



**TRUST FOR  
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LAND™**



# **The 10-Minute Walk® Communities of Practice**

**COMMUNITY ENGAGEMENT  
FOR LASTING IMPACT**



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Trust for Public Land’s 10-Minute Walk® program created this report as part of the 10-Minute Walk® program’s effort to help cities create parks that drive equitable, healthy and thriving communities. The findings, conclusions, and recommendations presented here, as well as any errors, are those of the Trust for Public Land.



# 10-Minute Walk

## Overview

### The Park Equity Divide

Parks and green spaces are helping confront some of today's most pressing urban challenges. They offer places to play, exercise, unplug, and connect with others in our communities. TPL has mapped park access for 14,000 U.S. cities, towns, and communities, and found that **1 in 3 residents does not have a park or green space within a 10-minute walk of home.**

Further, there is a significant disparity in who has access to available park space, and not all parks are created equitably. Low-income neighborhoods, as well as systemically under-resourced BIPOC populations, have access to significantly less park space than residents of high-income neighborhoods. Quality of park spaces and surrounding conditions impact the extent to which communities can realize the social cohesion, improved health and wellbeing, and environmental resilience parks and green spaces support.

Our goal is to help close the park equity gap for the 100 million people—including 28 million children—who lack access to a close-to-home park or greenspace. Trust for Public Land works through the 10-Minute Walk program to support systems-changes that lead to sustainable change within the cities and communities we partner with.

### How The 10-Minute Walk® Program Works:

- **Capacity building, peer learning and exchange.** Through our [Park Equity Communities of Practice](#) and roundtables, we bring together mayors, municipal leaders, partners and communities to break down silos and advance learning through webinars, workshops, and discussion.
- **Test and accelerate action through pilots and direct assistance.** We work with cities to provide tailored support to address a wide range of parks-related activities - from assessments and planning, to funding and policy, to measurement of benefits. Through [Park Equity Accelerator](#) projects, we aim to identify high-impact policies, practices, and insights that can be informative and inspirational to other communities.
- **10-Minute Walk® policy recommendations.** We conduct research and partner to identify promising policy solutions for expanding quality park access. We synthesize lessons learned into sound, impactful policy recommendations that can more effectively and equitably close the park equity divide.
- **Partnerships to scale impact.** The 10-Minute Walk® program works closely with allied organizations to create alignment around park equity goals across sectors and city departments. We also seek cross-sector partnerships to leverage the multi-benefits of parks as a vital element of sustainable community development.



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## Park Equity Communities of Practice

Parks are the common grounds for communities everywhere, and park leaders who shape these spaces need a platform to share their experiences. Since Fall 2021, The 10-Minute Walk® program has convened a peer learning community series that brought together nearly 300 city stakeholders including city officials, planners, and parks professionals from over 80 cities. This network serves as both a collaborative hub for cities that are actively focused on improving park equity, as well as an essential place for identifying and elevating cutting-edge practices for addressing park access and quality via policy and other systemic changes. We are fostering discussion and collaboration between practitioners and policy-makers to better understand current opportunities and challenges and chart the path forward.

## Acknowledgements

This report builds on insights shared through Trust for Public Land's 10-Minute Walk® Community of Practice, which in 2022–2023 convened **200 city practitioners and subject matters experts from 60 cities** to exchange best practices and opportunities for conducting meaningful, equitable community engagement and to gather tools to apply in their communities. We thank them all for their insights, contributions, and time shared throughout this year-long training and peer learning program.

