

# *Creating a “Square”*



in Pioneer Square



**DRAFT, FOR DISCUSSION**

2 Occidental Park



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OCCIDENTAL PARK

# Creating a “Square” in Pioneer Square

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Occidental Park existing.

# Introduction

## Past Planning Efforts

Occidental Park is the heart of the Pioneer Square District, the historic core of Seattle. However, during the past 20 years, the park has been taken for granted and many of its issues unaddressed. Many meetings have been held, much time has been spent, and visions for an improved park have been dreamed, but never implemented in a way that has made a real difference. Previous reports have described the park as dark, difficult to walk through, unsafe, poorly maintained and lacking in things to do.

The most recent improvement efforts arose from a Pro Park Levy allocation of \$894,000 to improve Pioneer Square parks and the availability of South Downtown Foundation (SDF) grant for open space and other improvements. The community developed a plan for improvements using a SDF grant. The resulting plan, Pioneer Square Parks Improvements: Implementation Plan, in November, 2002 identified priorities for expending Pro Park funds and potential grants to improve parks and open spaces. The plan did not undertake redesign of either Pioneer Square Park or Occidental Park. The Plan prioritized improvements for Pioneer Square, Occidental Park and Occidental Corridor to be completed with Pro Park or SDF funds, including:

- plaza paving repair and replacement;
- accessibility improvements;
- lighting;
- fountain repair;
- tree maintenance and landscaping; and
- upgrading and relocating some site furnishings.

PSCA received \$240,730 from the SDF to fund a first phase of improvements that include lighting upgrades, furnishings, and tree pruning. Parks began working with a consultant to develop construction documents in the summer of 2003.

In a review of the proposed changes, the Mayor has said that Occidental Park, in particular, needs to change dramatically in order to function as the "square" in Pioneer Square! The Mayor said that plans that were developed in 2002 by the Parks Department and the community were good but did not go far enough. The vision for Occidental Park that is outlined in this report embraces much of the community's previous work while making recommendations for actions that will transform Occidental Park.

To develop this plan, Project for Public Spaces met with key Parks staff including the Superintendent, interviewed business and property owners and conducted several workshops. Although some people were skeptical about revisiting a plan they had hoped would be in construction, people were ready to have something positive happen and are ready to do what is needed to create a real place to go, both in Occidental Park and in Pioneer Square.

This report documents the recommendations resulting from this analysis and meetings. The physical recommendations expand on the improvements outlined in the Pioneer Square Parks Improvements: Implementation Plan, and can be quickly incorporated into the construction documents currently under development.

## Existing Conditions OCCIDENTAL PARK



Dark area under trees.



Uneven surface.



Presence of homeless people.



Retail obscured by trees and landscaping



Blank edge.



## Overall Issues

**There is an overwhelming perception that the park is not a safe place to be.** A common theme in all of the workshops that have been held is the uninviting feeling of Occidental Park. The reasons for this are many including the thick tree canopy and materials that make the park generally look and feel very dark. Coupled with this perception are the dominating presence of derelicts and the lack of other people doing activities that would attract new visitors. Many people also mentioned the overall lack of color and the lack of amenities.

**There are few attractions in and around the Park.** In order for people to be attracted into the Park for any length of time, there needs to be something for them to do. Currently, during warm weather area employees and others do sit at outdoor café tables to have lunch, but other than during these times and when there is an event (which is not very often), the Park is severely underused. Although there are many physical elements, there is little for people to do there. In addition, the uses around the park either are not open or do not feel open and are visually cut off from the Park by the thick tree canopy. There are few colorful awnings, window boxes, outdoor cafés, or displays circling the Park. The parking lot on the east side presents a very blank and bland edge to the Park.

**The surface of the Park makes it difficult to use.** The cobblestones on the surface of the lower area make walking through the Park difficult and also prevent many events from occurring there. Replacing the cobblestones with another more walkable and usable material has been suggested by every study; people also envisioned being able to sit on and use a grass surface in at least part of the Park.

**There is little information about the historic district and its destinations.** Visitors, in particular, are often heard asking people questions about where they are and directions to other places. This is due both to the lack of activity and the poor image and identity of Occidental Park as a place but also to the lack of maps and signs that could help to direct people. Although there are panels on the pergola base interpreting the history of the district and an accompanying self-guided walking tour, the panels often go unread because the space is either uninviting or occupied by homeless people.

**There is not an adequately funded organization to manage Occidental Park in the way it should be managed.** Although there are many organizations that are playing key roles, there is no one organization that has overall responsibility for organizing the level of events and activities that could make a difference. In addition, the physical infrastructure does not lend itself to these activities.



Grand Army Plaza, New York, New York.

# A Vision for a New Square

The vision for a new Square is simple - it should be clean, accessible, safe, colorful, and filled with activity. There should be things to do, and it should be an interesting place to go. The character of the new Park, expressed at the April public workshop, should be "romantic, historic, energetic, usable, colorful, light, green, clean, beautiful, sustainable." It is a place where activity is always occurring, both in the Park and along the edges, where people are sitting in many outdoor cafes and where every ground floor window has an interesting and active feature to attract people during any season. The Park is colorful with awnings and window boxes on all buildings facing it, and with colorful banners highlighting important destinations. All improvements should help to lighten and brighten the Park and reduce the dark feeling.

In the evening, the Park should have a range of outdoor dining opportunities around the perimeter to establish it as a major place to go for dining and entertainment. Games and events would be going on in the Park. Lighting would be used to highlight and accommodate these activities to draw attention to shop windows and possibly to outline the tops of buildings adjacent to the Park.

If the following goals were achieved, the Park could become the focal point of the Pioneer Square District that the community envisions.

- **Increase the level of activity in the Park** by instituting a major program of events to significantly increase not only lunchtime use but also use of the park by families and seniors in the evenings and on weekends. In addition, a short-term concept for ongoing seasonal events should be implemented and evaluated as a first step in evolving a plan for long-term changes to the Park.
- **Make necessary physical changes** to the Park to support the proposed program of events but also to create destinations and reasons for people to come into the Park.
- **Improve the edges** of the Park to broaden its perceived area and impact. The Park should be surrounded on all sides with active edge uses, and the owners of properties adjacent to the Park should be directly and continuously involved in its planning.
- **Form a management entity** to manage not only security and maintenance but also to develop and implement a program of events, and work with stakeholders, local corporations, schools, and other partners.

"Create a park that Renoir would like to paint".

Excerpt from Pioneer Square Parks Improvements:  
Implementation Plan, November 2002.

## Recommended Activities

SHORT TERM



Petanque/Bocce, Washington Square Park, New York, NY.



Market, Rittenhouse Square, Philadelphia, PA.



Outdoor movie, Bryant Park, New York, NY.



