

Wascana Centre Authority: Institutional Design Project

# ***Benchmarking and Best Practices Report***



**Golden Ears Provincial Park**  
Golden Ears Peak from Panorama Ridge



**TCI**

**TCI Management Consultants**

## Table of Contents

<b>Introduction and Methodology .....</b>	<b>3</b>
<b>Best Practice Findings .....</b>	<b>4</b>
<b>Cross-Check Matrix of Best Practice Findings .....</b>	<b>6</b>
<b>Template Employed .....</b>	<b>8</b>
King’s Park and Botanic Garden, Perth, Western Australia .....	10
South Bank, Brisbane .....	18
North Dakota Capital Complex, Bismark, ND .....	26
BC Parks System.....	34
Crown Managers Partnership .....	42
Downsview Park .....	55
National Capital Commission .....	64
Christchurch Cultural Precinct .....	72
The Rooms.....	77
Alberta Parks .....	83

## Introduction and Methodology

This task of the Institutional Design Project was designed to identify 'best practices' among public sector parks and cultural agencies worldwide in order to identify strategic aspects of institutional design and organizational practice that could be considered in the re-design of the organization and operations of WCA. Accordingly, the focus of the benchmarking assessment was primarily upon the purpose of the enterprise (i.e. Vision, mission and mandate), and the ways in which its governance, management and organization structure reflected and facilitated this strategic intent. The review was less upon other operation factors such as marketing, volunteer development, programs and events, etc. although these elements were considered to some extent.

The ten parks and cultural agencies were selected through a combination of the consultant's suggestions and the preferences of the Steering Committee. Ultimately, as is always the case in a benchmarking assessment such as this, some of the case studies were more illustrative and useful than others.

The process employed was as follows. First, a template of information to be collected was developed. Next, web-site searches were conducted with official and other web sites in order to collect standard factual information. Finally, where necessary, email or telephone contact was made with individuals at the various organizations to obtain information not readily available otherwise.

Two cautions need to be applied to this exercise:

- 1) **the organizations reviewed are vastly different in purpose, size and scope.** The benchmarked organizations examined range from small operations with small budgets to vast park areas with budgets in the tens or hundreds of millions. Some represent very intensive land use with a primary focus on providing engaging programming and trying to maximize use, while others are 'wide open spaces' where preservation and the maintenance of ecological integrity (i.e. minimal use) are objectives. Because of this, it is not really meaningful to compare them on metrics such as 'employees per acre' or 'revenue generated per user'.
- 2) **the 'best face' conundrum.** Due to the nature of the data collection methodology, there is an inherent bias in information collected towards positive spin, upbeat stories, and the 'glass being half full'. Web sites are, after all, largely marketing vehicles that try to portray their organizations in the most positive and hopeful way. Officials and employees in organizations similarly want to position their organizations in the best possible light. In an ideal world, if time and budget constraints did not apply, a benchmarking exercise such as this would incorporate as well discussions with more neutral third parties and, likely, 'mystery shopper' to visits to the various destinations in order to gain first hand and more objective data. As consultants, we learn to look and listen with a somewhat critical mindset and thus are aware of and can take into account this bias. However, it is important to recognize its existence and the fact that it can sometimes slant the information provided.

Despite these caveats, there were some very interesting and useful findings from the benchmarking that will help to inform the Institutional Design project. These are presented below.

## Best Practice Findings

The findings below are those that have some connection to or implications upon the governance and organizational structure of the authority responsible for operation and management of the park entity. These can be grouped into five areas:

- 1) those having to do with the **strategic positioning** of the organization;
- 2) relating to the **development orientation** of the organization (e.g. having to do with the construction of facilities or further preparation of areas of the park – including expansion of the overall land area);
- 3) best practices having to do with **resource procurement**;
- 4) those relating to the **organization structure** of the entity; and
- 5) having to do with **accountability**.

The specific best practices in each of these areas are presented below:

### Strategic Positioning

- (1) **Strategic Differentiation:** Several park operations have a strategic orientation (expressed in the vision, mission, mandate, etc.) that clearly outlines a unique and specialized theme, as opposed to simply being a 'public park'.
- (2) **Scientific / Environmental Orientation:** Some operations have a very pronounced scientific or environmental orientation that is reflected in the organization structure. Also, they are very active in undertaking and publishing 'leading edge' scientific research.
- (3) **Importance of Visitor Experience:** Certain park operations have singled out the 'visitor experience' as a particular area of focus and try to assess and improve this through a variety of activities (user satisfaction surveys, focus groups, etc.). In at least one case (South Bank) this is reflected in the staff structure, where there is a position assigned to the measurement and monitoring of visitor experience quality.
- (4) **Active Social Media and Outreach Orientation:** Several parks operations are very active in terms of social media and outreach (FaceBook, Twitter, etc.) and consciously try to cultivate a younger demographic through these media. This is a relevant and highly strategic dimension in that it tends to be reflected in the organization structure and staff responsibilities of the operations.

### Development Orientation

- (5) **Zoning Approach:** Several parks have adopted a zoning approach where the park area is split into specific usage zones: e.g. recreation, cultural, commercial. These tend to be parks that have adopted a more commercial approach to development and operations, where commercial activities are separated from (but conveniently adjacent to) recreational, public use and cultural



areas of activity. These park operations tend to reflect this more commercialized focus in their organization structures.

- (6) **Expansion or Development-Oriented Approach:** Several operations were very oriented towards expanding to become more representative of ecosystems or diversity; or to offer a wider and more varied range of visitor experiences; or to achieve a particular operating position (e.g. financial self-sustainability, as in the case of Downsview Park).
- (7) **Maintenance of Planning and Design Standards:** Some of the jurisdictions examined maintain strict planning and design standards and guidelines in order to ensure the high quality of public spaces as well as a consistent 'look and feel' to the space.

## Resource Procurement

- (8) **Private Sponsorship / Partnership Orientation:** Some park operations have a very active private sector sponsorship orientation, demonstrated by: a) an organization structure that has a designated responsibility for fundraising and partnership development, and b) evident signs of corporate sponsorship (e.g. partners profiled on website, naming rights for key assets, etc.).
- (9) **Provision of Volunteer Opportunities:** Several parks have strong and active volunteer organizations. This is sometimes reflected in the organization structure that has a specific volunteer recruitment and development department or staff responsibility in place. Moreover, some organizations feel it is part of their public responsibility to offer meaningful opportunities for volunteer engagement.
- (10) **Membership or Friends Base:** Some operations have an active membership base, which is a means of generating some revenues. However, given that the cost of maintaining a membership base can be as much or more than the revenues generated, it is seen more as a means to cultivate a loyal constituency and core of support for the park operation. This is typically reflected in the membership structure through a staff position or department specifically charged with membership development.
- (11) **Retail Operations:** Some parks are very active in having the retail operation as part of the revenue generation component to their operations. In these situations there is often a range and variety of park-branded merchandise available as well.
- (12) **Stakeholder Involvement:** Some operations (e.g. Crown of the Continent) involve dozens of stakeholder groups and organizations and have very active means of involving these organizations (through advisory groups and panels; annual stakeholder conferences; regular stakeholder consultation; etc.). Stakeholders and partners may take a variety of forms: funders, interest groups, community organizations, user groups, ratepayers, etc.
- (13) **Commitment to Financial Self Sustainability:** One park (Downsview) has an express commitment to become financially self-sufficient within a defined time period (i.e. no reliance upon government funding) and others have defined targets in terms of an expectation regarding self-generated revenues.

## Organization Structure

- (14) **Development Corporation Model:** Some parks (South Bank, Downsview) follow a Development Corporation model in terms of the Park Authority, a quasi-autonomous agency, being the planning entity, the operations manager, and the commercial landlord for all operations.
- (15) **Mandate / Organization Structure Symmetry:** Certain operations have an organization structure that is clearly aligned with mandate, i.e. where the organization structure directly mirrors the mandate areas of the park as set out in its Vision or Mission statement.

## Accountability

- (16) **Accountability Systems and Structure:** Most park operations have a defined and rigorous accountability structure in place, using established methodologies (e.g. balanced scorecard, triple bottom line). Most are committed to principles of transparency and public accountability. In a few cases, this is reflected in the organization structure, where there is a Board committee or staff responsibility is assigned to the accountability function. In at least one case (Brisbane) an association with a credible third-party entity has been struck to undertake monitoring and sustainability assessments.
- (17) **Strategic Third-Party Alliance:** Beyond simply affiliating with potential donors or sponsors, some organizations had developed strong strategic alliances with other well-known entities that lent credibility and a broader marketing base to the organization. The National Geographic's affiliation with the Crown of the Continent organization would be one case in point.

## Cross-Check Matrix of Best Practice Findings

The matrix in the chart on the following page shows which of the best practice findings applies to each of the ten organizations reviewed.

Examination of the chart quickly shows that some of the best practices are more common than others (e.g. strategic differentiation; provision of volunteer opportunities; a zoning approach; having planning and design standards). As well, certain park operations exemplify more of the best practices than others (e.g. King's Park in Perth, Downsview Park; the National Capital Commission).

Note that more detailed summaries (Appendices) of each of the ten benchmarked organizations will accompany the final report on benchmarking.

## Cross-Check Matrix of Best Practices and Benchmark Parks Examined

Strategic Best Practice ↓	King's Park, Perth	South Bank Corporation, Brisbane	North Dakota Capital Complex, Bismark	BC Parks, British Columbia	Crown of the Continent, BC, Alberta, Montana	Downsview Park, Toronto	National Capital Commission, Ontario, Quebec	Christchurch Cultural Precinct, Christchurch, NZ	The Rooms Corporation, St. John's, NFLD	Alberta Parks
<b>Strategic Positioning</b>										
1) Strategic Differentiation	✓		✓	✓	✓	✓	✓		✓	✓
2) Scientific / Environmental Orientation	✓			✓	✓					
3) Importance of Visitor Experience				✓			✓			
4) Active Social Media Orientation					✓	✓	✓			
<b>Development Orientation</b>										
5) Zoning Approach	✓	✓				✓				✓
6) Expansion- or Development-Oriented Mandate		✓		✓		✓				
7) Maintenance of Planning and Design Standards	✓	✓	✓				✓	✓		✓
<b>Resource Procurement</b>										
8) Private Sponsorship Orientation	✓				✓	✓				
9) Provision of Volunteer Opportunities	✓		✓	✓	✓		✓		✓	✓
10) Membership or Friends Base	✓			✓	✓		✓		✓	
11) Retail Operations	✓							✓	✓	
12) Stakeholder Involvement				✓	✓	✓	✓			✓
13) Commitment to Financial Self Sustainability	✓	✓				✓				
<b>Organization Structure</b>										
14) Development Corporation Model		✓				✓	✓			
15) Mandate / Organization Structure Symmetry	✓									
<b>Accountability</b>										
16) Accountability Systems / Structure	✓	✓				✓	✓		✓	✓
17) Strategic Third-Party Alliance		✓			✓					

## Template Employed

A standard template was employed in the data collection exercise to ensure the consistent and comprehensive collection of data for each of the benchmark parks. This template included the following topics:

1. **Basic Site Information:** This set of information contained basic identifier information for each site: location; size; ownership and governance authority; management; staff; operating budget; number of visitors and/or users; and major on-site activities and events.
2. **Site Map:** Next a detailed site map is presented showing the overall layout as well as the location of major amenities and features.
3. **History:** A brief contextual history of the park from its origin to the present day, highlighting major events and developments is presented.
4. **Strategic Positioning:** This section focuses upon the strategic positioning of the park: vision, mission, guiding principles, etc.
5. **Areas of Activity:** The next section outlines the major strategic areas of action of the park, as outlined in policy documents, annual reports, etc. These should be seen within the context of the strategic positioning of the park as outlined in the previous section.
6. **Governance:** The next area of the template outlines the governance aspects of the park: the Board or advisory authority.
7. **Funding and support:** Here the template covers various aspects of the operating budget (typically in the last full year of operation) of the park, examining the major categories of operating costs and operating revenues.
8. **Friends and volunteers:** Recognizing the importance of volunteers and Friends groups and associations to the operation of many parks, this section focuses upon the structures through which this type of support is channeled into the organization and the ways in which it is managed and supported.
9. **Organization structure:** In this section we present and comment upon the organization structure of each park operation.
10. **Accountability measures:** Here we examine the philosophy and underlying methodology for how the various park operations report back to their funders, political masters and the general public.
11. **Images:** Here a few images of key areas, iconic facilities, major events, scenic vistas, etc. are presented in order to provide a sense of the 'look and feel' of the park area.
12. **Best Practices:** Finally, the identified best practices' that the park exemplifies from a governance and institutional design perspective are identified.

Again, the intention underlying this assessment was to identify best practices and features that were especially relevant to this institutional design project for the Wascana Centre Authority. Accordingly,

while some areas of operations of some of these parks are quite innovative and fascinating (e.g. festivals and events, marketing, social media practices, environmental initiatives, etc.) these topics were not the central focus of this review and are thus not commented upon explicitly.





## King's Park and Botanic Garden, Perth, Western Australia

<http://www.bgpa.wa.gov.au>

### (1) Summary Overview:

<i>Specific Location:</i>	1.5 km. from the central business district of Perth, Australia
<i>Size:</i>	400.6 hectares; 1,000 acres; 4.05 sq. miles
<i>Ownership:</i>	The park is owned by the Government of Western Australia (note, <b>not</b> the City of Perth).
<i>Management:</i>	A <b>Botanic Gardens and Parks Authority (BGPA)</b> manages Kings Park and Botanic Garden and Bold Park (Bold Park is a separate nature reserve not far from Perth).
<i>Staff:</i>	140 staff employed by the Botanic Gardens and Parks Authority, including permanent, part-time, casual and contract staff
<i>Operating Budget:</i>	\$31.535 million Australian dollars (2011 dollars) = \$33.2 million \$CAN)
<i>Estimated Users:</i>	Over 6 million visitors / users per year
<i>Major On-Site Facilities / Attractions:</i>	<ul style="list-style-type: none"> <li>- Botanic garden (18 ha. area within park)</li> <li>- DNA Tower (15 metre high double helix staircase)</li> <li>- Aboriginal Art Gallery</li> <li>- Synergy Parkland (children's play area)</li> <li>- Lotterywest Family Area</li> <li>- Rio Tinto Naturescape (6 hectares)</li> <li>- Royal King's Park Tennis Club</li> <li>- Jacob's Ladder (staircase used for exercise)</li> <li>- Several restaurants on site (one, Fraser's, is very high quality)</li> </ul>
<i>Major On-Site Events:</i>	- King's Park Festival (September – 500,000 visitors)

**(3) History:** The park was first designated in 1872 as a public park, and officially opened in 1895. Originally it was called Perth Park, later named in 1901 to King's Park in honor of King Edward VII. The proclamation of the *Botanic Gardens and Parks Authority Act 1998* in 1999 dissolved Kings Park and Botanic Garden and its Board and established the Botanic Gardens and Park Authority (BGPA) and its Board of Management. (Bold Park is a large coastal bushland reserve, separate from King's Park, boasting the highest natural point on the Swan Coastal Plain and providing spectacular views of the city and coast.)

#### **(4) Strategic Positioning:**

##### **BGPA Vision**

*To create and provide world-recognized botanic gardens and parks and to inspire the conservation of biodiversity.*

##### **BGPA Mission Statement**

*To conserve and enhance Kings Park and Botanic Garden and Bold Park with the community, and to conserve biological diversity generally*

##### **Science Vision**

*To be a leading research institution in biodiversity conservation and restoration, delivering world-class strategic, integrated and innovative research, education and extension for the conservation of biodiversity for future generations.*

**Guiding Principles:** The Authority is committed to the following guiding principles:

##### **1) Respect and Equity**

- Working with people, visitors, lands and our diverse heritage with respect.
- Respecting and promoting Indigenous cultural heritage.
- Providing a safe and accessible work and visitor environment where each individual is valued equally.

##### **2) Sustainability**

- Achieving an appropriate balance between the intrinsic values of cultural heritage, natural heritage and business activities.
- Respecting the fundamental importance of biological diversity and valuing its conservation.
- Achieving and promoting environmental improvements and sustainable practices.

##### **3) Fiscal Responsibility and Accountability**

- Delivering sound financial management and seeking opportunities for improvement in consolidated funding and appropriate new revenue opportunities.
- Ensuring honest, transparent and accountable governance.

##### **4) Inclusiveness**

- Building and sustaining an effective community of staff, volunteers and stakeholders.
- Seeking new and managing existing strategic alliances for mutual benefit.

##### **5) Excellence**

- Striving to achieve excellence through continuous innovation and improvement.

**(5) Areas of Activity:** The Authority describes what it does in pursuit of its Vision as constituting two core service areas: 1) customer service and cultural heritage, and 2) biodiversity conservation and scientific research. Specific activities undertaken that relate to these two service areas are:

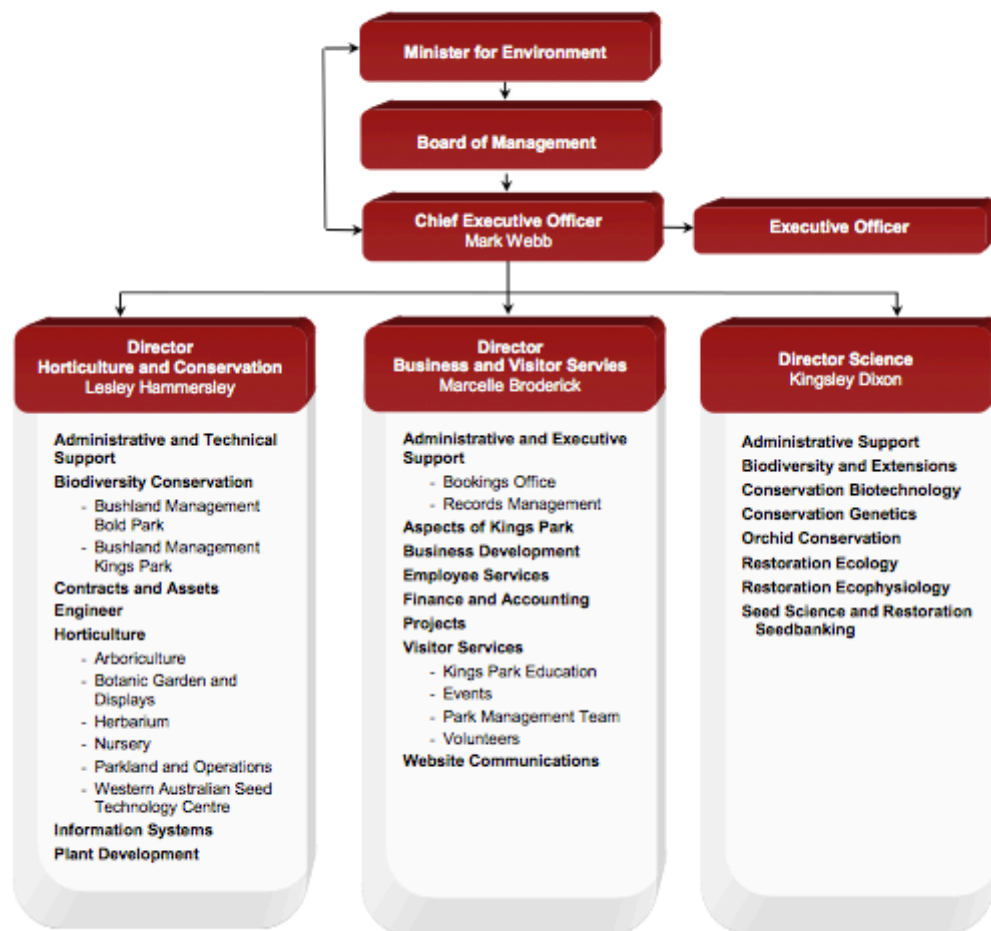
- (a) Provide, improve and promote recreational and tourism services and facilities on the designated land (Service 1).
- (b) Conserve and enhance any native biological diversity of the designated land (Service 2).
- (c) Conserve and enhance the natural environment, landscape features and amenity of the designated land (Services 1 and 2).
- (d) Conserve, develop, manage, display and undertake research into collections of Western Australian and other flora (Services 1 and 2).
- (e) Enhance and promote the understanding and conservation of the biological diversity of the designated land and of biological diversity generally (Service 2).
- (f) Conserve, enhance and promote the aboriginal, colonial and contemporary cultural heritage of the designated land (Service 1).
- (g) Promote the use of flora for the purposes of horticulture, conservation and education (Services 1 and 2).
- (h) Undertake and promote research and investigation into matters related to or connected with the Authority's functions (Service 2).