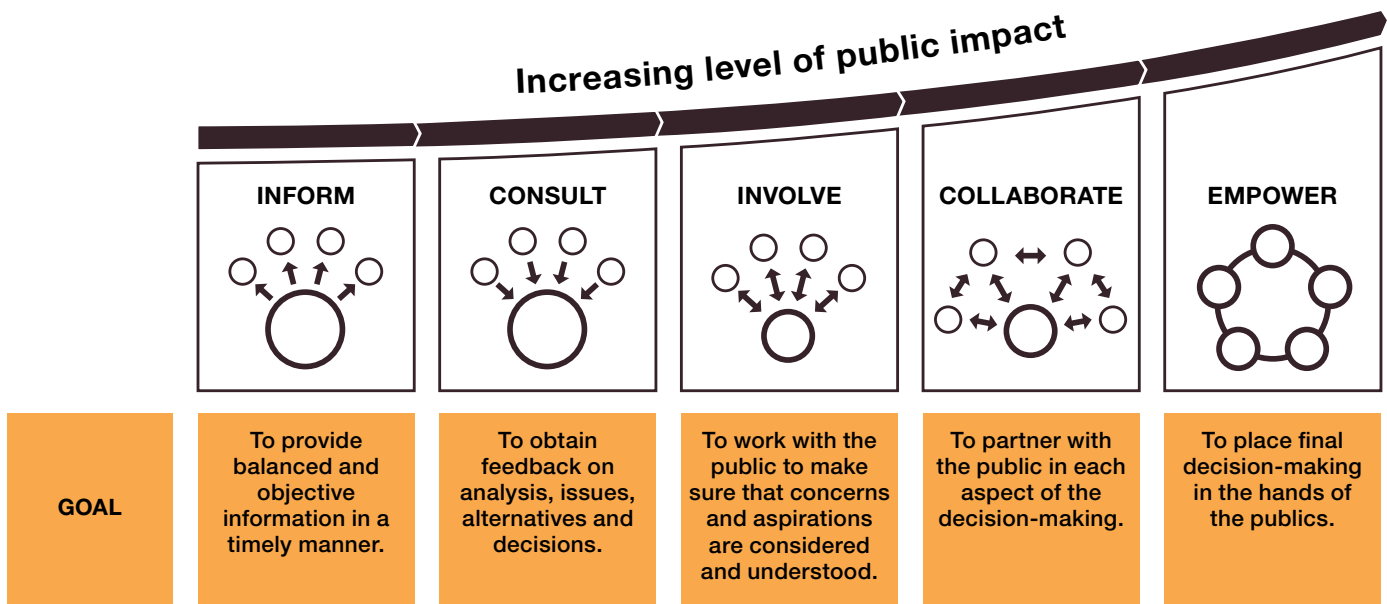
# Deep-Dive Track on Community Engagement for Lasting Impact

Parks and greenspaces have never been more appreciated or needed by the public, as the country emerges from the COVID-19 pandemic, reevaluates the history of systemic racism and persisting inequities, and seeks nature-based solutions to mitigate climate change. Parks agencies and organizations are rising to the occasion, strategizing ways to use parks as social infrastructure and center equity as they plan their systems.

Parks practitioners are not just key to the success of parks systems, they are integral to supporting the social fabric that makes their cities thrive. Throughout the community engagement process, parks can be a stage for sparking major community transformation; with practitioners curating moments that can build community relationships, community identity, and community power so that, in building a park, we are also laying the infrastructure for communities to come into their power.

By shifting engagement priorities from “informed” community members to “empowered,” (see chart below) parks agencies become part of an ecosystem that sets the stage for seeding grassroots change. To explore the process on how park practitioners can build community relationships, community identity, and community power, we held the following sessions:

1. **What is authentic community engagement?**
2. **Initial outreach and the Parks Listeners program**
3. **Community relationships and intergroup social contact**
4. **Community identity and green gentrification**
5. **Community power and civic engagement**



IAP2 Spectrum of Public Participation



# Key Recommendations for Authentic Community Engagement

To help understand the role of community engagement to advance park equity in cities, the 10-Minute Walk® program convened a group of **110 parks and planning practitioners from 50 cities** to discuss best practices and opportunities for conducting meaningful, equitable community engagement. This group identified critical challenges that agencies face when engaging communities in parks planning, development and programming, and the 10-Minute Walk® program has compiled the following recommendations for how cities can answer those issues.