Skating rink, New York, NY.



Chess, Bryant Park, New York, NY.

Short Term - Fall 2004 to Summer 2005

# A "Square for All Seasons"

The challenge is to make changes to the Square in the short term that will immediately change the negative perception and show that the Square is a safe and exciting place to go now. The First Thursday "Art In the Park Event" event is a very positive step forward and something that should be built upon. The vision is to create a daytime and evening destination where people will come for a variety of sports and games, for alfresco dining, and generally to experience an old fashioned, busy square. This idea, a "Square for all Seasons", grew out of ideas outlined in the 2002 plan where games (e.g. bocce) were identified as one of several potential new uses that could be used to attract people to the Square. These types of activities along with related physical improvements are the basis of a "Square for all Seasons" whose activities would be implemented this summer and improvements made during the upcoming year. It is also intended to be an important first step and the basis for the implementation of long term changes.

**1. Develop a program of seasonal activities.** The activities that are part of the "Park for all Seasons" are not intended to be one-shot events. Rather they should be longer, ongoing seasonal events. For example, there could be a three-week fall program, followed by a series of winter activities and then a six-week "Summer in the City" event building on the activities that occur in summer 2004. Some of the specific activities that have been recommended for the Park include:

- Ongoing Games and Tournaments - Bocce tournaments and lessons for singles and families, employee bonding exercises, ping pong, horseshoes, chess, games and play opportunities for children.

- Exhibits/Markets - Art exhibits (e.g. artist/corporate sponsored seats in Zurich)
  - Temporary, shallow incubator retail strip along the east side of Occidental Mall adjacent to the parking lot. Consideration should be given to changing the concept of the parking lot to encourage short-term, high turnover parking. This could either be done by the parking lot owner or the city could lease it until it is developed.
  - Movies and concerts - Outdoor movies, concerts (not too big or too loud, suitable for families and for an old fashioned "town square"), maybe local folk musicians and blue grass (vision was of people sitting on grass listening to bluegrass).
  - Food and drink - Barbecues and picnics all the time, outdoor cafes everywhere, "Tastes of Seattle" events ongoing .
- 2. Make short term physical changes to support the activities and to change the overall image and perception of the Park.** Many of the comments about the Park centered around the difficulty in walking across it due to the cobblestones and the overwhelming darkness and lack of color. For the short term, consider working with an artificial turf company to create an exhibition with a central lawn area in the lower area where the cobblestones are located as a focal point. This would provide a setting for a range of outdoor activities and an opportunity for people to sit in the Park on the "grass"

## Recommended Activities

SHORT TERM



Astro Lawn, New York, NY



Information Kiosk, San Francisco, CA.

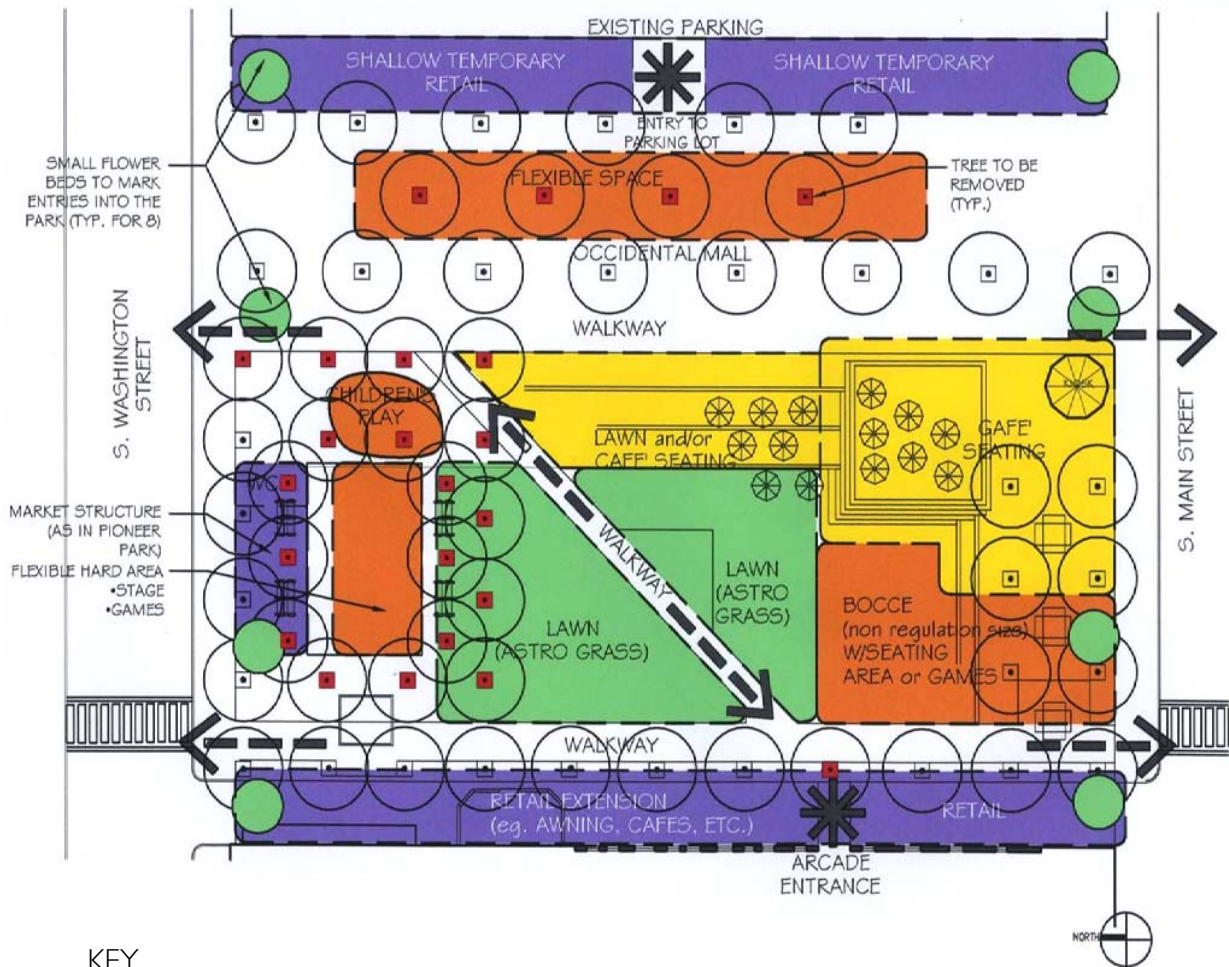


Flower beds, Brooklyn Botanic Garden, Brooklyn, NY.

or on movable chairs. Colorful flower beds could be added along the edges and a picket fence could be added around the perimeter.

In order to create a focal point of activity along Washington, the planter should be removed, the totems temporarily relocated, and a temporary market structure added to house a range of market-type activities.

