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WR 227Z

RFP 2:  
An Amphitheater for Cheadle Lake Park

Lebanon, OR has twelve parks with various amenities (rentable gazebos, walking paths, baseball fields, etc.), the largest among them being Cheadle Lake Park, at about 202 acres (Fig. 1). This plot includes a 10 acre parcel that the Parks and Recreation department annexed in 2022 (Brown, 2023).

Cheadle Lake Park has become a cultural event hub for the community. This can cause conflicts between land use goals (Federal Highway Administration, n.d.), as it demands the land be shared by very mixed purposes, ranging in this case from children's baseball tournaments to Civil War reenactments (Cheadle Lake, n.d.). The City of Lebanon benefits financially from concerts, festivals, and facility rentals, and yet its attention seems to be focused on the development of sports facilities (Fig. 4) which are a monetary sink.

It is the opinion of this firm that the City of Lebanon Parks and Recreation Department should:

- a) Narrow the scope of events hosted at Cheadle Lake Park, focusing on concerts, festivals, and facility rentals
- b) Invest in permanent events infrastructure (amphitheater)
- c) Direct the park's offerings at recreationists from outside Lebanon

These actions would satisfy the interests and needs of the community, improve financial returns from the park, simplify future facilities maintenance, and attract tourism, boosting the City's small business economy.

This firm proposes the construction of a permanent amphitheater facility in Cheadle Lake Park. Additionally, we suggest the curtailing of any plans to build more sports fields, as these take up a lot of space, are entirely single-use, don't bring in consistent revenue, and are redundant to other parks in Lebanon, as there are already numerous baseball fields in the city (Parks, n.d.).

Cheadle Lake Park was originally purchased as a location to host the annual Strawberry Festival (Brown, 2023. Lebanon Strawberry Festival, n.d.). This event is a reliable revenue stream for the City and a large boon for local businesses who sell goods or food at the festival. Currently, the main stage at the Strawberry Festival is a temporary, rented structure (Fig. 2). The construction of a permanent stage would eliminate the expense and logistics of building and deconstructing a stage every year. It would also speed up turnover between events, allowing for a fuller events schedule and more consistent revenue for the City throughout the summer.

The largest downside of a permanent structure is that the land it is on becomes dogeared for a single use (in this case, live entertainment), rather than remaining an open field that can be

used for anything. However, an amphitheater is still more mixed-use than sports fields. If the City is only hosting a couple events each year, it makes more sense to deconstruct the stage in between. However, if the structure is permanent, this firm believes it will develop a semi-constant use schedule that will justify its existence.

There has been demonstrated interest in community gathering spaces like amphitheaters and BBQ areas in other communities, such as in Cleveland Park in Minneapolis MN (Hill, n.d.). However, interest in youth sports has been declining in recent years (Post, 2017). Lebanon should focus its attention and resources where the public interest is, not where it isn't.

Additionally, this firm believes that there are plenty of citizens of neighboring communities who would travel to Lebanon if the facilities and events at Cheadle Lake Park were sufficiently attractive. Considering the interest and demand of the broader region, this firm would like to stress that tourists show up for events and entertainment. They don't come for sports parks, or dog run areas, or even quality walking trails (at least not in the same numbers). Once the City of Lebanon invests in a new, permanent, outdoor events facility (amphitheater), it can put together a live music or outdoor movie series, creating a consistent attractant for tourists, entertainment for a demonstrably interested populous, and predictable revenue for the City.

As for the amphitheater, there will be greater upfront overhead, but also more opportunities for revenue. In addition to the upfront cost of building the facility, there are costs inherent to programming that will be consistent. In order to host a concert series, the City would have to pay musicians for their time and talent. In order to show outdoor movies, the City would have to pay for showing rights. There are also other considerations, like event security, that will raise costs. However, this firm believes that the business these events would attract would outweigh the cost of putting them on.

Besides the cover charges the City could require for event entry, there are other opportunities for revenue. For example, the City could sell vendor rights to local businesses, giving them the ability to sell food and other goods within the park. Additionally, the construction of a permanent event structure puts the City of Lebanon in the position of rentee, not renter. Currently, the City must contract with third-party event rental agencies. Once the amphitheater structure is completed, the City will be able to rent it out to private organizations, similar to its current gazebo reservation process, but on a larger scale.

