

Philadelphia's Dilworth Park



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CCD 3.0: 2008 Improving public spaces: Cret Park



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**Started with neglected empty space
City asked for CCD assistance**



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Raised revenue to renovate a triangular parcel



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



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Collins Park, 1700 block Chestnut Street



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Successful location for rental events



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In 2012: Sister Cities Park



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Focused primarily on families with young children



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Café, pond & climbing mountain



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Dilworth Park: 2012-2014; adjacent historic City Hall



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



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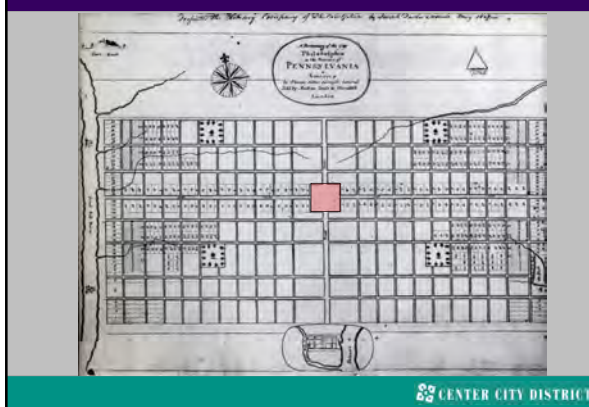
One of 4 parks CCD manages; our largest



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



A little bit of history: how did we get here?



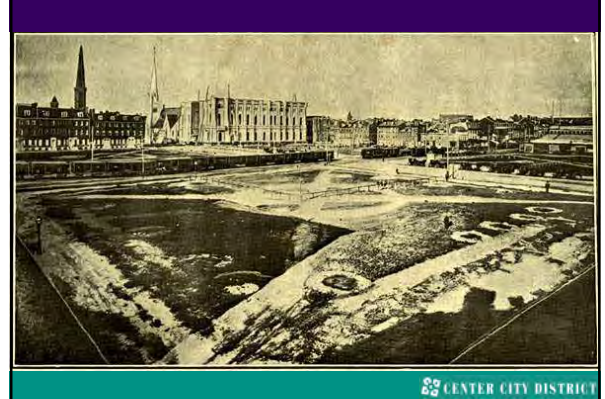
First steam powered waterworks 1801-1828



1860's: freight trains ran through the square



1870: Decision to build new City Hall in Center Square



City Hall rose to be tallest building in the city 1870-1901



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1881: Broad Street Station Pennsylvania Railroad



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Dominated west side of City Hall



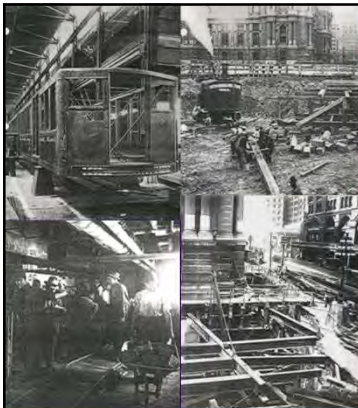
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Created elevated train tracks



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Changes underground



- 1903 – 1908
Market elevated
- 1915 – 1920
Broad St station
- 1928 - opening the
Broad Street line
- 1929 - 1934
Market Frankford
under City Hall

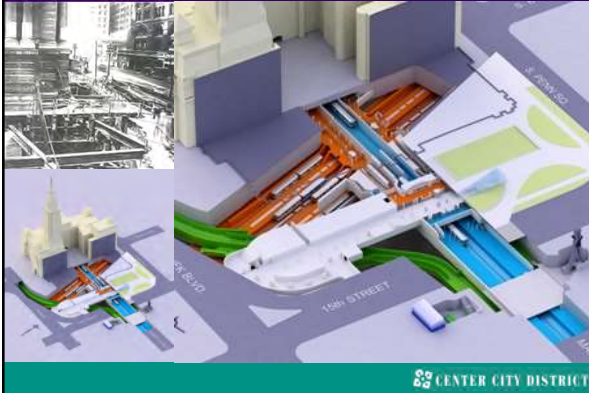
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Close-up views



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Created both opportunity & challenge for designers



Be accessible, build over transit, without encroaching on base of City Hall



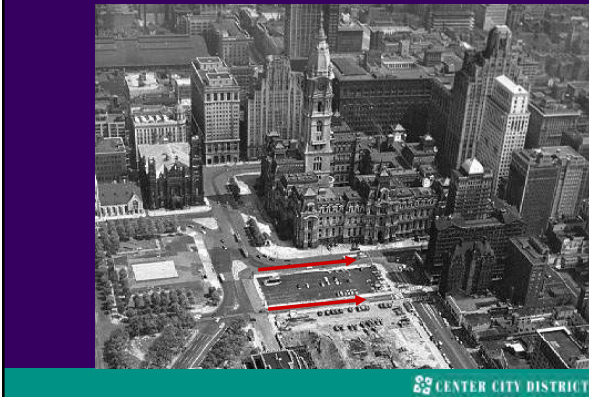
1951-1952 Demolition of Elevated railroad tracks



