

# **A Centennial District Planning Initiative: *Ideas Exchange + Subdistrict Design Plan***

## **SECTION 1 INTRODUCTION**

### **A. Statement of Purpose**

Philadelphia Parks and Recreation (PPR), in conjunction with the Fairmount Park Conservancy (FPC), and West Fairmount Park's largest anchor institutions (The Mann Center, Philadelphia Zoo, and the Please Touch Museum) are working together to embark on a planning initiative to create a framework for more equitable and inclusive investments that improves the park experience for visitors and residents alike. The goal is to build on the work that has been completed within the Centennial District and identify the next series of ambitious projects that will transform the physical landscape of the area, ensuring that the District becomes a more cohesive, inviting, and accessible place to nearby neighbors and visitors. The study area encompasses a smaller portion of the traditionally accepted Centennial District boundaries – a subdistrict of approximately 540 acres. The study boundaries generally include the area of West Fairmount Park stretching from the Mann Center to the Zoo and from Parkside Avenue to the Schuylkill Expressway (see Appendix A: Project Boundaries Map). The group is seeking qualified professional firms that specialize in developing and executing district design plans for large urban parks.

The Final Deliverable produced by the selected vendor or vendor team (“Selected Vendor” and/or “Vendor”) will be a schematic design plan for the subdistrict and project schedule for a series of aspirational yet actionable projects.

The City and the Centennial District Partners envision various experts coming together under one team managed by a “prime” consultant. The following have been identified as essential skill sets necessary to complete a successful district design plan. It is up to the applicant team itself to decide who should serve as the prime. Successful candidates will put together a diverse team that possesses many of these important skills.

- Cultural competency and ability to create consensus and conversation from diverse stakeholder interests. For this project, the ideal team will be able to facilitate good dialogue and implement creative approaches to engagement.

- Ability to work fast and synthesize material quickly.
- Existing knowledge of city systems, Fairmount Park, Philly neighborhoods, city government.
- Urban design and planning experience with a specific emphasis on the ability to execute a district design plan for large, urban parks.
- Urban design, planning, and creative placemaking experience with emphasis on large urban parks anchored by cultural institutions with their own unique sets of needs.
- Landscape architecture experience with particular emphasis on connecting landscapes and environments of multiple scales.
- Experience with large scale systems thinking approach to urban landscapes.
- Experience improving access and mobility through large, disconnected areas. It will be essential to understand the interconnective tissues linking vast and separate landscapes and the means to improving access and mobility through disconnected areas.
- Experience implementing effective mobility solutions for large scale events.
- Engagement – integrating diversity and inclusion into the design of the public realm. Engagement should be addressed from multiple fronts including civic engagement exercises, a clear social media presence, and outreach to the media. Experts in community engagement should have demonstrated experience with creative approaches to larger scale community outreach.
- Project phasing and cost estimating focused on early action projects.

In addition, Philadelphia Parks and Recreation and the Centennial District Partners have identified the following as essential prequalification requirements:

- Ability to execute a master plan/district design plan for large urban parks.
- Experience working across disciplines.
- Experience working with/in large urban park systems.
- Keen understanding of stitching places together over large distances.
- Experience understanding infrastructure systems and transportation connections particularly regarding vehicular, bicycle, and pedestrian systems.
- Ability to identify means for implementation.
- Minority and women owned business participation.

The intent is for this project to be a collaborative process involving the City, the Fairmount Park Conservancy, and the place-based partners including the Mann Center, The Please Touch Museum, and the Zoo. The Lindy Institute for Urban Innovation at Drexel University will also provide support throughout the course of the RFP process and development of the Subdistrict Design Plan. These entities make up the group (the Selection Committee) that will be instrumental in guiding the RFP process and selecting the final design team.

## B. Timelines and Budget

### Timeline

Task	Date
<b>PHASE 1 - RFP Release and Prequalification Response</b>	
RFP Released	March 1, 2023
Prequalification Response due	March 15, 2023
Internal review of Prequalification Responses	March 15, 2023 - March 24, 2023
Notification to candidates selected to participate in Ideas Exchange	week of March 27, 2023
<b>PHASE 2: Ideas Exchange + Completion of Subdistrict Design Plan Proposal</b>	
Select number of teams develop response to Ideas Exchange Problem Statement	April 3, 2023 - April 21, 2023
Internal review of submitted Ideas Exchange materials	April 24, 2023 - May 5, 2023
Final revisions to Ideas Exchange materials	May 8, 2023 - June 9, 2023
Subdistrict Design Plan Proposal + final Ideas Exchange materials due	June 9, 2023
Public Event	Week of June 19, 2023
Selection Committee to choose <b>one</b> team to expand on their vision and complete a Subdistrict Design Plan	Week of June 26, 2023
<b>PHASE 3: Subdistrict Design Plan</b>	
Kick off meeting	July 2023
Discovery Phase	August 2023
Civic Engagement	Fall 2023 (ongoing)
Preliminary Planning and Design	September 2023
Engagement	October 2023
Revisions	November 2023
Final Designs	December 2023 - January 2024
Final Report	February 2024
Public Event/Unveiling	March 2024

**Budget:**

Phase 1: Prequalification Response.

Phase 2: **Select teams** will be invited to participate in an Ideas Exchange exercise and will be offered the opportunity to complete the Subdistrict Design Plan Proposal. Teams selected to participate in Phase 2 will receive an honorarium of \$10,000.

Phase 3: Subdistrict Design Plan. **One team** will be selected to complete the Subdistrict Design Plan. The estimated budget for the Subdistrict Design Plan is \$300,000 (including all expenses). The selected team will be expected to budget resources to address civic engagement.

The City reserves the right to condition payments on the satisfactory completion of the specified milestones, tasks, services and/or work products listed above. In addition to describing how each proposed milestone will be accomplished, the scope of work proposed by Applicant should identify the milestones the Applicant proposes as payment milestones and the amount it proposes for each milestone payment. Applicants may propose alternative means of payment but should explain their reasons for the alternative and how it will facilitate completion of the work.

## **SECTION 2**

### **BACKGROUND, OBJECTIVES, LEADERSHIP/STAKEHOLDERS, RFP PROCESS**

#### **Project Background**

##### *Understanding Boundaries:*

In 1876, Philadelphia's Fairmount Park was home to the Centennial Exposition, the first official World's Fair celebrating the 100<sup>th</sup> anniversary of the signing of the Declaration of Independence. In preparation for the Centennial Exposition, more than 200 buildings were constructed within 450 acres of West Fairmount Park (see Appendix B for Map of the Centennial Exposition Grounds). But the exposition was intended as a temporary event and much of the exhibition was dismantled by 1877. Despite its temporary nature, the enduring presence of the Centennial Exposition, both in a few physical structures and in history, gave rise to the idea of framing this area of West Fairmount Park as a more unified destination, calling it the Centennial District.

Today's Centennial District boundaries expand beyond the original exposition grounds and include approximately 700 acres of West Fairmount Park. This area of the park also includes important anchor institutions:

- Memorial Hall, a centerpiece of the Centennial Exposition, was renovated in 2004 to become the Please Touch Museum, one of the premier children's Museums in the United States. After the fair, Memorial Hall housed the collections of what would become the Philadelphia Museum of Art.
- Just to the east of the exhibition grounds, the Philadelphia Zoo, established just prior to the Centennial in 1874, continues in operation to this day and is America's oldest zoo.
- The current Horticultural Center was built on the grounds of the former Horticultural Hall, a Centennial Exposition building.
- The Shofuso Japanese Cultural Center, renovated in 1976, was first established as a Japanese-style landscape for the Centennial Exposition.
- In 1976, the Mann Center for the Performing Arts was built at the western end of the old Centennial grounds. Built as the summer home of the Philadelphia Orchestra, the MCPA now offers a diverse summer season of entertainment and education.

