



Doe Mountain Recreation Area

Operations Center Expansion Master Plan

September 2025



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BACKGROUND



serves residents, attracts visitors to the region, and strengthens Johnson County’s role in regional tourism.

The park enjoys a rural setting, with the Town of Mountain City to the North / Northeast boundary of the park and Watauga Lake to the south. Watauga Lake offers US Forest Service, day-use areas, and a boat launch. There are also several private marinas located on the lake.



COMPARABLE PARKS

Analysis was conducted on comparable parks in the southeast. The sites were comprised of a combination of public parks as well as privately owned facilities. Overall, Doe Mountain offers significantly less trail infrastructure, no support facilities, and non-on-site lodging. The other locations noted below are commercial properties. DMRA is similar but different its mission involves an expanded mission that includes a family-friendly environment, has conservation as a part of its core efforts, and serves as an economic driver to Northeastern Tennessee, rather than solely driving revenue for the site itself.

	Doe Mountain Recreation Area	Windrock, TN	Brimstone, TN	Carolina Adventure World, SC	Off Road Adventures, GA
Miles of Trails + / -	68	300	300	100	100
Professionally built website and branding	NO	YES	YES	YES	YES
General store	Limited	Yes	NO	Yes	Yes
On-site lodging	NO	YES	YES	YES	YES
On-site food	NO	YES	NO	YES + Tavern	NO
Events hosting	NO	YES	YES	YES	YES

DEMOGRAPHIC PROFILE

The Doe Mountain Recreational Area is committed to serving a diverse range of patrons—from out-of-town visitors seeking outdoor adventure to residents living in close proximity to the facility. While the overarching goal is to provide inclusive and accessible recreational opportunities for the broadest possible user base, the demographic composition of the surrounding community remains a critical factor in planning and development. Thoughtful and responsive park planning draws upon the unique characteristics of the local population to ensure that amenities and programming align with the needs and preferences of those who regularly engage with the area. According to U.S. Census-based data, Johnson County, Tennessee had an estimated population of 17,912 residents in 2021, underscoring the importance of tailoring recreational offerings to reflect both regional identity and broader visitor appeal.

Figures 1.1 – 1.3 below portray demographic information for the Authority. Johnson County, on average, is older than the State of Tennessee. There are slightly more men than women and the racial profile of the county is uniform.

Geographical mobility

10.7%

Moved since previous year

about three-quarters of the rate in Tennessee:
14.1%

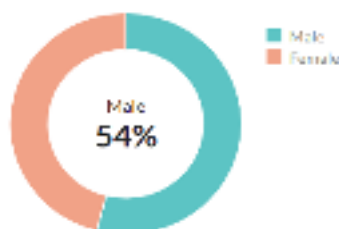
about 80 percent of the rate in United States:
13.4%

FIGURE 1.1

Population migration since previous year



Sex



Race & Ethnicity



FIGURE 1.2

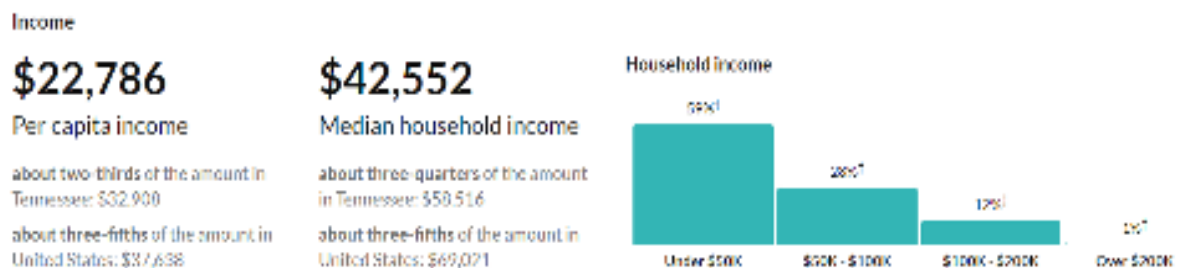


FIGURE 1.3

FIGURES 1.1-1.3: DEMOGRAPHICS AS ASCERTAINED FROM CENSUS REPORTER.COM

The financial profile of the County is also important to consider as it helps determine the population's ability to pay for fee-based recreation. As noted below, the per-capita income of the area residents is less than both the state average and the national average. However, the DMRA's ability to function as an economic engine in the area is important to draw out.

The DMRA draws in non-resident visitors whose expenditure in the area provides a boost to the local economy and local wages. The US Census reports that the population of Johnson County TN remained virtually unchanged in 2010 was 18,244 and 18,086 in 2022. It's important to note that a combined 7% of the population is moving in from out of the county or state. This means that there is a draw to the area, which could be increased with the further development of the DMRA.

Characteristics of Doe Mountain

The Doe Mountain Recreation Area is a vast, rugged landscape within the Blue Ridge Mountains, ranging from 2,040 to 3,900 feet in elevation. The site is heavily forested, dominated by oak, pine, and mixed hardwood communities, and supports rare plant species, wetlands, and stream corridors that are vital to biodiversity.



TYPICAL OHV TRAILS FOUND AT DOE

Current recreational assets include:

- 69 miles of trails (shared-use, single-track, hiking-only, and OHV routes)

- Mountainous views, with emphasis on the expansion site
- Basic service and maintenance facilities that support day-to-day operations.

Despite these assets, the park lacks key amenities that could support longer visitation and expanded events. Overnight lodging, adequate restrooms, and event infrastructure remain major gaps. Existing vehicular access is primarily through the Adventure Center on Harbin Hill Road which has traditionally served mountain visitation as the operation center. The Operation Center expansion on Pedro Shoun Lane would facilitate secondary trailheads. Wayfinding and connectivity are also underdeveloped, which limits visibility and ease of access despite Doe Mountain's proximity to major regional destinations such as the Virginia Creeper Trail, Appalachian Trail, Watauga Lake, and Mountain City.

These conditions highlight the park's incredible natural assets — but also its untapped potential. The Pedro Shoun addition seeks to close these gaps and unlock the mountain's full promise.



THE MAIN PROPERTY AT DOE MOUNTAIN OFFERS SCENIC VIEWS THAT ATTRACT SEASONAL VISITATION.

GETTING TO KNOW THE SITE



This plan builds upon information discovered in the 2024 master planning effort and the subsequent data provided by the DMRA through the acquisition of the Operations Center Expansion land on Pedro Shoun Lane. In that plan, it was noted that the Doe Mountain Recreation Area should land bank adjacent properties for future development.



ADVENTURE / OFF-ROAD TRAIL RIDING IS A RAPIDLY GROWING RECREATIONAL ACTIVITY.

According to the DMRA Master Plan, a portion of the adjacent parcel—number 053 111.00—comprising 80 acres at the existing Doe Valley Campground on Pedro Shoun Lane, was recommended for development. Proposed uses include lodging, an event center, a trailhead, an outdoor performance stage, parking facilities, and an expansion of the Operations Center. A general site analysis of the area includes:

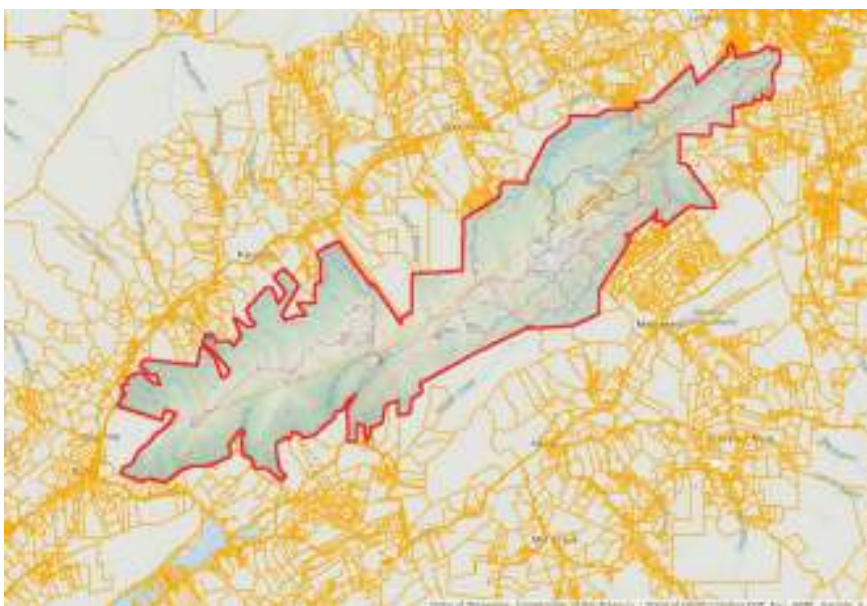
Topography



Elevations within the Doe Mountain Recreation Area range from approximately 2,040 feet above mean sea level (AMSL) up to 3,900 feet AMSL along the ridges. The site possesses rather steep slopes and a central ridge that runs from the southwest to the northeast. Several smaller ridges extend to the north and south, down from this central ridge. Numerous deep coves are situated between these smaller ridges. Broad valleys that are utilized for agriculture or have been developed for residential or commercial purposes typify the landscape surrounding the site, especially to the north, south, and east.

Landcover & Vegetation Types

The Pedro Shoun expansion is largely forested with only a few clearings. These clearings are restricted to an area near the primary access road off Harbin



Hill Road, along maintained trails, around the fire tower, and in the eastern portion of the property that was cleared for a previous development venture. Based on an analysis of LANDFIRE 2010 existing vegetation type data, the Pedro Shoun expansion is dominated by Southern Appalachian Oak Forests, Southern and Central Appalachian Cove Forests, and to a lesser extent the Central and Southern Appalachian Montane Oak Forests. Other less common forest types mapped within the Pedro Shoun expansion include the South-Central Interior Mesophytic Forest and the Southern Appalachian Montane Pine Forest and Woodland. These mapped vegetation types are based on the terrestrial ecological systems classification system developed by NatureServe for the western hemisphere.

Hydrology

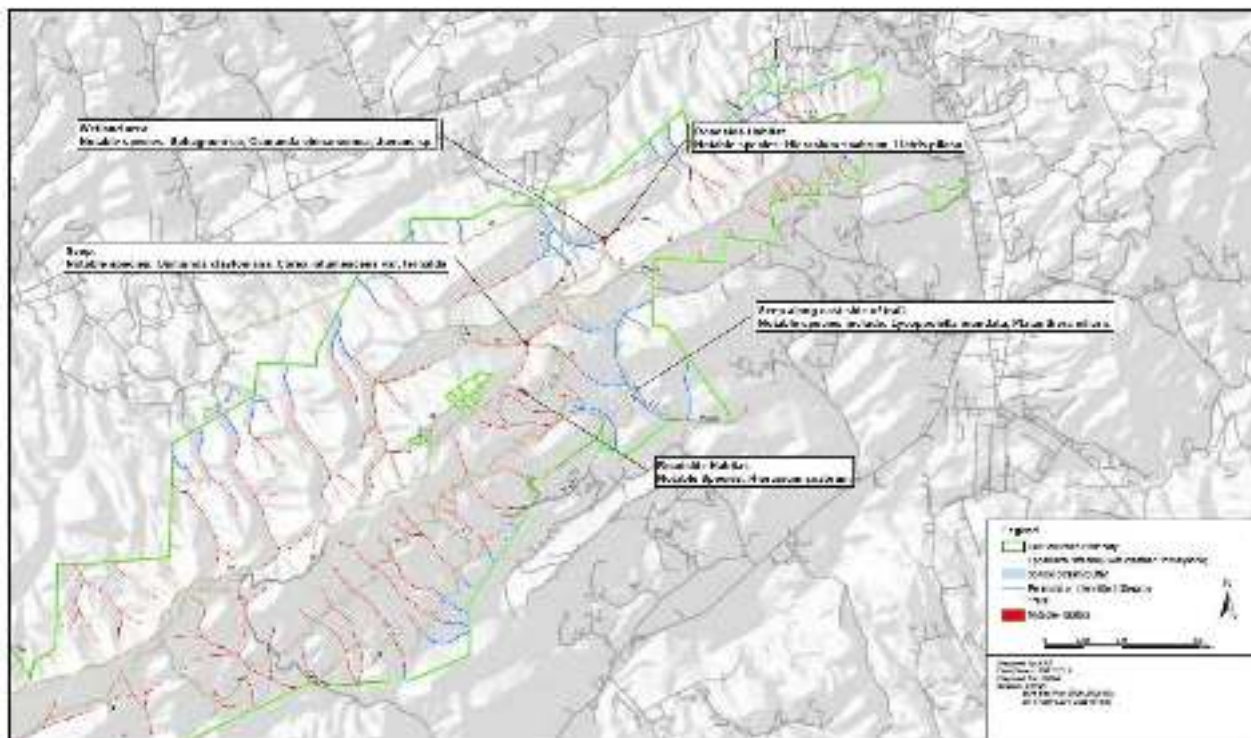
The hydrological study information in this plan is based upon observations made by BDY on September 26-27, 2013, where they noted several of the watercourses depicted as blue line streams were observed. Based on these observations, it appears that many reaches of these mapped features are more accurately classified as wet weather or ephemeral streams, which only convey water as a direct result of precipitation. The flow included seasonal drainages. While none of the observed flowing stream features possessed a considerable flow volume at the time of the site visit, they did provide habitat for a variety of aquatic organisms.

If any impacts to stream features are anticipated, it is recommended that a formal assessment of stream reaches be conducted under the TDEC Hydrologic Determination procedures to determine their jurisdictional classification. These procedures are based on the relationships between the underlying disciplines of biology, geology, geomorphology, meteorology, and hydrology that are involved in creating, maintaining, and identifying hydrologic features. If the jurisdictional status of a water feature is in question, a field evaluation by a Certified Hydrological Professional will need to be conducted. It is important to note that the jurisdictional status of a watercourse is based upon its hydrologic regime during a typical year, even if the Hydrologic Determination evaluation must be conducted during an atypical year.

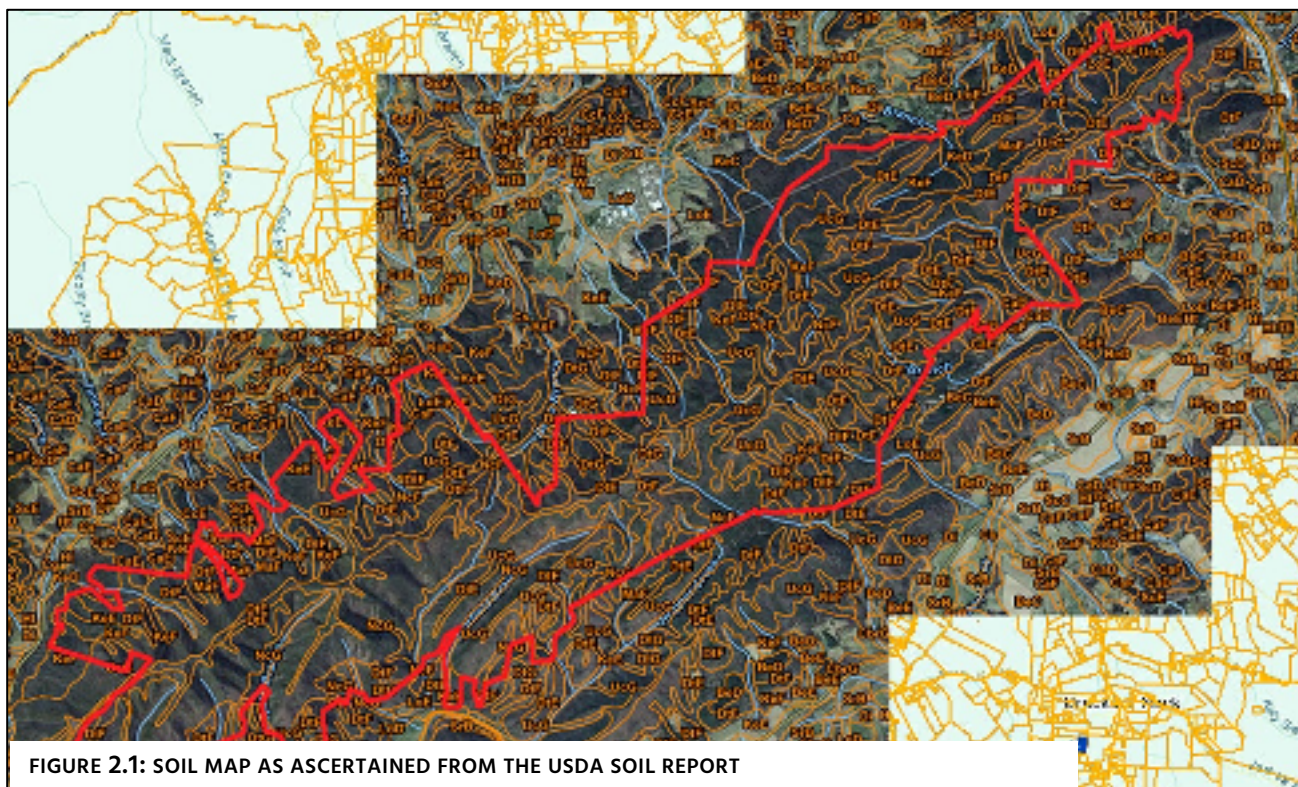
Flood Risk

Most of the area lies within the National Flood Insurance Program (Federal Emergency Management Agency – FEMA) rate map data as “Zone X” which are areas determined to be outside the 0.2% annual chance floodplain.

Geology According to the DMRA Management Plan, “the underlying geology of the site has been broadly classified into four distinct units. These include the Erwin Formation, the Hampton Formation, the Unicoi Formation, the Rome Formation, and the Shady Dolomite (Figure 3). The dominant rock formation is the Erwin Formation, which is mapped within the central portion of the property. This formation is characterized as white, vitreous quartzite, with interbeds of dark-green silty and sandy shale, minor siltstone, and very fine-grained sandstone. The second most prominent formation is the Shady Dolomite, which is mapped at lower elevations within the eastern and southern portions of the property. This formation is characterized by light-gray dolomite and thinly bedded limestone with much shaly gray limestones and calcareous gray shale. The Rome Formation is mapped along the lower elevation areas in the northwestern portion of the property. This formation is characterized by variegated (red, green, yellow) shale and siltstone with beds of gray, fine-grained sandstone. Immediately to the south of the Rome Formation are two less prominent formations, the Unicoi Formation, and the Hampton Formation. The Unicoi formation is characterized as a sequence of gray feldspathic sandstone, arkose, conglomerate, greywacke, siltstone, and shale. The Hampton Formation is characterized as dark greenish-gray, silty and sandy, micaceous shale with numerous layers of medium-grained, feldspathic, thinly bedded sandstone.”



