



**Urban Land
Institute**

Advisory Services Program

Glen Echo Park Partnership for Arts and Culture

GLEN ECHO, MD

ULI ADVISORY SERVICES

MARCH 8-11, 2022

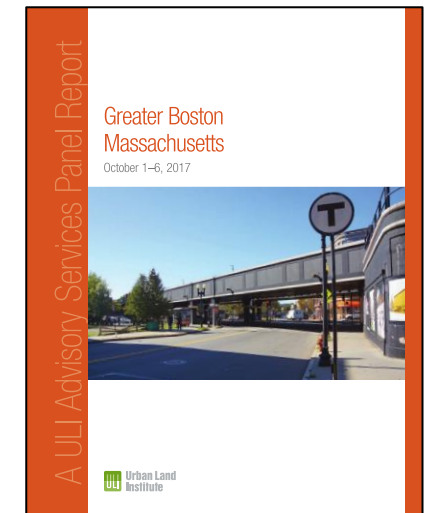
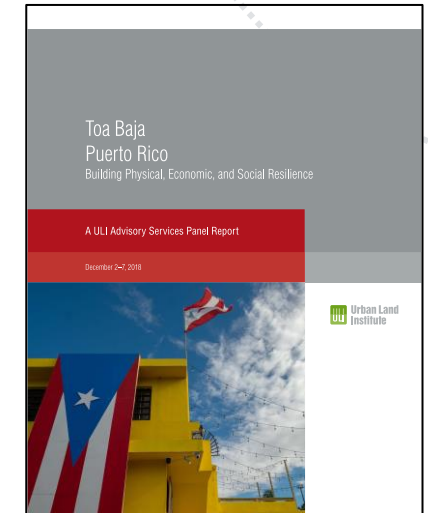
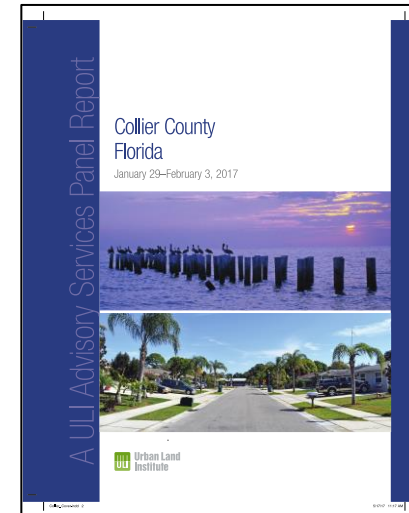
Credit: DSG

About the Urban Land Institute

Glen Echo Park—MARCH 2022

ULI Mission: Shape the future of the built environment for transformative impact in communities worldwide

- A multi-disciplinary membership organization with more than 45,000 members in private enterprise and public service
- What the Urban Land Institute does:
 - Conducts Research
 - Provides a forum for sharing of **best practices**
 - Writes, edits, and publishes **books** and **magazines**
 - Organizes and conducts **meetings**
 - Directs outreach programs
 - Conducts **Advisory Service Panels**



ADVISORY SERVICE PANELS

Since 1947, ULI's Advisory Services Program have helped more than 700 communities find independent, strategic, and practical solutions for the most challenging land use issues.

Thank you to our sponsors!



GLEN ECHO PARK

Glen Echo Park Partnership for Arts and Culture

THE **JIB** FOUNDATION

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MARCH 2022

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ULI Panelists and Staff

Selected for their subject matter expertise to provide **objective, volunteer** recommendations

Michael Stern (Panel Chair)

MAS Places
Jackson, WY

Paul Moyer

Jacobs
Washington, D.C.

ULI Staff

Kelsey Steffen

Director, Advisory Services

Billy Grayson

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Senior Associate, ULI Meetings and Events

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Bethesda, MD

Organization, Place, and Resources



Organization, Place, and Resources

- Rethink GEPP Organization and Board and relationship with Partners
- Elevate the importance of the Park to same level as the Programs
- Grow visitation to expand the potential for new revenue streams



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Internal Organization



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Celebrating Accomplishments

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The GEPP has many extraordinary accomplishments over the last 20+ years of its history that it should be proud of:

- Maintaining historic character of the Park
- Facilitating and supporting the multiple arts organizations
- Moving forward with future strategic and master planning with bold vision
- Strong commitment and technical capability of the current Board
- Committed and hard-working long-time staff with strong institutional history and knowledge



Credit: ULI

Changing the Culture of Glen Echo Park

But the organization has now “squeezed the orange dry” – and you all know this

- Staff is beyond capacity now
- Board needs to be rethought and reinvigorated and needs new blood
- Co-operators are not engaged in future strategic planning
- Need for diverse new audiences and visitors
- Partnerships are not functioning and need to be rethought
- Fundraising capacity is severely limited
- Revenue streams are not capable of generating income for long-term fiscal sustainability
- Physical plant is deteriorating and not sustainable

What Would this New Organization Look Like?

