APPENDIX

A

Strategic Plan

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Fort Worth Water Gardens , **Photo Credit: Stantec Team**

Strategic Action Plan

Introduction: Implementation Framework

The Strategic Action Plan lays out the key steps to bring Fort Worth's Vision to life. These steps are structured around the Objectives, Strategies, and Recommendations & Action Steps presented in Chapter 5 – Park and Public Realm of Tomorrow. The plan includes 95 Strategies and over 250 Action Steps, each accompanied by Key Performance Indicators (KPIs), responsible parties, timeframes, and estimated costs. Designed as a living section, this plan should be regularly updated to reflect current conditions, ensuring continued relevance and usability for City staff and stakeholders.

To guide the City, its partners, and the community in achieving this vision, implementation matrices have been developed as part of this document. These matrices provide a structured framework for executing the GREENprint Master Plan while offering several key benefits:

- Clear Prioritization – Helps focus efforts on the most impactful tasks by organizing action steps based on priority.

- Defined Responsibilities – Assigns accountability to specific partners, ensuring clarity in roles and expectations.

- Resource Allocation – Identifies necessary funding, personnel, and time commitments, allowing for more efficient decision-making.

- Timeframes – Establishes estimated timelines to keep progress on track and ensure timely execution of strategies.

- Flexibility and Adaptability – Allows for modifications as conditions evolve, ensuring continued relevance and responsiveness.

- Progress Tracking through KPIs – Monitors achievements, evaluates success, and highlights areas needing additional focus.

- Transparency and Public Engagement – Demonstrates a clear, actionable plan that builds trust and encourages community involvement.

The Implementation Matrices have been designed to provide the reader with an actionable roadmap that is broken down into specific groupings:

- Recommendations and Actions
- Key Performance Indicators
- Responsible Parties
- Timeframe
- Probable Costs
- Funding Strategies

Recommendations and Actions

For GREENprint Fort Worth, Recommendations & Actions are the tasks or steps that need to be implemented to carry out each strategy to achieve the objective. These are concrete, items that:
- Break down broad goals into manageable, actionable items.
- Clearly describe the task to be completed.
- Identify responsible parties assigned to the task.
- Are realistic and achievable.
- Ensure progress can be tracked.
- Are time-bound to ensure that the task is completed in a given amount of time.

Actions help ensure that the strategies are translated into tangible outcomes for the park system. These recommendations and actions are based on research, community input, and best practices.

Key Performance Indicators

Key Performance Indicators (KPIs) for GREENprint Fort Worth measure the effectiveness of recommendations and actions in achieving goals and objectives. KPIs track progress and assess the impact of strategies, such as park visitation, satisfaction, project development/completion, facility conditions, sustainability, and accessibility, ensuring the park system meets community needs and informs future decisions.

Responsible Parties

The Responsible Parties outlines the key individuals, organizations, and departments accountable for executing the action steps outlined in the GREENprint Fort Worth Implementation Matrix. Clear identification of these responsible parties ensures accountability, efficient coordination, and effective implementation of the plan.

By assigning specific roles and responsibilities, the City of Fort Worth can streamline progress, track milestones, and ensure that each action step is carried out by the appropriate groups. Examples of Responsible Parties include, but are not limited to:

Sector	Entity/Organization	Selected Possible Roles
Public	Park & Recreation Dept.	Accountability/enforcing park access/operations agreements, acquiring land for park development, managing partnerships, conservation, making capital investments
	Other City Departments/agencies (planning, economic development, mayors' office, transportation and public work, etc.)	Helping integrate parks into broader urban plans and policies, identifying partnership opportunities, making capital investments, operations and maintenance
	Regional and State Entities (TPWD, MPOs, TRWD, etc.)	Providing funding, technical support, conservation expertise, integrating parks into the regional system
	Educational Institutions	Developing and maintaining parks, organizing park events/programs, and conducting research
Private	Real estate developers	Creating/operating parks alongside development projects, contributing funding for nearby parks/park operators
	Landscape architects and other designers	Incorporating sustainable/resilient design into new and renovated parks, designing parks to meet community needs
	Building owners, businesses, and corporations	Contributing funding for parks, sponsoring events/programs
	Concessions and park-related businesses	Activating public spaces, contributing new sources of revenue to offset operation and maintenance costs
Nonprofit	Community development corporations	Providing programs/services that leverage park development/access, spearheading affordable housing and housing preservation efforts to mitigate potential park-related displacement
	Neighborhood/community groups	Advocating for new or improved parks, working with partners to ensure that parks reflect community needs, organizing cleanups
	Business improvement districts	Developing and maintaining parks, organizing park events/programs, making capital investments

Probable Costs

The Probable Costs indicated in GREENprint Fort Worth provides estimated financial projections for implementing each action. These cost estimates help prioritize projects based on available budgets and guide effective resource allocation. The probable costs consider factors such as labor, materials, equipment, and long-term maintenance. Including these estimates helps the City to identify projects that are financially feasible based on budget and allows for informed decision-making throughout the implementation process. The Probable Costs are broken down into three cost range estimates:

- $ = Less than $250,000
- $$ = $250,000 to 2,000,000
- $$$ = $2,000,00+

Timeframe

The Timeframe for action steps outlines the expected timeline for completing each action step. By establishing timeframes, the City of Fort Worth can effectively prioritize projects, monitor progress, and ensure timely completion. Timeframes are typically broken down into general periods of short-term, medium-term, and long-term goals, allowing for flexibility and adjustments as needed.

This approach helps track the overall success of GREENprint Fort Worth while maintaining accountability and facilitating coordinated efforts across various stakeholders. The timeframes for the action steps in the implementation matrices are

- Short-term (0 to 5 years)
- Medium-term (5 to 10 years)
- Long-term (11+ years)
- Ongoing

Funding Strategies

To assist the City of Fort Worth in locating sustainable, supplemental funding for the Park & Recreation Department, Funding Strategies have been provided. These strategies outline how the City can secure the necessary funds for project development, construction, maintenance, and hiring of staff.

By developing diverse and sustainable funding strategies, the City ensures that the Park & Recreation Department can function without relying on a single funding source. This approach provides flexibility, supports long-term viability, and allows for the successful operation of the park system while meeting the community's needs. Funding strategies that the City is encouraged to implement are:

- External Funding
  - Corporate sponsorships
  - Partnerships
  - Foundations and Partner/Donations
  - Irrevocable Remainder Trusts
- User Fees
  - Recreation Service Fees
  - Ticket Sales/Admissions
  - Permit (Special Use Permits)
- Tax Support
  - Bond Issues
  - Property Taxes
  - Hotel Occupancy Tax
  - Special Improvement District/Benefit District
  - Public Improvement District (PID)
- Franchises and License Agreements
  - Concession Management
  - Private Management
  - Naming Rights
  - Park Dedication Fees
  - Private Developers
  - Easements
  - Advertising Sales
  - Interlocal Agreements
- Capital Fees
  - Capital Fees
  - Impact Fees
- Grants
  Given the department's capacity and the volume of projects underway, the City prioritizes pursuing grant opportunities exceeding $500,000 to maximize impact and ensure efficient use of resources. While this approach helps focus efforts on substantial funding sources, it also narrows the list of available grants. The following opportunities align with this threshold and represent viable funding sources for advancing the City's park and public space initiatives.

Grant Opportunities

AARP Foundation Grants

Agency	AARP
Purpose/Goals	To improve housing, transportation, public space, technology ("smart cities"), civic engagement and more.
Eligible Applicants	• 501(C)(3), 501(C)(4) and 501(c)(6) nonprofits, government entities, other types of organizations will be considered on a case-by-case basis.
Eligible Use of Funds	Prioritize projects that aim to achieve the following outcomes: • Increasing civic engagement with innovative and tangible projects that bring residents and local leaders together to address challenges and facilitate a greater sense of community inclusion and diversity. • Create vibrant public places that improve green spaces, parks and access to other amenities. • Deliver a range of transportation and mobility options that increase connectivity, walkability, bikeability, wayfinding, access to transportation options and roadway improvements. • Support the availability of a range of housing that increases accessible and affordable housing options. • Demonstrate the tangible value of "Smart Cities" with programs that engage residents in accessing, understanding and using data, and participating in decision-making to increase the quality of life for all. • Other community improvements: In addition to the five areas of focus, AARP wants to hear about local needs and new, innovative ideas for addressing them.
Loan or Grant Maximum	Grants can range from several hundred dollars for smaller, short-term activities to several thousand or tens of thousands of dollars for larger projects.
Terms/ Requirements/ Notes	Planning activities not eligible.
Funding Cycle	Rolling pre-application basis
Contact	Livable@AARP.org
Website	AARP Foundation Grants

GREENprint FORT WORTH:
Parks, Recreation, Open Space, and Public Realm Master Plan

Local Parks Grants

Agency	Texas Parks and Wildlife Department
Purpose/Goals	The Local Park Grant Program consists of 5 individual programs that assist local governments with the acquisition and/or development of public recreation areas and facilities throughout the State of Texas. Emphasis on public health, safety, the natural environment, barrier-free access, and the protection of recreational community values of the area.
Local Park Grant Classes	The 5 different grant programs include: • Small Community (eligible population <20,000), Non-urban Outdoor Recreation (<500,000 people), Non-urban Indoor Recreation (<500,000), • Urban Outdoor Recreation (>500,000), and • Urban Indoor Recreation (>500,000). • Eligible applicants includes cities, counties, river authorities, municipal utility districts, and other special districts. All grant applications must receive at least one public hearing prior to submission.
Eligible Use of Funds	Eligible projects may consist of basic outdoor recreation facilities and related support facilities that serve the general public. Facilities may be developed, renovated, or redeveloped on lands or water owned or controlled by the applicant. Examples of eligible development projects: playgrounds, trails, golf courses, sports courts, community gardens, recreational support facilities.
Loan or Grant Maximum	Grant funds are provided on a matching basis with the local applicant providing 50% of the project costs that must be available at the time of the application. The grant ceiling for the Local Parks Non-urban Outdoor Recreation Program is $750,000. The grant ceiling for the Non-urban Indoor Recreation Program is $1 million.
Terms/ Requirements/ Notes	For Small Community and Non-Urban Outdoor and Indoor Recreation Grants Programs, all active projects that are at least 2 years old must be reimbursed for a minimum of 50% of the approved grant amount. The total of approved grant funds that have not been reimbursed may not exceed $2 million for all active grant projects.
Funding Cycle	Local Parks Grants are funded on an annual basis. Applications typically open at the beginning of September with an application deadline of December 4th. Awards are announced in May.
Contact	Dan Reece (512) 389-4656 dan.reece@tpwd.texas.gov
Website	Local Parks Grants

Thriving Communities Grants

Agency	U.S. Environmental Protection Agency
Purpose/Goals	Support capacity building through assessment, planning, and project development. Encourage meaningful involvement of community members in decision-making that may affect their community.
Eligible Applicants	• Nonprofit organizations • Philanthropic and civic organizations with nonprofit status • Tribal governments • Native American Organizations • Local governments • Institutions of higher education
Eligible Use of Funds	Allowable Activities • Air quality and asthma • Fence line air quality monitoring • Monitoring of effluent discharges from industrial facilities • Water quality and sampling • Small cleanup projects • Improving food access to reduce vehicle miles traveled • Stormwater issues and green infrastructure • Lead and asbestos contamination • Pesticides and other toxic substances • Healthy homes that are energy/water use efficient and not subject to indoor air pollution • Emergency preparedness and disaster resiliency • Environmental job training for occupations that reduce greenhouse gases and other air pollutants • Environmental justice training for youth
Loan or Grant Maximum	Tier One will consist of grants for $150,000 (1 year) for assessment, Tier Two will consist of grants for $250,000 (1-2 years) for planning, and Tier Three will consist of grants for $350,000 (2 years) for project development. In addition, $75,000 will be available for capacity-constrained community-based organizations through a non-competitive process under Tier One.
Terms/ Requirements/ Notes	The Project must benefit people in disadvantaged communities as defined by the Inflation Reduction Act Disadvantaged Communities Mapping tool.
Funding Cycle	The last Region 6 Thriving Communities Grant Application cycle concluded on January 31, 2025. Subsequent cycles will open in 2025.
Contact	Alba Sereno info@bullardcenter.org
Website	Region 6 Thriving Communities Grants

America the Beautiful Challenge Grant (ATBC)

Agency	National Fish and Wildlife Foundation
Purpose/Goals	• Conserving and restoring rivers, coasts, wetlands and watersheds • Conserving and restoring forests, grasslands and other important ecosystems that serve as carbon sinks • Connecting and reconnecting wildlife corridors, large landscapes, watersheds and seascapes • Improving ecosystem and community resilience to flooding, drought and other climate-related threats • Expanding access to the outdoors, particularly in underserved communities
Eligible Applicants	• State government agencies, territories of the United States, and Indian Tribes are eligible to apply for all five grant categories. • Non-profit 501(c) organizations, local governments, municipal governments, and educational institutions are eligible to apply for grants in categories (3) Sentinel Landscape Grants, (4) National Forest Grants and (5) Private Forests, Rangelands and Farmlands Grants.
Eligible Use of Funds	Address conservation and public access needs that showcase cumulative benefits to fish and wildlife, carbon sequestration and storage benefits, engage with and benefit underserved communities, support community access to nature, and help safeguard ecosystems through conservation, resilience-focused and nature-based solutions.
Loan or Grant Maximum	$200,000-$5,000,000; federal cost share of 90-100%.
Terms/ Requirements/ Notes	ATBC will prioritize proposals that implement voluntary large-scale, on-the-ground conservation activities or otherwise lead to on-the-ground implementation through capacity building, community engagement, planning and project design. The overarching goal is to advance existing landscape conservation plans and/or propose to knit together a diverse stakeholder partnership that develops and/or implements new conservation plans. As part of this, projects should address priority species and/ or habitat conservation actions identified in existing plans or other species recovery or conservation plans.
Funding Cycle	Annual cycle, pre-proposals typically due in April and full proposals due in July if invited.
Contact	Rachel M. Dawson Rachel.Dawson@nfwf.org
Website	America the Beautiful Challenge Grant Program

Recreational Trails Grants

Agency	Texas Parks and Wildlife Department
Purpose/Goals	In conjunction with the Federal Highway Administration, this federally funded program receives its funding from federal gas taxes paid on fuel used in non-highway recreational vehicles.
Eligible Applicants	• Local governments
Eligible Use of Funds	Funds can be spent on both motorized and non-motorized recreational trail projects such as: • The construction of new recreational trails • Improvements to existing trails • Navigational aids such as signage • Development of trailheads or trailside facilities • Acquisition of trail corridors
Loan or Grant Maximum	Maximum award of $200,000 for non-motorized trail grants and maximum award of $400,000 for motorized trail grants.
Terms/ Requirements/ Notes	Reimbursable grants can be up to 80% of project costs.
Funding Cycle	The annual application deadline is February 1st. Awards are typically announced in May. In 2016, TPWD approved $3.54 million in recreational trail grants to fund 22 projects throughout the state.
Contact	Trey Cooksey (512) 389-8743 trey.cooksey@tpwd.texas.gov
Website	Recreational Trails Grants

Acres Across America Grant

Agency	National Fish and Wildlife Foundation
Purpose/Goals	• Conserve critical habitats for birds, fish, plants, and wildlife • Connect existing protected lands to unify wild places and protect critical migration routes • Provide access for people to enjoy the outdoors • Ensure the future of local economies that depend on forestry, ranching, wildlife and recreation
Eligible Applicants	• Nonprofit organizations • State government agencies • Local governments • Municipal Governments • Tribal governments and organizations • Educational Institutions
Eligible Use of Funds	Land acquisitions and conversation easements.
Loan or Grant Maximum	Up to $3.7 million will be available to support projects in 2024. Based on prior year decisions, we anticipate that between four and eight projects will be awarded funds. All grant awards require a minimum 1:1 match of cash or contributed goods and services. Both Federal and non-Federal funds may be considered as match. Please include ALL matching sources no matter the status (intend to apply, application submitted, pledged, received). Due to the competitive nature of this program, successful Acres for America projects typically have matching funds at a 5:1 ratio or greater.
Terms/ Requirements/ Notes	Activities referenced in a NFWF business plan or a well-developed, comprehensive conservation strategy targeting those geographies/species will be most competitive.
Funding Cycle	Annual cycle with pre-proposals typically due in April and full proposals due in May if invited.
Contact	Jay Jensen Jay.jensen@nfwf.org
Website	Acres Across America Grant

Implementation Matrices

Thriving Community

Support the community's physical, mental, and emotional well-being through innovative design and programming.

Strategies	Recommendations & Actions
Objective 1.1: Design an award-winning park and recreation system that enhances the community's quality of life	
1.1.1 Create a signature park in each Park Planning District, celebrating local history and diversity with exceptional design and programming.	Use the following map to evaluate and prioritize potential locations for signature parks based on accessibility, land availability, and alignment with community needs, while considering each site's historical, cultural, and environmental significance.
	Collaborate with renowned planners, architects, and designers to create a visionary design plan for flagship parks, featuring immersive play experiences, iconic gathering spaces, and dynamic water elements that inspire connection and exploration.
	Gather input from residents, historians, artists, and cultural organizations through workshops and surveys to ensure the park's design incorporates culturally reflective features, such as public art, thematic landscaping, and story-telling elements that showcase the unique identity, history, and values of each district.
	Partner with private developers, business campus owners, non-profit and philanthropic organizations to secure funding to support signature park development, programming, and long-term maintenance.
1.1.2: Strive for design excellence in the development and renovation or replacement of parks and amenities.	Opt for sustainable design elements where appropriate.
	Incorporate unique features such as public art, sculpture gardens, adventure play areas, observation towers, thematic gardens, or water play elements to attract regional and national attention.

