

THE UNIVERSITY of
TENNESSEE 
KNOXVILLE
MBA PROGRAM



City of Oak Ridge: Human Powered Sports Regional Center Final Report

April 23, 2013

MBA Team:

Darren Brown, Project Manager
Brad Briggs
Michael Knoebel
Curt Pickard
Adrienne Taylor

Faculty Advisor:

Austin Lance

Client Partners:

Mark Watson
Josh Collins
(City of Oak Ridge – Parks & Rec Department)

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Executive Summary

TO: Josh Collins, Mark Watson, Austin Lance

CC: Brad Briggs, Michael Knoebel, Curtis Pickard, Adrienne Taylor, Glenn Swift, Pat Richardson

FROM: Darren Brown, Project Manager

RE: UT MBA Oak Ridge Project

DATE: April 21, 2013

*The purpose of this report is to summarize the research and recommendations related to the consulting project between the UT MBA CITY team (CITY Team) and The City of Oak Ridge from February 28, 2013 until April 20, 2013. This project, being utilized as an applied learning experience for UT MBA students enrolled in the BA518-Innovation in Practice course, has created mutually beneficial opportunities for both the UT MBA Students and the CITY client. **Project Hours: 438***

Statement of Work:

Do the research and benchmarking to develop a predictable set of recommendations as to how the Oak Ridge community can develop the perception among the Gen-Y (ages 20-31) as the regional sports center for enjoyment of mountain biking, rowing and other human-powered sports (HPS).

Project Development:

Having received the Statement of Work, CITY Team utilized the initial week of this project to familiarize itself with various aspects of Oak Ridge. After meeting the client partners in our first Tuesday meeting and igniting dialogue, we knew that this project held vast potential for creating meaningful change for Oak Ridge. We were pleased to find equally eager and engaging personnel from Oak Ridge to enhance the process.

Next, CITY Team began the tasks of defining, researching and benchmarking. First, we defined various key terminologies within the deliverable, such as Gen-Y and HPS in order to focus our scope. This initial research led us to the next step of benchmarking. In order to narrow our scope of reference for this task, we focused on attributes such as size, population, proximity, HPS designation and resource availability. During this time, CITY team simultaneously engaged in various internal/external interviews to gain better understanding for current perception. The input acquired allowed CITY Team to develop an in-depth SWOT analysis that helped us define our final recommendations and actionable solutions to the Statement of Work.

Recommendations:

The CITY Team has identified five key recommendations to increase the perception of Oak Ridge as a regional HPS center. These recommendations connect two underlying issues, an increased perception/awareness of Oak Ridge as an HPS center and the development of supporting resources. These five recommendations include 1)DEVELOPMENT- by developing various HPS locations and gathering spaces around the city, Oak Ridge can expect not only increased awareness and perception, but also increased tax-revenues; 2)FUNDING-by utilizing a 3rd Party NPO, Oak Ridge could increase the amount of grant-funding and donations received for the purpose of developing recreational spaces; 3)FLOW-an increase in the flow of movement throughout the city will help residents and visitors alike realize the opportunities and offerings of Oak Ridge by creating a defined space with differentiated areas; 4) MARKETING-by utilizing mediums such as social media, ambassadors and events, Oak Ridge could reach its target Gen-Y audience more effectively; 5) ACT-the benefits achieved by these recommendations are only realized if action is taken.

Key Takeaways:

The CITY partners took away the importance of undertaking development of strategic recreational and gathering areas around Oak Ridge. They also identified the importance of revitalizing their marketing strategy in hopes of targeting the Gen-Y population more effectively. Finally, they recognize the ability to utilize current infrastructure to create a better flow throughout the city and increase awareness of offerings and opportunities.

For the UT MBA Students, this project created an invaluable opportunity to recognize the importance of process, communication and collaboration. The recommendations presented by our team were a result of the mutual participation of internal and external parties alike. Good communication flow as well as cross-collaboration allowed creative thinking to emerge and innovative opportunities to be identified.

We thank the Oak Ridge client partners for their time, attention and support. The final presentation is attached.

Spring 2013---BA518 Innovation in Practice

**16 Applied Learning Experiences
3 Different Tennessee Counties
6,093 Student and Faculty Hours**

Innovation in Practice



Temporary housing for the homeless



Recruit students for new school



Increase sales



Attract more patients



Entry level donors



Build Awareness



Increase student enrollment



Earned income



Gen-X advocacy



Become regional sports center



Outsource public transportation



Outsource public transportation



Downtown safety



Measuring impact



Awareness for Appalachian artists



Distance learning

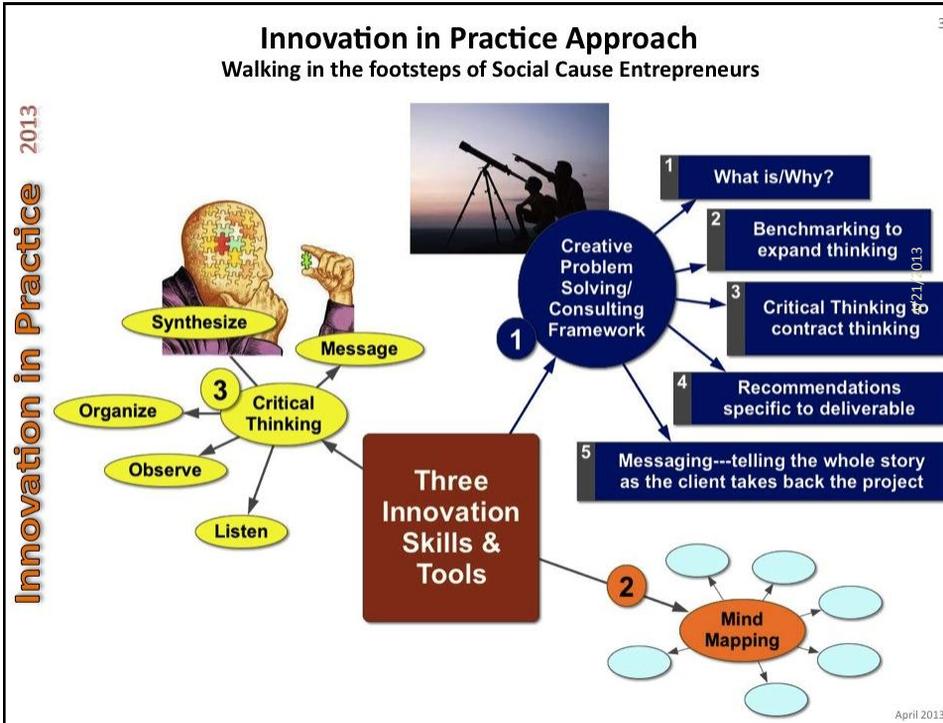
April 2013

Total of 83 Non-Profit Applied Learning Experiences---31,400 Hours

Innovation in Practice



April 2013



Innovation in Practice 2013

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...how the Oak Ridge community can develop the perception among the Gen-Y (ages 20-31) as the regional sports center for enjoyment of mountain biking, rowing and other human powered sports.....

Darren Brown
Project Manager

Michael Knoebel

Austin Lance
Faculty Partner

Brad Briggs

Adrienne Taylor

Curtis Pickard

Tuesday 4:30

2/28/13 Pat Richardson & Glenn Swift

UT MBA Team Members

Darren Brown
 Brad Briggs
 Michael Knoebel
 Curtis Pickard
 Adrienne Taylor

City of
Oak Ridge
 Tennessee

Total Project Hours: 438



Partner Members: Josh Collins, Mark Watson & Austin Lance

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Agenda

- Deliverable & Issues
- Benchmarking
- Recommendations
 - Development
 - Funding
 - Flow
 - Marketing
 - Act
- Strategic Implementation
- Key Insights



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Deliverable

Develop the perception among Gen-Y/Millennials as the regional sports center for enjoyment of mountain biking, rowing, and other human powered sports.



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Top 15 Cities for Outdoor Enthusiasts

- Portland, Oregon
- Jackson Hole, WY
- Burlington, VT
- Fort Collins, CO
- Minneapolis, MN
- **Asheville, NC**
- Flagstaff, AZ
- Seattle, WA
- **Knoxville, TN**
- Juneau, AK
- Boulder, CO
- Bend, OR
- Rapid City, SD
- Portland, ME
- Boxeman, MT



Metrics

- Access to Mother Nature
- National Parks
- Rivers
- Coast/Shorelines
- Environmentally Conscious Population
- Various Accolades:
 - Nation's Healthiest City: Burlington
 - America's #1 Bike Friendly City: Portland, OR
 - Most Vegetarian Friendly Small City: Asheville
 - America's "Foodiest" Small Town: Portland, ME

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HPS Metric Matrix

HPS	Paths/ Trails/ Greenways	Water	Parks	Restaurants	Campsites	Lodging	Clubs	Scenery	Races & Events
Disc Golf			x		x	x	x		x
Hiking	x							x	
Trial Running	x			x	x	x	x	x	
Running	x		x	x	x	x	x	x	x
Mountain Biking	x				x	x		x	x
Road Biking	x						x	x	x
Land Paddle	x		x						
SUP		x		x		x		x	
Kayaking		x			x			x	
Rowing		x		x		x	x		x
TOTALS	6	3	3	4	5	6	5	7	5

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Metric Matrix 2.0

	HPS		Nationally Recognized Characteristics			Development	Social Media	TOTALS
	Designations	Supporting Assoc./Org.*	Food/Beer	Outdoor	Music	Waterfront	Large Presence*	
Oak Ridge TN	X				X			2
Asheville NC	XXX	X	X	X	X	X	X	9
Burlington VT	XX	X	X	X		X	X	7
Chattanooga TN	XX	X	X	X	X	X	X	8
Knoxville TN	X	X	X	X		X	X	6
Suwanee GA		X	X	X			X	4
TOTALS	9	5	5	5	3	4	5	

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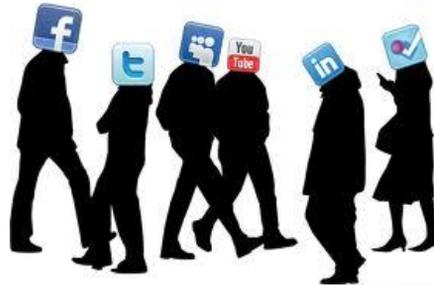
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*3rd Party NPO

**Defined as > 1,000 twitter followers (or) > 15,000 Facebook "likes"

Gen-Y / Millennials

- Fastest growing workforce segment
- Tech-Savvy
 - “Plugged In” 24/7
 - Email & Text > Face-to-Face Communication
- Family-Centric
 - Flexible Schedules & Better Work/Life Balance
 - Family Over Work
- Achievement-Oriented
 - Seek Challenges
 - High Expectations
- Team-Oriented
- Attention Craving



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Interview Feedback



- Development
 - “Parking is always a huge issue when we travel to the Oak Ridge [Rowing] Course. Most visitors park on the streets. This crowds the road to the course entrance and has delayed our arrival in the past.”
- Multi-Events
 - “Since Oak Ridge is already nationally recognized for rowing, and will remain that way, I think expanding into more water sports for events would be most beneficial for the city and its businesses.”
 - They need to play to the strengths of the city. Haw ridge is great mountain biking, the path that runs along the river is fantastic. It is a great location for races (single event or combined (xterra race/triathlon.) A swim in river, bike out by the labs/melton hill, and run down by the river ... Make it special, host the 'fastest rowing sprint' ...)
 - I believe offering a variety of unique outdoor activities would be more appealing for people in my generation. Paddle Boarding is an example. Paddle boarding is a rapidly growing activity and appeals to people in multiple generations.

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Interview Feedback



- There's a City?
 - "I don't believe there is much in Oak Ridge that really attracts my generation. There are good restaurants and hotels that have the potential to support my generation if an attraction was put into place to get people in the city."
 - "Oak Ridge doesn't have much to offer in terms of largely developed dining/entertainment infrastructure so other than the few places downtown there isn't much else nearby ... Not much night life in Oak Ridge; maybe if local entertainment facilities partnered with ORRA to offer discounts or specials during large events such as spring training or regattas that would help entice the younger generation."
 - "I think there are good places. The events would have to bring people by Illinois ave or turnpike to be able to see what all is offered ... I will go down to OR from Knoxville to use haw ridge, but never go into town."

