

Memorandum



CITY OF DALLAS

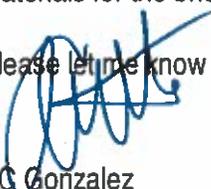
DATE August 26, 2016

TO Honorable Mayor and Members of the City Council

SUBJECT Fair Park Texas Foundation

On Monday, August 29, 2016, you will be briefed on the Fair Park Texas Foundation. Attached are the materials for the briefing.

Please let me know if you have any questions or concerns. Thank you.


AC Gonzalez
City Manager

c: Christopher D. Bowers, Interim City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Ryan S. Evans, First Assistant City Manager
Mark McDaniel, Assistant City Manager

Eric D. Campbell, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council



FAIR PARK TEXAS FOUNDATION

Dallas City Council
Briefing

August 29, 2016

IMAGINE FAIR PARK

- Fair Park Becomes One Of World's Premier Parks
- State Fair of Texas Remains the Best and Largest Fair in the Nation
- Other Events, Activities, and Uses - Provided Increased Time and Space to Operate-Thrive Grow
- Private Funding Augments and Exceeds City of Dallas support
- Major National Events Choose Fair Park As Venue
- Bi-Centennial Celebration Held in Dallas June 2036
- Community Vision



RESULT OF 3-YEAR PLANNING PROCESS

CAREFUL, INCLUSIVE, TRANSPARENT

- Mayor's Task Force Sept. 3, 2014 – May 7, 2015
- City Council & Park Board Input Sept. 2014 – May 2015
- Public Meetings & Park Board Feedback December 2014 – February 2016
- Foundation Development Process May 7, 2015
- City Council Briefing November 18, 2015
- Park Board Negotiation & Deliberation April – August 2016
- City Council Briefing August 29, 2016

VISION: TRANSFORM FAIR PARK

FROM

Under-Envisioned



Under-Managed



Under-Invested



Under-Marketed



Disorganized



Lack of Neighborhood
Involvement



TO

Implement Master Plan for next 20 Years

Add first class board and new talent to
current staff

New public and private investments

Relaunch Fair Park brand by hiring top
marketing talent and spend real marketing
dollars

All old and new Fair Park organizations work
together

Neighborhood involved at board level,
program level, design level and usage level

LEADERSHIP IS KEY

New Board of Directors (9 individuals)	Nominations from City Council and Park Board
Advisory Board of Trustees (11 individuals)	Significant community representation and technical ability
Leadership Council of Resident Institutions	12 organizations
Current City of Dallas Employees	Everyone given choice between new foundation or stay with city
New Fair Park CEO	Search for expert management begins as soon as board gives go-ahead

NEW MANAGEMENT TEAM

FOUNDATION BOARD OF DIRECTORS – July 13

Nine (9) Members

Craig Hall	Tammy Johnston	Ken Smith*	Dianne Curry	Walt Humann	Arcilia Acosta	Virginia McAlester*	Margo Ramirez Keyes	Roy Lopez
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Park and Recreation Board Liaison – Willis Winters
Ex-officio

* Bylaws require at least one from surrounding community and one from historic preservation community

FOUNDATION ADVISORY BOARD OF TRUSTEES – July 13

Eleven (11) Members

Neighborhood Representative	Neighborhood Representative	Neighborhood Representative	Neighborhood Representative	Historic Preservation	Historic Preservation	Planning	At large Representative	At large Representative	Resident Institution Representative*	Resident Institution Representative*
Anna Hill Dolphin Heights	Sarita Juarez Jubilee Park	Benjamin Leal Jubilee Park	Alendra Lyons Mill City I	Nancy McCoy	Craig Melde	Zaida Basora AIA President Ex-officio	Andy Swift Sports Exec.	Diane G. Raines Former DART Official	TBD State Fair of Texas	TBD Texas Discovery Gardens

Alternate Fair Park Community Reps
 Ovidia Amaya – Jubilee Park
 Woody Austin – Owenwood Assoc.
 Norma Baker – Fair Park Est. N/H Assoc.
 Willie Mae Coleman –Bertrand HOA
 Korey Mack-Daniel Wood – BucknerTerr.
 Annie Evans – South Fair HOA
 Jesse Tafaya –So.Dal/Fair Park Trust Fund

