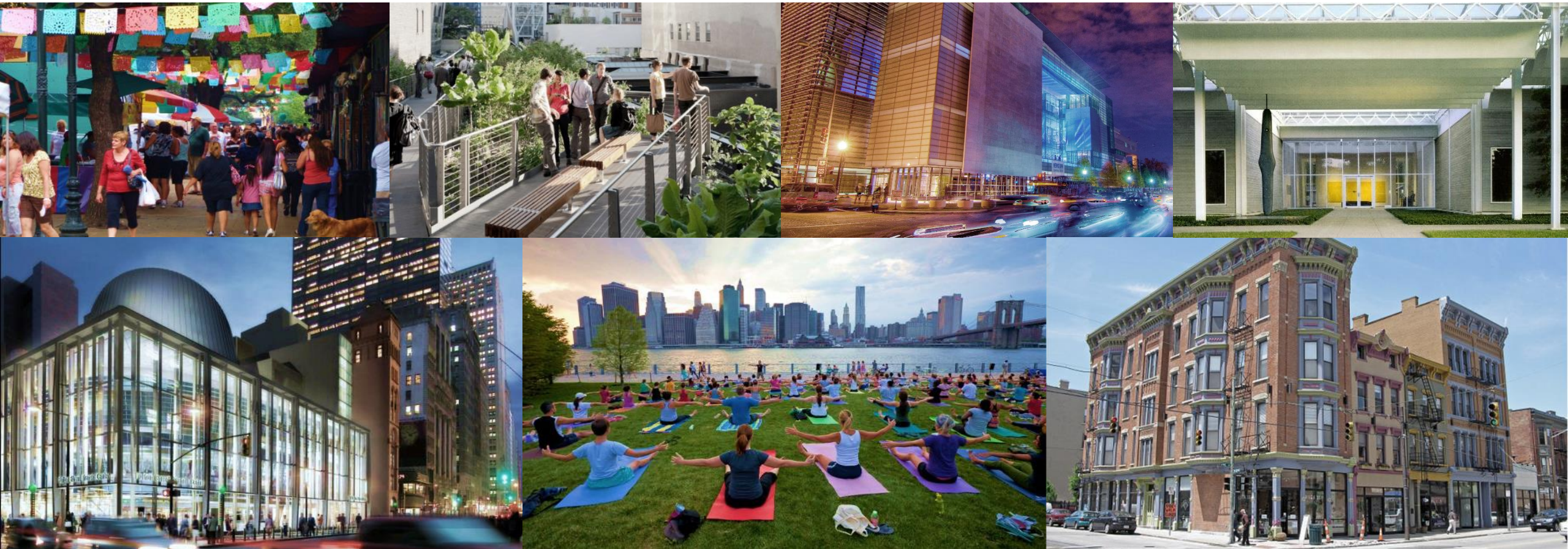


THE TRANSFORMATION OF URBAN OPEN SPACES

Connie J. Chung, cchung@hraadvisors.com

FORTALEZA, MARCH 23, 2018



HR&A is a real estate and economic development consulting firm that partners with design firms to lead collaborations of the public, private, nonprofit, and civic sectors.

We provide financial analysis, strategic advice, project management, and facilitation with the aim of transforming communities and revitalizing urban environments in the United States and abroad.

Public spaces are urban infrastructure and create economic value.

Public-private partnerships enhance and unlock value

Value creation is multi-benefit and long-lasting

Equitable public investment leads to better outcomes

What is the public sector's role in implementing public space transformation?