Penn Center: starts 1953



Originally west Center Square & 15th St were separate



City Hall: 1938



City Hall: 1957



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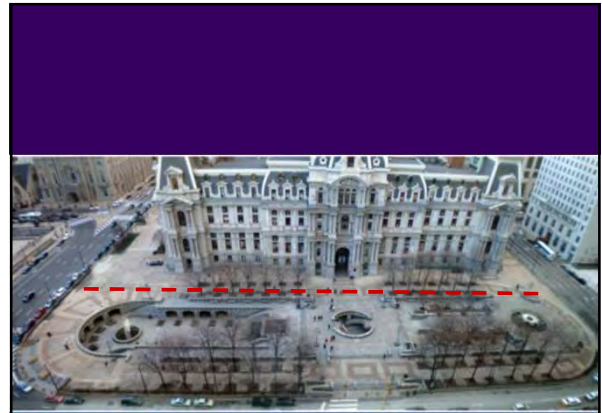
Geography annexed to create Dilworth Plaza



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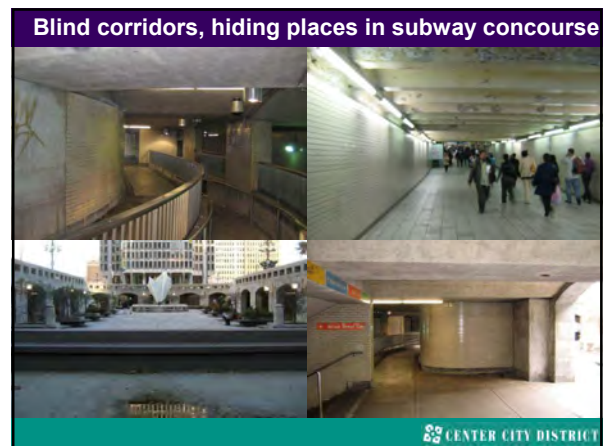
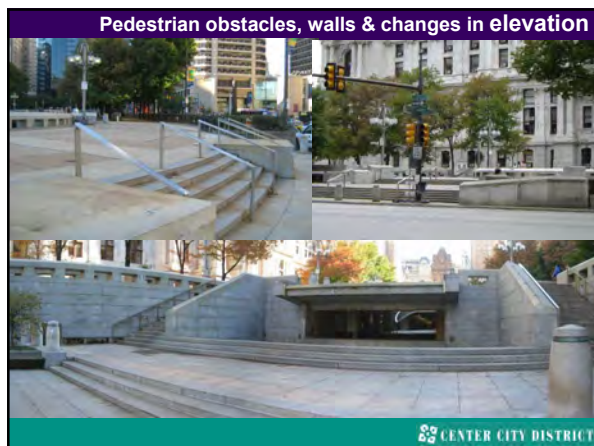
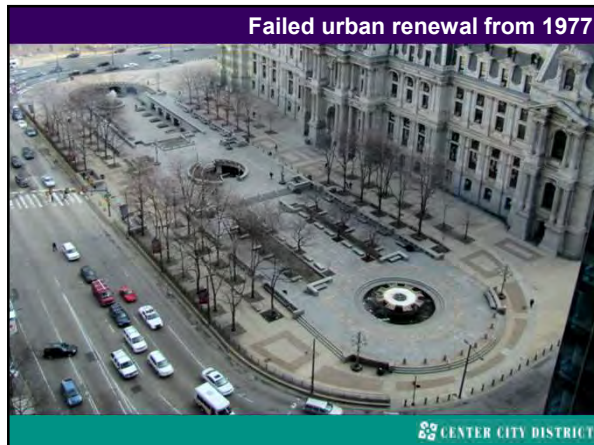


