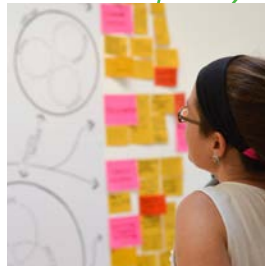
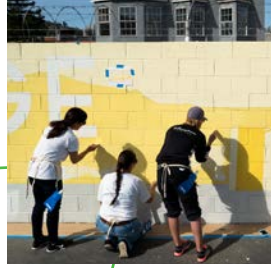


Best Practices Toolkit

Strategies and Tactics for Early-Phase Infrastructure Reuse Projects

VOLUME 1



HIGH LINE NETWORK

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Best Practices Toolkit

Strategies and Tactics for Early-Phase
Infrastructure Reuse Projects

VOLUME 1

HIGH LINE NETWORK

Network Founding Members

11th Street Bridge Park
Washington, DC

Atlanta BeltLine, Inc.
Atlanta, GA

Houston Parks Board
Houston, TX

Buffalo Bayou Partnership
Houston, TX

**Golden Gate National
Parks Conservancy**
San Francisco, CA

**Detroit Riverfront
Conservancy**
Detroit, MI

High Line
Manhattan, NY

**Woodall Rodgers
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Lowline
Manhattan, NY

Friends of the QueensWay
Queens, NY

The Rail Park
Philadelphia, PA

River LA
Los Angeles, CA

The 606
Chicago, IL

The Bentway
Toronto, ON, Canada

The Underline
Miami, FL

Trinity Park Conservancy
Dallas, TX

Waterloo Greenway
Austin, TX

Waterfront Seattle
Seattle, WA

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Executive Summary

For the last few years, the High Line Network has been organizing a number of private- and public-facing events and discussion forums. What's worked for its members, what lessons were learned, and what useful advice they can share with a bigger learning community were the questions that drove these conversations.

The Network then codified a significant amount of content. Structured in a series of volumes, the Network wishes to share these best practices with a larger community of infrastructure reuse projects—dedicating this first volume to early-stage infrastructure projects—to contribute useful strategies and tools for getting infrastructure reuse projects off the ground.

Network members have a wealth of experience in four key areas: community engagement, advocacy, communication strategies, and nonprofit management practices.

What follows is a collection of tactics and strategies, structured in the following four topics:

- 1. Community Development:
Connecting People to Place**
- 2. Advocacy and Governance:
Building Political Partnerships**
- 3. Fundraising:
Inspiring Early Support**
- 4. Organizational Development:
Promoting Equity Inward and Outward**

Within each topic, the High Line Network included short case examples that showcase the experience of its members. These were carefully curated to convey the intricacies and local contexts in which the tools discussed were implemented.

More volumes are yet to come. In the meantime, the Network hopes this document can be a useful toolkit in helping you pursue the enormously ambitious, yet fulfilling endeavour of transforming urban infrastructure into public space.

Introduction

The Best Practices Toolkit was created by the High Line Network—a group of infrastructure reuse projects and the people working to bring them to life.

Since the Network formed in 2016, its participants have prioritized peer learning. They bring creativity and perseverance to their work, creating bold, transformational, and inclusive public spaces. They're committed to learning from each other—from operational nuts-and-bolts, to complex undertakings such as equitable development.

This document was created in this same spirit of peer learning. The goal is to make these valuable lessons available to those interested in infrastructure reuse. After all, there's no prescriptive method for developing an infrastructure reuse project. The most meaningful work will be done by leaders who adapt these best practices to local needs, in close collaboration with local stakeholders.

The Network hopes this document helps a new generation of practitioners and projects succeed in building thriving, community-led public spaces.

Equity and Infrastructure Reuse



As cities seek to revitalize post-industrial urban areas, often spurred by growing populations and density, infrastructure reuse projects are introducing new ideas of public space. These projects are often lauded for their innovative design and their ability to drive economic growth; but their potential also lies in supporting community development and transforming their cities in the process.

Infrastructure reuse projects have enormous capacity to serve the needs and desires of local communities, especially in places that have suffered generations of racial and ethnic segregation, unequal growth, and poverty. The power of these projects exists in their specificity—to a site, to a city, and, most importantly, to the communities in which they're built. This toolkit reflects the High Line Network's commitment to equity and offers some of the best practices participating projects have found useful toward that end.

As defined by the Environmental Protection Agency, equitable development is an approach for “meeting the needs of underserved communities through policies and programs that reduce disparities while fostering places that are healthy and vibrant.” To pursue equity is to turn power—and resources—over to communities for self-determination, with the goal of reducing such disparities. Infrastructure reuse projects that are committed to equity can become vehicles for community members to envision their own growth and wellbeing, and to materialize that vision through the projects themselves.

The process of equitable development starts by acknowledging the realities of the people who live and work in the immediate vicinity of the project. Equitable development calls for a direct commitment to inclusion and collaboration, especially in communities where a history of disinvestment and structural racism fuels fear and skepticism. By working collaboratively with their local communities, these public spaces function as alternative models for growth and catalysts for better, more livable cities for us all.

Best Practices Matrix

Topic	Strategy	Tactics
Community Development: Connecting People and Place 	Invest in a Community-Based Planning Process	Determine the Scale of Intervention Define a Structure for Community Participation and Input
	Establish Local Partnerships	Cultivate a Network of External Allies Formalize Agreements with Partners
	Amplify Outreach Tactics	Pursue Inclusive Outreach Perform Outreach through a Range of Channels Maintain a Database of Attendees
	Map Out Key Stakeholders	Identify Local Legislators Understand Ownership
Advocacy and Governance: Building Political Partnerships 	Understand How Advocacy Works	Seek Political Advocates Apply for Public Funds
	Invest in Economic and Fiscal Impact Analyses	Draft a Feasibility Study Collect Data and Equitable Impact Indicators
	Include Value Capture Policies	Establish Public-Private Partnerships Propose a Fiscal Financing Structure for Value Capture
	Partner with Government	Propose a Governance Structure Negotiate Agreements Build Critical Alliances Secure Seed Funding

Topic	Strategy	Tactics
Fundraising: Inspiring Early Support 	Communicate the Case for Support	Identify Potential Donors Build a Strong Brand Tell a Compelling Story Invest in Multiple Communication Channels and Products
	Promote Exposure and Attention	Create Opportunities for Support Create Participatory Events and Campaigns Leverage Existing Fundraising Events
	Plan and Launch a Capital Fundraising Campaign	Create a Phased Plan and a Fundraising Team Make an Early Case for Support
	Create an Ongoing Dialogue with Funders	Develop Donor Relationships Show Appreciation to Donors for Support and Engagement
Organizational Development: Growing and Promoting Equity 	Cultivate an Equity-Focused Organization	Create a Diverse Board of Directors Recruit Initial Staff or Consultants
	Invest Early in Programming	Create Programming Protocol and a Set of Guidelines Develop a Local Employment Program Add to Existing Local Efforts
	Introduce Equitable Development Principles	Draft an Equitable Development Plan

Community Development: Connecting People and Place



Placing community at the center of an infrastructure reuse project is not only a responsibility—it’s also an opportunity. Projects are more likely to succeed when built in true collaboration with local stakeholders, creating networks and strong coalitions of support. These networks can include the voices of residents and community leaders, local businesses, religious centers, educational groups, and elected officials, as well as other people and institutions invested in local community and public life.

By focusing on community needs and stakeholders, infrastructure reuse projects can go far beyond an architectural statement. Projects that invest in local dialogue and that respond to feedback generate a design that speaks to the needs of a community. When places are about the people they’re serving, they become hubs where new community ties are forged and where opportunities for community participation are generated.



Strategy 1

Invest in a Community-Based Planning Process

Conceding power to the people is the essence of a community planning process. To pursue equitable development, projects can create space for residents' voices and input. Community members should make decisions about the infrastructure's new use, design, and programming. This means decisions don't depend on only the lead organization. Rather, projects can facilitate genuine participation.

Earning the support of local stakeholders is an ongoing process, requiring actions to bring diverse stakeholders together, identifying and pursuing common goals, and delivering the promises made. It also means establishing open communication channels, and keeping community members informed throughout the process.

► Tactic

Determine the Scale of Intervention

Establishing the scale of an infrastructure reuse project is an important place to start. Many projects in the High Line Network are ambitious in their scale and goals. Beyond creating new open spaces, they take an expansive, long-term approach, thinking about how to continually generate community value long after construction is complete.

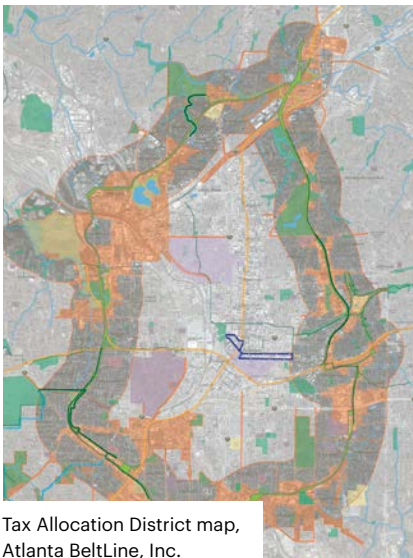
Will the project seek to develop an entire master plan? Or cover a smaller footprint? These decisions are determined by available resources, such as funding, staff, and local relationships.

Setting Neighborhood Boundaries

Determining the geographic limits of a community, and how far into the surrounding neighborhood an infrastructure reuse project will extend its work, can be complicated (often because "neighborhood" definitions have been imposed top-down by urban planning agencies). A simple way to solve this issue is to ask local residents and stakeholders to draw their neighborhood on a map.

Community Development

Buffalo Bayou East



Tax Allocation District map, Atlanta BeltLine, Inc.



Impact study area, 11th Street Bridge Park

Determine the Scale of Intervention

Case examples

ATLANTA BELTLINE

A Citywide Project. As a result of his [graduate research](#), in 1999, Ryan Gravel proposed linking multiple neighborhoods with a new transit system along an old railroad corridor. His project connected the city's downtown with abandoned land and derelict industrial buildings, creating a 22 mile loop. Today, the area has been converted to new parks, with plans to build affordable housing and pedestrian-oriented retail districts with a multi-use path in Atlanta.

11TH STREET BRIDGE PARK

Targeted Neighborhood Development. In 2009, the DC Department of Transportation thought of repurposing a bridge as a park and proposed establishing a private partnership to secure its management. This produced strategic partnerships with local organizations, culminating in an equitable development plan to address the community's concerns around displacement. The plan kicked off with an impact study area that targeted census tracts within a one-mile radius of the future 11th Street Bridge Park.

BUFFALO BAYOU

East Sector Master Plan. Building on the success of its restoration projects in downtown and into the west of Houston, Buffalo Bayou Partnership (BBP) is taking on the revitalization of the bayou's east sector. This area has a very diverse community, with strong African American and Hispanic heritage and a historic industrial legacy. BBP is currently developing a comprehensive plan that will reflect the cultural and industrial heritage of the neighborhood while catalyzing inclusive growth.

► Tactic

Define a Structure for Community Participation and Input

Projects may use different frameworks to enable community participation. A steering committee model allows the planning process to be deeply participatory so community stakeholders have greater power. An advisory committee is an alternative to this. In this structure, the lead organization takes on the responsibility of project decision-making, consulting the advisory committee at all stages to ensure local voices are reflected in the plan. With either framework, it's important to establish a selection process that ensures a diversity of participants.

Who Is Community?

- People from different socioeconomic and demographic backgrounds
- Older and younger leaders and representatives
- Diverse community-interest stakeholders, including nonprofits and local businesses
- Proactive and skeptic-minded participants



East sector community gathering, Buffalo Bayou Partnership



Participants of a Seattle's Central Waterfront Partnership Committee visioning session

Community Advisory Team in action, Detroit Riverfront Conservancy



Equitable Development Task Force presentation, 11th Street Bridge Park

Define a Structure for Community Participation and Input

Case examples

WATERFRONT SEATTLE

Central Waterfront Partnership Committee. Following the Alaskan Way Viaduct removal, the Central Waterfront Partnership Committee was formed to advise on the development of public space along the waterfront. The committee had 37 members, including city agents from parks, planning, design, and transportation departments. The remaining 30 at-large members represented key stakeholders: civic leaders with expertise in public-private partnerships, public finance, public space design, management, historic preservation, sustainable design, multi-modal transportation, and arts and culture.

11TH STREET BRIDGE PARK

Equitable Development Task Force. After establishing partnerships with different local organizations, 11th Street Bridge Park formed an Equitable Development Task Force (EDTF), including researchers, planners, and community experts. The EDTF collected community feedback on equitable development goals and baseline economic data from secondary sources. Over 60 DC-based nonprofit and community leaders, housing and workforce development experts, and advocates and government delegates were convened to discuss equitable development around Bridge Park.

DETROIT RIVERFRONT

Community Advisory Team. A [Community Advisory Team](#) (CAT), composed of 21 members, was created to inform Detroit's riverfront design process. Representing diverse constituencies (including ethnic minorities, people from different age groups, and family members), CAT members travelled to New York, Chicago, and Philadelphia. They learned how the best public parks and open spaces in the country function and established community benchmarks for what should be implemented in Detroit.



Strategy 2

Establish Local Partnerships

Infrastructure reuse projects don't happen in isolation, but at the intersection of many issues connected to community development. Projects with ambitious goals need endorsement from external allies and partners to build credibility, which means building connections and developing trust from local community-based leaders and organizations.

Building trust is vital, especially because it's not always immediately present. The process of rebuilding trust is a slow but imperative part of this work.

► Tactic

Cultivate a Network of External Allies

Most infrastructure reuse projects overlap with different aspects of public policy and require collaboration with many specialists. Projects in the High Line Network have forged strategic alliances with experts working in affordable housing, local economic development, arts and culture, environmental conservation, and open-space stewardship. Given the scale of the work required, they've invested in joint partnerships, thus creating allies who work together to pursue concrete goals. Not only does this contribute to the project directly, it also enriches a wider coalition of support.

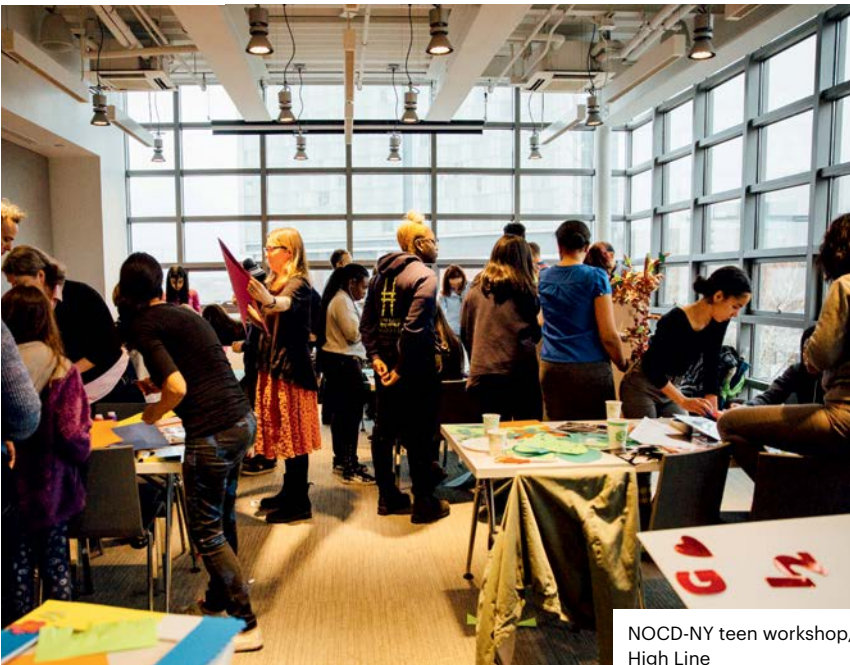
East sector community gathering, Buffalo Bayou Partnership



Community Development



Aerial view of the The Rail Park, Philadelphia



NOCD-NY teen workshop, High Line

Cultivate a Network of External Allies

Case examples

HIGH LINE

Naturally Occurring Cultural Districts (NOCD-NY) Partner.

