



CENTRAL PARK
CONSERVANCY

INSTITUTE FOR
URBAN PARKS

Urban Park Management
Seminar Series

September 29, 2016



The Anatomy of Managing a Large Park Event

Jamie Warren, Director of Operations Management

What is a Special Event?

Special events are those activities where a gathering of 20 or more people is expected over a defined period of time. These can range from small picnics and birthday parties to events as large as the NYC Marathon, which sees over 50,000 participants cross the finish line and thousands of spectators along the way.



Why host events in parks?

Special events can restrict public use and park operations, damage landscapes and infrastructure, and generate excess trash. Are they worth it?

Special Events can also help create an increase in:

- Park usage amongst existing and new park users
- Community and social interaction
- Positive activity

Or a reduction in:

- Crime rates
- Negative park usage



Most Importantly

Events and film shoots offer opportunities to show off park improvements and promote your park to a broader audience, both nationally and internationally.



However...

Special events can be a tool for generating revenue, but should not be used as an incentive for allowing inappropriate or damaging usage of space.

- Choose venues appropriate based on the nature of the event
- Strike a balance between the benefits provided by a special event
 - Long-term sustainability of the park
 - General park usage
- Parkwide operations
 - Your needs come first!



2015 Film & Events in Numbers

NYC Parks permits roughly 2,500 events in Central Park on an annual basis. That breaks down as follows:

- 95 Running, Walking and Biking Races
- 360 Film, Television and Photography Shoots
- 600 Weddings
- 60 Corporate and School Events
- 10 Parades
- 180 Concerts and Festivals

The remainder are small events such as picnics, birthday parties, and family gatherings.

Types of Special Events in Central Park

Private events: birthday parties, wedding ceremonies, corporate picnics, field days, etc.



Public Events

Public events: concerts, athletic activities, cultural programs, parades, etc.