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S.W.O.T

<p>Strengths</p> <p><i>Recreational Spaces</i></p> <p><i>Employment</i></p> <p><i>Historic</i></p> <p><i>Relationship with U.S.Rowing</i></p>	<p>Weaknesses</p> <p><i>Flow</i></p> <p><i>Development</i></p> <ul style="list-style-type: none"> • <i>Downtown</i> • <i>Waterfront</i> • <i>Retail</i> <ul style="list-style-type: none"> • <i>Rec Sports</i> • <i>Food & Beverage</i> <p><i>Familiarity</i></p>
<p>Opportunities</p> <p><i>Free Marketing</i></p> <ul style="list-style-type: none"> • <i>Social Media</i> • <i>Website</i> <p><i>Plethora of Local Universities/Colleges</i></p> <p><i>Waterfront Presence & Space</i></p> <p><i>Large Workforce</i></p> <p><i>Rail-Trail</i></p>	<p>Threats</p> <p><i>Other Cities</i></p> <p><i>Traffic</i></p> <p><i>Land Deeds / Ownership restrict available space.</i></p>

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Two Underlying Issues

Regional HPS Capital Designation

Develop the perception among Gen-Y/Millennials as the regional sports center for enjoyment of mountain biking, rowing and other human powered sports.

- Events
- Recreational Promotion
- Designation Status

Generating Sales Tax Revenue

Address the challenging sales tax base by leveraging Oak Ridge's outdoor recreational surroundings to attract more Gen-Y/Millennials to visit and spend money while enjoying the area.

- Link Recreation to Revenue
- Incentive to Spend
- Opportunity to Spend

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Recommendations



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Recommendations



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[17]

Development



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Jackson Square District



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(21)

Waterfront

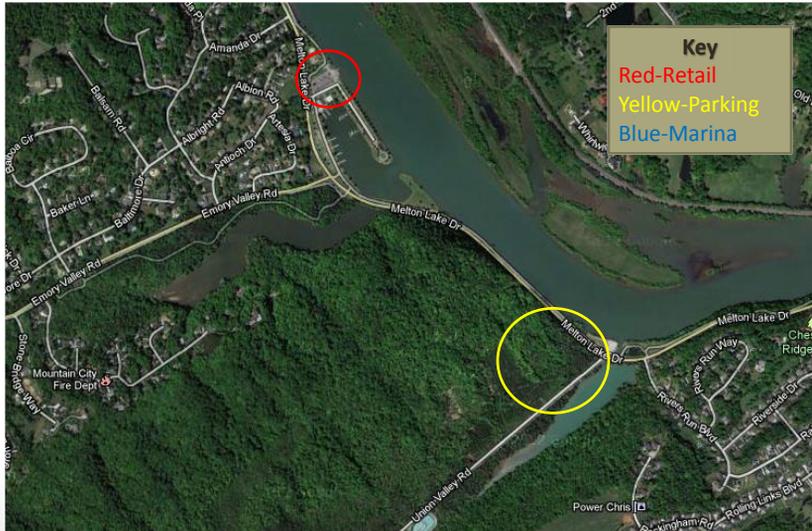
- Rowing Facility
 - Retail – Need to “Create Space”
 - Parking
 - Rec Sports Rental Service
 - Food/Beverage
- Accommodations
 - Bathrooms
 - Locker Rooms
 - Grandstand
 - Team Areas



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Rowing Facility



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(23)

Waterfront

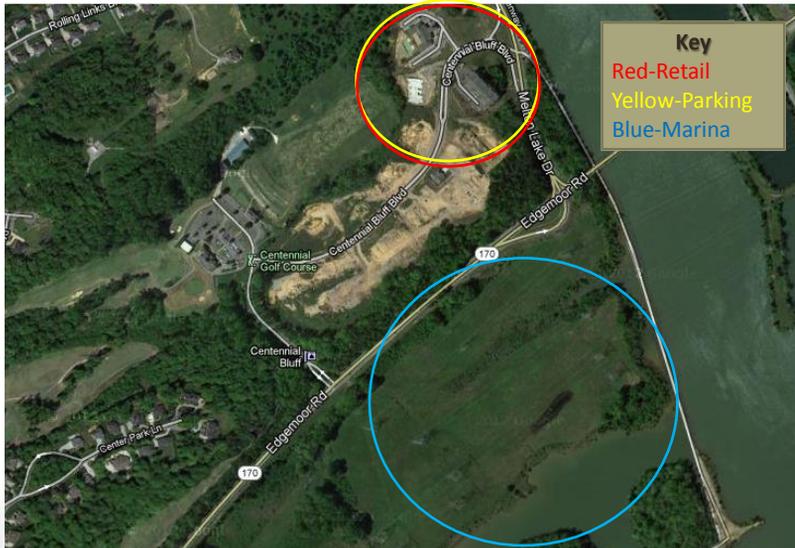
- Haw Ridge Inlet
 - Expansion
 - Housing
 - Training
 - Retail
 - Flex-Space
 - Possible Marina
 - Hold Multi-Events
 - Dog Park
 - Connectivity to Other Facilities
 - Golf Course
 - Boat Dock
 - Edgemoor Rd. & Melton Lake Dr.



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Haw Ridge Inlet



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Waterfront

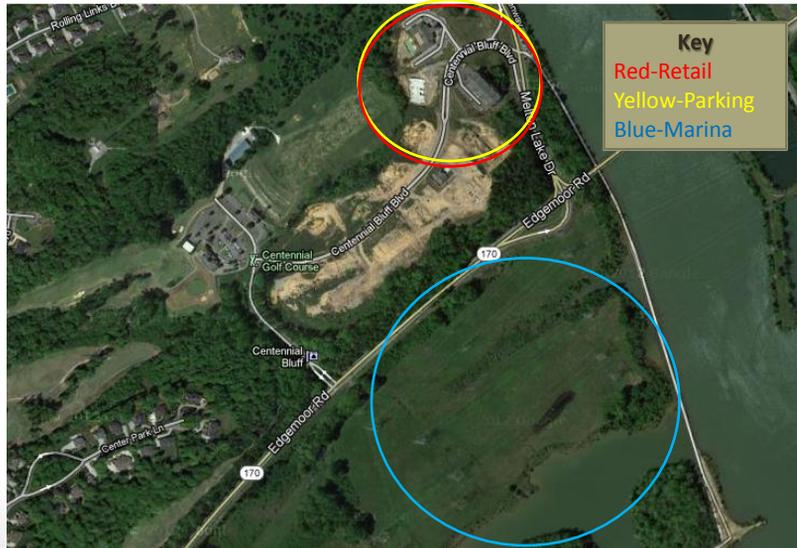
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Haw Ridge Inlet



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[27]

Waterfront

- Haw Ridge Inlet
 - Expansion
 - Housing
 - Training
 - Retail
 - Flex-Space
 - Possible Marina
 - Hold Multi-Events
 - Dog Park
 - Connectivity to Other Facilities
 - Golf Course
 - Boat Dock
 - Edgemoor Rd. & Melton Lake Dr.



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TDOT Enhancement Grant*

- TDOT's local program development office distributed \$287 million to 245 communities across TN
- Past selected projects: Town Creek Greenway, Elizabethton Covered Bridge, and the Maryville Alcoa Bridge
- 2013 application deadline is past, and the deadline for 2014 has yet to be announced
- Grant reimburses 80% of eligible construction expenses
- Average project award of \$350,000
- Application must have signature of Mayor, as well as necessary maps, photos, preliminary sketches, plans, and support letters

*Now Called TAP Grant

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Recreation Educational Trail Program

- Provides funding for land acquisition for trail construction, trail restoration, trail support facilities
- Tie in Oak Ridge History – Manhattan Project
- 80/20 reimbursement ratio
- Minimum grant of \$20,000 and maximum of \$200,000
- 2013 application deadline is May 3



Help your Project Grow

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Local Parks and Recreation Fund

- Provides funds to eligible local government entities for the purchase of lands for parks, natural areas, greenways, and recreational facilities.
- May also be used for trail development and capital projects in parks natural areas and greenways
- At least 60% of funds allocated will go to municipal governments, and funding matches 50% of project costs.
- All grant projects must be on publicly owned land
- Grant cycles are every 2 years, next cycle is spring 2014

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3rd Party NPO

- Establish comprehensive non-profit
 - Utilize existing organizations
 - Inclusive as possible
- Pool resources of different organizations
- Increased opportunities for fund-raising
- Meet grant matching requirements
- Gain community support



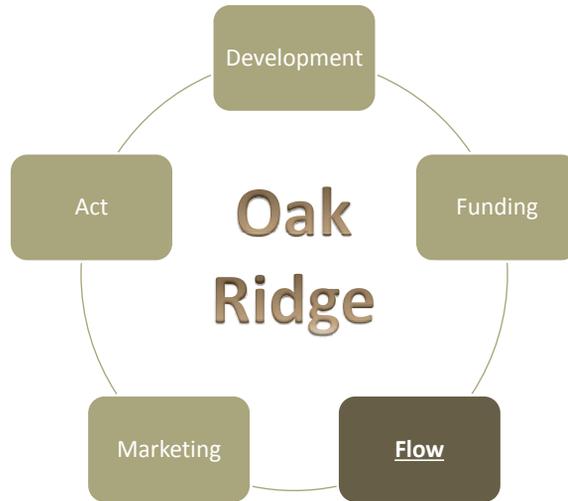
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OUTDOOR '13
KNOXFEST

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Recommendations



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[37]

Flow



Edgemoor Rd., Melton Lake Drive, Oak Ridge Turnpike & S. Illinois Ave.

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[38]

The "O"

- Define the Space
 - Point of Reference
 - Traffic Flow
- Differentiate City Areas
 - Downtown
 - Jackson Square
 - Waterfront
- Route Locations
 - Haw Ridge
 - Rowing Center
 - Jackson Square
 - Commercial Areas
 - Proposed Development Sites
- Increased Exposure
 - HPS Sites
 - Local Revenue Generators
 - Food/Beverage
 - Commercial
 - Banking
 - Lodging

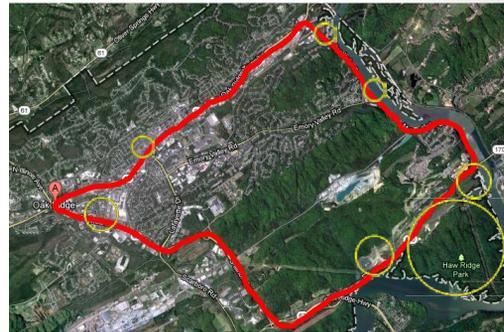


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The "O"

- Link
 - Parking Areas
 - Parks
 - Rec Centers
 - Downtown
 - Jackson Square
 - Waterfront
- Commuter Parallel
 - Reinforcement
 - Promotion of Alternative Commuting
 - Bike-Share Projects
 - Electric Bikes



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The “O”

- Connection of Parks
 - Greenways
 - Bike-Share Lanes
 - Urban Trail
 - Rail-Trail
- Inviting & Accessible
 - Parking
 - Signage
 - Stylistic
 - Recycled Materials
 - Markings
 - Point of Reference
 - Consistent
 - Measured

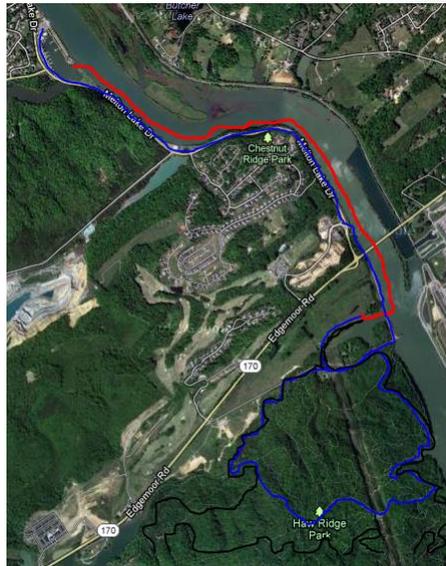


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Event Flow

- “Xterra” Triathlon
 - Red: Swim/Paddle
 - Black: Bike
 - Blue Run
- Distances
 - ITU (Olympic)
 - 70.3
 - 140.6 (Ironman)
- Limited Street Interference
 - River
 - Greenways
 - Haw Ridge
 - Flex Space
 - Dual-Use
 - Controlled Environment
 - Golf Course



