

BIG PARKS AND URBAN FORESTS FROM MEXICO

RESEARCH FOR DECISION MAKING.



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ABOUT THIS REPORT.

The National Association of Parks and Recreation of Mexico, is a national organization whose mission is to help in the professionalization of all those who work in urban parks and public spaces in Mexico, in order to improve their conditions and the quality of life of their users.

The ANPR Mexico works year after year in the generation of research that derives in useful reports for our industry.

As part of the organization's efforts to generate information, we present the following report that aims to obtain relevant data on the large parks and urban forests of our country.

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CONTENT

INTRODUCTION

9

METHODOLOGY

eleven

PHYSICALS CONDITIONS - EQUIPMENT, ATTRACTIONS AND AMENITIES

13

STRATEGIC PLANNING

17

ECONOMIC DEVELOPMENT - SOURCES OF INCOME, BUDGETS AND RESOURCES HUMANS

twenty

MANAGEMENT MODEL

27

MARKETING, COMMUNICATION AND EVENTS

31

CONCLUSIONS

33

THANKS

3.4

BIBLIOGRAPHY

35



INTRODUCTION.

The year 2018 marks the beginning of the efforts of the National Association of Parks and Recreation of Mexico in the search and development of data and studies related to the work of the urban park and the recreational public space.

We are in the search for the standardization of indicators and criteria in a transversal ecosystem, which is beginning to show its relevance to various sectors that are included in it, but it seems that they are not yet located. The large park and/or urban forest is one of the major players within the classification of parks that offers services, amenities and attractions that directly impact many of these sectors.

The ANPR Mexico Since its creation, it has recognized the great values of social transformation that these sectors must promote from the public space. Health, safety, economy, social cohesion, environment and tourism among others.

In this new effort we have worked to obtain valuable information that helps to make accurate decisions. Knowing the entrails of the great parks and urban forests of our country can allow us to understand them better to support them more. The

large parks and urban forests are the oases of the cities. They are small cities within the city which are complex to manage. Everyone wants to be, use and take advantage of them... we all have to promote them, take care of them and maintain them as the great bastions of public space in our communities.

In this research, the reader will be able to learn about this type of public space in five large dimensions:

- a) Physical conditions - Equipment, attractions and amenities.***
- b) Strategic planning.***
- c) Economic Development - Sources of Income, Budgets and Human Resources.***
- d) Management models.***
- and) Marketing, Communication and Events.***

We thank the 30 large parks and urban forests of many cities in Mexico that supported the ANPR Mexico in obtaining and sharing data that helps compare and improve the social performance that these important public spaces must provide to all citizens.

Louis Romahn
President and CEO



METHODOLOGY

A battery of 88 questions on different scales was applied to 30 large parks and urban forests in different parks in Mexico.

The size of these public spaces is greater than 5 hectares of land.

The information was collected between the months of December 2018 and February 2019.

Some results are averaged and/or grouped in tables for better understanding and comparison.

The information collection method was face-to-face by park and later emptied to the Survey Monkey platform.



PHYSICALS CONDITIONS .

EQUIPMENT, ATTRACTIONS AND AMENITIES.

