

India Basin Shoreline Park

San Francisco, Bayview Hunters Point Neighborhood

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Introduction

First and foremost, “best practices” can be important yet use of this term must be viewed with prudence. There’s often a need to tear up the templates because every community has a different culture or set of shared agreements from which they live, work, and understand nature as well as outdoor recreation/education. Making assumptions, or applying a little “experience” from another similar “underserved” community, can have unintended consequences. There are other terms used, such as “marginalized.” That is, if either of these terms were dissected, this construct is, in essence, an amalgamation of divergent groups of methods, processes and procedures (e.g., rules), theories and concepts that experienced an unwavering level of success in certain ways. Subsequently, because of anything identified as a success, what contributed to that phenomenon may be considered as the golden rule that can be applied whenever or wherever. Those facets, such as existing methodologies and procedures, are absolutely valid and essential. For instance, just because “Nonprofit A” had success with a well-loved initiative does not mean that “City Parks B” can blend the same process mix and expect the same outcome.



There is always an opportunity for innovation and new ways of thinking and discovering in conjunction with the community directly (e.g., residents, local organizations, business leaders). Nonetheless, when content analysis or equitable development analyses occur, what may be considered the best of those practices, could be integrated. Therein lies many “best practices” that could be identified for each domain in this current Indian Basin Shoreline Park project as well as any overarching best approach, for making promises to communities of interest, broadly. A better term may, therefore, be “promising practices”.

This briefing consists of high-level suggestions versus nuts and bolts which would be more aligned with specific program types (e.g., water activities, arts & culture, youth leadership activities). Hence, many fundamental, well-practiced engagement strategies—based on best practices and baseline research—are cross-cutting with the ability to transcend the type of programs/activities that may be offered as well as guiding principles for building effective and productive partnerships across communities of interest. While some of the recommendations and considerations that follow may feel intuitive, they are often not realized in practice and implementation. Through careful and conscientious actions, there is also a potential for the India Basin Shoreline Park to be a prototype for other urban parks or outdoor environments that are open to public programming options.

A core vision of the India Basin Initiative (IBI) and the Equity Development Plan (EDP) is to ensure that the India Basin Shoreline Park will be a safe and thriving space, and that existing residents will not be displaced as a result of this

new amenity. One of the first steps to creating an equity plan was the SFRPD (RPD) staff to review of the current residential population of the India Basin region. This includes breaking down the population by varied demographics such as race, ethnicity, age, income, and homeownership, to form a greater understanding of who the India Basin Shoreline Park is being redeveloped and expanded for. From here, various entities across the community, along with other relevant stakeholders, were engaged to continue learning who is not being served by the parks system. After gathering this necessary data (and more), strategies were explored to ensure all residents are properly accommodated. The strategies to support the Bayview Hunters Point community can be summarized in six main focus areas as indicated in the EDP as driven by the community.

1. Youth Development
2. Arts, Culture, and Identity
3. Workforce and Business Development
4. Healthy Communities & Ecology
5. Neighborhood Connectivity, Transit, Access & Safety
6. Housing Security for Black residents

This document consists of sample best practices from state and national sources of information to help guide the future of the IBI park expansion and renovation project. Content, broadly, includes what a sample of other municipalities are doing/have done for creating an equity plan for their parks, developing measures and metrics (e.g., ways to evaluate/monitor), common indicators for developing and/or renovating new parks, what are the types of practices, factors, and features that agencies use for park development projects, and implementation or action planning components that agencies consider/use for putting their goals into practice. (*Note: Washington DC 11th Street Bridge Project as a current model being used for IBI is not included in this document yet is showcased in the Case Study report*).

Creating an Equity Plan

Bay Area Equity Planning

The Bay Area population is very diverse across a variety of variables and is vital to our cultural and economic wellbeing. However, with racialized and systemic inequalities, and structural racism, broadly, many communities are at risk of being gentrified, including housing and displacement issues. The **Bay Area Equity Atlas, Data Summary¹** is an excellent resource for IBI leaders and includes a list of indicators that can be a useful model, in part, for IBI. These Bay Area Atlas **indicators** “track how the region’s demographics are changing and how we are doing on key measures of inclusive prosperity across the People, Place, and Power equity framework. Our indicators track change over time, are comparable across geographies, and are disaggregated by race and other demographics as much as possible.” One example in the Bay Area Equity Plan states Blacks have far less access to jobs based on employment discrimination, affordable housing, quality education, adequate health care, and other institutional (e.g., structural) discriminatory practices. Many residents of color, certainly not all, are prevented from accessing the resources and opportunities many service providers are supposed to deliver.

