



Urban Agenda
CALL TO ACTION INITIATIVE

National Park Service

Urban Parks, Programs and Partnerships Affinity Caucus



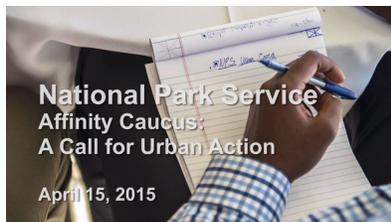
SUMMARY REPORT

Golden Gate National Recreation Area / Fort Mason
April 15, 2015



PHOTOS BY PAUL MYERS

Urban Caucus Participants



Click on the image above to watch Director Jarvis' remarks at the Caucus.



Urban Parks, Programs and Partnerships Affinity Caucus

Golden Gate National Recreation Area / Fort Mason
April 15, 2015

A G E N D A

- 8:00 Call to Order, Michael Creasey, Director, NPS Stewardship Institute
Welcome, Aaron Roth, Acting Superintendent, Golden Gate NRA
- 8:15 Introductions – Delia Clark, Caucus Facilitator
- 8:45 Call to Action – Peggy O’Dell, Deputy Director, National Park Service
Announce/Introduce the Model Cities and Fellows
- 9:30 Urban Agenda Principles: *Relevancy, One NPS, and Collaboration* – Michael Creasey,
Director, NPS Stewardship Institute
- 9:50 “Urban Matters” National Network of Urban Practitioners - Rebecca Stanfield
McCown, Program Manager, Stewardship Institute
- 10:30 Urban Innovation Roundtable (*A facilitated roundtable of NGO’s, community leaders,
urban planners and elected officials to offer personal experiences and strategies related to
ways the NPS can build relevancy in urban landscapes, engage communities, creatively
design parks for diversity and urban needs, and leverage resources through collaboration.*)
– Brent Mitchell Senior VP, QLF Atlantic Center for the Environment- Facilitator
– Belinda Faustinos, Chair, National Park System Advisory Board Urban Committee
– Greg Moore President & CEO Golden Gate National Parks Conservancy
– Kim Moore Baily, Executive Director, Foundation for Youth Investment
– Gia Biagi, Senior Director, Urbanism, Studio Gang Architects
– Phil Ginsburg, General Manager, San Francisco Recreation & Parks
– Nina Roberts, San Francisco State University
- 11:30 Large Group Facilitated Discussion
- 1:15 Community Impact through Collaboration – Facilitated Small Group Strategy Sessions
Round #1: Achieving Relevancy
Round #2: Collaboration and “One NPS”
Focus Questions:
1. *From what you heard from the conference speakers, reading the Urban Agenda, the
opening presentations and the roundtable, what were some of the things that inspired you?*
2. *What was an innovation that you want to learn more about, share with others or use in
the context of your work? What would it take for you to activate this innovation in your
park, program, or partnership area?*
- 3:15 Plenary – Defining the 21st Century NPS Urban Landscape
- 3:45 Closing Remarks, Jon Jarvis, Director, National Park Service
- 4:00 Adjourn