In 2015, the High Line became a member of NOCD-NY, a citywide alliance of grassroots cultural workers that brings together artists, creative manufacturers, nonprofit organizations, and policymakers. The High Line improved its arts and culture programming and community engagement by learning from this platform. Being part of NOCD-NY also led to collaborations with its members on joint grants and art initiatives focused on affordable housing and immigration.

THE RAIL PARK

Building Partnerships Based on Scale. The Rail Park has a philosophy when deciding who they partner with: they measure the relevance of the potential partner to the neighborhood. Local grassroots organizations with active programming have priority. Organizations with bigger reach at city or national level, but no local programming, are second-level priority. This scaled approach is helping them build credibility.

BUFFALO BAYOU

Working with Partners. Buffalo Bayou Partnership learned its work was better informed and impactful when they partnered with other green space groups and organizations. By working with each other and making room for collaborative partnerships, they successfully created stronger coalitions. This also helped them establish better relations with public agencies, including the City, county, and the flood control district.

► Tactic

Formalize Agreements with Partners

Because trust is important, clearly defined roles and expectations are critical to cultivating healthy partnerships. Drafting bylaws, memorandums of understanding, or other official terms or definitions can prevent confusion and build trust while formalizing responsibilities. These procedural milestones are also a useful way to confirm that an organization has legitimacy, credibility, and a connection to the community; that it's truly representative of local stakeholders; and that its goals are aligned with the project mission.



Community-based partners,
11th Street Bridge Park

Formalize Agreements with Partners

Case examples

11TH STREET BRIDGE PARK

Using MOUs to Establish Clear Roles and Expectations.

11th Street Bridge Park has submitted grants in collaboration with local partner organizations. Elaborating separate [MOUs](#) has helped establish clear roles and responsibilities for each partner, including deliverables, timeline, payment, data to be collected, the number of convenings to be held, etc. Being explicit allowed everyone involved to have clarity about their role and to know what to expect from one another.

ATLANTA BELTLINE

Sealing Partnerships with Public Agencies. Because public agencies must comply with formal procedures, Atlanta BeltLine Inc (ABI) entered into a MOU with the Atlanta Housing Authority (AHA) to advance common affordable housing goals. ABI had already committed more than \$13 million for housing initiatives. AHA stepped in as a development partner for ABI-controlled land for mixed-use, mixed-income housing. This MOU set the terms for hundreds of new affordable units.

WATERLOO GREENWAY

Improving Existing Partnerships. Waterloo Greenway established an agreement with The Contemporary Austin, a museum of modern and contemporary art. Thanks to this formal partnership, they defined what collaboration between both parties looks like, and brought public art (in the form of temporary installations) to the people of Austin. As their collaborations grew, they also tracked potential improvements to their agreement, perfecting the scope of work between both parties.



Strategy 3

Amplify Outreach Tactics

Creating accessible opportunities for community participation is one of the biggest challenges of a community-based planning process. When community meetings have low turnout, it means the outreach is not being done thoughtfully. When community outreach is done properly, it will lay the groundwork for local residents to build ownership over the project.

Community outreach starts early in the project's process. Common outreach tactics may include mass mailings, distributing flyers, door-to-door contact with residents, surveys, focus groups, and interviews. Every community is different, so the success of outreach tactics will vary according to each specific case.

► Tactic

Pursue Inclusive Outreach

Language accessibility is a big factor in successful community outreach. Printing flyers, announcements, and event invitations in the dominant languages spoken in the neighborhood, as well as offering translation services at events, will ensure that people who have limited or no understanding of English can feel welcomed. Many projects also host town meetings, offer incentives for attendance, provide day-care service and food, and ask attendees to bring others with them to increase event participation.

Where to Connect?

Common places to reach and form bonds with local stakeholders include:

- Community centers
- Block association meetings
- Schools, religious centers, and events
- Other local institutions/organizations

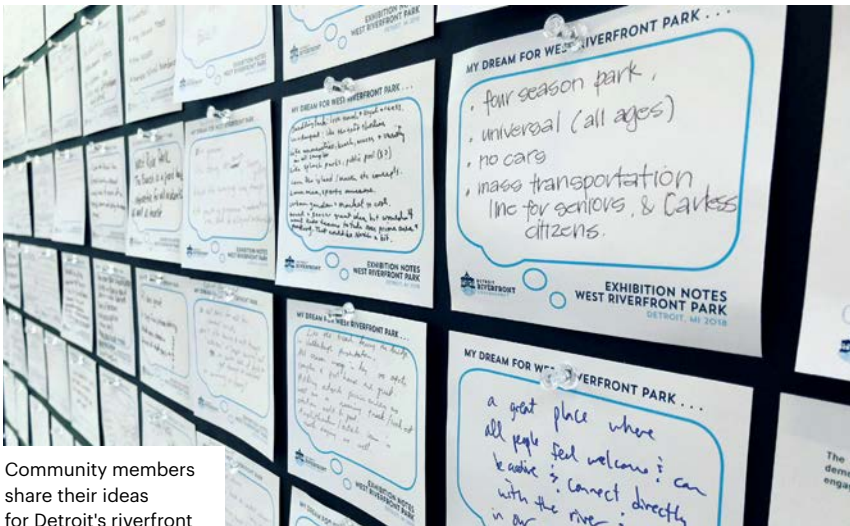
Network members have built community relationships by:

- Attending community board meetings
- Joining volunteer groups, including park stewardship initiatives
- Asking for guidance from local leaders
- Hosting project engagements and meetings in local organizations' spaces

Community Development



Centennial celebration with youth, Houston Parks Board



Community members share their ideas for Detroit's riverfront

Pursue Inclusive Outreach

Case examples

WATERFRONT SEATTLE

Identifying Underrepresented Communities. In Seattle, they engaged traditionally underrepresented communities as part of their public engagement and outreach process. This included advocacy groups, the homeless, low-income residents, minority populations (first generation immigrants, minority business groups, religious organizations, social action advocacy groups, and ethnic media), people with disabilities or people with limited mobility, people with limited English proficiency, seniors, social service providers, tribal nations, youth, and scholars.

BAYOU GREENWAYS 2020

Community Outreach Program. In order to create a thoughtful outreach protocol, Houston Parks Board held strategic planning meetings with internal and external stakeholders, eventually developing the [Community Outreach Program](#). The organization outlined steps to involve public stakeholders at key steps throughout their projects. The plan ensures communities along the 80 miles of trails are engaged from the beginning and become stewards and champions of the green spaces in their neighborhoods.

DETROIT RIVERFRONT

Strategic Locations for Community Meetings. Using two driving questions, “who is community?” and “what does engagement look like?”, Detroit Riverfront Conservancy implemented an innovative participatory process. They wanted to be thoughtful about where to convene local stakeholders. Community meetings were held in traditional places, such as schools and church basements. Since reaching the biggest audience possible was important, they also included non-traditional venues for meetings, such as the Salvation Army.

Community Development



Atlanta BeltLine
Illumination Parade



Waterloo Greenway,
Palm Park conversations



Community meeting,
The Underline, Miami

► Tactic

Perform Outreach through a Range of Channels

Not all community members are used to digital channels. Often times, much more can be accomplished through one-on-one conversations or by talking directly to community members. This builds a connection between the organization leading the project and its constituents. Learning what outreach tactics work best for the community ensures constant participation and attendance. Network members learned that while younger crowds are savvy with technology, older groups prefer human contact.



Funding announcement,
11th Street Bridge Park

11TH STREET BRIDGE PARK

Wide-Ranging Outreach. When 11th Street Bridge was conducting community outreach, they used every means possible to get people involved. The organization invested significant funds and staff capacity to send e-blasts, print and post thousands of fliers, take out ads on local media on both sides of the river, make presentations at community meetings, and canvass door to door.

THE UNDERLINE

Bilingual Visioning Material. Miami's Friends of The Underline gathered design feedback in various formats. Facilitators used interactive boards and surveys along this transportation corridor. They documented the participants' thoughts on what they most wanted to do and see on the future Underline, allowing them to physically mark their priorities on printed maps and boards. Given Miami's heavy Hispanic influence, all outreach materials were printed in English and Spanish.

WATERLOO GREENWAY

Exploring the History of Place. Responding to its community's desire to see the history of the place reflected, Waterloo Greenway built programming around what the creek used to be, and emphasized who used to live there. History projects can be a potent outreach tool that narrate the past and honor the voices of those no longer there. They involve bridging past and present together and using different media to convey the message.

► Tactic

Maintain a Database of Attendees

Network members agree that it's never too early to start keeping track of supporters and community members. Collect contact information—including communication preferences—from every person who shows up or demonstrates interest in the process, and manage this information in a database. Members also recommend keeping in touch with the people on the list—invite them to future events, gather feedback and input, and check in to understand how they're feeling about the community planning process.



Buffalo Bayou, Houston

BUFFALO BAYOU

From Donors to Community Members. Given its ample outreach tactics, Buffalo Bayou Partnership invested in a customer relations management software. They collect data from people interested in attending events and in donating, and regular event attendees receive monthly newsletters. Donor information is also collected and updated to track gifts. Investing in these tools has helped them streamline their community engagement and fundraising efforts, while also allowing easy access to their own statistics.

TRINITY PARK

Hiring a Database Manager. Updating database systems is a challenge for most early-phased projects. Having trained staff to operate this software makes the process smoother. Trinity Park Conservancy has invested resources in hiring a manager who is transferring years of institutional knowledge into such platforms to streamline future organizational efforts. This will ultimately impact its programming and development areas, allowing them to grow together.



Keeping track of event attendees, Trinity Park



Strategy 4

Map Out Key Stakeholders

Infrastructure reuse projects often need the support of legislative and executive branches at local, state, and federal levels. Projects in the High Line Network have found success in establishing ongoing dialogue with elected officials and leaders of government agencies (a single meeting or contact, in the experience of Network members, is not enough). During these conversations, it's important to focus on highlighting the benefits of the project that may resonate with specific decision-makers, while also making a case for its overall value. Working with multiple elected officials may open doors to city and state agencies.

► Tactic

Identify Local Legislators

Learning the local political landscape prepares project leaders to network and communicate strategically. It's useful to know the council members, state assembly members, and congressional representatives within a project's district, the committees on which they serve, and to understand their political positions. Are officials leading public space initiatives or specific workforce development opportunities? Where do they stand on green infrastructure and resiliency issues? What are their ties with local communities and private stakeholders?

Forging Bonds with Your Legislator's Staff

- Meet and talk to key staff members, including:
 - Chief of staff
 - Community liaisons
 - Schedulers
 - Other office aides
- Get the staff's contact information
- Contact their office regularly
- Leave promotional material for the staff and for the legislator
- Make follow-up calls and visits so they don't forget you or your project

Community Development



An image of the High Line before its transformation

Hunting Bayou ribbon cutting and groundbreaking ceremony, Houston Parks Board



Identify Local Legislators

Case examples

HIGH LINE

Political Facebook. The High Line's government and community relations manager assembled a database and facebook of New York City-based elected officials. This list went beyond the district's elected officials. It included city representatives who supported increasing the budgets allocated to parks. By widening the scope and going over the city district, the organization spread its reach and increased its chances of galvanizing political support from the New York City Council.

THE UNDERLINE

Playing "Offense." It's not uncommon to see a newly elected official overturn legislative achievements or terminate pending projects from their predecessor. This is why "playing offense" can be an important way to guarantee political support and stay ahead of the game. The Underline learned it's necessary to never assume a victory. Building government relations requires being prepared for conflict, proactiveness, and factoring in political timing.

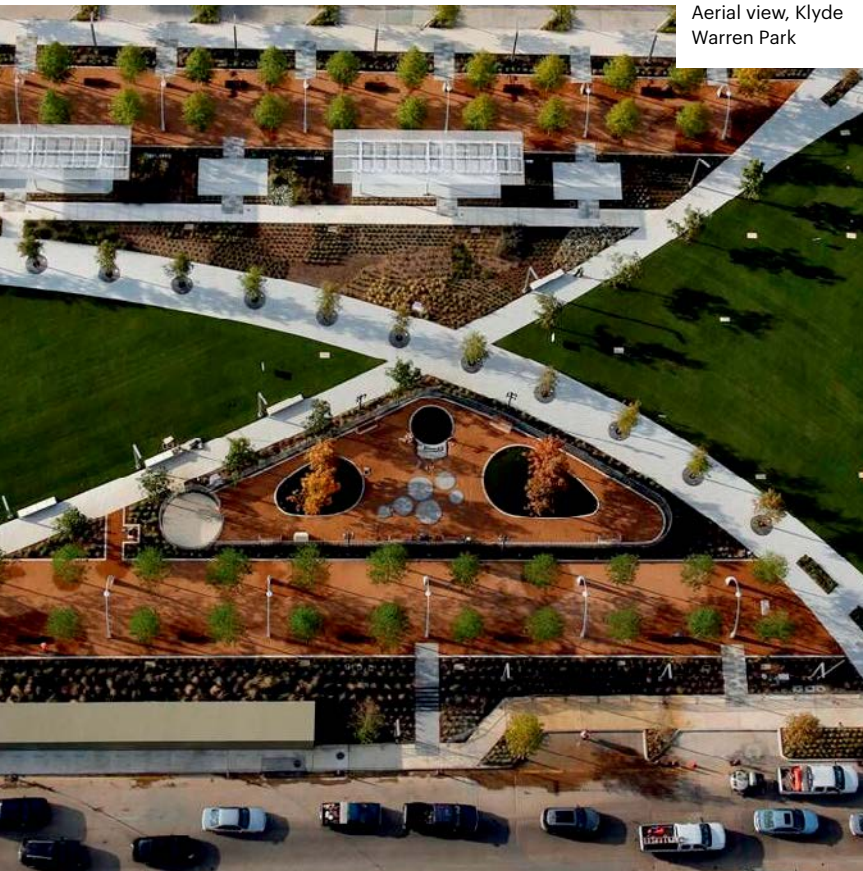
BAYOU GREENWAYS 2020

Bringing Government to the People. Projects do best when they empower local communities to work with local elected representatives. Houston Parks Board ensures the people attending their events are heard by government. They invite council members or their office liaisons to all their events and community hearings. Not all questions are about the project, yet having a government official on hand allows people to address other issues that affect their community.

