



Prospect  
Park  
Alliance

# 2024-29 Strategic Plan

**A Thriving Park for a Thriving Brooklyn**



# Letter from

# Prospect Park Alliance



Prospect Park is the landscape of our shared humanity and the great equalizer of Brooklyn. Set in the heart of Brooklyn, our 585 acres welcome people from all backgrounds to come as they are and find a sense of peace and belonging.

Coming out of the global pandemic and other social upheavals of the past decade, Prospect Park has never been more essential to our Brooklyn community. The park is where family, friends and neighbors come to connect, exercise, and enjoy arts and culture; a democratic space for freedom of expression and political protest; and a refuge from the stressors of daily life. This strategic plan celebrates the park's crucial role in the lives of our community, and envisions a stronger, more sustainable future for the park and the Alliance.

The pandemic shed light on how crucial parks are to our health, but also the serious inequities of the American healthcare system. Health and wellness is a natural extension of our mission to help our community thrive. This strategic plan highlights ways in which we can bring more of these resources to our visitors.

As one of our city's great cultural treasures, Prospect Park is also a space where we can ensure our community feels represented, celebrated, empowered and welcomed. Through this plan, the Alliance will lean more into the critical role we can play as a cultural producer, venue and partner.

We firmly believe that being in community with people of all backgrounds builds greater acceptance, empathy and understanding among us all. It is truly an honor as the Alliance's first Black President to steward this beloved green space and guide our next phase of sustaining Prospect Park, and I welcome our entire community of park lovers to join us in this work.

**Morgan Monaco**

President + Park Administrator



Since our founding, Prospect Park Alliance has served as a nimble and adaptable nonprofit that provides critical staff and resources to sustain Brooklyn's Backyard.

This strategic plan recognizes these strengths, and also the areas where we need to grow, in order to ensure the future sustainability of the park.

As our community has grown and evolved, and we face the increasing impacts of climate change, the need for a vibrant, welcoming and resilient park has never been more important. With the decline of stable funding from the City, Prospect Park Alliance's role as park stewards is critical.

This is the backdrop for our 2024 strategic plan, which provides a road map for the Alliance and the park for the next five years. This plan embodies the Alliance's visionary role in a post-pandemic world, amplifying our capacity to enrich neighboring communities, unlocking new avenues to ensure the financial future of the park, and strategically prioritizing resources to meet ever-evolving needs.

These initiatives will ensure a future where the park can thrive and the Alliance's impact will endure for years to come.

**Iris Weinshall**

Chair, Board of Directors



82% of park visitors state that Prospect Park is a key reason they live in their neighborhood, and contributes greatly to their quality of life.

PPA 2023 Community Survey

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# Introduction

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## What is the Prospect Park Alliance?

Since its founding in 1987, Prospect Park Alliance, the non-profit organization that sustains, restores and advances Prospect Park, has played a leading role in stewarding Brooklyn's Backyard. In partnership with the City of New York, the Alliance provides critical staff and resources that keep Prospect Park green and vibrant for the diverse communities that call Brooklyn home. The Alliance cares for the natural areas; restores the park's buildings and landscapes; and provides the community with free or low-cost volunteer, education and recreation programs.

## What is the Strategic Plan and Why Now?

**The COVID-19 pandemic changed the way our community values and uses the park.** An influx of people relied on the park during the COVID-19 pandemic, with the park serving as critical infrastructure for respite, gathering space, and new and wide-ranging activities. With this increase in usage, park maintenance and community needs also increased.

**The City and Alliance resources have not grown commensurate with the increase in park usage.** In response to the increasing use of the park, the Alliance assumed responsibilities beyond its initial mandate by raising additional private funds for the maintenance, management and restoration of Prospect Park. While the Alliance has increased its fundraising and operating budget, City spending has remained stagnant since the 1970s and is annually at risk for further reductions.

**The Alliance has new leadership with a distinct vision for the park.** In 2022, the Alliance began a new chapter in its evolution with the appointment of Morgan Monaco as President. The first Black head of a major NYC parks non-profit, Morgan has brought her leadership experience in city government and the social services sector to craft a strong vision for the park focused on keeping the park clean and safe; exploring ways for the park to serve as a venue for health, wellness and other community services; and building robust arts and cultural programs.

With these new realities in mind, the Alliance has an imperative to strategically think about its role and operating model, and how best to meet rising needs and deploy the organization's resources most effectively. To answer these questions, the Alliance undertook a year-long strategic planning effort to guide the future of the park and the Alliance. The purpose of this strategic plan is to articulate the Alliance's role post-pandemic, grow the organization's capacity to benefit surrounding communities, support opportunities to increase funding for the park, and aid in the prioritization of resources to address growing needs.

## Mission, Vision, Goals + Values

Prospect Park Alliance's mission, vision, theory of change and guiding principles are the foundation of the organization and what it strives to be. As part of the strategic planning process, the organization's core mission and vision were revisited, and it was determined that both continue to serve the organization. The mission and vision of Prospect Park Alliance lay the approach for this strategic planning process that will guide the organization over the next five years.

### Mission: What is the Alliance?

Prospect Park Alliance sustains, restores and advances Prospect Park to benefit the diverse communities we serve, in partnership with the City of New York.

### Vision: What does the Alliance aspire to achieve?

Prospect Park Alliance will ensure Brooklyn's Backyard is a vital, public green space for all to enjoy. By providing the highest level of care and most innovative practices, the Alliance will lead Prospect Park to a sustainable future.

### Goals

- **Achieve Operational Excellence:** effectively and efficiently utilize resources to drive the long-term financial, social and environmental health of the organization and park.
- **Engage the Community:** focus the Alliance's expertise and resources to enhance the visitor experience, and involve diverse communities in the stewardship of the park.
- **Advance the Park:** ensure the park is an open, accessible urban oasis that evolves to meet the community's changing needs, while honoring its stature as a national landmark.

### Values

- **Community:** We collaborate with one another and the community in the stewardship of the park so it can be sustained as a vital and accessible public amenity.
- **Inclusiveness:** We serve park users of all socio-economic and cultural backgrounds, and strive to reflect this diversity in our leadership, staff and supporters.
- **Innovation:** We evolve to meet the challenges and opportunities of a changing city, and to advance the Park so that it remains a treasured green space for generations to come.
- **Leadership:** We seek the highest professional standards in our work, and serve as an advocate for the Park as well as for parks across the city and around the world.
- **Sustainability:** We work to ensure the Park's long-term economic, environmental and social well being to keep the Park an enduring resource that contributes to Brooklyn's quality of life.

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## Theory of Change + Strategic Plan Guiding Principles

As part of the strategic planning process the Alliance Senior Leadership Team engaged in an exercise to define our Theory of Change. This was designed to identify the organization's north star and long-term impact. The exercise allowed the Alliance to examine the programmatic steps needed to achieve our vision and how to measure success. We had invaluable conversations about the original intentions for the park and how we see our work in the context of civic life in Brooklyn.

In addition, engagement with the Alliance's board and staff defined the following principles, which guided the development and focus areas of the strategic plan.

- **Care for a Well-Maintained + High-Quality Park:** Support the maintenance and quality of park space, including its landscapes and facilities.
- **Lead in Conservation + Climate Action:** Serve as a steward and promote conservation of the park's natural areas, ensuring the park can be an effective resource in the borough's response to climate change.
- **Strengthen Visitor Access:** Ensure the park is welcoming and accessible to the communities who rely on the park.
- **Provide Equitable Community Programming + Services:** With guidance from the community, provide programs and services that dynamically address community needs, positively contribute to Brooklyn civic life, and celebrate and uplift diverse cultures.
- **Ensure the Organization's Financial + Operational Health:** Strengthen the financial and operational health of the organization, building upon a stable base of income and supporting the Alliance as a model employer.
- **Advance Relationship with the City:** Strengthen the relationship with the City to support a more efficient division of resources between the Alliance and the NYC Department of Parks and Recreation (NYC Parks), and increased investment from the City budget.
- **Advocate for Open Spaces:** Serve as a leader and advocate for Brooklyn parks and open spaces, building capacity for a stronger and more resilient park system.

