



MASTER PLAN

2020 EXECUTIVE SUMMARY

Acknowledgments

CITY COUNCIL

- Patrice J. Robinson (District 3), Chairwoman
- Frank Colvett, Jr. (District 2), Vice Chair
- Rhonda Logan (District 1)
- Jamita Swearengen (District 4)
- Worth Morgan (District 5)
- Edmund Ford, Sr. (District 6)
- Michalyn Easter-Thomas (District 7)
- JB Smiley, Jr. (Super District 8-1)
- Cheyenne Johnson (Super District 8-2)
- Martavius Jones (Super District 8-3)
- Chase Carlisle (Super District 9-1)
- J. Ford Canale (Super District 9-2)
- Dr. Jeff Warren (Super District 9-3)

CITY LEADERSHIP

- Jim Strickland, Mayor
- Shirley Ford, Chief Financial Officer*
- Doug McGowen, Chief Operating Officer
- Maria Fuhrmann, Chief of Staff*

STEERING COMMITTEE

- Ashley Cash, City Comprehensive Planning Office
- Mike Lemm, City Engineering
- Ian Nunley, Hyde Family Foundation
- Sankedra Hudson, Bloom
- Jen Andrews, Shelby Farms Park Conservancy

STAFF

- Nick Walker, Parks Director*
- Amy Collier, Grants Admin Specialist*
- Marcha Allen, Community Engagement Administrator*
- Mike Flowers, Planning and Development Administrator*
- Erich Miller, Planning and Development Project Manager*
- Mickey Barker, Golf + Park Operations Administrator*
- Tiffany McCollins, Youth and Family Services Administrator
- Amanda Johnson, Senior Services Administrator
- All Division of Parks and Neighborhoods Staff

CONSULTANT TEAM

- PROS Consulting, INC. (Prime)
- Barge Design Solutions
- Earth Economics
- ETC Institute
- Self+Tucker Architects
- The Carter Malone Group

*Denotes Steering Committee member

PLANNING CONTEXT

03

INTRODUCTION

05

COMMUNITY PROFILE

09

WHERE ARE WE TODAY?

13

WHERE ARE WE GOING TOMORROW?

17

NEEDS PRIORITIZATION

21

HOW DO WE GET THERE?

27

ACTION PLAN

The 2020 Parks & Neighborhoods Master Plan replaces the 1999 Facilities Master Plan and builds on the City’s Comprehensive Plan, Memphis 3.0 (adopted in February 2019). Memphis 3.0 outlines the overall City vision for “building up, not out” in its third century of existence. Specifically, the plan sets for the pathway to invest in “anchors” throughout the community that builds on the strengths of neighborhoods, creating greater connectivity, access, and overall opportunities. As part of the planning process, parks and recreational facilities were included. According to Memphis 3.0, “Parks and recreational facilities are designed public spaces that are meant to be walkable with forms of active and passive recreation. These areas usually contain formal access points from the street and can be any size up to a regional park.”

Additionally, the plan set forth specific performance measures for parks and recreational facilities:

- Per capita parks acreage
- Parks proximity
- Design quality
- Utilization

With these performance measures in mind, the plan specifically calls for the development of new master plans for parks and public facilities. Therefore, the 2020 Master Plan is a product of Memphis 3.0 and contains seven chapters that provide a comprehensive understanding of the existing system, community needs priorities, and strategies for closing need gaps.



RALEIGH
TENNIS CENTER

PARKS AND RECREATION WITHIN MEMPHIS

Division of Parks and Neighborhoods contributes to the city’s overall rich cultural history by supporting active civic culture reflective of the diverse community voices. The Division provides an array of services for people of all ages, supporting their engagement in health and wellness, lifelong learning, and leisure and recreational activities. This is facilitated through a vast system of parks, public spaces, community and recreation centers, museums, and sports facilities. In all, the system is comprised of over 5,600 park acres across 192 locations and 30 indoor recreation facilities.

With such a vast recreation system, there is a challenge with deferred maintenance (i.e., postponed maintenance activities and repairs) and aging infrastructure. This has led (in part) to concerns about public safety in neighborhood facilities. Additionally, challenges exist with technology solutions both to distribute information to citizens and to facilitate/streamline needed processes such as program registrations. This challenge has been highlighted by an increased demand for expanded operational hours, community-based recreation programs, and additional recreation amenities.

