

INCLUSIONARY TRAIL PLANNING TOOLKIT

A guide to planning and
programming equitable trail networks

**THE
CIRCUIT
TRAILS**

100s OF MILES
OF HAPPY



pec

pennsylvania environmental council

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"The people have a right to clean air, pure water, and to the preservation of the natural, scenic, historic and esthetic values of the environment. Pennsylvania's public natural resources are the common property of all the people, including generations yet to come. As trustee of these resources, the Commonwealth shall conserve and maintain them for the benefit of all the people."

Article 1, Section 27 of the Pennsylvania Constitution

Foreword

At the Pennsylvania Environmental Council (PEC), we believe that having meaningful experiences in nature is key to developing a love for natural resources and fostering a stewardship ethic. While opportunities for outdoor recreation are not equal across the Commonwealth, PEC is committed to democratizing recreation and active transportation for all by supporting the development of trails that are within reach of all Pennsylvanians. We are not alone in this pursuit. We share this goal with the Pennsylvania Department of Conservation and Natural Resources as articulated in the State's award-winning State Comprehensive Outdoor Recreation Plan.

Through our work, we are acutely aware that many communities are left out of traditional engagement for planning and design of trails. The voices of people of color, low-income communities, differently-abled people, youth, and seniors are often missing from trail conversations in both urban and rural areas across Pennsylvania.

Our awareness incited action. With the help of a working group of Circuit Trail members, we sought to gather and share effective tools for inclusive trail planning. This report is the result of that effort. While it is designed to educate trail building and programming professionals in the Circuit Trails Coalition, the tools are applicable beyond our network. We first looked at case studies of inclusive trail planning efforts in areas similar to the Circuit Trails region, interviewed people involved in the projects, and, with equity in mind, took a critical look at how these projects unfolded. Lessons learned were informed by both the successes and challenges of respected practitioners in Atlanta, Washington DC, Camden, and Philadelphia.

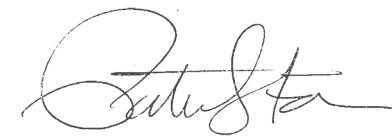
Our major take-aways:

- There are tangible and intangible barriers that keep some individuals and whole communities from participating in planning processes;
- Language barriers, demands of jobs and family, inflexible schedules, and limited transportation options can keep people from participating in community meetings and events;
- The struggle to be heard, the belief that one's experience will not be taken seriously, and the lack of familiar faces at public meetings are realities that keep some communities from feeling included in planning processes.

While the experience of Pennsylvania's natural beauty is an inheritance of all residents and access to these spaces is critical, the reality is a work in progress. The tools in this report aim to help trail planners and environmental educators overcome these barriers to participation in thoughtful ways. The goal is always to build and maintain places where all Pennsylvanians feel genuinely welcome to embrace that inheritance.



Davitt Woodwell
President



Patrick Starr
Executive Vice President



Lizzie Hessek
Program Manager

Section 1: Introduction

Trails and parks are community assets that ideally serve the needs of their surrounding communities. These spaces provide the opportunity for exercise, active transportation, outdoor recreation, and gathering together. Studies show that access to green space improves health and wellbeing while also providing environmental benefits such as retaining stormwater, lowering ambient temperature, and restoring animal habitat^{1,2}. Trails also improve connectivity between neighborhoods and provide alternative transportation options. Considering these benefits and opportunities, it is no surprise that green spaces are playing an important role in the revitalization of post-industrial cities nationwide³. From the Capital Crescent Trail in Washington, DC to Railroad Park in Birmingham, Alabama, parks have improved the local economy and attracted new development.

Multi-use trails can encourage people to be active and feel connected to their neighborhood. As trails improve connectivity between neighborhoods, it becomes easier and more desirable for people and amenities to move into new spaces along the trail. Indeed, access to green space with welcoming, low-stress facilities for walking and biking are desirable characteristics of a neighborhood and attract new development in the area. While new development can have very positive effects in a community, new amenities may come with the unintended consequences of increasing property values, displacing residents, and shifting demographics. This report does not discuss the geographic distribution of trails and parks in depth, but it deals with community engagement around open space development that focuses on improving the quality of life for existing residents and creating more equitable spaces by prioritizing historically disenfranchised groups.

For new trails and parks to best serve existing communities, it is important to plan them with support and input from the current surrounding community. The process of achieving community buy-in is not always clear, however. As planners seek to build new or improved public spaces, it is important to consider all the potential effects these new spaces could have on the surrounding communities. Non-profit and advocacy organizations play an important role in supporting the outreach efforts of urban planners by providing a critical link to the community. This report will use case studies to outline best practices in inclusionary planning, and will provide a tool kit to help non-profit organizations and planning agencies do inclusive trail development.

Inclusionary Planning

As the urban renaissance continues, public agencies and organizations nationwide are focusing on inclusion and equity as they embark on new developments and revitalization efforts in historically underserved neighborhoods. In this context, a successful planning process involves engaging the diversity of neighbors who surround the park, and working towards their vision for their community. Inclusion and equity are related but not identical concepts. The **equitable** distribution of parks and trails prioritizes neighborhoods that have the highest need for these amenities. **Inclusionary** planning, on the other hand, prioritizes the **participation** of residents who have been traditionally underrepresented in the trail planning process. When inclusive planning is successful, new or retrofitted trails and parks become community assets that reflect the history and desires of the local residents.

An inclusive trail planning process must be created within the context of a neighborhood's geography, demographics, and history. Traditional planning events often cater to people who have the time and resources to attend community events and to those who have a predisposed awareness of new capital projects due to their profession or other networks. Planners and advocates can make informed decisions based on community context in order to challenge this status quo and foster an accessible and inclusive planning process.

The early stages of trail planning include pro-actively learning from the existing community how a trail could

1. South EC, Hohl BC, Kondo MC, MacDonald JM, Branas CC. "Effect of Greening Vacant Land on Mental Health of Community-Dwelling Adults A Cluster Randomized Trial." JAMA Network Open. 2018;1(3):e180298. doi:10.1001/jamanetworkopen.2018.0298

2. Chiesura, Anna. The role of urban parks for the sustainable city. Landscape and Urban Planning, Volume 68, Issue 1, 2004, pp. 129-138.

3. Larson LR, Jennings V, Cloutier SA. "Public Parks and Wellbeing in Urban Areas of the United States." PLoS ONE. 2016, 11(4): e0153211. https://doi.org/10.1371/journal.pone.0153211

help address their needs. Gathering useful feedback and new information from participants requires respecting community culture. The approaches will vary from project to project. Outreach goals and methods are shaped by whether or not the project was conceived from within the community or if its location was predetermined. To ensure long-term inclusion and access for everyone, outreach should continue beyond the planning process and activate the space through community programming and stewardship. Similar to the planning process, building successful programs involves prioritizing the needs and desires of the surrounding communities.

To accomplish these steps, support from community groups and community leaders is critical. These groups, including civic associations, non-profits, sports teams, businesses, and even informal social circles and grass-roots(s) organizers, have important neighborhood connections and address pertinent community issues. Leveraging community relationships adds capacity to the project by broadening opportunities for community outreach. Pro-actively building relationships with these groups is not only key to an inclusive planning process, it can also increase the community's capacity to address other needs in the neighborhood. Providing mutual support to community partners is an important aspect of building and maintaining these relationships.

This report will discuss how community organizing principles and practices can help organizations and agencies connect with the communities they are working in to achieve comprehensive community engagement. As a lack of resources is a common obstacle to achieving an inclusive process, Section Three of this report outlines low cost outreach methods and emphasizes the importance of leveraging existing community based resources.

Equitable Planning

When equity is achieved, people put in what they can and get back what they need.

"Equity" has many meanings. In this report, the term "equity" refers to a social justice tool and a human rights principle for fair resource distribution and access to resources. In this definition, equity does not mean equality, which proposes giving everyone the same treatment. Equity focuses on access, which changes depending on a person's life circumstance. Access can change based on socioeconomic status, race, geography, or physical ability. It is ultimately rooted in a historic lack of access to resources. When equity is achieved, people, organizations, and systems put in the resources they are able to contribute and get back the resources that they need.

The status quo expects disenfranchised groups to work harder in order to access resources that are more readily available to privileged groups. Because trails challenge this status quo by providing free spaces for recreation and transportation, trail developers are well positioned to achieve equity through inclusive planning. It will require consistent effort to prioritize disenfranchised groups and employ the right tools in order to achieve equitable access for all.

Parks, trails and public space have varied levels of access depending on location, maintenance, geography, transportation options, lighting, ADA compliance, and rule enforcement. Many of these obstacles can cause real and perceived safety concerns. When designing these spaces, planners consider access not only to the physical space but also to the planning process. Meaningful participation from community groups can identify potential barriers to access and help planners design a welcoming space.

Capital Trails Coalition Commitment to Equity



The Capital Trails Coalition recognizes long-standing and current societal inequities that have their roots in generations of unjust structural barriers, policies, practices, attitudes, language and cultural messages have disproportionately impacted many minority groups.

Therefore, the Coalition will promote an equitable trails network by analyzing the unique challenges and circumstances impacting specific populations' mobility, safety and connectivity needs.

The Coalition will use this information to offer and advocate for solutions so that the trail network more effectively serves all residents, including current and potential trail users.

The Coalition will also use this lens pro-actively to influence its own structure and decision making framework.

Building an accessible public space requires not only design solutions, but also inclusive outreach with community members, local institutions and city agencies. If outreach and engagement is successful, a relationship is cultivated between the community and the space itself and a sense of stewardship is instilled in the people who frequent the park or trail. Cultivating stewardship instills a sense of community ownership, organically creating avenues to access.

Green Gentrification

National trends show that people are moving back to cities in search of an urban lifestyle with access to employment, public transportation, nightlife and shopping^{4,5}. This influx has led to increased spending on infrastructure such as housing, parks, bike lanes, and public transit stations⁶. As urban neighborhoods have become more attractive to newcomers, the cost of living has increased in a process called gentrification. Thoughtful and ethical gentrification can be a goal in some communities. In other communities, unchecked gentrification has led to the displacement of existing communities. The effects of unintended community displacement are being felt nationwide, and trails and parks can play a role in these processes.

“Green Gentrification” refers to the role of environmental discourse and urban sustainability, which includes the planning of parks and trails, in driving up property values and displacing low-income residents. The environmental movement, with support from grassroots organizations, government agencies, and private companies, is succeeding in its efforts to encourage ecologically responsible urban development. While some of these projects have positive environmental outcomes, sustainable living is now a marketable feature that contributes to increasing property values. In this sense, the sustainability dialogue rarely addresses the question: “who will benefit from neighborhood improvements and how^{7,8}?” This question speaks directly to the issue of park and trail access by asking advocates and planners to consider whom they hope to serve and how they plan to achieve equitable development.

This report intends to provide concepts, tools, and examples that can guide organizations and agencies in determining who will benefit from neighborhood improvements, and how this knowledge can shape the planning process. While not all communities face the same threat of gentrification, inclusionary planning practices are relevant to all outreach efforts engaging people of diverse socio-economic, racial, and ethnic backgrounds in the design, planning, and development of public space. The report will also examine the factors to consider when determining if a neighborhood is susceptible to gentrification. In Section Two, case studies illustrate the concept of “Just Green Enough”: a low-impact approach to planning that enhances connectivity within the trail system by providing safe and active transportation routes, but is not a driver of real estate speculation and development.

When trails are developed without the necessary safeguards against displacement, they can create immediate and long-lasting repercussions on the demographics of a community. The examples of the Schuylkill Canal Towpath in Manayunk and the Atlanta BeltLine demonstrate the unintended consequences of trail development in neighborhoods liable to gentrification.

Manayunk, Canal Towpath and Schuylkill River Trail

A major textile center in the nineteenth century, Manayunk once had a booming industrial economy, but declined after the Civil War. In 1818, the Manayunk section of the Schuylkill Canal opened to maritime traffic, and the

4. Retrieved from U.S. Census Data https://www.census.gov/newsroom/releases/archives/2010_census/cb12-50.html

5. Rosen, Daniel “More People, More Infrastructure: The Big City Challenge” Blueprint by CBRE 2017 Retrieved from <https://blueprint.cbre.com/more-people-more-infrastructure-the-big-city-challenge/>

6. Checker, Melissa (2011) “Wiped Out by the ‘Greenwave’: Environmental Gentrification and the Paradoxical Politics of Urban Sustainability” City and Society 210-229

7. Ibid

8. Swyngedouw, Eric “Impossible/Undesirable Sustainability and the Post-Political Condition” The Sustainable Development Paradox, ed. Krueger J.R. and Gibbs D, (New York: Guilford Press, 2007), 13–40

following year the first mill to use water power from the Canal opened. By 1860 Manayunk was a major world textile center, making it a home to the working class of the time. Over the next 50 years, droughts, floods, and competition from the Reading Railroad dramatically decreased productivity on Manayunk’s Schuylkill Canal. The 1920’s saw a major decline in the textile industry, leading to decades of job loss and a declining economy⁹.

Starting in the 1970’s, government officials began working to make Manayunk a tourist destination by capitalizing on the river and the quaint downtown Main Street. Mayor Frank Rizzo worked with City Council to secure \$2 million dollars to dredge and spruce up the canal, a precursor to the tow path construction a decade later. Investment on Main Street continued with the installation of new sidewalks, trees, and the creation of a park overlooking the canal. The new park opened access to the river, making the area more desirable for businesses and new homeowners. To continue stimulating development, the City of Philadelphia offered grants for building restoration on Main Street¹⁰.

In 1979, the towpath was constructed and through the 1980’s and 1990’s, Manayunk saw an uptick in redevelopment. The Friends of the Manayunk Canal formed in 1996 to protect the integrity of the watershed, bringing more attention and capital to the waterfront¹¹. The combination of river access, proximity to downtown, and reasonably priced housing, supported its recovery as a retail cluster with a lively nightlife and scenic hilltop views¹².

Between 1980 and the present day, the revitalization of Manayunk’s economy shifted the historical working class demographics of the neighborhood. According to a gentrification map by Governing Magazine, since 1990 housing prices have increased by 109% and the number of residents holding bachelor’s degrees has increased by almost 20%¹³. Manayunk’s story reflects a planning strategy designed not for current community members, but rather for newcomers attracted by new development and recreational amenities. While the “greening of Manayunk” was positive for the economy and for the environment, the negative externality of displacement directly impacted the community. As affordability shifted, tension grew between the working class in the neighborhood and the new residents moving in to enjoy the amenities. The new businesses on Main Street were not locally owned and did not hire residents of Manayunk, further divorcing the commercial area from long-time residents. Irene Madrak, Executive Director of North Lights Community Center and a life-time resident of Manayunk, commented that “the residents feel snubbed on Main Street.¹⁴” As we plan new trails and parks, preemptively acknowledging and addressing impacts to the surrounding community may be the difference between strengthening the community and dividing it.



Schuylkill River Town event on the Manayunk Towpath

9. Friends of the Manayunk Canal, A Brief History of the Canal: 1761-1999 Retrieved from <http://www.manayunkcanal.org/History/27/>

10. Fisher, Geraldine A., “The Gentrification of Manayunk”. Theses (Historic Preservation). 2006; Retrieved from: http://repository.upenn.edu/hp_theses/5

11. Friends of the Manayunk Canal, A Brief History of the Canal: 1761-1999 Retrieved from <http://www.manayunkcanal.org/History/27/>

12. Lin, Jeffrey, “Understanding Gentrification’s Causes”, Federal Reserve Bank of Philadelphia Research Department, Economic Insights, 2017, vol. 2, issue 3, 9-17

13. Philadelphia Gentrification Maps and Data Retrieved from: <http://www.governing.com/gov-data/philadelphia-gentrification-maps-demographic-data.html>

14. Fisher, Geraldine A., “The Gentrification of Manayunk”. Theses (Historic Preservation). 2006; Retrieved from: http://repository.upenn.edu/hp_theses/5

Atlanta BeltLine

The Atlanta BeltLine – a 22-mile transit greenway transforming old railroad corridors with light-rail transit, parks, and multi-use trails through 45 historic neighborhoods – illustrates the difficulty of maintaining affordability around new trails in areas prime for gentrification. The new greenway is still in progress, and the Atlanta BeltLine Partnership has undergone multiple phases of community outreach and engagement to create community buy-in and preempt problems of affordability and displacement¹⁵. However, the strong economic driver of the multi-modal project, along with the demand for market rate housing, has led to affordability being overlooked in favor of development around this attractive new community amenity. As a result, people have become dismayed by the planning process and concerned about displacement¹⁶.

The Atlanta BeltLine's blueprint came from Ryan Gravel's 1999 joint master's thesis in Architecture and City Planning from Georgia Tech. Only three years after graduating, Ryan teamed up with city council woman Cathy Woolard to form Friends of the BeltLine, a group dedicated to building grassroots support for the project throughout the city. As the project garnered support and built momentum, Atlanta Mayor Shirley Franklin created the Atlanta BeltLine Partnership in 2005 to galvanize private sector and citizen support for BeltLine redevelopment. After a 6-month planning process that engaged 10,000 Atlanta residents, the Atlanta BeltLine Redevelopment Plan was approved¹⁷.

Plans moved quickly when, in 2006, City Council approved the Five Year Work Plan, and the following year the Atlanta BeltLine Partnership launched public tours of 45 neighborhoods along the BeltLine. That same year the BeltLine Affordable Housing Advisory Board (BAHAB) was established, and after further community outreach and planning, the first trail segment opened in 2008. Atlanta BeltLine Inc., the agency in charge of the project's development, committed to creating 5,600 affordable houses and apartments by 2030 — a goal so important that City Council put it into law¹⁸.

Unfortunately, 2008's economic recession changed the course for affordability along the BeltLine. Halfway through its scheduled timeline to completion, Atlanta BeltLine Inc. was only able to build 131 affordable homes. Many of these homes were built far away from job centers and top schools and were only planned to be kept affordable for 15 years. The company decreased spending on affordable housing as the city entered a housing crisis¹⁹, and BAHAB labeled the affordability problem as an "accelerating threat"²⁰.



