

Park Attributes	Vision and Values	Governance	Partnerships	Financial Resources
<p>Federation Square, Melbourne</p> <p>3 acre park on the edge of downtown Melbourne. Plans to expand.</p> <ul style="list-style-type: none"> <li>• 8 million visitors/yr</li> <li>• Museum and gallery</li> <li>• Restaurants and cafes</li> <li>• Shops, cinemas, exhibition spaces</li> <li>• Covered performance space</li> <li>• Open air plaza</li> <li>• Over 30 free concerts/yr + lectures, exhibits, and dance performances</li> <li>• Light of Winter festival, book market, art shows, multicultural festivals.</li> </ul>	<ul style="list-style-type: none"> <li>• Internationally recognized as a contemporary world site and Melbourne's inspirational public space.</li> <li>• Actively inspiring and engaging with our diverse community</li> <li>• Creative, cutting edge thinking</li> <li>• A commitment to deliver excellent service across all areas</li> </ul>	<p>Owned and operated by Federation Square Pty Ltd (which is owned by the State Government). They lease, manage, and program the site.</p> <ul style="list-style-type: none"> <li>• 5 Directors</li> <li>• Board</li> </ul>	<p>Partners with private companies and Tourism Victoria and Tourism Australia.</p>	<p>Operating Cost: \$21 million (2009) Revenue: \$24.5 million</p> <p>Revenue sources: tenancy rents and charges, car parking, events, sponsorship and grants, and interest received.</p>
<p>Millennium Park, Chicago</p> <p>24.5 acre park in downtown Chicago.</p> <ul style="list-style-type: none"> <li>• 4 million visitors/yr</li> <li>• Pavilion</li> <li>• Theatre</li> <li>• Public art</li> <li>• Gardens and plazas</li> <li>• Ice rink</li> <li>• Restaurant</li> <li>• Gallery</li> <li>• 70% of the parks 2,000 activities are free</li> <li>• Large music festivals, garden tours, exhibitions, dance performances, theatre, yoga.</li> </ul>	<ul style="list-style-type: none"> <li>• To create a multi-dimensional park that will bring people together has interactive public spaces, and unique, year-round, and evolving programming.</li> </ul>	<p>City owns the park. Operations and programming are managed City's Cultural Affairs Dept.</p> <p>Millennium Park, Inc., a private, non-profit conservancy group maintains the park's amenities.</p>	<p>Lurie Gardens has a corps of volunteers who maintain the gardens and give free, public tours/workshops.</p>	<p>Operating Costs: \$12.85 million (2009)</p> <p>The Dept. of Cultural Affairs pays \$7.8 million of their \$19 million annual budget to operate and program the park. Of the \$7.8 million, \$6 million goes towards basic operations provided by MB Realty Inc. The remainder is combined with sponsorship and rental revenues as well as Millennium Park Inc. reimbursements.</p> <p>Revenue comes from sponsorship and rental revenues.</p> <p>Several amenities in the Park have endowments dedicated to their maintenance, such as Lurie Gardens.</p>
<p>Bryant Park, NYC</p> <p>9.6 acres in midtown Manhattan</p> <ul style="list-style-type: none"> <li>• 800 people per acre (peek)</li> <li>• Library</li> <li>• Outdoor reading room</li> </ul>	<ul style="list-style-type: none"> <li>• To create a rich and dynamic visual, cultural and intellectual outdoor experience for NYers and visitors</li> <li>• To enhance the real estate values of</li> </ul>	<p>Privately managed by non-profit corporation, the Bryant Park Corporation (BPC). BPC is an agent for the City of New York</p>		<p>Operating Costs: 6.4 million (2009) Revenue: 8.3 million (2009)</p> <p>Revenue is generated from fees from private</p>

