



a business oriented approach to sustainable parks

King County Parks **Your**  King County
Big Backyard

From Budget Crisis to Business Plan

- ✓ Four-year **voter approved levy** complimented by business minded approach to **efficiencies & generating revenue**
- ✓ Entrepreneurial, performance-driven organization that **embraces non-traditional** ways of doing business
- ✓ **Transfer in-city** facilities
- ✓ Solidify **public trust** that King County has a Parks system worth supporting



Partnership for Parks Goals

1. Increased **recreational opportunities** without incurring ongoing costs
2. Build support by keeping Parks personal – “**sweat equity**”
3. **Cash** for O&M



Corporate Partnerships

- ✓ **Private sector validation** of business plan & Parks mission
- ✓ Create strong O&M **revenue pipeline** that keep facilities open to the public
- ✓ Opportunity for **visibility & development of new parks audiences**
- ✓ Consistent with Department master plan and **community/user group vision**
- ✓ **Market-rate** – ensure public benefit

Concessions

Naming Rights

Event Sponsorships

Gifts/Grants

Marketing/Advertising

Natural Resources, Utilities & Short Term Lease Agreements

Public/Private Real Estate Development, Long Term Lease Agreements

Community Partnerships

- ✓ **Network of supporters** vested in Parks success
- ✓ **New recreation opportunities**, without new ongoing costs.
- ✓ Heavily **leveraged capital improvements**
- ✓ Create joint **revenue opportunities**
- ✓ Embrace community desire to **directly invest** in park system via sweat equity, in-kind services & cash.

Volunteer Programs

Grant Programs

Special Use Agreements with Non-Profits

Land Conservation Partnerships



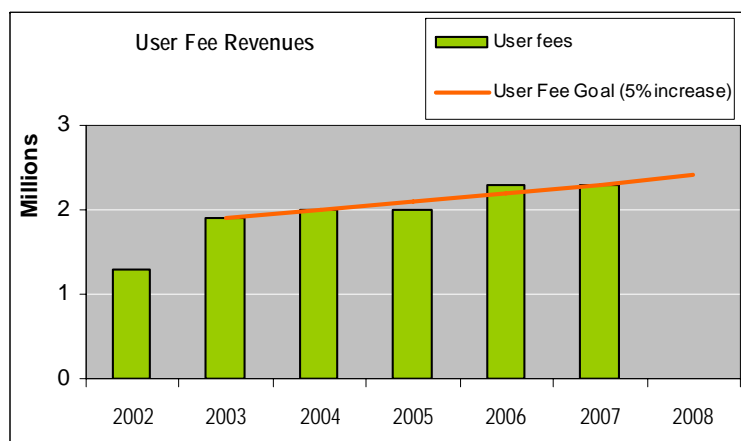
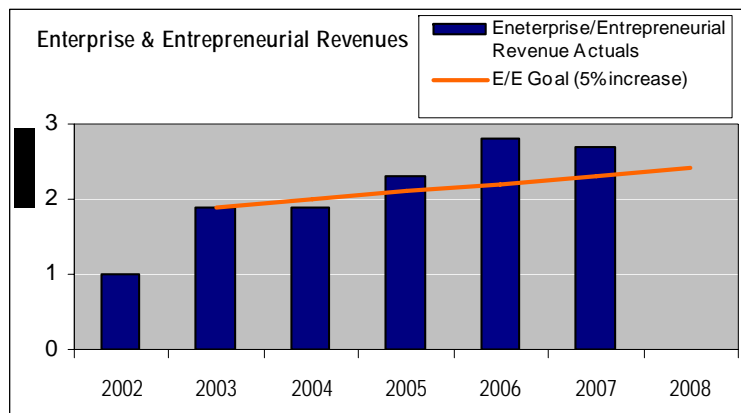
Community Partnership and Grant (CPG) Program

- **Identify and support** community-based partner organizations
- Empower community-based **partners to plan, develop, and invest** in new recreation facilities on public land
- Make **strategic capital grant** awards to community partners to **leverage resources**
- Recognize intangible **value of community goodwill**

CPG Metrics:

- **\$9M** in grants translated into **\$50+M worth of new public recreation** facilities
- **Over 80,000 constituents directly served** from 30+ community-based organizations
- **Launched with \$600,000** in grants in 2003





King County Parks Business Development Revenue

Enterprise revenues - non-traditional activities including: corporate sponsorships, parking, facility rentals. Generated by aggressive, deliberate strategy & asset mix. Enterprise successes build public trust & taxpayer value.

User Fee revenues - traditional activities: pool fees, field rentals, recreational programs. Individual fees are market-driven and are expected to plateau. Additional capital investment could elevate revenue plateau.
i.e. **\$4.5M CIP for synthetic turf fields at Marymoor increased annual revenue from \$150k to \$500k+**

*Data adjusted for transferred facilities

Marymoor Park | Partnerships Case Study

Corporate Partnerships

5 year support for **Group Health Velodrome and MVA**
| \$610,000

1 year naming right for **MSN Wi-Fi Hotspots** |
\$100,000

3 year title sponsorship of **US Bank Concerts at Marymoor** | \$300,000

Concerts at Marymoor **ticket revenue** | avg. \$70,000 annual

Bi-annual lease agreement with **Cirque de Soleil** & related parking revenue | \$550,000

Subway restaurants (Marymoor | Aquatic Center) | avg. \$35,000 annual

Parking at Marymoor | \$400,000 annually

First Tech event naming rights for outdoor movie series | \$10,000

AegisLiving support Reflexology Walking Paths | \$10,000

Capital investment **Dasani Blue Bikes** (bike share program) | \$50,000

Community Partnerships

New Velodrome Building at Marymoor Park | Marymoor Velodrome Association (MVA)

