



**East Parkway at Baskins Creek  
Bypass Redevelopment District  
Development Proposal**

REQUEST FOR LETTERS OF INTEREST  
CITY OF GATLINBURG REDEVELOPMENT  
AND HOUSING AUTHORITY

JULY 15, 2016





July 15, 2016

Mr. David Ball  
City of Gatlinburg  
1230 East Parkway  
Gatlinburg, TN 37738

Re: Request for Letters of Interest for the East Parkway at Baskins Creek Bypass Redevelopment District

Dear Mr. Ball:

On behalf of LHP Capital, Development & Management and our esteemed development and architectural partners Five Oaks Development Group, Bristol Development Group, McCarty Holsaple McCarty and Barber McMurry, I am pleased to present our response to your request for letters of interest for redevelopment in the East Parkway at Baskins Creek Bypass Redevelopment District.

This high-caliber team has been assembled for the express purpose of meeting the City of Gatlinburg's stated objectives. Together, we bring the experience, qualifications and resources that are critical to the success of the redevelopment:

- *Proven Success - Our team's total development projects number in the hundreds--a powerful amount of expertise at your disposal.*
- *Quality Work - Every team partner is known for excellence and a recognized leader in their field.*
- *Qualified Staff - Individually our core team members have an average of more than 25 years of experience in development, redevelopment, real estate management and financing.*
- *Local Experience - Our team which includes Sevier County's highly respected Five Oaks Development Group has extensive experience in Sevier and surrounding counties.*
- *Technical Expertise in Redevelopment - Our team's wide range of development projects - from affordable housing to high-end retail - assures technical competency in all areas of redevelopment.*

We are excited about the City of Gatlinburg's redevelopment initiative and the potential to assist in moving the city forward to greater success as both a top tourist attraction and a choice community in which to live and work.

With our team's collective expertise and experience, we are uniquely qualified to provide the solutions you seek. We very much want this opportunity to work with you to chart a new course for Gatlinburg East's business and residential corridor and appreciate your consideration. If you have any questions related to this proposal, please do not hesitate to contact me.

Sincerely,

Phillip O. Lawson  
Chairman



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# 1

## IDENTIFICATION

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# LHP

LHP Capital, LLC, along with its operating companies—LHP Development, LLC, and LHP Management, LLC—(LHP) will serve as the primary developer for the redevelopment activities in the East Parkway at Baskins Creek Bypass Redevelopment District. LHP is a national leader in the affordable housing industry known for quality, integrity and a tradition of excellence.



LHP has decades of experience in real estate management, development, finance, public housing, affordable housing development and construction. We trace our beginnings to 1975 when Rodney Lawler and Pat Wood established Lawler Wood, a real estate firm headquartered in Knoxville, Tennessee. Lawler Wood Housing became a pioneer in the development of Section 8 properties and subsequently Low Income Housing Tax Credit (LIHTC) programs under the leadership of Phil Lawson, who serves as Chairman of LHP Capital.

To date LHP has developed more than 10,000 apartment units in 76 properties with the majority of those developments utilizing the LIHTC program as a source of investment capital.

We actively pursue acquisition opportunities for properties that would benefit from the resources available under the LIHTC program as well as HUD's new Rental Assistance Demonstration (RAD) project.

Having completed more than \$600 million of development activity across a dozen states, LHP is especially adept at structuring project financing for properties and developments that would benefit from the resources available from federal and state housing programs. At our core we've worked tirelessly to establish a prestigious reputation and earn the respect of our financial partners as well as the customers and residents we serve.

The LHP team consists of more than 350 dedicated employees who make valuable contributions to the success of our company and bring real value to our resident communities. LHP is proud of the tradition of excellence established by our founders, and we strive to maintain the reputation for quality and integrity they began as we work tirelessly to provide exemplary customer service to our residents, clients and the communities we serve.

LHP's primary contact for the project is:

**Alvin Nance**, Chief Executive Officer

LHP Development, LLC

900 South Gay Street

Suite 2000

Knoxville, TN 37902-1861

Office: 865-549-7457

Mobile: 865-361-6773

E-mail: [anance@lhp.net](mailto:anance@lhp.net)



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## PROJECT TEAM

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LHP is collaborating with the most experienced firms who share our commitment to providing the City of Gatlinburg Redevelopment and Housing Authority the highest level of professional services and dedication throughout the project. Our team members are Five Oaks Development Group, Bristol Development Group, Barber McMurry Architects and McCarty, Holsaple, McCarty Architects.

We believe the team's collective experience in design, retail development, affordable housing development and construction as well as experience working in Sevier County is unsurpassed. In addition, we are prepared to bring quality subcontractors and other firms to provide legal and other services to the project as appropriate.

### **Development Partners & Key Team Members**

#### **LHP**

Phil Lawson, Chairman  
LHP Capital, LLC

Alvin Nance, Chief Executive Officer  
LHP Development, LLC  
LHP Management, LLC

Carr Hagan, President  
LHP Development, LLC

John Farner, Senior Vice President of Construction and Design  
LHP Development, LLC

Jordana Nelson, General Counsel  
LHP Capital, LLC

#### **Five Oaks Development Group**

David A. Ogle, Principal and President

Jacob "Jake" Ogle, Partner

#### **Bristol Development Group**

Charles Carlisle, Chief Executive Officer and Principal

Dan Daniel, Co-Founder and Principal

Ashlyn Hines, Co-Founder and Principal

Sam Yeager, Co-Founder and Principal

#### **McCarty Holsaple McCarty [MHM]**

Doug McCarty, CEO

Margaret Butler, Sr. Associate

#### **Barber McMurry Architects [BMA]**

Chuck Griffin, President

Kelly Headden, Senior Vice President

PROJECT TEAM



**CITY OF GATLINBURG**  
Redevelopment and Housing  
Authority

**Five Oaks  
Development Group**  
retail

David Ogle  
Project Executive Retail



**LHP Capital, LLC**  
master developer  
affordable housing

Phil Lawson, Chairman

Alvin Nance  
Project Executive

Carr Hagan  
Affordable Housing Developer

John Farner  
Construction & Design

Jordana Nelson  
General Counsel

**Bristol  
Development Group**  
market-rate housing

Charles Carlisle  
Project Executive, Market-Rate  
Housing

**McCarty Holsaple McCarty**  
coordinating architect  
housing

Doug McCarty, AIA, NCARB  
Margaret Butler AIA, LEED AP

**Barber McMurry Architects**  
retail

Chuck Griffin, AIA, NCARB  
Kelly Headden, AIA, NCARB



LHP Capital, along with its operating companies—LHP Development and LHP Management—is a developer and manager of multi-family housing properties with a primary emphasis on affordable housing. Since 1998 the company formerly known as Lawler Wood Housing and rebranded LHP in 2015 has developed more than 10,000 apartment units in 12 states with the majority of those developments utilizing the Low Income Housing Tax Credit (LIHTC) program as a source of investment capital. Properties we developed and currently own and manage are listed here. LHP has 350 employees and is headquartered in Knoxville.



States with LHP affordable housing developments

Asbury Park Apartments	Little Rock	AR
Bankhead Towers	Birmingham	AL
Beechwood Villas	Cincinnati	OH
Beersheba Heights Tower	McMinnville	TN
Boynton Overlook Apartments	Chattanooga	TN
Buffington Towers	Little Rock	AR
Carbondale Towers	Carbondale	IL
Charles Seivers Towers	Clinton	TN
Cherry Creek Apts (Hiwassee II)	Knoxville	TN
Chippington Tower I	Madison	TN
Chippington Tower II	Madison	TN
Cloverdale Plaza Apartments	Bossier City	LA
Colony Square Apartments	Smyrna	TN
Dandridge Tower	Nashville	TN
East Gate Apartments	Tulahoma	TN
Henry Manor Apartments	Morristown	TN
Hickory Forest Apartments	Nashville	TN
Hickory Hollow Towers	Antioch	TN
Hillwood II Apartments	Akron	OH
Imperial Garden Apartments	Smyrna	TN
Indian Ridge Apartments	Shelbyville	KY
Kingwood Arms Apartments	Manchester	TN
Lake Road Apartments	High Point	NC
Lee Manor Apartments	Athens	TN
Lincoln Manor Apartments	Morristown	TN
LynnRidge Apartments	Elizabethton	TN
LynnWood Apartments	Elizabethton	TN
MacArthur Park Apartments	Loveland	OH
Madison Towers	Richmond	KY
Maple Oak Apartments	Kingsport	TN
Margaret Robertson Apartments	Hermitage	TN
Memphis Towers	Memphis	TN
Miller Village Apartments	Kingsport	TN
Model City Apartments	Kingsport	TN
Morningside Gardens Apartments	Knoxville	TN
Mountain View Apartments	Bristol	TN
Niagara Towers	Niagara Falls	NY
North Cleveland Towers	Cleveland	TN
North Park Apartments	Bossier City	LA
Oak Ridge Apartments	Little Rock	AR
Overlook Ridge	Nashville	TN
Park Place Apartments	Hot Springs	AR
Pinnacle Park Apartments	Knoxville	TN
Plaza Hills East Apartments	Tulsa	OK
Radnor Towers	Nashville	TN
Ramblewood Apartments	Clarksville	TN
Red Oak Villa	Minden	LA
Ridgebrook Apartments	Knoxville	TN
Southside Manor Apartments	South Fulton	TN
Southview Apartments	Marion	VA
Spanish Trace Apartments	Beaufort	SC
Stonewall I Apartments	Knoxville	TN
Stonewall II Apartments	Knoxville	TN
Summit Towers	Knoxville	TN
The Pines Apartments	Knoxville	TN
Tivoli Place Apartments	New Orleans	LA
Tonawanda Towers	Tonawanda	NY
Towers East Apartments	Greenville	SC
Townview Towers	Knoxville	TN
Twin City Manor Apartments	West Helena	AR
Urban Park Towers	Lockport	NY
Walker Courts North & South	Jonesboro	AR
Watauga Square Apartments	Johnson City	TN
Westview Towers	Knoxville	TN
Woodbend Apartments	Maumelle	AR

Affordable housing developed and managed by LHP

## PHIL LAWSON, CHAIRMAN

LHP CAPITAL | MASTER DEVELOPER AFFORDABLE HOUSING



Phil is the founder of LHP Capital, Development and Management, an organization recognized nationally as one of the leaders in affordable housing. Prior to founding LHP and its predecessor, Lawler Wood Housing, Phil served more than 20 years as Chief Financial Officer of Lawler Wood, LLC and roughly 10 years practicing as an independent CPA, primarily representing real estate developers and syndicators. He began his career in the Atlanta office of Coopers & Lybrand.