**(6) Governance:** BGPA is managed by an 8-person Board of Management. The Board of Management has been the governing body of the Botanic Gardens and Parks Authority since the Authority was established in 1999. Board members are appointed by the Minister for Environment and Water (Government of Western Australia) and are eligible for re-appointment at the end of their term. The members of the Board are appointed according to their experience in areas relevant to the Authority's activities. See <http://www.bgpa.wa.gov.au/about-us/authority-structure/board-of-management>

**(7) Funding and Support:** The Botanic Garden and Parks Authority receives its funding primarily from the State Government of Western Australia (42% of its \$31.5 million [Aus.] budget). The remaining 58% of revenue is generated through various events, leases and licenses in place and through various fee-for-service arrangements undertaken by the Authority. Revenues from State Government and that self-generated by the Authority through commercial arrangements is supported by donations from individuals, grants from a variety of organizations and sponsorship from corporations. This support is directed towards maintaining a high standard of horticultural and conservation practices, scientific research, visitor facilities and maintaining significant cultural and memorial sites. An attempt to ensure that more than 50% of operating budget is generated through park activities ('self-generated revenues') is in place.

**(8) Friends and Volunteers:** King's Park has 'several hundred' volunteers who are involved in a number of areas, including the Rio Tinto Naturescape (connecting kids with nature); the King's Park Guides (offer daily guided walks); and King's Park Master Gardeners (provide a free garden advisory service). In addition, there is an organization, the Friends of King's Park, who run five volunteer groups: 1) bushland carers (work in the bushland areas); 2) garden carers (work in the gardens); 3) orchid carers (work with orchids); 4) growing carers (propagate plants); and 5) office carers (help with administrative tasks). There is an active volunteer recruitment, training and development program.

**(9) Organization Structure:** The basic organization structure is three operating divisions reporting up to a CEO, who turn reports to the Board. The three divisions correspond to the Mission and vision of the organization. One division ('Science') is responsible for the scientific research undertaken relating to biodiversity. Another, 'Horticulture and Conservation', is essentially responsible for the ground maintenance and landscaping. The third division, 'Business and Visitor Services', looks after internal operations servicing park users, and including marketing, commercial operations, and business development. The organization chart is shown below:





**(10) Accountability Measures:** The methodology employed (and reported upon in the Annual Report) is an outcomes/indicators (effectiveness and efficiency) approach. Specifically:

Outcomes	Effectiveness Indicators	Efficiency Indicators
Outcome #1 ( <i>relates to Service Area #1</i> ): Awareness and appreciation of recreation and tourist resources, and cultural heritage for visitors' enjoyment.	<ol style="list-style-type: none"> <li>1. level of visitor satisfaction</li> <li>2. percentage change in the number of cultural events held</li> <li>3. percentage change in the number of people attending cultural events, awareness and education forums</li> </ol>	<ul style="list-style-type: none"> <li>- average cost per visitor</li> <li>- average cost per attendee at cultural events</li> <li>- average cost per attendee at cultural forums</li> <li>- response times to information requests</li> </ul>
Outcome #2 ( <i>relates to Service Area #2</i> ): Conservation and enhancement of Western Australia's bushland other flora	<ol style="list-style-type: none"> <li>4. percentage of declared rare flora species in living collections</li> <li>5. percentage of accessions in botanical displays</li> <li>6. percentage of accessions lost</li> <li>7. presence of 15 nominated perennially evident native plant species (the most vulnerable taxa)</li> <li>8. number of common native plant species in areas with high levels of management compared to areas with low levels of management</li> <li>9. weed cover in high-intensity management areas compared to low intensity management areas</li> <li>10. number of representative native plant taxa in Bushland</li> </ol>	<ul style="list-style-type: none"> <li>- average cost of representative native plants taxa</li> <li>- average cost per research fee-for-service project administered</li> <li>- percentage change in number of refereed scientific publications published</li> </ul>

(11) Images



*Weddings*



*DNA Sculpture*



*Perth Skyline from Park*



*Treeline Experience*



*Lotterywest Federation Walkway*



*Botanic Garden Walk*

## **(12) Best Practices:**

- strategic orientation clearly outlines a unique and specialized theme (biodiversity)
- active private sector sponsorship orientation (e.g. Lotterywest Federation Walkway, Rio Tinto Naturescape).
- very strong scientific / research orientation. A separate science research strategy has been prepared and is published. (see: [http://www.bgpa.wa.gov.au/images/stories/science/documents/science\\_5\\_year\\_plan.pdf](http://www.bgpa.wa.gov.au/images/stories/science/documents/science_5_year_plan.pdf))
- organization structure clearly aligned with mandate.
- strong reliance on volunteers for a variety of specialized tasks.
- operation of a successful park retail outlet (*Aspects of King's Park*) as a revenue generation source (generates 8% of revenues)
- accountability system clearly aligned to vision and mission, and areas of activity
- clear zoning approach is taken to managing planning and managing the park operation
- active management approach towards trying to maintain more than 50% of the operating budget from self-generated sources is promoted
- clear planning and design standards are in place



## South Bank, Brisbane

<http://www.arts.qld.gov.au/aboutaq/index.html>

### (1) Summary Overview:

<i>Specific Location:</i>	South bank of the Brisbane River, directly opposite the City. The area is the former site of the 1998 World Expo.
<i>Size:</i>	42 hectares; 104 acres; 0.16 sq. miles
<i>Ownership:</i>	The site is owned by the Queensland Government.
<i>Management:</i>	The site is managed by the South Bank Development Corporation.
<i>Staff:</i>	76 permanent employees (2010)
<i>Operating Budget:</i>	\$96 million (\$ AUS.)
<i>Estimated Users:</i>	over 9 million per year
<i>Major On-Site Facilities / Attractions:</i>	<p>The site comprises three distinct precincts: (1) The Parklands, 17 hectares of greenspace; (2) Little Stanley Street, a commercial precinct; and (3) Grey Street Boulevard, a cultural precinct. Major attractions in each of these include:</p> <p><b>Parklands:</b></p> <ul style="list-style-type: none"> <li>- Visitor Centre</li> <li>- Streets Beach</li> <li>- South Side Arbour</li> <li>- Wheel of Brisbane (new attraction)</li> </ul> <p><b>Little Stanley Street:</b></p> <ul style="list-style-type: none"> <li>- 35 restaurants, cafes, bars, retailers</li> </ul> <p><b>Grey Street Boulevard:</b></p> <ul style="list-style-type: none"> <li>- Brisbane Convention and Exhibition Centre</li> </ul> <p>Note that the South Bank area is immediately adjacent to the Cultural Precinct (which is to the west), and which contains:</p> <ul style="list-style-type: none"> <li>- Gallery of Modern Art (GoMA)</li> <li>- Queensland Art Gallery</li> <li>- Queensland Museum</li> <li>- State Library of Queensland</li> <li>- Queensland Performing Arts Centre</li> <li>- Queensland Theatre Company</li> </ul>
<i>Major On-Site Events:</i>	<ul style="list-style-type: none"> <li>- Delectable, 14-day food festival</li> <li>- Sunset Opera</li> </ul>

## (2) Site Map:

## CORPORATION AREA



**(3) History:** From the Annual Report: “One year after playing host to World Expo 88 on the existing South Bank site, South Bank Corporation was established as a Queensland Government Statutory Authority, responsible for the planning, approval and delivery of all infrastructure and development within the South Bank precinct. Through our Statutory Objects, we were also charged with the responsibility of providing a diverse range of recreational, cultural and educational pursuits for local, regional and international visitors including public events and entertainment. Expo 88 was a hugely popular six-month celebration, a civic display that stirred the city’s pride and brought about a seismic shift in local identity. When Expo closed its gates, Brisbane locals were determined to forever preserve the southern bank of the Brisbane River as a place of robust cultural determination. Since this dynamic beginning, South Bank has evolved into a vibrant precinct. Every part of its evolution, from inception to the ebb and flow of daily activity, involves and inspires community participation – an egalitarianism from which strong public connection is wrought. South Bank Corporation is vested with the statutory powers for precinct place management and over 22 years the Corporation has transformed South Bank into Brisbane’s premier lifestyle, recreational and cultural precinct, winning multiple international awards for its place-making and planning prowess.”



#### **(4) Strategic Positioning:**

**Vision:** Our vision is to create and manage the best new urban precinct in the world. As South Bank evolves, we strive to ensure that the Parklands, Little Stanley Street and Grey Street are great authentic places, which form the heart of city life and contribute to the recognition of Brisbane as one of the world's most attractive cities. Some two decades on from Expo '88, our business focus is shifting away from building the places; this is only part of our role. Increasingly, our focus is on creating places where people want to visit.

**Seven Strategic Goals:** The Corporation articulates seven strategic goals in the pursuit of this Vision:

- 1) Place 'visitor experience' at the core of our business
- 2) To improve customer satisfaction
- 3) Attract, develop and retain the best people in their field
- 4) Provide a positive social 'return on investment'
- 5) To work with our stakeholders, particularly State agencies and Brisbane City Council
- 6) Achieve excellence in sustainability practice
- 7) Ensure sound governance and astute financial management

**Mission Statement:** We will focus on five key areas:

- Building on our relationships with cultural precinct partners to enhance our service offering.
- Strengthen our events offering to ensure they are inclusive and innovative.
- Delivering our open space and river activation strategy in the Parklands precinct.
- Driving our property service to ensure that we improve our retail mix on Little Stanley Street and Grey Street.
- Delivering our plan for Grey Street so that it becomes Australia's great cultural boulevard.

Our brand values - bold and innovative, sustainable, inclusive and collaborative - are more important than ever. Our commitment to these values sets us apart from our competitors, and enables us to offer visitors something truly special.

**Our Purpose:** Our purpose is for the South Bank reach of the river to be the centre of Brisbane. The river will unite South Bank and the CBD, linking the city's green and commercial places and provide a vibrant platform for visitor activities for the whole community. South Bank will strengthen its connections with West End, Highgate Hill and Woolloongabba, along with the arts, educational, sporting and convention facilities. As the South Bank precinct evolves, the Corporation will strive to ensure that The Parklands, Little Stanley Street and Grey Street are great, authentic places which form the heart of city life, and contribute to the recognition of Brisbane as a vibrant and forward thinking city. We will celebrate our successes and continue to gain local, national and international recognition of South Bank.

**Guiding Principles:** The objects of the Corporation are:

- (a) to promote, facilitate carry out and control the development, disposal and management of land and other property within the Corporation area;
- (b) to achieve an appropriate balance between the Corporation's commercial and non-commercial functions;
- (c) to ensure the Corporation area complements, rather than duplicates, other public use sites in the inner city Brisbane area;
- (d) to provide for a diverse range of recreational, cultural and educational pursuits for local, regional and international visitors;

(e) to accommodate public events and entertainment that benefit the general community; and

(f) to achieve excellence and innovation in the management of open spaces and park areas.

**(5) Areas of Activity:** The South Bank Corporation essentially undertakes 5 key roles:

- 1) **planner** of the area under its jurisdiction
- 2) **developer** of property
- 3) **landlord** of properties and spaces
- 4) **presenter** of events and visitor experiences
- 5) tourism destination marketing (promoter of the area and the City)

**(6) Governance:** The Corporation reports to the Queensland Department of Premier and Cabinet and is led by a Board comprising members of the community with expertise in business, the arts, construction, finance and design. There are 10 Board members. South Bank Corporation is a Statutory Authority established by the Queensland Parliament under the South Bank Corporation Act 1989. The Board of Directors is responsible for the corporate governance of the organization and is accountable for the Corporation's performance to our Shareholding Minister. Corporate governance at South Bank Corporation encompasses a number of functions, including authority, accountabilities, risk management, leadership, performance monitoring and internal control systems. Our Board recognizes the importance of applying effective corporate governance practices and is committed to a high level of integrity throughout its operation. South Bank Corporation has a Corporate Governance Manual which includes Guidelines for Members Potential Conflicts of Interest and Charters for each of the Audit and Remuneration Committees.

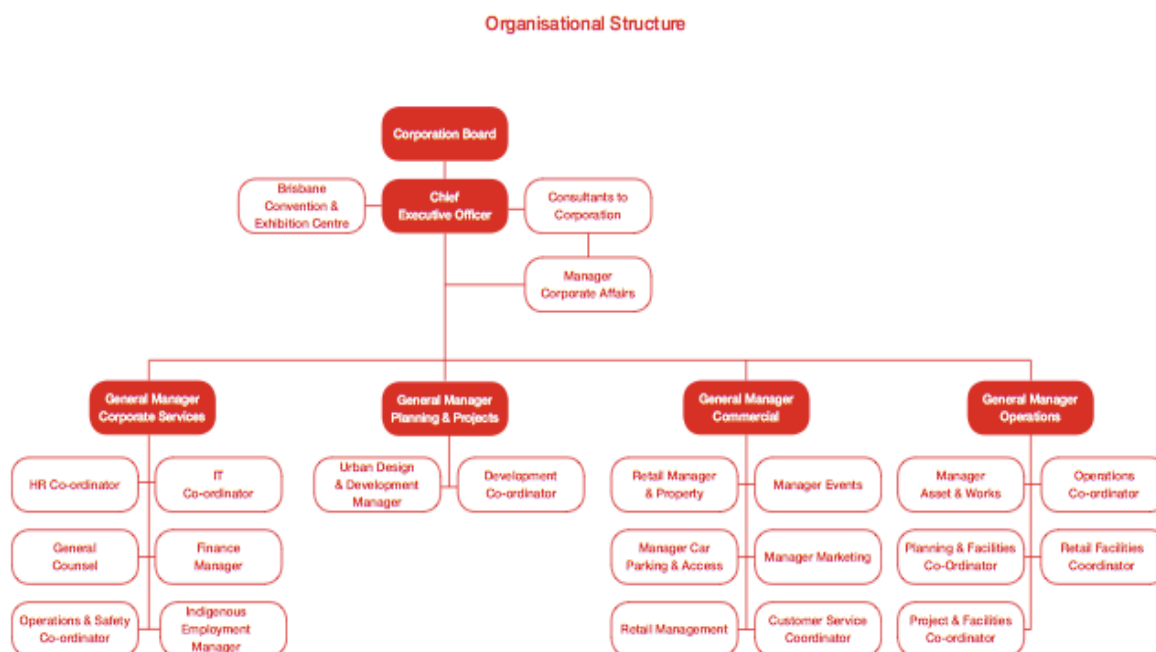
**(7) Funding and Support:** In 2011, the operating budget for the Corporation was \$96 million (\$AUS.) Sources of this funding were:

- user fees and charges: 36%
- sale of goods: 23%
- government grants and contributions: 30%
- sale of property: 4%
- other: 7%

**(8) Friends and Volunteers:** The South Bank Volunteer Program is presented in partnership between South Bank Corporation and Suncorp. This offers the people of Brisbane a unique and rewarding opportunity work in a fun environment promoting South Bank as Brisbane's iconic destination.

The volunteers work with the Visitor Centre and carry out a number of customer responsibilities ranging from greeting guests when they come into the Parklands and offering any assistance on attractions and precinct information.

**(9) Organization Structure:** The basic organization structure is four operating divisions reporting up to a CEO, who turn reports to the Board. The four divisions are Corporate Services, Planning and Projects, Commercial and Operations. The organization chart is shown below:



 Executive Management Team

**(10) Accountability Measures:** In addition to publishing an Annual Report (containing financial measures), and various other publications relating to its purpose and operations, the South Bank Corporation has recently subscribed to the EarthCheck Certification Program as a third party audit of its sustainability practices. (See <http://www.earthcheck.org>). EarthCheck is the world's leading certification company for the travel and tourism industry.

The Community Sustainability Strategy developed contains specific standards that have been developed (in consultation with EarthCheck) covering community authority, policy, benchmarking, compliance, planning, and consultation and reporting. Each of these areas is detailed, with specific EarthCheck standard outlined and the strategic intention of the South Bank Corporation to meet, adhere to, and comply with the criteria. (EarthCheck will, over time, assign a silver, gold or platinum rating to the efforts of the organization monitored.)

(11) Images



*Wheel of Brisbane*



*Streets Beach*



*Little Stanley Street*



*South Bank Arbour*



*Brisbane Convention and Exhibition Centre*



*Grey Street Boulevard*



## **(12) Best Practices:**

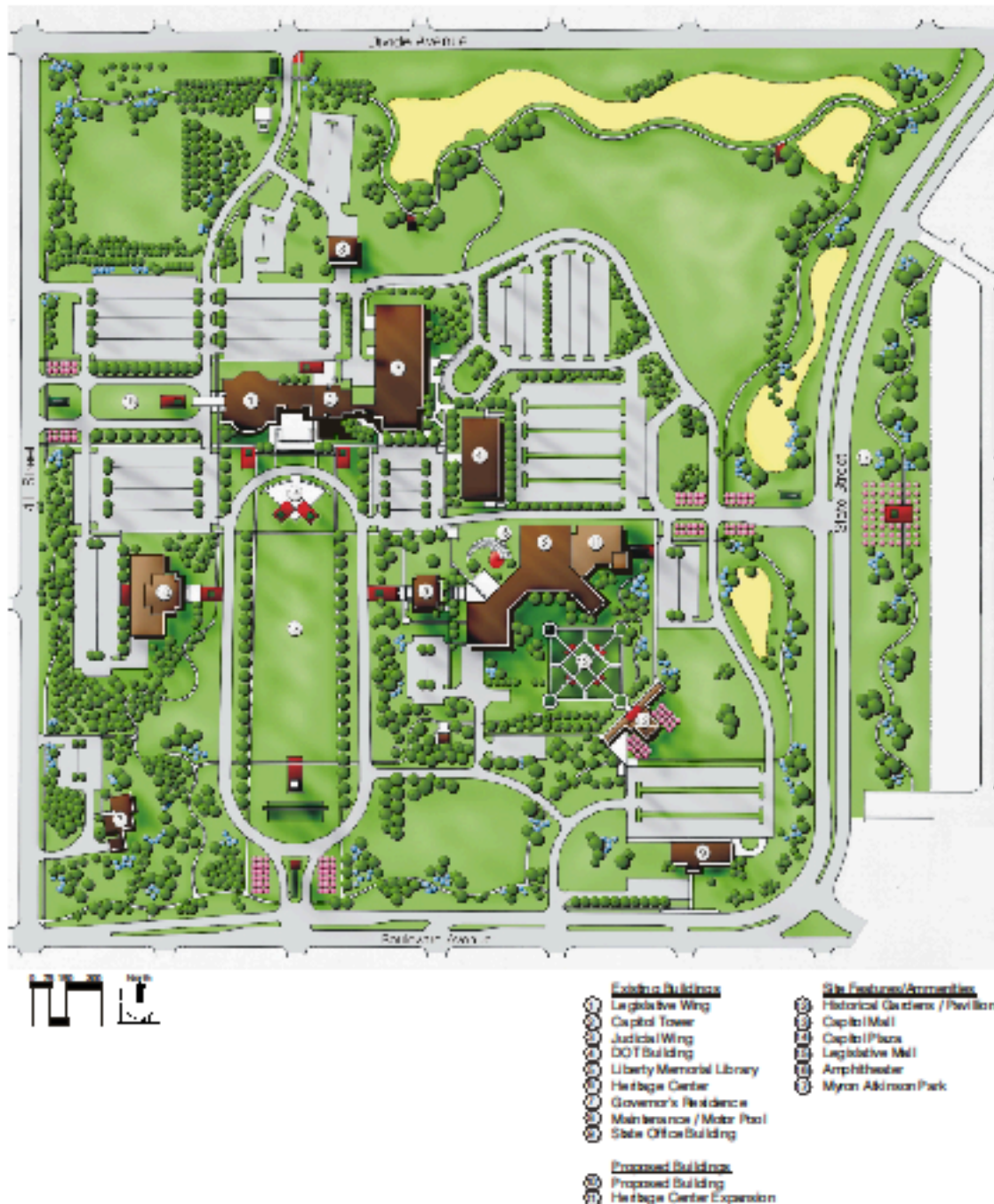
- quasi-private sector development corporation set as planning, management and commercial operator entity
- balance struck between public activity and commercial development – visitor experience not compromised
- three distinct but complementary zones of activity: parkland, commercial and cultural
- detailed accountability systems and structure in place
- most of operating budget financed through self-generated revenues
- continuing approach to develop new attractions and amenities for visitors
- affiliation with a third-party credible organization (EarthCheck) to undertake monitoring and sustainability assessment)



## North Dakota Capital Complex, Bismark, ND

<http://www.arts.qld.gov.au/aboutaq/index.html>

<i>Specific Location:</i>	Bismark, North Dakota (state capital)
<i>Size:</i>	53 hectares; 132 acres; 0.21 sq. miles
<i>Ownership:</i>	The State of North Dakota
<i>Management:</i>	The Capitol Grounds Planning Commission (CGPC) is a 10-person advisory group appointed by the state to advise in commemorative and other activities occurring on the grounds. This organization is directed to confer with the State Council on the Arts with respect to the artistic value of monuments, memorials, or works or art to be constructed at the Capitol Complex.
<i>Staff:</i>	4,000 are employed by the state government in the City. It is uncertain as to how many of these are specifically associated with the Capital Complex grounds and building. Volunteers are seen to be a tremendous asset to Facility Management. They are placed at the Capitol Building Information Desk. These volunteers assist visitors and employees in locating meeting rooms, state agencies and various other tasks as needed. They also assist visitors with tourist information for the Capitol complex as well as around the State of North Dakota.
<i>Operating Budget:</i>	The budget of the State of North Dakota is \$4.1 billion. In terms of the operation of the Capital Complex, certain key cost items are 'buried' in other costs categories, so it is difficult to determine exactly what the budget of operating the building and grounds may be. The Facility Management Division has a \$7.8 million budget over 2 years (2011 – 2013) for improvements and basic operations.
<i>Estimated Users:</i>	"a few thousand" tourists and visitors come to see the Capital Building each year; guided tours of the 18 <sup>th</sup> -floor observation deck are offered daily – in addition, the 'office component' of the building is used extensively on a daily basis – no apparent count of users of the grounds is undertaken
<i>Major On-Site Facilities / Attractions:</i>	The iconic 19 story Art Deco style state capitol building is the tallest in the state.
<i>Major On-Site Events:</i>	A variety of public service and related events take place on the site. As well, certain cultural activities also occur such as symphony concerts, Shakespeare in the Park, etc.