GOALS

Establish vision, goals, and priorities

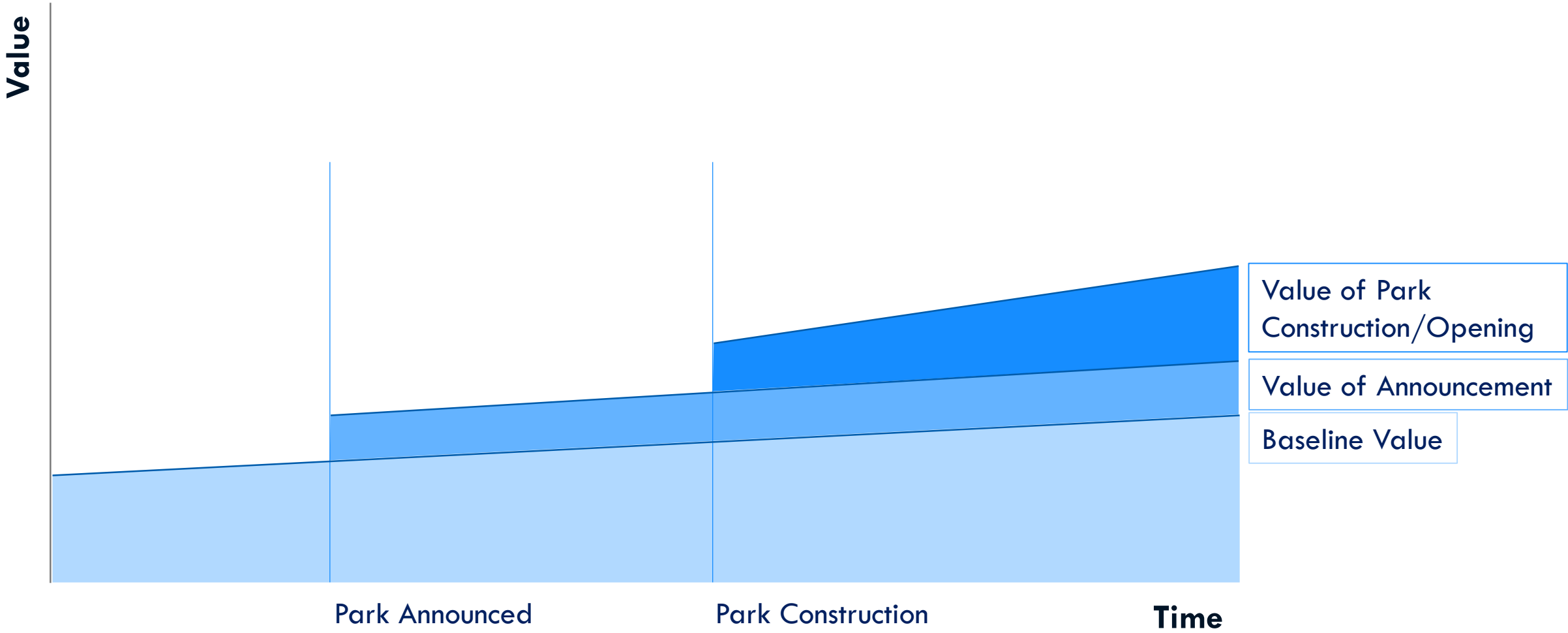
METRICS

Develop metrics to track success: investment, community access & engagement, health/environmental

TACTICS

Use policy, funding, and financing tools to advance priority projects

Economic value | Parks and open spaces supported by public-private partnerships create economic value.



The High Line | A highly programmed linear park built on elevated rail line.



The High Line | The “Friends of” group was founded to save the structure from demolition.