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Flow Realization

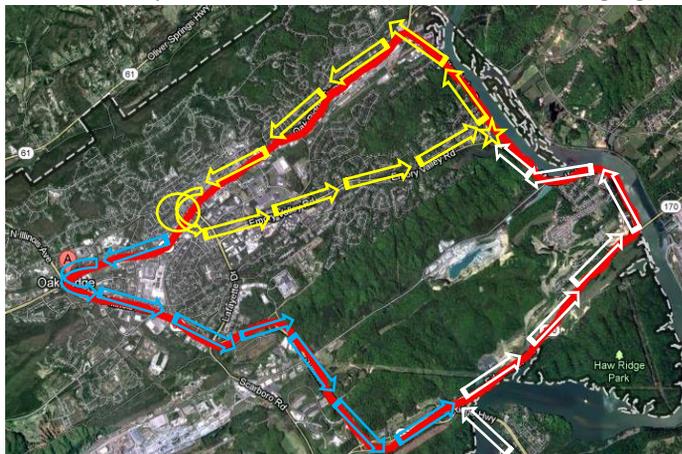


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Event Flow

- Event Arrival: White (Course)
- Parking & Drop-Off Bus: Yellow (Loop)
- Event Departure: Blue (Commercial/Retail/Lodging)



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Marketing Strategy

- To create awareness (buzz) about the HPS opportunities of Oak Ridge, leveraging the area as *THE* place to be among Gen Y'ers through unique sports related events/opportunities, ultimately creating a new community of repeat "users".



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Target Audience Psychographics

- Gen-Y/Millennials
 - Outdoor Enthusiasts
 - Foodies (In Training)
 - Want to try authentic foods
 - Local Options
 - Eco Awareness/Social Responsibility
 - Environmentally Conscious



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Consistency of Message

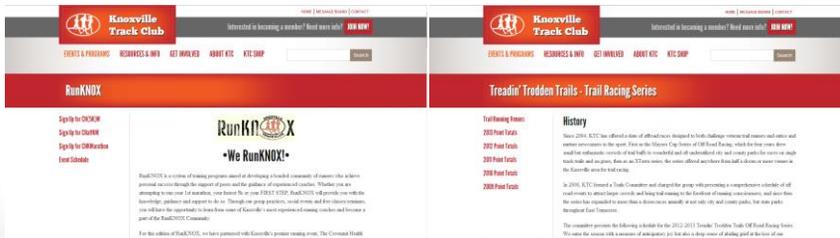
- All consumer facing touch points should be the same:
 - Tone
 - Message
 - Icons/Logos
- Vehicles:
 - All City websites – Tie together (through icons/logos/links)
 - Any printed pieces
 - Brochures
 - Maps
 - Ads
 - Include CTO in each piece
 - “Visit Oak Ridge”

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Website

- 3-I's
 - Integrated
 - Informative
 - Intuitive
- Knoxville Track Club



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Advertising

Spreading the Word

- Unpaid
 - Social Media
 - Facebook
 - Twitter
 - Flickr
 - YouTube
 - Blog
- Paid
 - Google Ads
 - Facebook Ads
 - Campus Newspapers
 - Sponsored Bloggers
- Measureable - KLOUT




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Oak Ridge Ambassadors

- Street Team
 - Unique Concepts
 - Stand Out
- Guerilla Marketing
- W.O.M.
 - By implementing resources within the communities the City is trying to pull audiences from, OR is able to gain credibility.
- Resources:
 - Interns (HS/College)
 - Distribute materials
 - "Poster" campus
 - Social Media Campaign "Managers"
 - Advertising/Marketing Students




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Events

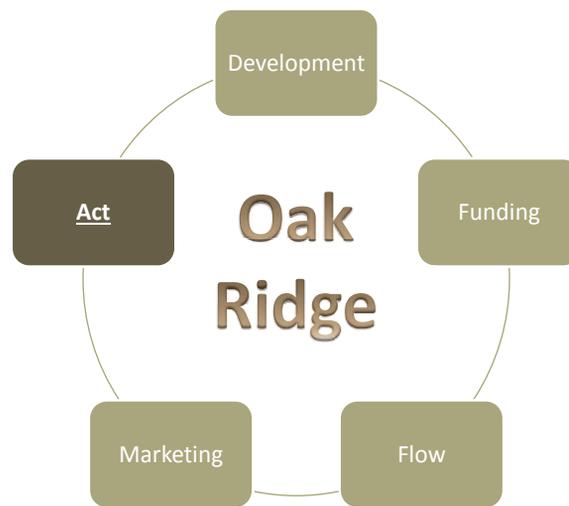
- Event Development
 - Annual
 - Own-able
 - Unique Twist
- Events should have cross-functionality with city services
 - Dining & Drinking
 - Lodging – Event Package Deals
- Aimed at Target Audience
 - Themed Events
 - Glow Run
 - Mud Run
 - Multi-Events
- **START SMALL:** Take existing events and add something to make them stand out among other events in the area



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Recommendations



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Act

- Current Projects
 - Recreational Rentals
 - Trail Markings
 - Oak Ridge App
- Prior Plans
 - Waterfront – 2009
 - Jackson Square – 2011
 - HPS Development - 2013

“You miss 100% of the shots you never take.”

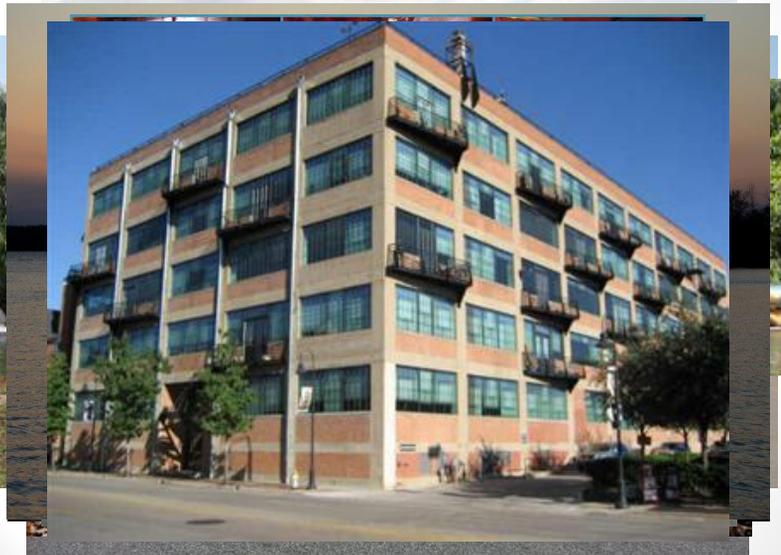
“Without risk, there is no return.”

“It takes an action to get a reaction”

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[55]

Imagine ...



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[56]

Strategic Implementation

Short-Term (< 1yr)

- Flow
 - Cultural Change
 - Financial
 - Minimal Investment
 - Tax-Revenue Returns
 - CITY Perception
 - HPS Locations
 - Commercial Awareness
- Marketing
 - Social Media - Free
 - Advertising & Events
 - Measureable

Long-Term (1yr +)

- Development
 - Waterfront
 - Residential
 - HPS Areas
- Funding
 - Grants
 - Increased Tax Revenue via Improved "Flow"
 - 3rd Party NPO
 - HPS Activities & Programs

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CITY Takeaways

- Establish a marketing plan for outdoor recreation opportunities in Oak Ridge
 - HPS of Oak Ridge
 - Logo
 - Website
 - Increased promotion of outdoor rec. opportunities in non-print media
 - Focus on Target Market
 - Better understanding of the value of social media
 - Alternative ways to reach out to the target group
- Uniform signage
 - Trail heads & Trails
 - Surrounding areas
- Revisit the Sports Authority concept for Oak Ridge or other umbrella organization to promote HPS
- Enhance human powered rec. spaces in Oak Ridge as gathering spaces
 - Seating
 - Landscaping
 - Fresh connector paths (Solway Central to Haw Ridge lot, etc.)
 - Rowing expansion
- Although Oak Ridge has the potential to attract the target group, the process will take time and effort to change the way we do business.
- Change the perception of Oak Ridge
 - Retirement Community → Quality of Life for young, active professional
 - Glow in the dark → Eco-Friendly

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UT MBA Takeaways

- Importance of process for critical thinking and innovation
 - Initial understanding
 - Know the target audience
 - Define the verbiage
 - Who, What, Where, Why, When and How Much?
 - Research and Benchmarking
 - Creative Excursion
 - Actionable Solutions
- Importance of communication and collaboration
 - Outside perspective
 - Dialogue and Discussion
 - City, Commercial & Private sectors working together
- Intersection of Opportunities
 - Funding for Development
 - Development around Flow
 - Create Integration of Recommendations
- Necessity of Action

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Thank you for your time!
Any Questions?

Prepared By:
THE UNIVERSITY of
TENNESSEE 
KNOXVILLE

MBA PROGRAM

Darren Brown, Brad Briggs, Michael Knoebel, Curtis Pickard, Adrienne Taylor

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Appendices

Appendix 1: Statement of Work

Innovation in Practice

Business leaders learning to see things others miss...

STATEMENT OF WORK

For the MBA Team's Social Entrepreneurship
Applied Learning Experience with



*The University of Tennessee at Knoxville
Innovation in Practice (BA 518)*

Prepared By:

Josh Collins and Mark Watson, Client Partners, plus
Faculty Partners- Austin Lance, Pat Richardson and Glenn Swift

February 28, 2013

SUMMARY

Based upon an aligned set of interests, the UT Full-time MBA Program, the UT Anderson Center for Entrepreneurship and Innovation and the City of Oak Ridge (CITY) have entered into a 7-week collaboration project for the spring 2013. The UT b-school desires to provide 5 MBA students an applied learning experience to develop innovative value creation skills. CITY desires that the Oak Ridge community become a Human Power Sports Center (rowing, canoe, hiking, cross country biking, soccer, baseball, etc.) with Gen-Y (ages 20-31). The 1.5 credit hour class known as BA518 will be supported by Josh Collins and Mark Watson, Client Partners and Austin Lance, UT Faculty Partner. This Statement of Work (SOW) will guide and measure this project to the mutual satisfaction of CITY, the students and the UT b-school.

CITY was created in 1942 as the “Secret City”. Today, CITY is a thriving, diverse, self-governing city of 30,000 citizens providing excellent services, attractive green spaces, an excellent educational system and cultural opportunities most often found in larger metropolitan cities. CITY visualizes the opportunity to address its challenging sales tax base by leveraging its incredible outdoor surroundings of beautiful mountain terrain and rivers. What exactly can be done by CITY to attract more generation-Y people to visit and spend money while enjoying this beautiful area, especially given the proximity of the Oak Ridge community to a one day drive for 60% of USA citizens? This is the charge taken by the MBA Team.

CITY is located at 200 S. Tulane Avenue, Oak Ridge, TN. 37831. Contact information is 865-425-3550 and “www.oakridgetenn.org”.

