NOTE: This is a draft document and ideas and information are in progress and not final

2020-09-08 DRAFT

Park Implementation

Engagement does not end with the approval of a park concept but will enter a different stage. While the final phases of design and construction are often seen as technical work, these phases offer an opportunity to take interaction, and therefore engagement, deeper. Just as engagement is more effective if community members are part of the team, building a project provides many opportunities for reciprocal learning between staff, community members, and technical experts.

The process of implementation can operationalize many of the goals established during planning. MPRB should seek to maximize the environmental, social, and economic benefits by thoughtful investment into the local community as much as possible. In order to create a framework of community benefits to implementation processes and ongoing park operations, MPRB organized ideas around the existing Green Zone and Promise Zone goals.

While many of the ideas in this section are preliminary and will evolve, they provide both MPRB and community members a way to organize efforts for more equitable outcomes and local benefits.

Northern Green Zone Goals

The Minneapolis Green Zone is a place-based policy initiative aimed at improving health and supporting economic development using environmentally conscious efforts in communities that face the cumulative effects of environmental pollution, as well as social, political and economic vulnerability. Defined by the City of Minneapolis, the "Green Zone is an environmental and economic development tool that targets new green infrastructure and retrofits to an area in a comprehensive manner."

MPRB staff has used the framework established by the Northern Green Zone Task Force as an organizing tool for park development strategies that support Green Zone goals.

See table on following page:

Green Zone Goals	Park Design and Planning	Park Implementation	Park Programming, Operations, and Management	Impacts of Parks on Surrounding Land
Clean soil, water, redevelop brownfields **Improve air quality, livability, pollinator habitat through vegetation, clean energy, energy efficiency** **Increase 'green' jobs and career opportunities**	Phytoremediation for healing of soil, public art and Indigenous communication opportunity	Seek alternative sources of plant materials to support Indigenous and BIPOC growers	Community science - testing and monitoring of plants, soil, water for contaminant cleaning process Seed selection and propagation	Reduces pressure on stormwater infrastructure in region Treats additional runoff Cross pollination for healthy plant genetic diversity
	District stormwater treatment areas to enhance ecology within the site			
	Native vegetation and habitat along riverfront - entire slope			
Improve air quality, livability, pollinator habitat through vegetation, clean energy, energy efficiency **Increase 'green' jobs and career opportunities** **Improve air and environmental quality in business and transport**	Solar energy for electrical use	Mobile solar panel installation for first phase. Explore training options for installation.	Mobile solar panel installation for first phase. Explore training options for installation.	Explore electric tools and hand labor
	Water reuse system to provide recycled water for project use		Supports possible nursery and plant growing programs	Reduces overall potable water use Supports possible nursery and plant growing programs
	Test MPRB green infrastructure initiatives on undeveloped park space	Internal teams plan and build infrastructure elements	Plant cultivation and building options could support jobs and training	Plant cultivation options could reduce use of plastic containers and transport Experimental space to test new and green materials could provide usable products for MPRB needs
	Include basic programmable space and long term space for a permanent outfitting shop (bike, watercraft, winter gear)	Community build options for bicycle and watercraft infrastructure	Hold community clinics to support bicycling and basic maintenance and water access Test bicycling and water access programs for permanent	Supports bicycling among greater North Mpls community
	Include accessible water access, storage, staff area			
Foster community healing from historical trauma and root shock, using community-based approaches to healing and health	Thread meaning throughout the project with Public Art Master Plan	Reach out to gardening teams and farms to cultivate seeds and supply plants. Use public art process to hire local artists to design and	Onsite programming and support Onsite places for reflection by river, supportive green jobs outdoor classes for learning about history, culture, natural world (any topic) Use programming and activation to provide positive community presence Support local food vendors and food market with targeted programming Seek long term permanent presence for local food vendor(s) Provide meaningful jobs and development opportunities with implementation	Supports community leaders and healers
	Embed Indigenous perspective and visibility into park development			Onsite jobs provide environmental education and experience
Advance environmental awareness and education in community and schools **Organize community to develop ecological consciousness, foster healthy future that takes care of earth, takes care of people, takes care of the future we create together** **Stop the patterns of community violence and the cradle to prison pipeline with which it is associated**	Identify opportunities for restorative construction and infrastructure practices during design	Seek partnerships with schools and training organizations for construction and green infrastructure jobs Provide meaningful jobs and development opportunities with implementation		Gardens with food available for harvesting from a variety of areas. Combination of Indigenous food and native plants and non-native vegetable gardens.
Increase access to healthy, affordable food, support local growing, production, distribution	Engage with North Mpls food justice activists	Provide flexible place for food growing, harvesting, and education. Link to food justice movement and Indigenous food.		
	Support and promote local food vendors during engagement			