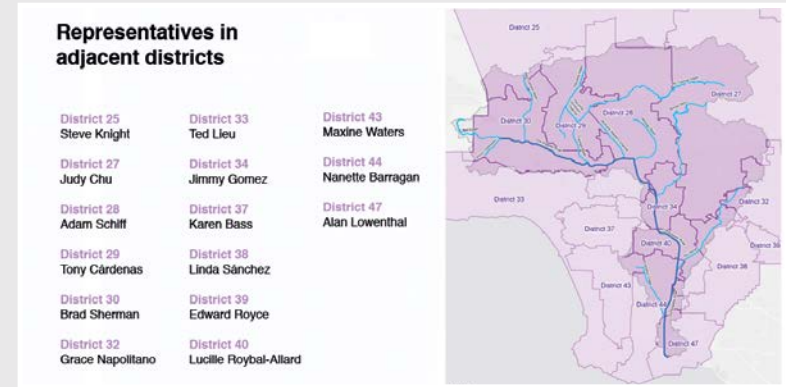
► Tactic

Understand Ownership

Whether a piece of property is owned by a private or public entity, its reuse will depend on the owner’s willingness to sell or transfer it. These factors often involve public stakeholders, who may either purchase or lease the property from a private entity, or approve its reuse if the property is already publicly owned. That’s why infrastructure owners should be seen as strategic partners and engaged early during the process.



Aerial view, Klyde Warren Park



Congressional districts, Los Angeles County

RIVER LA

Mapping Different Stakeholders. Due to the complexity of a 51 mile-long river, River LA engaged elected officials, public agencies, peer and technical organizations, and the general public along this area. [Maps](#) were compiled for all congressional, state senate, state assembly, Los Angeles County, and Los Angeles City Council districts, as well as cities adjacent to the river. This research documented existing relationships of all stakeholders to understand the power dynamics at play.

KLYDE WARREN PARK

From Freeway to Deck Park. Originally supported by the Dallas business community, the Woodall Rodgers Freeway was built to help connect downtown to the rest of the city. In 2002, real estate developers thought of decking part of the freeway to create a public park. A civic steering committee was formed to push for the park and involve the freeway’s administrators: the Texas Department of Transportation and the City.

Advocacy and Governance: Building Political Partnerships



Infrastructure reuse projects tend to be extremely ambitious given the high costs involved in all phases. Network members have built strong relationships with legislators, government agencies, and other stakeholders in the political landscape to push their projects forward. When leveraged strategically, endorsements may lead to even more partnerships and investment commitments.

For many infrastructure reuse projects, making big asks from government means more than showing the project has community support or economic feasibility. While projects can be promoted as assets for different aspects of community and urban growth (including economic, social, environmental, and cultural benefits), it's crucial to work collaboratively with other partners and to seek political advice.



Strategy 1

Understand How Advocacy Works

Advocacy means implementing a set of actions to make the case for public support for a specific issue. This may require defending, pleading, or speaking on behalf of an infrastructure reuse project in a variety of ways. Ultimately, advocacy convinces others to make changes in policy that will support an infrastructure reuse project. While this may lead to partnerships, it may also require hiring specialized lobbying services. Advocacy also requires willingness to learn from people with specific skill sets who might help the project by providing technical and policy-based expertise and advice.

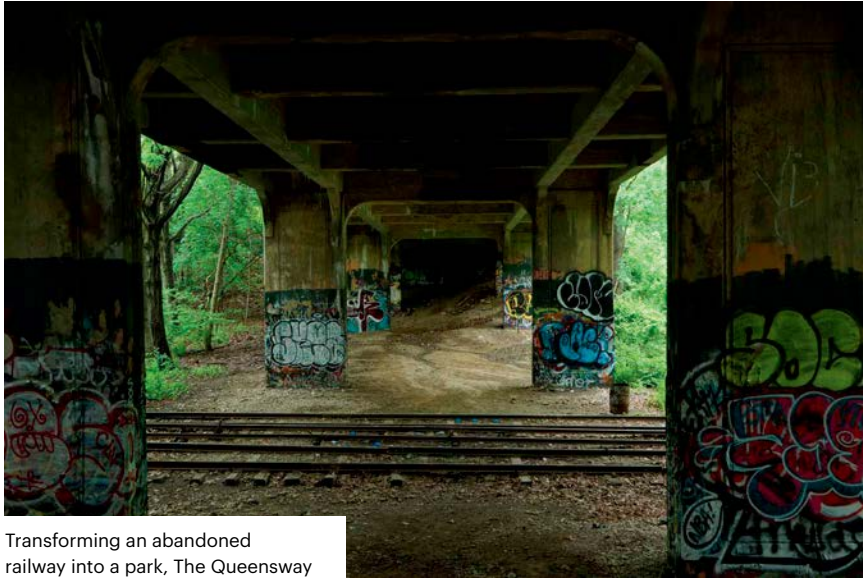
► Tactic

Seek Political Advocates

Infrastructure reuse involves highly technical legal and policy issues. Common areas of discussion include land use regulations, public land sales and transfers, and environmental and transportation regulations. It may be useful to seek help from advocates with specialized skill sets, including lobbyists or other policy-related nonprofit organizations. Partnering or hiring them will require a commitment to work together and inform them about the project, and setting goals and expectations.

Panel of elected officials at Atlanta BeltLine, Inc.'s second quarterly briefing, 2018





Transforming an abandoned railway into a park, The Queensway



Future section of Waterloo Greenway

Seek Political Advocates

Case examples

HIGH LINE

A Lobbying Philosophy. The High Line learned that developers get their way so often because they hire the best lawyers. An infrastructure reuse project can do the same: work with the best lobbyists. Although it was an expensive investment, they hired a DC-based lobbying firm specialized in rail law to prevent the City from demolishing the structure, and later incorporated a lobbyist on their board.

THE QUEENSWAY

Adding Expertise to Its Steering Committee. Although still in an advocacy stage, The QueensWay included individuals with lobbying expertise on their steering committee. Incorporating someone's expertise in legal, technical, and policy issues can be a significant step toward getting the project approved and funded. It also guides important decision-making for the organization, and better informs its members about how land ownership over the rail lines works.

WATERLOO GREENWAY

Building a Park for All. Austin has 10 geographic council districts. It's a challenge to seek support for a downtown park located largely in one district that appeals to an entire city. Waterloo Greenway developed a brand and messaging platform to connect with a broad base: a park developed for the benefit of all Austinites. This secured support from political stakeholders and different constituents.

► Tactic

Apply for Public Funds

Network members have relied on strong partnerships with public agencies to pursue public funds. The most common source for early-stage funding has been a product of state and federal grants available for infrastructure, transportation, or environmental-related grants and projects. To obtain these grants, Network members have learned about existing legislation and built a case connecting their projects to these larger policies. This process also required coordination between all parties involved and dedicated time for meetings and discussions to happen.

Chicago mayor with
The 606 leadership



RIVER LA

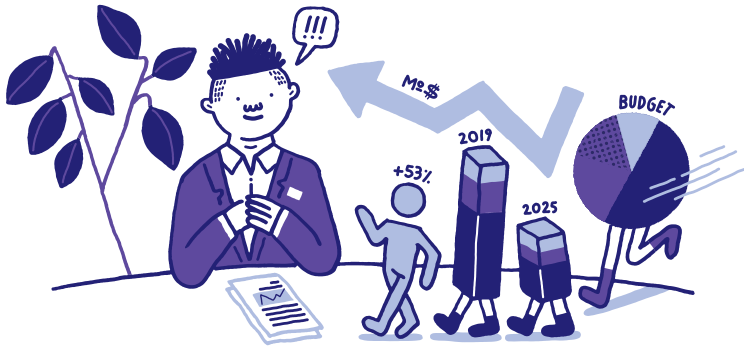
Coordinating a Policy Approach. River LA learned that advocating for a bigger cause—in this case the LA River—was the best way to guarantee a heavy influx of funding. To obtain federal support, they coordinated efforts with different issue-based stakeholders, including the Army Corps of Engineers, a lobbying firm in DC, Los Angeles, and California. By building a broad policy approach, they were able to align all coordination efforts needed.

THE RAIL PARK

Combining Private and Public Funds. The Center City District was awarded a \$3.5 million grant from the Redevelopment Assistance Capital Program (RACP) of the Commonwealth of Pennsylvania, which enabled the park's construction. The Governor's Office, the 175th state representative, the William Penn Foundation, and Friends of the Rail Park all played instrumental roles in the application process. By combining private and public funds, construction for The Rail Park was possible.

THE 606

Working with Chicago's Leadership to Secure Funding. The 606 championed collective ownership over the idea of transforming the Bloomingdale Trail into a park. Its leadership worked closely with the mayor of Chicago, who played an essential role in securing \$50 million from the US Department of Transportation Congestion Mitigation and Air Quality Improvement Program (CMAQ) for its construction phase. Advocating for The 606 as a transportation alternative was key to their efforts.



Strategy 2

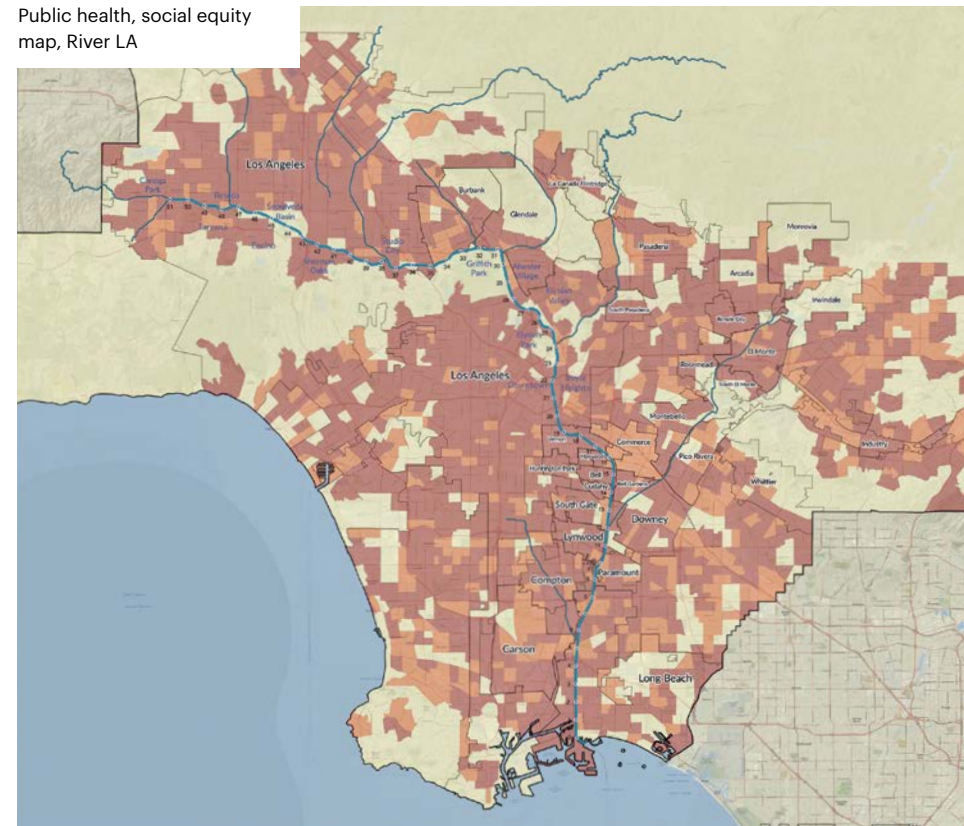
Invest in Research and Studies

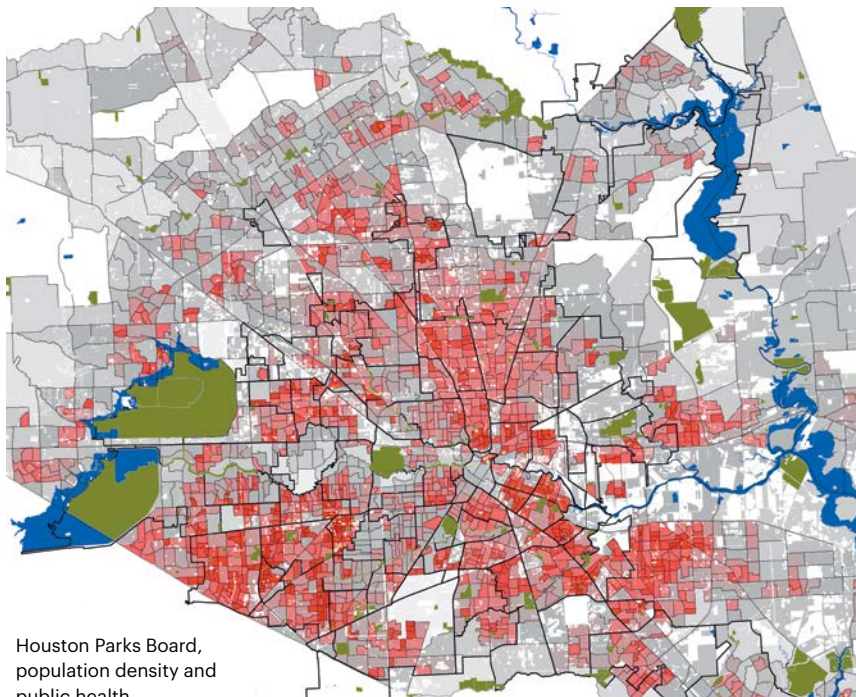
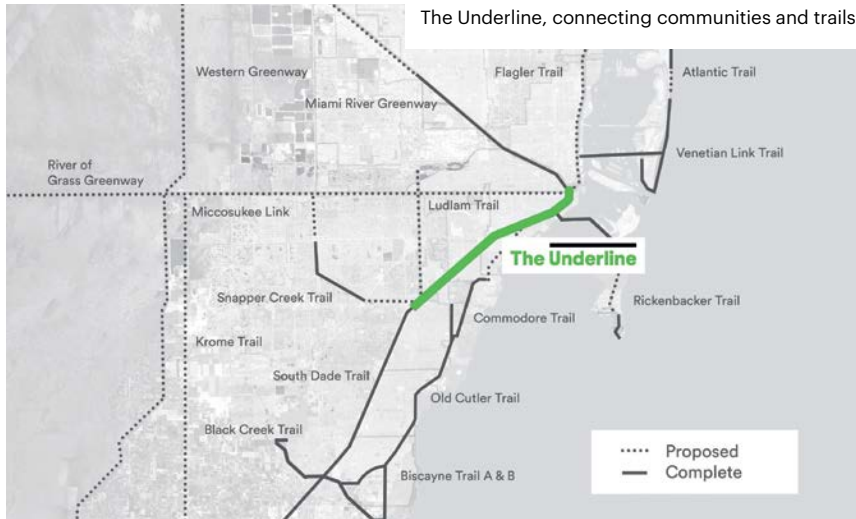
Conducting research or complementary studies to support the case for infrastructure reuse projects helps prove their viability—while stating why they’re important investments. Because the impacts of an infrastructure reuse project can be far-reaching—with positive side effects such as job creation, tax revenues, economic activity, and environmental benefits—these studies are a useful tool to advocate for their realization. Research proves why these spaces should be built, and demonstrates that there are accurate reasons that justify their investment.