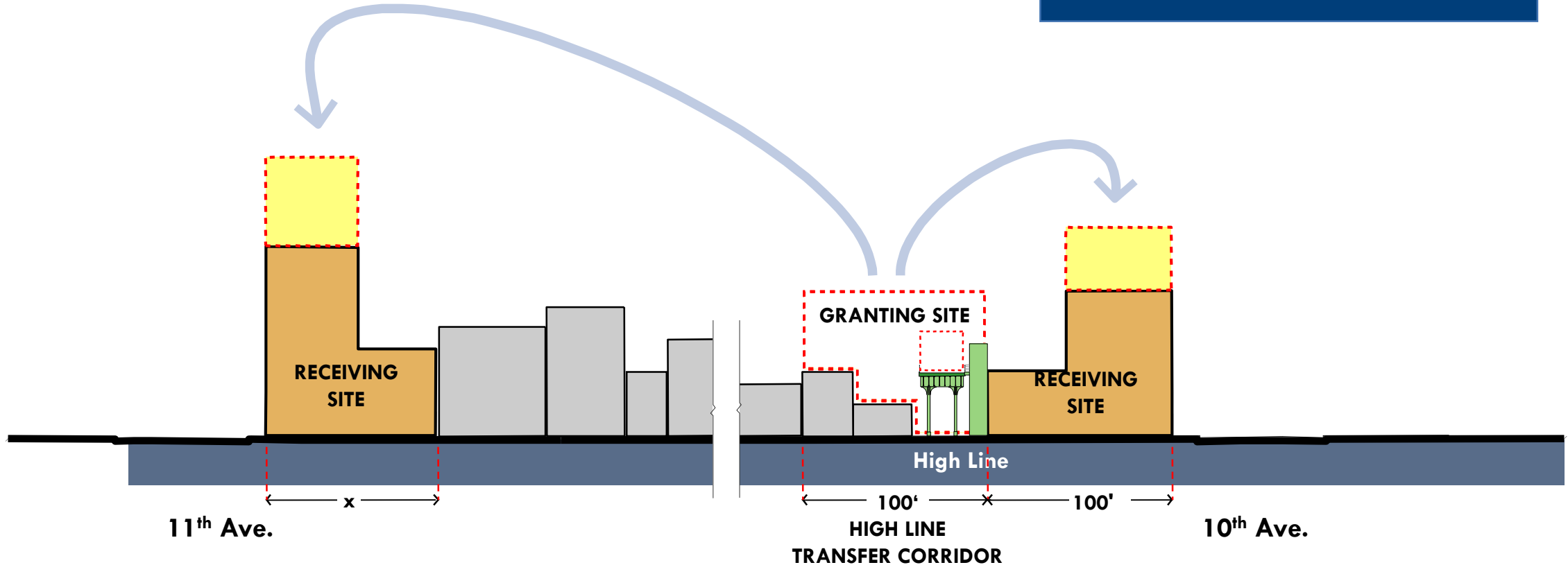


The High Line | This innovative plan appealed to the local community, developers, and the City.



The High Line | Innovative zoning allowed for new development and the creation of value for the High Line.

1. Zoning to allow more density
2. Change in allowed uses
3. Transfer of Development Rights



The High Line | Economic value creation derives from real estate and tourism value.



Real Estate Value

- 7% growth rate from 2007-14
- 1,400 new units worth \$2+ B



Tourism Spending

- 3 M+ tourist visitors call it a "must see"
- Spurs \$40 M annual spending



\$1 Billion

value of new taxes
(2007-2027)

The High Line | New tax revenues exceed City investment by 800%.

$$\frac{\$1 \text{ Billion}}{\$123 \text{ Million}} = 800\% \text{ return}$$

value of new taxes (2007-2027)

Total City funding for High
Line construction
(55% of total)

on the City's investment

The High Line | The amenity value of the High Line has helped to catalyze development of a new neighborhood in West Chelsea.



\$2+ billion new development
to date

1,400 new units

12% of total new value
(2007 to 2013)

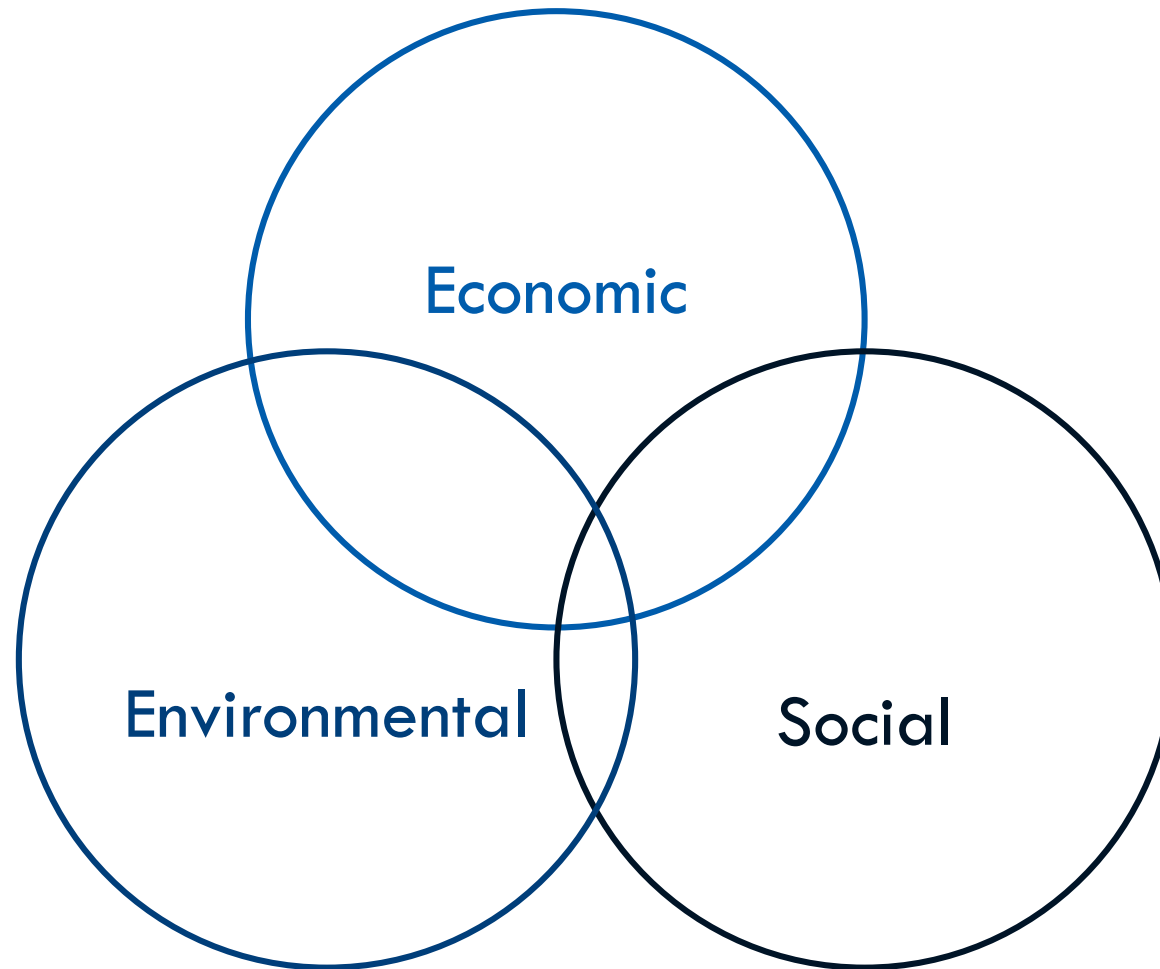
The High Line | The unique amenity is also helping West Chelsea grow more rapidly through increased private investment, compared to neighboring areas.