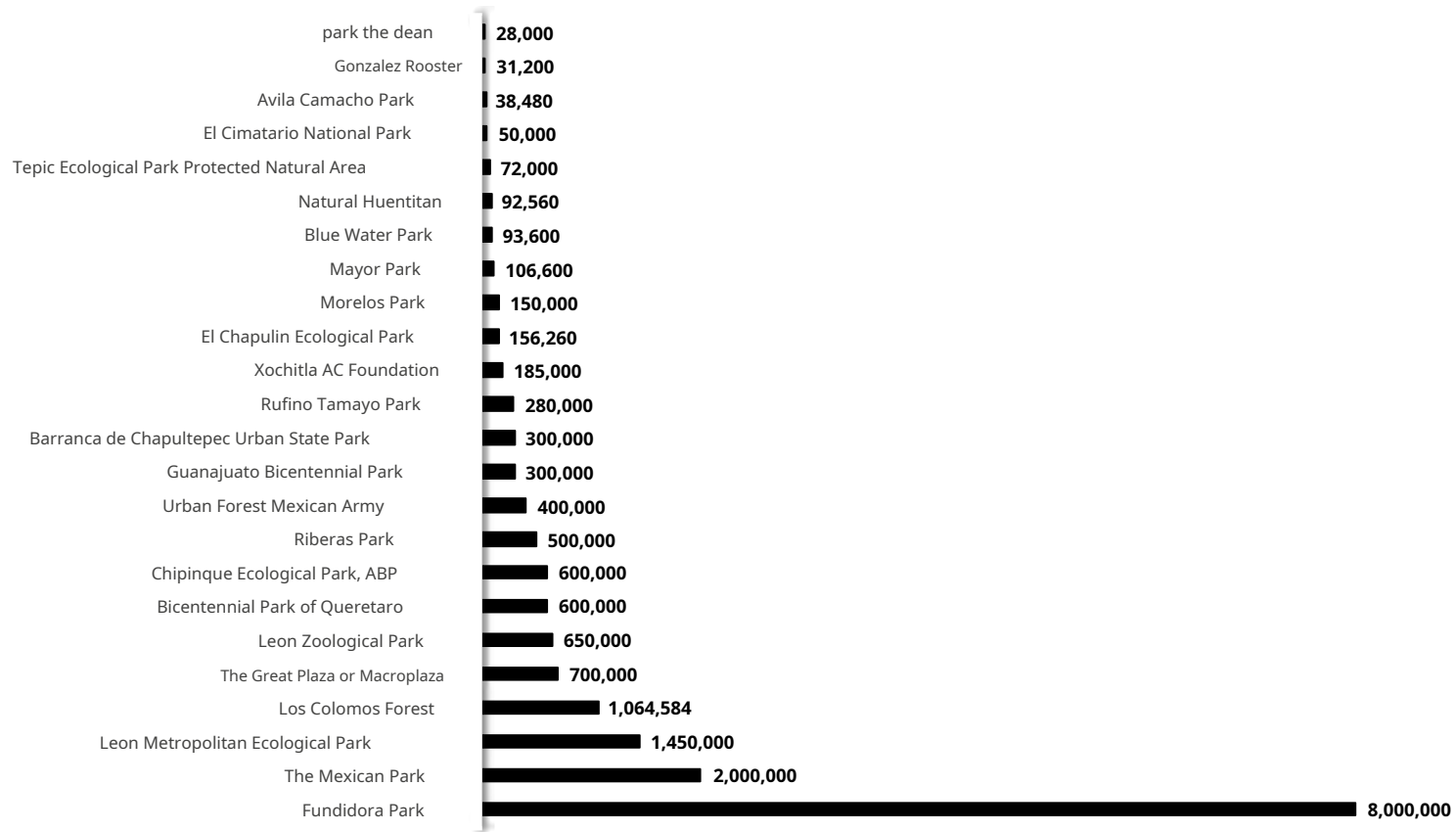
In this section we try to retrieve historical information from the large urban parks and forests interviewed that would tell us a little about their year of foundation, initial investment and the architect or architects who designed it. In this sense, we find that there is little registration and that a good practice that we must promote in these iconic spaces of cities is to try to maintain their historical memory. Collect this data that illustrates and at the same time pays tribute to those who decades ago dreamed of them and promoted them as a legacy for our cities.

In the same way in a kind of census, we try to obtain information about the physical conditions in each park. Types of amenities, total areas and areas of vegetation cover, as well as annual visitors. These data can be seen in the following tables and graphs.

NAME	TOTAL AREA HECTARES	TOTAL AREA IN M2	TOTAL AREA OF COVERAGE VEGETABLE M2	VISITORS ANNUAL	AMENITIES
Ecological Park Chipinque, ABP	1,800	18,000,000	15,000,000	600,000	Botanical garden, extreme parks (zip lines, rappelling, gotcha)
CECURT State Center for Culture and Recreation thong sleeve	400	4,000,000	3,493,500	No information	Botanical Garden, Skateboard or BMX Parks, Extreme Parks, Courts, Auditorium or Theater, Swimming Pools, Splash Pad, Lake, Train Ecomuseum
Metropolitan park of Lion	370	3,700,000	800,000	1,450,000	Urban garden, Pet friendly space (pilot), BMX, Train sports courts, Environmental education room
Fundidora Park	144	1,440,000	800,000	8,000,000	Sports fields, Auditorium or theater, Pool(s) or recreational pool(s), Splash Pad, Lake, Community or recreation center
Bicentennial Park Queretaro	120	1,200,000	600,000	600,000	Urban gardens, Skateboard parks or BMX (Skate Parks) Extreme parks (Zip lines, rappelling, gotcha), Auditorium or theater Pool(s) or recreational pool(s), Splash Pad, Lake, Walls for graffiti or urban art, Nursery, Farm, Rides, Water park, Ecological trail, Entertainment center, Recreational park, House of terror, Pedal cars
Los Colomos Forest	91.47	914,700	871,300	1,064,584	Botanical garden, Courts, Lake, Community or recreational center Walls for graffiti, Horse rental, Architectural spaces, Fountains, Tracks for runners, Food areas and clean point
Xochitla Foundation	70	700,000	No information	185,000	Botanical garden, Urban gardens, Auditorium or theater, Lake, Train
The Mexican Park	28	280,000	19,000	2,000,000	Dog or pet parks, Skateboard or BMX parks (Skate Parks), Auditorium or theater, Lake, Sports fields, Cultural center
Explore Park	twenty-one	210,000	170,000	No information	Urban gardens, Dog parks, Extreme parks, Auditorium, Lake, Train
Rufino Tamayo Park	8.76	87,576	68,359	280,000	dog park

