

# Championing, Building & Managing Iconic Downtown Infrastructure

**Paul R. Levy**  
**President & CEO, Center City District**  
Philadelphia, PA  
[www.centercityphila.org](http://www.centercityphila.org)





# Philadelphia's Dilworth Park





# CCD: \$26.5 million business improvement district Providing services to 220 blocks in CBD since 1991





# 1991: CCD 1.0

## Started with the basics – comprehensive cleaning





# Public safety Community Service Representatives



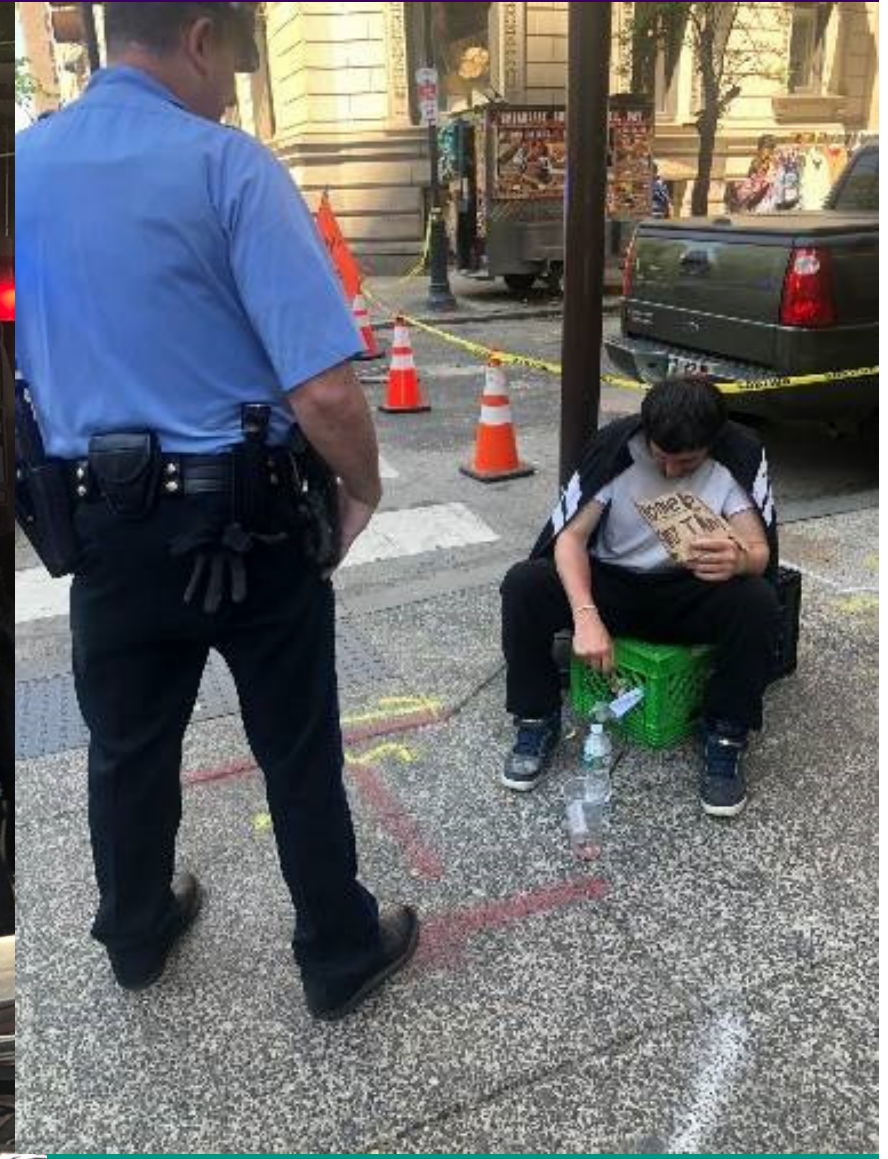
- 52 CSR's
- 6 Supervisors
- 7 days per week

# 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 - 1996: Streetscape improvements

Financed \$26 million bond issue back by District revenues





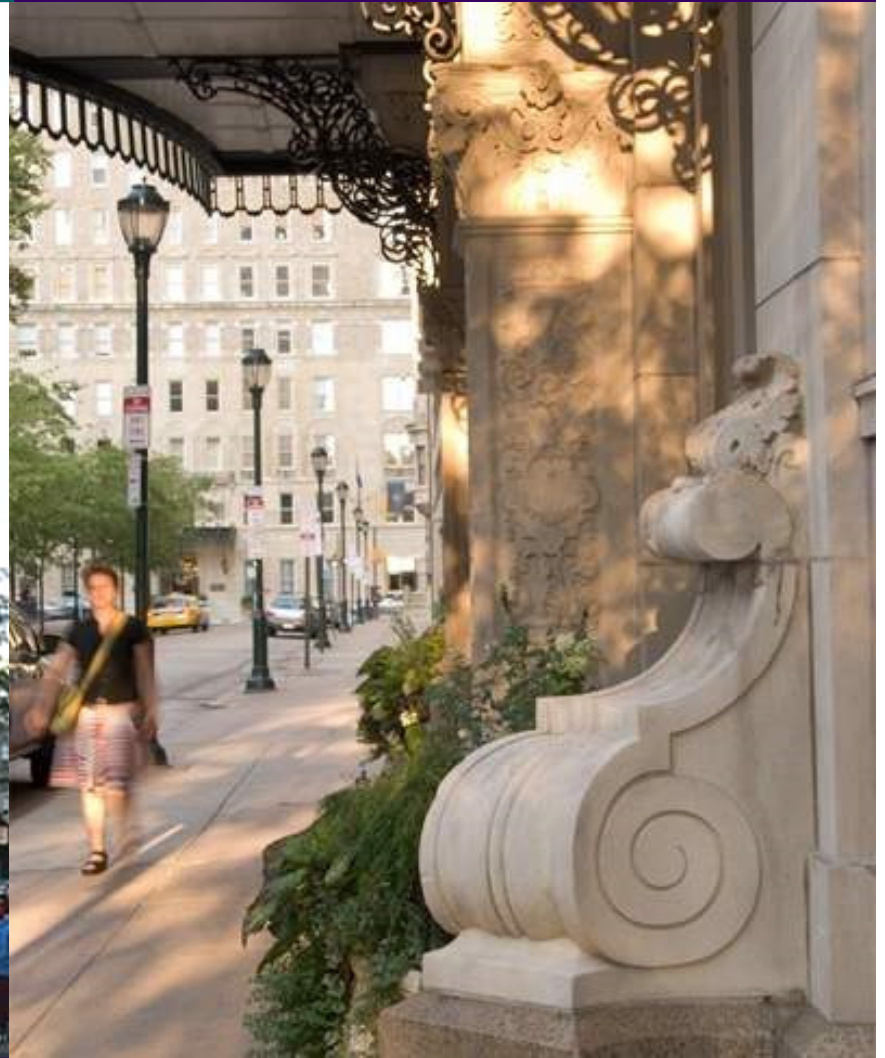
**Installed and maintain: 800 trees; 72 planters**





# 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

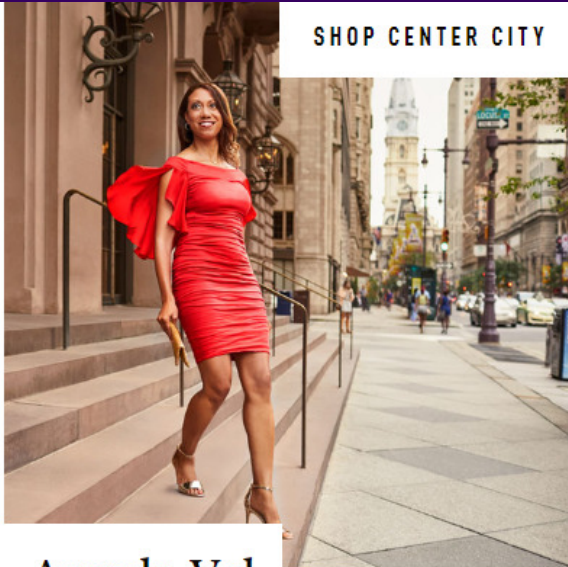
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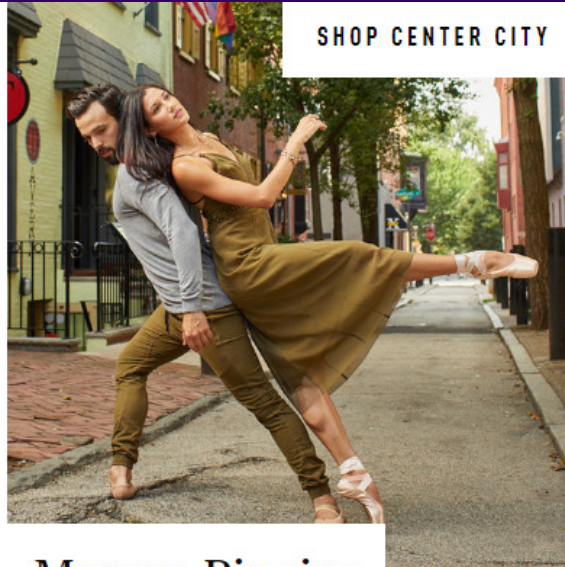
 CENTER CITY DISTRICT



