

Shoal Creek Conservancy Feasibility Study

Sponsored by:
Original Austin Neighborhood Association
Shoal Creek Committee

Compiled & Written by:
Joanna Wolaver
Jimena Cruz
Ted Siff



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May 17, 2013

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P.O. Box 1282
Austin, TX 78767
512-657-5414 – Fax: 512-495-9955
shoalcreekconservancy@gmail.com
www.originalaustin.org
www.shoalcreekconservancy.org

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Dedication

This report is dedicated to all Austinites – past, present and future.

Acknowledgments

The Shoal Creek Conservancy Feasibility Study volunteers would like to express their gratitude and appreciation to the leadership and staff of the City of Austin departments responsible for Shoal Creek for the work they do every day; the nonprofits who work to improve Shoal Creek; the property owners along and near Shoal Creek; and the Original Austin Neighborhood Association and its Shoal Creek Committee.

We also thank, acknowledge and credit all photography, unless otherwise noted, in this Report as having been taken and donated by Ted Eubanks.

CONTENTS

Introduction.....	1
Executive Summary	1
Purpose of the Study	3
History of Shoal Creek and the Trail	3
Chapter 1: Current Needs and Challenges	7
An Urbanized Watershed	7
Infrastructure Issues	8
Management Issues.....	9
Public Use Issues	9
Chapter 2: Current Assets	10
Nonprofit and Community Organizations	10
Nonprofit Organizations	11
Homeowners Associations along Lower Shoal Creek	12
Neighborhood Associations	13
Private Investments: Current and Planned	14
Public Investments: Planned and Current.....	18
Chapter 3: Shoal Creek Conservancy Concept.....	21
Vision, Mission Statement and Guiding Values	21
Role of the Conservancy during the First Three Years	22
Chapter 4: Resources to Create and Sustain a Potential Nonprofit Conservancy	25
Required Resources	25
Draft Budget.....	26
Trail Conservancy Case Studies.....	29

Conclusion..... 30

Appendices..... 31

Appendix 1: List of Shoal Creek Plans 32

Appendix 2: Case Study Research – Model Trail Conservancies 33

Appendix 3: List of Major Stakeholders and Endorsers..... 47

 NGOs, NAs, and HOAs..... 47

 Private Sector..... 48

 Individuals 48

Appendix 4: Maps of the Lower Shoal Creek Area..... 49

 Land Use..... 49

 Residential Properties 50

 Watershed 51

 Floodplain/Parks 52

Appendix 5: Meeting Minutes from Major Shoal Creek Stakeholder Lunches 53

Appendix 6: Minutes from Mission and Vision Statements Meetings 67

Appendix 7: Shoal Creek Conservancy Feasibility Study User Survey..... 81

INTRODUCTION

EXECUTIVE SUMMARY

This report is the result of a six-month study to determine the feasibility of creating a sustainable nonprofit organization dedicated to the improvement of the trail, greenway, parks, water and watershed of Shoal Creek in Austin, Texas. The study was conducted by a group of volunteers supported by the leadership of the Original Austin Neighborhood Association, Cirrus Logic, Inc. and other private and public stakeholders.

Shoal Creek is located in the heart of Austin and served as the original western border of the city at its founding in 1839. It is home to the city's first trail, which extends along the creek for 4.62 miles from Lady Bird Lake north to West 38th Street, and then continues as a bike lane along Shoal Creek Boulevard to Anderson Lane. The Shoal Creek watershed is highly urbanized, with a drainage area of 12.5 square miles bordered to the south by Lady Bird Lake, to the north by Braker Lane, to the east by Lamar Boulevard, and to the west by MoPac/Loop 1. The history of the creek, watershed and trail are described in further detail in this report.

Once a jewel of the city, Shoal Creek has suffered from low maintenance and few improvements during the last 25 years. As described in depth in Chapter 1 of this report, major issues resulting from this lack of attention to Shoal Creek include flood risk; water quality; public safety; maintenance and improvement of its trails, greenway and parks; restoration of its historic bridges; and the opportunity cost of not having an overall plan for improvements.

Due to rapid urbanization of the watershed, the water quality in the creek has declined, and the risk of flood damage is large, continuous and increasing. Given these concerns, the initial scope of this study, which was limited to the creek's Lady Bird Lake to Pease Park reach, was expanded to include the entire Shoal Creek watershed. Conversations with many stakeholders revealed a significant need and interest for any new Shoal Creek-focused organization to address watershed-level issues, which are the root cause of many of the downstream challenges.

As a first step, the feasibility study identified existing private, nonprofit and public sector assets and capacity within the lower Shoal Creek watershed with the hope was that owners of land and buildings near Shoal Creek and nonprofits working to improve Shoal Creek would be potential partners and supporters of a Shoal Creek nonprofit. As discussed in Chapter 2, since 1996 the area surrounding lower Shoal Creek has experienced a significant growth in private investments. These investments total over \$1.29 billion in completed projects, including the development of a number of major corporate headquarters and numerous downtown residences. In addition, more than \$1 billion in new projects, ranging from condominiums to major retail developments, are under way. Significant public improvements are also planned for the lower Shoal Creek area within the next few years. Over \$106 million in projects, such as the new Austin Central Library and closing the three-block-long gap in the trail are expected to be finished by 2015. Chapter 2 also identifies the many nonprofit organizations that do some work to improve the creek, but concludes that there is no one organization dedicated to coordinating all these interests and providing a strong voice for improving Shoal Creek and its trail, greenway, parks and watershed.

Chapter 3 explores the concept of a Shoal Creek Conservancy dedicated to improving the trail, greenway, parks and watershed by creating draft vision and mission statements.

A group of major Shoal Creek stakeholders, ranging from business owners, developers, and representatives of major corporations to downtown residents located along Shoal Creek and the leaders of several nonprofit organizations, worked together to develop initial vision and mission statements for the potential organization. These volunteers held a total of five meetings. These meetings were skillfully facilitated on a pro bono basis by Mary Thompson of Corder/Thompson & Associates and resulted in the following:

Shoal Creek Conservancy – Vision and Mission Statements

Vision: Shoal Creek will be a vibrant corridor that integrates the flow of water and people, engages the community, and inspires the public.

Mission: The Shoal Creek Conservancy's mission is to restore, protect and enhance the ecological, social and cultural vibrance of Shoal Creek for the people of Austin by engaging the public and partnering with the community.

Chapter 3 also includes a draft outline of the work of the Conservancy, which includes partnering with the City of Austin and businesses, organizations, residents and other stakeholders to maintain and improve the trail, to enhance the public's enjoyment of Shoal Creek, and to identify and promote solutions to the storm water and water quality issues. This role will be further defined during a proposed second phase of this study and continually refined to reflect the needs and desires of trail users and stakeholders.

The concept of the Shoal Creek Conservancy was informed by research on model park, trail and river conservancies throughout the United States. A summary of this research is included in Chapter 4. That chapter also includes a draft budget, which estimates the cost to launch (\$11,000) and operate (\$139,000) the Conservancy during its first year.

In conclusion, the first phase of this study documents the need to better address major issues presented by Shoal Creek and its trail, greenway, parks and watershed. It also identifies major private and nonprofit support to create an organization dedicated to this goal. A nonprofit organization focused on Shoal Creek could succeed in restoring, protecting and enhancing all aspects of the creek by representing its private and nonprofit stakeholders and developing partnerships with the City and the community.

A second phase of the study is recommended to determine whether funds sufficient to justify creating the Shoal Creek Conservancy can be raised or pledged.

PURPOSE OF THE STUDY

The purpose of the Shoal Creek Conservancy Feasibility Study is to determine the feasibility of creating a sustainable nonprofit organization dedicated to the improvement of Shoal Creek and its trail, greenway, parks and watershed. Over the six-month study period, a group of volunteers, supported by the leadership of the Original Austin Neighborhood Association (OANA), Cirrus Logic, Inc. and other private and nonprofit stakeholders, conducted research and met with numerous major stakeholders to:

- 1) Identify the existing needs of Shoal Creek and its trail, greenway, parks and watershed;
- 2) Identify the private, nonprofit and public sector assets and capacity to meet these needs;
- 3) Identify the mission, vision and purpose of a potential Shoal Creek–focused nonprofit organization; and
- 4) Research possible models and identify the resources needed to sustain such an organization.

This report is the final product of this initial phase of the feasibility study period. The OANA Board and the Shoal Creek Committee agreed to continue the feasibility study into a second phase, which will focus on asking for pledges of financial support to start the Shoal Creek Conservancy and working with stakeholders and supporters to more specifically define the role and work plan of the Conservancy.

HISTORY OF SHOAL CREEK AND THE TRAIL¹

Shoal Creek served as the original western border of the City of Austin at its founding in 1839. Ever since then, Austinites have been enjoying, using and creating history along Shoal Creek even though most of the area to the west of the creek remained undeveloped until the 1910s and 1920s.

Formal preservation of the creek began in 1875, when Governor Elisha Pease and his wife, Lucinda, gave 23 acres along the creek and north of West 15th Street to be preserved as Pease Park.



¹The historical text below was written, with minor exceptions, by Biruta Celmins Kearn, Archivist and Administrator at the Austin History Center, and contributed to the Bryker Woods Neighborhood Association Newsletter in September 2012. Bryker Woods Neighborhood Association, www.brykerwoods.org.

In 1929 the City of Austin bought land to extend the park north to West 24th Street, and Goodall Wooten and others donated additional land that extended the green space to West 29th Street. Today the “official” Pease Park extends to West 24th Street, while the stretch between West 24th and West 29th Streets is called the Shoal Creek Greenbelt.

When he was stationed in Austin during the winter of 1865–66 to command a troop of Union volunteers, General George A. Custer used the level banks of the creek as a campground for his soldiers. A tent city flourished along the creek even though some soldiers ended up buried there after succumbing to cholera.

“Buried treasure fever” hit Austin in the 1890s with numerous mysterious holes and piles of dirt showing up in areas along the creek. O. Henry even set his short story “Bexar Scrip No. 2692” along the creek, capturing a local legend of buried treasure, complete with an evil land shark, a defenseless widow, and a buried skeleton.

With today’s intermittent water flow, it’s not always easy to imagine that the creek sheltered several popular swimming holes that are featured in the reminiscences of “old-timers” in the Austin History Center collections. Split Rock Hole, just south of West 29th Street, was a popular spot and can still be conjured up occasionally when crossing the creek at the low water crossing. But for most of us, Blue Hole and Cat Hole exist in name only. Could the remnants of several dams in the creek bed offer any clue as to their former locations?

The Shoal Creek bridge that opened up Pemberton Heights to development was the West 24th Street bridge, built in 1928. A few years later, the bridge at West 29th Street was added. Probably not many folks remember that another bridge across the creek was planned during the mid-1950s, intended to extend West 19th Street (now Martin Luther King Boulevard) west to Rainbow Bend. Fortunately, the neighboring landowners were able to find convincing legal barriers to that idea.

The collapse of the bridge at roughly the equivalent of West 26th Street in the Shoal Creek Greenbelt during the August 2001 flood is a reminder of the immense power that water can have in our creek. In addition, thirteen people died during the 1981 Memorial Day floods and six of those drowned in Shoal Creek.

The hike-and-bike trail that is today possibly the most used amenity of Shoal Creek has the distinction of being the city’s first in its network of trails. Funded by Janet and Russell Fish and built by volunteers in the early 1960s, the trail generally followed the path of the bridle path built by the Works Progress Administration workers in the 1930s.

In the 1990s, led by the newly formed Austin Parks Foundation (APF) and the Texas office of the Trust for Public Land (TPL), volunteer trail improvement days started to occur on a regular basis. In April 1998, public and private stakeholders hired Greenways, Inc. (www.greenways.com/) and produced the Shoal Creek Greenway Action Plan, which was subsequently adopted by the Austin Parks and Recreation Department and the Austin City Council.

Although very little of this Plan has been implemented, the amount of citizen support for Shoal Creek has grown substantially. APF led workdays throughout the 2000s. And, more recently, the Pease Park Conservancy, The Trail Foundation, TreeFolks, Keep Austin Beautiful and Austin Youth River Watch have launched additional and substantial volunteer efforts.



Shoal Creek and its surrounding park space have served an abundance of purposes over the years: a place to walk, jog and ride in varied natural surroundings, a place to let the dog run leash-free, a channel for a sewer pipe, a field trip destination for science classes, a channel for floodwaters rushing toward Lady Bird Lake, and a campground for homeless residents.

There probably isn't too much competition for the oldest "resident" – the fossilized skeleton of a 14- to 18-foot-long plesiosaur discovered in the creek bed in 1990. The remains of the giant swimming reptile had been resting in the creek bed for about 90 million years.

Whether we look at the history of Shoal Creek during the last hundred years or the last 90 million, the question is: What will future historians write about our time? What do we want them to write?

For additional historic information see "The History of Shoal Creek," by Leila Downs Clark which was written in May 1954. It appeared in the , the website of the Allandale Neighborhood Association, in April 2012, which was submitted for publication by a longtime Allandale resident who wishes to remain anonymous (www.allandaleneighbor.com/allandale/2012/04/the-history-of-shoal-creek.html).

In addition, Ted Eubanks' blog on the Shoal Creek Conservancy website (www.shoalcreekconservancy.org) includes numerous photographs and additional information about the historic value of Shoal Creek, as well as its many other natural and human-made assets. These contributions are examples of the intense interest of Austinites in all aspects of Shoal Creek.



CHAPTER 1: CURRENT NEEDS AND CHALLENGES

As noted in the City of Austin Parks and Recreation Department's 2010 Long Range Plan, the Shoal Creek greenway is a true multiuse trail shared by runners, commuters, nature watchers, dog walkers, volleyball players and other Austin residents that "is increasingly important for access to newly developing downtown residential and entertainment centers." Despite its importance to Austin's community, Shoal Creek suffers from a number of major challenges, ranging from eroding stream banks to abundant graffiti. While Shoal Creek is beloved by its users as an oasis in a growing city, its needs are undeniably many.

The following is a summary of the greenway's major challenges, which are described in additional detail in the many master plans that identify key priorities for the future of Shoal Creek (see Appendix 1 for a list of these plans). Each of these challenges and current needs represents a major opportunity for enhancement and an area of future work for a nonprofit organization focused on improving Shoal Creek.

AN URBANIZED WATERSHED

As noted earlier in this report, the Shoal Creek watershed is highly urbanized, with a drainage area of 12.5 square miles. Shoal Creek currently serves, as Ted Eubanks aptly describes it on his Shoal Creek blog (www.shoalcreekconservancy.org), as "a stormwater pipe, a conduit for sending water to Lady Bird Lake as rapidly as possible," and suffers from flood risk, poor water quality, stream bank erosion risk and low sustained flow.



Jimena Cruz

As development within the watershed has increased, so have the events of major **flooding**, including the devastating 1981 "Memorial Day Flood." Although substantial improvements to storm water management of Shoal Creek have been made since 1981, flood risk continues to be a major and possibly growing problem, most particularly in the lower reaches of Shoal Creek. In addition, the impact of fast-moving, high water results in **damage** to the trail, **increased sediment** flow and **erosion** of the stream banks and riparian areas.

Shoal Creek also suffers from impaired **water quality**. Once home to a number of popular swimming and fishing destinations, the creek now has elevated fecal indicator bacteria within it, due to leaky wastewater infrastructure, animals and other direct contributions. In fact, the Spicewood tributary to Shoal Creek is one of four creeks in Austin that has been identified as having had elevated levels of fecal bacterial since 2006 and is no longer deemed safe for contact recreation.

