

Build Capacity & Enable Change

Build Capacity & Enable Change Recommendations

CONTENTS

| | |
|-----|---|
| 402 | What We Heard: Prioritize the Community & Commit to Stewardship |
| 404 | The Big Picture: Sustain a Shared Resource |
| 406 | Build Interdepartmental Commitment: Gather Multiple Agencies to Stand Behind the Plan |
| 408 | Protect the Park's Neighbors: Put Policies in Place to Support the Community |
| 410 | Expand Agency: Build More Partnerships |
| 412 | Make it Multi-Partner: Advance a Shared Park Governance Model |
| 414 | Make it Count: Strengthen Establish Relationships |
| 416 | Two Kinds of Investment: Capital vs. Maintenance Dollars |
| 418 | Find the Right Fit: Target Additional Funding Sources |
| 420 | Commit to an Inclusive Process: Implementation Factors & Process |
| 422 | Elevate the Standard of Care: Franklin Park Should Be a Model |
| 424 | Expand Maintenance Support: Increase Knowledge & Partnerships |
| 426 | Maintenance & Care: Tasks by Type |
| 428 | Grow Local Talent: Implementation Can Support the Community |
| 430 | Before You Build It: Next Steps |
| 434 | Action Plan Implementation: Next Steps |

What We Heard

Prioritize the Community & Commit to Stewardship

COMMUNITY NEEDS & WISHES



VALUES & GOALS



RECOMMENDATIONS: ←

- BUILD INTERDEPARTMENTAL COMMITMENT FOR THE PLAN**
- PROTECT THE PARK’S NEIGHBORS**
- BUILD MORE PARTNERSHIPS**
- ADVANCE A SHARED PARK GOVERNANCE MODEL**
- COMMIT TO AN INCLUSIVE IMPLEMENTATION PROCESS**
- ELEVATE THE STANDARD OF CARE**
- GROW LOCAL TALENT**

The Big Picture

Sustain a Shared Resource

Building, supporting, and sustaining park life is an active and ongoing effort, with the city, community organizations, the park's maintenance team, volunteers, and individual neighbors all playing vital roles. Purposeful and thoughtful investment can improve the park for longstanding users while bringing positive impacts through new partnerships, grounds for community programming, and providing a safe and beautiful place to come together. Through ongoing dialogue with stakeholders, the plan will continue to grow the diverse and dedicated network of park stewards.

Building Capacity & Making Change

Franklin Park is what it is today because of its strong and long-lasting community of stewards. Generations of park users have benefited from this legacy of community-building, programming, and care for the park, and stewardship opportunities and partnerships with local neighborhood organizations continued to be highlighted as a top priority by neighbors throughout the planning process.

Critical to the next steps of the Action Plan and fostering this ongoing sense of stewardship is continued trust-building between the community, the City, and key partners. As improvements are made to the park, they must return value to it and emanate that value back out into its communities. Communication, governance, knowledge, and relationships must be aligned to advance shared goals of equity, longevity, resiliency, beauty, and protection of this incredible resource.



Build Interdepartmental Commitment

Gather Multiple Agencies to Stand Behind the Plan

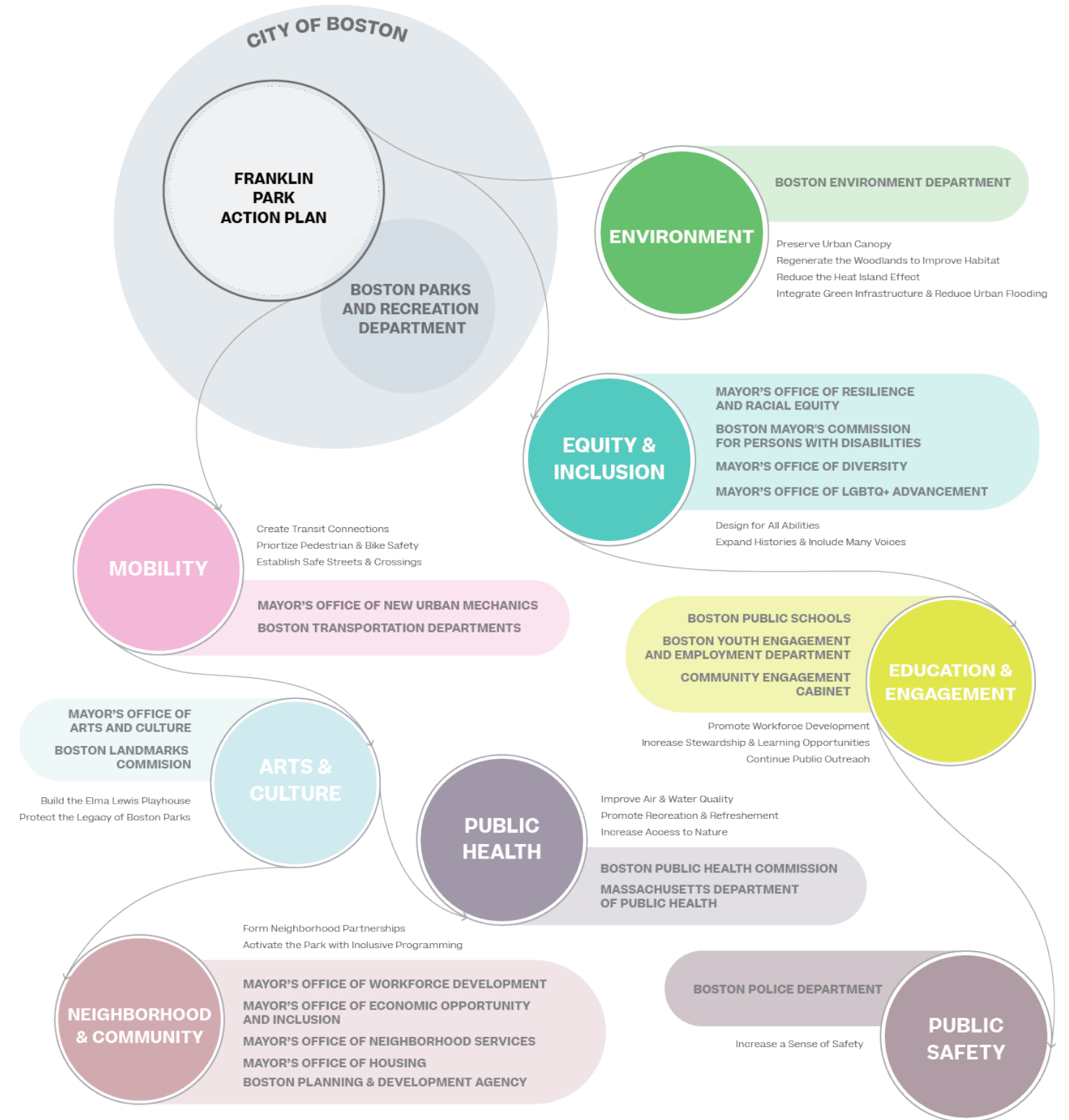
The recommendations of the Action Plan reflect not only BPRD's stated goals, but those of multiple other city agencies — including those around climate change, public health and community investment. Franklin Park is a unique opportunity for agencies to become committed and active partners in supporting both in-park change and broader investment across the surrounding communities.

CITY-LEVEL RECOMMENDATIONS

Form a City Advisory Task Force

- Establish a consistent core group of leaders from select city agencies to achieve cross-agency buy-in and to move 'big thinking' in the Action Plan forward.
- This group should include cabinet level members and provide strategic leadership in the implementation process to ensure alignment with relevant initiatives and implementation strategies, and to identify partnership potentials and synchronicities with ongoing City efforts that can be mutually leveraged.
- The City Advisory Group will also serve as ambassadors for the plan and connectors to their constituents and network.

CITY AGENCIES & SHARED INITIATIVES



Protect the Park's Neighbors

Put Policies in Place to Support the Community

Research shows that the threat of green gentrification is real in many cities, and it can lead to increases in housing prices and the displacement of less affluent longtime residents (particularly communities of color) that many park equity efforts are designed to serve. Policymakers, planners, parks and housing advocates, and local community-based organizations are increasingly recognizing this threat and taking action to limit displacement¹.

PARKS-RELATED ANTI-DISPLACEMENT STRATEGIES

The Parks-Related Anti-Displacement Strategies (PRADS) research, which studied twenty-seven large parks across nineteen cities, provides common observations:

- A variety of strategies are being deployed around park projects across the country. Most efforts are multidisciplinary. Different strategies are likely more applicable and effective depending on whether the local real estate market is hot, warm, or cool.¹
- Community engagement is viewed as crucial for implementing PRADS, especially in the early stages of park development projects. Indeed, the impetus and energy for much of this work around the country has arisen from community-based organizations.¹
- Projects in which equity-oriented efforts are more deliberate tend to use multidisciplinary approaches, integrating affordable housing, job training and creation, and support for small businesses.¹
- Efforts to address the threat of green gentrification directly and implement PRADS are leading many park advocates to participate in broader initiatives to address displacement, whether it is triggered by parks or not, and to conceive of parks as just one crucial part of equitable community development.¹

Strategies for Boston

In Boston, between 2000 to 2018, significant home value appreciation has occurred, but the percentage of non-white households adjacent to Franklin Park has largely stayed consistent. Even so it is important to get ahead of demographic shifts. Boston already has strategies in place for reducing green gentrification with key policies and organizations including inclusionary zoning, commercial linkage fee/housing trust fund, community benefits agreements, and a community land trust. These existing strategies are critical and, in many cases,

have helped to stabilize neighborhoods around Franklin Park. Additional strategies for reducing displacement as a result of Park improvements fall into several key categories. Their multi-disciplinary nature underscores the importance of coordination at the city level between agencies and departments to achieve beneficial results.

