

# Public Square Revitalization

May 2016



# INTRODUCTION

# HR&A Advisors: Real estate and economic development consultants with expertise in the economics of open space.

## Planning



Twin Cities

## Design & Construction



Seattle

## Phased Implementation



Toronto

## Complete



Cincinnati



San Francisco



Minneapolis



Manhattan



Boston



Oklahoma City



Memphis



Brooklyn



Manhattan

The benefits of well-designed and operated open spaces have been credibly quantified in other cities.



**Brooklyn Bridge Park:** 1000+ current or planned residential units.



**Rose Kennedy Greenway:** Adjacent property values +5%.

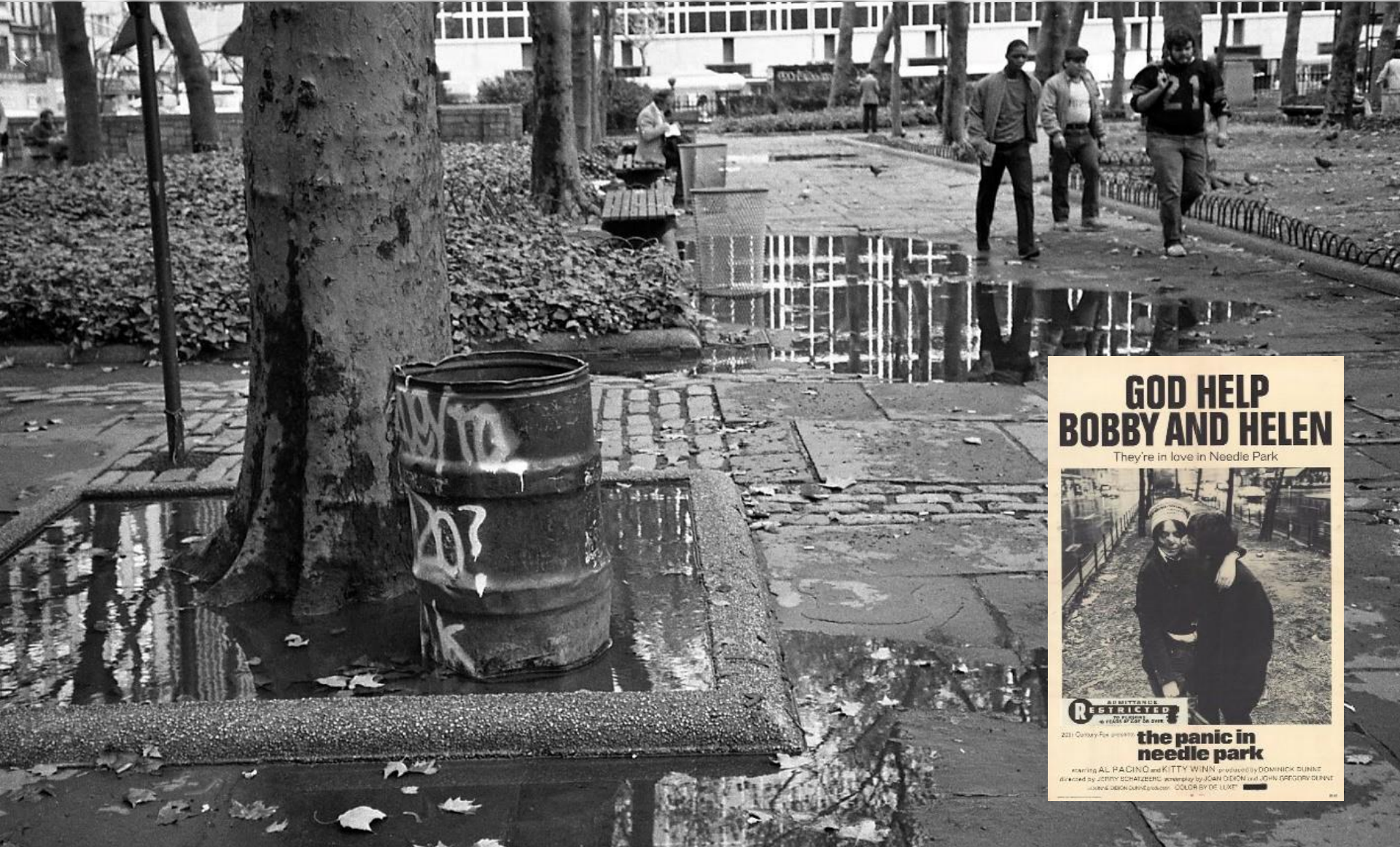


**The High Line** \$31 million in net new tourist spending 2011.



**Millennium Park:** 14,000 new jobs.

Well-maintained, programmed Downtown squares also promote safety.



**GOD HELP BOBBY AND HELEN**  
They're in love in Needle Park

**RESTRICTED**  
ADULTS ONLY  
Under 17 requires accompaniment of an adult

2021 Century Fox presents  
**the panic in needle park**  
starring AL PACINO and KITTY WINN produced by DOMINICK DUNNE  
directed by JERRY SCHATZBERG screenplay by JOAN DEEN and JOHN DRAPIER script  
by JOAN DEEN and JOHN DRAPIER COLOR BY DC LUXE

Today, Bryant Park hosts some of New York City's most prominent events and attracts thousands of daily users.



Fountain Square was transformed from a neglected plaza, home to a host of urban dysfunctions, into a vibrant public square.



The Square's renovation has made it the focal point of a regenerated Downtown Cincinnati.