URBAN CAUCUS INVITED PARTICIPANTS

Aaron Roth, Acting General Superintendent, Golden Gate National Recreation Area
Alex Romero, Superintendent, George Washington Memorial Parkway
Alex Block, Transportation Program Manager, Downtown DC Business Improvement District
Amy Lethbridge, Deputy Executive Officer, Mountains Recreation and Conservation Authority
Barbara Butler Baunsgard, NPS, Planning Office, Pacific West Region
Barbara Rice, NPS, Program Manager, Rivers, Trails, and Conservation Assistance
Belinda Faustinos, Board Member, NPS Advisory Board, Urban Committee Chair
Bill Cox, Superintendent, Chattahoochee River National Recreation Area
Bob Ratcliffe, NPS, Chief of Conservation & Outdoor Recreation
Bob Vogel, NPS Regional Director, National Capital Region
Brannon Ketcham, Management Assistant, Point Reyes National Seashore
Brent Mitchell, Senior VP, QLF Atlantic Center for the Environment
Brian Goeken, NPS, Chief, Technical Preservation Services
Carlos Flores, Landscape Architect Fellow, Santa Monica Mountains National Recreation Area
Catherine Carlton, Senior Program Manager, Institute at the Golden Gate
Celeste Bernardo, Superintendent, Lowell National Historical Park
Chris Abbett, NPS, Acting Associate Regional Director of Partnerships, Interpretation and Education, Southeast Region
Chris Spence, Director, Institute at the Golden Gate
Christopher Niewold, NPS, Program Manager, Rivers, Trails, and Conservation Assistance National Capital Region
Cicely Muldoon, Superintendent, Point Reyes National Seashore
Craig Kenkel, Superintendent, Cuyahoga Valley National Park
Dan Knapp, Deputy Director, LA Conservation Corps
Dan Miller, NPS, Rivers, Trails, and Conservation Assistance, Pacific West Region
Darla Sidles, Superintendent, Saguaro National Park
David Thomson, NPS, Program Leader, Rivers, Trails, and Conservation Assistance, Midwest Region
David Goldstein, NPS Detroit Urban Fellow
David Lange, NPS, Program Manager, Rivers, Trails, and Conservation Assistance, Northeast Region
David Ruth, Superintendent, Richmond National Battlefield Park
David Siegenthaler, NPS, Land and Water Conservation Fund/Urban Parks and Recreation Recovery/Federal Lands to Parks, Pacific West Region
David Szymanski, Superintendent, Santa Monica Mountains National Recreation Area
Dean Alexander, Superintendent, Dayton Aviation Heritage National Historical Park
Dee Hewitt, NPS, Program Manager, Rivers, Trails, and Conservation Assistance, Southeast Region
Destry Jarvis, President, Outdoor Recreation and Park Services, LLC
Diana Rhoades, NPS Tucson Urban Fellow
Doug Evans, NPS, Groundwork Program Coordinator, Rivers, Trails, and Conservation Assistance
Eileen Martinez, Chief of Interpretation & Education, Cabrillo National Monument
Elle O'Casey, NPS Stewardship Institute
Ellen Jones, Director of Infrastructure & Sustainability, Downtown DC Business Improvement District
Frank Dean, President and CEO, Yosemite Conservancy
Floyd Myers, NPS New York City Urban Fellow
Gay Vietzke, NPS Associate Regional Director, Northeast Region
George McDonald, NPS Youth Programs Manager
Gia Biagi, Senior Director, Studio Gang Architects
Gopaul Noojibail, Superintendent, National Capital Parks East
Gretchen Stromberg, Chief of Planning and Administration, East Bay National Parks
Hayley Mortimer, Vice President, National Parks Conservation Association Center for Park Management
Heather Mahn, Executive Director, Groundwork Lawrence
Heather Scotten, NPS, Conservation and Outdoor Recreation Programs & National Heritage Areas Program
Helen Mahan, NPS Philadelphia Urban Fellow
Howard Levitt, Director of Communications & Partnerships, Golden Gate National Recreation Area
Jane Beesley, District Administrator, Los Angeles County Regional Park and Open Space District
Janet Wilding, NPS St. Louis Urban Fellow
Javier Ochoa Reyes, Project Coordinator, Groundwork Richmond CA
Jeffrey Reinbold, NPS Assistant Director for Partnerships and Civic Engagement