**(2) Site Map:**

**Buildings:** The Capitol Complex consists of the following buildings:

**State Capitol:** The main State Capitol building is a 241.67 feet (73.7 m) tall, 19-story, Art Deco skyscraper. It is the tallest building in North Dakota and is known as the *Skyscraper on the Prairie*. This tower houses the office of the Governor and the offices of multiple state agencies and departments. Tours of the capitol building are available on weekdays and include stops throughout both the legislative and judicial wings of the building, as well as an elevator ride to the top of the tower.

**Judicial Wing:** The judicial Wing of the State Capitol building serves as a hub for the North Dakota Supreme Court and its support staff, as well as office space for state agencies like the North Dakota

Department of Health and the Department of Human Resources. The design for the building began in May 1977, construction began in April 1979 and it was finished completely and occupied by 1981. The size of the Judicial Wing is 168,400 square feet (15,640 m<sup>2</sup>) and was built at a cost of \$10,500,000.

**Liberty Memorial Building:** This is home to the North Dakota State Library, as well as offices for the Special Education Unit of the North Dakota Department of Public Instruction. The building is the oldest facility still on the Capitol grounds and it was renovated totally in 1982 to conform with modern building codes.

**Department of Transportation building:** This building is home to the central office of the state's transportation department, as well as small divisions of other agencies.

**North Dakota Heritage Center:** The North Dakota Heritage Center building is home to the Heritage Center museum which stores and displays artifacts from around the state. The building also is home to office space for the North Dakota State Historical Society which operates the museum. In 2006, a massive expansion plan for the center was revealed. The construction will cost approximately \$50 million and will nearly double the size of the complex. The design will add three large galleries to the east of the existing structure, as well as a new main entry that will face State Street. The present building consists of 140,000 square feet (13,000 m<sup>2</sup>) and the expansion will add 125,000 square feet (11,600 m<sup>2</sup>) of additional space.

**State Office Building:** The State Office Building, located on the southeast corner of the complex, contains the Water Commission, in addition to several divisions from the office of the North Dakota Attorney General: the Civil Litigation Division and the Natural Resources and Indian Affairs attorneys.

**North Dakota Governor's Residence:** The North Dakota Governor's Residence is home to the Governor and is located off of 4th street on the west side of the campus. Built in 1960 to replace an outdated residence located further south on the same street, the current residence allows a more modern lifestyle for the state's First Family as well as a convenient location at the center of the government of the state. After extensive remodeling in 2000, the residence now has more than 10,000 square feet (1,000 m<sup>2</sup>) of floor space and has a total of eighteen rooms.

**Outdoor Facilities:** These include:

**Parks:** There are two parks, the Myron Atkinson Park and the Capitol Park located on the capitol grounds. The Myron Atkinson Park, which is named after the Bismarck lawyer Myron H. Atkinson, is located on the east side of State Street. Pedestrians are able to access the park by a tunnel that is under the road. The Capitol Park is on the northwest corner of the grounds at the intersection of 4th Street and Divide Avenue and includes a playground with trees and shrubs.

**Arboretum Trail:** The Arboretum Trail is a walking trail winding through a wooded area on the west side of the grounds. The trail takes walkers past 60 million year old petrified tree stumps as well as 75 different species of trees and shrubs which are all labeled with ground plaques. Various statues and memorials are also located on the trail. The trail was created in 1985 in anticipation of the state's centennial and also as an opportunity for state employees and the general public to exercise while learning about various trees and the history of the buildings on the grounds.

**Prairie Trail:** The Prairie Trail runs north of the Capitol's Judicial Wing, taking pedestrians into an area filled with examples of grasses and wild flowers which are typical of native prairie. In 2006, the trail was

expanded to take walkers from the corner of State Street and Divide Avenue south into the main grounds area.

### **Statues and monuments:**

#### **Pioneer Family:**

The Pioneer Family statue is one of the most prominent on the grounds, as it is on the southern end of the mall in the foreground of the capitol tower. The statue is dedicated to honor the memory of the great northwest.

**All Veterans Memorial:** The All Veterans Memorial is a large monument located south of the Heritage along a walking path. The memorial is to all North Dakotans who served in the armed forces during the first 100 years of statehood, as it was finished and dedicated on June 10, 1989. The names of 4,050 men and women who died in the nation's wars are inscribed on bronze tablets displayed under a large block of stone supported by columns. The monument is lit during the night hours. Stone benches are available for seating.

**Other statues:** Various other statues are located on the capitol grounds.

**(3) History:** The North Dakota State Capitol grounds are home to six buildings: the main Capitol building, the North Dakota Department of Transportation building, the North Dakota Heritage Center, the Library Memorial Building, the Governor's Residence, and the North Dakota State Office Building. Additionally, two parks, Myron Atkinson Park and the Capitol Park, are also located on the campus. Through the center of the grounds is the Capitol Mall, a large open field of grass with walking paths and elm trees lining both sides.

**(4) Strategic Positioning:** The North Dakota Capital Complex is managed by the Facility Management Division within the Office of Management and Budget of the North Dakota State Government.

**Office of Management and Budget's Mission Statement:** To provide a range of products and services resulting in a well run government that meets the needs of the North Dakota citizens.

**Facility Management's Mission Statement:** To provide clean, safe, friendly and efficient service to all who use our facilities resulting in a positive public image. The Facility Management Division stands for caring, dignity, and respect of the individual: quality service: open communications: and teamwork. Along with the supervision of the buildings and grounds, the Division also provides custodial and maintenance services to all of the Capitol Complex

**(5) Areas of Activity:** The Capitol Grounds Planning Commission (CGPC) shall confer with the State Council on the Arts with respect to the artistic value of monuments, memorials, or works of art to be constructed at the Capitol Complex. The CGPC shall develop and modify long-term plans for the development of the Capitol grounds. They shall approve or disapprove the basic style and exterior construction of any building, facility, monument, memorial, or work of art constructed at the Capitol Complex. The commission has exclusive authority to accept or reject gifts of any type or class of property for exterior placement at the Capitol Complex or for the improvement of the exterior construction of any building or facility at the Capitol Complex. No construction or placement of an item at the Capitol Complex may be undertaken without the approval of the commission, unless the construction or placement is authorized by the legislative assembly. If the legislative assembly by law or resolution authorized the construction or placement of an item at the capitol Complex, the commission shall approve the site, basic

style, and exterior construction of the item within a reasonable period of time.

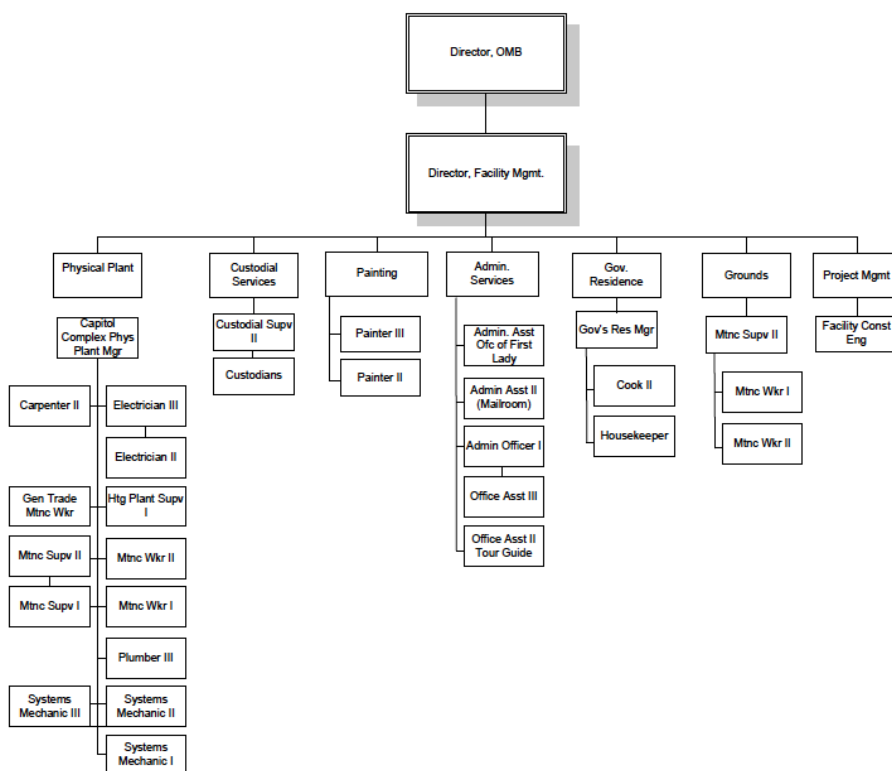
The CGPC must be called in and shall meet whenever major interior changes, including new construction, remodeling or renovation of any kind, are proposed or considered for the buildings or facilities at the Capitol Complex. The commission must be consulted before the purchase or installation of furniture or fixtures in public areas of the Capitol and other buildings at the Capitol Complex.

The CGPC has general powers to superintend the administration of the Capitol Building Fund, its interest and income fund, and its investments and properties. It may cause any lands now held in such funds to be sold at market value, direct the conversion of any securities now held by such funds to cash, approve expenditures from such funds subject to law and legislative appropriations. The Board of University and School Lands or its designee, shall see to the investment and management of the Capitol Building Fund and its interest and income fund and shall account to the commission concerning these funds at the commission's request.

**(6) Governance:** The Capitol Grounds Planning Commission (CGPC) is a 10-person advisory group appointed by the state to advise in commemorative and other activities occurring on the grounds. This organization is directed to confer with the State Council on the Arts with respect to the artistic value of monuments, memorials, or works of art to be constructed at the Capitol Complex.

**(7) Funding and Support:** The Facility Management Division has a \$7.8 million budget over 2 years (2011 – 2013) for improvements and basic operations. (Or, on average, approximately \$3.9 million per year.) In addition to basic operations, this amount covers a variety of one-time projects such as improvements to exterior signage, entrance repairs, interior remodeling, etc. There are other elements of animation of the site and aspects of visitor services that are not captured by this budget, such as the salary of an individual who is involved in festivals and events management using the site (the cost of which is covered in an 'Administration' category. As well, of course, any costs associated with the running of the state (i.e. the operations that are housed in the Capitol Complex) are not considered here.

**(8) Friends and Volunteers:** The North Dakota Capitol Complex does not have a Friends Group or similar association. They do, however, use volunteers extensively. On the state's Facility Management Division website it states: *"Volunteers are a tremendous asset to Facility Management. We locate them at the Capitol Building Information Desk. These volunteers assist visitors and employees in locating meeting rooms, state agencies and various other tasks as needed. They also assist visitors with tourist information for the Capitol complex as well as around the State of North Dakota."*

**(9) Organization Structure:**

**(10) Accountability Measures:** There are no separate and specific accountability measures relating to the Facility Management Division.

*Note: An on-going accountability survey of the 50 states undertaken as a joint initiative of the Center for Public Integrity, Global Integrity, and PRI (Public Radio International) rated North Dakota overall as among the worst states on a variety of accountability measures. (The state scored an "F" – the lowest grade – along with seven others.)*



(11) Images



*The Tower*



*The Grounds*



*State Office Building*



*Liberty Memorial Building*



*4<sup>th</sup> of July Fireworks*



*The Grounds and Park*

**(12) Best Practices:**

- strategic differentiation from other park areas in the City or the state by virtue of being the state capitol complex; this positioning does attract some visitors (tours, school groups)
- some provision of volunteer opportunities to those willing to provide tourist assistance, etc.
- maintenance of planning and design standards to a very high degree through the Capitol Grounds Planning Commission



## BC Parks System

<http://www.bcparks.ca>

<i>Specific Location:</i>	located throughout the province of British Columbia
<i>Size:</i>	997 parks and protected areas; 13.1 million hectares (13.6% of the province)
<i>Ownership:</i>	the people of British Columbia (through their agency, the provincial government)
<i>Management:</i>	BC Parks is one of 8 divisions within the BC Ministry of the Environment
<i>Staff:</i>	193 FTE staff, plus 87 seasonal ranger positions (38 FTS)
<i>Operating Budget:</i>	\$47.3 million (\$31.7 million operating subsidy; \$15.6 million earned revenues)
<i>Estimated Users:</i>	Approximately 19.7 million visitors / users per year (2011)
<i>Mission / Vision:</i>	BC Parks' mission is to protect representative and special natural places within the province's protected areas system for world-class conservation, outdoor recreation, education and scientific study. The protected areas system is governed primarily from the <i>Park Act</i> , <i>Ecological Reserve Act</i> and the <i>Protected Areas of British Columbia Act</i> , and their associated regulations and policies.
<i>Types of Parks and Areas Maintained</i>	<p>The Park System maintains:</p> <p><b>Class A parks</b> are Crown lands dedicated to the preservation of their natural environment for the inspiration, use and enjoyment of the public. Development in Class A parks is limited to that which is necessary for the maintenance of its recreational values. Activities such as grazing, hay cutting and other uses (except commercial logging, mining or hydro electric development) that existed at the time the park was established may be allowed to continue in certain parks.</p> <p><b>Class B parks</b> differ from Class A parks in that a Class B park may permit a broader range of activities and uses provided that such uses are not detrimental to the recreational values of the park.</p> <p><b>Class C parks</b> differ from Class A parks in that a Class C park must be managed by a local board. They are generally small parks providing local recreational amenities and are often close to urban areas.</p> <p>In addition, the system maintains conservancies, protected areas, recreation areas and natural wildlife areas.</p>

**(2) Site Map:**



**(3) History:** The BC Parks system got its start with the establishment of Strathcona Park in 1911. Two years later, Mt. Robson Provincial Park was added and the system grew. By 1930, 30 parks were included in the system. In 1965 the revised Park Act established the current system of park use classification.

**(4) Strategic Positioning:*****BC Parks' Vision Statement***

To be a world leader in parks and protected areas management

***BC Parks' Mission Statement***

BC Parks' mission is to protect representative and special natural places within the province's protected areas system for world-class conservation, outdoor recreation, education and scientific study.

**Guiding Principles:** BC Parks is committed to the following guiding principles:

<b><i>Enduring public trust</i></b>	<ol style="list-style-type: none"> <li><i>1. The parks and protected areas system is an enduring legacy and we are accountable to the people of British Columbia to manage it effectively, now and in the future.</i></li> <li><i>2. We actively pursue collaborative relationships and contemporary roles for First Nations for protecting and enhancing natural, cultural and recreational values.</i></li> <li><i>3. Relationships and connections with park users, communities, partners, sponsors and donors are essential to the long-term viability of the parks and protected areas system.</i></li> </ol>
<b><i>Conservation of natural and cultural assets</i></b>	<ol style="list-style-type: none"> <li><i>4. Ecological integrity is maintained and conserved within a dynamic and changing environment.</i></li> <li><i>5. Leadership in knowledge acquisition and reporting, and the understanding of ecological processes, cultural heritage and their interaction is crucial for management and responding to environmental change.</i></li> <li><i>6. We will maximize opportunities for education about natural, cultural and recreation values, and will assist the public to cope with environmental changes.</i></li> </ol>
<b><i>High quality visitor services</i></b>	<ol style="list-style-type: none"> <li><i>7. We will manage recreational facilities in an environmentally sensitive manner and, provide a range of facilities and programs that are accessible and reflect provincial demographics.</i></li> <li><i>8. We will seek opportunities to promote the parks and protected areas system as an integral component of a healthy, active lifestyle.</i></li> <li><i>9. We will coordinate the provision of outdoor recreational opportunities with the private sector, tourism industry associations, other levels of government and other government agencies.</i></li> </ol>
<b><i>Effective management</i></b>	<ol style="list-style-type: none"> <li><i>10. We will pursue innovative revenue streams and partnerships to ensure financial sustainability.</i></li> <li><i>11. Although parks may provide different levels of visitor services, we will maintain standards relating to protecting a park's natural and cultural assets.</i></li> </ol>

**(5) Areas of Activity:** BC Parks has a multi-dimensional involvement in a number of critical areas, including:

- (a) Maintenance of land and water holdings representative of BC's range and diversity of natural ecosystems in various areas:

*class A, B and C Parks;*  
*conservancies;*  
*recreation areas;*  
*ecological reserves;*  
*protected areas designated under the Environment and Land Use Act;*  
*wildlife management areas designated under the Wildlife Act; and*  
*other undesignated conservation lands for fish and wildlife.*

- (b) Maintenance of the ecological health (stewardship) of these resources, including the scientific research necessary to direct these activities.
- (c) Regulation and compliance of land use activities in parks.
- (d) Provision of recreational experience and educational interpretation experiences for visitors.

A detailed program plan document outlines all of BC Parks' program activities.

**(6) Governance:** BC Parks is administered under the BC Ministry of the Environment, reporting ultimately to a Minister of the Crown.

**(7) Funding and Support:** In 2011 the budget for BC Parks was \$47.3 million. Of this, \$31.7 million is operating subsidy from the province and \$15.6 million is earned revenues.