Source: Georgia State Signal

The first trail segment also serves as a linear art gallery. Finding the balance between artistic rigor and community input while selecting artists to install pieces along the trail was also an iterative process. The first artist selections left the community feeling cut out of the process, and one art piece stirred up enough controversy that the BeltLine revamped their process for choosing artists to better reflect

15. Atlanta Beltline Project History World-Class from Concept to Completion. Retrieved from <https://beltline.org/progress/progress/project-history/>

16. Mariano, Willoughby; Conway, Lindsey; Ondieki, Anastacia. How the Atlanta Beltline broke its promise on affordable housing. 2017; The Atlanta Journal-Constitution. Retrieved from <https://www.myajc.com/news/local/how-the-atlanta-beltline-broke-its-promise-affordable-housing/0VXnu1BIYC0IbA9U4u2CEM/>

17. Atlanta Beltline Project History World-Class from Concept to Completion. Retrieved from <https://beltline.org/progress/progress/project-history/>

18. Mariano, Willoughby; Conway, Lindsey; Ondieki, Anastacia. How the Atlanta Beltline broke its promise on affordable housing. 2017; The Atlanta Journal-Constitution. Retrieved from <https://www.myajc.com/news/local/how-the-atlanta-beltline-broke-its-promise-affordable-housing/0VXnu1BIYC0IbA9U4u2CEM/>

19. Ibid

20. Ibid



William Massey's *Tony Comes Home* installation was the culmination of Atlanta's "Art of Reconciliation" project on the BeltLine
Source: www.williammasseyart.com

a local perspective and honor neighborhood history²¹.

With luxury construction appearing on the new trail, rents and taxes increased dramatically and residents feared displacement. As a result, BeltLine creator Ryan Gravel resigned from the Partnership Board in 2016, and others lost faith that BeltLine Inc. could live up to its affordable housing promise²². Research from Georgia State University anticipated this problem in 2007, when land prices were already increasing in the predominantly black, middle class, and lower-income neighborhoods in the BeltLine's southern section, a trend that continues today.

To address this trend in 2007, BeltLine Inc. created an affordable housing trust fund that was expected to raise \$120 million over 25 years from city-issued construction bonds. However, due to the Great Recession, the bond raised \$55 million less than planned²³. Philanthropists were only willing to help fund trail amenities, so the Partnership Board was able to raise \$38 million for parks and trails but still had insufficient funding for affordable housing.

Since BeltLine investment began 12 years ago, rents have risen by 59 percent in the Old Fourth Ward, an east side neighborhood where the first trail segment opened²⁴. Currently there is no set plan to address the issue, and many experts have claimed that even the original 5,600 affordable units would not adequately address the problem of rising rents. In June, the Executive Director of BeltLine Inc., Brian McGowan, called for the legislation to be reworked in order to increase the amount of affordable units to 10,000 homes²⁵.

The Atlanta BeltLine was a visionary project ahead of its time, and thus presents several lessons about development leading to displacement. The project is still far from complete, and if trail planners develop the political will to do the hard work, the Atlanta BeltLine can still live up to its promise to create a trail that benefits all communities. While the project does not necessarily reflect the economic and social realities of many communities surrounding the Circuit Trails, it illustrates the challenge of maintaining affordability in communities that offer green space and sustainable transportation options. Likewise, it demonstrates the importance of keeping community needs central to the planning process.

21. Miranda Kyle, Philadelphia, Panel Event at MuraLAB: Arts, Infrastructure, and Equity, July 19 2018

22. Mariano, Willoughby; Conway, Lindsey; Ondieki, Anastacia. How the Atlanta Beltline broke its promise on affordable housing. 2017; The Atlanta Journal-Constitution. Retrieved from <https://www.myajc.com/news/local/how-the-atlanta-beltline-broke-its-promise-affordable-housing/0VXnu1BIYC0IbA9U4u2CEM/>

23. Ibid

24. Ibid

25. Keenan, Sean. Beltline CEO: 5,600 affordable housing units won't cut it; we want 10,000. Curbed Atlanta 2018; Retrieved from <https://atlanta.curbed.com/2018/6/6/17432062/beltline-ceo-affordable-housing-units-10000>

Section 2: Case Studies of Inclusionary Trail Planning

This section highlights successful inclusionary planning practices and discuss areas for growth in case studies from Camden NJ, Philadelphia PA, and Washington DC. Planning is only one component to creating an accessible public space, and should be coupled with initiatives that continue beyond the planning phase of the trail or park. To provide this context, the end of the section describes examples of successful programming in parks and trails in the same geographic regions as the case studies.

Camden, New Jersey

Cooper's Poynt Waterfront Park

Non-profits lead community effort to bring a planned waterfront park to life

Like many other post-industrial cities, Camden New Jersey is turning around after decades of decline, and one of the driving forces is waterfront redevelopment. The waterfront is home to multiple tourist attractions including the Adventure Aquarium and BB&T Pavilion. The city is also home to Rutgers University Camden, as well as Cooper Medical School and two other hospitals. In 2017 the population of Camden was 74,532, with 35.6% of families and 38.4% of individuals are below the federal poverty line. The vacancy rate was 18.3%¹, and the universities and hospitals combined made up 45% of Camden's total employment². The most common foreign language spoken in the city is Spanish followed by Vietnamese.

With declining industry, a high concentration of poverty, and a high crime rate, Camden has struggled over the last 50 years. However, private companies are making major investments in the downtown, and public-private partnerships are working to revitalize neighborhoods and the waterfront. As these new investments approach, public agencies and local organizations are working to make sure that the city's changes will benefit its residents and reflect the people living in Camden.



Source: NJ Pen

the City of Camden as a place where people choose to live, work, visit, and invest. The Waterfront Park Plan was

In 2017, Cooper's Poynt Waterfront Park opened just north of the Ben Franklin Bridge in Camden. The park includes a .4-mile, multi-use trail that is in the Circuit Trails Network, with views of the bridge and the Philadelphia skyline, an ADA accessible playground and green space for the community to enjoy. This park is one piece of the North Camden Waterfront Park Plan, which identifies opportunities for creating a continuous, linear waterfront park stretching from the Benjamin Franklin Bridge to the Cooper River. The plan was spearheaded by Cooper's Ferry Partnership (CFP), a private, nonprofit corporation based in Camden, New Jersey with a mission to facilitate the revival of

1. U.S. Census Data Retrieved from <https://www.census.gov/quickfacts/fact/table/camdennewjersey/PST045217>

2. Cam Connect. "The Camden Higher Education and Healthcare Task Force: A Winning Investment for the City of Camden," Rutgers University-Camden, 2012.

written in coordination with the 2008 North Camden Neighborhood Plan, informed by ten years of community engagement, planning and implementation that can serve as a model of an inclusionary planning process for other cities. The Waterfront Park will also be a part of the Cross Camden County Trail.

In the early 1990s, community partners joined the City of Camden to write the original North Camden Plan. Save Our Waterfront (SOW) was created in 1992 to represent the individuals who live, work, and worship in North Camden and to coordinate the neighborhood plan. Shortly after, the Delaware River Port Authority (DRPA) released a Riverfront State Prison Site Reuse Study, which reimagined North Camden's waterfront based on the premise that the prison would be closing. The study opened a conversation about the waterfront's potential, and about reconnecting the river to the core neighborhood.

With renewed interest in the waterfront, in 2008, SOW embarked on updating the original neighborhood plan while also creating the North Camden Waterfront Park Plan. These reports were closely coordinated to create a long-range vision for North Camden as well as an implementation strategy for community revitalization that benefits North Camden's social, economic and environmental health.

The seven-month community planning process for the North Camden Neighborhood Plan set an important precedent and laid the groundwork for the Cooper's Poynt planning exercises. Cooper's Ferry Partnership hired Interface Studio to support the process because of their approach to planning as a form of advocacy that promotes engaged and equitable communities. CFP, SOW and Interface Studio also worked directly with the Planning Steering Committee comprised of city agencies, local partners and North Camden community members on the following outreach and engagement initiatives:

1. Confidential one-on-one interviews with residents, community activists, service providers, and neighborhood leaders;
2. A series of focus groups with representatives from distinct stakeholder groups in the neighborhood, including: the Planning Steering Committee, local teen community activists at Hopeworks 'N Camden, religious leaders in North Camden;
3. Monthly meetings between the Planning Steering Committee and the Interface Studio team to keep neighborhood and City representatives informed on the process;
4. Five public meetings to share information on the history of the Neighborhood Plan and gather feedback and ideas from community members. This included a visioning session and multiple follow-up meetings to inform recommendations for the plan. At each meeting, SOW provided Spanish translation for non-native English speakers;
5. A Neighborhood Needs Survey in both English and Spanish to gather information on local issues, concerns, and future priorities. The surveys were distributed at public meetings, at local schools, and through local organizations;
6. A bi-lingual video installation on the east wall of Salon Parroquial summarizing the planning process and inviting people to join the implementation effort.

Throughout this process it became clear that although much has changed over the last 15 years in Camden, the following core principles of the 1993 North Camden Plan still prove relevant to the community³:

- No displacement – The people of North Camden who have been in North Camden during its toughest times must be able to stay and enjoy the better times that lie ahead.
- Community control – North Camden invites interested investors, developers, public agencies, and private entities to recognize local community leaders and community members as partners.
- Employ local residents – Doing business in North Camden requires local hiring practices.
- Increase homeownership – Homeownership will deepen residents' roots in the neighborhood and, we hope, deepen their commitment to effecting positive change at home and in the neighborhood⁴.

3. Cooper's Ferry Development Association, Wallace Roberts & Todd, LLC S.T. Hudson Engineers. "North Camden Neighborhood Plan" 2008

4. Ibid

These were the same guiding principles that shaped the Waterfront Park Plan. Working closely with SOW, CFP engaged Camden Greenways, Camden County Parks, Camden City, and the same group of stakeholders involved in the neighborhood planning process to identify key themes for the conceptual design of the future waterfront park.

Working through the goals outlined by the community in the Neighborhood Plan, CFP and SOW implemented a planning process acknowledging the many facets of Camden, including housing, transportation, public safety and community organizing approaches that can build local capacity and strengthen partnerships throughout the city. By planning the waterfront park as a part of a larger system, and not as an isolated space, CFP and SOW inclusively brought a diversity of voices to the table.

SOW and CFP worked with consultant Wallace Roberts & Todd (WRT) to engage the community in comprehensive planning exercises over a five-month period. Community planning began in 2010 with a participatory design workshop for residents and stakeholders⁵. After the workshop, three additional community meetings informed a development framework and several illustrative renderings for the former prison site. Several hundred community members and numerous organizations, institutions, and city agencies were actively involved in the development of the plan.

The Cooper's Poynt Master Plan builds upon the ideas of access and reconnection that are laid out in the Waterfront Park Plan. The plan calls for the following, all of which were identified as priorities by the community:

- An extension of the existing east/west street grid and the development of two new north/south streets to the west of Delaware Ave.
- A public riverfront park accessible from new riverfront streets
- A linear park lining an extended State Street, connecting the riverfront to the existing community
- Mid-to-high rise mixed-use development fronting the waterfront park, decreasing in height and density closer to the existing neighborhood east of Delaware Ave.



Source: Google Maps

Two years later, CPWP was built in the City of Camden, drawing upon community members' advocacy efforts and place-based vision. Since its opening, consistent programming has kept the community involved and excited about the waterfront space. Family movie nights, fitness programs and festivals attract community residents, and programs like I Bike, I Walk, & I Paddle Camden encourage active transportation and recreation.

Cross Camden County Trail

County engages local partners in community engagement for regional trail

The successful processes surrounding the Neighborhood, Waterfront and Cooper's Poynt Plans have also helped inform the ongoing plans for the Cross Camden County Trail, particularly the segment on the Camden waterfront. This 33 mile trail is projected to span the length of the county, starting at the Delaware River and ending

5. See Appendix A for resources on participatory design workshops

at the southeastern county line connecting urban, suburban and rural communities with one another⁶. Camden County and its trail planning consultant team, led by NV5 Inc., completed a feasibility study that explains the alignment of the trail. To determine the alignment, the team conducted an extensive public outreach campaign to educate the public and gain feedback from the different areas that the cross county trail would pass through. A stakeholder team consisting of municipal partners, county officials, and local non-profits assisted county and consultant staff with recommendations for the trail location⁷.

Through public meetings, online surveys, and mapping exercises, stakeholders determined where citizens want to go on the future trail and what types of amenities the trail needs. Cooper's Ferry Partnership supported outreach in Camden City and through the County, using its community connections with neighborhood groups, nearby businesses and sports leagues. The outreach approach including engaging community members outside of scheduled meetings, including tabling at the County's ice skating rink on weekends during the winter months⁸.

The County is continuing to work with communities as they draw from the feasibility study and conceptual plan to develop detailed trail designs.

Best Practices from Camden:

- Building upon an existing community-led planning process
- Guiding principles of the plan were developed by the community stakeholders
- Systems approach considers housing, transportation and public safety
- Bilingual survey and outreach materials
- Ongoing programming of space
- Conducting outreach in a well-visited community space
- One-on-one interviews
- Focus groups
- Monthly meetings with Planning Steering Committee

Philadelphia, Pennsylvania

Mantua Greenway

Resilient community leverages nonprofit partnerships to create a greenway plan that includes housing and workforce concerns heard in focus groups

Neighborhood Context and History of Community Planning in Mantua

Mantua is a neighborhood in West Philadelphia located north of Spring Garden Street and south of Mantua Avenue, between 31st and 40th streets. The neighborhood has a history of community activism dating back to the 1960s when groups like the Young Great Society and the Mantua Community Planners formed in response to an increase in gang violence. At the time, the neighborhood had one of the highest crime rates in the city. These groups held weekly community functions and worked with local police to keep young residents of the area out of trouble⁹.

These groups also worked tirelessly with the city to build the neighborhood's first community center, which took over a decade to complete. The multipurpose Mantua-Haverford Community Center is now located at

6. Camden County Division of Environmental Affairs, "Cross Camden County Trail Feasibility Plan" 2017

7. Ibid

8. Valeria Galarza Phone Conversation, July 9 2018

9. Kitchen & Associates. "We are Mantua! Mantua Transformation Plan" 2013

the corner of 34th Street and Haverford Avenue, and includes the Mantua library branch, a gymnasium, a community office, and a meeting room. The community center plays a vital role in Mantua's civic life with a combination of after-school programs, recreation activities, classes and health awareness programs¹⁰.

This strong history of civic engagement is captured in the Mantua Community Planners motto "Plan Or Be Planned For." With this outlook, the community has embraced the opportunity to be involved in planning the future of Mantua. In the Mantua Transformation Plan, community leaders and residents partnered with local institutions and city agencies on a comprehensive planning process that will guide the neighborhood's future development and ensure a better quality of life for current and future residents alike.

The Mantua Transformation Plan provides a summary of key strategies for the revitalization of Mt Vernon Manor Apartments and the surrounding neighborhood. The plan is the product of a community-driven planning effort, entitled "We Are Mantua!" (WAM!), organized by the Mt Vernon Manor Board of Directors and its partners under HUD's Choice Neighborhoods Initiative (CNI). Mantua was one of the first communities selected to receive a CNI Planning Grant, providing a unique opportunity to engage in a comprehensive planning process structured around three key goals¹¹:

HOUSING: Improve the living environment at Mt Vernon Manor Apartments.

PEOPLE: Expand opportunities for an improved quality of life for individuals in the community and their families.

NEIGHBORHOOD: Make it a viable and well-functioning community, with good housing opportunities, access to services, high-quality learning institutions and access to jobs.

The Mantua Transformation Plan is not the first community driven plan for the neighborhood. The plan has its roots in the original Plan for Mantua that was formed in the early 1970s under the auspices of another HUD initiative, the Neighborhood Development Program. Through the Mantua Joint Workshop, Mantua leaders and local organizations partnered with the Philadelphia Redevelopment Authority and the Philadelphia Housing and Community Development Agency to address housing, economic development, physical development, health, education and social issues. The resulting Plan for Mantua guided public investments in the neighborhood and shaped Mantua's community centers, playgrounds and recreation spaces. The development plan and funding for the Mt Vernon Manor Apartments was also a part of this effort¹².

Over 40 years later that same community planning spirit and ethos was reignited through WAM! to form the Mantua Transformation Plan. Residents, local stakeholders, City agencies and partners such as Drexel University, Local Initiatives Support Corporation (LISC), Philadelphia Housing Authority (PHA) and the Pennsylvania Horticultural Society worked together to identify short and long-term solutions required to address the community's most critical needs. An important aspect of WAM!'s success was its effort to make immediate community-driven changes in the neighborhood during the planning process through short-term projects and initiatives.

These early action steps were achievable in scope with minimum or existing resources and helped maintain community interest through long-term neighborhood interventions. An important outcome of the planning process was also building community capacity beyond the scope of this project. During the planning process multiple community groups were formed, such as the Mantua Youth Advisory Committee, the Mantua Civic Association, and the Community, Home and School Association. These groups collaborated with project partners such as LISC and Drexel University to win grants for community projects like summer youth programs, neighborhood clean-up days, and job training opportunities. They were even able to keep the local elementary school, Morton McMichael School, open and designated as a Promise Academy which will ensure additional funding and resources for the students into the future¹³.

10. Mantua History Retrieved from <https://theblackbottom.wordpress.com/communities/mantua/history/>

11. Kitchen & Associates. "We are Mantua! Mantua Transformation Plan" 2013

12. Kitchen & Associates. "We are Mantua! Mantua Transformation Plan" 2013

13. Ibid

The Mantua Greenway

Through focus groups co-led by community residents, LISC helped formulate seven key neighborhood priorities in the Mantua Transformation Plan:

- Improve Capacity for Civic Engagement
- Ensure Quality Education for Mantua's Youth
- Promote Economic Self-Sufficiency
- Enhance Community Safety
- Promote a Healthier Lifestyle
- Revitalize Mantua's Physical Environment
- Expand Housing Opportunities for All Income Levels



Mantua Greenway Resident Advisory Committee January 2016 Meeting
Source: Mt Vernon Manor CDC

During the focus groups, community members lamented the state of Mantua Avenue as an unsafe environment characterized by abandonment and distress. Participants discussed how the walkway improvements made in the 2000s between 31st and 34th streets were an important start, but insufficient to make Mantua Avenue a desirable place to walk. Through these conversations, the Mantua Avenue Revitalization Initiative began, focusing on a comprehensive set of improvements to enhance and expand the existing greenway along Mantua Avenue through the redevelopment of vacant properties. The project aims to use public and private land for both new housing and active recreation. With these improvements, residents and project partners envision Mantua Avenue as the "neighborhood's front yard"¹⁴.

The Mantua Greenway supports the neighborhood's priority of promoting healthier lifestyles, and will include a mile-long tree lined bike and pedestrian path, outdoor fitness amenities and artistic murals. LISC is also working with local partners to keep the space activated after construction through exercise programs. The maintenance plan for the trail is through a partnership with the Philadelphia Water Department, which includes a mandate to hire people from the Mantua neighborhood and train them to maintain the space¹⁵.

