



Park Equity Policy Incubator

Session 5 - June 4, 2025

Policy Incubator Sessions

SESSION 1
Oct. 2

SESSION 2
Dec. 4

SESSION 3
Feb. 5

SESSION 4
Apr. 2

SESSION 5
June 4

REVIEW

Presentation: 10-Minute Walk Policy Scan

What is the 10MW policy framework and scan?

What will we accomplish this year?

ACTIVITY: How do you define park equity in your work?

ASSESS

Presentation: 10-Minute Walk

What is a 'technical' vs. 'adaptive' challenge?

What policy area do you want to advance locally?

ACTIVITY: Define 'technical' and 'adaptive' challenge.

EXPLORE

Presentations: Tacoma and Chattanooga

*How can policy change serve as a collaborative model to advance park equity? Case study on **parks needs and community engagement.***

ACTIVITY: SWOT analysis

EXPLORE

Presentations: San Diego and Minneapolis

*How can policy change serve as a collaborative model to advance park equity? Case study on **public financing and land use.***

ACTIVITY: Start-Stop-Continue, identifying tactical next steps for your policy solution

APPLY

Presentations: Jayne Miller and Louisville Park Equity Policy

What is your road map for policy change?

ACTIVITY: Statement of Commitment

Identifying Actions for Policy Change

Session 4 Re-Cap

Partnerships

TEMPE- Public Private Partnerships

MISSOULA- Interagency partnerships with Transportation and Schools

MECKLENBURG COUNTY- Municipal partnerships

Updating Standards and Guidelines

LEWISVILLE- Open space design incentives

DENVER - Align updates to zoning and design to Resilient Denver Landscape Vision

LEXINGTON- Park site suitability standards and clear ordinance criteria

Data Methodology and Refinement

DETROIT - Assess peer cities on their equity metrics and amenity analysis

ATLANTA - Outline data to be collected for the Needs and Priorities Assessment and application

Internal Strategic Planning & Fundraising

OAKLAND- Fundraise and build awareness to create master plan

HONOLULU- Incorporate key priorities, rec programs, tree canopy into rural areas, community stewardship, into strategic plan

BOSTON- Form a dedicated team from parks, housing planning, health departments to coordinate planning in real time.

Park Equity Policy Incubator

Session 5 Agenda - 2:00 to 3:30pm ET

- Plenary Presentation: The Road to Policy Change (45 mins)
 - **Jayne Miller**
PROS Consulting, Principal
Jayne Miller Consulting, CEO
 - **Brooke Pardue**
Parks Alliance of Louisville, CEO
- Breakout Rooms – Individual and Team Commitments (20 mins)
- Main Room Group Report Out (5 mins)
- Closing and Next Steps (5 mins)





Community of Practice Policy Incubator: The Road to Change

June 4, 2025

Connecting everyone to the outdoors™



Jayne Miller

PROS Consulting, Principal
Jayne Miller Consulting, CEO



Brooke Pardue

Parks Alliance of Louisville,
CEO

INSPIRING YOU TO MAKE CHANGE

Parks Equity Policy Change Work Storytelling

- Specific projects and places

Louisville Parks For All Project

- Deeper dive
- Challenges, opportunities, approaches

Parks Alliance of Louisville

- Work since Parks For All

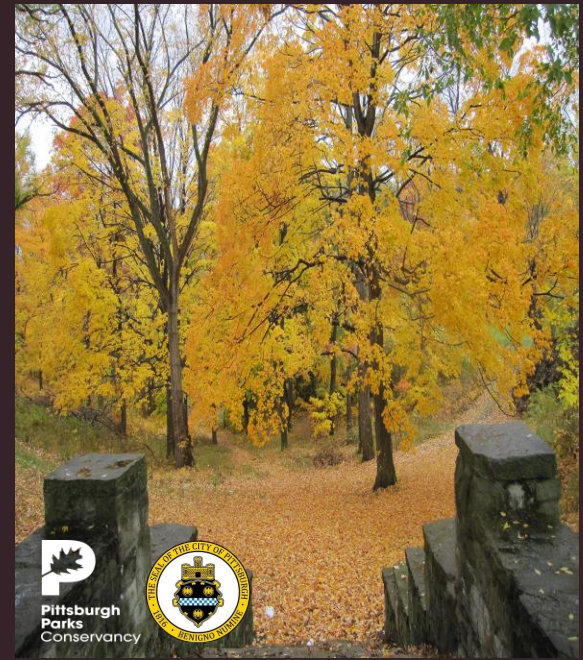
Q&A



Ann Arbor, MI
2002 - 2010



Minneapolis, MN
2011- Today



Pittsburgh, PA
2018-19



Louisville, KY
2021-25



Baltimore, MD
2023-25



Chesapeake, VA
2024-25

+Chattanooga, TN +Cleveland, OH +Durham, NC +Fargo, ND +Others

HOW? LESSONS LEARNED

DESIGNING AN EQUITABLE INVESTMENT STRATEGY

IMPLEMENTING THE STRATEGY

EVALUATING OUTCOMES

MINNEAPOLIS

- First of its kind
- Developed in-house, piecemeal by Park Board
- 6 years of implementation progress