These anchor institutions attract over two million visitors a year, yet even with the robust visitorship of these institutions, the Centennial District and its adjacent neighborhoods have remained disconnected from resources. In 2005, to address this disconnect, the Fairmount Park Conservancy asked MGA Partners to develop *The Centennial District Master Plan*, which centered on helping Fairmount Park leverage existing park properties to enhance economic development and revenue generation. The plan examined how public and private investments in the institutions listed above could be utilized to stitch the district together into a comprehensive whole. The MGA plan expanded the historic Centennial District boundaries to stretch from the Mann Center, across the Schuylkill River, to the Philadelphia Museum of Art. The MGA plan highlights that the enormous size of the Centennial District impacts the capacity of the district to serve a larger population with enhanced activities and additional venues. (See Appendix C for the MGA Study Area)

For the purposes of this planning effort, we have chosen to focus on a smaller area within the traditional boundaries of the Centennial District. Our study area encompasses approximately 540 acres, stretching from the Mann Center to the Zoo, along Parkside Avenue, the Schuylkill Expressway, Montgomery Drive, and Wynnefield Avenue (see Appendix A: Project Boundaries Map). We are considering this specific study area to be a subdistrict of the larger Centennial District. The intent behind this

decision is to help focus the design teams so that real, impactful change is not diluted within a landscape that is too vast.

*The Centennial District Today:*

Since 2005, the larger Centennial District has been the subject of numerous planning exercises which have sought to leverage the site's incredible location, cultural institutions, and natural assets to create a civic campus, welcoming to neighbors and visitors alike. The 2005 Centennial District Master Plan outlined a 20-year plan to invest \$300 million in infrastructure improvements and additional venues. Since 2005, key investments in capital, maintenance, programming, and activation have included:

- The Fairmount Park Conservancy has invested \$8 million in planning, design, and implementation of the Parkside Edge Gap project. This project provided traffic calming, stormwater management, and gathering spaces for neighbors.
- The Conservancy has invested over \$60,000 in additional landscape maintenance at Parkside Edge and Ohio House.
- The City of Philadelphia stewards thousands of trees and manages over 500 acres of natural lands in the park.
- As a part of the Mayor's Rebuild Initiative, a new state of the art universal recreation facility – "Parkside Community Center" – will be constructed in 2025/2026.
- The Please Touch Museum has invested over \$11.8M in capital improvements in Memorial Hall over the past 10 years. These improvements include dome / roof repairs and restoration, marble floor restoration / replacement, development of new exhibits, and security and electrical upgrades.
- Over the past ten years, the Mann Center has invested over \$37M in capital improvements. These improvements include land acquisition, upgrading and refurbishing the culinary center, improvements to the stages, as well as various important infrastructure upgrades.

It is important that this subdistrict design plan recognizes, and where appropriate, builds off the key investments outlined above. However, where these investments have fallen short, is that they have been implemented with little consideration towards creating a greater sense of cohesion and identity within the larger Centennial District. This initiative presents an opportunity for the City and the Centennial District partners to reframe the Centennial District and take the steps necessary to more clearly define the intended character of this subarea of West Fairmount Park. Philadelphia Parks and Recreation and the Centennial District partners invite teams to recommend bold moves that acknowledge current use patterns but combine to create a holistic urban park experience. Within the Centennial District subarea, there are many distinct zones. The teams should seek to understand the sum of the parts and tap into their expertise in urban design, landscape design, placemaking, and systems-wide thinking to create a district with more cohesion, identity, and sense of place.

Despite the significant investments and accomplishments of key anchor institutions, the District's challenges – limited direct transit access, parking and user conflicts, unsafe streets and pedestrian access between institutions, limited park amenities, lack of wayfinding, ongoing shortage of maintenance and operations funds, and disinvestment in the surrounding community-owned retail – still resonate and should be addressed throughout the Subdistrict Design Plan. Improving connections between the anchor institutions can begin to change the perception of this area – turning the district into a more sought-after destination that can support a wider variety of engagement and programming throughout the year.

One of the most serendipitous outcomes of the investments made since 2005 has been the improved working relationships between the anchor institutions, the Conservancy, and the City. With over a decade of working together, these stakeholders have strengthened their roles as community leaders which has helped the organizations lay the groundwork to begin to steward future investments that will create value for the surrounding neighborhoods and create a high-quality experience that benefits all Philadelphians.

As the City and the Centennial District stakeholders approach the end of the 20-year vision outlined in 2005, the City and the District partners seek to organize around a more formal shared vision and want to capitalize on their improved capacity to work together. With Parks and Recreation serving as the steward of Philadelphia's parkland and park assets, the department is committed to the work needed to develop a shared vision for the Centennial District subarea. Plus, the sustained leadership provided by the district's anchor institutions will be another key to maintaining interest in this subarea of West Fairmount Park. By working together Parks and Recreation and the anchor institutions can garner additional investments to support ambitious projects that solve shared challenges and bring benefit to residents and visitors alike. With Parks and Recreation and the Centennial District partners working together to identify the next series of ambitious projects the continued transformation of the Centennial District subarea will be ensured. Based on three key factors, the timing couldn't be better:

1. Federal, state, and philanthropic funding is becoming more available. It is important for the Centennial District to have a current document, in-hand, that is relevant to today and highlights investable opportunities. The District stakeholders and the City see a clear benefit in having a framework for the future that will enable the City, the Conservancy, and the anchor institutions to more successfully compete for available dollars.

2. In January 2024, the current mayoral administration will change. The Centennial District partners recognize an opportunity to use the rest of 2023 to demonstrate their capacity and willingness to work together to produce an actionable vision for the subdistrict that can be supported by the next administration. Defining a clear vision and tee-ing up specific projects for implementation can provide the next administration with early wins and help garner key support for the future of the subdistrict. In taking an active role in this process, the Centennial District stakeholders are demonstrating their willingness to serve as champions for the future of the Centennial District.
3. In July 2026, Philadelphia will celebrate the 250th Anniversary of the signing of the Declaration of Independence, the 2026 Semiquincentennial. Fairmount Park - in particular this area of the park - has a history of being the home base for centennial expositions and celebrations. In addition, 2026 marks the 50<sup>th</sup> anniversary of the Please Touch Museum and the Mann Center. In honor of this milestone anniversary, both anchor institutions will be engaged in a variety of community activities and events that will bring even more visitors to this area of West Fairmount Park. Therefore, the time is right to take inventory of past and present planning efforts and begin to outline a path forward that will position this subarea within the Centennial District as a lasting, iconic public landscape for future generations of Philadelphians.

## **Project Objectives**

The City and the Centennial District stakeholders are proposing a streamlined format that will allow for a quick turnaround. The intention is to have the Subdistrict Design Plan completed by March 2024. This relatively quick process is dictated by the current availability of funding, the pending change in the mayoral administration, and the upcoming Semiquincentennial. The Selected Vendor team is expected to create a Subdistrict Design Plan with these timing and implementation factors in mind.