**1. Community engagement must be intentional, both for new and existing relationships. Relationship building moves at the speed of trust. Think of building relationships with the community like you would with making a new friend.**

- Spend time and resources on existing community touchpoints and events, instead of just hosting your own meetings.
- Identify and invest in community leaders and organizations that have close ties to the community.
- Organize communities around their identity and culture, including employing local artists in design and programming and connecting to the heart and soul of the neighborhood.

**2. Every community member has different pathways to accessing a seat at the table, therefore a “one-size-fits-all” engagement approach creates barriers for truly democratic, equitable engagement.**

- Identify and mitigate barriers such as timing and finances, by providing in-kind services like childcare, food, transportation, translation services, among others.
- Compensate communities for their time and expertise. Collaborate with nonprofits to funnel resources—such as free homegoods or vouchers to city services—if your agency is unable to directly pay community members.
- Meet the community where they are by holding meetings at established community centers and ‘third spaces’ like churches, schools, grocery stores, barber shops, among others.
- Consider quality versus quantity of data. Digital outreach may reach more people but potentially less diverse audiences and often more qualitative data like park observations have deep insights but are more resource intensive.

**3. Community engagement tactics and events should reflect the diversity and dynamic relationships of the neighborhoods they serve.**

- Structure engagement to be active and collaborative, rather than passive and individual-oriented.
- Avoid one-time approaches and activate the site with consistent, inclusive programming led by community members.
- Ongoing community engagement and touch points for capital parks projects projects is critical to understanding local impact and avoiding further displacement.
- Segregation in parks settings limits social bridging and may even deepen divides if agencies do not intentionally create spaces that are diverse and interactive.
- Make engagement...engaging! Pursue nontraditional outreach methods like placing a mobile chalkboard to collect feedback on a park, and hosting hybrid meetings (in-person and virtual) to widen your reach.

**4. Building community power requires creating processes and pathways that increase social capital, civic participation, and collective efficacy. For parks and green spaces to promote community power and equitable development, park practitioners need to take a holistic, intersectoral approach, and evaluate short- and long-term impacts.**

- Support and fund establishment of stewardship groups who can self-organize and help program the spaces.
- Equip community members with the skills to advocate for improvements, such as training them in complicated processes like passing a ballot measure.
- Coordinate resources and partnerships across departments and sectors, such as housing, transportation, health, climate, economic development, arts, among others.
- Refer to state grant criteria and [CAPRA](#) accreditation to guide community engagement standards and track key metrics.
- Plan for unintended consequences of new park development and renovation projects. Though parks departments are typically not the actors mostly responsible for green gentrification, they play a critical role in involving the community to influence the process.
- Houselessness and green gentrification are two interrelated, high priorities for parks departments and other agencies. These are very complicated and unique to communities, but it's proven that community engagement from the beginning of any project is critical to understanding the needs, perspectives, and identity of these at-risk communities.



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## Session Summaries

The six-session series followed a process of community engagement established in [The Common Ground Framework](#), in which the cultivation of community relationships leads to a shared community identity, which is foundational to sparking community power. Below is a summary of each session.



Find all presentations and recordings [here](#).

## 1. What is authentic community engagement?

We define community engagement as the practice of building relationships with key community members in ways that earn trust, legitimize community voices, nurture grassroots collaboration and stewardship, build community capacity, and center the community in decision-making on issues that affect community members' daily lives and environments.

We started this track on community engagement with a case study of Methow Park in Wenatchee, WA. Methow Park is a 1-acre neighborhood park in the heart of a predominantly Mexican migrant farm worker community whose voices had not historically been represented in city plans or leadership. For Methow Park's renovation, TPL prioritized the need to foster community relationships, celebrate Mexican and agricultural identities of the neighborhood, and build community power to advocate for the community needs. Engagement methods included co-creating arts rooted in Mexican culture, hiring community organizers, and supporting the development of a park stewardship group, the Parque Padrinos. The Padrinos continue to serve the broad interests of Wenatchee's Latino community, including running a "get out the vote" campaign in 2018 that resulted in a 300% increase in young Latino voters and leading a COVID information campaign for Spanish speakers in the region.