While the plan to revitalize Mantua Avenue came from the over 200 residents who took part in the planning process, LISC also enlisted the National Parks Service for technical support as well as landscape architecture students from Philadelphia University to create renderings pro bono¹⁶. Improvements will prioritize the segment between 34th and 38th streets, and on a second phase, extend through to 40th street. LISC raised \$750,000 from the William Penn Foundation through July 2018 to support the creation of a Friends of the Mantua Greenway group, help Mount Vernon Manor complete and implement the Greenway Maintenance Plan, implement Early Action projects, and fundraise for construction.

The Philadelphia City Planning Commission is currently managing the design consultant as well as the early action projects, which include a gateway installation at the corner of 34th Street and Mantua Avenue; a landscape

14. Ibid

15. David Ferris Phone Conversation, July 19, 2018

16. David Ferris Phone Conversation, July 19, 2018

maintenance program that will hire and train Mantua residents; and a creative effort that will engage residents in creating artistic panels for the fence bordering the Mantua Greenway.

Best Practices from We Are Mantua!:

- Built upon an existing community planning process
- Focus groups co-lead by community leaders
- Short-term community-driven initiatives that create immediate change with minimum or existing resources
- Planning for housing in conjunction with recreation along the Mantua Greenway
- Hiring people from the community to maintain the space

58th Street Greenway

Nonprofit works with local community to achieve trail goals while addressing safety and beautification concerns heard at community meetings

With its southernmost point bordering Bartram’s Garden on the Schuylkill River, 58th Street begins in Southwest Philadelphia’s Kingsessing neighborhood. This is a vibrant community that is predominantly Black, with a large West African immigrant population that significantly increased since the beginning of the 21st century¹⁷. The neighborhood has several important community institutions such as the Coalition of African Communities (AFRICOM), African Cultural Alliance of North America (ACANA), Bartram’s Garden, Southwest Community Development Corporation (SWCDC) and the Myers Rec Center. About 30% of the approximately 65,000 residents in Southwest Philadelphia lives under the poverty line¹⁸.

Cobbs Creek Park, home to the 3.7 mile long Cobbs Creek Trail is located in Southwest Philadelphia. However, it is disconnected from other city trails that would connect to Bartram’s Garden and beyond. In 2009, the Pennsylvania Environmental Council (PEC) embarked on the 58th Street Greenway project to connect Cobbs Creek Trail with the rest of the city, adding 1.5 miles to both the Circuit Trails network and the East Coast Greenway. Filling this gap in the trail network is an important precursor to the connection from the Bartram’s Mile trail to Schuylkill River Trail (SRT) coming soon, which will allow people in Southwest Philadelphia to access many more miles of trails.

In addition to bridging an important gap in the trail network, PEC worked with community partners to ensure that the new trail reflects the community’s goals for their neighborhood. The project began as part of a feasibility study exploring how to extend the SRT south to the Philadelphia Airport and Heinz National Wildlife Refuge¹⁹. However, a walking and biking path on 58th Street proved to be the best near-term option as it connects to an existing trail and provides alternative and active transportation to low income people living in a densely populated neighborhood with few options for outdoor recreation. Considering that it had been decades since the City invested in street improvements in this neighborhood, PEC knew that robust community outreach and engagement would be necessary to build trust and a successful trail²⁰. PEC’s community outreach process revealed the community’s deep concerns about gentrification and displacement. Ultimately the design was a low-impact change to the street by creating a multi-use path next to the road, which also functions as a sidewalk. This illustrates the “Just Green Enough” approach: a facility that enhances connectivity within the trail system and provides safe active transportation routes within the community, but is not a driver of real estate speculation and development.

17. Herold, Benjamin. “Student ‘ambassadors’ tackle divide between Africans, African Americans.” Northern hemisphere Fall 2008. Vol. 16, No. 1.1.

18. U.S. Census Retrieved from: https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml?src=bkmk

19. Spencer Fitch, re: “58th Street Greenway Materials” e-mail to Julia Raskin, August 11, 2018

20. Ibid

PEC’s community planning process was characterized by their willingness and ability to listen to individual residents and community leaders in one-on-one meetings and community outreach events. At the first public meeting in October 2009, there was pushback from community members concerned about crime, fast moving traffic, and the loss of parking²¹. In these meetings, PEC also learned that the overarching major goals of the community were to improve physical health and street safety in the neighborhood. PEC earned these residents’ support by addressing their concerns in the design and programming of the trail. They revised the design to accommodate more parking, add quality pedestrian lighting, include traffic calming measures such as bulb-outs and program the trail with fitness events.

At the second outreach event, only a month later, the project had the support of local pastors, community leaders, educators, and non-profits. These included Bartram’s Garden, CityLights Foundation, Southwest CDC, Cornerstone Christian Academy, Presbyterian Homes, Ezekiel Baptist Church, Richard Allen Charter School, Francis Myers Recreation Center and others. The design inspired by the community is a combination of off and on-road route that includes street crossings with signals to improve pedestrian safety, and maintains some parking. By listening to and immediately addressing community members’ concerns, PEC built trust and support for the 58th Street Greenway²².

In addition to incorporating feedback into the design itself, PEC also partnered with the Francis Myers Recreation Center to create the “Get Active 58th!” healthy living program aimed at making exercise on 58th Street a regular pastime. To promote a more active lifestyle the program ran every weekend over the course of two summers before the trail was constructed and included activities such as yoga, zumba dancing, runs, rides and even a 5k race. Additionally, Neighborhood Bike Works ran classes for kids to learn how to fix (and earn) bikes²³.



Neighborhood Bike Works participants are first to ride on the Greenway at the ribbon cutting. Source: PEC

The 58th Street Greenway opened in June 2013 with a community block party, kids bike ride and ribbon cutting at the Francis Myers Recreation Center. Many of the community partners attended, enjoying the food, music, exercise classes and raffle. The event celebrated the City’s investment in Southwest Philadelphia’s future, and the first for many street designs in the city such as greenback sharrow markings, a sidewalk level cycle-track and a shared ped- and bike-crosswalk traffic signal actuator²⁴.

However, since its opening five years ago the trail has unfortunately been underused and neglected. One important difference between this planning process and that of Camden or Mantua is that the idea for the greenway did not come directly from the community, but was decided upon by PEC and other partners outside of the community. The community planning process started once the decision was made to build a trail through Southwest Philadelphia, and many of the conversations were sparked by distrust and skepticism

about the project. While this top-down approach does not naturally foster community ownership over the trail, it is very common for the location of new trail projects to be predetermined. Community ownership may not always be possible in these cases, and other measures can be considered to keep the space activated such as

21. Spencer Fitch, re: “58th Street Greenway Materials” e-mail to Julia Raskin, August 11, 2018

22. Fisher, Christine. “58th Street Greenway officially open, connects Cobbs Creek and Bartram’s Garden” Plan Philly 2013 Retrieved from: <http://planphilly.com/articles/2013/06/10/58th-street-greenway-officially-open-connects-cobbs-creek-and-bartram-s-garden>

23. Ibid

24. Ibid

local programming and maintaining community partnerships.

While the “Get Active 58th!” healthy living program was a success, the programming ceased once the trail opened and the momentum that the program created was lost over time. Ongoing programming helps people to actively connect to their public space, to one another and to the community-based resources in the neighborhood. Without this effort it is common to see new public spaces neglected and underused. Additionally, the maintenance plan for the trail did not work to employ people in the neighborhood as stewards of the space, which could have helped to build a sense of community ownership. If funding had allowed, a post-construction maintenance plan through the local South West CDC could have tackled this issue.

One design flaw that has also been associated with the trail’s underuse is that the final two blocks connecting to Bartram’s Garden, a major destination for the community, involves riding in the street and through a difficult intersection. This segment of the route is not comfortable for many riders who avoid car traffic and prefer low-stress trails, and as a result, may reduce ridership.

The story of the 58th Street Greenway highlights the importance of community ownership over the process of creating new public spaces. While it is important for design to consider neighborhood concerns, and for there to be programming to spark community interest, these investments are more fruitful when they start from the bottom up and extend beyond the life of the project.

However, a bottom-up approach is not always feasible as trail projects often originate in local governments or agencies to serve the needs of a regional trail system. In these cases, it is important to consider that community stewardship or ownership over the trail may not be a reasonable expectation. While continued programming and organizational presence in the neighborhood can support trail use in the future, the 58th Street Greenway is an example of a small scale project that has a lower risk of displacing residents than a large scale project like an elevated park or a boardwalk.

No two neighborhoods are the same, which is why robust and inclusive outreach is important to begin as early and as often as possible throughout the process. Section three of this report will discuss methods to encourage a bottom-up approach to planning in the face of top-down project ideas while also taking into account the factors that can lead to increasing property values through trail development.

Best Practices from 58th Street Greenway:

- Pro-active programming to build interest in the trail
- One-on-one meetings with residents and community leaders
- Actively incorporating community feedback into design

Bartram’s Garden, Southwest Philadelphia

Historic site takes major steps to connect with and serve adjacent community

Bartram’s Garden is a 45-acre National Historic Landmark located along the lower banks of the Schuylkill River in Southwest Philadelphia. It is the oldest surviving botanic garden in North America, and is renowned for its collection of native and exotic plants, as well as a community farm, an orchard, an arboretum, a boathouse and more. The garden is a city treasure, but to the community closest to it—Bartram Village, a public housing complex next door that’s home to many lower-income residents—the garden has seemed unwelcoming and out of reach. However, the organization has made strides to open its doors to the community to make Bartram’s a more inclusive space, especially since Maitreyi Roy became Executive Director six years ago.

When she first began her tenure as ED, Roy describes how she met residents living in Bartram Village and the Kingsessing neighborhood who had never been to Bartram’s Garden because they felt it was not a space

for them²⁵. Roy took this as a wakeup call and was inspired to change the relationship between the garden and its neighbors by prioritizing culturally appropriate programming to break down the barriers between the garden and the surrounding community. Since 2012 she has worked to involve the community in defining what Bartram’s Garden is and what it should become. Most of this outreach is face-to-face, by going to schools and churches to invite people to make the garden and the river a part of their lives. She believes that in order to integrate the garden into the community, people need to feel and see themselves in the space²⁶.

By reaching out personally to neighborhood institutions and local residents, Roy was able to gather feedback on what types of programming people wanted at the park. From those conversations came the development of their urban farm, Sankofa Community Farm, where 60 families now garden and enjoy an annual Easter egg hunt. Roy has focused on creating a shared vision of a civic common where people can share their culture and history by growing plants that have meaning to them²⁷. The farm has increased access to fresh fruits and vegetables within the community by growing and distributing over 15,000 pounds of affordable produce each year. The farm also employs roughly 20 paid local high school interns to maintain the farm and hosts more than 1,500 volunteers annually²⁸. Additionally, Sankofa Farm offers environmental education opportunities for children of all ages, as well as adults.

Bartram’s Garden has also expanded its programming to reconnect people to the Schuylkill River. Weekly free boating and fishing days attract local residents, and the monthly full moon paddle is also a crowd pleaser. Special events like RiverFest, an annual celebration of the river featuring a colorful boat parade and free public kayaking on the river, bring hundreds of people to the river bank. The river also serves as a classroom for people to learn about the region’s ecology and natural history. Roy sees these programs as a way to not only connect to the community, but to also return to the roots of Bartram’s Garden when John Bartram used the river as a regular resource²⁹.



Riverfest at Bartrams Garden. Source: Little Baby's Ice Cream

While environmental education and outdoor recreation are large parts of its programming, Bartram’s Garden also hosts an incredible mix of cultural programs for all ages, including jazz performances, free outdoor movie nights and artists’ workshops. The array of programming attracts people with a diverse set of interests, creating space for people of all backgrounds and skills.

Additional programs are coming to Bartram’s Garden in the coming year, with help from citywide organizations like the Schuylkill River Development Corporation, Philadelphia Parks & Recreation, John Bartram High School, Bicycle Coalition of Greater Philadelphia, Mural Arts Philadelphia and many more. Visitors can look forward to

25. Maier, Chris. “Growing Community Connections at Philadelphia’s Bartram’s Garden” Reimagining the Civic Commons 2018 Retrieved from: <https://medium.com/reimagining-the-civic-commons/growing-community-connections-at-philadelphias-bartram-s-garden-d6e3506b72e872e8>

26. Cineas, Fabiola. “I Love My Job: Why Bartram’s Garden ED Maitreyi Roy Is Optimistic in the Face of Climate Change” Philadelphia Magazine. 2018; Retrieved from <https://www.phillymag.com/business/2018/04/27/bartrams-garden-maitreyi-roy/#Re0liKhmHMLHM5s.99>

27. Maitreyi Roy conversation July 5 2018

28. Bartram’s Garden Website. Retrieved from: <http://bartramsgarden.org/explore-bartrams/the-farm/>

29. Maitreyi Roy conversation July 5 2018

a free bike rental service, expanded boating opportunities and a wider variety of community programming³⁰. Support from the William Penn Foundation has allowed Bartram's to build its staff and develop more advanced programming³¹.

Bartram's Mile



Source: Reimagining the Civic Commons. Photo Credit: Patrick Morgan

Bartram's Garden has become more accessible to its community not only through exceptional programming, but also through the opening of Bartram's Mile, a 1.1-mile greenway that opened along the banks of the Schuylkill River between Grays Ferry Avenue and 58th Street in April 2017. A segment of the Circuit Trails Network, Bartram's Mile will help extend Schuylkill Banks southward and create an important connection from the Gray's Ferry Crescent to the 58th Street Greenway. Bartram's Mile touts a number of great amenities, including a shaded overhang and plenty of seating to soak up the views of the Philadelphia skyline at the 56th Street Plaza. Along the trail you can

find public art installations, lighting, outlook areas, and signage for walkers and bikers.

The trail was first conceived by Philadelphia Parks & Recreation in 2010 as a way to improve the community's connection to the river and to other city neighborhoods³². As a key partner in the planning process, Bartram's Garden was instrumental in helping to create a sense of access and ownership over the space for neighbors who have felt cut off from the land and the river. Philadelphia Parks and Recreation (PPR) spearheaded the planning process in partnership with Bartram's Garden, Schuylkill River Development Corporation, Philadelphia Industrial Development Corporation (PIDC), and PennPraxis³³.

In 2012, PennPraxis conducted a rigorous community engagement process with over 450 participants from the surrounding neighborhood to better understand the community's relationship to the riverfront and to Bartram's Garden. Some of the important themes that arose were feeling removed from the park and the river, not enough opportunities for fishing or boating, and not enough space or resources for large gatherings. Participants did not feel that they could go to Bartram's Garden to enjoy nature and spend time with their neighbors. This initial information guided the planning process for Bartram's Mile.

In November of 2012, the Bartram's Mile team hosted a biking tour, a walking tour, a dinner conversation and a design workshop. All of these meetings were a part of Phase I to begin preliminary design work and learn about citizen ideas and priorities for the site. The community feedback from these meetings informed the first conceptual design, which was presented to neighbors and participants in the Summer of 2013. The planning team sought direct feedback on the design, with a focus on building local interest and potential stewardship for the future green space. This involved organizing smaller feedback groups in "Civic Feedback Sessions," and soliciting input from various Southwest Philadelphia community organizations during July 2013. Feedback

30. Maier, Chris. "Growing Community Connections at Philadelphia's Bartram's Garden" Reimagining the Civic Commons 2018 Retrieved from: <https://medium.com/reimagining-the-civic-commons/growing-community-connections-at-philadelphias-bartram-s-garden-d6e3506b72e8>

31. Bartram's Garden Website. Retrieved from www.bartramsgarden.org

32. Focht, Mark. "See Bartram's Mile." Plan Philly 2012 Retrieved from: <http://planphilly.com/eyesonthestreet/2012/11/06/see-bartrams-mile>

33. Ibid

sessions were held in Bartram's Village and at Bartram's Garden³⁴.

This community planning process occurred during a time of great transition for Bartram's Garden as it worked to become an outward facing organization with programming that appeals to the surrounding community which it formerly neglected. The relationship between Bartram's Garden and its neighbors was still tenuous because trail planning took place before the high level of community engagement that exists today. However, as the organization forges relationships with the community through programming that highlights the space, promotes culture and art, and reconnects the neighborhood to the land and the river, Bartram's Mile will continue to thrive as an important community space.

Today, Bartram's Mile dead ends at the Grays Ferry Connector, also known as the Schuylkill Crossing swing bridge, where the next phase of trail construction will continue. This abandoned steel swing bridge that once carried trains across the river will be repurposed as a multi-purpose non-vehicular swing bridge, connecting SW Philadelphia to the east bank community of Grays Ferry and beyond. As this project develops, Bartram's Garden will continue to forge a deeper sense of trust with its surrounding neighbors by "planning with, not for," as Roy puts it. One way it plans to do this is by using a "leadership circle" composed largely of neighborhood residents, leaders and organizations, to contribute to near- and long-term decision making³⁵.

Best Practices from Bartram's Garden:

- Multi-phased planning process that started early in the process and continued throughout
- Each phase had multiple opportunities and methods for participation
- Recognizing and elevating local leaders
- Accessible meeting location and time

North Delaware K&T Trail

Nonprofit in an industrial neighborhood works with local businesses to build a "just green enough" trail to connect community, industry, and the river

The neighborhoods in Northeast Philadelphia along the Delaware River have been long characterized by the industrial boom that swept through the city and nation in the late 1700s through the 1800s. Industry thrived into the 1900s but began to decline after WWII, and these neighborhoods suffered from a loss of jobs and eventually from abandoned manufacturing plants. Today there are still a number of active industrial businesses in this area, and the landscape is a mix of vacant, underused, and inhabited spaces. This evolving mix of land uses has been physically disconnected from both the river and interior neighborhoods by a legacy of transportation and industrial infrastructure. To combat the environmental degradation and the neighborhood decline caused by post-industrial sites, the Delaware River City Corporation (DRCC), now named the Riverfront North Partnership, and the City of Philadelphia are implementing the North Delaware Riverfront Greenway, an 11-mile multi-use trail running from the northern city line to Port Richmond, that will connect riverfront parks and communities³⁶.

