

UPDATED November 22, 2023

Mark McDaniel
Greenspace Champion
City of Fort Worth

Dear Mark,

Thank you for inviting HR&A Advisors to submit a proposal to support you and your colleagues at the City of Fort Worth in preparing for an exciting new chapter of park making, open space stewardship, and green space preservation. The Mayor's recent announcement of the Good Natured initiative and the commitment of Fort Worth's city government to prioritize land preservation and the provision of space for recreation, stormwater management, and community is ambitious and laudable. We look forward to working together to chart the City's role in the next chapter of green space in Fort Worth.

The Fort Worth park system today is a significant asset to the city and its residents, with only 14% of residents expressing dissatisfaction with the quality of parks, recreation, and community services programs/facilities and 65% of people satisfied or very satisfied with the maintenance of city parks.¹ But ranking only 88th on the Trust for Public Land ParkScore® ranking, and with growth and expansion in assets and responsibility as Good Natured launches, it is important to be strategic and purposeful in planning for improvement and growth. As park systems grow and responsibilities expand, deliberate and strategic consideration of the near- and long-term capital *and* operating needs and the organizational structure, partnerships, and culture to support them must be prioritized.

About HR&A Advisors

HR&A is dedicated to revitalizing urban spaces while creating opportunities for our clients to expand their community impact. Founded in 1976, our firm brings almost 50 years of experience working with nonprofits, cities, and companies to pursue policy opportunities that amplify their mission. We believe in creating vital places, building more equitable and resilient communities, and improving people's lives. Our work turns vision into action through rigorous analysis, strategy development, and implementation planning. We have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, park and trail, and regional development projects across North America and abroad. We have offices in New York, Los Angeles, Atlanta, Dallas, Raleigh, and Washington DC, a presence that allows us to serve clients all over the world.

Our employees are former public servants, urban planners, designers, city officials, advocates, real estate developers, and economists. We create value for our clients by integrating multiple disciplines; nearly everything we do is a team effort, internally and with clients. Collaboration, trust, and integrity are important components of our culture. This sense of team extends to our ownership structure: we are 100% employee-owned. Our staff is data-driven, creative, and dedicated. Our 190+ employees – 11 of whom live and work in Dallas or elsewhere in Texas – work collaboratively to serve clients locally, regionally, and nationally.

As our list of project qualifications included in this document illustrates, HR&A has contributed to the planning, development, funding, and management of parks, trails, and recreation projects and systems. HR&A has served more than 130 proposed and existing urban open spaces, parks, and park systems, including New York City's High

¹ <https://www.fortworthtexas.gov/files/assets/public/v/1/the-fwlab/documents/2021-fort-worth-survey-report.pdf>

Line, the Minneapolis Riverfront, Klyde Warren Park, Cincinnati's Fountain Square, Boston's The Lawn On D, Atlanta's BeltLine, and the Dallas and Pittsburgh Parks system.

We are also strategic organizational planners, bringing extensive experience working with public agencies, place-based organizations, park conservancies, economic development organizations, and others to establish the mission, goals, values, organizational structures, resources, and partnerships to meet their charge and maximize their impact.

Scope of Work

HR&A proposes the following three phase scope of work to provide a strategy and roadmap for the next chapter of the City's parks and recreation stewardship, focusing on meeting the needs of communities and assets today and preparing for the growth and improvement of the system in the coming years, including the crucial role of partnership in achieving City leadership's aims.

Phase 1: Understanding Parks & Recreation in Fort Worth Today

HR&A's effort will begin with an in-depth review of the parks and recreation organizational ecosystem today and the Park & Recreation Department's role in it, including data review and interviews with internal and partner stakeholders. Throughout this phase, we will seek to understand the "de jure" roles and responsibilities of the Fort Worth Park & Recreation Department and other City open space functions (its written mandate), and the "de facto" realities and perceptions (what is done in practice). It is where these are in tension or contradiction that focus areas for improvement can often live.