This firm estimates that amphitheater construction will cost roughly \$2.55 million. This estimate is informed by Maize Park's amphitheater in Maize, KS, which is projected to cost about \$2.3 million (202 USD). Taking inflation into consideration, this project should be completed within the \$2.6 million grant. This estimate includes the cost of all tech required for concerts, including all necessary light and sound technology. Once the structure is built and all tech is in place, there shouldn't be any special maintenance costs beside the acquisition of the occasional bulb replacement. Summarized and full cost breakdowns can be found in Figs. 5-6. Project completion should be achieved in 6-8 months (depending on the impact of weather on

terrascaping). Most of that time will be used by land conversion, with the construction of the structure itself only taking an estimated 2 months.

In addition to the revenue the City itself will receive, the construction of an events venue will be a financial benefit to Lebanon's small business economy. Through either vendor profit at events or in-house revenue from an increase in tourist traffic, small businesses will benefit from this park development plan (Grunwell, 2014). Business owners in other communities, like Dillsboro NC, understand this and are calling for increased events and tourism efforts in their small cities (Fig. 3).

For a case study of a very successful similar program, consider Independence, Oregon's Riverview Park, which includes a large amphitheater space (Fig. 7). Every summer since, they have hosted a series of concerts and movies in the park (Fig. 8, Lawrence, 2023), as well as rented the space out to private organizations, such as Relay for Life (Relay for Life, n.d.). The park has become a cultural center for the community and the surrounding area. Every 4th of July, the park hosts a massive festival with main stage performances, talent shows, vendor booths, concessions, and fireworks. This festival is the town's biggest event of the year, and has been for decades before the amphitheater's construction. However, with the addition of quality facilities, the event has grown even further, attracting recreationists from other communities, even larger cities like Salem, Oregon. The summer programming in the park has become a highlight for many Independence residents, and the large events are a massive attraction for external visitors. Over the past decade, Independence's tourism economy has developed from being practically nonexistent to being alive and flourishing. Every 4th of July, the town's population swells and the streets are full of diners and shoppers and festival-goers, with over 40,000 festival-goers visiting from out of town annually (Goicochea, 2023).

This economic and cultural development is fully within Lebanon's achievable bounds. Independence has a little less than half of Lebanon's population, but is similar in other ways. Both communities have historic downtowns with small-town charm. They are both surrounded by rural, agricultural land. They both feature large parks with natural beauty and water amenities. The primary reason Independence's economy has developed as it has in the past decade, is that it realized what it has to offer and turned its attention outward to non-citizens. It discovered a tourist base it wouldn't have benefited from otherwise. The City of Independence unlocked this development through superior facilities and programming, making it worth the travel to visit their town.

This firm encourages the City of Lebanon to follow Independence's example. With the construction of a quality amphitheater, a tourism economy will develop, benefiting not only the City government, but the community's economy as a whole. Citizens and non-citizens will have the opportunity for increased cultural engagement and community gathering. There will definitely be upfront costs to consider, but if approved and completed, this development project will bring profits long into the future, going beyond paying for itself, and bringing all kinds of fringe benefits.

## Figures



Fig. 1 – Cheadle Lake Park perimeter, sketch layer created in Google Earth.



Fig. 2 – The current Strawberry Festival main stage is a rented, temporary structure.



Most effective promotion methods	Word of mouth; internet website; newspaper advertising; Chamber of Commerce; Dillsboro Merchants Association
Least effective promotion methods	Direct mail, brochures, regional marketing, cooperative advertising – yet, when asked if they would be interested in participating in cooperative advertising 87% stated they would
Daily hours of operation	The average was 8.5 hours, 87% would extend hours for special events 78% post their store hours, 59% gave reasons why they may deviate from their posted hours 43% illuminate their store for window shopping after hours
Most successful events	Summer - <b>Art and Music Festival</b> Fall - <b>Juried Pottery Festival</b> , Fall - University Mountain <b>Heritage Day Festival</b> Winter - Festival of Lights and Luminaries
Events/Activities they would like the town to offer	<b>Music concerts</b> <b>Live entertainment</b> <b>Additional festivals</b> <b>Special events</b> <b>River focused activities</b> Tie-ins with university events
Top challenges facing their business	<b>Lack of a major tourism or business draw in the town</b> , lack of customers and sales, their location, economic downturn, competition, advertising and marketing
Town changes they would like to see	Consistent business hours and extended hours of stores <b>More attractions to keep visitors in the area</b> Get the GSMR train back Get empty shops occupied More variety of shops and better quality shops Develop a year-round marketing strategy Support and cooperation among the town's businesses <b>Expand town tourism focus to more than just retail shops</b> <b>Focus on endeavors that would attract more of the local community</b> Offer university discounts with presentation of ID card - 86% (28) of the 33 business owners were willing to offer a discount to increase business
How could the university be of service to them	More customers More exposure at the university Assistance with promotion of the region Assistance with advertising and marketing, business plans, grant funding, student help