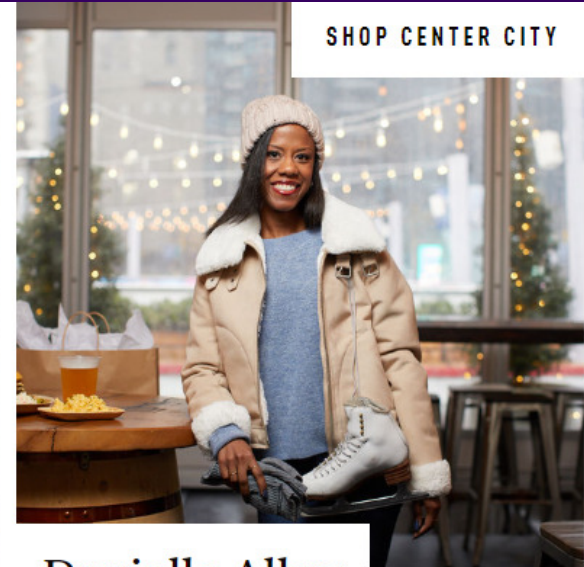
# Year-long Promotion of Center City shopping



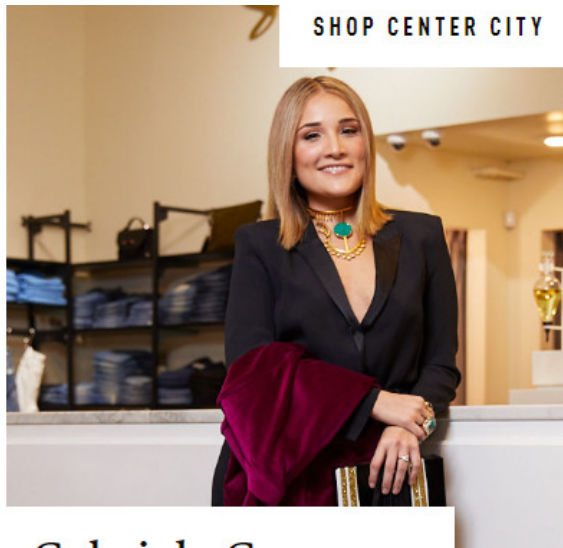
Angela Val



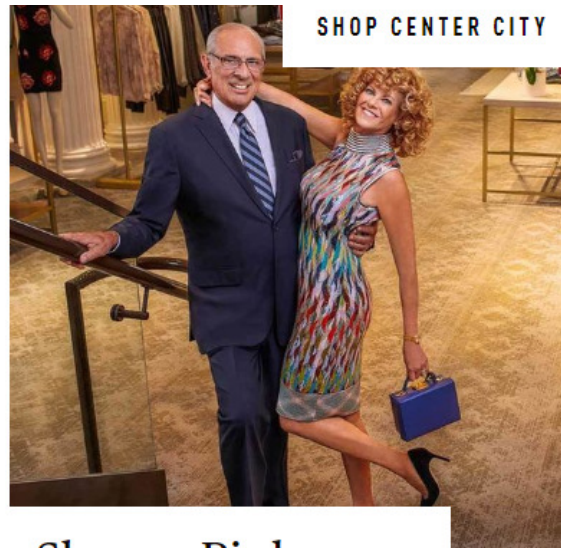
Mayara Pineiro



Danielle Allen



Gabriela Guaracao



Sharon Pinkenson





# CCD 3.0: 2008 Improving public spaces: Cret Park





# Started with neglected empty space





# Raised revenue to renovate a triangular parcel





# Long-term lease from city; Added cafe; Revenue pledged to park maintenance





# Collins Park, 1700 block Chestnut Street





# Successful location for rental events





# In 2012: Sister Cities Park





**Focused primarily on families with young children**





# Café, pond & climbing mountain





# 2018: our version of the High Line: Rail Park



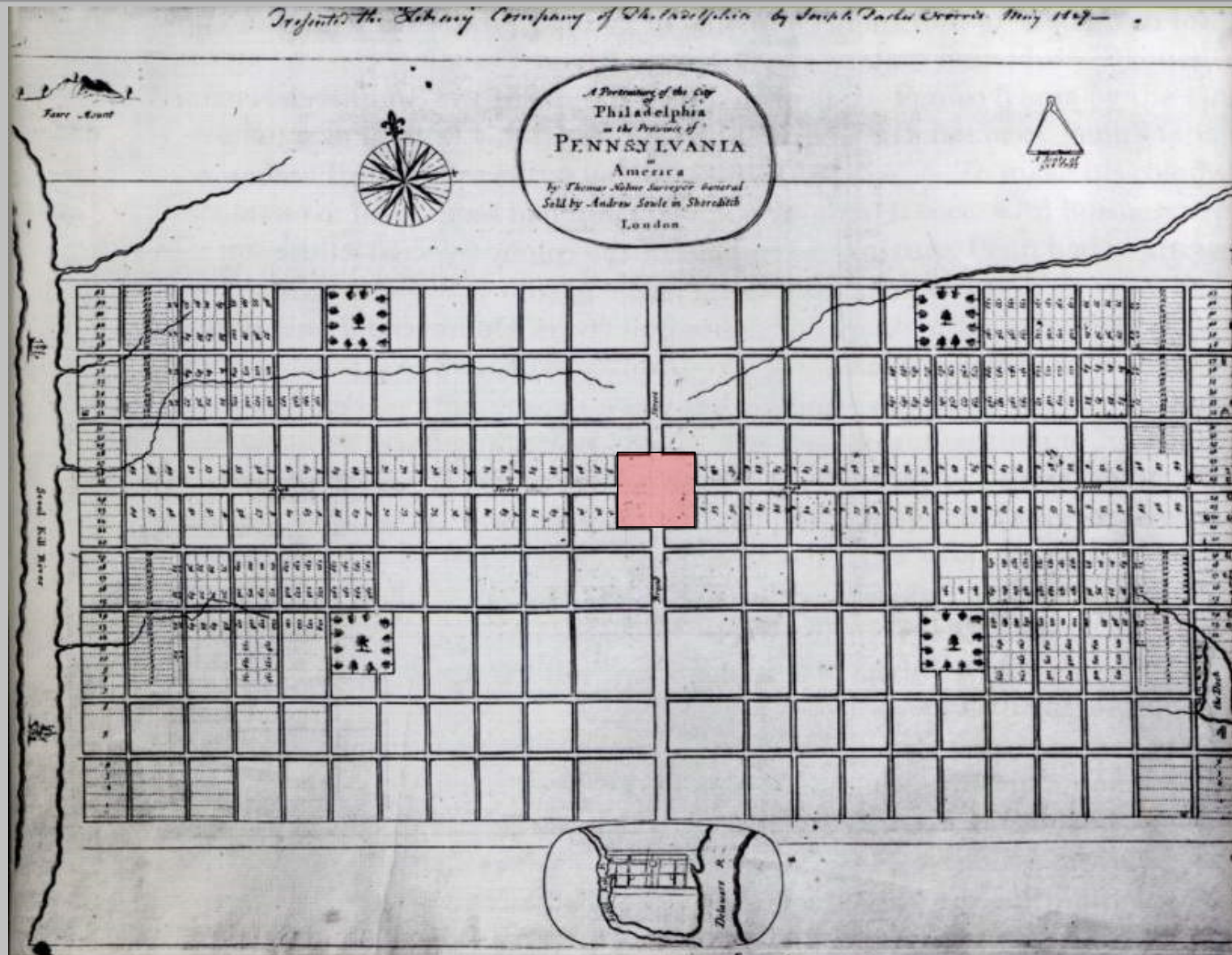


