



OFFICE OF THE CITY MANAGER

August 22, 2013

To the Honorable City Council
of the City of Pasadena

Mayor and Councilmembers:

WEEKLY NEWSLETTER

1. Sales Tax by Geographic Area:

The attached memorandum from Andrew Green, Director of Finance, provides an update on the quarterly sales tax information for business activity through March 31, 2013 and cash receipts through June 30, 2013. Sales tax activity for the quarter ending March 31, 2013 for specific geographic areas of the City is also included.

In addition to the standard sales tax information, attached is an article written by PublicCEO discussing general sales tax trends based on a report from the California Legislative Analyst Office which reports that the collection of sales taxes peaked in 1979 when 53 cents of every dollar was spent on taxable items. Fast forward three decades and only 33 cents of each dollar are spent on taxable items.

2. Update on Urban Land Institute (ULI) Report on the Rose Bowl and the Central Arroyo Seco:

On July 23, 2012 staff presented to the City Council the report on the Rose Bowl and the Central Arroyo Seco prepared by the Urban Land Institute (ULI) Governors Advisory Panel. The Report is available on the City's website at:

http://www.cityofpasadena.net/Central_Arroyo_and_Rose_Bowl_ULI_Study.aspx

The purpose of the Report was to consider and evaluate how the City could generate revenues from existing users of the Arroyo in order to maintain and enhance the experience without displacing existing users and affecting the surrounding residential neighborhoods.

The professional panel that prepared the Report presented three "big ideas" along with some additional recommendations. The "big ideas" are to:

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- Consider establishing a Central Arroyo Conservancy.
- Develop tours and a visitors program for the Rose Bowl Stadium – The RBOC has since implemented such a program which has been very well received.
- Consider implementing paid parking.

The Report was referred to the City Council's Economic Development and Technology Committee (EDTECH) for further consideration. In advance of that discussion, which is expected to occur in the near future, staff engaged a group of Masters' candidates from the USC Sol Price School of Public Policy to study in greater depth various conservancy models and consider their applicability to the Central Arroyo. Recently, the students completed their final report which is attached hereto in PDF format.

3. Foothill Municipal Water District Emergency Standby Generator Replacement:

The Foothill Municipal Water District (FMWD) will be upgrading its 25 year-old emergency standby generators at pumping stations in Pasadena and La Canada Flintridge beginning in October. The upgrades will result in increased water reliability for FMWD. Scheduled completion of the new generators is March, 2014.

The Pasadena-based pumping station is located at 1630 Rosemont Avenue. The second pumping location is in La Canada Flintridge.

Construction will include trenching, concrete work, removal of old equipment, and the installation of new equipment. The project may necessitate lane closures to traffic intermittently.

The FMWD contact is Karen Oblack, Administrative Manager, who can be reached via phone at 818-790-4036, or email at koblak@fmwd.com. Additional and updated information will be posted on the FMWD website at www.fmwd.com.

Please see attached copy of the press release provided by FMWD.

4. Housing Department Name Change:

As outlined in the attached memorandum from Housing Director, William Huang, in addition to developing and managing affordable housing, the Housing Department is also responsible for managing the MASH and Career Services programs. In order to better reflect its mission, the Department is recommending a change in name to the Housing and Career Services Department.

In order to officially reflect this change, an amendment to Title 2 of the Municipal Code is required. Staff anticipates bringing forward the proposed amendment by the end of

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September, which will also reflect other organizational changes that have been approved in recent years through the operating budget process and other actions of the City Council.

Respectfully submitted,



STEVE MERMELL
Assistant City Manager

/attachment



August 21, 2013

TO: Michael Beck
City Manager

FROM: Andrew Green *AG*
Director of Finance

RE: Sales Tax by Geographic Area

Attached is quarterly sales tax information for business activity through March 31, 2013 and cash receipts through June 30, 2013. Sales tax activity for the quarter ending March 31, 2013 for specific geographic areas of the City is also included.

In addition to the standard sales tax information, attached is an article written by PublicCEO discussing general sales tax trends based on a report from the California Legislative Analyst Office which reports that the collection of sales taxes peaked in 1979 when 53 cents of every dollar was spent on taxable items. Fast forward three decades and only 33 cents of each dollar are spent on taxable items.

Where has this money gone? The LAO finds that since 1980, consumers have been spending increasing amounts on nontaxable services—like housing and healthcare—and less on taxable goods like cars, clothes, and household appliances. This trend will make estimating sales tax revenues more difficult in the future.

The table below provides a comparison of sales tax revenues as well as assessed values for Pasadena, LA County, and the state. Over the past 5 years, sales tax revenue percentage changes have been relatively in line with those of LA County and the state. However, in the area of assessed value, with the exception of FY 2009, Pasadena's percentages changes have typically been better than both LA County and the state.

Assessed Value	FY2009	FY2010	FY2011	FY2012	FY2013 est
Pasadena	20,849,653,700	21,086,659,808	21,536,926,036	21,939,777,119	22,189,890,578
%change	-0.19%	1.14%	2.14%	1.87%	1.14%
LA County	1,070,407,816,952	1,050,535,461,921	1,064,610,011,653	1,087,666,252,512	1,100,065,647,791
%change	-0.50%	-1.86%	1.34%	2.17%	1.14%
California	4,700,000,000,000	4,590,000,000,000	4,510,000,000,000	4,530,000,000,000	4,552,650,000,000
%change	4.44%	-2.34%	-1.74%	0.44%	0.50%

Sales Tax Revenue	FY2009	FY2010	FY2011	FY2012	FY2013 est
Pasadena (All Funds)	33,264,145	28,777,692	29,521,454	30,379,075	31,751,258
%change	-5.42%	-13.49%	2.58%	2.91%	4.52%
LA County	1,271,445,585	1,128,575,067	1,182,653,314	1,290,488,073	1,362,901,133
%change	-7.81%	-11.24%	4.79%	9.12%	5.61%
California	5,104,044,828	4,541,709,788	4,825,798,632	5,268,890,946	5,595,947,861
%change	-8.20%	-11.02%	6.26%	9.18%	6.21%

Below is a recap of the sales tax revenues received by the City in specific areas. The first table represents a quarter-by-quarter comparison for each of the last five quarters, while the second table represents the previous twelve-month cumulative total for each of the respective quarters. Also, the sales tax information for Hastings Village and One Colorado represents a subset of the sales tax information for the Hastings Ranch and Old Pasadena areas.

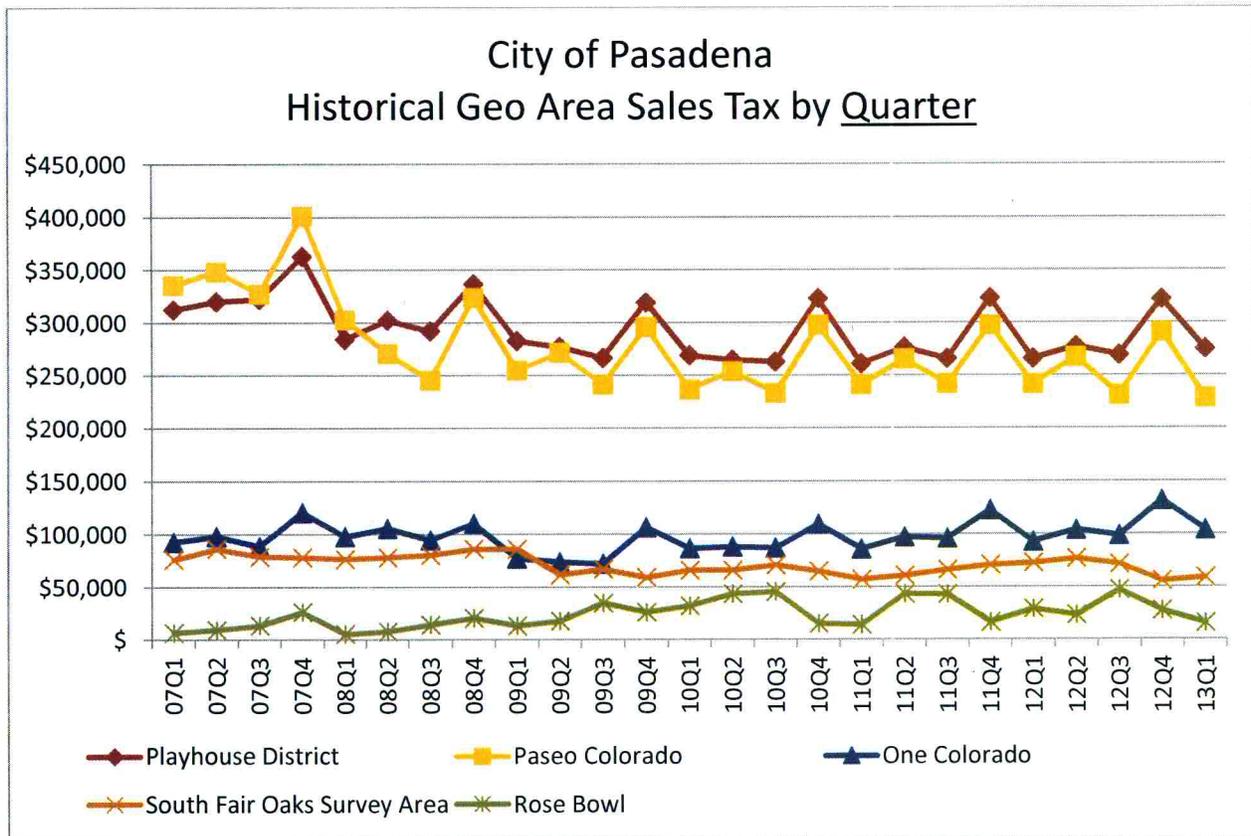
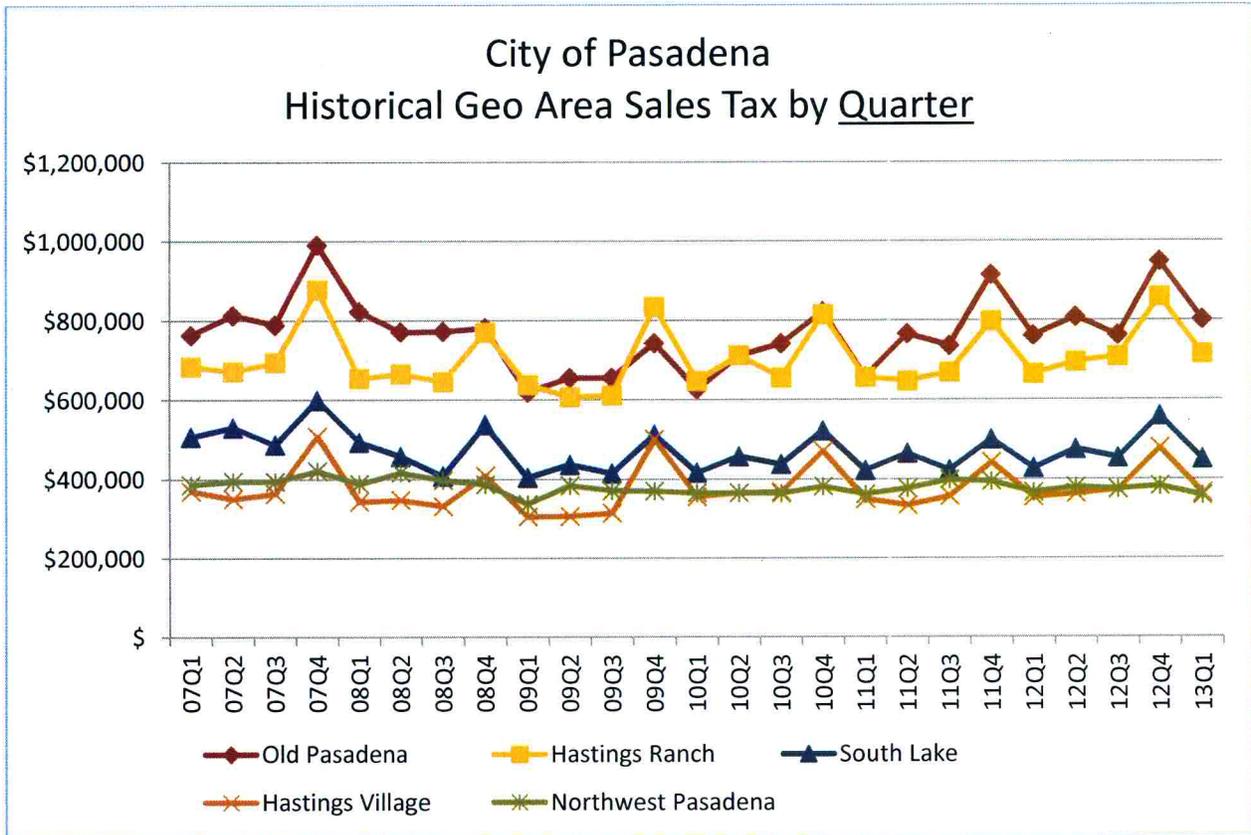
ONE QUARTER ENDING