Forge a new Cultural Identity and Sense of Place that:

- Is based on a holistic focus on the Park as Place
- Enhances the identity of the historic Park, while redeveloping for the future
- Focuses on the Park landscape as the unifying Place that brings everyone together
- Builds a new collaborative culture that is based on existing relationships
- Enables synergies of overlapping uses and activities to create a larger whole
- Expand the staff to meet the existing and future demands of the park
- Move forward with a Master Development Plan only after collaborative relationships with the partners have been renewed and clarified



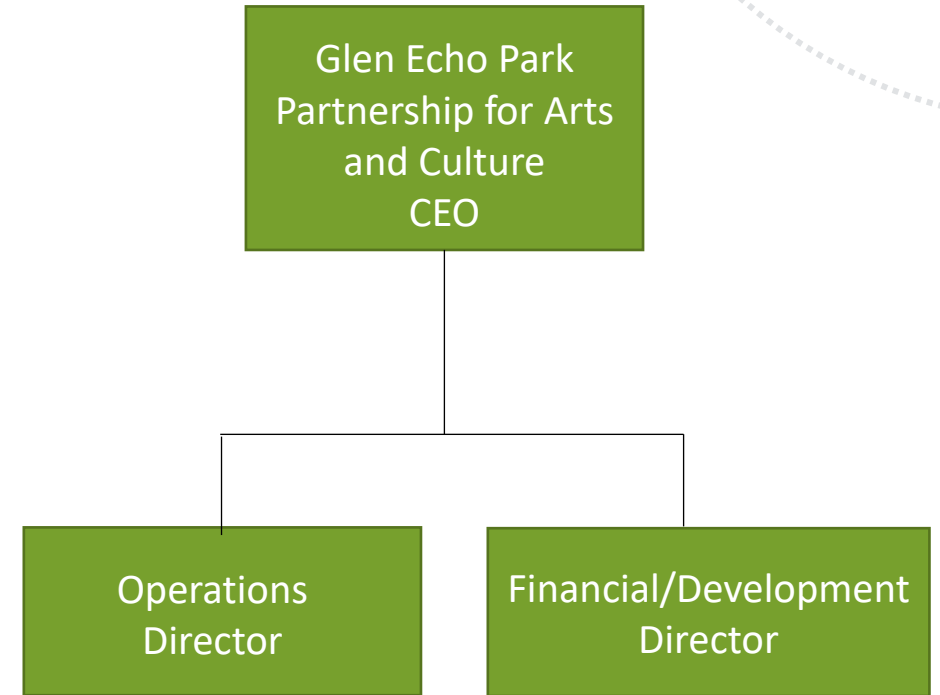
Credit: ULI

What Would this New Organization Look Like?

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Find new mechanisms for collaboration

- Create a strong community among the co-operators through mentorships and cross-promotions
- Establish core principles based on historic character of Glen Echo Park that can shape plans
- Get over the Park Service – find a way to work with the NPS until an alternative ownership and management structure can be implemented
- Utilize the resources of multiple Montgomery County departments
- Reorganize the GEPP management structure to add CEO