Project Team

	<u>UT MBA Students</u>	<u>Email</u>	<u>Phone</u>
1	Adrienne Taylor	ataylo13@utk.edu	404-610-8898
2	Brad Briggs	bbriggs4@utk.edu	785-341-5691
3	Curtis Pickard	cpickar1@utk.edu	615-517-4063
4	Darren Brown+	dbrown97@utk.edu	281-684-7845
5	Michael Knoebel	mknoebel@utk.edu	920-366-6685

+ Project Manager

Partners

	<u>Name</u>	<u>Email</u>	<u>Phone</u>
1	Josh Collins Director- Recreation and Parks	jcollins@cortn.org	865-425-3447 (o) TBD (c)
2	Mark Watson City Manager	mwatson@cortn.org	865-425-3550 (o) TBD (c)
3	Austin Lance UT Faculty	alance@utk.edu	865-569-4443 (c)
4	Glenn Swift UT Faculty	gswift@utk.edu	865-974-2661 (o) 865-368-3380 (c)

Duration of Engagement

Seven weeks, from the first week of March through April 25, 2013. The students have Spring Break from March 22- 29.

Deliverable:

Do the research and benchmarking to develop a predictable set of recommendations as to how the Oak Ridge community can develop the perception among the Gen-Y (ages 20-31) as the regional sports center for enjoyment of mountain biking, rowing and other human powered sports.

Snapshot of Project

<u>Phase</u>	<u>Weeks</u>	<u>Emphasis</u>
One	1	Engage and baseline:
Two	2-5	Research, benchmark and conclusions:
Three	6-7	Recommendations, timeline and Final Report:

Metrics

1. Understanding of the CITY Recreation and Parks purpose and strategies in the context of its social cause.
2. Identification and articulation of best practices
3. Definition of change leadership role and implementation plan for recommendations
4. Active participation and excellence in messaging as a member of the UT MBA team
5. Will CITY provide reference for the UT MBA Program?

Reporting

Darren Brown, the MBA Project Manager, will provide a weekly email status report on the team's progress to the stakeholders. The team, partners and faculty will meet weekly for a 4:30 pm, one-hour "check-in" meeting each Tuesday beginning March 5 with the "kick-off meeting" and concluding with the Final Report presentation on April 23 at 4:30 pm. The meetings will be held at CITY. No meeting will be held on March 26 due to Spring Break.

Course Syllabus

See attached.

Class Meetings

Beginning February 28, 2013, the entire class and faculty will meet Tuesday and Thursday from 8:10-9:25am in HBB 402 to share learning's. An Anderson Center E&I partner will periodically join us to share their experiences to innovate with the class.

Grades

Austin and Glenn in their UT faculty role will assign grades to each student.

References

CITY will provide references and facilitate contacts for UT and students, as requested.

Recommendations and Next Steps

The client partners and invited guests will review the MBA Team's recommendations and implementation plan at presentation of the Final Report scheduled for 4:30 pm, April 23, 2013 at City Hall. The Final Report will be in PDF electronic format vs. print and contain three sections: Executive Summary, presentation visuals and appendix's. An advance copy of the presentation visuals will be attached to the last weekly report.

Expenses

While the b-school will not charge for the 250+ hours of labor, CITY will provide reimbursement for pre-approved expenses such as out of area travel, printing, etc. associated with project deliverables.

Hours

The MBA Team will track hours weekly for reporting purposes, not reimbursement.

Proprietary Information

The UT students and faculty agree not to disclose proprietary information provided them by CITY. Nor will the CITY name be attached to ideas or recommendations generated by UT b-school other than in the Final Report submitted to CITY.

Internships

Since the 17-month MBA curriculum requires that all students complete a summer internship, CITY will consider hiring or connecting one or more of the students for internships in the summer 2013.

Media Release/Case Study

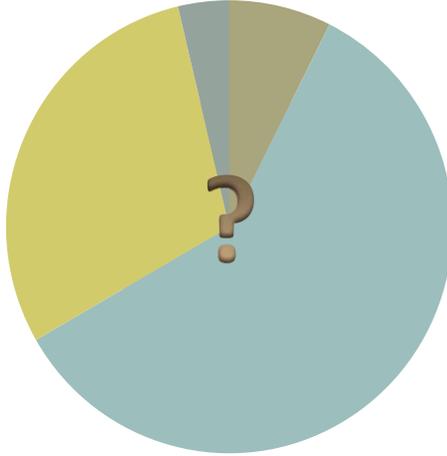
As appropriate, a Knoxville News Sentinel Business Journal Case Study will be prepared and published after this applied learning experience. All parties will develop this Case Study.

MBA Program Evaluation

At project completion, CITY will provide, as requested, feedback data to the UT MBA Program Office.

Appendix 2: Familiarity Survey

Familiarity Survey

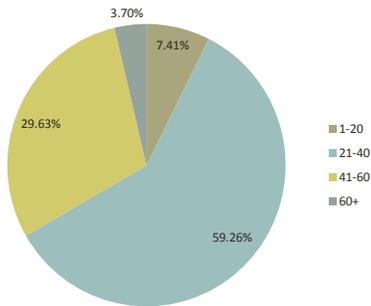


4/21/2013

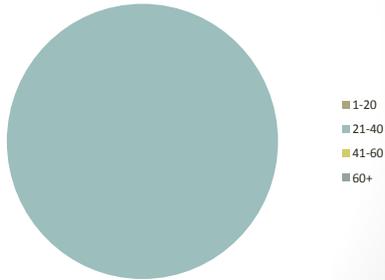
{ 1 }

Age Demographics

Total Population



Age 21-40 ONLY



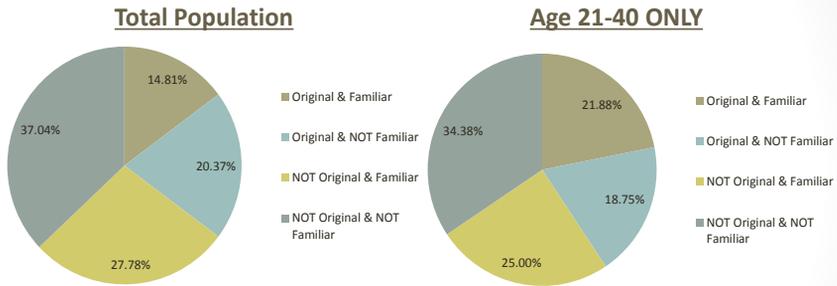
4/21/2013

{ 2 }

Insights

- Majority of responses are Gen-Y
- Shows possible higher interest level regarding HPS Development

Familiarity



Original (<60mi) & Familiar (Identify 3+ Rec. Spaces)

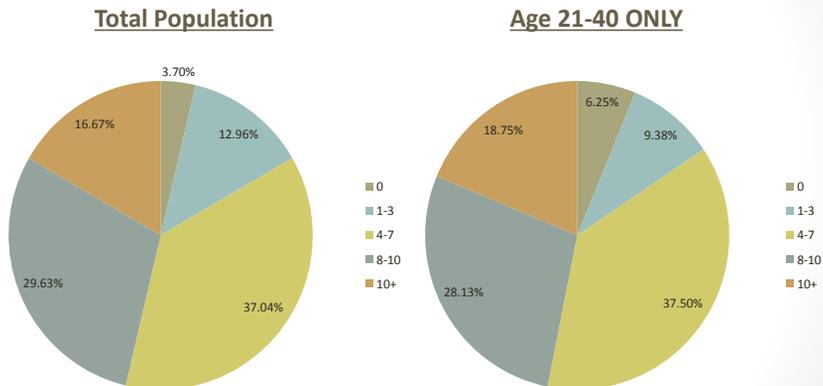
Insights

- Total Population - 42.59% Familiar / 57.41% NOT Familiar
- Gen-Y – 46.88% Familiar / 53.12% NOT Familiar
- Better Familiarity from larger response pool
- Gen-Y Familiarity > Total Population Familiarity

4/21/2013

{ 3 }

Hours of HPS Participation



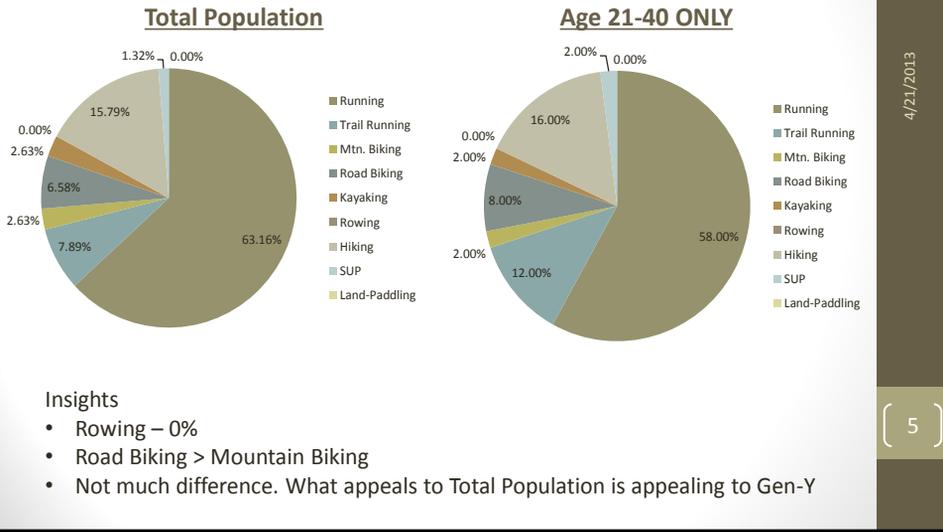
Insights

- Majority between 4-10hrs
- Not much difference between Total Population and Gen-Y quantity of participation

4/21/2013

{ 4 }

Preferred HPS



4/21/2013

{ 5 }

Appendix 3: Benchmarks

Asheville, NC



- Population: 74,923
- Median Age: 40.8
- Area: 41.3 square miles
- Median Family Income: \$39,907
- Unemployment Rate: 6.5%
- Major Events: Biltmore, Brews Cruise, Downtown After Five, Mountain Sports Festival, Shindig on the Green, Taste of Asheville
- HPS: Mountain Biking, Paddle-Boarding, Hiking, Camping

4/21/2013

1

Asheville, NC

- Social Media Twitter
 - Asheville NC
 - 2 Handles
 - Asheville CVB
 - Foodtopia Handle
 - "Deals/Tips" Handle
 - 6K Followers
 - Followers: 3,000 (on average)
- Facebook
 - City Of Asheville
 - 56K Likes
 - Asheville Brewing
 - Asheville Attractions
- Audience: Skews to Younger Demographics
- Frequency: Frequent, but not excessive

ashevilleNC.com
@ashevilleNC.com
AshevilleNC.com - Asheville's most comprehensive information resource!
Asheville, NC - http://www.ashevillenc.com

445 TWEETS 501 FOLLOWING 2,669 FOLLOWERS Follow

Tweets

ashevilleNC.com @ashevilleNC.com 5h
Great news, Asheville! Area Farmers Markets are opening outdoors this month ashevillenc.com/local_scoop/20...
Expand

ashevilleNC.com @ashevilleNC.com 29 Mar
Return of Dillicoro Train Would Mean \$26 Million for Local Economy ashevillenc.com/local_scoop/20...
Expand

4/21/2013

2

Asheville Social Statistics

- Social Media (As of 3/16/2013)

- Twitter
 - Followers: 4,558
 - Following: 10
 - Tweets: 1,893
- Facebook
 - 56,344 “likes”
 - 384,022 “have been there”
 - 14,370 “talking about this”

RECENT TWEETS

RT @ashevillebids: Reverse Vendor Fair April 10th at the USCC <http://t.co/1MEzgkSBk> #avlbids
2 days ago

Phones at the ART transit dispatch center cannot currently receive calls. Phon co. is working on the issue. #avltrnsit
2 days ago

Apply to serve on a Council Board or Commission! <http://t.co/KdTWKUbias> #avlnews #avlgov #asheville
3 days ago

You don't need a smartphone to use the #Asheville App! Access it at the CoA website & hit the orange button:<http://t.co/yeZieeDILh> #avlnews
3 days ago

4/21/2013

3

Explore Asheville

- Voted Beer City, USA
- Top 15 Cities for Outdoor Activities
- Developed Waterfront
 - Wilma Dykeman RiverWay
 - River Arts District
- < 10M of Current Greenways



4/21/2013

4

Burlington, VT



- Population: 42,417
- Average Age: 42.6
- Area: 15.5 square miles
- Median Family Income: \$42,012
- Unemployment Rate: 4.8%
- Major Events: Festival of Fools, Giant Pumpkin Regatta, Vermont Brewers Festival
- HPS: Biking, Running, Sailing, Kayaking