OVER
5,600
PARK ACRES



ACROSS
192
LOCATIONS



WITH
30
INDOOR
RECREATION
FACILITIES



*The Division of Parks
and Neighborhoods revisited
and/or developed vision and
mission statements along
with core values.*

VISION
We inspire community pride through our parks, facilities, trails, programs, and recreation services. We are the center of the community.

MISSION
The Division of Parks and Neighborhoods creates positive and safe places to provide community-centered experiences that connect all Memphians, celebrate life, and strengthen mind and body.

CORE VALUES

ADAPTABILITY

We adjust to new opportunities to meet the changing needs of our community.

EMPOWERMENT

We promote community ownership of our public spaces.

EQUITY

We recognize and celebrate diverse identities of Memphis communities and strive for equity as we meet the needs of each community.

HEALTH

We champion physical, mental, emotional, and intellectual well-being.

INCLUSION

We ensure all Memphians are heard, represented, and celebrated.

INVESTMENT

We are responsible stewards of park lands, resources, and human capital.

RELEVANCY

We create meaningful and memorable experiences desired and needed by our residents.

VIBRANCY

We drive community energy and life.

INTRODUCTION

The Master Plan seeks to create a 10-year blueprint for providing quality parks and recreation facilities and services throughout Memphis. Specific goals include establishing benchmarks, agency objectives, procedures, and achievable strategies. Additionally, this Master Plan serves as a foundational document that will be built upon in future versions.

The City of Memphis Master Plan followed an iterative process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders.

Technical research completed as part of the Master Plan's development include:

- Recreation facility and park assessments
- Benchmark analysis
- Funding and financial analysis
- Program and services assessments
- Economic impact analysis
- Community surveying (statistically-valid and online)
- Public meetings
- Demographic and trends analysis
- Staffing and operations review
- Levels of service (LOS) standards
- Geographic Information Systems (GIS) mapping
- Capital development planning
- Funding and revenue strategies
- Strategic action plan implementation

“
**Investments in our parks
and recreational activities
provide an equitable opportunity
to enhance the quality life
for all of Memphis' citizens.**
”

NICK WALKER

CITY OF MEMPHIS, DIRECTOR OF PARKS AND NEIGHBORHOODS



COMMUNITY PROFILE

A key component of the Master Plan process is understanding the demographic climate. This analysis helps provide a thorough understanding of the demographic makeup of residents within the City along with various health/environmental outcomes that Memphians face today.

While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for the City:

First, with the population expecting minimal growth for the foreseeable future, this suggests an opportunity for the City to focus on the upkeep and improvement of existing amenities and facilities before considering building new facility spaces.

Second, the City's slight aging trend may indicate the need to provide more programs and services for the 55+ population. Such a focus could also potentially attract baby boomers to retire in Memphis. However, it will also be important to continue providing services for the 74% of residents who are currently under 55 years old.

Third, the City's below average income characteristics suggest limited disposable income. The Division of Parks and Neighborhoods will need to be mindful of this when pricing programs, services, and events.

Finally, the City should ensure growing minority races are being reflected in marketing and communications outreach, program participation figures, and response rates when surveying the community.



DEMOGRAPHICS

2019	DEMOGRAPHIC COMPARISON	MEMPHIS	TN	USA
POPULATION	Annual Growth Rate (2010-2019)	.05%	.95%	.85%
	Projected Annual Growth Rate (2019-2034)	.10%	1.01%	.90%
HOUSEHOLDS	Annual Growth Rate (2010-2019)	.09%	.93%	.80%
	Average Household Size	2.51	2.49	2.59
AGE SEGMENT DISTRIBUTION	Ages 0-17	24%	22%	22%
	Ages 18-34	26%	22%	23%
	Ages 35-54	24%	26%	25%
	Ages 55-74	20%	24%	23%
	Ages 75+	5%	7%	7%
RACE DISTRIBUTION	White Alone	26.9%	75.7%	69.6%
	Black Alone	64.6%	16.9%	12.9%
	American Indian	.2%	.4%	1.0%
	Asian	1.8%	1.9%	5.8%
	Pacific Islander	0%	.1%	.2%
	Other Race	4.7%	2.8%	7.0%
	Two or More Races	1.8%	2.3%	3.5%
HISPANIC/ LATINO POPULATION	Hispanic/Latino Origin (any race)	7.6%	5.8%	18.6%
	All Others	92.4%	94.2%	81.4%
INCOME CHARACTERISTICS	Per Capita Income	\$24,033	\$28,896	\$33,028
	Median Household Income	\$40,845	\$52,311	\$60,548

Significantly **LOWER** than the State average Significantly **HIGHER** than the State average

HEALTH OUTCOMES AND ENVIRONMENTAL FACTORS

In addition to demographic characteristics, the Consultant Team utilized the City Health Dashboard to explore various health outcomes of Memphis residents. The City Health Dashboard collects data from the 500 largest US cities in order to provide a comparison. This section compares Memphis to the 500-city average in several key health outcomes as well as physical environmental factors including: obesity, frequent mental distress, frequent physical distress, physical inactivity levels, and access to healthy foods.



