

***Public Parks & Private Partners, by Project for Public Spaces, Inc.
Summary (June 1, 2005)***

Part I. Types of Non-for-Profit Organizations

Four types of Non-Profit Organizations:

- 1) Assistance providers** – Assist, support & advocate
 - Small paid staff and volunteers
 - Public interest groups
 - Incorporated
 - 0 direct responsibility for Greenway or park
 - Provides additional labor for Greenway or park
 - Community outreach
 - Program Organization (Sewell Park canoes in canal)

- 2) Catalysts** – Create vision and initiates process to bring it to fruition
 - Raise Awareness
 - Locate Funding & Fundraise
 - Orchestrate partnerships between multiple public and private Sector entities
 - Created by Public or Private sector
 - Community Liaisons

- 3) Co-Managers** – Work with Public sector to plan, design and implement Capital Improvement Projects
 - Responsibility for park maintenance, security and events is shared with public partner

- 4) Sole Managers** – Public Sector Transfers nearly all responsibility for park maintenance and security to the non-for profit organization
 - Non-for Profit manages and maintains Greenway / Park
 - Non-for-profit granted power to provide capital improvements within the park and set policy
 - Non-for-profit responsible for operations

Currently the Miami River Commission is a hybrid between Assistance Provider and Catalyst, and plays a minor Co-Manger role in master planning and volunteer clean-ups.

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Part II. Roles of Non-for-Profit Organizations

Nine roles for Non-for-Profit Organizations:

- 1) Fundraising** – Capital Campaigns rely on personal solicitations to private and corporate donors
 - Frequent low cost events at River
 - Membership Drives
 - Fundraising is a form of public outreach
 - Concession Sales
 - Program fees
 - Partner with public sector for grant funding

- 2) Volunteer Coordination** – Coordinate volunteers for clean-up days, security (park rangers), and improvement projects
 - Builds community stewardship, support and involvement
 - volunteers provide administrative office assistance
 - volunteers solicit donations
 - volunteers provide education and outreach
 - volunteers may provide security, i.e. Park Rangers

- 3) Design, Planning and Construction** – Advisory review of proposals
 - Master Planning
 - Although most non-for-profits leave the construction to the public sector, possible to contract out engineering and construction

- 4) Outreach and Marketing** – Build usership
 - educate users
 - encourage stewardship
 - create support (financial, volunteer or political)
 - builds non-for-profit organization's reputation
 - newsletters
 - press
 - events
 - "greeter" programs
 - meetings

- 5) Programming** – Difference between a well used and empty Park / Greenway
 - Example is canoe rides in Sewell Park Canal

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Part II. Roles of Non-for-Profit Organizations (Continued)

- 6) **Advocacy** – Advocate for greenway or park
 - Key part of Assistance provider form of non-for-profit
 - Difficult if non-for-profit has large role in public sector capital improvement projects, because advocating the public sector for increased budgets, maintenance, security, etc.

- 7) **Remedial Maintenance** – Above and beyond the basic maintenance provided by public sector
 - Flowers, replanting, weeding, path repair, etc.
 - Seasonal volunteer clean-ups (see number 2 “Volunteer Coordination)
 - Shared responsibility with public sector
 - Less than 1/3 of interviewed non-for profits provide remedial maintenance, and those that do also provide routine maintenance

- 8) **Routine Maintenance** – public sector authorizes non-for-profit to take responsibility for and provide basic routine maintenance
 - Many think public sector should remain responsible for providing routine maintenance
 - Only 1/3 of interviewed non-for-profits provide routine maintenance, due to small staff and financial resources

- 9) **Security** – Shared with public sector or all security responsibility
 - Few of the interviewed non-for-profits provide security, due to small staff and financial resources and a reluctance to be associated with a regulatory & enforcement agency
 - Volunteer “rangers” / neighborhood watch patrols
 - Hire professional security

Currently the MRC provides #'s 1-6, and plays a minor role in remedial volunteer maintenance.

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Part III. Sample Non-for-Profit Organizations

The following are three examples of “Assistance Provider” non-for-profit organizations:

Friends of Buttonwood Park, New Belford, MA

- Created a Master Plan
- Hosts Public Meetings
- Advocates vision (Master Plan) to public sector
- Works with volunteers
- Hosts annual festival
- Fundraises

Friends of Garfield Park, Indianapolis, Indiana

- Plans Park improvements
- Fundraises (\$3 million goal)
- Hosts Bi-Annual Workshop

Great Plains Trail Network, Lincoln, Nebraska

- Created Master Plan
- Fundraises from individuals and corporations
- Coordinates volunteers
- Hosts sponsorship fundraising events, i.e. walks, runs & skating with entry fees and ticket raffles and sales at the events
- Newsletters / Public Awareness / Advocacy
- Public awareness
- Coordinates Volunteers

The following are examples of “Catalyst” non-for-profit organizations:

Knox Greenways Coalition, Knoxville, Tennessee

- Catalyst to create Knox Greenway
- Created Master Plan
- Meets Quarterly

National Aids Memorial Grove, San Francisco, California

- Catalyst to Create Aids Memorial
- City of San Francisco provided underutilized portion of Golden Gate Park, and asked the non-profit to plan, construct and maintain the area as an Aids Memorial
- Fundraises
- Volunteer architects and landscape architects
- Coordinates volunteers working in Aids Memorial area on Saturdays

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Part III. Sample Non-for-Profit Organizations (Catalysts models continued)

Southern Suburban Park Foundation, Arapahoe County, Colorado

- Catalyst for creation of Greenway
- Fundraises
- Built Greenway mile by mile
- Planted 10,000 trees
- Coordinates volunteers
- Built a community center, now operated by the Audubon Society

The following are examples of the “Co-Manager” non-profit model:

Central Park Conservancy, New York, New York

- Olmstead, Central Park creator, noted importance of long term maintenance
- 70’s City neglected Central Park maintenance, leading to problems
- Coordinates volunteers in the “Central Park Task Force”
- Advocates City to increase Central Park maintenance
- Fundraises, hosts annual luncheon, raised \$110 million over 15 years
- Created Master Plan, although not adopted by City, acts as the blueprint for Central Park initiatives
- 175 employees
- Partnered with schools, faith based organizations, neighborhood groups, etc.
- Outreach, marketing and programming
- Public advisory committees oversee and review park CIP projects
- 1998 signed official agreement with City of New York to provide cleaning, landscaping, repairs, painting, with an annual fee paid by the public sector based on the amount of fundraising dollars spent each year

Forrest Park Forever, St. Louis, Missouri

- Created Master Plan with extensive public input and outreach
- Fundraises
- City provides day-to-day operations and maintenance, supplemented by the non-profit
- ½ penny sales tax passed for CIP projects, of which 17% spent within Parks

Friends of Hermann Park, Houston Texas

- Created Master Plan
- Now creating Maintenance Master Plan
- Fundraising \$5.4 million to renovate a theater
- MOU that City will provide a 50/50 match for funds generated by fundraising campaign for CIP projects
- Provides 100% of engineering documents, therefore controls design

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Part III. Sample Non-for-Profit Organizations (“co-manager” models continued)

Louisville Olmstead Park Conservancy, Louisville Kentucky

- Created Master Plan
- Hosts Fundraisers
- Executive Director also works as Parks Dept. Assistant Director, salary split 50/50 between non-profit org. and Parks Dept.
- Oversees public sector staff of 9, including landscape architect, civil engineer, planners, computer staff, maintenance, etc., and Conservancy staff of 6, focused on development, programming, marketing
- Parks Dept. provides standard maintenance, supplemented by Conservancy providing additional landscaping, recreational opportunities, etc.
- Coordinates volunteers

Piedmont Park Conservancy, Atlanta, Georgia

- Fundraises (\$8 million)
- PR
- Programming
- Membership
- Stewardship / Operations
- City sees non-profit as vehicle for people to become involved, advocate, volunteer and donate
- City gave Conservancy \$1 million in seed funding
- Coordinates “Volunteer Ambassadors Program” which provides tree care, weeding, fertilizing, and other maintenance
- Provides Env. Education through the “Junior Park Rangers” program
- Works with “Clean and Green” and “Hands on Atlanta” volunteer projects

Prospect Park Alliance, Brooklyn NY

- Created in partnership with Parks Dept. to fundraise
- Fundraises (\$2.5 million)
- Coordinates volunteers (Girl Scouts, Corporations, etc.) to pick up litter, replant flowers, rake, mulch, edge, etc.
- Coordinates volunteer “Park Greeters” at entrances
- Hosts Annual Clean – Up / Fundraiser for 750-1,000 people which raises \$15,000
- Fundraising 6K Run
- Advocacy
- Uses funding provided for use of Park from films and ads

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Part III. Sample Non-for-Profit Organizations (continued)

The following are two examples of “Sole Manager” non-profit models:

Marymount Foundation, Richmond, Virginia

- Provides 100% maintenance
- City provides \$125,000 subsidy and basic services
- Sets Policy
- Fundraised \$17.5 million for community center
- \$2.5 million operating budget
- Hosts annual Marymount Flower and Garden Show, 30,000 attendees raises \$200,000

Yakima Greenway Foundation, Yakima, Washington

- 100% responsible to develop maintain and operate Greenway
- Acquires Land
- TPL partner
- City and County partner on grant applications
- City and County provide 0 cost share
- Created Master Plan
- Fundraises, (goal of \$10 Million and raised \$1.2 million thus far)
- Fundraising events include BINGO, events where beer suppliers provide at cost with in kind labor, proceeds to the org., and “Great Yakima Duck Race” with raffles in floating ducks, first to cross the finish line wins prize
- Full time staff includes 4 maintenance workers
- Coordinates volunteers