# Dilworth Park: 2012-2014; adjacent historic City Hall





# At the center of William Penn's historic plan for city



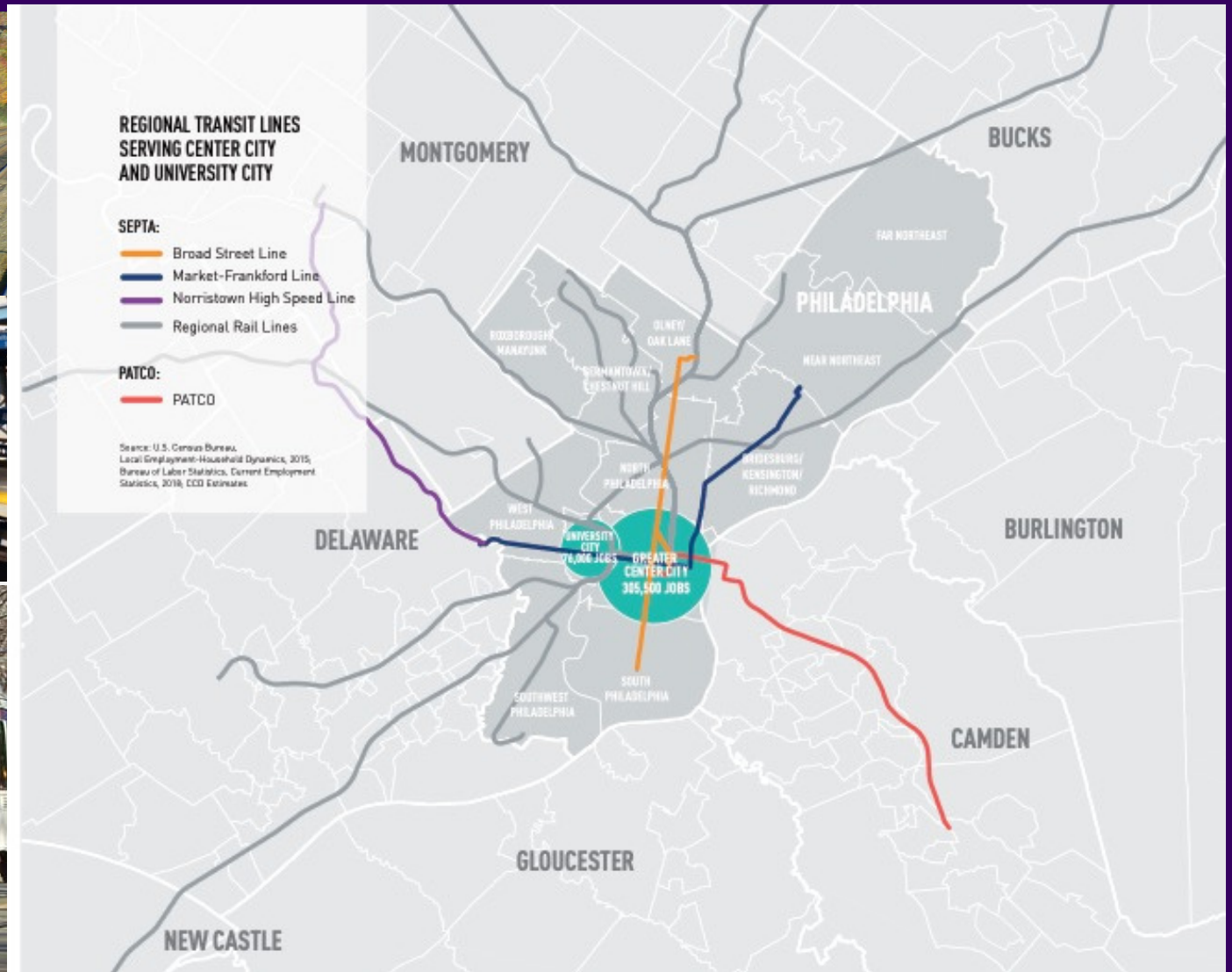


# One of 5 parks CCD manages; our largest





# All regional transit lines bring 300,000 passengers downtown each day converge beneath the site





# 2010: Existing conditions, failed urban renewal 1977





# Steps and barriers





# Pedestrian obstacles, walls & changes in elevation





# Blind corridors, hiding places in subway concourse





# Inadequate funding for maintenance





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

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

### **Major Public Donors**

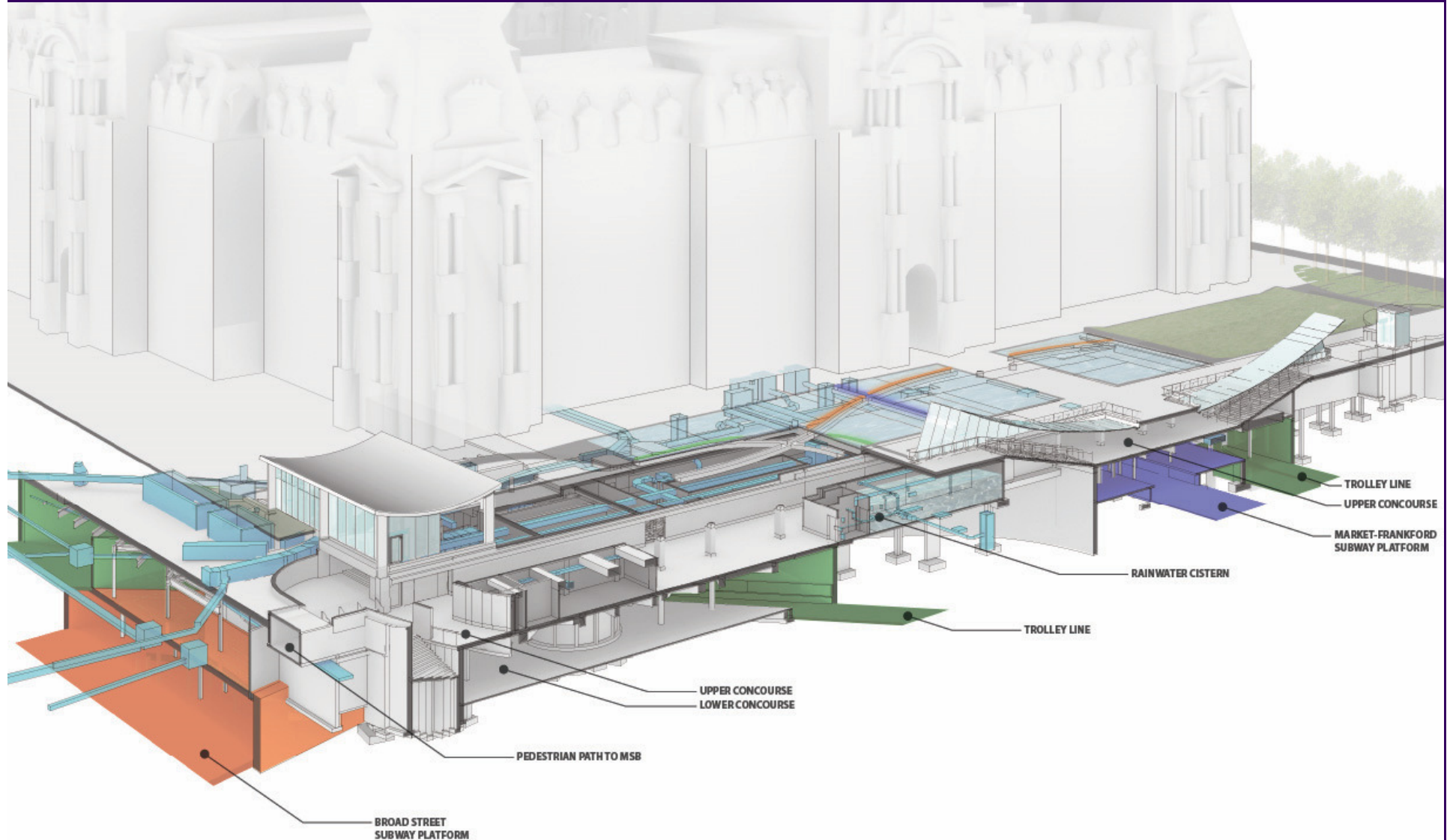
<u>Center City District</u>	<u>\$15 million</u>
City of Philadelphia	\$5.75 million
Commonwealth of Pennsylvania	\$16.35 million
Federal Transit Administration	\$15 million
SEPTA	\$4.3 million

