Welcome and Introductions

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www.nrpa.org/Innovation-labs
Economic Impact of Parks
The Chicago Story

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Impact of the Chicago Park District on Chicago’s Economy

NRPA Innovation Lab
30 July 2015
The charge: is there a way to measure the impact of the Park Districts assets?

- One of the largest municipal park managers in the country
- Financed through taxes and proceeds from licenses, rents etc.
- Controls over 600 assets, including Parks, beaches, harbors
- 11 museums are located on CPD properties
- The largest events in the City are hosted by CPD parks
### Approach summary

<table>
<thead>
<tr>
<th>Relative improvement on value of properties in parks' proximity</th>
<th>Revenues generated by events and special assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Best indicator of value regarding benefits associated with Parks'</td>
<td>- Hotel stays, event attendance, museum visits, etc. by tourists capture additional benefit</td>
</tr>
<tr>
<td>- Proxy for other qualitative factors such as quality of life</td>
<td>- Direct spending by locals indicates economic significance driven by the parks</td>
</tr>
<tr>
<td>- Higher value of properties in parks' proximity can be considered net present value of benefit</td>
<td>- Revenues generated are estimated on a yearly basis</td>
</tr>
</tbody>
</table>
Property values: tangible benefit for Chicago residents

Hypothesis:
- Positive benefit of parks should be reflected by value of properties in their proximity
- It incorporates other non-tangible aspects like quality of life, etc.

Analysis:
- Based on a comprehensive and granular data set (2012 Assessor Data: 650,000 data points)
A rigorous and conservative analysis to estimate the impact of CPD assets

- Assessed value, scaled up to market value
- Controlled for housing characteristics (square footage, single/multifamily homes, age of home, distance to El stop, etc.)
- Identified park-specific markets to control for confounding factors (freeways, railroads, industrial space, etc.)

1) Assumes 1 full city block = 1/8 of a mile
The .15 perimeter accounts for 43% of all properties in the City of Chicago

- Coverage of property value analysis includes 43% of all residential properties within .15 miles
- Another 15% of the properties are in our "control group" of between .15 and .20 miles
- 33% of residential properties are more than .25 miles from a park
- Economic impact is distributed in all neighborhoods, regions
The impact on property value is at least 900 million

Impact of Park District assets adds at least 900 million (or 1.5%) to residential properties within 0.15 miles (800 feet) of parks

Impact is positive – although at different levels – across all park categories and city regions
All park classes have a positive impact on property values

- **Mini-parks** have largest relative impact and total dollar impact
- **Citywide, regional, community, and neighborhood parks** have less positive property value impact, but focus on providing wide variety of programming and amenities to the larger community
The Park District’s diverse assets all contribute to economic activity

2013 economic significance: $1.2 - $1.4 B

Direct revenues = $589M
Incremental tourism = $591M - $802M

- **Museums**\(^1\) and **events** drive most economic impact

\(^1\) Even when conservatively estimating % of tourists who select a destination based on museums are influenced by Museums in the Park
**Grant Park and Soldier Field generate 80% of magnet parks’ event impact**

2013 Magnet parks event economic significance [$M]

<table>
<thead>
<tr>
<th>Park</th>
<th>Incremental tourism</th>
<th>Direct revenue - non-tourists</th>
<th>Direct revenue - tourists</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Park</td>
<td>63</td>
<td>34</td>
<td>217</td>
<td>314</td>
</tr>
<tr>
<td>Soldier Field</td>
<td>83</td>
<td>49</td>
<td>100</td>
<td>232</td>
</tr>
<tr>
<td>Lincoln</td>
<td>12</td>
<td>2</td>
<td>32</td>
<td>45</td>
</tr>
<tr>
<td>Northerly Island</td>
<td>12</td>
<td>6</td>
<td>16</td>
<td>34</td>
</tr>
<tr>
<td>Union</td>
<td>5</td>
<td>6</td>
<td>3</td>
<td>14</td>
</tr>
<tr>
<td>Humboldt</td>
<td>6</td>
<td>2</td>
<td>6</td>
<td>14</td>
</tr>
<tr>
<td>Washington</td>
<td></td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Burnham¹)</td>
<td>2</td>
<td>0.4</td>
<td></td>
<td>2.0</td>
</tr>
<tr>
<td>Jackson</td>
<td>0.03</td>
<td>0.3</td>
<td></td>
<td>0.3</td>
</tr>
</tbody>
</table>

- Grant Park is home to music and cultural festivals, which drive significant incremental tourism
- Soldier Field alone generates ~$230 m per year, and hosts the highest-impact series of events – Bears games

¹) Excludes Soldier Field
Music festivals and sports generate 60% of the magnet parks' event impact