OBESITY

40.5% of Memphis residents reported being obese, which is significantly higher than the national average of 29.2%.



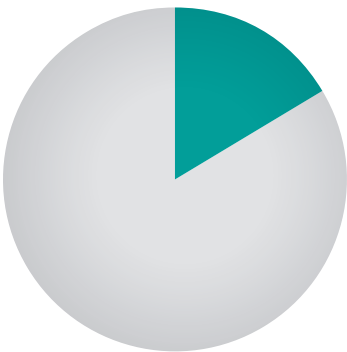
MENTAL DISTRESS

15.9% of Memphis residents claimed frequent mental distress as opposed to the national average of 12.8%.



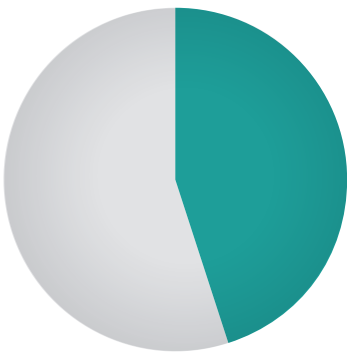
PHYSICAL ACTIVITY

31.6% of Memphis residents report inactivity, which is the City is above the national average of 24%.



PHYSICAL DISTRESS

16.5% of Memphis residents report frequent physical distress, which is slightly higher than the national average of 12.3%.



PARK ACCESS

45.2% of Memphis residents are within a 10-minute walk of a greenspace. This is well below the national average population for park access of 60.6%.



WALK-ABILITY

Memphis' walkability score of **36.8** (out of 100) is below the national average of 44.5.



HOLLYWOOD COMMUNITY CENTER PLAYGROUND



TOBEY SKATEPARK

WHERE ARE WE TODAY?

In order to understand the context in which this planning effort is taking place, the Consultant Team performed several different analyses to create a comprehensive picture. The specific processes included:

- Analyzing current program and service delivery
- Reviewing current system infrastructure
- Benchmarking (or comparing) the Memphis parks system to comparable communities
- Reviewing the financial context

PROGRAMS & SERVICES EXISTING CORE PROGRAM AREAS



PARK SITES

In all, 122 locations were assessed by a combination of the Consultant Team and Department staff. Park assessment data suggests more focus and resources into improving the quality of parks in the system is warranted. This would relate not only to improving the design of the parks, but also the maintenance of the parks.

FACILITIES

A facilities analysis was completed for 14 recreation facilities.

- Audubon Golf Course
- Cunningham Community Center
- Douglass Community Center
- Gaston Community Center
- Greenlaw Community Center
- Hickory Hill Community Center
- Jesse Turner Tennis Center & Clubhouse
- L.E. Brown Poolhouse
- Leftwich Tennis Center
- Lichterman Nature Center
- North Frayser Community Center
- Orange Mound Community & Senior Center
- Raleigh Community Center
- Raymond Skinner Center

The Consultant Team performed a general nondestructive evaluation of HVAC systems, electrical systems, fire alarm systems, and plumbing systems. The evaluation resulted in the following general facility findings:

STRENGTHS

- Foundations are generally sound
- Need for tuck-pointing is minimal
- Windows and doors are mostly in good shape
- Most flooring is in good condition

CHALLENGES

- Most exteriors are brick and block structures and need pressure washing
- Roofing systems are approaching end of their lifecycle
- Caulking around windows and doors is required for older structures
- Roof leaks have led to mismatched and damaged acoustical ceiling tiles (ACT)
- Approx. 20% of facilities need interior painting
- Approx. 40% of centers do not have fire alarms
- Approximately 50,000ft2 of parking lots need to be resurfaced



SEA ISLE PARK



BICKFORD AQUATIC CENTER



RALEIGH TENNIS CENTER

Benchmarking

The Consultant Team worked with the Division of Parks and Neighborhoods to identify operating metrics to benchmark against comparable parks and recreation agencies. The analysis allowed the Consultant Team to evaluate how the Department is positioned among peer agencies, as it applies to efficiency and effective practices. The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system’s operating met rics as compared to the Department.

