

# Building the Value Proposition for Urban Parks Management

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[www.centercityphila.org](http://www.centercityphila.org)

**PROUDLY  
URBAN**

BALTIMORE | OCT. 28-30, 2019



**INSPIRED LEADERS  
SHAPING CITIES**

**CCD started operating March 1991 = \$6.5 million**





**Provide services to 220 blocks in CBD  
2019 budget = \$26.5 million**



Google Earth  
© 2019 Google

 **CENTER CITY DISTRICT**



# 1991: CCD 1.0

## Started with the basics – comprehensive cleaning





# Public safety Community Service Representatives



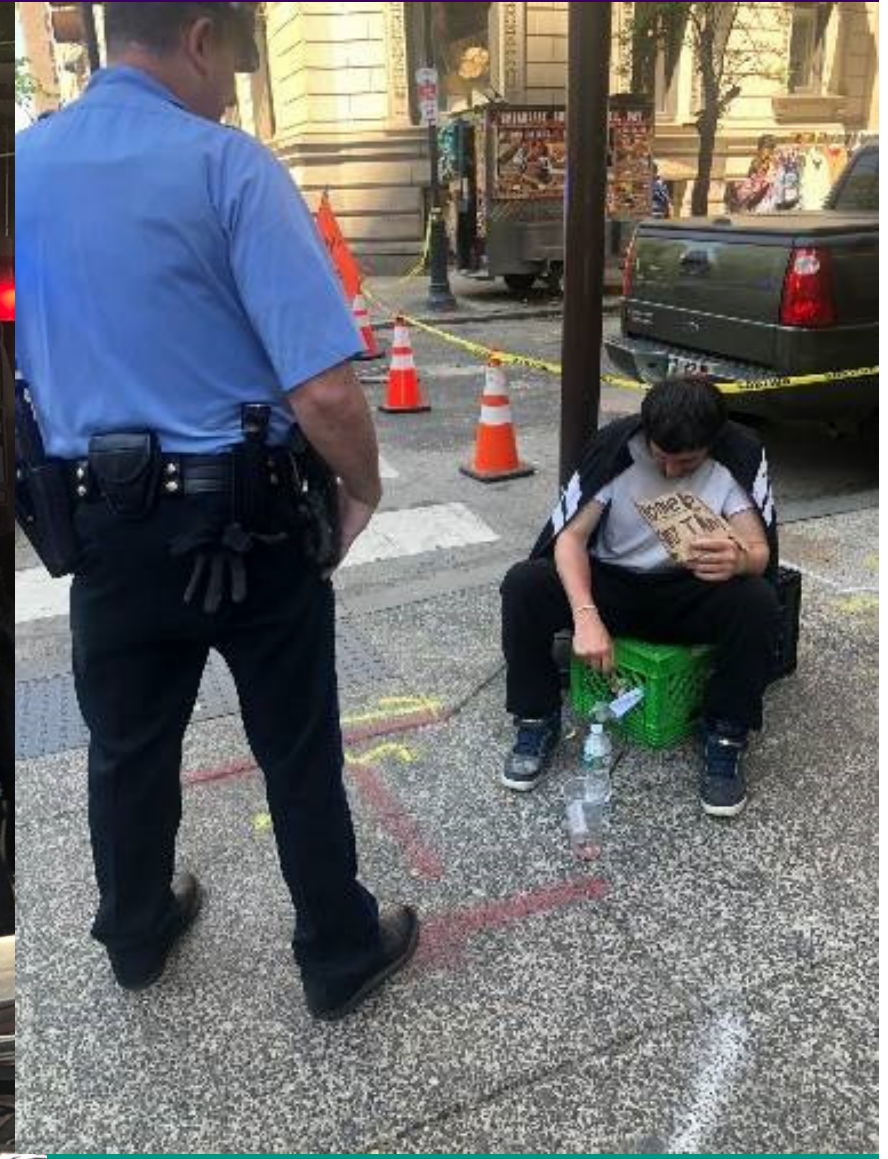
- 52 CSR's
- 6 Supervisors
- 7 days per week

# Unique partnership with Philadelphia Police Police & CSRs share facility; stand joint roll call; Coordinate on-street deployment





# CCD funds a combined outreach effort: Social service, police & CSRs working together: 5 days/week





# CCD 2.0: Improving the product

## 1996: financed \$26 million streetscape improvements





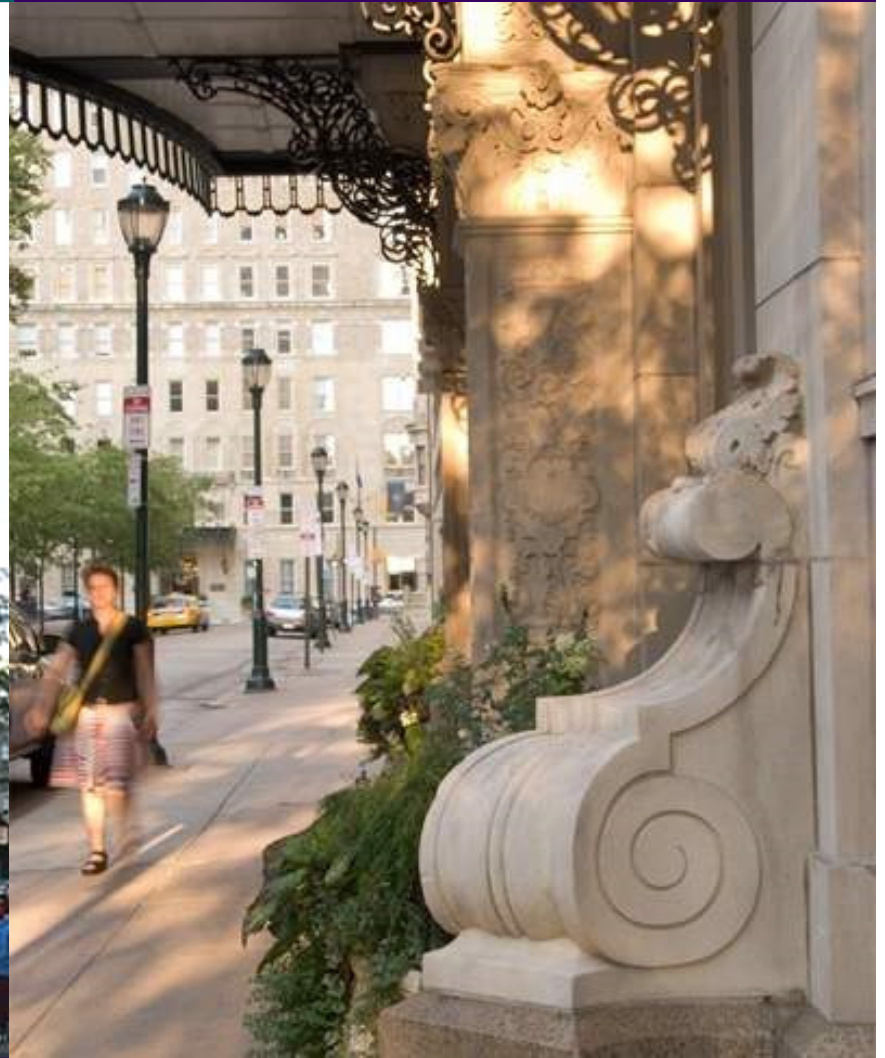
**Installed & maintain: 800 trees; 72 planters**