Promise Zone Objectives

Promise Zones are designated by the federal government and in 2015/2016 the City received a 10 year designation for a large area in North Minneapolis. Promise Zones are an economic development strategy intended to support low income communities throughout the country. The North Minneapolis Promise Zone (NMPZ) is comprised of 80 percent people of color and its residents face rates of poverty, crime, housing instability, and unemployment that far exceed those in the rest of Minneapolis. In the Above the Falls Regional Park Master Plan, MPRB identified a Promise Zone objective, and three goals that have the most synergy with a park development project.

1. Improve Health & Safety of NMPZ residents. The City aims to accomplish this by: strengthening community-law enforcement relationships by investing in community-oriented policing; increasing access to affordable healthy food.

Promise Zone Goals with key connections to UHT Park Planning

- Goal 1: Reduce racial inequities in public services and institutions that contribute to the ongoing economic exclusion of the Minneapolis Promise Zone and meaningfully engage residents in the decisions affecting their community.
- Goal 3: Improve cradle-to-career outcomes for Minneapolis Promise Zone students, thereby reducing the racial achievement gap.
- Goal 4: Build a more inclusive economy in the Minneapolis Promise Zone, ensuring dollars are reinvested in the community and that goods, arts, and services are available to Minneapolis Promise Zone residents and visitors. Support the Minneapolis Promise Zone as a destination for business growth.

The construction industry is known for its lack of diversity, and there are few construction contractors located in North Minneapolis. Addressing equity issues in the construction trades is an ongoing effort by multiple agencies and organizations. However, since it takes years, sometimes decades, to establish experience and capacity, the current challenges will persist through the first phase of park development. In a typical design/bid/build scenario where government projects are publicly bid, the Office of Civil Rights would set goals for Small and Underutilized Business Participation (SUBP). The City of Minneapolis accepts businesses certified through the Minnesota Unified Certification Program (MnUCP) as qualifying to meet Minority Owned Business Enterprise (MBE) or Woman Owned Business Enterprise (WBE). The specific goal percentages for any construction contract over $175,000 are established based on the type of work being bid and how many SUBP firms existing within the pool of eligible bidders. However, MPRB should not rely on the civil rights contracting goals alone in the hopes that significant dollars will be reinvested back into North Minneapolis. Some of the steps below utilize non-traditional construction processes for more targeted investment. In some cases, these procurement methods support capacity building, hands on experience, and other career pathways with the goal of long-term industry change. Establishing pathways on this project for directing construction dollars more locally can set a precedent for many future projects.