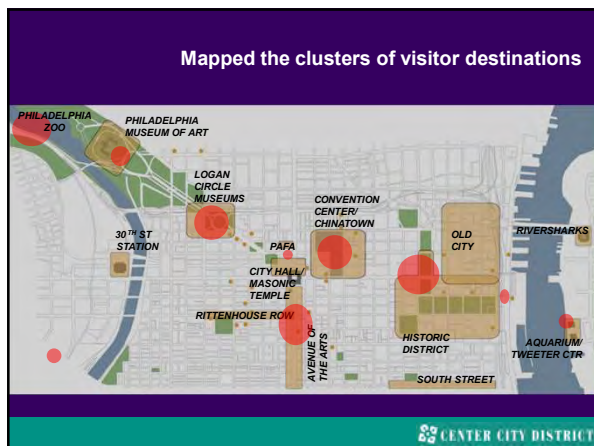
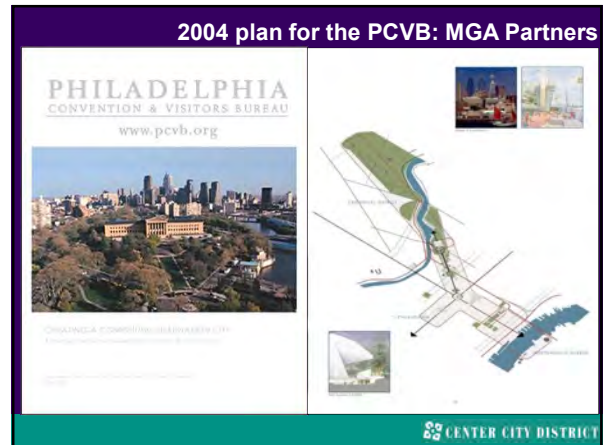
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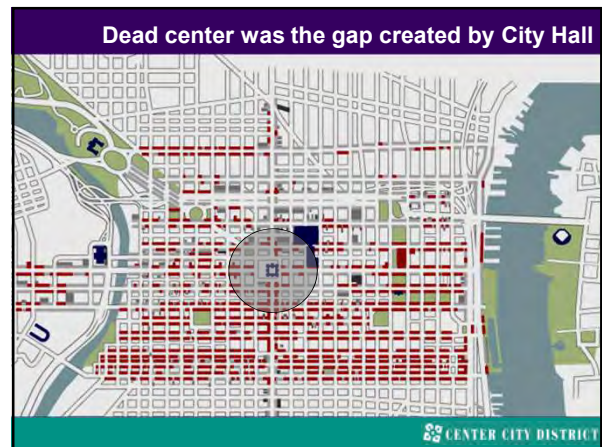
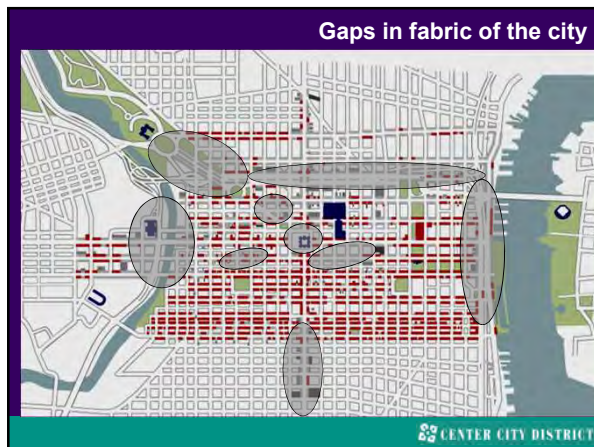
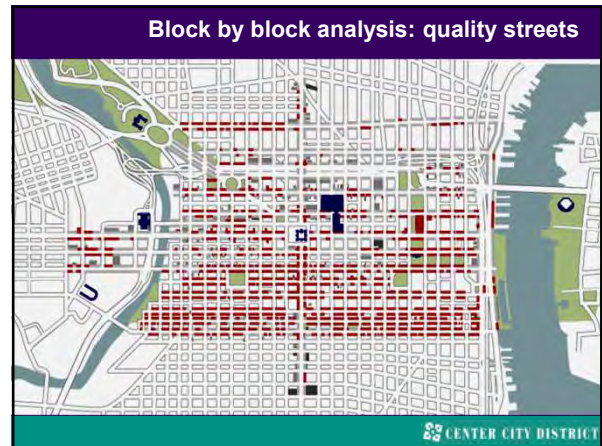
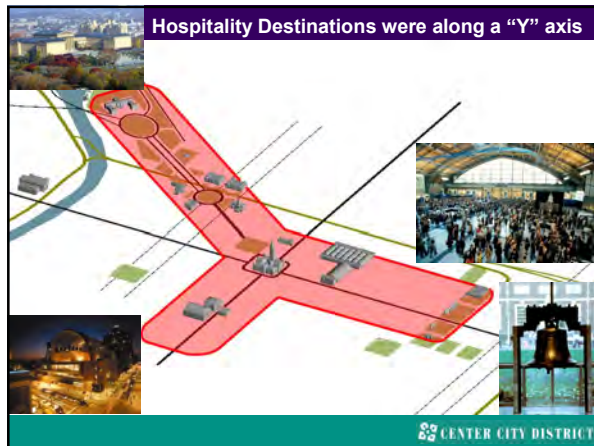
Along central Market Street walkway



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City Hall also separates



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The office district



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From Market East shopping



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Convention hotels



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2006: Planning for Growth Retained 8 design, planning & engineering firms To look forward



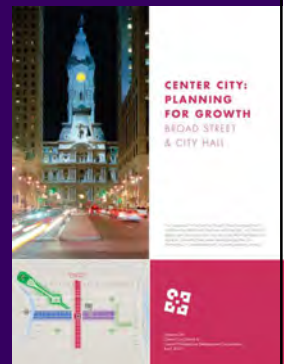
CENTER CITY:
PLANNING
FOR GROWTH
2007-2012

Brown, Keener, & Bressi
Cope Linder Associates
Lager Raabe Skafte
MGA Partners
Olin Partnership
Urban Engineers
Wallace Roberts & Todd
Kise Straw Kolodner