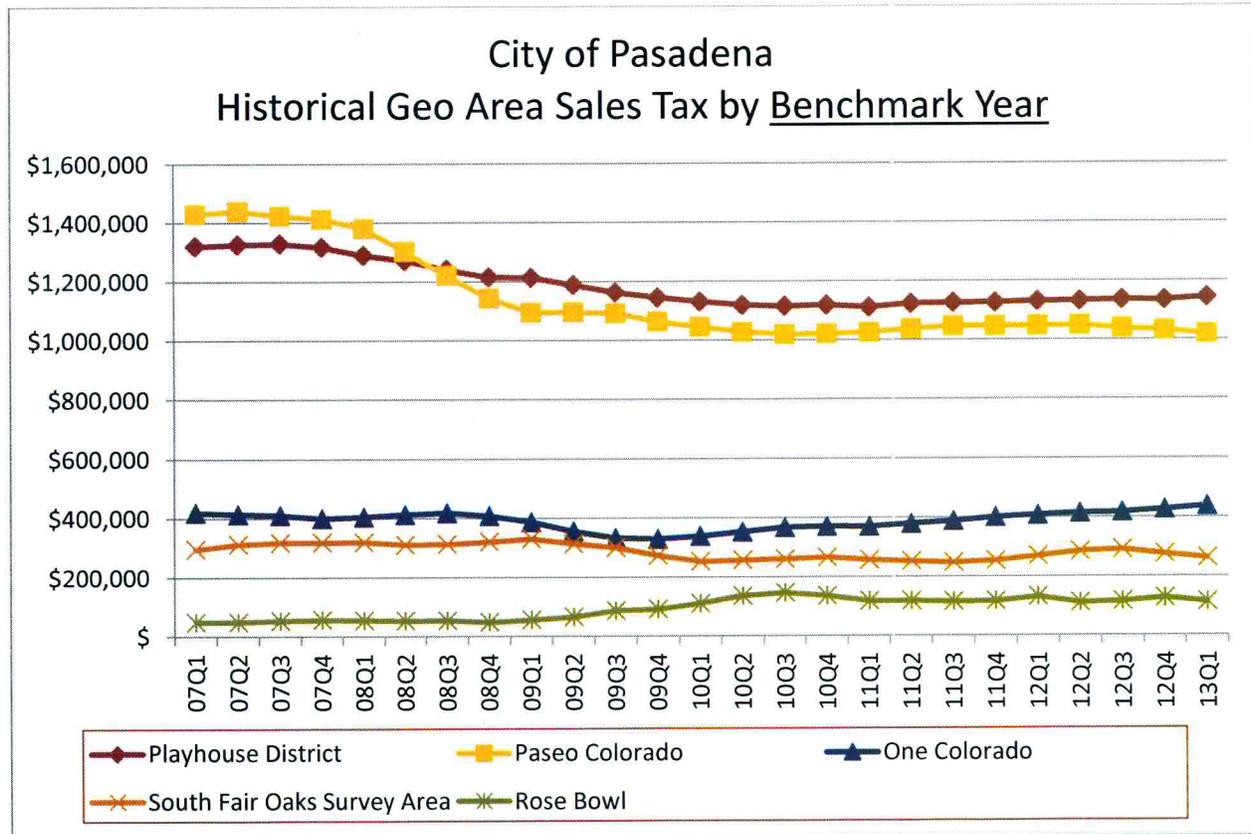
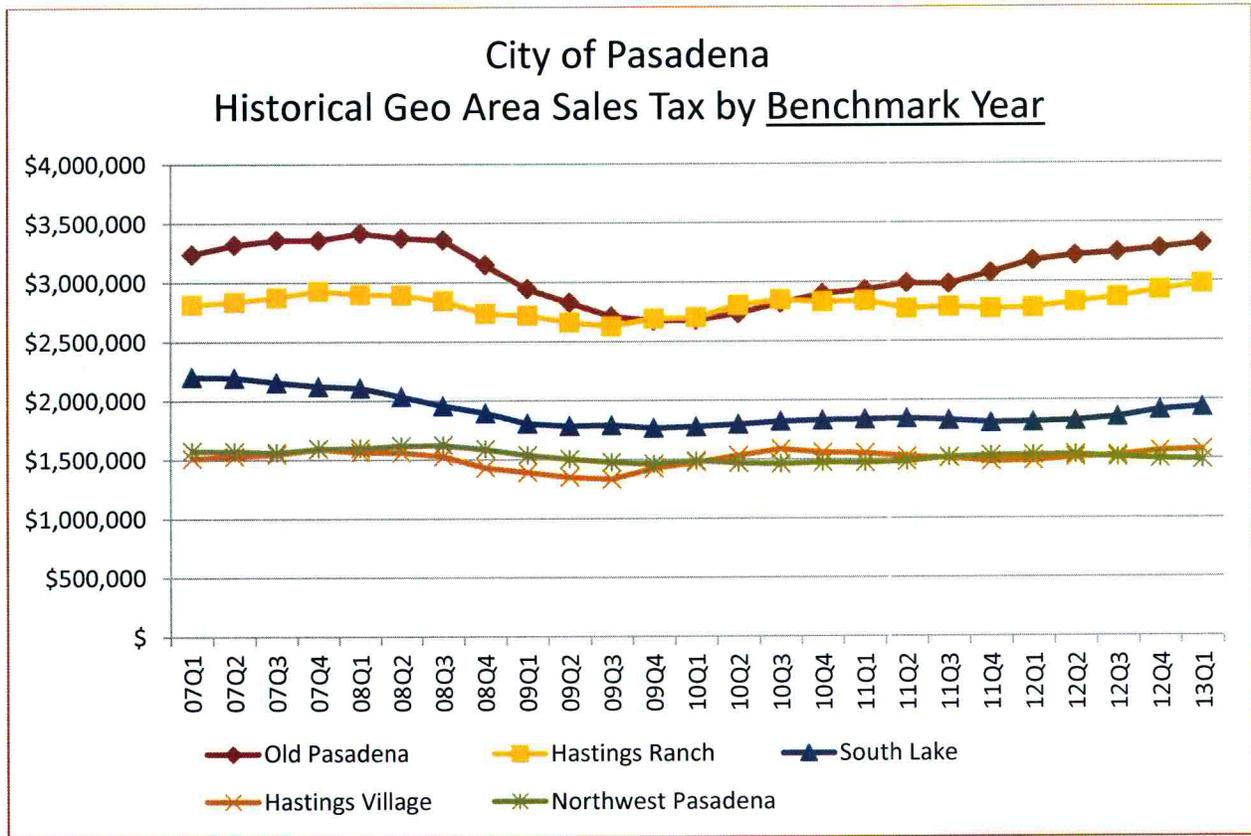
Geo Area	3/31/2012	6/30/2012	9/30/2012	12/31/2012	3/31/2013
Old Pasadena	\$761,056	\$807,702	\$762,258	\$948,316	\$801,335
Hastings Ranch	665,090	694,802	708,723	858,134	714,476
South Lake	427,282	475,132	453,545	559,164	449,711
Northwest Pasadena	365,757	378,406	373,531	381,360	357,176
Hastings Village	353,308	362,061	372,293	478,103	363,853
Playhouse District	265,554	277,256	269,063	321,905	274,867
Paseo Colorado	241,869	267,056	231,321	290,810	228,591
S. Fair Oaks Survey	72,402	76,556	71,345	55,399	58,417
One Colorado	92,685	103,864	98,601	131,732	103,898
Rose Bowl	28,861	23,062	47,048	27,339	15,369
Total in Geo Areas*	3,273,864	3,465,897	3,387,728	4,186,974	3,905,500
Total Not in Geo Areas	3,899,191	4,020,494	3,945,253	4,052,262	3,367,693
Citywide Total	7,173,055	7,486,391	7,332,981	8,239,236	7,273,193

CUMULATIVE 12 MONTHS ENDING FOR EACH RESPECTIVE QUARTER

Geo Area	3/31/2012	6/30/2012	9/30/2012	12/31/2012	3/31/2013
Old Pasadena	\$3,176,844	\$3,219,329	\$3,245,528	\$3,279,332	\$3,319,611
Hastings Ranch	2,779,135	2,826,459	2,865,952	2,926,749	2,976,135
South Lake	1,814,015	1,824,833	1,855,974	1,915,123	1,937,552
Northwest Pasadena	1,531,672	1,534,840	1,510,928	1,499,054	1,490,473
Hastings Village	1,483,707	1,512,689	1,529,427	1,565,765	1,576,310
Playhouse District	1,130,433	1,131,537	1,135,023	1,133,778	1,143,091
Paseo Colorado	1,046,646	1,048,462	1,037,698	1,031,056	1,017,778
S. Fair Oaks Survey	269,278	285,344	290,813	275,702	261,717
One Colorado	407,999	414,810	417,567	426,882	438,095
Rose Bowl	131,088	110,934	115,223	126,310	112,818
Total in Geo Areas*	13,770,817	13,909,237	14,004,133	14,179,751	14,273,580
Total Not in Geo Areas	15,847,383	15,979,699	16,031,225	16,051,912	16,058,221
Citywide Total	29,618,200	29,888,936	30,035,358	30,231,663	30,331,801

* Some areas are subsets of other areas and overlap with others. The Total in Geo Areas counts sales tax from each business once only.





The City receives retail sales tax information by sales tax permit number and not by location. As such, if a business has more than one location within the City, the information is aggregated for all its locations and allocated by dividing the total sales tax revenue by the number of locations.

Geo Area Highlights

Six of the ten areas experienced increases in 1st Quarter 2013 sales tax performance compared to the same quarter of the previous year. *One Colorado* enjoyed growth associated with Sephora, Crate & Barrel and The Gap. *Old Pasadena* benefited from new restaurants and growth in existing apparel stores. *South Lake* continued to increase with gains from new family apparel stores and restaurants. *Hastings Ranch* and *Hastings Village* had increases driven by business to business sales, Bed Bath & Beyond, and appliance stores. *Playhouse District* saw gains from Target and restaurants.

The other four areas saw declines in the same time comparison. *Northwest Pasadena* experienced a slight decline due to lower gas prices affecting sales tax at services stations. *Paseo Colorado* also had slight declines in major department stores and apparel stores and restaurants. *South Fair Oaks* encountered declines mostly from appliance and construction retailers. *Rose Bowl* had declines from food services and occasional RV sales.

Citywide Highlights

Total quarterly cash receipts for the first quarter of 2013 compared to first quarter of 2012 were up 8.7 percent. Gains were from General Retail +2.7 percent, Food Products +4.4 percent, and Construction +10.8 percent. New Auto Sales increased 7.4 percent while the South Coast's region increased by 6.0 percent. Restaurants increased 4.5 percent compared to 3.1 percent in the South Coast region. Business to Business decreased 2.8 percent due largely to a change in the business model of a large business. Decreases in light industry/printing also contributed to the decline in Business to Business. Business to Business in the South Coast region was also down 1.7 percent.

Attachment: (1)

Local Governments Should Take Heed of Sales Tax Decline

(From PublicCEO.com)

Local Governments - Exclusive — 12 August 2013

Estimating revenue for next year's budget used to be considerably easier, according to a new report released by the Legislative Analyst's Office last week.

Prior to 1980, local governments could count on a trend in consumer spending: the growth in sales tax dollars would parallel the growth in the economy. Since then consumers have been spending substantially less on taxable goods; an upsetting trend for public agencies who rely on sales tax for a significant chunk of their revenue.

The collection of sales taxes peaked in 1979, when 53 cents of every dollar was spent on taxable items. Fast forward three decades and only 33 cents of each dollar are spent on taxable items.

Where has this money gone? The LAO finds that since 1980, consumers have been spending increasing amounts on nontaxable services—like housing and healthcare—and less on taxable goods like cars, clothes, and household appliances.

Chas Alamo, the author of the study, reports: "Over time, the share of consumer income spent on taxable items has declined, causing taxable sales to grow less quickly than the state economy."

Meanwhile, demand for services has steadily increased. And this increase in demand has been accompanied by a rapid inflation in prices for those services. Accordingly, these market forces leave consumers with less cash to spend on taxable products.

The LAO report attributes this increase in demand for nontaxable services to three factors: 1) the growing number of Californians entering retirement cause a substantial increase in the demand for healthcare services; 2) rising incomes often lead to an increase in spending on leisure, recreation and entertainment; and 3) state and federal policies that lower the cost of services—as in the mortgage interest deduction for homes and grants for college—cause consumers to spend more money on these services than they would have without the intervention of these policies.

Any hope that this trend will turn around? According to Alamo, the answer is no: "Absent further increases in the sales tax rate or expansion of its base, sales tax revenue for the state and local governments are likely to grow slower than the economy for at least the near future."

Increasing the sales tax rate is a tactic a number of cities have employed to combat falling sales tax revenue. At 7.5%, California's base rate for state sales tax is the highest in the nation and California state law caps cities and counties from raising local sales tax by more than 2.5%. However as of 2013, the LA County cities of La Mirada, Pico Rivera, and South Gate have all instituted 10% tax rates.

GRASPING A BIG IDEA

Conservancy Models and Their Implications for Pasadena's Central Arroyo

Prepared by the USC Sol Price School of Public Policy Capstone Team

Marc Bonner • Chris Castruita • Jason Jacobsen • Thomas Wong

ACKNOWLEDGMENTS

THE USC CAPSTONE TEAM WISHES TO THANK the staff at the City of Pasadena for providing us with the opportunity to take on this project and add to the conversation taking place in their community. A special thanks goes to Assistant City Manager Steve Mermell for his expertise and direction on the project and to Program Manager Michelle Bernal for her guidance and advice.

Thanks also go out to Darryl Dunn of the Rose Bowl Operating Company, David Sams from the Brookside Golf Course, Kurt Knop from the Aquatics Center, and Michael Shanklin from the Kidspace Museum. These four gentlemen were instrumental to our understanding of how the Central Arroyo operates.

Additional thanks go to the various stakeholders in the Central Arroyo who answered emails and engaged in phone calls to express their concerns, praise, and comments. The involvement in the Central Arroyo makes it the vibrant and rich community it is today. Their candid feedback was critical in gaining an honest, objective view of the Central Arroyo atmosphere. Their varying perspectives only enriched our findings.

Finally, we would like to thank our contacts at the conservancies we surveyed for sharing valuable information about their history and current operations. Their input contributed much to our findings and conclusions and we appreciate all the helpful suggestions we received along the way.

