

AUSTIN, TEXASULI ADVISORY SERVICES

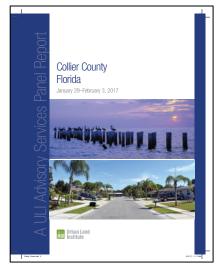
AUGUST 25-30, 2019

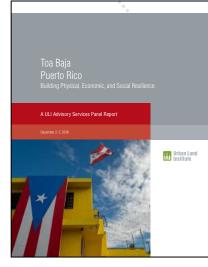
About the Urban Land Institute

ULI Mission: to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

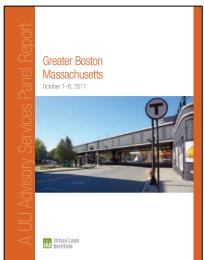
 A multi-disciplinary membership organization with more than 45,000 members in private enterprise and public service

- What the Urban Land Institute does:
 - Conducts Research
 - Provides a forum for sharing of best practices
 - Writes, edits, and publishes books and magazines
 - Organizes and conducts meetings
 - Directs outreach programs
 - Conducts Advisory Service Panels









Advisory Services Panels

Since 1947, ULI's Advisory Services Program have helped more than 700 communities find independent, strategic, and practical solutions for the most challenging land use issues







10-Minute Walk Campaign

Everyone Deserves a Park!

- National movement promoting the bold idea that all people in urban America should live within a 10minute walk to a high quality park.
- Partnership between the Urban Land Institute, The Trust for Public Land, and the National Recreation and Park Association.
- 160 mayors have signed on to date—including Austin!
- This is one of 9 10-Minute Walk Campaign panels





ULI Panelists and Staff

Selected for their subject matter expertise to provide objective, volunteer recommendations

Julie Underdahl (Panel Chair)

Urban District Consultant Denver, Colorado

Kimberly Driggins

City of Detroit Detroit, Michigan

Shane Farthing

City of Martinsburg Martinsburg, West Virginia

Suzanna Fry Jones

High Line Canal Conservatory Denver, Colorado

Edward Henley III

Pillars Development Nashville, Tennessee

Sandra Kulli

Explorer. Pollinator. Cheerleader. Los Angeles, California

Amie MacPhee

Cultivate
San Francisco, California

Charlie McCabe

Parks Consultant Boston, Massachusetts

Matt Norris

Urban Land Institute Washington, D.C.

Beth Silverman

Lotus Campaign Washington, D.C.

Paul Angelone

Director, Advisory Services

Michaela Kadonoff

Associate, Meetings and Events

Kelsey James-Kavanaugh

Graduate Intern
University of Texas, Austin



Thank you to our sponsors!







Thank you everyone else!

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Panel Assignment

Formalizing Collaboration



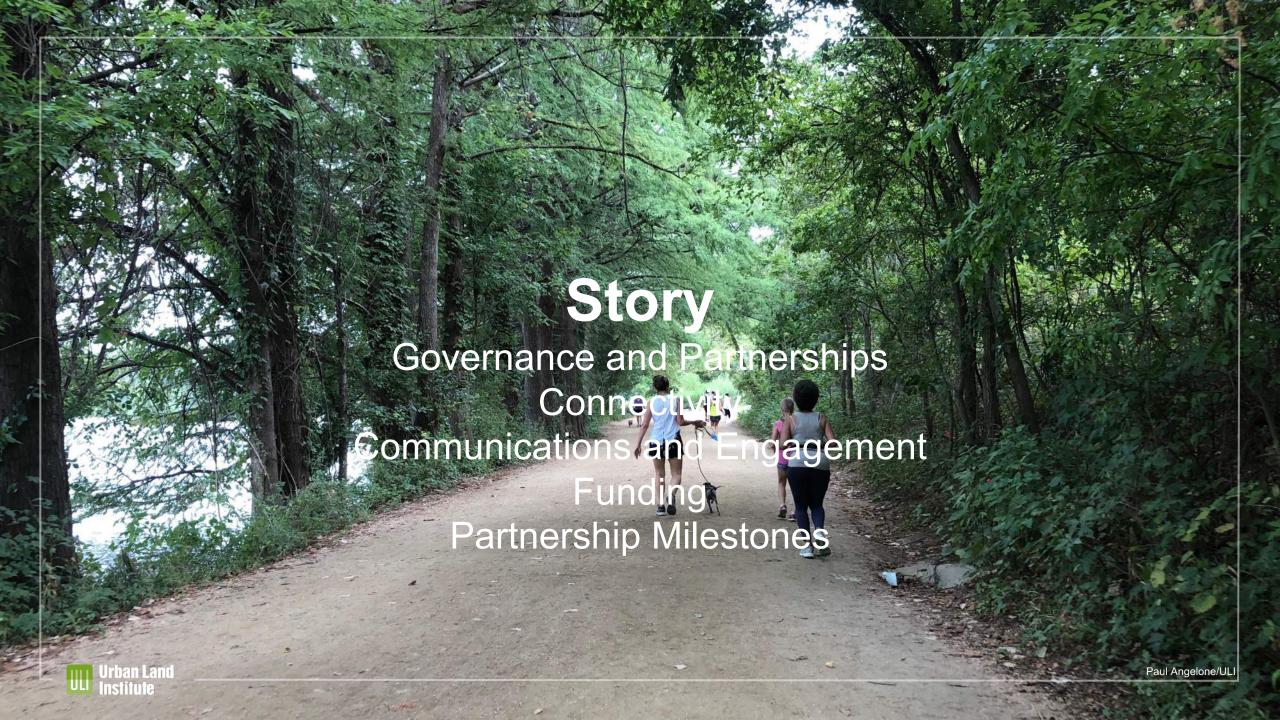
- How is authority best delineated and defined?
- How can governance of this new potential partnership be structured?
- How is **liability** best delineated and defined?
- How can transition be communicated?
- What are sustainable funding sources?
- How can O&M be responsibly and realistically transferred?
- How does a partnership connect to broader city-wide goals?



