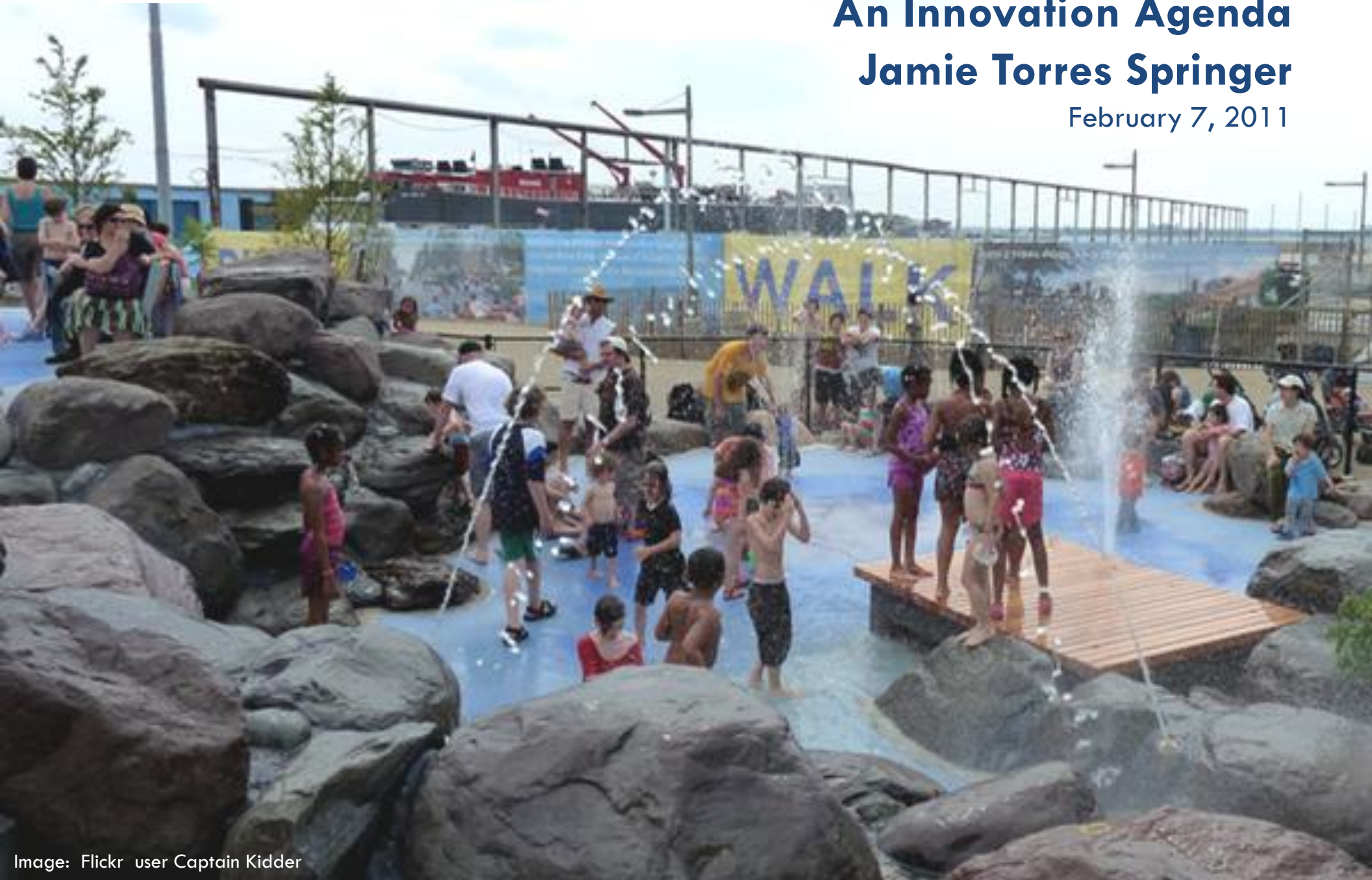


Funding Public Parks in Tough Times: An Innovation Agenda

Jamie Torres Springer

February 7, 2011



City Parks: Drivers of Civic and Economic Value

The Funding Crisis/Opportunity

Revenue Generation Approaches

Historically: respite from the harsh city



New York circa 1850

Form follows function: the pastoral aesthetic



High Park, Toronto

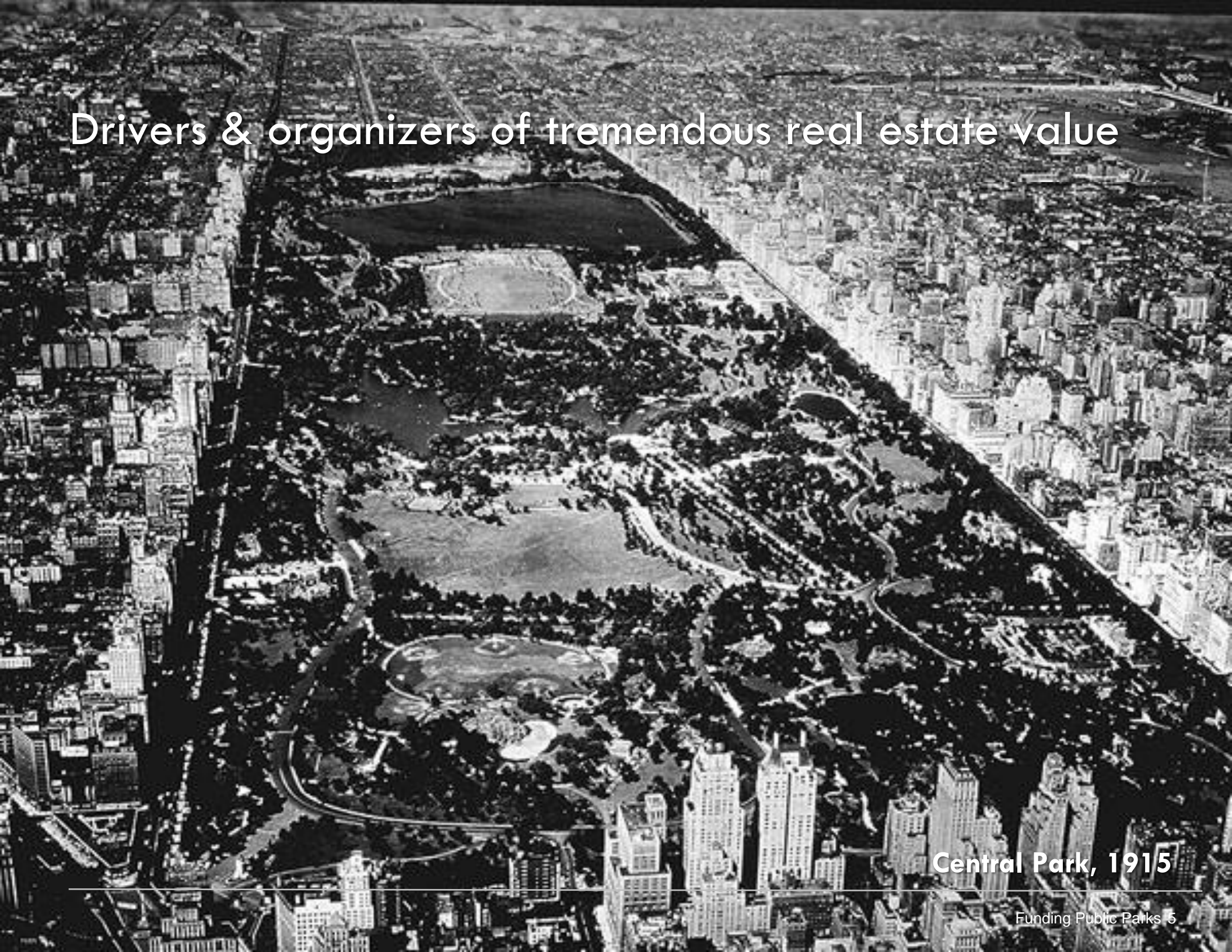
Historically: places for passive recreation