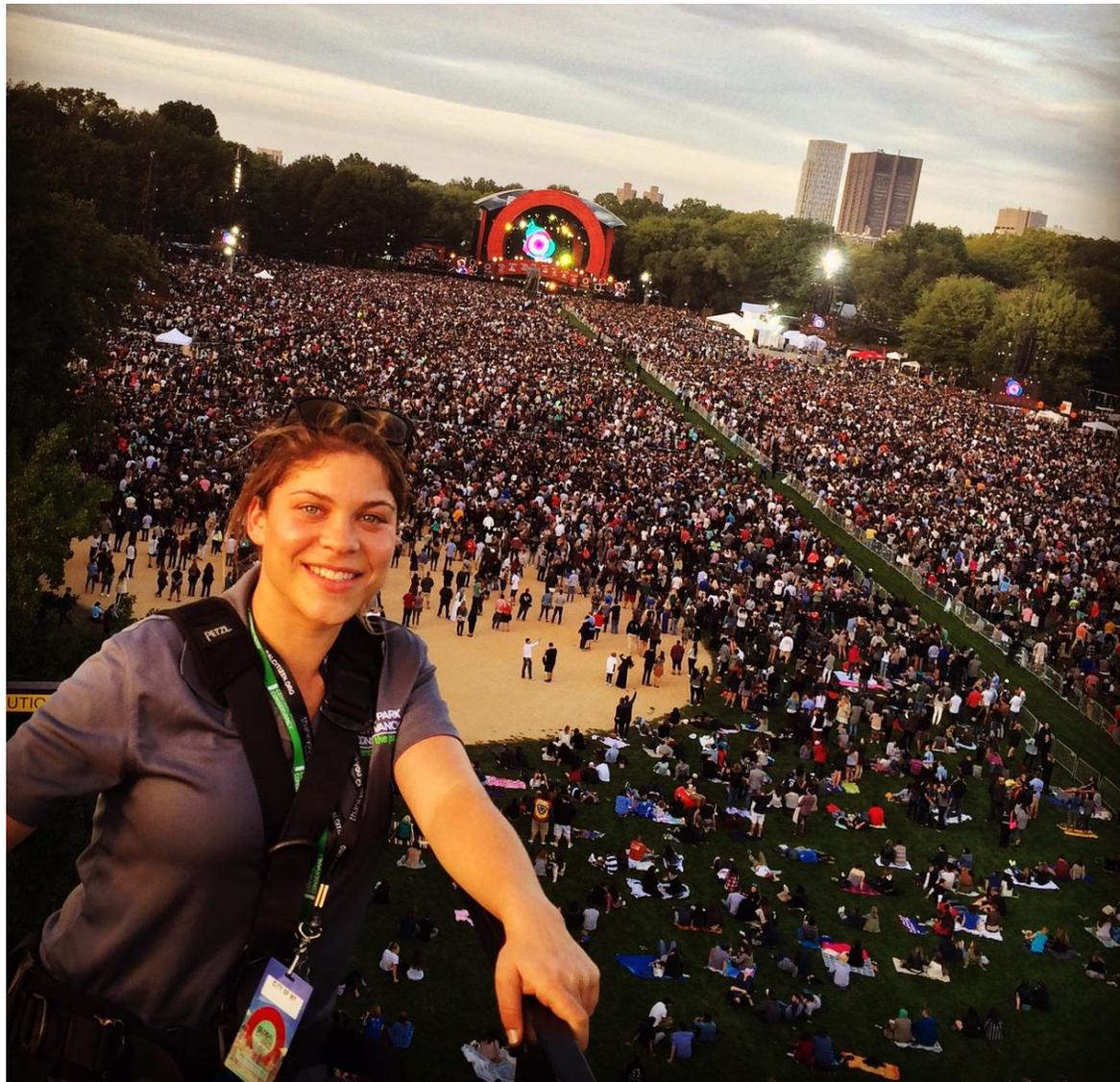


Filming and Photography

In conjunction with the Mayor's Office of Media and Entertainment, the Conservancy manages all filming and photography under guidelines similar to those for other events through our office of Film and Special Events.



Case-Study of a Large Park Event



Global Citizen Festival

Since 2012 Central Park has hosted this annual concert where thousands of “global citizens” gather on the Great Lawn for a day of performances, speeches and political action towards global issues like poverty, disease, sanitation and clean water.

Facts:

- One of seven events allowed to take place on the Great Lawn each year, per the NYC Parks Rules and Regulations
- 60,000 free tickets distributed
- Televised live on MSNBC, YouTube, Google, FUSE TV
- \$27 billion in commitments from groups like World Bank, Bill & Melinda Gates Foundation, and various other government entities



Special Events are “Special”

The process of planning and executing events will likely differ based on your park, location, needs, and the event. However, in general, the following steps are scalable based on each of those factors.

Special Event Application:

- Submitted by event organizer
- Reviewed by NYC Parks and the Central Park Conservancy:
 - Location
 - Date
 - Nature of the event
 - Number of expected attendees
 - Public’s use of space
 - Time of year
 - Construction

Site Visits & Meetings

Site Visit & Meetings:

- Review proposed set-up (infrastructure, fencing, signage, tenting, etc.)
 - If it touches the ground, speak up!
- Ingress and egress of participants
- Public access to the site
- Vehicle movement in and out of the site
- Security
- Trash
- Merchandise, concessions, water, restrooms
- Medical
- Weather protocols

Repeat!

Citywide Coordination

In order to manage an event of this size it takes the coordination of many city agencies and partners, as well as a thorough review internally and with NYC Parks. The months of planning and review ensure both the integrity of the event, and more importantly the Park, are not sacrificed in any way.

Agencies:

- NYC Parks
- NYPD
- Mayor's Office – Citywide Event Coordination and Management
- Office of Emergency Management
- FDNY
- MTA
- Department of Environmental Protection
- Department of Sanitation
- Department of Health
- Department of Buildings



NYC Parks



Internal Process & Review

Regardless of the size of the event, internal discussion and review are a critical piece both from an administrative and operational stand point.

Meet with appropriate staff:

- Directors, Supervisors, Communications, etc.

Notifications to:

- President and Vice Presidents, Chiefs, Associate Vice Presidents

Staff procedures:

- Tasks leading up to event and day-of (removal of fencing, painting, turf work)
- Day-of movement around the Park
- Change of day-to-day procedures (i.e. drop spots, garbage cans)
- Area closures
- Staff ID's and credentials

Weekly meetings:

- Directors' Meeting – Weekly; Monthly with Supervisors
- Operations Meeting – NYC Parks, Parks Enforcement Patrol, NYPD

Best Practices

As the main caretaker for your park, you are the expert when it comes to management and maintenance. What are things you can do to assist with the event set-up, and therefore ensure the landscapes and people are managed in the best way?