Thriving Community

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 1.1: Design an award-winning park and recreation system that enhances the community's quality of life			
– N/A	– Park & Recreation Department – FW Lab – Property Management	Short-term (0-5 years)	$
– Number of formal partnerships developed – Number of flagship parks designed – Number of flagships parks developed per year – Types of amenities included at each flagship park – Number of awards applied for exhibiting flagship parks – Percentage of awards won	– **Park & Recreation Department*** – **Neighborhood Services*** – **Development Services*** – Transportation & Public Works – Environmental Services – FW Public Art – FW Lab – FW Urban Forestry – FW Nature Center and Refuge – Tarrant Regional Water District	Short-term (0-5 years)	$$
– N/A	– **Park & Recreation Department*** – **Communications & Public Engagement*** – Local Colleges and Universities – Independent School Districts – Neighborhood Services/Associations – Local Historians – FW Public Art	Short-term (0-5 years)	$
– N/A	– **Park & Recreation Department*** – **FW Lab*** – Local Private Developers – Economic Department – Area Non-Profit Groups – Philanthropies – Botanical Research Institute of Texas – Streams & Valleys	Short-term (0-5 years)	$$
– Number of projects that included sustainable designs.	– **Park & Recreation Department*** – **Environmental Services*** – **FW Lab*** – Transportation & Public Works (Stormwater)	Ongoing	$$$
Community Benefit Programming: – Number of public art displays added to the park, recreation, and public realm system – Number of public digital art displays installed – Number and type of unique features added to parks, trails, facilities, and the public realm – Number of visitors to parks with unique features that are not from Fort Worth – Percentage of return visitors (local) – Percentage of return visitors (not from Fort Worth)	– **Park & Recreation Department*** – **FW Public Art*** – Communications & Public Engagement – Tarrant County Master Gardener Association – Cross Timbers Master Naturalists – Local Colleges and University	Ongoing	$$$

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Thriving Community

Support the community's physical, mental, and emotional well-being through innovative design and programming.

Strategies	Recommendations & Actions
Objective 1.2: Continuously assess community needs and proactively plan facilities, recreation, and programs that adapt to evolving needs and trends	
1.2.1 Develop a public engagement strategy to ensure community input is integrated into any park planning efforts.	Create committees representing diverse groups from each Park Planning District to provide ongoing input on park planning. Publicize participation opportunities in advance through neighborhood groups, media, schools, parks, businesses, and social media. This committee could be subcommittee of the Park & Recreation advisory board, or could be a stand alone committee.
	Collaborate with the City's Communication & Public Engagement Department to organize community outreach events at parks and recreation facilities to gather feedback from residents on programming, operations, amenities, and needs.
	Create a public engagement division within the Park & Recreation Department, including new or additional roles like a Public Engagement Specialist to coordinate resident and stakeholder input on operations and programming.
	Provide customer service training for all staff to engage with residents and visitors, emphasizing their role as ambassadors who gather feedback on public needs and park system expectations.
	Conduct annual surveys to assess the park system's effectiveness, identify areas for improvement, and determine needs for new parks, trails, and spaces. Encourage non-users to share reasons for low participation and suggest ways to increase engagement.

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Parks, Recreation, Open Space, and Public Realm Master Plan

Thriving Community

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 1.2: Continuously assess community needs and proactively plan facilities, recreation, and programs that adapt to evolving needs and trends			
Improved Community Engagement: – Status on the creation of committees – Total number of committee(s) positions – Percent of committee(s) positions filled – Percentage breakdown of demographics represented on the committee(s) – Number of committee members from each Park Planning District	– **Park & Recreation Department*** – **City Council/City Manager's Office*** – **Communication & Public Engagement*** – **Diversity and Inclusion***	Short-Term (0-5 Years)	$
Improved Community Engagement: – Number of community outreach events scheduled and held. – Survey of participants on quality of recreation programming, park operations/maintenance, and amenities. – List of top 10 needs identified in each Park Planning District. – Number of "needs" to be added to City's CIP plan.	– **Park & Recreation Department*** – **Communication & Public Engagement*** – Public Events – FW Lab	Ongoing	$
Improved Community Engagement: – Creation of Public Engagement Specialist position for the Park and Recreation Department – Hiring of Public Engagement Specialist position for Park and Recreation Department – Number of employees trained to support public engagement efforts	– **Park & Recreation Department*** – **Human Resources*** – City Council/City Manager's Office – Communication & Public Engagement	Ongoing	$$
Improved Community Engagement: – Number of training sessions held. – Percentage of Park and Recreation Department staff that have attended training.	– **Park & Recreation Department*** – **Human Resources*** – **Communication & Public Engagement***	Ongoing	$$

Improved Community Engagement:
– Number of surveys distributed.
– Percentage of surveys returned with responses.
– Number of in-person surveys conducted.
– Percentage of participants who gave the Park and Recreation Department a "good" or "excellent" scores.
– List identifying:
  – What is working
  – What needs to be fixed/replaced
  – Where new parks/green spaces/trails are needed
	– **Park & Recreation Department***
	– **Communication & Public Engagement***
	– Neighborhood Services
		Ongoing	$$

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Thriving Community

Support the community's physical, mental, and emotional well-being through innovative design and programming.

Strategies	Recommendations & Actions
Objective 1.2: Continuously assess community needs and proactively plan facilities, recreation, and programs that adapt to evolving needs and trends	
1.2.1 Develop a public engagement strategy to ensure community input is integrated into any park planning efforts.	Implement technologies like QR codes at parks and recreation facilities to enable instant feedback from residents on programs, events, and facilities. Use the same technology for distributing announcements about events, projects, and public involvement opportunities.
1.2.2 Prioritize developing recreation elements identified as priorities by the community in the Demand-Based Assessment section: – **Construction of more swimming pools.** – **More trendy sports like pickleball and disc golf.** – **Add more hiking and biking trails.** – **Provide more indoor community centers in areas such as northern Fort Worth.** – **Add more programs for all age groups.**	Create traveling programs, such as pop-up pickleball courts and disc golf courses, at various city locations. Track participation to assess potential for permanent programs. These initiatives also bring activities to neighborhoods with limited access to parks or community centers.
	Encourage pilot programs to test new ideas before full implementation. Gather participant feedback and run programs for at least a month to assess growth. Provide materials (brochures, leaflets, online announcements) to help participants promote the program.
Objective 1.3: Enhance public health and promote active lifestyles by expanding access to parks, offering diverse recreational programs, and improving facilities for physical activity in parks and public spaces.	
1.3.1 Promote healthy daily habits by ensuring parks, green spaces, natural areas, and recreation facilities are easily accessible through strategic placement, expanded trail networks, and the integration of the public realm to bring parks to everyone's front door.	Expand and enhance the citywide trail network and pedestrian connections to ensure all neighborhoods have safe and convenient access to parks, green spaces, and recreation facilities.

Thriving Community

Support the community's physical, mental, and emotional well-being through innovative design and programming.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 1.2: Continuously assess community needs and proactively plan facilities, recreation, and programs that adapt to evolving needs and trends			
Improved Community Engagement: – Status on progress (in percentage) to implementation of QR code feedback/ announcement application. – Number of users of application. – Number of announcements released through application. – Percent increase in public participation in programs, events, projects, and opportunities since launch of application. – Most common feedback provided through application.	– **Park & Recreation Department*** – **Information Technology Services*** – **Communication & Public Engagement***	Short-Term (0-5 Years)	$$$
Community Benefit Programming: – Number of "traveling" programs scheduled. – Percentage of "traveling" programs held. – Number of participants per program. – Number of return participants per program. – Locations where "traveling" programs were held.	– **Park & Recreation Department*** – **Public Events*** – FW Lab	Ongoing	$$
Community Benefit Programming: – Number of pilot programs held. – Number of participants per pilot program. – Survey participants to gauge attractiveness of making program permanent.	– **Park & Recreation Department*** – **FW Lab*** – **Communication & Public Engagement*** – **Public Events***	Ongoing	$
– Percentage of residents within a 10-minute walk or bike ride from a park or recreation facility. – Total miles of new trails added annually. – Number of people participating in recreational programs (e.g., fitness classes, sports leagues) offered in parks or public spaces. – Number of community events or activities hosted in parks and green spaces to encourage active living.	– **Park & Recreation Department*** – **Transportation & Public Works*** – Trinity Metro – Development Services – FW Lab – North Central Texas Council of Governments	Ongoing	$$$

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Thriving Community

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Strategies	Recommendations & Actions
Objective 1.3: Enhance public health and promote active lifestyles by expanding access to parks, offering diverse recreational programs, and improving facilities for physical activity in parks and public spaces.	
1.3.2 Develop and expand outdoor fitness and recreation programs	Create flexible, inclusive programs that encourage community participation regardless of skills or abilities.
	Pilot pop-up fitness programs and launch mobile fitness sessions like yoga, aerobics, or boot camps in parks and green spaces, rotating locations to maximize reach and accessibility.
	Increase the number of multipurpose sports courts, walking loops, playgrounds, fitness stations, and outdoor gyms to provide accessible spaces for physical activity. Install exercise equipment near playgrounds so adults can exercise and socialize while their children play.
	Install shaded rest areas, water fountains, and restrooms in parks to support extended outdoor use.
	Develop new community centers in identified areas of need, such as north and eastern Fort Worth and new growth areas to ensure these indoor centers are located within 1 mile of every resident. These facilities promote active lifestyles by offering recreational programs, fitness opportunities, meeting spaces, and venues for community interaction.

Thriving Community

Support the community's physical, mental, and emotional well-being through innovative design and programming.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 1.3: Enhance public health and promote active lifestyles by expanding access to parks, offering diverse recreational programs, and improving facilities for physical activity in parks and public spaces.			
– Total number of participants in inclusive and flexible programs (broken down by demographics such as age, skill level, and ability). – Number of participants who engage in mentorship programs. – Increase in community involvement as measured by the number of new participants or expanded program offerings.	– **Park & Recreation Department*** – **Communication & Public Engagement*** – **Diversity & Inclusion***	Ongoing	$
– Number of participants per session. – Number of programs held each month. – Percent increase in local park usage during the pop-up programs. – Number of parks where pop-up programs have been held each quarter.	– **Park & Recreation Department*** – **Communication & Public Engagement*** – **Diversity & Inclusion*** – Neighborhood Services	Ongoing	$
– Total number of new multipurpose sports courts, walking loops, playgrounds, fitness stations, and outdoor gyms installed annually. – Number of parks that integrate exercise equipment near playgrounds. – Average number of users per day at sports courts, walking loops, fitness stations, and outdoor gyms. – Percentage of fitness equipment and sports courts maintained and operational throughout the year.	– **Park & Recreation Department***	Short Term (0-5 Years)	$$$
– Number of shade areas, water fountains and restrooms installed at parks each year. – Percentage of parks offering shade, water fountains, and restrooms.	– **Park & Recreation Department*** – Transportation & Public Works	Ongoing	$$$
– Number of sites identified for placement of new community centers. – Number of residents with 1-mile walk from proposed community center locations. – Number of new community centers placed on CIP. – Number of new community centers built each year.	– **Park & Recreation Department*** – **Development Services*** – **FW Lab***	Medium-Term (5-10 Years)	$$$$

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Thriving Community

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Strategies	Recommendations & Actions
Objective 1.3: Enhance public health and promote active lifestyles by expanding access to parks, offering diverse recreational programs, and improving facilities for physical activity in parks and public spaces.	
1.3.3 Partner with health organizations to provide residents with added health benefits when they visit parks and/or participate in recreation programs. As part of the partnership, events can be held throughout the system such as hosting mobile health screenings, vaccination clinics and health workshops.	Organize public health awareness campaigns in parks about the benefits of physical activity, balanced diets, and healthy lifestyles, using signage, public talks, and workshops.
	Collaborate with healthcare providers to expand the park prescription program (Park Rx), where doctors recommend physical activity in parks for patients with chronic conditions.
	Track park and public space usage over time to assess health impacts of improvements. Use indicators like active commuting rates from national surveys (e.g., American Community Survey) and validated park usage data, such as Observing Play and Recreation in Communities (SOPARC) counts, to measure changes in park use and physical activity.

Thriving Community

Support the community's physical, mental, and emotional well-being through innovative design and programming.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 1.3: Enhance public health and promote active lifestyles by expanding access to parks, offering diverse recreational programs, and improving facilities for physical activity in parks and public spaces.			
– Hold at least two public health awareness campaigns in each PPD each season (Spring, Summer, Autumn, Winter). – Number of participants per event. – Total number of residents reached through health awareness campaigns annually. – Percentage of attendees who report improved knowledge of health maintenance or seasonal health concerns.	– **Park & Recreation Department*** – **Local Health Groups/Professionals*** – **Local Health Facilities/Hospitals*** – **Communication & Public Engagement*** – Neighborhood Services – Tarrant County Public Health – Diversity & Inclusion – FW Lab	Ongoing	$
– Number of healthcare providers participating in program each quarter. – Number of parks that have been used as part of program annually. – Number of residents/patients receiving "park prescriptions" annually. – Number of outreach events held quarterly to promote the park prescription program to residents and healthcare providers.	– **Park & Recreation Department*** – **Communication & Public Engagement*** – Local healthcare providers – TCU Nursing Program – Blue Zones Project Fort Worth	Yearly	$$
– Percentage of adults who bike or engage in active commuting. – Biannual observed number of visitors to sample parks in each PPD. – Most active time of the day for park usage. – Amenities and features (playgrounds, lawns, sport courts, benches, etc.) most often used by visitors to parks and public spaces. – Number of park visitors engaging in physical activities categorized by intensity levels (sedentary, moderate, vigorous), as observed. – Gender of park visitors. – Age group of park visitors. – Length of average visit by visitors to park and public spaces.	– **Park & Recreation Department*** – North Central Texas Council of Governments – Trinity Railway Express	Ongoing	$

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Thriving Community

Support the community's physical, mental, and emotional well-being through innovative design and programming.

Strategies	Recommendations & Actions
Objective 1.3: Enhance public health and promote active lifestyles by expanding access to parks, offering diverse recreational programs, and improving facilities for physical activity in parks and public spaces.	
1.3.4 Activate the use of the Trinity River and its tributaries for active recreation by introducing more areas to launch boats, canoes, and kayaks. Identify areas along the river that can be used for swimming, water yoga and other water-based activities/programs.	Activate the Trinity River and its tributaries for active recreation by introducing more areas to launch boats, canoes, and kayaks. Identify areas along the river that can be used for swimming, water yoga and other water-based activities/programs.
Objective 1.4: Strengthen partnerships with other agencies, non-profit groups, community partners, and the private sector to expand opportunities for programming and joint use of space and facilities.	
1.4.1 Partner with subject matter experts such as private sector and non profits to develop new recreation programs	Partner with private sector and non-profit organizations that have more specialized skills in the development and implementation of new recreation programs (example: partnering with local disc golf and pickleball clubs to hold instructional events and tournaments).
1.4.2 Seek volunteers from the surrounding communities and non-profit organizations to operate and manage recreation programs.	Offer diverse volunteer opportunities across Park & Recreation Department divisions, including tree planting, administrative tasks, event support, and program development, to suit various interests, skills, and abilities.

Thriving Community

Support the community's physical, mental, and emotional well-being through innovative design and programming.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 1.3: Enhance public health and promote active lifestyles by expanding access to parks, offering diverse recreational programs, and improving facilities for physical activity in parks and public spaces.			
– Number of new areas identified and designated bi-annually for swimming and water-based activities. – Number of water-based activities and programs offered monthly. – Quarterly participation rate in organized water-based activities and programs. – Annual total number of existing launch areas for boats, canoes, and kayaks. – Annual total number of new launch areas built for boats, canoes, and kayaks. – Monthly number of times launch sites are used. – Most common use for launch sites. – Percentage of Trinity River with accessible recreation points (active use areas and launch sites).	– **Park & Recreation Department*** – **Tarrant Regional Water District*** – Community based organizations - Water sports and water recreation	Ongoing	$$$
Objective 1.4: Strengthen partnerships with other agencies, non-profit groups, community partners, and the private sector to expand opportunities for programming and joint use of space and facilities.			
– Number of partnerships established with private sector and non-profit organizations annually. – Number of new recreation programs developed with partners annually. – Type of recreation programs implemented through partnerships. – Quarterly numbers of participants in each new program. – Annually number of Park & Recreation Dept. resources freed up with the development of partnerships to operate recreation programs. – Annual cost saving to the Park & Recreation Dept. – Annual number of partnerships renewed.	– **Park & Recreation Department*** – **Economic Development*** – **Communication & Public Engagement***	Ongoing	$
– Number of volunteer opportunities provided in each division of the Park & Recreation Dept. annually. – Number of annual participants in volunteer opportunities program.	– **Park & Recreation Department*** – **Communications & Public Engagement*** – Neighborhood Services – Diversity & Inclusion – Public Events – FW Urban Forestry	Ongoing	$

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Thriving Community

Support the community's physical, mental, and emotional well-being through innovative design and programming.

Strategies	Recommendations & Actions
Objective 1.4: Strengthen partnerships with other agencies, non-profit groups, community partners, and the private sector to expand opportunities for programming and joint use of space and facilities.	
1.4.2 Seek volunteers from the surrounding communities and non-profit organizations to operate and manage recreation programs.	Create a community ambassador program where local volunteers serve as liaisons between PARD and residents, using familiar faces to increase program participation. Allocate budget to provide full-time volunteer coordination to facilitate volunteers and partnerships.
1.4.3 Partner with private property owners to increase public access to private parks	Explore opportunities for HOAs and private property owners to receive tax incentives, grants, or other financial benefits from local or state government for allowing public access.
1.4.4 Strengthen partnerships with local school districts, colleges and universities to permit equilateral use of parks, green spaces, sport fields, playgrounds and recreation facilities by both the public and the school districts.	Create formal agreements between the city, school districts, and universities for shared use of parks and facilities, defining terms for access, scheduling, maintenance, liability, and cost-sharing. Consider creating a educational and partnerships full-time position, to nurture longterm relationships and serve as point of contact and coordination.
	Encourage the development of parks and green spaces as part of expansion project for schools, colleges and universities.