Table 1.1. *General description of areas and amenities.*

ANNUAL NUMBER OF VI IF SO MANY PER PARK





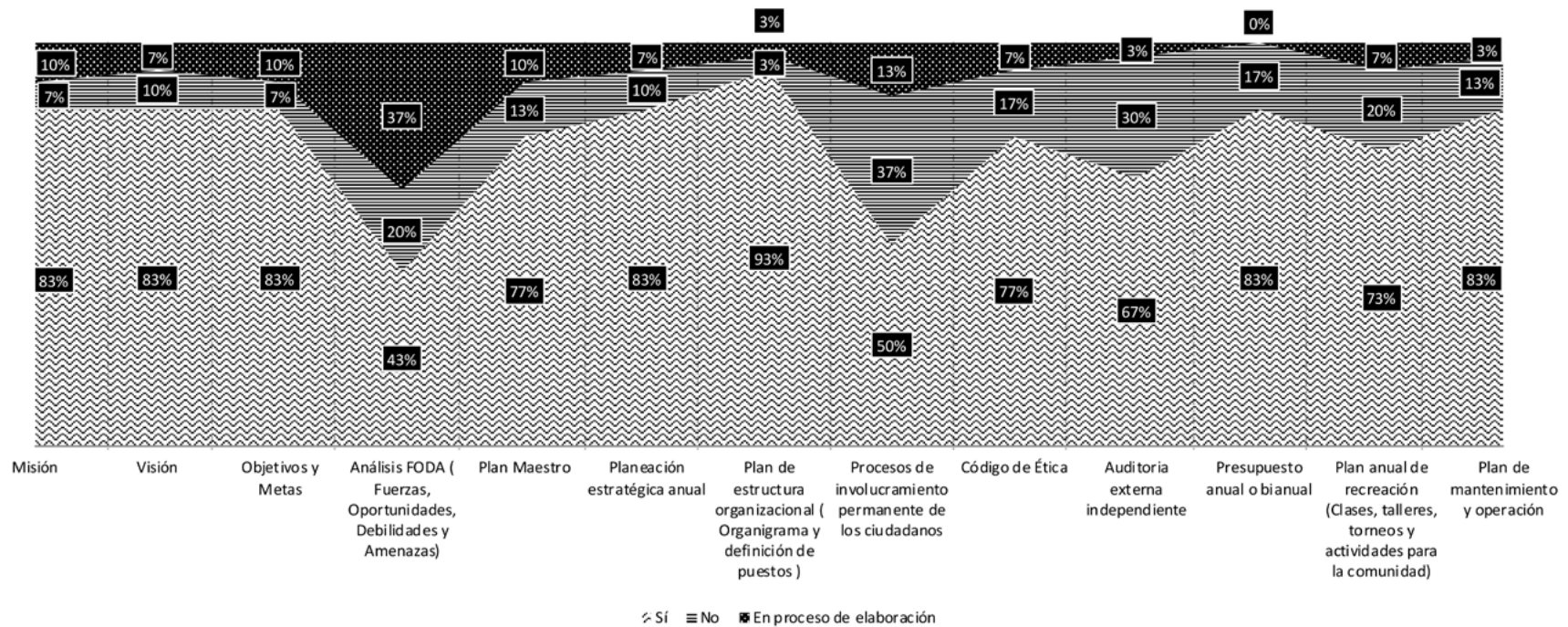
PLANNING STRATEGIC

Within the extent that the compendium of strategic planning indicators can be in a large park or urban forest, the research focused this section on knowing first-hand the presence or absence of the most important and basic ones. It has not been the object of this research to delve into the processes, much less the performances that led to the creation or application of these indicators. Having a first base of information on the existence and application has been the objective of this section.

