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Redevelopment of Tivoli America in Knoxville as a mixed-venue entertainment attraction

Harrison Price Company



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**REDEVELOPMENT OF
TIVOLI AMERICA IN KNOXVILLE
AS A MIXED-VENUE
ENTERTAINMENT ATTRACTION**

Prepared for

**The City of Knoxville
July 1, 1996**

Prepared by

HARRISON PRICE COMPANY

*2141 Paseo Del Mar • San Pedro, California 90732
Phone (310) 521-1300 • FAX (310) 521-1305*

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Site	1
Market	5
Att/Leas	6
Concept	8
Rev Gen	13 11
L o Story	13
Est Cap Proj	15
Tax Impact	17
Summary	18

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INTRODUCTION

The Tivoli America site by dint of Exposition history, location, and available land is in a position to function as the principal entertainment and recreation focal point for downtown Knoxville. It can serve as a catalyst for other downtown recreation and entertainment-oriented projects at Old City, Gateway Village and Volunteer Landing. The project is now known as Tivoli America.

Plans discussed for the park envision improvements to open spaces and existing facilities, potential expansion of the art museum, development of a children's discovery museum, and significant private destination-oriented development at and around the former U.S. Pavilion from the fair, now demolished. A rail trolley system is being studied that would link Tivoli America with two other key downtown districts, the Old City historic area and the Volunteer Landing waterfront redevelopment project.

To assist in refining the master plan for the Park, with emphasis on identifying the best candidate destination entertainment facilities, Harrison Price Company was invited to revise, update, and expand on its two earlier studies for the property, completed in February 1984 and January 1985, in light of the current status of overall downtown development. Of special interest is the Park's potential linkages and synergism with the mixed-use, themed Gateway at Volunteer Landing project, located a short distance away on the riverfront.

The following specific tasks were undertaken in completing this assignment:

1. Meetings with three separate city staff and representatives of other agencies and private interests involved in the downtown development program to gain a thorough familiarity with existing and proposed facilities. A downtown tour and physical inspection of the site was also made. Various reports and planning documents pertinent to this analysis were collected and reviewed.

2. Several meetings were held with a development group interested in carrying out the project. The group consisted of Earl Worsham, Richard Ferrin, Hugh Branson, Bob Barron, and Bob Snow.

3. Characteristics of the site were evaluated, including developed versus developable acreage, size and nature of existing facilities, access conditions, surrounding land uses, and interrelationships with other key downtown districts. Changes that have occurred since our original studies as well as proposals for future improvements were noted. As shown in **Figure 1**, six specific areas aggregating 17.1 acres (745,000 square feet) were identified by Bullock Smith Partners as offering potential for development. They are noted as follows:

Area 1: 3.2 acres

This is still foreseen as the site of an amphitheater and a future building for the Museum of Art, although there have been several alternate uses proposed for the amphitheater site.