Jennifer Haley, Chief of Resource Management, Lake Mead National Recreation Area
 Jim Cook, Executive Director, Western National Parks Association
 Joel Pannell, Senior Legislative Representative, Trust for Public Land
 John Anfinson, Superintendent, Mississippi National River and Recreation Area
 Jon Christensen, Adjunct Assistant Professor, UCLA, Institute of the Environment & Sustainability
 Jon Jarvis, Director, National Park Service
 Jose Gonzalez, Director, Latino Outdoors
 Josh Moore, NPS, Rivers, Trails, and Conservation Assistance
 Joshua Laird, Commissioner, National Parks of New York Harbor
 Judy Forte, Superintendent, Martin Luther Jr National Historic Site
 Kass Hardy, NPS, Large Landscape Initiatives, NRSS-Biological Resources Division
 Kevin Dahl, Arizona Program Manager, National Parks Conservation Association
 Kieron Slaughter, NPS Richmond CA Urban Fellow
 Kim Moore Baily, Executive Director, Foundation for Youth Investment
 Krista Sherwood, NPS, Rivers, Trails, and Conservation Assistance
 Lance Hatten, Assistant Superintendent, New Orleans Jazz National Historical Park
 Leonard Zax, President, Hamilton Partnership for Paterson, NJ
 Lisa Mendelson-Ielmini, NPS Deputy Regional Director, National Capital Region
 Lisa Pelstring, Advisor, Urban Environmental Issues and the Anacostia River Watershed,
 Department of Interior
 Lochen Wood, NPS, Environmental Protection Specialist, Natural Resources, Stewardship and Science
 Lorán Fraser, Senior Advisor to NPS Director
 Lorenzo Plazola, VISTA Intern, Groundwork Richmond CA
 Marsha Mather-Thrift, Executive Director, Rosie the Riveter Trust
 Martha Lee, NPS Deputy Regional Director, Pacific West Region
 Martha Raymond, NPS National Coordinator of Heritage Areas
 Matthew Holmes, Education Specialist, East Bay National Parks
 Megan Lang, NPS Richmond VA Urban Fellow
 Michael Creasey, NPS, Director, Stewardship Institute
 Michele Gee, Chief of Interpretation & Ed, Golden Gate National Recreation Area
 Mickey Fearn, Professor, School of Natural Resources, North Carolina University
 Missy Morrison, NPS Washington DC Urban Fellow
 Morgan Smith, Chief of Interpretation & Ed, San Francisco Maritime National Historical Park
 Nathan Souder, NPS Jacksonville Urban Fellow
 Nina Roberts, Professor, San Francisco State University
 Omar Gomez, Policy Director, Council of Mexican Federations, El Pueblo Downtown Los Angeles
 Patty Trapp, NPS Deputy Regional Director, Midwest Region
 Paul Labovitz, Superintendent, Indiana Dunes National Seashore
 Peggy O'Dell, Deputy Director, National Park Service
 Peter May, NPS, Asst. Regional Director for Lands, Planning & Design, National Capital Region
 Ray Murray, NPS Partnerships/Land and Water Conservation Fund, Pacific West Region
 Rebecca Stanfield McCown, NPS, Program Manager, Stewardship Institute
 Richard Lukas, Director of Federal Grants and Program Development, Trust for Public Land
 Robin Nixon, Chief of Partnerships, National Mall and Memorial Parks
 Ron Sundergill, Pacific Regional Director, National Parks Conservation Association
 Ruth Raphael, NPS Boston Urban Fellow
 Shawn James, Community Assistance Fellow, Conservation Legacy
 Sherda Williams, Superintendent, Brown v. Board of Education National Historic Site
 Sheri Forbes, NPS, Regional Chief Interpretation & Education, Pacific West Region
 Shona Ganguly, External Affairs Manager, The Nature Conservancy
 Sophie Sarkar, NPS, Rivers, Trails, and Conservation Assistance, Northeast Region
 Stan Austin, NPS Regional Director, Southeast Region
 Sue Fritzke, Deputy Superintendent, East Bay National Parks
 Sue Masica, NPS Regional Director, Intermountain Region
 Tara Morrison, Superintendent, Rock Creek Park
 Tom Leatherman, Superintendent, East Bay National Parks
 Wendy O'Sullivan, NPS, Associate Regional Director, National Capital Region
 William Gordon, Concessions Management Specialist, Everglades National Park
 Will Elder, Golden Gate National Recreation Area
 Delia Clark, Principal, Confluence Associates, Facilitator