Source: Flickr user Kyle Walton

Rittenhouse Square, Philadelphia

Drivers & organizers of tremendous real estate value



Central Park, 1915

Drivers & organizers of tremendous real estate value



Central Park, present day



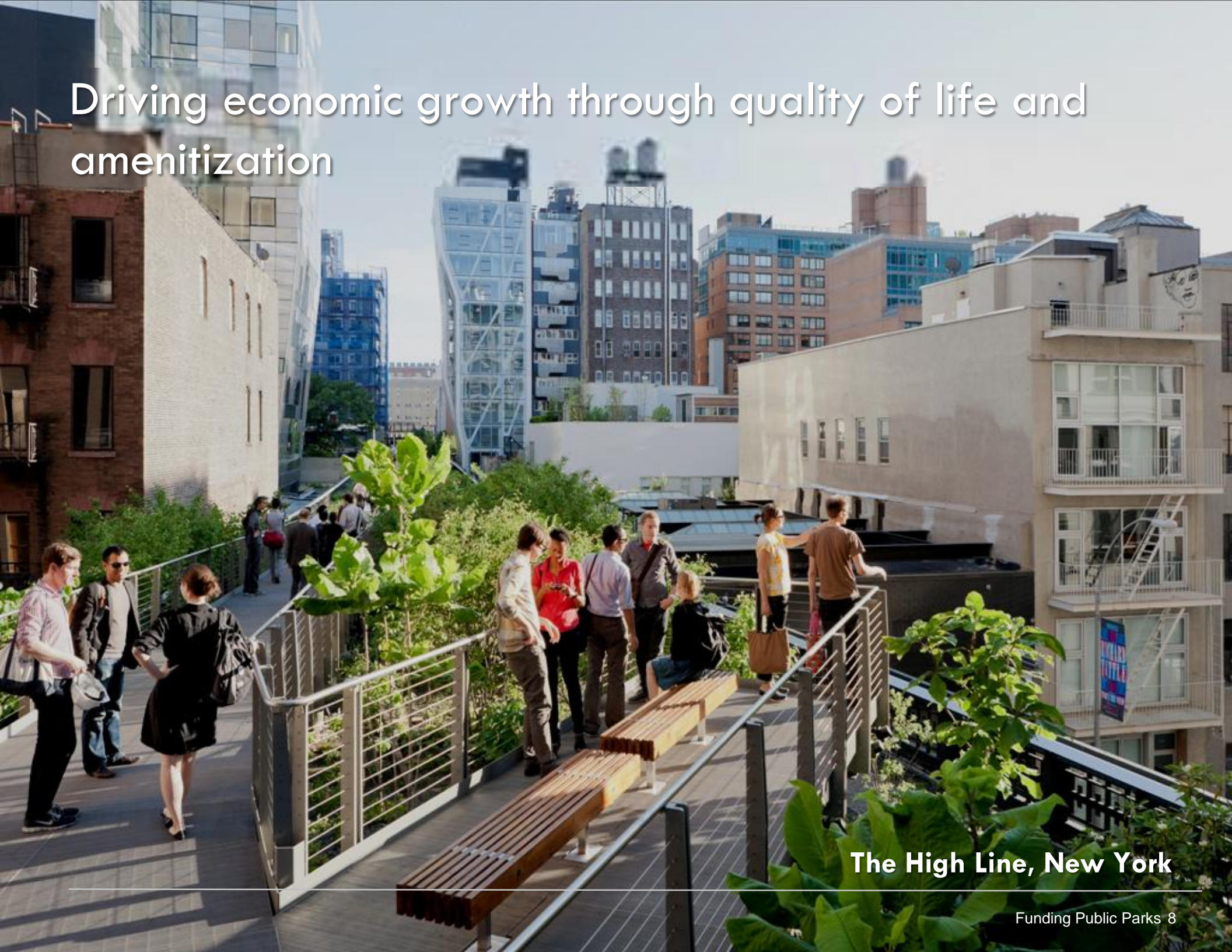
Need for parks has evolved and shifted

**“As the city becomes more park-like,
the park becomes more city-like.”**

- Betsy Barlow Rogers

Former Executive Director, Central Park Conservancy

Driving economic growth through quality of life and amenitization



The High Line, New York

Supporting downtown investment and revitalization



