

# SPUR

**Ideas + Action for a Better City**

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# Roadmap for Governance and Stewardship of St. James Park

*May 7, 2015*

**Jim Chappell, Senior Parks Planner**  
MJM Management Group



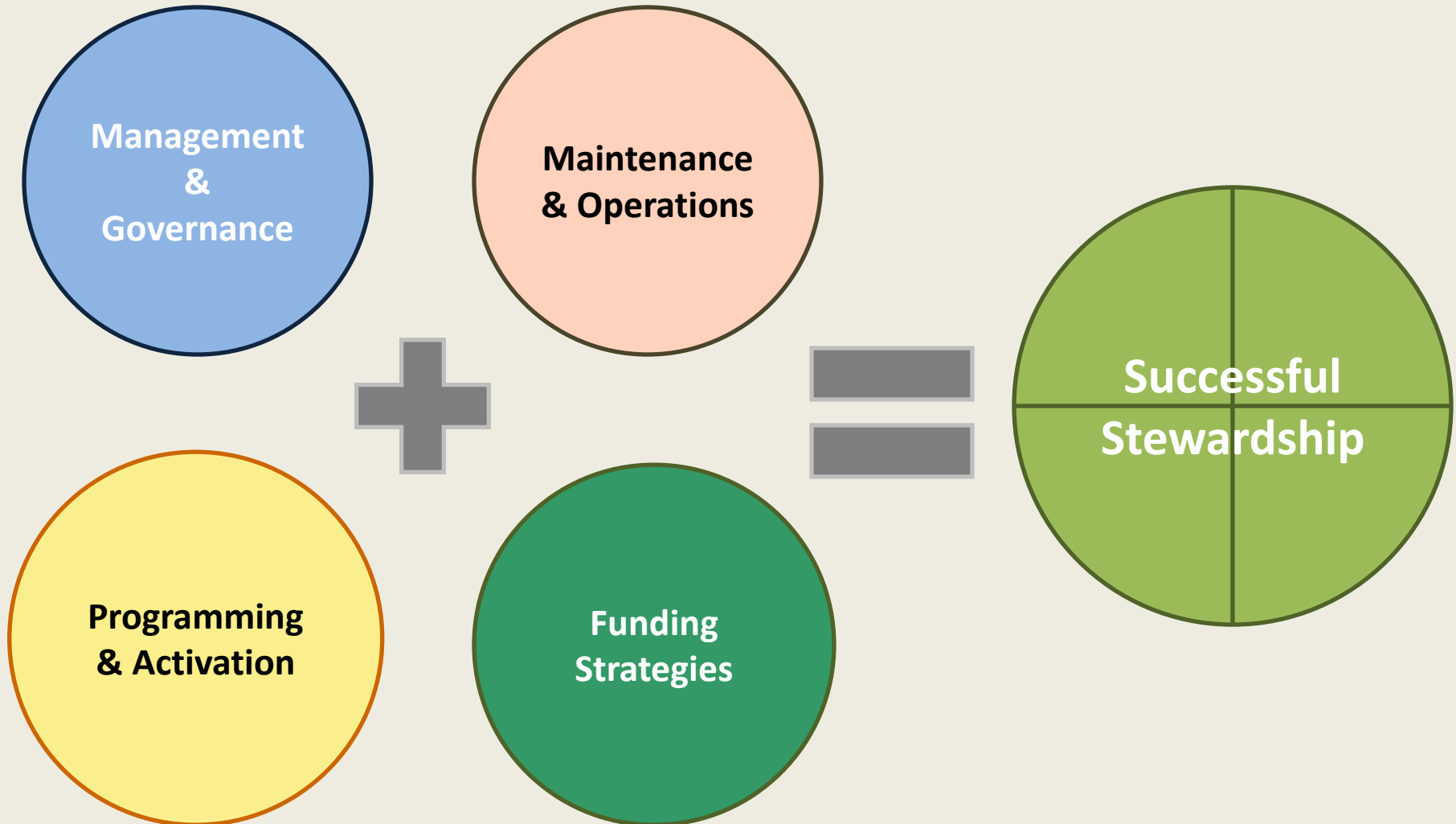
**MJM Management  
Group**

*Turning Public Space  
into Community Value*

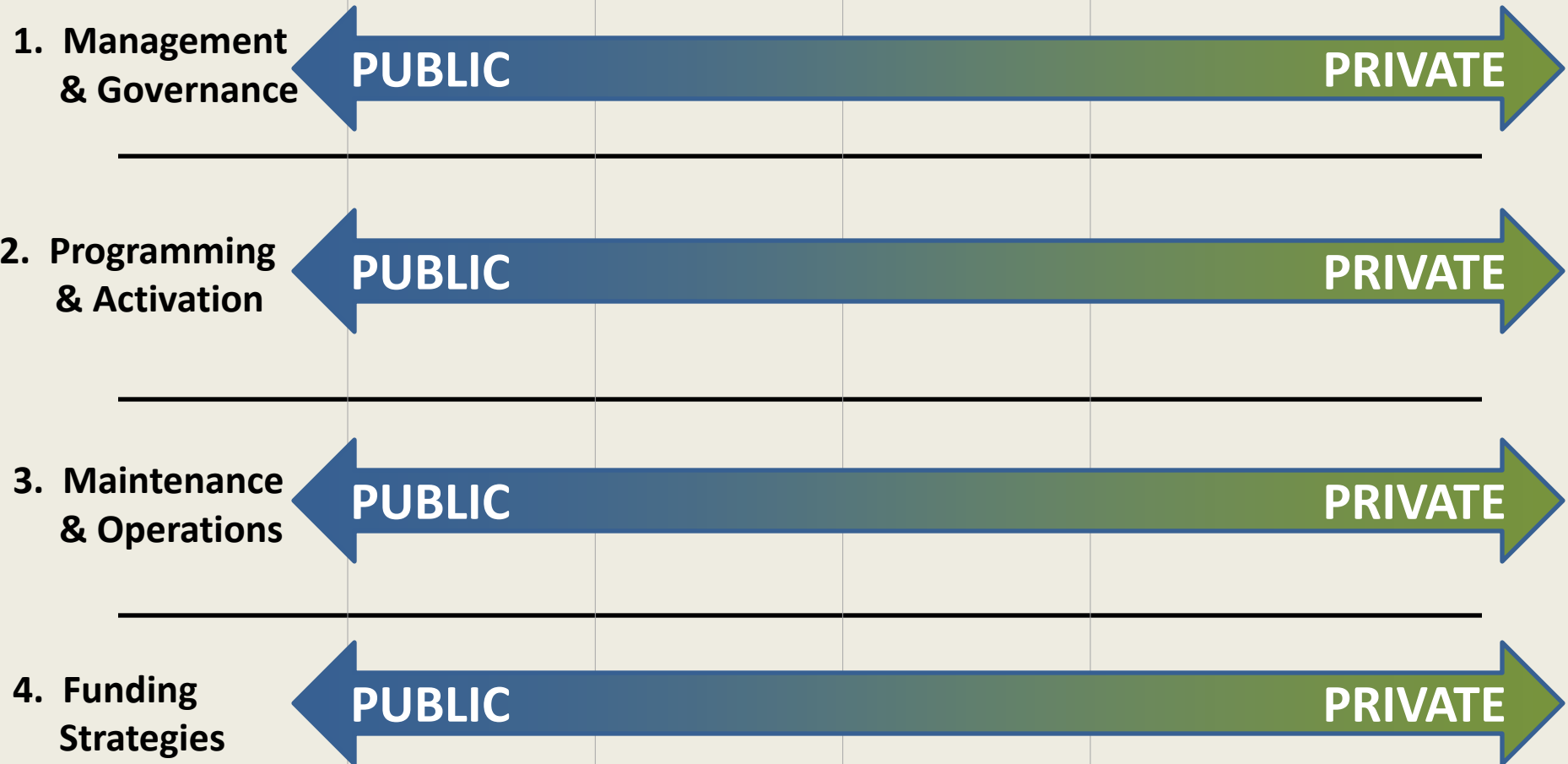
# Objective

Bring to St. James Park to life through enhanced management, operations and funding

# Components of Stewardship



# Range of Strategies



# Balboa Park | San Diego, CA

## *Partner to City Efforts*

### Management

- City-appointed Advisory Board for Park
- Non-profit guides vision & donations for Park

### Finances

- Non-profit income from visitor center & restaurant
- Non-profit receives no support from City



# Pioneer Courthouse Square | Portland, OR

## *Stakeholder Governance*

### Management

- 31-member Board of Directors: equal parts City, businesses, & stakeholders
- Managed under contract by Rec. & Park