**(8) Friends and Volunteers:**



There are many activities in which volunteers are actively engaged in the BC Parks system including: campground hosts, facility restoration, interpretation, Park Watch activities, ecological reserve wardens, trespass monitoring, invasive plant control, ecological inventories, trail and campsite construction and maintenance, fundraising, educational programs, park management and planning, and many more. In 2012, BC Parks developed a specific volunteer engagement strategy, see: <http://www.env.gov.bc.ca/bcparks/volunteers/docs/BCParksVolunteerStrategy.pdf>

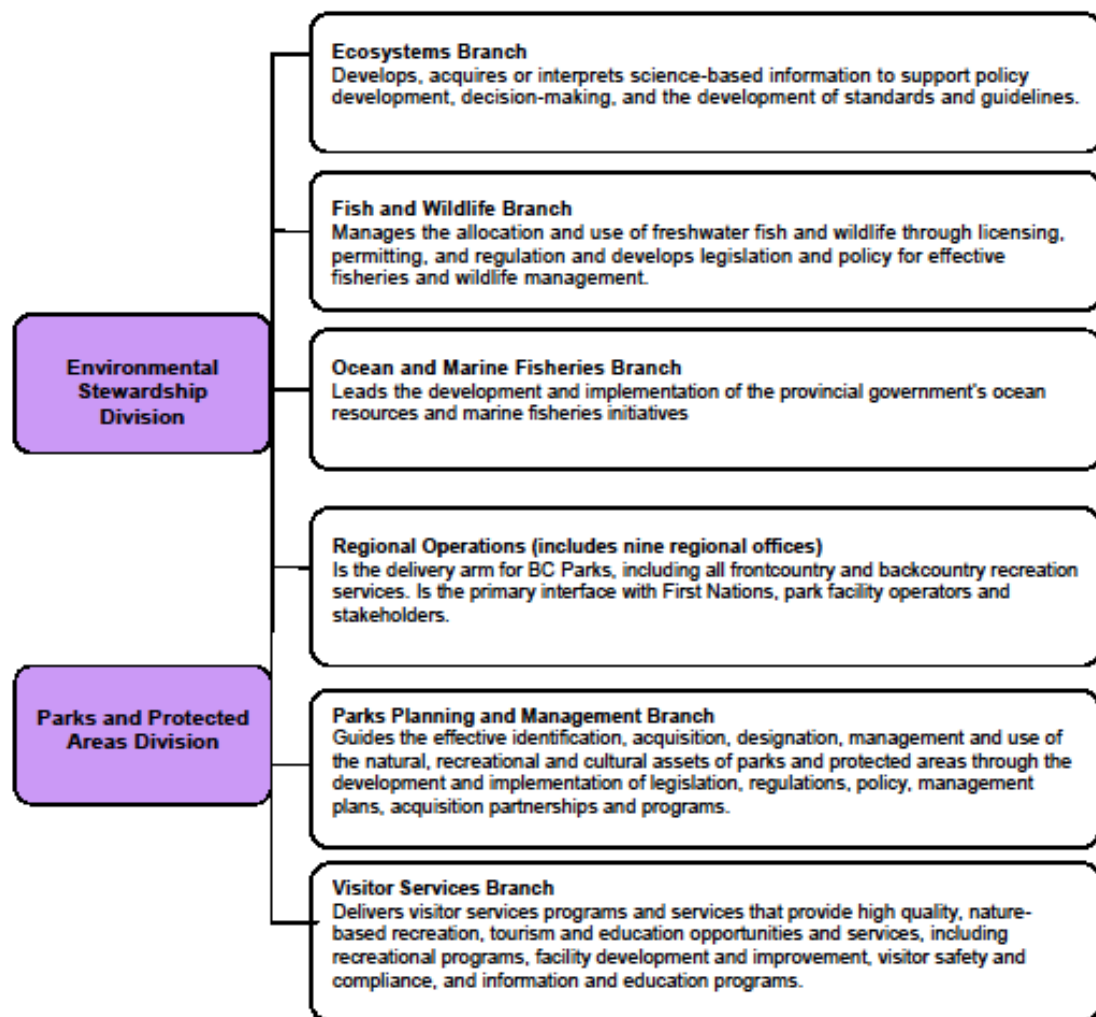


## (9) Organization Structure:

The Ministry of Environment has eight internal divisions.

- Parks and Protected Areas Division;
- Environmental Protection Division;
- Environmental Stewardship Division;
- Compliance and Enforcement Division;
- Water Stewardship Division;
- Oceans and Marine Fisheries Division;
- Strategic Policy; and,
- Corporate Services Division.

Two of these, Parks and Protected Areas and Environmental Stewardship, are very closely connected, shown on the organization chart:



**(10) Accountability Measures:** Three fundamental measures are used:

### 1. Ecological and Cultural Integrity

**Goal 1:** BC Parks is recognized for its leadership in the proactive stewardship of ecological and cultural integrity.

**Intended Outcome:** *Improved cultural and ecological integrity within the parks and protected areas system.*

### 2. Visitor Experiences

**Goal 2:** BC Parks attracts audiences to a range of superior recreational destinations and services where visitors have fun, discover nature and history, find inspiration and improve health and wellness.

**Intended Outcome:** *BC Parks offers an expanded range of visitor experiences to an increasingly diverse and satisfied clientele.*

### 3. Organizational Excellence

**Goal 3:** BC Parks is a model of organizational excellence.

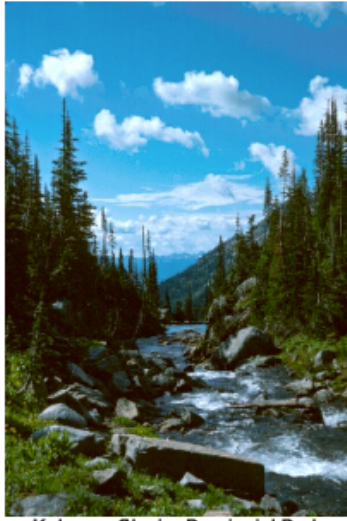
**Intended Outcome:** *BC Parks is a high performance organization that is an employer of choice.*

**Intended Outcome:** *BC Parks is valued, understood and supported by the public, communities and stakeholders.*

The accountability structure is fairly simple: for each goal, specific measures are indicated; the unit of measure specified; the base line for that measure; and target levels for future periods. See example:

Goal 2: BC Parks attracts audiences to a range of superior recreational destinations and services where visitors have fun, discover nature and history, find inspiration and improve health and wellness. Intended Outcome: BC Parks offers an expanded range of visitor experiences to an increasingly diverse and satisfied clientele.				
Percentage increase in visitation to parks and protected areas (HQ data collection).	Number	Information available (18.2 million for 2007/08)	19.8 million	21.6 million (2010/11 target)
Percentage increase in "recreation opportunity" satisfaction rating (Only have proper statistical information for 2006 and 2007. HQ data collection).	Percent	Information available (camp-ground: 61%; day use 66%)	Camp-ground 64% Day use 69%	Camp-ground 66% Day use 71%

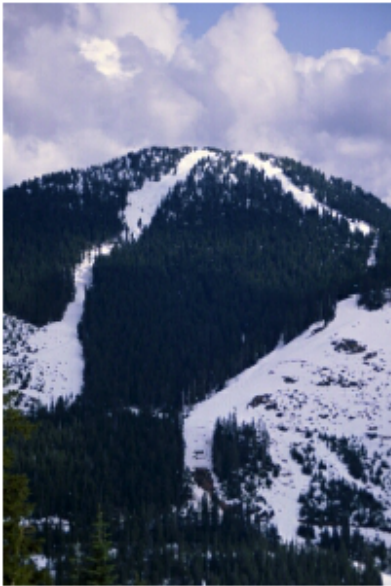
(11) Images



**Kokanee Glacier Provincial Park**  
Kokanee Creek outlet



**Spatsizi Plateau Wilderness**  
Upper Eaglesnest Creek



**Mount Seymour Provincial Park**  
Mount Seymour



**Golden Ears Provincial Park**  
Golden Ears Peak from Panorama Ridge

**(12) Best Practices:**

- strong strategic differentiation and unique positioning as **the** park system in the province
- major priority placed on scientific research and implications of this for developing / maintaining the parks system
- strong stakeholder involvement focus: active approach to growing the park system area through partnerships with individuals, corporations and conservation organizations – also priority placed on cultural integrity and maintaining / enhancing cultural heritage (primarily in partnership with First Nations Groups).
- also demonstrating stakeholder involvement: management plans developed for each significant land area. (**Note:** *A management plan provides long-term guidance for the management of a protected area. It outlines the vision for the protected area, defines the role and significance of the protected area, describes management objectives and responds to current and predicted future threats and opportunities by defining a set of management strategies. Management plans also identify user activities that are considered appropriate for that protected area. Management plans are often developed in consultation with First Nations, local government, the public and stakeholders.*)
- development of a specific volunteer strategy:  
<http://www.env.gov.bc.ca/bcparks/volunteers/docs/BCParksVolunteerStrategy.pdf>
- growth-oriented mandate of the parks system overall (to include more ecologically representative and protected areas of the Province)
- explicit focus on visitor experience, and constant monitoring / measuring of this through visitor satisfaction surveys.
- emphasis on accountability through a variety of mechanisms (e.g. Annual Report)



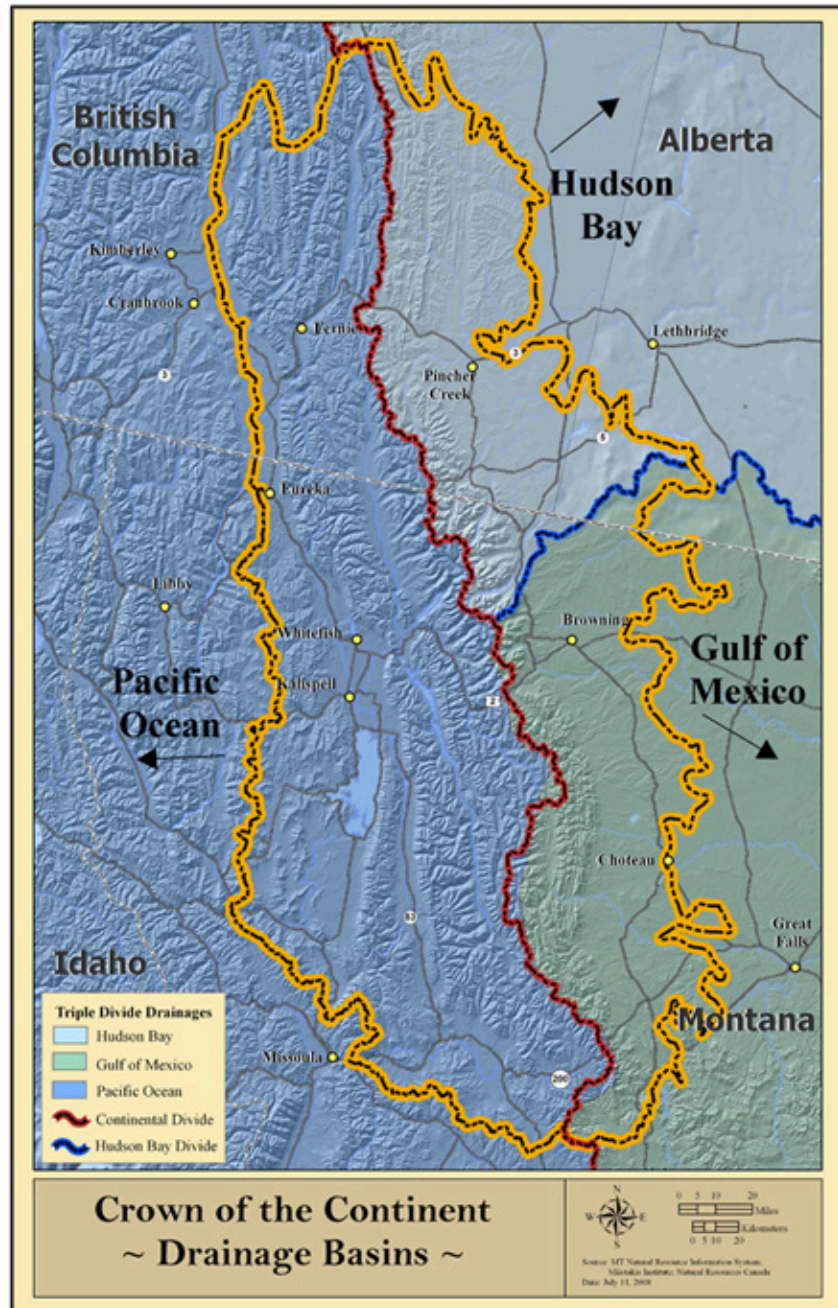
## Crown Managers Partnership

<http://www.crownmanagers.org/>

### (1) Summary Overview:

Specific Location:	The Crown of the Continent area encompasses the source headwaters areas of the drainage systems into the Gulf of Mexico, the Pacific Ocean, and Hudson Bay, within BC, Alberta and Montana.
Size:	The headwaters area is described as “a 28,000 square mile / 72,000 square kilometre ecological complex”
Ownership:	It is estimated that 46% of the land area is public land, owned by federal, state/provincial, or local jurisdictions.
Management:	There is no specific management structure for the area. Rather the Council is an information-sharing and advisory body. They also are involved in economic development and some tourism initiatives. Over 50 organizations participate.
Staff:	A small secretariat (3-5 employees) coordinates the activities of the Council
Operating Budget:	Not available, but “small”
Estimated Users:	unknown
Mission / Vision:	from the website: “ <i>The Crown of the Continent Geotourism Council is a regional network of communities, tourism bureaus, conservation and business groups, educators, First Nations, government agencies, and others working together in the region that includes and surrounds Waterton-Glacier International Peace Park in southwestern Alberta, southeastern British Columbia, and northwestern Montana. Established in 2007, the partnership's focus to date has been collaboration with National Geographic Society on the Crown of the Continent MapGuide and the development of this website. The Council serves as a source of information about the Crown of the Continent region for visitors and residents to understand, appreciate, and help preserve its geographic character, including historical, cultural and environmental heritage. Looking forward, the Council intends to pursue cooperative projects that promote regional understanding and appreciation, encourage sustainable businesses, support community well-being, advance landscape stewardship, and provide outstanding visitor experiences. Participation in the Council is voluntary and without cost. As an educational and information-sharing network, it is open to all groups and individuals who embrace our vision and goals.</i> ”
Major On-Site Facilities / Attractions:	There are a wide range of facilities, events and activities throughout the area. The partnership initiative with National Geographic maps and describes these assets.
Major On-Site Events:	



**(2) Site Map:****a) The Three Watersheds**



**B) Political Area**

### **(3) History:**

#### **A) Crown Managers Partnership**

In February 2001, government representatives from over twenty agencies gathered in Cranbrook, B.C. to explore ecosystem-based ways of collaborating on shared issues in the transboundary Crown of the Continent. Participation included federal, aboriginal, provincial and state agencies or organizations with a significant land or resource management responsibility within the Crown of the Continent Ecosystem. The aim was to involve a blend of senior and middle managers with technical and professional staff that have a role in management at the ecosystem scale (e.g., conservation biologists, land use planners, etc.). No attempt was made to put a firm boundary around the area of interest, but the region is generally defined by the Rocky Mountain eco-region from the Bob Marshall wilderness complex (MT) to the Highwood River (AB) and Elk Valley (BC) and is known as the Crown of the Continent.

The workshop, hosted by the Waterton-Glacier International Peace Park, resulted in a commitment by all participants to move forward collaboratively on regional ecosystem management. The Cranbrook Workshop highlighted several issues that were deemed important to the participants and could best be addressed at the larger regional ecosystem scale. These were:

- Address cumulative effects of human activity across the ecosystem;
- Address increased public interest in how lands are managed and how decisions are;
- Address increased recreational demands and increased visitation;
- Collaborate in sharing data, standardizing assessment and monitoring methodologies;
- and Address the maintenance and sustainability of shared wildlife populations.

In order to advance progress on their priorities, the Forum struck a Steering Committee to guide progress.

The second Annual Forum, in 2002, resulted in the formalization of the group to a Collaborative Partnership (Crown of the Continent Ecosystem Managers Partnership) that is accountable to the membership through an Annual Forum, implements direction from the Partnership through an Annual Work Plan, and which includes an Interagency Steering Committee as well as a Secretariat. The Crown Managers Partnership (CMP) has met every year since then at an annual forum, and pursued additional work in creating networking opportunities, and pursuing strategic projects of mutual interest.

In 2006, at the 5-year mark of the Partnership, the CMP Steering Committee met to review the original goals of the Partnership, and redevelop them, creating a strategic plan to guide the next five years.

#### **B) Other Initiatives**

There are several other related organizations and initiatives that are crown-wide initiatives of various sorts. These include:

- **Crown of the Continent Ecosystem Education Consortium:** Formed in 1994, COCEEC develops ecosystem-focused curricula, workshops, and projects. [www.crownofthecontinent.org](http://www.crownofthecontinent.org)
- **University of Montana/University of Calgary Transboundary Program.** This program, initiated in 1999 and supported by the Henry P. Kendall Foundation, offers student research and internship support, shared courses, and faculty exchange to explore and develop the knowledge and skills

necessary to manage across domestic or international administrative boundaries. It is coordinated between the Environmental Studies Program at the University of Montana and the Faculty of Environmental Design and its affiliate, the Miistakis Institute at the University of Calgary. [http://www.cas.umt.edu/evst/students\\_grad\\_transboundary.htm](http://www.cas.umt.edu/evst/students_grad_transboundary.htm)

- **Crown of the Continent Resource Learning Center:** Developed in 2002 and located in Glacier National Park, the CCRLC provides coordination and information sharing between scientists and land managers. CCRLC projects are carried out through collaboration among government, academia, educational institutions, public interest, and private citizens, all of whom are committed to understanding and preserving the Crown's natural, social, and cultural heritage. The CCRLC has made communicating the impacts of climate change one of the highest priorities. <http://www.nps.gov/archive/glac/learningcenter/learningcenter.htm>
- **Crown of the Continent Geotourism Council:** This broad-based partnership of local community and business leaders formed in 2007 as an advisory committee to work with NPCA and National Geographic on the Crown of the Continent MapGuide and interactive website. Today, the Council describes itself as "a regional network of communities, tourism bureaus, conservation and business groups, educators, First Nations, government agencies, and others working together [to provide] information about the Crown of the Continent region for visitors and residents to understand, appreciate, and help preserve its geographic character, including historical, cultural and environmental heritage. Looking forward, the Council intends to pursue cooperative projects that promote regional understanding and appreciation, encourage sustainable businesses, support community well-being, advance landscape stewardship, and provide outstanding visitor experiences." <http://www.crownofthecontinent.net>
- **Roundtable on the Crown of the Continent:** The Center for Natural Resources and Environment Policy (CNREP) at The University of Montana and the Lincoln Institute of Land Policy initiated the effort in 2007. The purpose of the Roundtable is to provide a multi-stakeholder forum to exchange ideas, build relationships, identify shared values and interests, and facilitate working relationships. In addition to organizing periodic forums and workshops, CNREP and LILP will convene an annual conference beginning in 2010, and has taken the first steps to convene policy leaders representing the major jurisdictions within the Crown of the Continent to create a national pilot project on how to implement large landscape conservation. <http://www.crownroundtable.org/>
- **University of Montana Crown of the Continent Initiative:** Led by the Department of Geography at the University of Montana, this initiative was publicly launched in 2009 and includes research coordination at UM, educational outreach, and publication of an e-magazine and e-notes with updates about activities related to the Crown. The initiative expects to publish a book in 2011 with articles, stories, photographs, and maps reflecting the diverse research underway around the Crown. <http://www.umt.edu/urelations/crown.html>
- **Crown of the Continent Conservation Initiative:** This coalition is led by a steering committee of 15 organizations in the U.S. and Canada. Over the past year, the CCCI developed a comprehensive Conservation Agenda and Conservation Plan to achieve long term conservation goals and vision for the Crown in a time of climate change, as well as comprehensive and collaborative conservation strategies in four key areas: climate science, policy framework, communication/outreach, and capacity building. Climate change is the overarching theme of the CCCI.

#### **(4) Strategic Positioning:**

##### **Mission:**

The Crown Managers Partnership (CMP) is a diverse group of science and resource management agencies who agree to work together to achieve the vision by:

**Improving Understanding: Understanding Ecological Health** - Pursuing a vision centered on ecological health requires a shared understanding of what ecological health is, and of the role that knowledge plays in addressing resource management issues in the CCE at a regional scale.