2013 Magnet parks event economic significance [$M]

- Music festivals drive highest total impact and greatest incremental tourism
- Sporting events drive the most direct
- Cultural Festivals drive ~50% of all event incremental tourist dollars
Combining all information, CPD assets fit into distinct clusters

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Magnet</td>
<td>7</td>
<td>134</td>
<td>1,173-1,384</td>
<td>69</td>
<td>30,731</td>
<td>1.6%</td>
</tr>
<tr>
<td>Mini</td>
<td>141</td>
<td>335</td>
<td>–</td>
<td>0</td>
<td>492</td>
<td>2.8%</td>
</tr>
<tr>
<td>Neighborhood</td>
<td>161</td>
<td>146</td>
<td>20</td>
<td>1</td>
<td>74,084</td>
<td>0.9%</td>
</tr>
<tr>
<td>Community</td>
<td>117</td>
<td>68</td>
<td>–</td>
<td>7</td>
<td>215,217</td>
<td>0.6%</td>
</tr>
<tr>
<td>Regional</td>
<td>46</td>
<td>43</td>
<td>–</td>
<td>5</td>
<td>164,938</td>
<td>0.9%</td>
</tr>
<tr>
<td>Citywide</td>
<td>9</td>
<td>9</td>
<td>10</td>
<td>3</td>
<td>41,227</td>
<td>0.8%</td>
</tr>
<tr>
<td>Passive</td>
<td>56</td>
<td>159</td>
<td>–</td>
<td>0</td>
<td>13,548</td>
<td>2.4%</td>
</tr>
<tr>
<td>Unimproved</td>
<td>21</td>
<td>13</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>0.8%</td>
</tr>
<tr>
<td>Nature preserve</td>
<td>3</td>
<td>2.6</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>557</strong></td>
<td><strong>909</strong></td>
<td><strong>1,180-1,391</strong></td>
<td><strong>86</strong></td>
<td><strong>540,237</strong></td>
<td><strong>1.5%</strong></td>
</tr>
</tbody>
</table>
Assets can be managed as a portfolio

- **Attractions**
  - Generate the largest share of non-tax revenues
  - Highly attractive for engaging tourists and residents alike

- **Mini-parks**
  - Have the highest property value impact on the city
  - Residents primarily benefit through access to green spaces in urban neighborhoods

- **Amenities**
  - Generate the most community engagement through programming and special events

- **Open space**
  - Positive community engagement and property value improvement, despite minimal ongoing investment
Our Approach: Revenues generated by major events, special assets, and tourism are estimated in four key analyses (1/2)

1. Major Parks

Evaluates data from eight magnet parks; data requested for thirty events and received data for twenty one. Where data was unavailable, assumptions were made leveraging data for similar events and Park District expertise.

- Accounts for direct spending at events (e.g., tickets, concessions, merchandise) and tourism spending outside events (e.g., total spend of out-of-town attendees on lodging, dining, transportation, etc.) as a measure of economic significance. Key assumptions:
  - Direct revenue captures the bulk of event costs, including park rental fees, therefore these are not accounted for separately.
  - At the aggregate level, event sponsorship (e.g., a company giving organizer funding to host event) and any fundraising generated by event (e.g., event participant raising money to support a cause) balance out, therefore these impacts are not accounted for separately.
  - Depending on the nature of the event, number of days of attributable tourism impact differs:
    - Single day event --> 1 day of visitor spending outside of event
    - Multi-day event --> 1 day of visitor spending for each day visitor attends event
    - Marathon and Triathlon --> 2 days of visitor spending outside event
  - Only event participant impact is included – guests in participant’s travel group and athletic event spectators are not included, as such data was limited or non-existent
Our Approach: Revenues generated by major events, special assets, and tourism are estimated in four key analyses (2/2)

2. Museum Revenues
   - Reviewed financial statements for all museums on Park District property
   - Attributed membership dues, total program service revenue (i.e., what museums earn through the programs they host), and gross rental revenue towards revenue generation; excluded donations and investment gains/losses
   - 2013 data unavailable; 2012 revenues grown at inflation rate to provide rough idea for 2013 impact

3. Harbor Revenues
   - Analyzed 2009-2012 direct revenue streams from harbors, as provided by harbor management
   - Elected to use gross revenue to most fully capture the significance of harbors to Chicago’s economy
   - Few tourists leave boats, therefore tourism impact beyond gross revenue estimated to be minimal

4. Incremental Tourism
   - Studies show the number one factor in destination selection for leisure travelers is the degree to which a location is “beautiful or scenic”; museums also play a role in visitors’ destination selection
   - Parks play a major role in making Chicago more beautiful and scenic, and also house most of Chicago’s major museums
   - This analysis estimates the incremental tourism (outside of special events) generated by parks overall and museums (detail follows)
We received data for twenty one events and made estimations for the remaining nine events