## Proposed Activity Areas



### KEY

- Retail activity
- Sports, games, and play
- Landscaping and lawn
- Cafe Seating

## Long Term

# Make Occidental the "Square" in Pioneer Square

One of the problems for visitors to the Pioneer Square Historic District is that there is no obvious "square" there. While Pioneer Square (the park) is often viewed as the symbolic heart and is the start of the popular underground tours, it lacks the size and shape of a square. And, although Occidental Park is large enough and is a square, when people come to it, they find little to do either in the Park or in adjacent buildings. Among visitors, you rarely hear, "Ah hah! This is Pioneer Square." More likely, one is asked, "Where is Pioneer Square"?

As the Mayor has said, to create a square in the long term will require more than a facelift; it will require rethinking the layout and the uses that are there, then implementing a major program of activity and a parallel marketing and management program to reposition it as one of the most important destinations in the City of Seattle.

For the Park to realize its full potential, many things must change. Many of the problems with the existing Park have been identified more than once, and ways of addressing these issues have been recommended as well. The majority of these recommendations have generally been agreed upon. Some are physical changes, such as: making the Park lighter by thinning and removing trees; creating an active and potentially income-generating use in the Park that would serve as an attraction; replacing the surface of the Park with a different material that is easier to walk on; creating a "front porch" to the Grand Central Arcade and a more active and visually interesting ground floor; opening up the entrances and better connecting the edges of the Park to increase its perceived size and impact on the neighborhood.

There is also agreement that a greatly expanded management entity needs to be developed to undertake a variety of activities, including fundraising, events, working with area stakeholders, and forging new partnerships. The following is a summary of the elements that should be part of a long-term vision for the Park.

1. **Create a destination in the area around the existing pergola** - The challenge is to make this key area a destination and an anchor for the Park. It is the sunniest area in the Park but the pergola is not used and blocks the view into and through the Park. Unfortunately it has become a place that derelicts have chosen to sleep under, and as such it has become associated with negative rather than positive activity. Based on our own experience and observations, as well as ideas from the workshop, we recommend that the pergola be removed from the park and, if desired, relocated to another park.

A café kiosk should replace the pergola to create an attraction and destination in this part of the Park. A terrace should be created in the elevated area currently occupied by the pergola and used as flexible space for outdoor café seating adjacent to the cafe. (The opportunity to operate this café should be given to existing adjacent businesses, such as the bakery.)

2. **Create a performance area near the existing planters and totems** - This area is the most heavily shaded area of the park, and like the pergola has become one of the central places for people hanging out. But the backdrop of the low historic buildings makes

# Proposed Changes

LONG TERM



Pioneer Square historic shelter - a model.



Market, Santa Fe, New Mexico.



Cafe, Tuileries, Paris, France.



Cafe, Berlin, Germany.



Movable seating, Herald Square, New York, NY.



Street performance, Venice Beach, CA.

it a good place for performances to be held along with smaller a variety of games and a play area. To accomplish this, several trees should be removed. Consideration should also be given to relocating at least a couple of the totems to allow for activities to occur in the space.

3. **Create a central lawn area in the lower area where the cobblestones are located as a focal point for the Park.** Many of the comments about the Park centered around the difficulty in walking across the square due to the cobblestones and the overwhelming darkness and lack of color. Creating a green lawn area (with paths through it) would help both of these issues. It would provide an opportunity for people to sit on the grass and for creating colorful flower beds along the edges.
4. **Develop a feasibility plan for a market along the S. Washington Street side of the Park.** This area is the most heavily shaded area of the park, and like the pergola, has become one of the central places for people hanging out, drinking, and/or sleeping. At the same time, there is great potential to use this area for activities that will draw a broader range of people to the Park. Activities that should be explored for both the short and long term include a market, a performance area, hard surface for games, and a play area for children.

A market would be an attraction and a destination. If modeled after the historic structure in Pioneer Place, it would help visually tie Occidental Park to the overall historic district. The restroom could possibly be relocated and tied into this structure in order to hide it. The market structure could also be used to store games. To accomplish this, several trees should be removed along with the planter and the totems relocated to another park in the area. .

5. **Locate bocce courts on the South Main Street side of the Park.** The goal of adding games such as bocce is to develop attractions and activities during all seasons. Bocce courts could be added to the lower area just east of the raised area where the pergola now stands. A double bocce court (not regulation size) could be located here, and another games area (e.g. chess) could be located on the top of the stepped area. This location would give the proposed café good observation of the bocce. For tournaments, temporary courts could be set up along Occidental Mall. Whatever games are added in either the short or long term, they will need to be managed.

# Proposed Changes

## LONG TERM



Grand Central Arcade, Pioneer Square.



Facade lighting, Kansas City, MO.



Facade lighting, Mexico.



Painted facades, Verona, Italy.



Cafe, Berlin, Germany.



Cafe.



Cafe, Paris, France.

6. **Create more attractive entrances into the Park from all directions.** Currently, none of the entrances into the park are attractive or functional. The portable restroom is the focal point of the entrance on South Washington Street, the Fireman's Memorial marks the other, and parked cars, garbage containers, and trees prevent the "street front" along the Grand Central Arcade from being either an attractive entrance or a place where people are attracted to walk and shop. We recommend relocating the restroom (see above) and moving the Fireman's Memorial to create better entrances into the park. Along the Grand Central Arcade, a better street front should be created (see #5).
7. **Facilitate the development of a "front porch" on the Grand Central Arcade.** The activity that does occur in the Arcade is recessed behind a row of trees and hidden behind the ivy. There is only one awning and the bakery's sign is nearly invisible. There are bars on the windows and doors, and people sometimes think the building is closed. In order to lighten up the Park in general and to create a stronger presence for the businesses in the Arcade building, consideration should be given to removing the ivy on the back of the building, painting the back of the building a lighter color(s) and extending the ground floor uses out to the first row of trees. Remove the London Plane tree that is in the entrance path.
8. **Develop an active use along the parking lot.** As described in the previous section of the report, this could be accomplished in the short term through the addition of shallow retail along Occidental Mall, and in the long term it should be developed with a building with mixed uses and ground floor retail.
9. **Improve Occidental Street.** Occidental Street is an important street within the Pioneer Square Historic District. We strongly recommend taking a broader look at all four blocks of the street to determine ways that it can work better as a connector both within the district and to other parts of the downtown. Improving Occidental Street would also help in reducing the isolation of Occidental Park.