# 2,900 Pedestrian-scale lights

## Doubled nighttime illumination





# Create a sense of evening safety





# Animate the city at night





Three major retail promotions each year  
Twice annual Restaurant Week

# CENTER CITY DISTRICT RESTAURANT WEEK



alcohol & gratuity not included. Lunch or dinner only.

**EFFEN**  
VODKA



**SEPTEMBER 23 - OCTOBER 5**

— 3 COURSES | \$20 LUNCH\* | \$35 DINNER\* —

#CCDRW | @PHILARESTWEEK

 **CENTER CITY DISTRICT**



All summer weekly Happy Hour  
Promote bars & outdoor cafes



# SIPS

WEDNESDAYS 5-7PM  
JUNE 7 - AUGUST 30

All attendees must be 21 years of age or older.



CENTER CITY  
DISTRICT

\$5 COCKTAILS • \$4 WINE • \$3 BEER  
HALF-PRICED APPETIZERS

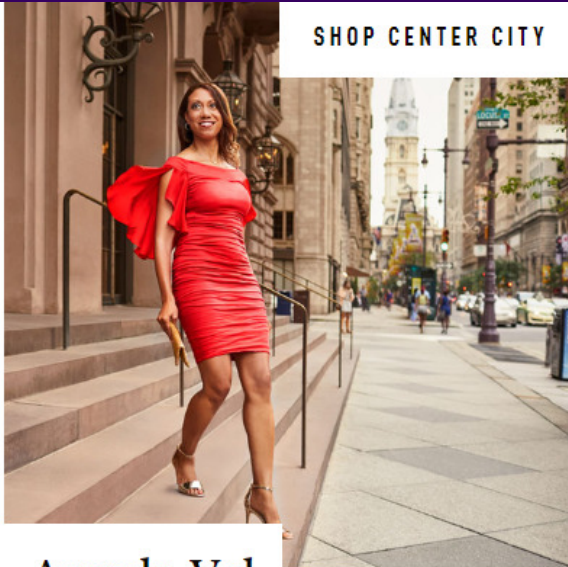
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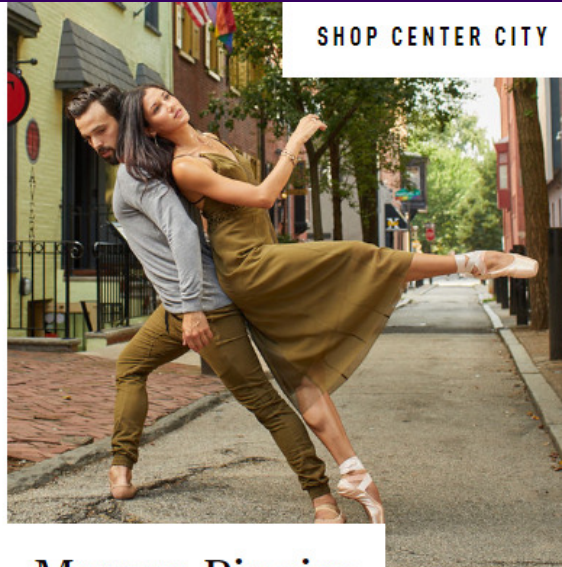
 CENTER CITY DISTRICT



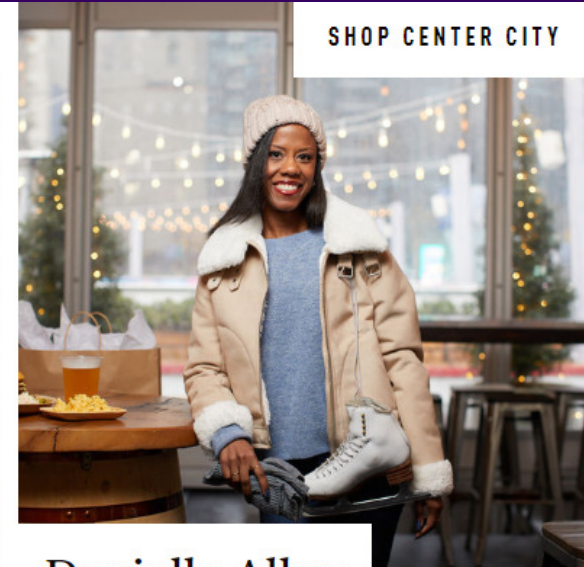
# Year-long Promotion of Center City shopping



