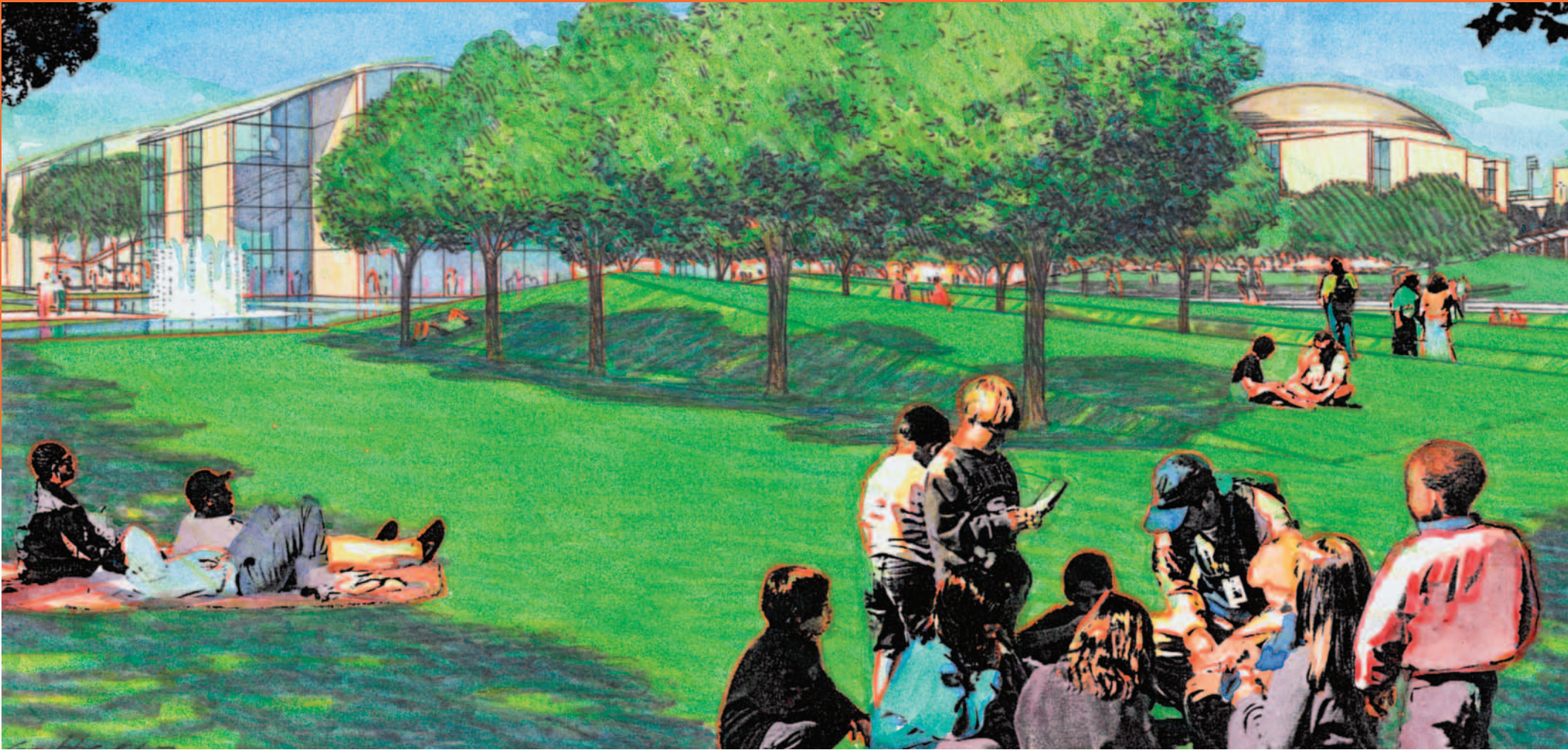


FAIR PARK Comprehensive Development Plan Executive Summary



F A I R P A R K

Comprehensive Development Plan
Executive Summary

Dallas, Texas
October, 2003





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Thanks to:

Jim Anderson, Peer Chacko, Angela Calvin, and Leif Sandburg, City of Dallas Planning Department
Dallas Contributor's Council
Judy Davis, Claudia Davila-Flores, JB Gassaway, Les Studdard, Roland Rainey, Fair Park Administration
Susan N. Eldredge, Dallas Historical Society
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Alice Murray & Bob Hilbun, State Fair of Texas
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This study was funded by the City of Dallas, the State Fair of Texas, Dallas Summer Musicals, and WRR.

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Introduction to Fair Park

Fair Park has the potential to be unparalleled as an asset to Dallas.

Fair Park—a National Historic Landmark and home to the State Fair of Texas, eight museums, sport and performance venues, agricultural facilities, numerous fountains, and significant public art—rivals in assets any of the best parks in the world. As it nears its one hundredth anniversary as a city park, Fair Park remains one of Dallas’s greatest treasures. It attracts tourists from all over the United States, while also serving its immediate neighborhoods and the surrounding Dallas metroplex. Since 1993, over 100 million dollars have been invested in restoring the historic architecture and artwork of the park.

The wealth of opportunity at Fair Park is impressive. Currently, activities at the park range from rollerbladers skating through the park during the evenings, to opera fans gathering for a matinee performance, to schoolchildren on a field trip to learn about the solar system. The 7 million annual visitors, 3.5 million visitors during the State Fair of Texas, head start programs, numerous

festivals and exhibitions, and collection of Art Deco architecture are just some of the elements that make Fair Park unlike other parks of its size.

Despite its myriad virtues, Fair Park is not reaching its potential visitor capacity. On any given weekday, the park remains largely vacant. Many of the museums report attendance figures that are far below their goal levels and are struggling to stay in operation. Misperceptions about safety and access keep some visitors away, and the lack of visitors adds to the perception that the park is closed.

At this point, Fair Park lacks a cohesive identity. The absence of any significant green recreation space belies its very title as “park”. Managing the park in a manner such that the wealth of events supports daily attendance—rather than detracts from it—is crucial to the life of Fair Park.

Past efforts have attempted to revitalize this gem, yet as of now, no one plan has succeeded in turning it into the vibrant place it has the potential to be.

VISION

While Fair Park is successful in many ways, the City of Dallas retained Hargreaves Associates in August of 2002 to lead a multifaceted consulting team to develop a long-term plan to increase the vitality of the park on a year-round basis. This Fair Park Comprehensive Development Plan builds a vision for Fair Park as an unparalleled urban cultural park filled with world class institutions within 277 acres of park space that is located less than two miles from downtown Dallas. The plan creates a framework for the steps needed to reach that vision.

Components of the Fair Park Comprehensive Development Plan include a physical plan, site programming, and a business strategy plan. The plan identifies four distinct projects in the park: Museum Green, Midway, Fair Park Boulevard and the Historic Core. The team developed a phasing and implementation strategy for each project. A substantial increase in green recreational space, museum expansions, new entrances to the park, below-grade parking, a visitors center, improved streetscapes, a marketplace, new fountains, a revitalized Lagoon, an in-park shuttle system, and historic restorations are some of the elements of the Plan. These elements—in combination with new opportunities for programming and attractions, restored economic vitality, and connections with the rest of the community—will allow Fair Park to reach its potential as a world-class public park.

MASTER PLAN PURPOSE

The Fair Park Comprehensive Development Plan serves as a guide to the development of Fair Park over the next several decades. The results of this Plan have evolved through a uniquely collaborative process among community leaders and city officials, neighborhood groups and internationally renowned planners and landscape architects, those with a lifetime of experience with Fair Park and those who bring a fresh perspective, preservationists and sports fans. It reflects the interests of those who visit the park and those who work in the park.

The plan embodies the spirit of Fair Park throughout its history while keeping a view towards its future. It specifies both near and long range changes to the park and ties them together within an overall vision. The Fair Park Comprehensive Development Plan will allow the shapers of Fair Park to evaluate future development proposals and permit growth in the park in a sensitive manner. Economics and marketing are integral to the plan as well as physical improvements and programming.

The Dallas Park and Recreation Board and Dallas City Council have adopted this plan as the guiding force for Fair Park's future. Additional approvals from the Dallas Landmark Commission and the Texas Historical Commission assure that current and future needs of the park are sensitive to its landmark status.

Five Objectives:

- ***Create a signature public park.***
- ***Uphold the park's historic legacy.***
- ***Support the museums and the State Fair of Texas, while activating the park with new programs and uses.***
- ***Encourage economic vitality.***
- ***Enhance connectivity with the community and the greater Dallas metroplex.***

Signature Park



First and foremost, Fair Park is a public park. Its array of programs, architecture, institutions, and landscape creates the mosaic on which major parks around the world are based. As one of its prime tourist attractions, Fair Park in many ways represents Dallas to the world. As the second public park established in Dallas and one of the largest in the area, Fair Park plays a crucial role in the civic life of the city.

In 2002, Carter & Burgess completed *A Renaissance Plan for the Dallas Park and Recreation Department*. This plan both catalogued current conditions and planned for the future, in order to develop a world-class park system. The Fair Park Comprehensive Development Plan supports the vision of *A Renaissance Plan*: for Dallas to be a premier Park and Recreation system in the United States.

One of seven defined 'Signature Parks' in *A Renaissance Plan*, Fair Park represents significant capital investment and operational demands. *A Renaissance Plan*

defines broad strategies for signature parks to assist in creating financially sustainable facilities that add to the quality of life for Dallas citizens and position the City as a regional and national destination. Capitalizing on the momentum of *A Renaissance Plan*, the Fair Park Comprehensive Development Plan can implement its plans to join the 'great parks of the world' category.

Despite its designation as a signature park, Fair Park lacks many of the recreational elements of a traditional public park. Of course, Fair Park has many other amenities, but this lack of recreation facilities contributes to its image as a group of museums and a fairground rather than a park open to the public. Fair Park has a historic precedent as a recreational amenity. In 1938, Fair Park had both a swimming pool and the city's first lighted softball diamond. An increase in recreational amenities will increase the reasons to visit Fair Park and build a familiarity with Fair Park as a signature park, not just a fairground.

MASTER PLAN GOALS: SIGNATURE PARK

- Develop and maintain Fair Park at a signature park level.
- Promote Fair Park as a year-round signature Dallas park.
- Cultivate and expand the landscapes of Fair Park and increase its sustainability.
- Increase recreation opportunities at Fair Park.

Historic Legacy

While 1886 marked the first year of the State Fair of Texas and 1904 the birth of Fair Park as a City Park, 1936 was the park's crowning moment. In true Texan style, the Centennial anniversary of Texas's independence from Mexico was to be the biggest celebration in Texas, if not the country. When Dallas won the right to host the exhibition over Houston, Fort Worth and San Antonio, Centennial Architect George Dahl had just 14 months and 25 million dollars to make those lofty ambitions into reality. Dahl exercised his control over the total design of the site as he assembled a team from around the country and the world: architects Donald Nelson, Albert Kahn, William Lescaze; landscape architects Hare and Hare; muralists Carlo Ciampaglia, and Jose Martin, among many others. The furious pace of design and construction went hand in hand with an intensive marketing campaign which included—but was not limited to—a gift of a roadrunner to the Mayor of New York, the lovely traveling Texas Centennial Rangerettes, a blue-bonnet fashion rage, and ten gallon hats. As author Kenneth Ragsdale writes in his book, *Centennial '36*, it was these publicity stunts that sold Texas to the rest of the nation.

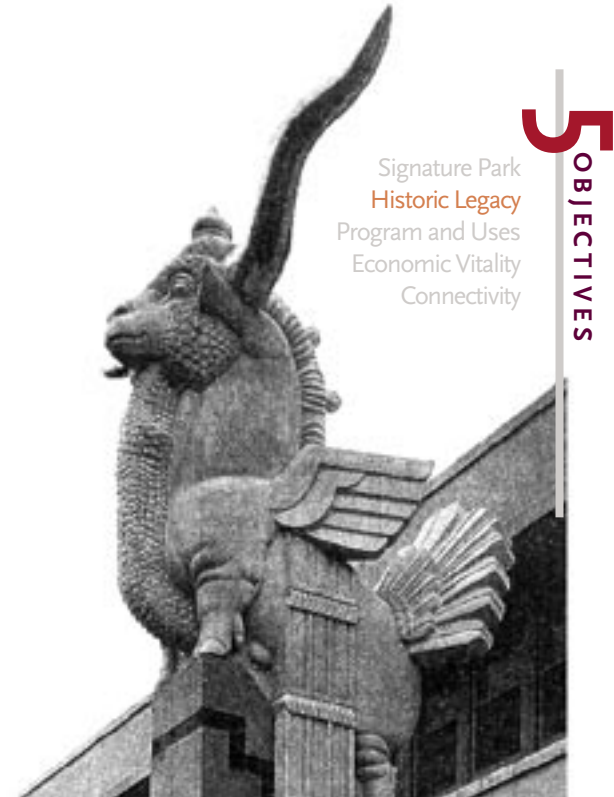
Over six million people attended the Texas Centennial celebration at Fair Park in 1936. During the height of the depression, the fair employed over 15,000 people. Even the President of the United States, Franklin D. Roosevelt, joined in the fun, when he attended the opening ceremonies. Under the vision and direction of George Dahl, these artists and craftsmen created a lasting collection of art and architecture unique in the world. Themes of automation, industry, transportation and Texan pride combined to create an unparalleled Art Deco extravaganza with a distinct southwestern flair.

Architectural Heritage

Often billed as the largest collection of Art Deco structures in the United States, Fair Park is also one of the largest collections of intact exposition structures and a complete representation of Art Deco-era planning principles, architecture, and public art. Many of the principles of the Art Deco style are evident in the spare planes and layered forms of the stucco exhibition buildings and in the choice of material, decoration and form of the permanent institutional buildings. The Hall of State, for example, is considered by many architectural historians to be one of the best examples of the Art Deco style in the United States.

Post - 1936 Developments

After the Centennial, Fair Park has witnessed nearly six decades of change. The State Fair of Texas has continued to flourish at Fair Park. The city of Dallas has continued to grow and develop, and its relationship to Fair Park has also changed. No longer a fairground on the outskirts of a frontier town, Fair Park is now 277 acres of parkland within the center of a huge metropolitan area. As a National Historic Landmark, many of the requirements and regulations are laid out in respect to its development. As a premier public park, the direction is less clear. The enormity and significance of the treasure requires a high level of maintenance and sensitivity to its heritage. But the success and future of Fair Park also requires a relationship with its surroundings and an ability to change and develop along with its host city.



The Woofus

Signature Park
Historic Legacy
Program and Uses
Economic Vitality
Connectivity

5
OBJECTIVES

MASTER PLAN GOALS: HISTORIC LEGACY

- Preserve and maintain Fair Park's historic legacy.
- Develop Fair Park in a manner that preserves the spirit of its heritage while allowing the park and its institutions to adapt and grow.
- Reconstruct and rehabilitate important missing historical elements.
- Establish a maintenance program for historic structures.
- Develop interpretive tools to express Fair Park's historical and architectural significance.

