

# COMMON GROUND

Planning for Equitable Investments in Public Parks



PA APA 2019 CONFERENCE  
Tuesday, October 22, 2019

\_INTERFACE STUDIO



Pittsburgh  
Parks  
Conservancy



# INTERFACE STUDIO

## CITY PLANNING | URBAN DESIGN

based in Philadelphia

### Rebuilding Community Infrastructure (Rebuild)

Philadelphia, PA

### Restoring Pittsburgh Parks

Pittsburgh, PA

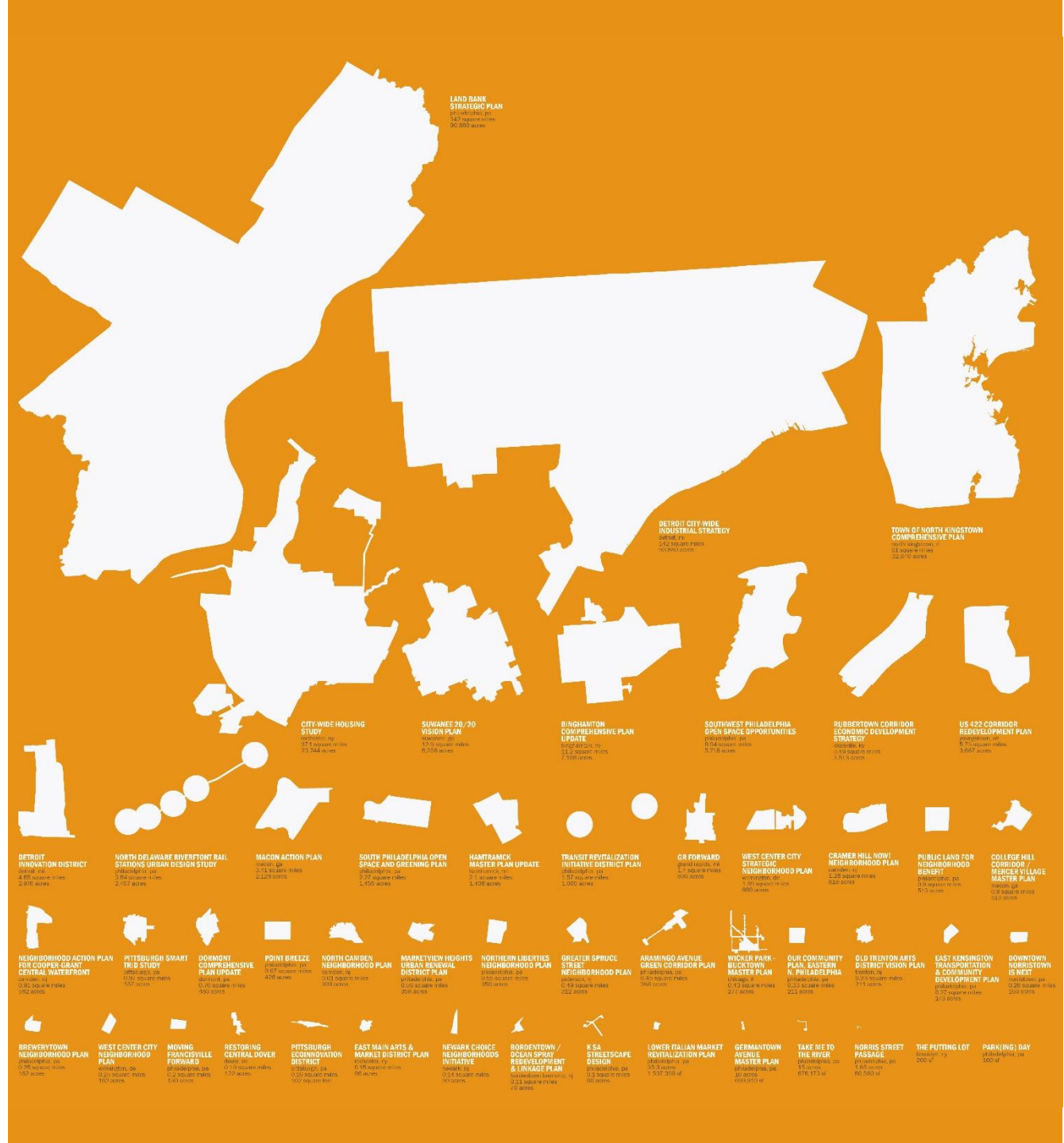
### Reimagining the Civic Commons

Akron, OH

Chicago, IL

Detroit, MI

Memphis, TN





# WHO WE ARE

## The Pittsburgh Parks Conservancy

\$122+ million raised  
22 active work sites  
22 major capital projects  
304 free public programs in 2018  
11,000 trees and flowers planted  
5,000 children educated annually

**We are Pittsburgh's nonprofit  
partner in the parks.**





# CONTEXT

Beloved parks

Decades of underfunding

What would it take to reverse this trend?

2012: San Francisco: \$195M Clean and Safe Parks Bond

2014: New York City: \$130M Community Parks Initiative

2016: Philadelphia: \$500M Rebuilding Community Infrastructure

2017: Minneapolis: Equity Based Criteria

2019: Pittsburgh: Restoring Pittsburgh Parks





# REBUILD PHILADELPHIA

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a historic investment in the park system

**400+** parks, playgrounds, recreation centers, libraries

**up to \$300M** in bond financing

(to be repaid with Philadelphia Beverage Tax revenue)

Plus **up to \$100M** from William Penn Foundation,  
leveraged **grants from other foundations**,  
and **City's capital dollars** to reach **\$500M**

## three primary goals

Revitalize parks, rec centers, playgrounds, and libraries

Engage communities in planning, design, and ultimately, stewardship

Promote diversity and economic inclusion in design and construction industries



# RESTORING PITTSBURGH PARKS

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ambitious effort to restore Pittsburgh's **165 parks and recreation facilities**

A plan for **improved park safety, increased fair funding and access, and upgraded maintenance and facilities** for all existing city parks to leave **a legacy for our children and grandchildren.**

**At least \$57 million** in potential new funds over **six years**, generated by a **0.5 increase in the millage rate**

Plus sustained funding from the **City's Capital and Operating Budgets** and **possible philanthropic and private dollars**

**an equitable investment**

**80% of program budget will fund improvements in parks in all neighborhoods** through maintenance, rehab, and programming

**20% of budget** will fund transformative improvements in **18 parks in 15 neighborhoods that have historically been underserved**



# PARTNERSHIP

a strong public interest partnership to support and enhance Pittsburgh parks



**The City of  
Pittsburgh**

- |   |              |               |
|---|--------------|---------------|
| [ | Public Works | Budget        |
|   | Parks & Rec  | Public Safety |
|   | Planning     | DOMI          |
|   | ]            |               |

FUNDING SOURCES:

- General fund
- Allegheny County Regional Asset District\*
- Various trust funds
- Grants and sponsorships
- Various fees



**Pittsburgh  
Parks  
Conservancy**

- |   |                            |
|---|----------------------------|
| [ | Capital Projects           |
|   | Educational Programming    |
|   | Public Programs & Events   |
|   | Restoration & Ecology Work |
| ] |                            |

FUNDING SOURCES

- Grants and corporate gifts
- Individual donations
- Endowments
- Rental income
- Fundraising events





# 12 TAKEAWAYS

## **DESIGNING A PROGRAM**

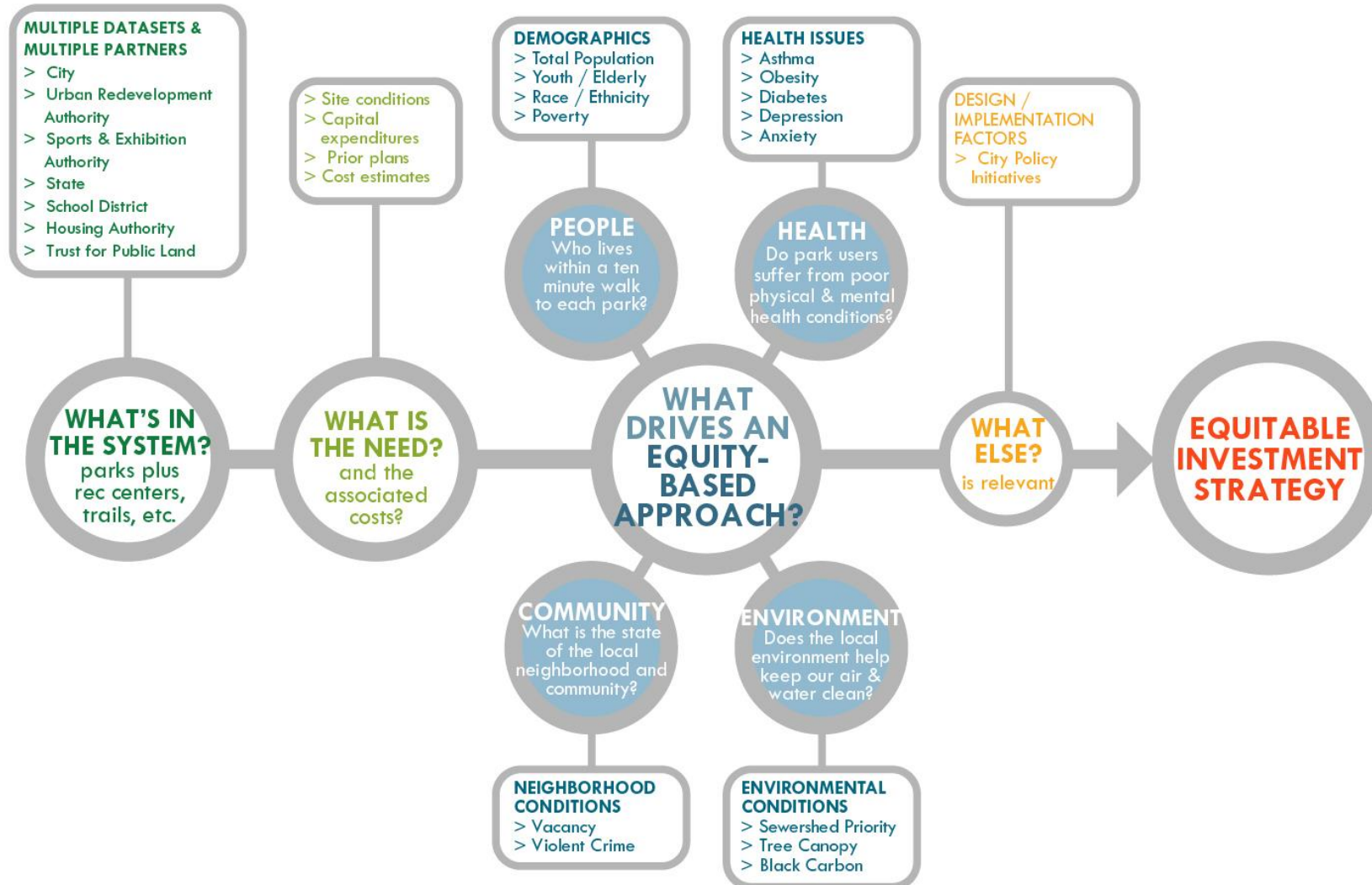
crafting the methodology and building the case