Helping Renters

In Boston, the Mayor's Office of Housing has many strategies in place to help Boston renters through the Boston Home Center and the Office of Housing Stability, including:

- Financial assistance for residents behind on rent
- Housing search support
- Legal and mediation support
- Educational workshops for renters
- Acquisitions of rental units to make them permanently income restricted

Helping Homeowners

Strategies to preserve or create homeownership among longtime, low-income residents:

- Foreclosure assistance and counselling
- Down payment and closing cost assistance
- Forgivable loans for improvements
- Property tax freezes
- Development of affordable homeownership opportunities for City owned vacant lots (over 70 near Franklin Park)
- Low interest mortgages
- Homebuyer education classes and credit counselling



Helping Businesses

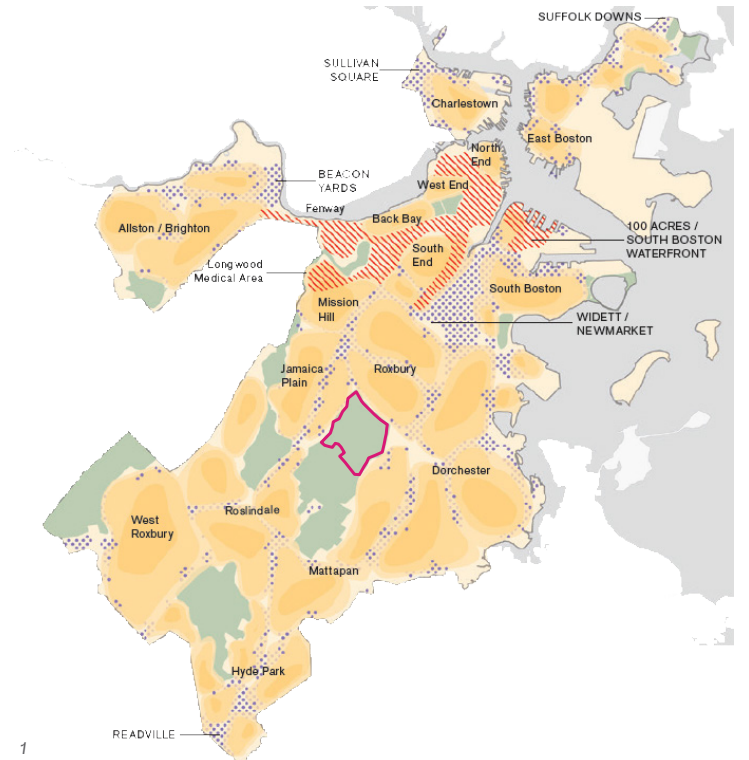
Strategies to create or preserve jobs and small businesses for longtime, low-income residents:

- Job Creation through Procurement Policies
- Small Business Disruption Funds

BOSTON 2030 ENHANCEMENT ZONES

The neighborhoods surrounding Franklin Park have been designated in the Imagine Boston 2030 plan as zones for enhancement, meaning city improvements will be focused less on new construction and more on local services, vitality, and housing affordability. This will include investments to public realm spaces like playgrounds, parks, and streetscape improvements. **Early and coordinated actions across city agencies to protect vulnerable residents is foundational to any large-scale improvements within the park and within the surrounding communities.**

-  Enhanced Neighborhoods
Improvement of the public realm and contextually sensitive development, paired with anti-displacement policies, will improve neighborhood vitality, services, and affordability while affirming each neighborhood's distinct identity.
-  Mixed-Use Job Centers
-  Expanded Neighborhoods
Significant new mixed-use housing and job growth in transit-accessible areas at the edges of neighborhoods will reduce housing price pressure, expand access to opportunity, and stitch together the physical fabric of the city.



WHAT CAN WE LEARN FROM OTHER PARKS?

Two case studies parks demonstrate that significant changes in investment levels for regional significant parks was correlated with significant housing price appreciation and a loss of minority households from neighboring census tracts. While it is not possible to attribute a causal link between the park specific investments and the changes in adjacent neighborhoods, this analysis dovetails with existing research showing the impacts of green gentrification.

Forest Park, St. Louis

Between 1995 and 2018 Forest Park in St. Louis raised \$242 million dollars in two separate capital campaigns aimed at significantly expanding and improving the park. While these campaigns funded large scale improvements in the park, significantly raising its prominence and visitation, they also contributed to major economic and demographic shifts in adjacent neighborhoods. Between 2000 and 2018, six census tracts in the Botanical Heights, Shaw, Compton Heights, and Tower Grove Park neighborhoods experienced significant loss of non-white population while home prices outpaced those of the city overall. Especially these neighborhoods saw a loss of non-white population averaging 28%, twice that of the city overall. Additionally, home prices increased an average of \$118,000, approximately 1.75 times that of the increase across the city overall. These impacts were felt most heavily by lower income households.

City Park, New Orleans

A look at City Park in New Orleans revealed similar results. City Park raised and deployed \$128 million between 2005 and 2018, a large investment that fundamentally reshaped and repositioned the park. In neighborhoods on the South side of the park including Seventh Ward, Bayou St. John, Mid-City, Tremé/Lafitte, Tulane-Gravier, home prices increased an average of \$192,000 or 1.46 times the increase of the City overall. Additionally, the number of non-white households in these neighborhoods decreased by 19.5% over the period. While this is only 75% of the reduction in the city overall, unfortunately the city lost 26% of its non-white population during this period due to the massive outflow of households from New Orleans because of Hurricane Katrina.

¹ sourced from "Greening without Gentrification Report" by Alessandro Rigolon and Jon Christensen

Expand Agency Build More Partnerships

Executing the community’s vision for the park will require committed partnerships between BPRD and in-park stakeholders, non-profit partners and an expanded set of community partners. Each will have a distinct and critical role to play. Collectively, these partnership will cultivate a diverse and dedicated stewardship network integral to the future success of the park.

BUILD ON PLAN MOMENTUM

Form Institutional Partnerships

- In partnership with the Franklin Park Coalition and other organizations, articulate an agenda for seasonal programming that is well-suited to the park and advances access for residents of all ages and backgrounds.
- Build relationships with community organizations and institutions already engaged in the Action Plan who can champion events and programming to build familiarity and ownership in the community; evaluate potential partners against Action Plan goals and recommendations to ensure mutually beneficial aspirations and organizational missions.

Connect to Advocates

- Identify community advocates and partners who are already active and making an impact within the surrounding communities; incorporate these groups and individuals into implementation conversations.
- In communities where children have a proportionately larger representation than in other parts of Boston, work to engage children as a way to engage their parents. This includes working with community partners to identify opportunities for things like: 1) Mobile ideas/ice cream truck that gives free ice cream in exchange for ideas; 2) Street chalk art events for kids that invite parents to join; 3) Public cook-outs and food festivals/ contests.

Communicate Regularly

- Work with the FPC to continue to use the Action Plan email newsletter as a way to communicate with the 3,000+ community members on the email list about next steps in the plan, amplify ongoing projects, opportunities for engagement, and updates about the Park and events; support this with other modes of communication for those without digital access.

ROLES ORGANIZATIONS PLAY WITHIN THEIR COMMUNITIES



Community and Park Friends’ Groups

Support neighbors through programming, knowledge-sharing, and park/community advocacy.



Civic Institutions

Provide access to necessary resources such as education, healthcare, and workforce development resources.



Arts/Cultural Organizations

Uplift artists and cultivate culture throughout the neighborhoods.



Ecology and Environmental Organizations

Educate the general public on the importance of relationships between living things and their environment.

EXISTING IN-PARK STAKEHOLDERS & PARK PARTNERS

BPRD STAKEHOLDERS

Boston Parks and Recreation Department

The Parks Department oversees Franklin Park, and will serve as the primary group facilitating the implementation of the Action Plan.

BPRD Maintenance Department

The park is home to the BPRD Maintenance Department yard, which serves the entire city park system. Future opportunities for shared use, workforce development training, and youth education related to stewardship and care of the park will have to be carefully coordinated with their operations.

The William J. Devine Golf Course

The 18-hole course offers is owned and operated by BPRD. The course will play a key role in improving stormwater management, water quality, and increasing biodiversity within the park.

IN-PARK STAKEHOLDERS

The Franklin Park Zoo

Operated by Zoo New England, the Franklin Park Zoo provides year-round ticketed admission, free days, and summer camps for children. Improvements at Peabody Circle, the parking lot along Circuit Drive, and in The Playstead will need to be coordinated together.

Shattuck Hospital

Plans are under development to renovate the 13 acre hospital site. Better integrating the campus within the park and improving connectivity between the campus, the park, and transit will be beneficial to all.

Boston Public Schools

Boston Public Schools operates White Stadium and uses it for offices and sporting events. BPS partnership and coordination is necessary in order to provide shared public use of the stadium.

NON-PROFIT PARTNERS

Franklin Park Coalition

The Coalition has a long history of engaging community members through conservation & stewardship, community events, and advocacy & outreach. They will also play a key role in the administration of the Franklin Park Endowment Trust, which will go towards maintenance and programming.

Emerald Necklace Conservancy

The Emerald Necklace Conservancy’s mission is to restore and improve the Emerald Necklace for all. Franklin Park is the largest park within this system, and their expertise in fundraising, historic Olmsted parks, landmarks review, and ecological restoration will be valuable.

Other Community Partners

There are many existing community partners and new partnerships that will be formed to advance the goals of the Plan.

Make it Multi-Partner

Advance a Shared Park Governance Model

As an immediate next step, The City should establish a framework for immediate and future park governance to clarify responsibilities for plan implementation work, including capital project decision-making, fundraising, programming, and maintenance. With a new governance plan in place, partnerships can be evolved to support implementation of capital projects, park-wide programming, and maintenance and operations.

PARK GOVERNANCE RECOMMENDATIONS

Establish a Franklin Park Administrator Position

- The City should hire a dedicated staff person for communication and coordination around all park activities: events, maintenance, programming, construction, and volunteer activities in Franklin Park. This 'Park Administrator' position would also continue to build community connections and partnerships to ensure continuity and responsiveness to feedback.

Shift to a Multi-Partner Model

- There are opportunities, both through the Franklin Park Endowment Trust and through long-term relationships with the Franklin Park Coalition and Emerald Necklace Conservancy, to shift Franklin Park towards a "multi-partner" governance model. This means that the City, which currently leads investments in maintenance and operations would more fully share activation and care responsibilities with others.