<table>
<thead>
<tr>
<th>Music Festivals and Concerts</th>
<th>Data Received</th>
<th>Data Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lollapalooza</td>
<td>North Coast Music Festival</td>
</tr>
<tr>
<td></td>
<td>Blues Festival</td>
<td>The Chosen Few House Music Picnic</td>
</tr>
<tr>
<td></td>
<td>Chicago Jazz Festival</td>
<td>Riot Fest</td>
</tr>
<tr>
<td></td>
<td>Northerly Island</td>
<td>Pitchfork</td>
</tr>
<tr>
<td>Other Cultural Festivals</td>
<td>Taste of Chicago</td>
<td>African Festival of the Arts</td>
</tr>
<tr>
<td></td>
<td>Cultivate</td>
<td>UniverSoul Circus</td>
</tr>
<tr>
<td>Sports</td>
<td>Rock-N-Roll Half Marathon</td>
<td>Chase Corporate Challenge</td>
</tr>
<tr>
<td></td>
<td>Hot Chocolate Run</td>
<td>Komen Mother’s Day Walk</td>
</tr>
<tr>
<td></td>
<td>The Color Run</td>
<td>Ron Santo Walk to Cure Diabetes</td>
</tr>
<tr>
<td></td>
<td>13.1 Marathon</td>
<td>Chicago Triathlon</td>
</tr>
<tr>
<td></td>
<td>Chicago Half Marathon</td>
<td>Turkey Day Run</td>
</tr>
<tr>
<td></td>
<td>Soldier Field (Bears)</td>
<td></td>
</tr>
<tr>
<td>Entertainment</td>
<td>Chicago Air and Water Show</td>
<td>Soldier Field (non-Bears)</td>
</tr>
<tr>
<td></td>
<td>Flugtag</td>
<td></td>
</tr>
</tbody>
</table>
Parks and Tourism: Choose Chicago

Melissa Cherry
SVP Marketing and Cultural Tourism, Choose Chicago

www.nrpa.org/Innovation-labs
CHOOSE
CHICAGO®
Business Goals

- Increase annual visitation to 55 million visitors by 2020
- Book 2.3 million hotel room nights and 50 new groups annually in partnership with MPEA
- Elevate Chicago to among the top five U.S. cities for inbound international travel by 2020
Major Initiatives in 2015

• Winter and Summer Campaigns – Brand Launch

• International Sales – Cheng Du office opening

• Key major events: PCMA, NFL Draft, James Beard Awards, ITU
Leisure Advertising: Summer

- Creative Concept: Chicago Epic
- Flight Dates: April 13 – August 31, 2015
- Target Audience/Markets:
  - My Big City
    - Illinois (excluding Chicago)
    - Wisconsin
    - Indiana
    - Michigan
  - Urban Explorer
    - San Francisco
    - Denver
- Media Mix: TV, Online Video, Digital Display, Social Media, Content Marketing and Paid Search
- Investment: $2.2MM
The Cultural Traveler

Cultural tourism is a significant opportunity for Chicago to meet and exceed its goal of 50M visitors by 2020:

- 76% of leisure travelers participate in cultural and/or heritage activities

- Cultural travelers are defined as tourists (regional, domestic, or international) who participate in at least one cultural activity or event or visit at least one cultural institution or location while on their trip.

- Cultural travelers spend 61% more per trip than non-cultural leisure travelers, and take one more trip per year on average.

Choose Chicago launches Cultural Tourism Strategy in January 2014.
An inventory of cultural assets was created

We identified and classified cultural assets in the following 12 sectors:

- Architecture & Historic Sites
- Culinary
- Dance
- Fashion & Neighborhood Shopping
- Film
- History
- Literature
- Music
- Parks & Recreation
- Science & Nature
- Theater
- Visual Arts

