



**Urban Land  
Institute**

**Advisory Services Program**

# Fairmount Park Conservancy Centennial District

**PHILADELPHIA, PA**

ULI ADVISORY SERVICES

**MAY 1-6, 2022**

Credit: DSG

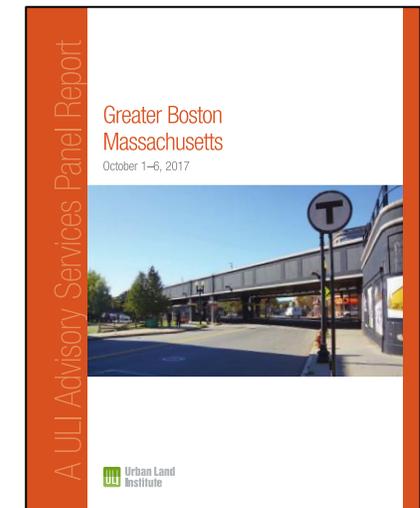
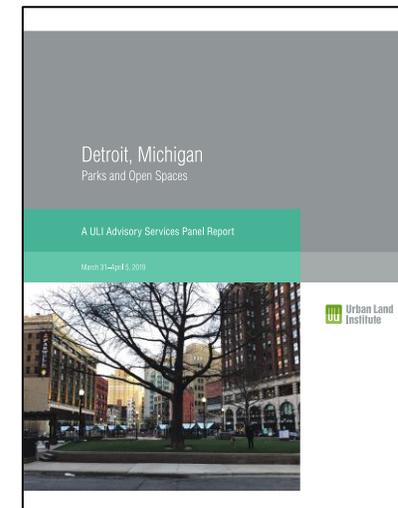
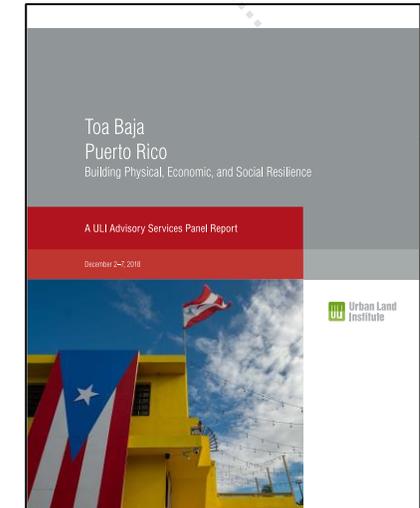
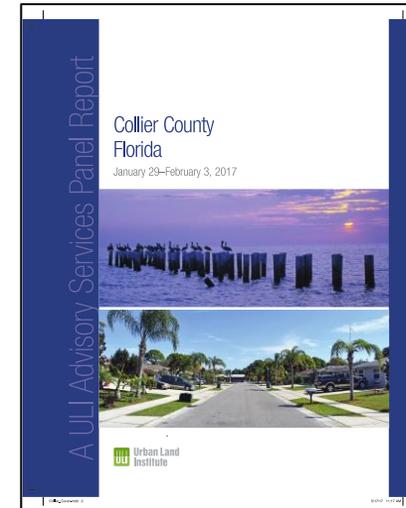


# About the Urban Land Institute

Fairmount Park - May 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!

---



# Thank you to the interviewees!

Cathy Cahill • Michael DiBerardinis • Councilmember Jamie Gauthier • Councilmember Curtis Jones • Alex Doty • Will Fraser • Patty Elkis • Laurie Buck Marshall • Paul Steinke • Ellen Hwang • David Seltzer • David Mercuris • Isaac Kwon • Heidi Grunwald • Crystal Morris • Callalilly Courser • Alexandra McFadden • Jeannette Brugger • Barry Seymour • Logan Axelson • Aparna Palantino • Representative Amen Brown • Mica Root • Peter Angelides • Jim Burnett • Marjorie Ogilvie • Joyce Smith • Chris Spahr • Bryan Harris • Jihad Ali • Marcus McKnight • Mayor James Kenney • Dr. Leon Caldwell • Sarah Clark Stuart • Andrew Goodman • Danielle DiLeoKim • Derrick Howie • Dee Dukes • Anuj Gupta • Vik Dewan • Trish Wellenbach • Kristen Waldron • Tom Clark • Fay Carter • Kathryn Ott Lovell • Katie Samson • Sean Solomon

# ULI Panelists and Staff

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

## **Mike Higbee (Panel Chair)**

OBE Advisors, LLC  
Indianapolis, Indiana

## **Dionne Baux**

National Main Street Center, Inc.  
Chicago, Illinois

## **Sonja Ewing**

Maryland-National Capital Park and  
Planning Commission  
Prince George's County, Maryland

## **Wei Huang**

NOVUS Real Estate  
Los Angeles, California

## **Rachel MacCleery**

Urban Land Institute  
Washington, D.C.

## **Taylor Schenker**

Urban3  
Asheville, North Carolina

## **ULI Staff**

### **Matt Norris**

Senior Director, Building Healthy  
Places

### **Barbra Gustis**

Director, Advisory Services and Key  
Leaders

### **Kelsey Steffen**

Director, Advisory Services

# The Assignment

Fairmount Park - May 2022



## CENTENNIAL CAMPUS

Should the Centennial District be understood and operated like a discrete campus?

What opportunities & incentives lend themselves to this approach?



## EXPERIENCE

How might institutional partners and the City organize around a shared vision?

Should a formal partnership & governance structure be established?

What digital and physical infrastructures are needed to make the District more accessible?

How might the District's existing assets be managed and activated to create a relevant, vibrant, and welcome experience?



## MOBILITY

How can partnerships promote an approach to mobility that prioritizes safety?

What off-park assets should the City consider leveraging to minimize the impact of event parking?



## GOVERNANCE



## BENEFITS

How might the neighborhoods of East and West Parkside capture benefits?

What improvements & investments are needed to ensure benefits accrue equitably and do not accelerate displacement?

# What We Learned

# What We Learned

Fairmount Park - May 2022

A LOT!

One	The park is an incredible community and regional asset, but significantly under-resourced
Two	Neighboring communities are underserved by the park
Three	The park is disconnected internally and externally
Four	New structures and approaches are needed to ensure the park and neighborhood both thrive

# The Park is a Community Asset that is Under-Resourced

- West Fairmount Park is beautiful and a one-of-a kind asset to the neighborhood, city, and region
- The park has a long and storied history and is beloved by many, but...
  - Physical conditions are poor and programmatic offerings are conspicuously lacking
  - Conditions will continue to deteriorate in the face of inadequate investment (park needs funding of 4-5 times the current level)
  - There are too few amenities given the park's scale and market reach
  - Lack of rules and enforcement add to systems of neglect and destructive behavior

# Neighboring Communities are Underserved by the Park

- Communities do not feel heard or prioritized in decisions related to the park
- Neighborhoods are negatively impacted from recreation center closures and reduced programming – in some cases, citizens are picking-up the slack
- There is a lack of communication and coordination related to event scheduling and notifications, often resulting in inconvenience, frustration, and lack of trust
- There are examples of meaningful local engagement, but these processes are not consistent, systematized, or well-documented
- Uses focused on regional park visitors are more prevalent than those focused on local communities; in consequence, residents bear the associated burdens and reap few of the benefits

# The Park is Disconnected Internally and Externally

- The park lacks a cohesive identity
- Key stakeholders are insulated from one another, resulting in minimal collaboration
- Many park assets are physically fenced off, discouraging engagement
- Roads within and connecting to the park are viewed as unsafe for all users— whether walking, bicycling, or driving
- History is not adequately reflected in park assets, which is a missed opportunity
- There is no connection to the river or regional networks, other than for cars
- A unified vision for the park is needed

# New Structures and Approaches are Needed to Ensure the Park and Neighborhood Both Thrive

- Accountability lines are unclear– who is responsible for what?
- Stakeholders are committed to addressing park needs and opportunities but limited by resource and capacity constraints
- The City must have effective partners if the park is to reach its potential