Communication



Internal Notifications

Weekly Email to All Staff

The screenshot shows an Outlook email window titled "Full Weekly Events, Film and Photography Schedule for September 19 - Septemb...". The interface includes a ribbon with "FILE" and "MESSAGE" tabs, and a toolbar with various actions like Delete, Reply, Forward, Move, and Mark Unread. The email content is as follows:

From: Natalie Wilson
Date: Fri 9/16/2016 4:48 PM
Subject: Full Weekly Events, Film and Photography Schedule for September 19 - September 25, 2016

To: [Redacted]

Attachments: Full Weekly Events Film Photography Schedule for September 19 - September 25.xlsx (795 KB)

Content:

Good Afternoon!

Attached, please find the summary of permitted film and photography projects and events for the week of **September 19th through September 25th, 2016**. The upcoming week's most notable events are highlighted below:

- 9/19 Monday**
 - *Global Citizen Festival Load-in at the Great Lawn
- 9/20 Tuesday**
 - *Global Citizen Festival Load-in at the Great Lawn
 - *Women's Committee 35th Anniversary Luncheon at the Conservatory Garden
 - *100-person Film Shoot (overnight into Wednesday) at the Bethesda Fountain
- 9/21 Wednesday**
 - *Global Citizen Festival Load-in at the Great Lawn
 - *Imagine Again display at the Bandshell Plaza
 - *Peace Day Aerial Art at the Great Hill
 - *Meditation for International Day of Peace at Rumsey Playfield
 - *Central Park Horse Show at Wollman Rink

Internal Notifications



EVENTS IN THE PARK

MONDAY, SEPTEMBER 19 - SUNDAY, SEPTEMBER 25, 2016

Jamie Warren: 646.823.2499 Stan Steen: 347.713.2852 Todd Easton: 646.874.4615 Natalie Wilson: 646.859.9142

MONDAY 9/19	<i>EVENT</i>			
	<i>LOCATION</i>			
	<i>EXPECTED ATTENDANCE</i>			
	<i>TIME</i>			
TUESDAY 9/20	<i>EVENT</i>	Women's Committee 35th Anniversary Luncheon		
	<i>LOCATION</i>	Conservatory Garden		
	<i>EXPECTED ATTENDANCE</i>	35 pp.		
	<i>TIME</i>	11:30 am-1:30 pm		
WEDNESDAY 9/21	<i>EVENT</i>	Imagine Again	Peace Day Aerial Art	Meditation for Peace - International Day of Peace
	<i>LOCATION</i>	Bandshell Plaza	The Great Hill	Rumsey Playfield
	<i>EXPECTED ATTENDANCE</i>	2000 pp.	500 pp.	500 pp.
	<i>TIME</i>	6:00 am-6:00 pm	10:00 am-3:00 pm	5:30 pm-7:00 pm
WEDNESDAY 9/21	<i>EVENT</i>	Central Park Horse Show		
	<i>LOCATION</i>	Wollman Rink		
	<i>EXPECTED ATTENDANCE</i>	1900 pp.		
	<i>TIME</i>	5:00 pm-10:00 pm		
THURSDAY 9/22	<i>EVENT</i>	An Insider's Look at the Hallett Nature Sanctuary	Central Park Horse Show	Summerstage Presents: Band of Horses
	<i>LOCATION</i>	Hallett Nature Sanctuary	Wollman Rink	Rumsey Playfield
	<i>EXPECTED ATTENDANCE</i>	50 pp.	1900 pp.	5000 pp.
	<i>TIME</i>	7:00 am-10:00 am	6:30 pm-10:00 pm	6:30 pm-10:00 pm

Event Physical

The Event Physical is a document compiling all pertinent event details regarding things ranging from the date, location and key event contacts, to area closures, event-day timelines, weather contingencies, and needs from each agency/partner.



City of New York
Parks & Recreation
www.nyc.gov/parks

NYC Parks

****FINAL****

To: All Concerned
From: Anthony Sama, Citywide Marketing & Special Events
Re: Global Poverty Project's 2015 Global Citizen Festival – September 24, 2016
Date: September 12, 2016

Below is an informational memo regarding the Global Poverty Project's 2015 Global Citizen Festival, which will take place on the Great Lawn in Central Park on Saturday, September 24, 2016. ***rain date Sunday, September 25, 2016***

Event Description:

On Saturday, September 24th, the Global Poverty Project will host a free, ticketed concert on Central Park's Great Lawn. 60,000 spectators are expected to attend the concert that will run from 4:00 p.m. to 10:00 p.m. Gates will open at 2:00 p.m., unless otherwise determined on the day-of. The concert will feature performances by Major Lazer, Demi Lovato, Metallica, and Rihanna. This concert is the result of a partnership between the Global Poverty Project and the City of New York.