Key Recommendations

- Formalize Public-Private Partnership between TTF, PARD, and Watershed Protection utilizing the respective strengths of each organizational partner
- Develop Strategic Plan and Vision that includes a communications strategy
- TTF needs to build capacity
- Launch initiative to fully fund plan implementation
- Build upon past successes and explore new ways to better maintain and improve trail
- Involve, engage, and reach out to community to build support and trust
- Plan for future growth and expansion of trail improvements and connections





STORY



INVENTING DESIRE



iYo Quiero Taco Bell!





MEMORY AND PROPHECY



IMMERSION



50 YEARS AGO



GROUND BREAKING



1970's

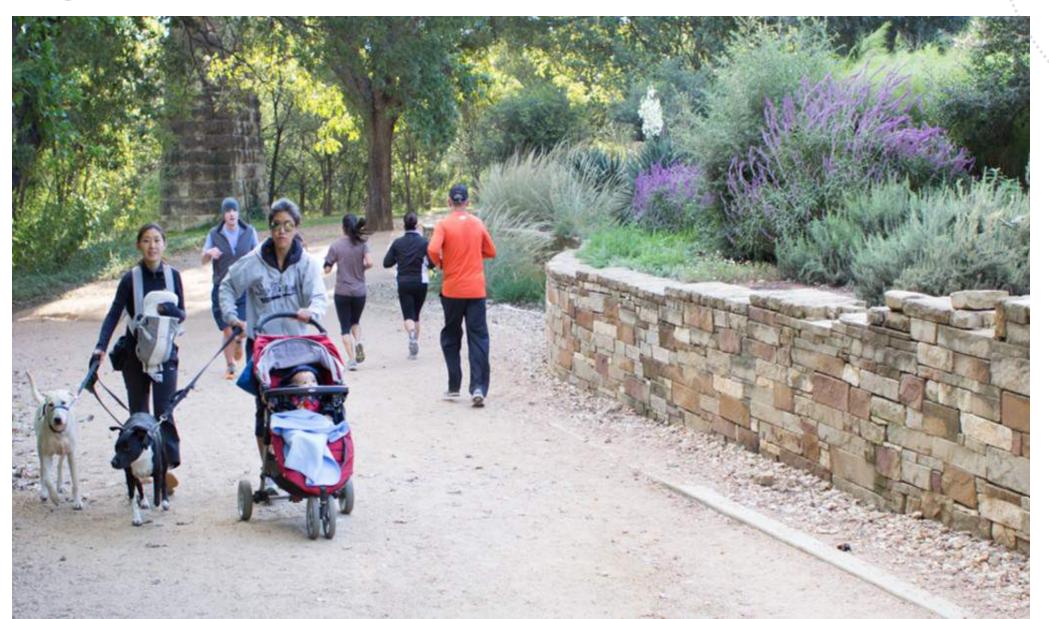


1980's



Austin, TX - August 2019

TODAY



crowded

health

landmark

retreat

austin

freedom

maintenance

beautiful

heart

family

happy

nature

transportation safe

recreation

partnership

Austin, TX—August 2019