# A Management Model

## for Occidental Park

### Introduction

Managing the revitalization of Occidental Park will require a comprehensive strategy, the involvement of many partners, along with a management entity that is well-staffed and well-funded. There are many models throughout the United States of existing organizations that manage similar squares, including Pioneer Courthouse Square Associates in Portland, the Bryant Park Restoration Corporation in New York City, Post Office Square in Boston, and many others. Each of these models has something to teach us, although the model that is eventually developed for Occidental Park will most likely be a composite of elements of several of them. No situation is exactly like any other situation.

The various models have several differences. One is the type of space and its location in the city. For example, Occidental Park is in the historic district and not in the center of the commercial district as is Pioneer Courthouse Square in Portland. This has implications for the use of the Park (not as many people are just passing by), for the development of retail along the edges and for funding (assessments or contributions from adjacent businesses and corporations). Bryant Park, for example, is surrounded by several important corporations that contribute not only funds but also events (Home Box across the street sponsors the summer film series in the Park). Post Office Square, unlike Occidental Park is not located in an historic district is funded using profits from the parking garage under the park.

The organizations also differ in the role that they play in relation to different partners. For example, smaller non-profits typically provide assistance to parks departments with education, programming, volunteers, and they sometimes advocate for funding. These organizations often operate with few, if any, paid staff. Another role that organizations fill is that of "co-manager" with the city, where they are funded by both the city and private sources. In other cases a non-profit organization is the sole manager of a park, taking on major responsibility for the park, with some services provided by the parks department. Another role is where an organization is developed to take on the management of parks throughout the city or throughout a specific district. The Washington DC Business Improvement District, which focuses on several issues and is currently undertaking a major park improvement program in the district, is an example.

These organizations are funded from a variety of sources:

- Government subsidies
- Private donations and contributions (individual and corporate)
- Foundation grants
- Concessions, vendor fees, rental income, park-usage fees, or other earned-income sources
- In-kind contributions
- Assessments from Business Improvement Districts
- Earned income from investments or an endowment

## Suggested Management Structure

We think the best management model for Occidental Park is a small non-profit organization that works in close partnership with the city. This model allows the full-time non-profit staff to focus entirely on programming the park, managing relationships with private sector partners, and marketing the park to the public. The city can then provide in-kind services such as maintenance, cleaning, and security. The non-profit would also work closely with the Pioneer Square BID, who would work to coordinate improvements amongst adjacent retailers and property owners, and develop a retail recruitment strategy for the surrounding area.

### FUNDING STRATEGIES

Based on PPS's recommendations and case studies, the following methods of raising funds would supplement city funds.

- Rent and vendor fees from three sources: the proposed café to be located on the site currently occupied by the pergola; the shallow, temporary retail suggested for the east side of the Park; and the proposed market vendors on the north side of the site.
- Concession sales from special events like film screenings and concerts.
- In-kind contributions can be generated from several sources. We think the most promising contributors are: Pioneer

Square BID, which could contribute services like cleaning and security, much like Portland's Downtown BID does for Pioneer Courthouse Square; the Seattle Mariners and Seattle Seahawks sports franchises, who could sponsor special pre- or post-game events in Occidental Park, such as sports memorabilia shows.

### ACTIVITIES

The following activities are envisioned as the principle tasks of the Park management entity.

1. Events planning and organization
  - Sports (e.g. bocce, ping pong etc.)
  - Movies, concerts, exhibits
  - Long term events including "Summer in the Park" or a "Park for All Seasons"
2. Marketing and Public Relations
  - Image building for the Park and Pioneer Square District overall
  - Marketing for specific events
  - Working with neighborhood groups
3. Retail Development
  - Development of a retail strategy for the area around the Park, including the Park itself
  - Development of café kiosk and outdoor café seating area in the Park
  - Feasibility study of potential Market in the Park
  - Market and café development and management

- Development of retail incubator program along parking lot edge (in the Park)
  - Retail recruitment
4. Liaison with adjacent Retailers and Property Owners
- Improvements to storefronts, signage and displays
  - Restructure long term versus short turnover parking strategy of lot
  - Soup kitchen/feeding program
  - National Park Service
  - Develop programmatic partnerships
  - Facilitate vision for redevelopment in area with partners
5. Manage Physical Improvements (see plan and report)
- Final design concept, estimate of costs, etc.
  - Surface replacement
  - Removal of selected items (trees, planters, pergola, WC, Fireman's Memorial)
  - Design of selected amenities (e.g. kiosks, market structure, retail incubator)
  - Lighting
6. Security
7. Maintenance

## ROLE OF EXISTING ORGANIZATIONS

To be discussed



# Public Space Case Studies

## Pioneer Courthouse Square PORTLAND, OREGON

Pioneer Courthouse Square (Portland) was selected because it has a somewhat similar management entity potential. The organization is small (6 people) and is focused on one place. The organization uses a variety of events to attract people to use Pioneer Courthouse Square during different seasons. Although they do receive some funding from the city, and were created after the square was designed and built, they do have major responsibility for using a combination of funding sources to sustain themselves. They have a very high-profile board of directors comprised of downtown property owners and others dedicated to the health and vitality of the downtown.

Pioneer Courthouse Square is an all-brick, multi-tiered plaza in the heart of downtown Portland's retail district. The Square is located at the hub of Portland's transit system. A partial lower level includes interior space that houses offices and Powell's Travel Bookstore. It is one city block in size, about an acre, and is surrounded on three sides by office buildings. Features of the square include: The Bowl, a large sunken seating area; "named" bricks; a Mile Post showing the distances to nine sister-cities and other destinations; "Allow Me", a life-sized umbrella-wielding statue by J. Seward Johnson. The square also includes original wrought iron from the famous Portland Hotel; a Weather Machine (three weather symbols, accompanied by musical fanfare, mist, and flashing lights, announce the weather forecast at noon each day). Stoa Columns line Yamhill and Morrison streets, and provide shelter for riders waiting for Max (the light rail system), which stops by two sides of the square. Tri-Met buses utilize three sides of the square; Tri-Met has a 40-year lease and pays one dollar per year to use the space.



#### OWNERSHIP/GOVERNING BODY:

- City of Portland legally owns the square
- Pioneer Courthouse Square, a non-profit (501c3) organization, guarantees that the park is a well-cared-for asset to the city and that it fulfills the public service mission to be a "Clean, Safe and Active" space. Has a staff of six and a 35-member board composed of community members, business leaders, and a commissioner from the Parks Department.
- Any changes concerning the physical appearance of the square must be approved by the Parks Department (Not always an easy task. For example, when the Friends wanted to put up additional signage for new vendors, the Parks Dept. wouldn't agree to the signs because they felt that it represented "visual blight.")
- The Courthouse opposite the Square, "does not enjoy a visual or spiritual connection to the plaza."
- Downtown BID contracts with Pioneer Courthouse Square, Inc. to provide cleaning and security

#### MANAGEMENT PROGRAM:

##### Maintenance:

The Parks Department is responsible for maintaining the flowers and trees as an in-kind service. The rest of the cleaning is outsourced through the local BID, and costs \$40,000 per year.