## 2. Initial outreach and the Parks Listeners program

Beginning community engagement is about building trust. For Chattanooga's Parks Master Plan, the Parks and Outdoors Department partnered with TPL to create the Parks Listeners program with the goal of building trust in neighborhoods that were historically under-represented in parks planning. Park Listeners hired 12 community members to spend time in community settings—including parks, outside grocery stores, and in barber shops—and gathered 380 surveys, with a focus on equitable representation in low-income zip codes.

Speakers Daniela Paz Peterson (TPL), Faviana Gaspar (Park Listener), Claribel Hernandez (Park Listener), and Blythe Bailey (Parks Department), shared unique methods for making the program successful. Tactics include: providing branding and training to the Listeners to prepare and build confidence, bringing the whole family during work shifts, and being able to pivot to different collection sites as needed. Some of the many positive outcomes of this program included investing directly in the community workforce, hiring a wide range of skill sets due to the flexible nature of the position, starting from a place of trust between neighbors, and tapping into local creativity and ingenuity.

## 3. Community relationships and intergroup social contact

Community relationships are social bonds between people who share physical space, and are the key ingredients for animating latent space into productive social infrastructure. Community relationships are more important than ever, with the U.S. becoming increasingly polarized across racial, ethnic, and political lines than most democracies. Fortunately, parks and green spaces can help reduce polarization, loneliness, and prejudice, but the parks field needs guidance on how to conduct community engagement in a way that delivers these social outcomes. This session explored how parks and authentic community engagement can be part of the solution to divisiveness by serving as a [stage for social contact](#). Social contact is "*consistent, face-to-face interaction between members who represent two or more different social groups.*"

We heard from two experts in the field of social contact and belonging: Dr. Linda Tropp from UMass Amherst and Daniel Valdez from Welcoming America. They showed how parks are a unique setting for social contact and making cities more welcoming to immigrants. Typical parks engagement strategies such as beautification, playground builds, mural painting, and parks design meetings promote social contact when groups are mixed, engage over several encounters, and meet as equals. Many cities expressed that this kind of framing is very needed in their communities, saying that issues of racial segregation and polarization affect how people interact in parks engagement events and who shows up.

#### 4. Community identity and green gentrification

Community identity refers to the ways that people identify as members of a group based on such shared attributes as geography, religion, occupation, hobby, age, race, ethnicity, and sexual orientation. Community identity is a particularly important issue related to green gentrification, defined as a process of neighborhood change in which people with power and capital make investments in greenspace improvement for profit, which leads to an influx of capital and (typically whiter and wealthier) people that displaces communities (typically BIPOC and lower-income). Because low-income communities of color are more likely to be renters, this influx of capital makes it difficult for them to afford rent for their homes and business or, if homeowners, unable to afford property taxes, leading to turnover of cultures. Dr. Mullenbach presented a case study of Bartram's Garden in Philadelphia as a standard for conducting authentic community engagement that would mitigate displacement.

Maya Rodgers and Sarka Volejnikova provided a case study on India Basin Waterfront Park, an ongoing green infrastructure project in San Francisco's Hunter's Point, a historically Black, industrial neighborhood. At 70 acres, India Basin Waterfront Park is the largest park investment ever made by the City of San Francisco. To mitigate some of the effects of all this capital and prepare for the potential of more real estate investments in the neighborhood, TPL, San Francisco Parks and Recreation, Philip Randolph Institute, and the San Francisco Parks Alliance produced an [Equitable Development Plan](#) (EDP) that is a culmination of two years of deep community engagement and information gathering on the community's priorities, which are reflected in the EDP's six focus areas: Arts, culture and identity; Youth opportunities; Housing security; Transportation, access and connectivity; Workforce and business development; and Healthy communities and ecology.

