



2018 GERMANTOWN COMPREHENSIVE PARKS & RECREATION MASTER PLAN



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Lose & Associates, Inc., a multi-disciplinary design firm with offices in Nashville, Knoxville, and near Atlanta who specializes in park and recreation planning, was selected to generate this Master Plan. Using demographics, population projections, assessments of current facilities, national standards and public input, Lose & Associates has developed a 10-15 year master plan. This document serves as both a strategic plan and an action plan, providing the City of Germantown with guidelines for future program planning efforts and capital improvement projects.





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Section 1 | Introduction and Executive Summary

Introduction

The purpose of this master plan is to evaluate the current system and submit recommendations in order to achieve a shared vision for meeting City of Germantown parks and recreation needs over the next ten years. This report is part of a Comprehensive Parks and Recreation Master Plan. This plan will help guide future parks and recreation improvements in the community from 2018 to 2038.

The consulting firms for the Capital Improvement Plan, led by Lose & Associates, includes Perez Planning + Design, LLC and The Sports Facilities Advisory. Lose & Associates, Inc. is a multi-disciplinary design firm specializing in park and recreation planning and was responsible for the development of this report. The process included researching demographics, assessing current facilities and conducting public input meetings. This document serves as both a strategic plan and an action plan. It provides the city of Germantown with guidelines and strategies for future program planning efforts and capital improvement projects. Perez Planning + Design led the public input effort which included multiple public meetings and an online survey. The Sports Facilities Advisory evaluated opportunities for sports tourism within Germantown.

The mission of the Germantown Parks & Recreation Department is “Strengthening the community and creating quality recreation and leisure experiences”. With this commitment in mind, the city chose to embark on a master plan process, which will guide the development of recreation and cultural facilities and services into the future.

Executive Summary

Currently, the Germantown Parks and Recreation Department recreational and cultural resources include 30 individual park properties which include athletic fields, festival grounds, horse show facilities, an arboretum, a farm park and a greenway trail. The total acreage of the parks is approximately 546 acres.



The City of Germantown is the primary recreation facility provider; however, the Germantown Athletic Club plays an important role as a fitness provider in the community. Other providers include churches and private schools. Residents also travel to Collierville and other nearby communities for recreation and leisure.

Community Profile

Germantown is approximately 17.6 square miles. As reported in the US Census 2016 estimates, Germantown has a total population of 39,056 residents, which averages 2,219 persons per square mile. Compared to the state average of 154 persons per square mile, this level of density is over fourteen times higher. Evaluating this information is important because, it illustrates the value and scarcity of land available to park development. Proper planning requires the city to take the necessary steps to ensure that sufficient parkland remains available to accommodate the population.

The population of Germantown experienced significant increase between 1980 and 1990. During this period, the population increased 53%. From 1990 to 2000, population increased 14% to 37,348. Since 2000, population trends appear to be flattening. From 2000 to 2010, the population increased by 4% and from 2010 to April of 2016, US Census Bureau data shows that the population increased by 0.6%. This seems to indicate the City of Germantown is approaching a build-out scenario. Our researchers also found that the predominantly Caucasian population has been gradually diversifying over the last two decades. This trend is prevalent in other communities similar to Germantown and reflect a broader national trend.

Another national trend occurring in the county, particularly in southern states, is the increasing rate of obesity. Access to parks and recreation facilities can play a significant role in combating this threat to public health. Collaborating with health organizations and other stakeholders can help to address these issues, but more work will be needed at the community level in order to better address this epidemic.

Public Input

The public input process included interviews, a stakeholder workshop, public meetings and an online survey, which provided insight on the department and park users. The online survey respondents included a mixture of both users and non-users, which is an important component of the overall response. While some had stronger desires for specific facilities over others, the general direction for future improvements was relatively parallel among the groups. The priorities were also consistent with the deficiencies noted during the planning team's analysis of the current parks and recreation system. In summary, the public input



process brought forward consistent themes. Below highlights some of the insight gained during the process and opinions expressed by a majority of respondents:

Programs:

- REACH program needs dedicated space
- Expanded programming for adults
-

Facilities:

- Expansion and improvement of greenway and bicycle/pedestrian facilities
- Improve existing athletic fields and implement higher level of maintenance
- Replace outdated amenities
- Protect Germantown Festival while expanding Charity Horse Show Grounds
- Partner with Germantown Municipal School District on facility and property development

The majority of respondents and stakeholders realize that there are costs associated with these improvements and 72% of survey respondents indicated that they would be willing to pay more taxes to fund the parks, recreation, and open space items that are most important to them. In addition, Germantown Parks and Recreation Department should capitalize on the community's enthusiasm for parks, which was exhibited in by the outpouring of community involvement in the development of this plan.

Forward 2030

The recommendation outlined in this master plan are intentionally made to support goals of the City of Germantown Comprehensive Plan: Forward 2030. Forward 2030 identifies nine key performance areas which are used to measure Germantown's effectiveness in reaching goals of the comprehensive plan. Each performance area has strategic objectives which guide improvement efforts and measure progress. The recommendations of this master plan are estimated to address 71% of all Forward 2030 objectives.

| Key Performance Areas | Strategic Objectives Addressed by Plan | Total Strategic Objectives | % Addressed |
|---------------------------|--|----------------------------|-------------|
| City Services & Finance | 3 | 6 | 50% |
| Economic Development | 2 | 2 | 100% |
| Education | 2 | 2 | 100% |
| Land Use & Transportation | 2 | 4 | 50% |



| Key Performance Areas | Strategic Objectives Addressed by Plan | Total Strategic Objectives | % Addressed |
|-----------------------|--|----------------------------|-------------|
| Natural Resources | 4 | 4 | 100% |
| Public Safety | 2 | 4 | 50% |
| Quality of Life | 1 | 1 | 100% |
| Technology | 1 | 2 | 50% |
| Wellness | 3 | 3 | 100% |
| Total | 20 | 28 | 71% |

Programming Assessments

Current programming includes activities for seniors, youth enrichment programs (REACH), youth camps, environmental education, recreation opportunities for individuals with physical or intellectual challenges, and sports leagues for youth and adults. All youth sport leagues are managed by separate sport-specific organizations.

Unique to Germantown are multiple highly-valued special events. These events draw regional and national visitors to Germantown every year and are treasured traditions. Germantown’s identity is closely tied to two of these event in particular. The Germantown Festival is a large craft and amusement fair that provides access to artisans producing high quality goods. Amusement rides and games for children are also part of the festival grounds. The Germantown Charity Horse Show is a nationally recognized week-long event with a variety of competitions and exhibits. Both event utilize portions of the same park. In order for these and other special events continue to flourish, park enhancements and programming agreements will be necessary.

More than half of survey participants expressed a need for more recreation programs providing opportunities for outdoor dining; community special events; movies in the park; teen programs; cooking classes; temporary art exhibits; youth camps; and youth art classes.

Park Development Priorities

Individual site-based assessments and inventories were conducted by our planning team on all Germantown City Parks and Recreation facilities to determine their diversity, distribution patterns, maintenance practices, age, condition and compliance with accessibility requirements of the Americans with Disabilities Act (ADA). Our team also looked for design



characteristics that either reduced or increased maintenance requirements and park functions. Some of the common issues included lack of ADA accessibility, inadequate level of maintenance, outdated or over used equipment and structures, and field turf conditions.

After completing site visits and inventories, recommendations were made based upon the National Recreation and Park Association's (NRPA) guidelines for service areas and community needs, staff responses, public input and national trends. Our team made recommendations for future park development patterns that will better serve citizens by providing improved access to parks and will reduce travel time for the staff that operates and maintains park facilities.

The planning team has prioritized the projects recommended throughout this master plan. For a list of priorities, refer to *Section 5: Facility Assessments* and for a more detailed phasing of these projects, including opinions of cost and the year in which they should be implemented, refer to *Section 6: Budget Analysis and Funding Options*. Recommendations in these sections include developing design standard documents such as standardizing signage for all parks; developing a prioritized capital plan and funding mechanism for implementation; determining the method of funding that will be used and take the necessary steps to put the funding in place; redevelop the selected large community parks according to the proposed concept plans; acquiring and developing recommended parks; and moving forward with improvements to address deferred maintenance and needed improvements.

Funding Options

In order to generate revenue to improve park maintenance and recreation programs offered in Germantown, researchers provided a question in the online survey that listed various amounts with “none” being an option. An overwhelming 74% would be willing to provide some type of financial support for improved park maintenance and recreation services. Next, researchers asked survey respondents to “indicate all options that you would support for increasing funding for parks.” The most popular answer was, “Sponsor more tournaments and special events that generate sales tax and hotel tax dollars” and “Build more facilities that generate revenue, such as a tournament facility.” The least favorite options were “Charge an annual park user fee per household.”

Currently, Germantown does not have adequate facilities for tournaments; however, the recommendations factored in the desire to attract visitors to the city and, thus, allow the city to begin to capture increased tax dollars. To achieve this goal, the city should consider a bond program to fund capital projects. Several sources of funding have been recommended to assist in retiring the bond debt. Refer to *Section 6: Budget Analysis and Funding Options*



for a summary of funding options to consider including: increasing the millage rate, implementing regulatory tools for mandatory parkland and greenway rights-of-way or easements in the zoning code, building on existing partnerships, and seeking grants and leveraging existing funds as potential matches.

When analyzing funding levels, Germantown is well behind the comparison cities in per capita spending. If the City of Germantown were able to spend at least \$100.00 per capita and match the lowest of the Alabama agencies analyzed in this study, it would significantly increase the budget per year. Though the amount would still be below the average spending of the benchmark cities, it would most certainly work toward the community's goal of increasing funding.

Transforming parks and recreation opportunities in Germantown will be a significant undertaking that will require increased funding. Benchmarking comparison clearly show that Germantown is not funding park operations at the level of cities that were noted as having high quality park systems. Germantown elected officials and citizens have expressed a goal of increasing tourism and tax revenues through investments in parks and recreation facilities. This study shows that the hotel room tax will fall well short of meeting the needs to achieve this goal. A much larger revenue source will be required.

While a variety of funding options have been outlined in this report, the one option that can truly transform parks and recreation facilities is a dedicated millage for parks. A dedicated millage could be used to retire the debt of a bond program that would allow major influx of funding for renovation and new park development. This would also allow for an increased operation budget, which is needed to improve maintenance of facilities and to increase programs offered throughout the year.

Germantown should begin with addressing the funding issues. It must change how parks receive funding compared to other city departments. Investments in parks must be viewed as a community investment not an afterthought or a luxury. Departmental staffing levels must be increased to properly maintain new park investments and to increase program opportunities. The department must become more engaged with the community through stronger outreach communication and marketing. More entrepreneurial opportunities should be explored. These partnerships need to be enhanced and balanced for all parties. Departmental operating and maintenance policies must be developed and followed and staff training and education opportunities must be increased. Community engagement, relating to parks and recreation needs, must continue after this plan is complete.



Executive Summary - Action Plan

The planning team has prioritized the projects recommended throughout this master plan. For a detailed phasing of these projects, including opinions of cost and the year in which they should be implemented (Refer to Section 6: Budget Analysis and Funding Options).

Tier One Priorities (0-24 Months)

Tier One Priorities are the actions that should be taken and the park projects that should be funded in the next 24 months. Many of the projects listed in Tier One are additional studies on existing facilities that are needed to determine which existing facilities should be renovated and which one should be removed.

- Develop a prioritized capital plan and funding mechanism for implementation using public information found in the plan.
- Determine the method of funding that will be used and take the necessary steps to put the funding in place.
- Secure funding for capital plan.
- Begin ADA improvements throughout the parks and begin replacements.
- Begin neighborhood park athletic facility conversions (multi-sport fields, court sports, open play areas).
- Bring playgrounds into ADA and safety surface compliance.
- Acquire land to support the development of a long-field sports complex in South Germantown and initiate design and development.
- Improve overall maintenance standards in parks and facilities - increase maintenance resources and gain efficiencies with a focus on turf management and best horticultural practices.
- Increase marketing, public information and outreach efforts for expanded community events.
- Improve parks and provide resources to support community events and social gathering spaces.
- Revisit school/park partnership agreements to address the future of Houston Levee Park, Forest Hill Irene Elementary School development, school/park facilities and the REACH program.
- Improve access, internal park connectivity, parking and balance of use in parks.
- Practice preservation and protection of cultural, historical and natural resources.
- Complete major greenway sections as state and federal funding support is available.
- Address vacant buildings in parks including Oaklawn Garden and Bobby Lanier Farm Park.



- Support and implement the Bike and Pedestrian Task Force recommendations.

Tier Two Priorities (25-60 months)

Tier Two Priorities are projects to be completed in months 25-60 following adoption of this master plan. Begin redevelopment of parks per the capital plan.

- Create consistent wayfinding signage throughout the parks system, greenway and public areas.
- Continue neighborhood park renovations per the capital plan.
- Implement the unified purpose, vision and direction for the Parks on Poplar Pike
Pike – the city’s largest community and regional destination park.
- Remove tennis complex from Municipal Park and rework main entry into the park.
- Develop regional destination playground in Municipal Park.
- Develop new five-field complex and parking at Bob Hailey Athletic Complex.
- Continue greenway development and expansion.

Tier Three Priorities (61-120 months)

Tier Three Priorities are projects to be completed in months 61-120 following adoption of this master plan.

- Continue park renovations per the capital plan.
- Continue greenway development and expansion per the capital plan.
- Develop four-field T-ball complex and associated parking at Cameron Brown Park.
- Complete Municipal Park special event enhancements.
- Complete Municipal Park destination features (spray park, pedestrian bridge).
- Update Parks and Recreation Capital Plan.





Section 2 | Community Profile

Community Profile

The recreation needs and trends of a community are dependent on the preferences and way of life of its people. Preference and lifestyle are often dependent on age, gender, education and socio-economic status. Demographic research and public input generates data that allows us to anticipate public desires and predict the activities that will likely become most popular as a community's demographic profile changes. Although accurate data is available every ten years, demographic factors, such as age, are ever-changing. Age is likely the most influential aspect of recreation trends. For example, the child who is 10 years old when a plan is developed may be interested in team sports like baseball; however, at the end of the plan's timeframe, he has taken an interest in individual recreation activities like running and cycling. Knowledge of a community's age and its predicted changes are useful when a large percentage of the population will soon reach an age at which their recreation preferences are likely to change. This trend is now noticeable with the large number of baby-boomers who are reaching retirement age across the country.

To gain a better understanding of the park and recreational needs of Germantown, an updated community profile has been developed.

The demographic factors in this section include:

- Population Trends
- Population by Age
- Population by Gender
- Population by Race and Ethnicity
- Economic Trends
- Health Trends

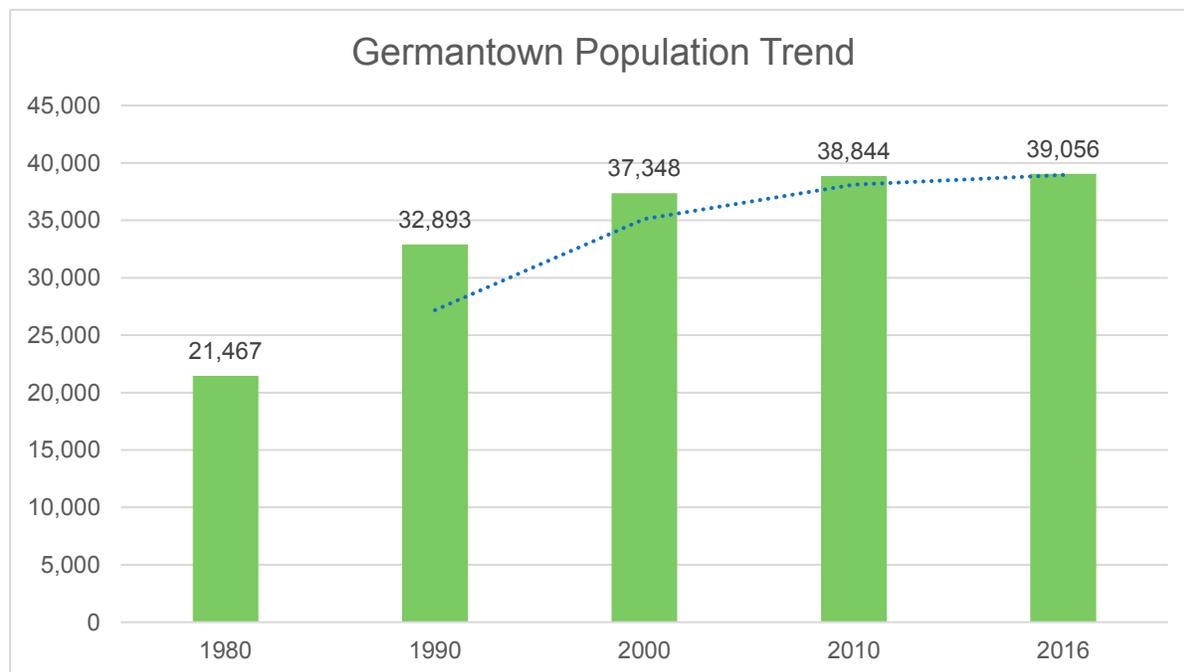
This demographic data helps researchers identify and study the quantifiable subsets within the population. Researchers then use the demographic findings to compare with the results of the public input survey. If the demographics of survey respondents vary from the community profile, recommendations would adjust accordingly. For example, if the demographics data indicates that the community has a large population of senior men but



few responded to the public input survey, the researcher would recommend additional outreach to understand if the community is meeting this group’s parks and recreation needs.

Serving the community’s recreation needs is traditionally the central purpose of any parks and recreation department. Nevertheless, many recreation departments will remain with the

Figure 2.1: Germantown Population Trends from 1980-2016



status quo because of a lack in funding, little or no communication with residents, shortage of knowledge about its own community demographic, and an incomplete understanding of how that demographic profile can be used to anticipate the community’s changing needs.

Source: U.S. Census Bureau

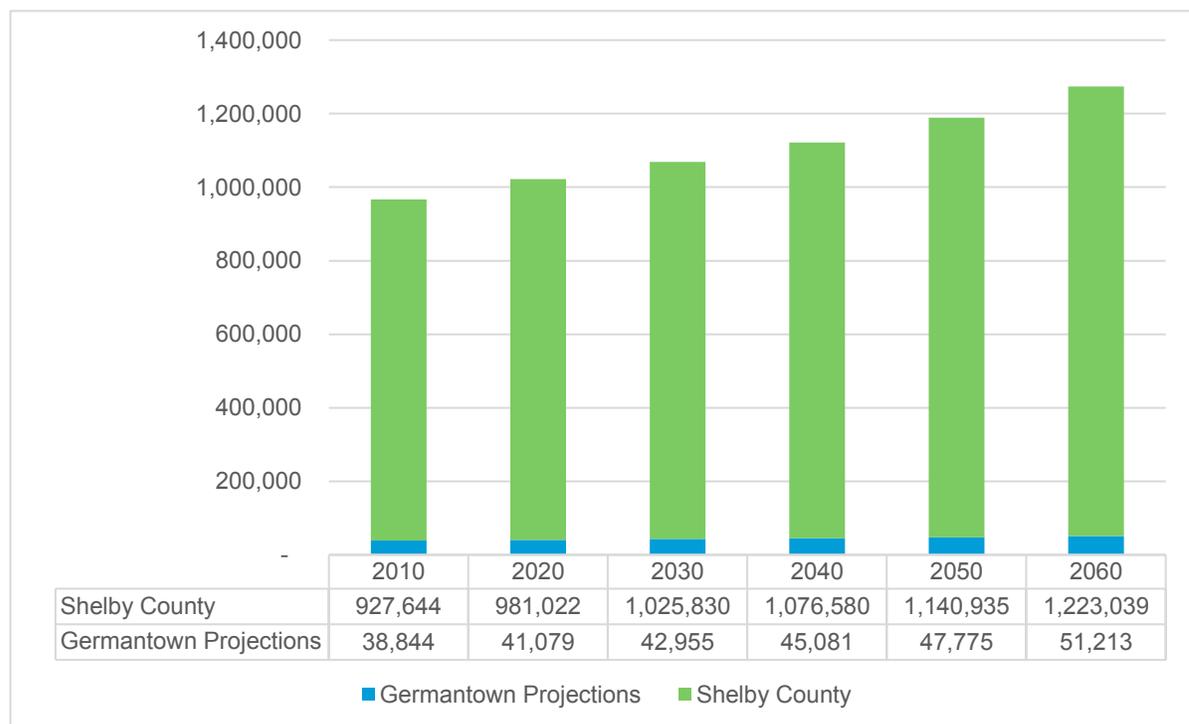
Departments often develop facilities based on the pressure of the moment, resulting in a disconnected assortment of facilities that typically meet the needs of one small sector of their community. For example, a department may feel pressure from parents of small children to provide more soccer fields. To meet this demand, the department may remove trees from its dwindling supply of green space in a remote, inconvenient location. This is the equivalent to putting a Band-Aid on a deep cut. Reactionary decisions like this come at a high cost to the community; funds are spent and open space resources are developed without fully understanding a community’s needs. This could ultimately result in a poorly organized park system that residents find inconvenient or undesirable. The purpose of sharing this example is to illustrate that making long-term decisions guided by community demographics and population projections can result in well-planned and properly managed park facilities that anticipate a community’s growing recreation needs *before* residents become dissatisfied.



The population of Germantown experienced significant increase between 1980 and 1990. During this period, the population increased 53%. From 1990 to 2000, population increased 14% to 37,348. Since 2000, population trends appear to be flattening. From 2000 to 2010, the population increased by 4% and from 2010 to April of 2016, US Census Bureau data shows that the population increased by 0.6%. Germantown’s ability to expand its municipal boundaries is limited due to the proximity of bordering communities of Collierville to the east, and Memphis to the south, west, and north. This geographic constraint may be responsible for Germantown’s decreasing growth rate.

Next, researchers gathered information on future growth. The past data was gathered from the US Census Bureau and the future estimates are from projections based on past percentage rates. Population demographic trends today are typically county-specific. Population projections are provided annually for each Tennessee county on an annual basis by the University of Tennessee Center for Business and Economic Research.

The constant share method was used for the population projections, which predicts that the city’s population will remain a constant share of the population of its larger region, in this case Shelby County. All projection methods have their weaknesses; this method does not take into consideration the ability of cities to dramatically grow through annexation. Nevertheless, that weakness strengthens the argument as Germantown’s ability to annex is limited by neighboring municipalities of Collierville and Memphis. Studies from 2010 show that the population of Germantown accounts for approximately 4% of Shelby County’s total population. Utilizing the constant share method of projection from Shelby County,



Germantown could have a population of 42,955 or larger by 2040 (see Figure 2.2). When compared to projected growth within Shelby County, growth within the City of Germantown appears somewhat restrained.

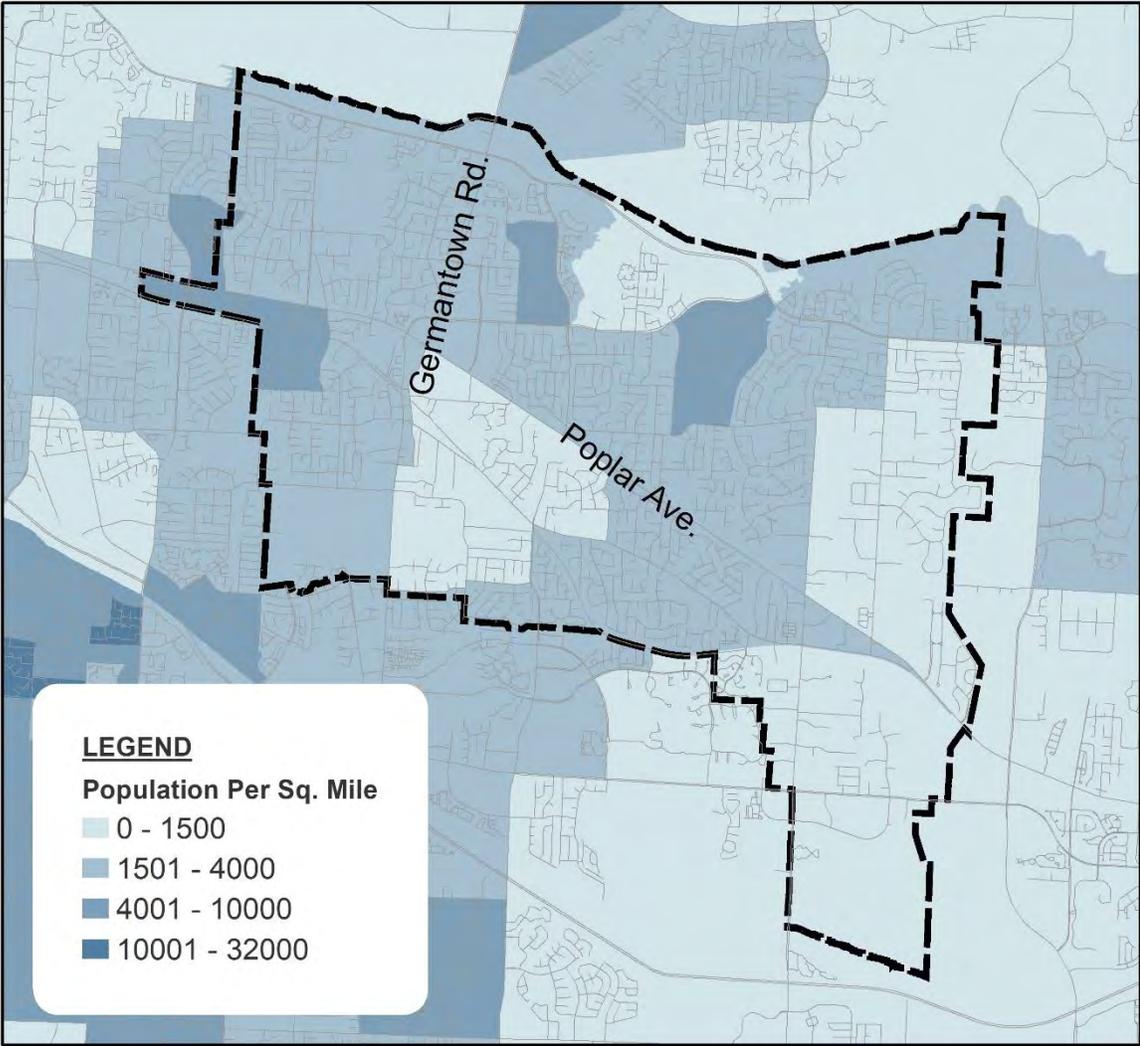
Source: Center for Business and Economic Research, University of Tennessee, Knoxville, August 2015.

***Disclaimer:** Researchers' anticipated projections for Germantown are based on constant share methodology.

The map below illustrates the population density by census block group. The darker areas are higher in population density. Most block groups appear to be in the range of 1,500 to 4,000 individuals per square mile. However, there are distinguishable pockets of higher density ranging between 4,001 and 10,000 individuals per square mile. Two of these pockets are located near the Germantown Greenway, Cameron Brown Park and the Bob Hailey Athletic Complex. The remaining area of higher density is located in the western part of Germantown along Poplar Avenue.



Figure 2.3: Population Per Square Mile by Census Block Group



Source: U.S. Census Bureau



Population by Age

Understanding the age of the population is a critical element to providing the proper amounts and varieties of recreational programming to all age groups. The majority of the population is comprised of adults age 50 to 64 (see Figure 2.4 *Population by Age 2010 and 2015*). Age group distribution from 2015 is similar to 2010.

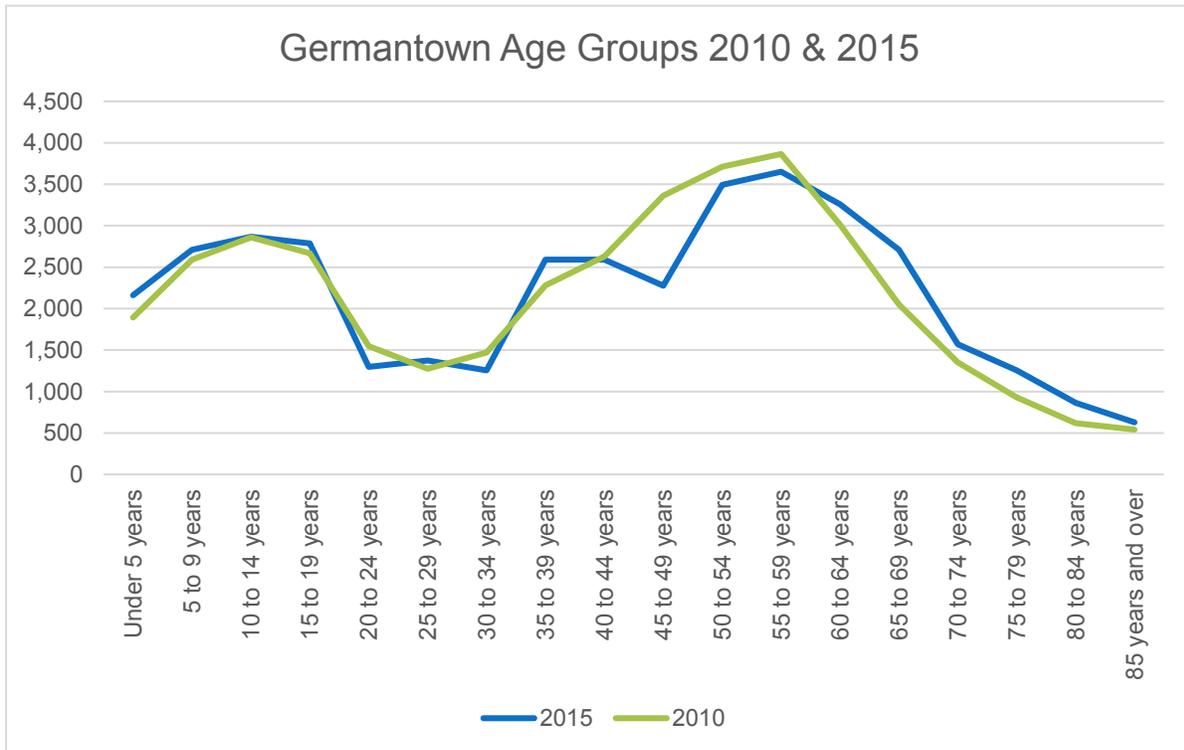


Figure 2.4: Population by Age 2010 and 2015

Source: US Census Bureau

Table 2.2 shows the largest increase is in the seniors, or 65 years and over group, with a 57% increase from 2000 to 2010. More specifically, as shown in Figure 2.4, those aged 75 to 84 years have populated most rapidly at a 64% increase over a ten-year span. This increase in older adults follows the national trend as baby boomers are living longer.

Table 2.2: Population Change by Age 2000 and 2010

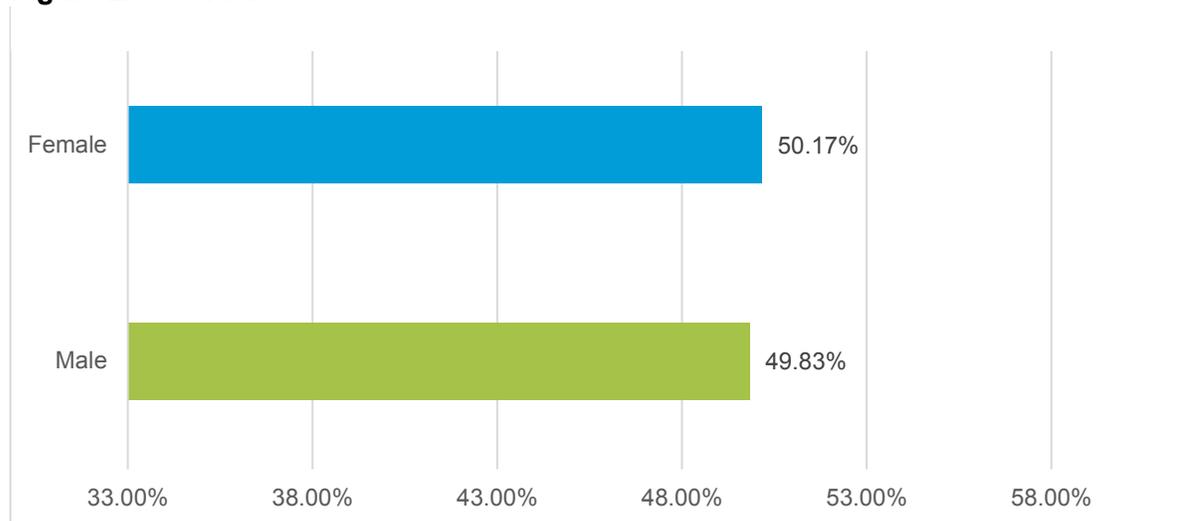
| Population by Age | 2010 | 2015 | Change | 2010-2015 % Change |
|-----------------------------|--------|--------|--------|--------------------|
| Youth - Under 19 years | 10,012 | 10,522 | 510 | 5% |
| Adults - 20 to 64 years | 23,154 | 21,790 | -1,364 | -6% |
| Seniors - 65 years and over | 5,489 | 7,028 | 1,539 | 28% |

Source: US Census Bureau



Population by Gender

Figure 2.5 Gender



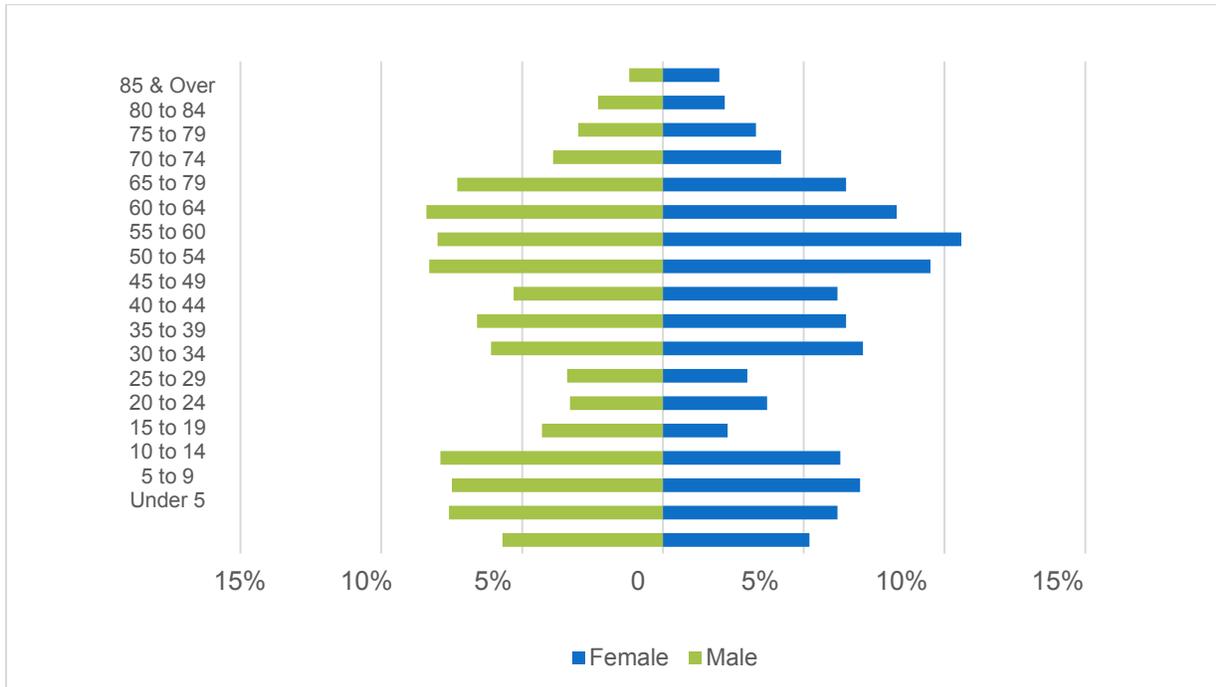
Next, researchers gathered information on the gender ratio in Germantown, which is practically even with 50% female to 50% male (see Figure 2.5).

Source: US Census Bureau

Germantown's data from the US Census Bureau is similar to the national trend when comparing data on gender and age groups, which is more males are born and then by middle age, females outnumber males.



Figure 2.6 Age Group Distribution by Gender



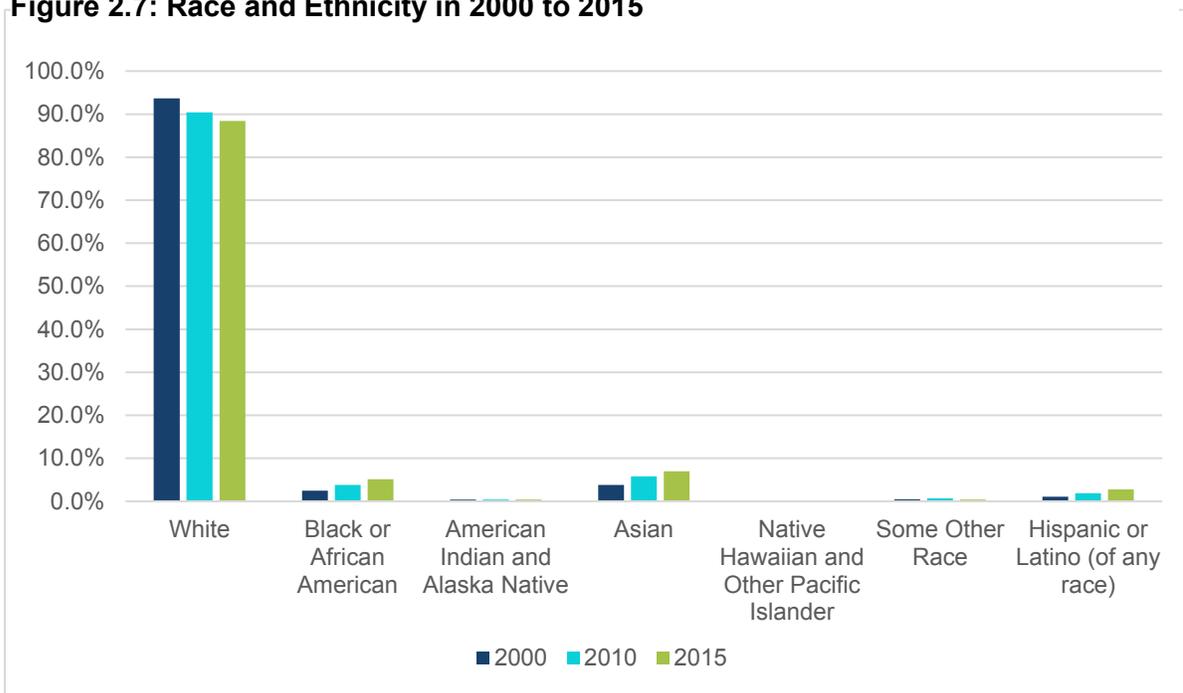
Source: US Census Bureau



Population by Race and Ethnicity

An analysis of Germantown's race and ethnicity reveals a predominantly Caucasian population. According to the US Census Bureau, the population of Germantown was 93.7% White in 2000 and has decreased to 88.4% White 15 years later, a greater than five percent drop. In comparison, we find the African American community increasing by almost 3% and the Hispanic or Latino population increasing by over 82%. These population trends are expected to continue over the life of the master plan, contributing to greater diversity in the population.

Figure 2.7: Race and Ethnicity in 2000 to 2015

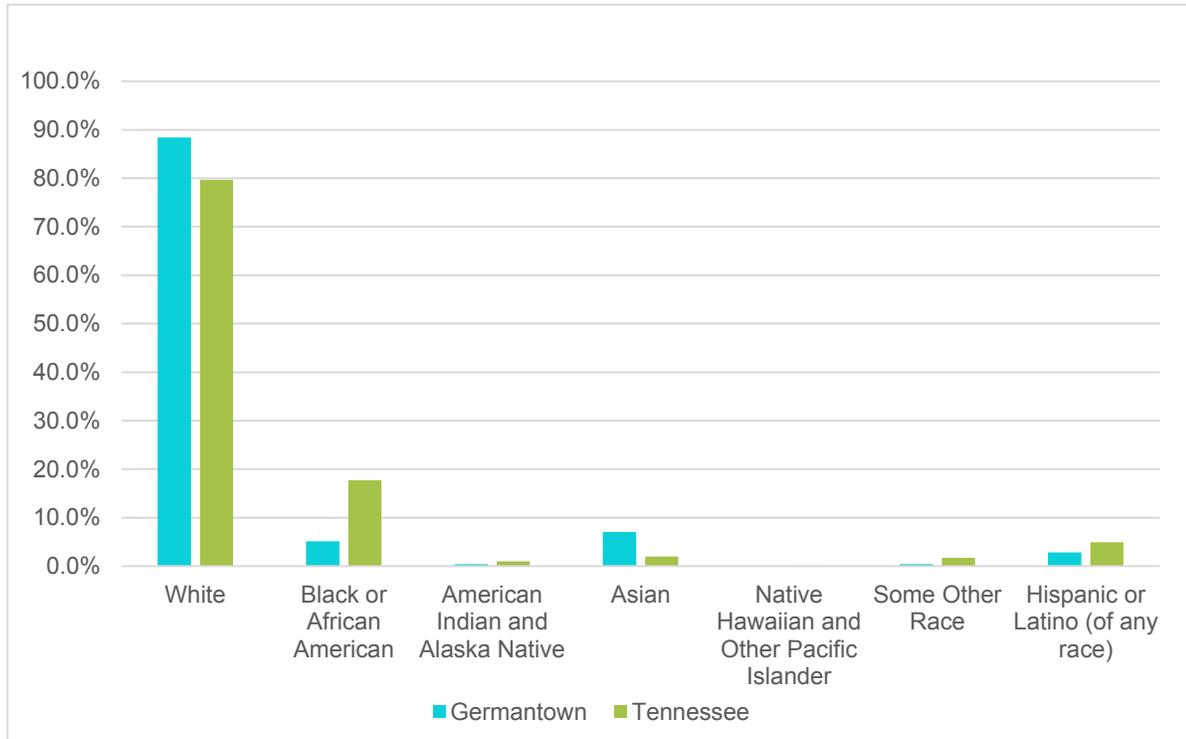


Source: US Census Bureau

Germantown is less diverse, on average, than the State of Tennessee. However, a greater percentage of Asian individuals are present within Germantown than at the state level. While only 2% of Tennesseans identify as Asian, 7% of Germantown residents are estimated to be of Asian decent.



Figure 2.8: Germantown Comparison to the State of Tennessee



Source: US Census Bureau

While preferences for park facilities and programs can be similar among all races and ethnicities, the Parks and Recreation Department should increase their outreach to minorities when they find little or no participation by these groups in programs and activities provided.

Economic Trends

In researching the economic profile of the community, the planning team reviewed the homeownership rate, median household income and the poverty rate. These numbers are important to compare to the county and state levels in order to understand if the city is lower or higher than average rates.

Germantown’s homeownership rate is significantly higher than Shelby County, the Memphis Metropolitan Area and the State of Tennessee. Additionally, the median value of owner occupied housing units is more than double the median values of Shelby County, the Memphis Metro Area and the State. When reviewing the poverty rate, we find that Germantown is much lower than the county, metro, and state averages (see Table 2.3).

Income levels are of particular importance because they affect the community’s ability to afford recreation programs and services. In communities with low-income levels, the government typically plays a major role in meeting citizens’ recreation needs by providing



funding to subsidize recreation programs. Program fees also have to be lower than those offered in communities that are more affluent in order to meet the needs of the lower-income citizens, and this affects the amount of revenue a department can self-generate to offset programming costs. Germantown's income levels show little sign of financial hardship, as a whole.

Table 2.3: Home Ownership Rate and Income

| | City of Germantown | Shelby County | Memphis Metro Area | Tennessee |
|--|-----------------------|------------------|--------------------------|-----------|
| Housing units, 2015 | 15,495 | 401,715 | 561,186 | 2,854,542 |
| Homeownership rate, 2011-2015 | 86.40% | 57.30% | 61.50% | 66.80% |
| Median value of owner-occupied housing units, 2011-2015 | 288,500 | 130,800 | 133,300 | 142,100 |
| Per capita income in past 12 months (2013 dollars) 2011-2015 | 53,989 | 26,285 | 25,574 | 25,227 |
| Median household income, 2011-2015 | 144,293 | 68,182 | 67,051 | 63,339 |
| Persons below poverty level, percent, 2011-2015 | 4.60% | 21.40% | 19.30% | 17.60% |

Source: US Census Bureau



Health Trends

As part of the research, it is important to highlight the health issues related to inactivity. In general, people are less active than in the past and lead sedentary lifestyles. This inactivity has led to an obesity epidemic, which continues to grow with the most dramatic increases seen in the southern United States. This routine affects life expectancy and has economic impacts on direct medical spending. According to the Center for Disease Control (CDC), “an estimated annual medical cost of obesity in the U.S. was \$147 billion in 2008 U.S. dollars; the medical costs for people who are obese were \$1,429 higher than those of normal weight” (CDC 2015).

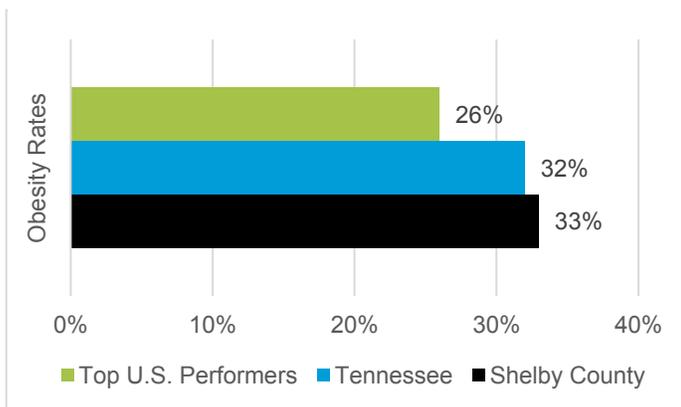
Sitting is the New Smoking

“For people who sit most of the day, their risk of heart attack is about the same as smoking.” ~ Martha Grogan, Cardiologist, Mayo Clinic

On average, the obesity rate is higher among middle age adults 40-59 years old than it is for adults under 39 or above 60 (Figure 2.8). Multi-use paths, trails, sidewalks and bike lanes provide citizens with an opportunity for exercise. Physical activity not only helps maintain a healthy weight, but it also benefits mental health, according to a report by the US Department of Health and Human Services, 1996. Research also reveals that commuters who walk or cycle more regularly have noticeable better mental health than those who commute by car. (University of East Anglia (UEA) and the Centre for Diet and Activity Research (CEDAR), 2014)

With concerns growing nationally, it is important to look at the health statistics for Germantown. City officials as well as residents need to understand these risks because strong action at the community level is critical to addressing chronic disease trends. In researching risk factors, the planning team found data for Shelby County from County Health Ranking and Roadmaps.