Park Implementation Spectrum of Opportunities for Investment

<table>
<tr><td rowspan="11">Career

to

Cradle</td><td colspan="2">Actively market project opportunities to existing MnUCP Certified Businesses, actively reach out to encourage bidding</td><td rowspan="5">Larger Industry Opportunities</td></tr>
<tr><td>Assist eligible businesses to get MnUCP Certification. Reach out to businesses certified by Central Certification Program (CERT) and Targeted Group (TG) and all Tribal Employment Rights Offices (TERO)</td><td>Research all State Contracts and Target Market Program vendors to identify BIPOC owned businesses, seek to fill gaps on list by encouraging local businesses to sign up</td></tr>
<tr><td colspan="2">Research existing businesses that may be eligible for MnUCP but are not currently certified or bidding on public projects</td></tr>
<tr><td colspan="2">Build connections between MnUCP Certified firms and General Contractors</td></tr>
<tr><td colspan="2">Understand where existing businesses are most likely to bid and structure appropriately sized bids and workscopes</td></tr>
<tr><td colspan="2">Identify gap and opportunities for existing businesses. Explore mentorship and training opportunities with contractors and trade organizations.</td><td rowspan="6">Greatest potential for direct investment in North Minneapolis</td></tr>
<tr><td colspan="2">Utilize a mix of professional service and product delivery procurement processes (such as public art processes) to build locally.</td></tr>
<tr><td colspan="2">Reach out to non-traditional sources for material production, such as BIPOC local growers and Indigenous farms to cultivate plant materials</td></tr>
<tr><td colspan="2">Hire MPRB youth employment teams to do construction work such as site clearing, landscape, building, and finishing</td></tr>
<tr><td colspan="2">Community planting days where community members can sign up and be paid for an afternoon of planting or other appropriate site work</td></tr>
<tr><td>Community science and volunteer opportunities, outdoor educational areas</td><td>Onsite MPRB jobs for hands on building and environmental career experience</td></tr>
<tr><td colspan="2">Programming to support community use, interaction, and learning</td></tr>
</table>

Environmental and Economic Investment

The process of building a park can continue engagement through a collaborative and team building approach. Prior to the beginning of the sitework, the following projects could offer early and hands on ways to invest in the local community in 2021, while working through some specific project ideas:

- *Artistically inspired furniture design and fabrication* – collaboratively constructing mobile site furnishings that reflect culture, language, art, and people from the Northside communities offers a chance to deepen discussion about community gatherings.
- *Restored natural river edge and Indigenous garden planning* – more detailed garden planning, includes discussion of how a garden could be Dakota and Indigenous led and managed, and creative ways to source and cultivate plants.
- *Indigenous architecture applications for site structures* – building structures such as picnic shelters with Indigenous architecture, such as a Dakota bark house, brings people with from different backgrounds and with different expertise together.

MPRB Existing Jobs and Career Pathways

MPRB has several existing employment and training programs that can be utilized to achieve some of the construction and employment goals outlined in this document. While it is likely that MPRB will also want to form partnerships with existing organizations, a combination of public sector and private organization tools will cover the widest range of possibilities. Unlike construction companies that often travel to the Twin Cities for work, MPRB employees tend to be from a smaller local radius.

Teen Teamworks employs youth and young adults ages 14 – 24 and helps them acquire relevant job skills. MPRB staff supervise youth as they gain hands on work and training and educational services in various career pathways. Specialized Teen Teamworks crews might be able to perform some of the construction and building work. Teen Teamworks might also be involved in some of the long-term site programming work once the park is open.

https://www.minneapolisparks.org/activities__events/youth_programs/teen_programs/teen_teamworks/

Mississippi River Green Team is a two-year employment and mentorship opportunity for youth to gain conservation skills and gain exposure to environmental careers. MPRB and MWMO collaborate on supporting the Green Team with youth recruited from North and Northeast Minneapolis as they build skills through hands on experience in the park system. MRPB and MWMO staff help Green Team 'graduates' secure green internships so that by the time they graduate high school they have had four years of green job experiences and are inspired to pursue post-secondary education for an environmental career. The Green Team is part of the MPRB's Environmental Management work groups and may be able to help with planting installations, and environmentally focused maintenance.
https://www.mwmo.org/learn/educational-programs/mississippi-river-green-team/

Youthline is a year-round program that hires adults in full time positions to provide programing, mentorships, development, health and wellness, and outdoor adventure and recreation to middle and high school aged youth. Youthline staff would likely lead some of the onsite programming, especially if related to river access and bicycling.

https://www.minneapolisparks.org/activities__events/youth_programs/teen_programs/youthline_outreach_mentorship_program/

Offering credit recovery through park programming and employment is also a way to raise the value of experiences for community members. MPRB works with several partners already with credit recovery programs and should further explore this benefit during construction and operations.