# Guiding & Grounding Principles

# Guiding Ideas for Panel

Fairmount Park - May 2022

**CENTER THE  
COMMUNITIES**

**EMBRACE THE PLACE  
PEOPLE + HISTORY +  
CULTURE + NATURE**

***INTENTIONALLY*  
COMMUNICATE +  
COLLABORATE +  
COORDINATE**

**BUILD TRUST WITH  
INCREMENTAL  
SUCCESSSES**

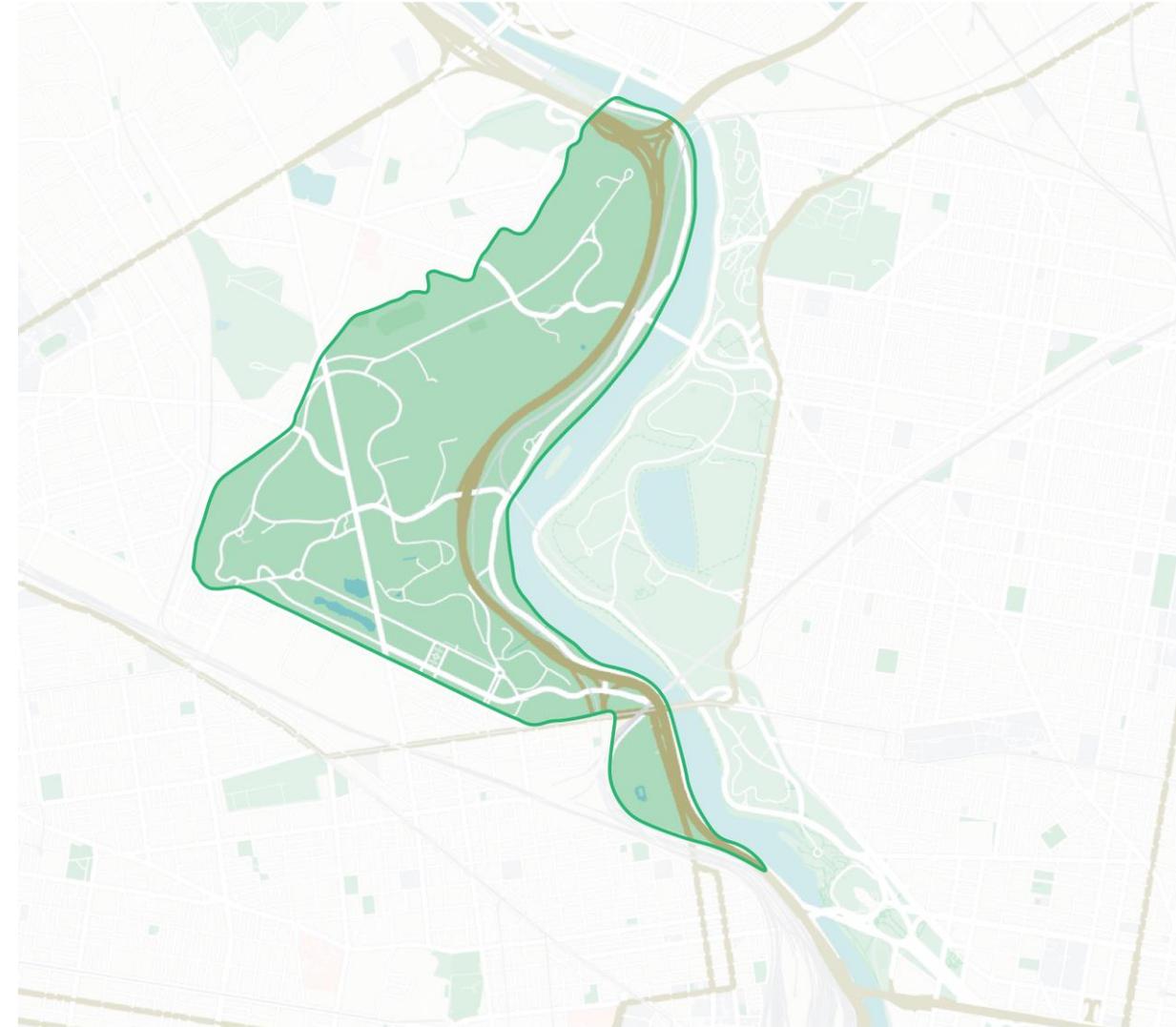
**FOCUS ON PROCESSES  
AND OUTCOMES**

**WORK TO PREVENT  
DISPLACEMENT**

# Focus: West Fairmount Park

## Geographic Scope

- Our focus is West Fairmount Park as a whole (1,400 acres)
- West Fairmount Park needs to be viewed holistically and coherently
- Zones or districts can be defined within the park
  - The Centennial Park District should be priority investment area
- Create and enhance linkages across the river with **East Park**
- Enhance **transportation linkages** and **prioritize safety** between the park and neighboring communities



# Develop a Unifying Vision for the Park

Stakeholders must develop the vision. Elements could include:

- Establish as clear source of pride: a regional park with a local emphasis
- Honor the park and area's unique history, people, and place
- Demonstrate actions that prioritize opportunities for neighbors
- Ensure outcomes benefit the local communities
- Amplify history– use effective storytelling
- Prioritize active uses, green space, safety, and sustainability
- Highlight inclusive and equitable engagement and outcomes
- Improve key connections to neighborhoods, local natural resources, and activity centers
- Value quality spaces that are safe, clean, and joyful

Healthy Place & Healthy People



# Potential Park Zones

- Centennial District
- Active
- River
- Entertainment (Mann)
- Plateau/Vista
- Chamounix Recreation

# Key Recommendations

# Key Recommendations

- Pay renewed attention to West Park's historic significance and its regional and community roles
- Develop a unifying theme speaking to the park's future meeting regional and community expectations
- Expand number of "invested stewards" that are accountable for the park's ability to serve as a top tier Philadelphia asset
- Establish a permanent "fund development" organization responsible for determining deferred maintenance and capital improvement priorities and form financing partnerships to address them

# Key Recommendations

Fairmount Park - May 2022



Establish a new on-site community center as a “Hub of Opportunity” with diverse programming, including recreation, community services, & linkages to economic growth



Establish a new organizational partner to advise & consent on park priorities and fund development



Assign park programming scheduling to FPC along with the responsibility of ensuring all events are compatible with neighborhood and park operations



Assign and hold FPC accountable for ongoing, consistent, and documented communication with park and community stakeholders

# Organization

# Past Efforts

Fairmount Park - May 2022

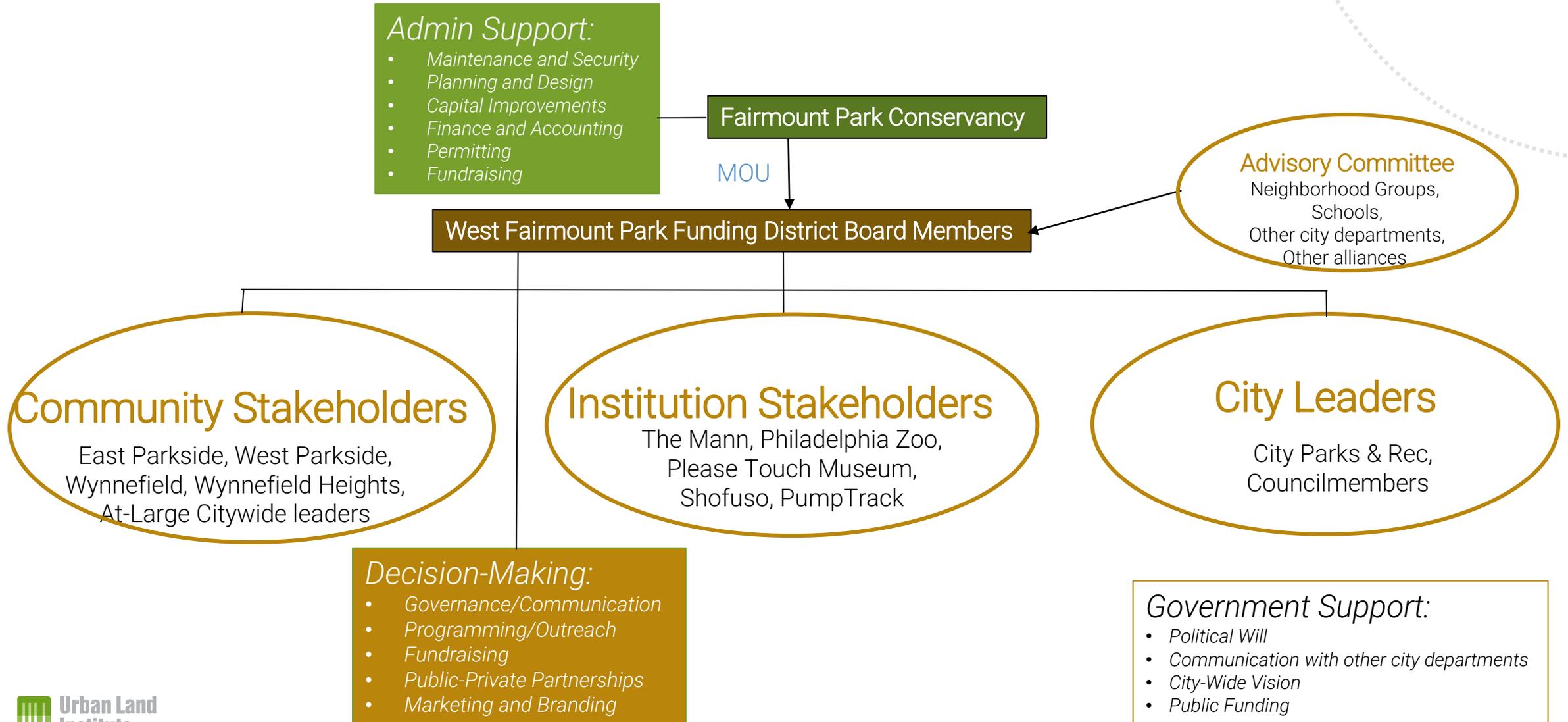
- FPC has invested **\$40M** in the Philadelphia park system
- FPC took the lead and set up **communication channels** with the community
- Multiple **master plans, specific plans, and economic development studies** were prepared throughout the years
- Keystone Opportunity Zones and Federal Opportunity Zones were set up to attract **private investment**
- The remodel and reuse of the **Ohio House** is a model for the reuse of other buildings in the park
- Incremental **street improvements** were completed along Parkside Ave and trails in the park
- **Advocacy** alongside Philadelphia 250 to bring back political will and public awareness