West Chelsea	
Growth Rate (2007-2014)	7%
Total Housing Units	18,000

East Chelsea	
Growth Rate (2007-2014)	3%
Total Housing Units	13,500

We know that park benefits go beyond economic benefits – open spaces are “triple-bottom-line” civic investments that create benefits across the city.



At a system scale, planning investments in open space should be considered based on the desired benefits and values.

Real Estate Value

City Brand
(Resident & Business
Attraction)

Environment
(Green Infrastructure)

Local Spending



Public Health

Tourism

Public Safety

**Avoided Consumer
Costs**

Evaluating Park Impacts | Compared to peers, Dallas is under-resourced in citywide park investment.

City	Population	Annual Pop. Growth	Economic Drivers	Climate
Dallas	1,260,000	0.07%	Energy, Corporate	Humid subtropical
Houston	2,200,000	0.60%	Energy, Healthcare	Humid subtropical
Austin	890,000	1.75%	Tech, Education	Humid subtropical
San Antonio	1,410,000	1.52%	Military, Energy, Finance	Humid subtropical
San Diego	1,360,000	0.68%	Military, Tourism, Biotech	Semi-arid
Atlanta	450,000	0.08%	Media, IT, Corporate	Humid subtropical
Denver	650,000	0.82%	Distribution, Defense, Tourism	Semi-arid continental
Phoenix	1,510,000	0.94%	Finance, Manufacturing	Hot desert
Chicago	2,720,000	-0.68%	Finance, Corporate	Humid continental
Minneapolis	400,000	0.00%	Commerce, Distribution	Humid continental
Portland	610,000	1.04%	Distribution, Apparel	Mild temperate
Seattle	650,000	0.80%	Tech, Tourism	Temperate marine
Median	1,070,000	0.88%		

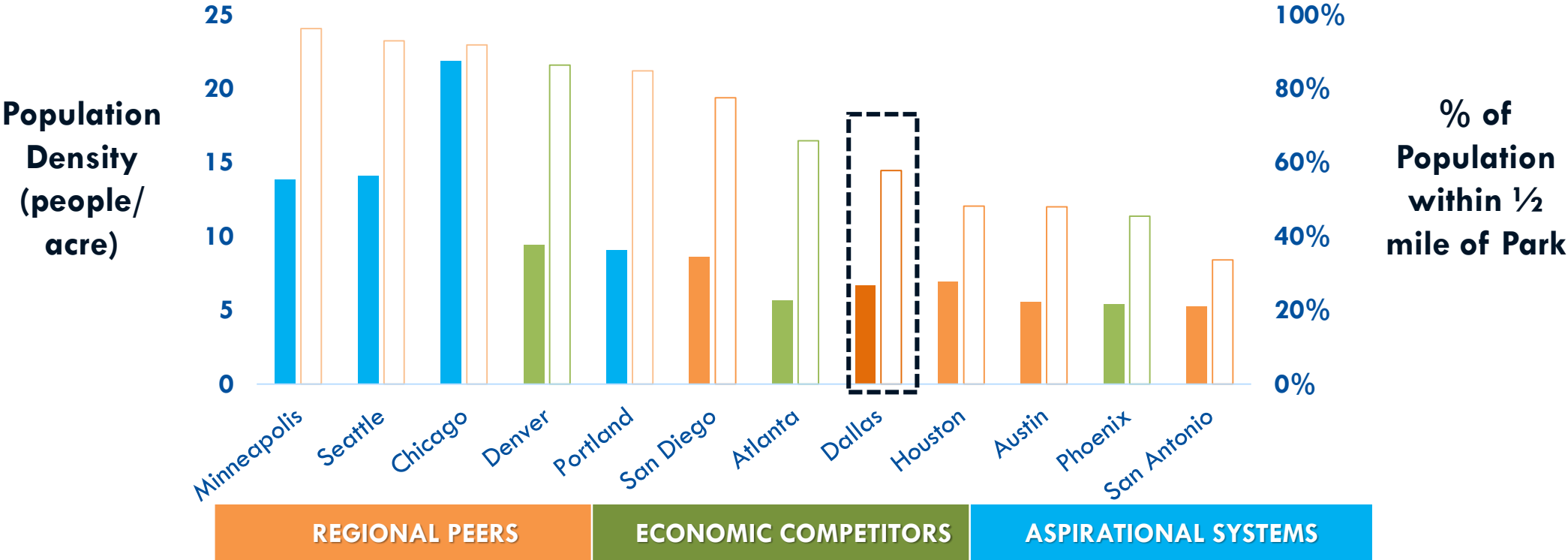
**38% less
spending on park
operations**