Because this initiative is a very quick process, by necessity, issues and topics must be addressed at a very high level. Overarching themes that teams should consider include:

- Urban Design –To include park buildings, amenities, restrooms, refreshment stands, recreational areas, and other iconic urban design elements.
- Landscape Design - To include the creation of a series of cohesive and interconnected landscapes that give identity and imageability to the district as a whole
- Placemaking - To include spaces and places that allow for both permanent and temporary, public art installation, creative programming, recreational activities and other incentives for the public to enjoy the park as a whole.

- Understanding Systems and Connectivity - To include both natural and man-made systems such as existing creeks and streams as well as mobility and overall accessibility.
- Civic engagement has been the cornerstone of recent initiatives related to the Centennial District. A critically important objective of this initiative will be to engage a variety of audiences in conversations about the future of the Centennial District. However, considering the tight timeline, it will be essential that before beginning this project, teams have a solid understanding of the economic, social, and demographic factors that are uniquely relevant to this specific area of Philadelphia. Teams will be expected to operate at a well-informed level from the start.

### **Project Leaders/Stakeholder Overview**

Philadelphia Parks and Recreation will serve as the project client. As Parks and Recreation is the land holding agent and steward of the City's park lands, Parks and Recreation will be considered the lead city agency for this project.

Along with the City, the Fairmount Park Conservancy and the Centennial District anchor institutions – including The Mann Center, Philadelphia Zoo, and the Please Touch Museum – are taking a leading role in this initiative. This will be a collaborative process involving the City and the above mentioned place-based partners. The Fairmount Park Conservancy will serve as the administrative agent supporting tasks such as contracting, billing, and invoicing.

The City acknowledges that the current mayoral administration will be concluding its service in January 2024. Therefore, Parks and Recreation is committed to building lasting advocacy and support for this project. Because the anchor institutions remain consistent, leadership within these organizations will become key champions in ensuring the implementation of the Subdistrict Design Plan. With the subdistrict design plan in hand, institutional leaders will be well poised to advocate for the Centennial District with the next mayoral administration. In addition, by taking a leading role in this initiative, institutional leadership may also be able to work together to seek state, federal, or philanthropic funding opportunities.

Another important milestone on the horizon is the Semiquincentennial which, in 2026, will commemorate the 250<sup>th</sup> anniversary of the signing of the Declaration of Independence. This anniversary represents a deadline for a citywide movement focused on bringing Philadelphian's together to set ambitious goals for making Philadelphia the best city it can be. Centennial District anchor institutions have wholeheartedly embraced the challenge and are committed to using this subdistrict planning effort to highlight ambitious early action projects that can symbolize the city's

commitment making Philadelphia a more equitable, just, sustainable, and resilient city. Parks and Recreation and the Centennial District partners see this project as an opportunity to make West Fairmount Park a model landscape that benefits the city's collective future.

## **RFP Process**

As outlined in the Timeline in Section 1, the RFP process will take place in two phases. Phase 1 is a Prequalification step. Phase 2 is participation in an Ideas Exchange exercise and preparing the proposal for the Subdistrict Design Plan. These phases are clarified below. The final phase, Phase 3, is the completion of the Subdistrict Design Plan.

### **Phase 1: RFP Release and Prequalification Response:**

The City invites teams interested in providing design services to submit a letter of interest, statement of qualifications, and highlights of recent, applicable projects. The Prequalification Response must clarify the entire project team that will be involved on the project. Teams should include participants with landscape design, urban design and placemaking, architecture, engineering, planning, mobility/access, civic engagement as well as construction experience. A team with these skill sets would be well poised to accomplish the complete subdistrict design plan as described in Section 3 of this document. Ensuring diversity of experience and background among applicant teams is a critical aspect of the RFP, and the qualifications of the teams will be carefully examined.

The purpose of this prequalification phase of the RFP process is to identify up to three teams to participate in an Ideas Exchange and further develop their response to the RFP. See Section 4 for specific prequalification submission requirements.

A Selection Committee made up of key City officials, the Conservancy, leaders from the district's anchor institutions, and the Lindy Institute for Urban Innovation at Drexel University will review this preliminary phase of responses. **After reviewing and discussing the submitted letters of interest, the committee will invite a limited number of applicants to move forward to Phase 2.**

**Phase 2: The Ideas Exchange + Completion of the Subdistrict Design Plan Proposal**  
During Phase 2, the **selected teams** will participate in an Ideas Exchange and will also be asked to complete the proposal requirements for the Subdistrict Design Plan. The teams selected to participate in Phase 2 will receive an honorarium of \$10,000. Section

4 of this RFP provides greater detail on how to apply and outlines the specific submission requirements for Phase 2.

The Ideas Exchange is presented as a sketch-style problem where up to three design teams will produce diverse responses to common themes and ideas related to the Centennial District. The Ideas Exchange is an opportunity for a select number of teams to think more deeply about the Centennial District and then present their conceptual ideas and project approaches to City officials, the Conservancy, anchor institutions, and the public.

In partnership with the City and the anchor institutions, the Lindy Institute for Urban Innovation at Drexel University will manage the Ideas Exchange. The objectives of the Ideas Exchange are to:

- Build a collection of bold concepts and usable products that might enable the district partners to apply for grant funding and jumpstart project implementation.
- Gather creative design professionals together to develop diverse responses to common challenges and opportunities that define the Centennial District.
- Begin to define the future character of this subarea within the larger Centennial District including ideas about programming that supports the identity of the subdistrict.
- Raise awareness about the project.
- Educate and engage the public and key stakeholders about the opportunities for improvements within the district.

### Phase 3: The Subdistrict Design Plan:

Following the Ideas Exchange, the Selection Committee will review the complete RFP submission and concepts presented during the Ideas Exchange to choose a finalist team that will be awarded the contract to create a Subdistrict Design Plan for the Centennial District. This team will be charged with delivering the services outlined in Section 3 of this RFP.

For Phase 3 (the City is accounting for completion in approximately 9 months), the selected team will be charged with thinking more deeply about the future of this subarea within the Centennial District and formalizing a roadmap for the subdistrict's future.

### **General Disclaimer**

This RFP does not commit the City of Philadelphia to award a contract. This RFP and the process it describes are proprietary for the sole and exclusive benefit of the City. No other party, including any Applicant, is intended to be granted any rights hereunder. Any response, including written documents and verbal communication, by any Applicant to this RFP, shall become the property of the City and may be subject to public disclosure by the City, or any authorized agent of the City, at the sole discretion of the City.

Additionally, the City reserves the right to modify specific requirements stated herein based on changed circumstances, the proposal selection process, and contract negotiations with the Applicant(s) selected for negotiations, and to do so with or without issuing a revised RFP.

The City reserves the right to award this opportunity in whole or in part to one or several Applicants. While it is encouraged that Applicants form well-balanced teams the City reserves the right to make final selections regardless of the teams proposed.

