

Riverwalk 2020

A Sustainability Framework

■ MAY 2010 ■



RIVERWALK



TRUST

TM

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Letter from the Riverwalk Trust Sustainability Task Force

RIVERWALK 2020 IS THE FIRST DOCUMENT OF ITS KIND created by Riverwalk Trust. It was developed as a practical, flexible tool for use by the Trust, the City of Fort Lauderdale, and their private and public sector partners to develop events, projects, and capital improvements that result in a more sustainable Riverwalk Park. *Riverwalk 2020* provides a vision for the Park's transformation towards sustainability during the new decade upon us.

Environmental perspective has long been an element of progressive park management, but the time has come to view sustainability from a "triple-bottom-line" perspective that includes economic and social criteria along with environmental protection. The triple-bottom-line perspective can be used when considering a park project's viability and when measuring its success. Riverwalk Park and its users already enjoy social and economic benefits from the Trust's programmed events, and environmental benefits from the City's increasing number of Earth-friendly maintenance and improvement activities in the Park. The vision inside this document will help the Trust and the City go even further over the next ten years.

Riverwalk 2020 involved the contributions of twenty professionally-diverse volunteers who teamed to form the Riverwalk Trust Sustainability Task Force. This team met biweekly over the course of four months and worked with the Trust's Executive Committee and Board of Directors for seven months thereafter to develop the document. As a statement of sustainability values of the Trust, it is hoped *Riverwalk 2020* will meet with favor from the Trust's many important partners and from everyone who values the wonderful asset that is Riverwalk Park.

This document is organized into two primary sections and a three-part appendix. Section 1 is an introduction to the framework and what sustainability means for the Park, Section 2 outlines and explores the sustainability framework, and a series of appendices conclude the document with additional information that may be of interest to the reader.



*Alena Alberani,
Sustainability Task Force Chair*

Riverwalk 2020 is a framework of sustainability principles for Riverwalk Park. It provides guidance for Riverwalk Trust, the City of Fort Lauderdale, and their partners in the public and private sectors in managing the Park.



THE PURPOSE OF THE FRAMEWORK

Riverwalk Park (the "Park") is one of downtown Fort Lauderdale's largest and best-known public recreational spaces. The long, curving Park connects residential areas on both sides of the New River to Fort Lauderdale's historic and entertainment districts and green spaces. It provides its users proximity and access to downtown businesses, cultural venues, river views, urban forests, and more. It is also the setting for many of the City of Fort Lauderdale's (the "City") social and recreational activities.

In its 20 years of development, the Park has become a public amenity greatly valued by its users. However, its numerous advantages do not always work together to make the Park a regular part of people's lives. More can be done to position the Park as Fort Lauderdale's primary recreational destination along the New River.

Riverwalk Trust (the "Trust") recognizes this. It starts the new decade motivated to use the principles of a comprehensive sustainability ethic — encompassing social, economic, and environmental well-being — to redefine what the Park is capable of achieving. Implementing such principles in future events, programs, and capital improvements will elevate the Park as a model of urban recreational space. The purpose of the *Riverwalk 2020* framework, therefore, is to define those sustainability principles that will make the Park the best public resource it can be.

WHAT IS SUSTAINABILITY?

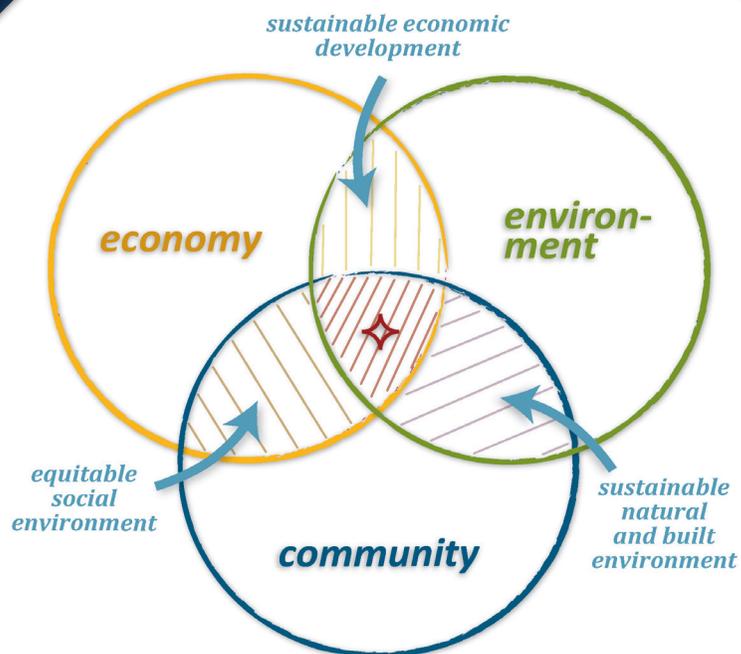
Sustainability is a mode of action that respects the values of balance, perpetuation, and restraint. In a world with finite and renewable resources, sustainability seeks to achieve a state where a human population can maintain a particular set of lifestyle conditions that do not degrade over time.

In 1987, a United Nations special commission (the UN World Commission on Environment and Development, a.k.a. the Brundtland Commission) produced a definition of sustainability that remains the most widely used to this day:

"...the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs."

Twenty-three years later, sustainability has become one of the most significant initiatives of our time. It influences

the activities of commerce, government, and citizenry with ever greater urgency. The City of Fort Lauderdale, Broward County, the State of Florida, and the U.S. federal government have all embraced sustainability and are pursuing its goals through programs, incentives, and legislation. As recent examples, Broward County initiated a climate change task force, the City recently commissioned a citywide greenhouse gas inventory and sustainability action plan, and numerous other efforts are underway to promote public transit, carbon neutrality, and energy efficiency in South Florida. These environmentally-responsible activities will surely be followed by more like them in the coming years.



✧ = **triple-bottom-line sustainability**

THE TRIPLE BOTTOM LINE

Many "sustainable" efforts are environmental or ecological in scope — that is, their aim is to positively improve the natural conditions of our planet. However, true sustainability is greater than just that. Not long after the UN helped to bring global awareness to sustainability, a more encompassing definition of the term was already evolving; one which viewed sustainability not only in terms of the natural environment (as had been done for a century previously) but also in terms of the human species' social and economic relationship with the planet.

THE VENN DIAGRAM ABOVE shows how the three elements of economy, community, and environment intersect with each other to achieve various kinds of balance. True sustainability occurs when all three elements come together.

THE SIDEBAR AT RIGHT summarizes four of the most important benefits of applying sustainable practices in Riverwalk Park.

From this perspective, environment shares equal billing with community and economy in defining what constitutes a sustainable human presence on Earth, resulting in a "triple-bottom-line" of core stakeholders.

The concept of triple-bottom-line was developed by the writer and social capitalist John Elkington in 1994. More than a decade later, the concept has

become synonymous with the principles of corporate social responsibility and guides the actions of many of the world's most successful companies. It can also be readily applied to the values that organizations like the Trust and its partners ascribe to when developing events, programs, and capital improvements for the Park. Triple-bottom-line principles of sustainability can improve the Park's social and

4 Important Benefits of Sustainability

Conservation of resources:

The operation and maintenance of the Park requires inputs of material and energy resources (e.g., landscape material, irrigation water, electricity). Sustainable practices will reduce these inputs while preserving the Park's character and quality of upkeep.

Healthier way of living:

The Trust's support of socially empowering outdoor activities will positively affect the physical and mental well-being of Park users.

Cost savings:

A reduction in energy and resource consumption can result in lower operating costs. Additionally, new capital improvements built to high sustainability standards will pay off in the long term by reducing life-cycle costs.