diverse

changes

gem

social

green

water

scenic

community

peace

Advisory Services Program

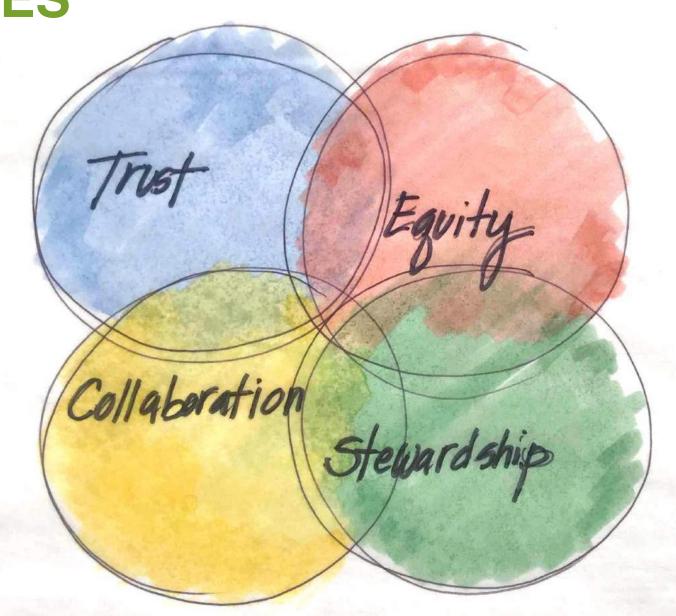
central

potential



GUIDING PRINCIPLES

- Trust
- Equity
- Collaboration
- Stewardship





TRUST





EQUITY

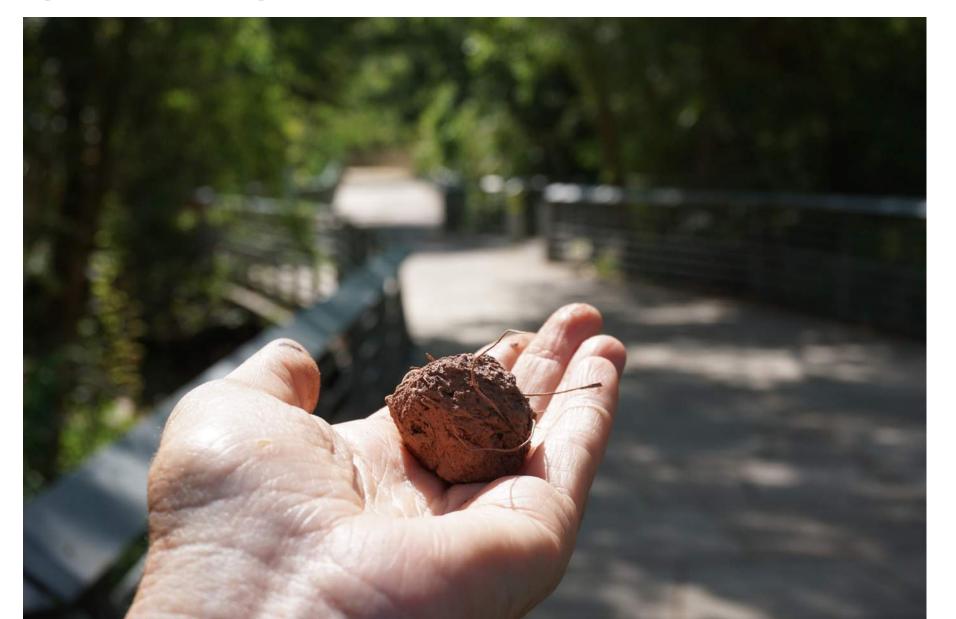


COLLABORATION



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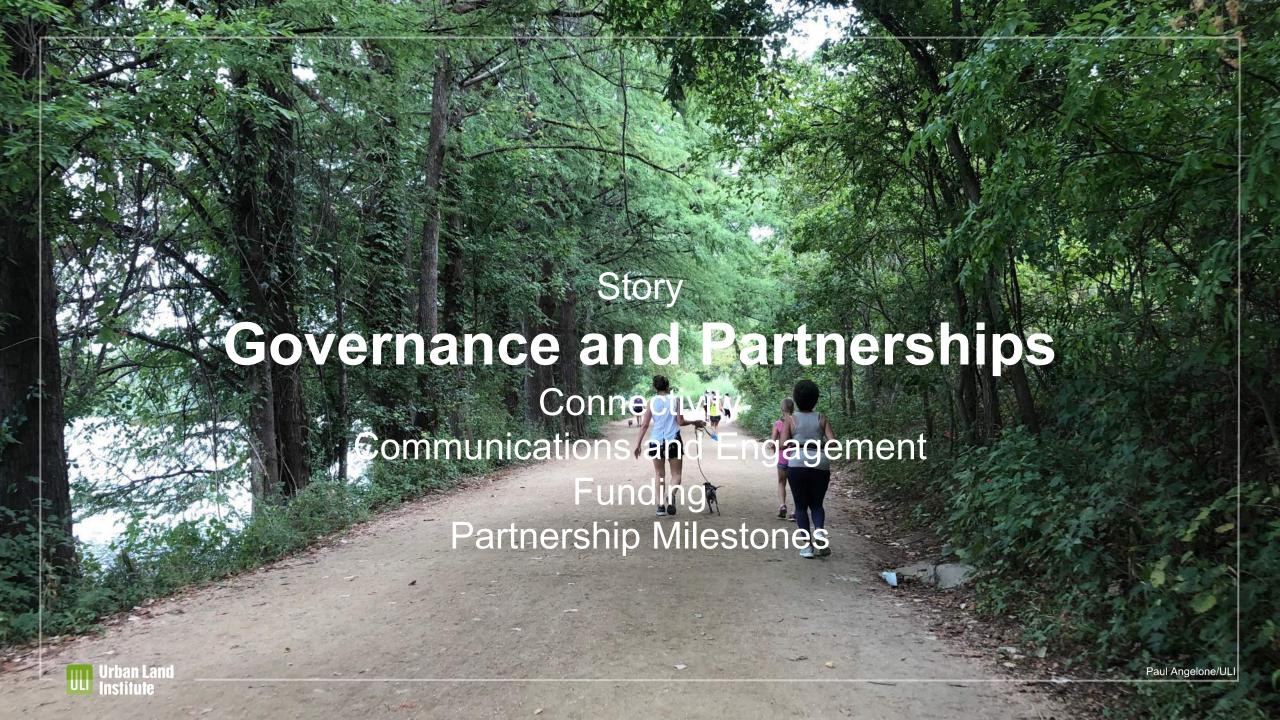
STEWARDSHIP



BE BOLD

These principles are a framework that will guide you for what's next.





Austin, TX—August 2019

What P3s Do

	Role/Responsibilty	City	501(c)3
City	Legal and Asset Protection	Lead	
City	Public Saftey	Lead	Assist
Joint/	Capital Projects		**********
NAME AND ADDRESS OF THE PARTY O	Larger/Complex Smaller/Underprioritized	Lead Assist	Assist Lead
Collaborative	Community Engagement/Outreach		
	City Wide Park/Project Specific	Lead Assist	Assist Lead
	Operations Park/Project Specific	ASSIST	Lead
	Essential	Lead	Assist