Parks' Contacts:

Anthony Sama
212.360.8207
646.529.1847
Anthony.Sama@parks.nyc.gov

Venus Melo
212.360.8219
347.242.9296
Venus.Melo@parks.nyc.gov

Event Contacts:

Global Poverty Project
David Beame
407.620.4000

Diversified Production Services (DPS)
Dave Meyers, Site Manager
201.906.2387

Chris Balogh, Site Manager
636.448.9791

Location:

Great Lawn, Central Park

Date and Time:

Saturday, September 24, 2016
4:00 p.m. – 10:00 p.m.

Attendance:

Global Poverty Project has given away 48,000 tickets to the concert through an online ticket lottery system. All tickets were distributed electronically by Ticket Master.

An additional 12,000 VIP tickets are being distributed through the Global Poverty Project. For more information on ticket services please visit <https://www.globalcitizen.org/en/festival/2016/health/>.

Park Entrances for Concert:

There will be multiple points of entry (access) into the Park for the various groups attending. These

VIP 1 Access: W85th Street & Central Park West (1,250)
Media Access: E84th Street & Fifth Avenue
ADA Access: E84th Street & Fifth Avenue

Please note that each of these gates will include a soft check (ticket check), a hard check where any prohibited items will be confiscated (and not returned to owners), and a ticket scan area, where the physical printed tickets will be scanned for authenticity and attendance recording purposes. Each barcode is unique and can only be scanned in once.

Basic Event Timeline – Detailed Production Schedule Available upon Request

Sunday, September 18, 2016	9:01 p.m.	24 hrs/day load-in begins: Access to Basketball/Volleyball Courts Fields 7 & 8 Backstage Production Stage Buildout Begins
Monday, September 19, 2016	9:01 p.m.	Stage and Production Build Out Cont.
Tues., September 20, 2016	9:00 p.m.	Access to Great Lawn Oval & Fields 1-6 Begin delay towers build on Fields 3-6
Wed., September 21, 2016	8:00 a.m. 3:00 p.m.	Barricade set-up on Fields 1-6 (CPC) Security Walk Through **Weather Permitting
Thursday, September 22, 2016	10:00 a.m.	Audio - Full System Check Allowed
Friday, September 23, 2016	10:00 a.m.	Audio - Full System Check Allowed
	1:00 p.m. to 5:00 p.m.	Talent, Video, Lighting, Camera Rehearsal
	7:30 p.m. to 8:30 p.m.	Talent Rehearsals Continued
	9:00 p.m.	Elements surrounding Oval are installed (Merchandise, Concessions, Portajohns)
Concert Day: September 24, 2016	Overnight	Set-up of entry chutes, panel fencing, signage
	1:00 a.m.	Freezing of Great Lawn, 79 th to 86 th (East Drive to West Drive Only) Chutes opened (as needed) to 74 th Street
	6:00 a.m. - 10:00 a.m.	Commuter Path Open (access to East and West side via E79th Street and W81st Street across Great Lawn)
	9:00 a.m.	Weather Meeting (OEM Command)
	10:00 a.m.	Chutes ready for opening (if needed), only as far north as hard checks.
	10:00 a.m. - 11:30 a.m.	Talent Rehearsals
	12:00 p.m.	Show Ready (Gates opened, if needed)

Event Physical Continued...

Load-out:

Sunday, September 25, 2016	5:00 a.m.	Great Lawn Oval Clear
Monday, September 26, 2016	5:00 a.m.	Fields 1-6 Clear
Tuesday, September 27, 2016	5:00 a.m.	Fields 7 & 8 Clear
Wednesday, September 28, 2016	10:00 a.m.	Basketball/Volleyball Courts Clear

Setup Details

The stage will be located on Ballfields 7 & 8 in the North area of the Great Lawn. Backstage there will be an 80'x80' VIP tented area on the infield of Ballfield 7. This area will be accessible by 1,250 VVIPs. Alcohol and catering will be available in this area. Delay towers with additional speakers and video screens will be placed on the infields of Ballfields 3-6 (Pens 1-4). Site maps available upon request (email: anthony.sama@parks.nyc.gov).

Press

The Global Poverty Project has hired Sunshine Sachs to manage and maintain all press inquiries and press/media access on the day of the concert. There will be limited satellite truck press parking on the East Drive (up to 10 vehicles), available through the Global Poverty Project and Sunshine Sachs. Such vehicles will enter and get checked-in by Sunshine Sachs at E72nd Street and Fifth Avenue, and escorted up to their designated location along west side of the East Drive south of 85th Street. Walk-in press will be checked in at 84th Street and 5th Avenue and escorted into a press area located behind the backstop of Ballfield 6 (Pen 2).