Fig. 3 - Results of a survey of Dillsboro, NC business owners, showing interest in a more developed concert/festival schedule and increased tourism. (Grunwell and Ha, 2014). Highlights added by this author.



Fig. 4 - 2007 Cheadle Lake Park development proposal, including three baseball fields and three soccer fields (Brown, 2023).

PEC		
Opinion of Construction Costs- Master Planning Total Cost		
10/2/2020		
Description		
<b>Project Breakdown</b>		
	Master Plan	1,938,839.50
<b>Construction Subtotal</b>		<b>1,938,839.50</b>
<b>General Requirements Subgroup</b>		
	Supervision - 12 months	90,000.00
	Overhead & Profit - 4%	77,553.58
	Construction Mobilization/ Staging	20,000.00
	GC Bonds - 2%	38,776.79
	10% Design and Pricing Contingency	193,883.95
<b>Construction Subtotal</b>		<b>420,214.32</b>
<b>Total Cost</b>		<b>2,359,053.82</b>

Fig. 5 - Summarized cost breakdown of amphitheater construction in Maize, KS (Professional Engineering Consultants, 2020). Cost estimate is given in 2020 USD.

PEC							
Master Planning Estimate- Master Planning Breakdown							
10/2/2020							
Description	Quantity	Unit	Unit Cost	Subtotal	Labor	Total Cost	Alternate Options
<b>01- General Requirements</b>							
erosion control			allowance	\$5,000.00	\$0.00	\$5,000.00	
Temporary Barriers and Parking			allowance	\$5,000.00	\$0.00	\$5,000.00	
<b>02- Existing Conditions</b>							
General Site Clearing	1.00	ls	\$2,500.00	\$2,500.00	\$0.00	\$2,500.00	
Demo Asphalt/ Concrete	8,136.00	sf	\$1.00	\$8,136.00	\$0.00	\$8,136.00	
<b>03- Concrete</b>							
<b>04- Masonry</b>							
stone walls-freestanding 6' tall at back of stage	50.00	lf	\$250.00	\$12,500.00	\$0.00	\$12,500.00	
<b>05- Metals</b>							
handrails	60.00	lf	\$60.00	\$3,600.00	\$0.00	\$3,600.00	
<b>06- Wood, Plastics &amp; Composites</b>							
<b>07- Thermal &amp; Moisture Protection</b>							
<b>08- Openings</b>							
<b>09- Finishes</b>							
<b>10- Specialties</b>							
Art/ Hidden Surprises			allowance	\$25,000.00	\$0.00	\$25,000.00	
Amphitheater prefabricated shade structure	1.00	ea	130,000.00	\$130,000.00	\$0.00	\$130,000.00	
Prefabricated Cloth Shade Shelter- over audience	1.00	ea	200,000.00	\$200,000.00	\$0.00	\$200,000.00	
Green Room Construction			allowance	\$150,000.00	\$0.00	\$150,000.00	
Stage- Concrete - integral color level B	1,896.00	sf	8.00	\$15,168.00	\$0.00	\$15,168.00	
Stage- steps	260.00	lf nose	41.00	\$10,660.00	\$0.00	\$10,660.00	
fabric hanging to stage shelter			allowance	\$15,000.00	\$0.00	\$15,000.00	
light column- slag glass blue	6.00	ea	16,000.00	\$96,000.00	\$0.00	\$96,000.00	
Prefabricated Cloth Shade Shelter- over lower bowl	1.00	ea	\$250,000.00	\$250,000.00	\$0.00	\$250,000.00	
<b>11- Equipment</b>							
<b>12- Furnishings</b>							
site benches	0.00	ea	\$1,200.00	\$0.00	\$600.00	\$600.00	
Table and 4 Chairs	20.00	ea	\$3,500.00	\$70,000.00	\$0.00	\$70,000.00	
<b>13- Special Construction</b>							
north junction plaza	1.00	ls	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00	
crosswalk striping	1.00	ls	\$500.00	\$500.00	\$0.00	\$500.00	
pond fountain/ aerator	3.00	ea	\$30,000.00	\$90,000.00	\$0.00	\$90,000.00	
Acoustical design elements			allowance	\$10,000.00	\$0.00	\$10,000.00	