Sincerely,

The USC Sol Price School of Public Policy Capstone Team:

Marc Bonner

Chris Castruita

Jason Jacobsen

Thomas Wong

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INTRODUCTION

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BACKGROUND

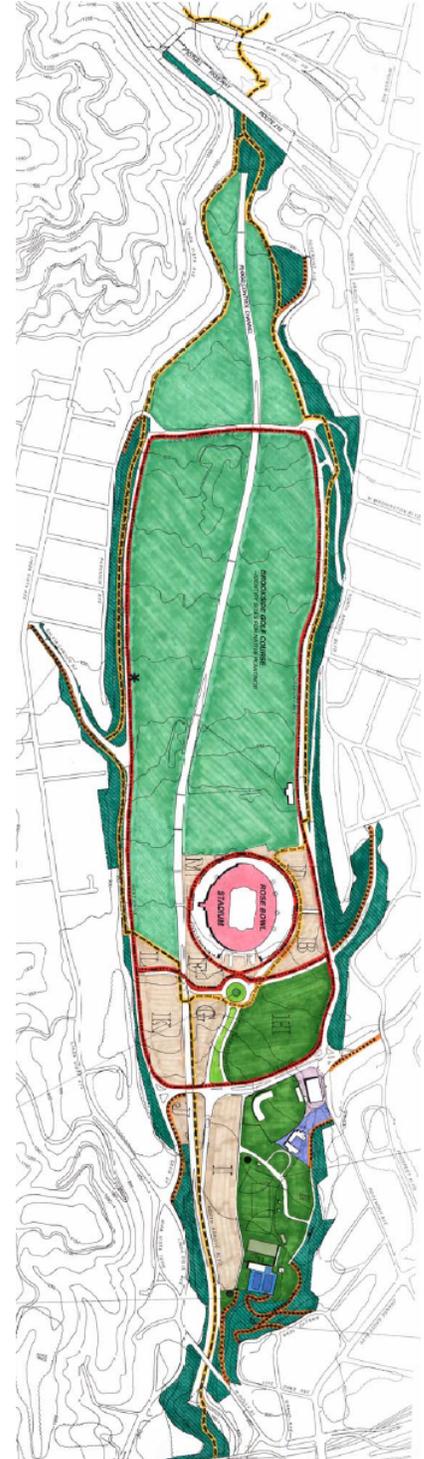
The Central Arroyo Seco is a national treasure, a mix of natural and man-made beauty surrounding one of the country's most famous stadiums, the famed Rose Bowl. Making up 254 acres of prime real estate in the City of Pasadena, the Central Arroyo is among the most visited and used urban recreational spaces in the region.

The Rose Bowl Operating Company (an entity of the City of Pasadena) manages the famed Rose Bowl Stadium as well as the adjacent Brookside Golf Course. The Rose Bowl Aquatics Center, with two Olympic-sized swimming pools, as well as the Kidspace Museum are independently operated entities within the Central Arroyo, and lie just south of the stadium.

Other stakeholders and users in the Central Arroyo include neighborhood baseball and soccer teams, picnickers, and other casual recreational users. Concerts and other events occur with regularity at the Rose Bowl Stadium, and the area is host to several organized as well as casual running and biking events.

With so many different users and activities occurring within the Central Arroyo, neighbors to the stadium and park have voiced concerns and complaints over the years about competing interests and the overabundance of activity impacting their quality of life.

In early 2012, the City of Pasadena invited the Urban Land Institute (ULI) to visit the Central Arroyo and study the situation. At the conclusion of their visit, the ULI panel made a series of recommendations. One of the major recom-



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recommendations was for the City to establish a Central Arroyo Conservancy to bolster the fundraising capacity of the Central Arroyo, to improve and streamline management and coordination of activities/stakeholders within the area, and to increase competitiveness of the Rose Bowl Stadium and the urban recreational space as a whole compared to other stadiums and recreational spaces across the country.

The City of Pasadena staff invited our team of graduate students from the Price School of Public Policy to assist them with gaining a better understanding of what a conservancy is and whether the idea would be worth pursuing in the Central Arroyo.

RESEARCH QUESTIONS

Our problem statement, which we kept at the center of our thinking throughout our research and study, was “Would a conservancy solve the issues facing the Central Arroyo Seco?”

METHODOLOGY

Our methodology for answering this central question follows.

Focus Groups

We began by gathering basic background information to gain a better understanding and hear for ourselves about the issues in the Central Arroyo Seco. We conducted an informal focus group session at a regular “Rose Bowl Neighbors Meeting” where representatives of adjacent Resident Associations gather to discuss issues with Rose Bowl Operating Company executives. Represented at the meeting were the Linda Vista-Annandale, East Arroyo, and

West Pasadena Neighborhood Associations. Also present was a representative from Pasadena Water and Power, City and Rose Bowl Operating Co. staff, and Councilmember Terry Tornek.

Interviews

We then moved on to conduct semi-structured phone interviews with other stakeholders in the Central Arroyo, including other lessees and user groups of the land.

The organizations we contacted were: Rose Bowl Operating Company, Rose Bowl Aquatics Center, Chandler School, Kidspace Museum, City of Pasadena Department of Public Works, City of Pasadena Department of Human Services and Recreation, the Arroyo Seco Foundation, AYSO, Pasadena Obedience Club, Pasadena Redbirds Baseball, and Pasadena City College.

Out of our discussions, major themes emerged in terms of the issues in the Central Arroyo from the different stakeholders. Although, it should be noted that a number of the stakeholders interviewed expressed that their organizations did not experience any significant issues or concerns.

Case Studies

We then began to conduct research on urban park conservancies across the nation to acquire an understanding of their unique situations, histories, organizational structures, operating procedures and best practices, with the intention of gathering information relevant for the City of Pasadena. Subsequent to discussion with City of Pasadena staff, we identified

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the following eleven conservancies which have parklands or stakeholders similar to the Central Arroyo:

- Balboa Park Conservancy (San Diego, CA)
- Central Park Conservancy (NYC)
- Battery Park Conservancy (NYC)
- Brooklyn Bridge Park Conservancy (NYC)
- Memorial Park Conservancy (Houston, TX)
- Piedmont Park Conservancy (Atlanta, GA)
- Santa Monica Mountains Conservancy (CA)
- Golden Gate National Parks Conservancy (CA)
- Arroyo & Foothills Conservancy (Altadena, CA)
- Civic Center Conservancy (Denver, CO)
- Pittsburgh Parks Conservancy (PA)

Literature Review

A literature review was conducted of other studies and reports available that described the formation and operations of urban park conservancies. Among these materials were exploratory studies performed as organizations began to research the conservancy model of parkland management, as well as chapters from various books, and websites on parkland management. In addition, the research team has included a list of related articles, blog posts, books, and presentations in the Appendices for review.

STAKEHOLDER ANALYSIS

We surveyed 12 stakeholders, as well as representatives from Neighborhood Associations in and around the Central Arroyo area. We sought to understand their needs and concerns and learn about their perceptions. Although contacting an exhaustive list of stakeholders was not feasible, we believe we captured the essence

and breadth of concerns. Concerns raised by various stakeholders often overlapped and spoke to common themes. We have distilled their feedback into three categories:

Management

Concerns were expressed about the lack of coordination of events and activities occurring in the Central Arroyo space. Also, major concerns about the abundance of activities causing harm to the physical environment, as well as impacting the quality of life for the neighborhood.

Revenue

Questions were raised about whether the activities occurring in the Central Arroyo generated enough revenue to justify the level of activity and impacts. Also, questions about whether the economic benefits from activity in the Central Arroyo were truly being used to benefit the impacted neighborhood were raised, and whether the funding generated was enough to support the needs of the Central Arroyo and its facilities.

Open Space

Along similar lines as the top two concerns were questions about competition between users for the same park space and the types and intensity of activities degrading the natural environment and beauty of the Central Arroyo. Some expressed concerns about the long term sustainability and even restoration of the natural environment with current levels of use.

CASE STUDIES

CASE #1: ARROYOS & FOOTHILLS CONSERVANCY



FOUNDED

2000

AGREEMENT CREATED

N/A

MASTER PLAN CREATED

2011

2011 BUDGET

\$526,700

PRIVATE DONATIONS

30.5% of 2011 revenue

LARGE EVENTS

N/A

The Arroyos & Foothills Conservancy was founded in 2000 to preserve natural areas, plan regional trail systems, and educate people about issues pertaining to local history and open space. It is a 501(c)3 nonprofit organization that was formed as the Altadena Foothills Conservancy but changed its name in 2010 to reflect its expanded project area stretching from the Eaton Wash to the Verdugo Mountains (“History,” n.d.).

Unlike other conservancies we studied (and briefed in subsequent pages), the Arroyos & Foothills Conservancy is purely dedicated to conserving land and preserving open space. In this respect it is more like a land trust. Fittingly, the conservancy is a member of both the California Council of Land Trusts and the Land Trust Alliance. Although land trust and conservancy can be used interchangeably, land trusts focus primarily on preserving land while conservancies are typically larger in scope and take on

CASE #1: ARROYOS & FOOTHILLS CONSERVANCY

more functions (J. Howell, personal communication, March 19, 2013).

In the Arroyos & Foothills Conservancy's 13 year history, it has helped protect 41 acres of open space in Rubio Canyon and 16.5 acres of open space along Chaney Trail, both in the Altadena foothills. They have constructed a demonstration pocket park known as Old Marengo Park, using native plants and water-wise gardening techniques. The conservancy regularly publishes comprehensive studies of the geography and is well versed in the regional systems of trails and open space in and around the Altadena area ("History," n.d.).

CASE # 2: BALBOA PARK CONSERVANCY



FOUNDED

2010

AGREEMENT CREATED

None found

MASTER PLAN CREATED

1986

2011 BUDGET

\$6.9 million

PRIVATE DONATIONS

78% of 2011 revenue

LARGE EVENTS

8.9% of 2011 revenue

Formed in 2010, the Balboa Park Conservancy is a non-profit 501(c)3 organization responsible for raising funds, developing public-private partnerships and collaborating with Balboa Park stakeholders to implement capital projects and address deferred maintenance needs in the Park. While the city of San Diego owns Balboa Park, the conservancy operates as a partner to manage and control projects it undertakes in the park.

One of the newer urban park conservancies in the nation, Balboa Park Conservancy came about only after significant and substantive public debate. After years of research and studies and public meetings with various stakeholders, it was concluded that the park needed a public-private entity to manage the current issues.

Of note, Balboa Park Conservancy board members are elected to a three year term

CASE # 2: BALBOA PARK CONSERVANCY

that is renewable for a second term. After the second term, a board member must sit out at least one year before being voted on the board again. Conservancy bylaws require a minimum of nine board of directors with a maximum of 25, unless changed by a vote of the board. Ex-officio members do not have a vote and may be removed at any time (“Bylaws,” n.d.).

The Balboa Park Conservancy values collaboration and cooperation. They seek to work with all stakeholders to continuously improve and sustain Balboa Park. It also identifies and prioritizes projects for the park and brings resources together to ensure their implementation. The conservancy also values outreach. This includes opportunities for interested friends of the park to stay informed about their activities through the conservancy's website and scheduled public meetings. Further, it is a top priority to meet with stakeholder groups and individuals involved with the park and committed to its management, welfare, and growth (“Overview,” n.d.).

CASE # 3: BATTERY PARK CONSERVANCY



FOUNDED

1994

AGREEMENT CREATED

1995

MASTER PLAN CREATED

The plan was developed in 1986 but went unimplemented until 1995

2009 BUDGET

\$3 million

PRIVATE DONATIONS

23% of 2009 revenue

LARGE EVENTS

60% of 2009 revenue

Battery Park is a 25-acre public park located at the southern tip of Manhattan, NY. Conceived for the sole purpose of implementing the 1986 Battery Master Plan, the Battery Park Conservancy provides project management, master planning, and fundraising for park improvements and rehabilitation (Battery Park Conservancy, 2013). According to NYC Parks Commissioner, Adrian Benepe, “Battery Park for decades was a hodgepodge park that lacked any kind of cohesive design, and what’s remarkable is how the conservancy has made it a destination” (Barron, 2011).

Battery Park Conservancy currently employs 19 people and is governed by a thirteen-member board of trustees comprised of local business leaders and the conservancy’s founder. In addition, the conservancy has six ex-officio trustees that include a NYC council member and three city park commissioners (Battery Park Conservancy, 2013).

CASE # 3: BATTERY PARK CONSERVANCY

The conservancy operates on a budget of approximately \$3 million. Private donations for 2009 totaled approximately \$2 million, \$1.3 million coming from fundraising benefits for the park. Over the past twenty years, the conservancy has completed numerous multi-million dollar projects to restore and rebuild the park. To date, \$118 million has been raised in private and federal funds to restore the park and Castle Clinton National Monument (Battery Park, 2009).

Battery Park serves approximately six million visitors a year and does not have any limits to the number of events it can host. The conservancy only coordinates a few minor events in the park. The majority of events are coordinated with the City and all events receive a city-issued permit (Battery Park Conservancy, 2013).



CASE # 4: BROOKLYN BRIDGEPARK CONSERVANCY



FOUNDED

1988

AGREEMENT CREATED

None found

MASTER PLAN CREATED

2005

2010 BUDGET

\$1.1 million

PRIVATE DONATIONS

53.6% of 2011 revenue

LARGE EVENTS

22.9% of 2011 revenue

The Brooklyn Bridge Park Conservancy was first formed as a “friends of-” group in 1985. The group was a coalition of concerned citizens advocating for reclaiming the waterfront area in Brooklyn. In 2004 the group changed its name to its current one. It is a 501(c)3 nonprofit entity that raises funds to support park infrastructure, maintenance, and ongoing capital projects. The conservancy partners with the city of Brooklyn to provide over 400 public events per year, most at no cost (E. Newborn, personal communication, March 21, 2013).

Over the past decade, more than 700,000 visitors have enjoyed the Conservancy's free events and activities. In 2011 alone, 70,000 visitors enjoyed over 325 free cultural, educational, and recreational events in the park. The same year, over 5,000 students from 50 New

CASE # 4: BROOKLYN BRIDGEPARK CONSERVANCY

York City schools participated in Conservancy education programs and free day camps. As the program provider for the Brooklyn Bridge Park, the Conservancy encourages residents and visitors alike to join in boating, fitness classes, volleyball workshops, stargazing, chess lessons, history tours, bird watching, movies, concerts, and more ("About Us," n.d.).