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Parks, Recreation, Open Space, and Public Realm Master Plan

Thriving Community

Support the community's physical, mental, and emotional well-being through innovative design and programming.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 1.4: Strengthen partnerships with other agencies, non-profit groups, community partners, and the private sector to expand opportunities for programming and joint use of space and facilities.			
– Total and per PPD, number of annual participants in community ambassador program. – Diversity of community ambassadors (age, gender, ethnicity, etc.) – Monthly average number of hours participating in role of community ambassador. – Average number of monthly interactions between community ambassadors and residents. – Number of actionable suggestions implemented based on feedback received by community ambassadors.	– **Park & Recreation Department*** – **Communications & Public Engagement*** – Neighborhood Services – Diversity & Inclusion – Local Colleges and Universities – Independent School Districts – FW Lab	Ongoing	$
– Number of opportunities provided. – Biannual and yearly breakdown of financial benefits (in dollars) provided to HOAs and private property owners. – Total number of applications for financial benefits submitted and awarded. – Total acreage opened to public use as result of the program. – Annual number of HOAs and private property owners renewing partnerships as a result of this program.	– **Park & Recreation Department*** – **City Manager's Office*** – **Neighborhood Services*** – **Communication & Public Engagement*** – City Attorney's Office – Property Management – Financial Management Services – FW Lab – Development Services	Ongoing	$
– Number of formal agreements established annually between the City, school districts, and universities. – Types and number of parks and facilities included in the shared-use agreements. – Biannual utilization rates of shared facilities. – Annual saving to the City by entering into shared-use agreements. – Monthly number of programs and events held at shared facilities and parks. – Number of residents benefiting (10-minute walk) from expanded access through shared-facility agreements.	– **Park & Recreation Department*** – **Independent School Districts*** – **Local Colleges and Universities*** – **City Attorney's Office*** – City Manager's Office – Property Management – FW Lab	Short Term (0-5 Years)	$
– Annual total acreage added to public parks and green spaces through expansion projects for schools, colleges and universities. – Number of projects with formal agreements or plans for park/green space development. – Types and number of amenities and features being provided as part of parks and green space projects.	– **Park & Recreation Department*** – **Local Colleges and Universities*** – City Manager's Office – Development Services	Short Term (0-5 Years)	$

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Thriving Community

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Strategies	Recommendations & Actions
Objective 1.4: Strengthen partnerships with other agencies, non-profit groups, community partners, and the private sector to expand opportunities for programming and joint use of space and facilities.	
1.4.4 Strengthen partnerships with local school districts, colleges and universities to permit equilateral use of parks, green spaces, sport fields, playgrounds and recreation facilities by both the public and the school districts.	Develop shared programming that benefits both students and the public, such as after-school sports leagues, fitness classes, outdoor learning programs, or summer camps.
1.4.5 Continue to work with the Tarrant Regional Water District (TRWD), the U.S. Army Corps of Engineers, and FEMA on the use of the Trinity River, its creeks, tributaries, and floodplains as green spaces to be enjoyed by the public.	Continue to work with the Tarrant Regional Water District (TRWD), the Army Corp of Engineers, and FEMA on the use of the Trinity River, its creeks, tributaries, and floodplains as green spaces to be enjoyed by the public.
1.4.6 Partner with developers of new residential and commercial developments to construct multi-modal trails and extend existing trails to service nearby neighborhoods.	Partner with developers of new residential and commercial developments to construct multi-modal trails and extend existing trails to service nearby neighborhoods.
1.4.7 Work with the community partners to explore areas of opportunities to host programs in unconventional, underutilized spaces and where service gaps exist as identified by the Level of Service and Opportunity Areas maps.	Work with the community partners to explore areas of opportunities to host programs.

Thriving Community

Support the community's physical, mental, and emotional well-being through innovative design and programming.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 1.4: Strengthen partnerships with other agencies, non-profit groups, community partners, and the private sector to expand opportunities for programming and joint use of space and facilities.			
– Number of programs developed monthly. – Monthly participation in shared programming. – Annual total monetary saving to City in the development, operations and maintenance as a result of shared programming.	– **Park & Recreation Department*** – **Independent School Districts*** – **City Attorney's Office*** – City Manager's Office – Property Management – FW Lab – Neighborhood Services	Short Term (0-5 Years)	$
– Total acreage added for use by the public as green space annually. – Percentage of Trinity River, creeks, tributaries and floodplains being used for public green spaces. – Number of new parks, trails, and green spaces developed as a result of this collaboration. – Number of projects developed that will assist in flood mitigation.	– **Park & Recreation Department*** – City Manager's Office – Transportation & Public Works – Property Management – Tarrant Regional Water District – U.S. Army Corps of Engineers – Federal Emergency Management Agency	Medium Term (5-10 Years)	$$
– Number of new trail miles added to existing trail system annually. – Percentage breakdown between residential and commercial developments partnerships. – Number of new access points/trailheads created in new and existing residential neighborhoods. – Average monthly use of new trail segments by residents and visitors. – Percent increase in use of active forms of transportation for commuting as a result of new trails.	– **Park & Recreation Department*** – **FW Lab*** – **Development Services*** – **Transportation & Public Works*** – Private Developers – North Central Texas Council of Governments	Ongoing	$$
– Number of community members engaged annually through outreach events, surveys, and volunteer programs. – Percentage of park and recreation programs co-developed with local organizations or residents. – Number of new or improved amenities in historically underserved areas. – Increase in participation in public space events or recreational programs over time.	– **Park & Recreation Department** – **Neighborhood Services** – **Communication & Public Engagement** – **Public Events Department** – **Diversity & Inclusion**	Ongoing	$$

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Thriving Community

Support the community's physical, mental, and emotional well-being through innovative design and programming.

Strategies	Recommendations & Actions
Objective 1.5: Position parks to help address complex challenges in the community	
1.5.1 Leveraging parks as community support hubs for at risk population.	Work with multidisciplinary teams, including social workers, healthcare providers, law enforcement, and community advocates, to create coordinated support systems that connect at-risk populations with essential resources and support.
	In-house trained social workers at community centers and create a specialized team to assist those in need with referrals and support.
	Use parks to develop programs and activities for at-risk populations to help deliver services, employment, and educational opportunities.
	Use parks to develop programs and activities for unhoused populations to help deliver services, employment, and educational opportunities during convenient and important times, including late into the evening to foster connection, empowerment, and community involvement.
	Develop and enforce fair park rules that recognize unhoused individuals as valid users, pairing enforcement with educational initiatives to reduce bias.

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Thriving Community

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 1.5: Position parks to help address complex challenges in the community			
– N/A	– **Park & Recreation Department*** – **Social Services*** – **Non-Profit Organizations*** – **FW Police Department*** – Health Professionals – Medical Services/Clinics – Faith-Based Organizations – Community Advocacy Groups	Ongoing	$
– Average number monthly clients seen by each social worker to assess workload balance and resource allocation. – Number of people who received support or referrals through the social workers at the community centers. – Percentage of individuals that follow through with referrals to recommended services.	– **Park & Recreation Department*** – **Human Resources*** – **Local Social Service/Homeless Shelters*** – Neighborhood Services	Short-term (0-5 years)	$$
– Number of individuals who attend programs and activities offered in the parks, segmented by different types of services. – Annual number of individuals who secured employment through the programs and activities offered. – Number of local businesses, schools, and organizations that partner with the park programs to provide services, mentorship and employment opportunities to at-risk populations.	– **Park & Recreation Department*** – **Neighborhood Services (Emergency Household Assistance Program - CARES Act)*** – **City Manager's Office (Homeless System)*** – Continuum of Care Network – Tarrant County Homeless Coalition – Fort Worth Homeless Outreach Program & Enforcement Team – Community Groups (ex: True Worth, TCHC Homeless Helpline, Fort Worth Homeless Veterans Program)	Short-term (0-5 years)	$
– Annual number of amenities/features constructed to support the needs of unhoused individuals.	– Local Colleges and Universities – Texas Department of Housing and Community Affairs (Funding for Programs) – HOPE Team	Short-term (0-5 years)	$$
– Type and number of infractions cited, monthly. – Number of educational programs developed to aid in reducing misconceptions of homelessness. – Number of participants in each program.	– Park & Recreation Department – Diversity and Inclusion – Tarrant County Homeless Coalition – Fort Worth Homeless Outreach Program & Enforcement Team	Ongoing	$

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Strategies	Recommendations & Actions
Objective 1.5: Position parks to help address complex challenges in the community	
1.5.2 Collaborate with the City of Fort Worth's Neighborhood Services Department and other housing partners to enhance parks and recreation opportunities near existing affordable housing locations.	Work with Neighborhood Services and housing partners to develop a shared GIS map identifying existing affordable housing developments and overlay park access, amenities, and trail connectivity. Use assessment findings to prioritize capital improvements, park expansion, or programming near housing sites lacking adequate recreational access.
1.5.3 Organize farmers markets, community gardens, and community-supported agriculture programs that bring healthy foods closer to residents dealing with food insecurity.	Assess existing parks and underutilized green spaces for their potential to host farmers markets, community gardens, or community-supported agriculture pickup sites—especially in areas with limited access to fresh food. Develop new gardens or expand existing ones in collaboration with local residents, offering plots, tools, and resources to support neighborhood-based food production.
1.5.4 Design parks that integrate into the city's emergency preparedness plan.	Work with Office of Emergency Management (OEM) to designate key parks as to be used in the overall emergency preparedness plan including using them as temporary shelters, stormwater detention, or storm damage storage areas.

GREENprint FORT WORTH:
Parks, Recreation, Open Space, and Public Realm Master Plan

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 1.5: Position parks to help address complex challenges in the community			
– Number of new recreation programs developed within a 10-minute walk of affordable housing neighborhoods.	– **Park & Recreation Department*** – **Neighborhood Services***	Ongoing	$$
– Total number of farmers markets held annually in areas with underserved populations	– **Park & Recreation Department*** – **Economic Development*** – Sustainable Food Group	Ongoing	$$
– Number of times parks and community centers have been utilized as resilience hubs during actual emergency situations	– **Park & Recreation Department*** – **FW Emergency Management***	Medium Term (5-10 Years)	$$$$

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Connected System

Create a dynamic, connected network of high-quality parks, public spaces, and trails that unite the community and support the mobility and recreational needs of all Fort Worth residents.

Strategies	Recommendations & Actions
Objective 2.1: Provide an accessible, well-distributed and balanced park system throughout the entire community.	
2.1.1. Champion sustainable and equitable parkland expansion to enhance the quality and accessibility of the park system for all.	Increase the amount of parkland equitably throughout the City, with a focus on underserved areas.
	Expand parkland and green spaces by advocating and supporting ongoing initiatives, including the Trust for Public Land's (TPL) 10-minute walk campaign, Good-Natured Greenspace Initiative, Open Space Program and Riparian Area initiative.
	Expand parkland and green spaces through partnerships with: – ISDs – HOAs – TRWD – TXDOT – Trinity River Authority – Tarrant County
	Identify and activate vacant or underutilized publicly-owned land for recreational use and green space development.
	Explore alternative options like pop-up parks or community green spaces where parkland dedication and/or acquisition is not feasible.
	Use public right-of-way for pedestrian plazas, parklets, and recreational spaces, especially in high-density neighborhoods with limited land.
	Leverage stormwater infrastructure to expand parks and green spaces.

Connected System

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 2.1: Provide an accessible, well-distributed and balanced park system throughout the entire community.			
– Total acreage acquired for use as usable parkland in underserved areas each year.	– **Park & Recreation Department** – Neighborhood Services – Property Management	Ongoing	$$$
– Monitor the growth in acres or linear feet of protected or restored riparian areas. – Measure the total number of completed projects that support the Good-Natured Greenspace, Open Space Program, and Riparian Area initiatives annually.	– **Park & Recreation Department** – **FW Lab** – City Council – Tarrant Regional Water District	Ongoing	$$
– Total number of new parks and green spaces added to existing inventory as part of partnerships, including total acreage for new parks and green spaces. – Total number of accessibility improvements made at park and recreation facilities. – Estimated park, greenspace, trail, and recreation facilities inventory value.	– Park & Recreation Department – Independent School Districts – Homeowners Associations – Tarrant Regional Water District – Texas Department of Transportation – Trinity River Authority – Tarrant County	Ongoing	$$
– Number of recreational programs held at sites that were found to be underutilized. – Type and number of amenities/features installed at underutilized sites to activate their use.	– **Park & Recreation Department** – **Property Management** – FW Lab	Short-Term (0-5 Years)	$
– Number of events held in underserved or high-priority areas. – Number of attendees at each of the pop-up park programs held. – Feedback heard from residents that participated in pop-up park events.	– **Park & Recreation Department**	Ongoing	$
– Number of residents within 10-minute walking distance from new pedestrian plazas, parklets, and recreations spaces installed in public rights-of-way.	– **Park & Recreation Department** – **Property Management** – **Transportation & Public Works** – Neighborhood Services – Development Services – Private Developers	Ongoing	$$
– Acreage added to park and recreation system through the use of stormwater infrastructure, annually.	– **Park & Recreation Department** – **Transportation & Public Works (Stormwater)**	Ongoing	$$

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Connected System

Create a dynamic, connected network of high-quality parks, public spaces, and trails that unite the community and support the mobility and recreational needs of all Fort Worth residents.

Strategies	Recommendations & Actions
Objective 2.2: Connect the park system, seamlessly into the urban public realm and the community within and beyond the parkland.	
2.2.1 Develop high-quality pedestrian and bicycle connections to parks, recreation facilities, and natural areas.	Expand the existing trail system and fill critical gaps in the trail network to provide continuous and safe routes for pedestrians and cyclists to neighborhoods, parks, green spaces and recreational facilities.
	Improve existing trails that currently do not meet design standards or user demands.
	Establish a network of interconnected complete streets, corridors, and public realms that foster greater pedestrian and active transportation mobility throughout the city.
	Transform underused public infrastructure, such as utility corridors, into green spaces or trail connections to cost-effectively expand the network.
	Leverage the Trinity River as a Central Connector.
	Map out major parks, green spaces, and community hubs to prioritize connections between them.
	Advocate for regional trails (DFW Discovery Trail and others) to be connected to Fort Worth trails.

Connected System

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 2.2: Connect the park system, seamlessly into the urban public realm and the community within and beyond the parkland.			
– Total miles added to existing trail system. – Percent increase of trail users added with expansions.	– **Park & Recreation Department** – **Transportation & Public Works** – Development Services – Texas Department of Transportation – North Central Texas Council of Governments – Private Developers – Tarrant Regional Water District – Utility Easement Owners – Neighborhood Services	Ongoing	$$
– Biannual, percentage of trail projects completed bring them up to standards and user demands.	– **Park & Recreation Department** – **Transportation & Public Works** – Development Services	Short-Term (0-5 Years)	$$
– Quarterly count of new connections established between trails and streets to enhance overall connectivity.	– **Park & Recreation Department** – **Transportation & Public Works**	Ongoing	$$
– New mileage added to existing trail system through the use of utility corridors.	– **Park & Recreation Department** – **Property Management** – Utility Easement/Corridor Owners – Transportation & Public Works – Utility Companies	Ongoing	$$
– Number of new connections built connecting the Trinity River trails to neighborhoods, commercial/business centers, parks, and downtown Fort Worth.	– **Park & Recreation Department** – **Tarrant Regional Water District** – Transportation & Public Works – North Central Texas Council of Governments – U.S. Army Corps of Engineers – Streams & Valleys – Texas Department of Transportation – Private Landowners – **Development Services**	Medium-Term (5-10 Years)	$
– Completion percentage of a mapped network of major parks, green spaces, and community hubs, with prioritized connection opportunities identified and integrated into planning efforts.	– **Park & Recreation Department** – **Development Services** – **FW Lab**	Short-Term (0-5 Years)	$
– Number of connections to be constructed linking regional and Fort Worth trails.	– **Park & Recreation Department** – **Development Services** – **FW Lab**	Ongoing	$

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Connected System

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Strategies	Recommendations & Actions
Objective 2.2: Connect the park system, seamlessly into the urban public realm and the community within and beyond the parkland.	
2.2.1 Develop high-quality pedestrian and bicycle connections to parks, recreation facilities, and natural areas.	Involve PARD in Transportation & Public Works project selection process for Federal TIP funding through the North Central Texas Council of Governments.
2.2.2 Ensure universal and safe access to parks, recreation facilities, and public spaces.	Improve pedestrian and bike infrastructure leading to parks/green spaces/recreation facilities through including and improving safe street crossings, sidewalks, and dedicated bike lanes.
	Establish multiple pedestrian access points along park edges, integrating them with sidewalk and trail networks to ensure seamless connections to park amenities.
	Develop and implement a Cool Corridor Program to create shaded, pedestrian-friendly walkways or trails along arterial streets that provide safe and comfortable passage for pedestrians, bicyclists, and transit users.
	Work with the Transportation & Public Works Department, Army Corp of Engineers, and non-profit organizations (eg. Streams & Valleys) to eliminate or mitigate physical barriers to green space access.
	Collaborate with Transportation & Public Works on ADA Transition Plans and PROWAG implementation to combine resources for efficient project delivery.
2.2.3 Provide access to micro-mobility services at/or near parks and natural areas.	Identify locations for full-service hubs with electrical supply, accessible sites, hard surfaces, and connections to streets, trails, or park paths.
	Create a usage reporting plan with Transportation & Public Works and partners to evaluate mobility hub performance near park properties and guide policy for relocating under-performing hubs.