# Challenges and Obstacles

- Although multiple plans and studies were completed since 2002, very little has been **executed**
- Who is responsible for what? **Responsibilities** between city departments, FPC, and other alliances have not been clear— a clear role and structure needs to be re-defined
- **Coordination and Communication** between city departments and the community, institutional stakeholders and FPC, city departments and FPC, and even among government agencies are not well-established— an updated management system is needed
- **High-quality park service is a challenge**— with scarce resources, the maintenance and safety of the park was largely insufficient
- Without a clear **identity**, the park does not attract enough active users, leaving it as an under-utilized asset and amenity in the city
- The community is frustrated by a lack of transparency in decision-making— **trust** has been lost

# Organization Chart

Fairmount Park - May 2022



# Responsibility

Fairmount Park - May 2022

	Philadelphia Parks & Rec	Fairmount Park Conservancy	West Fairmount Park Funding District
Governance and Communication	Consulted	Consulted	<b>Responsible</b>
Private and Corporate Fundraising	Consulted	Execution	<b>Decision-Making</b>
Public-Private Partnerships	Consulted	Execution	<b>Decision-Making</b>
Project Planning & Design Management	Consulted	Execution	<b>Decision-Making</b>
Capital Construction	Consulted	<b>Responsible</b>	Consulted
Programming/Engagement	Consulted	Execution	<b>Decision-Making</b>
Marketing and Branding	Consulted	Execution	<b>Decision-Making</b>
Security and Maintenance	<b>Co-Responsible</b>	<b>Responsible</b>	Consulted
Public Funding	<b>Responsible</b>	<b>Co-Responsible</b>	Consulted

# Roles

# West Fairmount Park Funding District

Fairmount Park - May 2022

## Create an Effective Development Fund!

One	Develop a Memorandum of Understanding
Two	Develop an Effective Board of Directors
Three	Hire Program Staff
Four	Fundraise Dollars to Support the Fund

# West Fairmount Park Funding District

## Effective Fund Development to Support Fairmount Park and the Surrounding Communities

The Panel is proposing the creation of a funding district to be administered by the Fairmount Park Conservancy. Through this fund, the anchor institutions and community-based organizations located in and around West Fairmount Park would work together in partnership with the City to equitably create value for the park and the surrounding neighborhoods, while producing a high-quality visitor experience that benefits everyone.

- Make this fund successful for everyone!!!
  - Enter into a formal agreement with the City
  - Develop a strong and effective board of directors
  - Hire program staff
  - Fundraise!!!

# West Fairmount Park Funding District

Fairmount Park - May 2022

## Effective Fund Development to Support Fairmount Park and the Surrounding Communities

- Make this fund work and clearly articulate the expectations of partners
- Enter into a formal agreement with the City. An agreement between the City of Portland Maine and the Portland Parks Conservancy provides an example

### DRAFT Memorandum of Understanding Between The City of Portland, Maine And The Portland Parks Conservancy

THIS MEMORANDUM OF UNDERSTANDING (the "MOU") is entered into by the City of Portland, Maine (hereinafter referred to as "City") and the Portland Parks Conservancy (hereinafter referred to as "Conservancy"), collectively they are referred to as the "Parties".

#### RECITALS

WHEREAS, the City of Portland is a municipality in the State of Maine;

WHEREAS, the Portland Parks Conservancy is a private non-profit corporation organized under the laws of the State of Maine for the express purpose of raising and managing funds to sustain parks, trails and open spaces in Portland, Maine; and

WHEREAS, the Conservancy is presently seeking to attain tax exempt status under Section 501(c)(3) of the United States Internal Revenue Code;

WHEREAS, the Conservancy will operate as a fiscally-sponsored partnership with the City of Portland, Maine, and will seek to obtain such status itself; and

WHEREAS, the City and the Conservancy want to formalize the relationship between them by setting forth a series of mutual expectations; and

NOW THEREFORE, in consideration of the mutual covenants, promises and agreements made by the Parties, the Parties agree as follows:

#### PURPOSE

The purpose of this Memorandum of Understanding is to establish and formalize the relationship between the City and the Conservancy. This MOU defines the relationship between the Parties in order to ensure that the relationship is mutually supportive way.

#### GUIDING PRINCIPLES

The guiding principles and assumptions for this agreement are as follows:

- The Conservancy exists to support Portland's parks, trails and open spaces through the use of philanthropic capital and encouraging civic engagement in the community.

The Conservancy is therefore to act as a philanthropic partner for the City's parks, trails and open spaces. This relationship is formalized through an exchange of ex-officio board positions and the adoption of operating agreements and procedures. Both Parties will work collaboratively to develop shared philanthropic priorities.

- The Conservancy, although affiliated with the City of Portland by its purpose, is an independent, non-profit, 501(c)(3) corporate entity.
- The Conservancy's fundraising begins with a shared commitment: to sustain and enhance the system of parks, trails and open spaces to enhance our quality of life, protect our environment and promote the economic well-being of our city.
- To fulfill its mission, the Conservancy is both a fundraising and a grantmaking organization.
- To create a private donor base for public parks, the Conservancy creates connections with the city, private funders, businesses, and community members and organizes events to promote equity through parks and programming, geographic, socioeconomic, demographic, cultural, physical ability and population demographics.
- The Parties will strive for mutual transparency in fundraising efforts to the greatest extent, including prospects, potential proposals and agreements. Each recognizes that the safeguarding donors' privacy may be essential in any given case to build trusting relationships and at the same time will encourage donors to view both organizations as trustworthy.
- The Parties will strive for mutual transparency in their financial condition and issues, and will disclose to each other the positions or priorities that each adopts.
- The Parties will jointly develop annual development plans that assign clear responsibility for fundraising, which avoid duplication of effort, and which avoid competition for the dollars, focused instead on the growth of funding opportunities.
- The Parties acknowledge that the Conservancy will serve as an additive funder for parks, trails and open spaces rather than supplanting existing City funding obligations.

#### RELATIONSHIP BETWEEN THE CITY AND THE CONSERVANCY

- The Executive Director of the Conservancy shall be responsible for managing the day-to-day operations of the Conservancy, and will report to the Conservancy Board that includes ex-officio voting members the City's Director of Parks, Recreation & Facilities or their designee and the Chair of the Portland Parks Commission (Parks Commission Chair). The Executive Director will maintain records, correspondence and action items for the Board's review and approval. The Executive Director shall be responsible for ensuring that the Conservancy's procedures are maintained, that all expenditures are proper and that funds appropriated by the Conservancy are transferred on a timely basis. The Executive Director shall be employed and compensated by the Board under such terms and conditions as are approved by the Board. The Executive Director shall be selected by the Board and shall work under the supervision, control and direction of the Board. The Conservancy Board shall have the authority to remove the Executive Director.
- The Conservancy Board and staff agree to work with the PRF Director and staff in support of their priorities.