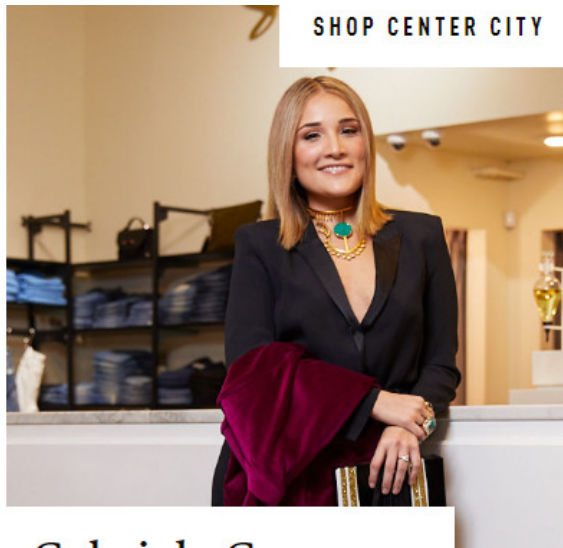
Angela Val



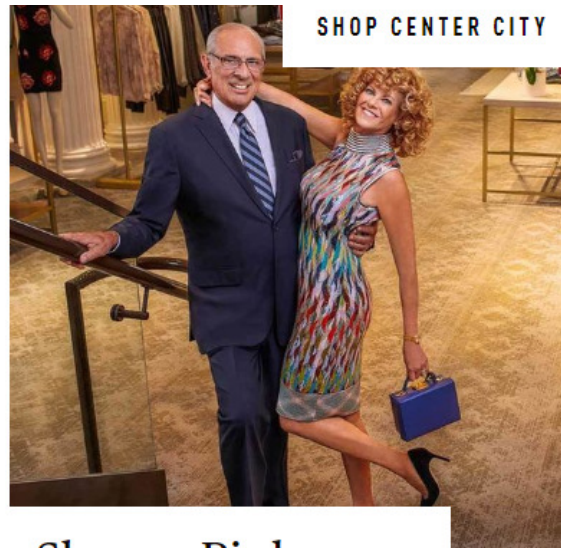
Mayara Pineiro



Danielle Allen



Gabriela Guaracao



Sharon Pinkenson





# CCD 3.0: 2008 Placemaking & place management: Cret Park, our first park





# Built upon our clean & safe operating staff





# Landscape maintenance capability





# Events marketing capability





**Focused them on our first park**





**Started with neglected empty space owned by City**  
**Signed 20 year lease; 10 year renewal**  
**Took on 100% of maintenance responsibilities**





# Raised revenue to renovate a triangular parcel





# Designed, built and leased a cafe





# Café revenue pledged to park maintenance \$100,000/year to maintain; café cover 60%





# First of 5 parks we manage within our District Prototype; but growing complexity





**Collins Park, small pocket park donated by local foundation;  
CCD owns; modest operating costs= \$78,000/year**





# Cover 30% with rental events & wine garden





# 2012: Sister Cities Park: added complexity





**Also located on Benjamin Franklin Parkway**





# Took a barren and forgotten space





And transformed it with a cafe





# Into a place for families with children





# Very successful water fountain





# Took a solitary neglected statue





# Wrapped a children's garden around it





With a pond





# And climbing mountain





# Program with events





# Focused on families with young children





# Dilworth Park: 2012-2014; adjacent historic City Hall





# 2010: Existing conditions, failed urban renewal 1977





**Raised \$60 million**  
**Broad range of public, private & foundation funding**  
**Federal TIGER grant**

## **Contributors to the Transformation of Dilworth Park**

### **Major Public Donors**

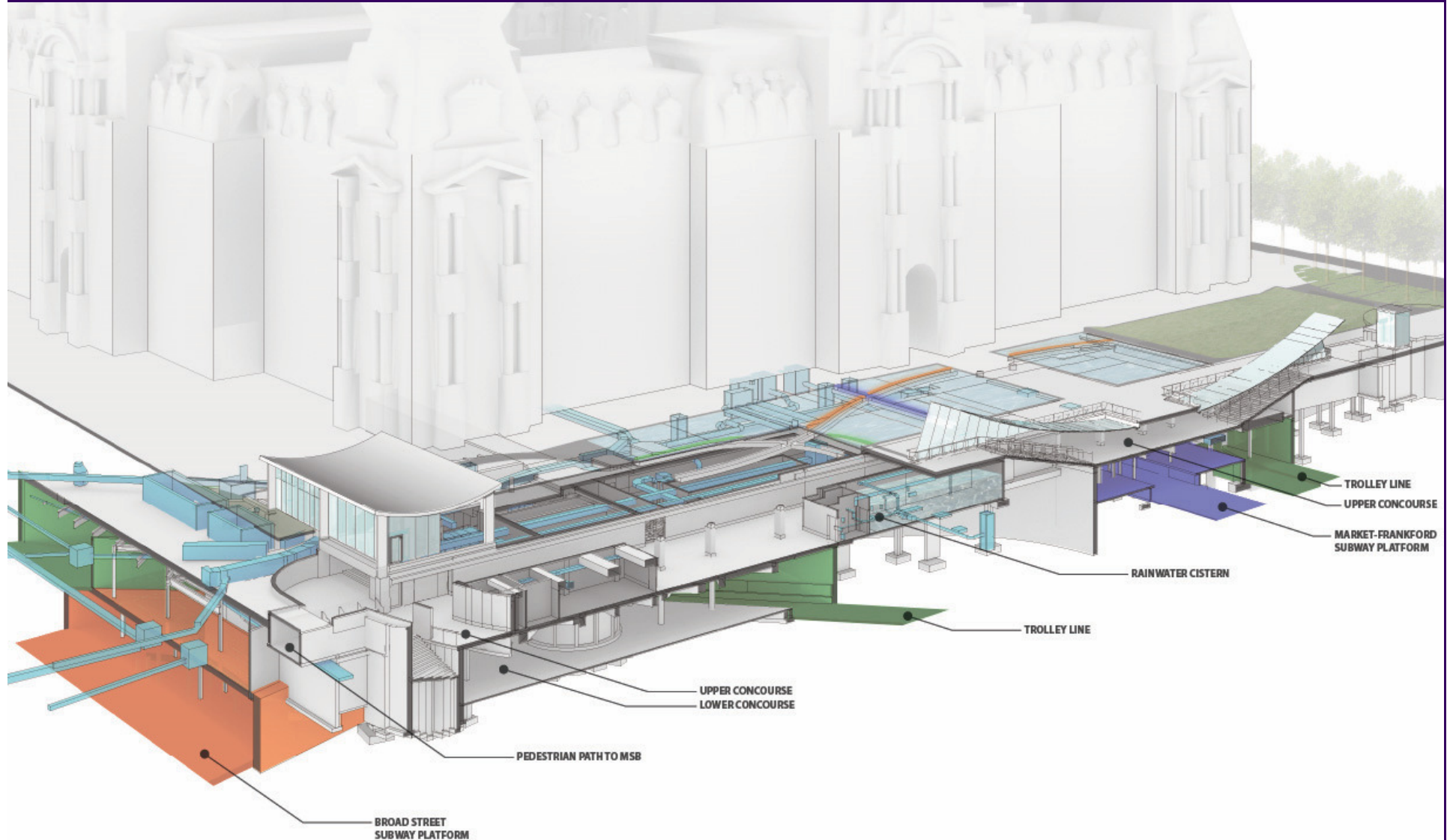
<u>Center City District</u>	<u>\$15 million</u>
City of Philadelphia	\$5.75 million
Commonwealth of Pennsylvania	\$16.35 million
Federal Transit Administration	\$15 million
SEPTA	\$4.3 million

### **Major Donors to Construction**

The Albert M. Greenfield Foundation	\$225,000
John S. and James L. Knight Foundation	\$400,000
PNC	\$300,000
William Penn Foundation	\$1.2 million