Area 2: 1.3 acres

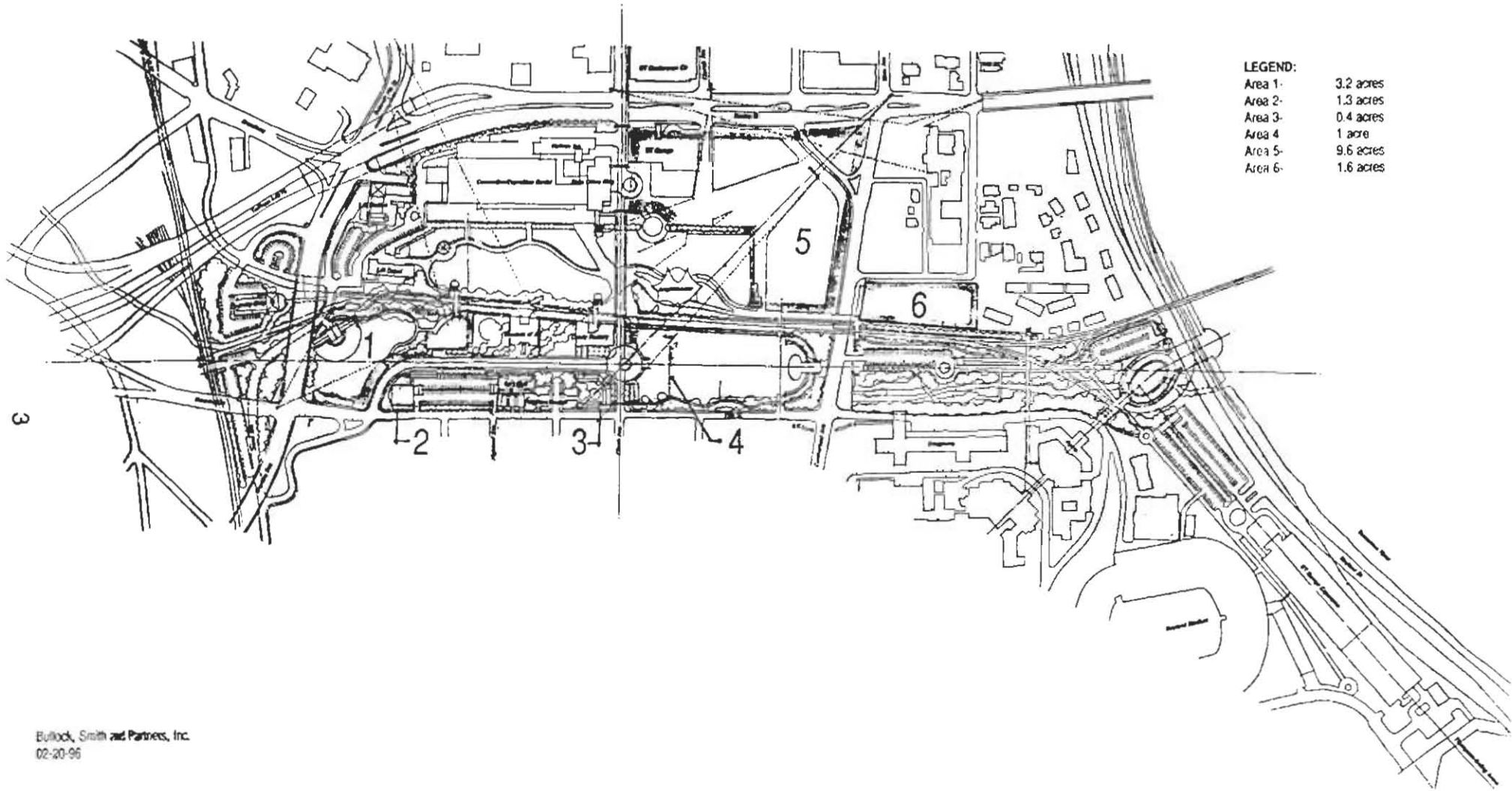
Presently a parking lot, there is fairly strong agreement on the future use as noted of this site for a combination of structured parking and arts facilities, although several alternate uses have been proposed.

Area 3: 0.4 acre

This is an underutilized parcel adjoining the "Victorian Houses" which house galleries and arts offices.

Area 4: 1 acre

While the plan indicates the "south lawn" that accommodates mass attendance audiences beginning at Clinch Ave., there has been some discussion of using this initial portion of that zone for an "adult science playground." Regardless of whether this idea pans out, the discussion indicates a willingness to reassign this segment.



Bullock, Smith and Partners, Inc.
02-20-96

Figure 1
SITE PLAN

Area 5: 9.6 acres

The acreage noted includes present R.O.W.'s for Clinch Ave. and the realigned Cumberland Ave. dogleg; there is ongoing debate about how best to realign this road, or whether to eliminate it altogether to increase the contiguous size of the parcel. The U.T. Garage is officially considered a permanent feature of the plan, but certain proposals under discussion assume it can be removed. The view corridor and development parcel boundaries should be regarded as malleable.

The site relationships of these areas can be seen in Figure 1.