#### FUNDRAISING EXPECTATIONS

- The City agrees to encourage and maintain the independence of the Conservancy and, at the same time, foster the cooperative relationship between the City and the Conservancy.
- The Conservancy agrees to cooperate with the PRF Director and/or designee to allow the City to monitor the relationship between the City and the Conservancy.
- The PRF Director and Parks Commission Chair shall be ex-officio voting members of the Conservancy's governing board.
- Funds or gifts to the Conservancy shall be owned by the Conservancy and shall be maintained and/or distributed for the City's benefit as determined by the Conservancy Board. All funds received by the Conservancy for Conservancy purposes shall be maintained in accounts that are separate from City accounts, and Conservancy and City funds shall in no event be intermingled. The Executive Director shall be responsible for complete and accurate record-keeping regarding all Conservancy receipts and expenditures.
- The Conservancy agrees in the exercise of all its functions and activities to act consistently with all pertinent City policies.
- In all necessary cases, the City agrees to seek and obtain historic preservation approval for physical improvement projects that involve Conservancy funding.
- The City and Conservancy agree that, as separate corporate entities, each is responsible for its own liabilities and costs arising from its own action(s) and/or inaction(s), and for procuring its own insurance(s) for such liabilities and costs in policy amounts as each deems prudent.
- The Parties will discuss and agree on a project-by-project basis if either party identifies a compelling reason to deviate from the general approach outlined in this document; further, the Parties recognize that there may be a compelling reason to adopt additional agreements for specific projects on which they might collaborate.
- This agreement will remain active for the two years from the date signing this agreement, and is renewable for additional two year terms by mutual written agreement of the Parties, and requiring formal action by both the Conservancy Board and the City Council.
- The City shall typically accept grants from state or federal agencies, scholarship funds, the City's gift catalog, gifts of real estate or other property, and gifts in-kind of equipment and supplies intended for City use.
- The Conservancy shall typically accept private philanthropic financial donations and restricted or unrestricted gifts intended for endowment or capital use.
- The Conservancy shall provide the Parks Director and City Council with a summary report of gifts received upon request.
- The Conservancy agrees to seek approved types of gifts that can benefit the City's parks, trails and open spaces, and coordinate with City staff regarding funding goals, programs or campaigns.
- The Conservancy agrees, before accepting gifts with any restrictive terms or conditions or gifts of real estate or equipment, to confer with the Parks Director, and the Conservancy and City both agree to advise donors that a restricted gift for the benefit of the City may not be accepted without City and Conservancy approvals.

# West Fairmount Park Funding District

Fairmount Park - May 2022

## Effective Fund Development to Support Fairmount Park and the Surrounding Communities

When crafting the MOU, be sure to consider:

- Who the stakeholders are and how much say will they have in planning and implementing the agreement
- Which partner will handle bidding and manage the construction of capital projects
- How maintenance will be divided between the partners
- How to protect private dollars from being misspent
- How donors will be recognized



# West Fairmount Park Funding District

Fairmount Park - May 2022

## Proposed Fund Partner Roles

### Fairmount Park Conservancy

- Convener!
- Fund administrator
- Provides administration and oversight of large capital improvement projects
- Grant manager supporting community programming
- Organizes and coordinates community volunteers
- Maintains a database of park assets

# West Fairmount Park Funding District

Fairmount Park - May 2022

## Proposed Fund Partner Roles

### Community Stakeholders

- Engages & informs the community
- Advocates for new and/or improved park programming that reflects the community
- Participates in park programming, clean-ups, and beautification projects

### Institutional Partners

- Attracts people to the neighborhood
- Serves the surrounding communities
- Generates funds for park operations & maintenance
- Sponsors community events & programming

# West Fairmount Park Funding District

Fairmount Park - May 2022

## Proposed Fund Partner Roles

### Elected Officials

- Represent constituents' interests
- Community-led visioning sessions
- Identifies government cross-sector funding opportunities

### City of Philadelphia Dept. Of Parks & Recreation

- Accountability-- enforces park access, maintenance, and security
- Funder
- Operations Agreement
- Landowner & leasor of land for park development

# Funding

# Funding Overview

Most maintenance and capital spending for the park is drawn from city's Park and Recreation or Streets budgets



City resources are constrained



Institutional users such as the Mann, Please Touch, and Zoo contribute revenue to city budget, but resources are not directly available to park for maintenance and operations



Without dedicated, predictable, and sustainable revenues, it will be impossible to make necessary investments in the park's physical plant, operations, and programming



# Where Philadelphia Stands on Parks

Fairmount Park - May 2022

ParkScore Index



**95% of Philadelphia residents can walk to a park in 10 minutes**

**...but...**

**Philadelphia spends only \$73 per person on parks, 25% below the national average**

# Where Philadelphia Stands on Parks

Fairmount Park - May 2022

Source: Trust for Public Land ParkScore



## ParkScore Ranks (out of 100)

- Overall: 32
- Access: 93 (towards top)
- Equity: 67
- Amenities: 61
- Acreage: 45
- Investment: 31 (towards bottom)

# West Fairmount Park Funding Benchmarks

Fairmount Park - May 2022

Funding Benchmarks	Min	Max
Operating Costs per Acre (1,400 acres)	\$ 4,000	\$ 10,000
West Park – Estimated Operating Costs	\$ 3,600,000	\$ 9,000,000
Community Operations per Person (pop. 70,000)	\$ 40	\$ 98
West Park – Estimated Operations Costs	\$ 2,800,000	\$ 6,900,000
Community-based FTE's per 10,000 residents*	5	9
Total possible FTE's dedicated to park	35	63

According to benchmarks, annual spending in West Park should be \$2.8 to \$9 mil  
 Current annual city funding for West Park is approximately \$900k, and from FPC is \$100k

# Park Needs Dedicated, Diversified, and Predictable Revenue Streams

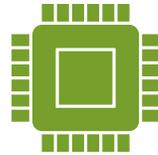
---



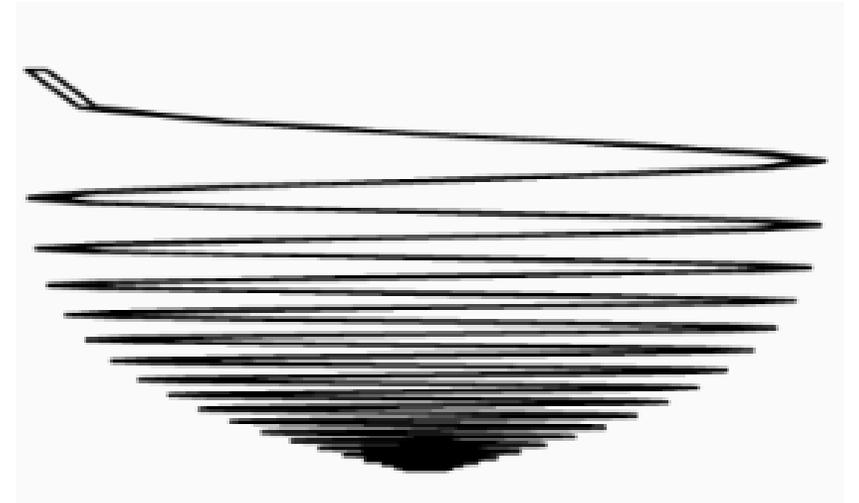
Traditional charitable donations should be augmented with diverse set of revenue streams that capture revenue from park users for reinvestment



Revenue sources can be built upon and grow over time



Revenues can be used to enhance services, programming, and infrastructure, generating further revenue



Operations | Maintenance | Programming | Capital Investment

# Suggested Revenue Sources

- Continued allocation of public **Department of Parks and Recreation** dollars
- **Surcharge on ticket sales or total revenues** from park uses (the Mann, Zoo, Please Touch, Shofuso Japanese House)
  - 1-3% surcharge could generate \$250k to \$1.5 million annually
- **Revenue from leases, concessions, and major event permits within the park**
  - Leases and event fees from historic buildings and surrounding lands
  - Small scale and mobile concessions
  - Permitting fees from large-scale and multi-day events
    - Develop a regular cadence of local and signature events that engage visitors and generate revenues from ticket sales, vending, and other uses
    - FPC takes over permitting for major events
- Opportunity to reinforce neighborhoods with community-serving events, local vendors, etc.

# Suggested Revenue Sources

- Regularize and monetize parking, solar powered electric vehicle charging stations
- Stormwater funding
- Transportation
  - City Streets Department
  - PennDOT
  - TIFIA (federal, long-term, low-interest rate loans)
- State Keystone Opportunity Zone
- Federal Opportunity Zone – Capital Improvements

# Operations and Maintenance Budget Modelling

Fairmount Park - May 2022

## Modelling Assumptions

- Sourced expense and revenue metrics from National Recreation and Parks Association
  - Informed general budget ranges – for discussion and context only
- Key Assumptions
  - West Fairmont Park operations and maintenance budget substantially under-resourced
  - Additional revenue sources required if operations & maintenance budget deficit to be remedied
  - Target budget range \$3-\$5m annually for operations, maintenance, and general programming

# Operations and Maintenance Revenues

Fairmount Park - May 2022

Budget scenarios for \$3.6 to \$9 million (line-item allocations per National Recreation and Park Assoc.)