**45% less
investment in
capital
improvements**

Evaluating Park Impacts | Dallas has a wealth of open space assets, but they are relatively inaccessible, especially as compared to aspirational peers.

Population Density vs. Park Access

- Density without Parkland (people/acre)
- Percent of Population within 1/2 mile of Park



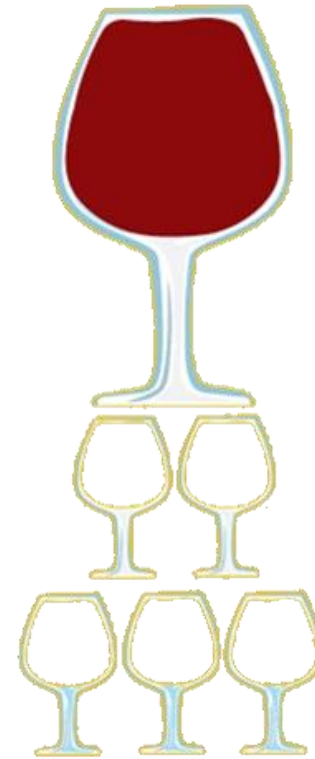
Evaluating Park Impacts | This analysis suggested new public investments in trails across the city could address social cohesion and equity, a goal set forth by City leaders.

EQUITY	DALLAS HAS A MULTITUDE OF PARK ASSETS BUT POOR ACCESS COMPARED TO PEERS
REAL ESTATE DRIVES VALUE	IN DALLAS, REAL ESTATE EXCEEDED ALL OTHER SOURCES OF VALUE, TOTALING \$345M / YEAR
ACROSS TYPOLOGIES	REGARDLESS OF PARK TYPOLOGY, HIGHLY PROGRAMMED PARKS PERFORM EXTREMELY WELL.
TRAILS = HIGHEST ROI	INEXPENSIVE TO BUILD AND MAINTAIN AND TOUCH A LOT OF REAL ESTATE, RESULTING IN <u>50:1</u> VS. <u>7:1</u> ROI.
TRAILS = GREATER EQUITY, MORE PROGRAMMING	NEW TRAILS COULD CONNECT DIVERSE NEIGHBORHOODS AND THEIR EXISTING PARKS, PROVIDING PROGRAMMING TO THOSE PARKS AND INCEASING ACCESS TO PARKLAND ACROSS THE CITY.

Equitable Investment | Achieving 1st order inclusive economic gains requires careful planning and ongoing commitment.



**What trickle-down
economics promises**



**What trickle-down
economics delivers**

The High Line | A mature park, The High Line has contributed to stunning growth, and now increasingly focused on serving the diversity of New York City.

YOU ARE WELCOME HERE

To our friends, neighbors, and visitors, we say: you are welcome here. No matter who you are, what you look like, who you love, how much money you have, what your religious beliefs are, or where you are from, the High Line is for you.

Like many, we at Friends of the High Line are concerned about the divisive, hateful speech and actions we are hearing and witnessing across our country. While these feelings are not new for many, we recognize that this is a crucial moment to take a stand for what we believe is right. It is important that we do not become complacent in our mission to cultivate equitable and open public spaces that reflect and celebrate the diversity of our communities.