4. A current inventory was taken of major existing entertainment attractions in the Knoxville region, including cultural facilities (museums and performing arts venues), sports facilities, public recreation facilities, and leading commercial recreation attractions. This inventory, was used to gauge the competitive environment as a means of identifying apparent gaps or opportunities in the marketplace.
5. Basic data on the size and characteristics of the Knoxville resident and tourist markets was updated.
6. Based on the foregoing, compile a list of potential development opportunities for Tivoli America were selected. Options identified in our original studies were reexamined and other, new-concept entertainment attractions were also analyzed. For each candidate use, preliminary estimates have been prepared for annual attendance potential, gross revenue and net operating income generation, building and/or land area required, and order-of-magnitude development costs. Candidates were stratified as to near- versus longer-term development priority and by relative ability to synergize with and complement other downtown projects, especially the Gateway at Volunteer Landing complex.

7. A meeting was held with the client group to discuss preliminary recommendations as described in Task 5, with the aim of fine-tuning the nature and mix of possibilities and achieving a consensus on the optimum development program.
8. The economic feasibility of the final list of development opportunities as determined in Task 6 was then assessed. Earlier preliminary attendance, and financial, and sizing guidelines were refined, and a pro forma financial analysis of return on investment was prepared for each identified use.

THE MARKET AND ITS DEMOGRAPHICS

The resident market in Knoxville is defined as the containment area within 100 miles of Tivoli America, plus overnight tourists destined to the greater Knoxville-Pigeon Forge-Gatlinburg region. Updated estimates of the size of this market are tabulated as follows:

Component	1995 Market Size (000)
Resident	
Primary (0-50 miles)	1,008
Secondary (50-100 miles)	2,099
Overnight Tourist	<u>8,000¹</u>
Total	11,107

KC Conquest

As indicated, a total resident market of some 3.1 million is available, along with an overnight tourist market estimated at 8 million. The latter figure is based on an extrapolation from hotel capacity—roughly 20,500 hotel/motel rooms are located in the subject region (comprised of Anderson, Blount, Grainger, Jefferson, Knox, Sevier, and

¹ Approximately one-third staying in the City of Knoxville.

80 8/23

460.
64.
4/3

UEC Do it a
Flash in the pan or for real

① 1st UEC '63 Study WD | August's Bond. Marriott
we couldn't make it compete with Klondike supply
if he had it would have soared.

- ① 1960's 70's ^{East Pottery on} ^{Reno Festival Markets mostly waterpark}
Boston to Sydney to Canary Wh in Ldn.
- ② mid 80's with Disney MCA ^{Disney Memphis 63, 81, 87 2001}
- ③ mid 90's with Sony MCA ^{Norfolk quarter UEC}

Do it or flash? UEC

Make use of CC sites
Revive Downtown
offer new technologies new products
generate high repeat rates - Cultural Wars
large draw.

- ✓ Chisholm St Satin
- ✓ Core Wall ^{Coral Gables}
- ✓ City Walk ^{98 96}
- ✓ Broadway at the Beach ^{at the Beach}
- ✓ 2nd St Promenade ^{Country North}
- ✓ Daytona USA - ^{USA - largest}
- ✓ Spectrum ^{O. largest}
- ✓ Interecity ^{Daily Hotel.}
- ✓ Yella Breen ^{2nd St NYC}
- ✓ AMC KC
- ✓ Stadium Walk Denver
- ✓ Greenway LB
- ✓ ^{Disney ESPN} D+B ^{AT Houston} City Knoxville.
- Market 1-2-8
- Vacuum light Capital
(Memphis)
- Chattanooga
- UA
Sony/MCA
RKO

Union counties). There are about 7,200 rooms in the city of Knoxville, with the balance of the inventory concentrated in the Pigeon Forge-Gatlinburg area. A pass-through or day-visit market on the order of 1.5 to 2.0 million is also estimated; however, these travelers are a relatively weak source of support and have not been directly considered in this analysis.