In the following graph we can know in percentages, how many parks or large urban forests that participated in the investigation, count or not and in what proportion of progress with the following points:

- TO)** Mission
- b)** View
- c)** SWOT Analysis
- D)** Master plan
- AND)** Annual Strategic Planning
- F)** Organizational Structure Plan (Organizational Chart)
- G)** Processes of permanent involvement of citizens
- h)** Code of ethics
- I)** Independent external audit
- J)** Annual or biannual budget
- k)** Annual recreation plan (programming of public space)
- L)** Maintenance and Operation Plan

PLANEACIÓN ESTRATÉGICA DE LOS PARQUES



Graph 1.2. **Strategic Planning.**

The graph clearly shows the level of progress of most of the parks in most of the questions asked. This teaches us, mentioning again that this research does not delve into the performance of these indicators, that the vast majority of parks have or are in the process of having these important control, administration and operation points completed. The research took as a reference model for these indicators, the accreditation manual of the Commission of Park and Recreation Agencies of the United States, 1 Commission for Accreditation of Park and Recreation Agency, CAPRA, for its acronym in English. The CAPRA manual involves the measurement of more than 30 indicators in the strategic planning of a parks and recreation agency.



DEVELOPING ECONOMIC

- SOURCES OF INCOME, BUDGETS AND HUMAN RESOURCES

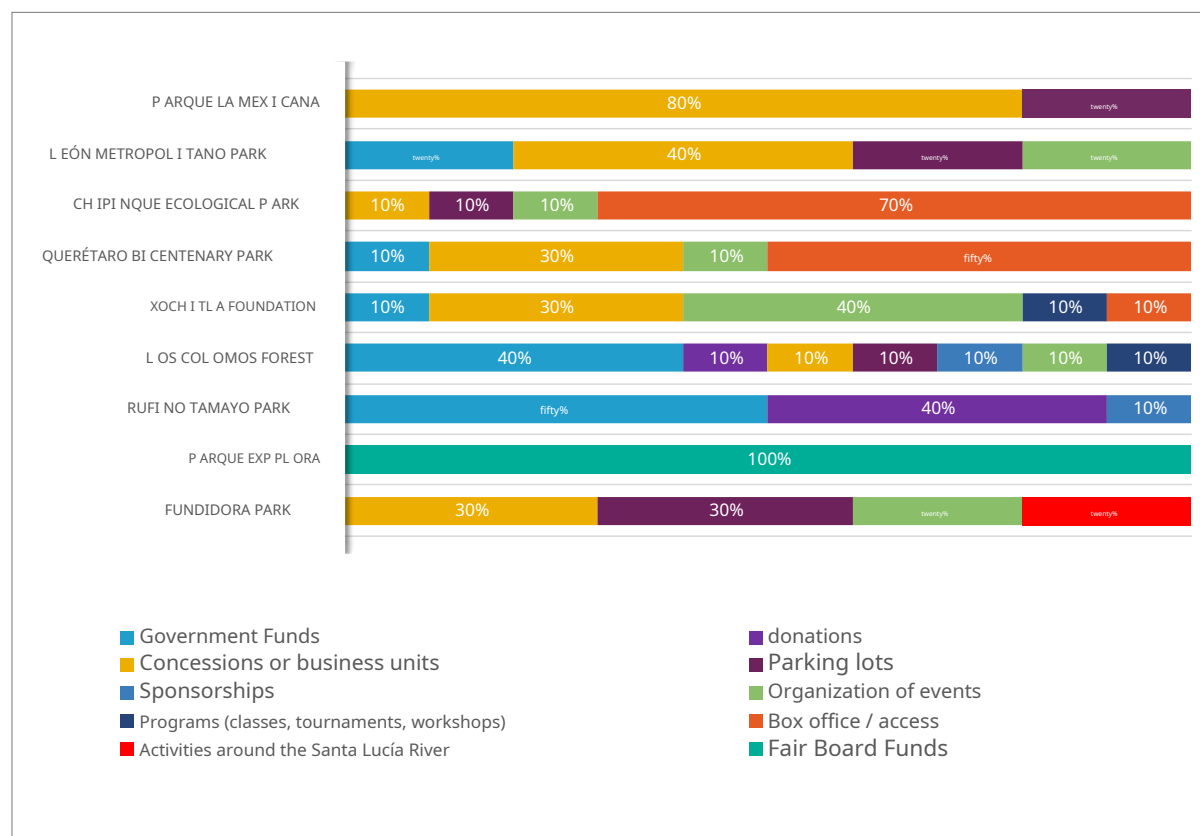
Income Sources

Large urban parks and forests face significant social challenges. Their environmental function, the security they may or may not provide to their visitors, the activities they may offer to improve mental and physical health, among many others. One of the most important challenges that must transcend the public administrations and the new political leaderships is that of their management. In the next section we will talk about the different models that exist in Mexico to manage a large park or urban forest. Within management, economic and administrative issues play a vital role. A poorly managed public investment of thousands of pesos can become a social problem of millions of pesos. The legacy that urban parks should presumably inherit generation after generation