The Bay Area Equity Atlas has also created a list of reports about equity trends and issues in this region. For instance, with hopes to make promising solutions for inclusive prosperity a reality, Ross and Treuhaft (2020) studied income and published *Who is Low-Income and Very Low Income in the Bay Area?* to evaluate the possibilities and limits of using income targeting to advance racial equity. Research included who is considered low-income in the Bay Area, and found that almost half of all the five-county (Alameda, Contra Costa Counties, Marin, San Francisco, and San Mateo Counties) Bay Area residents fall under the low-income



category. Because of the historic and current political issues regarding racism, discrimination, and oppression, the majority of low-income residents are predominately Black and Latinx. Specifically, they found, 68 percent of Black residents and 72 percent of Latinx fall under the low-income bracket compared with just 35 percent of White residents and 31 percent of Asian or Pacific Islanders, who are low income. While these numbers show the extremity of income disparity experienced by Black and Latinx residents, it is also important to note that Black and Latinx residents are overrepresented among the region's very low-income families.

To elaborate, Black and Latinx residents in the Bay Area make up 46 percent of very low-income families, and just 13 percent of high-income families, while White residents make up 35 percent of very-low-income families, and 54 percent of high-income families, but make up 40 percent of the region's overall population. Undoubtedly, these numbers are due to Black and Latinx residents being displaced into lower-income neighborhoods, where they are forced into the cycle of oppression. In fact, studies show that Black renters are shown fewer apartments, sold fewer homes, and offered fewer concessions than their White counterparts. Similarly, Black home buyers are shown half as many listings as White home buyers as well as steered into racially segregated neighborhoods (e.g., red-lining). These findings show the magnitude of inequality Black and Latinx residents experience living in the Bay Area, which can be used to explain the economic gap in income, and the over-representation among very low-income families.

By understanding these issues, agency leaders can better understand how to implement measurable solutions that promote racial equity through income-targeted policies. Furthermore, implementing additional race-conscious and anti-discrimination policies are also key components when applying new plans and policies to the region, including parks.

Another valuable Bay Area-wide equity resource is the [Plan Bay Area 2040 Equity Analysis](#).² Promoting jobs, housing, and transportation, the equity framework was approved in 2016 by the Metropolitan Transportation Commission. Their overall framework has three components:

1. **Title VI analysis:** Focus on “investments that use federal and state funds to determine whether there are any disparate impacts of distribution of these funds on populations of different race, color or national origin.”
2. **Environmental justice analysis:** Includes “investments to determine whether there are any disproportionately high and adverse impacts on low-income and minority populations or communities of concern.”
3. **Equity analysis:** “assesses the distribution of benefits and burdens on communities of concern in comparison to the rest of the region.”

Climate planning, an essential ingredient

When implementing equitable measurements into city planning, it is key to incorporate climate planning as well. According to a 2016 report commissioned by the City of Portland, [Climate Action through Equity](#)³, “Low-income populations and communities of color are disproportionately impacted by climate change.” Low-income communities and people of color are more likely to experience the effects of climate change because they live in areas with less greenspace and are more vulnerable to heat-related and respiratory illnesses. Because of this, it is imperative to make climate and equity planning complement each other and included in both plans.

The only path to inclusive prosperity is to promote equity solutions at a measurable scale, to better the wellbeing of Bay Area residents and, in particular, the SF Bayview-Hunters Point neighborhood. This IBI park redevelopment project, per the EDP, must hold partners accountable to hiring locals to augment workforce development; ultimately, this helps ensure the standard of living is also improved through employment training and jobs. A focus on the expansion of accessible opportunities for all races, ethnicities, incomes, abilities, and gender identities is essential for everyone's quality of life and for the wellbeing of the community as a whole.

This best practices paper consists of a variety of sources, pulled together to also include different measures and metrics of equitable development and city planning. Through a cursory review of state and national urban-based equity type planning, this document review procedure includes five examples of other U.S. cities that can be used to extract common indicators when creating a framework for equitable development.



Measures and Metrics

Parks are critical to the current and future livability, sustainability, stewardship, and prosperity of all communities. Best practices must indicate the measurable outcomes that need to be created, and include solutions that evaluate the success of the local IBI efforts. Thus far, this has been done by creating measurable goals that are data-driven to better allocate agency time and resources to promote efficiency and success. (Note: Since the EDP is a working document, details about the measures and metrics will be discussed through action planning and implementation phases).