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City Hall Improvement plan

Olin Partnership

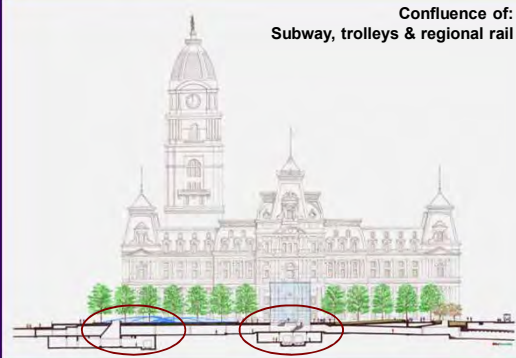


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PLANNING
FOR GROWTH
BROAD STREET
& CITY HALL

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Center Square/City Hall sits atop a transit hub

Confluence of:
Subway, trolleys & regional rail



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Borrow a page from Apple Store on 5th Avenue Clear glass element to signal transit



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2006: Dilworth version 1.0



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Basic plaza components



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Bryant Park, Manhattan



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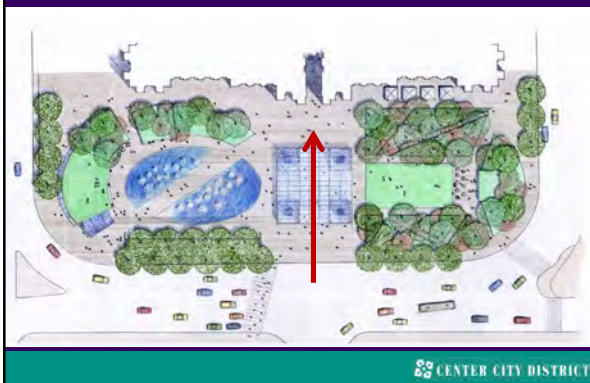
Great lawn



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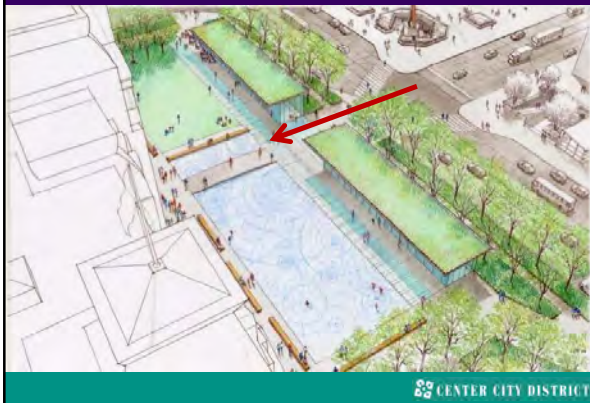
Blocking the Market Street axis



2008: Kieran Timberlake joins the team following a competitive selection process



Dilworth 2.0 Two separated headhouses



Started exploring the impact of night lighting



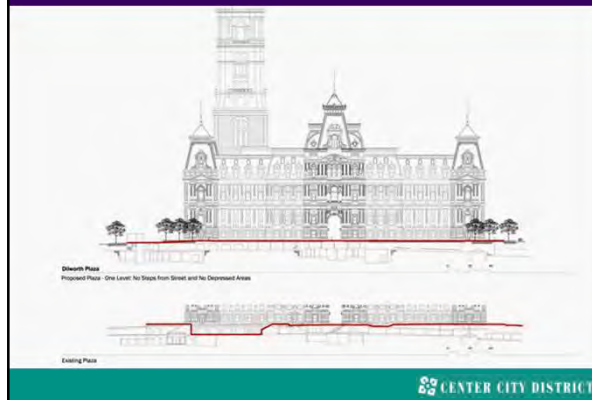
Despite promised transparency, concern about barrier effect



Dilworth 3.0



One level: no steps from street & no depressed areas



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Walk directly in from the street



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All openings & holes eliminated



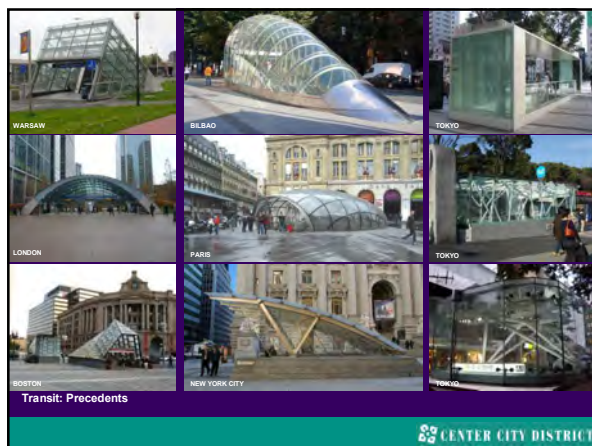
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How do you add new structure, next to a national historic landmark?

What's the relationship between the glass headhouses & City Hall?