PITTSBURGH

- Conservancy/City partnership
- Driven by need in neighborhood parks & need for new resources
- Whole system approach

LOUISVILLE

- Alliance/City partnership
- In response to racial reckoning, health inequities
- Whole system approach

USING STRATEGIES THAT

FOCUS IN HISTORICALLY UNDERSERVED NEIGHBORHOODS

EMPLOY DATA ON RACE & ETHNICITY, INCOME, TRANSPORTATION, ACCESS, CRIME, ENVIRONMENTAL JUSTICES, HEALTH RISKS & OUTCOMES, & PATTERNS OF DISINVESTMENT

DEMONSTRATE NEED & BUILD THE CASE FOR INVESTING IN PARKS, AND INFORM A STRATEGY FOR ACTION GROUNDED IN AN EQUITABLE DISTRIBUTION OF RESOURCES AND SERVICES

THE EQUITY STRATEGY INCLUDES...

Representing and supporting equitable allocation of resources and service delivery in seven categories:

CAPITAL: major investments to transform a site through master planning and/or replacement of existing amenities

RECREATION PROGRAMMING: activities or events at parks and recreation facilities that support healthy active living and in which residents, kids, and families can participate

MAINTENANCE: daily or ongoing tasks for the upkeep of parks, amenities, and facilities including waste pickup; path, sidewalk, and trail maintenance; playground maintenance; and tree care

REHABILITATION: regularly-scheduled investments to repair or restore existing amenities to extend their life, improve safety, and increase functionality

THE EQUITY STRATEGY INCLUDES...

Representing and supporting equitable allocation of resources and service delivery in seven categories:

POLICY: proposed changes to policies that support the equitable investment initiative and its implementation, reflect industry best practices, protect against neighborhood displacement, and provide for improved operational efficiencies

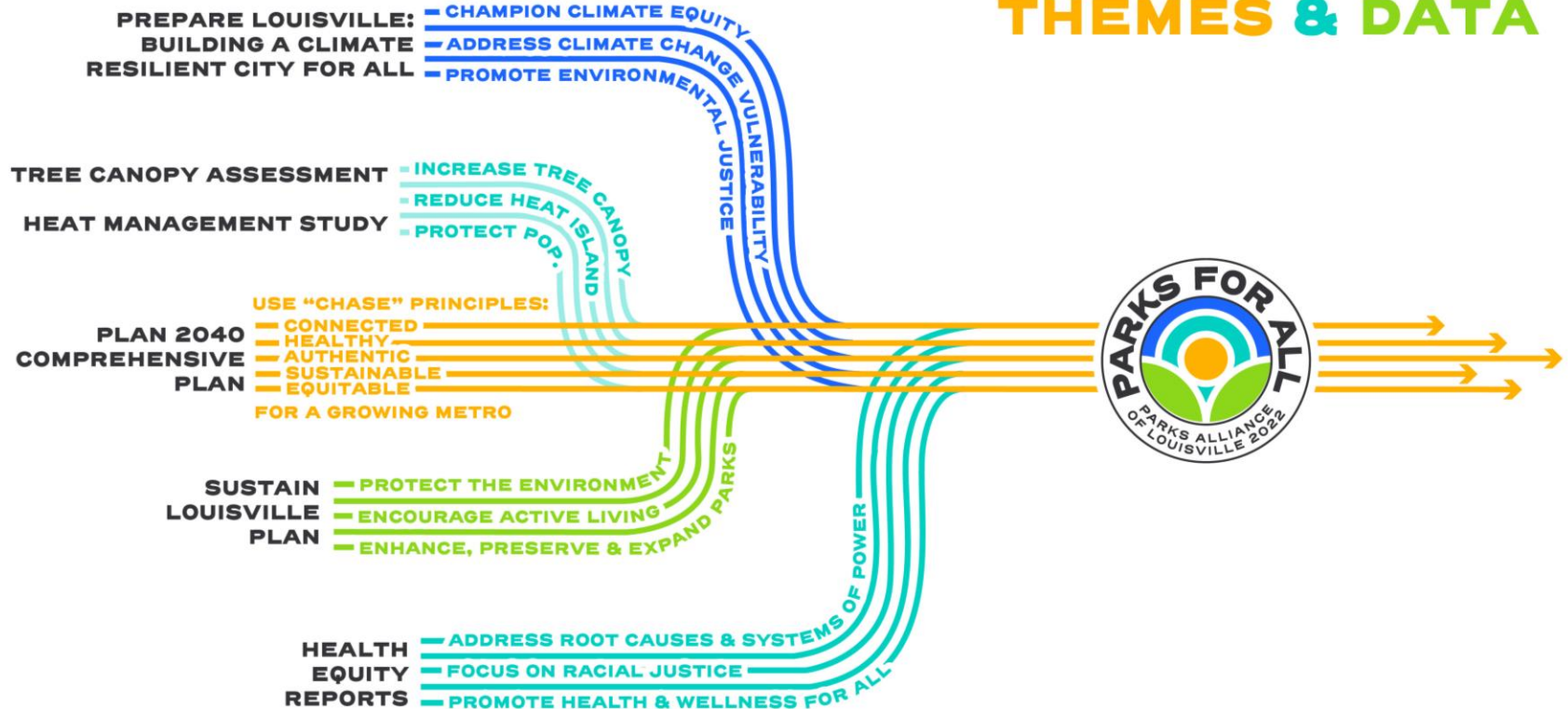
OPERATIONS: proposed changes to internal operations for improved alignment and coordination of department activities, operational efficiencies, implementation of the equitable investment initiative, and adoption of industry best practices