AGENCY	JURISDICTION POPULATION	JURISDICTION LAND SIZE (sq. mi.)	CAPRA ACCREDITED	GOLD MEDAL
Arlington, TX	386,112	96	YES	2018
Baltimore, MD	602,495	81	YES	
Cincinnati, OH	302,605	80	YES	1971, 1997
Fort Worth, TX	895,008	355		1996
Indianapolis, IN	950,082	403	YES	
Memphis, TN	650,618	324		1972
St. Louis, MO	315,000	66		



TAKEAWAYS

Most of the reported performance indicators portrayed the Department near the median or bottom comparatively. It should be noted, however, that the benchmark comparison validated the strong performance by the Department with arguably less staff as compared to the number of recreation facilities managed by the system and the number of annual recreation participations.

The benchmark study also uncovered some limitations and opportunities for the Department. The level of service for park acreage and trail miles are areas where the Department fall below the benchmark median and/or national best practices. Additionally, a stronger social media strategy may be required to broaden the reach and support the Department receives from the community as denoted by the Department’s small reported number of social media followers. Another area to continue to strengthen/analyze within the Department is financial performance. This relates to identifying the true cost of service for programs, facilities, and operations because this will help identify if a cost recovery model should be adopted to continue strengthen the services provided to the community defined by the Department’s mission, vision, and values. It may also identify where operational costs could be reduced or improved. Additionally, a dedicated funding source(s) other than bonds should be explored as it relates to capital improvement planning.

ECONOMIC IMPACT

Department expenditures support significant economic activity in the region. The full economic output spurred by Department spending is the total of all subsequent spending it supports—this includes the direct spending on parks by the City, but also secondary spending for the goods and services that businesses require to continue doing business, as well as induced spending by employees on groceries, rent, etc.

The total annual economic output resulting from Department spending is estimated to be \$70.7 million. Every dollar spent on Memphis parks translates to \$1.81, supporting an additional \$0.81 in economic activity in the region. Because some of this activity is subject to taxation, Department expenditures also support an estimated \$2 million in state and local tax revenue every year.

The Department also supports 577 jobs throughout the region, with an average annual income of \$62,600, totaling \$36.1 million in wages annually.

City of Memphis Investments
in Parks and Neighborhoods
Annually Support...

\$70.7M
IN TOTAL ECONOMIC
ACTIVITY

577
JOBS

\$36.1M
IN WAGES

\$2M
IN STATE & LOCAL
TAX REVENUE



RALEIGH BARTLETT MEADOWS PARK

WHERE ARE WE GOING TOMORROW?

After performing baseline analyses, a comprehensive understanding of the existing system was identified. The system is characterized by:

- **An extensive network of parks and facilities**
- **Aging infrastructure and deferred maintenance**
- **A strong economic impact attributed to parks and recreation investments**
- **A challenging financial performance as it compares to national best practices and local municipalities**
- **A variety of recreation program opportunities afforded to Memphis residents**

Taking this information into account, the Consultant Team implemented a public engagement plan to solicit feedback, input, and identify the needs of Memphis residents as they relate to public parks and recreation programs, services, facilities, and opportunities. Then, a look at gaps in programs and park provision was completed. In all, a total of 3,080 individuals were engaged throughout the process.

COMMUNITY ENGAGEMENT METHODS

Interviews and Focus Groups	30
Public Meeting Series #1	405
Public Meeting Series #2	1,079
Directed Youth Engagement	69
Statistically-Valid Community Survey	629
Online Community Survey	580
User-Intercept Survey	288
TOTAL	3,080

KEY FINDINGS

- 1 Top five facility needs include trails and pathways, fitness centers, neighborhood community centers, senior centers, and open play spaces for practice and other uses.
- 2 Top five programmatic needs include adult fitness and wellness, senior programming, walking/biking groups, adult swim, and family.
- 3 The top three most preferred ways to learn about department programs, activities, and parks include television, city of memphis website, and from friends and neighbors.
- 4 Residents are supportive of recreation program fees to pay for offering more recreation programs.
- 5 Residents prioritize maintaining the existing system more than developing new facilities.
- 6 Stronger security, activating parks, and staff presence is necessary.
- 7 The management approach is reactionary, lacks capacity, and adequate resources most needed for improvement.
- 8 Facilities and recreation are strong services for the department
- 9 Overall park system sustainability necessitates a diversified approach to funding.