# PROJECT OVERVIEW

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The Square is Wilkes-Barre's central public gathering space, home to some of the City's most popular events.

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**40+** events per year

**60,000+** Fine Arts Fiesta attendees

**40+** Farmers Market vendors



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People who live, work, and visit Downtown love Public Square when it is programmed and agree that its potential is significant.

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**DCP 2014 Downtown Survey:**

**What do you like most about Downtown?**

“I love the potential for Public Square to be a **great meeting place** for many events.”

“**The Fine Arts Festival and Farmers Market** - I think its a great way to support local activities and small business vendors.”

“**Public Square, Fine Arts Fiesta, Farmer's Market, Boscov's and the Kirby Center.**”

“Historic architecture, **parks like Public Square** and Kirby Park this side of the river.”

“**Events on/around Public Square** (Fine Arts Fiesta, Farmers Market, Kirby Center)”

“**Public Square when clean** and the first block of S. Main St.”

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Much-loved events exacerbate physical wear and tear, tarnishing the park's image even as Downtown thrives.

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Downtown is growing:



**100+ market-rate  
apartments delivered  
2010-2015.**



**7% of the City's land area,  
25% of its tax revenue.**



**46% of jobs in Wilkes-Barre,  
10% of jobs in Luzerne  
County.**



**7,000+ undergraduate and  
graduate students attending  
King's and Wilkes.**

**DCP 2014 Downtown Survey: What  
you like least about Downtown?**

**“Public Square should be the iconic  
representation of this city's  
character. Instead it's a diffuse mess.”**

**“Public Square could use more  
enhancements.”**

**“The Square is getting boring, same  
things are there.”**

**“I'm thinking Public Square park  
could use some more  
improvement to beautify it more!”**


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# The restoration of Public Square will benefit the continued rejuvenation of Downtown.

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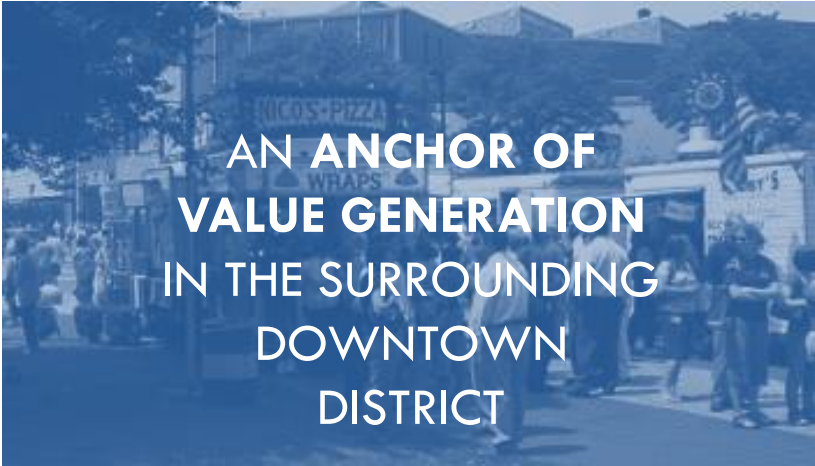
**A CHERISHED  
GATHERING SPACE  
WITH INCREASED  
USABLE LAWN AREA  
AND CAPACITY FOR  
EVENTS**



**A CRITICAL MASS OF  
PARK USERS WHOSE  
PRESENCE WILL MAKE  
THE SPACE FEEL AND  
BE SAFER**



**A PUBLIC AMENITY  
THAT BENEFITS  
DOWNTOWN'S  
GROWING  
RESIDENTIAL  
POPULATION**



**AN ANCHOR OF  
VALUE GENERATION  
IN THE SURROUNDING  
DOWNTOWN  
DISTRICT**

Sensible, surgical interventions requiring  $\pm \$5M$  in total capital cost at Public Square can leverage  $> 3-5X$  in private value creation.



**Klyde Warren Park (Dallas, TX)**  
**Capital Cost: \$110M**  
**Annual Economic Value: \$212M**

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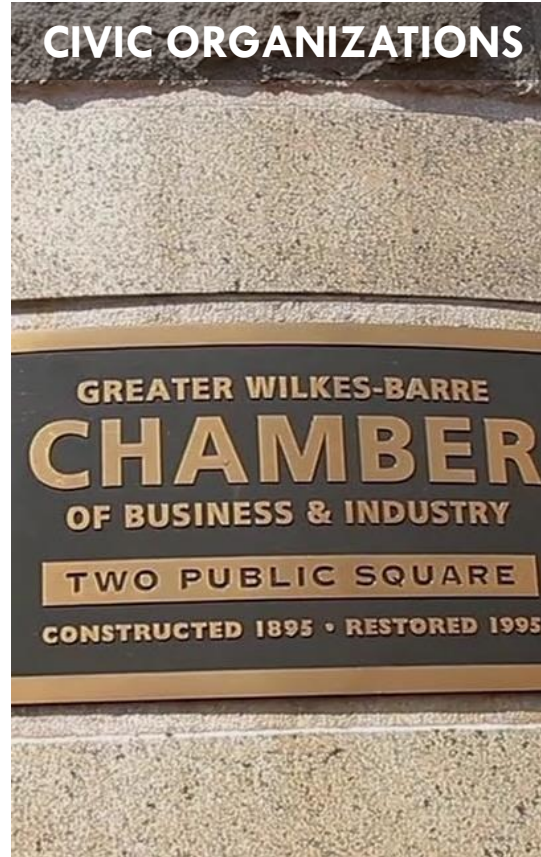
Partnership can ensure that the rejuvenation of Public Square will be sustained at no additional operating cost to the City.