Friends of the High Line is committed to reexamining and strengthening our continuing efforts to ensure the High Line is a safe and welcoming place for everyone. If you have any suggestions for how we can make this public space better, please send us an email with your thoughts: info@thehighline.org

— Friends of the High Line



A Top Visitor Attraction

7.6M

Total Visitors, 2015

NYCHA Public Housing Resident Visitation (2012)

22%

had not visited
the High Line

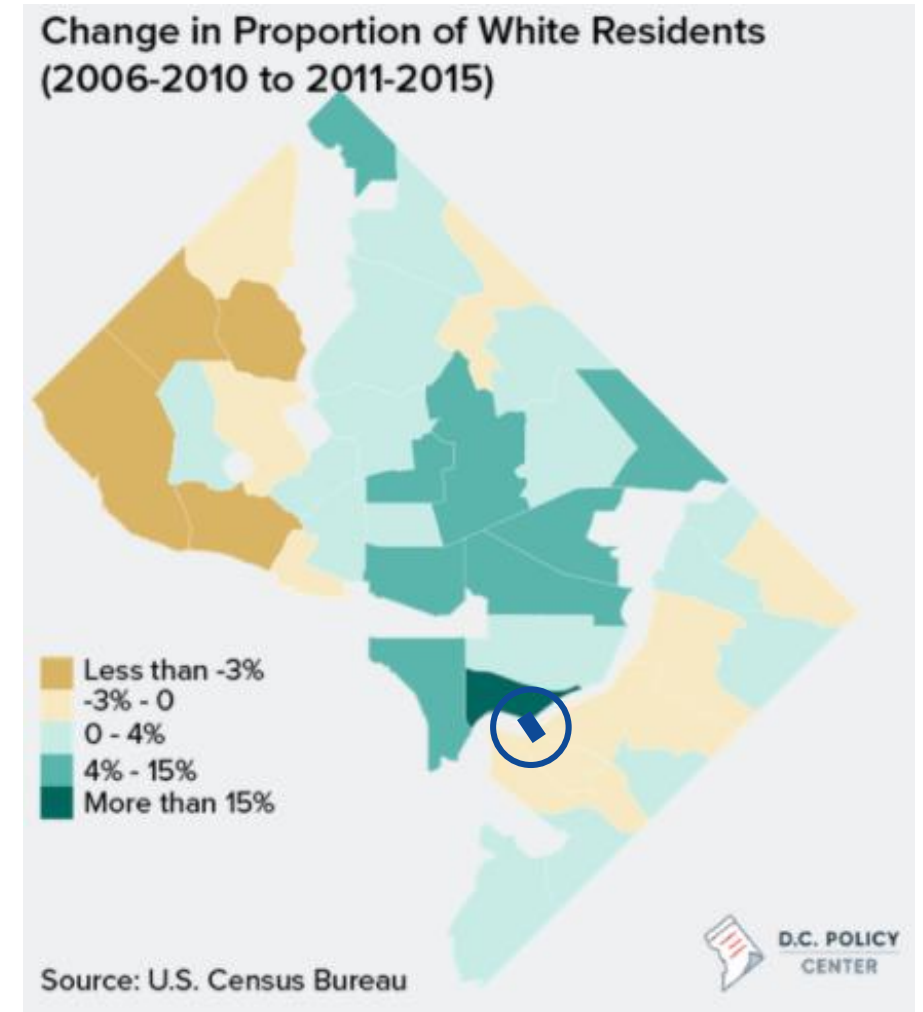
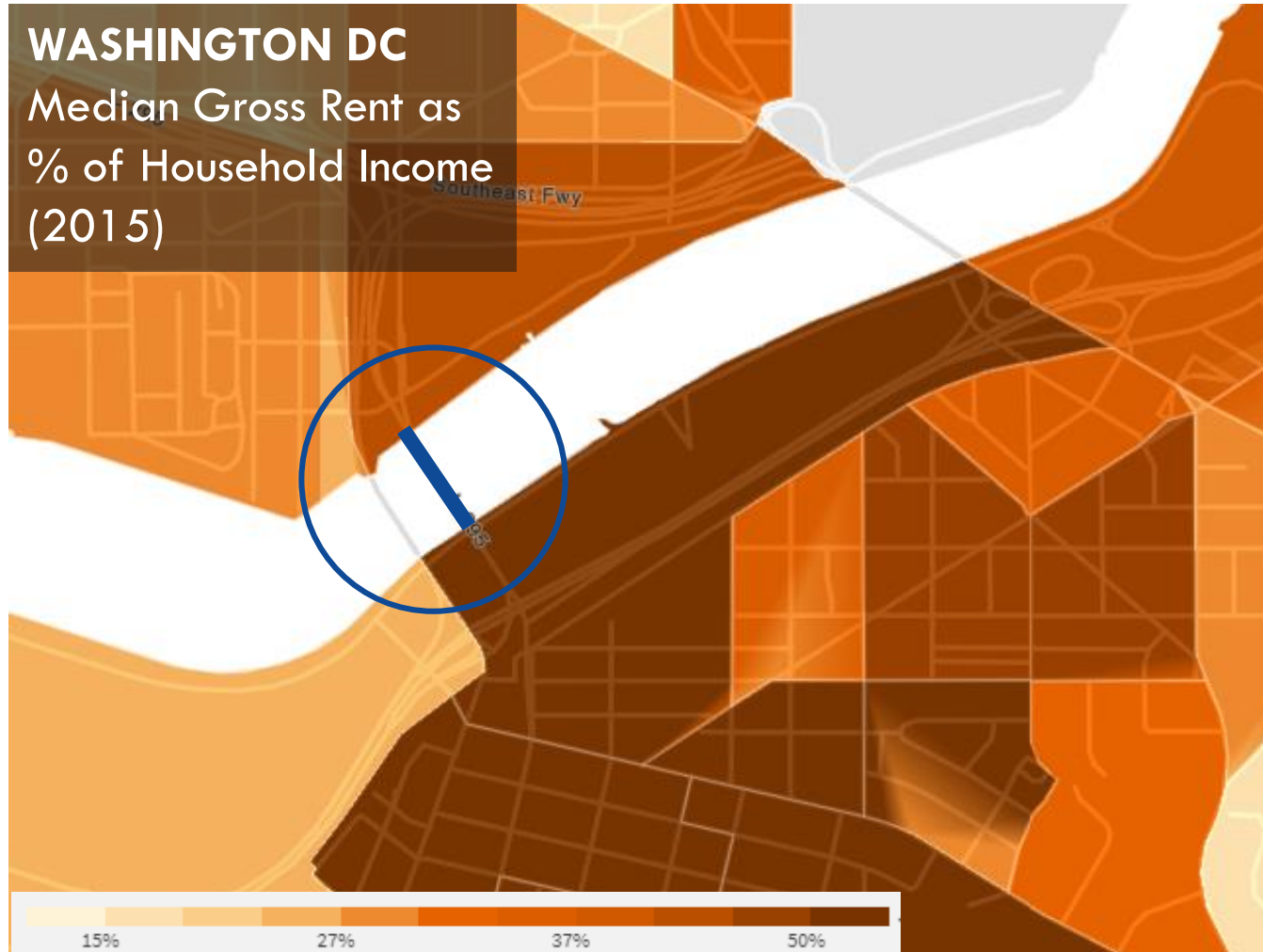
10%