<b>22- Plumbing</b>							
22 47 Drinking Fountain	1.00	ea	\$2,200.00	\$2,200.00	\$0.00	\$2,200.00	
<b>23- HVAC</b>							
Green Room- HVAC			allowance	\$20,000.00	\$0.00	\$20,000.00	
<b>26- Electrical</b>							
Site Lighting			allowance	\$115,200.00	\$0.00	\$115,200.00	
Stage Lighting				\$72,500.00	\$0.00	\$72,500.00	
Site Power				\$43,000.00	\$0.00	\$43,000.00	
Lighting Controls				\$9,300.00	\$0.00	\$9,300.00	
<b>27- Communications</b>							
A/V			allowance	\$24,731.00	\$0.00	\$24,731.00	
<b>28- Electronic Safety &amp; Security</b>							
Video Surveillance			allowance	\$5,000.00	\$0.00	\$5,000.00	
<b>31- Earthwork</b>							
scarify 6" - stock pile onsite	7,700.00	cy	\$1.00	\$7,700.00	\$0.00	\$7,700.00	
earthwork- cut	12,064.00	cy	\$3.00	\$36,192.00	\$0.00	\$36,192.00	
earthwork-fill	15,000.00	cy	\$2.00	\$30,000.00	\$0.00	\$30,000.00	
earthwork- moving on site	0.00	cy	\$2.00	\$0.00	\$0.00	\$0.00	
Earth - stockpile extra on-site	0.00	cy	\$1.00	\$0.00	\$0.00	\$0.00	
Earth Import from off site	0.00	cy	\$9.00	\$0.00	\$0.00	\$0.00	
<b>32- Exterior Improvements</b>							
32 06 10 concrete - sidewalk- 4" thick	31,723.00	sf	\$4.50	\$142,753.50	\$0.00	\$142,753.50	
concrete- 6" thick	12,942.00	sf	\$6.00	\$75,852.00	\$0.00	\$75,852.00	
concrete - curb ramps	2.00	ea	\$500.00	\$1,000.00	\$0.00	\$1,000.00	
concrete - curb and gutter	482.00	lf	\$9.00	\$4,338.00	\$0.00	\$4,338.00	
etched- sandblast concrete			allowance	\$5,000.00	\$0.00	\$5,000.00	
decorative concrete at base of stage	1.00	ls	\$4,640.00	\$4,640.00	\$0.00	\$4,640.00	
Parking Lot- mill and overlay pavement	850.00	sy	\$12.00	\$10,200.00	\$0.00	\$10,200.00	
Pavement Markings	500.00	lf	\$0.60	\$300.00	\$0.00	\$300.00	
misc. site retaining walls			allowance	\$20,000.00	\$0.00	\$20,000.00	
Parking Lot Drive Approach- major	1.00	ea	\$6,000.00	\$6,000.00	\$0.00	\$6,000.00	
concrete steps	4.00	ea	\$2,500.00	\$10,000.00	\$0.00	\$10,000.00	
concrete wall- 3' tall max	76.00	lf	\$120.00	\$9,360.00	\$0.00	\$9,360.00	
Limestone seating walls	281.00	ton	\$48.00	\$13,488.00	\$0.00	\$13,488.00	
planter pots	14.00	ea	1,200.00	\$16,800.00	\$0.00	\$16,800.00	
trees/ shrubs			allowance	\$50,000.00	\$0.00	\$50,000.00	
Bermuda Sod	662.00	sy	6.00	\$3,972.00	\$0.00	\$3,972.00	
Bermuda Sprigging	5,500.00	sy	\$3.50	\$19,250.00	\$0.00	\$19,250.00	
Bermuda Sprigging- around pond to west	2,114.00	sy	\$3.50	\$7,399.00	\$0.00	\$7,399.00	
prairie grass seeding	20,000.00	sf	\$0.35	\$7,000.00	\$0.00	\$7,000.00	
Irrigation	6,000.00	sf	\$0.75	\$4,500.00	\$0.00	\$4,500.00	
Irrigation- well refresh	1.00	ls	\$3,500.00	\$3,500.00	\$0.00	\$3,500.00	
<b>33- Utilities</b>							
water service			allowance	\$5,000.00	\$0.00	\$5,000.00	
sanitary sewer service			allowance	\$4,000.00	\$0.00	\$4,000.00	
electric service- (included in elec allowance)			allowance	\$0.00	\$0.00	\$0.00	
communications service			allowance	\$4,000.00	\$0.00	\$4,000.00	
storm sewer			allowance	\$15,000.00	\$0.00	\$15,000.00	
electric- bury service			allowance	\$5,000.00	\$0.00	\$5,000.00	
<b>34- Transportation</b>							
<b>Construction Subtotal</b>						\$1,938,839.50	
<b>Total Cost</b>						\$1,938,839.50	








