



# THE CASE FOR OVERTON PARK

## RECLAIMING MEMPHIS' CROWN JEWEL

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*"Overton Park is a treasure and we want to maximize it as such."*<sup>1</sup>

A C Wharton, Jr  
Mayor of Memphis

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<sup>1</sup> Commercial Appeal (October 21, 2010)

## SUMMARY

As detailed in the following pages, the Overton Park volunteer study group, having incorporated substantial public feedback over the summer, 2011, proposes the following to the Memphis City Council for their approval, toward the objective of revitalizing Overton Park:

Create the Overton Park Conservancy, which will manage the forest and parkland areas of the Park under a management agreement with the City. The Conservancy will manage the 126-acre Old Forest (under conditions of the contract to be negotiated between the City and TDEC for the Old Forest State Natural Area, as approved by the State legislature in May, 2011). Further, the Conservancy will manage the Park's parkland areas (the picnic area along East Parkway; the "Greensward" (including Rainbow Lake and the west playground area, and the proposed dog park) in the heart of the Park; and the peripheral areas along Kenilworth. These areas total about 65 acres.

*Excluded* from Conservancy management will be those portions of the 342-acre Park already covered by other agreements with the City: the Brooks Museum of Art, Levitt Shell, Memphis College of Art, Memphis Zoo, Overton Park golf course, and fire station and General Services areas on East Parkway.

The Conservancy will be responsible for raising the bulk of the capital and operating funds for Park revitalization and operation, with the City being asked for 25% of the necessary funds in 2012 (\$150,000 for operations plus \$179,000 for capital improvements, totaling \$329,000), then dropping by \$50,000 each year to a floor of \$150,000 (13% of needs) in 2016 and thereafter. For the initial five years, the City's contribution to the Park will be 19% of Park needs for capital and operations. The City will be spending less, each year, than is presently being spent on Overton Park.

As detailed in the budget, the Conservancy will raise almost \$5 million in the coming five years for the operation and improvement of the Park, over and above the need from the City.

The Conservancy will staff for operation and improvement of the Park and its physical condition, cleanliness, educational programs, volunteers, festivals & events, communications, development, and general management. The funding model evolves from primary dependency upon foundation support (in the first five years), to depending upon individuals, events & festivals, and corporations for most of Park funding by the sixth year of the Conservancy.

The Conservancy, working with all the other existing Park entities, will in the coming years seek funding (local, state, federal, private) and development of a 500-car parking garage (approximately \$5.5 million), to be built in the present Zoo service area along North Parkway. The development of this critically-needed parking facility will permit the Zoo to discontinue overflow parking on the Greensward – the very heart of Overton Park – at peak times of need.

The Conservancy will seek the removal of General Services and the fire station from the east side of the Park, and the return of those areas to parkland uses.



## OVERVIEW

For 110 years, Overton Park of Midtown Memphis has been immensely popular with Memphians in search of exploration, entertainment, exercise, and enjoyment. This 342-acre City-owned asset boasts a wide variety of natural and cultural attractions.

On a beautiful day in Overton Park, the outdoor scene is breathtaking! At the 126-acre Old Forest, hikers, joggers and strollers trek along the trails that are festooned with markers featuring 32 species of trees, 340 plant species, and many individual trees older than 200 years. Nature enthusiasts marvel at the diverse wildlife, which includes 160 species of birds that frequent the authentic old growth forest.

Free-form activities abound along 17 acres of the Greensward and Rainbow Lake area. Kite flyers, ball players, and tag chasers roam the open green space before jaunting off to the two major playgrounds and the spacious picnic area. Golfers gear up to play nine holes at the public golf course. Children and parents hurry to the Memphis Zoo, where they spend hours marching across 70 acres to observe 3,500 animals in natural settings, representing over 500 different species. Families travel to Overton Park to experience nature, but they stay to experience good-natured fun.

Rain or shine, the arts scene of Overton Park is awesome! Thousands visit the Brooks Museum of Art and the Memphis College of Art. Quiet visitors tour Veterans Plaza to appreciate the memorials and to remember our fallen heroes. Others marvel at the unique architecture and attractions of the Memphis Zoo. And excited music lovers crowd the stage of the Levitt Shell to tap, wiggle, and shake to free live performances. With ten acres dedicated to the arts scene, visitors immerse themselves in works of art, art history, and the art of music.

Long revered as the "crown jewel" of Memphis' public parks, Overton Park is today a place of paradox. Our treasure is overrun with trash. Our public asset lacks adequate public funding. City-run programs have been cut, while the unwanted, unnatural privet in the Old Forest continues to invade. As the number of park visitors soars to an all time high, park maintenance sinks to an all time low. *The time has come to reinvigorate Overton Park. Our treasure needs to be restored.* Our public asset needs both public and private support. Our nostalgia for Overton Park of the past needs to match our commitment to Overton Park of the future.