While a market of 11 million-plus is very large, a couple of limiting factors are apparent:

- Median household income for the resident component is reported at about \$26,400 annually, equivalent to 70 percent of the national average. This suggests sensitivity to pricing and a need for caution in projecting levels of visitor expenditure at the site.
- Average tourist length of stay is a comparatively short 2.7 days. An outstanding attraction at Tivoli America and the growing music theater business in Pigeon Forge may ultimately induce longer stay times, but this is a slow, gradual process. In the meantime, fairly strong competition for tourist attention with established recreation facilities in the Pigeon Forge area should be recognized.

ATTENDANCE AND CAPACITY TARGETS FOR TIVOLI AMERICA

A high-quality entertainment complex at Tivoli America with a large critical mass should be capable of achieving a 25 percent penetration of the combined resident and visitor market. This translates into 2.76 million annual visits to the site. **Table 1** presents a first cut at basic planning criteria for the attraction. Assumptions include year-round operation in a moderately seasonal market and an average visitor length of stay of about 3.0 hours. A planning factor of 40 square feet per on-site visitor (consistent with standards for indoor attractions) yields a space requirement at 263,000 square feet of entertainment area.

<i>Yerkes Avenue</i>	<i>4/19</i>	<i>23%</i>
<i>Old Lodge</i>		<i>34%</i>
<i>River Run Walk</i>		<i>45%</i>
<i>Hobby Place</i>	<i>8/12</i>	<i>67%</i>
	<i>6</i>	

Table 1

ATTENDANCE PLANNING FOR TIVOLI AMERICA

Total Market (millions)		11.102
Market Penetration (%)		25
Attendance (000)		2,776
Use (000)		2,800
Average Peak Month (13%) (000)		364
Average Peak Week (+ 4.43)		82,167
Design Day at 20%		16,433
Peak On-Site Crowd @ 40%		6,573
Required Development Area @ 40 sq. ft. per person		263,000
Parking Requirement	<u>6.573 (0.8)</u> (2.5)	2,103
Parking Requirement - Employees 10%		<u>210</u>
		2,313

Source: Harrison Price Company.

In defining attendance potential for entertainment several factors were taken into account:

- The proximity of Tivoli America to two key existing facilities, which provide a strong nearby source of support—the campus of the University of Tennessee (with some 26,000 students and 1,100 faculty) and the Knoxville Convention Center (which hosted 170,000 delegates during 1994).
- The need to differentiate the entertainment offering not only from competing venues in the Pigeon Forge area, but also from other emerging destinations in downtown Knoxville, including the Old City dining/shopping/nightclub district and recreation and entertainment facilities planned for Volunteer Landing.
- The objective of creating a mix of activities with appeal to both residents and tourists across a broad age spectrum.
- The need to complement and synergize with the entertainment nucleus already present at Tivoli America, including the Knoxville Art Museum, the Tennessee Amphitheater, and restaurants in the L & N Depot building.
- The goal of economic performance sufficient to attract the participation of a private developer and commercial operators.

RECOMMENDED CONCEPT FOR COMMERCIAL DEVELOPMENT

Based primarily on the foregoing criteria, **Table 2** presents a summary list of suggested entertainment concepts for Tivoli America. For purposes of this report, the focus is on commercially viable development opportunities which do not require public subsidy. Uses dependent on philanthropic support may become of interest as

Table 2

RECOMMENDED COMMERCIAL PROGRAM

<u>Venue</u>	<u>Cost of Development \$/Sq. Ft.</u>	<u>Space Requirement (Sq. Ft.)</u>	<u>Development Budget (\$000)</u>
18-Screen Multiplex Theater Complex	150	80,000	12,000
IMAX 3D, 400-seats, large format theater	500	10,000	5,000
80-Seat Twin Platform Simulator	400	3,000	1,200
Bazaar	50	35,000	1,750
Segaworld or equal	500	20,000	6,000
Bob Snow's Entertainment Center	300	20,000	6,000
Microbrewery	250	6,000	1,500
Additional Theme Restaurants	300	30,000	9,000
Additional Specialty Retail	300	60,000	18,000
Ride Complex	2,000/Units of Hourly Capacity	<u>Incl.</u>	<u>9,000</u>
		264,000	69,450