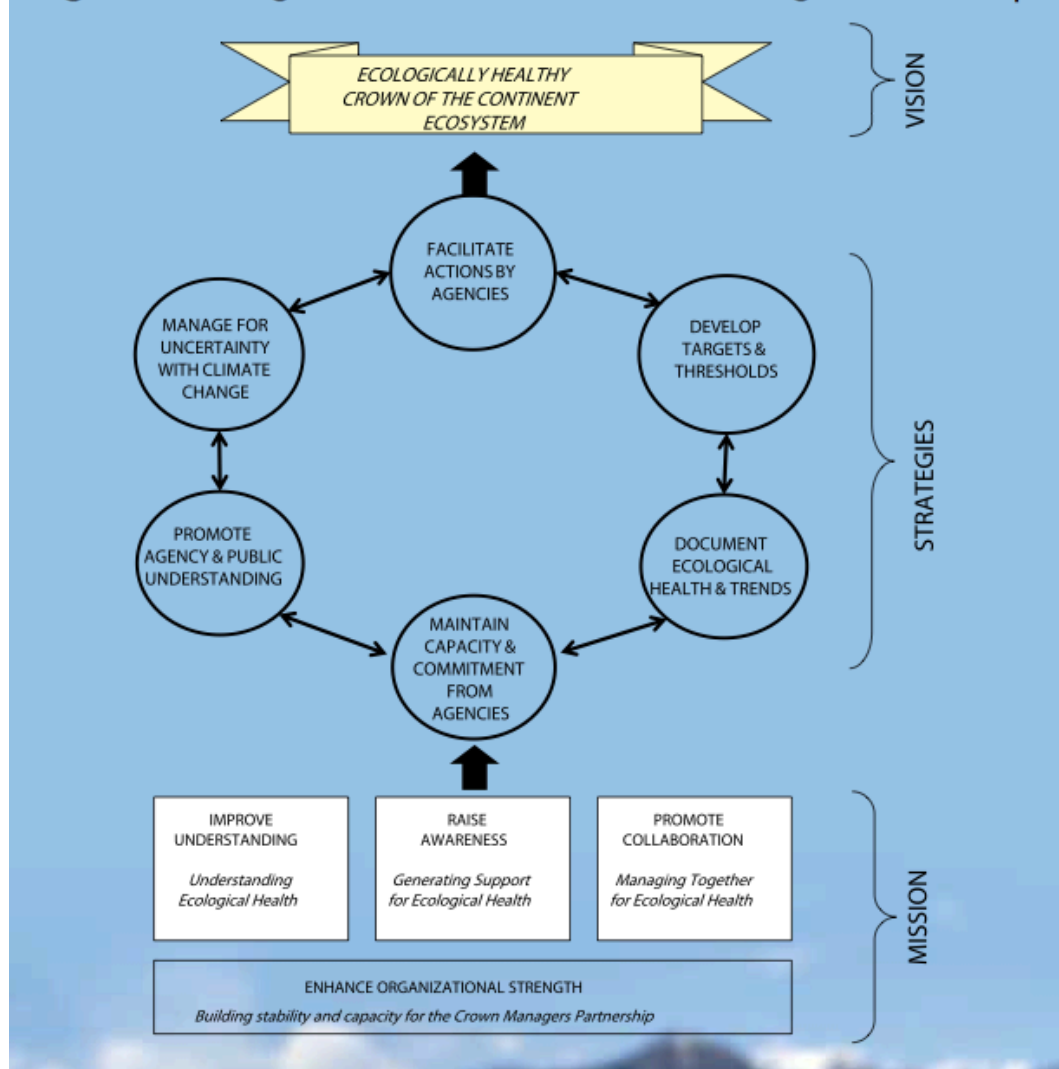
**Raising Awareness: Promoting Awareness of Ecological Health** - An understanding of ecological health at a regional scale is not sufficient in practical terms to effect change. Progress towards addressing regional issues requires a heightened level of awareness amongst Crown agencies and the public regarding the unique management challenges and opportunities that exist in the CCE.

**Promoting Collaboration: Managing Together for Ecological Health** - As no one agency has the mandate, resources or scope to address issues at the regional scale, a collaborative approach, based on shared understanding and respect, is required which includes partnerships with academics and universities.

**Enhancing Organizational Strength: Building stability and capacity for the CMP** - Underlying these goals is the foundational need to maintain the CMP as an organization capable of pursuing its stated mission. Activities developed under each strategy (see below) further delineate the CMP's strategic approach. Annual work plans will describe the specific actions that the CMP will undertake year by year to accomplish the strategies, and move towards achieving the vision.

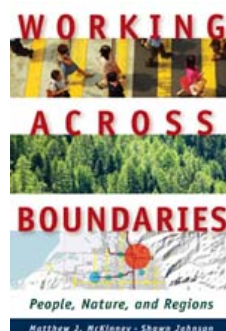
A recent strategic plan was developed by the Partnership; the diagram below shows their strategic framework for operation:



**Figure 2: Strategic Framework for the Crown Managers Partnership**

Note as well that CMP seems to have a strategic alliance with the Lincoln Institute of Land Policy (<http://www.lincolnst.edu/>) to assist with the facilitation of the Partnership. Also a strategic relationship with the University of Montana, who publishes the Crown of the Continent magazine, exists.

**Planning Model:** articulated in:



McKinney, Matthew J., and Shawn Johnson, *Working Across Boundaries - People, Nature, and Regions*, Lincoln Institute of Land Policy, 2009

**(5) Areas of Activity:** The CMP is involved in six distinct areas of interest:

- 1) document the ecological health and associated trends in the Crown of the Continent Ecosystem (CCE)
- 2) identify desired outcomes related to ecological health across the CCE using standards, thresholds and triggers
- 3) facilitate and support collaborative actions by agencies, communities and stakeholders to maintain and/or restore ecological health to the CCE
- 4) manage for uncertainty around climate change and its implications for ecological health
- 5) promote agency and public understanding of the significance of the CCE and the strategic priorities of the CMP
- 6) establish effective administrative and financial mechanisms and encourage shared commitment amongst agencies in the CMP

The key activity each year is the Annual Forum, held in the spring, where various issues of interest (grounded in the six areas presented above) are discussed. In 2012, the 12<sup>th</sup> annual such forum was held, addressing the topic of invasive species.

**(6) Governance:**

#### ***The Partners***

The CMP consists of the following members:

Alberta Ministry of Tourism, Parks and Recreation
Alberta Southwest Regional Alliance
Alpine Artisans Inc
Blackfeet Nation
Blood Tribe/Kainai Nation
Bureau of Land Management, United State Department of Interior
Castle Crown Wilderness Coalition
Chinook Country Tourist Association
Chinook Institute for Community Stewardship
College of the Rockies, Tourism Knowledge Cluster
Confederated Salish and Kootenai Tribes
Continental Divide Trail Alliance
Cowboy Trail Tourism Association
Dames on the Range
Fernie Chamber of Commerce
Flathead Beacon
Flathead Convention and Visitor Bureau
Frank Slide Interpretive Centre
Glacier Country Regional Tourism Commission
Glacier National Park
Glacier Natural History Association
Goldwest Country Regional Tourism Commission
Henry P. Kendall Foundation
Kalispell Chamber/Convention & Visitor Bureau
Kootenay Rockies Tourism, British Columbia
Ktunaxa Nation
Miistakis Institute
Montana Department of Commerce and Office of Tourism
Montana Scenic Loop
National Geographic Society, Center for Sustainable Destinations



National Park Service, United States Department of Interior
National Parks Conservation Association
Pekisko Group
Rocky Mountain Grizzly Centre
Russell County Regional Tourism Commission
Seeley Lake Chamber of Commerce
Sonoran Institute
Sustainable, Obtainable Solutions
Swan Ecosystem Center
The Sustainability Fund of Kalispell
Top 10 Scenic Drives in the Northern Rockies
Trail of the Great Bear
Travel Alberta
U.S. Forest Service, United State Department of Agriculture
University of Calgary, Program of Environmental Design
University of Montana Center of Natural Resource and Environmental Policy
University of Montana, Institute for Tourism and Recreation Research
Waterton Lakes National Park
Waterton Park Chamber of Commerce
Whitefish Convention and Visitor Bureau
Wilburforce Foundation
Wildsight
Yellowstone-to-Yukon Conservation Initiative

Membership is open to all science and resource management agencies within the Crown of the Continent region.

### ***The Steering Committee***

The Crown Managers Partnership chooses an interagency Steering Committee from among their members, including representation from aboriginal agencies, Federal, Provincial and State agencies, and the Universities of Calgary and Montana. The Steering Committee attempts to be representative of a variety of geographic areas and resource management sectors. At present there are 13 members of the Committee. The key tasks of the Committee are:

- supervision and maintenance of strategic and annual work plans
- fundraising to support CMP initiatives
- promotion of the CMP, both inside member agencies as well as outside agencies
- oversight of the Secretariat
- maintenance of the Steering Committee membership

The Steering Committee meets approximately 8 times per year.

**(7) Funding and Support:** The budget of the CMP is relatively small: just over \$300,000 per year. Staffing support is lent to the agency by the Miistakis Institute, a non-profit corporation affiliated with the University of Calgary that undertakes and supports pure and applied research respecting the ecosystems of the Rocky Mountains and surrounding regions. The breakdown of the budget (from the 2011 Annual Report) is as follows:

<b>CMP 2011/2012 Financial Summary</b>	
<b>Revenues</b>	
Carry Forward	\$45,079
Parks Canada - Waterton Lakes National Park	\$10,000
Alberta Environment	\$9,472
State of Montana	\$9,524
Alberta Tourism, Parks and Recreation	\$20,000
Forum	\$4,407
In-kind Contributions	\$250,000
<b>Other Contributions</b>	
United States Parks Service	\$350
Alberta Environment	\$2,065
Alberta Tourism, Parks and Recreation	\$1,475
Alberta Sustainable Resource Development	\$275
Flathead Basin Commission	\$380
<b>Total Revenues</b>	<b>\$353,028</b>
<b>Expenses</b>	
Secretariat Contract	\$19,514
Secretariat Expenses	\$1,231
Mistakis Fiscal Agent	\$5,000
Strategic Plan Layout and design	\$923
Ecological Health	\$15,687
2010/2011 Forum	\$199
2011/2012 Forum	\$6,073
Website	\$540
In-kind Expenditures	\$250,000
<b>Other Expenditures</b>	
GNP Field Camp Rental	\$350
Strategic Plan Printing	\$2,065
Grizzly Bear Workshop Meal	\$551
Conference line	\$1,200
2012 Speaker Travel Expenses	\$380
<b>Total Expenditures</b>	<b>\$302,982</b>
<b>Surplus</b>	<b>\$50,046</b>
In-kind assistance includes CMP member agencies' contributions of time and travel to Steering Committee and planning committee meetings, logistical support for events, meeting space, provision of data and background information, etc. It is estimated to be approximately \$250,000 per year.	

**(8) Friends and Volunteers:** The CMP itself does not have volunteers. Rather, the individual organizations and agencies that participate in CMP have their own volunteers, engaged in a wide range of activities.

**(9) Organization Structure:** There is a Secretariat through which the various day-to-day activities of the CMP are coordinated. The CMP has a variety of delivery mechanisms, including:

- directly by the CMP or its Steering Committee;
- by the Miistakis Institute operating in its capacity as a special project manager;
- by an independent contractor retained by the Steering Committee on behalf of the CMP;
- by a working group of CMP agencies and appropriate partners, convened on behalf of the CMP;
- by an individual partner agency in cases where a task of the CMP fits coincidentally within the mandate and operating plan of that agency;
- by graduate students, through course work, graduate projects, or the placement of interns; or
- any other delivery mechanism which supports the goals and structure of the CMP.

Many initiatives involve the active participation of one or more of the partner agencies of CMP, and thus the business model is used is one where the assets of other organizations are leveraged to achieve greater results.

**(10) Accountability Measures:** The CMP produces an Annual Report where the results of its various projects are presented in a summary and narrative style. It does not have a structured accountability format of its own. (Of course, several of the member organizations of CMP have highly detailed and rigorous accountability structures.)

(11) Images



*A typical scene in the Crown of the Continent*



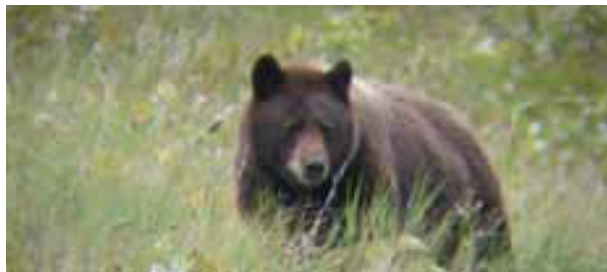
*Multiple Land Uses in the CCE*



*Restoring ecological integrity*



*Managing invasive species (Round Goby)*



*Non invasive species*



*Another dramatic scene*

## **(12) Best Practices:**

- unique partnership and types of initiatives undertaken presents a strong strategic differentiation (as does the partnership arrangement with the National Geographic)
- active private sector sponsorship orientation
- very strong scientific / research orientation. Several of the strategic partnerships are universities or scientific / research institutions
- a wider scope for volunteer opportunities is presented through the organization(s) belonging to the various partner groups and Friends organizations
- stakeholder involvement is key to the successful operation of the initiative, and a philosophy / model / template for cross-boundary cooperation has been developed (through the Lincoln Institute of Land Policy)
- partner organizations and key stakeholder affiliation (National Geographic) provides very active engagement through web site, social media tools
- strategic alliances with National Geographic and Lincoln Institute of Land Policy provides credibility, bona fides to initiatives undertaken



# Downsview Park

## Downsview Park

<http://www.downsviewpark.ca>

### (1) Summary Overview:

<i>Specific Location:</i>	Downsview, north Toronto area
<i>Size:</i>	232 hectares (572 acres), of which 130 ha. (320 acres is earmarked for parks and recreational activities) – the rest for commercial
<i>Ownership:</i>	Government of Canada – through Ministry of Public Works and Government Services. Downsview Park is an autonomous subsidiary of the Canada Lands Company Ltd. and its share is held in trust by CLCL on behalf of the Crown.
<i>Management:</i>	Board of Directors appointed by the Crown: 7 Directors, appointed for a 4-year term, staggered.
<i>Staff:</i>	66
<i>Operating Budget:</i>	\$18.9 million
<i>Estimated Users:</i>	1,700,000
<i>Mission / Vision</i>	“Our Vision is to transform Downsview Park into an internationally renowned sustainable urban community. Our mission is to design build and maintain the Downsview Park community in collaboration with its residents, partners and the public guided by a full set of three core values – integrity transparency and sustainability. The Downsview Park sustainability community is the park as a whole; a green space with recreational and cultural areas, as well as five neighborhoods uniquely integrated.”
<i>Major On-Site Facilities / Attractions:</i>	Major tenants of the park include the Toronto Wildlife Centre, the Downsview Park Film and Television Studios, and the Downsview Park Arts Alliance
<i>Major On-Site Events:</i>	Most events at Downsview Park are organized by third-party organizations who have selected Downsview Park for their event location. The Park is open year round and hosts: <ul style="list-style-type: none"> <li>• music concerts</li> <li>• cultural festivals</li> <li>• sporting events</li> <li>• fundraisers (marathons, walks)</li> <li>• sports leagues and tournaments</li> <li>• education events</li> <li>• amusement rides</li> <li>• seasonal/holiday celebrations</li> <li>• corporate picnics</li> <li>• team-building events</li> <li>• tradeshow</li> </ul>



**(2) Site Map:**

**(3) History:** Parc Downsview Park Inc. (PDP) was established by the Federal Government of Canada after it announced the closure of the Canadian Forces Base (CFB Toronto) in 1994. Downsview Park Inc. began as an operating subsidiary of the Canada Lands Company Limited. It was announced that the lands were to be held in perpetuity and in trust as a "unique urban recreational green space for the enjoyment of future generations." In 2003, PDP was transformed into an agent (deemed parent) Crown Corporation and an agent of the Crown. In 1999, PDP's Board of Directors was appointed by the Government of Canada and the Park began its operations. The mandate to create the urban recreational green space was given to Parc Downsview Park Inc. (PDP) in 1996 and the title to 231.5 hectares (572 acres) of the Downsview Lands was transferred to PDP in 2006 in order to facilitate the development of Downsview Park. The Department of National Defense (DND) retained 29 hectares (72 acres) of the land to accommodate ongoing military needs. Development of the Park could not commence until PDP was fully transferred the administration and effective control and ownership for all 231.5 hectares (572 acres) of land in July 2006.

**(4) Strategic Positioning:****Our Vision:**

*"To transform Downsview Park into an internationally renowned sustainable urban community."*

Our goal is to turn Downsview Park into a contemporary community of neighbourhoods. This community will showcase the quality of life benefits that can be achieved through sustainable intensification and accessibility. People will be able to walk or ride to take advantage of the national urban park, and our diverse services and programs, many of which will be available at no charge to the general public. Economic, environmental and social sustainability will be the hallmark characteristics of these neighbourhoods where people can live, work, play and learn. The transformation will achieve award winning design excellence and gain a world-wide reputation and recognition as a leader in the field of sustainable urban design and park development.

## Our Mission

"To design, build and maintain the Downsview Park community in collaboration with its residents, partners and the public guided by our values of integrity, transparency and sustainability."

We will transform the Downsview Park lands and structures using innovative, efficient and sustainable design concepts and techniques. The National Urban Park will encompass parkland a sports park, commercial and residential neighbourhoods. We will accomplish this by working with and for the benefit of our residents, tenants, developers, sponsors, government partners, and our local neighbours, together with regional and national users.

## Our Values

**Integrity:** We will adhere to the highest standard of ethical behaviour. The corporation and its employees will act honestly, truthfully and adhere consistently to our code of conduct. We commit to act fairly in all our transactions and use ethical business practices.

**Transparency:** We will be open and accountable for our actions and uphold the principles of good governance.

**Sustainability:** We commit to sustainability in all its dimensions. Downsview Park will be economically sustainable by successfully using the resources at its disposal without resorting to the use of public funds. We will ensure design excellence and environmental sustainability by thinking and acting in keeping with green principles and placing a premium on accessible green space within the community. Social sustainability will be achieved by creating diverse features and offering culturally varied activities and programs that are accessible to the public and promote a sense of belonging.

**(5) Areas of Activity:** Downsview Park is involved in a number of different areas of activity. These include:

**Landlord:** DP counts upon revenue from leases for a wide range of private, not-for-profit and public sector agencies in order to meet its self-financing target. At present, tenants include the following organizations:

- Arpi Nursery School
- Bond Paving + Construction
- Downsview Park Arts Alliance
- Downsview Park Merchants' Market and Farmers' Market
- DriveTest
- Engineering Material Research Inc.
- ExotiCARE
- Fresh City Farms
- Friends in Trouble
- Four Seasons Aviation
- Rotor-City
- Good Vibrations Engineering
- Grand Prix Kartways
- HoopDome

HSI  
 Merchants Canada  
 National Squash Academy  
 Premier Elite Athletes' Collegiate  
 416 Skateboards  
 Rhema Christian Ministries  
 Toronto Beekeeper's Co-operative  
 TRCA  
 Toronto Roller Derby League  
 Toronto School of Circus Arts  
 Toronto Wildlife Centre  
 Urban Harvest  
 Varsity Tent & Event Rentals  
 Volleyball Canada  
 Weather-Tech  
 Warehouse Event Venue

**Land Development:** DP is in the process of developing significant lands as residential subdivisions. These are designated as neighbourhoods, and include:

- Stanley Greene neighbourhood – currently under development (by Urbancorp), this development will entail 1,356 units
- William Baker Neighbourhood – an 11/3 hectare parcel, to be developed in 2012
- Sheppard neighbourhood – to be developed in 2014-15
- Chesswood neighbourhood – 'future development'
- Allen neighbourhood – 'future development'

### **Events**

Sustainability-based programming is provided at no charge to schools/educators. This curriculum-based program is popular with teachers and students (of all ages) alike. The Park hosts seasonal events every year. WinterFest, Earth Day, Canada Day, Movies Under the Stars and Fall Fair are family-focused celebrations provided free of charge to the general public. The public is also afforded an opportunity to experience tenant facilities at the Park at no additional cost through the 'sustainable rent' that forms a component of each Park tenant's lease. Beneficiaries include students, Park day camp participants, at-risk youth groups and more.

### **Sports**

One of the best-known destinations in the Park is the Hangar (the old de Havilland manufacturing facility) where a number of league-based sports activities take place, including soccer, volleyball, and ball hockey. The Hangar is part of the much larger Downsview Park Sports Centre which includes Athletic Training Professionals, Grand Prix Kartways, HoopDome, National Squash Academy, PEAC, Toronto School of Circus Arts, Four One Six Skateboards, Volleyball Canada, TFC Academy & Training Facility. The Hangar is owned and operated by Downsview Park.