In early 2011, a group of committed volunteers organized to seek the optimum strategic plan to return excellence to Overton Park: its preservation, revitalization, and sustainable use. The volunteers include professionals, community leaders, representatives of all of the Park's primary interest groups, and concerned citizens who are motivated by their enthusiasm for and dedication to Overton Park.

Their mission is to help return Overton Park to its former position of excellence as the "crown jewel" of Memphis' public parks, a City treasure that continues to attract locals and visitors alike. Their goal is to reverse the park's current state of decline by advocating for developments that position Overton Park as a nucleus of urban life and activities in Memphis. The Park's central location, its extensive and diverse facilities open to the public year-round,



and its history as one of the City's most beloved and popular spots: all make it the most natural of spaces to continue to bring together, and help to unify, the diversity that is Memphis.

With substantial input from the public, the volunteers propose an overall strategic plan for Overton Park that seeks to:

- Maintain City ownership, while decreasing the City's financial obligation over time;
- Establish an independent fundraising capability through the creation of the Overton Park Conservancy, partnering with the City to fund maintenance of and capital improvements to approximately 184 acres of parkland and forest;
- Protect the entire park permanently, including the Old Forest;
- Advance the cultural arts as a key asset in Overton Park, centered around the Arts Zone
- Increase public use, programs, and volunteerism; and
- Improve the care and maintenance of Overton Park in an ecologically sustainable and socially responsible manner.

The volunteer group will dissolve once its recommendations to the public, and subsequently to the Mayor of Memphis and City Council, are finalized. The plan involved a summer-long public process, beginning with public meetings in June 2011, to inform citizens of the group's propositions for Overton Park, and – following incorporation of the public feedback reflected in this Case Statement – submittal of a recommendation to the Mayor, and a request for affirming action by the City Council.

## **BENEFITS OF OVERTON PARK**

Green, beautiful cities are competitive cities. Preserving Overton Park at the highest level of excellence will improve the quality of life for Memphians and lead to investment opportunities that ultimately benefit all Memphians.

### **A Place Where Lasting Connections Are Made**

The Park entities and the Park itself have long been, and continue as, some of the predominant, truly integrated institutions in Memphis. With renewed and focused programs on diversity and meeting the wants and needs of the City's entire population, Overton Park will continue to be, and grow as, a source of pride to all of Memphis.

Overton Park has always been a place where social connections are made, but it is increasingly becoming a place where City and County connections are being made. Livable Memphis is spearheading a multi-use path that connects the western terminus of the Shelby Farms Greenline to Overton Park through the Binghamton Neighborhood and the Historic Broad Avenue Arts District.

Coined the Overton-Broad Connector, this 2-mile route links to the 7-mile Shelby Farms Greenline and facilitates a park to park connection ideal for walkers, joggers, runners, and



bikers. The Overton-Broad Connector is poised to enhance transit and economic opportunities for traditionally underserved communities within the project area.

Overton Park is the center of the “Heart of the Arts” zone, which stretches from Cooper Young and Christian Brothers University to the south, and Rhodes College to the north. By further connecting the historic Broad Avenue Arts District to Overton Park, the Park will be the central gateway to the arts scene of Memphis – the heart of the “Heart of the Arts”!

### One More Good Reason To Live in Memphis

Superior public spaces are a measure of community health and vitality that attract businesses and residents, and Overton Park is in the forefront of the City’s prominent public spaces. Overton Park is a good reason to stay and live in Memphis. Overton Park tangibly represents and permits a more desirable quality of life. Enhancing Overton Park will contribute to the beautification and safe enjoyment of a more vibrant Memphis community.

### Enhancement of Neighborhood & Commercial Values

Overton Park is more than a local attraction to visitors. Located in the heart of the City, the Park is surrounded by the homes of thousands of Memphians. Property values within walking distance of the park range across a broad spectrum, from modest and steadily recovering west Binghamton, upwards to some of the City’s higher valuations to the north, west, and south – especially those fronting or near the Park. At a time when the City’s assessed tax base is weakened by the recession, the prices of homes in and surrounding Overton Park remain stable and experience low turnover, validating the view of the National Association of Homebuilders that “parks and recreation areas ....enhance value of nearby property up to 15 – 20 percent.”

Overton Park is a *value-added investment for the City*, with its dependable Park-area property tax base and, with the prospect for a return to excellence of Overton Park, the expectation of renewed increases in property valuations and tax receipts for the City.

The Brooks, Levitt Shell, and Memphis College of Art make Overton Park a center point in the city for creativity and the economic and civic benefits of the arts for all of Memphis.

