Introduction

This executive summary outlines:

- Schematic design work completed between August 2012 and May 2013
- RiverFirst Funding Strategy
- Next Steps for Implementation of RiverFirst Priority Projects

The RiverFirst vision is the product of expansive partnerships among many public agencies and private organizations. So, too, implementation of RiverFirst projects will be a challenge not for MPRB alone, but for the many partners who support the RiverFirst vision. These are large, long-term projects with funding beyond the capacity of any one agency. Indeed, for most projects, the funding gap is several multiples of the available MPRB funding. To build and maintain the RiverFirst vision will require pairing public-agency capital funding with other public and private sources. The Minneapolis Parks Foundation, with Donjek, is exploring finance strategies to match potential funding entities with RiverFirst projects and partners.
Summary of Progress: RiverFirst Funding Strategy

Since fall of 2012, Donjek has been involved in research, interviews and analysis to build a funding strategy that the Minneapolis Parks Foundation and the Minneapolis Park and Recreation Board can use to implement RiverFirst priority projects. Work has included examination of public, individual, and corporate/philanthropic prospects for individual priority projects and for project functions such as transportation or land restoration. Given the geography and the range of these functions, the composition of public, philanthropic and individual funding for each priority project will vary. In entirety, we estimate the prospective funding breakdown of RiverFirst priority projects to be 70% public and 30% corporate/philanthropic/individual capital contributions.

Development of a public funding inventory has included local, regional, and state sources, and focused in particular on federal sources that match individual RiverFirst priority projects. Federal priorities including surface water quality, nonmotorized transportation, air quality, habitat restoration, and soil remediation are prominent goals for the programs identified. As it nears completion, we will complete a discussion about public operating sources and stewardship models to accompany the primary discussion of public sources of capital funding.

A second element of the funding strategy is a scan of prospects for a RiverFirst capital campaign. We have examined past giving by regional, national and corporate foundations, as well as individuals, to gauge interest in a capital campaign for priority projects and the RiverFirst vision as a whole. We have completed over fifty interviews of Minneapolis and regional stakeholders including civic leaders, prospective contributors and champions, foundation program officers, and representatives of the business community. As a whole, interest is significant, and contingent on a unified and demonstrated case made about the social and economic value of investments in the Upper River and in RiverFirst.

Six case studies of comparable scale urban park projects have been developed to highlight successful funding strategies employed elsewhere. These efforts are diverse in the functions played by the park, the composition of capital funding, and the structure used to provide operating support for maintenance and stewardship. These case studies will provide perspective and ideas for supporters of RiverFirst as project partners build a strategic plan for implementation.
Schematic Design Summary

This is a summary of schematic design work completed by the RiverFirst design consultant team between August 2012 and May 2013. Full versions of design drawings and technical reports for each project are available. Staff intends to use this summary as a basis for recommending to the Board next steps toward final design, permitting and construction of select projects. Implementation depends on MPRB priorities, project readiness, available funding and partnerships.

Project locations are shown on the following map. This summary describes the following for each project:

- proposed design
- budget and funding
- project location, and status relative to MPRB park land
- implementation challenges
- potential partnerships, including finance strategies
1. All estimated project budgets include markups for design/admin (16%), construction contingencies (15%), contracting (11%) and escalation through projected implementation year (6%/yr). Property acquisition and site remediation costs are not included.

2. Additional funds possible from RiverFirst Initiative fundraising strategies currently in development by Mpls. Parks Foundation.
East Bank Trail

This off-road bicycle and pedestrian trail would connect Marshall St NE at the BNSF railroad bridge with Boom Island Park, passing through existing Sheridan Memorial Park and the proposed park on the Scherer Bros. site. The RiverFirst schematic design includes signage, plantings, overlooks and other trail amenities.

Finance

- Est. project budget: $1.8m
- Avail. MPRB capital funds: $600,000
- Other funding: $1m Federal grant
- On MPRB-owned property?: Partially
- Within ATF Regional Park?: Yes
- Property acquisition needs: 1.41 ac. railroad land; minor City right-of-way; easement at Graco

Implementation Challenges

Property acquisition: The process with BNSF has been initiated, but any railroad land acquisition typically requires many months to complete. Need to engage Graco regarding potential trail easement.

Site remediation: The existing rail bed is assumed to contain hazardous materials. Prior to acquisition, due-diligence will include environmental investigations and cost estimates for remediation.

Permitting: MPCA and County regulate site remediation. Federal funding mandates MN-DoT review and approval of trail design and construction. Preliminary permissions from County and City have been obtained to route the trail under the Broadway and Plymouth bridges, respectively.

Implementation schedule: The Federal funding grant sunsets in 2015. Phasing options will be considered depending on progress with land acquisition.