Maps source: 2014 Doe Mountain Management Plan



Recreation Authority (DMRA), “The geology of the Southern Sedimentary Ridges Ecoregion is described as primarily Cambrian-age sedimentary rocks (shale, sandstone, siltstone, quartzite, and conglomerate). It is also noted that some streams in this ecoregion occur on limestone. At a representative site within this Ecoregion, mixed oak forests on northern and eastern slopes and oak-pine forests on the south and southwest slopes comprise about 60% of the forest cover, with second-growth pine, yellow poplar, scrub oak, and oak-hickory cover types comprising approximately another 30% of the area. Virginia pine-pitch pine, along with some Table Mountain pine, occupies thin soil areas on exposed ridges, and hemlock-white pine, with abundant rhododendrons, is found in the deeper ravines and moist coves.

The geology of the Limestone Valleys and Coves Ecoregion is described as Cambrian-age Shady dolomite. Most of the limestone valleys and coves within this ecoregion were originally forested but have been cleared for agriculture. The forested knobs and slopes are dominated by oaks, with some white pine, hemlock, tulip poplar, sourwood, and dogwood. Virginia pine and pitch pine are found on drier sites and in old field successional areas.”

The 2014 Management Plan described the topographic features as having “Elevations from about 2,040 feet above sea level up to 3,900 feet above sea level along the mountain ridges. The site has steep slopes and a main ridge that runs from the southwest to the northeast. Several smaller ridges extend down from this central ridge. Numerous deep coves are situated between these

smaller ridges. The landscape surrounding the site, especially to the north, south, and east, is typified by broad valleys that are utilized for agriculture or have been developed for residential or to a lesser extent commercial purposes.”

Flora and Fauna

The unique conditions found in the southern Appalachians create a wide range of natural communities. Many of the typical natural communities can be found at the Pedro Shoun expansion. Each natural community contributes to biodiversity by acting as home to a unique assortment of flora and fauna.

Eastern deciduous forest covers 70 percent of these southern mountains, and within the deciduous forest are several major forest types. The major forest type of Doe Mountain is a mix of hardwoods and evergreens such as oak-hickory, chestnut oak, red oak, white oak, hemlock, pine, and some spruce-fir.

An inventory of the botanical resources of Doe Mountain Recreation Area was conducted by Benjamin Adam McCullough and Foster Levy in "The Flora and Wildland–Urban Interface of Doe Mountain Recreation Area: Adjuncts to Conservation," *Castanea* 88(1), 111-137, (4 July 2023) to help guide conservation-based management.

According to Mr. McCullough’s study, “...a total of 486 species (including subspecies and varieties) was found comprising 95 families, 286 genera, 11 species tracked on the state rare plant list, 153 county records, and 77 exotic species. The relatively high ratio of county records to exotics indicated an area of conservation merit, but the ratio was lower than in floras from comparable areas in eastern Tennessee.”

Notable Habitats Observed

Through past ecologically focused studies such as has been noted in the DMRA Management Plan, nine notable habitats have been listed as notable based on ecological factors such as substrate, soil conditions, saturation, or species composition. The nine general areas are identified on the map below.

DMRA's capacity to deliver on its multifaceted mission, reinforcing its role as a dynamic asset for both the community and the state.

ACCESS TO DOE MOUNTAIN RECREATION AREA

VEHICULAR ACCESS

The newly acquired Pedro Shoun Lane property provides Doe Mountain Recreation Area with a dedicated vehicular entrance, separate from the original Adventure Center access. Just southeast of Mountain City, Tennessee, Pedro Shoun Lane offers a lightly traveled corridor that connects directly to Highway 67, creating a convenient route for visitors coming from Mountain City and neighboring communities.

Unlike the Adventure Center, which is nestled within a residential neighborhood, the Pedro Shoun site is bordered by forested slopes and a utility easement, creating a more secluded and nature-oriented arrival experience. Preliminary site planning has identified space for future parking, including accommodations for standard vehicles and trailers, with potential overflow capacity near the utility corridor. This access point is well-positioned to serve both local residents and regional visitors, especially those seeking trail-based recreation, off-highway vehicle access, or nature programming.

WALK-IN ACCESS

The Pedro Shoun Lane property also enhances potential pedestrian connectivity. Adjacent to existing trail corridors and utility easements, the site offers potential for formalized walking routes. A proposed trailhead and overflow parking area near the eastern edge of the property—where the terrain flattens—would link directly to Doe Mountain's extensive trail network, which spans over 60 miles across the 8,600 acres of protected forest. This walk-in access is expected to be especially popular among residents living on or near Pedro Shoun Lane.

REGIONAL CONNECTIVITY



EXISTING PATHS AND ACCESS FROM THE EXISTING UTILITY EASEMENT, SUPPORT CONNECTIVITY TO THE MAIN PARK.

Strategically located near major highways, the Pedro Shoun site benefits from proximity to Highway 167 and Highway 421. These corridors connect Mountain City to Boone, North Carolina and Bristol, Tennessee, making the site easily accessible for regional visitors. Its location supports future tourism and outdoor recreation development, with opportunities for improved signage and wayfinding along key routes.

Public Input



COMMUNITY INVOLVEMENT

Using the data gathered from the recent Doe Mountain Recreation Area, master plan, played a critical role in shaping recommendations for the newly acquired property on Pedro Shoun Lane site. The original planning effort included public workshops, surveys, and stakeholder discussions that revealed strong interest in expanded recreational offerings, improved access, and overnight accommodations — all of which directly informed the vision for the Expanded Operations Center, and associated elements.



COMMUNITY MEETINGS PROVIDED MUCH-NEEDED INFORMATION FOR FUTURE DEVELOPMENT.

Staff and DMRA Board members reviewed this existing input during internal planning meetings to ensure that the proposed uses for the Pedro Shoun site — including a centralized operations center, visitor lodging, and expanded trail-based amenities — aligned with community priorities already expressed. This approach allowed planners to build upon a foundation of public feedback while tailoring recommendations to the unique characteristics and opportunities of the new property.

By leveraging previously collected community input, the planning team ensured that the Pedro Shoun expansion remains responsive to local needs and consistent with the broader goals of the Doe Mountain Recreation Authority. Below is a review of public input.

PUBLIC OUTREACH

COMMUNITY SURVEY

The active participation of residents in Mountain City and broader Johnson County was a crucial part of developing the Doe Mountain Recreation Area so that the Master Plan truly reflects the needs of the park

visitors. Public input was solicited throughout the entire planning process. A survey was created as a tool to gather information from the public concerning the existing and future needs of the Doe Mountain Recreation Area. A project marketing card was developed to encourage



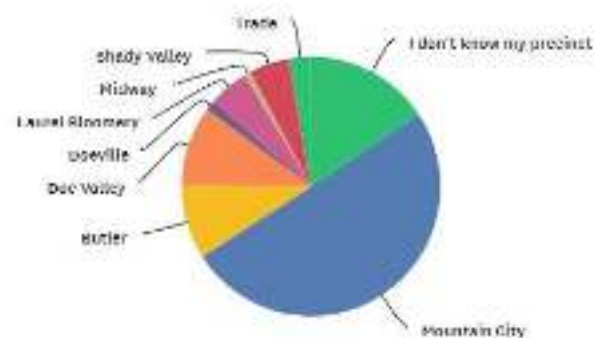
awareness of the project and provide both a web address to the community survey as well as a QR code that interested individuals could use with mobile devices to reach the online survey and provide their input. To gather further public input and reach the broadest cross-section of residents, a printed version of the survey was also made available at the Adventure Center check-in desk and all community meetings. The survey was designed to elicit answers on residents' and visitors' needs and desires for recreation opportunities. It included a section where respondents rated their use of existing facilities both within the Authority limits and outside the Authority limits. The survey instructed respondents to rank the programs and facilities in order of importance to their household and to list the facilities they would like to see added to the park and recreation system.

The public input was strong and included 153 surveys that included individuals from the area as well as visitors. This data is a critical piece to the recreation master planning data collection effort. These results included both the paper survey handouts and the online survey results. Slightly more than half of the survey takers indicated that were in Johnson County. There was a diverse make-up of respondents even among the Johnson County residents. This is important to have this representation as the park serves both residents and is

attractive to visitors as well. The survey also provided insight that many visitors see the park site as a destination, as 40% of survey takers travel more than 10 miles to utilize the park.

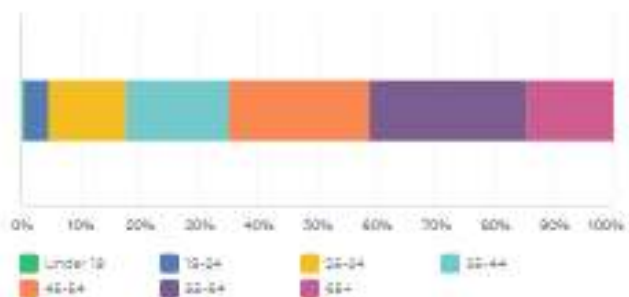
What town or community do you most closely associate with

Answered: 99 Skipped: 0



What is your age?

Answered: 121 Skipped: 0



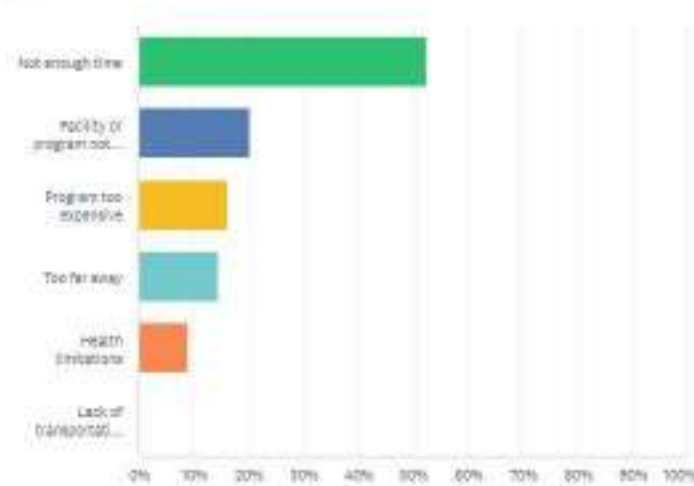
PUBLIC INPUT SURVEY DEMOGRAPHICS REPRESENTATION

It is critical to understand that the park, which is targeted at serving families and diverse age groups, is performing its mission. A wide range of ages had a chance to take the survey and the household they represented also represented a wide spectrum of users.

Public surveying efforts, regarding recreation, provide participants with the opportunity to express their desires and concerns related to recreation. As important as knowing what participants would like to see as part of their community's recreation system, understanding the barriers to access to

What would you consider your household's greatest household barrier to more regular use of a park or recreational facility?

Answered: 104 Skipped: 27



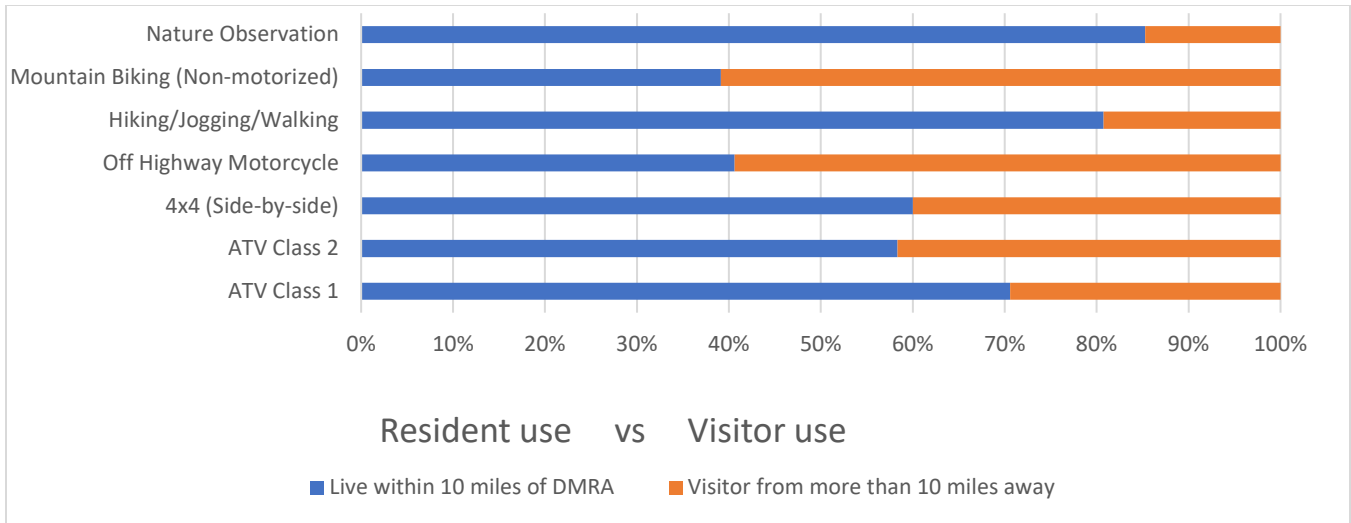
those recreation resources is important for planning how to mitigate barriers to those services. Survey participants felt that the barriers to their household's regular use of DMRA were a lack of time, or programs they wanted, programs being too expensive, and current facilities being too far away.

The survey presented useful information about understanding how the park is currently used as well as potential future uses. The top four current uses for the park are, on the surface, very straightforward and all park users love the park for its off-road and motorbike offerings followed by hiking and special events.

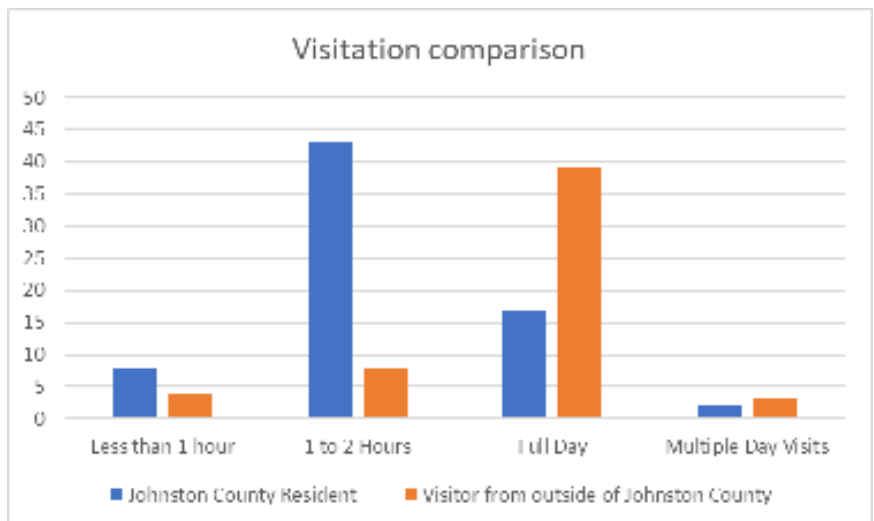
Top 4 most frequently recreational uses of the park.

1. Off-road vehicle use. (ATV & Side by sides)
2. Motorbikes
3. Hiking
4. Special events

A deeper dive into what draws residents into the park in comparison to why visitors attend the park presents a more robust understanding.



To generalize, residents are utilizing the park for nature observation, hiking / jogging / walking, and some for Class 1 ATVs (i.e., Smaller ATVs like 4-wheelers). This contrasts with those who are traveling to DMRA to use the park. These visitors are drawn to DMRA for its high-quality mountain biking trails and its off-highway



mountain biking trails (i.e., motorbikes). This is a critical understanding to have a direct bearing on how to shape future development. Also, important to understand when comparing resident park users with visitors are their use patterns. Individuals who live near the park tend to use the park for much shorter periods, while those who are traveling to the park tend to utilize the park for the entire day.

From these points of data, we can start to draw out some generalities that help us understand park use profiles. Resident users, while there is some overlap that side-by-side trails are attractive to both groups, the residents are drawn to trails that are built for smaller ATVs and want a park that offers a place to connect with nature. Visitors are looking for what DMRA does better than many places on the East Coast of the US, single-track mountain biking and off-highway motorcycle routes.

Understanding what new recreation elements are important to users is also vitally important. Without this context, DMRA could fall into the trap of just continuing to offer recreational elements and amenities that have always been developed in the past. Part of DMRA's future rests on its ability to, in a sustainable way, grow its recreational opportunities, which also helps support the residents and grow the local economy.

Critical context:

DMRA does not have the acreage to compete with many large regional and national OHV parks that have ten thousand to over 100 thousand acres. However, it does have the undeveloped acreage needed to offer more of what is currently loved: access to nature, single track mountain biking and off highway motorcycle trails.

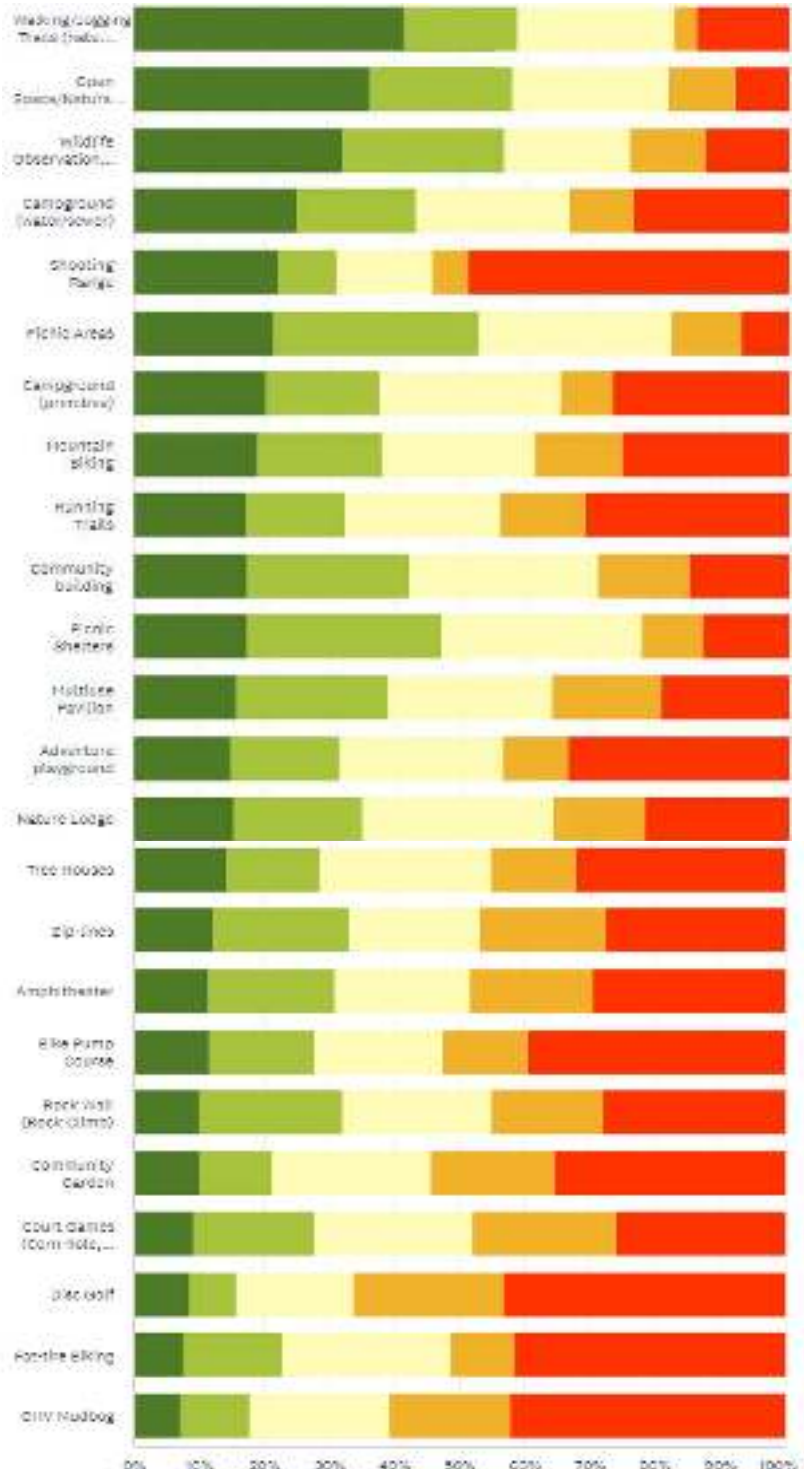
Quick Fact: Hatfield-McCoy OHV: 100,000,000 acres is 3.5 hours from DMRA.