► Tactic
Draft a Feasibility Study

An expertly developed feasibility study that provides an economic and fiscal impact analysis can help make a case for government support. City or state governments tend to prefer investment opportunities that prove there’s a potential for significant return through tax revenues. Most infrastructure reuse projects provide that possibility. A project may justify public investment by demonstrating the value of a place or industry and providing quantifiable benefits.

Public health, social equity map, River LA





THE UNDERLINE

Economic Impact Study. The Underline’s [economic impact study](#) indicates more than 1,000 jobs will be created during construction, 400+ permanent jobs for the park’s operations, plus approximately \$170 million in economic output during construction and \$50 million in economic activity every year after completion. Activities along the park will increase spending, thus boosting the local economy. Residential real estate appreciation would also increase 25% of its value.

KLYDE WARREN PARK

Feasibility Study. Klyde Warren Park invested in a study evaluating the feasibility of capping the freeway—a pivotal decision for the park during its pre-development stage. The Dallas Real Estate Council invested in the study and initial staff during this incubation period. It also estimated an increase of \$34 million in annual tax revenues. The feasibility study also convinced prospect supporters that the project was worth the investment.

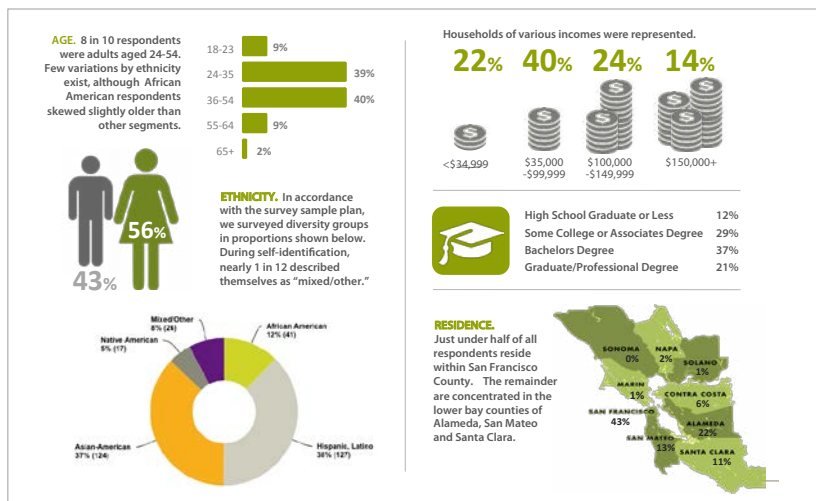
BAYOU GREENWAYS 2020

Using Geographic Information. Beyond the Bayous is a planning framework initiative created by Houston Parks Board that comprehensively studies green space and connectivity planning to advance the development of park and greenway systems. By identifying, developing, and implementing project opportunities that bridge health, environment, transit, and land ownership, Beyond the Bayous is accelerating Houston’s progression as a greener, better connected, more equitable, and more sustainable urban region.

► Tactic

Collect Data and Equitable Impact Indicators

In advocacy, building a case for an infrastructure reuse project requires collecting quantifiable information to demonstrate the current state of the project’s multiple facets. Metrics can prove the urgency of investing in public spaces by focusing on health, social, economic, environmental, and other issues and socioeconomic indicators. Gathering data upfront and then collecting data periodically can also track the state of an organization’s work and its impact, thus creating accountability for all involved.



Infographics developed by Golden Gate National Parks Conservancy

RIVER LA

Los Angeles River Index. In 2014, River LA, Gehry Partners, OLIN, and Geosyntec Consultants designed the [LA River Index](#). This database is a singular equitable framework that evaluates the state of the LA River. This index collects environmental indicators (flood risk management, water recharge, water management, greenhouse gases, ecology, and habitat), urban design (open space, parks, and transportation), and social indicators (public health, social equity, and programming).

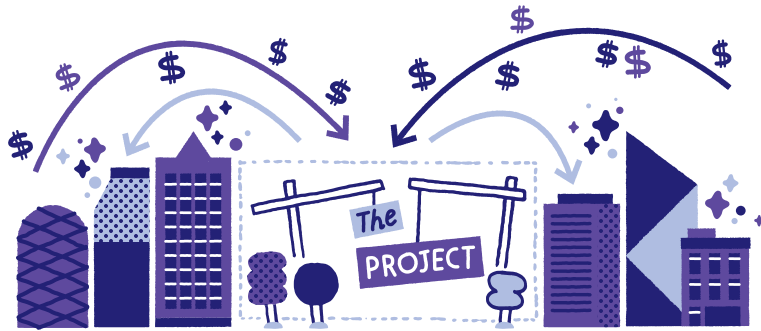
CRISSY FIELD

Intercultural Visitor Quantitative Study. The Golden Gate Conservancy conducts ongoing surveys and studies to better understand the demographics of its visitors and the community surrounding the project. Specifically, these studies offer behavioral and attitudinal insights in relation to Crissy Field. The data collected helps the organization meet its goal to increase active participation of ethnic minority groups and promote attendance and feelings of ownership over the park.

11TH STREET BRIDGE PARK

Using Equity-Focused Data to Inform Ongoing Strategies.

Due to the disparity of the two geographic areas on either end of 11th Street Bridge, collecting and using data has been a useful tool to inform 11th Street Bridge Park’s strategies and initiatives. Understanding who lives and works in the area—and how to best meet their needs—has been an important way to build credibility among its constituencies, as well as a project with equitable outcomes.



Strategy 3

Include Value Capture Policies

Infrastructure reuse projects require deploying multiple planning instruments. In their early advocacy phase, some Network members used value capture mechanisms to create benefits from the value generated from adjacent landowners and businesses. Because value capture is a powerful way to allocate economic resources for an industrial project's long-term sustainability, establishing these strategies as early as possible maximizes its potential benefits.

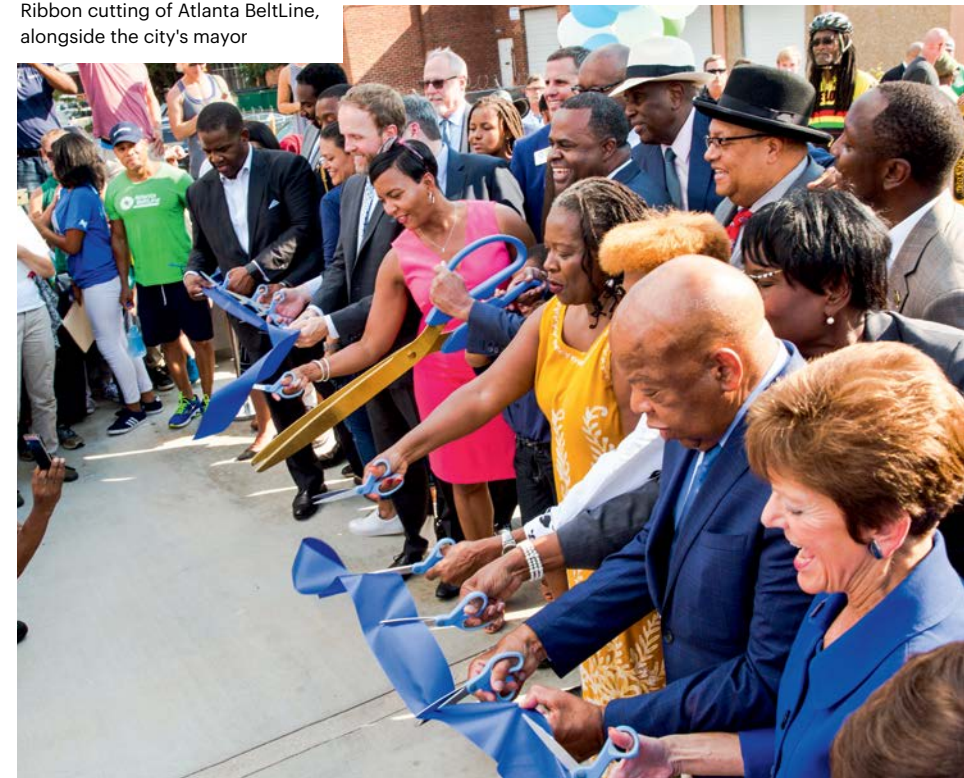
Value capture requires political support at all levels—city, state, and federal. The earlier a value capture mechanism is established, the easier it will be to plan for maintenance, operations, and other critical areas of ongoing management.

► Tactic

Establishing Public-Private Partnerships

While infrastructure reuse projects generally call for collaboration with public agencies (and many are operated as public-private partnerships), each specific partnership varies in depth. Project leaders can determine these levels early, as they will inform the course of funding strategies and set the organization's ongoing level of autonomy. Some Network members choose to work closely with government throughout the project; others choose to seek greater amounts of private funding to maintain more control.

Ribbon cutting of Atlanta BeltLine, alongside the city's mayor



Advocacy and Governance

New York political leadership supporting the High Line



Ribbon cutting, The Rail Park

Establishing Private-Public Partnerships

Case examples

HIGH LINE

From Advocacy to Conservancy. High Line founders were inspired by Central Park Conservancy and the Bryant Park Corporation—two nonprofit organizations that transformed these parks into vibrant public spaces. The conservancies have agreements with New York City to operate and maintain these now iconic New York City parks. Successful conservancies have robust funding strategies consisting of multiple sources of income, including rentals, corporate sponsorships, and private donations.

ATLANTA BELTLINE

An Ambitious Partnership. Atlanta BeltLine is an unprecedented project that brought the public and private sectors together. The City, Fulton County, and Atlanta public schools are core members of Atlanta BeltLine Partnership (ABP). ABP raises private funds and also created Atlanta BeltLine Inc (ABI). ABI is responsible for securing federal, state, and local funding, continuing the community engagement process, and serving as the overall project management office.

THE RAIL PARK

Building the Perfect Trifecta. Friends of the Rail Park started as an advocacy organization interested in transforming the railway into a park. They partnered with the City Center District (CDC), which had the capacity for construction and development. The “Friends of” group works in community engagement and programming. They also work alongside Philadelphia’s Parks and Recreation Department. By building this triple partnership model, it has guaranteed a fully-functioning open space.



The Rail Park, Philadelphia



► Tactic

Propose a Fiscal Financing Structure for Value Capture

Projects can use public resources to support their work by creating a financing structure. Significant portions of public funds are allocated through special taxes, levies, and grants. Network members have used a number of different instruments to generate funding for their projects by capturing the long-term value that infrastructure transformation creates. Monetizing this value also helps make a more persuasive case to government stakeholders about the project’s viability and can demonstrate the sustainability of a project.



Center City District map, Philadelphia

THE RAIL PARK

Business Improvement District (BID). Twenty-five years ago, City Center District created a BID in Philadelphia to revitalize its downtown public spaces. Through a placemaking strategy, the BID increased yearly revenue from \$6.5 million to \$23.5 million over time. This allowed City Center District to implement a comprehensive signage system, and to invest in landscaping, lighting, and other amenities. The Rail Park is currently the fifth park that this downtown BID has helped realize.

ATLANTA BELTLINE

Tax Increment Financing. In 2005, Atlanta conducted a study to identify opportunities for alternative economic development in underserved areas, followed by a Tax Allocation District (TAD)—also known as a Tax Increment Financing. These policies provide financial assistance to public and private redevelopment efforts within a designated area. Any increases in property tax revenues from new investments are allocated to pay for infrastructure costs within the TAD.

BROOKLYN BRIDGE PARK

Ground Lease and Payment in Lieu of Taxes (PILOT).

Brooklyn Bridge Park was created after a land transfer agreement, which required a self-finance plan. Funds for annual operations and maintenance are generated through ground leases and revenues by developing a small portion of the land. This included buildings for residential, mixed-use hotel/residential, mixed commercial/retail, and parking. Annual ground leases and PILOT revenues account for over 90% of the park’s operations.



Strategy 4

Partner with Government

While many Network members choose to work with governments, every partnership should be approached differently. In some cases, elected officials and government agency representatives have a seat on an advisory committee, while in others they've been called in for specific matters. Including government allies can increase a project's overall credibility and can lay the groundwork for public funding later on. While no elected official or government agency can give the final approval on any of these projects, political collaborators play a strategic role in pushing them forward.

► Tactic

Propose a Governance Structure

Infrastructure reuse projects often start as advocacy organizations and progressively acquire more formal structures. In order to do this, projects require a governance model, which involves defining roles and responsibilities with public agencies and departments.

Creating a governance structure has also proved to be beneficial when approaching major donors and gifts. Generous donations will require ensuring long-term sustainability for the project and organization.

Centennial Park aerial view,
Detroit Riverfront Conservancy





The Bentway, Toronto

Propose a Governance Structure

Case examples

WATERLOO GREENWAY

Joint Development Agreement. Waterloo Greenway established a Joint Development Agreement between Austin and the Waller Creek Local Development Corporation. The purpose was to establish a legal framework to design, build, and operate a series of park projects within the Waller Creek District for the benefit of the public. This agreement also includes the approved design plan, design guidelines, and operating agreement.

THE BENTWAY

Formalizing a Private Donation. The Judy and Wilmot Matthews Foundation made an unprecedented donation to Toronto: \$25 million to revitalize 10 acres of vacant space under the Gardiner Expressway. To formalize the donation, the City drafted a [term sheet](#) honoring the project's design, proposing a steering committee, and outlining the role of all parties. This document became the basis to establish maintenance, operations, and programming guidelines for The Bentway.

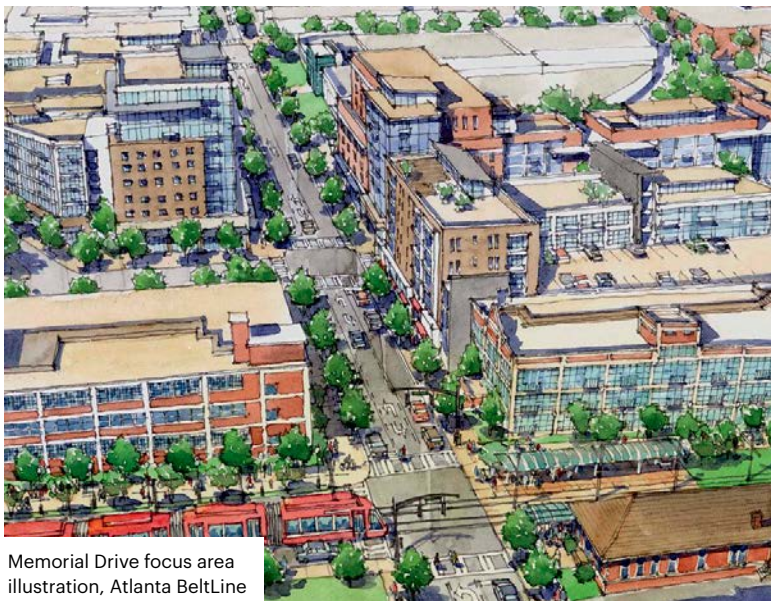
DETROIT RIVERFRONT

Creating an Endowment. Detroit Riverfront Conservancy was launched by three partners: the City of Detroit, General Motors, and the Kresge Foundation, which provided a \$50 million challenge grant serving as the economic catalyst to launch the conservancy's efforts. The first two partners declared bankruptcy shortly after. Because the conservancy had an endowment, the organization managed to pull through the city's crisis, and was able to fundraise and keep afloat.