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Connected System

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 2.2: Connect the park system, seamlessly into the urban public realm and the community within and beyond the parkland.			
– Annual total number of projects with PARD involvement that successfully secure funding.	– **Park & Recreation Department** – **Transportation & Public Works** – North Central Texas Council of Governments	Short-Term (0-5 Years)	$
– Number of incidents involving pedestrians or cyclists on routes leading to parks before and after infrastructure improvements.	– **Park & Recreation Department** – **Transportation & Public Works**	Medium-Term (5-10 Years)	$$
– Measure the decrease in the average distance residents must walk to reach a park access point.	– **Park & Recreation Department** – **Transportation & Public Works** – Neighborhood Services	Short-Term (0-5 Years)	$$
– Miles of public streets enhanced as part of the Cool Corridor Program annually.	– **Park & Recreation Department** – **Transportation & Public Works** – **FW Lab** – Development Services	Ongoing	$$
– Number of completed projects aimed at eliminating or mitigating barriers to green space access. – Total funds secured or allocated for barrier mitigation projects.	– **Park & Recreation Department** – Tarrant Regional Water District – U.S. Army Corps of Engineers – Streams & Valleys – Nature-Based Non-Profit Groups	Ongoing	$$
– Total number of projects completed collaboratively under the ADA Transition Plans and PROWAG implementation. – Annual amount of cost savings realized through combined resources and joint project delivery.	– **Park & Recreation Department** – **Transportation & Public Works** – **Diversity & Inclusion**	Ongoing	$
– Number of locations identified in each PPD for the installation of full-service hubs.	– **Park & Recreation Department** – **Transportation & Public Works**	Short-Term (0-5 Years)	$
– Number of hubs flagged as under-performing based on the reporting plan criteria. – Percentage increase in user traffic at hubs after implementing policy changes or relocations.	– **Park & Recreation Department** – **Transportation & Public Works**	Medium-Term (5-10 Years)	$

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Connected System

Create a dynamic, connected network of high-quality parks, public spaces, and trails that unite the community and support the mobility and recreational needs of all Fort Worth residents.

Strategies	Recommendations & Actions
Objective 2.2: Connect the park system, seamlessly into the urban public realm and the community within and beyond the parkland.	
2.2.4 Provide Transit, Paratransit, and Shared Mobility Access to Key Parks and Events	Identify transit stops within 1/4 to 1/2 mile of key parks and recreation facilities.
	Work with Transportation & Public Works and Trinity Metro on transit planning and projects, leveraging park assets to improve ridership forecasts, stop locations, and service alignments.
	Collaborate with Trinity Metro to align para-transit services with park facilities, enabling access to healthcare, essential shopping, and social support services.
	Work with Trinity Metro to study funding models where Park resources can supplement operations and reduce the need for similar park-related services.
2.2.5 Ensure adequate parking for high-volume parks.	Develop a communications and outreach plan for property owners of non-Park and Recreation Department parking, including public right-of-way parking managed by City Transportation & Public Works, to discuss current use and potential shared parking arrangements.
Objective 2.3: Enhance public awareness of parks, recreation facilities, and programs through social media, multicultural public outreach, and developing a comprehensive branding and communications plan	
2.3.1 Develop and implement a consistent signage and wayfinding system.	Identify strategic locations for signage installation.
	Integrate interactive digital displays at recreation facilities, parks, and public spaces to provide real-time updates on events, programs, and community news, complementing traditional signage with dynamic content.
2.3.2 Implement a multi-pronged approach to increasing awareness of programs and services using traditional printed media, radio and digital strategies.	Enhance web-based and digital platforms to improve access to park information.

Connected System

Create a dynamic, connected network of high-quality parks, public spaces, and trails that unite the community and support the mobility and recreational needs of all Fort Worth residents.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 2.2: Connect the park system, seamlessly into the urban public realm and the community within and beyond the parkland.			
– Number of parks and recreation facilities with transit stops within 1/4 to 1/2 mile. – Number of new transit stops installed within 1/4 to 1/2 mile install biannually.	– **Park & Recreation Department** – **Trinity Metro** – Transportation & Public Works	Short-Term (0-5 Years)	$$
– Annual total funding obtained through partnerships for projects improving transit access to parks. – Number of transit projects where service alignments are adjusted to enhance access to park properties.	– **Park & Recreation Department** – **Trinity Metro** – Transportation & Public Works	Short-Term (0-5 Years)	$
– Number of new or adjusted para-transit stops serving park facilities that connect to healthcare, shopping, and social support services.	– **Park & Recreation Department** – **Trinity Metro** – Transportation & Public Works	Short-Term (0-5 Years)	$
– Annual cost savings from integrating park resources into transit operations.	– **Park & Recreation Department** – **Trinity Metro** – Transportation & Public Works	Short-Term (0-5 Years)	$$
– Biannual number of property owners reached and shared parking agreements created as result of parking outreach plan.	– **Park & Recreation Department** – **Communications & Public Engagement** – Transportation & Public Works – Development Services	Short-Term (0-5 Years)	$$
Objective 2.3: Enhance public awareness of parks, recreation facilities, and programs through social media, multicultural public outreach, and developing a comprehensive branding and communications plan			
– Number of signs installed monthly at parks and along trails.	– **Park & Recreation Department** – **Information Technology Services** – Communications & Public Engagement	Short-Term (0-5 Years)	$
– Percentage change in the attendance numbers at events and programs promoted through displays.	– **Park & Recreation Department** – **Information Technology Services** – Communications & Public Engagement	Short-Term (0-5 Years)	$$
– Monthly number of interactions with web site.	– **Park & Recreation Department** – **Information Technology Services** – **Communication & Public Engagement** – Neighborhood Services – Independent School Districts – Non-Profit Youth Organizations – Diversity & Inclusion	Ongoing	$$

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Connected System

Create a dynamic, connected network of high-quality parks, public spaces, and trails that unite the community and support the mobility and recreational needs of all Fort Worth residents.

Strategies	Recommendations & Actions
Objective 2.3: Enhance public awareness of parks, recreation facilities, and programs through social media, multicultural public outreach, and developing a comprehensive branding and communications plan	
2.3.3 Develop strategies for tailored and effective community engagement, communication and partnerships.	Appoint a Park Planning District Manager for each district to connect with residents, identify community needs, and relay priorities to department leadership and city officials.
	Hold periodic public meetings in each Park Planning District to gather resident feedback on services, desired improvements, and new facility recommendations.
	Develop teen council to Involve teens in shaping recreation programs, fostering leadership, mentoring, and ownership of activities they help design.
	Advertise program development opportunities to recruit contract instructors to inspire neighborhood residents to develop and lead recreation programs at local parks and recreation facilities.
	Develop professional advocacy programming to provide children with information and hands on experiences in Provide children and young adults with hands-on experiences in park-related careers like Urban Forestry, Preservation, Planning, Maintenance, and Recreation.

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Connected System

Create a dynamic, connected network of high-quality parks, public spaces, and trails that unite the community and support the mobility and recreational needs of all Fort Worth residents.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 2.3: Enhance public awareness of parks, recreation facilities, and programs through social media, multicultural public outreach, and developing a comprehensive branding and communications plan			
– Number of monthly meetings or forums organized by District Managers to engage with residents.	– **Park & Recreation Department** – **City Council/City Manager's Office** – **Human Resources** – Financial Management Services – Neighborhood Services	Short-Term (0-5 Years)	$$
– Number of residents attending public meetings in each PPD.	– **Park & Recreation Department** – **City Council** – **Communication & Public Engagement** – Neighborhood Services – Neighborhood/Community Associations – Diversity & Inclusion	Ongoing	$
– Number of monthly teen volunteers that lead recreation programs.	– **Park & Recreation Department** – **Communication & Public Engagement** – **Diversity & Inclusion** – City Council – Neighborhood Services – Independent School Districts – Non-Profit Youth Organizations	Ongoing	$
– Biannual number of resident inspired recreation programs developed and their attendance.	– **Park & Recreation Department** – **Communication & Public Engagement** – City Council – Neighborhood Services – Neighborhood/Community Associations – Diversity & Inclusion	Ongoing	$
– Number of participants in hands-on experience program and number of participants in each category.	– **Park & Recreation Department** – Independent School Districts	Ongoing	$

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Vibrant Nature

Cultivate natural spaces that enhance ecosystems, foster community connections, and build resilience by integrating the natural environment into Fort Worth's park and recreation system.

Strategies	Recommendations & Actions
Objective 3.1: Promote and foster stewardship that protects, preserves and enhances the natural environment and fosters community interaction, biodiversity and resilience	
3.1.1. Collaborate daily with the City's dedicated Green Space Leadership Team to ensure coordinated planning, implementation, and stewardship of natural assets.	Establish an organizational structure with clear roles, staffing, and resource commitments and identify gaps, overlaps, and opportunities across departmental green infrastructure efforts.
3.1.2. Leverage the expansion of parks, recreation, and the public realm to safeguard green spaces and natural features.	Use the map overlaying park-deficient areas in combination with the Good Natured Initiative and the Fort Worth Open Space Conservation Priority Analysis to identify, acquire, and conserve high-priority lands, protecting natural habitats, floodplains, and waterways while expanding green space.
	Work with FW Lab to enhance zoning and land use regulations to protect natural features, riparian zones, and critical habitats in the Comprehensive Plan update.
	Pursue conservation easements to protect natural areas like prairie ecosystems.
	Develop Natural Resource Management Plans for existing and new parks.
	Implement an annual invasive species management program to control and restore ecologically significant areas across the parks.

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Vibrant Nature

Cultivate natural spaces that enhance ecosystems, foster community connections, and build resilience by integrating the natural environment into Fort Worth's park and recreation system.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 3.1: Promote and foster stewardship that protects, preserves and enhances the natural environment and fosters community interaction, biodiversity and resilience			
– Frequency of coordination meetings between PARD and the Green Space Leadership Team (target: daily check-ins or standing updates) – Percentage of park projects reviewed and aligned with the citywide green space strategy. – Annual number of joint projects implemented that enhance natural assets or sustainability outcomes.	– **Park & Recreation Department** – **FW Lab** – **Development Services**	Short-Term (0–5 Years)	$$
– Annual total acreage acquired as part of preservation efforts guided by the Good Natured Initiative and the Open Space Conservation Priority Analysis. – Annual amount of dollars invested in the acquisition of land as part of the Good Natured Initiative and Open Space Conservation Priority Analysis.	– **Park & Recreation Department** – **Transportation & Public Works** – **Property Management** – **FW Lab** – **Development Services**	Medium-Term (5-10 Years)	$$$
– Annual total acreage of natural areas protected as a result of changes to zoning and land use regulations.	– **Park & Recreation Department** – **FW Lab** – **Development Services**	Short-Term (0-5 Years)	$
– Annual number of conservations easements formally created to protect natural areas. – Total acreage of formal conservation easements entered into as part of preservation efforts.	– **Park & Recreation Department** – **FW Lab** – **Development Services**	Ongoing	$$
– Number of parks with completed Natural & Cultural Resource Management Plans.	– **Park & Recreation Department**	Short-Term (0–5 Years)	$$
– Acres of parkland treated annually for invasive species. – Annual improvements in ecological health indicators across treated sites.	– **Park & Recreation Department** – **Non-Profit Nature Groups**	Ongoing	$$

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Vibrant Nature

Cultivate natural spaces that enhance ecosystems, foster community connections, and build resilience by integrating the natural environment into Fort Worth's park and recreation system.

Strategies	Recommendations & Actions
Objective 3.1: Promote and foster stewardship that protects, preserves and enhances the natural environment and fosters community interaction, biodiversity and resilience	
3.1.3 Integrate natural areas into existing parks and delineate key ecological zones that serve as hubs for biodiversity, education, and conservation.	Identify areas within existing parks suitable for natural integration, such as underutilized spaces, floodplains, or degraded zones with specific natural features like streams, wetlands, or tree groves.
	Create and enhance wetlands in parks for stormwater treatment, wildlife habitats, and improved recreational and aesthetic value.
	Prioritize planting native trees, shrubs, and wildflowers that attract pollinators and provide food and shelter for birds and other wildlife.
	Design parks, greenbelts, and the public realm to include uninterrupted green corridors that provide habitat connectivity and opportunities for active transportation.
	Develop nature-based, unstructured play areas using natural materials to foster imaginative play and connection with nature.

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Vibrant Nature

Cultivate natural spaces that enhance ecosystems, foster community connections, and build resilience by integrating the natural environment into Fort Worth's park and recreation system.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 3.1: Promote and foster stewardship that protects, preserves and enhances the natural environment and fosters community interaction, biodiversity and resilience			
– Percent of total parkland acreage being used for the integration of natural ecological zones.	– **Park & Recreation Department** – **Transportation & Public Works (Stormwater)** – **Non-Profit Nature Groups** – Development Services – FW Lab – Streams & Valleys – Private Developers – Environmental Services	Short-Term (0-5 Years)	$
– Acreage of wetland projects completed supporting the conservation of wildlife habitats.		Medium-Term (5-10 Years)	$$
– Number of new trees and acres of wildflowers planted in existing parks annually. – Amount of CO2 removed by the total number of new trees planted.		Ongoing	$
– Miles of green corridor created as part of park, greenbelt and public realm projects (identify total and per category). – Total acres of green corridors created.		Ongoing	$$
– Annual savings in cost (dollars) and in staff hours required to maintain a nature-based play area compared to standard playground equipment.	– **Park & Recreation Department**	Medium-Term (5-10 Years)	$$$

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Vibrant Nature

Cultivate natural spaces that enhance ecosystems, foster community connections, and build resilience by integrating the natural environment into Fort Worth's park and recreation system.

Strategies	Recommendations & Actions
Objective 3.1: Promote and foster stewardship that protects, preserves and enhances the natural environment and fosters community interaction, biodiversity and resilience	
3.1.3 Engage and educate city staff and community to protect and preserve the natural environment.	Create a training program for maintenance staff on best practices for preserving and managing natural spaces to ensure their health and accessibility.
	Assign dedicated rangers to heavily visited natural spaces to enforce rules, provide education about the natural environment, and engage visitors in responsible usage.
	Launch a public campaign to raise awareness about protecting natural areas and promote stewardship through volunteer programs, conservation, and sustainable practices.
	Identify opportunities for conservation stewardship, including garbage removal, tree and native plant planting, invasive species removal, and recycling at events.
Objective 3.2: Connect people to nature through immersive and educational experiences and increased awareness of resiliency, water resources, and benefits of ecological biodiversity.	
3.2.1 Expand Access to Nature: Ensure equitable access to high-quality natural areas by protecting, acquiring, and enhancing nature experiences, improving access to existing sites, expanding natural spaces, and targeting undeveloped areas for acquisition to benefit all residents.	Use maps of the Conservation Priority Areas, Comprehensive Plan Recommended Opportunities, and Open Space Conservation Plan Spotlight Area map to create new naturalized green spaces alongside public infrastructure projects and private development.
	Maximize use of existing natural areas like Tandy Hills and Stratford Park through enhanced maintenance and programs (e.g., birdwatching, plant walks, and invasive plant removal).
	Develop small Natural Area Parks in high-density urban communities where access to large parks is not feasible.

Vibrant Nature

Cultivate natural spaces that enhance ecosystems, foster community connections, and build resilience by integrating the natural environment into Fort Worth's park and recreation system.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 3.1: Promote and foster stewardship that protects, preserves and enhances the natural environment and fosters community interaction, biodiversity and resilience			
– Percentage of maintenance staff that has completed training programs.	– **Park & Recreation Department** – **Human Resources**	Ongoing	$
– Number of monthly interactions between Park Rangers and park visitors.	– **Park & Recreation Department**	Ongoing	$$
– Annual number of events held as part of public campaign. – Percent increase in the number of volunteers as a result of conservation/ stewardship campaign.	– **Park & Recreation Department** – FW Nature Center & Refuge – Local Conservation Groups	Short-Term (0-5 Years)	$$
– Number and type of community projects created supporting conservation and preservation of natural green spaces.	– **Park & Recreation Department** – FW Nature Center & Refuge – Local Conservation Groups	Short-Term (0-5 Years)	$
Objective 3.2: Connect people to nature through immersive and educational experiences and increased awareness of resiliency, water resources, and benefits of ecological biodiversity.			
– Number of projects initiated that include naturalized green spaces in partnership with public infrastructure and private developers. – Acreage for each project and annual total acreage for all projects combined.	– **Park & Recreation Department** – **FW Lab** – Development Services	Short-Term (0-5 Years)	$
– Total acreage of land that has been restored or enhanced to support native habitats for wildlife.	– **Park & Recreation Department** – FW Urban Forestry – Tarrant County Master Gardener Association – Communication and Community Engagement	Ongoing	$$
– Number of Natural Area Park projects completed in high-density urban communities annually. – Acreage for each project and annual total acreage for all projects combined.	– **Park & Recreation Department** – **FW Urban Forestry** – Transportation & Public Works – Non-Profit Environmental Groups – Tarrant County Master Gardener Association – Property Management – Neighborhood Services – Development Services	Medium-Term (5-10 Years)	$$

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Vibrant Nature

Cultivate natural spaces that enhance ecosystems, foster community connections, and build resilience by integrating the natural environment into Fort Worth's park and recreation system.

Strategies	Recommendations & Actions
Objective 3.2: Connect people to nature through immersive and educational experiences and increased awareness of resiliency, water resources, and benefits of ecological biodiversity.	
3.2.1 Expand Access to Nature: Ensure equitable access to high-quality natural areas by protecting, acquiring, and enhancing nature experiences, improving access to existing sites, expanding natural spaces, and targeting undeveloped areas for acquisition to benefit all residents.	Collaborate with the Stormwater Management Division to inventory conserved green spaces and identify those with the potential for transformation into recreational areas that balance public use with ecological protection.
	Improve or create better connections to hiking trails. Improve access to hiking trails, and provide accessible opportunities for all hiking trail users.
3.2.2 Promote parks and green spaces as outdoor classrooms for schools, universities, steward organizations, and the public.	Create dedicated areas and trail networks in parks for hands-on learning with community gardens, nature play, rain garden demos, ecosystem restoration, and urban forestry.
	Develop curriculum-aligned educational programs in partnership with Fort Worth ISD, charter schools, homeschool groups, and universities, including field trips, classroom visits, and hands-on learning focused on local history, ecology, and conservation.
	Create "citizen science stations" in parks for visitors to record observations, submit data, and engage with tools like weather stations, fostering collaboration and deeper connections with the natural environment.
	Create immersive interpretive experiences through interactive exhibits and augmented reality (AR) that allow visitors to explore Fort Worth's evolving landscape in engaging and accessible ways.
Objective 3.3: Adopt a holistic and synergistic approach to develop nature-based solutions within the park system and city's public realm.	
3.3.1 Adopt design standards that prioritize environmental sustainability and consider green infrastructure in all new and renovated parks, green spaces, and public recreation facilities.	Adopt design standards that prioritize environmental sustainability and mandate green infrastructure in all new and renovated parks, green spaces, and public recreation facilities.
3.3.2 Protect and enhance natural features to improve flood control, filter stormwater, reduce runoff and erosion, and enhance water quality in streams, lakes, and the Trinity River.	Preserve and enhance natural features to provide flood control, filter stormwater, reduce runoff and erosion, and enhance water quality in the city's streams, lakes, and the Trinity River.