In addition, Shoal Creek was significantly **altered** by the instillation of a wastewater pipeline and related infrastructure directly within the streambed by the City of Austin. This pipe, because of its location, subjects the creek to risk of leaks and more. Many experts believe that the installation of this pipe damaged springs within the creek bed that helped provide a sustained water flow year-round and fed the creek's historic swimming holes. Historic reports reveal



that Seiders Springs, located between West 34th and West 38th Streets, was once a prized area for lake-side development and was known as Alamo Lake. A project is under way to remove this infrastructure from the upper reaches of the creek; the lower reaches would benefit greatly from a similar restoration project.

The Downtown Austin Plan and the Shoal Creek Greenway Action Plan, among others, offer solutions to these major issues – restoring water quality, improving flood control and storm water detention, restoring the channel, controlling erosion and stabilizing the stream banks, and improving the riparian character of the greenway.

INFRASTRUCTURE ISSUES

In addition to the wastewater infrastructure issues noted above, the Shoal Creek trail itself presents a number of infrastructure challenges. The trail surface quality and functionality could be significantly improved in order to provide a quality multiuse trail experience for users. As noted in the Downtown Austin Plan, stretches of the trail have been replaced over time, resulting in a haphazard feel that **lacks a cohesive character**. In addition, there is a **lack of continuity** in some areas along the trail, such as the “gap” at West 5th Street, that impede bicycle travel in particular. The trail surface also suffers from **erosion** issues due to regular intense flooding.

Another major issue identified in the master plans related to Shoal Creek is the need to encourage and improve interactions between the greenway and surrounding neighborhoods, businesses, roads and sidewalks. The greenway serves as an important connector to Pease Park, Duncan Park and the Butler Hike and Bike Trail; however, **improved connectivity and accessibility**, particularly in the downtown/lower reaches, is desirable. The area surrounding lower Shoal Creek is experiencing rapid growth, providing an opportunity to improve connections and access and create new **creekside developments**, oriented toward rather than away from the creek, that contribute to visitors’ experience of the greenway.



And, perhaps most dramatically, the Shoal Creek greenway is home to numerous **historic bridges**, including the city’s oldest bridge at West 6th Street. This triple-arch stone bridge was built in 1887 and predates the state capitol. The stonework on these bridges is in need of restoration, and patches of paint used to cover graffiti mar their surfaces. The protection, restoration and ongoing maintenance of these historic structures are worth doing on their own merit, but doing them could also result in awareness and increased use of the creek, trail and greenway.

MANAGEMENT ISSUES



The greenway is owned and managed by the City of Austin Parks and Recreation Department; however, there are currently no funds dedicated to the management of Shoal Creek. While the City does the best it can with limited resources, and volunteers provide additional support, the ongoing impact of limited resources has led to major maintenance issues and safety concerns along the length of Shoal Creek.



Trash, particularly following major storm events, is a major concern. In addition, **graffiti** is an ongoing problem on the bridges, walls, signs and even the trail surface, and cleanup response is often delayed. In addition, as noted in the Downtown Austin Plan, vegetation along the trail is often overgrown, with **invasive species** encroaching on native plants and **poison ivy** causing concern in many areas throughout the greenway. Maintenance of **landscaping and trees** is sorely needed. There are also significant concerns regarding **user safety**, and many Shoal creek plans call for a collaborative effort with law enforcement officers to develop security programs and the installation of **lighting** along the trail and under the bridges.

Joanna Wolaver

PUBLIC USE ISSUES

In addition to the challenges and needs described above, the community has identified many other issues as priorities for Shoal Creek. As noted in the 2010 Lower Shoal Creek and New Central Library Task Force Report for the City of Austin, “Shoal Creek offers **few amenities** for recreational users,” with limited attractive and maintained destinations, watering fountains, sitting areas, or signage.

The Shoal Creek Greenway Action Plan calls for year-round **programming** to provide fun activities for local residents as well as **educational** opportunities. There is an interest in creating **destinations** along the greenway and enhancing existing locations, such as the falls near West 2nd Street and the West 3rd Street railroad trestle. Improvements like these would make the trail more of a place to enjoy rather than just pass through. User experience would be further enhanced with the addition of uniform interpretive **signage** and a wayfinding system along the trail. There are currently no mile markers or signs at bridges and major intersections to orient the user.

CHAPTER 2: CURRENT ASSETS

NONPROFIT AND COMMUNITY ORGANIZATIONS

This section provides an inventory of nonprofit organizations, homeowners associations and neighborhood associations with either an existing or a potential interest in the improvement of Shoal Creek. While the creek benefits from these many community assets, there is no one organization dedicated to the goal of improving the creek. A Shoal Creek Conservancy would play a critical role in coordinating and enhancing existing efforts, leveraging additional resources and partnering with the groups listed below to start new projects and expand existing ones to restore and enhance the creek and watershed.

This inventory is organized into three sections: nonprofit organizations with a charitable focus and an interest in Shoal Creek, neighborhood associations dedicated to improving the immediate area for residents and businesses, and homeowners associations located along lower Shoal Creek.



NONPROFIT ORGANIZATIONS

Austin Parks Foundation (www.austinparks.org)

The mission of the Austin Parks Foundation (APF) is to “connect people to resources and partnerships to develop and improve parks.” APF organizes more than 100 workdays on trails and greenways throughout the city, including the annual It’s My Park Day. In 2013, nearly 3,500 volunteers participated in 90 improvement projects, including six projects along Shoal Creek. APF also has an extensive warehouse of tools available for use year-round by volunteers for park improvement projects.

Austin Youth River Watch (www.ayrw.org)

Austin Youth River Watch (AYRW) is “a multi-year, after-school and summer program for high school students, combining peer mentoring with intensive environmental education.” Participating students collect, analyze and publish water quality data from Austin streams. AYRW currently has one monitoring site in upper Shoal Creek and is interested in expanding work within the watershed.



Daniel Schieb at Whole Foods

Downtown Austin Alliance (www.downtownaustin.com)

The Downtown Austin Alliance (DAA) is “a partnership of individuals and businesses devoted to preserving and enhancing the value and vitality of downtown Austin.” DAA fosters public-private partnerships to revitalize and activate downtown squares, plazas and public spaces. Among other successes, the organization has catalyzed major recent improvements to Republic Square Park, Brush Square and Wooldridge Square Park.

Friends of Wooldridge Square Park (www.facebook.com/wooldridgesquarepark)

The Friends of Wooldridge Square Park is a volunteer organization dedicated to restoring Wooldridge Square Park. The park, located between West 9th and West 10th Streets between Guadalupe and San Antonio Streets, is one of the original four public squares designated on the 1839 plat of the city.

Keep Austin Beautiful (www.KeepAustinBeautiful.org/adopt-a-creek)

Keep Austin Beautiful (KAB) “provides resources and education to inspire individuals & the Austin community toward greater environmental stewardship.” KAB organizes the Adopt-a-Creek program, through which groups work to preserve and improve Austin’s waterways by “adopting” a quarter mile of a local creek for at least two years, conducting at least four creek cleanups per year, marking storm drains and restoring creek habitat.

As of November 2012, the following organizations had adopted segments of Shoal Creek: Austin Stand-up Paddleboarders (mouth of Shoal Creek at Lady Bird Lake), Silicon Labs (West 5th Street to Lady Bird Lake), Steven C. Lee and Associates (West 5th Street to West 12th Street), Absolute Texas (West 15th Street to MLK), CH2M HILL (West 29th to West 34th Streets), Austin Jewish Academy (Baywood Drive downstream a quarter mile), Beautification by Devin (Hancock Branch of Shoal Creek from North Loop downstream a quarter mile), Ketcham Family (Hancock Branch of Shoal Creek from West 47th Street to 2200 Hancock Drive), and Spicewood Roots and Shoots (Sheffield Northwest District Park).

Pease Park Conservancy (<http://peasepark.com/wordpress>)

The Pease Park Conservancy (PPC) is “dedicated to the rehabilitation, beautification, & support of Austin’s central city park for the enjoyment of Austin and future generations.” Pease Park encompasses 43 acres from West 15th Street to West 24th Street, running along the west side of Lamar Boulevard and both sides of Shoal Creek. Since 2008, PPC has partnered with the City of Austin and local volunteers, businesses and neighbors to implement significant improvements to the park and the Shoal Creek trail within the park boundaries through tree plantings and other projects.

The Trail Foundation (www.townlaketrail.org)

The mission of The Trail Foundation (TTF) is “to protect and enhance the Ann and Roy Butler Hike and Bike Trail at Lady Bird Lake . . . through careful improvements of the Trail’s infrastructure and environment.” Among numerous projects, TTF manages extensive adopt-a-garden, trail planting and cleanup programs; spearheads major improvement projects ranging from new restrooms to the extension of the trail system; and installed a new mile marker system and four trailhead maps. The Shoal Creek trail intersects with the northern stretch of the Butler Hike and Bike Trail.

TreeFolks (<http://treefolks.org>)

TreeFolks “promotes comprehensive urban forestry practices to public, private and government audiences.” The organization plants over 10,000 trees each year and provides stewardship opportunities for volunteers in Central Texas. TreeFolks recently facilitated a volunteer project to plant a significant number of trees along upper Shoal Creek and frequently organizes tree tours and conducts tree inventories in the watershed.

HOMEOWNERS ASSOCIATIONS ALONG LOWER SHOAL CREEK

A number of condominiums located along lower Shoal Creek have homeowners associations (HOAs), including the 360 Condominiums at 360 Nueces Street, Austin City Lofts at 800 West 5th Street, Nokonah Condominiums at 901 West 9th Street and Spring Condominium at 300 Bowie Street. These organizations have either expressed an interest in or currently dedicated some funds to improving the creek.



NEIGHBORHOOD ASSOCIATIONS

Shoal Creek is located within the boundaries or on the edge of a number of Austin neighborhoods with active neighborhood associations. These associations consist of residents and businesses that work together to improve their neighborhood, and many of them have expressed a direct interest in improving Shoal Creek and its environs.

The list of associations below is compiled from the Austin Neighborhoods Council website (www.ancweb.org), which includes maps showing the boundaries of each association. Only associations with an online presence are included on this list. Other groups of interest might include the Shoal Crest, Ridgelea and Old West neighborhood associations. The associations are listed roughly from south to north along Shoal Creek.

Downtown Austin Neighborhood Association (www.downtownaustin.org)

The Downtown Austin Neighborhood Association's mission is "to improve the quality of life for those who live, work and play downtown." One of the association's primary goals is to improve the vibrancy of public spaces and historical assets downtown.

Original Austin Neighborhood Association (www.originalaustin.org)

The Original Austin Neighborhood Association (OANA) extends from Lady Bird Lake north to West 15th Street, and from Lamar Boulevard to Guadalupe. Preserving and restoring green space is a key priority for OANA. The association's Shoal Creek Committee initiated this feasibility study.

Old West Austin Neighborhood Association (www.owana.org)

A portion of Shoal Creek lies within this association's boundaries: MoPac to the west, Enfield Road to the north, Lamar Boulevard to the east and Lady Bird Lake to the south.

West Downtown Alliance (www.westdowntownalliance.com)

Located just east of Shoal Creek, the West Downtown Alliance is an association of businesses and property owners in the northwest of downtown Austin. Its boundaries are West 5th Street to the south, Lavaca to the east, West Avenue to the west and MLK to the north.

Old Enfield Homeowners Association (www.old-enfield.org)

The boundaries of this neighborhood are Lamar Boulevard to the east, MoPac to the west, Windsor Road to the north and Enfield Road to the south. Shoal Creek winds through the eastern edge of the neighborhood, and the association actively supports efforts to maintain and beautify Pease Park.

Judges Hill Neighborhood Association (<http://judgeshill.org>)

Judges Hill is located on the eastern bluff of Shoal Creek overlooking Pease Park and is bordered by Rio Grande Street, West 15th Street, MLK Boulevard and Lamar Boulevard.

Heritage Neighborhood Association (<http://heritageaustin.org>)

This neighborhood is just east of Shoal Creek between West 29th and West 38th Streets and bordered on the west by Lamar Boulevard and on the east by Guadalupe.

Oakmont Heights Neighborhood Association (www.main.org/oakmont/)

Oakmont Heights lies a few blocks west of Shoal Creek. The official boundaries of its neighborhood association are West 35th Street to the south, Jefferson Street to the east, Bull Creek Road to the north, and Jackson Avenue to the west. The association's website provides a brief history of the creek and its significance to the community.

Pemberton Heights Neighborhood Association (<http://pembertonheights.org>)

The boundaries of this neighborhood association roughly consist of Windsor Road to the south, Westover Road to the north, MoPac to the west and Lamar Boulevard to the east. A portion of Shoal Creek is within these boundaries.

Bryker Woods Neighborhood Association (<http://brykerwoods.typepad.com>)

Bryker Woods is just east of MoPac between West 35th Street and Westover Road. As noted on its website, Shoal Creek forms the eastern border of the neighborhood, which enjoys a “mutually beneficial or symbiotic relationship with the Shoal Creek greenbelt.” The association sponsors an annual Clean Sweep on the creek.

Rosedale Neighborhood Association (<http://rosedale-na.org/>)

This neighborhood is bordered by West 38th Street to the south, Shoal Creek to the west, North Loop/Hancock Drive to the north, and Lamar Boulevard to the east. The Shoal Creek greenway is listed as a major neighborhood attraction on the association’s website.

Allandale Neighborhood Association (www.allandalereporter.org)

Shoal Creek runs through the heart of the Allandale Neighborhood Association’s boundaries, which consist of Anderson Lane to the north, Shoal Creek at West 45th Street to the south, Burnet Road to the east and MoPac to the west.

North Shoal Creek Neighborhood Association (www.nscna.org)

This association’s boundaries include MoPac to the west, Research Boulevard to the north, Burnet Road to the east and Anderson Lane to the south. Shoal Creek runs along the western edge of this neighborhood.



PRIVATE INVESTMENTS: CURRENT AND PLANNED 2

In recent years, the area surrounding the lower Shoal Creek Greenbelt has experienced a significant influx of private investments and is now home to the headquarters of a number of major corporations and a significant percentage of Austin’s nearly 10,000 downtown residents. This study estimates that the total private investment in the immediate lower Shoal Creek area since 1996 is approximately \$1.29 billion. In addition, over \$1 billion in investments are either under way or currently being planned for this area of the city.² Recognizing the value of a well-maintained Shoal Creek, many of these investors have directly supported improvements to the trail and its environs through employee workdays and other efforts or have expressed an interest in doing so in the future.

2 The information included on project sizes and costs is based on the Travis Central Appraisal District’s 2012 appraised values; articles in the , the , ’s Downtown Austin Condo Guide (www.austintowers.net), and (www.downtownaustin-blog.net); as well as a number of other sources.

Completed Major Private Investments (1996–2013)



Cirrus Logic Headquarters at 800 West 6th Street – A 135,000-square-foot office building with a restaurant on the ground floor, completed in July 2012. Cirrus Logic provided funding for the Shoal Creek Conservancy Feasibility Study, hosts frequent Shoal Creek workdays and has committed significant funds to trail improvements in the past year.

GSD&M Headquarters at 828 West 6th Street – A 100,000-square-foot office building that serves as the corporate headquarters of this major advertising firm, completed in 1996. GSD&M has long-supported improvements to Shoal Creek, including hosting numerous employee workdays.

HomeAway Corporate Headquarters at 1011 West 5th Street – A four-story, 86,000 square foot LEED certified mixed-use building on West 5th Street, completed in 2009.

Sixth & Lamar at 601 North Lamar Boulevard – A redevelopment and expansion project completed in 2006 that includes nearly 200,000 square feet of mixed-use space. It now houses Austin’s first Anthropologie store, an REI, and BookPeople.

Whole Foods World Headquarters at 525 North Lamar Boulevard – An 80,000-square-foot flagship store with a 6-story tower above that contains 200,000 square feet of office space, completed in 2005.