Urban Parks, Programs and Partnerships Affinity Caucus

To advance the National Park Service’s relevancy in urban environments, an affinity caucus was convened following the 2012 City Parks Alliance Greater & Greener Conference in New York City. This first caucus enlisted a small number of National Park Service (NPS) employees where there was clearly interest from a core group of people willing to expand the dialogue to more people –NPS employees as well as partners and others that could steer a path forward. The next two years were spent engaging NPS and partners in a dialogue to better define the role of the NPS in cities and with urban audiences. On April 15, 2015 the second caucus took place, bringing together 100 leaders from NPS urban parks and programs with their partners. It introduced participants to the Urban Fellows from the 10 urban model areas, established a common understanding of the principles of the Urban Agenda and elaborated on a strategy for activating the Agenda.



Click on the image above to watch Director Jarvis launch the Urban Agenda at the 2015 Greater and Greener conference.

Expected Outcomes

- Announce and launch the NPS Urban Agenda
- Establish a common understanding of the National Park Service Urban Agenda and modeling effort within the context of the NPS Centennial
- Build high-level community support for the NPS Urban Fellows and Model Areas
- Inform an activation strategy for “One NPS” - supporting urban areas across the nation through parks, programs and partners

Launching the Urban Agenda

The National Park Service Urban Agenda was formally launched at the City Parks Alliance Greater & Greener Conference, the largest conference on city parks in the country. A diverse assembly of more than 1,000 international park leaders, elected officials, city planning and design professionals, and urban park practitioners convened in San Francisco, April 11-14, 2015. This four-day indoor and outdoor conference focused on the roles of urban parks in creating healthy, resilient cities.

“With more people choosing to live in cities, urban parks have the power to impact a range of social and cultural issues – from health, education, livability and social cohesion, to economic development and urban resilience,” said Catherine Nagel, City Parks Alliance Executive Director, and member of the National Park Service Advisory Board Urban Committee. The National Park Service had an impressive showing at the conference, a reflection of the growing recognition of the urgent need for the National Park Service to engage more effectively in urban areas.

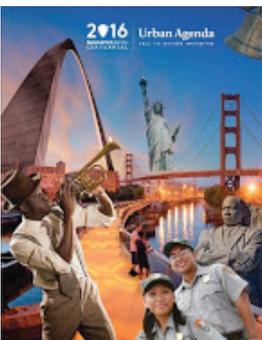
The public release of the NPS Urban Agenda was announced at the opening plenary session by Director Jarvis. Holding up a copy of the Urban Agenda, he stated, “We are recommending an unprecedented strategic alignment of parks, programs and partnerships that will better serve communities. It is a call to urban action that is outwardly looking and dependent upon engagement within the NPS and with our partners. A key component of the Urban Agenda will be realizing the core principles that call for being relevant to all Americans and creating a culture of collaboration.” The National Park Service has identified 10 model cities where the agency will develop its capacity to act as “One National Park Service” to better serve communities. To assist in activating the Agenda, NPS developed a fellowship program that will deploy Urban Fellows in each model city and ultimately facilitate the development of NPS urban leaders.

The Principles

The Urban Agenda is the result of two years of engagement activities that enlisted hundreds of people from the National Park Service and partner organizations. The report puts forth a way of working that is more intentional, collaborative and more sustainable. While the Urban Agenda is focused on the work of the NPS in metropolitan areas, ultimately the relevancy and sustainability of every national park and program can be strengthened by this work.

The Agenda calls all urban park practitioners to embrace three bold principles:

1. **Be Relevant to All Americans:** reaching new audiences and stories that represent our nation’s diverse history; diversifying our workforce to become a true reflection of the American population; and looking at “parks” in new ways and as innovative urban landscapes for new uses.
2. **Activate “One NPS”:** aligning NPS parks, programs, and partnerships – the full portfolio of the National Park System.
3. **Nurture a Culture of Collaboration:** working in collaboration both internally and externally to better serve communities.