Phil serves on the boards of Meridian Trust (a State of Tennessee chartered trust company), the Knoxville Americana Music Foundation and the Beck Cultural Exchange Center. Past community service includes memberships on the boards of Knoxville Habitat for Humanity, Wesley House Community Center, WDVX (a public radio station) and the Historic Tennessee Theatre Foundation. He is a co-founder of the Tennessee Developers Council. Phil earned a Bachelor's degree from the University of Tennessee and is a Certified Public Accountant.

## ALVIN NANCE, CEO

LHP DEVELOPMENT

LHP MANAGEMENT | MASTER DEVELOPER AFFORDABLE HOUSING



Alvin Nance serves as CEO of the company's Development and Property Management divisions. Before joining LHP in April 2015, Alvin served a 14-year tenure as Executive Director and CEO of Knoxville's Community Development Corporation, the public housing and redevelopment authority for the City of Knoxville, during which he served on the staffs of Mayors Victor Ashe, Bill Haslam and Madeline Rogero. Prior to joining the housing authority, he spent 20 years in the banking industry. During his banking career he performed in various capacities such as branch manager, commercial lender, mortgage lender, credit analyst, and CRA officer.

Alvin is active in organizations representing public housing authorities in Tennessee and the Southeast. He served two terms on the Board of Directors and was Vice Chairman of the Tennessee Housing Development Agency and served on THDA's Tax Credit Committee. He also served as Chairman of the Tennessee Association of Housing and Redevelopment Authorities' legislative committee and in several leadership roles for the National Association of Housing and Redevelopment Officials, including posts on its community revitalization, development and legislative committees.

He is active in the business and philanthropic community, Alvin has served on the boards and in leadership capacities of the following: Federal Home Loan Bank of Cincinnati, First Tennessee Bank, Covenant Health Hospital System, Knoxville Area Urban League, Knox County Industrial Development Board, Project GRAD, Boy Scouts of America, Greater Knoxville First Tee Program, Knoxville Habitat for Humanity, Leadership Knoxville, Dogwood Arts Festival, Maryville College, YMCA and Emerald Charter School. He earned a Bachelor's degree from Maryville College.

## CARR HAGAN, PRESIDENT

LHP DEVELOPMENT | MASTER DEVELOPER  
AFFORDABLE HOUSING



Carr is responsible for overseeing all acquisition and development related activities for the company. Carr joined the company in 2002 after beginning his career in the affordable housing field as a Vice President of First Tennessee Housing Corporation. Prior to taking over as President of LHP Development, he served as Senior Vice President and Director of Development for LHP's predecessor, Lawler Wood Housing Partners, LLC, playing a key role in the company's growth including development activities that accumulated 9,000+ units of multi-family holdings in eleven states with development costs totaling more than \$600 million.

Carr is a member of the National Housing & Rehabilitation Association Board of Directors as well as the Tennessee Housing Development Agency Multi-Family Developers Advisory Board. He is a frequent speaker at NH&RA events and at other housing related forums. He served on the Board of Directors of Big Brothers Big Sisters of East Tennessee from 2006-2013, most recently as President from 2011-2013. Carr earned a Bachelor's degree from the University of Memphis.

## JORDANA NELSON, GENERAL COUNSEL

LHP CAPITAL | MASTER DEVELOPER AFFORDABLE HOUSING



Jordana is responsible for acting as the company's counsel for daily operations and coordinating outside counsel. Prior to joining the company, she served as General Counsel and Vice President of Redevelopment for Knoxville's Community Development Corporation, the housing and redevelopment authority for the City of Knoxville. She was previously an Associate at Bass, Berry & Sims, PLC where she focused her practice on government incentives to promote economic development and representing financial institutions in lending matters.

Jordana currently serves on the Board of Directors for the Historic Tennessee Theatre Foundation and Center City Events. She is a member of the Leadership Knoxville Class of 2015, the Executive Women's Association and Nucleus Knoxville, and was a recipient of the Greater Knoxville Business Journal's "40 Under 40" designation in 2010. She received a Bachelor's degree from Western Carolina University and earned the Juris Doctorate degree from the University of Tennessee College of Law.

## JOHN FARNER, SR. VP DESIGN AND CONSTRUCTION

LHP CAPITAL | MASTER DEVELOPER AFFORDABLE HOUSING



John is responsible for LHP's construction department and assuring all projects are planned, coordinated, executed, and completed consistent with company goals. Prior to joining LHP in 2015, John was Senior Project Manager for Blaine Construction of Knoxville where he was responsible for managing several multi-million dollar projects including the University of Tennessee Football program's state-of-the art Anderson Training Facility, Gatlinburg's 80-acre Rocky Top Sports Complex and the Phase III Neyland Stadium Gate 21 Renovations.

From 2003-2007 John served as Senior Project Manager for Denark Construction, overseeing several construction projects including the \$50 million Sevierville Event Center. John is an active member of Two Rivers Church in Lenoir City where he leads a Bible study group and is involved in the men's ministries. He also does volunteer ministry work with Knoxville's Hope Central and Infusion. John is a graduate of the University of Tennessee where he received a Bachelor's degree in Civil Engineering.

### Project Highlights

- Kingwood Arms Apartments
- Radnor Towers Apartments
- Imperial Gardens Apartments
- Rocky Top Sports World
- Anderson Training Facility
- Neyland Stadium Renovations
- Pigeon Forge Community Center
- Sevierville Event Center & Parking Garage
- Sterchi Lofts Apartments
- Opryland Hotel Delta Addition

PROJECT TEAM



BRISTOL DEVELOPMENT GROUP  
MARKET RATE HOUSING

Bristol has been the lead developer in 32 projects in seven states, including more than 8,400 units of residential development that equates to over \$1 billion in asset value. Bristol's current development pipeline is over \$285 million. The following table summarizes the name, location, size, and cost of each project.

Bristol has assembled a highly professional and experienced team of development, marketing and operating professionals, led by Bristol's Principals and Executive Committee, whose biographies follow.



Properties Completed 1999 - 2016

Property	Type	Location	Year Completed	Units	Project Cost	Year Sold
Bristol Park at Riverchase	Apartments	Nashville, TN	2001	240	\$16,500,000	2001
Bristol Park at Encino Commons	Apartments	San Antonio, TX	2002	324	\$24,000,000	2003
Bristol Commons at Woodland Pointe	Apartments	Nashville, TN	2002	240	\$18,000,000	2004
Bristol Park at Wolfchase	Apartments	Memphis, TN	2002	300	\$21,500,000	2004
The Villas of Bristol Heights	Apartments	Austin, TX	2003	351	\$28,500,000	2005
Bristol Village at Charter Colony	Apartments	Richmond, VA	2005	300	\$28,000,000	2005
Reserve at Steele Crossing	Apartments	Fayetteville, AR	2004	272	\$21,200,000	2006
The Bristol on Union	Apartments	Memphis, TN	2004	220	\$20,500,000	2006
The Bristol on Broadway	Condominiums	Nashville, TN	2005	171	\$29,000,000	2006
Heritage Lake at Westland	Apartments	Knoxville, TN	2001	262	\$16,000,000	2006
The Bristol at Ghent	Apartments	Norfolk, VA	2006	268	\$32,000,000	2007
Bristol Canyon at Encino Commons	Apartments	San Antonio, TX	2005	228	\$17,500,000	2007
The Row at Ghent	Condominiums	Norfolk, VA	2006	84	\$17,000,000	2008
Bristol Southside	Condominiums	Birmingham, AL	2006	156	\$24,100,000	2008
Bristol West End	Condominiums	Nashville, TN	2007	161	\$30,300,000	2008
Bristol Park at Governor's Square	Apartments	Clarksville, TN	2002	244	\$14,000,000	2012
Bristol Park at Governor's Square - Phase II	Apartments	Clarksville, TN	2007	120	\$9,500,000	2012
Bristol Park at Oak Ridge	Apartments	Oak Ridge, TN	2007	208	\$15,500,000	2010
Two21 Armstrong	Apartments	Auburn, AL	2008	156	\$25,800,000	n/a
ICON in the Gulch	Condominiums	Nashville, TN	2008	417	\$117,400,000	2012
1700 Midtown	Apartments	Nashville, TN	2010	170	\$26,900,000	2011
Velocity in the Gulch	Condominiums	Nashville, TN	2009	264	\$53,700,000	2011
Vista Germantown	Apartments	Nashville, TN	2012	242	\$33,850,000	2013
Bell Historic Franklin	Apartments	Franklin, TN	2013	218	\$26,800,000	2014
Solara	Apartments	Orlando, FL	2013	272	\$30,700,000	2015
Tapestry Brentwood Town Center	Apartments	Brentwood, TN	2014	393	\$67,000,000	n/a
Twickenham Square	Apts / Retail	Huntsville, AL	2014	246	\$44,000,000	n/a
Veranda Norton Commons	Apartments	Louisville, KY	2015	236	\$34,000,000	2016
<b>Total Completed:</b>				<b>7,059</b>	<b>\$881,250,000</b>	



Properties Under Construction or Development

Property	Type	Location	Estimated Completion	Units	Estimated Project Cost
Park35 on Clairmont	Apartments	Birmingham, AL	2017	271	\$62,000,000
Main & Clay at Historic Butchertown	Apartments	Louisville, KY	2017	269	\$56,000,000
Bristol at Westwood	Apartments	Richmond, VA	2018	301	\$53,000,000
West Creek	Apartments	Richmond, VA	2018	373	\$74,000,000
Bristol Northshore	Apartments	Chattanooga, TN	2018	190	\$40,000,000

## CHARLES CARLISLE, CEO AND PRINCIPAL



### BRISTOL DEVELOPMENT GROUP | MARKET RATE HOUSING

Charles Carlisle is Chief Executive Officer and Principal of Bristol. A veteran real estate executive, Charles was named CEO of Bristol in January 2008. Previously, Charles was Senior Vice President with Birmingham-based Daniel Corporation, a regional development, investment, and management company, where he was responsible for commercial and multifamily development in the southeastern U.S. He also was a regional partner with Taylor & Mathis, an Atlanta-based commercial real estate company, where he developed, marketed and managed numerous commercial and residential properties out of the company's Birmingham, Atlanta and Miami offices. Prior to joining Taylor & Mathis, he was president of Sequoyah Equities, a real estate financing firm in Knoxville, Tennessee and was co-founder and president of FIS Associates (now Decosimo/FIS), a financial consulting and investment advisory firm in Knoxville. Charles is a Certified Public Accountant. He received a bachelor's degree in accounting and an M.B.A. from the University of Tennessee in Knoxville.