Park Operations

Park Activation

All parks require staff to program, activate, and maintain the park. Typically, MPRB would add some maintenance and recreation staffing hours to the system to support new park acreage. Because this project process has established a need for expanded programming, financial support for community members, and deliberate park activation, employment is a key tool to accomplish all three goals. Staff developed the ideas below based on discussions with various MPRB departments, as well as North Minneapolis and Indigenous consultants, potential agency and funding partners, and City Green Zone and Promise Zone staff. In order to support enhanced employment and programming, MPRB needs to identify a clear need and interest, and establish both internal and external funding streams. The ideas below need to be more extensively explored and will evolve over time but offer a place for MPRB to begin.

In keeping with the Green Zone goals, staff developed the ideas below to create a more positive cycle of investment. Restorative infrastructure creates both environmental and economic gain. Staff searched for existing needs within the MPRB system, as well as opportunities generated on site, to try to close funding loops and direct money back into the community.

Partnerships

Both within MPRB and through partnerships, the park needs leadership, staffing, and organizations that reflect the diversity of North Minneapolis. Because both government, environmental science fields, and many types of active recreation are Euro-American dominated, making connections and building capacity must be done intentionally and before the park opens.

MPRB Herbaceous and Small Plant Nursery

MPRB needs a steady supply of herbaceous (non-woody) plants and small trees and shrubs throughout the park system and is currently purchasing plants from outside sources. There is opportunity to fulfill an internal demand, particularly if MPRB can harvest and plant seeds from existing natural areas.

MPRB ran an herbaceous nursery in the past but stopped growing plant materials largely because this program was not cost effective. Running a nursery requires specialized knowledge and skills, particularly for greenhouse management, may offer a limited plant palette, and has the potential for a seasonal crop failure. While a nursery at the UHT site could supply plants for MPRB use, this effort would need to be funded as a training and educational program. The nursery may begin by focusing on easier to grow native plants that MPRB could use in natural areas for gardens, harvesting areas, erosion control, shoreline stabilization, and prairie/woodland restoration. MPRB might particularly need native herbaceous plants, shrubs, and small/midsize trees for transplanting, dividing and propagating, and seed collection. A greenhouse or structures to extend the growing season could offer employment assignments in the winter.

MPRB Gravel Tree Beds

MPRB stores trees in gravel beds for a season to allow bare root planting throughout the year. Bare root planting is a preferable method as the trees establish better, and the cost and environmental impact of moving plant material around is much lower. Reused stormwater could support this operation. Although there is not currently a need for additional gravel beds by MPRB Forestry, it may be possible to partner with the City Tree Program or another organization to expand planting efforts in North Minneapolis. Storing trees in gravel beds would likely be a temporary use for undeveloped park land at the UHT and could also provide experience for youth and adult workers.

MPRB Stormwater Garden Management

MPRB gardeners, the Green Team or Civilian Conservation Corps could maintain rain gardens, bioswales, and other stormwater management areas with MPRB staff supervision. MPRB is growing its internal gardening program. The current team has limited experience with maintenance of Stormwater Best Management Practices (BMPs) such as rain gardens due to staffing availability and priorities within the existing workload. There is interest in expanding the gardening team's capacity, as well as creating specialized work crews in other departments such as asset management and natural resources. The water quality team at MPRB is currently mapping all BMP's across the system to help form a cohesive management plan. Stormwater BMPs would also need to be designed in such a way that an MPRB supervisor and youth team could maintain them. Cultivated garden areas with native plants are easier for less experienced crews. Ecologically restored areas require different skills to maintain plants and soils but also provide a place to learn advanced environmental management.