it fundamentally has its breaking point in the administration and economy that the park itself can generate. He himself 2 Frederick Law Olmsted, designer of New York's Central Park 160 years ago, knew it; he applied a capital gains study to the properties surrounding the park for 17 years and was convinced that the park had to generate much more than environmental and recreational services to the community.

With this philosophy, first world countries are facing the great challenge of the administration, operation and maintenance of large parks and urban forests. In Mexico we are beginning to understand that it is only through the generation of an economy that this complex equation will have a solution.

Graph 1.3 presents us with a comparison of 9 parks and their income mechanisms and forms of financing.



Graph 1.3. **Income distribution.**

The three punctual reflections that this graph shows us are:

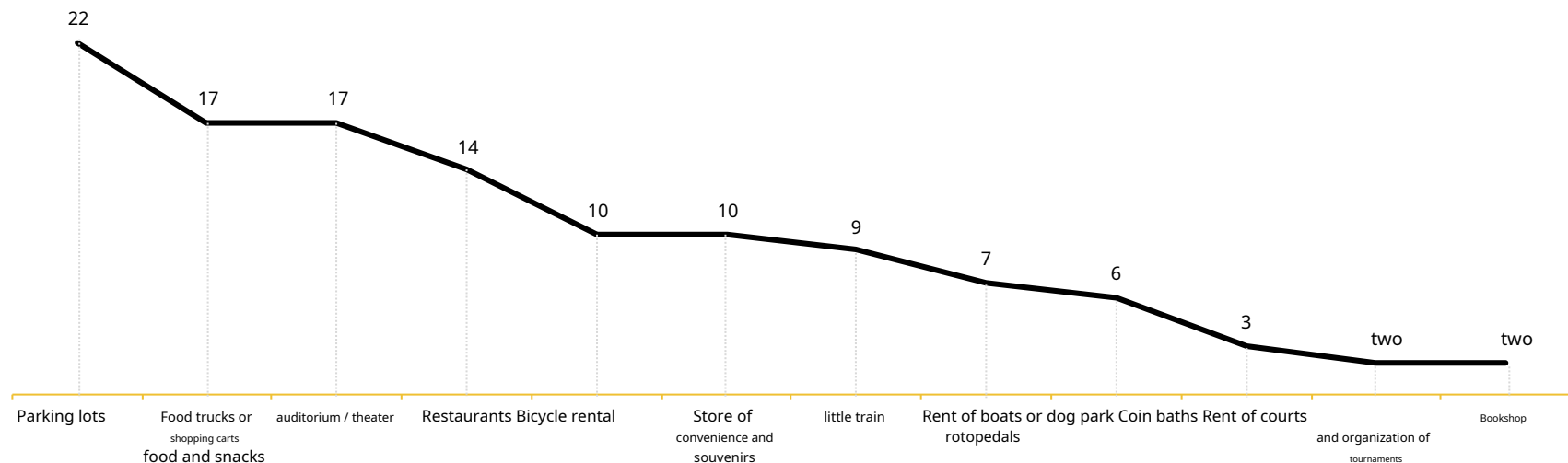
TO) There is no magic formula or recipe. Each park is different in its complexity, and must adapt to its environment and its realities.

b) It is always better to have a variety of income within the budget. This will give greater financial certainty to the operation and will commit the different strategies that must be responsible for contributing.

c) The taboo of the use of certain concessions as economic engines in large parks must be removed from our conscience. It is not only necessary for the generation of economy but for the generation of public life, that these actors exist within public spaces in Mexico. For everything there has to be a balance, and the issue is to find the right balance between the models that allow a healthy financial operation.