	Value-Add Programming	Joint	Joint
	Essential	Lead	
	Important	Lead	Assist
	Value-Add Maintenance & Repairs	Assist	Lead
	Significant	Lead	Assist
	Minor	Joint	Joint
	Planning/Visioning City Wide	Lead	Assist
	Park/Project Specific	Joint	Joint
	Environmental Conservation	1	A!-4
	City Wide Park/Project Specific	Lead Joint	Assist Joint
	Special Events		
	Larger/Complex Smaller/Intimate	Lead Joint	Assist Joint
		JOHE	
501(c)3	Advocacy		Lead
	Fundraising	Assist	Lead
	Volunteer Recruitment/Management	Assist	Lead

Defining the Partnership Agreement

5 Key Elements



I. Define Shared Purpose



II. Benchmark the Baseline



III. Define Trusted Partners



IV. Let trusted partners negotiate new activities with greater flexibility.



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***The liability issue.

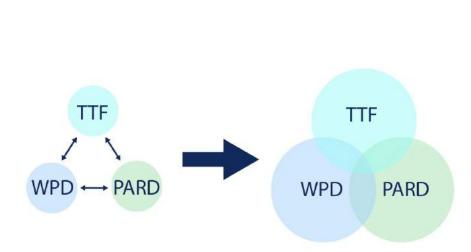


V. Maintain accountability communications.



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What's Next?