Divide Responsibilities

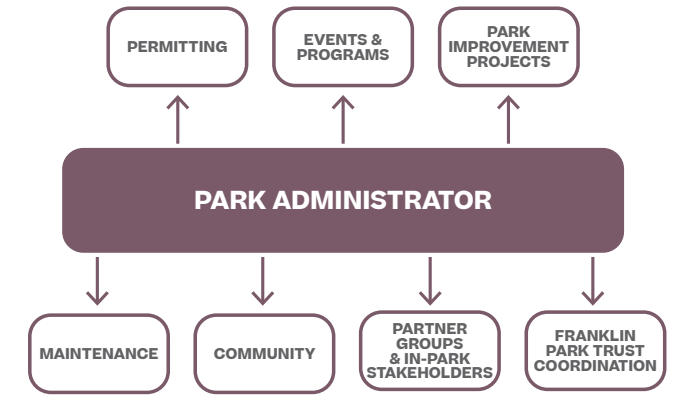
- Each park partner should have clear responsibilities and work directly with the Park Administrator.
- The city will continue to lead and be responsible for capital projects, and basic maintenance and care.
- The Franklin Park Coalition will continue to lead activation and programming in the park, and will take on an expanded role as a voting member on the Franklin Park Trust Endowment.
- The Emerald Necklace Conservancy will continue to support larger and more specialized restoration efforts and ecological management based on the comprehensive natural resources plan.



FRANKLIN PARK ADMINISTRATOR

Most major parks at the scale and stature of Franklin Park have a Park Administrator (or equivalent management role) in place to ensure proper coordination, planning, and communication across all aspects of a park and its users.

A Park Administrator at Franklin Park would serve to coordinate daily and seasonal needs of the park. The Administrator would serve as the single point of contact for park partners, ongoing community coordination, as well as an overseer of in-park activities and programs.



ALTERNATIVE GOVERNANCE MODELS

Governance refers to the framework that defines who is responsible for the park and how those responsible parties make decisions about its maintenance and operations. While the City of Boston is currently responsible for the park, which represents a public sector model of governance, the plan proposes a new model for the park, in which the City more fully shares

responsibilities for programming and ecological restoration with trusted partners.

Shared governance expands capacity, provides a bridge for community engagement and involvement, and supports expanded opportunities for community priorities to inform decision-making.

Multi-Partner

The City provides funding for capital improvements, but multiple non-profit partners take on programming (Franklin Park Coalition & neighborhood coalitions) and focused ecological restoration efforts including volunteer coordination (Emerald Necklace Conservancy).

Case Study: Philadelphia Parks and Rec, Friends of FDR Park, and the Fairmount Park Conservancy



Conservancy Model*

A majority of the park responsibilities are borne by a private, non-profit organization who funds, maintains, programs, and often has a lease or easement over the land.

Case Study: Forest Park Forever, St. Louis

** Not Recommended for Franklin Park*

Public Sector

City Led

The City grows staff and skills to manage, host, and expand public programs. Franklin Park Coalition and community organizations continue to play a modest role in hosting legacy events, through the city's framework.

Case Study: Theodore Wirth Park and the Minneapolis Park and Recreation Board

Private Provider Outsourced*

A private provider is contracted to provide public programming (similar to the Lawn on D or South Station).

Case Study: Friends of City Park for City Park, New Orleans, LA

** Not Recommended for Franklin Park*

Make it Count

Strengthen Established Relationships

Capital projects will need to undergo a number of reviews by groups operating as “gatekeepers” that protect the resource based on a particular stewardship focus, including the Boston Landmarks Commission and Conservation Commission. A review by a group of representatives composed of in-park stakeholders and community members should be another.

BUILD ON PLAN MOMENTUM

Develop a Memorandum of Understanding

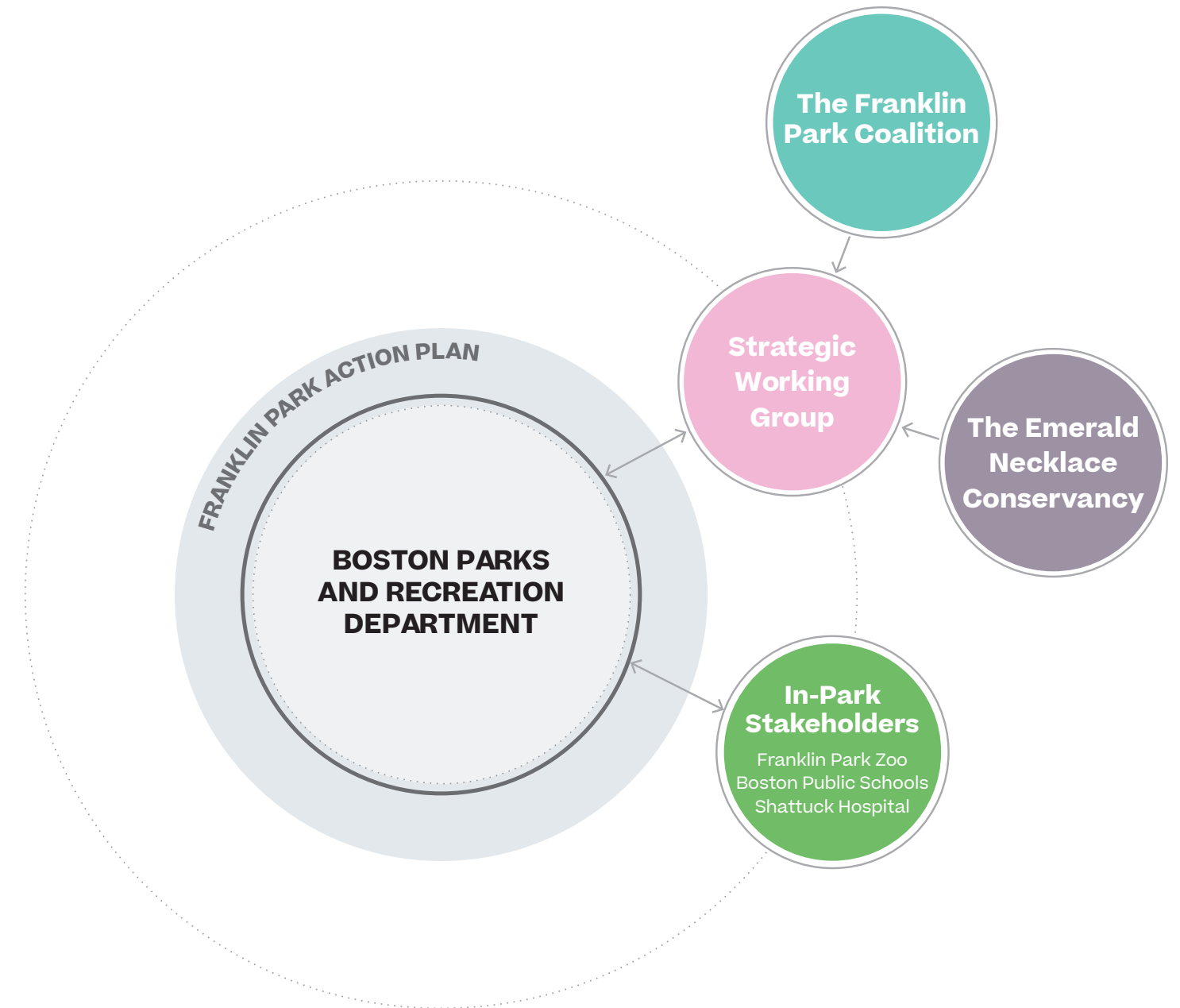
- Create a three to five year social contract between community leaders, the City, and non-profit entities that outlines the shared expectations in and around the park; this memorandum should be considered a working document that can be re-evaluated as projects are implemented, community needs change, and relationships between the neighborhoods and the city evolve.

Strengthen Stakeholder Partners

- The **Emerald Necklace Conservancy** has been a long-term and important partner for BPRD in particular around the management of natural systems within the park and protecting Olmsted designed parks within Boston. They will continue to lead ecological restoration efforts and could take on an expanded role in fundraising for capital improvements.
- The **Franklin Park Coalition** has a long history of park activism and stewardship, and serves a key role in convening community members across different neighborhoods surrounding the park. The Coalition also takes a lead role in park programming, which in turn strengthens its ties to the neighborhoods and community members.
- To make the most of the strengths of these two organizations, a **Franklin Park Strategic Working Group** should be formed that provides a venue for each organization to build collaborative working relationships with each other and the City around needs and priorities at Franklin Park.
- Give this group a seat at the table when developing both capital projects and programming in order to make sure improvements are best serving the community and capitalizing on specific synergies

that exist between Action Plan recommendations and neighborhood priorities.