Trendsetter status:

In implementing sustainability principles in the operation, management, and capital improvements of the Park, the Trust and the City will raise the bar for park operation, maintenance, programming, and events all across South Florida.



EXISTING CONTRIBUTIONS TO SUSTAINABILITY

It is important to recognize that much of what the Trust and the City have done for the Park already contributes to triple-bottom-line sustainability. It just has never been directly intended or described as such.

The strongest contributions have been in community (social) sustainability. The Trust and the City have been particularly effective at creating crowd-pleasing events that bring people to the Park, and the sharing of memorable events with friends and family in a large social setting is a way to build community strength.

At the same time, contributions to economic and environmental sustainability in the Park exist as well. The New River's docks and slips along parts of the Park are a source of revenue for the City, and an expansion of green spaces in recent years has created a more visually-pleasing and comfortable user experience while adding natural elements to the Park's urban landscape. (See right for more information about existing sustainable activities in the Park.)

When environmental, economic, and social factors are balanced, a vibrant and enduring situation develops. Riverwalk Park can easily achieve this state within the next 10 years, and it begins with the sustainability framework described in Section 2.

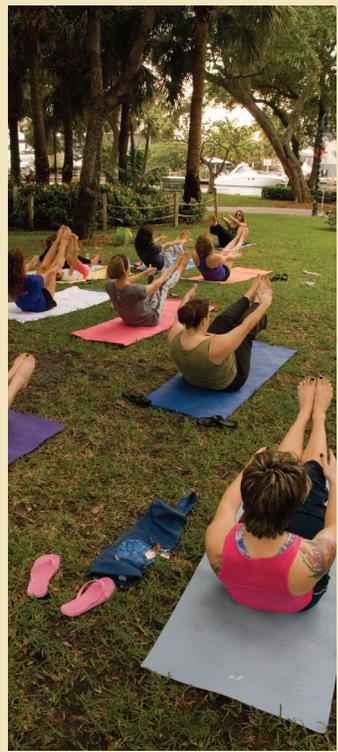


social sustainability in the Park

AS THE CENTER OF THE CITY'S Arts and Entertainment District, the Park is the ideal public space to host cultural and community events. The Trust and other important organizations have a laudable performance record in this regard through major "tentpole" events. Each of these has been met favorably by the public and strengthened the Park's appeal as a destination. The Seminole Hard Rock Winterfest™ Boat Parade, for instance, traversed the New River for the first time in 2007 to rave reviews and has returned to the river every year since. Light Up Lauderdale, an annual holiday lighting event in the Park, launched to overwhelming positive response in 2007 as well. The highly popular, SunTrust Bank-sponsored Jazz Brunches reliably bring the crowds to the Park every first Sunday of the month.

Many of the Trust's events are produced with the support of important sponsors and contributors. These events, apart from being great fun, act as social "glue" that unite the community and bring together the business, nonprofit, and community outreach organizations of the city. This is the goal of social sustainability, and the Trust has a proven track record in this regard.

CLOCKWISE FROM TOP LEFT: Light Up Lauderdale; SunTrust Sunday Jazz Brunch; Yoga in the Park; Riverwalk Park promenade; Seminole Hard Rock Winterfest™ Boat Parade



TOP: Native plant exhibit, Esplanade Park
 BOTTOM MIDDLE: Mutts & Martinis social
 BOTTOM LEFT: Seminole Hard Rock Winterfest™ Boat Parade
 BOTTOM RIGHT: Tree Harmony coconut palm grove

economic sustainability in the Park

THE PARK IS THE SETTING for events and activities that contribute to economic activity in the City's downtown business district. The New River segment that the Park traverses, for instance, features boat slips and mooring docks that allow boaters access to the downtown/Las Olas area.

The Park increases land and real estate values and helps stimulate consumer spending as an ancillary benefit of the events and programs that take place there. The people who come to enjoy Park events and activities often stay in the downtown and visit local businesses as part of the same trip. Once in the Park, it becomes easy for people to walk to the numerous restaurants, bars, clubs, shops, galleries, salons, and professional offices that are connected by the Park.

Even without an event to draw large crowds, businesses from Las Olas Boulevard to Himmarshee Street benefit from their proximity to a pedestrian corridor (the Park) that connects most of the downtown residential population between Sailboat Bend and Rio Vista along with the hundreds of people who travel the New River by boat each day.



environmental sustainability in the Park

THE PARK REPRESENTS A SPECIAL interface between the urban setting of the City's downtown core and the invaluable "green" and "blue" elements that comprise the City's urban forest and the New River, respectively. Environmental sustainability here encompasses expanding the "green" presence and maintaining the quality of the "blue" presence without negatively affecting the social or economic conditions of the Park.

Two recent projects in particular have already set a good example. The native plant exhibit along the Park, between Esplanade Park and the Broward Center for the Performing Arts, is not only a pleasant area to stroll but a dense corner of urban forest in the Park. Tree Harmony, a "matchmaking" service assisted by the Trust that helps donors with healthy mature trees of certain species find areas of the Park where those trees can be relocated, helped arrange for a new "coconut palm grove" alongside the Judicial Center building on the south side of the Park. Both projects highlighted the value of increasing natural green elements in the Park.

Additionally, the Marine Industries Association of South Florida sponsors annual New River cleanups and the City's Parks and Recreation Department has started incorporating environmentally responsible practices in its management of the Park through an internal protocol known as "Green Your Routine". Although more can be done to protect and restore the Park's natural elements, these are excellent steps in the right direction.



framework organization

The *Riverwalk 2020* sustainability framework, which intends to help achieve triple-bottom-line sustainability in the Park, is composed of three tiers of elements as arranged below:



1
vision statement

~ supported by ~



3
goals

~ and ~



9
sustainability objectives



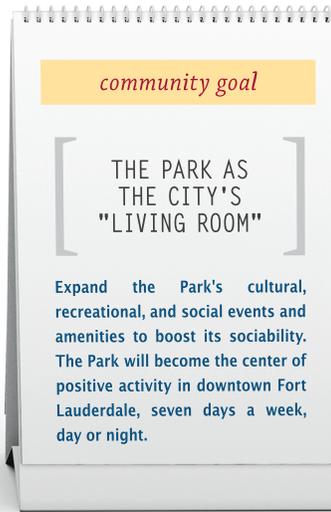
vision statement
~

By 2020, Riverwalk Park will be among the pioneering public recreational destinations in South Florida to

