

# Funding Comps Study

8.13.18

## Piedmont Park 185 acres • 1m from downtown Atlanta • 4M+ visitors

**Park Brief:** In 1989 the Piedmont Park Conservancy (PPC) is formed and dedicated to restoring and preserving the then deteriorating park. In 1992 an MOU is established with the city of Atlanta and the Piedmont Park Master Plan is adopted in 1995. In 2004, a planning grant initiated a 50-acre expansion of the park for \$43M of mostly private money. In 2017, a \$100M plan was initiated by the city of Atlanta and PPC for 3-acre expansion to the park and gardens.

**Conservancy Brief:** Since creation, the PPC has invested over \$66M through capital improvements. Today the conservancy is responsible for 90% of operations and management and requires over \$3M annually to manage and enhance the park and its programs. Fulltime staff numbers 27 and are responsible for maintenance, management, marketing, development, volunteer coordination, programing, summer programs, and facilities; staffing levels and operations budget has remained flat since 2011.

**Lessons Learned:**

1. **Success in private funding drives.... or stalls progress**
2. **Revenue generation is front of mind for conservancy (and a necessity for desired park quality)**

<i>Park</i>	<i>Project Description</i>	<i>Cost</i>	<i>Conservancy</i>	<i>City</i>	<i>Additional Sources</i>
<i>Piedmont Park</i>	<b>2007</b> North Woods Expansion Master Plan	?	Conservancy: Arthur M Blank Family Foundation	n/a	n/a
	<b>2011</b> Phase 1: North Woods Expansion (53 acres)	\$43M	\$40M	\$4.5M (creek/pool)	n/a
	<b>2013</b> Phase 2: ‘Closure Campaign’ Piedmont Gardens (12 acres)	\$2.5M	\$2.5M	n/a	n/a
	<b>2017/2018</b> Phase 3: 3-acre expansion	\$100M	\$80M from ATL’s largest corporations	\$15.5M (10M from TSPLOST (special purpose transportation sales tax, 5.5M from parks department, park impact fees)	\$5M from Beltline Inc
	<b>Operations</b>	\$3M annually	90%	10%	n/a

# Centennial Park 132 acres • 2m from downtown Nashville • 2M+ visitors

**Park Brief:** Development of the Master plan began in 2008 and was completed by Gustafson Guthie Nichol in 2011 with a proposed 6 phase development. Phase 1 began in 2012 and was completed in 2009 for \$9.5M. The more aggressive Phase 2 was initiated in 2016 with a budget of \$30M. Phase 3 is expected to cost \$45M+. Funding for master plan completion comes mostly from Capital Spending Plan financed from dedicated G.O. bond items which have passed at increasing levels; \$500K, \$2M, \$1.5M, \$4M, \$5M, with a proposed additional \$5M for the next 9 years.

**Conservancy Brief:** Initially formed to preserve the Parthenon but expanded to oversee the park in 2009. Responsible for overseeing the master planning process and capital fundraising efforts. Raised over \$1M for Phase 1 and \$7M to date for Phase 2 fundraising goal of \$30M. Staff of 7 not including maintenance.

**Lessons Learned:**

- 1. Creative funding sources more applicable to specific project/phases**
- 2. Approximate 24-month cycles of fundraising, development**
- 3. History of governmental improvement projects aided governmental involvement**

<i>Park</i>	<i>Project Description</i>	<i>Cost</i>	<i>Conservancy</i>	<i>City</i>	<i>Additional Sources</i>
<i>Centennial Park</i>	<b>2011</b> Master Plan	\$588K	n/a	\$500K City G.O. Bond \$88k Operations	n/a
	<b>2012-2015</b> Phase 1	\$9.5M	\$1M	City (8M) 2013: \$2M 2014: \$1.5M 2015: \$4M	Metro Water Services \$1.2M
	<b>2016-Current:</b> Phase 2	\$30M (\$22M raised)	\$5M+ \$5M from HCA (neighbor)	2017: \$5M 2018: \$5M (TBD) 2019: \$5M (TBD)	n/a
	<b>Operations</b>	?	?	?	n/a

# Shelby Farms Park 4500 acres • 12miles from Memphis • 4m+ visitors

**Park Brief:** Following the establishment of the Shelby Farm Park Conservancy, the Shelby Farms Park Master Plan was adopted in 2008. After a lengthy fundraising initiative, the \$70M Phase 1 began in earnest in summer 2015 and was completed in fall 2016. A proposed mixed-use development to be located adjacent to the park is in planning stages and is expected to cost \$375M.