► Tactic

Negotiate Agreements

As implied by the very definition of “reuse,” many projects will need to change the zoning or land-use designations of a property from industrial to commercial or mixed-use zoning. There are often complex approval processes involved and part of the work facing many project leaders is negotiation. We’ve found that a willingness to discuss matters and compromise with diverse parties, as well as proposing creative solutions, move projects forward.



Memorial Drive focus area illustration, Atlanta BeltLine

Negotiate Agreements

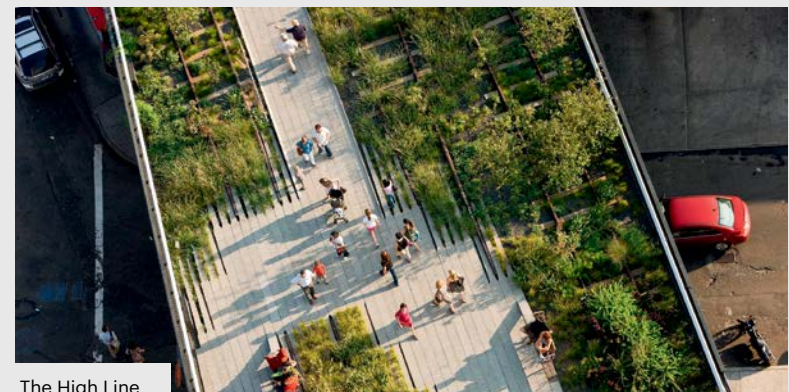
Case examples

ATLANTA BELTLINE

Redevelopment Area. When the Atlanta BeltLine was created, most properties along the project were underutilized. The City, county, and school district agreed to forego future property tax revenue increases for 25 years, using them to [redevelop the area](#) along the BeltLine. With every new real estate investment, those properties increase value and generate more tax revenue. The projected increase in tax value will be \$20 billion after the 25 year period.

HIGH LINE

Evolving Responsibilities. The High Line first acquired a letter of agreement with NYC Parks. This document outlined initial responsibilities for both parties and eventually evolved into a license agreement. Currently, the High Line is responsible for guaranteeing the upkeep of the park through maintenance, operations, and general repair work. The City’s responsibilities include maintenance and repair of the High Line’s bridge structure, capital replacement and major capital repair, utilities, and trash pick up.



The High Line

► Tactic

Build Critical Alliances

Infrastructure reuse projects can advocate for larger systemic solutions in their cities—beyond the limits of the project itself. Network members can develop power and influence by recognizing that they're not alone in the process of transforming public space. As members have built influence, they've also increased joint efforts for equitable policies in affordable housing, arts and cultural programming, climate resiliency, environmental justice, and more. These alliances begin by committing to shared principles and a genuine interest in partnerships.



Buffalo Bayou TIGER Grant groundbreaking ceremony

Build Critical Alliances

Case examples

THE 606

Joint Community Efforts. The Logan Square neighborhood in Chicago needed an additional 99 acres of open space to meet minimum standards of parkland. The City proposed converting the former elevated Bloomingdale Line into a park. This galvanized neighbors and community members to form Friends of the Bloomingdale Trail. Thanks to this effort, an alliance forged between the city of Chicago, park organizations, and community groups, to create an innovative park space.

RIVER LA

Public-Private Partnerships. River LA developed public-private partnerships to create the Greenway 2020 bike path along the LA River. River LA launched a logo competition and the mayor made the logo part of his 100 day plan. A local brewery custom-made 2020 IPA for support and marathons were organized to build momentum. Finally, LA County allocated \$425 million from Measure R (a half-cent sales tax for new transportation projects) for the LA River bike path.

BUFFALO BAYOU

Working with Different Public Agencies. Years of experience taught Buffalo Bayou Partnership how to create and leverage partnerships. For example, it's developing a mixed-income housing project in cooperation with Houston's Housing and Community Development Department; the Flood Control District funds projects with flood mitigation benefits; and congressional elected officials have secured transportation funding to build hike and bike trails. These governmental funds are used in combination with private philanthropic support.

► Tactic

Secure Public Seed Funding

Seed funding is an early commitment of resources to an organization or project. Seed funding generates credibility and momentum and shows trust to invest in the project's vision. It's also a critical step forward for an organization, because a project's viability usually depends on it. Seed funding can be used to obtain more resources from other potential supporters. Even if a project is struggling to obtain the required approvals for its construction, it's highly recommended to try to secure seed funding.



Trinity Park, Dallas

THE BENTWAY

Foundation and City Support. In 2015 the Matthews Family Foundation bestowed a \$25 million gift to revitalize 10 acres of vacant space under the Gardiner Expressway. The gift came with conditions: the project would be run by a nonprofit organization, the mayor would assign a city manager to oversee government participation, the site would be built within two years, and the City was required to match resources for support.

TRINITY PARK

Seed Funding with Long-Term Governance. The seed funding for Trinity Park Conservancy came through a major gift: \$50 million was donated by philanthropist Annette Simmons under the condition that a long-term agreement be reached with the City. By creating a local government corporation to oversee the development, maintenance, and construction of the park, the City and the Dallas City Council ensured a long-term governance model and scope of power were reached.

KLYDE WARREN PARK

Locking in City Support. Klyde Warren Park received \$20 million from the Dallas 2006 Bond Program. This seed funding produced a \$110 million project, leveraging private and federal dollars, and resulting in a project worth five times what the city was putting into it. A well-conceived project with a business plan, influential backers, and some political clout guaranteed this level of commitment from the Dallas government.

Fundraising: Inspiring Early Support



In addition to the government support described under Topic 2, private financial support is essential to infrastructure reuse projects. Much of fundraising involves communicating the case for support, while keeping momentum alive in funders, the press, and the community. This will require balancing the promotion of the project, generating exposure and attention through a series of opportunities for sponsorship, as well as leveraging fundraising events.

Fundraising also involves creating a strong narrative that legitimizes the project and builds support. This narrative will be delivered through marketing materials, the design of specific campaigns (including a capital fundraising campaign), and creative tactics.

Finally, fundraising also involves creating an ongoing dialogue with funders. Over time, these efforts will provide the foundation for the large-scale capital fundraising campaign necessary to build the project.



Strategy 1

Communicate the Case for Support

Written for prospective donors, a case for support offers an overview of the infrastructure reuse project and the organization leading it. This document may also include additional information to provide more context that justifies why a project is important, the organization's mission, and frequently asked questions.

Network members have found that transmitting a sense of urgency to secure support from private donors conveys the need for funding. When a prospective donor understands how crucial their support will be to make a project happen, they'll be more inclined to donate.

► Tactic

Identify Potential Donors

When designing a fundraising campaign, it's useful to target different audiences with a potential of making gifts: prospective supporters, existing contributors, and major gift donors (this last category includes donors who develop a closer relationship with the organization and are motivated to make large donations). Organizations often communicate with these three audiences in different ways, and at different frequencies, developing fundraising tactics for each.

Producing Campaign Marketing Material

Common fundraising materials include:

- Case for support
- Brochures
- Website
- Slogan
- Pledge cards
- Presentations
- Videos

Materials may include the organization's mission, suggested levels of support, and contact information for the best point person.

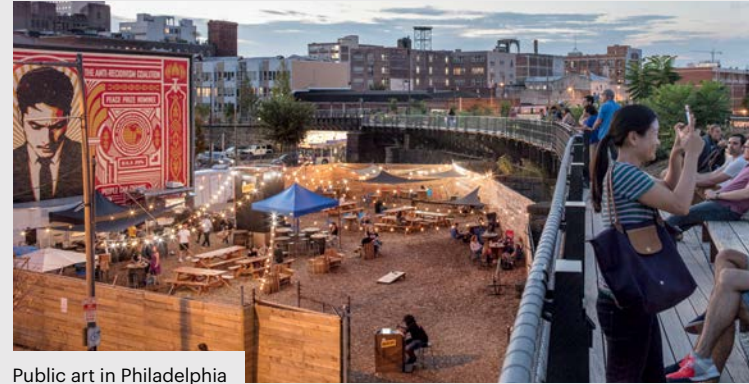
Fundraising



Arts programming and sports at The Bentway

Identify Potential Donors

Case examples



Public art in Philadelphia

THE RAIL PARK

Aligning Community Needs with Potential Funders. The Rail Park is currently in the process of identifying key audiences for funding in their quest to secure economic support, which will guarantee the sustainability of their programming. One way they're doing this is by building a membership program. The organization is identifying individuals, corporate sponsors, and foundations who might be interested in supporting and aligning themselves with specific local organizations, programming, or community needs.

THE BENTWAY

Focusing on Bigger Gifts and Donors. Due to the The Bentway's needs and the pace it works under, the organization decided to focus its energy on bigger gifts rather than smaller ones. It's currently targeting five-figure gifts and above. This decision was made due to the capacity and the scope of its development team. This team oversees government relations, sponsorships, and philanthropy support for capital and operating costs.

Fundraising

► Tactic

Build a Strong Brand

Based on the experience of Network members, investing in branding and a cohesive visual design for the project helps in the early fundraising stages. Design helps prospective donors envision the future of the organization and the project. Even if top-notch design support is unavailable, a project leader can start with the basics—a logo and a slogan—to help audiences identify the project and create a connection to its image.



#bringeverybody to the Detroit Riverfront

Build a Strong Brand Case examples

High Line logo on promotional materials



HIGH LINE

Designing a Logo and Graphics Pro Bono. Paula Scher, the first female principal at New York's famous graphic design studio Pentagram, created the High Line's logo pro bono. She also created business cards and stationery way before the organization had reached major achievements. Having a logo made the High Line look like it was a real project. The design united many of the High Line's early supporters, and provided the organization a distinctive and recognizable image.

DETROIT RIVERFRONT

#bringeverybody. Detroit Riverfront Conservancy is aware that if they can bring someone to the riverfront, they're more likely to return on their own, or with more friends and family. The conservancy uses a hashtag in all their social media: #bringeverybody. Through this hashtag, they invite Detroit at large to visit the riverfront. #bringeverybody has become a useful and fun way to engage with younger audiences.

► Tactic

Tell a Compelling Story

Infrastructure reuse projects are compelling, important projects. Storytelling can be a powerful way to bring them to life and illustrate the project's positive impact. The field of infrastructure reuse has an unprecedented opportunity to pitch projects as innovative, hybrid vehicles for equitable development. Successful fundraising messages produced by Network members focus on the specific needs that a donor's gift can meet and emphasize the key role the donor plays in advancing the mission.

Skating at Mayor's Skate Party,
The Bentway



THE BENTWAY

A Love Letter to Toronto. When Judy Matthews made her generous \$25 million donation to build The Bentway, she referred to her gift as her "love letter to her city." The Bentway's development team used the same concept to make their [case statement](#). They referred to The Bentway as "hidden magic," while encouraging prospect donors to make their own "love letters" to Toronto in the form of economic support.

DETROIT RIVERFRONT

Keeping Promises as Stewards of the Riverfront. The organization made three commitments to Detroit: to be good stewards of the space, to welcome everyone, and to make the space a world-class park. From these three, the most attractive to funders was the first. They've kept this commitment by never shutting the space down and keeping up with maintenance, programming, and construction, even through hard times—like the city's economic crisis.



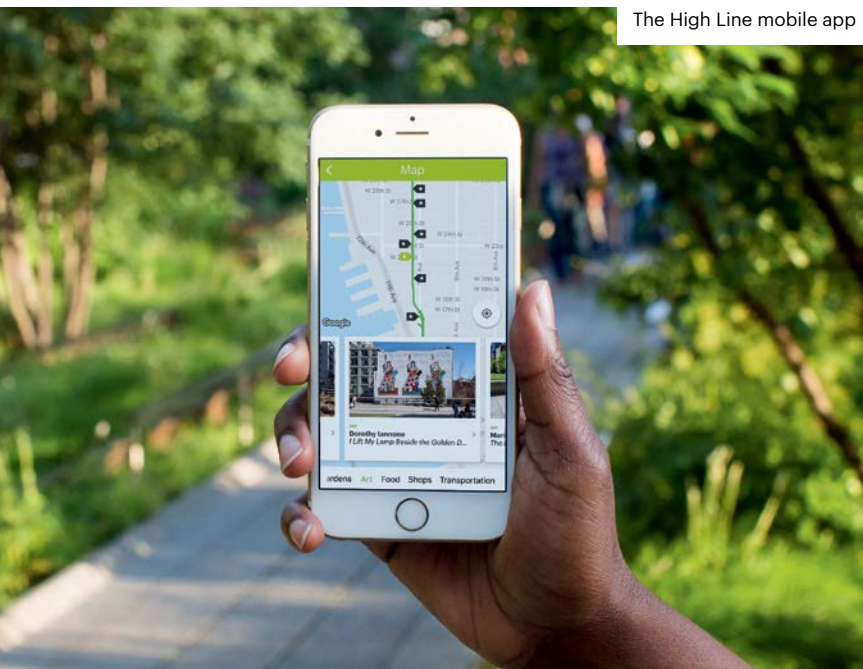
Public space activation,
Detroit Riverfront

► Tactic

Invest in Multiple Communication Channels and Products

A fundraising campaign needs to reach many different audiences. Although every project is different, Network members succeeded at investing in both digital and non-digital communications for fundraising purposes.

Common tools that Network members developed to reach target audiences include mailing, websites, email newsletters, and social media. Crowdsourcing is also an option, specifically for engaging large groups of people with small requests (which encourages participation).



The High Line mobile app

Invest in Multiple Communication Channels and Products

Case examples

HIGH LINE

Building Membership through Communication Channels. The High Line uses a range of communication channels and products to build its membership program. Direct mail represents 55% of its membership revenue, while online revenue constitutes 44%. The High Line communication channels include mailing campaigns, e-newsletters, Facebook, and Twitter, as well as a mobile app. With information on park features, gardens, art, and its programs, the app helps users better understand the assets of the park.

THE LOWLINE

Initiating a Kickstarter Campaign. The Lowline raised \$150,000 through a Kickstarter campaign. Then it raised another \$240,000 to build the Lowline Lab—a long-term open laboratory and technical exhibit designed to showcase how to grow and sustain plants underground. Built inside an abandoned market on the Lower East Side, the Lowline Lab included a series of controlled experiments in an environment mimicking the actual project site.

CRISSY FIELD

Annual Reports. Golden Gate National Parks Conservancy publishes interactive [annual reports](#) highlighting their work. The information includes statistics on their yearly number of visitors, number of youth served, new plants grown, number of restoration projects, their programs, as well as short stories of members and community partners describing the impact the organization has had. This has proven to be a useful fundraising tool.