Task 1.1: Project Launch & Planning

HR&A will hold a kickoff meeting with the client team to refine and confirm project schedule, goals, engagement approach, and deliverables. The meeting will also address roles, responsibilities, communication, and decision-making protocols to inform the collaboration between HR&A and the client team.

Task 1.2: Document and Data Review

Following the kickoff meeting, HR&A will submit a data request for historic and current information related to the development, management, operation, and outcomes of the Fort Worth park system. This request will likely include department capital and operating budgets, national rankings, user surveys, operational measures, outcome measures, organizational charts and staffing levels, and partnership contracts and agreements, among other data points and metrics. HR&A will rely on City staff to organize, compile, and share data in raw and editable formats.

HR&A will review this information and data to assess the effectiveness and efficiency of the Park & Recreation Department and changes over time in the operations and outcomes of the department.

Task 1.3: City & Partner Interviews

Over the course of Phase 1, HR&A will interview key staff and leaders in the parks and recreation system, including individual or small group meetings with staff, park asset management partners (e.g. the Zoo and Botanic Garden organizations, Streams & Valleys), and elected leadership. We will rely on the client team for introductions and scheduling of 8-10 small group meetings or individual interviews in this stage of work. We anticipate these interviews being a combination of in-person and virtual meetings.

This will include conversations to understand the intentions, plans, and measures of success underlying the Good Natured Initiative. Through conversations with those involved in the initiative, we will explore the implications of the implementation of Good Natured and the creation of a new conservancy organization on Park & Recreation Department capital planning, operations planning, and partnership planning. In particular, we are eager to

explore the differences between land preservation and park making, and how they can be coordinated and connected to serve communities in equitable and sustainable ways. These conversations will seek to surface areas where roles and capacities must expand to meet future needs, while also focusing on amplifying and celebrating existing practices that are meeting or exceeding expectations, and improving areas where better processes or outcomes can be found.

Task 1.4: Organizational Power Mapping

Based on the data review and interviews, HR&A will prepare a summary power map that profiles the responsibilities, issues, partnerships, funding landscapes, and other defining elements of all existing players in the parks, land preservation, and green space ecosystem in Fort Worth, and the relationships between them. The goal of this exercise is to understand and illustrate a complete picture of the parties and resources today inside and outside the City government, how the Park & Recreation Department relates to those parties, and where gaps or overlap in responsibility exist that could represent opportunities to improve as the system grows.

Deliverable: The State of Parks & Recreation Today – HR&A will prepare a memorandum that summarizes the findings of Phase 1 data analysis, interviews, and power mapping, addressing what is going well, where gaps are that should be addressed, how reality and perceptions of the City's park and recreation functions align, and where risk factors or opportunities exist that can be exacerbated or amplified through future growth.

Phase 2: Benchmarking & Best Practices

To improve existing practices and outcomes and prepare for the growth in the scale and diversity of the Fort Worth park system, it is important to both understand how Fort Worth compares to other similarly positioned cities, and to learn from best in class park departments and ecosystems. Having worked with cities, park departments, and parks organizations across the country, HR&A will draw on existing experience and new research and interviews to bring lessons and best practices to inform the next chapter of parks leadership, partnership, and investment in Fort Worth.

Task 2.1: Benchmarking

Drawing on the findings of Phase 1 and existing benchmarking work by organizations such as the Trust for Public Land, HR&A will identify a peer set of cities and park systems, benchmarking the Fort Worth Park & Recreation Department against these cities on quantitative and qualitative topics such as:

- Organizational structure and staffing
- Organizational culture
- Goals & vision
- Capital resources and budgeting processes
- Operations and maintenance resources and budgeting processes
- Partnerships with public sector agencies and departments
- Partnerships with civic, philanthropic, and nonprofit organizations
- Park access and benefits

Task 2.2: Identification of Aspirational Peers

Informed by the benchmarking work, HR&A will work with the client team to identify 3-5 'aspirational peers' for in-depth research and outreach. These park systems, departments, or partnerships will represent the types of structures and outcomes that Fort Worth seeks to pursue, both in terms of optimizing current practices and services and preparing for substantial growth in park, trail, and conservation opportunities in the coming years.