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Vibrant Nature

Cultivate natural spaces that enhance ecosystems, foster community connections, and build resilience by integrating the natural environment into Fort Worth's park and recreation system.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 3.2: Connect people to nature through immersive and educational experiences and increased awareness of resiliency, water resources, and benefits of ecological biodiversity.			
– Number of sites identified for project development.	– **Park & Recreation Department** – **Transportation & Public Works (Stormwater)**	Short-Term (0-5 Years)	$$
– Annual number and total linear feet of new connections established between trails and natrual spaces.	– **Park & Recreation Department**	Ongoing	$$
– Annual total number of hands-on learning station/features created in each PPD. – Monthly number of participants in hands-on learning events.	– **Park & Recreation Department** – Tarrant County Master Gardener Association – Environmental Services – FW Nature Center & Refuge – Local Colleges and Universities – Independent School Districts – Neighborhood Services – FW Public Library	Short-Term (0-5 Years)	$$
– Monthly number of recorded observations submitted by park visitors. – Monthly number of return participants that interacted with science stations. – Percentage of parks with citizen science stations installed.	– **Park & Recreation Department** – **Local Colleges and Universities** – Tarrant County Master Gardener Association – Environmental Services – FW Nature Center & Refuge – Independent School Districts – Fort Worth Public Library – Information Technology Services	Ongoing	$$
Objective 3.3: Adopt a holistic and synergistic approach to develop nature-based solutions within the park system and city's public realm.			
– Monthly cost and energy consumption reductions achieved through sustainable building practices (e.g., solar panels, energy-efficient lighting, natural ventilation).	– **Park & Recreation Department** – **City Council/City Manager's Office** – Transportation & Public Work – Property Management – Development Services – FW Water	Short-Term (0-5 Years)	$$
– Number of flood-prone acres improved or stabilized through natural feature preservation efforts.	– **Park & Recreation Department** – **Transportation & Public Works** – FW Lab – FW Urban Forestry – Development Services – FW Water – Tarrant Regional Water District – Streams & Valleys – Federal Emergency Management Agency – U.S. Army Corps of Engineers	Ongoing	$$

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Vibrant Nature

Cultivate natural spaces that enhance ecosystems, foster community connections, and build resilience by integrating the natural environment into Fort Worth's park and recreation system.

Strategies	Recommendations & Actions
Objective 3.3: Adopt a holistic and synergistic approach to develop nature-based solutions within the park system and city's public realm.	
3.3.3 implement and advocate for the urban forest master plan to expand tree canopy and create cool corridors.	Collaborate with the City's Urban Forestry team to support implementation of UFMP priorities by using the Combined Priority Map to guide tree planting, canopy expansion, and maintenance efforts in the most impactful locations.
	Integrate UFMP goals into park planning, design, and renovation projects by identifying opportunities to plant shade trees, especially in underserved and park-deficient areas.
	Track and report PARD's contributions to annual canopy gains as part of the City's overall progress toward the 30% canopy goal by 2050.
Objective 3.4: Enhance the Trinity River, its watershed, tributaries and lakes as interconnected natural and recreational assets that showcase Fort Worth's ecosystem and foster community enjoyment.	
3.4.1 Restore riparian buffers, wetlands, and natural habitats along the Trinity River, its tributaries, and lakes to improve biodiversity and ecosystem health.	Develop programs to remove invasive plants and reintroduce native species to strengthen ecosystems.
	Work with Green Space Leadership Team to conserve high-priority natural areas within watersheds that have been identified in the Open Space Strategy report.
	Incorporate watershed enhancement goals into the city's Comprehensive Plan, Good Natured Initiative, and other ongoing efforts.
	Work with Fort Worth Environmental Department on water quality testing and monitoring programs to assess the health of waterways and wetlands.
	Encourage community involvement in taking an active role in restoration efforts, maintaining and monitoring the health of waterways and wetlands.

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Vibrant Nature

Cultivate natural spaces that enhance ecosystems, foster community connections, and build resilience by integrating the natural environment into Fort Worth's park and recreation system.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 3.3: Adopt a holistic and synergistic approach to develop nature-based solutions within the park system and city's public realm.			
– Annual number of trees planted in priority areas identified by the Combined Priority Map. – Percentage increase in tree canopy coverage in high-priority zones over time. – Number of maintenance activities conducted in targeted areas.	– **Park & Recreation Department** – **FW Urban Forestry** – Development Services – Private Developers – TxDOT	Short-Term (0-5 Years)	$
– Number of shade trees planted along sidewalks, paths and trails in the urbanized areas of the city. – Annual amount of CO_2 captured by the number of new trees planted along sidewalks, paths and trails in the urbanized areas of the city.	– **Park & Recreation Department** – **FW Urban Forestry** – **Transportation & Public Works** – Texas Department of Transportation – Development Services	Ongoing	$$
Objective 3.4: Enhance the Trinity River, its watershed, tributaries and lakes as interconnected natural and recreational assets that showcase Fort Worth's ecosystem and foster community enjoyment.			
– Total acreage for each park cleared of invasive plants biannually. – Number of community volunteers that participated in plant removal maintenance programs.	– **Park & Recreation Department**	Short-Term (0-5 Years)	$
– Acreage of high-priority natural areas preserved in partnership with the City's Stormwater Management Department.	– **Park & Recreation Department** – **FW Lab**	Ongoing	$
– Number of watershed enhancement goals incorporated into the city's Comprehensive Plan, Good Natured Initiative, and other planning efforts.	– **Park & Recreation Department** – FW Nature Center & Refuge – Tarrant Regional Water District – Nature-Based Non-Profit Groups – Local Colleges and Universities	Ongoing	$
– Number of water quality monitoring tests conducted at parks with water features and natural waterways. – Percentage of test sites that met or exceeded water quality requirements.	– **Park & Recreation Department** – **Environmental Department** – FW Nature Center & Refuge – Tarrant Regional Water District – Nature-Based Non-Profit Groups – Local Colleges and Universities	Short-Term (0-5 Years)	$$
– Number of community members that participated in city developed events targeted at improving the health of waterways and the local ecosystem.	– **Park & Recreation Department** – **Communication & Public Engagement** – FW Nature Center & Refuge – Tarrant Regional Water District – Nature-Based Non-Profit Groups – Neighborhood Services	Ongoing	$

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Vibrant Nature

Cultivate natural spaces that enhance ecosystems, foster community connections, and build resilience by integrating the natural environment into Fort Worth's park and recreation system.

Strategies	Recommendations & Actions
Objective 3.4: Enhance the Trinity River, its watershed, tributaries and lakes as interconnected natural and recreational assets that showcase Fort Worth's ecosystem and foster community enjoyment.	
3.4.2 Acquire land, secure easements and develop partnerships to increase public access to the water throughout the City.	Activate key Trinity River nodes for recreation, events, and education while preserving flood storage, levees, and the natural setting, transforming the riverfront into a vibrant urban park.
	Physical access should be explored in forested stream banks along Denton Creek and its tributaries, riparian corridors and shoreline of Marine Creek Lake, forested tracts on the western shore of Lake Arlington, Natural areas along Benbrook Lake, and areas along Dosier Creek toward Eagle Mountain Lake in coordination with partner agencies.

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Vibrant Nature

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 3.4: Enhance the Trinity River, its watershed, tributaries and lakes as interconnected natural and recreational assets that showcase Fort Worth's ecosystem and foster community enjoyment.			
– Number of new public access points created to the Trinity River. – Number of activity nodes created along the Trinity River.	– **Park & Recreation Department** – **Tarrant Regional Water District** – **Property Management** – Private Property Owners – Texas Parks & Wildlife Department (Texas Paddling Trails) – Visit Fort Worth	Medium-Term (5-10 Years)	$$$
– Number of new access points created at Denton Creek, Marine Creek Lake, Lake Arlington, and other waterways/bodies of water. – Total amount of linear feet of trails/paths extending from new access points along forested stream banks, riparian corridors and shorelines.	– **Park & Recreation Department** – **Tarrant Regional Water District** – **Property Management** – Private Property Owners – Texas Parks & Wildlife Department (Texas Paddling Trails) – Visit Fort Worth	Medium-Term (5-10 Years) Ongoing	$$$

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Common Ground

Develop public spaces that are accessible and welcoming for everyone, foster social interaction, and celebrate the community's multiculturalism, enhancing a sense of belonging and unity.

Strategies	Recommendations & Actions
Objective 4.1: Embrace and adopt new park system typologies to strengthen the public realm	
4.1.1 Conduct a study to identify high-potential ROWs for conversion into pedestrian plazas or green streets in areas with limited park access.	Conduct a study of residual rights-of-way for potential temporary or permanent public space use.
4.1.2 Undertake an inventory of existing (private-owned and public-owned) green spaces to better understand their distribution and gaps.	Undertake an inventory of existing (private-owned and public-owned) green spaces to better understand their distribution and gaps.
4.1.3 Foster integration of public spaces within mixed- use developments.	Encourage public spaces in mixed-use developments through developer partnerships, offering incentives for high-quality, accessible parks and plazas that enhance community vibrancy.
4.1.4 Integrate the outdoor public realm (sidewalks, medians, parkways, ROW) into the parks and green spaces to expand recreational experience.	Integrate sidewalks, medians, and parkways with parks and green spaces to expand recreational experiences, adding features like benches, art, and misting stations, and encouraging recreational uses like events and street games. Refer to Active Transportation Plan Pop-up Guide.

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Common Ground

Develop public spaces that are accessible and welcoming for everyone, foster social interaction, and celebrate the community's multiculturalism, enhancing a sense of belonging and unity.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 4.1: Embrace and adopt new park system typologies to strengthen the public realm			
– Total miles/acres of unused rights-of-way identified that can be converted into public realm recreation space.	– **Park & Recreation Department** – **Transportation & Public Works** – Tarrant Regional Water District – Texas Department of Transportation – Tarrant County Transportation Services	Short-Term (0-5 Years)	$$
– Acreage of private-owned and public-owned green spaces included in the inventory relative to the total estimated green spaces.	– **Park & Recreation Department** – **Property Management** – FW Lab – Tarrant Regional Water District – Texas Department of Transportation	Short-Term (0-5 Years)	$
– Total market value of land dedicated for use as public space in mixed-use developments. – Total acres of public spaces per mixed-use development.	– **Park & Recreation Department** – **FW Lab** – Development Services – Economic Development	Ongoing	$
– Number of new features such as benches, public art installations, misting stations, or play equipment incorporated into connected spaces. – Total length of sidewalks, medians, and parkways integrated as part of parks and green spaces.	– **Park & Recreation Department** – **Transportation & Public Works** – Development Services – Texas Department of Transportation – North Central Texas Council of Governments – Economic Development – FW Chamber of Commerce – FW Public Art – FW Public Library	Ongoing	$$

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Common Ground

Develop public spaces that are accessible and welcoming for everyone, foster social interaction, and celebrate the community's multiculturalism, enhancing a sense of belonging and unity.

Strategies	Recommendations & Actions
Objective 4.2: Create safe, convenient and inviting public spaces that support positive experiences for everyone	
4.2.1 Integrate and highlight Crime Prevention Through Environmental Design (CPTED) strategies in the design and redesign of parks and recreation facilities.	Lighting and Visibility: Install lighting along pathways, entry points, and high-traffic areas to enhance safety and visibility, while using landscaping to maintain clear sightlines.
	Natural Surveillance and Activity Zones: Promote natural surveillance by adding green spaces, seating, and activity zones like playgrounds, fitness trails, and sports fields to encourage consistent park use.
	Territorial Reinforcement and Access Control: Use landscaping, signage, and pathways to define boundaries, guide movement, and control access with clear entry and exit points.
4.2.2 Implement the use of security features such as emergency call stations and security cameras in areas identified as safety concerns by the public.	Install emergency call stations and security cameras in areas of concern to enhance safety and encourage park use, protecting both vulnerable populations and the community.
4.2.3 Identify locations for fences and walls around active recreational areas, prioritizing safety with use of structures such as taller netting for sports fields and courts.	Identify locations for fences and walls around active recreational areas, prioritizing safety with use of structures such as taller netting for sports fields and courts.
4.2.4 Integrate smart technology into park systems, such as interactive kiosks, app-based navigation tools, and free public Wi-Fi, to enhance the user experience and improve accessibility.	Install interactive kiosks and app-based wayfinding tools at key park entrances and along major trail corridors to provide real-time information on amenities, events, and accessibility features. Partner with technology providers and internet service companies to expand free public Wi-Fi coverage in high-traffic parks

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Common Ground

Develop public spaces that are accessible and welcoming for everyone, foster social interaction, and celebrate the community's multiculturalism, enhancing a sense of belonging and unity.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 4.2: Create safe, convenient and inviting public spaces that support positive experiences for everyone			
– Number of new lighting fixtures installed along pathways, entry points and high-traffic areas in parks. – Percent reduction in the number of safety related calls to parks, trails, and recreation facilities as a result of lighting projects.	– **Park & Recreation Department** – **Transportation & Public Works** – FW Police Department – FW Urban Forestry – Neighborhood Services Department	Short-Term (0-5 Years)	$$$
– Number of service hours performed for maintenance of green spaces, seating areas, and activity zones to ensure they remain inviting and functional. – Percentage increase in the monthly average number of visitors using parks after enhancements.	– **Park & Recreation Department** – FW Police Department – FW Urban Forestry	Ongoing	$$$
– Changes in the percentage of visitors to parks and recreation facilities as the result of clearly defining entry and exit points.	– **Park & Recreation Department** – FW Urban Forestry – FW Police Development – Tarrant County Master Gardener Association	Ongoing	$$
– Percent of park, trails, green spaces, and recreation facilities where emergency call stations have been installed. – Monthly percent reduction in the number of safety related calls to parks and recreation facilities.	– **Park & Recreation Department** – **FW Police Department** – **Information Technology Services**	Ongoing	$$$
– Number of sites identified for the installation of fences or walls. – Total square footage and value of fences installed annually.	– **Park & Recreation Department**	Short-Term (0-5 Years)	$$
– Number of parks equipped with interactive kiosks, navigation tools, or public Wi-Fi annually. – User engagement rates with smart park technologies (e.g., app downloads, kiosk usage). – Visitor satisfaction ratings related to digital accessibility and park navigation.	– **Park & Recreation Department** – **IT Department** – **Communications & Public Engagement**	Medium-Term (5–10 Years)	$$$

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Common Ground

Develop public spaces that are accessible and welcoming for everyone, foster social interaction, and celebrate the community's multiculturalism, enhancing a sense of belonging and unity.

Strategies	Recommendations & Actions
Objective 4.2: Create safe, convenient and inviting public spaces that support positive experiences for everyone	
4.2.5 Enhance comfort and convenience.	Ensure all facilities meet or exceed ADA and TAS standards for accessibility, including installing ramps, accessible restrooms, and clear pathways for those with mobility challenges.
	Increase the number of permanent restrooms at parks and other public spaces. Modernize existing restrooms by making them cleaner, more accessible, and energy-efficient.
	Increase shaded areas and seating in parks and high-traffic zones, including playgrounds, sports fields, trails, and sidewalks near commercial and retail areas.
	Upgrade shelters, pavilions, and other structures to make them more usable during different seasons by adding heating, cooling, or weather-resistant materials.
	Install vehicle charging stations in parking lots of parks and at events to attract visitors while their electric vehicles charge.
	Offer downloadable maps or app-based guides with information on flora, fauna, or historical significance to make the experience more engaging
Objective 4.3: Offer a wide range of facilities and recreation programs that cater to the diverse interests, ages, abilities, and income levels of Fort Worth's evolving community	
4.3.1 Expand inclusive, adaptive, and innovative recreation programs to equitably meet the diverse needs of the community.	Expand indoor recreation centers that offer low-cost or free fitness classes, creative workshops, drop-in sports, and multi-generational programs.
	Activate underutilized spaces by introducing new amenities such as pickleball courts, mini-pitches, and multi-use courts that accommodate drop-in play, low-cost leagues, and intergenerational tournaments

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 4.2: Create safe, convenient and inviting public spaces that support positive experiences for everyone			
– Number of parks, recreation centers, and other facilities meeting or exceeding accessibility standards.	– **Park & Recreation Department** – **Transportation & Public Works** – **Development Services** – **Diversity & Inclusion** – **Property Management Department**	Short-Term (0-5 Years)	$$
– Number of new permanent restroom facilities constructed at parks annually. – Cost saving by updating existing restroom facilities with energy-efficient equipment.	– **Park & Recreation Department** – **Property Management Department**	Medium-Term (5-10 Years)	$$
– Percent change in visitor activity during times when shading is most needed (e.g., midday).	– **Park & Recreation Department** – FW Urban Forestry	Short-Term (0-5 Years)	$$
– Percent of shelters and pavilion as parks that have been upgraded with seasonal usability enhancements. – Percent increase in the reservations of upgraded pavilions and shelters.	– **Park & Recreation Department**	Short-Term (0-5 Years)	$$
– Number of vehicle charging stations installed at each park annually. – Frequency and duration in the use of vehicle charging stations at parks and events.	– **Park & Recreation Department** – **Information Technology Services** – **Charging Station Partner** – FW Lab – Transportation & Public Works	Ongoing	$$$
– Number of times apps have been downloaded. – Number of registered users. – Duration in the use of the apps and maps.	– **Park & Recreation Department** – **Information Technology Services** – FW Nature Center & Refuge – FW Urban Forestry – Tarrant County Master Gardener Association – Local Colleges and Universities	Short-Term (0-5 Years)	$$
Objective 4.3: Offer a wide range of facilities and recreation programs that cater to the diverse interests, ages, abilities, and income levels of Fort Worth's evolving community			
– Number of new or expanded indoor recreation centers offering multi-generational and inclusive programming – Number and diversity of recreation programs offered annually (e.g., fitness, youth, senior, adaptive).	– Park & Recreation Department – Community Services – Partner Organizations (e.g., YMCA) – Local ISDs	Short-Term (0-5 Years)	$$
– Number of underutilized sites activated with new recreational amenities. – Number of new courts (pickleball, mini-pitches, multi-use) installed annually – Participation rates in drop-in play, leagues, and community tournaments.	– **Park & Recreation Department** – Community Services	Medium-Term (5-10 Years)	$$

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Strategies	Recommendations & Actions
Objective 4.3: Offer a wide range of facilities and recreation programs that cater to the diverse interests, ages, abilities, and income levels of Fort Worth's evolving community	
4.3.1 Expand inclusive, adaptive, and innovative recreation programs to equitably meet the diverse needs of the community.	Expand youth development programs such as afterschool care, seasonal camps, literacy initiatives, and summer enrichment to support academic and social growth.
	Enhance senior programs through recreational offerings, group outings, wellness classes, and social events that foster connection and active aging.
	Offer specialized and adaptive recreation to ensure inclusive participation for individuals of all abilities, with potential support from a Certified Therapeutic Recreation Specialist (CTRS) and partners like the YMCA.
4.3.2 Increase the number of recreation facilities and amenities to equitably meet the needs of the community.	Increase the number of recreation facilities and amenities to equitably meet the needs of the community.