Whole Foods recently created a community garden at Shoal Creek and West 9th Street, including the installation of a new water tap.

Spring Condominium at 300 Bowie Street – A 42-story condominium building with 246 units (ranging from \$291,000 to \$990,000), completed in 2009.

360 Condominiums at 360 Nueces Street – A 44-story condominium building with 430 units (starting at \$190,000), completed in 2008.

The Monarch by Windsor at 801 West 5th Street – A 29-story building with 305 condominium units (ranging from \$200,000 to \$1,750,000), completed in 2008.

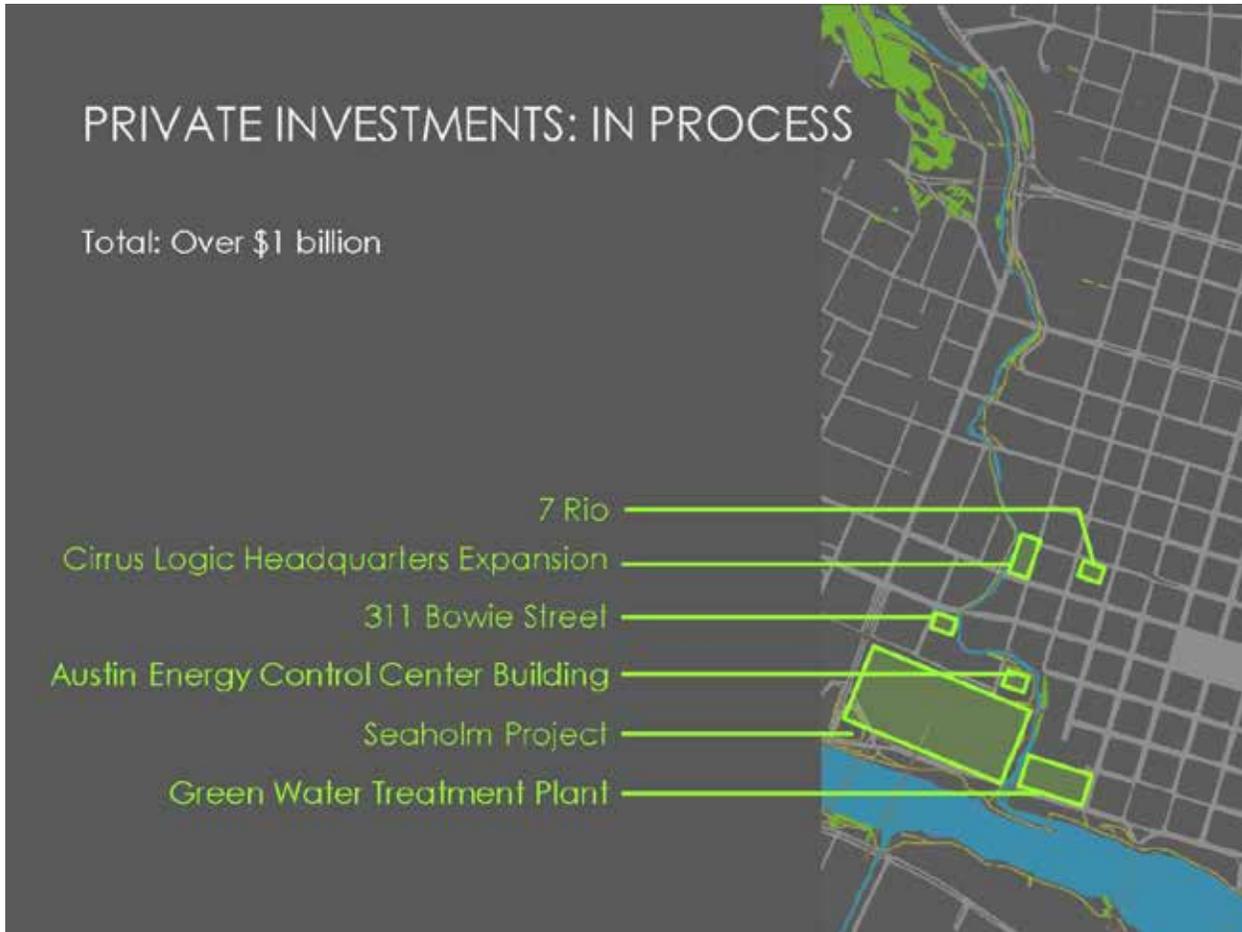
Austin City Lofts at 800 West 5th Street – A 14-story condominium building with 82 units (ranging from \$325,000 to \$1,300,000), completed in 2004. The homeowners association currently funds the cleanup of Shoal Creek at West 5th Street.

The Nokonah at 901 West 9th Street – Austin’s first luxury high-rise condominium project, which includes 95 units on 11 floors, completed in 2002.

Gables West Avenue at 300 West Avenue – A 239-unit apartment building built in 2000.

In addition to these investments, the iconic Shoal Creek Saloon, situated along the creek at 909 North Lamar Boulevard, provides ongoing maintenance between West 9th and West 10th Streets and assists with the removal of graffiti between West 6th and West 10th Streets.

Planned/In Process



311 Bowie Street (Developer: Endeavor) – A multimillion-dollar multiuse development project now under way at 311 Bowie Street near West 5th Street. The project will include over 350 apartment units, more than 40,000 square feet of office space, and 3,000 square feet of retail space. As part of this project, the sellers conveyed an easement to the City to close the “gap” in the Shoal Creek trail at West 5th Street.



*Rendering of 311 Bowie by
HKS Architects*

7 Rio (Developer: CSW Partners) – A 32-story condominium project at West 7th Street and Rio Grande. This project will likely include over 150 residential units and approximately 7,400 square feet of retail space.

Austin Energy Control Center Building (Developer: Constructive Ventures) – A major condominium or apartment development at the site of the former Austin Energy Control Center building at West Avenue and Shoal Creek. Depending on market demand, this project might also include retail and office space.

Cirrus Logic Headquarters Expansion – Cirrus Logic is considering adding more office space north of its existing headquarters at 800 West 6th Street.

Fourth & Lamar (Developer: Schlosser Development) – A 25,000-square-foot retail and office project currently under construction at West 3rd Street and Lamar Boulevard, just south of the OfficeMax.

Green Water Treatment Plant (Developer: Trammell Crow) – A multiuse development project at the former Green Water Treatment Plant site between West 1st and West 3rd Streets on the east side of Shoal Creek. The four-square-block project will likely include 1.75 million square feet of development, with residential, office and retail space as well as a hotel. As part of this project, the developer will contribute significant funds to the City of Austin for improvements to Shoal Creek.

Project on Lamar Boulevard (Developer: Schlosser Development) – A 15,000-square-foot retail and parking garage project planned on Lamar Boulevard between West 7th and West 8th Streets.

Seaholm Project (Developer: Southwest Strategies Group) – A major mixed-use development at the Seaholm Power Plant site on the west side of Shoal Creek from West 1st Street to West 3rd Street. This project will include 294 apartment units, 130,000 square feet of office space, and 50,000 square feet of retail and restaurant space. The newly developed area will become a Tax Increment Financing District with funds used to create the Bowie Street Underpass. This trail under existing rail lines will create a key connection to the Shoal Creek trail at Bowie Street.

PUBLIC INVESTMENTS: PLANNED AND CURRENT

In addition to the numerous private investments, the City of Austin has over \$106.5 million in public investments either already under way or planned for the near future to enhance Shoal Creek or the immediate area surrounding the lower Shoal Creek greenway. Those projects represent a significant opportunity for the creek, greenway and trail and are summarized below.

PUBLIC INVESTMENTS: PLANNED

Total: Approximately \$105 million

Upper Shoal Creek
Watershed Protection

2012 City of Austin Bond Package

Shoal Creek Trail "Gap" Project
Rio Grande Pedestrian Bridge
2nd Street Bridge
New City of Austin Public Library
Shoal Creek Peninsula Project



2nd Street Bridge

- New pedestrian, bike and auto bridge that will extend over Shoal Creek at West 2nd Street.
- Design almost complete. Estimated construction start date is the end of 2013.
- \$2.5 million. Funds from the \$42 million sale of the Green Water Treatment Plant land.

City of Austin Bond Package: November 2012

Parks Department Greenway bonds:

- Funds to support improvements to the Shoal Creek trail and greenway from Lady Bird Lake to Pease Park.
- Bonds expected to be sold in September 2013. Public planning process expected to start by the end of 2013.
- \$2 million authorized by voters in November 2012.

Public Works Urban Trail bonds:

- Funds to support the completion of the Urban Trails Master Plan.
- Bonds expected to be sold in three \$2 million packages in September of 2013, 2014 and 2015.
- \$6 million authorized by voters in November 2012, \$1 million of which may be available for Shoal Creek improvements.

New City of Austin Central Library

- New \$90 million Austin Central Library on Shoal Creek includes stream bank stabilization and a new lighted trail between Cesar Chavez and West 3rd Streets.
- Completed within the next 24 to 30 months.
- \$90 million in bond funds authorized by citizens in 2006.
- <http://library.austintexas.gov/basic-page/new-central-library-austin>

Rio Grande Street Pedestrian Bridge

- New pedestrian bridge to extend from the dead end of Rio Grande Street over Shoal Creek.
- Design expected to be completed in August 2013. Project expected to be completed in conjunction with “Gap” Project by November 2014.
- \$500,000 in bond funds authorized by citizens in 2010.

Shoal Creek Peninsula Project

- Erosion control and abatement of flood damage to the peninsula at the mouth of Shoal Creek.
- Public meetings complete. Preconstruction site preparations have begun.
- Approximately \$1.5 million from the City’s Watershed Protection funds.
- <http://austintexas.gov/shoalcreekpeninsula>

Shoal Creek Restoration: West 15th Street to West 28th Street

- A City watershed protection project to extend from north of Pease Park to West 28th Street and to include stream bank stabilization and mitigation as well as a wider sidewalk along Lamar Boulevard.
- Construction expected from June 2013 to December 2014.
- \$5 million or more from the City’s Watershed Protection funds.
- <http://austintexas.gov/shoalcreekrestoration>

Shoal Creek Trail “Gap” Project

- Building a new portion of the trail to address the “gap” from the West Avenue Bridge to West 5th Street, including a new public easement along the trail from West 4th Street to West 5th Street.
- Design almost complete. Project expected to be completed in November 2014.
- \$4 million plus donated public easement. Funds from a combination of sources, including the sale of City land to the W project, Watershed Protection funds for stream bank stabilization, and electric utility money to move infrastructure to below the trail.

CHAPTER 3: SHOAL CREEK CONSERVANCY CONCEPT

VISION, MISSION STATEMENT AND GUIDING VALUES

As part of the initial phase of this feasibility study, OANA worked with a committee of approximately twenty of the major Shoal Creek stakeholders to develop a vision and a mission statement for the potential Shoal Creek Conservancy. This process was led by a professional facilitator, Mary Thompson of Corder/Thompson & Associates, and involved three committee meetings and two subcommittee meetings during February and March of 2013. Using consensus decision making, this group developed a vision statement that describes the ideal future state of Shoal Creek and serves to inspire people. The mission statement defines the organization's purpose – what we will do, for whom and how we will do it. Both the vision and mission statements were adopted unanimously at the March 2013 major stakeholders lunch and meeting.



Vision

Shoal Creek will be a vibrant corridor that integrates the flow of water and people, engages the community, and inspires the public.

Mission

The mission of the Shoal Creek Conservancy is to restore, protect and enhance the ecological, social and cultural vibrance of Shoal Creek for the people of Austin by engaging the public and partnering with the community.

Guiding Values (draft)

In addition to the vision and mission statements, the committee also offered a beginning draft of “Guiding Values.” Ted Eubanks and Monnie Anderson were authorized to develop a draft, including additional words and pictures around these nine values that would guide the Conservancy's efforts to improve Shoal Creek:

- Clear
- Clean
- Consistent
- Safe
- Secure
- Sustainable
- Restored
- Recreation
- Resilient

Minutes of the mission and vision statement meetings are in Appendix 6.

Membership

The Shoal Creek Conservancy is envisioned as a membership organization with members that include both individuals and entities, such as nearby residents, businesses and homeowner associations. When joining, the potential member will be given the option to make a tax-exempt donation to the Conservancy at various levels ranging from a nominal fee to more significant gifts. Each member will receive a package of benefits that corresponds to the chosen level of membership. Benefits would range from receiving a regular e-newsletter, a Conservancy T-shirt, and discounts at businesses along the creek to recognition at Conservancy events and on outreach materials. When members join the organization, they will have the option for the Conservancy to renew their membership automatically each year.

ROLE OF THE CONSERVANCY DURING THE FIRST THREE YEARS



In order to achieve its mission, the OANA volunteers envision that the Shoal Creek Conservancy would focus its work in a number of areas. First, a Shoal Creek–focused organization would work to both **maintain and improve** the Shoal Creek trail in partnership with the City of Austin; businesses, residents and organizations along the trail; the Austin Parks Foundation; and other stakeholders. For example, the Conservancy would coordinate efforts to reduce graffiti, clean up trash, and maintain trees and other trail amenities through workdays and other partnership projects. In addition, it would secure funds and facilitate the completion of improvement projects such as trail and bridge lighting, landscaping and the creation of destinations along the trail.

Second, a Shoal Creek Conservancy would work to **enhance the public’s enjoyment** of Shoal Creek through active programming, such as movies in the park and educational walks, and improved wayfinding/signage along the trail. In addition, the Conservancy would work with the City of Austin to identify solutions to the safety issues along the trail. To encourage new visitors and educate existing Shoal Creek lovers about new opportunities, the Conservancy would promote the trail, activities and its partners through the enhancement of its existing website, Facebook page, and Twitter account, as well as e-newsletters and other venues.

The Conservancy would also play a key role in **reducing the risk of flooding and restoring the Shoal Creek watershed** by raising and helping to answer questions like these:

- What is the existing flood risk on Shoal Creek at various volumes of rain?
- What are the solutions to reduce or eliminate this flood risk on Shoal Creek?
- What is the cost of each solution?
- By what funding mechanisms could Austin pay for one or another of these solutions?
- What is the City of Austin’s position on the need for and timing of reducing or eliminating the flood risk on Shoal Creek?

Similarly, the Conservancy would partner with City departments in raising awareness of the water quality challenges now facing the creek. In doing so, it would help address the infrastructure and maintenance issues currently plaguing the lower reaches of the watershed.

As a first step toward addressing these challenges, the Shoal Creek Conservancy Feasibility Study, along with a number of stakeholders, created a **Technical Advisory Group (TAG)** to advise on strategies to restore the watershed. The TAG currently includes a growing number of members ranging from academic researchers to urban planners to professional engineers. Through and in conjunction with this TAG, the Shoal Creek Conservancy would advocate for watershed restoration projects as well as educating the public about the issues.



The role of the Conservancy will be further refined during the second phase of the Shoal Creek Conservancy Feasibility Study in partnership with the major stakeholders. In addition, once established, the organization's role will continue to be refined to reflect the needs and desires of the Shoal Creek trail users and stakeholders.

Trail User Survey

Recognizing the importance of public input to the success of the Conservancy, the study developed a trail user survey as an initial foray into market research. The survey consisted of eight questions that aimed to understand the relationship between the respondents and Shoal Creek, how they perceive its current conditions and how they envision its future. A copy of the survey is included in Appendix 7.

Survey participants were solicited at two events: the Shoal Creek Clean Up on October 20, 2012, hosted by Cirrus Logic and OANA; and It's My Park Day on March 2, 2013, also hosted by Cirrus Logic. Completed surveys were received from 79 individuals.