Discovery Green, Houston

- \$30 million construction cost
- \$850 million+ in local investment



Restoring community life and vibrancy

Fountain Square, Cincinnati

Value creation takes many forms



Recent innovations: Navy Pier design competition



Recent innovations: Destination Bayfront



Recent innovations: Lower Don Promontory Park



Recent innovations: Queen Elizabeth Olympic Park



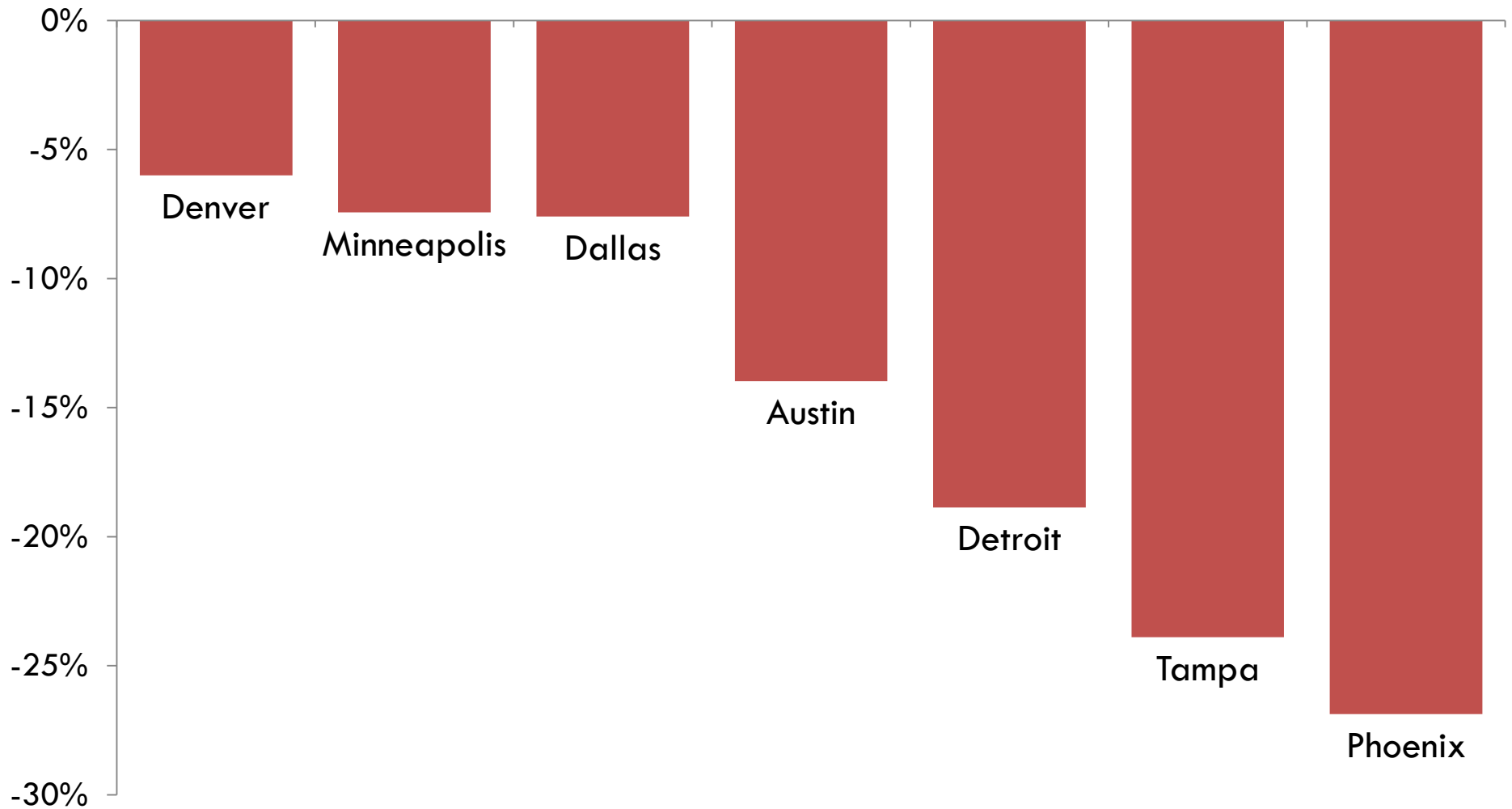
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Public retrenchment continues apace

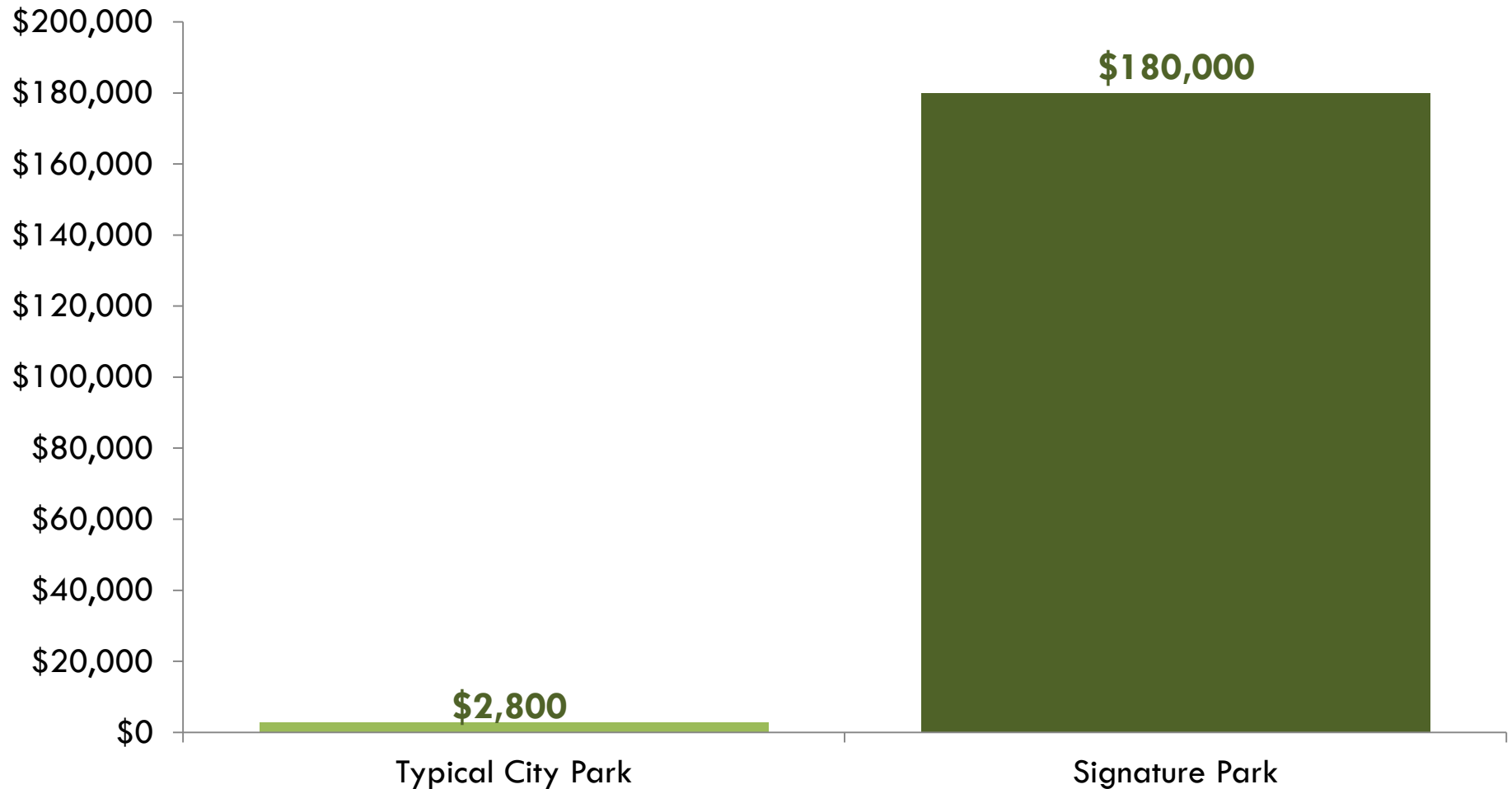
City Park Department Budget Cuts, 2009-2011