## **SECTION 3**

### **PROPOSED SERVICES FOR THE SUBDISTRICT DESIGN PLAN (PHASE 3)**

#### **Subdistrict Design Plan Scope of Work**

Following the Phase 2 Ideas Exchange and a final review of the complete RFP submission, the Selection Committee will choose one team (“Selected Vendor”) to complete the Subdistrict Design Plan. The Selected Vendor will work with a Project Team supported by a Working Group and Advisory Group throughout the duration of the project. These individuals/groups will be responsible for providing feedback on tasks, services, and deliverables associated with the project. The groups are made up of representatives from various city departments, Fairmount Park Conservancy, The Mann Center, the Philadelphia Zoo, the Please Touch Museum, Council member representatives, community representatives, and the Lindy Institute for Urban Innovation at Drexel University

Patrick Morgan, 1<sup>st</sup> Deputy Commissioner, Strategy and Engagement, will be the primary contact at the city for the Selected Vendor and will be responsible for coordinating the timely completion of tasks, services, and deliverables associated with the project. The Lindy Institute for Urban Innovation at Drexel University will also provide additional coordination support throughout the course of the project.

Applicants should be a team of individuals, organizations, or entities that agree to collaborate to provide the services and achieve the objectives outlined in this RFP. Preference will be given to diverse teams that can demonstrate the competencies needed to carry out the services listed in the RFP.

The components outlined below should serve to inform the development of proposed services. The Applicant’s proposed scope of work should state in detail how the team proposes to carry out each task, including the personnel responsible for completing the task. For each service specified, the team should propose criteria to determine when the tasks comprising the service are completed. Applicants may propose additional or

revised services and tangible work products but should explain why each is necessary to achieve the project objectives.

### Task 1: Project Kick-Off

The Applicant will organize a project kick-off meeting with the Project Team to discuss responsibilities and expectations for the services outlined in this scope of work. At the meeting, the Applicant will present an agreed-upon work plan (see \*note below) including meeting schedules, deadlines, and project milestones. At this time the City will deliver data and research collected. The Applicant will submit a final work plan that incorporates any final feedback from the Project Kick-off Meeting no later than one week after the meeting. The Fairmount Park Conservancy will support the Applicant in organizing required meetings.

**\*Please note:** The majority of project scoping and negotiation will be completed prior to the kick-off meeting and will not be discussed during the kick-off meeting. The primary purpose of the kick-off meeting is to ensure there is a clear understanding of project goals and methodology. Consultants are not permitted to charge for time associated with scoping prior to the Project Kick-off Meeting.

#### *Task 1 Deliverable:*

- Final work plan incorporating any final feedback from the Ideas Exchange and the kick-off meeting; due no later than one (1) week after the meeting. The final work plan will include a clearly outlined approach to civic engagement.

### Task 2: Discovery

Collect and synthesize data provided by the Project Team including past planning projects and projects that have been implemented. Interviews with City officials, key stakeholders, community members, and visitors combined with a review of past planning efforts will bring all team members up-to-speed on the background of the project. However, due to the timeline, these interviews should be completed quickly. Teams with existing knowledge of city systems, Fairmount Park, Philadelphia neighborhoods, and city government will be the key to ensuring that the Discovery Phase remains well managed.

On-the-ground site visits will help form ideas for the future of the Centennial District subarea. The Selected Vendor will document conditions through photos, videos, measurements, etc. The Vendor will also identify any factors that could influence the revitalization of the site - i.e., transit access, parking, unsafe streets, pedestrian access, limited amenities, limited wayfinding, funding shortages, disinvestment, etc.

#### *Task 2 Deliverables:*

- Minimum required meetings with Project Manager and/or Project Team regarding status, site challenges, findings, deliverables. These meetings may be bi-weekly and can occur via conference call/Zoom.

- Base Map of study area - topography, property lines, ownership, utilities, easements.
- A memo documenting:
  - Findings from interviews
  - Findings from site visits
  - Findings from review of past and current planning efforts and recently completed initiatives.
  - Initial conclusions/priorities that will help guide the plan
  - Selection of areas to take into final conceptual designs
  - Best practice research and case studies that are applicable to goals of the project.

### Task 3: Systems Level Recommendations for an Urban Park Landscape

The Centennial District has been called an ad hoc collection of landscapes lacking a singular identity. To date, the entire Centennial District, including the subdistrict study area, has been challenged by limited direct transit access, parking and user conflicts, unsafe streets and uncertain pedestrian access between institutions. The Subdistrict Design Plan presents an opportunity for creative thinking for a design team with solid experience connecting landscapes and environments of multiple scales.

#### *Task 3 Deliverables:*

- Landscape design plan
- Systems diagrams including vehicular circulation systems, pedestrian circulation systems, biologic/hydrologic systems, cultural/historic landscapes/structures.

### Task 4: Designs

Further develop the concepts advanced in the Ideas Exchange and informed by the Discovery and Systems Level tasks into conceptual plans for this subarea within the Centennial District.

#### *Task 4 Deliverables:*

- Phased conceptual designs. The intent of this exercise is to investigate levels of design intervention in the public realm that correlate with varying levels of investment. Order of magnitude cost estimates for the proposals will be presented along with the design approaches.
- Refinement of one schematic design and cost estimate based upon a review of the conceptual designs.
- Allow for up to six renderings of significant sites, public spaces, activities, vistas, landscapes, pedestrian and bicycle crossings, public infrastructure and other innovative aspects of the plan. These renderings will be used by the City and district stakeholders for publication in the media, at public events and as the basis for fundraising. The renderings should include at

least one plan, one perspective, and one section as needed to convey the concept in its entirety.

#### Task 5: Project Prioritization and Phasing (+ preliminary Cost Recommendations)

It is important to emphasize that the City intends to proceed with the implementation of key aspects of the design plan in time for the 2026 Semiquincentennial celebration of the signing of the Declaration of Independence. Therefore, it will be important for the project team to be able to identify some achievable, early action projects. However, the City and the District partners recognize that some design interventions for this large disconnected landscape will be longer-term, multi-phased initiatives. It is essential that the Selected Vendor develop thoughtful phasing plans that can be accommodated in the near and long term.

Because of the tight timeline of this project, the City and District partners understand that there might not be enough data and research to anchor relevant cost estimates. However, eventually, realistic cost estimates will be essential in garnering funding and moving forward with implementation. Therefore, teams should focus on laying the essential groundwork for more definitive cost estimates.

##### *Task 5 Deliverables:*

- Near term project phasing plan
- Longer term project phasing plan
- Initial cost estimations

#### Task 6: Civic Engagement

The Selected Vendor must design and conduct civic engagement activities and meetings to seek public input in considering the future of the defined subarea within the Centennial District. Engagement should occur throughout the course of the project. The City welcomes creative and innovative thinking for engagement activities - particularly related to the timeline of this initiative. Things to consider in proposed engagement plans:

- Vendors should discuss how they will ensure that both the design recommendations will address issues of equity and inclusion.
- The engagement strategies should also be informed by and build on previous engagement efforts. The approach may need to utilize various engagement options depending on the status and safety of public gatherings.
- Engagement plans should support a social media campaign. The ability to actively engage in online conversations - via social media, Instagram,

Facebook, etc.- will enable more Philadelphians to engage with the project.

*Task 6 Deliverables:*

- An organized and thoughtful written engagement plan should be provided to the City at the Kick-Off Meeting. The engagement plan is an essential component of the work plan.
- Civic engagement will be an ongoing component of the project.
- Public presentation of recommendations at strategic intervals (tentatively 2 public presentation – after the preliminary planning phase and at a final public event). The final presentation will be public and may take any number of forms. It is up to the project team to propose something effective that will serve to build momentum for the near-term and long-term nature of this initiative.
- The City encourages all applicants to be thoughtful when it comes to civic engagement. The City encourages teams to propose new methods of engagement that demonstrate intention, inclusivity, and transparency. more inclusive.