Various sections of the Brooklyn Bridge Park are undergoing renovations. As several park segments complete construction, the Brooklyn Bridge Park Conservancy will rely on volunteer help to program, maintain, and complete this remarkable 85-acre public amenity. The Conservancy's Green Team logs over 1,500 hours per year helping to keep the park beautiful and clean. Like most conservancies, the Brooklyn Bridge Park Conservancy is well connected to the community and relies on individual support to create such a dynamic urban space ("About Us," n.d.).

CASE # 5: CENTRAL PARK CONSERVANCY



FOUNDED

1980

AGREEMENT CREATED

2006, 8-year MOU approved. Currently negotiating new agreement

MASTER PLAN CREATED

1985

2011 BUDGET

\$39.7 million

PRIVATE DONATIONS

75.4% of 2012 revenue

LARGE EVENTS

11.8% of 2012 revenue

Located on 843 acres in the heart of Manhattan in New York City, NY, the Central Park Conservancy is often a prime example of a successful urban park conservancy. Established in 1980 by citizens who were unhappy about the state of disrepair that their urban park had fallen into, these citizens organized themselves and started to raise private funds to support major park improvements and maintenance in an effort to restore Central Park to its intended splendor.

The conservancy's mission is to restore, manage and enhance Central Park, in partnership with the public, for the enjoyment of present and future generations.

In the years since its founding, the Central Park Conservancy has raised over \$600 million to fund capital improvements throughout the park and to help fund ongoing maintenance activities, with more than \$470 million coming from private sources and \$110 million from the city.

CASE # 5: CENTRAL PARK CONSERVANCY

The conservancy has also prescribed and carried out a restoration management plan for the park; managed the capital restoration of much of Central Park's grounds and facilities; activated a strong volunteer network; and attracted visitors from throughout the world (Central Park Conservancy, 2010).

Most funding for the conservancy's activities have come from private sources. Its Board of Trustees is made up largely of donors, with some non-voting ex officio spots and a few appointments by the Mayor, but the Board is largely independent from the City as an entity.

Specifically, the Board of Trustees is made up of 52 individuals:

- Four Trustees are Ex-officio Trustees (without voting rights), and include the Borough President of Manhattan; the Commissioner of the Department of Parks & Recreation of the City of New York; the President and CEO of the Conservancy; the Central Park Administrator (if a different individual than the person holding the title of President and CEO); and the President of the Women's Committee;
- Five (5) Trustees are appointed by the Mayor of the City of New York;
- Forty-three (43) Trustees are "General Trustees," none of whom are employees of, nor hold office in, the City of New York (Central Park Conservancy, 2010).

The conservancy operates with an annual budget of approximately \$40 million. The City does contribute a portion to the budget as part of a Memorandum of Understanding, in which the conservancy maintains about 85% of the grounds, with City staff maintaining the remainder. However, plans are for the Conservancy to eventually take over maintenance of the entire park.

New York City itself, however, maintains ownership over the actual parkland, and retains permitting authority over activities and events within Central Park. While the City and conservancy have a strong partnership in restoring and maintaining the land, the number and type of events that occur on the space remain firmly in the control of the City's Parks Department. There is no policy capping the number or type of events, though the City and conservancy work together to ensure the parkland does not endure degradation.

CASE # 6: CIVIC CENTER CONSERVANCY



Civic Center Park is located in downtown Denver, between the city and county buildings and the state capital of Colorado. Although this might seem like a prime location for events and gatherings, the park was largely abandoned by both park users and government operators in the final decades of the last century. In order to turn around this situation, a group of concerned citizens founded a conservancy in 2004.

The conservancy is organized around four key emphases (Civic Center Conservancy, n.d):

1. to advocate for resources and improvements to the park;
2. to create events and programming that activate the civic center;
3. to create awareness and engagement on issues that affect Civic Center Park;
4. and to fundraise for these activities, improvements, and issues.

FOUNDED

2004

AGREEMENT CREATED

2006

MASTER PLAN CREATED

2005

2011 BUDGET

\$700,000

PRIVATE DONATIONS

70.3% of revenue

LARGE EVENTS

Minimal percentage of revenue

CASE # 6: CIVIC CENTER CONSERVANCY

Although relatively young in comparison to some other organizations, the conservancy has a variety of achievements to its name. Partnering with city, county, and state politicians, the conservancy helped secure passage of the 2007 Better Denver bond initiative, ensuring over \$9.4 million in funds for specific improvements to the park (Civic Center Conservancy, n.d.). In addition, the conservancy has founded a number of annual events, including Civic Center EATS, a weekly summer festival of food trucks and live music, and the Civic Center SOUNDS Independence Eve concert and fireworks display (Civic Center Conservancy, n.d.).



CASE # 7: GOLDEN GATE NAT'L PARKS CONSERVANCY



FOUNDED

1981

AGREEMENT CREATED

Yes

MASTER PLAN CREATED

N/A

2011 BUDGET

\$34.9 million

PRIVATE DONATIONS

20% of revenue

LARGE EVENTS

2% of revenue

The Golden Gate National Parks Conservancy provides financial support, community outreach, and other services for 37 separate sites in the national park system throughout the Bay area. Initially named the Golden Gate National Parks Association, the 501(c)3 changed its name from “Association” to “Conservancy” in 2003 (Golden Gate National Parks Conservancy, “History”, n.d.).

As a cooperating agency of the National Park Service, the conservancy provides multiple support services. The Conservancy provides staffing to the visitors centers’ at the various locations. Working with the Golden Gate National Recreation Area, the Conservancy founded the Institute at the Golden Gate, an organization focused on “[fostering] new ideas, [sharing] best practices, [encouraging] leadership, and [supporting and implementing] public policy changes that will benefit people and the planet” (Golden Gate National Parks Conser-

CASE # 7: GOLDEN GATE NAT'L PARKS CONSERVANCY

vancy, "Mission/Vision", n.d.).

With the mission of preserving the Golden Gate National Parks, enhancing the park visitor experience, and building a community dedicated to conserving the parks for the future, the conservancy is involved in multiple innovative programs. Since 1985, the conservancy has run the Golden Gate Raptor Observatory with the National Park Service, a "citizen science" program that trains volunteers as hawk counters, banders, and trackers" (Golden Gate National Parks Conservancy, "History", n.d.). In addition, the Conservancy worked with the National Park Service to obtain the input of community members regarding the improvements to various sites including the Presidio, Crissy Field, and Alcatraz Island. Through these stakeholder engagement processes, the conservancy has been able to help steer the master plans of specific sites. This is important for the conservancy given that the the Park Service does not seem inclined to create an area-wide master plan.



CASE # 8: MEMORIAL PARK CONSERVANCY



FOUNDED

2000

AGREEMENT CREATED

2008, contract with City to ensure right of entry and establish parameters of cooperation and fundraising

MASTER PLAN CREATED

2004, in cooperation with Parks Dept. & Parks Board.

2012 BUDGET

\$1.25 million (approx.)

PRIVATE DONATIONS

64% of 2012 revenue (approx.)

LARGE EVENTS

36% of 2012 revenue (approx.)

The Memorial Park Conservancy (MPC) exists to provide financially for the enhancement and protection of Houston's largest park. The conservancy originated from a decision made by the Memorial Park Advisory Committee, with approval from the Director of the Parks and Recreation Dept., that they expand the committee to include the major user groups of the park. The 1500-acre park is controlled by the City of Houston which allows MPC to make improvements on a by-permit basis. The staff consists of three full-time employees, including one volunteer coordinator. Memorial Park offers many amenities including: an 18-hole golf course, six tennis courts, croquet, a swimming pool, a fitness center, sports fields, hiking trails, sand volleyball, and picnic areas. On an average day the park accommodates 10,000 runners, walkers, and mountain bikers (personal communication, March 19, 2013).

CASE # 8: MEMORIAL PARK CONSERVANCY

Recently, MPC worked with the Houston Parks and Recreation Department and the Houston Parks Board to develop the park's master plan. The plan originated out of widespread concern related to the uses and environmental degradation occurring within the park. The master plan succeeded at establishing policies that direct events, vehicular traffic, types of uses, and habitat restoration plans that today guide the park's management (personal communication, March 19, 2013)..

Memorial Park once held numerous large-scale events (e.g. weekly "Fun Run" fundraisers). However, resident groups located on the park's periphery felt their communities were negatively impacted by these events. In response, the City of Houston limited large-scale events to one Fun Run fundraiser per year. In addition, the park's large-scale event policy prohibits events that would require the City to close roads or events that would have any negative impact on the average park visitor or residents located near the park. The effect of this policy has implications for the number of events taking place at any given time, along with the level of noise generated by such events (personal communication, March 19, 2013).

The conservancy has a 36 member board comprised mostly of private sector leaders, with seven ex-officio advisory members. New board members are approved by the current board (personal communication, March 19, 2013)..

The conservancy's annual budget is approximately \$1.25 million and is supported through

its various fundraising efforts. Revenues for FY 2013 are as follows:

- Annual Gala: \$230k, 180 attended
- Annual Fun Run: \$125k, 2,500 attended
- Annual Golf Tournament: \$96k, 160 attended
- Foundation donors: \$600k (yearly avg.)
- Corporate donors: \$200k (yearly avg.) (personal communication, March 19, 2013).

CASE # 9: PIEDMONT PARK CONSERVANCY



The Piedmont Park Conservancy, located in Atlanta, GA, was established in 1989. Modeled after the Central Park Conservancy, citizens came together as Piedmont Park was falling into disrepair, with high crime and unsafe conditions for many community members.

The Piedmont Park Conservancy's mission is to enhance and preserve Piedmont Park as a vital urban green space and as a cultural and recreational resource that enhances the quality of life for all Atlantans.

Sitting on 189 acres in urban Atlanta, the Conservancy has restored the historic portion of Piedmont Park. The Conservancy has raised and invested more than \$64 million for park beautification, maintenance/security, programs, and a 53-acre expansion of usable park space. The once dilapidated Piedmont Park has been transformed into the most visited green space in Atlanta. The Conservancy currently manages

FOUNDED

1989

AGREEMENT CREATED

1992, long-term MOU

MASTER PLAN CREATED

2006

2012 BUDGET

\$3.3 million

PRIVATE DONATIONS

14.9% of 2012 revenue

LARGE EVENTS

15.9% of 2012 revenue

CASE # 9: PIEDMONT PARK CONSERVANCY

more than 90 percent of the park's daily maintenance and security under a Memorandum of Understanding with the City of Atlanta.

The Conservancy Board of Directors consists of 41 members, with 36 members as "general directors", 13 of which also sit on the Executive Board. Two additional members are appointed by the City Council and three by the Mayor, though these members do not hold voting rights. Voting members of the Board are largely independent of the city (Piedmont Parks Conservancy, About the Conservancy, 2012)

Much of the Conservancy's funding comes from private sources, and the Conservancy also has the authority to operate concessions, where profits are returned to invest in maintenance of the park.

While the Piedmont Park Conservancy operates as an independent entity, the City of Atlanta remains the owner of the parkland and retains authority over permitting of activities and events within the park space. The private-public partnership between the Conservancy and the City showcases the strong working relationship between the two independent entities to work together to restore and improve a community treasure.

CASE # 10: PITTSBURGH PARKS CONSERVANCY



FOUNDED

1996

AGREEMENT CREATED

1998, revised 2008

MASTER PLAN CREATED

2000

2011 BUDGET

\$6.9 million

PRIVATE DONATIONS

78% of revenue

LARGE EVENTS

8.9% of revenue

The Pittsburgh Parks Conservancy has been in a constant state of evolution since day one. Founded in 1996 as the Schenley Park Conservancy, the organization was initially focused on stopping the degradation taking place in the second-largest park of the City's municipal park system. However, because of requests from Pittsburgh's then-mayor, the organization expanded the scope of its mission within the first year to include all four of the City's regional parks: Schenley, Frick, Highland and Riverview.

With the express mission of "[improving] the quality of life for the people of Pittsburgh by restoring the park system to excellence in partnership with government and community partners" (Pittsburgh Parks Conservancy, "Mission/Vision", n.d.), the conservancy initially focused on raising funds for specific capital improvements for the city (Blaha, 2013). It has proven incredibly successful in this pursuit, raising over \$60 million dollars for renovations and mainte-

CASE # 10: PITTSBURGH PARKS CONSERVANCY

nance of various areas throughout the regional parks since the City and conservancy officially became partners through a contract in 1998.

Through its versatile MOU with the City of Pittsburgh, the conservancy has adjusted and evolved the types of programs that it provides. In 2001, the two organizations began restoring Schenley Plaza and converting a former storage shed into the park's first cafe and visitor's center. When the project was completed in 2006, the conservancy and city signed a 30-year contract for the non-profit to run the visitor's center and manage day-to-day operations of Schenley Plaza. With the success of these various projects and programs, the conservancy is moving to expand the scope of its mission yet again to provide funding to key projects within the 170 community parks also within the municipal park system (Blaha, 2013).

CASE # 11: SANTA MONICA MOUNTAINS CONSERVANCY



FOUNDED

1980

AGREEMENT CREATED

N/A

MASTER PLAN CREATED

1979 adopted, work plan implemented in 2000

2011 BUDGET

\$20 million (approx.)

PRIVATE DONATIONS

Funded by state bonds, state grants, and user fees

LARGE EVENTS

Minimal percentage of revenue

The Santa Monica Mountains Conservancy was established by the California State Legislature in 1980 to preserve parkland in wild and urban areas in Southern California. The Conservancy purchases land outright (over 69,000 acres since its inception), and also works to promote low impact use among private land owners within its protection area through private-public partnerships.

The Conservancy's mission is through direct action, alliances, partnerships, and joint powers authorities, to strategically buy back, preserve, protect, restore, and enhance treasured pieces of Southern California to form an interlinking system of urban, rural and river parks, open space, trails, and wildlife habitats that are easily accessible to the general public.

CASE # 11: SANTA MONICA MOUNTAINS CONSERVANCY

The key to the Conservancy's success has been partnerships. The Conservancy maximizes its effectiveness by working together with local government, joint powers entities, landowners, State and Federal agencies, and community-based organizations to secure and develop parkland. Through a strategic planning process that includes community participation, the Conservancy's projects and priorities are continually updated to reflect the changing dynamics of the region.