Source: Harrison Price Company.

they are funded and in general would mix exceedingly well with recommended commercial uses. They would add to commercial visitation and per capita expenditure generation. Major anchor facilities enumerated in the table are:

1. An 18-screen, 4,000-seat, multi-screen theater complex requiring 80,000 square feet and a development budget of \$12 million.
2. An IMAX 3D, 400-seat, high-impact, large screen theater requiring 10,000 square feet and a development budget of \$5 million.
3. An 80-seat platform simulator ride, (IMAX Ridefilm, Showscan, Iwerks, or equal) requiring 3,000 square feet and a development budget of \$1.2 million.
4. A 35,000-square-foot Bazaar offering specialty merchandise, food service and entertainment in the manner of a European public market. It is something of a cross between the styles of a farmers market and a high-grade flea market. Its cost of development is \$1.75 million. Space may be available at the existing convention center.
5. A 20,000-square-foot, multi-venue, indoor themed entertainment center featuring Virtual Reality, sports games, video arcade, children's area, food and beverage service, live entertainment, and other venues (genre of Sega World and related mixed-venue indoor attractions). Required budget is \$6 million. Space may be adaptable at the existing convention center.
6. Bob Snow's Entertainment Center, a space of 20,000 square feet of recreation retail. The restaurants have a special character and thematic emphasis like Church Street Station, House of Blues (Orlando, New Orleans, Hollywood). Retail is logo driven. Development budget is \$6 million.

7. A microbrewery and pub of 6,000 square feet offering custom beers and beer garden-style food service.
8. Additional themed restaurants, three or four, aggregating 30,000 square feet. Development budget \$9 million.
9. Additional specialty retail, 60,000 square feet, development cost \$18 million, stores like Barnes and Noble, Gap, Nike and the like.
10. An indoor/outdoor playland attraction park in the style of Castle Park in Riverside, California. The park can be in one place or laced around the site. It has a capacity of 4,500 rides per hour. It is “one big birthday party” and requires a budget of \$9 million. It is a 140-day a year operation with 400,000 annual attendance at \$12 per capita.

Total development cost for all ten venues is \$69.45 million. Total space excluding ride park areas is 264,000 square feet. Average development cost per square foot is \$263.

As shown in Figure 1 and Table 1, all ten together require space well within the capacity of the site.

Other nonprofits may be added to the mix as funded; projects like an expanded art museum, children’s museum, botanical garden, etc.

REVENUE GENERATION

Individual venue revenue generation is derived in **Table 3**. Participation ranges from 5 percent of visitors to 54 percent. Aggregate visitation is 6.1 million. At 2.2 venues per person the body count is 2.8 million, a market penetration of 25.2 percent. These values are consistent with the values shown in Table 1.

Table 3

REVENUE GENERATION

<u>Venue</u>	<u>Participation (%)</u>	<u>Attendance (000)</u>	<u>Average Expenditure (\$)</u>	<u>Gross Revenue (\$000)</u>	<u>Per Capita (\$)</u>	<u>Per Square Foot</u>
18-Screen Multiplex Theater Complex	54	1,500	7.00	10,500	3.75	13
IMAX 3D, 400-seats, large format theater	20	550	6.00	3,300	1.17	330
80-Seat Twin Platform Simulator	11	300	4.00	1,200	0.43	400
Bazaar	25	700	10.00	7,000	2.50	200
Segaworld or equal	14	400	15.00	6,000	2.14	300
Bob Snow's Entertainment Center	11	300	20.00	6,000	2.14	300
Microbrewery	5	150	12.00	1,800	0.64	300
Additional Theme Restaurants	21	600	15.00	9,000	3.21	300
Additional Specialty Retail	43	1,200	20.00	24,000	8.57	300
Ride Complex	<u>14</u>	<u>400</u>	<u>12.00</u>	4,800	1.71	400
	218	6,100	12.07	73,600	26.29	279
Σ Visitor Attendance		2,800				
Σ Venue Attendances		6,100				
Ratio		2.2				

Source: Harrison Price Company.