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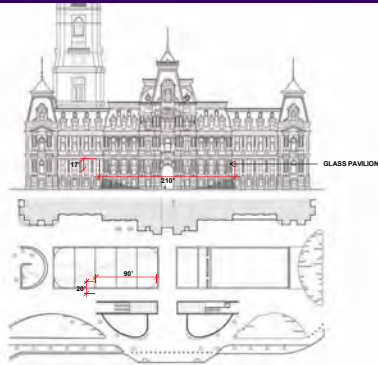
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Use of structural glass



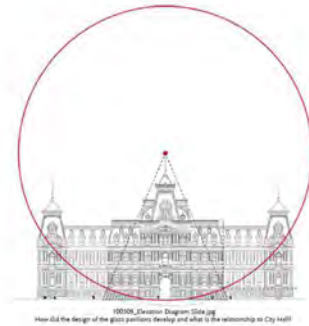
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17 feet high; 20 feet in width

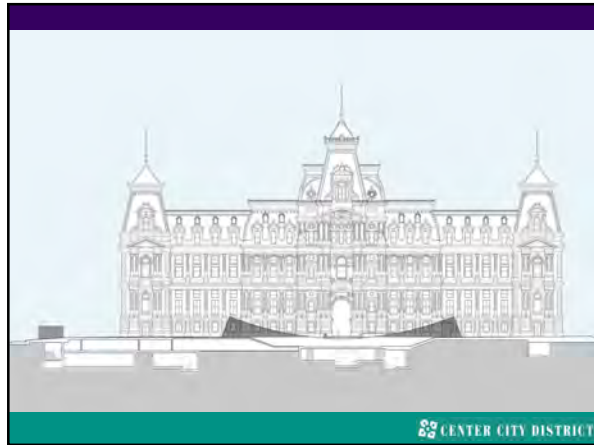


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How the slope was determined



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Existing conditions: obstructed view



Replace with transparent honey locusts: Bryant Park



Two transit entrances frame City Hall



Glass enclosed stairways



Gateway to public transit



Bring ample light into the concourse



Clear glass entrances to transit



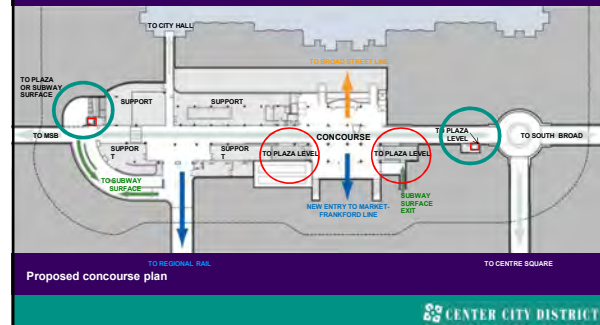
A new passenger orientation room is created



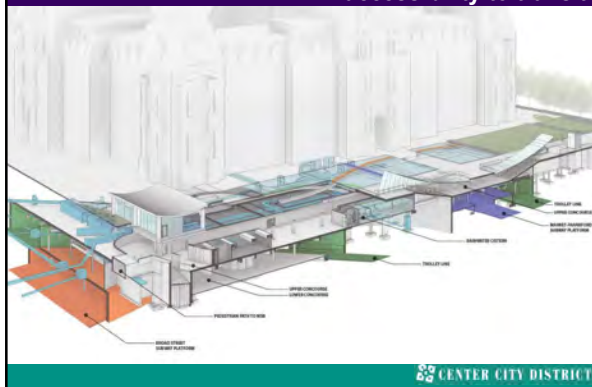
Goal: Create first-class gateway to transit



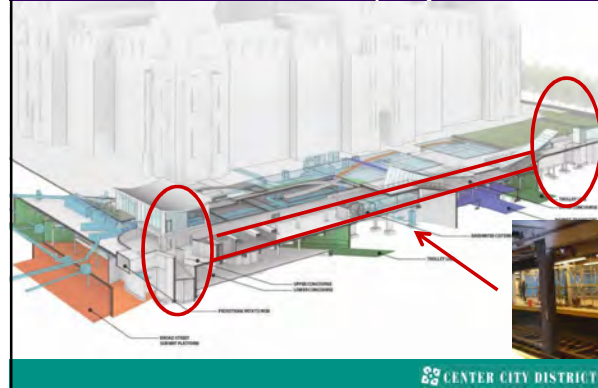
Stair & elevator connections to above



**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



Street level plan




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

Contributors to the Transformation of Dilworth Park
Major Public Donors

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

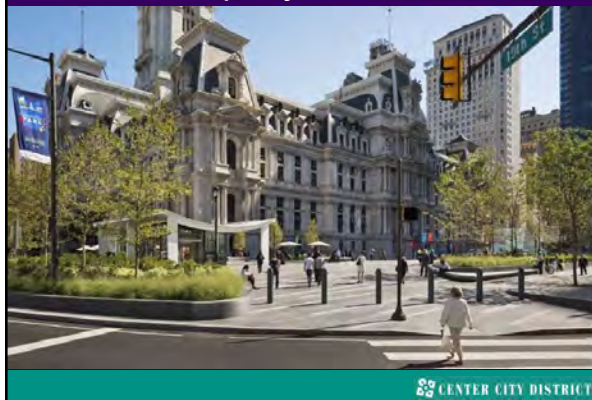
Major Donors to Construction

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

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Completely accessible from the street



