation Area Profile

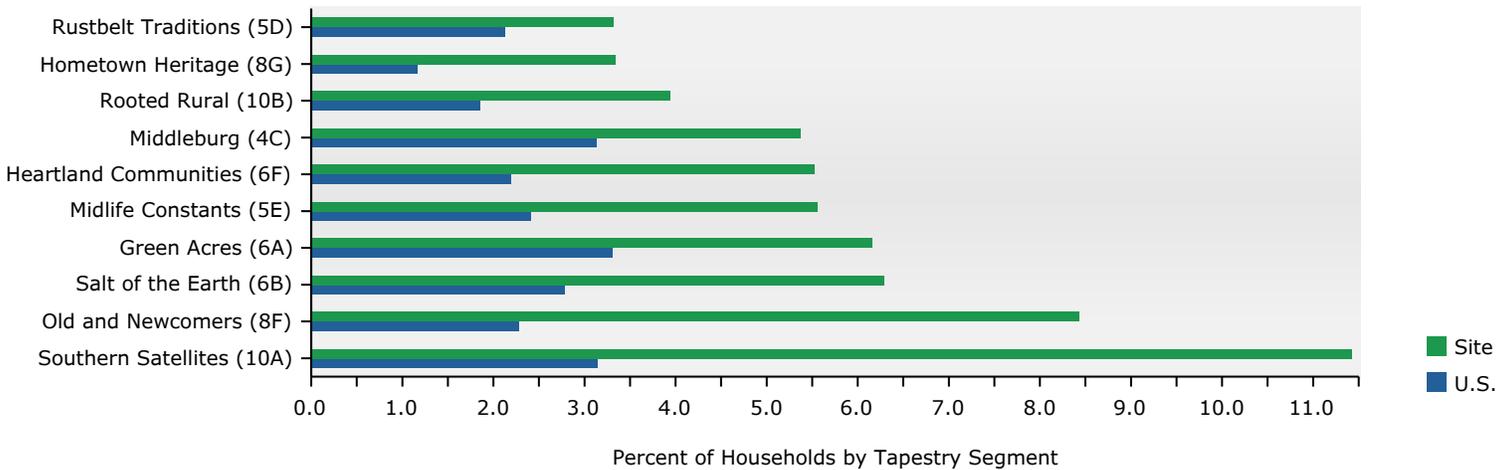
Tivoli Theatre  
 709 Broad St, Chattanooga, Tennessee, 37402  
 Drive time: 45 minute radius

Prepared by Esri  
 Latitude: 35.04793  
 Longitude: -85.31127

## Top Twenty Tapestry Segments

Rank	Tapestry Segment	2024 Households		2024 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Southern Satellites (10A)	11.4%	11.4%	3.1%	3.1%	364
2	Old and Newcomers (8F)	8.4%	19.8%	2.3%	5.4%	370
3	Salt of the Earth (6B)	6.3%	26.1%	2.8%	8.2%	226
4	Green Acres (6A)	6.2%	32.3%	3.3%	11.5%	186
5	Midlife Constants (5E)	5.6%	37.8%	2.4%	13.9%	230
<b>Subtotal</b>		<b>37.9%</b>		<b>13.9%</b>		
6	Heartland Communities (6F)	5.5%	43.4%	2.2%	16.1%	252
7	Middleburg (4C)	5.4%	48.7%	3.1%	19.2%	171
8	Rooted Rural (10B)	3.9%	52.7%	1.8%	21.1%	213
9	Hometown Heritage (8G)	3.3%	56.0%	1.2%	22.2%	287
10	Rustbelt Traditions (5D)	3.3%	59.3%	2.1%	24.4%	156
<b>Subtotal</b>		<b>21.4%</b>		<b>10.4%</b>		
11	Forging Opportunity (7D)	3.0%	62.4%	1.0%	25.4%	291
12	Small Town Sincerity (12C)	3.0%	65.4%	1.8%	27.2%	168
13	Savvy Suburbanites (1D)	2.9%	68.2%	3.0%	30.2%	96
14	Exurbanites (1E)	2.7%	70.9%	1.9%	32.1%	141
15	Set to Impress (11D)	2.5%	73.5%	1.4%	33.5%	184
<b>Subtotal</b>		<b>14.1%</b>		<b>9.1%</b>		
16	Comfortable Empty Nesters (5A)	2.4%	75.9%	2.4%	35.9%	101
17	In Style (5B)	2.3%	78.2%	2.2%	38.1%	102
18	Family Foundations (12A)	1.9%	80.0%	1.0%	39.1%	183
19	Down the Road (10D)	1.7%	81.7%	1.2%	40.3%	143
20	Modest Income Homes (12D)	1.5%	83.2%	1.2%	41.5%	126
<b>Subtotal</b>		<b>9.8%</b>		<b>8.0%</b>		
<b>Total</b>		<b>83.2%</b>		<b>41.5%</b>		<b>201</b>

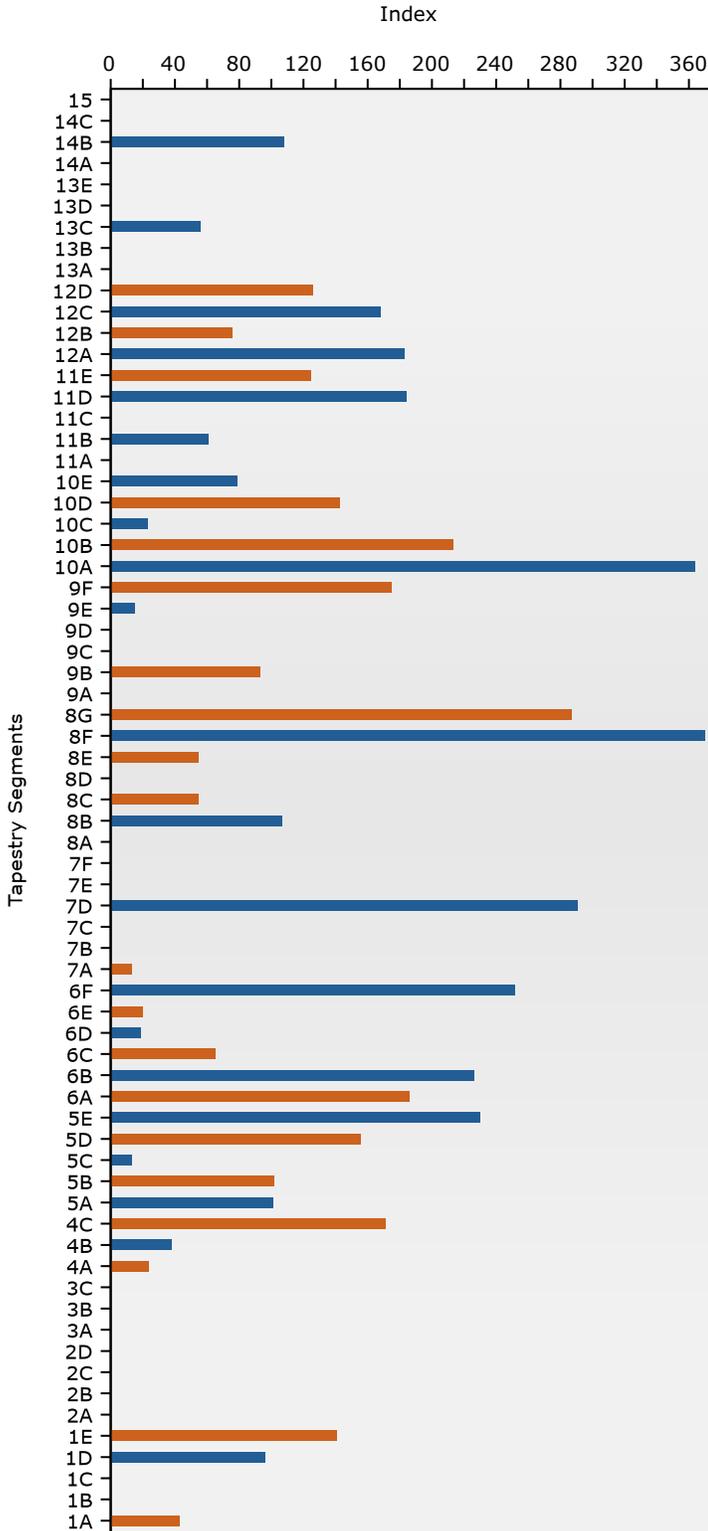
## Top Ten Tapestry Segments Site vs. U.S.



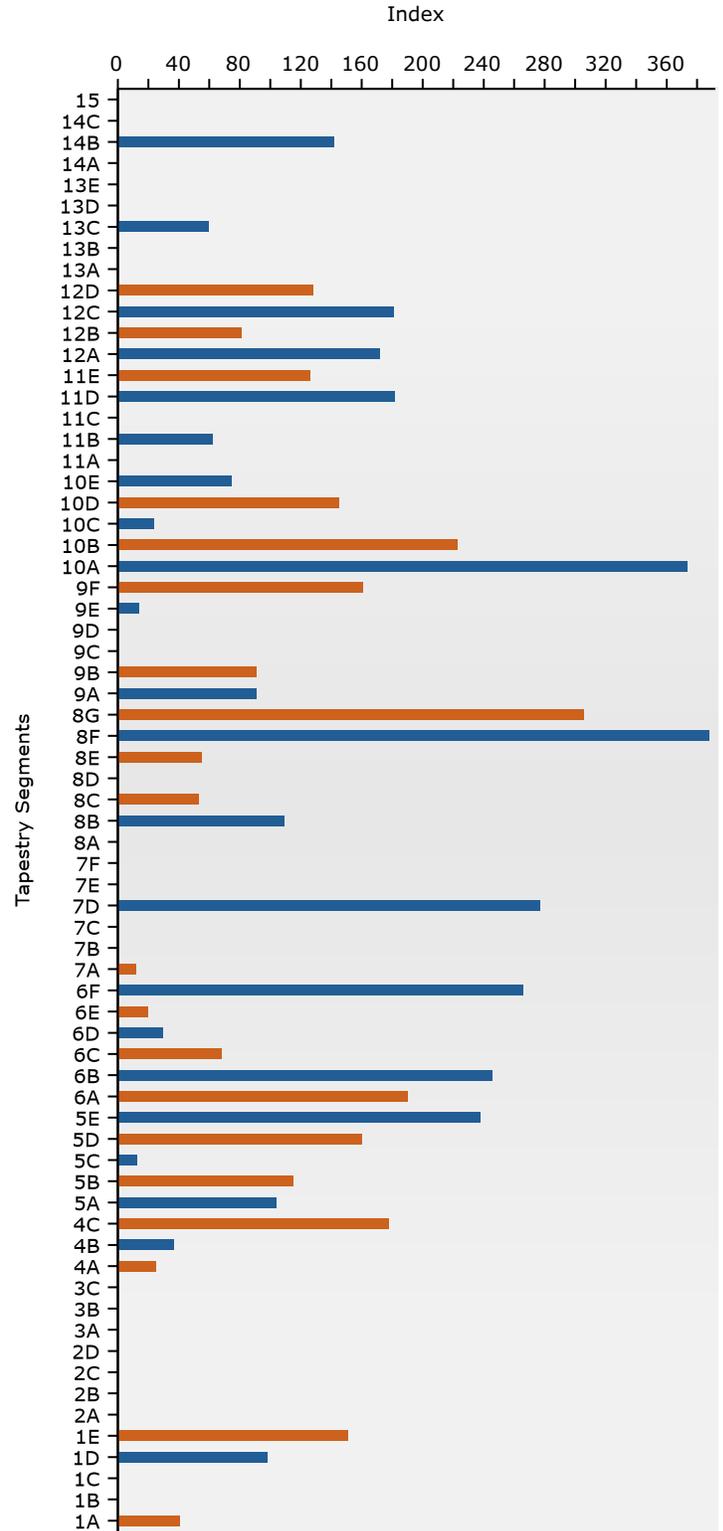
**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.

**Source:** Esri

### 2024 Tapestry Indexes by Households



### 2024 Tapestry Indexes by Total Population 18+



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**Source:** Esri

# Tapestry Segmentation Area Profile

Tivoli Theatre  
 709 Broad St, Chattanooga, Tennessee, 37402  
 Drive time: 45 minute radius

Prepared by Esri  
 Latitude: 35.04793  
 Longitude: -85.31127

Tapestry LifeMode Groups	2024 Households			2024 Adult Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	300,912	100.0%		597,574	100.0%	
<b>1. Affluent Estates</b>	<b>18,837</b>	<b>6.3%</b>	<b>62</b>	<b>40,484</b>	<b>6.8%</b>	<b>62</b>
Top Tier (1A)	2,088	0.7%	43	4,321	0.7%	41
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	8,591	2.9%	96	18,609	3.1%	98
Exurbanites (1E)	8,158	2.7%	141	17,554	2.9%	151
<b>2. Upscale Avenues</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
<b>3. Uptown Individuals</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
<b>4. Family Landscapes</b>	<b>20,338</b>	<b>6.8%</b>	<b>85</b>	<b>42,242</b>	<b>7.1%</b>	<b>86</b>
Workday Drive (4A)	2,280	0.8%	24	4,907	0.8%	25
Home Improvement (4B)	1,906	0.6%	38	3,959	0.7%	37
Middleburg (4C)	16,152	5.4%	171	33,376	5.6%	178
<b>5. GenXurban</b>	<b>41,571</b>	<b>13.8%</b>	<b>124</b>	<b>82,257</b>	<b>13.8%</b>	<b>129</b>
Comfortable Empty Nesters (5A)	7,311	2.4%	101	14,880	2.5%	104
In Style (5B)	6,829	2.3%	102	14,341	2.4%	115
Parks and Rec (5C)	736	0.2%	13	1,431	0.2%	13
Rustbelt Traditions (5D)	9,991	3.3%	156	19,082	3.2%	160
Midlife Constants (5E)	16,704	5.6%	230	32,523	5.4%	238
<b>6. Cozy Country Living</b>	<b>58,300</b>	<b>19.4%</b>	<b>164</b>	<b>119,613</b>	<b>20.0%</b>	<b>174</b>
Green Acres (6A)	18,518	6.2%	186	38,347	6.4%	190
Salt of the Earth (6B)	18,911	6.3%	226	40,081	6.7%	246
The Great Outdoors (6C)	3,074	1.0%	65	6,249	1.0%	68
Prairie Living (6D)	570	0.2%	19	1,670	0.3%	30
Rural Resort Dwellers (6E)	606	0.2%	20	1,131	0.2%	20
Heartland Communities (6F)	16,621	5.5%	252	32,135	5.4%	266
<b>7. Sprouting Explorers</b>	<b>10,262</b>	<b>3.4%</b>	<b>45</b>	<b>22,896</b>	<b>3.8%</b>	<b>44</b>
Up and Coming Families (7A)	1,104	0.4%	13	2,277	0.4%	12
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
Urban Edge Families (7C)	2	0.0%	0	7	0.0%	0
Forging Opportunity (7D)	9,156	3.0%	291	20,612	3.4%	277
Farm to Table (7E)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0

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**Source:** Esri

# Tapestry Segmentation Area Profile

Tivoli Theatre  
 709 Broad St, Chattanooga, Tennessee, 37402  
 Drive time: 45 minute radius

Prepared by Esri  
 Latitude: 35.04793  
 Longitude: -85.31127

Tapestry LifeMode Groups	2024 Households			2024 Adult Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	300,912	100.0%		597,574	100.0%	
<b>8. Middle Ground</b>	<b>46,409</b>	<b>15.4%</b>	<b>143</b>	<b>85,674</b>	<b>14.3%</b>	<b>142</b>
City Lights (8A)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	4,567	1.5%	107	8,002	1.3%	109
Bright Young Professionals (8C)	3,817	1.3%	55	6,799	1.1%	53
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	2,619	0.9%	55	4,958	0.8%	55
Old and Newcomers (8F)	25,362	8.4%	370	46,055	7.7%	388
Hometown Heritage (8G)	10,044	3.3%	287	19,860	3.3%	306
<b>9. Senior Styles</b>	<b>8,655</b>	<b>2.9%</b>	<b>50</b>	<b>14,119</b>	<b>2.4%</b>	<b>46</b>
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	3,673	1.2%	93	6,531	1.1%	91
The Elders (9C)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	545	0.2%	15	867	0.1%	14
Social Security Set (9F)	4,437	1.5%	175	6,721	1.1%	161
<b>10. Rustic Outposts</b>	<b>54,505</b>	<b>18.1%</b>	<b>228</b>	<b>110,208</b>	<b>18.4%</b>	<b>235</b>
Southern Satellites (10A)	34,353	11.4%	364	70,037	11.7%	374
Rooted Rural (10B)	11,847	3.9%	213	23,832	4.0%	223
Economic BedRock (10C)	405	0.1%	23	810	0.1%	24
Down the Road (10D)	5,028	1.7%	143	10,152	1.7%	145
Rural Bypasses (10E)	2,872	1.0%	79	5,377	0.9%	75
<b>11. Midtown Singles</b>	<b>14,166</b>	<b>4.7%</b>	<b>75</b>	<b>23,970</b>	<b>4.0%</b>	<b>72</b>
City Strivers (11A)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	3,238	1.1%	61	5,385	0.9%	62
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	7,669	2.5%	184	12,843	2.1%	182
City Commons (11E)	3,259	1.1%	125	5,742	1.0%	126
<b>12. Hometown</b>	<b>23,494</b>	<b>7.8%</b>	<b>133</b>	<b>44,808</b>	<b>7.5%</b>	<b>137</b>
Family Foundations (12A)	5,591	1.9%	183	10,498	1.8%	172
Traditional Living (12B)	4,260	1.4%	76	8,316	1.4%	81
Small Town Sincerity (12C)	8,999	3.0%	168	17,323	2.9%	181
Modest Income Homes (12D)	4,644	1.5%	126	8,671	1.5%	128
<b>13. Next Wave</b>	<b>1,333</b>	<b>0.4%</b>	<b>11</b>	<b>2,978</b>	<b>0.5%</b>	<b>12</b>
Diverse Convergence (13A)	0	0.0%	0	0	0.0%	0
Family Extensions (13B)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	1,333	0.4%	56	2,978	0.5%	60
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
<b>14. Scholars and Patriots</b>	<b>3,042</b>	<b>1.0%</b>	<b>64</b>	<b>8,325</b>	<b>1.4%</b>	<b>63</b>
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
College Towns (14B)	3,042	1.0%	108	8,325	1.4%	142
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

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# Tapestry Segmentation Area Profile

Tivoli Theatre  
709 Broad St, Chattanooga, Tennessee, 37402  
Drive time: 45 minute radius

Prepared by Esri  
Latitude: 35.04793  
Longitude: -85.31127

Tapestry Urbanization Groups	2024 Households			2024 Adult Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	300,912	100.0%		597,574	100.0%	
<b>1. Principal Urban Center</b>	<b>1,333</b>	<b>0.4%</b>	<b>6</b>	<b>2,978</b>	<b>0.5%</b>	<b>7</b>
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	1,333	0.4%	56	2,978	0.5%	60
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
<b>2. Urban Periphery</b>	<b>33,201</b>	<b>11.0%</b>	<b>67</b>	<b>65,669</b>	<b>11.0%</b>	<b>63</b>
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	9,991	3.3%	156	19,082	3.2%	160
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
Urban Edge Families (7C)	2	0.0%	0	7	0.0%	0
Forging Opportunity (7D)	9,156	3.0%	291	20,612	3.4%	277
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0
City Lights (8A)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	3,817	1.3%	55	6,799	1.1%	53
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	5,591	1.9%	183	10,498	1.8%	172
Modest Income Homes (12D)	4,644	1.5%	126	8,671	1.5%	128
Diverse Convergence (13A)	0	0.0%	0	0	0.0%	0
Family Extensions (13B)	0	0.0%	0	0	0.0%	0
<b>3. Metro Cities</b>	<b>75,871</b>	<b>25.2%</b>	<b>140</b>	<b>141,415</b>	<b>23.7%</b>	<b>142</b>
In Style (5B)	6,829	2.3%	102	14,341	2.4%	115
Emerald City (8B)	4,567	1.5%	107	8,002	1.3%	109
Front Porches (8E)	2,619	0.9%	55	4,958	0.8%	55
Old and Newcomers (8F)	25,362	8.4%	370	46,055	7.7%	388
Hometown Heritage (8G)	10,044	3.3%	287	19,860	3.3%	306
Retirement Communities (9E)	545	0.2%	15	867	0.1%	14
Social Security Set (9F)	4,437	1.5%	175	6,721	1.1%	161
Young and Restless (11B)	3,238	1.1%	61	5,385	0.9%	62
Set to Impress (11D)	7,669	2.5%	184	12,843	2.1%	182
City Commons (11E)	3,259	1.1%	125	5,742	1.0%	126
Traditional Living (12B)	4,260	1.4%	76	8,316	1.4%	81
College Towns (14B)	3,042	1.0%	108	8,325	1.4%	142
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0

**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.

**Source:** Esri

# Tapestry Segmentation Area Profile

Tivoli Theatre  
 709 Broad St, Chattanooga, Tennessee, 37402  
 Drive time: 45 minute radius

Prepared by Esri  
 Latitude: 35.04793  
 Longitude: -85.31127

Tapestry Urbanization Groups	2024 Households			2024 Adult Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	300,912	100.0%		597,574	100.0%	
<b>4. Suburban Periphery</b>	<b>52,551</b>	<b>17.5%</b>	<b>54</b>	<b>106,992</b>	<b>17.9%</b>	<b>53</b>
Top Tier (1A)	2,088	0.7%	43	4,321	0.7%	41
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	8,591	2.9%	96	18,609	3.1%	98
Exurbanites (1E)	8,158	2.7%	141	17,554	2.9%	151
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
Workday Drive (4A)	2,280	0.8%	24	4,907	0.8%	25
Home Improvement (4B)	1,906	0.6%	38	3,959	0.7%	37
Comfortable Empty Nesters (5A)	7,311	2.4%	101	14,880	2.5%	104
Parks and Rec (5C)	736	0.2%	13	1,431	0.2%	13
Midlife Constants (5E)	16,704	5.6%	230	32,523	5.4%	238
Up and Coming Families (7A)	1,104	0.4%	13	2,277	0.4%	12
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	3,673	1.2%	93	6,531	1.1%	91
The Elders (9C)	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
<b>5. Semirural</b>	<b>46,800</b>	<b>15.6%</b>	<b>165</b>	<b>92,986</b>	<b>15.6%</b>	<b>171</b>
Middleburg (4C)	16,152	5.4%	171	33,376	5.6%	178
Heartland Communities (6F)	16,621	5.5%	252	32,135	5.4%	266
Farm to Table (7E)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	5,028	1.7%	143	10,152	1.7%	145
Small Town Sincerity (12C)	8,999	3.0%	168	17,323	2.9%	181
<b>6. Rural</b>	<b>91,156</b>	<b>30.3%</b>	<b>185</b>	<b>187,534</b>	<b>31.4%</b>	<b>194</b>
Green Acres (6A)	18,518	6.2%	186	38,347	6.4%	190
Salt of the Earth (6B)	18,911	6.3%	226	40,081	6.7%	246
The Great Outdoors (6C)	3,074	1.0%	65	6,249	1.0%	68
Prairie Living (6D)	570	0.2%	19	1,670	0.3%	30
Rural Resort Dwellers (6E)	606	0.2%	20	1,131	0.2%	20
Southern Satellites (10A)	34,353	11.4%	364	70,037	11.7%	374
Rooted Rural (10B)	11,847	3.9%	213	23,832	4.0%	223
Economic BedRock (10C)	405	0.1%	23	810	0.1%	24
Rural Bypasses (10E)	2,872	1.0%	79	5,377	0.9%	75
Unclassified (15)	0	0.0%	0	0	0.0%	0

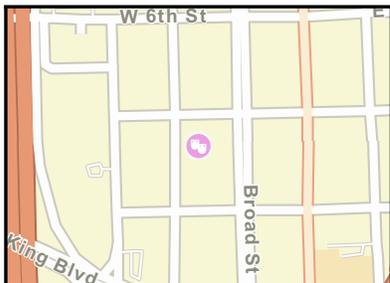
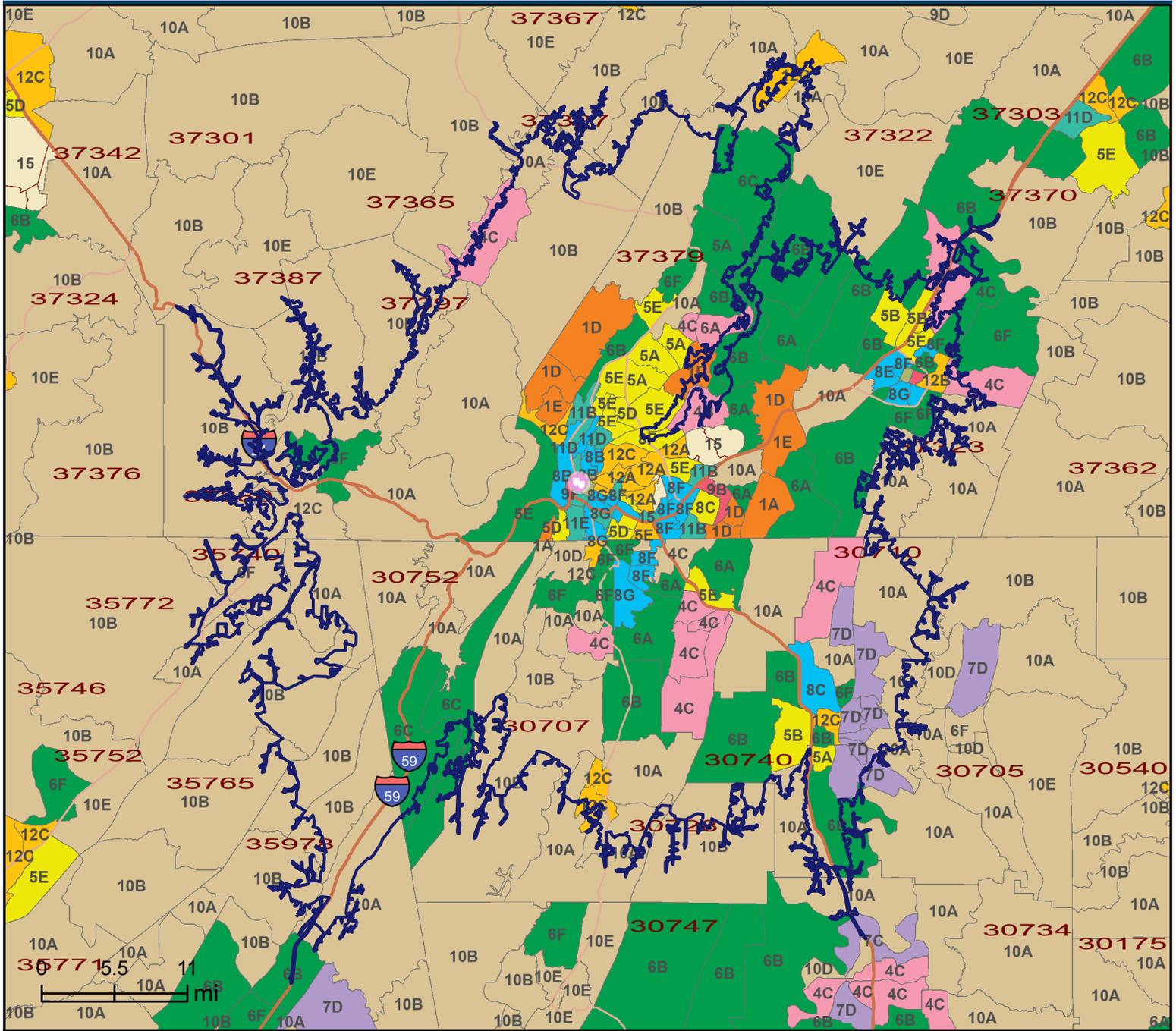
**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.