For photographers needing access to the front of the stage Sunshine Sachs is permitted to escort up to 10 photographers at a time to an 8'x8' designated area in Pen 2. Once those photographers are done they will be escorted back to the designated press pen located on the infield of Pen 2.

Accessibility

By design the event is accessible. Special needs will be catered to through the Global Poverty Project. An area on Ballfield 6 (Pen 2) will be dedicated and maintained by the Global Poverty Project for those needing accessible seating. The ADA entrance will be located at E84th Street and 5th Ave.

Weather Contingency

Parks, NYPD and OEM will monitor weather conditions throughout Saturday, September 24, 2016 to determine any contingency needs as may be necessary due to the threat of lightning, heavy rains and wind. Determinations will be made to delay the start of load-in, delay the start of the event, curtail the event early, or postpone the event as may be deemed necessary given weather conditions. Should the event be postponed it will take place on Sunday, September 25. All timelines remain the same. It is understood that forecasted bad weather decisions onsite will take into consideration a projected hour-long evacuation of the audience and an additional 20 minutes on top of that to account for variability with the weather forecast, as may be necessary.

Park Closures (these closures build upon one another):

Sunday, September 18, 2016	9:00 p.m.	Basketball/Volleyball Courts Ballfields 7 & 8
Tuesday, September 20, 2016	9:00 a.m.	North Path on Great Lawn Oval, Ballfield 5 & 6
Saturday, September 24, 2016	1:00 a.m.	Entire Great Lawn, 79 th Street to 86 th Street btw the East and West Drive

Please note all Park entrances along 5th Avenue and Central Park West will remain open to public ingress and egress.

Please Provide the Following:

CPC/79th Street Yard (Russell Fredericks; Jamie Warren):

- Assist with supervision of event load-in/out.
- Assist with set-up of emergency lanes and audience entrance/exit lanes on the Great Lawn.
- Assist in the supervision/facilitation of range fence removal.
- Assist in the set-up of water source on Basketball/Volleyball courts for catering, and water access for VIP Toilets from the West ~~Pinstum~~.
- Assist in removal of volleyball posts (removable posts only).
- Assist in notification of tourist groups, handsome carriage, and small events in area.
- Assist in posting park notification signs prior to event as per production signage plan.

Parks 86th Street Shops (Chief of Operations Namshik Yoon; Supervisor Denis Byrne):

- Clear the North Great Lawn Path behind Shops for vehicle and fork movement as well as placement of dumpster by Sunday, September 19.
- Please clear lower parking area on dates and times reflected in an email dated September 6, 2016.

Parks PEP (Assistant Commissioner Michael Dockett; Inspector Edwin Rodriguez):

- Event coverage as per previous years
- PEP Command Trailer positioning on September 23, 2016 at approximately 85th Street on Bridal Path off West Drive.

NYPD (Lt. Dennis McCartney; Lt. Kevin O'Connor; Lt. Noel MacMahon):

- Assist in freezing of off-limit areas during the day of the event.
- Event coverage per plan.
- Command trailer positioning on September 24, 2016 in the a.m.

REVENUE (Glenn Kaalund):

- Please remove/relocate pushcart vendors from the North Great Lawn Oval beginning Friday, September 23, 2016.
- Please remove/relocate pushcart vendors from the Great Lawn Area and those carts located along the East and West Drive between 72nd Street and 86th Street on Saturday, September 24, 2016.
- Please remove/relocate pushcart vendors from 72nd Street & Central Park West and 72nd Street and Fifth Avenue for the day on September 24, 2016.

FDNY (Fred Villani)

- Review and approval of final security and emergency services plans.
- Command trailer positioning on September 24, 2016 on West Drive north of Ross ~~Pinstum~~ entrance (approximately 84th Street).
- Assist with placement of EMS assets on the West 85th Street Entrance Ramp (off Central Park West) and on west side of East Drive between 81st and 84th Street.

OEM (Frank McCarton; Kevin Clark)

- Command trailer positioning on September 24, 2016 on West Drive adjacent to Bridle Path @ about 85th Street beginning no earlier than 6:00 a.m.
- Provide a representative from the National Weather Service to be on-site and monitor all weather conditions.
- Provide meeting space for select representatives from the City who will be notified about current and future weather situations and general event information. First meeting to be held at 9:00 a.m. on September 24, 2016.
- Provide weather reports to select individuals beginning Thursday, September 22 at 7:00 a.m.