Figure 2.9: Adult Obesity Rate



Source: www.countyhealthrankings.org
 *Top U.S. Performers (90th percentile)



As shown in the Adult Obesity Rate Figure 2.9, the adult obesity rate is 33% in Shelby County. This rate is comparable to the State of Tennessee, but much higher than the top national performers. This high rate is troubling. We know that people's environment has an enormous impact on their choices. Having more parks, recreation amenities, sidewalks, bike lanes and greenways can help to improve a community's overall health.

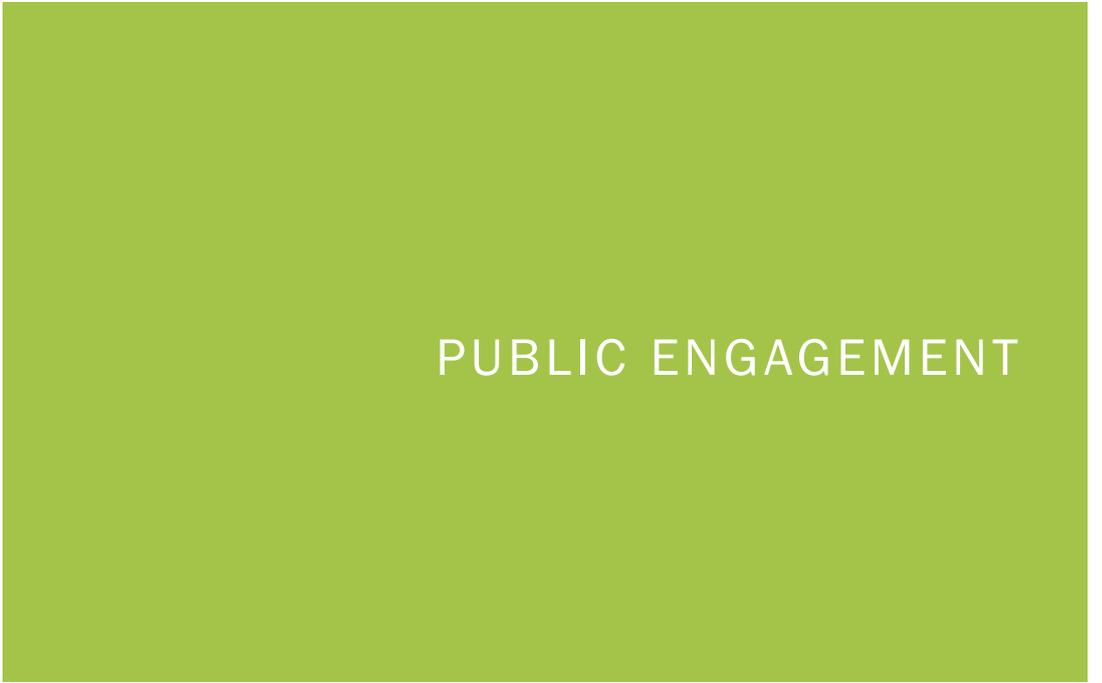
Summary

Germantown stands out from Shelby County and the Memphis Metro Area due to its relative affluence and demographic composition. However, limited opportunities for annexation may impact Germantown's future growth. This is illustrated well by comparing Germantown's relatively flat growth rate to the steadily increasing growth rate of Shelby County.

Overall, the population has increased slowly but steadily over the past five years and, not surprisingly, researchers found that the 65 and over age group is growing the fastest. Researchers also found that the predominantly Caucasian population has been gradually diversifying over the last fifteen years. Both of these trends are prevalent in other communities similar to Germantown and researchers see this following the national trend.

Another national trend occurring in the County, particularly in southern states, is the increasing rate of obesity (CDC 2015). Collaborating with health organizations and other stakeholders can help to address these issues, but more work will be needed at the community level to better address this epidemic. Studies have speculated that obesity rates could be the result of limited opportunities for daily walking as well as access to good nutrition. Recognizing areas that lack parks and/or access to parks is important. This master plan will help to identify opportunities to connect all residents to existing parks, as well as identify potential park space that could be used for activities, such as a community garden or fitness trail. The increased number of recreation options may also help to promote good health. The Parks and Recreation Department may also consider expanding their partnerships with health organizations, which can lead to improving the facilities, programs and the overall quality of life in Germantown.





Section 3 | Public Engagement

Public Engagement Summary

Various public engagement techniques were used to identify potential parks and recreation needs and priorities for the City of Germantown Parks and Recreation Comprehensive Master Plan. These included an On-line Survey, Steering Committee Workshop, and Public Open House. Collectively, over 900 residents participated in the process. While there were a variety of specific needs and desires that emerged through the process, three key themes emerged:

1. The City should improve bicycle and pedestrian connectivity throughout the City and explore opportunities to connect the City's neighborhoods to parks, natural areas, schools, and activity centers. Improvements should include increased maintenance and physical enhancements to existing trails, sidewalks, bikeways and other walking and biking facilities as well as development of new walking and biking facilities.
2. The City should improve existing neighborhood and community parks, including acquiring parkland, enhancing and expanding facilities, amenities, programs, events, and increasing maintenance to meet resident's changing needs. High priority facilities consisted of:
 - Sit outside, read, people-watch, eat lunch, walk with friends
 - Play field sports -baseball;
 - Play field sports soccer, football, and lacrosse
 - Walk/run/jog/exercise on an un-paved path
 - Interact/play with others in water sprays/splash pad
 - Let your dog run without a leash
 - Interact/play with others around table games (e.g. ping-pong tables, pool, chess, checkers, etc.)
 - Stroll around art exhibits
 - Participate in an outdoor adventure sport such as skateboarding/ BMX/ rock climbing
 - Ride a bike

High priority programs consisted of:

- Adult fitness/wellness
- Community special events
- Outdoor dining



- Youth athletic leagues
 - Movies in the park
 - Camps (e.g. summer/school break)
 - Nature programs/environmental education
 - Cooking classes
 - Play organized league field sports, predominantly soccer, football, and lacrosse
3. The City should look to increase parks and recreation resources to improve and expand the City's parks and recreation system. This includes pursuing a variety of sources such as grants, partnerships with public organizations, private-public partnerships, sponsorships, volunteerism, and even increasing taxes. The increased taxes would be used towards improving the parks and recreation system, which most participants in the process were supportive of doing. The idea of developing a Parks District also emerged through the process, which would provide the City's Parks and Recreation System with a dedicated funding source. The City should also seek to develop a 501c3 non-profit organization that could work alongside with the City's Parks and Recreation department to seek philanthropic dollars that leverage investment.

The following sections provides an overview of the findings from each of the public engagement techniques.

On-line Survey

The City of Germantown conducted an on-line survey to identify residents' needs and priorities associated with the City's Parks and Recreation Master Plan. While the survey is not statistically-valid, and may not be representative of the opinions of all City residents, the survey response rate was one of the highest that Lose Associates, Inc. team members have seen from communities with a comparable population.

712 people participated in the survey within a time frame of approximately 30 days. The demographics of respondents were relatively consistent with the City's demographic make-up. A link to the survey was placed on the City's website and advertised through the City's Parks and Recreation Departments list serve. Three key points that can be summarized from the survey include the following:

1. The City should focus on enhancing pedestrian/bicycle connectivity and access to nature.
2. The City should focus on improving, enhancing, and expanding existing parks and recreational facilities. High priority facilities consist of:
 - i. Sit outside, read, people-watch, eat lunch, walk with friends
 - ii. Play field sports -baseball;
 - iii. Play field sports soccer,



- iv. Walk/run/jog/exercise on an un-paved path
3. The City should provide and market organized opportunities for the community to come together. High propriety programs consist of:
 - i. Adult fitness/wellness; Community special events
 - ii. Outdoor dining
 - iii. Youth athletic leagues; Movies in the park; Camps (e.g. summer/school break)
 - iv. Nature programs/environmental education/gardening; Cooking classes

Critical to these high priorities is expanding parks and recreation resources, which respondents noted that they would be willing to fund through grants, philanthropic contributions, and increased taxes to increase parks funding from the City's General Fund.

Following is a more detailed summary of some of the key findings. Complete findings can be found in the Appendix.

- **Community Values** – The top five values/characteristics that were ranked “first” by participants include (in order of priority):
 - 1) Sense of safety
 - 2) Equestrian traditions
 - 3) Exclusivity
 - 4) Sense of community/family-oriented
 - 5) Other

The values/characteristics listed most often include:

- 1) Sense of safety
 - 2) Sense of community/family-oriented
 - 3) High quality public services
 - 4) Cleanliness
 - 5) Small-town atmosphere - big-town amenities
 - 6) Emphasis on youth education/enrichment
 - 7) Preservation of Germantown's character
- **Parks and Recreation Benefits** – The top five parks, recreation, and open space system benefits ranked the highest by respondents include (in order of priority):
 - 1) Community safety
 - 2) Preserving the heritage of Germantown
 - 3) Promotion of holistic health (physical, social engagement, psychological), wellness, fitness and nutrition
 - 4) Sustainability (environmental, ecological, fiscal, and social equity)
 - 5) Transportation/Connectivity (i.e. bike lanes, greenways)

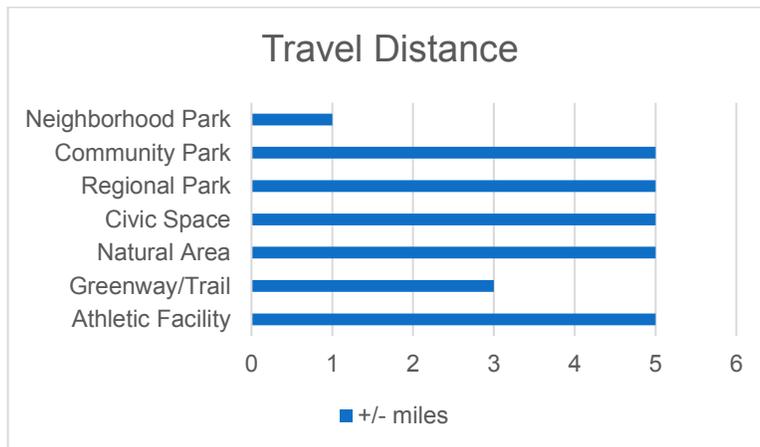


- **Parks Visited Most Often** – The two parks visited most often by residents are Cameron Brown Park and the Germantown Greenway system. Other frequently-visited parks include Bob Hailey Park, Municipal Park, Farmington Park, Germantown Soccer plex, and Johnson Road Park and the Parks on Poplar Pike.
- **Reasons for Use** – The top five reasons why respondents use local or recreational programs include (in order of priority):
 - 1) To exercise and maintain physical health
 - 2) To play and have fun
 - 3) To spend time with family and friends
 - 4) To socialize
 - 5) To relieve stress or seek other emotional benefits
- **Barriers to Use** - The top two reasons that prevent respondents from using City parks, greenway trails, recreation facilities or programs more often include:
 - 1) I do not know what is being offered (37%)
 - 2) I do not know the locations of parks/facilities (34%)
- **Volunteer Opportunities** – The top four volunteer opportunities respondents would participate in if they were available include (in order of priority):
 - 1) Join a "friends of the parks" group (44%)
 - 2) Park clean-up (40%)
 - 3) Event support (40%)
 - 4) Serve on an advisory board (39%)

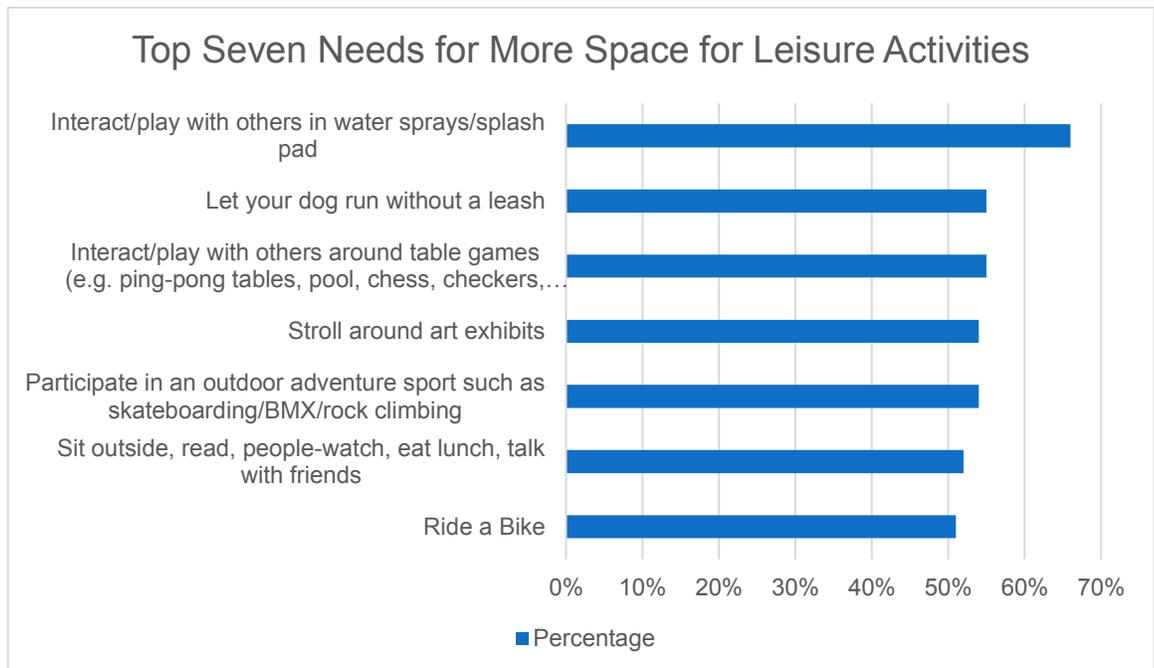
86% of respondents said that they would be willing to volunteer 1 - 3 hours per week.

- **Travel Distance** – The furthest distances the majority of respondents would be willing to travel from their home to parks, open space, and recreation facilities are:





- **Need for More Space for Leisure Activities** – 50% or more of respondents indicated a need for additional space for the following leisure activities (in order of priority):

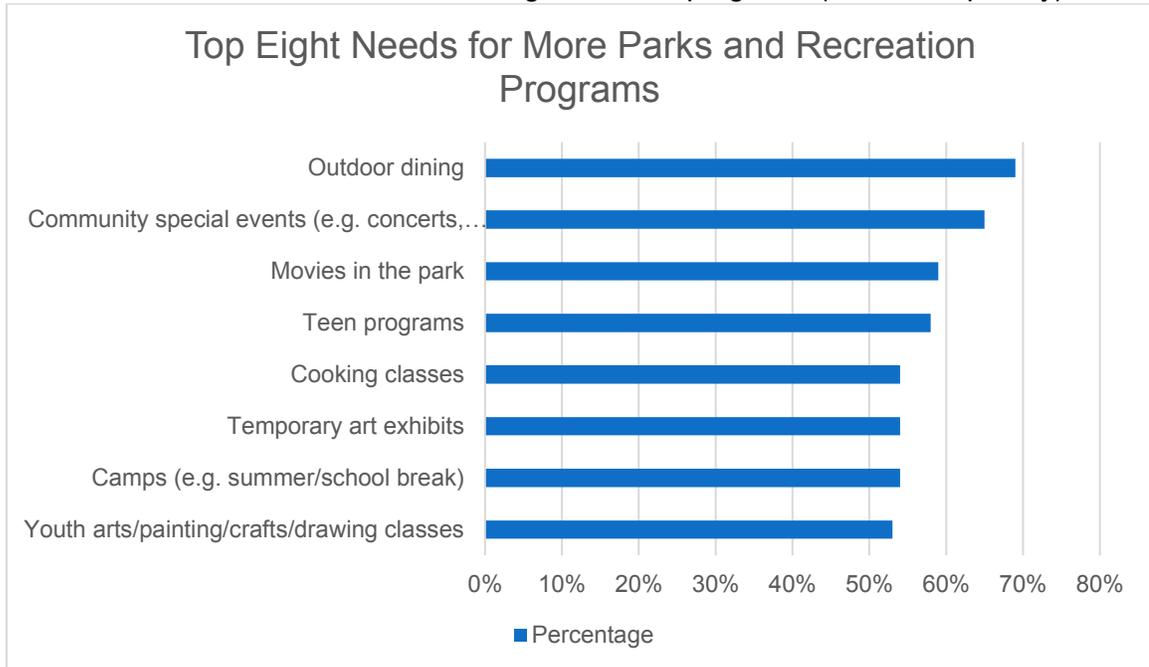


- **Top Four Leisure Activities that are most Important to Your Household.** Respondents noted the following as the top four leisure activities that were most important to their households (in order of priority and including ties):
 - 1) Walk/run/jog/exercise on a paved path
 - 2) Ride a bike and stroll in a natural area
 - 3) Sit outside, read, people-watch, eat lunch, walk with friends



- 4) Play field sports -baseball; play field sports soccer, and walk/run/jog/exercise on an un-paved path

- **Need for More Parks and Recreation Programs** – 50% or more of respondents indicated a need for more of the following recreation programs (in order of priority):



- **Top Four Programs that are most Important to Your Household.** Respondents noted the following as the top four programs that were most important to their households (in order of priority and including ties):

- 1) Adult fitness/wellness; Community special events
- 2) Outdoor dining
- 3) Youth athletic leagues; Movies in the park; Camps (e.g. summer/school break)
- 4) Nature programs/environmental education; Cooking classes

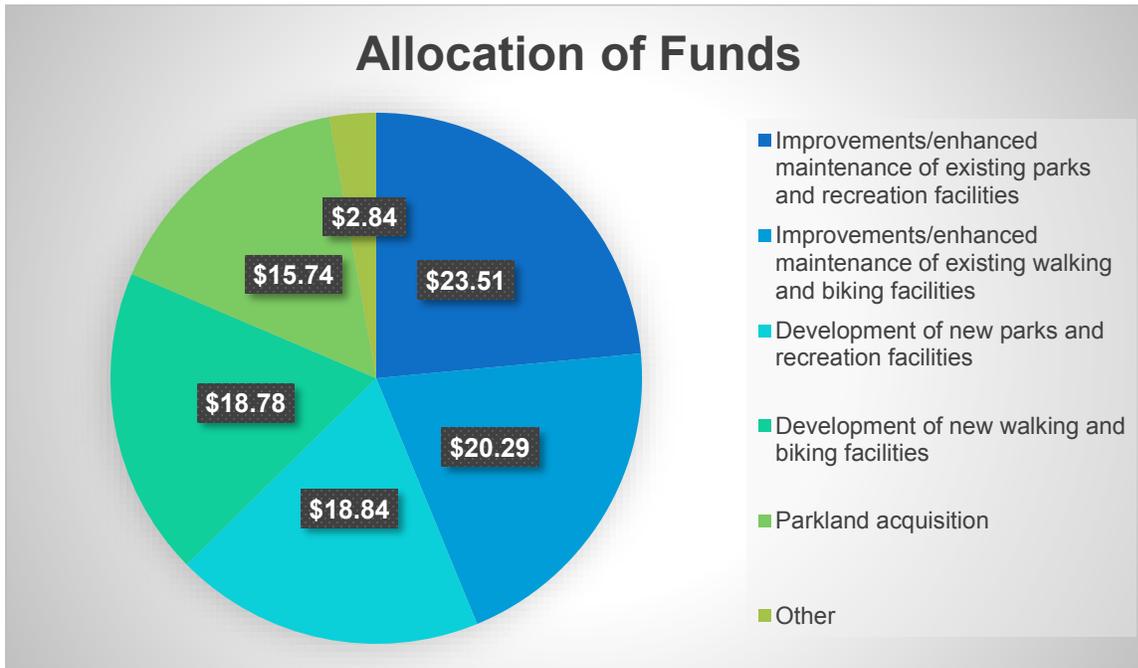
- **Actions to Improve the Parks and Recreation System** – 50% or more of respondents are very supportive or somewhat supportive of the following actions that were identified through previous public engagement opportunities (in order of priority):

- 1) Further develop and renovate existing parks and recreation facilities to meet resident needs and priorities (95%)
- 2) Expand park resources to improve facility maintenance (89%)



- 3) Develop new greenways trails, high quality bicycle facilities, and shaded sidewalks that enhance connectivity between neighborhoods, central business district, shopping, parks, and other destinations (86%)
 - 4) Develop new parks and recreation facilities to meet resident needs and priorities (85%)
 - 5) Increase funding for improving, renovating, and expanding existing parks and recreation facilities (85%)
 - 6) Acquire land for developing parks and recreation facilities (84%)
 - 7) Acquire land to develop more greenways and trails (81%)
 - 8) Expand recreation resources to offer more programs (78%)
 - 9) Acquire land for developing sports/athletic fields and courts (75%)
 - 10) Establish sponsorship policies that allow funding for parks and recreation capital and maintenance funds through the selling of naming rights (69%)
 - 11) Expand Germantown Charity Horseshow Grounds to allow for more community events and enhanced public space (68%)
 - 12) Redesign Houston Levee Park to better serve Houston Levee High School (64%)
 - 13) Develop new athletic fields and courts (63%)
 - 14) Provide additional parking in parks (61%)
 - 15) Acquire land for developing sports complexes for travel leagues regional/national competitions that attract tourism (59%)
 - 16) Establish policies that stretch tax payer dollars by requiring sharing/cooperative use, programming, operations, and maintenance of school recreation facilities for controlled public access (58%)
 - 17) Develop Oaklawn Gardens into a Botanical/Heritage Park (54%)
 - 18) Develop a sports complex for travel leagues regional/national competitions that attract tourism (53%)
- Only 35% of respondents were very supportive or somewhat supportive of converting existing athletic fields into synthetic turf fields.
 - **Funding** - The items (from the previous question) that respondents listed as their top five choices to fund with tax dollars in order of priority were:
 1. Further develop and renovate existing parks 95%
 2. Develop new greenways and trails 86%
 3. Acquire land to develop more trails; Expand Germantown Charity Horseshow; Develop new parks and recreation facilities 81%, 68%, 85%
 4. Expand park resources to improve maintenance; Increase funding for improving, renovating and expanding parks; Acquire land for developing parks and recreation facilities 89%, 85%, 84%
 5. Establish sponsorship policies that allow funding for parks and recreation 69%
 - **Allocation of Funds** – Respondents indicated that, if they had a budget of \$100 for services provided by the City of Germantown Parks and Recreation Department, they would allocate the funds among the categories of funding listed as follows:



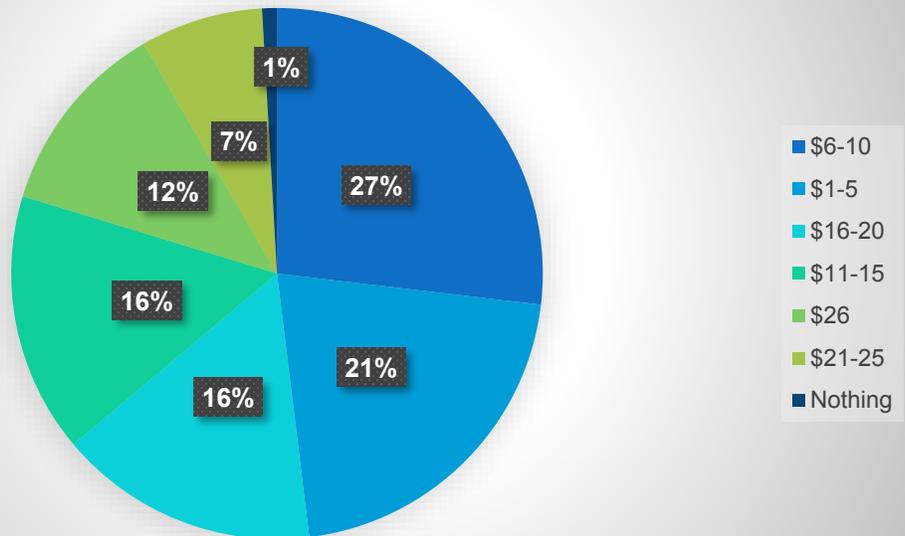


- **Funding Sources** – Respondents would support the following sources to fund parks, trails, recreation, sports facilities, and programs:
 - Grants - 89%
 - Philanthropic Contributions - 84%
 - City General Fund - 75%
 - Parks District - 38%
 - Bonds - 28%
 - User Fees - 25%
 - Special Assessments - 23%

- **Support for Additional Taxes** – Respondents would pay the following amount of additional taxes per month to fund the parks, recreation, and open space items that are most important to them:



Support For Additional Taxes



This illustrates that 98% of the population would be willing to pay \$1.00 and 51% of the population would be willing to pay \$11.00.



Steering Committee Workshop and Public Open House

In addition to the on-line survey, the City also hosted two workshops to identify residents' parks and recreation needs and priorities: a Steering Committee Workshop on July 12, 2017, and a Public Open House on July 13. Notes from both workshops are included in Appendix V.

Steering Committee Workshop

The agenda for the 37 member Steering Committee workshop included a series of interactive exercises to solicit members' input. Members were asked:

1. What value/quality that you love about the City of Germantown that you would not want to lose?
2. What is the biggest challenge/issue that you see with the City's Parks and Recreation System?
3. What are potential solutions to those challenges or issues?
4. What organizations/agencies/partnerships do you believe may be able to assist the Park's Department with those solutions?
5. Which of the City's long range (2030) objectives can be "advanced" through the Parks and Recreation System Master Plan?
6. Which parks and recreation activities and/or programs are important, but not being provided adequately in the City of Germantown?



Values and Qualities

The most frequently mentioned values and qualities listed by Steering Committee members included safety, high level of volunteerism, cleanliness, small town atmosphere with big town amenities, and an excellent police and fire department. Other values included a “welcoming” City that embraces diversity; the beauty of the park system every season; approachability of the City; sense of pride; and sense of community.

Challenges and Issues

Steering Committee members listed over 20 issues and challenges facing the City’s parks system. The top three issues mentioned most frequently were:

- Safe bicycle and pedestrian access and connectivity throughout the City (7 mentions)
- Funding for innovation, renovations, additions, upgrades, maintenance, programs, and meeting a variety of needs in existing parks (6 mentions)
- Grounds and facility maintenance (3 mentions)

The following chart lists all of the issues mentioned, as well as potential solutions offered by participants.

| CHALLENGES/ ISSUES: | POTENTIAL SOLUTIONS: |
|--|---|
| 1. Safe bicycle/pedestrian access and connectivity throughout the City, including greenways and trails to/between parks, shopping, and amenities | Expand greenway master plan, finish greenway masterplan; identify corridors for trails & Identify roads for sidewalks and bike lands |
| 2. Funding for innovation, renovations, additions, upgrades, maintenance, meeting a variety of needs | Obtain citizen buy-in to participate with underwriting funding & making it happen; corporate and private sponsorship and endowments; grants, partnerships with adjacent municipalities and county |
| 3. Grounds, facility maintenance | |
| 4. Wear & tear on grass fields | Turf grass management. Training & additional resources and consideration of adding turf fields; synthetic turf |



| CHALLENGES/ ISSUES: | POTENTIAL SOLUTIONS: |
|---|--|
| 4. Aging infrastructure | Increase funding for infrastructure management |
| 5. Need to attract wider range of age groups to the City, changing demographics | Bolder ideas, community commitment & flexibility; create spaces to host multiple events for all ages; Bocce Ball courts, some things for older folks |
| 6. Develop Oaklawn Gardens into a historical site | |
| 7. Grass growing | |
| 8. Bureaucracy | Form a park district but share city services, e.g. Champaign, IL |
| 9. Convert Houston Levee Park into a high school athletic facility (HHS) | Reallocation of assets |
| 10. Build tennis program – indoor facility for winter | |
| 11. Enough sports fields to accommodate all sports/ teams | Field usage assigned by number of participants; cooperation between groups sharing fields |
| 12. Boring parks, need to upgrade, provide different programs and designs | |
| 13. Regional sport facility parks to attract visitors to the City | Layout and design, revenue opportunities – sports tournaments |
| 14. Better coordination between schools and parks | Interdepartmental cooperation |
| 15. Unique activity park to attract developers | |
| 16. Specialty parks such as lacrosse, indoor facility | |



| CHALLENGES/ ISSUES: | POTENTIAL SOLUTIONS: |
|---|---|
| 17. Marketing, advertising all parks, events, and sports programs | Social media, inserts, web page, word of mouth, advertising at other events |
| 18. BL Park signage, access, PR campaign | |
| 19. Trying to please everyone | |
| 20. Safety, monitoring | Cameras, markers, patrolling / volunteers |

Organizations/ Agencies/ Partnerships

SC members felt that the following organizations, agencies, and/or partnerships might be able to help the Parks Department implement the solutions listed above:

- Board of Mayor and Aldermen
- Germantown leadership
- State – TDEC, TDOT, Economic & Community Development
- School system
- Volunteer groups and staff, Parks & Recreation
- Healthcare organizations, FedEx, IP, etc.
- Civic groups
- “Friends of Germantown Parks” NPO
- Local/ regional companies including Nike, FedEx, Varsity, International Paper, Ingram Micro, AutoZone
- Rotary
- Marketing specialist and a marketing plan (to run concurrently with parks master plan)
- Economic Development
- Special fundraising efforts by citizens and city representatives
- Volunteers
- Money, volunteers, cooperation between groups/organizations
- City economic planning division
- Homeowners associations
- Corporate sponsors

Long Range Objectives

SC members indicated that all nine of the City’s long range (2030) objectives can be advanced through the Parks and Recreation System Master Plan; their specific ideas and comments are listed in Appendix V. Based on the number of comments listed, it appears that members felt that the Master Plan could best advance the City’s Land Use and



Transportation objectives, Natural Resource objectives, Wellness objectives, City Services and Finance objectives, and Economic Development objectives.

Priority Activities and Programs

SC members placed dots by the parks and recreation activities and programs that are important to them but are not being provided adequately in the City of Germantown. Based on the numbers of dots, members felt that the top ten priority activities (in approximate order of priority) are:

- Play organized league field sports, predominantly soccer, football, and lacrosse
- Play “pick-up” field sports, predominantly soccer, football, and lacrosse
- Play “pick-up” court sports for fun, predominantly pickleball
- Sit outside to read, people-watch, eat lunch, and/or talk with friends
- Play backyard games such as bocce ball, horseshoes, and corn hole
- Interact/ play with others in water sprays
- Play organized league court sports, predominantly pickleball
- Walk, run, jog, and/or exercise on a paved path
- Stroll in a natural area/garden
- Stroll around art exhibits

Based on the numbers of dots, members felt that the top seven priority programs (in approximate order of priority) are:

- Germantown Charity Horse Show
- Outdoor dining
- Community special events such as concerts and green markets
- Adult fitness and wellness
- Temporary art exhibits
- Movies in the park
- Educational lectures

Summary

The Steering Committee Workshop reinforced the findings from the on-line survey. First and foremost, SC members emphasized the need for 1) enhanced pedestrian/bicycle connectivity, and 2) improvements to existing parks.

Second, SC members are interested in both *active* recreation activities and programs, such as organized and pick-up games; and *passive/self-directed* activities such as strolling, exercising, and socializing in parks. This desire underscores the need to provide a wider variety of activities, programs, events, land amenities at the City’s parks, including all those listed above.



Finally, the SC Workshop highlighted residents' affection for the City and its values, including its charm, beauty, history, parks, small-town atmosphere, high levels of amenities and services, friendliness, and volunteerism.

Public Open House

Approximately 100 people attended the Public Open House on July 13. Interactive “stations” were set up around the room to solicit participants' feedback about Germantown's character and values; pedestrian and bicycle connectivity; proposed park improvements; facility and program needs; funding priorities; and other ideas or concerns.



Station 1: Character and Values

Participants were asked to write one value or quality “that they believe is unique about the City of Germantown that you love and would not want to lose”. Similar to the input from the on-line survey and the SC Workshop, participants value the small-town character of Germantown and its “big city” amenities, parks, equestrian traditions, sense of safety and security, family-orientation, public services, cleanliness, and good school system.

Following are the specific characteristics and values listed by participants; the numbers in parentheses indicate the approximate number of times a specific value or characteristic was listed.

- Diverse, safe parks (31 mentions)
- Equine history, Germantown Charity Horse Show, associated events (14)
- Safe community (12)
- Small town, friendly community with exceptional services (9)



- Wonderful city services, concerned and friendly city staff, police and fire departments (8)
- Public involvement, value citizen input. “open door to City Hall” (5)
- Education, solid public schools (5)
- Family-oriented (5)
- Volunteerism (3)
- Trees, landscaping, beauty; upkeep of city properties (3)
- Strong sense of community, all ages (3)
- Friendly and helpful library (2)
- Great quality of life (2)
- Bike paths, greenways (2)
- Great streetscapes
- Arts and recreation
- Exclusivity
- History
- Park improvements will take the city into a new quality realm
- Leadership
- Dog park
- Community enrichment (culture & sports)
- Small neighborhoods
- History

Station 2: Pedestrian and Bicycle Connectivity

Participants were asked to draw their desired bicycle/ pedestrian connections (e.g. sidewalks, bike routes, trails) on an aerial photograph of the City. The following specific corridors and/or comments were listed:

- Teach bicycle safety in elementary schools – in 3rd grade
- Connect the parks. Create a dedicated trail / side walk (like greenline) through town. See Bentonville, AR to Fayetteville, AR
- Sidewalk on Forrest Hill Irene road between Poplar Ave and Dogwood Road
- Easier path via bike from Hacks / CD smith to greenway - i.e. combination of bike lanes / paths – make crossing Poplar and Poplar Pike easier.
- Finish greenbelt to the east city limit
- Gap in sidewalk in front of school on Cross Country Drive
- Intersection dangerous for bike/walk – McVay & South Germantown Road
- Sidewalks along McVay from park to second street
- Continuous sidewalks on Old Riverdale Road
- Continuous sidewalks on Neshoba Road
- Greenway underpass at Dogwood & Poplar with Pocket Park
- Bridge over wolf river to bike
- Traffic light or better speed control for pedestrian crossing – Wolf River Blvd



- Access by foot or bike to GG trail and bike lanes on Wolf River Blvd from Allenby Road
- Tunnel underpass at Kimbrough and Wolf River Blvd
- Exeter connection – the city north/south
- Finish Greenway eastward to Collierville city limit
- Sidewalks on both sides of streets, e.g. Birchton, Pire Valley, Allenby, north of Farmington, etc.
- Interconnect parks – path marking
- Connect Grove Park to Houston High school)

Station 3: Proposed Park Improvements

Participants listed desired park improvements on aerial photographs of each of the City's parks.

Participants also listed the following proposed improvements on maps of the City's parks system:

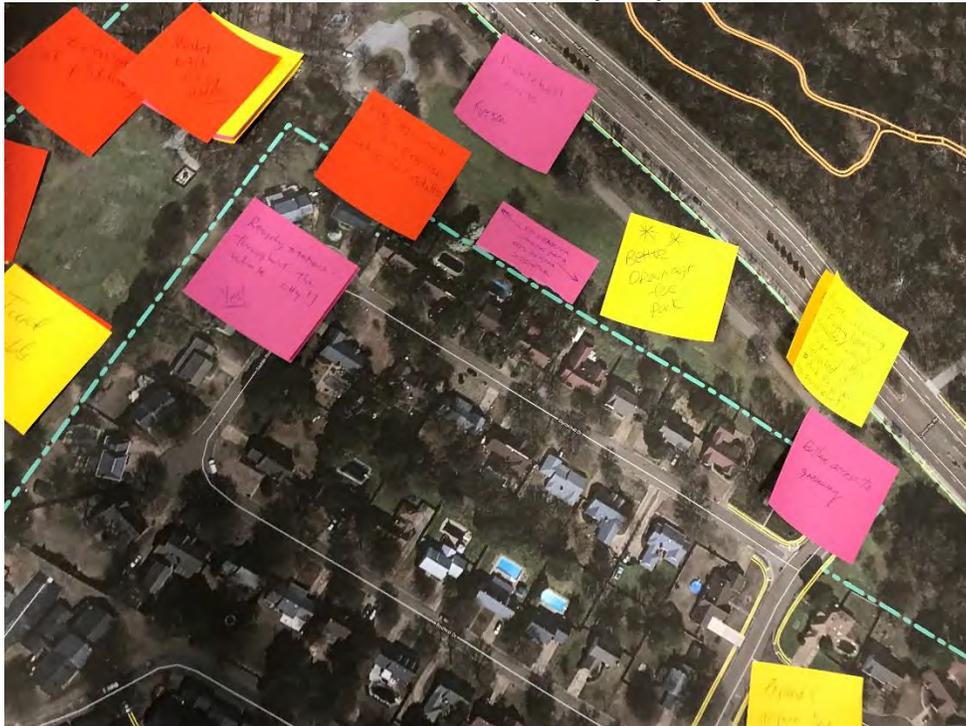
- 2nd Dog park on eastern end of town
- Bocce Court
- High School basketball court available for parks & rec
- Park for older folks. Install bocce ball court
- Extend the bikeway funding system city wide
- Add additional soccer fields in the city and make Houston middle available
- Public wi-fi
- Connect the greenline from Memphis to Collierville
- No Park (area in between Winchester Road, Forrest Hill Irene Road, and CD Smith Road)
- More trees at Johnson Road Park
- Consider a 2nd disc golf course in another park
- Geese are a problem in the parks
- A couple of water parks
- Extend the Wolf River Green Belt & running trail to make a trail system that extends to Dogwood park and municipal park. The idea is that people can walk/run to & from the Wolf River Greenbelt without having to dodge traffic in/around neighborhoods to get there.
- Complete the greenway
- Finish Wolf River Greenline to Houston Levee – Get with Collierville
- Rework and clean up lake at Cameron Brown
- Do something more with Fort Germantown, too limited, e.g. a playground
- Playground equipment near lake in Nashora park
- Update playground at Germantown Station; change playground to “rubberized” landing; fill the lake with water, it is receding; extend the trail around the lake without compromising neighbors’ privacy; convert volleyball court to badminton or gazebo picnic area
- Water park
- Pedestrian scale lighting around lake at Germantown Station



- Create path around lake at Germantown Station park
- Improve drainage at the soccer plex
- Raise the standard of care for the soccer plex (frequency of cutting, aerating, sodding in the off season)
- Updated / improve playground equipment at Germantown Station
- Acquire 3G's for the land
- Make Jeff Terry manage of whole Bobby Lanier Farm Park
- Recycling bins for plastic everywhere
- Sport turf fields
- Sport fields
- Soccer fields
- Update Charity Horse grounds and use it for multi-purpose like outdoor concerts
- Need a park in this area and path to Germantown (area in between Winchester Road, Forrest Hill Irene Road, and CD Smith Road)
- Better maintenance / care of fields at Farmington
- Better access to the greenway from the south side of Wolf River Blvd. Cameron Brown Park currently provides the only direct access from the south side of Wolf River Blvd.
- Develop Oaklawn to establish a botanical garden in Germantown
- Continue Oaklawn and improve the grounds! Cleanup!
- Improve maintenance of soccer plex
- Expand horse show grounds
- Move caboose to Railroad- Train Station
- Make Oaklawn Gardens safe from metal detector robbers who dig up the ground to steal Indian and Civil War artifacts
- Add "no parking" signs to Howard McVay Park – accident waiting to happen for a child to be run over by a car (Rick Johnson 754-1655, 233-9018)
- Regular cleaning of pond at Howard McVay Park, don't just wait for complaints from citizens
- Keep Howard McVay Park natural
- Futsal, connect city with sidewalk and lighted paths



- Need to deal with drainage problem on west side of Howard-McVay park. Rebuild sidewalks and pavilion or build a buffer so they stay clean and free of mud



Station 4: Activities and Program Needs

Participants were asked to place dots by the parks and recreation activities and programs that are important to them, but are not being provided adequately in the City of Germantown. Based on the numbers of dots, members felt that the **top ten** priority activities (in approximate order of priority) are:

1. Play LEAGUE ORGANIZED field sports: Soccer
2. Sit outside: read, people watch, eat lunch, talk with friends
3. Play backyard games (bocce ball, horseshoe, corn-hole)
4. Interact/play with others in water sprays
5. Walk/Run/Jog/Exercise on a PAVED path
6. Stroll in a natural area
7. Stroll around art exhibits
8. Ride a bike
9. Pickleball
10. Walk/Run/Jog/Exercise on an UN-PAVED path

Based on the numbers of dots, members felt that the **top seven** priority programs (in approximate order of priority) are:

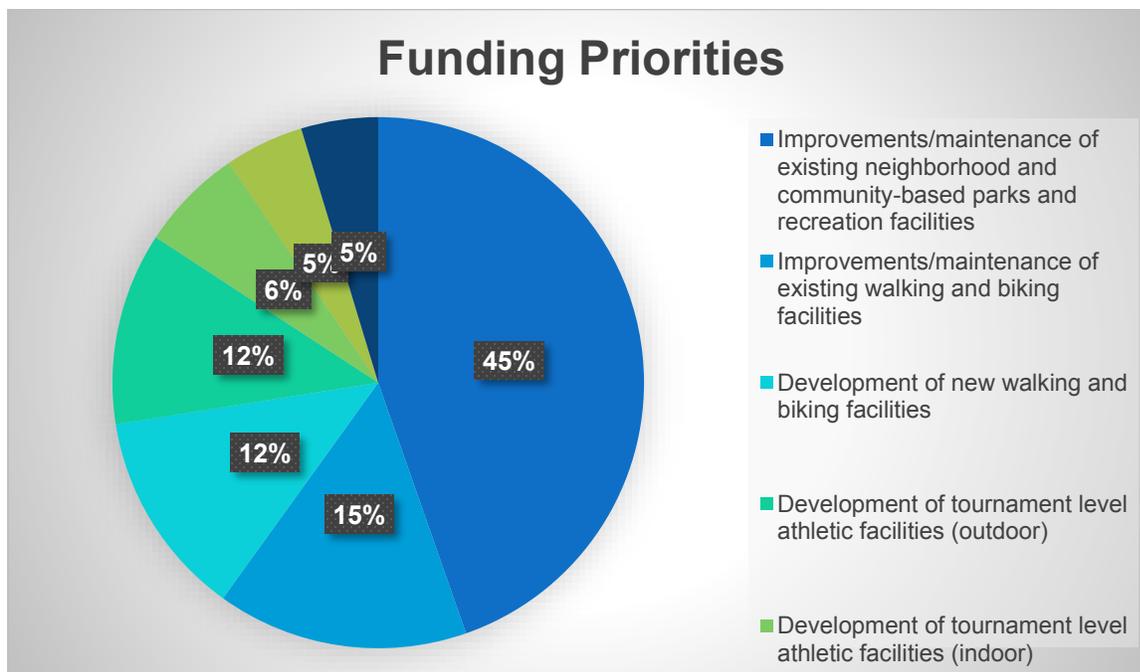
1. Germantown Charity Horse Show (write-in)
2. Outdoor dining
3. Community special events (concerts, green markets, etc.)



4. Adult fitness/wellness
5. Temporary art exhibits
6. Movies in the park
7. Educational lecture series

Station 5: Funding Priorities

Participants were asked how they would allocate funds among various categories of parks and recreation spending within the City of Germantown. Participant’s top priority was to improve existing parks, followed by improvements to existing walking and biking facilities, and development of new walking and biking facilities. The following chart illustrates how participants would prioritize funding.



Station 6: Other Ideas or Concerns

Participants also listed the following general comments regarding proposed improvements to the City’s parks system:

- Oaklawn Gardens Caboose should be moved to Depot Museum – open for kids’ exploration, play
- Need pickleball courts (see other charts)
- Need more soccer fields for practice (only have fields by middle school), Don’t have access to football fields. Have 1200+ kids, 8 fields. Could also use artificial fields, compete with lacrosse, rugby for field use.



- Safety – separated grade bike/pedestrian crossings at 1) entrance to nature area off of new wolf river Blvd. 2) poplar & dogwood. Implementation Agency: Public Works & TDOT
- Separate walking and biking lanes on Wolf River Greenway. Too Dangerous
- More activities, programs for middle/high school kids, e.g. sand volleyball? Music, bonfires, etc., wireless
- Sidewalks within a mile of city center – City hall, park, etc.
- More active Senior programs
- More animals / nature “attractions”, e.g. Geese in parks
- Need to design with native plants in medians, streetscapes, parks
- Need a staff horticulturalist to oversee plantings, maintenance
- Replace dead, dying plants
- Need to Develop big themes, stories to interpret & tell through parks
- Stronger use of Exeter Road as a greenspace / greenway complete street connecting north and south sides of the city. Doesn’t need to be 5 lanes (existing), multi-modal, multi-use Blvd.
- Need places for older men to meet for coffee, socialize (I.E. A “clubhouse”)
- Bocce Ball
- Turn civic club complex into “destination signature park – 100-acre wood”
- Preserve Oaklawn
- HOAs should participate in neighborhood park maintenance (\$ + Labor)
- More grass in the parks
- Need one leader of entire Farm Park
- Germantown Station needs more shade
- Replace mulch at playgrounds with rubberized surface (Germantown Station)
- Complete path around Germantown Station without cutting down trees (e.g. a boardwalk)
- Forgey dog park needs more shade (covers, shelters); Particularly hot at sunset
- Need new dog park on eastern edge of town
- Dog park on-line registration & renewal (shouldn’t have to take time off from work)
- Why do they need proof of residence? Already on the record.
- Expand/space/use of charity & diversity. Horse Show Venue; Integrate with other venues, increase collaboration; get out of silos
- Places to canoe / kayak with boat rentals
- Expand horse show area to east; also, more events (started with fox hunting, then led to other breeds)
- Better water fountain maintenance throughout the system
- Need more indoor space for non-profit groups, e.g. girl scouts
- Convert volleyball court at Germantown Station to picnic pavilion for birthday parties, etc.
- Raise lake elevation at Germantown Station Park
- Do not connect/open proposed new path at Germantown Station Park to Street
- Fix the erosion problems at Riverdale Park
- Need splash pads, e.g. at Riverdale Park – B.T.