Although the survey findings are not statistically valid, following are a few of the most interesting results:

- Approximately 73% of the respondents live within a five-mile radius of Shoal Creek and 81% work along the creek.
- When asked about their current activities along Shoal Creek, 32% of the respondents answered that they walk or run on the trail; 19% bike for recreation or fitness; 11% commute to school, work or shopping by walking or running; 9% commute by bicycle; 6% watch birds; 11% walk their dogs; 8% spend time with their families; and 4% enjoy other kinds of activities.
- In addition, when asked if the respondents would be willing to donate time, talent and/or treasure to improving Shoal Creek, an impressive 93% expressed an interest in doing so.



CHAPTER 4: RESOURCES TO CREATE AND SUSTAIN A POTENTIAL NONPROFIT CONSERVANCY

REQUIRED RESOURCES

Based on successful conservancy models, the Shoal Creek Conservancy could accomplish its mission efficiently by hiring a full-time executive director, whose work would be supplemented by paid interns and active volunteers. In addition, the Conservancy would need the following resources:

Financial: \$139,000 for the first year, plus \$11,000 in startup capital, and a similar amount in succeeding years. See the draft budget starting on page 27 for details.

Material Resources:

- Office space with two or three desks and chairs, as well as access to a conference room
- Computer(s) and software
- Printer with copier and scanner
- One or two landlines with voicemail
- Office materials
- Printing of public outreach materials

Skills and Nonmaterial Resources:

- Staff – executive director, paid interns
- Committed Board of Directors
- Fundraising through corporate and foundation grants, major individual donations and membership dues
- Membership and volunteer management
- Communications – traditional and social media, website management, etc.
- Professional development support for attending annual urban parks conference and other training
- Website hosting and maintenance
- E-newsletter account
- Accounting assistance
- Branding – logo creation
- Outreach material development

DRAFT BUDGET

Shoal Creek Conservancy – Draft Budget (First Year)

Revenue	Total	Note
Events	\$10,000	SXSW Eco event in Oct 2013 @ \$5K; Earth Day/Creek celebration event in Apr 2014 @ \$5K
Memberships	\$5,000	200 memberships @ \$25 or larger individual contributions up to \$499 acquired through mailing in Apr, Sept & Dec as well as direct solicitation throughout the year
Corporations	\$75,000	secure corporate contributions of at least 1 @ \$20K+; 1 @ \$15K+; 2 @ \$10K+; 4 @ \$5K+
Major individuals (\$500+)	\$26,000	secure major individual contributions of at least 2 @ \$5K; 2 @ \$2.5K; 4 @ \$1K+; 4 @ \$500+
HOAs &/or HOA members	\$10,000	secure HOA support either from HOA leaders or the HOA itself: 4 HOAs @ \$2.5K+ each
Foundation grants	\$22,500	secure foundation grants: 1 @ \$15K+; 3 @ \$2.5K+
Enterprise: T-shirts, etc.	\$1,500	100 SCC T-shirts @ \$10; 50 SCC notecard sets @ \$10
Public sector	\$0	
Total Revenue	<u>\$150,000</u>	

Operating Expenses	Total	Note
Staff	\$85,000	1 exec. director @ \$57K + \$9.2K in taxes & benefits; plus 4 work-study interns @ \$4.8K/yr (1 ea. for social media & volunteer organizing; administrative/fundraising; programming; and mission building)
Accounting	\$1,500	fee for IRS annual report & first-year audit
Fundraising	\$6,000	\$2.5K for membership direct mail; \$2K for email management of annual subscription; \$1.5K for research/training
Marketing	\$4,000	\$1K for T-shirts; \$500 for notecards; \$1K for marketing materials (decals, bumper stickers, premiums); and \$1.5K for marketing opportunities
Programming	\$15,000	at least monthly events/activities TBD by exec. director and programming intern
Mission building	\$9,000	building the capacity of SCC long-term by supporting TAG activities; hosting meetings and events advocating for SCC & the creek
Rent	\$12,000	assumes 500- to 1000-square-foot office near or on Shoal Creek
Telephone	\$2,400	assumes 2 landlines; work-study interns to use their own phones
Office supplies & Web hosting	\$2,400	\$100/mo. for office supplies; \$100/mo. for Web hosting
Contingency	\$1,700	
Total Operating Expenses	<u>\$139,000</u>	

Startup Capital	Total	Note
Incorporation/legal support	\$1,000	legal expenses and fees re incorporation
Office lease negotiation/commission	\$1,000	agent expense
Computer hardware & software, including QuickBooks Pro	\$2,500	1 laptop, fully equipped with software, including QuickBooks Pro
Printer/scanner/copier/fax	\$1,000	used or new multifunction machine (not leased)
Telephone equipment	\$500	4 handsets in small office system
Office furniture	\$1,500	4 used or new workstations
Website	\$2,500	possible improvements to current website from outside firm
Logo/branding	\$1,000	graphics firm fee for developing logo/brand
Total Startup Capital	\$11,000	
Total Gross Expenses	<u>\$150,000</u>	

TRAIL CONSERVANCY CASE STUDIES

To assist with the development of a mission statement, a programming plan and a draft budget for a Shoal Creek–focused nonprofit organization, we reviewed seven well-known nonprofit organizations dedicated to preserving, maintaining, and improving urban trails. They varied in size and location. Attributes collected include location, founding date, mission, number of board members, number of staff, acres of land managed, miles of trail, sources of revenue, size of annual budget, volunteer programs, education, events, visitors per year, and contact information.

Below is a brief synthesis of the most relevant findings. Full research findings are included in Appendix 2.

Mission: The mission statements of the model organizations focus on conservation, preservation, enhancement, sustainability, operation management, education, design, promotion of local culture, and collaboration between public and private institutions, among other topics. Special emphasis is made on conservation, preservation and improvement.

Board and Staff Members: The number of board members of these organizations varies from 10 to 30, and the staff ranges between 3 and 11.

Revenue Source: All the organizations are sustained by individual memberships and donations. Other sources of revenue include special events, grants, partnerships and gift cards.

Volunteer Programs: Some of the most common programs are trash removal or cleanup days, tree planting, and trail adoption. Other volunteer programs – such as The Greenway Foundation Trash Inventory, which is designed to determine the types of trash that are making their way into the South Platte River – have an educational focus with the goal of creating awareness among users and reducing the most common types of trash.

Education: One of the most interesting programs is The Greenway Foundation’s SPREE. This program provides opportunities for children to experience the South Platte River hands-on, to learn about the river’s role in the birth of Denver, and to experience nature in the city, in an effort to ensure the preservation of the South Platte through education, one child at a time.

Events: These organizations host a wide variety of activities ranging from cultural to sports, such as races, concerts, farmers markets, fitness classes, lighting installations, and art exhibits.

CONCLUSION

There is significant support and interest in creating a nonprofit organization specifically dedicated to improving Shoal Creek and its trail, greenway, parks and watershed. The needs of Shoal Creek are large and varied. They range from improving wayfinding for visitors to reducing flood risk and improving water quality. Private and nonprofit stakeholders are greatly interested in creating long-lasting change along the creek. And many stakeholders live, work and/or play near Shoal Creek.

By leveraging existing resources and creating new partnerships, a Shoal Creek Conservancy could help make long-lasting improvements along the trail and greenway and within the watershed. For example, reduction of flood risk would benefit not only the immediate residents, businesses and area stakeholders but the Austin community as a whole. As a continuation of this exploration, the Shoal Creek Conservancy Feasibility Study volunteers recommend that a second six-month phase start immediately and focus on soliciting pledges to support the creation and launch of the Shoal Creek Conservancy. To bolster sustainable funding, it is further recommended that emphasis be placed on recurring pledges that would be for more than one year.

APPENDICES

1. List of Shoal Creek Plans
2. Case Study Research: Model Trail Conservancies
3. List of Major Stakeholders and Endorsers
4. Maps of the Lower Shoal Creek Area
5. Meeting Minutes from Major Stakeholder Lunches
6. Minutes from Mission and Vision Statements Meetings
7. Pilot Trail User Survey

APPENDIX 1: LIST OF SHOAL CREEK PLANS

- 1976 Bicentennial project of the Horizons '76 Committee of the American Revolution Bicentennial Commission
- 1985 Town Lake Corridor Study
- 1987 Town Lake Park Comprehensive Plan
- 1998 Shoal Creek Greenway Action Plan
- 2001 Seaholm District Master Plan:
www.ci.austin.tx.us/planning/downloads/seaholm.pdf
- 2002 Great Streets Master Plan
 - Great Streets Program:
www.austintexas.gov/page/great-streets
 - Great Streets Standards:
www.austintexas.gov/sites/default/files/files/Planning/Urban_Design/great_street_site_overview_0512.pdf
- 2008 Trail Vision Plan
- 2008 Parks and Recreation Department “Trail Enhancement Plan”
- 2009 Parks and Recreation Department “Long Range Plan for Land, Facilities, and Programs”
- 2010 Downtown Austin Parks and Open Space Master Plan:
www.downtownaustin.com/sites/default/files/filepicker/50/ParksandOpenSpaceMasterPlan.pdf
- 2010 Seaholm Redevelopment District— Lower Shoal Creek and New Central Library Planning and Design Coordination:
ftp://ftp.ci.austin.tx.us/Lower_Shoal_Creek/Shoal%20Creek%20-%20Library%20Task%20Force%20Report-Final%20Draft.pdf
- 2010 Parks and Recreation Department “Long Range Plan for Land, Facilities, and Programs”:
www.austintexas.gov/page/parks-recreation-long-range-plan-land-facilities-and-programs-lrp-adopted-november-2010
- 2011 Downtown Austin Plan:
www.austintexas.gov/department/downtown-austin-plan

**APPENDIX 2:
CASE STUDY RESEARCH – MODEL TRAIL CONSERVANCIES**

THE GREENWAY FOUNDATION	
WEBSITE	www.greenwayfoundation.org
LOCATION	South Platte River, Denver
FOUNDATION DATE	1974
MISSION	<p>To advance the South Platte River and the surrounding tributaries as a unique environmental, recreational, cultural, scientific and historical amenity that uniquely links our City's past and its future. This mission will be accomplished by creating ongoing environmental and riparian enhancements; holding property, when needed, in conservation easements; utilizing the River as an outdoor and historical learning resource, hosting free cultural events promoting the relationship between the River and music, art and theatre, providing youth employment opportunities, and by promoting good stewardship through hands-on educational programs</p>
BOARD MEMBERS	11
STAFF	<p>8</p> <ol style="list-style-type: none"> 1. Executive Director 2. Associate Director 3. Development Director 4. Special Events Director 5. Extended Learning Coordinator 6. Website and Multimedia Coordinator 7. Excursion and Development Coordinator 8. and Editor (annual report and digital newspaper)
ACRES OF LAND	
MILES OF TRAIL	100+

VOLUNTEER PROGRAMS	<p>RiverSweep: Each year over 475 volunteers help remove trash and debris along the banks and trails of the South Platte. Other projects involve trail construction, painting, graffiti removal, tree protection, willow harvesting/relocation and more.</p> <p>Trash Inventory: Designed to determine what types of trash are making it into the South Platte River, in order to create education and outreach programs to reduce the most common types of trash.</p>
EDUCATION	<p>SPREE: This program has grown out of an integration of education with stewardship. Providing opportunities for children to experience the South Platte River in a hands-on way, to learn about the river's role in the birth of Denver, and to experience nature in the city is the best way to ensure that the South Platte is preserved and taken care of for years to come. SPREE schools are schools that have adopted the South Platte as a centerpiece of their instruction and curriculum. There are currently nine SPREE schools spread across Denver.</p>
EVENTS	<p>Mile High Mile: A one-mile family run attracting around 1,800 participants racing to benefit The Greenway Foundation's SPREE program.</p>
VISITORS PER YEAR	
CONTACT INFO (NAME, EMAIL & PHONE)	<p>Jeff Shoemaker Executive Director jeff@greenwayfoundation.org (303) 818-8078</p>

ROSE FITZGERALD KENNEDY GREENWAY CONSERVANCY	
WEBSITE	www.rosekennedygreenway.org http://blog.rosekennedygreenway.org
LOCATION	Boston
FOUNDATION DATE	In 2009 the Rose Fitzgerald Kennedy Greenway Conservancy became the designated steward of the park.
MISSION	<p>The Rose Fitzgerald Kennedy Greenway Conservancy is a private, non-profit corporation dedicated to raising broad-based support to ensure standards of excellence in the design, sustainability and use of the Rose Fitzgerald Kennedy Greenway. To secure the Greenway's future as one of America's foremost urban parks, the Conservancy will advocate for standards of consistency and excellence in design; manage its operations, working collaboratively to create, finance, promote and coordinate public programs and events; and raise adequate and stable funding to support the long-term sustainability of its public uses.</p>
BOARD MEMBERS	15
STAFF	<p>7</p> <ol style="list-style-type: none"> 1. Executive Director 2. Director of Park Operations 3. Director of Business Operations: oversees park operations, public programs, finance, and introduction of amenities, including a new food vending program. 4. Director of Planning and Design: responsible for all planning and design functions of the Conservancy, including capital improvement planning and project management of park amenities; design review of third-party projects within the parks; and review of private development projects abutting the Greenway. 5. Director of Public Programs: oversees public programs creation, management and coordination, ranging from exercise classes, markets, and concerts to movie nights and temporary public art. 6. Director of Finance: responsible for the preparation of monthly financial statements, required reports, annual budget, annual audit, support of payroll, and oversight of financial controls. 7. Director of Development: oversees all private fundraising efforts for the Greenway Conservancy.
ACRES OF LAND	16
MILES OF TRAIL	Approximately 1.5

REVENUE SOURCE	<p>MEMBERSHIPS</p> <p>\$60 Green Link: Invitations to Greenway social events throughout the year, discounted parking pass at select garages around the Greenway, and a Greenway tote</p> <p>\$120 Green Family: Green Link benefits + family pack of 15 carousel tickets, and advanced notice and preferred access to urban gardening classes</p> <p>\$250 Green Thumb: Green Family benefits + Greenway food vendor tasting tour, and a pack of colorful greeting cards featuring Greenway horticulture</p> <p>\$500 Green Giver: Green Thumb benefits + VIP receptions at Greenway events</p> <p>\$1,000 Friend</p> <p>\$2,500 Neighbor</p> <p>\$5,000 Patron</p>
ANNUAL BUDGET AMOUNT	<p>When the Conservancy was first established, it had to raise \$20 million in endowment and other funds by the end of 2007. The Conservancy met that goal, as certified by external auditors accepted by the Massachusetts Turnpike Authority. The Conservancy continues to raise money to support daily and seasonal park maintenance, special events and performances, and educational programs for students, families, and lifelong learners.</p>
VOLUNTEER PROGRAMS	<p>Outdoor Horticulture Volunteer Project: Volunteers work on different tasks, which include weeding, pruning, planting, raking, and cleaning. Maximum capacity: 12.</p>

EDUCATION

GUIDED FIELD TRIPS

School field trips and tours with Conservancy staff

Walk a Mile in Her Shoes: Connect to the life and legacy of the Rose F. Kennedy Greenway in a 90-minute tour developed by the Greenway Conservancy and the Boston Women’s Heritage Trail for elementary school students in grades 2–4. The tour is best used as a culminating activity to the indoor classroom activity packet developed by the John F. Kennedy Presidential Library and Museum. The activity is aligned with the National History Standards and the Massachusetts Social Science and History Curriculum Frameworks for Grade 3 and is available for free to interested teachers.

Discover the Greenway: Connect to the rich history and nature of the Greenway in a 90-minute tour that can be customized for all ages. Activity sheets are available for elementary school students and also offer a guide for teachers wishing to explore the parks on their own with students.

Community Service: In early spring and late fall, there are opportunities to support the horticulture staff by planting and cleaning up the garden beds.