**Source:** Esri

# Dominant Tapestry Map

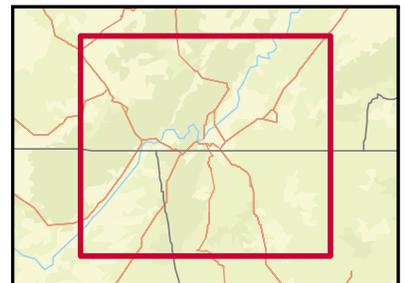
Tivoli Theatre  
709 Broad St, Chattanooga, Tennessee, 37402  
Drive time: 45 minute radii

Prepared by Esri  
Latitude: 35.04793  
Longitude: -85.31127



### Tapestry LifeMode

- L1: Affluent Estates
- L2: Upscale Avenues
- L3: Uptown Individuals
- L4: Family Landscapes
- L5: GenXurban
- L6: Cozy Country
- L7: Sprouting Explorers
- L8: Middle Ground
- L9: Senior Styles
- L10: Rustic Outposts
- L11: Midtown Singles
- L12: Hometown
- L13: Next Wave
- L14: Scholars and Patriots



Source: Esri

## Tapestry Segmentation

Tapestry Segmentation represents the latest generation of market segmentation systems that began over 30 years ago. The 68-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic composition. Each segment is identified by its two-digit Segment Code. Match the two-digit segment labels on the map to the list below. Click each segment below for a detailed description.

- |   |   |
|---|---|
| <a href="#">Segment 1A (Top Tier)</a>                   | <a href="#">Segment 8C (Bright Young Professionals)</a> |
| <a href="#">Segment 1B (Professional Pride)</a>         | <a href="#">Segment 8D (Downtown Melting Pot)</a>       |
| <a href="#">Segment 1C (Boomburbs)</a>                  | <a href="#">Segment 8E (Front Porches)</a>              |
| <a href="#">Segment 1D (Savvy Suburbanites)</a>         | <a href="#">Segment 8F (Old and Newcomers)</a>          |
| <a href="#">Segment 1E (Exurbanites)</a>                | <a href="#">Segment 8G (Hometown Heritage)</a>          |
| <a href="#">Segment 2A (Urban Chic)</a>                 | <a href="#">Segment 9A (Silver &amp; Gold)</a>          |
| <a href="#">Segment 2B (Pleasantville)</a>              | <a href="#">Segment 9B (Golden Years)</a>               |
| <a href="#">Segment 2C (Pacific Heights)</a>            | <a href="#">Segment 9C (The Elders)</a>                 |
| <a href="#">Segment 2D (Enterprising Professionals)</a> | <a href="#">Segment 9D (Senior Escapes)</a>             |
| <a href="#">Segment 3A (Laptops and Lattes)</a>         | <a href="#">Segment 9E (Retirement Communities)</a>     |
| <a href="#">Segment 3B (Metro Renters)</a>              | <a href="#">Segment 9F (Social Security Set)</a>        |
| <a href="#">Segment 3C (Trendsetters)</a>               | <a href="#">Segment 10A (Southern Satellites)</a>       |
| <a href="#">Segment 4A (Workday Drive)</a>              | <a href="#">Segment 10B (Rooted Rural)</a>              |
| <a href="#">Segment 4B (Home Improvement)</a>           | <a href="#">Segment 10C (Economic BedRock)</a>          |
| <a href="#">Segment 4C (Middleburg)</a>                 | <a href="#">Segment 10D (Down the Road)</a>             |
| <a href="#">Segment 5A (Comfortable Empty Nesters)</a>  | <a href="#">Segment 10E (Rural Bypasses)</a>            |
| <a href="#">Segment 5B (In Style)</a>                   | <a href="#">Segment 11A (City Strivers)</a>             |
| <a href="#">Segment 5C (Parks and Rec)</a>              | <a href="#">Segment 11B (Young and Restless)</a>        |
| <a href="#">Segment 5D (Rustbelt Traditions)</a>        | <a href="#">Segment 11C (Metro Fusion)</a>              |
| <a href="#">Segment 5E (Midlife Constants)</a>          | <a href="#">Segment 11D (Set to Impress)</a>            |
| <a href="#">Segment 6A (Green Acres)</a>                | <a href="#">Segment 11E (City Commons)</a>              |
| <a href="#">Segment 6B (Salt of the Earth)</a>          | <a href="#">Segment 12A (Family Foundations)</a>        |
| <a href="#">Segment 6C (The Great Outdoors)</a>         | <a href="#">Segment 12B (Traditional Living)</a>        |
| <a href="#">Segment 6D (Prairie Living)</a>             | <a href="#">Segment 12C (Small Town Sincerity)</a>      |
| <a href="#">Segment 6E (Rural Resort Dwellers)</a>      | <a href="#">Segment 12D (Modest Income Homes)</a>       |
| <a href="#">Segment 6F (Heartland Communities)</a>      | <a href="#">Segment 13A (Diverse Convergence)</a>       |
| <a href="#">Segment 7A (Up and Coming Families)</a>     | <a href="#">Segment 13B (Family Extensions)</a>         |
| <a href="#">Segment 7B (Urban Villages)</a>             | <a href="#">Segment 13C (NeWest Residents)</a>          |
| <a href="#">Segment 7C (Urban Edge Families)</a>        | <a href="#">Segment 13D (Fresh Ambitions)</a>           |
| <a href="#">Segment 7D (Forging Opportunity)</a>        | <a href="#">Segment 13E (High Rise Renters)</a>         |
| <a href="#">Segment 7E (Farm to Table)</a>              | <a href="#">Segment 14A (Military Proximity)</a>        |
| <a href="#">Segment 7F (Southwestern Families)</a>      | <a href="#">Segment 14B (College Towns)</a>             |
| <a href="#">Segment 8A (City Lights)</a>                | <a href="#">Segment 14C (Dorms to Diplomas)</a>         |
| <a href="#">Segment 8B (Emerald City)</a>               | <a href="#">Segment 15 (Unclassified)</a>               |

## Appendix C

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# Facility Inventories

Indoor performance venues within a 45-minute drive of downtown Chattanooga				Facility Rating	Total Disciplines Served	Amenities								Additional		
Venue Name	Space Name	Venue Type	Max. Seated Capacity			Outdoor Space	Rehearsal Space	Dance Studio(s)	Recording Space	Flexible Seating	Catering Facilities	Alcohol Allowed	Dedicated Parking	Concessions	Ticketing Services	Status
UTC	Mckenzie Arena	Performance - School/Uni	11,557	2.1	2									Active	Low/Restricted	School/University
Tivoli Foundation	Memorial Auditorium	Performance - Community	3,866	3.0	3									Active	Low/Restricted	Public-Private Partnership
Chattanooga Convention Center	Exhibit Halls	Meeting & Event Space	3000	2.0	3									Active	High	Public-Private Partnership
Redemption of the Nations Church	Sanctuary	Performance - Church	2000	2.1	4									Active	Low/Restricted	Nonprofit
Howard School	Auditorium	Performance - School/Uni	1923	1.1	4									Active	Low/Restricted	School/University
First Baptist Church	Santuary	Performance - Church	1800	1.8	2									Active	Low/Restricted	Nonprofit
Tivoli Foundation	Tivoli Theatre	Performance - Community	1,750	3.4	4									Closed (Temp)	Low/Restricted	Public-Private Partnership
The Signal	Main Stage	Performance - Community	1,380	2.6	2									Active	Medium	Commerical
First Cumberland Presbyterian Church	Sanctuary*	Performance - Church	1200	1.6	2									Active	Low/Restricted	Nonprofit
Chattanooga High	Center for Creative Arts	Performance - School/Uni	950	2.3	4									Active	Low/Restricted	School/University
Ringgold High School	Auditorium	Performance - School/Uni	950	1.8	5									Active	Medium	School/University
Tivoli Foundation	Walker Theatre	Performance - Community	851	3.1	3									Active	Low/Restricted	Public-Private Partnership
Dalton High School	Theatre*	Performance - School/Uni	800	2.0	4									Active	Low/Restricted	School/University
Girls Preparatory School	Frierson Theatre	Performance - School/Uni	700	2.3	5									Active	Not Available	School/University
First Presbyterian	Santuary	Performance - Church	675	1.5	2									Active	Low/Restricted	Nonprofit
McCallie School for Boys	Walker Theater*	Performance - School/Uni	650	2.1	3									Active	Low/Restricted	School/University
Silverdale Baptist Academy	Creek Theatre	Performance - Church	650	2.1	4									Active	Low/Restricted	School/University
Chattanooga Christian School	Fine Arts Center Auditorium	Performance - School/Uni	600	1.6	5									Active	Low/Restricted	School/University
The Colonnade	Performing Arts Theatre	Performance - Community	518	2.4	6									Active	Medium	Government
Finley Stadium	First Horizon Pavilion	Meeting & Event Space	500	1.4	2									Active	High	Public-Private Partnership
UTC	Roland Hayes Concert Hall	Performance - School/Uni	456	2.6	4									Active	Low/Restricted	School/University
St. Paul's Episcopal Church	Sanctuary*	Performance - Church	450	1.6	2									Active	Medium	Nonprofit
Chattanooga Theatre Centre	Main Stage	Performance - Community	400	3.1	2									Active	Low/Restricted	Nonprofit
Norman Park Museum Magnet School	Lower School Auditorium	Performance - School/Uni	400	1.5	4									Active	Not Available	School/University
Norman Park Museum Magnet School	Upper School Auditorium	Performance - School/Uni	400	1.5	4									Active	Not Available	School/University
Chattanooga Community Center - Hixson	Auditorium	Performance - Community	355	1.7	5									Closed (Partial)	High	Government
Notre Dame High School	Auditorium*	Performance - School/Uni	350	1.9	4									Active	Not Available	School/University
UTC	Hackett Ward Theater	Performance - School/Uni	322	2.8	1									Active	Not Available	School/University
Barrelhouse Ballroom	Event Space	Bar/Restaurant/Casino	300	1.9	3									Active	Low/Restricted	Commerical
Chattanooga State Community College	Main Stage Auditorium	Performance - School/Uni	300	2.3	4									Active	Medium	School/University
Common House	Ruby Hall*	Meeting & Event Space	300	1.9	4									Active	Low/Restricted	Commerical
Second Presbyterian Church	Sanctuary*	Performance - Church	300	1.6	3									Active	Medium	Nonprofit
Southern Adventist University	Ackerman Auditorium	Performance - School/Uni	258	2.1	3									Active	Medium	School/University
Bachman Community Center	Auditorium	Performance - Community	250	1.8	4									Active	Medium	Public-Private Partnership
Baylor School	Roddy Performing Arts Theatre*	Performance - School/Uni	250	1.9	3									Active	Low/Restricted	School/University
Chattanooga Civic Center at Mountainside	Event Hall*	Meeting & Event Space	250	1.6	3									Active	High	Public-Private Partnership
Hunter Museum of American Art	Foyer + Auditorium	Performance - Community	250	1.9	3									Active	Low/Restricted	Nonprofit
The Boneyard	Performance Space	Bar/Restaurant/Casino	250	1.9	1									Active	Medium	Commerical
Tivoli Foundation	Bobby Stone Theatre	Performance - Community	250	3.1	5									Planned	Low/Restricted	Public-Private Partnership
Westbound Honkey-Tonk	Performance Space*	Bar/Restaurant/Casino	250	1.4	2									Active	Medium	Commerical
Bessie Smith Cultural Center	Performance Hall	Performance - Community	240	2.0	5									Active	Medium	Public-Private Partnership
RISE	Creative Community Hub	Meeting & Event Space	225	1.7	3									Active	Medium	Nonprofit
The Comedy Catch	Performance Space	Performance - Community	225	1.6	1									Active	Not Available	Commerical
Chattanooga Public Library - Downtown	Fourth FI Event Space	Meeting & Event Space	200	1.6	6									Active	High	Government
Chattanooga Theatre Centre	Banquet Space	Meeting & Event Space	200	2.3	3									Planned	Low/Restricted	Nonprofit
Redbud Venue	Performance Space	Performance - Community	200	1.7	1									Active	High	Commerical
Songbirds Foundation	Main Stage	Performance - Community	200	3.2	2									Active	High	Nonprofit
Jewish Federation	Conference Room	Meeting & Event Space	175	1.3	2									Active	Low/Restricted	Nonprofit
Chattanooga Theatre Centre	Circle Theatre	Performance - Community	150	2.9	2									Active	Low/Restricted	Nonprofit

McCallie School for Boys	Black Box*	Performance - School/Uni	150	2.0	2				Active	Low/Restricted	School/University
Parkside Hall	Event Space	Meeting & Event Space	150	1.8	2				Active	High	Commerical
The Camp House	Performance Space*	Performance - Church	150	1.8	3				Active	Medium	Commerical
The Enterprise Center	Community Space	Meeting & Event Space	140	1.3	3				Active	High	Public-Private Partnership
Cabana's Night Club & Event Center	Event Space*	Bar/Restaurant/Casino	125	1.5	2				Active	Medium	Commerical
JJs Bohemia	Performance Space	Bar/Restaurant/Casino	125	1.5	1				Active	Low/Restricted	Commerical
The Chatterry	Event Space*	Meeting & Event Space	125	1.7	2				Closed (Temp)	Medium	Nonprofit
Mountain Arts Community Center (MACC)	Performance Space*	Performance - School/Uni	120	1.7	5				Active	Low/Restricted	Nonprofit
Rivermont Presbyterian Church	Sanctuary*	Performance - Church	120	1.6	2				Active	Low/Restricted	Nonprofit
Chattanooga Community Center - Patten	Auditorium	Performance - Community	100	1.4	5				Active	High	Government
Chattanooga Public Library - Downtown	First FI Auditorium	Performance - Community	100	1.6	6				Active	High	Government
Hi-Fi Clyde's	Performance Space*	Bar/Restaurant/Casino	100	1.3	2				Active	Low/Restricted	Commerical
UTC	Lewis Studio Theatre	Performance - School/Uni	100	2.0	2				Active	Not Available	School/University
Creative Arts Guild	Event Space*	Meeting & Event Space	80	1.6	2				Active	High	Nonprofit
Barking Legs Theater	Main Stage	Performance - Community	76	2.2	5				Active	Medium	Nonprofit
The Woodshop	Listening Room	Bar/Restaurant/Casino	65	2.5	3				Active	Medium	Commerical
Dalton Little Theatre	Firehouse Theatre*	Performance - Community	60	1.7	2				Active	Not Available	Nonprofit
Houston Museum of Decorative Arts	Event Space*	Meeting & Event Space	60	1.5	1				Closed (Temp)	Not Available	Nonprofit
Stove Works	Event Space	Meeting & Event Space	50	1.9	3				Active	Low/Restricted	Nonprofit
Clearstory Arts	Event Space	Meeting & Event Space	45	1.7	3				Active	Low/Restricted	Nonprofit

\*Values estimated to best ability

Performing arts facilities within a 45-minute drive of downtown Chattanooga		Disciplines Served						Amenities					Additional				
Venue Name	Venue Type	Theatre	Dance	Acoustic/Orchestral	Pop/Amp Music	Film	Speakers & Comedy	Total Disciplines Served	Rehearsal Space	Individual Practice Studios	Dance Studio(s)	Recording Space	Performance Space	Status	Rental Availability	Operator Type	Venue Owner and/or Operator
Bachman Community Center	Meeting & Event Space							4						Active	Medium	Public-Private Partnership	Town of Walden / Bachman Center Council
Chattanooga Ballet - Dance Studios	Other							1						Active	Low/Restricted	Nonprofit	Chattanooga Ballet
Chattanooga Community Center - Avondale	Other							3						Active	High	Government	City of Chattanooga
Chattanooga Community Center - Carver	Other							2						Active	High	Government	City of Chattanooga
Chattanooga Community Center - Chris L. Ramsey Sr	Other							2						Active	High	Government	City of Chattanooga
Chattanooga Community Center - East Chattanooga	Other							2						Active	High	Government	City of Chattanooga
Chattanooga Community Center - East Lake	Other							2						Active	High	Government	City of Chattanooga
Chattanooga Community Center - Eastdale	Other							2						Active	High	Government	City of Chattanooga
Chattanooga Community Center - Glenwood	Other							2						Active	High	Government	City of Chattanooga
Chattanooga Community Center - Hixson	Other							4						Closed (Partial)	High	Government	City of Chattanooga
Chattanooga Community Center - John A. Patten	Other							4						Active	High	Government	City of Chattanooga
Chattanooga Community Center - North Chattanooga	Other							2						Active	High	Government	City of Chattanooga
Chattanooga Community Center - Shepherd	Other							2						Active	High	Government	City of Chattanooga
Chattanooga Community Center - South	Other							2						Active	High	Government	City of Chattanooga
Chattanooga Community Center - Tynes	Other							2						Active	High	Government	City of Chattanooga
Chattanooga Community Center - Washington	Other							2						Active	High	Government	City of Chattanooga
Chattanooga Community Center - Westside	Other							2						Active	High	Government	City of Chattanooga
Chattanooga Dance Theatre	School/Uni.							1						Active	Medium	Commerical	Chattanooga Dance Theatre
Chattanooga Public Library - Eastgate Story Room	Other							4						Active	High	Government	Chattanooga Public Library
Chattanooga Public Library - Northgate Story Room	Other							4						Active	High	Government	Chattanooga Public Library
Chattanooga Public Library - The Studio	Other							3						Active	Medium	Government	Chattanooga Public Library
Chattanooga State Community College - Main Stage Auditorium	School/Uni.							4						Active	Medium	School/University	Chattanooga State Community College
Chattanooga Theatre Centre - Main Stage	Performance							2						Active	Low/Restricted	Nonprofit	Chattanooga Theatre Centre
Clearstory Arts	Other							3						Active	Medium	Nonprofit	Clear Story
Howard School - Chattanooga Neighborhood Arts Partnership	School/Uni.							4						Active	Low/Restricted	School/University	Hamilton County / Howard School
RISE - BOOM	Other							4						Planned	Medium	Nonprofit	RISE
Silverdale Baptist Academy - Creek Theatre	School/Uni.							4						Active	Low/Restricted	School/University	Silverdale Baptist Academy
Songbirds	Other							2						Active	Medium	Nonprofit	Songbirds Foundation
Stove Works	Other							2						Active	Medium	Nonprofit	Stove Works
Studio 34	Other							2						Active	Medium	Nonprofit	Pop Up Project
The Camp House	Bar/Restaurant/Casino							3						Active	Medium	Commerical	The Camp House
The Chatterry	Other							2						Closed (Temp.)	Low/Restricted	Nonprofit	The Chatterry
The Edney Innovation Center	Other							3						Active	Medium	Nonprofit	
Tivoli Foundation - Bobby Stone Theatre	Performance							5						Planned	Low/Restricted	Public-Private Partnership	Tivoli Foundation
Wavelength Studios	Other							3						Active	Medium	Commerical	Wavelength

71% 29% 23% 37% 23% 89%

## Appendix D

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# Scheduling Charrette Calendars

Calendar Totals for Use of Halls in 2028/29			September			October			November			December			January			February			March			April			May			June			July			August			Total					
	Initials	Discipline	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	Event Days	Other Days	Use Days			
Up to 100-seat hall																																												
Ballet Esprit Arts	BE	Dance	4	4		5	5		4	4		3	3		5	5		4	4		4	4		3	3		3	3		0						15	15					-	47	47
Chattanooga Fire Cabaret	CFC	Dance	4	4		1	1		2	2		1	1		3	3		2	3	5	1	1		1	1		1	1		1	1		1	1		1	1		1	1		2	20	22
Collectively/Here	C/H	Dance			0	1	3	4			0			0			0			0			0			0			0	1	3	4			0	2	6	8						
CHI Memorial Hospital - Arts Healing	CR	Various	1	4	5	1	4	5	1	4	5	1	3	4	1	5	6	1	4	5	1	4	5	1	4	5	1	4	5	1	5	6	1	4	5	1	3	4	1	4	5	12	48	60
Chattanooga Symphony Orchestra	CSO	Music			0			0	1	1	2			0	1	1	2	1	1	2	1	1	2			0			0			0			0			0	4	4	8			
Dylan Kussman	DK	Music	0	0	0	1		1	1		1	1		1			0			0	1		1	1		1	1		1			0			0	6	-	6						
Ensemble Theatre of Chattanooga	ETC	Theatre	6	4	10			0	3	4	7	3		3			0			0			0			0			0			0			0	12	8	20						
NoogaVision Theatre	NV	Theatre	0	4	4	4	7	11	3	3		1	1	2			0			0	10	10		4	6	10			0	1	5	6			0	10	36	46						
Obvious Dad Theatre	OD	Theatre	8		8			0			0			0	5	5	9	1	10				0	6	6	9	3	12				0	2	9	11	28	24	52						
Scenic City Shakespeare	SCS	Theatre			0	8	4	12			0			0			0			0			0	1	1	8	3	11				0			0	16	8	24						
Southern Exposure	SE	Theatre			0			0			0			0			0			0			0			0			0			0			0	-	2	2						
New Threads Theatre	NTT	Theatre			0	4	4	8			0			0	4	4	8			0			0	4	4	8			0			0			0	12	12	24						
																																				104	215	319						
Sub-total Theatre					0			0			0			0			0			0			0			0			0			0			0	66	78	144						
Sub-total Music					0			0			0			0			0			0			0			0			0			0			0	10	4	14						
Sub-total Dance					0			0			0			0			0			0			0			0			0			0			0	4	73	77						
Sub-total Various					0			0			0			0			0			0			0			0			0			0			0	12	48	60						
Total Use by Month			15	20	35	19	28	47	6	18	24	6	8	14	6	23	29	13	13	26	3	20	23	10	25	35	19	12	31	2	10	12	2	22	24	3	16	19	92	203	295			

Calendar Totals for Use of Halls in 2028/29			September			October			November			December			January			February			March			April			May			June			July			August			Total		
	Initials	Discipline	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	Event Days	Other Days	Use Days			
Up to 200-seat Hall																																									
Ballet Esprit Arts	BE	Dance			0			0			0			0			2	2	4			0				0			2	2	4			0	4	4	8				
Chattanooga Ballet	CB	Dance	2		2			0			0	1		1					0						0								0	3	-	3					
Chattanooga Fire Cabaret	CFC	Dance			0			0			0			0					0					0		2	4	6					0	2	4	6					
Collectively/Here	C/H	Dance			0			0			0			0					0					3	3	6						0	3	3	6						
Dylan Kussman	DK	Music	3	5	8			0			0			0					0				0	3	5	8						0	6	10	16						
Ensemble Theatre of Chattanooga	ETC	Theatre			0			0			0	3		3					0				0	3	4	7	3		3			0	6	4	10	15	8	23			
Newson Dance Company	NCD	Dance			0			0			2	5	7						0				0		0								0	2	5	7					
Scenic City Shakespeare	SCS	Theatre			0	2	4	6	1		1			0					0				0	1	1	2	3	5	1		1			0	6	8	14				
Southern Exposure	SE	Theatre			0	3	3	6			0			0	3	2	5			0			0		0	2	2	4					0	8	7	15					
The Pop-up Project	TPUP	Dance			0			0			0			0					0				0	1	5	6	2	4	6				0	3	9	12					
Sub-total Theatre																																		52	58	110					
Sub-total Music																																		29	23	52					
Sub-total Dance																																		6	10	16					
Sub-total Various																																		14	22	36					
Total Use by Month			5	5	10	5	7	12	1	0	1	2	5	7	7	2	9	2	2	4	0	0	0	4	10	14	15	17	32	3	4	7	2	2	4	6	4	10	52	58	110

Calendar Totals for Use of Halls in 2028/29			September			October			November			December			January			February			March			April			May			June			July			August			Total		
Up to 400-seat Hall	Initials	Discipline	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	Event Days	Other Days	Use Days
Ballet Esprit Arts	BE	Dance	0	2	2	4				0	3	3	6				0				0				0				0	3	3	6				0	8	8	16		
Chattanooga Ballet	CB	Dance	0	3	2	5				0				0				0	3	2	5	3	2	5	1	1	2				0				0	10	7	17			
CHI Memorial Hospital - Arts Healing	CR	Various	0			0				0				0				0				0	1	1					0				0	1	-	1					
Chattanooga Symphony Orchestra	CSO	Music	0			0	1	1	2				0				0	1	1	2	2	1	3				0				0	4	3	7							
Ensemble Theatre of Chattanooga	ETC	Theatre	0			0				0				0				0				0				0				0	4	4	8	4	4	8					
Mid-South Symphonic Band	MSSB	Music	0	1		1				0				0				0	1	1		0	1	1				0				0	3	-	3						
Providence Newson Dance	NCD	Dance	0			0				0				0				0				0				0	5	5	10	2	2	4	7	7	14						
Scenic City Community Orchestra	SCCO	Music	4	4		5	5	1	4	5				0	4	4		4	4	4		1	4	5				0				0	4	33	35						
The Pop-up Project	TPUP	Dance		0		0	1	1	2				0				0				0				0	2	4	6				0	3	5	8						
Understory	US	Dance		0		0	3	3	6				0				0				0				0				0				0	3	3	6					
Sub-total Theatre																																			45	70	115				
Sub-total Music																																			4	4	8				
Sub-total Dance																																			9	36	45				
Sub-total Various																																			31	30	61				
Total Use by Month			0	4	4	6	9	15	6	9	15	3	3	6	0	4	4	1	5	6	6	7	13	5	6	11	4	5	9	8	8	16	2	2	4	4	8	12	45	70	115

## Appendix E

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# Support Space Survey Results