Building and Executing a Capital Campaign

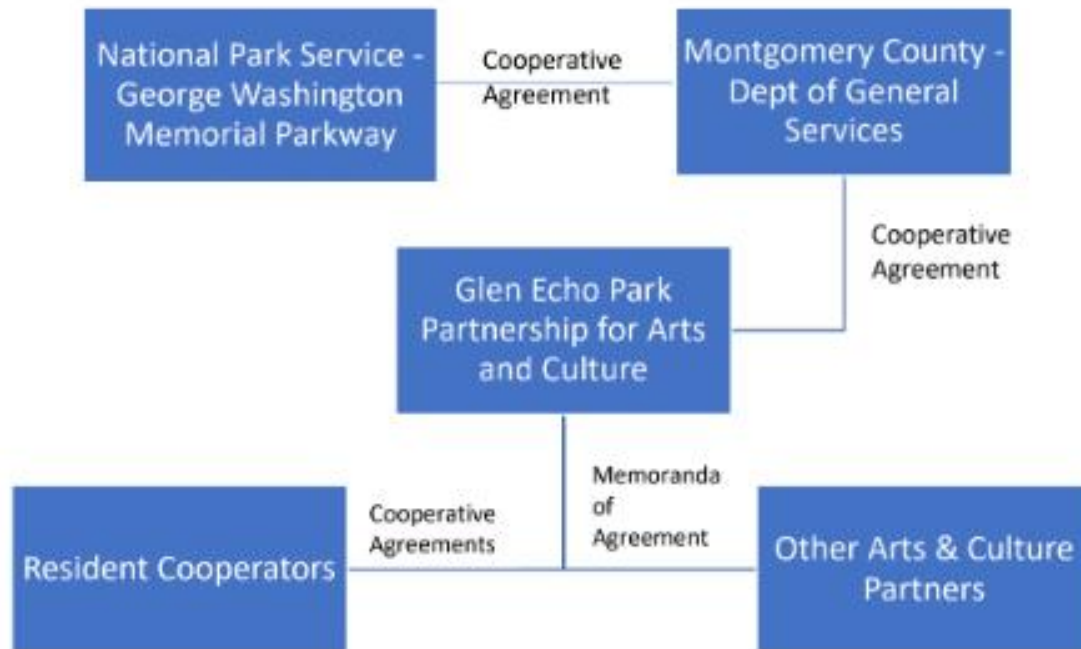
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- The GEPP wants to expand facilities and have a greater impact related to its Centers of Excellence
- To achieve that growth and impact, the Partnership will need a significant capital campaign
- Utilize the Kelly Strategies Plan from 2020
- There are specific recommendations with respect to a philanthropic cultural shift that should be used by GEPP
 - It advocates for donor-centered fundraising (including a Friends of Glen Echo program and a much-enhanced Membership program)
 - Makes suggestions for organizational leadership adjustments
- The recommendations are sound, and resources should be devoted to its implementation
 - CEO should make this the top priority
 - A full-time staff person should execute the plan in partnership with the CEO
 - A Board subcommittee needs to own the capital campaign

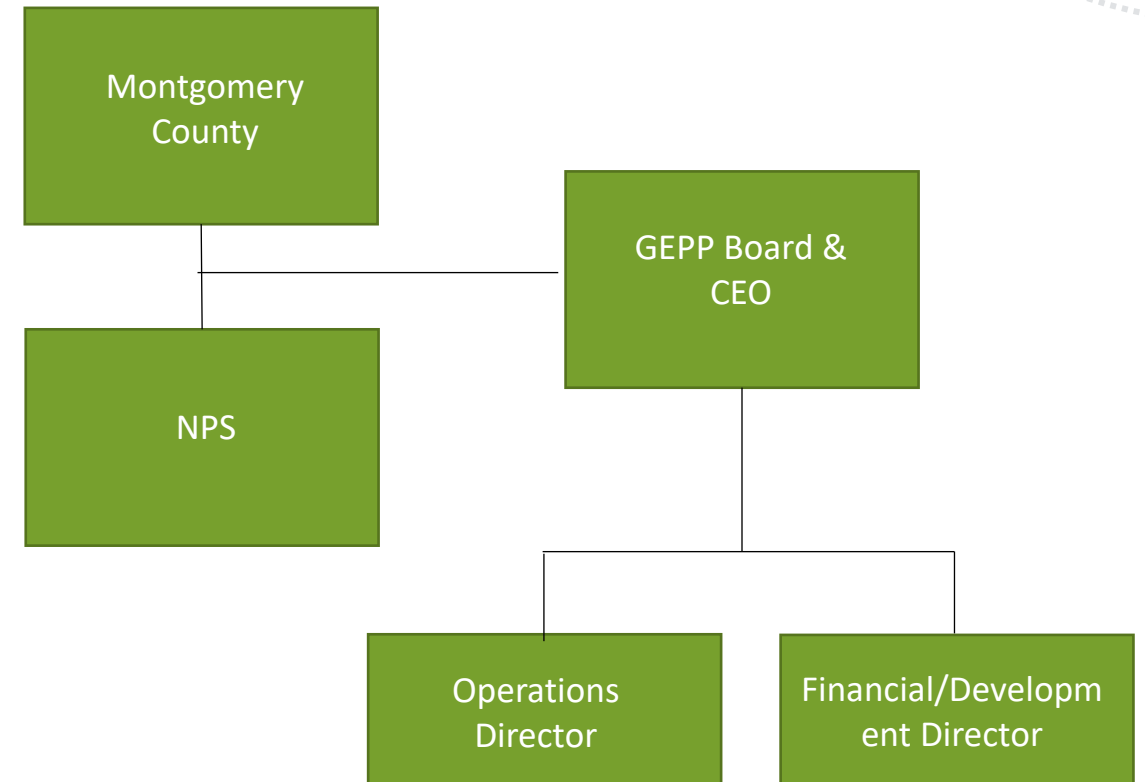
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External Organization

