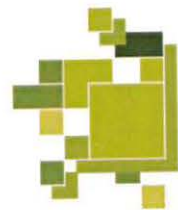


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Park Conservancies

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ETM ASSOCIATES, L.L.C.

PUBLIC SPACE MANAGEMENT
PROJECT MANAGEMENT
PUBLIC SPACE DESIGN

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Introduction to Park Conservancies

- Non-profits that aim to help an individual park or group of parks
- Variety of sizes
- Typically operate in conjunction with a public entity, e.g. a city's parks & recreation department

“The promise of the new private/public partnerships is that they will remain flexible and open to new approaches—constantly reinvigorated by their mix of governments, businesses, charitable and stakeholder groups, and non-profit consultants. Such partnerships present the greatest hope of the urban parks movement.”

*From “Partnerships: the Key to the Future
for America’s Urban Parks”*

Central Park

New York, New York



Central Park Conservancy

- Private, not-for-profit organization founded in 1980
- Manages Central Park under a contract with the New York City Department of Parks & Recreation
- Have invested over \$800 million to date into the Park
- Provide ~75% of Central Park's operating budget
- Receive an annual fee for the services they provide, so long as they raise & spend a minimum of \$5 million on the Park

Central Park Conservancy History

- Conservancy formed in 1980 to bring private resources to the public park, then in much decline and disrepair
- Restored and improved many landscapes, operating under an MOU
- In 1998, NYC awarded the conservancy a formal management contract for continuing the maintenance, public programming, and capital restoration of Central Park
- Contract was renewed in 2006 and 2013
 - 2013 contract defined Conservancy's role in supporting & training City employees working in other parks

Restoration Efforts

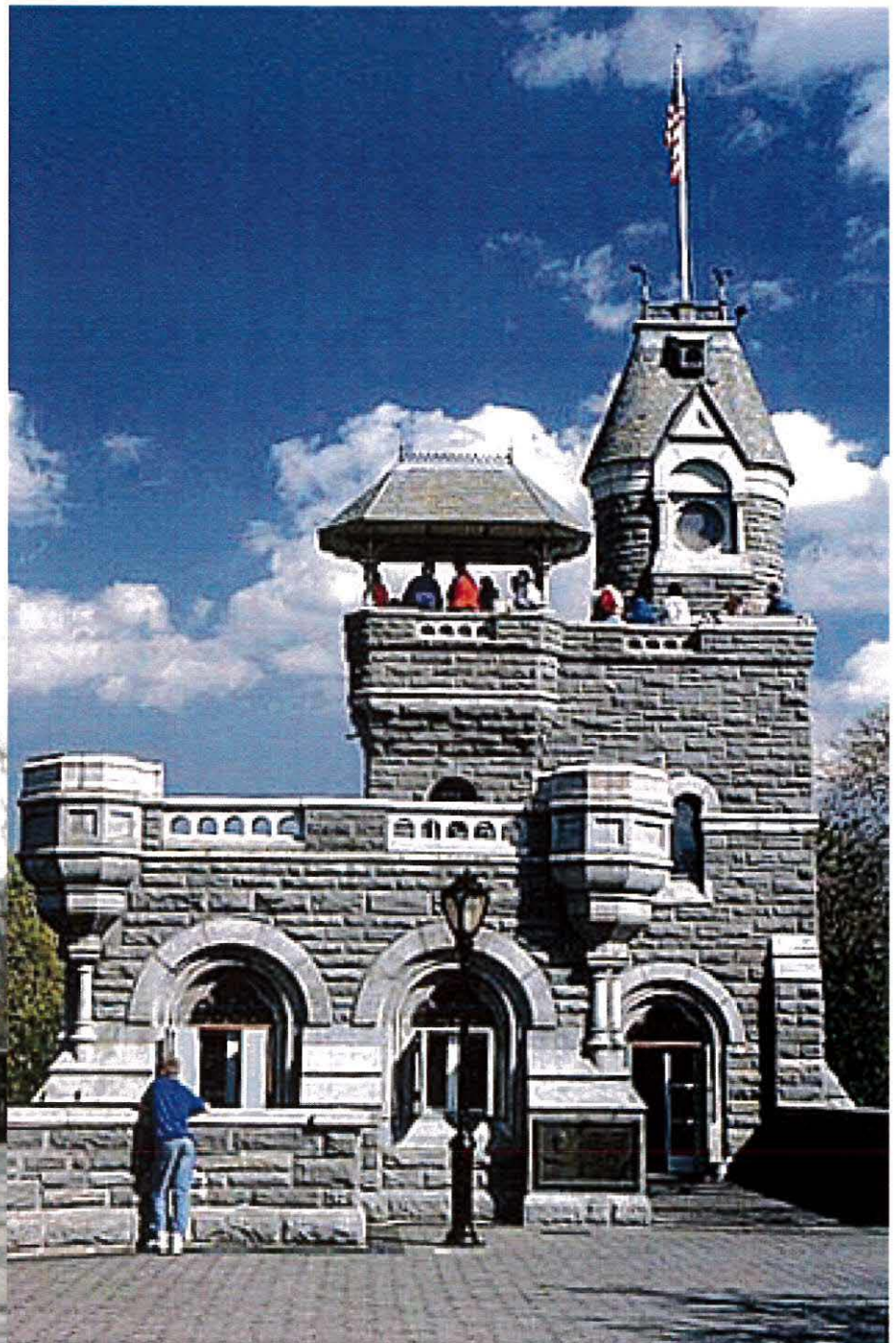
The Conservancy's effort to restore the park to its intended design and condition continues on since its formation. The once dilapidated and vandalized structures and landmarks of the park had been slowly restored to its previous glory. The following features are only a handful of capital projects the Conservancy had invested in:

- The Dairy (visitor center)
- Great Lawn
- Harlem Meer
- Bridges
- Waterbodies
- Sheep Meadow
- Belvedere Castle
- Bethesda Terrace
- Copcoto
- Dana Discovery Center

In 2012, Central Park Conservancy receives its largest donation in history, a total of **\$100 million**, and half of the donation will go toward capital improvements. More restoration projects are expected to come online in the near future.

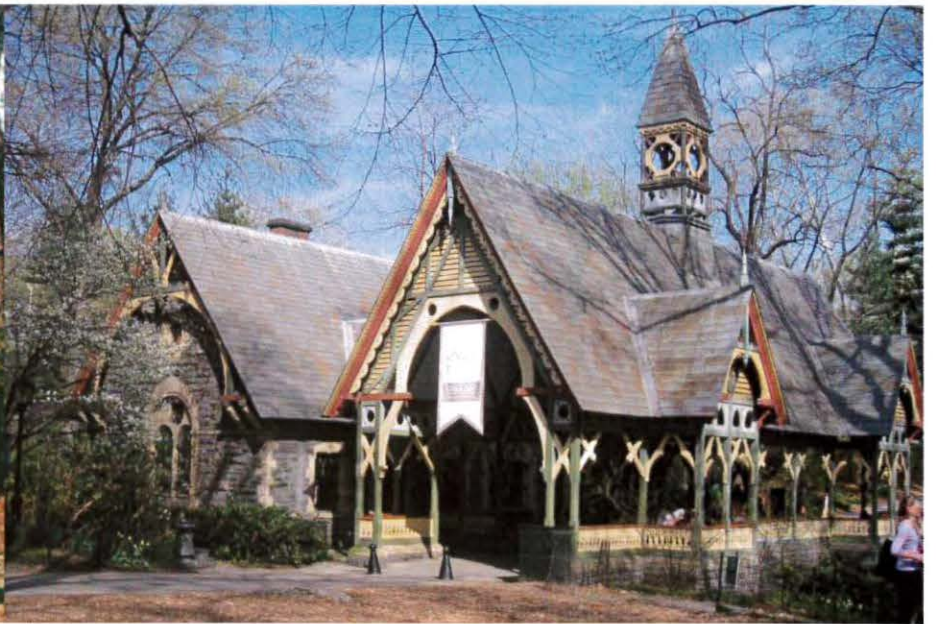
Belvedere Castle

Before & After Restoration (1983)