##### Security and hospitality:

The city provides a grant that partially funds security, which was contracted out to the same vendor as the one used by the BID, thus creating "seamless security" for the downtown. The role of the "guards" is to enforce park rules.

#### Programming:

Pioneer Courthouse Square, Inc. provides events such as concerts and the annual Christmas Tree lighting. It operates a system of equipment rentals in which they arrange to rent (at discount) from specific vendors who know in advance what materials will be needed. It also encourages other groups to use the space for their own activities such as the Festa Italiana. Starbucks and Powell's Travel Books are presently the only commercial vendors in the square.

#### Marketing and promotion:

The Friends group is responsible for marketing, and has a good working relationship with the media. Since the square is a high traffic area, it is an ideal location for events, most of which are either fun or controversial, and make good stories for the press while generating publicity for the square.

#### Staff: (6 total plus active Board)

- 1 Manager: In charge of Board relations and capital campaigns.
- 1 Director of Operations/Assistant Manager: manages assets, books, human resources, contracts (security and cleaning), and leases.
- 1 Production Manager: manages facilities- leads the marketing of event rentals, and manages the calendar. Interfaces with security and cleaning people.
- 1 Assistant Production Manager: does the leg work and paper work for the production manager.
- 1 Marketing Coordinator: in charge of visibility, public relations, and press releases. Also helps the director with capital campaigns and Board relations
- 1 Front Desk: acts as public face and office manager for the organization: answers phones, orders supplies, and handles brick inquiries

**Budget:**

The annual operating budget of Pioneer Courthouse Square, Inc. is close to \$900,000 per year. These figures are from the 2000-01 budget and do not reflect in-kind contributions from the Park Department:

**Expenses:**

|          |                         |
|----------|-------------------------|
| 273,615. | Salaries & Benefits     |
| 246,345. | Security                |
| 44,350.  | Cleaning                |
| 122,600. | Sponsored Event Costs   |
| 71,933.  | Event Rental Costs      |
| 91,164.  | Office & Facility Costs |
| 11,494   | Miscellaneous           |

**Revenues:**

|          |                  |
|----------|------------------|
| 336,895. | City of Portland |
| 221,975. | Tenant rent      |
| 155,000. | Sponsorships     |
| 148,500. | Event-rentals    |
| 870,370. | Miscellaneous    |

**Capital Investment:**

Pioneer Courthouse Square was completed in 1984 at a cost of \$6.8 million dollars. Financing was provided by the Portland Development Commission, tax increment bond funds, federal grants from the Urban Mass Transportation Administration, the Heritage Conservation and Recreation Services, the city of Portland, and an adjacent department store. Additional funds were raised by Pioneer Courthouse Square, Inc.

through auctioning off parts of the square -- paving bricks inscribed with a sponsors' name, and design elements like the amphitheater and drinking fountains. Since that time, Pioneer Courthouse Square, Inc. has carried out several capital campaigns. Since that time, PCS, Inc. has carried out two capital campaigns. One million dollars was raised to repair and renovate the exterior space after 15 years of extensive use. Half of the budget came from Tri-Met, and the City Park Bureau, while the other half was raised from individual and corporate sources. Starbucks completed a 160 square foot expansion of their store in connection with this renovation.

A total of \$2.8 million is nearly raised for the renovation of the interior-lobby space to create a one-stop visitor Services Center. Tri-Met, the Portland Visitors Association, Ticket Central, and Powell's Books are principal services. A 75-seat surround theater will show a free, twelve-minute film. A total of 300,000 people are projected to visit in the first year.

## Bryant Park

NEW YORK, NEW YORK

Bryant Park (New York City) was selected because its success is not primarily due to events but to the range of activities and amenities that are provided that attract people to use the park. It was also selected because it is an example of how strong management can allow innovative ideas to thrive. For example, the park has several kiosks which provide some income. But there are also unique elements such as the games cart that loans out chess, checkers, backgammon etc. equipment and provides tables and chairs to people who want to play games. There are also many different options for places to sit ranging from over 1000 movable chairs which are out nearly every day (with a decrease in their number in inclement weather). There are also picnic style tables for groups, smaller tables for singles, and café seating both for bringing one's lunch and for waiter service. The park recently added a small carousel for children.

Five-acre park located behind the New York Public Library in Midtown Manhattan. Features include: gardens (lawn, flowers, gravel paths, trees); benches, movable chairs, café terrace, restaurant, 6 kiosks, 11 entrances, ornate lighting, 2 monuments, restrooms, tables for chess and backgammon, petanque area (boules), and the historic Josephine Shaw Lowell Fountain. It has been described as "a spiritual oasis in Midtown Manhattan."

### OWNERSHIP/GOVERNING BODY:

New York City Parks Department owns the park. It is managed by the Bryant Park Restoration Corp., which operates under the auspices of the 34th Street Partnership/BID.



### MANAGEMENT TASKS

#### Maintenance:

- 11-12 sanitation workers in the park during the summer (approx. 8 more work in the rest of the BID.)
- 3 horticultural staff in the winter, 4-5 in the summer (paid by the 34th Street Partnership.)

#### Security and hospitality:

- 6 security officers during operating hrs. plus 2-24-hour officers.
- During summer: ~ 55 employees: security, sanitation, gardening and special events.

#### Programming:

- "7th on 6th" Fashion shows (for several years); JVC Jazz Festival; "NY Times Young Performers Series": lunchtime concerts by Juilliard students; Monday night movies in the summer, "HBO Film Fest"; Bryant Park Grill (May 1995); Bryant Park Café (1995); 6 kiosks (food, drink, ice cream); boules and chess games.
- Each group or organization that contracts with the park to hold an event normally has their own event planner who coordinates the details (timing, number of people, seating, abiding to the rules of conduct, etc.)



**Marketing and promotion:**

- There is no marketing or promotion done by the park, since it markets itself. In fact, the BPRC's most difficult problem is deciding which events to host, since they are always bombarded with proposals.

**Overall administration:**

- The administration staff has weekly meetings where they often have slide shows of other parks they have visited.

**Staff:**

- 1 Director of events and 1 Coordinating Supervisor
- Maintenance and security staff: see above
- There are approximately 50 staff people that help manage the BPRC. These include administrative staff, interns, and support staff. The BPRC also uses the 34th Street Partnership's Design Department for various projects.