EXISTING Organizational Structure



PROPOSED Organizational Structure



Partnerships

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Cooperative Agreement

- Montgomery County – National Park Service – Glen Echo Park Partnership (GEPP)
- Establishes Roles and Responsibilities for National Park Service and Montgomery County
- Updated 2018 for 10-year term



GLEN ECHO PARK

Glen Echo Park Partnership for Arts and Culture

Partnerships

Current Situation

- ULI heard feedback about challenges of the current agreement and the process to implement projects or some activities on site
- Specifically, we heard a desire to simplify the partnership and ultimately transfer the property to the County
- Process for transfer may take up to 20 years and would require legislative action by congress
- It will also involve either a swap of something of similar value or financial compensation based on the value established for the Park

Cooperative Agreement

P18AC00845

Between

THE UNITED STATES DEPARTMENT OF INTERIOR

NATIONAL PARK SERVICE

AND

MONTGOMERY COUNTY, MARYLAND

DUNS No:062014378

Department of General Services

101 Monroe Street, 9th Floor

Rockville, MD 20850

CFDA: 15.954 - National Park Service Conservation, Protection, Outreach, and Education.

Project Title: GLEN ECHO PARK PROGRAM MANAGEMENT AND OPERATIONS

Amount of Federal Funds Obligated: \$0.00. Property Assignment: The NPS's contribution consists of the Assigned Lands and Government Facilities and Improvements.

Total Amount of Award: \$0.00. Property Assignment: The NPS's contribution consists of the value of Assigned Lands and Government Facilities and Improvements.