Task 2.3: Best Practices Research and Interviews

Through desktop research and interviews with leaders, staff, partners, and beneficiaries of these aspirational peers' park systems, HR&A will seek to glean best practices (and in some cases, cautionary tales) that leaders in Fort Worth can consider and apply. In case study and best practices research, never does one precedent or peer offer a blueprint for the context and complexity of a different city or problem. But understanding how peer cities have addressed similar challenges and opportunities and found strong results – What worked? What was tried and failed? What would leaders do differently today? – can provide deep insights into how Fort Worth can become and remain among the leading park departments and systems in the country. Gaining these insights requires direct conversations with leaders involved in such efforts and initiatives. We anticipate one topic of this research being a focus on organizations that have effectively managed the growth in park and conservation assets while delivering strong and consistent operation and maintenance.

Deliverable: Benchmarking & Best Practices Presentation – HR&A will prepare a presentation summarizing the findings of the benchmarking and best practices tasks. We anticipate using this presentation in the workshop to kick off Task 4, described further below.

Phase 3: Transition Plan for the Next Chapter for Fort Worth Park & Recreation Functions

HR&A will prepare and document recommendations and action plans to guide the City of Fort Worth's park and recreation functions and partnerships as Good Natured is launched.

Task 3.1: Transition Plan Documentation

HR&A will prepare a draft transition plan that captures the recommendations for organizational strategy, leadership, resourcing, planning, operations, and partnership based on the needs of Fort Worth today and in the future, and lessons learned from best practices across the country.

Deliverable: Transition Plan for Fort Worth Park & Recreation – HR&A's final deliverable will synthesize all findings and analysis from previous phases and provide a digestible set of recommendations to guide decision making, partnership, and roles and responsibilities in years to come.

Staffing, Budget, & Schedule

The two of us, Candace Damon and Aaron Abelson, will lead the HR&A team collaborating closely with you on this effort. Candace founded HR&A's parks practice and brings decades of experience working with and shaping the most acclaimed parks departments, projects, and partnerships. Aaron leads HR&A's Dallas office and brings local and national experience on park projects and a deep understanding of Fort Worth and the region, gleaned through diverse projects including leadership of the Panther Island Strategic Vision Update. We will be joined by qualified project management and analytical staff.

Based on the scope above, we anticipate a project timeline of approximately 5-6 months. We understand the urgency of this effort and will work to accelerate project delivery as much as possible.

Phase	Month					
	1	2	3	4	5	6
1: Understanding Parks & Recreation in Fort Worth Today						
2: Benchmarking & Best Practices						
3: Transition Plan for the Next Chapter for Fort Worth Park & Recreation Functions						

Meeting this timeline will require close collaboration and prompt action with and by the client team, including:

- Compiling and preparing available data in preparation for project kickoff
- Preparing the list of individual and group interviews for Phase 1 and, where possible, holding time in calendars proactively ahead of project launch
- Participating in biweekly project management calls with the HR&A team, pulling other City team members or partners in when helpful or necessary
- Providing prompt feedback on deliverables within one week of submission, including compiling and summarizing any and all feedback from client team members for transmission to HR&A
- Facilitating communication with Conservancy or Parks Master Plan team members as needed to inform the services in this scope
- With HR&A, promptly selection the aspirational peers at the beginning of Task 2

We anticipate beginning this effort in mid- to late January 2024 and request 3 weeks' notice of project initiation to ensure staff availability.

We will complete this scope of work for a fixed fee of \$300,000, excluding necessary travel expenses, which will be reimbursed at cost. We will bill monthly, on a fixed basis of \$50,000 per month for 6 months, plus expenses. Any additional requested scope (e.g. initial interviews in excess of the 8-10 budgeted) will be discussed with the client team and billed on a time and materials basis or accommodated through a budget update.

Please do not hesitate to reach out with any questions or comments on this proposal. We look forward to working with you on this important effort.