Alternate Historic Preservation Reps
 David Preziosi
 Leigh Richter

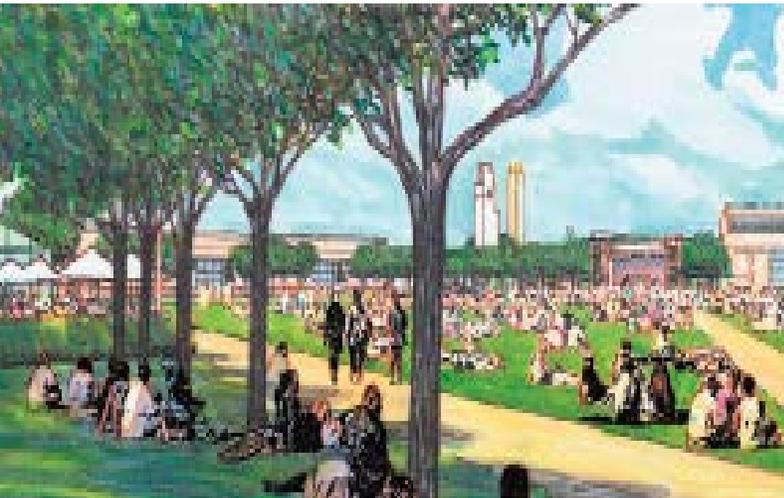
Alternate Technical Reps
 Arch., Eng.,
 Constr, Urban
 Planning experts

Alternate At Large Reps
 Tony Ramji – Asian
 American Real
 Estate Association

Fair Park Leadership Council of Resident Institutions -Two members to represent the Council: State Fair, Music Hall, Gexa, African American Museum, Children’s Aquarium, Dallas Historical Society, Texas Discovery Garden, Daughters of the American Revolution, Perot Museum, Old Mill Inn, Friends of Fair Park, WRR. It will be Chaired by Foundation CEO and also include Senior Foundation Officers. Council to consist of Board Chair and/or President/Director