The Great Lawn

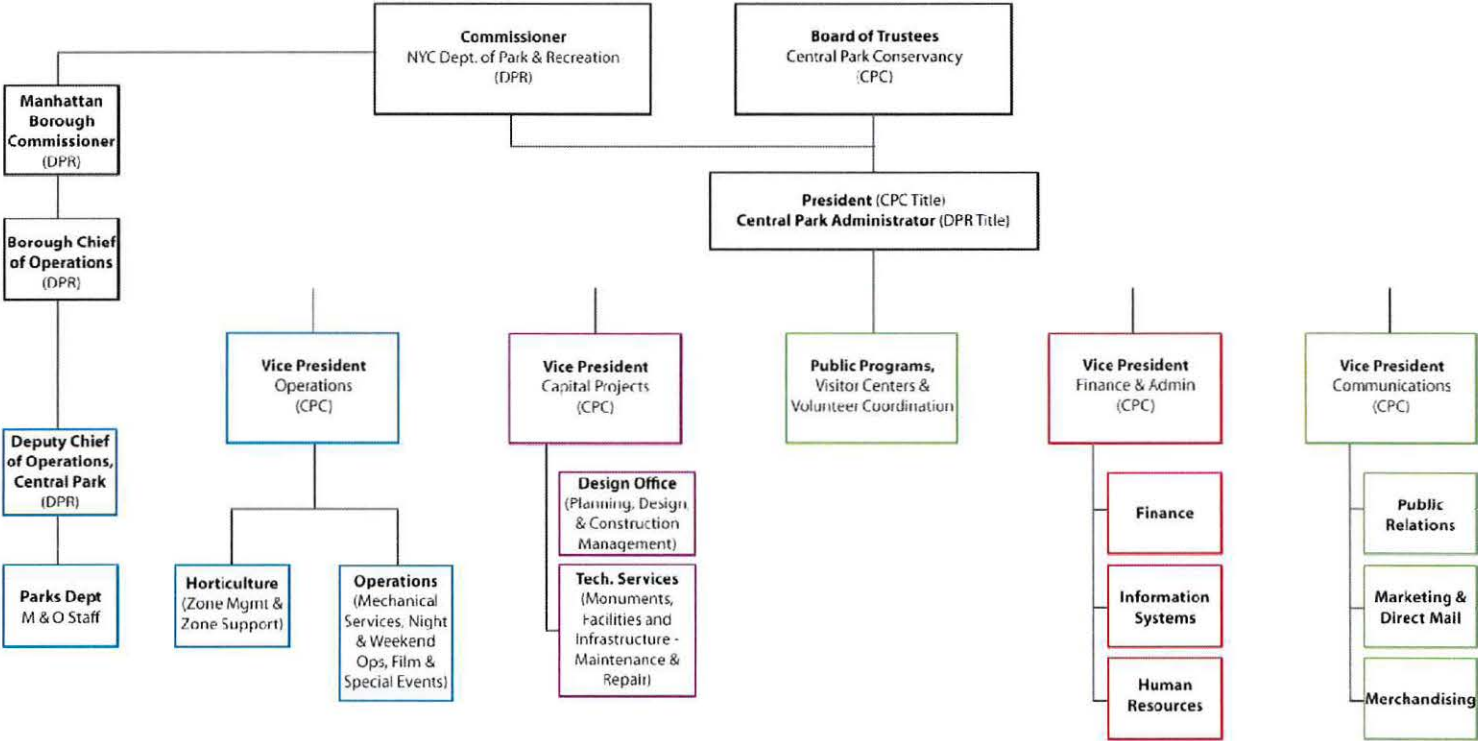


The Dairy

Aside from maintenance & restoration, the Conservancy also offers a variety of programming in the Park.



**CENTRAL PARK
EXISTING ORGANIZATIONAL STRUCTURE**



- ADMINISTRATION
- CAPITAL
- MAINTENANCE
- OPERATIONS
- PROGRAMMING

Economic Impact

- **City tax revenue** related to park operations, visitor spending and increased real estate values around the park total more than \$656 million.
- **Spending** by Central Park enterprises and visitors to the park account for \$395 million in economic activity.
- **Concessions** and other businesses operating in the park, such as Tavern on the Green and the Central Park Zoo, account for 1,679 full-time jobs and \$135.5 million in economic output.
- **One-fifth** of Central Park's 40 million annual visitors come from outside New York City. Those visitors generate more than \$80 million in economic activity in the city outside of the park.
- The park has **more than 4,000 days of movie shoots** a year. The use of the park as a venue for films, TV and professional photography generates \$135.6 million in economic activity for the city.