## **IMPLEMENTING A PROGRAM**

building support, raising funds, operationalizing,  
and starting construction



# DESIGNING A PROGRAM





## 1

# DEFINING THE SCOPE

while the **physical transformation** of parks is the **big idea** behind these programs, implementation must consider **programming** and **ongoing maintenance**

community  
priority:

1<sup>st</sup>

2<sup>nd</sup>

3<sup>rd</sup>

4<sup>th</sup>

## MAINTENANCE

Regular upkeep tasks including waste pickup, landscaping & mowing, athletic field & court maintenance, and other tasks

## REHABILITATION PROJECTS

Regularly-scheduled investments to repair or restore existing amenities in order to extend their life, improve safety, and increase functionality

## CAPITAL PROJECTS

Major investments to transform a site through master planning and/or replacement of existing amenities

## PROGRAMMING


Activities or events in which residents, kids, and families can participate



## 2

# DEFINING THE UNIVERSE

often, what seems like it should be a simple or straightforward task is, in fact, quite complicated



Multiple datasets, maintained by different groups...  
Different types of open spaces...  
**WHICH SITES SHOULD BE INCLUDED?**



**253**  
possible  
sites

**165**  
confirmed  
sites

**49**  
"maybe"  
sites

**39**  
excluded  
sites



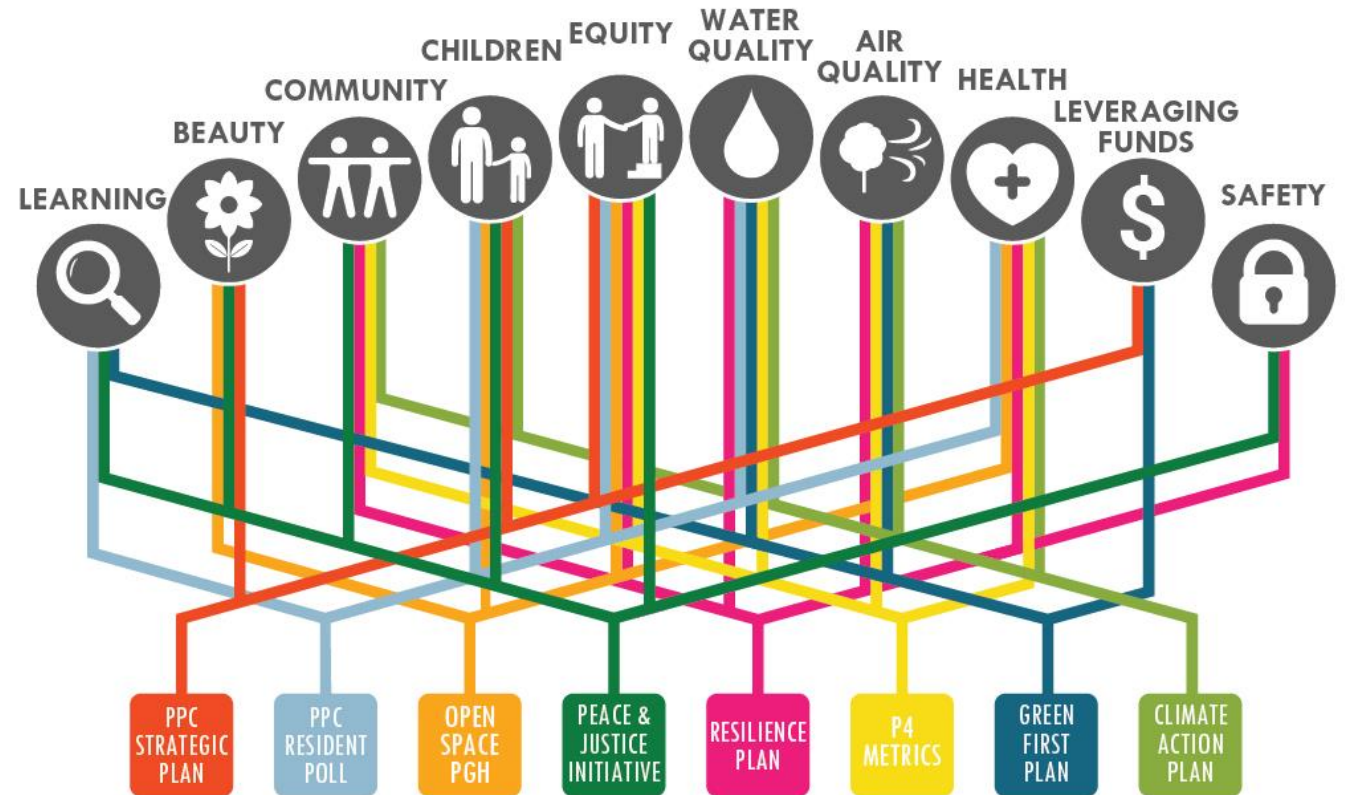


# 3 DEFINING EQUITY

the definition is different for every municipality, shaped by local values, political platforms, and available datasets

All Pittsburgh residents will have  
**a park or playground**  
with handicap-accessible equipment  
**within a 10-minute walk of their homes.** It's something that needs to happen throughout every part of this City.

- **Mayor Bill Peduto**  
*Pittsburgh Tribune-Review*





# equity factors

## **POVERTY**

Is it high nearby,  
especially among  
**NON-WHITE  
RESIDENTS?**

*Percent of families  
living in poverty within  
a 10-minute walk of  
each park, and  
whether the area is a  
racially concentrated  
area of poverty*

## **YOUTH & SENIORS**

Are there many  
living nearby?

*Percent of residents  
who are under 18 or  
over 65 within a  
10-minute walk of  
each park*

## **HEALTH**

How many people  
suffer from poor  
health nearby?

*Rates of asthma,  
obesity, diabetes,  
anxiety, and  
depression within a  
10-minute walk or  
each park*

## **NEIGHBORHOOD**

What is the  
condition  
of the area?

*Rates of violent crime  
and vacancy within a  
10-minute walk of  
each park*

## **PARK CONDITION**

Is it excellent, good,  
fair, or poor?

*PPC & City of  
Pittsburgh condition  
assessment of all parks*

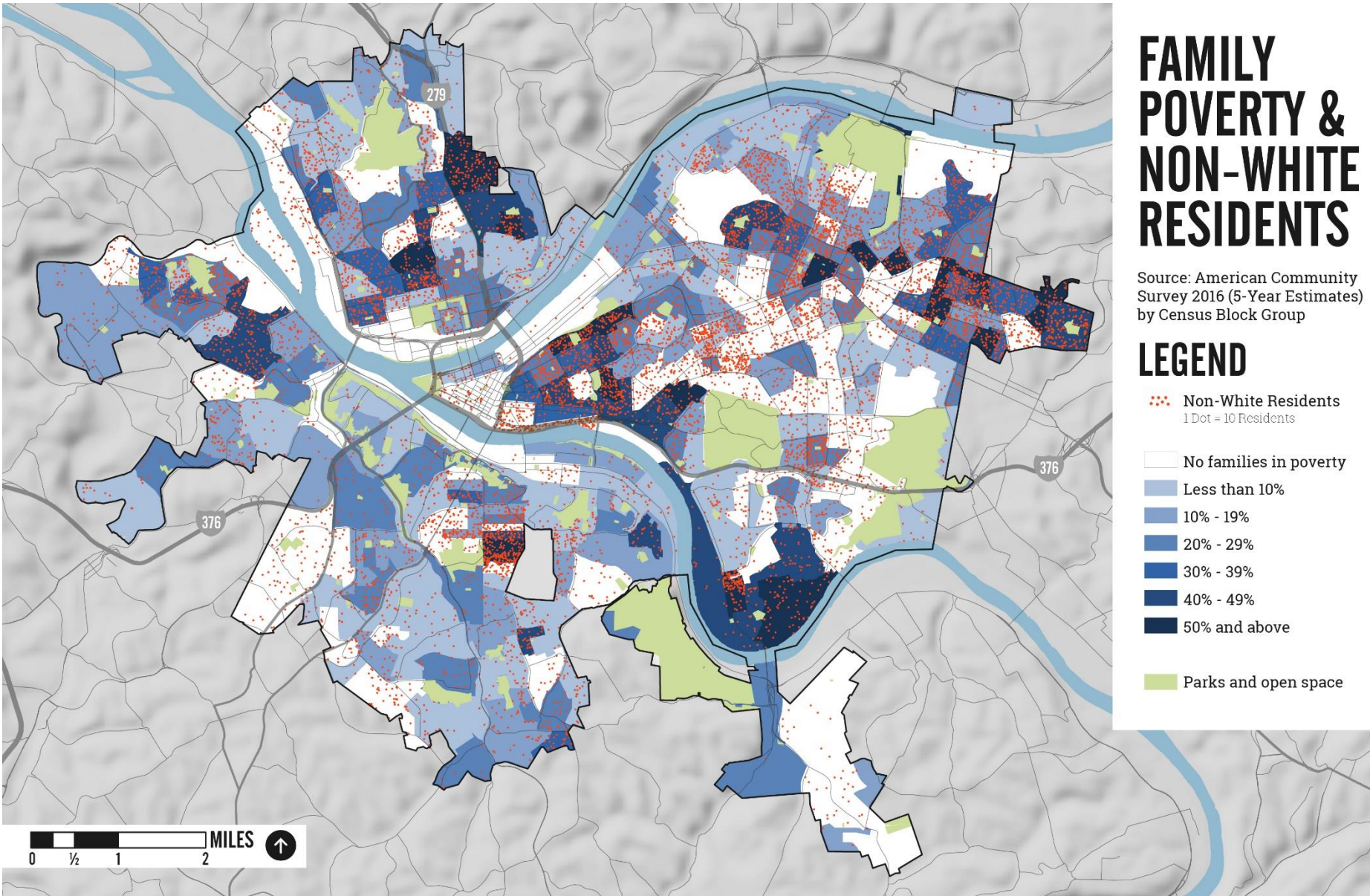
## **INVESTMENT**

Have the park's  
needs been met in  
recent years?