Source: Trust for Public Land, 2009-2011

New parks are more costly

Per Acre Park Operating Costs, 2010



Source: HR&A Advisors and City Parks Alliance, 2011; Trust for Public Land, 2010

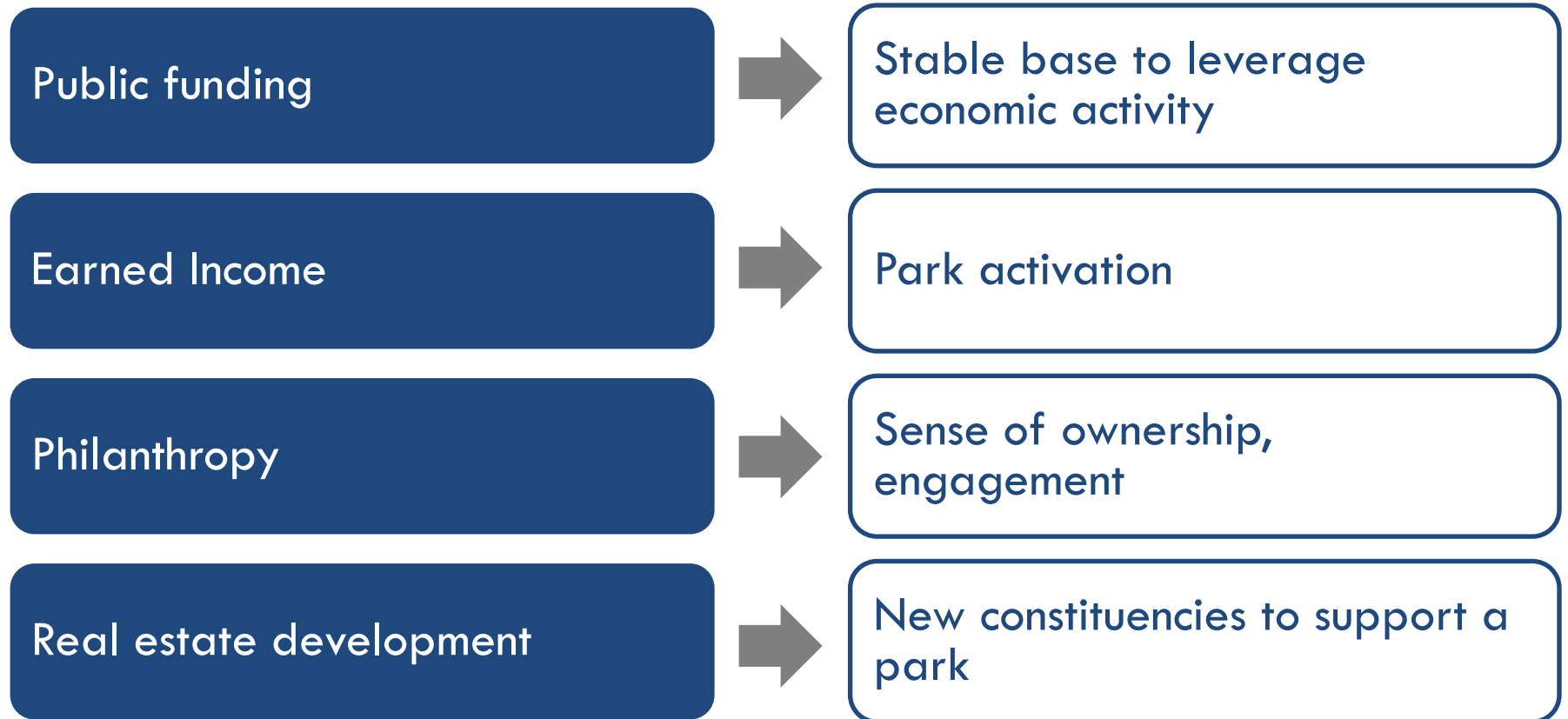
New parks are more costly

Per Acre Park Operating Costs, 2010



Source: HR&A Advisors and City Parks Alliance, 2011; Trust for Public Land, 2010

Diversification creates value



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Best practices in revenue diversification

General Fund/Bond

Special Levy

BID Charge /Bond

Food & Beverage

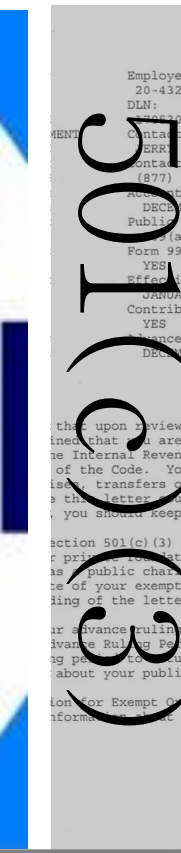
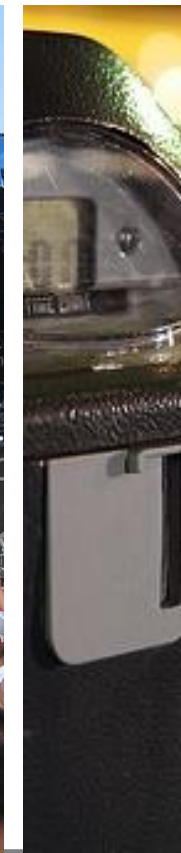
Events & Promotions