## Q1 Please tell us a little about yourself.

Answered: 22 Skipped: 0

ANSWER CHOICES	RESPONSES	
Name:	100.00%	22
Organization:	100.00%	22

#	NAME:	DATE
1	Marah Bates	12/19/2025 8:50 AM
2	Crystal Newson	12/18/2025 5:36 PM
3	Susan Caminez	12/17/2025 11:25 AM
4	LaSha Rockymore-Mitchell	12/16/2025 9:50 PM
5	Elizabeth	12/16/2025 8:37 PM
6	Chyela Rowe	12/16/2025 8:34 PM
7	Charity Painter	12/16/2025 7:48 PM
8	Brian McSween	12/16/2025 8:58 AM
9	Karen Wilson	12/15/2025 8:30 PM
10	Blake Harris	12/15/2025 11:53 AM
11	Vincent Oakes	12/15/2025 10:56 AM
12	Jason Parker	12/12/2025 12:54 PM
13	Courtenay Cholovich	12/11/2025 7:21 PM
14	Fallon Clark	12/11/2025 7:14 PM
15	Garry Posey	12/11/2025 6:47 PM
16	Marah Bates	12/11/2025 5:15 PM
17	Michael Logue	12/11/2025 2:19 PM
18	Kevin Mullins	12/11/2025 1:28 PM
19	Peggy Douglas	12/11/2025 12:37 PM
20	Aubrey Henriksen	12/11/2025 11:34 AM
21	Jules Downum	12/11/2025 11:30 AM
22	Will Snyder	12/11/2025 11:02 AM

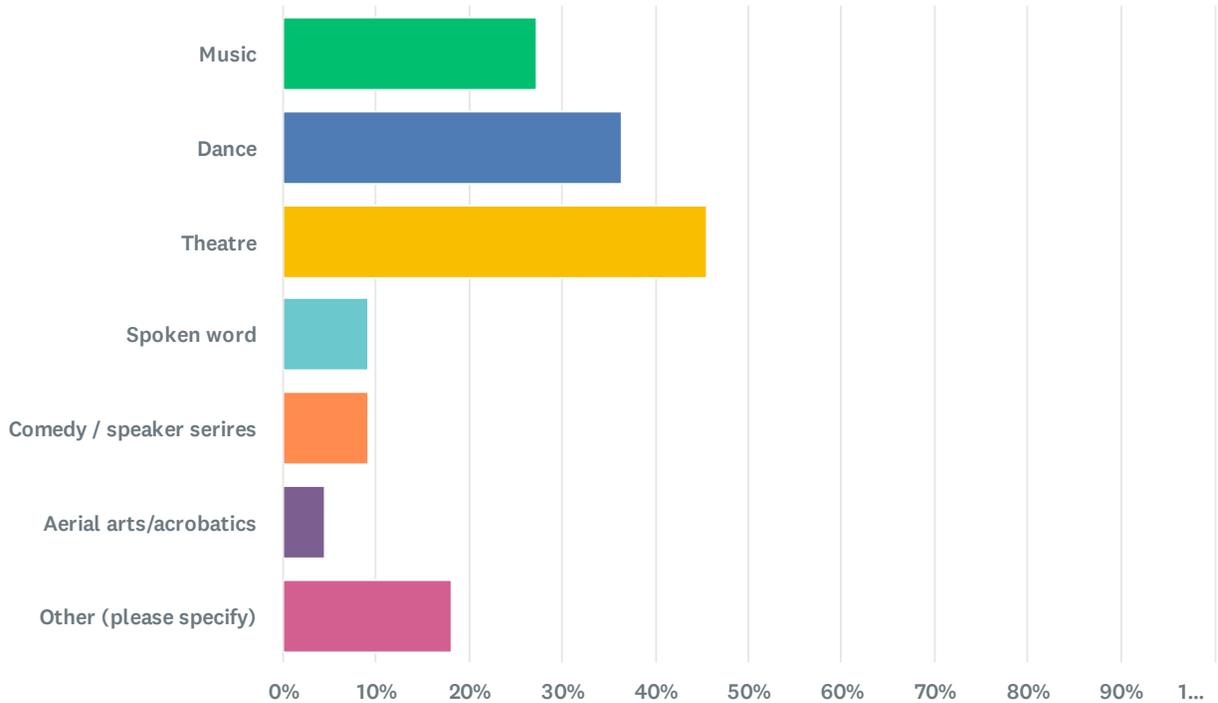
#	ORGANIZATION:	DATE
1	The Pop-up Project	12/19/2025 8:50 AM
2	Providence, Newson Dance Company	12/18/2025 5:36 PM
3	Chattanooga Symphony & Opera	12/17/2025 11:25 AM
4	Music, Fashion, and Arts Foundation	12/16/2025 9:50 PM
5	Seed theatre	12/16/2025 8:37 PM
6	CommonSpirit - Memorial	12/16/2025 8:34 PM

## Chattanooga Rehearsal and Support Space Survey

7	Soft Animal	12/16/2025 7:48 PM
8	Chattanooga Ballet	12/16/2025 8:58 AM
9	Performing Arts League	12/15/2025 8:30 PM
10	Obvious Dad	12/15/2025 11:53 AM
11	Chattanooga Boys Choir	12/15/2025 10:56 AM
12	Improv Chattanooga	12/12/2025 12:54 PM
13	Lookout Live	12/11/2025 7:21 PM
14	Noogavision Theatre and Performing Arts Co.	12/11/2025 7:14 PM
15	Ensemble Theatre of Chattanooga	12/11/2025 6:47 PM
16	The Pop-up Project	12/11/2025 5:15 PM
17	Scenic City Community Orchestra	12/11/2025 2:19 PM
18	Ghostlight Entertainment	12/11/2025 1:28 PM
19	Southern Exposure Productions	12/11/2025 12:37 PM
20	Chattanooga Event Entertainment LLC (DBA Chattanooga Fire Cabaret)	12/11/2025 11:34 AM
21	Understory	12/11/2025 11:30 AM
22	BattleKat Combat	12/11/2025 11:02 AM

## Q2 What performing arts discipline best describes your work and/or your organization?

Answered: 22 Skipped: 0



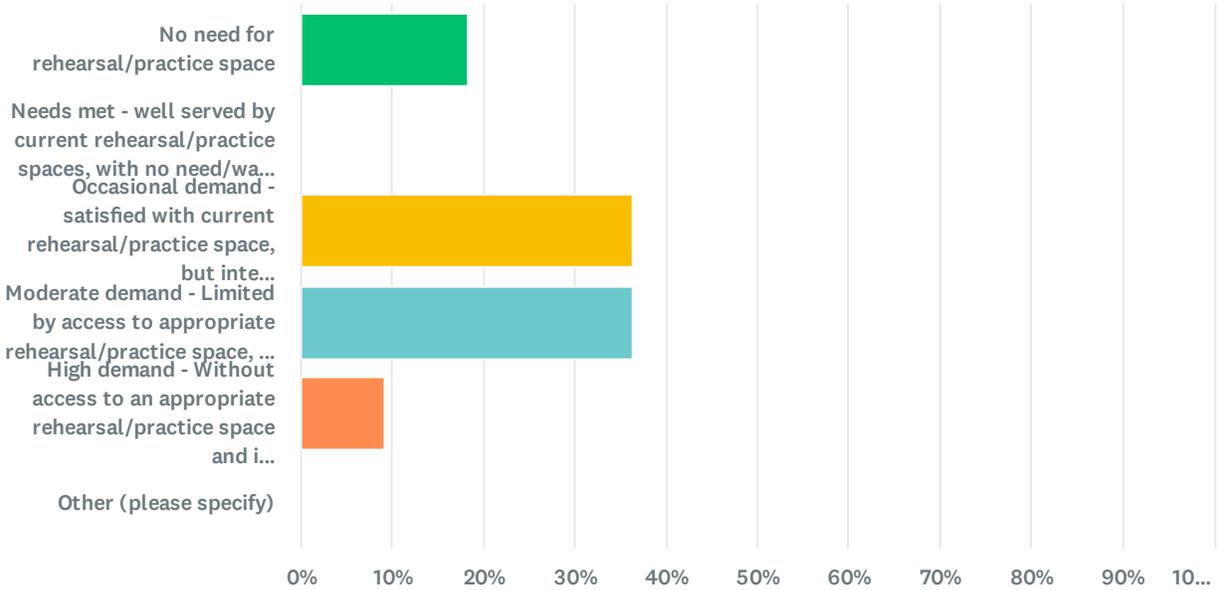
Answer Choices ↓	Percentage ↓	Responses ↓	
<span style="color: green;">●</span> Music	27.27%	6	...
<span style="color: blue;">●</span> Dance	36.36%	8	...
<span style="color: yellow;">●</span> Theatre	45.45%	10	...
<span style="color: teal;">●</span> Spoken word	9.09%	2	...
<span style="color: orange;">●</span> Comedy / speaker series	9.09%	2	...
<span style="color: purple;">●</span> Aerial arts/acrobatics	4.55%	1	...
<span style="color: pink;">●</span> Other (please specify) <a href="#">Show responses</a>	18.18%	4	...
<b>Total</b>		<b>22</b>	

## Chattanooga Rehearsal and Support Space Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Music Therapy & Drama Therapy	12/16/2025 8:34 PM
2	Various events/concerts	12/16/2025 7:48 PM
3	Flow arts, fire performance, bubble performance, cirque arts	12/11/2025 11:34 AM
4	multimedia	12/11/2025 11:30 AM

### Q3 Please select the option that best describes you and/or your organization's current demand for rehearsal/practice space.

Answered: 22 Skipped: 0



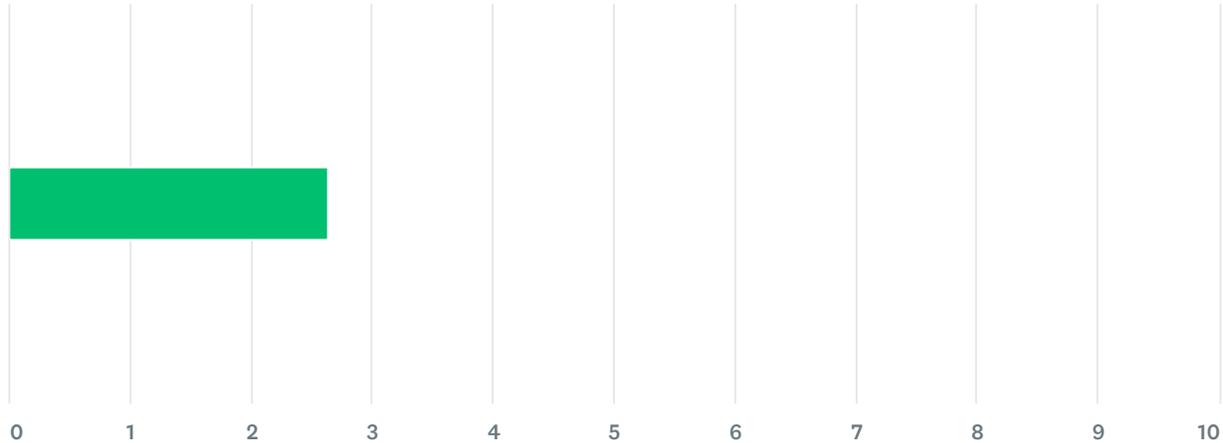
Answer Choices ↓	Percentage ↓	Responses ↓	
● No need for rehearsal/practice space	18.18%	4	...
● Needs met - well served by current rehearsal/practice spaces, with no need/want for more	0%	0	...
● Occasional demand - satisfied with current rehearsal/practice space, but interested in having additional options for occasional use	36.36%	8	...
● Moderate demand - Limited by access to appropriate rehearsal/practice space, and in demand of additional or better options	36.36%	8	...
● High demand - Without access to an appropriate rehearsal/practice space and in need of options	9.09%	2	...
● Other (please specify) <a href="#">Show responses</a>	0%	0	...
<b>Total</b>		<b>22</b>	

# Chattanooga Rehearsal and Support Space Survey

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

## Q4 How long is your typical rehearsal/practice session? Please use the slide to select a length from one to twelve hours.

Answered: 16 Skipped: 6



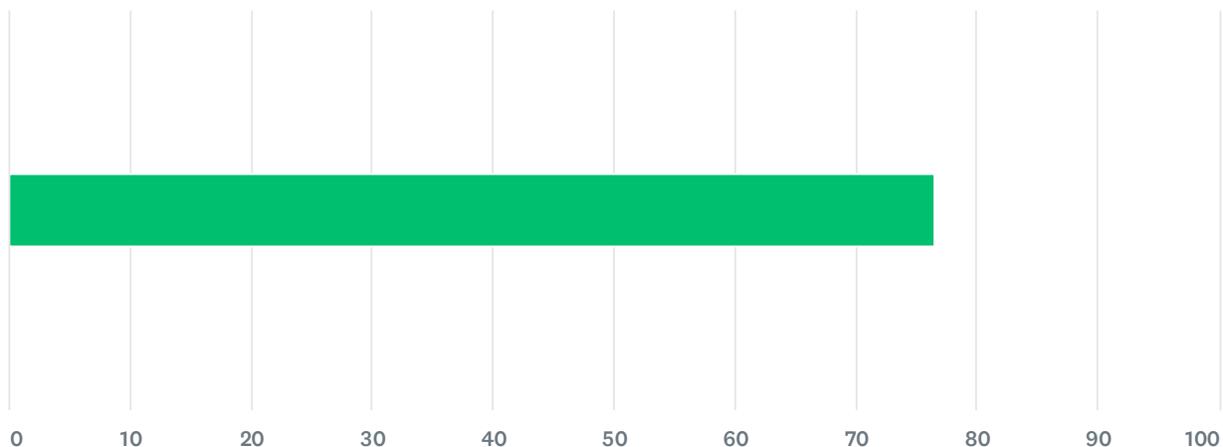
Basic statistics <span style="float: right;">ⓘ</span>				
Minimum	Maximum	Median	Mean	Standard Deviation
2.00	3.00	3.00	2.63	0.48

#		DATE
1	3	12/18/2025 5:42 PM
2	2	12/17/2025 11:28 AM
3	2	12/16/2025 8:41 PM
4	3	12/16/2025 8:39 PM
5	3	12/15/2025 11:55 AM
6	2	12/15/2025 10:58 AM
7	3	12/12/2025 12:58 PM
8	3	12/11/2025 7:22 PM
9	3	12/11/2025 7:17 PM
10	3	12/11/2025 6:50 PM
11	2	12/11/2025 2:22 PM
12	3	12/11/2025 1:35 PM
13	2	12/11/2025 12:39 PM
14	3	12/11/2025 11:36 AM
15	3	12/11/2025 11:32 AM



### Q5 How many days in a year do you or your organization have rehearsals/practices? Please use the slide to select the number of days between one and 365.

Answered: 16 Skipped: 6



Basic statistics				
Minimum	Maximum	Median	Mean	Standard Deviation
9.00	179.00	61.00	76.50	48.65

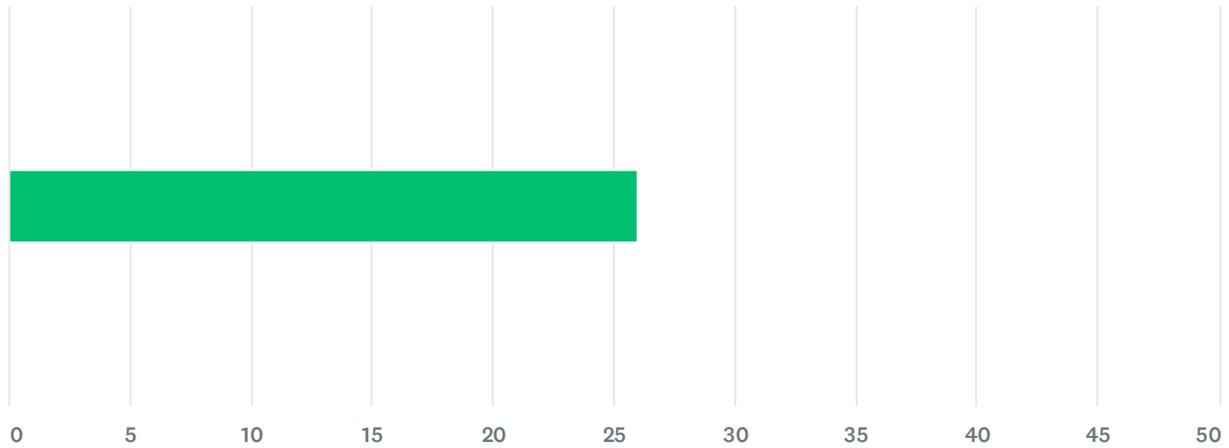
#		DATE
1	156	12/18/2025 5:42 PM
2	75	12/17/2025 11:28 AM
3	90	12/16/2025 8:41 PM
4	179	12/16/2025 8:39 PM
5	100	12/15/2025 11:55 AM
6	99	12/15/2025 10:58 AM
7	60	12/12/2025 12:58 PM
8	51	12/11/2025 7:22 PM
9	36	12/11/2025 7:17 PM
10	131	12/11/2025 6:50 PM
11	40	12/11/2025 2:22 PM
12	105	12/11/2025 1:35 PM
13	15	12/11/2025 12:39 PM
14	17	12/11/2025 11:36 AM

# Chattanooga Rehearsal and Support Space Survey

15	61	12/11/2025 11:32 AM
16	9	12/11/2025 11:05 AM

Q6 How many people participate in a typical rehearsal/practice session for you or your organization? Please use the slide to select the number of attendees between one and 150.

Answered: 16 Skipped: 6



Basic statistics <span style="float: right;">ⓘ</span>				
Minimum 10.00	Maximum 120.00	Median 15.00	Mean 25.94	Standard Deviation 27.17

#		DATE
1	20	12/18/2025 5:42 PM
2	10	12/17/2025 11:28 AM
3	15	12/16/2025 8:41 PM
4	21	12/16/2025 8:39 PM
5	10	12/15/2025 11:55 AM
6	120	12/15/2025 10:58 AM
7	20	12/12/2025 12:58 PM
8	20	12/11/2025 7:22 PM
9	30	12/11/2025 7:17 PM
10	12	12/11/2025 6:50 PM
11	60	12/11/2025 2:22 PM
12	30	12/11/2025 1:35 PM
13	15	12/11/2025 12:39 PM
14	12	12/11/2025 11:36 AM

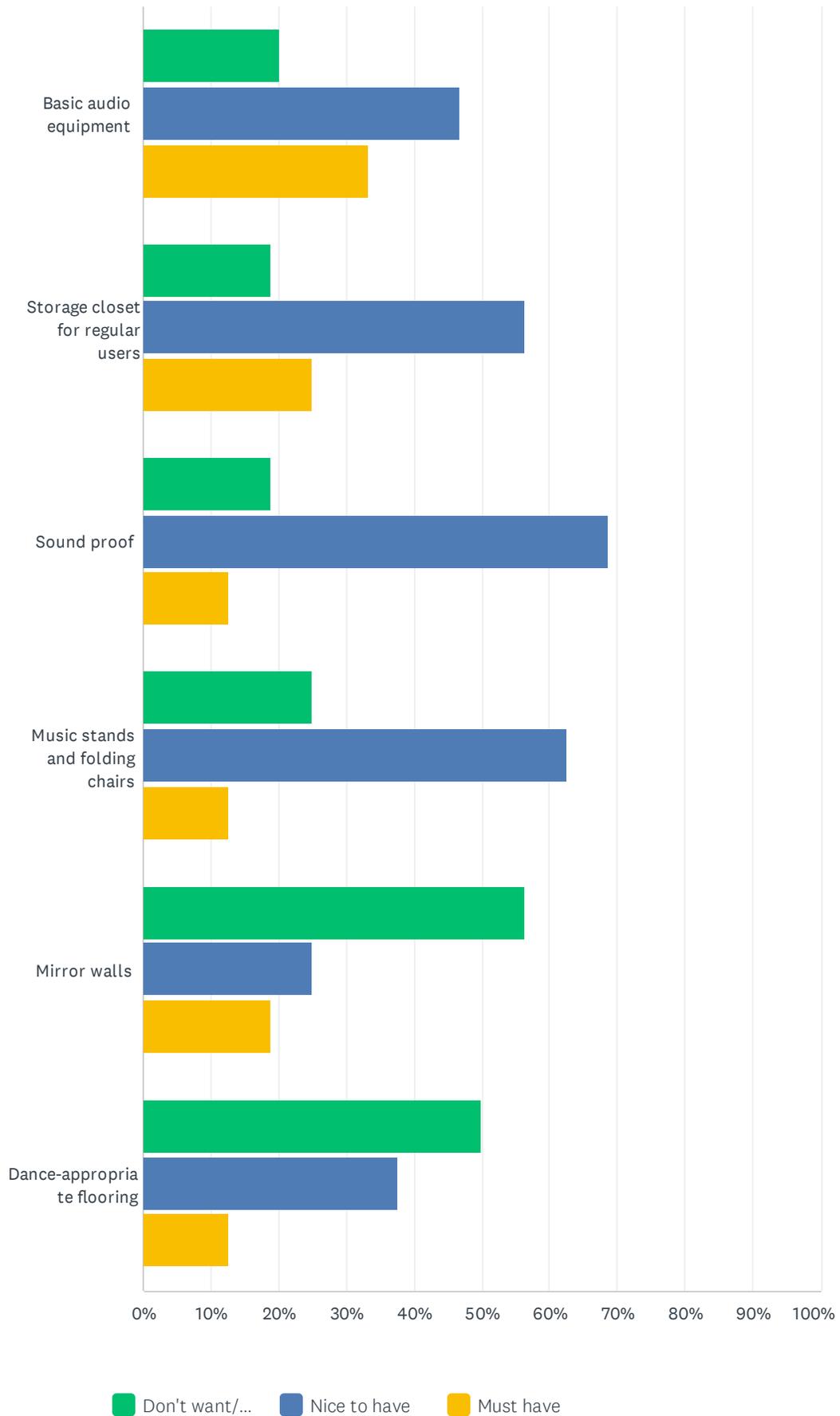
# Chattanooga Rehearsal and Support Space Survey

15	10	12/11/2025 11:32 AM
16	10	12/11/2025 11:05 AM

**Q7 What features would make the rehearsal space more attractive to you as a potential user?**

Answered: 16 Skipped: 6

# Chattanooga Rehearsal and Support Space Survey



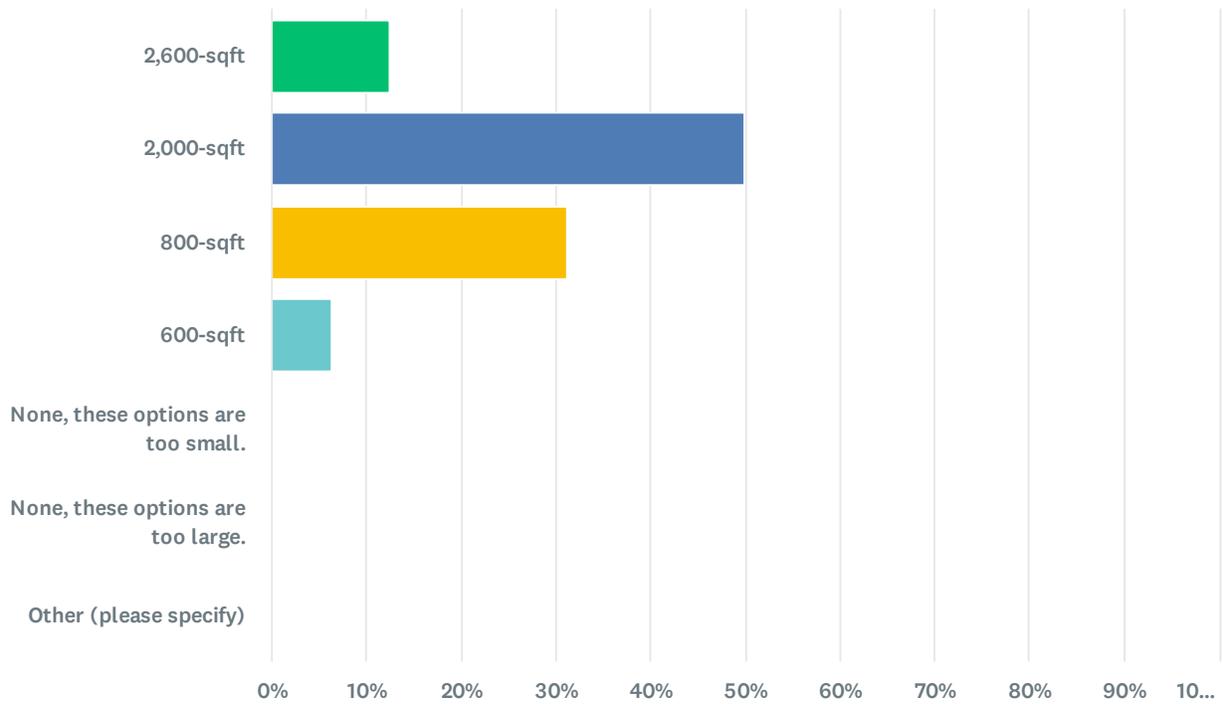
## Chattanooga Rehearsal and Support Space Survey

	DON'T WANT/CARE	NICE TO HAVE	MUST HAVE	TOTAL	WEIGHTED AVERAGE
Basic audio equipment	20.00% 3	46.67% 7	33.33% 5	15	2.13
Storage closet for regular users	18.75% 3	56.25% 9	25.00% 4	16	2.06
Sound proof	18.75% 3	68.75% 11	12.50% 2	16	1.94
Music stands and folding chairs	25.00% 4	62.50% 10	12.50% 2	16	1.88
Mirror walls	56.25% 9	25.00% 4	18.75% 3	16	1.63
Dance-appropriate flooring	50.00% 8	37.50% 6	12.50% 2	16	1.63

#	OTHER (PLEASE SPECIFY)	DATE
1	Accessible entrance (no stairs, etc)	12/17/2025 11:28 AM
2	accessibility (ie: ramps, elevators, on the bus route, etc.)	12/16/2025 8:41 PM
3	quality acoustic piano, good natural acoustic environment - one that doesn't require amplification or technical assistance	12/15/2025 10:58 AM
4	a single table for the creative team to station on to.	12/11/2025 1:35 PM

Q8 Recent planning efforts have brought forward four potential sizes for the rehearsal/practice rooms, including two flexible performance spaces that would also work for rehearsals. Which, if any, of these sizes for rehearsal/practice rooms would be of most interest to you / your organization?