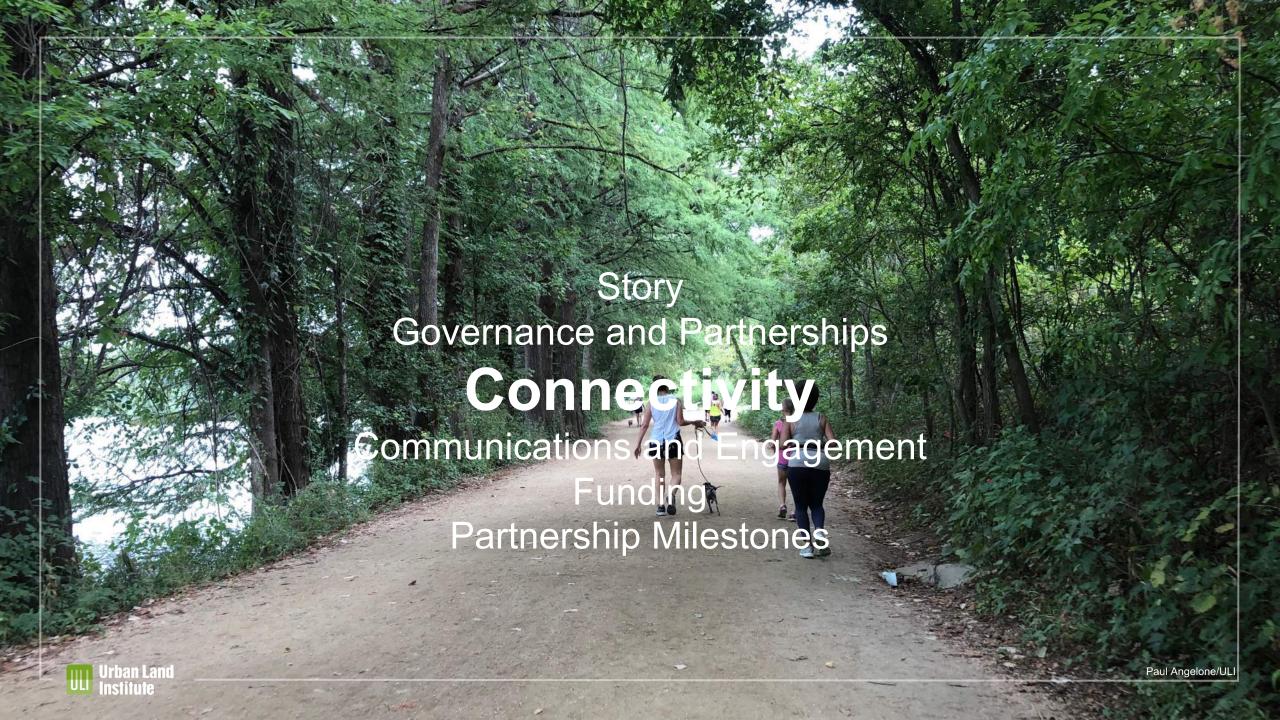
Partnership Pilot

Nash Hernandez Building



- License AgreementOpportunity
- Display of Partnership





Building from Strengths



People and Neighborhoods

Parks and trails can shape community identity and serve as the backdrop to social interactions among different groups.





Nature

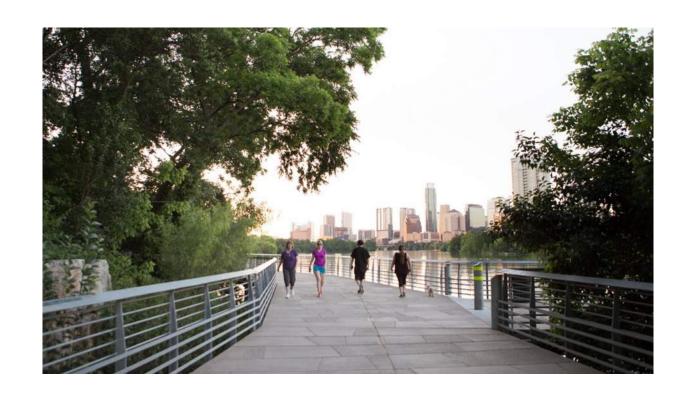
"Man is most nearly himself when he achieves the seriousness of a child at play."

Herodotus





Transportation



Trails can have benefits beyond recreation and exercise—they can be a healthy way for people to get to work and to reach other key destinations.



Public-Private Partnerships



"Developer support for parks and trails can help mitigate the impact of insufficient public resources providing communities with greater access to open space."