Revenue is aggregated by applying appropriate per capita expenditures to each venue. The lowest per capita is \$4 at the simulator. The highest per capita is \$20 for Bob Snow's Entertainment Center and additional specialty retail.

Total gross revenues are \$73.6 million and weighted average per capita on all venues is \$12.07 for all venues. The per capita for individual visitors is \$26.29. Aggregate annual revenue per developed square foot is \$279.

LENGTH OF STAY

Aggregate weighted length of stay for all venues is developed in **Table 4**. It is 2.79 hours. The dominant venue is the cinema at 1.35 hours. The 2.79-hour figure will generate a peak on-site crowd of 40 percent of design day attendance, which is equivalent to 2.5 turns per day.

These data can be manipulated to check on area requirements, versus maximum on-site crowd during design day attendances.

The aggregate area requirement is 264,000 square feet. The computed weighted factor for space requirement is 40.0 square feet per person on-site. Individual venues vary from 20 square feet per person in the theaters to 80 square feet per person in the Castle Park area.

These data are used as follows to compute maximum on-site crowd at design day and average turn per day. This is a refinement of Table 1 data based on the actual selected mix:

Table 4

LENGTH OF STAY

<u>Venue</u>	<u>Venue Participation (%)</u>	<u>Average Venue Stay (Hours)</u>	<u>Average Visitor Stay Time (Hours)</u>
18-Screen Multiplex Theater Complex	54	2.50	1.35
IMAX 3D, 400-seats, large format theater	20	0.50	0.10
80-Seat Twin Platform Simulator	11	0.20	0.02
Bazaar	25	1.00	0.25
Segaworld or equal	14	1.00	0.14
Bob Snow's Entertainment Center	11	1.50	0.17
Microbrewery	5	1.00	0.05
Additional Theme Restaurants	21	1.00	0.21
Additional Specialty Retail	43	0.50	0.22
Ride Complex	<u>14</u>	2.00	<u>0.28</u>
			2.79
	Use		2.8 hours

Source: Harrison Price Company.

Total Annual Attendance (individuals at 2.2 venues per person)	2,800,000
Peak Month @ 13.4 percent of year	375,200
Design Day (+ 4.43 x 0.20)	16,939
On-site Peak Crowd at 40 percent (2.5 turns)	6,776

OPERATING PROFIT

Operator's EBDITA profit (earnings before depreciation, interest, taxes, and amortization) is estimated in **Table 5** based on operating profit standards for venues of the type contemplated and for the format of operation contemplated (tenancy, joint venture, developer operated).

This is the developer's operating profit. Income as a tenancy would lower developer's operating profit generation as would joint venturing. The offset in such circumstances is some form of sharing of development costs.

Aggregate development cost net of FF&E expenditures carried by others is \$46.4 million. Indicated yield is $7.878 + 46.4$ or 17 percent, a feasible economic context.

CONCLUSION

This site is central to a regional population and tourist market totaling 11.1 million.

The site offers up a total of 17.1 acres (745,000 square feet) of prime land for recreational and entertainment land use. In addition, other space is already committed to this kind of use. A comparison to Tivoli in Copenhagen is relevant where 4.5 million attendances are handled annually on a 23-acre City Center site in a 120-day season in a total market of lesser size.

Table 5

VENUE OPERATING PROFIT AND YIELD

<u>Venue</u>	<u>Gross Revenue (\$000)</u>	<u>Mode</u>	<u>Operating Profit (Percent)</u>	<u>Tenant Yield (Percent)</u>	<u>Yield (\$000)</u>
18-Screen Multiplex Theater Complex	10,500	Joint Venture	15/2	-----	782
IMAX 3D, 400-seats, large format theater	3,300	Operate	25	-----	825
80-Seat Twin Platform Simulator	1,200	Operate	30	-----	360
Bazaar	7,000	Tenancy	-----	10	700
Segaworld or equal	6,000	Joint Venture	30/2	-----	900
Bob Snow's Entertainment Center	6,000	Joint Venture	30/2	-----	900
Microbrewery	1,800	Tenancy	-----	7	126
Additional Theme Restaurants	9,000	Joint Venture	25/2	-----	1,125
Additional Specialty Retail	24,000	Tenancy	-----	7	1,680
Ride Complex	4,800	Tenancy	-----	10	<u>480</u>
					7,878

Source: Harrison Price Company.