## SURVEY RESULTS

1,679 park users participated in the survey component of the summer-long public phase. Results are summarized in Appendix "A" and may be reviewed in comprehensive detail at [www.overtonpark.org](http://www.overtonpark.org). Some of the highlights of the survey:

*Would you support non-profit Conservancy management of Overton Park?: 68% said “yes”, a further 15% said “yes” with conditions attached (see Appendix “A”), 12% wanted more information, 3% were unsure or did not answer the question, and only 1% said no. **The proposed Conservancy has very strong public support.***



*What do you love most about Overton Park?* Levitt Shell (43%), Memphis Zoo (40%), Old Forest (35%), Brooks Museum (34%), Greensward & open spaces (32%), location (30%), place to walk/run (27%), natural beauty (25%), sense of community (22%), quiet refuge (22%).

*Describe your ideal Overton Park.* Clean & well maintained (32%), safe (18%), updated playgrounds (13%), Old Forest protected (13%), more community activities (11%), restrooms (11%), fenced dog park (11%), Greensward & open space protected (10%), café/food carts (9%), bicycle/pedestrian links to neighborhoods & Greenline (9%)

*What problems must be addressed?* Safety/security (32%), cleanliness (24%), illegal activity (22%), parking/traffic (18%), maintenance (17%), restrooms (11%), cars on Greensward (10%), threat of losing golf course (10%), lack of police presence (7%), outdated playgrounds (6%)

## THREATS TO OVERTON PARK

Overton Park faces these major threats:

- Lack of protection from future development or further encroachment;
- Lack of adequate funding for maintenance and capital needs;
- Lack of parking for the growing number of visitors; and
- Lack of adequate flood control measures for Lick Creek.

### LACK OF PROTECTION FROM FUTURE DEVELOPMENT

Of the Park's 342 total acres, approximately 184 acres (54%) remain as parkland or forest freely usable by the public. Over the past hundred years, the original parkland has been apportioned off to other uses: some excellent, some regrettable, but all diminishing the parkland and forest area.

The Park avoided the extreme threat of an interstate highway dividing the Park, through concerted public action in the 1960's, 1970's, and 1980's, although hundreds of nearby homes were obliterated during that period, only slowly rebuilding.

### PROTECTION PROPOSAL

The strategic plan for Overton Park proposed that the 126 remaining acres of the "Old Forest" be placed in a State Natural Area. With the strong support of the Mayor of Memphis, the unanimous support of the Overton Park volunteer group, and backed by the legislative leadership of Senators Beverly Marrero and Mark Norris and Rep. Jeanne Richardson, the Tennessee legislature accepted the Old Forest as a State Natural Area this Spring 2011, thus establishing the highest level of protection available under Tennessee law. We recommend that the Old Forest be managed by the Overton Park Conservancy in partnership with the Tennessee Department of Environment & Conservation (TDEC), under State Natural Area guidelines, once the Old Forest management plan is approved by TDEC.



Preservation of many of the old structures in the Park – the stone bridges on its interior roads, the golf clubhouse, McFarland Clock Tower, Willingham Fountain, Higbee Memorial, the Doughboy statue, and many others – will be protected under Conservancy management.

The strategic plan urges the City to make every possible effort to remove the General Services site and the Fire Departments from Overton Park, so that in due time that land (about 15 acres) will be returned to parkland use as envisioned in the original 1901 plan and the 1988 Master Plan. One immediate step may be the return to parkland use of the southern portion of the General Services site, presently used for night/weekend equipment parking and inefficient dead storage.

Depending upon timing and the need for visitor parking (especially on the east side of Overton Park, where there is very little parking available for those entering the Park from the east) and maintenance, a minor portion of that General Services and Fire Department area may be devoted to parking (Park access will be limited solely to foot and bicycle traffic) and a maintenance area for the Conservancy and the Zoo.

#### LACK OF FUNDING

The City of Memphis presently spends an estimated\* \$329,000 annually in Overton Park for various parkland services, *excluding* City outlays for the City's participation in the golf course, the Memphis Zoo, Brooks Museum of Art, and the Levitt Shell. This funding is proving inadequate; the condition of the Park has steadily eroded over the years until the present day.

\*Precise cost information for Overton Park unavailable due to how the City categorizes Park costs. However, a reasonable estimate can be made. Three peer cities (Nashville, Charlotte, and Atlanta) publish their parks operating costs, which averaged \$5,599 per acre in 2008 (latest data). Memphis spent \$3,582 per acre (56% below its peer group), based on \$17.2 million by Park Services on operational spending on 4,802 total Park Services acres. Multiplying that average by the 184 acres of Overton Park managed area equals \$659,000. We conservatively estimate \$329,000 current rate for operations is being spent on Overton Park's managed acres, 32% of the Nashville, Charlotte, and Atlanta peer group average.