Greening the Heart of Boston Walking Tour

GREEN & GROW

Green & Grow is a workforce development program that helps young Bostonians become effective and reliable employees through working and learning in an urban park. The program combines job readiness training with career exploration, environmental education, academic support, team building, personal attention from mentors, and attractive compensation. Through a summer internship and a school-year apprenticeship program, Green & Grow participants get to work in an exciting urban green space, build horticulture skills and learn about park maintenance and event management.

EVENTS	<p>The Rose Fitzgerald Kennedy Greenway Conservancy works with many different nonprofit organizations to organize numerous events throughout the year. Examples:</p> <p>Greenway Mobile Food Fest: Food vendors, local bands and games</p> <p>Boston Public Market</p> <p>The Greenway Open Market</p> <p>Figment Boston</p> <p>Winter Lights: A series of lighting installations and events intended to bring bright, innovative happenings to the Greenway during the darkest part of the year. Each year the Conservancy has engaged artists to create lighted installations in the park.</p> <p>Weekly fitness classes</p> <p>Event proposals: “We like to keep the parks active and we’re looking for more events! If you have an idea for a free event drawing twenty or more people, we’d like to speak with you and see if the Greenway is the right place for you. There is an approval process and we’ll work together to meet park and city requirements. The process can vary in time and complexity based on the proposed event’s size and needs. Event proposals should be submitted sixty days in advance to allow appropriate time for approvals.” The most important criterion is that your event serves a public good.</p> <p>www.rosekennedygreenway.org/events/proposals</p>
CONTACT INFO (NAME, EMAIL & PHONE)	<p>No names.</p> <p>Email access through the website (617) 292-0020 185 Kneeland Street, 2nd Floor, Boston, MA 02111</p>

<p>PATH FOUNDATION</p>	 <p>Silver Comet Trail, Chastain Park, Eastside Beltline Trail, Northwest Atlanta Trails, Southtowne Trail, Westside and Lionel Hampton Trails, Arabia Mountain Trail, Nancy Creek, South Peachtree Creek Trail, Stone Mountain</p>
<p>WEBSITE</p>	<p>http://pathfoundation.org</p>
<p>LOCATION</p>	<p>Atlanta, Georgia</p>
<p>FOUNDATION DATE</p>	<p>1991</p>
<p>MISSION</p>	<p>To develop a system of interlinking greenway trails through metro Atlanta for commuting and recreating. In addition to preserving greenspace and providing alternative modes of transportation, PATH trails also has the following goals:</p> <p>Encourage health and well-being: Whether trail users are walking, riding, skating or rollerblading, they are on their way to a healthier lifestyle.</p> <p>Promote public safety: Thousands of people use PATH trails from dawn to dusk every day. When more people are outside and keeping an eye on their neighborhoods, perpetrators are less likely to commit crimes.</p> <p>Increase real estate values: Living next to a greenway trail is a distinctive amenity that boosts property values. Trails preserve open space and make nearby homes more attractive.</p> <p>Spur economic development and neighborhood revitalization: PATH trails are an important catalyst for new residential and business development in the communities they serve.</p>
<p>BRIEF HISTORY</p>	<p>Atlanta was desperately in need of alternative transportation choices and places for families to walk and bike together. A board of directors was assembled to begin the task of deciding which projects would be built and how they would be funded. The organization spent three years evaluating the successes and failures of trails in other cities and master-planning trails for metro Atlanta. The “PATH Standard” for trail construction was developed, and the first demonstration trails were built in southwest Atlanta and near Clarkston in DeKalb County. In 1995, under the leadership of James C. Kennedy and the PATH Board of Directors, PATH launched its first capital campaign to raise \$2.5 million from private sources to match \$3.2 million in public funds. This successful campaign enabled PATH to build nine miles of the Stone Mountain–Atlanta Trail, the South Decatur Trolley Trail, the Westside Trail, and the Chastain Park Trail. As part of the campaign, the organization established an \$850,000 maintenance endowment to help maintain the trails being built.</p>

BOARD MEMBERS	18
STAFF	4 1. Executive Director 2. Construction Manager 3. Executive Assistant 4. Bookkeeper
MILES OF TRAIL	Silver Comet Trail = 60 miles Chastain Park Trail = 3 miles Arabia Mountain/South River Trail = 20 miles Stone Mountain Trail = 17 miles
REVENUE SOURCE	Memberships (\$35 to \$2,500) PATH Partners (\$5,000 and \$10,000) Donations \$50 gift cards (trail sponsorship for \$50 per foot)
VOLUNTEER PROGRAMS	Adopt a Trail: 1. Visit the trail at least once a week during the season to remove litter and report maintenance or other problems. 2. Trim around signs, fence posts, etc., after mowing. 3. Clear the trail of large debris such as limbs, rocks, etc. 4. Make a one-year commitment to your section of trail.
EVENTS	Art exhibits TriPATHlon: Swim, bike and run.
VISITORS PER YEAR	Surveys indicate an that average of up to 250 joggers, dog walkers, cyclists and rollerbladers use the trail each hour .
CONTACT INFO (NAME, EMAIL & PHONE)	No names. path@pathfoundation.org (404) 875-PATH (7284) Fax: (404) 875-3242 P.O. Box 14327, Atlanta, GA 30324

GWYNNS FALLS TRAIL



WEBSITE

www.gwynnsfallstrail.org

LOCATION

Baltimore City

FOUNDATION DATE

1988

MISSION

The purpose of the Gwynns Falls Trail Council is to publicize, raise funds for, generate volunteer involvement in, monitor the City's management of, and in other ways support and improve the Gwynns Falls Trail. The Council is governed by a Board composed of community members and ex-officio representatives of public agencies and non-profit organizations who are our partners in the development, management, and promotion of the Trail. The Council works in partnership with the Baltimore City Department of Recreation & Parks to facilitate the construction of the Trail, to promote its use and enjoyment, and to ensure its continuous improvement. The Council also, with the support of other organizations, works to improve adjacent parks and links neighborhoods to the Trail.

BRIEF HISTORY

The Gwynns Falls greenway is the most complete system of linear parks in Baltimore as originally envisioned by the Olmsted Brothers in their plan for Greater Baltimore Public Grounds prepared for the Baltimore Municipal Arts Society in 1904. The Gwynns Falls Trail is a continuous recreation corridor that connects over 30 neighborhoods in west and southwest Baltimore with parklands, unique urban environmental features, cultural resources and historic landmarks. Local residents and visitors are able to bike, hike, rollerblade, fish in the stream, picnic, watch for birds and other wildlife, undertake environmental education activities, find solitude and enjoy nature, host community festivals and meet friends and neighborhood residents along the Trail.

BOARD MEMBERS

9

STAFF

4

1. Chair

2. Vice Chair

3. Treasurer

4. Secretary

ACRES OF LAND

2,000 acres

MILES OF TRAIL

15

REVENUE SOURCE

Membership

VOLUNTEER PRO-
GRAMS

Beautification

Leading tours

Assisting at events

CONTACT INFO (NAME,
EMAIL & PHONE)

Mike Strawbridge, Trail Manager
Baltimore City Recreation & Parks
michael.strawbridge@baltimorecity.gov
(410) 396-0440

Gwynns Falls Trail Council

info@gwynnsfallstrail.org

(410) 448-5663, ext. 135

Fax: (410)448-5895, Attn: Gwynns Falls Trail

BUFFALO BAYOU PARTNERSHIP	<u>BUFFALO BAYOU PARTNERSHIP</u>
WEBSITE	www.buffalobayou.org
LOCATION	Houston
FOUNDATION DATE	1986
BRIEF HISTORY	In 1984, Houston mayor Kathy Whitmire appointed a task force to study Buffalo Bayou and to develop a realistic strategy for its development. The result of the task force's two-year effort was the Buffalo Bayou Master Plan, published in 1986. In addition to outlining conceptual redevelopment designs for Buffalo Bayou, the task force proposed the establishment of a non-profit authority to implement its recommendations. Created in 1986, the Buffalo Bayou Partnership is a coalition of civic, environmental, governmental and business representatives whose director nominees are confirmed by the mayor of Houston and the Harris County judge.
BOARD MEMBERS	38 board members 5 chairs emeriti 18 ex officio board members
STAFF	11 1. President 2. Director of PR and Events 3. Director of Development 4. Volunteers and Outreach 5. Office Administrator 6. Database Administrator 7. Project Manager 8. Field Operations Manager 9. Bio Vac Captain 10. Field Technician 11. Bio Vac Deckhand
MILES OF TRAIL	10
REVENUE SOURCE	Bayou Buddies: \$50 per individual, \$90 per couple Corporate giving Donations

<p>VOLUNTEER PROGRAMS</p>	<p>Adopt-a-Spot Program: An opportunity for Houston-area corporations, businesses and organizations to help beautify Buffalo Bayou through the adoption and sponsorship of special natural areas along Houston’s historic waterway.</p> <p>Green Team Saturdays: Individuals and group members get together on Saturdays to beautify the parks and trails of Buffalo Bayou. Tools and supplies are provided, as well as water and snacks.</p> <p>Bayou Buddies: A membership and events group made up of young professionals dedicated to the Partnership’s mission to transform and revitalize Buffalo Bayou.</p>
<p>EVENTS</p>	<p>Boat tours</p> <p>Canoe and kayak trips</p> <p>Regatta</p> <p>Kids Day on Buffalo Bayou</p> <p>Planting on the Parkway</p> <p>Dragon Boat Festival</p> <p>History Hikes</p> <p>Nights on Blue Bayou</p> <p>Trash Bash</p>
<p>CONTACT INFO (NAME, EMAIL & PHONE)</p>	<p>Buffalo Bayou Partnership info@buffalobayou.org (general inquiries) jballard@buffalobayou.org (information on volunteering) (713) 752-0314 Fax: (713) 223-3500 Vine Street Studios, 1113 Vine Street, Suite 200, Houston, TX 77002</p>

THE TRAIL FOUNDATION	
WEBSITE	www.thetrailfoundation.org
LOCATION	Austin
FOUNDATION DATE	2003
MISSION	To protect and enhance the Ann and Roy Butler Hike and Bike Trail at Lady Bird Lake. We work in cooperation with the Austin Parks and Recreation Department to close the gap between what the government provides and what the Trail requires.
BRIEF HISTORY	The Trail grew out of a sense of community spirit and responsibility, and it is that same enthusiasm and devotion that will protect it for future generations. The Trail came to life during the 1970s, thanks to a unique public-private civic effort led by the Citizens Committee for a More Beautiful Town Lake and its honorary chairwoman, Lady Bird Johnson. In 2003 the Town Lake Trail Foundation (now The Trail Foundation) was formed to continue the work of the Citizens Committee and ensure that the Trail remains one of Austin's outstanding places.
BOARD MEMBERS	26
STAFF	3 1. Executive Director 2. Development Director 3. Office Manager
MILES OF TRAIL	10
REVENUE SOURCE	Memberships Donations Sponsor a Project Honor a Loved One (honorary and memorial gifts, commemorative bricks, tree adoptions) Corporate programs Donate Your Car
VOLUNTEER PROGRAMS	Lady Bird Johnson Adopt-a-Garden Program Lady Bird Lake Cleanup Program
VISITORS PER YEAR	More than 1.5 million

CONTACT INFO (NAME, EMAIL & PHONE)	The Trail Foundation info@thetrailfoundation.org P.O. Box 5195, Austin, TX 78763
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APPENDIX 3: LIST OF MAJOR STAKEHOLDERS AND ENDORSERS

The following is a list of the major Shoal Creek stakeholders who attended at least one of the four stakeholder lunches organized as part of the Shoal Creek Conservancy Feasibility Study period. It includes representatives from nonprofit organizations (NGOs), neighborhood association (NAs), homeowner associations (HOAs), the private sector and individual community members.

NGOs, NAs, and HOAs

Stakeholder	Organization
Ian Inglis	ACL – Austin City Lofts HOA
Colin Wallis	APF – Austin Parks Foundation
Eric Courchesne	APF – Austin Parks Foundation
Melissa Barry	DAA – Downtown Austin Alliance
Mitchell McGovern	DANA – Downtown Austin Neighborhood Association
Michael McGill	Friends of Wooldridge Square Park
Ted Siff	OANA – Original Austin Neighborhood Association
Michael Portman	Nokonah
Marcy Melanson	Nokonah
Don Hammill	Nokonah
Burt Meador	Nokonah
Charles Peveto	Pease Park Conservancy
Richard Craig	Pease Park Conservancy
Monnie Anderson	Pease Park Conservancy
Susan Rankin	The Trail Foundation
Stefan Pharis	The Trail Foundation
April Rose	TreeFolks
Mary Ann Neely	TreeFolks
Marcus Gore	TreeFolks

Private Sector

Stakeholder	Organization
Jo-Dee Benson	Cirrus Logic
Bill Schnell	Cirrus Logic
Perry Lorenz	Constructive Ventures
Lisa Tipps	Dynamic Reprographics
Jamil Alam	Endeavor Real Estate Group
Ted Eubanks	Fermata
Jennifer Wiebrand	Gables West Apartments (owner rep)
David Rockwood	GSD&M
Rick Duggan	Schlosser Development
Brad Schlosser	Schlosser Development
David Vitanza	Schlosser Development
Lisa Rose	Schlosser Development
Ray Canfield	Shoal Creek Saloon
Brad Spies	SXSW
Catlin Whittington	SXSW
Danny Roth	Southwest Strategies Group
John Rosato	Southwest Strategies Group
Adam Nims	Trammell Crow
Betsy Foster	Whole Foods
Daniel Scheib	Whole Foods