EXISTING UTILITY EASEMENT RUNS NEAR THE BORDER BETWEEN THE EXISTING PARK AND THE EXPANSION ON PEDRO SHOUN LANE.

The survey asked residents to rank the importance of the recreational amenities that could be offered. Below are 5 key takeaways from these responses:

- General theme: Onsite lodging and support facilities: The strength of support for a community building, pavilion, nature lodge, treehouses, and picnic areas all point to demand for lodging and support opportunities within DMRA that are unique from what is currently offered from area private campgrounds.
- Lodging is not currently offered within the DMRA, property however, new campgrounds are opening regularly around the park. Connectivity to this site and how to manage traffic from them is critical.
- The shooting range was the next highest element that was requested that was not currently available at DMRA. However, a shooting range was also the least supported new recreation element. This data presents that shooting sports have a polarizing effect. This should be taken into consideration should a shooting sports facility be developed within the park.
- Open space and wildlife observation areas are strongly supported.



- The expansion of picnic areas is well supported.

SWOT ANALYSIS:

A SWOT analysis session was held with DMRA staff on October 9th and with DMRA Authority members the following day. Key themes from this analysis are captured below and more in-depth information about this SWOT analysis can be found in the appendix.

Summary of Key SWOT themes	
Strengths: The park site is large, mostly undeveloped, and is near other National and Regional Attractions. There are recreation opportunities, no matter the season. There is a positive sense that the park is staffed with knowledgeable personnel who have a passion for the park.	Opportunity: The park could be better utilized to create a regional draw for tourists, residents, and new businesses. The site is still early in its development and further development and branding would improve this family-friendly destination. Potential for development in training, entrance into adventure sports, partnerships, and revenue channels exist.
Weaknesses: The site is not large enough or well-developed enough to compete with very large regional / national OHV parks. There are no facilities or activities that currently support multi-day usage of the park. There is no state appropriation supporting the park.	Threats: Without additional revenue sources, the park will enter a decline in operational funding. Carbon credits drop below current levels. The liability of activities on the site is unclear and could inhibit growth.
Synopsis: Doe Mountain is having a positive impact on the community and surrounding area from a community-building and economic development standpoint. The park presents huge potential for further impact. The site is large enough to have events, facilities, and activities that could increase this impact. There is no dedicated funding source, and the site lacks the infrastructure to support multi-day use of the park. The current revenue channels are soft, projected to decline and the current infrastructure does not generate enough funding to support large-scale infrastructure development. If revenue is not able to be sustained or new channels are created, the park will likely move into stagnation or withdrawal and thereby have a neutral to limited positive impact for local and regional development.	

COMMUNITY MEETING

Community engagement has been central to shaping the future of Doe Mountain, and the Pedro Shoun expansion builds directly on this feedback. Through surveys, workshops, and focus groups, both residents and visitors expressed a strong desire to see Doe Mountain grow into a multi-day, family-friendly destination.

Key Findings from Public Input:

Current Use: Locals often visit for hiking, nature observation, and small ATV use, while visitors travel longer distances for the high-quality single-track biking and off-highway motorbike trails.

Desired Additions: Broad support for on-site lodging (cabins, treehouses, lodge), expanded picnic areas, wildlife viewing areas, and event spaces that allow for concerts, races, and seasonal festivals.

Barriers to Use: Distance, limited programs, and the absence of overnight accommodations restrict park use for both residents and tourists.

Polarizing Issues: A shooting range generated mixed opinions — supported by some as a training/tournament opportunity but raising safety and compatibility concerns for others.

Broader Themes: Residents and visitors alike want Doe Mountain to be more than a recreation area — they envision a place for training, events, eco-tourism, and community pride.

This input shaped the Pedro Shoun expansion strategy, ensuring the plan reflects community priorities while positioning the park as a driver of local economic growth.

Participants at the public meeting expressed a desire to improve upon the existing recreational elements offered at Doe Mountain as well as give input on potential new elements on site. A comment board was also offered to all participants to share other thoughts and ideas.

Key write-in themes

Using Doe Mountain as a potential training site for those interested in learning to safely embark on high adventure recreation.

Ideas for special events specifically:

- Family-friendly events
- Dirt bike competition
- Environmental education / awareness events.



The valuable input from members of the community who participated validated the strong desire for the development of a park. Conversation circulated making sure that the site remained family-friendly, having a place for out-of-town visitors that do not have campers to stay (i.e., lodging), and connectivity to area businesses were core themes. A shooting range was a polarizing theme as some were strongly in favor of a shooting range while others expressed equal concern that a shooting range might present safety issues for those visiting the park for non-shooting range activities.

FOCUS GROUPS

To further understand the needs and opportunities that DMRA offers the community and the area, focus group meetings were held to deep dive into major themes central to the park's future. The general topics of these meetings were selected based on input that was gathered from the survey data, staff input, and topics that came out of public



FOCUS GROUP INTERVIEWS INCLUDED DMRA AUTHORITY MEMBERS.

input methods also associated with planning efforts. Below are some of the key themes and items that came out of the public meetings that were held virtually on November 9th, 2023.

Lodging: At the broadest level, beyond area campgrounds and economy-level hotels / motels in Mountain City, there is little lodging near Doe Mountain. A few campgrounds that accommodate RV's have been developed but a great need for on-site lodging options remains an important limiting factor in the sustainability of the Doe Mountain Recreational Area. Lodging is a major economic driver that can support the park's growth and is relevant to anticipated patrons' ability to make a vacation out of their time spent here. Area campground owners who attended this focus group provided invaluable insight. Noting that what they see visiting their campground are three types of visitors:

1. Those that come to ride trails.
2. Full-time RVers (retired community)
3. Those who are using the campground to scout out the area as a potential place to retire.

This is very valuable because it shows that DMRA is attracting people to the area as an attraction as well as showcasing it as a great place to live.

Another key comment that came through during the focus group meeting was that demand is a current barrier to scaling the campground. The DMRA only offers about half a day's worth of OHV trails and there is nothing else to draw in visitors for longer stays. They suggested that events, demonstrations, training, and more compatible recreation elements would help give visitors more reasons to stay longer.

Finally, the topic of compatible lodging development came up. There was a general recognition that not everyone has the means or interest to camp whether by tent or RV. This serves as a limiting factor to the DMRA. While the business members in attendance at the focus group did not want to see campgrounds park property because, of the competition, that it would introduce, they were very much open to complimentary lodging being built on site. The attendees said that "all ships rise when the tide comes in" and if the DMRA was able to have complimentary and / or large lodging facility that offered



Doe Mountain Area Campground

events capacity and training it would likely serve as a catalyst for even more people being drawn to the area and spur economic development that everyone hopes the Doe Mountain Recreational Area will continue to grow.

Hiking and Biking: The hiking and biking focus group brought additional valuable insight. A need to grow awareness of the hiking and biking trails on site was a key opportunity that was expressed. There was a recognition that trail development is an ongoing effort and a welcome effort.

Some key items that were brought up for improvement were:

- Membership and admission to utilize the non-motorized parts of the park (hiking and biking) are possible deterrents for locals who are interested in using the park. One attendee noted that “membership is a point that may need to be simplified and tightened up.”
- Proximity to the Appalachian Trail and Virginia Creeper Trail. The relative closeness of these national and regional attractions was a discussion point. Creating regional draw by joint marketing or cross-promotion was seen as a beneficial consideration.
- Restrooms. There should be additional restroom facilities spread across the park. Having only one restroom location in the park is a limiting factor for use.

Motorbiking: This topic came up as a subset response area of hiking and biking. Input in this area is a critical consideration.

Some key items that were brought up by this group were:

- The volunteers who helped build the motorized biking trails at DMRA feel that not all trail development taking place now is compatible with motorbiking.
- A concern that the trails are not being developed to Environmental Protection Agency standards.
- The group shared their concerns about alcohol consumption in the park.
- Using Doe Mountain as a place to pull people together, train the next generation of riders, and showcase the area is critical to this group.

Shooting Sports: The shooting sports focus group was open, candid, and very considerate. Key themes that came from this meeting were that:

- Access to the range should not be open all the time. It should have hours that are considerate of both neighbors and other visitors.
- The site should be staffed with knowledgeable staff who are well-versed in always maintaining safety parameters and procedures.
- Firearms should not be sold on-site, but renting could be a consideration: This was a point that was made very adamantly by the participants due to both the competition that it would introduce to area firearms sellers and a program that allowed people to rent and try out different firearms is seen as beneficial.
- Firearm safety and concealed carry classes should be offered on-site.
- Revenue: Tournaments could be offered to draw in additional revenue.

COMMUNITY INPUT SUMMARY

The community input collected during the original Doe Mountain Recreation Area master planning process through public meetings and a community survey provided a foundational understanding of the recreational needs, concerns, and aspirations of residents and park users. This input was instrumental in shaping the broader vision for Doe Mountain and continues to inform planning decisions for newly acquired properties, including the Pedro Shoun Lane site.

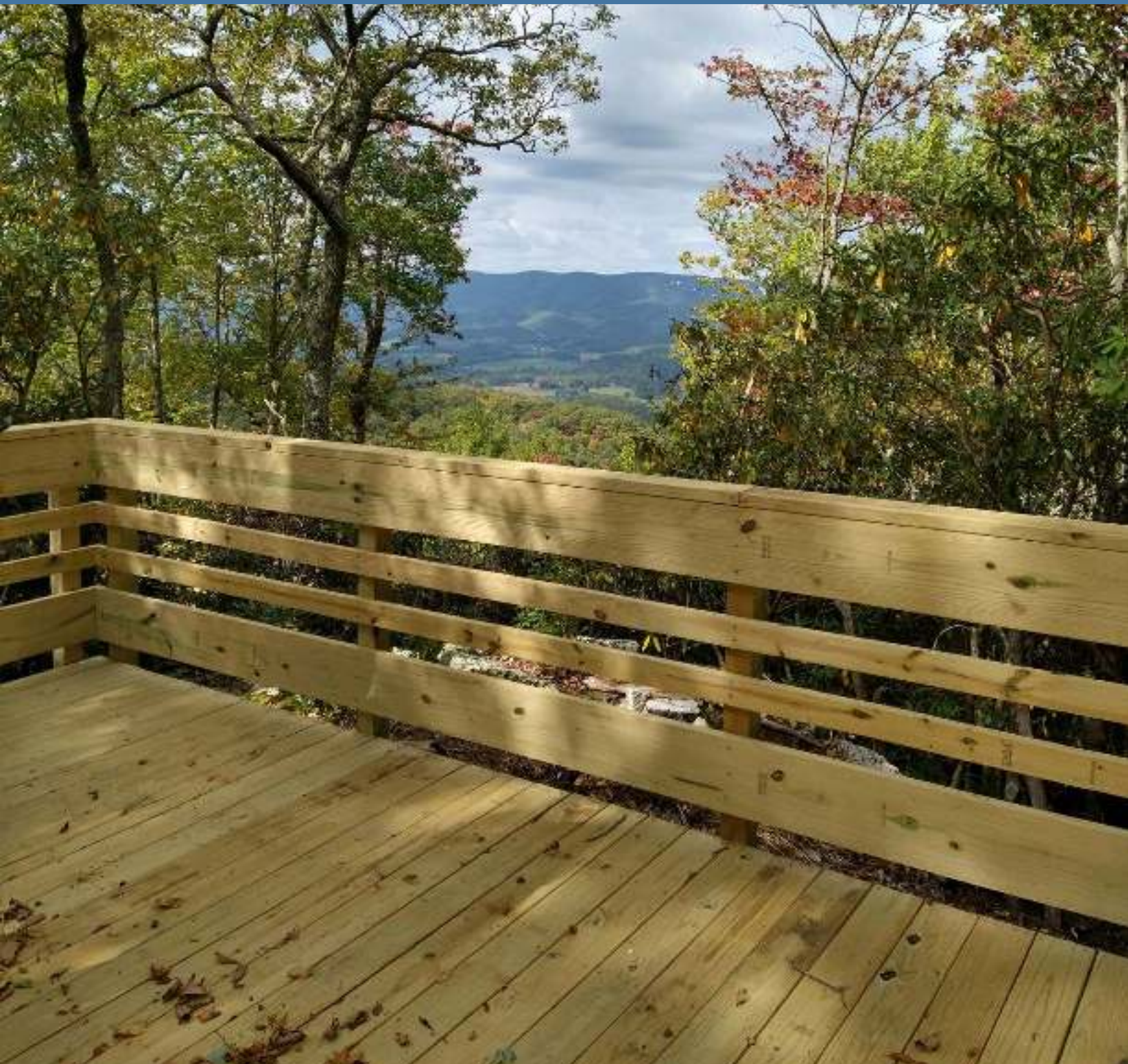
Participants in the original engagement process expressed strong support for a mixed-use recreational destination that balances access to nature with high-quality adventure experiences. The emphasis on trail-based recreation, particularly entry-level and training areas for off-road vehicles, highlighted the park's potential as a family-friendly venue and a regional draw for outdoor enthusiasts.

During internal planning meetings for the Pedro Shoun expansion, DMRA staff and board members revisited this community feedback to guide recommendations for the new site. The lack of lodging and multi-day visitor amenities identified as a barrier to regional economic growth, directly influenced the proposal to incorporate overnight accommodation and event-supporting infrastructure at the property on Pedro Shoun Lane. Additionally, the site's potential to support expanded operations and trail connectivity aligns with the community's original vision for a more accessible and service-rich recreation area.



This vital process of gathering public input aided in the design and development of a park design that meets the needs of the community. The process was intended to be equitable and inclusive, presenting opportunities and methods for all community members and visitors to have a comfortable space for expressing their needs and desires. The contributions and materials received from community participants were essential for producing a master plan that will benefit the community for generations to come. The following portions of the plan will discuss how the information learned in this study was used to inform the plan recommendations.

CONCEPT DEVELOPMENT



RECREATIONAL NEEDS

The Doe Mountain Recreation Area (DMRA) continues to serve as a vital recreational and cultural resource for both local residents and regional visitors. The park offers a mix of active and passive outdoor spaces that promote health, wellness, environmental stewardship, and year-round engagement. With its extensive trail network and natural setting, DMRA supports a wide range of activities from hiking and off-roading to nature observation and family outings. Limiting factors to development, within the existing footprint of the park include the protected forest, its use as revenue generating carbon credits, and topography.

The recent acquisition of property along Pedro Shoun Lane presents a unique opportunity to address longstanding recreational gaps identified during the original master planning process. Specifically, the new site will support the development of a centralized operations center, provide lodging options for overnight visitors, and expand the park's capacity to host events and programming. Having street frontage useful for access and visibility, more gentle topography, and land not currently used as part of the protected forest areas, support expanded development efforts. These additions respond directly to community-identified needs for multi-day experiences, improved visitor services, and enhanced access to nature-based recreation.

RECOMMENDATIONS

While the Doe Mountain Recreation Area remains only partially developed, the expansion onto Pedro Shoun Lane allows for strategic growth that aligns with both operational needs and public interest. Key recommendations include:

- **Operations Center Expansion:** Develop a centralized facility at the Pedro Shoun site to support park management, maintenance, and visitor services.
- **Lodging Infrastructure:** Introduce overnight accommodations to serve multi-day visitors and support tourism-related economic development.
- **Event and Program Space:** Design flexible areas for seasonal events, educational programs, and community gatherings.
- **Trail Connectivity:** Enhance trail access and wayfinding between the Pedro Shoun site and existing DMRA trail systems.

- **Support Facilities:** Include parking, restrooms, and other amenities to improve visitor experience and accessibility.

These recommendations build upon the original master plan and leverage the Pedro Shoun property to meet evolving recreational demands while strengthening DMRA’s role as a regional outdoor destination.

On-site Lodging: Many of DMRA’s visitors travel to the area long distances to utilize the park and while there are area campgrounds, it is recommended that the DMRA develop lodging that is both family-friendly and supports those looking to stay in the park for multiple days. Such accommodation would be advertised as an alternative to the more traditional RV or tent camping found nearby. DMRA should consider the inclusion of cabins, treehouses, and / or a lodge.



PLANNING FOR MULTI-DAY RIDES REQUIRES THAT PATRONS HAVE ACCESS TO OVERNIGHT ACCOMMODATIONS.

Any on-site lodge should accommodate either individuals or groups. An on-site lodge would offer amenities, such as a commercial kitchen and group gathering rooms for parties, weddings, etc. Dining-in options can also be considered as important to the success of the lodge but not entirely critical as typical patrons will seek local restaurants. It is recommended that if the lodge offers alcohol, a policy be put in place to ensure that it is both in designated areas and responsibly served.