External Communications

Communication to the public can be handled in many ways. Social media is a great way to let large groups of people know what's happening in their backyard, drive traffic to your website and social media outlets, and get information out to a mass group of people quickly. In-park notifications are equally important – particularly for those people who may not look at your website or follow you on social media.

The screenshot shows the Central Park Conservancy website. At the top left is the logo for Central Park Conservancy, with the tagline "Official Caretakers of Central Park" and "central to the park". To the right is a sign-up form for "Get the Inside Scoop on Central Park Events!" with a "Your Email" input field and a "Sign Up" button. Below this is a navigation bar with links for "Visit", "About the Conservancy", "Shop", "Support", "Join or Renew" (highlighted in red), and "Search". A left sidebar contains a menu with items like "Visiting Central Park", "Things to See and Do", "Events", "Alerts and Closures", "Maps", "Tours", "Programs", "History", "FAQ", and "Contact Us". The main content area is titled "Central Park Alerts and Closures" and includes a "SHARE" button. The text below the title reads: "Check this page for updates on major disruptions in Central Park. You can also follow us on Twitter for updates about alerts, closures and special events in Central Park." The first alert is titled "Until further notice" and concerns "Catch-and-release fishing in Harlem Meer". It lists "Closures and Affected Areas" as "Due to high levels of blue-green algae in the Harlem Meer, catch-and-release fishing is suspended until further notice." and provides "More Information" as "www.dec.ny.gov/chemical/83310.html". The second alert is for "Monday, September 26, 2016 to Friday, September 30, 2016" and is an "All Day" closure of the "Great Lawn - Closed for Turf Care Maintenance". The third alert is for "Sunday, October 2, 2016" from "6:00 am - 12:00 pm" and is for a "Race: NYRR Memorial Sloan Kettering's Fred's Team Presents Grete's Great Gallop (13.1M)". It lists "Closures and Affected Areas" as "Drives crowded" and provides "More Information" as "www.nyrr.org/races-and-events/2016/memorial-sloan-kettering-freds-team-presents-grete-great-gallop".

Event Day

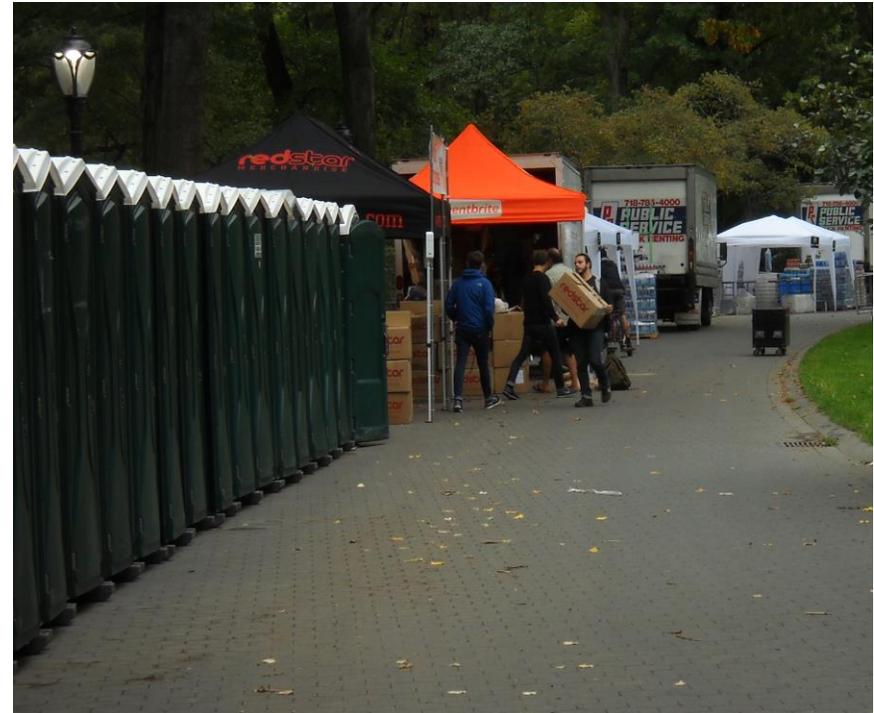
The work and coordination leading up to the event can be long and arduous, but it doesn't stop there. Ensuring that all elements are in place the morning of the event will ensure a safe and fun event for all. And of course, that your operation can continue with as little disruption as possible. Business should function as usual immediately following the event.