## DAN DANIEL, CO-FOUNDER AND PRINCIPAL



### BRISTOL DEVELOPMENT GROUP | MARKET RATE HOUSING

Dan Daniel is a co-founder and Principal of Bristol. Dan is an entrepreneur with more than 20 years of experience in the real estate industry. Prior to forming Bristol Development Group with Ashlyn Hines and Sam Yeager, he and Sam Yeager launched a number of successful businesses in the real estate sector, including skilled nursing homes, assisted living facilities, acute care hospitals, Burger King restaurants, and medical office buildings. A Certified Public Accountant, he began his career with Ernst & Ernst, the predecessor to Ernst & Young. Dan holds a bachelor's degree in accounting from Harding University in Searcy, Arkansas.

## ASHLYN HINES, CO-FOUNDER AND PRINCIPAL



### BRISTOL DEVELOPMENT GROUP | MARKET RATE HOUSING

Ashlyn Hines is a co-founder and Principal of Bristol Development Group. Ashlyn, a prominent real estate industry business leader with over 20 years of experience, specializes in understanding market, development and design trends and in applying that knowledge to Bristol's development pipeline. She is also extensively involved in asset and property management activities of Bristol. Ashlyn led the Nashville office of Davis Development from 1991 to 1998 before starting Bristol Development with Sam Yeager and Dan Daniel. During her tenure at Davis, Ashlyn oversaw the comprehensive development process—from initial designs to final construction—for a diverse group of properties throughout the Southeast. She received her bachelor's degree in history from Birmingham Southern College in Birmingham, Alabama.

## SAM YEAGER, CO-FOUNDER AND PRINCIPAL



### BRISTOL DEVELOPMENT GROUP | MARKET RATE HOUSING

Sam Yeager is a co-founder and Principal of Bristol. Sam is an entrepreneur with more than 20 years of experience in the real estate industry. Prior to forming Bristol Development Group with Ashlyn Hines and Dan Daniel, he and Dan Daniel launched a number of successful businesses in the real estate sector, including skilled nursing homes, assisted living facilities, acute care hospitals, Burger King restaurants, and medical office buildings. He is a Certified Public Accountant and began his career with Arthur Andersen and Company. He earned his bachelor's degree in accounting from Harding University in Searcy, Arkansas.

FIVE OAKS DEVELOPMENT GROUP | RETAIL



David is a Partner and Co-Founder of Five Oaks Development Group, Sevier County's largest real estate holding partnership. He is also Founder and sole stockholder in Five Oaks/Ogle, Inc., Co-Founder and Officer in Five Oaks Outlet Centers, Inc., and Co-Founder and President of Oaktenn, Inc. A licensed contractor and real estate broker, David develops and owns shopping centers and commercial properties, primarily in Sevier and Knox Counties. He has been recognized by Tennessee Business Magazine as a Top 100 Commercial Real Estate Developer multiple years and was named to the magazine's One Hundred Most Influential Tennesseans in 2008. He was appointed to the Tennessee Real Estate Commission from 1992-1997 and served as Chair from 1996-1997.

He is the Lead Independent Director and Co-Founder of SmartBank and currently serves as a director. Active in the community, David is past Chairman of the Board of Trustees of Carson Newman College, a former Sevier County Commissioner and served as a Director with the Gatlinburg Chamber of Commerce. He has held numerous leadership roles with community and nonprofit organizations including Leadership Sevier, the Knox Area Chamber Partnership, East Tennessee MS Society and East Tennessee State University Foundation. Among his many honors, in December 2010, the Trustees of Carson Newman College conferred an Honorary Doctorate of Business Administration to him. He earned his Bachelor's degree from East Tennessee State University and a Master's degree in Construction Science and Management from Clemson University. He completed additional studies at Cornell University in Hotel Development.

### Project Highlights

#### Leasing & Development Projects

- Longhorn Steakhouse
- Red Lobster
- Chick Fil-A
- Ripley's Attractions in Sevier County
- Cedar Bluff Shopping Center, Knoxville
- LMU Satellite Campus Knoxville
- McDonald's, Gatlinburg 321
- Myrtle Beach Factory Stores
- Tanger Outlet, Myrtle Beach
- Damon's, Sevierville
- Damon's, Gatlinburg
- Baskins Square, Gatlinburg
- Old Dad's, Gatlinburg
- All Sauced Up, Gatlinburg
- Star Cars, Gatlinburg
- Aspen Dental
- Verizon Wireless, Sevierville

#### Lodging Projects

- River Place Inns and Cabins, Sevierville
- Cherokee Lodge, Pigeon Forge
- Bear Country, Pigeon Forge
- Bearskin Lodge, Gatlinburg
- Fairfield Inn and Suites, Sevierville
- Fairfield Inn and Suites, Gatlinburg
- Oak Tree Lodge, Sevierville
- Old Creek Lodge, Gatlinburg

#### Retail Projects

- Five Oaks, Pigeon Forge
- Tanger Five Oaks, Pigeon Forge
- Broadway Tazewell Center and Montvue Center, Knoxville
- Nantahala Outdoor Center Great Outpost, Gatlinburg
- Sugarland Cellars Winery, Gatlinburg



Jake is a partner with Five Oaks Development Group and Managing Partner at W. Boyd Lonas Limited Partnership in Knoxville. He is a licensed real estate affiliate broker and Former Tenant Representative at The Shopping Center Group, LLC, one of the leading retail commercial real estate brokerage firms in the United States.

Jake serves on the Board of Directors for Friends of the Smokies and Second Harvest Food Bank of East Tennessee. Active in the community, he has been a volunteer with Best Buddies Tennessee and basketball coach for the Sevier County Special Olympics from 2000-2006.

He earned a Bachelor's degree from Furman University where he served as President of the Inter-Fraternity Council and was named Greek Man of the Year. Jake has a Master of Business Administration degree from Mercer University.

#### Retail Project Highlights

- Aspen Dental
- Bed, Bath, & Beyond
- BuyBuy Baby
- Planet Fitness
- Chipotle Mexican Grill
- Ollie's Bargain Outlet
- Men's Wearhouse
- EZ Corp
- Gigi's Cupcakes
- Floor & Décor
- Denny's
- Harbor Freight Tools
- JoAnn
- Jimmy John's
- Starbucks
- Verizon Wireless
- Blaze Pizza
- Vision Works
- Holston's Kitchen
- No Way Jose's
- Just Love Coffee
- Dick's Last Resort
- Insomnia Cookies
- Dress Barn
- Great Clips
- Pie Five



McCarty Holsaple McCarty is a full service architectural, interior design and planning firm located in Knoxville, Tennessee. MHM has designed landmarks in East Tennessee for 50 years. Founded by renowned Knoxville architect, the late Bruce McCarty, the 28 person firm is a corporation headed by Doug McCarty, President and CEO; Jeff Johnson, Executive Vice President and CFO; David Collins, Vice President; Scott Webb, Director of Construction Administration; and Barbara Tallent, Director of Interior Design. Associate Principals include John Thurman, Nathan Honeycutt and Li Wang.

MHM's professional staff combine planning and design expertise with skills in project management and construction administration. This range of experience enables MHM to handle all phases of the design process, from the initial master planning and facility programming through construction administration. MHM is large enough to handle almost any design project, yet small enough to provide, personal, responsive service.

Design is a collaborative process. At MHM, we regard our clients and other professionals involved as partners in that process. To develop facilities that meet our client's needs, our design process emphasizes communication and regular client feedback, as well as research and design expertise.

MHM recognizes that the design profession has a responsibility to protect the environment and natural resources. We strive to provide our clients with designs that meet programmatic and economic needs, while respecting the environment, occupant health, and material resources. MHM has 10 LEED Accredited Professionals who are a valuable resource for our project design teams.

MHM's emphasis on project management and careful cost controls, along with our dedication to client service and design excellence, has won the firm many repeat clients. MHM has established a reputation for designing functional and appealing master plans, buildings and interiors, and is known for completing projects on time and on budget.



*MHM has a variety of market rate, affordable and institutional housing experience. Currently MHM is working with LHP as the design architect for a 97 unit affordable housing complex in Manchester, TN - Kingwood Arms Apartments (illustrated here.)*

## DOUG McCARTY, AIA, CEO

MCCARTY HOLSAPLE MCCARTY | HOUSING



Doug is the President and Chief Executive Officer of McCarty Holsaple McCarty, Inc. In addition, Doug serves as MHM's Director of Design and oversees all design of projects. He has been involved with many of East Tennessee's major projects. Examples of major projects are The Tennessee Theatre Restoration, The Knoxville Convention Center, Clayton Center for the Performing Arts, multiple projects for the University of Tennessee and many others. Mr. McCarty has managed master plans for Maryville College, Emory and Henry University, East Tennessee State University and the Renovations of World's Fair Park. He has also been Principal in Charge for a variety of housing projects for the University of Tennessee, Maryville College, Emory and Henry University and LHP Development.

Doug is active in both professional and community groups including the East Tennessee Chapter of the American Institute of Architects, the Community Design Center of East Tennessee, Knoxville Chamber Partnership, the University of Tennessee College of Architecture and Design, and is a 1990 graduate of Leadership Knoxville.