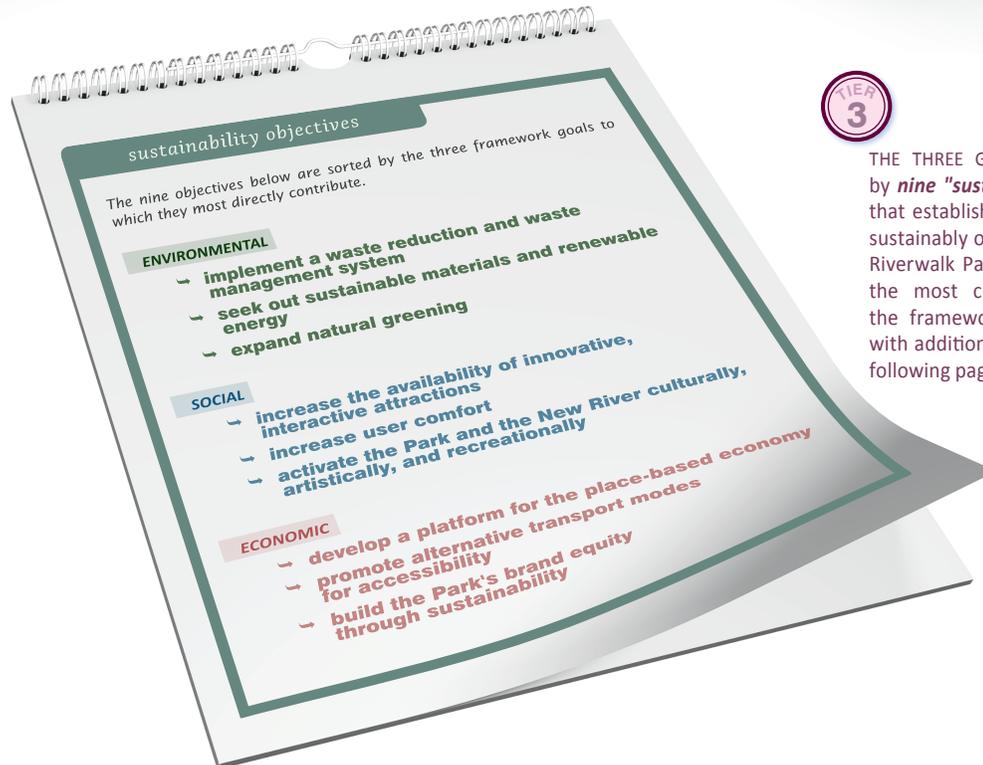
reflect a broad, sustainable approach to event programming, capital improvements, and maintenance protocols. It will also be among the first public destinations to regularly host activities promoting the social, physical, and emotional well-being of its users.



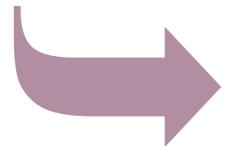
The *Riverwalk 2020 vision statement* is complementary to, and does not supersede, the official Riverwalk Trust mission statement to be "the catalyst in building and nurturing Riverwalk as a vibrant community connected by the New River."



THE VISION STATEMENT IS SUPPORTED by **three primary "goals"** that concretize the three components of triple-bottom-line sustainability.



THE THREE GOALS ARE SUPPORTED by **nine "sustainability objectives"** that establish the key aspects of a sustainably operated and activated Riverwalk Park. The objectives are the most concrete elements of the framework and are provided with additional descriptions on the following pages.





sustainability objectives with a strong environmental focus

implement a waste reduction and waste management system

seek out sustainable materials and renewable energy

expand natural urban greening in the Park

sustainability objective no. 1

implement a waste reduction and waste management system



The rationale

Reducing and managing waste in the Park are among the most effective ways to send a strong message about environmental sustainability and do immediate good. It is a preemptive effort that requires the cooperation of the people who manage the Park and the people who use it.

Reducing waste begins at the planning stages of an event, where systems can be implemented to deter the creation of waste by Park vendors and visitors, particularly during major events. Waste reduction can also occur at the conclusion of Park events, when innovative ways can be applied to repurpose or reuse materials that otherwise would be discarded.

Managing waste occurs after waste has been generated. With the assistance of a waste-management partner, recycling, composting, and other activities can minimize the volume of waste that ends up buried or incinerated. Recycling, in fact, is already a part of a cooperative waste management effort during the monthly SunTrust Jazz Brunches in the Park. The Trust may also consider adopting a recycling program that has recently been successfully launched at Fort Lauderdale Beach.

Within the next 10 years...

- *Incorporate into all Park activities efforts to minimize and manage waste, and involve the cooperation of businesses, condos, and other entities in proximity to the Park*
- *Actively and openly promote waste management and reduction for all events and capital improvements and as part of the daily use of the Park*

sustainability objective no. 2

seek out sustainable materials and renewable energy



The rationale

Sustainable materials and products are increasingly available for all kinds of construction, and they come in many forms. They can come from renewable sources, as in lumber from sustainably-harvested forests, or from the recycled content of previously manufactured products. They can also be made from virgin sources that are readily recyclable (as in aluminum, glass, and wood) or are designed to be highly efficient and long-lasting in their operation (as in LED lamps). Whichever category they represent, sustainable materials and products should be the first option considered as new capital improvements are brought to the Park. Their use promotes a positive message of environmental conscientiousness to the public and supports businesses that create and sell sustainable products.

Similarly, using alternative and renewable energy to power parts of the Park's infrastructure — particularly energy generated within the Park and separate from the electrical grid — will promote the idea of energy independence and demonstrate the ease of transitioning away from conventional electricity. The Park can support its electricity needs and provide a useful public demonstration through a project such as this.

Within the next 10 years...

- Establish the regular use of sustainable alternatives to conventional materials and products
- Widely promote the life-cycle costs of sustainable alternatives to inform the public of the differences between the conventional and alternative options
- Incorporate on-site renewable power generation (solar or wind) in one or more projects in the Park

sustainability objective no. 3

expand natural urban greening



The rationale

Riverwalk Park contains a significant number of shade trees and ornamental landscaping, and this stems from ongoing efforts to increase the amount of vegetation in the Park. Already, Esplanade Park boasts a large planted area featuring low-maintenance Florida native species and Tree Harmony helped move into the Park 14 mature palms donated to the Trust. Additionally, the Trust recently launched G Club, a membership program devoted to the greening of the Park whose first activity was the placement and planting of large planter pots throughout the north side of the river.

However, the Park will benefit from greater amounts of natural greening throughout its boundaries. Additional natural greening will provide multiple benefits, including stormwater runoff control, removal of pollution from the air, and reduction of the urban heat island effect. *Natural* is the operative word; future greening must not add to the Park's existing irrigation, fertilization, or pest management burden.

Additional greening could also be innovative and functional. Urban agriculture (i.e., community gardens) may be a feasible means to create functional greening. Vertical green walls, planted arbors that double as pedestrian shade corridors, and other ways of bringing natural green into the Park should be explored.

Within the next 10 years...

- Explore innovative and functional means to introduce more natural greening that does not greatly contribute to unsustainable maintenance activities
- Promote the Trust's Tree Harmony program to relocate trees into the Park



sustainability objectives with a strong community focus

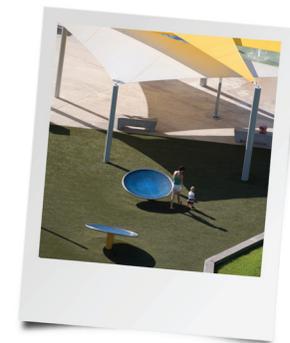
increase the availability of innovative, interactive attractions

increase user comfort in the Park

activate the Park and the New River culturally, artistically, and recreationally

sustainability objective no. 4

increase the availability of innovative, interactive attractions



The rationale

Recreational amenities are an essential component of any successful urban park. Innovative, stimulating, and diverse recreational amenities at various intervals will attract users and help maintain a human presence along the length of the Park.

These attractions are most appropriate if they serve multiple purposes: Engaging play structures, “outdoor rooms” with moveable park furniture, meditation gardens, labyrinths, yoga areas, and other relaxing features will attract children and adults. Watering stations and dedicated dog areas will please dog owners and encourage them to increase their use of the Park. The overall effect will be to make the Park even more relaxing, entertaining, family-oriented, and pet-friendly.

New amenities will draw regular users of all ages, especially if they can meet the needs of people of different physical abilities, ages, and interests. This would directly contribute to the health and well-being of Park users while activating the public space, particularly when no events are scheduled.

Within the next 10 years...