Private/Public Partnerships & Types of Operating Models



Private/Public Partnerships

Typical Non-Profit Partner Roles:

- Fundraising
- Marketing and Public Outreach
- Programming
- Organizing Volunteers
- Design, Planning, and Construction
- Advocacy
- Maintenance (sometimes)
- Security (sometimes)

Non-Profit Partnering Advantages:

- Efficiency and Flexibility
- Building Community Ties
- Consistent Leadership – not subject to election cycles
- Advocacy
- Focus on the Long Term

Types of Operating Models

Operating Models	Pros	Cons
Public Agency/Authority	<ul style="list-style-type: none"> • Access to public capital funds • Access to public operating funds • Access to public sector resources • Access to experienced entities with knowledgeable staff 	<ul style="list-style-type: none"> • Risk of long-term sustainability • Changing political tides • Cumbersome public sector procedures • Changes in availability of public funding • Overlapping jurisdictional responsibilities with differing perspectives
Public/Private Partnership	<ul style="list-style-type: none"> • Committed and focused • Access to private funds • Flexibility • Not subject to election-year cycles • Capacity to negotiate beneficial relationships 	<ul style="list-style-type: none"> • Start-up costs • Long-term commitment for operating funding • Requires private funding base • Requires other sources of revenue
Private Model	<ul style="list-style-type: none"> • Flexibility • Can leverage public and private funding • Single focused vision • Capacity to negotiate beneficial relationships • Able to take long-term view 	<ul style="list-style-type: none"> • Private control; diminished public control • May have limited access to public agencies/staff • Subject to changing economic and financial realities

Examples of non-profits for parks

Park-specific non-profit organizations

- Central Park Conservancy
- The Trust for Governors Island
- Discovery Green Conservancy
- Woodall Rodgers Park Foundation
- Friends of Center City Park
- Republic Square Partners
- Lafayette Central Park

Support more than one park

- Royal Park Foundation – London, UK
- City Parks Foundation – NYC, NY
- National Park Foundation – US
- Wildfowl & Wetland Trust – UK
- San Antonio Parks Foundation – San Antonio, TX
- MJM Management – San Francisco, CA

Discovery Green

Houston, Texas



Park Management Partnership

Three entities worked collaboratively to realize the vision for Discovery Green:

1. City of Houston

- City of Houston Mayor Bill White initiated the public-private partnership to secure the site for the park;
- City Council approved funding, the acquisition of land, and the Conservancy

2. Houston Downtown Park Corporation

- Public local government corporation; owns DG & has an agreement with the Conservancy

3. Discovery Green Conservancy

- Oversaw the park's development and now operates it
- 50-year management contract



Discovery Green's revenue sources are as follows:

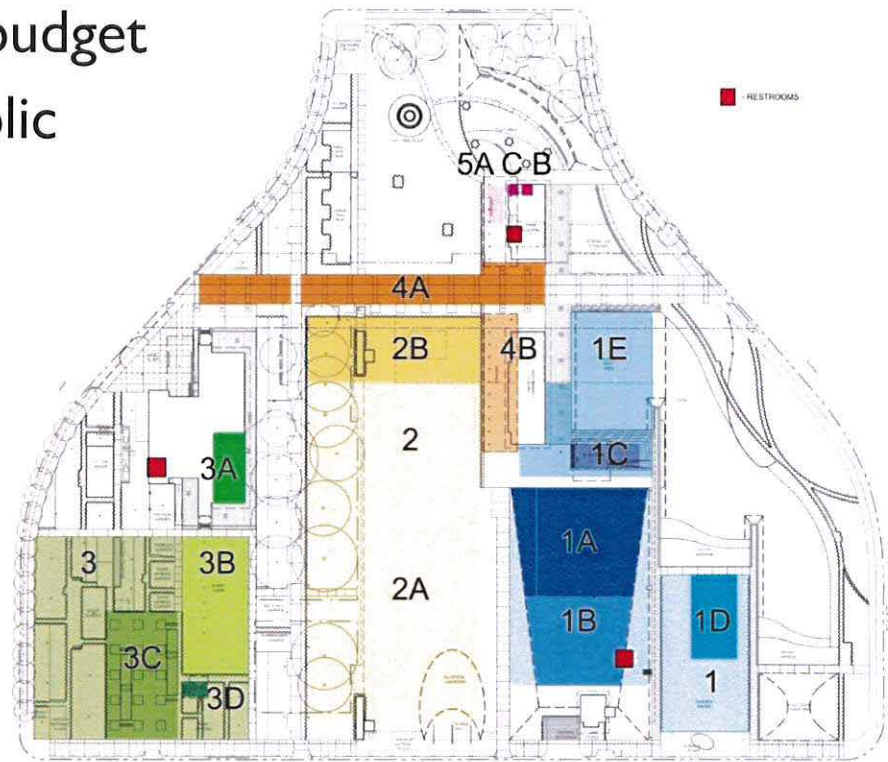
- HoustonFirst – 33%
- Earned Revenue – 33%
- Fundraising/sponsorships – 33%

Fundraising/sponsorships include: membership, corporate and individual contributions, fundraising gala, ice rink usage, etc.