- Food Truck Station
- Howard-McVay: Drainage problem on the western side of the park, fix problem so the sidewalk and pavilion stay clean. On-going algae problem on eastern side of the park.
- Need more space for warm-up arena at Germantown Charity Horse Show. More space for barns.
- Add a Disc Golf course
- Increase revenue generating activities to control/reduce tax-payer costs
- Gymnastics center/cheerleading
- Volleyball
- Indoor field house (Red Devil Field) – multi-purpose (soccer, cheer, baseball, etc.)
- Connected trail system to all parks. See NW Arkansas, Fayetteville to Bella Vista (30 miles)
- Improvements to existing soccer facilities
- Need for turf soccer field like Collierville
- Additional police presence at all parks
- Additional trash receptacles/enforcement of littering regulations at all parks
- Germantown Station Park:
 - a. Playground renovation
 - b. Addition of play equipment for young children
 - c. If park will eventually be accessible from street, additional security measures in place?



Summary

The findings from the Public Open House were similar to those from the on-line survey and the SC Workshop. The funding exercise, in particular, summarized residents' top parks and recreation priorities:



- 1) Improve existing neighborhood and community parks, including enhanced or expanded facilities, amenities, programs, events, and maintenance to meet resident's changing needs.
- 2) Improve existing trails, sidewalks, bikeways, and other walking and biking facilities; and develop new walking and biking facilities to increase connectivity throughout the City
- 3) Develop new tournament-level athletic facilities, both outdoors and indoors

Participants also reiterated their appreciation of the City's assets, including its safe parks, equine history, the Germantown Charity Horse Show and associated events, public safety, small town atmosphere, friendliness, exceptional services, concerned and friendly city staff, access to City hall, great schools, community aesthetics, and high levels of volunteerism.





AGENCY ASSESSMENT

4



Section 4 | Agency Assessment

Agency Overview

The City of Germantown Parks and Recreation Department is a known leader in the state of Tennessee and provides a unique mix of facilities and programs for its residents. With over 14-miles of greenways, active and passive parks and specialized facilities like the Bobby Lanier Farm Park, there is something for every interest. The most popular programs offered by the agency include summer and after school camps, special events, educational programs and organized trips for seniors. Germantown offers many different sports leagues which are run by athletic associations including football, baseball, soccer, lacrosse, and rugby to name a few. Allied agencies under the City's administrative structure include the Germantown Athletic Club, Germantown Performing Arts Center and the Great Hall Conference Center. While in many communities these types of facilities would operate under the parks and recreation department, in Germantown they exist with their own organization structure and budget.

Agency Mission

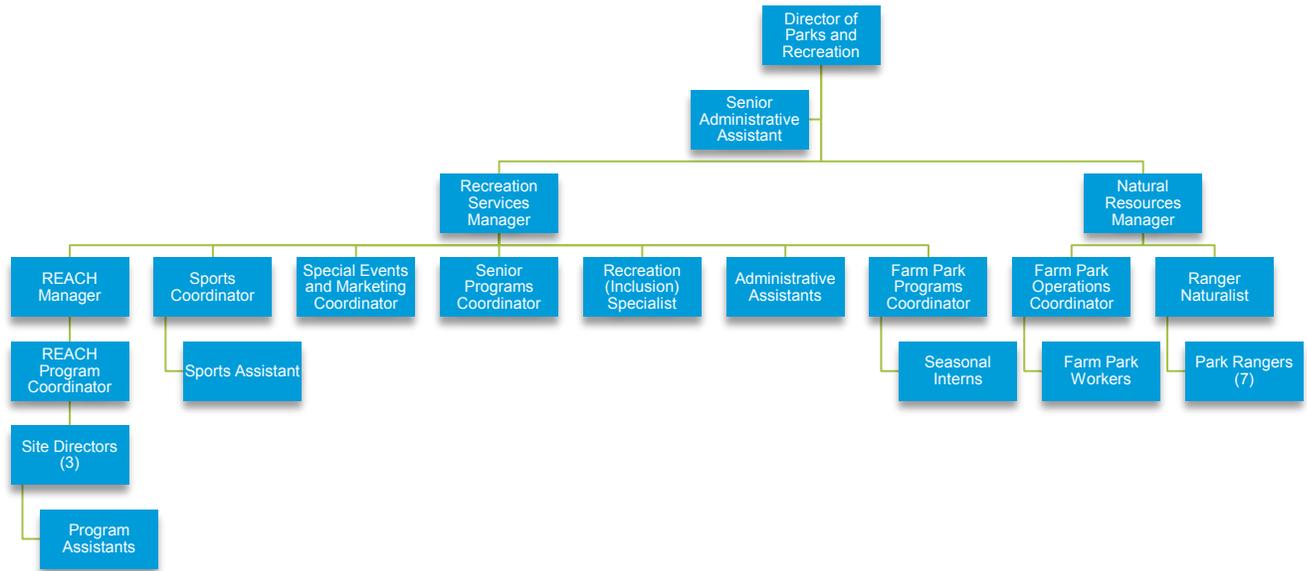
“Strengthening the Community, Creating Quality Recreation and Leisure Experiences through People, Parks and Programs”

The current staff organization (Figure 4.1) for Parks and Recreation includes the Parks Director with direct reports from a Recreation Superintendent and Natural Resource Manager. The Recreation Superintendent oversees all camps, sports, special events, senior programs, inclusive programs and all associated marketing efforts. The Natural Resource Manager, a new position within the department, is currently vacant but once filled will be responsible for overseeing Farm Park operations and all rangers and naturalist efforts.

Park and facility maintenance is a function of the general services department and public works department for the city with general services overseeing all building maintenance and public works overseeing all grounds maintenance. Contract mowers are also utilized to keep parks and public grounds mowed and maintained. Park maintenance responsibilities at one time were a function of the parks and recreation department but were moved to general services and public works to maximize efficiency and consistency in the maintenance of all public facilities.



Figure 4.1: Parks and Recreation Staff Organization



Staff Analysis

The Germantown Parks and Recreation Department is an award-winning agency having first accomplished CAPRA accreditation (Commission on Accreditation of Parks & Recreation Agencies) in 1997. They have continued to excel and are a recognized leader in the state. During the public engagement process, participants were asked to identify those programs or activities that are, or should be, a high priority for the community. Top choices included:

- Adult fitness/wellness
- Community special events
- Outdoor dining
- Youth athletic leagues
- Movies in the park
- Camps
- Nature programs/environmental education/gardening
- Cooking classes
- Play organized league field sports, predominantly soccer, football and lacrosse



In addition to programs and activities, public engagement participants were asked to consider facility priorities as well. Top actions desired by the public included:

- Further develop and renovate existing parks and recreation facilities
- Expand park resources to improve facility maintenance
- Develop new greenways trails, high quality bicycle facilities, and shaded sidewalks that enhance connectivity
- Develop new parks
- Increase funding for improving, renovating and expanding existing facilities

The planning team considered these priorities as well as their own observations during park site assessments and interviews to consider the potential impacts that the current operation and organization structure could have on achieving these goals. The first consideration was to look at how adequately staffed the city is for programming and maintaining parks. A comparison was made to other agencies identified during the interview process as potential benchmark communities including Brentwood, Franklin and Collierville, Tennessee. Another resource included the National Recreation and Parks Association (NRPA) in its annual review of park agencies. Section 5 and Section 6 of this report make similar comparisons related to facilities and expenditures per capita while here we are simply considering staff available for daily administration and programming. Table 4.1 provides a per capita comparison to benchmark communities for administrative/programming staff.

Table 4.1 – Administrative and Programming Staff Per Capita

| Community | Population | Administrative Staff | Staff Per Capita |
|--------------|-------------------|----------------------|------------------|
| Brentwood | 40,873 | 2 | 20,436 |
| Franklin | 70,625 | 14 | 5,044 |
| Collierville | 48,005 | 14.5 | 3,310 |
| Germantown | 39,056 | 18* | 2,169 |
| NRPA Metrics | 2,500/square mile | 21 | |

*Note: 8 of those full-time positions are made up of half and part-time staff required to operate the REACH program which is a popular, self-sustaining program.

Source: City of Germantown 2018 Budget and Staff Estimates, Benchmark Community Budgets, 2017 NRPA Agency Performance Review

An initial look at administrative staff numbers show that Germantown provides a higher per capita staff structure compared to the other benchmark communities of Brentwood, Franklin and Collierville. NRPA Metrics shows that communities with high-density populations (2,500/square mile) like Germantown report higher per capita staff ratios (21). Although a count of full time equivalents (FTE) in Germantown shows 18 staff members, 8 of those



positions are tied to the REACH program which is a very popular summer and after school program. This self-sustaining program is a major revenue generator for the department but staff allocated to the program provide no other support to the administrative function of parks and recreation. If those 8 positions are removed from the equation, Germantown would show an actual per capita ratio of 1 staff member for every 3,905 residents placing them much lower than NRPA metrics would suggest for a community of this size and slightly below neighboring Collierville. As evidenced in the public engagement process, citizens would like to see more community special events and diversity of programs with better advertising and notification. This would have direct implications on future staff additions and growth for the department.

When making comparisons for maintenance staff, it is much more standard to look at acres of parkland per full time staff member. A look at the maintenance statistics for benchmark communities is shown below in table 4.2.

Table 4.2 Maintenance Staff for Parkland Acres

| Community | Acres | Full-time Staff | Acre of Parkland/Staff |
|--------------|-----------|-----------------|------------------------|
| Brentwood | 965 acres | 19 | 51 |
| Franklin | 700 acres | 39 | 18 |
| Collierville | 762 acres | 39 | 19.5 |
| Germantown | 546 acres | 17 | 32 |
| NRPA Metrics | | | |

Source: City of Germantown 2018 Budget and Staff Estimates, Benchmark Community Budgets, 2017 NRPA Agency Performance Review

The comparisons show that Germantown is maintaining parks at a higher ratio of staff per acre than other benchmark communities like Franklin and Collierville. The NRPA metrics are much harder to extrapolate this kind of comparison however budget review of per capita spending in Section 6 shows that Germantown is comparable from a spending perspective. One observation to be made about Germantown parks is that most are programmed or almost completely built out indicating that the maintained acreage matches closely to the total acreage for the parks system. Comparable parks like Brentwood with a total of 965 acres includes passive and non-maintained open space that inflates or skews their actual maintained acre ratios. That said, it is very likely that Germantown is maintaining a large number of acres on a much higher staff/acre ratio given that the next nearest community’s (Franklin and Collierville) employ 22 more full time staff members in the maintenance division than Germantown. This is an important consideration due to the many comments that were received during the public engagement process about maintaining parks at a higher level.



During the site assessment process, the planning team noted consistent issues in many of the parks tied to inoperable water fountains, playgrounds with poor surfacing, athletic field turf that was not in good condition, erosion issues among other common items. In terms of general maintenance, the parks appeared to be consistently mowed and trimmed across the community and restrooms, when they were open, were clean. It is not uncommon for cities to handle public grounds maintenance in similar ways to Germantown. A look at the current organizational structure placing park and building maintenance under separate departments has its benefits and challenges.

The obvious benefits are for economy and efficiency of scale when maintaining all buildings and grounds for the entire city. Having the same maintenance crews, whether contract or city employee, across all public grounds, should help insure consistency from one facility to the next. Generally speaking, follow through on completing tasks in parks is much better when one group is being held accountable.

Treating parks as any other public facility has its drawbacks as well. Many parks and recreation facilities such as athletic fields require a much higher level of regular, year-round maintenance. The lack of a good turf management program means fields with high-use do not recover as quickly as they should resulting in bare turf and low spots. This was reflected on some of the athletic fields in Germantown. The combination of over use and lack of consistent year-round turf management was evident in several places. Other challenges can result in liability issues where playgrounds and surfacing are not regularly inspected and maintained. It is critical in parks and recreation to have specialists in core areas of turf management, playground safety and inspection, athletic court maintenance and inspection, and aquatic resource maintenance where present. Many communities address urban forestry and horticulture for public grounds with specialists in those areas as well. The lack of personnel with specific training in these areas can have a direct negative impact on the aesthetics of parks and public grounds.

Staff Recommendations

Top recommendations of this master plan identify existing facility renovations, the complete redesign of Municipal Park and the Parks on Poplar Pike and the expansion of the greenway network. The idea behind some of the renovations and redesign is to expand athletic recreation opportunities and to position Germantown to be a regional draw for special events. The Municipal Park and Parks on Poplar Pike plans make each of these facilities a destination for residents and visitors. The desire by residents to host more community events will create the need for staff to plan and oversee such activities. One large community event can easily require the full-time attention of a team of staff to plan accordingly. Hosting multiple large events throughout the year could easily compound those needs. Under the current organization, a special events coordinator divides her time between that duty and marketing. Public input revealed the need for better marketing of upcoming events. As new parks allow for expanded and more frequent special events, positions will be required to focus full time on planning and marketing as separate endeavors. A new full-time marketing position should be added to the department. This position would be responsible for not only advertising and



promoting upcoming events but securing sponsorships and fundraising for capital projects within the city. This position could be critical to capturing donations from corporations and benefactors looking for naming rights and greater visibility within Germantown. Staffing needs for the REACH program will vary from year to year depending on enrollment trends.

Rectifying some of the common issues identified during the park assessment phase of the project will require the attention of city maintenance crews. Some of the park recommendations will require the specialized expertise of staff with urban forestry and horticultural backgrounds, playground safety certification and turf management knowledge. These specialty trades can be achieved within the existing organization structure under public works, however, their time and attention will need to be focused primarily on park facilities.

As the new focal points of the community, the special event venues of Municipal Park and the Parks on Poplar Pike will require a different level of maintenance than has been provided in recent times. It is envisioned that these parks would be highly manicured and offer specialty facilities such as Oaklawn Botanical Garden, the Farm Park, splash pads and high-end rental pavilions and spaces. These facilities will require site-based supervision and oversight to ensure the community vision and image is achieved. A site-based park maintenance crew is recommended for the new Parks on Poplar Pike. This crew can also serve under the administration of public works with the turf, forestry and horticultural resources mentioned above to facilitate proper maintenance of very specialized facilities found in the new park.

Partnerships

Throughout the master plan process many partners were engaged and participated in interviews, workshops, presentations and plan review meetings. Each of these partners help contribute to the success of events and recreation for the City of Germantown. Partnerships make youth athletics, youth enrichment programs (REACH), environmental education, special events and many other activities possible. The planning team was extremely impressed by the level of engagement and overall satisfaction of the partners with the department of parks and recreation. Desired areas of improvement were primarily tied to facilities. One partnership opportunity that has a great level of potential is with the Germantown Municipal School District (GMSD). Future plans for a new elementary school on the south side of Germantown have already identified the potential for another park development in conjunction with the new school. Many other examples like this exist around the city and provide a good mix of facilities that are utilized by the schools and the neighborhoods alike. The future of Houston Levee Park is recommended to be transitioned to the school system to allow for GMSD's future building and athletic expansion needs in that location. One area of improvement between the school system and the city is for dedicated space within the schools for the operation of the REACH program and the summer youth program. REACH which stands for Recreation, Enrichment, Art, Community and Health is the before and after school care program offered to families with elementary school aged children. The current program operates at the mercy of the schools and lacks dedicated space to develop programs to their full potential. Activities happening in the school can and do impact the way the program is able to function from one day to the next. Future



improvements to that agreement should set parameters for the use of space in the schools that work for both partners. With the development of the new elementary school, the REACH program requirements should be considered as part of the planning and construction process.

Programming Assessments

Current programming includes activities for seniors, youth enrichment programs (REACH), youth camps, environmental education, recreation opportunities for individuals with physical or intellectual challenges, and sports leagues for youth and adults. All youth sport leagues are managed by separate sport-specific organizations.

Unique to Germantown are multiple highly-valued special events. These events draw regional and national visitors to Germantown every year and are treasured traditions. Germantown's identity is closely tied to two of these events in particular. The Germantown Festival is a large craft and amusement fair that provides access to artisans producing high quality goods. Amusement rides and games for children are also part of the festival grounds. The Germantown Charity Horse Show is a nationally recognized week-long event with a variety of competitions and exhibits. Both events utilize portions of the same park. In order for these and other special events to continue to flourish, park enhancements and programming agreements will be necessary.

More than half of survey participants expressed a need for more recreation programs providing opportunities for outdoor dining; community special events; movies in the park; teen programs; cooking classes; temporary art exhibits; youth camps; and youth art classes. As improvements are made in the parks, special events of varying sizes should be planned to meet community desires. Also identified during the master plan process was for the concern over the retention of the 20-something age segment of the population. Obviously, the high cost of housing has a direct impact on retaining and attracting this segment of the population but providing activities, events and programs for this adult population was identified as important to the community.



Commission for Accreditation of Parks and Recreation Agencies (CAPRA)

In 1997, the Germantown Parks and Recreation department became accredited through the Commission on Accreditation of Parks & Recreation Agencies. This made the department the twelfth department in the nation and the only department in Tennessee to earn this accreditation. The department has maintained accreditation since it was first achieved and continues to be the only department in the state with the honor.

CAPRA established standards of excellence for the provision of parks and recreation services. Agencies must demonstrate compliance with the standards to obtain accreditation. The rigorous CAPRA accreditation process includes a comprehensive self-assessment of all areas of the agency's operations and management. Agencies benchmark against the top performing parks and recreation departments in the country. Benefits derived from the accreditation process include increased efficiencies and effectiveness, relationship building with other agency departments, internal cross division appreciation and collaborations, systematic improvements, and staff pride and commitment to excellence. CAPRA accreditation assures city management, elected officials, and the public that the parks and recreation department delivers a high level of quality.

There are 151 standards inclusive of thirty-seven (37) Fundamental Standards that must be met to obtain accreditation. One hundred three (103) or 90% of the remaining 114 non-fundamental standards must also be met for an agency's initial accreditation. Throughout this Comprehensive Plan document, the study team will rely on the CAPRA standards as best practices for assessments and recommendations.





FACILITY ASSESSMENTS/
CONCEPT PLANS

5



Section 5 | Facility Assessments/ Concept Plans

Park Classifications and Service Criteria

In 1995, the National Recreation and Parks Association (NRPA) published *Park, Open Space, and Greenway Guidelines* by James D. Mertes, Ph.D., CLP, and James R. Hall, CLP. The book outlined a template for typical park classifications, numbers of acres a system should have and recommended service levels based on population. Strictly intended as a guideline, the book does not take into account the unique character of a community. Local trends and popularity of some activities often dictate a greater need for particular facilities. The guidelines outlined in *Park, Open Space, and Greenway Guidelines* serve as a good baseline for determining a minimum standard. These guidelines, along with the community needs assessment, community input and comparisons to similar communities were used to develop service standards for Germantown. For public park providers, the guidelines suggest, “A park system, at a minimum, should be composed of a core system of park lands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population” (Mertes, 1995).

Critical to the service delivery system of any department is the provision of the four basic park categories: mini parks, neighborhood parks, community parks and regional parks. Beyond these four basic park types are special-use parks, natural areas/preserves, greenways, school parks and private parks/recreation facilities. Each is classified differently based upon the types of amenities, size, service area and how access is gained to the facility.

Park Classification

- Mini Parks – Example in Germantown: Depot Park
- Neighborhood Parks – Example in Germantown: Poplar Estates Park
- Community Parks – Example in Germantown: Johnson Road Park
- Regional Parks – Example in Germantown: Wolf River Nature Area
- Special Use – Example in Germantown: Charity Horse Show Grounds
- Sports Park – Example in Germantown: Bob Hailey Athletic Complex
- Natural Resource Area/Preserve – Example in Germantown: Riverwoods State Natural Area
- Greenways – Example in Germantown: the Germantown Greenway
- School Park – Example in Germantown: Farmington Park



Table 5.1 provides a definition of each classification along with information on size and service criteria. Germantown enjoys a wide variety of parks and recreation properties ranging from natural open spaces, neighborhood parks, developed athletic facilities and culturally valuable public spaces.

Table 5.1: Park Classifications with Service Criteria

| Classification | Description | Desirable Size | Service Criteria |
|--------------------------|--|--|-------------------|
| Mini-Park | Small parks with limited activity that should provide seating, landscape and possibly a playground, community garden or other passive recreation activities | 5 acres or less  | ¼ mile radius |
| Neighborhood Park | Area for more intense recreational activities, such as playing field, larger playgrounds, shelters, trails, swimming pools, restrooms, etc. | 5-20 acres  | ½ mile radius |
| Community Park | All-inclusive facility for recreation users that provides a mix of active and passive activities and attract users of all ages, from sports fields to a community center | 20-75 acres  | 1/2-3 mile radius |
| Regional Park | Unique outdoor recreation area with various amenities, which may include boating, fishing, swimming, camping, but may also be a water park, etc. | 50-250 acres  | Varies |
| Special-Use Park | Special-use parks are designed to meet the needs of a specific user group, such as an aquatic center, golf course, zoo or a museum. | Varies | Varies |
| Sports Park | Sports parks are parks that are dominated by athletic facilities. | Varies | Varies |



| Classification | Description | Desirable Size | Service Criteria |
|---------------------------------------|---|---|--------------------------|
| Natural Resource Area/Preserve | Land with natural resources, historic landscapes, visual beauty, bio-diversity, etc. | Varies | Varies |
| Greenways | Linear corridors that loop and/or link to other amenities |  50 ft wide | ½ mile radius along path |
| School Park | Typically, found at middle and high schools with youth athletic fields that support team sports | Varies | Varies |

Table adapted from Mertes, J.D. and J.R. Hall. *Park, Open Space, and Greenway Guidelines*. Alexandria, VA: National Recreation and Park Associations, 1995.

Level of Service

Evaluating the level of service helps determine whether a recreational delivery system is meeting the needs of the population it serves. The analysis begins with a review of the existing facilities and level of service offered by a community. Table 5.2: Facility Matrix summarizes the inventory of critical facilities operated by the Germantown Parks and Recreation Department. The facilities inventory reveals that the department owns 28 separate park properties with a total acreage of approximately 446 acres. An additional 100+ acres are made up of the city’s greenway network.

Once the existing facilities inventory was completed, the planning team compared the overall number and types of facilities to standards based on NRPA and other guidelines. The NRPA standards are taken from the 1995 publication, *Park, Open Space, and Greenway Guidelines*. The standards have not been updated in many years and do not provide guidance on newer types of facilities such as skate parks. For these reasons, the planning team has developed standards specific to Germantown. These guidelines enable the planning team to detect where Germantown has a surplus or deficiency in a particular type of facility or service. While these standards provide guidance on the quantity of facilities, they should not be used indiscriminately and without understanding facility quality, location and other factors.

To reveal the surpluses and deficits of each facility, the planning team compared the existing facilities in Germantown to the recommended level of service. The planning team performed



this analysis for both years in which population data is available, 2013 and (estimated) 2020. The following summarizes the results of these comparisons:

2016: Germantown has a deficit in several types of facilities:

- *Outdoor basketball*
- *Multi-purpose fields*
- *Softball (youth)*
- *Baseball (adult)*
- *Tot lots*
- *Soccer (adult)*
- *Tee-ball*
- *Basketball/volleyball multi-use court*
- *Multi-purpose synthetic field*
- *Overlay field*
- *Field hockey*
- *Gyms*
- *Community centers*
- *Performance amphitheater*
- *Teen center*
- *Indoor track*

**Note: The Germantown Athletic Club provides swimming and a family fitness center meeting those facility deficit needs.*

2016: Germantown has a surplus in four types of facilities:

- *Acreage*
- *Playgrounds*
- *Tennis (outdoor)*
- *Baseball (youth)*
- *Soccer (youth)*
- *Football*
- *Lacrosse*

Based on a moderate increase of the population by year 2040, the system has a similar deficit/surplus result as the year 2016 (See Table 5.3: Level of Service for City Park Facilities).

While standards are good for planning, in order to determine demand, actual scheduling of facilities should be used as well. For example, if current sports fields are programmed at full capacity and there is a deficiency based on the desired level of service, that is a strong indicator additional sports fields are needed. In our recommendations, we also use the community needs assessment and public input to determine what facilities should be included in a long-range capital plan and considering facility maintenance requirements.



Table 5.3: Level of Service for City Park Facilities

| Park Facilities | Level of Service Standard* | Current Need (2016 Pop. 39,056) | Existing Number of Germantown Park Acres and Facilities | Deficit/Surplus | Anticipated Need (2040 Pop. 45,081) | Deficit/Surplus |
|---|----------------------------|---------------------------------|---|-----------------|-------------------------------------|-----------------|
| Acreage | 9.6 per 1,000 | 375 | 546 | 171 | 433 | 113 |
| playgrounds | 1 per 3,633 | 11 | 25 | 14 | 12 | 13 |
| Outdoor Basketball | 1 per 7,080 | 6 | 1 | -5 | 6 | -5 |
| Tennis (outdoor) | 1 per 4,375 | 9 | 26 | 17 | 10 | 16 |
| Baseball (youth) | 1 per 6,453 | 6 | 11 | 5 | 7 | 4 |
| Softball (adult) | 1 per 12,468 | 3 | 3 | 0 | 4 | -1 |
| Multi-purpose field | 1 per 12,468 | 3 | 0 | -3 | 4 | -4 |
| Softball (youth) | 1 per 8,500 | 5 | 3 | -2 | 5 | -2 |
| Swimming pool (outdoor) | 1 per 33,040 | 1 | 0 | -1 | 1 | -1 |
| Dog park | 1 per 42,500 | 1 | 1 | 0 | 1 | 0 |
| Baseball (adult) | 1 per 19,226 | 2 | 0 | -2 | 2 | -2 |
| Tot lots | 1 per 12,195 | 3 | 0 | -3 | 4 | -4 |
| Community garden | 1 per 31,000 | 1 | 1 | 0 | 1 | 0 |
| Soccer (youth) | 1 per 6,199 | 6 | 11 | 5 | 7 | 4 |
| Soccer (adult) | 1 per 12,226 | 3 | 2 | -1 | 4 | -2 |
| Football field | 1 per 26,250 | 1 | 3 | 2 | 2 | 1 |
| Tee-ball | 1 per 15,439 | 3 | 2 | -1 | 3 | -1 |
| Basketball/volleyball (multi-use court) | 1 per 15,250 | 3 | 0 | -3 | 3 | -3 |
| Multi-purpose synthetic field | 1 per 34,242 | 1 | 0 | -1 | 1 | -1 |
| Lacrosse | 1 per 27,332 | 1 | 3 | 2 | 2 | 1 |
| Cricket field | 1 per 147,500 | 0 | 0 | 0 | 0 | 0 |
| Overlay field | 1 per 10,820 | 4 | 0 | -4 | 4 | -4 |
| Field hockey | 1 per 20,340 | 2 | 0 | -2 | 2 | -2 |



Facility Assessments

| Park Facilities | Level of Service Standard* | Current Need (2016 Pop. 39,056) | Existing Number of Germantown Park Acres and Facilities | Deficit/Surplus | Anticipated Need (2040 Pop. 45,081) | Deficit/Surplus |
|--------------------------|----------------------------|---------------------------------|---|-----------------|-------------------------------------|-----------------|
| Recreation centers | 1 per 27,591 | 1 | 0 | -1 | 2 | -2 |
| Gyms | 1 per 28,856 | 1 | 0 | -1 | 2 | -2 |
| Community centers | 1 per 29,227 | 1 | 0 | -1 | 2 | -2 |
| Senior centers | 1 per 48,822 | 1 | 1 | 0 | 1 | 0 |
| Fitness center | 1 per 40,946 | 1 | 1 | 0 | 1 | 0 |
| Performance amphitheater | 1 per 48,000 | 1 | 0 | -1 | 1 | -1 |
| Nature center | 1 per 105,000 | 0 | 0 | 0 | 0 | 0 |
| Stadium | 1 per 77,129 | 1 | 1 | 0 | 1 | 0 |
| Teen center | 1 per 51,448 | 1 | 0 | -1 | 1 | -1 |
| Indoor track | 1 per 50,667 | 1 | 0 | -1 | 1 | -1 |
| Arena | 1 per 57,300 | 1 | 1 | 0 | 1 | 0 |

Source: NRPA Park Metrics Agency Performance Survey and City of Germantown Parks and Recreation Department Parks and Open Space Master Plan

Although the chart indicates a number of facility deficits within the city of Germantown, the Germantown Athletic Club, or GAC, provides a membership-based access to indoor and outdoor aquatics, fitness, indoor basketball, and child care programs. The GAC also serves as a community center of sorts, especially for some senior members who have become regular visitors. This is not surprising given Germantown's demographic profile. After combining the GAC facility with the city's Parks & Recreation Department offerings, the following deficits currently exist:

2016: Deficits when including GAC amenities:

- *Outdoor basketball*
- *Multi-purpose fields*
- *Softball (youth)*
- *Baseball (adult)*
- *Tot lots*
- *Soccer (adult)*
- *Tee-ball*
- *Multi-purpose synthetic field*
- *Overlay field*
- *Field hockey*
- *Recreation centers*
- *Community centers*
- *Performance amphitheater*
- *Teen center*



Table 5.4: Level of Service for City Park Facilities + GAC Amenities

| Facility | Level of Service Standard* | Current Need (2016 Pop. 39,056) | Existing Number of Germantown Park Acres and Facilities | Deficit/Surplus | Anticipated Need (2040 Pop. 45,081) | Deficit/Surplus |
|---|----------------------------|---------------------------------|---|-----------------|-------------------------------------|-----------------|
| Acreage | 9.6 per 1,000 | 375 | 546 | 171 | 433 | 113 |
| playgrounds | 1 per 3,633 | 11 | 25 | 14 | 12 | 13 |
| Outdoor Basketball | 1 per 7,080 | 6 | 1 | -5 | 6 | -5 |
| Tennis (outdoor) | 1 per 4,375 | 9 | 26 | 17 | 10 | 16 |
| Baseball (youth) | 1 per 6,453 | 6 | 11 | 5 | 7 | 4 |
| Softball (adult) | 1 per 12,468 | 3 | 3 | 0 | 4 | -1 |
| Multi-purpose field | 1 per 12,468 | 3 | 0 | -3 | 4 | -4 |
| Softball (youth) | 1 per 8,500 | 5 | 3 | -2 | 5 | -2 |
| Swimming pool (outdoor) | 1 per 33,040 | 1 | 1 | 0 | 1 | 0 |
| Dog park | 1 per 42,500 | 1 | 1 | 0 | 1 | 0 |
| Baseball (adult) | 1 per 19,226 | 2 | 0 | -2 | 2 | -2 |
| Tot lots | 1 per 12,195 | 3 | 0 | -3 | 4 | -4 |
| Community garden | 1 per 31,000 | 1 | 1 | 0 | 1 | 0 |
| Soccer (youth) | 1 per 6,199 | 6 | 11 | 5 | 7 | 4 |
| Soccer (adult) | 1 per 12,226 | 3 | 2 | -1 | 4 | -2 |
| Football field | 1 per 26,250 | 1 | 3 | 2 | 2 | 1 |
| Tee-ball | 1 per 15,439 | 3 | 2 | -1 | 3 | -1 |
| Basketball/volleyball (multi-use court) | 1 per 15,250 | 3 | 0 | -3 | 3 | -3 |
| Multi-purpose synthetic field | 1 per 34,242 | 1 | 0 | -1 | 1 | -1 |
| Lacrosse | 1 per 27,332 | 1 | 3 | 2 | 2 | 1 |
| Cricket field | 1 per 147,500 | 0 | 0 | 0 | 0 | 0 |
| Overlay field | 1 per 10,820 | 4 | 0 | -4 | 4 | -4 |
| Field hockey | 1 per 20,340 | 2 | 0 | -2 | 2 | -2 |
| Recreation centers | 1 per 27,591 | 1 | 0 | -1 | 2 | -2 |
| Gyms | 1 per 28,856 | 1 | 2 | 1 | 2 | 0 |
| Community centers | 1 per 29,227 | 1 | 1 | 0 | 2 | -1 |
| Senior centers | 1 per 48,822 | 1 | 1 | 0 | 1 | 0 |
| Fitness center | 1 per 40,946 | 1 | 1 | 0 | 1 | 0 |



Facility Assessments

| Facility | Level of Service Standard* | Current Need (2016 Pop. 39,056) | Existing Number of Germantown Park Acres and Facilities | Deficit/Surplus | Anticipated Need (2040 Pop. 45,081) | Deficit/Surplu s |
|--------------------------|----------------------------|---------------------------------|---|-----------------|-------------------------------------|------------------|
| Performance amphitheater | 1 per 48,000 | 1 | 0 | -1 | 1 | -1 |
| Nature center | 1 per 105,000 | 0 | 0 | 0 | 0 | 0 |
| Stadium | 1 per 77,129 | 1 | 1 | 0 | 1 | 0 |
| Teen center | 1 per 51,448 | 1 | 0 | -1 | 1 | -1 |
| Indoor track | 1 per 50,667 | 1 | 1 | 0 | 1 | 0 |
| Arena | 1 per 57,300 | 1 | 1 | 0 | 1 | 0 |

By comparing the two charts, it is clear that the GAC plays a significant role as a recreation provider in the community. It is also important to mention that the GAC charges a monthly fee as well as a joining fee. A household membership costs \$80 a month with application fees ranging from \$59 to \$99 according to their website. These fees help the GAC provide and maintain high quality facilities and represent an affordable option for residents of Germantown when compared to median and per capita incomes.

Based on a surficial review of NRPA Park Metrics data, it would appear Germantown meets the average level of service for parkland acres of 9.6 acres per 1,000 residents. However, the City of Collierville maintains 750 acres of parkland providing a ratio of 15.81 acres of parkland per 1,000 residents. An additional 362 acres of natural land within their park system. If natural area acres are included, the level of service for Collierville reaches 28 acres per 1,000 residents. By comparison, Germantown's level of service is less than its peer communities illustrating the need for additional parkland acres in order to compete with regional peers.

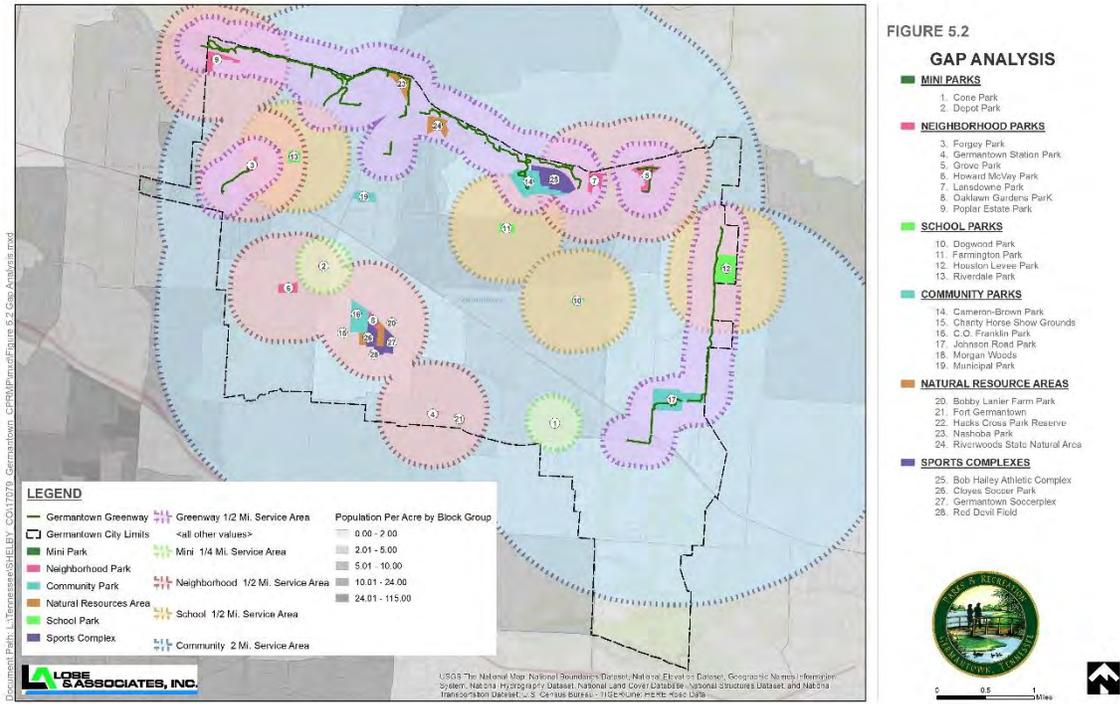
“By comparison, Germantown’s level of service is less than its peer communities illustrating the need for additional parkland acres...”

| Community | Population | Total Acres | LOS |
|------------------|------------|-------------|----------------|
| Germantown, TN | 39,056 | 546 | 13.9 per 1,000 |
| Collierville, TN | 47,434 | 1,112 | 27.8 per 1,000 |
| Brentwood, TN | 39,974 | 965 | 14.1 per 1,000 |
| Franklin, TN | 68,549 | 700 | 21.0 per 1,000 |



5.2: Gap Analysis. Population density is also shown to determine if park development patterns are adequately meeting the need of the community.

Figure 5.2: Gap Analysis



Germantown is served by a wide variety of parks and park facilities, ranging from small mini parks to regional parks like Bob Hailey Athletic Complex. The age of the parks varies widely as many of the parks have been developed over time as the city has grown. The highest concentration of parks is located south of Poplar Pike. In this section of the city, there is overlapping service between service areas of regional, community and neighborhood parks offering a wide variety of amenities and experiences. The next best served area is north along the Wolf River corridor. This area contains natural resource parks, athletic complexes and neighborhood parks that were established along with the development of subdivisions in this part of the city. The Germantown Greenway also serves the northern portion of the city.

Areas to the east along the border with Collierville are served by the greenway, Johnson Road Park, and Houston Levee Park. Houston Levee Park is categorized as a school park but, contains elements of a neighborhood park, like the picnic shelter and playground, which serve adjacent residents.



When evaluating park service areas, researchers found a lack of parks in the extreme southeast portion of the community along Forrest Hill-Irene Road. While area apartment complexes along this major road provide their residents with some amenities, such as a clubhouse and pool, city parks open to the public are needed as growth continues along this corridor.

Throughout the public input period, citizens emphasized the need to invest in existing parks and to expand the greenway system. The greenway is a highly valued asset and the desire to connect to neighboring Collierville is strong. Previous plans for the greenway system include a looped route encompassing the City. Currently, the southern and western portions of the greenway plan have not been executed. Construction of these missing links would greatly expand options for greenway users while providing connections to park facilities.

In addition to greenway facilities, bicycle and pedestrian facilities should be added to existing streets. There are currently over 14 miles of greenway trail within the City of Germantown. These sections are shown as a solid green line in Figure 5.3 Proposed parks and Greenways. The design team recommends constructing approximately 10.5 additional miles which would complete the loop around Germantown and provide connections to the largest parks and many residential neighborhoods. Additional bicycle and pedestrian connections should be provided by protected bike lanes, shared bike routes and sidewalks as street cross-sections allow. This combination of bicycle and pedestrian facilities is necessary to accommodate individuals of varying ages and skill.



Protected Bike Lane



Sidewalk



Shared Bike Route



Figure 5.3: Proposed Parks and Greenways

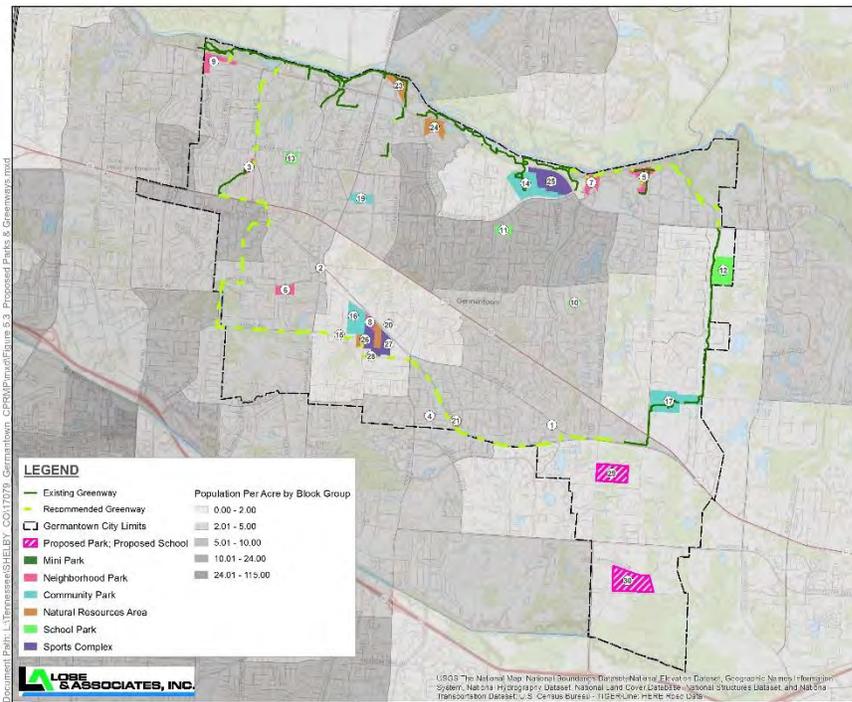


FIGURE 5.3

PROPOSED PARKS

- MINI PARKS**
 - 1. Cone Park
 - 2. Depot Park
- NEIGHBORHOOD PARKS**
 - 3. Forgey Park
 - 4. Germantown Station Park
 - 5. Grove Park
 - 6. Howard McVay Park
 - 7. Lansdowne Park
 - 8. Oaklawn Gardens Park
 - 9. Poplar Estate Park
- SCHOOL PARKS**
 - 10. Dogwood Park
 - 11. Farmington Park
 - 12. Houston Levee Park
 - 13. Riverdale Park
- COMMUNITY PARKS**
 - 14. Cameron-Brown Park
 - 15. Charity Horse Show Grounds
 - 16. C.O. Franklin Park
 - 17. Johnson Road Park
 - 18. Morgan Woods
 - 19. Municipal Park
- NATURAL RESOURCE AREAS**
 - 20. Bobby Lanier Farm Park
 - 21. Fort Germantown
 - 22. Haska Cross Park Reserve
 - 23. Nashoba Park
 - 24. Riverwoods State Natural Area
- SPORTS COMPLEXES**
 - 25. Bob Halley Athletic Complex
 - 26. Cloyes Soccer Park
 - 27. Germantown Soccerplex
 - 28. Red Devil Field
- PROPOSED PARKS**
 - 29. Proposed School Park
 - 30. Potential Sports Park



0 0.5 1 Miles



Figure 5.4: Proposed Parks and Greenways Service Area

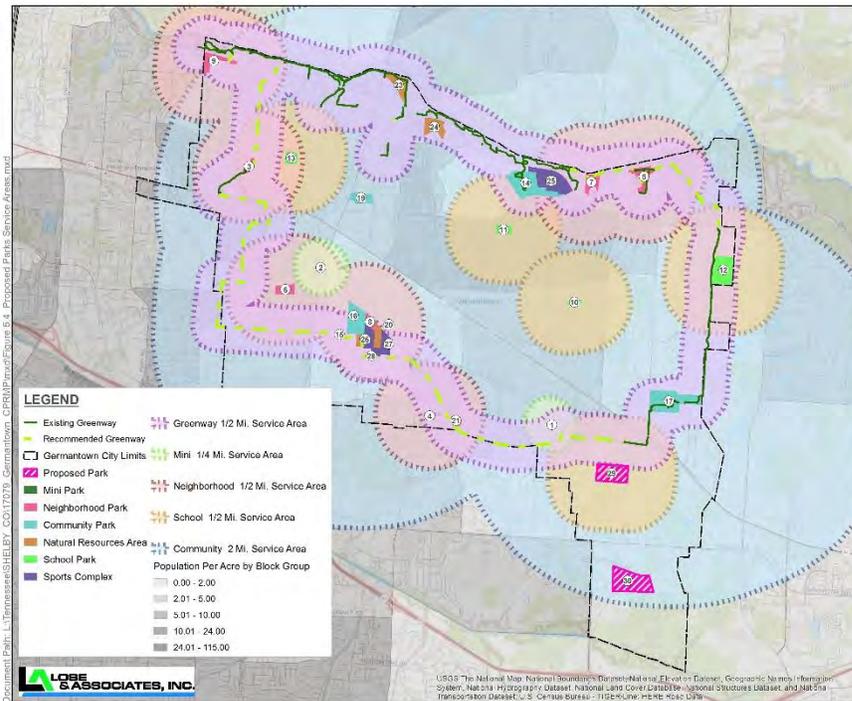


FIGURE 5.4

PROPOSED SERVICE AREAS

- MINI PARKS**
 - 1. Cone Park
 - 2. Depot Park
- NEIGHBORHOOD PARKS**
 - 3. Forgey Park
 - 4. Germantown Station Park
 - 5. Grove Park
 - 6. Howard McVay Park
 - 7. Lansdowne Park
 - 8. Oaklawn Gardens Park
 - 9. Poplar Estate Park
- SCHOOL PARKS**
 - 10. Dogwood Park
 - 11. Farmington Park
 - 12. Houston Levee Park
 - 13. Riverdale Park
- COMMUNITY PARKS**
 - 14. Cameron-Brown Park
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- SPORTS COMPLEXES**
 - 25. Bob Halley Athletic Complex
 - 26. Cloyes Soccer Park
 - 27. Germantown Soccerplex
 - 28. Red Devil Field
- PROPOSED PARKS**
 - 29. Proposed School Park
 - 30. Potential Sports Park



0 0.5 1 Miles



In the summer of 2017, the Mayor of Germantown called together a Bicycle, Pedestrian and Walkability (BPW) Task Force to study bicycle and pedestrian connections throughout the city. Their recommendations are consistent with those expressed in the public engagement phase of this master plan process and should be further studied to supplement the connectivity currently being provided by the greenway network. Connection to Germantown's central core will be dependent on on-road facilities like sidewalks and bike lanes as natural corridors are less prevalent in the more densely developed areas of the city center. Crossings along Wolf River Boulevard are highly desired by residents to connect parks and neighborhoods to the greenway and natural areas located along the river corridor.