Wissinoming is one of the neighborhoods along the new greenway, and spans from the Delaware River to Frankford Avenue and from Robbins Avenue to Cheltenham Avenue. This area is home to Dietz & Watson, the manufacturer of lunch meats and cheeses, and to the original Frankford Arsenal that employed thousands of

34. Penn Praxis Bartram's Mile Planning Plan Philly. Retrieved from <http://planphilly.com/praxis-projects/bartram-s-mile>

35. Maier, Chris. "Growing Community Connections at Philadelphia's Bartram's Garden" Reimagining the Civic Commons 2018 Retrieved from: <https://medium.com/reimagining-the-civic-commons/growing-community-connections-at-philadelphias-bartram-s-garden-d6e3506b72e8>

36. Brey, Jared. "With Dietz & Watson transaction, city looks to kickstart reindustrialization" Plan Philly 2014 Retrieved from <http://planphilly.com/articles/2014/07/01/with-dietz-watson-transaction-city-looks-to-kickstart-reindustrialization>

people before closing in 1974³⁷. The waterfront area in front of the 100-acre Arsenal site was a prime location to expand the North Delaware Riverfront Greenway, however the land management was complicated as it had been co-managed since the early 1980s by Hankin Management Company, the Philadelphia Industrial Development Corporation (PIDC) and the Pennsylvania Fish & Boat Commission.

In 2012, Bobby Henon became the district's councilman and introduced a bill to rezone the waterfront property to an industrial use. However, through multiple community meetings, it became clear that the residents of Wissinoming were more interested in a waterfront park than a manufacturing plant that would further pollute the area. Henon eventually dropped the bill, leaving the fate of the waterfront largely land in the hands of the PIDC.

In 2013, a major fire decimated the 300,000-square-foot meat-packing plant owned by Dietz & Watson in Delanco, New Jersey. With New Jersey offering Dietz & Watson more than \$30 million to move its headquarters there, PIDC made a deal with multiple landowners, allowing Dietz & Watson to expand into the Arsenal site and stay in Pennsylvania. The deal included nine acres of new waterfront parkland managed by Department of Parks & Recreation, which is today's K&T Trail. Dietz & Watson worked extensively with the PIDC on this trade to simultaneously secure the parkland while giving the company needed real estate to expand³⁸.

Phase 1 of the K&T Trail on the Wissinoming and Tacony waterfront opened in May 2017, spanning from the Frankford Boat Launch behind Dietz & Watson to Magee Avenue. The 1.15-mile trail is a segment on the North Delaware Riverfront Greenway as well as the Delaware River Trail, and is also a part of the Circuit Trails and the East Coast Greenway. The trail provides an additional 4.5 acres of open green space by including the section already built through Lardner's Point Park, a new park created in 2010, and following the path of the former Kensington and Tacony Railroad³⁹. This 12-foot-wide, multi-use trail is surrounded by two new acres of meadow, over 80 trees, 1,000 shrubs, 6,500 grasses and perennials, and a former railroad bridge that has been converted to a fifty-foot-long multi-use trail over the Wissinoming Creek.



Riverfront North Partnership spearheaded the outreach and programming for the planning process. An important goal of the K&T Trail planning process is to achieve the coexistence of trail with industry instead of contributing to the gentrifying forces that often lead to the displacement of existing businesses and residents. Though the trail is incomplete, this first phase illustrates the idea of “just green enough” – a notion coined by Winifred Curran, an associate professor of geography at DePaul University, that describes how city planners and park advocates can improve public space without triggering gentrification⁴⁰. Achieving “just green enough” involves collaborations between local government, industry and community groups, and a willingness of local stakeholders to allow industry to stay as an important part of the community⁴¹.

37. Ibid

38. Ibid

39. Yoon, Esther. “Ground Broken for K&T Trail Along the Delaware River” Philadelphia Magazine 2016 Retrieved from: <https://www.phillymag.com/property/2016/06/09/ground-broken-for-kt-trail-along-the-delaware-river/#wfxRZw3PsLEr98i.99>

40. Winifred Curran & Trina Hamilton (2012) Just green enough: contesting environmental gentrification in Greenpoint, Brooklyn, Local Environment, 17:9, 1027-1042, DOI: 10.1080/13549839.2012.729569

41. Jennifer R. Wolch, Jason Byrne, Joshua P. Newell, Urban green space, public health, and environmental justice: The challenge of making cities ‘just green enough’, Landscape and Urban Planning, Volume 125, 2014, Pages 234-244, ISSN 0169-2046, <https://doi.org/10.1016/j.landurbplan.2014.01.017>.

Phase two of the K&T Trail will extend from Lardner's Point Park north to the Tacony Boat Launch⁴² and south to the Bridesburg Riverfront Park, a ten-acre former industrial riverfront site that will be constructed in 2019. The vision for the 11-mile North Delaware Riverfront Greenway is becoming a reality as communities along the river are reconnecting to one another and to the river by a trail that respects the history of the area and encourages thriving industry in Philadelphia.

Best Practices from K&T Trail:

- Using the trail as a tool to help keep industry in Pennsylvania
- Cross-agency collaboration

Washington, DC

11th Street Bridge Park

Nonprofit in gentrifying area takes critical steps to create new public space that limits displacement and serves the needs of the local community

The Anacostia River divides the southern neighborhoods of Washington, DC. To the west are the economically booming areas of the Navy Yard and Capitol Hill, and the east is home to the Anacostia and Fairlawn neighborhoods, also known as Wards 7 and 8, that have experienced decades of disinvestment, coupled with the economic, racial and geographic segregation. Many of the communities east of the river are areas of low homeownership, as well as high poverty and unemployment. The most recent data from the American Community Survey reveal multiple census tracts with child poverty rates above 50 percent and unemployment rates above 20 percent⁴³. These two areas of the city are connected by the old 11th Street Bridge, which is planned to be transformed into the city's first elevated bridge park. The Bridge Park will span the Anacostia River, connecting the Navy Yard to Anacostia Park, providing a new venue for healthy recreation, environmental education and the arts.

11th Street Bridge Park is a project of the Ward 8 based non-profit Building Bridges Across the River at THEARC. The Bridge Park is committed to changing the assumptions around how new infrastructure development takes place, particularly in historically underserved communities. In its Equitable Development Plan, the Bridge Park acknowledges the potential for the construction of signature public parks to increase land values in surrounding neighborhoods, citing a recent HR&A economic impact study, which found that property values in comparable park developments increased by 5 to 40 percent. The nonprofit's goal is to ensure that the Bridge Park is a driver of inclusive development that provides opportunities for all residents by supporting the neighborhood's physical, environmental, cultural and economic health. To achieve this the Bridge Park is pre-emptively investing in the health and stability of the neighborhood before planning the park itself⁴⁴. This is made possible by a \$50 million grant from the Local Initiatives Support Corporation (LISC), a budget that most organizations or agencies do not have for planning new parks or trails. The 11th Street Bridge Project is an



42. The Circuit Trails Website, Retrieved from: <http://www.circuittrails.org/blog/kt-trail-new-community-space-along-delaware>

43. The Bridge Park and LISC DC “11th Street Bridge Equitable Development Plan” 2015

44. Ifana Jetha Noorani, Philadelphia, Panel Event MuraLAB: Arts, Infrastructure, and Equity, July 19 2018

important case study because it is unprecedented in its approach, however section three of this report will discuss many low cost methods for community engagement.

In order to serve as an anchor for equitable and inclusive economic growth, significant measures must be taken to ensure that residents and small businesses nearby will continually benefit from the success of this new public space. The 11th Street Bridge Park has four goals outlined in its Equitable Development Plan:

- Create a healthy community by establishing a safe place for residents to exercise and play
- Connect the community with the Anacostia River
- Reconnect the neighborhoods of Anacostia / Fairlawn and Capitol Hill / Navy Yard
- Generate new jobs and economic activity

In 2014, before these goals were set, the Bridge Park partnered with LISC's DC office, with over 30 years of local investment experience, to help form the Equitable Development Task Force, aimed at ensuring that the Bridge Park had a solid foundation of data on neighborhood demographics, from which staff could make well informed recommendations. The group consisted of research and planning experts, who reviewed background data of the surrounding area and helped guide the formation of the Equitable Development Plan⁴⁵.

During its first year, the Task Force held meetings with community members and stakeholders, government officials, business owners and policy experts to identify actionable recommendations that the Bridge Park and its partners can take in three areas: Workforce Development, Small Business Enterprise and Housing. Through these meetings, the Task Force identified specific strategies within each of the three areas and created actionable recommendations outlined in the Equitable Development Plan. Each recommendation has a detailed timeline of action steps, as well as a budget and collaborative partner list that have been suggested by the community. See Appendix A to learn more about the action steps for achieving these strategies.

Workforce Development

Strategy 1: Pre-construction phase hiring

Strategy 2: Post-construction phase hiring

Small Business Enterprises

Strategy 1: Support and nurture a thriving network of small businesses that operate on the Bridge Park following construction

Strategy 2: Leverage the 11th Street Bridge Park to build and sustain small businesses in the surrounding community

Strategy 3: Ensure the Bridge Park is deeply connected to business corridors on both sides of the Anacostia River

Housing

Strategy 1: Collect, organize and disseminate resources and information regarding housing opportunities to residents in the Bridge Park Impact Area

Strategy 2: Work with city agencies and existing non-profits on strategies to preserve existing affordable housing (rental and ownership) and leverage existing public and private resources to build new affordable housing near the Bridge Park

Strategy 3: Engage and participate in partnership with those in the housing community to support and advocate for policies that preserve existing affordable housing and spur the creation of new affordable units within the Bridge Park Impact Area

45. The Bridge Park and LISC DC "11th Street Bridge Equitable Development Plan" 2015

From the beginning, community engagement and feedback have driven the goals and conceptualization of the Bridge Park. During its first two years the Bridge Park conducted hundreds of neighborhood meetings on both sides of the river, leading to the identification of programming concepts for the design of the park. Some of these community generated programming ideas include: outdoor performance spaces; playgrounds; urban agriculture; classrooms to teach students about river systems; public art that tells the rich history of the region; and kayak and canoe launches. Over the last couple of years the organization has held fun outdoor events at Anacostia Park to generate more interest in the space on the east side of the river, and gather more feedback about how to program the future Bridge Park⁴⁶.

By following a community-driven and vetted process, the Bridge Park hopes to be a model of how the public and private sectors can invest in and create world-class public space equitably. While the original plan predicted that construction would begin in late 2017, the Bridge Park has decided to respect the community process and allow more time for the community-based investments to create visible changes and improve the lives of people living on the east side of the river⁴⁷.

Best Practices from 11th Street Bridge Park:

- Systems thinking: addressing pressing needs of the community before planning the park
- Consistent community involvement from the beginning through Equitable Development Task Force
- Data-informed decision making
- Programming events in the space before the project has begun to promote community involvement

Examples of Successful Programming for Inclusive Trails

The case studies above provide helpful examples of how to promote inclusionary trail planning in both dense urban areas and industrial spaces with fewer residents. One planning tool that is used across case studies is programming to involve residents in both the planning process and in the trail post-construction. Below are examples of programming in Philadelphia, Camden and Washington DC that have successfully engaged communities in their neighborhood trails.

I Bike Camden, I Walk Camden, I Paddle Camden, Camden New Jersey

I Bike Camden, I Walk Camden and I Paddle Camden are all separate programs put on by Connect the Lots (CTL), a community-driven initiative to activate Camden's vacant and underutilized spaces through artistic, cultural, and recreational activities. These activities include movies, concerts, exercise classes, art installments and markets. The goals of this placemaking initiative are to engage residents in neighborhood change, create active and safe spaces, and to bring vibrancy to Camden's corridors and public spaces. CTL was a collaboration between Cooper's Ferry Partnership and the City of Camden and was piloted in 2014-2015 in the North Camden and Cooper-Grant neighborhoods. Since that time, CTL has expanded to more neighborhoods, incorporating themes of health and sustainability in its programs. In 2017, CTL activated 9 open spaces with more than 13,000 Camden residents and visitors participating in CTL programs, enjoying music and other talent that was sourced 65% from Camden residents⁴⁸. CTL partners with other Camden-based programs like Get Healthy Camden and the Camden SMART Initiative.

46. Irfana Jetha Noorani, Philadelphia, Panel Event MuralLAB: Arts, Infrastructure, and Equity, July 19 2018

47. Ibid

48. Cooper's Ferry Partnership, Connect the Lots Annual Report 2017 Retrieved from: http://www.connectthelotscamden.com/uploads/6/2/8/5/6285355/ctl_2017_final_report.pdf

I Bike Camden aims to showcase the trail network in and around Camden through community bike rides that are accessible to people of all ages. The rides are fully supported, and CTL helps people without bikes to rent bicycles for just \$1/hr. The route is posted online before the event to encourage people to come and learn about the trails. I Walk Camden is also a free and fully supported walk with snacks and refreshments, and sometimes even a special guest like the Mayor of Camden Francisco Moran⁴⁹. These events usually highlight certain neighborhoods in Camden, encouraging people to be outside and spend time with their neighbors. CTL hosts I Paddle Camden to reconnect people to the Cooper River and Newton Creek through recreational paddle days. The program partners with UrbanTrekks which provides the canoes, paddles, and life jackets.

Gearin' Up Bicycles, Washington DC

Gearin' Up Bicycles is a non-profit community bicycle shop located on the Metropolitan Branch Trail in Washington DC. The organization provides youth from underserved communities with job training and experiential education through multiple career development programs, and also encourages participants to bike as a form of exercise and a means of transportation. Through two earn-a-bike programs, a job training program and a pop-up bike shop, participants learn in-depth bicycle repair and customer service skills essential to entry-level jobs. The programs serve people between the ages of 11-24, and provide access to quality, affordable, used bicycles and hosts various community outreach programs throughout the year.

Gearin' Up was founded in 2012 in response to the opening of the Metropolitan Branch Trail, which was created without sufficient input from the surrounding community in the Brentwood and Bloomingdale neighborhoods. The opening of the trail coincided with an increase in development in the surrounding neighborhoods, from new housing to new bike facilities, and the ensuing increase in property values. Certain members of the community felt that the trail was built only for the people gentrifying the neighborhood and felt unwelcome in the space. After opening, the trail experienced a high rate of muggings and vandalism, further exacerbating the disconnect between long-time residents of the area and the trail⁵⁰.

Gearin' Up was opened on the trail with the goal of connecting the community to the Metropolitan Branch Trail. Their "Gear Head" program employs youth to be trail ambassadors, helping with trail upkeep and free basic bicycle maintenance for bicyclists on the trail. Sometimes the Gear Heads will pass out water at events or give our popsicles or bike decorations to trail users. In addition to a stipend, participants also earn a bike through the program which they use when they are on trail duty⁵¹.

The programs are funded by the revenue from the full-service community bicycle shop where bicycles are refurbished and sold, and where the community can come to enjoy workshops and other outreach events. The program has been a success since the shop opened on the trail in 2013. Sterling Stone, the Executive Director of Gearin' Up who has been with the organization from the beginning, explained how the organization did not start with a grant but solely from volunteer work. A Kickstarter campaign raised \$14,000 to open the shop and grew their revenue from \$12,000 to \$80,000 in their first year. After their first year they received grant funding from a variety of sources, including Washington D.C.'s Vision Zero initiative and the District Department of Transportation, and outreach fundraising campaigns. Currently their annual budget is 48% shop revenue, 46% grants, and 6% individual giving⁵².

The shop also has created jobs in the neighborhood. Gearin' Up started with 3 part time jobs created in the shop, and within six months that changed to two full time positions and one part time position. Five years later they have four full time adult staff, two full time youth positions and six part time youth positions, and they are only planning to grow. Within the next two years they are expecting to double their staff when they expand to

49. Cooper's Ferry Partnership, Connect the Lots Website Retrieved from: <http://www.connectthelotscamden.com/i-walk-camden.html>

50. Sterling Stone Conversation July 24, 2018

51. Gearin' Up Bicycles Website Retrieved from: <http://gearinupbicycles.org/youth-programs/our-programs/>

52. Sterling Stone email to Julia Raskin, Oct 3, 2018

another location in the SE quadrant of the city where to serve another underserved trail area⁵³.

Though not located directly on a trail, Philadelphia's Neighborhood Bike Works is a non-profit on Lancaster Avenue in West Philadelphia that shares many of the values and vision of Gearin' Up. They have partnered with other organizations on trail projects such as the 58th Street Greenway, described in the case study above, and are a great asset to the city's biking community.

Trail Ranger Program, Washington Area Bicyclist Association

The Trail Ranger program employs both youth and adults in Washington, DC as trail ambassadors who offer a friendly and helpful presence during the spring and summer months on city trails. The team of rangers covers approximately 25 miles of trail, helping with upkeep, trail user assistance and community engagement. Rangers pull trailers stocked with tools to help patch a flat, provide a quick fix, dish out maps and directions, prune branches or clear up glass and debris. They work directly with city agencies to keep the trails in good condition, making them more approachable, enjoyable, and dependable for transportation and recreation⁵⁴.

Regular maintenance efforts and consistent outreach events include morning coffee outreach, trail rides, and activity days with local organizations. Rangers also help plan and lead clean up events and assist with other WABA events as needed. Each team member has a role and is individually responsible for an operational project, including: team bike maintenance, tools maintenance, and reporting. This year was the sixth season of the Trail Ranger program, which has been a huge success. Not only does the program improve trail maintenance and user support, but it also provides professional development for team members and helps them to find jobs after the summer⁵⁵. The program is made possible through a grant from the District Department of Transportation's Urban Forestry Administration⁵⁶.

Alliance for Watershed Education Delaware River Fellowship Program

The Delaware River Fellow Program places young people at a variety of nonprofits and environmental centers in the Alliance for Watershed Education to help protect and restore the Delaware River Watershed. The program focuses on employing youth from communities that are underrepresented in the mainstream environmental movement. Each center hosts one or two fellows for twelve weeks during the summer with the goal of increasing engagement and action toward environmental restoration and conservation. Some duties and activities involve leading guided trail hikes, working on a riverfront dock, and biking with a "Mobile Nature Center" to engage with visitors at the environmental centers. Fellowships finish in a Capstone Summit where each Fellow presents their research, findings, and experiences⁵⁷.

The Delaware River Fellows program began two years ago and doubled in size only in its second year. The program is made possible by a generous grant from the William Penn Foundation. While the program is still young, the dozens of Fellows that have gone through the program have done great work for their centers and furthered their careers in the environmental field. Fellows support other nonprofits outside of their centers as well, helping with basic tasks and making connections with their broader community. This program is an example of how to successfully engage youth from communities of color and encourage them to seek work in the environmental field.