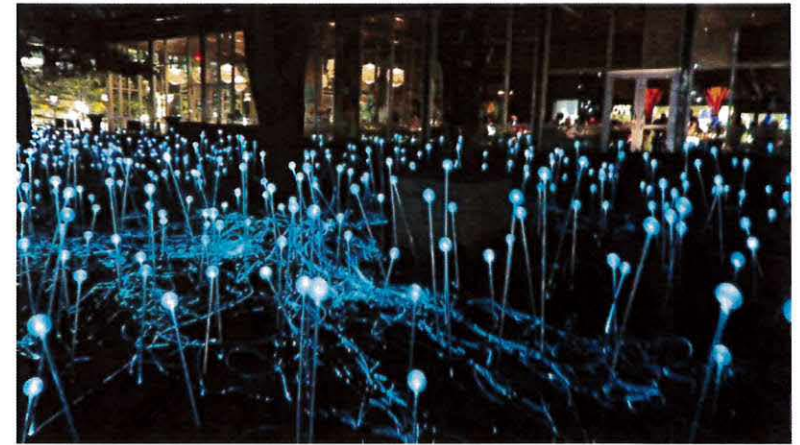
%s may vary slightly from year to year

ETM & Discovery Green

- Maintenance manual & O+M budget
- Preliminary “calendar” of public programs along with special event guidelines
 - Special event spaces were identified, along with the suggested rental fees for events
- Management strategy & organizational chart

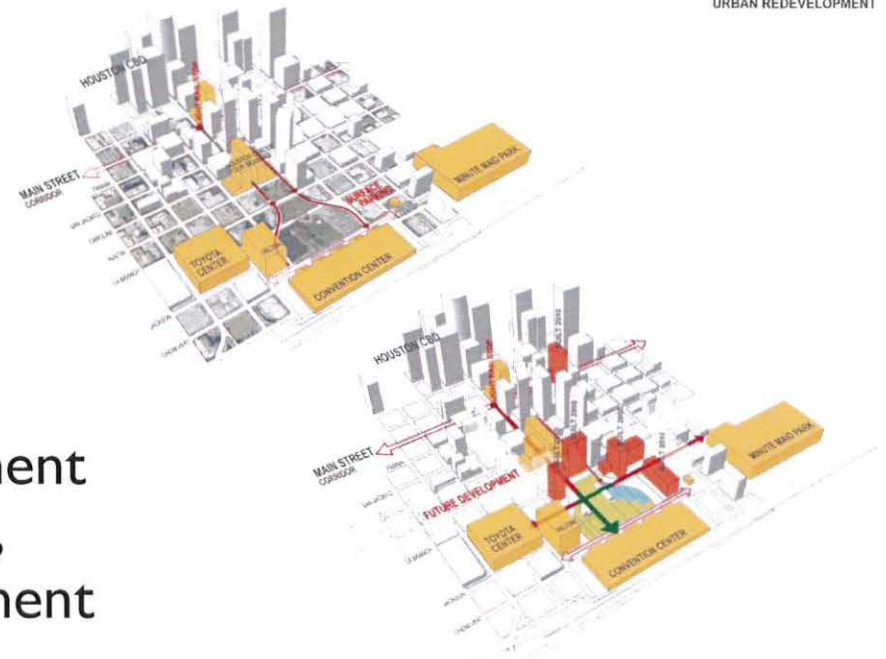


Currently, Discovery Green hosts 600+ programs and attracts over 1.2 million visitors annually



Economic Impact

- Catalyst for more than \$500 million in downtown development projects: Embassy Suites Hotel, One Park Place Luxury Apartment Building and the Hess Tower.
- Nearly one billion dollars in downtown development (future/planned) nearby to Discovery Green since the park was announced in 2006
 - Equates to \$8 of downtown construction for every \$1 invested in Discovery Green
- DG has caused land prices around the convention center to skyrocket to between \$200 and \$300 a square foot



Klyde Warren Park

Dallas, Texas



Park Management Partnership

- The **City of Dallas** is the owner of the site, and helped fund construction of the park. The City provides some oversight of the park management and operations.
- The **Woodall Rodgers Park Foundation** is responsible for the ongoing management of the Klyde Warren Park (previously named Woodall Rodgers Park) under a contractual agreement with the City of Dallas.