Program and Uses

One of Fair Park's greatest assets is the collection of institutions, organizations and facilities that make their home at the park. Together, they provide a range of activities that span the four seasons and all hours of the day. Arts, science, sports, recreation, special interest groups, music, film, and history are just some of the genres these entities cover.

Institutions

Fair Park's eight museums create an unparalleled collection of facilities to contribute daily, year-round activities to the cultural park. The museums are the Texas Discovery Gardens, African American Museum, Women's Museum, Age of Steam Railroad Museum, Hall of State, Science Place/IMAX, Museum of Natural History, and the Dallas Aquarium. Other buildings at Fair Park house the WRR radio station, small arts organizations such as the Dallas Video Association, business offices, maintenance operations, or are available to rent for events and festivals. And while the interior content of the museums is what draws many people to the site, it is the synergy among the museums that keeps visitors returning.

Performance Venues and Special Events

Adding to the array of museums are the performance venues of Fair Park: the Smirnoff Centre, Cotton Bowl, Music Hall, Band Shell and the Fair Park Coliseum. These venues, in conjunction with larger conference-type facilities such as the Food and Fiber Pavilion, Pan American Complex, Tower Building, Grand Place, Automobile Building, and Centennial Hall, allow for a wide range of events to occur at Fair Park. Some events occur almost nightly, such as Dallas Summer Musicals;

others happen yearly, such as the Cotton Bowl Classic. Each year Fair Park hosts close to 40 annual events, adding to that an average of over 30 new events. Some of these events are the North Texas Cat Show, Career Fair Expo, Dallas Lowrider Show, North Texas Irish Festival, Antique Shows, Dinner in the Wild, Kwanzaa Fest and the Dino Dash.

State Fair

The State Fair of Texas is the greatest single attraction at Fair Park. For twenty-four days each October, Fair Park hosts the largest state fair in the country. The Texas State Fair centers around livestock events, many of which are geared towards children. Big Tex, acrobats, nightly parades, retail exhibits, light shows, and of course the corny dog are just some of the cherished attractions at the Fair. The Automobile Show, which showcases new vehicles, continues to be one of the largest draws to the Fair. The traditional midway, thrill rides, top name concerts, and creative arts competitions continue the list of events. Each year brings something new and exciting to the Fair.

The Fair's impact reaches far beyond the boundaries of Fair Park. In the past decade, the State Fair of Texas has funded more than \$1.3 million in new and renewed scholarships through programs that benefit students participating in the Fair's livestock events and students who attend schools in the neighborhood. The State Fair has tremendous economic impact on the entire city of Dallas. In 2002, State Fair visitors spent a total of \$21,002,000 on food and amusement rides. In addition, the net profit from the State Fair is returned to Fair Park for capital improvements totalling over \$20 million over the last ten years.



MASTER PLAN GOALS: PROGRAM & USES

- Nurture and promote the cultural institutions at Fair Park.
- Promote Fair Park as a world-class park for all ages.
- Allow the State Fair of Texas to meet its Master Plan goals.
- Provide community and family-oriented programming at Fair Park.

Economic Vitality



Red River Shootout, 2002

Fair Park has tremendous economic potential. From its 749,000 square feet of leasable area and its iconic historical elements, to its role as host of the largest state fair in the country, Fair Park has an economic impact far beyond a typical public park. Fair Park hosts antique shows, conferences, football and soccer games, major concerts, ethnic celebrations, fun runs, music festivals, and rodeos. All of these events generate revenue for the city and the park.

At the same time, Fair Park has unique maintenance, restoration, and renovation needs with its enormous collection of historic public art and architecture and State Fair infrastructure. Throughout its life span, the appearance and functionality of the park has directly reflected the fluctuations of city governments, citizen involvement, State Fair profitability, and other factors involved in managing a park of this scale. The task of upkeep and maintenance is a persistent one.

Currently, multiple institutions are involved in the management and provision of services in Fair Park. The Dallas City Council and the Dallas Park and Recreation Board oversee the mission and direction of Fair Park.

The Director of the Dallas Park and Recreation Department oversees the Fair Park Division, which has responsibilities for day-to-day management, grounds maintenance, marketing, tenant coordination, building leasing, and coordination of special events. The Division operates on a \$4.5 million annual budget. In addition to the Fair Park Division, other City agencies provide services in the park. The Office of Cultural Affairs oversees the buildings that house the museums and cultural institutions and funds portions of their operating budgets. The Dallas Police Department provides security and the Dallas Department of Equipment and Building Services provides building maintenance for the museums and the Music Hall. Fair Park Division provides building maintenance and grounds maintenance for the rest of the park.

Friends of Fair Park, a not-for-profit citizens group, provides volunteer and financial support to the Park and has an informal advisory role with the Fair Park Division, the Park Board and the City Council. They have lobbied successfully for funding in Austin and Washington, D. C. on Fair Park's behalf.

MASTER PLAN GOALS: ECONOMIC VITALITY

- Position Fair Park as a world-class cultural park that offers year-round activities and attractions for all ages and interests, extends the stay of visitors, and encourages repeat visits.
- Improve financial sustainability through comprehensive strategies for dedicated funding sources, revenue generation, and partnerships.
- Establish a management model that develops synergy among all of the institutions and parties operating within Fair Park, provides stewardship for the park and can provide the financial and political support needed to implement the Comprehensive Development Plan.

Connectivity

Fair Park is in the center of the city. It lies fewer than two miles from the central business district. Interstates 30 and 45 offer easy freeway access and many surface streets reach the park. Fair Park is 277 acres of park within the heart of Dallas. Despite the centrality and freeway connections, people perceive Fair Park as distant and difficult to reach. These perceptions are, in part, due to poor signage and markings on roadway signs. Access and congestion during event times, especially during the State Fair, are problems that are addressed further in this report.

Public transportation

One major factor in increasing the connectivity is the southeast corridor DART light rail line that will arrive in the next few years. This line will connect Fair Park directly to downtown and to Dallas' entire light rail system. Two separate stops will service the park. The first is the Parry Avenue station. The Parry Avenue DART station will replace a historic line that was removed. The stop on Exposition and Parry will allow visitors to enter Fair Park at its original historic entrance. DART has designed a new DART station that works in harmony with the existing historic architecture. This station is scheduled to be built by 2009. The other DART light rail station planned is the Martin Luther King Transit Center. This station will serve the neighborhoods that surround Fair Park and will have a transit center and parking area with 200 spaces. This station is closer to the Martin Luther King gate of Fair Park and the southern museum campus.

Community connections

Several distinct neighborhoods surround the park. Deep Ellum lies directly to the west of the park and



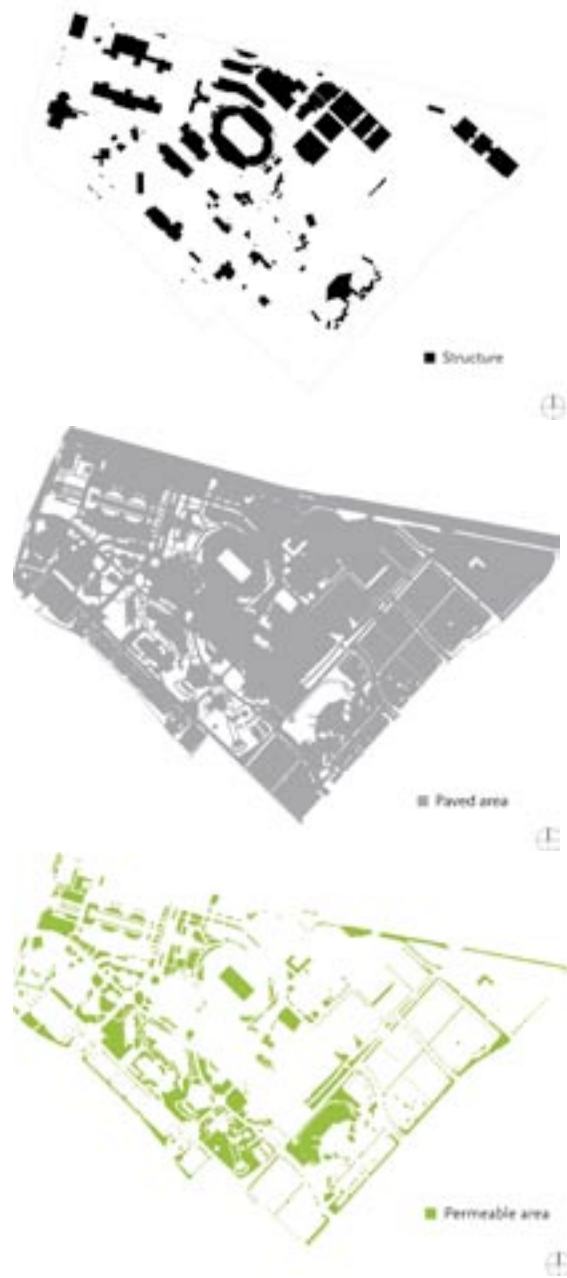
*Proposed DART Station at Fair Park Parry Avenue Gates.
Courtesy ACT 21 Architecture*

just east of downtown. This area is an older warehouse district that has been partially redeveloped as a loft-living and entertainment district. To the north is the Cross-town neighborhood. The Jubilee Park and Community Center is a central point of this neighborhood and is currently working on a master plan with Antonio DiMambro for the area. The triangular area south of Haskell has many vacant lots and poor street infrastructure. Some historical structures exist in this area. The neighborhood to the east of Fair Park is South Dallas and to the south are the neighborhoods of South Boulevard/Park Row, Phyllis Wheatley and Rose Garden. A study commissioned concurrently with this report discusses options for an Entertainment District in the adjacent South Dallas area. The revitalization of these neighborhoods and the strengthening of connections from the neighborhoods to the park are crucial to the success of the Plan.

MASTER PLAN GOALS: CONNECTIVITY

- Improve the quality of the streetscapes and create landscape corridors into and out of the park.
- Increase the connectivity of the park to its neighbors, downtown and the rest of the Dallas metroplex, through roads, rail, bike paths and green trails.
- Create effective signage and wayfinding for in-park pedestrians
- Provide an in-park shuttle route

As a public park, too much of Fair Park is paved.



Site Analysis

The Fair Park Comprehensive Development Plan team began the project with an intensive site analysis. This investigation occurred on many levels and in many stages: current physical site conditions and use patterns, historic analysis, an economic analysis, and precedent studies of similar situations around the world. The second part of the process was community involvement. Group meetings, workshops, charrettes, presentations, and questionnaires are just some of the ways the team involved the community in the building of the Plan. Together, these processes of site analysis and community input guided the development of the conceptual design and created the foundation for the vision of the plan.

shops with the client group. Physical site analysis included research and diagrams about spatial configurations of the park, such as planning principles used in its design and property acquisitions. Other diagrams included topography, drainage, utilities, vegetation, and edge conditions. One of the most striking results of the physical analysis was the calculation that less than twenty percent of Fair Park’s 277 acres is green space. Buildings occupy another fifteen percent and hard surfaces like concrete and asphalt take up the remainder. For a major public park, too much of Fair Park is paved. A major goal of the Plan is to enhance the landscapes of Fair Park, increase their quality and create usable outdoor park space.

PHYSICAL SITE ANALYSIS

A new survey of the park, prepared by Nathan Maier and Associates, the ortho-photographs of the site, and countless site visits provide the base for analysis conducted during this study. Other important sources of information include the Southeast Corridor Draft Environmental Impact Statement prepared by USDOT, FTA and DART, previous studies on Fair Park, and work-

Physical Site Analysis Key Issues:

- Fair Park needs more usable green spaces.
- Poor way-finding and accessibility lead to visitor confusion and frustration.
- The ring of surface parking which bounds Fair Park creates distance between the park and its surrounding community.
- Fair Park tends to flood, because the storm sewers will only accommodate up to a five year storm.

USE PATTERNS

The use patterns research analyzed how people currently occupy the park. Information about where people spend time in the park, at what times and how often, can lead to a better understanding of how the flows of traffic—both pedestrian and vehicular—operate. Buildings at Fair Park house over ten different categories of activity—from restaurant to museum to cattle barn—with many of the buildings serving multiple uses. Despite the range of activity, the schedule of uses demonstrates that park use is not distributed throughout the park. Most of the park is quite empty during the day and has scattered use during the weekday evenings. The areas of the park that do have activity during the day are isolated from each other. This disconnect is further evidenced in an analysis of vehicle and pedestrian circulation patterns throughout the park.

Use Patterns Key Issues:

- Poor communication among Fair Park resident institutions creates difficult traffic and parking issues.
- Better circulation patterns will help delineate pedestrian and vehicular corridors throughout the park.
- The opportunity exists to expand the daily, evening and event use patterns to better populate the park as a whole.

HISTORIC ANALYSIS

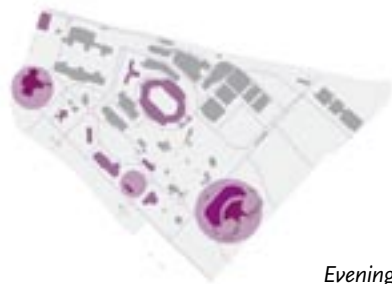
Historic analysis is a critical piece of the Fair Park Comprehensive Development Plan. As a National Historic Landmark, the historic legacy of Fair Park is an important element in any plans for development. Intensive restoration work over the last decade has strengthened the historic fabric of the park and provided clear master plan guidelines in some of the most sensitive areas of the park. For this effort, the team conducted an assessment of the condition of the existing historic structures and defined priorities for reconstruction. In addition to its significant architecture, Fair Park has one of the largest collections of public art in the nation, much of it historic. As a tool for guiding development, the team developed a historic preservation zoning map for the park, which delineates areas for preservation, rehabilitation, and renovation.

Historic Analysis: Key Issues

- The preservation of historic features and structures of the site should be balanced with future development and use requirements.
- Maintenance and long-term preservation of the historic structures and site features is important.
- Fair Park should emphasize, market, and develop the historic significance of the site.
- The State Fair's expansion and annual use of the site should be planned while protecting its historic integrity.



Daily Use Areas



Evening Use Areas



Event Use Areas



State Fair Use Areas

MARKET AND BUSINESS ANALYSIS

The market and business analysis takes a look at Fair Park from an operational standpoint, with a goal of developing possible strategies for revitalizing the market and economic success of the park. The Fair Park Division of the Dallas Park and Recreation Department, Equipment and Building Services, The State Fair of Texas, and the Office of Cultural Affairs all share some responsibility in operating and maintaining Fair Park. While the Friends of Fair Park supports Fair Park with advocacy, volunteer efforts and private funding, the operational budgets for the park are still far from adequate. With current annual attendance of the park at seven million, half of which is during the State Fair of Texas, Fair Park enjoys substantial but sporadic attendance. Fair Park has significant competition in the greater Dallas area, but each of its competitors offers but one piece of what Fair Park offers. No similar park or attraction currently exists which can offer the diversity of activity of Fair Park. The emphasis and development of Fair Park as an unrivaled public park of the highest caliber could help boost activity at the park at all levels.