#### 5. Community power and civic engagement

Community power refers to a community's ability to use democratic processes to develop, sustain, and perpetuate an organized base to achieve their self-determined vision, regardless of identity or status. Parks and greenspaces are proven drivers of community power and the true efficacy of parks for community power, resides in community engagement and stewardship. Individuals who consistently volunteer for environmental groups, such as park stewardship groups, are more likely to be civically engaged across a number of civic activities and feel stronger neighborhood attachment than those who do not volunteer.

We heard two examples of parks-based community power: [United Parks as One \(UPAO\)](#) in Newark, NJ, and [CivicLex](#) in Lexington, KY. UPAO is a city-wide park friends-of group that works not just on park maintenance, but broader community development goals such as youth education, workforce development, and climate resilience. In 2014, UPAO helped pass the Newark Open Space Referendum that won the city an additional \$1.1M per year. CivicLex is a local nonprofit with the mission of strengthening civic health, and is working with the City of Lexington to understand how parks-based community engagement can spark greater civic advocacy.



# Best Practices from the Network

The following provides best practices from across the Community of Practice Network, including policies, strategies, and tactics for enabling authentic community engagement.

# Policies

**Community engagement standards:** Community engagement standards are important for empowering staff and formalizing channels of funding. Cities take a range of approaches to codifying community engagement standards. Some departments follow city-wide standards, while others have a parks-specific community engagement policy. In many examples, they follow the [IAP2 Spectrum of Public Participation](#), a framework that is designed to assist in defining the public’s role in any public participation process. Best practices and examples for policies include:

- ✔ Employ language about directly compensating community members for their time and expertise, similar to how consultants are contracted for their services. Community compensation is key for both building community trust and ceding power.

**EXAMPLE** Raleigh’s city-wide [Public Participation Playbook](#) follows the IAP2 Spectrum.

- ✔ Codify policies for establishing stewardship groups, community advisory councils, and planning councils to create channels for community leadership. Require that these groups be a representative sample of the demographics of those being served.

**EXAMPLES** Baton Rouge [Community Engagement Policy](#) includes language for stewardship groups.

**EXAMPLE** Baltimore Parks and Rec has a [public manual for establishing Friends Groups](#).

**Funding and staffing:** Budgets reflect values, and too often, community engagement is under-resourced or altogether absent. Agencies need dedicated funding for community engagement staff to invest time and capital to develop trust and relationships, as part of more general park investments. Best practices and examples for policies include:

- ✔ Funding for pre-development of parks and green spaces, so that communities are involved in the planning process, before projects go into design.

**EXAMPLE** The City of Buffalo requires all new budgeting to include community engagement.

- ✔ Establish teams dedicated to community engagement, either within parks departments or shared across departments.

**EXAMPLE** [Baltimore Parks and Recreation](#) has a policy that created the department’s community engagement team.

- ✔ Create mechanisms to pass funds from partner organizations to community members. If agencies do not have the ability to pay community members directly, funding nonprofit partners can be more agile and flexible in compensating local expertise.

**City-wide equity standards:** Across the country, cities cited new equity policies, standards, and frameworks as driving forces for prioritizing community engagement. These resources begin to acknowledge that inequity is a product of discriminatory policies, and to apply an antiracist lens requires intentional engagement with historically marginalized communities. To close the park equity divide, create policy language and standards that target investing in under-served communities and areas with a history of disinvestment is critical. For many departments, equitable planning was applied in the following ways:

- ✓ Codify a local park equity goal that explicitly prioritizes underserved and disinvested neighborhoods, based on racial and economic data.

**EXAMPLE** The Los Angeles [Executive Directive to Achieving Park Equity](#) provides a framework and key metrics to translate community feedback to action.