- DMRA should also explore smaller “single-family” lodging options on-site. These elements should be designed and constructed in an environmentally friendly manner, and aesthetics should support the rustic feel of the park. Items in this category of lodging include treehouses, cabins, and / or yurts. Such stand-alone accommodations may be designed to be “off-grid” and be in harmony with their natural settings using low-impact design techniques.
- Camping via trailered accommodation or tents could also exist on-site but should consist of mainly car camping spaces like what state parks typically provide. Whether those car-camping spaces offer convenient access to water, and electricity will depend on their

sitting near existing utilities. Certainly, primitive camping sites can also be part of the lodging variety offered at DMRA in the future but should be weighed to minimize competition with privately owned opportunities near the park.

Event Hosting: The park presents a wonderful opportunity to be a unique event-hosting location and has had success in the past, even with limited structure to do so. It is recommended that DMRA develop facilities including an amphitheater and support facilities such as formal picnic areas, shelters, ticketing, shuttling stations, and restrooms that will allow the site to be utilized for special events that allow for a regional draw. Once infrastructure is in place to support events, it is recommended that the park plays host to a minimum of three major events each year. Some ideas for events include:

1. Mountain biking races
2. Motocross / Side-by-Side events such as hill climb races, hair scrambles, etc.
3. Environment / Nature awareness and educational events (group hikes, wildlife spotting, geocaching, etc.)
4. Trail Riding Safety Events — Trail riding basics for new riders of side by sides, motocross, and mountain biking. DMRA should seek manufacturer sponsorships to both offer (fee-based) advertisement opportunities to companies wanting to be recognized by park visitors, and to orient / onboard new patrons to the facility.
5. Host both off-road education, race events, guided trail rides as well as seasonal entertainment events for families looking for a more pedestrian experience (hikes, walking tours, etc.)
6. Develop group safety classes for trail uses (Off-road dos and don'ts, racing, shooting safety certifications, ecological / nature classes, etc.
7. Consider the development of an outdoor performance stage to host concerts and performing arts to draw in visitors. With such an amenity, appropriate space for parking will need to be a major consideration when deciding the exact location for such a recreation element.

Other factors to consider when determining the appropriate lodge size for the expanded operations center at Doe Mountain include the variety and frequency of planned activities, seasonal fluctuations in visitor volume, and the need for flexible indoor space to accommodate both recreational and administrative functions. It's also important to account for future growth,

multi-use potential, and accessibility to ensure the lodge remains a versatile and welcoming hub for years to come. Below are items discussed during staff meetings on the subject:

Proposed Lodge: Size & Capacity

To accommodate:

- **Existing trail users and off-roaders**
- **Bass boaters visiting Watauga Lake**
- **Festival-goers (music, OHV)**
- **Occasional weddings**

A **lodge with 20–30 rentable rooms** would strike a good balance between flexibility and scale. Here's how that could break down:

Room Count	Target Guests	Notes
10–15 standard rooms	Trail riders, couples, small families	250–350 sq ft each
5–10 deluxe rooms or suites	Wedding guests, boaters with gear	400–500 sq ft each, some with pull-out sofas
2–4 bunk-style or group rooms	Festival crews, large families	600–800 sq ft, sleeps 6–8

Total lodge footprint: ~15,000–20,000 sq ft including lobby, event space, kitchen, and storage.

Consider Including:

- A **multi-purpose event room** (~2,000–3,000 sq ft) for weddings, receptions, or indoor festival activities
- **Boat trailer-friendly parking**
- Optional **covered porch or fire pit area** for socializing

Cabins: Quantity & Size

Cabins would be a huge draw for families, couples, and folks wanting a more rustic or private stay. Consider some combination of the styles below. Consider five of each of the 1 and 2-bedroom type cabins.

Cabin Type	Size (sq ft)	Suggested Quantity	Use Case
1-bedroom	400–600 sq ft	6–8	Couples, solo travelers
2-bedroom	700–900 sq ft	4–6	Families, small groups
Alternatively: 3-bedroom 1,000–1,200 sq ft			2–3 Wedding parties, large families

Typical cabins may offer:

- **Decks with mountain views**
- **Drive-up access for trailers**
- **Pet-friendly units**

This setup would allow Doe Mountain to:

- Host **up to 75–150 overnight guests** during peak events
- Offer **year-round lodging** for trail users and lake visitors
- Support **weddings and festivals** without overbuilding

Potential lodge with phased growth: Initially build a **10-room lodge with 6–8 cabins**. Double these numbers after the vacancy is typically within a sustainable level.

Trail Development: While new trails are being developed at the time of this study, the park currently offers approximately 70 miles of off-road trails. Existing trail types and mileages include:

- Shared Use Trails (37.43 miles)
- Single Track Trails (19.29 miles)
- Bike / Bike Only Trails (10.07 miles)
- Hike Only Trails (1.83 miles)



It is recommended that all trails continue to be evaluated for ongoing maintenance and where possible, they should loop back around to avoid out-and-back or dead-end trails. This plan proposes that an additional 30 miles of trail be added over the next 10 years to get closer to

having 100 miles of trail which would put Doe Mountain squarely in competitive range of other off-road parks. Many of those miles may include new trails on the newly acquired property.

Considering that the park has cultivated a deserved reputation for excellent single-track trails, consider developing additional mileage for this type of use. Please refer to the map of proposed amenities in the appendix to see general routes for new trails of each existing trail type. The additional trails bring the park up to approximately 100 miles in total.

Trailheads: Trailheads are currently located at the main entrance via Harbin Hill Road, where the Adventure Center currently is. Other trailheads are provided off Highway 167 (Morfield Trailhead), and another with overflow parking off Pedro Shoun Lane. There is also informal trail access behind the Pioneer Village Shopping Center on 421 in Mountain City. It is certain that the new property will offer formal trailhead resources for both the hiking, bicycling and motorized trails near proposed lodging areas. All trailheads should include wayfinding signage with branded park graphics, information kiosks with park rules and safety information, parking areas, restrooms, and picnic areas. Safety and emergency contact information should also be made available at all trail access locations.

Training Capacity: DMRA offers a bit of everything for everyone, however, it is not large enough in acreage to compete with other much larger OHV venues. However, Doe's location and family-friendly nature present it with a great opportunity to become a nationwide leader as a site that provides entry-level access and critical training to those who want to learn how to safely enjoy its high adventure activities.

- DMRA should work to partner with area healthcare providers, industry experts, and quality trainers to become the East Coast's premier launching spot for those seeking to just get started in OHV riding, those who want to sharpen their technical skills and those looking to learn how to treat wilderness injuries. Other training opportunities should be explored.
 - Safety and learning opportunities should be offered to a variety of activities, skill levels, and ages.
- Partnerships with commercial OHV companies should be formed. DMRA should consider having multiple different brands of OHV vehicles for rent so that new riders can test out potential vehicles that they're interested in. These rentals should be offered at a discount to those who are also participating in safety training classes offered at DMRA.

- Shooting Sports / Hunting safety classes should continue to be offered at DMRA.

Parking: A 100+ space parking area is needed in the park for the safety of visitors and to accommodate an anticipated increase in the number of future park patrons during peak usage times. Consider the use of any large, cleared open spaces to serve dual purposes such as overflow parking during well-attended events and an



WATAUGA LAKE IS OPERATED BY THE CHEROKEE NATIONAL FOREST AND OFFERS PUBLIC WATER ACCESS.

unprogrammed natural area the rest of the year. The DMRA should continue to pursue Federal ADA accessibility requirements. Accessibility to all planned amenities, structures, and parking areas should be pursued.

Watauga Lake Connectivity

It remains a strong recommendation that connectivity between Doe Mountain Recreation Area (DMRA) and Watauga Lake be pursued. Establishing a Lake-to-Mountain City corridor would enhance regional adventure tourism and create a more cohesive outdoor recreation network. The newly proposed Operations Center at the Pedro Shoun Lane property strengthens this opportunity by serving as a potential anchor point for future trail and roadway connections.

Pedro Shoun Lane is located near Highway 67, which provides a direct route toward Watauga Lake via existing public roadways. This location positions the new operations center as a logical starting point for future connectivity initiatives. DMRA should explore land acquisitions, easements, and wayfinding improvements along Highway 67 and other nearby corridors to facilitate access between the recreation area and Watauga Lake. This connection would support multi-day itineraries, increase visitor mobility, and expand the park's reach into water-based recreation.

Boundary Expansion

While the existing 8,600-acre footprint of DMRA offers substantial recreational value, continued boundary expansion is recommended to support long-term growth and protect the park's

ecological and recreational integrity. The acquisition of the Pedro Shoun Lane property exemplifies the kind of strategic expansion that can serve both operational and visitor needs.

As the park's popularity increases, surrounding land will become more limited and potentially less accessible. Properties adjacent to the Pedro Shoun site — particularly those that offer trail connectivity, buffer zones, or development potential — should be evaluated for future acquisition. Parcels with proximity to Watauga Lake are especially valuable, as they could support future water-based programming and strengthen the park's regional appeal.

The expansion of DMRA's boundaries should be guided by both recreational demand and operational feasibility, with the Pedro Shoun Lane site serving as a model for thoughtful, community-informed growth.

Controlled Access:

As Doe Mountain Recreation Area expands to include a new Operations Center and overnight lodging at the Pedro Shoun Lane property, controlled access and security measures will become increasingly important. The conceptual layout for the site includes gated entrances to manage vehicle flow, protect sensitive operational areas, and ensure a safe and welcoming environment for overnight guests.

Park staff should continue working with local leadership and area businesses to maintain multiple access points for day-use visitors, while ensuring that these entrances are monitored and regulated. Access control systems such as gate codes, digital passes, or RFID tagging should be implemented to track usage, deter unauthorized entry, and support data collection for operational planning.

The Pedro Shoun site will include designated zones for lodging guests, with after-hours access to select amenities and trails. These areas should be clearly marked and separated from maintenance and administrative zones to ensure privacy and safety. Security lighting, surveillance systems, and staff presence will help maintain a secure environment for overnight visitors.

To support community engagement, night passes and special evening events should be offered to allow local residents and non-lodging visitors to enjoy the park during extended hours. These programs should be coordinated with access controls to ensure safe and permitted use.

While some trail access leakage from adjoining properties is expected, it is not anticipated to be a major concern. Park officials should continue to collaborate with local law enforcement and

neighboring landowners to address any recurring issues and reinforce the integrity of the park's boundaries.

Support Facilities: Providing additional dedicated in-climate weather shelters, restroom facilities, enhanced parking, signage, and regional wayfinding would go further to enhance the use of the park as well as help visitors find the park. Other amenities picnic facilities, fire pits, areas for lawn games, and relaxation areas would help ensure that the park can serve multiple generations of patrons as well as remain balanced between being a destination that drives local economic development and a place of environmental conservation.

Staff Facilities: The current staff and maintenance facilities, while functional, will need to expand and change as the park grows.

Maintenance:

The current maintenance facility within the Doe Mountain Recreation Area has served its purpose well but lacks the space and infrastructure needed to support expanded operations. With the acquisition of the Pedro Shoun Lane property, a new opportunity exists to relocate or supplement maintenance functions in a more suitable and secure environment.

The proposed Operations Center at Pedro Shoun Lane will include designated areas for large equipment storage, vehicle maintenance, and operational logistics. This location offers a more discreet footprint, keeping heavy equipment and maintenance activities out of view from nearby residences while improving safety and operational efficiency. The existing maintenance facility may continue to serve limited functions, but the Pedro Shoun site will become the primary hub for park operations, allowing for better oversight, controlled access, and future scalability.

Administration:

The current administrative offices at the Adventure Center are functional but limited in their ability to support park growth and visitor engagement. The reception area, training space, and merchandising zone are undersized and not conducive to hosting larger groups or public programming.

As well as lodging, the proposed DMRA Operations Center planned for Pedro Shoun Lane will address these limitations by providing expanded administrative space, including a dedicated reception area, staff offices, and flexible meeting spaces. This facility will allow DMRA to better

accommodate staff needs, host volunteer and partner meetings, and support educational programming. As the Pedro Shoun site comes online, the existing administrative center can transition to a more internal role focused on staff operations and small-scale training.

Education and Research

The Doe Mountain Recreation Area (DMRA) has long recognized the value of education and research as part of its mission to serve both local residents and regional visitors. Building on this foundation, the proposed Nature Center at the Pedro Shoun Lane property will significantly expand the park's capacity to support environmental education, workforce development, and academic partnerships.

The Nature Center is envisioned as a multi-functional facility that includes administrative offices, a classroom for instructional programming, and flexible indoor space for workshops, team-building activities, and interpretive exhibits. This facility will serve as a hub for nature-based learning, volunteer coordination, and community engagement.

Through interviews with DMRA leadership and review of existing public feedback from the original DMRA master plan, which emphasized the importance of educational programming and partnerships with institutions such as East Tennessee State University and Appalachian State University. The Nature Center could provide a dedicated space for host visiting researchers, support pilot programs in recreation and economic development, and facilitate environmental monitoring and stewardship efforts.

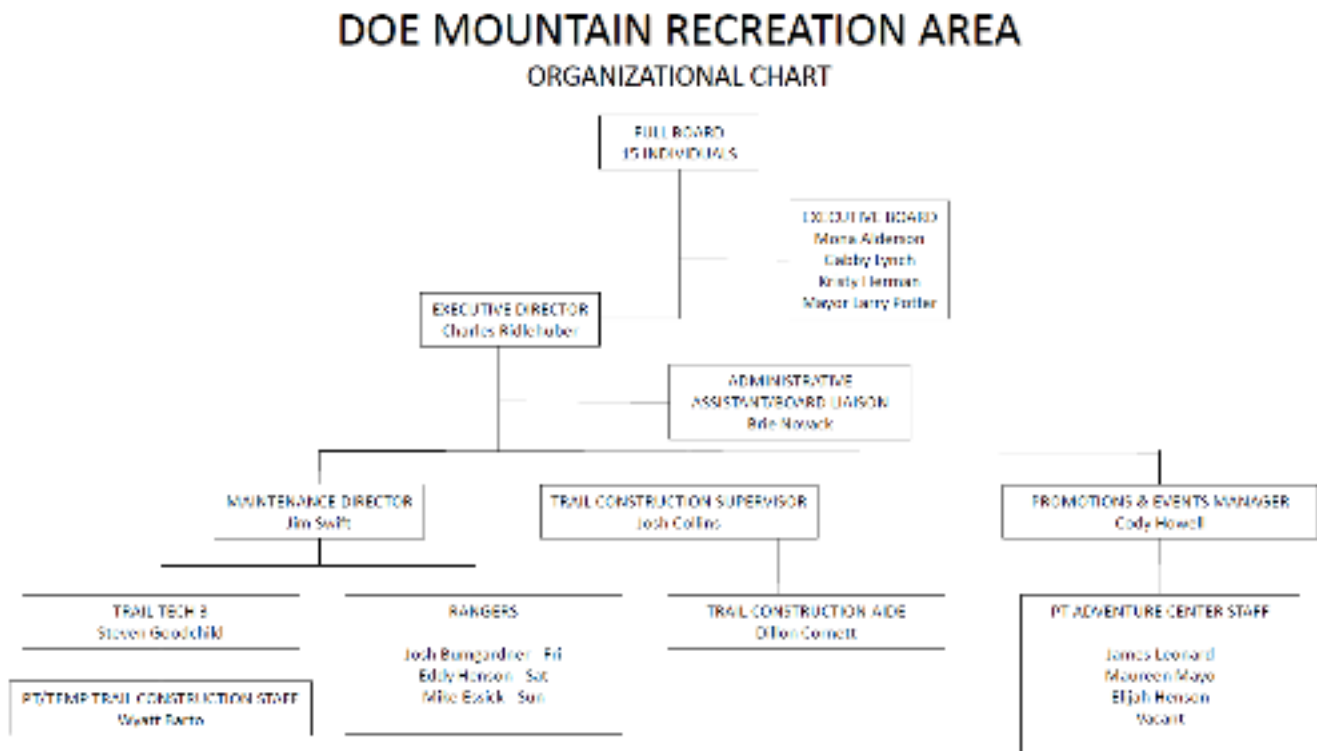
In addition to higher education partnerships, the Nature Center should support collaboration with local high schools, community colleges, and workforce development agencies. These partnerships can help create employment pipelines for students, offer hands-on learning experiences, and foster a deeper connection between the community and the park.

By integrating education and research into the DMRA, Pedro Shoun Lane expansion, DMRA strengthens its role as a regional leader in outdoor learning and sustainable recreation.

Other Partnerships: DMRA is committed to supporting the mission of the park through private / public ventures and sponsorships. We encourage you to consider reaching out to area healthcare providers, as well as national brands such as Polaris, Can-Am, Yamaha, and Honda for sponsorship opportunities. Additionally, we recommend exploring private / public ventures or concessionaire-

managed amenities for elements such as on-site food and drink concessions, ropes / high-adventure courses, zip lines, and special events.

WORKFORCE CONSIDERATIONS



Doe Mountain's current workforce is highly motivated and excited about the prospects of the park's future. The current staff makeup is well-suited for the current operations within the park. However, as park operations and efforts grow and develop the staffing makeup will need to grow as well.

Trail Development: A large and ongoing effort to develop and maintain the park's trail infrastructure is pushing its limits and without growth, the high-quality trail offerings in the park could be at risk of degradation through lack of timely maintenance.

As new trails are developed, the staff required to construct and maintain the trails will need to be appropriately scaled up. Skilled trail builders and support staff will need to be sourced. New staff training should include the sharing of institutional knowledge gained from more senior staff.

Regular, planned staff gatherings can help to foster a positive learning environment and work culture.

Programming and Events

The expansion of Doe Mountain Recreation Area (DMRA) to include a new Operations Center and overnight lodging at the Pedro Shoun Lane property presents a significant opportunity to broaden the park's programming and event offerings. The proposed facilities, which include administrative offices, lodging units, a nature center with classroom space, and secure gated access will allow DMRA to host a wider range of activities that appeal to both residents and regional visitors. The conceptual layout proposes an event stage or amphitheater to support live music and other performances.

As programming grows, it will be critical that staffing scales accordingly. A flexible staffing model that combines full-time leadership with seasonal and part-time personnel will support the delivery of diverse events while creating a pipeline for local employment and volunteer engagement.

The expanded site will be well-suited to host:

- Seasonal festivals and cultural events, such as fall harvest celebrations, music gatherings, and artisan markets.
- Weddings, Reunions, and civic group gatherings.
- Night riding events and stargazing programs, supported by controlled access and secure overnight accommodations.
- Potential lodging and headquarters for future fishing tournaments on Watauga Lake.
- Outdoor education programs for schools, colleges, and youth organizations, including ecology workshops, trail stewardship, and wildlife interpretation.
- Environmental research and citizen science initiatives, in partnership with universities and conservation groups.
- Multi-day retreats and team-building events for corporate groups, nonprofits, and community organizations.
- Adventure recreation clinics, including off-road vehicle training, mountain biking skills camps, and guided hikes.