Market and Business Analysis Key Issues

- Coordinated and consistent marketing and programming to attract new and repeat visitors is important.
- Fair Park needs basic visitor support services.
- Fair Park should fully capture spillover activity of special events throughout the park.
- Fair Park should support the State Fair's success as the Park's primary economic generator.
- Fair Park has a need for a stewardship model that clearly defines roles and responsibilities for marketing, programming, coordination and communication, and fund raising.

PRECEDENTS STUDIES

As part of the analysis for the Fair Park Comprehensive Development Plan, the team conducted a series of precedent studies. Precedent studies are case studies of similar situations around the world and offer valuable insight into issues facing the park. Precedents for the Fair Park Comprehensive Development Plan have included Balboa Park in San Diego, Grant Park in Chicago, Prater Park in Vienna, the Sydney Olympics, Park de la Villette in Paris, Forest Park in St. Louis, the Art Deco Historic District in Miami, Soldier Field in Chicago, Vondelpark in Amsterdam, Golden Gate Park in San Francisco, Central Park in New York, and Exposition Park in Los Angeles. While Balboa Park and Grant Park were some of the most similar parks, all of the studies have lessons to offer Fair Park in its development.

Precedent Studies Key Issues

- Below-grade parking can free valuable park space.
- A cohesive marketing package, including a website, is invaluable to the park's success.
- Public transit and convenient access help bring visitors to the park and can relieve parking needs.
- As it develops, Fair Park should be aware of the current and future plans of related parks around the world.



Balboa Park, San Diego



Olympic Plaza, Sydney

Community Involvement

The Fair Park Comprehensive Development Plan is the product of a wide-spread participatory design process. The complex nature of the park, with its wealth of diverse players, demanded a non-traditional approach to planning. The wide range of issues of the park required the consultant team also to be diverse. The team consisted of urban planners, landscape architects, historical architects, civil engineers, structural engineers, and specialists in market and business, sports and entertainment, programming, and public relations.

Analysis of Fair Park revealed that some of the largest perceived problems stemmed from miscommunications and misperceptions about the park. Thus, public participation was and will continue to be crucial to the success of the Plan. The process of the Fair Park Comprehensive Development Plan facilitated the breakdown of communication barriers. Historically fractious groups came to better understand the current situation and began to create realistic goals for the future. Community participation was achieved on several levels. Input from campus interviews, workshops, meetings and public questionnaires guided the development of the Plan. Dallas City Council, Dallas Park and Recreation Board, Texas Historical Commission, and Dallas Landmark Commission have approved the Fair Park Comprehensive Development Plan.

Workshops

In October and November of 2002, the team conducted a series of interviews with campus directors. The campus directors are representatives from each of the institutions that reside within Fair Park. Through these interviews, the team gained an in-depth understanding of the issues and concerns of the resident institutions



Reception after a Public Meeting



Campus Directors Workshop

of Fair Park. The team also conducted a series of workshops with different interest groups to further resolve issues and create joint goals for Fair Park. Four different workgroups were established: client workgroup, campus directors workgroup, Landmark Commission Subcommittee workgroup, and Fair Park stakeholder workgroup. Workshops were held with each of these groups throughout the project.

Public Input

To reach the wider public, the team developed and distributed a public questionnaire to research public opinions about Fair Park. The team also conducted three public meetings to involve the larger community in the project. At the first meeting, October 29, 2002, the team introduced the project to the public and discussed public concerns and feelings about Fair Park. At the second meeting, April 3, 2003, the team presented initial concepts and strategies. Using feedback from this meeting, the team further developed the plan; and on July 1, 2003, the team presented the final version of the plan in a public meeting at the Hall of State.

Historic Preservation Approvals

The Texas Historical Commission and the City of Dallas Landmark Commission provided conceptual ap-

proval of the Fair Park Comprehensive Development Plan. The Texas Historical Commission has review authority resulting from the status of the site as a State Archeological Landmark. The Landmark Commission has review authority resulting from the status of the site as a City of Dallas Historic District. The site is also listed on the National Register of Historic Places and is a National Historic Landmark. Neither of these historic preservation designations calls for public approvals when no federal funding is involved. The team made presentations to the Fair Park Task Force, Dallas Landmark Commission and Texas Historical Commission at critical stages of development of the Plan.

Plan Adoptions

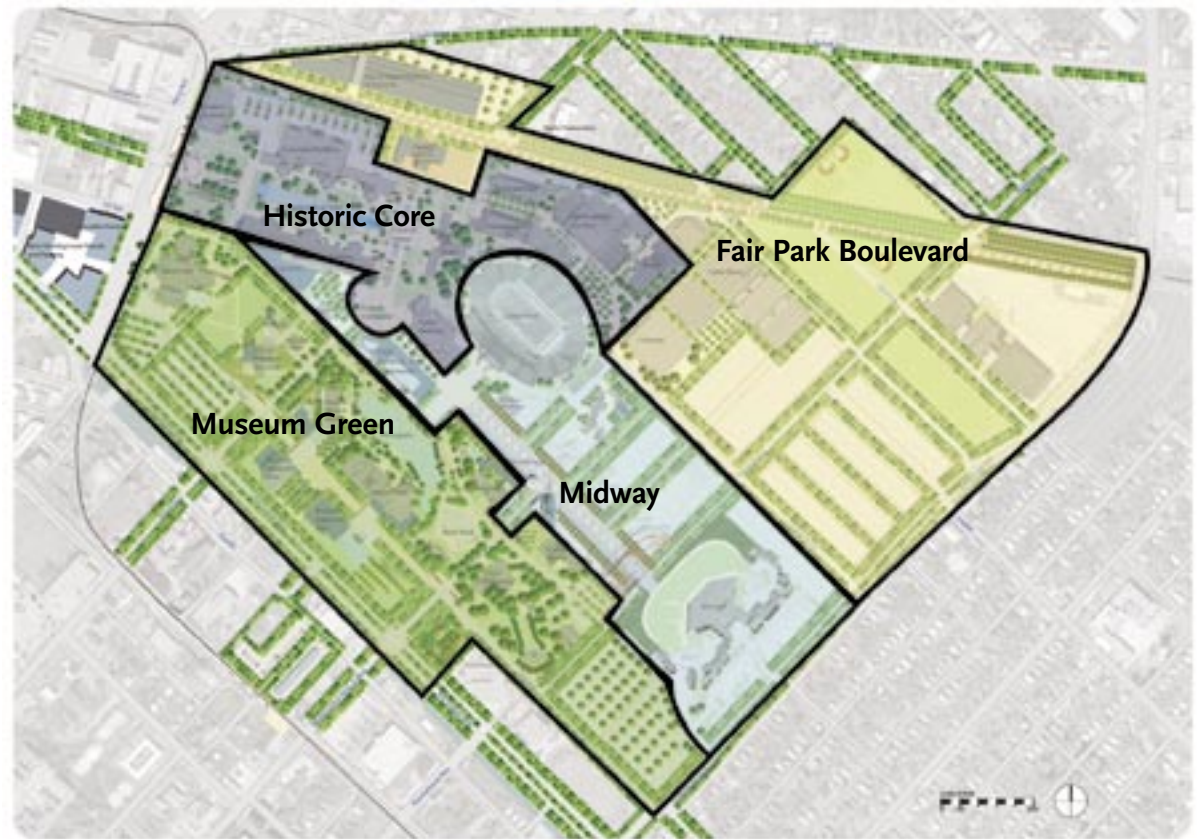
On April 3, 2003, June 19, 2003, and August 7, 2003, the team briefed the members of the Dallas Park and Recreation Board on the progress of the Fair Park Comprehensive Development Plan. Board members provided valuable input to the progress of the Plan throughout its development with comments and suggestions for the Plan. The Park and Recreation Board adopted the Plan on August 21, 2003. On October 1, 2003, the team briefed the Dallas City Council on the Fair Park Comprehensive Development Plan. On October 8, 2003, the City Council approved adoption of the Plan.

The Projects

The physical plan of the Fair Park Comprehensive Development Plan divides the park into four distinct 'projects'. These projects are tied loosely to geography and embody a set of goals and physical improvements. The projects allow the development of the park to occur in multiple phases while the goals of each project remain intact. Each of the projects represents a zone of the park, with different characteristics.

The four projects are: the **Museum Green**, the **Midway**, **Fair Park Boulevard** and the **Historic Core**. The Museum Green project encompasses the area from the Music Hall out to Fitzhugh Avenue—Music Hall, African American Museum, Magnolia Lounge, Hall of Religion, Museum of Natural History, Science Place, Dallas Aquarium at Fair Park, the Lagoon, Texas Discovery Gardens, WRR, and Science Place II. The Midway project contains the Automobile Building, Big Tex circle, the current Midway, the new Ford Building, the Cotton Bowl and the Smirnoff Centre. Fair Park Boulevard Project bounds the northern part of the park and includes a new site for the Age of Steam Railroad Museum and the Dallas Historical Society, recreation fields, agricultural buildings, eastern parking lots, and a new northern access spine for the park. The Historic Core project is the reconstruction zone of the park: the Esplanade, Women's Museum, DAR house, Centennial Building, northern façades of the Automobile building, Ford (Grand Place) building facade reconstruction, Petroleum building facade reconstruction, Hall of State, Court of Honor, Federal Concourse, Embarcadero Building, Food and Fiber Building, the Pan-American Complex, Arts and Crafts Building, the Swine Building, and Admiral Nimitz Circle.

The plan divides the park into four distinct 'projects'.



Fair Park Project Zones

THE MUSEUM GREEN PROJECT



Museum Green Project Zone

The Museum Green project creates some of the most dramatic physical transformations to the park. In this project, a sea of surface parking along R.B. Cullum Boulevard gives way to a significant green park and new institution expansions. Instead of Fair Park's inward focus, the project brings the park out to the street and to the community. Pedestrian connections into and throughout the park permeate this project, while still allowing for adequate parking for the museums as well as expansion space. This project allows Fair Park to inhabit its entire site. Adding to the proposed new features are plans for maintenance and restoration of current assets such as the Lagoon and a collection of native tree species. New connections to the neighborhood through street trees, pedestrian crossings, lighting and sidewalk improvements are further components of this project. The new DART station at Martin Luther King, Jr. Boulevard is an important asset to this project, in particular, due to its proximity at Trunk Street.

Museum Green Project Goals:

- Keep the museums in Fair Park—plan for and allow them to expand.
- Provide adequate and accessible parking for the museums.
- Provide outdoor exhibition space and campus enhancements.
- Restore and maintain the Lagoon.
- Improve pedestrian experience around the Lagoon.
- Narrow the median of R. B. Cullum Boulevard and create safer pedestrian crossings.
- Connect physically to the neighborhood through improved pedestrian paving and street trees.
- Connect the museum campus with the new DART stations at Martin Luther King Jr. Boulevard and Parry Avenue.



Museum Green illustration by Chris Grubbs

Park Space

The Museum Green Project brings the “park” of Fair Park out to its edges by replacing the current surface parking lot along R.B. Cullum Boulevard with a green park. The parking will be placed in a below-grade structure. The green park space will have pedestrian walkways, trees, a series of landforms and a large fountain. This new park addition will be an attraction for the surrounding communities and will serve as a location for outdoor museum exhibits and festivals. Perhaps most importantly, the new green space presents a new image of Fair Park to those passing by and solidifies its role as a public park rather than an expansive parking lot.

Entrance Corridors

Important elements of the new image of Fair Park are new gateways at its two largest entrances: Martin Luther King, Jr. Boulevard and Grand Avenue. As they reach the center of the park, these entry corridors currently hold some of the most significant existing trees of the park—grand allees of oak trees. With additional plantings, these groves of trees become the attractive, green signpost for Fair Park. Additionally, modest signposts will announce the entrances to the park. Pedestrian crossings at R.B. Cullum Boulevard will facilitate pedestrian movement into and out of the park. The historic entrances to the park are also very important.

The historic gateways and pylons at the intersections of Second Avenue and Martin Luther King Jr. Boulevard and Second Avenue and Grand Avenue will be restored. Visitors will see the historic gates when they first enter the park framed by oak trees. These pylons create a visual focus for the entrances and also mark the historic boundary of the park at Second Avenue.



Museum Green Aerial Option A. illustration by Chris Grubbs

Museum Green

Museum Green creates new open space and allows for museum expansion, especially for the Science Place and The Museum of Natural History. This expansion occurs in two locations: north of Second Avenue and south of Second Avenue. The expansions north of Second Avenue are subject to more stringent criteria and must conform to historic guidelines. The expansions and new construction south of Second Avenue are outside of the historic boundary of the park; therefore, architects are able to create modern, signature buildings for the institutions. The Fair Park Comprehensive Development Plan provides planning criteria for two options for museum expansion south of Second Avenue. These two options, in turn, affect the design and composition of the park portion of the Museum Green project.

Option A expands each museum as a separate institution. Two separate buildings are placed in the area bounded by Martin Luther King Jr. Boulevard, R.B. Cullum Boulevard, Grand Avenue, and Second Avenue. Each of these buildings occupies a space of 45,000 square feet and has up to three levels. The two museums face Second Avenue, but have a presence on R.B. Cullum Boulevard as well. Pedestrian connections over Second Avenue can connect the two halves of the museums. Alternately, an underground tunnel could connect the two halves of the museums. In the Museum Green space, between the two buildings, is a large, shady plaza. A large pool and fountain to the east of the proposed expansion for the Science Place and a series of grassy berms complete the public areas of the Museum Green.

Option B for the Museum Green Project expands the institutions into one, larger building. This option would assume greater connectivity between the two museums, or possibly one larger institution. The foot-



Museum Green Aerial Option B. illustration by Chris Grubbs

print for this building is 90,000 square feet, again with up to three levels. The new building has the potential for bridged or underground connections to either or both of the museums. To the east of the museum, a large public green space will have tree-lined pathways and grassy areas.

Parking for the museums along Second Avenue will be accommodated in two locations. The first is a parking plaza along Second Avenue. Between Grand and Martin Luther King Jr. Boulevard, Second Avenue will be widened to allow for diagonal parking on either side of the street. This will allow for a percentage of close-in parking for the museums. This parking plaza creates

a sense of entry with special pavers, trees, lights, banners and pedestrian pathways. The presence of cars in front of the museums adds to the perceived activity level of the park, while having the bulk of the cars below-grade allows for more usable park space.

The bulk of the parking will be placed below-grade, under a large park space. The parking structure will accommodate approximately 425 cars in two levels, and free nearly two acres of park as green space. Entrances to the parking garage will be along Second Avenue. School buses and valet parkers will have a drop-off area, with bus parking in the parking lots on the far east of the park.



Museum Green Plan

Texas Discovery Gardens Extension

The parking lot to the south of the Texas Discovery Gardens will become a showcase for the historic trees, part of the Benny Simpson Collection, which are planted there. Replacing of the asphalt with green space provides the opportunity to enhance this collection and create another piece of park which fronts R.B. Cullum Boulevard. Park visitors will be able to stroll shady pathways through this unique collection of Texan vegetation. This addition will complement the expansion plans that the main campus of the Texas Discovery Gardens is currently pursuing.