Indigenous and Community Growing, Harvesting, and Preservation

The is tremendous interest in gardening and harvesting at this park, which reflects a growing desire across the city in rebuilding a stronger cultural relationship with green spaces. Some of the interest in growing and harvesting food is part of a larger food justice and community health movement. Dakota community members have requested that MPRB respect treaty agreements and allow for harvesting. Non-Indigenous community members are interested in learning about native plants and how they provide food, medicine, healing, and meaning.

While current MPRB ordinance allows for harvesting of fruits and nuts in selected areas, MPRB can further explore how harvesting, education, and maintenance of plants can be balanced. MPRB may provide areas for cultivated gardens where it's clear that harvesting is expected. Another option is to support sustainable harvesting in ecological areas through seasonal programming. Many scenarios are possible, and the garden areas could evolve to include multiple frameworks. Similar to the JD Rivers' Childrens' Garden in North Minneapolis, MPRB staff could work with local youth employees to grow and tend vegetable gardens and learn about harvesting and healthy food. Cultivated gardens could reflect Indigenous gardening and agricultural practices. There may also be a desire for community gardens for homegrown produce; particularly if there are residents nearby.

MPRB allows for harvesting of fruit and nuts except in select areas. MPRB has worked with Indigenous plant experts and developed a list that continues to grow of plants that have cultural relevance and could also restore the river corridor for healthy wildlife, soil, and water. Because foot traffic can damage

ecological areas, particularly on slopes, pathways and plantings must work together to provide access. All gardening and intensive agricultural areas need significant staff support and maintenance.

Based on conversations with Northside food organizations and advocates, MPRB needs to be aware of how growing food could impact the local food system. The park may be an appropriate place to explore food preservation, particularly with Black and Indigenous wisdom and practices. Such programming could support, rather than compete, with local food growers, and potentially provide useful products.

Link to MPRB Urban Agriculture Activity Plan (key documents on the left hand side):
https://www.minneapolisparks.org/park_care__improvements/park_projects/current_projects/urban_agriculture_activity_plan/

Link also to ordinance language that allows harvesting:
https://library.municode.com/mn/minneapolis/codes/code_of_ordinances?nodeId=PAREBOCOOR_CH2GEREGOCO_.2-2MOVE

Link to MPRB Community Garden Policies:
https://www.minneapolisparks.org/volunteer_and_give/garden_volunteers/gardens__bird_sanctuaries/community_gardens/community-garden-policy/

A Place to Experiment

MPRB routinely purchases signage, fencing, play areas, plant supports, garden structures, and seating. Internally producing or constructing items might allow MPRB to address its own needs, while providing jobs involving construction. Working with cutting edge green materials can provide contractors, employees, and community members with valuable and unusual experience. A variety of green materials are listed in the following chart along with some potential uses within the system.

See table on following page:

Materials and Opportunities

Potential Project Uses

Storage

Picnic Shelters

Stage

Vendor stands

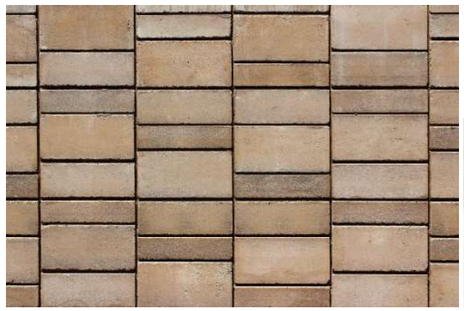
Walls

Paving

Shade

Materials	Positives	Limitations
  **Straw Bale** Used for exterior walls	• Long life when detailed with building features to protect walls such as overhangs and drainage • Exterior finish options • Can support green roof or solar • Sourcing can be local • Knowledgable contractors in the area	• Humidity and water can impact performance • Linear forms most effective
  **Mycelium** Fungus binds compost materials to form architectural blocks out of waste stream. Used for exterior walls and some interior items.	• Does not have a structural form so it needs a substrate to grow in and around • Renewable from an available waste stream of products • Biodegradable • Spores can be readily sources	• Does not have structural integrity on it's own • Life span durability is not confirmed: used for short term installations • Water resistance decreases over time and thus they become vulnerable to mold and humidity • No current local manufacturer or commercial product
  **Rammed earth** Fungus binds compost materials to form architectural blocks out of waste stream. Used for exterior walls and some interior items.	• Can use local materials of clay, sand, cement. Color can be added for unique tones. • Thermal regulation of wall mass helps with low energy use for heating and cooling. Insulation can be added in colder climates. • Load bearing • Can support green roof or solar • Knowledgeable contractors in area	• There are no US building codes for this construction method yet • In colder, wetter climates, additional admixtures and exterior insulation are needed • Curved or angled walls are more difficult to construct • Wall thickness is 16" - 24"

Materials and Opportunities

Potential Project Uses	Materials	Positives	Limitations
Storage **Picnic Shelters** **Stage** **Vendor stands** **Walls** **Paving** **Shade**	**Concrete Substitutions** Sunflower and rice husks, recycled materials, local aggregates  	• Bi-product of other industries diverted from waste stream and replaces cement sources of ash in concrete mixes • Block product commercially available	• In testing phases in most locations • Commercial product has limited availability
	Hempcrete Sunflower and rice husks, recycled materials, local aggregates 	• Renewable material • Flame retardant and water resistant • Thermal and humidity regulation • Can be used for insulating exterior masonry envelopes as interior partition walls and counter-partitions • Lightweight • Hempcrete blocks and boards commercially available	• Does not have structural integrity on it's own • Life span durability is not confirmed: used for short term installations • Water resistance decreases over time and material becomes vulnerable to mold and humidity • Material needs to breathe and is not recommended for foundations and in-ground uses
	Hemp fabric Used for exterior shading and signage 	• Can extend usabilty of exterior spaces. Exsting overhead conveyors could be repurposed to provide shade with new fabric panels. • Adaptable shape and size • Available as a plain product or as custom designed structures • Can be a public art and communication canvas	• Hemp will weather, fade, and decompose, so will need to be replaced periodically

Materials and Opportunities

Potential Project Uses

Play area

Adventure play

Site furnishings

Signage

Fences

Gardens uses

Materials	Positives	Limitations
Earth shelter Exterior walls and roofing  	• Takes advantage of earth mass to maintain thermal comfort throughout the year • Natural incorporates green roof and walls into structure • Foodprint of structure can vary from circle to rectangle • Compatible with flexible construction materials such as masonry and concrete	• Maintenance may be challenging • Critical to site building for natural light and ventilation
Cordwood Exterior walls  	• Local wood sources can be used if they are the correct species • Insulation is built into the walls • Flexilbity in form of building, but needs post and beam frame • Can support green roof or solar panels • Local sources of materials are available, possibly from Mpls Forestry department	• Wall thickness is 16” - 24” • Wood species should be rot resistant species such as cedar for longer lasting structure
Willow Exterior fencing, arbors, trellises, indoor/outdoor framing  	• Local and renewable sources • Light work suitable to wide range of ages • Temporary structures	• Appropriate for short term or non-structural uses • Indoor/outdoor spaces, not sheltered spaces
Nut and seed waste Used for exterior and interior panels  	• Diverts materials from waste stream for usable products • Resins used as a binder are petro-free • Can be used for worksurfaces, cabinets, sinks, bathroom partitions,. Some products can be used for exterior finish and decking. • Commercial manufacturers provide several available products	• Cost of material is higher than many traditional materials

Outfitting shop (bicycle, canoe/kayak/boat/winter gear/skates)

A long-standing goal of the park has been to connect North Minneapolis residents to the Mississippi River. While there is tremendous interest in canoeing, kayaking, and boating, there is also concern that these sports, along with bicycling, are generally enjoyed by Euro-Americans. Without deliberate programming by, and for, BIPOC residents, the physical amenities of trails and water access could lead to a park that feels dominated by white users.