Ensure the park is welcoming and accessible to the communities who rely on the park.



# Local Context

## Prospect Park through the Years

In the 18th century, Brooklyn was one of six villages dotting the western end of Long Island; by the 1860s, it became the nation's third largest city. In 1858, designers Frederick Law Olmsted and Calvert Vaux completed Central Park in Manhattan, and soon a movement grew in Brooklyn for a park of its own. In 1866, City parks commissioners hired Olmsted and Vaux to transform 585 acres of remnant forest and rocky farmland into a landscape whose beauty, though manufactured, would nurture the mind, the body and even the fabric of society. Prospect Park officially opened in 1867, and became a crown jewel of Brooklyn.

During the 1970s, New York City was embroiled in a significant fiscal crisis, and the park's landscapes and structures fell into serious disrepair. The decline was so precipitous that by 1979 visitation dropped to 2 million a year, the lowest in the park's history. In 1987, a group of private citizens, led by the park's first Administrator Tupper Thomas, and working with Parks Commissioner Gordon Davis, founded a new nonprofit organization to lead Prospect Park's transformation, Prospect Park Alliance. The Alliance offered a new way for the public and private sectors to join as partners in a common cause.

Over the past four decades, the Alliance has leveraged its capacities and partnerships to support a number of initiatives to restore and improve the park:

- **1990s:** The Alliance created a comprehensive Landscape Management Plan to restore the natural areas in the park.
- **2000s:** The Alliance restored the Ravine, the park's core woodlands and network of waterways, as well as the Parade Ground, the borough's most utilized recreational area.
- **2010s:** In 2013, the Alliance completed Lakeside, the most ambitious project since the park's creation: a redesign of the park's 26-acre southeast corner that would integrate the rustic aesthetic of Olmsted and Vaux, the recreational needs of the public, and the sustainable design of a modern public space. This includes the Shelby White and Leon Levy Esplanade and Chaim Baier Music Island and the Samuel J. and Ethel LeFrak Center, which provides recreational programming year round.
- **2020s:** In 2021, the Alliance received funding to launch its next ambitious project: the restoration of the Vale in the northeast corner of the park, a gateway to the park for east side communities. Plans were informed by several years of community outreach, beginning in 2017.
- **Today:** The Alliance has begun plans for a new interpretation of the park's Lefferts Historic House museum, which makes a dramatic shift in its focus. ReImagine Lefferts explores the history and resilience of the Indigenous people of Lenapehoking and the Africans enslaved by the Lefferts family, and celebrates their lasting impact on Brooklyn history and culture.



Ravine Restoration



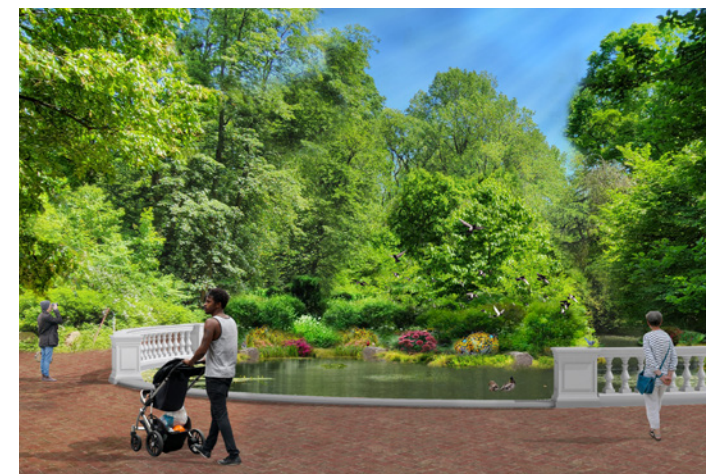
Parade Ground Restoration



Shelby White and Leon Levy Esplanade



Samuel J. and Ethel LeFrak Center at Lakeside



Restoration of the Vale



ReImagine Lefferts

## Prospect Park’s Public-Private Partnership

The Alliance has a license agreement with the City defining operating and management roles and responsibilities. In this partnership, the Alliance leads the care of the park’s natural areas: 350 acres of forest and waterways. The Alliance also offers public programming, visitor services and raises private and public funds to deploy Alliance resources in the park. The City contributes direct spending for maintenance and enforcement staff, capital funding, equipment and specialty resources such as forestry crews. More detail on the public-private partnership can be found in the Appendix.

For years, the Alliance has gone beyond its agreement with the City, enhancing visitor experiences and addressing critical needs by supplementing City Services. This commitment is expected to continue, meeting the current and future needs of the park and its visitors.

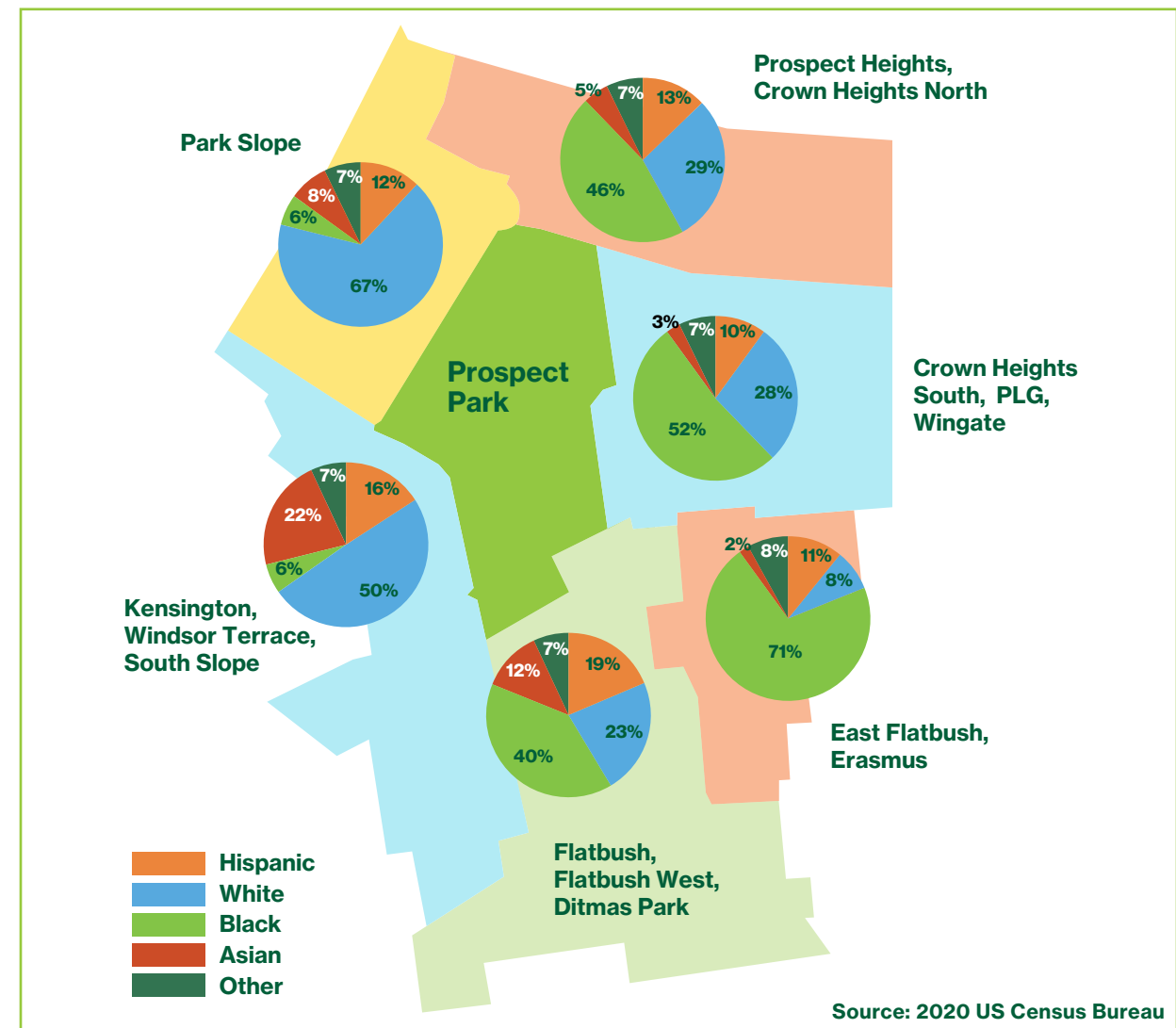
Prospect Park Alliance Budget			
	2015	2019	2023
<b>Total Gross Income</b>	\$10.0M	\$12.3M	\$15M
<b>Revenue</b>	\$4.9M	\$6.8M	\$8.4M
<b>Contributed</b>	\$4.9M	\$4.6M	\$6.0M
<b>Government</b>	\$0.2M	\$0.9M	\$0.6M
<b>Total Expenses</b>	\$9.3M	\$11.7M	\$16.1M
<b>Staff</b>	76	82	90