**Conservancy Brief:** In 2007 the Shelby Farm Park Conservancy was formed to provide daily operation and plan for future use. They are responsible for management of park and Greenline, fundraising to meet operation budget needs, and setting vision for parks future. Current park operational budget is up to \$5M annually (from \$3M) with donations and reserves helping to cover the increased cost. Earned income currently accounts for 58% of budget. Full time staff numbers 45 with similar number of seasonal workers.

## Lessons Learned:

- 1. Significant grant resources exist for parks, but obtaining funding requires considerable staff support**
- 2. Fundraising off ‘series of progressive, tangible success stories’ can build momentum and support for larger, more costly projects, and can build support for larger governmental contributions**

<i>Park</i>	<i>Project Description</i>	<i>Cost</i>	<i>Conservancy</i>	<i>City</i>	<i>Additional Sources</i>
<i>Shelby Farms Park</i>	<b>2008</b> Master Plan	?	?	n/a	n/a
	<b>2009-2015</b> Phase 1: Establish Core and Create Identity	\$70M	\$60M+	\$150K	\$5M State of Tennessee, \$3M Shelby County
	<b>Future</b> Phase 2: Expand Core Public Park Area	n/a	n/a	n/a	n/a
	<b>Operations</b>	5M annually	Conservancy (84%)	n/a	\$825K County, Grants, Earned Income (58%)

# Gateway Arch Park 91 acres • In downtown St. Louis • 2.3M+ visitors

**Park Brief:** In 2010, MVVA won the international design contest to “re-envision the visitor experience of the grounds” by connecting the Gateway Arch grounds with downtown and the riverfront: 1.5miles, 11 acres of greenspace, and 4,000 new trees. The \$380M project was funded both privately and publicly and was completed in July 2018 (expected 2015).

**Conservancy Brief:** Founded in 2009 to support and coordinate the reinvigoration/expansion project titled CityRiverArch, the Gateway Arch Park Foundation is tasked with operating and maintaining the project. Through the process, the Foundation reached its capital fundraising campaign goal of \$250M, the largest private investment of a National Park in US History. The Foundation has administration, development, and communications staff of 10.

**Lessons Learned:**

- 1. Sales tax increase passed with project funding packaged WITH funding for city and county parks**
- 2. Park O+M endowment built into capital campaign**
- 3. Sales tax generates income during construction AND early years of operation**

<i>Park</i>	<i>Project Description</i>	<i>Cost</i>	<i>Conservancy</i>	<i>City+County</i>	<i>Additional Sources</i>
<i>Gateway Arch Park</i>	<b>2010-2018 CityArchRiver</b>	\$380M	\$250M	\$90M (Proposition P: 3/16 <sup>th</sup> cent sales tax increase to fund regional parks/trails)	\$20M TIGER Grant (Transportation Investment Generating Economic Recovery) matched with \$25M from MoDOT
	<b>Operations (\$29M endowment for park O+M)</b>	?	?	?	?
	<b>Project Timeline and Description</b>				<b>Costs</b>
	<b>2013-2015</b> Park Over the Highway Structure and Roadway Improvements: Land bridge and multimodally accessible streetscape renovations.				\$38.5M
	<b>2013-2015</b> Central Riverfront: New ‘front door’ to the region becomes vibrant destination for programming and events				\$33M
	<b>2014-2015</b> Luther Ely Smith Square Landscaping: Additional landscaped space to connect Arch grounds with downtown.				\$48.7M
<b>2014-2016</b> North Park and South Park: Ponds, landscaping, accessible walkways, soil and tree replacements, landscaping improvements.				\$8.5M	

<b>2015-2016</b> North Gateway: Garden, elevated walkway, amphitheater, bicycle and pedestrian paths.	\$16.7M
<b>2014-2017</b> Old Courthouse: Redesigned galleries, exhibits, educational center.	\$11.9M
<b>2015-2017</b> Gateway Arch Museum and Visitor Center: Interior renovations and 46k sqft addition to existing visitors center and museum. Combined total of over 140k of renovated space.	\$169.7M
<b>2015-2017</b> Kiener Plaza: 1.9 acre connector gathering place	\$24M

### General Lessons Learned (HR&A, Shelby Farms Park Master Plan)

- Over the long term, O&M costs will equal or exceed the initial capital cost of the park, and underinvestment in O&M costs can lead to park decline and necessitate considerable reinvestment in capital (HR&A)
- For discussion purposes, HR&A recommends planning for an annual O&M cost if 5% of initial capital investment (this figure is on the lower end of a range observed in large urban parks across NA and reflects the areas relatively moderate labor cost and usage, less dense programming than most urban core parks, favorable climate (HR&A)
- Major donors will likely require a demonstrated public commitment before supplementing it with private contributions.