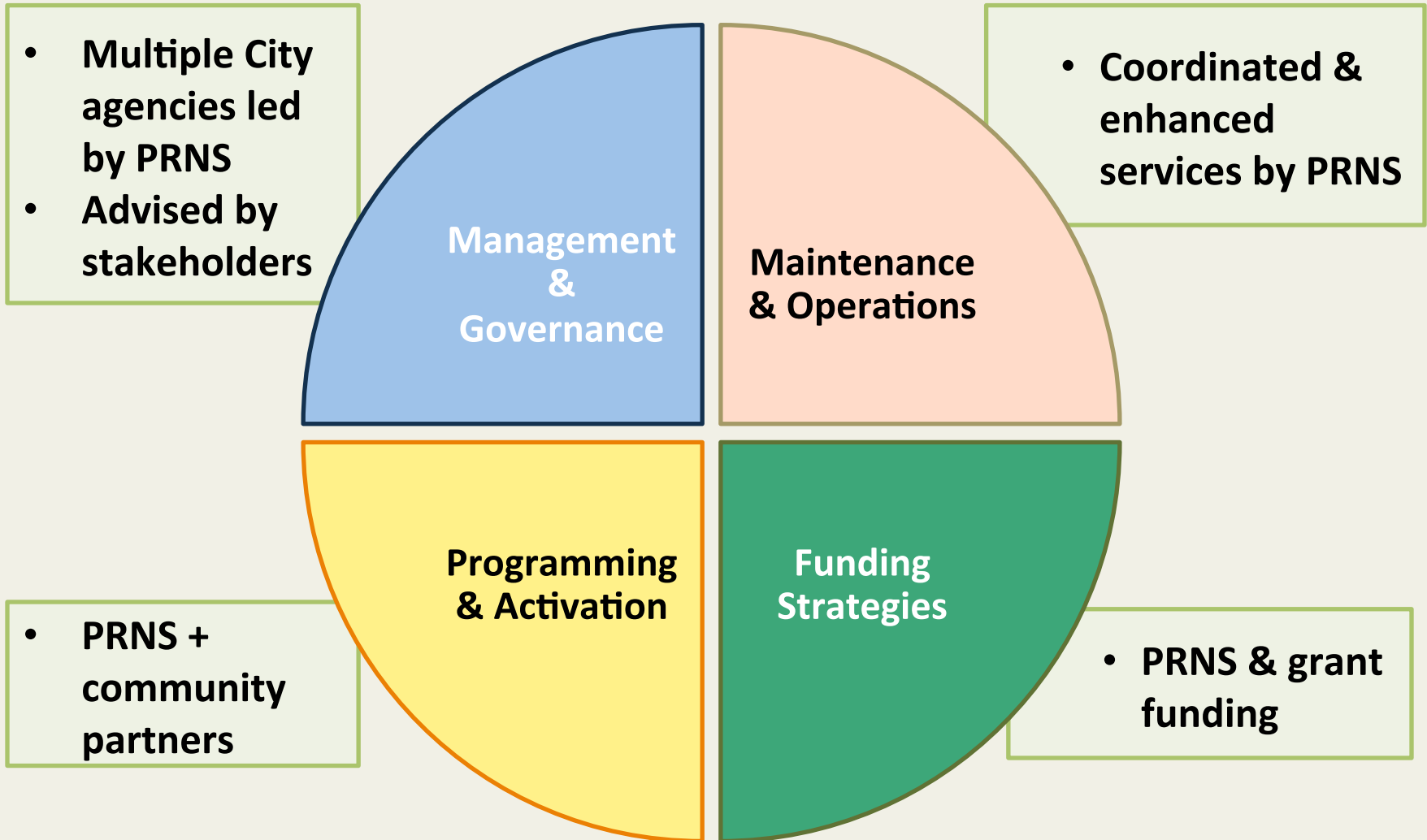
### Finances

- 15% of budget from City, 85% from grants, events, & donations
- 50% budget → programming



# What's right for St. James?

## *Current Conditions*





# What's right for St. James?

## Current Proposals

- *PDO fee modification*
- *Parks Maintenance District*
- *Assessment District*
- *Levitt Pavilion*
- *Café*

# What's right for St. James?

## How can these proposals best be integrated?

- *Who will have decision making authority?*
- *Will a new entity be created? Will it be advisory or governing?*
- *A Parks Maintenance District will provide \$11.85M in fees over 5 years. Then what?*
- *How would a Levitt Pavilion organization be integrated? A café or other concessions?*

# Principles

## Feedback from Stakeholders

Phased stewardship and governance structure increasing trust, partnership, commitment and capacity.

Broad, cross-sectoral partnership

National best practices for open space management, adapted to San Jose needs and values