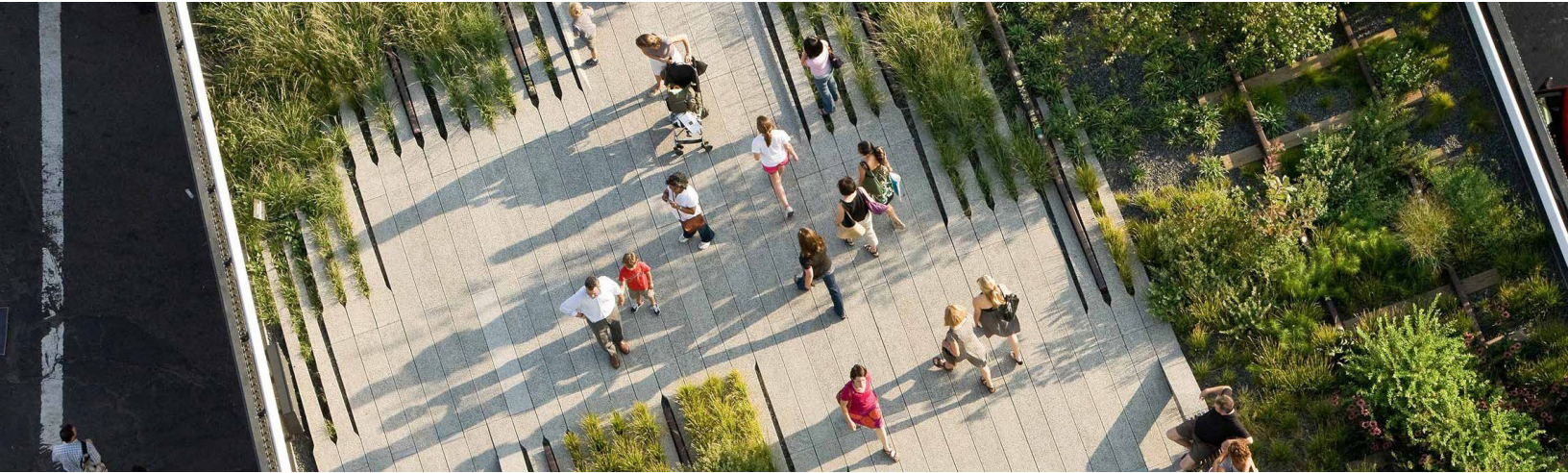
Sincerely,



Aaron Abelson
Managing Principal
469.312.0436 | aabelson@hraadvisors.com



Candace P. Damon
Chair
646.489.5555 | cdamon@hraadvisors.com



HR&A Advisors, Inc.
(HR&A) helps create
more equitable, resilient,
and dynamic
communities.

Our work turns vision into action through rigorous analysis, strategy development, and implementation planning. We have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects across North America and abroad for over forty years.

We have offices in New York, Los Angeles, Atlanta, Dallas, Raleigh, and Washington DC, a presence that allows us to serve clients all over the world.

From Southern California to Brooklyn, and London to Medellín, we have guided hundreds of clients in transforming real estate and economic development concepts, and public infrastructure, first into actionable plans then into job-producing, community-strengthening assets. We have served a range of clients – real estate owners and investors, hospitals and universities, cultural institutions, community development organizations and governments – since 1976.



Candace Damon | Chair

Candace is the Chair of HR&A Advisors, Inc. and has over 35 years of experience in the management of complex, public-private real estate and economic development activity. Candace has devoted her career to crafting sustainable urban redevelopment strategies in cities across North America. Her specific areas of expertise include supporting master planning efforts for large-scale revitalizations, including of downtowns and waterfronts; ensuring the long-term viability of urban open space; leading organizational planning for non-profits and institutions; and addressing the financial challenges of making commercial and multifamily residential buildings energy efficient.