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 4.3: Offer a wide range of facilities and recreation programs that cater to the diverse interests, ages, abilities, and income levels of Fort Worth's evolving community			
– Number of new or expanded youth development programs offered annually (afterschool care, camps, literacy, etc.). – Annual youth participation rates by program type. – Number of partnerships with schools, libraries, and community organizations.	– **Park & Recreation Department** – Community Services – Local ISDs – Public Libraries	Short to Medium-Term (0–10 Years)	$$
– Number of senior-focused programs offered annually (e.g., wellness classes, social events, group outings). – Annual participation rates in senior programs. – Number of partnerships with senior centers, health providers, and community organizations.	– Park & Recreation Department – Community Services – Area Agency on Aging – Local Health Providers	Short-Term (0–5 Years)	$$
– Number of adaptive and inclusive recreation programs offered annually – Participation rates of individuals with disabilities across all programs. – Number of programs supported or led by a Certified Therapeutic Recreation Specialist (CTRS). – Number of partnerships established with organizations such as the YMCA or local disability advocacy groups.	– Park & Recreation Department – Community Services – CTRS Staff or Consultants – Partner Organizations (e.g., YMCA, disability advocacy groups)	Short-Term (0–5 Years)	$$
– Number of new or expanded recreation facilities that are located in historically under-served or high-need neighborhoods. – Type of and square footage of sport courts added to area with the addition of recreation facilities.	– **Park & Recreation Department** – Neighborhood Services – FW Lab	Medium-Term (5-10 Years)	$$$$

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Strategies	Recommendations & Actions
Objective 4.3: Offer a wide range of facilities and recreation programs that cater to the diverse interests, ages, abilities, and income levels of Fort Worth's evolving community	
4.3.3 Make better use of existing facilities through system-wide planning and investments.	Analyze recreation facility usage to identify underutilized spaces, outdated infrastructure, and service overlaps, using technology like attendance tracking and reservation systems for insights.
	Conduct a recreation facilities needs assessment, including a statistically valid survey and Level of Service analysis, on a 5-year cycle to gather input on facility improvements and programming needs.
	Explore opportunities to provide all-season access to certain high use facilities and athletic fields, commensurate with demand, through the use of temporary or permanent structures.
	Cluster amenities to encourage interaction and create vibrant, multi-use parks that attract diverse visitors, using "triangulation" techniques to position complementary features together.
	Convert existing natural grass fields to synthetic turf and/or add solar powered lighting to existing fields to increase available hours of play.

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 4.3: Offer a wide range of facilities and recreation programs that cater to the diverse interests, ages, abilities, and income levels of Fort Worth's evolving community			
– Monthly counts of visitors to recreation facility. – Monthly counts of visitor using services (sport courts, gyms, playgrounds, etc.) located facility.	– **Park & Recreation Department** – **Information Technology Services**	Short-Term (0-5 Years)	$$$
– Percentage of all recreation facility assessments completed annually. – Percentage of community surveys submitted. – Percentage of surveys distributed to each park planning district and percent of those who responded.	– **Park & Recreation Department**	Ongoing (Every 5 Years)	$$$
– Amount of annual investment (measured in dollars) used to keep high use facilities open all year. – Percent increase in the number of work hours added to keep up high use facilities open year-round.	– **Park & Recreation Department**	Short-Term (0-5 Years)	$$
– Average duration of time spent by visitors in parks with clustered amenities. – Increase in the number of users since the implementation of clustered amenities.	– **Park & Recreation Department**	Ongoing	$$
– Annual reduction in the cost and personnel time of maintenance on fields converted to synthetic turf. – Number of natural grass fields converted to synthetic turf annually. – Number of fields upgraded with solar-powered lighting annually. – Percentage increase in available playable hours per field after improvements – Annual reduction in water usage for fields converted to synthetic turf.	– **Park & Recreation Department**	Medium-Term (5-10 Years)	$$$

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Strategies	Recommendations & Actions
Objective 4.3: Offer a wide range of facilities and recreation programs that cater to the diverse interests, ages, abilities, and income levels of Fort Worth's evolving community	
4.3.4 Ensure that existing and new facilities are inclusive and welcoming all segments of the population.	Coordinate with transit and bike-share providers to install bus stops and stations at parks, recreation facilities, and trailheads, offering alternative transportation options.
	Use clear, multi-lingual, and pictorial signage with large fonts, color contrast, and easy-to-understand icons to help everyone navigate park facilities.
	Introduce multi-generational playscapes, comfort features, and recreational programming to encourage play, work, and socialization for all ages.
	Provide specific amenities of seniors: aquatic centers, low-impact exercise equipment, senior recreation centers, adult summer camps.
	Create a sliding scale fee structure based on income or socioeconomic indicators, offering reduced or free access for qualifying families or individuals.
	Ensure a set percentage of programs, classes, and facility access are offered free or at low cost and schedule community days with free entry to recreation centers, pools, or fitness programs.
	Renovate and improve community centers like Northside and Handley Meadowbrook to provide high-quality, inclusive, and sustainable services, strengthening their role as community hubs.

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Parks, Recreation, Open Space, and Public Realm Master Plan

Common Ground

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 4.3: Offer a wide range of facilities and recreation programs that cater to the diverse interests, ages, abilities, and income levels of Fort Worth's evolving community			
– Number of new transit stops and bicycle rented from installed bike-share stations at parks, recreation facilities, and trailheads. – Change in the number of visitors to parks, recreation facilities, and trails with access to new transit stops and bike-share stations.	– **Park & Recreation Department** – **Trinity Metro** – Economic Development – FW Chamber of Commerce – FW Lab	Medium-Term (5-10 Years)	$
– Percentage of park facilities with updated signage meeting accessibility standards, including multi-lingual, pictorial icons, large fonts and high color contrast.	– **Park & Recreation Department** – **Communication & Public Engagement** – **Diversity & Inclusion** – Neighborhood Services	Short-Term (0-5 Years)	$$
– Number of parks with multi-generational features. – Average duration of visit to a park or recreational facility that offers amenities that can be enjoyed by multiple generations at once.	– **Park & Recreation Department** – **Communication & Public Engagement** – **Diversity & Inclusion** – Neighborhood Services	Short-Term (0-5 Years)	$$$
– Monthly participation by senior residents in programs and events specifically developed for their age group. – Number of return participants to senior programs and events.	– **Park & Recreation Department** – **Communication & Public Engagement** – **Diversity & Inclusion** – Neighborhood Services	Ongoing	$$$
– Percentage increase in overall service accessibility compared to the previous year.	– **Park & Recreation Department** – **Diversity & Inclusion** – Finance Department	Short-Term (0-5 Years)	$
– Number of programs held for free or at a low cost. – Number of participants that attended program since change in fee was implemented.	– **Park & Recreation Department** – **Diversity & Inclusion** – Finance Department	Short-Term (0-5 Years)	$
– Increase in the number of new members using community centers that have been improved and feature updated equipment and amenities. – Percent of monthly return visitors since updating	– **Park & Recreation Department**	Medium-Term (5-10 Years)	$$$$

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Common Ground

Develop public spaces that are accessible and welcoming for everyone, foster social interaction, and celebrate the community's multiculturalism, enhancing a sense of belonging and unity.

Strategies	Recommendations & Actions
Objective 4.4: Preserve and celebrate neighborhood identities by integrating local culture, art, history, and community values into park design and programming.	
4.4.1 Develop flexible design standards that celebrate Fort Worth's neighborhood history and culture while ensuring system-wide quality, allowing for customization to reflect community identity and diverse needs.	Use data-driven decision-making to align park amenities with district needs, identifying gaps and avoiding duplication of features across neighborhoods.
	Collaborate with neighborhoods to create culturally reflective signage, fostering pride, ownership, and welcoming visitors to Fort Worth's parks and facilities.
	Partner with local historians, artists, and institutions to incorporate public art and features into parks and recreation facilities that reflect the culture and personality of surrounding neighborhoods.
4.4.2 Explore opportunities in Historic Preservation and Heritage Tourism to protect, restore, and promote the cultural and historic resources of the parks system.	Partner with the Historic Preservation Department, TCU, and cultural organizations to identify, preserve, and catalog historic areas, integrating them into the parks inventory. Create a "historic trail" linking registered sites to parks via the city's multi-modal trail system.
	Host community events, such as scavenger hunts, that will take participants on a city-wide adventure and teach them about the history and culture of neighborhoods, communities, Park Planning Districts, and the City.
4.4.3 Support culturally-based events and programs, such as dance, art and language activities, developed by residents to hold at parks and public spaces.	Support culturally-based events and programs, such as dance, art and language activities, developed by residents to hold at parks and public spaces.

Common Ground

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 4.4: Preserve and celebrate neighborhood identities by integrating local culture, art, history, and community values into park design and programming.			
– Using data for tracking sources to identify most frequently used parks and facilities. Data can be used to improve parks in other areas to increase draw.	– **Park & Recreation Department**	Ongoing	$$
– Using a community online survey get percent increase of visitors reporting enhanced sense of community pride or welcoming atmosphere at neighborhoods parks and recreation facilities.	– **Park & Recreation Department** – **Neighborhood Services** – **Communication & Public Engagement**	Short-Term (0-5 Years)	$$
– Number of parks and recreation facilities with incorporated public art by local artisans. – Total amount of space (in square feet) dedicated for public art usage.	– **Park & Recreation Department** – **FW Public Art** – **Communication & Public Engagement** – Modern Art Museum of Fort Worth – Local Artists – Local Colleges and Universities – Independent School Districts – Neighborhood Services – FW Public Library – Local Cultural Groups	Ongoing	$
– Total miles of "historic trail" create within a year. – Number of new historic areas added to the existing inventory.	– **Park & Recreation Department** – **Development Services (Historical Preservation)** – **Local Colleges and Universities** – Independent School Districts – Local Historical Groups – Local Cultural Groups – Philanthropy Groups – Library – Communication & Public Engagement – Economic Development	Medium-Term (5-10 Years)	$$
– Using registrations for event, compare the number of local residents and out-of-town visitors that participated in city-wide events. – Marketing media (newspaper, social media, emails, flayers located at businesses/recreation facilities/public buildings) that was most effective in notifying the public about the event.	– **Park & Recreation Department** – **Communication & Public Engagement** – Independent School Districts – Public Events – Local Historical Groups – Local Cultural Groups – Development Services – FW Chamber of Commerce – Local Businesses – FW Public Library	Short-Term (0-5 Years)	$
– Geographic distribution of events to ensure equitable access across neighborhoods.	– **Park & Recreation Department** – **Public Events** – Communication & Public Engagement – Neighborhood Services	Ongoing	$$

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Premier Destination

Transform Fort Worth's parks and public spaces into a leading destination that contributes to the City's economic development and growth.

Strategies	Recommendations & Actions
Objective 5.1: Promote the City's parks and public spaces to attract tourists and new user groups to Fort Worth.	
5.1.1 Organize a diverse schedule of special events, festivals and programs to attract tourists and new user groups to the park.	Host events and programming such as: Music festivals, Food truck gatherings, Charity runs, Location specific programming at Log Cabin Village and Fort Worth Nature Center.
	Partner with local sports organizations, schools, and leagues to host local to national tournaments in sports like soccer, baseball, softball, and volleyball.
	Develop private rental opportunities by converting underutilized park facilities into venues for weddings, retreats, and team-building events, with partnerships to offer event packages through local caterers, musicians, and vendors.
	Facilitate community celebrations through culturally specific gatherings that reflect Fort Worth's diverse population.

Premier Destination

Transform Fort Worth's parks and public spaces into a leading destination that contributes to the City's economic development and growth.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 5.1: Promote the City's parks and public spaces to attract tourists and new user groups to Fort Worth			
– Number of distinct major events held in each PPD and estimated number of attendees per event. – Cost-to-revenue ratio to track profitability of events.	– **Park & Recreation Department** – **Communications & Public Engagement** – **Public Events** – Non-Profit Groups (Youth Groups, Churches, Community Organizations, etc.) – Streams & Valleys – Tarrant Regional Water District – Chamber of Commerce	Ongoing	$$$
– Number of new local and national tournaments held with the support of partner organization. – Percent increase in local business revenue generated during tournament events.	– **Park & Recreation Department** – **Independent School Districts** – **Youth/Adult Sporting Leagues** – YMCA – Economic Department	Short-Term (0-5 Years)	$$$
– Number of underutilized facilities converted into rentable event venues – Annual number of private and corporate events hosted. – Revenue generated from facility rentals – Number of partnerships with local vendors, caterers, and entertainers.	– Park & Recreation Department – Property Management – Economic Development – Local Vendors & Event Partners	Medium-Term (5–10 Years)	$$$
– Number of community events hosted or supported annually. – Diversity of event types and cultural representation across the calendar year – Attendance and participation rates by demographic group. – Number of partnerships with local cultural, faith-based, and community organizations. – Community feedback and satisfaction ratings post-event.	– Park & Recreation Department – Community Services – Communications & Public Engagement – Local Cultural & Faith-Based Organizations	Short-Term (0–5 Years)	$$

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Strategies	Recommendations & Actions
Objective 5.1: Promote the City's parks and public spaces to attract tourists and new user groups to Fort Worth.	
5.1.2 Leverage Fort Worth's cultural and natural heritage.	Promote historic venues like Log Cabin Village as interpretive park assets, and integrate storytelling and heritage programming across the system to highlight neighborhood history and local identity.
	Promote natural areas as eco-tourism destinations with programming tied to hiking, photography, biodiversity, wildlife conservation, outdoor education and other non-intrusive activities.
5.1.3 Utilize diverse and unique designs, amenities, and programming in signature parks that reflect the character and makeup of the community.	Develop self-guided tours with specific themes, such as wildlife watching, historical landmarks, or cultural digital art specific to the surrounding community.
	Ensure regional parks have adequate visitor amenities, such as easily accessible parking, restrooms, wayfinding signage, and visitor information centers.

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Premier Destination

Transform Fort Worth's parks and public spaces into a leading destination that contributes to the City's economic development and growth.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 5.1: Promote the City's parks and public spaces to attract tourists and new user groups to Fort Worth			
– Number of heritage and storytelling programs offered annually. – Annual visitation to historic venues like Log Cabin Village. – Number of parks incorporating interpretive signage or heritage elements. – Community partnerships with historical societies, schools, and cultural organizations.	– **Park & Recreation Department** – **Visit Fort Worth** – **Log Cabin Village** – FW History Center – Cultural Organizations – FW Public Art – Communication & Public Engagement – Local Colleges and Universities – Diversity & Inclusion	Ongoing	$$
– Number of tourists engaging in activities specifically linked to local parks, such as guided tours or conservation workshops. – Total and percentage increase in income for local businesses involved in the packages.	– **Park & Recreation Department** – **Fort Worth Nature Center & Refuge** – **Visit Fort Worth** – Communication & Public Engagement – Streams & Valley – Non-Profit Nature Groups – Local Colleges and Universities	Ongoing	$$
– Annual number of visitors using the themed trails. – Changes in visitor awareness or knowledge about wildlife, history, or culture through pre- and post-visit surveys.	– **Park & Recreation Department** – Visit Fort Worth – FW History Center – FW Nature Center & Refuge – Cultural Organizations – Communication & Public Engagement – Public Events – Local Colleges and Universities	Short-Term (0-5 Years)	$
– Average time taken to address reported issues with visitor amenities.	– **Park & Recreation Department** – Transportation & Public Works – Development Services – Communication & Public Engagement	Medium-Term (5-10 Years)	$$$

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Premier Destination

Transform Fort Worth's parks and public spaces into a leading destination that contributes to the City's economic development and growth.

Strategies	Recommendations & Actions
Objective 5.1: Promote the City's parks and public spaces to attract tourists and new user groups to Fort Worth.	
5.1.4 Create a vibrant Downtown Riverfront Park	Design and implement key public spaces and iconic landmarks such as pedestrian bridges, scenic overlooks, and art installations, to create a unique visual identity and destination along Trinity River Corridor and Riverfront Park.
	Expand waterfront recreation opportunities like kayaking, paddleboarding, or river cruises, which draw visitors seeking outdoor and water-based activities.
	Host major riverfront events and festivals like Annual Charity Runs, Beer and Wine Festivals, Fourth of July and Holiday Celebrations.
5.1.5 Strengthen branding and marketing efforts to effectively promote Fort Worth's parks, public spaces, and recreational assets, highlighting their unique qualities to attract residents, visitors, and talent.	Partner with local tourism organizations like Visit Fort Worth to promote parks in citywide content for visitors.
	Partner with local travel influencers, nature photographers, and bloggers who can highlight Fort Worth parks in their content.
	Develop interactive digital tools to enhance visitor experiences at unique destinations like Log Cabin Village and the Fort Worth Nature Center & Refuge, including: Augmented reality (AR) self-guided tour apps and Gamified scavenger hunts.
	Collaborate with local hotels, restaurants, and travel agencies to offer travel packages featuring park experiences like hiking, picnics, and river tours.