The inventory includes key information on each sector

<table>
<thead>
<tr>
<th>Institutions and Locations</th>
<th>Activities and Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guilds / Artists’ associations</td>
<td>Exhibitions</td>
</tr>
<tr>
<td>Trade associations</td>
<td>Tours</td>
</tr>
<tr>
<td>Advocacy / Supporting organizations</td>
<td>Performances</td>
</tr>
<tr>
<td>Presenting / Performing organizations</td>
<td>Festivals</td>
</tr>
<tr>
<td>Venues (non- and for-profit)</td>
<td>Trade / Industry shows</td>
</tr>
<tr>
<td>Academic / Professional schools</td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Inventory was created based on desk research; interviews of ~30 local experts in both specific cultural sectors and Chicago’s cultural landscape; and an online survey of Chicago’s cultural institutions
Sectors in the inventory are defined by the institutions, key locations, activities and events with appeal to cultural tourists (1/2)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Institutions and Locations</th>
<th>Activities and Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture &amp; Historic Sites</td>
<td>• Advocacy organizations, City-designated landmark buildings, public plazas, and historic sites</td>
<td>• Organized tours, self-guided tours, and city-wide events</td>
</tr>
<tr>
<td>Culinary</td>
<td>• Trade organizations, third-party rated restaurants, signature local foods, and destination neighborhoods</td>
<td>• Trade shows, Chicago-based restaurant groups, food festivals, and farmers' markets</td>
</tr>
<tr>
<td>Dance</td>
<td>• Performance dance companies, presenting organizations, performance venues, and advocacy groups</td>
<td>• Performances, festivals, and participatory events</td>
</tr>
<tr>
<td>Fashion &amp; Neighborhood Shopping</td>
<td>• Locally-based designers, retailers, and neighborhood shopping districts</td>
<td>• Fashion festivals, shows, and events</td>
</tr>
<tr>
<td>Film</td>
<td>• Independent film production companies and distributors; theaters that show independent films</td>
<td>• Film festivals, Movies in the Parks, and trade shows</td>
</tr>
<tr>
<td>History</td>
<td>• History / cultural museums, neighborhood historical / cultural societies, city-designated historic sites, and landmarks</td>
<td>• Museum exhibitions, cultural heritage parades, and neighborhood cultural festivals</td>
</tr>
</tbody>
</table>

Note: Certain institutions, locations, activities, and events fall under multiple sectors. Schools and academic institutions were catalogued across all sectors.
Sectors in the inventory are defined by the institutions, key locations, activities and events with appeal to cultural tourists

<table>
<thead>
<tr>
<th>Sector</th>
<th>Institutions and Locations</th>
<th>Activities and Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literature</td>
<td>• Libraries, literary / author-relevant locations, and independent bookstores</td>
<td>• Book and literary fairs; spoken word and poetry slams</td>
</tr>
<tr>
<td>Music</td>
<td>• Performing and producing organizations; music foundations; large venues; and neighborhood clubs</td>
<td>• Downtown, city-wide, and neighborhood festivals</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>• Downtown and outlying parks; lakefront and river; museums in parks; “green” buildings; conservatories; and sanctuaries</td>
<td>• Lakefront events, farmers’ markets, activities and programming in parks</td>
</tr>
<tr>
<td>Science &amp; Nature</td>
<td>• Museums and foundations; working laboratories with public access; conservatories; and sanctuaries</td>
<td>• Museum exhibitions, location tours, science and nature fairs</td>
</tr>
<tr>
<td>Theater</td>
<td>• Production companies and downtown venues; foundations; Tony award-winning theaters; and neighborhood companies and theaters</td>
<td>• Theater festivals, professional theater schools, spoken word and poetry slams</td>
</tr>
<tr>
<td>Visual Arts</td>
<td>• Major museums and associations; public art; neighborhood galleries and art centers</td>
<td>• Museum shows, city-wide art events and neighborhood art festivals</td>
</tr>
</tbody>
</table>

Note: certain institutions, locations, activities, and events fall under multiple sectors. Schools and academic institutions were catalogued across all sectors.
This inventory provides insight on the scope and strength of Chicago's cultural assets.

### Major Sectors

- **Parks & Recreation**
  - 500+ City Parks
  - 26 miles of lakefront
  - 9 historic parks

- **Architecture & Historic Sites**
  - 369 Landmarks

- **Dance & Theater**
  - 220+ dance companies
  - 200+ theater companies
  - 200+ stages present each

- **Music**
  - 225+ venues

- **Anchor Museums**
  - Attract tourists, located in parks, easy to access

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**Choose Chicago**
This inventory provides insight on the scope and strength of Chicago’s cultural assets (2/2)

Scheduled Events

Downtown & neighborhood

Millennium Park
- 15 citywide festivals
- 47 neighborhood festivals

Music

Culinary
- 35 neighborhood food festivals

History
- 10 downtown cultural parades
- 22 neighborhood cultural parades
- 56 neighborhood museums & organizations

Educational Institutions
Academic, professional & non-degree
Benchmark survey and *Travel + Leisure* rankings demonstrate overall strength of Chicago cultural assets