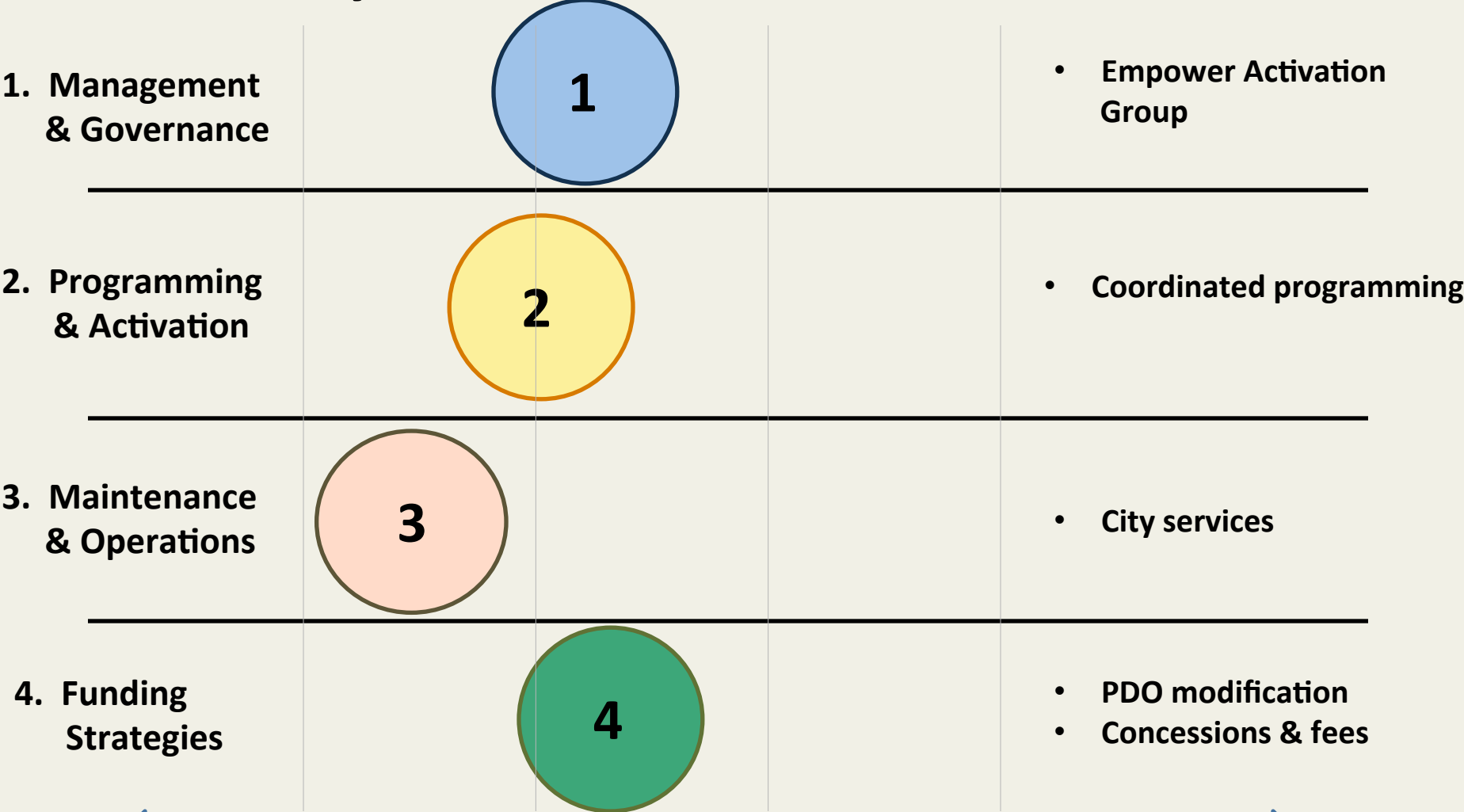
Capture resources from current development cycle and longer-term revenue streams

Maintain public access and control, and focused, independent stewardship

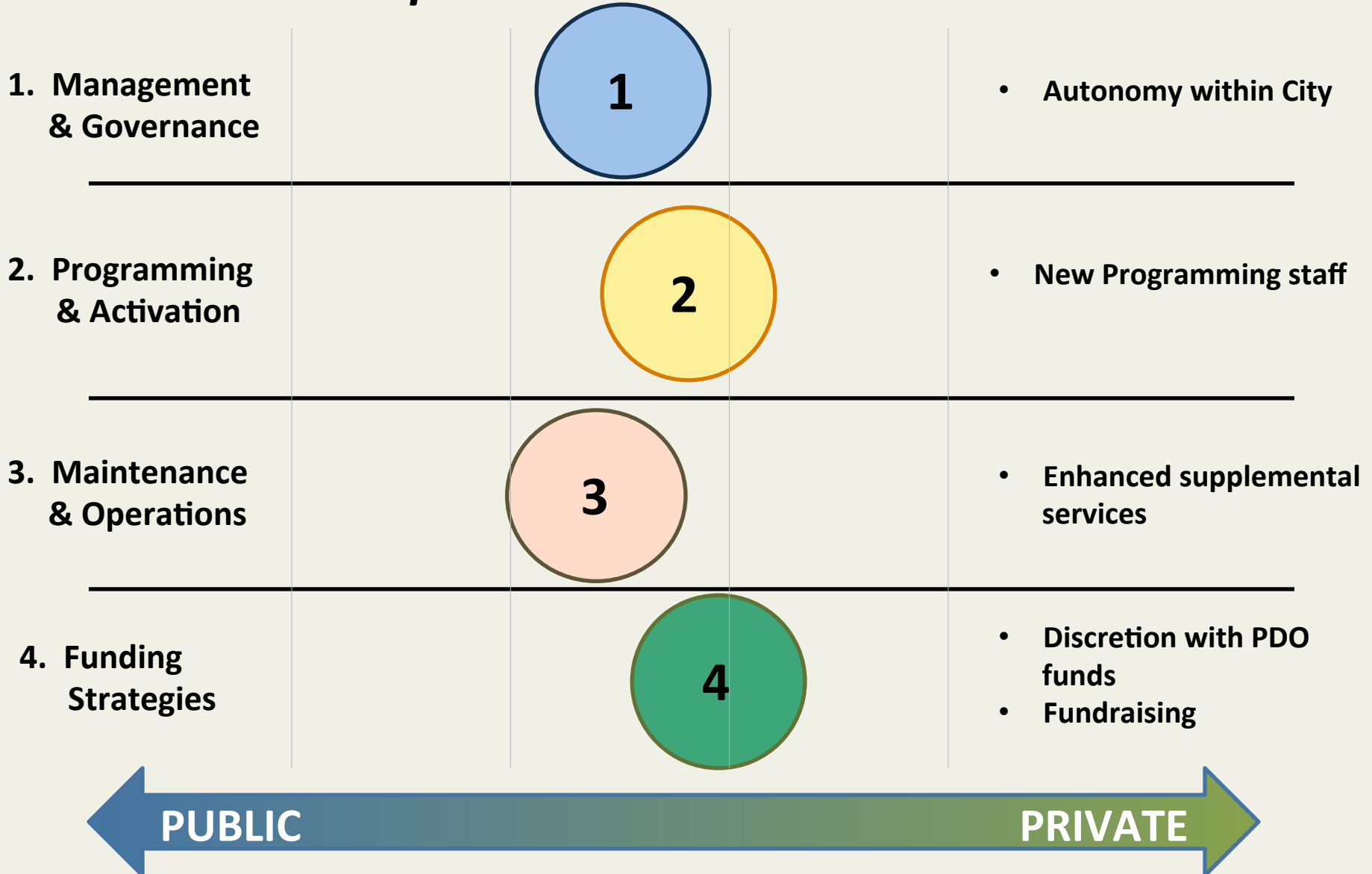
Broad range of users and activities and cultivate a sense of ownership