Annual reports for Crissy Field, Golden Gate National Parks Conservancy



Strategy 2

Promote Exposure and Attention

Keeping momentum alive is a critical fundraising strategy, as it builds attention and interest among supporters, donors, and the community. By bringing attention to a cause, people feel updated, engaged, and develop a sense of ownership.

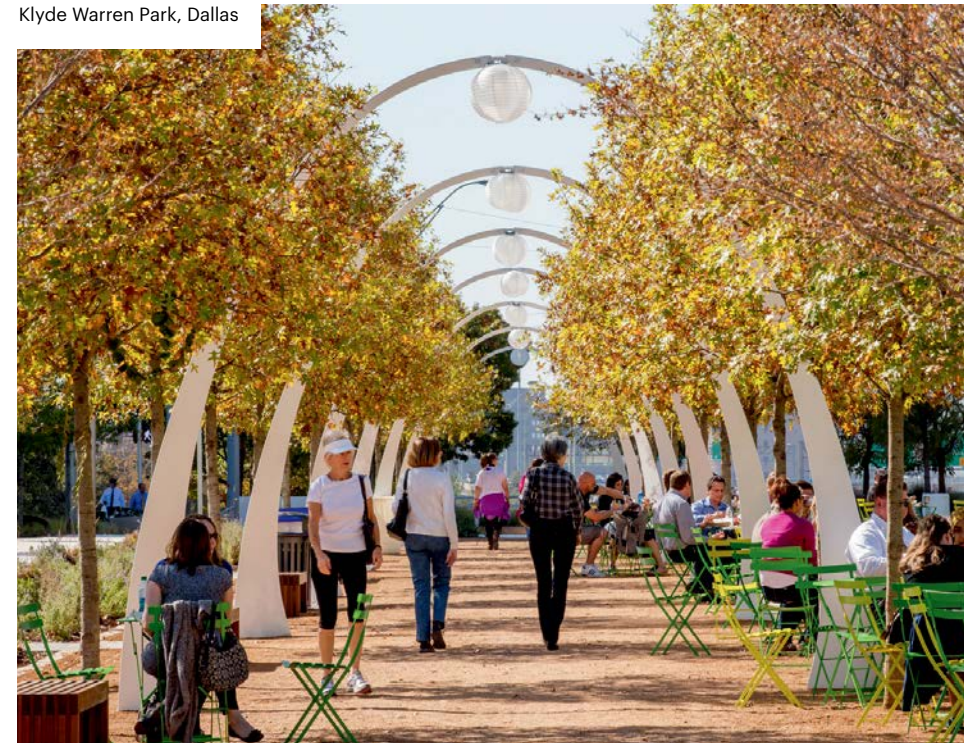
Campaigns and fundraising opportunities may be used to harness political support. Ultimately, exposure and attention around an infrastructure reuse project is about creating memorable moments that communicate what's unique about the project and the organization behind it.

► Tactic

Create Opportunities for Support

Infrastructure reuse projects can develop ways to generate revenue and financial support, even before the project is fully open or operating. Many Network members have used features within their parks to create naming options and develop opportunities for sponsorship and funder recognition. This requires thinking strategically about what can be marketed and determining price ranges for all options. Other members have built membership programs that generate benefits and packages at different prices.

Klyde Warren Park, Dallas





Houston elected officials breaking ground at the Sims Bayou Greenway

Create Opportunities for Support

Case examples

BAYOU GREENWAYS 2020

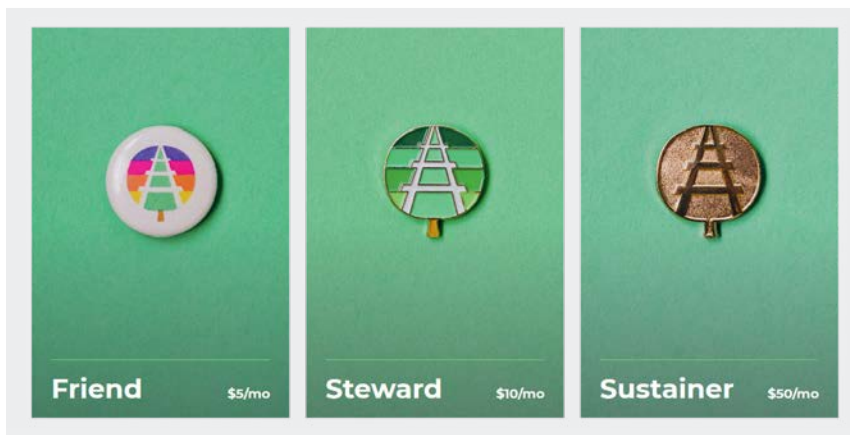
Menu of Recognition Opportunities. Houston Parks Board has developed a [menu of recognition opportunities](#) for prospect donors who wish to associate their gifts with special places along Houston's nine bayous. There are six different levels of recognition opportunities, which can be applied to different locations within the bayous. These places include bridges, scenic trail segments, nature trail segments, trailheads, nature parklets, bayou gateways, learning stations, benches, and tribute groves.

KLYDE WARREN PARK

Naming Rights. During its early days, business and civic leaders from the Woodall Rodgers Park Foundation were approached by a wealthy Texan. He was impressed with what they were doing for the city and wanted to buy the park's naming rights. Thanks to him, Klyde Warren park received a generous donation to secure construction, and an agreement was reached to name this public space after his son.

THE RAIL PARK

Building a Membership Program. The Rail Park is investing in creating a membership program. Each tier offers a specific set of advantages and gifts. The lowest tier includes park memorabilia, invitations to special events, and a quarterly newsletter. The second tier includes the same benefits, plus a gift card to different cafes and restaurants in the area. Finally, the last tier includes private tours of the park.



Types of membership, The Rail Park, Philadelphia

► Tactic

Create Participatory Events and Campaigns

Fundraising doesn't happen in a vacuum. Finding ways for participation from community members and the media can be a strategic way to keep interest in a project alive. For example, contests, competitions, and other participatory models can get people talking about (and invested in) the project as a future public space. Through this kind of event, project leaders can build community, many of whom will be donors both large and small.



Bayou Greenway Day,
Houston Parks Board

Create Participatory Events and Campaigns

Case examples

THE BENTWAY

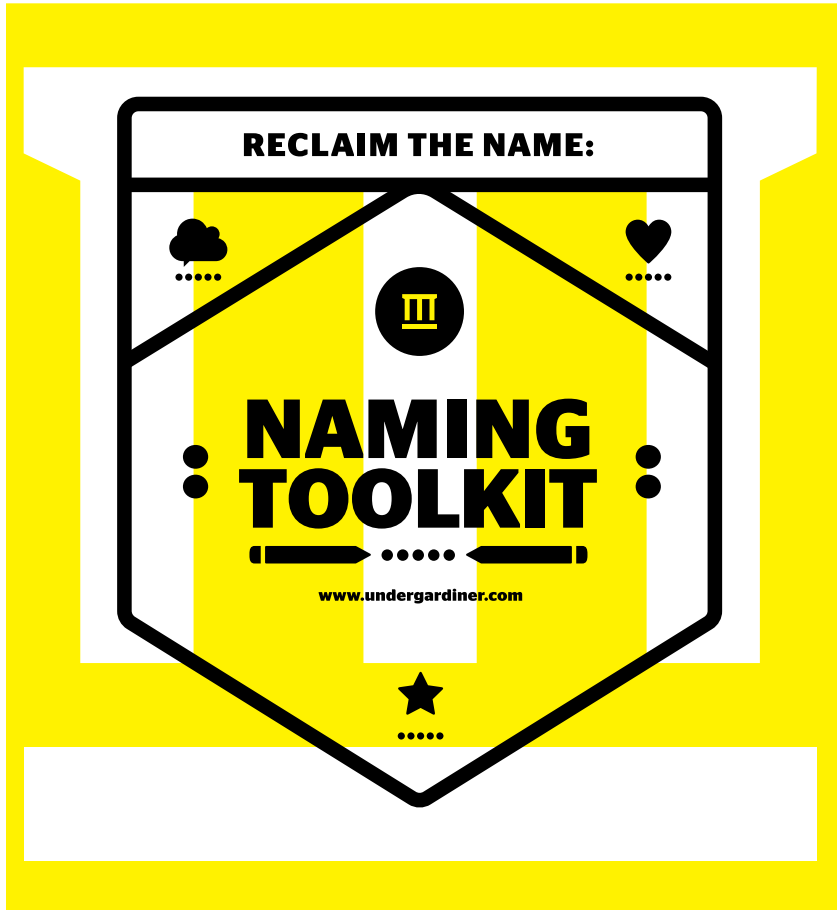
Public Naming Competition. Originally named Project Under Gardiner, The Bentway ran a public naming competition to secure its final name. Their approach was multifold, asking Torontonians to submit proposals online and attend brainstorming sessions. To ensure it was a democratic process, they created a [toolkit](#) so visitors could run their own sessions. A cross-cultural committee shortlisted the submissions to five names, and the public determined the final selection.

BAYOU GREENWAYS 2020

Bayou Greenway Days. To keep momentum alive, Houston Parks Board organizes an annual Bayou Greenway Day throughout the year. These celebratory events take place in a different community each year and are free outdoor festivals with games, food, music, and more. This initiative serves as a way to experience the beauty of the bayou greenways, galvanize community support, and create attention around the need for funding and support.

HIGH LINE

Ideas Competition. Before landing on its final design, the High Line held an ideas competition to draw attention and keep people talking about the project. This helped people think about the space in innovative ways. Then a community input session was organized, where entries from the competition were projected and participants talked about what they liked and didn't like. This provided an effective way for everyone to be involved.



Public Naming Toolkit publication,
The Bentway, Toronto



Buffalo Bayou annual
gala, Houston



Annual Art Dinner, High Line,
New York

► Tactic

Leverage Existing Fundraising Events

Events can be a major source of revenue. Varying in style and formality, most events require careful planning and investment. Whether it's a dinner, gala, concert, raffle, auction, or cultural celebration, events will often bring multiple resources together—from mailing lists to volunteer resources, local politicians, and celebrities (who may join as speakers). The key to a successful event is not in the actual fundraising—it's in the spirit of community, fostered among supporters who help organize these events.



Waterloo Greenway Creek Show

Leverage Existing Fundraising Events

Case examples

BUFFALO BAYOU

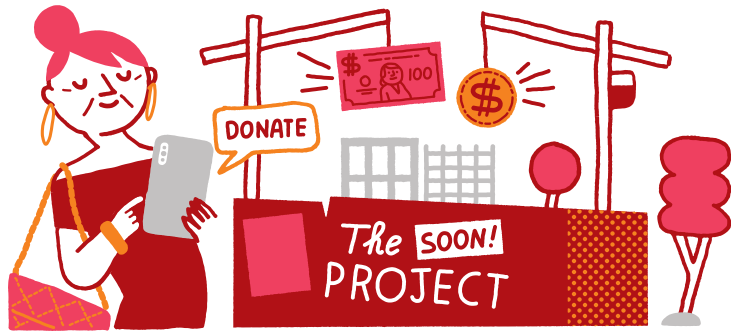
Making Galas Special. Galas are important annual fundraising events for nonprofit organizations. Buffalo Bayou Partnership has thought creatively how to organize the most meaningful and memorable galas for their donors and friends. They host them outdoors on a historic bridge along the bayou, in close proximity to the downtown Houston skyline. They invest in creating a special feeling of “being on the bayou.”

WATERLOO GREENWAY

Inclusive Programming. Creek Show is a free event Waterloo Greenway organizes every year. In the last five years, it's grown from 1,000 to over 50,000 attendees. The organization has used this event to build an identifiable brand and name. Investing in safe, family-friendly programming activities where artists and architects create light-based installations has been an extremely popular method to attract in-person visitors and develop social media content.

HIGH LINE

Annual Fundraising Events. The High Line holds annual fundraising events throughout the year, which are distinctive celebrations with their own unique character. Their single largest source of revenue comes from the Spring Benefit, a special dinner for its existing and prospective donors. Although dinners tend to be harder to organize, they're an excellent way to expand the donor base and make a fundraising event meaningful for its attendees.



Strategy 3

Plan and Launch a Capital Fundraising Campaign

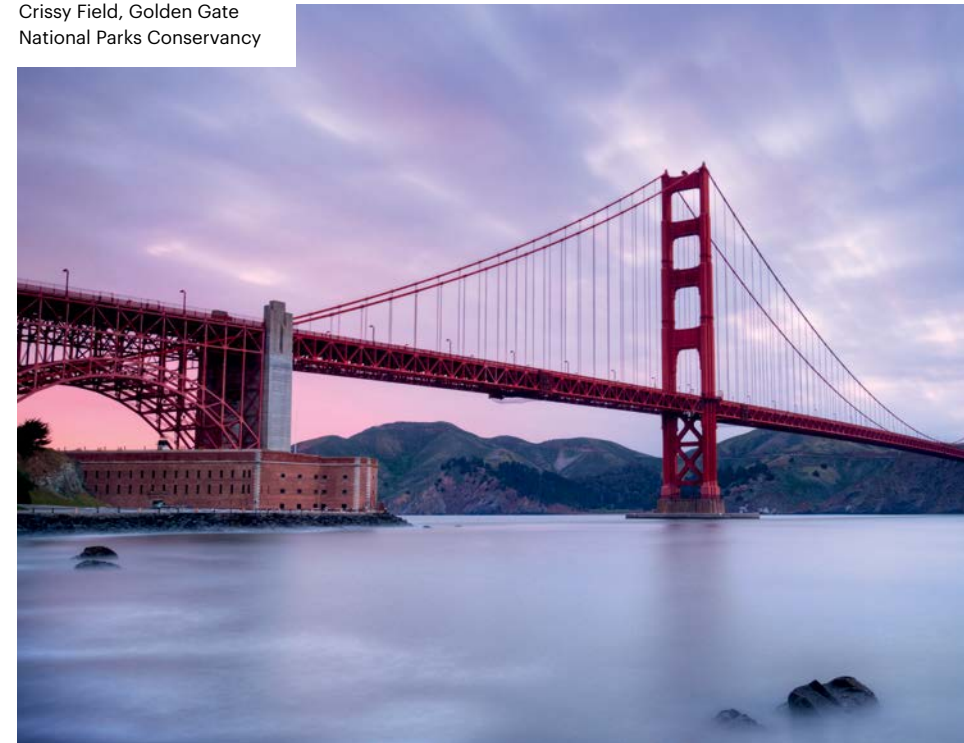
Capital investment is the heart of an infrastructure reuse project. A capital campaign secures the funds necessary for the construction of a project. Capital fundraising campaigns are time and resource intensive, and often have higher funding goals and an end date. They're most successful when led by an experienced team. Many Network members have benefited from hiring external consultants to help run capital campaigns (especially if they're time bound). While board members and staff are responsible for interacting with major donors, a consultant can help guide the process and strategy.