### **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

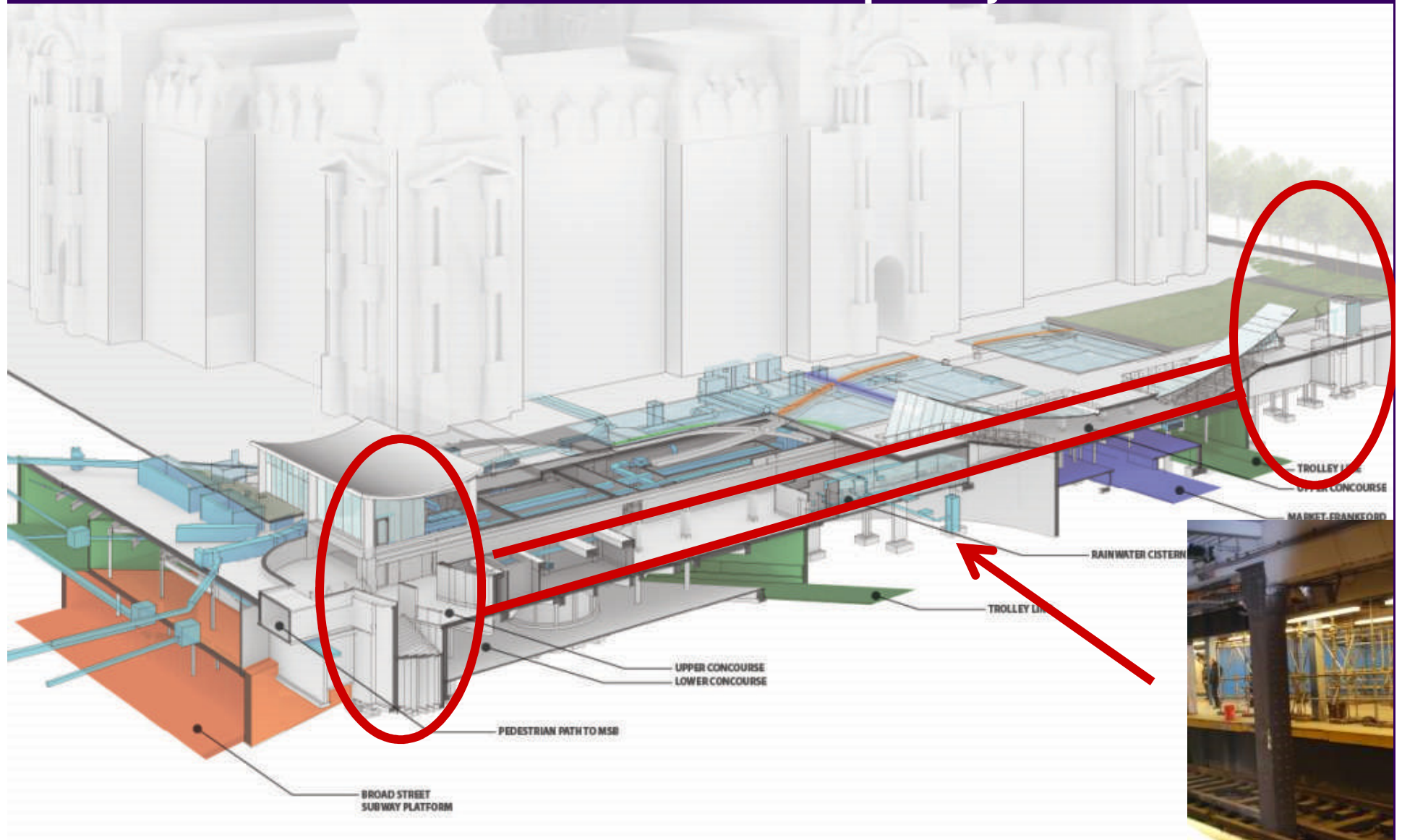


# Completely reconstructed two levels + accessibility to transit





# Brought new support columns, elevators down to platforms & created a completely new concourse



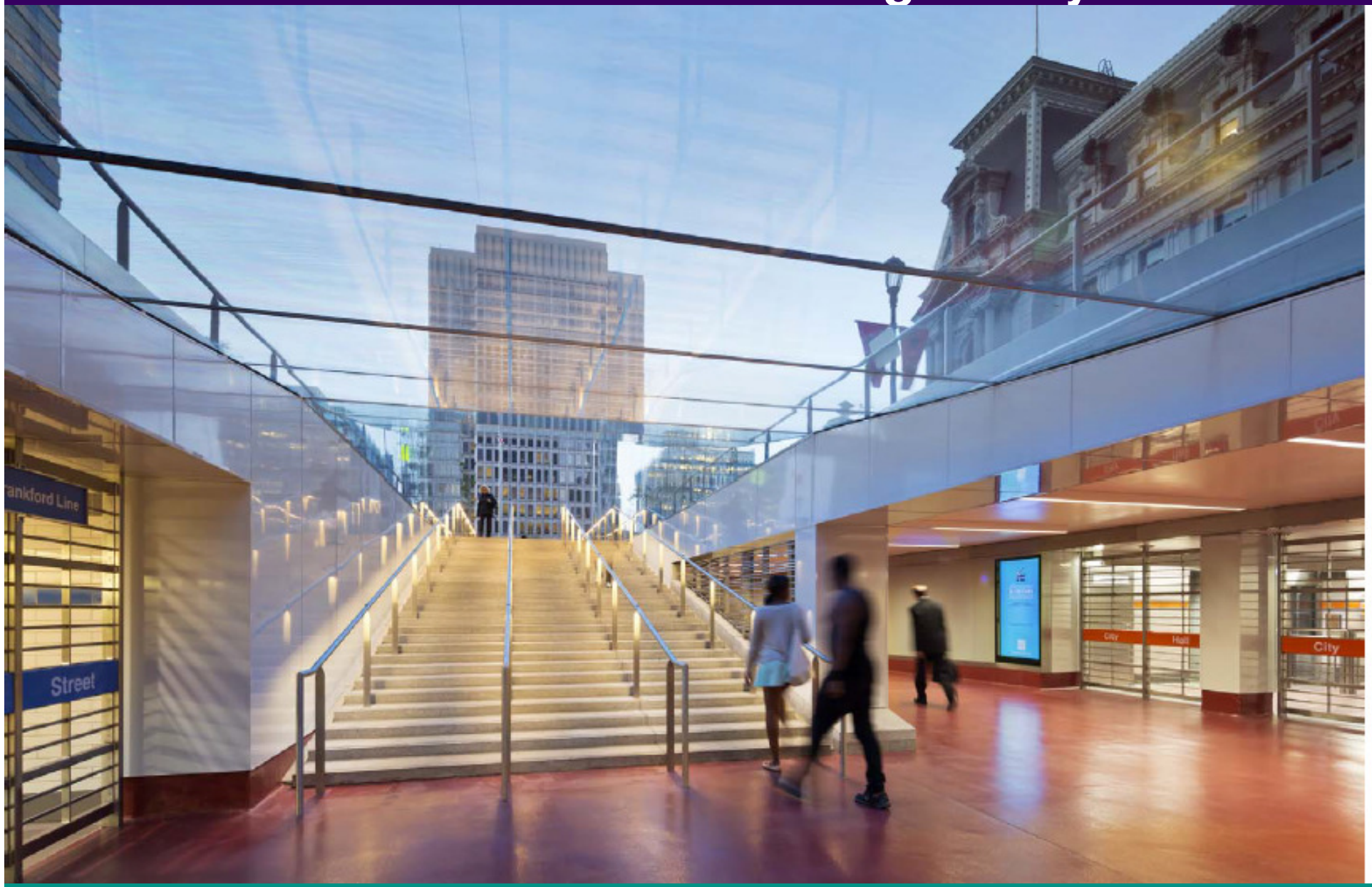


# Rebuilt over operating subway lines





# Goal: Create first-class gateway to transit



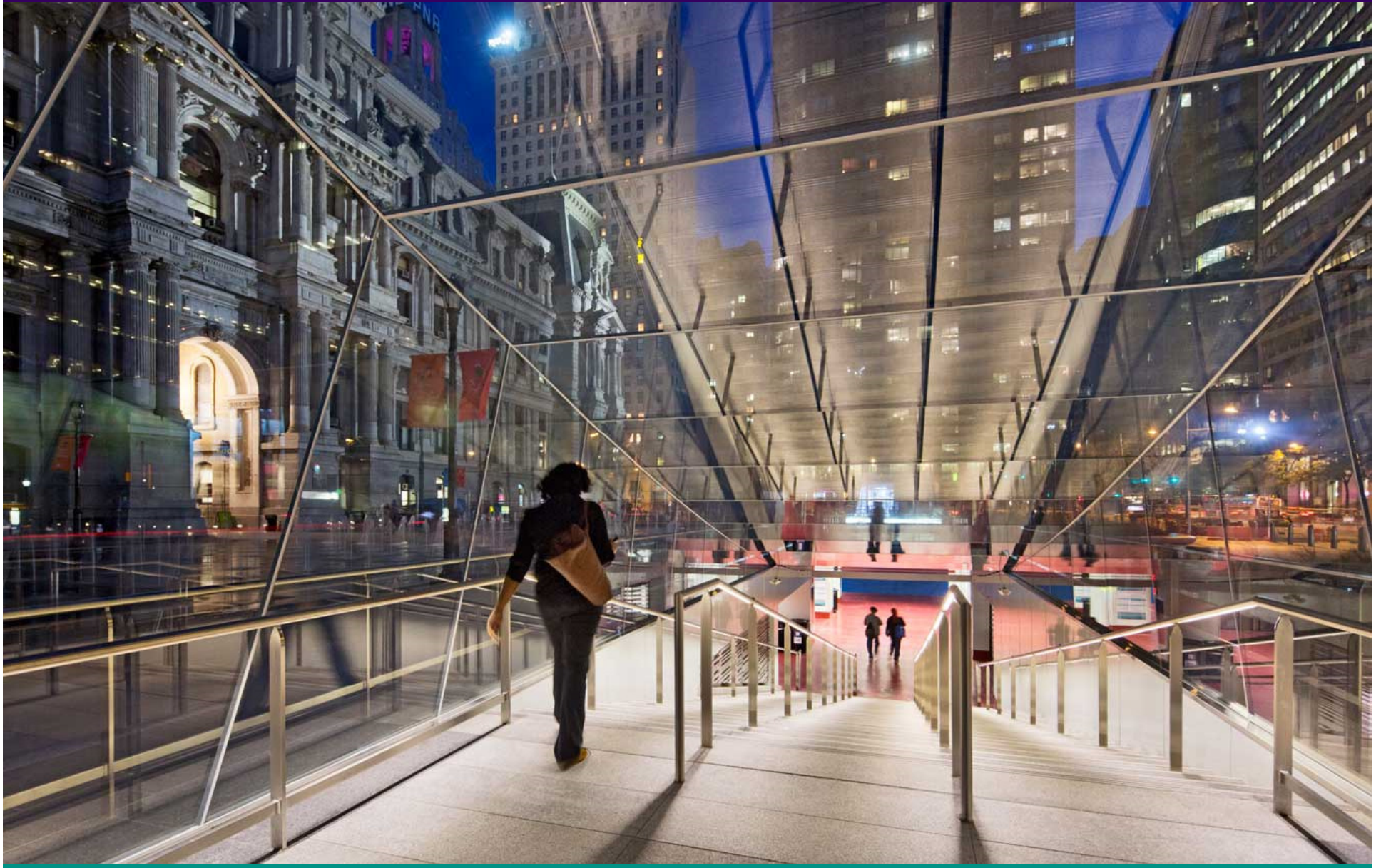