HOWZE PARK

NEEDS PRIORITIZATION

Data needs to be synthesized and presented that allows the Department to justify decision-making effectively and efficiently. Needs are prioritized through a process utilizing level of service standards and priority rankings.

LEVEL OF SERVICE (LOS) STANDARDS

Level of Service (LOS) standards are guidelines that define service areas based on population and support investment decisions related to parks, facilities, and amenities. LOS standards can and will change over time as industry trends change and demographics of a community shift.

The Consultant Team evaluated park facility standards using a combination of resources.

These resources included market trends, demographic data, recreation activity participation rates, community and stakeholder input, NRPA Park Metric data, and general observations. This information allowed standards to be customized to the City of Memphis.

(LOS) GAPS

According to the LOS, there are multiple needs to be met in Memphis to properly serve the community today and in the future. The City does, however, provide a good overall number of park acres per 1,000 residents (while figuring in other service provider park land).

Still, given the community’s interests as derived from the community needs assessment portion of the planning process, a need exists for additional Neighborhood and Community Park acres.

Memphis Shows a Shortage of:

OUTDOORS



Trails



Park Shelters & Pavilions



Youth Diamond Fields



Rectangular Multi-Use Fields



Basketball Full Courts



Sand Volleyball Courts



Playgrounds



Tennis Courts



Dog Parks



Skateparks

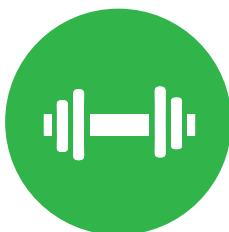


Splash Pad/
Water Features

INDOORS



Aquatics Space



Recreation/
Gyms



HICKORY HILL AQUATIC CENTER

PRIORITY RANKINGS

The purpose of the Priority Rankings is to provide a prioritized list of facility needs and recreation program needs for the community. This model evaluates both quantitative and qualitative data:

- **Quantitative data includes the statistically-valid community survey, which asked residents to list unmet needs and rank their importance.**
- **Qualitative data includes resident feedback obtained in community input, stakeholder interviews, staff input, local demographics, recreation trends, and Consultant Team observations.**

A weighted scoring system is used to determine the priorities for parks and recreation facilities and recreation programs.

DATA SOURCE	COMPONENT	WEIGHTING
Quantitative Data	Unmet needs reported by the community survey is used as a factor from the total number of households stating whether they have a need for a facility and the extent to which their need for facilities has been met. Survey participants were asked to identify this for 31 different facilities.	35%
	Importance rankings reported by the community survey is used as a factor from the importance allocated to a facility by the community. Each respondent was asked to identify the top four most important facilities.	35%
Qualitative Data	Synthesis of trends and anecdotal information is derived from the Consultant Team’s evaluation of facility priority based on survey results, community input, stakeholder interviews, staff input, local demographics, and recreation trends.	30%

These weighted scores provide an overall score and priority ranking for the system as a whole. The results of the priority ranking are tabulated into three categories: High Priority, Medium Priority, and Low Priority. It should be understood that the Department needs to be flexible when addressing priority rankings. The Department should be agile to address lower priority needs when situations arise that facilitate “easier to implement” projects and services such as grant funding, volunteer support, etc. Ultimately, higher ranking priorities should be addressed first, but common sense should be taken when addressing community needs.

PROGRAM	RANK	FACILITY	RANK
Adult fitness & wellness programs	1	Trails & pathways	1
Adult swim programs	2	Fitness centers	2
Senior programs	3	Senior centers	3
Water fitness programs	4	Neighborhood community centers	4
Family programs	5	Open play spaces for practice/multi-use	5
Walking/biking groups	6	Off-leash dog park	6
Youth swim programs	7	Outdoor park games (checkers/chess)	7
Adult continuing education programs	8	Computer labs	8
Youth summer programs	9	Splash pads	9
Nature/environmental programs	10	Tennis courts	10
Outdoor adventure programs	11	Indoor youth basketball courts	11
Adult art, dance, & performing arts	12	Practice fields (rectangular-multi-use)	12
Before & after school programs	13	Indoor adult basketball courts	13
Special events/festivals	14	Youth soccer fields	14
Youth art, dance, & performing arts	15	Outdoor youth basketball courts	15
Youth fitness & wellness programs	16	Youth baseball fields	16
Fitness boot camps	17	Football fields	17
Youth camp programs	18	Outdoor adult basketball courts	18
Martial arts programs	19	Youth softball fields	19
Youth sports programs	20	Sand volleyball courts	20
Programs for people with disabilities	21	Regional community centers	21
Tennis programs	22	Adult softball fields	22
Gymnastics & tumbling programs	23	Pickleball courts	23
Preschool programs	24	Adult soccer fields	24
Golf programs	25	Extreme sports/ Skate park	25
Pickleball programs	26	Disc golf courses	26
		Indoor soccer fields	27
		Lacrosse fields	28
		Adult baseball fields	29
		Rugby fields	30
		Cricket fields	31