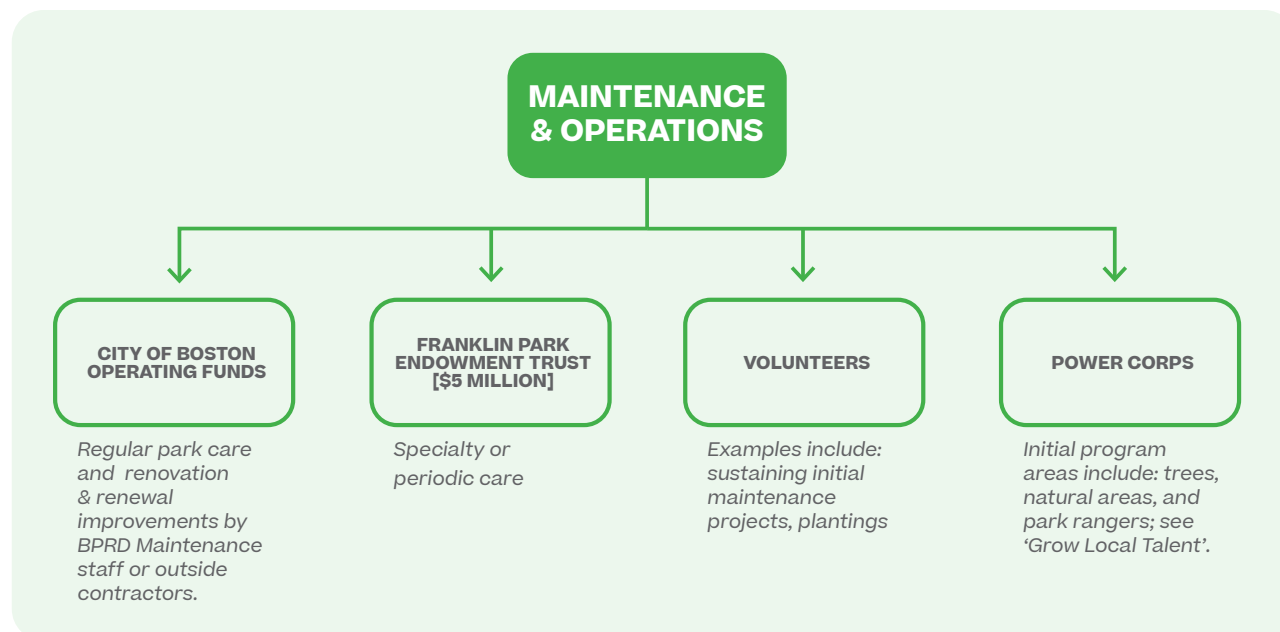
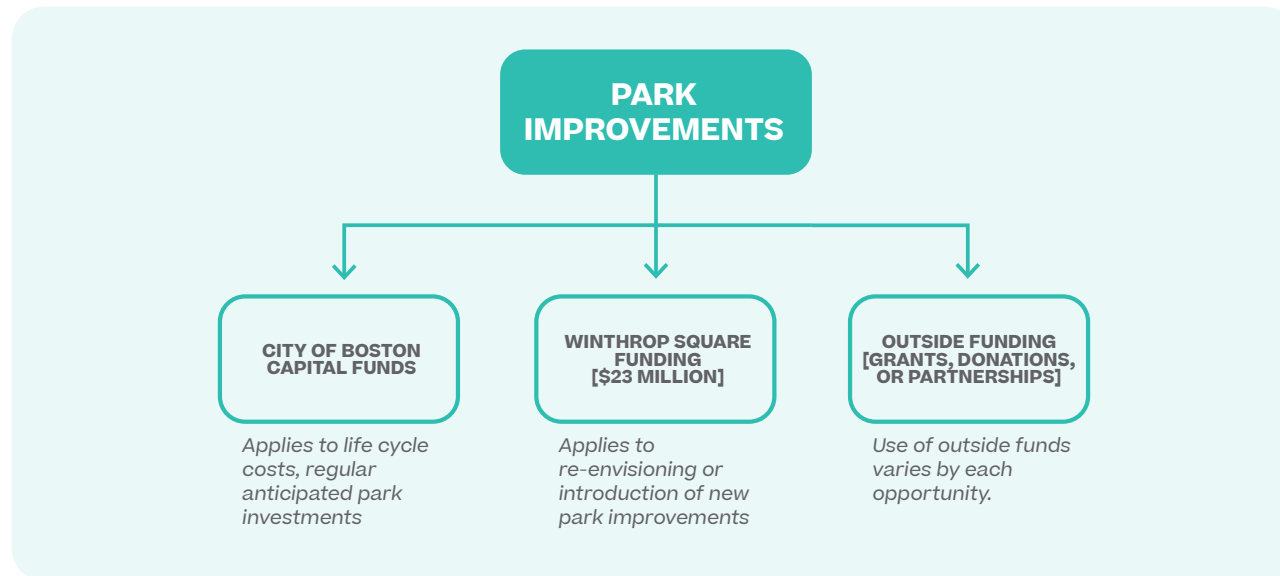
- This group will provide strategic input on project implementation at key milestones, and will serve as ambassadors for the plan and connectors to their constituents and networks; they will receive high-level updates via scheduled meetings with the city and design team.
- Stakeholders with a physical footprint in the park (like the Franklin Park Zoo and Boston Public Schools) will also continue to be important partners; coordination around improvements on property that BPRD does not currently own, as well as expanded program offerings will require close coordination.



Two Kinds of Investment Capital vs. Maintenance Dollars

The work of the Action Plan falls loosely into two categories: Capital Projects and Maintenance and Operations. Both categories have several funding streams available. Some sources are of a set dollar amount, while others are variable, and each source has its own set of constraints around how the funds can be applied.

FRANKLIN PARK EXISTING FUNDING SOURCES



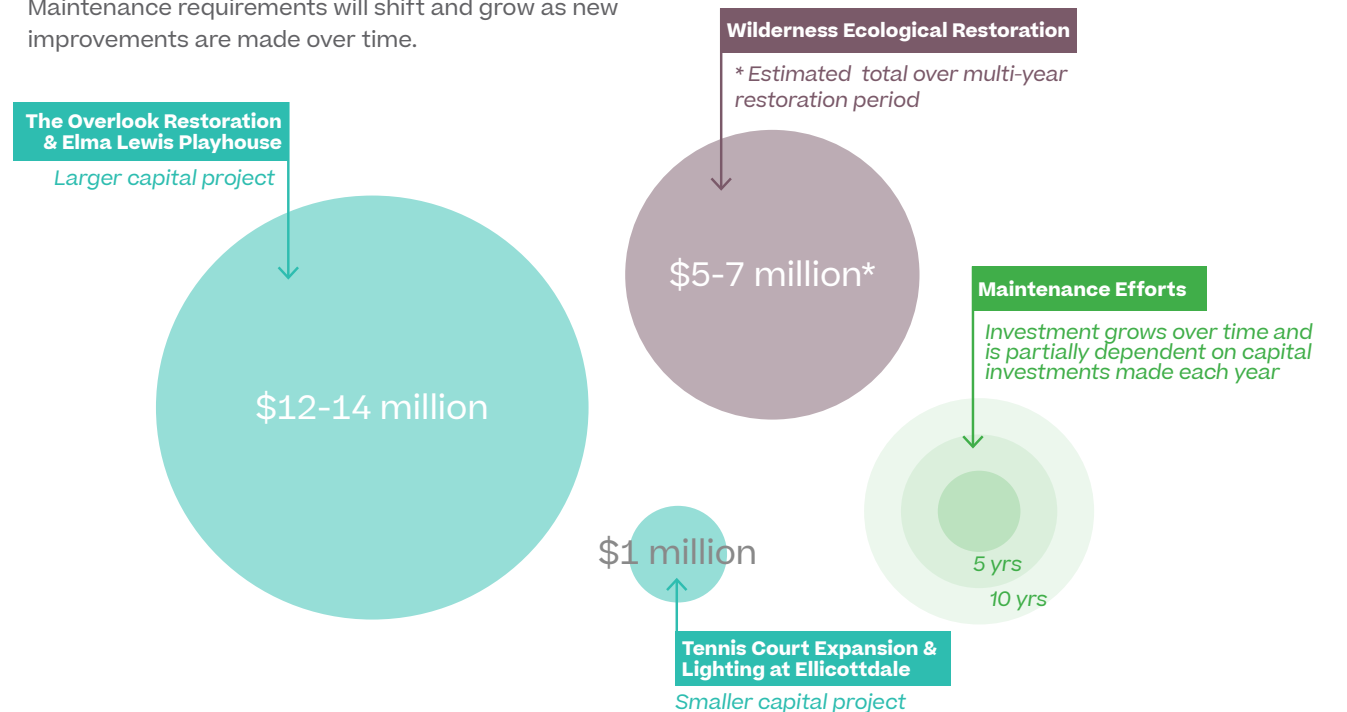
ACTION PLAN PROJECT TYPES

Recommendations in the Action Plan fall into three broad categories: maintenance, ecological restoration, and capital improvements. Each category has a varying timeline, investment, and implementation process associated with it.

| Maintenance Projects | Ecological Restoration Projects | Capital Projects |
|---|---|---|
| <ul style="list-style-type: none"> Immediate & short-term timeline Targeted scope to address specific issues Relatively low cost Repeat & seasonal work | <ul style="list-style-type: none"> Sustained effort over a longer timeline Cumulative benefit Can jumpstart a process with smaller pilot project efforts | <ul style="list-style-type: none"> Varied timelines Immediate impact when complete One-time project Further design and outreach, or feasibility studies required to proceed |

PROJECTS & IMPROVEMENTS: A RANGE OF INVESTMENTS

Individual project costs will range depending on scope, complexity, and timeline. Some will be smaller one-time investments, while others will require years of planning and design prior to construction. Maintenance requirements will shift and grow as new improvements are made over time.



Find the Right Fit

Target Additional Funding Sources

Parks typically use a mix of funding sources to achieve their goals, as will be the case with Franklin Park. Certain sources may be more appropriate depending on priorities, project type and size, and desired outcomes. The Action Plan was developed to guide these, and other investments made in the park over the next 20-30 years. The current dedicated funding serves as a jumpstart to making improvements, and additional sources will need to be identified over time to ensure long-term investment.

DEDICATED PUBLIC FUNDS: WINTHROP SQUARE FUNDING

Franklin Park has \$28 million of dedicated public funding from the sale of the Winthrop Square Garage, including \$5 million earmarked for a maintenance and programming endowment. Decisions on how to best apply these dollars must be considered in the context of other available funding to secure the right fit between proposed improvement and the appropriate funding stream.



HOW DOES THE ENDOWMENT WORK?

An endowment starts with an initial financial contribution, called principal. The principal amount is invested and remains untouched so it can grow, while the annual profits of the investment are used for improvements. Each year, BPRD and the Franklin Park Coalition will jointly create a workplan to submit to the Franklin Park Endowment Trust for approval. The Trust is comprised of three voting members: 1 from the Franklin Park Coalition, 1 Mayoral appointee, and the District 7 City Councilor. Funds will be distributed 70% maintenance and 30% programming annually.