► Tactic

Create a Phased Plan and a Fundraising Team

Capital campaigns usually begin with a “quiet” phase, during which the organization identifies prospective major gift donors, and a “public” phase, which includes events and outreach to wider audiences. The fundraising team comprises staff, board members, and volunteers. It can be strategic to appoint a well-regarded leader of a local organization, a business representative, an elected official, or another local leader who can help reach campaign goals.

Crissy Field, Golden Gate National Parks Conservancy



Fundraising

Theatre design, 11th Street Bridge Park



Presidio Tunnel Tops, San Francisco



Create a Phased Plan and a Fundraising Team

Case examples

CRISSY FIELD

Setting a Timeline and Goals. Crissy Field was Golden Gate National Parks Conservancy's first capital campaign. The organization took decisive steps: they set the campaign's duration to three years, from 1998 to 2001, and a fundraising goal of \$34 million. It also created the tagline "Help Grow Crissy Field" to transform a former military airfield into parkland, brought on new donors, and built staff capacity to develop the campaign.

11TH STREET BRIDGE PARK

Conducting a Feasibility Study. Capital campaigns require testing the feasibility of fundraising goals to meet capital construction. In 11th Street Bridge Park's case, the organization identified a group of two to three dozen funders. It has started testing fundraising strategies as the first step of its capital campaign. Its goal is to raise \$30 million, and will need several multi-million dollar gifts to reach it.

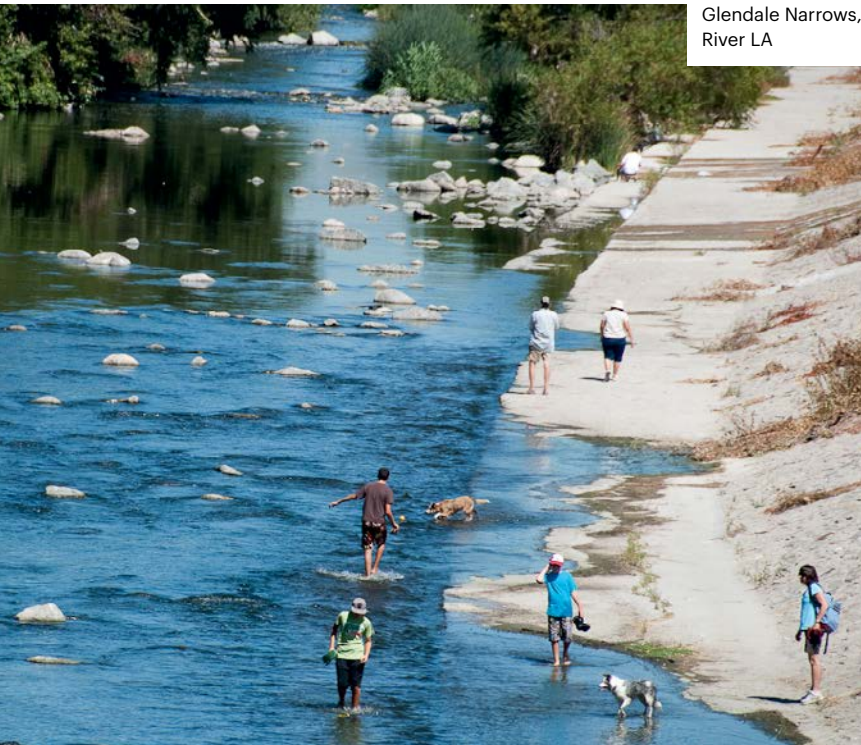
PRESIDIO TUNNEL TOPS

Key Documents and Materials. The Presidio Trust, the Golden Gate National Parks Conservancy, and the National Parks Service are the leading parties of the ongoing capital fundraising campaign for Presidio Tunnel Tops. Their plan comprises drafting and publishing several key documents, including a [campaign book](#), public endorsements, opportunities for recognition, information about the project's design and the project's timeline, as well as a maintenance model.

► Tactic

Make an Early Case for Support

While raising capital funds is a critical component for fundraising, infrastructure reuse doesn't end with construction. Successful projects have learned how to secure ongoing sources to sustain funding for operations and maintenance. While it's often challenging to make the case for operations before the project is built, Network members believe that laying the groundwork early can yield ongoing dividends for donor relationships and support over the long term, which is important for the project's sustainability.



Glendale Narrows,
River LA

Make an Early Case for Support

Case examples

RIVER LA

Operations and Maintenance Fundraising. River LA made the strategic decision to designate a percentage of every capital donation received to go toward administrative and operation costs and to ensure long-term sustainability:

- For a gift below \$50,000:
10% goes to administrative/operations costs
- For a \$50,000 – \$100,000 gift:
15% goes to administrative/operations costs
- For a \$100,000+ gift:
20% goes to administrative/operations costs

BAYOU GREENWAYS 2020

Benefit Analysis. In 2011, Houston Parks Board developed a [benefit analysis](#) for its parks. The document focused on the environmental, economic, and health benefits that the Bayou Greenways of Greater Houston would have for the city. Eventually, the information collected will help them secure grants for sectoral projects such as land acquisition, transportation, and conservation, all of which makes the case to create equitable access to parks and green space.



Brays Bayou
Greenway and Mason
Park Bridge



Strategy 4

Create an Ongoing Dialogue with Funders

The relationship with a donor doesn't stop after their first gift. People donate to infrastructure reuse projects and to the organizations that lead them because they believe in their vision. Network members have successfully built strong relationships with donors that last decades. The most successful relationships are cultivated over time. Through ongoing dialogue, projects can keep donors engaged and maintain their excitement and commitment. By investing in building this supportive community, a project creates a sense of connection and loyalty to the project for years to come.

► Tactic

Develop Donor Relationships

Donor relationships are built over time. By keeping donors informed and offering opportunities to keep them engaged, an organization can cultivate and deepen their connection with its donor base, thus building more support. Keep in mind that as an infrastructure reuse organization grows, its budget and programming will also grow. Examine who gives repeatedly to learn who is inclined to make a larger gift.

Fundraising event,
Houston Parks Board



Fundraising



African Heritage Dancers and Drummers, 11th Street Bridge Park

Develop Donor Relationships

Case examples



Luncheon at city hall, Houston Parks Board

BAYOU GREENWAYS 2020

Finding Passions of Big Donors. Houston Parks Board establishes close relationships with its donors and board members to learn what they care most about. The development team tries to understand the donor's motivations and areas of interests, and to get to know them better. Once their interests are clear, the development team encourages them to join committees where they might feel more productive and further the mission of the organization.

11TH STREET BRIDGE PARK

Create Different Approaches for Each Donor Typology.

11th Street Bridge Park understands the different needs of donor typologies and creates opportunities for them. For individual donors, they focus on building networks. The goal is to create individual interest in the project. They create special events, such as personalized tours for them. They also have an advisory committee, which meets regularly throughout the year and acts as a sounding board to discuss larger issues.

► Tactic

Show Appreciation to Donors for Support and Engagement

After any donation, Network members send a prompt thank you email or letter, expressing appreciation for the support. It's also a wise investment of time. It takes more resources to acquire a new donor than it does to secure a repeat gift.

Donors should be kept informed by sharing regular updates that express how they've supported key milestones and progress. The more personal these updates are, the better.



The Spur donor preview event, High Line

Show Appreciation to Donors for Support and Engagement

Case examples

HIGH LINE

Building a Connection Beyond a Gift. The High Line understands the importance of building a connection with donors beyond a gift. This means communicating thanks, as well as informing them periodically of major updates and milestones. Donors like feeling that they're appreciated beyond the gift they made, and that they have a direct connection to the organization's mission. Investing in building a connection to donors makes a positive and meaningful impact.

CRISSY FIELD & PRESIDIO TUNNEL TOPS

Stewarding Donors. Golden Gate National Parks Conservancy believes stewarding donors is a critically important element to asking for donations. This means keeping donors informed about the project and campaigns. A good way to do this is by sending messages from their executive director or creating cultivation events once or twice a year. This deepens their connection to the organization and also contributes to making them stronger supporters of the work.

RIVER LA

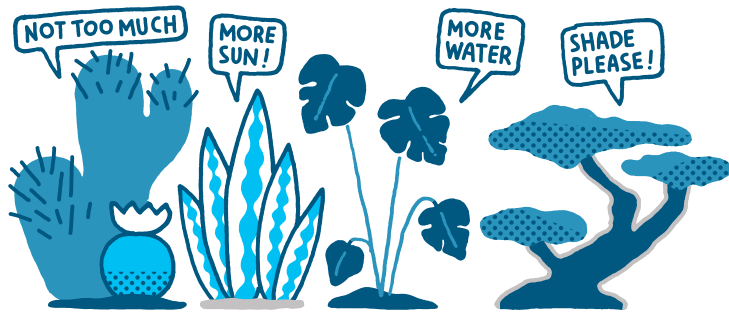
Design Salons. By organizing design salons or charrettes for existing and prospective donors, River LA keeps the excitement around its project alive. These events allow the audience to discuss technical issues surrounding the LA River, and the role the river plays in solving them. Philanthropists and their advisors tend to like thoughtful content, which gives them insight into the project and encourages them to support the organization.

Organizational Development: Promoting Equity Inward and Outward

Organizations are made up of people working to achieve common goals. When an infrastructure reuse organization pursues equity from within, equity permeates all aspects of the project. Equity may determine many decisions that make up an organization—staff, board, hiring practices, management protocols, and its outward-facing work. Organizations that are infused with equity-driven principles from the earliest stages are better equipped to build strong relationships with other organizations in their own communities and cities.

An infrastructure reuse project doesn't need to be fully funded or to be in its construction phase to start the process of thoughtful organizational development. Its leadership can start implementing equity principles at any point of the organization's life cycle. If done during its early phases, thinking about how equity will take shape through the organization's work will become a key aspect of its ongoing programs and community development work.





Strategy 1

Cultivate an Equity-Focused Organization

The field of infrastructure reuse intertwines with community development. Practitioners in this new field have an opportunity to reflect upon the work of propelling change in public space, urban planning, philanthropy, and public policy.

This creates an opportunity to improve the work that promotes justice from within existing organizations. This can be done by consciously conducting everyday work and strategic processes in ways that reflect the visions of everyone involved.

► Tactic

Create a Diverse Board of Directors

In developing a board, Network members recruit leaders with valuable skills and interests, and who represent the ethnic, language, religion, ability, and economic diversity of their community. It's strategic to prioritize clear communication with board members about their expected roles, even if these roles shift over time.

In the early phases, board members might pursue advocacy goals. As organizations mature, they might be asked to shift their focus to fundraising. Board members who clearly understand the expectations of their role will be positioned to do a better job.

Formalizing the Organization

Most Network members have formed nonprofit organizations to guide their infrastructure reuse projects, which means securing a 501(c)(3) designation and tax exemption from the Internal Revenue Service.

Applying for 501(c)(3) status requires organizations to have a name, a physical address, a draft of bylaws, and a board of directors, as well as articles of incorporation. Support from an accounting or law professional can be useful in this somewhat complex process.

Fundraising event guests receive updates on Bayou Greenways 2020



Board meeting at The Bentway

Create a Diverse Board of Directors

Case examples

BUFFALO BAYOU

Ensuring Diversity and Plurality. Buffalo Bayou Partnership applied thoughtfulness to their board development. The organization looks at ethnic and gender representation, as well as skill sets. Some helpful considerations for its board management includes setting term limits and working with the right group size. Recently, they conducted a board survey to assess board size, board meeting topics, and additional ways to engage with their fellow board members.

BAYOU GREENWAYS 2020

Promoting Board Leadership. Houston Parks Board has a mandate of diversity for their board, which represents a large variety of industries (real estate, lawyers, green industry, and the parks department). In order to keep board members engaged, they're thoughtful about promoting board members to sit on the committee of their choosing, while developing their skill sets. This supports the role board members play in furthering Houston Parks Board's mission.

THE BENTWAY

Building a Board that Champions the Organization's Efforts. The Bentway strives to ensure their board members are champions of the organization. Currently, this means working to meet high fundraising goals and securing funding for the next five phases of construction. This guarantees a wider portfolio of revenue sources and expands its philanthropic support. In order to achieve this, the development staff works closely with the fundraising committee to better inform their strategies and actions.

► Tactic

Recruit Initial Staff or Consultants

While many infrastructure reuse projects are born as volunteer organizations, the experience of Network members is that a full-time staff and formal organizational structure are necessary for the project's implementation. Volunteers who believe in the project and who have dedicated time to its realization often become valuable staff members. Early fundraising efforts go toward paying one or two staff members. Because a high level of effort is required, these hires are generally full-time, although part-time staff and consultants can also provide support.

Elevating Equity Initiative presentation, 11th Street Bridge Park



Design presentation, The Underline

THE UNDERLINE

Building Credibility through Language. The Underline learned that if they want to build credibility and trust within the communities they're trying to serve, they need to speak the same language as them. During its early engagement process, they hired a bilingual consultant who spoke Spanish and could connect to the Hispanic residents in the surrounding neighborhoods. This allowed them to engage with these constituencies on a permanent basis.

11TH STREET BRIDGE PARK

Initial Staffing. DC's Local Initiatives Support Corporation (LISCDC) is a nonprofit organization with long-standing community relationships. In its external partner role, they helped manage the equitable development plan project in its early days. It also underwrote a portion of the 11th Street Bridge Park director's salary after they established a partnership. This helped develop project management supervision, research, and technical assistance on inclusive development.



Strategy 2

Invest Early in Programming

Reuse projects have huge potential for advancing equity through the activation of public space. Network members believe that starting programming long before construction can be a powerful way to connect a project with the communities that surround it.

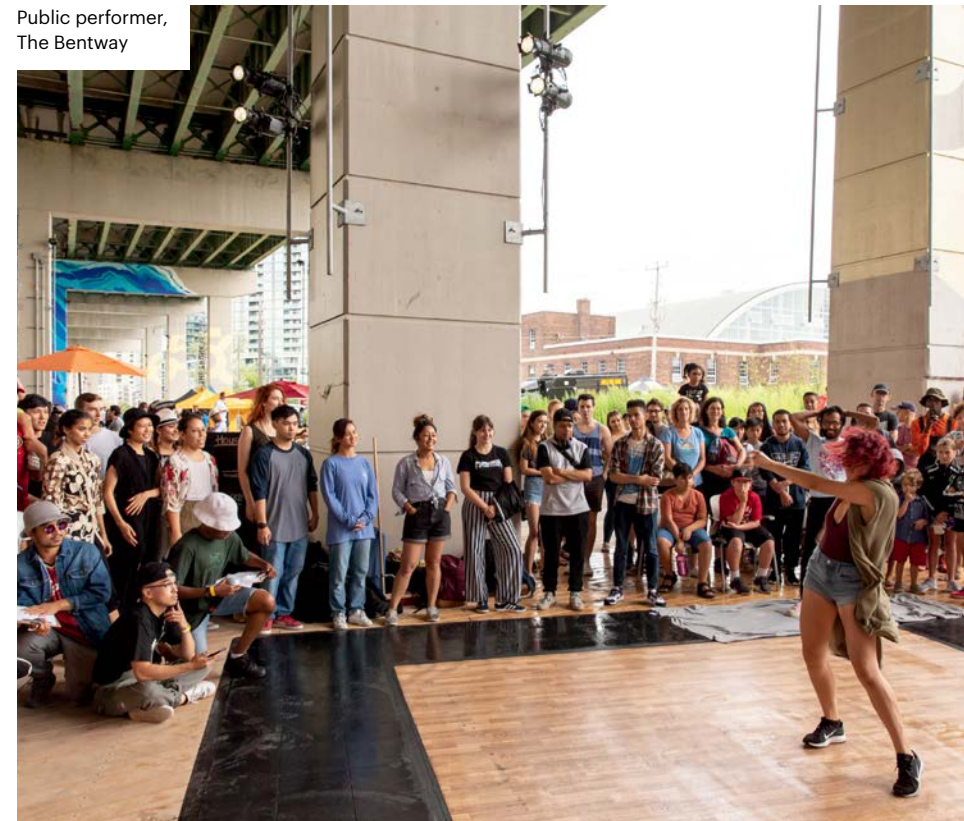
Programming is a vehicle for building excitement and even political support. It can also help organizations learn the issues and priorities of the community. Creating a varied roster of activities that reflect neighbors' interests in arts, culture, economic growth, and civic leadership is a smart investment, especially when it speaks to different neighbors and demographics.