Premier Destination

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 5.1: Promote the City's parks and public spaces to attract tourists and new user groups to Fort Worth			
– Number of key public spaces and landmarks designed and implemented along the Trinity River Corridor. – Total acreage added to parkland inventory by the addition of public spaces and landmarks along the Trinity River Corridor.	– **Park & Recreation Department** – **FW Lab** – **Tarrant Regional Water District** – Economic Development – Visit Fort Worth – Local Colleges and Universities – FW Public Art	Medium-Term (5-10 Years)	$$$
– Total new linear feet of waterfront access created within a year. – Total amount of revenue dollars made through renting of water-based recreation equipment.	– **Park & Recreation Department** – **Tarrant Regional Water District** – FW Chamber of Commerce – Visit Fort Worth – Economic Development	Short-Term (0-5 Years)	$
– Total number of attendees across all major events and festivals. – Total revenue generated from ticket sales, vendor fees, sponsorships, and on-site purchases.	– **Park & Recreation Department** – **Tarrant Regional Water District** – Economic Development – FW Chamber of Commerce – Public Events	Ongoing	$$
– Number of tourism marketing outlets reached as part of partnerships. – Monthly number of visitors to the city parks, golf courses, and community centers after promotions. – Percent increase in the number of day-passes sold by community during promotion period.	– **Park & Recreation Department** – **Visit Fort Worth** – **Economic Development** – FW Chamber of Commerce – Communications and Public Engagement	Short-Term (0-5 Years)	$
– Total impressions/views of influencer content about local parks across all platforms.	– **Park & Recreation Department** – **Visit Fort Worth** – **Economic Development** – FW Chamber of Commerce – Communications and Public Engagement	Ongoing	$
– Number of digital tools developed and launched (e.g., AR apps, scavenger hunts). – Visitor usage rates and app downloads – User engagement metrics (e.g., time spent on app, completion of scavenger hunts).	– Park & Recreation Department – Log Cabin Village – Fort Worth Nature Center & Refuge – IT/GIS Department – Digital Media Partners	Medium-Term (5–10 Years)	$$$
– Percentage increase in park visitation as a result of collaborative efforts, compared to the same period in the previous year without collaboration.	– **Park & Recreation Department** – **Visit Fort Worth** – **Economic Development** – FW Chamber of Commerce – Communications and Public Engagement	Short-Term (0-5 Years)	$$$

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Premier Destination

Transform Fort Worth's parks and public spaces into a leading destination that contributes to the City's economic development and growth.

Strategies	Recommendations & Actions
Objective 5.2: Position parks and public spaces as key economic development assets to attract major employers and a talented workforce	
5.2.1 Explore opportunities to integrate high-quality parks and public spaces into new developments, creating vibrant environments.	Partner with Economic Development to engage corporate leaders relocating to Fort Worth, integrating parks and public spaces into new developments to enhance employee well-being and foster community engagement.
5.2.2 Fund, operate, and manage the park system to enhance residents' quality of life and attract or retain corporations in the city.	Invest in creating more greenways, trails, and bike-friendly paths that connect neighborhoods, business districts, and recreational areas, promoting an active, sustainable lifestyle.
	Invest in designing high- quality, multi-use public spaces such as, main streets, plazas, parklets that cater to diverse activities like recreation, relaxation and community events.
	Invest in public spaces that support innovation and collaboration like outdoor innovation hubs with access to public Wi-Fi, outdoor meeting rooms and collaboration spaces.
5.2.3 Develop relationships with local Universities, colleges, and companies to integrate parks into their research and innovation.	Collaborate with Texas A&M Fort Worth, Texas Christian University (TCU), Tarrant County College (TCC), the University of Texas at Arlington (UTA), Tarleton State University, local tech firms, and other institutes to integrate parks into their research and innovation ecosystems.

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Parks, Recreation, Open Space, and Public Realm Master Plan

Premier Destination

Transform Fort Worth's parks and public spaces into a leading destination that contributes to the City's economic development and growth.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 5.2: Position parks and public spaces as key economic development assets to attract major employers and a talented workforce			
– Total square footage of public spaces integrated into new business developments in support of employee and community engagement.	– **Park & Recreation Department** – **Economic Development** – FW Chamber of Commerce – Visit Fort Worth	Ongoing	$$$
– Total number of new trail miles added to existing system connecting points-of-destination. – Total dollar amount and breakdown per mile invested into the construction of new trail segments.	– **Park & Recreation Department** – **FW Lab** – **Transportation & Public Works** – Tarrant Regional Water District – Economic Development – Visit Fort Worth	Ongoing	$$$
– Number and acreage of new multi-use public spaces added to the park and recreation system annually.	– **Park & Recreation Department** – Transportation & Public Works – FW Lab	Ongoing	$$$
– Total number of Wi-Fi connections and average duration per session at public spaces.	– **Park & Recreation Department** – **FW Lab** – Transportation & Public Works – Information Technology Services	Ongoing	$$$
– Number of parks within campuses of colleges, universities, and tech firms made available for public use as part of shared-use agreements.	– **Park & Recreation Department** – **Communication & Public Engagement** – Local Colleges and Universities – Economic Development	Ongoing	$$$

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Premier Destination

Transform Fort Worth's parks and public spaces into a leading destination that contributes to the City's economic development and growth.

Strategies	Recommendations & Actions
Objective 5.3: Enhance the economic impacts of parks by integrating amenities like food concessions, recreational rentals, & vendor opportunities to create revenue streams & boost tourism	
5.3.1 Explore economic strategies, including revenue-generating amenities to increase existing park opportunities without compromising green space and park functionality.	Explore expanding the offering or permitting of concessions in public spaces in high density areas, adjacent to sports fields and at locations where special events are regularly held.
	Establish permanent food and beverage kiosks or cafes in high-traffic parks like Trinity Park or Gateway Park, offering diverse dining options that cater to park visitors. These can be managed directly by the city or leased to local businesses, generating steady rental income.
	Partner with food trucks and vendors to create designated zones for events and weekends, adding variety, attracting visitors, and generating revenue through permit fees and commissions.
	Build or repurpose existing park structures into cafes or casual restaurants that blend with the natural environment, offering an attractive dining option for tourists and residents. Lease these spaces to local restaurateurs, creating an ongoing revenue stream.
	Add outdoor adventure activities like zip lines, rock climbing walls, and ropes courses in larger parks, charging admission fees.
	Invest in the development of picturesque event spaces, such as pavilions or waterfront venues, that can be rented for weddings, corporate events, or private parties.
5.3.2 Improve mobile payment systems for rentals, concessions, and vendor payments, making it easy for visitors to purchase services or make reservations.	Improve mobile payment systems for rentals, concessions, and vendor payments, making it easy for visitors to purchase services or make reservations.

Premier Destination

Transform Fort Worth's parks and public spaces into a leading destination that contributes to the City's economic development and growth.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 5.3: Enhance the economic impacts of parks by integrating amenities like food concessions, recreational rentals, & vendor opportunities to create revenue streams & boost tourism			
– Increase in concession revenue to supplement the existing department budget.	– **Park & Recreation Department** – Property Management – FW Lab – Development Services	Ongoing	$
– Number of formal lease agreements entered into for the management and operation of dining option provided at parks and recreation facilities. – Total income generated from each rental agreement.	– **Park & Recreation Department** – **Property Management** – Financial Management Services – Economic Development	Medium-Term (5-10 Years)	$$
– Percentage of parks and public spaces with designated zones for use by food trucks. – Average increase of visitors to parks offering food truck events. – Average duration of visit to parks that offer food truck events.	– **Park & Recreation Department** – **Property Management** – Financial Management Services – Economic Development – FW Lab – Development Services – Public Events – Transportation & Public Works	Short-Term (0-5 Years)	$
– Annual return on investment for park structures that have been re-purposed.	– **Park & Recreation Department** – **Property Management** – City Attorney's Office – Financial Management Services	Long-Term (10-20 Years)	$$$
– Monthly admission fees collected from outdoor adventure activities.	– **Park & Recreation Department** – Financial Management Services	Short-Term (0-5 Years)	$$
– Number of rentals per site and total amount of revenue captured from rentals.	– **Park & Recreation Department** – **City Council/City Manager's Office** – **Economic Development** – Chamber of Commerce – Development Services – Visit Fort Worth – Property Management – Communications & Public Engagement – Local event businesses	Ongoing	$$$
– Change in the number of reservations made after implementing the new mobile payment system, compared to the number before its implementation. – Amount of annual fees (in dollars) collected through mobile payment system.	– **Park & Recreation Department** – **Information Technology Services** – Financial Management Services – City Attorney's Office	Short-Term (0-5 Years)	$$

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Premier Destination

Transform Fort Worth's parks and public spaces into a leading destination that contributes to the City's economic development and growth.

Strategies	Recommendations & Actions
Objective 5.3: Enhance the economic impacts of parks by integrating amenities like food concessions, recreational rentals, & vendor opportunities to create revenue streams & boost tourism	
5.3.3 Continue to host and expand signature annual events.	Continue to host and expand signature annual events—such as food and drink festivals, sports tournaments, and cultural festivals—that draw tourists and generate revenue through entry fees, vendor sales, and sponsorships.

Premier Destination

Transform Fort Worth's parks and public spaces into a leading destination that contributes to the City's economic development and growth.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 5.3: Enhance the economic impacts of parks by integrating amenities like food concessions, recreational rentals, & vendor opportunities to create revenue streams & boost tourism			
– Average number of out-of-town visitors that attended annual events. – Estimated spending by out-of-town visitors on lodging, dining, and local services (calculated based on average spending per visitor).	– **Park & Recreation Department** – City Council/City Manager's Office – Property Management – Economic Development – Visit Fort Worth	Ongoing	$$$

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Manageable Resources

Elevate the management, operations, and maintenance to ensure organizational sustainability.

Strategies	Recommendations & Actions
Objective 6.1: Ensure the fiscal sustainability of the Parks and Recreation Department through innovative funding mechanisms, diversified revenue streams, and efficient resource management	
6.1.1 Identify and implement sustainable and innovative funding mechanisms.	Building on the Grant Opportunities outlined in Appendix A, develop a Funding Matrix that incorporates private, special purpose, and other public agency sources alongside City funds to diversify and balance funding streams, ensuring the fiscal sustainability of ongoing park maintenance and capital projects.
6.1.2 Work with City leadership, Finance, and other City departments to identify supplemental funding for PARD's maintenance of non-park-related facilities.	Identify supplemental funding for the maintenance of non-park related maintenance activites (E.g. ROW, Medians and coty owned trees) by using the Funding Matrix, City Leadership and other Departments.
6.1.3 Establish metrics to gauge appropriate capital and operating spending.	Establish metrics to guide capital and operating budgets, enabling data-driven decisions, prioritizing spending, and ensuring efficient resource allocation, transparency, and agility.
6.1.4 Integrate park planning with citywide strategies, policies, and economic development.	Collaborate with other city departments and external partners to increase the opportunity to leverage other resources and secure joint grants.

GREENprint FORT WORTH:
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Manageable Resources

Elevate the management, operations, and maintenance to ensure organizational sustainability.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 6.1: Ensure the fiscal sustainability of the Parks and Recreation Department through innovative funding mechanisms, diversified revenue streams, and efficient resource management			
– Number of grants applied for compared to the number of grants awarded. – Annual total grant money received. – Number of grants applied for each grouping (staffing, operations, maintenance, capital projects).	– **Park & Recreation Department** – **City Manager's Office** – **Financial Management Services** – FW Urban Forestry – Transportation & Public Works	Ongoing	$
– Annual amount of supplemental funding secured for PARD's maintenance of non-park related facilities, tracked through collaborations with other departments.	– **Park & Recreation Department** – **City Manager's Office** – **Financial Management Services** – Environmental Services – Transportation & Public Works – Neighborhood Services – FW Lab – Public Events – Property Management – FW Police Department – FW Fire Department – FW Emergency Management – Economic Development	Ongoing	$
– Number of times a fee-in-lieu of was paid in place of dedicating parkland. – Monthly amount of fees-in-lieu of collected.	– **Park & Recreation Department** – **Development Services** – Property Management – Private Developers – Neighborhood Services	Short-Term (0-5 Years)	$$
– Number of successful grant applications submitted in collaboration with other departments. – Annual amount in grant funding received through collaborative efforts with other departments.	– **Park & Recreation Department** – **Financial Management Services** – All City Departments	Ongoing	$

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Strategies	Recommendations & Actions
Objective 6.1: Ensure the fiscal sustainability of the Parks and Recreation Department through innovative funding mechanisms, diversified revenue streams, and efficient resource management	
6.1.5 Develop and operate revenue-generating facilities within parks, such as event spaces, cafes, sports fields, or fitness centers, where rental fees and concessions can fund park upkeep.	Continued development of a diversified revenue generating facility portfolio where those revenues can fund park upkeep.
6.1.6 Implement the use of out-souring tasks, responsibilities and programming where possible to improve efficient use of funding and staff.	Determine what services currently being performed in-house could potentially be outsourced to gain efficiency , and plan for implementation.
Objective 6.2: Addressing staffing challenges to ensure effective maintenance, programming and management, supporting the department's growing needs and future vision	
6.2.1 Increase the number of Full-Time Equivalents (FTEs) at critical areas by 293 FTEs to reach 748.4 FTEs, in line with the NRPA's recommendation.	Prioritize a strategy to attract and retain qualified maintenance staff by improving job appeal, partnering with educational institutions, enhancing working conditions, and utilizing temporary workers when necessary.
	Create a Park Ranger/Park Police division to monitor parks, trails, and recreation sites, coordinating training with the City Police Department.
	Create a position of Park Planning District Manager for each Park Planning District, who will act as a link between the residents and the Park & Recreation Department.
	Assign a landscape architect and park planner to each Park Planning District.

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Manageable Resources

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KPI	Responsible Party	Time Frame	Probable Cost
Objective 6.1: Ensure the fiscal sustainability of the Parks and Recreation Department through innovative funding mechanisms, diversified revenue streams, and efficient resource management			
– N/A	– **Park & Recreation Department** – Property Management – Financial Management Services	Short-Term (0-5 Years)	$$$
– Total in cost saving and personnel time through the use of task outsourcing.	– **Park & Recreation Department** – **Economic Development** – Communications & Public Engagement – Financial Management Services	Ongoing	$$
Objective 6.2: Addressing staffing challenges to ensure effective maintenance, programming and management, supporting the department's growing needs and future vision			
– Annual number of newly hired maintenance staff. – Number of existing maintenance personnel (not including newly hired staff) compared to number of maintenance personnel at the beginning of the year.	– **Park & Recreation Department** – **Human Resources** – City Manager's Office	Ongoing	$
– N/A	– **Park & Recreation Department** – **City Council/City Manager's Office** – **FW Police Department** – **Human Resources**	Short-Term (0-5 Years)	$$
– N/A	– **Park & Recreation Department** – **City Council/City Manager's Office** – **Neighborhood Services** – **Human Resources**	Short-Term (0-5 Years)	$$
– N/A	– **Park & Recreation Department**	Short-Term (0-5 Years)	$$

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Manageable Resources

Elevate the management, operations, and maintenance to ensure organizational sustainability.

Strategies	Recommendations & Actions
Objective 6.2: Addressing staffing challenges to ensure effective maintenance, programming and management, supporting the department's growing needs and future vision	
6.2.1 Increase the number of Full-Time Equivalents (FTEs) at critical areas by 293 FTEs to reach 748.4 FTEs, in line with the NRPA's recommendation.	Create a position specifically for cultivationg and tracking partnerships to increase transparency, community connections and maintenance sustainability.
	Add a position specifically for grant research and writing to increase external funding and fiscal sustainability.
6.2.2 Provide and encourage training and professional development opportunities for staff that includes cross-training, introduction to new experiences, and advancement.	Provide and encourage training and professional development opportunities for staff that includes cross-training, introduction to new experiences, and advancement to contribute to more sustainable maintenance operations.
	Encourage Innovation by staff to increase efficiency in the use of resources and fiscal sustainability.
6.2.3 Assign non-park duties to other departments to increase staff efficiency in park maintenance.	Reevaluate non-park duties of the Park & Recreation Department for potential reassignment to better-equipped departments.
Objective 6.3: Invest in developing and strengthening diverse partnerships to enhance PARD's capacity and impact	
6.3.1 Establish a robust partnership framework to enhance collaboration and achieve shared goals.	Conduct a thorough review of all current agreements and contracts with public, private, and nonprofit partners to ensure alignment with the city's park development and maintenance goals.
	Explore outcome-based contracts with partners, linking funding to specific results like increased park usage, visitor satisfaction, or improved environmental conditions.
	Develop formal partnership agreements outlining clear roles and responsibilities for park operation and maintenance to ensure successful outcomes.

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Manageable Resources

Elevate the management, operations, and maintenance to ensure organizational sustainability.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 6.2: Addressing staffing challenges to ensure effective maintenance, programming and management, supporting the department's growing needs and future vision			
– N/A	– **Park & Recreation Department** – **City Manager's Office** – **Human Resources**	Short-Term (0-5 Years)	$$
– N/A	– **Park & Recreation Department** – **City Manager's Office** – **Human Resources**	Short-Term (0-5 Years)	$$
– Number of professional development training sessions offered within the year. – Number of promotions made as a result of training opportunities and experiences. – Percent of Park and Recreation staff that have participated in training and professional development programs.	– **Park & Recreation Department** – **Human Resources** – City Manager's Office	Ongoing	$$
– Number of new innovating recreation programs introduced as part of employee program.	– **Park & Recreation Department** – City Manager's Office	Ongoing	$
– Monthly percentage of time spent by Park personnel (maintenance, management, administration) spent on non-park related duties. – Monthly number of non-park related tasks handled by the Park & Recreation Department.	– **Park & Recreation Department** – **City Manager's Office** – **Human Resources** – City Council – Transportation & Public Works	Short-Term (0-5 Years)	$
Objective 6.3: Invest in developing and strengthening diverse partnerships to enhance PARD's capacity and impact			
– Current number of formal agreements and contracts in active status. – Total number of agreements that need to be renegotiated or terminated for misalignment.	– **Park & Recreation Department** – **City Attorney's Office**	Short-Term (0-5 Years)	$$
– Percentage of contracted partners meet or exceed agreed-upon outcomes annually along with amount of funding paid out.	– **Park & Recreation Department** – **City Attorney's Office**	Short-Term (0-5 Years)	$$
– Number of annual hours redirected from Park & Recreation staff to partner for operations and maintenance of park.	– **Park & Recreation Department** – **City Attorney's Office** – Property Management – Transportation & Public Works	Short-Term (0-5 Years)	$

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Elevate the management, operations, and maintenance to ensure organizational sustainability.