53. Ibid

54. Sandstrom, Ursula. "End of Year Report: A Trail Ranger Sort of Season" 2018 Retrieved from: <http://www.waba.org/blog/tag/trail-ranger/>

55. David Sterling Conversation July 24, 2018

56. Sandstrom, Ursula. "End of Year Report: A Trail Ranger Sort of Season" 2018 Retrieved from: <http://www.waba.org/blog/tag/trail-ranger/>

57. Alliance for Watershed Education Website Retrieved from: <https://www.watershedalliance.org/education/fellows/>

The Tookany-Tacony-Frankford (TTF) Watershed Partnership “Creek Mobile”

The TTF Watershed Partnership in Philadelphia is an education and advocacy organization whose mission is to improve the health and vitality of the Tookany-Tacony-Frankford (TTF) Watershed by collaborating with local municipalities and working with the community on education, stewardship, restoration, and advocacy initiatives. Most of their work takes place on the Tacony Creek Park Trail, which connects people to the park and provides the opportunity for onsite education about the watershed. However, the TTF Partnership does not have access to a building that can house these trail oriented educational programs, so they had to get creative⁵⁸.

Over the summer of 2017 the TTF Partnership introduced the Creek Mobile, a cargo bicycle that works as a mobile environmental education center that can ride along the Tacony Creek Park Trail. The Creek Mobile is full of fun activities and community resources, and can be set up as a pop-up watershed education classroom. Visitors can learn about the creek, the plants and animals and ways to help protect the park and the watershed. During its first summer in the field the Creek Mobile engaged over 150 adults and children, and taught people about how the water cycle works and where their drinking water comes from. This mobile nature center also supports other programs with the TTF Partnership such as seasonal trail ambassadors and the Roving Naturalists who lead guided nature walks in the park. These educational programs help people understand how they can improve the health of the creek, and why it is unsafe to swim in the water⁵⁹.

The Creek Mobile program is supported by the Joseph Robert Foundation and the William Penn Foundation’s Alliance for Watershed Education initiative. The TTF Partnership’s educational programs are also in partnership with the Philadelphia Water Department⁶⁰.

Section 3: Tools for Planning in Community

This section of the report will introduce concepts and tools that can help organizations and agencies to build inclusive trail planning processes in which the neighbors of a trail feel welcome and encouraged to participate. These tools are important for the equitable development of green spaces where people feel comfortable spending time and building connections with one another. This approach is also applicable to building ongoing programming on trails that promote the space as a community asset, which is addressed towards the end of this section. The content will focus on supporting demographic groups that are traditionally underrepresented on trails and at planning meetings. These groups include but are not limited to people of color, low-income people, immigrants, people with limited knowledge of the English language, and people with disabilities.

One of the outreach methods that the report will draw upon is community organizing. While most trail projects will not employ the entire spectrum of community organizing tactics, there are many tools that can support a community planning process through partnership building and leadership development. After discussing community organizing principles and tools, this section will also cover event logistics and trail implementation. The final discussion deals with institutional change and explains how the success of an inclusive planning process depends on the willingness of planners and advocates to both prioritize community outreach work and acknowledge the personal and organizational biases that limit this work.

Community Organizing for Trail Planning

Community organizing is a process by which people who live in proximity to each other coalesce to act in their collective and shared self-interest. The goal is to generate collective power to influence key decisions that will affect their community. Community organizers facilitate this process by working with existing local leaders, developing new local leaders and building coalitions around a specific cause⁶¹.

“For people to turn shared values into action, they must learn how to identify, recruit, and develop leadership; they must learn to build community around that leadership; and they must learn to draw power from that community. Organizers challenge people to act on behalf of shared values and interests. They draw people together in new relationships that enable people to gain new understanding of their interests, and they help people develop new resources and new capacity to use these resources for the collective benefit.” - Marshall Ganz

Community organizing principles and tools can support an inclusive trail planning process by empowering neighbors to take ownership over their public space and shape the trail to reflect the needs and desires of the neighborhood. While not every organization has a community organizer on staff, these tools are useful to anyone working on community outreach and engagement for a neighborhood project. The organizing tools discussed here will be: forging alliances, building a base, establishing buy-in, and developing leadership⁶².

Forge Alliances and Building a Base

Traditional urban planning methods have historically included “public outreach” while lacking a sensitivity to inclusion of disenfranchised groups. The lack of understanding regarding real inclusion strategies will mean that a trail project coordinator will likely have to build awareness and trust WITHIN their organization regarding the planning process. Too often planning processes are resource limited, and the work can take time to yield results. A critical resource is patience, but be confident that as project alliances are built the organization’s social capital will grow and community trust will improve and in the end, project success will be enhanced.

61. Bobo, Kimberley A, Jackie Kendall, and Steve Max. Organizing for Social Change: Midwest Academy Manual for Activists. Santa Ana, Calif: Seven Locks Press, 2001. Print.

62. Ganz, Marshall. “Organizing.” In George R. Goethals, Georgia J. Sorenson, and James MacGregor Burns, eds. Encyclopedia of Leadership. 2004, Vol. 3. Thousand Oaks, CA: Sage.

58. Julie Slavet Conversation October 3, 2018

59. Irizarry, Robin. The Creek Mobile arrives in Tacony Creek Park. Tookany/Tacony-Frankford Watershed Partnership Website. Retrieved from: <https://ttfwatershed.org/2017/09/07/the-creek-mobile-arrives-in-tacony-creek-park/>

60. Ibid

Once alliances are forged, an organization or agency can begin to build a base of people who can be called upon to promote and participate in trail planning or programming. Below are steps to support alliances and base building in your community.

Attend community events as a representative of your organization or agency. Arrive with no specific agenda other than to get to know the attendees and learn about their priorities for the neighborhood. If possible, do not wait until a project is already underway.

Conduct door-to-door outreach. While this may take extra time, trails are place based projects that can benefit from the participation of people who live in the immediate vicinity. Spending time on the street talking to residents may be a great avenue to increasing participation and identifying community leaders.

Set up one-on-one meetings with existing or potential community leaders to learn about their work, their relationship to the neighborhood, and their self-interests. The first meetings should be relational, which means that the purpose of the meeting is to build a relationship and learn about one another. Subsequent meetings can be transactional, which means that they have a specific request of the person such as attending or promoting an event. See Appendix A for more information on how to have a successful and fruitful one-on-one meeting⁶³.

Approach all conversations with the intent to listen to people's experience and to acknowledge their expertise in their community. Ask clarifying questions about their stories instead of making assumptions about their experience.

Listen for self-interests to understand how your work can align with their priorities. The next section on establishing buy-in will elaborate on the concept of self-interest.

Acknowledge any past history that your organization or agency has in the community. Even if this history is before your time, or far in the past, these histories can stay alive in the community and inhibit the capacity for alliance building.

Always follow up with the people you meet. Send a thank you note with the information referred to during the meeting, or acknowledging something important that they said. This illustrates consistency, reliability, and care for the relationship you are building.

Establishing Buy-in

Learning how to establish community buy-in begins during the alliance building phase when shared self-interests are established. While "self-interest" sounds singular and even selfish, people often consider their needs within the context of their relationships. It is the job of the person doing outreach and engagement to identify common threads of self-interest within a community to find the shared interests. Themes of self-interest include personal, professional, or moral.

"My real dream is that everybody will see their self-interest tied up with someone else, whether or not they see them, and see that as an opportunity for growing closer together as a culture and as a world." - Majora Carter

Creating buy-in is possible when those self-interests are aligned with the trail project through a tangible outcome. While advocates and designers believe in the inherent value of trails, these values may not be shared or be widespread across communities. Through supporting a community-driven process to identify and design the tangible outcome that will create buy-in, practitioners will challenge common assumptions around how and why people use trails.

63. Bobo, Kimberley A, Jackie Kendall, and Steve Max. Organizing for Social Change: Midwest Academy Manual for Activists. Santa Ana, Calif: Seven Locks Press, 2001. Print.

A common example of this step is designing programs that reflect the needs of the community. For instance, if through attending events and one-on-one meetings it is apparent that a shared community self-interest in a trail is improving physical health, the organization or agency can host an event to better understand this goal and how residents hope to use the trail to improve their health. Joining an existing event like a community fair can improve the visibility of the project while also conserving resources. The goal of this event is to gather information from residents and community institutions, and to illustrate that each person has a voice in shaping the program that will make the new trail useful to them.

While it may be helpful to bring examples of other programs to inspire new ideas, it is important to arrive to the meeting ready to listen and without a prescribed solution. Provide clarity by stating the purpose of the project and the goals of the event, setting the tone for a productive meeting. However, prescribing designs or programs early on in the process can erode trust and lead to a sense of paternalism that mirrors traditional planning practices which assume that the planner is the only expert in the room. Begin by leading with community ideas in order to foster a more bottom-up planning process that encourages community ownership over the project. Below is a summary on the considerations described above for creating buy-in:

1. Identify common threads of self-interest to find shared community interests
2. Seek to understand the value of the trail to community members and be open to challenging common assumptions around how and why people use trails
3. Work directly with the community to design tangible outcomes that align with their shared self-interests
4. Lead with community based ideas and avoid pre-made plans or designs

"If you want to move people, it has to be toward a vision that's positive for them, that taps important values, that gets them something they desire, and it has to be presented in a compelling way that they feel inspired to follow." Rev. Martin Luther King Jr.

Leadership Development

A community is stronger when it has more leaders, and they can be found throughout organizations and communities. In this context, leadership development means promoting a web of interdependent leaders who support others in developing as leaders. This section refers to leadership development not as a program, but as a community engagement practice that seeks to build political power within a the community by tapping into the expertise and energy of local residents.

Organizations can identify, support, and build relationships with emerging and existing community leaders. Marshall Ganz describes this type of leadership as a "practice" as opposed to the common definition of a leader as a "position." History has shown that positional leadership, otherwise known as hierarchy, where one person leads the masses, can lead to abuse of power and sometimes even tyranny.

As Marshall Ganz states, "We're approaching leadership as a practice, not leadership as a position...It's about accepting responsibility for enabling others to achieve purpose under conditions of uncertainty."

Community organizing develops leaders who can mobilize others to build political power by inspiring them to think differently and dream bigger. Through this approach they will challenge others to work collaboratively towards new ideas. This type of leader is rooted in community relationships, and promotes a more grassroots strategy for cultural change⁶⁴. For trails, the task of a leader is to promote the space as a community asset while

64. Ganz, Marshall; Jenkins, Toby. Building Community Cultural Leadership, Cultural Organizing 2013 Retrieved from: <http://culturalorganizing.org/tag/marshall-ganz/>

enabling others to do the same.

It is not always easy to identify leaders within the community who can support a community planning process for a local trail. Below are suggestions from the Midwest Academy Manual for Activists to help identify potential leaders⁶⁵.

1. Natural leaders are respected in the community and have a network of people who trust them. This network should reflect the community that your organization or agency is trying to engage. Leaders are already motivating people in some way, whether that is through organizing parties on their block, being a part of a coalition or working with an organization that has a membership. Look for leaders who already have followers.

2. Sometimes leaders can be identified, but often they must be developed. Instead of just noticing those who have had the opportunity to express some level of leadership, invest resources to build confidence in people who may not have considered themselves leaders in the past.

3. People follow leaders that share their values and often their identities. Make sure that the cadre of trail leaders reflects the the multiple identities and demographics that exist within the community that the trail will serve.

4. Both “task” and “maintenance” leadership are needed to succeed. Task leadership consistently aims to get specific tasks done within a time frame. Maintenance leadership cares about the emotional state of the group and the individuals involved. A task leader might set the agenda and recommend objectives, while a maintenance leader might actively listen to people’s ideas and include everyone in discussions.

5. Seek specific qualities in leaders and be open to developing their skills. Qualities are embedded in people, while skills can be taught over time. The qualities that leaders need are: commitment to the cause, honesty, positive outlook and confidence. Some of the skills that leaders can be taught are: listening, diplomacy, recruitment and personal organization.

Leadership development begins once leaders have been identified within the community. While it is possible to find natural leaders who need less guidance, or people who have developed their leadership skills in another organization, many people need support in order to lead others. One of most influential initiators of leadership development was Ella Baker, a hero of the civil rights movement who grew leadership capacity through the Student Nonviolent Coordinating Committee-- a group that played a key role in the freedom rides, the 1963 March on Washington, the Selma campaigns and other historic events. Baker stressed the need to develop people’s capacities to organize themselves by actively working to keep people informed and empowered. She argued that strong people do not need a strong leader, but an organization that can provide mutual aid and solidarity⁶⁶.

Leaders frequently emerge from within communities without the help of outside forces, and trail advocates can tap into that expertise and energy by providing leaders with extra resources or connections. When organizations support community leaders to strengthen their networks and to recruit others for their cause, local capacity increases and the organization becomes less necessary to the long-term success of a project. On the next page are steps to help your organization or agency cultivate leadership within the communities that will benefit from a trail in their neighborhood⁶⁷.

65. Bobo, Kimberley A, Jackie Kendall, and Steve Max. Organizing for Social Change: Midwest Academy Manual for Activists. Santa Ana, Calif: Seven Locks Press, 2001. Print.

66. Payne, Charles. “Ella Baker and Models of Social Change.” Signs, vol. 14, no. 4, 1989, pp. 885–899. Retrieved from JSTOR, www.jstor.org/stable/3174689

67. Bobo, Kimberley A, Jackie Kendall, and Steve Max. Organizing for Social Change: Midwest Academy Manual for Activists. Santa Ana, Calif: Seven Locks Press, 2001. Print.

- **Start with self-interest.** Make sure that the person you are working with feels that they are getting something valuable in return for their work. Aside from the value of the trail, consider everything that someone might achieve by being a leader: recognition, new skills, respect, excitement, social activity, career opportunities or networking.
- **Offer people meaningful roles** in order to build commitment and illustrate how they are important to the trail’s success. Some examples are posting to social media, taking meeting notes, or flyering the neighborhood. Provide opportunities for new members to hone their capabilities. Develop a simple system to train people to take on new roles.
- **Use strong leaders to train others.** Build leadership development into every position to avoid one person becoming “irreplaceable.”
- **Practice evaluations.** Regularly give positive, productive, and informational feedback to individual leaders and groups of participants.
- Consider if **rotating roles** would be helpful to maintain productivity, interest and excitement in the trail.
- Encourage leaders to **set personal leadership development goals**, and use those goals to influence the organization’s project goals.

With these community organizing tools, trail advocates and designers can build support for neighborhood trails that will last beyond construction and through the life of the trail. However, it’s important that these tasks are not assigned to someone who does not have the time in their schedule to execute them appropriately and fully. Rotating roles or sharing responsibilities with other people may alleviate this problem. When community organizing work is left half done it can erode trust in the organization or agency. For this work to be considered genuine there must be consistency and follow through at every step.

As each community is different, it is also important to consider how these tools can be best employed in the neighborhood you’re working with. The next section of the report will discuss ways that planners and organizers can learn about who lives in their communities, and which demographics have been underrepresented in local planning initiatives.

Tools for Understanding Your Community

Using Data

Every neighborhood has a different community made up of specific demographic groups reflecting level of income, race, ethnicity, age and level of education. In addition to demographics, every place has a different history to consider when embarking on a new planning initiative. Before beginning an outreach process, make sure to be diligent in researching the history of the neighborhood and who currently lives there. Start by looking at Census data, and compare those figures to who you regularly see at planning meetings or using the trail⁶⁸. Ideally a local institution will have done some research on the demographics of the neighborhood that can help you identify the groups you want to engage in the trail planning process. Remember that some groups may not be represented in the summarized census data, for example people with physical or developmental disabilities. Contact local institutions that work with people with disabilities to find out how to engage those community members.

The Delaware Valley Regional Planning Commission recently created an equity analysis for the greater Philadelphia region that can serve as a resource to identify populations of concern. The analysis formulated Indicators

68. Use American Fact Finder at <https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

of Potential Disadvantage (IPD) that is incorporated into an interactive mapping tool of the region⁶⁹. Using this data to inform the planning process for neighborhood trails can elucidate which groups may not be represented in the process otherwise. See Appendix B to access the mapping tool and additional information on this study.

The Bicycle Coalition of Greater Philadelphia used the DVRPC data set to analyze the Circuit Trails network and better understand the impact that upcoming trails will have on citizens of the 9-county Greater Philadelphia Region. Looking at equity, length, population, and connectivity, the study seeks to determine where trail building should be prioritized based on which projects are funded and where residents are in need of new trails⁷⁰. This analysis can help the Circuit Trails Coalition to identify which upcoming trail segments can have the most positive impact to their nearby communities, and plan accordingly. See Appendix B for the study.

The Capital Trails Coalition (CTC) in Washington, DC underwent a similar analytical process, using the results to prioritize new trails in the metropolitan area. They prioritized projects using a threefold criteria. The criteria required that the trail intersect the boundary of high-population-density areas with low-income communities of color that are also designated Metropolitan Washington Council of Governments (MWCG) Activity Centers, where MWCG recommends that growth be concentrated. Additionally, CTC asked each member jurisdiction to submit their own top trail development priorities. The CTC then overlaid the two lists. The end result was 40 featured trail projects, some of which are "Stated Jurisdictional Priorities," "Planned Trail Analysis Priorities," or both⁷¹.

For other data resources, see Appendix B.

Community Mapping

Additional exercises can help organizations and agencies to better understand the communities that they work to serve. One practice is "community mapping," an exercise that uses data to identify community assets and potential partners in project planning. The objective is to create a map that highlights the people, physical structures, organizations, associations and institutions within a defined area that provide resources designed to benefit the overall community. For each asset or partner, answer the following questions:

- What is the name of the organization/partner?
- Who do they benefit within the designated area?
- How do they benefit those people?
- How can they benefit your project?
- What is the best contact Information to reach them?

Some of these assets or partners may be easy to identify immediately, such as community centers or churches, and it can be helpful to begin outreach to individuals at those institutions. However many resources are less obvious, and only become clear once a member of the community shares this information. This map becomes more detailed as outreach continues, relationships are built and the connection between your organization and the different community leaders are strengthened. It is important to remember that the map is a living document – it is never fully complete because the different players that make up a community can change.

Employing Social Justice Frameworks

Social Justice Frameworks are other tools to help contextualize a trail or park project within its community. Similar to community mapping, a social justice or equity framework will ask probing questions about the project to help organizations to understand how the project may impact the surrounding community. Below is an

69. Delaware Valley Regional Planning Commission Equity Analysis for the Greater Philadelphia Region, Retrieved from <https://www.dvrpc.org/web-maps/IPD/>

70. Bonarek, Leonard. We Analyzed Upcoming Trails For Community Impact. Bicycle Coalition of Greater Philadelphia Blog, Retrieved from: <https://bicyclecoalition.org/we-analyzed-upcoming-trails-for-community-impact/>

71. Liz Thorstensen email on December 13, 2018

adapted framework from the Midwest Academy that asks questions about the goals, organizations, constituents and tactics for a trail project. The original framework can be found in Appendix C.