- *Develop recreational attractions that make good use of the water/hardscape interface along the Park, contribute to individual well-being and physical health, and contribute to social activity*
- *Promote the use of the Park for art, culture, and recreation of a social nature*
- *Provide amenities that serve a wide range of users (e.g., shaded areas with furniture for table games; movable seating for informal meetups, etc.)*

sustainability objective no. 5

increase
user
comfort**The rationale**

User comfort is an important factor in how people choose to use an urban outdoor space. It takes various forms, including protection from excessive heat, sun, and wind; and availability of amenities that allow people to avoid encumbrances (for instance, benches and movable chairs along the walkways and in the grass, regularly-spaced recycle bins to quickly dispose of waste, lighting that ensures good night visibility, and large and legible signage for clear wayfinding). Opportunities exist to increase Riverwalk's user-friendliness in these important ways.

Regarding the first, adding canopy trees into the Park so as to provide shade as contiguously as possible along major walkways is likely the greatest single step that could be taken — and one of the most feasible. The Trust features two programs that promote increased greening in the Park (see Sustainability Objective #3). Additional means to increase shelter from the sun and heat can take more architectural forms, including shade sails and misting zones. Park furniture and lighting elements, the second basic form of pedestrian comfort, can be increased throughout the Park as well.

As user comfort in the Park increases, the more people will use the Park and the longer they will stay. This will directly improve the social sustainability of the Park.

Within the next 10 years...

- Evaluate all parts of the Park from a pedestrian comfort perspective
- Program a comprehensive plan for introducing user comfort into all segments of the Park in a sustainable, low-maintenance manner

sustainability objective no. 6

activate the
Park and the
New River
culturally,
artistically, and
recreationally**The rationale**

Cultural and recreational events are what "activate" the Park. An activated place enjoys the presence of people enjoying their time in that place throughout the day. Activation nurtures the sense of community in a place and supports the local economy. The Park's open spaces are flexible enough to support a wide range of activities, from performance arts to sculpture exhibits to concerts, while the Park's brick-paved promenades are ideal for public art installations. In other words, the Park is well-positioned to support a greater range of cultural, artistic, and recreational activities that bring the crowds and enliven the City's downtown.

But just as importantly, the New River can be activated as well. It provides a setting for a wider range of events, activities, and projects. As an easily navigable waterway with many places to dock, floating attractions can be brought to the Park and removed after a temporary stay. The Park creates a natural viewing platform for events where the action occurs over the water. The river setting against a dense urban edge is also perfect for exploring ways to blur the line between "river" space and "urban" space; to find ways to bring the public over the water without having to be on a boat.

Within the next 10 years...

- Work with the City and County to create a more efficient process for staging events and activities in the Park and on the New River
- Aim to increase the range and frequency of cultural and recreational events, including major attractions that generate strong turnouts
- Increase the frequency of smaller organized events that appeal to a wide variety of Park users, including the "@Riverwalk" self-improvement events



sustainability objectives with a strong economic focus

develop a platform for the place-based economy

promote alternative transportation modes for accessibility

build the Park's brand equity through sustainability

sustainability objective no. 7

develop a platform for the place-based economy



The rationale

The place-based economy focuses on local products, local sellers, and local consumers. Small in scale, a place-based economy derives its strength from limited geographic context and the appeal that context holds for consumers. The enduring popularity of local farmers' markets nationwide, for instance, is an example of the appeal of context-based shopping (e.g., locally grown and freshly prepared foods unavailable anywhere else).

Place-based economic activities support the local economy and strengthen community ties. This is important because a thriving place-based economy is essential to a vibrant and economically-resilient downtown. Space exists throughout the Park on the north and south sides of the river to accommodate many forms of place-based sustainable shopping. The Trust has already launched in the spring of 2010 a weekly "urban market" in Esplanade Park, and additional similar events can be pursued, given the Park's extents, central location, and public character.

The qualities of the place-based economy help make a place unique and special for people. This creates a strong sense of place and a destination that results in repeat visits and support. The Park's social sustainability will be advanced by promoting place-based, context-sensitive economic activities.

Within the next 10 years...

- *Work to make various parts of the Park the default location for a range of place-based consumer events*
- *Vigorously promote place-based economic activities in the Park to build its image as a family-friendly destination for unique and sustainable shopping*

sustainability objective no. 8

promote alternative transportation modes for accessibility



The rationale

A network of alternative transportation modes to connect to the Park will allow more people to reach the Park from further away and reduce per capita carbon output. Pedestrian traffic will increase and overall activity levels in the Park will grow. This will in turn contribute to local economic sustainability as people visit businesses accessible from the Park.

Promoting alternative transportation will take time. In the short term, increasing accessibility between the north and south sides of the Park (with a clean-energy water taxi, for instance) is a feasible goal and will address a long-standing wish of Park users. In the medium term, promoting the use of bicycles and water taxis as inexpensive and reliable ways to travel to the Park will widen the reach of the Park to more distant parts of the county. Further along, by the end of the decade, steps can be taken to create a seamless network of low-carbon transportation across Broward County that features Riverwalk Park as a primary central link between west Broward County and Fort Lauderdale Beach.

Regardless of the kind of low-carbon transportation modes implemented, improving connections within and to the Park will have positive benefits for area businesses and residents and reinforce the Park's regional value as a public recreational amenity.

Within the next 10 years...

- Develop creative ways to cross between both sides of the New River
- Promote human-powered and low-carbon routes that increasingly connect the Park to the rest of Broward County for better access by more people

sustainability objective no. 9

build the Park's brand equity through sustainability



The rationale

Sustainable Riverwalk Park events and projects will be valuable for marketing and public awareness efforts by the Trust and by the City. Over time, people will come to view the Trust as an environmentally and socially responsible organization that also happens to produce popular events.

Riverwalk Trust has at its disposal an array of tools to spread its sustainability message. Its magazine, *Go Riverwalk*, has an established readership and is known as an important source of information about the Park. The Trust's official website, www.goriverwalk.com, and its Facebook page, Twitter feed, and blogs provide up-to-date information and are read by a wide range of followers. Additional vectors are available as well, including the City's web portal (which provides access to Park information) and the South Florida Sun-Sentinel newspaper and website, which advertise local events and can provide opportunities for feature articles. Each of these sources can be used to promote the sustainability framework, create interest in Park events and activities that promote sustainability, and build the Park's "brand" as a community-focused public recreation destination featuring the latest in sustainable urban park management.

Within the next 10 years...

- Build over time a project database of Park events and projects that demonstrate sustainability to reference in future public relations and marketing activities
- Coordinate the Trust's social media vectors to create a multi-pronged and ongoing awareness campaign that highlights the Trust's commitment to sustainability while promoting Park events



The sustainability framework: its role and implementation

Riverwalk 2020 will take a supporting role next to the City's existing planning documents that have been prepared in recent years for the area containing and surrounding the Park. These existing documents include the Consolidated Downtown Master Plan (2003); Downtown Master Plan Update (2007); and Downtown New River Master Plan (2008). Each one promotes strategies to improve the quality of life, work, and play in Fort Lauderdale's downtown areas, as does Riverwalk 2020 for the Park.