For those teams selected to complete the RFP, the proposed scope of work should address each element of Tasks 1-6 and describe, in detail, how the Applicant will achieve the objective and stated deliverable.

## **SECTION 4**

### **HOW TO APPLY/SUBMISSION REQUIREMENTS**

#### **Phase 1: Prequalification Response**

##### **Organization & Qualifications**

The first phase of the RFP process is a Prequalification Response. The City is inviting teams interested in providing design services to submit a letter of interest and statement of qualifications referencing all team members. The Phase 1 submission package should include:

- A letter of interest and statement of qualifications.
- A brief narrative statement that confirms respondent's understanding of the project objectives and the tangible work products.
- At least three similar recent projects with relevant project data but no more than ten colored graphics in total. Please include the following for each project:
  - Project Name
  - Client
  - Site Physical Characteristics
  - Specific features provided by consultant

- Dates of service
  - Approximate contract value
- The Prequalification Response must clarify the entire project team that will be proposed for the project and include a statement of their team's qualifications to perform the services outlined in this RFP.
- Proposed subconsultants: State the intention to use subcontractors to perform any portion of the work sought by the RFP. For each subcontractor, a description of the work to be performed and whether the subcontractor can assist with goals for inclusion of minority, woman or disabled-owned businesses.
- Office of Economic Opportunity Solicitation for Participation & Commitment Form: As a separate document, Respondents must include a completed Solicitation for Participation & Commitment Form (S & C) when responding to this RFP's required M/W/DBE participation ranges. This form is provided in Section 5 - Terms.
- All respondents and proposed subcontractors must complete a Philadelphia Tax Status Certification Form. This form is provided in Section 5 - Terms.
- All Respondents must submit a City of Philadelphia – Business, Corporate and Slavery Era Insurance Ordinance Form. This form is provided in Section 5 - Terms.

**Deadline for Submission:**

Prequalification Responses must be received no later than March 15, 2023 at 5:00pm EST. The City requests that all applicants submit their prequalification materials via drop box, google drive, or a similar file storage solution. The link to the file must be emailed to: Patrick Morgan ([patrick.morgan@phila.gov](mailto:patrick.morgan@phila.gov)) and Ryan Debold ([rjd86@drexel.edu](mailto:rjd86@drexel.edu)). Submissions must contain the subject line "Centennial Subdistrict Design Plan Prequalification Response."

**Prequalification Review and Selection Process:**

After the public posting of the RFP, the City will allow two weeks for teams to prepare Prequalification Responses. Due to the compressed timeline for this project, applicants will not be able to submit written questions about the prequalification process.

Prequalification submissions will be due on March 15, 2023, at 5:00pm EST.

The City will **select a limited number of applicants to participate in an Ideas Exchange and complete their proposal for the Subdistrict Design Plan.** This announcement will be made the week of March 27, 2023.

**Phase 2: Ideas Exchange + Completion of the Subdistrict Design Plan Proposal**

## **Organization & Qualifications:**

The second step in this RFP process will be completed by **up to three teams** selected from the Prequalification response. The selected teams will receive an honorarium of \$10,000. With this honorarium, teams will participate in an Ideas Exchange and complete the final proposal for the Subdistrict Design Plan.

### *Ideas Exchange*

The Ideas Exchange is a design exercise and public event intended to promote discourse and the exchange of ideas between designers, stakeholders, and the public. Teams will be asked to respond to a specific Challenge Prompt related to the Centennial District. The Lindy Institute for Urban Innovation at Drexel University, in cooperation with the City and anchor institutions, will present a specific charge to each team. The City and the anchor institutions are interested in seeing how different teams approach the same challenge – how to cohere a diverse series of unarticulated open spaces between the anchor institutions into a family-friendly, unified vision that will attract residents, visitors and, importantly, funding. They are hoping to see a mix of bold concepts that, together, help inspire new ideas for this subarea of Fairmount Park. Deliverables will need to address:

- Identification of potential early action projects that could be set in motion in the near term to take advantage of current funding opportunities.
- Initial thoughts on defining the future character of this subarea within the larger Centennial District. This exercise can include proposing a creative identity or brand that can come to define the subdistrict, its landscaping and programming.
- Initial ideas about enhancing opportunities for engagement and identifying opportunities for programming the open spaces.
- Basic conceptual ideas for the Centennial Subdistrict demonstrating how the team would approach the design process along with relevant case studies.
- Presentation to the public including team qualifications, conceptual ideas, project approach.
- Participation in a public conversation about the future potential of the Centennial District.
- Relevant printed graphics for public display purposes.

### *Subdistrict Design Plan Proposal*

In addition to the work related to the Ideas Exchange, the selected teams will be required to formally submit a proposal in accordance with the requirements of this RFP. A successful Applicant team will demonstrate how they will build a design around the unique opportunities and constraints found in the Centennial District subarea and will not rely on replicating designs from other cities. Teams should be well versed in executing district design plans for large, urban parks. Because of the tight turnaround for this project, the team should also be able to demonstrate the

ability to work fast and synthesize materials quickly. Refer to Section 1, Statement of Purpose for a more detailed description of qualifications.

The Subdistrict Design Plan Proposal must be completed according to the requirements outlined below.

Applicant teams should submit a single proposal on behalf of the entire Applicant team and must indicate which team members are responsible for each component of the scope proposed.

The final proposal submission must include a cover letter signed by the person authorized to issue the proposal on behalf of the Applicant and the following information, in the sections and order indicated:

1. Table of Contents

2. Introduction/Executive Summary

Provide an overview of the services being sought and proposed scope of services.

3. Applicant Profile

Provide a narrative description of the Applicant team, highlighting the member of the team that will serve as the “prime”. For the prime, the following information should be included:

- A) Applicant’s business identification information, including name, business address, telephone number, website address, and federal taxpayer identification number or federal employer identification number;
- B) A primary contact for the Applicant, including name, job title, address, telephone and fax numbers, and email address;
- C) A description of Applicant’s business background, including, if not an individual, Applicant’s business organization (corporation, partnership, LLC, for profit or not for profit, etc.), whether registered to do business in Philadelphia and/or Pennsylvania, country and state of business formation, number of years in business, primary mission of business, significant business experience, whether registered as a minority-, woman-, or disability-owned business or as a disadvantaged business and with which certifying agency, and any other information about Applicant’s business organization that Applicant deems pertinent to this RFP.

4. Project Understanding

Provide a brief narrative statement that confirms Applicant’s understanding of, and agreement to provide, the services and/or tangible work products necessary to achieve the objectives of the project that is the subject of this

RFP. Applicants shall describe how the experience of the team will benefit the project.

Based on the team's understanding of the defined objectives for this project as well as the team's combined skill sets, the team should develop and discuss some conceptual ideas for the Centennial District subarea. The city will also be looking for a clearly articulated approach to the project. Applicants should clearly outline how their team brings innovative perspectives to all aspects of the project. Relevant case studies can support your proposed approach. It will be important that teams build on previous planning efforts within the Centennial District as this may help identify early action projects and opportunities that could be set in motion in the near term to take advantage of current funding opportunities.

This component of the RFP submission will be carefully examined by the Selection Committee. The response to the project understanding will be important in determining the finalist team to complete the Subdistrict Design Plan.