FINANCING/FUNDRAISING: proposed financial management policies and practices, revenue generation strategies that reflect industry best practices, partnership recommendations for relationships with non-profit partners and philanthropic community, and reporting strategies for transparency and accountability

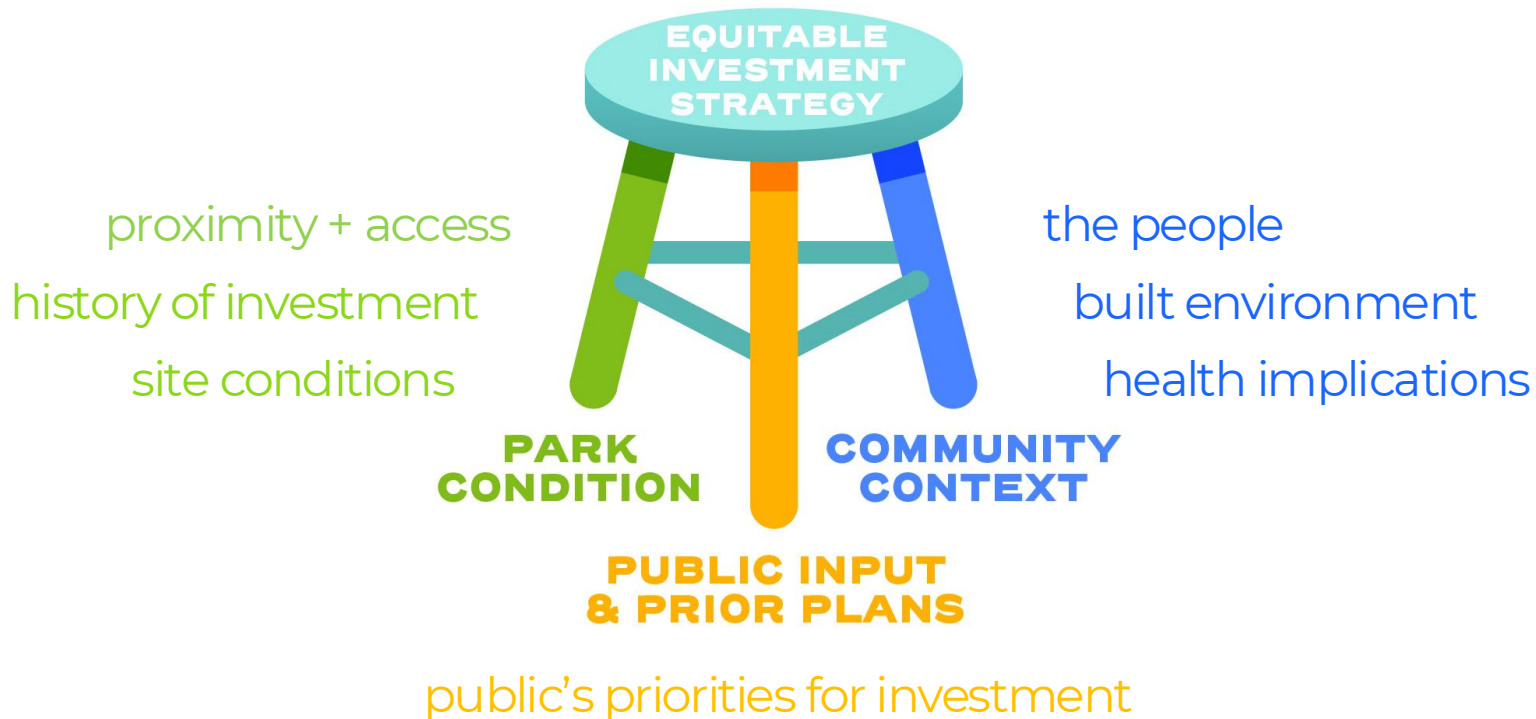
START DEFINING EQUITY, LOCALLY

the definition is different for every place

THEMES & DATA



Three types of data shape the strategy



GOALS FRAMING THE ACTION PLAN

1

ESTABLISH ORGANIZATIONAL STRUCTURE, POLICIES, PRACTICES, AND OPERATIONS THAT:

- are based on industry best practices,
- support maintenance, rehabilitation, and recreation equitable investments
- provide for the delivery of quality maintenance, care for existing assets, and quality recreation programming and activation of park and recreation spaces

2

DEDICATE MORE FINANCIAL RESOURCES TO DELIVER FUNDAMENTAL PARK AND RECREATION SERVICES

3

ALLOCATE FINANCIAL RESOURCES TO EQUITABLE INVESTMENT approaches for maintenance, rehabilitation, programming, and capital investments

4

EQUITABLY INVEST IN EXISTING ASSETS
to extend their life, improve their safety, and improve their functionality (rehabilitation)

5

IMPROVE AND ENSURE EQUITABLE MAINTENANCE PRACTICES
in order of public's priorities (maintenance)

6

PROVIDE EQUITABLE DISTRIBUTION OF FUNDING FOR COMMUNITY CENTER OPERATIONS,
Implement new recreation center model with programming and business plans for each center, and develop a metro-wide recreation plan that supports the public's priorities (recreation programming)

7

DEVELOP A PLAN FOR LONG RANGE CAPITAL INVESTMENTS THAT BUILD ON INCREASED FUNDING quality maintenance, rehabilitation, and recreation programming; established organizational structure, policies, practices, and operations improvements; and coordinated strategy amongst Louisville Parks & Rec and park non-profits

8

FRAME A COORDINATED STRATEGY AMONGST LOU PARKS & REC AND PARK NON-PROFITS
(Olmsted Conservancy, Parks Alliance of Louisville, Wilderness Louisville) to advance Lou parks and recreation system

Adaptive **CHALLENGES**

LIVING WAGE FUNDING

Ann Arbor, MI



Established Living Wage Program for Seasonal Employees

Seasonals employees are placed into one of 2 categories:

- Seasonal Positions – seasonal employees who will work under 1040 hours in a calendar year or
- **Newly Established Seasonal Above Poverty-Rate (SAP) Positions** - seasonal employees who will work over 1040 hours in a calendar year

SAP Positions

- Pay Range
System that included steps and option for **health insurance** for SAP employees

Park Levy Changes & Protecting General Fund Park System Dollars

Change from total of 2 park levies totaling 1.00 mills to 1 park levy at 1.25 mills

- Annual cost of existing 2 park levies, at 1.00 mills, on a median home valuation of \$250,000 for FY05-06 - **\$82.92**
- Estimated annual cost of 1.25 mill park levy on a median home valuation of \$250,000 for FY07-08 - **\$119.08**

Issues addressed with new park levy

- **New park areas** were developed to meet the community demands for more active park areas
- **Reduced park maintenance** general fund resources
- Resulting **elongated maintenance cycles** across the system, not meeting national or community standards

Park Levy Changes & Protecting General Fund Park System Dollars

A separate resolution requesting additional protections for the parks and recreation system accompanied the millage proposal.

Future general fund budgets for the parks and recreation system be **reduced no greater than the average percentage reduction** of the rest of the City general fund budget for each of the six years of this millage.

Future general fund budgets for the parks and recreation **system increase at the same average percentage rate** as the rest of the City general fund budget for each of the six years of this millage.

Millage not subject to a **municipal service charge** but subject to information technology and fleet charges.

The resolution was adopted by the Ann Arbor City Council in 2006 and is still in place today

EQUITY ADVOCATES ORDINANCES

ORGANIZATIONAL POLICIES/PRACTICES

Minneapolis, MN



Minneapolis
Park & Recreation Board

Alliances/Partners/Challengers

Worked with and vetted our work with racial justice groups as we embarked on our racial equity journey. They were our sounding boards, they challenged us and advocated for our work.

VOICES FOR RACIAL JUSTICE building power for racial justice across Minnesota

HOPE COMMUNITY creates connections that strengthen the power of community members and communities and cultivates community leaders, builds community capacity, cares for the housing and community spaces we develop, and pursues equity and diversity in all we do

As our equity work continued, MPRB contracted with Voices for Racial Justice to compensate them for their racial justice guidance and advisor work.