Individuals

Stakeholder

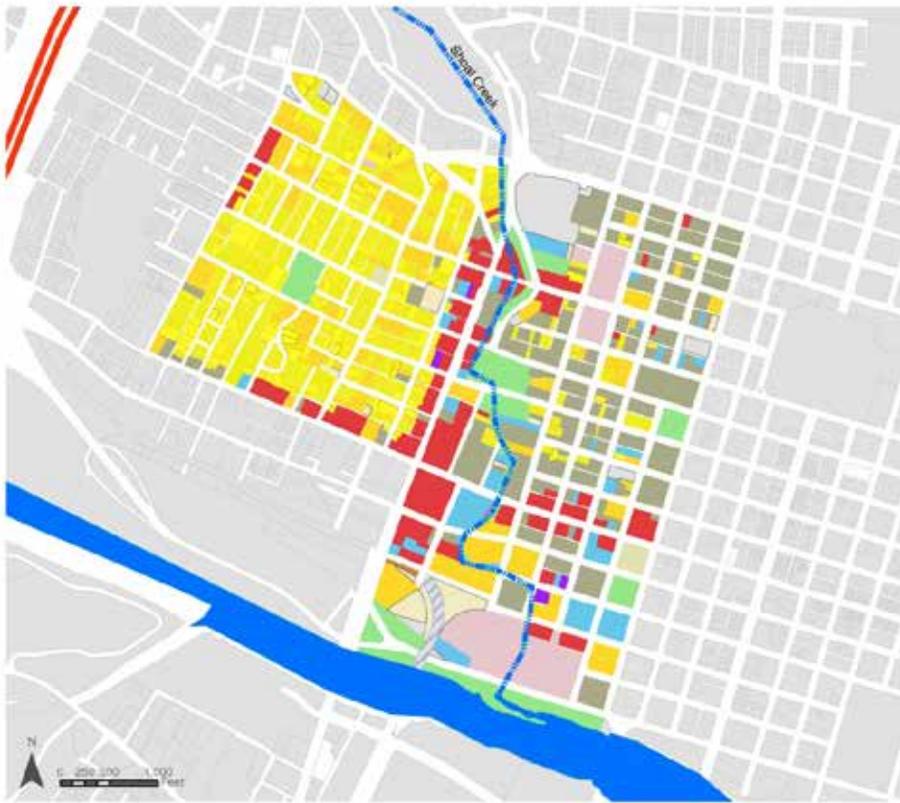
Perry Henderson

Joanna Wolaver

Jimena Cruz

APPENDIX 4: MAPS OF THE LOWER SHOAL CREEK AREA

Land Use

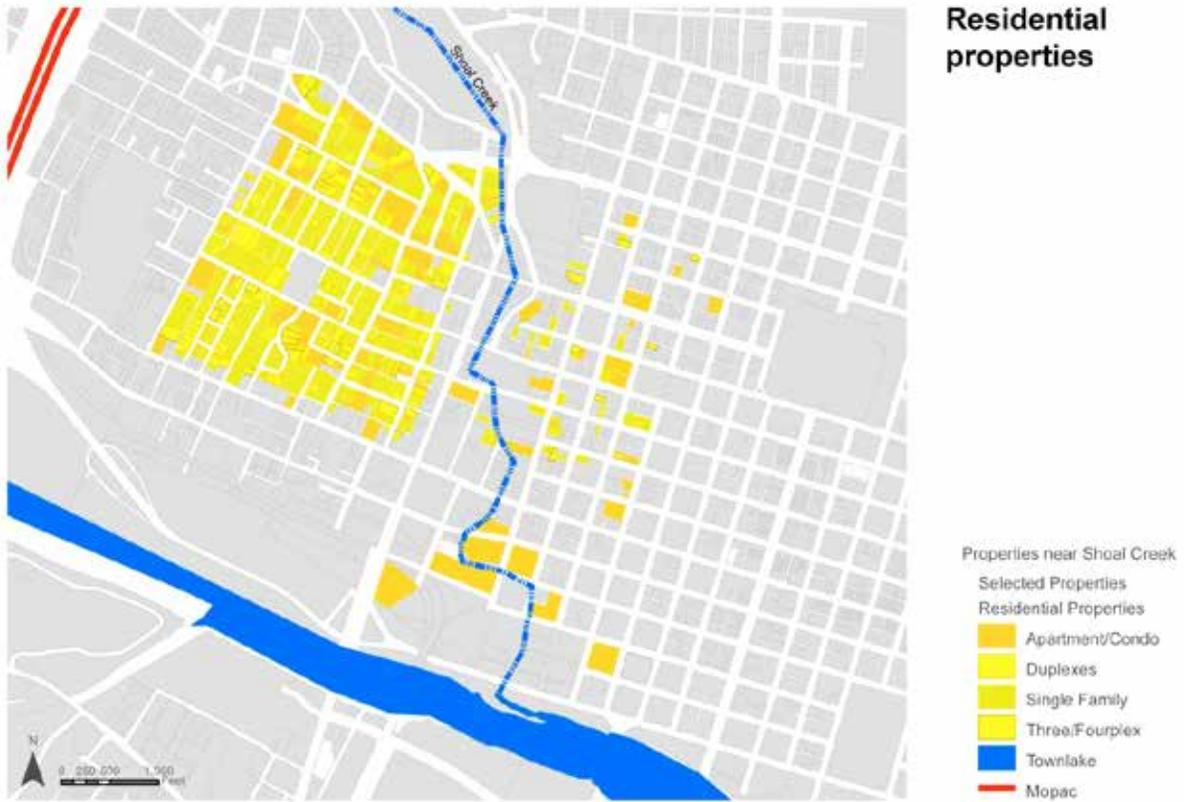


Land Use

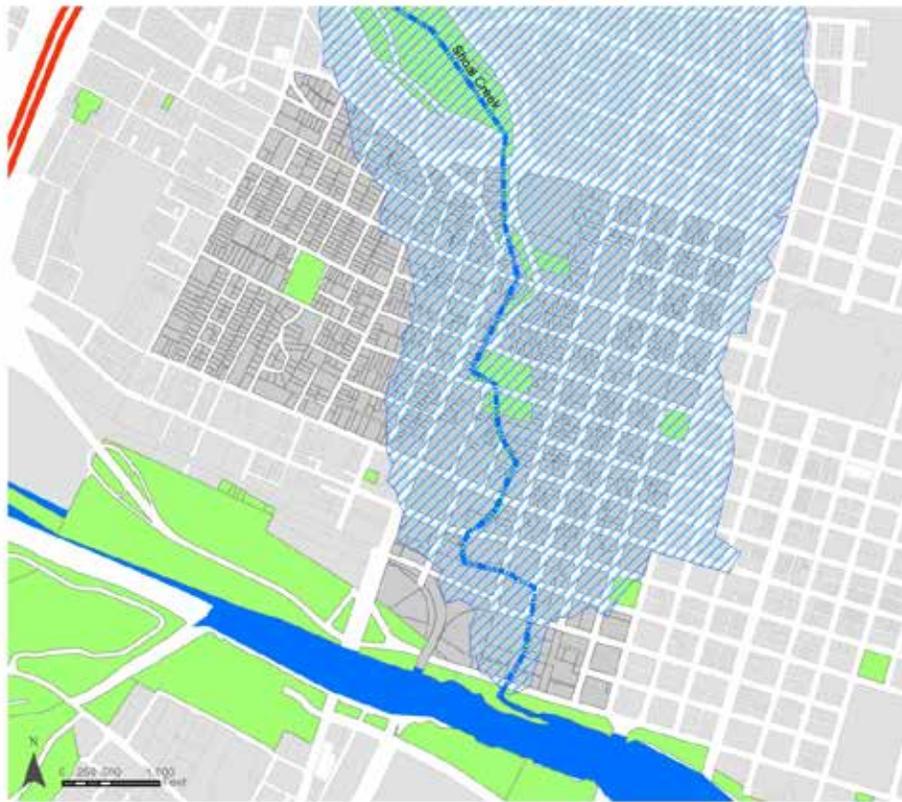
- Townlake
- Mopac

- Land Use**
- Apartment/Condo
- Commercial
- Cultural Services
- Duplexes
- Educational
- Government Services
- Office
- Parking
- Parks/Greenbelts
- Railroad Facilities
- Single Family
- Three/Fourplex
- Transportation Facilities
- Undeveloped
- Utilities
- Warehousing

Residential Properties



Watershed



Watershed



Floodplain/Parks



Flood plains

- Properties near Shoal Creek
- Floodplain (100yrs)
 - Parks
 - Townlake
 - Mopac
 - Selected Properties

APPENDIX 5: MEETING MINUTES FROM MAJOR SHOAL CREEK STAKEHOLDER LUNCHES

First Lunch: Wednesday, September 26, 2012, at Schlosser Development Corp.

Second Lunch: Tuesday, November 13, 2012, at Cirrus Logic

Third Lunch: Monday, January 14, 2013, at GSD&M

Fourth Lunch: Wednesday, March 27, 2013, at Schlosser Development

**Shoal Creek Conservancy Feasibility Study
First Major Stakeholder Lunch
Wednesday, September 26, 2012, at Schlosser Development Corp.
601 North Lamar Boulevard, Suite 301
Austin, TX 78703
Noon to 1 p.m.**

VENUE PROVIDED by Schlosser Development Corp. (Rick Duggan)

LUNCH PROVIDED by Shoal Creek Conservancy Feasibility Study and Cirrus Logic

Stakeholder Attendees and Affiliations:

Susan Rankin – The Trail Foundation (TTF)
Stefan Pharis – The Trail Foundation (TTF)
Charles Peveto – Pease Park Conservancy
Ted Siff – Original Austin Neighborhood Association (OANA)
April Rose – TreeFolks
Mary Ann Neely – TreeFolks
Perry Lorenz – Constructive Ventures
Mitchell McGovern – Downtown Austin Neighborhood Association
Colin Wallis – Austin Parks Foundation (APF)
Bill Schnell – Cirrus Logic
Jo-Dee Benson – Cirrus Logic
Ray Canfield – Shoal Creek Saloon
Ian Inglis – Austin City Lofts HOA
Rick Duggan – Schlosser Development
Betsy Foster – Whole Foods
Adam Nims – Trammell Crow
Jennifer Wiebrand – Gables West Apartments

Volunteer Staff Attendees:

Joanna Wolaver
Jimena Cruz

After stakeholders got their lunch, they were seated and did self-introductions. Ted Siff called the meeting to order. He introduced Joanna Wolaver and Jimena Cruz, who are volunteering their time on this project, and then presented a PowerPoint to introduce the Shoal Creek Conservancy Feasibility Study project (-summarized below).

PowerPoint presentation:

1. **Presentation of the Core Question:** Is there enough support to create and sustain a nonprofit dedicated to improving Shoal Creek?
2. **Feasibility Study Progress Report**
 - Ted Siff introduced the concept of the feasibility study and outlined the key points of inquiry for the study, which include:
 - Documenting the history of Shoal Creek and the trail
 - Investigating current needs
 - Identifying present investments and assets
 - Creating a vision for the future
 - Discussing opportunities for collaboration
3. **Shoal Creek Trail Location and History**
 - Trail distance: approximately 4.62 miles
 - Numerous parks along the greenway
 - Early history of Native Americans and Civil War encampments
 - Served as the western border of Austin
 - Land for greenway donated in 1930s
 - Trail improved by the Civilian Conservation Corps
 - Existing Shoal Creek plans from 1976 to 2010
4. **Current Needs**
 - Ted Siff outlined the current needs of the trail, including:
 - Functionality challenges, such as the gap at West 5th Street
 - Infrastructure improvements needs, including historic bridge preservation
 - Storm water issues/water quality issues
 - Stream bank stabilization concerns
 - Trash and graffiti abatement and social order issues
 - Ted Eubanks concluded this portion of the presentation with further discussion of the storm water volume and velocity issues facing the creek.
 - He cited water quality as one of the major challenges and recommended in-stream retention and detention to slow water down.
 - He talked about how there used to be pools of water along the creek and how, in the 1930s, building lakeside development by one of the larger pools was considered.
 - He also described how many of the downstream issues are caused by the impact of volume and velocity of water from upstream and noted that improvements would not require huge investments.
5. **Assets and Investments**
 - Ted Siff highlighted the many planned and completed major investments along the lower reaches of the creek in recent years, including the following:

- Completed private investments total approximately \$1.29 billion and include new condos and major new corporate headquarters.
- Private investments in process equal more than \$1 billion.
- Planned public investments total approximately \$105 million.
- NGO and HOA assets range from the Austin Parks Foundation to the Austin City Lofts HOA.

6. **Vision for the Future**

- Ted Siff presented an alternative vision for the creek and watershed that leverages the existing assets to create improvements and address these challenges.
- He presented a list of “things we can do soon” to address the major issues, including a volume and velocity impact study and a user survey in addition to a master plan process.

7. **Opportunities for Collaboration**

- Ted Siff shared a number of opportunities for the stakeholders to collaborate on this effort, including to:
 - Endorse the feasibility study
 - Help build a database of supporters
 - Support a Shoal Creek component of the bond package
 - Sponsor a Shoal Creek volunteer event
 - Provide in-kind support, such as catering for lunches, printing, etc.
 - Complete and return a collaboration sheet (endorsement sheets were passed around during the discussion and returned to volunteers either at the end of the meeting or by email)

8. **Stakeholder Input and Discussion**

- **Ted Siff** then opened up the meeting to discussion and input from the stakeholders around the table. He specifically asked for thoughts on the feasibility study as well as visions for the future. The following is a summary of comments expressed during that roundtable discussion.
- **Ian Inglis**, Austin City Lofts, expressed enthusiastic support of idea (with money or volunteer help) and commented on the creek’s maintenance and management needs.
- **Susan Rankin**, The Trail Foundation, expressed her support, noting that the timing was very good. She talked about expanding the vision to include transportation and suggested preparing to advocate for specific items in next bond package. She also talked about the potential of Shoal Creek, including ecological restoration and cleaner water, noting that years ago the creek’s water was clean enough for people to swim in it.
- **Ted Eubanks** talked more about the future vision for Shoal Creek, including turning the old railroad trestle at West 3rd Street & Shoal Creek into a surface park/meeting & events place, lighting on the bridges (start with the oldest, 1887), stabilizing levels of water and dealing with storm water.

- **Charles Peveto**, Pease Park Conservancy, talked about the historic bridge survey now under way by the City’s Historic Preservation Office and suggested tracking down the 1926 beautification and 1928 city master plans that mention Shoal Creek.
- **Jamil Alam**, Endeavor, agreed with ideas expressed during the meeting.
- **Ray Canfield**, Shoal Creek Saloon, asked Ted Eubanks about the amount of money needed for storm water retention work. Ted replied that we need experts to come in and evaluate where water needs to be detained and slowly released. He estimated the cost at less than \$20 million to plan and implement and suggested it would be interesting to do a comparison with the amount spent on Band-Aid approaches. He also mentioned that was a major issue from pets.
- **Mary Ann Neely**, TreeFolks, said she thought this was a great idea and that forming a coalition is one of the most important things you can do to get things done in Austin.
- **Jo-Dee Benson**, Cirrus Logic, talked about Shoal Creek as a “diamond in the rough.” She said that Cirrus has 450 to 500 employees working right on the creek. She also noted that they are working with the Austin Parks Foundation and that they are interested in making Shoal Creek a better place not only for them but for the entire community.
- **Betsy Foster**, Whole Foods, underscored the potential of the creek.
- **Colin Wallis**, APF, was very supportive, noting that “if you wait for someone else to do something, you will get the minimum” and that the time was right.
- **David Rockwood**, GSD&M, supported the idea, noting that people at GSD&M were tired of cleaning up trash. They have supported beautification projects in past.
- **April Rose**, TreeFolks, talked about TreeFolks’ tree ID project up and down Shoal Creek and the potential for trees to help with water quality improvement. She expressed an interest in talking more about education.
- **Adam Nims**, Trammell Crow, said that his company’s excitement for the project comes from its proximity to the trail and noted that Trammell Crow has given funds to the city for improvements.

The afternoon concluded with a cake to celebrate the birthday of Perry Lorenz.

**Shoal Creek Conservancy Feasibility Study
Second Major Stakeholder Lunch
Tuesday, November 13, 2012, at Cirrus Logic
800 West 6th Street
Austin, TX 78701
Noon to 1 p.m.**

VENUE PROVIDED by Cirrus Logic (Jo-Dee Benson and Bill Schnell)

LUNCH PROVIDED by Cirrus Logic

Stakeholder Attendees and Affiliations:

Ted Siff – Original Austin Neighborhood Association (OANA)
Mitchell McGovern – Downtown Austin Neighborhood Association
Stefan Pharis – The Trail Foundation (TTF)
Richard Craig – Pease Park Conservancy
Chris Sayers – Pease Park Conservancy
Ian Inglis – Austin City Lofts
Charles Peveto – Pease Park Conservancy
Mary Ann Neely – TreeFolks
Marcus Gore – TreeFolks
Melisa Barry – Downtown Austin Alliance
Daniel Scheib – Whole Foods
David Vitanza – Schlosser Development
Adam Nims – Trammell Crow
Perry Lorenz – Constructive Ventures
Jamil Alam – Endeavor Real Estate Group
Ray Canfield – Shoal Creek Saloon
Aimee Elbrecht – Shoal Creek Saloon
Bill Schnell – Cirrus Logic
David Rockwood – GSD&M
Jennifer Wiebrand – Gables West Apartments
Michael Portman – Citizen Volunteer
Monnie Anderson – Citizen Volunteer

Volunteer Staff Attendees:

Joanna Wolaver
Jimena Cruz

After stakeholders gathered their lunches, Ted Siff welcomed the group, and the attendees introduced themselves. Ted led the presentation of a PowerPoint with input from various stakeholders and Joanna Wolaver, a Shoal Creek Feasibility Study volunteer (summarized below).