The Pedro Shoun Lane Operations Center will serve as a central hub for these activities, offering the infrastructure and flexibility needed to support both small-scale workshops and larger public events. With gated entrances, designated zones for lodging and programming, and monitored access systems, the site will ensure a safe and organized experience for all participants.

This expansion positions DMRA to become not only a destination for outdoor recreation, but also a center for learning, community engagement, and regional tourism development.

Lodging: It is recommended that staffing requirements be assessed periodically during the implementation of lodging within the park. Different lodging options require different maintenance and operations procedures. Staffing numbers and skill sets should keep in line with the current and anticipated hospitality needs to provide



ATV CABIN RENTALS AT LOCAL GOAT ATV RESORT, WEST VIRGINIA

safe and well-maintained facilities to park patrons. Larger, more multi-room options such as lodge or motel-style housing should include space for staff training, lunch breaks, and administrative activities.

Succession Planning: Key leadership within the maintenance and administrative division is both exceptional and highly trained. However, succession planning is needed to ensure that a few retirements do not set the park back. Second-level staff should be developed to ensure that critical knowledge is passed down and less experienced staff have a way to move up in the organization as their knowledge and skill level increase.

Volunteer Utilization: The park should consider, especially if on-site housing is available, the utilization of volunteers to promote the development of park. Strong programs, such as AmeriCorps could assist with efforts such as: trail maintenance and construction, environmental stewardship, educational programs, community outreach and engagement, infrastructure improvements, resource management, emergency response and preparedness, community building and marketing.

MAINTENANCE CONSIDERATIONS

During the master planning phase, careful consideration was given to ongoing maintenance needs for the park. In addition to selecting materials that are resilient, durable, and long-lasting, the layout of the park also considered the surrounding neighbors and limited resources for park maintenance. Elements of the plan that exemplify this include:

- Formal parking lots will provide the opportunity for centralized formal waste collection areas. Locate waste receptacles throughout the park for easy access to park users. This will, in general, help reduce litter in the park.
- The layout of new looped pathways provides the ability to get to remote parts of the park for maintenance.
- The addition of equipment and materials storage areas in the park is critical to making sure that the park can be efficiently maintained.
- Incorporating suitable landscape material for the site is essential to provide a beautiful setting while minimizing landscape maintenance. Specifying properly sized trees and shrubs is critical to a park setting to promote safety while enhancing the park.
- Utilize materials that are high quality and construct facilities in a way to minimize maintenance.
- Incorporate rules and regulations throughout the park to aid in mitigating damage from park users.

MAINTENANCE BEST PRACTICES

HIKING / BIKING TRAIL ASSESSMENT CRITERIA

DMRA trail assessments aim to provide accurate, complete, and timely information to enable proper maintenance of the trail system. This information is critical in enabling the DMRA to plan maintenance work, manage trail resources, and protect the DMRA against potential liability issues. It also can help the DMRA to help the authority with their management and annual reporting responsibilities and help them justify additional resources.

The information below is considered best practices for walking / hiking / biking trail facilities and should be considered when assessing existing trails for needed maintenance. Some recommendations may be less critical for OHV trails where traditional hiking / biking use is prohibited.

Trail Assessment Criteria

- Trail assessment should evaluate the following areas:
- Trailhead
- Trail corridor
- Trail tread
- Existence of parallel or connecting social trails

- Trail obstructions
- Trail features and structures
- Water crossings
- Signage

The trail assessment should include suggestions to resolve each identified issue. The location of required maintenance should be noted as distance from trailhead or specified trail access point. If possible, a GPS location, distances, and map should be used. Also, if possible, take multiple pictures of the required maintenance from different angles employing a scale indicator. It is suggested that all trail standards should be based on U.S. Forest Service standards for the class of trail as specified.

Trail Head

- The trailhead should be identifiable from the trail corridor or any nearby access roads.
- Any kiosks, signage, and other items should be in good condition.
- The trailhead should be clean, hazards should be removed or well-marked, and the direction of the trail(s) should be identified.

Trail Corridor

The trail corridor, not to be confused with the trail tread, should meet established DMRA standards for authorized users of that section of trail, i.e.: hikers, mountain bikers, OHV, and / or equestrians. The trail corridor width should be free of obstructions for three feet at the knees, four feet at the hips, and six feet at the shoulders. The corridor should be free of obstructions for a height of 10 feet.

The trail corridor may be impacted by any of the following:

- Brush extending into the corridor and / or encroaching on the trail
- Trees or tree limbs on, or threatening the trail and corridor
- Tree limbs impacting trail corridor height
- Protruding rocks restricting corridor width
- Trees or stumps restricting corridor width
- The location, size, and nature of any items impacting the trail corridor should be noted.

Trail Tread

Trail tread should be maintained to DMRA standards. Where standards have not been established, consider using Forest Service standards. The following tread features should be assessed:

- Width of trail tread, specifically whether it is too narrow (the tread, exclusive of uphill slough and downhill slope, is usually 18-24" wide. Any sections where trail tread deviates from the standard by more than 6" should be noted.
- Uphill slough into trail needing to be removed
- The back slope is too steep (resulting in an uphill slough). The back slope should be no more than 50% steeper than the natural slope.
- Outside edge sloughing off (resulting in a narrower tread)
- Trail in-sloped or bermed on the outside edge (channeling of water down the trail without run-offs to disperse water away from the trail)
- Cross-slope of the trail too shallow or too steep; the cross-slope should typically be 3-5% (cross-slope increases along with the steepness of the overall slope). Any areas where the cross slope is less than 2% should be noted.
- Rocks or roots ("toe-stubbers") intruding on the trail tread or in the trail tread. "Any obstacle higher than 10" should be noted.
- Erosion of the tread, impacting the use of the trail
- Note any sections where the tread slope is more than 25%.
- Identify the specific problems and their locations.

Multiple Trails

Look for the creation of multiple or social trails

- Users cutting switchbacks
- Social trails following perceived easier routes
- Multiple braided trails through riparian or wet areas

Identify locations where multiple trails are being developed, probable cause, and suggested remedies.

Trail Obstructions

Look for obstructions that are making the trail difficult or impossible to stay on:

- Trees across or intruding on the trail
- Rocks across or intruding on trail
- Major erosion or areas where the trail has been washed out
- Wet land intrusion on trail
- Identify the type of intrusion and location on the trail.

Trail Features

Inspect all trail features and structures to ensure they continue to function as intended:

- Rock walls should be intact. Look for signs of erosion or trail sloughing through the rocks. Put weight on the top row of rocks and check for looseness or instability. Inspect the bottom row of rocks; they should be firmly in place with no signs of erosion undermining the rocks or shifting.
- Switchbacks should have proper in-slope and drainage on the up-hill section and out-slope on the down-hill section. Check the rock wall above. Look for signs of erosion on uphill and downhill slopes from switchback. Look for signs of excessive ditching, possibly from mountain bike braking, on the uphill section. Look for signs of trail cutting. Note any switchback with a turning radius of less than 4'.
- Rolling grade dips should have a 5-10% cross slope without any debris or obstructions. The bank at the end of the cross-slope area should be noticeable but not an obstruction to hikers and bikers. There should be a ramp after the bank on the downhill side of at least 5-10' in length.
- Climbing turns should have a 5% cross slope on the uphill and downhill trails. Look for berms on the outside edge of the trail. Look for erosion or ditching, especially on the uphill side. Any grade reversals uphill or downhill from a turn should be free of debris and should have noticeable cross slopes.
- Stone steps should be intact without any loose, missing, or protruding stones. Put weight on all steps to check for stability. Look for signs of erosion undermining the steps and for signs of cutting on the sides of the steps.
- Culverts should be intact and stable. Check for any obstructions and debris.
- Causeways should be filled with a slight crown and sides should be intact. Periodic water channels crossing the causeway should be clear of obstructions and debris.

Water Crossings

- Water crossings should allow safe crossings by all users and not impede water flow

- Check the stability of rocks or logs by standing on them. Make sure no obstructions are accessing the crossing or on the crossing itself.
- Look for signs of erosion, multiple trails, alternative crossings, or boggy areas from water escaping its channel
- Evaluate the safety of entry / exit from water by horses and bikes, such as slippery rocks, heavy brush, etc.
- Signage
- Look for damaged, missing, or inaccurate signage
- Evaluate areas where additional signage may be needed

ASSESSMENT REPORT

Your assessment report should be in writing and should cover each assessment area.

- For each assessment area, e.g., Trail corridor, any noted problem areas should be noted
- Any assessment area with no problems should also be noted, for example, if the trail corridor met established standards the report should state that the trail corridor was assessed and found to meet those standards for the length of the trail assessed.
- The report should include a summary of how much of the trail meets established standards vs. how much did not.
- The report should conclude with the assessor's recommendation on the priorities of the maintenance needs referenced in the report, focusing on immediate safety needs and then those maintenance items that can be remedied within the next 12 months.

TRAIL ASSESSMENT CHECKLIST

- Trail head – cleanliness, signage, information panels
- Trail corridor – brush, trees, limbs, rocks encroaching
- Trail tread – width, uphill slough, downhill decay, channels, berms, out-slope, toe-stubbers, erosion
- Existence of parallel or connecting social trails – cutting of switchbacks, easier routes, multiple trails in wet areas
- Trail obstructions – trees, rocks, erosion, wet areas
- Trail features and structures – rock walls, switchbacks, rolling grade dips, climbing turns, stone steps, culverts, causeways
- Water crossings – stability of rocks and logs, erosion, alternative crossings, ease of use by horses and mountain bikes

- Signage – missing, damaged, more needed

Economic Benefits

The proposed expansion of the Doe Mountain Recreation Area (DMRA) at Pedro Shoun Lane — including a new Operations Center, overnight lodging, and enhanced programming facilities — is expected to generate meaningful economic benefits for Mountain City and the surrounding region. By increasing the park’s capacity to host multi-day visitors, educational programs, and seasonal events, the development will support both direct and indirect economic activity.

Research consistently shows that proximity to trails and greenways contributes to increased property values and marketability. Homes and businesses located near recreational infrastructure often experience greater value stability and appeal, particularly when walking, biking, and nature-based amenities are available. The Pedro Shoun Lane site, with its planned lodging and nature center, will enhance DMRA’s role as a regional anchor for outdoor tourism and recreation.

Trail-connected communities across the country such as those along the Great Allegheny Passage have demonstrated the power of recreation-based economies. Annual trail user spending in similar rural corridors exceeds \$40 million, supporting local restaurants, lodging, retail, and service providers. DMRA’s expansion positions Mountain City to benefit from similar patterns of visitor spending, especially as the park attracts more overnight guests and hosts larger events.

Locally, the expansion could support:

- Job creation through construction, operations, hospitality, and programming.
- Increased tourism spending on lodging, food, gear, and entertainment.
- Business development opportunities for outfitters, guides, and event vendors.
- Workforce development through partnerships with schools and colleges, offering training and employment pathways for local youth.
- Property value enhancement for nearby residential and commercial areas due to improved access and amenities.

The Pedro Shoun Lane expansion will also help DMRA diversify its revenue streams, reduce reliance on seasonal visitation, and strengthen its role in regional economic development. By offering lodging, hosting events, and supporting educational programming, the site will become a year-round destination that benefits both the park and the broader community.

STATEWIDE COMPREHENSIVE OUTDOOR RECREATION PLAN

To remain eligible for federal Land and Water Conservation Fund (LWCF) dollars, each state must maintain a Statewide Comprehensive Outdoor Recreation Plan (SCORP), updated every five years. Tennessee's current plan, Tennesseans Outdoors – Vision 2030, outlines statewide priorities for outdoor recreation, conservation, and public access, serving as a guiding framework for projects across urban and rural communities.



The proposed expansion of the Doe Mountain Recreation Area at Pedro Shoun Lane which includes a new Operations Center, overnight lodging, a nature center, and enhanced trail connectivity — aligns with several goals outlined in Tennessee's SCORP. These include:

- Expanding access to outdoor recreation in rural areas
- Supporting multi-day recreational experiences
- Enhancing environmental education and stewardship
- Improving infrastructure to support tourism and economic development

Projects eligible for LWCF funding must be located on publicly owned land and must remain dedicated to public outdoor recreation in perpetuity. Development projects may include facilities such as trailheads, comfort stations, classrooms, and lodging structures provided they support public recreation and are not converted to private or non-recreational uses.

To pursue LWCF funding, DMRA must ensure that the Pedro Shoun Lane property is publicly owned and that the proposed development meets the criteria for development or combination projects, which may include both land acquisition and facility construction. The project must also demonstrate alignment with Tennessee's SCORP goals and follow the application process administered by the Tennessee Office of Outdoor Recreation.

By aligning the Pedro Shoun expansion with SCORP priorities, DMRA strengthens its eligibility for federal support and reinforces its commitment to serving the recreational needs of Eastern Tennessee and beyond.

PARK GOALS

Utilizing information from the site analysis, input from the community engagement process, and conversations with Authority staff, McGill began developing alternate concept plans for park development. Based on this input, the design team was able to develop the purpose and programming for the development of the proposed DMRA Operations Center Expansion on Pedro Shoun Lane.

The goals and objectives of this park should be to serve the local community and the visitors of the Doe Mountain Recreation Area with multiple outdoor amenities, including overnight lodging for extended use of the park. The strategic planning elements of the park should offer a variety of activities compatible with passive recreation while also providing an aesthetically attractive feature to the Authority.

ALTERNATE APPROACHES

During the due diligence phase for the proposed expansion of the Doe Mountain Recreation Area (DMRA) Operations Center at Pedro Shoun Lane, the planning team developed and evaluated multiple conceptual layouts to determine the most appropriate use of the site. Two initial concepts were created to explore different scales and configurations of development, each addressing a mix of operational needs, recreational amenities, and lodging options.

These concepts were reviewed in consultation with DMRA leadership and staff. Their feedback informed by operational experience, visitor trends, and long-term goals led to the creation of a third, revised concept, which ultimately became the final proposed layout for the site. This final concept balances the need for expanded operations, overnight accommodation, and public programming with the natural character of the site and the broader mission of the park.

All concepts considered the importance of collaborating with adjacent landowners to discourage unpermitted trail use and to explore opportunities for satellite lodging and trail connectivity. Seasonal events and multi-day programming were also factored into each scenario, recognizing the growing demand for overnight stays and the economic potential of expanded tourism.

Concept 'A' – Pedro Shoun Lane Expansion Overview

Concept 'A' represents the initial proposed layout for the expanded Operations Center at the newly acquired Pedro Shoun Lane property. Developed as a foundational framework, this concept

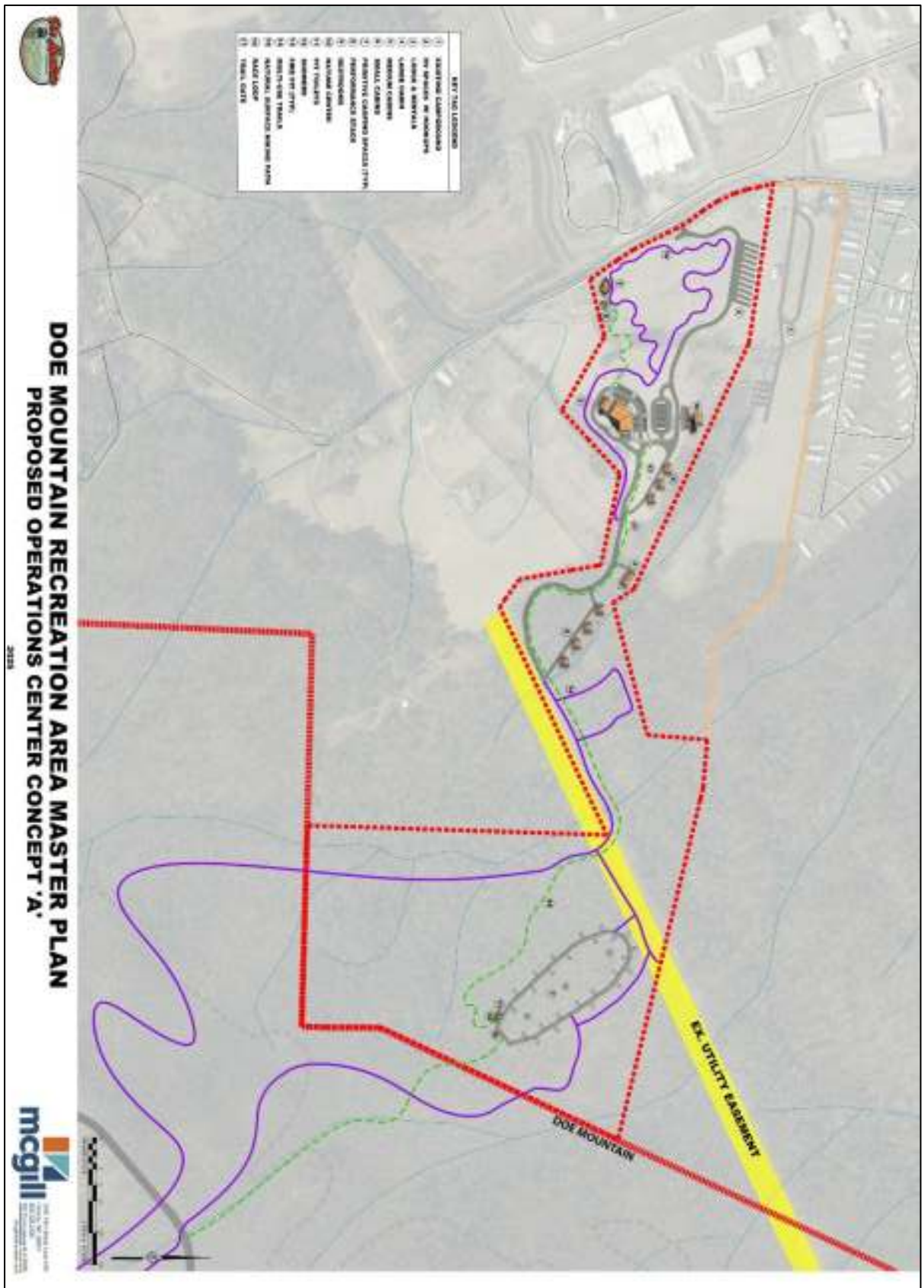
balances core infrastructure needs with flexibility for future growth, while integrating community feedback gathered through surveys, workshops, and focus groups.