<table>
<thead>
<tr>
<th>Sector</th>
<th>Benchmark Survey Ranking</th>
<th><em>Travel + Leisure</em> Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture &amp; Historic Sites</td>
<td>#3 to DC and NYC for “Architecture &amp; Historic Buildings”&lt;br&gt;#3 to DC and NYC for “Historic Sites &amp; Attractions”</td>
<td>#2 to Savannah</td>
</tr>
<tr>
<td>Culinary</td>
<td>#2 to NYC</td>
<td>#4 for fine dining</td>
</tr>
<tr>
<td>Music</td>
<td>#3 to NYC and New Orleans</td>
<td>#6 music scene</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>#4 to DC, NYC, and SF</td>
<td>#6 of 35</td>
</tr>
<tr>
<td>Science &amp; Nature</td>
<td>#1 (Zoos &amp; Aquariums), #3 (Natural History &amp; Science Museums)</td>
<td>Not available</td>
</tr>
<tr>
<td>Theater &amp; Performing Arts</td>
<td>#2 to NYC</td>
<td>#3 to NYC and Minneapolis</td>
</tr>
<tr>
<td>Visual Arts</td>
<td>#3 to NYC and DC</td>
<td>#3 to NYC and DC</td>
</tr>
</tbody>
</table>

Note: Standalone rankings not available for dance, fashion and neighborhood shopping, film, literature

**Sources:** Destination Analysts, “Choose Chicago Arts & Cultural Travel Study, 2013”; *Travel + Leisure Magazine*, 2012 city rankings
Chicago’s competitive position in each sector has been assessed

Note: This was an initial assessment, based on data from the inventory, competitive city research, and expert interviews. This assessment should be used in conjunction with the Destination Analyst focus group findings. For more detailed information, see full inventory Excel file and Appendix.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Rating</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture &amp; Historic Sites</td>
<td>H</td>
<td>• Chicago is the home of architecture and design modernism in North America</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Open lakefront and public spaces provide perspectives that other cities cannot match</td>
</tr>
<tr>
<td>Culinary</td>
<td>M</td>
<td>• Strong list of Michelin-rated and distinctive restaurants, but does not lead in these categories</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Excellent diversity of destination neighborhoods, cuisines and price points, but not developed for tourists</td>
</tr>
<tr>
<td>Dance</td>
<td>M</td>
<td>• Outstanding dance companies and performance spaces, but not superior to other leading cities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Strong development of neighborhood-based performing companies and venues, but not developed for tourists</td>
</tr>
<tr>
<td>Fashion &amp; Neighborhood Shopping</td>
<td>M</td>
<td>• North Michigan Ave. is a location that attracts tourists, but few unique stores</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Unique retail in neighborhoods, but not well-developed for tourists (except: Chinatown, Devon, Little Village, Milwaukee Ave)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fashion is a relatively weak tourist draw in Chicago: no centralized manufacturing or fashion district</td>
</tr>
<tr>
<td>Film</td>
<td>L</td>
<td>• Growing, vibrant market for independent and documentary production, but little contact with tourists</td>
</tr>
<tr>
<td>History</td>
<td>M</td>
<td>• History and neighborhoods offer great content, but not well-developed for tourists</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Exception for some ethnic neighborhoods: Chinatown, Devon, Little Village</td>
</tr>
<tr>
<td>Literature</td>
<td>L</td>
<td>• Strong potential assets, but not developed for tourists</td>
</tr>
<tr>
<td>Music</td>
<td>H</td>
<td>• Chicago attracts all major popular music tours</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Leader in development of Blues, Gospel, House and Jazz (AACM remains a leader)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CSO is world renowned and penetrates national and international tourist groups</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>H</td>
<td>• Millennium Park unique within the world due to design, location and full schedule of free programming</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Open lakefront unique</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Chicago Park District operates the largest urban park system in the US</td>
</tr>
<tr>
<td>Science &amp; Nature</td>
<td>H</td>
<td>• Shedd and MSI are unique attractions; accessibility and content of Field and Adler support offerings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Access to Lake, Chicago parks and conservatories is also unique</td>
</tr>
<tr>
<td>Theater</td>
<td>H</td>
<td>• Regionally unique large-scale commercial theater community</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Development of Tony-winners and storefront theaters unmatched</td>
</tr>
<tr>
<td>Visual Arts</td>
<td>M</td>
<td>• Outstanding anchor institutions (AIC, MCA) on a par with other leading arts cities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Strong art gallery and neighborhood art center community, but not developed for tourists</td>
</tr>
</tbody>
</table>
Cultural Tourism Strategy

1. Develop and implement market-specific positioning strategies and promotional tactics to attract more cultural travelers to Chicago from regional, national and international markets.
Cultural Tourism Strategy

2. Promote and support existing cultural asset infrastructure and future cultural tourism product development.
3. Enhance tourism sales efforts to further develop existing and new cultural tourism product to help position Chicago as one of the top five destinations for international inbound travel by 2020.
Cultural Tourism Strategy

4. Elevate visitor services by promoting unique, authentic and enjoyable experiences.
5. Develop and implement a multi-year neighborhood tourism development plan to drive repeat visitation to Chicago and extend the length of stay.
Launched in October 2013, ChooseChicago.com presents new neighborhood web content.
Neighborhood Web Content

Chicago has more than 77 community areas made up of more than 120 neighborhoods that offer endless options for entertainment, activities, and cultural experiences.
Explore each neighborhood by map, things to do, or by itinerary.
Interactive map of Chicago neighborhoods allows users to explore each neighborhood’s listings of restaurants, shops, cultural attractions, public art, historic sites and more.