CHECK THE WEATHER CHECK IT AGAIN

Pre-event walk through:

- Security and fencing in place
- Chutes ready to go
- Concessions and merchandise set-up
- Cable ramps in place
- Tents secured
- Staff informed
- Signage up
- Garbage cans out

CHECK THE WEATHER



Event Day Continued...

On-site meeting with key agencies and partners:

- NYPD
- FDNY
- Private security
- Office of Emergency Management
 - National Weather Service
- Event organizers
- Mayor's Office
- Private Security
- Department of Buildings
- Department of Health

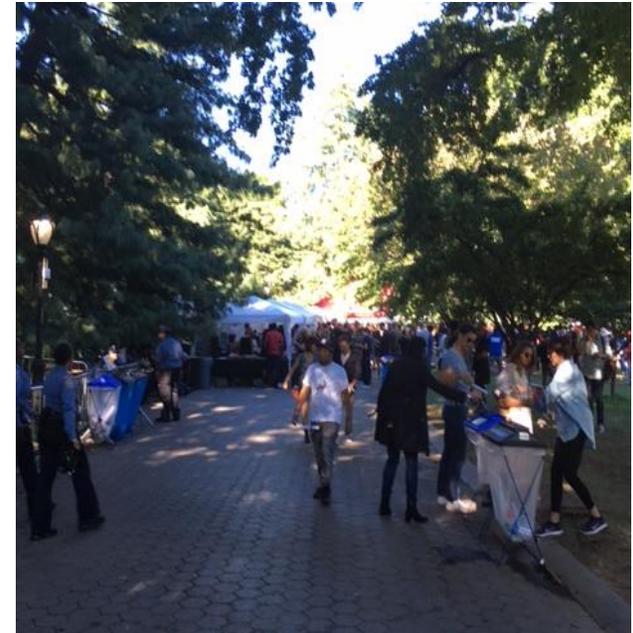
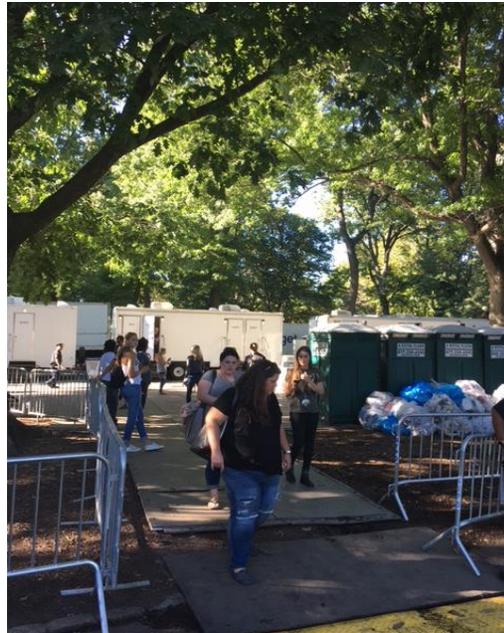
These meetings are held throughout the day based on different factors including weather, lines, timing, etc. NYPD acts as the lead for the day.

Internal communication should be kept throughout the day. This can be done via radio, email and phone call. i.e. when gates open, when concert starts and ends, meal breaks, any on-site needs, and any important items that staff should be aware of.

Trash Management

This can be the most challenging aspect of an event. Proper planning and foresight can ease the burden on the event organizer. Again, you know your park best.

- Designate locations for trash receptacles in advance
- Identify locations to drop bags that will not interfere with crowd movement and will not damage vegetation and trees
- Ensure there are plenty of staff to assist with clean-up; before, during and after
- Remove your existing trash bins and have the organizer provide their own
- Check your perimeter!



Post Event

Once the event is over, the hard work begins. Don't let things fall through the cracks. Make sure you keep your eyes on things through to the end. This is when things can go wrong.



Conducting a post-event walk through with the event organizer and producer gives way for successes and short falls to be addressed. What worked and what didn't. Is there damage? What could be done next time to improve?

Damages

Who is held accountable for any damage that occurred? Do your best to approve things that will mitigate damage in advance as much as possible.