4/21/2013

5

Burlington, VT

- Social Media Twitter
 - Police Dept
 - News
 - Public Works
 - SeeBurlington
 - Travel Site
- Facebook
 - Official City Page
 - Parks and Rec
 - Skatepark
 - Most Likes: 2K

4/21/2013

- Audience: Skews to Family Focus
- Frequency: On average, a couple times a week

6

Burlington Social Statistics

- Social Media (As of 3/16/2013)

- Twitter

- Followers: 569
- Following: 23
- Tweets: 116

- Facebook

- 19,892 “likes”
- 230,138 “have been there”
- 10,338 “talking about this”



4/21/2013

[7]

Local Motion

- Non-Profit Organization

- 1000+ members
- 400 volunteers

- Promotes human powered sports throughout the Burlington, VT area

- Supports facilities and areas where these HPS take place

- Hosts/Provides Support

- Bike tours
- Running events
- Regattas



4/21/2013

[8]

Chattanooga, TN



- Population: 167,000
- Median Age: 37.3
- Area: 143.2 square miles
- Median Family Income: \$35,333
- Major Events: Riverbend Festival, Concert Series, “Between the Bridges”, Head of the Hooch
- Waterfront: TN River walk, boutiques/eateries
- HPS: Running, Biking, Climbing, Rowing, Paddling

4/21/2013

[9]

Chattanooga, TN

• Social Media

- Twitter
 - Chattanoogafun
 - CVB Page: 13K Followers
 - Chattanooga News
 - Chattown Probs
 - Life in Chattanooga
- Facebook
 - City Page
 - Explore Chattanooga
 - Nature Center



4/21/2013

- Audience/ Message: Information skews to family focus
- Frequency: Varies between pages, on average several times a week

[10]

Chattanooga Social Statistics

- Social Media (As of 3/16/2013)

- Twitter

- Followers: 655
- Following: 647
- Tweets: 127

- Facebook

- 53,920 “likes”
- 498,769 “have been there”
- 27,540 “talking about this”



4/21/2013

[11]

Outdoor Chattanooga

- Formed in 2003 as result of Mayoral initiative to develop city as outdoor recreation center
- Host informative events through volunteers
- Sponsored Activities

- Land
- Sea
- Air

4/21/2013

[12]

Knoxville, TN



- Population: 180,000
- Median Age: 32.7
- Area: 98 square miles
- Median Family Income: \$31,898
- Unemployment Rate: 6.8%
- Major Events: Boomsday, Brewer's Jam, Dogwood Fest/Legacy Parks-Knoxfest
- HPS: Biking, Running, Rowing, Kayaking, Hiking

4/21/2013

13

Knoxville, TN

- Social Media
 - Twitter
 - City of Knoxville
 - Knoxville, TN Page
 - Visit Knoxville
 - Facebook
 - City Page
 - 5K
 - Knoxville Business
 - Downtown Knoxville
 - 13K
- Audience: Skews to Younger Demographics
- Frequency: Frequent, but not excessive



4/21/2013

14

Knoxville Social Statistics

- Social Media (As of 3/16/2013)
 - Twitter
 - Followers: 5,430
 - Following: 1
 - Tweets: 31
 - Facebook
 - 58,893 “likes”
 - 518,003 “have been there”
 - 33,283 “talking about this”



4/21/2013

15

Legacy Parks Foundation/ Outdoor Knoxville

- Knoxville’s Urban Wilderness – 1000 acres
- UW Trails ranked 3rd on the Editor’s Pick of 25 favorite adventures — Best Urban Trails.
- Mountain Bike magazine: “This city (Knoxville) of 180,000 has a progressive attitude towards trails and an incredible outdoor community to go with it.”
- Outdoors Magazine: “The Top Outdoor Adventures Via Public Transportation”
- Outdoor KnoxFest: 3 day Event



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Experiential Benchmarking



4/21/2013

[17]

City Comparison

Oak Ridge, TN

- Population: 29,330
- Median Age: 41.3
- Area: 85.25 square miles
- Median Family Income: \$53,419
- Unemployment Rate: 6.9%
- Major Events: Secret City Festival, Secret City Half Marathon, Regatta's, Velo Classic
- HPS: Rowing

Flagstaff, AZ

- Population: 52,894
- Median Age: 26.8
- Area: 98.3 square miles
- Median Family Income: \$37,146
- Unemployment Rate: 5.8%
- Major Events: First Friday Artwalk, Holiday Lights Parade, All others are Outdoor activities/parks
- HPS: Outdoor Activities, Running, Trail Running

4/21/2013

[18]

Entering Flagstaff

- Defined City Limits
- Stylistic
- Informational Sign
 - Elevation
 - Heritage
 - Worlds First International Dark Sky City
 - Founding Year
 - Sets a tone
 - Bike-Friendly
 - Inclusive Community



4/21/2013

[19]

Downtown Flagstaff

- Small, Defined Area
- Lively at Night
 - Lights
 - Activity
- Mixed Offerings
 - Restaurants
 - Pubs
 - Cafés
 - Sweet Shops
 - Specialty Sporting / Outdoor Rec. Shops
 - Boutique Retail



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[20]

Mixed Offerings Cont.



4/21/2013

[21]

Heritage Square

- Center of Downtown
- Multi-Use Area
 - Small Stage
 - Seating
 - Waiting
 - Resting
 - Eating Ice-Cream
- Meeting Place
 - Gathered Groups
 - Starting Point
 - Near Parking



4/21/2013

[22]

Parks and Trails

- Clearly Defined
 - Architectural Theme
 - Welcoming
- Trails
 - Mostly Soft Surfaces
 - Dirt
 - Gravel
 - Pine Needle
 - Well Marked
 - Frequent Maps
 - Consistency of Map
 - Link Parks



4/21/2013

[23]

Trail Markers

- Urban Trail System
 - Multi-Surface Commuter Trail
 - Paved
 - Gravel
 - You Are Here Feature
- Within Parks
 - Buffalo Park, Fort Tuthill (Military Base), etc.
 - Informative
 - Name
 - Direction
 - Distance
 - Uses



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[24]

Other Markers (cont.)



4/21/2013

[25]

U.S. National Whitewater Center - Charlotte



4/21/2013

[26]

Appendix 4: Interviews

Oak Ridge Interviews

Interviewee A:

What are the biggest biking events in Oak Ridge? What are the demographics and size of the events?

The two largest events are the Oak Ridge Velo Classic and Butterflies for Hope.

The Velo Classic is a two-day omnium which means it has the three most common road racing events: road race, time trial, and criterium. The sixth annual will be held in July this year. The event has been the host of the road racing state championships twice and will include the Juniors State Championship this year. The event averages over 300 racers each year. Most are from Tennessee, but we've had years in which more than 12 states were represented.

Butterflies for Hope is a charity ride to raise funds for lupus research. Last year was the first year for the event and it drew over 200 riders. There are three course options: 25 miles, 50 miles, and 65 miles.

What are the biggest obstacles to hosting an event?

The events require lots of volunteers, police support, sponsorships, etc.

How are the logistics? Are there any issues?

Safety of riders is always a concern. An issue we deal with occasionally is impatient motor vehicle drivers.

Do you conduct any surveys? What are the top three pieces of feedback you receive or that come to mind?

We don't conduct surveys. The racers in the Oak Ridge Velo Classic consider it to be one of the best events on the Tennessee Bicycle Racing Association Calendar each year.

What events/organizations/etc. would you like to see come to town?

We'd like to host a national bike racing championship in the future.

Are your events sanctioned by the sports' governing body?

The Oak Ridge Velo Classic is sanctioned by the Tennessee Bicycle Racing Association and its parent organization, the US Cycling Federation.

What are the most important resources/facilities you look for when considering a venue for competition?

Safe, open roads.

Oak Ridge Interviews

Interviewee B:

What are the biggest events you have attended at Oak Ridge? What are the demographics and size of the event?

I will say the biggest event while I lived there was the spring regatta SIRA. ORRA also hosts spring training for universities around North America. Teams will bring their trailers with boats, equipment, tents, food, for a week at a time. In the height of spring training there can be as many as 20 teams stationed along the marina, parking trailers/boats/cars/vans/buses all along the side of the road of Melton Lake Dr.

What were some of the biggest problems with these events?

Space is probably the biggest opportunity for improvement. The parking lot is limited, and during spring training or regattas, there is no room left for local Oak Ridge residents to park and utilize the marina or walking trail (which can be a huge nuisance).

How were the Logistics? Are there any issues?

ORRA does a good job of hosting the events; they are very experienced and have been in the rowing scene for many years. ORRA's reputation is held highly throughout the nation in the rowing community; and Oak Ridge's spring racing venue on Melton Lake has been featured in USRowing. Other than the typical logistical issues you deal with concerning large crowds and traffic control, the logistics are fine. Local and national vendors are available for food, crafts, rowing product, etc.

How do events in Oak Ridge compare to other regional or national events you have attended?

You can tell ORRA is more established and practiced at running large regattas and spring trainings than others. I think the biggest asset, however, is the natural asset that the Clinch River offers. Few other venues have as good of water and weather conditions as Oak Ridge. The walking trail/running place is absolutely a huge asset - everyone uses it.

Where do you currently participate in outdoor recreational activities? What is your favorite place to go? What is your opinion of Oak Ridge?

I currently live in Florida and have participated with Orlando Rowing Club. Oak Ridge will always be my favorite venue.

While attending the event in Oak Ridge, did you shop, eat, or stay in Oak Ridge? If so, what was your perception of these facilities?

Many of the rowers stay "downtown" at the hotel Doubletree, and the hotels around the Wal-Mart. Panera is a huge sponsor of spring training and regattas. They love the business. Oak Ridge doesn't have much to offer in terms of largely developed dining/entertainment infrastructure so other than the few places downtown there isn't much else nearby. Turkey Creek may be the next closest option, but that's far compared to the walking-distance locations near the hotels in Oak Ridge. Sometimes members of ORRA will sponsor teams and have rowers stay at their houses when they are in for regattas or training.

Oak Ridge Interviews

What are the biggest issues you see that hinder young people (generation Y) from staying in Oak Ridge?

Not much night life in Oak Ridge; maybe if local entertainment facilities partnered with ORRA to offer discounts or specials during large events such as spring training or regattas that would help entice the younger generation.

Oak Ridge Interviews

Interviewee C:

What events could you see thriving in Oak Ridge?

Oak Ridge is known for being one of the best places to row due to a narrow and protected section of Melton Hill Lake. I believe there is an active rowing club in Oak Ridge that currently hosts events that are recognized on a national level.

However, to get the community more involved with Oak Ridge and outdoor sports, I believe offering a variety of unique outdoor activities would be more appealing for people in my generation. Paddle Boarding is an example. Paddle boarding is a rapidly growing activity and appeals to people in multiple generations.

As far as thriving events go, I have multiple ideas.

1) A spring/summer outdoor-type festival. Have several local clubs and businesses setup booths and tents in order to promote outdoor activities that could be enjoyed in Oak Ridge. Let people demo paddle boards, kayaks, row boats, rock climb, etc.

2) Since Oak Ridge is already nationally recognized for rowing, and will remain that way, I think expanding into more water sports for events would be most beneficial for the city and its businesses.

Like paddle boarding, wakeboarding has been one of the fastest growing sports for the past 10 years. Recently, the introduction of "wakeboard parks" has changed the game. Participants no longer need to have a boat to wakeboard, waterski, or knee board. These parks have electric cable systems that continuously pull up to 8 riders at a time. I believe if Oak Ridge worked a deal for land like that of the city of Monore and Cincinnati, a company would jump at the chance to build a park. The park would work best if the lake is man-made, which would not affect the rowers' water of Oak Ridge. These parks attract people from all over the U.S. which will help Oak Ridge and its local businesses. Due to Oak Ridge's proximity to an airport, major interstate, and most of the major inboard boat companies, I think it is the perfect location.