The site offers a breakdown of neighborhoods with neighborhood descriptions and listings of current events in each neighborhood.
Neighborhood Tourism Development

BACP’s Small Business Center partnered with Choose Chicago to issue a neighborhood small business challenge RFP in March 2014 to develop a Neighborhood Tourism Development Plan.

The RFP was geared to assess the current level of tourism activity in each perspective community and the impact that increased tourism would have on the neighborhood.

Seventeen proposals lead to four awardees:

• 51st Street Business Association (Bronzeville)
• Rogers Park Business Alliance
• Uptown United
• West Town Chicago Chamber of Commerce
Neighborhood Tourism Development Plan Core Objectives

- Market and attract visitors to Chicago’s neighborhoods
- Develop tourist-ready neighborhoods
- Promote economic vitality for businesses
- Engage leaders and stakeholders with a shared vision for tourism
Neighborhood Tourism Development Plan Deliverables

- Neighborhood tourism goals and objectives
- Cultural Asset inventory
- Tourism supply and demand analysis
- Positioning strategy
- Communication Strategy
- Neighborhood Product development plan
- Advocacy plan
- Impact metrics dashboard
Cultural Tourism Strategy

6. Establish metrics to track growth and economic impact of cultural tourism and neighborhood tourism development efforts.
Break and Tour of South Shore Cultural Center

Andrea Adams
Director, South Shore Cultural Center

Byron Tsang
Project Manager Natural Areas, Chicago Park District

www.nrpa.org/Innovation-labs
Special Events
How to leverage the most out of events in your parks

Alonzo Williams
Director Revenue, Chicago Park District

Dana Zilinski
Deputy Director Revenue, Chicago Park District

www.nrpa.org/Innovation-labs
Department of Revenue
2014 Revenue Distribution

- Property Tax: 61%
- PPRT: 11%
- Privatized Contracts: 16%
- Park Fees: 7%
- Other Resources: 4%
- Grants: 1%
Strategy

Assess and monetize valuable assets while preserving public access

Continually analyze existing revenue sources to incorporate new, expanded or unique revenue opportunities

Reduce and/or control expenses on existing revenue sources
Department of Revenue  
2014 Performance = $47,137,826

<table>
<thead>
<tr>
<th>2014 Gross Revenue</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Event Permits</td>
<td>$ 4,850,743</td>
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<tr>
<td>Special Event Permits - Lollapalooza</td>
<td>$ 3,868,338</td>
</tr>
<tr>
<td>Special Event Venue - Rentals</td>
<td>$ 759,907</td>
</tr>
<tr>
<td>Special Event Venue - Commission</td>
<td>$ 177,809</td>
</tr>
<tr>
<td>Soldier Field</td>
<td>$ 36,036,467</td>
</tr>
<tr>
<td>Harbors</td>
<td>$ 23,746,497</td>
</tr>
<tr>
<td>Golf</td>
<td>$ 4,830,154</td>
</tr>
<tr>
<td>Concessions</td>
<td>$ 3,191,594</td>
</tr>
<tr>
<td>Parking</td>
<td>$ 3,201,829</td>
</tr>
<tr>
<td>MLK Center</td>
<td>$ 1,379,502</td>
</tr>
<tr>
<td>FirstMerit Bank Pavilion</td>
<td>$ 1,753,110</td>
</tr>
<tr>
<td>Ice Rinks</td>
<td>$ 203,019</td>
</tr>
<tr>
<td>Maggie Daley Park</td>
<td>$ 253,781</td>
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<tr>
<td>McFetridge Sports Center</td>
<td>$ 2,304,476</td>
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<tr>
<td>Baseball Stadium at Devon/Kedzie</td>
<td>$ 31,053</td>
</tr>
<tr>
<td>Lincoln Park Tennis</td>
<td>$ 65,889</td>
</tr>
<tr>
<td>Cell Towers</td>
<td>$ 989,312</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$ 87,643,480</strong></td>
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<table>
<thead>
<tr>
<th>2014 Net Revenue - Contracts</th>
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</thead>
<tbody>
<tr>
<td>Soldier Field</td>
<td>$ 15,086,974</td>
</tr>
<tr>
<td>Harbors</td>
<td>$ 12,706,950</td>
</tr>
<tr>
<td>Golf</td>
<td>$ 484,837</td>
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<tr>
<td>Concessions</td>
<td>$ 1,536,445</td>
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<tr>
<td>Parking</td>
<td>$ 1,945,198</td>
</tr>
<tr>
<td>MLK Center</td>
<td>$ 119,985</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$ 31,880,389</strong></td>
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</table>
Soldier Field
# Soldier Field Stadium