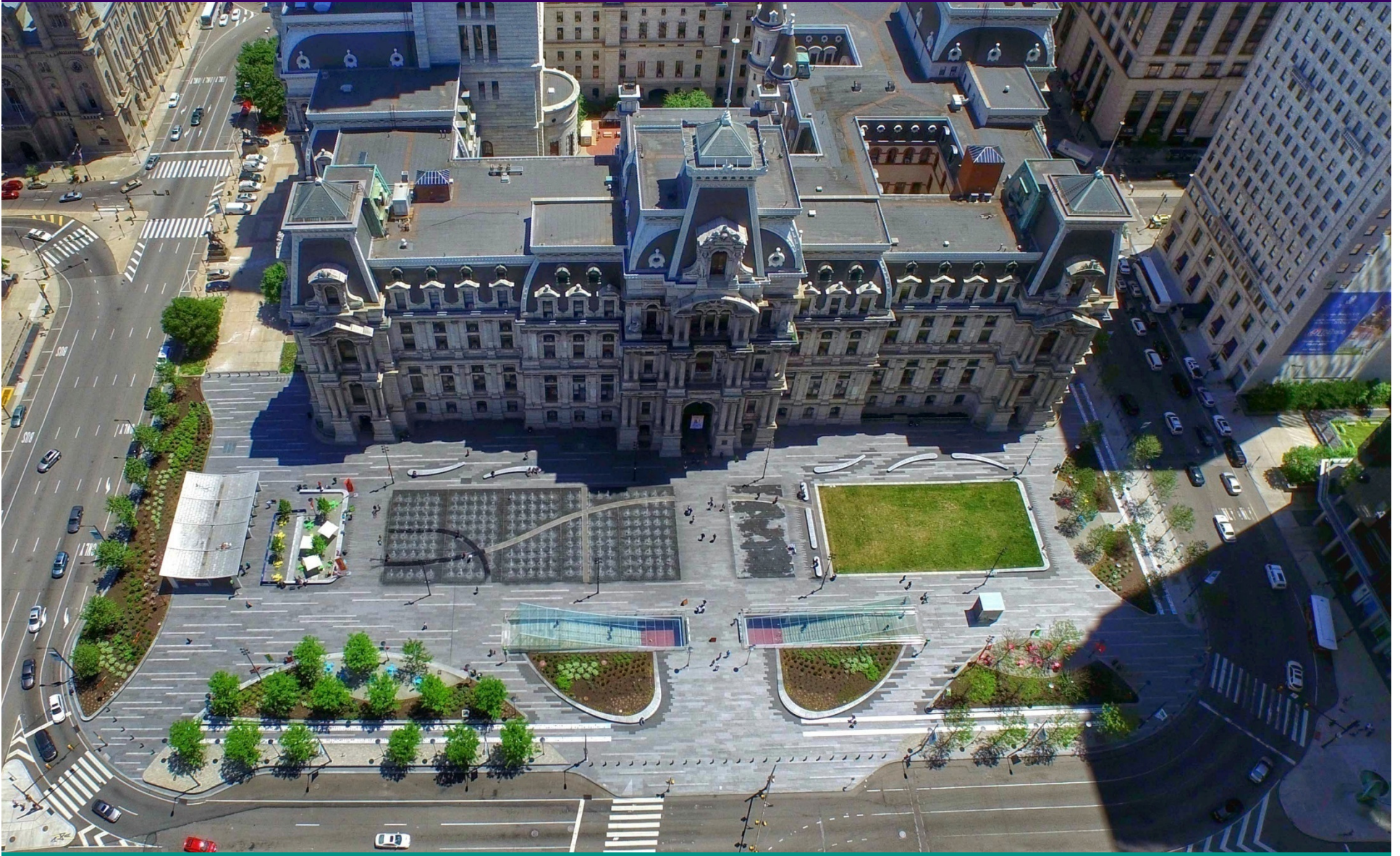


# Completely reconstructed two levels + accessibility to transit





# Completed renovation in September 2014



 CENTER CITY DISTRICT

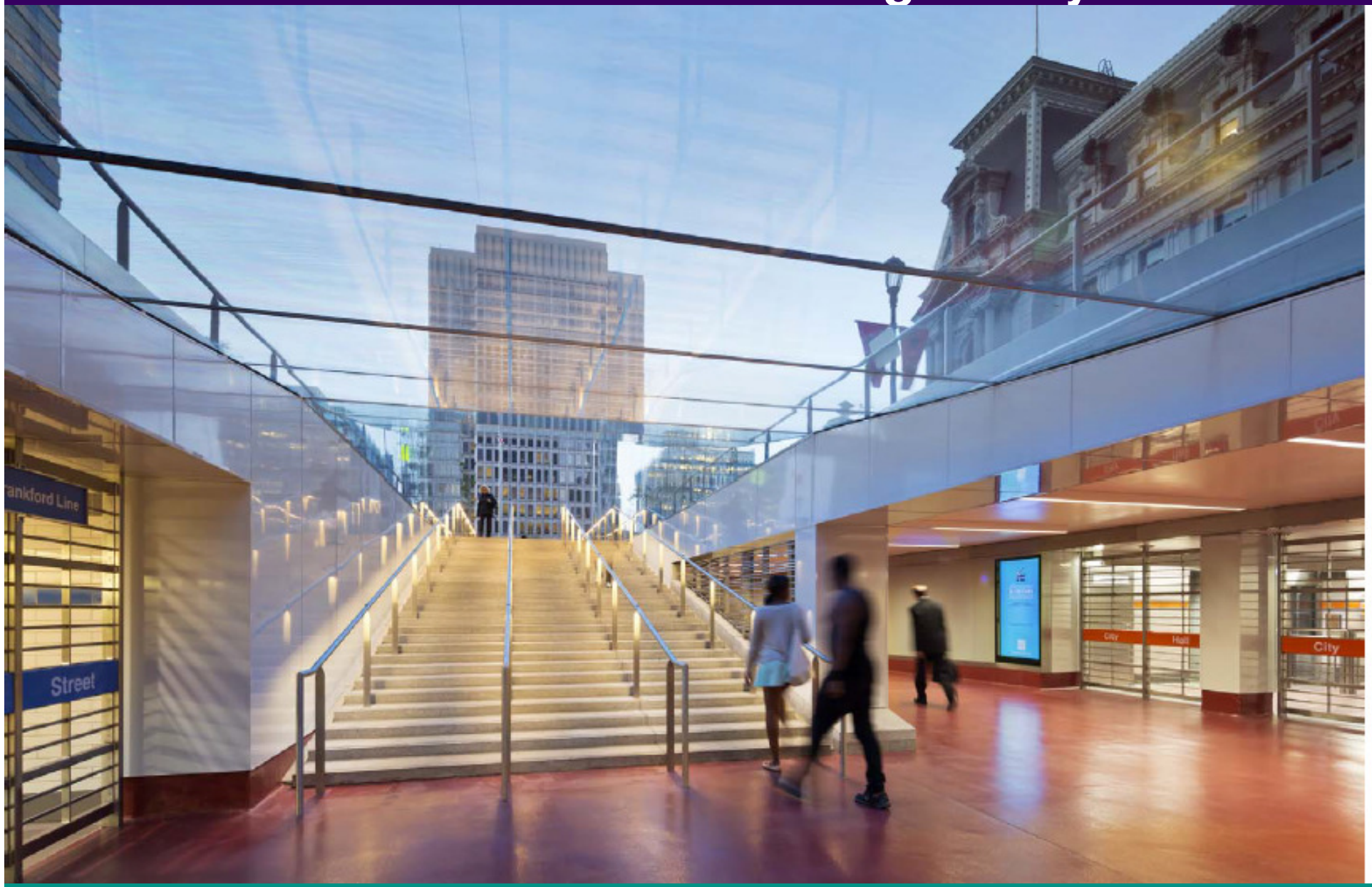


**Designed as a flexible space**  
**120,000 sf + 40,000 subway concourse**  
**Long term lease from City: all maintenance; keep all revenue**