Strategies	Recommendations & Actions
Objective 6.3: Invest in developing and strengthening diverse partnerships to enhance PARD's capacity and impact	
6.3.1 Establish a robust partnership framework to enhance collaboration and achieve shared goals.	Refine sponsorship packages for Fort Worth businesses, highlighting community impact and visibility, with opportunities such as sponsoring Trinity Trails, naming rights for park amenities, or supporting events like Mayfest.
	Develop a Citywide shared platform for departments and partners to view real-time information on opportunities to foster collaboration and community feedback for data driven decisions.
	Establishing a permanent Cross- Department group to ensure priorities and strategies align and support one another to increase partnerships and outside funding opportunities.
	Schedule regular meetings with partners to review progress of partnerships, discuss challenges and identify growth opportunities.
	Create a communication and outreach plan to build trust and long-term relationships with potential partners.
6.3.2 Enhance strategic collaboration and partnerships.	Explore opportunities and continue to partner with developers, local businesses, and real estate companies to integrate new parks into major urban developments.
	Establish partnerships with neighborhood organizations and local businesses to maintain and operate public spaces such as parklets and squares in dense urban areas.
	Cultivate interagency cooperation (FWISD, Tarrant County, USACE, etc.) to align on shared goals, leverage external funding through regional initiatives like Moving a Million, the Fort Worth Comprehensive Plan, and the Good Natured Initiative, and build community trust by enhancing transparency and fiscal sustainability.

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Manageable Resources

Elevate the management, operations, and maintenance to ensure organizational sustainability.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 6.3: Invest in developing and strengthening diverse partnerships to enhance PARD's capacity and impact			
– Number and breakdown (sponsorships, naming rights, etc) of monthly executed sponsorship packages. – Total annual revenue captured from executed sponsorship packages.	– **Park & Recreation Department** – **City Attorney's Office** – Economic Development – Property Management	Short-Term (0-5 Years)	$
– Percent complete in the development of shared data platform.	– **Park & Recreation Department** – **Information Technology Services** – Transportation & Public Works – Communication & Public Engagement – Development Services – Neighborhoods Services – FW Lab	Short-Term (0-5 Years)	$$
– Number and breakdown of city departments that are part of task force. – Total number of actionable strategies developed and percentage implemented by task force.	– **Park & Recreation Department** – **City Manager's Office** – FW Lab – Development Services – Neighborhood Services – Economic Development – Communication & Public Engagement – Environmental Services – Transportation & Public Works	Short-Term (0-5 Years)	$
– Number of actionable growth opportunities identified during meetings.	– **Park & Recreation Department** – Partner agencies/groups	Ongoing	$
– Annual number of new partnerships initiated as a result of the outreach plan.	– **Park & Recreation Department** – **Communication & Public Engagement** – Economic Development	Short-Term (0-5 Years)	$$
– Total acreage and number of new agreed upon parks to be built as part of major urban development projects.	– **Park & Recreation Department** – **Development Services** – Economic Development – FW Chamber of Commerce	Ongoing	$$
– Frequency of on-time maintenance and operation activities conducted as per partnership agreements.	– **Park & Recreation Department** – **Communication & Public Engagement** – Economic Development – Neighborhood Services	Ongoing	$
– Number of initiatives developed, launched & completed under the integrated plans.	– **Park & Recreation Department** – **FW Lab** – Development Services – Transportation & Public Works – Communication & Public Engagement	Short-Term (0-5 Years)	$

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Manageable Resources

Elevate the management, operations, and maintenance to ensure organizational sustainability.

Strategies	Recommendations & Actions
Objective 6.3: Invest in developing and strengthening diverse partnerships to enhance PARD's capacity and impact	
6.3.2 Enhance strategic collaboration and partnerships.	Strengthen communication and cooperation with the National Park Service, NCTCOG, Tarrant County, USACE, Texas Parks & Wildlife, and others to ensure Fort Worth's interests are considered in decisions about public spaces and natural resources.
6.3.3 Foster a robust network of non-profit organizations and community partnerships.	Develop and strengthen non-profits like a Parks Foundation and groups such as Friends of Tandy Hills to connect with philanthropy, secure funding, and lead park improvements, conservation, restoration, and community engagement.
	Promote the "Adopt-a-Park" program, encouraging local businesses, organizations, or neighborhood associations to maintain specific parks or public spaces.
	Foster a culture of continuous improvement and celebrate achievements to maintain motivation and the value of the partnerships.
	Celebrate partners' contributions by showcasing their impact on Fort Worth's parks through signage, media releases, and social media.
Objective 6.4: Optimize and upgrade park facilities to improve functionality, ensure efficient maintenance and enhance the long-term sustainability of the system	
6.4.1 Develop maintenance plans.	Develop short- and long-term maintenance plans early in new projects to ensure proactive scheduling and material planning.
	Coordinate with city departments to estimate maintenance needs, conduct a life cycle cost analysis, and allocate budget for maintenance and operations.
	Involve all relevant staff and project partners to ensure comprehensive maintenance planning.

Manageable Resources

Elevate the management, operations, and maintenance to ensure organizational sustainability.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 6.3: Invest in developing and strengthening diverse partnerships to enhance PARD's capacity and impact			
– Number of coordination meetings held monthly with other government agencies regarding public spaces for the City of Fort Worth.	– **Park & Recreation Department** – **Communication & Public Engagement** – National Park Service – North Central Texas Council of Governments – Tarrant County – U.S. Army Corps of Engineers – Texas Parks & Wildlife Department	Ongoing	$
– Total funding secured in partnership with non-profit groups to be used for improvement and preservation efforts.	– **Park & Recreation Department** – Visit Fort Worth – Streams & Valleys – FW Nature Center & Refuge – FW History Center – Non-Profit Cultural Groups – Non-Profit Nature Based Groups (Ex: Fort Worth Audubon Society) – Public Events	Short-Term (0-5 Years)	$
– Number of outreach events, campaigns, or presentations conducted and new number of adopted sites. – Annual cost savings to the Park & Recreation Department as a result of community volunteer maintenance work.	– **Park & Recreation Department** – Economic Development – Neighborhood Services – Communication & Public Engagement – Transportation and Public Works – Property Management – Environmental Services	Ongoing	$
– Percentage of partners receiving public or formal recognition annually.	– **Park & Recreation Department** – **Communication & Public Engagement** – Economic Development – Neighborhood Services – City Council/City Manager's Office	Ongoing	$
– Number of partners expressing interest in future collaborations after being publicly recognized.	– **Park & Recreation Department** – **City Council/City Manager's Office** – **Communication & Public Engagement**	Ongoing	$
Objective 6.4: Optimize and upgrade park facilities to improve functionality, ensure efficient maintenance and enhance the long-term sustainability of the system			
– Percentage of new projects with completed maintenance plans prior to project launch.	– **Park & Recreation Department**	Ongoing	$
– Average funding allocated for maintenance needs as part of coordinated interdepartmental projects.	– **Park & Recreation Department** – Transportation & Public Works – Financial Management Services – Property Management Services	Ongoing	$
– Average time between initial planning meetings and finalization of the maintenance plan.	– **Park & Recreation Department**	Ongoing	$

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Manageable Resources

Elevate the management, operations, and maintenance to ensure organizational sustainability.

Strategies	Recommendations & Actions
Objective 6.4: Optimize and upgrade park facilities to improve functionality, ensure efficient maintenance and enhance the long-term sustainability of the system	
6.4.1 Develop maintenance plans.	Design parks and facilities with maintenance in mind, using low-maintenance plants, durable materials, and accessible spaces for easy cleaning, repair, and upgrades.
	Include maintenance plans as part of capital improvement projects, specifying monthly, quarterly, and yearly inspections, with milestones to trigger efforts before service interruptions occur.
6.4.2 Conduct comprehensive facility assessment.	Perform a thorough bi-annual inventory of all park facilities, documenting current conditions, usage levels, and any existing maintenance issues.
	Use tools like the Park Assessment Tool (see Appendix C) and community feedback to guide assessments and prioritize upgrades.
	Identify gaps in services and prioritize improvements for underserved neighborhoods to promote equity and inclusivity.
6.4.3 Implement proactive maintenance.	Continue to develop and improve detailed maintenance plans for existing facilities that outline standards, schedules, responsible parties, and routine upkeep processes.
	Continue to establish and improve clear operation and maintenance standards (e.g., safety, cleanliness, durability) and use monitoring tools to evaluate compliance regularly.
	Conduct semi-annual evaluations of maintenance standards and schedules, incorporating community input through surveys or resident drive alongs or park walk throughs.
6.4.4 Improve performance metrics and tracking.	Continue to use and expand on Key Performance Indicators (KPIs) to monitor park project and program success, identifying areas for improvement or resource reallocation.
	Continue to employ automated tools like visitor counting systems, mobile apps, or program registration data to track park usage and participation.
	Utilize NRPA COFW benchmark performance metrics against peer cities and industry standards to maintain high-quality service delivery. Each year pick a few metrics to prioritize and focus on to improve.

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Elevate the management, operations, and maintenance to ensure organizational sustainability.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 6.4: Optimize and upgrade park facilities to improve functionality, ensure efficient maintenance and enhance the long-term sustainability of the system			
– Average annual cost savings and personnel time for maintenance as a result of low-maintenance park and facility designs.	– **Park & Recreation Department** – Transportation & Public Works – FW Lab – Development Services	Ongoing	$$
– Percentage of new capital improvement projects that include pro-active maintenance plans.	– **Park & Recreation Department**	Ongoing	$$
– Percent of park facilities that have been inspected for maintenance issues.	– **Park & Recreation Department**	Ongoing	$$
– Number of upgrades done to parks using the finding from the use of the Park Assessment Tool as guide.	– **Park & Recreation Department**	Ongoing	$
– Percentage of service gaps addressed that directly impact equity and inclusivity of underserved neighborhoods.	– **Park & Recreation Department** – **Diversity & Inclusion** – Neighborhood Services	Ongoing	$$
– Percentage of parks and facilities with developed maintenance plans.	– **Park & Recreation Department**	Short-Term (0-5 Years)	$$
– Percent of on-time operation and maintenance standards met based on adopted schedules.	– **Park & Recreation Department**	Short-Term (0-5 Years)	$$
– Percent of on-time maintenance tasks have been completed each month. – Percentage of community-recommended changes incorporated into maintenance plans.	– **Park & Recreation Department**	Short-Term (0-5 Years)	$$
– Number of milestones requiring adjustments due to resource or scheduling issues.	– **Park & Recreation Department**	Ongoing	$
– Change in the number of visitors accounted for after the implementation of automated tracking tools compared to the previous years. – Number of recreation programs and events that have required adjustments based on new participant numbers captured by tracking tools.	– **Park & Recreation Department** – **Information Technology Services**	Ongoing	$$$
– Percentage of service areas where performance exceeds or meets peer city and industry standards.	– **Park & Recreation Department**	Ongoing	$

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Strategies	Recommendations & Actions
Objective 6.4: Optimize and upgrade park facilities to improve functionality, ensure efficient maintenance and enhance the long-term sustainability of the system	
6.4.5 Prioritize facility upgrades.	Develop a phased upgrade plan, prioritizing facilities with immediate safety concerns and high public demand.
	Prioritize "quick-win" projects or projects that can be done within a year with relatively low effort and cost to build momentum alongside larger upgrades.
	Align facility upgrades with city capital improvement plans to optimize timelines, resources, and efficiency.
6.4.6 Encourage sustainable practices.	Implement viable renewable energy solutions (e.g., solar panels) at PARD facilities, including conservation practices (e.g., motion sensors, programmed thermostats, use of shades, and weatherproofing).
	Adopt durable, weather-resistant materials to improve longevity and reduce environmental impact.
	Promote waste reduction, recycling, and energy efficiency to enhance sustainability.
	Explore ways to automate routine park tasks e.g. mowing, trash pick up etc.
	Use green infrastructure and native landscaping to reduce water consumption and maintenance costs.
6.4.7 Enhance staff and resource allocation.	Inventory staff equipment needs and schedule procurement to avoid maintenance delays.
	Explore the construction of satellite maintenance facilities in park districts to reduce response times for repairs and safety concerns.

Manageable Resources

Elevate the management, operations, and maintenance to ensure organizational sustainability.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 6.4: Optimize and upgrade park facilities to improve functionality, ensure efficient maintenance and enhance the long-term sustainability of the system			
– Percent of upgrades done for each facility that has been prioritized due to safety concerns.	– **Park & Recreation Department** – Property Management – Transportation & Public Works	Short-Term (0-5 Years)	$$
– Number of "quick win" projects completed within the year.	– **Park & Recreation Department**	Short-Term (0-5 Years)	$$
– Total cost savings realized by combining facility update projects with CIP projects (compare stand alone project costs to combine project).	– **Park & Recreation Department** – **Transportation & Public Works**	Ongoing	$$
– Percentage of annual total energy consumption at parks and recreation facilities sourced from renewable energy.	– **Park & Recreation Department** – **Information Technology Services** – Transportation & Public Works	Medium-Term (5-10 Years)	$$$
– Total reduction in waste generated by using long-lasting, weather-resistant materials. – Average reduction in maintenance and replacement costs due to durable materials. – Total reduction in the number of work hours spent maintaining park facility/amenity.	– **Park & Recreation Department**	Medium-Term (5-10 Years)	$$$
– Number of events held annually promoting environmental responsibility through education and volunteering. – The number of loads of clean brush diverted from landfill. Clean brush can be taken to City compost site for a lesser charge than landfilled.	– **Park & Recreation Department** – **Environmental Services**	Ongoing	$
– Number of routine tasks identified for automation. – Decrease in the cost (in dollars) associated with manual labor for task that have been converted to automated tasks.	– **Park & Recreation Department**	Medium-Term (5-10 Years)	$$$
– Annual cost saving realized for maintenance and water consumption through the implementation of green infrastructure. – Percent of parks and facilities with green infrastructure.	– **Park & Recreation Department** – Tarrant County Master Gardener Association – FW Urban Forestry – Transportation & Public Works – FW Lab	Ongoing	$$
– Percent reduction in maintenance delays due to advanced needs planning.	– Park & Recreation Department – **Equipment Services**	Ongoing	$$
– Savings in labor costs due to more efficient deployment of maintenance staff.	– **Park & Recreation Department**	Short-Term (0-5 Years)	$$

＊=Primary Responsible Party $ = Less than $250,000 $$ = $250,000 to 2,000,000 $$$ = $2,000,00+

Manageable Resources

Elevate the management, operations, and maintenance to ensure organizational sustainability.

Strategies	Recommendations & Actions
Objective 6.5: Enhance the governance and organizational excellence through accreditation, performance evaluations, and increased accountability and transparency	
6.5.1 Use the accreditation as a framework for continuous improvement in governance and organizational excellence.	Perform an annual audit to evaluate policies and operations against accreditation standards and address gaps.
	Use benchmarking to identify areas for improvement and adopt best practices from other successful organizations.
	Engage all staff in the accreditation process by having a brief standard overview in regularly scheduled staff meetings, to ensure understanding and support of standards. PARD newsletter could feature a standard each month and ask staff for feedback on how to improve.
6.5.2 Implement comprehensive performance evaluations.	Define clear roles and responsibilities with SMART metrics, use performance data for decisions on resources and improvements, and ensure staff understand their impact on organizational goals.
	Provide ongoing professional development and incentives to enhance staff performance and organizational success.
6.5.3 Promote public transparency of the department's operations, administration, finances, projects and maintenance.	Community updates via public accessible semi-annual/annual reports via, Gov Delivery, COFW website and/or City News story.
	Host open meetings for public and stakeholder input on park system operations, planning, and development.
	Connect financial data to KPIs to demonstrate budget impacts on programs, services, park development and public space improvements.

Manageable Resources

Elevate the management, operations, and maintenance to ensure organizational sustainability.

KPI	Responsible Party	Time Frame	Probable Cost
Objective 6.5: Enhance the governance and organizational excellence through accreditation, performance evaluations, and increased accountability and transparency			
– Number of on-time audits completed in support of maintaining accreditation.	– **Park & Recreation Department** – **City Manager's Office**	Ongoing	$
– Number of improvements that led to an increase in park/facility usage by the community.	– **Park & Recreation Department**	Ongoing	$
– Percentage of staff who complete accreditation training sessions	– **Park & Recreation Department**	Ongoing	$
– Percent increase of services that meet or exceed standards after the implementation of SMART metric compared to previous years.	– **Park & Recreation Department** – **Human Resources**	Ongoing	$
– Number of Park & Recreation staff members that have participated in professional development opportunities. – Numbers and areas where staff performance has been seen to exceed prior performance (example: response time to maintenance requests, development of new creation programs, etc.) – Track education hours in Molly U and compare year over year.	– **Park & Recreation Department** – **Human Resources**	Ongoing	$$
– Number of community members who report finding the content useful or relevant.	– **Park & Recreation Department** – **Communication & Public Engagement**	Ongoing	$
– Number of open meeting held bi-annually in each of the PPD. – Number of community members that attended meetings. – Number of new actionable items that came out of input/feedback provided by members of the community.	– **Park & Recreation Department** – **Communication & Public Engagement** – Diversity & Inclusion	Ongoing	$
– Number of community members who feel informed about how financial resources are allocated.	– **Park & Recreation Department** – **Financial Management Services** – Communication & Public Engagement	Ongoing	$

✱ =Primary Responsible Party $ = Less than $250,000 $$ = $250,000 to 2,000,000 $$$ = $2,000,00+