PARK FUNDING TAXONOMY

Mix & Match Strategically

Parks rarely rely on a single type of funding to contribute to their operations, maintenance, and capital improvement budgets. The surrounding context, park programming, and maintenance requirements are all considerations in determining the appropriate combination of strategies for a sustainable future. Not every funding mechanism listed below is appropriate for Franklin Park. It is critical to identify sources that will both provide large scale funding stream opportunities and are also an appropriate fit for the park, its communities, and the particular project or improvement.

What could be right for Franklin Park?

Outside of Public Funding from the City of Boston, the largest opportunity to raise funds for future capital improvements is likely to be from Contributed Income. In particular, Philanthropic and Corporate Sponsorships could be paired with Winthrop Square Funds to increase the pool of resources available to Franklin Park. Boston has a robust line-up of philanthropic groups and large corporations, many with giving programs and missions that align with the community driven goals of the Action Plan for Franklin Park. Tapping into these resources takes organizational capacity and time, but the potential for fund raising is significant and much larger than revenues that may be produced from in-park revenue generation.



Public Funding

General Fund
Bonds
Taxes
Loans



Contributed Income

Grants
Philanthropic Sponsorships
 Memberships
Corporate Sponsorships
 Grassroots Giving
 Friends Groups



Earned Income

Concession Sales
 Rental Fees
 Parking Fees
 Event Fees



Value Capture

Tax Increment Financing (TIFs)
 Business Improvement Districts (BIDs)
 Real Estate Transfer Tax (RETT)
 Developer Incentives
 Ground & Right-of-Way Leases

Bold = potentially appropriate funding sources for Franklin Park.

Commit to an Inclusive Process

Implementation Factors & Process

A variety of factors impact the decision to move forward with a particular park project. Often these improvements will require upfront work and collaboration by BPRD, in-park and community stakeholders, and City and/or State agencies to allow work to begin. This could include finalizing land transfers, putting partnerships in place to support projects once they are completed, or securing the appropriate funding sources.

IMPLEMENTATION PRIORITIES

As noted below, there are many considerations when evaluating a park improvement for implementation. Park improvements near communities that have historically been underserved, or lack program or park destinations close-by must be prioritized; investment in improving the care and resilience of the park's landscape based on a comprehensive plan will support the resource and related uses; design decisions that protect the historic park fabric will ensure its unique character is not compromised.



Community Priorities

- What is the community most interested in seeing happen first?



User Group

- Who will benefit from the project or improvement?



Project Type, Size, & Location

- Where is the project located within the park and what Action Plan goals does it achieve?



Ecological Impact

- What are the greater ecological benefits of the project?



Historic Park Standards & Landmarks Review

- How does the project reflect and support the historic character of the park and its Boston Landmark designation?



Project Cost & Funding Source

- How much does the project cost to design and build, and what is the funding source?



Permitting, Ownership & Logistics

- Will the project require coordination with other city/state agencies or in-park institutions?



Equitable Investment

- What are the opportunities to invest in workforce development and prioritize equitable procurement of new work?

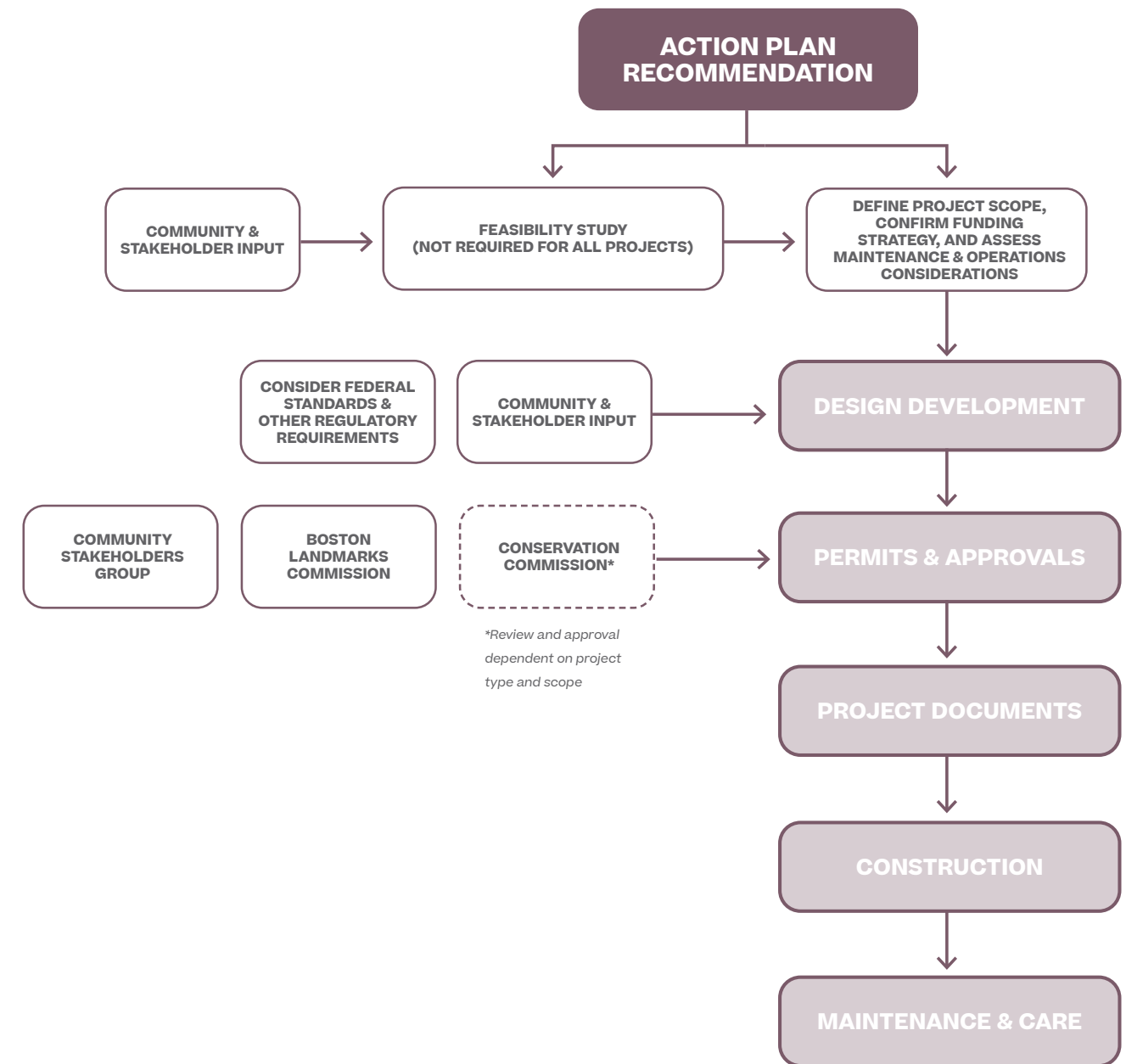


Post-Implementation Maintenance

- What will be required to care for the project after it is built?

PROCESS OF PARK IMPROVEMENTS

Once a project is selected for implementation and funding is secured, it will enter a process of refinement to confirm its scope, design, and how maintenance regimes may need to adjust to prepare for its long-term care. Additional site analysis and study will be conducted in parallel with an ongoing community engagement process before it is submitted for required permits and approvals. The project design team will refine the details and prepare drawings for contractors who will build the project.



Elevate the Standard of Care

Franklin Park Should Be a Model

In order to build towards implementation of new capital investments, the City must first commit to addressing the community’s top priority: “Take proper care of what we have now.” Franklin Park is a large and complex landscape that cannot be managed in the same way as other BPRD properties, and the existing park requires much more care than it is currently receiving. A clear and robust commitment to care would not only build back the quality of the park, but also trust between the City and the Community.

FILL THE MAINTENANCE GAP

Even if no new features are introduced, the level of care in the park needs to increase significantly. Franklin Park requires 4-6 times the current maintenance staff hours being dedicated to it in order to address existing maintenance and stewardship needs.

Maintenance responsibilities will also expand as new investments and additional programming are implemented as part of the Action Plan recommendations. Each improvement will require an assessment before it is installed to ensure that maintenance requirements can be met and sustained. With new park features added, anticipated maintenance needs are expected to increase to 4-7 times the current staff hours.

The gap in maintenance staff hours will be addressed by taking steps over several years to build the team in a sustained and successful way, and must be guided by a larger Maintenance Plan.

The Franklin Park Trust funding will help to supplement immediate needs. Park maintenance & stewardship can be also supplemented through the development of park partnerships and support from volunteer programs. Volunteers can provide invaluable support, providing assistance with de-littering, invasive removal, and replanting efforts, but will require coordination, training, and supervision.