# Goal: Create first-class gateway to transit





# Café: at northern end





# Multiple seating areas with moveable chairs & tables





# Fountain that everyone loves in the summer













# Flexible design: portions turn off for events





# Movies





# Parties & weddings





# Convention events





# Exercise classes





# Location becomes winter ice rink





# Greenfield lawn on southern end; naming rights





# Program movies & bocce



*Pictures*  
**IN THE PARK**

PRESENTED BY WATERMAN II FUND  
OF THE PHILADELPHIA FOUNDATION

TUESDAYS  
AT DUSK

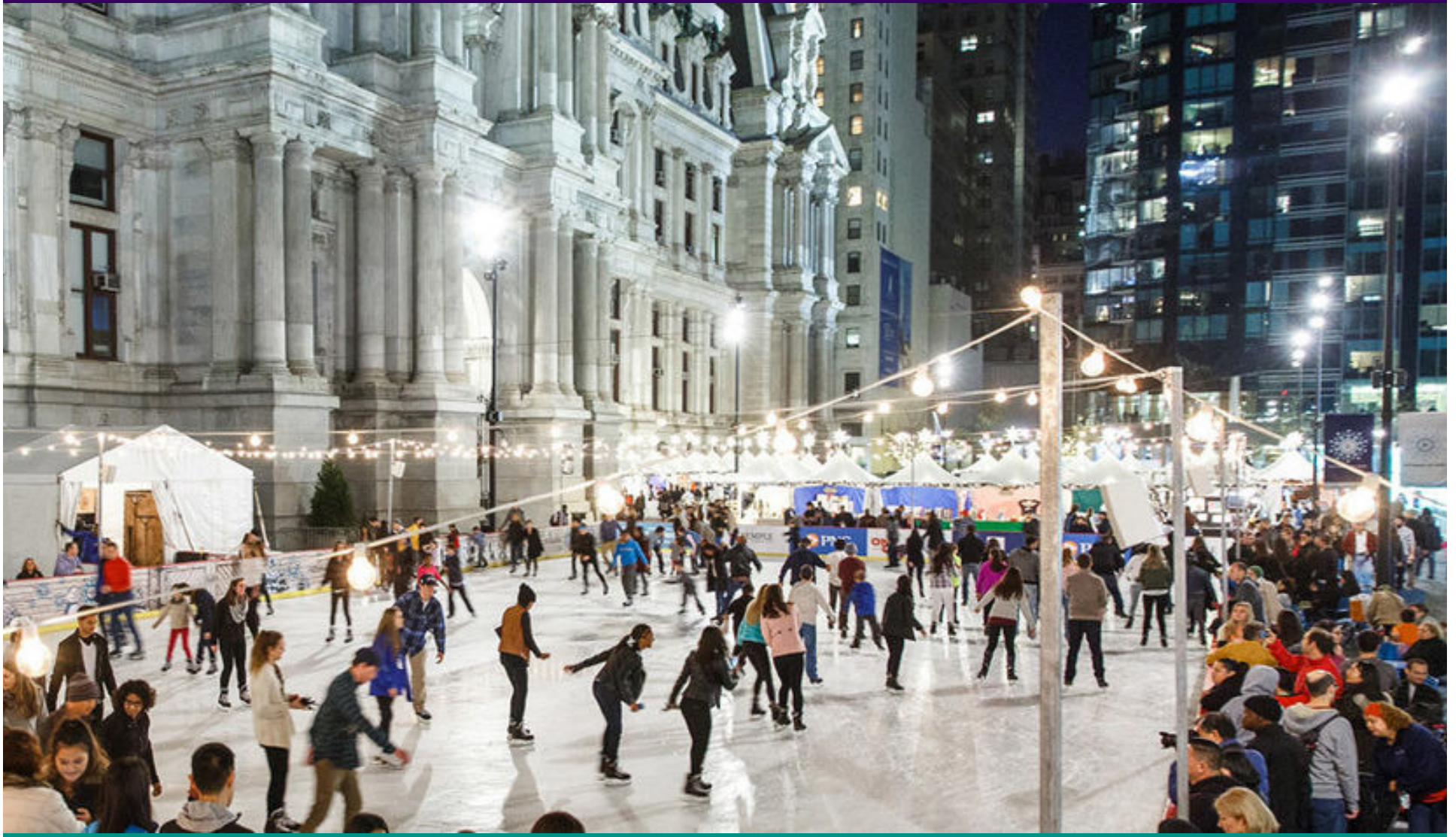


# Recently added retail at southern end of the park





**Started with just a rink in 2014**





# Added heated tent in 2015: Rothman Institute cabin









# Food service and available for rental events





# Added holiday markets in 2015





# Added garden maze on lawn in 2016



DILWORTH PARK | ROB CARDILLO







# 2017 added holiday light show





# Full winter deployment





# Marketing Department organizes major events





# Draw crowds & attract sponsors





# Parties, weddings & convention events





# On-site activations: most lucrative





# Commercial products pay for right to be in the park





**Carefully limit the number & type of these we do**





# CCD programs a huge volume of events

## 2018

**Dilworth Park: 319 events**

**Sister Cities Park: 98 events**

**Collins Park: 26 events**

**Total: 443 events**

## 2019

**Dilworth Park: 273**

**Sister Cities Park: 154**

**Collins Park: 26 events**

**Total: 453 events**



**On top of this are rentals & activations**

**Dilworth Park 2018**

**54 Total Rental Events**

**22 Brand Activations**

**\$636,494 total rental revenue**

**Dilworth Park 2019 YTD**

**28 Total Events**

**7 Brand Activations (one month long)**

**\$611,521 total rental rev for DP**



# 10.8 million visitors in 2018



**51,000 ICE SKATERS**

AT DILWORTH PARK IN 2018



**127,000 VISITORS**

TO WINTERGARDEN AT  
DILWORTH PARK IN 2018



**49,516 PEDESTRIANS**

PER WEEKEND DAY ENTERED  
DILWORTH PARK IN DECEMBER 2018