SEVEN KEY STRATEGIES

1. Add Green Space



2. Create new uses for buildings and park spaces to enhance the year-round, free, public experience



3. Work with the community



SEVEN KEY STRATEGIES

4. Preserve historic treasures by fixing and maintaining property



5. Attract more people through marketing



6. Improve transportation and access



7. Continue improving through strategic planning

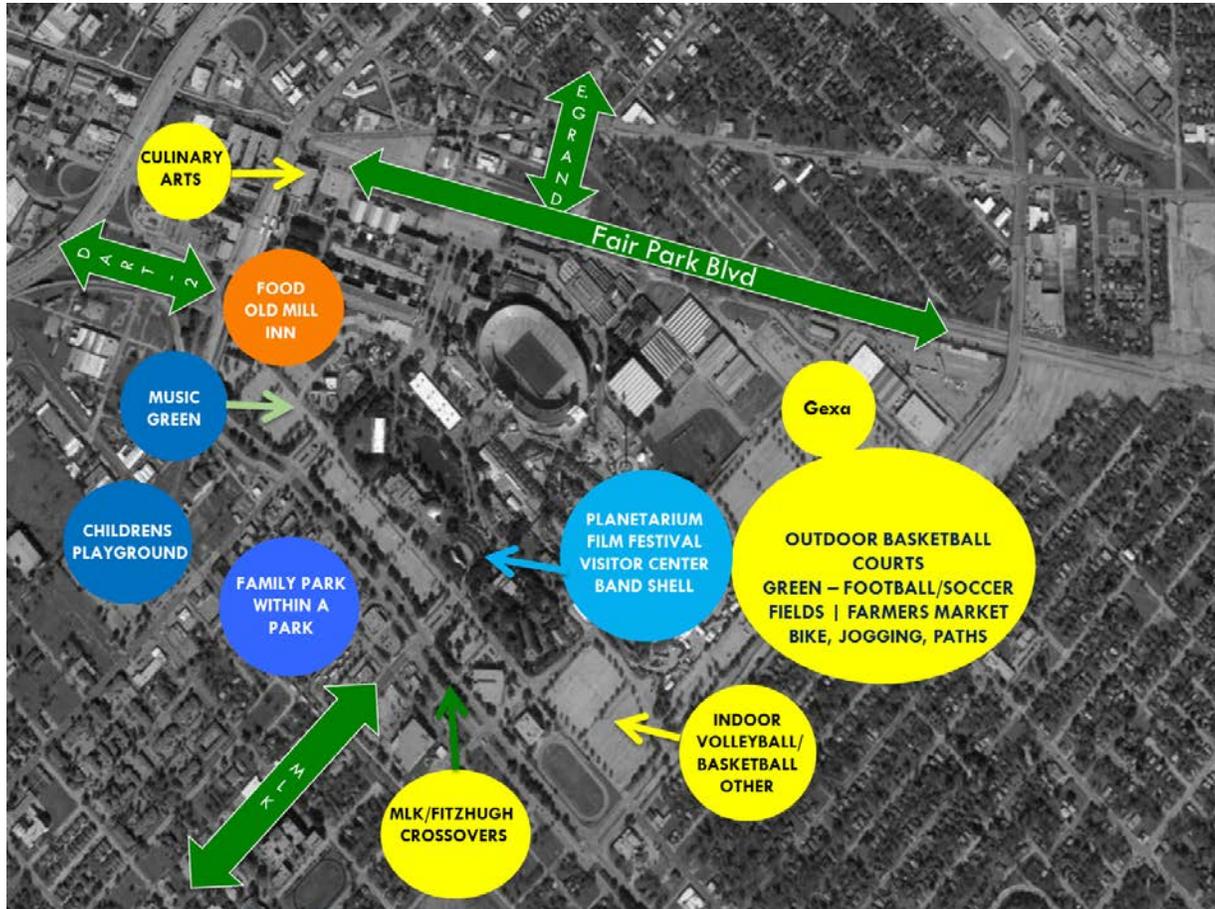


STRATEGY 1 – ADD GREEN SPACE

Conceptual design for park to be presented to city year 1



STRATEGY 2 – CREATE NEW USES FOR BUILDINGS AND PARK SPACES



Enhance year-round, free, public experience

STRATEGY 3 – WORK WITH COMMUNITY



- Establish planning process
 - Councilmember Young
 - Advisory Board of Trustees
 - WINS Board
- Create neighborhood charrette for park design
- Establish job training and job program for neighborhood unemployed

STRATEGY 4 – PRESERVE HISTORIC TREASURES WITH MAJOR FIX-UPS

Recommended Investments include:

- Electrical distribution system replacement
- Replacement of key fire alarm systems
- Roof replacements
- Heating, Cooling & Ventilation Upgrades
- Security system installations to prevent current intrusions
- Replacement of damaged interior finishes
- Corrective actions to eliminate existing water intrusion issues
- Replacement of aged water heaters
- Major Coliseum issues



STRATEGY 5 – ATTRACT MORE PEOPLE THROUGH MARKETING



- Create synergistic effort with all 12 Fair Park organizations to get more bang for our buck
- Develop 12-month marketing calendar
- Hire tier 1 sales & marketing organization to lead effort

STRATEGY 6 – IMPROVE TRANSPORTATION AND ACCESS

- Improve pedestrian and bicycle access
- Maximize DART involvement
- Improve signage



STRATEGY 7 – CONTINUE IMPROVING THROUGH STRATEGIC PLANNING

A balanced approach between consensus planning and financial feasibility



Gather

- Community engagement
- Charrettes

Analyze

- Professional consultation, competition

Conceptual Design

- Landscape architecture, etc.

Implement

- Water features, grass, trees
- Leasing buildings
- Marketing

FUNDING: CITY OPERATING INVESTMENT

Status Quo

Foundation
Proposed
Funding

Increase

\$11.1M/year

\$16.7-22.7M/year

\$5.6-11.6M/year

*Subject to annual city
council appropriation*

BUDGET

	2016	2017	2019
Total City Investment/Fair Park Mgmt Fee	\$11,120,000	\$16,700,000	\$20,700,000
Other Revenues Generated by Fair Park	\$2,650,000	\$2,900,000	\$5,900,000
Total Cash Inflow	\$13,770,000	\$19,600,000	\$26,600,000
New Projects	\$0	\$250,000	\$3,000,000
Operations & Maintenance	\$7,800,000	\$8,890,000	\$10,750,000
Events	\$1,080,000	\$1,390,000	\$1,650,000
Finance, Audit, Admin.	\$950,000	\$1,390,000	\$1,740,000
New Foundation Expenses (Audit, Insur, Soc.Sec, etc.)	\$0	\$700,000	\$870,000
Resident Institution Subsidy Incr. over 2016	\$1,570,000	\$1,970,000	\$1,970,000
Cotton Bowl Subsidy + Staff	\$2,080,000	\$2,080,000	\$2,080,000
Communications/Mktg & Social Media	\$190,000	\$1,160,000	\$2,760,000
Strategic. & Project Planning Staff	\$100,000	\$300,000	\$300,000
Donor, Member, Volunteer Rel, Board Relations	\$0	\$230,000	\$230,000
Capex Needs Not Funded by Bonds	\$0	\$250,000	\$2,000,000
Total Expenses	\$13,770,000	\$18,610,000	\$27,350,000
Net Cash Flow	\$0	\$990,000	-\$750,000

Foundation Seeks to Maintain a Cash Balance for Working Capital Maintenance

FUNDING: PROJECT CAPITAL PLANS

Year 2017 Bond Package

- \$25M City goes first for Priority #1 projects
- \$25M City for Priority #1 & #2 projects
- \$25M Non-City donors match for new projects, priorities
- \$25M City for Priority #2 projects
- \$25M Non-City donors match for new projects, priorities

Bond funds only used for existing Capex needs

Public works should earmark **\$25M in community**

Subject to city council approval

WE ARE READY TO START WORK

- Aug. 29, 2016: City Council Briefing
- Sept. 2016: City Council vote
- Sept. 30, 2016: Management agreement signed
- Jan. 2017: Foundation begins operations
- 2017: Foundation develops Strategic Plan and specific projects, including park design, with community and professional input. Initiate some projects with available funding.
- 2018 and beyond: Initiate Fair Park revitalization plans