# Iconic glass headhouses



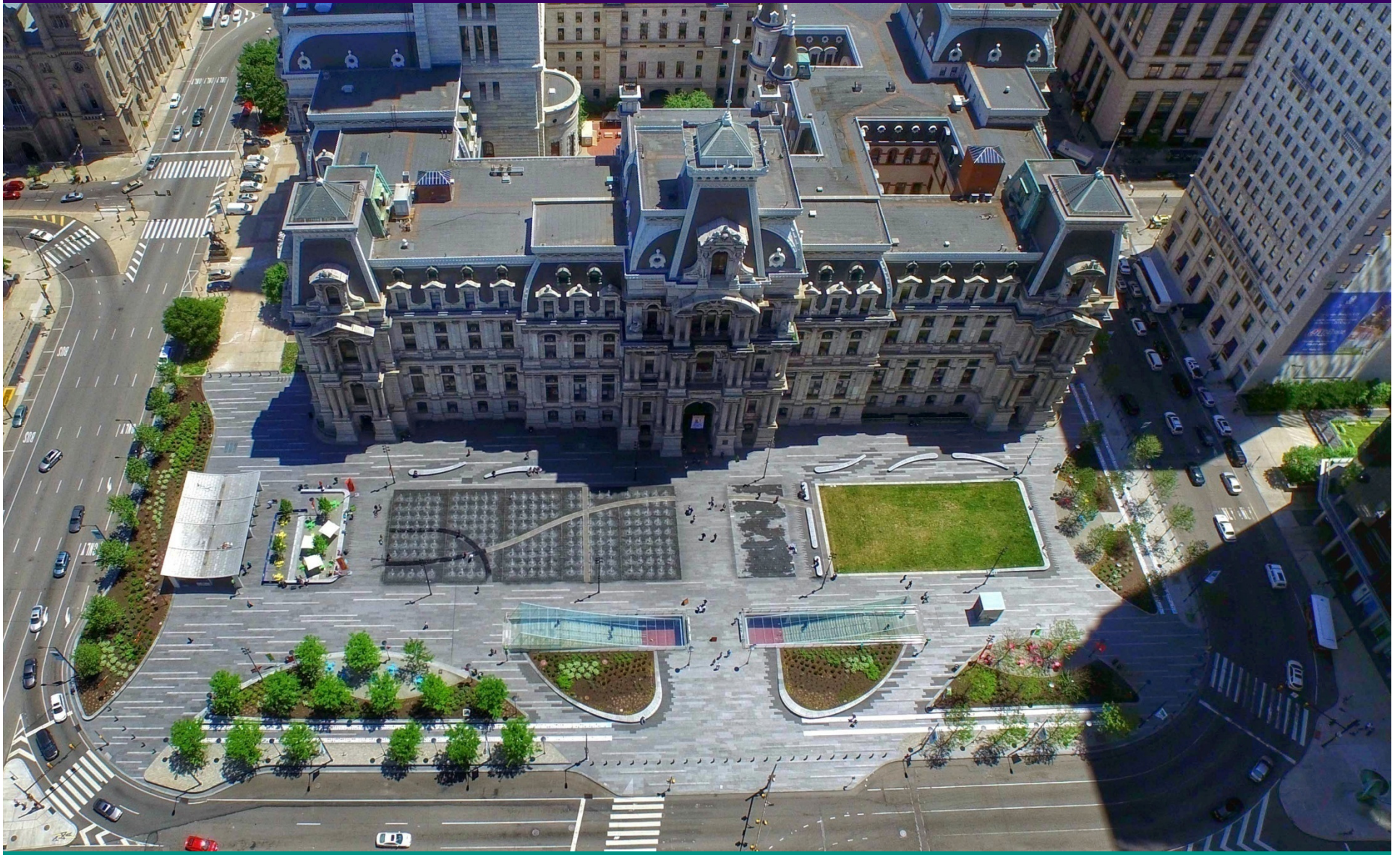


# Enhance connectivity between transit & the city





# Completed renovation in September 2014



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**120,000 sf + 40,000 subway concourse**  
**Long term lease from City: 20 years +10 renewal**  
**All maintenance responsibilities; capture all revenue**