**Budget:**

These figures are from Bryant Park's fiscal 2000 operating budget of approximately \$2.9 million:

**Expenses:**

**Revenues**

|       |                        |
|-------|------------------------|
| 22.1% | sanitation             |
| 33%   | BID assessments        |
| 20.3% | public events          |
| 28.6% | restaurant rent        |
| 16.6% | security               |
| 28.6% | park usage fees        |
| 15.4% | general admin.         |
| 3.6%  | other concession rents |
| 14.5% | promotion & retail mgt |
| 3.1%  | sponsorships, grants   |
| 6.5%  | capital maintenance    |
| 2.4%  | other revenues         |
| 2.5%  | horticulture           |
| 1.2%  | interest               |
| 1.4%  | news rack maintenance  |
| 0.7%  | social services        |

**Capital investment:** An \$18 million park redesign/restoration was completed in 1995 after almost 15 years of planning. It was funded from a combination of grants, BID assessments, state bond funds, city capital funds, and private venture capital. More recent improvements include a \$160,000 restroom renovation and a \$5 million investment in construction of the Bryant Park Grill. On a yearly basis 400 chairs must be replaced from wear and tear, and the six-to-eight that are stolen. BPRC keeps the number of chairs in the park stable at around 2,000. It has also undertaken the task of improving park elements long left in disrepair (sidewalks, bluestone paths, limestone balustrade, etc.).

## Post Office Square BOSTON, MASSACHUSETTS

Post Office Square (Boston). Post Office Square was selected because of its innovative funding strategy (the parking lot under the square). While we are not suggesting that a parking lot be constructed under Occidental Park, it may be worthwhile to think about using parking as a revenue generator for the Park's management. A local model for this is the Seattle Art Museum, which used revenues from a parking garage. The overall design and types of activities that occur in Post Office Square are not relevant as it is a fairly passive square without the level of activity that is needed to make Occidental Park a true destination in the Pioneer Square Historic District.

**Description:** Formerly the site of an unattractive three-story municipal parking garage, Post Office Square is now home to a 1.7 acre street-level park, as well as a seven-level underground parking garage in the center of Boston's financial district. There is a major bus stop one block away, as well as subway stops two to three blocks away. Completed in 1991, Post Office Square was the culmination of an effort that began in 1983 with the formation of the Friends of Post Office Square. Its features include a fountain, landscaping, a park pavilion, benches and sitting walls. One gazebo-like structure shelters a café; another covers the escalator entranceway to the garage. The new 1400-stall garage almost doubled the number of parking spaces, and is now a \$12 million per year business. The Friends bought out the leasehold interest of the previous operator and paid the City \$1 million for ownership of the land. According to the purchase agreement, the park and garage will be returned to the city at the end of 40 years, when the \$80 million acquisition and development cost has been repaid. In the interim,



Post Office Square pays \$1 million per year in taxes to the city, and its operating surplus is paid each year to the city's general fund and to its Parks Trust Fund for the maintenance of other city-owned parks.

### OWNERSHIP/MANAGEMENT BODY

- The square is owned by Friends of Post Office Square Inc., a for-profit, limited dividend corporation that calls itself a "civic corporation." It is made up of 20 Boston firms and individuals who planned and built the garage and park. Its members are Fleet Bank, Olympia & York, NYNEX, Eaton Vance Management, Equitable Life Assurance Society, State Street Bank, FMR Corp., Bank of Boston, Beacon Properties, Leggat McCall, and others.
- Management is contracted to MarketPlace Development Corporation, a private company. MarketPlace handles the financing,

operation, capital improvements, and provides the staff for Friends of Post Office Square. The garage management is sub-contracted to Standard Parking.

According to the contract, Friends has the option of "immediate cancellation," which means that at any time, they can terminate Standard Parking's contract.

## MANAGEMENT PROGRAM

### Marketing and Promotion:

Marketing and promotion is done for the garage only, and is handled by the General Manager.

### Maintenance:

Maintenance is performed by Standard Parking employees. Landscape care is contracted out to a landscaping firm and an arborist. There is also an artist used periodically to oversee technical repair work, and the original landscape architect is consulted occasionally for ongoing adjustments to the site.

### Security & hospitality:

There are no formal security guards, just City of Boston Park Rangers six days per week, and uniformed garage personnel, who create a formal presence in the park. The garage users provide a continuous stream of people in and out of the park throughout the week. Underground: video cameras, back lit walls for better visibility and security, and 24-hour staffing.

### Programming:

Post Office Square Park is intended to be a passive park. A café which leases the space from the park seats 24 people inside, and expands outdoors in good weather. The café also operates additional food carts. Twice a week Friends pro-

vide live music by local musicians, more as "background music" than entertainment. At Christmas time, a brass quintet plays in the park.

Underground the garage houses car-care services, shoe shine services, a dry cleaner, telephones, clean restrooms, free phone connection to a 24-hr. traffic hot line, and ATM machines.

### Staff:

- MarketPlace staff: 1 part-time President and Vice President, 1 full-time General Manager, and 1 administrative assistant for the garage and park
- Standard Parking: 1 full-time Garage Manager. There is also a manager on the site 24 hours a day.

### Budget

The total annual operating budget for the park and the garage together is about \$3.4 million. Revenues consist of \$12 million of parking fees and \$60,000 for the cafe lease. The 2000 expense budget for the park only is \$293,734:

|           |                      |
|-----------|----------------------|
| 107,283.  | Staffing             |
| 26,033.   | Cleaning             |
| 26,500.   | Security             |
| 94,800.   | Landscaping          |
| 26,768.   | Repair & Maintenance |
| 17,350.   | Programming          |
| 7,000.    | Utilities            |
| (12,000). | Cafe Reimbursements  |

### Capital investment:

Regular capital projects occur each year and are supported from the garage revenue. The largest capital project is the floor-coating program in the garage, which costs \$1.5-2 million. Smaller investments include replacing trees, sidewalk repair programs, and new software for the garage.



# Event Case Studies

## Paris Plage (Paris Beach)

PARIS, FRANCE

Paris Plage (Paris). Paris Plage is a several week event that draws thousands of people day and night to an in the city "beach." The reason it was selected is because of its uniqueness as an event, the activities that are part of it, and the types of sponsorships and in-kind contributions that make it happen. It is funded in part by the Mayor's office but it seems to be spinning off to be longer and more self sufficient each year it occurs.

Paris Plage transforms a two-mile stretch of the Georges Pompidou expressway, a major traffic artery along the Seine that is closed to traffic for the event. It was undertaken by the Mayor's office to reclaim the banks of the Seine for pedestrians and to provide a recreational opportunity for all Parisians - especially those who can't or don't want to leave the city in the heat of summer. The event also includes the area in front of the Hotel de Ville, Paris's city hall. It has proven immensely popular with the public. The City established the "beach" by closing the Pompidou expressway, the city's busiest traffic artery, then hauling in sand, grass, stones, umbrellas, hammocks, and hundreds of blue-and-white-striped deck chairs. A large sand playground was also set up in front of the Hotel de Ville. The whole setting is intensely programmed with a wide variety of games and activities. Three million visitors used Paris Plage in its first week alone, and it has been widely praised for providing low-income families with access to quality recreation and open space.