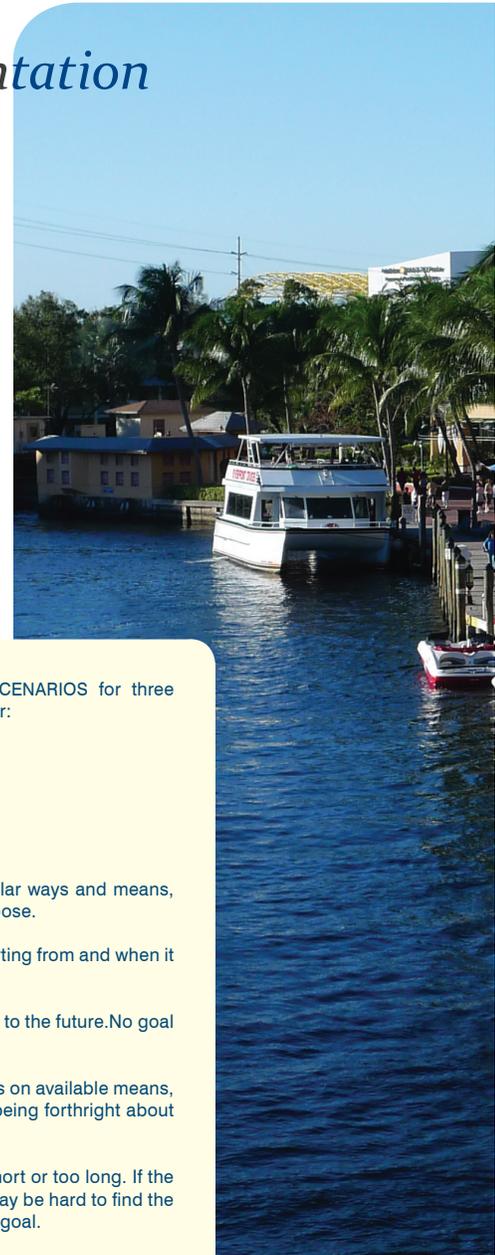
In addition to these existing plans, a new plan, to be completed in Summer 2010 and known as the Riverwalk District A&E/ Public Realm Master Plan, is expected to provide valuable momentum in the future improvements of the Riverwalk Park area. It will build upon preceding master plans by advocating the creation of a mixed-use urban fabric of walkable and tree-lined streets, integrated transit, a network of interconnected public spaces, and superior architecture and urban design. The Riverwalk District A&E/ Public Realm Master Plan will promote the Park as an economic development tool for expanding arts, entertainment, and culture in Fort Lauderdale. Riverwalk 2020 will easily serve as an important supporting document to the forthcoming Master Plan.

As a document designed to support

existing master plans for the Park area, Riverwalk 2020 represents a framework for sustainability but not a plan of action. What is needed in addition to this document is an implementation strategy to execute new Park events, activities, and improvements in accordance with the new framework.

The Trust and the City, with input from their partners, are encouraged to devise an implementation strategy that employs "S.M.A.R.T." principles when evaluating each new Park event,

activity, or project for compliance to the sustainability framework (see sidebar below). Additionally, the Sustainability Task Force recommends convening a new task force at regular intervals over the next decade to work with the Trust and the City in reviewing all sustainability strategies and projects in place. Each new task force can assess the overall progress of the Riverwalk 2020 sustainability framework and help update the Trust's implementation strategy as new resources, technologies, and opportunities become available.



Implementing the framework with S.M.A.R.T.

S.M.A.R.T. HAS BEEN USED IN PROJECT MANAGEMENT SCENARIOS for three decades and counting. It is a mnemonic whose letters stand for:

- S: Specific**
- M: Measurable**
- A: Attainable**
- R: Realistic**
- T: Timely**

Specific means goals or projects that are focused on particular ways and means, with particular end results. They are unambiguous in their purpose.

Measurable means having baselines and metrics for knowing where the goal or project is starting from and when it has been achieved. A goal or project must be measurable in order to gauge its progress.

Attainable means a goal or project that is defined according a rational and feasible approach to the future. No goal or project is worth pursuing if it is outlandish.

Realistic is related to attainability in that a goal or project must have a plan of action that relies on available means, funds, technologies, and/or personnel. Examining a goal for its realistic capabilities means being forthright about available resources and tools.

Lastly, **timely** means giving a goal or project an appropriate timeframe; one that is not too short or too long. If the timeframe is too short, the project may not be completed properly, if at all. If it is too long, it may be hard to find the motivation to start the project. A proper timeframe allows people to become committed to the goal.



Conclusion

The *Riverwalk 2020* sustainability framework provides guidelines for the Trust, the City, and their partners. It brings together multiple principles of triple-bottom-line sustainability into one comprehensive package for easy reference. The framework's elements support existing and forthcoming master plans from the City that will provide guidance for progressive development in the Park. Overall, the framework intends to inform the members of the Trust and the general public about the ways that sustainability can be integrated into the Park at every level and improve the Park for its users.

By any measure, this is an exciting and auspicious period for the Trust. At the time of this writing, in the spring of 2010, the Trust is beginning a new chapter in its existence as the public face of Riverwalk Park and the New River. A new president and CEO has been taken on, and focus has been renewed by Trust members to bring the Park into the center of downtown Fort Lauderdale's civic and social life. The City will release this year its new Riverwalk District A&E/Public Realm Master Plan, and now the Trust has a new sustainability framework, *Riverwalk 2020*, to guide its activities.

With these tools, the Trust, the City, and its many important and generous partners can work together to propel Riverwalk Park to the vanguard of next-generation public spaces in America. 🌊

Appendix A: *The making of the sustainability framework*

Appendix B: *Field work + conditions inventory*

Appendix C: *Riverwalk Park — an urban river interface
20 years in the making*



The making of the sustainability framework

In June 2009, Riverwalk Trust accepted a proposal by fellow board member Alena Alberani to create a sustainability "task force" to develop a 10-year sustainability program that would establish a new standard for the environmental, social, and economic conditions of Riverwalk Park. The 10-year timeframe was selected to provide sufficient time to enact new initiatives and guide them to fruition.

Riverwalk 2020 is the product of a volunteer effort. Twenty individuals from numerous professional and community-service backgrounds formed a sustainability "task force" in the summer of 2009 and provided their

expertise and local knowledge to develop the document. Their names are provided at the front of the document. These volunteers, and the people who supported their efforts, are highly-respected and locally-involved members of the Fort Lauderdale and Broward County communities. Many of them have lived or worked in the City since the Park's inception. Their participation stems from an appreciation for Riverwalk Park's value to the public and from a commitment to a more sustainable manner of its use.

Urban planners, land-use attorneys, sustainability professionals, business owners, and marketing experts are counted among this team. At the

time of this writing, five members are LEED-accredited professionals, sanctioned by the U.S. Green Building Council to coordinate the construction or renovation of green-compliant buildings, and the two Task Force chairs are associates of Sustainable Florida.

Over the course of eight months, a stepwise process led from a review of conditions in the Park to brainstorming sessions and ultimately the three tiers of elements that make up the sustainability framework. The Riverwalk Trust Executive Committee and Board of Directors provided valuable input throughout the document's evolution. The two bodies also gave their official support in making the document a

piece of Trust policy — first by the Board in a vote to accept the sustainability framework in principle on January 13, 2010, and then by the Executive Committee in a vote on March 3, 2010, to accept the finalized version of the framework upon completion. The final version of the sustainability framework was delivered to the Trust on May 5, 2010 and released to the public later that month.

framework document highlights (June '09 to May '10)

project initiation

› Jun 17

Upon receiving go-ahead from the Trust, Alena Alberani and Rebecca Walter form a Sustainability Task Force that will work towards a sustainability program for the next 10 years of Riverwalk Park.

› Jun 23

FIRST MEETING
The Task Force meets for the first time. Project goals are discussed, as are positive and negative aspects of the Park.

research & writing

› Jul 7 - Sept 22

WORKSHOPS
A series of seven workshops are conducted by the Task Force to generate data, brainstorm sustainability goals, and commence writing the framework.

› Oct 6 - Feb 25

FRAMEWORK DRAFTS
Four drafts of the sustainability framework are produced in the course of five months. The title of document is decided as "Riverwalk 2020" in early October.

Trust endorsements

› Dec 30

PLANNING & SUSTAINABILITY COMMITTEE
The Trust's P&S Committee votes to endorse *Riverwalk 2020* as a part of their operating policy.