## Neighborhood Context

Prospect Park is Brooklyn’s flagship park, serving all of the borough’s 2.74 million residents. Brooklyn is one of the most densely populated urban areas in the country, with the least amount of green space per resident of any borough in New York City. The borough is a diverse mix of ethnicities, which is reflected in the neighborhoods around the park.

Brooklyn is one of the most densely populated urban areas in the country, with the least amount of green space per resident of any borough in New York City. Data from the 2020 Census shows that Brooklyn’s population jumped by 230,000 residents over the preceding decade. Its 2.74 million population is roughly the same as Chicago, the nation’s third largest city, and its 9.4 percent growth rate is the highest of all NYC boroughs. The borough is a diverse mix of ethnicities, which is reflected in the neighborhoods around the park.



# Current State

## Prospect Park's Current State

To support strategic recommendations that sustain and grow Prospect Park Alliance, it is important to understand the state of the park and the Alliance operationally, structurally and financially. The current state was informed by staff, board and public engagement, best practices research and a review of existing conditions.

**Visitors greatly value the park, which provides a free and accessible community space, and are drawn to its natural areas, programs and public events.**

People of all ages, races and ethnicities, genders and neighborhoods depend upon the park. The park serves as a welcoming space and venue for gatherings that bring communities together. Community members value their proximity to Prospect Park, and visit to get outdoors, exercise and socialize. They appreciate access to the natural and recreation areas, and enjoy park events.

**The surrounding communities have changing and unmet needs, and the park can play a role in addressing them.**

Emerging from the COVID-19 pandemic, Brooklyn residents have a wide range of health and wellness needs that are not being adequately met. Prospect Park serves a critical role in supporting the health and wellness of the diverse communities that call Brooklyn home, providing opportunities for physical fitness and mental wellbeing, strengthening social ties and building connections to nature. The park and its programs can and should evolve to best address the community's changing needs.

**Prospect Park Alliance has gone above and beyond its founding mission.**

In response to the increasing use and resulting impacts on the park, the Alliance has moved beyond its initial mandate, and has worked to address the needs of the park and community, which extends its scope as outlined in its operating agreement with the City. This trajectory is likely to continue to the benefit of the park and its users.

Since 2021, the Alliance's ReNew Prospect Park initiative has invested \$1 million in small-scale infrastructure improvements – new benches and seating areas, renovated restroom facilities and restored drainage – and funds an ACE New York crew and 4 groundskeepers to support NYC Parks in keeping the park clean and in good repair.

**There continue to be more needs than there are available resources to address them.**

Prospect Park Alliance's budget and the City's spending have not grown commensurate with the increase in park usage; and investments in maintenance, operations and capital have not kept up with the needs of the park.

Although most park users express high satisfaction with the park, many share that there are opportunities to improve cleanliness, accessibility and the visitor experience. It is critical for Prospect Park Alliance to prioritize needs and match them to external or internal resources. In parallel, the Alliance must actively work to grow its annual operating income and capacity in light of long-term constraints on City resources.

**The Strategic Plan provides an opportunity to determine Prospect Park Alliance's role in addressing areas of growing need in the park.**

The Alliance serves a variety of different roles, which include oversight of capital improvements, landscape management, concessions operations, education and public program development and more. Determining Prospect Park Alliance's role requires an understanding of expertise, resources and value-add within the organization, and an assessment of whether there are potential partners to address these gaps. Prospect Park Alliance's decision on its role will vary across each need and change over time as demand and available resources shift. The purpose of the strategic plan is to support decision-making to guide ongoing prioritization and meet changing needs based on available resources.



ACE New York Crew



Picnicking on the Long Meadow



# Our Approach

To create the strategic plan, Prospect Park Alliance undertook a year-long comprehensive planning process. This included conducting an existing-conditions analysis and facilitating stakeholder engagement to solicit public input and inform the plan's focus. Through this process, the Alliance sought to answer the following questions:

1. What are Prospect Park Alliance's organizational strengths and opportunities for growth?
2. What actions should the Alliance take to better serve the diverse communities that use the park?
3. How can Prospect Park Alliance reimagine its role, identity and presence as the stewards of Prospect Park and its service to park visitors?

The year-long strategic planning process was divided into three phases: Existing Conditions + Areas of Growth, Opportunity Evaluation and Strategic Plan Drafting.

During each phase, Prospect Park Alliance conducted stakeholder engagement to gather input from staff, senior leadership, the board, the public and potential partners. This included:

- **Public survey** with 4,500+ responses conducted in the fourth quarter of 2023;
- **Staff survey** supplemented by working group and organization-wide meetings;
- **One-on-one conversations** with Senior Leadership Team members on the current state of operations and opportunities for growth;
- **Neighborhood listening sessions** in Crown Heights, Flatbush, Kensington, Prospect Heights, Prospect Lefferts Garden, Park Slope, Sunset Park, Windsor Terrace and park user groups;
- **Health and wellness roundtable** and one-on-one meetings with social service providers; and
- **Over 30 work sessions** with the Alliance board and staff members, supplemented by Strategic Plan Committee and Board of Director meetings.



Phase 1 → Existing Conditions + Areas of Growth	Phase 2 → Opportunity Evaluation	Phase 3 → Strategic Plan Drafting
<i>Understand the current operational state and uncover areas of growth and opportunity.</i>	<i>Identify the strategic initiatives based on their relevance and feasibility in supporting focus areas.</i>	<i>Establish a roadmap for implementation over the next 5 years.</i>
<ul style="list-style-type: none"> <li>• Launched Public Survey</li> <li>• Held Community Listening Sessions</li> <li>• Conducted One-to-One Meetings</li> <li>• Organized Staff + Board Working Groups</li> <li>• Reviewed Financial + Operational Data</li> </ul>	<ul style="list-style-type: none"> <li>• Analyzed 4,500+ survey responses</li> <li>• Created framework to develop priorities</li> <li>• Evaluated priorities through board + staff working groups</li> <li>• Identified 8 plan initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Crafted implementation roadmap</li> <li>• Finalized strategic plan that expands on stakeholder feedback + recommendations of working groups</li> </ul>

Refer to the Appendix for further details on our approach to the strategic plan.