SOURCES	Minimum			Maximum		
	Parks & Rec (66%)	WFP (34%)	Total	Parks & Rec (66%)	WFP (34%)	Total
General Revenue	\$ 2,196,000		\$ 2,196,000	\$ 5,490,000		\$ 5,490,000
Earned Income*		\$ 828,000	\$ 828,000		\$ 2,070,000	\$ 2,070,000
Dedicated Levies	\$ 288,000	0	\$ 288,000	\$ 720,000	0	\$ 720,000
Other Dedicated Taxes	\$ 108,000	0	\$ 108,000	\$ 720,000	0	\$ 270,000
Grants		\$ 72,000	\$ 72,000		\$ 180,000	\$ 180,000
Sponsors		\$ 36,000	\$ 36,000		\$ 90,000	\$ 90,000
Other			\$ 72,000			\$ 180,000
<b>TOTAL</b>	<b>\$ 2,592,000</b>	<b>\$ 936,000</b>	<b>\$ 3,600,000</b>	<b>\$ 6,930,000</b>	<b>\$ 2,340,000</b>	<b>\$ 9,000,000</b>

\* including surcharge on institutional uses

# New Model – Operational & Maintenance Revenues

Budget scenario for \$5 million – supporting 900 acres (non-venue spaces)

SOURCES				
		Parks & Rec	WFP	Total
General Revenue	35%	\$ 1,750,000		\$ 1,750,000
Earned Income*	35%		\$ 1,750,000	\$ 1,750,000
Dedicated Levies				0
Other Dedicated Taxes	15%	\$ 700,000		\$ 700,000
Grants	3%		\$ 200,000	\$ 200,000
Sponsors	10%		\$ 500,000	\$ 500,000
Other	1%	\$ 50,000	\$ 50,000	\$ 100,000
<b>TOTAL</b>	<b>TOTAL</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 5,000,000</b>
* including surcharge on institutional uses			Spending per acre	\$ 5,556

# Funding

## Key Recommendations

One	Utilize dedicated, diverse, revenue streams to incrementally improve and invest in the park
Two	Key operational funding sources for the park to include city allocation, surcharge on institution revenues, leases, concessions, and events
Three	Capital improvement dollars from philanthropic, private, city, state and federal sources
Four	Reinforce economic development and opportunity in the communities via park investments

# Programmatic Elements

# Develop a Cohesive Identity

## West Fairmount Park and the West Fairmount Park Funding District

- Develop a mission and vision for the park with community and institutional stakeholders
- Establish and validate a brand with these key stakeholders
  - Develop coherent signage, branding, & communications
  - Elevate the UNIQUE history, elements, and features that make this park and place special
- Invest in initiatives that enhance the overall park experience through stakeholder collaboration
- Enhance connectivity— physically and visually within the park
- Make improvements that support a sense of pride and ownership from nearby community members through continual community engagement and communication
- Develop an annual programming calendar and cadence that is predictable, that meets both regional and local needs

# Prepare Anti-displacement Strategies

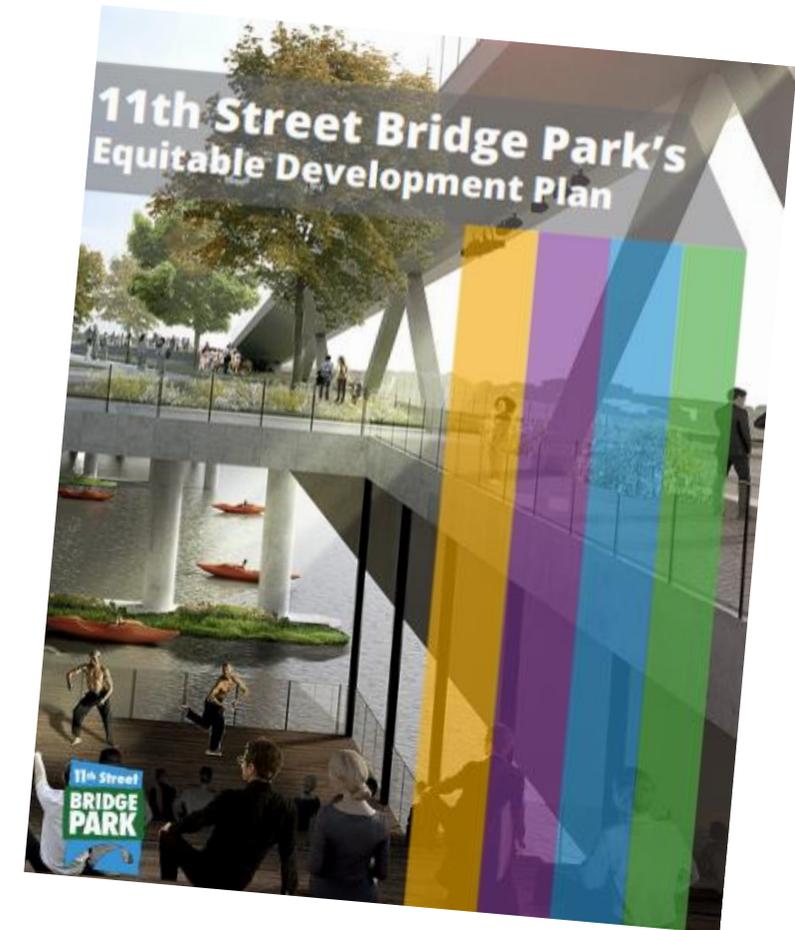
## West Fairmount Park and the West Fairmount Park Funding District

- Conduct extensive public engagement at regular intervals
- Collect and monitor data on rent, property taxes, and turnover within community stakeholder areas
- Follow best practices learned in other cities
- Collaborate with housing- and park-focused organizations
- Encourage community developers to pursue affordable housing projects and funding
- Integrate requirements into local policy, laws, and funding requirements wherever possible

# Preventing Displacement

## 11<sup>th</sup> Street Bridge Park | Washington, DC

- A plan to create a first-class park that serves existing residents and preserves the neighborhoods they call home
- Advance affordable housing, creation of local jobs, and strengthen the bonds of culture that hold neighborhoods together
- As of 2021, over \$60 million invested into the community, nearly matching the capital costs of building the Bridge Park
- The plan took shape after year-long intensive engagement with residents, which was essential to overcome skepticism and cultivate trust