### Project Highlights

LHP Kingwood Arms Apartments, Manchester, TN

Cherry Creek Apartments, Knoxville, TN

Programming for Ellington Hall, Melrose Academic Building, Apartment Residence

Hall, Shelbourne Tower Replacement Housing, University of Tennessee - Knoxville, TN

ETSU Governor's Hall, Student Housing, Johnson City, TN

Multiple Student Housing projects - Maryville College, Maryville, TN

## MARGARET BUTLER, AIA, LEED AP

MCCARTY HOLSAPLE MCCARTY | HOUSING



Margaret has served as a principal, design director and project manager for most of her 30-year career. She has designed HUD, Rural Housing and THDA funded housing projects, including the Mechanicsville Commons HOPE VI for Knoxville's Community Development Corporation. She currently serves as project manager for two multifamily affordable housing projects being designed for LHP Capital, LLC. She will serve as the Architectural Project Manager of the project and lead designer for the affordable housing component.

Margaret is active in the community serving as past president of the Board for the YWCA and currently serves as the Board's Facility Chair. She has also served on the boards of The Cancer Support Community, AIA East TN, AIA TN, Legacy Parks Foundation, and has served as panel chair for the United Way.

### Project Highlights

LHP Kingwood Arms Apartments, Manchester, TN

Cherry Creek Apartments, Knoxville, TN

KCDC Mechanicsville Commons, HOPE VI, Knoxville, TN

Willow Oaks HOPE VI, Greensboro, NC

KCDC Isabella Towers renovation, Knoxville, TN

KCDC Northgate Tower renovations, Knoxville, TN

KCDC Western Heights renovation, Knoxville, TN

The Village at Vanderbilt, Nashville TN

Multifamily Planning/Urban study, City of Kingsport, TN



BarberMcMurry architects (BMA) is the oldest and largest architectural firm in East Tennessee. With that history and depth, BMA has a wealth of experience in both residential and retail projects and a seasoned team that stands ready to help you with your needs. This team is supported by a dedicated group of twenty-nine (29) design professionals and support staff who actively pursue innovative and thoughtful solutions to best meet all of your challenges. As good stewards of your resources, we approach each project with an energetic heart and a fiscally responsible mind.

These projects include HUD housing in Sevier County and one of the only LEED Platinum for Homes residential projects, Eastport Senior Residences, in East Tennessee. Our team is accustomed to working with both the Tanger and Five Oaks Development teams on retail projects throughout the Southeast. These projects include Tanger in Pigeon Forge, the most successful retail development in Sevier County and all of East Tennessee, and Farragut Center in Knox County.

Other project in Sevier County include the Smokies Stadium, King Family Library in Sevierville, and Rocky Top Sports World - a nationally recognized sports destination complex in Gatlinburg.



## CHUCK GRIFFIN, AIA, PRESIDENT

### BARBER MCMURRY ARCHITECTS | RETAIL



Chuck brings 33 years of experience serving as Partner-in-Charge since 1995. His expertise includes all phases of architectural delivery, including substantial master planning, facilities evaluation, design, and project management. Chuck has led complex projects, meeting critical budget and schedule requirements without compromising quality. He is a licensed architect in the states of Tennessee, North Carolina and Virginia. Chuck is registered with the National Council of Architectural Registration Board. He is a member of the American Institute of Architects.

Chuck is on the Pellissippi State Community College Foundation Board, a University of Tennessee Chancellor's Associates member of the Tennessee Society and United Way Tocqueville Society. He is a member of the Patricia Neal Golf Committee, NICU and Boy Scouts Fundraising Committees, and also the ULI Knoxville Steering Committee. He earned his Bachelor of Architecture from the University of Tennessee with honors.

#### Project Highlights

Tanger Five Oaks, Pigeon Forge  
Tanger, Foley, Alabama  
Tanger, Diania Beach, Florida  
Tanger, Sanibel, Florida  
Tanger, West Branch, Michigan  
Harper Dealerships, Knoxville

- Acura
- Audi
- Fiat-Alfa Romeo
- Maserati
- Porsche & Jaguar
- Volkswagen

## KELLY HEADDEN, AIA, VICE PRESIDENT

### BARBER MCMURRY ARCHITECTS | RETAIL



Kelly joined BMA in 1989 and has served in multiple roles including project manager, director of design and principal. Kelly has a successful record in retail, residential, and athletic facilities and experienced in virtually every type of architectural project. He served as a principal and designer for Gatlinburg's Rocky Top Sports World and all BMA projects in Sevier County. Kelly looks forward to focusing his 30 years of experience on options for your consideration and selecting, with you, solutions that best reflect your needs.

He is a licensed architect in the states of Tennessee and Georgia. Kelly is registered with the National Council of Architectural Registration Board. He is also a member of the American Institute of Architects and United States Green Building Council. Kelly is a member of the University of Tennessee's College of Architecture and Design Board of Advisors, and the Sevier County Economic Development Council. He earned his Bachelor of Architecture from the University of Tennessee. Kelly was a recipient of the Chancellor's Citation and Honors Graduate.

#### Project Highlights

Rocky Top Sports World  
Sevier County Youth Athletic Complex  
Tennessee Smokies Baseball Stadium  
University of Tennessee Pratt Pavilion  
Tanger Five Oaks, Pigeon Forge  
The Center at Deane Hill, Knoxville

# 3 PROJECT EXPERIENCE

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# 01

## KNOXVILLE, TN

### SCOPE

5.5 Acres  
299 Apartment Units  
175 Efficiency Units  
124 One-bedroom Units  
Completed 2015

### SIZE

182,835 SF

### SQUARE FOOTAGE COST

\$110 per SF

### TOTAL COST

\$20,100,218

### ARCHITECT

Allan Associates Architects, PLLC  
Mark Allan  
865-689-1302

### CONTRACTOR

Empire Construction  
Steve Hall  
865-599-0195

### Challenges

With downtown Knoxville experiencing a boon in high-end, luxury condo development, the provision of affordable housing in an area quickly becoming unaffordable to many households is critical. This 299-unit property located within walking distance of downtown Knoxville had great potential to address a variety of the city's housing needs. But the years had not been kind to Townview Towers and the property had deteriorated inside and out. The area around the apartments had developed a reputation as a high-crime area and unsafe despite the fact it was located across the street from Green Magnet Elementary School. Many reasons to save the affordable property existed but financing represented a huge hurdle.

The property's renovation would not have been financially feasible without a Payment in Lieu of Tax (PILOT) agreement to mitigate the detrimental impact of a tax assessment on the Low Income Housing Tax Credits themselves. Knoxville's Community Development Corporation assisted in facilitating the PILOT and is also a joint venture development partner and co-owner of the property. LHP Development orchestrated the complex funding and ownership structure.

### Accomplishments

The renovation involved major upgrades to modernize and completely overhaul the property's exterior and interior living spaces. To complete the property's transformation, the name was changed to The 1100 Studio Apartments. A bright and contemporary logo was created for marketing and branding. To engage the community, The City of Knoxville granted LHP's request to rename the street connected to the property in honor Dr. Lula Powell, an East Knoxville educator and businesswoman. Upon completion of the project, LHP engaged the community in a celebratory event. Today The 1100 Studio Apartments represent a thriving and diverse community that is helping Knoxville grow.



# 02

**SCOPE**

2.55 Acres  
 50 Apartment Units  
 All One-bedroom Units  
 Completed 2015

**SQUARE FOOTAGE COST**

\$173 per SF

**SIZE**

39,551 SF

**TOTAL COST**

\$6,826,217

**ARCHITECT**

Allan Associates Architects, PLLC  
 Mark Allan  
 865-689-1302

**CONTRACTOR**

Empire Construction  
 Steve Hall  
 865-599-0195

**MORRISTOWN, TENNESSEE**
**Challenges**

The rehabilitation of Henry Manor represented an extremely competitive LITHC funding process. The year LHP pursued tax credits for Henry Manor, 85 applications were submitted to the State of Tennessee and only 23 were awarded. LHP pursued two tax credits that year—including one for Henry Manor—and was awarded both.

The property was in very poor condition. All major systems such as electrical, HVAC, and plumbing needed to be replaced or upgraded. Located within several blocks of the downtown area, the property was highly visible among community leaders and residents who were concerned about the property's disposition.

**Accomplishments**

Henry Manor received a \$3.8 million face-lift. The extensive renovation involved major upgrades both inside and out. The apartments were completely transformed with new paint, vinyl plank flooring, energy efficient lighting, new doors with wood frames and lever hardware vinyl blinds.

Old appliances and cabinets were removed and each unit was upgraded with new kitchen cabinetry with quartz countertops, an Energy Star refrigerator and dishwasher and a new microwave. Improvements to the building's exterior included adding new brick and siding veneers, a new roof, improved site lighting and accessible sidewalks and parking spaces. The grounds were professionally landscaped and sod was installed. Renovations started in November 2014 and were completed in December of 2015.



*In March 2016, Henry Manor Apartments was recognized with the **Keep Morristown Hamblen Beautiful Community Improvement and Beautification Award.***

03

GATLINBURG, TN

DEVELOPER

Five Oaks for GO Partners, LLC

SIZE

18,000 SF

TOTAL COST

Landlord: \$1,500,000  
 Tenant: \$3,000,000

ARCHITECT

Tom Trotter  
 Trotter and Associates  
 865.436.9436

This former stone and timberframe structure once housed one of Gatlinburg's preeminent restaurants, The Open Hearth. After several other restaurants had occupied the site, the Developer secured the property as a closed restaurant. The Developer entered into and successfully completed lease negotiations with NOC, the nation's largest outdoor outfitter, to build an 18,000 square foot outdoor enthusiast store, the largest tourism retail store in the City of Gatlinburg. The stone and timberframe structure was completely renovated and opened to tremendous reviews. The development has won City of Gatlinburg Environmental Design Review Awards for both Building Renovation, Landscaping, and Signage. Additionally, the project was awarded Silver LEED certification by the U. S. Green Building Council. Unique building materials such as natural bark wood siding, authentic rusted tin, river rock and river stones, and hickory stair railings reflect the building's proximity to the Great Smoky Mountains National Park.