› Jan 13

BOARD ENDORSEMENT
The draft framework is approved by the Trust Board of Directors in principle. A motion is passed allowing the Board's Executive Committee to vote to accept the finalized document.

final approvals

› Mar 3

EXECUTIVE COMMITTEE APPROVAL
The Trust's Executive Committee votes to accept the finalized document upon its completion.

› Apr 14

FINAL REVIEW
The Executive Committee works with the Task Force to finalize the contents and organization of the framework.

document delivery

› May 5

SUBMITTAL TO RIVERWALK TRUST
The Trust receives the print-ready version of *Riverwalk 2020*.

› Late May

PUBLIC DISTRIBUTION
Copies of the framework are printed and distributed by the Trust. The document is released to the public in digital form.



Field work

The Task Force performed field work in July and August 2009 to inform their efforts to develop the Riverwalk 2020 vision, goals, and objectives framework.

Place and environmental evaluation exercise

In July 2009, a two-part evaluation exercise compared the Park against established benchmarks for well-designed and sustainable public spaces. Task Force members rated the Park using a place evaluation worksheet developed by the New York City-based consultants Project for Public Spaces™ and an environmental evaluation worksheet adapted from the PPS sheet

by Alena Alberani. Place evaluation addressed the Park's user-friendliness. Environmental evaluation addressed the "green-ness" of the Park.

FINDINGS

icon key	<input checked="" type="checkbox"/>	positive response
	<input checked="" type="checkbox"/>	average response
	<input checked="" type="checkbox"/>	low response

/ comfort and image

- overall attractiveness
- cleanliness
- quality of maintenance
- perception of safety
- seating comfort
- microclimatic comfort

/ access and linkages

- accessibility to the Park by foot
- accessibility to the Park by bike
- Park visibility from a distance
- accessibility to the Park by transit
- clarity of signage
- wayfinding ability (Point A to B)

/ uses and activities

- passive recreation/relaxation
- frequency of Park events
- mix of shops and services
- overall busyness
- economic vibrancy

/ sociability

- sense of civic pride/ownership
- people in groups

- evidence of volunteerism
- presence of children or seniors

/ natural environment

- tree canopy
- landscape quality
- prevalence of native plants
- restoration of green areas
- interaction with nature

/ "green" practices

- recyclable material diversion
- control of the urban heat island
- use of low-carbon locomotion
- stormwater runoff mitigation
- use of renewable energy
- use of sustainable materials

Sunday Jazz Brunch Park survey

Task Force members conducted a user survey with 56 randomly-selected individuals attending the Jazz Brunch on Sunday, August 2, 2009 to learn about their social and recreational use of the Park. The most salient findings follow:

/ survey respondents profile

- many in their 30s or 40s
- 40/60 split (M/F)
- professional or self-employed
- most lived within 10-mile radius
- majority drove to the Park
- some attended with dogs
- many brought a picnic lunch
- small number of young families

/ primary reasons for attending

- live music and performance
- sociable atmosphere
- shared family experience
- relaxing way to start a Sunday

/ respondent trends

- respondents tend to enjoy and participate in the Park's high-profile and marketed events
- respondents would visit the Park more often if there were more to see or do
- many respondents would consider paying a small entry fee to a Park event, but it would be highly dependent on the kind of event and reason for the fee. \$10 was generally the most money they could see themselves paying

- respondents generally wished for more (and healthier) concession kiosk options, more shade, and more seating
- many respondents who were not familiar with the Park's wide range of events were happy to learn about how to find out more through the Riverwalk Trust website and magazine
- virtually all respondents indicated they would be supportive of efforts to increase the environmental sustainability of the Park, even if the same respondents did not always follow "green" practices in the home or office
- particularly well received would be any effort to bring additional seating, bike storage, and recycling bins to the Park that are

- made from recycled, recovered, or repurposed materials
- some respondents wished to see additional forms of live music played in the Park, including reggae, blues, and vocal jazz
- most respondents considered the Park to be a valuable public amenity and an important element of the downtown core of the city
- those respondents who had dogs with them were uniformly supportive of additional dog amenities in the Park, including watering stations in particular
- respondents were very supportive of seeing a broader range of culture and recreation in the Park

Conditions inventory

(s.w.o.t + trends)

An existing conditions inventory was compiled over the course of this project. Originally populated with findings compiled by Task Force members Randall Vitale, Kelly Alvarez, Josh Vadja, and Jené Kapela, it was further developed into a S.W.O.T. table (strengths, weaknesses, opportunities, and threats) addressing the three pillars of sustainability. A row for trends was added to assist in anticipating what would be feasible in the Park.

Compiling these conditions and analyzing their present and future impact on the Park provided direction for the Task Force in determining appropriate sustainability objectives.

Description of Categories:

- **STRENGTHS:** Conditions representing positive aspects on which to build future success
- **WEAKNESSES:** Conditions representing negative aspects that could be turned into positives
- **OPPORTUNITIES:** Future conditions that would help achieve the Riverwalk 2020 framework
- **THREATS:** Future conditions that challenge implementation of the framework
- **TRENDS:** Existing trends that could affect the implementation of the framework