## REVENUE 2011-2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Revenue</th>
<th>Bears</th>
<th>ISFA</th>
<th>Event Income</th>
<th>Parking</th>
<th>Misc</th>
<th>TOTALS</th>
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<tbody>
<tr>
<td>2011</td>
<td>$11.4M</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>$13.0M</td>
<td></td>
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<td></td>
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<td></td>
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<tr>
<td>2013</td>
<td>$20.0M</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>$15.1M</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

## INCOME DISTRIBUTION 2014

- **Bears**: $6,302,511
- **ISFA**: $4,844,818
- **Event Income**: $2,389,738
- **TOTALS**: $12,285,070

<table>
<thead>
<tr>
<th>Attendance</th>
<th># of Performances</th>
<th>Assembly</th>
<th>Banquet</th>
<th>Concert</th>
<th>Sporting</th>
<th>Park/Lot</th>
<th>Garage</th>
<th>Misc</th>
<th>Bears</th>
<th>TOTALS</th>
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</thead>
<tbody>
<tr>
<td>202,665</td>
<td>48</td>
<td>301,979</td>
<td>257,468</td>
<td>4,275</td>
<td>39,403</td>
<td>13,927</td>
<td>553,01</td>
<td>6</td>
<td>1,406,550</td>
<td></td>
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<tr>
<td>33,817</td>
<td>91</td>
<td>7</td>
<td>9</td>
<td>12</td>
<td>328</td>
<td>276</td>
<td>326</td>
<td>10</td>
<td>781</td>
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</table>
## Concert Revenue

### Attendance:
49,289

<table>
<thead>
<tr>
<th>Revenue Sources</th>
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</thead>
<tbody>
<tr>
<td>Rent Income</td>
<td>$ 379,000</td>
</tr>
<tr>
<td>Facility Fee</td>
<td>$ 93,603</td>
</tr>
<tr>
<td>Skybox Revenue</td>
<td>$ 161,000</td>
</tr>
<tr>
<td>Concessions &amp; Catering</td>
<td>$ 248,138</td>
</tr>
<tr>
<td>Novelties</td>
<td>$ 1,100</td>
</tr>
<tr>
<td>Parking(Net of Tax)</td>
<td>$ 169,400</td>
</tr>
<tr>
<td>Ticket Incentive</td>
<td>$ 162,816</td>
</tr>
<tr>
<td><strong>Gross Revenue</strong></td>
<td>$ 1,215,057</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$ 385,000</td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td><strong>$830,057</strong></td>
</tr>
</tbody>
</table>
Harbors

Revenue 2011-2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Revenue</th>
<th>Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>$10.5M</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>$12.9M</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>$12.9M</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>$13.1M</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>10%</td>
</tr>
<tr>
<td>2012</td>
<td>20%</td>
</tr>
<tr>
<td>2013</td>
<td>30%</td>
</tr>
<tr>
<td>2014</td>
<td>40%</td>
</tr>
</tbody>
</table>

Occupy

<table>
<thead>
<tr>
<th>2014 Actual</th>
<th>2013 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montrose</td>
<td>90%</td>
</tr>
<tr>
<td>Belmont</td>
<td>80%</td>
</tr>
<tr>
<td>Diverse</td>
<td>70%</td>
</tr>
<tr>
<td>DuSable</td>
<td>60%</td>
</tr>
<tr>
<td>Monroe</td>
<td>50%</td>
</tr>
<tr>
<td>Burnham</td>
<td>40%</td>
</tr>
<tr>
<td>31st</td>
<td>30%</td>
</tr>
<tr>
<td>59th</td>
<td>20%</td>
</tr>
<tr>
<td>JPO</td>
<td>10%</td>
</tr>
<tr>
<td>JPL</td>
<td>0%</td>
</tr>
</tbody>
</table>

Winter Storage Revenue: $654,927
Northerly Island Concert Venue
First Merit Bank Pavilion
Northerly Island Concert Venue

2014 Revenue

Boutique Shows – 12
Expanded Shows – 6
Total Attendance – 201,695
$4.8 Million in Special Event Permits
Mamby on the Beach
## Large-Scale Special Event Permit