#### FUNDING PROPOSAL

The strategic plan of Overton Park proposes to establish a non-profit 501c3 **Overton Park Conservancy** (OPC) for Overton Park. The OPC will be charged with the governance of Overton Park's approximate 184-acre "managed area", its Old Forest and parkland space (not to include either the areas already managed ably by existing Park Art Zone entities - the Brooks Museum, the Memphis College of Art, and the Levitt Shell - and the Memphis Zoo, or the public golf course). The OPC will complement the arts in the Park by creating an improved environment for those Art Zone entities, though not replacing any public or private support needed by them, each of which serves Memphis in its own irreplaceable ways.

The OPC will be a *fundraising* entity charged with broadening the financial support for Overton Park, by bringing foundation, corporate and individual private gift funding to the City's base participation (similar to the models established by other City entities including the Memphis Zoo and the Botanic Garden).



As proposed, the ***governance*** of the OPC will be by an independent Board of approximately 20-30 members, broadly representative of the Memphis community itself. Two voting members will be from the public sector, appointed by the City Mayor and Council, to include the City Parks Division Director. Each of the affiliated and independent Park entities (Zoo, Brooks, College of Art, Levitt Shell, Park Friends, and Citizens to Preserve Overton Park) will be invited to hold an ex-officio Board seat on the OPC Board.

Under a ***management contract*** to be agreed upon with the City (which will continue to own Overton Park in its entirety) the OPC will be responsible for the management, maintenance, cleanliness, and capital improvements of Overton Park's "managed area", with only fixed and limited City support and funding (other than occasional capital projects in which the City may elect to participate) as to be determined and agreed upon with the City.

Substantial ***capital spending*** is needed to revitalize the parkland and forest. The Overton Park parkland area is not presently irrigated, and weeds and hardpan are prevalent throughout formerly turf areas. Undesirable invasive species such as privet abound in the Old Forest, creating a perceived public safety risk, as well as being very unsightly and emphatically not a desired or authentic part of an old growth forest. One of the OPC's first priorities will be the carefully planned and supervised removal of invasive plants from the Old Forest. Also high priority will be major playground upgrades, both in the picnic and Rainbow Lake areas; restroom facilities in both areas; new signage throughout; and many others.

Just within the specific 184-acre management area of the OPC, the parkland and the forest, there is approximately \$2,250,000 of identified capital needs, over and above the ongoing needs of the historic Park entities. The OPC proposes to raise the great majority of those funds (with only limited City participation, as to be agreed upon in a Memorandum of Understanding with the City). A preliminary listing of capital projects and their approximate schedule is attached as Appendix "B".

One capital item of importance which is not included in the OPC capital plan is a permeable, porous perimeter walkway along North and East Parkways, and Poplar Avenue. This needs be a City infrastructure improvement project and it has our enthusiastic endorsement.

Overton Park was for many years characterized by vigorous and abundant ***recreational and educational programs*** for the public, both youth and adult. Such programs have, in large part, disappeared. A top priority of the OPC will be to recreate, manage, and promote broad and dynamic programs for children and adults at the Park, to include festivals, events, educational outings in the Old Forest, and many other such programs limited only by the imagination. An ambitious ***communications*** program will be initiated by the OPC. The OPC can play a constructive role in providing greater coordination between the entities in the Park and myriad special events.

The OPC foresees an annual need of, initially, \$627,500 (growing steadily thereafter) to properly ***manage and operate*** the 184-acre management area. Some portion of OPC funding needs to come from the City (though less than its apparent present level, approximately \$329,000 for operations alone), with all subsequent growth and inflationary and programmatic increases in such costs to be met solely by the OPC so that, over time, *the City's financial*



*obligations for the Park diminish steadily.* The projected operating budget for the initial five years is shown in Attachment "C".

*Under this budget, the City's proposed contribution shrinks steadily to a base below its present costs. The City's share of total Park funding drops from an initial 25% of required funding to about half of that, only 13% by the fifth year.*

As will be noted from the attachments, the funding is provided mostly (52%) by foundations during the initial five-year period, during which capital needs represent about 37% of funding requirements. Funding gradually evolves toward a majority of gifts coming from corporations, individuals, and generated event fees after the initial "startup boost" from foundations.

Of the use of funds, after the relatively heavy outlay of capital spending during the initial five years, expenditures drop materially as primary capital needs will by then have been met in large part. The average outlay (for both capital and expenses) for the first five years averages slightly over \$1,200,000 annually, but upon completion of most capital projects is expected to drop to a "run rate" of around \$900,000 annually (plus inflation) thereafter, of which the City's ongoing \$150,000 per year for operations will represent 17%.