### TIME FRAME

The 2003 event ran from July 20 to August 17. The site is open 24 hours per day during that period, with organized activities beginning at 9:00 am and ending at 11:30 pm each day.



### ACTIVITIES AND AMENITIES:

- The activities at Paris Plage are numerous and vary from year to year. In 2003 they included: 32 concerts, 8 dance parties, writing workshops, morning Tai-Chi, beach volleyball and soccer, a climbing wall, bocce courts, a water play area and water "labyrinth," guided walks of the Seine, children's play areas, and a "mini-stadium" with athletic competitions.
- In addition to the abundant beach chairs, mats, and hammocks, several other amenities are provided to enhance the experience, including: 2 picnic areas with food and drink vendors, 200 rental bikes, 6

water fountains, 3 sprinklers, 2 misting machines, public bathrooms, 2 first-aid stations, an information center, a temporary library, palm trees, and special lighting at night.

### MANAGEMENT PROGRAM

Paris Plage is overseen by the Mayor's Office, which works with several public and private partners to provide the event's diverse range of activities and amenities. The city agencies involved are:

- Department of Event Coordination: Coordinates involvement of private partners and manages technical support, information kiosks, restrooms, insurance, and all miscellaneous tasks not covered by other agencies.
- Department of Parks and Gardens: Designs and implements plantings and play areas. Supplies sprinklers and misting machines.
- Department of Roads and Infrastructure: Supplies water for fountains and play areas and installs special lighting systems.
- Department of Cultural Affairs: Organizes concerts and other performances.
- Department of Youth and Sports: Organizes athletic competitions and recreational activities.
- Department of General Means: Builds the beach environment and hires temporary workers to maintain the beach and its amenities.
- Department of Civil Engineering: Builds and maintains structures such as tanning booths.
- Department of Security: Provides security 24 hours a day.

In addition, 15 private and non-municipal public partners, ranging from the Danone Group (corporate parent of Dannon Yogurt) to the local transit authority, donated money and services to Paris Plage in 2003. Their contributions totaled over one third of Paris Plage's costs (see budget below), including sand, tables, chairs, electricity, refreshment vendors, sports equipment, and many other aspects of the event.

### BUDGET

The city's expenses for the 2003 event were projected at 1,531,084 euros approximately \$1.8 million), with additional costs of 832,720 euros (approximately \$1 million) met by partners through donations and in-kind contributions.

|                              |                  |
|------------------------------|------------------|
| City Expenses:               |                  |
| Beach Design/Overall Concept | 90,342 euros     |
| Construction Management      | 41,860           |
| Partnership Management       | 33,631           |
| Site Amenities               | 598,912          |
| Concerts/Performances        | 200,000          |
| Athletics/Recreation         | 200,000          |
| Security                     | 150,000          |
| Technical Support            | 107,042          |
| Beach Staff                  | 50,000           |
| Restrooms                    | 30,942           |
| First Aid Stations           | 14,712           |
| On-site Management Office    | 1,794            |
| Insurance                    | 9,844            |
| Miscellaneous                | 2,005            |
| <b>Total</b>                 | <b>1,531,084</b> |

## Clematis by Night

WEST PALM BEACH, FLORIDA

Clematis by Night (West Palm Beach). This series of events was selected because of its important role as a catalyst for attracting people from the City's diverse neighborhoods into the downtown at night. Operated by a small (6 person) staff through the city's community events department, it breaks even financially each year due to innovative thinking, efficient management, and effective partnerships with a series of beverage distributors and other producers.

Clematis by Night is a weekly event in downtown West Palm Beach that features live music, food, and drink (including alcohol). The name refers to Clematis Street, a recently redeveloped corridor that is downtown's major commercial district. The event takes place in an area called Centennial Square at the foot of Clematis Street and in front of the public library; the rest of the street is closed to traffic. Between 3000 and 4000 people regularly attend on nights with good weather; if it rains, attendance is usually 700-1400. The event attracts a diverse age group: 51% of the crowd is ages 35-54 years, 23% is ages 25-34 years and 17% is 55 years and older.

### TIME FRAME

Every Thursday from 5:30pm to 9:00pm, rain or shine.

### ACTIVITIES AND AMENITIES

- The main activity is the concert series, which features local and regional musicians that play styles including blues, jazz, rock, and reggae. There is also a vending



area where over 25 local art vendors and craftsmen sell goods.

- The city provides tables, chairs, and an information kiosk. The event is often so crowded that many people also bring their own seating. Attendees can buy a variety of regional and ethnic foods, as well as smoothies, soda, and beer.

### MANAGEMENT PROGRAM

Clematis by Night is managed by the City's Community Events Division (CED), which has six employees. CED hires the musical acts, rents out space to vendors, and coordinates sponsorships. CED has also set up an innovative program whereby non-profits volunteer to staff the beverage tables at the event, then split the night's profits with the city.

### BUDGET



# Appendix



# Notes from Occidental Park Workshop

APRIL 2004

## Site 1

### Main Street side of Park

#### RATING

Uses and activities, sociability: poor

Access and comfort: fair

#### LIKE BEST

Trees and ivy, street trees, transit stop, character, defined and nice edges, historic architecture, building scale, open space, physical attractiveness, First Thursday

#### SHORT TERM IMPROVEMENTS

- Keep it clean
- Better lighting
- Move fire fighters monument out of park; it is out of place
- Better presence of the information kiosk
- More inviting benches (existing ones are anti-social)
- Restaurants with on-street dining
- Activate the park, games, more programming
- Get rid of all of the pots Fence for dogs
- More transit to generate pedestrian activity

#### LONG TERM IMPROVEMENTS

- Reasons to come
- Improve walking surface/repave
- Get rid of flower pots
- Add more commercial activities
- Activities for all ages, especially kids
- Well lit entrance
- Bring out the canvas awnings that are missing from the kiosk Place to get a drink of water Consider fence to open and close park

#### PARTNERSHIPS

- MID to activate kiosk
- Parks to changes rules about commercial uses in the space Stadium/teams to sponsor events Bikestation

## Site 2

### Grand Central Arcade

#### LIKE BEST

- Ivy and brick of facade
- Historic feel
- Scale

#### PROBLEMS

Poor visibility of entrance to Arcade; looks scary and like stores are moving out