Answered: 16 Skipped: 6



Answer Choices ↓	Percentage ↓	Responses ↓	
● 2,600-sqft	12.50%	2	...
● 2,000-sqft	50.00%	8	...
● 800-sqft	31.25%	5	...
● 600-sqft	6.25%	1	...
● None, these options are too small.	0%	0	...
<b>Total</b>		<b>16</b>	

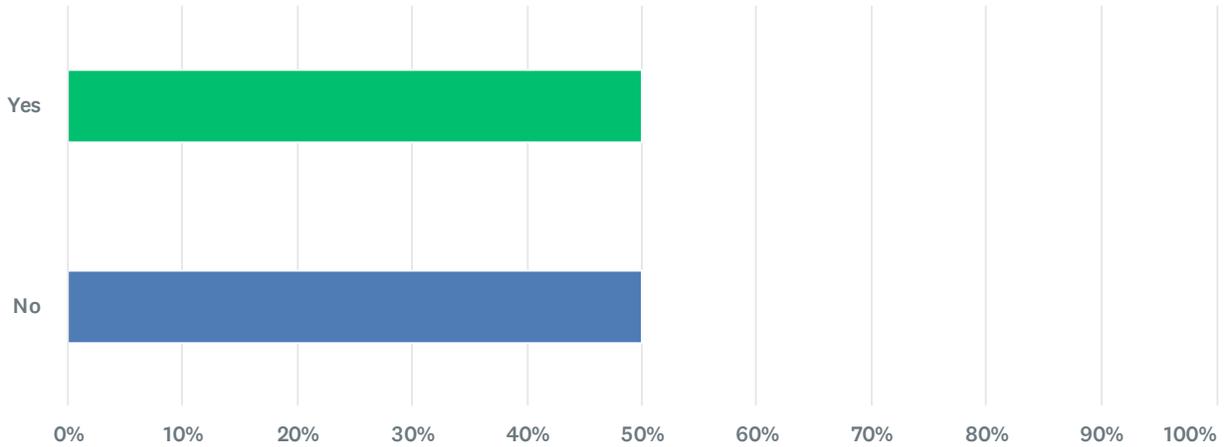
## Chattanooga Rehearsal and Support Space Survey

Answer Choices ↓	Percentage ↓	Responses ↓	
<input type="radio"/> None, these options are too large.	0%	0	...
<input type="radio"/> Other (please specify) <a href="#">Show responses</a>	0%	0	...
<b>Total</b>		<b>16</b>	

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

## Q9 Do you or your organization currently pay for rehearsal/practice spaces?

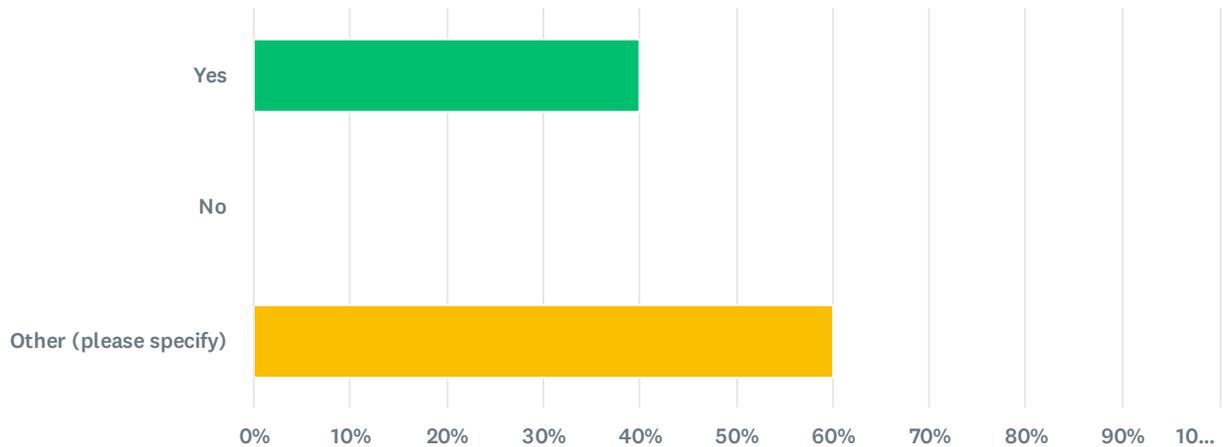
Answered: 16 Skipped: 6



Answer Choices ↓	Percentage ↓	Responses ↓	
<span style="color: green;">●</span> Yes	50.00%	8	...
<span style="color: blue;">●</span> No	50.00%	8	...
<b>Total</b>		<b>16</b>	

## Q10 If no, would you / your organization pay for the use of rehearsal/practice if appropriate space became available?

Answered: 15 Skipped: 7

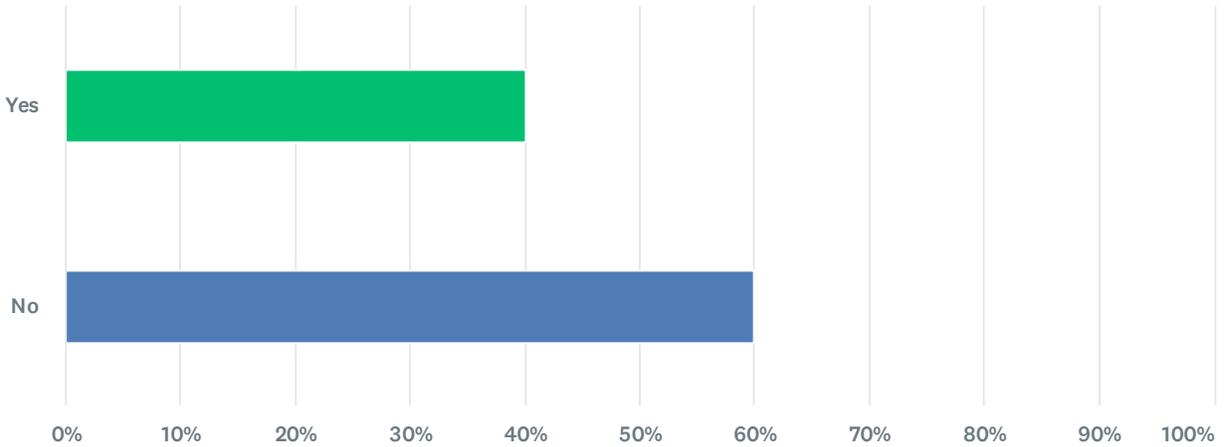


Answer Choices ↓	Percentage ↓	Responses ↓	
<span style="color: green;">●</span> Yes	40.00%	6	...
<span style="color: blue;">●</span> No	0%	0	...
<span style="color: orange;">●</span> Other (please specify) <a href="#">Show responses</a>	60.00%	9	...
<b>Total</b>		<b>15</b>	

#	OTHER (PLEASE SPECIFY)	DATE
1	Subsidized rates for non profits or creating residencies would serve us greatly	12/18/2025 5:42 PM
2	We would if the same or less than what we're utilizing and paying for now	12/17/2025 11:28 AM
3	We would have to secure grant funding to pay for space since we offer services to the community for free	12/16/2025 8:41 PM
4	Depending on cost	12/16/2025 8:39 PM
5	minimal amount if possible	12/15/2025 10:58 AM
6	It's possible	12/11/2025 6:50 PM
7	Some nominal fee - maybe - annual income < \$4000	12/11/2025 2:22 PM
8	yes, assuming it is affordable	12/11/2025 11:32 AM
9	Maybe depending on price	12/11/2025 11:05 AM

## Q11 Do you or your organization have any demand for access to a shared scene shop?

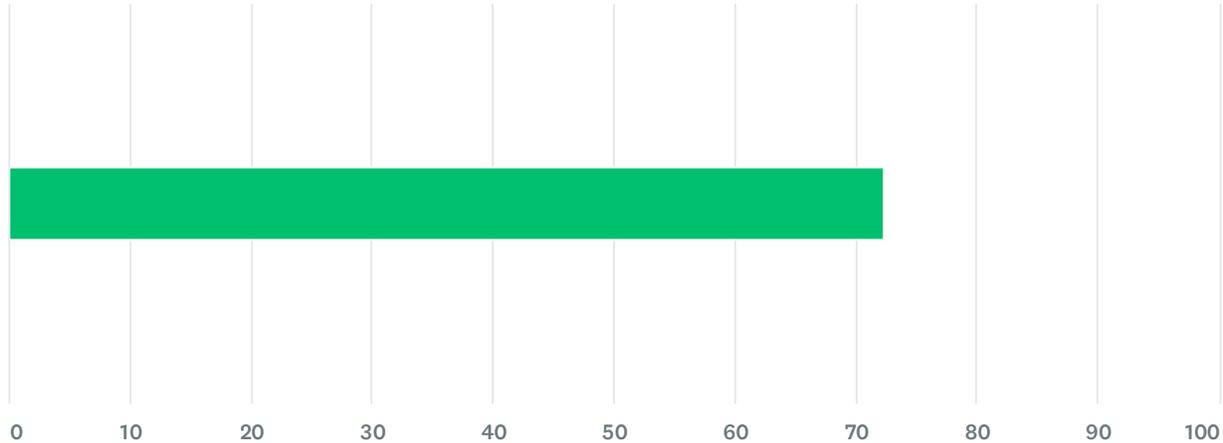
Answered: 20 Skipped: 2



Answer Choices ↓	Percentage ↓	Responses ↓	
<span style="color: green;">●</span> Yes	40.00%	8	...
<span style="color: blue;">●</span> No	60.00%	12	...
<b>Total</b>		<b>20</b>	

Q12 If yes, how many days a year would you want to use the scene shop?  
Please use the slide to select the number of days between one and 365.

Answered: 8 Skipped: 14



Basic statistics <span style="float: right;">⌵</span>				
Minimum	Maximum	Median	Mean	Standard Deviation
10.00	365.00	28.00	72.25	112.12

#		DATE
1	20	12/16/2025 8:44 PM
2	28	12/16/2025 8:39 PM
3	30	12/16/2025 9:00 AM
4	75	12/15/2025 11:58 AM
5	30	12/11/2025 7:23 PM
6	365	12/11/2025 7:18 PM
7	20	12/11/2025 6:51 PM
8	10	12/11/2025 11:37 AM

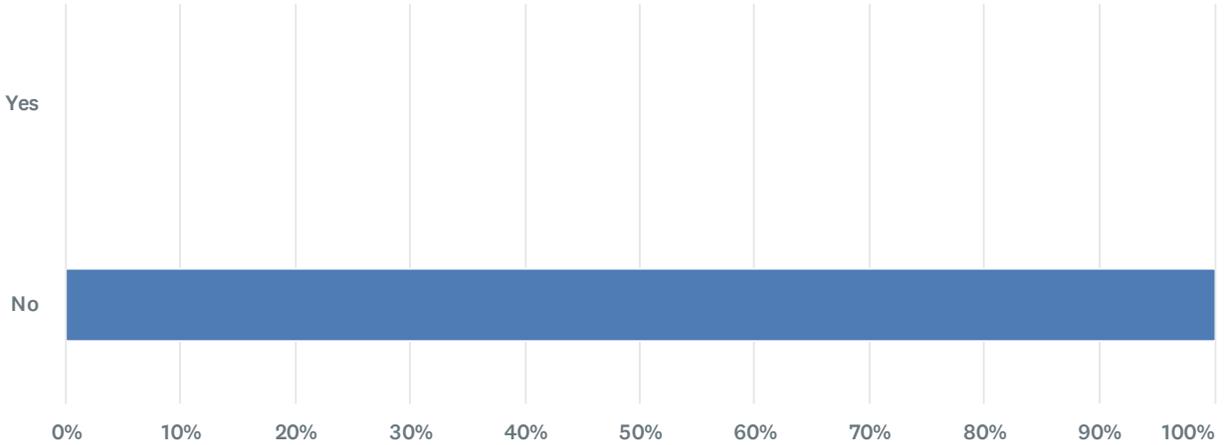
## Q13 What features would make the scene shop more attractive to you as a potential user?

Answered: 8 Skipped: 14

#	RESPONSES	DATE
1	A "library" style collection of set components that could be checked out or reserved for use. Tools, paint, materials for customizing as needed.	12/16/2025 8:44 PM
2	On hand tools	12/16/2025 8:39 PM
3	Backdrop painting, wood working, loading dock	12/16/2025 9:00 AM
4	Quality/large saws, paint station, quality hand tools and drills, storage, large work tables, dollies of varying sizes.	12/15/2025 11:58 AM
5	Space for storage, shared tools, space for painting, and construction	12/11/2025 7:23 PM
6	Year round storage	12/11/2025 7:18 PM
7	Paint area, large ladders or lifts	12/11/2025 6:51 PM
8	Woodworking tools, paint booth, space to build and store pieces while they're being built	12/11/2025 11:37 AM

## Q14 Do you or your organization currently pay for access to a scene shop?

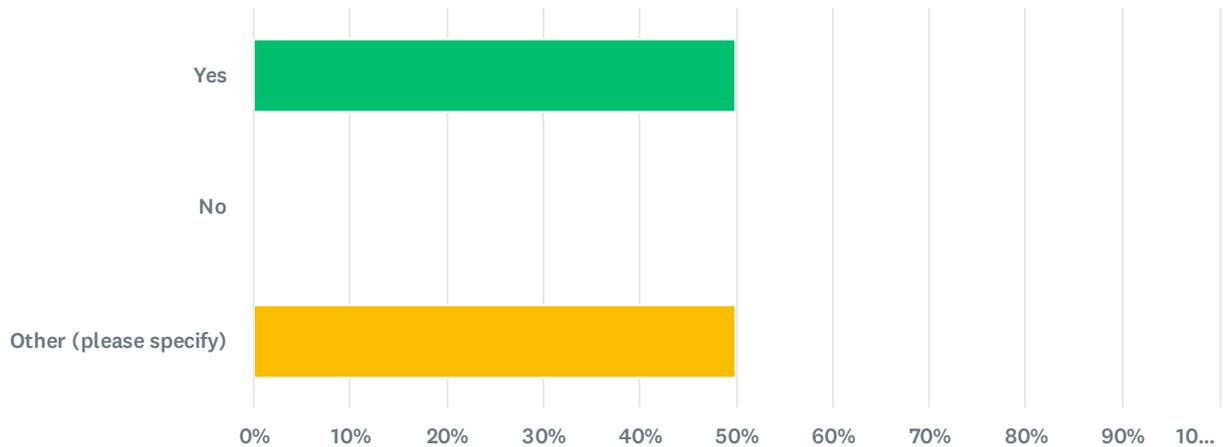
Answered: 8 Skipped: 14



Answer Choices ↓	Percentage ↓	Responses ↓	
<span style="color: green;">●</span> Yes	0%	0	...
<span style="color: blue;">●</span> No	100.00%	8	...
<b>Total</b>		<b>8</b>	

### Q15 If no, would you / your organization pay for use of a scene shop if appropriate space became available?

Answered: 8 Skipped: 14

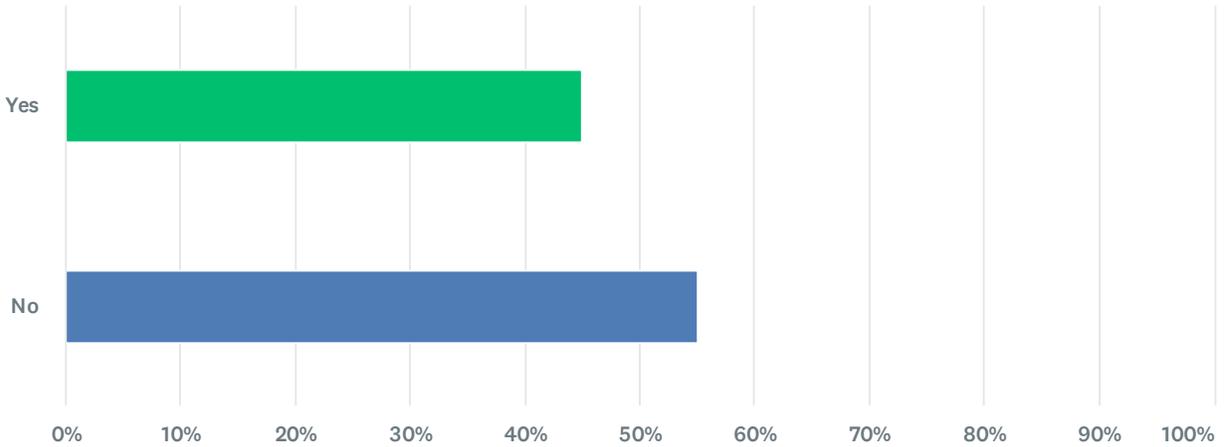


Answer Choices ↓	Percentage ↓	Responses ↓	
<span style="color: green;">●</span> Yes	50.00%	4	...
<span style="color: blue;">●</span> No	0%	0	...
<span style="color: orange;">●</span> Other (please specify) <a href="#">Show responses</a>	50.00%	4	...
<b>Total</b>		<b>8</b>	

#	OTHER (PLEASE SPECIFY)	DATE
1	would require grant funding	12/16/2025 8:44 PM
2	Depends on the price	12/16/2025 8:39 PM
3	dependent on cost	12/16/2025 9:00 AM
4	Its possible, but not conducive	12/11/2025 6:51 PM

## Q16 Do you or your organization have any demand for access to a shared prop shop?

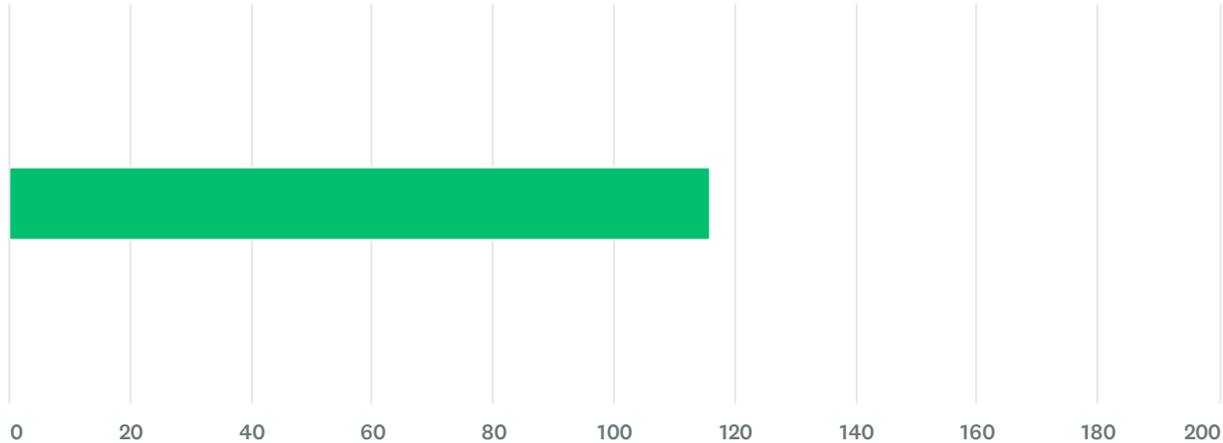
Answered: 20 Skipped: 2



Answer Choices ↓	Percentage ↓	Responses ↓	
● Yes	45.00%	9	...
● No	55.00%	11	...
<b>Total</b>		<b>20</b>	

Q17 If yes, how many days a year would you want to use the prop shop?  
Please use the slide to select the number of days between one and 365.

Answered: 9 Skipped: 13



Basic statistics <span style="float: right;">ⓘ</span>				
Minimum	Maximum	Median	Mean	Standard Deviation
8.00	365.00	60.00	115.89	135.47

#		DATE
1	90	12/16/2025 8:46 PM
2	30	12/16/2025 8:40 PM
3	30	12/16/2025 9:01 AM
4	75	12/15/2025 12:00 PM
5	365	12/11/2025 7:24 PM
6	365	12/11/2025 7:18 PM
7	20	12/11/2025 1:37 PM
8	8	12/11/2025 12:40 PM
9	60	12/11/2025 11:33 AM

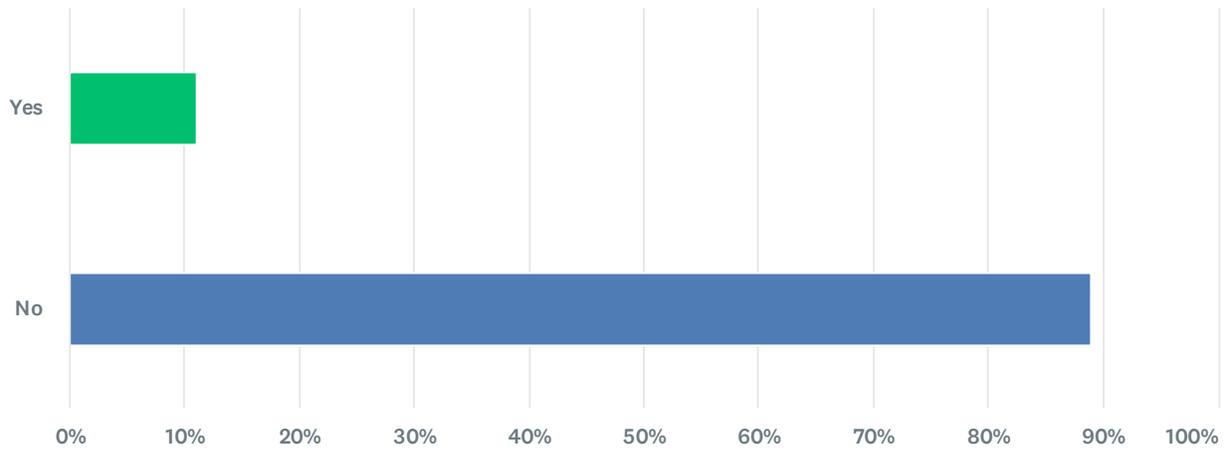
## Q18 What features would make the prop shop more attractive to you as a potential user?

Answered: 7 Skipped: 15

#	RESPONSES	DATE
1	Similar to the scene shop - using a library check-out model would be great.	12/16/2025 8:46 PM
2	Unique items we can check out	12/16/2025 8:40 PM
3	various kinds of props and furniture ranging in period and style	12/16/2025 9:01 AM
4	Furniture pieces, practicals and hand props from varying periods, stage-safe weapons, rehearsal props and furniture (cubes, door frames, window frames, basic tables, etc.)	12/15/2025 12:00 PM
5	Shared props, Prop check out library	12/11/2025 7:24 PM
6	Year round storage	12/11/2025 7:18 PM
7	variety of items	12/11/2025 1:37 PM

## Q19 Do you or your organization currently pay for access to a prop shop?

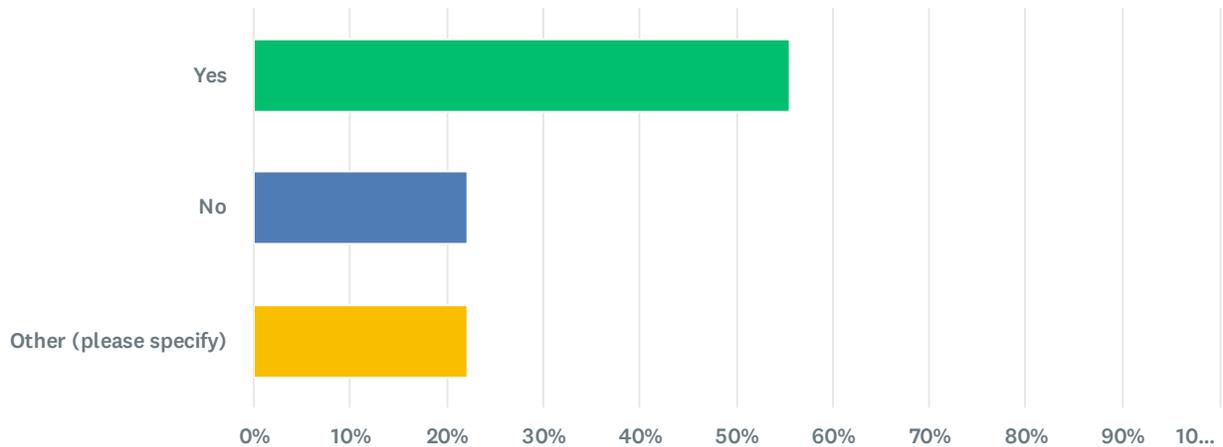
Answered: 9 Skipped: 13



Answer Choices ↓	Percentage ↓	Responses ↓	
● Yes	11.11%	1	...
● No	88.89%	8	...
<b>Total</b>		<b>9</b>	

## Q20 If no, would you / your organization pay for use of a prop shop if appropriate space became available?

Answered: 9 Skipped: 13

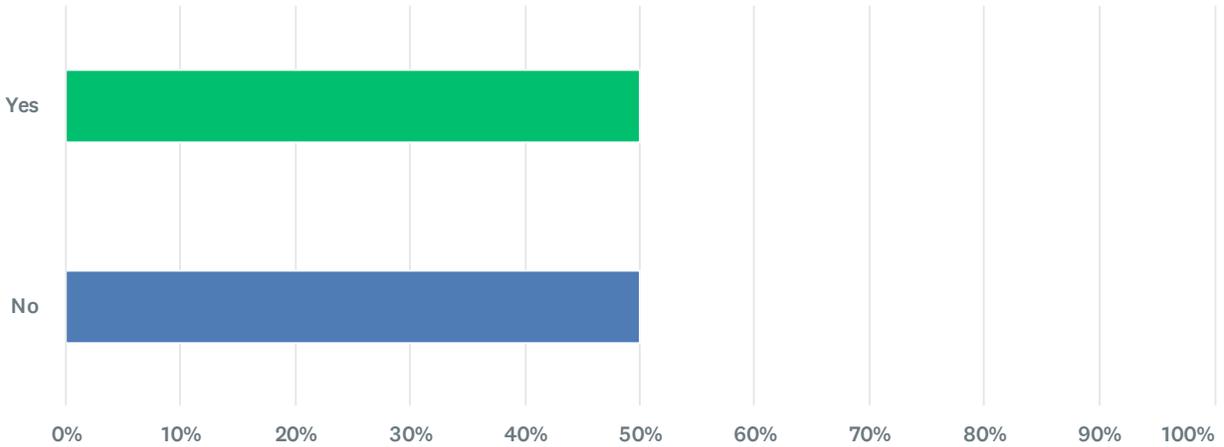


Answer Choices ↓	Percentage ↓	Responses ↓	
● Yes	55.56%	5	...
● No	22.22%	2	...
● Other (please specify) <a href="#">Show responses</a>	22.22%	2	...
<b>Total</b>		<b>9</b>	

#	OTHER (PLEASE SPECIFY)	DATE
1	grant funding required	12/16/2025 8:46 PM
2	dependent on cost	12/16/2025 9:01 AM

## Q21 Do you or your organization have any demand for access to a shared costume shop?

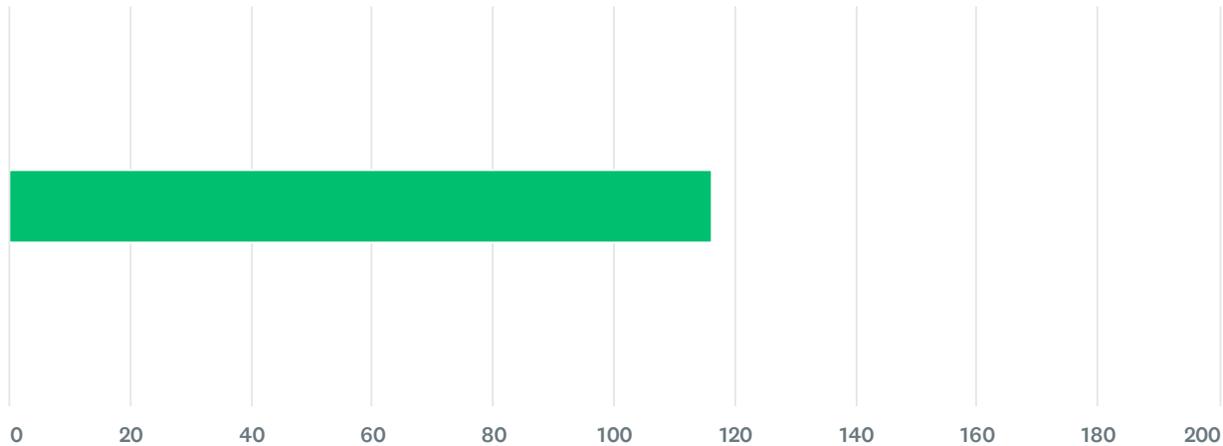
Answered: 20 Skipped: 2



Answer Choices ↓	Percentage ↓	Responses ↓	
● Yes	50.00%	10	...
● No	50.00%	10	...
<b>Total</b>		<b>20</b>	

Q22 If yes, how many days a year would you want to use the costume shop? Please use the slide to select the number of days between one and 365.