Where do you currently participate in outdoor recreational activities? What is your favorite place to go? Have you considered Oak Ridge? What is your opinion of Oak Ridge?

I mostly go out around downtown Knoxville on Fort Loudon Lake. Up-river around Island Home Airport is where I have spent many hours, so it feels a bit like home. Since Knoxville is like my 2nd home, that would be my favorite place to go around here. I have been out on Melton Hill quite a bit, but I'm usually down around the side closest to Lenoir City. I think I have actually been out right there in Oak Ridge where the rowing club is for a wakeboard event. The water was great, and people walking on the greenway stopped and seemed to enjoy watching the riders.

3) What are the biggest issues you see that hinder young people (generation Y) from staying in Oak Ridge?

I don't believe there is much in Oak Ridge that really attracts my generation. There are good restaurants and hotels that have the potential to support my generation if an attraction was put into place to get people in the city (like a wake park!)

Oak Ridge Interviews

4) Did you stay in Oak Ridge after the event you participated in? Eat there? Spend any money in the City of Oak Ridge?

Since I live in Knoxville, I did not stay in Oak Ridge, but I do know people that came for the wake event that did stay in Oak Ridge. We ate at Big Ed's pizza (very cool place), Outback, and some sports bar place in Oak Ridge.

Oak Ridge Interviews

Interviewee D:

What are your biggest events? What are the demographics and size of the event?

We have a week-long Beginner Whitewater Kayak Clinic the first full week of June. Ages range from 12 to 60, there are between 20-30 students and 20 plus instructors. We also host a Special Needs Canoe Day for handicapped kids at the lake in the summer. The kids are usually between 9 and 18, it involves around 25 kids plus their families. We usually have 10 or so safety boaters to help them paddle their own canoes or to do the paddling. We “Volunteer in the Park” by providing a week of canoe and kayak instruction in cooperation with the Obed Wild and Scenic River National Park. The park service sponsors a day of rock climbing and canoeing for each 6th grade class in Morgan County. They teach the rock climbing and we teach the canoeing and kayaking. There were around 20-30 kids in each class.

What are the biggest obstacles to hosting the event?

Clinic: Finding a person to be in charge of the clinic and a person to be in charge of the after-clinic cook out; getting enough volunteers. Providing and keeping track of loaned equipment (whitewater boat, paddle, sprayskirt, helmet, and PFD (personal flotation device)).

Canoe Day: Getting volunteers

3) How are the logistics? Are there any issues?

Clinic: Logistics are not a big problem for the clinic. The transporting of whitewater boats requires a car with racks. Instructors can usually transport their students' boats.

Canoe Day: Have to borrow a canoe trailer to transport canoes and equipment to the lake.

5) Where do you currently participate in outdoor recreational activities? What is your favorite place to go? Have you considered Oak Ridge? What is your opinion of Oak Ridge?

In the mountains and national forests where the whitewater rivers are. The Cumberland Plateau for Clear Creek, Obed River, Big South Fork, Daddy's Creek. The Smokies for the Little River and Pigeon River. The Cherokee National Forest for the Tellico River, Hiwassee River, Ocoee River, Nolichucky River. The Nantahala National Forest for the Nantahala River and Cheoah River.

My favorite place to go is on Clear Creek on the Cumberland Plateau, only an hour from Oak Ridge. I live in Oak Ridge. Oak Ridge is not a place to go to for whitewater—it is a place to start from. What is great about Oak Ridge is it's being in the center of some of the best whitewater in the U.S. It's only 1-2 hours in any direction to a variety of whitewater rivers.

6) What are the biggest issues you see that hinder young people (generation Y) from staying in Oak Ridge?

There is no lack of outdoor parks and recreation all around Oak Ridge. You don't need a special event to participate.

Oak Ridge Interviews

Interviewee E:

What are your biggest disc golf events?

We have our annual spring membership drive, the Chuck Norris Spinning Roundhouse Kick to the Face-off V coming up in two weeks. The weekend after Labor Day we have our annual PDGA tournament, the Booms Day Blast. Through the season we have doubles at the mounds every Tuesday at 6, and doubles at Carl Yearwood Park on Thursdays at 6. We also host at least 3 glow-in-the-dark tourneys throughout the season.

What do those events look like in regards to: participant demographics and event specifics (length, any sponsors/partners, and costs, etc)?

Demographics- we have all shapes and sizes, definitely not enough females playing, less than 10%. There is a good size group of high schoolers- they have an active club at school. The biggest demographic is guys 18-60. There is a sizable group of Masters players (40-60 yr olds).

Most of our events are one day. We don't really have any good sponsors, and/or anyone good at fundraising. An added \$1,000 in the purse will bring pros from 250-300 miles away; add \$5,000 and you can get a nationwide draw.

What are the biggest obstacles to hosting the event?

(Lack of) fundraising, volunteers.

How are the Logistics? Any there any issues?

We don't have hard tee pads yet, just playing on grass. We also need good course signs, and a place to meet would be awesome - a shelter of some sort. As it is, if it rains, you're out in the middle of nowhere with nowhere to go but your car. Oh, and there really is no parking to speak of.

Have any surveys been collected?

Yes, but I couldn't tell you where they are. I could answer general questions; very few people spend the night for a one day event. We have tried cooking and selling lunch- most people still go to local fast food. I'd say we get breakfast, lunch, and dinner out of 95% of them. As a rule disc golfers are fairly hardy folk. At larger events I go to, there is always a sizable number who camp out and bring/cook their own meals. Beer sales are heavy.

What would you like to see come to town (in regards to your area of expertise (disc golf) or in general)?

Currently we run a "C" tier tourney- the lowest event. We would like to bump up to a B tier, and eventually an A tier. An A tier needs good money behind it, and lots of volunteers to run it. We have the personnel, we work closely with the Knoxville club, but funds are not there yet.

Oak Ridge Interviews

Do you have any additional comments?

I believe very strongly in the outdoor sports we have here in the ridge. Rowing is world class, Haw Ridge is a world class mountain biking park, and our greenways are top of the line. The piece of property that our main course is on has world class potential. I have played all over the U.S. and elsewhere in big and little events over a long period of time. I know that we are sitting on a special course, but we are years away from maximizing it. Any help you all can give will be much appreciated.

Oak Ridge Interviews

Interviewee F:

What are the biggest events you have participated in? What are the demographics and size?

Probably Head of the Hooch in Chattanooga, TN. 2,000 rowers(14 to 80 years old) and 12,000 spectators.

How would you describe the events you have attended in Oak Ridge?

Tennessee Crew has participated in SIRA, Dogwood Regatta, and Secret City Head Race in Oak Ridge. They were usually well run and organized.

What was the biggest problem you encountered in participating in events held in Oak Ridge?

I think parking was our only issue at Oak Ridge Rowing Association's Boathouse, but it wasn't really that bad since we got there early.

Were there any logistical issues, such as getting everyone to each race on time?

No, since Oak Ridge isn't far from campus, we haven't had many issues. Parking is the only thing that would cause us to be late.

What are the most important resources/facilities you look for when considering a venue for competition?

Available bathrooms, cleanliness of facility, easily accessible

Of the competitions you currently participate in, which is located in your favorite venue, and what makes this your favorite venue?

Chattanooga is probably my favorite. The spectator area is perfect. It is also nice that the city is nearby.

While participating in events in Oak Ridge, did you purchase any goods or services in Oak Ridge? Why or why not?

My rowers usually purchase t-shirts at our races. We have ordered boat equipment at the regattas before since the vendors have been available to talk to.

Oak Ridge Interviews

Interviewee G:

How would you assess the perception of Oak Ridge as regional sports center?

I believe we have developed a strong reputation for those activities/amenities that allow Oak Ridge to stand out when compared to other cities in the Southeast. We are fortunate to have a beautiful marina with its rowing course, Haw Ridge Park with its many trails for hiking and bicycling, numerous certified race courses and miles of greenway trails and bicycle paths throughout our City. These are assets that have been identified, developed and promoted. Hopefully each sets us apart from other cities in our region.

What projects/events would you consider to have been the most successful in recent past?

Our award winning Secret City Festival is probably our biggest City sponsored event. Beyond that, with the City as a facility provider, it would be fair to say that regattas and races (running and bicycle) are probably the bigger draws for Oak Ridge.

What obstacles do you face when hosting large events?

Here I am going to respond from an athletics point of view with a bit of frustration. Our athletics facilities are not as well used for special events as those of our neighbors. We have a very nice baseball complex, but our softball and soccer fields are spread out across town. Most event coordinators prefer one large venue with fields side by side for their tournaments so we tend to attract only smaller events that are happy with one or two fields for one day or smaller weekend tournaments. While we do have a nice baseball complex, it is committed to ORHS for their baseball and softball programs from February late May. Many baseball tournaments are looking for venues during the spring when ours is not available.

Although we do have baseball, softball, tennis and soccer tournaments each year, they are not our strong suit when it comes to attracting special events. We are competing with surrounding communities who have Parks staff hired specifically to oversee and support special events using their facilities. Unfortunately, Oak Ridge is operating with a very lean Parks staff so we are unable to offer any additional help to those who rent of our facilities beyond pre-event preparations.

If we are measuring "negatives" for Oak Ridge, lack of staff support for athletic events is one of our bigger ones. Given a tight budget, our Parks Department has really given our community a lot of bang for their buck but they can only stretch that buck so far.

What feedback have you received from people who use trails/river? Who is using it? How did they hear about it?

I am aware of two groups other than rowers who enjoy the marina for their activities. I have a friend who races Dragon Boats. Her club's boat is docked at the marina through arrangements made with the rowing association. I don't believe Oak Ridge has hosted a Dragon Boat race to date. For now Oak Ridge is a just a practice site for them, but they have hopes their sport will continue to grow in an area so perfect for their interests.

The other group I have watched at the marina is a local radio-controlled flying club. In the past they have hosted several "Float Flies" which are always entertaining. These events are also a

Oak Ridge Interviews

fun change for flyers who enjoy the large landing strip created by our river as opposed to the smaller paved runways at their flying fields.

As for our trails, I would guess that a large percentage of Oak Ridge residents have access to a greenbelt area within easy walking distance of their homes. There is little doubt that both our parks and trails contribute greatly to the quality of life of Oak Ridge residents. Hopefully this will continue to be a strong selling point for young families moving to our area.

In your opinion, what would you like to see done?

I hope that we can find new avenues to promote Oak Ridge as a great place to live, work, play and invest. I would obviously like to see more funds allocated to the development and maintenance of our athletic facilities, but given our lack of monetary resources, a more realistic approach may be in continuing to build on those unique natural resources with which we are blessed.

An additional thought, but one probably of interest to those of you in marketing, is our need for a good sporting goods store in Oak Ridge. Although we have a Hibbetts store, they seem very disconnected from our community. On countless occasions, both staff and our league participants have requested that Hibbetts stock specific sporting goods that are needed and would sell easily in Oak Ridge, but with very little success. As a result Oak Ridge dollars continue to be spent in Knoxville or online where equipment can be found. This is obviously a small matter, but definitely puzzlement for those hoping to spend their dollars in Oak Ridge and avoid another trip to Knoxville.

Oak Ridge Interviews

Interviewee H:

What are your biggest events?

The largest event is the Secret City Half Marathon. This year, I am expanding the event to include a 5k/10k on Saturday and a health and fitness expo. We had approximately 680 runners last year and I am expecting over 1000 this year.

The half marathon appears to be a great revenue generator for the city. We are able to put heads in beds, and raise approximately \$10,000 for local charities. The course is a USATF certified course and insured thru RRCA. I would like to work with the city on a full marathon (in conjunction with the half).

The city (police, park/recs, public works) are all wonderful to work with. I have no issues working with the city. They give me 100% support, not necessarily money but I can give you some insight into the arrangement if you want to sit and discuss.

I'm fortunate to have a great working relation with the city.

What are the biggest obstacles to hosting the event?