Goals	Organizational Considerations	Constituents and Allies	Tactics
<p>Long Term:</p> <p>Are you challenging traditional assumptions about trail users?</p> <p>Are you planning the trail for the current residents of the neighborhood?</p> <p>Intermediate or Short-term:</p> <p>Will the trail impact some groups differently than others?</p>	<p>What you have/need:</p> <p>Does leadership reflect your constituency?</p> <p>How will you engage all impacted communities in goal-setting?</p> <p>How will staff be supported to carry out set goals?</p>	<p>Building Support:</p> <p>Are you building multiple constituencies?</p> <p>Are there factors that make it difficult for certain groups to participate?</p> <p>What are the cultural factors to consider?</p> <p>Does the trail project have opponents?</p>	<p>Outreach and Engagement:</p> <p>Are your tactics culturally appropriate?</p> <p>Do your tactics work to build community around the trail?</p> <p>How will your tactics be received by the community you hope to engage?</p> <p>How will you talk about inclusion and equity on the trail?</p> <p>Will you need translation?</p>

Another helpful and similar tool is the Racial Equity Impact Assessments by Race Forward that can be found in Appendix D.

Is My Community Prone to Gentrification?

As discussed earlier in the introduction, neighborhoods across the nation are facing threats of gentrification as urban populations continue to grow. Increasing property values may be exacerbated or accelerated by new capital improvements such as a trail or park. It is important for planners and organizers to consider these economic and social factors, and the potential for "green gentrification" before beginning community outreach and engagement for a capital project. Some cities like Philadelphia take a proactive approach by conducting a policy inventory of existing protections to prevent displacement, such as tax assistance programs or long time owner occupant programs⁷². Acknowledging this risk and proactively working with the community and the local government on mitigation strategies will be key to the long term success of the project for the residents that live in the area.

The Prevention Institute has compiled a list of risk and resilience factors that contribute to and work against gentrification. Consulting this list can help organizations understand if a neighborhood is under threat of gentrification, and what factors may contribute to or safeguard against displacement in the future. While this list is not exhaustive, each factor represents an opportunity for intervention to support public health and prevent displacement from occurring⁷³.

72. Haver, Lance. PROPERTY TAX ASSISTANCE PROGRAMS AVAILABLE FOR PHILADELPHIA HOMEOWNERS. PHL Council News 2017 Retrieved from: <http://phlcouncil.com/phl-property-tax-assistance-programs>

73. J. Aboelata, Manal; Bennett, Rachel; Yañez, Elva; Bonilla, Ana; Akhavan, Nikta; "Healthy Development without Displacement: Realizing the Vision of Healthy Communities for All." Prevention Institute, 2017

	COMMUNITY LEVEL	INDIVIDUAL LEVEL
<p>Risk factors</p> <p>for displacement are the conditions or characteristics of individuals, neighborhoods, and society associated with increased susceptibility to displacement.</p>	<ul style="list-style-type: none"> • Geographic adjacency to high-value or gentrifying neighborhoods³² • High proportion of renter-occupied housing^{33,34,35} • Lack of strong tenant protection policies, especially rent control³⁶ • Little to no subsidized public housing stock³⁷ • Existing public transit infrastructure³⁸ • Public infrastructure developments (e.g., new transit in historically divested communities)³⁹ • Low density development that could be made more dense⁴⁰ • Speculative real estate practices⁴¹ • Selective or spot zoning that grants zoning exceptions or variances on a project-by-project basis⁴² • Real and/or perceived improvements in community safety⁴³ • Concentration of low income households and non-White populations^{44,45} 	<ul style="list-style-type: none"> • Low income or rent-burdened households^{46,47} • Lack of home/property ownership⁴⁸ • Lack of household wealth⁴⁹ • Low levels of educational attainment^{50,51} • Unemployment, under-employment, or barriers to employment (e.g., lack of child care, physical or mental impairment, history of incarceration, language barrier)⁵²
<p>Resilience factors</p> <p>against displacement counteract risk factors and bolster community stability and health, helping to proactively prevent displacement.</p>	<ul style="list-style-type: none"> • Equity as a guiding principle for all land use decisions⁵³ • Meaningful community engagement in planning and decision-making processes⁵⁴ • Community connectedness and collective efficacy⁵⁵ • Community organizations that organize residents, build their capacity and leadership skills, and/or produce or preserve affordable housing⁵⁶ • High proportion of owner-occupied housing and businesses⁵⁷ • Monitoring and enforcement of strong tenant protection policies⁵⁸ 	<ul style="list-style-type: none"> • Opportunities for meaningful community engagement in policy-making, planning, and budgeting processes⁵⁹ • Opportunities to strengthen and grow financial and social capital⁶⁰ • Home/property ownership⁶¹ • Intergenerational household wealth⁶² • Job/income stability and good paying wages⁶³

As a response to these risk and resilience factors, Prevention Institute has a Spectrum of Prevention to outline the ways to avoid displacement and promote public health in a community that is at risk of gentrification. This framework uses a comprehensive strategy, outlining six levels of complementary actions ranging from policy and institutional change to individual and community engagement. The levels are not isolated but are instead interrelated and inform one another. For example, the educational efforts work in service of policy reform while the policies and organizational practices are responsive to the needs and experience of communities. Using the Spectrum, trail advocates and planners can strategically position their efforts within a broader movement and identify the types of work and partnerships needed to build a trail that will have a long-term positive impact on the surrounding communities⁷⁴.

The Spectrum of Prevention illustrates that a good solution solves multiple problems. Solutions to displacement do not come from one organization or agency— they come from a collective capacity created by policy makers, agencies, developers, community members and advocates working on a range of issues that address risks and reinforce resilience. Groups that collaborate on issues of mutual concern have a stronger impact when the individual contributions represent a diverse set of issues and skills⁷⁵.

Below is an illustration of the Spectrum of Prevention. To learn more about how each level works, read Healthy Development without Displacement by the Prevention Institute in Appendix E.



Key to any strategy that works to achieve development without unintended resident displacement is involving residents early and often throughout the process. In a report about the unintended consequences of development, the National Environmental Justice Advisory Council (NEJAC), a Federal Advisory Committee to the U.S. Environmental Protection Agency, provides six recommendations. Within those recommendations NEJAC states that “all stakeholders should have the opportunity for meaningful involvement in redevelopment and revitalization projects,” and encourages “an initial neighborhood demographic assessment and a projected impact assessment regarding displacement at the earliest possible time in a redevelopment or revitalization project⁷⁶.” See Appendix E for the full set of recommendations.

74. J. Aboelata, Manal; Bennett, Rachel; Yañez, Elva; Bonilla, Ana; Akhavan, Nikta; “Healthy Development without Displacement: Realizing the Vision of Healthy Communities for All.” Prevention Institute, 2017

75. Ibid

76. National Environmental Justice Advisory Council. “Unintended Impacts of Redevelopment and Revitalization Efforts in Five Environmental Justice Communities” 2006

Appendix E includes a set of tools called “Dealing With Gentrification: A Tool Kit for Equitable Development.” This local policy toolkit helps practitioners understand which policies to prioritize when combating displacement depending on the attributes of the neighborhood.

Planning Events

Before planning a community outreach event it is important to consult the data, begin community mapping, and employ equity frameworks to best understand the community surrounding the trail. These steps will clarify who lives in the community that the trail will serve, which will guide the location, promotion and activities of the event. Consulting the people who are in alliance with your organization during the “establishing buy-in” phase of outreach is a proactive way to determine the type of event that will be culturally and logistically appropriate. Below are steps to consider while planning an outreach event.

Origins of Event

As is evidenced from the case studies, the best origin of a project is from the community itself. However, that is not always how trails are planned, and it is important to consider how to build support for a trail through culturally appropriate events. As mentioned above, it is proactive to ask the people who will be in the project’s base of supporters what aspects of the event would encourage them to attend. Through these conversations you may find that community leaders or institutions want to be an active part of the event. If that is not the case, consider deliberately asking people who are showing a high level of interest in the project to take an active role during a one-on-one meeting. This will allow for some community ownership over the event, and will ensure that you have direct input from residents or community leaders. This level of buy-in may also signal to other people in the neighborhood that your organization is trusted.

If you are asking someone to volunteer their time for the project, consider what their self-interest is in the event and what your organization can do to incentivize their donation of time. Their time is valuable and acknowledging this can go a long way in building a relationship with someone who is invested in the trail. Some examples of incentives are monetary stipends, transit passes, gift cards and offers to promote or participate in their events or initiatives.

Outreach for Events

Outreach for public events is often an afterthought in the planning process. However, this can be a determining factor in who comes to the event and how the community receives the trail project. Think critically about how to outreach to the existing surrounding communities that are closest to the trail, and be open to challenging the status quo around event promotion.

This outreach should ideally come once alliances are built or are in the process of being built. These new relationships are critical to reaching the different groups that live in the neighborhood, and can support the project through community education and the distribution of information. Below are steps to further guide outreach that will support an inclusive planning process.

1. **Use multiple mediums for outreach materials.** Don’t rely solely on emails– supplement with flyers, mailers and individual meetings with community leaders and institutions.
2. **Give presentations** to local neighborhood associations or community groups about the trail and use the opportunity to personally invite people to the event.
3. **Set up an outreach table** at places that people frequent in the neighborhood such as a public park, a transit stop, a little league game, a neighborhood fair or an indoor sports center.

4. **Use your community map** to identify places to hold informational meetings and distribute flyers.
5. **Incentivize people to promote the event** through a competitive game with prizes or with free giveaways.
6. **Include all of the appropriate information and amenities** in the outreach materials. In addition to the basic information about time and place, include information about ADA accessibility, food and childcare as well. Include an email address or phone number as a way for people to contact the organization to find out more about the event.
7. **Ensure that all outreach materials are in the languages appropriate** to the community.
8. **Tap into your relationships** with community leaders to understand where and how to do outreach in the neighborhood. Ask for support and consider how you can show appreciation for their help.

Event Logistics

A fundamental piece of successful community engagement is creating accessible spaces where people feel welcome and free to express their ideas or opinions. There are many logistics to consider when planning an outreach event that will appeal to a target population or to a wider audience that includes a diversity of perspectives and experiences. Below is a list of logistical considerations and suggestions for how to best approach event planning.

Timeline

It is critical that outreach events are held very early on in the process before a plan has been created for the trail. This illustrates that the community’s voice is an important and necessary input into the project. Events that are held once important decisions have already been made can erode trust and be perceived as top-down and dismissive to the community.

Space

Is the physical space for the event both accessible and neutral? Accessibility concerns include parking, transit connections, ADA compliance, and proximity to the site of the trail. Ensure that there is enough room to maneuver a wheelchair or a walker and do not allow any obstacles to mobility. Neutrality considers the type of building or place that the event is held. For example, holding an event in a church that is meant to attract people from a largely Muslim community may exclude those who cannot enter the space for religious reasons. A neutral space does not require attendees to have identification, and should not normally be a meeting space for an exclusive group. Consider holding the event in a neighborhood space that is already frequently used for community events.

Amenities

The amenities at an outreach event speak volumes to how intentional an organization or agency is being about their community engagement. Every event should have at least snacks and drinks, however if the meeting is during dinner time then it is appropriate to provide a full dinner. Partnering with a local restaurant to provide food is a great way to show investment in the community. Include child care in your event logistics as well. If possible, invest in childcare services or partner with a local childcare facility. Other options include setting up a table with crayons and coloring books in the same room as the main event. The table can be supervised by an intern, a volunteer or a high school student from the community who wants extra curricular credit. Also make sure that there is sufficient seating available, even if participants are meant to walk around and take part in activities, as not everyone can stand for long periods of time. Finally, ensure that your event has easily accessible bathrooms that are gender neutral. If the space doesn’t have explicitly gender neutral bathrooms, consider creating a sign just for the event.

Time of Day

The time of an event can drastically change who attends. Hold the event at a time that doesn't conflict with the common work schedule between 9am and 5pm on weekdays. Extend the event for more than two hours to allow people to filter in and out as their schedule allows. Adjust the amenities that you provide based on when the event is. For example if the event is on the weekend then make sure to include fun activities for children, or if the event is during dinner time then provide a full dinner. Do not hold events on major holidays. Research all holidays thoroughly before setting the date.

Languages

Ensure that all materials at the event are in the languages appropriate to the people who live in the neighborhood. Have at least one staff person who can speak each language that is needed. If staff cannot fulfill this role then hire a translator. If the event includes any audio visual component, make sure that the captions are turned on for those who cannot hear or have limited hearing.

Formal Feedback Loop

The event should include a way for attendees to give immediate feedback or input into the trail plan. This could look like a large map of the project with post-it notes that participants can use to indicate changes that they want to see. People might also use post-it notes to respond to prompting questions. Using removable notes such as post-its is better than having people write directly on a map or a paper board because it allows the meeting facilitator to engage the group in conversation with the notes or remove any inappropriate content. Remember that people can experience planning fatigue if they have been to similar meetings in the past, and be transparent about the project timeline and process. Appendix A includes resources and case studies of community visioning and interactive planning exercises from around the nation.

Humanize the Event

Aside from the opportunity to provide input into a community project, what else could attract people to the event? Consider including additional interesting facets such as music or the work of a local artist. This can attract people who may otherwise not have known about the project, including curious people who happen to be passing by during the event.

Implementation of the Trail

Construction Phase

Community engagement continues to play a role during the construction phase of a trail project. Construction of a major capital project can take many months to complete, and community perspectives can change during that time. Excitement for the trail may fade and acceptance of the project can transform into frustration if the original timeline is not followed. It is important to consider these shifting attitudes and plan public education campaigns or events to keep spirits high and attitudes positive about the future trail. Below are suggestions on keeping residents engaged during construction⁷⁷.

Host a pre-construction party and open house. Celebrate both the end of the planning process and the community members who dedicated their time to planning the trail. There may also be people in the community who were unable to contribute to the planning process but who are still interested in learning about the trail. Pre-construction events keep the momentum high during the lull of time between planning and groundbreaking. If a pre-construction event doesn't work, then plan a groundbreaking event. Work with community partners and leaders on an event that is culturally appropriate and planned for the residents of the neighborhood.

Include signage at the construction site about the project, the timeline, and the community

77. People Make Parks program of the NYC Department of Parks and Recreation. Retrieved from: <http://peoplemakeparks.org/steps/stay-involved-during-construction/>

process involved in the planning. The signage must be in the appropriate languages, and keep it updated based on new timelines.

Be transparent about the timeline. While the backlash of reporting a delayed timeline might be difficult, losing trust from the community due to a lack of reporting will have a long term effect on relationships.

Program the construction site. Are the chain link fences surrounding the site unappealing and uninspiring? Decorate them with art made by the local high school or with information signs about the history of the area.

Write blogs or articles about the community process and any updates on construction. For example, profile one of the community leaders who helped with the trail planning. Make sure that the subjects of the articles are representative of the people who live in the neighborhood.

Begin planning the ongoing programming of the trail with community institutions and partners to keep them engaged and to have a plan ready when the trail opens.

Celebrate the Opening

Celebrations are a great way to show support and gratitude for community involvement in a new public space⁷⁸. The opening event can set the tone for the life of a trail, and is an important opportunity to continue building a strong relationship between your organization, the trail and the community it serves. These celebrations are also a way to re-engage people who have patiently waited through months of construction. Use the outreach steps described above to ensure that you invite everyone in the neighborhood. Work with local groups to plan an event that is culturally appropriate, with attention to food and entertainment that will attract community members.

Use the opening festivities to reflect on community involvement in the project. Highlight stories of specific volunteers and be sure to thank all of the partners that made the trail possible. Also look to the future and inspire people to stay engaged in the space. Provide information about future programming and have a sign-up sheet for people to receive a newsletter or updates on the trail. Use this event as an opportunity to continue building the community who will benefit the trail in the long run.

Program the Trail

Successful programming will highlight the value of the trail to the people who can benefit from it the most. Consider the aspects of the trail that were most valuable to the community during the outreach and planning phase of the project. What were the prevailing themes around why people want the trail in their neighborhood? Use the information available from the robust planning process to develop ideas for programs that would appeal to the community.

Approach other service providers or community based institutions that would be interested in collaborating on programs. Discuss your ideas, listen for new ones and be open to constructive criticism. Working together on new programs will deepen your organization's ties into the community and bring life to the trail. Look into existing programs that might be open to expanding to incorporate the trail. If your organization or agency cannot contribute to ongoing programming, be sure to consider this during the planning process and tap into these existing community programs as early as possible.

Section two of this report provides ideas and examples of trail programming that can inspire the future of your neighborhood trail.

78. Fullilove, Mindy Thompson. *Urban Alchemy: Restoring Joy in America's Sorted-Out Cities*. NYU Press, 2013. Retrieved from: JSTOR, www.jstor.org/stable/j.ctt21pxmsz.

Job Creation

A trail can be a driver of economic growth not only by bringing people to the area but also by creating jobs. There are many phases to a trail project that can create opportunities for employment and potentially long term engagement in the space. Employing the people who live closest to the trail will help to build a sense of ownership over the space and contribute to its long term success. If your organization or agency are unable to provide jobs, advocate to local government or other agencies that can. Below are ideas for trail jobs.

Construction and Landscaping: Look into local companies that would be interested in supporting the construction of the trail. While the primary construction or landscaping companies might be previously contracted to do the work, consider how another local company can also get involved.

Promote new staff openings with your organization or agency using the same outreach methods from the planning process. This will widen the applicant pool to include people from who live in the surrounding community.

Trail stewards: Hire members of the community to help maintain the trail on a regular basis.

Trail ambassadors: Hire local youth to be ambassadors for the trail and to promote programming or events happening in the park. See the Gearin' Up Bicycles program in Section two as an example.

One example of a successful program in Philadelphia is PowerCorpsPHL, an AmeriCorps Governor & Mayor Initiative in partnership with Education Works and the Philadelphia Youth Network. The program launched in September 2013, and is a cross-sector collaborative model that engages disconnected young adults and returning citizens in career-oriented education and paid work. Participants work with city agencies such as Philadelphia Parks & Recreation, the Philadelphia Water Department, and partners in the public and private sector to tackle pressing environmental challenges and develop the skills required to secure meaningful work⁷⁹.

Institutional Change

The current trend of examining and questioning how organizations impact different demographic groups will ideally lead to institutional change towards a more equitable distribution of resources across communities that prioritizes those with the highest need. If an institution is willing to shift their practices to include the steps detailed in this report, advocates and planners will be more adept at contextualizing trails and parks within the communities that they are intended to serve. Recognizing that these are not isolated spaces, but are instead parts of larger systems that change based on the sum of their parts, supports institutional shifts towards community building that lead to the long-term success of trails.