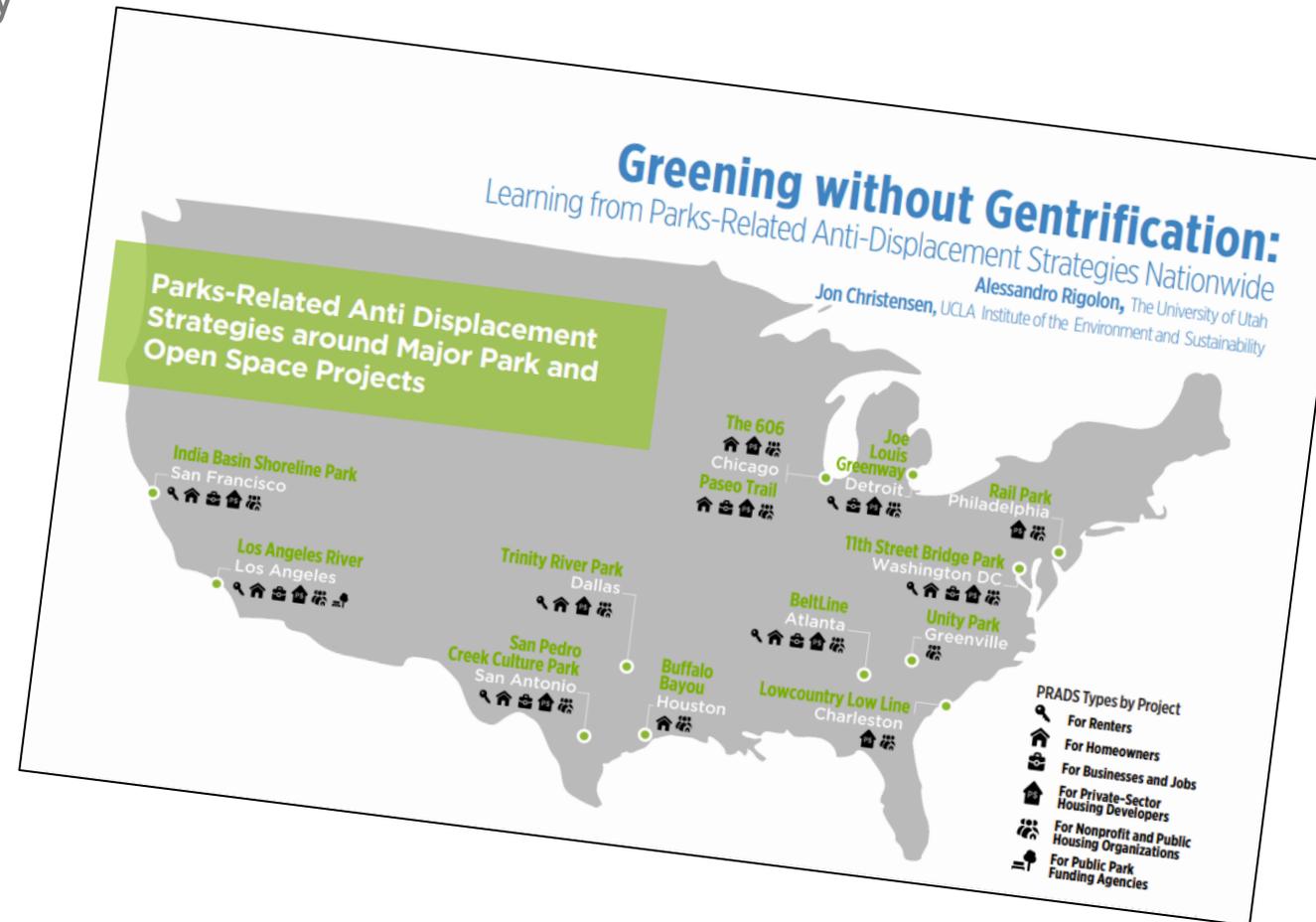
Source: <https://nextcity.org/urbanist-news/can-a-park-prevent-gentrification>

# Preventing Displacement

Fairmount Park - May 2022

UCLA Institute of Environment & Sustainability

- Park and planning displacement-avoidance strategies should involve collaborations between park and housing organizations
- Community engagement can create opportunities for residents to educate local governments about challenges and opportunities for solutions
- Combine the creation and preservation of affordable housing with initiatives to create better-paying jobs for residents
- Integrate a requirement for displacement avoidance strategies into policies, laws and park funding implementation at all levels of government



Source: <https://www.ioes.ucla.edu/wp-content/uploads/Greening-without-Gentrification-report-2019.pdf>

# Programming

## Four Pillars of Programmatic Success in West Fairmount Park

One	Improve communication, both within the park and between visitors and relevant stakeholders
Two	Allow history to guide the park narrative
Three	Create transitional areas for engagement between public and restricted institutional park spaces
Four	Prioritize special events that serve the community, the park brand identity, and historic narrative

# Programming Pillars

Fairmont Park - May 2022



## 1. Improve communication, both within the park and between visitors and relevant stakeholders

- Foster a **cohesive identity** for West Fairmont Park with signage, branding, communications
  - Include information about public restrooms, water fountains, concessions, picnic areas, etc.
- Develop an annual programming calendar and cadence that is predictable, that meets both regional and local needs
- Share events and general park information through publicly available website
  - Include public forum for community feedback and crowdsourcing maintenance complaints

Image Credits: Urban + Public

# Programming Pillars

Fairmount Park - May 2022



## 2. Allow history to guide the park narrative

- Uplift the local history of women and Black Americans through signage and exhibits
- Utilize historic buildings to serve multiple functions and generate revenues
- Reflect local history from the lens of residents in park assets
- Prioritize hiring of community members for skilled, unskilled, and seasonal jobs
- Establish community-based safety programs
  - Develop Ranger / Park Police program

Image Credits: Please Touch Museum

# Programming Pillars

Fairmount Park - May 2022



## 3. Create transitional areas for engagement between public and restricted institutional park spaces

- Allow institutions to activate public space with interactive installations
- Encourage fence removal wherever possible
- Activate the park with community-serving events and programs
- Run branded internal shuttle on the weekends
- Open some institution restrooms to the public during business hours
  - FPC to consider owning and operating a fleet of portable bathroom trailers
- Outdoor programming and activation at Welsh Fountain as a space for reprieve and water play
- Sliding scale programming at the Mann Center

Image Credits: Camden Community Partnership

# Programming Pillars

Fairmount Park - May 2022



## 4. Prioritize special events that serve the community, the park brand identity, and historic narrative

- Strategically convert streets to pedestrian-only uses on the weekends or a few times a month
- Events and temporary uses
  - Community Day
  - Parkside Day
  - Baseball tournament honoring the historic Negro League
  - Food truck festival
  - Farmer's markets
  - Music
  - Art
  - Make it fun, prioritize the community
- Offer daycare, afterschool, and morning care programs through community spaces
- Prioritize events that meet community needs, lift-up local businesses

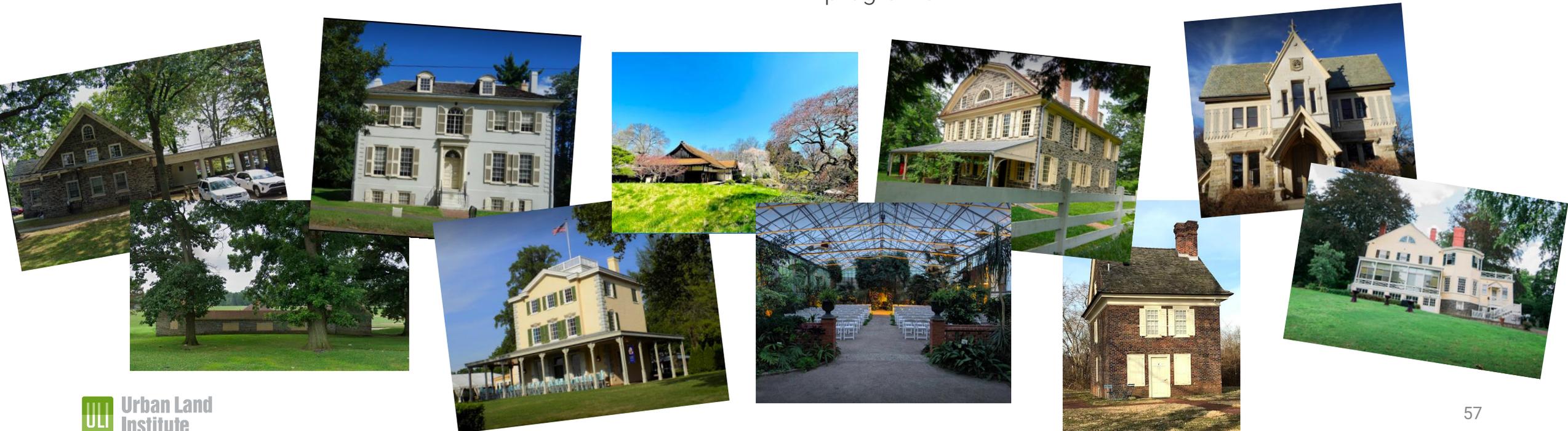
Image Credits: Camden Community Partnership

# Historic Buildings

Fairmount Park Centennial District—MAY 2022

Develop a redevelopment schedule based on renovation and maintenance costs, and future use

- Area Welcome Center
- WFPFD meeting space / office
- FPC community outreach team offices
- Office spaces available for community meetings
- Museum space
- Park security / ranger housing
- Plant nursery / community gardener programming
- Workforce training / skill-building
- Special event space
- Bunkhouse for use by educational and youth overnight programs



# Physical Investments

# Characteristics of High-Quality Parks

Fairmount Park - May 2022

Urban Land Institute

1

## HIGH-QUALITY PARKS ARE IN EXCELLENT PHYSICAL CONDITION

- Is the park well maintained?
- Are park amenities in good condition?

2

## HIGH-QUALITY PARKS ARE ACCESSIBLE TO ALL POTENTIAL USERS

- Can people of all ages and abilities get to and around the park?
- Do people know about the facility and what they can do there?
- Is it free or affordable to use?

3

## HIGH-QUALITY PARKS PROVIDE POSITIVE EXPERIENCES FOR PARK USERS

- Does the park provide a diverse range of amenities and activities?
- Do all community members feel welcome and safe in and around the park?
- Is the park comfortable to spend time in?