Marymoor Dog Park Improvements - Serve Our Dog Area SODA | Maintain and operate 42 acre off leash dog park | 700,000 day visits annually | contributes \$60,000 annually in revenue to Parks

New Boathouse at Marymoor Park | Sammamish Rowing Association – \$150,000 in Community Partnership Grants leveraged through public/private investment to develop \$3M rowing facility

Audubon Bird Loop Trail System | East Lake Washington Audubon Society (ELWAS)



Questions to consider

- What are you required to work with or change?** legislation, risk management, permitting, procurement, organizational culture, legal department, local code, State code, skill sets
- What can be your battle cry?** Refine a global vision. Tap in to something that resonates with the public
- What is off the table?** Where do you draw the line? Listen to your stakeholders - what is their vision for the park?



New Boathouse at Marymoor Park – Sammamish Rowing Association

New Community Center for 21st Century Skills at Lakewood Park – Technology Access Foundation

New Synthetic Fields & Community Park in Preston – Eastside F.C., Issaquah Little League, and Preston Community Club

New Community Park at White Center Heights – White Center Community Development Association, Starbucks Coffee Company

Restored Baseball Stadium at Steve Cox Memorial Park – White Center Community Development Association, Seattle Prep Athletics, Puget Sound Senior Baseball

New 100 Acre Backcountry Mountainbike Facility - Backcountry Bicycle Trails Club (BBTC)

New Sportsfield Complex outside Auburn - NW Parks Foundation

New Whitewater Access on Middle Fork - American Whitewater, KC Roads

Sportsfield Improvements at Ravensdale - Ravensdale Park Fund, LLC, Washington Hispanic Chamber of Commerce, Liga Hispana, Maple Valley Soccer, Little League, sports groups, businesses, Maple Valley, Black Diamond, Friends of Rock Creek, etc.

40 Acre RC Plane Facility at Closed Hobart Landfill - Lake Sawyer Hawks (LSH) Flying Club

Astronomy Site at Closed Hobart Landfill - Maple Valley Astronomy Society (MVAS)

New Baseball Fields at Closed Houghton Landfill - Kirkland American Little League (KALL)

Audubon Interpretive Center at Seward Park - Washington Audubon

Audubon Birdloop Trail System - East Lake Washington Audubon Society (ELWAS)

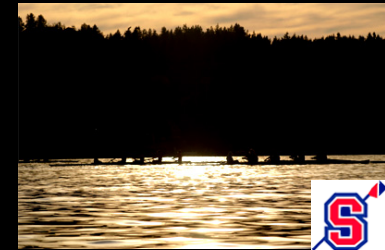
New Velodrome Building at Marymoor Park - Marymoor Velodrome Association (MVA)

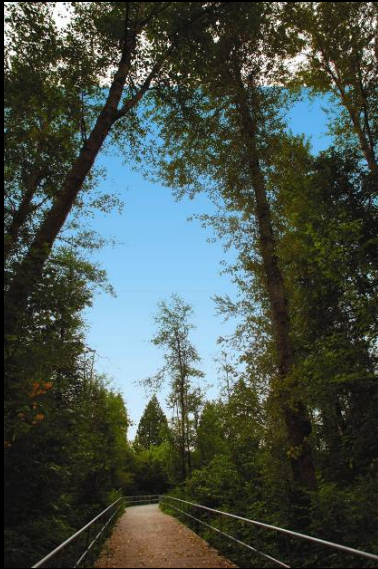
Youth Equestrian Facility - Hollywood Hills Saddle Club

Underwater Dive Park at Maury Island - Washington Scuba Alliance (WSSA)

New Challenge Course at Cottage Lake Park - YMCA of Greater Seattle

***Communities
building
\$50M worth of
new parks
facilities***





“King County's 25,000-acre park system is one of the largest in the country. Injecting a measure of efficiency and self-reliance into the system was no small challenge. But it is happening. The value of this kind of creativity cannot be overstated. Parks are not a mandated county service, yet no community would be complete without one. King County's meaningful development of its parks sustains funding and keeps them a treasured public amenity.”

Seattle Times editorial page, June 16, 2006

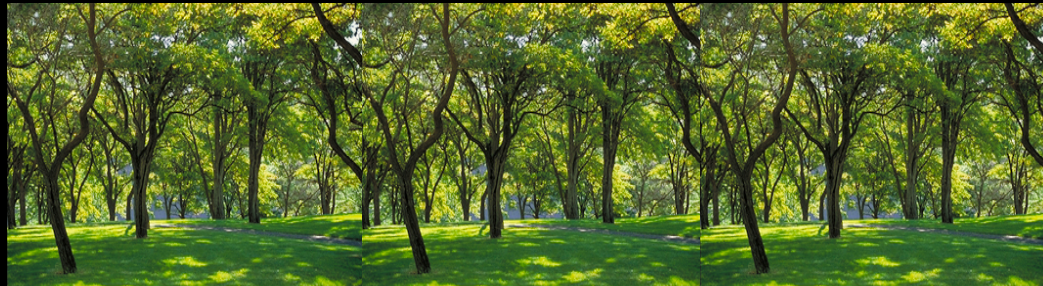
Cheryl Scott, President & CEO, Group Health

"Group Health is proud to partner with King County Parks in this innovative and concrete way, enhancing the lifestyles of residents of King County."

Harley Sheffield, Marymoor Velodrome Association

"King County's commitment to their community partners has made a huge impact on our relationship and our organization. The success we have had in improving our programs and events over the past three years is due in no small part to the support we've received from Parks."





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