As a City-operated facility, the golf course would remain outside the scope of the Overton Park Conservancy; operations would remain unchanged under the sole direction of the City or a private professional golf course manager. Regardless, the volunteer group makes no recommendation or request to the Council pertaining to the golf course or its operation, as operation of the golf course is beyond the contemplated scope of the Conservancy.

(Should the City ever elect to terminate the Overton golf course operation, that land should be returned to parkland uses as stipulated in the original 1901 plan, and also envisioned in the 1988 Park Master Plan, in which case the OPC would stand ready to assist in its design and implementation.)

#### LACK OF PARKING

At its creation in 1901, parking was not a factor in the Park plan - there were 8 autos in the entire City. We are now an auto-dependent City with thousands of cars, but the Park was not designed to accommodate that modern need.

Along with its own parkland and picnic areas, the major attractions of Overton Park that often bring thousands of visitors per event are the Memphis Zoo, the Levitt Shell, and the Memphis Brooks Museum of Art, as well as the golf course. The Memphis College of Art needs parking for both students and faculty. As Park conditions improve toward excellence, Park traffic and the demand for parking – already stressed greatly, with much overflow into the contiguous neighborhoods - will increase materially.

That forthcoming increase in park visitors will result in a greater demand for parking spaces to accommodate those additional visitors. Currently, the Memphis Zoo attracts more visitors than can be accommodated by the parking spaces it has available. *Visitors in search of parking must regularly park on the Greensward of Overton Park, a public green space in the very heart of the Park (about 15 acres). On many days throughout the year, especially the warmer months, more than 500 vehicles visiting the Memphis Zoo overflow onto the Greensward.*



The Greensward, both condition and usage, has deteriorated from this serious misuse of park grounds - and yet the Zoo's million annual visitors must have a reasonable place to Park (even with the undesirable Greensward parking, many Zoo visitors must find on-street parking in the neighborhoods to the west of the Park).

*Overton Park suffers significantly from the loss of this prime, central-area parkland to parking. As envisioned in the original 1901 plan, the 1988 master plan, and the current prevailing view, a way must be found to return the Greensward to public parkland use by finding a permanent option to move the overflow parking to another location or facility as accessible to the Zoo as is the Greensward.*

#### PARKING PROPOSAL

The strategic plan for Overton Park proposes to remove parking from the Greensward and return the entire area to parkland, non-vehicular use. To accomplish this and in exchange, a new **500-space, ~\$5.5 million parking garage** is to be funded by City capital funds/bonds and other sources as may be found, and constructed by the City within the Zoo boundary, probably within the present Zoo maintenance service area.

The strategic plan further proposes to increase parking options for general use of Overton Park (including the Zoo and other Park entities), toward the objective of relieving overflow parking from the neighborhoods while also better providing for the parking needed to meet the anticipated growth in Park traffic as the Park returns to excellence.

By providing curbside parking along the south side of North Parkway (between East Parkway and McLean), approximately 177 spaces could be provided at minimal expense (such parking is already permitted on the remainder of North Parkway westward). While that incremental parking on North Parkway will not alone replace the use of the Greensward for zoo overflow parking, it can provide much-needed parking relief, both to the Park itself as well as the Zoo.

A north entry to the Zoo and the Park would need to be provided, which would add materially to the appeal of the Park to visitors from the neighborhoods to the north of the Park – Vollintine-Evergreen, Rhodes College, Hein Park and others. The City is studying how best to add compatible bicycle lanes along this segment of North Parkway, as well, which would improve the possibility and the desirability of a large increase in bicycling visitors to the Park (in which case the OPC will provide bicycle racks appropriately placed throughout the park).

As noted previously, there will be an increasing need for parking on the east side of the Park as Park popularity and use grows. This east side parking, proposed to be placed in a small portion of the present General Services area, could add needed parking spaces and will invite greater pedestrian and bicycle use of the Park, from that parking area, by the City and neighborhoods to the east of the Park, where there is presently virtually no parking available.



### LACK OF FLOOD CONTROL MEASURES

Lick Creek runs through the middle of the Park from south to north. A significant portion of Overton Park immediately adjacent to Lick Creek is inundated during periods of uncontrolled flooding of Lick Creek. Memphis College of Art, the Memphis Zoo, and other facilities located in the Park have also suffered considerable flood damage. Such regular flooding creates material maintenance issues and diminishes Park use.