The success of an inclusive planning process depends on the willingness of planners and advocates to prioritize community organizing and outreach work. Consider how much time is necessary for this job. Without time, energy and passion, this process can read as merely lip service to the community instead of an earnest initiative to connect with residents. Can you hire a new staff member to take on these responsibilities? If not, maybe responsibilities can be shifted to make more time for this important work. Whatever is decided, it is best to not add this to someone's already full workload.

In addition to prioritizing this work, practitioners also must confront their own biases and internalized prejudice in order to be truly open and inclusive of traditionally underrepresented voices in the planning process. This is hard work and does not happen overnight. Time, patience and financial resources are necessary for professional development and educating staff members. Appendix F has resources for training institutes and consultants who can work with organizations and agencies to see their work through an equity and social justice lens. The City of Philadelphia underwent a two year racial equity training program with the Government Alliance

⁷⁹. Power Corps PHL of AmeriCorps Retrieved from: <http://powercorpsphl.org/about/>

for Race and Equity. Staff in leadership positions were invited to be a part of the Racial Equity Here Initiative Cohort. The cohort included Albuquerque, Austin, Grand Rapids, Louisville and Philadelphia, all of which took part in a series in quarterly seminars. Agencies from the five cities were given racial equity tools and strategies to implement in their municipal operations. See Appendix G for a summary of an interview with Nefertiri Sickout, the Deputy Diversity and Inclusion Officer with Mayor Kenney's Office, about the training.

Institutional change is critical to challenging the status quo around who is included in the planning of public space, and who ultimately feels welcome to use that space. Trails are incredible assets to our communities than should be uplifted as inclusive places where everyone can feel comfortable exercising, finding a place of respite, and having fun. Planners and advocates play an important role in shaping the public discourse around who trails are built for, and have the responsibility of reflecting upon themselves and their organizations to identify where change can be made to include more voices from underrepresented and underserved communities.

Appendices

Appendix A: Resources for participatory planning events

Resources for participatory design workshops and formal feedback loops

- [Place It](#)

PLACE IT! is a design- and participation-based urban planning practice founded by urban planner James Rojas that uses model-building workshops and on-site interactive models to help engage the public in the planning and design process.

Through the PLACE IT! process participants are able to learn about the role of planning and design in shaping how we live, and to translate their dreams and ideas into physical forms and models. From these physical results and their accompanying stories we can generate plans, drawings, and policy recommendations for municipalities, NGOs, and elected officials. Access more information about PLACE IT! at www.placeit.org.

- [Friendly Streets Initiative](#)

The Friendly Streets Initiative is based out of Saint Paul, Minnesota and facilitates community organizing through creative public engagement events. We assist communities in visioning for positive change to public spaces, collect and analyze data, and help neighbors navigate city planning processes. Access more information about the Friendly Streets Initiative at www.friendlystreetsinitiative.org/.

- [People Make Parks](#)

People Make Parks (PMP) is a joint project of Hester Street Collaborative (HSC) and Partnerships for Parks (PFP) to help communities participate in the design of their parks. When citizens engage with government and weigh in on park design, government builds better parks, and the public continues to enjoy and care for places they helped make.

PMP supports collaboration in park design between invested communities and the New York City Department of Parks & Recreation (NYC Parks), encouraging a diversity of participants to lead in the creation of meaningful places.

The PMP website provides information about the ways people can get involved in park design and construction, officially called “capital projects.” You can choose which opportunities for involvement make sense for you. Whether you advocate for funding, see a project through design and construction, or simply attend a scope meeting, groundbreaking, or ribbon-cutting, the website provides information about how to thoughtfully be involved. You can reach the website at www.peoplemakeparks.org/.

Actionable recommendations from the Bridge Park in Washington D.C.

The actionable recommendations of the [Bridge Park](#) are in three areas: Workforce Development, Small Business Enterprise and Housing. Through these meetings, the Task Force identified specific strategies within each of the three areas and created actionable recommendations outlined in the Equitable Development Plan:

Workforce Development

Strategy 1: Pre-construction phase hiring:

- Create Community Workforce Agreement to maximize the number of surrounding residents placed on construction jobs

Strategy 2: Post-construction phase hiring:

- Maximize hiring of surrounding residents for jobs on the Bridge Park when opened

Small Business Enterprises

Strategy 1: Support and nurture a thriving network of small businesses that operate on the Bridge Park following construction

- Establish kiosk based food service on the Bridge Park
- Identify businesses for Bridge Park services

Strategy 2: Leverage the Bridge Park to build and sustain small businesses in the surrounding community

- Build and sustain community of small businesses
- Advocate for inclusion of small business tenants in developments near the Bridge Park
- Support nearby social enterprise and workforce incubators

Strategy 3: Ensure the Bridge Park is connected to business corridors on both sides of the Anacostia River

- Improve connections between the Bridge Park and local businesses

Housing

Strategy 1: Collect, organize and disseminate resources and information regarding housing opportunities to residents in the Bridge Park Impact Area

- Educate and inform residents of existing housing resources
- Promote participation in DHCD's 5 year consolidated plan rewrite
- Support Welcome Home East of the River Homeownership Campaign

Strategy 2: Work with city agencies and existing non-profits on strategies to preserve existing affordable housing (rental and ownership) and leverage existing public and private resources to build new affordable housing near the Bridge Park

- Provide down payment assistance for Hunter Place SE property
- Support MANNA Housing's East of the River Home Buyers Club
- Pursue creation of Community Land Trust Support additional housing non-profits

Strategy 3: Engage and participate in partnership with those in the housing community to support and advocate for policies that preserve existing affordable housing and spur the creation of new affordable units within the Bridge Park Impact Area

- Partner with DCHA to ensure Build First model moves forward
- The Bridge Park Impact Area used as a pilot for DC Preservation Network's Affordable Housing Preservation Strategy
- Partner with broader coalition to advocate for changes in DC's Comprehensive Plan Partner with housing advocates to push for the District to continue its strong investment in housing

One-on-One Meetings

The goal of a one-on-one meeting is to relate to the person you are speaking with and assess what their interest might be in your project. It is important to consider how formal or professional the meeting will be in order to avoid standing out or distracting from your goal. While you want to be true to yourself, it is helpful to blend in and follow any customs that may be important to that person or the community you are visiting. Below are the six steps to consider during a one-on-one meeting outlined in "Organizing for Social Change: Midwest Academy Manual for Activists" by Kim Bobo, Jackie Kendall and Steve Max.

1. Be prepared
2. Legitimize yourself
3. Listen
4. Agitate
5. Get a Commitment
6. Follow-up

Appendix B: Resources for Data Collection

- Delaware Valley Regional Planning Commission [Indicators of Potential Disadvantage](#) and [map](#)
The shapefiles for both maps can be found at: www.dvrpc.org/Mapping/Data/.
For the Circuit Trails: www.dvrpc-dvrpcgis.opendata.arcgis.com/datasets?q=circuit.
For IPD specific data: www.dvrpc-dvrpcgis.opendata.arcgis.com/datasets/dvrpc-2016-indicators-of-potential-disadvantage.
- [Bicycle Coalition of Greater Philadelphia Trail Gap Analysis](#)
Access at www.bicyclecoalition.org/we-analyzed-upcoming-trails-for-community-impact/
- [American Factfinder](#)
Access data from the Census and American Community Surveys at www.factfinder.census.gov/
- DCNR Demographics Report for the 2014-2019 PA Outdoor Recreation Plan And Evaluating Existing National/State Data to Inform the 2014-2019 PA Outdoor Recreation Plan
Access online at www.docs.dcnr.pa.gov/cs/groups/public/documents/document/dcnr_20030878.pdf

Appendix C: Midwest Academy Racial Justice and Equity Framework

RACIAL JUSTICE AND EQUITY FRAMEWORK				
GOALS	ORGANIZATIONAL CONSIDERATIONS	CONSTITUENTS & ALLIES	TARGET (DECISION-MAKER)	TACTICS
<p>LONG TERM</p> <ul style="list-style-type: none"> Are you breaking down structures of oppression? Are you promoting solidarity? <p>INTERMEDIATE / SHORT TERM</p> <ul style="list-style-type: none"> Does the problem affect different groups differently? Does the solution affect different groups differently? How will you make sure victory results in equity? 	<p>WHAT WE HAVE/NEED</p> <ul style="list-style-type: none"> Does leadership reflect your constituency? How will you engage all impacted communities in goal-setting? <p>POTENTIAL INTERNAL CONFLICTS?</p> <ul style="list-style-type: none"> Is race/class/gender/sexuality/other likely to create explicit divisions? Is race/class/gender/sexuality/other likely to create unspoken divisions? Can your opponent use race or other categories to divide you, and how will you respond? 	<p>MEMBERS & POTENTIAL MEMBERS</p> <ul style="list-style-type: none"> Are you building multiple constituencies? Is there a power differential? Are there factors that make it hard for certain groups to participate? Are there cultural factors to account for? <p>ALLIES</p> <ul style="list-style-type: none"> What oppression analysis do allies bring? <p>OPPONENTS?</p> <ul style="list-style-type: none"> Can they call you out for lack of diversity? Can you call them out for lack of diversity? 	<p>PRIMARY DECISION-MAKER</p> <ul style="list-style-type: none"> What is the identity of the decision-maker? How does the decision-maker talk about / ignore race, gender, sexuality, etc. Are there divisions in the decision-maker's base along identity lines? 	<p>WHAT THE PEOPLE DO TO THE TARGET TO GET HIM/HER TO SAY YES TO THE GOALS</p> <ul style="list-style-type: none"> Are your tactics culturally appropriate? Do your tactics work to build solidarity? How will tactics be received by those you want to recruit? How will you talk about race/identity publicly? Will you need translation?

www.midwestacademy.com

Appendix D:

Race Forward, Racial Equity Impact Assessments

What are Racial Equity Impact Assessments?

A Racial Equity Impact Assessment (REIA) is a systematic examination of how different racial and ethnic groups will likely be affected by a proposed action or decision. REIAs are used to minimize unanticipated adverse consequences in a variety of contexts, including the analysis of proposed policies, institutional practices, programs, plans and budgetary decisions. The REIA can be a vital tool for preventing institutional racism and for identifying new options to remedy long-standing inequities.

Why are they needed?

REIAs are used to reduce, eliminate and prevent racial discrimination and inequities. The persistence of deep racial disparities and divisions across society is evidence of institutional racism--the routine, often invisible and unintentional, production of inequitable social opportunities and outcomes. When racial equity is not consciously addressed, racial inequality is often unconsciously replicated.

When should it be conducted?

REIAs are best conducted during the decision-making process, prior to enacting new proposals. They are used to inform decisions, much like environmental impact statements, fiscal impact reports and workplace risk assessments.

Where are they in use?

The use of REIAs in the U.S. is relatively new and still somewhat limited, but new interest and initiatives are on the rise. The United Kingdom has been using them with success for nearly a decade.

EXAMPLES OF RACIAL JUSTICE EQUITY IMPACTS

Equity and Social Justice Initiative

King County, WA

The county government is using an Equity Impact Review Tool to intentionally consider the promotion of equity in the development and implementation of key policies, programs and funding decisions.

Race and Social Justice Initiative

Seattle, WA

City Departments are using a set of Racial Equity Analysis questions as filters for policy development and budget making.

Minority Impact Statements

Iowa and Connecticut

Both states have passed legislation which requires the examination of the racial and ethnic impacts of all new sentencing laws prior to passage. Commissions have been created in Illinois and Wisconsin to consider adopting a similar review process. Related measures are being proposed in other states, based on a model developed by the Sentencing Project.

Proposed Racial Equity Impact Policy

St. Paul, MN

If approved by the city council, a Racial Equity Impact Policy would require city staff and developers to compile a "Racial Equity Impact Report" for all development projects that receive a public subsidy of \$100,000 or more.

Race Equality Impact Assessments

United Kingdom

Since 2000, all public authorities required to develop and publish race equality plans must assess proposed policies using a Race Equality Impact Assessment, a systematic process for analysis.

Appendix E.

Addressing Gentrification in Communities

- [Prevention Institute, Healthy Development without Displacement](#)

This paper explores: What can people working on “healthy community” issues—like active transportation, parks, healthy food, planning, public health, healthcare, and more—do in their own work to improve community conditions without contributing to gentrification and displacement?

This paper :

- Underscores the public health impacts of displacement
- Highlights some of the organizations, researchers, and communities leading this work, and publications that dive deeper into these issues
- Fosters new alliances between those working on healthy community initiatives and affordable housing / anti-displacement
- Amplifies the drumbeat for shared multi-sector action
- Aims to spark further discussion, collaboration, and innovation in the field

The paper is accessible online at www.preventioninstitute.org/publications/healthy-development-without-displacement-realizing-vision-healthy-communities-all

- [NEJAC Unintended Consequences of Development](#)

The National Environmental Justice Advisory Council (NEJAC) is a formal federal advisory committee chartered pursuant to the Federal Advisory Committee Act (FACA) to provide advice and recommendations to the Administrator of the U.S. Environmental Protection Agency (EPA) on matters related to environmental justice. The report was initially prepared by the Unintended Impacts Work Group (UIWG) of the NEJAC’s Waste Facility Siting Subcommittee (WFSS). The WFSS was sponsored by the EPA’s Office of Solid Waste and Emergency Response (OSWER). Due to a change in the NEJAC’s charter, the WFSS terminated its activities at the end of 2004. This report presents lessons learned regarding unintended impacts of successful brownfields cleanup, redevelopment and revitalization projects and makes recommendations to EPA, with particular emphasis on OSWER.

Read the report at www.epa.gov/sites/production/files/2015-02/documents/redev-revital-recomm-9-27-06.pdf

- [Dealing with Gentrification](#)

A collection of policy solutions and resources to help community members, housing advocates, and policy makers enable cities to grow in a more sustainable way. The website is intended to be most useful to community members in gentrifying neighborhoods. Access the resource at www.dealingwithgentrification.org/.

Appendix F.

Training Resources

Conferences

- [Facing Race](#)

Facing Race: A National Conference is presented by Race Forward: The Center for Racial Justice Innovation. A unique collaborative space for racial justice movement making, Facing Race is the largest multiracial, inter-generational gathering for organizers, educators, creatives and other leaders.

Facing Race offers local community unprecedented access to information and resources on racial equity, includes over 70 workshops and access to over 180 presenters. The conference has hosted near 2,000 attendees from all over the world. Previous Facing Race National Conferences have been held in Atlanta, Baltimore, Berkeley, Chicago, Dallas, Oakland and New York.

Find more information at www.facingrace.raceforward.org/ .

- [Untokening](#)

The Untokening is a multiracial collective that centers the lived experiences of marginalized communities to address mobility justice and equity. In advocacy spaces, questions of equity are often treated as an afterthought or sidebar. Advocates “from diverse backgrounds” are often invited to the table to speak on behalf of an “underserved” population. While our own personal experiences or those of the people we represent are generally welcomed as anecdotal insight or emotional touchstones, that input is often set aside if it challenges the mainstream agenda.

The Untokening centers the lived experiences of people, particularly leaders from marginalized identities as well as leaders who are actively engaging, organizing and advocating alongside people within marginalized communities, to address mobility justice and equity. We aim to develop networks, trainings, and resources that support BIPOC (Black, Indigenous, People of Color) movement leaders who want to bring their lived experiences within marginalized communities into their professional work.

Find more information at www.untokening.org/ .

Trainings, Workshops and other resources

- [GARE](#)

The Government Alliance on Race and Equity is a national network of government working to achieve racial equity and advance opportunities for all. Across the country, governmental jurisdictions are making a commitment to achieving racial equity; focusing on the power and influence of their own institutions; and working in partnership with others. The website contains tools and resources to work towards racial equity in your community. Find out more at www.racialequityalliance.org/about/ .

- [Interactive Institute for Social Change](#)

The Interaction Institute for Social Change (IISC) partners with organizations to build capacity to achieve greater social impact. Their services can be combined and tailored to meet organizational needs – from individual leadership development to large-scale social change. Find out more at www.interactioninstitute.org/ .

- [Center for Urban Pedagogy](#)

The Center for Urban Pedagogy (CUP) is a nonprofit organization that uses the power of design and art to increase meaningful civic engagement particularly among underrepresented communities. CUP projects demystify the urban policy and planning issues that impact our communities, so that more individuals can better participate in shaping them. They believe that increasing understanding of how these systems work is the first step to better and more diverse community participation.

CUP projects are collaborations of art and design professionals, community-based advocates and policymakers, and our staff. Together we take on complex issues—from the juvenile justice system to zoning law to food access—and break them down into simple, accessible, visual explanations. The tools are used by organizers and educators all over New York City and beyond to help their constituents better advocate for their own community needs. Find out more at www.welcometocup.org/.

- [Kohn Strategies](#)

Kohn Strategies provides strategic support to help agencies uncover cracks in their foundation, and move forward by building ground up policies rooted in equity, sustainability, and social justice. Founded by Nancy Kohn, Kohn Strategies emerged after a decade of work in urban agriculture and nutrition with non-profits, and government agencies where she witnessed organizational leadership meaning well but not going far enough to eradicate practices that isolate individuals, ostracize communities, and perpetuate oppression.

With Kohn Strategies, Nancy is dedicated to working with non-profits of all sizes, NGOs, and government agencies to identify and raise awareness in the existing practices that perpetuate inequitable systems. She supports the transformation of organizations to perform racially just habits while bolstering their mission. Find out more at www.kohnstrategies.com/.

- [International Association for Public Participation](#)

IAP2 is an international association of members who seek to promote and improve the practice of public participation / public engagement in relation to individuals, governments, institutions, and other entities that affect the public interest in nations throughout the world. Our mission is to advance and extend the practice of public participation through professional development, certification, standards of practice, core values, advocacy and key initiatives with strategic partners around the world. Find out more at www.iap2.org/

Appendix G. Summary of interviews conducted between 6/2018 and 7/2018

Sarah Clarke Stewart

Executive Director, Bicycle Coalition of Greater Philadelphia, 6/12

Sarah shared her perspective as Chair of the Circuit Trails Steering Committee. She is very supportive of promoting an equity focus in the Circuit Trails Coalition, and encourages the report and workshops to be tailored to trail practitioners. She expressed concern that many people in the Coalition do not implement trails, so there should also be a focus on advocacy as well.

Andrew Goodman

Community Engagement Director, New Kensington Community Development Corporation, 6/12

Andrew spoke specifically about the potential for the Lehigh Viaduct plan to connect Delaware to Schuylkill with a rail park. We spoke about the constraints of the land, which is owned by ConRail as people are leasing it to build housing. The surrounding community has expressed fear of the “highline effect” causing gentrification.