ANNUAL VISITORS TO DILWORTH PARK

2016: 9,621,000

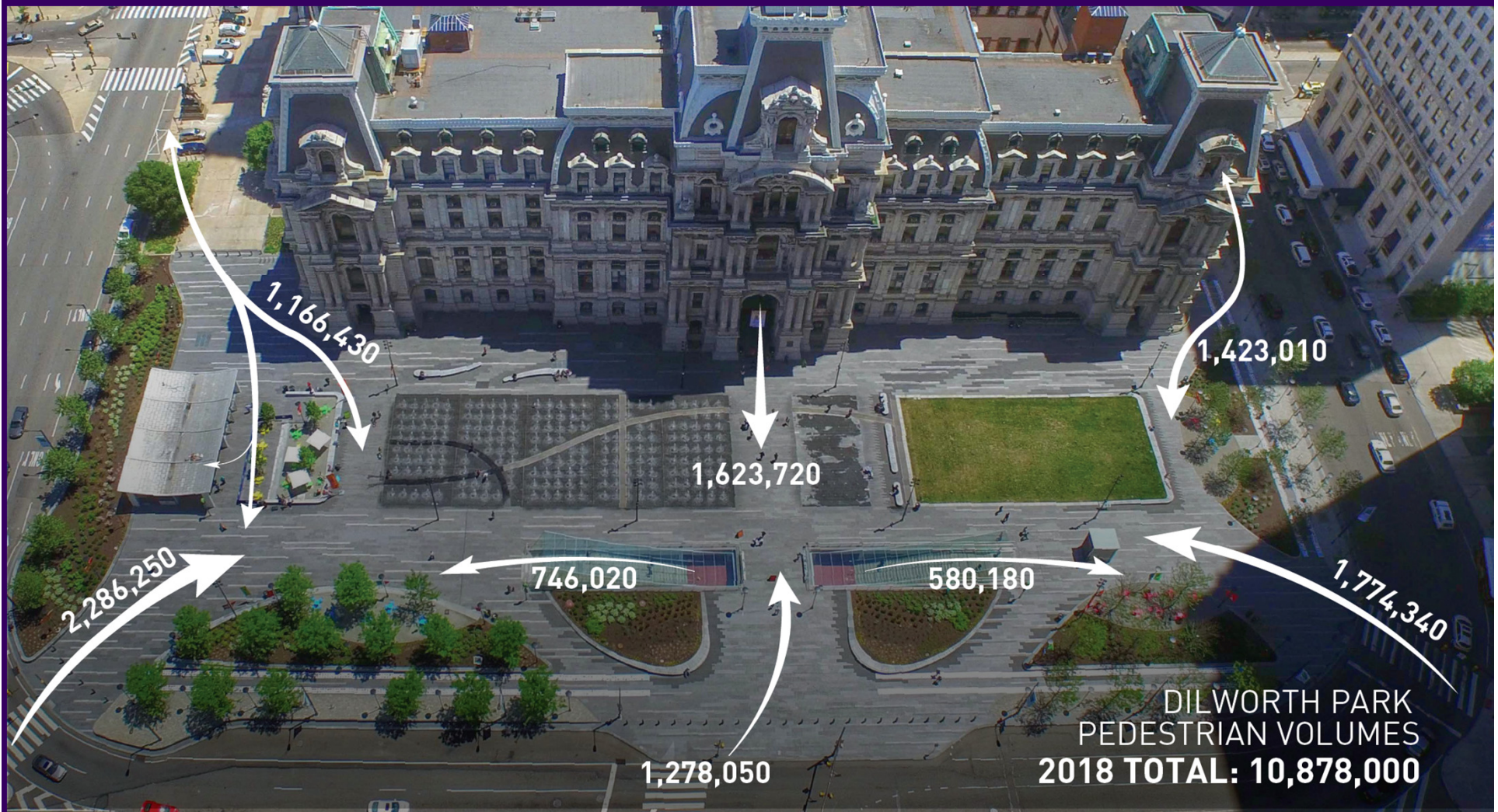
2017: 10,015,000

2018: 10,828,000





# Tracked with pedestrian counting technology





# Operations: Clean & pressure wash all components of the park & underground concourse; 6 am-11 pm





# Community Service Representatives Deployed 7 days/week; back-up from PPD





# Staffed by CSRs by day; private security at night





# Develop, post & communicate regulations

## Bikes, smoking & managing dogs



Welcome to  
**DILWORTH PARK**  
Managed by the Center City District

Park Hours: 6:00am – 1:00am

This park is open for the enjoyment of all. We invite you to play in the fountain and walk on the grass. For the good of the park and all who use it, the following activities are prohibited:

- Riding bicycles, motorized vehicles, or scooters
- Rollerblading or skateboarding
- Vending or soliciting (without a permit or license)
- Lying on benches at any time
- Drinking alcoholic beverages except as provided by authorized vendors in authorized locations
- Littering
- Barbecue grilling or outdoor public serving of food (without a permit or license)
- Bathing or washing in the fountain

Help us protect the lawn and its irrigation systems by not inserting flags or poles of any kind into the ground. Please curb your dogs and do not allow them to use the lawn as their bathroom.

Dogs are permitted, except on the lawn, but must be kept on a leash of no longer than 6 feet. Owners must clean up after their pets.

Please exercise care in using all water features. Children must be attended at all times. All children under the age of three must wear swim diapers to use the fountain.

Other Considerations:


The Center City District needs your help to maintain the park's water features by keeping the fountain free of litter, food, and pets at all times.

Permits issued by the Center City District are required for special events, musical presentations and amplification, commercial photography or filming.

To enhance your safety, security cameras are installed on this site.

This park is a smoke-free environment.