The Conservancy Board of Directors consists of nine voting members, three ex officio members and six legislative members. This policy-making entity for the Conservancy is broadly representative of state, regional, and local interests. A twenty-six member Advisory Committee meets jointly with the Conservancy and offers citizens the opportunity for even greater participation.

The Santa Monica Mountains Conservancy owns thousands of acres of public parkland and park facilities and serves as a repository for open space and trail dedications within its jurisdiction. The Conservancy receives no state funding for the operation and maintenance of its properties. The management of Conservancy land including operations, maintenance, patrol, and resource monitoring is performed under a memorandum of understanding with the Mountains Recreation and Conservation Authority (MRCA), a local public park agency, from property or program generated fines or fees and other non state funding sources. Under the agreement, for no additional consideration, the MRCA provides services to the public in a coordinated and integrated fashion, and creates efficiency through sharing of expertise, person-

nel, and equipment (Santa Monica Mountains Conservancy, Who we are and What we do, 2013).

Funding for land acquisition largely comes from state bonds and some money is generated from user fees, such as on-site filming and events. The Conservancy operates on an annual budget of approximately \$20 million.

There is no policy or maximum on events occurring on Conservancy land. The geography makes large scale events difficult, though the Conservancy would like to explore having more events to generate revenue to fund its operations. Recent state budget problems have resulted in some internal cutbacks at the Conservancy.

FIVE KEY FINDINGS

FIVE KEY FINDINGS

Upon concluding our research of the eleven conservancies and reviewing the available literature on the topic, the project team formulated five key findings which pertain to conservancies and that we feel have particular relevances to the City of Pasadena:

1. **Definition & Activities**
2. **Formation Processes**
3. **Organizational Structures**
4. **Funding & Relationships**
5. **Event Policies**

1. DEFINITION & ACTIVITIES

We begin by answering the question: what is a conservancy? Our observations found that a conservancy is a private, non profit support entity that fundraises for targeted capital improvements and assists with park management and community engagement.

Our project team also found that all conservancies initially engage in fundraising, and make

this a vital component of their mission statement. Then, as trust grows and relationships with stakeholders evolve, conservancies take on new activities. The first new activity is usually community outreach. Conservancies find this activity useful for establishing a volunteer base, reaching out to park users, and engaging them in park activities.

Conservancies will also advocate for the park, and most become part of the master plan process. Through their boards, conservancies advocate for various improvements and even become the face for bond measures that benefit the park. As time progresses and their reputations grow, conservancies build important strategic partnerships with the public sector, community based organizations, and corporate sponsors.

Finally, we found that most all conservancies eventually take on the daily maintenance and operations of the park. This means that local governments do yield some authority, but



FIVE KEY FINDINGS

they are still responsible for issuing permits to conservancies for the work done in the park; this includes everything from debris clearing to reseeded the grass. This, however, does not mean conservancies are working effectively with every organization. Pittsburgh Park, for example, has an observatory that is a lessee. The observatory constructed a solar panel array on an area the conservancy had planned to develop for its own uses. This happened despite the fact that the conservancy and observatory generally worked well together. This example is relevant for the City of Pasadena because the lessees within the Arroyo may not have fundraising or improvement goals that are compatible with the goals of a conservancy.

2. FORMATION PROCESSES

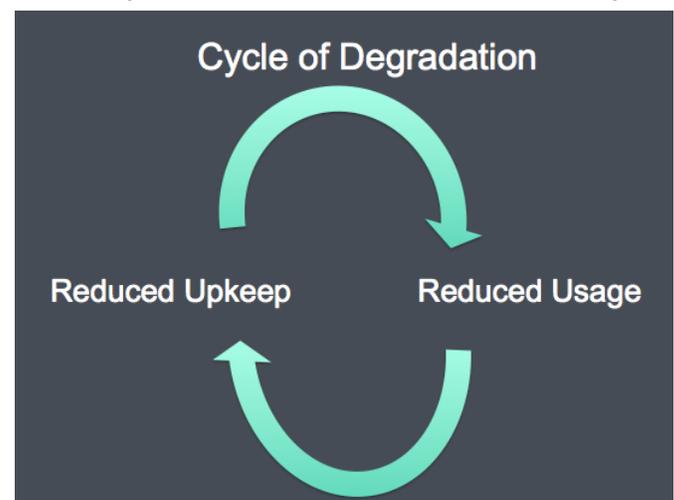
Of the conservancies surveyed by our team there are multiple commonalities among each organization's founding. Foremost among these is that conservancies are founded by private citizens who are concerned over the long-term viability of the parkland in their community. These private individuals are assisted by respected civic leaders (such as wealthy patrians and politicians) and organizations who utilize their political and financial resources to provide legitimacy to a grass-roots movement. The initial organization is typically formed through months, sometimes years, of debate and discussion over the place of public parks within civic life.

The formation process is characterized by the Four D's - Stages in the formation of a Conservancy:

Degradation -The impetus for the formation

of a park conservancy is the degraded nature of the public park, both the environmental and man-made infrastructure. This degradation typically stems from a lack of financial resources to maintain the park, which directly translates into reduced levels of maintenance. Reduced maintenance leads to a reduction in the number of park users.

In some instances, this slow spiral of degradation is all that it takes to create a long-lasting coalition. In other instances, a significantly large event or decision is required to set off the group that will eventually advocate for purposeful reinvestment in park facilities. Atlanta's Piedmont Park provides us with an example of the latter. Years of overuse left the park in disrepair (The Trust for Public Land, 2006). In addition, the lack of a master plan to guide development caused some stakeholders to complain that the park was becoming both overdeveloped and severely undermaintained (Campbell, 1991). However, despite these issues the citizens did little to step in and alter the downward course that the park was set on. Thus, crime in the park



FIVE KEY FINDINGS

increased as local residents began to frequent certain areas with less frequency (Atlanta Journal-Constitution, 1990). Some local residents formed a “Friends of the Park” organization in 1986, but this organization was unable to rally stakeholders in any substantive way (The Trust for Public Land, 2006).

However, an unlikely issue was able to galvanize residents to do something about the park: water quality. In the mid-1980's, the City Council of Atlanta faced the threat of significant fines if it did not improve the quality of water in Lake Clara Meer, which had been polluted from years of sewer runoff (Lee, 1991). As it was located in the center of the park, the City Council immediately made plans to place a sewer treatment facility next to the lake and in the heart of the park. Though crime and degraded facilities had caused frustration, it was the possibility of this facility being placed in the park that ultimately caused a number of stakeholders and business interests to come together with the Friends of Piedmont Park to create the Piedmont Park Conservancy in 1989 and begin to make effective change.

Debate - Once stakeholders have formed a coalition, they begin to make their case in the court of public opinion. In order to do so, groups typically rely on sponsors to assist them by providing legitimacy for the budding coalition. These sponsors often provide financial and institutional support in the form of fact-finding studies. In addition, they provide political capital by opening public debate in various venues such as the local newspapers' editorial pages and within public meetings.

One clear example is provided by San Diego's Balboa Park Conservancy. Three foundations were instrumental in pushing for the formation of a conservancy in Balboa Park: the Legler-Benbow Foundation, the San Diego Foundation, and the Parker Foundation (P. Harnik, personal communication, April 10, 2013). These organizations drove the debate from a minor conversation into something that the public and public officials throughout San Diego took seriously (Balboa Park Committee, 2008). In order to further the legitimacy of their cause, these organizations sponsored a series of studies produced by the Trust for Public Land, among other groups, to study the effectiveness of the city's management of the park, and begin to answer whether a conservancy might be able to manage the park more effectively.

What is really interesting is what came next. Up to this point, the foundations came across as openly critical of the City's management of Balboa Park, if not confrontational. However, instead of responding in kind with negative criticism, City officials began to join forces with these groups. First, city officials commissioned a two-year study that built on the Legler-Benbow foundation's report (Balboa Park Committee, 2008). Next, they used the data-gathering process as a means to begin bringing in other organizations and stakeholders who took issue with the City's management of Balboa Park, and offered those individuals seats on the new Balboa Parks Committee, which would act as the official information gathering body for the conservancy creation process (Balboa Park Committee, 2008). In doing these things, City officials provided both the sponsors of the conservancy and the city organization the chance to achieve

FIVE KEY FINDINGS

greater legitimacy in the eyes of the public. And, though much still needed to be done in order to solve the problems within Balboa Park, the major stakeholders were able to agree to a process and begin an open dialogue that could produce results.

Definition - With an understanding of both the specifics of the problem and the available alternatives in place, interested stakeholders can begin to define how to implement their solution. In this stage, one typically sees the actual conservancy founded, or refounded, in some manner. However, the founding of the organization is not an end in the process, because each organization must define exactly what it means to be a park conservancy.

The Central Park Conservancy provides an interesting example of this stage. Throughout the 1970's, debate raged on how to fix Central Park. In the late 1970's a number of citizen groups formed the Central Park Task Force, a group whose goal was to advocate for "the direct involvement of the public as park volunteers and donors" to turn around the park (Project for Public Spaces, 2000, p75). After much internal discussion and external debate, the coalition formed the Central Park Conservancy in 1979. They appointed Elizabeth Barlow Rogers, the head of the Central Park Task Force, as the head of the Central Park Conservancy, signaling a continuation in their direction despite the change in name (Project for Public Spaces, 2000).

Interestingly, at the same time that the conservancy was in the process of being founded to provide an outside funding stream to the park,

the Parks Commission was making plans to consolidate authority over the park to one figure in order to "address long-term planning and facilitate fundraising" (Project for Public Spaces, 2000). To capitalize on this new group's founding, the Parks Commissioner appointed Elizabeth Barlow Rogers to be the first Central Park Administrator (Project for Public Spaces, 2000). Although he did not provide her with any staff or funding, he did provide her with the ability to effect change in the organization, thereby giving the conservancy the ability to effect change in the city's park department (Project for Public Spaces, 2000). She took this as an opportunity to effectively alter the culture among the maintenance workers of Central Park (Project for Public Spaces, 2000). In providing them with better equipment, training, and standards of accountability, she raised the standards at Central Park, while also beginning to alter the focus of the organization (Project for Public Spaces, 2000). At the same time, she began to define how the conservancy would work closely with the City by focusing on the day-to-day maintenance of the park.

Development - With the conservancy founded, and its purpose defined, the organization begins to operate. However, the exact relation of the conservancy to the city continues to develop for some time. These formal bonds with park owner take time to be agreed upon, both explicitly and implicitly. Specific programs and projects provide opportunities for that relationship to evolve and change. At the same time, alterations in the relationship between the city and the the conservancy can significantly affect the mission and focus of the conservancy.

FIVE KEY FINDINGS

The Pittsburgh Parks Conservancy provides an interesting example of the development and evolution of Public-Private Partnerships between cities and conservancies. As discussed above, in order to meet the needs of the park system, the conservancy’s role has changed over time. While initially focused on fundraising and community engagement, the conservancy’s role has evolved first to that of manager of restoration projects, and most recently to co-manager of day-to-day maintenance. It appears to be in process of changing further, increasing in scope as the organization obtains greater capacity to tackle larger problems.

3. ORGANIZATIONAL STRUCTURES

Now that we know how conservancies are typically formed, we turn to their organizational structure. More specifically, we are interested in their board composition. Representation on conservancy boards mirror typical nonprofit boards. Concerned citizens, donors, and high profile individuals make up the majority of board members. These “voting” board members comprise about 80% of membership of conservancy boards (Brooklyn Bridge Conservancy, Directory, n.d.).

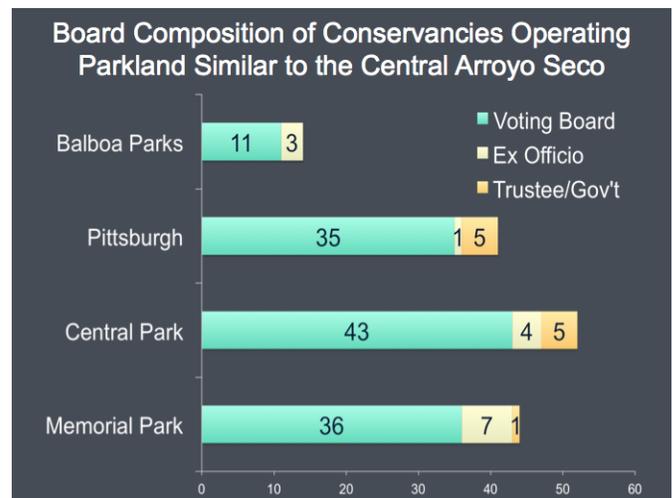
The remaining 20% of board membership is typically split between any combination of ex-officio members and appointed members. The Central Park Conservancy in New York provides a good example of this arrangement. On the Central Park board, the borough commissioner and city parks director both have seats on the board by virtue of their job titles. Additionally, the mayor is entitled to personally

appoint five board members (Brooklyn Bridge Conservancy, Governance Overview, n.d.).

The following bar graph is a helpful visual representation of board make-up among four conservancies that most closely resemble the Central Arroyo Seco.

4. FUNDING AND RELATIONSHIPS

Of the conservancies we examined, the largest funding source was often private, mostly from individual and corporate donors. Many of the conservancies were established by groups of private citizens who wanted to see their neighborhood park restored and maintained, and felt compelled to provide the resources to do so.



FIVE KEY FINDINGS

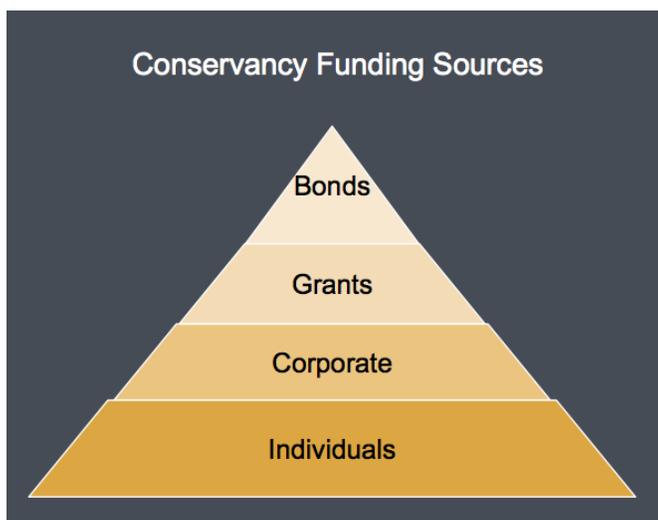
Grants from foundations and government also were sources of funding for a number of our conservancies, and bond funding provided some funds--often in government conservancies like the Santa Monica Mountains Conservancy.