Parking Fees/Bond

Corporate Sponsorship

Philanthropy

Real Estate Proceeds

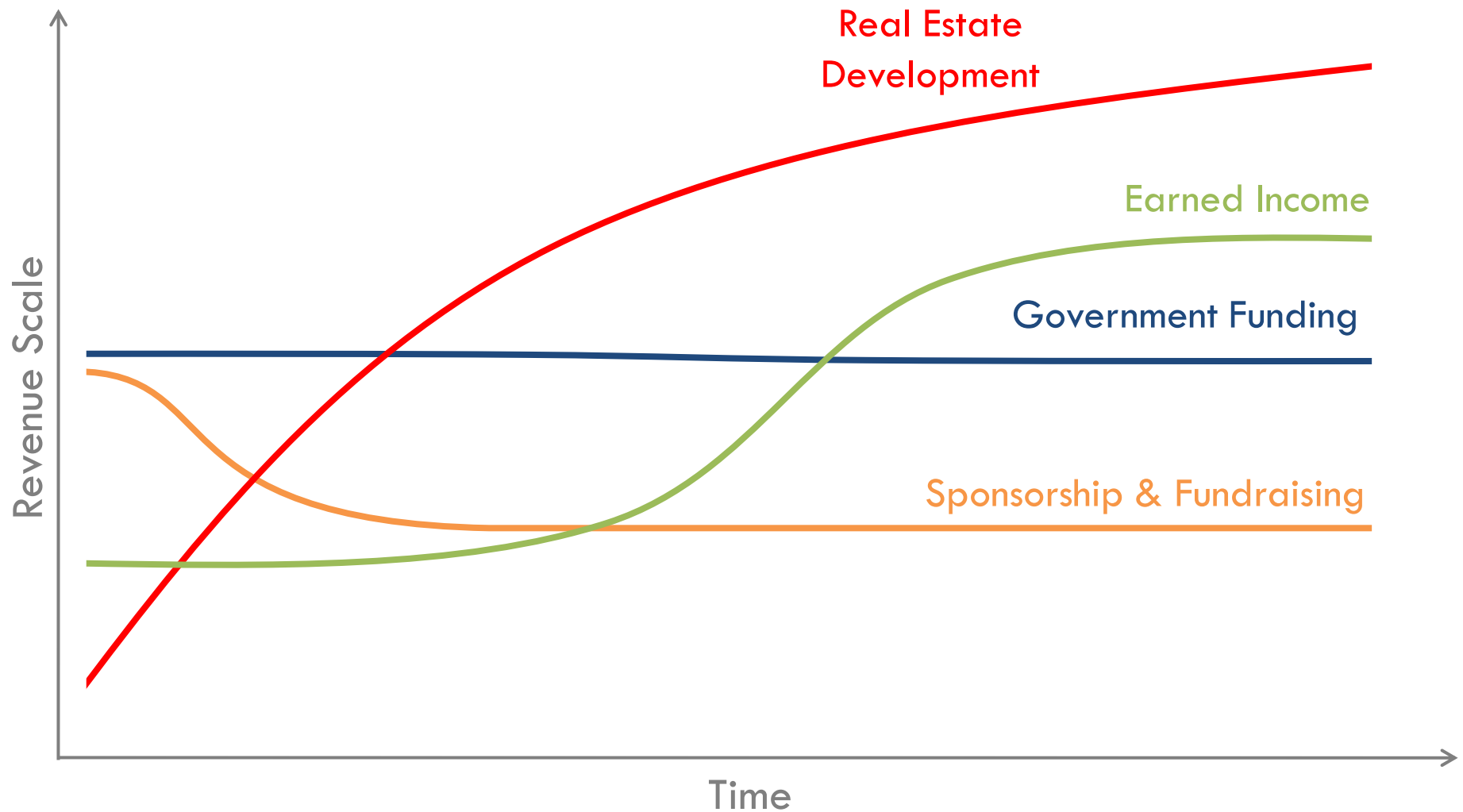


Public Funding

Earned Income

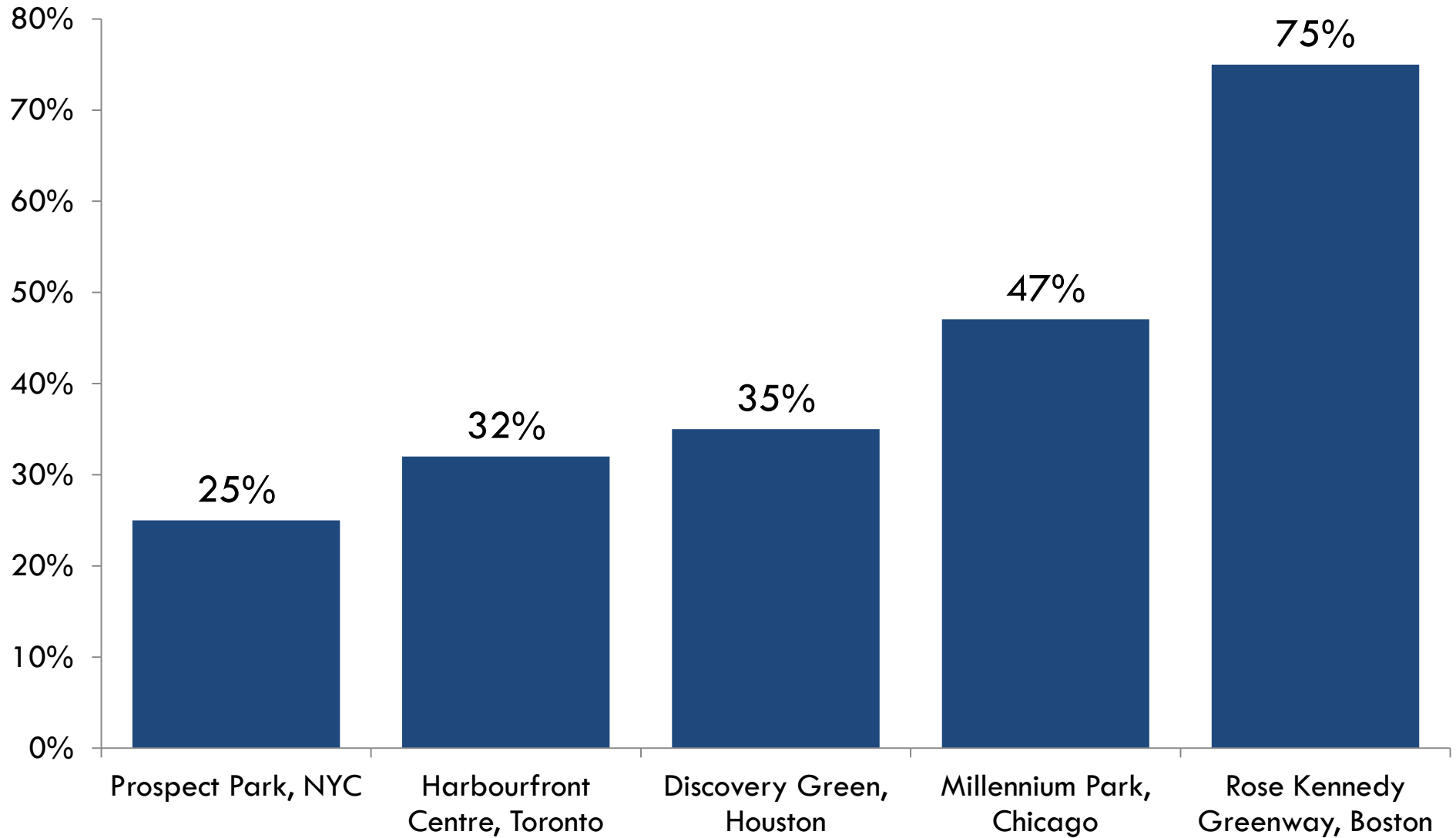
Private Funding

Stable public base is critical



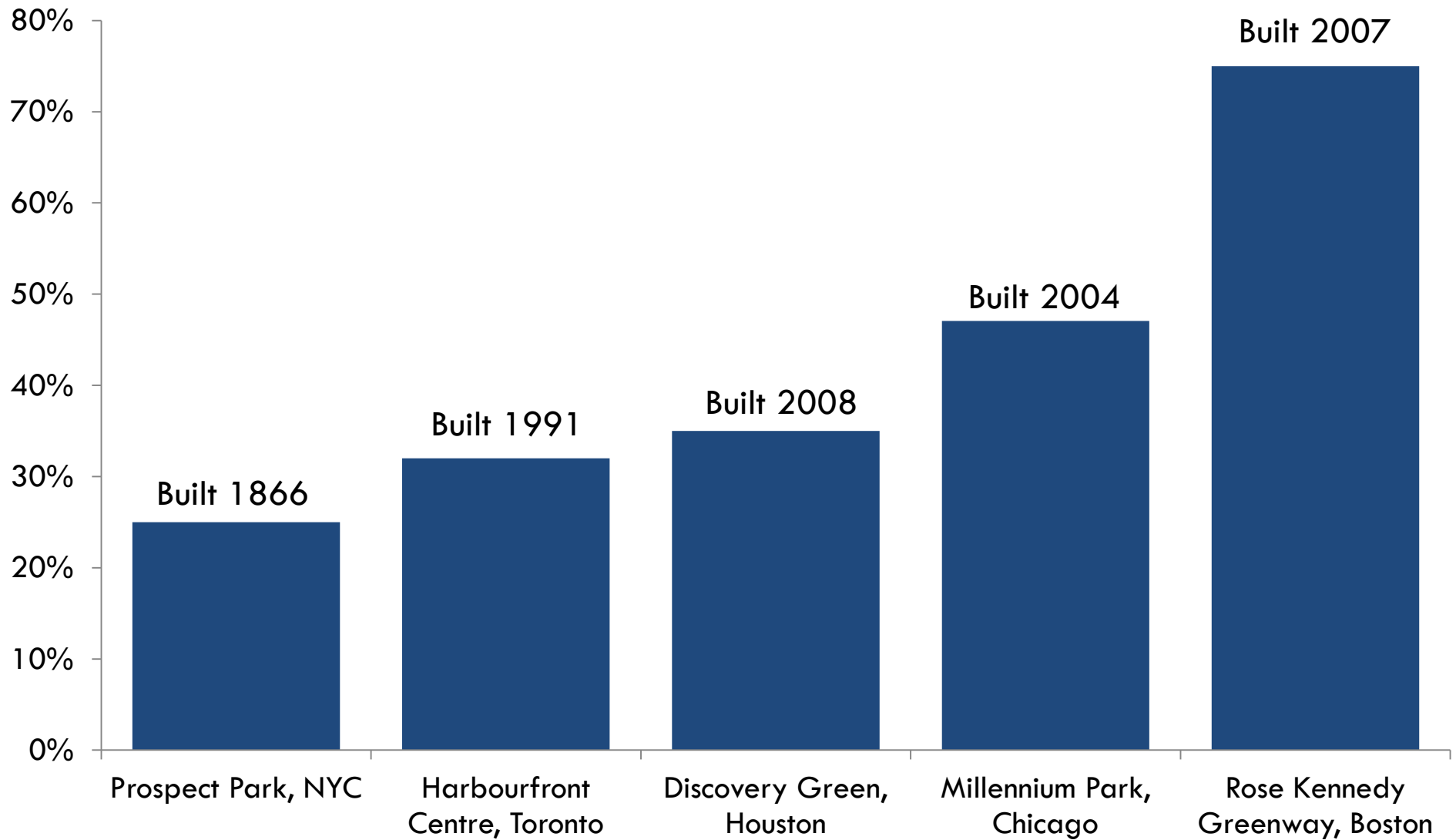
Stable public base is critical

Public O&M Funds as a Percent of Total



Stable public base is critical

Public O&M Funds as a Percent of Total



Special tax assessments based on rational nexus

Minneapolis Park & Recreation Board

- Independent authority with dedicated budget (separate from City general fund)
- Governed by elected commission
- Issues special assessment on all city property to fund operations
- \$47 million in annual property tax revenues supports 67% of park operations