Aquarium Expansion

The Dallas Aquarium at Fair Park is in the process of expanding. The expansion plans showcase a successful example of museums working with the Landmark Commission to upgrade their facilities into the standards of the twenty-first century. Working with architects Brown Reynolds Watford and exhibit designers Lyons Zaremba Inc, the Dallas Aquarium has developed plans for creating a hands-on experience for the visitor. This expansion will add life to Fair Park as a whole. The grove of trees planned for the north side of the museum should act in concert with the allee of trees planned for the south side of the Midway. Service entrances to the new Aquarium will continue to be from the east side of the buildings.

The Lagoon

The Leonhardt Lagoon was part of the original 1936 Centennial exposition. George Dahl envisioned the lagoon area as a collection of buildings surrounding the pond and a pastoral addition to the park. The Museum of Natural History, Grand Place (the Ford Building), Science Place (The Museum of Fine Art), the Band Shell and the Aquarium all front the Lagoon.



The Lagoon illustration by Chris Grubbs

The Lagoon has the potential to become the major attraction to Fair Park. Visitors will be able to rent paddle boats and boat around the lagoon. Dining areas from the museums and Visitors Center will look out over the lagoon. A new pedestrian pathway is proposed, which circumnavigates the pond.

First Avenue, a historic drive through the park, will

be renovated and restored to its historical materials. A new major walkway which connects the new Visitors Center at the Ford Building to the Museum of Natural History, Science Place, Band Shell and the Aquarium is also important. This walkway strengthens the connections among the museums and will heighten visitor experience through trees, signage, banners and special

lighting and possibly a covered walk. The covered walk would help connect the museums conceptually and provide weather relief for the visitors.

Also important are the connections to Museum Green, between the Science Place and the Museum of Natural History and between the Science Place and the Band Shell. Shaded pedestrian walks are planned

to help bring visitors into the heart of the park. Connections from the parking lots along Second Avenue to the interior of the park and the Lagoon will be enhanced with pedestrian walks and allees of trees. Signage for the Museums that front the Lagoon will be added to these connections to facilitate way-finding through the park.

R.B. Cullum Boulevard

The R.B. Cullum Boulevard side of the park is an opportunity to create a major physical transformation to the park. The proposed realignment of R.B. Cullum Boulevard, which will be discussed in detail later in this report, has a great impact on the Museum Green project. The proposed realignment adds 65,000 square feet of green space to the park in this area, taken from the median of R.B. Cullum Boulevard. However, none of the proposals for the redesign of this portion of Fair Park is contingent on this realignment. The project can be phased so that the Museum Green project can happen separately from the R.B. Cullum Boulevard project. The realignment would then add important green space and trees to the park, but would not affect the placement or size of the parking structure or new museums. However, if the changes to R.B. Cullum Boulevard could happen either before or concurrently with the Museum Green project, an opportunity would exist to both expand the parking structure somewhat and better plan for the use of the green space.



Music Green Plan



Music Green Section

Music Green

The Music Green piece of this project creates a significant multi-use green lawn from what is currently a tree-less expanse of asphalt between the Music Hall and the African American Museum. Music Green will become a place to gather and have outdoor concerts such as a jazz festival or chamber music recital. Tree-lined pathways will connect these institutions to each other and the rest of the park. Families can come and picnic on the lawn, play Frisbee, or nap. The new Music Green creates synergy among the western institutions of Fair Park, which are currently isolated. Pedestrian connections are all but absent in this area of the park. With the impending DART station at Parry Avenue, pedestrian access to this part of the park is essential. Music Green is currently a surface parking lot that holds 257 spaces. This project replaces this surface lot with a below-grade

structure, two levels deep. This structure will have two floors of 102,000 square feet per floor and hold over 550 cars. Entrances for the garage will be from Second Avenue and from First Avenue. The Music Hall, which has many evening performances, could bring its patrons into the Music Hall from the parking lot via an escalator.

A second piece of the Music Green is the plan for a signature restaurant at the Music Hall. This restaurant will be a draw unto itself, in addition to having ties with performances at the Music Hall. One model for this restaurant is Central Park's Tavern on the Green, which is a very successful restaurant deep within a park. This new restaurant would allow diners to sit on a terrace overlooking the new Music Green, with views of the rest of Fair Park.

The Hall of Religion, which was partially demolished, will be rebuilt. This building can house a smaller arts organization, museum or administrative offices. The African American Museum has expansion plans as well. These include the construction of an additional gallery space on the west side of their building. This new gallery will look out over the new Music Green. The new addition will provide over 10,000 square feet of gallery space. Plans include programming for a Children's Museum, Blues Museum and Black Sports Hall of Fame in the new gallery spaces. These planned programs could then spill out into Music Green for outdoor activities related to the exhibits. Groves of sweet gums (*Liquidambar styraciflua*) will be planted around the museum. These sweet gum groves add needed shade and additional trees to this area of the park.

THE MIDWAY PROJECT



Midway Project Zone

The Midway Project enlivens the heart of the park—transforming a space which is dead and fenced-off for all but three weeks a year into a vibrant active place. This project plans for significant construction in the center of the park, increasing visitor support, and creating attractions to draw new visitors to the park. And, as in other projects, the park-like qualities of Fair Park will be enhanced with trees, benches, fountains, and shade structures. The Midway Project extends from the Federal Concourse—or Big Tex Circle—out to South Fitzhugh Avenue, encompassing the area north to Nimitz Avenue. Other important pieces of the project include the construction of a year-round Visitors Center, the reconstruction of a missing portion of the Automobile Building, and the increase of green spaces throughout the project. The results of the Midway project will draw people into the center of the park through great connections with the rest of the park and provide a series of new attractions to raise excitement levels and increase awareness of the new and improved Fair Park.

Midway Project Goals:

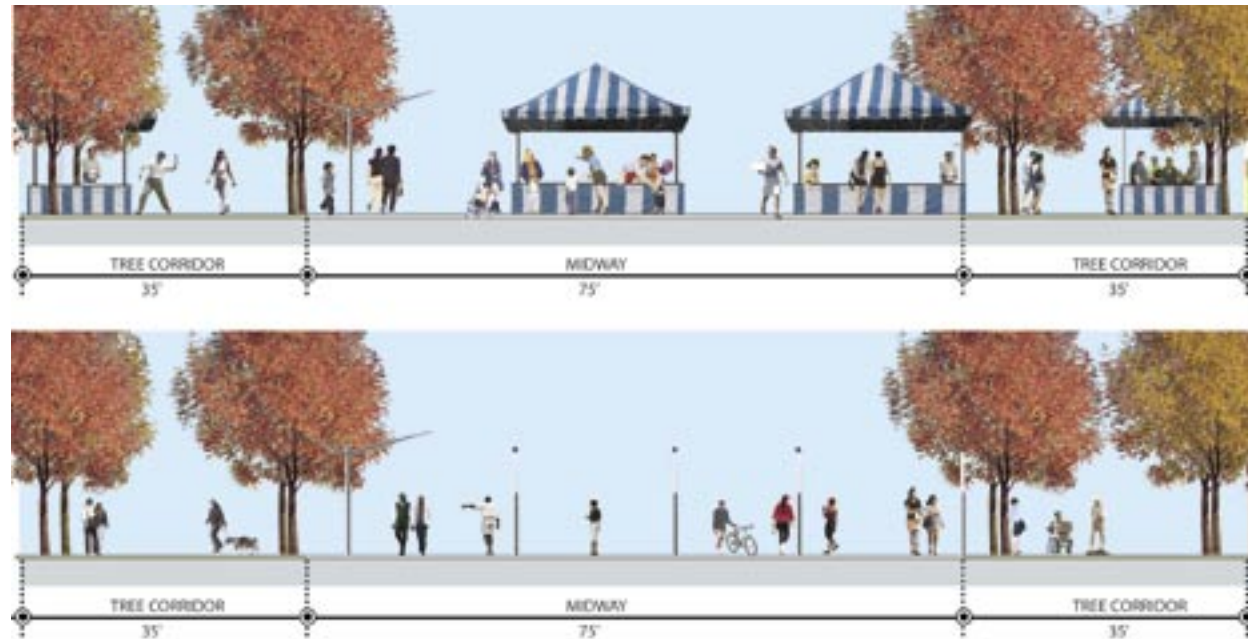
- Create a multipurpose, year-round festival space with infrastructure for food, music and other temporary entertainments, such as a sky-ride.
- Provide year-round Midway features: Ferris wheel, carousel, roller coaster and observation tower.
- Provide a visitors center with food and retail.
- Enhance connections to the Smirnoff amphitheater, the Lagoon and the rest of the park .

Midway

The Midway of Fair Park extends from the Federal Concourse on the west to the Smirnoff Centre on Pennsylvania Avenue on the east. This plaza is the true heart of the park, the place for strolling through the park. Geographically, the Midway is near to almost every piece of the park. The Midway connects the museums, the historic core, the Cotton Bowl, large areas of parking, and the agricultural area together like a zipper. This area is an important site for festivals and events, with convenient hook-ups for tents, lights and special paving. Allees of trees on either side of the plaza offer additional shade. The core of the Midway is on average one hundred and twenty-five feet wide. Rides are north of the core. The new Midway would have a festive paving pattern that reflects the temporary tents that inhabit the space during the State Fair. This main corridor will have special light fixtures that can also serve as anchors for these temporary tents and other vendor stalls. This seventy-five foot passage is flanked on either side with an alley of trees.

On the southern side of the Midway corridor, a permanent shade structure creates weather relief for the pedestrian, perceptual unity for the Midway, and a place for vendors to set up stalls. This structure would be a light-weight element of glass and steel that is distinct from the historic architecture in the park.

Off of the main Midway space, the Midway Project creates a series of 'break-out groves' to provide respite for the weary fairgoer. These garden corridors are perpendicular to the main spine of the Midway. They serve both as routes to other rides and attractions of the Midway as well as places of rest. Cooling, interactive fountains are center points of the break-out groves. Allees of trees flank either side of these interactive fountains and have benches for visitors.



The Midway Sections

These spaces offer a quiet space in which a visitor can rejuvenate himself before heading back out into the fray of the festival. Shady groves of trees will allow the visitors to be more comfortable during Fair-time. In non-festival times, these spaces act as extensions of the park and connect the northern half of Fair Park to its southern half.

Cotton Bowl Plaza

Cotton Bowl Plaza is a central node of the park. This space is the connection between the Midway and the historic core; between the Cotton Bowl and the Lagoon. The plaza is an important gateway to the museums from the Midway. The redesign of this space emphasizes these connections and builds a grand entry plaza for both the Cotton Bowl and the Midway. Interactive fountains frame the Cotton Bowl from the Lagoon, while they provide entertainment and relief from the hot summer sun. This space

can also hold large gatherings, such as during sports events or the State Fair of Texas. The paving pattern of the Midway is differentiated here in the Cotton Bowl Plaza, and trees frame the plaza on either side.

Ford Building

The current site of Grand Place will hold a modified reconstructed Ford Building. The main component of this building will be the new Visitors Center for Fair Park. This site is centrally located and visible from many of the main entrances to the park. The Visitors Center will have a reconstructed façade of the Ford Building which faces towards the north and terminates the axis of the Court of Honor. The rear of the building will interface the Lagoon with a large glass atrium and a plaza. The café of the Visitors Center would overlook the Lagoon. The State Fair of Texas plans to utilize the Ford Building during the State Fair for technology exhibits. The programming of the Ford Building during



The Midway Plan

the remainder of the year could include conferences, information center, a Fair Park museum, or possibly a permanent Ford exhibit.

Automobile Building Expansion

The reconstruction of the missing half of the Automobile Building will allow for exhibition space especially for the Automobile Show during the State Fair. During non-Fair time, the building houses a 'marketplace', filled with antiques and crafts. The idea of the marketplace is discussed more thoroughly in the programming section of this report.

Cotton Bowl

Currently the Cotton Bowl is in a state of flux. Plans for a new professional football stadium in the Dallas area have important implications for the Cotton Bowl. With decisions yet to be made, several good options exist for the Cotton Bowl. The first is to add 10,000 seats and upgrade the Bowl for college football games. The second option is to reconfigure the Cotton Bowl so that it functions as a professional soccer stadium. With the continued increase in popularity of soccer, this option is a viable choice for the future of the Cotton Bowl. A third option is to restore the Cotton Bowl to its original bowl configuration, before the upper decks were added. This option reduces the size of the Cotton Bowl and brings it down to a more human scale. The Bowl would then become a neighborhood amenity for jogging, high school games and events. This option makes the Cotton Bowl into a true park asset.



The Midway illustration by Chris Grubbs

Bridge to Smirnoff Centre

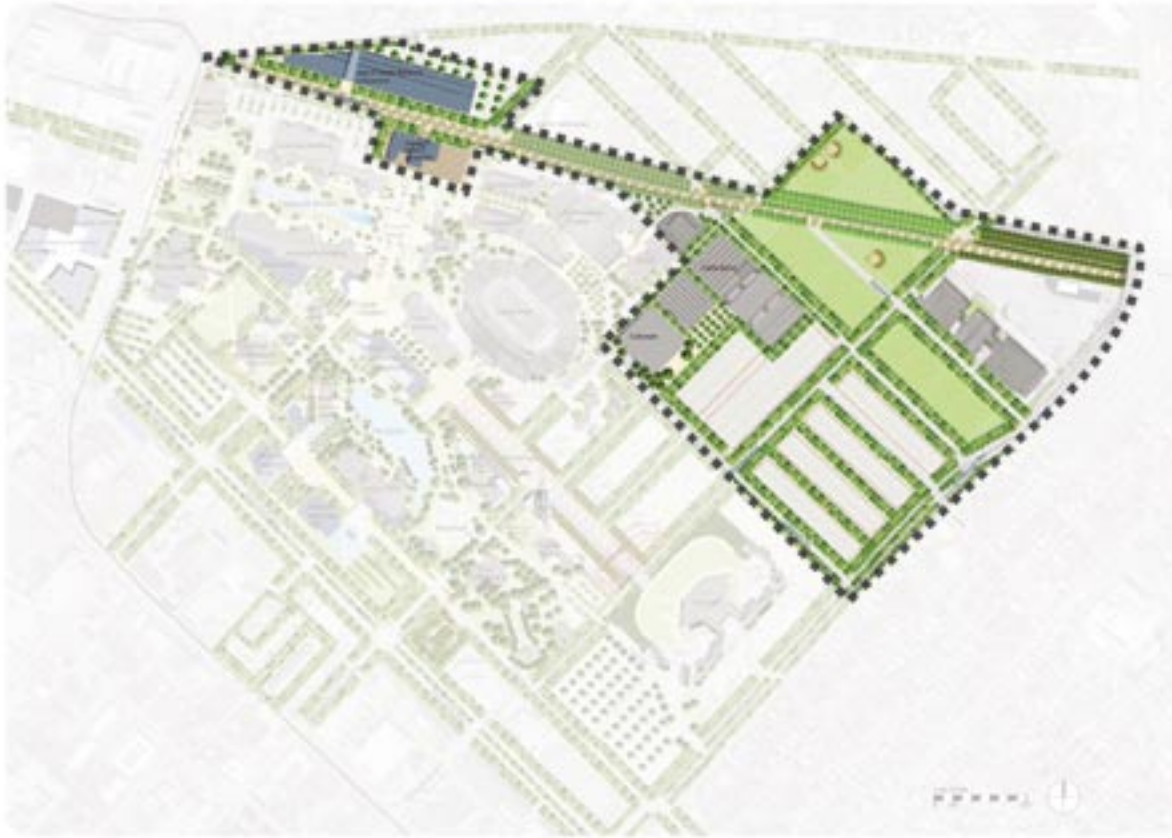
At the eastern edge of the Midway, a pedestrian bridge will span Pennsylvania Avenue and reach the top of the berm of the amphitheater. The western side of the Smirnoff will be planted to soften the impact that the amphitheater currently has on the rest of the park. These connections will begin to bring the amphitheater into Fair Park and help turn it around so that it does not have its back facing the park.