did not know
about the High Line

The High Line | The High Line's model for inclusive programming began in 2011 with a detailed community survey that revealed neighbors hadn't been properly engaged but could be.



11th Street Bridge Park | The Park addresses geographic racial disparities with a neighborhood-scale plan to provide services while addressing risk of displacement.



11th Street Bridge Park | The Park is advancing a holistic model for inclusive park development, guided by an Equitable Development Plan drafted by park leaders..





11th Street Bridge Park | The Park, still in planning stages, seeks to create a high quality park and neighborhood experience that benefits today's residents.

Goals

Create **economic opportunities** for the existing resident and business community

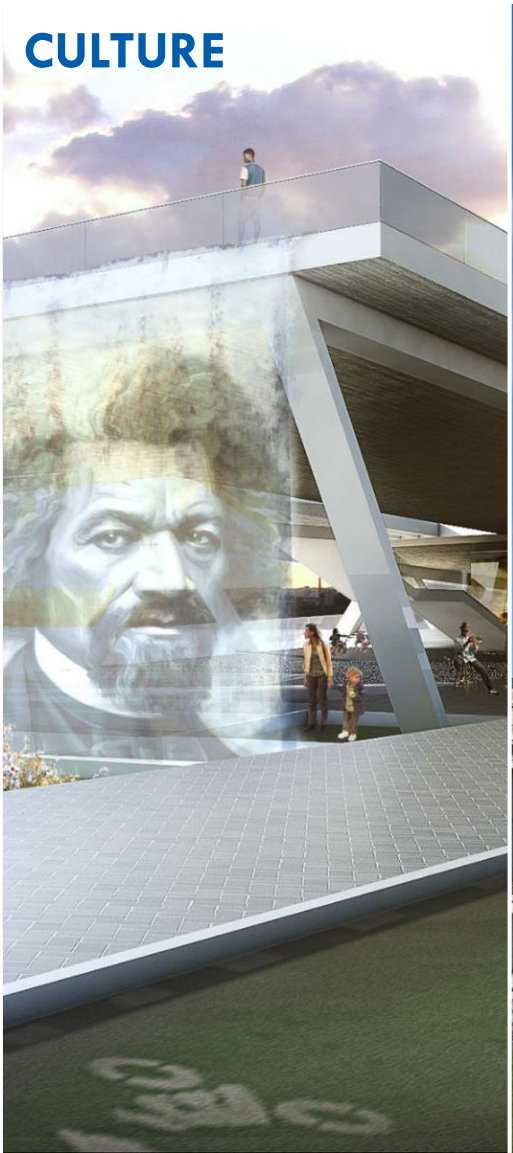
Facilitate **inclusive neighborhood development**