Connections Among Community Partners







Stewards, Heroes, Storytellers















Communications & Engagement Strategy

<u>Issues</u>

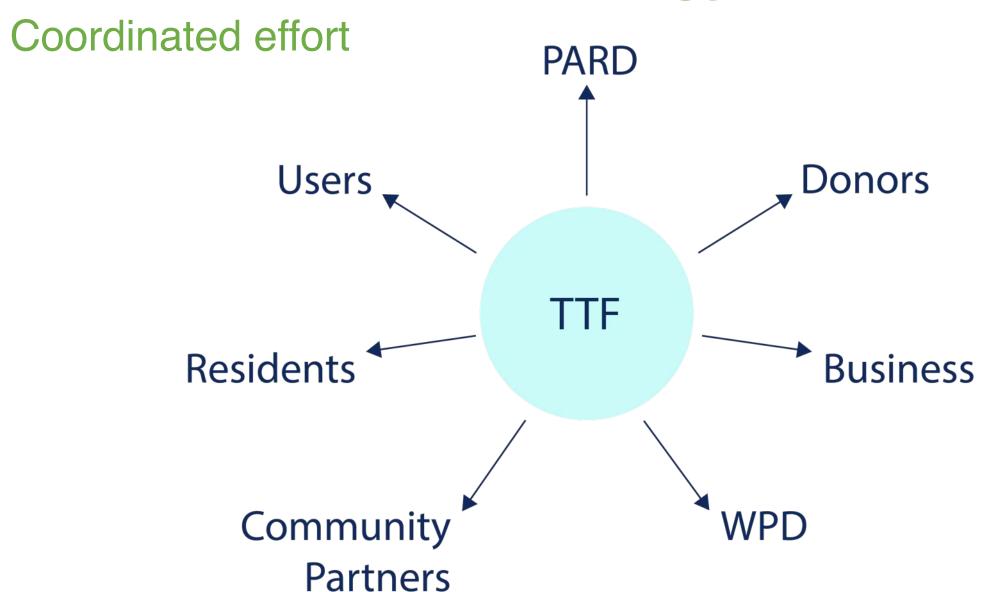
- Need for greater visibility
- Need for more effective outreach to eastside communities
- Need for transparency on who is doing what
- Limited access to programming on the trail

Opportunities

- Tell the complete and unique history of the trail
- Better connect communications and outreach with funding strategy
- Develop more robust community engagement

Develop a Comprehensive Communications & Engagement Strategy, led by TTF to develop a more inclusive narrative about the Trail.

Communications Strategy



Listen. Honor. Share.

Centralize the message



Listen



Honor



Share



LAURA LEE AND CLAY DAIGLE

Contest Winners, Humans of Butler Trail



AMBER WADEY

Contest Winner, Humans of Butler Trail



JORDAN COOPER

Humans of Butler Trail



THE CHAVEZ FAMILY

Humans of Butler Trail



LULA

Dogs of Butler Trail



WILLARD DAVIS

Humans of Butler Trail



WOODE WOOD

Humans of Butler Trail



LUCY

Dogs of Butler Trail

Communications Strategy

Facilitate storytelling and foster champions

"Here's to the stories we keep and the ones we keep close."

- Erin Loechner

Partner Communications

Collaborative and Inclusive Process

- Develop communications process between key partners
- Develop a communications plan that builds trust and facilitates regular communications
- Create a community relations system that is responsive and timely



Build Awareness. Educate the Public.

Stay Connected.



Build Awareness. Educate the Public. Stay Connected.



Build Awareness. Educate the Public Stay Connected.

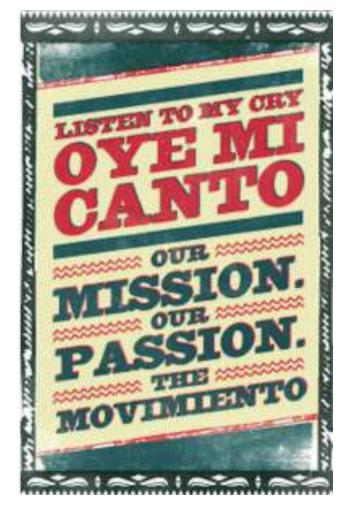




St. Charles Place Park Ambassadors

How Do You Design To Build Trust

CULTURAL STRATEGIES

















Engagementand Equity











designing

according to their collective values

Healing Communities Of Color by Encouraging Self-Determination















Kids and Youth as Stewards in Public Life

DETROIT DESIGN 1832

Detroit Shapes Design.

Exhibition Categories

Navigating the Exhibition



DETROIT DESIGN 1832

Detroit Shapes Design.