	Environment	Community	Economy
STRENGTHS	<ul style="list-style-type: none"> • Extensive quantities of existing trees and native landscaping can be found in the Park • Favorable weather year-round; particularly from November to March • Long reach of the Park (one mile on the north side, 3/4-mile on the south) 	<ul style="list-style-type: none"> • Favorable demographics (largely young city, highly multicultural, gay-tolerant, etc.) • Active group of residents eager to maximize the Park's potential and a strong community advocate in Riverwalk Trust • Park has a favorable location within the downtown Arts and Entertainment District • New leadership in City government that supports revitalization through sustainability 	<ul style="list-style-type: none"> • Existing commercial and cultural infrastructure already attracts visitors to the Riverwalk District • Access for the marine industry on the New River • Park has close proximity to entertainment areas on Himmarshee Street, Las Olas Riverfront, and Las Olas Boulevard • Go <i>Riverwalk</i> magazine informs a wide audience each month about upcoming activities
WEAKNESSES	<ul style="list-style-type: none"> • Fort Lauderdale's green park policies are not strongly promoted • Irrigation water is drawn from the City's potable water system • Lack of a dedicated Park recycling program • New River shows a need for extensive water cleanup and pollution mitigation 	<ul style="list-style-type: none"> • Limited frequency of programmed events to attract visitors to the Park • Limited cross-river pedestrian connectivity • Shortage of comfortable gathering and sitting areas along the Park promenade • Inadequate lighting along certain segments of the Park • Limited availability of affordable parking immediately adjacent to the Park • Lack of affordable housing in Riverwalk District 	<ul style="list-style-type: none"> • Relatively low downtown population reduces the viability of certain Riverwalk District businesses • Cost of doing business in downtown Fort Lauderdale is high • City government bureaucracy limits innovation • Competition for visitors is locally found in cities with active downtowns (e.g., Hollywood, Delray Beach, Lauderdale-by-the-Sea, etc.)
OPPORTUNITIES	<ul style="list-style-type: none"> • Park improvements and events will provide opportunities for triple-bottom-line sustainability education • Conversion of energy-consuming fixtures to renewable sources during the Park's fixture replacement schedule • Urban agriculture may be a good way to maximize the use of irregular parcels and increase the greening of the Park • Opportunities to create Park events that focus on cleaning the New River • Opportunity to use vegetation to increase pedestrian comfort and lower the urban heat island effect 	<ul style="list-style-type: none"> • Launching of new events and programs in the Park to draw a high rate of visitorship • Use of the Riverwalk Trust website and magazine to promote the use of the Park by community groups, schools, etc. • Institutions of higher learning, libraries, and cultural venues in the Greater Fort Lauderdale area offer potential programming partnerships • Florida Riverwalk Exchange provides ways to share ideas for revitalizing the Park • Introduction of energy efficient or human powered forms of cross-river transportation to integrate the two halves of the Park 	<ul style="list-style-type: none"> • Mixed-use lots along the Park can be flexibly used for innovative new businesses • Collaborative efforts between Riverwalk District businesses could result in special business designations from the City, coordinated marketing efforts, and more • Riverwalk Trust can augment its branding initiative for the Park through new sustainable Park events and improvements • Work with Florida Riverwalk Exchange and other wide-reaching organizations to build the Park's recognition (and appeal as a destination) outside of South Florida
THREATS	<ul style="list-style-type: none"> • Pollution and waste may increase in the Park and river as the number of users grows • Climate change may create long-term adverse effects for the city 	<ul style="list-style-type: none"> • Safety issues persist throughout the Park • Homelessness has become a matter of concern in downtown Fort Lauderdale • New events require a considerable upfront investment and positive public reception is not guaranteed • Attitudes to sustainability principles are sometimes slow to adopt for some people 	<ul style="list-style-type: none"> • Ongoing recessionary conditions are reducing tax revenues and may affect the ability to support Park activities • Competition from other South Florida cities building active downtowns • Fundraising and revenue-generating activities may be hampered by a slow economic recovery
TRENDS	<ul style="list-style-type: none"> • "Green" movement continues to grow in popularity with the mainstream • Caring about the environment is increasingly being recognized as a corollary to preserving humans' ability to perpetuate • A popular and growing focus on the importance of green spaces for urban living and health is taking place • Methods for generating renewable energy and capturing useful resources (i.e., rain) are becoming more pervasive 	<ul style="list-style-type: none"> • Social media is becoming a dominant pattern for sharing information and generating buzz, and this can be leveraged by Riverwalk Trust • Comfortable, outdoor public venues are being seen again as places to build social networks • Downtown Fort Lauderdale is seeking to develop a live/work/play environment • Recessionary conditions are increasing people's interest in "staycations" and in finding fun and entertaining recreational activities close to home • City governments are recognizing that urban spaces generate social capital and civic pride 	<ul style="list-style-type: none"> • Long-term spending trends may shift more towards "experience" spending than in pre-recession consumption • Renting and leasing may become more popular in downtown Fort Lauderdale if the housing market remains burdened • Urban redevelopment is focusing more strongly on mixed-use patterns, pedestrian-friendly environments, decreasing the presence of the automobile, and promoting social interaction; all of which will serve the Park's interest as a destination for visitors and residents



Riverwalk Park — an urban river interface 20 years in the making

The 1.2-mile-long Riverwalk Park is a series of promenades and green parks on the north and south sides of the New River. At just over 18 acres in size, the Park links a diverse array of urban elements in a beautiful subtropical setting. These include residential neighborhoods, condo towers, cultural venues, mixed-use buildings, historic properties, and retail and restaurant corridors in a largely contiguous chain.

Riverwalk Park was initiated as a \$7.4-million public realm investment involving state, local, and private funding and cooperation from arts and historic organizations, institutions of higher education, private businesses, and civic associations. Its undertaking began in the mid-1980s by the City of Fort Lauderdale and the Park has steadily expanded ever since. The Park's construction, segment by segment, supported a revival of interest in the city's downtown and helped generate over \$1.5-billion in public and private investment along the New River.

The north side of Riverwalk Park is anchored on the west by Marshall's Bridge (the link between SW 7th Avenue on the north of the river and SW 4th Avenue on the south) and on the east by Laura Ward Plaza, next to the historic Stranahan House. Along the south side, Riverwalk Park runs east from Marshall's Bridge to Federal Highway, which happen to connect to two of the most historic residential neighborhoods in Fort Lauderdale (Rio Vista on the east and Sailboat Bend on the west). Many of the City's most historic areas and important attractions are located within or adjacent to the Park.

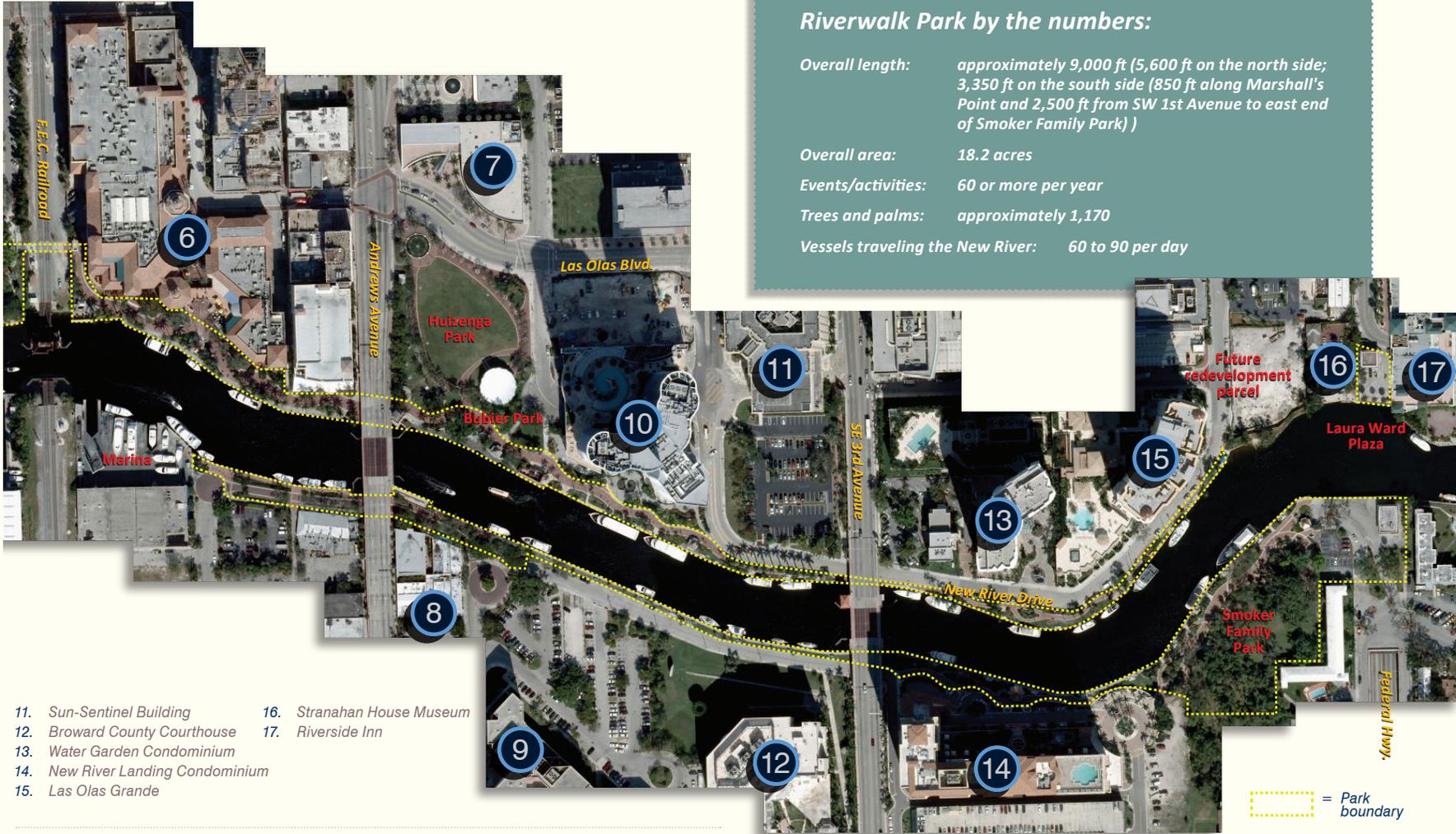


MAJOR BUILDINGS ALONG RIVERWALK PARK

- 1. Broward Center for the Performing Arts
- 2. The Symphony Condominium
- 3. Museum of Discovery & Science
- 4. The Esplanade Condominium
- 5. New River Trading Post
- 6. Las Olas Riverfront
- 7. Museum of Art | Fort Lauderdale
- 8. Maxwell's Arcade
- 9. Broward County Jail
- 10. River House Condominium

