URBAN LAND INSTITUTE

**Mission:** Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

**Membership:** Over 45,000 members globally, comprised of land use professionals (developers, designers, financial services, public sector)

Convenings | Research | Best Practices | Education
Panelists

Chair: Glenda Hood
President, Hood Partners LLC
Orlando, FL

Omar Gonzalez
Director of Operations, Planning, & Development, Hemisfair Park Area Redevelopment Corporation
San Antonio, TX

Art Hendricks
Equity and Social Justice Program Manager, King County Department of Natural Resources and Parks / President, Vocalese Consulting
Seattle, WA

Derrick Lanardo Woody
CEO & Founder, DLW LLC
Washington, DC

Jennifer Kanalos
Director, Board Administration, Detroit Economic Growth Corporation
Detroit, MI

Bill Mahar
Senior Associate, Norris Design
Denver, CO

Allison Schapker
Director of Capital Projects, Fairmount Park Conservancy
Philadelphia, PA

Rob Sloop
Director of Waterfront Destinations, Moffatt & Nichol
Baltimore, MD
The 10-Minute Walk Campaign

- National partnership with the Urban Land Institute, The Trust for Public Land, and the National Recreation and Park Association
- Promoting the bold idea that all people in urban America should live within a 10-minute walk to a high-quality park.
- Endorsed by nearly 300 mayors in cities across the United States
Benefits of Parks

- Strengthen community bonds
- Make healthy places for greater overall well-being
- Reduce depression and anxiety
- Increase physical activity
- Manage stormwater
- Improve air quality
- Provide spaces for community gathering and to celebrate
- Reduce urban heat island effects
- Improve connectivity and mobility for surrounding neighborhoods
- Create viable and unique destinations for memorable experiences
Study Questions

With limited resources, how can Cramer Hill Waterfront Park be maintained, operated, & programmed in a cost-effective way while maximizing the use of the space?

What can Camden do to create high-quality park access points for residents and visitors, while paying attention to mitigation strategies to address weather-related challenges (e.g. flooding and extreme heat)?

What can Camden do now to lay a foundation for future financial success of the park and surrounding neighborhood?
National Study Visit Process

- Briefing materials
- Tour of the study area
- Stakeholder interviews
- Develop actionable recommendations
- Public Presentation
- Written report to sponsor
Camden on the rise!
First Impressions

- Stable neighborhoods
- Pride in community
- Positive transformations over the past 5 years
- Significant capital investments
- Alignment among leadership at different levels of government
- Renewed interest from private and philanthropic sectors in the region
- Excitement about the new park
- Confusing responsibilities for parks
- Opportunity and momentum toward change
## Vision for Cramer Hill Waterfront Park

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Cornerstones of Success

- Create and Capitalize on Brand
- Attract and Connect Region
- Capture Financial Opportunities and Adjacencies
- Model of Excellence & Community Benefits

**CATALYST**
Cramer Hill Waterfront Park
Camden
IMMEDIATE
Tactics of Excellence
Bias towards action

- Progress not perfection
- Lighter, faster, cheaper
- Sustainable funding progression (seed money to stabilization)
- A micro-economic benefit to the community
First Moves – Park Opens 2021

Cramer Hill Park needs a champion NOW!

- Cooper’s Ferry Partnership and Mayor are well-positioned to publicly convene anchor institutions and government stakeholders, showing that this project is a priority

- Identify influential institution or individual champion for the vision of the park as a critical piece of Camden’s civic infrastructure that cannot be allowed to fail

- Lead a multi-party Letter of Agreement outlining responsibilities for start-up term of three years
  - Camden Redevelopment Agency (CRA)
  - City of Camden
  - Camden County
  - State Department of Environmental Protection (DEP)
Who’s on First?
Cramer Hill Waterfront Park needs to have a face

- Cooper’s Ferry Partnership (CFP) is a high functioning organization with a strong reputation for accountability, transparency, and commitment

- Led by the Mayor and the Park Champion, establish a new nonprofit organization using the shared resources of CFP (possible Cramer Hill Waterfront Park Conservancy)

- The Conservancy to sign a long-term (10 year?) lease with CRA for the ability operate, program, maintain, and generate revenue from Cramer Hill Waterfront Park

- Conservancy Board structure:
  - CFP CEO as Board President
  - Mayor
  - County Freeholder
  - Corporate Partners
  - Anchor Institutions (e.g. Kroc Center, Cooper Health, Rutgers)
  - Neighborhood Advisors
Seed Money

Conservancy’s first goal is to raise or identify ~$500k annually

- 1/3 Corporate Sponsorship
  - Volunteer corporate work days
  - Conservancy board seats
  - Event and programming sponsorship

- 1/3 Foundations and Individuals

- 1/3 Government
  - City of Camden project management fees to CFP
  - County - basic/ordinary maintenance of park
  - State DEP – monitoring and maintenance of cap, wetlands, and shoreline
  - CRA – risk and insurance
Year Zero
Create a compelling identity & brand

- Improve connection with residents and create ownership
- Lead with vision
  - Signage
  - Focus on river
    - Creating access
    - Connection
    - Relationship
- Outreach
- Merchandise
- Marketing
  - Social media
  - Videos
Year Zero
Low-cost, high-impact tactical experience infrastructure

- Construction Fence Graphics
  - Tell the story of the neighborhood and the project
Year Zero
Low-cost, high-impact tactical experience infrastructure

- Welcome Center / Community Clubhouse
Year Zero
Low-cost, high-impact tactical experience infrastructure

- Wayfinding and Streets
Year Zero

Low-cost, high-impact tactical experience infrastructure

- Cramer Hill Beacon
Year Zero
Soft opening and marketing of the park to activators