Minneapolis City Council and Minneapolis Park & Recreation Board Concurrent Ordinances

Enacted Chapter 16 & Chapter 17 of the Code of Ordinances for 20-year financial plan for equitable funding of neighborhood parks

The City of Minneapolis and the Park and Recreation **Board jointly enacted concurrent 20 Year Neighborhood Park Plan ordinances** to achieve a shared goal of closing a neighborhood parks funding gap. Key elements are:

- A **commitment to ensure that racial and economic equity criteria** were utilized in determining the distribution of funds to neighborhood parks during the period of the Plan.
- Implementing the goals of the ordinances and **establish objective criteria in evaluating the relative need of all neighborhood parks.**



Adopted Racial Equity Action Plan to Address Internal Policies and Practices

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A. MPRB is committed to creating/developing/fostering a culture that values and advances racial equity.						
Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report	Resources Needed
<ul style="list-style-type: none"> % of employees who believe advancing racial equity is a priority of the MPRB (by work group and by race) % of employees who believe that racial equity is a value of the MPRB (by work group and by race) 	<p>MPRB employees and commissioners understand, are committed to, and have the infrastructure needed to advance racial equity.</p> <p>1) Convene a racial equity steering committee – Convene an internal leadership team (with representatives from each division) responsible for high-level accountability and oversight of implementation. The Steering Committee will empower and support other work groups identified in this Action Plan with implementation.</p>	2016 (prep for 2017)	Deputy Superintendent	Racial Equity Steering Committee meets monthly ongoing basis and develops the path for support and professional development on racial equity.	Complete, This committee will become combined with the Internal Influencers that is being developed with the assistance of Justice Leadership Solutions. Additionally, a meeting is held every other month with the leads of each action in this plan to review progress.	Existing staff resources
	2) Convene racial equity project specific work teams – Racial Equity Work Teams are convened to assist leadership in the development and implementation of Action Plan initiatives.	2017	Deputy Superintendent	# of action teams convened # of specific projects identified for work teams that support action plan	In progress	Existing staff resources
	3) Implement system-wide racial equity training – Provide introductory Racial Equity Training to all employees, including new employees as part of onboarding. Use a “train-the-trainer” model to continue to build internal expertise. Develop tiered model for training implementation connected to service delivery and competencies. Provide Racial Equity Toolkit training to all supervisory staff. Create an internal cohort of leadership that is immersed in racial equity and able to support racial equity work throughout the organization.	2017	Director of Community Outreach and Director of Human Resources	% of MPRB employees who <ul style="list-style-type: none"> Attend training w/in each training group for each employee type Utilize model used by City of Minneapolis in Comet Developed training calendar 	Approximately 60 staff have been interviewed by Justice Leadership Solutions to determine training needs and staff have reviewed the train the trainer program GARE. A draft outline of the organization-wide	Contract with GARE for training model

Adopted Racial Equity Action Plan to Address Internal Policies and Practices

A. MPRB is committed to creating/developing/fostering a culture that values and advances racial equity.						
Indicator	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report	Resources Needed
	<p>4) Incorporate racial equity into budgeting processes</p> <p>a. Budget managers use a Racial Equity Tool in the development of 2017 budget proposals beginning in 2016. The Executive Team and Board of Commissioners review individual decisions and the cumulative impacts of the proposed budget on racial equity.</p> <p>b) Continue to implement use of equity-based criteria to determine priorities and allocate funding for NPP20 capital and rehab projects</p> <p>c) Expand equity base criteria to regional park projects.</p>	2016 (prep for 2017)	<p>Superintendent and Board of Commissioners</p> <p>Director of Strategic Planning</p>	<p>% of budget decisions that incorporate use of the racial equity tool</p> <p>Development and implementation of equity-based criteria</p>	<p>training was presented to staff as part of information sessions in October.</p> <p>a. Racial Equity tools are part of 2018 budget process.</p> <p>b. Complete. Used equity-based criteria for neighborhood park project selection for 2nd year. Updated metrics with 2017 data. NPP20 projects.</p> <p>c. Complete. Regional equity criteria ordinance passed, Metrics used in 2018-2023 CIP.</p>	<p>Add to existing process</p>
	<p>5) Build racial equity into policies and planning initiatives- Each department will pilot the use the Racial Equity Toolkit in selected policy or long-range planning efforts. Learnings from each effort will be documented and shared as an opportunity to further build the racial equity capacity of staff. As part of applying the racial equity tool kit, this action will include community engagement or outreach.</p>	2017	Deputy Superintendent	# (and %) of new or revised policies and long-range plans that utilize racial equity toolkit in decision making	<p>Department heads have identified the policy or plan they will use to pilot the Racial Equity Toolkit.</p> <p>Department heads have received an initial training and one-on-one assistance, as needed, for the Racial Equity Toolkit.</p>	<p>Add to existing processes</p>

PARTNERSHIP COMMUNITY ENGAGEMENT/SUPPORT FUNDING

Pittsburgh, PA



Strong Public Interest Partnership to Support & Enhance Pittsburgh Parks



The City of Pittsburgh

Public Works
Parks & Rec
Planning

Budget
Public Safety
Mobility and Infrastructure



Pittsburgh Parks Conservancy

Capital Projects
Educational Programming
Public Programs & Events
Restoration & Ecology Work