Andrew Stober

Vice President of Planning and Economic Development, University City District, 6/13

Andrew spoke to me about how the work of UCD uses Professor Setha Low’s theory of justice in public space, which includes five elements: distributive justice (physical access), procedural justice (planning, design, maintenance and programming), interactional justice (interactions in the space, what makes people feel welcome or unwanted, who gets to decide if its a refuge from the ills of society or a place where people can express and live the ills of society), ethic of care (how do people maintain the public space, how do people care for one another), and finally representation in public space (how do people feel that their personal or cultural history or dignity is represented in a place). He mentioned that there is little evidence of physical displacement in Philadelphia because data only reflects home ownership, but that there is cultural displacement happening. Representation in public space can help reduce cultural displacement by ensuring that people who have lived in the neighborhood for a long time still feel comfortable in their public spaces, even when the neighborhoods are changing.

Andrew gave me a few examples of how UCD is working to counteract cultural displacement. The Clark Park movie nights show movies like Black Panther, Coco, and Wrinkle In Time where the actors and themes reflect the people who live in the area. The Parklet at Pine street laundromat provides a welcoming place to sit without having to buy anything. UCD is currently working with Powelton Village on historical signage to identify historically significant African American and LGBTQ women of the neighborhood. UCD is currently running focus groups by paying the participants to sit with consultants from Temple to learn about more ways to create welcoming and culturally relevant public spaces.

Leonard Bonarek

Regional Planner, Bicycle Coalition of Greater Philadelphia, 6/18

Leonard provided information about different projects that are in the pipeline or being construction on the Circuit Trail Network. This information was helpful for understanding the regional context of the network, and for learning about the best people to contact for each project.

Daniel Paschall

Mid-Atlantic Coordinator, East Coast Greenway, 6/19

Daniel described the work of the East Coast Greenway (ECG), and how the organization works with PEC and the Circuit Trails Coalition. He recommended that I reach out to certain organizations and people to learn about the work they are doing around inclusivity in the region. We spoke more specifically about the planning process around the 58th Street Greenway, and how he helped plan a bike ride to Bartram's Garden with Lizzie Hessek from PEC. Daniel is concerned with environmental justice issues and how they intersect with trails and with the ECG. We spoke about how these themes can be incorporated into the upcoming Trail Summit, and how we can continue working together in the future. He provided many helpful contacts from different states on the East Coast who helped to inform this paper.

Jaqueline Tucker

Northeast Regional Coordinator, Government Alliance on Race and Equity, 6/20

Jaqueline provided information about the Government Alliance on Race and Equity, with specific detail to how agencies and organizations can take advantage of their trainings. She sent me information about membership, trainings and the Racial Equity Tool Kit, all of which can be found in Appendix F.

Anya Saretzky

Northeast Regional Project Manager of Trail Development, Rails-to-Trails, 7/2

Anya spoke to me about the Circuit Trails Coalition and how equity and inclusion have come into conversations in the past. She mentioned that it has not been a topic at a semi-annual meeting, and that it could be helpful to bring up this project and report at one of those meetings. She explained how the Circuit Trails Coalition can use their networks and communication system to provide information about issues of inclusion, but the Coalition is not able to mandate that any organization or agency in the Coalition changes the way they do their work. She believes that there are many sections of the Circuit Trails Network that would benefit from this report and the workshops that will follow. She also thinks that more programming on trails would be helpful to build interest for youth.

Justin DiBerardinis & Maitreyi Roy

Director of Programs & Partnerships & Executive Director, Bartram's Garden, 7/5

Justin and Maitreyi described how Bartram's Garden has changed over the last six years from from a museum experience and "enclave" feel to more of an interactive one that focuses on the relationship between the space and the community. This type of approach focuses on telling the story of the space, and has contributed to giving the gardens more of a "commons" feel. They explained how there are real limits to what planning can do in a vacuum, because you need many years to build trust. The first thing to plan for is how the place will be used and owned by the community before talking about the design of the physical place. They continued by explaining how looking inwards into an organization is an important place to start as well, and making sure that the board and staff have are totally on board for community leaders to be a part of the organizational structure and to have decision making power. It's important to invest time and money into community organizing to allow for a deep community discussions before designers are a part of the conversation.

Planning timelines often don't line up with the time it takes to build community, and if an organization or agency is expecting the community to take part in the process then they should be compensated in some way. The new public space will have a much higher chance of success if the community is engaged and feels a sense of ownership and commitment to it, which takes time and resources. Justin reminds me to always think about the mutual benefit of the project, and that the quality of planning will reflect the quality of the partnerships the organization has built in the community. Always follow geography-- you are most relevant to the people who you're closest to. Provide resources to the closest institutions achieve their own goals for their community. Make sure that someone on staff is dedicated to building relationships, even if its a part time person or a few part time people from the community. The conversation then shifted to the gentrification of West Philadelphia and

how the continuation of the Schuylkill River Trail to Bartram's Garden and Cobbs Creek may expedite increasing property values. They mentioned the importance of an explicit plan to keep public access on the waterfront to avoid privatization.

Melissa Kim

Program Officer, Local Initiatives Support Corporation (LISC), 7/5

Melissa spoke to me about LISC's work with 11th Street Bridge project in DC, and sent me the documents that helped me to write the project case study. She suggested that I reach out to Adam Kent, who worked on that project directly and whose interview is later in this timeline. She also told me about her work with the Just Spaces Board with the University City District, of which she is a member. She described how the board is action oriented and works to diagnose problems and identify tools to improve justice issues around public space. While the board gathers in an academic setting it is not just academic, and each member of the board brings an important perspective. Currently they are working on an application to measure the demographics of who uses public spaces. She also described an ideal planning process being one where the community asks for a trail or park instead of being told that they need one. She said that as a member of the board for the Rail Park she learned that community planning does not always yield community-driven results even with the intention to have an inclusive process. Similarly to the Atlanta Beltline, there were promises for affordable housing that never materialized, and the Neighborhood Improvement District was controversial with neighbors. We are hoping that we can use a Knight Foundation grant to fund a coalition to improve the situation and to fund culturally appropriate programming.

Valeria Galarza & Sarah Bryant

Senior Project Manager & Director of Community Initiatives, Coopers Ferry Partnership, 7/9

Valeria and Sarah described how Coopers Ferry Partnership (CFP) was involved throughout the planning effort for the Cross Camden County Trail, and how the feasibility study that was completed last year was community driven. They talked about how gentrification is a threat all over the country, not just in Philadelphia or Camden, and that organizations CFP play an important role by serving as a bridge between the city and the community. It is especially important for these groups to engage stakeholders that are not traditionally connected to city agencies. They said that Coopers Poynt is a good example of an inclusive planning process because it started with the North Camden Neoghorhood Plan in 2008 which was originally community driven. They stressed that parks are anchors for strong communities, and park or trail advocates play an important role in making sure that those spaces are inclusive. It is especially important to do culturally appropriate programming in the spaces and to use the languages that are most relevant to the local community. This is why the I Bike Camden, I Walk Camden, I Paddle Camden programs have been successful over the last two years. Valeria stressed that it is important to always listen and to not approach the community planning process with answers. Remember to respect that you are not the expert on the neighborhood, to be transparent, approachable and be clear that the community's prioritized are prioritized.

Donna Henry & Steve Kuzmicki

Executive Director & Economic Development Project Manager, Southwest Community Development Corporation (SWCDC), 7/10

Donna and Steve worked with PEC and EGW on the community outreach for the 58th Street Greenway in Southwest Philadelphia. The SWCDC worked with PEC and City Lights Network to find local trail ambassadors and block captains to support trail planning. PEC met residents at public meetings that were already planned for the community to gather feedback about 58th Street. Neighborhood churches and the Francis Myers Recreation center were also regularly involved in the community planning of the trail, which brought many residents into the process. The focus of the outreach was on public health and helping families walk and bike in the neighborhood. While the outreach went well, the space has been neglected by the city since it opened and there is insufficient programming of the space. More coordinated events would activate the space, and a better maintenance plan would also help, but the Water Department currently does responds to any major issues with the trail. We haven't seen any major changes to the neighborhood since the opening of the trail, but we do

foresee a change when the Schuylkill River Trail extends into SW Philadelphia. Considering that change coming, they have been thinking about joining the Circuit Trails Coalition. They would like to see more information available to people about the fund sites or destinations that are accessible by trail, and better communication about how the trails can connect people to the rest of Philadelphia and beyond. More wayfinding and kiosks with maps would be helpful in this regard. We'd also like to see more clean ups that highlight the trail because litter is a huge issue in the neighborhood

Nefertiri Sickout

Deputy Diversity and Inclusion Officer for the City of Philadelphia, 7/12

Nefertiri spoke to me about the training that some agencies with the City of Philadelphia did with the Government Alliance on Race and Equity (GARE). The Nutter administration originally applied for the grant before 2016, and the Kenney administration is very focused on equity and inclusion so continuing this work is a priority. She explained that the city was part of the Racial Equity Here Initiative Cohort between Spring 2016 to Spring 2018, which involved a series of quarterly meetings with the five cities that were in the cohort. The meetings involved trainings and seminars and coaching on racial equity tools and strategies with the hope that each city would go back and implement these tools in municipal operations. Nefertiri mentioned that while the trainings were helpful, it's important to have the right people and teams at the table to actually advance racial justice. The training was open to all leadership in the city, but because it was voluntary there was not enough buy-in from all agencies in the city that could have benefitted from this information.

GARE taught them to lead with race because it is such a powerful predictor of outcomes. The trainings helped the City's new Workforce Strategy to have a racial equity lens by using a 6 step framework. They also came to do additional short trainings, one of which explained how to create a racial equity action plan. While these trainings are helpful, it takes time and resources to put that planning into action. The work has to be very intentional especially with a large population and a city with so many inequities. We have to peel back the onion slowly and examine how things that look neutral actually enforce inequity. In regards to community outreach she recommends that the people who are participating in the planning process should reflect the diversity of the community the project will serve, both from a numbers standpoint and also in a hierarchical leadership standpoint. If you're not reflecting them in your approach through programs and services then you're not focusing on equity. The work has to be intentional because it's not easy.

They did employ the racial justice lens to a project that analyzed 311 calls and responses. The study found that there were disparities in the calls depending on neighborhood and racial composition of those areas, with the highest predictor was level of crime in the neighborhood and they had the longest wait time. They also used the racial equity lens to support the community engagement process around a tobacco prevention project. Below are links to read more about these projects.

- <https://www.racialequityalliance.org/2017/11/15/equity-government-services-city-philadelphia-utilized-racial-equity-analysis-inform-internal-resource-allocation-drive-external-outcomes/>
- <https://beta.phila.gov/posts/office-of-the-chief-diversity-and-inclusion-officer/2017-09-22-youth-engage-community-to-reduce-smoking-in-strawberry-mansion/>
- <https://beta.phila.gov/media/20180205133517/FUELINGPHILADELPHIASTALENTENGINEFULLSTRATEGY.pdf>

Musa Trawally

Project Manager, African Cultural Alliance of North America CDC (ACANA), 7/12

Musa attended two community meetings about the 58th Street Greenway, and did outreach to the community through ACANA's channels to let people know about the meetings and the trail. The community that he works with is 57% people who were born in different African countries. People seemed most excited about the trail's connection to Bartram's Garden. Musa said that people use the trail to walk and go shopping, or to commute to

work, and it is very useful during street festivals for the extra space. He thinks that people are now more aware of the trail system because of the Greenway, but that it would be more frequented if there was consistent culturally appropriate programming of the space. He used the Sankofa Farm as an example of good programming. He said that the trail is good for economic growth, but it is important for policymakers to craft affordable housing policies to help people stay in their homes. ACANA works on affordable housing issues and supports people acquire grants to help them stay in their homes. Musa believes that trails can be a useful tool to build community if there are more opportunities to get involved through programming, and if there are more events like bike rides. He thinks this would also be a great way to promote their project to designate the area on Woodland from 58th to 78th streets "Africa Town."

Adam Kent

Program Officer, Local Initiatives Support Corporation (LISC), 7/18

Adam Kent has worked with the Bridge Park in DC, providing the group with technical assistance to design and manage the equitable development planning process. LISC also launched a separate initiative committing \$50 million to the surrounding community in Anacostia. He spoke about the importance of partnerships in allocating this extra money, and so far \$30 mill has been invested in local organizations. LISC lends money for affordable housing and community facilities and healthcare clinics because banks are unwilling. LISC also provides technical assistance and serves as a convener of stakeholders. He recommended that I look into their "Elevating Equity" initiative for more context. The Bridge Park is hoping for the project to be completed in 2022. His advice for good outreach is to always start with the data to better understand the community you are working in. The Urban Institute and the City's Office of Planning analyzed the data before outreach began for the Bridge Park. Outreach has consisted of many meetings but also events where people can enjoy Anacostia Park and become a part of the planning process. They have partnered with organizations working on increasing home ownership in DC and are working to increase ownership in the Anacostia neighborhood before beginning the construction of the park. They are hoping that this will lessen the effects of gentrification from the new park.

Olivia Glenn

Director of Parks and Forestry, NJ Department of Environmental Protection, 7/19

Olivia Glen was recently the Co-chair of the Circuit Trails Steering Committee, so she gave me helpful advice on how to approach this report and the workshops. She stressed that it is very important for the Steering Committee to be truly on board and on-message before presenting this to the larger coalition. She also provided a number of helpful contacts for me to reach out to for context. Olivia spoke to me about how easy it is to underestimate the importance of vetting trail projects with the community because they are seen as a "public good," and are assumed to be widely desired. However, the earlier the outreach is done, the better the outcome. She stressed the importance of using data to understand the community in question, and cited community asset mapping as a helpful tool for creating an outreach plan. Look for trends in the data, and find out the type of trail that can be the most useful to the demographic in the area. Base the outreach also on the destinations to where the trail connects. If there is a church by the trail, then invite people from the church. Also think about "concentric circles of support"-- who are the organizations outside of trail advocates who might care about this work? Often times once the trail is constructed then the advocates become obsolete, so there needs to be a supportive community in place to continue using and caring for the trail. Make sure to help build those supportive relationships during the outreach process.

David Ferris

Assistant Program Officer, Local Initiatives Support Corporation (LISC), 7/19

David Ferris described the "We Are Mantua! Transformation Plan" (2011-2013) as a unification and revitalization project envisioned by the community that recently has had a lot of momentum and is currently in the final design phase. With the support of HUD, LISC hired Dionna Griffin, a community organizer, to bring people together to create the report, and the Mantua Greenway came out of this. Donna brought together focus groups and co-lead the meetings with community leaders. The "Beautification" focus force brought the greenway into the forefront. Over 200 residents were involved in the community planning sessions, and the Mantua Civic

Association was formed through the transformation plan. LISC enlisted NPS in a 3-year technical assistance partnership to help design the trail, and landscape architecture students from Philadelphia University helped with design charettes and renderings pro-bono.

The City Planning Commission recently helped them to find funding for design. There have been many concerns from community members about gentrification as a result of the trail. One response to this concern was for the maintenance plan in partnership with the Water Department plans to hire people from the community and train them to maintain the space. Ongoing exercise programming is also being planned to keep people engaged in the space. He stressed the importance of trail advocates maintaining relationships even when they are not immediately necessary, and to remember to get behind the community and not in front of them. This means backing up the ideas that they have when they are strongly and widely supported, and to reign in expertise and remember that the best ideas will come from the neighbors. Expertise should always be behind the ideas of the community members. It is also important to have someone dedicated to outreach work for the project.

Sterling Stone & Liz Thorstensen

Executive Director, Gearin' Up Bicycles & Vice President of Trails Development, Rails-to-Trails, 7/24

Sterling and Liz spoke to me about how the Capital Trails Coalition is working to promote an equitable trails network by analyzing the unique challenges and circumstances impacting specific populations' mobility, safety and connectivity needs. The Coalition's Steering committee retreat last summer focused on equity and created a separate committee to dive in, and Sterling and Liz lead that group of 6-7 people. Creating a definition was a great first step, which they have on the Coalition's website. They presented it less than a year ago at an interactive session with the coalition, and they are still working on getting people on board. They want to create a tool kit next to help the Coalition prioritize the next 152 trail segments. They did a GIS equity analysis and compared it to the priority list of the different jurisdictions-- prioritizing low income communities of color, density, proximity to activity centers (job centers, retail centers). They spoke about how the Coalition itself has to be more diverse and representative of the communities they serve, otherwise they won't understand their own blind spots.

Sterling discussed the genesis of Gearin' Up Bicycles, which was founded in 2012 as a youth program and opened shop in 2014, so it's a little longer than the Coalition. The idea for the program started when the Metropolitan Branch Trail was created and many members of the surrounding community felt that it was made for the people moving into the neighborhood, not for the people who have been living there for decades. Kids began throwing rocks and bikers and there were frequent muggings and vandalism. This was the impetus to open their business on the trail as a resource to help neighbors use the trail and make it feel more open and welcoming to them. The "Gear Heads" program began with kids on the trails giving out popsicles or bike decorations, cleaning up the trail or passing out water at events. Each kid got a free bike to use when they do "trail patrol," and they were all paid a stipend of \$7.50/hr. He spoke about the importance of engaging with the people out on the trail to find out who is using the trail, who isn't and why they are or are not out there. After you understand the situation then raise the money to fill the gaps that you identify. We are successful because we looked at the demand before we decided what to supply and where.

Robin Irizarry & Julie Slavet

Philadelphia Watershed Coordinator & Executive Director, Tookany/Tacony-Frankford Watershed Partnership Inc (TTF) 10/4

Robin and Julie explained the context of why they felt they needed the CreekMobile environmental education center, which launched in July 2017. They were contracted by the Philadelphia Water Department to do watershed education in Tacony park, which contains the Tacony creek trail. Since they have no building in the park they needed the mobile center for on-trail education. The CreekMobile is a cargo bike that folds out into a table top display with important information about the creek, and also carries gear like binoculars for bird watching or materials for park clean-ups. This programming is made possible with support from the Alliance for Watershed Education and funding from Joseph Robert Foundation. All of the education concerns the creek, and helps people to understand how their neighborhoods are connected to the creek and why it's important

to protect it. The CreekMobile has a little model of the creek so that kids can play interactive games to understand how litter affects the watershed, and what kind of wildlife lives there. They also educate people about the challenges of CSO and where our drinking water comes from using games for kids and information for adults. In addition to educating the public and cleaning the park, they also host fun bike rides and a 5k run on the trail.