*Share of each park's  
total need since 2009  
that has been met*



18 neighborhood parks in 15 neighborhoods will receive transformative capital improvements in the first six years.

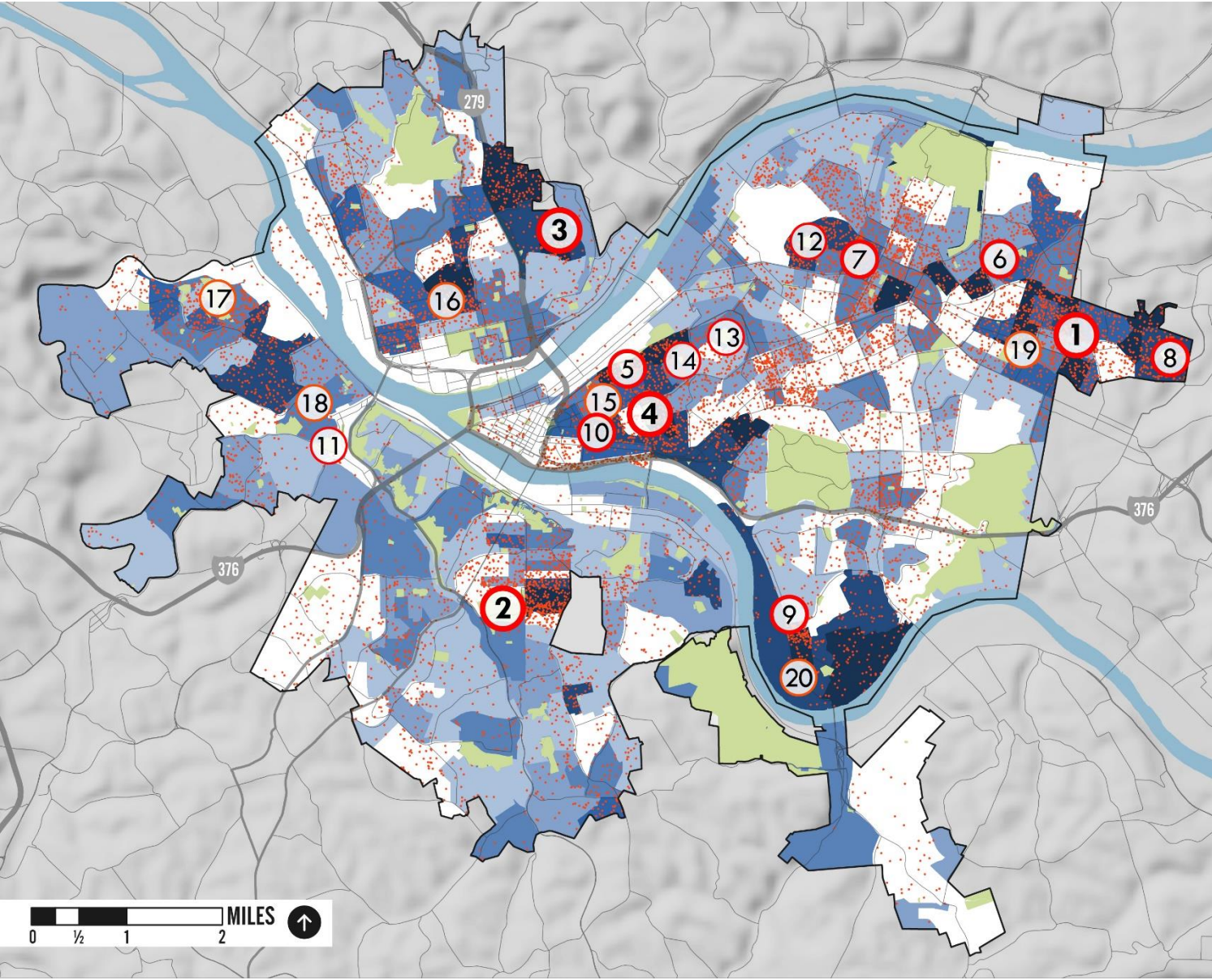




18 neighborhood parks in 15 neighborhoods will receive transformative capital improvements in the first six years.

Phase 1 Capital Allocation

1 Baxter Park	10 Albert Turk Graham Park
2 McKinley Park	11 West End Park
3 Spring Hill Park	12 Fort Pitt Park
4 Kennard Park	13 Robert E. Williams Park
5 Ammon Park	14 Vincennes Park
6 Paulson Rec Center	15 Granville Park
7 Kite Hill Park	16 Jefferson Park
8 East Hills Park	17 Sheraden Park
9 Lewis Park	18 Townsend Park



FAMILY POVERTY & NON-WHITE RESIDENTS

Source: American Community Survey 2016 (5-Year Estimates) by Census Block Group

LEGEND

- Non-White Residents  
1 Dot = 10 Residents
- No families in poverty
- Less than 10%
- 10% - 19%
- 20% - 29%
- 30% - 39%
- 40% - 49%
- 50% and above
- Parks and open space

# Restoring Pittsburgh Parks is an **opportunity to invest in neighborhoods that have historically been underserved**

	Neighborhoods with Parks Receiving Capital Investments in First 6 Years	City
Families Living Below Poverty Line	<b>31 %</b>	<b>15%</b>
Median Household Income	<b>\$30,236</b>	<b>\$44,092</b>
Non-White Population	<b>70%</b>	<b>34%</b>

The first 18 parks to receive major capital investment serve neighborhoods of greatest need.

*\* Park data based on census tracts*

*Source: American Community Survey 5-Year Estimates (2013-2017), HR&A analysis*

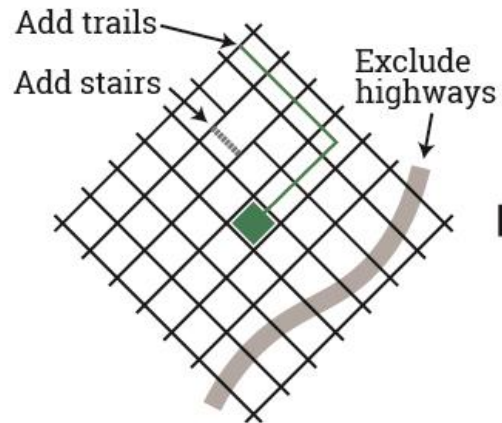


## 4

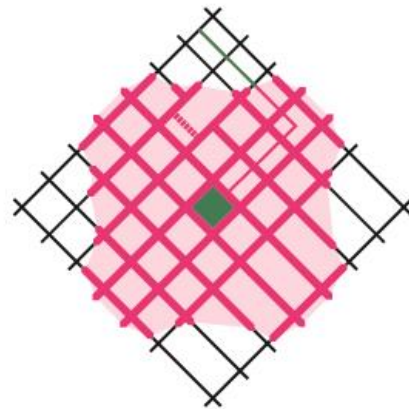
# DEFINING WALKSHEDS

we need to understand community context and the people that each park serves

First, we build a map of Pittsburgh's walkable streets and pedestrian connections (trails + stairs)

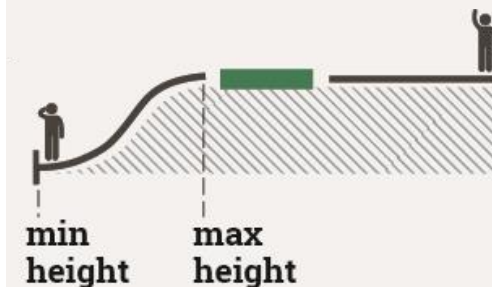


Then we calculate the area within a 1/2 mile walk. (10-minutes on foot)



## Incorporating topography

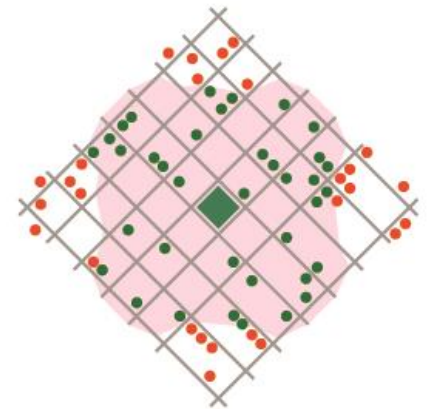
This process does account for the extra time it takes to walk on slopes or stairs.



Approximate slope is calculated using the minimum and maximum elevations of each street segment.

To calculate walk time incorporating elevation, we used a basic rule: walking time = 1 hour for each 3 miles horizontal distance + 1 hour for every 2,000 feet of vertical distance.

We use the walkshed geography to query various datasets and build a park's community profile.