I've worked on a couple of projects in the city and have no hurdles to jump. I do know that for smaller events, the costs associated with the city are a draw back. For example, the police department charges \$80 per officer for a 5k. Some of the courses in town require four officers. In addition, traffic cone rental is \$1.00 per cone. I completely understand the need for fees, and I'm not sure if there is a way to lower them (I know that Knoxville charges slightly higher for police)

Oak Ridge Interviews

Interviewee I:

Have you ever attended an event in Oak Ridge (Recreational or not)?

Yes. Trail runs (Haw Ridge and along the north boundary)

How would you describe the event you attended in Oak Ridge?

Well organized but not as big/elaborate as some others.

What was the biggest problem you encountered in attending the event?

Biggest problem: not many sponsors for freebies (not a huge deal for me personally)

How were their logistics? Any Issues?

Logistics: no big issues. Parking was adequate, punctual, good time keeping.

How would you rate the Oak Ridge event compared to other events you have attended?

Compared to others, they were smaller, less give-always, less after race entertainment.

How would you improve the current event offerings of Oak Ridge?

Improve. More of the question above - More events.

What events would you like to see come to Oak Ridge?

X-terra type adventure race. Obstacle/mud run. More trail runs.

What are some strengths and weaknesses of Oak Ridge as a recreational venue and place to hang-out, eat and drink after recreation?

- *Strengths*
 - o *Very easy to get to locations*
 - o *Decent parking.*
 - o *Traffic is not bad.*
- *Weaknesses*
 - o *Smaller population to pull from (but can get Knoxville*
 - o *Publicity/marketing?*

Where do you currently participate in outdoor recreational activities? What is your favorite place to go? How often do you use Oak Ridge for your recreational sporting?

Mountain bike and run at Haw Ridge (favorite place in Oak Ridge). Run at arboretum, and greenway along Emory Valley and the marina.

Oak Ridge Interviews

Interviewee J:

Have you ever attended an event in Oak Ridge (Recreational or not)?

Yes

How would you describe the event you attended?

Secret City Festival, 4th of July, Rowing Regatta Turkey Trot, Christmas Parade (all great events, I especially like the WWII reenactment.)

What was the biggest problem you encountered in attending the event?

At the Rowing, parking is a major issue. Secret City is full, it's starting to lose the hometown pride/wholesomeness.

How were their logistics?

Logistics- rowing has limited parking, but the area is great, the path next to the river makes it real fun.

How would you rate the Oak Ridge event compared to other events you have attended?

On par, I think it needs to play up small town feel, and not try and compete with larger cities. The Christmas parade is a great example of how they succeed in having small town fun that people want to come in for.

How would you improve the current event offerings of Oak Ridge?

They need to play to the strengths of the city. Haw Ridge is great mountain biking, the path that runs along the river is fantastic. It is a great location for races (single event or combined (xterra race/triathlon.) A swim in river, bike out by the labs/Melton Hill, and run down by the river, a lot of the roads would need to be shut down, but it would be epic. Make it special, host the 'fastest rowing sprint', or 'fastest middle school mile' and have them run on the straight flat path by the river, where everyone could line up, or even a mile down the turnpike, or down Illinois Avenue, and everyone could park at the restaurants and watch the middle school kids run and give the winner a pretty big prize - more than \$1,000 so people would bring their kids from all around.

What events would you like to see come to Oak Ridge?

A concert series at the amphitheater outside (summer movies projected on a big screen outside, family friendly, by the river/down by civic center park, have vendors and music, when it gets dark show a movie.

What are some strengths and weaknesses of Oak Ridge as a recreational venue and place to hang-out, eat and drink after recreation?

I think there are good places. The events would have to bring people by Illinois Avenue or turnpike to be able to see what all is offered.

Oak Ridge Interviews

Where do you currently participate in outdoor recreational activities? What is your favorite place to go? How often do you use Oak Ridge for your recreational sporting?

I like running and biking. I will go down to Oak Ridge from Knoxville to use Haw Ridge, but never go into town. I like running at the Guard Shack, I drive through Oak Ridge sometimes to go to Obed from Knoxville.

Do you have any additional comments?

People who like outdoor events like "natural" food. I think encouraging organic/local businesses would do well at attracting the outdoors crowd.

Oak Ridge Interviews

Interviewee K:

How would you describe the event you attended in Oak Ridge?

I have not previously participated.

What current HPS do you currently participate in?

- *Back packing*
- *Rock climbing*
- *Kayak*
- *Canoe*
- *Hiking*

Where do you currently participate in outdoor recreational activities? What is your favorite place to go? Have you considered Oak Ridge? What is your opinion of Oak Ridge?

- *Rock Climbing - Obed (Lancing, TN)*
- *Little Rock City (Chattanooga, TN)*
- *Smokies (Backpacking/Hiking)*
- *Cherokee (Back Packing/Hiking)*

I knew about Oak Ridge rowing and Haw Ridge through driving through Oak Ridge.

What do your spending habits look like when driving to a competitor's spot to be outdoors?

We usually camp or drive there and come back. Sometimes we'll grab dinner or breakfast in the am, but usually we carry our own food.

Do you have any additional comments?

When looking for a new spot - OR is limited, no rock climbing, not aware of their facilities. Some of the places (bathrooms, paths) I would assume are not kept up well, and it's not marked well. Having an event would make me want to go there. Not super competitive - like Warrior Runs, with competitive and non-competitive divisions.

Oak Ridge Interviews

Notes from Interviewee L:

1. What do you think the perception of Oak Ridge is as a recreational sports center?

- *Don't hear a lot of people talking about us except for rowing activities which are unique*
- *Informal circuit in regards to hike/bike trails*
- *Don't hear much about soccer/team sports.*

2. How does Oak Ridge compare to other communities you've been?

- *Oak Ridge doesn't have a centralized sporting events facilities.*
- *The city is unable to host large leagues/tournaments.*
- *Much older than a lot of communities: 40% of population is 65 years of age and older*

3. What are your biggest events?

- *Secret City Half Marathon is best event so far*
- *Bicycle speed races bring in bicyclists*
 - o *Limited amount of observers.*

4. What are the biggest obstacles to hosting events?

- *Cost of events for city*
 - o *Cops*
 - o *EMT's*
- *The 10k Fun Run is going to cost the city \$2500*

7. What kind of feedback have you received from people about Oak Ridge?

- *Typical Oak Ridge citizen is very proud of amenities, beautiful area*
- *Struggle is promoting outside of the community*
 - o *Worries that some outside the City see it as nuclear project*
 - o *Work to dispel those myths*

Oak Ridge Interviews

Notes from Interviewee M:

What do you think of perception of Oak Ridge as recreational hub?

- Internally pretty understood that Oak Ridge is a great area for HPS
- Seems to be very popular for rowing, gets a lot of play in the area

What are your biggest events?

- National Championships of Rowing
- Hiking and biking trails get a lot of use in general
 - o View it as a quality of life enhancer to have access to these

What would you like to Oak Ridge do to improve events?

- Combined events
 - o Smaller events accompanying the main event
 - o concerts, fairs day on the same day of event
 - o anything to get people to stick around the city longer

What are some issues Oak Ridge faces during these events?

- Sponsor buy-in from around Oak Ridge
- General cost of events

Oak Ridge Interviews

Notes from Interviewee N:

What do you think of perception of Oak Ridge is as recreational hub?

- *Internally*
 - o *Community gets it, Oak Ridge is unique in its amenities for HPS*
 - o *Part of the reason why people love to live there*
- *Externally*
 - o *People aren't really aware of all Oak Ridge offers*
 - o *May be seen as just rowing and biking – Oak Ridge has more*

What are your most successful events/sports?

- *Rowing has been around since 1970*
 - o *16,000 visitors who come to the area each year to row*
- *Velo cycling event brings in 500 over the course of the weekend*
- *½ marathon brings in 700 people*
- *Haw Ridge Park has handful of different runs*
 - o *People of Haw Ridge Group*
- *Secret City Festival has been going on for 11 years*
 - o *Room for improvement*
 - o *Make it a bigger event to attract wider audience*

What problems do you face?

- *Not having space to attract really big name events*
- *Resistance internally*
- *Proximity to Knoxville*
- *Marketing*
 - o *How do we get the word out about this area?*

Do you have any additional comments?

- *City could use some type of business/rowing/rafting guide on the river*
- *Currently have Oak Ridge App for phones, considering putting up signage indicating that*
- *Strong relationship with local businesses; recommend local places for visitors*

Appendix 6: Riverfront Development Funding

Riverfront Development Funding



4/21/2013

1

Riverfront Development

- Knoxville South Waterfront Project
 - \$10M dollar project
 - \$535,461 grant from TDOT for construction of pedestrian bridge
- Asheville French Broad River Development
 - Riverlink: an organization of recreation experts, city planners, businesses, and citizens dedication to economic and environmental revitalization of the French Broad River
 - Greenways, and trails currently under development that will link with other trails to form 17 miles of continuous greenways



4/21/2013

2

Riverfront Development

- Nashville Riverfront Development
 - 20 year plan to transform over 190 acres of underutilized industrial land into sustainable mixed-use developments by building parks, trails, water recreation, environmental restoration and the eventual development of mixed-use urban neighborhoods
 - Funded jointly by US Army Corps of Engineers and Metropolitan Board of Parks and Recreation
 - Expected to attract \$1.4 billion in private investment



4/21/2013

3

Riverfront Development

- Chattanooga Riverfront Development
 - “Living, working, playing and learning at the river”
 - River City Company
 - Private Non-Profit Organization
 - \$12 million privately invested 1986
 - Purchase property in downtown and prime the market for private redevelopment
 - 21st Century Waterfront Project
 - \$210 million in public bonds
 - Improved waterfront with parks, trails, water features



4/21/2013

4

Appendix 6: Weekly Reports

Week 1 Report

TO: Josh Collins and Mark Watson
CC: Pat Richardson, Glenn Swift, Austin Lance, Brad Briggs, Michael Knoebel, Curtis Pickard and Adrienne Taylor
FROM: Darren Brown, Project Manager
RE: Project Report – Week 1
DATE: March 8, 2013

This memorandum serves as a progress report for The City of Oak Ridge (CITY) on the UTK MBA Innovation in Practice team. Enclosed is an overview of the past week's activities, achievements and concerns as they relate to the project. The memo will also outline the next steps to be taken towards providing an actionable solution to the human-powered sports (HPS) issue presented by The City of Oak Ridge.

Weekly Accomplishments:

The team spent this past week familiarizing themselves with CITY, its history and its current resources. Aside from our first meeting, where we had the opportunity to meet and hear from city officials, the city manager and department heads/directors, a few team members journeyed out to CITY in order to gain first-hand insight into the city. We also began compiling documents and data from the internet to help paint a clearer picture of current operations.

After our meeting, where we more narrowly defined our scope of work and condensed the internal interview list, the team also identified external interviewees who may provide valuable insight into the available resources, operations and viability of the CITY HPS recreational areas. We have begun the interview process and are currently compiling the responses for analysis.

As we compile responses from interviewees, the team also began researching competing locations in the area of HPS. While our research is currently focusing on HPS currently offered by CITY, we are also investigating those not offered, in order to gain insight into possible opportunities and the infrastructures needed to support them.

The team looks forward to analyzing its findings in order to present both an internal and external perspective to CITY leaders in our next meeting on Tuesday, March 12, 2013. This is a step we feel will be very important in helping develop a HPS strategy for CITY.

Team Weekly Hours 52 *Total* 52

Areas of Concern and Goals:

Overall Project Status: **Green**

No issues for our team at this time.

Focus for Upcoming Week:

This week, we will continue to analyze the internal and external perspectives on the current state and future potential of CITY's HPS. We will also continue researching competing locations in the area of HPS in order to present a benchmark to CITY leaders in our meeting on March 19, 2013.

We look forward to seeing everyone on March 12, 2013 at 4:30pm in the Club Room at the Recreation Center.