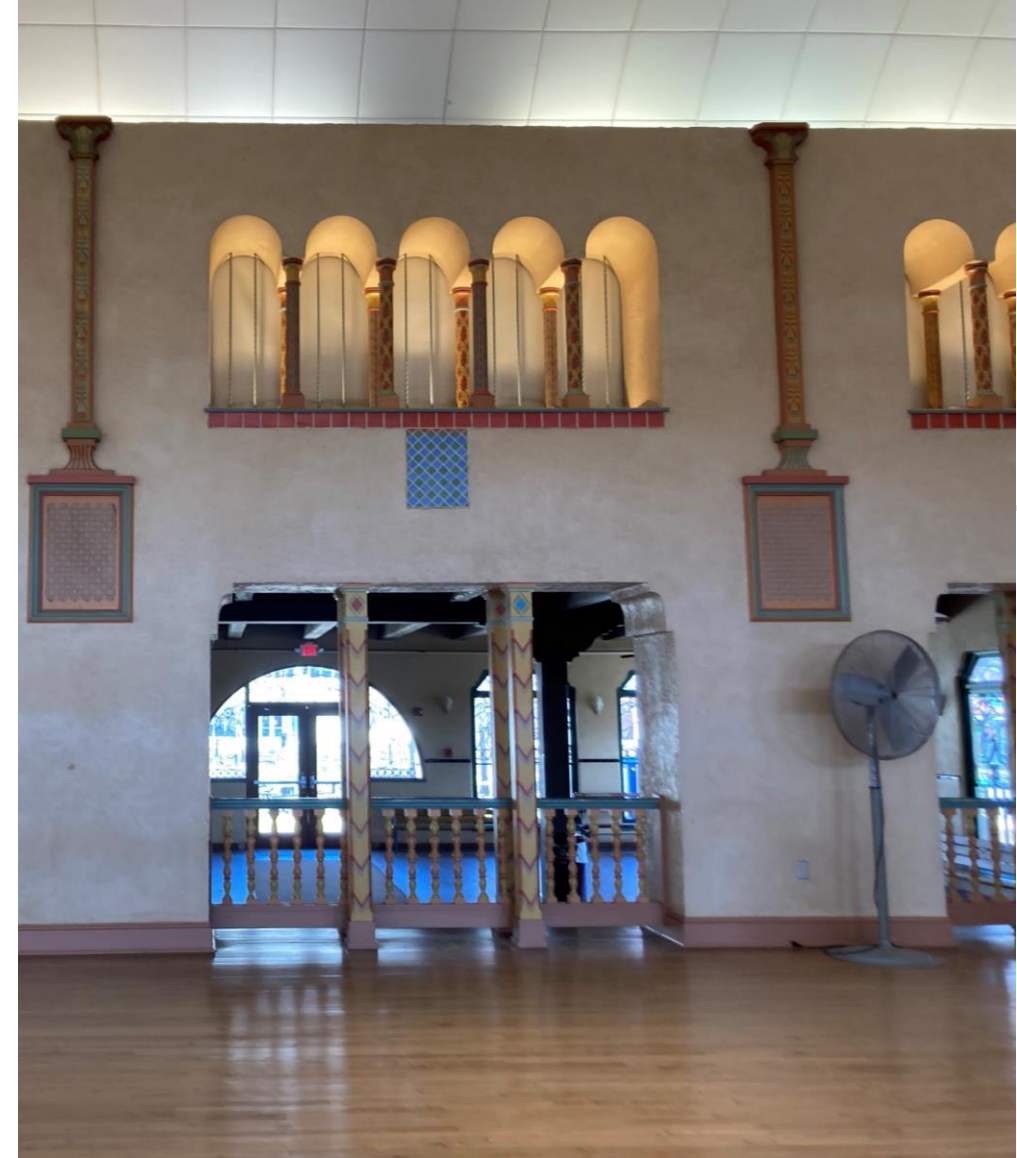
Period of Performance: Ten (10) years from the date of last signature.

This Cooperative Agreement (Agreement) is entered into by the National Park Service (NPS) within the U.S. Department of the Interior, and Montgomery County, Maryland ("County").

Partnerships

Path Forward

- Its unlikely that a transfer of property could be accomplished in the near term.
- Re-focus on the current Cooperative Agreement
 - Improve understanding by all stakeholders
 - Confirm responsibilities and expectation
- Continue to pursue long term option for Land Transfer
- Establish proactive communication process to ensure all parties are engaged early in the process
- Example – Spanish Ballroom HVAC Project



Credit: ULI

Partnerships

Path Forward

- Establish Partnership communication protocols
- Assign coordination roles / responsibilities to member of Partnership
- Create graphic / list of roles and responsibilities based on the overall Cooperative agreement and sub agreements to help ensure understanding and adoption
- County should also engage Parks Department along with DGS to better integrate Glen Echo Park into the overall county park system



Credit: ULI

Place





Bethesda

Glen Echo Park

Friendship Heights

Potomac River

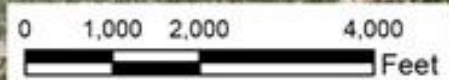
C&O Canal

Capital Crescent Trail

Washington DC

Virginia

CIA



Access

A Limiting Factor

- Location is challenging to access other than driving
 - Barrier for some visitors
 - Impacts diversity of visitors
 - Not environmentally friendly
 - Parking capacity limits
- Need to make other modes of transportation (cycling, transit) easier and disincentivize driving
 - Conduct parking study
 - Consider charging for parking
 - Phase after bike/transit improvements