### FLOOD CONTROL PROPOSAL

The May 2011 study of Lick Creek and related flooding, by the independent engineering firm Tetra Tech, considered three possible sites for flood control within Overton Park. The first, using the Greensward itself for flood control, was correctly rejected, largely because it would cause harm to the park greatly in excess of any flood control benefit it would bring, and also because it was deemed unnecessary. The second was to build wet and dry detention facilities into the Overton Park Golf Course, which were estimated by Tetra Tech to detain some 465,000 cubic feet of water. The third was some sort of underground detention under the Memphis Zoo parking lot, at its East end where it borders the greensward. We are advised that, if the proposed flood control facility at Overton Square is built, another couple of small projects south of the Park are built, and the proposed flood detention (above) is provided on the golf course, then the underground detention at the Memphis Zoo parking lot will not be needed. *That recommendation by Tetra Tech is the flood control solution the Conservancy strongly endorses.* We believe that the flood control detention in the golf course would improve the golf course itself as well as contribute greatly to needed flood control. We also think that any type of underground detention under the Zoo's parking lot will require construction which will cause great damage and disruption to the Park, will do permanent harm to the Greensward, will require removal of precious trees which separate the greensward from the parking, and will be inadequate to ameliorate the problems caused by allowing parking on the Greensward.

## **IN CLOSING**

Now is the time to decide to preserve, revitalize and sustain the use of Overton Park. Maximizing Memphis' treasure requires a public-private partnership. The strategic plan for Overton Park seeks to protect the entire park from future encroachment and the ill effects of flooding conditions, while increasing access to dedicated funding, maintenance, and parking. An overarching purpose of the strategic plan is to maintain Overton Park as a City-owned asset, while gradually reducing the City's financial obligation for Overton Park in the future.

Overton Park is poised to redefine how locals and visitors experience arts, culture, and recreation in Memphis, but its future is at risk. On the one hand Overton Park symbolizes a desirable quality of life. On the other hand, Overton Park symbolizes a public asset on the decline. The 'crown jewel' of Memphis' park system needs, now, to be restored to excellence.



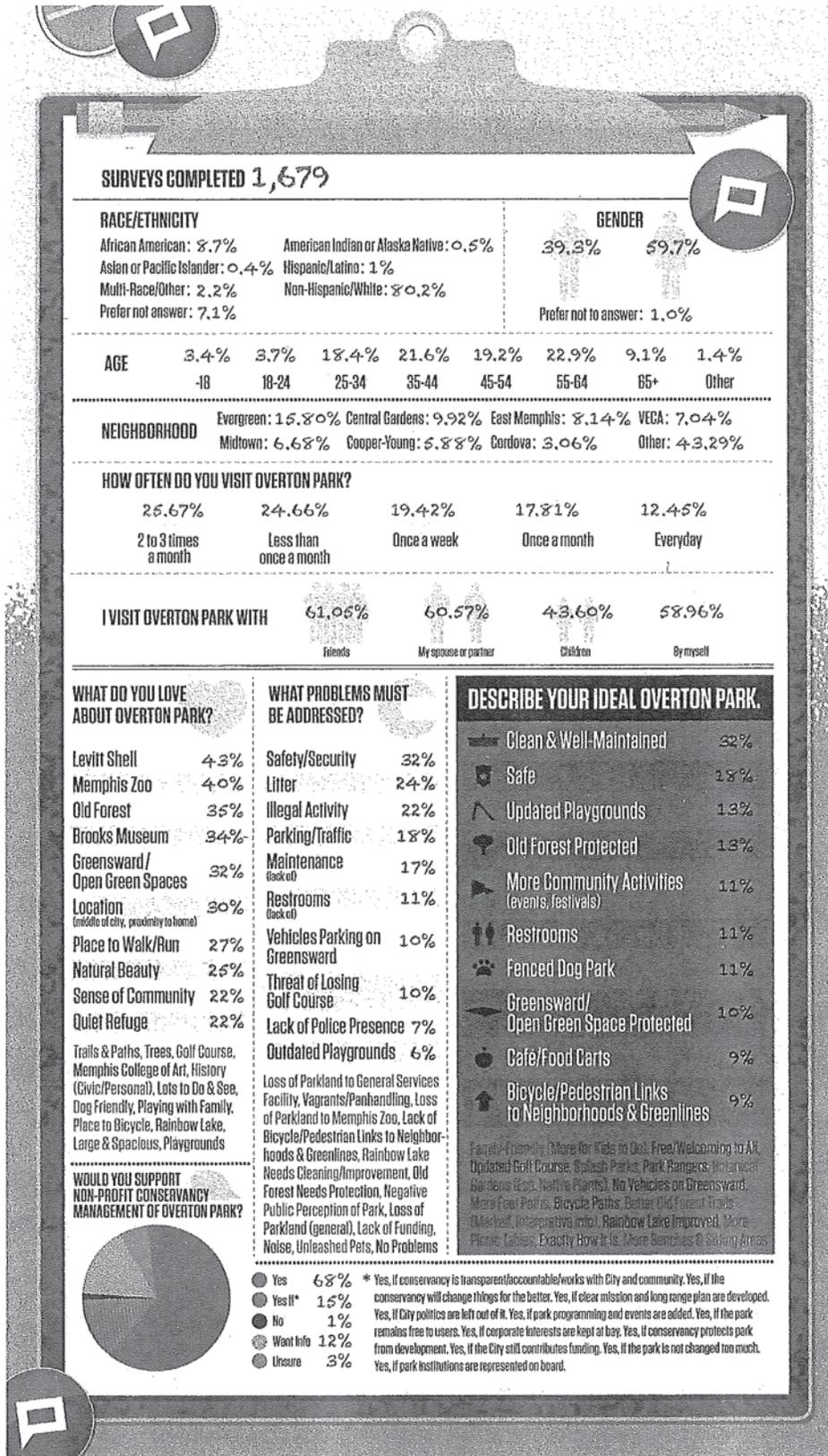
Proposed to the public by the following on May 2, 2011; submitted to the Memphis Mayor and Council for action in October, 2011.