HOW DO WE GET THERE?

The Master Plan process identified many focus areas for the Division of Parks and Neighborhoods. In order to continue closing the gaps for various community needs, a broad approach to organizational development is required. Specifically, concentrating on the following areas will help prepare the Department moving forward:



RECREATION PROGRAMMING

- Add Nature & Environment as a Core Program Area.
- Focus on staff development and training through development of mission, vision, and values the entire department can support.
- Focus on staff development on internal communication, facility/park safety, and customer service.
- Improve facility infrastructure to support safety and quality programs.
- Develop safety plans for programs, events, and facilities to encourage great participation.
- Staff should continue to evaluate programs using cost recovery, mini business models, classifications, and lifecycles.
- Expand current program offerings to reflect Priority Rankings. These programs could include but not limited to:
 - *Increased fitness and wellness programs*
 - *Increased adult aquatics offerings such as a Master Swim Team and more water fitness classes.*
 - *Continue to expand 55+ offerings which may also need to be evaluated separately to identify the 55+ populations barriers to participate.*
- The induction of program fees has over 55% of the support from the statistically-valid survey, developing a fee structure should be considered by the Department when moving forward with current programs and program development.
- Create a Marketing Plan specific to the parks and neighborhoods that include website information, social media, flyers, direct mailing, and program guides to enhance program participation. Develop target markets for each amenity and program. This plan may also include the addition of a full-time marketing staff member in the future.
- Establish Key Performance Indicators (KPIs) for programs and marketing through customer surveys and increase use of amenities and programs.
- Develop a Volunteer Management Plan to increase resources, staff capacity, and advocacy for the system.
- Develop a Partnership Management Plan that will help increase marketing, increase offerings, increase staff capacity, and increase resources available to the system. This plan should be equitable for both partners.

CAPITAL IMPROVEMENT PLAN (CIP)

In order to plan and prioritize capital investments, the Consultant Team recommends that the City of Memphis applies specific guiding principles that balances the maintenance of current assets over the development of new facilities. The framework is also utilized to determine and plan CIP projects and make budget decisions that are sustainable over time. These criteria (e.g., safety compliance, commitment, efficiency, revenue) and priorities are also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities.

The community, through this planning process, has indicated strong support for this concept of prioritization. There are infrastructure concerns and challenges currently facing the Memphis park system and funding is not sufficient to take care of all existing assets and build new facilities. The result is the recommendation to develop a three-tier plan that acknowledges a prioritization process for addressing community needs and incorporates the Priority Rankings as shown on Page 17. Each tier corresponds with a different type of capital improvement.

CRITICAL PROJECTS

are associated with addressing deferred maintenance, accessibility issues, and other critical needs at existing facilities. Typically, these types of projects are funded via existing CIP monies.

\$13.3M

SUSTAINABLE PROJECTS

include the extra services or capital improvements that should be undertaken when additional funding is available. This includes strategically enhancing existing programs, beginning new alternative programs, adding new positions, adding amenities and facilities that would enhance the existing user experience within parks, efficiency upgrades, or making other strategic changes that would require additional operational or capital funding.

\$19.9M

VISIONARY PROJECTS

represent a larger set of services and facilities desired by the community. It can help provide policy guidance by illustrating the ultimate goals of the community and by providing a long-range look to address future needs and deficiencies. In this Master Plan, Visionary Projects addresses aging facilities to make improvements in operational effectiveness and the overall sustainability of the park and recreation system.