The design leverages the site's natural terrain and existing utility easement to create a compact yet functional footprint that reflects both operational priorities and visitor expectations. It emphasizes alignment with the mission of the park and the values expressed by its users—particularly the desire for family-friendly amenities, expanded trail access, and spaces for recreation and events.

Key Features of Concept 'A':

- Centralized Operations Center housing administrative offices, staff facilities, and maintenance functions.
- Multi-use parking lot designed to accommodate standard vehicles and trailers, supporting both day-use visitors and operational logistics.
- Trailhead access connecting to existing and proposed trail networks, with direct links to the broader Doe Mountain system.
- Designated lodging zones for future development, including tent pads, cabins, and small-scale overnight accommodations.
- Utility easement integration supports potential infrastructure improvements while preserving open space and scenic visibility.
- Recreation areas blending active and passive uses—such as scenic overlooks, picnic zones, informal gathering spaces, and event-friendly zones.
- Color-coded trail alignments indicating varied uses and difficulty levels, supporting hiking, biking, and off-road activities.

Concept 'A' was designed to test spatial relationships and explore design possibilities. While it includes essential elements, it also reflects a strong commitment to community input and regional needs. Feedback from stakeholders, including the need for additional parking, bicycle event accommodation, led to further refinement to address operational efficiency, visitor experience, and long-term site potential.



Concept B

Concept 'B' – Expanded Recreational and Operational Layout (Preliminary)

Concept 'B' presents a more ambitious and visitor-focused layout for the proposed expansion of the Doe Mountain Recreation Area Operations Center at Pedro Shoun Lane. This concept builds upon the foundational infrastructure of Concept 'A' and introduces a broader range of amenities intended to support multi-day visitation, seasonal events, and family-friendly recreation.

Key features include:

- A Visitor Center serving as the central hub for orientation and guest services
- Overflow parking to accommodate peak visitation and event traffic
- A picnic area, playground, and restroom facilities to support day-use and family activities
- A Maintenance Building and Maintenance Yard, positioned for operational efficiency
- Primitive tent camping and RV camping spaces, offering flexible lodging options
- An amphitheater and pavilion/stage for hosting seasonal events and performances
- A network of multi-use trails, scenic overlooks, and weather shelters
- Integration of the existing utility easement for infrastructure support

While Concept 'B' significantly expands the recreational and lodging offerings, several elements may require further refinement or inclusion to fully support the proposed operational goals:

Administrative and staff facilities are not clearly defined in this concept and may need dedicated space for park management, training, and internal operations.

The Nature Center — a key component of the final concept — is not represented, leaving a gap in educational programming and environmental interpretation.

Controlled access features, such as gated entrances and security systems, are not visibly integrated into the layout, which may be necessary given the inclusion of overnight lodging and expanded programming.

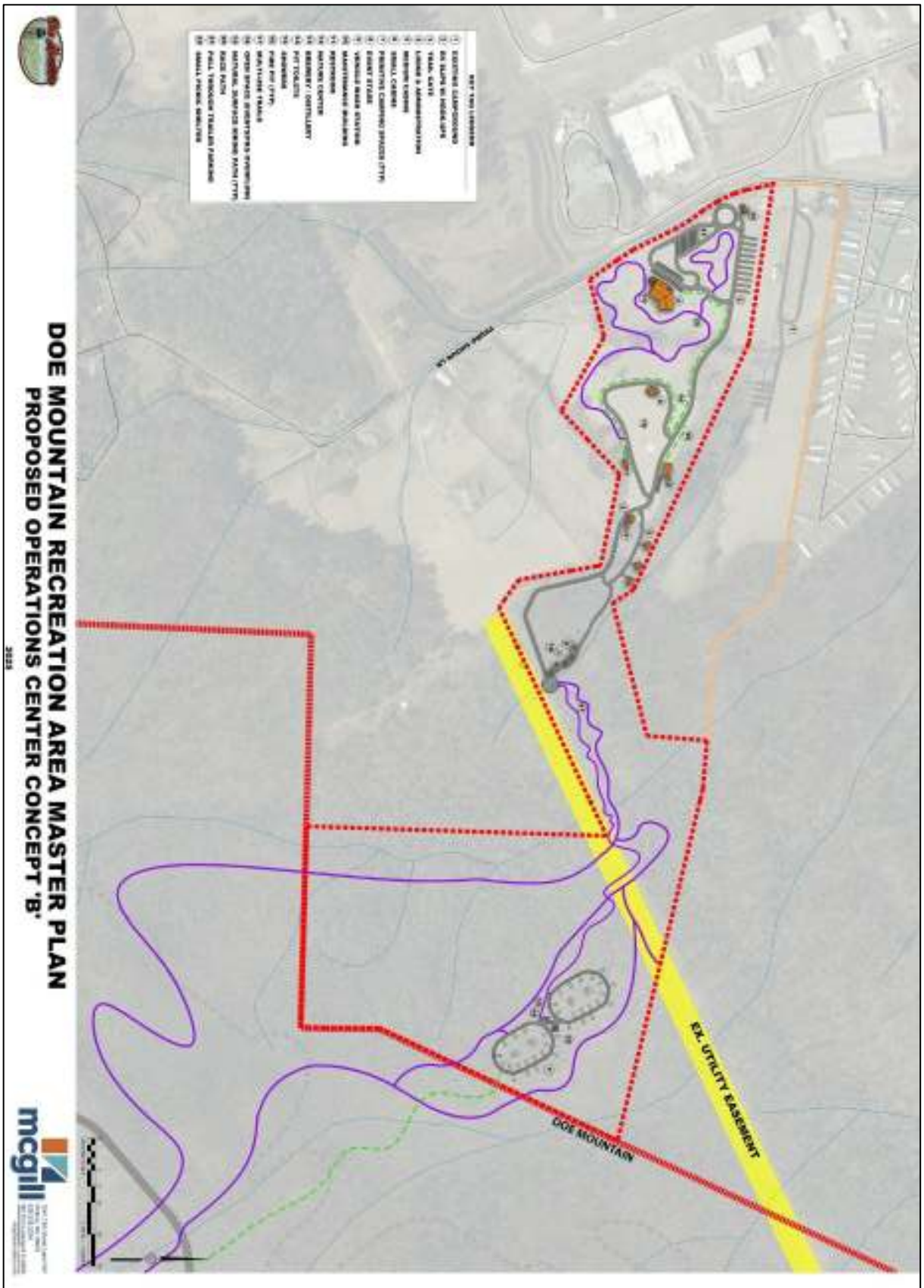
Wayfinding and circulation between zones (e.g., lodging, trails, event spaces) may require clearer delineation to ensure visitor flow and safety.

ADA accessibility and inclusive design elements are not explicitly shown and should be considered in future revisions.

Concept 'B' served as a valuable step in exploring the site's potential, but feedback from DMRA leadership and staff highlighted the need for a more balanced and operationally efficient layout. These insights led to the development of a third and final concept that better integrates administrative, educational, and recreational components while addressing site-specific constraints and long-term goals. Concept B can be found on the next page.



VIEW OF THE TOPOGRAPHY ON PEDRO SHOUN LANE.



The final concept includes:

- A centralized Operations Center with administrative offices, maintenance facilities, and secure access
- A Nature Center with classroom space for environmental education and community programming
- Lodging options such as cabins, tent pads, and group accommodations
- Expanded trail access, scenic overlooks, and weather shelters
- Support features and elements (vehicle wash station, RV hookups, etc.)
- A gated entrance and monitored access points to ensure safety and controlled use

The following pages describe this in additional detail.



THE SITE AT PEDRO SHOUN LANE IS A MIX OF WOODED AREAS AND PREVIOUSLY CLEARED OPEN SPACES.

FINAL CONCEPT

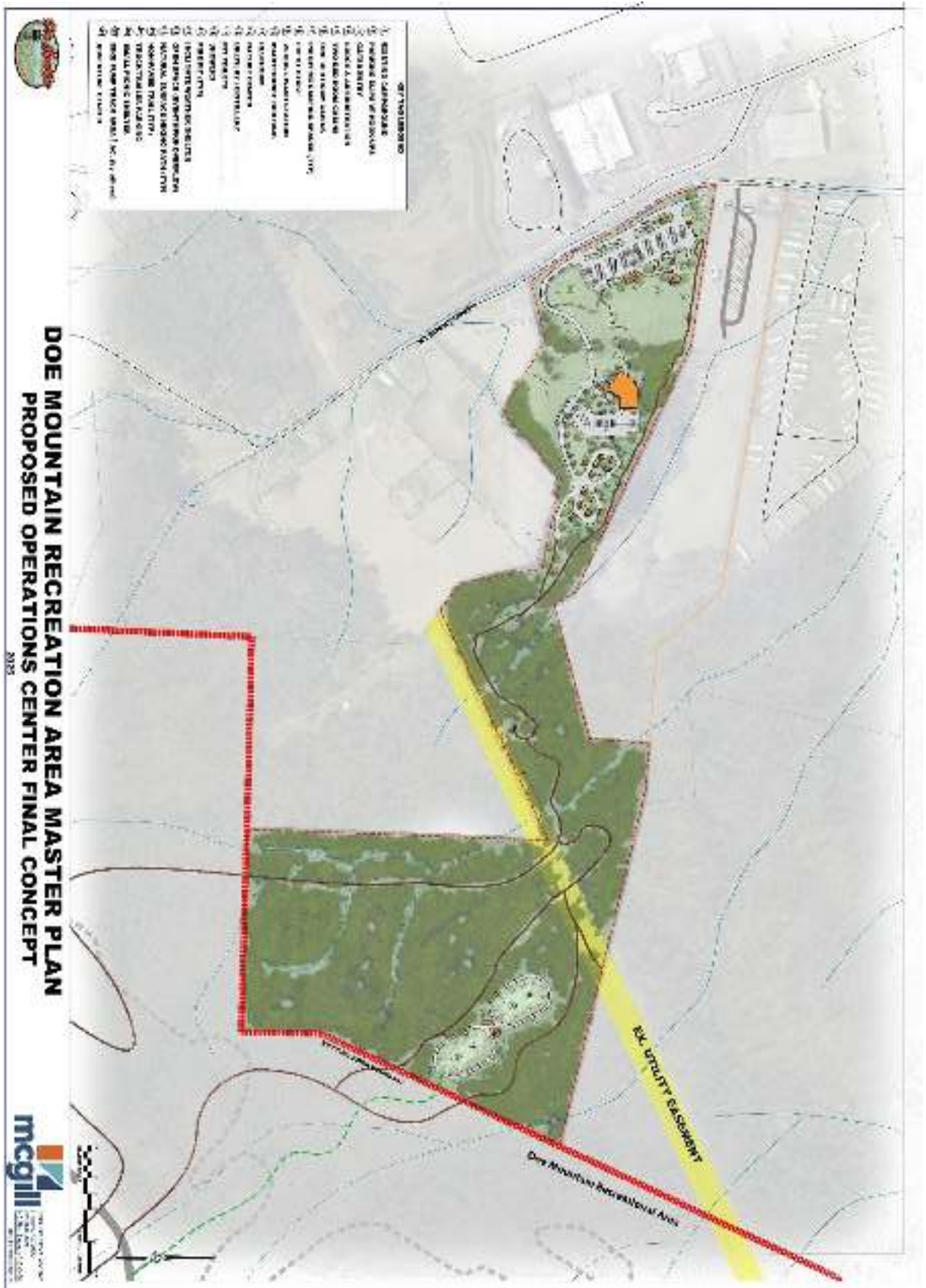


FINAL CONCEPT DESCRIPTION

The final design for the Pedro Shoun Expansion delivers a diverse mix of amenities that directly respond to community needs and future growth. It combines core infrastructure such as gated entry, expanded campgrounds, cabins, restrooms, showers, and vehicle wash facilities with exciting new attractions like an event stage, brewery/distillery, adventure center, and bike pump track. Families and outdoor enthusiasts will enjoy upgraded camping options, hiking trails, picnic shelters, and open spaces for gatherings, while the lodge and nature center create educational and social anchors. Together, these elements strengthen Doe Mountain as a year-round destination, supporting tourism, local business, and community pride while ensuring that residents and visitors alike have safe, accessible, and memorable outdoor experiences.



ANOTHER IMAGE OF THE TOPOGRAPHY ON-SITE AT THE PROPOSED OPERATIONS CENTER EXPANSION SITE ON PEDRO SHOUN LN.



BUILT ELEMENTS

The proposed final concept enhancements are essential for meeting the recreational and cultural needs identified during the planning phase. The following elements are recommended for development at the site:

Outdoor Performance Area: This element is proposed to provide a space for seasonal, cultural, and community events. The ability to meet the needs of park patrons via events at an outdoor stage will provide the opportunity for community building, and celebrations, as well as be an economic driver for the DMRA. A large open lawn adjacent to an outdoor stage could be used for visitors to enjoy events as well as open space for picnics, lawn games, and un-programmed recreational purposes.



Lodge and Welcome Center: Such a facility can present a more convenient, one-stop-shop location that can serve as the new front door / entrance to the mountain. With space for registration, training classes, retail sales of merchandise, meeting rooms, RV slips with utilities, motel rooms, and ample parking, this can become the main hub of the park.



Cabin Rentals and Tent Camping: By introducing cabin rentals and tent camping, the project creates a seamless experience for visitors who want to extend their trail rides—whether by mountain bike, off-road vehicle, motorcycle, or on foot—into multi-day excursions. Nestled in the scenic terrain of Mountain City, TN and Doe Mountain, the overnight accommodations provide easy access to existing trails, while also fostering a sense of community around shared outdoor passions. This setup not only enhances convenience but also supports year-round recreation, relaxation, and exploration.



PROPOSED CABIN RENTAL AREA



PROPOSED TENT CAMPING AREA

Bicycle Pump Track:

A pump track is a continuous loop of rollers, banked turns, and features designed to be ridden without pedaling. Riders generate momentum by “pumping” their bodies up and down, creating a fun and skill-building experience suitable for all ages and abilities.



PROPOSED BIKE PUMP TRACK AREA

Key Attributes -

- **Inclusive Design:** Accommodates bikes, scooters, skateboards, and inline skates, making it accessible to a wide range of users—from young children to experienced riders.
- **Compact Footprint:** Fits within a modest area of the park, preserving open space while adding high recreational value.
- **Natural Integration:** Can be shaped to follow the site's contours, blending into the landscape and minimizing environmental impact.

- **Low Maintenance:** Modular or hard-surface pump tracks offer durability and require minimal upkeep, ideal for long-term park operations.
- **Skill Development:** Encourages balance, coordination, and strength, serving as both a play space and a training ground for outdoor enthusiasts.
- **Community Magnet:** Acts as a social hub, drawing families, youth groups, and visitors together in a safe, engaging setting.

Design Options:

- **Modular Tracks:** Prefabricated and reconfigurable, these are cost-effective and easy to install or relocate.
- **Dirt Tracks:** More customizable and eco-friendly, offering a natural aesthetic and lower environmental footprint.
- **Hybrid Layouts:** Combine hard surfaces with natural elements for a unique look and feel.

Picnic / Inclement Weather Shelters and Shade Elements:

Picnic and inclement weather shelters and areas with shade are critical elements to support enjoyable, safer places to rest on hot or rainy days on the mountain. These supporting elements provide shade during the hot Tennessee summers, create a space that can be used for large and small group gatherings, and deliver a space that



can be used for programs and other educational or social events. A variety of shelters are proposed varying in size and material. They include a large picnic pavilion with restroom facilities, smaller picnic shelters, and simple open areas outfitted with picnic tables and space to pull off the trail.

While they can look like simple sheds or basic structures, an inclement weather shelter can be a great benefit to users of isolated trails. They provide a haven for people to take refuge in case of extreme weather conditions. Where possible, remote safety call locations may utilize solar power and link wirelessly with park administration or law enforcement to provide a secure way for distressed patrons to reach help.

SUPPORT FACILITIES

Restrooms: Both concepts support the need for restroom facilities to serve the park and its visitors at different locations in the park. The location of restrooms should be both near where people will park, and at busy trailheads. The level of operation will depend largely on what utility resources are available per restroom project. Where utilities are available traditional restroom amenities are preferred but where utility access is limited, consider the use of waterless restrooms.

Parking: The strategic placement of formal parking lots within the park ensures that vehicular access is safe for both vehicles and pedestrians. This is particularly important due to the multiple entrance points for visitors and the various activities taking place. The addition of these parking areas throughout the park will help prevent conflicts between different park users. Parking lots with sufficient space for park patrons and staff should include ample trailer spaces and staging areas for unloading such things as ATVs and trailered boats. Pull-through spaces may mitigate turning movements and ease use. Parking lots developed near major trailheads in the park provide a safe location for vehicles, trailers, and pedestrians, which helps mitigate parking on road shoulders and other inappropriate places. The addition of these parking areas at the park will help prevent possible conflicts between different park users. To accommodate large events, overflow parking can be located in a relatively level, unprogrammed open space.

Utilities:

Utility access is a critical consideration in planning the expansion of the Doe Mountain Recreation Area (DMRA) Operations Center at the Pedro Shoun Lane property. Preliminary site investigations and property records indicate that public water is available near the road, and adjacent parcels appear to have successfully installed standard septic systems, suggesting that the site is serviceable for basic infrastructure needs.

While the Pedro Shoun Lane site benefits from paved road access and proximity to existing utility lines, the terrain varies across the property, and certain areas may present challenges for extending water, power, and wastewater services. These conditions should be carefully evaluated during site design and engineering to ensure efficient utility layout and minimize construction costs.

The proposed development, including administrative offices, lodging, a nature center, event spaces, etc. will require expanded utility capacity beyond what currently exists. This may include:

- Upgraded electrical service to support lighting, HVAC, and equipment for operations and lodging
- Water line extensions to serve restrooms, kitchens, and hydration stations
- Septic or sewer solutions, depending on feasibility and environmental constraints
- Telecommunications infrastructure to support staff operations, visitor connectivity, and security systems

Future land acquisitions or facility siting should prioritize areas with existing utility access or proximity to service corridors, especially for lodging and high-use amenities. Utility planning should also incorporate controlled access infrastructure, such as gate systems and monitoring equipment, which will require reliable power and data connections.

By addressing utility needs early in the planning process, DMRA can ensure that the Pedro Shoun Lane expansion is both functional and scalable, supporting long-term growth and visitor satisfaction.

PROGRAMMING

Recreational programs offered by the DMRA are an integral part of the experience for park patrons. How amenities are used and managed is just as important as the actual amenities themselves. Proper programming will allow the Authority to maximize the benefits of the park and the amenities it hosts, for years. The Doe Mountain Recreation Area will be a multi-purpose park that can serve a variety of different programmatic needs of individuals, small groups, and event organizers.