Rethinking Germantown Parks!!!

With the conclusion of the park site assessments, gap analysis, interviews, stakeholder meetings and public input, the planning team had the task of considering all user groups and developing a strategy to meet current needs to allow for expansion where necessary for those user groups and interests. The anticipated changing dynamic of the city with the addition of the school system could have potential impacts on parks and facilities moving into the future with more young families with school age children than ever before.

During the public input process, we heard about the desire for more court sports and frustration over lack of available tennis courts on any given night. The soccer program is continuing to grow for all ages and available field space is at a premium. Soccer leagues are running nearly year-round offering little time for turf fields to recover which creates hazardous conditions on fields with bare spots. Some of the large special events in the city are challenged with lack of room to expand to stay competitive within their individual markets. There is a desire by residents to create a central gathering space that visitors identify with Germantown. Many cities have a historic or quaint downtown but Germantown's development as a suburban community of Memphis missed that opportunity. The need for room to expand facilities at Houston Levee High School creates another challenge for park facilities in that location. In order to meet the needs of the high school, park facilities would potentially have to move elsewhere to allow for the school's expansion priorities.

These are some of the highlights of the public engagement process that required us to RETHINK Germantown parks and consider new ideas to take the city into the future. As the planning team worked to develop concept plans for some of the city's biggest park spaces, we considered how best to serve current park users for those spaces but also how to meet the expansion needs that will become unavoidable for some activities. Our recommendations are designed to accomplish several objectives:

- Improve access to facilities for all residents and interests
- Alleviate scheduling issues for active sports enthusiasts
- Develop greater special event/rental spaces for all sizes and interests
- Improve pedestrian and vehicular circulation and flow within the parks
- Create a central public space that people will identify with Germantown



- Create additional amenities to appeal to other users not currently utilizing the parks
- Enhance existing features in the parks
- Provide open space for non-structured play passive recreation

With these objectives in mind the following represent some of the big picture recommendations that have been incorporated into the concept plans for Germantown's largest city parks.

- Remove soccer from Cloyes Soccer Park and the Soccer Plex and relocate this activity to a new longfield sports complex in South Germantown.
- Consolidate tennis courts found in C.O. Franklin Park and Municipal Park into a tennis complex to be located at the current Soccer Plex.
- Allow for the expansion of the Germantown Charity Horse Show grounds to include new and expanded show rings while also expanding the needs of the Germantown Festival.
- Work with the Germantown Municipal School District on an agreement to transition the Houston Levee Park property to the school system.
- Maintain a small portion of Houston Levee Park at the terminus of Spring Hollow Cove to be developed as a neighborhood park.
- Develop additional youth t-ball and baseball fields at Cameron Brown Park.
- Complete the implementation of the Farm Park Master Plan and include the newly acquired Oaklawn Garden.

The following provides the planning teams assessment narrative of three of Germantown's largest parks including the Parks on Poplar Pike (C.O. Franklin, Germantown Charity Horseshow Grounds, Oaklawn Gardens, Morgan Woods, Cloyes Soccer Fields, Bobby Lanier Farm Park, Soccer Plex, Hacks Cross Park Preserve), Municipal Park and the Bob Hailey/Cameron Brown Athletic Complex. Concept plans can be found at the end of this section.

Parks on Poplar Pike

The Parks on Poplar Pike concept plan represents the development of some of Germantown's most loved park spaces in the city. The current configuration of C.O. Franklin, Germantown Charity Horseshow Grounds, Oaklawn Gardens, Morgan Woods, Cloyes Soccer Fields, Bobby Lanier Farm Park, the Soccer Plex and Hacks Cross Park Preserve bring users of varying interests. These eight parks currently function independent of one another and the lack of vehicular and pedestrian connections conceals the fact that together, these properties represent the largest conglomeration of contiguous park space in Germantown at just over 85 acres. An additional 7 acres is made up of Red Devil Field however that facility is currently utilized by the school system and not open to the general public therefore the acreage was not included in the total.

Several of these parks host two of the largest community events in the city. The Germantown Charity Horse Show dates back to 1947 and attracts over 10,000 visitors annually. During



this event, the horse show grounds, C.O. Franklin Park and Morgan Woods become the staging ground for temporary horse stables, RV and trailer parking, vendor and spectator areas. Visitors are parked off site and bussed into the park. The Germantown Festival is another large community event which will celebrate its 47th year in September. This event also utilizes C.O. Franklin Park and Morgan Woods with arts and crafts vendors, a car show, entertainment, and a children’s play area. Parking for this event is also offsite with more than 50,000 attendees being bussed in from remote locations.

The site assessments of the individual parks that make up the Parks on Poplar Pike revealed a mix of uses and activities. Beginning with C.O. Franklin Park, there are six tennis courts, a large and small playground, and the Pickering Center which serves as a community rental space and senior center. Located adjacent to the Pickering Center is the Germantown Regional History and Genealogy Center. This park is also home to the Germantown Charity Horse show arena, stables, riding rings and pavilions. Much of Germantown identifies with C.O. Franklin Park because it is the center of activity for many Germantown events.



Germantown Charity Horse Show Arena

Morgan Woods is an undeveloped property which runs adjacent to C.O. Franklin Park. This primarily wooded 7.5-acre park has paved and primitive trails which also serve as access routes to a utility service building and cell phone towers. Drainage swales located on the south end of the property near Cross Country Drive are severe in locations and erosion is a problem with what appears to be significant water flow during peak rain events. The Morgan Woods property on the North end near Poplar Pike is much more open and flat and is frequently utilized for the special events that are hosted in the Parks on Poplar Pike.

Located on Poplar Pike adjacent to the railroad is the Oaklawn Botanical Gardens. At 6.5 acres, Oaklawn is a significantly historic garden in the City of Germantown. Currently maintained by volunteers, the garden has an existing homeplace, boxcar and caboose. A small parking area was added by the city after the property was acquired however, there are no paved walks or access into or through the garden. The long-term vision is to preserve the historic integrity of the space while making it a completely accessible botanical garden that can highlight the unique plant specimens. A visitor center with indoor and outdoor gathering spaces, a greenhouse and propagation room area all items which have been identified as desirable for the future of the garden.



Cloyes Soccer Park

The Cloyes Soccer Park is located adjacent to Oaklawn Garden, Morgan Woods and the Bobby Lanier Farm Park. This youth soccer complex provides 7 youth fields, a shared parking lot with Bobby Lanier Farm Park for 50 cars and a restroom/concession building. An asphalt path connects the parking area to some of the fields and beyond



to Morgan Woods. Access to the park is from Cross Country Drive and has been identified as difficult to find for those not familiar with the area.

The Bobby Lanier Farm Park is approximately 10 acres in size and includes the original main residence along with a tenant cottage, one renovated barn original to the property and a new barn used as an event/rental venue. The new barn includes attached accessible restroom facilities. A community garden has also been developed and another large area has been put under cultivation and is referred to as a production area. The Farm Park hosts special events throughout the year. A master plan was completed in 2010 and is leading development and programming for the facility with a focus on sustainability.



Bobby Lanier Farm Park

The Germantown Soccer Plex is located East of the Bobby Lanier Farm Park and includes four full size soccer fields, a restroom/concession building and parking for approximately 120 cars. Maintaining the field turf is a constant struggle for a continually growing spring and fall program serving all skill levels and abilities. Parking during peak season is also problematic however overflow spaces are available at the adjacent elementary school when school is not in session.

The final defined space of the Parks on Poplar Pike is referred to as Hacks Cross Parks Preserve. This wooded parcel is located across the road from the entrance to the Cloyes Soccer Complex and Bobby Lanier Farm Park and is a natural area with primitive trails throughout. It is approximately six acres in size.

Parks on Poplar Pike Analysis

With the completion of the public engagement process and the park site assessments, the planning team began the task of evaluating the eight properties that make up the Parks on Poplar Pike and outlining challenges facing those properties as they exist today. Because the properties represent the largest collection of parkland in the city and are arguably the most visited properties in the City, future recommendations and development would need to be very carefully considered. The most obvious challenge is the lack of connection between each park and the very distinct individualized uses. Roughly half the acreage is for very specialized users interested in equestrian, horticultural and agricultural programs. The other half is for more active and traditional recreation components tied to tennis, soccer and walking/running.



Germantown Soccer Plex

The central location of these parks within the City makes them ideally suited to serve as a “central green” however, the challenge of accessing the individualized parcels is difficult for some users since some parcels are accessible along Poplar Pike, some on CD Smith Road and others on Cross Country Drive. Additionally, each of the individualized uses are challenged in their inability to

expand or grow. Soccer in particular has reached its limit in this location and the properties and uses located adjacent to the soccer fields do not offer opportunity for expansion. During the public engagement process, the Germantown Charity Horse Show expressed their desire to expand their facilities within the existing park footprint, however, accommodating that growth would have implications for other user groups in the park. Drainage issues also exist in various locations throughout the eight parks most noticeably at the Soccer Plex and in Morgan Woods. The planning team developed a series of preliminary concept plans to address some of these challenges and to consider other options for recreation expressed during the public engagement process. Plans were presented in an open house forum on October 19th. Comments were received that evening after the presentation and for a week following the meeting via online reviews. These comments were compiled and a master plan for the Parks on Poplar Pike was developed. The plan is provided at the end of this section and the following narrative provides a description of recommendations.



Morgan Woods

Parks on Poplar Pike Concept Plan

The Parks on Poplar Pike concept plan addresses some of the issues with vehicular and pedestrian circulation, access to the park, parking, facility/program expansion and drainage. This plan accommodates specific changes in the way the park functions but also recommends some modifications that fit into the bigger citywide plan. One of the most important recommendations for these properties is the movement from having individualized uses to making this function as one central community park. This is accomplished by creating a main entrance off Poplar Pike and developing a park road that connects through the property to Cross Country Road. The entrance at Cross Country Road would be maintained as a secondary entrance and through traffic would be prohibited with the use of gates or removable bollards however, during large events in the park, two entrances would allow for ease of ingress and egress from the park. The main park entrance would be in the current location of the entrance to C.O. Franklin Park and the Charity Horseshow Grounds. A new road would be constructed to intersect with the C.O. Franklin entry road. The new park road would have a boulevard design approach but on a small park scale. It would have a median planted with trees and have an organic, curvilinear design to keep speeds at a minimum. The road would follow an alignment that would connect Oaklawn Gardens and the Farm Park to



C.O. Franklin Park

the main entrance off Poplar Pike or to the secondary entrance on Cross Country Road. A centralized parking lot would be constructed to serve the Bobby Lanier Farm Park as well as Oaklawn Gardens, Morgan Woods and special events in the park.

Beginning with C.O. Franklin Park, the largest modification is for the removal of the existing tennis courts. It is recommended that tennis courts be centralized in an alternate



location allowing for the current space to be converted to passive open space. This would increase the open lawn area available for special events but also allow for the development of a more formal promenade leading into the horse show grounds main pavilion.

The Charity Horse Show Grounds would expand to the East approximately 60' to allow for the enlargement and addition of show rings necessary to keep that venue competitive with other similar venues around the country. The expansion into Morgan Woods would also allow for modification of drainage areas in the woods to prevent future erosion and damage to this natural area.



Charity Horse Show Grounds

Morgan Woods would be maintained as a wooded natural area with improvements to trails connecting to other areas of the park. Drainage areas would be improved and stabilized to prevent future erosion and damage. Access to the utility services currently located in the woods would be provided from the main park entry road eliminating conflicts with pedestrian uses in the woods.



Oaklawn Botanical Gardens

The Oaklawn Botanical Gardens improvements include a modified parking area with main entrance off the new park road. The main entry building includes a visitor's center with indoor and outdoor spaces that could be utilized for tours and intimate events in and around the garden. A greenhouse and propagation room would also be a component of the visitor entry experience. Accessible paths would be located throughout the garden highlighting the various plant species. The existing caboose and boxcar would be converted to a

small concession facility for coffee, tea or other uses. An outdoor dining plaza space would be around the boxcar and caboose to connect the two, with the one serving as a covered dining space. A secondary entrance and small parking area has been located closer to the Bobby Lanier Farm Park main entrance building. This area includes the relocated John Grey House from Municipal Park along with small size open event lawn spaces. These areas could be utilized as overflow in conjunction with larger events being hosted at the Farm Park or could be stand-alone amenities tied to events at Oaklawn Garden. A maintenance facility has been located across the park road from the secondary entrance to the John Grey House. This facility would service maintenance needs for the entire park.

Moving east to the Bobby Lanier Farm Park grounds, a large parking area has been shown with a prominent entry to the farm park including an entry plaza with children's splash pad and restroom building. A master plan completed for the Farm Park in 2010 has been honored in the Parks on Poplar Pike master plan. Much of the plan has already been implemented and



Bobby Lanier Farm Park

recommendations are consistent with the public’s vision for the park. Other noteworthy features of the recommended Farm Park modifications include a large rental event pavilion located between Oaklawn Gardens and the Farm Park property. This event pavilion would offer covered space adjacent to the various sized open lawn event spaces and provide many options for functions of all sizes. The existing residence on the farm has been identified as a future community event and education center. Renovations to the existing structure or a completely new building in this location will be necessary. Working with stakeholders, a building program should be developed to determine the desired future uses. A parking area adjacent to the house has been shown to provide both service functions but also parking to serve elderly and ADA purposes.

Poor drainage in Morgan Woods and at the existing Soccerplex has been addressed with the creation of a wetland park on the south side of the property. It is the intent of the master plan that this area would be a feature of the park that that serves a utilitarian function and also an aesthetic one. This feature would be complete with walking trails and pedestrian bridges interconnected with the rest of the Park on Poplar pedestrian paths.



Germantown Soccerplex

East of the Farm Park on the existing Soccerplex property, the master plan has recommended the development of a tennis center. Tennis courts located in Municipal Park and at C.O. Franklin Park would be replaced in this location allowing for greater programming and scheduling of courts. Public input revealed users are having a difficult time locating available tennis courts on any given night. Developing a centralized complex with 16 courts would allow for better scheduling and programming of this type of facility. Additionally, the



Germantown Soccerplex

space in Municipal Park and C.O. Franklin Park would be freed up to allow for other use of those spaces. The current master plan has allowed space for the future development of an indoor tennis complex should public sentiment and future use dictate this need. Until that time, the area North of the new tennis complex would serve as additional passive open space for the parks system. The existing parking lot located at the Soccerplex would be sufficient to serve the new tennis facility.

The final recommendation for the Parks on Poplar Pike involves the redevelopment of the Pickering Center and Germantown Regional History and Genealogy Center. With the redevelopment of the Parks on Poplar Pike as described, it would be of great benefit to have a full-time presence in the park with the addition of a parks and recreation main office in this location. The Pickering and Genealogy Center could be combined to create a main parks office. Current uses of the Pickering Center could be relocated to other rental venues recommended at the Farm Park. Additionally, the Genealogy Center could be more compatible at the current parks office location or as an expansion to the Germantown Community Library. Future commercial use of the existing parks and recreation offices could



also be an option. Depending on the size and method of the combining of the two centers, community rental rooms could still be a function of one of these buildings.

Municipal Park

Some of the favorite activities identified during the public engagement process referenced the love of outdoor dining, people watching, special events such as concerts or movies in the park, reading or walking with friends. In addition to those ideas were comments about the desire for more special events and the need to create a space that visitors and residents alike identify with Germantown. The bulk of the city service and administration buildings are found in Municipal Park along with the public library, Germantown Athletic Club (GAC), Germantown Performing Arts Center (GPAC), and the Great Hall and Conference Center. This 15-acre park is surrounded by a hub of activities however, it is hidden from view to travelers along South Germantown Road. The desire for more special events and a public space that creates an identity for the City makes this an ideal prospect.

Municipal Park Analysis

Over the years, multiple master plans have been developed for Municipal Park and various portions of those master plans have been completed. The planning team visited and evaluated the park and found current amenities including six tennis courts with a pro shop, an outdoor aquatic facility associated with the Germantown Athletic Club, walking trails, a lake, the Kiwanis Club Pavilion, John Grey House, a sand volley ball court and playground.



Municipal Park

Public engagement as well as our site assessment revealed that geese in the park are a consistent problem and serve as a detractor from people using the park. Aside from the specific uses of tennis and the pavilion and associated playground, there seems to be relatively low use by the community for this very important, central green space. Visibility into the park from three sides is poor. A large portion of the park is comprised of surface parking to serve the GAC, GPAC and Great Hall and the activities associated with those facilities seem to be the greatest attractor to visitors of the park. Interviews revealed a plan to develop an outdoor performance amphitheater adjacent to GPAC on the North side of the building. Other plans call for the redevelopment of Exeter Road on the East side of the park to include reduced travel lanes with bike lanes, on street parking and a widened median that would provide pedestrian plazas, trails and additional green space.



Municipal Park

Municipal Park Concept Plan

Taking into consideration the activities most enjoyed by residents and the other adjacent uses and future plans for areas around Municipal Park, the master plan has taken the approach to make Municipal Park a premier special events and community activities park. With the idea of a destination venue, Municipal Park would have amenities and activities that would serve as a regional draw to the city. Active amenities associated with tennis and volleyball would be relocated to other parks. Removal of the tennis courts would open visibility into the park and allow open space to extend up to South Germantown Road near the main entry. The provision of an iconic element to draw attention to the park and make it a destination for visitors is captured in a flyover bridge that spirals from a pedestrian plaza to a high point with an overlook that has views of the entire park. Located beneath the pedestrian bridge and along the existing lake is a splash pad. As previously mentioned in the Parks on Poplar Pike discussion, the John Grey House is recommended to be relocated to the Oak Lawn Gardens and Bobby Lanier Farm Park where it better fits contextually with its surroundings and can be better programmed and interpreted. The recently renovated Kiwanis Club pavilion is recommended to stay and is connected to trails throughout the park that link to a large destination playground located on the East side of the park near the library and Suburban Garden Club Meditation Garden. The playground



Municipal Park

is intended to be a unique feature that would be a true destination for families and children of all ages and abilities. It would also serve as the center of activity as a kid zone for special events hosted in the park. Taking advantage of the topographic changes of the park, a large open lawn and stage have been located central to the park with the stage closest to the library. A restroom and concession building along with green rooms are located along the back edge of the park and could serve as support amenities for the amphitheater. This spectator area is intended to supplement the performance venue being planned at the GPAC. With this design, special events could be hosted that would attract performers and audiences to multiple stages. Plans to redesign Exeter Road further support the design of this park as a destination special events park. Exeter road would serve to extend the park boundaries across the boulevard making this additional space available for vendors, food trucks and others. The nature of the businesses located along Exeter Road would allow the road to be closed for large special events on the weekend since they primarily follow a weekday work schedule. A pedestrian promenade has been designed to connect the parking lots located on the east and west side of the park. Interviews revealed that parking is frequently insufficient for events at the Great Hall and attendees often are required to park on the opposite side of the building



Municipal Park

at the Great Hall and attendees often are required to park on the opposite side of the building



near the GAC. Without a strong pedestrian connection, visitors must find their way around the building to the entry of the Great Hall. The promenade would better define this connection and could be designed to incorporate one-way vehicular traffic over to the GAC side for additional parking when needed.

Cameron Brown Park & Bob Hailey Athletic Complex

Cameron Brown Park and the Bob Hailey Athletic Complex are the central hub of youth baseball and football for the City of Germantown. The football program registrations exceed 400 participants including cheerleaders while the baseball and softball programs register over 1,000 participants annually. The park also plays host to a couple tennis courts, and some passive picnic areas around a lake. Public sentiment about the park identified inadequate parking, outdated restroom facilities and the desire for more perimeter trails in the park.

Cameron Brown & Bob Hailey Athletic Complex Analysis

Cameron Brown Park is home to a four-field youth baseball complex, a two-field t-ball complex and one standalone baseball field, playgrounds, picnic shelters and walking trails. The Bob Hailey Athletic Complex includes a four-field baseball complex, two tennis courts and three football fields; two, 80-yard fields and one, 60-yard field. The restroom/concession buildings associated with the football fields are looking worn and are in need of renovation. During the regular season the football leagues utilizes the baseball outfields for practice space for their many teams. The four-field baseball complex does not appear to be serving the existing baseball league well. Fencing and backstops had been modified in recent history to make the fields smaller and function better for the league. The spectator areas lack any shade among a large expanse of concrete. The restroom/concession building is old and in need of renovation. Parking for the entire Bob Hailey complex is insufficient and during interviews and the public open house citizens expressed concern for the hazardous conditions that exist when the lots are full, and children and pedestrians are moving through the parking area.



Cameron Brown Park

The restroom/concession building is old and in need of renovation. Parking for the entire Bob Hailey complex is insufficient and during interviews and the public open house citizens expressed concern for the hazardous conditions that exist when the lots are full, and children and pedestrians are moving through the parking area.

Cameron Brown & Bob Hailey Athletic Complex Concept Plan



Bob Hailey Athletic Complex

The main objectives for the concept plan for Cameron Brown and the Bob Hailey Athletic complex were to increase parking to better serve the many athletic fields and to improve field conditions to better meet the needs of the leagues that play there. In the Cameron Brown complex a new parking area to accommodate spaces for approximately 180 cars was located in the space currently occupied by the two-field t-ball complex. A new four field (140') t-ball complex is recommended in place of the single stand-alone baseball field. A new five field

complex with 220' fields was recommended in place of the existing Bob Hailey baseball complex. It is also recommended that youth softball be accommodated on the smaller baseball fields to replace those being lost at Houston Levee Park. Parking for approximately 360 cars was also recommended adjacent to the complex. It is important to note that the new complexes fit within the existing clear zone of the complexes that they are replacing and the addition of 540 parking stalls should sufficiently meet the needs of all athletic leagues playing in the two parks. In addition to the new ball field complexes, the two existing tennis courts are recommended for conversion to pickleball courts. Additional event pavilions and trails have also been recommended throughout the park.

New Soccerplex

Many of the recommendations made throughout this plan are contingent on the development of a new long-field complex that could accommodate fields sports such as soccer, lacrosse, rugby and football. The need for additional acreage and parks in the southern part of the city and the lack of room for expansion in existing parks to accommodate future growth drives a recommendation for a new complex. A potential site for such a facility is located on Crestwyn Hills Drive. This site is approximately 50-acres and could potentially accommodate up to 14 fields with parking and other neighborhood park amenities like playgrounds, pavilions and a perimeter walking trail. The fields should be a combination of full-sized competitive fields and smaller junior fields. In addition to the competition fields, neighborhood park amenities should be included to serve nearby residents. The development of a facility of this type would allow for the conversion of other smaller school/park sites that are currently being programmed for rugby and lacrosse to be converted to open multi-purpose fields for non-programmed play; an expressed desire during the public engagement process.

As a secondary benefit, this facility could work to complement the regional competitive tournaments held at the Mike Rose Soccer Complex which is less than 2 miles away. The Crestwyn Hills complex could serve as alternate fields or practice facilities for visiting teams. This relationship could further the growth of the region as a soccer hub and improve the quality of competitive tournaments. While the addition of this complex is not intended to compete with Mike Rose, it could supplement activities currently being hosted there.

New School/Park Site

To further improve access to parks in the southeast part of the city, a new park should be developed on the recently approved school site located on Forest Hill Irene Road. This school park would complement the school but, also serve adjacent neighborhoods. Recommended amenities for the park should follow a similar development pattern of other school/park sites found in the city with a multi-purpose field, playground, walking trail, pavilions and court sports like basketball, pickleball or futsal. As with other neighborhood parks, a neighborhood public engagement master plan process should be conducted to determine the desired elements of the surrounding neighbors.



With the development of these new parks, greenways and repurposing of some of the older parks and trails, the entire community will have much better access to recreation opportunities. For more information on specific suggestions, refer to the recommendations for each park later in this section.

Community Open Space Provisions

Other factors that can impact the delivery of parks and recreation services and the provision for greenways and open space in the community are the requirements associated with land development within a community. Across the country, we find a broad range of community zoning and open space standards. Some communities have strict requirements for funding park development, which range from setting aside land for public parks to paying fees that help construct parks. Several rapidly growing communities have charged park impact fees in an effort to keep pace with the growth, while others have used a less clear-cut approach and have negotiated with landholders and developers to acquire parkland.

Open space requirements are beneficial in offsetting the impact of new development on the park system. Many communities have established detailed requirements that look at the total recreational needs of a community, other than those that can be met on site by each individual development. Section 17-60 of the Germantown Municipal Code requires dedication of parkland or payment-in-lieu of land dedication. This policy positions the City well in identifying suitable locations for new park properties. As Germantown approaches complete build-out of developable land, this policy may need to improve existing parks. This may mean using payment-in-lieu of funds to add amenities to neighborhood and school parks or expanding greenway connections to new or redeveloped residential areas.

General Park Condition, Assessments and Recommendations

Although specific needs vary between parks, issues found to be consistent throughout Germantown's system were revealed following the completion of evaluations on each of the city's park sites. The parks conditions varied widely from minimal erosion concerns to parks with facilities that are in need of replacement or complete redesign. Common condition issues are listed below followed by individual park assessments. Within each review, items may be listed in good, fair or poor condition. In "good" condition means either items are new or require little maintenance or repairs. Items listed in "fair" condition are still functional but require maintenance to ensure their use throughout the life of the master plan. Items listed in "poor" condition will require replacement during the span of this master plan. Keep in mind that many of the issues below are commonly found in most parks around the country.



Americans with Disabilities Act Requirements

The United States Access Board is responsible for development of the ADA Accessibility Guidelines (ADAAG) access requirements of all buildings and facilities. Parks fall under these requirements and unobstructed access routes of 36" wide are required for all facilities within a park. For the most part, Germantown parks do not meet these requirements. There are some facilities in the parks that are connected by sidewalks or pathways to the parking lot but within these parks there are many items that are not connected. Bringing all parks into compliance with the ADAAG requirements should be a high priority for the city.

At least one member of the park staff should maintain a playground safety certification (Certified Playground Safety Inspector, CPSI) to monitor playground conditions.

Some of the common access issues are listed below.

- Few parking lots included handicap parking spaces.
- Hard surface pathways are not provided from handicap parking spaces to fields and other facilities.
- Pavilions, benches and picnic tables were not connected by paved walkways.
- Many parks lack ramps to provide the required ADA access route to facilities.
- Lack of marked handicap seating areas at ball fields.

In the assessment of each park in this chapter, many of the non-compliance issues are identified; however not all items are listed. It is important that a more detailed analysis be conducted of each park and immediate measures be taken to bring the parks into compliance. Researchers recommend ADA training for management employees to help them better understand the federal requirements. Additionally, researchers recommend having an ADA event coordinator on staff, who can provide information about accommodation, participation, advanced ticketing and seating for parks and for city-sponsored events.

Playground Surfacing

Playground surfacing was observed to be a combination of materials. The materials used include hardwood mulch, rubberized mulch, and poured-in-place rubber surfacing. As playgrounds are added to the system and older equipment is updated, researchers recommend using poured-in-place rubber surfacing. While it has a high initial cost, it has a lower maintenance cost and eliminates the need for annual material required for a wood chip surface.

Playground Equipment

Playground equipment throughout the park system is very consistent for the most part. The equipment appears to be 15 to 20 years old. Most of the playground equipment regardless



of age was in good condition. However, replacement of this equipment should be phased over the next several years. This will add a variety of play structures to the park system and broaden the types of experiences for playground users. In many of the parks, individual play structures are placed in mulched areas independent from other equipment. The result of the individual equipment placement is increased turf maintenance to edge all the timbers that retain the mulch. Strong consideration should be given to consolidating play equipment into large groupings of equipment with a proper edging system and mulch that meets playground safety standards.

Playground Edging

Most of the playgrounds in the parks have plastic edging to retain the mulch. Many of the edging systems are not effectively retaining the rubberized mulch and should be repaired or replaced. Migrating the playgrounds to a poured-in-place rubber surface eliminates the need for this edging.

Electrical Hazards

Throughout the park systems, there are electrical components that are damaged, unprotected and installed at locations that create potential hazards for park users. In some locations, it appears that old or unused electrical devices have not been removed from the parks when they are no longer being used. Outlets should be replaced with tamper resistant receptacles and have covers.

Electrical devices, other than outlets to be used by the public, should be installed in secure locations and/or at a minimum height of 10' above grade.

Building Maintenance

During the park assessments, researchers noted many issues with the conditions of buildings throughout the park system.

Condition issues that were common throughout include:

- Buildings that need to be painted
- Boardwalks in need of replacement
- Fishing piers missing guard rails
- Restroom buildings that need to be torn down and replaced
- Damaged brick that needs to be repaired
- Buildings that are not connected to a paved pathway

Sport Field Chain-Link Fencing

Throughout the parks and particularly at the older parks, there is old chain-link fencing around sports fields that are no longer used as game facilities. All of this fencing is in poor condition



and should be removed from the parks as the fencing is creating safety hazards and is unsightly.

Fencing at ball fields, which is still in use, is also in disrepair. Common fencing issues include the following:

- Line poles that are separated from the end cap where they are joined to post
- Damaged backstops
- Missing bottom rails
- Fencing that is curling up at the ground
- Gates with no latches

Sports Field Lighting

Most of the light poles for sports lighting in the parks are aluminum poles. A few wooden poles were observed at Houston-Levee Park. Many of these poles are old and in need of replacement. Strong consideration should be given as to which practice fields will be lit and at those locations new poles should be installed. At older fields that will not be lit, the poles should be removed along with the electrical service to the poles.

Turf Maintenance

The level of turf maintenance varies widely throughout the park system. Most of the sports fields used for games are showing extreme signs of wear specific to the sport that uses it. This is especially true of soccer fields at the Soccerplex, and the lacrosse and rugby field at Farmington Park.

The baseball fields at the Bob Hailey Athletic Complex reportedly have issues from when the fields were constructed. At that time, trees from the immediate area were buried where the fields were constructed. This is now causing subsidence as the trees are deteriorating and fields are not level.

Outside of the game fields, the turf ranges from fair to poor quality. The few areas with heavy shade have no grass at all. A better turf management program should be developed and implemented throughout the park system. The addition of a park maintenance division within the Parks and Recreation Department would allow for increased attention to maintenance and should be considered.

Court Surfacing

The most visited court surfaces are found at Municipal Park. These courts are developing cracks and pitting in numerous locations. These issues will require significant repairs the next time the courts are resurfaced. Other courts throughout the system are in fair to good condition requiring minimal resurfacing or repairs.



Site Improvements and Facility Standards

Many site improvement elements in the parks, such as site furnishings, sidewalks and signage, are in fair condition and may only need minor repairs. A common element in the parks is a number of older grills and tables that need to be removed from the parks. Other parks have concrete stairs and sidewalks that need to be replaced. Many of the pavilions are in need of repairs.

Shade is rare in most Germantown parks. This is especially true of the Bob Hailey Athletic Complex. Opportunities for temporary and permanent shade structures should be incorporated as parks are improved and redesigned.

Germantown parks benefit from an overall unified look that is achieved through the use of standard signage, site furnishings, and architectural materials. The basis for creating a strong park facility image is the utilization of design guidelines and standards that allow a visitor to identify a park immediately by the elements that are present there. As parks are renovated, an updated set of facility design standards is highly recommended in order to maintain consistency as individual parks are updated.

Signage

A signage program is needed throughout the park system. This program will help to identify different facilities within the parks, direct users within larger parks and provide other valuable information in a consistent style. Regulatory signs, rules signs, etc. have been placed over many years as the parks have developed. A signage program should evaluate the existing signs, placement and resolve any potentially conflicting information.

Directional signage, entry/identification signage and signs within parks are critical elements. Directional signs locating parks should be placed along major thoroughfares to alert potential users to the presence of a park in the vicinity. Park sign programs can be implemented into an existing community-wide wayfinding programs or as an independent program.

Many of the park entry/identification signs are in fair condition but, may need updating to better reflect the image that Germantown hopes to convey. Within the parks, there is also a major deficiency in signage. The larger parks should have wayfinding maps and directional signs near parking areas to guide users to individual park facilities. Consistency in signage styles and materials should also be applied to the parks' internal signage. This helps reinforce a park's identity as a Germantown facility, and reduces maintenance costs by standardizing the equipment and materials used to install and maintain the signs.

Researchers recommend developing standard signage types for park entry/identification signs (large and small), directional and informational signs, and interpretive and regulatory signs. Providing a standard style of signage for every type of sign in the park will help strengthen the identity of the department's park system.



Drainage and Erosion Control

Many of the parks have drainage and erosion control issues, which are creating maintenance issues and are distracting from the visual appearance of the parks. In some locations, unpaved trails or paths are eroding. Other problem areas are where concrete pads have been undercut over the years by regular runoff.

Fencing Standard

Most parks appear to follow a prescribed fencing standard which includes a low wooden pole fence. This standard, as with the park signage discussed previously, should be evaluated for relevance as parks are updated and redesigned. A fencing standard that utilizes more durable materials, like ornamental metal or wrought iron, would decrease maintenance while adding aesthetic value.



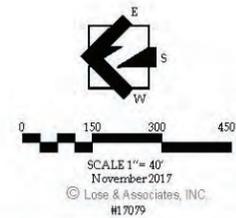
Dogwood Park Fencing



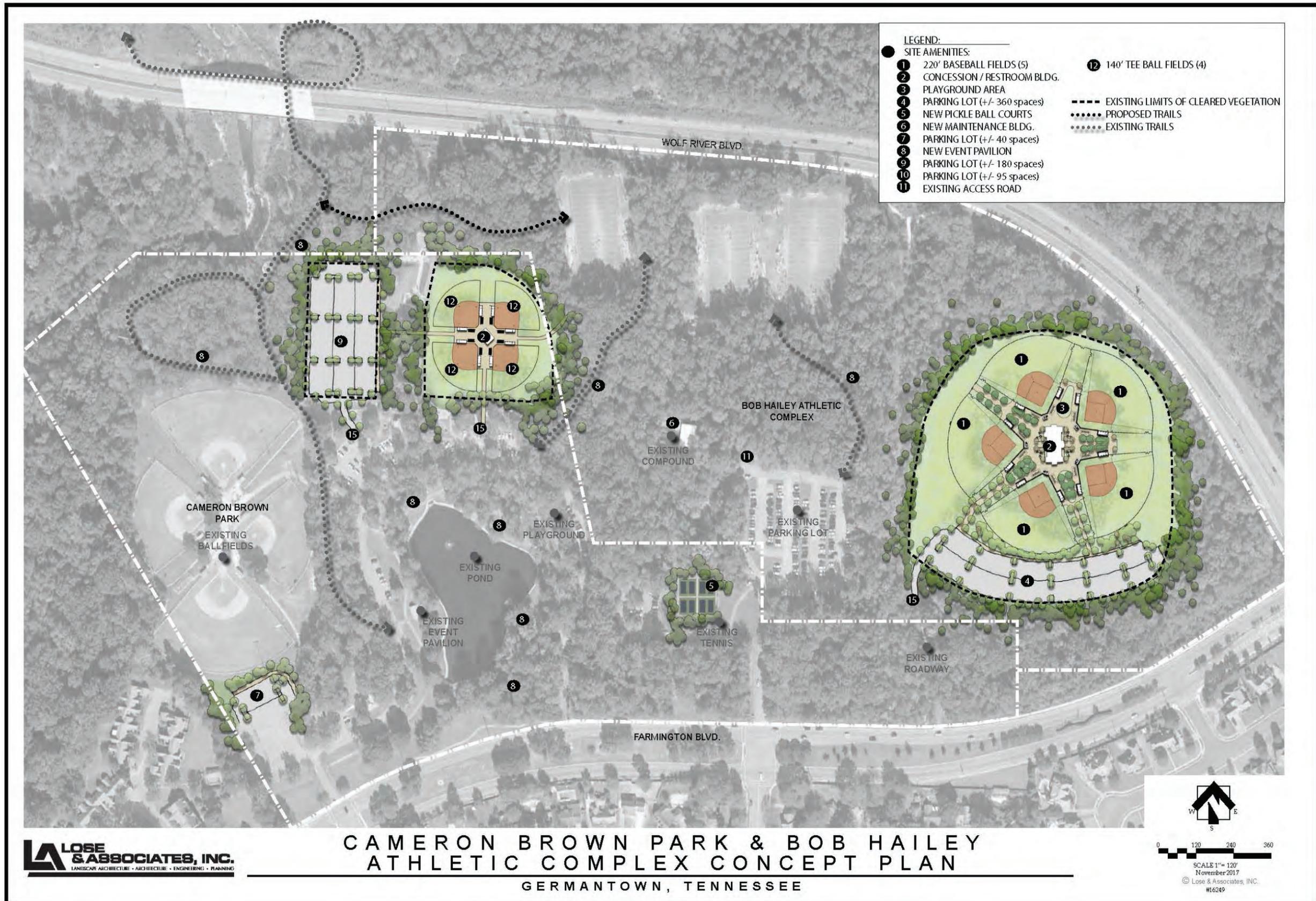
- LEGEND:**
- SITE AMENITIES:**
- 1 FUTURE TENNIS/ACTIVITY CENTER
 - 2 OUTDOOR TENNIS CENTER
 - 3 EXISTING PARK ENTRANCE TO REMAIN
 - 4 DETENTION AREA
 - 5 WETLAND PARK WITH TRAILS
 - 6 OPEN EVENT LAWN
 - 7 SERVICE AREA FOR PARK
 - 8 EXISTING BARN
 - 9 EXISTING HOUSE
 - 10 COMMUNITY EVENT / EDUCATIONAL CENTER
 - 11 FORMAL EVENT LAWN
 - 12 EVENT PAVILION
 - 13 PLAYGROUND
 - 14 WELCOME COTTAGE
 - 15 SPLASH PAD
 - 16 RELOCATED JOHN GREY HOUSE
 - 17 RENOVATED RESTROOM BUILDING
 - 18 PARKING AREA (+/- 400 spaces)
 - 19 ACCESS DRIVE
 - 20 NATURE TRAILS
 - 21 PARK ENTRY
 - 22 PRESERVED WOODED AREA
 - 23 PARKING EXPANSION (+/- 30 spaces)
 - 24 VISITORS PLAZA
 - 25 NEW HUNTER / JUMPER / SCHOOLING / SHOW RINGS (2 rings)
 - 26 OPEN LAWN
 - 27 GARDEN WELCOME CENTER / OFFICES / VISITORS CENTER
 - 28 EXISTING HORSE FACILITY
 - 29 GREENHOUSE / PROPAGATION ROOM
 - 30 EXPANDED GARDEN AREA
 - 31 TRAILER PARKING
 - 32 PEDESTRIAN BRIDGES
 - 33 PICKERING CENTER
 - 34 C.O. FRANKLIN PROMENADE
 - 35 MAINTENANCE AREA
 - 36 TENNIS PRO-SHOP
 - 37 CABOOSE & BOXCAR CONCESSIONS
 - 38 STORAGE & MAINTENANCE AREA
 - 39 PARKING AREA (+/- 20 spaces)



PARKS ON POPLAR CONCEPT PLAN OPTION #1
GERMANTOWN, TENNESSEE





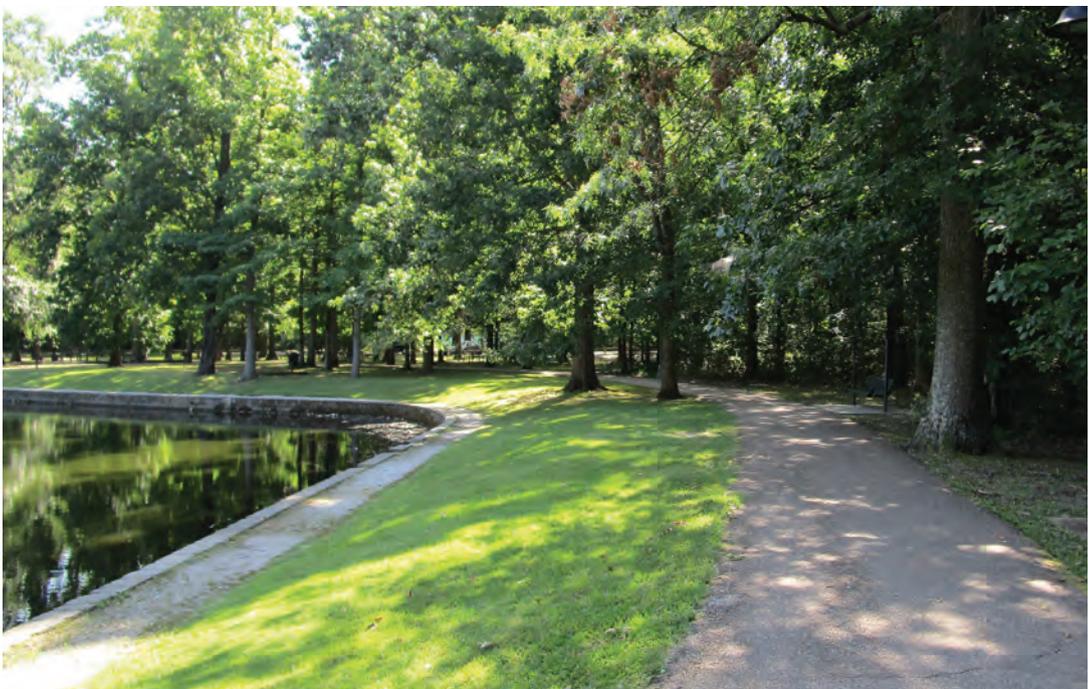






BUDGET ASSESSMENT &
FUNDING RECOMMENDATIONS

6



Section 6 | Budget Assessment & Funding Recommendations

This section of the master plan assesses the City of Germantown's budget as it pertains to parks and recreation operations and how the City compares with similar communities in Tennessee. The planning team compared Germantown to the comparison communities selected during the interview process, and to national averages of parks and recreation agencies surveyed by the National Recreation and Parks Association (NRPA) in its annual review of parks agencies. These comparisons provide the City with a view of how they compare with other communities. However, this review and comparison is more complex due to the variety and diversity of parks and recreation facilities and services provided by different public agencies across the country. Every community is unique and offers multiple approaches, or models, to the provision of parks and recreation programs and services.

In particular, Germantown operates its park system by combining full time staff in three (3) separate departments. Most of the mowing is handled through contracts and it has a private vendor who manages the Germantown Athletic Club. By contrast, the benchmarking communities of Franklin, Brentwood and Collierville operate like more traditional recreation agencies with full park maintenance divisions and they operate most of their indoor facilities. There are other subtle differences that can impact budgets. For instance, Franklin houses their Urban Forestry Division in parks and tasks them with tree care throughout the city. The number of indoor facilities and historic structures found within a recreation agency can also create major operational differences among recreation agencies.

This contrasts with municipal services such as police or fire where the programs and services across jurisdictions are more standardized. With this caveat in mind, comparing service delivery models, budgets, programming and other data provides valuable insights for communities evaluating service levels. For the purpose of this budget review exercise, we have combined the budgets for expenditures and revenue generation for the following budget categories to be able to provide the best benchmarking evaluations. Budget figures for staff and operations managed by Public Works and General services were provided by staff.

Budget Categories

- Parks and Recreation
- Recreation
- Cultural Arts
- Pickering Center
- Farm Park



- Public Works (cost estimate associated with maintenance of the parks grounds)
- General Services (cost estimate associated with maintenance of park buildings)

Per Capita Expenditures

One way to evaluate expenditures for parks and recreation is to look at per capita expenditures. This is a standard benchmark statistic for comparing and analyzing the level of a community's investment in parks and recreation. Table 6.1 compares Germantown's per capita spending for parks and recreation to the selected benchmark communities, as well as the median per capita expenditure as reported in the 2017 NRPA Agency Performance Review. The operating costs, rather than operating plus capital costs, are used as a comparison. Capital costs often vary widely from year to year based on the funding of construction and acquisition projects, whereas operations costs typically remain relatively constant from year to year. In its most recent Agency Performance Review, the NRPA reported a median operation expense per capita of \$77.32 for the more than 900 agencies profiled.

For those communities with a population density of greater than 2,500 people per square mile, the average per capita expenditure for parks and recreation was \$108.57. As noted in Chapter 2, the majority of Germantown has a population density between 1,500 and 4,000 residents per square mile so using the population density category of over 2,500 people per square mile should provide good benchmarking comparisons. Germantown's per capita expenditures of \$120.00 is above national median, and slightly below the spending levels when population density is considered. In addition, a review of the following table shows that parks and recreation expenditures in two of the benchmark cities fall below the national average and Collierville exceeds the average along with Germantown. Franklin with a per capita spending of \$72.43 is close to the national average. Germantown funding levels are very good and should allow the agency to meet general recreation needs in terms of annual operations of facilities and programs.

Table 6.1: Per Capita Expenditures Comparison



| Community | Population | 2018 Budget | Per Capita Spending |
|--------------|------------|--------------|---------------------|
| Brentwood | 40,873 | \$2,343,470 | \$57.33 |
| Franklin | 70,625 | \$5,116,045 | \$72.43 |
| Collierville | 48,005 | \$5,328,988* | \$111.00 |
| Germantown | 39,056 | \$4,669,448 | \$120.00 |
| NRPA Metrics | | | \$72.63 |

Source: City of Germantown 2018 Budget and Staff Estimates, Benchmark Community Budgets, 2017 NRPA Agency Performance Review

* Collierville budget is for 2017 as they moved maintenance division staff to a separate department in 2018

Spending on Staff

Another tool we can look at is the percentage of the overall park budget that is dedicated to staff expenses. The national spending level on staff from the NRPA Metrics is 55% of the total budget. A review of Germantown and benchmark communities is provided below in Table 6.2.

| Community | Staff Cost | 2018 Budget | % of Budget |
|--------------|-------------|--------------|-------------|
| Brentwood | \$1,230,085 | \$2,343,470 | 52.5% |
| Franklin | \$2,807,449 | \$5,116,045 | 54.5% |
| Collierville | \$3,088,025 | \$5,328,988* | 57.9% |
| Germantown | \$2,303,110 | \$4,669,448 | 49.3% |
| NRPA Metrics | | | 55% |

Source: City of Germantown 2018 Budget and Staff Estimates, Benchmark Community Budgets, 2017 NRPA Agency Performance Review

*Collierville budget is for 2017 as they moved maintenance division staff to a separate department in 2018

All three of the benchmarking agencies are spending in the fifty percent range and are very close the national median of 55%. Germantown spending at 49.3% which is roughly 5% below the national median. While Germantown is spending less than other communities it



should be noted that a large portion of the park mowing is contracted out, thus reducing staffing levels.