- ✓ Use data to justify and execute equity goals. It can be challenging for some audiences to buy-in to DEI terminology, but it is easier to gain support when equity is numbers-driven based on under-represented zip codes, race, income, and age.

**EXAMPLE** Aurora, CO, master plan uses a GIS equity tool to collect data on different communities and assess neighborhood needs.

- ✓ Set goals to hire staff that reflect the community identities and demographics they serve.

**EXAMPLES** Oakland Department of Racial Equity employs an [equal access \(language\) policy](#), to ensure multiple languages are used for marketing and communications, and to reach parts of communities where they did not have active programming in the past in the past did not have active programming.

**EXAMPLE** In [Oakland](#) and [Fort Worth](#), their DEI policies made it possible for staff to create internal steering committees on race, equity, and culture to implement DEI values internally so impact can resonate in their work in communities.

- ✓ Integrate parks planning with other sectors to achieve comprehensive community development goals. To mitigate gentrification associated with large green infrastructure projects, cities should formalize policies to ensure affordable housing, stable employment opportunities, and culturally inclusive public processes for long-time residents.

# Strategies

**TABLE: COMMUNITY ENGAGEMENT STRATEGIES AND TACTICS FOR BUILDING COMMUNITY RELATIONSHIPS (R), IDENTITY (I), AND POWER (P)**

STRATEGY	TACTICS	NETWORK EXAMPLE	R / I / P
Structure engagement to be active and collaborative, rather than passive and individual-oriented	<ul style="list-style-type: none"> <li>• Complement individual engagements such as surveys with more interactive activities, such as community gardening or mural painting</li> <li>• Intentionally set up small working groups in meetings to have mixed representation across demographics</li> </ul>	Omaha and Tulsa put mobile chalkboards in parks that ask “what do you want from your park?” to gather on-going community input.	RI
Identify and invest in community leaders and organizations that have close ties to the community	<ul style="list-style-type: none"> <li>• Recruit leaders from under-represented perspectives for park stewardships groups and advisory councils</li> <li>• Hire community organizers with deep relationships in the community and who represent specific groups of interest</li> <li>• Partner with and compensate local nonprofits and community groups that have trust with the community</li> <li>• Hire facilitators from the community to bridge communications between decision-makers and the community</li> </ul>	In San Francisco and Milwaukee, the city recruits and pays park advisory council members and park champions from underrepresented communities to participate in meetings.	RIP
Spend time and resources on existing community touchpoints and events	<ul style="list-style-type: none"> <li>• Set up tables at community events such as school fairs and cultural festivals</li> <li>• Patronize neighborhood institutions such as libraries, restaurants, grocery stores, and salons</li> </ul>	Des Moines partners closely with other agencies, such as the police department and health department, that have frequent community events.	R
Activate the site with consistent, inclusive programming led by community members	<ul style="list-style-type: none"> <li>• Host fun events such as potlucks, art classes, or exercise classes that de-center data gathering and prioritize relationship building</li> <li>• Give small grants to community members to activate the site with events</li> </ul>	Des Moines holds playground build-days that are a popular and effective way to engage different community groups in one place to collaborate on a common project.	R
Identify and mitigate barriers to community participation such as timing and finances	<ul style="list-style-type: none"> <li>• Provide food, childcare, transportation and, if possible, participation stipends</li> <li>• Schedule events that do not conflict with hours of school, work, worship. Hold multiple events so that groups who have conflicting schedules can still be included</li> </ul>	In Greeley, CO, the parks department and TPL rescheduled a community event when the primary employer of the neighborhood scheduled a work shift the conflicted with a park event.	R