► Tactic

Create a Programming Protocol and Set of Guidelines

Successful programming aligns with the project's mission, and creating a set of program guidelines or mandates is one way to ensure this alignment. Network members also believe that it's important to say "no" to sponsored events that stray from these guidelines, turning down activities that detract from the organization's mission or the public's use of the space.

Public performer,
The Bentway



Kids Fishing Fest,
Detroit Riverfront



Children having fun at
The 606

Create a Programming Protocol and Set of Guidelines

Case examples

THE BENTWAY

Programming Mandate. The Bentway developed a programming mandate requiring activities to be “of the city” and “about the city.” The mandate guides all Bentway produced and commissioned programs and exhibitions. Addressing changes in the city’s urban landscape ensures the space is responsive to Toronto’s cultural goals. With three seasons per year, The Bentway supports cultural and recreational activities, including dance, theatre, public art installations, skateboarding, ice skating, etc.

DETROIT RIVERFRONT

Developing Policies and Rules. Detroit Riverfront Conservancy must comply to a city ordinance establishing [policies and rules](#) regarding leafleting, petitioning, solicitation, and demonstrating in public spaces. Not only is this public space in close proximity to private property and conservation easements, but due to heavy traffic by pedestrians, bicyclists, and programming, certain protocols must be in place to ensure safety and precaution for all its visitors and users.

THE 606

Programming Principles. The 606 uses a range of key principles to determine its programming. These include targeting diverse audiences across all demographics, collaborating with a wide range of partners, seeking feedback from attendees, and incorporating various uses in the space and elements of the park. For example, popup programming all over the park can create surprise. Finally, all programs are free and open to the public.

► Tactic

Develop a Local Employment Program

Workforce development is often a pressing, community-identified need. Network members identified environmental and food justice, cultural equity, and construction as areas for workforce development opportunities. They've had success with programs geared toward generating employment opportunities among youth living in their surrounding neighborhoods. Eventually, these education and job training programs can lead to construction and post-construction jobs on the project itself, and create more visibility for underrepresented populations.



Youth ambassadors,
The Lowline

THE LOWLINE

Young Ambassadors Program. The Lowline facilitates a Young Ambassadors program that introduces youth from the Lower East Side to job opportunities in science, technology, engineering, arts, and math (STEAM) careers, including architecture and horticulture. This initiative supports the project's broader efforts to connect people to community green spaces. They also offer a mentorship program for its alumni to share what they have learned with the next group of ambassadors.

HIGH LINE

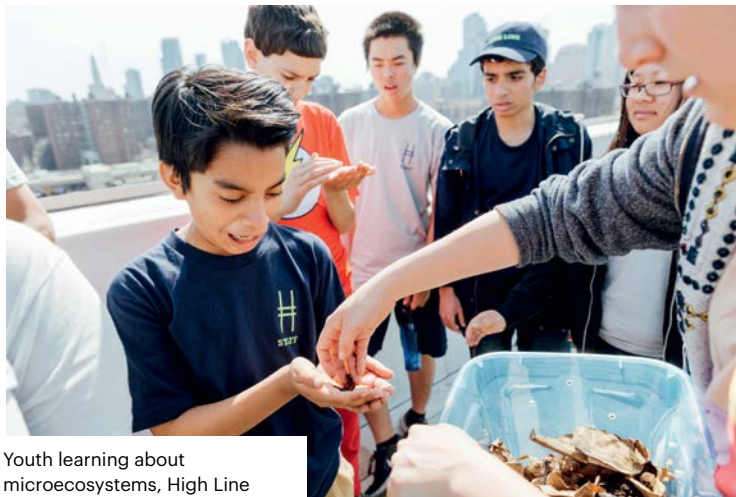
Youth Workforce Development. The High Line provides two education and paid employment opportunities for youth. Teens in the Green Council learn about horticulture, plant science, urban gardening, and food justice. Teens in the Art and Culture Council produce public programs in the park and spend months thinking critically about power and cultural production by attending events across the city for inspiration.

THE BENTWAY

Community Incubator Program. This program is designed to assist emerging individuals or organizations incubate, innovate, and engage the community in new programs in public space. It seeks to animate The Bentway's grounds, strengthen ties to the local community, and increase the visibility of local community organizations and interests. Successful applicants receive funding support, in-kind venue and staffing support, capacity building workshops in event planning and marketing, supplementary marketing materials, and community connections.



Red Sky performance honoring First Nations, The Bentway



Youth learning about microecosystems, High Line

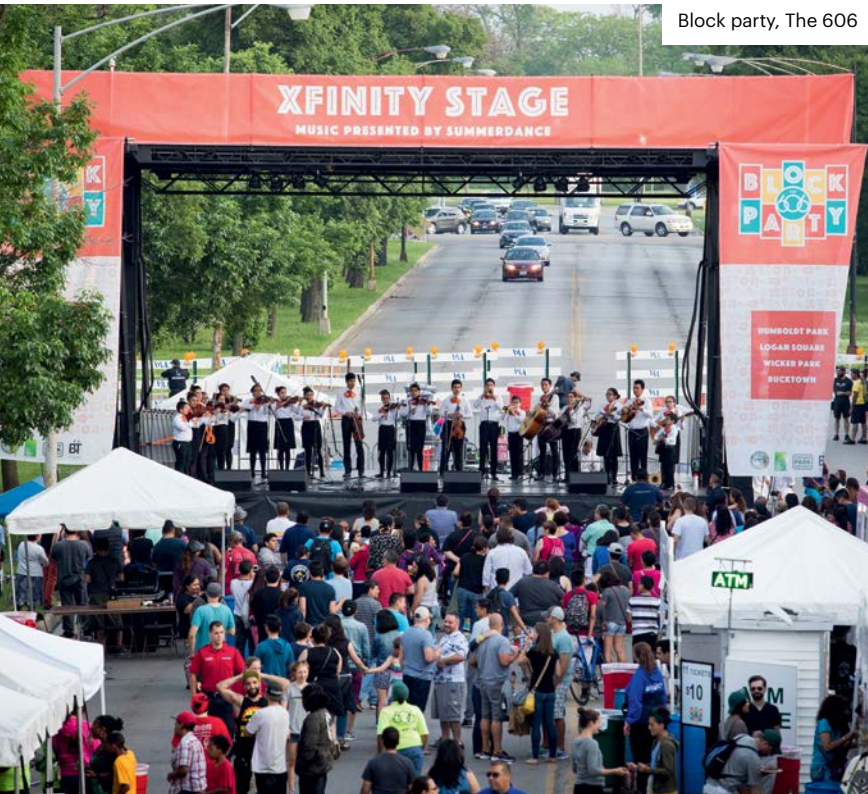
Volunteers painting Rio Vistas Project parklets, LA River



► Tactic

Add to Existing Local Efforts

Many Network members have worked with existing neighborhood organizations that already offer events and activities. Instead of investing in new programs from the ground up, this tool—amplifying and supporting what already exists—is a powerful way to integrate a project into the community and be authentically responsive to local priorities. This work calls for open dialogue with community stakeholders. Network members are careful to listen and support these partnerships, which helps envision and shape the project itself.



Block party, The 606

Add to Existing Local Efforts

Case examples

RIVER LA

Adding to Local Community Ties. River LA is currently developing a program in partnership with urban hiking and outdoor education organizations that focus on nature walks for youth groups. Because of LA's outdoor culture, there's already heavy outdoor programming happening along the LA River. They've found more fulfillment in supporting existing community groups, while building relationships with them, rather than inventing new ways of bringing people together.

THE RAIL PARK

Synching Its Mission to Other Organizations. When working with other nonprofit organizations and community partners, The Rail Park tries to synch its mission to the mission of these potential partners. This creates a common goal to work toward, while building partnerships that add value to the park. For example, it partnered with schools interested in garden cleanup, as it relates to their mission as an open and green space.

THE 606

Elevating Local Organizations. The 606 works with local partners for programming by using its high public profile to elevate local organizations. For example, they work closely with Puerto Rican and Mexican arts and culture organizations working in the west end of the park. They work together on programming, which drew in new audiences and demographic groups. This collaboration enabled them to apply and receive bigger grants and international connections.



Strategy 3

Introduce Equitable Development Principles

Every community has a specific set of assets, resources, needs, and issues. By gathering information that reflects their communities, project leaders can identify local development goals.

Much of the information needed to set these goals already lies within the community, and can be gathered through interviews, surveys, oral histories, visioning workshops, participant observation, and other primary and secondary sources. Network members have generally found that the community is the best learning resource; they've learned what people are proud of and what they worry about, and what has already been done to meet development goals and close existing gaps.

► Tactic

Draft a Plan with Equity Principles

Establishing a plan with equity principles can bring local priorities for land use, economic development, transportation, housing, and community engagement into the final infrastructure reuse project. There's no prescriptive format of what the plan should look like. It can include objectives, strategies, and identify potential local and external partners. The more an infrastructure reuse project initiates a sense of a plan made by the community and for the community, the more local support it will get.

Equitable Development Plan presentation, 11th Street Bridge Park



Organizational Development

Proposed transit plaza,
Atlanta BeltLine



Infrastructure reuse site
rendering, Buffalo Bayou

Draft a Plan with Equity Principles

Case examples

ATLANTA BELTLINE

Equitable Development Plan. In the initial phases of the Atlanta BeltLine project, the team created an [Equitable Development Plan](#) outlining guiding principles, objectives, and strategies for ensuring that development happens equitably and sustainably. The overarching goals of this plan are: integration of people and place strategies, reduction of local and regional disparities, triple bottom line, inclusion of meaningful community participation, leadership, and ownership.

11TH STREET BRIDGE PARK

Equitable Development Plan. 11th Street Bridge Park focused on building trust and consistent dialogue. The project kicked off with an [Equitable Development Plan](#), led by its Equitable Development Task Force. After organizing over 700 community meetings, they identified recommendations for workforce development, small business enterprise, and housing. Based on additional community input, Bridge Park has recently added a fourth set of recommendations around cultural equity to its plan.

BUFFALO BAYOU

East Sector Master Plan. Another project of the Buffalo Bayou Partnership is also developing a system of parks and trails in Houston's East Sector. The project's master plan has four main tenants: authenticity—honoring the area's cultural and industrial legacy; inclusivity—celebrating the African American and Latinx community culture, and building mixed-income housing to avoid gentrification; resiliency—smart design for future use and flooding; and connectivity—expanding north/south connectivity with hiking/biking trails.

What's Next?

The High Line Network hopes this toolkit will help project leaders and organizations navigate the early stages of their infrastructure reuse projects. These projects require years (often decades) of commitment. In future volumes, topics that arise in later stages—including planning and design, value capture, construction, programming, and ongoing operations—will be covered.

It's exciting to hear from the growing number of peers and visionaries who are working toward ambitious infrastructure reuse projects—there's still so much to learn from one another! Together, infrastructure projects are paving the way to embedding equity in all stages of project development so that all can achieve ambitious visions of vibrant public spaces for our cities.

network.thehighline.org

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Annual reports for Crissy Field, Golden Gate National Parks Conservancy, M. Cummings, n.d.

Klyde Warren Park, Dallas, courtesy of Klyde Warren Park, n.d.

Houston elected officials breaking ground at the Sims Bayou Greenway, courtesy Houston Parks Board, n.d.

Types of membership, The Rail Park, Philadelphia, courtesy Center City District, n.d.

Bayou Greenway Day, Houston Parks Board, T. Norman, n.d.

Public naming toolkit publication, The Bentway, Toronto, courtesy of The Bentway, n.d.

Buffalo Bayou Annual Gala, Houston, S. Watson, 2017.

Annual Art Dinner, High Line, New York, D. Stahl, n.d.

Waterloo Greenway Creek Show, courtesy Waterloo Greenway, n.d.

Crissy Field, Golden Gate National Parks Conservancy, Mason Cummings, 2016.

Theatre design, 11th Street Bridge Park, OMA+OLIN, n.d.

Presidio Tunnel Tops, Golden Gate National Parks Conservancy, San Francisco, James Corner Field Operations, n.d.

Glendale Narrow, River LA, courtesy River LA, n.d.

Brays Bayou Greenway and Mason Park Bridge, A. Rathurn, n.d.

Fundraising event, Houston Parks Board, courtesy Houston Parks Board, n.d.

African Heritage Dancers and Drummers, 11th Street Bridge Park, B. Harlan, 2018.

Luncheon at city hall, Houston Parks Board, courtesy Houston Parks Board, n.d.

The Spur donor preview event, High Line, Liz Ligon, 2019.

Fundraising event guests receive updates on Bayou Greenways 2020, courtesy Houston Parks Board, n.d.

Board meeting at The Bentway, courtesy The Bentway, n.d.

Elevating Equity Initiative presentation, 11th Street Bridge Park, courtesy 11th Street Bridge Park, n.d.

Design presentation, The Underline, courtesy The Underline, n.d.

Public performer, The Bentway, Andrew Williamson, 2018.

Kids Fishing Fest, Detroit Riverfront, courtesy Detroit Riverfront Conservancy, n.d.

Children having fun at The 606, courtesy The 606, 2016.

Youth ambassadors, The Lowline, courtesy The Lowline, 2017.

Red Sky performance honoring First Nations, The Bentway, Nick Lachance, n.d.

Youth learning about microorganisms, High Line, Rowa Lee, n.d.

Volunteers painting Rio Vistas Project parklets, LA River, courtesy River LA, n.d.

Block party, The 606, courtesy The 606, n.d.

Proposed redevelopment area, Atlanta BeltLine, Tunnell-Spangler-Walsh & Associates, Grice & Associates, Inc., and Smith Dalia Architects, 2010.

Infrastructure reuse site, Buffalo Bayou, Michael Van Valkenburg Associates, n.d.

Equitable Development Plan presentation, 11th Street Bridge Park, courtesy 11th Street Bridge Park, n.d.