\$129.3M



TOBEY DOG PARK

FUNDING AND REVENUE STRATEGIES

- Based on the sources available, and potentially available, the following funding sources are recommended as proactive solutions that may work well for the Department:
- **Transient Occupancy Tax (TOT).** Used to support visitor events and attractions. The tax is usually 1-3% and is managed by county government, not city government. TOT is a tax collected from guests that occupy or have a right to occupy a living space or establishment for 30 days or less. TOT is currently 8% of the rent and must be collected by the operator (i.e., hotel rooms, con do rentals, etc.) per guest at the time of payment.
 - **Land Value Captive Taxes.** This is a Tax Increment Financing (TIF) process used to take the increased taxes from private investment and use it for specific projects that will enhance property values (e.g., parks, trails, stadiums, etc.). TIF is a public financing method that is used as a subsidy for redevelopment, infrastructure, and other community-improvement projects.
 - **Local Improvement District.** This is a Business Improvement District (BID) which is developed in a district's boundaries as an additional tax (levy) and pays for projects within the district. Funds generated generally support landscaping, lighting, cleaning of sidewalks, trash pickup, and developing and improving parks and neighborhoods in downtown areas of the city.
 - **Real Estate Transfer.** A transfer tax on real estate may be imposed by state, county, or municipal authorities for the privilege of transferring real property within the jurisdiction. The government is effectively taxing the transfer of a legal deed, certificate, or title from a seller to a buyer. The amount of the tax is based on the property value and the property classification.

ORGANIZATIONAL ALIGNMENT

Beyond programming, infrastructure, and funding recommendations, it is necessary to provide a support system that will facilitate the Master Plan's implementation. A functional organizational structure should be created that ensures intra- and inter-Departmental operations can effectively and efficiently deliver recreation program services and provide needed public recreation amenities and facilities. The proposed organizational structure includes additional staffing positions that will be instrumental in creating the park system vision outlined by Memphis residents while also facilitating this Master Plan's implementation. New positions include:

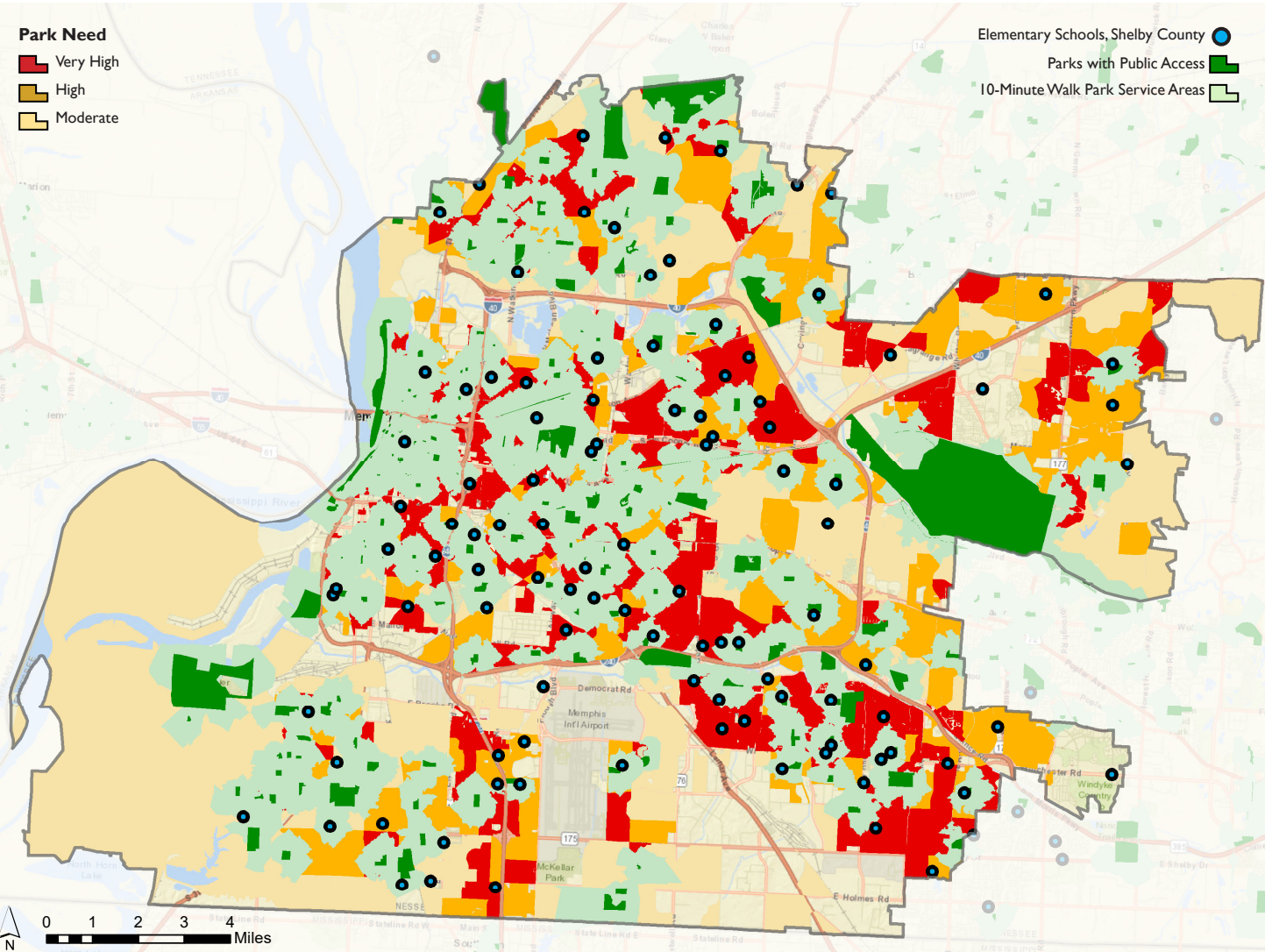
- | | |
|--------------------------------|--|
| • Facility Manager | • Volunteer Coordinator |
| • Development Manager | • Parks Operation Administrator |
| • Marketing Coordinator | • Urban Forester |