Another spending metric relating to staff is the average spending per staff member. The national median expenditure is \$93,748. This amount increases to \$103,730 in agencies serving more than 2,500 residents per square mile. Germantown is currently spending \$120,346 per staff member which is above both the median and population density spending level. Germantown and Collierville are the only two departments spending above the national median.

Benchmark cities are detailed in Table 6.3

Table 6.3: Per Capita Expenditures Comparison

| Community | Staffing Levels FTE | Staff Budget | Per Capita Spending |
|--------------|---------------------|--------------|---------------------|
| Brentwood | 21 | \$1,230,085 | \$58,575 |
| Franklin | 53 | \$2,807,449 | \$52,971 |
| Collierville | 53.5 | \$5,328,988* | \$99,607 |
| Germantown | 38.8 | \$4,669,448 | \$120,346 |
| NRPA Metrics | | | \$93,748 |

Source: City of Germantown 2018 Budget and Staff Estimates, Benchmark Community Budgets, 2017 NRPA Agency Performance Review

* Collierville budget is for 2017 as they moved maintenance division staff to a separate department in 2018

Spending Per Acre

Another way to evaluate how a town distributes funding for parks and recreation is by looking at its expenditures per acre of park land. The NRPA found that the median expenditure of all agencies is \$6,561 per acre of park land, and communities with a population density of over 2,500 residents per square mile spent \$11,921 per acre of parkland. Germantown is currently spending \$8,552 per acre of parkland. Current funding per acre of parkland exceeds the median amount of \$6,561 but is short of the population density amount found in the NRPA Field Guide. Current funding levels also exceed all the benchmark communities. Both Collierville and Franklin are spending at rates higher than the national median.



Table 6.4: Expenditures per Acre of Parkland

| Operating Expenditures per Acre of Park Land | | |
|--|-----------|----------|
| Community | Acres | Spending |
| Brentwood | 965 acres | \$2,428 |
| Franklin | 700 acres | \$7,308 |
| Collierville | 762 acres | \$6,993* |
| Germantown | 546 acres | \$8,552 |
| NRPA Metrics | | \$6,561 |

Source: City of Germantown 2018 Budget and Staff Estimates, Benchmark Community Budgets, 2017 NRPA Agency Performance Review

* Collierville budget is for 2017 as they moved maintenance division staff to a separate department in 2018

All of the benchmarking agencies are funding well below the national average in terms of spending per park acre except Franklin which is slightly higher than the national median but well below the current spending levels of Germantown. One item to note here, while Germantown funding per acre is higher than the benchmark communities, Germantown has significantly less parkland than the benchmark communities and much less undeveloped open space that is tied to parkland acres.

Revenue Generation

Revenues for parks and recreation are generated through fees and charges, rentals, classes, non-resident fees as well as merchandise sales. Germantown is generating fees that are included in several revenue categories within the overall budget. Total revenue generation by the various recreation groups is estimated at \$1,446,265. This equates to 30.9% of the total operating budget. When compared to benchmark cities, Germantown is doing an excellent job of revenue generation. See Table 6.5 below.



| Community | Revenue | 2018 Budget | % of Budget |
|--------------|-------------|--------------|-------------|
| Brentwood | \$120,000 | \$2,343,470 | 5.1% |
| Franklin | \$84,407 | \$5,116,045 | 1.6% |
| Collierville | \$551,754 | \$5,328,988* | 10.3% |
| Germantown | \$1,446,265 | \$4,669,448 | 30.9% |
| NRPA Metrics | | | 29.1% |

Source: City of Germantown 2018 Budget and Staff Estimates, Benchmark Community Budgets, 2017 NRPA Agency Performance Review

* Collierville budget is for 2017 as they moved maintenance division staff to a separate department in 2018

The NRPA median for revenue generation by a department is 29.1%. For communities with a population density of over 2,500 residents per square mile, the percentage of revenue generation increases to 33.6% for the median and 52.9% for the upper quartile. Germantown with a revenue generation rate of 30.9% is just under the median based on population density but below upper quartile agencies. While not as high as the upper quartile cities that generate over 50% of their operating revenues, revenue generation numbers show a clear understanding by the staff that revenue generation is an important component of funding department operations. Germantown revenue generation is much higher than the benchmark cities with Collierville being the only benchmark community generating revenue above 10 of their total budget. %.

Another measure of revenue generation is to look at it in terms of per capita revenue generation. The NRPA median is \$19.04. For communities serving population densities of over 2,500 residents per square mile the median rate is \$31.11, and the upper quartile is \$74.63. Germantown is currently generating \$37.03 per capita. This is a very good per capita ratio and is higher than all three benchmark communities as shown in Table 6.5A below.



| Community Generation | Population | Revenue | Per Capita Revenue |
|----------------------|------------|-------------|--------------------|
| Brentwood | 40,873 | \$120,000 | \$2.93 |
| Franklin | 70,625 | \$84,407 | \$1.19 |
| Collierville | 48,005 | \$551,754* | \$11.49 |
| Germantown | 39,056 | \$1,446,265 | \$37.03 |
| NRPA Metrics | | | \$19.04 |

Source: City of Germantown 2018 Budget and Staff Estimates, Benchmark Community Budgets, 2017 NRPA Agency Performance Review

* Collierville budget is for 2017 as they moved maintenance division staff to a separate department in 2018

Per Capita Revenue Generation

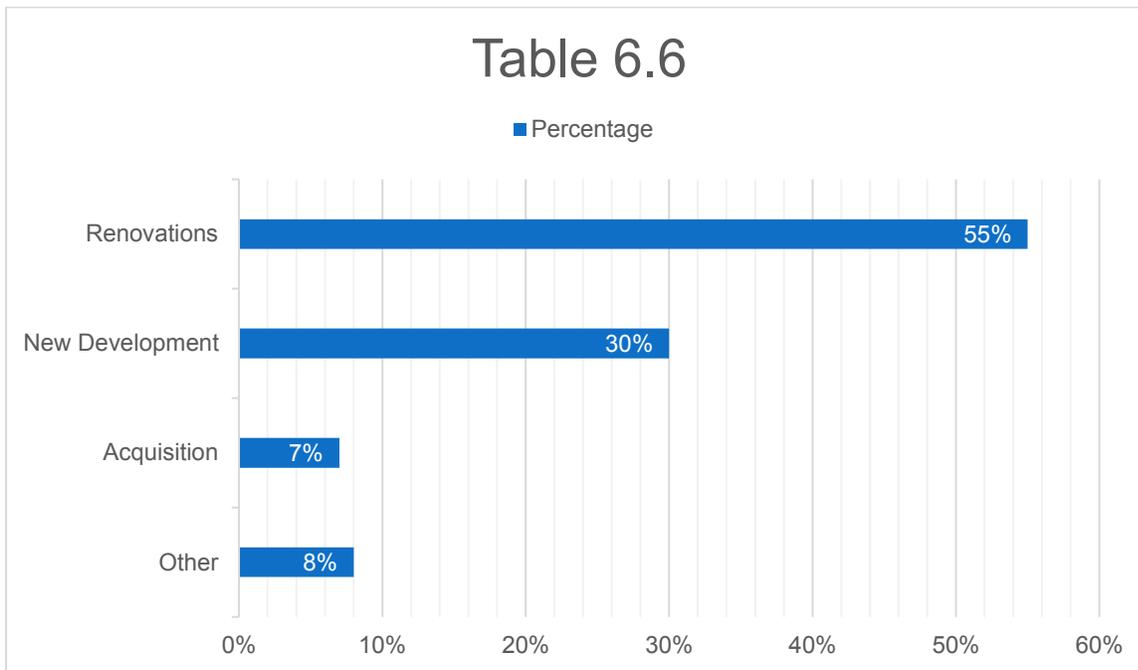
Five Year Capital Budget Spending

Capital spending is much harder to compare between communities as one new park can greatly impact the spending during a five-year period. NRPA metrics provides some insight to national norms in terms of capital spending. The median spending for all agencies is approximately \$3.5 million dollars over a five-year period. For agencies serving between 20,000 to 49,999 residents it is approximately \$3 million dollars over a five-year period. For agencies servicing a community with 2,500 residents per square mile the five-year spending level increases to approximately \$5 million dollars.

The current capital budget for Germantown has identified five projects with a total expenditure of \$3,011,000. This funding includes an anticipated grant funding amount of \$1,520,00 for the development of a new greenway from Nashoba Park to Cameron Brown Park. Three of the project are renovation projects and there is a \$500,000 line item for projects that come out of this master planning effort. This funding level is consistent with other national agencies with a similar population size but less than national averages based on population density by approximately \$2 million dollars.

The spending of capital funds can also vary greatly between agencies based on the needs of a community. A look at national metrics can provide some general knowledge of trends on capital spending. Table 6.6 reveals some of these trends.





The proposed Germantown C.I.P. plan calls for spending 80% of the funding on new projects and 20% on renovation projects. This would indicate that the current funding strategy is not providing sufficient funding to take care of renovation needs at existing park facilities. The 20% funding level for renovation project is less than half of national spending level on renovation projects

Budget Conclusions

The analysis of funding for the operations of the Germantown Park System when compared to both national data and benchmark communities reveals the funding levels in Germantown are very good. This also reveal the long-term commitment by the town to provide high quality parks and recreation opportunities for residents.

During the master planning process, community input has revealed high levels of support for the recreation programs offered by the town and strong support for the efforts of staff. To maintain this support, funding levels going forward should remain at the current levels and increased appropriately as new facilities are added to the park system. Conversely, field analysis of park facilities and community input revealed a desire to improve the quality of park facilities and to continue to expand park programs. To expand programs, additional operational dollars will be needed. Improving existing or adding new facilities will require increased capital funding. Additional funding for renovation projects on an annual basis should be part of future budget discussions.

A clear strength of the department that is revealed in the budget assessment is the revenue generated through fees and charges. It is very clear that staff understands that revenue generation is and should continue to be a major part of operational funding. This approach



to revenue generation for services offered throughout the town has been a long-standing practice of all departments. This business-like approach for programming operations is becoming much more common in recreation departments across the county and Germantown is clearly a leader in this area in Tennessee as evidenced by the benchmark comparisons.

Summary of Finding

- Overall funding for operations is good when compared to national metrics
- Per capita funding for operations is good when compared to Tennessee benchmark communities
- Revenue generation from fees and charges is very good when compared to national metrics and benchmark cities
- Spending on staff is lower than national metrics and benchmark cities
- Capital funding for renovation projects should be increased to be more in line with national funding levels

Budget Funding Options

Several methods to increase revenues should be sought for parks and recreation if the city wants to implement the recommendations outlined in Section 5. These recommendations included:

- Renovating many of the existing parks
- Consolidating
- Developing a new soccer/rectangular sports field complex
- Adding more miles of greenways and new trailheads
- Improving the overall aesthetic of existing parks
- Expanding access to recreation programs

As the town explores options to expand parks facilities and continues to make improvements to its existing facilities, Germantown officials will need to find additional funding to support the facilities and expanded program offerings. An overview of funding options is provided below for consideration.

General Obligation Bonds

Historically, the main sources of capital funding for parks and recreation agencies in the State of Tennessee have been:

- General Obligation and Revenue Bonds
- Facility and Program User Fees
- Impact or Other Development Fees
- General Fund Tax Dollars
- State and Federal Grants.

In addition, many communities receive gifts from donors to help fund capital projects.



Municipalities across the country fund capital projects using general obligation bonds to build public facilities while spreading the facility cost over an extended period of time. The use of a bond program would be a viable option to initiate a major capital program for parks and recreation facilities. The town could do a bond lending to fund a portion of the capital projects outlined in this master plan. The bond would be paid back over a 20 or 25-year period and would allow the city to begin to meet the facility needs and desires of the community.

Revenue Bonds

An alternative to a general obligation bond is a revenue bond. Unlike general obligation bonds, revenue bonds are tied to the anticipated revenue that will be generated by an operating facility. While a revenue bond might be feasible for a for profit facility like the Germantown Athletic Club, they are not feasible for general recreation facilities.

Facility and Program User Fees

User fees assessed by parks and recreation agencies vary widely across the country. Fees can be charged for facility maintenance, added to program registrations or required for park access on a daily or annual basis. Other user fees include memberships to special facilities and fees charged for instructional programs. The combination of these fees can generate major revenue for the City. Program user fees are a collection of entry fees and program registrations. The funds collected are primarily used to offset the operating costs required to provide services to Germantown citizens. Currently, user fees generate the majority of self-generated revenue for the department. User fees should be monitored going forward so that overall revenue goals are met.

General Fund Tax Dollars and Dedicated Taxes

Most parks and recreation functions are part of the community's general fund. As such, funding for facilities and programming is supported primarily through general fund tax dollars, including sales and property taxes. In order to stabilize park funding from year to year, some communities pass a dedicated tax to fund their local parks and recreation agency. There are two ways this can be done. The first option is conducted internally by the Mayor and Board of Alderman's introduction of a memorandum of understanding that dedicates a fixed amount of existing property tax revenues to parks and recreation.

The second method is to pass an ordinance that establishes a separate property assessment that is collected by the city to fund the capital needs of the department. Should this method of funding be selected, legal counsel for the city should research this option and provide guidance to the Mayor and Board of Alderman on how to set up a dedicated park assessment.

Grants

Germantown has historically done well acquiring Local Parks and Recreation Park Funds (LPRF) for park improvements and TDOT Enhancement Grants to construct greenways. Continuing to apply for these grants is recommended. The city should also explore other grant opportunities in order to expand park facilities.



Safe Routes to School (SRTS)

The Safe Routes to School (SRTS) program, which is administered by Tennessee Department of Transportation, funds walking and bicycle facilities that connect residents to schools. The goals of the program are to: enable and encourage children to walk and bike to school safely; make walking and biking a safer and more appealing transportation choice; facilitate the planning and development of projects and activities that will improve safety; and to reduce traffic, fuel consumption and air pollution in the vicinity of elementary and middle schools.

Environmental Education Grants

Under the Environmental Education Grants Program, EPA provides grant funding to support environmental education projects that promote environmental awareness and stewardship and help provide people with the skills to take responsible actions to protect the environment. This grant program provides financial support for projects that design, demonstrate, and/or disseminate environmental education practices, methods, or techniques. Since 1992, EPA has distributed between \$2 and \$3.5 million in grant funding per year, supporting more than 3,600 grants. Information about the grant program can be found at: <https://www.epa.gov/education/environmental-education-ee-grants>

Recreation Trails Program (RTP)

The Recreational Trails Program (RTP) is a federal funded, state administered grant program. The RTP provides grant funding for land acquisition for trails, trail maintenance, trail construction, trail rehabilitation and for trail head support facilities. These funds are distributed in the form of an 80% grant with a 20% match. Tennessee Department of Environment and Conservation, Recreation Educational Services division administers this grant program.

Land and Water Conservation Funds (LWCF) Grants

The LWCF program provides matching grants to states, and through the state to local governments and state agencies that provide recreation and parks, for the acquisition and development of public outdoor recreation areas and facilities. Recreation Educational Services administers the LWCF grants. These grants require a 50% match.

Other Funding Options

The following provides some examples of other funding sources that the City may consider.

Sponsorship Program: Developing a sponsorship program where area businesses and individuals can sponsor facilities and programs to help offset expenditures. As the city expands facilities, soliciting sponsorships for these facilities can provide additional revenues. Using best practices from other communities is recommended as this program is developed, including goals and objectives.



Fundraising: Local fundraising is a mechanism that has worked effectively in communities across the country. Although a strong local effort is involved, this mechanism typically generates a vast amount of support and publicity. Local businesses, organizations and private individuals can pledge funding over a specific period of time. In most communities, a recreation and parks advisory board plays an active role in fundraising for their department. Advisory board members can be more proactive by initiating a variety of fundraising tasks, such as collaborating with various community groups to send direct mail letters, promoting sponsorship of programs and naming rights, seeking in-kind donations, hosting special events (e.g., fund raiser dinners, events to honor volunteers, silent auctions and themed socials) and soliciting charitable donations of money and lands.

Private and Non-Profit Funding Sources : Many private companies and non-profit organizations provide funding to communities to provide or expand park facilities and programming. Internet searches can find many of such funding opportunities. A few examples include:

KEEN Footwear Company - Keen Footwear Company's KEEN Effect program funds projects designed to get people outside and responsibly enjoy the outdoors. The program supports projects and initiatives that result in an increase of responsible outdoor participation as a way to work towards building a strong community.

Purina and Beneful's Dream Dog Park Project - This program supports dog park projects across the country through financial support and crowdfunding support and promotion. In 2016, more than a dozen communities received awards for improvements or construction of new dog parks.

KaBOOM! Playground Grants - KaBOOM! is the national non-profit dedicated to bringing balanced and active play into the daily lives of all kids, particularly those growing up in poverty in America. KaBOOM!, partnering with for-profit organizations and communities, provides grant opportunities for playground and play areas.

Funding Conclusion

Germantown has effectively used most all the funding sources discussed in this master plan. While most funding for the department comes through the general fund and is supported by tax revenues, the town has recognized the importance of self-generating funds through creative fees and charges for its programs. The city has used partnerships with local sports groups to help fund programs and do small projects in parks. Germantown has a long history of working with community groups on projects that generate major community events and produce economic impacts on the community.

While the efforts have kept the parks and recreation department functioning, there is a need for increased spending if the City is to continue to keep up with Tennessee's top parks and recreation departments. New funding sources are needed to renovate and update existing parks and to provide new park and recreation facilities. Additional greenways are needed to connect neighborhoods to neighborhoods and neighborhoods to community facilities. Newly



acquired schools are in need of athletic facility upgrades and currently depend on park land to meet their needs.

Based on Germantown's household income levels and past successes in fund raising for community projects, there is potential to make this a more important element of capital projects in parks. Many communities do capital fundraising projects through friend's groups, local businesses through naming rights and staff led capital fund raising efforts. Currently there is no dedicated staff member whose job duties include fund raising as part of their responsibility. Many departments have a staff member task with leading fundraising efforts in addition to other duties. Dedicating staff time to fund raising effort could play a major role in increasing funds for new capital projects and renovation projects in existing and proposed parks.

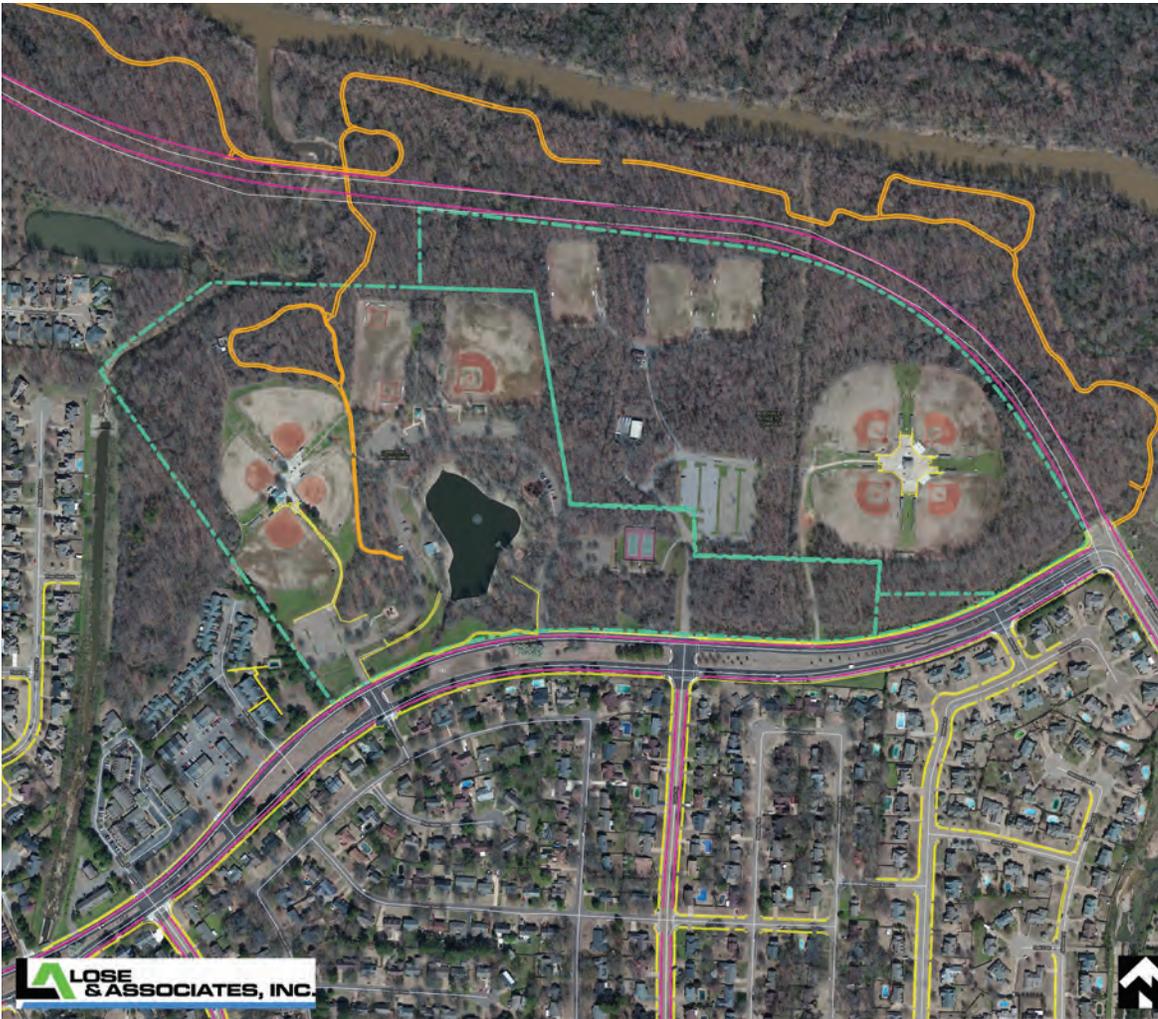
The city's dependence on property taxes as the major funding source for parks and recreation will not support the addition dollars needed to improve parks on a pay as you go approach. The most likely method to fund a capital plan will be to combine current funding sources with a general obligation bond, grants and locally raised funds.





PARK ASSESSMENTS &
OPINIONS OF PROBABLE COST





Cameron-Brown Park and Bob Hailey Athletic Complex

Location: 8628 Farmington Blvd

Acreage: 99

Community Park &
Sports Complex

Amenities:

- Baseball Complex
- Softball Fields
- Football Fields
- Walking/Hiking Trails
- Tennis Courts
- Picnic Shelters
- Playgrounds
- Lake/Creek
- Restroom/Concession Buildings

Observations:

- Perimeter walking trail needed
- Parking is remote and inadequate
- Shade needed at Bob Hailey
- Satellite Police Department building
- Bathroom Buildings need replacement/renovation
- General maintenance needs

Recommendations:

See Concept Plan





Cone Park

Location: 8831 Poplar Pk

Acreage: 1.2

Mini Park

Amenities:

- Playground
- Perimeter Walking Trail

Observations:

- 2 fountains (1 clogged; 1 not working)

Recommendations:

- Playground & Surfacing Replacement
- Site Furnishings (Water Filling Station, Recycle Bins, Water Fountain, Benches, Trash Cans, Etc.)
- General maintenance needs





Depot Park

Location: 2260 West Street

Acreage: 2

Mini Park

Amenities:

- Historic Site
- Landscape Passive Park

Observations:

- Could use
- Well landscaped; poor drainage on sidewalk
- ADA signs too low; one bad ramp

Recommendations:

- Demo/Existing conditions
- Improvements - ADA Sidewalks
- Signage - ADA Access
- Signage - Entry



Park Assessments



Dogwood Park

Location: 8970 Ashmere Dr

Acreage: 2

School Park

Amenities:

- Tennis Courts
- Playgrounds
- Multipurpose play space
- Basketball goal

Observations:

- Playground surface issues (peeling; inconsistent)
- Play Structures should be consolidated
- Remove basketball goal from parking lot
- Limited Seating

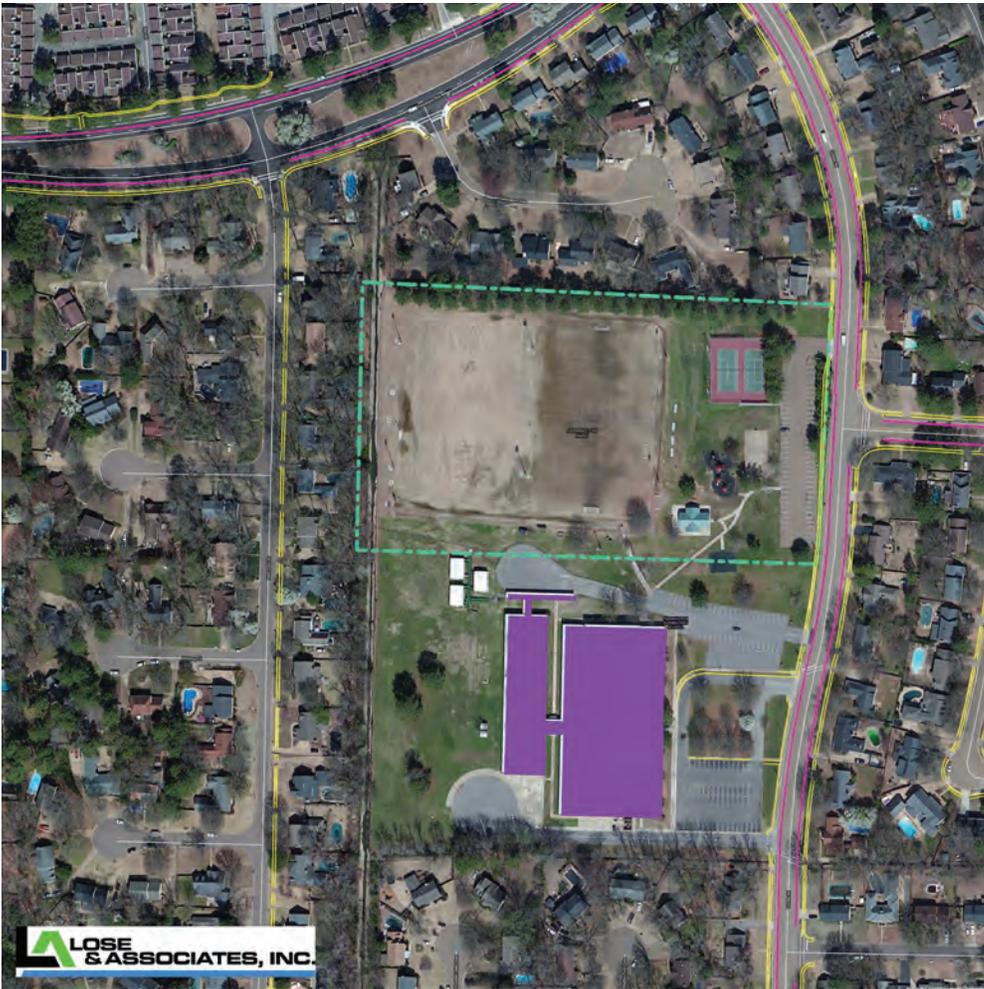
portable buildings

- Additional fenced playground at school

Recommendations:

- Walking Track Upgrades
- Pickle Ball Court Striping
- Open Play Lawn (Soccer/Football Field)
- Additional Pedestrian Walkways (ADA, Sitting Areas)
- Exercise Stations
- General maintenance (Landscaping, Erosion/Drainage, Landscape Enhancements)
- Playground & Surfacing
- Site Furnishings (Water Filling Station, Recycle Bins, Water Fountain, Benches, Trash Cans, Etc.)





Farmington Park

Location: 2029 Coredes Rd

Acreage: 10

School Park

Amenities:

- Soccer Fields
- Basketball Court (Outdoor)
- Tennis Courts
- Picnic Shelters
- Playground
- Restroom Building
- Lacrosse/ Rugby Field

Observations:

- Playground surface inadequate
- No ADA parking
- Basketball court needs attention

- Play structure outdated
- General Maintenance

Recommendations:

- Bocce Court (2)
- Pickle ball court striping
- Playground replacement
- Additional Pedestrian Walkways (ADA, Sitting Areas)
- Parking - Designated ADA spaces, striping, Signage)

- bins, water fountain, benches, trash cants, etc.)
- Maintenance (landscape enhancement, turf repair, picnic shelter system, basketball court, erosion/drainage

upgrade natural turf)





Forgey Park

Location: 1695 Riverdale Rd

Acreage: 5

Neighborhood Park

Amenities:

- Dog Park
- Playground
- Walking/Hiking Trails

Observations:

- Access gate damaged
- Stone area needs maintenance
- Playground - steps (No ADA access), poor surface maintenance, poor stone path maintenance
- Wood benches need slats

Recommendations:

- General maintenance (general park area, access gate, granite path)
- Playground & surfacing
- Additional pedestrian walkways (ADA, sitting areas)

bins, water fountain, benches, trash cans, etc.)





Fort Germantown

Location: 3085 Honey Tree Dr

Acreage: 5

Natural Resource Areas

Amenities:

- Walking/Hiking Trails
- Historic Site

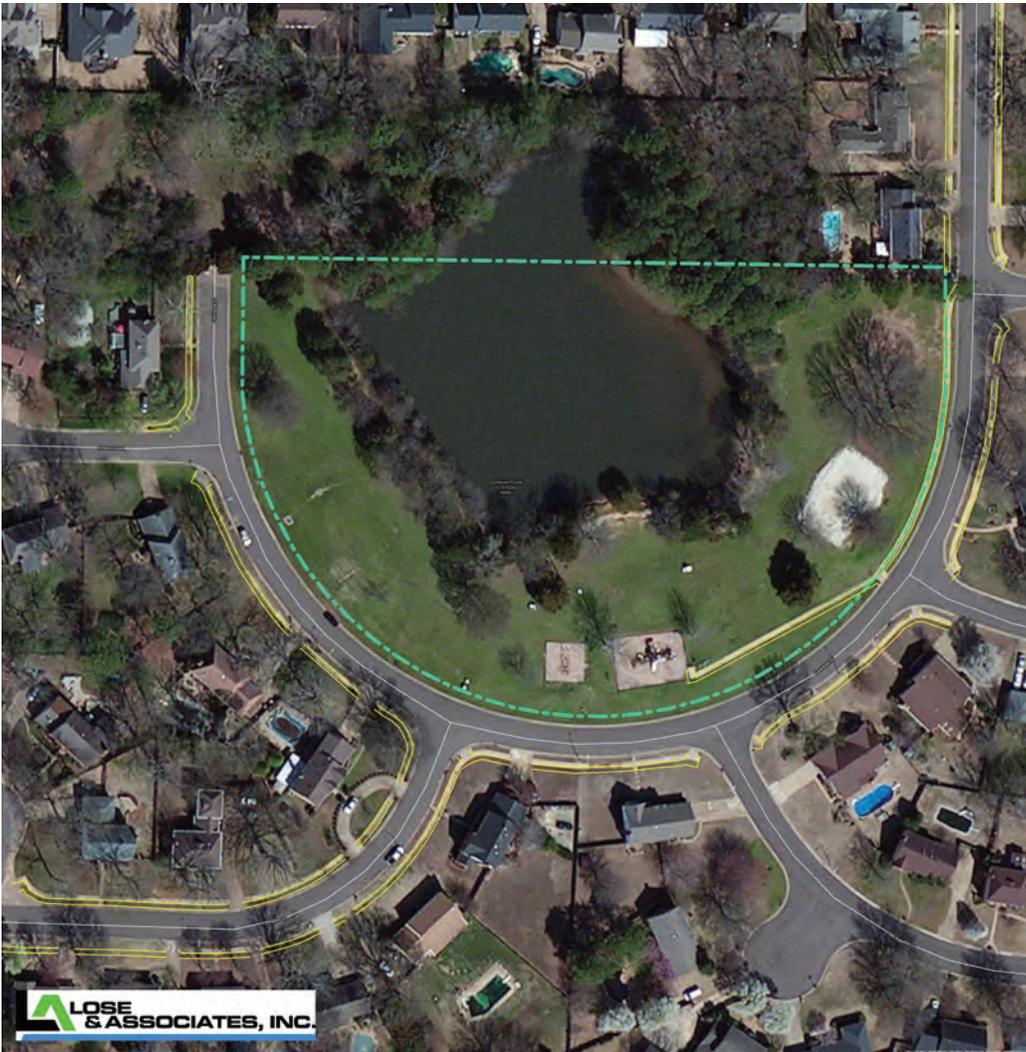
Observations:

- Underutilized
- Could use trail extension around perimeter
- More interpretive markers or statuary

Recommendations:

- Develop neighborhood master plan





Germantown Station Park

Location: 3061 Lauringburg Circle

Acreage: 6

Neighborhood Park

Amenities:

- Outdoor Volleyball Court
- Walking/Hiking Trails
- Playgrounds
- Lake/Creek

Observations:

- 1/2 fountains not working
- Older playground multiple surfaces

Recommendations:

- Develop neighborhood master plan





Grove Park

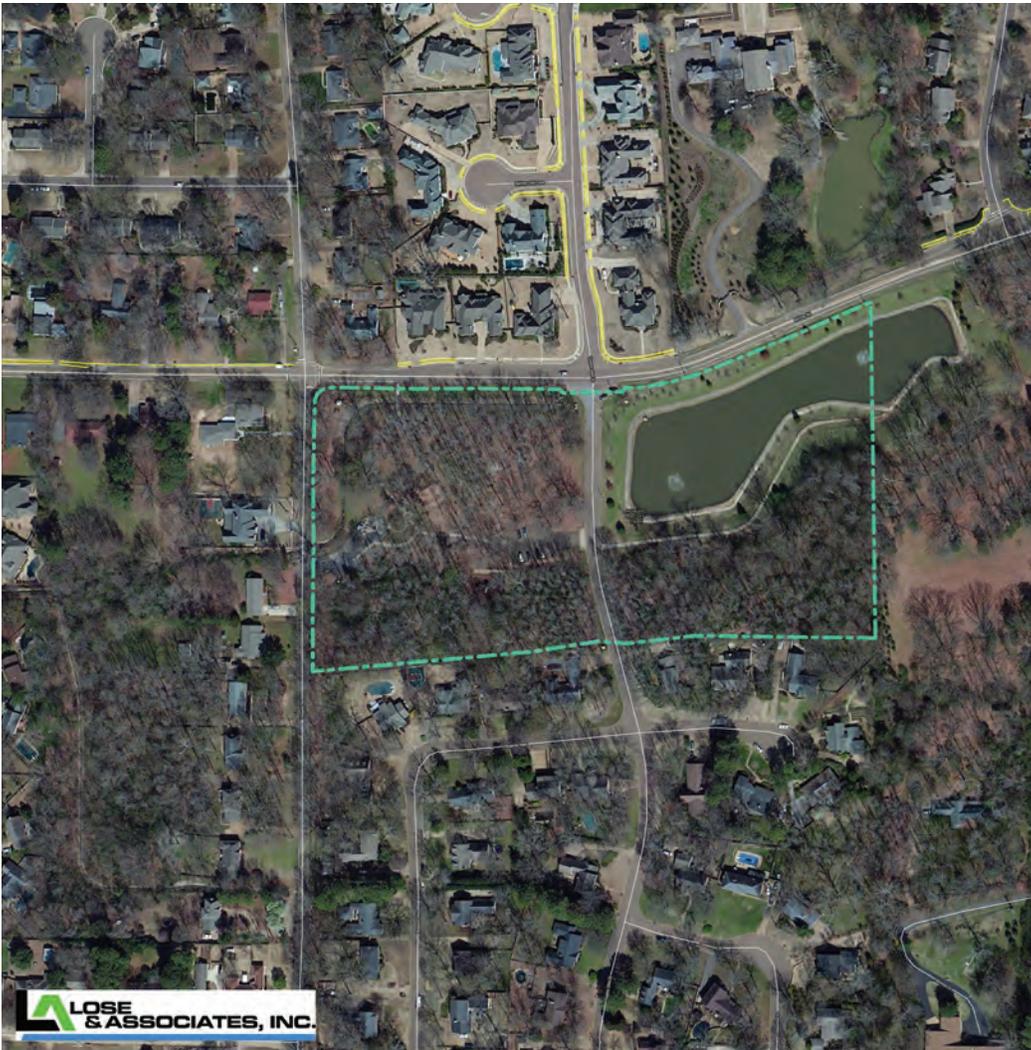
Location: 1610 Hardy Oaks Park
Acreage: 13
Neighborhood Park

- Amenities:**
- Walking/Hiking Trails
 - Playground
 - Lake/Creek

- Observations:**
- Outdated play structure
 - Trail doesn't circle lake
 - No swimming/boating
 - Few benches; no tables

- Recommendations:**
- Master Plan





Howard Mcvay Park

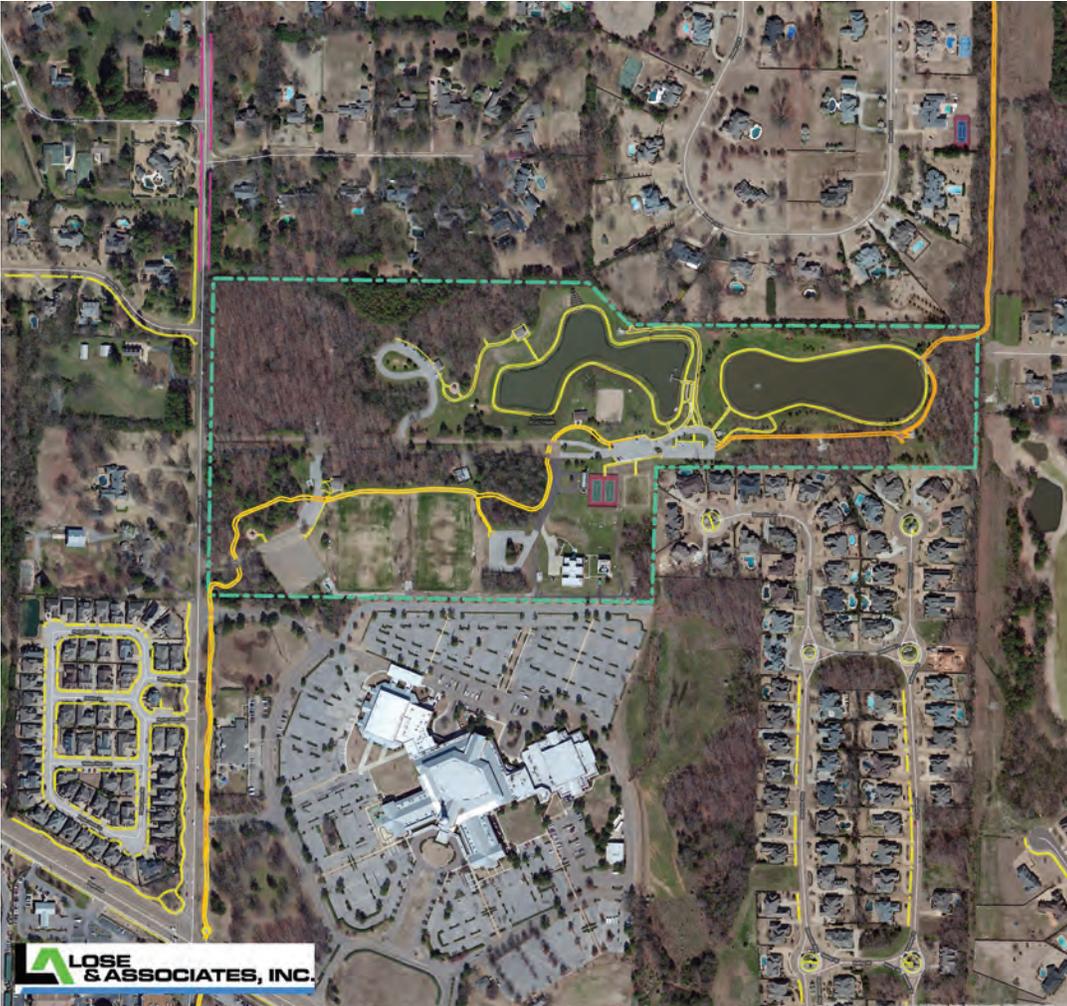
Location: 7335 McVay Road
Acreage: 14
Neighborhood Park

- Amenities:**
- Walking/Hiking Trails
 - Picnic Shelter
 - Playgrounds
 - Lake/Creek

- Observations:**
- Older Play Structure
 - Good shade around picnic/playground area
 - No pedestrian crossing on Turpins Glen Dr.