Fig. 6 - Full budget breakdown of Maize, KS amphitheater (Professional Engineering Consultants).




Fig. 7 - Independence, OR amphitheater (Cummings, 2023).

### 2022 MOVIES IN THE PARK

MOVIES BEGIN BY 9-30PM AND END RIGHT AROUND 11PM













 <b>FERRIS BUELLER'S DAY OFF</b> <span style="background-color: yellow; padding: 2px;">July 7th</span>	 <b>ENCANTO</b> <span style="background-color: yellow; padding: 2px;">July 14th</span>	 <b>SPIDER-MAN ACROSS THE SPIDER-VERSE</b> <span style="background-color: yellow; padding: 2px;">July 21st</span>	 <b>GHOSTBUSTERS AFTERLIFE</b> <span style="background-color: yellow; padding: 2px;">July 28th</span>
 <b>SING 2</b> <span style="background-color: yellow; padding: 2px;">August 4th</span>	 <b>THE SANDLOT</b> <span style="background-color: yellow; padding: 2px;">August 11th</span>	 <b>THE PETE DINKLAGE STORY</b> <span style="background-color: yellow; padding: 2px;">August 18th</span>	




**RIVER SEDGE  
SUMMER SERIES**


### 2024 Concerts In The Park

Opening Bands begin at 6 PM, Headliners begin at 8 PM — Food and Drinks Available Onsite


 <b>July 12</b> <b>Headliner</b> Whiskey River <small>(Lynyrd Skynyrd Tribute Band)</small> <span style="background-color: yellow; padding: 2px;">About Whiskey River</span> Opening — 	 <b>July 19</b> <b>Headliner</b> Jennifer Batten & Fullsteam <small>(A Fleetwood Mac Tribute Band)</small> <span style="background-color: yellow; padding: 2px;">About Jennifer Batten &amp; Fullsteam</span> Opening — 	 <b>July 26</b> <b>Headliner</b> Taken By The Sky <small>(A Fleetwood Mac Tribute Band)</small> <span style="background-color: yellow; padding: 2px;">About Taken By The Sky</span> Opening — 
 <b>August 2</b> <b>Headliner</b> Hysteria <small>(Def Leppard Tribute Band)</small> <span style="background-color: yellow; padding: 2px;">About Hysteria</span> Opening — 	 <b>August 9</b> <b>Headliner</b> Best of Both Worlds <small>(Van Halen Tribute Band)</small> <span style="background-color: yellow; padding: 2px;">About Best of Both Worlds</span> Opening — 	 <b>August 16</b> <b>Headliner</b> La Super Sonora Dinamita <small>(A Super Sonora Dinamita Tribute Band)</small> <span style="background-color: yellow; padding: 2px;">About La Super Sonora Dinamita</span> Opening — 



**Live Concerts**  
 Enjoy live concerts on Friday nights. Opening bands at 6 PM, Headliners begin at 8 PM



**Concert Admission \$5**  
 Enjoy an evening of entertainment with the whole family. Kids 10 and under are free.



**Food Trucks and Local Restaurants**  
 Enjoy delicious food at the many food trucks on site or local downtown restaurants.



Fig. 8 - Promotional materials for Independence, OR's summer movie and concert series (Lawrence, 2023).

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Relay For Life | Cancer Walk | Cancer Fundraising Events :: (n.d.). Secure.acsevents.org.  
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