**Completely accessible from the street**





# Café: at northern end





# Multiple seating areas with moveable chairs & tables





# Parks are amenity for residents & a place to work





# A place to see local performing artists





# Highlight the outdoor dining opportunities in the city





# Parks are places you continually change

## Renovated & added airstream to enhance cooking capacity





**Positioned it east of the cafe**





## Added seating, landscaping & umbrellas





# Fountain that everyone loves in the summer

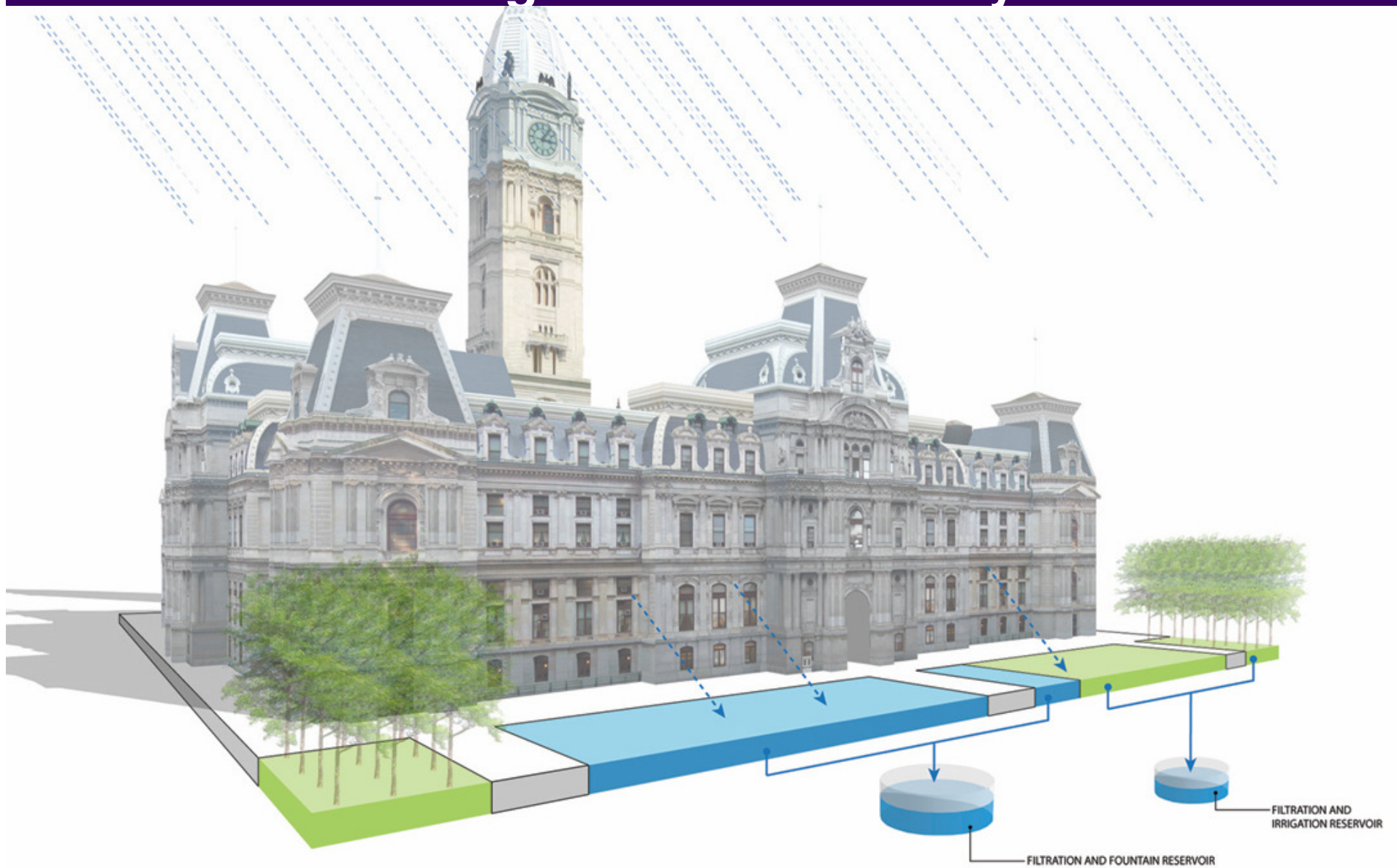








# Fountain & irrigation fed with recycled rainwater





# Storage tanks for installed during construction





# Flexible design: portions turn off for events





# Movies





# Parties & weddings





# Convention events





# Exercise classes





# Location becomes winter ice rink





# Greenfield lawn on southern end





**Used frequently by local daycare groups**





# Program movies & bocce



*Pictures*  
**IN THE PARK**

PRESENTED BY WATERMAN II FUND  
OF THE PHILADELPHIA FOUNDATION

TUESDAYS  
AT DUSK



**Last spring added coffee stand at southern end**





# Retail at either 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



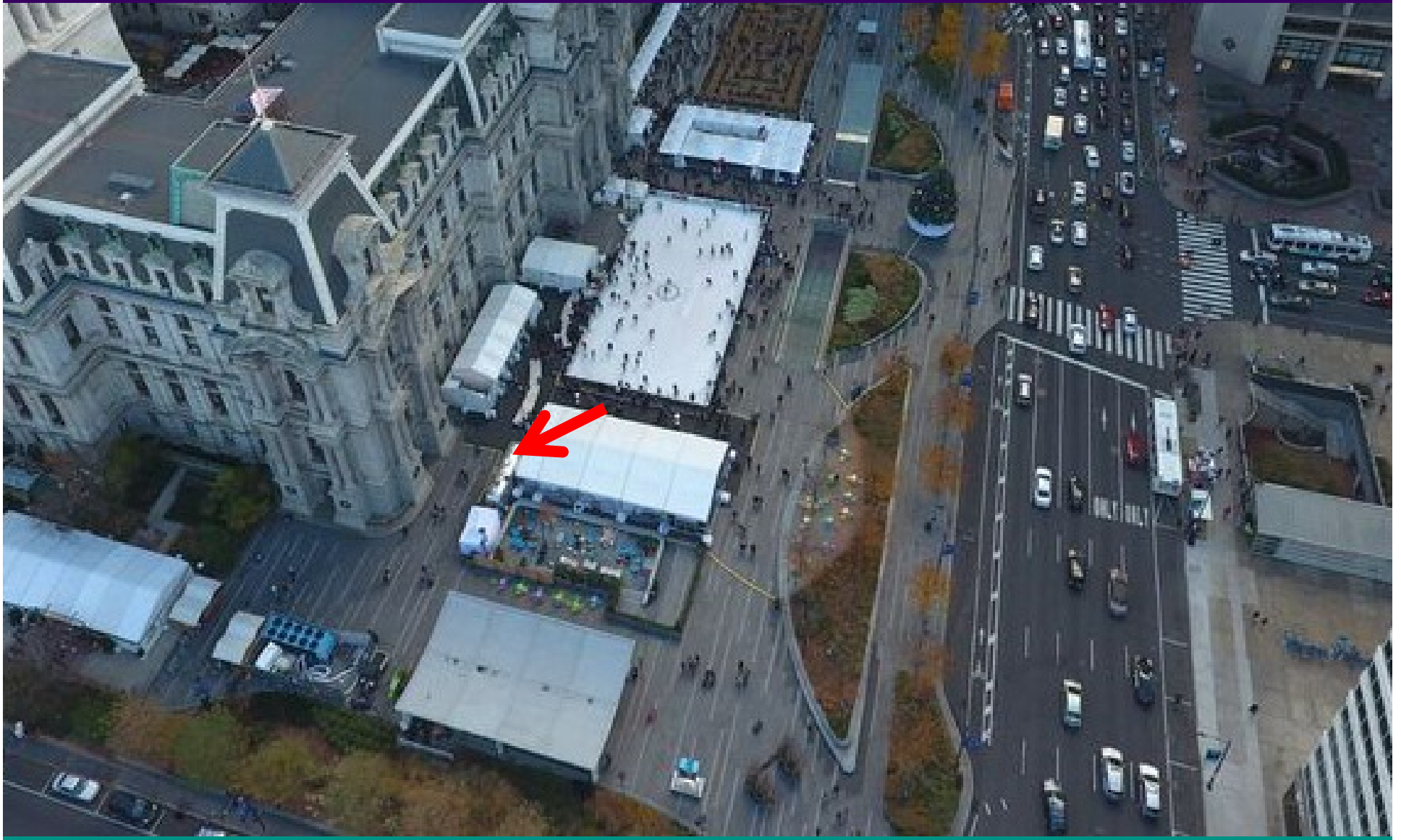


# Airstream moves from east of cafe





**Move in winter to provide food service for the cabin**





# Connected to the cabin













# Added holiday markets in 2015





# Added garden maze on lawn in 2016



DILWORTH PARK | ROB CARDILLO