Midway Elements

Crucial to the success of the year-round Midway are the additional elements and rides. The State Fair of Texas is planning to build a new roller coaster which will be placed at the east end of the Midway. Visitors can walk under the coaster to enter the Midway. A second element is the Observation Tower, which will replace the current radio tower behind the State Fair Administration building. The new Observation Tower allows visi-

tors to have a unique view of the park from 329 feet in the air. The observation deck of the tower is planned to have educational material and interpretive signs for visitors to learn about the history of the park. The State Fair of Texas is also pursuing the idea of a sky-tram for added transportation throughout the park.

FAIR PARK BOULEVARD PROJECT



Fair Park Boulevard Project Zone

The Fair Park Boulevard project creates a new front door to Fair Park. This project specifically addresses the north side of the park. Currently, this area of the park is almost entirely asphalt, poorly marked and confusing for the visitor. In spite of its appearance, the north side is an active side of the park, with a collection of important museums, direct access to the historic core of the park, a major entrance to the Fair, home of the Dallas Mounted Patrol and the historic agrarian buildings. This project opens up the north side, with signage, new entrances from the north, trees, paving and construction for additional museum space.

Fair Park Boulevard Project Goals

- Create a new northern access spine and 'front door' to Fair Park.
- Transform northwest corner with museums and development opportunities.
- Enhance recreation amenities with playing fields and community center.
- Create 'greener' parking on east side of the park with space for special events.
- Streetscape improvements in adjacent neighborhood.



Fair Park Boulevard Western Plan

Fair Park Boulevard

This Boulevard creates new entrances into Fair Park from the north, where currently none exist. The Boulevard also replaces the Washington Avenue entrance which will be closed due to the new DART line. The new western entrance will be from Haskell Avenue. This new gateway will create an easy access for visitors traveling from northern part of Dallas. Fair Park Boulevard will accommodate two-way vehicular traffic, with lanes available for parallel parking along its length. The rail corridor will be enhanced for heavy rail during the State Fair and the Age of Steam during events or possibly a future DART line. Additionally, a pedestrian and bicycle path will be on the north side of the Boulevard. Rows of trees will shade this pathway for the nearly one mile length of the park in this area.

Fair Park Boulevard becomes a primary access point for visitors during major events. The bulk of the parking for the State Fair of Texas lies in parking lots directly

to the east of Fair Park Boulevard. During the Fair, visitors are shuttled down Fair Park Boulevard from these parking lots to the main area of the Fair. This access corridor allows the Fair to concentrate visitor parking and entrances to the east side of the park. This relieves pressure on the R.B. Cullum Boulevard side of the park and its adjacent neighborhoods. Access to the freeway is also better from this side of the park. By exiting at Dolphin or Barry, some of the congestion that is now a problem for the Fair and the neighborhood may be avoided.

Age of Steam Railroad Museum

As a part of this project, the Age of Steam Railroad Museum will move to a new location north of the railroad tracks and Fair Park Boulevard. This new location will provide an anchor for the new entrance to Fair Park at Haskell. The new building will consist of a main visitors center, with a 25,000 square foot footprint, and a

building to house the collection of trains. This museum must have access to an active rail line and should be located so that such access is provided. The visitors' center should have a café and provide an active front to Fair Park Boulevard. The new museum could be reminiscent of a historic train station and provide an interesting architectural addition to Fair Park.

Dallas Historical Society/Petroleum Building

A partial reconstruction of the Petroleum Building will house the Dallas Historical Society. This 31,000 square foot footprint building will occupy the space of the historic Petroleum building and complete the axis at the north end of the Court of Honor. Gallery space, library space, classrooms and storage space are just some of the features of the building. The new facility will also house some exhibition space for use during the State Fair of Texas.

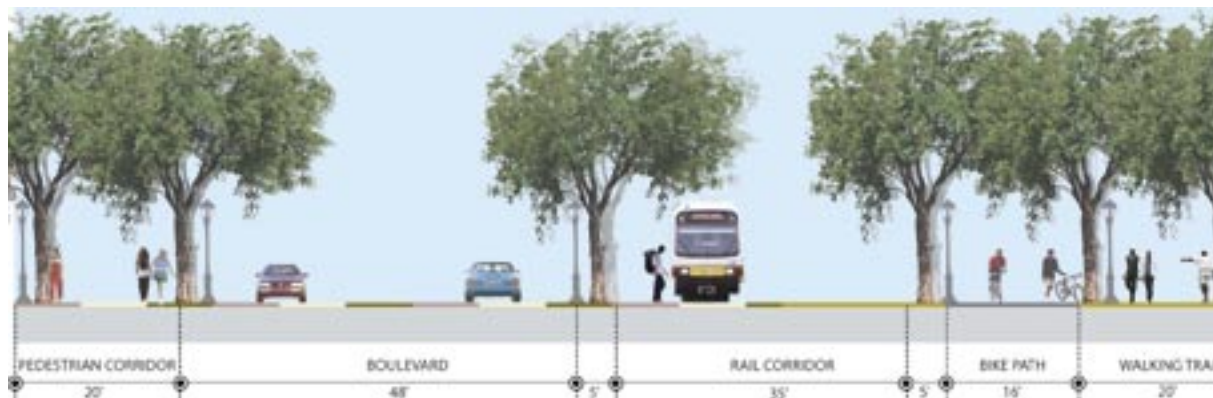
Humble Hall/Petroleum Building 1936
courtesy of the Dallas Historical Society



Fair Park Boulevard



Fair Park Boulevard Section



Washington Avenue Gate

The Historic Washington Avenue Gates will be retained and will become a pedestrian and bicycle entrance into the park.

Community Park

The currently city-owned lots adjacent to and north of Fair Park Boulevard will accommodate community recreation fields. These fields connect to neighborhoods to the east and north of Fair Park. They create green open space in an area of concrete and parking. During the Fair they offer loading space for agricultural events and/or overflow parking. A future Community Center would also be ideal in this location. Relationships with the Fannie C. Harris Elementary School should be cultivated. Synergy between the two could become a community focal point for the neighborhood.

'Green' Parking

The parking lots on the east side of the park currently serve the Smirnoff Centre, the Coliseum, Cotton Bowl and some events. In support of the State Fair of Texas expansion plans, these parking lots will have a utility structure to support large sized tents. In support of the goals of Fair Park to become more of a green park, these parking lots will become parking 'rooms' surrounded by double rows of trees. These trees will provide the shading crucial to parkers and fairgoers alike. The rows of trees also create pedestrian walkways that connect this park of the park with the Midway and Cotton Bowl. In total, the parking 'rooms' will hold five 100,000 square foot tents and one 150,000 square foot tent. This area is also reserved for large traveling shows and exhibitions, such as Cirque du Soleil. The parking lot closest to the Coliseum is currently reserved for such events, which need a larger area. The interior of this parking lot should be kept free of trees in order to allow events set-up space.

In addition to providing necessary exhibition space, these parking lots offer the opportunity to mitigate some of the runoff from the rest of the park and create a more sustainable approach to stormwater collection and treatment. One approach is to use porous paving in the parking lots themselves, to lessen runoff and help replenish the water table. A second approach is to terrace the parking 'rooms'. This terracing fulfills several goals. It creates a level surface for the tents and allows the opportunity to create water collecting swales, to aid in water collection and permeation of the rain water into the ground.

Agriculture Buildings

The non-historic agricultural buildings—the Cattle Barns One and Two, Horse Barn, Outside Livestock Pavilion, Indoor Livestock Pavilion, Livestock Auction Arena and the Coliseum—are in need of renovation. A full assessment of their condition was done for the City of Dallas Park and Recreation Department in 1989 by Martratt/Garmon Architects. The Coliseum was assessed in 1998-2000. Presently, this collection of buildings is in need of repair. The buildings should be reconstructed as multi-purpose clear span buildings that can accommodate the agricultural components of the State Fair of Texas while allowing for other uses during the rest of the year. Some of those uses include an skate park, rodeos, auction pit, school-related agricultural fairs, flea markets and events. In the short-term these buildings can be renovated to install ventilation systems. The Coliseum is planning for a year-round skating complex.

Dallas Opera Rehearsal Facilities

The Dallas Opera rehearses daily in buildings on the north-east corner of the park. Further integration of the Opera facility into the park is encouraged to revitalize this area and add activity to the entire park.



Plan of Eastern Fair Park Boulevard, Recreation Fields and 'Green' Parking

THE HISTORIC CORE PROJECT



Historic Core Project Zone

The Historic Core Project rejuvenates and restores the historic heart of the park. The historic core contains the majority of the historic art and murals as well as the historic architecture that has made Fair Park famous. This project, of all the projects, makes Fair Park unique in Dallas and throughout the world. Unfortunately, the zone is one of the most underutilized areas of the park. The large-scale buildings are often empty and quiet, and the Esplanade fountain does not run. Distances between buildings are long and the routes have little protection from the elements and are not well marked. When festivals do utilize this zone, they often use temporary fences to block off the area, which harms rather than helps the general atmosphere of the park.

The Historic guidelines for the park are most stringent in this zone. As a preservation zone, efforts to preserve or accurately restore the historic elements are important. Over the last decade, extensive renovation has made significant improvements to the historic park. Master plans and the restoration of many of the historic buildings have been completed.

Historic Core Project Goals:

- Revitalize and preserve the historic core fabric.
- Restore Esplanade fountain and lighting as feature elements .
- Improve pedestrian experience.
- Preserve historic gates and boundary definition.
- Revitalize the Swine building and Agrarian Way (Nimitz Boulevard).



The Esplanade illustration by Chris Grubbs

The Esplanade of State

The Esplanade of State was the most important and formal space of the Centennial Exposition. Beginning at the entrance to the park at the Parry Avenue Gate and ending at the Hall of State, the Esplanade provides a sequence of experiences that tell the story of the Texas Centennial through the design of the architecture, art, and landscape. The art in this area of the park includes six statues—representing Spain, France, the Confederacy, Mexico, the Republic of Texas and the United States—as well as murals and bas-relief depict-

ing the purpose of each building. In the past, flags for these nations flew in front of each portico. The historic landscape reflected the four regions of Texas with native planting. The whole Esplanade was well lit at night with a festive show of changing colored lights, smoke and sound effects. Aside from many missing smaller elements such as flags, benches, light fixtures, sound pylons and some art that originally gave the space a festive character consistent with an Exposition, the Esplanade still reflects the original design of the Exposition.

The plan calls for the restoration of this space to its appearance in 1936. Refer to *Automobile and Centennial Building Restoration Master Plan, 1997* by Architexas for restoration of the Court of Honor.

The Esplanade fountain, centered in the space, serves as a reflecting basin for the architecture and, at night, for the lighting. The fountain is an important centerpiece of the Historic Core and the entire park. This fountain will be restored and upgraded, with a filtration system, new pumps, and computer animation.



The Esplanade Plan

The Bank of Lights, which was located behind the Hall of State, provided the extensive and impressive light shows for the Esplanade during the 1936 Centennial exposition. This Bank of Lights should be rebuilt, with the appropriate technological upgrades, to recreate this light show. The Centennial and Automobile Buildings, which face the Esplanade, will house small cafes and food vendors with outdoor dining facilities. Diners can then sit out on the edges of the Esplanade and enjoy a coffee and watch the fountain. The Automobile Building is especially well suited to this purpose because of its shady, north-facing porticos and the proposed non-State Fair use as a marketplace. Together with a reno-

vated fountain, light show and cafes, the Esplanade will become the bustling area of the park that George Dahl and the producers of the Centennial intended. Investigation into the possibility of utilizing solar power for some or all of its electrical needs is encouraged.

Parry Avenue Entrance

The Parry Avenue entrance to Fair Park is the main historical entrance to the park. As a pedestrian entrance, this area sets up the axial views and concentration of Art Deco extravagance for which the park was famous. The planned DART station at Parry Avenue will have significant impact of the entire park and the

historic core in particular. This Fair Park stop will be along the South-east corridor that comes from downtown, past Baylor Hospital and Deep Ellum, to Fair Park and continues east through South Dallas and southeast to the Buckner Station. When the light rail arrived at the Dallas Zoo, attendance shot up 26 percent almost overnight. Similar effects should be anticipated at Fair Park. This DART station will also have impacts on parking needs at Fair Park. An estimated fifteen percent decrease in parking needs can be expected. For special events, such as the State Fair of Texas, DART will add extra cars to accommodate the increased riders. The stop at the historic gates on Parry Avenue reflects the

historic line of street cars which stopped at Fair Park throughout the first half of the twentieth century.

The Women’s Museum

An excellent example of the adaptation of historic structures to house modern institutions, the new Women’s Museum—designed by Architect Wendy Evans Joseph—opened in 2000 and has won several preservation awards. Together with the planned Age of Steam move and new Dallas Historical Society museum (Petroleum Building), this museum will become one of the anchor museums of the northwest corner of Fair Park. When the DART station opens, the Women’s Museum will be the first museum visitors reach. The parking lots associated with the Women’s museum and its extension behind the Centennial Building, will be re-configured to allow additional trees, lighting and pedestrian corridor to accommodate movement between the Women’s Museum and the new Age of Steam Railroad Museum.

The Daughters of the American Revolution House

The Jane Douglas Chapter House of the Daughters of the American Revolution is patterned after Washington’s Mount Vernon and is open to the public during the State Fair of Texas. Chapter meetings of the oldest chapter in Dallas are held in this building, given to the Jane Douglas Chapter by Continental Oil Company on October 31, 1937. The house was built for the Centennial Exposition as a ‘hospitality house’ for Conoco Oil Company. An opportunity exists to expand on its historic ‘hospitality’ theme and provide visitor services in this area of the park. Currently, the building is closed except during the above mentioned uses. The security bars on the windows are an eyesore and should be replaced with a security system that has less impact on the park as a whole.