Loring Park

Fee-based activities and concessions monetize park visitation and offer valued amenities



Bryant Park, New York

- 4 food venues; carousel; holiday market; skating rink
- 4 million annual visitors
- \$2 million generated from restaurants and concessions alone, accounting for approximately 25% of O&M costs

Events generate substantial revenues and drive visitation

Austin City Limits, Zilker Park

- 3 day in-park event, 130 performances
- Ticket sales support Austin Parks Foundation
- Event reinforces Austin's music brand

Source: Flickr user ACL Festival

Adjacent real estate creates constituency



Brooklyn Bridge Park, New York

Working-class waterfront

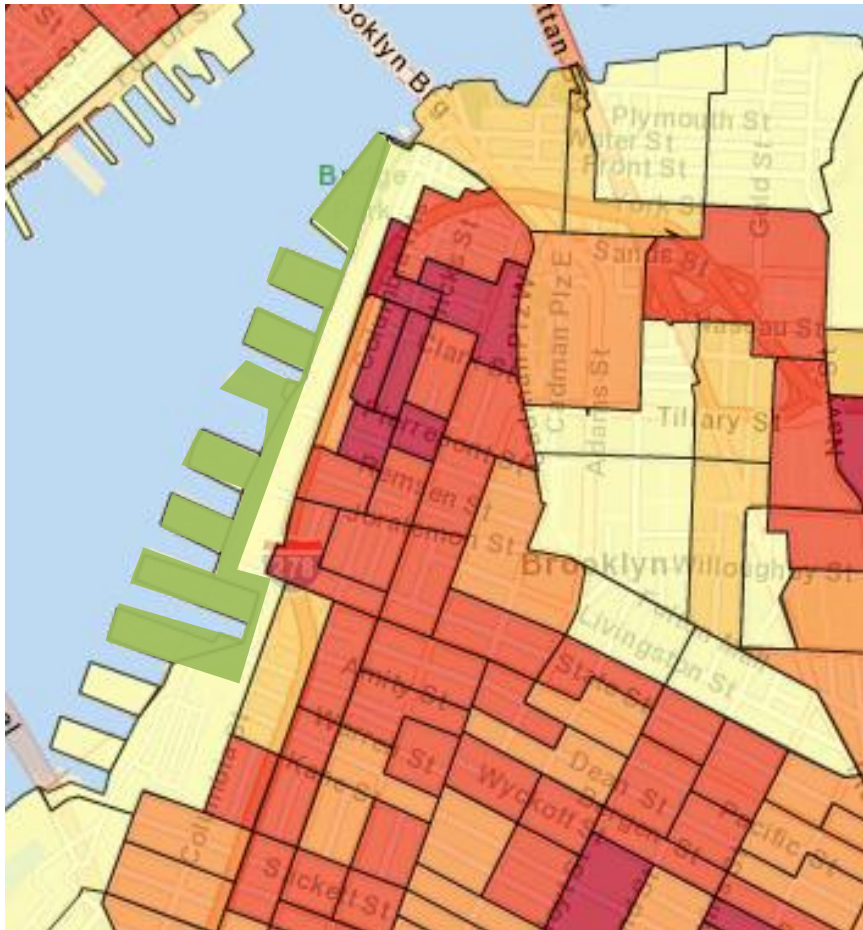


Challenge: waterfront cost increment

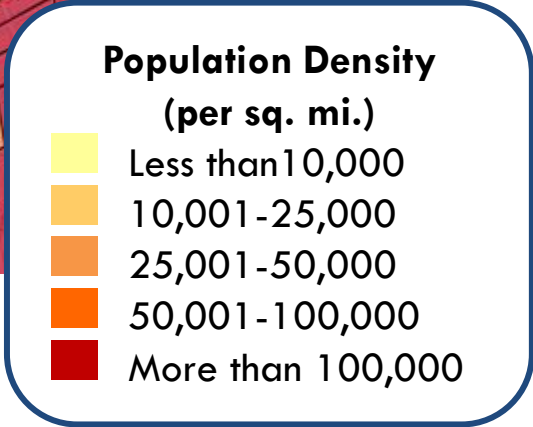
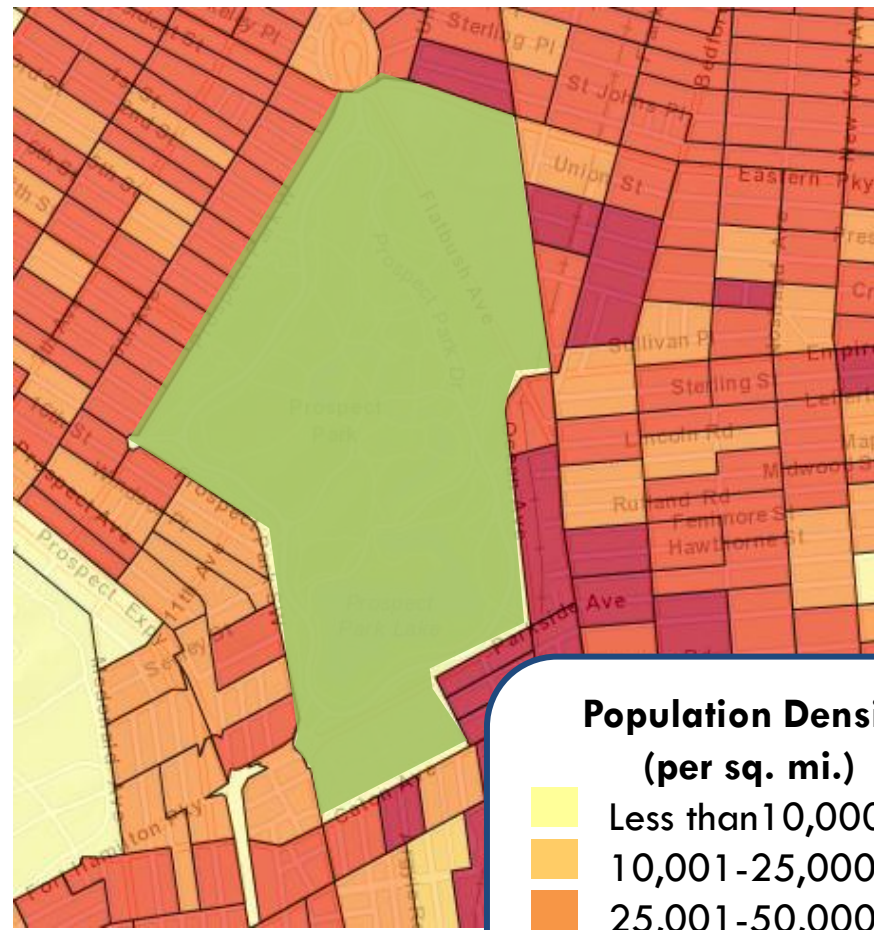
	EIS Projection (2004 \$)
Landscape O&M	\$4,475,000
Security and Recreation Staff	\$2,682,000
Utilities and Insurance	\$1,037,000
Administrative Expenses	\$1,380,000
Marine Infrastructure	\$3,600,000
Vehicle Replacement	\$202,000
Capital Reserve	\$1,820,000
TOTAL:	\$15,200,000