# Future State

To address the needs of the park and surrounding communities, this strategic plan is built around four objectives and eight initiatives that will be Prospect Park Alliance's priorities over the next five years.

 <b>Fulfill the Park's Potential as a World-Class Public Space</b>	
<b>Park Operations</b>	We will strengthen our care of the park by maintaining capital investments, investing in smaller-scale yet impactful capital improvements, and developing a long-term landscape management plan.
<b>Stewardship</b>	We will invest in innovative design, communications, and impactful programming to foster stewardship and community goodwill in nurturing the park.
 <b>Boost NYC's Resilience with a Thriving Landscape</b>	
<b>Climate Action</b>	We will study the ways in which the park's forest helps mitigate climate change, and implement a climate action plan to reduce the organization's carbon footprint and improve the natural area's environmental benefits.
 <b>Optimize Programs to Champion Community Needs</b>	
<b>Community-Responsive Programs</b>	We will focus Alliance-produced programs and events on arts and culture, environment, health + wellness, and Brooklyn history to diversify our audience and increase civic engagement.
<b>Health + Wellness</b>	We will partner with local providers to offer health and wellness services, connecting park users with direct support and serving as a bridge for much-needed care in the community.
<b>Youth Development</b>	We will elevate youth development programs to grow the next stewards of our city's green spaces and provide wraparound services to help participants achieve their potential.
 <b>Secure the Financial Future of the Park</b>	
<b>Enhanced Visitor Amenities</b>	We will transform underutilized spaces to enrich the visitor experience in the park.
<b>Organizational Growth</b>	We will evolve our approach to fundraising to ensure sustainable and predictable income for the organization.



## **Fulfill the Park's Potential as a World-Class Public Space**

**Park Operations: We will strengthen our care of the park by maintaining capital investments, making privately funded, smaller-scale and impactful infrastructure improvements, and developing a long-term landscape management plan.**

Since the pandemic, the use of the park and its facilities has increased, straining park infrastructure and operational resources. Although the park's cleanliness ratings are consistently at or above the standard set by NYC Parks, feedback received in the 2023 Prospect Park Alliance Community Survey highlighted a need to improve restroom conditions and better address litter in the park.

With a steep increase in park use in the past decade, the park's landscape and facilities have deteriorated significantly, and NYC Parks resources have not kept pace. Previously completed capital projects have suffered over the years from lack of maintenance resources. The Alliance needs a minimum of eighteen full-time gardeners to maintain 350 acres of natural areas but currently only has seven. Prospect Park Alliance and NYC Parks' division of labor and coordination can be inefficient, and there is a lack of a consistent and transparent process to coordinate and prioritize projects, and request City resources.

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Since 2021, Prospect Park Alliance has invested \$1 million in small-scale infrastructure improvements to address maintenance needs. This ranges from new benches and seating areas to renovated restroom facilities and barbecue areas, and repairs to the park’s antiquated drainage system. These investments are made possible through the ReNew Prospect Park initiative, which applies private funding to the most pressing maintenance needs. This initiative also is funding a partnership with ACE New York, a non-profit that provides job training and work experience to New Yorkers who have experienced homelessness, addiction and incarceration. Lastly, the Alliance funds four groundskeepers, and together these resources assist NYC Parks Maintenance + Operations team with cleanliness, sanitation and infrastructure repairs.

To adequately address Prospect Park’s maintenance and operation needs, Prospect Park Alliance will:

- **Review of the current state of park operations:** Analyze operations, Inclusive of landscape and facilities management, and maintenance and operations – and develop an updated process for resource allocation that builds efficiency and improves the care of the park.
- **Build a comprehensive asset management system:** This system will track the condition and status of work on all landscapes and facilities.
- **Create a comprehensive landscape management plan:** Fully fund the Landscape Management team to both implement the management plan and fully care for the park’s essential natural resources.
- **Commit to the ReNew Prospect Park Initiative:** Ensure the sustainability of this program in the organization’s budget to address pressing maintenance needs.
- **Invest in the Alliance’s newly created facilities team:** Provide more dedicated staff to better maintain facilities that are the Alliance’s responsibility and further preserve the useful life of our capital assets.

#### **How will we measure progress?**

We will develop an internal dashboard to monitor the park’s physical condition on an ongoing basis as part of the development of the asset management system and actively track NYC Parks’ ratings

#### **Existing core programs supporting this effort:**

- **ReNew Prospect Park:** applying privately-raised funds to undertake the park’s most pressing maintenance needs.
- **Facility Services:** ensuring the proper care and maintenance of park facilities.
- **Design + Construction:** Ensuring design excellence and cohesion through undertaking the design and construction supervision of all capital improvements in the park.

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### **Stewardship: We will invest in design, programming and communications interventions to inspire stewardship and community goodwill in the care of the park.**

With the growth in park usership, particularly following the COVID-19 pandemic, there has been a rise in issues such as littering, off-leash dogs, unpermitted vendors, graffiti, campfires and unpermitted motorized vehicles. While crime rates are low, park users have expressed that the park feels unsafe, and many shared that a lack of lighting and pedestrian safety were key drivers of this perception.

The City deploys the New York City Police Department (NYPD) to address crime in the park, Parks Enforcement Patrol (PEP) officers to address park rule violations, and Urban Park Rangers (UPR) to support stewardship, rule education and enforcement. PEP and UPR are severely understaffed due to chronic underfunding. While most attention is paid to staffing, safety and enforcement challenges also can be addressed through operational, program and design interventions. Prospect Park Alliance will invest in interventions to build a sense of safety and stewardship of the park through programming, communications and design.

- **Programming:** Develop an “Ambassador” program, modeled after the Urban Park Rangers, to foster stewardship and support rules education and enforcement.
- **Communications:** Enhance an existing “Be a Park Champion” marketing campaign to inspire stewardship and improve stewardship signage to communicate park rules.
- **Design:** Invest in more lighting on pedestrian paths and improve pedestrian safety through design interventions on the Park Drive. In addition, develop a comprehensive signage master plan to better communicate rules and stewardship; and continue investments in nature trails to encourage park users to stay on designated paths.

#### **How will we measure progress?**

We will conduct an annual sentiment survey, tracking park user engagement both in-park and through our marketing channels; 311 complaints and related summonses; and changes in visitor behavior measured through inspections and staff observations.

#### **Existing core programs supporting this effort:**

- **Volunteer Services:** Engaging thousands of volunteers annually in the care and stewardship of the park.
- **Design + Construction:** Ensuring design excellence and cohesion through undertaking the design and construction supervision of all capital improvements in the park.
- **Landscape Management:** Maintaining and restoring the landscape with a highly-skilled team of ecologists, arborists, zone gardeners, wildlife and aquatic technicians, and natural resources crew members.
- **Community Committee and Partner Network:** engaging representatives from more than 100 local organizations in an ongoing dialogue about the park and the needs of the constituents they represent.



## Boost NYC's Resilience with a Thriving Landscape

### **Climate Action: We will study the ways in which the park's forest helps mitigate climate change and implement an action plan to reduce the organization's carbon footprint and improve the park's environmental benefits.**

Prospect Park is home to 350 acres of natural areas and 30,000 trees, serving a unique role in mitigating climate change. Severe weather events – extreme heat, heavy rainfall and severe flooding – impact the park's ecology and natural areas as well as how people use the park. The park is also already experiencing the impacts of increasing frequency and severity of climate change, which damage facilities and forested natural areas and exacerbate park drainage issues. Minor storm events can inundate the park's drainage system, which then impacts neighborhood streets surrounding the park. Record high temperatures impact newly planted trees and landscapes, and increase the presence of insects and diseases that harm park trees, such as Emerald Ash Borer, Oak Wilt and Dutch Elm Disease. Rising temperatures will encourage greater use of the park as a respite from extreme heat, increasing people's use of the park and further impacting our landscapes.