Café: at northern end



Multiple seating areas with moveable chairs & tables



Provided free WiFi in the park: remote work



A place to see local performing artists



For cost reasons: without cooking capability



Parks are places you continually change
Renovated & added airstream to provide cooking capacity



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Positioned it east of the cafe



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Added seating, landscaping & umbrellas



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Fountain that everyone loves in the summer



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Fountain & irrigation fed with recycled rainwater



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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



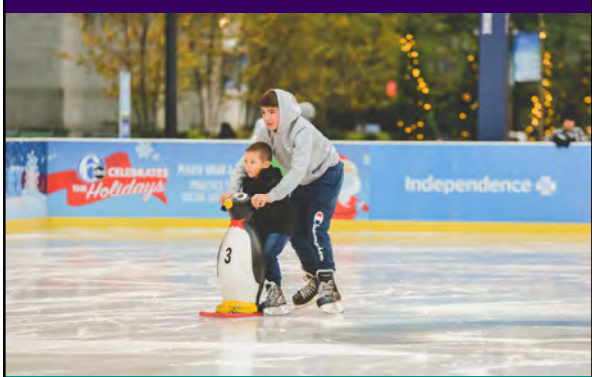
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Skate rentals



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Penguins for young inexperienced skaters



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Greenfield lawn on southern end



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Used frequently by local daycare groups



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Program movies & bocce



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2019 added coffee stand at southern end
Franchise operated by Brulee



Retail at either end of the park



Started with just a rink in 2014



Carry weight of ice: need to better insulate granite



Added heated tent in 2015: Rothman Institute cabin



Food service and available for rental events



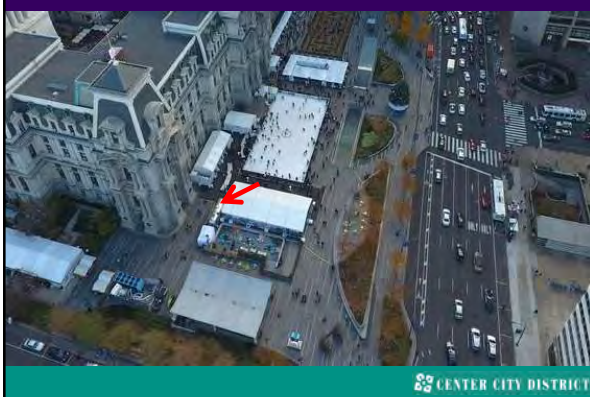
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Airstream moves from east of cafe



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Move in winter to provide food service for the cabin



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Connected to the cabin



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Added holiday markets in 2015



Added garden maze on lawn in 2016



Grew into Winter garden



Large topiary animals



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Improved design each year



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2017 added IBX Deck the Hall Light Show



Full winter deployment



2020: Modified winter programming for pandemic
Approved by Health Department



Prominently posted health regulations



Rothman Rink: timed skating



Reduce the size of crowds



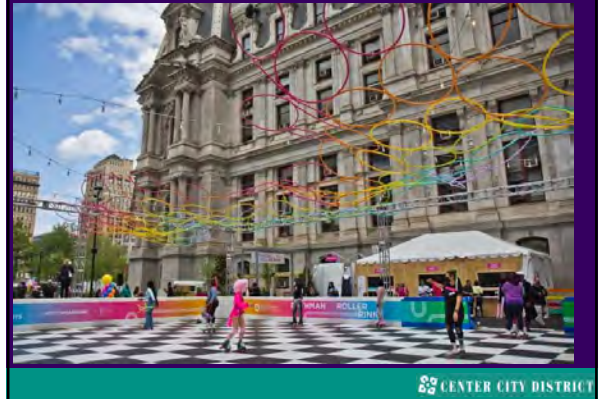
Continuously changing, no breaks, no music



Early 2021 Winter programming for families with young children



Opened roller rink in spring 2021



Sept 2018 turned on Janet Echelman's PULSE



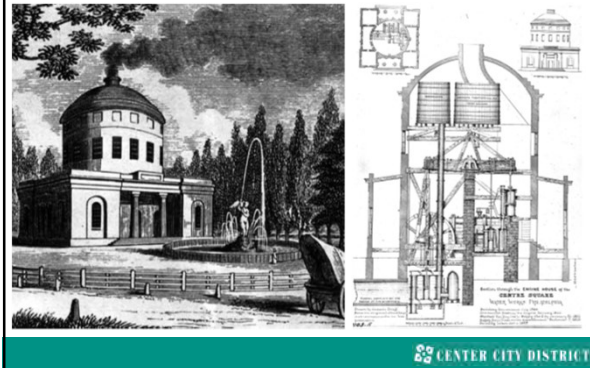
Traces underground transit lines in park surface