Extensive Community Engagement

**MORE THAN
10,000 PEOPLE**
participated in some form

128 EVENTS
across the city

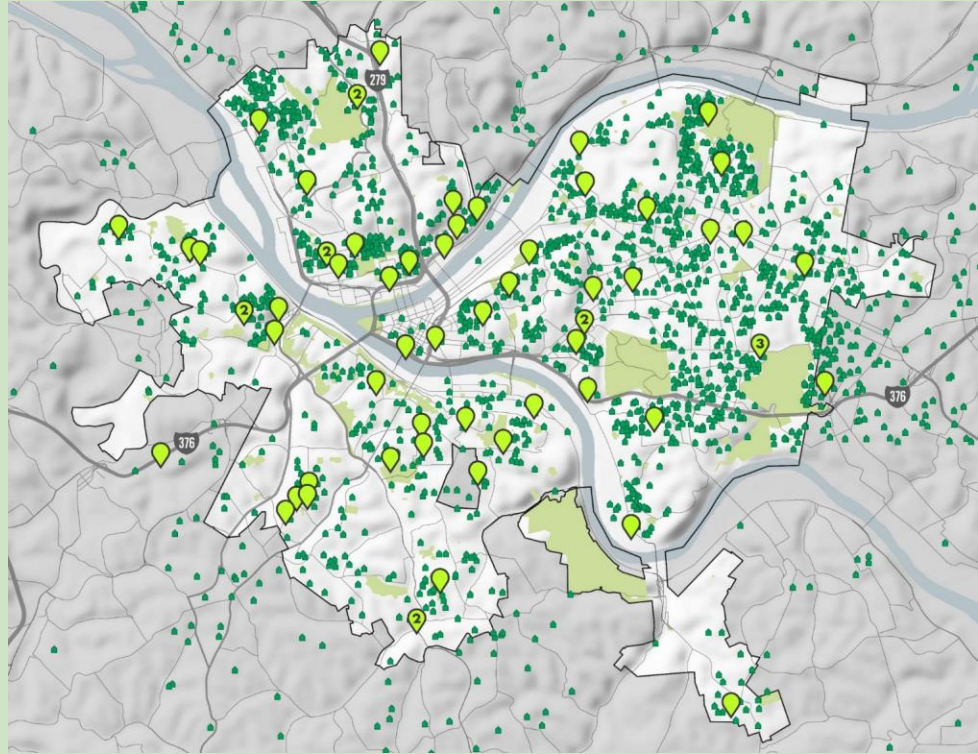


Meeting locations

3,400 PEOPLE
completed surveys



*Where survey
respondents are from*



Community Supported Parks Plan & Voter Approved Levy

RESTORING PITTSBURGH PARKS PROGRAM SUMMARY

Pittsburgh's park system is an invaluable asset for our city. Its beauty, size, and reach make it a key amenity for residents of and visitors to the city and region — and an important part of every neighborhood.

But dwindling resources for park maintenance and upkeep, coupled with the age of park and recreation facilities citywide, have resulted in deteriorating conditions in many parks and play spaces across the system. Despite efforts by the City's Department of Public Works to do more with less, today more than half of all parks in Pittsburgh are in fair or poor condition.

Parks can produce tremendous benefits for individuals and communities. Pittsburgh residents need their parks to play an active role supporting healthy, active lifestyles, public safety, and overall quality of life in neighborhoods across the city.

To do this, our parks need an infusion of new funds. Many Pittsburghers agree — more than 95% of people who took the Parks Listening Tour Survey said our parks need more resources. It's time to make high quality parks a reality for all.

The Pittsburgh Parks Conservancy and the City of Pittsburgh are making a commitment to achieve excellence and equity in every park in every neighborhood in Pittsburgh.

- **By GENERATING NEW RESOURCES** for parks

Up to \$10 million a year in new funds from the Parks For All referendum, plus sustained investment by the City and potential philanthropic partners



- **By SPENDING EQUITABLY** across the city

Prioritizing the parks and communities that need it most, and responding to public input about spending priorities

- **By COMMITTING TO TRANSPARENCY**

Clear and open budgeting, so you know how and why money is spent

- **With CITIZEN INPUT AND GUIDANCE**

Public accountability to ensure we accomplish our goals, together

Key Areas of Investment

With additional resources, parks and recreation facilities and programs throughout the City will be upgraded and modernized. New resources will be invested in four key budget areas — each critical to a healthy, well managed, and well-maintained park.