# sample walksheds

ARSENAL PARK



KENNARD PARK



WINTERS PARK



10 MINUTE WALK   STAIRS   PARK ENTRANCE   1/4 MILE



# comparing walkshed datasets

	ARSENAL	KENNARD
TOTAL POPULATION	5,636	1,883
Percent of residents UNDER 18	13%	25%
Percent of residents 65 AND UP	16%	12%
Percent of families LIVING IN POVERTY	17%	41%
Walkshed contains RACIALLY CONCENTRATED AREAS OF POVERTY	No	Yes
Percent of residents with ASTHMA	10%	13%
Percent of residents with OBESITY	31%	45%
Percent of residents with DIABETES	10%	19%
Percent of parcels VACANT	1%	47%
VIOLENT CRIMES per acre in 2017	0.141	0.404
Percent of area URBAN TREE CANOPY	12%	38%



ARSENAL



KENNARD

## 5

# NOT ALL PARKS ARE CREATED EQUAL

large, regional parks call for a different approach to scoring...  
and funding

*Site entrances categorized  
according to the section of the  
park they serve*

*Separate 10-minute walksheds  
calculated for each area*

● PARK ENTRANCES

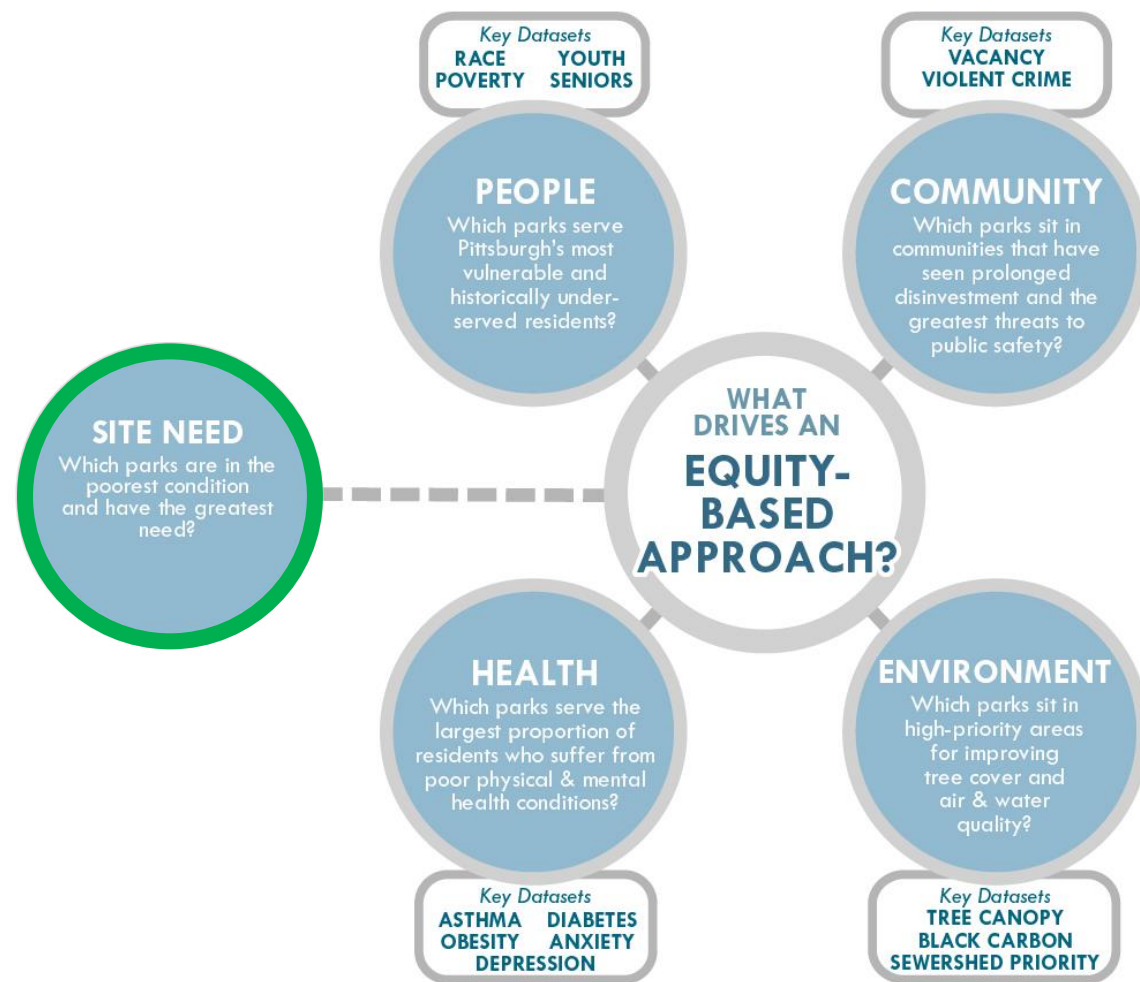




## 6

# DATA GAPS IN A DATA-RICH WORLD

don't be afraid to **create your own datasets** to help address program goals



# site need: which parks are in the poorest condition and have the greatest need?

Source: City of Pittsburgh Department of Public Works

## BREAKDOWN OF CONDITIONS



## DEFINITIONS

**EXCELLENT** new/like-new; variety of features

**GOOD** basic amenities; up-to-date maintenance

**FAIR** elements in average or mixed condition;  
evidence of deferred maintenance & upkeep issues

**POOR** evidence of disrepair; lack of maintenance & upkeep



## RECENT INVESTMENT vs ESTIMATED NEED

### 10-Year Look-Back at Capital Budget

#### Site by site estimate to fix what's there:

- Parks
- Rec & Senior Centers

#### Base Capital/Rehab Costs: \$400M+

- \$125M site upgrades
- \$89M existing park master plans
- \$188M regional park master plans

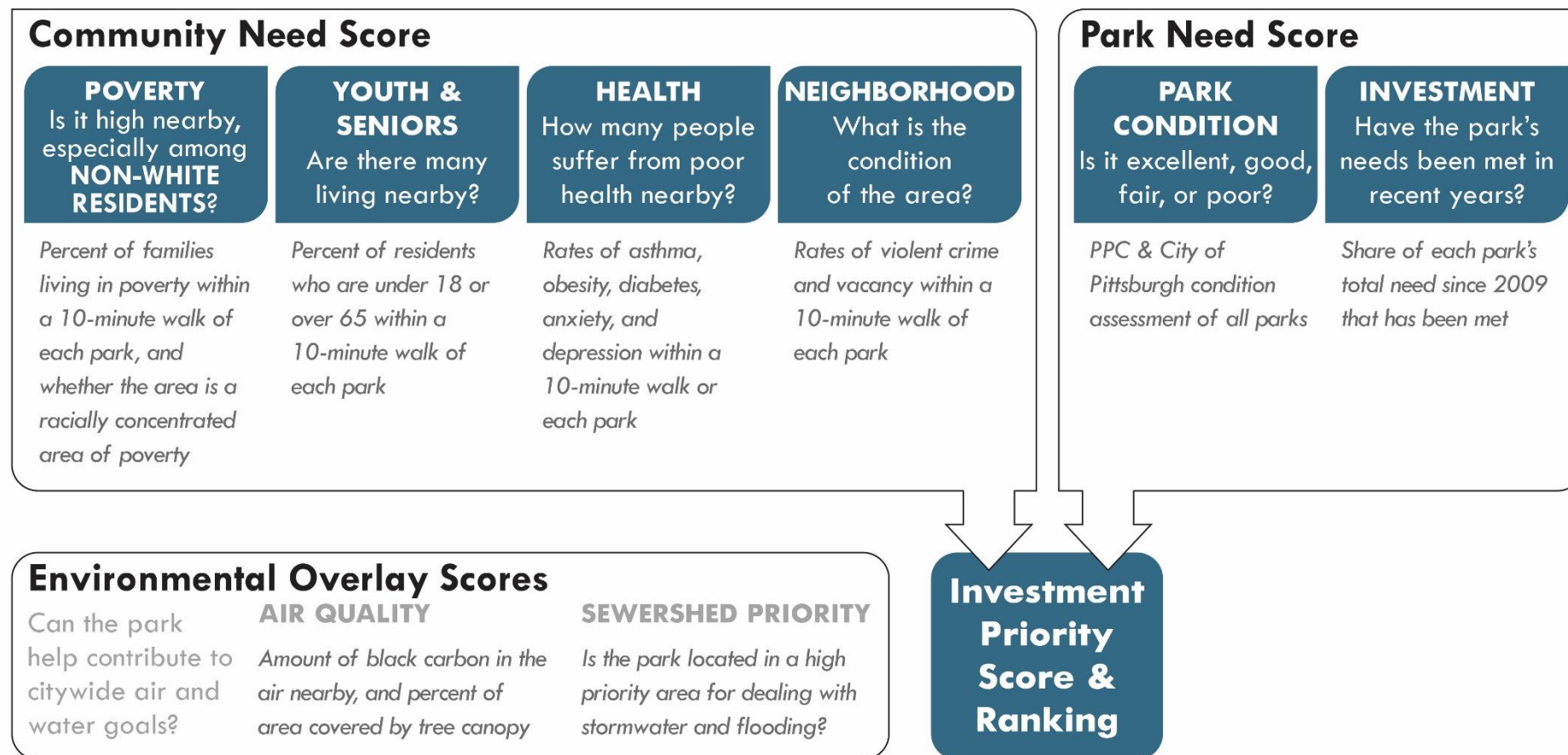
## Proportion of Need Met since 2009





# BIG MONEY, BIG NEED

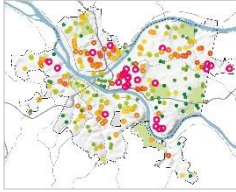
even with more dollars available for parks, cities will need to **prioritize** and **spend selectively**



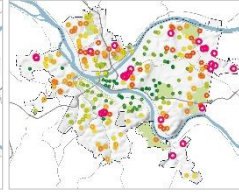
# prioritizing: ranking based on blend of community and park need

## Contributing Factors

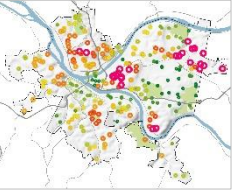
RACE & POVERTY



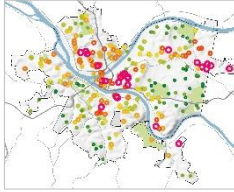
YOUTH & SENIORS



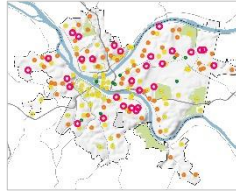
HEALTH



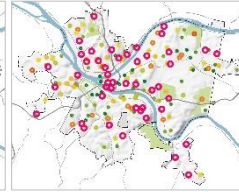
NEIGH. COND.