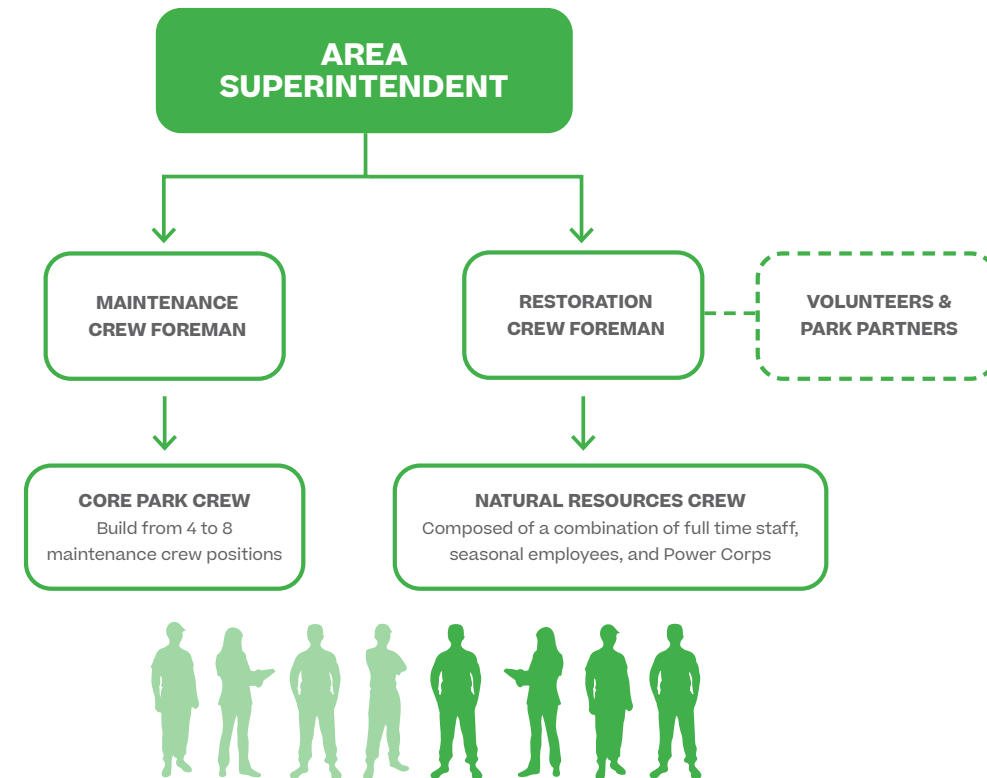
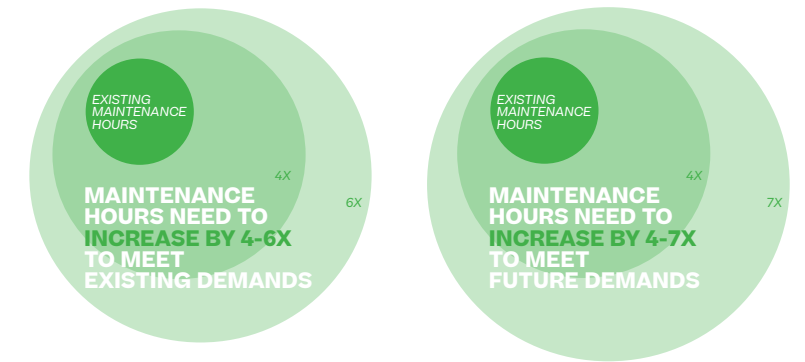
Expand the Core Crew

The existing maintenance team is incredibly dedicated, but at four full-time people (who have responsibilities in other parks as well) it is undersized for even basic maintenance needs.

- Immediate Task: Develop and implement a plan for expanding maintenance crew capacities (including shifting responsibilities of the existing crew to allow them to spend all their time in Franklin Park, as well as expanding the team) to appropriately staff the following needs: mowing and turf care and general grounds care (litter pick-up, emptying trash/recycling, surface cleaning, some minor repairs, etc.).
- Near-Term Task: Develop a new Natural Resources Crew that oversees consistent care of the park’s natural areas to fill the largest maintenance gap in the park. This should include a Restoration Crew Foreman, trained in ecology or natural resources management, to monitor the health of the ecosystems, accurately identify invasive species, correct areas of erosion, and direct landscape management efforts performed by BPRD staff, PowerCorps, outside contractors, or volunteers.
- As Action Plan recommendations are implemented, maintenance responsibilities will expand, so both the Core Park Crew and the Natural Resources Crew will need to grow over time to meet those needs.

MAINTENANCE CREW ORGANIZATION

Moving forward, the BPRD maintenance crew at Franklin Park should grow and be complemented by a restoration/natural resources-focused crew to manage the landscapes within the park that require specialized training.



The full-time team should grow by at least 4 people in the near term, and continue to build over time. Growing the seasonal staff will help address expanded maintenance needs.

Expand Maintenance Support

Increase Knowledge & Partnerships

EXPAND CAPACITY

Provide the Needed Tools

Inadequate and aging equipment requires frequent repairs often further delaying maintenance tasks.

- Support the inventory of existing equipment and target annual upgrades; over time, budget to purchase new equipment and make specialized rentals where needed as the maintenance team grows to add new members and demands on equipment increase.
- As improvements to The Yard are implemented, advocate to include space to accommodate repairs for equipment and machinery dedicated to the park to cut down on turnaround times and to not impede the work of the maintenance team.

Understand Pressure Points

Special events — festivals, concerts, and large gatherings — are some of the community's most treasured traditions, but the Franklin Park Maintenance Crew is often left doing the heavy lifting of set-up and clean-up, which takes energy away from regular park maintenance.

- Event organizers should provide set-up and clean-up teams so the park crew can focus on overall park maintenance.

Offer Training & Certification

The necessary expansion of the Franklin Park core maintenance team is an opportunity to invest in neighborhood workforce development. Having specialized technical knowledge within the core team will also provide a continuity of care critical to not only the health of the natural resource but the unique character of the park.

- Invest in the existing staff to create high levels of technical knowledge and a solid understanding of management goals and objectives.
- Select key personnel to oversee tree-related contracts.
- Support training and certification in the following fields of study: arboriculture, horticulture, turf

science, ecological resource management, and natural resource management.

- Encourage additional training and special certifications by paying staff for their time off work to pursue these areas of study.

Partner with Specialists

Specialized tasks like utility maintenance, tree pruning, and maintenance, are typically contracted out. Because budgets for this work are inconsistent, the work is often reactionary, and priorities and techniques differ depending on who is doing the work.

- Set standards for who, how, and when this work is performed and put methods in place to ensure coordination between full-time teams and outside support.
- Additional needs can be met through the larger BPRD maintenance staff including the trades division and dedicated specialty crews like ballfields. Some tasks may require outside contracts like janitorial services and work on historic masonry.



Maintenance & Care Tasks by Type

GENERAL MAINTENANCE NEEDS & TASKS

GENERAL

Litter & debris removal, including clearing drains

Furnishings & amenity maintenance (lighting, water fountains, benches/picnic tables, etc.)

Snow removal, plowing paths

WOODLANDS

Inspection & monitoring for disease, invasives, damage

Tree thinning to control light levels and views

Invasive species control; planting and reseedling.

Post-storm clean up to remove fallen branches that may pose safety hazards.

HERITAGE TREES

Annual inspection & monitoring for signs of pest and disease, broken limbs, etc.

Preventative care and remediation, including pest treatments, pruning, and protecting from compaction

Tree removal and replanting efforts

BUFFERS AND FOREST EDGES

Regular inspection for damage, pooling water, plant disease.

Mowing/cut back of meadows (frequency dependent on species)

Prune and maintain shrubs and trees

Weeding, mulching, watering, pest and disease controls, invasive removals

TURF, SPORTS FIELDS, & LAWNS

Regular inspection for signs of stress, damage, or disease; test for compaction.

Mowing (for frequent for active lawns), pest & weed control, and watering & irrigation

Renovation, including fertilization and aeration, levelling, and grading

Drag infield and reline for sports fields

POND

At the pond edge: erosion control, planting maintenance, reseeding/replanting, and litter removal, deter foot traffic; inspection of sediment levels every few years to determine if dredging is needed

Inspection of drainage outfall and control infrastructure

Flood inspections & clean-up

PATHS AND TRAILS

Inspection for cracks, spalling loose edging

Surface cleaning

Repairs, including patching & filling cracks, resetting edging, releveling soft surfaces, addressing the development of undesired/off trail paths

HISTORIC MASONRY

Annual inspecting and monitoring

Surface maintenance (spot clean, repaint/stripe, resurface as needed)

**More significant rebuilding would require skilled masons so the historic character is maintained.*

SPORTS COURTS & PLAY AREAS

Weekly inspecting and monitoring

Surface maintenance (spot clean, repaint/stripe, resurface as needed)

PICNIC & GATHERING AREAS

Regular cleaning

Litter & debris removal

Furnishing & amenity maintenance

PARKING

Regular inspection for cracks, spalling, faded lines, etc.

Surface cleaning

Repairs, including, repainting, patching and filling cracks, re-aligning car stops

PAVILION & COMFORT STATION

Regular interior cleaning, and exterior cleaning

Assumed annual repair for material replacement and utilities maintenance.

SPECIAL EVENTS

Events bring regular visitors to the park and have significant impacts on the landscape and the workload of the maintenance crew. Third party vendors should be responsible for set-up and clean-up. Fees associated with events should include clean-up/repair costs if required. Permitted play at the sports fields should be monitored to prevent overuse and provide time for recovery between games.



Management Zones & Maintenance Typologies

- Woodlands
- Heritage Trees
- Buffers & Forest Edges
- Golf Course (by other)
- Sports Fields & Lawns
- Pond
- Paths & Trails
- Historic Masonry
- Sports Courts
- Parking
- Pavilion & Comfort Station

Grow Local Talent

Implementation Can Support the Community

Implementation of both capital and maintenance projects in Franklin Park are also opportunities to strengthen ties to local businesses and to invest in the local workforce — in particular neighborhood youth. Ensuring that investments in the park are also investments in the neighboring communities will bolster the economic and social health of the park’s neighbors. It will also serve as a model for other park projects whose procurement strategies will impact the future of skilled workforce development in their own communities.

EQUITABLE PROCUREMENT RECOMMENDATIONS

Contract with Under-Represented Businesses

In 2020, the City released a disparity study that showed that only 1.2% of city contracts went to Black and Latinx-owned businesses. The majority of businesses in the neighborhoods surrounding Franklin Park are minority-owned or minority-staffed.

- To ensure these communities benefit from the economic investments being made in the park, explore opportunities to implement equitable procurement policies (in conjunction with city and state procurement policies and goals) to contract with businesses in adjacent and marginalized communities.

Invest in Knowledge Sharing and Training

- Make accredited training programs a part of contracts and programs launched within the park.

Commission Local Talent

- The park is surrounded by a diverse network of artists, makers, and creative institutions; programming should include commissioning individuals within these existing networks.



POWER CORPS AS PRECEDENT

A partnership of the Mayor’s Office of Workforce Development and the Cabinet of Environment, Energy, and Open Space, PowerCorpsBOS is a 6-month, paid, green jobs program that provides young people ages 18-30 with training, career readiness support, and connections to employers in green industries. As part of City of Boston climate policy, the program aims to promote workforce development for youth in careers related to environmental stewardship.

Priority populations include returning citizens, court-involved residents, youth who have experienced homelessness or housing instability, young people who have been in foster care, and other marginalized communities.