**5. Final materials completed as a part of the Ideas Exchange**

**6. Proposed Scope of Work**

Provide a proposed scope of work in accordance with Section 3 of this RFP. The scope of work should address each task specifically and describe in detail how the Applicant will achieve the task, or how the Applicant will enable the City to achieve the task objective.

The scope of work proposed by Applicant should include a detailed project schedule that identifies all tasks, activities, deliverables, and milestones the Applicant proposes to carry out for the project and a time of completion (measured from project start date) for each. The Applicant should state the number of days following the Department's authorization to proceed under the contract by which it will be ready to start the work, including any mobilization time. If the Applicant proposes a different overall time of performance, it should state its reasons. The proposed scope of work should state in detail how the Applicant will produce the work products/deliverables, including the personnel/job titles that will be responsible for delivering the work product, and proposed criteria for satisfactory completion and delivery. Applicants may propose additional or revised tangible work products but should explain why each is necessary to achieve the project objectives.

**7. Proposed Additional Team Members (if applicable)**

State whether the names and roles of fellow team members that will be engaged to perform any portion of the work sought by this RFP. For each such subcontractor, provide the name and address of the subcontractor, a description of the work that the subcontractor will provide. Additional team

members should also include descriptions of relevant experience with projects that are similar in nature, size, and scope to this proposed project.

#### 8. Cost Proposal

Applicants selected to be a part of the Ideas Exchange will receive an honorarium for their work. Therefore, a cost proposal from the applicants should include only the costs related to the performance of the services outlined in Section 3 - Proposed Services for the Subdistrict Design Plan (Phase 3).

Applicants must provide an itemized cost proposal, with a line-item breakdown of the costs for specific tasks and work products proposed. It is required that the Applicant break down its cost proposal by Work Product/Deliverable. The proposed price must also include all costs for the services and tangible work products the Applicant proposes to perform and deliver to complete the project and including, but not limited to, costs for the following: employee compensation and fringe benefits; printing; administrative and overhead expenses; public meeting expenses; travel; direct expenses for subcontracted professional services; and all other work proposed. Any contract resulting from this RFP will provide for a not-to-exceed amount in the compensation section of the contract.

#### 9. References

Provide at least two references, preferably for entities for which Applicant has produced products that are similar in type, scope, size and/or value to the work sought by this RFP, done in cities that are similar in size to the City of Philadelphia (or if not possible, in cities with a minimum population of 100,000 people). Attach the final deliverable of at least one of those projects. If applicable, the Applicant should provide a reference regarding experience with, or approach to community outreach, and a sample of that work. For each reference, include the name, address, e-mail and telephone number of a contact person.

Based on the submitted response to this RFP, the concepts presented during the Ideas Exchange and the public conversation that takes place during the Ideas Exchange the Selection Committee will choose **one** team to complete the Subdistrict Design Plan.

#### **Deadlines for Submission:**

Teams selected to participate in Phase 2 - Ideas Exchange + Completion of the Subdistrict Design Plan Proposal will have additional time to:

1. Respond to the Ideas Exchange “sketch problem” that will be presented to the **selected teams** the week of March 27, 2023.

The Ideas Exchange response must be received no later than April 21, 2023 at 5:00pm EST. The City requests that all applicants submit Ideas Exchange work via drop box, google drive, or a similar file storage solution. The link to the file must be emailed to: Patrick Morgan ([patrick.morgan@phila.gov](mailto:patrick.morgan@phila.gov)) and Ryan Debold ([rjd86@drexel.edu](mailto:rjd86@drexel.edu)). Submissions must contain the subject line “Centennial Subdistrict Design Plan -- Ideas Exchange.”

The Selection Committee will review the submitted materials and provide edits and suggested revisions to each team. The teams will then have from May 5, 2023 – June 9, 2023 to amend their work as each team sees fit.

## 2. Complete the Subdistrict Design Plan Proposal

The completed Subdistrict Design Plan proposal and revisions to the Ideas Exchange response must be received no later than June 9, 2023 at 5:00pm EST. The City requests that all applicants submit their final RFP via drop box, google drive, or a similar file storage solution. The link to the file must be emailed to: Patrick Morgan ([patrick.morgan@phila.gov](mailto:patrick.morgan@phila.gov)) and Ryan Debold ([rjd86@drexel.edu](mailto:rjd86@drexel.edu)). Submissions must contain the subject line “Centennial Subdistrict Design Plan Final RFP.”

## **RFP Review and Selection Process:**

The City anticipates the following deadlines:

### Phase 1:

After the public posting of the RFP, the City will allow two weeks for teams to prepare Prequalification Responses. Due to the compressed timeline for this project, applicants will not be able to submit written questions about the qualifications process. Prequalification submissions will be due on March 15, 2023, at 5:00pm EST.

### Phase 2:

Based on a review of the prequalification submissions, the City will **select a limited number of applicants** to participate in an Ideas Exchange and complete the proposal for the subdistrict design plan. The announcement of the selected teams will be made the week of March 27, 2023.

For those teams selected to participate in the Ideas Exchange, the project partners will host a virtual (or in-person) meeting to present the problem statement that will guide the Ideas Exchange. This will also be an opportunity to ask questions related to the RFP. Applicant teams will then develop responses to the Ideas Exchange problem statement. The work related to the Ideas Exchange will be due April 21, 2023. Teams will receive feedback from the Selection Committee and will have additional time to amend their Ideas Exchange work as well as complete the final proposal for the Subdistrict Design

Plan. The final and complete RFP (including Ideas Exchange materials and the Subdistrict Design Plan Proposal) will be due on June 9, 2023.

A public event to present the work of the Ideas Exchange will be held in mid to late June.

**Phase 3:**

Based on the outcome of the Ideas Exchange and completed RFP submission, **one finalist** will be selected and awarded a contract to prepare a final Subdistrict Design Plan for the Centennial District. The City anticipates announcing the final candidate in early July 2023.

The successful candidate team will be the group of experts who demonstrates the knowledge, experience, and ability to perform the work effectively.

## **SECTION 5**

### **TERMS**

All respondents and proposed subcontractors must complete a Philadelphia Tax Status Certification Form. See below.

All Respondents must submit a City of Philadelphia – Business, Corporate and Slavery Era Insurance Ordinance Form. See below.

All Respondents must submit a City of Philadelphia – OEO Reporting Form. See below.

# Philadelphia Tax Status Certification Request - PIDC Form

taxpayer name		date
taxpayer trading as		
home address		home phone
business address		business phone

<b>1. Are you a Registered Taxpayer?</b> If yes, please provide your: Federal Employer Identification Number: Philadelphia Business Tax Account: Social Security Number:	(circle one)	<b>YES</b>	<b>NO</b>
<b>2. Are you presently delinquent in any City of Philadelphia or Philadelphia School District taxes?</b> If yes, list tax type and amounts owed:			
<b>3. Are you presently delinquent in Water and Sewer charges?</b> If yes, list tax property address(es) and amounts owed:			
<b>4. Have you ever been sued by the City of Philadelphia or Philadelphia School District or have you declared bankruptcy?</b> If yes, list date and nature of lawsuit or filing date of bankruptcy petition:			
<b>5. Are you involved in any other business activity?</b> If yes, list company name(s) and tax account number(s):			
<b>6. Do you own real estate in Philadelphia?</b> If yes, list address(s):			

I hereby affirm that the information provided above is true and correct to the best of my knowledge, information, and belief, and said affirmation being made subject to the penalties described by 18 Pa. C.S.A. Sec. 4904 relating to unsworn falsification to authorities.