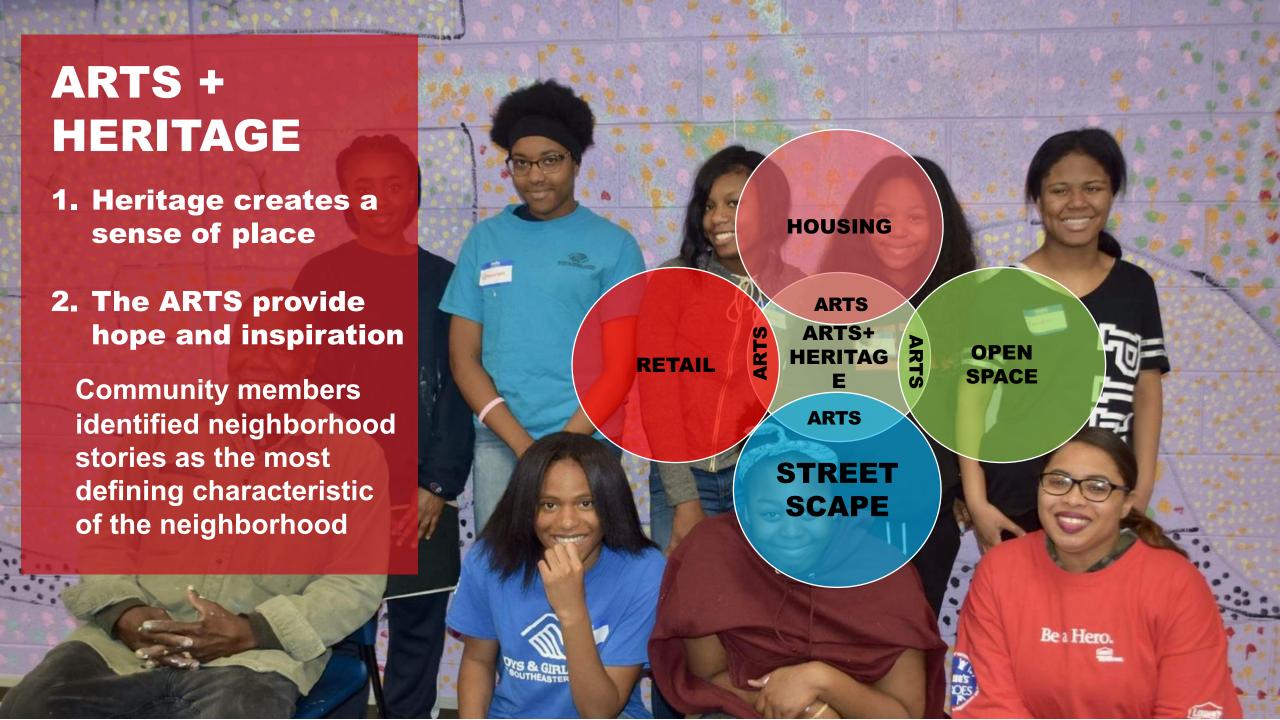
Exhibition Categories

Navigating the Exhibition











BENEFITS:

ART CAN BEAUTIFY AND UPLIFT NEIGHBORHOODS

CAN BE COMMUNITY DRIVEN

HIGHLIGHT NEIGHBORHOOD HISTORY

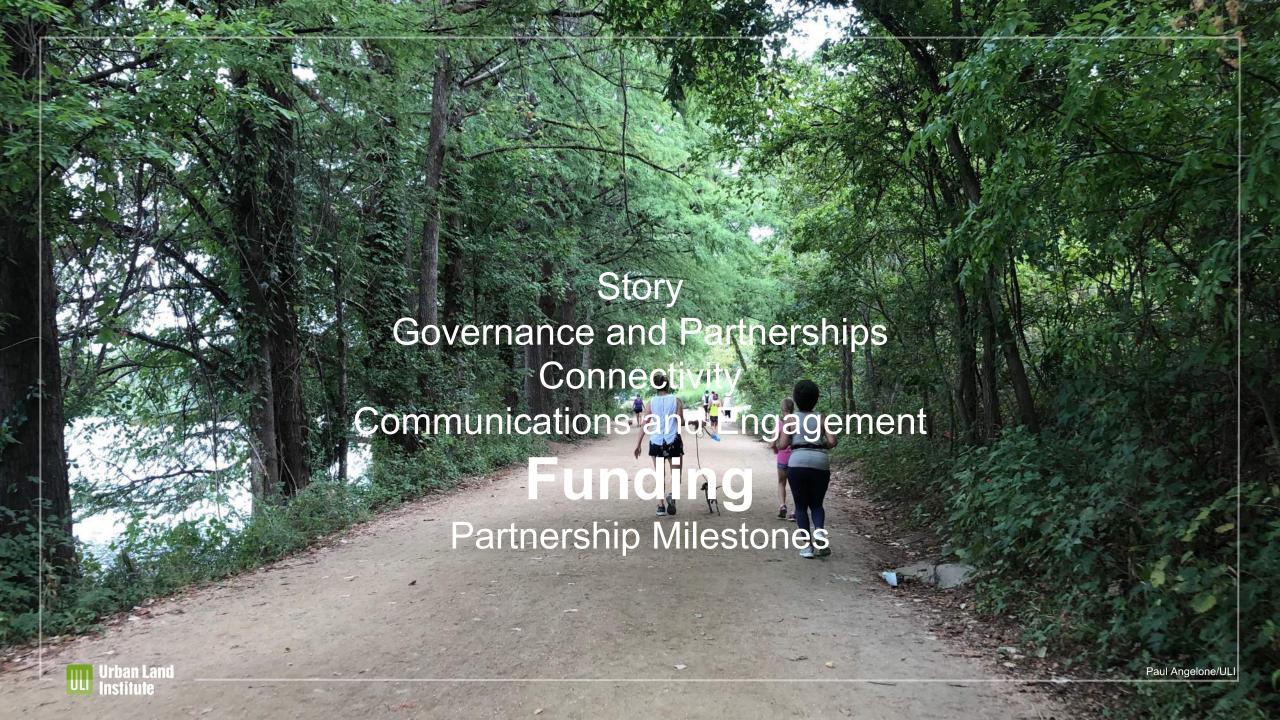
CREATE PRIDE AND CONNECTIONS IN THE NEIGHBORHOOD