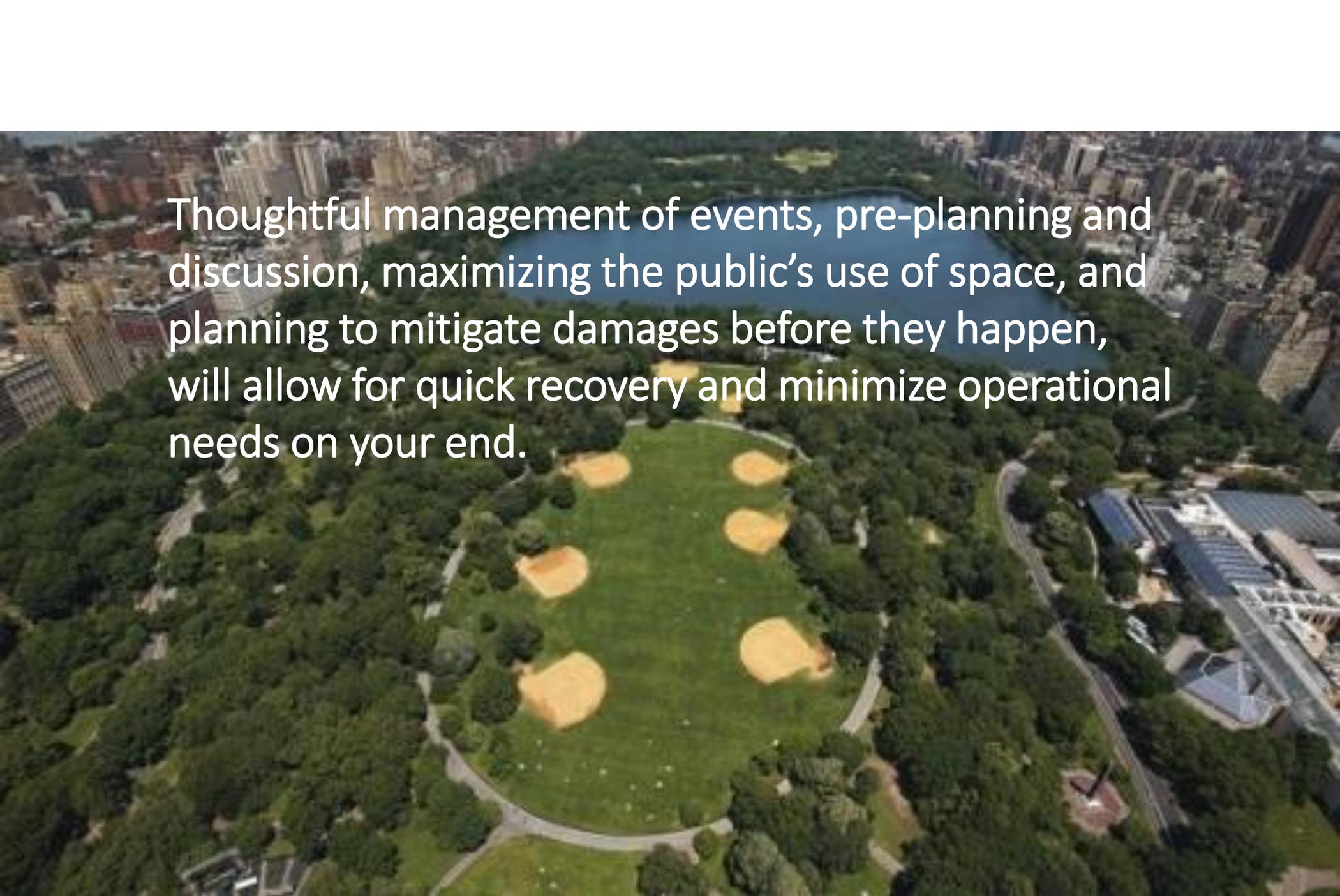
- Enkamat
- Equipment on hard surface, or clay. Not on grass where avoidable.
- Flooring
- Plywood laid down where vehicles may have to travel over grass
- Move equipment throughout the load-in and load-out that may suffocate grass, or wait as long as you can to put it out



Recovery

Once the event load-out is complete, in-house work is necessary to restore the landscape. Ballfields are closed for a full week after the show. Raking, seeding, aerating, watering, mowing, repeat!





Thoughtful management of events, pre-planning and discussion, maximizing the public's use of space, and planning to mitigate damages before they happen, will allow for quick recovery and minimize operational needs on your end.



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For more information about Institute programs,
please contact:

Maura Lout

Director, Center for Urban Park Management
mlout@centralparknyc.org

Chris Cousino

Associate Director of Urban Park Management
ccousino@centralparknyc.org

Learn more at: centralparknyc.org/institute | institute@centralparknyc.org | [@cpcinstitute](https://www.instagram.com/cpcinstitute)