Click on the image above to read the Urban Agenda.

The Urban Caucus

On April 15, 2015 the second affinity caucus took place, bringing together 100 leaders from NPS urban parks and programs with other leaders engaged in urban environments. The caucus introduced participants to the Urban Fellows from the 10 urban model areas, established a common understanding of the principles of the Urban Agenda and elaborated on a strategy for activating it.

Deputy Director Peggy O’Dell recognized the good work that has taken place since the last Greater & Greener Conference. She reinforced that while the Urban Agenda is focused on the work of the National Park Service in cities, ultimately the relevancy and sustainability of every national park can be strengthened by this work. “We need to get this right and you have permission to try new things, push the envelope,” she stated. She called out many examples where there is great innovation taking place and emphasized that it is being done collaboratively saying, “If we are only park-centric it will not work.”

Director Jarvis put the Urban Agenda into context of the National Park Service in its second century, and its unique responsibility to the American people. He stated, “If you take the basic principle that people keep what they value, we as a nation have set aside certain places that represent those values. And so you can make the argument that if you look at the aggregate, the national parks are a statement of what we as people believe are our core values. There’s patriotism, honor, sacrifice, ingenuity, freedom, equality, hard work – these kinds of things are classic American values.

“The Urban Agenda is a very significant piece [of our second century]; this is bringing the parks to the people. We’ve had a hundred years of hoping they will come visit if we build it really well – and they have – but now it is time to rethink the role of the Park Service in the urban space. And I think it’s incredibly exciting.”

Reflections from Partners

A facilitated roundtable of non-profit organizations, community leaders, and urban planners were asked to share their views of the conference, the Urban Agenda and implementation strategies. Each member offered personal experiences and input related to ways the NPS can build relevancy in urban landscapes, engage communities, creatively design parks for diversity and urban needs, and leverage resources through collaboration. Panelists included:

- Brent Mitchell, *Panel Facilitator, Senior VP, Quebec Labrador Foundation*
- Belinda Faustinos, *Chair, National Park System Advisory Board Urban Committee*
- Greg Moore, *President & CEO, Golden Gate National Parks Conservancy*
- Kim Moore Bailey, *Executive Director, Foundation for Youth Investment*
- Gia Biagi, *Senior Director, Urbanism, Studio Gang Architects*
- Phil Ginsburg, *General Manager, San Francisco Recreation and Parks Department*
- Nina Roberts, *Associate Professor, Francisco State University*



What is your first impression of the Urban Agenda and the tack NPS is taking with these three principles?

- The challenge will be for NPS to step outside of its traditional partnerships. The NPS will need to look at nontraditional issues like environmental justice.
- As we're building champions for urban, we need to set simple, understandable language related to the Agenda. This involves setting down values, strategies, methods, and metrics.
- "Relevancy for all Americans" is very bold – is it realistic? Should it be? Or more aspirational?
- Activating "One NPS" and a "Culture of Collaboration" are more tactical rather than visionary.
- Relevancy is key. The NPS has to give reason for all kinds of people to visit parks. Activating the Agenda in a way that's relevant to urban America is very significant, as is the collaboration needed between the NPS and local entities.

How can NPS be more relevant? We heard in the City Parks Alliance conference that parks are pillars of social networks in our cities. Do you agree with that and, if so, how can the NPS live up to that role?

- It's critical that NPS tap into existing networks and leverage the work that's being done in the city already.
- The NPS needs to figure out how to invest in various modes of access to our parks.
- Youth employment.
- Have a locally-rooted agenda.
- Parks and superintendents have to be willing to engage.
- Re-evaluate how NPS is using resources. The NPS needs to reallocate resources, revisit how it uses money for urban.
- Tap into the intellectual capital of the community - leverage local expertise.
- Be visible and show up in the community.
- It's not about knowing just the demographics of a community, but also the psychographics: the attitudes and behaviors of people.

If you had an urban fellow coming to your city, what is the first thing you would advise them to do?