A ten-venue entertainment and attraction mix with the summary parameters shown in **Table 6** is recommended. The conclusion follows that a viable mixed-venue entertainment and attraction center can be developed on this site.

Preliminary Estimate of Tax Impact

Preliminary impacts of the Tivoli America project are estimated based on these assumptions:

- \$70 million construction costs
- 2.8 million attendance
- gross revenues - \$73.6 million

Distribution of the revenues is approximately \$39 million food and merchandise, \$25 million admissions, and \$10 million beer/wine and related beverages. In these three categories prevailing tax rates are 8 1/4 percent, 13 1/4 percent, and 15 percent, respectively which projects out to State, County, and City tax collections of approximately \$8.0 million. Property tax would add another \$900,000 (approximate) so that the total is \$8.9 million.

These collections are subject to an economic multiplier which at 35 percent leakage is 1.9 so that all up direct and indirect tax benefit is like \$16.9 million. These figures can be refined as we know more about the project but it is safe to say that the aggregate tax benefit is substantial. Overall economic benefit is many times larger.

Table 6
SUMMARY
PARAMETERS FOR TIVOLI AMERICA

Space Required	264K + Ride Park Footage	
Development Cost (\$ millions)		69.5
Development Cost Less FF&E, 1/3 (\$ millions)		46.4
Annual Visitor Attendance	✓	2.8 million
Annual Venue Attendances	✓	6.1 million
Ratio (Venues/Person)	✓	2.2
Average Per Cap/Venue, range \$7-\$20	✓	12.07
Average Per Cap/Visit (\$)	✓	26.29
Length of Stay	✓	2.8 hours
Design Day		16,433
On-Site Peak Crowd @ (0.4)		6,573
Market Penetration		25%
Parking Stalls at 80% by car, 2.7 per car		2,103
Employee Parking Stalls		<u>210</u>
		2,313
Operating Profit Mix Joint Venture, Operator, Tenant (\$000)		7,878
Yield, 7,878/46,400		17%

3.9 *Multiple*
Days

Source: Harrison Price Company.

**QUALIFICATIONS OF
HARRISON PRICE COMPANY**

HARRISON PRICE COMPANY

• QUALIFICATIONS •

Attraction and Entertainment Planning

Harrison Price Company was founded in 1978. The firm's dominant practice is in attraction and entertainment planning with the main thrust in themed amusement parks, museums, aquariums, world's fairs, performance and sports facilities, casino entertainment, and family entertainment centers. The firm's founder, Harrison A. Price, is the acknowledged dean of recreation economics consultants, having personally conducted all of the site location and economic feasibility studies for Disneyland and Disney World. Mr. Price has directed more than 3,000 studies in the field of recreation and tourism economics throughout the world. The hand-picked staff averages more than 20 years of experience in recreation economics.

Harrison Price Company's client background includes:

1. Over 130 projects for Walt Disney on the development of Disneyland, Disney World and other projects of Walt Disney Productions including site selection and feasibility for Disneyland, Tokyo Disneyland and Disney World.
2. Master planning contracts for eight world's fairs--Seattle, San Antonio, Spokane, and certain segments of New York and Montreal, and more recently, 1984 New Orleans, Expo '86 in Vancouver and 1988 in Brisbane, Australia.
3. Feasibility and planning studies for six Six Flags theme parks, two Marriott parks, and virtually every other major new amusement park built in the United States in the last twenty years.
4. Planning studies for six zoos.
5. Planning studies for a host of winter resorts like Vail, Snow Mass at Aspen, Sun Valley, Snow Bird, Steamboat Springs and many others.
6. Planning and feasibility studies for four Sea World parks, Marineworld Sea Life Park, and 20 other like parks and aquariums.
7. Conference center and hotel work in five continents.
8. Leisure time work abroad; in Singapore, Australia, Indonesia, Taiwan, Japan, Brazil, Mexico, Central America, Canada, Russia and most all of the Western European countries.