# Large topiary animals

















# 2017 added IBX Deck the Hall Light Show





# Full winter deployment









# Sept 2018 turned on Janet Echelman's PULSE





# Traces underground transit lines in park surface





# Green, orange & blue SEPTA transit lines

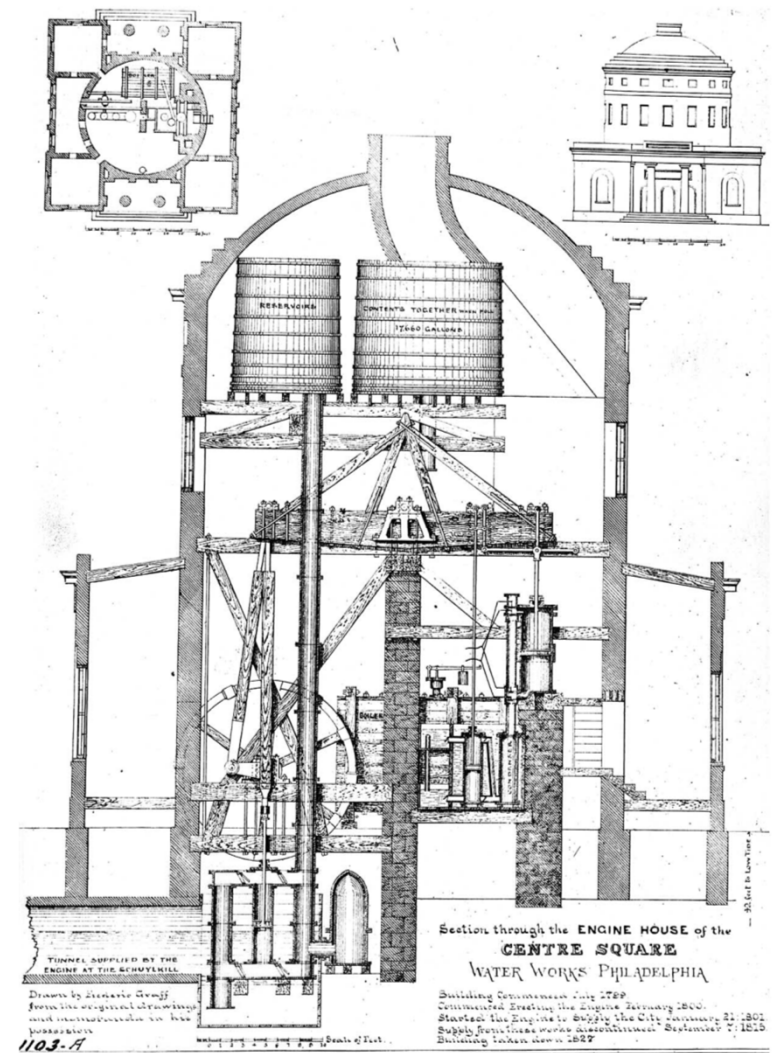
## CREATING THE EXPERIENCE: Pulse





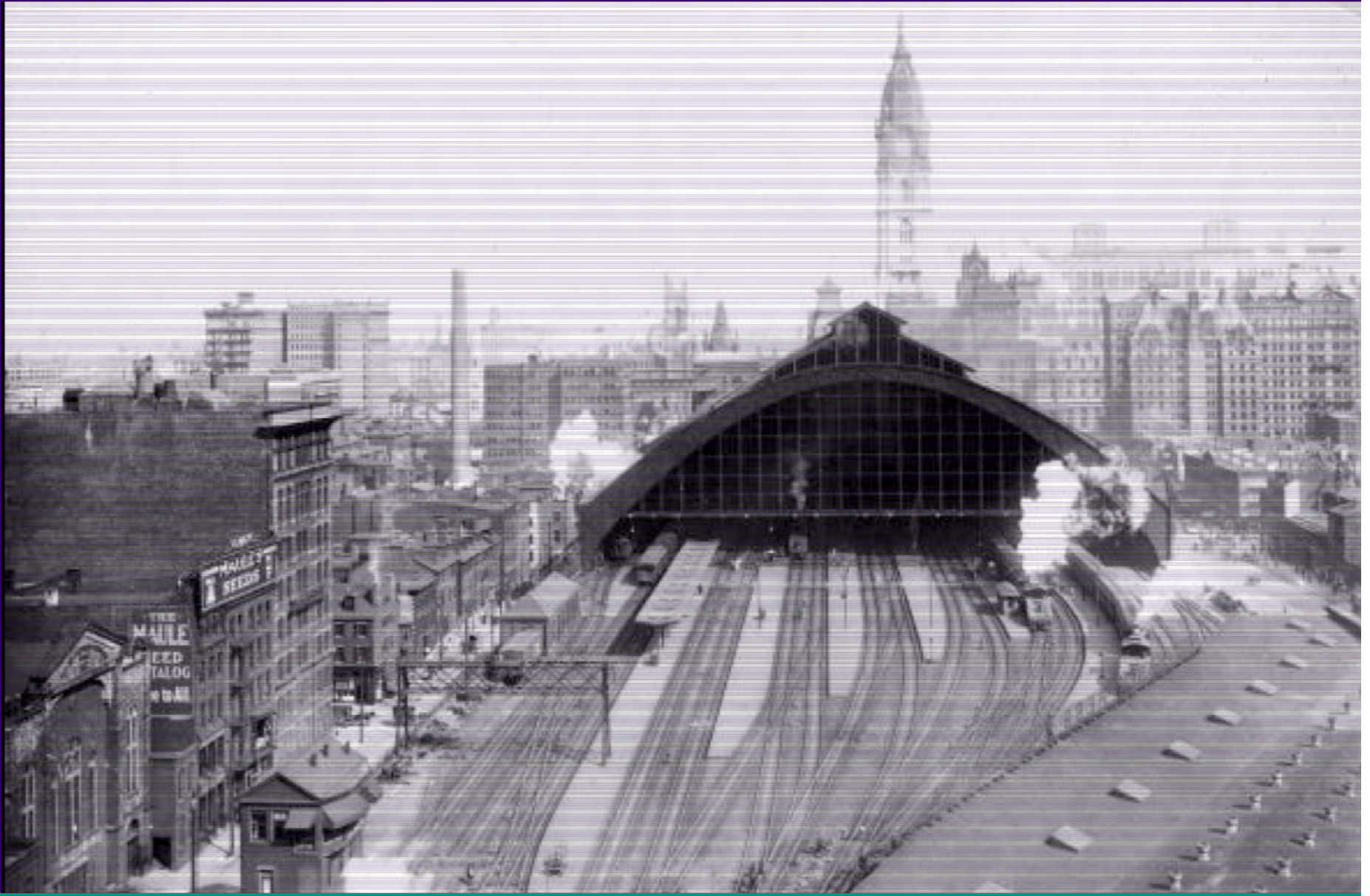
# Inspired by steam-powered Water Works

## First publicly funded fountain





# Steam powered Pennsylvania Railroad





# White mist by day









## A large photograph of the Philadelphia City Hall at night. The building is illuminated with green and blue lights, and its iconic clock tower is brightly lit. In the foreground, a sign for 'PULSE' by Janet's DC-BLANK is visible, along with people walking and a fountain with blue water jets.







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# Program public events





# Year-round attractions in the park





# 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

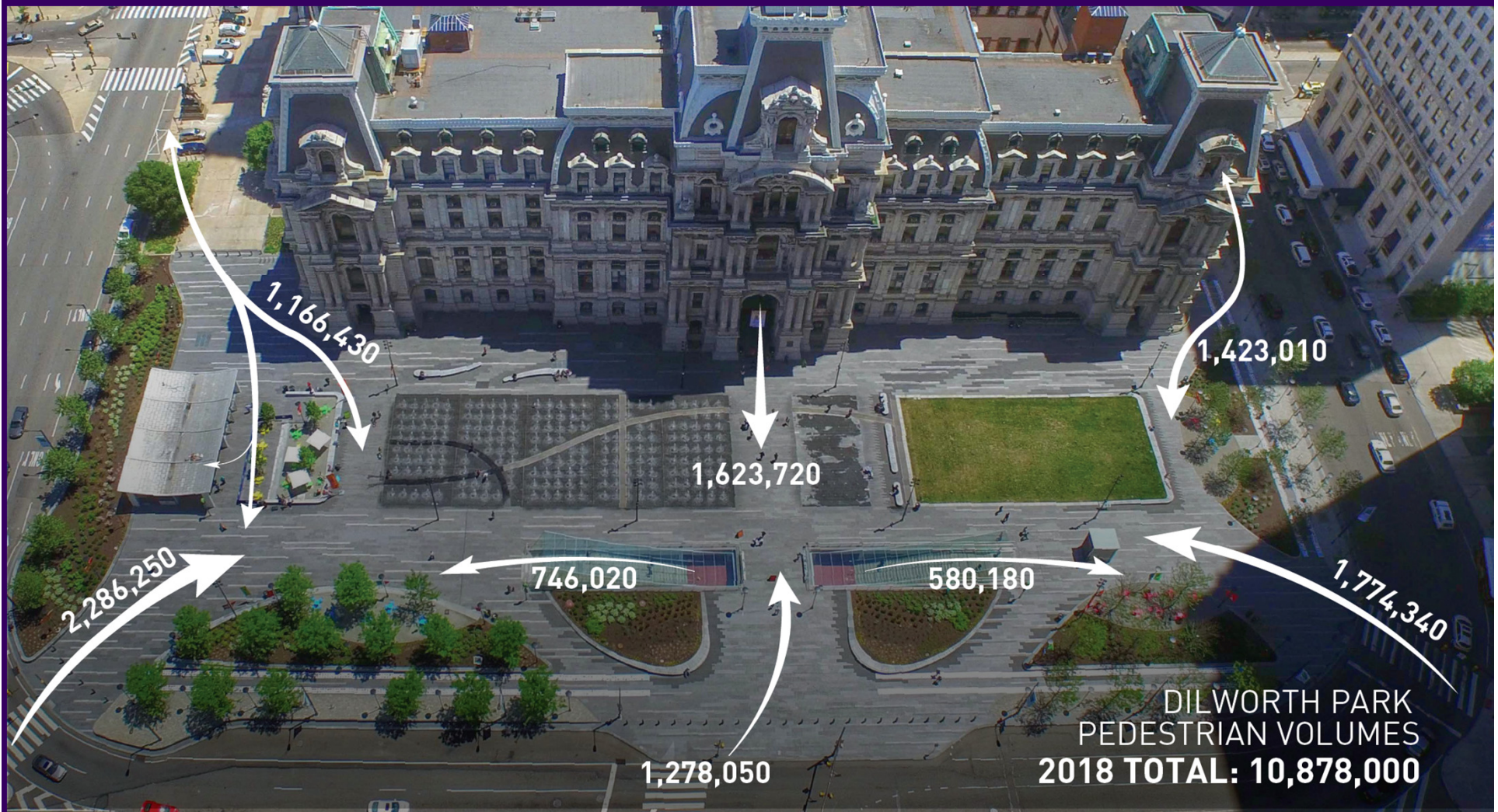
2017: 10,015,000

2018: 10,828,000





# Tracked with pedestrian counting technology





# Marketing Department organizes major events





# Draw crowds & attract sponsors









# Sponsor recognition





**Clean & pressure wash all components of the park  
& underground concourse; 6 am to 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