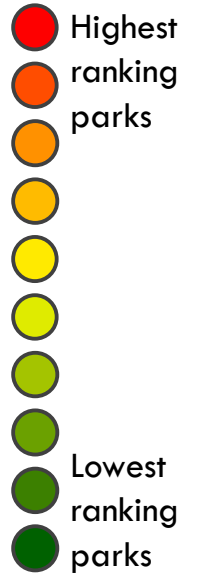
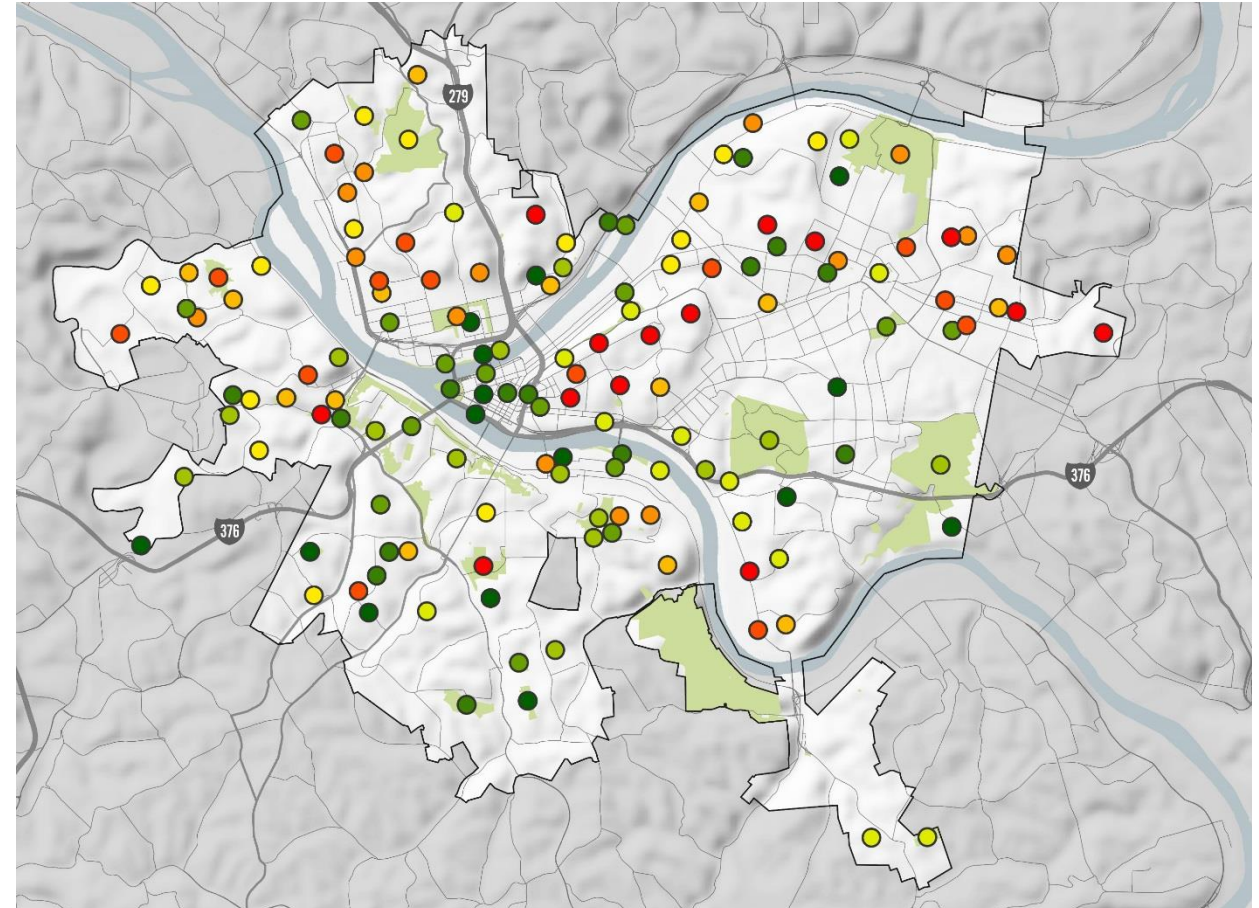
SITE CONDITION



INVEST. NEED

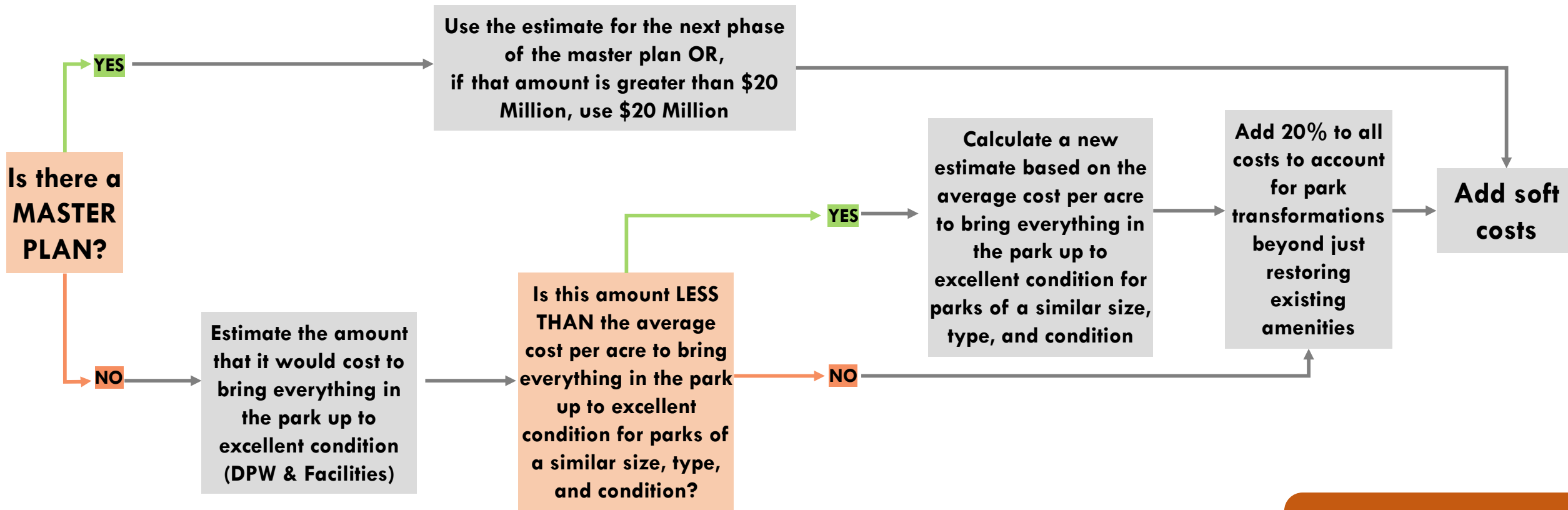


## Investment Priority Scores for Capital Projects in Pittsburgh Parks





**cost estimating:** determining how much funding each park will receive for capital projects



**CAPITAL  
PROJECTS**

# approximating soft costs (and building in contingencies)

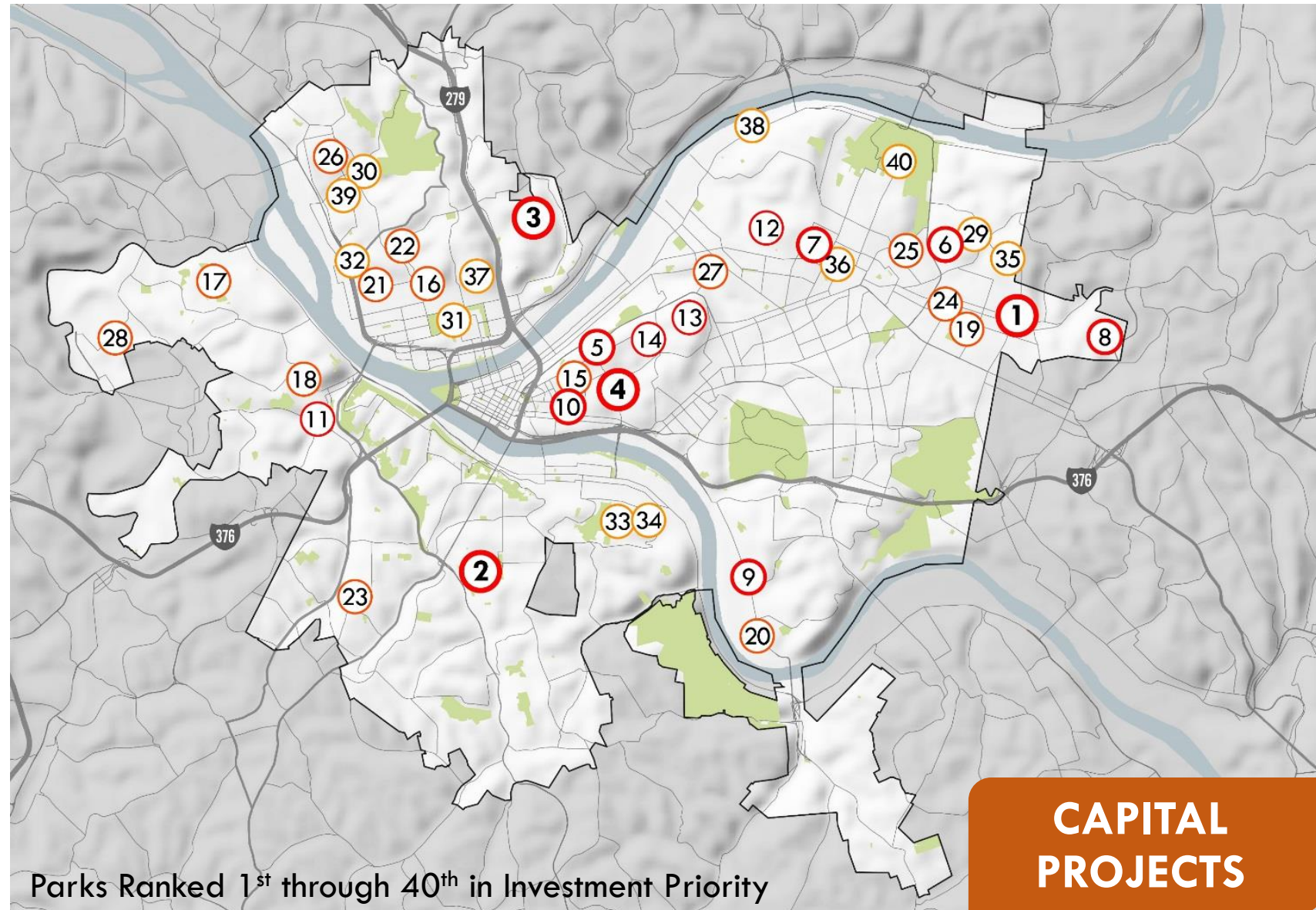
Soft Cost Category	Project Phase	Calculation	Low Complexity	Medium Complexity	High Complexity
Engagement	Planning	ADD TO BASE CONSTRUCTION COST	\$500	\$5,000	\$10,000
	Planning	ADD IF NO MASTER PLAN	\$100	\$1,000	\$2,000
Context	Planning	ADD TO COST OF ENGAGEMENT	0%	20%	50%
Entitlement	Planning	ADD TO BASE CONSTRUCTION COST	\$500	\$2,000	\$10,000
Investigations: Survey	Planning	ADD TO BASE CONSTRUCTION COST	\$0	\$1,500	\$3,000
Investigations: Geotechnical	Planning	ADD TO BASE CONSTRUCTION COST	\$0	\$4,000	\$10,000
Investigations: Environmental	Planning	ADD PER ACRE	\$0	\$1,500	\$3,000
Investigations: Cultural Historical	Planning	ADD PER ACRE	\$0	\$500	\$1,000
Implementation: Design Impact	Planning	ADD TO BASE CONSTRUCTION COST IF THERE IS A MASTER PLAN	8%	12%	14%
	Construction	ADD TO BASE CONSTRUCTION COST IF THERE IS NOT A MASTER PLAN	10%	14%	16%
Implementation: Remediation	Construction	ADD TO BASE CONSTRUCTION COST	\$0	Not Assessed	Not Assessed
Implementation: Permits	Construction	ADD TO BASE CONSTRUCTION COST	0%	1%	3%
Implementation: Oversight	Construction	ADD TO BASE CONSTRUCTION COST	3%	4%	10%
Administration: Project Management	70% Planning, 30% Construction	ADD TO BASE CONSTRUCTION COST	3%	5%	8%
Administration: Legal	Planning	ADD TO BASE CONSTRUCTION COST	Not Assessed	Not Assessed	Not Assessed