PARTNERSHIPS

The City of Memphis supports the 10-Minute Walk campaign created and sponsored by the Trust for Public Land, National Recreation and Park Association, and Urban Land Institute. As mentioned earlier, only 45.8% of Memphians are within a 10-minute walk of a park. In order to close this gap by 2050 (the target date of the 10-Minute Walk movement), partnerships to create and facilitate increased public access will be necessary.

Increased joint-use agreements with entities such as Shelby County Schools can have a large impact on overall walkability and fill high-need areas that currently exist within the park system.

OVERALL PARK LAND WITH ELEMENTARY SCHOOLS



CHARJEAN PARK



ACTION PLAN

The Action Plan provides a summary of the key action items recommended throughout the Master Plan. Items are organized into four major sections:

- *Parks and Facilities*
- *Financial and Budgetary Development*
- *Programs and Services*
- *Policies, Practices, and Operations*



The Action Plan is intended to serve as a dynamic document, reviewed on a regular basis by Department staff to plan work tasks and support decision-making in order to carry out the Master Plan. By reviewing the Action Plan quarterly or annually, accomplishments can be noted, adjustments can be made, and new items can be added.

KEY STRATEGIES *Parks and Facilities*

- Ensure the growth of the parks and trails system keeps pace with the needs of the community, but does not outpace the financial or organizational resources of the City of Memphis.
- Ensure the development of recreation facilities keeps pace with the needs of the community, but does not outpace the financial or organizational resources of the City of Memphis.
- Continue to evolve the network of open space corridors, trails, green space, and active parks that reinforce the City of Memphis brand.
- Establish consistent and comprehensive maintenance and design standards for parks, trails, and facilities to uphold the quality of user experience and promote financial sustainability.
- Continue to promote and enhance natural resources.
- Focus on lifecycle management and Total Cost of Ownership (TCO) principles.

PROGRAMS AND SERVICES

- Implement consistent program management principles for all programs to ensure equitable service delivery, quality delivery, and long-term financial sustainability.
- Implement a comprehensive program evaluation process.
- Align program offerings with community needs and priorities.
- Enhance marketing and promotion practices.

FINANCIAL AND BUDGETARY CAPACITY DEVELOPMENT

- Develop a consistent approach to financing the system.
- Incorporate different funding strategies to finance the system.
- Continue to leverage grants, partnerships, and sweat equity to improve the park system.

POLICIES, PRACTICES, AND OPERATIONS

- Prepare the organizational structure to meet existing and future demand.
- Functionally align the organization to meet community needs.
- Update policies and procedures on an annual basis. Ensure all staff have access to them, and that they create maximum flexibility for staff in the field to do their work in a timely manner.
- Develop a stronger and more organized volunteer system that builds advocacy and support for the City of Memphis parks system.
- Promote financial sustainability through facility management practices.
- Establish partnership policies that outline responsibilities, measurable outcomes, and demonstrate equity and fairness.
- Integrate and create (as necessary) policies and procedures to assist with park land planning.



SHELBY FARMS PEDESTRIAN BRIDGE AT THE WOLF RIVER