### MAMBY ON THE BEACH

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental Fee</td>
<td>$60,000</td>
</tr>
<tr>
<td>Parking Lot Rental</td>
<td>$40,466</td>
</tr>
<tr>
<td>Revenue Share (est)</td>
<td>$10,500</td>
</tr>
<tr>
<td>Beach Closure Impact Fee</td>
<td>$40,000</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$150,966</strong></td>
</tr>
</tbody>
</table>

### Organizer Pays Other Site Expenses:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concessionaire Buyout</td>
<td>$6,000</td>
</tr>
<tr>
<td>Lifeguard Services</td>
<td>$9,080</td>
</tr>
<tr>
<td>Field Trip Reimbursement</td>
<td>$0</td>
</tr>
<tr>
<td>Maintenance/Trash Removal</td>
<td>$0</td>
</tr>
</tbody>
</table>

### POSSIBLE REVENUE STREAMS

- **Revenue Share**
- **Ticket Sales**
- **Concessions**
- **Sponsorship**

### Other

- Parking- Lot Rental or Individual Sales
- Temporary Cell Towers – Access Permit
- Concessions Outside Footprint
### 2014

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>CPD payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food &amp; Beverage</td>
<td>$20,235.23</td>
</tr>
<tr>
<td>Festival Sponsorship</td>
<td>$70,585.25</td>
</tr>
<tr>
<td>Ticket Sales</td>
<td>$3,277,033.47</td>
</tr>
<tr>
<td>VIP Ticket Sales</td>
<td>$500,484.40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,868,338.35</strong></td>
</tr>
</tbody>
</table>
Concessions Program

2014 - $3,191,594

173 Vendors
- F & B
  - Kiosks
  - Push carts
  - Michelin Starred Restaurant
- Water Sport Rentals
- Retail
Special Event Venues

Revenue = Rental Fees + Commission from Preferred Vendors

2014: $937,716 = $759,907 + $177,809
Preferred Vendors

- Revenue
- Industry Standard
- Accountability
- Advertising Opportunities
- Trade Opportunities
Group Discussion on Economic Impact in your Community

Share your successes and challenges

www.nrpa.org/Innovation-labs
The 606

Beth White
Director Chicago Office, Trust for Public Lands

www.nrpa.org/Innovation-labs
The 606

Logan Square  Bucktown

Humboldt Park  Wicker Park
FREIGHT TRAIN KILLS WOMAN.

Miss Regina Holmson Run Down by St. Paul Engine at Bloomingdale Road.

Miss Regina Holmson of 1850 North Sawyer avenue was instantly killed last evening by a St. Paul railroad freight train at Bloomingdale road and Kimball avenue.
LOGAN SQUARE: A Place to Stay, a Place to Grow
4. Create a Greenway on the Bloomingdale Rail Line

The raised Bloomingdale rail corridor, owned by Canadian Pacific Railway and unused for several years, presents an opportunity for the creation of an elevated linear park that includes a trail and passive areas. In addition to providing a new transportation route that could connect to existing bike lanes to the north, south and east, the greenway would afford recreational opportunities and improved aesthetics for area residents. Access points, approximately every six to nine blocks, along with a passive river edge on its eastern end, would provide additional opportunities for greenspace creation.

Potential new open space—12.4 acres

Existing Conditions

Uninterrupted separation from cars  Big Bluestem thriving  Great Views
JOIN THE FRIENDS OF THE BLOOMINGDALE TRAIL FOR A DAY OF EXPLORATION.

Bike the 3-mile-long corridor. Run beneath its viaducts. Stroll along the mural-covered walls. Visit the new Albany-Whipple Park, a point of future trail access.

Docents stationed along the route will shed light on the Trail and provide water. Bicycle mechanics will be on hand courtesy of West Town Bikes. Finish up with family-friendly activities and a picnic at Churchill Field.

All ages are welcome. $5 suggested donation benefits Friends of the Bloomingdale Trail.

For more information or to volunteer contact Andrew Vessel in switch at The Trust for Public Land, 312-427-1979.
Vision

Connecting Communities
- Safe alternative transportation
- Easy access for healthy lifestyle
- Pocket parks
- Reengaging of space
- Crime
- Memory of neighborhood
- Stronger neighborhoods
- Stronger neighborhood
- Urban lifestyle

People Need
- Places to participate
- More urban lifestyle
- More urban lifestyle

Transportation
- Public transportation
- Car parking
- Public transportation
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• Design Is Complete
• August 27\textsuperscript{th} Ground Breaking at Park 567
• Construction is Underway!
Our website is **The606.org**

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**The 606:**
We're taking Chicago's legacy of great parks to new heights.

The 606 park and trail system builds on our city's reputation for innovation and creativity with yet another great Chicago icon. An unused, elevated rail line that once physically separated four neighborhoods will now knit them together, connecting thousands of children and their families,
Thank You!