Answered: 9 Skipped: 13



Basic statistics				
Minimum	Maximum	Median	Mean	Standard Deviation
5.00	365.00	71.00	116.22	137.01

#		DATE
1	90	12/16/2025 8:47 PM
2	20	12/16/2025 9:04 AM
3	100	12/15/2025 12:02 PM
4	365	12/11/2025 7:24 PM
5	365	12/11/2025 7:19 PM
6	71	12/11/2025 6:53 PM
7	20	12/11/2025 1:38 PM
8	5	12/11/2025 12:40 PM
9	10	12/11/2025 11:39 AM

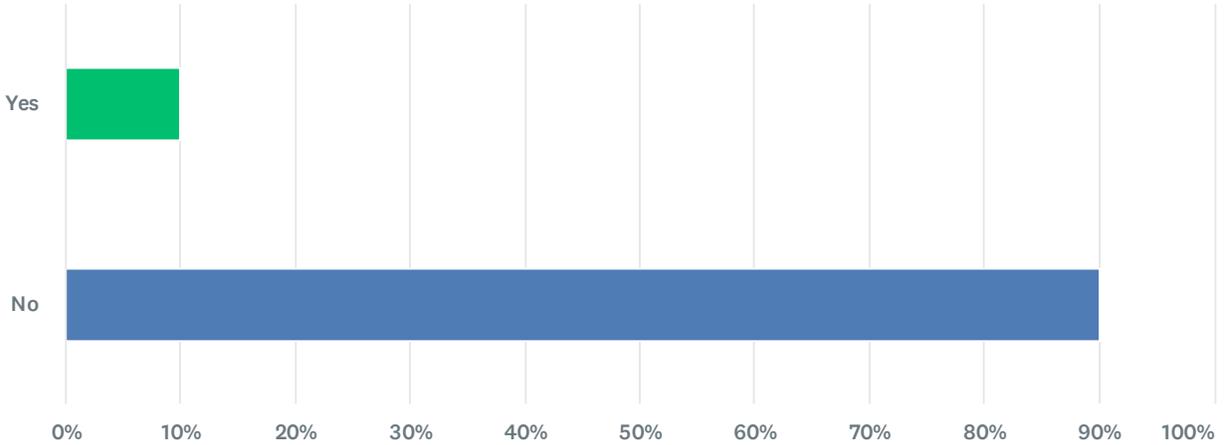
## Q23 What features would make the costume shop more attractive to you as a potential user?

Answered: 8 Skipped: 14

#	RESPONSES	DATE
1	wide selection of costumes that can be adjusted for size with velcro. Sewing machines for making items	12/16/2025 8:47 PM
2	costume storage, costume cleaning, various styles from various periods.	12/16/2025 9:04 AM
3	Body forms, quality sewing machines, surgers, steamers, large work tables, well-ventilated dye stations, washers and dryers, mirrors, dressing stalls	12/15/2025 12:02 PM
4	Shared costumes, storage, shared tools, and equipment, costume check out library	12/11/2025 7:24 PM
5	Year round storage	12/11/2025 7:19 PM
6	Laundry and dye area, fitting rooms, storage for a common stock	12/11/2025 6:53 PM
7	sewing machines and large layout table	12/11/2025 1:38 PM
8	Heavy duty sewing machines for leather, wool, kevlar, etc Sergers Large tables Dress forms for all body types	12/11/2025 11:39 AM

## Q24 Do you or your organization currently pay for access to a costume shop?

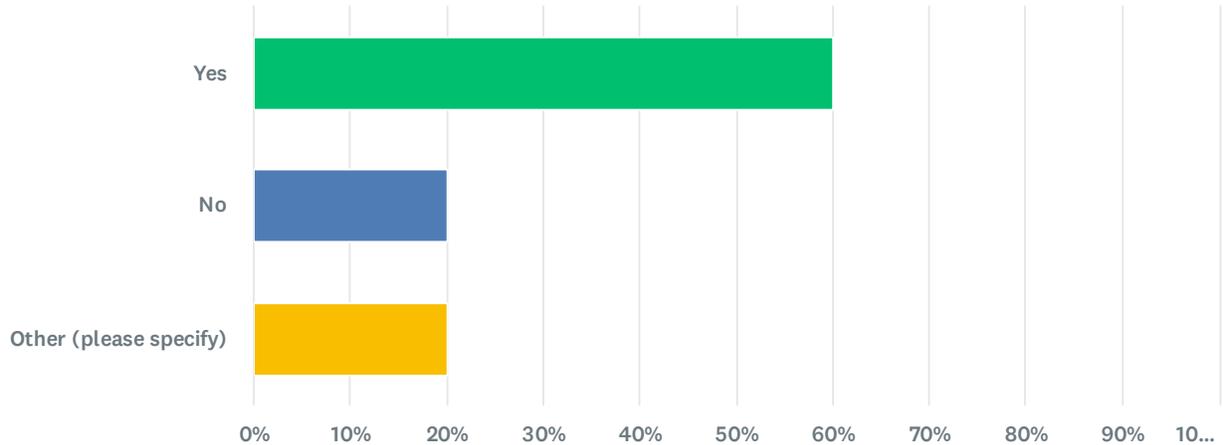
Answered: 10 Skipped: 12



Answer Choices ↓	Percentage ↓	Responses ↓	
● Yes	10.00%	1	...
● No	90.00%	9	...
<b>Total</b>		<b>10</b>	

## Q25 If no, would you / your organization pay for use of a costume shop if appropriate space became available?

Answered: 10 Skipped: 12



Answer Choices ↓	Percentage ↓	Responses ↓	
<span style="color: green;">●</span> Yes	60.00%	6	...
<span style="color: blue;">●</span> No	20.00%	2	...
<span style="color: orange;">●</span> Other (please specify) <a href="#">Show responses</a>	20.00%	2	...
<b>Total</b>		<b>10</b>	

#	OTHER (PLEASE SPECIFY)	DATE
1	If company is using or paying theatre or studio space for upcoming production then it should be open to the company	12/18/2025 5:46 PM
2	with grant funding	12/16/2025 8:47 PM

## Q26 Do you have any final recommendations for other types of support spaces that should be included as part of this project?

Answered: 12 Skipped: 10

#	RESPONSES	DATE
1	We're currently exploring solutions to some of our current problems (meaning I don't think this will answer these problems), but office space and storage are on the list.	12/17/2025 11:30 AM
2	NA	12/16/2025 9:51 PM
3	kitchen for catering and receptions or concessions. All-gender bathrooms.	12/16/2025 8:49 PM
4	For us, all of this has to do with reasonable cost. None of it is needed anymore now that we have our own space (forced since this project has taken a really long time). So some of this sounds cool but it will heavily depend on cost and benefits of use.	12/16/2025 8:41 PM
5	Sounds awesome for theater folks!	12/16/2025 7:49 PM
6	Set storage	12/16/2025 9:04 AM
7	Meeting, reception, event, fundraiser space(s) in addition to performance/rehearsal space. Organizations need "gathering" places.	12/15/2025 8:35 PM
8	Storage for rehearsal props and pieces in or near the room is important.	12/15/2025 12:03 PM
9	Controls for security and family-friendly (and secure) access for families is a priority with organizations who primarily serve children.	12/15/2025 10:59 AM
10	class/workshop space	12/12/2025 12:58 PM
11	No	12/11/2025 7:25 PM
12	N/A	12/11/2025 7:19 PM



## Appendix F

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# Pro-Forma Operating Budget



Center for Creativity Pro-forma Operating Budget		Pre-opening Year	% Ch.	Year One	% Ch.	Year Two	% Ch.	Year Three	% Ch.	Year Four	% Ch.	Year Five	% Ch.	Year Six	% Ch.	Year Seven	% Ch.	Year Eight
Commercial Rentals	Days of use							24		25		26		28		29		30
	Rental performances							20		21		22		23		24		25
	Capacity sold							70%		70%		71%		71%		72%		72%
	Attendance							2,800		2,940		3,124		3,266		3,456		3,600
	Average rent/day							\$ 900	3%	\$ 927	3%	\$ 955	3%	\$ 983	3%	\$ 1,013	3%	\$ 1,043
	Rental income							\$ 21,600		\$ 23,360		\$ 25,207		\$ 27,143		\$ 29,173		\$ 31,300
Total Activity	Days of use							114		118		122		127		131		135
	Performances							70		73		76		79		82		85
	Event attendance							9,000		9,400		9,952		10,358		10,928		11,340
	Ticket sales							\$ 56,000		\$ 63,448		\$ 72,311		\$ 80,687		\$ 90,761		\$ 100,161
	Rental income							\$ 69,600		\$ 74,036		\$ 78,676		\$ 83,528		\$ 88,600		\$ 93,901
Activity - Theater #3	Capacity											400		400		400		400
Presented Events	Days of use											20		21		22		23
	Performances											20		21		22		23
	Capacity sold											70%		70%		71%		71%
	Attendance											5,600		5,880		6,248		6,532
	Average ticket price											\$ 40.00	3%	\$ 41.20	3%	\$ 42.44	3%	\$ 43.71
	Ticket sales											\$ 224,000		\$ 242,256		\$ 265,140		\$ 285,508
	ticket sales											85%		85%		85%		85%
	Direct costs											\$ 190,400		\$ 205,918		\$ 225,369		\$ 242,682
	Margin on presenting											\$ 33,600		\$ 36,338		\$ 39,771		\$ 42,826
Nonprofit Rentals	Days of use											100		102		104		106
	Rental performances											50		51		52		53
	Capacity sold											60%		60%		61%		61%
	Attendance											12,000		12,240		12,688		12,932
	Average rent/day											\$ 1,200	3%	\$ 1,236	3%	\$ 1,273	3%	\$ 1,311
	Rental income											\$ 120,000		\$ 126,072		\$ 132,400		\$ 138,995
Commercial Rentals	Days of use											30		31		32		34
	Rental performances											25		26		27		28
	Capacity sold											70%		70%		71%		71%
	Attendance											7,000		7,280		7,668		7,952
	Average rent/day											\$ 1,800	3%	\$ 1,854	3%	\$ 1,910	3%	\$ 1,967
	Rental income											\$ 54,000		\$ 57,845		\$ 61,872		\$ 66,088
Total Activity	Days of use											150		154		158		163
	Performances											95		98		101		104
	Event attendance											24,600		25,400		26,604		27,416
	Ticket sales											\$ 224,000		\$ 242,256		\$ 265,140		\$ 285,508
	Rental income											\$ 174,000		\$ 183,917		\$ 194,272		\$ 205,083
Activity - Outdoor Theater	Capacity															300		300
Presented Events	Days of use															5		6
	Performances															5		6
	Capacity sold															70%		70%
	Attendance															1,050		1,260
	Average ticket price															\$ 25.00	3%	\$ 25.75
	Ticket sales															\$ 26,250		\$ 32,445
	ticket sales															85%		85%
	Direct costs															\$ 22,313		\$ 27,578
	Margin on presenting															\$ 3,938		\$ 4,867
Nonprofit Rentals	Days of use															50		54
	Rental performances															25		27
	Capacity sold															60%		60%

Center for Creativity Pro-forma Operating Budget		Pre-opening Year	% Ch.	Year One	% Ch.	Year Two	% Ch.	Year Three	% Ch.	Year Four	% Ch.	Year Five	% Ch.	Year Six	% Ch.	Year Seven	% Ch.	Year Eight
	Attendance															4,500		4,860
	Average rent/day															\$ 900	3%	\$ 927
	Rental income															\$ 45,000		\$ 50,058
Commercial Rentals	Days of use															12		14
	Rental performances															10		12
	Capacity sold															70%		70%
	Attendance															2,100		2,520
	Average rent/day															\$ 1,350	3%	\$ 1,391
	Rental income															\$ 16,200		\$ 20,023
Total Activity	Days of use															67		74
	Performances															40		45
	Event attendance															7,650		8,640
	Ticket sales															\$ 26,250		\$ 32,445
	Rental income															\$ 61,200		\$ 70,081
Activity - Rehearsal room #1	GSF			2,000		2,000		2,000		2,000		2,000		2,000		2,000		2,000
Nonprofit Rentals	Two-hour rentals			200		202		204		206		208		210		212		214
	Two-hour rental rate			\$ 50.00	3%	\$ 51.50	3%	\$ 53.05	3%	\$ 54.64	3%	\$ 56.28	3%	\$ 57.96	3%	\$ 59.70	3%	\$ 61.49
	Rental income			\$ 10,000		\$ 10,403		\$ 10,821		\$ 11,255		\$ 11,705		\$ 12,172		\$ 12,657		\$ 13,160
Commercial Rentals	Two-hour rentals			100		102		104		106		108		110		112		114
	Two-hour rental rate			\$ 75.00	3%	\$ 77.25	3%	\$ 79.57	3%	\$ 81.95	3%	\$ 84.41	3%	\$ 86.95	3%	\$ 89.55	3%	\$ 92.24
	Rental income			\$ 7,500		\$ 7,880		\$ 8,275		\$ 8,687		\$ 9,117		\$ 9,564		\$ 10,030		\$ 10,515
Total Activity	Two-hour rentals			300		304		308		312		316		320		324		328
	Rental income			\$ 17,500		\$ 18,283		\$ 19,096		\$ 19,942		\$ 20,822		\$ 21,736		\$ 22,687		\$ 23,675
Activity - Rehearsal room #2	GSF			800		800		800		800		800		800		800		800
Nonprofit Rentals	Two-hour rentals			200		202		204		206		208		210		212		214
	Two-hour rental rate			\$ 20.00	3%	\$ 20.60	3%	\$ 21.22	3%	\$ 21.85	3%	\$ 22.51	3%	\$ 23.19	3%	\$ 23.88	3%	\$ 24.60
	Rental income			\$ 4,000		\$ 4,161		\$ 4,328		\$ 4,502		\$ 4,682		\$ 4,869		\$ 5,063		\$ 5,264
Commercial Rentals	Two-hour rentals			100		102		104		106		108		110		112		114
	Two-hour rental rate			\$ 30.00	3%	\$ 30.90	3%	\$ 31.83	3%	\$ 32.78	3%	\$ 33.77	3%	\$ 34.78	3%	\$ 35.82	3%	\$ 36.90
	Rental income			\$ 3,000		\$ 3,152		\$ 3,310		\$ 3,475		\$ 3,647		\$ 3,826		\$ 4,012		\$ 4,206
Total Activity	Two-hour rentals			300		304		308		312		316		320		324		328
	Rental income			\$ 7,000		\$ 7,313		\$ 7,638		\$ 7,977		\$ 8,329		\$ 8,695		\$ 9,075		\$ 9,470
Activity - Rehearsal room #3	GSF			600		600		600		600		600		600		600		600
Nonprofit Rentals	Two-hour rentals			200		202		204		206		208		210		212		214
	Two-hour rental rate			\$ 15.00	3%	\$ 15.45	3%	\$ 15.91	3%	\$ 16.39	3%	\$ 16.88	3%	\$ 17.39	3%	\$ 17.91	3%	\$ 18.45
	Rental income			\$ 3,000		\$ 3,121		\$ 3,246		\$ 3,377		\$ 3,512		\$ 3,652		\$ 3,797		\$ 3,948
Commercial Rentals	Two-hour rentals			100		102		104		106		108		110		112		114
	Two-hour rental rate			\$ 22.50	3%	\$ 23.18	3%	\$ 23.87	3%	\$ 24.59	3%	\$ 25.32	3%	\$ 26.08	3%	\$ 26.87	3%	\$ 27.67
	Rental income			\$ 2,250		\$ 2,364		\$ 2,483		\$ 2,606		\$ 2,735		\$ 2,869		\$ 3,009		\$ 3,155
Total Activity	Two-hour rentals			300		304		308		312		316		320		324		328
	Rental income			\$ 5,250		\$ 5,485		\$ 5,729		\$ 5,983		\$ 6,247		\$ 6,521		\$ 6,806		\$ 7,103
Activity - Scene Shop	GSF			3,200		3,200		3,200		3,200		3,200		3,200		3,200		3,200
Nonprofit Rentals	Four-hour rentals			200		202		204		206		208		210		212		214
	Four-hour rental rate			\$ 160.00	3%	\$ 164.80	3%	\$ 169.74	3%	\$ 174.84	3%	\$ 180.08	3%	\$ 185.48	3%	\$ 191.05	3%	\$ 196.78
	Rental income			\$ 32,000		\$ 33,290		\$ 34,628		\$ 36,016		\$ 37,457		\$ 38,952		\$ 40,502		\$ 42,111

Center for Creativity Pro-forma Operating Budget		Pre-opening Year	% Ch.	Year One	% Ch.	Year Two	% Ch.	Year Three	% Ch.	Year Four	% Ch.	Year Five	% Ch.	Year Six	% Ch.	Year Seven	% Ch.	Year Eight
Commercial Rentals	Four-hour rentals			100		102		104		106		108		110		112		114
	Four-hour rental rate			\$ 240.00	3%	\$ 247.20	3%	\$ 254.62	3%	\$ 262.25	3%	\$ 270.12	3%	\$ 278.23	3%	\$ 286.57	3%	\$ 295.17
	Rental income			\$ 24,000		\$ 25,214		\$ 26,480		\$ 27,799		\$ 29,173		\$ 30,605		\$ 32,096		\$ 33,649
Total Activity	Four-hour rentals			300		304		308		312		316		320		324		328
	Rental income			\$ 56,000		\$ 58,504		\$ 61,108		\$ 63,815		\$ 66,630		\$ 69,556		\$ 72,598		\$ 75,760
Activity - Costume Shop	GSF			1,000		1,000		1,000		1,000		1,000		1,000		1,000		1,000
Nonprofit Rentals	Four-hour rentals			200		202		204		206		208		210		212		214
	Four-hour rental rate			\$ 50.00	3%	\$ 51.50	3%	\$ 53.05	3%	\$ 54.64	3%	\$ 56.28	3%	\$ 57.96	3%	\$ 59.70	3%	\$ 61.49
	Rental income			\$ 10,000		\$ 10,403		\$ 10,821		\$ 11,255		\$ 11,705		\$ 12,172		\$ 12,657		\$ 13,160
Commercial Rentals	Four-hour rentals			100		102		104		106		108		110		112		114
	Four-hour rental rate			\$ 75.00	3%	\$ 77.25	3%	\$ 79.57	3%	\$ 81.95	3%	\$ 84.41	3%	\$ 86.95	3%	\$ 89.55	3%	\$ 92.24
	Rental income			\$ 7,500		\$ 7,880		\$ 8,275		\$ 8,687		\$ 9,117		\$ 9,564		\$ 10,030		\$ 10,515
Total Activity	Four-hour rentals			300		304		308		312		316		320		324		328
	Rental income			\$ 17,500		\$ 18,283		\$ 19,096		\$ 19,942		\$ 20,822		\$ 21,736		\$ 22,687		\$ 23,675
Activity - Prop Shop	GSF			600		600		600		600		600		600		600		600
Nonprofit Rentals	Four-hour rentals			200		202		204		206		208		210		212		214
	Four-hour rental rate			\$ 30.00	3%	\$ 30.90	3%	\$ 31.83	3%	\$ 32.78	3%	\$ 33.77	3%	\$ 34.78	3%	\$ 35.82	3%	\$ 36.90
	Rental income			\$ 6,000		\$ 6,242		\$ 6,493		\$ 6,753		\$ 7,023		\$ 7,303		\$ 7,594		\$ 7,896
Commercial Rentals	Four-hour rentals			100		102		104		106		108		110		112		114
	Four-hour rental rate			\$ 45.00	3%	\$ 46.35	3%	\$ 47.74	3%	\$ 49.17	3%	\$ 50.65	3%	\$ 52.17	3%	\$ 53.73	3%	\$ 55.34
	Rental income			\$ 4,500		\$ 4,728		\$ 4,965		\$ 5,212		\$ 5,470		\$ 5,738		\$ 6,018		\$ 6,309
Total Activity	Four-hour rentals			300		304		308		312		316		320		324		328
	Rental income			\$ 10,500		\$ 10,970		\$ 11,458		\$ 11,965		\$ 12,493		\$ 13,042		\$ 13,612		\$ 14,205
<b>Earned Revenue</b>	esented event ticket sales			16,800		20,188		80,104		91,378		328,726		359,669		423,991		464,800
	Rental income			172,250		180,265		258,207		271,323		458,993		483,157		569,557		604,715
	User fees			129,188		135,199		193,655		203,492		344,245		362,368		427,168		453,537
	Food and beverage			13,340		14,152		34,335		36,683		95,124		101,251		127,582		137,370
	Ticketing income			33,350		35,381		91,707		91,707		237,809		253,127		318,955		343,424
	Production facility tuition income			-		20,000		22,660		25,674		29,088		32,957		37,340		42,307
	Production contract income			-		-		10,000		20,600		31,827		43,709		56,275		69,556
				<b>364,928</b>		<b>405,185</b>		<b>684,798</b>		<b>740,857</b>		<b>1,525,812</b>		<b>1,636,238</b>		<b>1,960,869</b>		<b>2,115,708</b>
<b>Contributed Income</b>	Government grants	200,000	50%	300,000	10%	330,000	10%	363,000	10%	399,300	10%	439,230	10%	483,153	10%	531,468	10%	584,615
	Corporate Event Sponsorship			3,000		3,605		13,905		15,914		50,128		80,562		142,326		157,660
	Private sector grants and donations	300,000	50%	450,000	10%	495,000	10%	544,500	10%	598,950	10%	658,845	10%	724,730	10%	797,202	10%	876,923
		<b>500,000</b>		<b>753,000</b>		<b>828,605</b>		<b>921,405</b>		<b>1,014,164</b>		<b>1,148,203</b>		<b>1,288,445</b>		<b>1,470,997</b>		<b>1,619,198</b>
<b>Total Income</b>		<b>500,000</b>		<b>1,117,928</b>		<b>1,233,790</b>		<b>1,606,203</b>		<b>1,755,020</b>		<b>2,674,014</b>		<b>2,924,682</b>		<b>3,431,866</b>		<b>3,734,906</b>
<b>Operating Expenses</b>	Executive Director	110,000	4%	114,400	4%	118,976	4%	123,735	4%	128,684	4%	133,832	4%	139,185	4%	144,752	4%	150,543
	Custodian			50,000	4%	52,000	4%	54,080	4%	56,243	4%	58,493	4%	60,833	4%	63,266	4%	65,797
	Development Director					90,000	4%	93,600	4%	97,344	4%	101,238	4%	105,287	4%	109,499	4%	113,879
	Technical Director							80,000	4%	83,200	4%	86,528	4%	89,989	4%	93,589	4%	97,332
	Marketing Manager									75,000	4%	78,000	4%	81,120	4%	84,365	4%	87,739
	Admin Assistant											40,000	4%	41,600	4%	43,264	4%	44,995
	Ticketing/IT Manager											60,000	4%	62,400	4%	64,896	4%	67,492
	Finance Manager													50,000	4%	52,000	4%	54,080
	Operations Manager														60,000	4%	62,400	
	Sub-total	<b>110,000</b>		<b>164,400</b>		<b>260,976</b>		<b>351,415</b>		<b>440,472</b>		<b>558,091</b>		<b>630,414</b>		<b>715,631</b>		<b>744,256</b>