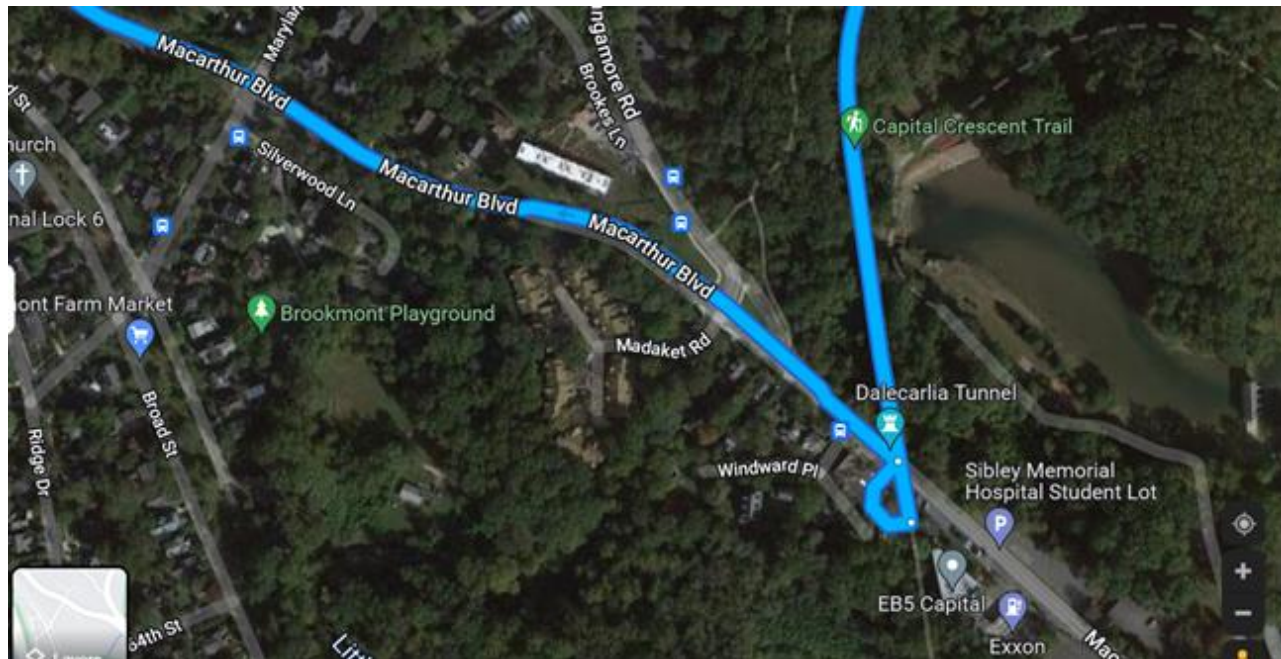
Credit: ULI

Cycling

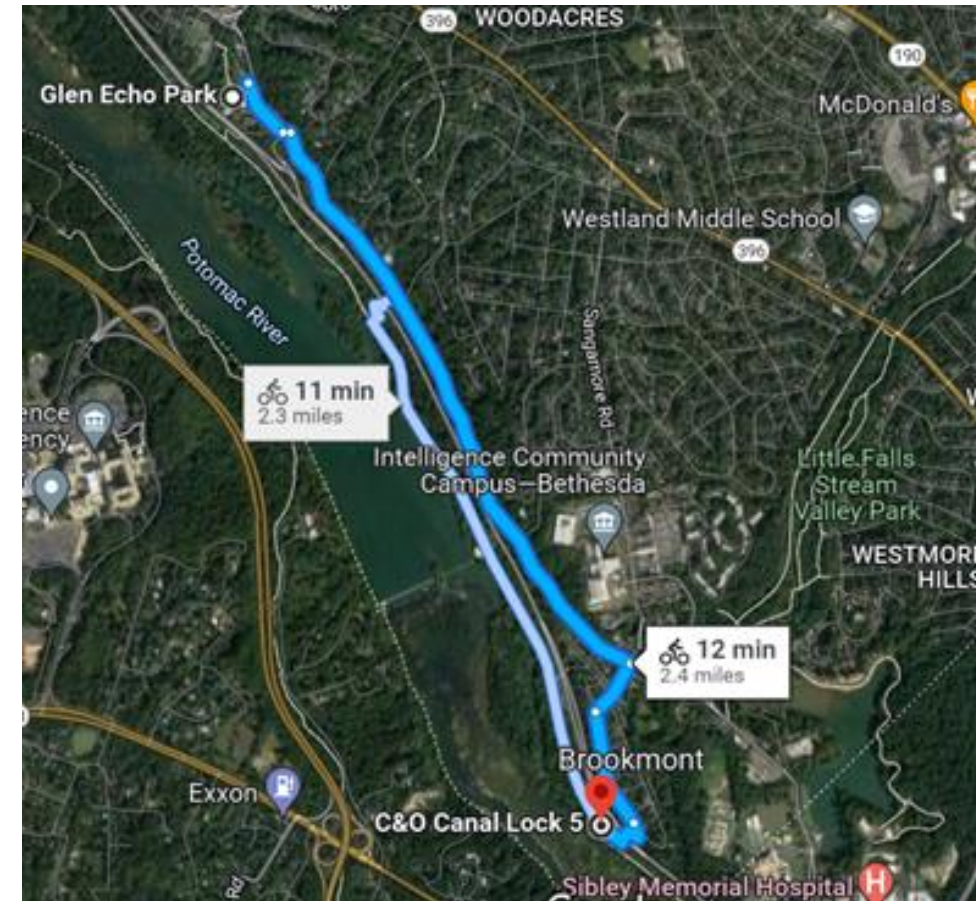
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Huge Opportunity to Connect to Nearby Networks