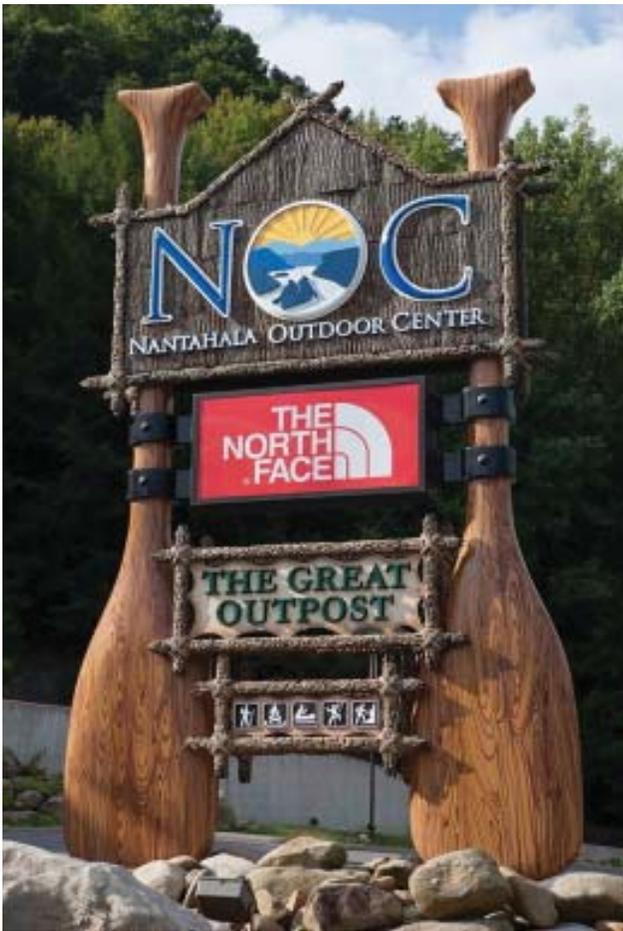
Challenges

There were many challenges on the site. Several successive failed businesses had occupied the site. The building was not pedestrian friendly prior to the renovation. The step entry road traversed the site and was an obstacle to pedestrian traffic. A wrap around porch was added to the building to both make the building more approachable and also to effectively bring the "floor" of the building closer to the street with several concealed stairs. A new entry was added to the south of the site to provide for street level access for handicapped patrons. Budget control was also a challenge because of hidden conditions in the remodel and the relative poor condition of the existing building.

Accomplishments

**Five Years Later:** *NOC's Great Outpost has become one of the leading stores and tourism attractions in the City of Gatlinburg. The store has had tremendous annual sales volumes and has become a must see stop for the millions of visitors to the National Park, providing the City with millions of dollars in tax revenue and turning a closed restaurant facility into a vibrant attraction for its visitors.*





**SCOPE**

6.91 Acres  
393 Apartment Units  
200 One-bedroom Units  
193 Two-bedroom Units  
Structured Parking with 700 Spaces  
Completed 2015

**SQUARE FOOTAGE COST**

\$133 per net rentable SF

**SIZE**

4,000 SF retail

**TOTAL COST AND FINANCING**

The total cost of the project was just over \$67,000,000. The owner of the project is a large life insurance company who provided all financing.

**ARCHITECT**

Fugleberg Kock  
Jimmy Kelley  
407.622.0068

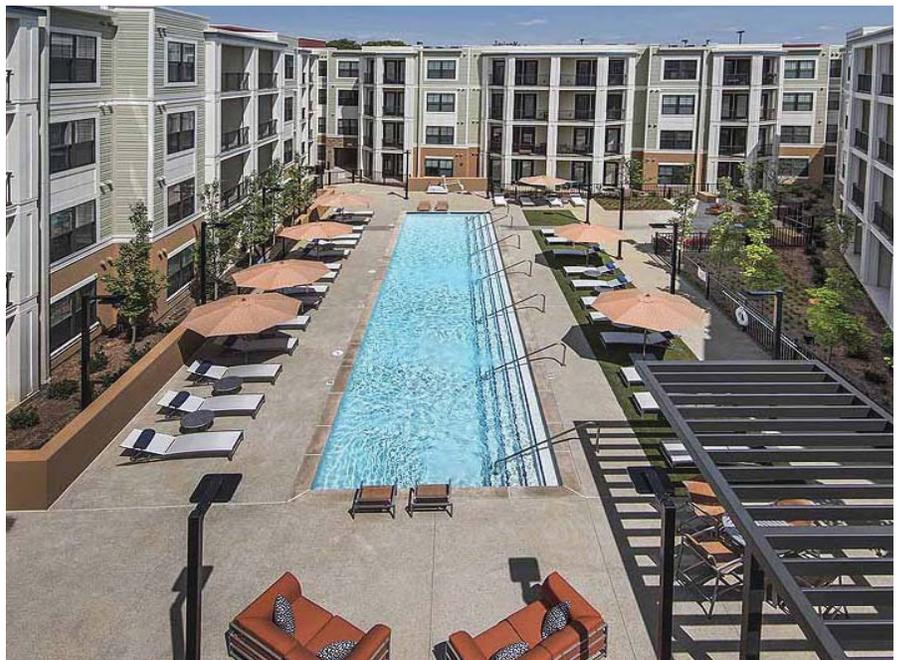
**CONTRACTOR**

Doster Construction Company  
Tom Reynolds  
205.443.3855

The site was bounded by a railroad track on one side, large commercial uses on two sides, and a heavily trafficked street on the other side.

There were two “blue line” creeks on the property making site configuration difficult with one running along the property line and the second cutting the site virtually in half. The creeks had a significant impact on the layout and access to the buildings. While the creeks impacted the access to the building, the landscape architect was able to turn two creeks that were essentially ditches into positive aesthetic amenities for the property and residents.

A major challenge was obtaining City of Brentwood approvals. The City had never previously permitted any rental multifamily uses.





05

HUNTSVILLE, AL

**SCOPE**

13 Acres  
246 Apartment Units  
185 One-bedroom units  
61 Two-bedroom units  
**Publix** grocery store and 20,000 SF of retail shopping space  
960 car parking deck  
Completed 2014

**SQUARE FOOTAGE COST**

\$155 per net residential net rentable SF  
\$190 per SF for all retail

**SIZE**

26,000 SF retail shop space  
110,000 SF office

**TOTAL COST AND FINANCING**

The total cost of the project was just over \$42,825,000. The owner of the project is a large life insurance company who provided all financing.

**ARCHITECT**

Smith Gee Studios  
Fleming Smith 615.739.5555

**CONTRACTOR**

Brasfield and Gorrie  
Roddy McCrory 678.581.6390

**Challenges**

Construction a 13-acre mixed use development was completed through complex coordination of an office developer, hotel developer, City of Huntsville, a retail partner and Bristol to provide a Publix grocery, 26,000 sq ft of retail shop space, 246 apartments, a Homewood Suites hotel, and a 110,000 sq ft office building.

Bristol worked with City of Huntsville to structure city development incentives to meet requirements of state and local restrictions and meet the needs of all development components.

A 960-car parking deck is shared among office, hotel, Publix, retail and apartments. In addition, each component's needs were covered and an operating agreement to cover allocation of risks and operating expenses was put in place. Construction all components occurred simultaneously within 13 acres.

**Financing**

Total cost was approximately \$42,825,000

Financing structure was:

Construction / Permanent Loan (Life Insurance Company) \$27,000,000

Equity (Life Insurance Company and Developer) \$15,825,000

**Public Officials**

Mayor Tommy Battle, Mayor of City of Huntsville

Peter Joffrion, City Attorney, City of Huntsville

Jeff Easter, Director of Public Works, City of Huntsville







# 4 PROPERTY ACQUISITION

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# 4

## PROPERTY ACQUISITION

The development team will work closely with the City of Gatlinburg Redevelopment and Housing Authority to forge through a development and acquisition plan that is mutually acceptable and fair to all parties. The team that we have assembled has a broad range of expertise working through acquisition and business relocation, all of which will be key to making this project a success.

During the due diligence period the development team will work with the Authority to develop the property acquisition procedure and timeline. We believe it is essential to seek input and buy-in from everyone involved in the project to ensure that the acquisition process is fair and provides equitable treatment to all property owners.

Beginning with notes from the meetings already held with property owners, LHP will develop a preliminary plan to review with the Authority. The plan will be specific to each property stating the settlement plan to be offered and each team member's responsibility to move the acquisition and/or relocation through the process of acquiring the property. It is critical to the overall success that all of the property acquisitions be complete and the transactions closed per an agreed upon timeline in order to secure project financing.

The team is aware of the importance of taking into consideration the impact of the property acquisition on the Laurel Grove Baptist Church (Parcel #13) and the Tennessee State Bank (Parcel #26) which are not slated for acquisition. The designer's conceptual plans have been developed with their parking and other accommodations in mind as will future design plans which will also incorporate in detail the City of Gatlinburg's architectural guidelines and other design factors.





# 5 HOUSING

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Gatlinburg Population:		
	3382	100.00%
Sex and Age		
Male	1667	49.29%
Female	1715	50.71%
Under 5 years	98	2.90%
5 to 9 years	127	3.76%
10 to 14 years	169	5%
15 to 19 years	180	5.32%
20 to 24 years	153	4.52%
25 to 34 years	366	10.82%
35 to 44 years	495	14.64%
45 to 54 years	654	19.34%
55 to 59 years	266	7.87%
60 to 64 years	189	5.59%
65 to 74 years	391	11.56%
75 to 84 years	226	6.68%
85 years and over	68	2.01%
Median age (years)	46.8	
18 years and over		
Male	1390	41.10%
Female	1488	44%
21 years and over	2779	82.17%
62 years and over	795	23.51%
65 years and over	685	20.25%
Male	287	8.49%
Female	398	11.77%
Race		
One race		%
White	3237	95.71%
Black or African American	5	0.15%
American Indian, Alaska Native	19	0.56%
Asian	58	1.71%
Asian Indian	53	1.57%
Chinese	1	0.03%
Filipino	2	0.06%
Japanese	0	0%
Korean	2	0.06%
Vietnamese	0	0%
Other Asian	0	0%
Other Pacific Islander	1	0.03%
Native Hawaiian	1	0.03%
Guamanian or Chamorro	0	0%
Samoaan	0	0%
Other Pacific Islander	0	0%
Some other race	29	0.86%
Two or more races	33	0.98%
Hispanic or Latino and race		
Total Population	3382	100.00%
Hispanic or Latino(of any race)	66	1.95%
Mexican	22	0.65%
Puerto Rican	6	0.18%
Cuban	5	0.15%
Other Hispanic or Latino	33	0.98%
Not Hispanic or Latino	3316	98.05%
White alone	3211	94.94%
Relationship		
Total Population	3382	100.00%
In households	3328	98.40%
Householder	1541	45.56%
Spouse	793	23.45%
Child	669	19.78%
Own child under 18 years	438	12.95%
Other relatives	159	4.70%
Under 18 years	53	1.57%
Nonrelatives	166	4.91%
Unmarried partner	65	1.92%
In group quarters	54	1.60%
Institutionalized population	0	0%
Non-institutionalized population	54	1.60%
Households by Type		
Total Households	1541	100.00%
Family households (families)	991	64.31%
With own children under 18 years	274	17.78%
Married-couple family	793	51.46%
With own children under 18 years		%
Female householder, no husband present	139	9.02%
With own children under 18 years	59	3.83%
Non Family households	550	35.69%
Householder living alone	457	29.66%
Householder 65 years and over	187	12.13%
Households with individuals under 18 years	316	20.51%
Households with individuals 65 years and over	507	32.90%
Average Household size	2.16	
Average family size	2.64	
Housing Occupancy		
Total housing units	3993	100.00%
Occupied housing units	1541	38.59%
Vacant housing units	2452	61.41%
For seasonal, recreational, or occasional use	2232	55.90%
Homeowner vacancy rate (percent)	3.3	
Rental vacancy rate (percent)	14.9	
Housing Tenure		
Occupied housing units	1541	100.00%
Owner-occupied housing units.	1055	68.46%
Renter-occupied housing units.	486	31.54%
Average household size of owner-occupied units	2.19	
Average household size of renter-occupied units	2.09	