Challenge: limited adjacent constituency

Brooklyn Bridge Park



Prospect Park



Real estate development program

\$3M provided / **\$15.2M** required

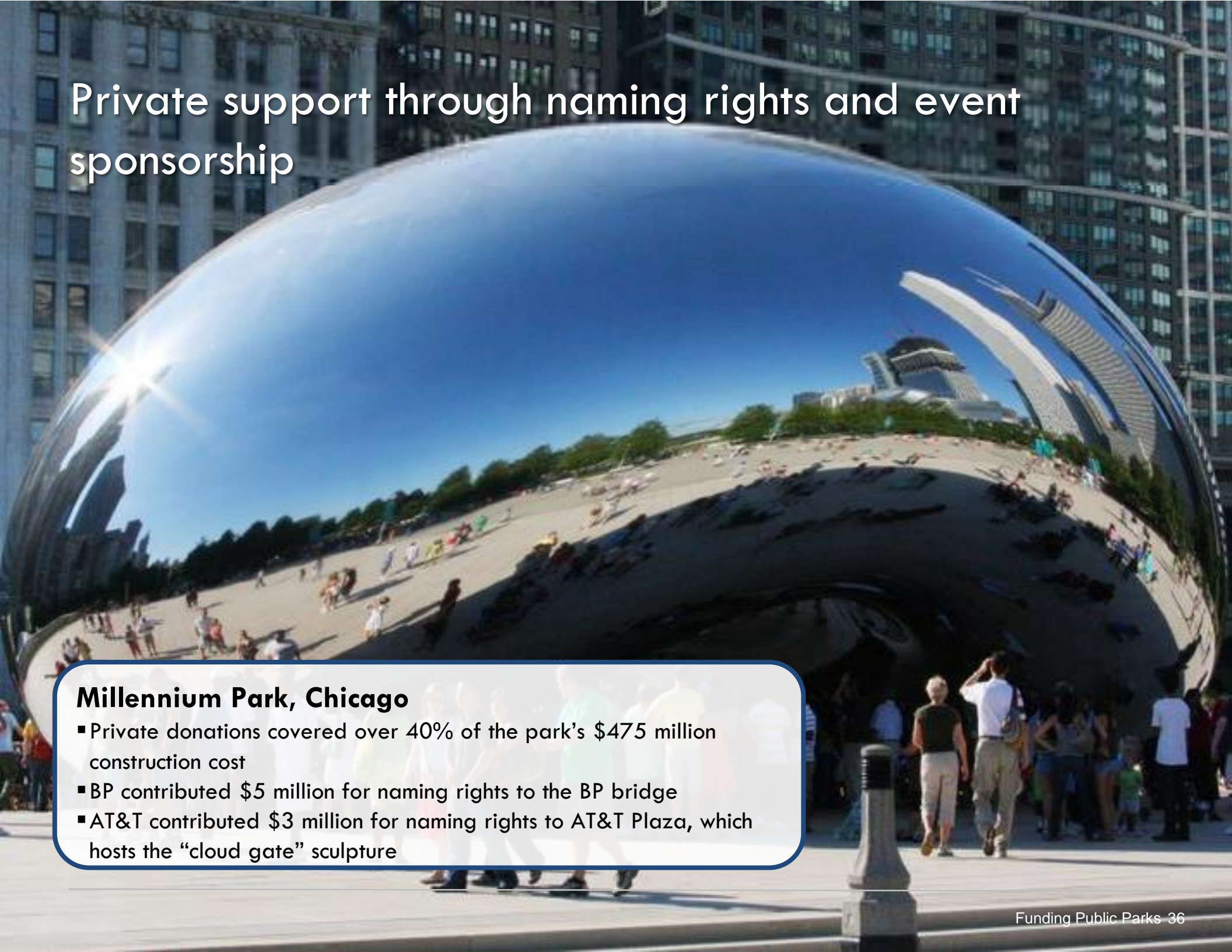


SUMMER
2007



**PARK
COMPLETION**

Private support through naming rights and event sponsorship



Millennium Park, Chicago

- Private donations covered over 40% of the park's \$475 million construction cost
- BP contributed \$5 million for naming rights to the BP bridge
- AT&T contributed \$3 million for naming rights to AT&T Plaza, which hosts the "cloud gate" sculpture

Private support through naming rights and event sponsorship



Stanley Park, Vancouver

- Following a major windstorm in 2006, which damaged Stanley Park, Vancouver Parks Board increased its efforts to attract philanthropy
- The Board approved a new naming rights policy that enabled individual and corporate donors to name park features
- Regulations to ensure public approval: Board approval of corporate naming, no logos
- Annual contributions increased tenfold to \$2.5 million

Funding sources inform governance



CITY PARK DEPARTMENT

Public resources and management



SPECIAL PARK DISTRICT

Public organization with dedicated public funding or governance



MUNICIPAL DEVELOPMENT CORPORATION

Private management of public and/or park-generated resources



FRIENDS' GROUP

Private funding and advocacy paired with public funding and/or management



FOUNDATION/ CONSERVANCY

Private funding that supports public funding and management



PORTLAND PARKS & RECREATION



BROOKLYN BRIDGE PARK



Seattle Parks FOUNDATION



Public Funding

Earned Income

Private Funding

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