Lee Askew – Levitt Shell  
Sam Blair – Lick Creek Coalition  
Lucille Booker – Citizen At Large  
Chuck Brady – Memphis Zoo  
Nathan Bicks – Memphis Brooks Museum of Art  
Darrell Cobbins – Citizen At Large  
Jean Fisher – Citizen At Large  
Jim Jalenak – Memphis Zoo  
Martha Kelly – Park Friends  
Ernest Kelly – Park Friends  
Cameron Kitchin -Memphis Brooks Museum of Art  
Barry Lichterman – Levitt Shell  
Margaret Metz – Memphis College of Art  
Charlie Newman – Citizen At Large  
Jimmy Ogle – Citizen At Large  
Lauren Taylor – Hyde Family Foundations  
Naomi Van Tol – Citizens to Preserve Overton Park  
Jonathan Welden – Memphis College of Art  
George Cates – Citizen At Large & Co chairman  
Gary Shorb – Citizen At Large & Co chairman

For supporting endorsers, see Appendix “D”



Appendix "A" : Surveys Completed



**Appendix "B" - Capital Projects**

	Year 1	Year 2	Year 3	Year 4	Year 5	5-yr total
Remove privet & other invasives from Forest	90,000	5,000	5,000	5,000	5,000	110,000
Dog park	150,000					150,000
New signage program, comprehensive	75,000	25,000				100,000
Playground upgrade - Rainbow Lake	175,000					175,000
Upgrade Old Forest pathways, signage	75,000					75,000
Golf carts, office equipment	25,000		10,000		10,000	45,000
Playground upgrade - Picnic Area		150,000				150,000
Restroom rehab: Rainbow Lake		150,000				150,000
Donor recognition flags, poles	30,000	40,000	30,000			100,000
New restroom: Picnic Area	300,000					300,000
Old Forest entry shelters (~4)	30,000	30,000	30,000	30,000		120,000
Walking trail around Greensward			50,000			50,000
Irrigation system installations		25,000	100,000	50,000	50,000	225,000
Convert General Services area to parkland			250,000	125,000	125,000	500,000
Total	950,000	425,000	475,000	210,000	190,000	2,250,000
Less City match, new areas capital projects	(179,000)	(129,000)	(79,000)	(29,000)	-	-
Net funding by Conservancy	771,000	296,000	396,000	181,000	190,000	1,834,000