We also found that strong relationships existed between the independent conservancies and the cities in which they operate. Most of the conservancies had decision making boards largely made up of members independent from their city, though the cities often have some representation (always a minority of votes, if not ex-officio or non-voting membership). But through formal and informal means, the cities and conservancies developed trust and mutual understandings in efforts to push forward towards common goals of restoring and enhancing parkland for the benefit of the community.

Some conservancies operated under formal agreements, with signed memorandums of understanding and contracts to lay out specif-

ic responsibilities and roles. However, most conservancies we examined also had many informal agreements and understandings.

While the cities technically maintained ownership of the land, with ultimate authority over capital projects and activities, we found that the cities worked quite closely with the largely independent conservancies to ensure the success and sustainability of their urban park space.



FIVE KEY FINDINGS

5. EVENT POLICIES

Some common practices we found across our survey of conservancies were:

1. Conservancies generally increase events and users
2. City permits are required for most events.
3. Cities maintain control over type and number of events.

With the exception of Memorial Park, we found that the conservancies actively worked to increase the level of users entering the park. Conservancies accomplish this by means of adding events to their calendars or by installing programming and attractions which draw in more users.

However, because most conservancies are not land managers, events are still approved by the city, which owns the land, on a permit basis. This means that the cities maintain ultimate control over the number and type of events.



FINAL CONSIDERATIONS

FINAL CONSIDERATIONS

The essential question boils down to this: what do conservancies do well and what are their limitations? The insights into these questions in combination with Pasadena's values will inform the city's future direction.

CONSERVANCY STRENGTHS

Conservancies can address certain issues that Pasadena faces. Below we detail five key strengths of conservancies including park improvements, community engagement, funding, maintenance, and city relationships.

Park Improvements - One key feature of all - if not most - conservancies is that they exist to improve the land. Whether they are directly associated with one particular park or they span a geographical region, conservancies excel in park improvements. From organizing trail work and preserving native species, to major campaigns and capital projects, conservancies are dedicated to continually improving the land they steward. In part, they are able to do so because they effectively marshal the resources from concerned citizens.

Community Engagement - Conservancies are particularly adept at engaging the community. Concerned citizens are the heart of nearly every conservancy. Without their passion, few conservancies would have formed. Because of this, conservancies rally communities to keep open space clean, to reinvest back into their local parks, and to take an active role in preserving the natural and recreational history.

Funding - The ability to attract funding from both individuals and foundations is a major

advantage for conservancies. Unlike government and local municipalities, conservancies are much better at raising funds. As a nonprofit entity, they have a better rapport with the community and work diligently on establishing trust. With this relationship at the center of their operations, conservancies are viewed as a responsible agent. Thus, a conservancy is better positioned to make grant requests and seek money from individual donors who might otherwise never give to a city's general fund.

Maintenance - As mentioned in earlier sections of this report, conservancies tend to be good at maintaining parkland. Not only do they oversee large-scale improvement projects, but conservancies can also be involved in the day-to-day maintenance. Although city parks or public works departments might oversee park upkeep during the early stages of forming a conservancy, over time cities typically give conservancies more and more responsibility. Enlisting the help of volunteers (who often form their own "green clubs"), conservancies are able to perform many maintenance duties as part of community events. Not only do conservancies "win" but concerned residents also get the opportunity to make a difference.

City Relationships - Another benefit of a conservancy lies in its relationship with cities. Most public-private partnerships between cities and conservancies are done so through contracts or memorandums of understanding. Although the act of establishing a conservancy typically means the city relinquishing some control over the park, contracts ease the tension. When relationships are prescribed in this manner, changes based on lessons learned

FINAL CONSIDERATIONS

or changing circumstances can more easily be addressed. The legislative alternative is much more cumbersome should any problems arise leading to termination of the agreement (The Trust for Public Land, 2008).

CONSERVANCY LIMITATIONS

Though a conservancy could provide many benefits to the City of Pasadena and the Central Arroyo, certain issues remain unresolved. Conservancies do not address specific issues found within the area, issues that should be addressed in order to ensure the Central Arroyo's long-term success. The prioritization and coordination of events, the overusage of park facilities, and maintenance of relations with lessees of parkland within the Central Arroyo are areas of particular concern.

Prioritization of Events - In nearly every instance conservancies do not issue park permits or regulate activities taking place within a park. Instead, they attempt to partner with the city and user groups in order to engage community members in the various initiatives of the conservancy. As such, they have little official power to prioritize the types of uses taking place within a park. In certain instances, as with Houston's Memorial Park, the City altered its policy in order to accommodate the needs of passive and active local park users, but this was against the wishes of the Memorial Park Conservancy. Further, we could not find one particular instance wherein a conservancy was the main vehicle to prioritize the requests of various park users.

Overuse - Part of the mission of many park

conservancies is to activate spaces within a park by providing new activities that introduce new users to the park. In so doing, they are able to increase usage of park facilities and create new advocates for the park. However, given that these organizations are intended to increase usage, the research team is uncertain as to how effective a conservancy will be to address issues of overusage of facilities within the Central Arroyo. During an interview with Peter Harnik, director of the Center for City Park Excellence and a leading advocate for public parks, he expressed concerns as to whether a conservancy would be able to properly address the issue of overusage within the Central Arroyo (personal communication, April 10, 2013).

Lessee Relations - The research team has found numerous instances where conservancies formed partnerships with one or more private organizations in order to further the goals of both groups. In some instances, successful partnerships were formed with lessees of the park. One such example is the Pittsburgh Park Conservancy's current project working with the operators of the Bob O'Connor Golf Course to reduce the course from 18-holes to nine-holes. The goal of this project is to improve the viability of one of the ecosystems in Schenley Park (S. Rademacher, personal communication, March 26, 2013).

However, the research team has also found numerous instances throughout the literature wherein a conservancy was unable to work or properly communicate with one or more lessee's on various issues. Given this track record, the research team believes that it is

FINAL CONSIDERATIONS

equally likely that a conservancy based in the Central Arroyo would experience issues in its dealings with the current lessees as it would work cooperatively with the lessees. As such, there is reasonable probability that the City of Pasadena would need to assist the various organizations to maintain effective relations.

THE CENTRAL ARROYO AND THE PRODUCTION OF PUBLIC VALUE

Ultimately, the creation of a conservancy could provide benefits to the City, the community, and associated stakeholders depending on the mission of that organization and the expectations placed upon that organization. Were a conservancy founded with the express goal of increasing funding for various improvements in and around the Central Arroyo (or with another goal that is a traditional strength of the conservancy model), it is likely that the organization could thrive. However, were the conservancy intended to solve all issues outlined by stakeholders, it is possible that the organization may eventually be viewed as a failure due to unreasonable expectations over the power and efficacy of the types of programs that a conservancy can implement.

One of the major benefits that has not been addressed as of yet is the way in which a conservancy can alter the governance structures of a park. By providing the citizens of a community with a means to advocate and actively work towards the improvement of public spaces, a conservancy empowers those citizens to alter their perception of their relation to both the park and the government that owns that park. Citizens stop seeing themselves

as mere consumers of a good produced by a government agency, and begin to see themselves as equal partners in the production of public value within their community. Those citizens start to see themselves as co-owners of the park, and begin to alter the strategies that they use for solving problems so as to maximize their long-term investment in the parkland. At the same time, in working with a conservancy, city staff are forced to alter their perception of their job and their relation to citizens. No longer are they the only means for affecting change in the park. Instead, they are forced to reckon with the reality that they are equals of the citizens they serve, who have the ability to either combine resources or fight against those partners. However, they cannot completely ignore the power that such a shift has upon their relation to the citizenry.

In order to properly move forward on this or any proposal, both the City and stakeholders must begin to grapple with the specific type of public value that is to be produced within the Central Arroyo. The answer to this question appears unclear based on inconsistent answers by stakeholders regarding the City's purpose in the Central Arroyo.

FINAL CONSIDERATIONS

CONCLUSION

In order for the City of Pasadena to properly consider if a conservancy is the right approach to addressing the issues presented by the Central Arroyo, it must prioritize its goals for the Arroyo in light of the public value it will bring to the city. Among the more prominent considerations are the balance between active and passive recreation, the economic value of the site, the production of funds for capital improvements and maintenance, and the effects of human activity on the surrounding man-made and natural environment. The city might ultimately conclude that while some of these factors are best addressed by specific programs or aspects of a conservancy model, others might be better addressed by an alternative management strategy.

An understanding of the issues and goals of the Central Arroyo, whether they be economic development or natural habitat management, would further focus the work of city staff to tailor specific management alternatives suited for maximizing community benefits. While stakeholders may disagree on the issues, many would likely appreciate the legitimacy of such a process given that it is transparent and receptive to stakeholder input.

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APPENDICES

APPENDIX A.

SURVEY INSTRUMENT

Standardized questions for interviewing conservancies.

Organization:
Name/Position:
Interviewed By:
Date:

1. Mission?
2. Services and programs provided (in addition to managing just open/park space.)?
Do they manage other entities (e.g., stadiums, golf courses, museums, events, etc.)?
3. Noted Accomplishments?
4. Board Structure (who gets seats, control)?
5. Org. Structure?
6. Staff size, budget, volunteers?
7. Funding sources?
 - public
 - private
8. Public-private partnerships to increase resources?
 - Depth of network?
9. Changes to funding and network since establishment of conservancy?
10. Park use before/after conservancy?
11. Maximum number of events (large) annually?
12. Recent issues?
 - Problems/Solutions
13. Greatest needs?
14. Barriers to success/stability?
 - Political
 - Human capital
 - Governmental
15. Resource constraints?
16. Suggested Best Practices?
 - For increasing funding
 - For garnering City support
 - For separating Park operations from City politics

APPENDIX B.

SAMPLE MOU: PITTSBURGH PARK CONSERVANCY AND THE CITY OF PITTSBURGH

COOPERATION AGREEMENT

MADE April 10, 2000.

B
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N

the **CITY OF PITTSBURGH**, a municipal corporation of the Commonwealth of Pennsylvania ("City")

AND

THE PITTSBURGH PARKS CONSERVANCY, INC., a non-profit corporation, organized and existing under the laws of the Commonwealth of Pennsylvania ("Conservancy"), with its principal place of business located at 242 McKee Place, Pittsburgh, PA 15213.

WHEREAS, the Department of Parks and Recreation and the Department of Public Works of City, through their respective Directors and subject to the supervision of the Mayor, are responsible for the care, management and control of all lands, buildings and recreational activity in City parks pursuant to Article XI, Sections 471.01 et seq., of the Pittsburgh Code of Ordinances; and

WHEREAS, the City's regional parks, which consist of Schenley Park, Frick Park, Highland Park and Riverview Park (hereinafter referred to as the "Regional Parks"), are major assets of the City requiring a high level of maintenance and management commensurate with their value and importance to the greater Pittsburgh area, and are in need of long-range planning and funds to implement said planning for their future stability and development; and

WHEREAS, the Conservancy is an organization, whose principal purpose is to preserve, restore and maintain the Regional Parks and to raise money to finance capital improvement projects, coordinate volunteer activity and foster greater appreciation for the Regional Parks through special programs and events; and

WHEREAS, the Conservancy and City wish to form an alliance, in effect a public/private partnership, which will complement and augment the City's ability to operate, maintain and enhance the attractiveness of the Regional Parks.

APPENDIX B CONTINUED

SAMPLE MOU: PITTSBURGH PARK CONSERVANCY AND THE CITY OF PITTSBURGH

NOW, THEREFORE, the parties hereto agree as follows

I. CONSERVANCY'S AND CITY'S DUTIES AND RESPONSIBILITIES:

For purposes of this Agreement, City approval or notice to the City shall be accomplished by written notice to the Mayor and the Directors of Parks and Public Works. The Mayor shall obtain such approval of City Council to the extent required by Resolution 285 of 1998, effective May 29, 1998, attached hereto as Exhibit "A".

A. Subject to the City's approval, the Conservancy shall do as follows:

1. PROJECT FUNDING, APPROVAL & MANAGEMENT

- a. The Conservancy shall provide professional advice to the City concerning the preservation, maintenance, improvement, protection and restoration of the Regional Parks. At Council's request, the Conservancy will appear before it during the annual operating and capital budget proceedings to comment on Council's proposed operating and capital budgets as they relate to the Regional Parks.
- b. The Conservancy shall obtain and apply revenues to fund capital projects and operational programming approved by the City for the Regional Parks (the "Projects"). The Conservancy shall solicit funds from private and governmental donors and shall expend those funds, including any City funds it receives, for the sole purpose of preserving, restoring, maintaining, and improving the Regional Parks, and educational activities related thereto. Before beginning any solicitation, the Conservancy shall inform the City of such plans. It shall also inform the City on a regular basis of its planned and actual expenditures and disbursements.
- c. For each Project, the Conservancy shall enter into a project agreement with the City complying with the terms herein (a "Project Agreement.") The term "Project Agreement" may also include a Lease Agreement incorporating the terms herein.