In the public sector, work has been performed for the Economic Development Administration; the states of California, Kentucky, Arkansas, Florida, Missouri, and Washington; the Inter-American Center Authority; the cities of Philadelphia, Spokane, Louisville, Los Angeles, and New Orleans, and numerous other public entities at all levels.

A wide variety of specific research tasks have been performed by the staff in recreation and tourism economics, and virtually every aspect of the leisure field has been subjected to analysis in the following general types of programs, facilities, and events:

- Fairs and expositions
- Commercial recreation attractions
- Destination resorts and hotel developments.
- Tourism development.
- Public recreation areas.
- Cultural facilities/convention centers
- Sports facilities
- Specialty shopping/entertainment center attractions.

HARRISON PRICE COMPANY

The professional staff of Harrison Price Company has been involved in the development and/or evolution of the following landmark recreation projects:

Theme Parks

Disneyland
Walt Disney World
Six Flags (seven parks)
Sea World (San Diego, Orlando, San Antonio, Ohio)
Opryland
Marine World Africa USA
Universal Studio Tour, Hollywood/Europe/Japan
Knott's Berry Farm
Busch Gardens (Tampa & Williamsburg)
Camp Snoopy at Mall of America

Performing Arts Centers

Music Center of Los Angeles County
Orange County Performing Arts Center
City of San Diego
Los Angeles Theater Center
Pasadena Playhouse
South Jersey Performing Arts Center, Camden

Resorts

Raffles Hotel - Singapore
Sea Pines Plantation, South Carolina
Kiawah Island, South Carolina
Waikiki, Hawaii
Ginza Beach, Okinawa, Japan
Soniya Hills, Nara, Japan
Las Vegas Hilton
Oita Sunrise City, Oita, Japan

World's Fairs

Montreal	New Orleans
Seattle	Vancouver
Spokane	Brisbane
San Antonio	

Specialty Attractions

Rock 'N Roll Hall of Fame
Station Square, Pittsburgh
Hollywood Entertainment Museum
NHL Hockey Hall of Fame
National Basketball Hall of Fame
Sioux City Redevelopment Casino, Iowa
Luxor Project of Circus Circus, Las Vegas

Parks

Prado Regional Park, San Bernardino, CA
East Delta Park, Portland
California Citrus Heritage Park, Riverside

Museums

National Air & Space Museum Annex at Dulles Airport
Maryland Science Center
National Maritime Center, Norfolk
Richard Nixon Library
California Railroad Museum, Sacramento
Field Museum, Chicago
Museum of the American Indian, Washington, DC
Museum of Natural History, Washington, DC
Southwest Museum, Los Angeles

Arenas/Stadiums/Amphitheater

Los Angeles Raider Stadium in Irwindale, CA
Orange County Arena
Santa Clara County Arena
Universal Amphitheater
Disney World Amphitheater
Summerfest Masterplan, Milwaukee

Visitor Centers

AT&T, New York City
Hoover Dam
Coca Cola Pavilion, Atlanta Underground
Ellis Island
NASA Johnson Manned Space Flight Center, Houston
Minnesota Valley Visitor Center, Minneapolis
US Fish & Wildlife Habitat at Harpers Ferry, WV

Tourism Studies

State of California
State of South Carolina
State of Louisiana
Southwest Washington (Mt. St. Helens)
Springfield/Branson, Missouri

Urban Entertainment Centers

White River Park, Indianapolis
Inner Harbor, Baltimore
Darling Harbor, Sydney
Milwaukee Landing, Milwaukee
Seattle Center

Zoos and Aquariums

Lake Superior Aquarium, Duluth
New Orleans Aquarium
Papagayo Park, Acapulco
Habitat, Harpers Ferry, WV
Mystic Aquarium, Mystic, CT