- 1. Engage communities of color, artists and their cultural institutions in governance and planning for communities of opportunity
- 2. Target capital investments in cultural amenities in communities of color
- 3. Ensure work, commissions, contracts, and economic activities include artists and cultural institutions of color in design, creation, and implementation of cultural efforts
- 4. Improve health and quality of life outcomes for underserved communities of color by embedding relevant arts and cultural strategies to achieve health and well-being, including efforts to mitigate trauma.

Source: PolicyLink – Equitable Development through Arts & Culture – Oct 2015







- Growing + Successful Collaboration between PARD and TTF
- Public Budgets are constrained
- Legacy of the Great Big Bad Recession
- "Do More with less" is great short-term, but limits ability to think strategically.



Funding is hard: we know!

What are Good Examples Out there?

- Many successful parks cities didn't start out that way.
 - Nashville
 - Detroit
 - Washington, DC
 - Atlanta
 - Denver
- The key: collaboration between public and nonprofit.



North Platte River Greenway (Denver)



The Beltline (Atlanta)



DC City Parks System



How to Grow the Pie

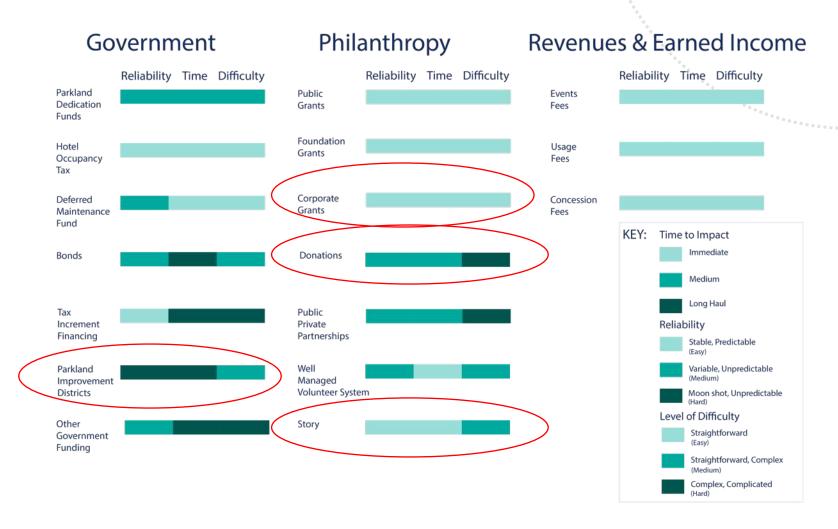
- National
 - Land & Water Conservation Fund (LWCF), Transportation funding, climate/<u>resilience</u> funding, grants
- State
 - Texas Parks & Wildlife, grant making foundations, private family foundations, Park district authority legislation, local "opt-in" funding legislation.
- Local
 - Public Improvement District (PID), hospitals/health organizations, banks





Traditional Approaches

- Public Improvement District (PID)
- Build a legacy gift program
- Get your Swag on
- Continue to grow trail amenity program





Be Whimsical!

- lama Make fundraising fun.
 - Showcase your work and build future stewards:
 - Park Exchange Program
- Rethink Philanthropy:
 - Partnerships with Libraries + Donors
 - Adopt a plant program, but with a twist!
 - Sponsor a youth cycling team.



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What you need now

- Assemble the full story
- Pursue big funding opportunities: PID/BID/TIF
- Moonshot! Begin building capital for parks district legislation
- Get creative with philanthropy: showcase your work + earn money
- Connect strategic vision to future capital campaign





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Partnership Milestones

Next Step Actions

3 Months

- Raise Funds and Develop Scope for Strategic Plan
- Enhanced Community Engagement
- Define PARD's baseline

6 Months

- Strategic Plan Underway
- License
 Agreement for
 Nash Hernandez
 Building

1 Year

- Implement Strategic Plan
- All MOAs/MOUs completed and/or Final Drafts



 Establish partner working group and start 1st and 2nd MOAs/MOUs