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**UNIVERSITIES**



**CIVIC ORGANIZATIONS**



**LOCAL BUSINESSES**



# DESIGN VISION

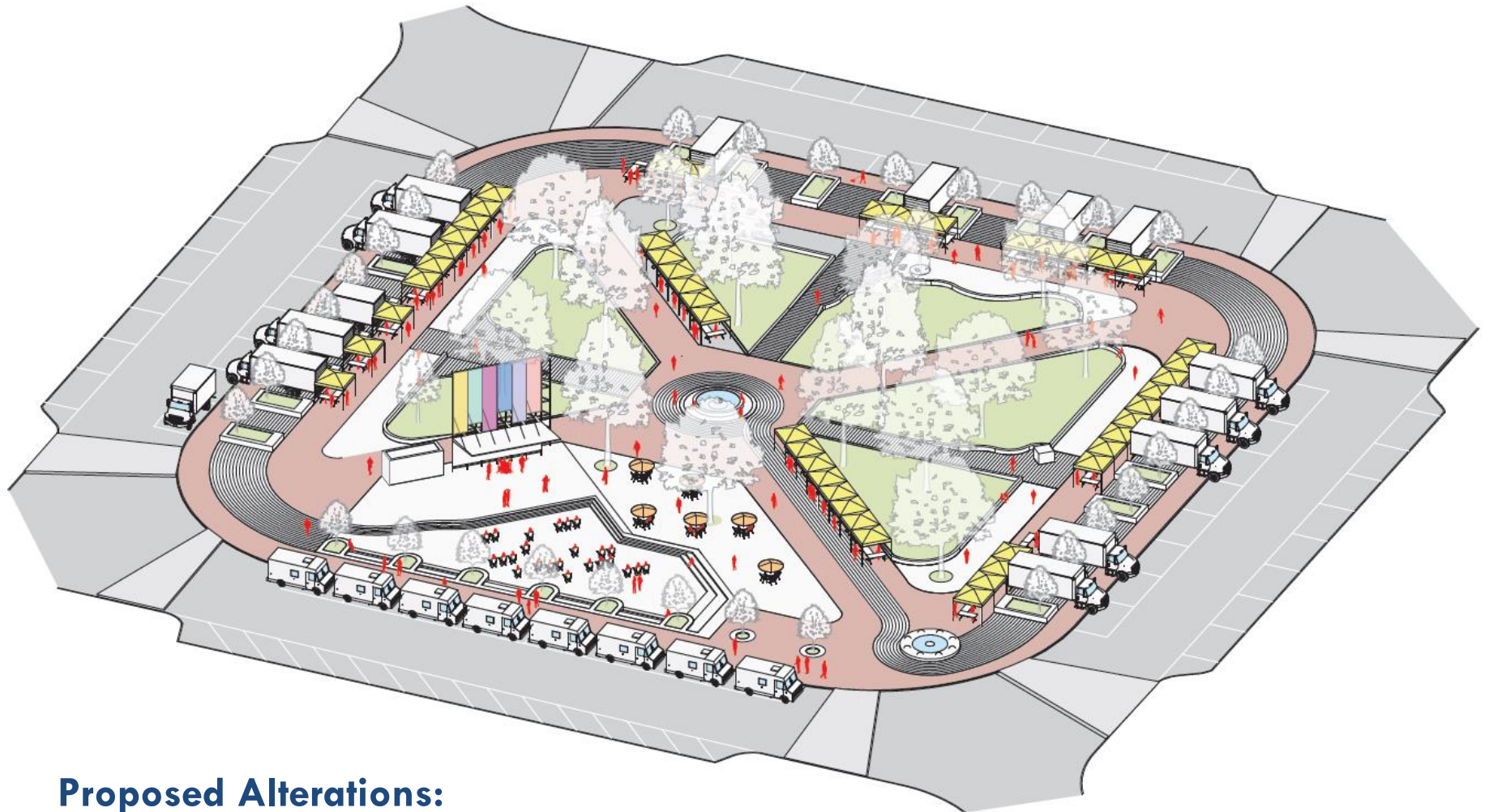


The BCJ-proposed revitalization respects the historic design while delivering a more attractive, safer, and easier to maintain Square.



**Proposed Alterations:  
Regular Configuration**

The scheme promotes a more responsible use of the park by vendors.



**Proposed Alterations:  
Farmers' Market Configuration**

The scheme improves the Square's much-loved green space.



**Proposed Alterations:  
Fine Arts Fiesta Configuration**

# USES AND SOURCES OF CAPITAL

A new Public Square can be achieved through an investment in line with capital investments made for other revamped downtown parks.

An aerial photograph of a downtown city square. In the background, a tall building features a large green 'Citizens Bank' sign with a sun-like logo. The foreground shows a public square area with trees, a fountain, and a paved plaza. A street with cars and a yellow taxi is visible. The sky is blue with scattered white clouds.

**Next Step: Refine BCJ's design, including the associated cost estimate**

At the current stage of design, total capital cost is estimated to be \$5.3 million, a portion of which may be sourced from private/civic entities.