PowerPoint presentation:

1. **Shoal Creek News**

- Bill Schnell, Cirrus Logic, gave a brief report on his company's successful volunteer workday on October 22.
- Joanna Wolaver, with the Feasibility Study, presented a draft trail user survey and asked for suggestions from the group.
- Bill Schnell gave a brief overview of the Cirrus tree reinvigoration project now under way.
- Michael Portman and Ted Siff discussed the new plans for mulching and tree planting in Duncan Park.
- David Rockwood, GSD&M, reported on the status of Austin's new bike share program, including stations along Shoal Creek.
- Joanna Wolaver informed the group of various online Shoal Creek-related tools created by Ted Eubanks.
- Monnie Anderson shared a historic photograph of Shoal Creek and discussed the potential for restoring flows.
- Dan Scheib, Whole Foods, talked about the new Whole Foods garden located at West 9th Street and the Shoal Creek trail and welcomed the group to participate in this project.

2. **Public Sector Report**

- Ted Siff reported on the recent passage of the City of Austin parks and transportation bonds and the funds that will be available for Shoal Creek.
- Richard Craig, Pease Park Conservancy, provided an update on the City's \$5 million watershed protection project along upper Shoal Creek.
- Ted Siff and Perry Lorenz discussed progress on the project to close the gap in the trail at West 5th Street.

3. **Stakeholder Engagement Discussion**

- Ted Siff updated the group on the feasibility study endorsements received to date and passed around a copy of the endorsement form.
- Ted Siff opened up the discussion of possible future programming ideas in the park and other Shoal Creek happenings.

4. **Next Steps**

- Next meeting will be held on January 14, 15 or 16.

**Shoal Creek Conservancy Feasibility Study
Third Major Stakeholder Lunch
Monday, January 14, 2013, at GSD&M
828 West 6th Street
Austin, TX 78703
11:30 a.m. to 12 p.m.**

**VENUE PROVIDED by GSD&M (David Rockwood)
LUNCH PROVIDED by Shoal Creek Saloon (Ray Canfield)**

Stakeholder Attendees and Affiliations:

Monnie Anderson – Pease Park Conservancy
Susan Rankin – The Trail Foundation (TTF)
Charles Peveto – Pease Park Conservancy
Ted Siff – Original Austin Neighborhood Association (OANA)
Mary Ann Neely – TreeFolks
Perry Lorenz – Constructive Ventures
Marcus Gore – TreeFolks
Mitchell McGovern – Spring Condominium
David Rockwood – GSD&M
Catlin Whittington – SXSW
Burt Meador – Nokonah
Eric Courchesne – Austin Parks Foundation (APF)
Marcy Melanson – Nokonah
Bill Schnell – Cirrus Logic
Michael Portman – Nokonah
Ray Canfield – Shoal Creek Saloon
John Rosato – Southwest Strategies Group
Ian Inglis – Austin City Lofts HOA
Rick Duggan – Schlosser Development
Jamil Alam – Endeavor
Lisa Rose – Schlosser Development
Ted Eubanks – Fermata and Pease Park Conservancy

Volunteer Staff Attendees:

Joanna Wolaver
Jimena Cruz

After stakeholders got their lunch, were seated and did self-introductions, Ted called the meeting to order at 11:55 a.m., and proceeded to present a PowerPoint review of the last 4½ months of activity (attached and summarized below).

PowerPoint presentation:

1. **Feasibility Study Progress Report**

Private Investments:

- More than two dozen major private and nonprofit sector stakeholders identified and involved. More than one dozen have signed collaboration agreements.
- Almost \$2 billion in private sector investments along Shoal Creek from Lady Bird Lake to Pease Park in place, and more than \$1 billion in the process of being developed.

Public Investments:

- At least five City of Austin departments are engaged in at least \$100 million of improvements along Shoal Creek from Lady Bird Lake to Pease Park. (See Note #1 on page 64.)

Nonprofit and Volunteer Assets:

- At least a dozen robust nonprofits and homeowner associations are proximate to or directly involved in improving Shoal Creek.

Identification of Needs and Challenges:

- Upper Shoal Creek storm water volume and velocity concerns
- Watershed-scale challenges
- Need to define unique roles and responsibilities as well as partnership opportunities among nonprofits such as Pease Park Conservancy

Initial Trail User Survey Results

- Use of SurveyMonkey. Almost 50 responses so far.
- Initial results:
 - o Top 4 needed improvements: pathway improvements; trail lighting; erosion control; and landscaping.
 - o 76%+ think the Shoal Creek trail is either poorly maintained or not maintained at all.
 - o 87%+ would donate time, talent and/or treasure to improving Shoal Creek.

2. **Volunteer Events Report:**

- March 3, 2012 – Cirrus/OANA – It’s My Park Day cleanup
- October 20, 2012 – Cirrus Volunteer Improvement Day
- December 2, 2012 – Cirrus/APF tree reinvigoration and mulching project
- December 20, 2012 – Khabele School/OANA volunteer seeding project
- March 2, 2013 – Multiple Project Sponsors – planning now under way

3. **Other Happenings**

- Creating of the Shoal Creek Technical Advisory Group (TAG)
 - o Initial members: Monnie Anderson, Ted Eubanks, Jeff Kessel
 - o Watershed Restoration Project public meeting on January 29, 2013
- Shoal Creek Online
 - o Ted Eubanks along with Monnie Anderson, Perry Henderson and SCC staff have created:
 - A new website: www.shoalcreekconservancy.org
 - A new YouTube channel, Shoal Creek Conservancy Austin: www.youtube.com/user/shoalcreekaustin
 - In addition, Ted Eubanks has created an app: iTunes App Store/Travel/Trails-2Go
- Closing the Gap Update:
 - o Jamil Alam reported on the purchase of the land and groundbreaking for the 311 Bowie Street apartment tower and office development at Bowie between West 4th and West 5th Streets. Perry Lorenz reported that the trail easement that is part of this transaction is committed to the City, and will convey as soon as the City needs it to.

4. **Status of Study Report**

- Ted Siff reported that at least an initial draft of the Study Report will be completed by January 31. Distribution of a final draft report is expected by February 28.
- Ted also announced that he and the Feasibility Study volunteer staff, Joanna Wolaver and Jimena Cruz, are initiating a “Second Phase” of the Study lasting from February 1 to July 31, 2013. During this phase, Ted, Joanna and Jimena will be contacting existing stakeholders and others to determine if there is sufficient volunteer time, talent and assets as well as financial resources to support an independent nonprofit called the Shoal Creek Conservancy.

5. **Stakeholder Call to Action:**

- Ted then asked for volunteers for three ongoing activities that will also be part of the Second Phase of the Feasibility Study:
- Volunteers to help build the Technical Advisory Group:
 - o Ted Eubanks
 - o Charles Peveto
 - o Mary Ann Neely
 - o Jeff Kessel
- Mission and Vision Working Group volunteers:
 - o Mitchell McGovern
 - o Perry Lorenz
 - o Burt Meador
 - o Ray Canfield
 - o Jeff Kessel

- Organize It's My Park Day committee volunteers:
 - o Bill Schnell for Cirrus
 - o David Rockwood for GSD&M
 - o Charles Peveto for PPC
 - o Ian Inglis for Austin City Lofts HOA
 - o Ted (Candice Shrout) for Khabele
 - o Catlin Whitington for SXSW (in summer or fall; not for IMPD)
 - o Marcus Gore for TreeFolks (will help on multiple projects)
 - o Monnie Anderson will help get the word out

Note #1:

City of Austin Departments engaged in improvements along Shoal Creek:

- Parks and Recreation and Public Works – Shoal Creek Peninsula project. Armoring the north side of the peninsula and other improvements.
Approximate cost: \$3 million.
- Library Department – new Main Library between West 2nd and West 3rd Streets along Shoal Creek.
Approximate cost: \$90 million.
- Public Works, Austin Energy, Watershed Protection, and Parks and Recreation – closing the gap in the Shoal Creek Trail between the West Avenue bridge and West 5th Street bridge; installing a bicycle and pedestrian bridge over Shoal Creek from Rio Grande Street at West 4th Street to the Shoal Creek Trail; and installing more electrical capacity for a section of the Central Business District.

Approximate cost: \$5 million.
- Watershed Protection – Shoal Creek Restoration, West 15th Street to West 28th Street
Approximate cost: \$5 million.

Note #2:

List of nonprofits and homeowner associations proximate to or involved in improving Shoal Creek:

Nonprofits

The Trail Foundation
 Austin Parks Foundation
 TreeFolks
 Pease Park Conservancy
 Original Austin Neighborhood Association

Homeowners Associations

The Nokonah Condominiums
 360 Condominiums
 Austin City Lofts
 Monarch Apartments
 Gables – West Avenue
 Gables – Cesar Chavez #1
 Gables – Cesar Chavez #2

Shoal Creek Conservancy Feasibility Study
Fourth Major Stakeholder Lunch
Wednesday, March 27, 2013, at Schlosser Development
601 North Lamar Boulevard, Suite 301
Austin, TX 78701
Noon to 1 p.m.

VENUE PROVIDED by Schlosser Development
LUNCH PROVIDED by Shoal Creek Saloon

Stakeholder Attendees and Affiliations:

David Vitanza – Schlosser Development
Danny Roth – Southwest Strategies
Lisa Rose – Schlosser Development
Ian Inglis – Austin City Lofts HOA
Burt Meador – Citizen Volunteer
Richard Craig – Pease Park Conservancy
Mary Anne Neely – Tree Folks
Steven Hill – Schlosser Development
Charles Peveto – Pease Park Conservancy
Don Hammill – Nokonah resident
Monnie Anderson – Citizen Volunteer
Betsy Foster – Whole Foods
Catlin Whittington – SXSW
Ted Siff – Original Austin Neighborhood Association (OANA)
David Rockwood – GSD&M
Ted Eubanks – Fermata
Michael Portman – Citizen Volunteer
Susan Rankin – The Trail Foundation (TTF)
Carey Scott – Dynamic Repot, Citizen Volunteer
Perry Lorenz – Constructive Ventures
Ray Canfield – Shoal Creek Saloon
Eric Courchesne – Austin Parks Foundation
Jennifer Wiebrand – Gables West Apartments
Bill Schnell – Cirrus Logic
Jamil Alam – Endeavor Real Estate Group
Michael McGill – Downtown Austin Neighborhood Association
Jo-Dee Benson – Cirrus Logic
Brent Lyles – Austin Youth River Watch

Volunteer Staff Attendees:

Joanna Wolaver

Jimena Cruz

Many attendees arrived shortly after 11:30 a.m. and enjoyed lunch and informal conversation prior to the beginning of the meeting. Ted Siff called the meeting to order shortly before noon. He welcomed the attendees and invited them to introduce themselves. He led the presentation of a PowerPoint with input from various stakeholders and Joanna Wolaver, a Shoal Creek Feasibility Study volunteer. This presentation and related discussions are summarized below.

PowerPoint presentation:

1. Shoal Creek News

- Ted Stiff provided a summary report on the recent email communications and meeting between Shoal Creek advocates and City of Austin representatives regarding a number of locations on the creek that appeared to be contaminated by sewage leaks. Ray Canfield reported recent pipe repair by the Shoal Creek Saloon to address contamination issues.
- Guest presenter Brent Lyles discussed the work of his organization and possible opportunities for future collaboration along Shoal Creek. Austin Youth River Watch is an after-school and summer program for high school students. The students collect, analyze, and publish water data along Austin's creeks and the lake and report their data to local and statewide agencies.
- David Vitanza provided an update on the Bike Share program, which is currently raising private funds.
- Ted Stiff invited the other stakeholders to join him and Jimena Cruz at Whole Foods immediately following this meeting for a meeting about the upcoming neighborhood block party.

2. Mission and Vision

- Joanna Wolaver shared the recently finalized draft mission and vision statements and discussed the process that led to their creation.
- This process involved five meetings of the vision committee and subcommittee on February 18, 22, and 28 and March 11 and 19.
- The vision committee consisted of approximately 15 stakeholders, and the subcommittee consisted of 7 stakeholders.
- She presented the draft vision: "Shoal Creek will be a vibrant corridor that integrates the flow of water and people, engages the Austin community and inspires the public."
- She also presented the draft mission statement created by the committee: "Our mission is to restore, protect and enhance the ecological, social and cultural vibrance of Shoal Creek for the people of Austin by engaging the public and partnering with the community."

- Ted Eubanks then shared a draft set of guiding values for consideration by the stakeholders: “We want a creek that is: Clear, Clean, Consistent (flow of water), Safe, Secure, Sustainable (investments), Restored, Recreation (particularly contact activities), and Resilient (to flooding).”
- After a brief discussion about the work of the committee, the stakeholders adopted both the mission and vision statements unanimously.

3. **Feasibility Study Progress Report**

- Ted Siff and Joanna Wolaver provided a brief update on the status of the feasibility study and passed out the executive summary and table of contents.
- This report will be completed by the next stakeholder meeting and will include the following components: a description of the current needs and challenges; a list of current assets; a summary of the Shoal Creek Conservancy concept; a list of resources necessary to create and sustain the potential nonprofit; and a summary of trail conservancy case studies.

4. **Next Steps**

- Ted Siff then kicked off a conversation about next steps by inviting stakeholders to share any news, comments or input that came to mind during the meeting.
- Ted Siff talked about the next step of the effort – raising funds to support the launch of a nonprofit this fall. He shared a draft financial commitment sheet and invited the stakeholders to provide feedback and, of course, donations if they are so inspired. Mary Ann Neely suggested that we add a line in the form for in-kind donations.
- Monnie Anderson talked about the value of creating a photomontage of the creek. Catlin Whittington brought up the idea of using a ProCam to video the length of the creek.
- Susan Rankin informed the group about a new coalition and campaign to advocate for increased funds for parks in the City of Austin budget – Great Austin Parks (GAP). She invited the stakeholders to join her in this effort.
- Bill Schnell, along with Joanna Wolaver, then discussed the idea of creating a communications committee. This committee will focus on developing and executing strategies to promote our work and to review and update (if needed) our current outreach tools, including the website, Facebook, and Twitter. He invited people to talk with him after the meetings if they were interested in volunteering for this committee.
- Joanna Wolaver, along with April Rose, offered to organize a walking tour of the creek and asked the group if they would be interested in attending. By a show of hands, the interest expressed was great.
- The group also discussed a number of upcoming events, including an April 22 Earth Day event with REI and GSD&M, Bike to Work Month, Keep Austin Beautiful Clean Sweep on April 13 and National Trails Day in June.
- The group scheduled the next stakeholder meeting on May 22.

**APPENDIX 6: MINUTES FROM
MISSION AND VISION STATEMENTS MEETINGS**

**Shoal Creek Conservancy Feasibility Study
Vision Statement Meeting
Monday, February 18, 2013, at Cirrus Logic
800 West 6th Street
Austin, TX 78701
4 to 6 p.m.**

Facilitator:

Mary Thompson

Stakeholder Attendees:

Ted Siff	Monnie Anderson
Ray Canfield	Perry Lorenz
Don Hammill	Bill Schnell
Michael McGill	Perry Henderson
Burt Meador	Peter xxx
Mitchell McGovern	David Rockwood
Charles Peveto	

Volunteer Staff Attendees:

Joanna Wolaver
Jimena Cruz

AGENDA

4:00 Welcome
4:05 Session overview
4:20 Review of mission & vision
4:25 SCC vision statement
5:45 Next steps for follow-up
6:00 Evaluation, close

PROCESS FOR FINALIZING VISION AND MISSION

18 Create vision statement
19–25 (Subcommittee refine)
28 Create mission statement

1–15 Solicit input from stakeholders/incorporate
15–22 Finalize vision/mission statements
26,27,28 Luncheon with stakeholders

VISION STATEMENT

A statement of the ideal future state or impact. What inspires the participants.