Parks and open spaces are generally overlooked in climate change conversations, but by nature contribute to climate action. More than half of the 2023 Prospect Park Alliance Community Survey respondents considered stewardship of natural areas as the most important charge of the Alliance. In the 1990s, Prospect Park Alliance developed a long-term landscape management plan that guides landscape management priorities, which has not been updated to reflect current landscape and climate conditions and cannot be implemented because of lack of resources. Aside from a tree survey conducted in 2019 for a small portion of the park's trees – which included economic, environmental, and social benefits – the Alliance does not measure or communicate climate impact due to a lack of accurate data and resources.

It is critical that Prospect Park adapts to climate change for its long-term sustainability. Prospect Park Alliance will actively address climate change through:

- **Developing and implementing a climate action plan:** the Alliance will assess the current state of its operations to guide the organization in adapting to and mitigating climate change, with a focus on improving and sustaining a more resilient and healthy forest ecosystem, as well as creating a path toward reducing the organization's environmental impact.
- **Partnering with subject-matter experts:** the Alliance will tap outside partners to assess the current state of the park's 350 acres of natural areas with quantifiable measurements for the natural area's health and environmental impact, such as carbon cooling and stormwater mitigation.
- **Embedding a climate lens across the organization:** The Alliance will prioritize climate resilience in its approach to capital projects, general operations and public programming.

### **How will we measure progress?**

We will develop targets and track metrics that support the management and expansion of natural areas, encourage ecosystem diversity, conserve species, increase tree canopy, increase permeability and provide green jobs.

### **Existing core program supporting this effort:**

- **Landscape Management:** Maintaining and restoring the landscape with a highly-skilled team of ecologists, arborists, zone gardeners, wildlife and aquatic technicians, and natural resources crew members.





## Optimize Programs to Champion Community Needs

### Community-Responsive Programs: We will focus Alliance-produced programs and events on arts and culture, environment, health + wellness and history.

As stewards of the park, Prospect Park Alliance has an important role to play in providing the community with programming that deepens their appreciation of the park and builds connections with one another. In addition to the long-standing Volunteer Program and programs at the Lefferts Historic House and the Audubon Center, the Alliance has presented more than 40 programs in its last five years including programs focused on fitness, entertainment, performing and fine arts, and history. Prospect Park Alliance actively partners to produce programs such as Caribbean-American Heritage Month with Caribbeing, JouvayFest and other partners; Walks for Older Adults with Heights & Hills; and Nature Walks with Outdoor Afro, among others.

The Alliance's current approach to developing and hosting programs needs refinement to ensure focus, resource alignment and responsiveness to community needs. In addition, there are opportunities for Prospect Park Alliance to engage community members further to make them aware of existing programs and ensure that barriers to accessing programs are minimized. The Strategic Plan process has identified possible avenues for the Alliance to bring future programming to Prospect Park, and identifying where the Alliance can serve as a producer or a partner to external producers.

The Alliance will continue to partner with the City to issue permits for both professional event producers and community members for a range of events, from picnics and birthday parties, to larger events, such as the Brooklyn Half Marathon. As a platform and a venue, Prospect Park has been, and will remain, home to thousands of formal and informal events. These programs will continue, governed by the City rules, and driven by the creativity, energy and love of the residents of Brooklyn.

Prospect Park Alliance will apply the following new framework to evaluate existing and future potential opportunities:

- **Develop criteria to determine Alliance programming:** New criteria applied consistently across program opportunities will help the Alliance to decide to produce programming, partner with organizations, or serve as a venue. This will enable the organization to streamline its programming function and ensure that programming in the park aligns with Prospect Park Alliance's mission, values and resources.
- **Serve as a producer for core programs:** Producing programs means developing and managing events in-house – such as programming currently presented at Lefferts Historic House and the Prospect Park Boathouse. All future events produced by the Alliance will focus on arts and culture, environment, health and wellness, and Brooklyn history.

- **Partner with other cultural and community-based organizations:** Partnering means collaborating with other organizations to provide a broader range of programs that the Alliance does not have the resources to produce. This currently includes a BRIC Celebrate Brooklyn!, a summer movie series, free yoga classes and New Year's Eve Fireworks. The Alliance will create clear and consistent guidelines to develop and maintain partnerships.

#### *How will we measure progress?*

We will measure program success, whether as a producer or partner, by tracking the number and diversity of attendees over time, and the range of partners engaged. Internally we will also track how the new framework enables easier and more effective decision-making when new program opportunities arise.

#### *Existing core programs supporting this effort:*

- **Reimagine Lefferts:** strengthening the healing nature of Prospect Park by celebrating the Indigenous and African foundations of this city and country.
- **Prospect Park Audubon Center:** offering free public programs for children and families to explore nature in the park.
- **Visitor Services:** bringing communities together through City-permitted large and small-scale events, and family and community gatherings.
- **Community Committee and Partner Network:** engaging representatives from more than 100 local organizations in an ongoing dialogue about the park and the needs of the constituents they represent.



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**Health + Wellness: We will partner with local providers to provide health and wellness services in the park, connecting park users with direct support and serving as a bridge for care in the community.**

The park currently serves as a place of health and wellness in informal ways that are supplemented by select health and wellness programs, including; free yoga, boot camp and other fitness classes in the park; recreational centers in the park that provide physical activity (i.e. Tennis Center, Lakeside); permitted runs, walks, cycling events and other fitness activities hosted by other organizations; and ReImagine Lefferts, which offers the opportunity for healing from the impacts of slavery, systemic racism and displacement.

The pandemic exacerbated disparities around access to physical and mental healthcare for Brooklynites; there has been a recognized “break” in the traditional healthcare system, and people are not returning to doctor’s offices for basic health needs. As part of our mission to serve the community, Prospect Park Alliance is committed to sustaining the park as an essential space for health and well-being. In 2023, the Alliance engaged health professionals, civic leaders and the general public to explore how the park can best address community health needs. These conversations identified the following needs that could potentially be served in the park: mental and behavioral health, food insecurity and chronic health conditions.

To play a crucial role in connecting Brooklynites with much-needed critical care, the Alliance will:

- **Develop partnerships to provide services in the park:** Through partnerships, Prospect Park Alliance will provide health and wellness opportunities for the community, with a focus on communities south and east of the park. By partnering with local service providers, the Alliance will help those providers connect with park users, leveraging the park as an accessible, community-based space for health and well-being. Our aim is to remove barriers to accessing health care and social services by bringing services to people in a space they already associate with their well-being. This will include deploying community health workers to the park to provide resources and referrals and providing mobile medical services near park entrances.
- **Developing programming and events that support health and wellness:** the Alliance will explore producing and partnering with external producers to create events and programs that address health and wellness needs, this including resource fairs and workshops, health and wellness classes, and other opportunities.
- **Engage the community at borough-wide events and neighborhood programs:** the Alliance will also go beyond its borders to engage the community about the breadth of park offerings to support this work and expand access.

**How will we measure progress?**

We will measure the success of health and wellness programming by the range of partners engaged and programming/services provided that address our target population’s health needs; the number

of people engaged and served through these programs and services; and, where appropriate, the number of referrals made to direct services.

**Existing core programs supporting this effort:**

- **Public Programs:** Connecting visitors with the natural environment through free programs at the Prospect Park Audubon Center and guided walks.
- **Visitor Services:** Providing low-cost, year-round recreational activities at the Prospect Park Tennis Center and the LeFrak Center at Lakeside.
- **Community Relations:** Developing partnerships with local community-based organizations to provide services in the park.