APPENDIX B CONTINUED

SAMPLE MOU: PITTSBURGH PARK CONSERVANCY AND THE CITY OF PITTSBURGH

- d. With regard to all capital projects and other programs that are applicable to the Regional Parks, the Conservancy shall have final authority over the actual disbursement of its own funds for any particular project or program; however, such authority does not supercede City's right of final approval over all aspects of proposed Projects before any action is taken by the Conservancy.
- e. The Conservancy shall prepare and present to the City a proposed strategic plan for the Regional Parks for the City's review.
- f. The Conservancy may establish and manage projects that benefit the Regional Parks, such as rehabilitation of land and facilities, beautification, sightseeing tours, nature excursions, design of recreational sites, and educational activities.
- g. Programming decisions for activities in the Regional Parks should be made in consultation with the City. All proposed program fees for such activities should be presented to and approved by the City prior to any assessment thereof. Waivers releasing the City from liability in regard to such activities will be used.
- h. The Conservancy shall make its best efforts to communicate to community-based organizations and property owners adjacent to the four (4) Regional Parks about any plans or activities affecting changes in the parks. The City Planning department shall provide relevant names and addresses.
- i. To the extent possible or deemed appropriate by the City, and should additional resources be available, the Conservancy shall review park operations in non-regional parks and assist in the improvements in the capital and operational needs of these neighborhood park areas.

2. OWNERSHIP BY CITY

- a. Any improvements undertaken by the Conservancy pursuant to this Agreement, including, but not limited

APPENDIX B CONTINUED

SAMPLE MOU: PITTSBURGH PARK CONSERVANCY AND THE CITY OF PITTSBURGH

to, construction, landscaping, plantings and installations, shall become the property of City upon completion. The parties hereto shall reach a mutually satisfactory agreement as to control and maintenance of said improvements prior to the commencement of work on a Project.

- b. Nothing contained in this Agreement shall have the effect of relinquishing to the Conservancy the ultimate control and authority of City over the Regional Parks; nor shall this Agreement have the effect of transferring to the Conservancy any right, title or interest of City in and to the Regional Parks.

3. AFFECT ON BARGAINING UNIT WORK & OTHER PROJECTS

- a. The services, projects and professional advice which the Conservancy provides pursuant to this Agreement shall complement and augment existing City functions and shall in no way replace or offset any programs or services of City in violation of a collective bargaining agreement. In the event that the City determines that any work of the Conservancy does or may replace or offset an existing City function in violation of a collective bargaining agreement, the City may request that the Conservancy immediately cease said work.
- b. If Conservancy has undertaken a Regional Parks project pursuant to this Agreement, which partially or wholly overlaps a Regional Parks project of another organization or person rendering a service to the City, the City will work with both the Conservancy and such organization to accomplish a solution of mutual benefit to the City, the Conservancy, and the organization. However, at the City's request and upon sixty (60) days advance written notice from the City, the Conservancy shall cease such project, or part thereof, that conflicts with or duplicates the project of such other organization or person.
- c. The City and the Conservancy acknowledge that the Projects contemplated by this agreement are described herein only in general terms. Prior to the

APPENDIX B CONTINUED

SAMPLE MOU: PITTSBURGH PARK CONSERVANCY AND THE CITY OF PITTSBURGH

commencement of a Project, a detailed proposal of the work anticipated shall be forwarded to the City for review. To the extent any Project or portion thereof would give rise to a violation of a collective bargaining agreement for City of Pittsburgh employees, the City will give notice to the bargaining unit representative. The City will either request that the Conservancy comply with any lawful terms and conditions imposed under the collective bargaining agreement in the performance of such work or obtain an appropriate waiver from the bargaining unit.

4. EMPLOYEE STATUS

Neither the employees of the Conservancy nor those of the City shall be deemed to be employees or agents of the other entity; under the supervision of the relevant City Director, employees of either party may work in collaboration with the other party's employees.

5. APPOINTMENT OF BOARD MEMBERS

Conservancy by-laws shall provide for the appointment of various ex-officio members to its board of directors as well as for the appointment of certain other directors by the Mayor. In particular, the appointment of at least 5 Board members shall be the power of the Mayor with the confirmation of City Council. In addition, ex officio members of the board shall include the Mayor, the Director of the City's Department of Parks and Recreation, the Director of the Department of Public Works and the Director of City Planning.

- B. The City shall keep the Conservancy apprised of any plans the City has formed to conduct events or projects in the Regional Parks; the City shall consider, but shall not be obligated to implement, any suggestions the Conservancy may make in regard to such plans.

II. **TERM OF AGREEMENT:** The term of this Agreement shall be for the longer of ten years, commencing upon the date first above written, or until such time as a Project Agreement is outstanding pursuant to the terms hereof. This Agreement may

APPENDIX B CONTINUED

SAMPLE MOU: PITTSBURGH PARK CONSERVANCY AND THE CITY OF PITTSBURGH

be renewed upon mutual written agreement of the parties.

III. **COST OF ACTIVITIES:** The Conservancy's work and activities, as well as those of any of its agents, shall be performed at no cost or fee to the City. City shall have no obligation to compensate the Conservancy for the performance of any services hereunder.

IV. **MONITORING AND EVALUATION:** All services provided under this Agreement shall be subject to monitoring and evaluation by City or its authorized representatives. Conservancy shall supply City with written reports on program activity, in a form approved by City, as City may, from time to time, require. Conservancy shall provide City with such additional information and data as may be periodically required by federal or state authorities, or by City itself. Authorized representatives of City shall have access to the books and records maintained by Conservancy with respect to any services or materials provided to City pursuant to this Agreement at all reasonable times and for all reasonable purposes, including, but not limited to, inspecting and copying any books, records, memoranda, checks, correspondence or other relevant documents. All such books and records shall be preserved by Conservancy for a period of three (3) years after the termination of this Agreement.

V. **RIGHTS IN DATA; COPYRIGHTS; DISCLOSURE:**

a. **Definition.** The term "data", as used in this Agreement, includes written reports, studies, drawings, or other graphic, electronic, chemical or mechanical representations.

b. **Rights in data.** All data developed pursuant to this Agreement which involves the rehabilitation or improvement of land or facilities in the Regional Parks or plans with respect thereto shall belong solely and exclusively to City, and City shall have the full right to use such Data for any official purpose and in whatever manner is deemed desirable and appropriate, including making it available to the general public. Such use shall be without any additional payment to or approval by Conservancy. City shall have unrestricted authority to publish, disclose, distribute and otherwise use, in whole or in part, any such Data. Data involving the Conservancy's solicitation of funds and other information with respect to Conservancy's donors shall not be included within this paragraph.

c. **Copyrights.** No Data, as defined above in subparagraph b, shall be subject to copyright by Conservancy in the United States of America or in any other country. Conservancy hereby relinquishes, or shall cause to be relinquished, any and all copyrights and/or privileges to such Data without any additional payment to Conservancy therefore. Conservancy agrees at the request of the City to include a copyright notice indicating the date of publication and identifying City as the owner in any such Data.

APPENDIX B CONTINUED

SAMPLE MOU: PITTSBURGH PARK CONSERVANCY AND THE CITY OF PITTSBURGH

VI. **CONFIDENTIALITY:** Conservancy agrees not to divulge or release any information or data developed or obtained in conjunction with any aspect of its performance under this Agreement, unless such information or data was prepared with the intention of being released to the public for educational or informational purposes, or to donors or prospective donors for the purpose of soliciting donations, except to authorized City personnel or upon prior written approval of the Director of the Department of Parks and Recreation of City.

VII. **WORKER'S COMPENSATION:** For each Project Agreement, Conservancy must certify that it has accepted the provisions of the Worker's Compensation and Occupational Disease Acts, as amended and supplemented, insofar as the work covered by this Agreement is concerned, and that it has insured its liability thereunder in accordance with the terms of the said Acts, and will deliver a certificate of insurance to the City or evidence that it has duly filed a proper certificate of exemption from insurance with the Pennsylvania Department of Labor and Industry. Until it has delivered such a certificate of insurance or evidence of an exemption to the City for each Project, the Conservancy shall not conduct any on-site activity within the Regional Parks.

VIII. **COMPLIANCE WITH LAWS:** Conservancy shall fully obey and comply with all laws, ordinances, resolutions, and administrative regulations which are or should be applicable to any work performed under this Agreement. Conservancy shall also comply with all applicable terms and conditions of any wills, deeds or other instruments governing the Regional Parks.

IX. **ANTI-DISCRIMINATION:** In each Project Agreement, Conservancy shall agree not to discriminate in its employment on the basis of race, color, religion, ancestry, national origin, place of birth, sex, age, disability, non-job related handicap, or sexual orientation during the term of this Agreement. For each Project Agreement, Conservancy shall also comply with the applicable provisions of the Pittsburgh Code, Title Six - Conduct, Article V-Discrimination, and any amendments thereto. For each Project Agreement, Conservancy shall further comply with the applicable provisions of Title I and Title II of the Americans with Disabilities Act, any amendments thereto and any regulations issued thereunder. For each Project Agreement, Conservancy shall also incorporate in any subcontracts which may be permitted under the terms of this Agreement a requirement that said subcontractors also comply with the provisions of this Section.

X. **ASSIGNMENT; SUBCONTRACTING:** Conservancy shall not assign this Agreement or any right to monies to be paid hereunder without the written consent of City. None of the services covered by this Agreement shall be subcontracted without the prior written approval of City.

APPENDIX B CONTINUED

SAMPLE MOU: PITTSBURGH PARK CONSERVANCY AND THE CITY OF PITTSBURGH

XV. INDEMNITY: For every Project Agreement entered into pursuant to this Agreement, Conservancy hereby agrees to indemnify, save and hold harmless, and defend City, its officers, agents and employees from and against all liens, charges, claims, demands, losses, costs, judgments, liabilities, and damages of every kind and nature whatsoever, including court costs and attorney's fees arising by reason of: the performance by Conservancy of any services under this Agreement; any act, error or omission of Conservancy or of an agent, employee, licensee, contractor or subcontractor of Conservancy; and any breach by Conservancy of any of the terms conditions or provisions of this Agreement. In every Project Agreement, Conservancy shall indemnify and save harmless the City of Pittsburgh against and from any and all claims, demands, actions, causes of action, suits and all other liabilities arising from or growing out of personal injuries or death to any person, including Conservancy or its employees, or property damage suffered by any person, including Conservancy and its employees, whether the same results from the actual or alleged negligence of the City or its employees or otherwise, it being the intent of this provision to absolve and protect City of Pittsburgh from any and all loss by reason of the premises or anything related in any way whatsoever to the contract.

XVI. FURTHER ASSURANCES: The parties covenant and agree to perform, execute and deliver, or cause to be performed, executed and delivered, any and all such further acts, instruments, and assurances as either party may reasonably require of the other party for the purpose of or in connection with perfecting the transactions contemplated herein.

XVII. AMENDMENT: This Agreement contains all terms and conditions agreed upon by the parties hereto, and no other agreement, oral or otherwise, regarding the subject matter of this Agreement, shall be deemed to exist or to bind any of the parties hereto. This Agreement may not be changed, modified, discharged or extended except by written amendment, duly executed by the parties.

XVIII. TERMINATION: City or the Conservancy may terminate this Agreement at any time, without cause or liability, by giving the other party one hundred eighty (180) days advance written notice of its intention to terminate. In the event of termination, any other agreements between the parties hereto, including Project Agreements, regarding maintenance and management of projects or improvements shall not automatically terminate, unless specifically stipulated in said agreements.

XIX. HOME RULE CHARTER: This Agreement and any Project Agreements entered into pursuant hereto is subject to the provisions of the Pittsburgh Home Rule Charter.

XX. AUTHORIZING RESOLUTION: This Agreement is entered into by the City of Pittsburgh pursuant to Resolution No. 285 of 1998.

APPENDIX B CONTINUED

SAMPLE MOU: PITTSBURGH PARK CONSERVANCY AND THE CITY OF PITTSBURGH

IN WITNESS, WHEREOF, the parties have duly executed this Agreement on the day and year first above written.

ATTEST:

M. Linda Gangerone
Frances Knight
Tracy Whitwood

CITY OF PITTSBURGH

BY: [Signature]
Mayor
BY: [Signature]
Director, Parks and Recreation
BY: [Signature]
Director, Public Works

ATTEST:

Albert S. Cooper

THE PITTSBURGH PARKS
CONSERVANCY, INC.

BY: [Signature]
TITLE: Chairman of the Board
TAX I.D. NO. 23-2882145

EXAMINED BY: [Signature]
Assistant City Solicitor

APPROVED AS TO FORM: [Signature]
City Solicitor

APPENDIX B CONTINUED

SAMPLE MOU: PITTSBURGH PARK CONSERVANCY AND THE CITY OF PITTSBURGH

EXHIBIT B

COMMONWEALTH OF PENNSYLVANIA)
) SS:
COUNTY OF ALLEGHENY)

DEBARMENT AFFIDAVIT

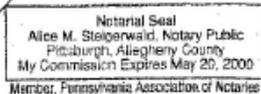
BEFORE ME, the undersigned authority, personally appeared MARLEE S. MYERS, who, being duly sworn according to law, and under penalty of perjury, deposes and says that neither ^{SHE} nor, to the best of ^{HER} actual knowledge, information or belief, **THE PITTSBURGH PARKS CONSERVANCY, INC.** or any affiliated individual is prohibited from entering a bid or participating in a City of Pittsburgh contract by reason of disqualification as set forth at Pittsburgh Code §161.22(b).

Marlee S. Myers
Name: MARLEE S. MYERS
Title: CHAIRMAN OF THE BOARD

SWORN TO and subscribed
before me this 10TH day of
APRIL, 2000

Alice M. Steigerwald
Notary Public

(SEAL)



APPENDIX B CONTINUED

SAMPLE MOU: PITTSBURGH PARK CONSERVANCY AND THE CITY OF PITTSBURGH

RESOLUTION



AUTHORIZING THE MAYOR, THE DIRECTOR OF THE DEPARTMENT OF PARKS AND RECREATION AND THE DIRECTOR OF THE DEPARTMENT OF PUBLIC WORKS TO ENTER INTO AN AGREEMENT OR AGREEMENTS WITH THE PITTSBURGH PARKS CONSERVANCY TO UTILIZE THE LATTER ORGANIZATION'S FUND-RAISING AND PLANNING CAPABILITIES FOR THE BETTERMENT OF THE CITY'S FOUR REGIONAL PARKS: FRICK, SCHENLEY, HIGHLAND AND RIVERVIEW.