- Get to know the community you intend to work with. Orientation is critical to understanding constituencies you're serving – their goals/aspirations, and how you can connect them to their parks/community.

- Work on the hard stuff that people tend to ignore. Engage the problems, social ills, and silent issues in communities that aren't being addressed.
- Meet your supervisor. . . then get to know the community. Get to know those people who can connect you to community leaders who aren't necessarily parks oriented. Meet in their space. Don't come in with your own agenda. Listen to their issues and formulate your plans to find out what the NPS role is in all of that.
- Be bold and try new things. If you fail, fail quickly and try something different.

Closing Thoughts

- Collaborate more with universities.
- Narrow your focus that would advance the Agenda's principles.
- Define what success would look like and then attempt to solve the issue(s) at hand.
- You talk about parks/programs/partners. You're missing the 4th P- "People." It's all about engagement.
- Be influenced by voices outside the Agency - go to the margins to find innovation.
- Use social media to figure out how communities already are engaging with parks and how you can leverage that.
- There is a need for advocacy - we must articulate the value of the Urban Agenda.
- The Agenda is everyone's responsibly; it can't hang on 10 Fellows. Think of how this conversation translates out to staff and partners.
- Figure out what urban communities should care about related to NPS. What are NPS values and how can we also absorb the values of our communities?
- We need to resurrect previously deleted stories like the "corner to corner memory project" at Rosie the Riveter. No more omissions.
- It's about the communities; ask what NPS can do for community. We want to accelerate capacity and learning of fellows by defining community assets so NPS can add value.



Facilitated Group Break-Out Sessions

The overall group was divided into 10 small groups and asked to provide input and strategies for activating the Urban Agenda. The groups focused on a series of questions and people were asked to share moments that inspired them, as well as what they saw were the challenges with shifting NPS culture and activating the Agenda.

Finding Inspiration

From what you heard from the CPA conference speakers, reading the Urban Agenda, the opening presentations, the roundtable, etc., what were some of the things that inspired you?

Park Design/Big Picture Thinking:

- Walter Hood's comment: How do we define a park? Should we instead call them landscapes - more inclusive?;
- The Mayor's plenary session in which they powerfully acknowledged the importance of parks and recreation;
- Plenary session - Colombia using parks to heal a city and increase quality of life/fundamentally flipping local values and shaping priorities;
- Think outside the box on the use of parks: cutting edge ways to bring parks/open space to communities - capping highways, greenspaces along highways, and using landfills;
- "Adopt an Alley"- activate marginal urban space for and with art, music, kids, etc.
- Nico Tillie (Rotterdam): Community gardens and schools. . . students bring parents along;

- “Youthwork” program: education curriculum, partnering with local college so youth have opportunities to earn college credit;
- Medellín, Colombia was an inspiring model of innovation! One of the most crucial aspects to consider, according to Escobar-Arango is to draw on hope, coexistence, education and the culture of the people who will be most impacted. Active participatory process/community-wide approach that lead to parks developed for the people/by the people;
- Doctor prescriptions to take a walk in a park for enhancing personal health;
- Parks as “democratic spaces”;
- Ai Weiwei art installations at Alcatraz – using public spaces to expand stories in compelling ways that attract tourists as well as local residents.



National Park Service Leadership:

- People care, are passionate, and are energized to “experiment” to get involved with the urban movement;
- Changing America’s understanding of what a national park is;
- NPS leadership is committed to institutionalizing urban;
- “Breaking down silos”;
- Our senior leadership (NPS) wants and expects us to take risks with the urban agenda; its ok to fail and learn from failure;
- Transforming the National Capital Region of NPS into a citizen-responsive park agency for the District;
- Placing fellows in areas that don’t have a park unit;
- “One NPS” – how programs and parks could add up to more than the sum of their parts;
- Hearing the NPS Deputy Director saying: “You have permission to innovate.”