- Recommendations:**
- Playground & Surfacing
 - Pavilions (3)
 - Signage - (Safety, W)
 - Exercise Stations
 - Site Furnishings (Water Filling Station, Recycle Bins, Water Fountain, Benches, Trash Cans, Etc.)
 - General maintenance (Pedestrian Walkways, Erosion / Drainage)





Johnson Road Park

Location: 2970 Johnson Road

Acreage: 57.5

Community Park

Amenities:

- Soccer Field
- Tennis Courts
- Walking/Hiking Trails
- Picnic Shelter
- Playground
- Lake/Creek
- Croquet Course
- Disc Golf

Observations:

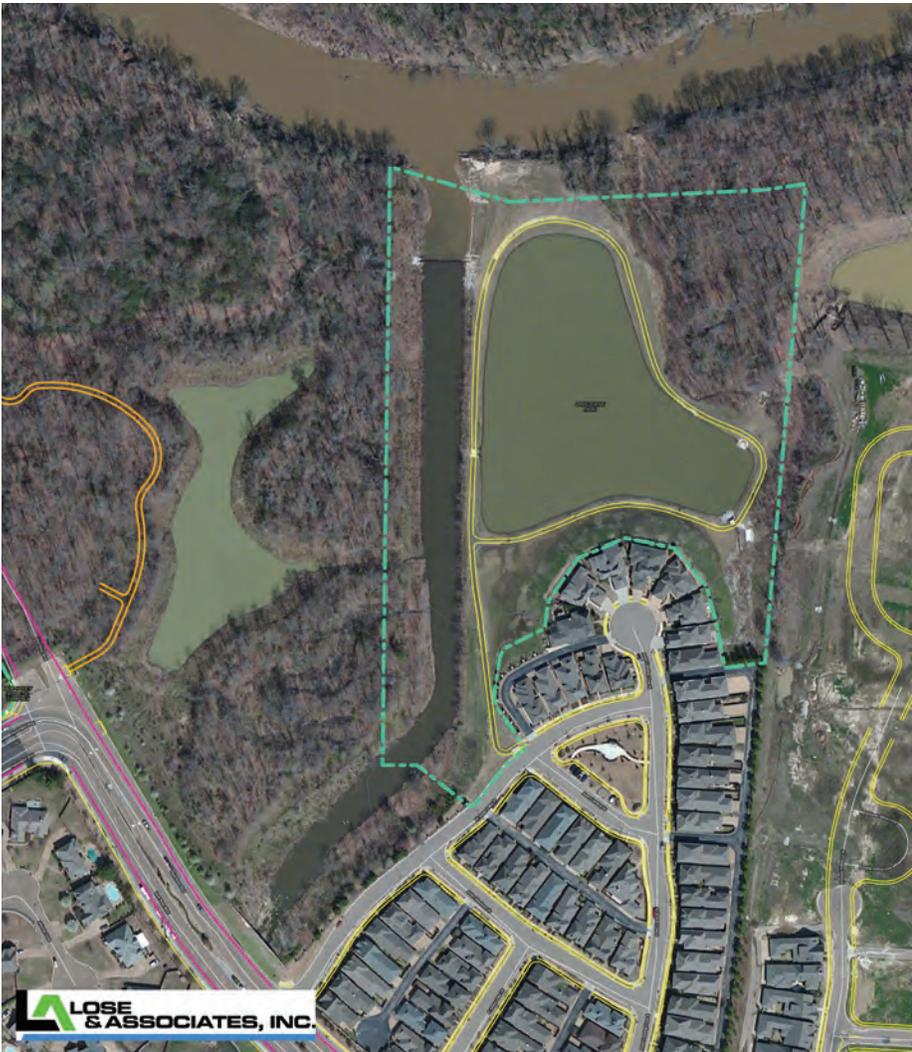
- Overall well-maintained
- Disc golf course heavily used

- Some erosion around tees
- Park features well connected
-
- No connections from surrounding neighborhoods into the park

Recommendations:

- Pickle ball court striping
- Dog park
- Exercise stations
- water fountain, benches, trash cans, etc.)
- General maintenance (disc golf course drainage, landscape enhancements)





Lansdowne Park

Location: 2045 W. Arden Oaks Drive

Acreage: 14.3

Neighborhood Park

Recommendations:

- Master Plan

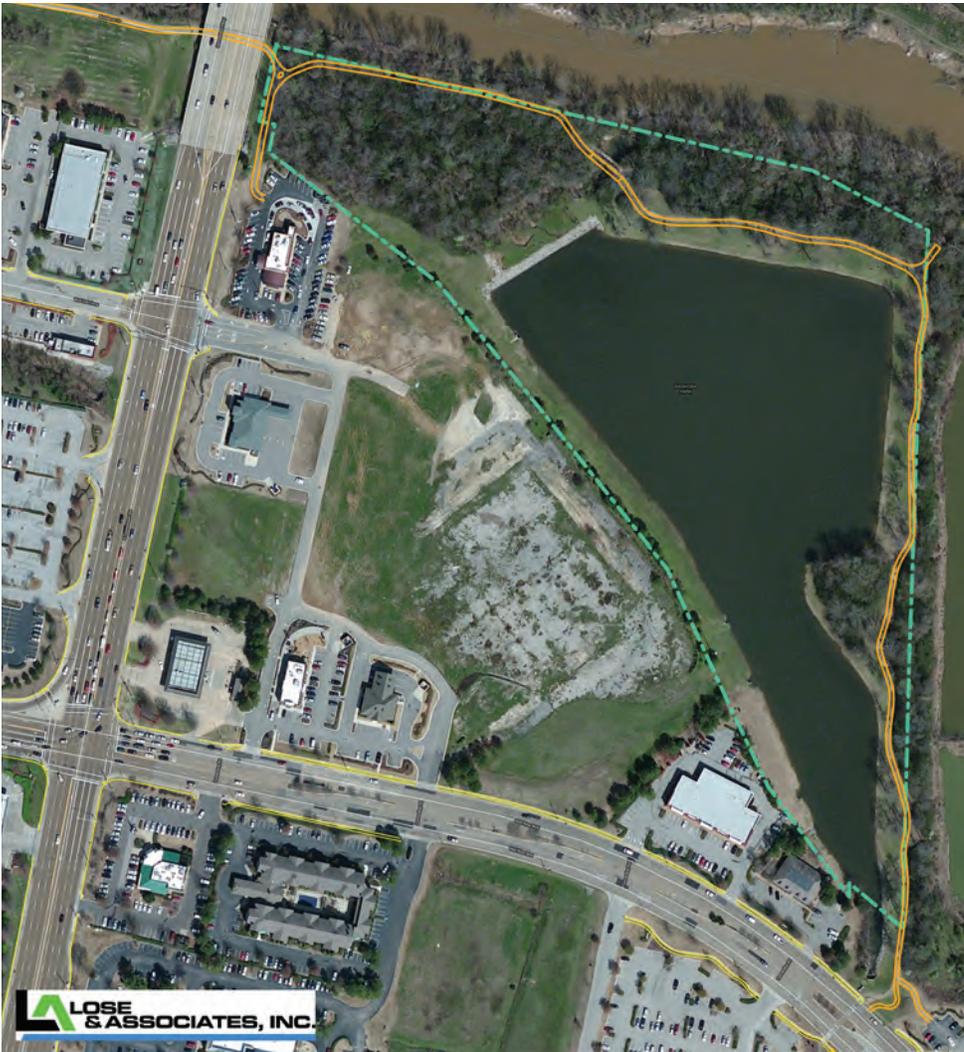
Amenities:

- Walking/Hiking Trails
- Playgrounds

Observations:

- Limited parking
- No swimming/boating
- Water not utilized for recreation
- Perimeter trail
- River overlook
- Low head dam
- Limited seating





Nashoba Park

Location: 1900 S. Germantown Road
Acreage: 17

Natural Resource Area

Amenities:

- Tennis Courts
- Volleyball Courts (Outdoor)
- Walking/Hiking Trails
- Picnic Shelter
- Playgrounds
- Lake/Creek
- Historic Site

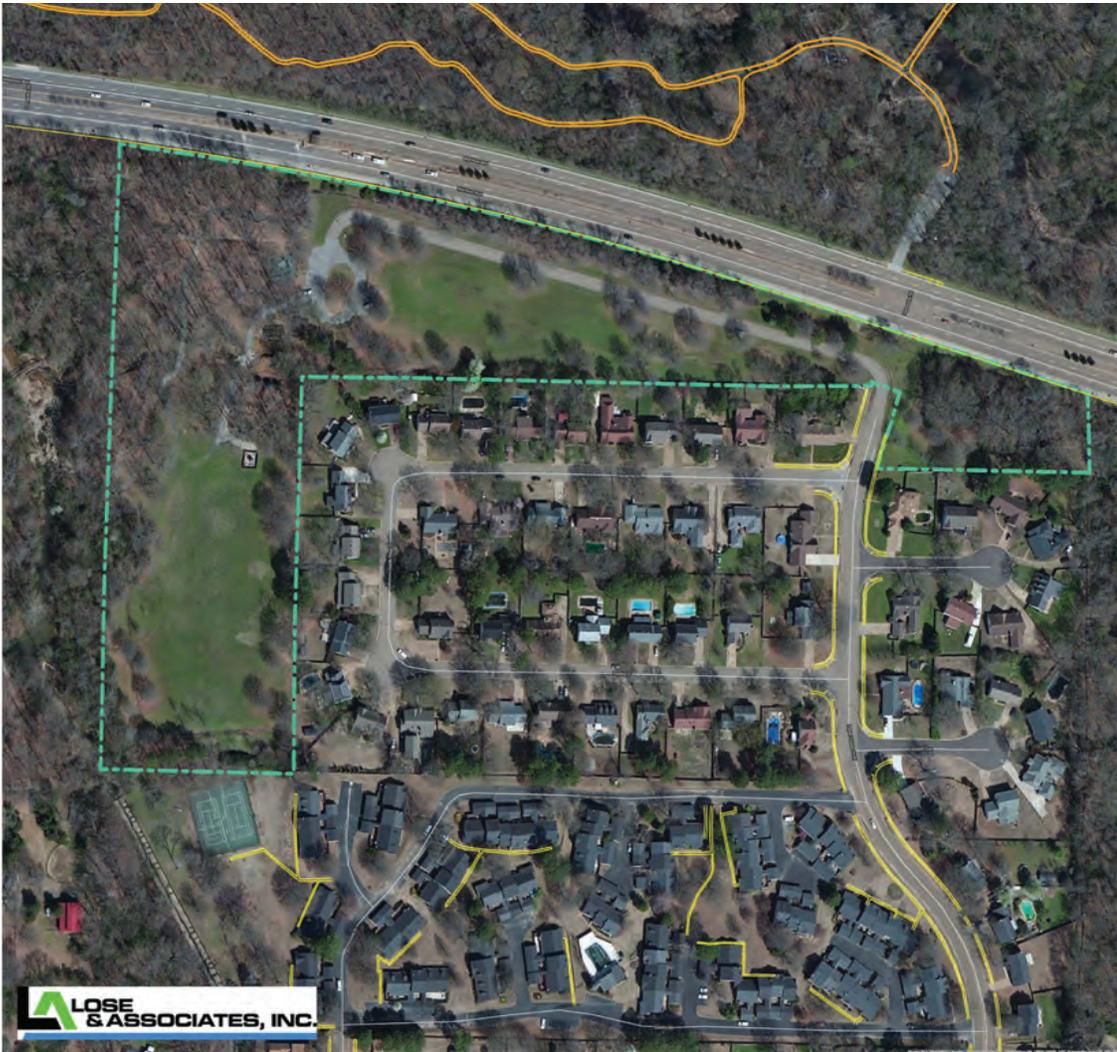
Observations:

- Underutilized pond (no swimming/boating)
- Few benches
- Good Trail; some mud/erosion issues

Recommendations:

- bins, water fountain, benches, trash cans, etc.)
- Maintenance (general, erosion/drainage, etc)





Poplar Estates Park

Location: 1130 Poplar Estates Pkwy
Acreage: 10

Neighborhood Park

Recommendations:
• Master Plan

Amenities:

- Playground
- Walking/Hiking Trails

Observations:

- No water fountain
- Mulch play surface

- Older play structure
- Underutilized space





Riverdale Park

Location: 7345 Neshoba Road

Acreage: 20

School Park

Amenities:

- Baseball & Softball Fields
- Playground
- Picnic Tables
- Tennis Courts
- Walking/Hiking Trails
- Picnic Shelter
- Playgrounds

Observations:

- Old volleyball posts
- Drainage issues by concessions
- No ADA seating or access to dugouts
- Foul pole leaning
- Pavilion: roof needs good cleaning, missing

restroom sign, restrooms locked

- Playground: no ADA access; poor mulch maintenance
- Picnic tables: no ADA access
- Turf/Erosion issues near playground
- Tennis Court access too steep
- No landing to open gate
- Improve drainage at entry

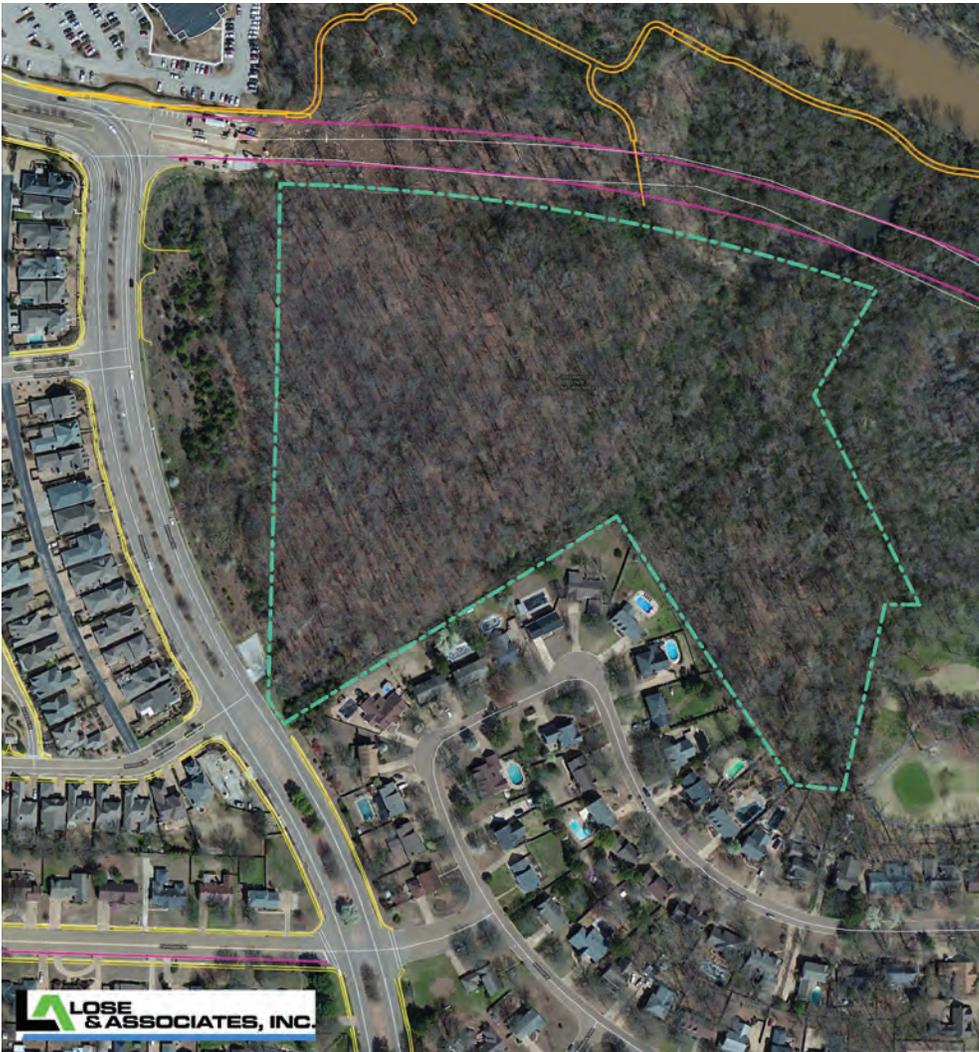
Recommendations:

- Demo/Existing conditions (concessions building,
- Exercise stations
- Playground surface replacement
- Landscape enhancement
- Additional pedestrian walkways (ADA, sitting areas)

bins, water fountain, benches, trash cans, etc.)

- General maintenance (erosion/drainage, etc.)
- Sand volleyball courts (2)
- Perimeter walking trail





Riverwoods State Natural Area

Location: Wolf River Blvd @ Kimbrough Rd

Acreage: 27

Natural Resource Areas

Amenities:

- Walking/Hiking Trails

Observations:

Not Visited

Recommendations:

N/A



| Cone Park | Subtotal | Total |
|---|---------------------|---------------------|
| | | \$514,800.00 |
| <i>Estimated design services</i> | \$21,450.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$64,350.00 | |
| <i>Subtotal</i> | \$429,000.00 | |
| Layout survey | \$2,000.00 | |
| Demo/existing conditions | \$2,000.00 | |
| Playground replacement | \$400,000.00 | |
| benches, trash cans, etc.) | \$15,000.00 | |
| General maintenance (fountains, etc.) | \$10,000.00 | |

| Depot Park | Subtotal | Total |
|---|--------------------|--------------------|
| | | \$64,800.00 |
| <i>Estimated design services</i> | \$2,700.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$8,100.00 | |
| <i>Subtotal</i> | \$54,000.00 | |
| Layout survey | \$2,000.00 | |
| Demo/existing conditions | \$2,000.00 | |
| Improvements - ADA sidewalks | \$30,000.00 | |
| Signage- ADA access | \$10,000.00 | |
| Signage - entry | \$10,000.00 | |



Park Assessments

| Dogwood Park | Subtotal | Total |
|--|---------------------|---------------------|
| | | \$748,000.00 |
| <i>Estimated design services</i> | \$31,200.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$93,600.00 | |
| <i>Subtotal</i> | \$624,000.00 | |
| Layout survey | \$2,000.00 | |
| Demo/existing conditions | \$2,000.00 | |
| Walking track upgrades | \$90,000.00 | |
| Pickle ball court striping | \$10,000.00 | |
| | \$5,000.00 | |
| Additional pedestrian walkways (ADA, sitting areas) | \$25,000.00 | |
| Exercise stations | \$30,000.00 | |
| General maintenance (landscape enhancements, erosion / drainage) | \$30,000.00 | |
| Playground replacement | \$400,000.00 | |
| benches, trash cans, etc.) | \$30,000.00 | |

| Farmington Park | Subtotal | Total |
|---|---------------------|---------------------|
| | | \$760,800.00 |
| <i>Estimated design services</i> | \$31,700.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$95,100.00 | |
| <i>Subtotal</i> | \$634,000.00 | |
| Layout survey | \$2,000.00 | |
| Demo/existing conditions | \$2,000.00 | |
| Bocce court (2) | \$10,000.00 | |
| Pickle ball court striping | \$10,000.00 | |
| Playground replacement | \$400,000.00 | |
| Additional pedestrian walkways (ADA, sitting areas) | \$30,000.00 | |
| Parking (designated ADA spaces, striping, signage) | \$35,000.00 | |
| | \$15,000.00 | |
| es, trash cans, etc.) | | |
| General maintenance (picnic shelter , irrigation | \$130,000.00 | |
| bldg updates, landscape enghancements) | | |



| Forgey Park | Subtotal | Total |
|---|---------------------|---------------------|
| | | \$562,800.00 |
| <i>Estimated design services</i> | \$23,450.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$70,350.00 | |
| <i>Subtotal</i> | \$469,000.00 | |
| Layout survey | \$2,000.00 | |
| Demo/existing conditions | \$2,000.00 | |
| General maintenance (general park area, access gate, granite path | \$25,000.00 | |
| Playground replacement | \$400,000.00 | |
| Additional pedestrian walkways (ADA, sitting areas) | \$15,000.00 | |
| | \$5,000.00 | |
| benches, trash cans, etc.) | \$20,000.00 | |

| Fort Germantown Park | Subtotal | Total |
|---|---------------------|---------------------|
| | | \$600,000.00 |
| <i>Estimated design services</i> | \$25,000.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$75,000.00 | |
| <i>Subtotal</i> | \$500,000.00 | |
| Neighborhood master plan implementation | \$500,000.00 | |

| Germantown Station Park | Subtotal | Total |
|---|---------------------|---------------------|
| | | \$600,000.00 |
| <i>Estimated design services</i> | \$25,000.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$75,000.00 | |
| <i>Subtotal</i> | \$500,000.00 | |
| Neighborhood master plan implementation | \$500,000.00 | |

| Grove Park | Subtotal | Total |
|---|---------------------|---------------------|
| | | \$600,000.00 |
| <i>Estimated design services</i> | \$25,000.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$75,000.00 | |
| <i>Subtotal</i> | \$500,000.00 | |
| Neighborhood master plan implementation | \$500,000.00 | |



Park Assessments

| Howard McVay Park | Subtotal | Total |
|---|---------------------|---------------------|
| | | \$744,000.00 |
| <i>Estimated design services</i> | \$31,000.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$93,000.00 | |
| <i>Subtotal</i> | \$620,000.00 | |
| Playground replacement | \$400,000.00 | |
| Pavilions (3) | \$150,000.00 | |
| Signage - (safety | \$10,000.00 | |
| Exercise stations | \$30,000.00 | |
| es, trash cans, etc.) | - \$15,000.00 | |
| General maintenance (pedestrian walkways, erosion / drainage) | \$15,000.00 | |

| Johnson Road Park | Subtotal | Total |
|---|---------------------|---------------------|
| | | \$928,800.00 |
| <i>Estimated design services</i> | \$38,700.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$116,100.00 | |
| <i>Subtotal</i> | \$774,000.00 | |
| Layout survey | \$2,000.00 | |
| Demo/existing conditions | \$2,000.00 | |
| Pickle ball court striping | \$10,000.00 | |
| 2 Field adult softball complex | \$600,000.00 | |
| Dog park | \$80,000.00 | |
| Exercise stations | \$30,000.00 | |
| benches, trash cans, etc.) | \$20,000.00 | |
| General maintenance (disc golf course drainage, landscape enhancements) | \$30,000.00 | |

| Lansdowne Park | Subtotal | Total |
|---|---------------------|---------------------|
| | | \$600,000.00 |
| <i>Estimated design services</i> | \$25,000.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$75,000.00 | |
| <i>Subtotal</i> | \$500,000.00 | |
| Neighborhood master plan implementation | \$500,000.00 | |



| Nashoba Park | Subtotal | Total |
|---|--------------------|--------------------|
| | | \$96,000.00 |
| <i>Estimated design services</i> | \$4,000.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$12,000.00 | |
| <i>Subtotal</i> | \$80,000.00 | |
| - | \$30,000.00 | |
| es, trash cans, etc.) | | |
| General maintenance (general, erosion / drainage, etc.) | \$50,000.00 | |

| Poplar Estates Park | Subtotal | Total |
|---|---------------------|---------------------|
| | | \$600,000.00 |
| <i>Estimated design services</i> | \$25,000.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$75,000.00 | |
| <i>Subtotal</i> | \$500,000.00 | |
| Neighborhood master plan implementation | \$500,000.00 | |

| Riverdale Park | Subtotal | Total |
|---|---------------------|---------------------|
| | | \$495,600.00 |
| <i>Estimated design services</i> | \$20,650.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$61,950.00 | |
| <i>Subtotal</i> | \$413,000.00 | |
| Layout survey | \$4,000.00 | |
| | \$100,000.00 | |
| Exercise stations | \$30,000.00 | |
| Playground surfacing replacement | \$150,000.00 | |
| Landscape enhancement | \$12,000.00 | |
| Additional pedestrian walkways (ADA, sitting areas) | \$15,000.00 | |
| | \$12,000.00 | |
| benches, trash cans, etc.) | | |
| General maintenance (erosion / drainage, etc.) | \$30,000.00 | |
| Sand volleyball courts (2) | \$40,000.00 | |
| Perimeter walking trail | \$20,000.00 | |

| Riverwoods State Natural Area | Subtotal | Total |
|--------------------------------------|-----------------|--------------|
| No Recommendations | | |



Park Assessments

| Germantown Greenway Expansion | Subtotal | Total |
|--|------------------------|------------------------|
| | | \$13,200,000.00 |
| <i>Estimated design services</i> | \$550,000.00 | |
| <i>5% mob, fees, bonds, 10% contingency</i> | \$1,650,000.00 | |
| <i>Subtotal</i> | \$11,000,000.00 | |
| Expand greenway network to connect to Collierville and complete city loop (11 miles) | \$11,000,000.00 | |

Parks on Poplar Pike

| Item No. | Description | QTY. | Unit | Unit Cost | Subtotal | Total |
|---------------------|--|---------|------|--------------|-----------------------|-----------------------|
| General site | | | | | \$8,738,729.66 | \$8,738,729.66 |
| | Construction sign | 2 | EA | \$1,000.00 | \$2,000.00 | |
| | Temporary construction access | 2 | EA | \$3,750.00 | \$7,500.00 | |
| | T | 2 | LS | \$1,000.00 | \$2,000.00 | |
| | Construction layout | 45.7 | AC | \$500.00 | \$22,850.00 | |
| | Silt fence | 12000 | LF | \$1.60 | \$19,200.00 | |
| | Water meter & impact fees | 1 | LS | \$60,000.00 | \$60,000.00 | |
| | Electrical service | 1 | LS | \$90,000.00 | \$90,000.00 | |
| | Storm drainage | 1 | LS | \$400,000.00 | \$400,000.00 | |
| | Sewer service | 1 | LS | \$60,000.00 | \$60,000.00 | |
| | Debris removal | 1 | JOB | \$20,000.00 | \$20,000.00 | |
| | Clearing / grubbing (heavy) | 15 | AC | \$10,000.00 | \$150,000.00 | |
| | Clearing / grubbing (light) | 30 | AC | \$2,500.00 | \$75,000.00 | |
| | Earthwork | 108900 | CY | \$5.00 | \$544,500.00 | |
| | Topsoil (stripping) | 36500 | CY | \$4.25 | \$155,125.00 | |
| | Topsoil (screening / amendment) | 36500 | CY | \$6.00 | \$219,000.00 | |
| | Topsoil (spreading) | 19500 | CY | \$4.50 | \$87,750.00 | |
| | Asphalt (heavy-duty) | 83146 | SF | \$5.50 | \$457,303.00 | |
| | 8" Aggregate base course | 9238 | SY | \$9.00 | \$83,142.00 | |
| | Subgrade prep | 9238 | SY | \$0.67 | \$6,189.46 | |
| | Asphalt (light-duty) | 235000 | SF | \$4.50 | \$1,057,500.00 | |
| | 8" Aggregate base course | 26111 | SY | \$9.00 | \$234,999.00 | |
| | Concrete curb (curb & gutter) | 8000 | LF | \$15.00 | \$120,000.00 | |
| | Landscaping (includes trees, shrubs, etc.) | 1 | LS | \$150,000.00 | \$150,000.00 | |
| | Irrigation | 1200000 | SF | \$0.39 | \$468,000.00 | |
| | Concrete (light-duty) | 114900 | SF | \$5.00 | \$574,500.00 | |



Parks on Poplar Pike

| Item No. | Description | QTY. | Unit | Unit Cost | Subtotal | Total |
|----------------------------------|---|--------|---------|----------------|-----------------------|-----------------------|
| | Playground | 1 | LS | \$600,000.00 | \$600,000.00 | |
| | Splashpad | 1 | LS | \$400,000.00 | \$400,000.00 | |
| | Detention areas | 1 | LS | \$250,000.00 | \$250,000.00 | |
| | Bridges @ detention area | 200 | LF | \$200.00 | \$40,000.00 | |
| | Bldg renovations | 1 | LS | \$1,500,000.00 | \$1,500,000.00 | |
| | New pavilion | 1 | LS | \$400,000.00 | \$400,000.00 | |
| | Seed (permanent) | 321712 | SF | \$0.10 | \$32,171.20 | |
| | Sod | 100000 | SF | \$0.50 | \$50,000.00 | |
| | Parking lot lighting | 1 | LS | \$400,000.00 | \$400,000.00 | |
| Outdoor tennis facility | | | | | \$5,179,600.00 | \$5,179,600.00 |
| | Light duty concrete - walkways, plazas, bleacher pads | 30000 | SF | \$5.50 | \$165,000.00 | |
| | Parking lot - permeable paving | 35000 | SF | \$18.00 | \$630,000.00 | |
| | Collegiate tennis court pair (standard court surface) | 4 | EA PAIR | \$200,000.00 | \$800,000.00 | |
| | Clay tennis court pair | 4 | EA PAIR | \$250,000.00 | \$1,000,000.00 | |
| | Court lighting (per court pair) | 8 | EA PAIR | \$95,000.00 | \$760,000.00 | |
| | A/v & data connections | 3 | EA | \$8,200.00 | \$24,600.00 | |
| | Complex site lighting | 1 | LS | \$25,000.00 | \$25,000.00 | |
| | | 1 | LS | \$15,000.00 | \$15,000.00 | |
| | Site furnishings | 1 | LS | \$35,000.00 | \$35,000.00 | |
| | Landscaping & irrigation | 1 | LS | \$50,000.00 | \$50,000.00 | |
| | Admin building/pro shop | 3500 | SF | \$200.00 | \$700,000.00 | |
| | Viewing mezzanine/ corridor | 9750 | SF | \$100.00 | \$975,000.00 | |
| Oaklawn botanical gardens | | | | | \$1,430,000.00 | \$1,430,000.00 |
| | Concrete (light-duty) | 30000 | SF | \$5.00 | \$150,000.00 | |
| | Landscaping & irrigation | 1 | LS | \$100,000.00 | \$100,000.00 | |
| | Welcome building | 1 | LS | \$1,000,000.00 | \$1,000,000.00 | |
| | Relocated John Grey house | 1 | LS | \$150,000.00 | \$150,000.00 | |
| | Storage & maintenance area | 1 | LS | \$30,000.00 | \$30,000.00 | |



Park Assessments

| Item No. | Description | QTY. | Unit | Unit Cost | Subtotal | Total |
|-----------------------------|--------------------------------------|------|------|--------------|---|------------------------|
| Maintenance facility | | | | | \$603,303.96 | \$603,303.96 |
| | Bldg. | 1 | EA | \$500,000.00 | \$500,000.00 | |
| | Asphalt (heavy-duty) | 8900 | SF | \$5.50 | \$48,950.00 | |
| | 8" Aggregate base course | 988 | SY | \$9.00 | \$8,892.00 | |
| | Subgrade prep | 988 | SY | \$0.67 | \$661.96 | |
| | Earthwork | 165 | CY | \$5.00 | \$825.00 | |
| | Concrete curb (curb & gutter) | 500 | LF | \$15.00 | \$7,500.00 | |
| | Security fence | 400 | LF | \$30.00 | \$12,000.00 | |
| | Large double gate | 1 | EA | \$5,000.00 | \$5,000.00 | |
| | Lighting (parking) | 1 | POLE | \$12,000.00 | \$12,000.00 | |
| | Tactile warning | 54 | SF | \$50.00 | \$2,700.00 | |
| | Wheelstop | 2 | EA | \$120.00 | \$240.00 | |
| | Pavement markings (lines) | 100 | LF | \$2.60 | \$260.00 | |
| | Pavement markings (handicap symbols) | 2 | EA | \$400.00 | \$800.00 | |
| | Trash receptacle | 2 | EA | \$800.00 | \$1,600.00 | |
| | Signage (regulatory) | 3 | EA | \$375.00 | \$1,125.00 | |
| | Signage (handicap) | 2 | EA | \$375.00 | \$750.00 | |
| | | | | | Subtotal | \$15,951,633.62 |
| | | | | | Contractor OH&P, fees, bonding (10%) | \$1,595,163.36 |
| | | | | | Contingency (20%) | \$3,190,326.72 |
| | | | | | Total | \$20,737,123.71 |

Municipal Park

| Item No. | Description | QTY. | Unit | Unit Cost | Subtotal | Total |
|-------------|-------------------------------|------|------|--------------|-----------------------|-----------------------|
| Park | | | | | \$6,929,343.23 | \$6,929,343.23 |
| | Construction sign | 1 | EA | \$1,000.00 | \$1,000.00 | |
| | Temporary construction access | 1 | EA | \$3,750.00 | \$3,750.00 | |
| | T | 1 | LS | \$500.00 | \$500.00 | |
| | Construction layout | 12.5 | AC | \$500.00 | \$6,250.00 | |
| | Clearing/grubbing | 12.5 | AC | \$2,500.00 | \$31,250.00 | |
| | Silt fence | 4000 | LF | \$1.60 | \$6,400.00 | |
| | Water meter & impact fees | 1 | LS | \$15,000.00 | \$15,000.00 | |
| | Electrical service | 1 | LS | \$50,000.00 | \$50,000.00 | |
| | Storm drainage | 1 | LS | \$150,000.00 | \$150,000.00 | |
| | Sewer service | 1 | LS | \$15,000.00 | \$15,000.00 | |



| Item No. | Description | QTY. | Unit | Unit Cost | Subtotal | Total |
|----------|--|---------|------|--------------|----------------|-------|
| | Debris removal & demo | 1 | JOB | \$150,000.00 | \$150,000.00 | |
| | Seeding (temporary erosion control) | 447357 | SF | \$0.07 | \$31,314.99 | |
| | Fill (imported) | 35000 | CY | \$20.00 | \$700,000.00 | |
| | Topsoil (stripping) | 9300 | CY | \$4.25 | \$39,525.00 | |
| | Topsoil (screening / amendment) | 9300 | CY | \$6.00 | \$55,800.00 | |
| | Topsoil (spreading) | 9300 | CY | \$4.50 | \$41,850.00 | |
| | Asphalt (light-duty) | 20000 | SF | \$5.00 | \$100,000.00 | |
| | 8" Aggregate base course | 2222.00 | SY | \$9.00 | \$19,998.00 | |
| | Subgrade prep | 2222.00 | SY | \$0.67 | \$1,488.74 | |
| | Concrete (heavy-duty) | 31200 | SF | \$14.00 | \$436,800.00 | |
| | Concrete (light-duty) | 5500 | SF | \$7.00 | \$38,500.00 | |
| | Concrete (light-duty; stairway) | 1080 | SF | \$7.00 | \$7,560.00 | |
| | Concrete curb (post) | 1400 | LF | \$25.00 | \$35,000.00 | |
| | Concrete curb (curb & gutter) | 1200 | LF | \$25.00 | \$30,000.00 | |
| | Paver / stepper | 50000 | SF | \$20.00 | \$1,000,000.00 | |
| | Tactile warning pavers | 1000 | SF | \$50.00 | \$50,000.00 | |
| | Lighting (parking area & pedestrian areas) | 10 | EA | \$8,000.00 | \$80,000.00 | |
| | Site furnishings (includes, trash cans, benches, tables, grills, bike racks, etc.) | 1 | LS | \$60,000.00 | \$60,000.00 | |
| | Landscape (includes sod, parking lot trees, plazas, shade tress, landscape beds, etc.) | 1 | LS | \$200,000.00 | \$200,000.00 | |
| | Irrigation | 1 | LS | \$110,000.00 | \$110,000.00 | |
| | Irrigation pump | 1 | LS | \$50,000.00 | \$50,000.00 | |
| | Pavilion upgrades | 1 | LS | \$60,000.00 | \$60,000.00 | |
| | Greenroom./concessions/restrooms | 1 | LS | \$650,000.00 | \$650,000.00 | |
| | Splash pad | 1 | LS | \$600,000.00 | \$600,000.00 | |
| | Playground (includes structures, safety zone materials, signage, seating, surfacing, etc.) | 1 | LS | \$800,000.00 | \$800,000.00 | |
| | Overhead walkway | 490 | LF | \$2,500.00 | \$1,225,000.00 | |
| | Bollards | 15 | EA | \$900.00 | \$13,500.00 | |
| | Site stairs | 260 | LF | \$33.50 | \$8,710.00 | |
| | Handrail | 260 | LF | \$100.00 | \$26,000.00 | |



Park Assessments

| Item No. | Description | QTY. | Unit | Unit Cost | Subtotal | Total |
|--------------|--------------------------------------|------|------|-------------|---|-----------------------|
| | | 1 | LS | \$15,000.00 | \$15,000.00 | |
| | Signage (facility rules) | 1 | LS | \$10,000.00 | \$10,000.00 | |
| | Pavement marking 4" | 120 | LF | \$0.70 | \$84.00 | |
| | Pavement markings (crosswalk) | 75 | LF | \$11.50 | \$862.50 | |
| | Pavement markings (handicap symbols) | 8 | EA | \$400.00 | \$3,200.00 | |
| | | | | | Subtotal | \$6,929,343.23 |
| | | | | | Contractor OH&P, fees, bonding (10%) | \$692,934.32 |
| | | | | | Contingency (20%) | \$1,385,868.65 |
| TOTAL | | | | | | \$9,008,146.20 |

Cameron Brown Park

| Item No. | Description | QTY. | Unit | Unit Cost | Subtotal | Total |
|---|--|-------|------|--------------|---------------------|---------------------|
| General site | | | | | \$879,500.00 | \$879,500.00 |
| | Construction sign | 1 | EA | \$1,000.00 | \$1,000.00 | |
| | Temporary construction access | 1 | EA | \$3,750.00 | \$3,750.00 | |
| | T | 1 | LS | \$5,000.00 | \$5,000.00 | |
| | Construction layout | 15 | AC | \$500.00 | \$7,500.00 | |
| | Clearing/grubbing | 15 | AC | \$2,500.00 | \$37,500.00 | |
| | Earthwork | 55000 | CY | \$5.00 | \$275,000.00 | |
| | Silt fence | 5000 | LF | \$1.60 | \$8,000.00 | |
| | Water meter & impact fees | 1 | LS | \$20,000.00 | \$20,000.00 | |
| | Electrical service | 1 | LS | \$50,000.00 | \$50,000.00 | |
| | Storm drainage | 1 | LS | \$200,000.00 | \$200,000.00 | |
| | Sewer service | 1 | LS | \$60,000.00 | \$60,000.00 | |
| | Debris removal | 1 | JOB | \$20,000.00 | \$20,000.00 | |
| | Topsoil (stripping) | 13000 | CY | \$4.25 | \$55,250.00 | |
| | Topsoil (screening / amendment) | 13000 | CY | \$6.00 | \$78,000.00 | |
| | Topsoil (spreading) | 13000 | CY | \$4.50 | \$58,500.00 | |
| New park pavilions | | | | | \$350,000.00 | \$350,000.00 |
| | Shade pavilion | 7 | EA | \$50,000.00 | \$350,000.00 | |
| Maintenance pavilion refurbishment | | | | | \$500,000.00 | \$500,000.00 |
| | Maintenance area / old police facility | 1 | SF | \$500,000.00 | \$500,000.00 | |



| Item No. | Description | QTY. | Unit | Unit Cost | Subtotal | Total |
|--------------------------|--|---------|------|--------------|-----------------------|-----------------------|
| Pickleball courts | | | | | \$85,500.00 | \$85,500.00 |
| | Shade pavilion | 1 | EA | \$50,000.00 | \$50,000.00 | |
| | Netting (pickle-ball) | 8.00 | EA | \$500.00 | \$4,000.00 | |
| | Fencing 4' | 400.00 | LF | \$20.00 | \$8,000.00 | |
| | | 1.00 | EA | \$500.00 | \$500.00 | |
| | Landscaping (includes trees) | 1 | LS | \$3,000.00 | \$3,000.00 | |
| | Court surfacing | 1 | LS | \$20,000.00 | \$20,000.00 | |
| | | | | | \$142,433.59 | \$142,433.59 |
| | Asphalt (light-duty) | 16000 | SF | \$4.50 | \$72,000.00 | |
| | 8" Aggregate base course | 1777.00 | SY | \$9.00 | \$15,993.00 | |
| | Subgrade prep | 1777.00 | SY | \$0.67 | \$1,190.59 | |
| | Concrete curb (curb & gutter) | 350.00 | LF | \$15.00 | \$5,250.00 | |
| | Concrete (light-duty) | 3000 | SF | \$7.00 | \$21,000.00 | |
| | Lighting (parking) | 2 | POLE | \$12,000.00 | \$24,000.00 | |
| | Landscaping (includes trees) | 1 | LS | \$3,000.00 | \$3,000.00 | |
| | | | | | \$2,641,101.96 | \$2,641,101.96 |
| | Fence (20' backstop) | 80 | LF | \$185.00 | \$14,800.00 | |
| | Backstop netting | 2400 | SF | \$3.75 | \$9,000.00 | |
| | | 1800 | LF | \$30.00 | \$54,000.00 | |
| | Large double gate | 4 | EA | \$2,400.00 | \$9,600.00 | |
| | Single gate | 8 | EA | \$600.00 | \$4,800.00 | |
| | Lighting (small diamond) | 4 | SET | \$110,000.00 | \$440,000.00 | |
| | Lighting (parking) | 15 | POLE | \$12,000.00 | \$180,000.00 | |
| | Scoreboard | 4 | EA | \$8,000.00 | \$32,000.00 | |
| | Foul post | 8 | EA | \$750.00 | \$6,000.00 | |
| | Dugout | 8 | EA | \$13,000.00 | \$104,000.00 | |
| | Scorers facility | 4 | EA | \$10,000.00 | \$40,000.00 | |
| | | 3200 | CY | \$35.00 | \$112,000.00 | |
| | Seed (permanent) | 36000 | SF | \$0.10 | \$3,600.00 | |
| | Sprigging | 36000 | SF | \$0.25 | \$9,000.00 | |
| | Sod | 8000 | SF | \$0.50 | \$4,000.00 | |
| | Landscaping (includes trees, shrubs, etc.) | 1 | LS | \$30,000.00 | \$30,000.00 | |
| | Irrigation | 44000 | SF | \$0.39 | \$17,160.00 | |
| | Asphalt (light-duty) | 65000 | SF | \$4.50 | \$292,500.00 | |
| | Asphalt (heavy-duty) | 1500 | SF | \$5.50 | \$8,250.00 | |



Park Assessments

| Item No. | Description | QTY. | Unit | Unit Cost | Subtotal | Total |
|---------------------------------|--------------------------------------|---------|------|--------------|-----------------------|-----------------------|
| | 8" Aggregate base course | 7388.00 | SY | \$9.00 | \$66,492.00 | |
| | Subgrade prep | 7388.00 | SY | \$0.67 | \$4,949.96 | |
| | Concrete (light-duty) | 7800 | SF | \$7.00 | \$54,600.00 | |
| | Concrete (heavy-duty) | 9700 | SF | \$14.00 | \$135,800.00 | |
| | Concrete curb (curb & gutter) | 2200 | LF | \$15.00 | \$33,000.00 | |
| | Tactile warning | 10 | SF | \$50.00 | \$500.00 | |
| | Wheelstop | 30 | EA | \$120.00 | \$3,600.00 | |
| | Crosswalk | 3 | EA | \$500.00 | \$1,500.00 | |
| | Pavement markings (lines) | 2000 | LF | \$2.60 | \$5,200.00 | |
| | Pavement markings (handicap symbols) | 8 | EA | \$400.00 | \$3,200.00 | |
| | Bleacher | 8 | EA | \$8,000.00 | \$64,000.00 | |
| | Shade canopy | 8 | EA | \$15,000.00 | \$120,000.00 | |
| | Team bench | 8 | EA | \$1,000.00 | \$8,000.00 | |
| | Trash receptacle | 10 | EA | \$800.00 | \$8,000.00 | |
| | Bike rack | 4 | EA | \$200.00 | \$800.00 | |
| | Bollard | 2 | EA | \$1,000.00 | \$2,000.00 | |
| | Signage (regulatory) | 5 | EA | \$375.00 | \$1,875.00 | |
| | | 10 | EA | \$500.00 | \$5,000.00 | |
| | Signage (handicap) | 5 | EA | \$375.00 | \$1,875.00 | |
| | Restroom/concessions | 1 | LS | \$750,000.00 | \$750,000.00 | |
| 5 Field baseball complex | | | | | \$3,867,451.74 | \$3,867,451.74 |
| | Fence (20' backstop) | 575 | LF | \$185.00 | \$106,375.00 | |
| | Backstop netting | 11500 | SF | \$3.75 | \$43,125.00 | |
| | | 3500 | LF | \$30.00 | \$105,000.00 | |
| | Large double gate | 5 | EA | \$2,400.00 | \$12,000.00 | |
| | Single gate | 10 | EA | \$600.00 | \$6,000.00 | |
| | Lighting | 5 | SET | \$110,000.00 | \$550,000.00 | |
| | Lighting (parking) | 15 | POLE | \$12,000.00 | \$180,000.00 | |
| | Scoreboard | 5 | EA | \$8,000.00 | \$40,000.00 | |
| | Foul post | 10 | EA | \$750.00 | \$7,500.00 | |
| | Dugout | 10 | EA | \$13,000.00 | \$130,000.00 | |
| | Scorers facility | 4 | EA | \$10,000.00 | \$40,000.00 | |
| | | 925 | CY | \$35.00 | \$32,375.00 | |
| | Seed (permanent) | 106600 | SF | \$0.10 | \$10,660.00 | |
| | Sprigging | 100000 | SF | \$0.25 | \$25,000.00 | |
| | Sod | 77000 | SF | \$0.50 | \$38,500.00 | |



| Item No. | Description | QTY. | Unit | Unit Cost | Subtotal | Total |
|----------|--|---------|------|--------------|---|-----------------------|
| | Landscaping (includes trees, shrubs, etc.) | 1 | LS | \$30,000.00 | \$30,000.00 | |
| | Irrigation | 177000 | SF | \$0.39 | \$69,030.00 | |
| | Asphalt (light-duty) | 74000 | SF | \$4.50 | \$333,000.00 | |
| | 8" Aggregate base course | 8222.00 | SY | \$9.00 | \$73,998.00 | |
| | Subgrade prep | 8222.00 | SY | \$0.67 | \$5,508.74 | |
| | Concrete (light-duty) | 30000 | SF | \$7.00 | \$210,000.00 | |
| | Concrete (heavy-duty) | 27000 | SF | \$14.00 | \$378,000.00 | |
| | Concrete curb (curb & gutter) | 2000 | LF | \$25.00 | \$50,000.00 | |
| | Tactile warning | 10 | SF | \$50.00 | \$500.00 | |
| | Wheelstop | 60 | EA | \$120.00 | \$7,200.00 | |
| | Pavement markings (lines) | 4800 | LF | \$2.60 | \$12,480.00 | |
| | Pavement markings (handicap symbols) | 10 | EA | \$400.00 | \$4,000.00 | |
| | Bleacher | 10 | EA | \$8,000.00 | \$80,000.00 | |
| | Shade canopy | 10 | EA | \$15,000.00 | \$150,000.00 | |
| | Team bench | 10 | EA | \$1,000.00 | \$10,000.00 | |
| | Trash receptacle | 12 | EA | \$800.00 | \$9,600.00 | |
| | Bike rack | 2 | EA | \$200.00 | \$400.00 | |
| | Bollard | 2 | EA | \$1,000.00 | \$2,000.00 | |
| | Playground (includes surfacing, equipment, etc.) | 1 | LS | \$400,000.00 | \$400,000.00 | |
| | Bullpen surface | 120.00 | CY | \$35.00 | \$4,200.00 | |
| | Signage (regulatory) | 6 | EA | \$375.00 | \$2,250.00 | |
| | | 10 | EA | \$500.00 | \$5,000.00 | |
| | Signage (handicap) | 10 | EA | \$375.00 | \$3,750.00 | |
| | Restroom/concessions | 1 | LS | \$700,000.00 | \$700,000.00 | |
| | | | | | Subtotal | \$5,824,885.33 |
| | | | | | Contractor oh&p, fees, bonding (10%) | \$582,488.53 |
| | | | | | Contingency (20%) | \$1,164,977.07 |
| | | | | | Total | \$7,572,350.93 |

Crestwyn Hills

| Item No. | Description | QTY. | Unit | Unit Cost | Subtotal | Total |
|---------------------|-------------------|------|------|------------|-----------------------|-----------------------|
| General site | | | | | \$9,541,347.93 | \$9,541,347.93 |
| | Construction sign | 1 | EA | \$1,000.00 | \$1,000.00 | |



Park Assessments

| Item No. | Description | QTY. | Unit | Unit Cost | Subtotal | Total |
|----------|--|---------|------|--------------|---|------------------------|
| | Temporary construction access | 1 | EA | \$3,750.00 | \$3,750.00 | |
| | T | 1 | LS | \$1,000.00 | \$1,000.00 | |
| | Construction layout | 48 | AC | \$500.00 | \$24,000.00 | |
| | Silt fence | 6500 | LF | \$1.60 | \$10,400.00 | |
| | Water meter & impact fees | 1 | LS | \$60,000.00 | \$60,000.00 | |
| | Electrical service | 1 | LS | \$90,000.00 | \$90,000.00 | |
| | Storm drainage | 1 | LS | \$500,000.00 | \$500,000.00 | |
| | Sewer service | 1 | LS | \$60,000.00 | \$60,000.00 | |
| | Debris removal | 1 | JOB | \$10,000.00 | \$10,000.00 | |
| | Clearing / grubbing (heavy) | 38 | AC | \$10,000.00 | \$380,000.00 | |
| | Clearing / grubbing (light) | 10 | AC | \$2,500.00 | \$25,000.00 | |
| | Earthwork | 142000 | CY | \$5.00 | \$710,000.00 | |
| | Topsoil (stripping) | 39000 | CY | \$4.25 | \$165,750.00 | |
| | Topsoil (screening / amendment) | 39000 | CY | \$6.00 | \$234,000.00 | |
| | Topsoil (spreading) | 39000 | CY | \$4.50 | \$175,500.00 | |
| | Asphalt (light-duty) | 392000 | SF | \$4.50 | \$1,764,000.00 | |
| | 8" Aggregate base course | 43555 | SY | \$9.00 | \$391,995.00 | |
| | Concrete curb (curb & gutter) | 5000 | LF | \$15.00 | \$75,000.00 | |
| | Landscaping (includes trees, shrubs, etc.) | 1 | LS | \$150,000.00 | \$150,000.00 | |
| | Irrigation | 1717187 | SF | \$0.39 | \$669,702.93 | |
| | Concrete (light-duty) | 26000 | SF | \$5.00 | \$130,000.00 | |
| | Detention areas | 1 | LS | \$250,000.00 | \$250,000.00 | |
| | Bridges a detention area | 277 | LF | \$5,000.00 | \$1,385,000.00 | |
| | New buildings | 3 | EA | \$500,000.00 | \$1,500,000.00 | |
| | Seed (permanent) | 50000 | SF | \$0.10 | \$5,000.00 | |
| | Sprigging | 1081000 | SF | \$0.25 | \$270,250.00 | |
| | Parking lot lighting | 1 | LS | \$500,000.00 | \$500,000.00 | |
| | 380' X 260' site lighting | 4 | LS | \$165,000.00 | \$660,000.00 | |
| | 380' X 260' site lighting | 10 | LS | \$99,500.00 | \$995,000.00 | |
| | Site furnishings | 1 | LS | \$40,000.00 | \$40,000.00 | |
| | | | | | Subtotal | \$9,541,347.93 |
| | | | | | Contractor oh&p, fees, bonding (10%) | \$954,134.79 |
| | | | | | Contingency (20%) | \$1,908,269.59 |
| | | | | | Total | \$12,403,752.31 |





SPORTS TOURISM PRO FORMA



In June of 2017, Sports Facilities Advisory, LLC (SFA) was engaged by Lose and Associates, Inc. to complete a detailed financial and economic impact analysis related to the development of a new outdoor, tournament-capable sports facility in Germantown, TN.