Park Management Partnership

- The VRPF will remain the primary contractual entity responsible for The Park and will be charged with providing the executive energy and leadership.
 - They have 5 consecutive renewal terms of 10 years each, for a total of 50 years
- The VRPF is obligated to pay all the costs to operate, maintain & repair the park.

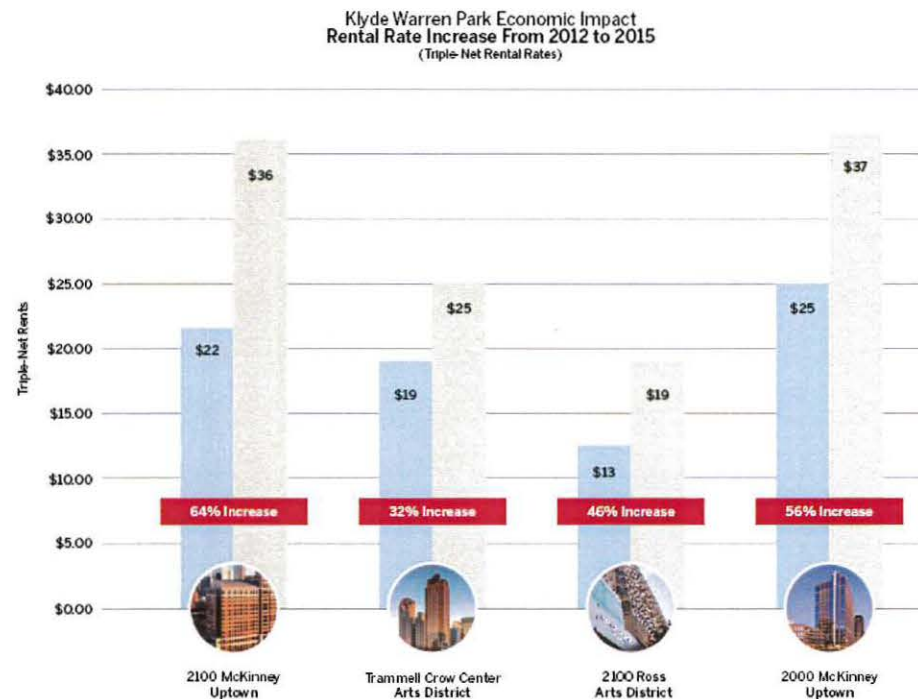


Economic Impact

- Klyde Warren has a \$212 million economic value (2016 report on Economic Value of Dallas Parks)
- Actual economic impact has surpassed the expectations of the original Economic Impact Study
- Numerous new projects being developed around the park, with rents as high as \$52 per square foot, including the mixed-use Park District complex
- Spurred construction of new apartments and multifamily projects in Uptown and downtown
- Ripple effect into downtown Dallas: redevelopment projects with investments in the hundreds of millions