- Brief
- Memorable
- Inspiring
- Challenging

The Nature Conservancy

Our vision is to leave a sustainable world for future generations.

Columbia River Conservancy

The Columbia Land Conservancy will be a dynamic force in supporting and sustaining a strong and vibrant rural community, where agriculture plays a central role in the economy, where development respects historic traditions and natural resources, and where there are accessible open spaces and abundant, healthy natural lands and wildlife habitats.

Fall River Conservancy

We believe that the Fall River Valley should be an example in California for managing healthy, working landscapes. We envision restored meadows and marshlands that attract waterfowl by the thousands and functioning cold-water spring systems that support robust populations of large, healthy wild trout. We foresee the Fall River becoming a critical refuge for cold-water biodiversity as climate change impacts the western United States. We envision Fall River ranchers continuing to produce healthy crops and livestock while also protecting water quality and sensitive habitat. Perhaps most importantly, FRC envisions a local community that works together to preserve the priceless way of life, the historic ranches, the large land-tracts, and the cultural heritage that will only survive by being passed from one generation to the next.

Flint River Conservation Association

The Flint River Conservation Association envisions a healthy, clean Flint River. We envision a river with a relatively natural flow regime – in other words, human activities do not reduce flows to an unnatural trickle, or cause unnaturally severe and frequent flooding. We envision a scenic river that provides opportunities for fishing, walking, canoeing and other recreational activities. We envision an ecologically healthy, biologically diverse Flint River. We envision a river lined with natural, forested lands (greenways and riparian buffers), and the conservation of the River's tributaries, springs, caves, and other resources.

We envision a time when all watershed residents possess a basic understanding and appreciation of the Flint River and its ecosystem and as such take pride in the river. And we envision a time when many thousands of people are engaged in efforts to conserve the river through participation in the Flint River Conservation Association, and sub-watershed organizations supported by the Flint River Association.

We envision a time when development in the Flint River Watershed is guided by a science-based land use plan. We envision a time when development, water withdrawals, and other public management decisions affecting the river are guided by a periodically updated baseline study of the Flint River watershed.

VISIONING EXERCISE

The year is 2023. The National Association of River Conservancies is holding its annual conference in Austin, in order to spotlight the work of the Shoal Creek Conservancy. SCC has become a national model for the U.S.

Conference participants tour Austin to see the impact of the SCC's work in the last 10 years.

What do they see on the tour?

1. In your small group, discuss your visions of the potential future impact of SCC's work.
2. Draw a picture of the vision.
 - a. Focus on visual images – use the markers, stickers, etc.
 - b. You may use no more than three words.
3. Choose a reporter to describe the vision your group has created.

VISION 01

Contrast/integration between urban environment and nature

Integration of people, land, nature

Community pedestrian amenities

Family, animals, nature

Flood control

VISION 02

People, water and nature

Engage users

Transportation

Nature. Appropriate, sustainable landscaping

Programming

Trail system

Destination. The creek would be not only a means of transportation but a destination itself (for local people, neighbors)

Inviting – access

Beauty, nature

Wayfinding, flow

Continuous availability

VISION 03

Sense of place. Nature and culture together
Local art, events, installations
Austin culture, local
Festivals
Local activities
Bridges as anchors along the creek. Acoustical destinations
Creating destinations
Transportation corridor
Urban oasis
Desire/desirability
World-class, local emphasis

VISION 04

Land, water and people
Scope: watershed
Public pools
Pathway lighting
World-class local emphasis
People using Shoal Creek on Sundays. Family-oriented activities
Seasonal, thematic connections
Create destinations, multiple access points
Quality of place (clean, safe, local)
Attract people to the creek
Safe connected corridor
Multiple access points
Partnerships
Flowing, clean water

VISION SUBCOMMITTEE

Bill
Mitchell
Michael
Joanna
Ted

CONSIDERATIONS

Elevator speech – short
Phase 2: elaboration
Simple language

**Shoal Creek Conservancy Feasibility Study
Subcommittee Vision Statement Meeting
Friday, February 22, 2013, at City Hall
8 to 9 a.m.**

Attendees:

Bill Schnell
Michael McGill
Mitchell McGovern
Charles Peveto
Jimena Cruz
Joanna Wolaver
Ted Siff

Initial Draft Vision Statement

Charles Peveto

Enhance the connection between the corridor and nature. Transportation sounds more vehicular oriented.

Ted Siff

What is the entity's vision? Or what is the vision for the Shoal Creek?

Shoal Creek is vibrant public spaces.

Water systems include more elements than creek.

Mitchell McGovern

When talking about corridor, the word has to appear.

Bill Schnell

Michael McGill

We envision Shoal Creek integrating the flow of people and water through an urban and natural environment that engages families in a high-quality and distinctly local sense of place.

Joanna

The vision is what we want for the Shoal Creek, and the mission is how we are going to make it happen. Components: beauty, water, nature, destination, transportation corridor

DRAFT

Shoal Creek is vibrant public spaces, beautiful + healthy water

V1 Shoal Creek integrates the flow of people and water in an urban and natural environment that engages community in vibrant and distinctly Austin public spaces.

V2 Shoal Creek integrates the flow of people and water in an urban and natural environment that engages community through vibrant public spaces.

V3 Shoal Creek is vibrant public spaces that integrates the flow of people and water in an urban and natural environment that engages community.

V4 Shoal Creek is a vibrant corridor of public spaces that integrates the flow of people and water in an urban and natural environment that engages community.

V5 Shoal Creek is a vibrant corridor of public spaces that integrates the flow of people and water, engaging the community in an urban and natural environment.

FINAL DRAFT

SHOAL CREEK IS A VIBRANT CORRIDOR OF PUBLIC SPACES THAT INTEGRATES THE FLOW OF PEOPLE AND WATER, ENGAGING THE COMMUNITY IN AN URBAN AND NATURAL ENVIRONMENT.

**Shoal Creek Conservancy Feasibility Study
Mission Statement Meeting
Thursday, February 28, 2013, at Cirrus Logic
800 West 6th Street
Austin, TX 78701
4 to 6 p.m.**

Facilitator:

Mary Thompson

Stakeholder Attendees:

Ted Siff	David Vitanza
Richard Craig	Monnie Anderson
Charles Peveto	Bill Schnell
Ray Canfield	April Rose
Burt Meador	Ted Eubanks
Mitchell McGovern	Mary Ann Neely

Volunteer Staff Attendees:

Joanna Wolaver
Jimena Cruz

AGENDA

4:00 Welcome
4:05 Session overview
4:10 Updates
4:20 SCC mission statement
5:00 Break
5:10 SCC mission statement
5:45 Next steps, assignments and timeframes for follow-up
6:00 Evaluation and close

PROCESS FOR FINALIZING VISION AND MISSION

18 Create vision statement
19–25 (Subcommittee refine)
28 Create mission statement

1–15 Solicit input from stakeholders/incorporate
15–22 Subcommittee. Finalize vision/mission statements
27 Luncheon with stakeholders

COMMENTS ON THE VISION STATEMENT

Monnie. Clarify that the vision is about the future. “Shoal Creek will be...” (Ted Eubanks). Can a creek the community? What about the community?

Ted Eubanks. Change for Burt. Steer away from language that might imply “destination”

Shoal Creek is a vibrant corridor of public places that integrates the flow of people and water, inspiring and engaging the community in an urban and natural environment.

MISSION STATEMENT

Definition

The organization’s purpose

What they do

For whom

How they do it

Example:

Provide timely access to quality health care for indigent and underinsured citizens of Jalapeno County through a continuum of cost-effective integrated health care services and community partnerships

MISSION EXERCISE

	WHAT	FOR WHOM	HOW
	Places	Shoal Creek watershed	Facilitate communications and discussions
	Entire SC space	Every human being that lives in and visits Austin	Community engagement
Restore	Functional watershed	The natural integrity of the creek	Planning and funding/ fundraising
Transform	Water quality	Shoal Creek preserve/ greenbelt (for a sexier term than)	Leveraging public/private partnerships
Improve	Nature	Future generations	Innovation
Protect	Wildlife	Wildlife	Education
Improve	Beauty	Nature	Programming
Enhance	Natural environment	Ecosystem	Advocate and plan
	Cultural resources	For all ages and abilities	Social networking
	Relationship between community and environment		High-tech communication

David Vitanza. Is our mission going to be nebulous our more specific?

GENERAL DISCUSSION

The vision statement needs to be edited:

- Inspiring
- Connected to Austin today
- Simple
- Unique
- Engaging

Need to be clear about the desired result (seduction)

Need branding to inspire people walking down the creek

What are the words that reflect identity?

- Clean
- Green
- Safe
- Natural
- Unique

What makes everyone feel SC has improved his or her life?

What is the image we want to create in the public's heads?

- Natural beauty of one of Texas's best-kept secrets?
- Property value?
- Undiscovered jewel
- Natural beauty that is unique to Austin
- Make Shoal Creek whole again! Glues all pieces of Austin together
 - Why is not whole now?
 - The trail has gaps
 - The creek is not channelized
- Shoal Creek is the heart of the city, the artery. It is built in a way that ties the city together. It is interconnected with many parts of the city
- Complete creek or place (instead of whole). Complete collection of public places
- Continually evolve through time. What is modern now is going to be different in the future. Programming brings the modern aspect
- Residential creek. Urban oasis, natural retreat
- Historic value, patrimony
- Shoal Creek is the beginning of the Hill Country

NEXT STEPS

1. Subcommittee creates a draft mission statement, polishes vision.
2. This group meets to discuss/approve(?) the 2 drafts to send to larger group for input.
3. Send out
 - a. Map of watershed
 - b. Mission and vision statement
 - c. Minutes

**Shoal Creek Conservancy Feasibility Study
Subcommittee Mission and Vision Statement Meeting
Monday, March 11, 2013, at Park Place Publications
4 to 5 p.m.**

Attendees:

Mitchell McGovern
Charles Peveto
Jimena Cruz
Ted Siff
Ted Eubanks
Monnie Anderson
Michael McGill

Initial Draft Vision Statement

NOTES

Ted Eubanks	Charles Peveto	Ted Siff	Mitchell McGovern	Monnie Anderson	Michael McGill
<p>A vision statement is our idea of what we want to be.</p> <p>“Preserve” doesn’t work for us because we want to restore and enhance. Current conditions are not acceptable.</p> <p>We want to preserve the historic bridges.</p>	<p>Some people might not understand the word “partners.” “Community” is a word that probably everybody is going to understand.</p> <p>We can add imagery to the written statement.</p> <p>Work with the community.</p>	<p>We do not own property or have the power to actually do the change. The emphasis will be to get the public sector to take the responsibility they should have taken.</p>	<p>Stimulate public interest and work with like-minded partners is important.</p>	<p>The mission is to accomplish the vision. We need to say how we are going to get there and be specific.</p> <p>The word “enhance” is weak.</p> <p>What should appear in the mission statement: healthy, greener creek, full of clean water, without debris, healthy foliage with users on it.</p>	<p>“Preserve” is a valid term. There are many things along Shoal Creek that we would like to preserve.</p>

Individual Mission Drafts

Ted Eubanks

Our mission is to stimulate public interest in restoring Shoal Creek's ecological, social, and cultural integrity, and to work with like-minded partners to this end.

Joanna

The mission of the Shoal Creek Conservancy is to protect, restore and enhance the public assets of Shoal Creek, including the trail, greenways and watershed, in partnership with the community.

Draft Mission

Our mission is to restore, protect and enhance the ecological, social, and cultural vibrance of Shoal Creek for the people of Austin by engaging public interest and partnering with the community.

Draft Vision

Shoal Creek will be a vibrant urban corridor integrating the flow of water and people, inspiring and engaging the community in the natural environment.

**Shoal Creek Conservancy Feasibility Study
Mission and Vision Statement Meeting
Tuesday, March 19, 2013, at Cirrus Logic
8 to 9 a.m.**

Attendees;

Mitchell McGovern
Charles Peveto
Jimena Cruz
Ted Siff
Ted Eubanks
Eric Courchesne

Burt Meador
Perry Lorenz
Bill Schnell
Joanna Wolaver
Monnie Anderson

Volunteer Staff Attendees:

Joanna Wolaver
Jimena Cruz

Initial Draft Mission

Our mission is to restore, protect and enhance the ecological, social, and cultural vibrance of Shoal Creek for the people of Austin by engaging public interest and partnering with the community.

Initial Draft Vision

Shoal Creek will be a vibrant urban corridor integrating the flow of water and people, inspiring and engaging the community in the natural environment.

Final Statements

Vision

Shoal Creek will be a vibrant corridor that integrates the flow of water and people, engages the Austin community and inspires the public.

Shoal Creek Conservancy Mission

Our mission is to restore, protect and enhance the ecological, social, and cultural vibrance of Shoal Creek for the people of Austin by engaging the public and partnering with the community.

Guiding Values?

We want a creek that is flowing, clean, and green.

We want a creek that is safe, secure and sustainable.

We want to do things right from the first time.

We want a creek that has a recreational component and that builds resilience.

Pictures (Monnie's photographs)

Comments

Shoal Creek boundaries

The city should explicitly appear as a partner of Shoal Creek

NEXT STEPS

1. Announce at luncheon on the 27th (Ted, Joanna, Jimena)
2. Will be posted on the website (Ted E)
3. Develop guiding principles (values)/visuals for website and meeting (Ted E, Monnie)
 - a. Mention at luncheon
 - b. Present document
4. Follow-up meeting with Watershed Protection Department
5. After the Stakeholders Meeting on March 27, brief Preservation Austin (Ted, Charles)
6. Austin Youth River Watch – engage them to support Shoal Creek on water quality (Charles, Ted)
7. Develop communication strategy (Bill, Joanna, Mitchell)
 - a. Facebook
 - b. App
 - c. Twitter
 - d. Website
 - e. Press release

APPENDIX 7: SHOAL CREEK CONSERVANCY FEASIBILITY STUDY USER SURVEY

1. Approximately how far do you live from Shoal Creek?

- 5 miles or more
- 2-5 miles
- 1-2 miles
- 1/4 mile to 1 mile
- I live along Shoal Creek

2. Approximately how far is your place of work from Shoal Creek?

- 5 miles or more
- 2-5 miles
- 1-2 miles
- 1/4 mile to 1 mile
- I work along Shoal Creek

3. What activities do you currently enjoy on Shoal Creek trail?

- walking or running for recreation or fitness
- bicycling for recreation and fitness
- walking or running to school, work, shopping, other
- bicycling to school, work, shopping, other
- bird watching
- dog walking
- spending time with family
- other (please specify) _____

4. How well do you think Shoal Creek trail is being maintained?

- very well maintained
- well maintained
- poorly maintained
- not maintained

5. What improvements would you like to see made to Shoal Creek trail?

- trail lighting
- bridge lighting
- safety

- graffiti removal
- signage
- public art
- landscaping
- pathway improvements
- water quality
- storm water management
- erosion control
- trash management
- restrooms
- other (please specify) _____

6. What types of activities would you enjoy doing on Shoal Creek trail if it was improved?

- walking or running for recreation or fitness
- bicycling for recreation and fitness
- walking or running to school, work, shopping, other
- bicycling to school, work, shopping, other
- bird watching
- dog walking
- educational programs
- music, dance, film, and theater events
- restrooms
- benches/picnic areas
- drinking fountains
- equipment rental
- emergency phones
- exercise stations
- other (please specify) _____

7. Please rank the top five improvements that should be made to Shoal Creek trail

1 _____

2 _____

3 _____

4 _____

5 _____

8. Would you donate time, talent, and/or treasure(\$) to improving Shoal Creek?

yes

no

Comments _____

Name _____

Email account _____

Phone _____

Physical address _____

Link to the online survey

<http://www.surveymonkey.com/s/25BKLR6>