In the same way, the following graph is presented where we show the most popular concessions that are currently operating in the parks of our country. This graph can undoubtedly give the reader information about the type and variety of businesses, as well as the ways in which the large urban parks and forests are made of resources which are extremely important to guarantee the life of the spaces.

TYPE AND NUMBER OF CONCESSIONS IN THE PARKS



Budgets

The following table presented in this research is very important to take references in relation to the general and operating budgets of the large parks and urban forests of Mexico. Often when a government or a housing development wants to undertake the planning and construction of a large urban park, questions arise related to how much a park should cost per m2 or per square meter.

hectare; Especially when it comes to a large park, the average construction price weights for amenities and attractions change dramatically when added to the m2 of green area that has a much lower price. The same happens with the general budget and maintenance of these same amenities and attractions; costs will differ greatly between the various types. The reader will be able to appreciate the differences between the different budgets and the number of hectares per park.

NAME	TOTAL AREA HECTARES	Plan teacher	Budget annual operation	Budget annual of maintenance	Cost of maintenance by hectare
Ecological Park Chipinque, ABP	1,800	In process	\$24,000,000.00	No information	No information
CECURT State Center for Culture and Recreation Tangamanga	400	Yes	\$20,000,000.00	\$14,691,362.00	\$36,728.41
Metropolitan park of Lion	370	Yes	\$35,000,000.00	\$6,000,000.00	\$16,216.22
Fundidora Park	144	Yes	\$40,000,000.00	\$40,000,000.00	\$277,777.78
Queretaro Bicentennial Park	120	No	\$60,000,000.00	No information	No information
Los Colomos Forest	91.47	Yes	\$20,750,882.00	\$1,169,603.00	\$12,786.74
Xochitla Foundation	70	Yes	No information	No information	No information
The Mexican Park	28	Yes	\$44,000,000.00	\$44,000,000.00	\$1,571,428.57
Explore Park	twenty-one	No	\$6,497,312.70	\$6,497,312.70	\$309,395.84
Rufino Tamayo Park	8.76	Yes	\$6,426,000.00	\$3,744,000.00	\$427,514.39

Table 1.2. *General budgets, maintenance and maintenance cost per hectare.*

Human Resources

There is no perfect organizational chart to manage and operate a large park or urban forest. It all depends on your initial configuration, the number and type of attractions and amenities, your vocation and charisma. The investigation gave a general framework to the different parks so that they could express in Mexican pesos the net salaries (including legal benefits) earned by the different positions with which their organizational charts are composed. For practical purposes, the following table shows the average net salaries of the most representative positions that work in a large park or urban forest in Mexico. The reference is very useful, since one of the objectives of the ANPR Mexico is to be able to establish the comparative bases to be able to generate a better industry.

SALARY AVERAGES BY POSITION	
POSTS	AVERAGES WAGES
Director/General Manager	\$73,000.00
Director, Manager or Maintenance Coordinator	\$33,000.00
Director, Manager or Administrative Coordinator	\$34,000.00
Director, Manager or Coordinator of Marketing and Communication	\$30,000.00
Director, Manager or Commercial and Fundraising Coordinator	\$48,000.00
Director, Manager or Coordinator of Design and Construction	\$46,000.00
Director, Manager or Security Coordinator	\$24,000.00
Director, Manager or Legal Coordinator/Lawyer	\$31,000.00
Director, Manager or Coordinator of Human Resources	\$22,000.00
Administrative supervisor	\$14,500.00
Administrative Operator	\$13,900.00
Maintenance supervisor	\$13,200.00
Maintenance Operator	\$9,000.00
Gardening Supervisor	\$9,600.00
Gardener	\$7,700.00
Security Supervisor	\$13,200.00
Police or Guard	\$14,300.00
Practicing	\$5,333.33

Table 1.3. *Net salary averages by type of position expressed in Mexican pesos.*



MODEL OF MANAGEMENT

The key to being able to operate, maintain and program a large urban park or forest lies in its management model. The United States began to modify its management models, especially those related to the participation of the third sector, with the emergence of the 3 Central Park Conservancy, an organization that has managed and controlled Central Park for more than 35 years. Since the emergence of this organization 4, more than 2,000 other civil organizations have been created that co-manage hundreds of large parks and/or park systems in our neighbor to the north. In the following graph we can observe some of them.