Deliver a public space that meets the cultural, recreational, and health **needs of the local community.**

11th Street Bridge Park | Planning equitably ahead of park and neighborhood development means the impacts of its investments are expansive.

Goals	Impacts
Create economic opportunities for the existing resident and business community	Employment of local residents and business by 11SBP Park visitor spending at neighborhood businesses
Facilitate inclusive neighborhood development	Delivery of neighborhood amenities supported by market rate development Mitigation of resident, business, political and cultural displacement
Deliver a public space that meets the cultural, recreational, and health needs of the local community.	Recreation + park enjoyment by local residents Improved health of local residents due to exercise Improved health of local residents due to healthier food access Increased awareness of neighborhood culture within greater DC

11th Street Bridge Park: A leader in inclusive development of open spaces, the Equitable Development Plan considers actions at every stage.



Key questions

GOALS

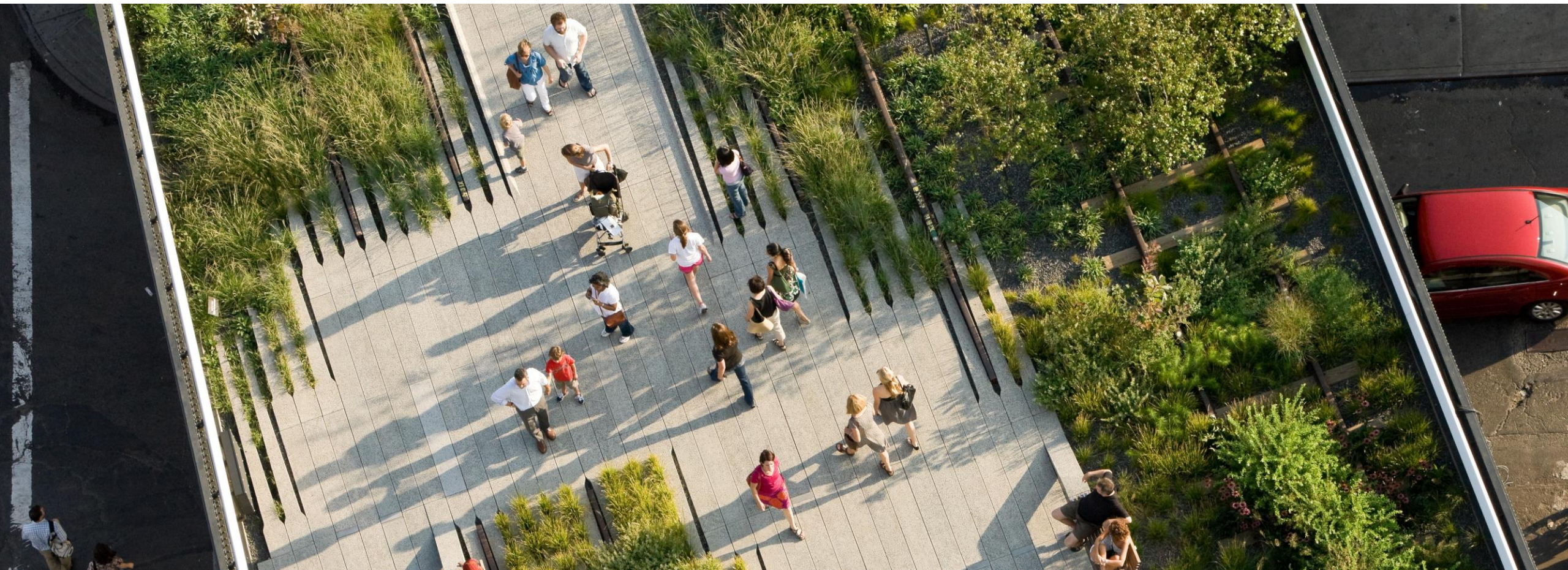
What are Fortaleza's goals and its vision for the role parks will play in its growth?

METRICS

How will success against these goals be tracked?

TACTICS

What policy tools, public funding and financing mechanisms, and public-private partnerships can be used?



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