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<ul style="list-style-type: none"> <li>Restaurants and cafes</li> <li>Lawns</li> <li>Carousel</li> <li>Pond/ice rink</li> <li>Nearly all music festivals are free + ice skating and yoga</li> <li>NY Fashion Week 2x a year</li> <li>Film festival, music festivals, chess boards and lessons, lawn bowling, yoga and tai chi.</li> </ul>	<p>its neighbors</p> <ul style="list-style-type: none"> <li>To be the prime NYC tourist destination through meticulously maintained venue and free events</li> <li>Help prevent crime in the park by activating the site at all hours.</li> </ul>	<p>They maintain and program the park.</p>		<p>events, rent from restaurants and concessionaires, and private sponsorships of park amenities.</p> <p>Initially, the BPC was funded by the Park Dept., assessments on property and businesses adjacent to the park (Business Improvement District or BID), and revenue generated from park events.</p> <p>Recently event revenue is so successful that contributions from the Park Dept. are no longer needed and the BID contributions have been reduced.</p>
<p>Harbourfront Centre, Toronto</p> <p>10 acres along Toronto's downtown waterfront.</p> <ul style="list-style-type: none"> <li>12 million visits/yr</li> <li>Gallery</li> <li>Theatre</li> <li>Outdoor plaza</li> <li>Gardens</li> <li>Nautical centre</li> <li>Restaurants</li> <li>Craft studios</li> <li>Series of free summer concerts and festivals + free ice rink</li> <li>Craft and artisan fairs, theatre and dance performances, music, international readings, and family programs.</li> </ul>	<ul style="list-style-type: none"> <li>To nurture the growth of new cultural expression, stimulate Canadian and international interchange and provide a dynamic, accessible environment for the public to experience the marvels of the creative imagination.</li> <li>A vibrant home for the culture of our time, inspiring people through the magic of the creative spirit.</li> </ul>	<p>The Centre is a federal Crown Corporation, with non-profit charitable status. The Centre maintains the buildings and park.</p> <p>Mandate: program public events with diverse community, educational, and recreational and arts.</p> <ul style="list-style-type: none"> <li>Community-based Board.</li> </ul>	<p>Partners with more than 450 community and cultural groups annually + 2,000 volunteers.</p> <p>The Centre's Educational Programme department works with a wide range of local, national and international artists and work with students from over 50 schools and summer camps.</p>	<p>Government grants fund 1/3 of their annual operating budget.</p> <p>Ticket sales, marina and parking revenues, and many other areas of self-generated income fund the remaining 2/3rds.</p> <p>The Centre owns and operates two marinas and five parking lots.</p>
<p>Seattle Centre, Seattle</p> <p>74 acres in downtown Seattle. Legacy of 1962 World's Fair. 2008, Council approved Seattle Centre Century 21 Master Plan.</p> <ul style="list-style-type: none"> <li>Seattle Space Needle</li> <li>Theatre and museums</li> <li>Amusement park</li> <li>Arena and stadium</li> <li>Amphitheatre</li> </ul>	<ul style="list-style-type: none"> <li>To be the Nation's best gathering place: to be as vibrant and diverse as the millions of people who visit each year, to bring together a varied community and to delight the human spirit.</li> <li>Incidental, unannounced programs that create seemingly accidental, yet captivating moments around the</li> </ul>	<p>The site is primarily owned by the City.</p> <p>The Seattle Center Advisory Commission: citizen-based committee gives feedback to staff and Council on Centre's operations, performances, and policies.</p>	<p>Seattle Centre Capital Improvement Program (CIP) repairs and renews the facilities and grounds of the Centre's campus. CIP is funded by the City's Cumulative Reserve Subfund, tax levies, bonds, state and federal funds and private funds.</p> <p>Seattle Centre Foundation seeks public</p>	<p>Operating Costs: \$34 million</p> <p>Revenue is raised through parking, leases, and retail activities; private contributions through the Seattle Center Foundation; sponsorship and advertising; and from the City's Fund.</p> <p>The balance of commercial to public dollars</p>

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<ul style="list-style-type: none"> <li>• Conference centre</li> <li>• Pavillion</li> <li>• Bumbershoot music festival, Bite of Seattle, Winterfest, Children's Festival</li> </ul>	<p>Seattle Center campus</p> <ul style="list-style-type: none"> <li>• Large-scale, national entertainment acts that will attract big audiences</li> </ul>	<p>The Centre develops, manages and delivers programs as outlined in their Programming Plan.</p>	<p>and private funds for capital improvements, supporting low-cost public programs, and bringing together organization who value Seattle Center.</p> <p>The Foundation is governed by a Board.</p>	<p>making up Seattle Center's operational budget has historically been 75%/25%.</p>
<p>Stampede Park, Calgary</p> <p>193 acres 2km south east of downtown Calgary. Adopted by Council in 2009, a new vision for the park includes restaurants, retail and office space, hotel, agriculture facility, and new green spaces.</p> <p>Currently on-site:</p> <ul style="list-style-type: none"> <li>• Stampede Grandstand</li> <li>• Casino</li> <li>• Agricultural building</li> <li>• Olds College Calgary Campus</li> <li>• Hockey arena</li> <li>• Exhibition centre</li> <li>• Trade and convention shows, cultural festivals, weddings and concerts.</li> </ul>	<ul style="list-style-type: none"> <li>• A year-round destination, attracting Calgarians and international visitors to a unique western experience of festival space, shops, restaurants, and entertainment.</li> <li>• Transform Stampede Park into a multi-use community park in the heart of the city.</li> <li>• A park that supports the agriculture industry &amp; integrates rural and urban Alberta.</li> </ul>	<ul style="list-style-type: none"> <li>• Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>• 45 volunteer committees organize yr-round events and the Stampede.</li> <li>• 2,000+ volunteers during the Stampede.</li> </ul> <p>The Calgary Stampede Foundation: non-profit organization spends \$2.5 million annually to support Stampede youth programs that include the arts, agriculture, and the environment.</p>	<p>Operating costs: \$106 million (2006) Revenue: \$108.6 million (2006)</p> <p>Revenue is generated primarily from the Stampede, facilities rental, food and beverage, and agricultural activities. The Stampede also receives funding from the Government of Alberta through the Alberta Lottery Fund.</p>

handout: Oct 28<sup>th</sup> 2010 KSG meeting