**Public Sector ( $\pm 80\%$ )**

Landscaping  
Monuments  
Fountain  
Planters  
Stage  
Seat Walls  
Toilet Rooms

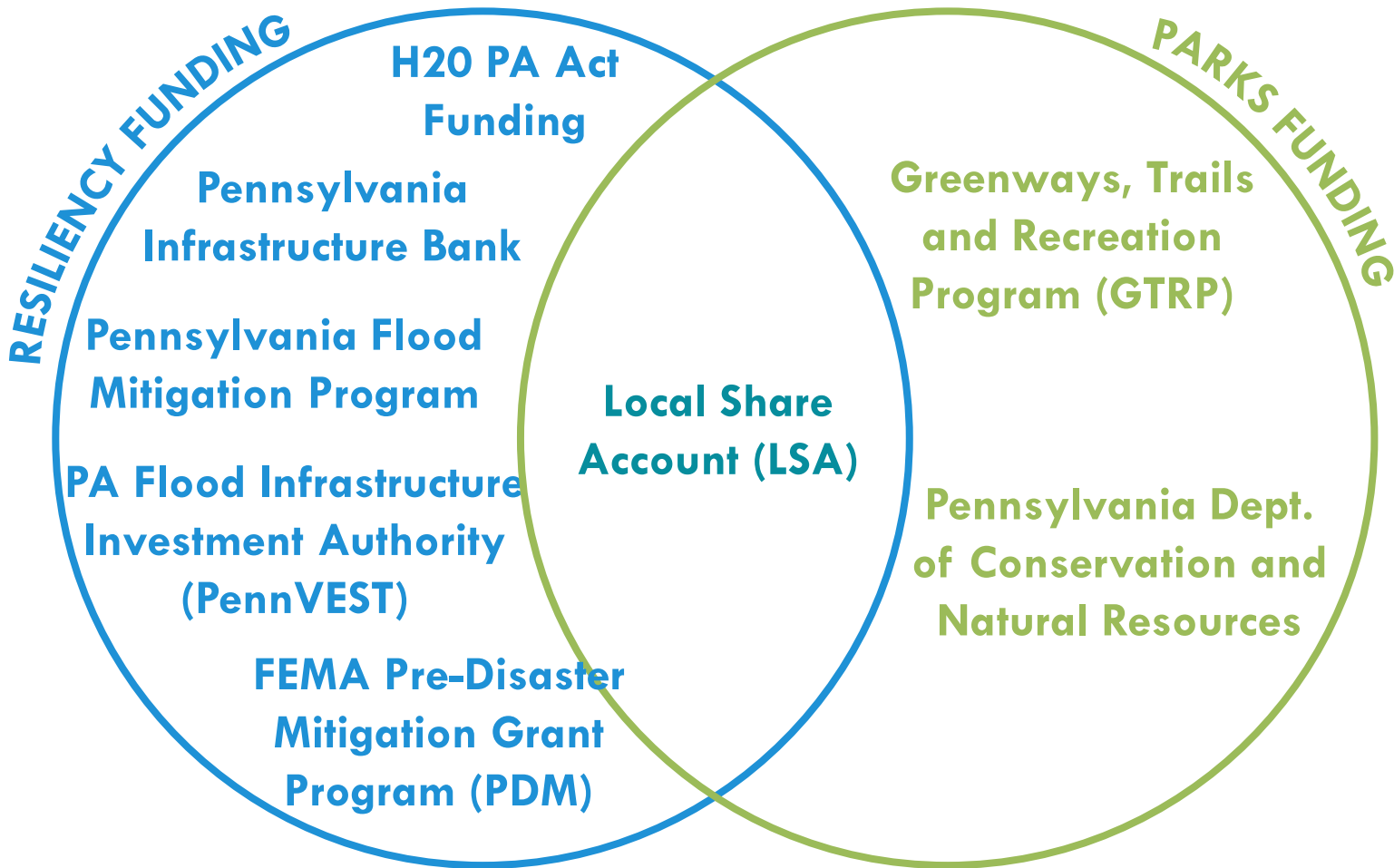
**DGP ( $\pm 20\%$ )**

Crosswalks  
Curbs  
Lighting  
Power

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The City may be able to access more *total* State/Federal funding by advancing opportunities that find synergies among projects.

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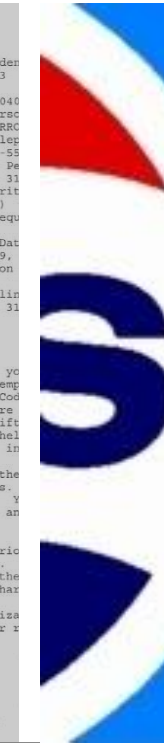
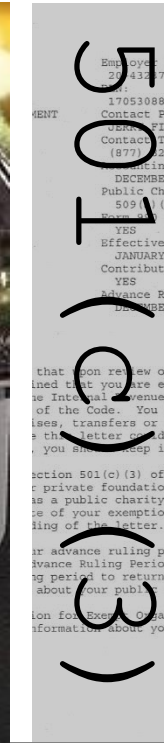
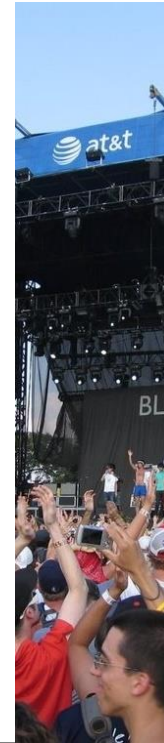


# O&M FUNDING



A spectrum of funding opportunities may be applied to park operations and maintenance, each of which takes time to develop.