4

## HIGH-QUALITY PARKS ARE RELEVANT TO THE COMMUNITIES THEY SERVE

- Does park design and programming reflect the culture and interests of community members?
- Does the surrounding community actively use the park?
- Do user demographics reflect the community?
- Are community-based organizations involved in park decisions and operations?

5

## HIGH-QUALITY PARKS ARE FLEXIBLE AND ADAPTABLE TO CHANGING CIRCUMSTANCES

- Does the park accommodate a variety of uses?
- Are park features adaptable to evolving circumstances?
- Does the park enhance environmental sustainability and resilience?

# Investments & Enhancements

Fairmount Park - May 2022

Priority Investments for West Fairmount Park

## Focus on the Public Realm

1

Access &  
Connectivity



Click to add text  
Click to add text  
Click to add text  
User Experience



Infrastructure &  
Stormwater  
Management

2

Recreation  
Amenities

Conservation,  
Natural & Cultural  
Resource  
Management

# Focus on the Public Realm

Fairmount Park - May 2022

High Impact, Near-Term Physical Improvements

- Enhance the *ACCESS & CONNECTIVITY*, and *USER EXPERIENCE*
- Selected inter-connected and highly visible *INFRASTRUCTURE & STORMWATER* improvements
  - Alignment with improvements in the public realm
  - Grant-funded
- **CRITERIA FOR INITIAL PROJECT SELECTION:**
  - Identity-building
  - Human-scale
  - Highly visible
  - High-impact
  - Near-term funding opportunities

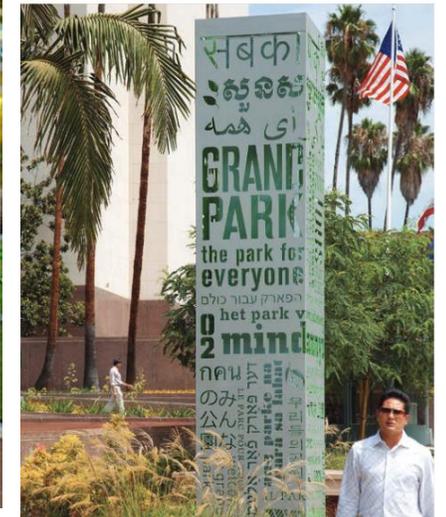
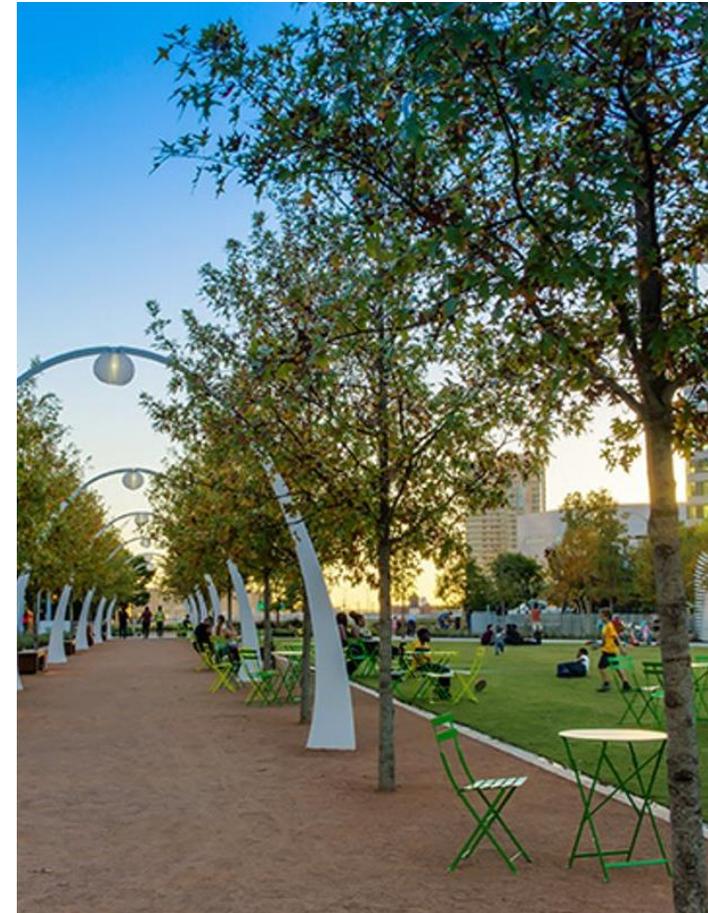


Image Credits: Klyde Warren Park; Fernando Aguila; Jim Simmons; Rios Clementi Hale Studios; County of Los Angeles

# Improve Access & Connectivity

Fairmount Park - May 2022

## GOALS

- Improve neighborhood walkability through a focus on access, crossings, & safety
- Reduce impact of automobiles using road diets, and where possible, road closures
- Invest in assets that highlight points of arrival and special physical "moments" in the park
- Build out a safe, robust, and separated pedestrian and bicycle circulation network
- Invest in connections to the river

## HIGHLIGHTED PROJECTS

- Package the improvement of park roads, including road striping, intersections, new sidewalks and trails, and overall wayfinding and signage
- Prioritize the creation of formal entrances at the key intersections identified in the Philadelphia2035: West Park District Plan



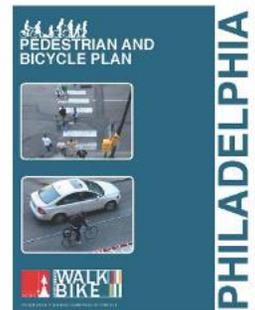
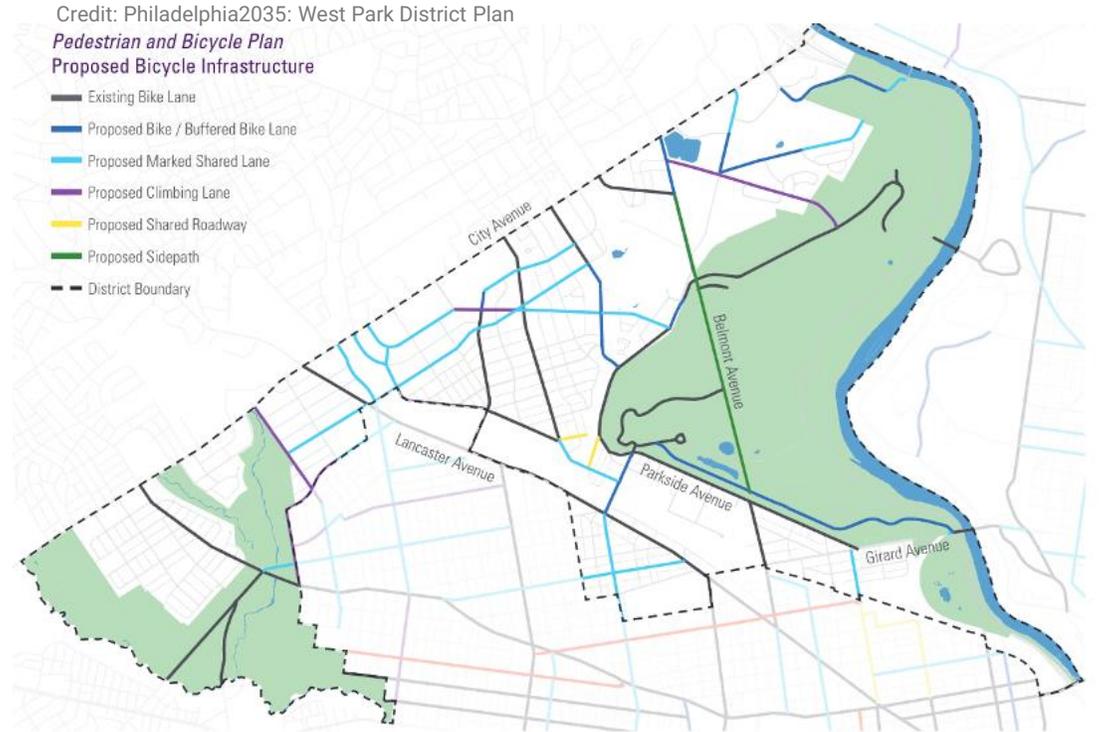
A new sidewalk and crosswalk were installed at Lake Lynn Park to create direct pedestrian access to the park from an adjacent neighborhood. Before this installation, neighborhood residents had to walk along a busy road with no sidewalk—or drive—to reach the park.