The City of Gatlinburg and the Authority have identified affordable housing as the most critical need for the Redevelopment District. LHP's development proposal is designed to provide the ideal mix of retail and housing necessary to achieve a thriving community and successful venture.

Affordable housing is essential to building a healthy community. When housing is made affordable, families have more finances to help support life necessities such as food, clothing and education for their children. They can remain in the community becoming part of the social fabric promoting stability, community and engagement. Families and individuals who live and work in the community provide the labor that makes the economy grow which is why providing housing they can afford is so important.

LHP's development team members are experts in planning a property's unit make up to fit development demographics and the physical footprint. Types of housing to be considered for this development range from mid-rise apartment housing consisting of efficiency units up through two- and three-bedroom units.

As the pro forma is developed during the due diligence period considerations to the ratio of market rate housing verses workforce affordable housing will be evaluated. Factors in determining the housing options are based on the demographics of family size verses single occupied units, average income of potential occupants, and average age of the occupant. In addition, In addition, special consideration will be given to the type of housing to be constructed to achieve the optimum unit count while understanding site constraints and upholding the City of Gatlinburg's Architectural Guidelines,

A collaborative approach to the redevelopment will ensure that all of LHP's expertise and experienced staff are available to assist. LHP has more than forty years of experience developing and managing public and Section 8 housing, and more than ten years of experience developing and operating LIHTC projects. LHP has partnered with public housing authorities on numerous occasions, either as a fee developer, co-developer or as a purchaser of a PHA's Section 8 properties.

LHP has a tremendously high success rate for securing bond financing and 4% and 9% LIHTC tax credits. Since 2007, LHP has sought 22 nine percent LIHTC applications and has been 100 percent successful. In an industry environment where applications outpace awards by roughly a 3:1 margin, LHP's record speaks for itself.





# 6 EXISTING BUSINESSES

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The District has experienced decline over the years and fated with continued deterioration and devaluation. Without strategic development of the district, current businesses have limited opportunities to prosper. As part of the due diligence period the development team will map out various scenarios for the potential relocation of existing businesses. Given the complexities of the various alternatives and because each business is unique and presents specific needs of review, the full extent of the business development needs cannot be determined this early in the process.

The team will work diligently to accommodate the business owner's needs and the community in which the business owner serves. Considerations will include the economic effect to the business owner as well as the community's local services. As addressed in Item #4 of this proposal, our team will work closely with the Authority to hammer out an acquisition and relocation strategy that best fits the needs of all stakeholders, including the homeowners, business owners and the City of Gatlinburg. Together LHP Development, Five Oaks Development Group and Bristol Development Group bring a unique combination of public and private sector redevelopment experience.



KCDC Mechanicsville Commons HOPE VI

Team members Alvin Nance and Jordana Nelson have extensive experience with community revitalization and prior to joining LHP, both worked at Knoxville's Community Development Corporation (KCDC.) Alvin served as Executive Director and CEO and Jordana as General Counsel. During his tenure at KCDC, Alvin was instrumental in the \$46 million redevelopment of Knoxville's downtown Mechanicsville community. KCDC received a \$22 million HOPE VI grant from HUD in 1997 to revitalize the College Homes area and surrounding Mechanicsville Neighborhood. Once a thriving neighborhood of African American businesses and working families, the area began to decline in the late twentieth century and had become a collection of vacant and blighted properties.

There were significant challenges to redevelopment, including the relocation of 320 families living in public housing units set for demolition and that had been constructed in 1938 in an African American community adjacent to a historic Black College. In addition, the project had to acquire, rebuild and relocate three African American churches. The neighborhood underwent a remarkable renaissance.

KCDC used a variety of fund sources to finance the project including Federal Home Loan Bank (Affordable Housing Program and Community Investment Program), LIHTC, Section 8 Family Self Sufficient Funds, Tax Increment Financing Note and HUD Mixed Finance Plan.





# 7 REDEVELOPMENT INTENT





The redevelopment of the East Parkway at Baskins Creek Bypass is critical to spur the necessary tourism growth along the East Parkway US-321 corridor. Many people including members of this development team have a lifetime of Gatlinburg memories they cherish. Memories of family trips with our grandparents, our children and now even some with our grandchildren have a special place in our hearts. Generation after generation come to Gatlinburg, the gateway to the nation's most visited national park, to relive and make new memorable moments.



Unfortunately space limitations caused by the park entrance funnel tourism growth into the city's most populated street, The Parkway. Increased numbers of tourists along with families traveling to the Rocky Top Sports World have very limited retail, restaurants, and attractions along the East Parkway US-321 corridor. Without more viable accommodations to grow tourism, Gatlinburg will miss a vital opportunity for growth.

This creates the need for new businesses which in turn necessitates demand for additional workers. Affordable quality housing is the best asset to attract good, dependable workers.