Week 2 Report

TO: Josh Collins, Mark Watson and Austin Lance
CC: Pat Richardson, Glenn Swift, Brad Briggs, Michael Knoebel, Curtis Pickard and Adrienne Taylor
FROM: Darren Brown, Project Manager
RE: Project Report – Week 2
DATE: March 15, 2013

This memorandum serves as a progress report for The City of Oak Ridge (CITY) on the UTK MBA Innovation in Practice team. Enclosed is an overview of the past week's activities, achievements and concerns as they relate to the project. The memo will also outline the next steps being taken towards providing an actionable solution to the human-powered sports (HPS) issue presented by CITY.

Weekly Accomplishments:

The team spent the week gathering the remainder of the interview responses, primarily those from the external interviewees. We will continue to analyze and compare these responses over the weekend so that we may present our findings to the CITY on Tuesday, March 19.

Members of the team also spent time visiting various sites around Oak Ridge in order to gain first-hand insight into some of the recreational locations. These visits included the Boathouse/Marina, Haw Ridge, The Arboretum and various other smaller city parks. After our meeting this past Tuesday, where we were also able to see the recreation center, our team took the opportunity to exit Oak Ridge via Melton Lake Dr./Edgemore in order to gain better perspective on the various routes that take visitors/residents in and out of the city.

To expand on the designation metrics we initially presented this past week, we have continued researching deeper into those measurements as well as setting benchmarks against which we will compare/contrast CITY against other, demographically similar regional HPS capitals.

The team looks forward to presenting our findings in our upcoming meeting on Tuesday, March 19.

Team Weekly Hours 55.5 *Total* 107.5

Areas of Concern and Goals:

Overall Project Status: **Green**

No issues for our team at this time. While some interviews have been slow in responding, we have been able to move forward with other sections of the project without any major delays or interruptions.

Focus for Upcoming Week:

This week, CITY team will finalize its initial round of interviews and utilize the responses to begin forming benchmarks for further researching. Once we have compiled our benchmarking data and concluded our compare/contrast of CITY to similar regional HPS capitals, we will begin developing a SWOT analysis in order to better understand the offerings and opportunities of Oak Ridge as they stand today. We believe this will be the key factor in beginning to form an actionable solution and implementation strategy.

We look forward to seeing everyone on March 19, 2013 at 4:30pm!



Week 3 Report

TO: Josh Collins, Mark Watson and Austin Lance
CC: Pat Richardson, Glenn Swift, Brad Briggs, Michael Knoebel, Curtis Pickard and Adrienne Taylor
FROM: Darren Brown, Project Manager
RE: Project Report – Week 3
DATE: March 22, 2013

This memorandum serves as a progress report for The City of Oak Ridge (CITY) on the UTK MBA Innovation in Practice team. Enclosed is an overview of the past week's activities, achievements and concerns as they relate to the project. The memo will also outline the next steps being taken towards providing an actionable solution to the human-powered sports (HPS) issue presented by CITY.

Weekly Accomplishments:

This week, the team has been gaining insight into specific redevelopment projects that recently took place within the selected benchmark cities. This information includes financials, infrastructures, issues and communications. The communication research is looking at not only their mediums of communicating the new developments, but also their style, format and overall strategy as well.

We have also continued contacting newly emerging interviewees, while revisiting some old interviewees with follow-up questions that have formed throughout the project. Part of this process will include an expansion of the "Gen-Y Familiarity" chart we presented two weeks ago.

Finally, as some of the team members depart from Knoxville for the coming week, we are taking advantage of the opportunity to gain first-hand experience into some of the cities that we previously identified as HPS capitols through various metrics. This will help us in formatting our SWOT analysis, one of the final steps before developing actionable solutions.

The team looks forward to presenting our findings in 2 weeks on Tuesday, April 2, 2013.

Team Weekly Hours **51.5** *Total* **160**

Areas of Concern and Goals:

Overall Project Status: **Green**
No issues for our team at this time.

Focus for Upcoming Week:

This week, CITY team will travel, research and investigate in order to bring the details of some of our metrics to the forefront. We will be looking into exact infrastructures, financing and communications that helped the previously observed HPS capitols become nationally-recognized locations.

This data will then be compared with Oak Ridge's current offerings and, combined with the feedback from our interviews, help us format a SWOT analysis so that we can begin developing a proposed plan for the CITY.

We look forward to seeing everyone on April 2, 2013 at 4:30pm!



Week 4 Report

TO: Josh Collins, Mark Watson and Austin Lance
CC: Pat Richardson, Glenn Swift, Brad Briggs, Michael Knoebel, Curtis Pickard and Adrienne Taylor
FROM: Darren Brown, Project Manager
RE: Project Report – Week 4
DATE: April 4, 2013

This memorandum serves as a progress report for The City of Oak Ridge (CITY) on the UTK MBA Innovation in Practice team. Enclosed is an overview of the past week's activities, achievements and concerns as they relate to the project. The memo will also outline the next steps being taken towards providing an actionable solution to the human-powered sports (HPS) issue presented by CITY.

Weekly Accomplishments:

The past two weeks, the team has continued gaining insight into specific redevelopment projects, including costs, grants, expected revenue and resulting effects. We have also begun research into alternative forms of architecture due to the limited amounts of space available near the waterfront.

In our team's analysis of Flagstaff, AZ, which has earned a recent reputation as one of the best altitude training destinations for HPS endurance sports, we found some anticipated differences between the two cities. However, we also found the importance and examples of infrastructure and partnerships serving as key supporting factors.

Finally, in our effort to create actionable solutions for the CITY, we have been going through a critical mind-mapping process, as well as analyzing our SWOT analysis, to help organize and categorize these suggestions.

The team looks forward to presenting our findings next week on Tuesday, April 9, 2013 at the rec center.

Team Weekly Hours **58.75** *Total* **218.75**

Areas of Concern and Goals:

Overall Project Status: **Green**

No issues for our team at this time.

Focus for Upcoming Week:

This week, CITY team will identify, solidify and expand on actionable solutions for the CITY. Once our mind-mapping and SWOT discussions are complete, we will pull in the information we have gathered from interviews, research and benchmarking to layout multiple opportunities for the CITY to improve on their HPS perception.

We will also be discussing our mind-mapping and SWOT analysis with you all during our discussion to engage feedback. Along with that, we will begin diving into the details behind our actionable solutions, providing the CITY with the "who, what, where, when and why" of each individual solution. This includes marketing plan, infrastructure rollout, logistics, third-party effect, and expected benefits.

We look forward to seeing everyone on April 9, 2013 at 4:30pm at the Rec Center!



Week 5 Report

TO: Josh Collins, Mark Watson and Austin Lance
CC: Pat Richardson, Glenn Swift, Brad Briggs, Michael Knoebel, Curtis Pickard and Adrienne Taylor
FROM: Darren Brown, Project Manager
RE: Project Report – Week 5
DATE: April 12, 2013

This memorandum serves as a progress report for The City of Oak Ridge (CITY) on the UTK MBA Innovation in Practice team. Enclosed is an overview of the past week's activities, achievements and concerns as they relate to the project. The memo will also outline the next steps being taken towards providing an actionable solution to the human-powered sports (HPS) issue presented by CITY.

Weekly Accomplishments:

This past week, the CITY team has spent time extracting details from our research, interviews and analysis in order to establish our final project recommendations and presentation. These efforts have helped us acquire direct insight into marketing, development and funding details necessary for an actionable solution.

We also had the opportunity to meet with a few key individuals who are directly connected to our recommendations in order to reinforce the opportunities that we see as feasible solutions to the Oak Ridge HPS issue.

Finally, after reviewing the CITY's current waterfront redevelopment plan and solidifying the recommendations we made independently of said plan, we were able to compare the two in order to find synergies and further opportunities. These insights helped us mold our final recommendations into an actionable solution.

The team looks forward to presenting our final recommendations next week on Tuesday, April 16, 2013.

Team Weekly Hours 42.75 *Total Hours* 261.5

Areas of Concern and Goals:

Overall Project Status: **Green**
No issues for our team at this time.

Focus for Upcoming Week:

This week, the team will finalize its recommendations and presentation to the CITY. We hope to use the upcoming meeting to create final discussion and communication on our plan's implementation so that we may bring it before the community in two weeks' time.

Accompanying this final presentation will be our final report, which will give CITY access to the final presentation as well as the many resources and opportunities that we used/found along the way. We look forward to leaving our mark and laying out a plan of HPS opportunity for the CITY of Oak Ridge!

We look forward to seeing everyone on April 16, 2013 at 4:30pm!



Week 6 Report

TO: Josh Collins, Mark Watson and Austin Lance
CC: Pat Richardson, Glenn Swift, Brad Briggs, Michael Knoebel, Curtis Pickard and Adrienne Taylor
FROM: Darren Brown, Project Manager
RE: Project Report – Week 6
DATE: April 20, 2013

This memorandum serves as a progress report for The City of Oak Ridge (CITY) on the UTK MBA Innovation in Practice team. Enclosed is an overview of the past week's activities, achievements and concerns as they relate to the project. The memo will also outline the next steps being taken towards providing an actionable solution to the human-powered sports (HPS) issue presented by CITY.

Weekly Accomplishments:

In our final week on the Oak Ridge project, CITY team has been finalizing recommendations for the Tuesday, April 23 presentation. We have been fine-tuning the final details on our recommendations, ensuring proper flow of materials so that our process and direction will be clearly and positively conveyed.

We have also spent this time concluding our final report, which will be delivered to the Oak Ridge committee members electronically at the conclusion of our final presentation. This report will include not only our presentation, but also further materials that helped us reach our recommendations, such as interviews, references and other benchmarked materials.

The team looks forward to presenting our final recommendations next week on Tuesday, April 23, 2013.

Team Weekly Hours **47.75** *Total Hours* **309.25**

Areas of Concern and Goals:

Overall Project Status: **Green**

No issues for our team at this time.

Focus for Upcoming Week:

CITY team will continue to prepare and looks forward to presenting in front of Oak Ridge city officials, board members, residents and others. We hope that these recommendations stir not only action, but even further thinking on ways to improve the perception of Oak Ridge as a HPS capitol within the region and country abroad!

We look forward to seeing everyone on April 23, 2013 at 4:30pm!



Appendix 7: Works Cited

Works Cited

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"About." *OUTDOOR KNOXVILLE*. OUTDOOR KNOXVILLE, n.d. Web. 9 Apr. 2013.

"Leaving East Tennessee Better Than We Found It." *Legacy Parks Foundation*. Legacy Parks Foundation, n.d. Web. 9 Apr. 2013.

"Department of Environment & Conservation Robert Martineau, Commissioner." *The Official State of Tennessee's Department of Environment and Conservation, State Parks Website*. The Official State of Tennessee's Department of Environment and Conservation, State Parks Website, n.d. Web. 2 Apr. 2013.

Benchmarking Resources

Asheville, NC

<http://www.exploreasheville.com/things-to-do/outdoor-adventures/>
<http://www.ashevillenc.gov/Departments/ParksRecreation.aspx>

Burlington, VT

<http://www.localmotion.org/>
<http://www.enjoyburlington.com/>

Chattanooga, TN

<http://www.outdoorchattanooga.com/>
<http://www.rivercitycompany.com/new/rcc>
<http://www.chattanooga.gov/parks-and-recreation>
http://www.youtube.com/watch?feature=player_embedded&v=x5K0UYrpavE

Charlotte, NC

<http://usnwc.org/visit-us/need-to-know/>

Flagstaff, AZ

<http://www.flagstaffarizona.org/playing.html>
<http://www.flagstaff.com/activities>
<http://outdoor-activities.meetup.com/cities/us/az/flagstaff/>

Knoxville, TN

<http://www.outdoorknoxville.com/about>
<http://www.cityofknoxville.org/recreation/>
<http://www.legacyparks.org/about.html>

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Suwannee, GA

<http://www.suwannee.com/>

Miscellaneous Links

<http://www.tn.gov/environment/grants/>

<http://www.supatx.com/supaustin/sup-austin-malibu/>

<http://www.mnn.com/health/fitness-well-being/photos/15-us-cities-for-outdoor-enthusiasts/get-outside>

<http://adventure.nationalgeographic.com/adventure/trips/best-trails/best-us-hiking-cities/>