The proposed site development for the Doe Mountain Recreation Area will provide the opportunity to support seasonal events, competitions, and programs like team building, and environmental and safety classes. Program elements that are added to the park site include improved wayfinding, environmental education, and the ability to host special events and classes

for both large and small groups. DMRA should partner with other organizations that can facilitate instructional and entertaining enrichment experiences for park patrons.

The final recommended scenario for Doe Mountain Recreation Area allows the Authority to also meet the desire for additional single-track mountain bike, moto-cross, and side-by-side trails. The trail system is enhanced through inclement weather shelters, overlooks, clear wayfinding signage, new trailheads, restrooms, and improved amenities and supporting elements at the adventure center. This plan also helps the park better serve a diversity of possible user groups.

Doe Mountain should consider developing an open lawn space to provide the opportunity to host small concerts, day camps, and classroom space for other community-building events such as arts and crafts classes, skills instruction, safe riding courses, social events, and seasonal and holiday events.

IMPLEMENTATION

OPINION OF COST

The Pedro Shoun Expansion is projected to be around \$20 million, covering new facilities, infrastructure, and site improvements. While a significant investment, this cost represents a lasting benefit to the community—bringing enhanced recreation, tourism, and gathering spaces that will drive economic activity and improve quality of life. The analysis shows the project is not just an expense, but a long-term asset for the people of the region. A detailed opinion of probable costs for the proposed expansion of the DMRA Operations Center project is on the next page.



Doe Mountain Recreation Area – Master Plan Update

Prepared by Doe Mountain Recreation Authority – 2025

Appendix A: Non-Motorized Trail Plan

The Doe Mountain Non-Motorized Trail Plan establishes a comprehensive framework for expanding and enhancing pedestrian and mountain biking access across the recreation area. Building on Doe Mountain's reputation as one of Tennessee's premier off-highway destinations, this plan introduces a world-class network of 23.3 miles of new, sustainably designed non-motorized trails that invite users of all abilities to explore the mountain's diverse landscapes.

The trail system is intended to:

- Provide progressive opportunities for mountain bikers, hikers, and runners.
- Connect the Pedro Shoun parcel, Gravity Knob, and Fire Tower areas through an integrated network.
- Encourage multi-day visitation and broaden Doe Mountain's four-season recreation portfolio.
- Reduce user conflict between motorized and non-motorized visitors through dedicated trail zones and sight-line safety measures.

Trail Network Description

The Non-Motorized Trail Network introduces three primary trail types totaling 23.3 miles:

- Directional Mountain Bike Trails: 9.3 miles
- Multi-Use Trails: 9.2 miles
- Hiking-Only Trails: 4.8 miles

Highlights include:

- Gravity Knob Trail System: progressive, gravity-fed trails with skill levels from Green Flow to Black Tech.
- Pedro Shoun Parcel Trails: half-acre asphalt pump track and 1.8-mile multi-use loop.
- Fire Tower Trails: endurance routes and scenic ridgelines for hikers and bikers.

Design Standards and Features

All trails follow IMBA and U.S. Forest Service design standards emphasizing sustainability, user progression, and safety. Features include sustainable alignment, accessible trailheads, benches, kiosks, and a skills/pump track area for all abilities.

Connectivity and Access Points

The trail network connects major access hubs, including the Pedro Shoun Trailhead, Gravity Knob Connector, Fire Tower Trailhead, and Kettlefoot Connector, allowing flexible recreation experiences and non-motorized integration with DMRA's OHV system.

Implementation Phasing

Phase I (Years 1–2): Construct Pedro Shoun Trailhead and pump track.

Phase II (Years 3–5): Expand Gravity Knob and Fire Tower Trails.

Phase III (Years 6–10): Complete hiking-only backcountry segments and finalize the wayfinding system.

Appendix B: Shooting Sports Complex

The Doe Mountain Shooting Sports Complex, officially titled the Northeast Sportsman's Complex, is a joint project between DMRA and the Tennessee Wildlife Resources Agency. The facility will serve regional outdoor recreation and shooting sports needs while complementing Doe Mountain's existing trail network. Supporting graphics are at the end of this document.

Site Overview

Location: 1203 Harbin Hill Road, Mountain City, Tennessee

Parcel: Map 47, Parcel 136 – DMRA Deed Book 192, Page 162

Acreage: 214 acres (approx. 50 acres developed for amenities)

The 2024 Environmental Assessment by Griggs & Maloney confirmed minimal environmental impact. Construction is expected to begin in 2026.

Facility Components

Key facilities include:

- Training Building: classroom, check-in, and storage
- Rifle/Pistol Ranges: 25–300 yard lanes
- Skeet/Trap Fields: four stations with adjacent five-stand area
- Sporting Clays Course: 14-station loop
- 3D Archery Range: 6-acre wooded course
- Restroom Pavilion and Storage Building

Operations and Management

Under the TWRA–DMRA Agreement, DMRA is responsible for operations, staffing, and maintenance, while TWRA provides oversight of grants. Public access and safety standards will align with NRA and USFWS requirements.

Phasing and Implementation

Phase I (2026–2027): Rifle/pistol ranges, training building, utilities

Phase II (2028–2029): Skeet, trap, and archery areas

Phase III (2030+): Sporting clays course and event infrastructure

Economic and Community Impact

The complex will attract tourism, host events, and strengthen community partnerships while diversifying DMRA's four-season recreation portfolio.

Appendix C: Roan Creek Campground

The Roan Creek Campground, acquired by DMRA in September 2025, expands the Authority's lodging and visitor service offerings adjacent to Doe Mountain. The site was purchased for \$350,000 following damage from Hurricane Helene, with plans to reopen in Spring 2026 after bridge replacement and repairs. Supporting graphics are at the end of this document.

Site and Property Information

Name: Roan Creek Campground / Morefield Trailhead Campground

Location: 205 Morefield Road, Johnson County, TN

Acreage: 6.77 acres (5 parcels)

Facilities: 14 RV sites, two cabins, bathhouse/store, pavilion, and maintenance building

Infrastructure: 5 septic systems and two wells

Condition: Partially repaired with approved bridge replacement funding

Strategic Value to DMRA

- Direct OHV highway access to DMRA
- On-site lodging expands multi-day recreation capacity
- Generates sustainable revenue through rentals
- Protects DMRA's eastern boundary from incompatible development

Development Potential

Future improvements include 10–14 additional RV slots, 2–3 new cabins, and up to 10 tent sites. Planned infrastructure upgrades include flood-resilient bridge construction and bathhouse expansion.

Funding Overview

DMRA may pursue Land and Water Conservation Fund (LWCF) reimbursement grants with a 50/50 match to support acquisition and improvement costs.

Phased Implementation

Phase I (2025–2026): Repair and reopen with limited use; bridge replacement.

Phase II (2027–2028): Add sites and cabins; expand utilities.

Phase III (2029+): Integrate trail connections and green infrastructure.

The Roan Creek Campground will provide a scenic, sustainable lodging experience that supports Doe Mountain's vision for year-round adventure and community-driven recreation.

DOE MOUNTAIN RECREATION AREA

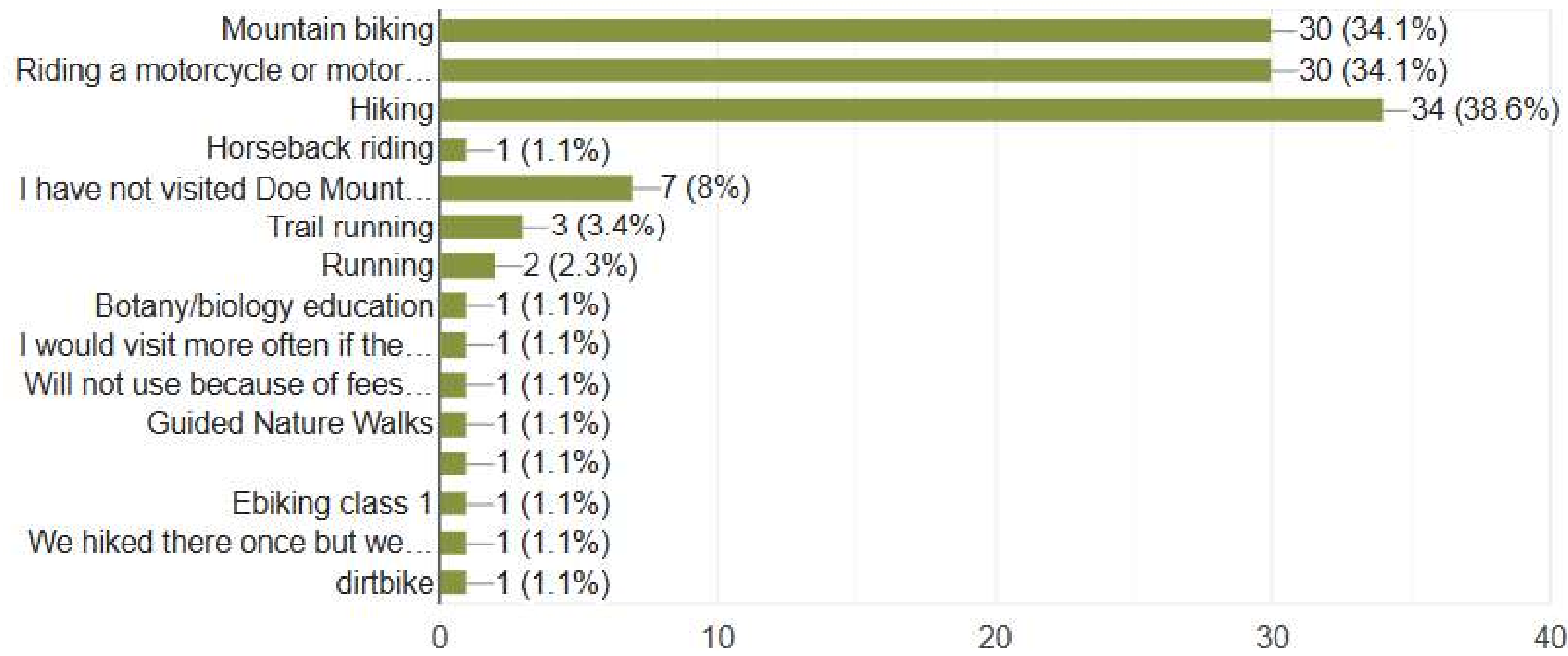
CONCEPTUAL
MASTER PLAN
AUGUST 27, 2025

Survey Overview

- 105 Responses
- Survey posted on DMRA website, social media, SORBA Tri-Cities, IMBA Newsletter and other select audiences
- Roughly even interest in Mountain Biking, Motorcycling, and Hiking
- Desire for diverse range of trail styles

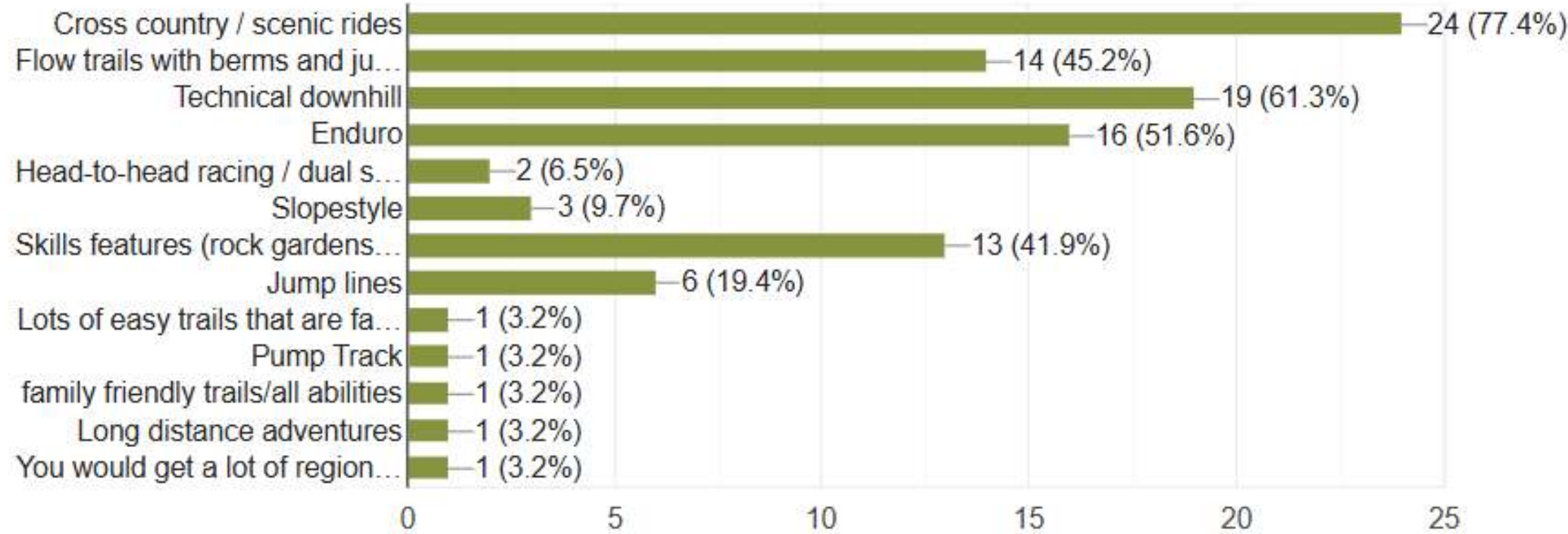
How do you typically use the trails at Doe Mountain? (Select all that apply)

88 responses



What types of trails do you enjoy or want to see more of at Doe Mountain? (Select all that apply)

31 responses



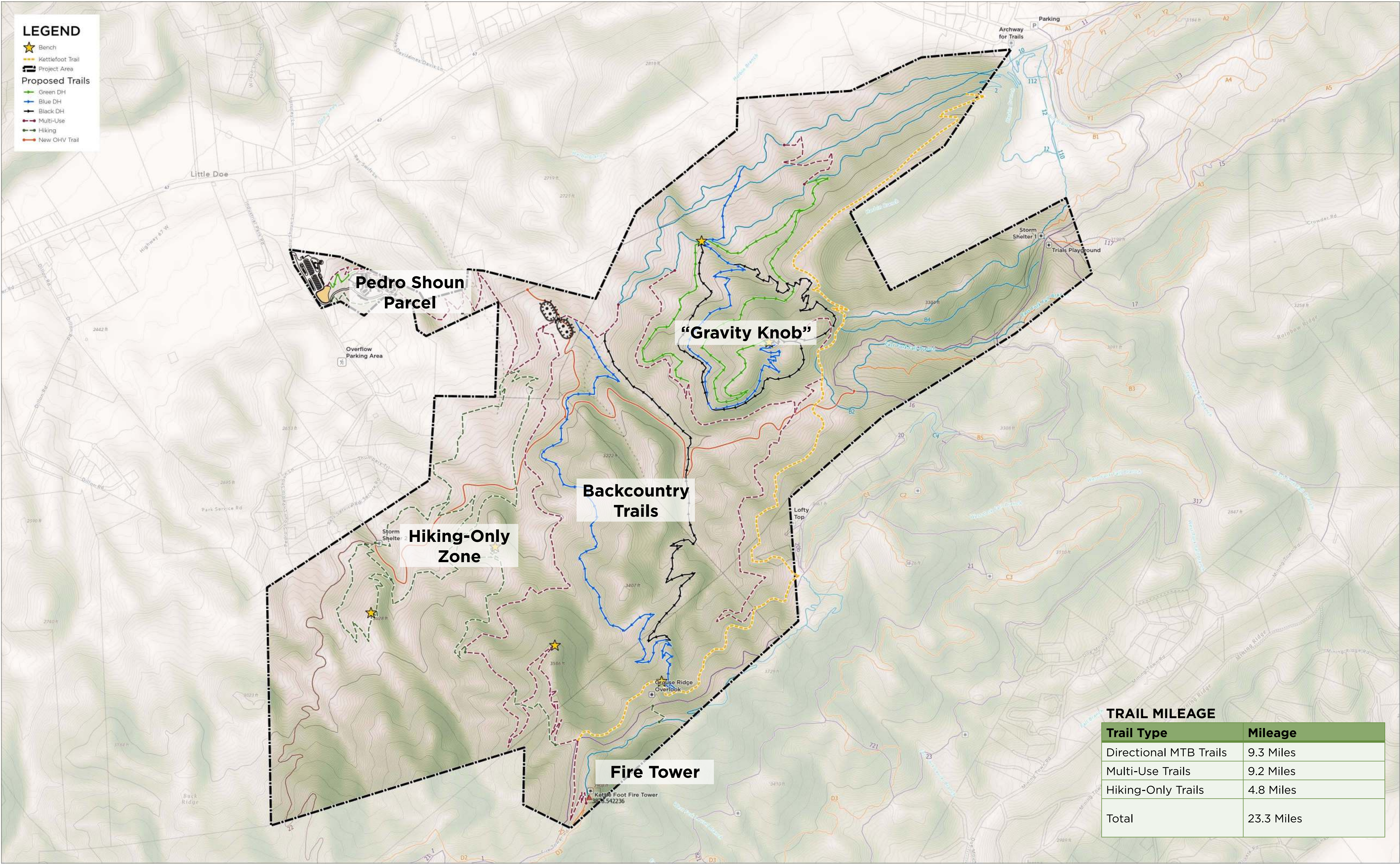
Site Visit

- In attendance from Avid were Justin Lax (President), Mickey Denoncourt (Trail Builder), and Isaiah Rapko (Landscape Designer)
- Over 16 hours spent on site
- Over 50 miles traveled on site on UTVs, Dirt Bikes, and E-Mountain Bikes
- South side of Gravity Knob and Pedro Shoun parcel offer ideal conditions for bike and shared hike/bike trails; steeper north slopes will require careful design to minimize switchbacks
- Soils are well-suited for trail construction, with fewer rocks than anticipated
- Opportunities exist to link with existing trails like Kettle Foot and Trail 2, and to create a new route from the fire tower to Pedro Shoun



Project Goals

- 1 Establish a premier trail destination that attracts mountain bikers from across the region and nation, offering experiences for all skill levels.
- 2 Deliver a diverse network of progressive trails and features that keep the riding experience fresh, exciting, and worth revisiting.
- 3 Design a sustainable trail system that minimizes environmental impact and reduces long-term maintenance requirements.
- 4 Integrate multi-use and hiking trails that accommodate a range of users and ability levels while ensuring a positive shared-use experience.
- 5 Prioritize separation between mountain bikers, power sports users, and hikers to reduce conflict and enhance safety.
- 6 Connect to the Pedro Shoun parcel to expand access and increase the overall functionality of the trail network.