Center for Creativity Pro-forma Operating Budget		Pre-opening Year	% Ch.	Year One	% Ch.	Year Two	% Ch.	Year Three	% Ch.	Year Four	% Ch.	Year Five	% Ch.	Year Six	% Ch.	Year Seven	% Ch.	Year Eight
	Benefits	-		49,320		78,293		105,425		132,141		167,427		189,124		214,689		223,277
	<b>Total</b>	<b>110,000</b>		<b>213,720</b>		<b>339,269</b>		<b>456,840</b>		<b>572,613</b>		<b>725,518</b>		<b>819,538</b>		<b>930,320</b>		<b>967,533</b>
Part-time staff	Technical Director			40,000	4%	41,600												
	Bookkeeper			30,000	4%	31,200	4%	32,448	4%	33,746	4%	35,096						
	Grantwriter			25,000	4%	26,000	4%	27,040	4%	28,122	4%	29,246	4%	30,416	4%	31,633	4%	32,898
	House Management			13,568		14,371		43,251		46,017		83,270		88,439		119,329		127,868
	Box office			25,600		26,368		40,739		41,961		64,829		66,774		103,166		106,261
	Security			19,344		20,374		34,027		36,002		55,624		58,811		70,461		27,551
	Production Staff			193,440		203,742		136,108		144,009		292,024		308,760		457,994		488,361
	Maintenance			46,080		47,462		48,886		50,353		51,863		53,419		55,022		56,673
	Sub-total			298,032		312,317		303,010		318,342		547,610		576,203		805,971		806,714
	Benefits			44,705		46,848		45,452		47,751		82,141		86,430		120,896		121,007
	<b>Total</b>			<b>342,737</b>		<b>359,165</b>		<b>348,462</b>		<b>366,093</b>		<b>629,751</b>		<b>662,634</b>		<b>926,867</b>		<b>927,721</b>
Non-Personnel Expenses	costs of presented events	-		15,120		18,169		69,293		79,068		281,037		307,555		362,484		397,414
	Ticketing	-		10,005		10,614		25,751		27,512		71,343		75,938		95,687		103,027
	Marketing	-		13,340		14,152		34,335		36,683		95,124		101,251		127,582		137,370
	Fundraising	75,000		188,250		213,366		244,380		277,051		323,078		373,415		439,112		497,852
	Administration	50,000	100%	100,000	3%	103,000	3%	106,090	3%	109,273	3%	112,551	3%	115,927	3%	119,405	3%	122,987
	Occupancy			220,000		226,600		303,417		312,520		476,653		490,953		484,577		499,114
Total Operating Costs		<b>235,000</b>		<b>1,103,172</b>		<b>1,284,335</b>		<b>1,588,568</b>		<b>1,780,813</b>		<b>2,715,054</b>		<b>2,947,211</b>		<b>3,486,033</b>		<b>3,653,018</b>
Result of Operations		<b>265,000</b>		<b>14,756</b>		<b>(50,545)</b>		<b>17,635</b>		<b>(25,793)</b>		<b>(41,040)</b>		<b>(22,529)</b>		<b>(54,167)</b>		<b>81,888</b>
Earned Rev/Op Expenses		0%		33%		32%		43%		42%		56%		56%		56%		58%
<b>Ratios &amp; Formulas</b>	Total Paid Attendance			6,670		6,870		16,182		16,785		42,258		43,670		53,424		55,847
	User Fees as a % of rental income			75%		75%		75%		75%		75%		75%		75%		75%
	F&B net revenue/attender			\$ 2.00	3%	\$ 2.06	3%	\$ 2.12	3%	\$ 2.19	3%	\$ 2.25	3%	\$ 2.32	3%	\$ 2.39	3%	\$ 2.46
	Ticketing fees/attender			\$ 5.00	3%	\$ 5.15	3%	\$ 5.30	3%	\$ 5.46	3%	\$ 5.63	3%	\$ 5.80	3%	\$ 5.97	3%	\$ 6.15
	Sponsorship revenue/presented performance			\$ 500	3%	\$ 515	50%	\$ 773	3%	\$ 796	50%	\$ 1,194	50%	\$ 1,790	50%	\$ 2,685	3%	\$ 2,766
	Tuition hours			200	10%	220	10%	266	10%	242	10%	293	10%	293	10%	322	10%	354
	Average tuition fee/hour			\$ 100	3%	\$ 103	3%	\$ 106	3%	\$ 109	3%	\$ 113	3%	\$ 116	3%	\$ 119	3%	\$ 119
	Production contracts			1		2		3		4		5		6				
	Average contract fee			\$ 10,000	3%	\$ 10,300	3%	\$ 10,609	3%	\$ 10,927	3%	\$ 11,255	3%	\$ 11,593	3%	\$ 11,927	3%	\$ 12,281
	Full-time staff benefits as % of salary			30%		30%		30%		30%		30%		30%		30%		30%
	Part-time staff benefits as % of pay			15%		15%		15%		15%		15%		15%		15%		15%
	Part-time staff																	
	House management hours/performance			8		8		14		14		16		16		18		18
	House management rate			\$ 16.00	3%	\$ 16.48	3%	\$ 16.97	3%	\$ 17.48	3%	\$ 18.01	3%	\$ 18.55	3%	\$ 19.10	3%	\$ 19.68
	Box office hours			1,600		1,600		2,400		2,400		3,600		3,600		5,400		5,400
	Box office rate			\$ 16.00	3%	\$ 16.48	3%	\$ 16.97	3%	\$ 17.48	3%	\$ 18.01	3%	\$ 18.55	3%	\$ 19.10	3%	\$ 19.68
	Security hours/use day			4		4		4		4		4		4		4		4
	Security rate			\$ 26.00	3%	\$ 26.78	3%	\$ 27.58	3%	\$ 28.41	3%	\$ 29.26	3%	\$ 30.14	3%	\$ 31.05	3%	\$ 31.98
	Production hours/event days			40		40		16		16		21		21		26		26
	Production crew rate			\$ 26.00	3%	\$ 26.78	3%	\$ 27.58	3%	\$ 28.41	3%	\$ 29.26	3%	\$ 30.14	3%	\$ 31.05	3%	\$ 31.98
	Maintenance hours			2,880		2,880		2,880		2,880		2,880		2,880		2,880		2,880
	Maintenance rate			\$ 16.00	3%	\$ 16.48	3%	\$ 16.97	3%	\$ 17.48	3%	\$ 18.01	3%	\$ 18.55	3%	\$ 19.10	3%	\$ 19.68
	Ticketing costs/ticket sold			\$ 1.50	3%	\$ 1.55	3%	\$ 1.59	3%	\$ 1.64	3%	\$ 1.69	3%	\$ 1.74	3%	\$ 1.79	3%	\$ 1.84
	Marketing costs/event attender			\$ 2.00	3%	\$ 2.06	3%	\$ 2.12	3%	\$ 2.19	3%	\$ 2.25	3%	\$ 2.32	3%	\$ 2.39	3%	\$ 2.46
	Fundraising costs/dollar raised			\$ 0.25	3%	\$ 0.26	3%	\$ 0.27	3%	\$ 0.27	3%	\$ 0.28	3%	\$ 0.29	3%	\$ 0.30	3%	\$ 0.31
	Occupancy costs/sf			\$ 5.50	3%	\$ 5.67	3%	\$ 5.83	3%	\$ 6.01	3%	\$ 6.19	3%	\$ 6.38	-5%	\$ 6.06	3%	\$ 6.24
CPI Escalation				3%		3%		3%		3%		3%		3%		3%		3%

## Appendix G

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# Facility Benchmarks

	MATCH	Sammons Center	The Gordy	Worham Center for the Arts	Atlas Performing Arts Center	The Greenhouse Theater Center
<b>Market Characteristics</b>	<b>MATCH</b>	<b>Sammons Center</b>	<b>The Gordy</b>	<b>Worham Center for the Arts</b>	<b>Atlas Performing Arts Center</b>	<b>The Greenhouse Theater Center</b>
Location	Houston, TX	Dallas, TX	Houston, TX	Asheville, NC	Washington, DC	Chicago, IL
Local Population	2,300,400 (7,510,300 MSA)	1,302,900 (8,100,000 MSA)	2,300,400 (7,510,300 MSA)	95,000 (417,200 MSA)	678,972 (6,304,400 MSA)	2,664,500 (9,262,600 MSA)
Local Educational Attain (age 25+ with Bach. Deg. or above)	36%	38.7%	36%	55.6%	65.9%	45.7%
Local Median Household Income	\$62,894	\$70,121	\$62,894	\$66,032	\$108,210	\$74,474
<b>Facility Characteristics</b>	<b>MATCH</b>	<b>Sammons Center</b>	<b>The Gordy</b>	<b>Worham Center for the Arts</b>	<b>Atlas Performing Arts Center</b>	<b>The Greenhouse Theater Center</b>
Owner	Match Midtown Arts & Theater Center Houston (501c3)	City of Dallas	Stages (501c3 producer)	Pack Place Performing Arts (501c3) d.b.a. Worham Center for the Arts	Atlas Performing Arts Center (501c3)	Wendy and William Spatz Charitable Foundation
Operator	Match Midtown Arts & Theater Center Houston (501c3)	Sammons Center for the Arts (501c3)	Stages (501c3 producer)	Pack Place Performing Arts (501c3) d.b.a. Worham Center for the Arts	Atlas Performing Arts Center (501c3)	Greenhouse Theater Center (501c3)
Year Opened	2015	1988	2020	1992, 2019 expansion	2006 (originally 1938)	2008 (then owned and operated by the 501c3 Victory Gardens Theater)
Main Space Capacity	Matchbox 4: 323-seat proscenium stag	Meadows Hall: 300 seated capacity for theater or 240 seated capacity for banquets	Sterling Stage: 251-seating in thrust configuration	Diana Wortham Theatre: 500-seat	Lang Theater: 258 fixed-seat space	Down Main: 195 seat 3-tier proscenium with two dressing rooms
Secondary Space Capacity	Matchbox 1: 116 seating capacity in the round Matchbox 2: 153 seating capacity on permanent risers Matchbox 3: 144 seating capacity in the round or 123 with end stage	Kurt Hall: 150 seated capacity with 1,200-sqft Cree Mezzanine Suite: 150 capacity with 1,200-sqft	Smith Stage: 220 seats in arena style seating Levit Stage: high flex space for ~100 or less attendees	Tina McGuire Theatre: 80-100 seat flex black box Henry LaBrun Studio: 60-80 capacity flex space for rehearsals, classes, and community events	Sprenger Theater: 196-seat capacity flex space Lab II: 80-seat capacity black box Lab I: 60-seat capacity black box	Up Main: 121-156 seat stage with two dressing rooms Down Studio: 58 seating black box with one dressing room Up Studio: 50 seat black box with one dressing room Studio 44: 43 seat black box with one dressing room
Other Public Spaces	3000-sqft gallery, 60x32' rehearsal room, and lobby area connected to Matchbox 4 stage	Conference room with 20 person capacity	Herzstein Lobby, Edmundson Gallery, Lancaster Lounge, the Brown Foundation Lawn	Spacious lobby and courtyard	Four rehearsal studios, two with sprung floors and mirrors, sizes ranging from 800 to 1,600-sqft Office space available for nonprofit group use, expansive lobby and bar	26' x 16' rehearsal room
Total Gross Square Footage	59,000-sqft	~20,000-sqft	66,850-sqft	28,000-sqft	59,000-sqft	~20,000-sqft
<b>Activity</b>	<b>MATCH</b>	<b>Sammons Center</b>	<b>The Gordy</b>	<b>Worham Center for the Arts</b>	<b>Atlas Performing Arts Center</b>	<b>The Greenhouse Theater Center</b>
Description of film exhibition program	Hosts nonprofit film festivals	NA - not set part of programming	NA - not set part of programming	NA - not set part of programming	NA - not set part of programming	NA - not set part of programming
Estimated # of Screenings for coming year	30	NA - not set part of programming	NA - not set part of programming	NA - not set part of programming	NA - not set part of programming	NA - not set part of programming
Description of Educational Programs	Not internally programmed, but heavily used by arts education programmers, educational performance groups, and arts education schools (such dance and youth orchestras)	Discover series offers lectures and educational talks	Student matinee program, internship and career training programs	Student performances, adult and young learner dance classes, 1-5k creative arts summer camp	Atlas Master Class Series with visiting artists, bi-annual Family Fun Days with fee all-ages building-wide arts activities and live performances and workshops, and "City at Peace" summer youth employment program	Fellowship residency program for incubating emerging theatre groups with free rehearsal space, access to tech support, set number of performances days with discounted rate for additional opportunities

Description of Live Events	Mix of dance, music, theatre (dramatic plays and musicals), film, and multidisciplinary programs, including arts festivals, local talent, and touring acts	Mix of music, dance, cabaret, theatre, and speaker/lecture series	Averages 12 theatrical productions a year, primarily dramatic theatre with some Broadway style musicals	Mix of comedy, music, theatre, dance, lectures and speaker series	Presenting series of music, theatre, and dance, Atlas INTERSECTIONS Festival with mix of dance, spoken word, music, aerials, and theatre artists, Arts Lab program for individual artists culminating in final performances	Mix of dramatic and musical theatre, comedy, and dance
Estimated # live performances	700-1,100 per year	250	430	300	430	350
Estimated total live performance attendance for coming year	80,000	37,500	50,000	55,000	60,000	18,000
Description of rental activity	Subsidized rental space to incubate arts talent is tenant of model, mix of dance, music, theatre, film, and multidisciplinary artists and arts groups as well as visual art in gallery space	Used by over 100 external groups on average per year, with mix of music, dance, arts education performances and recitals, and lectures/speaker events	Mix of theatrical productions, special events, and nonprofit festival partnerships	Hosts events for over 40 local arts organizations, including local ballet, theatre collectives, dance academies, orchestras, and spoken word groups	Four resident companies (symphony, theatre, dance) and fellowship artist presentations, focus on prioritizing space accessibility for local performing artists and creators	Reduced rental rate for numerous spaces to allow for access by emerging performing arts groups, with heavy emphasis on theatre
<b>Staffing Levels</b>	<b>MATCH</b>	<b>Sammons Center</b>	<b>The Gordy</b>	<b>Wortham Center for the Arts</b>	<b>Atlas Performing Arts Center</b>	<b>The Greenhouse Theater Center</b>
Payroll Expenses	\$895,886	\$577,217	\$3,436,456	\$949,994	\$1,690,054	\$175,036
Payroll Expenses (as a % of Op. Expenses)	34%	57%	49%	44%	47%	32%
Full-time Staff	7 (89 staff total)	11 (36 staff total)	30	13 (66 staff total)	11 (72 staff total)	4 (12 staff total)
<b>Financial Performance</b>	<b>MATCH</b>	<b>Sammons Center</b>	<b>The Gordy</b>	<b>Wortham Center for the Arts</b>	<b>Atlas Performing Arts Center</b>	<b>The Greenhouse Theater Center</b>
Year of Budget	FY2024	FY2024	FY2024	FY2024	FY2024	FY2024
Total Earned Income	\$1,349,802	\$279,465	\$2,604,858	\$1,397,751	\$1,248,332	\$622,118
Total Contributed Income	\$526,410	\$1,258,841	\$3,668,465	\$536,344	\$1,420,752	\$0
Contributed Income from Private Sources	\$412,294	\$859,126	\$3,638,465	\$485,094	\$764,416	\$0
Contributed Income from Public Sources	\$114,116	\$399,715	\$30,000	\$51,250	\$656,336	\$0
Total Revenue	\$1,876,212	\$1,538,306	\$6,273,323	\$1,934,095	\$2,669,084	\$622,118
Total Operating Expenses	\$2,626,225	\$1,020,360	\$7,005,428	\$2,173,434	\$3,613,270	\$550,478
Operating Surplus (Deficit)	(\$750,013)	\$517,946	(\$732,105)	(\$239,339)	(\$944,186)	\$71,640
Earned Income (as a % of Op Expenses)	51%	27%	37%	64%	35%	113%

## Appendix H

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# Economic Impact Data

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Hamilton County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
1111C0 Oilseed and grain farming	1.3897	0.1763	4.5284	0.5083	1.7888	1.4521
111200 Vegetable and melon farming	1.3840	0.2215	6.2760	0.6491	1.5468	1.3028
111300 Fruit and tree nut farming	1.2541	0.2223	7.9409	0.7553	1.3267	1.1614
111400 Greenhouse, nursery, and floriculture production	1.2817	0.2864	9.1389	0.6707	1.2446	1.1281
111900 Other crop farming	1.4248	0.2572	7.2825	0.5828	1.4890	1.2720
112120 Dairy cattle and milk production	1.4335	0.1828	4.7171	0.4910	1.7784	1.3611
1121A0 Beef cattle ranching and farming, including feedlots and dual-purpose ranching and farming	1.2025	0.1364	3.8881	0.4201	1.3841	1.1846
112300 Poultry and egg production	1.4203	0.1789	4.0269	0.3465	1.8152	1.4843
112A00 Animal production, except cattle and poultry and eggs	1.1480	0.1496	4.1736	0.7746	1.2518	1.1361
113000 Forestry and logging	1.1799	0.3587	5.5870	0.6797	1.1536	1.2471
114000 Fishing, hunting and trapping	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
115000 Support activities for agriculture and forestry	1.1212	0.4284	14.0470	0.8700	1.0634	1.0248
211000 Oil and gas extraction	1.1810	0.2444	1.7577	0.7363	1.1843	1.3666
212100 Coal mining	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
212230 Copper, nickel, lead, and zinc mining	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
2122A0 Iron, gold, silver, and other metal ore mining	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
212310 Stone mining and quarrying	1.3535	0.2018	2.9028	0.7481	1.5673	1.5302
2123A0 Other nonmetallic mineral mining and quarrying	1.3611	0.2325	2.6224	0.7302	1.4551	1.6118
213111 Drilling oil and gas wells	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
21311A Other support activities for mining	1.3493	0.2547	2.4141	0.7011	1.4081	1.9504
2211A0 Electric power generation, transmission, and distribution*	1.2637	0.1501	1.7116	0.7851	1.6661	2.2593
221200 Natural gas distribution	1.2561	0.1936	2.2758	0.8110	1.4866	1.8883
221300 Water, sewage and other systems	1.2660	0.2094	2.5951	0.8007	1.4185	1.4960
2332EH Education, hospital, and health structures	1.2725	0.3364	4.5078	0.7358	1.1830	1.2020
23030A Maintenance and repair construction	1.4066	0.3668	5.2015	0.7434	1.2808	1.3343
2332OC Office and commercial structures	1.4074	0.2941	4.0138	0.7120	1.3573	1.3895
2334OR Other residential construction	1.4743	0.3054	4.3902	0.7270	1.4662	1.5787
2332OT Other nonresidential structures	1.3538	0.3284	4.4407	0.7601	1.2624	1.2961
2332PC Power and communication structures	1.2635	0.2854	3.7523	0.8185	1.2266	1.2547
2334SF Single-family residential structures	1.4104	0.3537	4.8800	0.7644	1.3074	1.3993
2332TH Transportation structures and highways and streets	1.3956	0.2708	3.6157	0.7320	1.3890	1.4251
321100 Sawmills and wood preservation	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
321200 Veneer, plywood, and engineered wood product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
321910 Millwork	1.3457	0.2024	3.2686	0.5379	1.4708	1.4215
3219A0 All other wood product manufacturing	1.4007	0.2268	3.5715	0.5340	1.4892	1.4864

(Continued)

Region Definition: Hamilton, TN

\*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Hamilton County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
327100 Clay product and refractory manufacturing	1.4360	0.2744	4.4095	0.7294	1.4430	1.3931
327200 Glass and glass product manufacturing	1.4594	0.2130	3.0993	0.6873	1.6161	1.6283
327310 Cement manufacturing	1.4114	0.1774	2.1625	0.7797	1.6988	2.0115
327320 Ready-mix concrete manufacturing	1.5632	0.2236	3.0917	0.6689	1.7454	1.7847
327330 Concrete pipe, brick, and block manufacturing	1.4585	0.2562	3.6076	0.7538	1.4783	1.5135
327390 Other concrete product manufacturing	1.4795	0.2576	3.7690	0.7323	1.5362	1.5829
327400 Lime and gypsum product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
327910 Abrasive product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
327991 Cut stone and stone product manufacturing	1.5043	0.3033	5.4222	0.7154	1.4593	1.3990
327992 Ground or treated mineral and earth manufacturing	1.4845	0.1817	2.2639	0.7073	1.7394	1.9331
327993 Mineral wool manufacturing	1.3869	0.1975	2.6812	0.7085	1.5398	1.6019
327999 Miscellaneous nonmetallic mineral products	1.5364	0.1945	2.6470	0.7598	1.8624	1.9157
331110 Iron and steel mills and ferroalloy manufacturing	1.5714	0.2050	2.7174	0.5212	1.9630	2.2183
331200 Steel product manufacturing from purchased steel	1.5843	0.2033	2.8733	0.5482	1.8512	1.8822
331314 Secondary smelting and alloying of aluminum	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
331313 Alumina refining and primary aluminum production	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33131B Aluminum product manufacturing from purchased aluminum	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
331410 Nonferrous metal (except aluminum) smelting and refining	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
331420 Copper rolling, drawing, extruding, and alloying	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
331490 Nonferrous metal (except copper and aluminum) rolling, drawing, extruding, and alloying	1.2869	0.1591	2.2717	0.4690	1.5231	1.6180
331510 Ferrous metal foundries	1.4754	0.2370	3.6306	0.6564	1.6126	1.6156
331520 Nonferrous metal foundries	1.4042	0.2407	3.5516	0.6201	1.5178	1.5904
332114 Custom roll forming	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33211A All other forging, stamping, and sintering	1.6613	0.2474	3.9728	0.6480	1.8656	1.8968
332119 Metal crown, closure, and other metal stamping (except automotive)	1.5659	0.2720	4.4569	0.6585	1.5312	1.4665
332200 Cutlery and handtool manufacturing	1.4783	0.2573	4.0350	0.6909	1.5125	1.4772
332310 Plate work and fabricated structural product manufacturing	1.6283	0.2504	3.5088	0.6205	1.7733	1.9634
332320 Ornamental and architectural metal products manufacturing	1.5090	0.2657	4.0139	0.6435	1.5007	1.4992
332410 Power boiler and heat exchanger manufacturing	1.4757	0.2289	3.3629	0.6381	1.5902	1.6201
332420 Metal tank (heavy gauge) manufacturing	1.5281	0.2666	4.0591	0.6699	1.5160	1.5085
332430 Metal can, box, and other metal container (light gauge) manufacturing	1.2774	0.1700	2.2325	0.4730	1.3675	1.3992
332500 Hardware manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332600 Spring and wire product manufacturing	1.5009	0.2701	4.5385	0.6477	1.5050	1.4476

(Continued)

Region Definition: Hamilton, TN

\*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

**Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Hamilton County (Type I)**

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
332710 Machine shops	1.3778	0.3324	5.3881	0.7065	1.2952	1.3063
332720 Turned product and screw, nut, and bolt manufacturing	1.4686	0.1968	2.8344	0.6317	1.7582	1.8640
332800 Coating, engraving, heat treating, and allied activities	1.4014	0.2567	4.3844	0.6824	1.3940	1.3311
332913 Plumbing fixture fitting and trim manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33291A Valve and fittings other than plumbing	1.4388	0.2406	3.2759	0.6715	1.5266	1.6251
332991 Ball and roller bearing manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332996 Fabricated pipe and pipe fitting manufacturing	1.3913	0.2827	4.7306	0.6693	1.3115	1.2682
33299A Ammunition, arms, ordnance, and accessories manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332999 Other fabricated metal manufacturing	1.4713	0.2582	4.0942	0.6226	1.4620	1.4182
333111 Farm machinery and equipment manufacturing	1.4496	0.2037	3.3825	0.5978	1.6159	1.4895
333112 Lawn and garden equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333120 Construction machinery manufacturing	1.4183	0.1780	2.5065	0.5803	1.7043	1.7199
333130 Mining and oil and gas field machinery manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333242 Semiconductor machinery manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33329A Other industrial machinery manufacturing	1.4942	0.2386	3.3332	0.6272	1.6885	1.7263
333314 Optical instrument and lens manufacturing	1.3331	0.3159	4.6498	0.6341	1.2949	1.2861
333316 Photographic and photocopying equipment manufacturing	1.3687	0.3268	4.7591	0.6676	1.3196	1.2966
333318 Other commercial and service industry machinery manufacturing	1.4567	0.2367	3.4585	0.6253	1.5711	1.5488
333414 Heating equipment (except warm air furnaces) manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333415 Air conditioning, refrigeration, and warm air heating equipment manufacturing	1.4206	0.1799	2.7414	0.5964	1.7224	1.6482
333413 Industrial and commercial fan and blower and air purification equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333511 Industrial mold manufacturing	1.4101	0.3155	5.0385	0.6665	1.3300	1.2904
333514 Special tool, die, jig, and fixture manufacturing	1.3000	0.3406	5.0175	0.6805	1.2195	1.2113
333517 Machine tool manufacturing	1.3472	0.2951	4.4545	0.6129	1.3079	1.2815
33351B Cutting and machine tool accessory, rolling mill, and other metalworking machinery manufacturing	1.3715	0.2573	3.4065	0.6041	1.4254	1.4576
333611 Turbine and turbine generator set units manufacturing	1.3823	0.1981	1.8990	0.6141	1.5495	2.1433
333612 Speed changer, industrial high-speed drive, and gear manufacturing	1.6165	0.2614	4.1329	0.7206	1.6531	1.5848
333613 Mechanical power transmission equipment manufacturing	1.4676	0.1966	2.8370	0.6754	1.7561	1.7763
333618 Other engine equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333912 Air and gas compressor manufacturing	1.4213	0.1945	2.9325	0.5570	1.6438	1.6221

(Continued)

Region Definition: Hamilton, TN

\*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.
4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.
6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Hamilton County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
333914 Measuring, dispensing, and other pumping equipment manufacturing	1.4737	0.1905	2.6343	0.6408	1.8242	1.9989
333920 Material handling equipment manufacturing	1.4895	0.2030	2.6966	0.6064	1.7359	1.8567
333991 Power-driven handtool manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333993 Packaging machinery manufacturing	1.3319	0.2130	3.0583	0.5811	1.4832	1.4970
333994 Industrial process furnace and oven manufacturing	1.4868	0.2636	3.2373	0.6380	1.5491	1.6558
33399A Other general purpose machinery manufacturing	1.4497	0.1987	2.7376	0.6258	1.6885	1.7162
33399B Fluid power process machinery	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334111 Electronic computer manufacturing	1.2762	0.3247	4.0340	0.8602	1.3203	1.3930
334112 Computer storage device manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334118 Computer terminals and other computer peripheral equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334210 Telephone apparatus manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334220 Broadcast and wireless communications equipment	1.1688	0.2764	3.5435	0.7931	1.1495	1.1804
334290 Other communications equipment manufacturing	1.2564	0.2996	2.9593	0.8352	1.2281	1.3319
334413 Semiconductor and related device manufacturing	1.1491	0.2514	3.0464	0.8430	1.1488	1.1802
334418 Printed circuit assembly (electronic assembly) manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33441A Other electronic component manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334510 Electromedical and electrotherapeutic apparatus manufacturing	1.2332	0.2335	2.1985	0.7585	1.2284	1.3832
334511 Search, detection, and navigation instruments manufacturing	1.1441	0.2688	2.4780	0.8128	1.1308	1.2308
334512 Automatic environmental control manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334513 Industrial process variable instruments manufacturing	1.1408	0.4479	5.0702	0.8325	1.0709	1.0912
334514 Totalizing fluid meter and counting device manufacturing	1.2674	0.2080	2.6653	0.6889	1.3759	1.4377
334515 Electricity and signal testing instruments manufacturing	1.2028	0.2771	3.5105	0.7913	1.1948	1.2280
334516 Analytical laboratory instrument manufacturing	1.1924	0.2971	3.5110	0.8015	1.1431	1.1785
334517 Irradiation apparatus manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33451A Watch, clock, and other measuring and controlling device manufacturing	1.2079	0.2752	3.0712	0.7770	1.1739	1.2284
334300 Audio and video equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334610 Manufacturing and reproducing magnetic and optical media	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335110 Electric lamp bulb and part manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335120 Lighting fixture manufacturing	1.3392	0.2106	2.8325	0.6479	1.4396	1.5107
335210 Small electrical appliance manufacturing	1.3551	0.2024	3.1560	0.7049	1.4521	1.3956
335220 Major household appliance manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000

(Continued)

Region Definition: Hamilton, TN

\*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

**Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Hamilton County (Type I)**

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
335311 Power, distribution, and specialty transformer manufacturing	1.2696	0.2806	4.1672	0.6803	1.2084	1.1995
335312 Motor and generator manufacturing	1.2756	0.2047	2.5984	0.5259	1.3342	1.3789
335313 Switchgear and switchboard apparatus manufacturing	1.4638	0.2198	2.7012	0.6730	1.6097	1.7881
335314 Relay and industrial control manufacturing	1.3700	0.3017	4.5034	0.6688	1.3005	1.2797
335911 Storage battery manufacturing	1.4091	0.1821	2.2735	0.5458	1.5974	1.7825
335912 Primary battery manufacturing	1.2878	0.3075	3.6122	0.8396	1.1829	1.2418
335920 Communication and energy wire and cable manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335930 Wiring device manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335991 Carbon and graphite product manufacturing	1.3897	0.1666	2.2752	0.7409	1.5957	1.6424
335999 All other miscellaneous electrical equipment and component manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336111 Automobile manufacturing	1.5742	0.1919	2.4115	0.5373	1.8377	2.1807
336112 Light truck and utility vehicle manufacturing	1.6454	0.1992	2.5080	0.5215	1.9069	2.2680
336120 Heavy duty truck manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336211 Motor vehicle body manufacturing	1.5565	0.2327	3.7206	0.5300	1.6899	1.6089
336212 Truck trailer manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336213 Motor home manufacturing	1.7683	0.2821	5.2738	0.6726	2.1360	1.8391
336214 Travel trailer and camper manufacturing	1.4239	0.1732	3.2061	0.5290	1.6582	1.4652
336310 Motor vehicle gasoline engine and engine parts manufacturing	1.4874	0.1948	3.0256	0.4654	1.8652	1.7691
336320 Motor vehicle electrical and electronic equipment manufacturing	1.4047	0.1818	2.7745	0.4691	1.7406	1.7303
336350 Motor vehicle transmission and power train parts manufacturing	1.4110	0.1780	2.8321	0.5000	1.7048	1.6106
336360 Motor vehicle seating and interior trim manufacturing	1.7645	0.2261	3.7666	0.5763	2.1651	2.0110
336370 Motor vehicle metal stamping	1.6796	0.2119	3.1870	0.5787	2.0290	1.9378
336390 Other motor vehicle parts manufacturing	1.6272	0.2083	3.1903	0.5563	1.9943	1.9439
3363A0 Motor vehicle steering, suspension component (except spring), and brake systems manufacturing	1.5271	0.1984	3.0834	0.4865	1.8997	1.8033
336411 Aircraft manufacturing	1.2281	0.1461	1.5645	0.6104	1.3929	1.5758
336412 Aircraft engine and engine parts manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336413 Other aircraft parts and auxiliary equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336414 Guided missile and space vehicle manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33641A Propulsion units and parts for space vehicles and guided missiles	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336500 Railroad rolling stock manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336611 Ship building and repairing	1.3674	0.3125	4.0079	0.6778	1.3581	1.5780
336612 Boat building	1.5050	0.2109	3.2108	0.5148	1.7422	1.6967

(Continued)

Region Definition: Hamilton, TN

\*Includes Government enterprises.