Over the course of the training program, PowerCorps teaches members a variety of transferable soft skills and technical forestry skills, including native and invasive plant identification, environmental conservation, and parks maintenance focused on tree care, urban wilds maintenance, and park rangers work. Franklin Park will be a critical site for this training and an opportunity for the program to grow staff locally.



Create opportunities for workforce development related to park care and maintenance.

Before You Build It

Next Steps

Plan recommendations can take years to realize, and many will require further study for feasibility and detail, additional design, or immediate stabilization work to protect the park and its features, in addition to the continued conversation with the community and park stakeholders. This set of next steps is advised to facilitate careful and thorough implementation of plan recommendations, and advance advocacy efforts for Franklin Park and the Action Plan within the community and the City.

MAKE CONNECTIONS & ACTIVATE EDGES

Gain Early Wins at the Edge

- There are many early wins at the edge that don't require a significant amount of additional study or outreach in the same way that other proposals will require, including: inspect perimeter walls and steps and make urgent repairs to address unsafe conditions; manage understory vegetation to improve views and increase a sense of safety, especially near pedestrian entrances.

Advocate for the Park

- Work happening on the surrounding streets needs to take the park into consideration; begin conversations with related city agencies to make them aware of the plan and advocate for its out-of-park recommendations as they develop designs for the perimeter roads.

AMPLIFY MAGNET DESTINATIONS

Continue Conversations

- Not all restoration work can happen at once. Continue engagement and outreach with the surrounding communities about their priorities.

Stabilize Historic Ruins

- Prior to any work aside from urgent repairs and stabilization, create a conditions report for historic masonry, including walls, piers, and steps.
- Create a historic structures report for any more significant historic features or masonry, including The Bear Dens, Ellicott Arch, Schoolmaster Hill, and Valley Gate Head Houses per the Secretary of Interiors Guidelines before pursuing any future improvements.
- Use the reports to guide prioritization of work moving forward.

Coordinate with Partners on Future Work

- Make necessary land transfers back to BPRD to facilitate future projects (Peabody Circle, Bear Dens, Raccoon Cages, etc.)
- Work with BTM on a traffic and bus study for Peabody Circle.

UNIFY THE PARK

Create a Park-Wide Ecological Management Plan

- The management and care of the park's ecologies must be approached comprehensively and guided by an overarching management plan that is supported by increased staff and resources.

Pilot Invasive Removal Process

- Look for opportunities to test removal strategies in a limited area; use the pilot project as a chance to educate the public about the process and what to expect.

Expand the Tree Inventory & Assessment

- This would should include developing a formalized classification system for defining, identifying, and caring for significant trees with work specifications that are assigned on a tree-by-tree basis.

Broaden Tree Care to Include the Woodlands

- Before further damage is incurred, perform necessary pest and disease control, and pruning for high-risk heritage and legacy trees.

Assess the Drainage System

- Conduct a hydrologic and hydraulic analysis of the existing drainage system to further define the current issues and optimize the proposed solutions.

Assess the Pond & Its Infrastructure

- Assess the gate valve and outlet structure.
- Collect more information on water quality and sediment constituents at the bottom of Scarborough Pond to determine extents of dredging needs.

Continue the Collaboration With In-Park Stakeholders

- Continue to work with in-park stakeholders to coordinate efforts to manage for the future and increase biodiversity; for example, work with the golf course to implement buffer planting and continue to move towards more eco-friendly maintenance strategies.

Before You Build It

Next Steps

CLARIFY MOVEMENT

Conduct Future Studies

- Conduct a traffic feasibility study to understand potential impacts of vehicular circulation changes on surrounding streets, signal changes, and bus routes.
- Create a Transportation Demand Management Plan for people visiting and working in the park (including the Zoo, BPRD, White Stadium, etc.), including consideration for bus access and parking during special events.
- Continue coordination with BTS to enhance multi-modal transportation access to key park destinations.
- Conduct a comprehensive lighting study to better understand existing fixtures and utility constraints prior to implementing new ones; select a family of historic and contemporary light fixtures that are in keeping with the park character and establish standards for which kinds of lighting should be part of the City street lighting system and which should be unique to the park and maintained separately.
- Conduct a comprehensive signage study to better understand the full range of existing signage, and define opportunities for new signage typologies that are in keeping with park character.

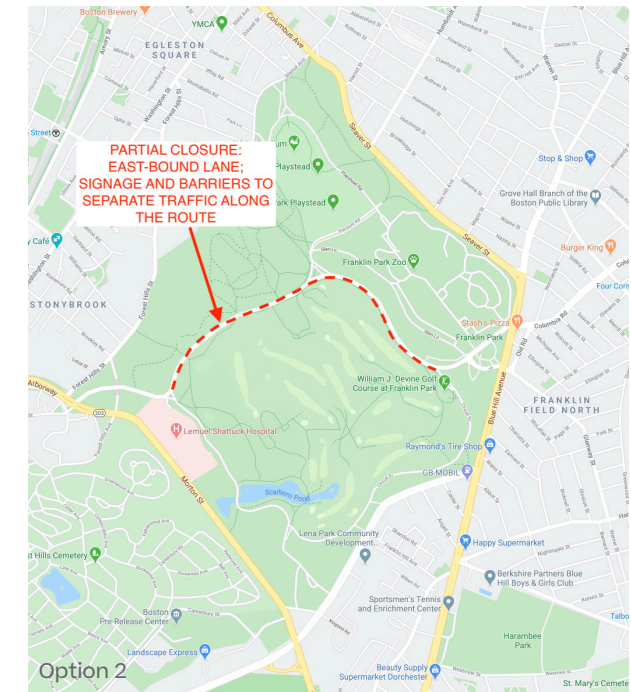
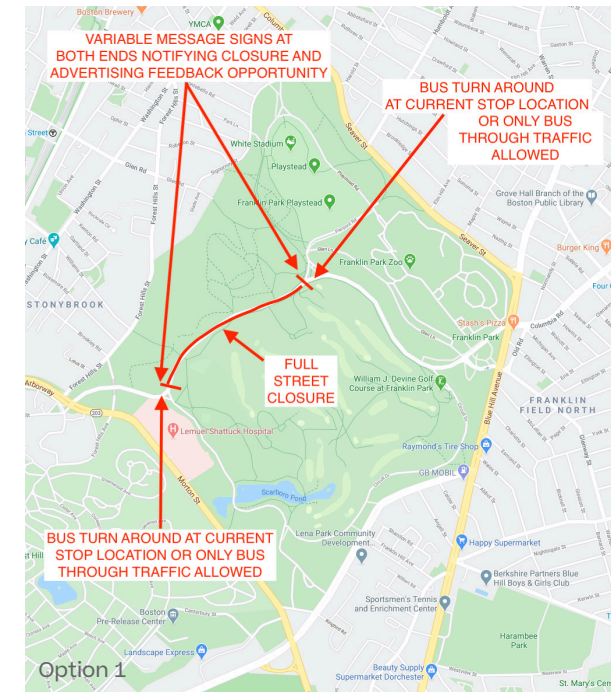
Implement 'Make Safe' Improvements on Circuit Drive

- Implement immediate changes to improve safety for bikes and pedestrians along Circuit Drive, including adding crosswalks across at key locations.
- Consider stop signs or flashing signaled crosswalks at key crossings to prioritize pedestrian safety over cut-through traffic.

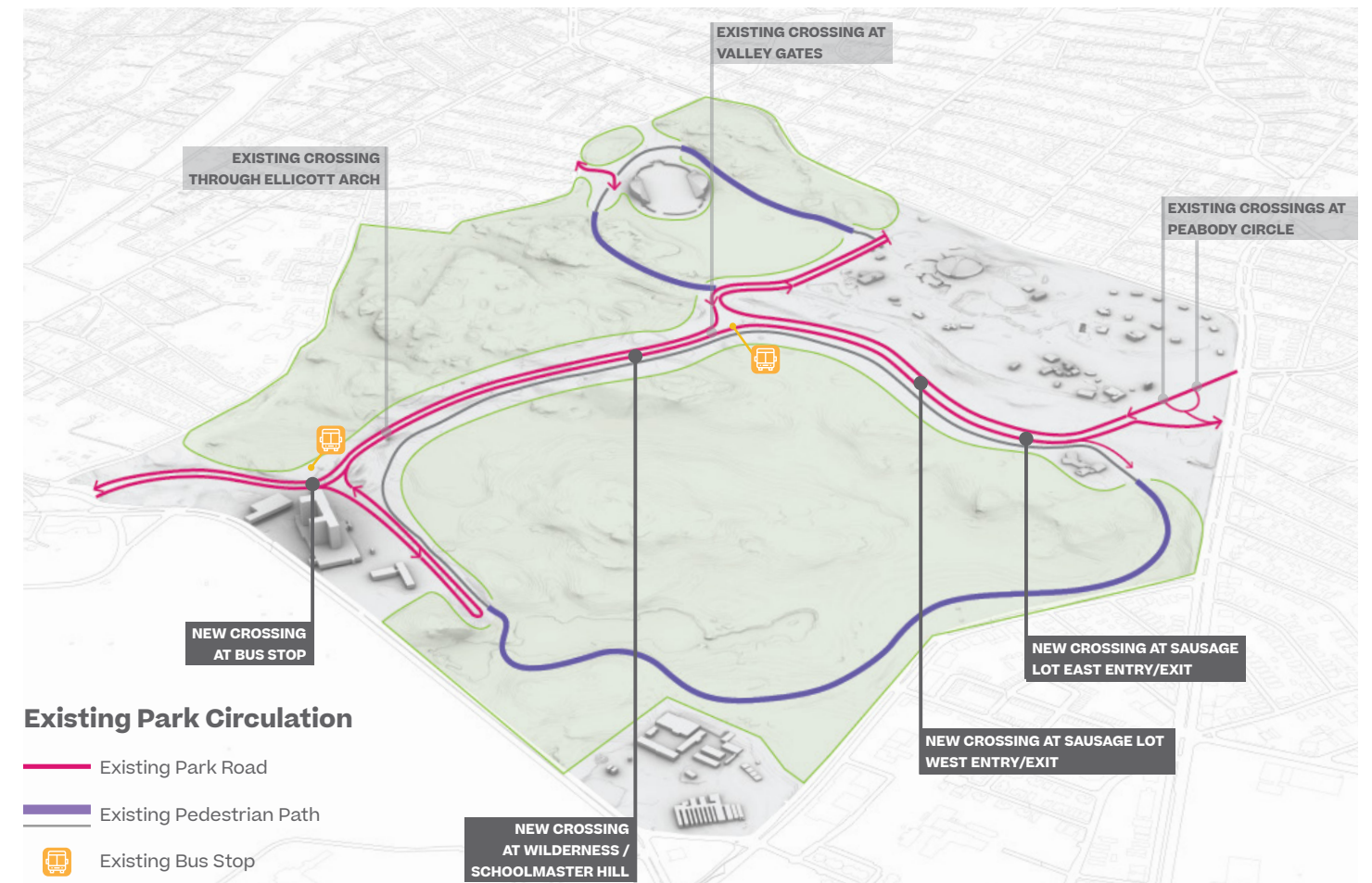
Pilot a Temporary Closure on Circuit Drive