**(6) Governance:** Parc Downsview Park Inc. is governed by a 7-person Board of Directors appointed by the Government of Canada. The Board performs an oversight function, setting broad policies and strategic direction. Board appointments range from three to five years.

**(7) Funding and Support:** The 2012-2013 operating budget is as follows:

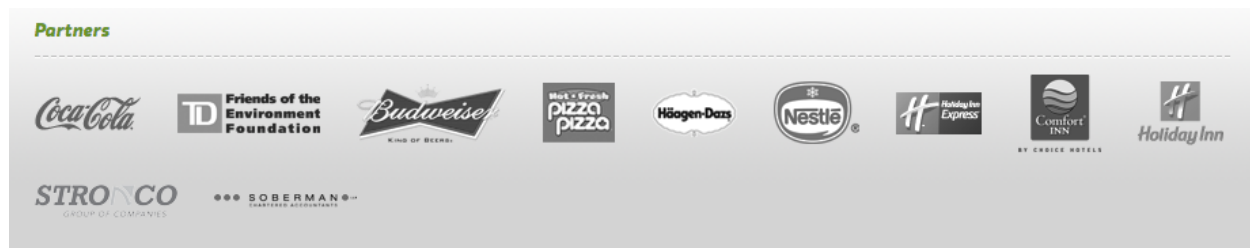
#### Income

Rental income from real estate:	\$7.0 million
Proceeds of land sales:	\$108.7 million
Land leases:	\$0.4 million
Programs and events:	\$3.6 million
Hangar rental:	\$3.9 million
<b>TOTAL:</b>	<b>\$123.6 million</b>

#### Expenses

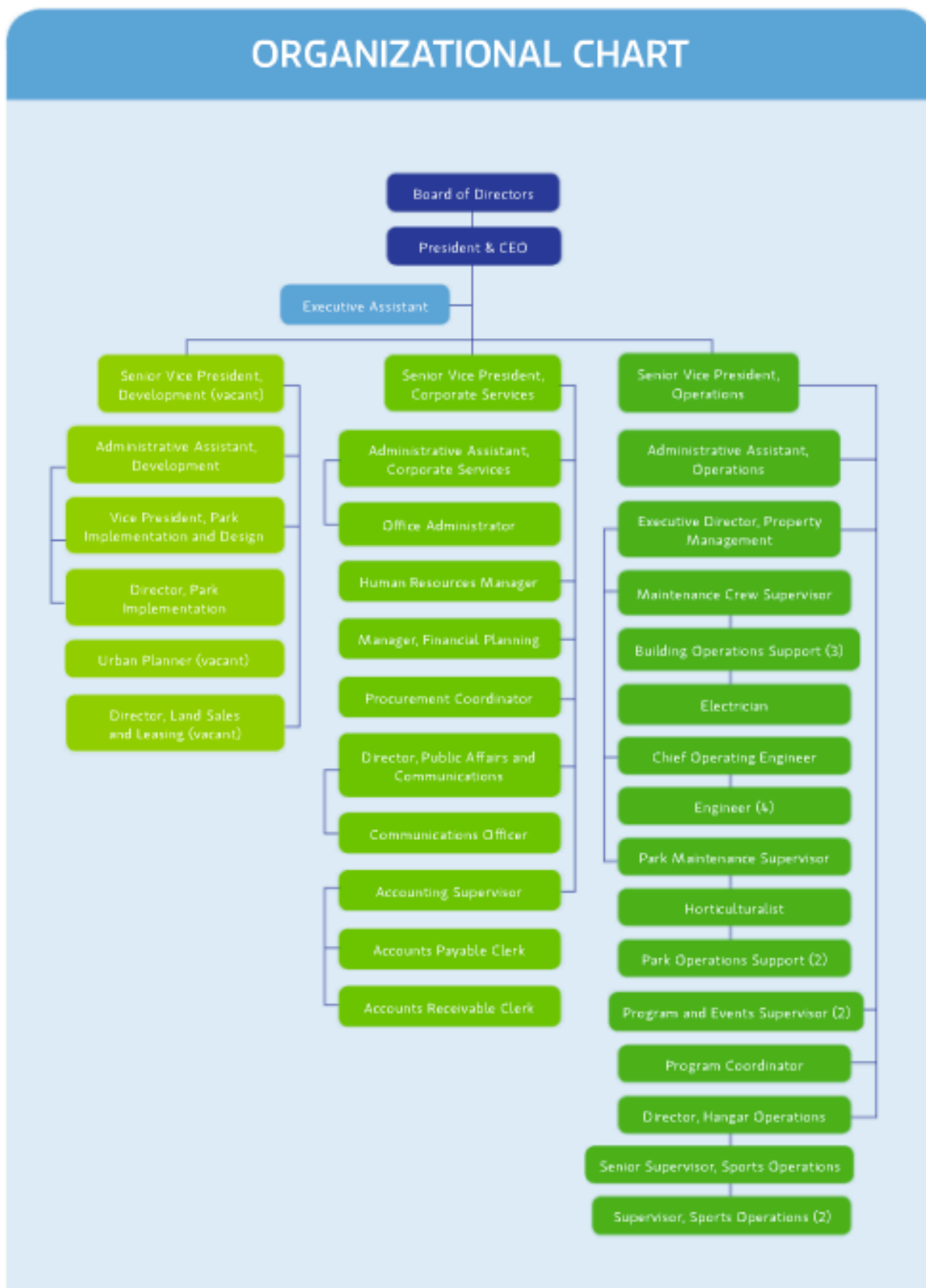
Real estate:	\$4.9 million
Park operating and planning:	\$1.9 million
Programs and events:	\$2.3 million
Hangar:	\$2.3 million
Corporate services:	\$3.7 million
Payment in lieu of taxes:	\$1.0 million
<b>TOTAL:</b>	<b>\$16.1 million</b>

DP has a number of corporate partners who contribute funding to the enterprise:



**(8) Friends and Volunteers:** Downsview Park does not by itself have a large volunteer program. Many of its tenants and events have their own volunteer programs so there are always numerous volunteers on the site.

**(9) Organization Structure:** Parc Downsview Park Inc. carries out its mandate with a dedicated staff of about 60 that handle a diverse realm of responsibilities including grounds maintenance, operations, leasing, finance, events management, sports, education, construction, communications and governance. There are three major divisions to the Corporation: Development, Corporate Services and Operations.



**(10) Accountability Measures:** Downsview Park adheres to a triple bottom line (TBL) philosophy, where activity and performance (results) are measured in three areas: 1) financial / economic; 2) social benefits;

and 3) environmental / ecological. A detailed performance scorecard is prepared each year, focusing on Initiatives, Key Performance Indicators, and Performance Measures. The areas examined are:

- Implementing the Development Plan
- Programming and Events Initiatives
- Corporate Activities
- Effectively Communicating the Vision for Downsview Park
- Corporate Administration



(11) Images



*Aerial Photo, 2012*



*Construction at the Park*



*Downsview Park Sports Centre*



*Water View*



*Sports at The Hangar*



*Outdoor Events*

## **(12) Best Practices:**

- unique strategic positioning as Canada's first urban park as well as unequivocal focus on sustainability (and revenue generation as a key part of that equation)
- very pronounced orientation towards the private sector sponsorship as well as working with other strategic partners and stakeholders
- development corporation model: heavy emphasis, reflected in the corporate structure of the organization, upon development of the site – this reflects a strong development-oriented mandate - while this may change and evolve in subsequent years as the park gets 'built out', it is currently a very strong orientation at present
- detailed and rigorous accountability structure in place (following a triple bottom line approach)
- a zoning approach to park development is followed, where certain types of activity (park, sport, commercial) are relegated to specific areas
- stated commitment to financial sustainability (in terms of financial self-sustainability, which was part of the original conception of the park)
- active outreach through social media (both on the part of the park as well as its various development partners)



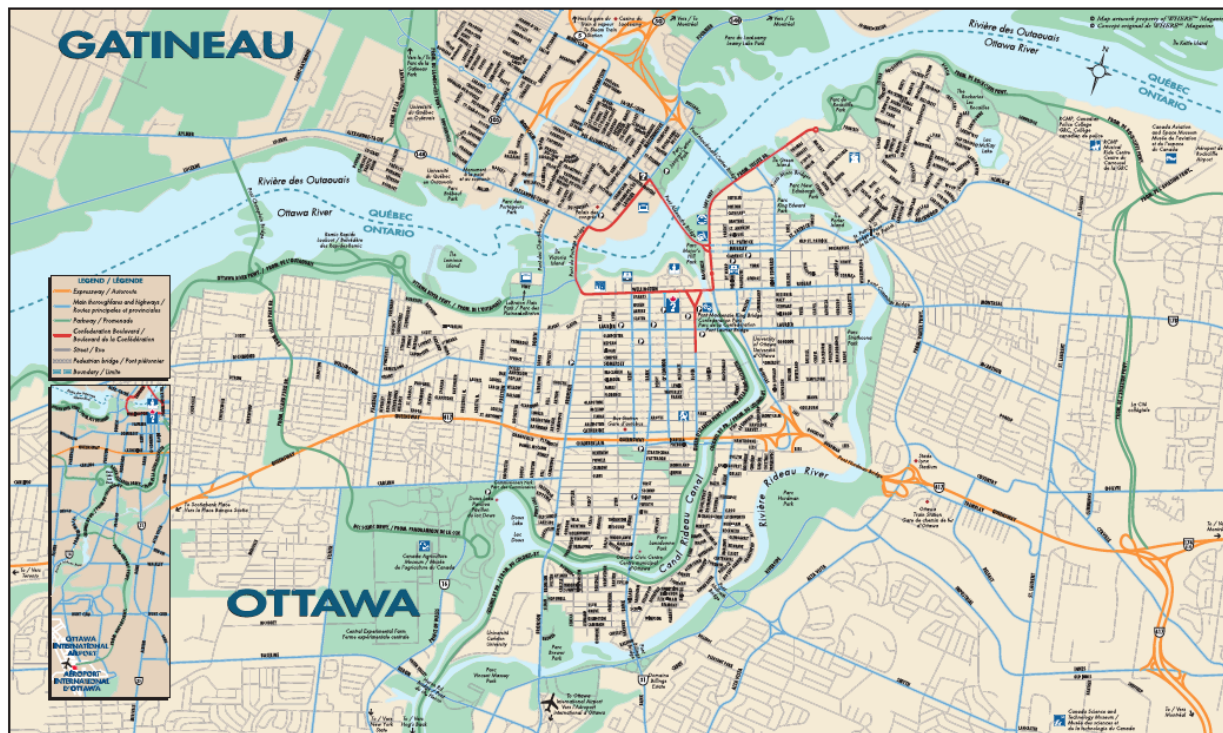
## National Capital Commission

<http://www.canadascapital.gc.ca>

### (1) Summary Overview:

<i>Specific Location:</i>	The National Capital Region (NCR) spans the cities of Ottawa (Ontario) and Gatineau (Quebec). The National Capital Commission (NCC) administers the federally-owned lands and buildings within the NCR.
<i>Size:</i>	The entire National Capital Region covers an area of 4,715 km <sup>2</sup> (1,820 sq mi). Of this, the NCC administers 47,200 ha (183 sq. miles), or about 10% of the total.
<i>Ownership:</i>	The NCC area is federally owned.
<i>Management:</i>	The NCC is a federal Crown corporation led by a 15-member board of directors, who represent a geographical cross-section of the country.
<i>Staff:</i>	492 employees
<i>Operating Budget:</i>	\$118 million
<i>Estimated Users:</i>	There is no one usage figure for the NCC. Specific aspects of the program offering have utilization estimates, e.g. Visitors to Parliament Hill: 700,000; Winterlude: 600,000; etc.
<i>Mission / Vision:</i>	<p><b>MISSION</b> Creating national pride and unity through Canada's Capital Region.</p> <p><b>MANDATE</b> The NCC was created by Parliament in 1959 to fulfill the National Capital Act. Its core responsibilities are the following:— to prepare plans for and assist in the development, conservation and improvement of the National Capital Region to ensure that the nature and character of the seat of the Government of Canada reflect its national significance; and – to organize, sponsor or promote public activities and events in the National Capital Region that enrich the cultural and social fabric of Canada, and reflect Canada's federal character and the equality of status of the official languages, as well as the heritage of the people of Canada. The NCC also coordinates the policies and programs of the Government of Canada that are related to the organization, sponsorship or promotion of public activities and events by federal departments in or about Canada's Capital Region; and approves building design and the use of federal lands in Canada's Capital Region.</p>
<i>Major On-Site Facilities / Attractions:</i>	<ul style="list-style-type: none"> <li>- Parliament Hill</li> <li>- Ottawa Convention Centre</li> <li>- Gatineau Park</li> <li>- six national residences (including Rideau Hall; 25 Sussex Drive; Stornoway)</li> </ul>
<i>Major On-Site Events:</i>	<ul style="list-style-type: none"> <li>- Winterlude</li> <li>- Canada Day celebrations</li> </ul>



**(2) Site Map:**

**(3) History:** The National Capital Commission (NCC) is a Crown Corporation created in 1959 to administer the federally-owned lands in the National Capital Region (NCR) on both sides of the Ottawa River. Broadly speaking, the role of the NCC is to champion the interests of Ottawa and surrounding region as the nation's capital typically with regard to issues of national interest, such as the planning of monument and museum sites, events such as Canada Day, and major streetscapes such as Confederation Boulevard, a long-discussed ceremonial route linking key attractions in National Capital Region, on both sides of the Ottawa River, in Ottawa as well as Gatineau, Quebec.

**(4) Strategic Positioning:** The NCC is a Crown corporation that reports to Parliament through the Minister of Foreign Affairs, who has been designated the minister for the purposes of the National Capital Act.

**MISSION**

Creating national pride and unity through Canada's Capital Region.

**MANDATE**

The NCC was created by Parliament in 1959 to fulfill the National Capital Act. Its core responsibilities are the following:

- to prepare plans for and assist in the development, conservation and improvement of the National Capital Region to ensure that the nature and character of the seat of the Government of Canada reflect its national significance; and

- to organize, sponsor or promote public activities and events in the National Capital Region that enrich the cultural and social fabric of Canada, and reflect Canada's federal character and the equality of status of the official languages, as well as the heritage of the people of Canada. The NCC also coordinates the policies and programs of the Government of Canada that are related to the organization, sponsorship or promotion of public activities and events by federal departments in or about Canada's Capital Region; and approves building design and the use of federal lands in Canada's Capital Region

## GUIDING PRINCIPLES

The NCC, as steward of the public trust, has developed a series of principles to guide its business actions.

**Accountability:** The NCC is committed to serving the public with pride and to being responsible and respectful by applying prudent fiscal management.

**Clarity:** The NCC sets clear priorities and is committed to creating a shared vision for Canada's Capital Region on behalf of all Canadians.

**Integrity:** The NCC interacts with clients, partners and the public with honesty, respect and fairness.

**Openness and transparency:** The NCC conducts its affairs openly, collaboratively and inclusively. It consults with stakeholders and is responsive in its business approach.

**Leadership and innovation:** The NCC values creativity and innovation, based on knowledge and research. It continually aims to be proactive in finding solutions to problems and to lead by example.

**(5) Areas of Activity:** In delivering its mandate, the NCC focuses on a single strategic outcome: ensuring that federal lands and public programs make the optimum contribution toward creating a capital that is a source of pride and national significance. To achieve this, the NCC organizes its activities into three main business lines, described below.

- (1) CAPITAL PLANNING, DESIGN AND LAND USE:** The NCC and its predecessor organizations were tasked with the beautification of Ottawa and, later, the larger area that encompasses the Capital, known as the National Capital Region. The NCC's delivery approach is based on land use planning that ensures the long-term character of Canada's Capital as the predominant factor. This is achieved through the Plan for Canada's Capital, the federal government's lead policy for Canada's Capital Region, as well as through a series of hierarchical land use, thematic and functional plans. The current focus of this business line is to update the vision for Canada's Capital, as expressed through the lead policy plan and supporting plans. The business line is also focused on the NCC's role as an active partner in planning sustainable transportation for the Capital Region. This involves collaborating with other levels of government and engaging Canadians in setting a vision for the future of their capital. In 2010–2011, the cost of operations for this business line was \$4.3 million, accounting for 3 percent of the NCC's total cost of operations. Planning and related activities are primarily undertaken by employees who are professional planners, supported by contracted consultants.

**(2) REAL ASSET MANAGEMENT AND STEWARDSHIP:** A legacy of land acquisition, development, control and management has enabled the NCC to implement plans and physically transform the Capital Region over the long term. Assets and lands owned or managed by the NCC on behalf of the federal government include much of Gatineau Park, the Greenbelt and core urban lands, including parks, parkways, bridges, riverfronts and the official residences of Canada that are located in the region. In addition, the NCC continues to maintain the grounds for a number of high-profile federal sites that it does not own and that are located in the core area of the Capital (e.g. the Parliamentary Precinct, Langevin Block and the Supreme Court of Canada). Activities range from conservation and environmental protection, to real estate and leasing, to land maintenance, and the rehabilitation and construction of civil infrastructure. The current focus for this area of activity is environmental protection and stewardship, that is, ensuring that sound environmental practices are in place and that assets can be sustainably managed for the long-term benefit of Canadians. In 2010–2011, the cost of operations for this business line was \$82.7 million, accounting for almost 59 percent of the NCC's total cost of operations. In 2010–2011, this business line generated \$22.2 million in revenue from rental operations and easements

**(3) ANIMATING AND PROMOTING THE CAPITAL:** In 1988, the NCC's mandate was formally amended to include the organization, sponsorship and promotion of public events and activities that would enrich the cultural and social fabric of Canada. Since that time, the NCC has built a rich, varied and evolving program of national events, celebrations, interpretive and educational initiatives, and information services that communicate Canadian values, culture and achievements. One current focus for this area of activity is to develop a new model for Winterlude to be delivered through partnerships. The NCC is also focused on expanding its role in programming — particularly in the form of outreach and programs aimed at youth — in order to communicate Canada to Canadians, through the Capital. New service delivery models will be explored, where appropriate, for all NCC public programming. In 2010–2011, the cost of operations for this business line was \$22.7 million, accounting for 16 percent of the NCC's total cost of operations. In 2010–2011, this business line generated \$1.4 million in revenue from cash and in-kind sponsorships.

**(6) Governance:** The NCC board of directors has 15 members, including the chairperson and the chief executive officer (CEO). Thirteen members represent the regions across Canada:

- Five are from the Capital Region
- Eight are from other regions of the country.

As set out in the *National Capital Act* they are appointed by the Minister of Foreign Affairs with the approval of the Governor-in-Council. The chairperson and CEO are appointed by the Governor-in-Council.

## Roles and Responsibilities

The board's main role is to oversee the corporation, and ensure that it meets its strategic objectives. This includes the following key responsibilities:

- ensuring that the corporation's resources are used effectively and efficiently;
- monitoring, evaluating and reporting on performance;
- fostering relationships between the NCC and other levels of government and the public.