Gen. Fund    Special Levy    BID /SAD    F&B    Events    Parking    Philanthropy    Real Estate



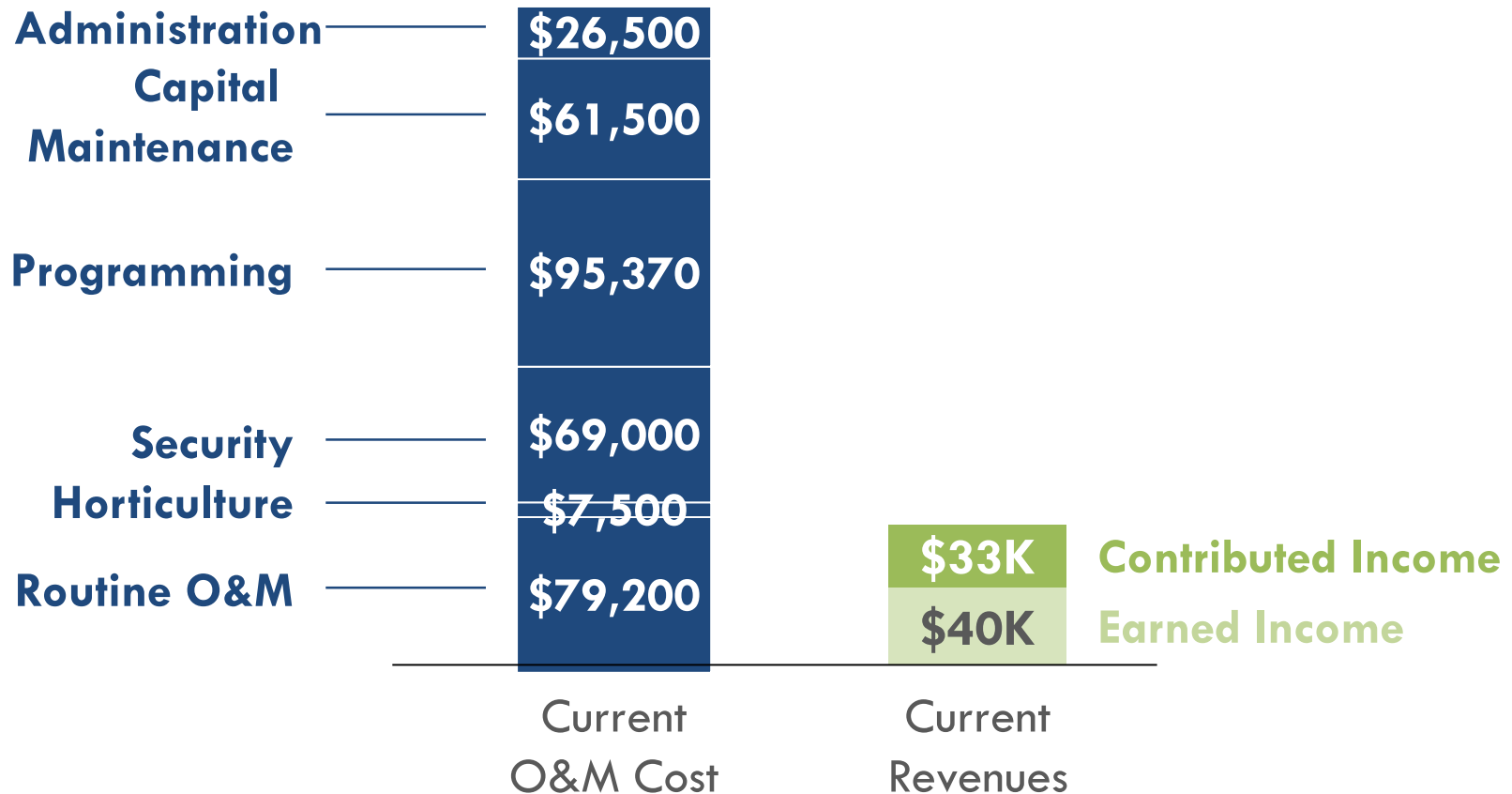
Public

Earned Income

Private

The City currently spends \$339,000 to operate Public Square, which is partially offset by \$73,000 in earned and contributed income.

### Public Square O&M Budget (2014)



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As the renovated Square attracts heavier use, O&M costs will increase – but additional sources are possible for O&M funding.

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### EARNED INCOME

The City currently collects vendor fees and rents out the Public Square Bandshell.

Additional revenues can be collected through **TICKETED EVENTS AND CONCESSIONS.**