CAPITAL  
PROJECTS



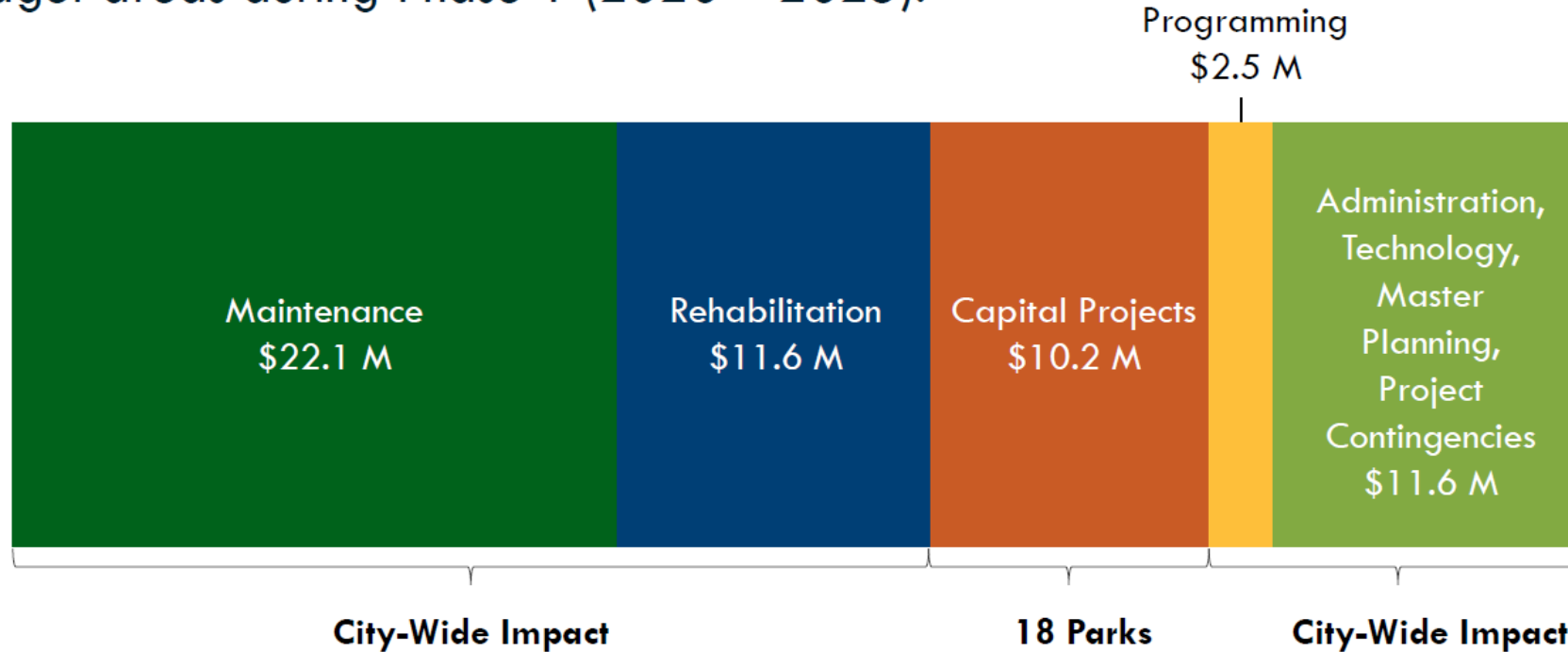
# reach and impact: how far down the list can you get?

- |    |                         |
|----|-------------------------|
| 1  | Baxter Park             |
| 2  | McKinley Park           |
| 3  | Spring Hill Park        |
| 4  | Kennard Park            |
| 5  | Ammon Park              |
| 6  | Paulson Rec Center      |
| 7  | Kite Hill Park          |
| 8  | East Hills Park         |
| 9  | Lewis Park              |
| 10 | Albert Turk Graham Park |
| 11 | West End Park           |
| 12 | Fort Pitt Park          |
| 13 | Robert E. Williams Park |
| 14 | Vincennes Park          |
| 15 | Granville Park          |
| 16 | Jefferson Park          |
| 17 | Sheraden Park           |
| 18 | Townsend Park           |
| 19 | Homewood Park           |
| 20 | Hazelwood Senior Center |



# in sum:

The proposed referendum will allocate **\$57 million in new funds** across five budget areas during Phase 1 (2020 – 2025).



This will amount to a **19.1% increase** over the City's existing capital & operating budget for parks from 2020 to 2025.



# IMPLEMENTING A PROGRAM





get ready to build a campaign

## started with polling and a parks listening tour

MORE THAN **10,000** PEOPLE  
participated:

**128 EVENTS**

across the city, and counting...



*Meeting locations*

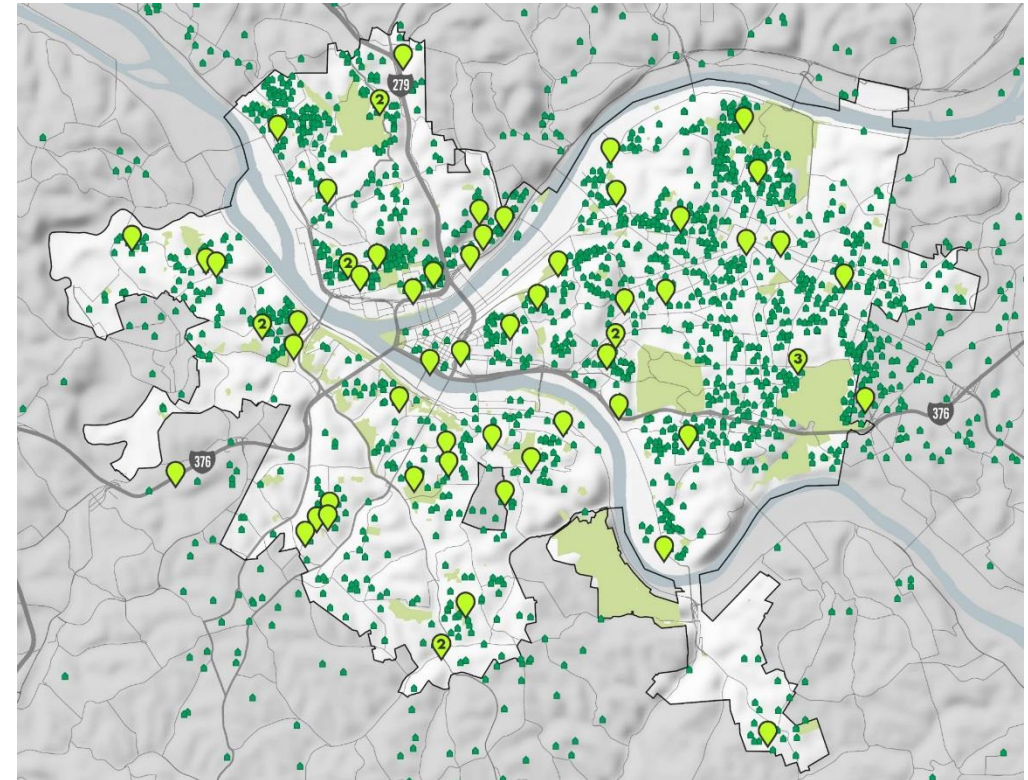
**95%** said our  
parks need more  
resources

**3,400 PEOPLE**

completed surveys



*Where survey  
respondents are from*





# 29,000 signatures in support of ballot measure



[Click here to learn about our upcoming ballot initiative!](#)

“

**Question on the November Ballot**

Shall the Pittsburgh Home Rule Charter be amended to establish a dedicated Parks Trust Fund beginning in 2020 to: improve, maintain, create and operate public parks; improve park safety; equitably fund parks in underserved neighborhoods throughout Pittsburgh; be funded with an additional 0.5 mill levy (\$50 on each \$100,000 of assessed real estate value); secure matching funds and services from a charitable city parks conservancy; and assure citizen participation and full public disclosure of spending?