Court of Honor

The Court of Honor is one in a sequence of spaces that makes up the Esplanade of State and leads to the Hall of State. The Court of Honor is defined by the Hall of State situated on the primary axis of the site with the Esplanade fountain and the pylon marking the entrance at the Parry Avenue Gate. The Court of Honor was used for ceremonial events during the Centennial. Further defining the Court of Honor were “hanging gardens” decorated with images of various animals and plant life, light pylons and fountains, and on the ground plane where the two axes met, was special paving material in the form of a star. The plan calls for the restoration of the Court of Honor. Refer to *Automobile and Centennial Building Restoration Master Plan, 1997* by Architectexas for restoration of the Court of Honor.

The Court of Honor is also an essential connection between the Historic Core and the rest of the park. While a steady stream of vehicles would detract from the character of the Court of Honor, the Fair Park Comprehensive Development Plan encourages allowing vehicular traffic in this area on a limited basis. Permitting vehicles to access the Court of Honor will allow visitors to familiarize themselves to the area without committing to a long walk and thereby increase the activity of the site. The road should be closed to vehicles during appropriate times.

Agrarian Way/Nimitz Boulevard

The Agrarian Area was devoted to agriculture and livestock during the Centennial Exposition. The buildings are loosely but densely arranged along Nimitz Boulevard (the Agrarian Way). Most of the buildings are designed for livestock like the Swine Building and the Pan American Arena, while others served agricultural exhibits such as the Food and Fiber, Embarcadero and Creative Arts Buildings. The promotional materials



Artist’s Rendering of Agrarian Area
courtesy Dallas Historical Society

for the Centennial Exposition boast that the vast size of the Agrarian Area was due to the important role that agriculture played in Texas’s economy.

The Agrarian Area is one of the most historically intact areas of the Park. All of the historic buildings, with the exception of a restaurant structure and the Grandstand, now the site of the Coliseum, remain. The spaces defined by these buildings included the Sam Houston Plaza at the northern entrance to the Cotton Bowl, “The Chute” and the Agrarian Parkway, which served as the entrance into the Agrarian Area framed by the symmetrical arrangement of the Embarcadero and the Food and Fiber Buildings. The area is filled with murals and other forms of art like bas-reliefs and statuary. Many of the murals are painted over and cannot be seen today. All of the artwork relates to the Agrarian theme.



Composite Plan

LANDSCAPE

An increase in the quality and number of landscape spaces within Fair Park is key to the Plan. Sports fields, grassy lawns, and trees replace many of the surface parking lots. Allees of trees create pedestrian corridors throughout the park and knit the park together. Corridors of trees become the new entrances to the park, projecting a 'greener' image of Fair Park out to the street. The sports fields in the northeast corner of Fair Park provide recreation areas for the adjacent neighborhoods and the larger community. The concentration of fields creates a space for locating tournaments, summer camps, and evening soccer leagues. Picnic areas include the Museum Green, Music Green, the Lagoon, and the Esplanade. Seating and picnic benches are encouraged in these areas.



Existing Landscape



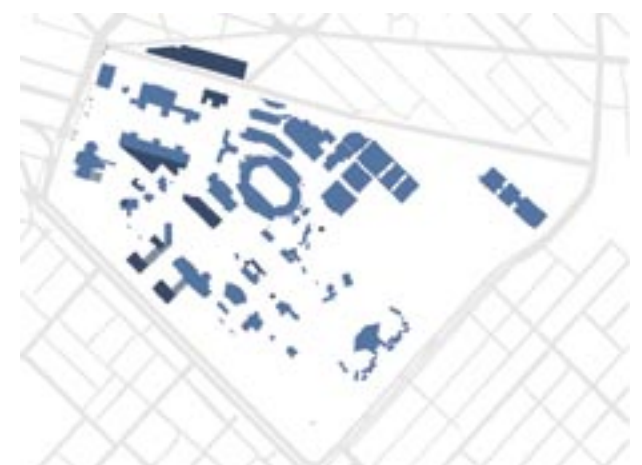
Proposed Landscape

BUILDINGS

The Fair Park Comprehensive Development Plan has identified buildings and areas of the park to be expanded or where new construction is desirable. Proposed new buildings include Museum expansions, new buildings for the Age of Steam Railroad Museum, and Dallas Historical Society, an addition to the Automobile Building, and the Ford Building. Potential new building options are shown for Science Place and Museum of Natural History. Significant historic buildings will be reconstructed to restore the original spatial characteristics of the park. A series of conceptual design guidelines has been developed for each of the historic buildings requiring expansion and for new construction in the location of a missing historic building.



Existing Buildings



Proposed Buildings

PEDESTRIAN CIRCULATION

Pedestrian circulation will be enhanced and expanded from what currently exists in the Park with walking trails, sidewalks, and paths. Trees will shade the pedestrian while walking. A clearer definition of pedestrian areas and vehicle areas will alleviate some of the confusion which now exists. Additionally, signage will better guide the pedestrian through the park. Connections from the new DART stations are planned.



Existing Pedestrian Circulation



Proposed Pedestrian Circulation

VEHICLE CIRCULATION

Vehicular circulation is essential for public orientation, drop-off, and distributed parking. Providing clear vehicular circulation through the park will facilitate public orientation to Fair Park. On-street parallel parking should be located wherever possible along internal roadways—except at the most visually sensitive sites—to increase the supply of distributed parking. On those streets designated for vehicular circulation, speeds should be kept to 15 miles per hour.



Existing Vehicle Circulation



Proposed Vehicle Circulation

PARKING

This plan allows for a slight increase in the number of parking spaces currently at Fair Park, while reducing the area and impact of the surface lots. Museum parking that is used on a regular basis should be placed under-ground and under buildings to the extent that is financially feasible. Remaining surface lots should be screened from surrounding roads. Surface lots in the museum area should be considered as “land banking” for future building sites. Special event parking should be along Fair Park Boulevard and in the eastern parking lots. The below-grade structures will be under Museum Green and Music Green. Existing and future parking lots adjacent to neighborhoods should provide sufficient buffering through landscaping and non-intrusive lighting.



Existing Parking



Proposed Parking

SHUTTLE SYSTEM

An in-park shuttle system will allow visitors to experience the breadth of Fair Park without attempting to walk the entire site. At 277 acres, and with distances up to nearly a mile between destinations, a shuttle is necessary for the park. This planned shuttle creates the opportunity to work with DART and connect to the new light rail stations at Parry Avenue and Martin Luther King, Jr. Boulevard. A further connection can be made to add a shuttle loop which services the neighborhoods. These shuttle systems will decrease the number of cars arriving at and parking in Fair Park. They will also facilitate movement through the park.

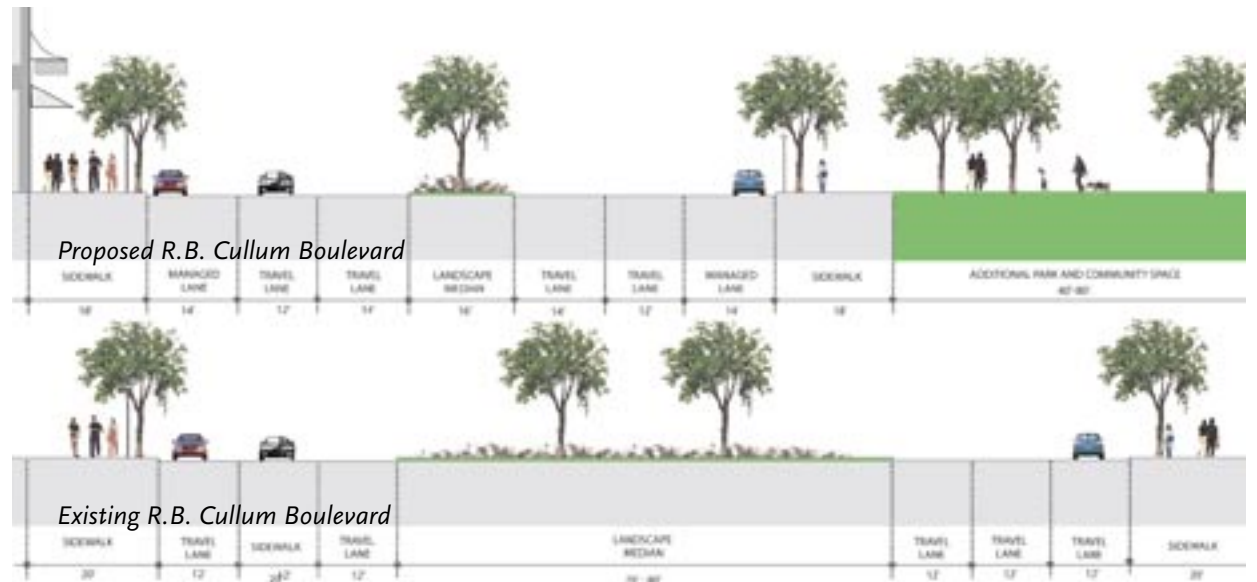


Proposed Shuttle System

EXTERIOR ROAD SYSTEMS

R.B. Cullum Boulevard

This plan recommends the reconstruction of R.B. Cullum from MLK to I-30 to reduce perceived barriers between Fair Park and South Dallas Community, and create more usable open space and development opportunities. Reducing the width of landscaped median from nearly 60 feet in some places to a typical 20 feet can return up to 40 feet of land for new public—and usable—open space at Museum Green, and development sites for South Dallas businesses. The development of the new R.B. Cullum Boulevard with street trees and sidewalks will improve the quality of the streetscape. On-street parking during non-rush hours will help reduce the need for surface parking lots, create a safer pedestrian atmosphere, and benefit businesses.



R. B. Cullum Boulevard Sections

Parry Avenue

Parry Avenue, with its multiple highway access loops and ramps, fails to support a strong connection between Deep Ellum and Fair Park. The Parry Avenue/R.B. Cullum Boulevard intersection should be reconfig-

ured to a “T” configuration. The future DART rail alignment would then cross R.B. Cullum Boulevard at the side of a regular intersection, providing a much safer controlled at-grade crossing coordinated with a signalized traffic intersection. New development across from the Music Hall should take the same form as adjacent buildings on Parry and Exposition, by following the street edge with storefronts along Parry and parking at the rear.

Corridor Study that is underway. New highway ramps to I-30 should be designed to use less land and preserve a clearer connection under I-30. This change will intuitively reconnect Fair Park to Deep Ellum and Downtown destinations via an improved (and two way) Canton Street.



Proposed R.B. Cullum, Parry, East Grand, and I-30 Alignments

I-30 Ramp Realignment

Reconfiguring the ramps at I-30 and R.B. Cullum Boulevard will create a clearer connection between Fair Park, Deep Ellum, and Downtown (via Canton Street). The new alignment will also create marketable development sites with superior highway access. The reconstruction of R.B. Cullum Boulevard should be coordinated with ramp reconfiguration as part of the Eastern

East Grand Avenue

East Grand Avenue is a major thoroughfare that connects Fair Park to neighborhoods north-east of the park—up to the White Rock Lake area and beyond. Currently, this road effectively ends at its intersection with S. Haskell Avenue. To facilitate access to Fair Park from the north, East Grand Avenue should extend south of Haskell and lead into Fair Park. This new alignment of the road will create an excellent new gateway into the park.



Concerts on Music Green illustration by Chris Grubbs

Repositioning a legacy like Fair Park requires a plan that creates identifiable, fresh and exciting activities and attractions and also informs the marketplace of what Fair Park already offers. The marketing plan communicates what one can expect at Fair Park. It is through the marketing plan that the image of Fair Park as a civic green space, a signature park will begin to be transmitted.

The program and marketing objective is to position Fair Park as a new and improved park that offers year-round activities and attractions for all ages and interests, extends the stay of visitors, and encourages repeat visits. This objective will require a series of pro-

gramming, marketing, and promotional strategies that are integral with the physical improvements. As the park is transformed physically, the marketing strategies reinforce Fair Park's new image and reintroduce it to the public.

With the breadth and depth of existing and proposed attractions at Fair Park, the opportunity to create an experience that patrons can always count on as being new and fresh is achievable through effective and proactive programming. As the park transforms physically, programmable areas will be defined within the park, each

with unique, marketable identities. Then, these programmed places can be marketed both for their own attractions and also as part of Fair Park as a whole.

Create a place where something is always happening.

The "Seasons of Fair Park" is a marketing strategy which provides a framework for programming according to the seasons. Banners and signs related to the "Seasons" can alert visitors to and promote the idea of Fair Park as a place where something is always happening. A unified marketing campaign will target various markets to spread the word of the revitalized Fair Park.

Programmed Places

RECREATION AREAS

The overriding goal of the Fair Park Comprehensive Development Plan is to enrich the current situation to truly create a world-class public park. In order to reach this goal, the recreation areas and landscapes of Fair Park must be enhanced. Fair Park should expand its collection of assets to include impressive recreational amenities. These amenities are free to the public, open every day, and the core of a great park. The Plan upgrades Fair Park's current green spaces and creates substantial new ones—such as the Music Green, Museum Green, the Lagoon, the Esplanade and Recreation Fields. These new landscape spaces add recreation areas to its wide array of cultural offerings. These landscape areas provide a place for people to—among other things—walk the dog, play soccer, enjoy a picnic and throw a Frisbee.



Recreation Areas



The Park on a Sunny Day

Museum Green

In addition to recreational activities, the Science Place and Museum of Natural History could program the Museum Green with outdoors exhibits and activities. Advantages to these institutions would be the ability to continue to utilize their existing facilities, the ability to expand in stages so expansion could begin immediately, free land sites and parking, and the synergy of all these aspects of the natural, earth and physical sciences being together.

Music Green

Development of Music Green creates an outdoor space with tremendous programming opportunities for music related activities, comparable to Central Park's Great Lawn, with its location next to the Music Hall and African American Museum. The planned signature restaurant which will open onto Music Green will give the Green added vitality. This space can be used for outdoor concerts and festivals that can build off of synergies with adjacent institutions.

Lagoon

The Lagoon is already a great attraction to Fair Park, which relates to the scientific museums that surround it. With new planting and signage, the Lagoon would continue to act as a place for natural science exploration and interpretation. The Lagoon will be a destination for school excursions. Other programming might include rented paddleboats or scientific demonstrations/exhibits. The outdoor areas would become as attractive and active as the interiors of the museums. Adding to the activity, museum cafes will front the Lagoon area.

Sports Fields

The development of sports fields near the agrarian district and the proposed Events Alley presents an opportunity to further expand the programming activities of Fair Park. These fields could be programmed for tournament events and integrated with other programs and activities at Fair Park. Soccer, softball, and baseball are just some of the activities that occur here.

THE MUSEUM CAMPUS

The museums are the year-round anchors of Fair Park. They present an opportunity to promote Fair Park as a campus versus individual destinations. By promoting these museum anchors collectively, the whole can become more than the parts. Joint marketing as well as joint ticketing and programming partnership opportunities are encouraged. The Museum Campus also presents a naming rights opportunity for funding of marketing and capital initiatives. Expansion and enhancements to the museums are critical to position Fair Park as a vibrant cultural park and destination. A nationally known museum campus destination will breathe new life into Fair Park.