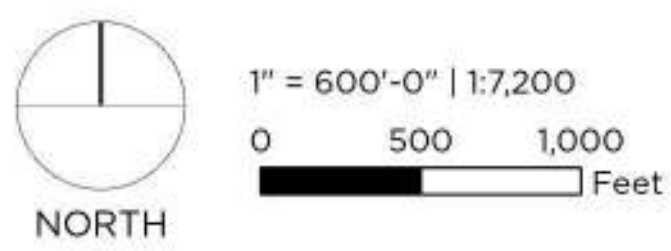
LEGEND

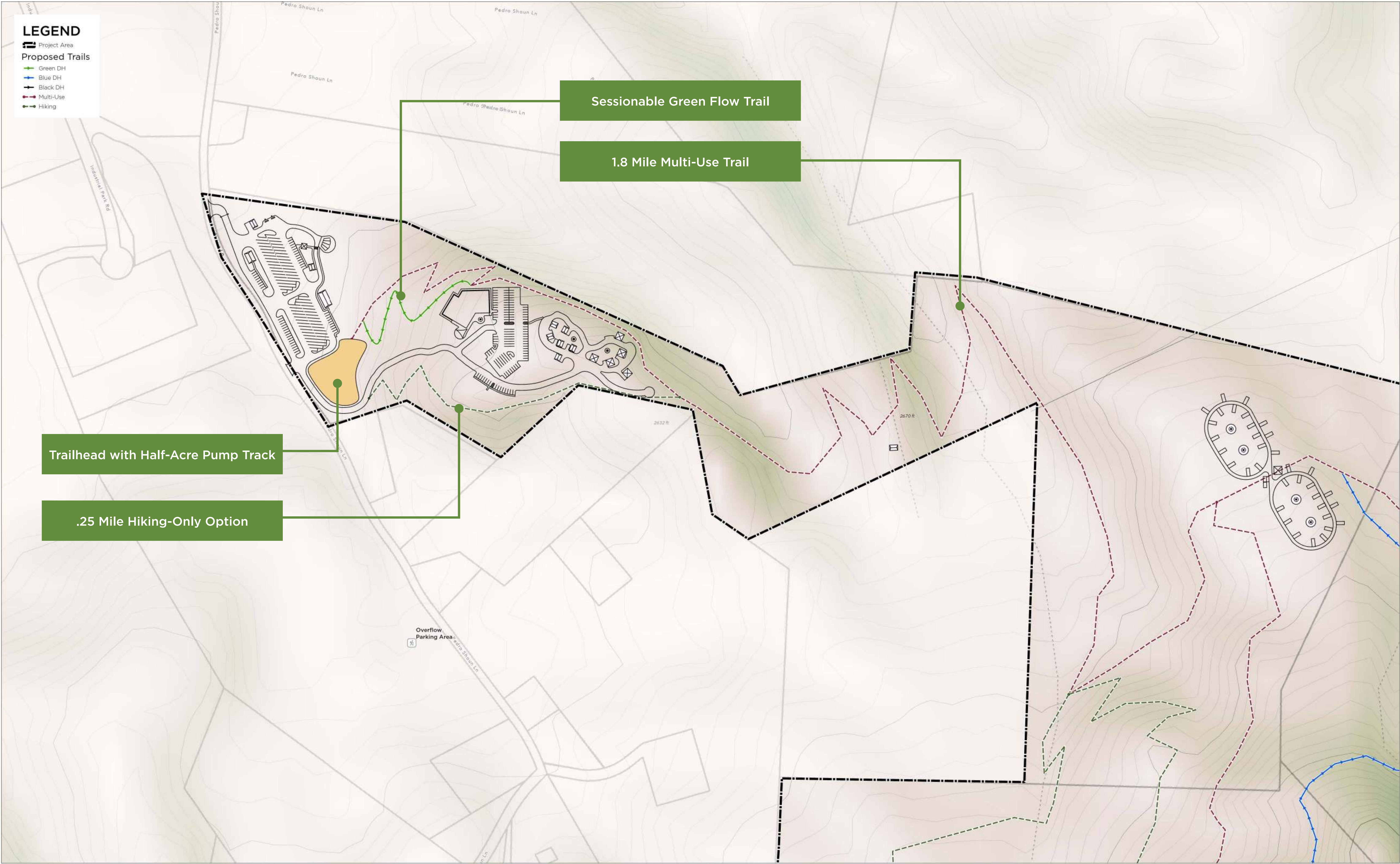
- ★ Bench
- Kettlefoot Trail
- ▭ Project Area
- Proposed Trails
 - Green DH
 - Blue DH
 - Black DH
 - Multi-Use
 - Hiking
 - New OHV Trail

TRAIL MILEAGE

Trail Type	Mileage
Directional MTB Trails	9.3 Miles
Multi-Use Trails	9.2 Miles
Hiking-Only Trails	4.8 Miles
Total	23.3 Miles

DOE MOUNTAIN Trails Plan

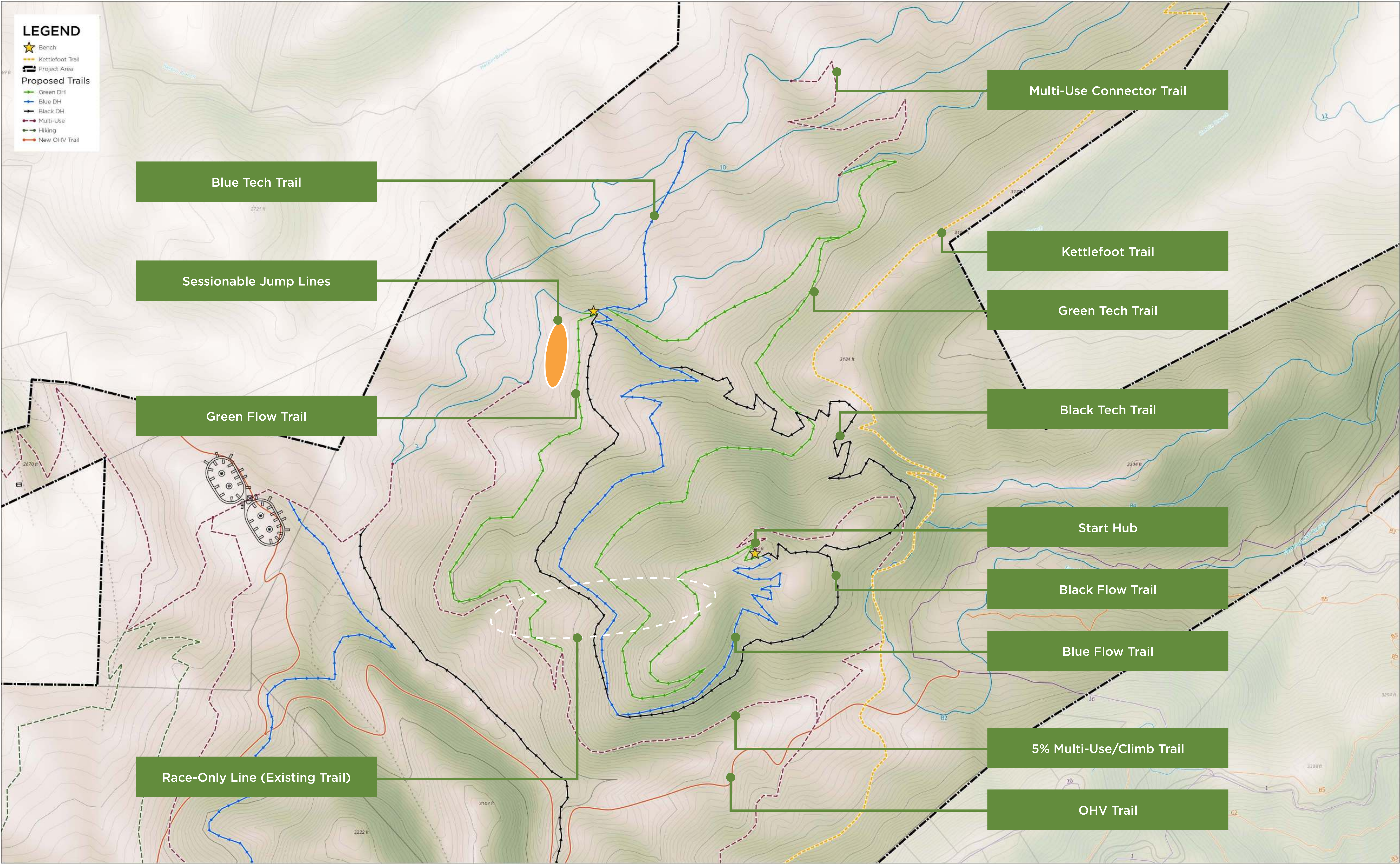




DOE MOUNTAIN Pedro Shoun Parcel

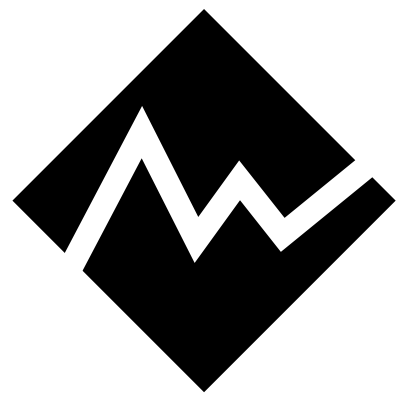
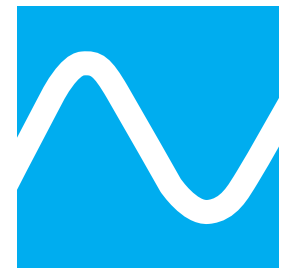
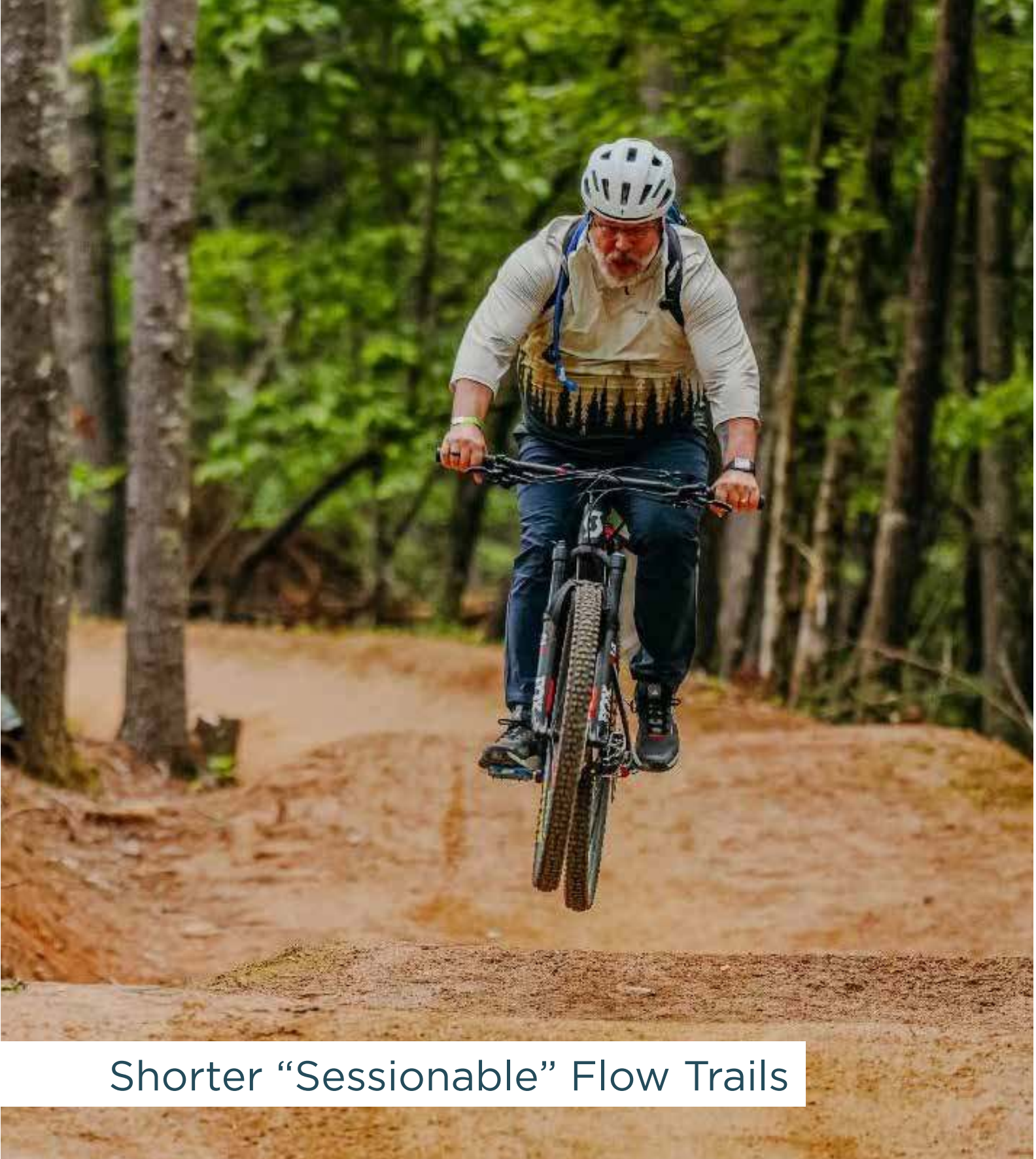
Precedent Imagery





DOE MOUNTAIN Gravity Knob Trails Plan

Precedent Imagery



Progressive Options
for All Trail Types

Happy Trails.

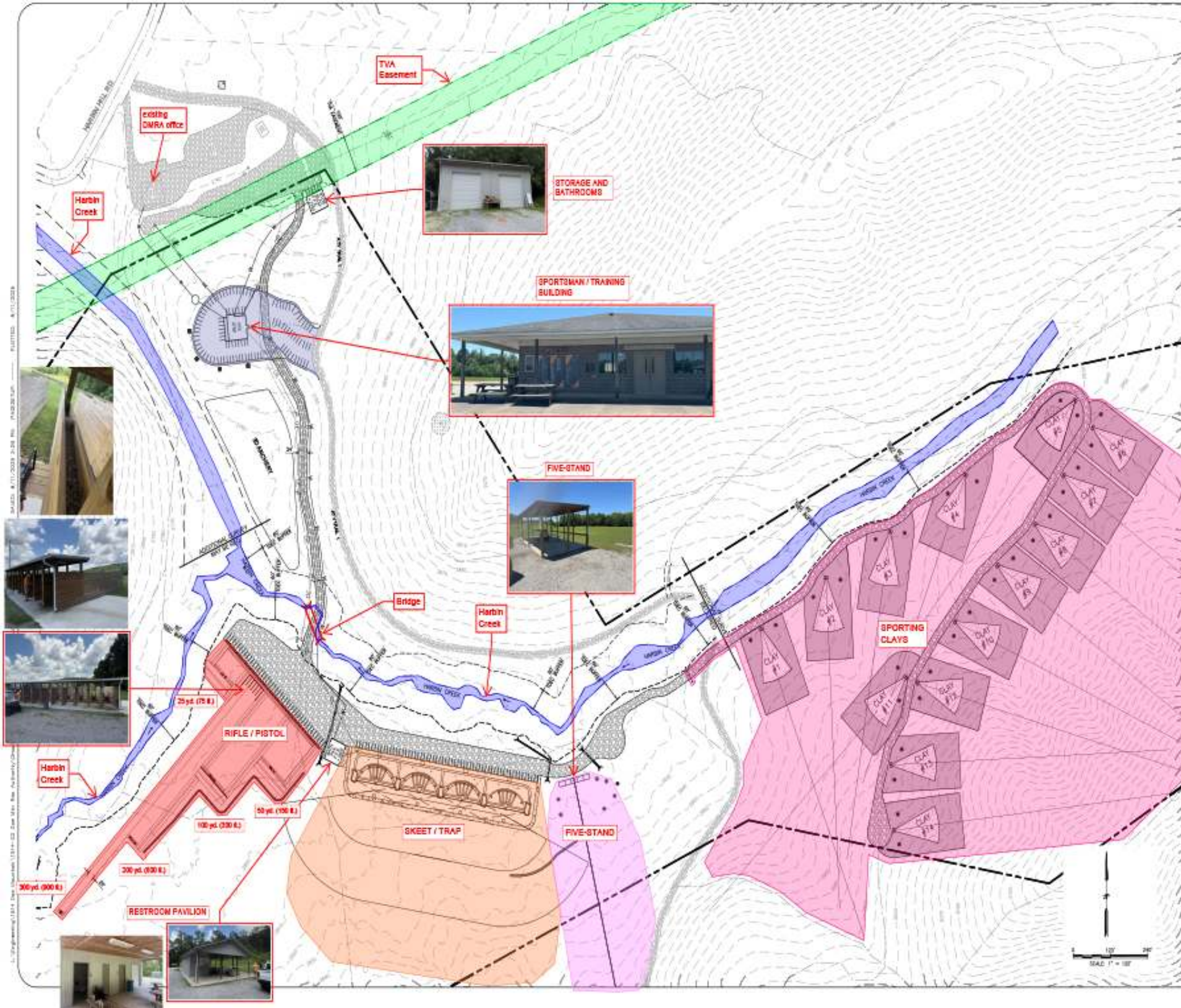
(Q&A)



AVID TRAILS

SNYDER SURVEYING INC.
*Professionally Licensed in
 Tennessee and North Carolina*
 MyFax: (902) 308-5932 email: north@snydersurveying.net
 126 Cove Creek Rd. Butler, TN 37540

DATE: 8/11/2023 3:28 PM: 174226.DWG: PLATTED: 8/11/2023



PROJECT NO. 1514-02

DATE: 8/11/2023 3:28 PM: 174226.DWG: PLATTED: 8/11/2023

OVERALL
SITE LAYOUT
PLAN

SHEET NO. 2-1-0 (2)

DOE MOUNTAIN RECREATION AUTHORITY
NORTHEAST SPORTSMAN'S COMPLEX
DOE MOUNTAIN RECREATION AREA
MOUNTAIN CITY
JOHNSON COUNTY, TENNESSEE

QUANTITIES AND
NOTES TO BE
FOR THE OWNER

**DRAFT
NOT FOR
CONSTRUCTION**

GRIGGS & VIALONEY
INCORPORATED
ARCHITECTS

1100 2ND STREET, SUITE 200
MOUNTAIN CITY, TN 37133-1000
(615) 480-0011 FAX (615) 480-0012