”

## maintain the momentum... countdown: 14 days!

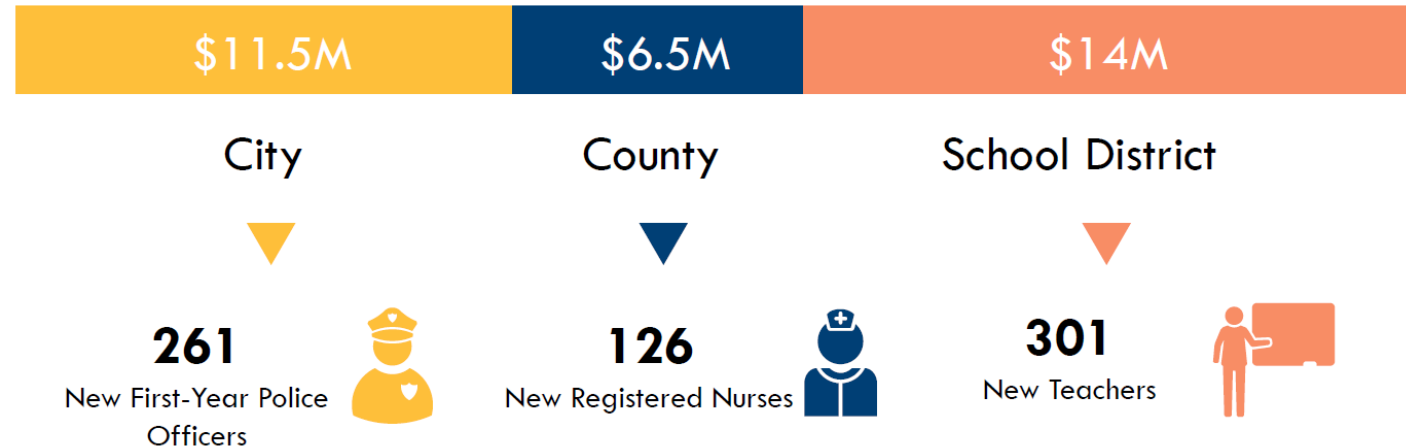
# quantified the costs and benefits

## Costs will be equitably distributed:

- 75% of homeowners will pay less than \$66/year
- 75% of renters will pay less than \$30/year
- Commercial property owners will pay at least 1/3 of the total cost

## Benefits are numerous:

- \$32M in new tax revenue over 10 years
- 243+ new living wage jobs for capital projects, alone
- 94+ new permanent jobs for maintenance, rehab, programming
- Increased value for homeowners
- Stronger neighborhoods and commercial centers
- Healthier communities
- Environmentally sustainable future





# Philadelphia Beverage Tax

Effective: 2017  
1.5¢ per ounce

Revenue will repay **up to \$300M**  
in bonds to fund Rebuild's  
capital investments

FY19 Yield: \$76.9M

To Date: \$191.7M; \$3M to Rebuild

**+ \$48M from  
City Capital Budget**



# PHILANTHROPY IS CRITICAL TO SUCCESS

from seeding the idea to supporting early research, whether first to commit resources or a commitment to match, private dollars play a big role

PHL



**KNIGHT  
FOUNDATION**



**THE BARRA  
FOUNDATION**

PGH

**THE HEINZ  
ENDOWMENTS**

HOWARD HEINZ ENDOWMENT  
VIRA I. HEINZ ENDOWMENT



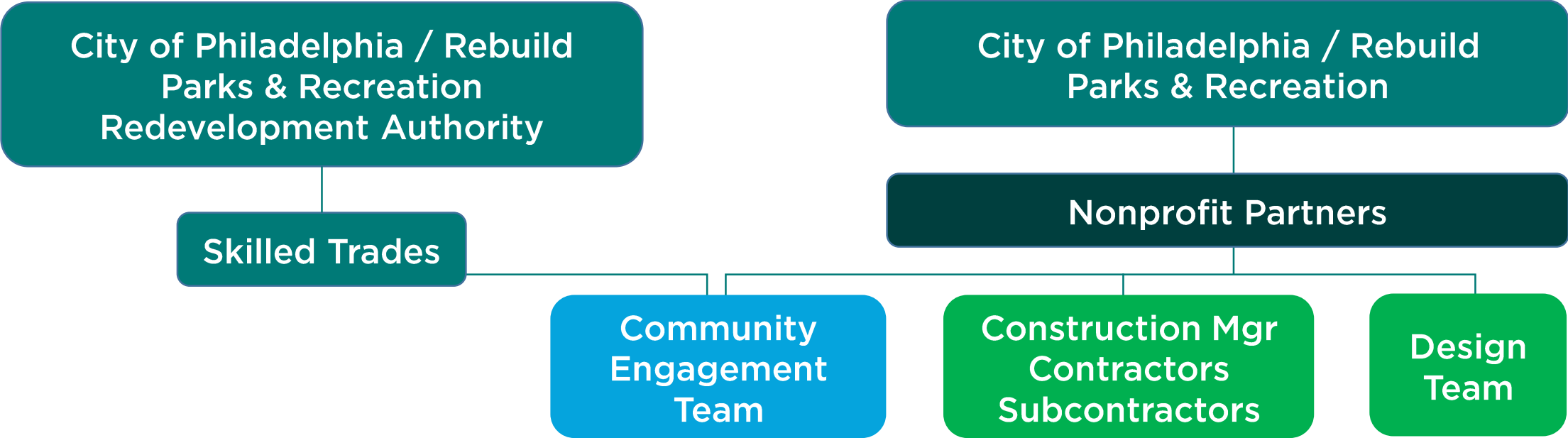
**HENRY L.  
HILLMAN  
FOUNDATION**





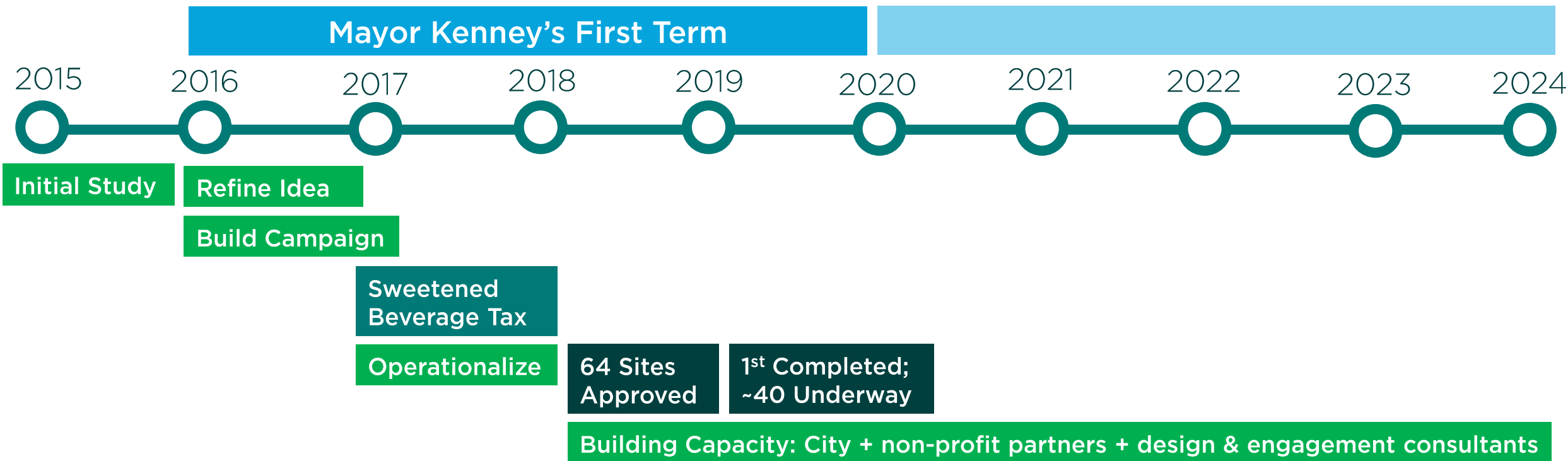
# 10 PARTNERSHIPS MAKE THIS POSSIBLE

Philadelphia and Pittsburgh have taken different approaches, but no one entity can do this alone



# 11 LONG-GAME

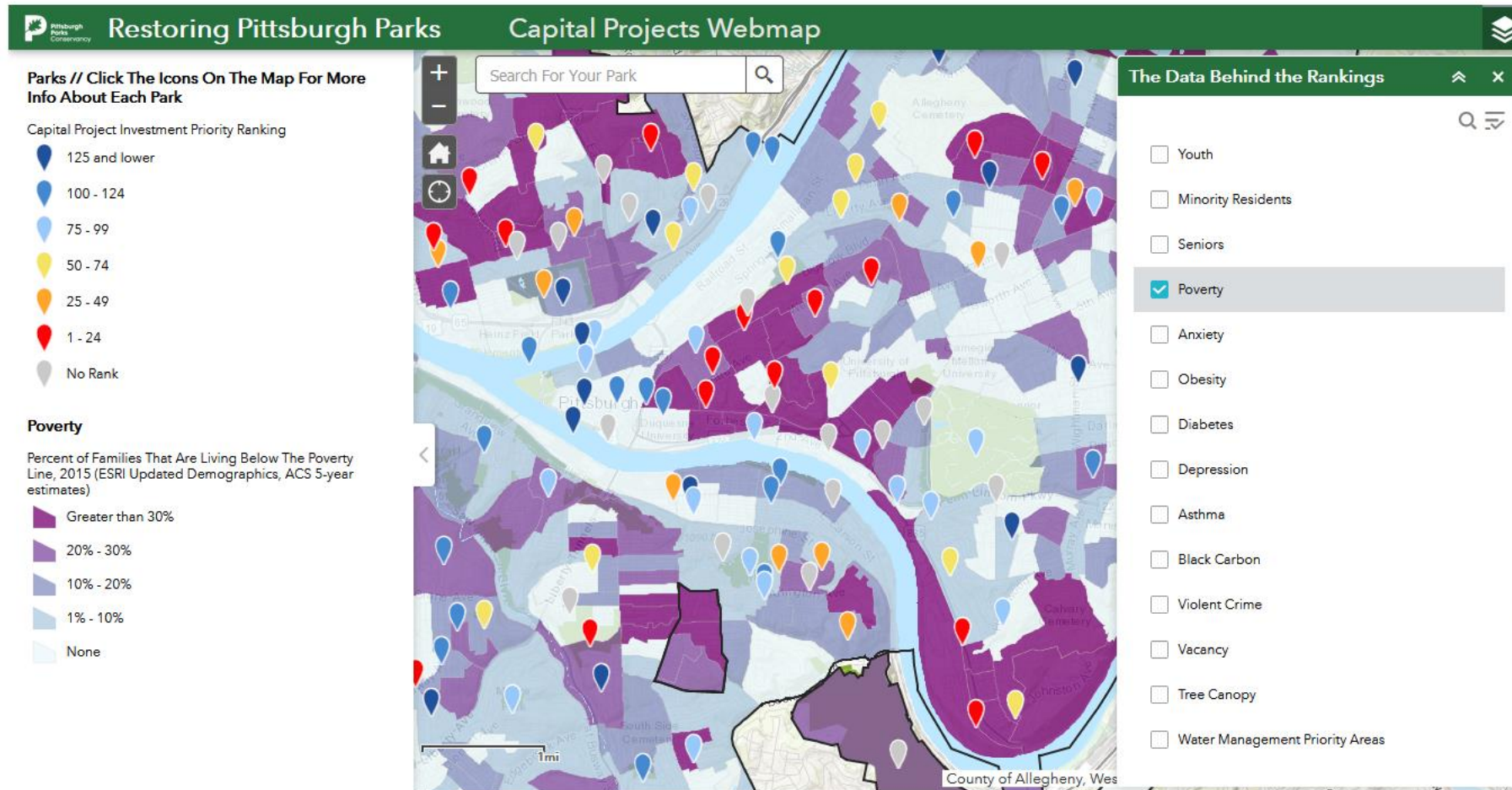
it takes time to get organized, build support, secure resources, operationalize, and start construction