Organizational capacity first, then capital improvements

# Scenario 1: *City Governance, Partner-Enhanced*



# Scenario 2: "Special-Status Consortium"



# Scenario 3: “Independent Conservancy”

1. Management & Governance

1

- Private Management

2. Programming & Activation

2

- Conservancy determines programming

3. Maintenance & Operations

3

- Private service provider

4. Funding Strategies

4

- Assessment District

**PUBLIC**

**PRIVATE**

# Questions?

**Jim Chappell, Senior Parks Planner**  
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# Parks Management District

**Creatively Financing A Better St. James Park**





# What is the St. James Park Management District?

- Dedicated funding stream for capital projects AND operations & maintenance, activation, horticulture, social services, security, etc.
- Utilizes existing funding mechanism – Parks Dedication Ordinance
- Creative “opt-in” incentive to encourage development in Downtown San Jose WITHOUT taking any funds away from parks

# Current PDO Structure




- \$17,000 per unit paid to PRNS
  - Parkview Towers: ~ \$3.6 M
- Funds can only be spent on capital projects, NOT operations and maintenance
- Funds spent within a 3-mile radius of project
- Current DT High-rise Incentive waives 50% of PDO, payable when Building Permits are issued

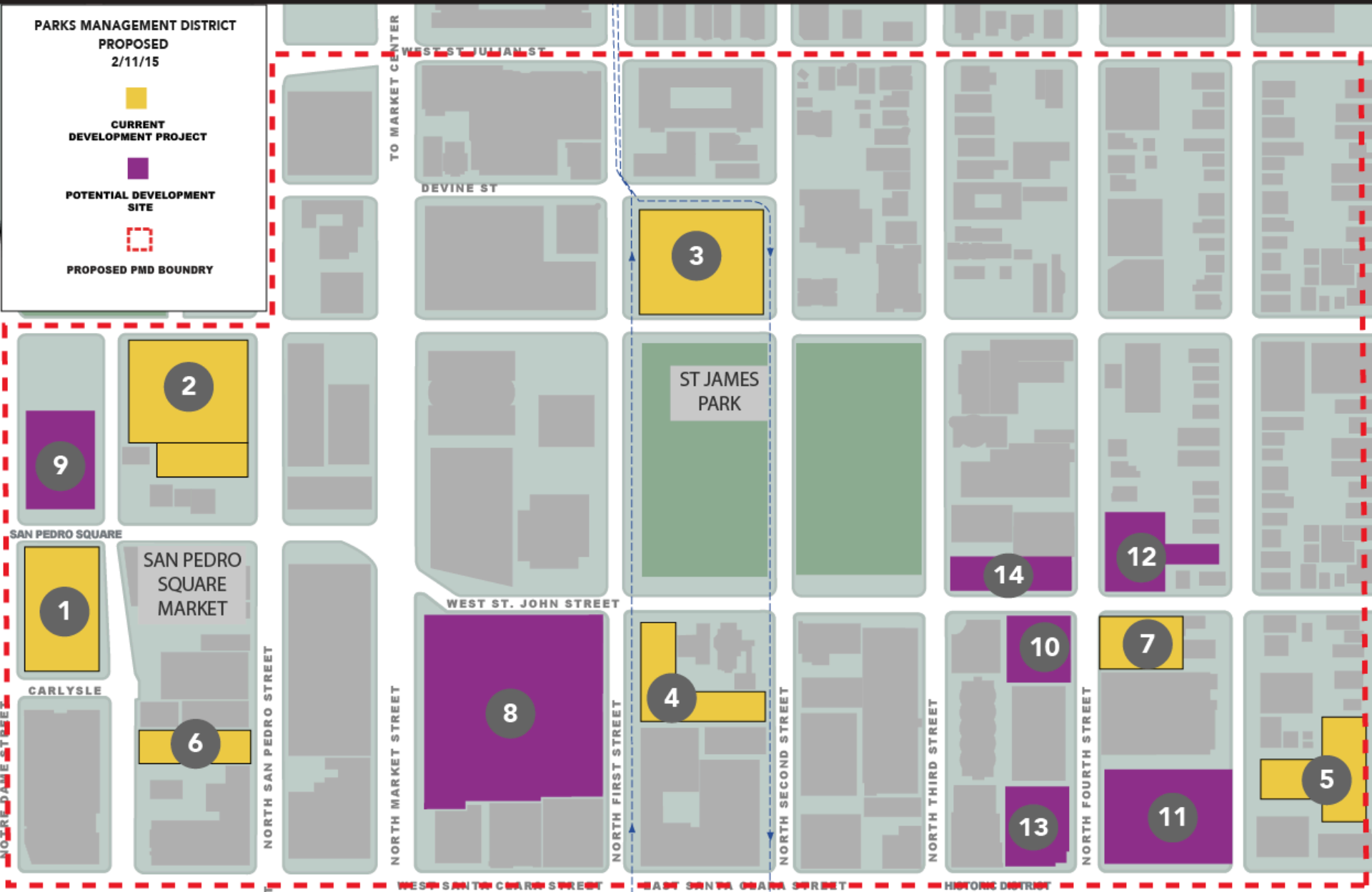
# Proposed St. James Park Management District Structure