Across the board, research from the U.S. Census Bureau, found on the [Bay Area Equity Atlas](#), shows the common indicators⁴ for renovating new parks falls along the line of these six factors:

1. Allocate resources
2. Make the park cleaner/greener
3. Environmentally friendly
4. Educational opportunities provided
5. Ensure community and stakeholder engagement
6. Focus on data-driven approaches to developing services and features/amenities in the park

Focusing on measurements that are data-driven will ensure the RPD staff, partners, and others invested in this project achieved their goals from the beginning, during implementation stages, and when everything has been completed.

Along the lines of IBI's efforts, our SFSU team has gathered measurable solutions and equity plans from several other cities and include five large and small localities in this briefing for comparison: **Minneapolis, MN; Seattle, WA; Portland, OR; Asheville, NC** and **Spartanburg, SC**. These examples showcase common threads in park planning and equitable development strategies.



Our research team has also included other potentially valuable measures/metrics for IBI, not considered a “common theme”. For example, the Environmental Protection Agency has centered their equitable planning around environmental justice and practice in the field (see *EPA example below and subsequent case example relevant to IBI*). Additionally, the City of Portland has combined their efforts to promote equity, with their efforts to diminish many of the causes of climate change. Instead of focusing on a traditional one-size-fits-all approach, these agencies have created plans that address two issues into one (e.g., park equity, mitigating climate change).

Common Indicators

Indicators are measurable details used to determine if a program, for example, is being implemented as expected and achieving its stated outcomes. Not only can indicators help understand what happened or what has changed, but can also help agency leaders to ask additional questions about how these changes happened. Across the board, these cities have common indicators while developing and renovating new parks. Primary objectives where realistic indicators can be developed include evidence that parks should aim to:

- Boost human health and well-being
- Benefit physical well-being
- Reduce risk of chronic illnesses and obesity
- Create an equitable city & eliminate institutional racism
- Benefit social well-being (social capital, family bonding, social integration, etc.)
- Preserve environmental benefits (biodiversity and air conservation, water purification, erosion control, and climate regulation)

According to ChangeLab Solutions, *Complete parks indicators: A systems approach to assessing parks*⁵, seven key indicators include:

1. **ENGAGE:** Inclusive, meaningful, ongoing dialogue
2. **CONNECT:** Safe routes to parks
3. **LOCATE:** Equitable distribution of complete parks
4. **ACTIVATE:** Community-led Park activities and programs
5. **GROW:** Parks maintenance and ecology
6. **PROTECT:** Safety in and around parks
7. **FUND:** The support network for a complete parks system

In this pragmatic report, they showcase these elements of assessment, provide guidance on collecting and analyzing data, share sample data sources and tools, and highlight resources for further information. Each indicator has a section for “how to measure” that is included as well. Detail of equal importance also provided includes ways to establish a baseline and track data over time.

Types of practices, factors, features, used for park redevelopment projects

To better allocate agency time and resources for IBI, similar municipal parks around the country should be (and have been) explored, and ultimately it's beneficial to actually examine their success towards equitable actions. For instance, **Minneapolis, MN** has taken serious action since 1974 by their renowned, award-winning Regional Parks System, used to retain and attract businesses and residents. Critical for the region's current and future livability, sustainability, stewardship, and prosperity, the Parks Council has ensured successful measures by allocating \$658 million in state and regional funds (e.g., donations, bonds, philanthropy) to help agency partners develop and expand the parks system. With 40 regional trails, 340 miles open to the public, and special recreation features, the Council has created a **Regional Policy Plan**⁶ that will serve residents and future residents for years to come.

The Council's efforts are centered around two main policy directions. First, the promotion and expansion of multimodal access to regional parks, trails, and the transit network. Second, the assurance that every resident in the region across age, race/ethnicity, income, national origin, and ability can use the resources and facilities available in the park. By focusing on inclusion and equitable access, every resident will get the opportunity to enjoy the physical, social, cultural benefits, and more, that the parks offer⁶.

Similarly, the city of **Seattle's** Office of Planning and Community Development program published its *Equitable Development Implementation Plan*⁷ in April 2016. Based on the cities Equitable Development Initiative⁸, the Mayor and the City Council agreed to make race and social equity a central core value for their programs and focused on the following three elements:

1. Emphasize community stability in the face of displacement pressures to create economic mobility for those who have not been able to fully participate in Seattle's prosperity.
2. Provide more affordable housing choices throughout all neighborhoods: Allow marginalized populations to be active decision-makers in how their communities grow.
3. Guide public investments, programs, and policies to meet the needs of marginalized populations and reduce disparities.