Summary of Tasks Performed in Completing the Work

To determine the opportunity to develop an outdoor tournament-class facility, SFA has completed the following steps:

- Reviewed existing data provided by the Project Team
- Conducted a market study encompassing:
 - Demographics and socioeconomics
 - Local, regional, and national sports participation rates
 - Existing competition and known future developments
- Researched existing local and regional sports facilities, including:
 - Facility amenities
 - Facility quality
 - Program seasonality
 - Program pricing
- Conducted an in-depth planning and strategy session with the Project Team from Germantown
- Facilitated meetings with key project stakeholders, including key Germantown officials and staff, potential users of the facility, and existing service providers that would be critical in the programming and success of a multi-purpose field tournament complex
- Created a program plan and worked with Lose & Associates to provide opinions of cost for facility construction
- Developed a detailed, 5-year financial forecast or pro forma for facility operations
- Forecasted the room night and economic impact generation resulting from the activities at the new facility

Summary of Facility Program

The Germantown Soccer Complex is recommended to feature eight outdoor synthetic turf multi-purpose fields capable of hosting activities such as soccer, football, lacrosse, etc. Accompanying the outdoor fields is a primary support building featuring tournament-class amenities such as a food and beverage service area, ticketing office, other office space, training room, conference room, restrooms, and referee rooms. In addition to the primary support building, the facility is recommended to have a smaller secondary support building that will provide additional storage, food and beverage, and restroom spaces.

Facility program details for the project are as follows:

Outdoor Athletic Facilities

| Space | Programming Product/Service | Count | Dimensions | | Approx. SF each | Total SF | % of Footprint |
|---|---|-------|------------|-------|-----------------|----------------|----------------|
| | | | L (') | W (') | | | |
| Multi-Purpose Fields | Synthetic Turf Field - (With 12' Apron) | 8 | 360 | 249 | 89,640 | 717,120 | 98.8% |
| | <i>Total Outdoor Multi-Purpose Fields Sq. Ft.</i> | | | | | 717,120 | 98.8% |
| Support Buildings | Primary Support Building | | | | | | |
| | Kitchen | 1 | 30 | 30 | 900 | 900 | 0.1% |
| | Café w/ Seating | 1 | 50 | 50 | 2,500 | 2,500 | 0.3% |
| | Restrooms | 2 | 25 | 20 | 500 | 1,000 | 0.1% |
| | Training Room | 1 | 15 | 10 | 150 | 150 | 0.0% |
| | Check-In/Ticketing Office | 1 | 10 | 10 | 100 | 100 | 0.0% |
| | Ref Rooms | 2 | 10 | 8 | 80 | 160 | 0.0% |
| | Large Conference Room | 1 | 40 | 25 | 1,000 | 1,000 | 0.1% |
| | Office/Control | 1 | 20 | 20 | 400 | 400 | 0.1% |
| Secondary Support Buildings | 1 | 40 | 40 | 1,600 | 1,600 | 0.2% | |
| <i>Total Support Building Sq. Ft.</i> | | | | | 7,810 | 1.1% | |
| Maintenance | Maintenance Buildings | 1 | 40 | 30 | 1,200 | 1,200 | 0.2% |
| | <i>Total Maintenance/First Aid Building Sq. Ft.</i> | | | | | 1,200 | 0.2% |
| Total Estimated Outdoor Athletic Facilities SF | | | | | | 726,130 | 100% |
| Total Outdoor Athletic Facility Acreage | | | | | | 16.7 | |

Site Development

| Quantity | Dimensions | Approx. SF each | Total SF | % of Total | |
|--|--------------------------------|-----------------|------------------|-------------|-------|
| | | | | | L (') |
| Parking Spaces Total | Parking Spaces Total (10'x18') | 720 | 400 | 288,000 | 24.0% |
| | (20' x 20' Inc. aisles) | | | | |
| | Setbacks, Green Space, etc. | | 90% of SF | 912,717 | 76.0% |
| Total Estimated Site Development SF | | | 1,200,717 | 100% | |
| Total Site Development Acreage | | | 27.6 | | |
| Total Complex Acreage | | | | 44.2 | |

The outdoor sports assets will cover approximately 16.7 acres. SFA recommends that 720 parking spaces are developed to support the facility traffic. In total, the project could require as many as 44.2 acres of land.

Summary of Financial Performance

As detailed in the full financial forecast, the Germantown Soccer Complex is projected to host programs, products, and services for local users as well as host regional sports tourism events. With input from the Project Team, SFA constructed a detailed pro forma/financial analysis that projects the operational performance for the first five years. Operational performance is accounted for based on a combination of SFA's proven metrics for calculating the number of potential individual and team program participants and sports organizations within the facility's radius of influence and the percentage of that market that the new facility will be able to capture.

The following table is a summary of the forecasted revenue and expenses for the facility. The details of the financial analysis have been provided in the full financial forecast.

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|
| Total Revenue | \$193,025 | \$266,632 | \$302,573 | \$353,192 | \$378,334 |
| Total Cost of Goods Sold | \$59,642 | \$87,279 | \$98,390 | \$117,851 | \$125,775 |
| Gross Margin | \$133,384 | \$179,352 | \$204,184 | \$235,342 | \$252,559 |
| Total Operating Expenses | \$474,754 | \$494,610 | \$519,669 | \$536,928 | \$551,907 |
| EBITDA | (\$341,370) | (\$315,258) | (\$315,485) | (\$301,586) | (\$299,348) |

The pro forma forecasts total revenue to increase from approximately \$193,000 in the first year of operations to about \$378,000 by year five. The cost of goods sold (COGS) increase with the rising revenues from approximately \$60,000 in year one up to about \$126,000 in year five, and overhead costs (Operating Expenses) are expected to increase slightly from \$475,000 in year one to \$552,000 in year five.

As demonstrated, the Germantown Soccer Complex is expected to require an operational subsidy in perpetuity with stabilization at a required \$299,000 subsidy at maturity (year five). Note that EBITDA (Earnings Before Interest, Tax, Depreciation, and Amortization) does not include capital replacement or debt service expenses.

Summary of Economic Impact Performance

Based on the opportunity in Germantown, SFA analyzed the expected impact on the local community from out-of-town visitors attending events at the new complex. SFA analyzed the two most important drivers of economic impact: non-local days in market and room nights generated. Non-local days in market are the number of days that visitors from beyond a 90-minute drive time will spend in the Germantown. Hotel room nights are the number of nights that visitors will stay in the local area. The table below shows the drivers of economic impact for the first five years of operations.

Economic Impact Drivers

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--------------------------|--------|--------|--------|--------|--------|
| Non-Local Days in Market | 13,860 | 20,520 | 21,780 | 27,180 | 27,180 |
| Room Nights | 3,230 | 4,814 | 5,102 | 6,398 | 6,398 |

SFA also analyzed the market to determine how visitors will spend when coming to Germantown for a tournament. The table below shows a breakdown of per-person daily expenditure.

Per Person Spending By Category

| | Amount | % of Total |
|---------------------------|-----------------|-------------|
| Lodging/Accommodations | \$32.29 | 26.8% |
| Dining/Groceries | \$44.25 | 36.8% |
| Transportation | \$7.52 | 6.2% |
| Entertainment/Attractions | \$3.54 | 2.9% |
| Retail | \$20.80 | 17.3% |
| Miscellaneous | \$11.95 | 9.9% |
| Total | \$120.35 | 100% |

Finally, SFA multiplied the per-person daily expenditure by the number of non-local days in market to project the new spending in the market as a result of the tournaments at the complex. Note that SFA calculates direct spending only; direct spending are the first dollars spent by visitors, whereas indirect spending (which is not included) would be the recycling of first dollars spent in the community.

Economic Impact

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Total Direct Spending | \$1,668,051 | \$2,469,582 | \$2,621,223 | \$3,271,113 | \$3,271,113 |
| Total Indirect Spending | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Economic Impact | \$1,668,051 | \$2,469,582 | \$2,621,223 | \$3,271,113 | \$3,271,113 |

As demonstrated, the Germantown Soccer Complex is projected to generate approximately \$1.7 million of direct spending in its first year, and about \$3.3 million by maturity in year four. In addition to direct spending, SFA projects that activities and events hosted by the facility will create just under 6,400 additional overnight stays by year four of operations, and will continue to do so annually.

Insights: Drivers of Success and Challenges to Success

As outlined earlier in this report and based on the financial and economic impact forecast for the Germantown Soccer Complex, SFA believes there is an opportunity to develop an outdoor multi-purpose field tournament complex in Germantown, TN. SFA has recommended the number, type, and configuration of outdoor multi-purpose fields above to allow the City to host tournaments and events as well as serve local organizations in need of field space.

Through this process, SFA identified several drivers of success for the development of the Germantown Soccer Complex.

- Proximity to Mike Rose Soccer Complex
 - In order to capitalize on the opportunity in the region and maximize the potential impact, the Germantown Soccer Complex will need to work with the Mike Rose Soccer Complex by co-hosting events. SFA believes there is an opportunity to do so based on proximity of the complexes, the size and frequency of events currently held at the Mike Rose Soccer Complex, and the fact that the Germantown Soccer Complex will feature synthetic turf fields.
- Synthetic Turf and High-Quality Tournament Support Spaces
 - The Germantown Soccer Complex is planned to be a premier tournament destination with high-quality field surfaces and tournament-class support amenities. The turf fields will serve as flexible use assets with increased playability for more games and practices as well as reduced maintenance costs as compared to natural grass fields. Additionally, turf mitigates the risk of canceling events due to weather, which creates a desirable complex and the opportunity for the Germantown Soccer Complex to serve as a back-up location to secure additional events.
- Reputation of the destination
 - Germantown is already recognized as a desirable location to visit in the greater Memphis area. With the addition of a premier sports complex, Germantown can build upon its reputation and become known as a destination across a wider region.

SFA also identified several challenges to project success:

- Available Land/Acreage
 - Based on the available acreage, the new facility development is limited to the ability to accommodate eight multi-purpose fields. While an inventory of eight multi-purpose fields in

one location creates a desirable tournament destination, fifty percent of the existing multi-purpose tournament facilities in the region feature more than eight fields. Because eight fields does not differentiate the Germantown Soccer Complex from a large portion of the regional facilities, the facility will need to be developed with best-in-class amenities and focus on collaborating with other tournament sites.

- Location of Site
 - While the site is in Germantown, it is closer to Memphis hotels, restaurants, and retail locations than it is to similar service providers in Germantown. As such, if the Germantown-side of the complex does not develop its own supporting service providers, a significant amount of the spending generated by the Germantown Soccer Complex could “leak out” to Memphis.
- Local and Regional Competition
 - Although the Germantown Soccer Complex is planned to be a premier tournament destination facility, the southeastern region of the United States features a large number of quality sports tourism facilities for multi-purpose field activities. As previously mentioned, to achieve the projected economic impact, the Germantown Soccer Complex will need to collaborate with Mike Rose Soccer Complex, one of the Southeast’s best multi-purpose sports tourism facilities.

Conclusion and Next Steps

Based on SFA’s analysis, the Germantown Soccer Complex can both serve the local community and generated new economic impact if the facility is properly staffed, effectively marketed and operated, and has a funding mechanism to cover ongoing operating losses and ongoing capital improvement costs.



Germantown Tournament Soccer Complex (Germantown, TN)

Five-Year Operating Pro Forma

Date: January 2018

Note: SFA has no responsibility to update this financial forecast for events and circumstances that occur after the date of these deliverables. The findings presented herein reflect analysis of primary and secondary sources of information. SFA utilized sources deemed to be reliable but cannot guarantee their accuracy. Moreover, estimates and analysis presented in this financial forecast are based on trends and assumptions, which usually result in differences between the projected results and actual results. Because events and circumstances frequently do not occur as expected, those differences may be material.



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Facility Program Details



Facility Program

Outdoor Athletic Facilities

| Space | Programming Product/Service | Count | Dimensions | | Approx. SF each | Total SF | % of Footprint |
|---|---|-------|------------|-------|-----------------|----------------|----------------|
| | | | L (') | W (') | | | |
| Multi-Purpose Fields | Synthetic Turf Field - (With 12' Apron) | 8 | 360 | 249 | 89,640 | 717,120 | 98.8% |
| | <i>Total Outdoor Multi-Purpose Fields Sq. Ft.</i> | | | | | | 717,120 |
| Support Buildings | Primary Support Building | | | | | | |
| | Kitchen | 1 | 30 | 30 | 900 | 900 | 0.1% |
| | Café w/ Seating | 1 | 50 | 50 | 2,500 | 2,500 | 0.3% |
| | Restrooms | 2 | 25 | 20 | 500 | 1,000 | 0.1% |
| | Training Room | 1 | 15 | 10 | 150 | 150 | 0.0% |
| | Check-In/Ticketing Office | 1 | 10 | 10 | 100 | 100 | 0.0% |
| | Ref Rooms | 2 | 10 | 8 | 80 | 160 | 0.0% |
| | Large Conference Room | 1 | 40 | 25 | 1,000 | 1,000 | 0.1% |
| | Office/Control | 1 | 20 | 20 | 400 | 400 | 0.1% |
| Secondary Support Buildings | 1 | 40 | 40 | 1,600 | 1,600 | 0.2% | |
| <i>Total Support Building Sq. Ft</i> | | | | | | 7,810 | 1.1% |
| Maintenance | Maintenance Buildings | 1 | 40 | 30 | 1,200 | 1,200 | 0.2% |
| | <i>Total Maintenance/First Aid Building Sq. Ft.</i> | | | | | | 1,200 |
| Total Estimated Outdoor Athletic Facilities SF | | | | | | 726,130 | 100% |
| Total Outdoor Athletic Facility Acreage | | | | | | 16.7 | |

Site Development

| Quantity | Dimensions | Approx. SF each | Total SF | % of Total | |
|--|---|-----------------|-----------|------------------|-------------|
| | | | | | L (') |
| Parking Spaces Total | Parking Spaces Total (10'x18') (20' x 20' Inc. aisles) | 720 | 400 | 288,000 | 24.0% |
| | Setbacks, Green Space, etc. | | 90% of SF | 912,717 | 76.0% |
| Total Estimated Site Development SF | | | | 1,200,717 | 100% |
| Total Site Development Acreage | | | | 27.6 | |
| Total Complex Acreage | | | | 44.2 | |



Financial Performance Summary



Total Revenue & Expenses

| Revenue | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Multi-Purpose Field Rental Tournaments | \$31,347 | \$43,874 | \$48,056 | \$59,200 | \$60,740 |
| Outdoor Field Rental | \$51,008 | \$53,558 | \$61,860 | \$64,953 | \$68,201 |
| Food & Beverage | \$50,650 | \$69,858 | \$75,598 | \$90,012 | \$90,037 |
| Hotel Rebates | \$0 | \$0 | \$0 | \$0 | \$0 |
| Retail | \$6,840 | \$10,080 | \$10,440 | \$13,320 | \$13,320 |
| Secondary Revenue | \$40,000 | \$60,000 | \$63,000 | \$66,150 | \$69,458 |
| Total Revenue | \$179,845 | \$237,370 | \$258,954 | \$293,635 | \$301,755 |
| Expenses | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| Multi-Purpose Field Rental Tournaments | \$7,238 | \$10,235 | \$10,889 | \$13,513 | \$13,667 |
| Outdoor Field Rental | \$2,550 | \$2,678 | \$3,093 | \$3,248 | \$3,410 |
| Food & Beverage | \$25,325 | \$34,929 | \$37,799 | \$45,006 | \$45,018 |
| Hotel Rebates | \$0 | \$0 | \$0 | \$0 | \$0 |
| Retail | \$4,788 | \$7,056 | \$7,308 | \$9,324 | \$9,324 |
| Secondary Revenue | \$12,000 | \$18,000 | \$18,900 | \$19,845 | \$20,837 |
| Total Cost of Goods Sold | \$51,901 | \$72,898 | \$77,989 | \$90,935 | \$92,256 |
| Gross Margin | \$127,944 | \$164,472 | \$180,965 | \$202,700 | \$209,499 |
| <i>% of Revenue</i> | <i>71%</i> | <i>69%</i> | <i>70%</i> | <i>69%</i> | <i>69%</i> |
| Facility Expenses | \$153,715 | \$155,514 | \$157,738 | \$159,997 | \$162,288 |
| Operating Expense | \$85,708 | \$90,762 | \$102,095 | \$103,958 | \$104,766 |
| Management Payroll | \$75,000 | \$78,000 | \$81,120 | \$84,365 | \$87,739 |
| Payroll Taxes/Benefits/Bonus | \$28,695 | \$31,827 | \$33,439 | \$36,236 | \$37,344 |
| Total Operating Expenses | \$343,118 | \$356,103 | \$374,392 | \$384,555 | \$392,138 |
| EBITDA | (\$215,175) | (\$191,631) | (\$193,428) | (\$181,855) | (\$182,639) |
| <i>% of Revenue</i> | <i>-120%</i> | <i>-81%</i> | <i>-75%</i> | <i>-62%</i> | <i>-61%</i> |



Economic Impact

Number of Events Per Year

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------------------------|----------|----------|----------|----------|----------|
| Multi-Purpose Field Tournaments | 6 | 7 | 7 | 8 | 8 |
| Total Events Per Year | 6 | 7 | 7 | 8 | 8 |

Per Person Spending By Category

| | Amount | % of Total |
|---------------------------|-----------------|-------------|
| Lodging/Accommodations | \$32.29 | 26.8% |
| Dining/Groceries | \$44.25 | 36.8% |
| Transportation | \$7.52 | 6.2% |
| Entertainment/Attractions | \$3.54 | 2.9% |
| Retail | \$20.80 | 17.3% |
| Miscellaneous | \$11.95 | 9.9% |
| Total | \$120.35 | 100% |

Economic Impact Drivers

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--------------------------|--------|--------|--------|--------|--------|
| Non-Local Days in Market | 13,860 | 20,520 | 21,780 | 27,180 | 27,180 |
| Room Nights | 3,230 | 4,814 | 5,102 | 6,398 | 6,398 |

Economic Impact

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Total Direct Spending | \$1,668,051 | \$2,469,582 | \$2,621,223 | \$3,271,113 | \$3,271,113 |
| Total Indirect Spending | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Economic Impact | \$1,668,051 | \$2,469,582 | \$2,621,223 | \$3,271,113 | \$3,271,113 |



Program Revenue and Cost of Goods Sold



Multi-Purpose Field Rental Tournament Revenue & Expenses

| Revenue | Mgmt Assump. | Amount per Activity | | | | | Number of Events | | | | | Ave. Participants | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | |
|--|--------------------------|---------------------|---------|---------|---------|----------|------------------|--------|--------|--------|--------|-------------------|-----------------|-----------------|-----------------|-----------------|------------|--|
| | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | | | | | | | |
| Small Tournament - 4 Full Fields (2 Days) | | | | | | | | | | | | | | | | | | |
| Team Information | 48 Teams, 15 Player Ave. | | | | | | 4 | 3 | 2 | 2 | 2 | 48 | | | | | | |
| Rental Fees | Daily Rental Rate/Field | \$250 | \$250 | \$275 | \$275 | \$289 | | | | | | 8 | \$8,000 | \$6,000 | \$4,400 | \$4,400 | \$4,620 | |
| Parking Fees - Weekend Pass | 0.8 Cars/Player | \$5 | \$5 | \$5 | \$5 | \$5 | 4 | 3 | 2 | 2 | 2 | 576 | \$11,520 | \$8,640 | \$5,760 | \$5,760 | \$5,760 | |
| Medium Tournament - 6 Full Fields (2 Days) | | | | | | | | | | | | | | | | | | |
| Team Information | 72 Teams, 15 Player Ave. | | | | | | 1 | 2 | 3 | 3 | 3 | 72 | | | | | | |
| Rental Fees | Daily Rental Rate/Field | \$250 | \$250 | \$275 | \$275 | \$289 | 1 | 2 | 3 | 3 | 3 | 12 | \$3,000 | \$6,000 | \$9,900 | \$9,900 | \$10,395 | |
| Parking Fees - Weekend Pass | 0.8 Cars/Player | \$5 | \$5 | \$5 | \$5 | \$5 | 1 | 2 | 3 | 3 | 3 | 864 | \$4,320 | \$8,640 | \$12,960 | \$12,960 | \$12,960 | |
| Large Tournament - 8 Full Fields (2.5 Days) | | | | | | | | | | | | | | | | | | |
| Team Information | 96 Teams, 15 Player Ave. | | | | | | 1 | 2 | 2 | 3 | 3 | 96 | | | | | | |
| Rental Fees | Daily Rental Rate/Field | \$250 | \$250 | \$275 | \$275 | \$289 | 1 | 2 | 2 | 3 | 3 | 20 | \$5,000 | \$10,000 | \$11,000 | \$16,500 | \$17,325 | |
| Parking Fees - Weekend Pass | 0.8 Cars/Player | \$8 | \$8 | \$8 | \$8 | \$8 | 1 | 2 | 2 | 3 | 3 | 1152 | \$9,216 | \$18,432 | \$18,432 | \$27,648 | \$27,648 | |
| Parking Fee Reduction of Revenue | 50% Profit Share | | | | | | | | | | | | (\$9,709) | (\$13,838) | (\$14,396) | (\$17,968) | (\$17,968) | |
| Non-capacity growth rate | | | 1.00 | 1.10 | 1.00 | 1.05 | 6 | 7 | 7 | 8 | 8 | | | | | | | |
| Capacity growth rate | | | 1.10 | 1.10 | 1.10 | 1.10 | 6 | 7 | 7 | 8 | 8 | | | | | | | |
| Area Revenue | | | | | | | | | | | | \$31,347 | \$43,874 | \$48,056 | \$59,200 | \$60,740 | | |
| Expense | | | | | | | | | | | | | | | | | | |
| Mgmt. Assump. | | | | | | | | | | | | | | | | | | |
| Facility Attendant Staff | 10% Rental Fees | | \$1,600 | \$2,200 | \$2,530 | \$3,080 | | | | | | | \$1,600 | \$2,200 | \$2,530 | \$3,080 | \$3,234 | |
| Parking Staff and Supplies | 22.5% Parking Revenue | | \$5,638 | \$8,035 | \$8,359 | \$10,433 | | | | | | | \$5,638 | \$8,035 | \$8,359 | \$10,433 | \$10,433 | |
| Trainer Fees | Pass Through | | \$0 | \$0 | \$0 | \$0 | | | | | | | \$0 | \$0 | \$0 | \$0 | \$0 | |
| Area Expense | | | | | | | | | | | | \$7,238 | \$10,235 | \$10,889 | \$13,513 | \$13,667 | | |
| Net Revenue | | | | | | | | | | | | \$24,109 | \$33,638 | \$37,166 | \$45,688 | \$47,074 | | |



Field Rental Revenue & Expenses

| Revenue | Mgmt. Assump. | Price per Session | | | | | Number per Session | | | | | Sellable Sessions | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | |
|------------------------------------|---------------|-------------------|--------|--------|--------|--------|--------------------|--------|--------|--------|--------|-------------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------|
| | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | | | | | | | |
| Multi-Purpose Field Rentals | | | | | | | | | | | | | | | | | | |
| Sept. - Oct. | \$/Hour | *1 | \$40 | \$40 | \$44 | \$44 | \$46 | 418 | 438 | 460 | 483 | 483 | 1 | \$16,704 | \$17,539 | \$20,258 | \$21,271 | \$22,334 |
| Nov. - Dec. | \$/Hour | | \$40 | \$40 | \$44 | \$44 | \$46 | - | - | - | - | - | 1 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Jan. - Feb. | \$/Hour | | \$40 | \$40 | \$44 | \$44 | \$46 | - | - | - | - | - | 1 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Mar. - Apr. | \$/Hour | | \$40 | \$40 | \$44 | \$44 | \$46 | 418 | 438 | 460 | 483 | 483 | 1 | \$16,704 | \$17,539 | \$20,258 | \$21,271 | \$22,334 |
| May - June | \$/Hour | | \$40 | \$40 | \$44 | \$44 | \$46 | 220 | 231 | 243 | 255 | 255 | 1 | \$8,800 | \$9,240 | \$10,672 | \$11,206 | \$11,766 |
| July - Aug. | \$/Hour | | \$40 | \$40 | \$44 | \$44 | \$46 | 220 | 231 | 243 | 255 | 255 | 1 | \$8,800 | \$9,240 | \$10,672 | \$11,206 | \$11,766 |
| Field Light Usage Charge | \$/Hour | | \$0 | \$0 | \$0 | \$0 | \$0 | 446 | 469 | 492 | 517 | 517 | 1 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Non-capacity growth rate | | | | 1.00 | 1.10 | 1.00 | 1.05 | | 1.05 | 1.05 | 1.05 | 1.00 | | | | | | |
| Capacity growth rate | | | | 1.10 | 1.10 | 1.10 | 1.10 | | 1.00 | 1.00 | 1.00 | 1.00 | | | | | | |
| Area Revenue | | | | | | | | | | | | | \$51,008 | \$53,558 | \$61,860 | \$64,953 | \$68,201 | |
| Expense | | | | | | | | | | | | | | | | | | |
| Supervision/Maintenance Staff | | 5% Rev | | | | | | | | | | | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | | | | | | | | | | | | | \$2,550 | \$2,678 | \$3,093 | \$3,248 | \$3,410 | |
| Area Expense | | | | | | | | | | | | | \$2,550 | \$2,678 | \$3,093 | \$3,248 | \$3,410 | |
| Net Revenue | | | | | | | | | | | | | \$48,458 | \$50,880 | \$58,767 | \$61,705 | \$64,791 | |



Food & Beverage Revenue & Expenses

| Revenue | | Mgmt. Assump. | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|------------------------|----------------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Concessions Sales | | | \$14,627 | \$15,398 | \$16,199 | \$17,029 | \$17,052 |
| Tournament Concessions | | | \$34,560 | \$52,920 | \$57,780 | \$71,280 | \$71,280 |
| Vending Income | 10% Concession sales | | \$1,463 | \$1,540 | \$1,620 | \$1,703 | \$1,705 |
| Area Revenue | | | \$50,650 | \$69,858 | \$75,598 | \$90,012 | \$90,037 |
| Expense | | Mgmt. Assump. | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| Concessions Food | 30% Concession Sales | | \$14,756 | \$20,495 | \$22,194 | \$26,493 | \$26,499 |
| Vending Expenses | 50% Vending Sales | | \$731 | \$770 | \$810 | \$851 | \$853 |
| Concessions Wages | 20% Concession Sales | | \$9,837 | \$13,664 | \$14,796 | \$17,662 | \$17,666 |
| Area Expense | | | \$25,325 | \$34,929 | \$37,799 | \$45,006 | \$45,018 |
| Net Revenue | | | \$25,325 | \$34,929 | \$37,799 | \$45,006 | \$45,018 |



Hotel Rebates

| Revenue | Mgmt. Assump. | Nights Per Event | Rebate Rate | Number of Events per Year | | | | | # Non-Local Participants | # Non-Local Fans | Hotel Rooms/Night | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | |
|--|--------------------------|------------------|-------------|---------------------------|--------|--------|--------|--------|--------------------------|------------------|-------------------|--------|--------|--------|--------|--------|-----|
| | | | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | | | | | | | | | |
| Multi-Purpose Field Rental Tournament - Small | 40% non-local attendance | 1.6 | \$0 | 4 | 3 | 2 | 2 | 2 | 266 | 432 | 206 | \$0 | \$0 | \$0 | \$0 | \$0 | |
| Multi-Purpose Field Rental Tournament - Medium | 50% non-local attendance | 1.6 | \$0 | 1 | 2 | 3 | 3 | 3 | 540 | 810 | 386 | \$0 | \$0 | \$0 | \$0 | \$0 | |
| Multi-Purpose Field Rental Tournament - Large | 60% non-local attendance | 2.1 | \$0 | 1 | 2 | 2 | 3 | 3 | 864 | 1296 | 617 | \$0 | \$0 | \$0 | \$0 | \$0 | |
| Unredeemed Rebates | 33% Reduction of Revenue | | | | | | | | | | | \$0 | \$0 | \$0 | \$0 | \$0 | |
| Area Revenue | | | | | | | | | | | | \$0 | \$0 | \$0 | \$0 | \$0 | |
| Expense | | | | | | | | | | | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | |
| Area Expense | | | | | | | | | | | | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Revenue | | | | | | | | | | | | \$0 | \$0 | \$0 | \$0 | \$0 | |



Retail Revenue & Expenses

| Revenue | Mgmt. Assump. | Number of Events per Year | | | | | Number of Participants | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|-------------------|---------------------------|--------|--------|--------|--------|------------------------|----------------|-----------------|-----------------|-----------------|-----------------|
| | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | | | | | | |
| Multi-Purpose Field Rental Tournament - Small | \$1.00 | 4 | 3 | 2 | 2 | 2 | 720 | \$2,880 | \$2,160 | \$1,440 | \$1,440 | \$1,440 |
| Multi-Purpose Field Rental Tournament - Medium | \$1.00 | 1 | 2 | 3 | 3 | 3 | 1080 | \$1,080 | \$2,160 | \$3,240 | \$3,240 | \$3,240 |
| Multi-Purpose Field Rental Tournament - Large | \$2.00 | 1 | 2 | 2 | 3 | 3 | 1440 | \$2,880 | \$5,760 | \$5,760 | \$8,640 | \$8,640 |
| Area Revenue | | | | | | | | \$6,840 | \$10,080 | \$10,440 | \$13,320 | \$13,320 |
| Expense | Mgmt. Assump. | | | | | | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| Retail Product Cost | 55% Gross Revenue | | | | | | | \$3,762 | \$5,544 | \$5,742 | \$7,326 | \$7,326 |
| Retail Wages | 15% Gross Revenue | | | | | | | \$1,026 | \$1,512 | \$1,566 | \$1,998 | \$1,998 |
| Area Expense | | | | | | | | \$4,788 | \$7,056 | \$7,308 | \$9,324 | \$9,324 |
| Net Revenue | | | | | | | | \$2,052 | \$3,024 | \$3,132 | \$3,996 | \$3,996 |



Secondary Revenue Areas

| Revenue | Mgmt. Assump. | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|----------------------------------|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| Advertisement/Sponsorship Income | | \$40,000 | \$60,000 | \$63,000 | \$66,150 | \$69,458 |
| Area Revenue | | \$40,000 | \$60,000 | \$63,000 | \$66,150 | \$69,458 |
| Expense | Mgmt. Assump. | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| Advertisement Hard Cost | Printing of Ad/Sponsors (10% of Ad Inc.) | \$4,000 | \$6,000 | \$6,300 | \$6,615 | \$6,946 |
| Sponsorship Commissions | | \$8,000 | \$12,000 | \$12,600 | \$13,230 | \$13,892 |
| Area Expense | | \$12,000 | \$18,000 | \$18,900 | \$19,845 | \$20,837 |
| Net Revenue | | \$28,000 | \$42,000 | \$44,100 | \$46,305 | \$48,620 |



Overhead Expenses



Facility Expenses

Indoor Building

| Expense | Mgmt. Assump. | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--------------------------------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Alarm System Maintenance | | \$0 | \$0 | \$0 | \$0 | \$0 |
| Janitorial Expenses | | \$7,505 | \$8,764 | \$8,895 | \$9,028 | \$9,164 |
| Safety Supplies | | \$3,000 | \$1,500 | \$1,523 | \$1,545 | \$1,569 |
| Maintenance & Repairs | | \$2,734 | \$2,775 | \$2,816 | \$2,858 | \$2,901 |
| Utility Expense | \$1.40/SF | \$10,934 | \$11,098 | \$11,264 | \$11,433 | \$11,605 |
| Total Indoor Facility Expense | | \$24,173 | \$24,136 | \$24,498 | \$24,866 | \$25,239 |

Outdoor Facility

| Expense | Mgmt. Assump. | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|----------------------------------|------------------|------------------|------------------|------------------|------------------|
| Turf Field Maintenance and Labor | \$4,750/Field | \$38,000 | \$38,570 | \$39,149 | \$39,736 | \$40,332 |
| Field Painting/Striping Supplies and Labor | \$150/New Stripe, \$60/Re-Stripe | \$7,200 | \$7,200 | \$7,200 | \$7,200 | \$7,200 |
| Grounds Maintenance and Labor | \$1,500/Acre | \$16,343 | \$16,588 | \$16,836 | \$17,089 | \$17,345 |
| Field Lighting | \$8,500/Field | \$68,000 | \$69,020 | \$70,055 | \$71,106 | \$72,173 |
| Total Outdoor Facility Expense | | \$129,543 | \$131,378 | \$133,240 | \$135,131 | \$137,050 |
| Total Facility Expense | | \$153,715 | \$155,514 | \$157,738 | \$159,997 | \$162,288 |



Operating Expenses

| Expense | Mgmt. Assump. | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|-------------------------|-----------------|-----------------|------------------|------------------|------------------|
| Accounting Fees | Assumes City Oversight | \$0 | \$0 | \$0 | \$0 | \$0 |
| Bank Service Charges | Misc. Banking Fees | \$3,597 | \$4,747 | \$5,179 | \$5,873 | \$6,035 |
| Communications | IT/Phone/Cable/Internet | \$6,000 | \$6,090 | \$6,181 | \$6,274 | \$6,368 |
| Dues/Subscriptions | | \$500 | \$508 | \$515 | \$523 | \$531 |
| Employee Uniforms | | \$1,500 | \$1,000 | \$1,015 | \$1,030 | \$1,046 |
| General Advertising | | \$10,791 | \$4,747 | \$5,179 | \$5,873 | \$6,035 |
| Tournament Business Development | | \$40,000 | \$50,000 | \$60,000 | \$60,000 | \$60,000 |
| Insurance-Property | | \$4,423 | \$4,490 | \$4,557 | \$4,625 | \$4,695 |
| Insurance-Liability | | \$3,597 | \$3,651 | \$3,706 | \$3,761 | \$3,818 |
| Legal Fees | Assumes City Oversight | \$0 | \$0 | \$0 | \$0 | \$0 |
| Licenses, Permits | Food Licenses, etc. | \$5,000 | \$5,075 | \$5,151 | \$5,228 | \$5,307 |
| National Management & Marketing Service | TBD | \$0 | \$0 | \$0 | \$0 | \$0 |
| National Management Travel | TBD | \$0 | \$0 | \$0 | \$0 | \$0 |
| Office Supplies | | \$3,000 | \$3,045 | \$3,091 | \$3,137 | \$3,184 |
| Real Estate Tax | | \$0 | \$0 | \$0 | \$0 | \$0 |
| Software | | \$4,800 | \$4,872 | \$4,945 | \$5,019 | \$5,095 |
| Travel and Education | | \$2,500 | \$2,538 | \$2,576 | \$2,614 | \$2,653 |
| Total Operating Expenses | | \$85,708 | \$90,762 | \$102,095 | \$103,958 | \$104,766 |



Management Payroll Summary

| Management Position | Mgmt. Assump. | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Facility Manager | | \$55,000 | \$57,200 | \$59,488 | \$61,868 | \$64,342 |
| Marketing & Business Development Director | Assumes Shared City Position | \$20,000 | \$20,800 | \$21,632 | \$22,497 | \$23,397 |
| Total Management Payroll | | \$75,000 | \$78,000 | \$81,120 | \$84,365 | \$87,739 |



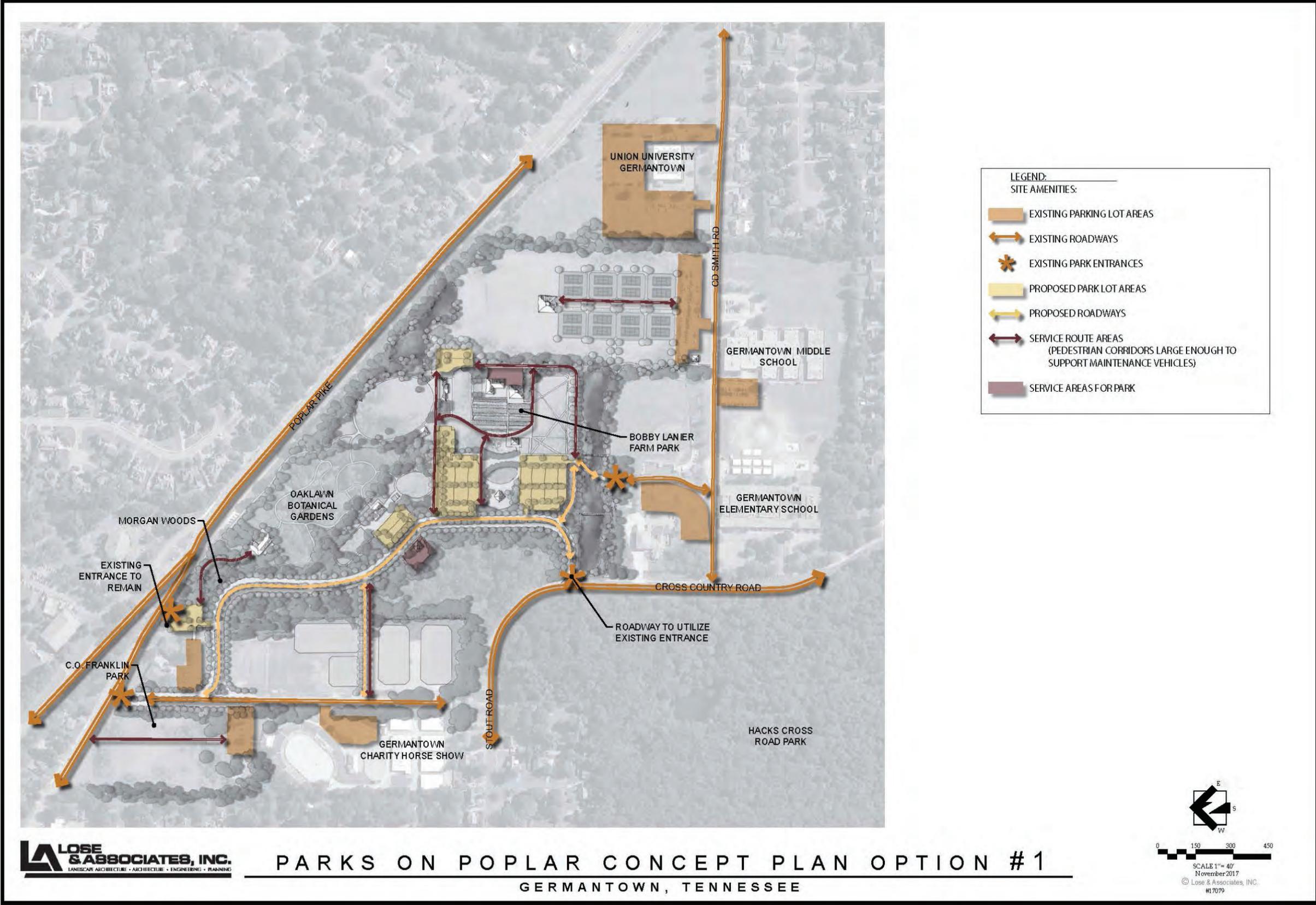
Payroll Summary

| Total Payroll Summary | | Mgmt. Assump. | Pre-Open | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|---|----------------------|-----------------|------------------|------------------|------------------|------------------|------------------|
| Mgmt | Facility Manager | 12 months prior | \$55,000 | \$55,000 | \$57,200 | \$59,488 | \$61,868 | \$64,342 |
| Mgmt | Marketing & Business Development Director | 12 months prior | \$20,000 | \$20,000 | \$20,800 | \$21,632 | \$22,497 | \$23,397 |
| Subtotal Management Payroll | | | \$75,000 | \$75,000 | \$78,000 | \$81,120 | \$84,365 | \$87,739 |
| Staff | Multi-Purpose Field Rental Tournament Staff | 1 month prior | \$603 | \$7,238 | \$10,235 | \$10,889 | \$13,513 | \$13,667 |
| Staff | Outdoor Field Rental Staff | 1 month prior | \$213 | \$2,550 | \$2,678 | \$3,093 | \$3,248 | \$3,410 |
| Staff | Food & Beverage Staff | 1 month prior | \$820 | \$9,837 | \$13,664 | \$14,796 | \$17,662 | \$17,666 |
| Staff | Retail Staff | 1 month prior | \$86 | \$1,026 | \$1,512 | \$1,566 | \$1,998 | \$1,998 |
| Subtotal Sport Admin Staff | | | \$1,721 | \$20,651 | \$28,089 | \$30,344 | \$36,420 | \$36,741 |
| Payroll Subtotal | | | \$76,721 | \$95,651 | \$106,089 | \$111,464 | \$120,785 | \$124,481 |
| Salary, Taxes, & Benefits | | 30% of Payroll | \$23,016 | \$28,695 | \$31,827 | \$33,439 | \$36,236 | \$37,344 |
| Payroll Taxes/Benefits/Bonus Totals | | | \$23,016 | \$28,695 | \$31,827 | \$33,439 | \$36,236 | \$37,344 |
| Total Payroll | | | | \$124,347 | \$137,915 | \$144,903 | \$157,021 | \$161,825 |



PARKS ON POPLAR
CIRCULATION PLAN



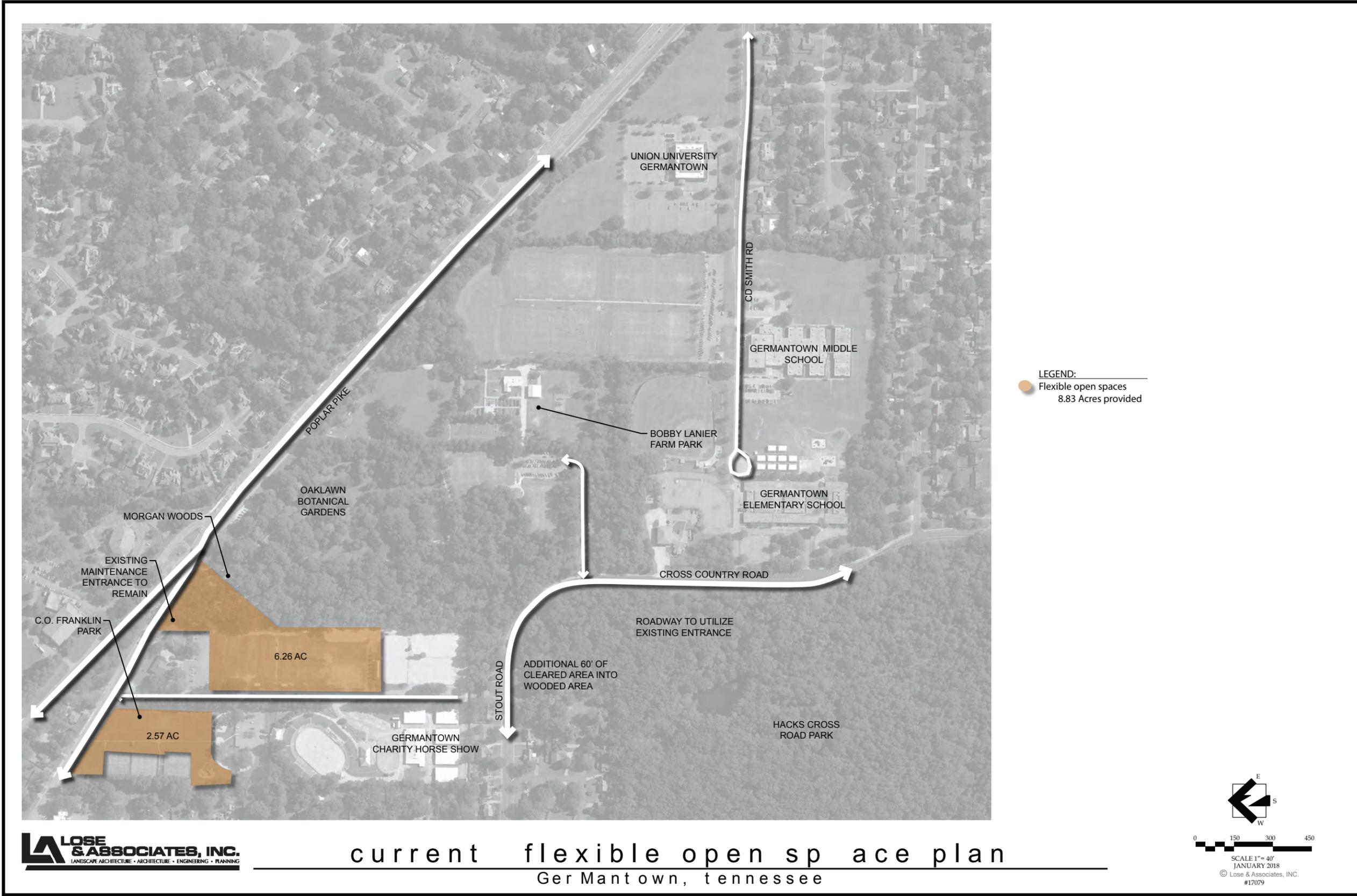


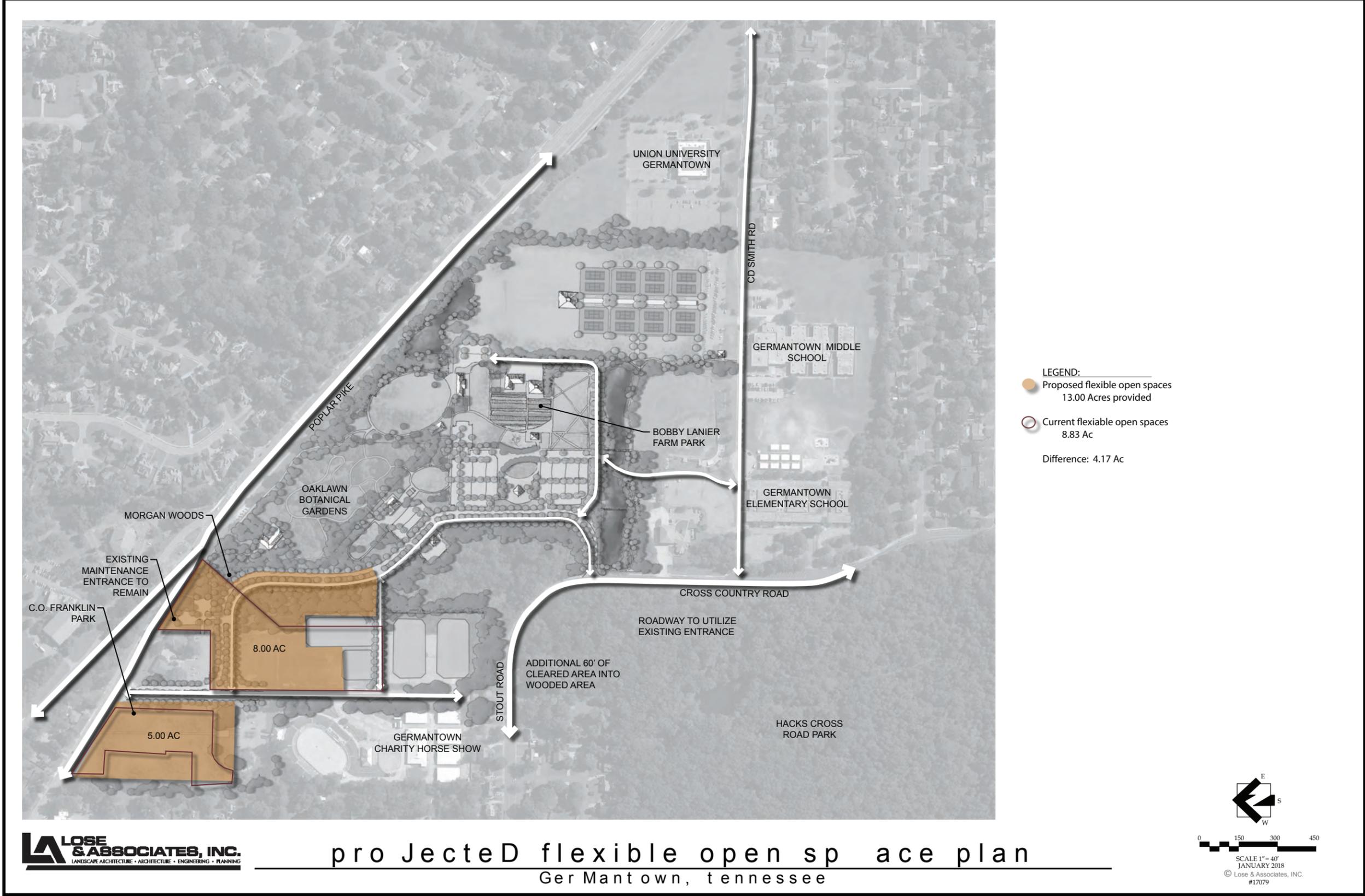


GERMANTOWN FESTIVAL
SPACE ANALYSIS

IV









PUBLIC ENGAGEMENT NOTES



Appendix V | Public Engagement Notes

General Comments

- Improvements to existing soccer facilities
- Need for turf soccer field like Collierville
- Additional police presence at all parks
- Additional trash receptacles/enforcement of littering regulations at all parks
- Germantown Station Park:
 - Playground renovation
 - Addition of play equipment for young children
 - If park will eventually be accessible from street, additional security measures in place

Previous comments from a mother of 2, one current and one future soccer player, Germantown station resident

- Oaklawn Gardens Caboose should be moved to Depot Museum – open for kids exploration, play
- Need pickleball courts (see other charts) + 5 other people
- Need more soccer fields for practice (only have fields by middle school), Don't have access to football fields. Have 1200+ kids, 8 fields. Could also use artificial fields, compete with lacrosse, rugby for field use.
- Safety – separated grade bike/pedestrian crossings at 1) entrance to nature area off of new Wolf River Blvd. 2) Poplar & Dogwood. Implementation Agency: Public Works & TDOT
- Separate walking and biking lanes on Wolf River Greenway. Too Dangerous
- More activities, programs for middle/high school kids, e.g. sand volleyball, music, bonfires, etc., wireless
- Sidewalks within a mile of city center – City hall, park, etc.
- More active Senior programs
- More animals / nature “attractions”, e.g. geese in parks
- Need to design with Natives in medians, streetscapes, parks
- Need a staff horticulturalist to oversee plantings, maintenance
- Replace dead, dying plants
- Needs to Develop big themes, stories to interpret & tell through parks
- Stronger use of Exeter Road as a greenspace / greenway, complete street connecting north and south sides of the city. Doesn't need to be 5 lanes (existing), multi-modal, multi-use blvd.