The Museum Campus

Museums would remain independent, and the park would remain a park. However, outside of State Fair time, the programming in the core area of the Park would be planned as part of a Park-wide strategy that would encourage movement from museum to museum and enhance the operation of each entity. With a unified marketing plan, joint programming plan, and joint ticketing opportunities that are coordinated with special events in the park, the current museums would be seen as part of a larger whole. Exterior spaces would be programmed as part of a broad interpretative program, which would include interpretation of the National Historic Landmark through the Art Deco National Landmark Gallery, described later in this section.

Effective signage and way-finding is important to develop for the entire park, but also specifically for the museums. Signage and way-finding for each individual museum needs to coordinate with an overall signage and way-finding package for the park. In the context of the museum program area, this signage and way-finding package is important specifically for the visitor to understand the great collection of museums at Fair Park. For visitors interested in visiting more than one museum, two specific trails will be developed to link the museums: a Science Trail around the Lagoon area linking four science-related museums and a History Trail that would link the four museums located near the Esplanade and Court of Honor. These trails help connect the museums both conceptually and physically and create a sense of place for the museum campus as a whole.



Mastodon at Museum of Natural History



Age of Steam Railroad Museum Rail Exhibit



Outside Science Place



ART DECO NATIONAL LANDMARK GALLERY

The Art Deco National Landmark Gallery will present and interpret the Fair Park National Historic Landmark's buildings, murals and statues as a comprehensive attraction at Fair Park. The Gallery will provide educational materials about the history of the park for visitors. Trails through the park will work in conjunction with the Gallery to allow visitors to better understand the historical significance of the art and architecture in the park.

The Starting Gallery, which should be located at or near the permanent Visitors Center, will have an exhibit on Art Deco art, architecture and on the Texas Centennial's architects and artists. Related objects, such as the mock-up of the Woofus and the original Sphinx, will be on permanent display. Changing exhibits will feature photographs of Art Deco architecture around the world, among other things. A related National Art Deco Market, similar to those held annually in England and San Francisco, could be held in the park on one or more weekends each year.



"Spirit of the Centennial" Sculpture courtesy Dallas Historical Society



Art Deco Structures at Fair Park



Automobile Building

VISITOR SUPPORT

Visitors Center

The Visitors Center should provide the centralized visitor support services for the park. Common elements including information, restrooms, a gift shop, and cafe can be focused here. Initial commercial development can begin at the Visitors Center. This center should brand the park, orient visitors, and provide additional revenue generation opportunities.

The Art Deco National Landmark Gallery would be supported through the proposed Visitors Center or the Tower Building. The Visitors Center would house the starting gallery and offer self-guided and guided walking tours. The starting gallery will sell Art Deco merchandise, including Fair Park posters and reproductions. If located at the reconstructed Ford Building, the Visitor Center could also provide administration space for conferences that could be held within the building.



Visitors Center, Cafes, Restaurants, Trails, and Trolley Routes



Ford Building 1936, courtesy Dallas Historical Society

Restaurants and Cafes

Providing food and places to eat is important to sustaining and lengthening the stay of visitors. To supplement the Old Mill Inn—currently the only full-time restaurant at Fair Park—several other cafes, food vendor locations and restaurants are proposed.

The development of a full-time restaurant at the Music Hall is an important asset to the park. This is envisioned as a destination restaurant, publicly accessible year-round, that also serves the Music Hall. It would be located adjacent to the Music Hall overlooking the proposed Music Green.

Other dining locations include the porticos of the Centennial and Automobile buildings. Restaurants and entertainment venues will be created within the Automobile Building and the porticos and outdoor courtyards will serve as outdoor dining areas facing the Esplanade Fountain. Here, visitors can enjoy a cool drink while watching the light show on the Esplanade. Additionally, museums are encouraged to provide cafes which are open to the public.



Historic Postcards and Posters at Visitors Center

Shuttle System and Signage

An in-park shuttle system will help visitors reach their destination in Fair Park. Fair Park is quite large, with long distances between attractions. This shuttle will also allow people to familiarize themselves with the park. Improved signage within the park including key maps and interpretive signs will also create a more enjoyable experience for the visitor.



Enjoying Coffee at an Outdoor Cafe

ATTRACTIONS

The Esplanade's Fountain of Lights

The signature centerpiece of a year-round Fair Park will be the restored Esplanade Fountain. The recreated 1936 Texas Centennial light show will be presented evenings and the fountain upgraded with a new computerized show coordinated with music. When not in action, the fountains will run in the Historic mode. The light and fountain show will be developed through naming and sponsorship partners (e.g. General Electric as a historical tribute to their role in the 1936 Texas Centennial). This sponsorship can be kept separate from the State Fair or integrated into a joint contract for operation during the State Fair. The objective is for patrons to enjoy the beautiful fountain and lights, and enjoy a meal at the Porticos Restaurant, and visit the rest of the park.

Significantly, this will be the vision of Fair Park, visible from DART trains and arriving passengers. The lights behind the Hall of State are visible for miles and will act as a beacon of activity in the Park.



Attractions at Fair Park

The Marketplace

Located in the core of Fair Park will be the Marketplace, which will provide the food and retail that Fair Park lacks year-round. Like the popular, beloved Olla Podrida, the Marketplace will be to Dallas what the Santa Fe Market is to Santa Fe, and what the Mercado is to San Antonio. The core facilities include the Automobile Building (existing and expanded space), the redeveloped Ford Building, and the Tower Building. The Marketplace bridges several projects of the Fair Park Comprehensive Development Plan—the Museum Green, Midway and Historic Core—linking them with one program.

Shopping is a proven favorite at Fair Park. The antiques show and the Harold's sale, all pull in large crowds. The Marketplace will take this proven activity and expand it to non-State Fair time. The Texas Marketplace would sell crafts, antiques, and memorabilia related to Texas and the southwest. This would include crafts of many ethnicities—especially Hispanic, Native American, and African American—and the work of crafts persons working today throughout Texas and the Southwest.



Fountain of Lights

The Midway

The Midway, during non-State Fair time, will serve as a flexible location for outdoor programming of events with the opportunity for seasonal Midway activities. These traditional Midway activities include the operation of permanent State Fair rides including the Texas Star, the historic carousel, and the proposed roller coaster. This presents additional opportunities for operation of children's rides and attractions. The objective is to extend the length of stay for park patrons by offering a low cost, short duration attraction for all age groups. It is envisioned and recommended that the State Fair of Texas could extend their involvement in programming and operations of The Midway to non-State Fair times. This should be coordinated with other park programming of special events.



Rollercoaster



“Thomas the Train” Event, 2003

SPECIAL EVENT VENUES

Events Alley

Events Alley consists of the Centennial Building and the Agriculture District. These buildings are located along proposed Fair Park Boulevard for easy loading, unloading, and special events parking. Events Alley enlivens the north side of the park. Specific buildings include: Centennial Building, Food and Fiber Building, Embarcadero Building, Pan American Complex, Swine Building, Outside Arena, Coliseum, Cattle Barns 1 and 2, Livestock Pavilion, and Horse Barn.



Event Venues

Programming opportunities are based on the individual facility functionality with a focus on special events, exhibits, and recreational activities. The objective is to continue the past success of programming and leasing these buildings with an increased intensity. Events Alley would take advantage of the agricultural related uses as well as urban related uses that are consistent with the Dallas community.

The programming opportunities would require a range of improvements to the facilities from no-cost and low-cost improvements to temporary and permanent modifications to the interior of the facilities. The programming opportunities should be integrated with “The Seasons of Fair Park,” a marketing strategy discussed later in this report. Programming opportunities include covered flea markets, ice skating, indoor recreation activities, business and trade expos, agriculture/animal shows, exhibits and education. Many of these activities already occur on a regular basis in this general area of the park: Farm Day, Harold’s Warehouse Sale, Mayor’s Back-to-School Fair, Greater Dallas Southwest Guitar Show, among others. Events Alley creates a cohesive identity for locating these types of large events. This identity can then be marketed to potential new events.

Other Event Venues

Other event venues within Fair Park include the Cotton Bowl, Smirnoff Music Centre, Music Hall, and the Band Shell. Each of these venues attracts large audiences to the park on a regular basis. Increased joint programming and promotion could encourage patrons that attend these events to extend their stay at the Park.



Soccer Games at the Cotton Bowl



Crowds at Outdoor Music Festival

Marketing

"The Seasons of Fair Park" programming strategy



THE SEASONS OF FAIR PARK

The “Seasons of Fair Park” promotional strategy will guide the development of fresh, new seasonal activities. The Seasons programming strategy is designed to support year-round programming by organizing the year into five seasons based on climatic and social activities. The five seasons and their initial themes include:

1. Winter – **Indoor Gatherings**
2. Spring – **Festivals**
3. Summer – **Family Activities**
4. State Fair – **The Big Event**
5. Fall – **Seasonal Celebrations**

Each season should guide programming for attracting special events and organizing joint programming themes between and among Fair Park institutions. The seasons would be promoted through banners and supporting marketing material.

FAIR PARK MARKETING TEAM

The marketing plan was developed in cooperation with the Fair Park institutions and outlines opportunities to raise awareness of the attractions of Fair Park through a joint marketing campaign, thus promoting Fair Park holistically. Fair Park should be promoted to locals and visitors as the place to go for wide selection of venues and activities for all age groups and interests.

It is critical to establish a Fair Park Marketing Team assembled from members of the City, each Fair Park institution and the Dallas Convention and Visitors Bureau to plan and implement “The Seasons of Fair Park” programming strategy. This team could work under the coordination of the City and/or Friends of Fair Park and/or a new entity. All institutions, to the greatest extent possible, should establish funding for implementing and supporting this strategy collectively. There are strong opportunities to develop funding through sponsorships to support the programming and promotion. Depending on ultimate development of the Visitors Center, revenue generated through it and

the Art Deco National Landmark Gallery could also be used to fund portions of this strategy.

The Fair Park Marketing Team’s campaign focuses first on providing the connective infrastructure—staff training, signage and marked trails—to support the external marketing efforts. External marketing efforts are concentrated on visitors in Fair Park, those who have visited recently, tourists, and new visitors. Priority is given to cost efficient efforts that will reach visitors immediately and effectively.

A summary of the target markets and strategies for them include:

- **Fair Park Institutions:** “Each Fair Park institution is part of the greater whole!”
- **On-Site Visitors:** “Fair Park offers a wide array of fun, learning and recreation experiences.”
- **Repeat Visitors:** “Visit again because there’s more to do than you realized.”
- **Tourists:** “Dallas has more than you can see in one day!”
- **New Visitors:** “Fair Park offers a wide array of affordable fun learning experiences.”
- **Special Events:** “Promote events in coordination with programmed activities.”

In addition to specific target market strategies, a web site and familiarization tours of Fair Park will help spread the word of the new Fair Park. A Fair Park web site for promoting and informing potential visitors will support the marketing plan. This web site should be separate from the City but with links and categories established to push offerings and attractions through search engines. “Familiarization tours” of Fair Park for hotel personnel, taxi drivers, convention and tourism personnel, media representatives, and front desk employees of all Fair Park institutions will also help the plan.

Increase advocacy, fundraising, and funding for Fair Park.

Fair Park is a tremendous asset of the City of Dallas. It has irreplaceable historic facilities and artwork, is home to a number of the City's cultural attractions, and is a significant economic generator for the City. Fair Park also offers a prime opportunity to continue to position Dallas as a world-class city by offering in one high-quality venue, entertainment, education, and recreation attractions for citizens and visitors.

The time has never been better for a revitalization effort. Fundamental historic restorations over the past decade have raised the level of quality in the park and created a solid foundation on which to build. The City of Dallas has renewed its commitment to the parks system by the adoption of *A Renaissance Plan*. The process of the Fair Park Comprehensive Development Plan has re-opened doors for Fair Park both internally and externally. With the proper implementation strategies, the ideas set forth in this Plan will gain the momentum needed to achieve Fair Park's goals. Most importantly,

a vision for the future of Fair Park has been established through a collaborative process of a wide range of interested parties.

As identified by the Dallas Park and Recreation Long Range Development Plan, *A Renaissance Plan*, Fair Park is a signature park. Renaissance Plan requirements for a signature park include a high level of maintenance, safety and security measures, revenue generation, appropriate pricing strategies, historic preservation and promotion, marketing and programming, and partnership development. These requirements are in place not only to serve the citizens of Dallas, but also to help sustain the Park's operations and to add value to its surrounding neighborhoods and the City as a whole. Fair Park has had a solid record of accomplishment in each of these areas for the last decade, but continues to struggle in addressing its financial challenges. In addition, the resident cultural institutions continue to struggle financially from both philanthropic donations and revenue generation.

In order for Fair Park to achieve the vision of becoming a world-class park, a focus on financial sustainability must be employed. Fair Park must improve its financial sustainability for operations and maintenance, marketing and programming, and capital improvements through comprehensive strategies for dedicated funding sources, revenue generation, and partnerships. Increased advocacy, funding, and fundraising are important to the success of the Plan. A forum to facilitate advocacy, coordination, and stewardship for the park based on the goals set forth in this Plan should be established.

To begin implementation of the Plan, current and anticipated future funding sources must be evaluated. This analysis of funding opportunities—together with a cost estimate for the various projects of the Comprehensive Development Plan, an appropriate phasing strategy, and a team of appropriate people tasked with implementation—are crucial steps towards the fulfillment of the Plan.

Funding Sources

DALLAS PARK AND RECREATION DEPARTMENT

- Master Plan improvements based on future bond funding
- Operations and maintenance
- Marketing and programming

Traditionally, Dallas has funded major capital investment by periodically seeking voter approval for a variety of infrastructure investments supported by general obligation commitment. In the past, Fair Park has benefited from periodic infusions of capital from these bond funded investments. It is very appropriate that the first phase of the Fair Park renovation be funded by a general obligation bond. Pledges by the philanthropic community to match new tax supported investment would demonstrate a high level support for the plan and help convince voters to approve the package.

STATE FAIR OF TEXAS

- Renovations of existing buildings
- New buildings
- Specific Fair-related site improvements
- Marketing and programming
- Operation of the Midway
- Potential operation of Visitors Center

The State Fair of Texas is the main economic engine of Fair Park. The majority of State Fair revenues stay within Fair Park. This includes the annual lease and net revenue proceeds. In addition, the City of Dallas receives significant economic benefits from the State Fair. Traditionally, representatives of the Park, the Fair, and the Dallas Park and Recreation Board have made annual investment decisions from the net revenue proceeds with the intention of supporting both future State Fair needs and general Park requirements.

In the future, the Comprehensive Plan will serve as a guide to investment decisions, but the underlying concept of funding investments that benefit both the Fair and the Park will remain. The amount of annual capital reinvestment is tied to Fair performance, but approximately \$5.0 million/year has been available in recent years with a vision for increasing this to \$10 million/year as well as the hosting of a mini-world's fair signature event. The proposed operations of the Midway by the State Fair of Texas will expand their role in Fair Park to a year-round basis. This involvement will continue to yield significant benefits to the Park by increasing visitation at 500,000 estimated patrons per year.