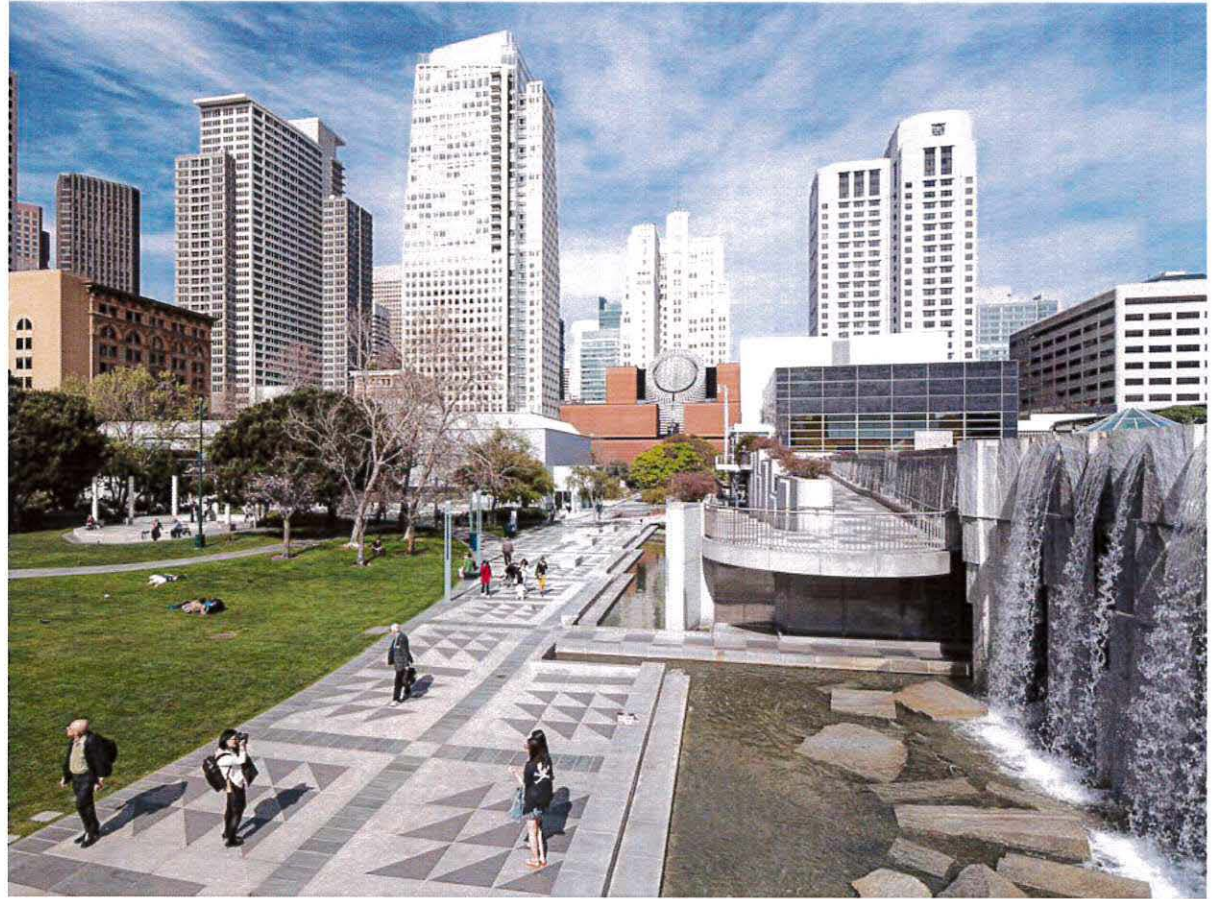
Economic Impact

- Huge impact on commercial real estate: triple-net lease rates in nearby buildings have increased between 32% and 64%



Yerba Buena Gardens

San Francisco, CA



Park Management Partnership

- The San Francisco Redevelopment Authority (SFRA) has contracted with a local private property manager, MJM Management, for the ongoing management, maintenance and operations, and programming for a number of its public space sites.
- The management company is responsible for security, operations and maintenance of Yerba Buena Gardens. Their security staff enforce the San Francisco Park code and are responsible for:
 - Traffic and crowd control,
 - Provide support to special events,
 - Operate and maintain a 33-monitor close-circuit TV system and central radio dispatch.

Park Management Partnership con't.

- Private and contracted maintenance and horticultural teams are dedicated to maintaining their contracted garden sites.
- They work closely with site staff to permit, facilitate and manage all site events, as well as participate in the planning and implementation of all outdoor events including street parking, permitting, SFPD coordination, utilities, loading and unloading, sign placement, and any other special needs the event may require.



Center City Park

Greensboro, NC



Park Management History

- **Action Greensboro** purchased the land for the park and funded its design and construction
- ETM provided management strategy and planning services when the park was being designed



Park Management Partnership

- Greensboro Downtown Parks, Inc., a new non-profit, currently manages the Park
 - City of Greensboro and a BID had previously provided operations and maintenance services
- Friends of Center City Park provides supplemental funding for Park programming and enhancements
- The Community Foundation of Greater Greensboro and the Joseph M. Bryan Foundation currently own the park



New Public/Private Partnerships

Republic Square

Austin, Texas



Background

- One of three remaining downtown public squares in Austin
- Many uses over the years, including a parking lot
- Master Plan completed in 2012 for the restoration of Republic Square
 - ETM looked at the feasibility of creating a public-private partnership to operate and manage the site
- Restoration work began this year



Park Management Partnership

Republic Square is currently undergoing restoration. The current management partnership includes:

- **Republic Square Partners** is an oversight group that includes residents, business and property owners, and government officials
- **Austin Parks Foundation** (a non-profit) is managing the design process and will continue management through construction. They also lead the capital funding campaign.
- **Downtown Austin Alliance** will oversee operations and management once the park is complete. They also contribute funding to and supports efforts by the APF, APRD, and RSP.
- **Austin Parks and Recreation Department** will supervise the partnership and operations.