**(7) Funding and Support:** The budget of the NCC in 2011 was as follows:

**Operating Funding:**

- Parliamentary appropriations for operating expenditures: \$83.5 million
- Operating revenue: \$34.6 million
- **Total Revenue: \$118.0 million**

**Cost of Operations**

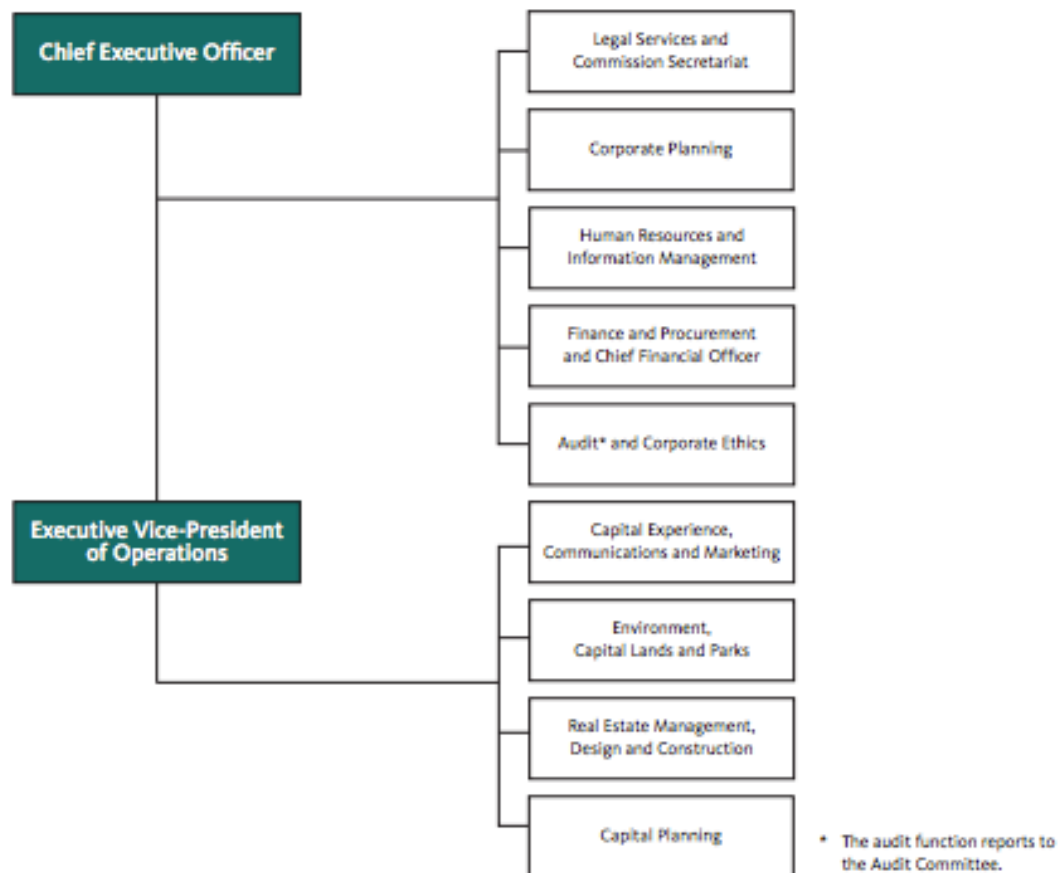
- Animating and promoting the capital: \$22.7 million
- Capital planning, design and land use: \$4.3 million
- Real asset management and stewardship: \$82.7 million
- Corporate services: \$31.2 million
- **Total Cost of Operations: \$140.9 million**

The NCC's success also depends on the support of partners and sponsors. In 2010–2011, the organization had 92 partners and 33 sponsors. The funding, in-kind services and products received through partnerships and sponsorships greatly supplement the NCC's financial capacity. In addition, the resulting access to expertise, as well as opportunities to participate in joint initiatives of mutual benefit, further contribute to the organization's ability to achieve its goals.

**(8) Friends and Volunteers:** The NCC is very active in its use of volunteers and has six different volunteer streams:

- Volunteer for Canada Day
- Volunteer at Winterlude
- Volunteer at Gatineau Park
- Volunteer at the Mackenzie King Estate
- Volunteer for Christmas Lights Across Canada
- Volunteer at Maplelawn Gardens

**(9) Organization Structure:** In 2012, the NCC had 492 employees, organized as follows:



**(10) Accountability Measures:** NCC follows a detailed accountability report card. There

Performance Category	Specific Metric
1. Animating and Promoting the Capital	1.1 Events, Interpretation and Commemorations 1.2 Marketing and Communications
2. Capital Planning, Design and Land Use	2.1 Land Use Planning Framework 2.2 Transportation 2.3 Federal Land Use and Design Approvals
3. Real Asset Management and Stewardship	3.1 Core Capital Projects 3.2 Land and Real Asset Management 3.3 Official Residences 3.4 Payments in Lieu of Taxes
4. Corporate Services	4.1 Governance and Public Affairs 4.2 Central Services 4.3 Human Resources

Each performance metric is monitored in terms of:

- key expected outputs
- actual results
- analysis of results

(11) Images



*Rideau Hall*



*Hiking Trails*



*Gatineau Park*



*Winterlude*



*Skating on the Rideau Canal*



*Canada Day on Parliament Hill*

## **(12) Best Practices:**

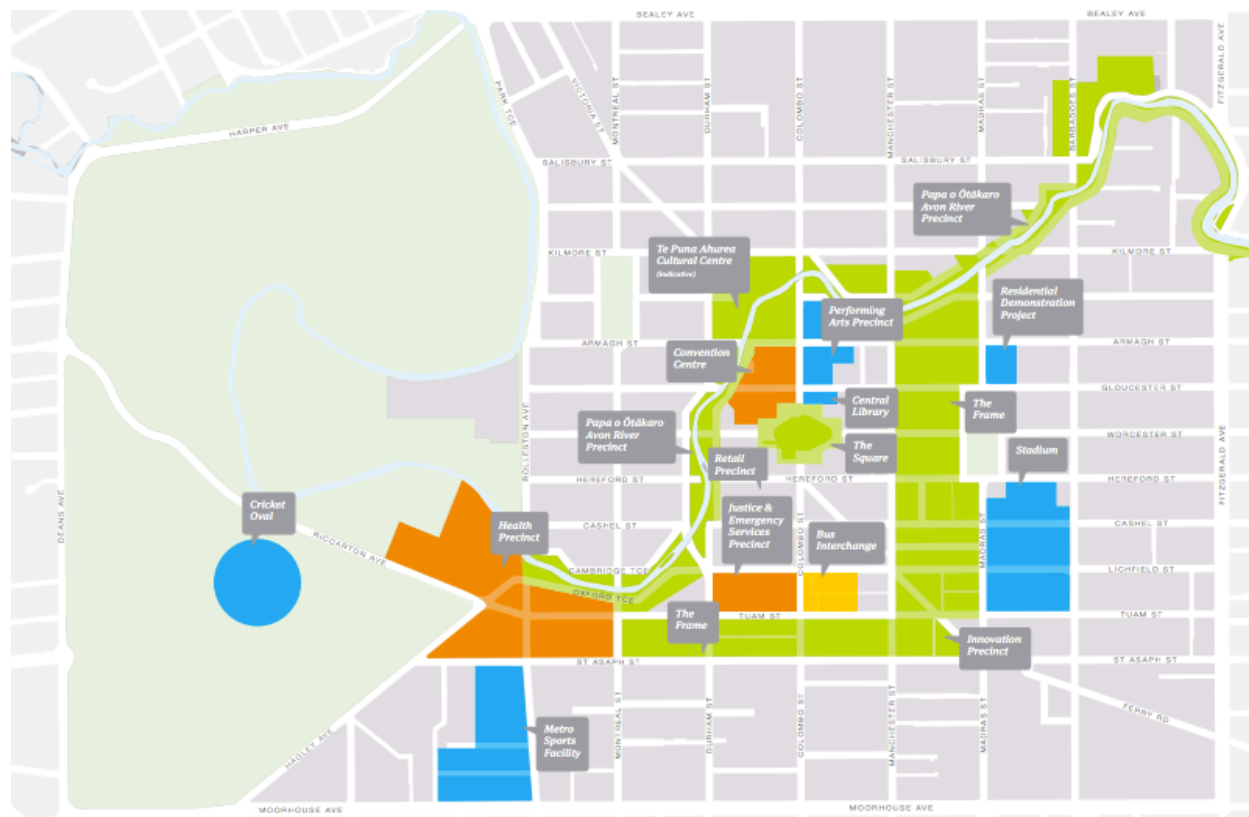
- unique agency with a vast scope of operations and land holdings focused on national unity and pride
- strong track record on working with volunteers and friends' organizations and stakeholders
- pronounced development and property management focus (given the large number of unique and significant properties in their care)
- detailed and transparent accountability structure in place
- strong orientation towards the visitor experience ('animating the capital' is one specific area within the operation)
- active outreach through social media
- maintenance of high planning and design standards (in keeping with promotion of positive national image and identity)



## Christchurch Cultural Precinct

<http://culturalprecinct.co.nz>

<i>Specific Location:</i>	Christchurch New Zealand, in the heart of the downtown. The cultural precinct is not a formal area; rather a marketing term or brand for an area downtown having a cluster of cultural facilities. It consists of the Canterbury Museum, the Arts Centre, the Christchurch Art Gallery and the Centre of Contemporary Art. As well, there are nearby parks, restaurants, churches and other cultural facilities.
<i>Size:</i>	Several city blocks, right downtown. In and around the 'cultural precinct' area there are over 400 shops and restaurants, creating a vibrant cultural atmosphere.
<i>Ownership:</i>	The precinct is a land use area, not under a single tier ownership situation.
<i>Management:</i>	Each cultural institution has its own management structure
<i>Staff:</i>	n/a
<i>Operating Budget:</i>	n/a
<i>Estimated Users:</i>	Collectively, the four major arts facilities attract several hundred thousand visitors each year.
<i>Major On-Site Facilities / Attractions:</i>	Each of the four key cultural facilities in the precinct has its own major attractions and events.
<i>Major On-Site Events:</i>	
<i>Note:</i>	In 2010 and 2011, Christchurch experienced earthquakes that caused significant damage to the city. The central city was the hardest-hit area, and many buildings were damaged. The City is still in the rebuilding process.

**(2) Site Map:**

**(3) History:** Christchurch became New Zealand's first city by Royal Charter in July 1856. At that time, the City's visionary founders planned a unique cultural heart for the province of Canterbury (the area in which Christchurch is located). For years, its Cultural Precinct was renowned as the finest in the Southern Hemisphere. Education, art, science, government, religion, history and recreation were provided for within an area of less than one square kilometre, all linked by the Avon River. The Cultural Precinct is made up of twelve partners and nineteen associate members, all within easy walking distance of the Christchurch CBD. This cityscape area of natural and architectural beauty featured 19th century buildings, majestic trees, extensive gardens, interesting bridges and meandering paths, and provided a striking backdrop for a vibrant scene of ever-changing arts, cultural and heritage activities. The area is easy to walk around, or easily accessible by tram. Iconic Christchurch institutions such as the Christchurch Cathedral, Christchurch Art Gallery Te Puna o Waiwhetu and the Canterbury Museum form the backbone of the Precinct. A stroll through the Precinct offers shops, small galleries, coffee shops, inspiring artworks and gardens.

However, in September 2010, a magnitude 7.1 earthquake struck Christchurch and the central Canterbury region. Six months later, in February 2011 a second magnitude 6.3 earthquake struck the City. In total 185 people were killed and the City, including the Cultural Precinct area, was badly damaged. Since then, several aftershocks and subsequent smaller earthquakes have occurred.

The City is now undergoing a massive restoration and renovation effort. A Christchurch Central Area Recovery Plan, estimated to cost in excess of \$2 billion (\$NZ) has been developed and is in the process of being implemented.



**(4) Strategic Positioning:** The cultural precinct was a major part of the tourism messaging undertaken by the city of Christchurch, and a key reason why tourists would visit the City. However, the area per se, was never under one administration and thus not subject to strategic planning as a unit. (Each of the cultural institutions would have its own strategic plan.) Whether in future, after rebuilding, the area is planned as a single entity remains to be seen.

**(5) Areas of Activity:** The Cultural Precinct is comprised of several key cultural institutions and historic activities, including:

- The Arts Centre
- Canterbury Museum
- Canterbury Provincial Council Buildings
- Central Library
- Christ's College
- Christchurch Art Gallery Te Puna o Waiwhetu
- Christchurch Botanic Gardens
- Christchurch Cathedral
- Christchurch Tramway (historic streetcar transit system)
- COCA – Centre of Contemporary Art
- Court Theatre
- Curator's House (historic home at Botanic Gardens)
- Our City O-Tautahi (museum devoted to the history of the City)

In addition to these core attractions, there are (were) an estimated over 400 restaurants, bars, commercial art galleries, antique stores, clothing shops, etc.

**(6) Governance:** As mentioned, there is no government structure per se that runs or manages the Cultural Precinct. Again, it is possible that after reconstruction, the status quo situation may change in this regard.

**(7) Funding and Support:** N/A

**(8) Friends and Volunteers:** Each cultural institution may have their own volunteer

**(9) Organization Structure:** N/A

**(10) Accountability Measures:** N/A

(11) Images



*Central Christchurch after the 2011 Earthquake*



*Christchurch Cathedral*



*Botanic Gardens*



*Canterbury Museum*



*Historic Tram*

**(12) Best Practices:**

Note: The Christchurch Cultural Precinct never was a separate and defined organization. Furthermore, in 2010 and 2011, Christchurch experienced earthquakes that caused significant damage to the city. The central city was the hardest-hit area, and many buildings were damaged. The City is still in the rebuilding process. As a consequence, best practice findings in this example are limited. Nevertheless, they are:

- the retail presence in the Christchurch Cultural Precinct has always been a large part of the draw to the area, and featured prominently in the marketing and promotional materials for the area
- planning and design standards (both to ensure structural integrity as well as for aesthetic standards) are very important to the rebuilding process

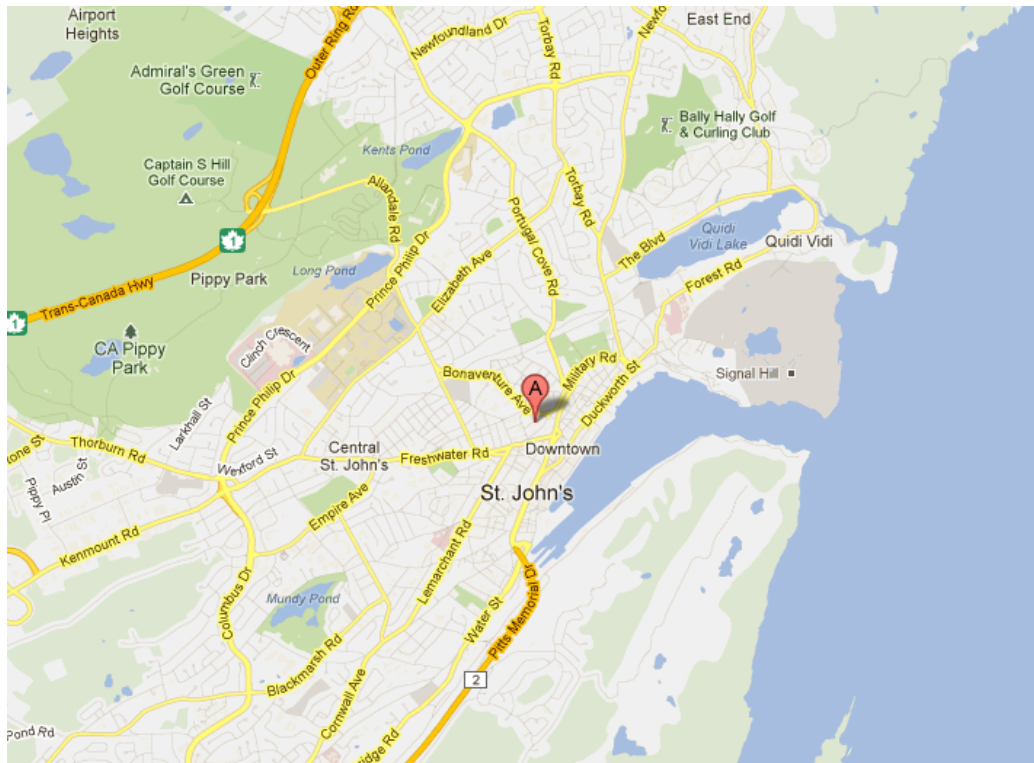


## The Rooms

<http://www.therooms.ca>

### (1) Summary Overview:

<i>Description:</i>	The Rooms Corporation is a merger between the provincial Archives, the provincial Art Gallery and the provincial Museum under the aegis of one Crown Corporation. The main facility is in St. John's but the Corporation also manages regional facilities (museums) in Grand Falls-Windsor, Grand Bank, and North West River. The Rooms is essentially a cultural facility; it does not manage parkland per se.
<i>Specific Location:</i>	St. John's, Newfoundland (main facility)
<i>Size:</i>	185,000 sq. ft. (main facility)
<i>Ownership:</i>	The Province of Newfoundland and Labrador.
<i>Management:</i>	The Rooms Corporation is a Provincial Crown Corporation managed by an 11-person Board, and reporting to the Provincial Government through the Department of Tourism, Culture and Recreation.
<i>Staff:</i>	76 full-time staff, including three who operate facilities elsewhere in the Province: the Mary March Museum, the Seaman's Museum, and the Labrador Interpretation Centre. There are also 20 part-time employees.
<i>Operating Budget:</i>	\$10.5 million per year; \$9.3 million of which is an annual appropriation from Government
<i>Estimated Users:</i>	70,000 per year
<i>Mission:</i>	"The Rooms and its Regional Museums are a portal to the many stories of our provinces has to tell. The rooms Corporation was established to collect preserve present and make available for research the historic artifacts, natural history specimens and archival records that represented illustrate the significant history culture and natural heritage of the Province. It collects preserves and presents provincial national and international contemporary and historic part and promotes the works of contemporary visual artists of the Province. The Rooms supports the development of cultural industries in the province and strives to strengthen the culture of the problems consistent with the strategic directions of Government."
<i>Major On-Site Facilities / Attractions:</i>	The major attractions on the site are the art gallery, museum and archives.
<i>Major On-Site Events:</i>	A wide range of events and activities are put on by the Rooms Corporation itself. As well, the facilities are available for corporate, organization and individual rental (i.e. community use).

**(2) Site Map:**

**(3) History:** The Rooms is a cultural facility in St. John's Nfld. Built at a cost of approximately \$50 million in 2005, the facility encompasses 185,000 sq. ft. and houses the Art Gallery of Newfoundland and Labrador, the Provincial Archives of Newfoundland and Labrador and the Provincial Museum of Newfoundland and Labrador. The iconic facility was constructed on a hill overlooking the port city, at a historic location once occupied by Fort Townshend. The building can be seen from almost any point in St. John's. The facility is operated by the Rooms Corporation, which also manages three other museum facilities in the province: the Mary March Museum, the Seaman's Museum, and the Labrador Interpretation Centre.

**(4) Strategic Positioning:** The mandate of the Corporation is expressed in the Newfoundland Rooms Act, which outlines the objects of the Corporation as follows:

- (a) collect, preserve, present and make available for research the historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of the Province;
- (b) conduct research with respect to the history, natural history, culture and heritage of the Province for the purposes of paragraph (a);
- (c) collect and present provincial, national and international contemporary and historic art;
- (d) advance and promote the works of contemporary visual artists of the Province;
- (e) support the development of cultural industries in the Province;
- (f) strengthen the culture of the Province; and
- (g) provide and enhance client services and partnerships to promote the cultural collections of the Province and to show other national and international collections.

**(5) Areas of Activity:** The Rooms Corporation has outlined five 'lines of business' as its essential core activity:



- 1. Historical and Natural Collections (Museum and Archives):** The Rooms acquires, preserves, presents and makes available for research the historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of the Province.
- 2. Art Collections (Art Gallery):** The Rooms collects and presents provincial, national and international contemporary and historic art; is the Province's steward of archival records and a co-facilitator of Information Management initiatives, and serves to inform, present and interpret the Province's history.
- 3. Education and Outreach:** The Rooms is an important education and outreach vehicle, aiming to provide access to its collections through education programs, traveling exhibits, Regional Museums, virtual access, workshops, and residency programs.
- 4. Collections Security and Management:** The Rooms is responsible for collections security, research, maintenance and preservation to safeguard the provincial memory, history and culture.
- 5. Professional Support:** The Rooms provides support to professional constituencies in the archival, visual arts and museum fields.

**(6) Governance:** The Rooms Corporation is a Provincial Crown Corporation managed by an 11-person Board, and reporting to the Provincial Government through the Department of Tourism, Culture and Recreation.