MAINTENANCE

Regular upkeep tasks including waste pickup; path, side-walk, and trail maintenance; playground maintenance; tree care; and other tasks

REHABILITATION

Regularly-scheduled investments to repair or restore existing amenities in order to extend their life, improve safety, and increase functionality

CAPITAL PROJECTS

Major investments to transform a site through master planning and/or replacement of existing amenities

PROGRAMMING

Activities or events at parks and recreation facilities in which residents, kids, and families can participate

www.pittsburghparks.org/parksplan

Levy Election Results

Yes	No
33,764	31,365
51.80%	48.20%

However,

PARKS ▲▲▲▲▲
ALLIANCE
OF ●●● **LOUISVILLE**





ALBERTA O. JONES PARK



**PEOPLE-POWERED PARKS:
Building a Healthy and Resilient
West Louisville Neighborhood**

ALBERTA O. JONES PARK







56,000+ visits
since opening in November 2023



Alberta O. Jones Phase Two Revised Concept

1. Walking Path
2. Tennis Court / Pickleball Courts
3. Pavilion
4. Entry Plaza
5. Passive Play Area
6. Seasonal Planting Area
7. Bus Stop
8. Turn-about
9. Stormwater Management
10. Board Walk
11. Dumpster
12. Open Lawn
13. Community Garden
14. Park Boundary



SCALE : 1" = 150'-0"

Ballard Park

Existing Conditions

Basketball Court

Basketball Courts

Lawn

Playground

Coke Street

Simon Alley

Waterman Alley

E. Caldwell Street

Image is a representation of the design intent, and may not reflect the final built condition



August 2024



BALLARD PARK

**PEOPLE-POWERED PARKS:
Building a Healthy and Resilient
Smoketown Neighborhood**

Opening Fall 2025



FINAL DESIGN



Celebrate the Small Wins



Categories	FY 2022-2023	FY 2023-2024	FY 2024-2025	FY 2025-2026
General Fund	\$20,688,600	\$19,982,000	\$25,251,800	\$27,512,100
Agency Receipts	\$5,865,400	\$5,361,400	\$6,161,700	\$12,246,600
Federal Grants	\$78,000	\$30,000	\$12,030,000	\$-
State Grants	\$-	\$115,800	\$81,300	\$81,300
Misc Revenue				\$6,700
Mayor's Recommended Operating Budget	\$26,632,000	\$25,489,200	\$43,524,800	\$39,846,700
Mayor's Recommended Capital Budget	\$4,500,000	\$11,650,000	\$7,100,000	\$7,000,000
TOTAL MAYOR'S RECOMMENDED*	\$31,054,000	\$37,109,200	\$38,594,800	\$46,846,700
Parks For All (PFA) Recommended	\$35,276,695	\$38,000,000	\$41,500,000	\$44,500,000
SHORTFALL (PFA - Mayors)	\$(4,222,695)	\$(890,800)	\$(2,905,200)	\$2,346,700
Approved General Fund	\$20,743,000	\$20,103,100	\$25,167,200	
Approved Agency Receipts	\$5,865,400	\$5,361,400	\$6,161,700	
Approved Federal Grants	\$78,000	\$30,000	\$12,030,000	
Approved State Grants	\$-	\$115,800	\$81,300	
Final Operating Budget	\$26,686,400	\$25,610,300	\$43,440,200	
Final Capital	\$8,136,800	\$20,181,000	\$13,751,675	
TOTAL FINAL BUDGET*	\$34,745,200	\$45,761,300	\$45,161,875	
SHORTFALL (PFA - Final)	\$(531,495)	\$7,761,300	\$3,661,875	

Robert Wood Johnson Foundation Grant



**Community
Foundation**
OF LOUISVILLE



(UN)KNOWN
PROJECT



We All Have a Role to Play in Advancing Racial Equity

Through a series of interconnected efforts—like the Community Foundation’s Invest Louisville initiative, IDEAS xLab’s (Un)Known Project, and the Parks Alliance of Louisville’s Parks For All strategy—Louisville is charting a new path forward. One that honors our past, reflects our present, and builds toward a future grounded in equity.

50 Things To Do Before Age 12

Launching June 20, 2025



TOGETHER, our goal is to inspire kids to explore the great outdoors, helping them grow healthier, happier, and be more responsible in caring for our **amazing** planet.



Q & A

community
team **care** creativity
learn **courage**
perseverance
energy **time** leaders
innovation humility
followers
reflection

THANK YOU!