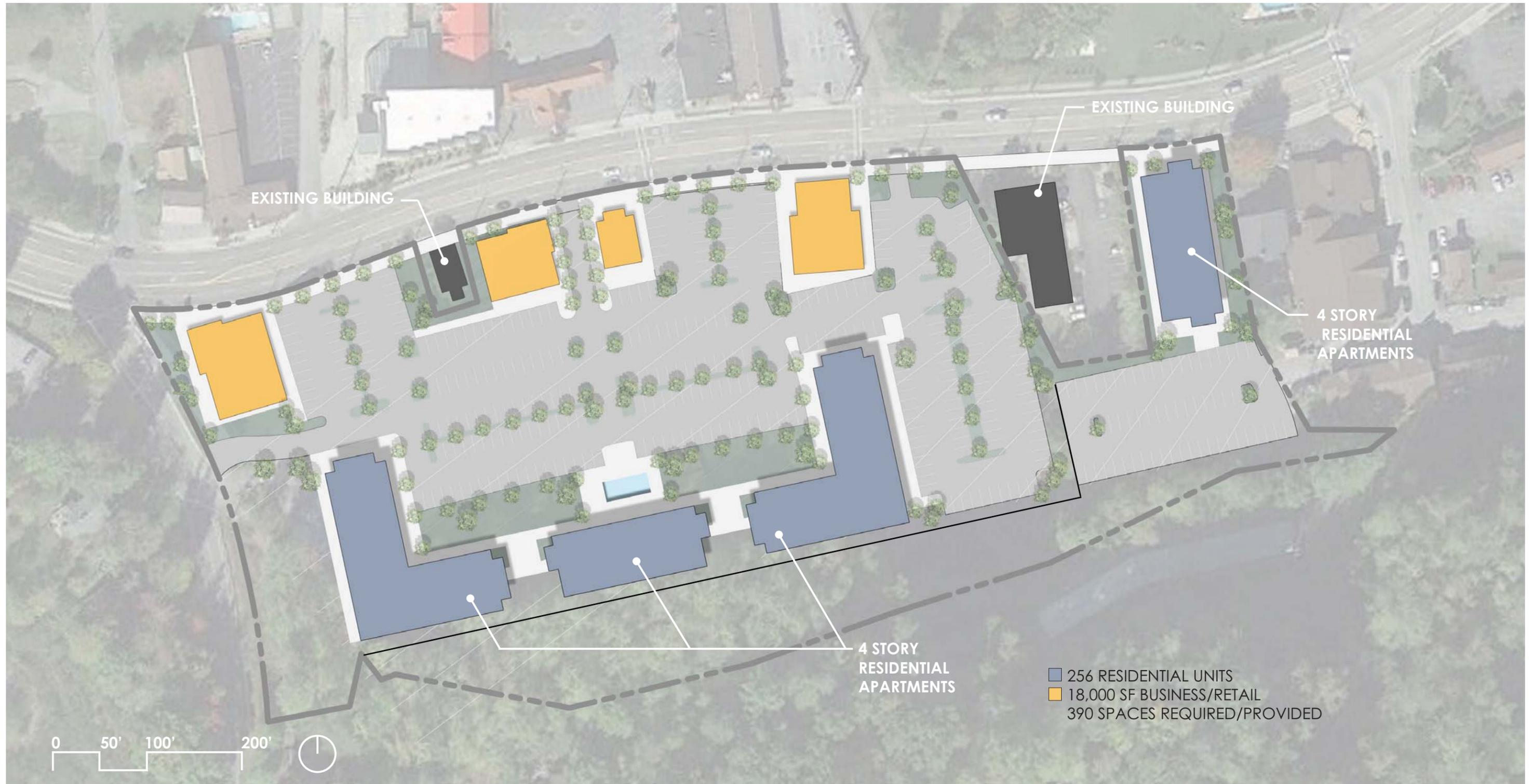


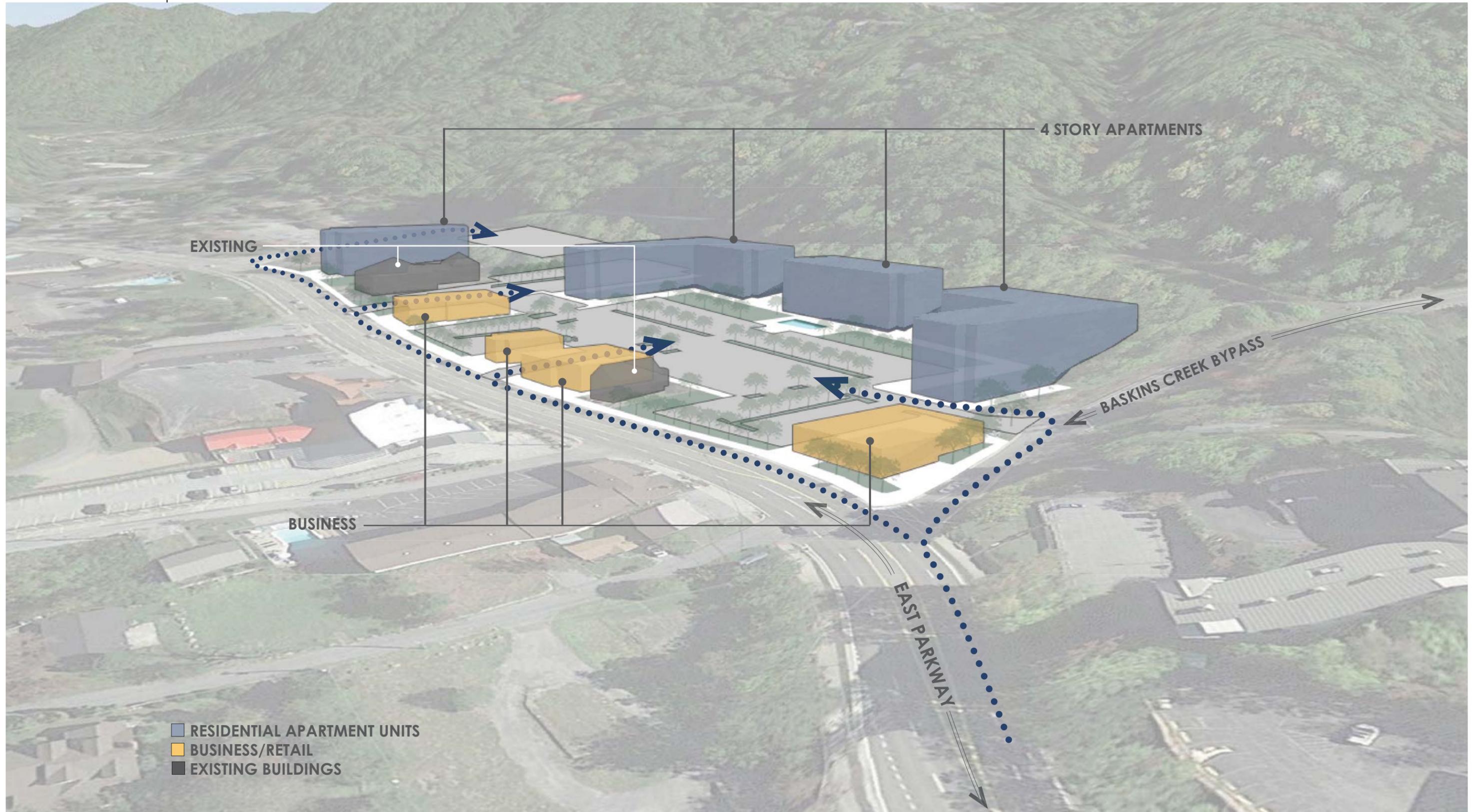
Gatlinburg and all of Sevier County lack quality affordable workforce housing. The vision of LHP's development team will create multiple housing options for a diverse workforce. Consideration to all types of workforce housing will be investigated as well as market rate housing over urban retail along the 321 corridor. Additionally, the need for an anchor retail/grocery is evident to create a traffic pattern directed toward these new retail opportunities.

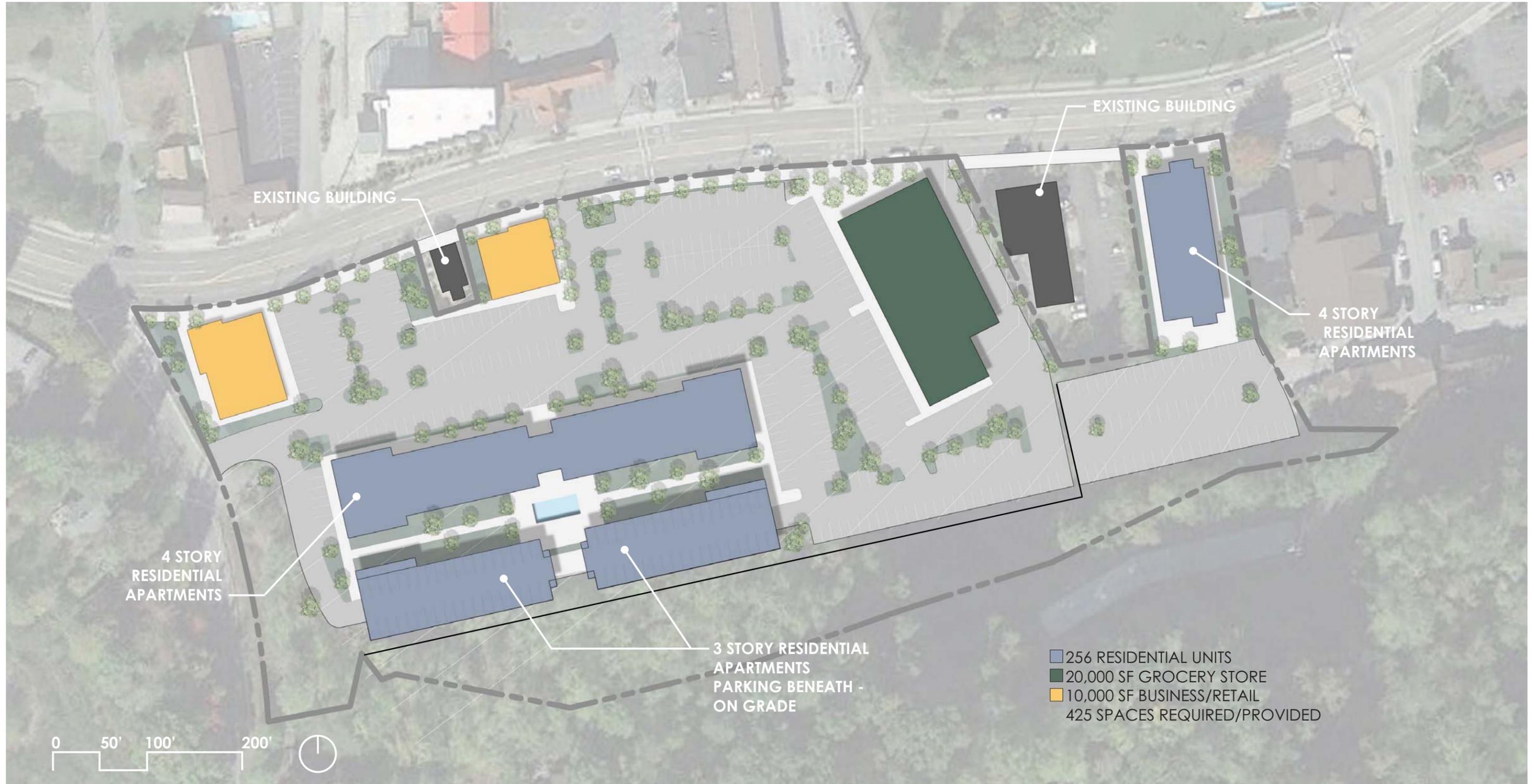
These designs will create an upscale feel to the streetscape, emphasizing pedestrian access and the mountain village aesthetic outlined in the Gatlinburg Architectural Guidelines. The mix of mountain modern building materials will be a welcome face-lift to the existing conditions.

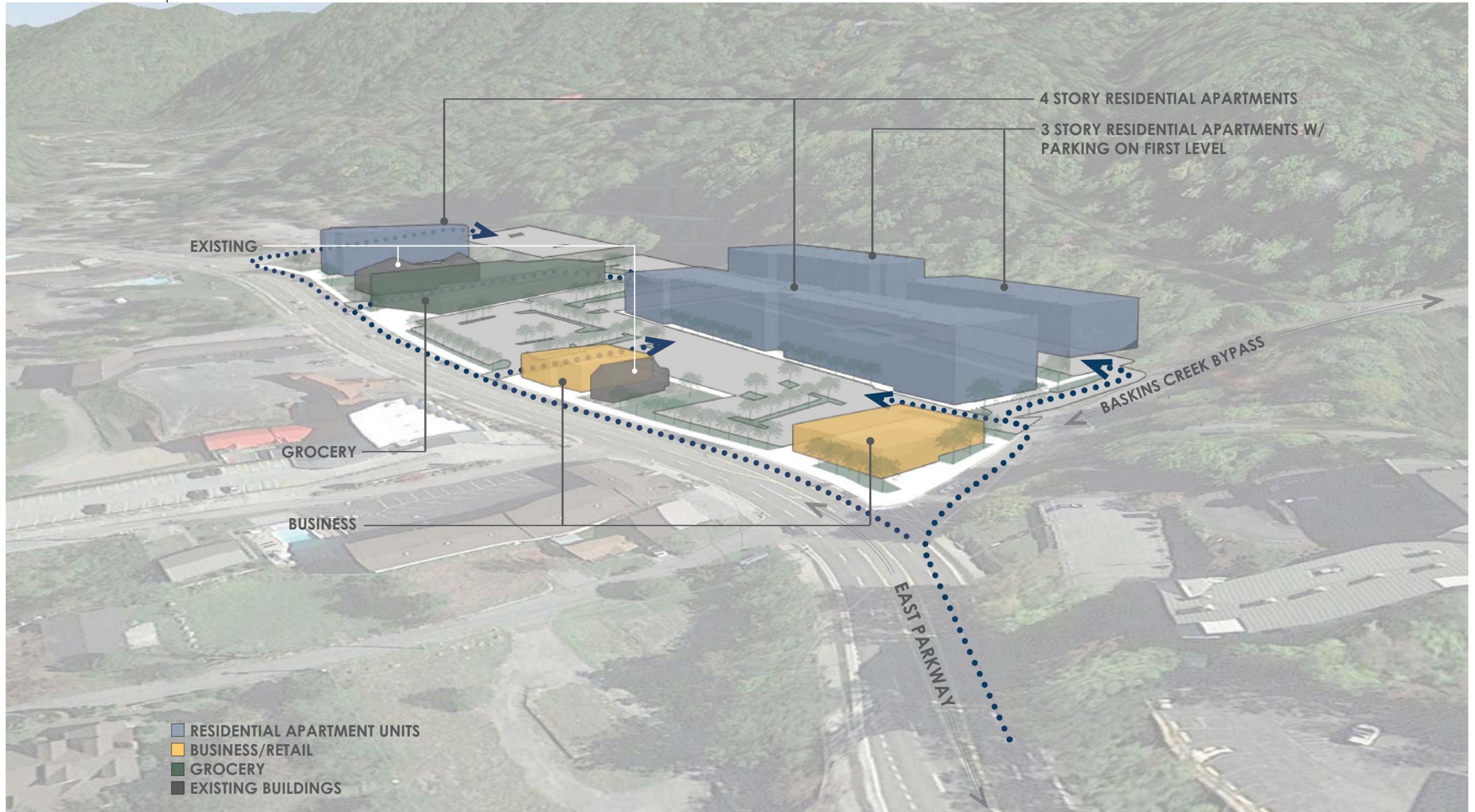
As outlined in the Redevelopment Plan, types of developments encouraged as appropriate land uses in the East Parkway at Baskins Creek Bypass Redevelopment District include retail stores and shops, restaurants, and residential dwellings. The area is located within walking distance of the main tourist activity corridor for the City.