### CONTRIBUTED INCOME

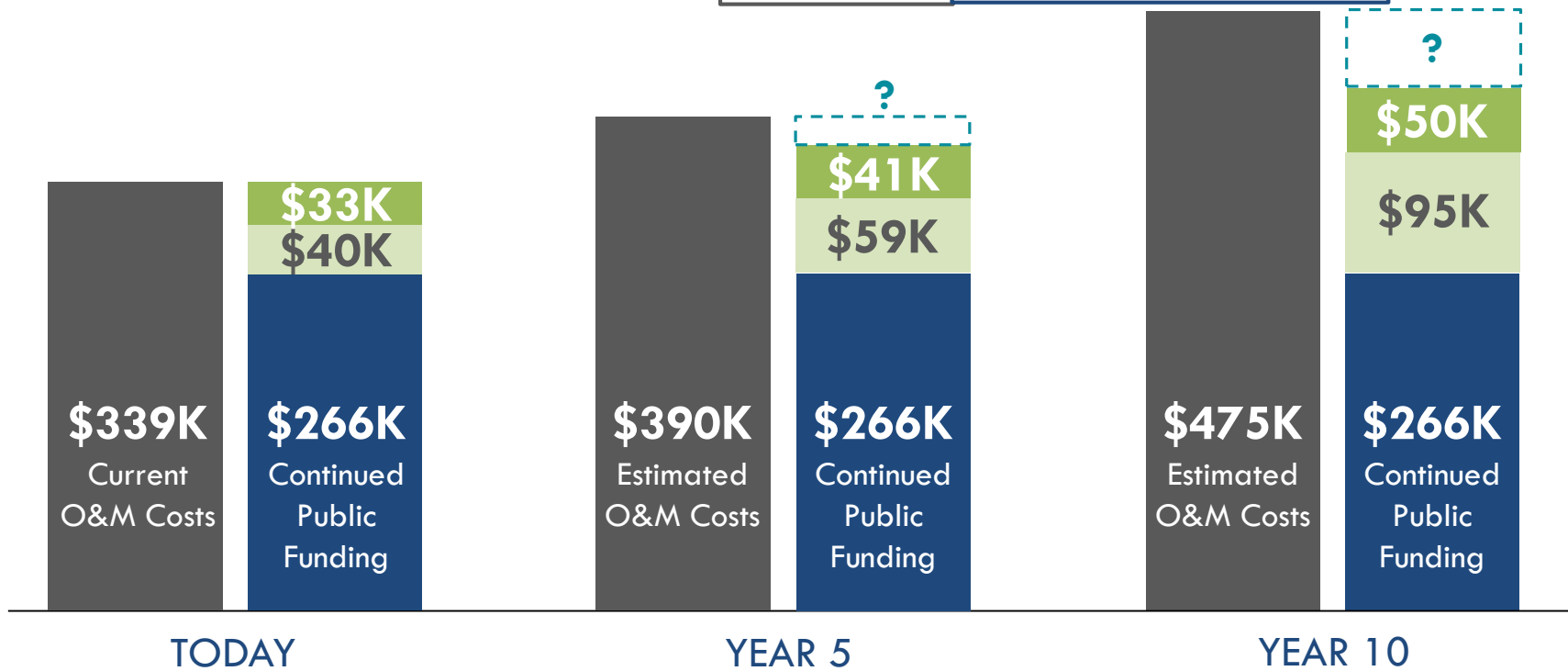
Private donors have contributed to the F.M. Kirby Center and support events on the River Common and Square. **A**

**MORE CONCENTRATED EFFORT THAT INCLUDES SPONSORSHIPS** can generate additional revenues.

### PARKING DISTRICT

A parking district that **DEDICATES A PORTION OF SQUARE-ADJACENT PARKING REVENUE TO THE SQUARE** can generate funds for park O&M.

Partnership can ensure that these cost increases can be covered without increasing the City's contribution.



PARTNERSHIP

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To date, the City has taken on operating roles that can be cost-effectively shared with or assumed by one or more partners.

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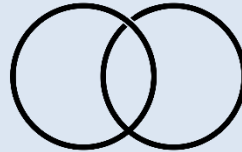
**CITY OF  
WILKES-BARRE**



**Routine O&M**

**Capital Planning**

**POTENTIAL FOR  
PARTNERSHIPS**



**Capital Maintenance**

**Security**

**Horticulture**

**Programming**

**UNCLAIMED  
RESPONSIBILITIES**



**Earned Income  
Program**

**Fundraising &  
Advocacy**

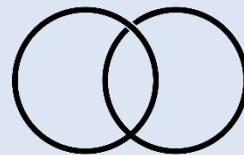
A partnership that clearly allocates responsibilities will allow the City to efficiently manage events and ensure they contribute to vitality.

## CITY OF WILKES-BARRE



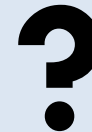
**Capacities:** **Own land**, conduct **routine maintenance** in public areas, perform **capital planning**, and be **the GP** of a new partnership.

## SHARED



**Capacities:** Perform **capital maintenance** on public infrastructure, provide **security, program** to activate the space, and maintain **landscaping**.

## NEW ENTITY



**Capacities:** Develop and sustain an **earned income program**, lead **fundraising and advocacy** efforts to generate excitement and support.

Cincinnati's Fountain Square was transformed through the creation of a strategic partnership.





Civic leadership partnered to implement a downtown revitalization plan, the centerpiece of which redevelopment of Fountain Square.

## CITY OF CINCINNATI



**Owns Land**

**Manages Permissions**



## 3CDC



**Provides Security &  
Routine O&M**

**Develops/Sustains  
Earned Income,  
Corporate Sponsorship,  
Other Fundraising &  
Advocacy**

**Redevelops**

In Pittsburgh, the PGH Parks Conservancy led the upgrade of Mellon Square, a beloved but dated space in the heart of downtown.



The PPC has a 29-year agreement with the City to provide enhanced maintenance, programming, and security for the one-acre park.

## CITY OF PITTSBURGH



**Owens Land**

**Oversees Stewardship**

**Provides Some  
O&M Funding**



## PITTSBURGH PARKS CONSERVANCY



**Provides Routine  
O&M, Security,  
Horticulture  
Maintenance**

**Develops & Sustains  
Earned Income Program**

Philadelphia turned the derelict plaza in front of City Hall into a thriving public space that attracts residents, daytime office workers, and tourists.