<b>Appendix "C" - Overall Budget</b>	2012	2013	2014	2015	2016	5-yr total
<b>Sources of funds</b>						
City management agreement, operations	150,000	150,000	150,000	150,000	150,000	750,000
City management agreement, capital	179,000	129,000	79,000	29,000	-	416,000
Gifts: Foundations	691,667	691,667	691,667	535,000	535,000	3,145,000
Gifts: Corporate - recognition & dedicated	100,000	20,000	40,000	65,000	90,000	315,000
Gifts - individuals	200,000	210,000	220,000	235,000	250,000	1,115,000
Memberships	1,000	3,000	5,000	7,000	9,000	25,000
Fees, festivals, events, miscellaneous	10,000	30,000	50,000	70,000	90,000	250,000
Annual OPC fall fund raising event	-	5,000	15,000	25,000	35,000	80,000
Event revenue from converted Fire Station	-	-	-	-	-	-
<b>Total, all sources</b>	<b>1,331,667</b>	<b>1,238,667</b>	<b>1,250,667</b>	<b>1,116,000</b>	<b>1,159,000</b>	<b>6,096,000</b>
City share of total	25%	23%	18%	16%	13%	19%
<b>Operating &amp; capital uses of funds</b>						
Staffing & consultants, all areas	335,000	397,700	403,245	456,599	495,430	2,087,974
Basic operations						
Lawns & grounds, chemicals	225,000	230,625	237,544	244,670	252,010	1,189,849
Vehicles	10,000	12,000	14,000	16,000	18,000	70,000
Programs: cost	4,000	6,000	8,000	10,000	12,000	40,000
Volunteers: out of pocket costs	4,000	6,000	8,000	10,000	12,000	40,000
Development: out of pocket costs	2,000	4,000	6,000	8,000	10,000	30,000
Sanitation: two restrooms	12,500	27,000	29,000	31,000	33,000	132,500
Insurance, net of City allowance	15,000	16,000	17,000	18,000	19,000	85,000
Water / sewer	10,000	12,000	14,000	16,000	18,000	70,000
Office rent	5,000	5,000	5,000	5,000	5,000	25,000
Membership program costs	5,000	10,000	15,000	20,000	25,000	75,000
<b>Sub total operating costs</b>	<b>627,500</b>	<b>726,325</b>	<b>756,789</b>	<b>835,269</b>	<b>899,440</b>	<b>3,745,323</b>
Plus net capital expenditures (Sheet 2)	950,000	425,000	475,000	210,000	190,000	2,250,000
<b>Total uses of funds</b>	<b>1,577,500</b>	<b>1,151,325</b>	<b>1,231,789</b>	<b>1,045,269</b>	<b>1,089,440</b>	<b>6,095,323</b>
Net of sources & uses, to/(from) reserve	(245,833)	87,342	18,878	70,731	69,560	677



Appendix "D": Partial list, Public Phase Endorsers (listed alphabetically)

Current endorsers of final Case Statement indicated by asterisk

Arts Memphis

\*Lee Askew, Overton Park Revitalization Study Group

Askew Nixon Ferguson

\*Nathan Bicks, Overton Park Revitalization Study Group

\*Sam Blair, Overton Park Revitalization Study Group

\*Lucille Booker, Overton Park Revitalization Study Group

\*Councilman Bill Boyd

\*Dr. Chuck Brady, Overton Park Revitalization Study Group

Bridges

\*Burch, Porter & Johnson

\*George E. Cates, Overton Park Revitalization Study Group

\*Church Health Center

\*Citizens to Preserve Overton Park

Clean Memphis

\*Darrell Cobbins, Overton Park Revitalization Study Group

Crosstown Arts

Cultural Arts For Everyone

\*Jim Duncan

\*Evergreen Historic District Association

\*Evergreen Yoga

\*Jean Fisher, Overton Park Revitalization Study Group

Friends for Our Riverfront

\*Get Green Recycleworks

Greater Memphis Greenline

\*Harahan Bridge Project

Historic Broad Business Association



\*Hi-Tone Cafe

Huey's

Idlewild Presbyterian Church

\*Jim Jalenak, Overton Park Revitalization Study Group

\*Ron Jones, Overton Park Revitalization Study Group

\*Ernest Kelly, Overton Park Revitalization Study Group

\*Martha Kelly, Overton Park Revitalization Study Group

\*Cameron Kitchin, Overton Park Revitalization Study Group

\*Launch Memphis

Levitt Shell

\*Barry Lichterman, Overton Park Revitalization Study Group

\*Lick Creek Stormwater Coalition

Livable Memphis

Live At The Garden

Live From Memphis

\*Loeb Properties

\*Memphis Botanic Garden

\*Memphis Brooks Museum of Art

Memphis City Beautiful

\*Memphis College of Art

\*Memphis Heritage

\*Memphis Regional Design Center

\*Memphis Ultimate Disc Association

Memphis Urban League Young Professionals

\*Memphis Zoo

Methodist Le Bonheur Healthcare

\*Margaret Metz, Overton Park Revitalization Study Group

\*Midtown Memphis Development Corporation

Mid-South Peace & Justice Center



Mind Over Memphis

\*New Ballet Ensemble

\*Charlie Newman, Overton Park Revitalization Study Group

Otherlands Coffee Bar

\*Park Friends Inc.

\*Perdue Creative

\*Playhouse on the Square

\*Project Green Fork

John Pruett Architects

\*Rock-N-Romp

\*Shelby Farms Park Conservancy

\*Gary Shorb, Overton Park Revitalization Study Group

Sierra Club - Chickasaw Group

\*Skatelite Memphis

\*Smart City Consulting

Councilman Jim Strickland

\*Tucker-Jefferson Neighborhood Association

\*Utopia Animal Hospital

\*Naomi Van Tol, Overton Park Revitalization Study Group

\*Jonathan Welden, Overton Park Revitalization Study Group

YMCA of Memphis & the Mid-South