PRIVATE FUNDRAISING

- Discrete projects in the park and historic core with potential naming rights

Philanthropic contributions are exceedingly important to the Plan. As is the case for most great urban parks, Fair Park's future will ultimately depend on whether the Comprehensive Plan effectively captures the imagination of the Dallas community and implementation becomes a priority for the City and the philanthropic community. The opportunities should be focused and prioritized, yet flexible to meet demands of potential donors. A comprehensive list of all potential contributors should be developed, and a coordinated solicitation effort be agreed upon among by all resident institutions. The Friends of Fair Park, historically the primary support group for the Park, is expected to take the lead in this effort, in close coordination with the Fair Park Forum—discussed later in the report—and The Dallas Parks Foundation. Early testing of longstanding supporters indicates a high level of enthusiasm for this revitalization effort.

DEPARTMENT OF EQUIPMENT AND BUILDING SERVICES (EBS)

- Existing building repair and maintenance
- Repair and major maintenance of museum buildings

This Department has experienced significant budget cuts over the last decade. As a result, the Department's ability to meet the maintenance and repair needs of the museums is limited. With an adequate and consistent infusion of permanent funding, the Park Department could assume maintenance for these facilities.

STATE AND FEDERAL GRANTS

- Historic building renovations
- Historic art reconstruction and renovation
- Park and recreation grants
- Watershed and flood protection

State and Federal grants have been and will continue to be important for the park—especially for the historic restoration work. Past grants received include Tx-DOT’s STEP (ISTEA) funding program, the Cynthia Woods Mitchell Fund for Historic Interiors, Texas Department of Agriculture, Texas Historical Commission, Texas Preservation Trust, Save America’s Treasures grants from the National Park Service, among others.

PUBLIC AND PRIVATE PARTNERSHIPS

- Potential investors for operations and maintenance for retail, restaurants and services
- Naming rights for various items in the park

Partnerships must continue to be utilized to leverage capital investment and operating responsibilities. These include Public-Public, Public-Not for Profit, and Public-Private partners. Naming rights are another prospective source of revenue. These are typically sold to private corporations with interests in marketing exposure. Prospective initiatives include the Art Deco National Landmark Gallery, Visitor Center, The Marketplace, The Midway, the Esplanade, Events Alley, Fountain of Lights, among others. The challenge for naming opportunities include the contractual arrangements with the State Fair of Texas who has temporary naming rights during the Fair; thus, most existing opportunities would be limited to other periods during the year.

FAIR PARK INSTITUTIONS

- Museum expansions
- New museums
- Shared infrastructure costs
- Marketing and programming

Most of the museums have in place a capital campaign for fundraising for their respective institutions. These campaigns work within the Development Plan. The increase of coordinated programming and marketing will require joint expenditures. Future expansions of the museums must be determined by the museums themselves.

PUBLIC WORKS AND TRANSPORTATION DEPARTMENT

- Perimeter road repair and replacement
- Drainage infrastructure
- Perimeter roadway/intersection improvement

Several of the necessary pieces of Fair Park’s improvement lie outside of the boundaries of Fair Park. The Public Works and Transportation Department is encouraged to contribute to proposed streetscape and drainage improvements which will create better conditions for Fair Park and the surrounding communities alike.

OFFICE OF CULTURAL AFFAIRS

- Future public art components, maintenance of current art
- Participation in soft costs for museum expansions
- Marketing and programming

The Office of Cultural Affairs should be better integrated into the funding strategies for the increased investment in marketing, programming, maintenance, and expansion of museums and cultural facilities. This includes a coordinated effort for grants and capital bonds. The OCA is also responsible for maintenance of the city’s public art collection.

CONVENTION AND VISITORS BUREAU

- Potential involvement in the operations of the new Visitors Center
- Participation in marketing and promotions

The impact of Fair Park on the ability to attract and extend the stay of visitors to Dallas supports an increased role in funding by the Convention and Visitor’s Bureau. This effort also involves coordination of marketing and programming. An annual budget for supporting marketing and programming efforts through the Convention and Visitor’s Bureau will yield significant results.

Cost Analysis

The Team performed a cost estimate for the projects, broken into small zones within each major project. These zones are outlined on the diagram below. These capital improvement zones reflect various phasing and funding requirements.

The numbers on the diagram below are in the millions of dollars. They represent the prices for site related improvements for each zone and include a 20% supplement for contingencies, 20% supplement for contractor fees and overhead, and 26.5% supplement for soft costs including project contingencies and public art. These site related improvements include demolition, landscaping, infrastructure, utility upgrades, paving, lighting, way-finding, parking structures, historic renovations, and fountains. The numbers do not include the price for new buildings or building expansions.

Phasing and Implementation

Phasing for the Fair Park Comprehensive Development Plan has delineated three distinct sets of moves. The initial steps are projects that are high-impact improvements and can begin immediately. The next steps are items which will require additional funding, from a possible 2007 Bond package, additional State Fair money, and donations to the capital campaign. The future steps are projects which are the next phase of development for Fair Park.

Initial Steps

- Lagoon, Entry ways, Begin Signage and Way-finding
- Esplanade Fountain of Lights
- Automobile Building
- Interim Visitors Center
- On-going Historic Restoration

Next Steps (2007 Bond package)

- Second Avenue Parking Plaza
- Museum Green, parking garage, green space
- Midway attractions and improvements
- Music Green parking garage, green space
- Fair Park Boulevard West
- Permanent Visitors Center/Ford Building
- On-going Historic Restoration

Future Steps

- Recreation Fields
- Fair Park Boulevard East
- Smirnoff parking lots improvements
- Cattle Barn reconstructions
- Music Hall surface parking lots/new institution
- On-going Historic Restoration

INITIAL STEPS

The Initial Steps of the Fair Park Comprehensive Development Plan involve changes which will have a high impact and high visibility for the visitors to Fair Park. These steps announce that something is new at Fair Park, that something is changing, while fitting within the overall plan for the future of the park. Specific elements of the Initial Steps include: new entry corridors at Grand Avenue and Martin Luther King, Jr. Boulevard,

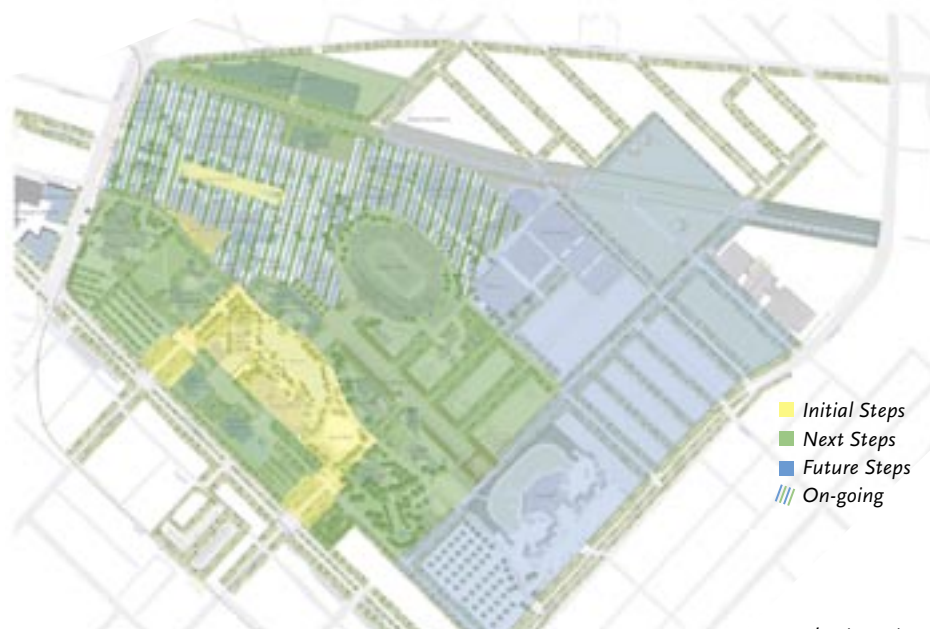


Cost Zones Diagram: Includes costs for demolition, landscaping, infrastructure, utility upgrades, paving, lighting, way-finding, parking structures, historic renovations, and fountains. The numbers do not include the price for new buildings or building expansions.

historic gateway renovation, Lagoon improvements, restoration of Lagoon, Lagoon pathways, banners and lighting, a beginning signage and way-finding package, Museum signs, and improved entrance signage. These physical improvements will bring the following benefits to the park: better visibility from R. B. Cullum Boulevard, more attractive connections from the R. B. Cullum Boulevard parking lots, an improved pedestrian experience around the Lagoon, and improved way-finding at entrances to the Park. The new image of Fair Park begins with new banners, signs and a sense that something is new at Fair Park.

The State Fair of Texas has priorities for work on the Embarcadero Building, the new addition to the Auto-

mobile Building, and then the new Ford Building. The construction of the Ford Building is very important because of its role of housing the Visitors Center. Prior to the construction of the Ford Building, the Visitors Center could occupy a different building. The Esplanade Fountain is also a priority and part of the Initial Steps of the plan. The Fountain is an excellent opportunity for a philanthropic or commercial donation with naming rights. Historic preservation grant money could be available for part of the restoration costs as well. These elements of the Initial Steps will increase activity at the park and are high-impact items which will breathe new life into the park and demonstrate a renewed level of commitment to Fair Park's future.



Phasing Diagram

Stewardship

Every study completed on Fair Park over the last 30 years has recommended some form of change in management approach. Fair Park has seen a marked improvement in operations even with tremendous budget cuts. The larger issue appears to be creating a platform where all Fair Park institutions can work together in a trusting, cohesive manner towards a single vision and ultimate implementation of a plan. Any management and governance model must ensure continuity of the Plan implementation and stable management to protect against changes in personnel and political environments.

Fair Park's migration from its current purpose and market position to a more active and vital position projected in this plan requires management modification, but not necessarily wholesale transformation. An underlying theme of current complaints is disagreement, or at least confusion over the direction of the park, and thus confusion over the motivations behind current Park investments and management decisions. We believe that completion and adoption of this Comprehensive Plan will go a long way toward solving this fundamental problem. The Comprehensive Plan provides a roadmap and a vision for what Fair Park will become and how various park interests are served. It offers a common vision of how, where, and why investments will be made. The most critical management and governance change that will come from this project will be the common reference for decision-making.

A crucial role for any governance structure chosen will be to educate all potential funding sources on the economic impact that a true year-round Fair Park will have on Dallas's tourism and convention business.

This impact far exceeds the amount of event rental and/or parking income that the Park can generate. Dollars spent on creating this year-round destination will give an incredible return for each dollar spent. With 277 acres on the edge of downtown, thirty-two buildings, and more than a dozen museums and performance venues without any debt, the dollars required to enhance the site, brand and market the product are some of the most productive dollars the city can spend in terms of economic impact. Its importance to convention business, in filling hotels during downtime with tourists, and providing an outstanding fun and education center for its residents provides a tremendous value to the city.

Maintenance for this park is an essential piece of its stewardship. Fair Park has special maintenance needs due to its wide collection of historic facilities and its status as a signature park. Current funds do not meet the maintenance needs of the park. Employing and promoting sustainable maintenance and building practices should be a priority for the park.

ALTERNATIVE MANAGEMENT MODELS

Research for the Fair Park Comprehensive Development Plan included looking at management models employed by other great parks of the world. Management models typically grow out of the functions and responsibilities of the organization in question and its sources of revenue. No particular organizational structure exists that can overcome a general lack of financial resources. However, clear definition of roles and responsibilities combined with an agreed upon mission and accountability can create a more sustainable operation. This can range from limited changes to the current management approach to a complete outsourcing of responsibilities. A description of five potential models follow.

Conservation Model (Central Park, New York City)

A conservation model contracts park operations and management to a not-for-profit organization. Decision-making remains in a public or quasi-public framework, but it relieves the city of financial/management responsibility, and a large share of maintenance costs —most Conservancies use volunteers and private funds.

Advisory Board Model (Balboa Park, San Diego; Forest Park, St. Louis)

An Advisory Board creates a common ground for all constituents to be represented and provide a forum for Park decisions. This model utilizes the existing management systems, thus providing more definition of roles and responsibilities while adding stewardship and advocacy for the plan.

Commission Model (1936 Centennial Model)

This model employs a special appointed commission for a limited time and function charged with a one-time (estimated 5 to 10 years) effort to aggressively pursue implementation of Phase One.

Privatization Model (Six Flags model)

This model contracts Park management, maintenance, promotion and promotion to a private, for-profit entity. Under this model, the private operator would work under the direction of the Parks Board, be afforded a high level of day to day authority, and be rewarded based on specified measures of Park performance.

Special Authority Model (Denver Metropolitan Area)

This model would be a city-wide or regional taxing authority providing dedicated funding to cultural institutions throughout the City or County. A dedicated funding source through a sales/property tax measure that is approved by voters creates sustained funds for the park.

FAIR PARK FORUM

From these models, the Fair Park Comprehensive Development Plan Team, in coordination with the Client group, advocates the creation of a **Fair Park Forum**. This model is most similar to the Balboa Park model. The goal and mission of this Forum would be to implement this Fair Park Development Plan through:

Advocacy

Promote fundraising and funding; promote Fair Park; increase Fair Park's presence at city, regional, corporate and national levels. Advocate funding for ongoing maintenance and capital improvement for the park itself, for its building and its art.

Coordination

Provide a sounding board for operations, marketing and programming issues at the park; enhance communication.

Stewardship

Promote synergy and care of Fair Park as a whole.

This group would meet quarterly or as needed to fulfill the above mission. The Committee would consist of up to twenty-four members:

- Park Board President, or 2 Park Board Appointees
- Cultural Affairs Chairs, or 2 Commission Appointees
- State Fair of Texas President and Board Chair
- Fair Park General Manager
- Neighborhood Representatives (2)
- Philanthropic Organization/Business Appointees (1/1)
- Museums, Music Hall, Smirnoff Centre Board Chairs (10)
- Friends of Fair Park Board Chair
- Friends of Fair Park Director, facilitator
- Landmark Commission Representative

Fair Park VISION

Concluding Remarks

Fair Park's overriding mission is to be a world-class public park. Its mosaic of programs, architecture, institutions and landscape creates the foundation for an unrivaled public park. The unique historic legacy of the park creates a space unlike any other. The art and the architecture of the historic core of the park capture a moment in the history of Texas and the country and preserve it for generations to come. Its impressive collection of cultural attractions ensure that all types of people can find something interesting to do at Fair Park—whether that is watching a musical performance, strolling around the Lagoon, or riding the roller coaster. The wealth of programming and opportunities for development at Fair Park have an important economic impact on the city. As Fair Park improves its connections to the surrounding communities it will truly become a major civic space within the heart of the city.

With the changes resulting from the Fair Park Comprehensive Development Plan, Fair Park will continue to develop in a manner consistent with the beliefs and desires of its surrounding community. Future generations will cherish the irreplaceable amenity that Fair Park provides to the city and the country. As one of its prime tourist attractions, Fair Park in many ways represents Dallas to the world. If Dallas cares for this treasure and nurtures its vision, Fair Park will grow to its potential as a world-class park.



World-class cultural park for all ages



Premier Dallas attraction for residents and tourists



Unique recreational and educational amenity



Signature park