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3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.
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5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.
6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

**Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Hamilton County (Type I)**

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
336991 Motorcycle, bicycle, and parts manufacturing	1.4075	0.2508	3.5716	0.7001	1.4553	1.4685
336992 Military armored vehicle, tank, and tank component manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336999 All other transportation equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
337110 Wood kitchen cabinet and countertop manufacturing	1.3145	0.3021	5.5253	0.6121	1.2492	1.2039
337121 Upholstered household furniture manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
337122 Nonupholstered wood household furniture manufacturing	1.3068	0.2811	6.1716	0.5558	1.2655	1.1704
337127 Institutional furniture manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33712N Other household nonupholstered furniture	1.4788	0.1974	3.1971	0.5260	1.7974	1.7456
337215 Showcase, partition, shelving, and locker manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33721A Office furniture and custom architectural woodwork and millwork manufacturing	1.4059	0.2171	3.8832	0.5822	1.5618	1.4535
337900 Other furniture related product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
339112 Surgical and medical instrument manufacturing	1.3076	0.2447	2.6095	0.7941	1.3143	1.4752
339113 Surgical appliance and supplies manufacturing	1.3277	0.2355	2.8801	0.7560	1.3834	1.4822
339114 Dental equipment and supplies manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
339115 Ophthalmic goods manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
339116 Dental laboratories	1.2990	0.3271	5.6404	0.7186	1.2581	1.2176
339910 Jewelry and silverware manufacturing	1.3538	0.1928	4.6461	0.5718	1.6412	1.3436
339920 Sporting and athletic goods manufacturing	1.4183	0.2574	3.6585	0.6867	1.4617	1.4722
339930 Doll, toy, and game manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
339940 Office supplies (except paper) manufacturing	1.6116	0.2519	3.8895	0.6133	1.7009	1.6132
339950 Sign manufacturing	1.4737	0.2917	4.4601	0.6594	1.3953	1.3740
339990 All other miscellaneous manufacturing	1.4610	0.2640	3.6020	0.7042	1.4903	1.5501
311111 Dog and cat food manufacturing	1.4346	0.1801	2.4179	0.4800	1.6767	1.7529
311119 Other animal food manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311210 Flour milling and malt manufacturing	1.4604	0.1881	2.5748	0.4505	1.7521	1.8144
311221 Wet corn milling	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311225 Fats and oils refining and blending	1.3123	0.1627	2.3609	0.3122	1.5150	1.4871
311224 Soybean and other oilseed processing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311230 Breakfast cereal manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311300 Sugar and confectionery product manufacturing	1.5805	0.2033	3.0728	0.5296	1.8932	1.8427
311410 Frozen food manufacturing	1.4663	0.1841	2.8887	0.4981	1.7142	1.6714
311420 Fruit and vegetable canning, pickling, and drying	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311513 Cheese manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311514 Dry, condensed, and evaporated dairy product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
31151A Fluid milk and butter manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000

(Continued)

Region Definition: Hamilton, TN

\*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.
4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.
6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Hamilton County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
311520 Ice cream and frozen dessert manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311615 Poultry processing	1.5590	0.1901	3.9400	0.4657	1.7705	1.6308
31161A Animal (except poultry) slaughtering, rendering, and processing	1.2548	0.1527	2.4667	0.2893	1.4220	1.4019
311700 Seafood product preparation and packaging	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311810 Bread and bakery product manufacturing	1.5035	0.2420	4.3094	0.5896	1.6039	1.4321
3118A0 Cookie, cracker, pasta, and tortilla manufacturing	1.6433	0.2104	3.1717	0.6025	1.9590	1.8665
311910 Snack food manufacturing	1.4368	0.1837	2.8444	0.5466	1.7109	1.6371
311920 Coffee and tea manufacturing	1.5204	0.1941	3.0729	0.4876	1.8076	1.7114
311930 Flavoring syrup and concentrate manufacturing	1.3186	0.1830	1.7381	0.6647	1.5081	2.0148
311940 Seasoning and dressing manufacturing	1.5647	0.1991	3.2852	0.5622	1.8539	1.6943
311990 All other food manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
312110 Soft drink and ice manufacturing	1.5476	0.2020	3.0116	0.5603	1.8591	1.8889
312120 Breweries	1.4123	0.1723	4.0676	0.6533	1.6045	1.3451
312130 Wineries	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
312140 Distilleries	1.4646	0.1839	2.7418	0.7910	1.7127	1.6577
312200 Tobacco product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
313100 Fiber, yarn, and thread mills	1.5573	0.2068	3.4126	0.4785	1.8198	1.5843
313200 Fabric mills	1.6239	0.2419	3.9737	0.6066	1.7499	1.5733
313300 Textile and fabric finishing and fabric coating mills	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
314110 Carpet and rug mills	1.6442	0.2114	3.7477	0.6365	1.9647	1.6035
314120 Curtain and linen mills	1.4580	0.2373	5.3779	0.5831	1.5158	1.2962
314900 Other textile product mills	1.4184	0.2729	5.8609	0.6589	1.3615	1.2319
315000 Apparel manufacturing	1.2938	0.4134	9.9367	0.8149	1.1685	1.1122
316000 Leather and allied product manufacturing	1.4314	0.2719	6.5852	0.6974	1.4256	1.2334
322110 Pulp mills	1.4587	0.1938	2.8629	0.5328	1.8043	1.8558
322120 Paper mills	1.5263	0.1983	2.3235	0.5907	1.8466	2.3453
322130 Paperboard mills	1.5047	0.1978	2.3455	0.5939	1.8419	2.2780
322210 Paperboard container manufacturing	1.7824	0.2308	3.3267	0.6160	2.1492	2.0627
322220 Paper bag and coated and treated paper manufacturing	1.6253	0.2203	3.1138	0.6003	1.8434	1.8491
322230 Stationery product manufacturing	1.8383	0.2503	3.5242	0.6160	2.2021	2.2198
322291 Sanitary paper product manufacturing	1.6928	0.2390	3.0604	0.6302	1.8505	2.1486
322299 All other converted paper product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
323110 Printing	1.4627	0.2690	4.9177	0.7114	1.4691	1.4120
323120 Support activities for printing	1.3995	0.3709	6.2182	0.7935	1.2897	1.3048
324110 Petroleum refineries	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
324121 Asphalt paving mixture and block manufacturing	1.3686	0.1767	2.1631	0.4210	1.6454	1.8427

(Continued)

Region Definition: Hamilton, TN

\*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Hamilton County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
324122 Asphalt shingle and coating materials manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
324190 Other petroleum and coal products manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325110 Petrochemical manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325120 Industrial gas manufacturing	1.4973	0.2449	2.7086	0.6488	1.5412	1.7538
325130 Synthetic dye and pigment manufacturing	1.3707	0.1879	2.0617	0.5558	1.5925	1.9097
325180 Other basic inorganic chemical manufacturing	1.3764	0.1753	1.9399	0.6592	1.6326	2.0330
325190 Other basic organic chemical manufacturing	1.4219	0.1814	2.1652	0.4767	1.6888	1.9473
325211 Plastics material and resin manufacturing	1.5522	0.1929	2.4382	0.4940	1.7960	1.8993
3252A0 Synthetic rubber and artificial and synthetic fibers and filaments manufacturing	1.4934	0.2314	2.5399	0.5615	1.5481	1.7544
325411 Medicinal and botanical manufacturing	1.3018	0.2270	3.2557	0.6654	1.3835	1.3662
325412 Pharmaceutical preparation manufacturing	1.2105	0.1528	1.4754	0.7370	1.4231	1.7134
325413 In-vitro diagnostic substance manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325414 Biological product (except diagnostic) manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325310 Fertilizer manufacturing	1.3429	0.1716	2.0936	0.6268	1.5983	1.8192
325320 Pesticide and other agricultural chemical manufacturing	1.4507	0.1786	1.9604	0.5892	1.6636	1.8973
325510 Paint and coating manufacturing	1.5455	0.1929	2.2311	0.6202	1.7965	2.0490
325520 Adhesive manufacturing	1.5069	0.1902	2.2963	0.6323	1.7711	1.9707
325610 Soap and cleaning compound manufacturing	1.4474	0.1824	2.6494	0.7256	1.6986	1.7141
325620 Toilet preparation manufacturing	1.4120	0.1787	2.6406	0.7301	1.6642	1.6702
325910 Printing ink manufacturing	1.4919	0.1927	2.2622	0.5459	1.7821	1.9280
3259A0 All other chemical product and preparation manufacturing	1.5189	0.1944	2.3445	0.5987	1.8103	2.0019
326110 Plastics packaging materials and unlaminated film and sheet manufacturing	1.7843	0.2232	3.0343	0.6096	2.0781	2.1217
326120 Plastics pipe, pipe fitting, and unlaminated profile shape manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
326130 Laminated plastics plate, sheet (except packaging), and shape manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
326140 Polystyrene foam product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
326150 Urethane and other foam product (except polystyrene) manufacturing	1.5715	0.2101	3.5839	0.5639	1.7568	1.5506
326160 Plastics bottle manufacturing	1.7527	0.2275	3.5239	0.6101	1.9272	1.7552
326190 Other plastics product manufacturing	1.7157	0.2273	3.5959	0.6353	1.9958	1.8448
326210 Tire manufacturing	1.5455	0.2235	3.1431	0.6151	1.7674	1.8060
326220 Rubber and plastics hoses and belting manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
326290 Other rubber product manufacturing	1.5977	0.2204	3.4814	0.6144	1.8921	1.7906
420000 Wholesale trade	1.3900	0.2675	3.5365	0.8003	1.4902	1.7654
441000 Motor vehicle and parts dealers	1.3141	0.2932	4.0497	0.8469	1.2896	1.4014

(Continued)

Region Definition: Hamilton, TN

\*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Hamilton County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
445000 Food and beverage stores	1.3490	0.3201	8.8077	0.8564	1.2574	1.1563
452000 General merchandise stores	1.3271	0.2993	9.5374	0.8461	1.2797	1.1382
444000 Building material and garden equipment and supplies dealers	1.2584	0.2885	6.1288	0.8836	1.2242	1.1918
446000 Health and personal care stores	1.3411	0.3597	8.8624	0.8682	1.2159	1.1643
447000 Gasoline stations	1.4412	0.3017	7.5004	0.8296	1.4066	1.2754
448000 Clothing and clothing accessories stores	1.4557	0.2710	9.1430	0.7805	1.4927	1.2121
454000 Nonstore retailers	1.3724	0.1954	4.9713	0.8335	1.7273	1.4152
4B0000 All other retail	1.3298	0.3819	10.3486	0.8582	1.1980	1.1313
481000 Air transportation	1.2899	0.1851	2.3539	0.7026	1.5309	1.8338
482000 Rail transportation	1.3054	0.1884	2.6100	0.7296	1.5831	1.6365
483000 Water transportation	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
484000 Truck transportation	1.5269	0.2934	4.7654	0.7763	1.5829	1.7138
485A00 Transit and ground passenger transportation*	1.4742	0.3124	12.9690	0.6162	1.4958	1.1593
486000 Pipeline transportation	1.1604	0.4140	2.9777	0.9372	1.0861	1.2244
48A000 Scenic and sightseeing transportation and support activities for transportation	1.4823	0.3115	4.5510	0.7505	1.5181	1.7061
492000 Couriers and messengers	1.3893	0.2835	10.1833	0.7908	1.3948	1.1552
493000 Warehousing and storage	1.4967	0.3202	6.4540	0.7769	1.4675	1.4122
511110 Newspaper publishers	1.2327	0.2922	9.0298	0.8248	1.2410	1.1225
511120 Periodical publishers	1.2797	0.2972	5.0919	0.7797	1.2799	1.2789
511130 Book publishers	1.4018	0.2097	3.2872	0.7066	1.8942	2.0485
5111A0 Directory, mailing list, and other publishers	1.3290	0.2378	4.9586	0.7746	1.4352	1.3473
511200 Software publishers	1.3027	0.2291	3.0687	0.8115	1.4515	1.6135
512100 Motion picture and video industries	1.1973	0.2014	4.7773	0.7552	1.2527	1.1997
512200 Sound recording industries	1.1220	0.1400	1.6300	0.8240	1.2647	1.4483
515100 Radio and television broadcasting	1.3977	0.3788	3.2961	0.6618	1.3648	1.4711
515200 Cable and other subscription programming	1.2356	0.2414	1.9838	0.7029	1.2769	1.6434
517110 Wired telecommunications carriers	1.2645	0.1708	3.1598	0.7052	1.5429	1.5719
517210 Wireless telecommunications carriers (except satellite)	1.3245	0.1859	3.6015	0.7394	1.6789	1.5611
517A00 Satellite, telecommunications resellers, and all other telecommunications	1.3035	0.1895	3.1646	0.7035	1.4895	1.5080
518200 Data processing, hosting, and related services	1.3492	0.2316	2.7176	0.7554	1.5810	2.1322
519130 Internet publishing and broadcasting and web search portals	1.2918	0.2605	3.4374	0.7832	1.3926	1.6015
5191A0 News syndicates, libraries, archives, and all other information services	1.0563	0.4675	12.4082	0.9733	1.0329	1.0188
522A00 Nondepository credit intermediation and related activities	1.3634	0.2675	3.6219	0.7442	1.4937	1.6978
52A000 Monetary authorities and depository credit intermediation	1.2474	0.2243	2.9972	0.8167	1.3428	1.5201

(Continued)

Region Definition: Hamilton, TN

\*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

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4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

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6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Hamilton County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
523900 Other financial investment activities	1.3836	0.4257	9.5451	0.7458	1.2899	1.2077
523A00 Securities and commodity contracts intermediation and brokerage	1.2301	0.3828	7.6628	0.6692	1.1735	1.1377
524113 Direct life insurance carriers	1.3215	0.3328	4.0248	0.7796	1.3178	1.4630
5241XX Insurance carriers, except direct life insurance	1.3860	0.2233	3.0968	0.7567	1.6749	1.7143
524200 Insurance agencies, brokerages, and related activities	1.4596	0.3297	4.3007	0.8045	1.4664	1.5173
525000 Funds, trusts, and other financial vehicles	1.5467	0.2640	9.0065	0.3348	2.1798	1.4358
531000 Real estate	1.3070	0.1797	4.6398	0.8812	1.5677	1.3536
532100 Automotive equipment rental and leasing	1.4122	0.2753	4.8111	0.7952	1.4716	1.4425
532400 Commercial and industrial machinery and equipment rental and leasing	1.3906	0.2477	3.5302	0.8041	1.5121	1.6522
532A00 General and consumer goods rental	1.3519	0.4121	8.3460	0.8122	1.2169	1.1657
533000 Lessors of nonfinancial intangible assets	1.3225	0.1898	3.0231	0.8349	1.6561	1.9494
541100 Legal services	1.2221	0.4857	4.5113	0.8881	1.1114	1.2562
541511 Custom computer programming services	1.2186	0.5109	6.1170	0.8886	1.1357	1.2655
541512 Computer systems design services	1.2750	0.4459	5.5253	0.8182	1.1861	1.2925
54151A Other computer related services, including facilities management	1.2629	0.4297	5.7195	0.8038	1.1829	1.2907
541200 Accounting, tax preparation, bookkeeping, and payroll services	1.2323	0.4670	6.5347	0.8731	1.1347	1.1942
541300 Architectural, engineering, and related services	1.3209	0.4281	4.8619	0.8242	1.2320	1.3812
541610 Management consulting services	1.2666	0.4784	7.4524	0.8467	1.1576	1.1996
5416A0 Environmental and other technical consulting services	1.3577	0.4949	7.2745	0.8045	1.2364	1.3013
541700 Scientific research and development services	1.4197	0.3700	4.0633	0.7282	1.4035	1.7302
541800 Advertising, public relations, and related services	1.2373	0.3413	5.5371	0.8283	1.1801	1.2259
541400 Specialized design services	1.2722	0.4828	10.4445	0.8480	1.1454	1.1227
541920 Photographic services	1.3846	0.3197	9.5033	0.8218	1.3244	1.1893
541940 Veterinary services	1.1805	0.4982	10.9868	0.8005	1.0756	1.0524
5419A0 All other miscellaneous professional, scientific, and technical services	1.2862	0.5022	7.1914	0.8021	1.1464	1.1936
550000 Management of companies and enterprises	1.2808	0.3729	3.7027	0.8252	1.2123	1.4336
561300 Employment services	1.3163	0.4154	10.7181	0.8369	1.2449	1.1816
561700 Services to buildings and dwellings	1.3851	0.3605	9.6767	0.7420	1.2968	1.1692
561100 Office administrative services	1.3066	0.4402	5.4098	0.8225	1.2073	1.3208
561200 Facilities support services	1.4730	0.3091	6.6319	0.7253	1.6059	1.4503
561400 Business support services	1.3824	0.3913	9.0219	0.7629	1.3072	1.2331
561500 Travel arrangement and reservation services	1.4547	0.3337	5.2464	0.7138	1.4909	1.5538
561600 Investigation and security services	1.2807	0.4641	12.6783	0.8213	1.1651	1.0976
561900 Other support services	1.3845	0.3984	7.4452	0.7639	1.2838	1.2991

(Continued)

Region Definition: Hamilton, TN

\*Includes Government enterprises.

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SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Hamilton County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
562000 Waste management and remediation services	1.4895	0.2687	4.2240	0.7239	1.6027	1.6472
611100 Elementary and secondary schools	1.1781	0.4910	13.9381	0.8742	1.0727	1.0509
611A00 Junior colleges, colleges, universities, and professional schools	1.2438	0.4158	8.7492	0.8718	1.1174	1.1088
611B00 Other educational services	1.3323	0.4031	11.6098	0.7246	1.2365	1.1347
621100 Offices of physicians	1.3214	0.4733	4.8451	0.8173	1.1845	1.3494
621200 Offices of dentists	1.2035	0.3916	5.9941	0.8857	1.1221	1.1362
621300 Offices of other health practitioners	1.2061	0.3624	6.8641	0.8745	1.1268	1.1225
621400 Outpatient care centers	1.3163	0.4057	6.1133	0.8132	1.2256	1.3105
621500 Medical and diagnostic laboratories	1.1876	0.3338	4.2206	0.8288	1.1427	1.1829
621600 Home health care services	1.2408	0.5133	10.4523	0.8651	1.1070	1.0948
621900 Other ambulatory health care services	1.4245	0.4177	5.9184	0.7704	1.2833	1.2913
622000 Hospitals	1.3869	0.3944	5.5867	0.8101	1.2928	1.4048
623A00 Nursing and community care facilities	1.3686	0.4183	10.3300	0.8122	1.2280	1.1765
623B00 Residential mental health, substance abuse, and other residential care facilities	1.2920	0.4476	10.5853	0.8437	1.1446	1.1176
624100 Individual and family services	1.3111	0.4690	14.5597	0.8201	1.1443	1.0784
624400 Child day care services	1.3891	0.4140	14.3886	0.7816	1.2020	1.1065
624A00 Community food, housing, and other relief services, including rehabilitation services	1.4953	0.3650	8.7315	0.6915	1.3362	1.2368
711100 Performing arts companies	1.3159	0.3479	11.5568	0.7956	1.2472	1.1277
711200 Spectator sports	1.1337	0.4786	6.0416	0.8204	1.0747	1.1143
711500 Independent artists, writers, and performers	1.1936	0.2644	4.4374	0.8281	1.2558	1.2710
711A00 Promoters of performing arts and sports and agents for public figures	1.3747	0.2912	8.8932	0.7445	1.4072	1.2808
712000 Museums, historical sites, zoos, and parks	1.4289	0.2868	6.8011	0.8425	1.4003	1.2869
713100 Amusement parks and arcades	1.2659	0.2771	7.3206	0.8188	1.2379	1.1426
713200 Gambling industries (except casino hotels)	1.3521	0.2613	3.5431	0.7702	1.4856	1.6484
713900 Other amusement and recreation industries	1.4078	0.3373	10.3138	0.7926	1.2789	1.1591
721000 Accommodation	1.2948	0.2825	5.4059	0.7938	1.3180	1.2618
722110 Full-service restaurants	1.3266	0.3568	9.4886	0.7778	1.2171	1.1255
722211 Limited-service restaurants	1.4389	0.2771	8.8144	0.7106	1.4345	1.1969
722A00 All other food and drinking places	1.2711	0.4122	12.0817	0.7861	1.1709	1.0925
811100 Automotive repair and maintenance	1.2777	0.3479	6.4294	0.7182	1.1850	1.1684
811200 Electronic and precision equipment repair and maintenance	1.2457	0.4103	5.9752	0.7843	1.1756	1.2252
811300 Commercial and industrial machinery and equipment repair and maintenance	1.3151	0.3874	5.0829	0.7574	1.2123	1.3058
811400 Personal and household goods repair and maintenance	1.3400	0.3343	6.5884	0.7371	1.2744	1.2268
812100 Personal care services	1.3897	0.3834	11.8916	0.7954	1.2607	1.1529

(Continued)

Region Definition: Hamilton, TN

\*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

**Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Hamilton County (Type I)**

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
812200 Death care services	1.2052	0.3681	10.2122	0.7166	1.1124	1.0573
812300 Dry-cleaning and laundry services	1.2692	0.4016	10.6309	0.8245	1.1568	1.1020
812900 Other personal services	1.3938	0.3739	12.0268	0.7726	1.2673	1.1447
813100 Religious organizations	1.2849	0.3546	7.9504	0.8693	1.1732	1.1617
813A00 Grantmaking, giving, and social advocacy organizations	1.2909	0.3575	6.1213	0.8269	1.2474	1.2566
813B00 Civic, social, professional, and similar organizations	1.3109	0.3822	9.4452	0.8005	1.2275	1.1390
491000 Postal service	1.1204	0.3739	4.9454	0.8805	1.0611	1.0732
S00A00 Other government enterprises	1.5730	0.3000	4.0169	0.7554	1.8609	2.0150
H00000 Households	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000

Region Definition: Hamilton, TN

\*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.
4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.
6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

## TABLE 33

### Average Per Person Event-Related Expenditures by RESIDENT Attendees at In-Person Activities to Eligible Arts and Culture Organizations Per Study Region During 2022-23

This table presents the average dollars spent per person by **resident** attendees as a result of their attendance to activities that were presented, produced, or hosted by eligible arts and organizations in each participating study region. Residents are attendees who reside within the county where the activity took place (or within the multi-community region for regional analyses, or within the state for statewide analyses). Residency is determined based on the ZIP code provided by each audience survey respondent (or, in the absence of a ZIP code, by the primary reason for being in the community). Summary statistics are calculated for each population cohort.

**Column Two:**

The average dollars spent per person by resident arts and culture attendees to purchase **food, drinks, and/or meals** (e.g., dinner at a restaurant, coffee at a cafe) before or after attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Three:**

The average dollars spent per person by resident arts and culture attendees to make **retail purchases** (including souvenirs, gifts, books, recordings, art) as a result of their attendance at an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Four:**

The average dollars spent per person by resident arts and culture attendees to purchase **groceries and/or supplies** as a result of their attendance at an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Five:**

The average dollars spent per person by resident arts and culture attendees on **local transportation** (e.g., gas, parking, taxi/rideshare fares, tolls, car rentals) for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Six:**

The average dollars spent per person by resident arts and culture attendees to purchase **clothing and/or accessories** for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Seven:**

The average dollars spent per person by resident arts and culture attendees to pay for **childcare** for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Eight:**

The average dollars spent per person by resident arts and culture attendees on **overnight lodging** (e.g., hotel, motel, bed-and-breakfast, Airbnb or other private rental) for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization. (The audience-intercept survey instrument requested that respondents limit their response by providing the cost of one night only.)

**Column Nine:**

The average dollars spent per person by resident arts and culture attendees on **miscellaneous goods and services** for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Ten:**

The overall average dollars spent per person by resident arts and culture attendees in all categories for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization. This figure is the sum of Column Two through Column Nine.

**Column Eleven:**

The total number of audience-intercept surveys that were used to make this calculation. These surveys were collected by the local or statewide research partners.