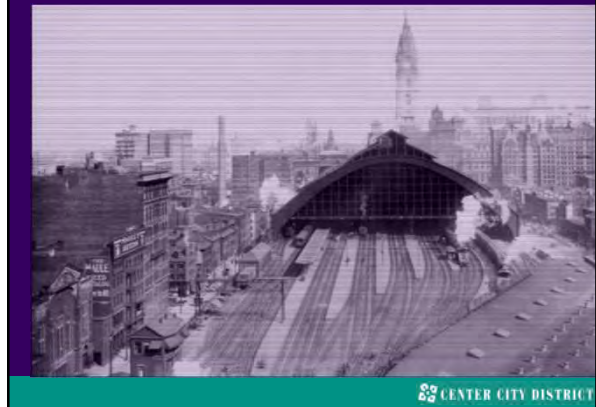
Green, orange & blue SEPTA transit lines



Inspired by steam-powered Water Works
First publicly funded fountain



Steam powered Pennsylvania Railroad



When the surface of plaza installed



Plumbing & piping for fountain was installed



Channels for Pulse were also installed



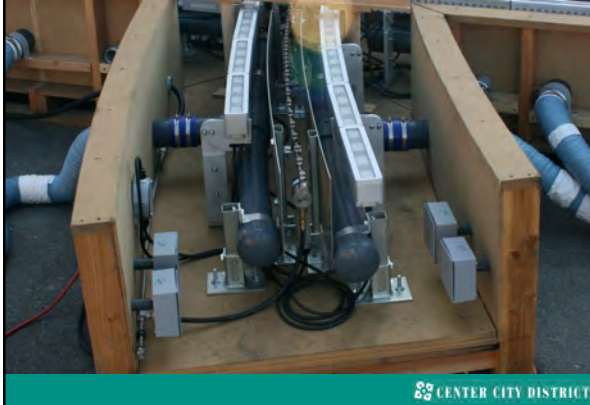
Pulse lines in poured slab



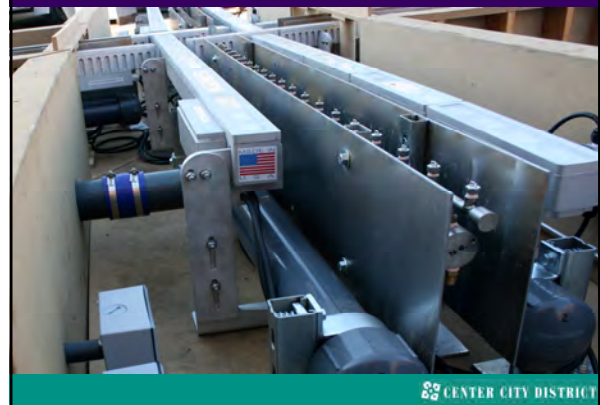
Technology embedded in the fountain



System installed into trench

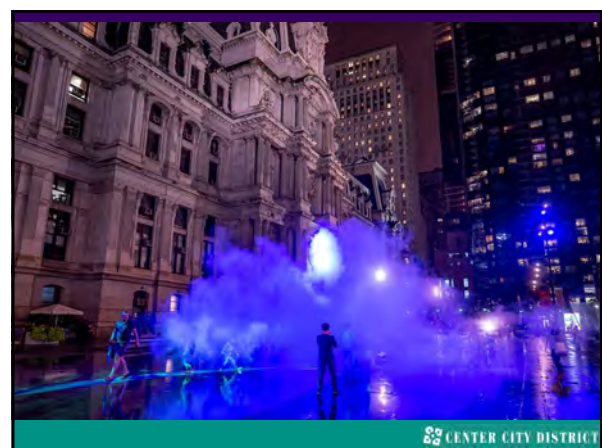


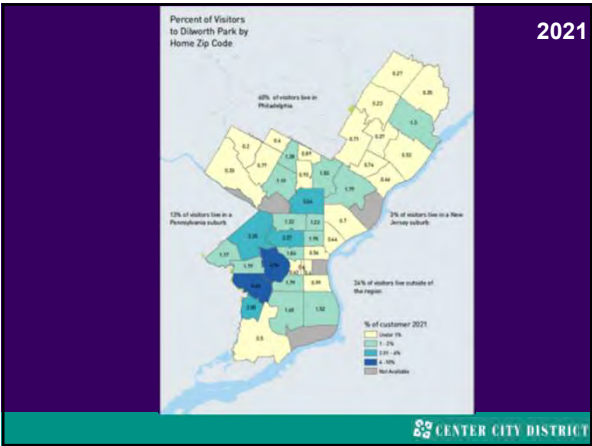
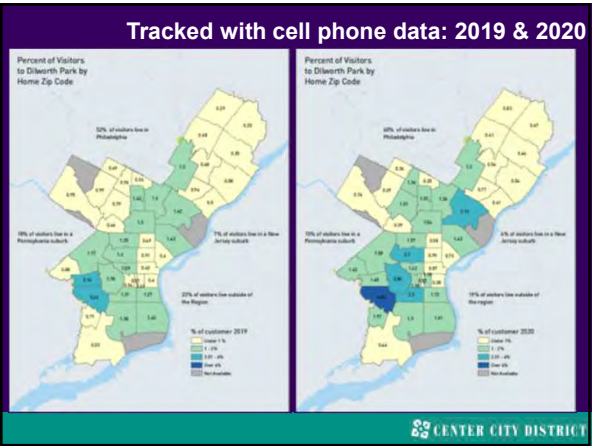
Piping bring water into jets that emit mist