# 8 SCHEDULE

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Schedule management is one of the single-most critical components to coordinate the sequence needed for a successful development. It is the one tool that can capture the impact of all the moving parts and pieces necessary to navigate the project to completion.

LHP as the lead Developer along our Master Architectural Partner, MHM will stress Project Management with strong emphasis on effective and consistent management of the project schedule. At the very beginning of project, the schedule will begin to be roughed out with Key Milestone dates being established.

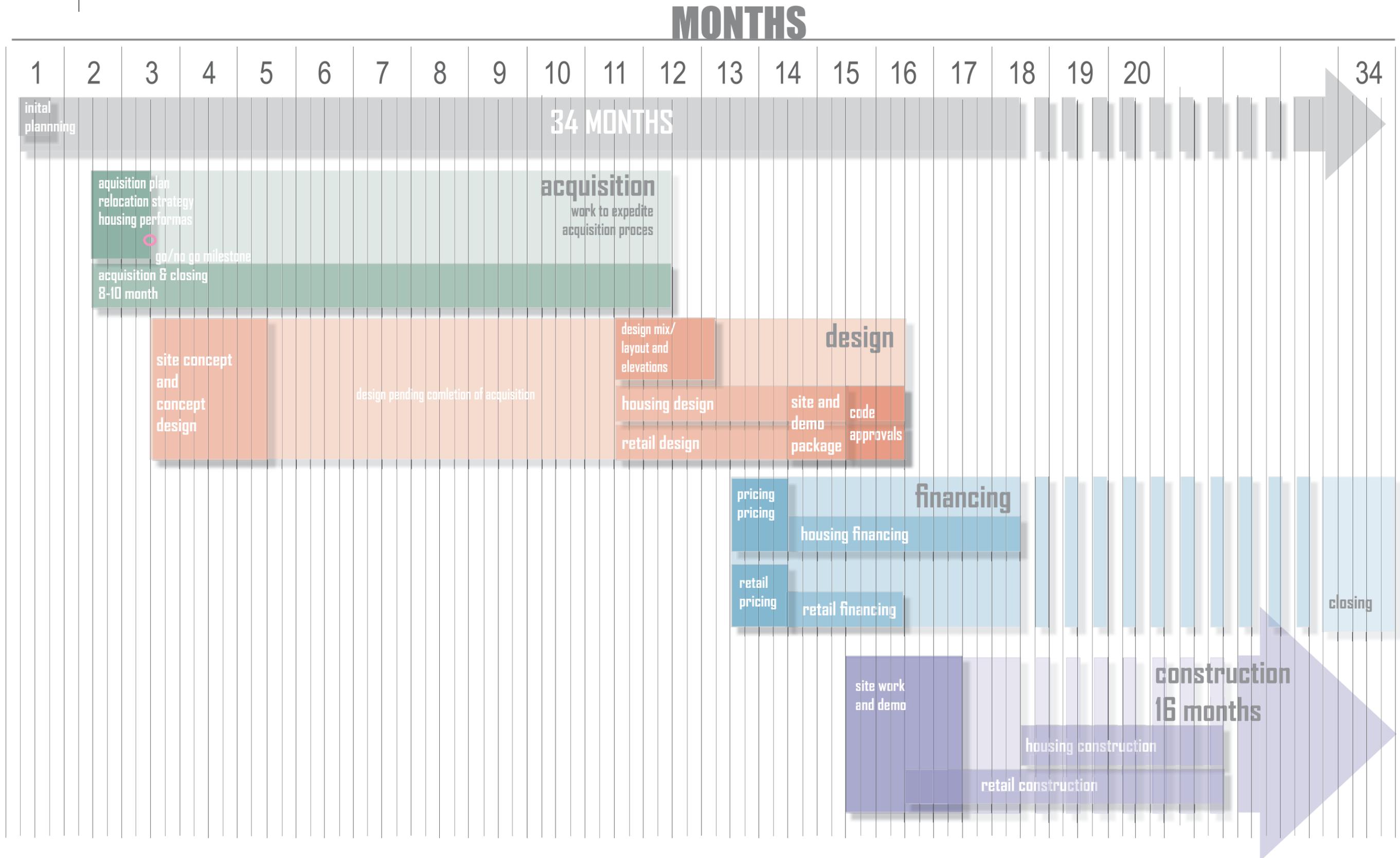
AS the project develops, the level of detail will also develop. The schedule will include all major project phases, all major milestone dates, critical review periods, meetings and approvals, regulatory reviews, by-phase pricing/estimating and reconciliation/Value Engineering periods and other project specific information.

The schedule is distributed to the project team and is used as the basis for all progress reviews with consultants, Construction Manager/General Contractor and the Owner. Once a General Contractor is selected for the project, the actual construction schedule will be fit into the Master Project Schedule. The project schedule is closely monitored and is regularly revised to address and reflect schedule impact issues as they are identified and quantified.

**Listed below are examples of items to be noted in the Project Schedule:**

- Duration to establish and approve the Acquisition Plan
- Confirm any necessary relocations
- Confirm and access needs of the 2 tenants to remain (Laurel Grove Baptist Church and the Tennessee State Bank)
- Milestone Dates for items such as:
  - Site concept drawing approval
  - Confirm number and types of units
  - Approval Schematic Design
  - Approval of Schematic Design Budgets
  - Completion of Acquisition Plan
  - Design Completion
  - Codes Submittal
  - Budget Updates and Pricing
  - Finance Applications
  - Authority Approvals and City Approvals
  - Bid Packages and Contractor Selections
  - Site Packages
  - Construction Start
  - Substantial Completion
  - Finance Completion
  - Project Closeout







# 9

## SIGNIFICANT FACTORS





Although plans for the East Parkway at Baskins Creek Bypass Redevelopment District may be complicated due to some significant existing constraints, our team has the required skills and comprehensive experience to meet the challenges presented. Site-specific issues, mixed use design and financing needs, as well as political considerations present complex tasks for which our team will produce mutually beneficial solutions.

The redevelopment area has natural design constraints due to the contours of the site. In addition, the current situation of multiple owners as well as two businesses on the site which are not included in the redevelopment may present challenges for land acquisition and increased cost. As well, the preferred design concept to blend different types of housing along with retail using multiple financing options represents a more demanding plan that will require all the resources and skills of our talented, creative team.

It is also worth noting that this being the first development of this kind, the Authority and the elected officials of the City of Gatlinburg may be under greater scrutiny to produce a successful redevelopment, serving as a model for future projects. The potential for increased examination of the project *underscores the importance of selecting a trusted, experienced group of individuals and companies whose collective character and past performance demonstrates dedication to excellence and service to the community.*

Our design team collaborates with many firms that provide design, construction, legal, financial, and other services for affordable and market rate housing, as well as retail and other commercial projects. Members of our team have repeatedly shown a particular commitment to produce excellent products, working with our clients to understand needs and to provide outstanding solutions.

In developing our proposal, our team has come to the conclusion, and at end of the selection period we believe the City of Gatlinburg Redevelopment and Housing Authority will also reach the same conclusion: *our team is uniquely qualified to provide services for this redevelopment project for the following reasons:*

### Affordable housing experts

LHP has over 40 years of experience in design and construction of affordable housing - constructing or rehabilitating over 10,000 units.

Team leadership is provided by Phil Lawson, who started with the company in 1986.

Local retail development expertise - David Ogle has operated Five Oaks/Ogle, Inc., producing numerous successful retail developments since 1990.

### Market rate housing experts

Bristol Development Group has experts with up to 30 years of experience in research, design, marketing, and management of mixed use and multifamily projects.

### Housing authority experts

Alvin Nance has comprehensive experience working with housing authorities and property owners to transform communities and urban neighborhoods.



## SIGNIFICANT FACTORS



### Finance experts

Carr Hagan has extensive knowledge of financing using creative methods to meet the needs of clients.

### Design experts

Architects MHM and BMa have completed some of the region's most significant and complex projects.

Both MHM, BMa and their consultants have extensive experience working with municipalities and governmental agencies - particularly responding to design guidelines and the unique setting of each project.



### Construction experts

John Farner has completed numerous projects over 30 years; particularly providing excellent construction management of projects in Sevier County.

This team not only has the knowledge, experience and character required to perform, but also the necessary good intentions toward our clients to make this project successful to serve the needs of residents and business owners. ***In consideration of all contained in this proposal, we ask the City of Gatlinburg Redevelopment and Housing Authority to favorably award this project to the LHP Development team.***