The Butler Trail at Lady Bird Lake

AUSTIN, TEXAS
ULI 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 10-minute 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
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
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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
Governance and Partnerships
Connectivity
Communications and Engagement
Funding
Partnership Milestones
INVENTING DESIRE

¡Yo Quiero Taco Bell!
MEMORY AND PROPHECY
50 YEARS AGO
1970’s
1980’s
“Coming together is a beginning; keeping together is progress; Working together is success.”
GUIDING PRINCIPLES

- Trust
- Equity
- Collaboration
- Stewardship
EQUITY
BE BOLD

These principles are a framework that will guide you for what’s next.
Story
Governance and Partnerships
Connectivity
Communications and Engagement
Funding
Partnership Milestones
## What P3s Do

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Defining the Partnership Agreement

5 Key Elements
Partnership Agreement

I. Define Shared Purpose
Partnership Agreement

II. Benchmark the Baseline
Partnership Agreement

III. Define Trusted Partners
IV. Let trusted partners negotiate new activities with greater flexibility.
Partnership Agreement

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

***The liability issue.
V. Maintain accountability communications.
What’s Next?

PARD Baseline

TTF

WPD ← PARD

What’s Next?

TTF

WPD

PARD

Advisory Services Program

Austin, TX—August 2019
Partnership Pilot
Nash Hernandez Building

- License Agreement Opportunity
- Display of Partnership
Advisory Services Program
Austin, TX
—
August 2019

Paul Angelone/ULI

Story
Governance and Partnerships
Connectivity
Communications and Engagement
Funding
Partnership Milestones
Connecting the Community

Building from Strengths
Connecting the Community
People and Neighborhoods

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

Credit: Jim Simmons; Rios Clementi Hale Studios; County of Los Angeles
Connecting the Community

Nature

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

– Herodotus
Connecting the Community

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.
Connecting the Community
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.”

- Urban Land Institute, *The Case for Open Space*
Connecting the Community
Connections Among Community Partners
Story
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Stewards, Heroes, Storytellers
Communications & Engagement Strategy

Issues
• 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

Coordinated effort

Centralize the message
Listen
Honor
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
Thoughtful neighborhood planning is rooted in meaningful community engagement and begins with the residents themselves.
Meeting Residents Where They Are
Walker Williams Center on Rosa Parks Blvd
Engagement and Equity
designing
according to their collective values
Healing Communities Of Color by Encouraging Self-Determination
CLARK PARK IMPROVEMENTS
Clark Park at W Vernor Vision

Splash Park

Flexible event options: markets, performing arts, festivals, etc.

Prominent, safe pedestrian crossing at W Vernor

Existing Splash Park

Flexible event options: markets, performing arts, festivals, etc.

Prominent, safe pedestrian crossing at W Vernor

West Vernor Corridor Neighborhood Framework Plan

Create places for culture
Crear lugares para la cultura
Engagement and Equity

inviting the public into design process
EAST RIVERFRONT DISTRICT RFQ PRESENTATIONS
AN OPEN JURY OF LOCAL AND NATIONAL DESIGN AND DEVELOPMENT EXPERTS

EAST RIVERFRONT DISTRICT
Detroit Shapes Design.
Detroit Design 139

Detroit Shapes Design.

Exhibition Categories

Navigating the Exhibition
ARTS + HERITAGE
Define Place-keeping that Promotes Local Cultural Preservation & Social Interaction
ARTS + HERITAGE

1. Heritage creates a sense of place

2. The ARTS provide hope and inspiration

Community members identified neighborhood stories as the most defining characteristic of the neighborhood.
The Arts on Trails & Greenways

BENEFITS:

ART CAN BEAUTIFY AND UPLIFT NEIGHBORHOODS

CAN BE COMMUNITY DRIVEN

HIGHLIGHT NEIGHBORHOOD HISTORY

CREATE PRIDE AND CONNECTIONS IN THE NEIGHBORHOOD
PRINCIPLES TO ADVANCE EQUITY IN ARTS & CULTURE

Austin, TX—August 2019

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
Story
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Setting the Context: PARD and TTF Today

- 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 non-profit.
How to Grow the Pie

- **National**
  - Land & Water Conservation Fund (LWCF), Transportation funding, climate/resilience 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
Strategic Funding Recommendations

- Traditional Approaches
- Be Whimsical!
- What you need now.
Traditional Approaches

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

- 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.
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

Monday

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

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
My heart found its home long ago in the beauty, mystery, order and disorder of the flowering earth.

Lady Bird Johnson

uli.org/advisoryservices