STRATEGY	TACTICS	NETWORK EXAMPLE	R / I / P
Compensate communities for their time and expertise	<ul style="list-style-type: none"> <li>• Create policies that allow for providing cash and/or gift cards for community participation in focus groups, surveys, meeting attendance, and other contact points</li> <li>• In addition to financial compensation, consider bringing small gifts like a cup of coffee or home goods (diapers are especially popular giveaways) as a sign of appreciation</li> <li>• Pass through funds to nonprofits that have systems in place to pay community members.</li> </ul>	Colorado Springs' Youth Advisory Council (YAC) provides youth stipends to engage their peers and families, which establishes legitimacy for the youth and helps build trust with the parks department.	RP
Understand what issues are top of mind for the community and connect them with relevant resources	<ul style="list-style-type: none"> <li>• Leverage parks and recreation sites as frontline resources in times of urgency, such as distributing COVID PPE or expediting permits for protest</li> <li>• Leverage contacts, such as within local agencies, to connect the community with available resources and initiatives</li> </ul>	Philadelphia Parks and Rec held a community dinner at a library in a neighborhood where they needed better outreach. The dinner required very little budget, had no set agenda and instead they approached it as 'how you would meet a friend.' This led to help starting a petition for library renovations.	RP
Work cross-sectorally to address houselessness and green gentrification	<ul style="list-style-type: none"> <li>• Invite community service providers to table at parks events.</li> <li>• Coordinate with land banks to acquire and hold vacant lots for community development</li> <li>• Engage the community in creating an equitable development plan for large green infrastructure projects</li> </ul>	The city of Fayetteville worked with a faith-based group who helps shelter homeless populations, and engaged this partner to pay houseless people in parks to do clean-ups. They offered 5 clean-up slots a day (lottery), and people received \$50 cash, a uniform, and a hot lunch. In one week, these clean-up groups moved 500 lbs of trash. Through this <a href="#">pilot program</a> so far, they found that the number of houseless people in the park decreased, because \$50 was enough to help people get home.	R
Prioritize youth development to build trust with their families	<ul style="list-style-type: none"> <li>• Establish a youth advisory council for informing a park master plan</li> <li>• Partner with schools to join and support events</li> <li>• Do not unnecessarily limit participation in programs, surveys, or other activities to a certain age</li> <li>• Engage youth through their interests, such as employing gamification tactics and having students design a park in Minecraft</li> </ul>	Through Buffalo Olmsted Parks Conservancy's young professionals program, they provide professional development and have the opportunity to integrate youth perspectives on parks, community needs and opportunities.	R
Map out assets and barriers within the community, with a lens to equitably representing community demographics	<ul style="list-style-type: none"> <li>• Acknowledge the negative experiences communities have had with government agencies and other key partners</li> <li>• Identify places of gathering in which various community groups feel comfortable, such as schools, places of worship, local restaurants</li> </ul>	In Chattanooga, the city planning department prioritized hiring local artists from communities where they need more community engagement, using art as a medium for exploring occasionally challenging topics.	I