- \$17,000 per unit paid to PMD:
  - 50% at Certificate of Occupancy
  - 50% spread over 10-year agreement
- Fund can be spent on capital projects AND operations & maintenance, activation, horticulture, social services, security, etc.
- Developer “opt-in”

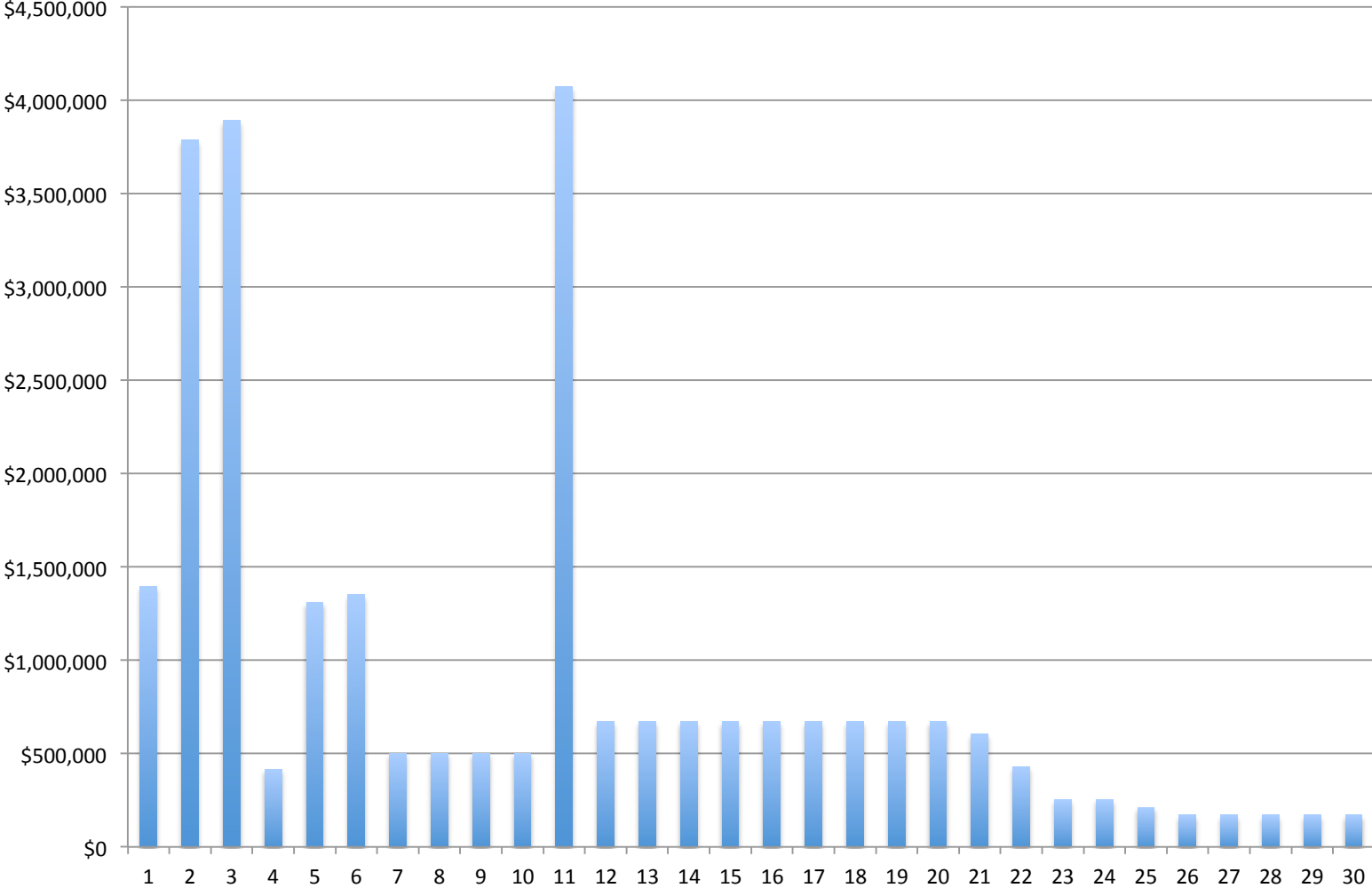
# PARKS MANAGEMENT DISTRICT PROPOSAL (2/11/15)