# 12 TRANSPARENCY IS ESSENTIAL

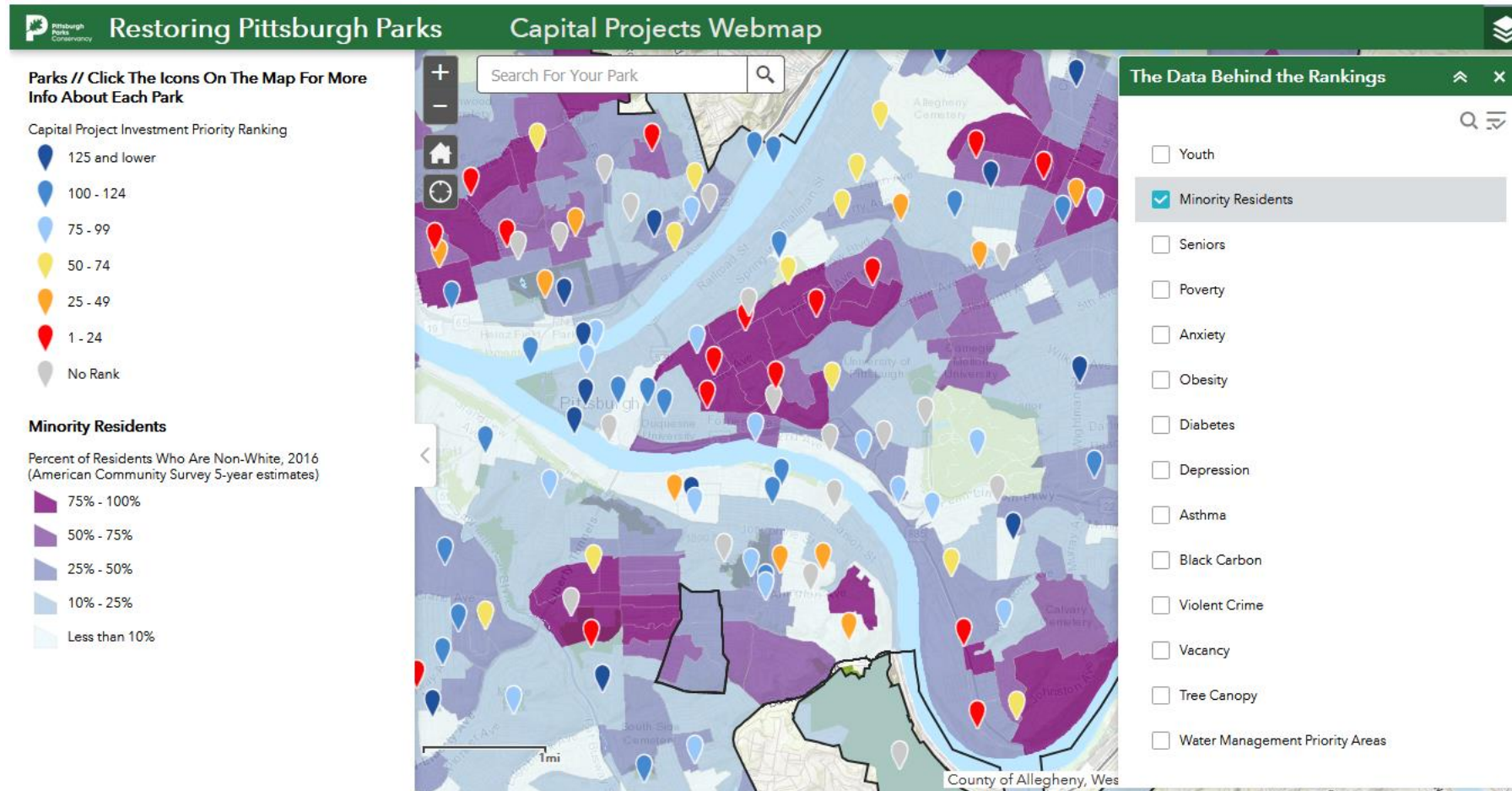
technology offers access to data and tracking of progress



<https://www.pittsburghparks.org/parksplan/map>

# 12 TRANSPARENCY IS ESSENTIAL

technology offers access to data and tracking of progress

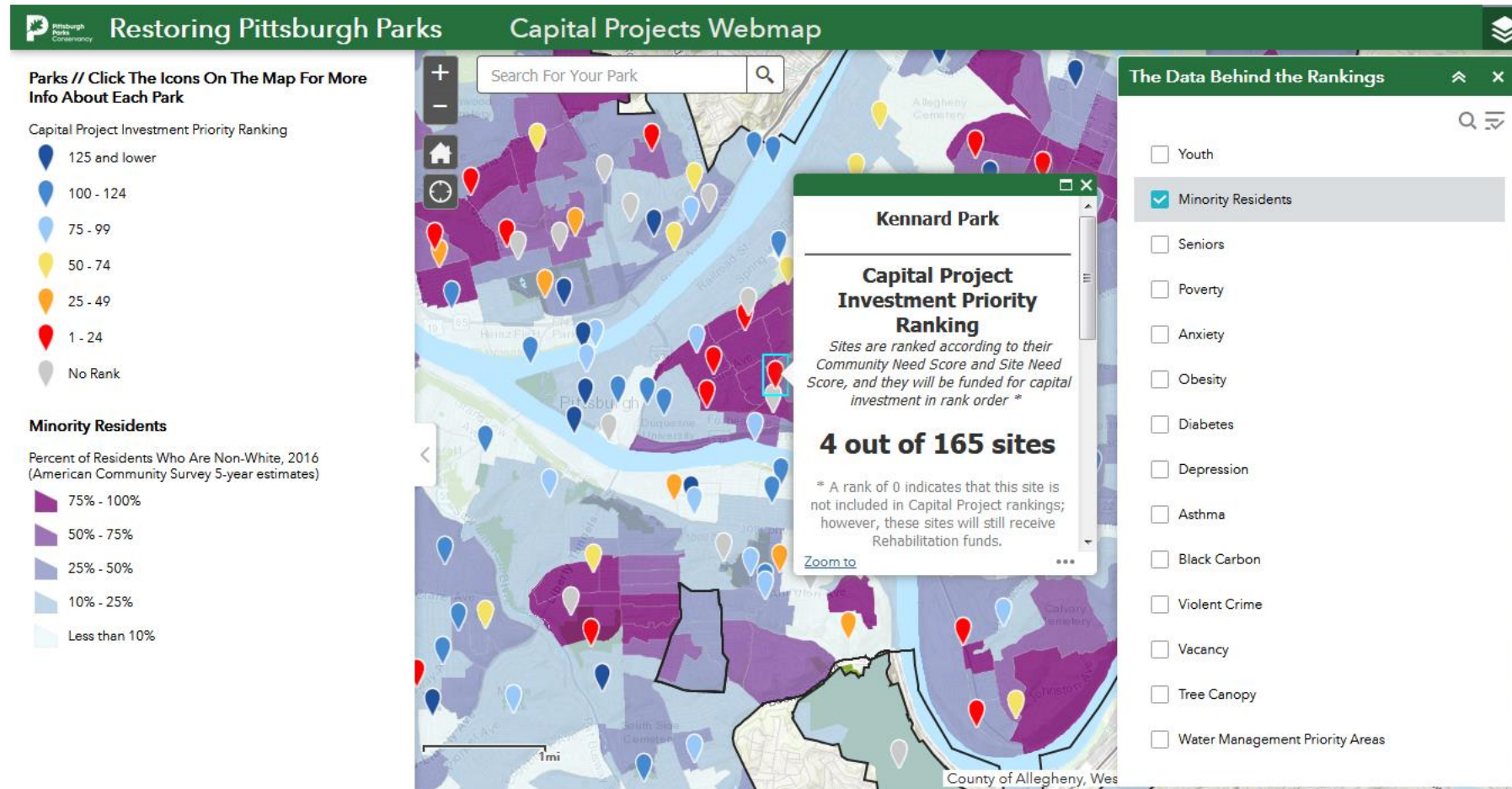


<https://www.pittsburghparks.org/parksplan/map>



# 12 TRANSPARENCY IS ESSENTIAL

technology offers access to data and tracking of progress



<https://www.pittsburghparks.org/parksplan/map>

# 12 TRANSPARENCY IS ESSENTIAL

but facetime is critical too

50 meetings since early September,  
2-4 meetings per night...

5,000+ views of meeting videos on  
youtube

14 days to election day

Sunday, October 13	
12:00pm	Pumpkinfest at Allegheny Commons ^
Sunday, October 13	
1:00pm	Parks Listening Tour II: The Parks Plan - Frick Environr
Monday, October 14	
6:30pm	Beechview Loves Transparency meeting
7:00pm	Allegheny City Central Association
Tuesday, October 15	
6:00pm	Bloomfield Garfield Corporation
6:00pm	Lawrenceville Public Safety Meeting
6:30pm	Arlington Community Council
6:30pm	Summer Hill Citizens Committee
Wednesday, October 16	
6:00pm	The Parks Plan - Upper Northside*
6:30pm	Observatory Hill Inc.
Thursday, October 17	
6:00pm	Beltzhoover Consensus Group
7:00pm	Friendship Community Group
7:00pm	Highland Park Community Council
Tuesday, October 22	
6:00pm	Bedford Connects
7:00pm	Sheraden Community Council
Thursday, October 24	
5:30pm	West End - Black Elected Officials Meeting ^
6:30pm	Banksville Civic Association
Saturday, October 26	
11:00am	Parks Listening Tour II: The Parks Plan - West Side *
Tuesday, October 29	



# THANK YOU!

Questions? Answers?



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**James Snow**  
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