COMPARISON OF MANAGEMENT MODELS, FUNDING AND OPERATING COSTS

Park	attractions and amenities	model of Management	funding	Annual Costs of Operation (2017 dollars)	Estimated Cost of Maintenance per Hect. (2017 dollars)
Campus Martius Park , detroit	Ice rink, Christmas tree, wireless internet, cafeteria, fountain, "water wall," monument to the soldier and sailor, two stainless steel kiosks, two stages for cultural events.	The land is owned by the city. Administered and operated by a Civil Association.	Private funds. Income from concessions.	\$1,100,000	\$288,815
Millennium Park , Chicago	Underground parking, tram station, amphitheater and acoustic shell with grass, bicycle storage and maintenance station, pedestrian bridge, landscaped garden. Ice rink, restaurant and cafeteria.	Operated by the City of Chicago with the help of Millennium Park Inc and a Civil Association.	Public-Private charity fund established for maintenance. Company utilities. Funds from the City.	\$7,400,000	\$124,751
Post Office Square , Boston	Café, mobile chairs, underground parking, benches, gardens, two fountains with sculptures, grass area, trees, decorative gardens, information kiosks.	The land is owned by the city. The parking lot and the park are operated and managed by a Civil Association.	Profits come from parking fees and concession fees	\$1,333,944	\$3,174,788
DiscoveryGreen , houston	Café, parking, corridor, fountains, grass area, trees, restaurant, dog park, amphitheater, terraces with concessions, children's games, water park, area for sailing model boats, sculptures.	The land is owned by the City of Houston. Operated and managed by a Civil Association with the support of City funds.	The city provides basic maintenance. The rest of the maintenance is paid through donations and profits from the concessions.	\$2,750,000	\$121,047
Pioneer Courthouse Square , Portland, Ore	Auditorium, sculptures, giant bronze chess, amphitheater boards, waterfall, information center, cafeteria, ATMs, internet and 5 food trucks.	The land is owned by the City of Portland. Operated and managed by a Civil Association with some funds from the City.	The city provides basic maintenance. The rest of the maintenance is paid through donations and profits from the concessions.	\$1,400,000	\$357,666
Jamison Square , Portland, Ore	Interactive fountains, children's play area, tree fountains and food carts.	The land is owned by the City and the park is operated by the City of Portland.	The city parks department handles the funding. It receives resources from park concessions.	N/A	N/A
Wacouta Square , st paul	Fountains, playgrounds, grass area, trees.	The land is owned by the City and the park is operated by the City of Portland.	The city parks department handles the funding. It receives resources from park concessions.	N/A	N/A
Railyard Park , Santa Fe	Plaza, fountain with water tower, children's games, gardens, market area, area for small children, area for events, bike path, climbing wall, picnic area.	Not yet determined. It seeks to create a Civil Association to manage and operate it.	Not yet determined. It seeks to create a Civil Association to manage and operate it.	N/A	N/A
Mear's Park (total reconstruction)	Pavilion for events, terrace, walkways, benches and grass area.	The land is owned by the city and the park is operated by the City of Saint Paul.	Funds come from the City	N/A	N/A
Gold Medal Park , Minneapolis	Central area with paths, benches with lighting, appointment of the park for donation, grass.	The land is owned by the City of Minneapolis. Operated and maintained by a Civil Association.	private funds	\$200,000	\$10,789
Bryant Park , New York City	Grill and coffee restaurant, chess, gardens, mobile chairs, food carts, reading area, carousel, kiosks and skating area.	The land is owned by the City of New York. operated by a Civil association.	The funds come from concessions, rents and collection fees.	\$3,400,000	\$175,192

Source: Own elaboration with information from *The Trust For Public Land (2008)*.
Downtown Parks: Funding Methods, Management Structures, and Costs. A Report for the City of Minneapolis.

This research exposes the management models of a list of important parks in Mexico. It shows the different types of models that currently operate in our country, as well as their main sources of income, whether they have a council or board of trustees that helps guide their operation, maintenance and programming, and finally whether they publish any results report. .

One of the most important conclusions that this report throws up in terms of management models is to mention again that there is no established formula. The public administration and organized civil society have to work hand in hand on this, especially to understand that the latter are responsible for ensuring the continuity and future of the large parks until our country can count on well-established areas to through continuity processes that guarantee the permanence of the spaces. How we agree between the parties many types of ways and nuances.