Print Name	Title
Signature	Date

## CITY OF PHILADELPHIA – BUSINESS, CORPORATE AND SLAVERY ERA INSURANCE ORDINANCE

A Business Entity entering into a Contract with the City must complete an Affidavit disclosing any and all records of Participation or Investment in, or Profits derived from Slavery, including Slaveholder Insurance Policies, during the Slavery Era. The Business Entity must complete and submit the Affidavit and any attachments to the Procurement Department. This is required only of the Business Entity actually selected for award of a Contract. It must be done after the Contract or Contract amendment has been executed. Questions regarding the Affidavit may be directed to the Procurement Department Public Information Unit at (215) 686-4720 or (215) 686-4721.

City Department Awarding Agreement \_\_\_\_\_ Department Contact Person \_\_\_\_\_

### AFFIDAVIT DISCLOSING SLAVERY ERA PARTICIPATION, INVESTMENTS, OR PROFITS

1. I, \_\_\_\_\_, am authorized to bind contractually the Business Entity identified below.

2. Information about the Business Entity entering into a Contract with the City is as follows:

Business Entity Name	Phone	Fax	
Street Address	City	State	Zip

3. Has the Business Entity submitted the Slavery Affidavit previously? NO YES Date of prior submission: \_\_\_\_\_. If "NO," complete Section 4, 5, and 6. If "YES," list the date of prior submission and skip to Section 6 and execute the form unless the Business Entity has discovered new information not disclosed in prior submissions. In that instance, continue with Section 4.

4. The Business Entity came into existence in \_\_\_\_\_ (year).

5. The Business Entity has searched its records and those of any Predecessor Companies for information relating to Participation or Investments in, or Profits derived from Slavery or Slaveholder Insurance Policies. Based on that research, the Business Entity represents that:

       The Business Entity found no records that the Business Entity or any of its Predecessor Business Entities had any Participation or Investments in, or derived Profits from, Slavery or Slaveholder Insurance Policies during the Slavery Era.

       The Business Entity found records that the Business Entity or its Predecessor Companies Participated or Invested in, or derived Profits from Slavery during the Slavery Era. The nature of that Participation, Investment, or Profit is described on the attachment to this Affidavit and incorporated herein.

       The Business Entity found records that the Business Entity or its Predecessor Companies bought, sold, or derived Profits from Slaveholder Insurance Policies during the Slavery Era. The names of any Enslaved Persons or Slaveholders under the Policies are listed on the attachment to this Affidavit and incorporated herein.

6. I declare under penalty of perjury under the laws of the Commonwealth of Pennsylvania that the representations made herein are true and correct to the best of my knowledge.

Executed on \_\_\_\_\_ at \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_  
(Date) (City) (State)

Signature: \_\_\_\_\_ Title: \_\_\_\_\_

Notary \_\_\_\_\_

### DEFINITIONS

**Business Entity** means any individual, domestic corporation, foreign corporation, association, syndicate, joint stock company, partnership, joint venture, or unincorporated association, including any parent company, subsidiary, exclusive distributor or company affiliated therewith, engaged in a business or commercial enterprise.

**City** means the City of Philadelphia.

**Contract** means any agreement, franchise, lease or concession including an agreement for any occasional professional or technical personal services, the performance of any work or service, the provision of any materials or supplies or rendering of any service to the City of Philadelphia or the public, which is let, awarded or entered into with or on behalf of the City of Philadelphia or any Department or Agency of the City.

**Enslaved Person** means any person who was wholly subject to the will of another and whose person and services were wholly under the control of another and who was in a state of enforced compulsory service to another during the Slavery Era.

**Investment** means to make use of an Enslaved Person for future benefits or advantages.

**Participation** means having been a Slaveholder during the Slavery Era.

**Predecessor Business Entity** means an entity whose ownership, title and interest, including all rights, benefits, duties and liabilities were acquired in an uninterrupted chain of succession by the Business Entity.

**Profit** means any economic advantage or financial benefit derived from the use of Enslaved Persons.

**Slaveholder** means holders of Enslaved Persons, owners of business enterprises using Enslaved Persons, owners of vessels carrying Enslaved Persons or other means of transporting Enslaved Persons, merchants or financiers dealing in the purchase, sale or financing of the business of Enslaved Persons.

**Slaveholder Insurance Policies** means policies issued to or for the benefit of Slaveholders to insure them against the death of, or injury to, Enslaved Persons.

**Slavery** means the practice of owning Enslaved Persons.

**Slavery Era** means that period of time prior to June 19, 1865.

Economic Opportunity Plan AWARD COMPLIANCE PARTICIPATION SUMMARY FOR M/W/DSBEs

Prime Contractor/Consultant		Subcontractor		Project Title			 <b>CITY OF PHILADELPHIA</b>					
Location				Contract/Award Amount								
Term of Contract (Start & End Date)		Change Order(s)* (Note 3) <input type="checkbox"/> YES <input type="checkbox"/> NO		Adjusted Amount (if applicable)								
Contact Person		Participation Goals (%)		Date of Submission	FOR OFFICE USE ONLY (Type of Fund)							
		MBE	WBE	DSBE								
Phone Number												
Original Contract Amount	Type of Work (X) (Notes 1 & 2)		Subcontractor NAME & ADDRESS		Contact Person	Certification Type (X) (Note 4)		CURRENT INVOICE AMOUNT	CUMULATIVE INVOICE AMOUNT	CUMULATIVE PAYMENT AMOUNT	BALANCE	
	PW	PPS				SSE	MBE					WBE
Total MBE Contract Amount	\$		%	Notes: 1. Place an (X) in the area of work that the subcontractor performed. 2. The following terms defined: PW - Public Works (General Construction, Roofing, Electrical, Carpentry, etc) PPS - Professional Services (Consultant Services, Architectural Design, etc) SSE - Service, Supplies, and Equipment (Office Supplies, Furniture, etc) 3. Indicate with an asterisk (*), the firm/vendor where change order(s) occurred. 4. Indicate certification type with an (X). If not MBEC certified, indicate agency name here: The following terms defined: MBE - Minority Owned Business Enterprise WBE - Woman Owned Business Enterprise DSBE - Disabled Owned Business Enterprise								
Total WBE Contract Amount	\$		%									
Total DSBE Contract Amount	\$		%									
Total Contract Amount	\$		%									
<b>I certify that this report is true and accurate:</b>												
_____ Prime Contractor/Consultant Signature												