Commitment Circle

Breakout rooms in individual city teams

Breakout groups in individual teams

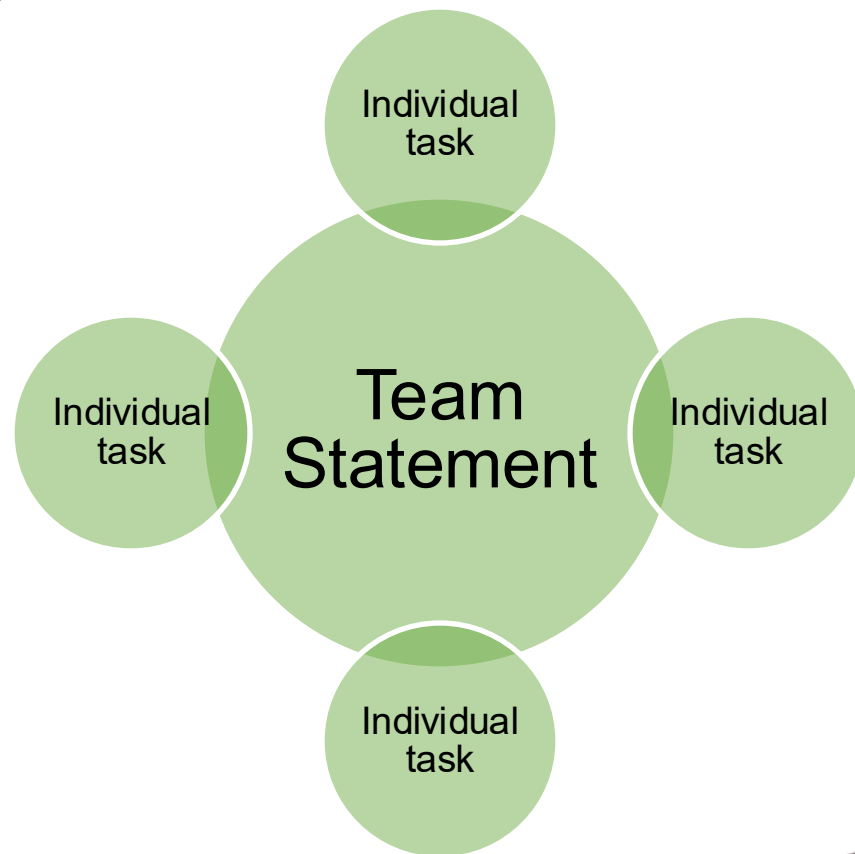
Discussion Questions (20 minutes)

1. Round robin from each team member to share their next step. “I commit to [start/stop/continue] _____ because _____.”

1. Why does this task specifically matter to you? And to your team?
2. Reflect on how this task is within your sphere of influence. What /who you need to help advance this work.

2. Draft a final team statement and place in the chart. Examples include:

1. “We are committed to [shared purpose], grounded in [values] to influence [xyz outcome].”
2. We will [action or behavior] as we support [policy issue/ community/etc.].”

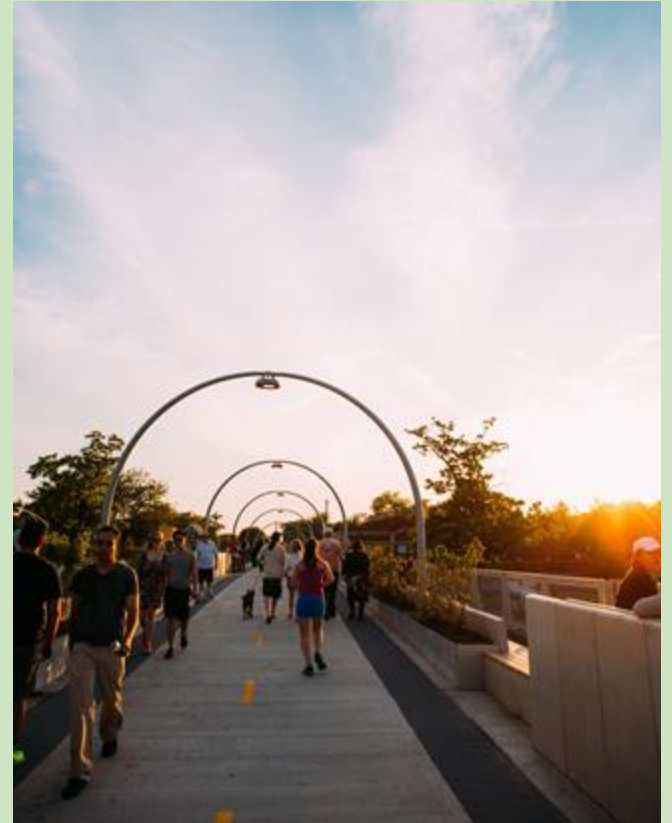


Group report out



Next Steps

- ❑ [Case Making Decks:](#) These are for you to edit, adapt, and use!
- ❑ [Office Hours Survey:](#) Deadline this Friday
- ❑ [Series Feedback Survey:](#) Deadline next Friday
- ❑ **Additional Touch Points and Opportunities:**
 - Upcoming Communities of Practice tracks
 - Technical assistance services, including small grants
 - 10-Minute Walk webinars and other panels





Since 1972, TPL has protected 4 million acres of public land; created 5,364 parks, trails, schoolyards, and iconic outdoor places; raised \$93 billion in public funding for parks and public lands; and connected nearly 9.4 million people to the outdoors.

To learn more, visit tpl.org.

Connecting everyone to the outdoors™

Thank you!

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