# Not all children are well-behaved Or supervised by their parents





# Added “pond attendants” summer 2017





# Extensive landscape maintenance





# Seasonal plant changes





# Continuous upgrades over the last 5 years





# Maintenance of electrical systems supporting operations





# Plumbing systems for fountain & landscaping





**Added staff beyond core CCD functions**

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

**+**

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



# Revenue side: cafes are more amenities



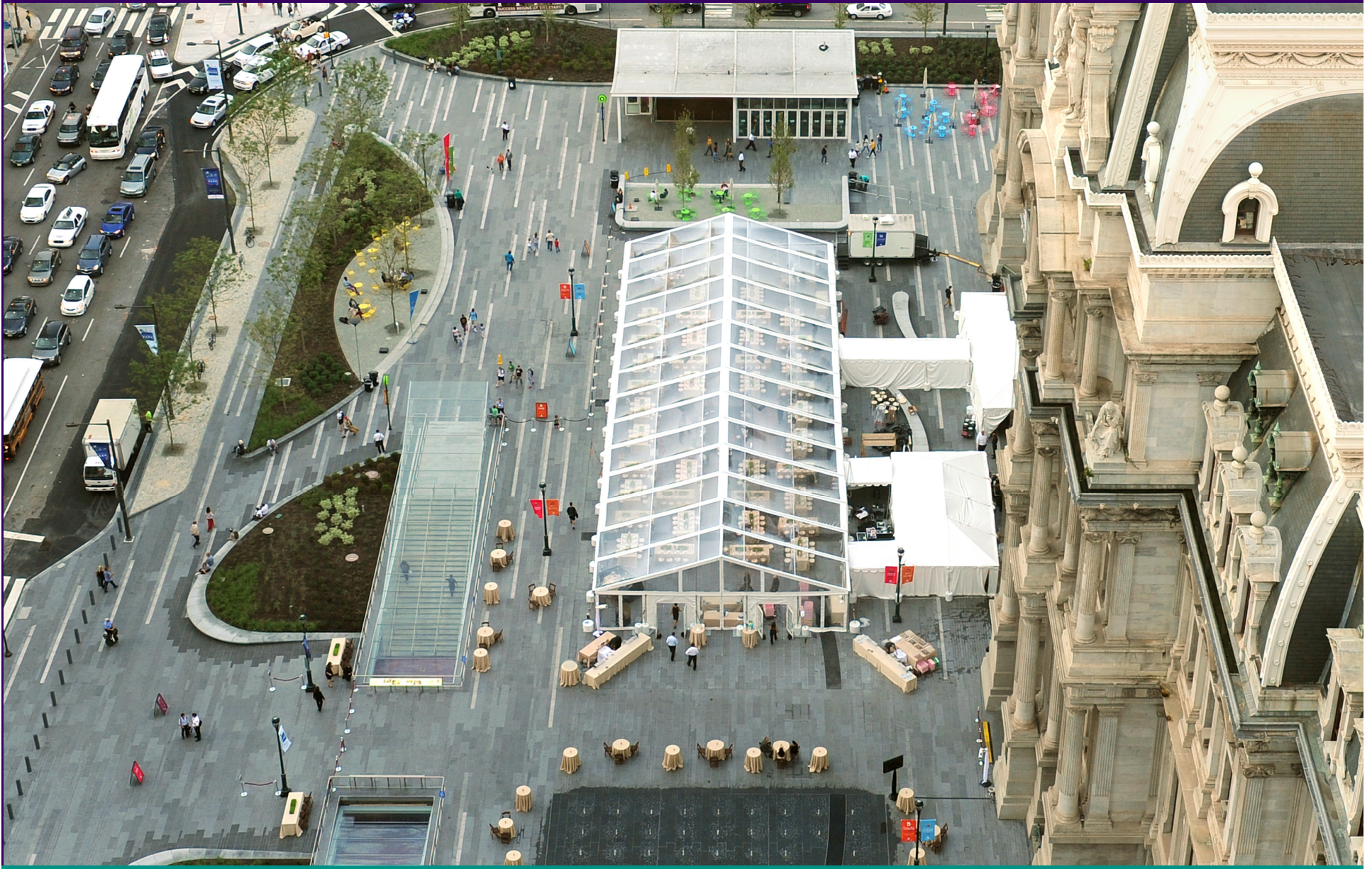


# Real revenue comes from beer/wine sales at events





# 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  
100 N. 2nd St. | Philadelphia, PA 19106

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





# On-site activations: most lucrative





# Commercial products pay for right to be in the park





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





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





# A place to celebrate national sports championships



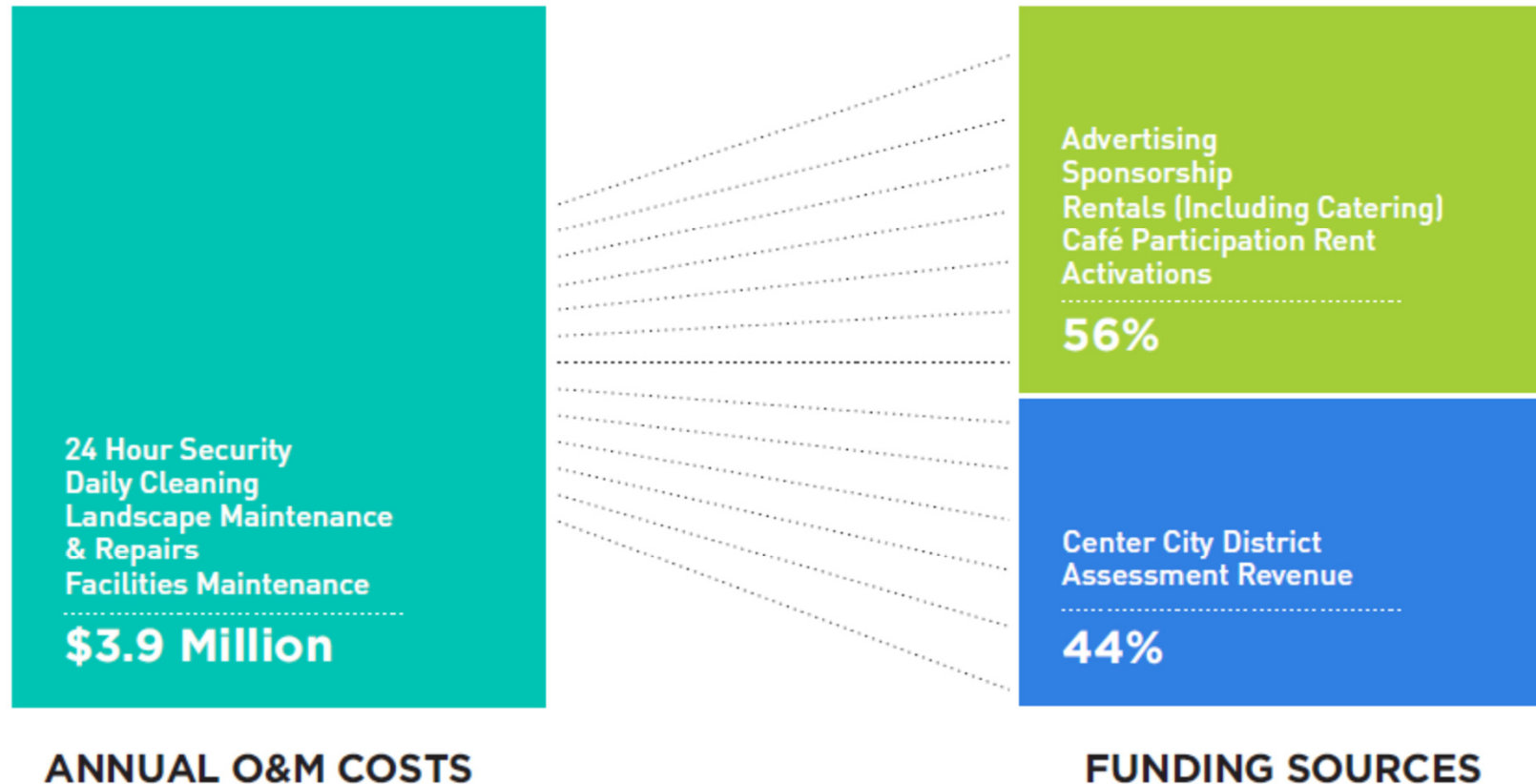


# You have to pay for the public life Era when municipal revenues constrained, BIDs step forward





**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**





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