



Board Meeting 2

October 29, 2015 | 2:00-3:30pm

Agenda

1. Introduce Best Practices Report
2. Review current vision, goals and mission statements
3. Break into working teams
4. Next Steps

Best Practices Report

1. Report purpose

Identify best practices from national trail networks with successful partnerships, plans and/or organizational structures

2. Regions

Houston

Indianapolis

Louisville

Milwaukee

Minneapolis

St. Louis

Tucson

Best Practices Report

1. Overview
2. Case Studies
3. Best Practices
4. Resources

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HOUSTON TEXAS

METRO POPULATION
6,313,100
 The Bayou Greenways aims to provide trails within 1.5 miles to 6 of 10 Houstonians



DOLLARS ACQUIRED PRIVATELY
\$120m
 \$120 million of the \$220 million budget to be sourced from private funding through capital campaigning

Bayou Greenways 2020 is a plan to significantly expand the City of Houston's park network through a system of parks and trails along Houston's bayous. The network will connect nearly all of the parks in the city and will thread together many of the major employment centers, institutions and neighborhoods. The goal is that six out of 10 Houstonians will live within 1.5 miles of one of the bayou trails by 2020.

PARTNERSHIP

Multiple organizations within the city work collaboratively towards completion of the Bayou Greenways 2020 plan. The city's recreation and parks department works closely with the Houston Parks Board (HPB). Funding and the implementation of the regional trail network occur through this relationship. HPB's in-house staff is responsible for design and construction of the trails before giving ownership to the city. Maintenance contracts are then awarded to HPB through 30 year agreements.

The HPB works voluntarily through a 26 member board serving on committees. The HPB is a 501(c)(3) not-for-profit organization created in 1976. HPB staff has grown significantly over the last few years and now includes over 25 full-time staff. The HPB has three core principles: acquisition and improvement of park space; community and neighborhood assistance; and public advocacy and collaboration with sister organizations and non-profits. To this end, an estimated \$70 million will be gained annually in city-wide benefits through economic, recreational and environmental health benefits.

BEST PRACTICES REPORT

The city has been very successful in the attainment of funds through public-private partnerships. Overwhelming (68%) voter support was given to a \$100 million bond backing Bayou Greenways 2020. Strong mayoral support and a political campaign by the park board called, "Parks By You" were critical in the success of the bond being passed. In order to accomplish their 2020 goal of bringing trails to most Houstonians, a total of \$220 million is needed. A dollar for dollar public matching of private donations has the total figure drawing near.

Private funding is generated through a capital campaign run through the HPB. Private funding is responsible for \$120 of the total \$220 million. HPB has already secured \$93 million. The largest being a \$50 million gift from a local family. The capital campaign committee has contracted a non-profit management consulting firm to aid in cultivating relationships with donors and foundations in the Houston area. As many of the large philanthropic entities in the city have become involved, HPB is now shifting campaign efforts toward corporations.

A proximity property tax was initiated by the City of Houston to help fund initial construction and maintenance of the Bayou Greenways. Properties within a mile of the greenways pay a fixed property tax. The total amount of this property tax collected by the city is capped. As the greenways expand, the city plans to revisit the cap amount to accommodate growing maintenance costs as the network expands.

TRAIL DEVELOPMENT

Future plans for trail network expansion include options for expanding outward into the county or making urban connections. The city bond structure currently constricts trail development to the city boundary. HPB has made state legislative changes to allow for the use of power line utility corridors for north-south trail connections. This effort is known as the 'Green Grid.'

PROGRAMMING

An annual fund-raiser event is held to help fund the Houston Parks Board. The annual luncheon promotes awareness while supporting the Board. Funding secured at the annual luncheon goes towards the growth and sustainability of the HPB. Hosting a Bayou Greenway Day every year, the Board invites people to visit and learn more about the bayous and the work being done throughout the region.

BRONZE MEDAL RATING



A Bronze medal from the League of American Cyclists awarded to the city in 2013

ESTIMATED ECONOMIC BENEFITS

\$70m

Annually city-wide through economic, recreational and environmental health benefits

NUMBER OF MILES OF TRAILS

150

Trails follow the cities 10 natural bayou water features which run East and West throughout the city

Image Sources
 Opposite: Houston Chronicle
 Below: SWA Group



The background is a blurred photograph of a park. A paved path curves through a green lawn. In the distance, a person is walking away from the camera. The trees are dense and green, and the sky is a pale, overcast blue. The overall scene is peaceful and natural.

Vision, Goals and Mission

Hierarchy: Strategic Plan

1. **Vision:** High-level aspiration
2. **Goals:** Desired outcomes expressed in simple terms
3. **Mission:** Core purpose of the organization
4. **Objectives:** Measurable outcomes
5. **Actions:** Projects, policies, programs

Current Vision

Increased trails and trail usage for transportation and recreation.

Example Vision Statement

Thriving Re-Urbanization

The vision for the future of Cincinnati is focused on...

An unapologetic drive to create and sustain a thriving inclusive urban community, where engaged people and memorable places are paramount, where creativity and innovation thrive, and where local pride and confidence are contagious.

Vision

Existing

Increased trails and trail usage for transportation and recreation.

Potential

An extensive, connected network of multi-use trails that provide greater economic, quality of life, and health benefits to the residents of the Central Ohio region.

Goals (overall outcomes)

Potential

1. Increased number of multi-use trails
2. Increased miles of trails
3. Increased use of trails
4. Education and programming opportunities along trails
5. Multi-disciplinary partnerships
6. Broad awareness (region, state, and country) of the COG

Mission

Potential

Increase trails and trail usage for transportation and recreation.



Working Teams' Focus

Trail Development

Responsible for actions that would...

- Develop the Central Ohio Greenways map
- Fill-in trail gaps in the existing network and physically connecting the multi-county region through a comprehensive trail network

Programming

Responsible for actions that would...

- Create programmatic initiatives that encourage trail use

Partnership

Responsible for actions that would...

- Engage funders, businesses and healthcare leaders, and elected officials in the advancement of the COG system
- Create partnerships with other transportation, recreation, or health organizations on initiatives related to advancing economic, quality of life, and health benefits to the residents

Marketing

Responsible for actions that would...

- Promote trail experiences such that COG is seen as a tourist attraction, transportation corridor and recreational asset
- “Sell” the many benefits of trails to gain additional buy-in from decision-makers
- Create (and keep updated) marketing materials (social media outlets, brochures, advertisements, website, and promotional items)

Working Team Tasks

How to advance team goals?

1. Brainstorm initial action items
2. Share special opportunities
3. Share potential challenges

Next Steps

1. Meeting schedule
2. Other

A person is walking away on a paved path in a park. The path is flanked by green grass and large trees. The scene is slightly blurred, suggesting a shallow depth of field or motion blur. The overall atmosphere is peaceful and natural.

Thank You!