Working in Partnerships:

- Combining forces through collective impact with others working on the Urban Agenda (i.e. The Nature Conservancy);
- Building a strong intergovernmental park partnership;
- We need to be more relevant to mayors, governors and local elected officials;
- The Roving Ranger idea: taking the NPS out into the park, the community, schools and universities;
- Data collection to make the case of what purpose/meaning urban parks have to local communities;
- Pop-up parks: NPS gyms, program office downtown. Interpretation to be local, physical, and experimental.

Inclusive Stories:

- Interpretation – ways we can pivot off of the historic interpretation to make history relevant through contemporary context;
- Change frame of mind: i.e., Nina Roberts – “NPS must go outside its comfort zone when seeking involvement from underrepresented communities”;
- Innovation related to relevancy: environmental and social justice can redefine the stories we tell and who tells them;
- Selma to Montgomery: relevant programming, inviting others to tell their stories/provide non-NPS speakers, walking the line of being political, extremely diverse group engaged on this issue, doing the right program will bring in the right people;
- Inspired that we are institutionalizing the idea of being open and welcoming to everyone/ inviting all Americans to the parks;

- Collaborating to create powerful networks for urban areas not represented by model cities;
- Understanding communities and what they value; NPS can't ask people to value what NPS values until NPS values what communities value;
- Working on environmental justice issues by engaging with the community;
- "First 100 years was about bringing people to parks – the next century will be about bringing parks to the people."

Innovative Practices

What was an innovation that you want to learn more about, share with others or use in the context of your work?



Partners in Parks

- Grand Park in LA and Governors Island – designing and interpreting spaces through creative programming – arts, recreation, leisure, relaxation and health, etc.;
- San Francisco Community Greening – partnership process for community greening of small NPS parcels;
- Groundworks model w/ NPS and EPA—long-term programs embedded in city; applied community asset and heritage mapping.

National Parks Practices

- NPS “programs” commitment to cities River Parkways, Urban Portals Programs, Cultural Heritage, RTCA, LWCF, etc.;
- Would like to know how Medellín (Colombia) community/leadership facilitated such strong collaboration to re-invent the city;
- Geospatial maps that show and illuminate “One NPS”;
- Bay Area’s approach with the Healthy Parks – Healthy People collaborative;
- Landscape view of the city – NPS to take a whole view.

Activating the NPS Urban Agenda

What would it take for you to activate this innovation in your park, program, or partnership area?

Professional Development and Skills

- Activate cross training team across disciplines on cultural competency/working in communities as core competencies;
- Evaluation: Measure for return on relationships;
- Urban program lead in WASO; bridge park programs across NPS;
- Define community demographics;
- Train in collaboration skills including decision-making and project execution;
- Encouraging organizational entrepreneurs/“letting go” (see Pew report “Letting Go” which covers old norms, long protected programs, and resources choices);
- “One NPS” as core value/tool for alignment;
- Capture and share best practices in NPS and beyond;
- One NPS needs to be front and center in NPS Fundamentals course to learn about programs;
- Urban Agenda is first step forward toward a system-wide change in how we work;
- Role/potential of NPS in attracting and retaining young employees in cities;
- NPS will require workforce reforms. A new workforce can be built by collaborating with qualified youth development programs allowing for hiring; helps expanded accessibility, cooperative agreements.

Programming

- Bring traditional programming to nontraditional venues; mobile trailheads, campfires in community center parking lots/city parks;
- Local funds: NPS collaboration; work with local funding, both private and public;
- What if every General Management Plan (GMP) and foundation document addressed community assessments – needs, opportunities and partners;
- NPS already embedded in urban areas through external program; look at using urban parks to gradually introduce people to broader NPS;
- We need to align our resources to support One NPS – Urban Agenda should support programming in communities – historic preservation, recreation, NPS assets should serve as resource support for important community issues;
- Learn network approaches from large landscape collaboration work;
- 53% of cultural projects are urban - connect memory to place;
- Learning how the ecosystem of parks and urban communities works to improve the neighborhood;
- Acknowledge that relevance means different things to different populations;
- Family programming: parent and kid-friendly; lead them in fun;
- Activate marginal spaces.