Pronouns: She/Her/Hers

Education

Harvard University Law School,
Juris Doctor, 1986

Amherst College, Bachelor of
Arts, American Studies, 1981

Work Experience

HR&A Advisors, Inc., 1988 –
Present

Atlantic Avenue Local
Development Corporation,
Chair and Executive Director,
2000-2005

Webster & Sheffield, Real Estate
Associate, 1986 – 1988

Lincoln Institute of Land Policy,
Research Associate, 1985 –
1986

Massachusetts Bar Association,
Committee on Alternative
Dispute Resolution, Research
Associate, 1984 – 1985

New York City Office of
Management and Budget Office
of Community Board Relations,
Analyst, 1981 – 1983

Affiliations

American Society of Landscape
Architects, Honorary Member
Urban Land Institute, Chair,
Placemaking Council, Former

Economic Impact Study of Dallas Park System

Investigated the overall economic impacts and value of the Dallas park system and prepared a benchmarking assessment of the City's parks against comparable cities. Evaluated a range of impacts and drivers that contribute to real estate, tourism, environmental services, and competitive positioning of the city.

Pittsburgh Parks Economic Impact Analysis

For the Pittsburgh Parks Conservancy (PPC) developed a Benefits Cases for the Restoring Pittsburgh Parks Initiative based on the PPC's equitable investment strategy. The equitable investment strategy prioritizes investment in parks and neighborhoods in need. The objective of the study was to garner support for a ballot initiative that would raise property taxes by half a mill, to be matched by local foundation giving, with the funds dedicated to implementation of the equitable investment strategy.

Developed a comprehensive picture of the benefits of Pittsburgh's parks to support PPC's public communications about its equitable investment strategy. Described how these types of investments can benefit residents and the social fabric of communities, and spoke to a diversity of audiences, from the average citizen to potential philanthropic donors. On November 5, Pittsburgh's voters agreed to co-fund the first six years of the equitable investment strategy.

Long-term Maintenance Strategy for Atlanta BeltLine

Leading development of a long-term maintenance strategy for the Atlanta BeltLine's planned 22-mile mainline Trail, on behalf of Atlanta BeltLine, Inc. (ABI). The BeltLine is one of the nation's most iconic urban greenways. While its completion was recently guaranteed by the passage of a special assessment district that will complement tax increment financing, ensuring the BeltLine's legacy requires a sustainable long-term maintenance and funding strategy. Researched and compiled both best practices and existing BeltLine maintenance-related data and developed a long-term maintenance vision and operating budget. In ongoing phases of work, advising on potential maintenance funding strategies and related governance issues, including the long-term allocation of roles and responsibilities for ABI and its myriad public and non-profit maintenance partners.

Member, Redevelopment and Reuse Council

University of Pennsylvania, School of Design, Adjunct Professor, 2015 – Present

City Parks Alliance, Member, Board of Directors, 2012 – 2021

Regional Plan Association, Fourth Regional Plan, Member, Steering Committee, 2014 – 2019

Strategy for Sustainable Funding of the Los Angeles Urban Forest

Supporting City Plants, a nonprofit established by the City of Los Angeles, to complete an Urban Forest Financing Study to identify the costs, benefits, and funding strategies of a comprehensive urban forestry management program in Los Angeles, including tree planting, establishment, maintenance, and removal, as well as the enforcement of tree protection codes. Developed a common definition of best management practices for the Los Angeles urban forest, and the associated annual costs of urban forest management. Evaluated potential funding mechanisms and sources – including potential new taxes, new fee structures, among others – that could support the ongoing cost of managing the urban forest and developing a funding strategy for long-term financial sustainability.

San Diego Downtown Parks Implementation Master Plan

Supported the creation of a parks implementation master plan for the Centre City Development Corporation and on behalf of the City of San Diego Redevelopment agency. Advised on the governance and funding of new and enhanced open spaces throughout the city. Identified strategies and mechanisms to sustain the long-term implementation, management, and operations of the Centre City Park System.

Atlanta Parks Department Budget Analysis

Analyzed the budget, operating procedures, and maintenance practices of the Atlanta Department of Parks and Recreation (DPR) to understand the Department's spending on parks maintenance and recommended needed levels of spending to achieve a higher standard. Identified major operating challenges, including inability to achieve the Department's current, agreed-to standard of maintenance, high employee turnover, unfunded staff vacancies, and inconsistent distribution of maintenance services. Conducted benchmark research to support analysis and quantified the levels of annual funding required to meet current baseline reach an elevated standard.