The Mayor noted that plan will provide the opportunity for "all marginalized people to attain these resources, opportunities, and outcomes that will improve their quality of life and enable them to reach their full potential."⁷ The *Office of Planning and Community Development* notes a few examples of their current projects:

- **Chief Seattle Club**: Create more affordable apartment homes, create health clinics, non-profit office spaces, and a cafe/gallery space
- **African Women Business Alliance**: Create a permanent home for the Alliance, which is currently relying on pop-up markets
- **Central Area Youth Association (CAYA) Community Center**: Accommodate growing programming needs as well as affordable housing to mitigate displacement of our community
- **Cham Refugees Community**: Expand programming for youth, the elderly & disabled members of the community
- **Innovation Learning Center**: House STEM education for youth and young adults, health and wellness programs for seniors, cultural enrichment programs, and domestic and gender-based violence counseling
- **West African Community Center**: Renovation and expansion of community facility with services and programs including housing advocacy, financial assistance and education, family counseling, tutoring, bilingual preschool

Being the first city to adopt a strategy to reduce greenhouse gas emissions in 1993, **Portland**, Oregon has created a legacy of climate-friendly programs targeting transportation, energy, land-use, and waste prevention and recycling. Stated in their **Climate Equity through Action** report, low-income communities and people of color are more likely to experience the effects of climate change. This is why Portland has paired together climate control and equitable actions in their efforts to promote equality and inclusion. In 2015, Portland adopted citywide racial equality goals and the parks & recreation department created a **five-year racial equity plan**⁹ including their climate work. This provides a proactive framework seeking to achieve racial equity, and make progress on major climate-related issues. Published in their *Portland Equity Initiative*¹⁰ draft for public review, Portland's Office of Equity is tasked with:

- Evaluating government processes and programs, and holding bureaus accountable to set equitable goals
- Assisting bureaus in setting metrics, designing data collection and developing accountability reports
- Publishing regular progress reports
- Working with private sector and community partners in a way that supplements, complements and supports the good work already under way

This proactive framework focuses on institutional efforts (e.g., workforce), community engagement and partnerships

(e.g., contracting with MBEs). Undoubtedly this will take time and dedication but, in the end, has the potential to ensure a diverse workforce that is a reflection of the whole population and promotes an internal culture of respect, inclusion and equity across the organization. It also provides plain language around racial equity and creates a supportive environment for all employees. Lastly, the five-year plan will actively engage communities of color, including refugee and immigrant communities, to participate in Portland's efforts¹⁰.

Continuing with measurable examples, the city of **Asheville, North Carolina** created an entire Equity Program¹¹, of which the **Racial Equity Action Plan**¹² evolved. This Plan focuses on Racial Equity, Americans with Disabilities, and Gender Inclusion, and has been used since 2017. Their work has been backed by existing relationships and projects, and reflects what staff members have heard from community members and groups. Aiming to benefit the diversity of the community, and create an effective and inclusive government that engages all community members, the Plan has created a diverse portfolio of park and recreation resources:

- **Athletics:** Designed to provide wholesome recreational opportunities for community residents of all skill levels and ages (Note: for IBI this might include basketball, skateboarding, and related).
- **Greenways:** Maintain a beautiful and growing system of greenways throughout the city for your recreation and transportation enjoyment.
- **Pool and Splasheville:** Provide safe and affordable outdoor summer fun for children and adults (Note: IBI would promote water activities in the Bay).
- **Park, Playground, and Recreation Center:** Oversees many public parks and facilities.

- **Community Events:** Summer camps and activities for youth and teens, find adult and senior programs, reserve picnic shelters, learn about special community events like bingo, holiday celebrations, and yard sales.
- **Picnic Shelter:** 11 shelters can be reserved & used for a variety of gatherings, events & activities.

A grounded approach encourages an environmental justice lens and, ultimately, promotes equity and inclusion. That is, equity is a strong model for environmental justice. Equitable development has the potential to improve public investments, supports collaborative problem solving through stakeholders, and provides better resources for community members that may be considered marginalized. Launched in 2010, the U.S. EPA Equitable Development Workshop¹³ was created as an incentive program to promote 'environmental justice' and 'smart growth'. This workshop, a feature of the New Partners for Smart Growth Conference, has been played out in multiple cities, including smaller ones, such as **Spartanburg, South Carolina**.