One idea is for the park to house an onsite outfitting shop where staff can provide equipment for check out, instruction on use, and guided tours. In addition to supporting community use, such a shop is an opportunity for employees to learn skills as instructors, tour guides, equipment mechanics, and administrators.

In addition to bicycle and river recreation, an outfitting shop could also provide supportive gear such as roller skates and ice skates (skating pond on stormwater may be possible). Providing equipment is important to invite participation by people who cannot afford to own/rent.

A full-time shop is a significant investment, and MPRB would likely begin with a pop-up workshop and recreation events. The Teen Teamworks program has supported bicycling in the past but found limited success and staff believes that test programming and community partners could help define a successful model.

Green Infrastructure Certifications

While a national green infrastructure certification program hasn't been widely adopted, such a certification would be a tangible benefit to some of the potential MPRB jobs. Two programs, the Green Infrastructure Worker Training, and the National Green Infrastructure Certification Program (NGICP) could offer a standard for training. The City of Minneapolis, MPRB, and MWMO have provided this training to employees and could incorporate this training into a green infrastructure workforce development.

National Green Infrastructure Certification Program

https://ngicp.org/

Park Programming

MPRB has collected significant input on desired park programming. While the immediate task is to build a park that will support the desired programming, planning staff are providing information in this and other documents for future park employees that will staff and manage the park. Planning for physical improvements lays the groundwork for determining how programming is structured, identifying potential community partners, and setting up expectations at MPRB and among community members. In addition, once the park is established, residents will be able to provide ongoing input to staff and elected officials.

Transportation

Transportation to the UHT is an issue; the connection across I-94 on Dowling Ave is the only current route to the site. While City Public Works is planning on improvements to the Dowling Avenue corridor, many residents have indicated that it will still be a barrier. MPRB cannot know when Metro Transit may add a bus route or stop. MPRB could set a goal of having a shuttle that is shared with North Mississippi Regional Park to support programming. The shuttle could pick up at neighborhood parks and other community locations. Dedicated park parking has also been defined as important.

Programming is different than the earlier defined program model. The program model defines what elements might be found in a park, such as an outdoor classroom, and programming is the actual use and activation of the classroom.

See Programming appendix at the end of the document

Shaping the park over time

Early Activation

A few flexible spaces, visitor support, and staff spaces can support almost endless programming options. The early park years are an opportunity to test many types of programming, including options that may evolve to have a permanent site presence. An outdoor recreation outfitter and a food vendor have frequently been mentioned during engagement as offering some of the most promising pop up activation and pilot program opportunities. Any partner will need a critical mass of interest and there may be synergy in multiple partners. The table below shows how important early preparation is to ensure that partners and programmers are rooted in the local community.

Timing	**Action steps**	**Infrastructure needed**
Before implementation	Establish partnerships Create calendar Provide training for positions	
Early park implementation	Pop up events (very short term event featuring local food vendors, bicycle rides and maintenance workshops etc) Pilot programs (try for a season or two – river tours, food growing and cooking areas)	Temp storage space Staff touchdown space Visitor support (restrooms, shelter) Paved staging area Accessible water access Outlets and basic infrastructure
Future park phases	Continued pop-ups (temporary activation model can continue indefinitely) Continued pilot programs Onsite partner Permanent onsite staffing	Permanent outdoor covered space Permanent indoor space Permanent storage space Established infrastructure

Implementation of the park does not mean the end of engagement or design; once a park is built it will become part of the public ecosystem. The park will be endlessly refined through use, experience, and feedback, sometimes by incremental change, sometimes through a large reinvention. By beginning with a limited first phase of improvements that allows for public access and activation, park users can help to shape the ultimate direction of the park.

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