# Improve Access & Connectivity

Philadelphia2035: West Park District – Intersection Improvement Recommendations



Fairmount Park - May 2022



*Philadelphia Pedestrian and Bicycle Plan*

The PCPC is preparing a *Pedestrian and Bicycle Plan* for the City of Philadelphia. Improving pedestrian and bicycle safety and mobility is an important element of the City's ongoing efforts to become more sustainable.



# Improve the User Experience

## GOALS

- Represent the identity and branding of West Fairmount Park and the Centennial District
- Provide amenities to support the identified uses
- Prioritize areas for family picnics, gatherings, and other permitted and non-permitted passive recreation events
- Make park use safe and comfortable, especially for children and seniors

## HIGHLIGHTED PROJECTS

- Develop gathering places, water fountains, seating areas, and shade structures with playgrounds, ballfields, and other recreational amenities
- Construct multiple playgrounds, locating them for community use and coordination with the major institutions
- Define the key locations for gatherings-- highlight these locations for maintenance, expansion, and enhancement
- Develop and implement a public art strategy emphasizing kids, neighborhood identity, and local history & procure local artists



# Improve the User Experience

Fairmount Park - May 2022



# Address Infrastructure & Stormwater Management

Fairmount Park - May 2022

## GOALS

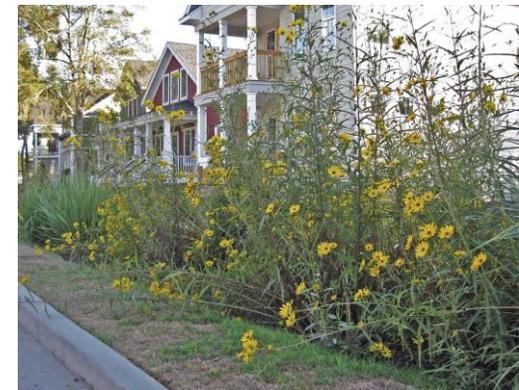
- Develop and maintain the infrastructure necessary to support reliable operation of the park
- Support and enhance park use by residents of West Philadelphia through site improvements
- Sync major infrastructure improvements to include enhancements to the stormwater management systems and the public realm
- Identify opportunities for grant seeking, especially at the federal and local levels

## HIGHLIGHTED PROJECTS

- Formalize and maintain parking areas for major uses, with appropriate stormwater management systems, lighting, and pathways for safe crossing
- Define the key roads and adjacent activity areas for strategic investment



Datong Wenyong Lake Park Shanix, China



# Address Infrastructure & Stormwater Management

Fairmount Park - May 2022



<https://www.phillippicreek.org/how-to-build-a-rain-garden-or-bioswale/>



<https://wmeac.org/2018/08/next-to-grand-rapids-road-projects-bioswales-bloom/>



Image Credit: Thomas & Hutton: Oak Terrace Preserve, North Charleston, South Carolina

# Recreational Amenities

## GOALS

- Provide recreational amenities including fields, courts, and playgrounds in the park that reduce the deficits in the area and service the regional markets
- Align facility upgrades with programmatic opportunities

## HIGHLIGHTED PROJECTS

- Actively engage in the Rebuild project for the Carousel Park Recreation Center and grounds, advocate for outdoor improvements
- Complete the improvements to the Welsh Fountain—consider waterplay near the Welsh Fountain or another appropriate location
- Partner with the city to update or convert the existing fields for games and tournaments, including improving field and turf conditions, seating, and shade to meet local and regional sport demands



Ziegler Park, Cincinnati

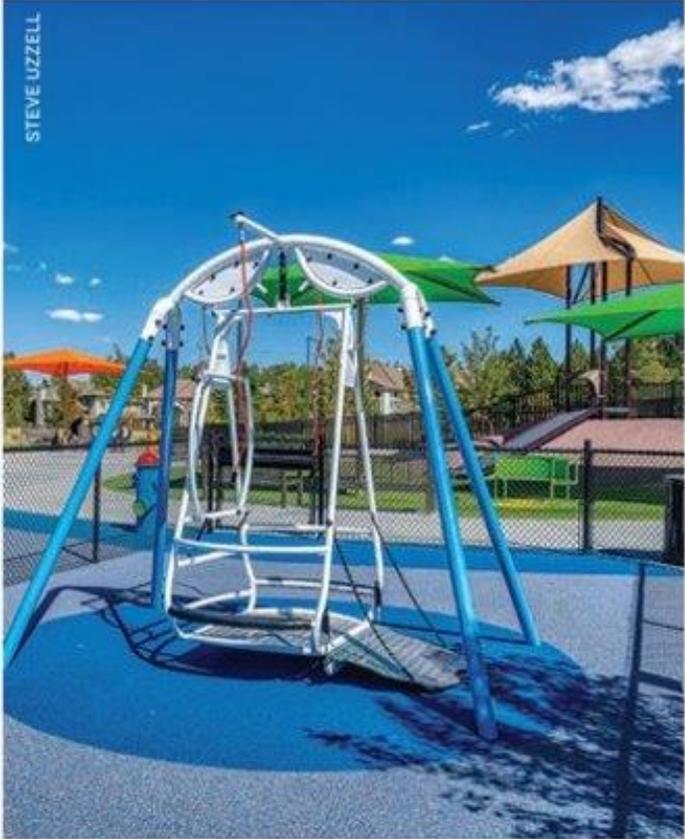


Image Credit: 3CDC, Ziegler Park Cincinnati

# Conservation, Natural, & Cultural Resource Management

## GOALS

- Preserve and enhance ecosystem
- Protect the rare and endangered species
- Protect the historic and cultural resources
- Protect the viewshed to city center from the Belmont Plateau and the Mann Center

## HIGHLIGHTED PRESENTED PROJECTS

- Interpret and curate the historic resources using an inclusive lens, reflecting the current residents and user
- Integrate active learning opportunities throughout the park through interpretive signage
- Complete a comprehensive historic assessment and maintenance strategy— prioritizing making the assets weather tight



Four Mile Run, VA



Cooper's Hawk at wetlands



Image Credit: Adam Carr



Above: Three Bridges Milwaukee, Michael Espinoza



Left: Four Mile Run, Howard University Biology Class Visit June 2017

# The Finish Line

# Priority Actions

And Timing

Recommendations	90 days	18 Months	2023-2026
	June-August	September 2022-February -2024	March 2024 - December 2026
Agreement P&R and FPC Roles and Guiding Principles	X		
<b>West Fairmont Park Funding District</b>			
FCD - Intial Discussion - City/FPC	X		
Institutions/Community Discussions	X		
Preparation of Incorporation Documents (501c(3) status)		X	
Preparation of Memorandum of Understanding		X	
Board Member Identification and Formation		X	
Develop and Finalize Mission & Vision		X	
FPC Hires Program Staff		X	
Initial Meeting		X	
<b>Identify 2023 - 2026 Capital Priorities</b>			
Develop Funding Strategy		X	
Implement Funding Strategy		X	X
<b>Receive proposed Operations/Maintenance 2023 Budget from FPC</b>		X	
Deliberate and Approve O&M Budget		X	
<b>Community Center Programming</b>			
FPC/Rebuild Develop Engagement Program	X	X	
Identify potential programming/design elements for consideration	X	X	
FPC/Rebuild Finalize Concept/Initial Programming		X	
Establish Centennial/Entertainment Parking Management Program		X	
Additional Traffic Calming Improvements		X	X
Conditions Assessment of Historic Park Structures		X	
<b>Development Initial Stormwater Management Plan</b>		X	
Identify First Phase Stormwater Improvements			X
Formalize Communication Program	X	X	

# Summing Up

- West Fairmount Park is an incredible asset for the region and the community; however, it needs more stakeholder alignment and investment to meet its full potential
- West Fairmount Park has the potential to be a cohesive place with world class amenities and facilities that serve regional and local visitors alike
- With more sustained funding, a cohesive and inclusive vision, and new governance structures, the park can become a place that celebrates its unique history, preserves the ecosystem, and brings people together

**Thank you for inviting us into your community!**

**We can't wait to come back in 2 years (or 20!) and see what you've done here!**

# Stay Focused on These Ideas

Fairmount Park - May 2022

**CENTER THE  
COMMUNITIES**

**EMBRACE THE PLACE  
PEOPLE + HISTORY +  
CULTURE + NATURE**

***INTENTIONALLY*  
COMMUNICATE +  
COLLABORATE +  
COORDINATE**

**BUILD TRUST WITH  
INCREMENTAL  
SUCCESSSES**

**FOCUS ON PROCESSES  
AND OUTCOMES**

**WORK TO PREVENT  
DISPLACEMENT**

Q&A

Thank you!

[www.uli.org/advisoryservices](http://www.uli.org/advisoryservices)