In the late 1990's the **ReGenesis Project**¹⁴, an initiative of Spartanburg and collaborator in the EPA 2015 workshop, linked health concerns with population demographics including an alarming report of data. From here, the organization came together as a community to represent neighborhood interests to clean up contaminated and abandoned properties, as well as revitalizing surrounding communities. Their efforts showcase how amazing solutions can be achieved through collaboration and neighborhood involvement.



There are bright opportunities for towns, cities, and nations, to recognize and represent community interests when promoting equitable development and understanding what sub-communities might be most susceptible to the downfalls of infrastructural revisions. By beginning at the root of the problem--whatever it might be for a particular area--working with the most disadvantaged members of a community will ensure equality as the entire community moves forward. (~ The ReGenesis Project)

The EPA honored the ReGenesis partnership with the Environmental Justice Award April 2010

Implementation plans: Components agencies use to move goals into actions

Developing a realistic implementation plan based on current and future resources, partnerships, funding available, etc., is vital for success. Equity plans are only as useful as agencies make them; best practices based on research compiled by NRPA¹⁵ suggest the following four broad steps:

1. Create an implementation framework to help put the plan in motion
2. Identify current and future funding mechanisms
3. Include a maintenance plan that prioritizes maintenance of current parks and parks that may be built in the future
4. Conduct an annual assessment of parks and open space to ensure public spaces continue to provide positive benefits to the community and that implementation steps are followed

An implementation framework, and subsequent action plan, can keep the SF IBI on track and help achieve stated goals. A quantitative (numerical) system for managing facilities/programs, such as the EDP areas of focus for example, can help objectively prioritize projects and establish an implementation plan based on continued community input and equity-based metrics.

First, do historical events matter to future planning? The answer is indisputably yes. To better our future, we must remember and learn from our past. While that may appear to be a cliché it's a statement of significance for India Basin Shoreline Parks. Throughout history, certain communities have prospered at the expense of other communities and the Bayview neighborhood of San Francisco is one of those. **Redlining**, for example, has dictated where certain cultures (nationwide) will live, furthering the cycle of oppression. Social structures and cultural identities were detested, and the voices of minority groups were silenced. Locally, the **Mapping Inequality: Redlining in New Deal America**¹⁶ showcases San Francisco by sample demographics and assigning neighborhoods with a letter grade, A thru D (*i.e.*, *Best, Still Desirable, Definitely Declining, and Hazardous*). Second, the past injustices that undermined the integrity of certain communities can never be undone; however, agencies can focus on achieving racial equity through plans and practices that transcend city-wide services (e.g., healthcare, workforce, youth development, parks & recreation, natural and built environments, public transportation).

Common values, sustainability, cultural connections

The plans that include best practices used by city managers and other leaders for achieving equitable goals include three main components: Common value, longevity/sustainability, and cultural strategies. These factors were inspired by the work done by the NRDC, in their *Principles for Parks and Equitable Development Blog*¹⁷

1. FIND THE COMMON VALUE(S) AMONG RESIDENTS

After evaluating the main demographic of residents, planning components based on the resident's common values and visions should be in the forefront. Focus on what is important to the residents, what is most valuable, and what kind of implementation will benefit or hurt existing residents, renters/homeowners, and business owners. Respect the local community's character, including their cultural diversity and values. Before implementing policies, ask, "how will these efforts advance racial justice, promote the Black community, and ultimately promote inclusion?" It is essential to ensure the affordability of the community is maintained as well as honoring the community culture.

2. ENSURE THE PROJECT'S EFFORTS HAVE LONGEVITY

Oftentimes, parks will lose their original intent after so many years. It is vital to ensure the core vision of the India Basin Initiative will not be neglected over the years and can be done so by ensuring commitments and accountability during implementation are adhered to. Actions that occur, for instance, can continue to focus on maintaining community-driven efforts through community meetings, involving local elected officials, establishing tracking and analysis systems for measurement and evaluation, and engaging varied sectors of the BVHP community (e.g., schools, local businesses, job training, housing assistance). Part of the action plan to enable longevity should include nurturing long time residents to maintain involvement and promoting such community relationships among those who will be present for years to come.

3. PLAN ARTS AND CULTURAL STRATEGIES, AND PRACTICE MEANINGFUL COMMUNITY ENGAGEMENT

Art and cultural activities unite residents, incentivize community engagement and encourage park participation in a fun and positive environment. Developing arts and cultural strategy curated by the residents will ensure maximum participation, and has the potential to address local concerns such as economic ownership, healthy food access, vandalism, and displacement issues. By getting the community to engage in park matters rather than too many outsiders, those considered marginalized will feel even more heard, and their wishes and goals will be incorporated into future planning.