**Youth Development: We will enhance youth development and bolster current employment opportunities by building partnerships to provide wrap-around services and connections to job pipelines.**

As Brooklyn’s flagship park, Prospect Park has an important role to play in the well-being of community youth, who visit the park for recreational and educational opportunities, and represent the next generation of park stewards. Prospect Park Alliance serves young people through public programs, concessions, and maintaining its landscapes, ballfields and playgrounds for their use.

However, existing Alliance-led youth development programming is small scale and does not provide a direct pipeline to jobs. Prospect Park Alliance serves approximately 40 high schoolers each year through two signature programs: the Woodlands Youth Crew, which enables youth to work side-by-side with Alliance forestry staff to learn about forest management, and the Park Youth Representative program, which enables youth to work side-by-side with Alliance educators to produce programs at Lefferts Historic House museum and the Prospect Park Audubon Center. There is an opportunity to augment the Alliance’s current resources, expand maintenance and care for the park’s natural areas, and bolster current youth employment programs by providing a direct pipeline to jobs.

To support youth development opportunities, Prospect Park Alliance will:

- **Broaden opportunities for youth employment:** We will create a new process and approach to youth programming, which will include landscape management, maintenance and operations, health and wellness, and visitor services-based programs.
- **Build partnerships for recruiting and wraparound services:** We will build a partnership with a local environmental-based high school to serve as a pipeline for youth programs and enhance social service offerings; partner with a youth development organization to provide wrap-around services, including college access and job pipelines. Prospect Park Alliance will also serve as a host site for other environmental-based workforce development programs, exposing 18- to 24-year-old trainees to landscape management and forest restoration work.



Prospect Park Alliance Woodlands Youth Crew

### How will we measure progress?

We will measure progress by the number and diversity of program participants; the number of participants connected to post-secondary opportunities or jobs, and quantitative feedback on participant knowledge, skill building and overall program satisfaction.

### Existing core programs supporting this effort:

- **Woodlands Youth Crew:** Introducing high school students, through paid seasonal positions, to careers in landscape management and restoration.
- **Park Youth Representatives:** Introducing high school students, through paid seasonal positions, to careers in environmental and museum education.

## What We Need

The Alliance needs a minimum of eighteen full-time gardeners to maintain 350 acres of natural areas but currently only has seven.

## Secure the Financial Future of the Park

**Enhanced Visitor Amenities: We will proactively activate underutilized spaces in the park, inclusive of facilities and landscapes, to positively contribute to the park visitor experience.**

Since the pandemic, the number of park visitors has increased significantly, but use is concentrated in specific locations and times of the year. To support the long-term care of the park and address community needs, the Alliance needs to evaluate and activate sites in the park that are currently underutilized that could be activated to provide enhanced visitor amenities as well as areas of historical, ecological or community sensitivity that should be protected from overuse.

### To enhance visitor amenities and activate underutilized spaces the Alliance will:

- **Create a master plan:** This will be a geographic master plan of the park that identifies areas that are underutilized and have potential for improved use, as well as areas of historical, ecological or community sensitivity that should be protected from overuse. This plan will also guide the prioritization of capital needs. The plan may include underutilized locations like the historic Tennis House, which most recently served as staff offices and is slated for restoration, or locations where there are opportunities to reconsider or expand current use to better respond to community needs, such as the Boathouse, LeFrak Center and Bandshell.
- **Define range of possibilities:** The Alliance will work with the City to define what is possible under its current operating agreement with the City.
- **Issue requests for information and proposals:** Following the creation of a plan and with stakeholder support, the Alliance will issue a Request for Information (RFI) to solicit ideas for opportunities and partnerships and ultimately Request for Proposals (RFPs) to select partnerships.

### How will we measure progress?

We will track progress based on key milestones including: funds raised for capital improvements, successful selection of partners; revenue earned by concessions on site; a timeline for renovations or activations; and park visitor satisfaction.

### Existing core programs supporting this effort:

- **Visitor Services:** Managing the Samuel J. and Ethel LeFrak Center at Lakeside, the Prospect Park Tennis Center, the Boathouse, the Picnic House and all food services in the park.

# What's Next

## Organizational Growth: We will evolve our approach to fundraising to continue building sustainable and predictable income for the organization.

During the pandemic, Prospect Park Alliance witnessed growth in individual donors, and this additional funding has enabled the organization to better meet its growing resource needs due to increased use of the park. While this higher level of private funding is being sustained, like many organizations post-pandemic, donations are now growing at a slower rate.

Given the current state of City funding for parks, private fundraising is critical to support Prospect Park Alliance's future work. The Alliance relies on individual donors, as well as foundation and corporate partners, to help care for the park, but philanthropic support has not kept pace with growth in park visits and increased needs. Significant growth in this area would help fund initiatives under this strategic plan, address current and future needs, and achieve larger fundraising campaigns goals, which support operations, capital improvements and the endowment.

### To ensure the financial stability of the park the Alliance will:

- **Invest in staff resources:** We will invest in staff resources to build and foster a larger giving pipeline as well as develop and craft strategies for individuals based on their relationship with the park. This will allow us to focus on increasing individual gifts from our community of park users to build sustained income for the organization.
- **Updated agreement with the City:** In addition, the partnership between the Alliance and the City to share the responsibility of caring for the park is critical to be able to address growing park needs. In service of this, the Alliance will seek to update the agreement with the City to recognize the level of service the Alliance now provides with a goal of increasing the predictability and level of City support.
- **Advocate for increased parks funding:** The Alliance will also continue to advocate in partnership with organizations citywide for adequate city capital and operating budgets, which includes support and participation in the Parks and Open Spaces Partners coalition and the Play Fair for Parks campaign.

### How will we measure progress?

We will track funds raised towards general operations and the growth of the endowment.

### Existing core programs supporting this effort:

- **Fundraising:** raising support income annually in addition to goal-specific campaigns.
- **Advocacy:** taking a leading role in the Parks and Open Space PartnersCoalition to advocate on behalf of New York City green spaces for more city funding.
- **Administrative Excellence:** leading the organization with efficient and effective processes across Finance, IT, and People and Culture functions.

## Implementation

In order to implement these eight initiatives, the Alliance's annual budget will need to grow by approximately \$2.5 million. To fund this growth, the Alliance will increase its focus on securing individual and institutional support, as well as new sources of income. We expect to launch the initiatives in phases, with all 8 having launched by 2027.