[www.CCDParks.org](http://www.CCDParks.org)



**CENTER CITY DISTRICT**

Park Info  
215.440.5500  
Emergencies  
911

### DILWORTH PARK

Children, adults, and well-behaved dogs on leashes are welcome. For the health and safety of park users, please help keep the lawn clean by **walking your dog first in the designated dog-walking area.**



CENTER CITY DISTRICT





# Extensive landscape maintenance





# Seasonal plant changes





# Maintenance of electrical systems supporting operations





# Plumbing systems for fountain & landscaping





# **Beyond core CCD functions; augmented staff**

**Clean, safe, landscape maintenance & marketing**

**+**

**Facilities maintenance staff, business service staff**  
(events rental, sponsorship, activation, advertising & café leases)



# Income side: cafes are more amenities



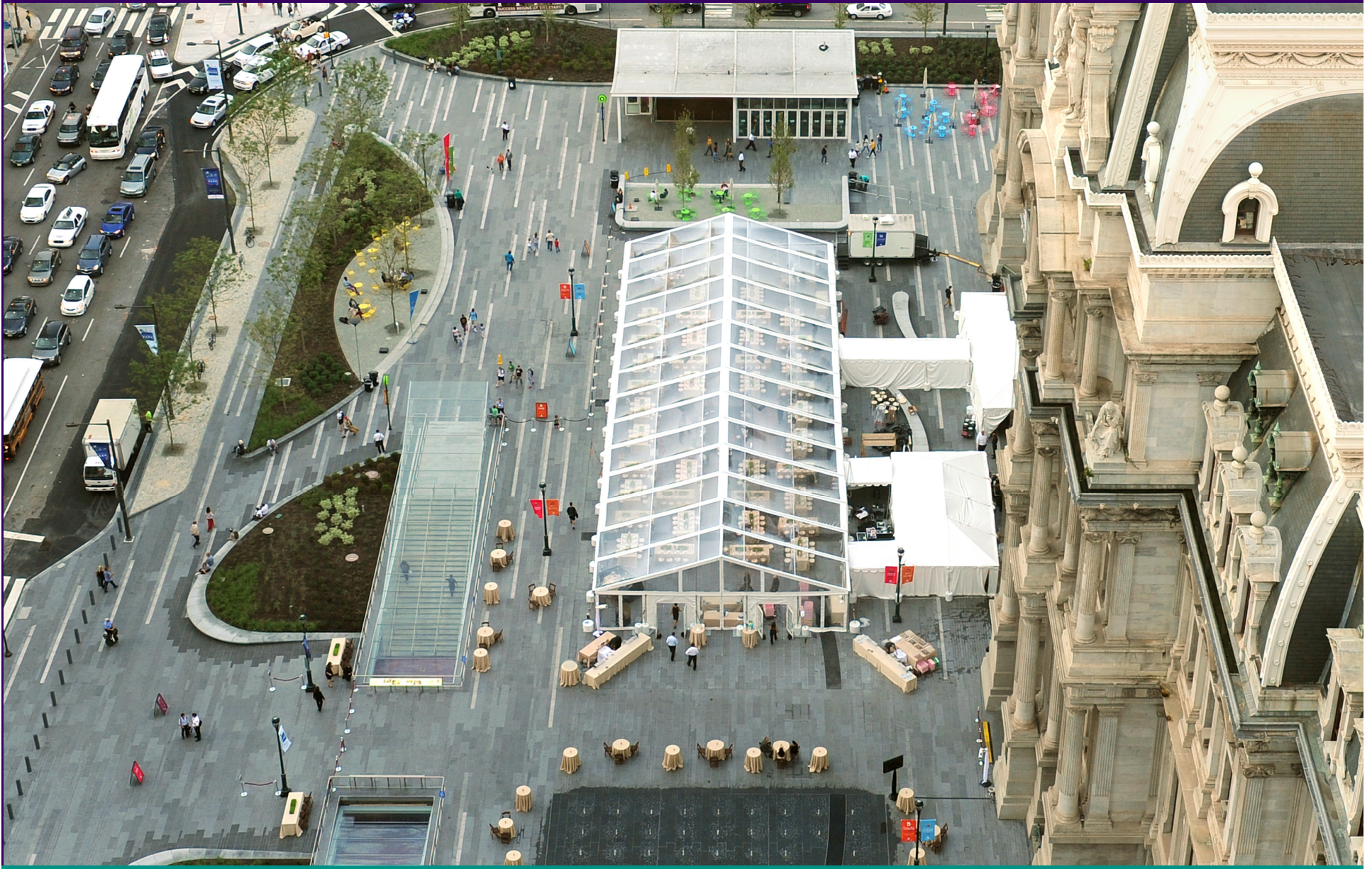


# Real revenue comes from beer/wine sales at events





# Rental events: fees + mark-up on tent rental & catering





# Self-imposed: Cap rental events at 5% of operating hours

Averaged 3.5%





# Income generation: Digital screens: 80% arts, culture & non-profit on surface





# Commercial advertising in the concourse





# Rothman Ice rink admissions





# Skate rentals: free promotions



**RINK ADMISSION AND HOURS**

**ADMISSION**

- KIDS 10 & UNDER | \$3
- ADULTS | \$5
- SKATE RENTAL | \$10
- GROUP RATE | \$12  
10 OR MORE GUESTS  
(Includes admission and skate rental)  
Groups@RinkManagement.com

**RINK HOURS**

- MON.-THURS.  
NOON-9PM
- FRIDAY  
NOON-11PM
- SATURDAY  
11AM-11PM
- SUNDAY  
11AM-8PM

ROTHMAN  
The Philadelphia Center for the Arts  
1000 Market Street, Philadelphia, PA 19107