**PARKS MANAGEMENT DISTRICT PROPOSED 2/11/15**

-  CURRENT DEVELOPMENT PROJECT
-  POTENTIAL DEVELOPMENT SITE
-  PROPOSED PMD BOUNDRY



# Parks Management District - Yearly Payments Over 30 Years



# Why this works....

- Funds are concentrated and evenly spread over time
- Creates incentive for continued development in PMD:
  - PDO fees spent closer to investment
  - Payment of fees over time decreases interest/carrying cost of permanent financing
  - Payment of fees at COO decreases interest/carrying costs of construction financing

**Make a place,  
build community**





*Levitt is **unique**,  
and **transformational***

## THRIVING DESTINATIONS

underutilized public space

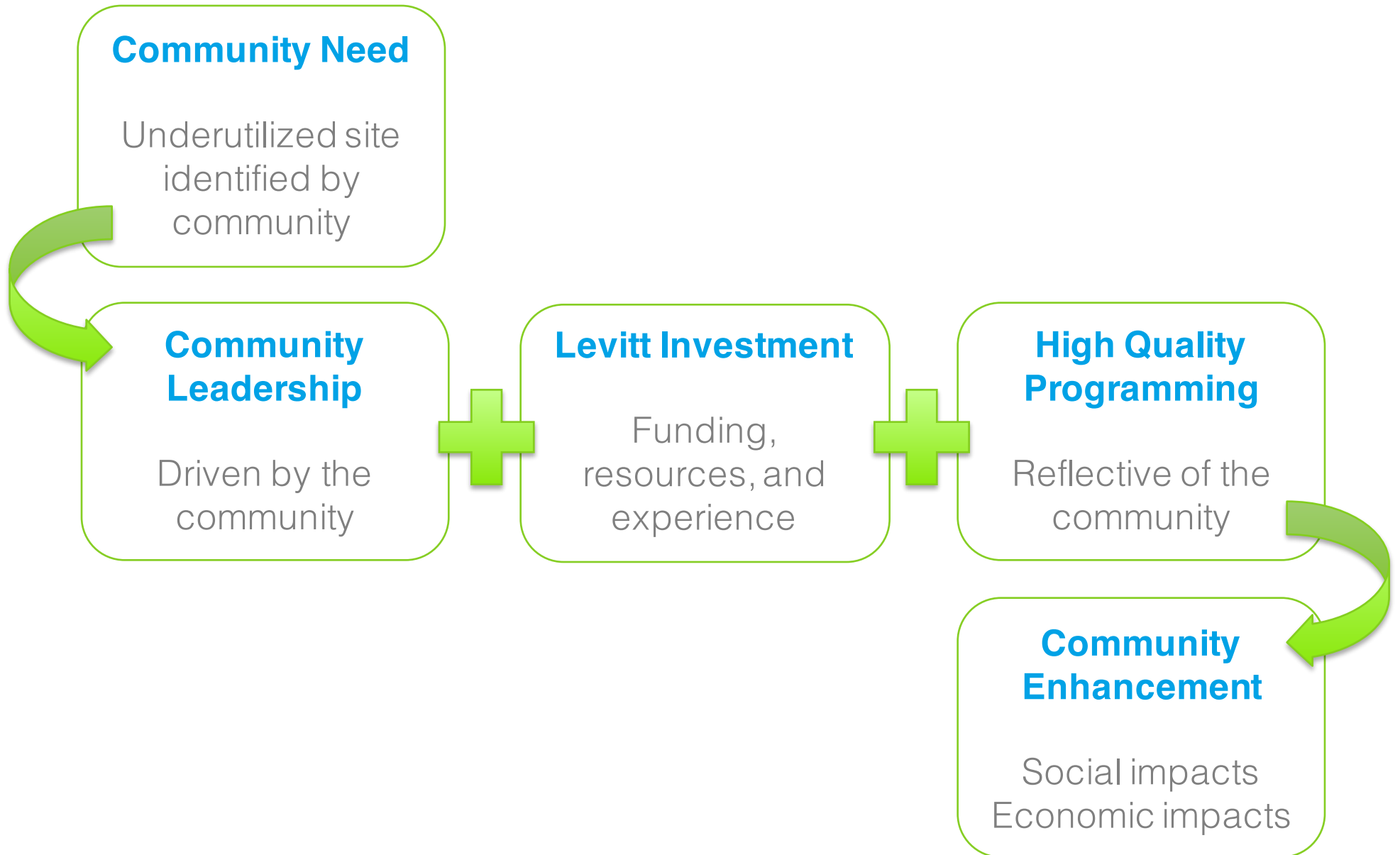


Anchored by 50+ ***free, family-friendly*** concerts per year

Supported by a public-private-partnership:

(Local Friends of Levitt + San Jose + National Levitt)

# The Levitt Model



# Exploratory Report Conclusions

## Viable

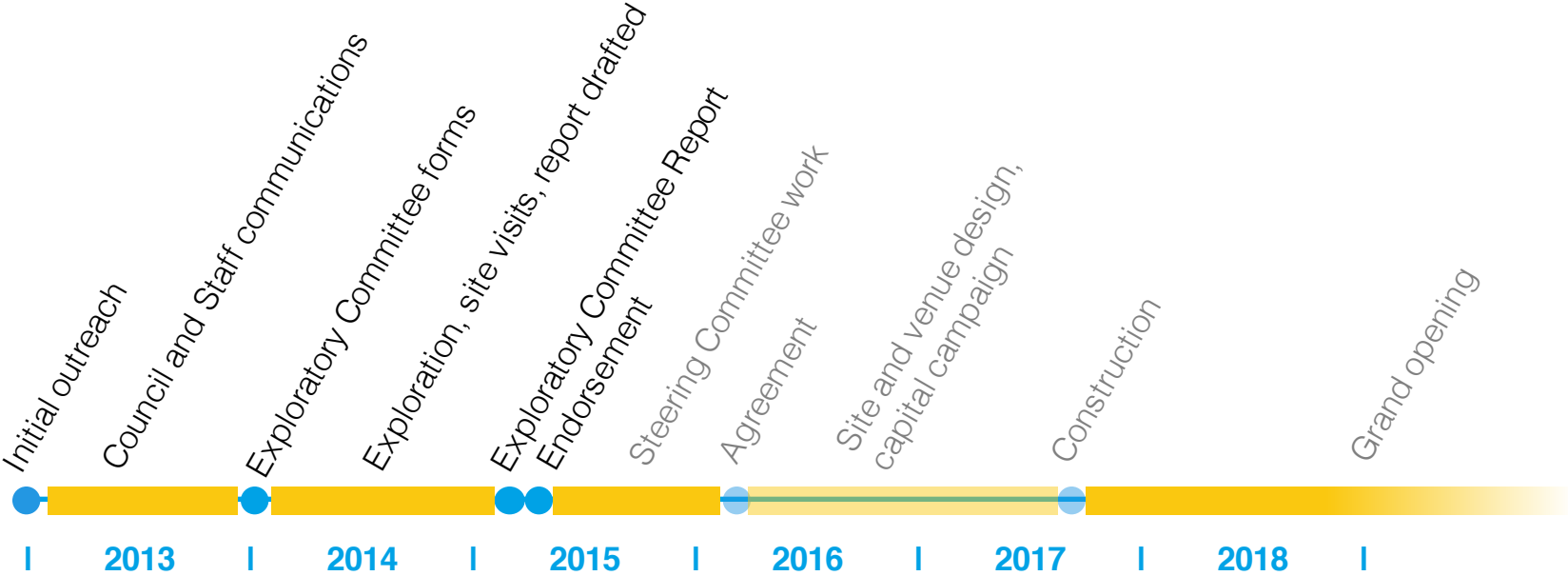
- Feasible and compatible with local arts orgs
- Levitt invests significantly, and permanently
- Transforms dialogue on funding for public spaces

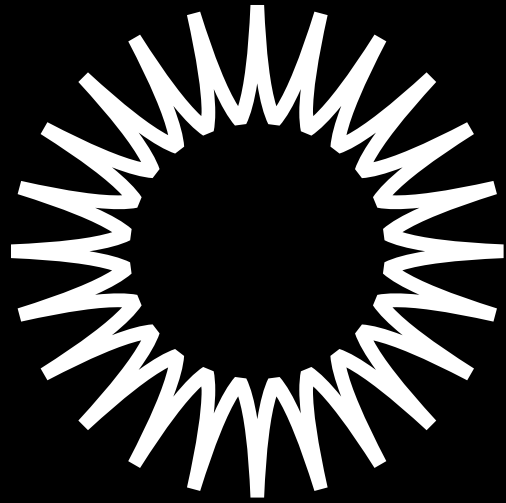
## Catalytic

- Successful in 6 cities nationally, with 2-3 on horizon
- Driven by and reflects each unique community
- Hybrid:  
Arts + Open Space + Social causes

***Must be locally relevant***

# Timeline





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