Moncus Park at the Horse Farm

Lafayette, Louisiana



Park Management Partnership

- City of Lafayette purchased the Horse Farm property
- Lafayette Central Park (LCP) non-profit was created following the acquisition of the land to design, build, operate and maintain the park
 - Once construction starts, LCP will officially begin a 31-year lease with Lafayette Consolidated Government, with two renewal terms (for a total of 100 years)
 - LCP is to pay the City an annual rent for the property

Ongoing Challenges

- LCP is a young, but growing, conservancy
- Limited City support
 - City laws prevent the City from doing work “for free”; LCP had to determine the approximate value the park can “provide”, in exchange for City’s services
 - City is currently offering some horticultural support, such as mowing and brush-hogging
- Finding sufficient construction funding, from both public and private sectors
- Determining an appropriate phasing strategy that balances construction needs, funding, and future operations

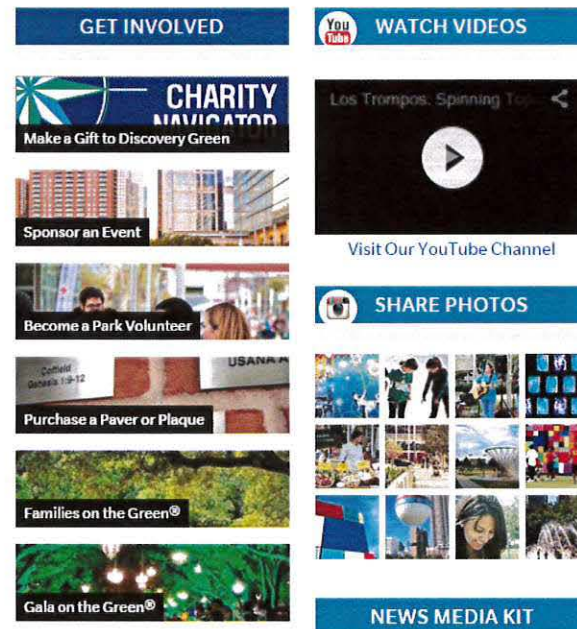
Building a Strong Partnership



Make a Gift to Discovery Green Conservancy



Discovery Green Conservancy is a 4-star Charity Navigator rated 501(c)(3) non-profit organization that depends on the generosity of our visitors and other friends to maintain the park and fund the more than 600+ free events held here every year. The park welcomes gifts of all sizes.



Download the e-press kit

Building a Strong Partnership

- Establish a strong board with the right board leadership: political leaders, community representatives, stakeholders, philanthropists, business leaders – formal investment of key participants will bolster private fundraising & facilitate efforts.
- Institutionalize consistent and entrepreneurial leadership insulated from public sector change and focused on the mission.
- Effective Partnerships often takes years to develop – gradual transition/sharing of responsibilities over time, or at end of “establishment period”. Partnerships can be legislatively, contractually or non-contractually created, depending of levels of involvement and responsibilities.
- Partners should focus on doing what they do best



Before any public/private partnership can succeed there are some important “Ground Rules” that need to be considered

- There must be **willingness** on the part of the public sector to accept a partner. For there to be a meaningful private sector role, there must, first and foremost, be a willingness to share responsibilities and recognition that each party has certain assets and liabilities.
- Sustained and consistent commitment, particularly by the public sector, is critically important to developing and sustaining a viable partnership.
- A realistic understanding of the nature and level of private support that can be expected must be developed.
- Private support is **not a substitute** for public support, but is “in addition to”. Public support must remain consistent or, if reduced, it must not be disproportionate because of private support.
- There should be some written agreement or MOU between both parties.

Funding Strategies

- Agency Commitment to Annual O&M contribution is essential to stability and consistent level of service.
- Combination of Public and Private Contributions is typically required to make ends meet.
- Revenues generated on-site should be retained on-site for ongoing park O&M/capital improvements.
- Private Fundraising is easiest when 100% of donations go to park improvements (not used for O&M/ admin.).
- Other options include O&M Endowment, or set-aside % of Capital Improvement Donations.



Summary Thoughts

- More and more partnerships forming as government seeks help
- Increasing focus and interest in urban living/active lifestyle
- Public space is key factor in choosing where to live/retire
- Private sector can take the long view; no election cycles
- More entrepreneurial opportunities
- More flexibility than public sector
- Takes time for partnership to develop
- Both parties must be willing to work together
- Some level of public sector support is critical
- Partnership focuses on what each partner does best
- Opportunities for earned revenue that goes directly to offset operating expenses

Questions & Comments