SPONSORS: TEMPLE, Capital City, SUBARU, The Philadelphia Center for the Arts





**DILWORTH PARK  
WINTERGARDEN**

ROTHMAN INSTITUTE  
**ICE RINK**

ROTHMAN INSTITUTE  
**CABIN**

FEATURING AMERICA'S GARDEN CAPITAL MAZE

ROTHMAN  
INSTITUTE

TEMPLE  
UNIVERSITY

Capital One

SUBARU

The Philadelphia Orchestra  
Yannick Nézet-Séguin Music Director

CBS



## Naming rights for the northern terrace





# Naming rights for Greenfield lawn





**Goal: create a welcoming public place for all**



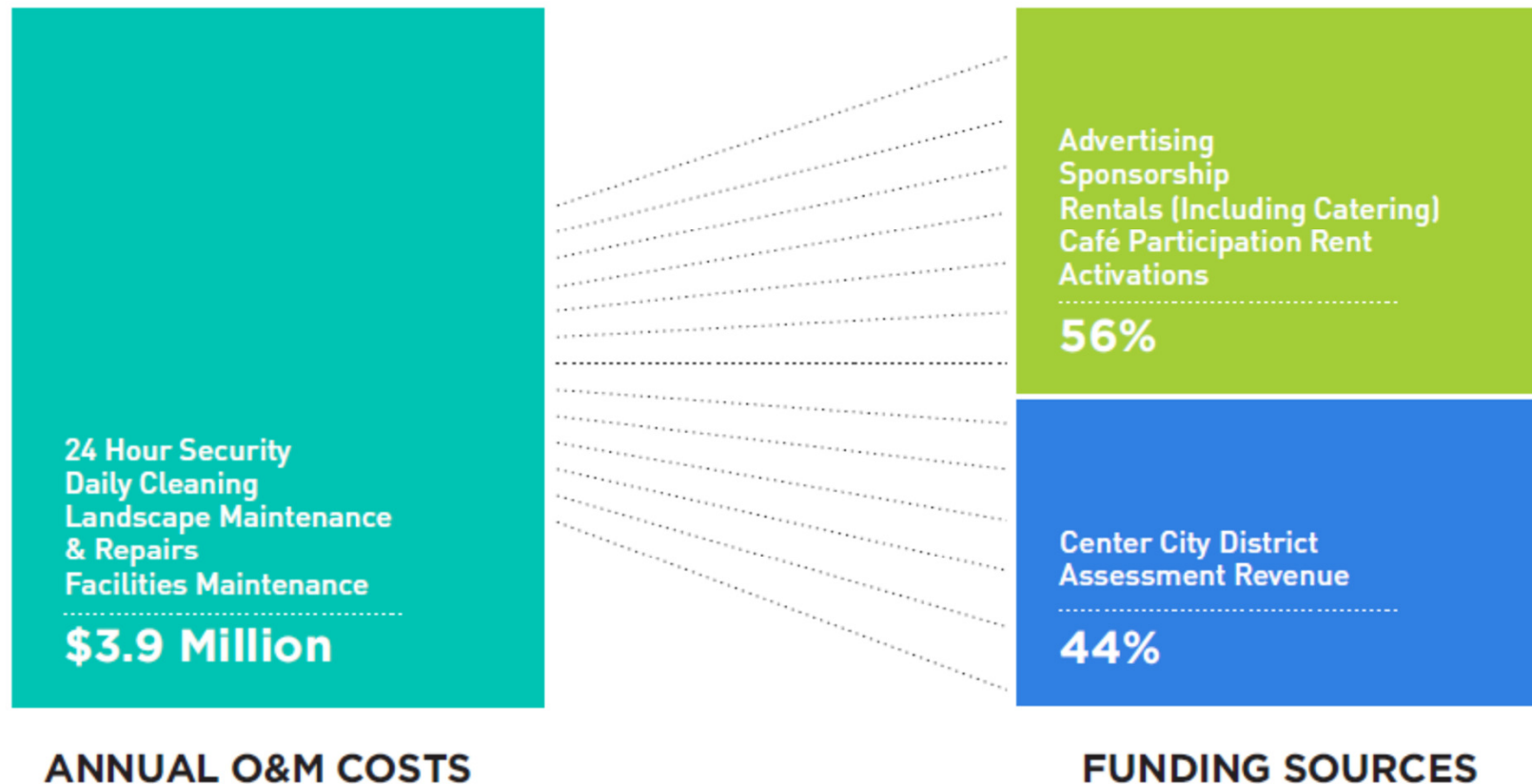


# You have to pay for the public life Era when municipal revenues constrained, BIDs step forward





**Goal: increasing self-sufficiency of the park**  
**But without the BID standing behind the park....**  
**Far fewer risks, less experimentation, less multi-year patience**  
**Less quality maintenance**





# Operating support built into BID budget

## Goal: steadily decrease BID subsidy

### BUDGET: 2018-2022

	2018	2019	2020	2021	2022
<b>REVENUE &amp; SUPPORT</b>					
Billing Amount (1)	\$24,247,520	\$25,420,420	\$26,183,030	\$26,968,520	\$27,777,580
Income from Assessed Charges (2)	\$21,105,070	\$22,254,510	\$23,002,870	\$23,772,650	\$24,566,530
Interest & Other Income (3)	\$127,640	\$137,770	\$145,160	\$150,820	\$156,760
Reimbursements from Affiliates (4)	\$117,500	\$117,500	\$120,000	\$120,000	\$120,000
Park Revenues (5)	\$1,732,500	\$2,117,750	\$2,300,570	\$2,511,950	\$2,729,410
Fee-for-Service Income (6)	\$712,250	\$744,770	\$773,610	\$803,860	\$837,560
Total Revenue & Support	\$23,794,960	\$25,372,300	\$26,342,210	\$27,359,280	\$28,410,260
<b>EXPENSES</b>					
Cleaning (7)	\$6,896,580	\$7,064,240	\$7,292,090	\$7,548,940	\$7,738,490
Public Safety (8)	\$3,755,640	\$3,888,840	\$4,030,650	\$4,182,220	\$4,367,040
Marketing, Communications & Interactive Marketing (9)	\$2,473,620	\$2,536,390	\$2,632,670	\$2,717,170	\$2,800,600
Streetscape, Parks & Public Spaces (10)	\$5,334,070	\$5,499,100	\$5,656,230	\$5,817,100	\$5,978,570
Administration (11)	\$2,609,490	\$2,683,940	\$2,766,680	\$2,856,620	\$2,949,630
Development Planning & Research (12)	\$868,260	\$958,760	\$978,040	\$1,009,130	\$1,038,320
Capital Program Activities (13)	\$407,300	\$1,216,030	\$1,460,850	\$1,678,100	\$1,987,610
Debt Service (14)	\$1,450,000	\$1,525,000	\$1,525,000	\$1,550,000	\$1,550,000
Total Expenses (15)	\$23,794,960	\$25,372,300	\$26,342,210	\$27,359,280	\$28,410,260
<b>SURPLUS/(DEFICIT)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



# Five take-aways



- (1) Intensively used public spaces are extraordinary expensive to maintain: average 30,000/day; 60,000/day seasonal peaks
- (2) You need to be prepared to subsidize them deeply in early years
- (3) You can only learn by doing & you are never done with learning & improving
- (4) Significantly expand staff expertise
- (5) Very hard work, but worth it



**Assessed value of buildings facing park up 30% since 2012**  
**The investment comes back to the BID**





# Building the Value Proposition for Urban Parks Management

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