NAME	MANAGEMENT MODEL	FUNDING	CONSULTIVE ADVICE OR BOARD OF TRUSTEES	REPORT RESULTS
Ecological Park Chipinque	The land is a public good and It is managed by a Charitable Association private	concessions, Parking lots Event organization Ticket office/access	Patronage	Yes
CECURT Center State of Culture and Recreation thong sleeve	Public organization decentralized managed by a board of directors governmental	Government Funds, concessions Event organization	consultive advice	No
Fundidora Park	Public organization decentralized	concessions, Parking lots Organization of events, Activities around the river St. Lucia	consultive advice	Yes
Bicentennial Park Queretaro	Public organization decentralized	Government Funds, concessions - Organization of events Box office / access	Patronage	Yes
Los Colomos Forest	Municipal administration	Government funds, donations Concessions, Parking, Sponsorships Event organization, programs	None	Yes
Explore Park	Public organization decentralized	Funds from the Fair Board	consultive advice	Yes
Rufino Park Tamayo	Public land managed by a patronage	- Government Funds, Donations Sponsorships	Patronage	Yes
Xochitla Foundation	Private land managed by a civil association	Government Funds, Concessions, Organization of events, Programs (classes, tournaments, workshops) Ticket office / entrances	None	Yes
Park Metropolitan of Lion	Public organization decentralized	- Government Funds - Parking lots - Concessions - Event organization - Programs (classes, tournaments, workshops)	Patronage	Yes
The Mexican Park	Public land managed by a civil association	- Concessions or units of business - Parking lots	None	Yes

Table 1.4. **Management models.**



MARKETING, COMMUNICATION AND EVENTS

The research complement collects relevant data on the performance of large urban parks and forests in relation to their promotion, communication and organization of events. Although this information is difficult to group in a comparative table that can give us interesting data, it is important to mention in a timely manner the role that these actions play in the life of a large park.

One of the great issues within public spaces is their use. Communicating and promoting in these times and with the arrival of social networks and other means of communication is a challenge. Large urban parks and forests must take care to have their communication strategies in order to encourage the use of their facilities and amenities, as well as their content programs and events. Having a responsive website, robust and well-served social networks, as well as a mobile application, are essential ingredients to compete against other leisure and recreation options that are more in demand by citizens, such as shopping malls.



CONCLUSIONS

Large urban parks and forests are essential public spaces in cities. Recovering lost spaces to turn them into large parks, as in the case of Parque Fundidora in Monterrey, is not only a great challenge for governments but also a necessity to stop the unbridled growth of cities and all the social problems that the absence of these generates. . If we can have more and better large-scale parks, we will be able to redensify city centers and generate better public life in our communities.

Large urban parks and forests, unlike other types of public spaces, fulfill vital functions within our cities. They are generators of environmental and physical and mental health benefits, capturing water, recovering ecosystems and providing citizens with spaces for recreation, reflection, contemplation, sports and culture.

Large urban parks and forests are very complex public spaces to manage and maintain. The new management schemes propose organized citizen participation and commit governments to have a long-term vision in their maintenance and operation. Working hand in hand with the government and the third sector is essential so that these spaces can be recovered, maintained and operated in a better way.

It is the intention of the ANPR Mexico and the large urban parks and forests that participated in this research, to share information for better decision-making that results in better actions of these spaces and with this an improvement in the quality of life of their users.

THANKS

The Mexican Park
Leon Metropolitan Ecological Park
Fundidora Park
Chankanaab Natural Park
The Great Plaza or Macroplaza of Nuevo
León Laguna Colombia State Ecological Park
Parque Explora
CECURT State Center for Culture and Recreation
Tangamanga Urban Forest Mexican Army
Las Riberas de Culiacán Park
Guanajuato Bicentennial Park
Comala Metropolitan Park
Rufino Tamayo Park
Protected Natural Area Tepic Ecological Park El
Cimatario National Park
Avila Camacho Park
Independence Lookout
Blue Water Park
Gonzalez Gallo Park
Huentitán Natural Park
Los Colomos Forest
Morelos Park
park the dean
Mayor Park
Xochitla AC Foundation
Urban State Park Barranca de Chapultepec
Bicentennial Park Querétaro
Chipinque Ecological Park, ABP El
Chapulín Ecological Park León Zoo

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