# **APPENDIX**

**A:** Project Boundaries

**B:** Map of the Centennial Exposition Grounds

**C:** MGA Study Area

# **APPENDIX A**

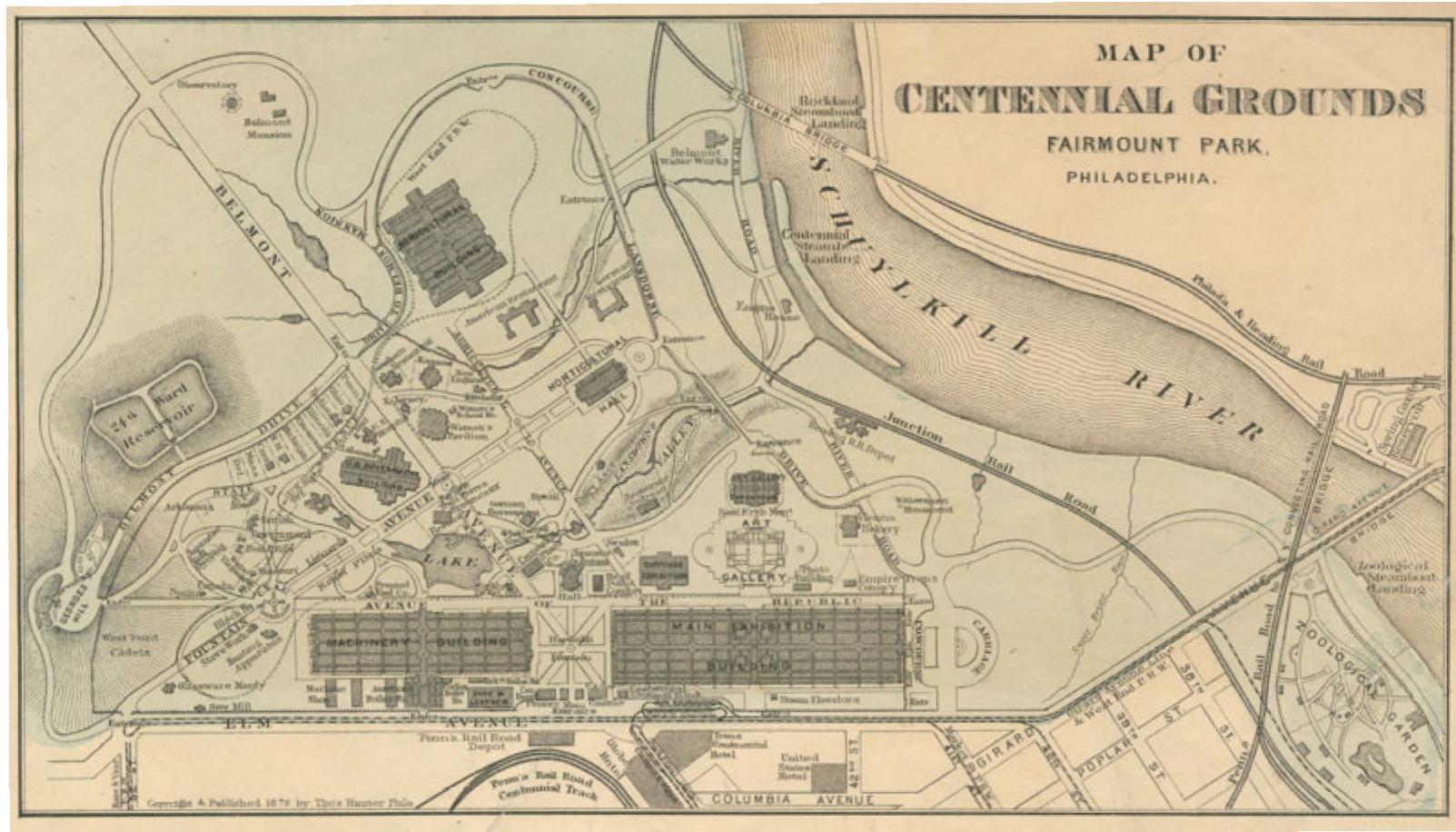
## Project Boundaries

## Appendix A: Project Boundaries



## **APPENDIX B**

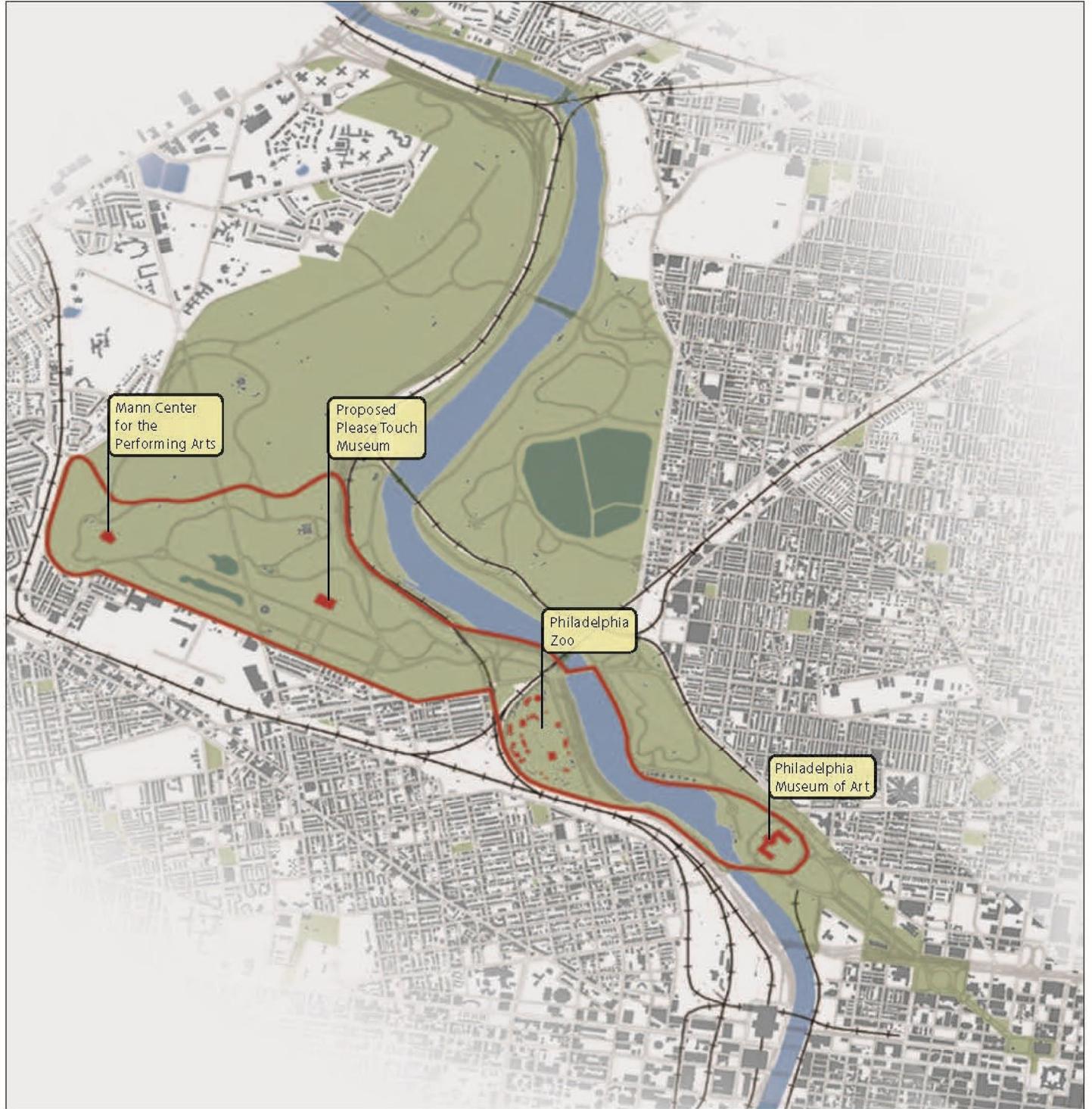
Map of the Centennial Exposition Grounds



Appendix B - Map of Centennial Exposition Grounds

# **APPENDIX C**

MGA Study Area



Centennial District: A family entertainment district in West Fairmount Park as identified in the Strategic Plan

## Appendix C: 2005 MGA Study Boundaries