Funding Strategy for Minneapolis Riverfront Development Initiative

Created a funding strategy to implement the Minneapolis Riverfront Development Initiative, which included the RiverFIRST initiative to redevelop five miles of the downtown waterfront with new environmental restoration projects, real estate developments, and the completion of critical links in the city's famous Grand Rounds bicycle network. Assessed revenue generating potential of real estate disposition, as well as funding structures related to environmental restoration to fund operations and maintenance.

Economic & Policy Analysis for Green Line Parks & Commons Initiative

Advised the Trust for Public Land on the economic and policy elements of the Green Line Parks and Commons Initiative, a vision for open space and economic development along the new Central Corridor Light Rail transit corridor between Minneapolis and St. Paul. To encourage private development of publicly accessible open space along the transit corridor, identified key nodes for development and conducted a financial gap analysis to determine development feasibility of publicly accessible open space at three prototypical sites. Recommended policy interventions to incentivize private investment in open space development along the corridor.



Pronouns: He/Him/His

Education

Princeton University, Bachelor of Arts,
Public Policy, 2011

Work Experience

HR&A Advisors, Inc., 2013 – Present
Intel Thailand, Corporate Affairs
Group, Marketing Specialist, 2012 –
2013

Asia Injury Prevention Foundation,
Development Coordinator, 2011–
2012

Supportive Housing Network of New
York, Policy Intern, 2010

Office of Senator Sherrod Brown,
Intern, 2009

Aaron Abelson | Managing Principal

Aaron manages public-private development, real estate strategy, and open space projects for a range of public-sector, private-sector, and nonprofit clients. Aaron's work has included economic development policy analysis and implementation for the City of Dallas; market and financial analysis underlying a vision plan and \$100M public financing package for mixed-use redevelopment of a 40-acre former industrial site in Denver; project management and real estate strategy for Rice University's development of a 16-acre innovation district in Midtown Houston; and investment and implementation strategy for Buffalo Bayou Partnership's park, trail, and community development along four miles of waterfront east of Downtown Houston. In Dallas, Houston, Fort Worth, Cleveland, Kansas City, Charlotte, Oklahoma City, Tulsa, Charleston, and Boston, among other cities, he has provided clients with the analysis and strategic guidance to move large-scale projects from plan to implementation. Aaron is located in Dallas.

Panther Island Strategic Vision Update & Real Estate Strategy

Leading a team to develop a real estate and economic development strategy and vision update for Panther Island, a 400+ acre site adjacent to Downtown Fort Worth. Recommending updates to long-standing plans and visions for Panther Island based on extensive plan review, public engagement, financial analysis and planning, review of infrastructure and development plans, and discussions with all public agencies and civic partners engaged in this transformative project. Final vision update will articulate a new and exciting physical, economic development, and real estate future for Panther Island, with an implementation action plan to inform decision making.

Dallas Parks Value Study Update

In preparation for the 2024 Dallas Bond Program, updating analysis and findings regarding the economic and community impacts of the Dallas Park system, based on the methodology from HR&A's 2016 study. That study found that Dallas parks return \$678 million to the local economy every year, producing a seven-to-one return on public investment and supported the advocacy campaign for a \$262 million bond proposal, which voters overwhelmingly approved at the ballot box in 2017. Revisiting the study to provide an update that centers on confirming our previous real estate impact findings and expanding the analysis to examine new categories of value, including the impact of the pandemic and investments in programming to build equity.

Blue Line Rail Trail Implementation Framework, Charlotte, NC

Created an implementation strategy to develop a recreational trail and open space network along the Blue Line light rail in Charlotte, North Carolina. Evaluated funding and governance opportunities for the new public space across a range of land ownership types, including public parks, transit right-of-way, potential privately-owned public spaces, and private frontages with the trail. Advised on programming opportunities, capital and operations funding approaches, and a management strategy for the entire corridor.