- Pilot a temporary closure to gain a better understanding of design opportunities and constraints, and get additional feedback from the community on the partial closure of Circuit Drive; test the closure over 6-10 weekends or for 2-3 weeks (7 days a week) during the summer.
- While traffic analysis, bus routes, parking lot expansion, and signage improvements are being implemented, continue to test Circuit Drive modification and closure scenarios (extents, duration, frequency) to learn what is successful and welcomed by the communities surrounding the park.

CIRCUIT DRIVE TEMPORARY CLOSURE PILOT



CIRCUIT DRIVE 'MAKE SAFE' PROPOSED CROSSINGS

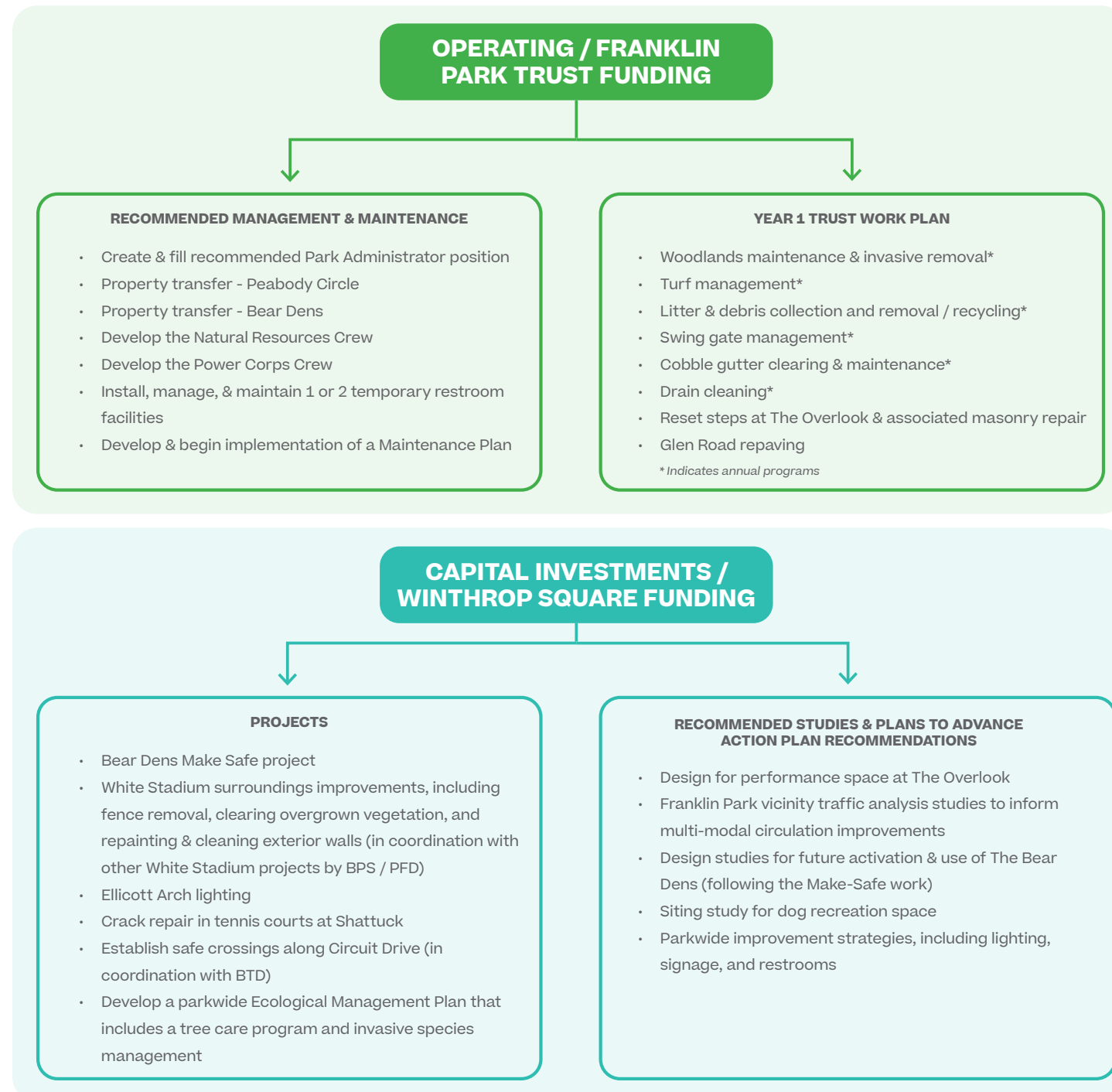


Action Plan Implementation

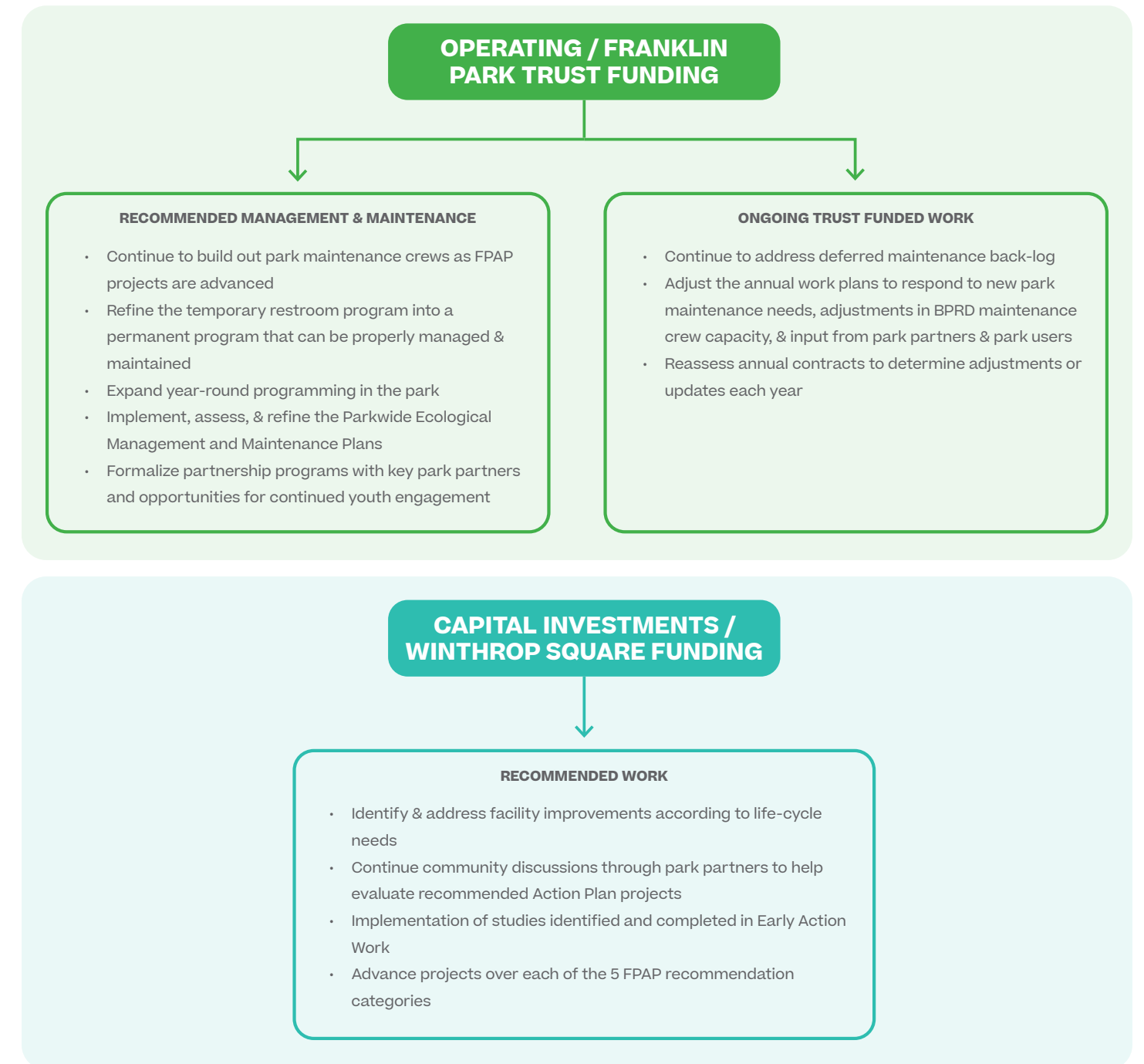
Next Steps

The Action Plan provides a vision and guidebook for park care and improvements over the next two to three decades. Work will be advanced according to community and City priorities and as staff capacity and funding allows. Early and mid-range projects identified here advance the major priorities and recommendations in the Action Plan and build up programs to sustain long term park stewardship. Project priorities will be regularly reevaluated with community input to respond to changing needs and park conditions.

EARLY ACTION WORK



MID-RANGE WORK



All work and phases will be re-assessed as implementation progresses, and will adjust based on needs and staff levels.