**(7) Funding and Support:** The revenues and expenses of the Corporation in 2010 (most recent data available) was:

<b>Revenues</b>	- Appropriation from Government of Newfoundland and Labrador	\$7,831,576
	- Colonial Building Interpretation Project	\$1,575,659
	- Admissions Revenue	\$426,325
	- Donations	\$290,781
	- Gift Shop Sales	\$180,144
	- Federal Government	\$154,516
	- Interest Revenue	\$10,905
	- External Funding	\$6,426
	<b>TOTAL REVENUES</b>	<b>\$10,476,332</b>
<b>Expenditures</b>	- Advertising	\$241,870
	- Amortization Expense	\$200,498
	- Appraisals and acquisitions	\$145,160
	- Building expenses	\$1,917,792
	- Colonial Building Interpretation Project	\$1,499,644
	- Conference and registration fees	\$24,412
	- Core programming	\$581,655
	- Cost of gift shop sales	\$89,348
	- meeting expenses	\$23,111
	- Office equipment & rental	\$87,758
	- Professional services	\$497,024
	- Salaries & benefits	\$4,657,985
	- Telecommunications and courier	\$95,189
	- Travel	\$163,755
	<b>TOTAL EXPENSES</b>	<b>\$10,255,196</b>
<b>Excess of revenues over expenses</b>		<b>\$251,136</b>



In 2010, a major donation from Husky Energy (\$2.5 million) was given to the Corporation for the establishment of the Husky Energy Gallery, which will be devoted to a 5,600 sq. ft. semi-permanent exhibition entitled the Cultural Tapestry of Newfoundland and Labrador, and devoted to the history of settlement of different cultures in the province.

**(8) Friends and Volunteers:** Membership has been growing significantly recently. By March 31, 2011 membership was approximately 1,024, an increase of 596 members since March 31, 2010. There is a small number of volunteers (estimated at about 20) that help out with some collections and programming activity (acting as docents).

**(9) Organization Structure:** The Rooms has a total of 76 full-time employees in its organizational structure. Included are six full-time seasonal employees and one full-time year-round employee who operate the four regional museums: the Mary March Provincial Museum (MMPM) (two full-time seasonal employees), Loggers' Life Provincial Museum (LLPM) (two full-time seasonal employees), Provincial Seamen's Museum (PSM) (two full-time seasonal employees) and the Labrador Interpretation Centre (LIC) (one full-time employee). There are also 20 part-time employees who perform various duties in general areas of The Rooms including the Archives reference desk, visitor services and in the four Regional Museums. The Rooms also has Special Project temporary staff of three.

The Rooms Corporation is organized into 6 Divisions: 1) The Rooms Provincial Archives; 2) Art Gallery; 3) Museum; 4) Regional Museums; 5) Finance and General Operations, and 6) Marketing and Development. The Archives, Art Gallery, Museum and Regional Museums divisions are responsible for collections development, collections management and programming in their respective disciplines. The Finance and General Operations and Marketing and Development divisions work to support the functions and activities of the Corporation and the Board of Directors.

**(10) Accountability Measures:** The Rooms Corporation reports on progress annually in its Annual Report. Ten indicators are presented, and the various initiatives and activities determining progress on each are described. The indicators are:

- 1) Management of collections – cataloguing, conservation, accessibility of existing and new collections – will have been improved.
- 2) The number of collections-based temporary and travelling exhibits will have been increased.
- 3) Interdisciplinary programs and exhibits will have been enhanced.
- 4) Access through virtual exhibits and new technology will have been increased.
- 5) Business and operational processes will have been integrated.
- 6) Visitation/use of all of The Rooms facilities and services will have been increased.
- 7) Feedback process for visitors, donors and users will have been implemented.
- 8) A development program will be in place i.e. sponsorship, membership.
- 9) Educational programming for school-aged children, youth and life-long learners will have been enhanced.
- 10) The Rooms' activities throughout the Province will have been increased.

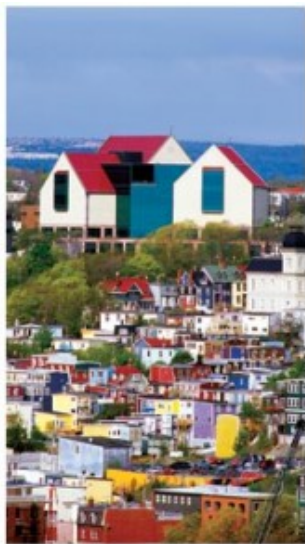
(11) Images



*Exterior*



*Interior*



*Iconic Presence On the Skyline*



*Museum Exhibit*



*Lectures*



*Inside looking out*

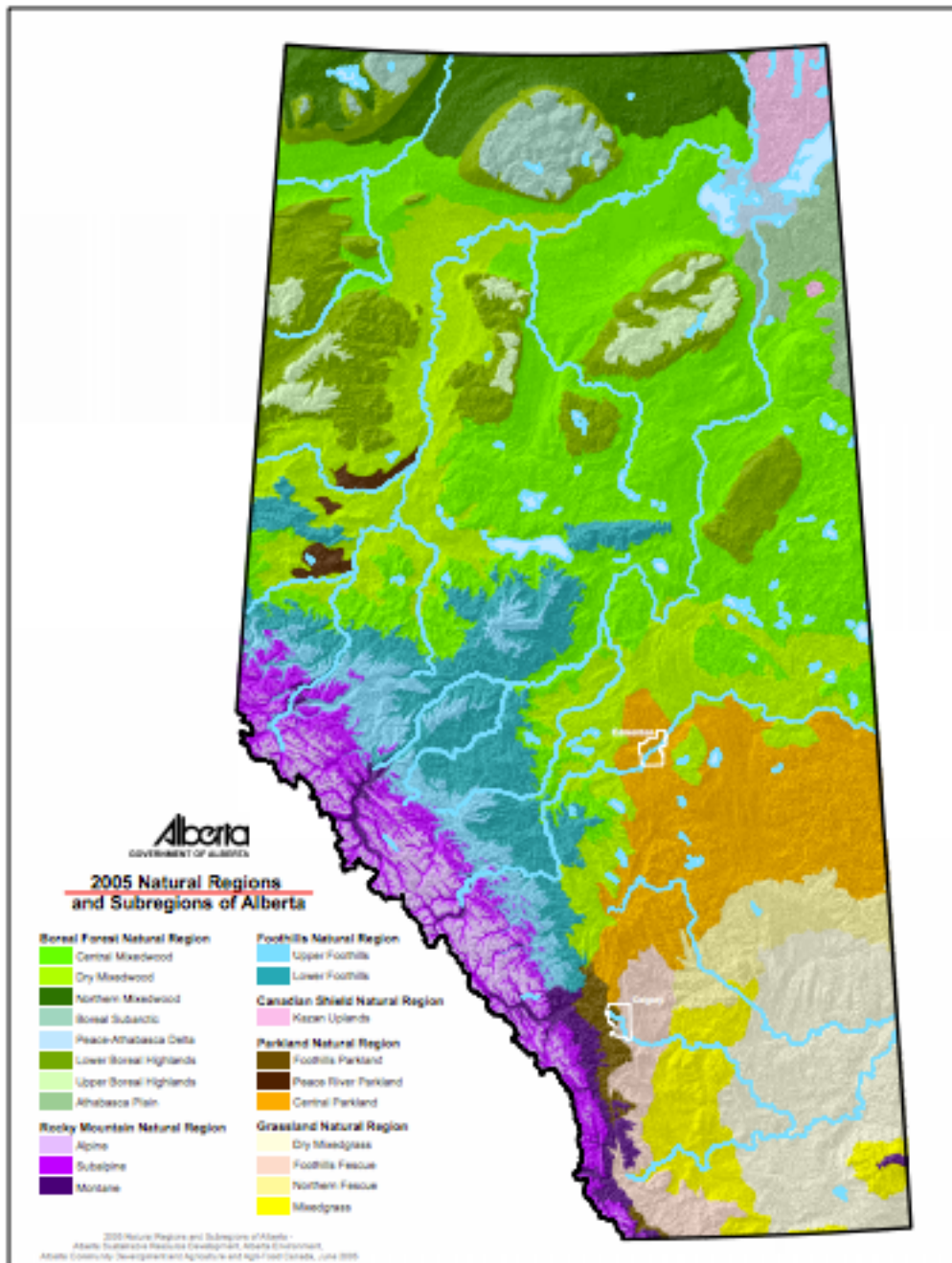
**(12) Best Practices:**

- the offering of a museum, archives and art gallery in one integrated cultural offering presents a unique attraction to the City – as well the iconic and visible design makes a compelling public statement as to the importance of these cultural facilities
- a strong orientation towards volunteers and members (particularly in terms of members) is evident in the operation
- a simple but transparent accountability structure is in place

## Alberta Parks

<http://www.albertaparks.ca>

<i>Specific Location:</i>	Provincial parks system, located throughout Alberta
<i>Size:</i>	The parks collectively constitute 27,600 sq. km., or about 4% of the total landmass of the province. There are approximately 500 parks in the system.
<i>Ownership:</i>	The Province of Alberta
<i>Management:</i>	The Alberta Parks system is administered by the Ministry of Tourism, Parks and Recreation. Certain parks may have advisory boards (e.g. Kananaskis). A recommendation in the 2009 Plan for Parks was to establish Parks Advisory Council for the overall system; this has not yet been established.
<i>Staff:</i>	1,500 permanent and seasonal (estimate)
<i>Operating Budget:</i>	\$158.2 million (2012 – 2013)
<i>Estimated Users:</i>	8.5 million – 90% of these are residents of the province
<i>Mission / Vision:</i>	Alberta's parks inspire people to discover, value, protect and enjoy the natural world and the benefits it provides for current and future generations.
<i>Major On-Site Facilities / Attractions:</i>	Major destination areas within the system are: <ul style="list-style-type: none"> <li>- Kananaskis Country (a region with 9 parks and protected areas)</li> <li>- David Thomson Corridor (with nearly 20 parks)</li> <li>- Kootenay Plains Ecological Reserve</li> <li>- Hinton and the northern Rockies area</li> </ul> As well, each park has its own unique facilities and events.
<i>Major On-Site Events:</i>	

**(2) Site Map:**

**(3) History:** The Alberta Parks system got its start in 1930 with the passage of the Provincial Parks and Protected Areas Act at the 1930 session of the Alberta legislature. In spring 1930, the Provincial Board of Management for parks was established. The establishment of Aspen Beach Provincial Park in 1932 signaled the official beginning of Alberta's provincial park system. Gooseberry Lake, Park Lake, Sylvan Lake and Saskatoon Island provincial parks were also established at this time. In the 1950s a new provincial comprehensive Parks Act was passed and the system grew significantly. The mandate of the system changed from being exclusively focused upon recreation, to preservation as well. In 1973, a review of the parks system found that the current system was inadequate, and that more parks lands were needed. This touched off an expansion program that has continued to the present day. In addition, in 1995, the Alberta Government announced its commitment to expanding Alberta's parks and protected



areas network through a strategic initiative called Special Places. Alberta's **Plan for Parks** was released in 2009 - a strategic blueprint for managing Alberta's parks system over a 10-year period.

#### (4) Strategic Positioning:

**VISION:** Alberta's parks inspire people to discover, value, protect, and enjoy the natural world and the benefits it provides for current and future generations.

In achieving this Vision, the Alberta Parks system has articulated 4 key strategies, each involving a series of related actions.

PRIORITY ACTIONS	
Strategy #1: Involve Albertans (Page 22)	
<ul style="list-style-type: none"> <li>o Implement a regional planning model</li> <li>o Create a Parks Advisory Council</li> <li>o Engage Aboriginal communities</li> <li>o Develop a process for nominating new provincial parks</li> <li>o Ensure accountability through milestones and deliverables</li> <li>o Diversify existing volunteer programs and partnerships</li> </ul>	
Strategy #2: Offer Modern Facilities, Policies & Programs (Page 24)	
<ul style="list-style-type: none"> <li>o Develop a central reservation system</li> <li>o Upgrade, restore and expand park facilities</li> <li>o Refine the parks classification system</li> </ul>	
Strategy #3: Provide Recreation Opportunities (Page 25)	
<ul style="list-style-type: none"> <li>o Identify and develop opportunities for recreation</li> <li>o Encourage interest and opportunity in parks</li> <li>o Implement an inclusion strategy to enhance visitor experiences</li> </ul>	
Strategy #4: Conserve Landscapes (Page 26)	
<ul style="list-style-type: none"> <li>o Facilitate contributions to parks</li> <li>o Balance in the parks system</li> <li>o Foster evidence-based decision-making</li> </ul>	

*Note: Strategy numbers do not reflect an order of priority.*

**(5) Areas of Activity:** "Parks" is one of four divisions within the Alberta Ministry of Tourism (the other three are 'Tourism', 'Recreation and Sports' and 'Ministry Support Services'. The Parks Division is responsible for the management of Alberta's parks system, which includes wilderness areas, ecological reserves,



natural areas, heritage rangelands, provincial parks, wildland provincial parks, provincial recreation areas and Willmore Wilderness Park. The parks system is managed to conserve Alberta's natural heritage, while offering a diversity of recreation opportunities for Albertans and visitors to the province. Provincial parks also serve as natural laboratories for scientific research, provide a venue for environmental education, and support primary, secondary and post-secondary education. The division also maintains the Alberta Conservation Information Management System, which is a key part of the province's biodiversity database, and coordinates Alberta's involvement in the Canadian Heritage Rivers Program. Alberta's provincial parks offer 250 campgrounds and nearly 14,000 campsites.

**(6) Governance:** The ministry consists of the Department of Tourism, Parks and Recreation; Travel Alberta; and the Alberta Sport, Recreation, Parks and Wildlife Foundation. The ministry's mission is to contribute to the economic, social and environmental well-being of Albertans through tourism, parks and recreation. The ministry's programs contribute to making Alberta a world leader in the provision of superior experiences, landscapes and opportunities. The ministry supports the development and marketing of tourism experiences, products and destinations throughout the province that attract millions of visitors each year. It manages Alberta's parks system and works in partnership with other ministries on shared outcomes such as land-use planning, outdoor recreation and youth engagement. Alberta's parks system provides places where Albertans and visitors can experience the beauty of nature, enjoy recreational activities and learn about the province's natural heritage, including geological features and landforms, biodiversity and ecosystems. The ministry contributes to Alberta's quality of life by supporting provincial, national and international participation in recreation, active living and sport.

Its core businesses are:

- tourism research, marketing, product development, and visitor and industry services;
- management of Alberta's parks system; and
- recreation, active living and sport.

**(7) Funding and Support:** The total budget for the Alberta Ministry of Tourism, Parks and Recreation (in FY 2011-12) was \$176.7 million. Of this amount, \$69.8 million (nearly 40%) was spent on the Parks component of the mandate. Total revenue realized by the government through the Ministry was \$16.1 million (9.4% of the total operating budget). Of this amount, just over \$6 million were camping fees, and approximately \$1 million in day use fees.

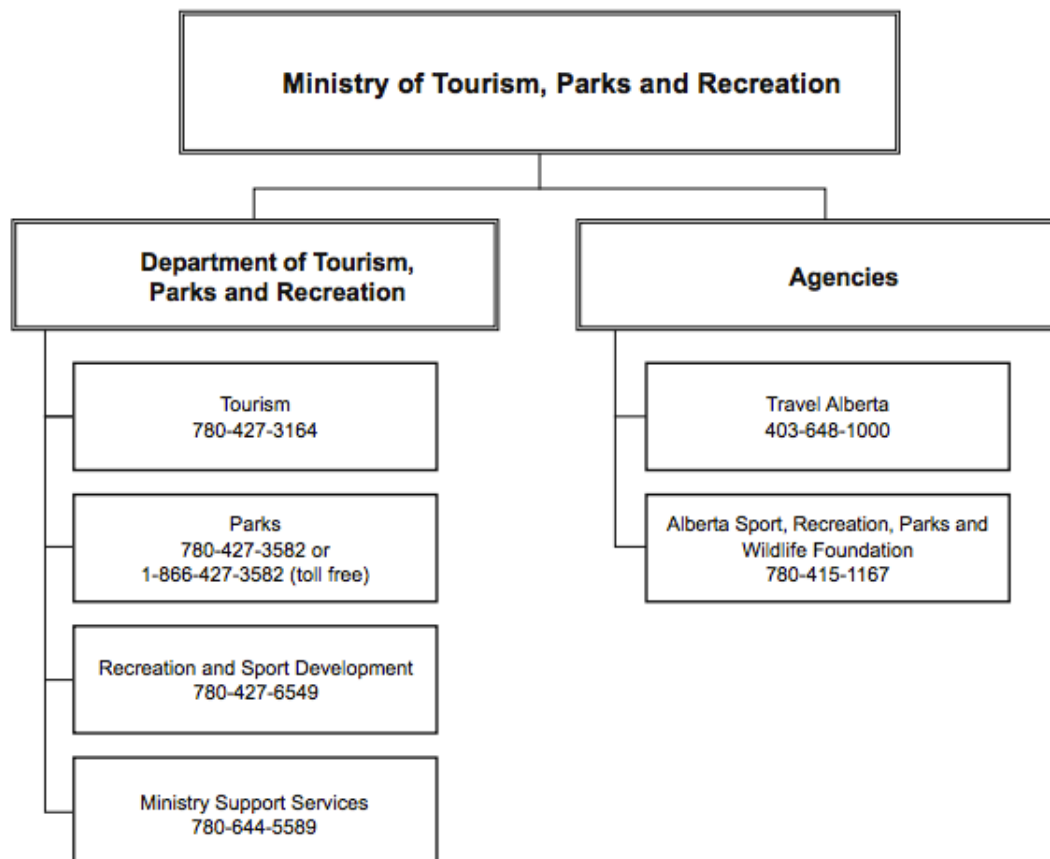
**(8) Friends and Volunteers:** According to Alberta Parks, "hundreds of volunteers contribute thousands of hours each year". There are three main types of volunteers: campground hosts, stewards, and organized group volunteers. This latter category consists of organizations affiliated with individual parks who are involved in various projects and/or fundraising activities for those parks (Friends' organizations and Cooperating Societies). There are 10 such organizations, each of whom is a not-for-profit organization that has signed an agreement with Alberta Parks to enhance services and programs at a specific park.

- Heritage Association of Cypress Hills (Cypress Hills Provincial Park)
- Friends of Blackfoot Society (Cooking Lake-Blackfoot Provincial Recreation Area)
- Friends of Fish Creek Provincial Park Society (Fish Creek Provincial Park)
- Glenbow Ranch Park Society (Glenbow Ranch Provincial Park)
- The Friends of Kananaskis Country (Kananaskis Country )

- Lesser Slave Lake Bird Observatory Society (Lesser Slave Lake Provincial Park)
- Friends of Saskatoon Island (Saskatoon Island Provincial Park)
- Friends of Switzer Park Cooperating Association (William A. Switzer Provincial Park)
- Alberta Speleological Society (Whitehorse Wildland Park)
- Canadian Birkebeiner Society (Cooking Lake-Blackfoot Provincial Recreation Area)

## (9) Organization Structure:

### Ministry Overview



**(10) Accountability Measures:** There are three major dimensions that Alberta Parks examines when assessing the success of its operations and accounting back to the government, industry and the general public. These are outlined below; note that the second of these is the one that deals primarily with the Alberta Parks system, dealing with behaviour (frequency of visitation and use), and satisfaction.

#### 1. Alberta's tourism products are developed and expanded, and tourism from targeted domestic and international markets is increased

- 1.a Percentage of tourism industry clients satisfied with tourism development services
- 1.b Total tourism expenditures in Alberta (\$billion)
- 1.c Percentage of clients satisfied with their overall experience at Travel Alberta visitor

information centres

1.d Percentage of clients satisfied with the overall service received through the Travel Alberta

**2. The provincial parks system provides opportunities for outdoor recreation and tourism, and conserves Alberta's natural heritage**

2.a Percentage of adult Albertans who visited a provincial park in the last 12 months

2.b Percentage of visitors satisfied with the quality of services and facilities at provincial parks

**3. Albertans increasingly choose physically active lifestyles through participation in recreation and sport, and athletes excel through sport development opportunities**

3.a Percentage of adult Albertans who participated in recreational activities and sport

3.b Percentage of Albertans age 12-19 who are active or moderately active in their leisure time

(11) Images



*Camping*



*Fishing*



*Hiking*



*Snowmobiling*



*Wildlife Viewing*



*Scenery*

**(12) Best Practices:**

- the system occupies a unique positioning as the parks system in the province
- there is a very well developed volunteer model in place: “hundreds of volunteers contribute thousands of hours each year” – also the system shows an exemplary approach to working with local volunteer organizations and Friends’ groups (stakeholders)
- a rigorous accountability structure is in place
- a zoning and ‘portfolio management’ approach is taken to overall park and park system management
- planning, maintenance, design, environmental standards are in place and adhered to