- MacArthur Blvd side path to Park entrance
- Capital Crescent Trail – 850,000 users/year
- C&O Canal towpath – 5 million visitors per year



Credit: Google Maps



Credit: Google Maps

Cycling

Advocate for Implementation of County Bike Plan

THE BICYCLE MASTER PLAN APPROVED BICYCLE NETWORK

WELCOME INFO BIKEWAYS

Welcome to the recommendations for the Bicycle Master Plan. On this page you will be able to review a brief description of bikeway facility types, learn about bikeway and bicycle parking station recommendations and view bikeway implementation prioritization.

Existing	Proposed	
		Trails
		Sidepaths
		Separated Bike Lanes
		Striped Bikeways
		Bikeable Shoulders
		Shared Roads

Credit: Montgomery County

Pedestrian Environment

Walkability is Placemaking

- Improve pedestrian access
 - Attractive entrance routes
 - Safety
 - ADA accessibility
- Add wayfinding signage at entrances and throughout
- Consider pedestrian audit



Credit: ULI



Credit: ULI

Transit

Make a Viable Option – Connect to Metro

- Move County bus stop onto the property at Glen Echo signed entrance
- Develop a branded electric shuttle to Bethesda Metro
- For peak volume days, continue to use a satellite parking/shuttle model



Credit: ULI



Credit: ULI

Credit: Michelle Nolan 2020

Shared Mobility

Promote Ride Hailing Instead of Driving

- Promote Lyft/Uber for rides
 - Especially between Bethesda Metro and Park
 - Potentially pursue formal partnership, discounts
- Advocate for Capital Bikeshare to serve Glen Echo
 - Place station at entrance



Credit: Copyright 2020 WTOP / Hubbard Radio Washington D.C., LLC



Credit: Getty Images

Climate Mitigation and a Path to Net Zero Carbon

- Federal (NPS) and county (MoCo General Services) have legislative climate goals and a timeline to get to net zero (for MoCo it is net zero by 2032).
- The path to net zero for Glen Echo would include the following steps
 - Energy efficiency for existing and new buildings
 - Electrification of the campus (no new fossil fuels, EV-ready parking lot)
 - On-site renewable energy (administration buildings, parking lot)
 - Enhanced energy management (via a microgrid?)



Credit: Shutterstock 670991566



Climate Adaptation and Resilience

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Extreme rain events threaten the long-term viability of the park itself (buildings and infrastructure).

Extreme heat threatens the success of programs, and the health and happiness of parkgoers

Glen Echo can tackle climate adaptation and resilience via the following strategies:

- Stormwater: permeable surfaces, raingardens, channeling
- Extreme heat: benches and tents become seasonal cooling stations and a splash pad, AC

Adaptation and resilience can be tied to arts and culture, educational mission, and enhanced programming

Credit: Shutterstock 1660625269

Can sustainability finance Glen Echo's Development Concept?

- Federal funding for climate mitigation and resilience
- State/county funding for infrastructure enhancements
- State/county funding for energy efficiency and renewable energy (rebates, RECs, and C-PACE)
- Fundraising campaigns for sustainability interventions via major donors, foundations, and corporate giving

A focus on climate mitigation and resilience can potentially fund major capital needs (buildings and infrastructure) and may expedite development process (given federal and county priorities).



Can sustainability enhance placemaking, and the Centers of Excellence?