What do all these plans have in common?

Across a small sample of other park and recreation agencies and programs focusing on equitable development there are common indicators that can be applied to IBI and the EDP. At the center of planning, focusing on inclusion and equitable measurements will ensure every resident gets an opportunity to enjoy the physical, mental, emotional, social, cognitive, and spiritual benefits that parks naturally provide. For current residents, this includes ensuring low-income residents are also properly cared for through rent control/opportunity for home ownership, specifically Black residents, and other marginalized groups have increased access to neighborhood and city-wide services/resources.

For youth development, programs reviewed for this briefing have ensured equal access to high-level education systems as well as recreation activities to make certain the youth can prosper in their given community. Education facets surfaced among the document review process yet are not an integral part of the IBI/EDP which focuses more on internship opportunities, leadership development, and program involvement, for example. Furthermore, arts, culture, and identity are always taken into account to make

sure communities of color are given the proper relief from stressors to continue their growth as a diverse community. Local business owners and the community workforce are accounted for, to ensure the program focuses on benefits to members of the local community.

Common indicators regarding the environment/nature, broadly, consist of preserving open space for the public to enjoy while incorporating recreation features which are critical for the community's prosperity and livability. Transit, safety, and neighborhood connectivity are taken into consideration to ensure every resident is given the same opportunities to thrive individually and collectively through increased equitable park access. A more integrated approach to park planning, and the emphasis on equitable access is increasing exponentially. This approach is incorporated into many community-wide issues; for instance, ensuring that low-income residents, youth, residents of color, specifically Black residents in the case of BVHP are given the proper resources to potentially end the cycle of inequality, and thrive through enjoyment of the India Basin Shoreline Parks.



Focusing on Equitable Development

Footnotes

¹ *Bay Area Equity Atlas*. Data summary highlighting five key measures of inclusive prosperity across the People, Place, and Power equity framework. <https://bit.ly/3pL0go7>

² Plan Bay Area Equity Analysis. Promoting housing, jobs, transportation. <https://bit.ly/3jf8fbV>

³ *Climate Action through Equity*, City of Portland, OR. Portland.gov, <https://bit.ly/3iS8QA7>

⁴ *Bay Area Equity Atlas, Indicators*. <https://bayareaequityatlas.org/indicators>

⁵ *Complete Parks Indicators: A Systems Approach to Assessing Parks*, ChangeLab Solutions. <https://bit.ly/3j0Dlyf>

⁶ *Twin Cities Regional Parks, Park Policy Plan* (Summary): <https://bit.ly/3iwRtEz>

⁷ *City of Seattle, Equitable Development Implementation Plan*, Office of Planning and Community Development: <https://bit.ly/3x9IGwk> | April 2016.

⁸ *City of Seattle, Equitable Development Initiative*, Seattle.gov. <https://bit.ly/2Se5EUu>

⁹ *City of Portland, Parks & Recreation, Five-Year Racial Equity Plan*. <https://bit.ly/358Wf3i>

¹⁰ *Portland Equity Initiative*, The Portland Plan, City of Portland, OR. <https://bit.ly/35vGluz>

¹¹ *City of Asheville, NC, Parks and Recreation Department, Equity Program: Equity action plan, metrics, strategies, and other resources*. <https://bit.ly/3vAOjTp>

¹² *City of Asheville, NC Parks & Recreation Department, Racial Equity Action Plan*. <https://bit.ly/3qyxo2L>

¹³ *Working in Partnership for Equitable Development*, 2015 EPA Equitable Development Workshop Baltimore, MD, PPT: <https://bit.ly/3gHfoQs>. EPA Equitable Development & Environmental Justice in Practice, Case Studies. <https://bit.ly/3wjtaxW>

¹⁴ *The ReGenesis Project*, an initiative of Spartanburg, SC, <https://bit.ly/3j9PHKb>

¹⁵ *Best Practices Resources*. Guides, briefing papers, case studies, issue briefs, toolkits, frameworks, and other resources. National Recreation & Park Association. <https://bit.ly/3gUBL4R>

¹⁶ Nelson, R.K., Winling, L., Marciano, R., Connolly, N., et al. (n.d.). "Mapping Inequality," *American Panorama* (ed.). <https://bit.ly/3wWDE6Y>

¹⁷ *Natural Resources Defense Council, Principles for Parks and Equitable Development*, <https://on.nrdc.org/3waGiFH>