LED fixtures on either side of water jets







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



Use as base for bike patrol



Develop, post & communicate regulations
Bikes, smoking & managing dogs



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



Added "pond attendants" summer 2017



Extensive landscape maintenance





Added staff beyond core CCD functions

Clean, safe, landscape maintenance & marketing

+

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

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Real revenue comes from beer/wine sales at events



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



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Self-imposed: Cap rental events at 5% of operating hours
Averaged 3.5%



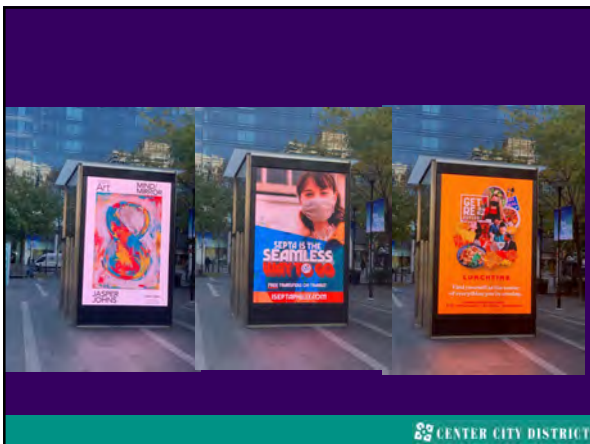
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Income generation: Digital screens:
80% arts, culture & non-profit on surface



220

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Commercial advertising in the concourse



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Rothman Ice rink admissions



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Skate rentals: free promotions



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Sponsorship income



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Naming rights



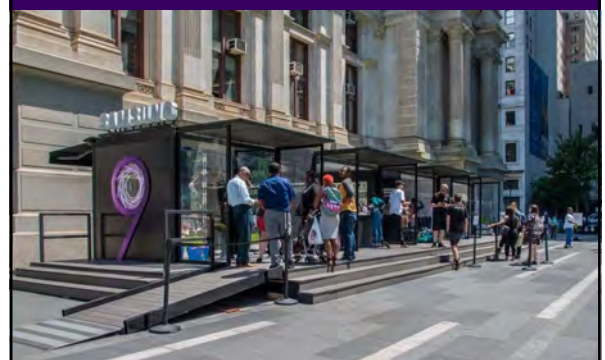
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On-site activations: most lucrative



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Commercial products pay for right to be in the park



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Carefully limit the number & type of these we do



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Goal: create a welcoming public place for all



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A place to celebrate national sports championships



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



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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



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Operating support built into BID budget
Goal: steadily decrease BID subsidy

BUDGET: 2018-2022


	2018	2019	2020	2021	2022
REVENUE & SUPPORT					
Billing Amount (1)	\$26,247,520	\$25,428,420	\$26,183,030	\$26,968,520	\$27,777,880
Income from Assessed Charges (2)	\$21,105,070	\$22,254,510	\$23,000,870	\$23,772,450	\$24,546,530
Interest & Other Income (3)	\$107,440	\$107,770	\$145,140	\$150,450	\$156,760
Reimbursements from Affiliates (4)	\$117,550	\$117,550	\$120,000	\$120,000	\$120,000
Park's Revenues (5)	\$1,752,550	\$2,117,750	\$2,200,570	\$2,511,950	\$2,729,410
Fees-for-Service Income (6)	\$712,250	\$744,770	\$773,410	\$803,840	\$837,540
Total Revenue & Support	\$29,714,940	\$29,372,200	\$29,342,210	\$30,359,280	\$30,410,240
EXPENSES					
Cleaning (7)	\$6,994,580	\$7,044,240	\$7,292,090	\$7,548,940	\$7,738,490
Public Safety (8)	\$3,705,440	\$3,888,840	\$4,030,450	\$4,182,220	\$4,347,040
Marketing, Communications & Interactive Marketing (9)	\$2,471,620	\$2,531,590	\$2,632,470	\$2,717,170	\$2,800,400
Streetscape, Parks & Public Spaces (10)	\$5,334,070	\$5,499,100	\$5,656,230	\$5,817,100	\$5,978,570
Administration (11)	\$2,409,400	\$2,485,940	\$2,564,480	\$2,646,420	\$2,731,430
Development Planning & Research (12)	\$868,740	\$958,740	\$976,660	\$1,009,130	\$1,038,370
Capital Program Activities (13)	\$407,300	\$1,216,000	\$1,640,800	\$1,678,100	\$1,597,610
Debt Service (14)	\$1,436,000	\$1,525,000	\$1,525,000	\$1,550,000	\$1,550,000
Total Expenses (15)	\$25,774,940	\$26,372,200	\$26,342,210	\$27,359,280	\$28,410,240
SURPLUS/(DEFICIT)	\$0	\$0	\$0	\$0	\$0

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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

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



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