STRATEGY	TACTICS	NETWORK EXAMPLE	R / I / P
Balance participation across key identities to avoid the “squeaky wheel” effect	<ul style="list-style-type: none"> <li>• Monitor turnout to park events for underrepresentation among key demographics by taking surveys and observations.</li> <li>• Ensure groups have an even entry to participation by communicating in appropriate languages and messaging</li> </ul>	Baltimore’s master planning process employs metrics on survey numbers to meet demographic thresholds that are representative of the community.	IP
Communicate in accessible, contextualized language and platforms	<ul style="list-style-type: none"> <li>• Avoid jargon and technical language</li> <li>• Partner with trusted media outlets that reach underrepresented communities (i.e., Spanish-speaking radio station)</li> </ul>	Mesa County partners with Spanish-speaking radio stations to advertise events and engagement opportunities.	I
Intentionally organize communities around their identity and culture	<ul style="list-style-type: none"> <li>• Hire community leaders from a range of backgrounds as organizers and outreach specialists</li> <li>• Provide youth with stipends to reach their peers</li> <li>• Employ local artists with underrepresented perspectives to engage the community in park design and programming, such as participatory mural design</li> </ul>	When Des Moines built a new recreation center in an underserved community, they hired a video production firm to conduct interviews where locals shared and showed community artifacts, which were then showcased in the new facility.	RIP
Meet communities in settings of cultural familiarity	<ul style="list-style-type: none"> <li>• Be invited to table at community events such as church services, art openings, or school fairs to meet community members in a comfortable setting</li> <li>• Conduct targeted outreach such as door-knocking and media campaigns on bilingual radio stations</li> </ul>	Aurora Parks and Rec identified schools with high immigrant and refugee student populations. They visited these schools during student pick-up hours and went car to car to meet parents, offer them free food from a food truck, and invite them to an event that ended up being very successful due to this outreach.	I
Prioritize retention of the community’s unique history and culture, especially those that typically go untold	<ul style="list-style-type: none"> <li>• Include cultural placemaking and place keeping elements in park design and programming</li> <li>• Provide indigenous land acknowledgements in communications and signage</li> </ul>	Oakland Parks and Rec returned 5 acres of Joaquin Park to the Ohlone Tribe. This demonstrated the agency’s commitment to equity and being a change agent.	I
Support and fund establishment of stewardship groups	<ul style="list-style-type: none"> <li>• Train stewardship groups in capacities that agencies have, such as grant applications, public speaking, and data collection</li> <li>• Connect stewardship groups to one another to exchange peer knowledge</li> <li>• Fund stewardship groups to host continuous engagement events in the neighborhood</li> </ul>	In Baton Rouge, Austin, and Philadelphia, a city-wide park stewards network helps community groups expedite needs, access grants, discounts on permits, among other processes.	RP

STRATEGY	TACTICS	NETWORK EXAMPLE	R / I / P
Introduce community members to cross-sectoral partners that can build momentum beyond park project scope	<ul style="list-style-type: none"> <li>• Invite community members to meetings with partners and funders</li> <li>• Create or share a directory of city services and contacts</li> <li>• Inform neighbors of other local initiatives that affect their community</li> <li>• Use trust built in the engagement process to facilitate dialogue between community and officials with whom the community wants to improve relationships, such as the police department</li> </ul>	In Colorado Springs, leading up to a new park opening, the community worked with the parks department and TPL to facilitate a series of conversations with the police department to reconcile experiences of racial profiling by CSPD in the park.	P
Include community members in strategic decision-making	<ul style="list-style-type: none"> <li>• Co-create a theory of change as part of master planning with the community</li> <li>• Conduct a participatory budgeting process</li> </ul>	BREC's Community Advisory Council's 15 members mirror demographics of the city and have equal influence over BREC's implementation of their master plan.	RP
Plan for projects to engage the same community members over the course of multiple meetings	<ul style="list-style-type: none"> <li>• Plan events at reliable, recurring intervals to ensure participants are available</li> <li>• Keep participant groups consistent throughout projects so the same members have a chance to strengthen relationships over time</li> </ul>	One of Cleveland's most successful programs has been a concert series with changing genres that regularly draws out diverse crowds to multiple viewings.	RP
Transfer knowledge on how to navigate public funding and programming directly to community advocates	<ul style="list-style-type: none"> <li>• Hold skill-building workshops in community spaces</li> <li>• Invite community advocates to facilitate partner meetings collaboratively</li> </ul>	Lexington Parks Department partnered with CivicLex to train community members in civic participation.	P

# Resources for the Community of Practice

## [TRUST FOR PUBLIC LAND](#)

We create parks and protect public land where they're needed most so that everyone will have access to the benefits and joys of the outdoors for generations to come.

## [THE 10-MINUTE WALK® PROGRAM](#)

The 10-Minute Walk® program helps cities expand access and green spaces for everyone.

## [COMMUNITY OF PRACTICE SESSIONS AND RECORDINGS](#)

Find and download resources by track.

## [THE COMMON GROUND FRAMEWORK](#)

A green paper for building community power through park and green space engagement.



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