The Evolution of the Park: A Timeline

1984	1986	1989	1991	1993	1998	1999
<p>The seeds of change are planted</p> <p>Fort Lauderdale City Commission adopts the goal of becoming the "best city of its size" by 1994. The vision behind this goal promotes the New River as the centerpiece of a new downtown core. A master plan developed for this area calls for a riverside promenade — the future Riverwalk Park.</p>	<p>Riverwalk Park finds funding</p> <p>Voters pass a \$47-million general obligation bond that clears the way for the development of large-scale civic projects in downtown Fort Lauderdale. Riverwalk Park receives \$7.4-million in initial funding.</p>	<p>Construction begins and Riverwalk Trust launches</p> <p>Park construction begins on the north side of the New River from the Broward Center of the Performing Arts to the Florida East Coast railroad and on the south side from Brickell Avenue to SE 1st Avenue. 1989 also marks the first year of activity for the Riverwalk Trust, founded in December 1988 to promote the new park.</p>	<p>A major cultural venue provides Riverwalk Park with an anchor</p> <p>The Broward Center for the Performing Arts opens, acting as a catalyst for downtown revitalization throughout the decade and as an anchor for the incipient cultural programming of Riverwalk Park. It soon becomes the most important performance venue in Broward County.</p>	<p>Construction continues</p> <p>Construction continues on the north side of Riverwalk Park, first from the railroad east to Andrews Avenue and then to NE 5th Avenue.</p> <p>Three years later, voters pass a \$35-million parks bond referendum that included funds to further expand and enhance Riverwalk Park.</p>	<p>Las Olas Riverfront opens</p> <p>The opening of Las Olas Riverfront, downtown Fort Lauderdale's only outdoor entertainment and retail complex helps activate the Park.</p> <p>Meanwhile, Park construction continues on the south side of the New River from SE 3rd Avenue east to Kinney Tunnel and from the NE 7th Avenue Bridge to NE 4th Avenue.</p>	<p>Arts & Entertainment District launches</p> <p>The Broward Cultural Affairs Council adopts the Broward County Community Cultural Plan, which designates the Park as part of a regional arts and entertainment district. The district features the Broward Center for the Performing Arts, Museum of Art Fort Lauderdale, Florida Grand Opera, and Stranahan House Museum.</p>



Riverwalk Park by the numbers:

- Overall length:** approximately 9,000 ft (5,600 ft on the north side; 3,350 ft on the south side (850 ft along Marshall's Point and 2,500 ft from SW 1st Avenue to east end of Smoker Family Park))
- Overall area:** 18.2 acres
- Events/activities:** 60 or more per year
- Trees and palms:** approximately 1,170
- Vessels traveling the New River:** 60 to 90 per day

- 11. Sun-Sentinel Building
- 12. Broward County Courthouse
- 13. Water Garden Condominium
- 14. New River Landing Condominium
- 15. Las Olas Grande
- 16. Stranahan House Museum
- 17. Riverside Inn

= Park boundary

<p>Downtown housing booms 2003</p> <p><i>From 2003 to 2007, condominium towers flourish in downtown Fort Lauderdale, particularly along the New River, and help increase the value of Riverwalk Park as a public amenity.</i></p> <p><i>2003 also sees the Florida Marlins celebrate their World Series championship with a boat parade on the New River.</i></p>	<p>The City seeks to set Riverwalk Park apart 2006</p> <p><i>The City of Fort Lauderdale begins work on a New River Master Plan that includes an initiative to link the two sides of the New River. This would result in a seamless zone for public recreational and cultural activity, with plazas, outdoor performance areas, restaurants and shops.</i></p>	<p>Riverwalk Park extends its reach 2007</p> <p><i>The south portion of the Park is completed from SE 1st Avenue east to SE 3rd Avenue. A new section on the north side is built between Las Olas Boulevard and the New River at Laura Ward Plaza.</i></p> <p><i>Additionally, the Winterfest™ Boat Parade charts a course for the first time on the New River to public acclaim.</i></p>	<p>Recessionary forces swirl 2008</p> <p><i>The impacts of the 2008-2010 recession are felt along Riverwalk Park. Las Olas Riverfront businesses close and vacancies rise in downtown condos. However, Riverwalk Trust maintains efforts to keep the park active through @Riverwalk programming and launches beautification efforts through Tree Harmony.</i></p>	<p>A new direction for Riverwalk Park is laid out 2009 - 2010</p> <p><i>Riverwalk Trust's Sustainability Task Force frames the terms for a wide-ranging sustainable evolution of the park with a 10-year time horizon. This occurs in conjunction with the City's new public realm plan and sustainability action plan for the downtown area and wider city.</i></p>
2003	2006	2007	2008	2009 and beyond

Notes

Special thanks are owed to the following people:

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Renée K. Quinn
Mark Corbett
Bud Bentley
Members of the Riverwalk Trust Planning and Sustainability Committee
Riverwalk Trust Board of Directors*

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Further information about the Trust

For membership and other information about Riverwalk Trust or this document, please visit www.goriverwalk.com or call (954) 468-1541. Also visit the Trust's Facebook page at www.facebook.com/riverwalktrust

About Riverwalk Trust



Riverwalk Trust is a nonprofit 501(c)(3) organization responsible for the programming, beautification, and promotion of Riverwalk Park. The Trust is composed primarily of volunteer private citizens and overseen by a board of directors. All Trust members uphold the organization's directive, as stated in its mission statement, *"to be the catalyst in building and nurturing Riverwalk as a vibrant community connected by the New River."*

The Trust pursues its mission through a wide range of fundraising and membership events and advocacy on behalf of the Park through its website (www.goriverwalk.com) and *Go Riverwalk* magazine. As of Spring 2010, the Trust has approximately 500 members. The geographic reach of its membership (some members are residents of cities in Palm Beach and Miami-Dade counties) reflects the importance of the Park as a regional recreational destination.

The Trust's origins lay with the City of Fort Lauderdale. In December 1988, only three years after securing funding for a linear public park along the New River, the City established the Trust to develop fundraising and advocacy efforts. Since its launch, the Trust has played a role in obtaining a "regional park" designation

from Broward County; guiding redevelopment and Park expansion efforts; and contributing to the three most recent City plans for enhancing the downtown core.

Riverwalk Trust works closely with the City, the Downtown Development Authority of Fort Lauderdale, and other important partners in the public and private sectors in producing events and activities for the Park and in the city. These events and activities have made Riverwalk Trust an important organization in Fort Lauderdale. The Trust's official magazine, *Go Riverwalk*, publishes information about all Riverwalk Trust events and activities up to 12 times per year and distributes free of charge approximately 12,000 copies to subscribers and to more than 400 locations. It is recognized today as Fort Lauderdale's *de facto* entertainment guide and business directory.

In 20 years, Riverwalk Trust has done a great amount of work in pursuit of its efforts to heighten the Park's profile and improve the Park's features for its users. In so doing, the Trust has secured its own position as the pre-eminent organization engaged in promoting the Park as a recreational and lifestyle destination.



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