Harold Simmons Park Equitable Development Plan, Dallas, TX

For the Trinity Park Conservancy, prepared the Equitable Development Plan (EDP) for the area surrounding the proposed Harold Simmons Park. Analyzed real estate market, demographic, and socioeconomic data for Park-adjacent neighborhoods and the City of Dallas to understand the perceived and realized changes in neighborhoods likely to be impacted by the Park. Completed an in-depth review of policies, development approaches, partnership structures, and programs in Dallas and across the US that mitigate the potential negative impacts of the Park and maximize the positive role the project can play in addressing legacies of disinvestment and racial inequity. Developed an Equity Toolkit. Provided tactics to prevent involuntary displacement, facilitate the creation of opportunity neighborhoods, protect cultural heritage, generate collective investment and ownership opportunities and establish equitable policies and practices within the Conservancy. Prepared an action plan to guide implementation, detailing roles and responsibilities for Conservancy, the City, and partners.

Harold Simmons Park Real Estate Impact Study, Dallas, TX

Conducted real estate impact study for the area surrounding the proposed Harold Simmons Park in Dallas. Developed a methodology for projecting future value and development floor area using comparable ground-up neighborhoods in North Texas, current development trends, and zoning. Estimated that the \$150 M park investment will generate approximately nearly \$3.5 B in net-new real estate value and \$1.2 B in net-new property tax revenues between 2020 and 2050. Analysis accounted for a reduced market value assuming tradeoffs are made between maximizing real estate value and uplifting equity, inclusion, and public-interest development consistent with the project's Equitable Development Plan.

Downtown Dallas Inc. Strategic Plan

Developing the first organizational strategic plan for Downtown Dallas, Inc., which manages the Downtown Public Improvement District and connects, advocates for, and educates Downtown Dallas stakeholders. Working closely with staff and a committee of board members, engaged staff and Downtown stakeholders to understand the realities and perceptions of DDI's services and impact. Proposed organizational initiatives, investments, and strategies to address clean & safe services, economic development, and vibrancy, along with internal administrative and governance efforts. The strategic plan was unanimously adopted by the DDI board in November 2023.

Buffalo Bayou East Sector Investment Framework & Master Plan

Developed a framework to guide long-term planning and investment in the waterfront areas of Houston's Second and Fifth Wards for Buffalo Bayou Partnership, the nationally-recognized developer and operator of Houston's celebrated 160-acre Buffalo Bayou Park. Assessed existing conditions and defined a vision, key priorities, and next steps for the Partnership's activities in the East Sector consistent with principles of authenticity, connectivity, and inclusivity. Managed the solicitation process for a master planning team, and currently overseeing the 10-month planning process, including leading analysis and strategy related to real estate, financing, and implementation.

Select HR&A Projects

Panther Island Vision Update and Real Estate Strategy

Client: City of Fort Worth

Housing Feasibility Assessment for Downtown Fort Worth

Client: Downtown Fort Worth Inc.

Dallas Parks Value Study (2016) and Update (2023)

Client: City of Dallas Parks and Recreation Department

Harold Simmons Park Equitable Development & Real Estate Impacts

Client: Trinity Park Conservancy

Downtown Dallas Inc. Strategic Plan

Client: Downtown Dallas Inc.

Klyde Warren Park Economic Impact Analysis

Client: Woodall Rodgers Park Foundation

Atlanta Parks Department Budget Analysis

Client: City of Atlanta Department of Parks and Recreation

Benefits Cases for the Restoring Pittsburgh Parks Initiative

Client: Pittsburgh Parks Conservancy

Select HR&A Park & Recreation Clients

City of Dallas Parks and Recreation Department

City of Austin Parks and Recreation Department

City of Boston Parks and Recreation Department

City of Atlanta Department of Parks & Recreation

New York City Department of Parks and Recreation

City of St. Paul Parks and Recreation Department

Chicago Park District

Minneapolis Parks and Recreation Board

Minneapolis Parks Foundation

Seattle Parks Foundation

Pittsburgh Parks Conservancy

Buffalo Bayou Partnership

Friends of Waterfront Seattle

Brooklyn Bridge Park Corporation

The Trust for Public Land

Hudson River Park Trust

Central Park Conservancy

Friends of the High Line (FHL)