~~Resolved by the Council of the City of Pittsburgh as follows:~~

Section 1

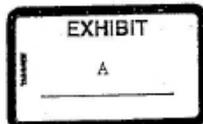
WHEREAS, the said regional parks are in need of infrastructure improvements, special care and restoration so that they may reach their optimum potential as major recreational facilities attracting citizens from a wide geographic area; and

WHEREAS, the Pittsburgh Parks Conservancy is a non-profit corporation whose purpose is to solicit money from both government and private sources to provide funds for the construction of improvements in and the repair and restoration of the four regional parks in the City; and

WHEREAS, the City wishes to establish an alliance with the Pittsburgh Parks Conservancy whereby the aforesaid improvements to the regional parks may be accomplished through a cooperative effort.

NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF PITTSBURGH AS FOLLOWS:

- ON 1. The Mayor, the Director of the Department of Parks and Recreation and the Director of the Department of Public Works are authorized to enter into an Agreement or Agreements, in such form as shall be approved by the Solicitor, with the Pittsburgh Parks Conservancy to establish an alliance between the City and Conservancy and to permit the Conservancy to carry out its mission of restoring and improving the City of Pittsburgh's four regional parks, Frick, Schenley, Highland and Riverview, through fund-raising, planning and related activities.



APPENDIX B CONTINUED

SAMPLE MOU: PITTSBURGH PARK CONSERVANCY AND THE CITY OF PITTSBURGH

SECTION 2. The final cooperation agreement pursuant to this Resolution shall include the following amended language:

- (f) The agreement shall be for a ten year period. (page 4, number 2).
- (2) City Council as a legislative body will be specifically mentioned where the agreement presently only refers to the Mayor or City (page 2, (1) b, c, d, e, f).
- (3) The appointment of the Chairman of the Board, Executive Director and at least 5 Board members shall be the power of the Mayor with the confirmation of City Council (Page 4, (1) n).
- (4) The Conservancy shall issue an annual report of its activities to the public and City Council and shall appear before City Council during the annual operating and capital budget proceedings. City Council specifically requests the Conservancy to comment on both the operating, maintenance and capital budgets as they relate to Highland, Riverview, Schenley and Frick Parks (Page 2 (1) b).
- (5) Add phrase: "The Conservancy shall make its best efforts to communicate to community based organizations and property owners adjacent to the 4 regional parks about any plans or activities affecting changes in the parks. The City Planning Department shall provide relevant names and addresses.
- (6) To the extent possible or deemed appropriate, and should additional resources be available, the Conservancy shall review park operations in non-RAD funded parks and offer suggestions for assist in the improvements in the capital and operational needs of these neighborhood park areas.

SECTION 3. Any Resolution or Ordinance or part thereof conflicting with the provisions of this Resolution is hereby repealed so far as the same affects this Resolution.

APPENDIX B CONTINUED

SAMPLE MOU: PITTSBURGH PARK CONSERVANCY AND THE CITY OF PITTSBURGH

SECTION 3. That any Resolution or Ordinance or part thereof conflicting with the provisions of this Resolution is hereby repealed so far as the same affects this Resolution.

Enacted in Council, this 18th day of May A.D. 1998

Bob O'Connor
President of Council

ATTEST: John R. Mascio
Clerk of Council

MAYOR'S OFFICE May 26, 1998

APPROVED: _____ Tom Murphy
Mayor

ATTEST: M. Linda Gangewere
Mayor's Secretary

Recorded in Resolution Book, Vol. 132 Page 234 29th day of May, 1998

EFFECTIVE DATE: MAY 29, 1998
I HEREBY CERTIFY THAT THE ABOVE
IS TRUE AND CORRECT

Linda M. Johnson-Whale
CITY CLERK

APPENDIX C.

ALTERNATIVE PARK MANAGEMENT MODELS FOR FURTHER CONSIDERATION

1. Joint Powers Authority

A joint powers authority (JPA) is a stand alone government entity created by two or more public agencies. These organizations are able to enter into contracts, own land, raise revenue, hire staff, and create policy independent of the parent organizations. At the same time, the parent organizations have direct say upon the organization through an allotment of voting seats upon the executive board.

Although somewhat uncommon, joint powers authorities have been created in numerous instances for parks, such as with the San Dieguito River Valley Regional Open Space Park Joint Powers Authority, also known as the San Dieguito River Park (go to <http://www.sdrp.org/home.htm> for additional information). The organization was formed by the County of San Diego in conjunction with the Cities of Del Mar, Escondido, Poway, San Diego, and Solana Beach in order to preserve open space in and around the San Dieguito River valley.

In addition, although it is a direct creation of the state of California, the Santa Monica Mountains Conservancy acts much like a joint powers authority given that it is a government agency with an executive board made up of members from multiple government agencies. Unlike a traditional joint powers authority, however, the Santa Monica Mountains Conservancy does not obtain assistance from outside organizations

As a government entity with taxing authority, a joint powers authority has the ability to issue bonds as a means to raise capital and support its operations. In addition, the organization has the ability to raise outside funds such as grants or private donations.

Unfortunately, because it is a joint venture with another government agency, the nature of of a JPA requires the government agencies to work in close coordination or risk additional difficulties. Further, the City of Pasadena would be required to find a government agency to partner with on the venture. Given that this question was outside of our area of research, we have little basis upon which to gauge exactly how difficult it would be to find a partner organization.

APPENDIX C CONTINUED

ALTERNATIVE PARK MANAGEMENT MODELS FOR FURTHER CONSIDERATION

2. Park District

Park districts are stand alone governmental entities that manage specified geographical boundaries containing open space or recreation areas. Park districts have their own board of governors which manage all of the property within their district. Funding for district operations typically comes from property taxes or state grants, the determining factor being whether the point of origin was a vote by local property owners or an act of the state legislature.

One well known example of this management model is the Chicago Park District (CPD). The CPD is headed by its Board of Commissioners which manages and controls all of the District's property. The CEO-Superintendent of the District is appointed by the City Mayor and subject to the approval of the board. The board is allowed to appoint the District's treasurer and other high level employees (Source: "The Code of the Chicago Parks District" accessed at <http://www.chicagoparkdistrict.com/departments/board-of-commissioners/pdf-group-board-sidebar/>).

To assist with revenue generation, the CPD has created a separate entity known as the Chicago Parks Foundation. The foundation is the non-profit, philanthropic arm of the Chicago Park District. All donations made to the foundation benefit the District's parks. An operating subsidy from the District funds the salaries of three full-time foundation employees. Though presently led by an interim board comprising three District employees, the foundation is in the process of hiring an executive director who will then recreate the board. Upon completion, the restructuring is expected to leave the foundation completely independent of the District. (Source: Personal correspondence with Tim Later, Chicago Parks Foundation Treasurer 4/29/13).

To further support its efforts, the Chicago Park District often partners with conservancies to restore and enhance natural and historical features within its parks. For example, the District recently entered into an agreement with the Lincoln Park Conservancy to restore Lincoln Park's Alfred Caldwell Lily Pool. The Lincoln Park Conservancy worked with the District to develop the pool's master plan. In addition, the Conservancy manages the pool's upkeep and staff. (Source: Lincoln Park website accessed at http://www.lincolnparkconservancy.org/about_us.html)

APPENDIX C CONTINUED

ALTERNATIVE PARK MANAGEMENT MODELS FOR FURTHER CONSIDERATION

3. Sole Control

Another option the City could pursue is to maintain sole control of the Central Arroyo, and to consolidate power within one position or decision-making body. As mentioned in the main report, the City of New York appeared to be on this path to some extent in 1979, when Parks Commissioner Gordon J. Davis was looking to appoint the first Central Park administrator.

Were the city to pursue this option, it would likely also need to pursue one or more non-traditional funding models, such as a corporate sponsorship, fee-based services, or a some sort of public trust (Please see Appendix E for additional information on these alternative funding models).

While this could be the easiest move for the City organizationally, it could also prove problematic politically, depending on the particulars of the appointment and the types of funding model put in place. A move to consolidate power over the Central Arroyo in one individual or decision-making body could be viewed negatively depending upon who were to receive the authority. Further, organizations that implement fee-based structures or pursue corporate sponsorships have been the subject of significant backlash and been accused of attempting to privatize community resources that are intended for public usage. Thus we recommend that the City pursue this option only after having a clear understanding of the political implications of proposing such an idea. In addition, if the City can alter the governance structure in a manner that allows residents to act as partners and co-creators of the Public Value being produced within the Central Arroyo Seco, then they may be able to effectively deal with this possible backlash.

APPENDIX D.

ANNOTATED BIBLIOGRAPHY

This annotated bibliography acts as a starter kit should the City of Pasadena be interested in pursuing further research on a conservancy or one of the other models of parkland management discussed in Appendix D. For assistance, we provide a brief description of the assorted books, documents, reports, and weblogs listed.

Information on Conservancies

Project for Public Spaces. (2000). *Public Parks, Private Partners*. New York, NY: Project for Public Spaces, Inc. The book provides an excellent overview of the conservancy movement from 1980 to 2000. It includes chapters that discuss aspects of conservancies, including roles, activities, written agreements, etc. In addition, it provides in-depth portraits of 16 conservancies from across the country, including two of the conservancies discussed in our report.

Trust for Public Land. (2009). *Governing Urban Park Conservancies: A Review of Board Structure and Roles at Six Major City Park Conservancies*. Washington, D.C.: Trust for Public Land. A report that provides a good overview of the governance structures in place at a handful of conservancies across the nation. This is retrievable free of charge from the Center for City Park Excellence's website at the following web address: <http://cloud.tpl.org/pubs/ccpe-governing-urban-park-conservancy-articles.pdf>

Trust for Public Land. (2006). *Keeping Balboa Park Magnificent in its Second Century: A Look at Management, Fundraising, and Private Partnerships at Five other U.S. City Parks*. Washington, D.C.: Trust for Public Land. A 2nd report from the Trust for Public Land, this time providing a brief history and overview of fundraising programs of each organization. This is also retrievable from the Center for City Park Excellence's website at the following web address: <http://cloud.tpl.org/pubs/ccpe-balboaparkreport-2006.pdf>

Harnik, Peter (2013, March 13). *Urban Parks: Strengthening the City, Saving the Countryside*. A speech by Mr. Harnik in which he relates the difference of purpose between a conservancy and a land trust. Available at the following web address: <http://www.njconservation.org/documents/HarnikRallySpeech-3-9-13.pdf>

Information on Alternative Funding Sources

Bartram, Kevin. (2013, May 1). *Parks and Corporate Partnership*. Retrieved from <http://www.pps.org/reference/bartrum1/> Provides an overview of best practices on obtaining corporate sponsorships for public parks.

APPENDIX D CONTINUED

ANNOTATED BIBLIOGRAPHY

Harnick, Peter. (1998). Paying for Urban Parks without Raising Taxes. This extended report provides an overview of alternative funding structures, drawing from examples across the country. Retrieval from the Center for City Park Excellence's website at the following web address: <http://cloud.tpl.org/pubs/ccpe-localparks-localfinancingvol2-textonly.pdf>

Information on Parks Generally

The City Parks Blog (<http://cityparksblog.org/>) provides a handy resource on current park practices, with particular emphasis on Public-private partnerships (including conservancies) and governance structures.

News Release



Foothill Municipal Water District
4536 Hampton Road
La Canada Flintridge, CA
(818) 790-4036
Contact: Karen Oblak
Administrative Manager

FOR IMMEDIATE RELEASE

July 26, 2013

Emergency Standby Generator Replacement

Foothill Municipal Water District is replacing its emergency standby generators at its pumping stations on Rosemont Avenue in Pasadena and Berkshire Avenue in La Canada. This approximately \$1.6 million project will have construction starting in October 2013 and ending in March 2014. Construction will include trenching, concrete work, removing old equipment and installing new equipment. The project may necessitate lane closures to traffic intermittently during construction.

FMWD provides imported water to the City of La Canada Flintridge and the unincorporated areas of Altadena and La Crescenta. Its connection to its imported water source is near the Rose Bowl on Rosemont Avenue. To move the water to its service area, a pumping station is located at 1630 Rosemont Avenue. A significant amount of electricity is used to pump the water from the pumping station to its service area. For fiscal year 2012-2013, about 2,500 megawatts was used at that station to meet the potable water needs of approximately 86,000 customers. A second pumping station is located at 540 Berkshire Avenue in La Canada to lift the water to higher elevations. For fiscal year 2012-2013, about 2,000 megawatts was used at that station.

As part of its mission, FMWD strives for reliability. Part of that reliability requires that these pumping stations be operational seven days a week, 24 hours a day. Should a power outage occur, that reliability is compromised. Thus, the District is replacing and upsizing the current emergency standby generators to handle power outages caused by

emergencies such as the wind event that took place in 2011, earthquakes and other unforeseen events.

More information regarding the District can be found on its website at www.fmwd.com.

--END--



HOUSING DEPARTMENT

DATE: August 19, 2013
TO: Michael J. Beck, City Manager
FROM: William K. Huang, Housing Director *William K. Huang*
SUBJECT: Request for Housing Department Name Change

In FY 2012, both the MASH and Career Services programs, staff and budgets were transferred into the Housing Department effectively adding “employment” to our existing “housing and community development” mission.

Although having staff in three separate work sites has been challenging, we have integrated the MASH and Career Services programs into the Housing Department in many small ways. Furthermore, we have plans to roll out future joint programs including short term housing vouchers for Career Services clients who are enrolled in highly successful training programs, incorporating MASH into a new comprehensive low income single family home rehab program with our nonprofit partners Habitat for Humanity, Neighborhood Housing Services of LA County, and Grid Alternatives, as well as with the Pasadena Water and Power Department, and setting up a Virtual One Stop employment station at the MASH office.

In the spirit of fully integrating MASH and Career Services into the department we feel a need to change our name to better reflect the expanded mission, and most importantly, to enable clients to easily find and access critically needed MASH and Career Services programs. We therefore will change our name to the Housing and Career Services Department.

Thank you very much.