Public Engagement Notes

- Need places for older men to meet for coffee, socialize (I.E. A “clubhouse”)
- Bocce Ball
- Turn civic club complex into “destination signature park – 100-acre wood”
- Preserve Oaklawn
- HOAs should participate in neighborhood park maintenance (\$ + Labor)
- More grass in the parks
- Need one leader of entire Farm Park (too many “cooks”, “chiefs”)
- Germantown Station needs more shade
- Replace mulch at playgrounds with rubberized surface (Germantown Station)
- Complete path around Germantown Station without cutting down trees (e.g. a boardwalk)
- Forget dog park, needs more shade (covers, shelters); Particularly hot at sunset
- Need new dog park on eastern edge of town
- Dog park on-line registration & renewal (shouldn’t have to take time off from work)
- Why do they need proof of residence? Already on the record.
- Expand/space/use of charity & diversity (Sic). Horse Show Venue; Integrate with other venues, increase collaboration; get out of silos
- Places to canoe / kayak with boat rentals
- Expand Horse show area to east; Also more events (started with fox hunting, then led to other breeds)
- Better water fountain maintenance throughout the system
- Need more indoor space for non-profit groups, e.g. girl scouts
- Convert volleyball court at Germantown Station to picnic pavilion for birthday parties, etc.
- Raise lake elevation at Germantown Station Park
- Do not connect/open proposed new path at Germantown Station Park to Street
- Fix the erosion problems at Riverdale Park
- Need splash pads, e.g. at Riverdale Park – B.T.
- Food Truck Station
- Howard-Mcvey: Drainage problem on the western side of the park, fix problem so the sidewalk and pavilion stay clean. On-going algae problem on eastern side of the park.
- Need more space for warm-up arena at Germantown Charity Horse Show. More space for barns.
- Add a Disc Golf course
- Increase revenue generating activities to control/reduce tax-payer costs
- Gymnastics center/cheerleading
- Volleyball
- Indoor field house (Red Devil Field) – multi-purpose (soccer, cheer, baseball, etc.)
- Connected trail system to all parks. See NW Arkansas, Fayetteville to Bella Vista (30 miles)



Cameron Brown & Bob Hailey Athletic Complex

- Cameron Brown – get rid of geese
- Sports fields
- Soccer fields
- Complete overhaul
 - Better fields
 - More parking
 - Tournament style
- Please take the mud around the JRP pond – when wet, very slippery on trail
- Bike rentals for WRNA trail
- Some kind of canopy or shading for the ball fields
- Basketball courts
- Way more trash cans – enforcement of littering prohibitions
- Better maintenance of GB between HHS and Johnson park. Constant puddling on trail making it unusable after a rain.
- Pedestrian crossing, flashing lights embedded in road and signs, button activated at Farmington / Corbin
- Recycling bins in all parks +1
- Basketball courts
- 2 additional tennis courts to site
- 2-mile greenway loop within the park
- Open tracks at HHS & GHS for walking and joggers – available after school hours and weekends
- Place to hit golf balls at Cameron Brown
- Could get 4 pickleball courts or tennis courts + futsal
- Do something about the geese and goose poop all over the parks and trails around Houston Levee park especially. Trails are unusable due to poop.
- Farmington / Wolf Rider parking / access area like at west end near Kimbrough
- Replace the “prison” toilets @ Bob Hailey restrooms
- Pickleball courts +4
- Dedicated pickleball facilities
- More soccer fields! Turf multiuse fields
- Is this here? (referring to trail)
- Turf Lacrosse / football fields similar to Collierville
- Need synthetic turf fields @ Bob Hailey to maximize football, soccer, rugby, Lacrosse, & future Tourney Revenues.
- Water bottle filling stations at all parks!
- Many paved trails in Cameron Brown park are in poor condition – repaving would be nice!
- H2O
- Put in canoe
- Greenway around perimeter of Cameron Brown park also at other large Germantown parks



- Please please please continue trail outside of city limit!

Dogwood Park

- Add track
- Futsal courts
- Repave the walking trail!
- Dedicated pickleball courts + 1
- Tennis court a bit tired – concrete
- Add a soccer field or football field in the center section of the park
- Walking trails with lights and sidewalks
- Develop this area as a running track, tie in the walking trail
- Need equipment to play on
- Update basketball to something very nice or remove all together
- Make GMSP schools community spaces during after school hours

Farmington Park

- Pickleball courts +2
- More basketball courts (could even take out 1 tennis court – low usage) +1
- Allow turf for public use, for pickup soccer
- Improve drainage for both fields
- Water filling station!
- Futsal courts
- Bocce court +1
- Better maintenance of these fields please!
- Ping pong games
- Need turf lacrosse fields! (Yes! Major Opportunity...)
- Allow and update bathrooms all the time

Houston Levee Park

- Clean up goose poop on walking trails. Monitor population of geese.
- Geese control on tennis courts, outdoor basketball courts
- Clean up bird droppings at Houston Levee park
- Should we build a wall to keep them (geese) out?
- Rain & dirt on path - JRP & around pond
- Walking trails flood after rain making them unusable.
- H2O on trails
- Water bottle filling station! (or two!)
- Recycle Bins in all tennis courts
- Pickleball courts
- A lot of wasted, underdeveloped area – needs to be decided if this is an activity park or rest



- Redistribute space for GMSD softball and future athletic buildings
- Clean up area outside of HHS baseball field
- School parking – need more!
- Work with GMSD to help expand HHS athletic facilities
- Help Houston High with facility space and usage
- Sell/donate HLP to GMSD. HHS is landlocked and needs room to expand athletic facilities.
- Add multi-court / sport indoor athletic facility (rec center) to address internal and external inequities
- 3-4 full-size courts & locker rooms, weight rooms, wrestling/pom/cheer rooms
- Public access to track field – Futsal courts!
- Public access to turf
- Pedestrian crossing with embedded flashing lights in road and signs, button activated to cross Wolf River Blvd.
- Cut through to north side of the road

Johnson Road Park

- Extend greenway to the farm park
- Pickleball courts +1
- 2 additional tennis courts
- Spray park
- Bocce ball, pickleball, basketball courts
- Circuit training apparatus +1
- Disc golf – where else can we add another course?
- Turf field for soccer
- Use for soccer
- Sports turf fields
- Soccer turf fields
- Futsal as well

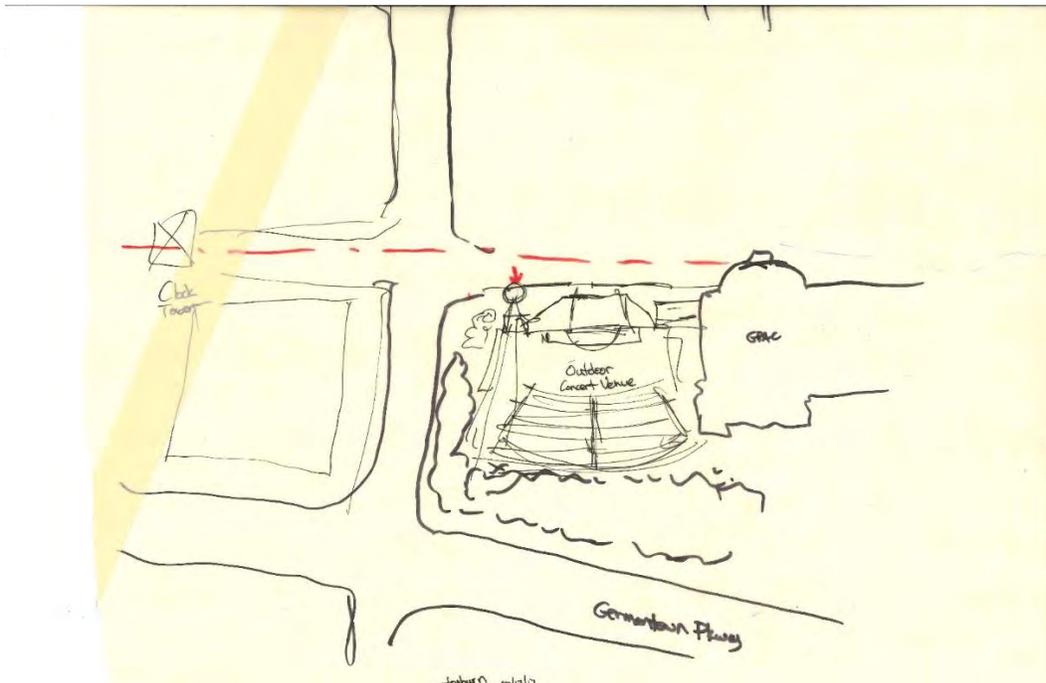
Municipal Park

- Public Wi-Fi +1
- Outdoor Concert Venue +3
- More birds! Bat houses, toad houses, bee and butterfly attracting plants – more wildlife conservation
- Get rid of geese
- How little can be paved and still meet ADA requirements
- How to discourage the geese
- Promenade connecting GAC, library, municipal park – chess/checker tables, Hop scotches, 4-square, tether ball
- Outside chess, checkers, cornhole, horse shoes, bocce ball
- Sail shades over outdoor, life size chess!



Public Engagement Notes

- City gatherings, more activities
- Movies in the park
- Outdoor water bottle filling stations! Reduce waste!
- Need bike lanes to continue on West Farmington through Poplar on West St. to Poplar Pike
- Futsal Park, add sidewalks with lights – this is most unsafe area to walk
- Wide greenway boulevards to program for city events on Exeter
- Need outdoor walk/run route and outdoor exercise stations to compliment GAC
- Bike lane down Exeter by Mini Center
- Get rid of the geese from the parks
- More chess!
- Need to tie amenities together - pavilion, lake, tennis courts, “old house”. Needs gateway entrance. Appears stuck behind everything
- Bocce park
- Pop up barriers to block off Exeter for large events i.e. streetscape plan recommendations



Parks on Poplar Pike

- Bike lanes needed on Poplar pike – best to facilitate connection to greenway
- Better entrances to the parks and connect all of them
- Move Parks and Rec offices to TN Gen. House, move Germantown museum where Parks and Rec is now.
- Move TN Gen. to Library, Reclaim that space for Parks & Rec offices

- Dedicated pickleball courts
- Please continue to maintain the integrity of the trails – not just the paved, but also the smaller, partially “graveled” ones. They are great for us runners!
- We need a complete nature walk/running trail through Farm Park, Oaklawn, Civic Park / Horse Show
- Greenline to Farm Park. Currently the green line takes us to Memphis and we need to extend Johnson Rd. to these parks

Germantown Soccerplex

- Expand or add more soccer fields in city
- Purchase NW section of Union University to accommodate relocated Junior soccer
- Artificial turf field for soccer in city
- Soccer / lacrosse turf fields
- Publicly assessable artificial turf fields like Collierville
- Better drainage
- Parking

Bobby Lanier Farm Park

- Connect Cloyes property with Morgan Woods & Farm Park. Move Farmers Market to Morgan Woods for better exposure and advertise it. Create a full time manager for Farm Park to lead more educational programs and expand the gardens and animals. Market the Farm Park to bring in more people. With vision this could be an invaluable property.
- Better access and signage
- Have entertainment (concerts, shows, etc) at Farm Park Lawn
- Parking for Farm Park and Oaklawn
- Move John Gray house to Farm Park
- Outdoor Kitchen at Farm Park
- At Farm Park need farm animals – goats

Cloyes Soccer Park

- Move Jr Soccer to connect with Soccerplex to add more parking – nice restrooms

Oaklawn Gardens

- Nature Center
- Too much sports – keep Oaklawn as destination place along with Farm Park
- Develop Oaklawn Garden as cottage style garden to operate under public garden standards
- Keep the trees...keep Oaklawn a botanical garden...
- Support Oaklawn financially, build a facility to serve as a welcome center and possibly an education center!
- Keep Oaklawn Gardens House and pave new entrance to Farm Pak
- Fix up gardens – remove old rusty pumps, repaint/fix buildings and rail cars
- Move John Gray House to Oaklawn or Farm Park



Public Engagement Notes

- The back “pasture” of Oaklawn would be a wonderful place for musical “engagements” (like Levitt Shell). We could picnic and enjoy live music there. +1
- Please preserve these heritage azaleas and other plants
- Move the caboose from Oaklawn Gardens to Depot Museum Ground. A garden does not need a caboose and the depot museum needs it.
- I Love the idea of using the back pasture of Oaklawn for music engagements i.e. Levitt Shell!

Morgan Woods

- Save adjoining land that butts against D.C.H.S

Charity Horse Show

- Add barns and rings to horseshow grounds
- Need to expand warm up arena and barns at charity area
- Hoping for Horse Show Grounds improvement – new barns etc.
- We need to improve our beloved Horse Show Grounds by expanding and using it for multi purposes like concerts, movies outdoors
- Concert at Horse Show
- Fun family entertainment
- Let Germantown horse show enlarge by 7 acres into Lanier Farm
- More land for GCHS! Indoor arena?
- Enlarge Germantown Charity Horse Show Grounds. The show will bring in more horses, people and money, more fun!
- Enlarge GCHS – huge community asset
- Barns, parking, restrooms – GCHS
- Horse Show grounds need to be expanded so show can grow and be continued. Needs more rings and barns. GCHS brings millions to community.
- Horse show grounds – expand and more restrooms
- Add a ring to horse show grounds...expand existing rings on East Side
- Germantown charity – room to expand for another ring (a must for the show to thrive – we need a new ring for the horses that show in the event). We also need space to build more barns.
- Western rings built!
- Expand horse show grounds to the east
- Monitor noise level of loud speaker system. Be kind to the residential areas!
- Don't expand horseshow land. Keep parking and natural walking area

Poplar Estates Park

- Expand and improve the dog park
- Better access to greenway
- Pedestrian crossing with flashing lights embedded in road & signs, button activated at park to parking area on Wolf River Trail
- Blinking crossing signs at Wolf River



- Better drainage for park
- Reestablish walking path for existing sidewalk
- Pickleball courts + futsal
- Play equipment or an exercise set up for adults
- Recycling stations throughout the whole city +1
- Recycling Bins in all parks
- Turf Fields
- Turf fields – Residents only - spray park
- 4 dedicated pickleball courts
- Soccer fields +4
- Extension of pathway
- Covered area for parties/events
- Water bottle filling station!
- Public restrooms & water station
- Covered pavilion restrooms
- Covered area for picnics and concerts
- Covered pavilion for neighborhood events
- Covered area for parties/events

Riverdale Park

- Public Wi-Fi
- Futsal Courts +1
- Covered Futsal Court
- Water park for kids
- Water park for kids – no rides!
- Plants – butterfly bushes etc...
- Dedicated pickleball courts
- Water bottle filling stations – reduce waste – huge, lasting impact
- Need lots of improvements – erosion problem, landscaping, playground
- Bigger playground +1
- Repair erosion problem
- Needs landscape and update the park please
- Water park +1
- Sand volleyball court

Funding Priorities Exercise - Participants were asked to allocate ten chips towards the following funding priorities.

- 362 -Improvements/maintenance of existing neighborhood and community-based parks and recreation facilities
- 124 - Improvements/maintenance of existing walking and biking facilities
- 102 - Development of new walking and biking facilities
- 95 - Development of tournament level athletic facilities (outdoor)



- 51 - Development of tournament level athletic facilities (indoor)
- 39 - Development of new neighborhood and community-based parks and recreation facilities
- 38 - Parkland acquisition

Pedestrian + Bicycle Connectivity

- Trail to Germantown from our area
- Teach bicycle safety in elementary schools – in 3rd grade
- Connect the parks – would be great to have a dedicated trail / side walk (like greenline) through town. See Bentonville, AR to Fayetteville, AR
- Sidewalk on Forrest Hill Irene road between Poplar Ave and Dogwood Road
- Would like to have an easier path via bike from Hacks / CD Smith to greenway - I.e. combination of bike lanes / paths – make crossing Poplar and Poplar Pike easier.
- Please finish greenbelt to the east city limit
- Gap in sidewalk in front of school on Cross Country Drive
- Intersection dangerous for bike/walk – McVay & South Germantown Road
- Sidewalks along McVay from park to second street
- Continuous sidewalks on Old Riverdale Road
- Continuous sidewalks on Neshoba Road
- Greenway underpass at Dogwood & Poplar with Pocket Park
- Bridge over Wolf River to bike
- Need light or better speed control for pedestrian crossing – Wolf River Blvd
- Access by foot or bike to GG trail and bike lanes on Wolf River Blvd from Allenby Road
- Tunnel underpass at Kimbrough and Wolf River Blvd
- Exeter connection – the city north/south
- Finish greenway eastward to Collierville city limit +1
- I'd like to see sidewalks on both sides of streets, e.g. Birchton, Pire Valley, Allenby, north of Farmington, etc
- Interconnect parks – path marking
- Please connect! (Grove park to Houston High school)

What value or quality do you believe is unique about the City of Germantown?

- Public services, safety, community feel
- Commitment to investing in safe communities and education +1
- Safety, family-centric, great streetscapes, solid public schools, diverse parks
- Quality of life, safe community (i.e. police & fire department), events like this!
- Safe insulated parks
- Want more holiday decorations
- Arts and recreation



- Exclusivity
- Equine history and associated events
- Germantown Charity Horse Show +3
- We have horses and we have the horse show
- We appreciate the family & community value of the Germantown Horse Show
- The horse community is unique to the City of Germantown
- Charity Horse Show brings a lot of people to Germantown! More people, More Horses spending money in Germantown +1
- How the city supports the Germantown Charity Horse Show
- The Germantown Charity Horse Show! Save the Horses! +1
- History – Germantown Charity Horse Show – maintain the history
- Family oriented and \$ to city - GCHS
- Your support of Germantown Charity Horse Show
- Has a great quality of life, Park improvements will take the city into a new quality realm
- Strong sense of community / emphasis on youth education
- Valuing citizen input
- Services (gov't, volunteers) / leadership & community input
- Bike paths are wonderful
- Greenways
- Dog park – need more shade and need location in East Germantown
- Safety
- Police & Fire Department
- Safety, community enrichment (culture & sports), opportunities
- Neighborhoods are small
- Small town's community feel with exceptional services
- Friendliness
- Community focused to support singles, families, retirees
- Small town feel – friendly neighbors working together, concerned and friendly city staff!
- The feel of living in a small town. Friendly people, open door to City Hall. Love it and have for 30 years.
- Family oriented, safe, wonderful city services!
- Small town, neighborhood friendly
- Great place to raise a family, strong school system, safe community
- Family oriented, safety, small town atmosphere
- Friendly and helpful library +1
- Safety, small town feel with pride, friendly neighbors
- Safe & community-oriented environment
- Safety, well-run city government
- History and volunteer!
- #1 number of parks (29), #2 Citizen volunteers
- Trees! Landscaping – Beauty!
- Upkeep of city properties



- Beautiful trees and landscaping throughout most of the city.

Steering Committee Meeting Responses

SURVEY QUESTIONS

- How much are you willing to pay for improvements?
- How often do you use our park system?
- Family Characteristics / Demographics
- What change would you resist?
- Ranking of activities/facilities/amenities/parks
- Do you know what programs Germantown offers?
- Do you know where parks are located or what resources are available?
- How much time would you be willing to volunteer for proposed improvements?
Name & Number
- How / do you use the park and how (Large municipal, neighborhood, school parks)
- Use of HOA parks

What is the biggest challenge/issue that you see with the City's Parks and Recreation system?

- Wear & tear on grass fields
- Connectivity
- Aging infrastructure and connectivity
- Connectivity between spaces around city
- Evolve to draw multiple ages – 30-year olds to 80-year olds
- Operates within city- Buried in website
- Develop Oaklawn Gardens into a historical site with aberration and appropriate historical heritage significantly educational and beautiful
- Grass Growing
- Bureaucracy
- Adapt/evolve Houston levee park into a athletic facility for high school (HHS)
- Build tennis program – indoor facility for winter
- Connectivity between parks & safety on trails
- Ground maintenance
- Enough fields to accommodate all sports/teams
- Since it is not properly funded...can't be innovative
- Park System is not properly funded
- The parks are boring!!
- Need to create regional sport facility parks – which attract visitors to city
- Need better coordination between school and parks
- Need unique activity park, need to create developer opportunities
- Need specialty parks
 - Lacrosse fields
 - Indoor Facility
- Marketing / Advertising all parks and events and sports programs



- BL Park needs signage, access, PR campaign
- Greenways and bike trails connecting parks
- Funding for additions & in renovation upgrades
- Pleasing everyone
- Maintenance of the facilities
- Funding for improvements & maintenance
- PED/Bike connectivity to amenities for entire city
- Updating required / different program /design for each park to location
- Trail destination – library, grocery, etc...
- Walkability for shopping & travel between parks
- Biggest challenge is financing robust needs & wants across age levels (kids vs young adults vs seniors) and the variety of parks we have. There are a lot! And many need improvements.
- Maintenance
- Change in population characteristics, Initial & Ongoing Costs
- Safety/monitoring
- Safe Accessibility

What is a potential solution to the challenge/ issue?

- Turf grass management. Training & additional resources and consideration of adding turf fields
- Increase funding for infrastructure management
- Expand greenway master plan, finish greenway master plan
- Bolder ideas
- Form a park district but share city services, see Champaign, IL
- Community commitment & flexibility
- Cameras, markers, patrolling / volunteers
- Field usage assigned by number of participants
- Cooperation between groups sharing fields
- Layout and design, revenue opportunities – sports tournaments
- Identify corridors for trails & Identify roads for sidewalks and bike lanes
- Obtain citizen buy in to participate with underwriting funding & making it happen
- Social media, inserts, web page, word of mouth, advertising at other events
- Create spaces to host multiple events for all ages
- Bocce Ball Courts, some things for older folks are needed
- Innovation in funding
 - Sponsors
 - Adoption
 - Regional Sports Venues
- Reallocation of assets
- Interdepartmental cooperation
- Potential solution for financing is corporate and private sponsorship and endowments
- Grants, Partnerships with adjacent municipalities and county



What organization/agent/partnership do you believe may be able to assist the Park's Department with that solution?

- Mayor and BD of Alderman
- Germantown leadership
- State – TDEC, TDOT, Economic & Community Development
- School System
- Volunteer Groups &/or Staffing/Parks & Recreation
- Healthcare organizations and of course, FedEx, IP, etc
- Civic group – Citizen “ownership”
- Bike/walkability
- Develop “friends of Germantown parks” NPO
- Local/Regional Companies to help sponser/fund
 - Nike
 - FedEx
 - Varsity
 - INH Paper
 - Ingram Micro
 - Autozone
- Rotary already doing it! yep fish pond (Sic)
- Have a marketing specialist and a marketing plan to run concurrent with parks master plan, can be a great asset but useless if not known
- Economic Development
- Special fundraising efforts by citizens and city representatives
- Volunteers
- Money, volunteers, cooperation between groups/organizations
- City economic planning division
- Home owners associations
- Corporate Baking / Sponsor

What is a value/Quality that you love about the City of Germantown that you would not want to lose?

- We are a “welcoming” city which will embrace diversity
- Small town atmosphere... big town amenities (+1!)
- We are a volunteer community
- The beauty of our park system every season of the year
- City's participation with citizens in numerous volunteer efforts across the city.
- Sense of safety
- Community that encourages “investment” by its citizens
- Clean and safe
- Excellence in police & fire department
- Small town feel
- Sense of safety
- Approachable “city” easy to express questions, praise or concerns



- Cleanliness of the city + Fire and Police Department
- Sense of pride of being a resident and ownership of our resources
- I love the sense of community in Germantown. Young families want to get outdoors and mix with others close to home. I would like to see development of event spaces where we all enjoy together.

LAND USE AND TRANSPORTATION

How land use and transportation policy decisions are made regarding the modification and/or management of land and how people move within our community in a more sustainable manner.

Strategic Objective 1 – Significantly improve walkability in Germantown’s central Business District. *14 Blue Dots*

- Better access to the Farm Park
- Consider a pedestrian bridge(s) over Poplar & Poplar pike (Like Knoxville at University of Tennessee)
- Sidewalk and/or trails from all neighborhoods linking
- Connectivity between trails and neighborhoods to destinations – central business district, library, etc.
- And Bikeability
- Separated crossing of Doplan & Dogwood for bikes and walkers
- Increase walkability by connecting parks with additional greenway, expand Greenway plan!
- Business along walkable paths between public sites
- Where is it?
- School’s need to be safer to accomplish this goal.
- Can all of the parks be connected by the green line

Strategic Objective 2 – Germantown is regionally recognized as a leader for improved access and mobility for all forms of transportation *4 Blue Dots*

- Population is both young and old
- Visibility of bike lanes and walkways or signs to greenways in central areas are great. Rethink community messaging opportunities – Can we improve the banners at city limits?
- Use parks to generate and enhance commercial business. Park location / Commerce in parks – Make easily accessible to spend money in Germantown.
- All people, All abilities
- Feels too busy to walk around safely / casually
- Continue to look for ways to improve access through our community for all means



Strategic Objective 3 – Assessed property value in designated smart growth areas increases annually *1 Blue Dot*

- Better food choices, better shopping choices, better school control = property values going up

Strategic Objective 4 – The city experiences positive trends in assess value of residential areas *8 Blue Dots*

- Neighborhood parks – build community
- Parks, city itself, schools
- Make parks greener
- Easier access to the parks from neighborhoods. Danger of crossing busy streets for children & adults
- Stricter controls on residential properties
- But also younger – more entrepreneurial work force. More jobs, less dependence on property taxes
- Kevin Young – Parks and Recreation Lead:
 - Extend the green trail up to Farmington
 - Put a “bicycle safety Town” in a park to teach kids bicycle safety – Peoria, IL
 - Continue to encourage partnership with local civic groups – set up a matching grant program

NATURAL RESOURCES

How ecosystem integrity and biodiversity are protected, how to provide a dependable supply of high-quality water, reduce greenhouse gas emissions and improve air quality and protect our rivers and streams from pollutants

Strategic Objective #1 – Policies and practices advance sustainable practices in natural resource management. *2 Blue Dots*

- Using Nature vegetation to reduce management of Landscaping

Strategic Objective #2 – Ecosystem integrity and habitat biodiversity exist on public lands. *4 Blue Dots*

- Protect & enhance the biodiversity in our parks & greenline
- Quit mowing so much grass & bush hog yearly

Strategic Objective #3- Enhanced protection and conservation of our water resources are priorities. *12 Blue Dots*

- Create “Bioswales” to handle water run off – create a feature
- H2O quality in lakes/ponds
- Many citizens continue to be concerned about water quality
- Park water / lakes are poor water quality – Filtration? Increase water flow?
- Implement green Infrastructure strategies & requirements



Strategic Objective #4 – The city experiences positive trends in assess value of residential areas. *5 Blue Dots.*

- Close Proximity to greenways and parks increase residential property values – add to greenway system
- Parks encourage strong neighbors and neighborhoods

EDUCATION

How to prove an educational system that prepares students to be adults in a world that is rapidly changing and to continue to address the economic, infrastructure and technological issues confronting formal and informal lifelong learning.

Strategic Objective #1 – Germantown has a reputation for lifeline learning and continuous education that meets the needs of all residents *8 Blue Dots*

- Create outdoor spaces to enhance “life long learners” of all ages
- Continue education in park plan - as to plants & heritage
- Opportunities to improve parks at schools for recess & after school activities
- Create educational programs for all ages. Engage younger citizens to help maintain interest in all phases of life.
- Did you mean “lifetime”?
- Opportunities for improved athletic facilities for high school
- Opportunities – All life phases
- Need to teach kids life skills & not just book knowledge
- Opportunities for older folks

Strategic Objective #2 – Germantown Municipal School District is the top-performing school district in Shelby County and ranks among the top five statewide. *9 Blue Dots*

- Only 2-5% of the Germantown schools not Germantown residents
- Support School Athletic Programs
- Continue to support athletics & arts. Improve facilities to attract and retain talent
- Continue athletic facility investment, increase STEM like programs, more technology in classrooms – laptops etc.
- Support development of top-rated schools focused on well-rounded students
- Stronger effort to obtain the 3 Germantown schools

QUALITY OF LIFE

How arts, culture, recreation and leisure activities for both residents and visitors remain relevant and are delivered in a manner that exceeds expectations

Strategic Objective #1 – Exceptional gathering places encourage engagement among residents and visitors *14 Blue Dots*

- Quality of life aspects of greenway/trails and parks bring young professionals who seek out locations to live with such amenities



- Bring younger residents
- Meeting places for special events
- Venues similar to Lovett shell
- New designs in parks to bring in sports tournaments / concerts
- We need an outside concert area
- Senior Citizens Center??
- Development of concert venues & festival venues
- Germantown is a beautiful community that encourages all arts evolution, We do NOT want to lose this!
- Bocce Ball plus other activities for older men
- The great hall & Farm Park barn are out of reach for the average citizen or service club. Unaffordable
- Advertise/ Promote public events, have multi-functional events for various ages/ demographics

PUBLIC SAFETY

How to protect the community from natural and man-made events that could endanger lives or property

Strategic Objective #1 – Germantown is the safest city in Tennessee. *6 Blue Dots*

- Bike access to park needs to be dramatically improved
- Want to do everything we can to maintain our current safety level for the city at all costs!
- Think about emergency access at new parks or venues

Strategic Objective #2 – Fire Protection services result in low property loss and no fire deaths. *1 Blue Dot*

Strategic Objective #3- Germantown has the highest survivability rate in Tennessee related to Emergency Medical Services. *3 Blue Dots*

- Emphasis on health & wellness programming at parks and open spaces
- Broad access to AED's (defibrillators) in common park areas, e.g. GBL & GFL
- AEDs available at park location

Strategic Objective #4 – The City experiences positive trends in assess value of residential areas. *6 Blue Dots*

- Combo of great schools, great parks, good zoning
- Parks and greenways in close proximity to residential property, increase property values and health/wellness, expand greenway system / complete greenway plan
- Livable & walkable community
- More living Options



TECHNOLOGY

How to manage technologies strategically and invest infrastructure dollars wisely to meet the expectations of our citizens and business community

Strategic Objective #1 – A City-wide technological infrastructure supports and sustains individual, educational, government and business demands. *11 Blue Dots*

- Create online sign up for tennis courts, pavilions...
- Are there ways for parks to utilize technology? Online reservation systems? App partnerships, check-ins, etc.
- Establish wi-fi & better cell phone service
- Encourage a younger work force
- No wi-fi in Pickering

Strategic Objective #2 – A technology-enabled community builds efficiency, safety and transparency by which all stakeholders can use and access relevant government information and services at any time from anywhere. *6 Blue Dots*

- City BMA is doing a good job of transparency with its citizens
- Online information visibility constantly updated

WELLNESS

How to meet the physical, nutritional, mental, spiritual and emotional needs of the community to improve health and wellness

Strategic Objective #1 – A majority of residents engage in healthy physical behavior. *13 Blue Dots*

- Support Park Accessibility
- Create options for all levels of athletics
- Increased marketing & promotion of programs/facilities
- Additional greenway opportunities can be created by greenway expansion. The closer paths are to residents the increased likelihood of use increasing wellness of our residents
- Offer to provide programs – youth rec, adult rec activities tailored to both team and individuals.
- Exercise equipment outdoors, development of walking trails. An easy map of where trails are.

Strategic Objective #2 – A majority of residents are committed to a lifestyle that includes healthy eating habits. *5 Blue Dots*

- Should be a no-brainer, but unfortunately not
- Utilize Farm Park resources

Strategic Objective #3- A majority of residents report being involved in a supportive network and/or community at least once a week (behavioral, spiritual). *4 Blue Dots*

- Community based programs and events encouraging / supporting growth



- Park programming can offer opportunities for our residents to gather/fellowship – increase sense of “community”
- Offer events like “yoga” at the Farm
- Germantown is a happy and spiritual community. This needs to continue.

ECONOMIC DEVELOPMENT

How to create a strong local economy by attracting new business and maintaining successful, resilient businesses that help move the community towards sustainability.

Strategic Objective #1 – Economic Development practices support economic sustainability. *12 Blue Dots*

- We need to develop new methods for funding the parks: 1) We need to develop regional sports facilities that bring people into the community and spend \$\$\$.
- 2) We need to secure sponsors.
- 3) We need to create spaces that can promote development and \$\$\$ to the park system.
- Would like to see tournaments held to generate revenue, e.g. Baseball
- Attract teams and competitive travel to city with enhanced facilities
- Availability of amenities to attract employers
- Given that Germantown is landlocked – it is imperative that each growth occurs correctly, thoughtfully and thorough planning (this has not always been the case!)
- Continued support of GAC’s finding corporate partners who are relocating families here
- Is the city willing to sell naming rights for venues?
- Sports tournaments / venues to attract entertainment
- We need to emphasize projects that welcome tourism.

Strategic Objective #2 – Economic Development polices encourage investment in key commercial areas. *7 Blue Dots*

- Actively solicit corporate headquarters
- Parks + walkable communities bring in younger workers

CITY SERVICES & FINANCE

How to create a culture of continuous improvement and innovation, providing outstanding customer value and high product and service quality in a sound financial manner to our residents, businesses and visitors.

Strategic Objective #1 – All funds are self-sustaining *0 Blue Dots*

- We need to be bold in securing new funding!

Strategic Objective #2 – Asset renewal is fully funded and takes place as scheduled. *2 Blue Dots*



Strategic Objective #3 – Net Financial liabilities are fully funded *3 Blue Dots*

- OK to seek corporate partner

Strategic Objective #4 – The City provides high quality services *9 Blue Dots*

- Schools/Parks bring families with children which helps economic sustainability
- Focus on providing excellent services to the residents
- Improve park maintenance
- High quality services attract people/families to live and/or visit a community

Strategic Objective #5 – The City provides community services that are responsive to customer needs. *12 Blue Dots*

- Few places for clubs to meet except expensive facilities
- A city's #1 job is to provide services to its citizens

Strategic Objective #6 – City Services are used effectively in high-priority areas *6 Blue Dots*

- Identify through assessment and focus priority (population, demographics, uses)
- Bring in younger and more innovative job force / entrepreneur

ACTIVITIES EXERCISE

Please place a dot under those ACTIVITIES that you believe are important, but not being provided adequately in the City of Germantown.

1. Walk/Run/Jog/Exercise on a PAVED Path *17 dots*
2. Walk/Run/Jog/Exercise on an UN-PAVED Path *14 dots*
3. Walk/Curb a Dog (On-leash) *5 dots*
4. Stroll in a natural area *17 dots*
5. Stroll around art exhibits *17 dots*
6. Play "PICK-UP" field sports for fun:
 - a. Baseball *2 dots*
 - b. Softball *2 dots*
 - c. Soccer *8 dots*
 - d. Football *6 dots*
 - e. Lacrosse *6 dots*
 - f. Kick-ball *5 dots*
7. Ride a bike *16 dots*
8. Sit outside: read, people watch, eat lunch, talk with friends *20 dots*
9. Picnic, sunbathe *0 dots*
10. Tend a community garden *6 dots*
11. Bird watch *2 dots*
12. Play LEAGUE ORGANIZED field sports:
 - a. Baseball *0 dots*
 - b. Softball *4 dots*



- c. Soccer *31 dots*
 - d. Football *8 dots*
 - e. Lacrosse *5 dots*
 - f. Kick-ball *3 dots*
13. Interact/play with others in a play area *3 dots*
14. Use an outdoor classroom *4 dots*
15. Exercise with outdoor fitness equipment *5 dots*
16. Interact/play with others on table games *3 dots*
17. Let your dog run without a leash *12 dots*
18. Play “PICK-UP” court sports for fun:
- a. Basketball *2 dots*
 - b. Tennis *1 dot*
 - c. Racquetball *1 dot*
 - d. Pickleball *15 dots*
 - e. Badminton *3 dots*
 - f. Sand Volleyball *2 dots*
19. Play a game of catch, frisbee *4 dots*
20. Play backyard games (bocce ball, horseshoe, corn-hole) *19 dots*
21. Interact/play with others in water sprays *19 dots*
22. Swim RECREATIONALLY in an outdoor pool *7 dots*
23. Swim COMPETITELY in an outdoor pool *0 dots*
24. Play LEAGUE ORGANIZED court sports:
- a. Basketball *1 dot*
 - b. Tennis *1 dot*
 - c. Racquetball *1 dot*
 - d. Pickle ball *12 dots*
 - e. Badminton *0 dots*
 - f. Sand Volleyball *4 dots*
 - g. Participate in an outdoor adventure sport: SKATEBOARDING *1 dot*
 - h. Participate in an outdoor adventure sport: BMX *5 dots*
 - i. Participate in an outdoor adventure sports: ROCK CLIMBING *12 dots*
 - j. Other *5 dots*
 - i. “place to hit golf balls @ Cameron Brown”

PROGRAMS EXERCISE

Please place a dot under those PROGRAMS that you believe are important, but not being provided adequately in the City of Germantown.

- 1. Adult fitness/ wellness *15 dots*
- 2. Adult learn to swim *3 dots*
- 3. Nature programs *7 dots*
- 4. Teen programs *6 dots*
- 5. Cooking classes *6 dots*
- 6. Digital media, photography programs *5 dots*
- 7. Computer classes *4 dots*
- 8. Adult performing arts/dance *3 dots*



9. Temporary art exhibits *14 dots*
10. Educational lecture series *10 dots*
11. Youth arts/painting/crafts/drawing classes *0 dots*
12. Outdoor dining *27 dots*
13. Senior leisure programs *2 dots*
14. Youth learn to swim *0 dots*
15. Community meetings *2 dots*
16. Community special events (concerts, green markets, etc.) *22 dots*
17. Movies in the park *13 dots*
18. Galas, formal events *4 dots*
19. Before and after school programs *1 dot*
20. Preschool programs *2 dots*
21. Programs for people with disabilities *4 dots*
22. Camps (summer/school break) *4 dots*
23. Child day care *2 dots*
24. Athletic special events (5k, marathons, etc.) *8 dots*
25. GED/Continuing education (degree, trade) *3 dots*
26. Water fitness *7 dots*
27. Youth performing arts/dance *1 dot*
28. Youth fitness/wellness *6 dots*
29. Youth athletic leagues (recreation) *5 dots*
30. Youth athletic leagues (competition) *8 dots*
31. Adult athletic leagues (recreation) *6 dots*
32. Adult athletic leagues (competition) *7 dots*
33. English classes *1 dot*
34. Other *31 dots*
 - a. Germantown Charity Horse Show

System-wide Map #1

- Need 2nd Dog park on eastern end of town
- Bocce Court
- Make the High School basketball court available for parks & rec
- Need a park for older folks. Install bocce ball court +1
- Extend the bikeway funding system city wide
- Add additional soccer fields in the city and make Houston Middle available
- Public wi-fi?
- Please connect the greenline from Memphis to Collierville
- No Park (area in between Winchester Road, Forrest Hill Irene Road, and CD Smith Road)
- More trees at Johnson Road Park – love the Disc Golf (consider a 2nd course in another park?)
- Geese are a problem in the parks
- A couple of water parks
- The Wolf River Green Belt & running trail is great! What would make it better is to extend access to it... make a trail system, say, that extends to Dogwood Park and



Municipal Park. The idea is that people can walk/run to & from the Wolf River Greenbelt without having to dodge traffic in/around neighborhoods to get there.

- Complete the greenway
- Finish Wolf River Greenline to Houston Levee – Get with Collierville
- Rework and Clean up lake at Cameron Brown
- Could we do something more with Fort Germantown? It is such a great park but it is limited. Could it have a playground, etc.?
- Playground equipment near lake in Nashora Park
- 1) Update playground at Germantown Station 2) Change playground to “rubberized” landing 3) Fill the lake with water, it is receding 4) Extend the trail around the lake without compromising neighbor’s privacy 5) Convert volleyball court to badminton or gazebo (x2) picnic area. In general need water park
- Pedestrian scale lighting around lake at Germantown Station
- Create path around lake at Germantown Station park
- Improve drainage at the Soccerplex +1 - Raise the standard of care for the Soccerplex (frequency of cutting, aerating, sodding in the off season) +1
- Update / improve playground equipment at Germantown Station
- Acquire 3G’s for the land
- Recycling bins for plastic everywhere

System-wide Map #2

- Sport turf fields
- Sport fields
- Soccer fields
- Please update Charity Horse grounds and use it for multi-purpose like outdoor concerts
- Need a park in this area and path to Germantown (area in between Winchester Road, Forrest Hill Irene Road, and CD Smith Road)
- Better maintenance / care of fields at Farmington
- Need better access to the greenway from the south side of Wolf River Blvd. Cameron Brown Park currently provides the only direct access from the south side of Wolf River Blvd.
- Develop Oaklawn to establish a botanical garden in Germantown
- Continue Oaklawn and improve the grounds! Cleanup!
- Improve maintenance of Soccerplex
- Expand Horse Show grounds
- Move caboose to Railroad- Train Station
- Make Oaklawn Gardens safe from metal detector robbers – who dig up the ground- to steal Indian and Civil War artifacts
- Howard McVay Park – need new parking signs, see attached – accident waiting to happen for a child to be run over by a car
- Regular cleaning of pond – don’t just wait for complaints from citizens (Howard McVay Park)
- Pond Maintenance! Drainage issues! (Howard McVay)



- Keep it natural (Howard McVay)
- Futsal, connect city with sidewalk and lighted paths
- Need to deal with drainage problem on west side of Howard-McVay park. Rebuild sidewalks and pavilion or build a buffer so they stay clean and free of mud