#### SHORT TERM IMPROVEMENTS

- Remove some trees (e.g. in front of entrance); thin trees in general
- Celebrate entrance; make more welcoming and inviting
- Improve signage Create facade storefront "theme" with accent lighting, low colorful planters that tie the storefronts to the park and better retail signage, outdoor dining
- Surface should reflect activities (create 10 "places") with cobbles and green as accents
- Activate edge by lessening linear (artificial) alley entrance; north/south blockages removed
- More seating; extended hours; programming, movies
- Outdoor seating

- Extend hours; after 5pm events
- Distinguish park from parking lot

#### LONG TERM IMPROVEMENTS

- Repave cobblestones area
- Create infrastructure to support fundraising (e.g. Friends of the Park) and substantial expanded programming
- Interpretive and events programming (e.g. drumming) to complement totem art and connecting to ID and Dawamish
- Mirror active edge along eastern side
- Remove trees
- Lighting
- Remove bars on entry doors
- Create an edge to the park, especially along parking lot
- Change art work

#### PARTNERSHIPS

- Restaurants (outdoor seating for nearby restaurants, box lunches to take to park, dinner)
- Demonstrations (Klondike Gold Rush, glassblowing)
- Literary Events (Author signings, with Eliot Bay, Wesel and Lieberman, David Ishi, Mystery Bookshop)
- Interpretation (totems, Native American history, Asian/Chinese history, Taiko drumming, Tai chi classes)
- Residents (engage residential community)
- Artists (demonstrations, shows)
- Management Entity

## Site 3

### South Washington Street (totems and planter area)

#### RATING

Overall poor

#### LIKE BEST

- Potential (it's here)
- Historic buildings and character
- Green open space, serenity
- Water feature
- Trees (scale, seasonality, authenticity)
- Totems
- Cobblestones

#### PROBLEMS

- Surface is hard to walk on and use
- No events
- No signage
- No place to eat
- No reason to be here; no reason for average person to go there

#### SHORT TERM IMPROVEMENTS

- Fix entry to park looking down Occidental
- Vendors
- Stop construction across the street
- Remove dumpsters
- Fix and program light stanchion
- Un-hood meters
- Border along the edges
- Add color, beautification
- All year events that are consistent (mar-

- kets, playground, vendors, space for rent, concerts, bocci, art events, new media, outdoor movies, putt arts and crafts, ice rink, concerts))
- Remove all of the "don't" signage and add better signage Enforce standards of common decency
- Light the fountain Remove broken fountain
- Lighting in general Streetscape
- Better seating Landscaping border along parking lot Get rid of job box

- City
- Design and architecture firms
- Galleries, clubs
- Monorail
- Other successful models

## Site 4

Parking lot edge of the park  
(Occidental Street)

### LONG TERM IMPROVEMENTS

- Repave the surface
- Stronger connection to 1st and 2nd Avenues and to monorail
- Use cobbles to build planters
- Flowers
- Replace parking lots with residential
- Privatization - allow non-profits opportunities
- Sustained program of events
- Open connections through park along Occidental
- Remove trees
- Grating around some trees
- Create areas of interest and focal points
- Remove or relocate toilet
- Move fountain and improve

### RATINGS

Comfort and Image: Fair to poor (uncomfortable to sit, poor visibility, poor alignment, parking lot gives a poor image)

Access and linkage: Fair (poor wayfinding, poor gateways, poor east / west connections, good access to streetcar)

Uses and activities: Poor (high dog traffic, no stores or services, day versus night activity)

Sociability: Poor (negative perception, no age diversity or economic diversity)

### LIKE BEST

- The view west and south
- Historic district, bricks, light fixtures and general feel of area
- Relaxing Trees
- Historic bricks
- Park feeling
- Banners

### PARTNERS

- "One Reel" productions
- MID
- PSCA
- Full community
- All adjacent property owners
- SDF
- Stadiums

### SHORT TERM IMPROVEMENTS

- Program positive activity (ping pong, making sandcastles, bocce ball)
- Strengthen edge with plants; add border
- Wayfinding and signage
- Volunteers/docents
- Longer hours for information booth
- Remove some trees (e.g. center row of trees)
- Stop drug activity
- Improve lighting more people friendly and sociable sitting, tables
- Even out the cobblestones

### LONG TERM IMPROVEMENTS

- Add borders along the park
- Better signage, better lighting
- Improve the perception of the park as a safe place
- Remove pay phones, move public feedings, zero tolerance for drugs
- Forge new partnerships
- Celebrate the entrances to the park; create better gateway
- Establish better connections from the park to the edges and throughout the park
- Redevelop parking lot with a mixed use structure with ground floor retail
- uses (bike rental, salon, cafe, evening use); merge two areas
- Wireless internet
- Putting green Dog shows and a dog happy hour
- Lecture series with Eliot Bay books and galleries
- Klondike gold rush days (panning for gold education program)
- Art performances and re-enactments

- Taste of Pioneer Square
- Coordinate and permitted activities
- Art demonstration (e.g. forging, print making)
- Quality vendors
- Better internal lighting

### PARTNERSHIPS

- Diamond Parking lot
- Library
- Restaurants
- Galleries
- Non-profits
- Klondike Museum
- Historic Seattle
- Underground tours
- Elliot Bay Books
- Retail anchor
- Stadiums
- DSA
- Adjacent Property Owners
- DSRC

## Site 5 Center of the Park

### RATING

All generally poor

### PROBLEMS

- No chairs
- Horrible cobbles
- No activities going on at 4pm
- Hidden secluded
- Too quiet, could be tranquil; no one is here but us Dirty

- No one knows about it
- Needs a neighborhood

#### LIKE BEST

- Light, open, view juxtaposes old and new
- Stage has potential
- Historic
- Space to do things
- Surrounding trees
- Potential
- Totems but not here; find a better location
- Park should be "beautiful, intelligent and sustainable"

#### SHORT TERM IMPROVEMENTS

- Move totems
- Address trees
- Develop 10 places for 10 activities (bocce, ping pong, wifi, chess/games, Volleyball, art and theater, movies, gold panning, mobile temporary skating rink, basketball (temp), tables and chairs, farmers market)
- Management entity
- More light and color
- Select seasonal events
- Wayfinding
- Interpretation Portable playgrounds
- Movable chairs, softer places to sit
- Visible schedule of activities; promote activities

#### LONG TERM IMPROVEMENTS

- Create an Urban Village
- Create 10 special places
- Rezone the periphery for residential housing

- Consider underground parking/Create new park
- Redo surface
- Create program for year round activity
- Long term management entity
- Improve restroom
- Remove pergola

#### PARTNERS

- Government (City, County, State and Port)
- Mitigation (Monorail, LRT, Viaduct)
- Development (TDR)
- Regional Attractions (sports teams, tours, industry, UW)
- LID, PSCA/BIA. Brainstation
- Cruise ships
- Business community
- Convention and visitors Bureau
- Kids playground manufacturer
- "Ride the ducks"