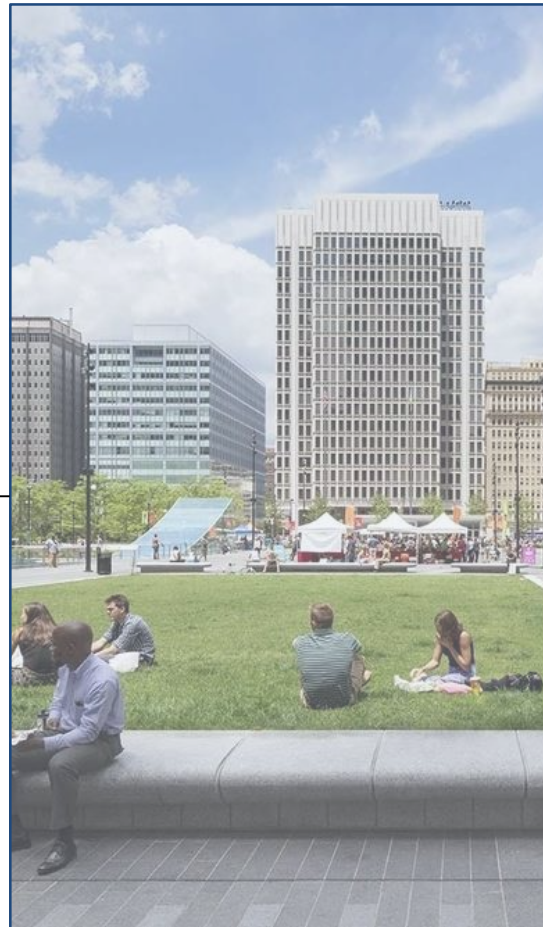
The Center City District has a 20-year lease from the City to operate the park.

**CITY OF  
PHILADELPHIA**

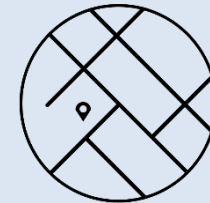


**Owens Land**

**Oversees Stewardship**



**CENTER CITY  
DISTRICT**



**Provides Routine  
O&M, Security,  
Horticulture  
Maintenance**

**Develops & Sustains  
Earned Income Program**

NEXT STEPS

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The City is positioned to take the necessary steps to develop an exciting and financially sound new Public Square.

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- 1.** Refine Bohlin Cywinski Jackson's design, including the cost estimate.
- 2.** Work with civic leadership to explore partnership parameters.
- 3.** Announce public support for the project; challenge philanthropy.
- 4.** Develop a structure and framework for a long-term governance partnership.
- 5.** Secure funding for Public Square's capital build-out.
- 6.** Develop interim programming based on phased construction schedule.

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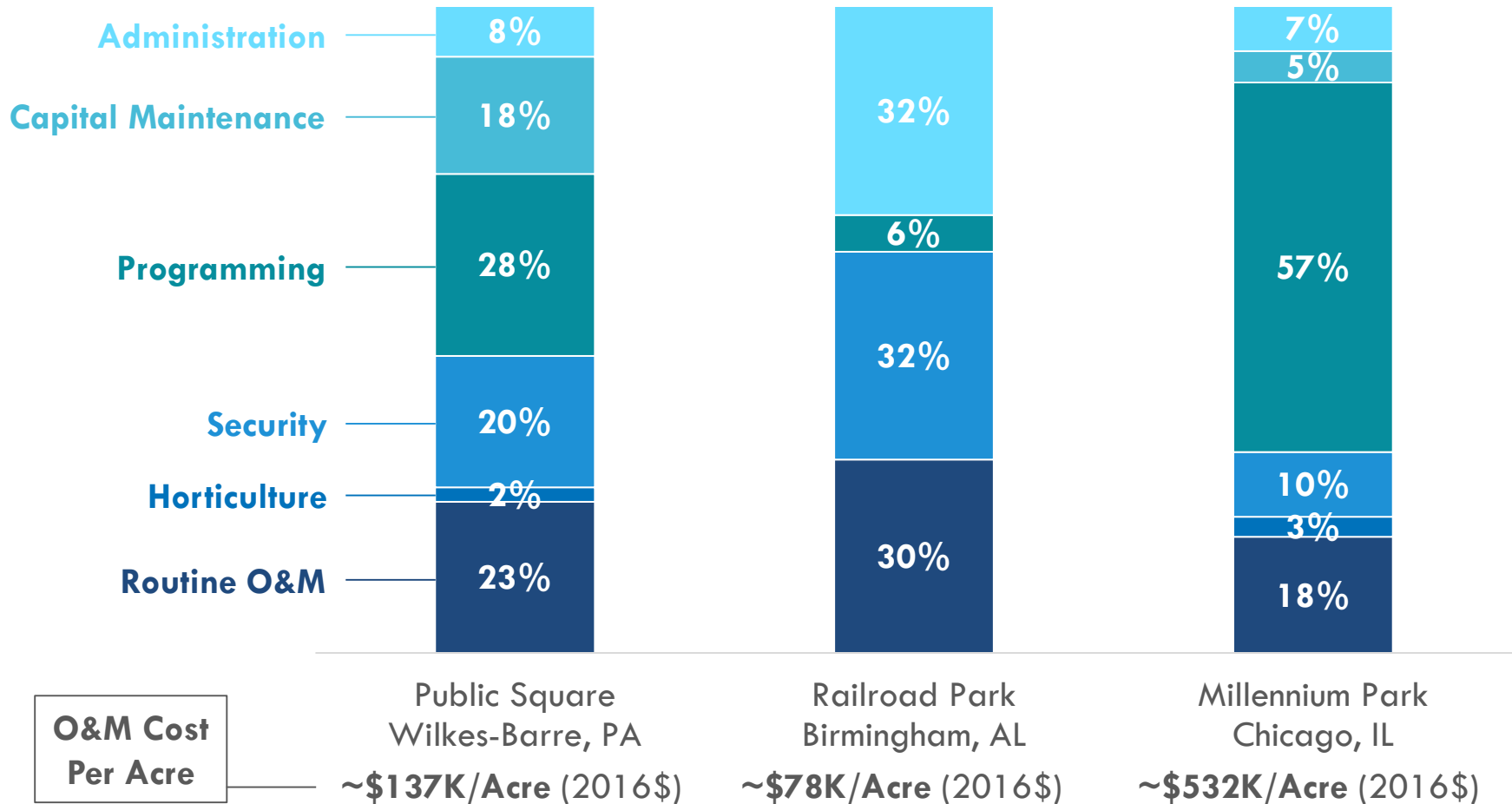