- Community-led programming
  - Re-grants from the Conservancy to Neighborhood Advisory Board
  - Welcome Center “Office Hours” and site walks
Year Zero
Soft opening and marketing of the park to activators

- Programming Partnerships
  - Center for Aquatic Sciences
  - Kroc Center
  - Audubon
  - City and County Schools
  - Outward Bound
  - Urban Boatworks
  - Upstream Alliance
  - Petty’s Island Preserve
  - And many more!
Year Zero
Soft opening and marketing of the park to activators

- Corporate Programming Partnerships
  - Brand-led events and activations
Short Term Outcomes (within 5 years)
Attract and Connect Region

Access points to the park

- Harrison Ave
- State Street
- Trails
- Water
- Kroc Center
- Transit
Access Opportunities
Connectivity and traffic calming
Access Opportunities
Harrison Avenue
Traffic calming opportunity
Access Opportunities

Harrison Avenue

- Street trees
- Painted bicycle lanes
Access Opportunities

Gateway opportunity

- Signage
- Landscape enhancements
Access Opportunities

Pedestrian infrastructure interventions
Model of Excellence & Community Benefits
A means to economic opportunity, safety, and security

Achieving as a Parks Ranger
Manager gets call after proving his abilities

Portland, Oregon
Model of Excellence & Community Benefits
A means to economic opportunity, safety, and security
Financial Strategies

Diversify the strategies in the long-term

- Philanthropic & corporate
  - Grants
  - Sponsorship
- Earned revenue
  - Leases
  - License agreements
  - Concessions, fees
- Tax revenue
  - TIF
  - Special assessment revenue
- Government
  - County, state, federal
  - Contracts (ex: fee for service)
  - Grants
  - Technical assistance
Park as Community Protection

Liability to asset

- Role of park in emergency support to overall city/county emergency management plan

- Community Resilience
- Streetscape Improvements
- Climate Considerations
  - Flood
  - Drought/heat
Long Term Outcomes (5-10+ years)
WHAT CAN THE CITY DO NOW TO LAY A FOUNDATION FOR FUTURE FINANCIAL SUCCESS OF THE PARK AND SURROUNDING NEIGHBORHOOD?
Start Demonstrating Change

- Help the neighborhood in order to help the park and for the park to help the neighborhood

RESIDENTS
- Residential façade improvements
- Low interest loans for interior home repairs
- Re-assess zoning and density allowances
- Mandatory affordable housing
- Local jobs requirements
- Real property tax freeze
- Homestead deductions
- Vacant lot and land disposition strategy
- REFRESHED DEVELOPMENT PLAN
Start Demonstrating Change

RE-USE VACANT BUILDINGS & LAND
Start Demonstrating Change

COMMUNITY LAND TRUST
/Public Private Partnership/

EQUITABLE DEVELOPMENT PLAN
/Housing, Workforce Development, Small Businesses, Arts + Culture/
Help the neighborhood in order to help the park and for the park to help the neighborhood

COMMERCIAL
- Commercial façade improvements
- Main Streets district
- Business association or Business Improvement District
- Real property tax freeze
- Technical assistance grants
Start Demonstrating Change

- Make it easier to get to the park & neighborhood via multi-modes and improve safety
  - Neighborhood transportation, traffic & streetscape plan
  - New transit investment strategy
  - Design guidelines
Start Demonstrating Change

INFRASTRUCTURE

- Sidewalks
- Street lights
- Improved transit
- Complete Streets
LINKAGES
(Paying for Cramer Hill Changes)

Large-scale real estate development brings direct benefits to neighborhood priority projects.

Periodic inflation cycles linkage fee increases based on the Consumer Price Index and on priority projects (i.e., economic, housing, jobs, infrastructure).

Boston outcomes (since 2014)

- $31.4 million housing linkage leveraged $562 million in public funds in 39 projects
- Total investment: $837 million
- 1,268 new & 548 existing affordable units

48 Boylston Street

- Chinatown
- 46 units low and moderate income housing
- 3,826 SF retail
- 10,939 SF office
Expand the Boundary

- Joint Neighborhood Development and Transportation Plan: Cramer Hill, Pyne Poynt and Ablett Village
- Plan for underused sites acquisition and dispositions
- Special Assessment District to fund park operations and fund neighborhood infrastructure improvements
- Community collaboration and coordination at a large scale
Value Creation for Financial Sustainability

Outcome: increase park value
- Increase visitation
- Facilitate programming
- Provide additional community benefits
- Facilitate revenue opportunities
Park Opportunities: Add Value

BUILD ON TOP - PROTECT CAP

ENGINEERING – Just Physics
REGULATORY – Just Process

NEED TO START NOW
Park Opportunities

Build on Top: Buildings, Event Spaces

- Eco Pavilion
  - Sales & rentals
  - Classroom
  - Restrooms
  - Meeting space

- Flexible Entertainment
- Security
- WiFi
- Utilities
  - Water
  - Power
  - Sewer

- Utilities
Park Opportunities

Build on Top: Instagram Moments – Public Art
Park Opportunities: Regional Connectivity

Build on Top: Bike and Pedestrian Paths

Bicycle route connection
Regional Waterfront Opportunities

Build concurrently
Future Opportunities: Regional Parks Partnership

Leverage public land inventory

- Cramer Hill Waterfront Park is an anchor
- Incremental approach
- Capture value from opportunities in the network and on the river
- Distribute the revenue through the region, including to Cramer Hill Waterfront Park
Future Opportunities: Regional Parks Partnership

[Images of Domino Park, New York]
### Key Action Items for Cramer Hill Waterfront Park

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Thank you!

Questions & Comments