Partnership Development:

- Enable partners to conduct earned income activities that bring people into parks;
- Identify park challenges and ask for help from trusted partners;
- Triangle of partnerships to address workforce development – education providers who work with youth, community-based organizations with meaningful community projects, and some park work, especially career opportunities and internships;
- Develop and expand collaboration with colleges and universities in the 10 model cities to promote the urban agenda; involve students and faculty;
- Use chambers of commerce to frame economic and quality of life values;
- Collective impact model and other means as a way to better, faster, broader collaboration;
- Explore co-locating office space with NGOs and others that are connecting with populations that parks wants to reach;
- NPS regional leadership to facilitate partnerships with key park agencies (state, regional), state by state;
- Work with social service providers to make parks serve communities better;
- Collaboration/partnerships – facilitate MOUs, formalize partnerships/provide support for partnerships, incorporate community partners in process;
- Underserved targeting can include organizations that service at-risk, high risk, marginalized (juvenile justice, prison community re-entry, etc.);
- Hip hop helps (see Hamilton Partnership program);
- Parks as public health providers - DC Parks Rx, prescription page;
- Need to heavily consider the needs of older populations;
- Partner with developers to create vibrant public spaces.

Activating the Urban Agenda

The Urban Affinity Caucus allowed the NPS to share its work with a diverse group of NPS and partner organizations. It also brought forth the principles of the Urban Agenda and allowed for a deeper discussion on how the NPS can best work in cities and connect to urban dwellers and more diverse audiences. To engage more people across the nation in supporting and activating the Urban Agenda, the NPS will focus on the following next steps:

National Urban Network: A national network of urban park practitioners, Urban Matters, will serve as a catalyst for implementation of the Agenda. The Urban Matters national network will focus on learning from innovative and pioneering efforts happening across the country. Urban Matters should be viewed as a network among networks –drawing from existing organizations and practitioners that bring different perspectives and allow for the NPS to broaden its understanding and relevance in urban environments, as well as share its work and experiences.



One NPS: Applying the Service’s full portfolio of resources in strategic ways, these NPS models will test opportunities for organizational shifts that will allow the Service to more effectively communicate the value of our work/brand at the community level and meet the needs of the Service and communities.

Experimenting in 10 Model Cities: In addition to the Urban Matters network, the NPS is working with cities across the country to model the principles of the Urban Agenda. In particular 10 model cities [Boston, Massachusetts; Detroit, Michigan ; Jacksonville, Florida ; New York City, New York; Philadelphia, Pennsylvania; Richmond, California; Richmond, Virginia; St. Louis, Missouri; Tucson, Arizona; Washington, DC] have been identified to test new ways of working and to connect national and regional resources and people at local scale, being responsive to partner and community priorities.

Urban Fellows: Within each model city, an Urban Fellow has been assigned to work locally as a broker and facilitator to assist in developing partnerships between the NPS (One NPS), other agencies, the city, non-profit organizations and other institutions. The goal for each model city will be to enhance the NPS role in:

1. Engaging NPS programs in identifying values and strategic interests in their assigned model city through values mapping processes and other innovative tools to assess opportunities and align resources;
2. Building alliances with federal, state and local agencies that help to identify shared goals and accelerate interagency collaboration and complementary action;
3. Building alliances with local non-profits, educational institutions, foundations, and others to help identify and achieve shared goals;
4. Designing and launching city-specific initiative(s) that leverage the full suite of NPS programmatic and park assets designed to protect resources and improve quality of life for urban residents; and
5. Define measurable outcomes for evaluating models and sharing results with the national Urban Matters community of practice.

Join the community that will realize the
National Park Service Urban Agenda

www.nps.gov/urban

The National Park Service Urban Caucus and Summary Report
were developed by the NPS Stewardship Institute; Institute at the Golden Gate;
Center for Park Management; NPS Rivers, Trails & Conservation Assistance Program;
Quebec Labrador Foundation; and Confluence Associates.