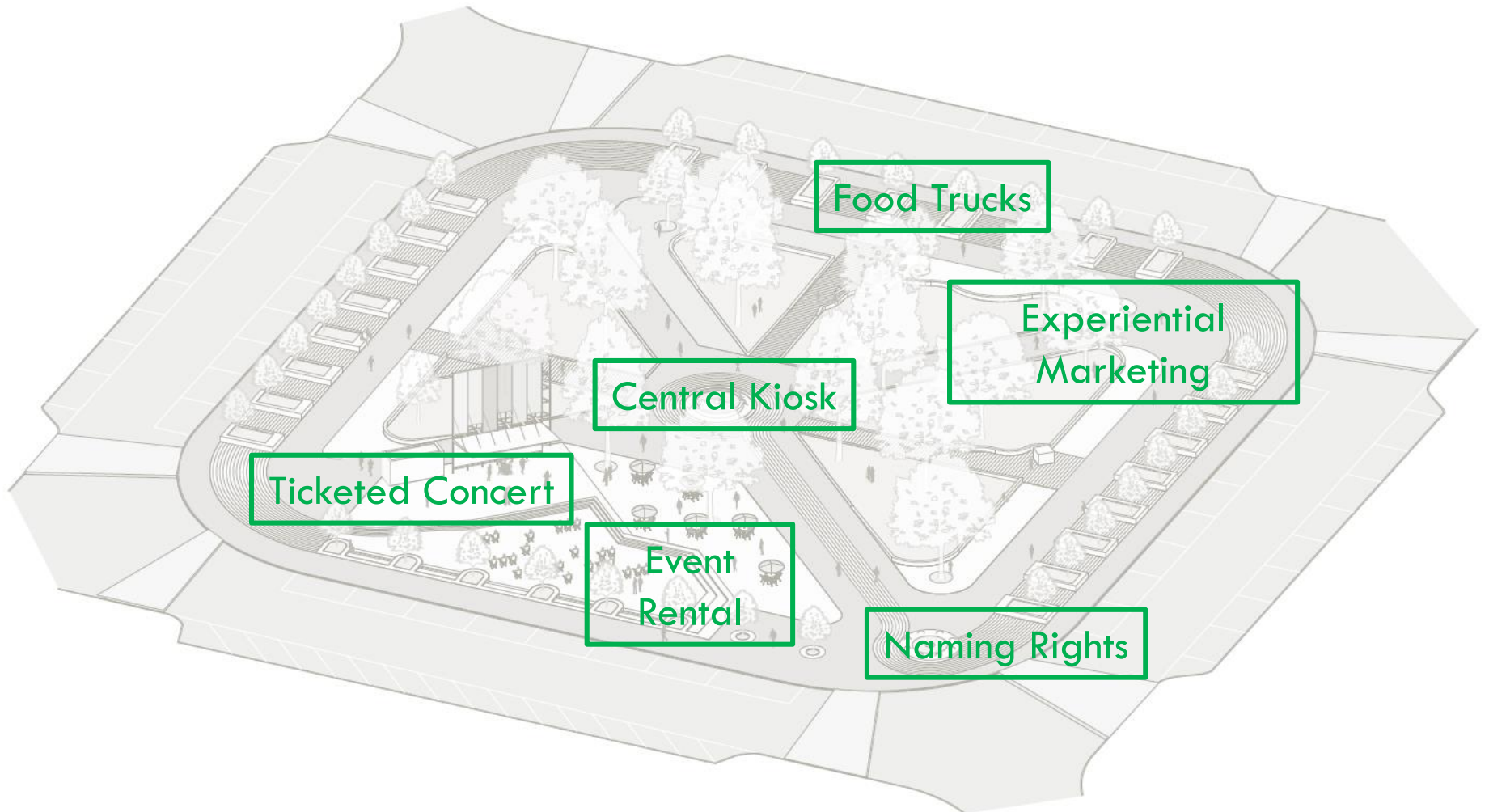
# APPENDIX

As a downtown park with a full calendar of annual events, Public Square's largest cost driver is Programming.

**Breakdown of Signature Park O&M Spending**



While relatively small, Public Square has space for earned income opportunities.



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There is precedent for philanthropic contribution.

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