**TABLE 33****Average Per Person Event-Related Expenditures by RESIDENT Attendees at In-Person Activities to Eligible Arts and Culture Organizations Per Study Region During 2022-23**

<b>POPULATION COHORT C</b> <b>Population = 100,000 to 249,999</b> Number of Communities = 63	<b>RESIDENT Attendees Only</b>								<b>Average Per Person Expenditure</b>
	<b>Food &amp; Drink</b>	<b>Retail Shopping</b>	<b>Supplies &amp; Groceries</b>	<b>Local Transportation</b>	<b>Clothing &amp; Accessories</b>	<b>Childcare</b>	<b>Overnight Lodging</b>	<b>Other/ Miscellaneous</b>	
City of Carmel (IN)	\$13.52	\$4.55	\$2.55	\$1.79	\$2.77	\$0.41	\$0.76	\$1.00	<b>\$27.35</b>
City of Renton (WA)	\$11.63	\$8.00	\$5.08	\$3.19	\$3.76	\$1.44	\$1.54	\$2.73	<b>\$37.37</b>
Craven County (NC)	\$20.13	\$10.59	\$3.95	\$3.08	\$4.69	\$0.80	\$0.38	\$2.10	<b>\$45.72</b>
Platte County (MO)	\$15.67	\$0.40	\$0.25	\$2.58	\$5.18	\$1.23	\$0.30	\$0.50	<b>\$26.11</b>
Cecil County (MD) <sup>2</sup>	\$12.37	\$5.20	\$2.05	\$1.21	\$2.18	\$1.05	\$0.22	\$1.97	<b>\$26.25</b>
City of Boulder (CO)	\$12.75	\$4.07	\$2.64	\$1.73	\$0.89	\$0.93	\$0.49	\$2.09	<b>\$25.59</b>
Bradley County (TN) <sup>2</sup>	\$8.72	\$4.49	\$2.36	\$2.15	\$2.88	\$0.73	\$0.43	\$1.06	<b>\$22.82</b>
City of Lewisville (TX)	\$16.75	\$2.17	\$1.67	\$1.83	\$2.75	\$0.70	\$0.96	\$0.97	<b>\$27.80</b>
City of Elgin (IL)	\$11.55	\$2.17	\$1.89	\$1.83	\$1.38	\$0.70	\$0.63	\$0.86	<b>\$21.01</b>
Douglas County (OR)	\$7.22	\$13.62	\$2.98	\$3.30	\$2.69	\$0.21	\$1.36	\$2.67	<b>\$34.05</b>
City of West Palm Beach (FL)	\$14.62	\$3.97	\$1.11	\$4.42	\$1.92	\$0.67	\$1.38	\$1.04	<b>\$29.13</b>
Flagler County (FL)	\$10.37	\$6.20	\$4.09	\$2.05	\$2.37	\$0.21	\$1.36	\$2.05	<b>\$28.70</b>
City of Clearwater (FL)	\$14.15	\$5.92	\$2.37	\$3.59	\$2.74	\$0.65	\$3.95	\$1.16	<b>\$34.53</b>
City of Carlsbad (CA)	\$8.47	\$1.32	\$5.73	\$1.99	\$0.76	\$0.04	\$0.60	\$0.51	<b>\$19.42</b>
City of Norman (OK)	\$11.83	\$5.41	\$2.12	\$1.90	\$2.89	\$0.45	\$0.50	\$1.27	<b>\$26.37</b>
City of Columbia (MO)	\$12.99	\$4.46	\$1.79	\$1.62	\$0.99	\$0.61	\$0.90	\$0.62	<b>\$23.98</b>
City of Abilene (TX) <sup>2</sup>	\$10.07	\$1.82	\$1.01	\$0.89	\$1.98	\$0.55	\$0.24	\$0.75	<b>\$17.31</b>
Hunterdon County (NJ)	\$9.09	\$2.55	\$2.50	\$1.95	\$1.78	\$0.21	\$0.26	\$0.48	<b>\$18.82</b>
City of Topeka (KS)	\$7.38	\$4.26	\$1.49	\$1.87	\$2.28	\$0.51	\$0.25	\$1.54	<b>\$19.58</b>
Cache County (UT)	\$7.70	\$1.29	\$1.31	\$1.32	\$1.55	\$0.55	\$0.20	\$0.54	<b>\$14.46</b>
City of New Haven (CT)	\$14.67	\$4.46	\$3.00	\$2.83	\$2.41	\$2.20	\$0.91	\$1.66	<b>\$32.14</b>
City of Waco (TX)	\$9.12	\$3.55	\$1.44	\$2.76	\$3.17	\$0.58	\$1.60	\$1.22	<b>\$23.44</b>
Brunswick County (NC)	\$7.86	\$9.42	\$3.00	\$3.43	\$3.55	\$0.71	\$2.50	\$0.29	<b>\$30.76</b>
City of Bellevue (WA)	\$16.02	\$7.11	\$1.40	\$4.13	\$2.65	\$0.11	\$0.68	\$2.54	<b>\$34.64</b>
City of Savannah (GA)	\$15.86	\$6.65	\$2.14	\$2.94	\$2.52	\$0.35	\$0.79	\$0.56	<b>\$31.81</b>
Orange County (NC) <sup>2</sup>	\$7.95	\$4.22	\$3.10	\$1.52	\$0.95	\$0.51	\$0.25	\$1.11	<b>\$19.61</b>
Cumberland County (NJ)	\$8.61	\$5.51	\$4.30	\$3.09	\$4.06	\$0.45	\$2.61	\$1.03	<b>\$29.66</b>
Johnson County (IA) <sup>2</sup>	\$15.73	\$7.11	\$2.03	\$1.91	\$1.90	\$1.32	\$0.96	\$1.45	<b>\$32.41</b>
City of Escondido (CA)	\$11.31	\$7.88	\$3.23	\$2.81	\$3.26	\$0.73	\$0.56	\$1.92	<b>\$31.70</b>
City of Kansas City (MO)	\$16.71	\$3.68	\$3.15	\$3.85	\$3.07	\$0.35	\$1.02	\$1.34	<b>\$33.17</b>
Macon-Bibb County (GA) <sup>2</sup>	\$17.07	\$14.35	\$0.90	\$1.94	\$5.66	\$0.16	\$0.05	\$1.09	<b>\$41.22</b>
City of Springfield (MA)	\$8.05	\$6.42	\$1.90	\$1.80	\$3.13	\$0.67	\$1.53	\$3.16	<b>\$26.66</b>
Ouachita Parish (LA)	\$10.88	\$16.06	\$4.10	\$4.05	\$6.18	\$2.01	\$2.03	\$1.12	<b>\$46.43</b>
City of Alexandria (VA)	\$9.85	\$6.74	\$3.31	\$1.24	\$2.96	\$0.74	\$0.94	\$0.33	<b>\$26.11</b>
Catawba County (NC)	\$15.12	\$16.93	\$3.56	\$4.14	\$6.75	\$1.02	\$0.86	\$1.85	<b>\$50.23</b>
Martin County (FL)	\$12.15	\$1.90	\$0.55	\$1.49	\$0.80	\$0.31	\$0.65	\$0.54	<b>\$18.39</b>

Some sample sizes are very small and may not represent the characteristics of the population surveyed.

SOURCE: Arts and Economic Prosperity 6, Americans for the Arts, 2023 (www.AEP6.AmericansForTheArts.org).

**TABLE 33****Average Per Person Event-Related Expenditures by RESIDENT Attendees at In-Person Activities to Eligible Arts and Culture Organizations Per Study Region During 2022-23**

<b>POPULATION COHORT C</b> Population = 100,000 to 249,999 Number of Communities = 63	<b>RESIDENT Attendees Only</b>								<b>Average Per Person Expenditure</b>
	<b>Food &amp; Drink</b>	<b>Retail Shopping</b>	<b>Supplies &amp; Groceries</b>	<b>Local Transportation</b>	<b>Clothing &amp; Accessories</b>	<b>Childcare</b>	<b>Overnight Lodging</b>	<b>Other/ Miscellaneous</b>	
Wyandotte County (KS)	\$5.19	\$1.81	\$4.07	\$2.87	\$4.34	\$0.93	\$1.16	\$1.30	<b>\$21.67</b>
Town of Cary (NC)	\$9.60	\$2.12	\$1.11	\$1.16	\$1.86	\$1.06	\$0.43	\$1.01	<b>\$18.35</b>
Springfield (MO)	\$13.05	\$5.80	\$1.49	\$1.92	\$3.19	\$0.80	\$0.55	\$1.48	<b>\$28.28</b>
City of Salem (OR)	\$8.47	\$7.68	\$1.57	\$1.71	\$2.26	\$0.04	\$0.26	\$0.45	<b>\$22.44</b>
City of Fort Collins (CO)	\$14.68	\$2.01	\$2.26	\$2.06	\$1.56	\$0.69	\$0.60	\$1.23	<b>\$25.09</b>
City of Eugene (OR)	\$12.40	\$3.36	\$1.28	\$2.41	\$2.57	\$0.42	\$0.86	\$0.62	<b>\$23.92</b>
City of Oceanside (CA) <sup>2</sup>	\$13.31	\$10.79	\$3.46	\$3.85	\$4.01	\$0.51	\$3.74	\$2.18	<b>\$41.85</b>
City of Ontario (CA)	\$6.43	\$5.98	\$5.08	\$3.01	\$2.62	\$0.55	\$2.08	\$0.88	<b>\$26.63</b>
City of Frisco (TX)	\$18.61	\$7.63	\$1.41	\$2.56	\$4.28	\$0.83	\$0.25	\$1.51	<b>\$37.08</b>
City of Providence (RI)	\$12.47	\$4.37	\$2.21	\$3.34	\$2.50	\$0.18	\$0.99	\$0.49	<b>\$26.55</b>
Pitt County (NC)	\$10.90	\$4.75	\$2.59	\$2.69	\$3.29	\$0.73	\$1.59	\$1.14	<b>\$27.68</b>
City of Fort Lauderdale (FL)	\$17.01	\$5.67	\$2.33	\$5.22	\$4.73	\$0.38	\$1.01	\$1.25	<b>\$37.60</b>
City of McKinney (TX)	\$18.34	\$6.26	\$1.04	\$0.88	\$1.03	\$0.77	\$0.64	\$0.06	<b>\$29.02</b>
Sumner County (TN)	\$7.82	\$10.21	\$2.42	\$2.11	\$5.22	\$0.30	\$0.12	\$5.43	<b>\$33.63</b>
City of Sioux Falls (SD)	\$13.28	\$3.14	\$1.50	\$2.07	\$2.69	\$0.56	\$1.21	\$0.70	<b>\$25.15</b>
City of Tempe (AZ)	\$11.61	\$7.85	\$3.20	\$2.92	\$3.36	\$0.33	\$1.63	\$2.68	<b>\$33.58</b>
City of Salt Lake City (UT) <sup>2</sup>	\$12.88	\$5.81	\$2.48	\$3.37	\$2.86	\$0.28	\$1.00	\$1.10	<b>\$29.78</b>
Richmond County (GA)	\$5.64	\$4.91	\$1.67	\$2.18	\$3.45	\$0.21	\$0.50	\$0.76	<b>\$19.32</b>
Montgomery County (TN)	\$7.90	\$5.81	\$1.99	\$2.14	\$3.15	\$0.45	\$2.58	\$2.16	<b>\$26.18</b>
Tuscaloosa County (AL)	\$10.09	\$1.74	\$1.30	\$2.07	\$4.54	\$0.73	\$0.47	\$0.31	<b>\$21.25</b>
City of San Bernardino (CA)	\$6.08	\$6.29	\$3.84	\$9.19	\$4.90	\$1.18	\$2.71	\$1.29	<b>\$35.48</b>
Cabarrus County (NC)	\$9.11	\$9.05	\$1.61	\$2.41	\$2.52	\$0.40	\$1.47	\$1.21	<b>\$27.78</b>
City of Tacoma (WA)	\$12.36	\$11.42	\$1.94	\$2.14	\$1.86	\$0.35	\$0.04	\$0.59	<b>\$30.70</b>
Gaston County (NC)	\$6.35	\$4.91	\$1.56	\$2.18	\$5.16	\$0.41	\$0.22	\$1.63	<b>\$22.42</b>
New Hanover County (NC)	\$17.13	\$4.44	\$1.80	\$4.01	\$2.94	\$0.71	\$1.37	\$2.70	<b>\$35.10</b>
City of Garland (TX)	\$12.60	\$3.97	\$1.85	\$2.13	\$3.93	\$0.75	\$0.47	\$0.71	<b>\$26.41</b>
Clay County (MO)	\$45.30	\$0.33	\$0.16	\$3.70	\$14.48	\$3.58	\$0.34	\$0.69	<b>\$68.58</b>
<b>Cohort C Average</b>	<b>\$12.26</b>	<b>\$5.75</b>	<b>\$2.34</b>	<b>\$2.61</b>	<b>\$3.19</b>	<b>\$0.68</b>	<b>\$1.00</b>	<b>\$1.31</b>	<b>\$29.15</b>
Percent of Cohort C Total	42.1%	19.7%	8.0%	9.0%	10.9%	2.3%	3.4%	4.5%	100.0%
Cohort C Average (with counties & outliers removed)	\$12.57	\$5.50	\$2.32	\$2.66	\$2.74	\$0.61	\$1.02	\$1.23	\$28.64
Cohort C Median	\$11.83	\$5.20	\$2.12	\$2.18	\$2.86	\$0.58	\$0.79	\$1.12	\$27.68

Some sample sizes are very small and may not represent the characteristics of the population surveyed.  
 SOURCE: Arts and Economic Prosperity 6, Americans for the Arts, 2023 (www.AEP6.AmericansForTheArts.org).

## TABLE 35

### Average Per Person Event-Related Expenditures by NON-Resident Attendees at In-Person Activities to Eligible Arts and Culture Organizations Per Study Region During 2022-23

This table presents the average dollars spent per person by **non-resident** attendees as a result of their attendance to activities that were presented, produced, or hosted by eligible arts and organizations in each participating study region. Non-residents are attendees who reside outside the county where the activity took place (or outside the multi-community region for regional analyses, or outside the state for statewide analyses). Residency is determined based on the ZIP code provided by each audience survey respondent (or, in the absence of a ZIP code, by the primary reason for being in the community). Summary statistics are calculated for each population cohort.

**Column Two:**

The average dollars spent per person by non-resident arts and culture attendees to purchase **food, drinks, and/or meals** (e.g., dinner at a restaurant, coffee at a cafe) before or after attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Three:**

The average dollars spent per person by non-resident arts and culture attendees to make **retail purchases** (including souvenirs, gifts, books, recordings, art) as a result of their attendance at an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Four:**

The average dollars spent per person by non-resident arts and culture attendees to purchase **groceries and/or supplies** as a result of their attendance at an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Five:**

The average dollars spent per person by non-resident arts and culture attendees on **local transportation** (e.g., gas, parking, taxi/rideshare fares, tolls, car rentals) for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Six:**

The average dollars spent per person by non-resident arts and culture attendees to purchase **clothing and/or accessories** for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Seven:**

The average dollars spent per person by non-resident arts and culture attendees to pay for **childcare** for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Eight:**

The average dollars spent per person by non-resident arts and culture attendees on **overnight lodging** (e.g., hotel, motel, bed-and-breakfast, Airbnb or other private rental) for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization. (The audience-intercept survey instrument requested that respondents limit their response by providing the cost of one night only.)

**Column Nine:**

The average dollars spent per person by non-resident arts and culture attendees on **miscellaneous goods and services** for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

**Column Ten:**

The overall average dollars spent per person by non-resident arts and culture attendees in all categories for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization. This figure is the sum of Column Two through Column Nine.

**Column Eleven:**

The total number of audience-intercept surveys that were used to make this calculation. These surveys were collected by the local or statewide research partners.

**TABLE 35****Average Per Person Event-Related Expenditures by NON-Resident Attendees at In-Person Activities to Eligible Arts and Culture Organizations Per Study Region During 2022-23**

<b>POPULATION COHORT C</b> <b>Population = 100,000 to 249,999</b> Number of Communities = 63	<b>NON-Resident Attendees Only</b>								<b>Average Per Person Expenditure</b>
	<b>Food &amp; Drink</b>	<b>Retail Shopping</b>	<b>Supplies &amp; Groceries</b>	<b>Local Transportation</b>	<b>Clothing &amp; Accessories</b>	<b>Childcare</b>	<b>Overnight Lodging</b>	<b>Other/ Miscellaneous</b>	
City of Carmel (IN)	\$16.82	\$3.00	\$1.53	\$3.96	\$2.36	\$0.84	\$6.96	\$0.96	<b>\$36.43</b>
City of Renton (WA)	\$17.57	\$8.44	\$2.92	\$5.43	\$6.96	\$0.09	\$14.47	\$11.98	<b>\$67.86</b>
Craven County (NC)	\$23.37	\$13.30	\$3.41	\$7.01	\$10.08	\$2.92	\$22.91	\$4.75	<b>\$87.75</b>
Platte County (MO)	\$28.05	\$0.85	\$0.01	\$3.01	\$5.20	\$0.51	\$0.51	\$0.76	<b>\$38.90</b>
Cecil County (MD) <sup>2</sup>	\$16.25	\$6.15	\$1.67	\$2.91	\$4.09	\$1.49	\$1.47	\$2.07	<b>\$36.10</b>
City of Boulder (CO)	\$17.37	\$4.66	\$5.13	\$6.15	\$1.48	\$0.55	\$10.03	\$1.60	<b>\$46.97</b>
Bradley County (TN) <sup>2</sup>	\$13.05	\$6.30	\$2.30	\$4.52	\$4.14	\$2.09	\$9.75	\$0.11	<b>\$42.26</b>
City of Lewisville (TX)	\$16.06	\$2.57	\$2.39	\$4.13	\$2.01	\$0.30	\$4.78	\$0.34	<b>\$32.58</b>
City of Elgin (IL)	\$14.53	\$1.09	\$0.63	\$2.85	\$1.27	\$0.11	\$0.56	\$0.31	<b>\$21.35</b>
Douglas County (OR)	\$15.65	\$24.62	\$10.34	\$21.13	\$4.13	\$0.70	\$16.42	\$8.53	<b>\$101.52</b>
City of West Palm Beach (FL)	\$16.86	\$5.48	\$2.60	\$7.95	\$2.22	\$0.25	\$24.26	\$1.98	<b>\$61.60</b>
Flagler County (FL)	\$18.59	\$6.71	\$4.13	\$5.43	\$3.38	\$0.47	\$17.11	\$3.37	<b>\$59.19</b>
City of Clearwater (FL)	\$15.08	\$6.11	\$4.52	\$6.84	\$3.67	\$0.51	\$14.63	\$1.69	<b>\$53.05</b>
City of Carlsbad (CA)	\$7.45	\$1.25	\$3.82	\$2.30	\$1.25	\$3.13	\$9.38	\$0.16	<b>\$28.74</b>
City of Norman (OK)	\$19.35	\$6.79	\$3.74	\$6.47	\$4.48	\$1.04	\$4.69	\$2.80	<b>\$49.36</b>
City of Columbia (MO)	\$36.12	\$10.33	\$3.87	\$9.31	\$3.08	\$0.64	\$27.46	\$5.13	<b>\$95.94</b>
City of Abilene (TX) <sup>2</sup>	\$17.96	\$9.57	\$4.89	\$8.12	\$3.45	\$1.57	\$13.06	\$0.48	<b>\$59.10</b>
Hunterdon County (NJ)	\$15.03	\$8.20	\$2.47	\$4.47	\$2.95	\$0.17	\$2.16	\$1.06	<b>\$36.51</b>
City of Topeka (KS)	\$13.53	\$8.79	\$3.01	\$5.51	\$1.24	\$0.27	\$9.44	\$4.34	<b>\$46.13</b>
Cache County (UT)	\$21.41	\$10.87	\$5.44	\$8.71	\$3.34	\$0.82	\$20.91	\$2.25	<b>\$73.75</b>
City of New Haven (CT)	\$16.59	\$5.19	\$2.00	\$9.72	\$5.03	\$0.62	\$2.39	\$1.97	<b>\$43.51</b>
City of Waco (TX)	\$18.46	\$8.64	\$3.50	\$8.02	\$5.27	\$0.18	\$21.26	\$2.08	<b>\$67.41</b>
Brunswick County (NC)	\$9.77	\$14.50	\$3.03	\$11.65	\$2.80	\$2.00	\$22.20	\$1.60	<b>\$67.55</b>
City of Bellevue (WA)	\$24.79	\$12.30	\$6.73	\$12.08	\$5.89	\$0.72	\$39.99	\$5.85	<b>\$108.35</b>
City of Savannah (GA)	\$31.10	\$19.35	\$3.98	\$8.45	\$1.75	\$0.35	\$46.37	\$0.63	<b>\$111.98</b>
Orange County (NC) <sup>2</sup>	\$10.87	\$5.92	\$3.18	\$3.46	\$1.88	\$0.55	\$4.41	\$2.33	<b>\$32.60</b>
Cumberland County (NJ)	\$16.90	\$5.36	\$2.38	\$3.44	\$1.16	\$1.15	\$4.34	\$2.54	<b>\$37.27</b>
Johnson County (IA) <sup>2</sup>	\$30.63	\$11.30	\$6.20	\$9.38	\$2.05	\$3.19	\$21.91	\$1.70	<b>\$86.36</b>
City of Escondido (CA)	\$15.69	\$18.10	\$6.04	\$10.42	\$9.76	\$1.61	\$23.06	\$11.61	<b>\$96.29</b>
City of Kansas City (MO)	\$16.90	\$4.27	\$3.58	\$7.33	\$2.63	\$0.63	\$6.85	\$1.84	<b>\$44.03</b>
Macon-Bibb County (GA) <sup>2</sup>	\$22.07	\$9.37	\$1.03	\$2.33	\$4.98	\$1.47	\$14.71	\$3.97	<b>\$59.93</b>
City of Springfield (MA)	\$10.93	\$8.23	\$1.92	\$3.21	\$3.36	\$0.79	\$9.64	\$13.75	<b>\$51.83</b>
Ouachita Parish (LA)	\$9.62	\$16.21	\$6.92	\$6.77	\$7.54	\$0.87	\$2.48	\$1.55	<b>\$51.96</b>
City of Alexandria (VA)	\$13.44	\$8.60	\$4.61	\$4.83	\$2.39	\$0.80	\$4.24	\$0.88	<b>\$39.79</b>
Catawba County (NC)	\$13.98	\$22.37	\$6.11	\$7.87	\$5.95	\$0.27	\$6.54	\$2.09	<b>\$65.18</b>
Martin County (FL)	\$16.46	\$4.41	\$0.98	\$3.95	\$1.25	\$0.19	\$8.91	\$1.13	<b>\$37.28</b>

Some sample sizes are very small and may not represent the characteristics of the population surveyed.  
 SOURCE: Arts and Economic Prosperity 6, Americans for the Arts, 2023 (www.AEP6.AmericansForTheArts.org).

**TABLE 35**

**Average Per Person Event-Related Expenditures by NON-Resident Attendees at In-Person Activities to Eligible Arts and Culture Organizations Per Study Region During 2022-23**

POPULATION COHORT C Population = 100,000 to 249,999 Number of Communities = 63	NON-Resident Attendees Only								Average Per Person Expenditure
	Food & Drink	Retail Shopping	Supplies & Groceries	Local Transportation	Clothing & Accessories	Childcare	Overnight Lodging	Other/ Miscellaneous	
Wyandotte County (KS)	\$7.71	\$3.80	\$1.40	\$4.99	\$1.13	\$0.33	\$1.47	\$0.61	\$21.44
Town of Cary (NC)	\$15.46	\$3.88	\$3.83	\$4.45	\$0.98	\$2.50	\$2.50	\$0.17	\$33.77
Springfield (MO)	\$16.78	\$7.62	\$3.13	\$5.70	\$3.02	\$0.56	\$6.19	\$1.41	\$44.41
City of Salem (OR)	\$14.66	\$7.23	\$3.21	\$5.58	\$0.98	\$0.19	\$12.02	\$0.94	\$44.81
City of Fort Collins (CO)	\$17.48	\$6.58	\$3.52	\$6.38	\$3.24	\$0.64	\$12.84	\$1.43	\$52.11
City of Eugene (OR)	\$24.39	\$6.57	\$3.41	\$5.74	\$4.82	\$0.42	\$21.65	\$1.73	\$68.73
City of Oceanside (CA) <sup>2</sup>	\$12.94	\$17.46	\$3.63	\$5.89	\$5.64	\$0.24	\$13.09	\$3.88	\$62.77
City of Ontario (CA)	\$13.07	\$7.87	\$2.43	\$5.18	\$3.36	\$1.67	\$1.33	\$1.55	\$36.46
City of Frisco (TX)	\$28.63	\$7.66	\$1.79	\$7.48	\$3.87	\$2.15	\$15.31	\$2.39	\$69.28
City of Providence (RI)	\$24.90	\$5.01	\$1.86	\$6.29	\$1.81	\$0.67	\$9.20	\$1.63	\$51.37
Pitt County (NC)	\$14.88	\$7.39	\$5.46	\$5.84	\$3.34	\$0.61	\$11.66	\$1.65	\$50.83
City of Fort Lauderdale (FL)	\$21.73	\$4.59	\$2.08	\$9.07	\$3.08	\$0.34	\$12.97	\$1.64	\$55.50
City of McKinney (TX)	\$20.91	\$9.93	\$1.72	\$14.20	\$7.11	\$1.03	\$7.24	\$0.34	\$62.48
Sumner County (TN)	\$10.25	\$13.98	\$1.28	\$2.81	\$5.49	\$0.43	\$1.79	\$1.29	\$37.32
City of Sioux Falls (SD)	\$20.58	\$10.11	\$3.40	\$6.17	\$3.59	\$0.75	\$11.18	\$3.18	\$58.96
City of Tempe (AZ)	\$18.22	\$11.20	\$5.02	\$7.81	\$15.92	\$0.12	\$12.14	\$1.45	\$71.88
City of Salt Lake City (UT) <sup>2</sup>	\$21.45	\$9.38	\$2.62	\$7.01	\$3.54	\$0.79	\$8.66	\$1.08	\$54.53
Richmond County (GA)	\$7.97	\$3.90	\$2.26	\$1.90	\$3.69	\$0.31	\$4.69	\$0.80	\$25.52
Montgomery County (TN)	\$18.06	\$7.38	\$2.01	\$9.85	\$3.24	\$0.63	\$13.19	\$0.87	\$55.23
Tuscaloosa County (AL)	\$16.47	\$5.18	\$2.66	\$4.80	\$4.35	\$0.58	\$8.17	\$1.24	\$43.45
City of San Bernardino (CA)	\$7.93	\$7.00	\$2.58	\$13.01	\$2.81	\$1.05	\$6.50	\$0.68	\$41.56
Cabarrus County (NC)	\$9.30	\$4.51	\$3.07	\$5.05	\$1.49	\$0.09	\$1.70	\$0.83	\$26.04
City of Tacoma (WA)	\$19.37	\$12.00	\$1.14	\$4.84	\$1.70	\$0.54	\$7.01	\$1.03	\$47.63
Gaston County (NC)	\$9.39	\$4.01	\$4.59	\$4.65	\$5.64	\$0.83	\$2.07	\$2.09	\$33.27
New Hanover County (NC)	\$23.88	\$8.01	\$3.80	\$7.70	\$3.51	\$0.81	\$11.93	\$0.91	\$60.55
City of Garland (TX)	\$15.69	\$3.26	\$5.57	\$7.70	\$4.76	\$1.12	\$4.14	\$3.51	\$45.75
Clay County (MO)	\$36.84	\$0.27	\$2.39	\$5.19	\$6.59	\$2.45	\$4.30	\$0.84	\$58.87
<b>Cohort C Average</b>	<b>\$17.58</b>	<b>\$8.17</b>	<b>\$3.35</b>	<b>\$6.58</b>	<b>\$3.86</b>	<b>\$0.88</b>	<b>\$11.03</b>	<b>\$2.37</b>	<b>\$53.82</b>
Percent of Cohort C Total	32.7%	15.2%	6.2%	12.2%	7.2%	1.6%	20.5%	4.4%	100.0%
Cohort C Average (with counties & outliers removed)	\$18.23	\$7.88	\$3.25	\$6.79	\$3.81	\$0.82	\$12.43	\$2.69	\$55.90
Cohort C Median	\$16.78	\$7.38	\$3.13	\$5.89	\$3.36	\$0.64	\$9.38	\$1.60	\$51.37

Some sample sizes are very small and may not represent the characteristics of the population surveyed.  
SOURCE: Arts and Economic Prosperity 6, Americans for the Arts, 2023 (www.AEP6.AmericansForTheArts.org).

## Appendix I

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# Critical Path Plan

**NEW FACILITIES CRITICAL PATH PLAN**