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Park Operations</b>	Active	Active	Active	Active	Active
<b>Stewardship</b>	Active	Active	Active	Active	Active
<b>Climate Action</b>			Active	Active	Active
<b>Community-Responsive Programs</b>	Active	Active	Active	Active	Active
<b>Health + Wellness</b>	Active	Active	Active	Active	Active
<b>Youth Development</b>		Active	Active	Active	Active
<b>Enhanced Visitor Amenities</b>		Active	Active	Active	Active
<b>Organizational Growth</b>	Active	Active	Active	Active	Active





# Appendix

## City and Alliance Roles and Responsibilities

The following table outlines the City and Prospect Park Alliance responsibilities per the existing license agreement and the various concessions agreements that are in place. **Contributions beyond the existing licensing agreement are highlighted in orange.**

	City	Prospect Park Alliance
<b>Ownership</b>	<ul style="list-style-type: none"> <li>Owns land and buildings</li> </ul>	
<b>Capital Design, Renovation and Construction</b>	<ul style="list-style-type: none"> <li>Funds nearly all capital projects in the park</li> <li>Retains control over policy issues, oversight, permitting and approvals for capital projects and contractor(s)</li> </ul>	<ul style="list-style-type: none"> <li>Identifies capital needs</li> <li>Lobbies to raise capital funds</li> <li>Provides community engagement and public review services</li> <li><b>Designs all capital projects</b></li> <li><b>Provides construction supervision services</b></li> <li><b>Provides construction management services</b></li> <li><b>Conducts community engagement to inform design</b></li> </ul>
<b>Maintenance + Operations</b>	<ul style="list-style-type: none"> <li>Maintains park infrastructure (pedestrian paths, roadways, lighting, restrooms, drinking fountains)</li> <li>Provides operational staff for trash management and infrastructure maintenance.</li> <li>Provides equipment and vehicles for maintenance and operations, landscape management and volunteer services</li> <li>Deploys New York Police Department (NYPD) and Parks Enforcement Patrol (PEP) staff for public safety and rules enforcement</li> <li>Deploys Urban Park Rangers for educational and recreational programming and wildlife management</li> </ul>	<ul style="list-style-type: none"> <li>Manages landscape maintenance, restoration and preservation of natural areas</li> <li>Manages and supervises lawn and ballfield maintenance</li> <li>Manages and maintains some facilities in the park</li> <li><b>Funds a supplemental maintenance crew provided by ACE New York, and four groundskeepers to assist with cleanliness and sanitation</b></li> </ul>

	City	Prospect Park Alliance
<b>Concessions</b>	<ul style="list-style-type: none"> <li>Oversees concession agreements: approving pricing, hours of operation and activities</li> </ul>	<ul style="list-style-type: none"> <li>Manages concessions, including LeFrak Center, Carousel, Tennis Center, Picnic House and Boathouse event rentals, and food services</li> </ul>
<b>Programming</b>	<ul style="list-style-type: none"> <li>Provides Urban Park Rangers programming</li> </ul>	<ul style="list-style-type: none"> <li>Operates nature center, historic house museum, volunteer program</li> <li>Provides public and educational programming</li> <li>Manages the special event permit process</li> <li>Advocates on behalf of residents, and ensures that their voices are heard in park planning and stewardship</li> </ul>
<b>Fundraising</b>		<ul style="list-style-type: none"> <li><b>Fundraises public and private support for Alliance resources deployed in the park.</b></li> <li>As per the existing agreement with the City, the Alliance is only obligated to raise and expend a minimum of \$2M annually, <b>however the Alliance fundraises significantly beyond this minimum.</b></li> </ul>

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## Strategic Plan Detailed Approach

### Phase 1: Existing Conditions + Areas for Growth

Phase 1 focused on uncovering areas of growth and opportunity through an assessment of existing conditions. During this phase, Prospect Park Alliance focused on understanding the current status of its operational, physical and financial standing to identify benchmarks to build upon and develop recommendations that can sustain and grow Prospect Park Alliance's presence and impact. During this assessment, Prospect Park Alliance investigated the following questions:

- What are the existing income sources and how might they change?
- What are existing expenses and how might they change? Why?
- What is the state of current facilities and landscapes? What improvements has Prospect Park Alliance funded to date, what future funding is allocated and what needs remain? What are the implications of changes to responsibility, investments and needs?
- How will changes to operations impact users and staff, and how will they be funded?

The existing-conditions analysis was presented and discussed with staff and board members to identify new areas for strategic growth that the Alliance can take related to income, expenses, programming, operations and its relationship with the City.

### Phase 2: Opportunity Evaluation

During Phase 2, Prospect Park Alliance evaluated opportunities for growth by exploring alignment with stakeholder feedback; the organization's mission and values; capacity and resource needs; and by identifying precedents wherever applicable. To evaluate the opportunities, working teams were established to further develop and investigate the opportunities and determine if they should be prioritized as initiatives in the strategic plan. These working teams were composed of Prospect Park Alliance staff, board members and partners. Working teams considered and answered the following questions:

- Does this address a community need?
- What is the feasibility and impact?
- Has this been done before?
- Is Prospect Park Alliance uniquely positioned to undertake this?

This process resulted in the prioritization of opportunities and the development of the eight strategic initiatives that are the foundation of this plan.

### Phase 3: Plan Development

In Phase 3, Prospect Park Alliance drafted the Strategic Plan and established a roadmap for implementing the strategic initiatives.

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## Glossary

**Capital Expenditure:** Funds for the acquisition of costly equipment or property; the construction, addition to or replacement of (recreation) areas or facilities.

**Capital Investment:** An investment to a facility through a capital expenditure.

**Conservation:** The management of cultural and natural resources to prevent deterioration, loss or waste; management actions may include preservation, restoration and enhancement.

**M+O (Maintenance and Operation):** Tasks undertaken on a regular basis to keep park and recreation facilities, areas, buildings, equipment and supplies in a safe, attractive and usable condition.

**NYC Parks:** New York City Department of Parks + Recreation

**PEP:** Parks Enforcement Patrol

**UPR:** Urban Park Rangers

## Sources

US Census Bureau, 2020

Prospect Park Alliance Community Survey, 2023

Prospect Park Alliance Form 990, 2015

Prospect Park Alliance Form 990, 2019

Prospect Park Alliance Form 990, 2023

## Acknowledgements

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**Staff and Board of Directors.** The Prospect Park Alliance staff and Board of Directors were critical to the formation of ideas in the Strategic Plan and will continue to be vital to the implementation of the Strategic Plan. Staff and the Board of Directors offered input and insights throughout the creation of the Strategic Plan.

Staff and Board of Directors are below:

### Senior Leadership Team

Maria Carrasco, Vice President, Public Programs\*

Adina Cole, Vice President, People + Culture\*

Deborah Kirschner, Vice President, Communications + External Relations\*

Emily Krell, Vice President, Visitor Experience + Business Development\*

Morgan Monaco, President and Park Administrator\*

Susan Sharer, Vice President, Development\*

James Snow, Chief Operating and Financial Officer\*

Elizabeth Walsack, Regional Manager

Christian Zimmerman, Vice President, Capital and Landscape Management

\* Denotes those who served as leads during the research and investigation of each initiative.

### Staff Working Group

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Lucy Gardner  
Kymberle Joseph  
Darina Kozoub  
Leila Mougoui-Bakhtiari\*  
Claude Ormsby  
Svetlana Ragulina  
Myla Seabrook  
Allison Taylor\*  
Camilla Wilson

### Board of Directors

**Chair:** Iris Weinshall, New York Public Library\*

**Vice Chair:** Sharon Myrie, Queens Borough Public Library\*

**Secretary:** Sarah Gerstenzang, New York State Citizens' Coalition for Children\*†

**Treasurer:** David M. Marcinek, Venerable Holdings

Lori Ardito, Office of the Deputy Mayor for Operations\*

Shawn Austin, Everest Re Group\*†

Nisha Baliga, MoCaFi\*†

Andrew Birsh, Woodside Press

Shaquana Boykin

Allison Dunn, Worklab\*†

Liza Gilbert, Landscape Designer\*

Sharon Greenberger, YMCA of Greater New York\*

Winthrop Hoyt\*†

Melissa Jamal

Michael Kalt, Partners Path Capital

Susan Kath, Cyrus R. Vance Center for International Justice\*

Tom Keaney, Burns Park Media\*†

Sabrina LeBlanc

Raquel Malmberg, Guidehouse\*†

Jeffrey Mandel, Tishman Speyer

David M. Marcinek, Venerable Holdings

James Patchett, McKinsey & Company

Bahia Ramos, The Wallace Foundation

Dr. Patricia Ramsey, Medgar Evers College

Rob Rosenberg, Houlihan Lokey

Elizabeth Ryan, Compass

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Anne Sperling, New York-Presbyterian Hospital

Sandra Thomas, SPT Consults†\*

Suzy Coue-Wilson, Producer

### Ex Officio

Antonio Reynoso, Brooklyn Borough President

Shahana Hanif, City Council Member

Sue Donoghue, Commissioner, New York City

Department of Parks & Recreation

### Directors Emeriti

Henry Christensen III, Founding Board Chair, In Memoriam

Joseph Fishman, Henry and Lucy Moses Fund, Inc.