- Renewable energy visible, to show park's commitment to Federal and state goals and plans
- Bioswales/raingardens become environmental education, and opportunity for visual art
- Stormwater management becomes environmental education on the Potomac River Valley, in line with GW Park mission
- Heat mitigation enhances park visitor experience and create more space and more time for Centers of Excellence to engage and grow



Credit: Roger Lancaster



Credit: Devon Rowland Photography

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Place Making

Place Making

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Elevate Arts and Culture to Activate Park



Credit: ULI

Focus on the Park as Place with Amusements



Credit: Getty Images

Elevate Arts and Culture to Activate Park

Centers of Excellence – Expanding Community

- Collaboration
 - Central gallery store representing Glen Echo Arts
 - Regular arts events throughout the year
 - Shared marketing campaign efforts and resources
- Expanding the community
 - Partnerships with community service organizations
 - Increase/coordinate outreach/instruction in underserved neighborhoods
 - Transport school students – comprehensive program
 - Engage teenagers/young adults



Credit: ULI

Elevate Arts and Culture to Activate Park

Centers of Excellence – Near-term Park Activation Strategies

- Sheltered, flexible outdoor spaces infused with arts
- Outdoor spaces that allow for an expansion of programming from Centers of Excellence
- Community-based art project
- Rain garden with artistic elements
- Digital murals to add to nighttime experience
- Youtube channel to share demonstrations of arts and culture, and online classes connected to the Centers of Excellence



Credit: ULI

Elevate Arts and Culture to Activate Park

Centers of Excellence – Long-term Park Activation Strategies

- Enhanced facilities to have more arts and culture for more of the year (HVAC in the ballroom, a better gallery to sell all the physical art)
- New facilities that provide more and better space to grow the centers for excellence (new studios for visual arts, new performance spaces for more dances, more theater companies)
- Increasing accessibility and the experience to make the arts and culture more accessible to all
- Infusing the outdoor space with arts and culture, from benches and raingardens to existing and new outdoor arts and culture spaces
- Potentially leveraging the Clara Barton House to expand and enhance Glen Echo's connection to history, and to space for arts and culture



Credit: ULI

Place Making

Glen Echo Park—MARCH 2022

Elevate Arts and Culture to Activate Park



Credit: ULI

Focus on the Park as Place with Amusements



Credit: Getty Images

Focus on the Park as Place with Amusements

Glen Echo Park—MARCH 2022

Park Amusement— Near-term Park Activation Strategies

- Trails and gardens to experience the nature of the site
- Food trucks to activate the space and get people to stay longer (could be culturally themed to reflect diversity of Montgomery County)
- Bark socials for dogs and their owners
- Pop-up beer gardens in cordoned off areas sponsored by local breweries
- Weekly summer movie nights in the Park
- Life-sized games in the Park (cornhole, movable chess)
- Large-format toys that could be brought out on the lawn for children to enjoy
- Community kitchen/catering facility



Credit: DCist

Focus on the Park as Place with Amusements

Glen Echo Park—MARCH 2022

Park Amusement— Long-term Park Activation Strategies

- First-In-Class accessible playground modeled after Clemyjontri Park that can be a regional draw for families in Montgomery County, DC, and Arlington
- Splash park to provide summertime relief for children
- Destination restaurant/bar that is a regional draw, perhaps with an entertainment component
- Pinstripes (F&B + bowling), Axe Throwing, Boardwalk Bar & Arcade (harks back to history of Glen Echo as an amusement park)
- Catering facility with indoor/outdoor component that could host events or conferences 365 days/year that would not compete with arts/cultural offerings and would allow for significant recurring revenue



Credit: Flickr

Glen Echo Park—MARCH 2022

Resources

Resources

- Paying for enhancements that further the Centers of Excellence and ensure the sustainability of Glen Echo Park will be via three main mechanisms:
 - Fundraising Campaign
 - Requires restructuring the GEPP Board, including consideration of a distinct class of Board Members who have fundraising expertise and provide needed executive leadership
 - Requires hiring a GEPP CEO to oversee two divisional leaders: (i) an Operations director; and (ii) a Planning/Finance director (who oversees designated fundraising personnel)
 - New revenue that will result from activation of the Park in a more holistic way
 - Synergize the Centers of Excellence to enhance revenue generation for the Park
 - Program the Park with short and longer-term amenities and programs that harken back to the “Amusement” component of Glen Echo and drive visitors from across the region to visit and spend money at the Park
 - Federal and State Resources
 - Deploy restructured GEPP Staff to leverage Federal infrastructure and climate mitigation funding for new facilities and necessary infrastructure

Q & A

Thank you!

<http://www.uli.org/advisoryservices>