Albert H. Garner

Charles R. Jacob III, Goulston & Storrs

David Jones, Community Service Society of New York

Elizabeth Ryan, Compass

Catherine M. Varous, Marsh & McLennan Companies

Mark A. Varous, Ocean Road Advisors

### Strategic Plan Consultant

Elyse Newman\*

**Community Committee.** The Community Committee supports the Prospect Park Alliance to help diversify the Prospect Park Alliance volunteer corps, promote park stewardship and advocacy and advance roadway safety, which are all initiatives of the Strategic Plan.

### Committee Members:

Achilles International - Brooklyn Chapter

AYSO

BASE High School

BRIC

Brooklyn Bird Club

Brooklyn Borough President

CAMBA

Chinese-American Planning Council

City Council - 35th District

City Council - 39th District

City Council - 40th District

Community Board 14

Community Board 6

Community Board 7

Community Board 8

Community Board 9

FIDO

GallopNYC

Good Neighbors of Park Slope

Governor's Office

Grow NYC

Haitian American Caucus

I AM CARIBBEING

Kissena Cycling Club

Mayor's Office, Center of Faith and Partnerships

Mayor's Office, Community Affairs Unit

New York Cycle Club

Nyabinghi Committee

NYC Comptroller's Office

NYC Department of Parks & Recreation

NYC Department of Transportation

NYPD - 70 Pct

NYPD - 78th Pct

NYPD - Brooklyn Outreach Unit

Parks4Us

Parkside Plaza Committee

Park Slope Civic Council

Park Slope Neighbors

Park Slope Parents

Prospect Park Track Club

Saint Paul's Church in the Village of Flatbush

Sesame Flyers Intl.

SFX Youth Sports

State Assembly - 42nd District

State Assembly - 43rd District

State Assembly - 44th District

State Assembly - 52nd District

State Assembly - 57th District

State Senator - 20th District

State Senator - 21st District

TEAL

Trail Blazers

Transportation Alternatives

US Representative - 10th District

US Representative - 9th District

**Listening Sessions.** During the Neighborhood Listening Sessions, which were hosted from August to November 2023, the Alliance set out to better understand the importance of Prospect Park to members of the community, desired health + wellness options, areas where Prospect Park excels, and areas where Prospect Park can grow.

Participants of the listening sessions are below:

### Crown Heights/Prospect Heights

Assembly Member Robert Carroll's Office

Brooklyn Botanic Garden

Brooklyn Central Library

Brooklyn Children's Museum

Brooklyn Museum

Jewish Community Relations Council

Medgar Evers College

North Flatbush BID

Repair the World

### Flatbush

Brooklyn FAM

CAMBA

Caribbeaning

Church-Flatbush BID

Flatbush African Burial Ground

Flatbush Junction BID

Flatbush Mixtape

PLG Neighborhood Association

### Kensington

Assembly Member Robert Carroll's Office

Bangladeshi Ladies Club

\* Denotes those who served as leads during the research and investigation of each initiative.

† Denotes board members who serve on the Strategic Plan Committee.

Community Board 14  
COPO  
Council Member Shahana Hanif's Office  
Flatbush Development Corporation  
Kensington Cultural Council  
People in Need

### **Park Slope**

Camp Friendship  
Community Board 6  
Council Member Shahana Hanif's Office  
Fifth Ave BID  
Good Neighbors of Park Slope  
Heights & Hills  
NewYork-Presbyterian Brooklyn  
Methodist Hospital  
Old Stone House  
Park Slope Civic Council  
Park Slope Together

### **Windsor Terrace/Sunset Park**

Assembly Member Robert Carroll's Office  
Brooklyn Public Library Windsor Terrace Branch  
Chinese American Planning Council  
Community Board 7  
Green-Wood Cemetery  
Mixteca  
Raising Health  
T.E.A.L.  
Windsor Terrace Mutual Aid  
Women's Empowerment Coalition

### **Park Interest Groups**

Achilles International  
BK Nature Days  
BRIC  
Brooklyn Bird Club  
Kissena Cycling Club  
NYC Runs  
Park Slope Day Camp  
Plato Learning  
Prospect Park Baseball Association

Prospect Park Track Club  
SFX Youth Sports  
Smorgasburg  
Transportation Alternatives  
Turnstile Tours  
WILD for Prospect Park

**Health + Wellness Roundtable.** The Health & Wellness Roundtable examined the types of health and wellness offerings that could exist in Prospect Park and the types of partners that would be interested in either leading or supporting health & wellness programming at the park. Participants of the roundtable are below:

Arab American Association of NY, Mark Foggin, Interim Executive Director  
Brooklyn Community Foundation, Jocelyne Rainey, President & Chief Executive Officer  
CAMBA, Drew Gabriel, Vice President of Intergovernmental Affairs  
Chinese American Planning Council, Amy Latorres, Director of Education and Career Services  
Cornell Center for Health Equity: Dr. Erica Phillips, Associate Professor of Clinical Medicine, Co-Associate Director  
Heights and Hills, Carrie Bloss, Executive Director  
Impacct Brooklyn, Lindsey Sutton, Resident Engagement Specialist  
Kings Against Violence Initiative (KAVI), Ramik Williams, Co-Executive Director  
New-York Presbyterian, Anne Sperling, Vice President - Government and Community Affairs  
NYC Center for Health Equity, Julian Watkins, Assistant Commissioner, Health Equity  
NYC Center for Health Equity, Shola Thompson, Director of Community Mental Health  
NYC Center for Health Equity, Suzanne Elgendy, Senior Director, Behavioral Health  
One Brooklyn Health, Nanette Alexander-Thomas, Managing Director  
Promobile, Joshua Sidis, Senior Advisor  
YMCA of Greater New York, Dordy Jourdain, Vice President, Field Operations

**Expert Interviews.** Throughout the planning process, we engaged subject matter experts and peer organizations to inform areas for growth and the focus of the plan, which included the following organizations.

Benefits Data Trust  
Brooklyn Botanic Garden  
Brooklyn Public Library  
Central Park Conservancy  
Green City Force  
Madison Square Park Conservancy  
Natural Areas Conservancy  
NYC Parks  
NYU McSilver  
Pratt Institute

### **Photography and Design Credits**

Photography: Jonathan Blanc 3; Frederick Charles 11; CJ-Art&Photographie - CJP 19; Elizabeth Keegin Colley 23; Virginia Freire 25; Paul Martinka 2, 31; Obed Obwoye, 11; Michael Moran OTTO, 11; Prospect Park Alliance rendering 11, photo 15; Martin Seck cover, 2, 4, 9; 11, 11, 15, 17; Sanden Wolff 16, 28.  
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### **HR&A Advisors, Inc.**

HR&A Advisors, Inc. (HR&A) is an industry-leading consulting firm providing services in economic development, program design, implementation and planning and development of parks, plazas, streetscapes and other urban spaces. We assess organizational mission, core capacities and resources, and measure them against those required for successful project implementation. HR&A uses fact-based analyses to build consensus for creating new organizations and to identify new tools, assets and structures to support existing organizations. We bring value not only in our ability to design impactful programs, but also in our ability to implement and manage these programs when our clients' resources and capacity for process administration may otherwise be constrained.



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