Partnership Potential

- Hennepin County: Potential funding for site remediation; coordination at Broadway bridge
- MWMO: Potential funding for stormwater management features and site restoration plantings
- City of Minneapolis: coordination at Plymouth Ave bridge; links to bicycle network

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1. All estimated project budgets include markups for design/admin (16%), construction contingencies (15%), contracting (11%) and escalation through projected implementation year (6%/yr). Property acquisition and site remediation costs are not included.

2. Additional funds possible from RiverFirst Initiative fundraising strategies currently in development by Mpls. Parks Foundation.
Scherer Bros. Site – New Park and Restored Hall’s Island

The new park and recreated Hall’s Island would provide access to the river for paddlers and other users within a context of habitat and restored ecological function for this site. The vision includes a habitat-rich island of nearly 4.4 acres, a pebble beach, boat rental and storage for paddlers, a park-supportive cafe pavilion, and terraced gathering spaces to be programmed throughout the seasons.

**Finance**

- Est. total project budget\(^1\): $15.6m
- Est. “Phase 1a” budget: $9.1m* see below*
- Avail. MPRB capital funds: $3.4m
  - Total available for all projects in ATF Regional Park through 2014;
  - $1.5m available in ATF Regional Park in 2018
- Other funding\(^2\): $960,000 MWMO grant

**Implementation Challenges**

- Site remediation
  - Some additional remediation for earthwork at Hall’s Island and beach
- Permitting
  - USACE – Section 404 and Section 10; MPCA – EAW and 401 certification; DNR – Public Waters; SHPO – Cultural resource impacts review; USFWS – Endangered Species review; County – Wetlands Conservation Act; City – Site Development and Shoreland/Critical Area Zoning;
  - For projects of less than 3 acres, the USACE may choose to issue a Letter of Permission rather than pursuing Section 404 permitting.

*Implementation schedule

Depending on permitting and available funding, pursue Phase 1a: Hall’s Island and gravel beach/shoreline restoration only, with full park construction as a later phase TBD.

**Partnership Potential**

- MWMO: Co-sponsor permit applications; technical support through design phase
- NPS: Co-sponsor permit applications; add to park programming and events
- Hennepin County: Potential funding for additional site remediation
- Public/private: Explore potential private funding of individual elements. Boat-rental concession fees could contribute to park to maintenance.

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1 All estimated project budgets include markups for design/admin (16%), construction contingencies (15%), contracting (11%) and escalation through projected implementation year (6%/yr). Property acquisition and site remediation costs are not included.

2 Additional funds possible from RiverFirst Initiative fundraising strategies currently in development by Mpls. Parks Foundation.
26th Avenue North River Overlook Pier

This street-level overlook would provide visual access to the river, bringing activity to an area on the west bank that currently is abandoned, overgrown and unsafe. The new pier would extend over the river’s edge, with furnishings and lighting to facilitate fishing and informal gatherings. Stormwater could be filtered in planted strips along the roadway and new bike path. This project could be pursued following the City’s renovation of 26th Ave North.

Finance

Est. project budget\(^1\) $870,000
Avail. MPRB capital funds none currently
Other funding\(^2\) $50,000 MWMO grant

On MPRB-owned property? No
Within ATF Regional Park? Yes
Property acquisition needs none, proposed design is within City right-of-way

Implementation Challenges

Site remediation Unknown; minimize through design.
Permitting City of Minneapolis Encroachment and Shoreland Zoning permits required. Proposed design includes no structures in the river.
Implementation schedule Due to the site’s isolation, consider this project only as a compliment to the City’s proposed renovation of 26th Ave North.
Lafarge/CenterPoint Coordinate vehicle access needs on 26th Ave N; explore potential future trail easement along riverbank

Partnership Potential

DNR Potential funding for fishing pier component of project
MWMO Potential additional funding for stormwater management features and riverbank restoration
City of Minneapolis Coordinate with proposed City renovation of 26th Ave N roadway
Public/private Explore potential private funding of individual elements.

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1. All estimated project budgets include markups for design/admin (16%), construction contingencies (15%), contracting (11%) and escalation through projected implementation year (6%/yr). Property acquisition and site remediation costs are not included.
2. Additional funds possible from RiverFirst Initiative fundraising strategies currently in development by Mpls. Parks Foundation.
26th Avenue North Greenway

Because this project is envisioned as streetscape enhancements to the City’s planned renovation of 26th Ave N between Lyndale Ave N and the river, much depends on the City’s project schedule. Potential streetscape elements could include lighting, signage, plantings and stormwater treatment. As of April 2013, City departments of Public Works and Water continue to work internally on preliminary designs, and to collaborate with MPRB staff. MPRB can pursue design of streetscape enhancements following the City’s resolution of technical design issues.

Finance

Est. project budget\(^1\)
Avail. MPRB capital funds
Other funding\(^2\)
On MPRB-owned property?
Within ATF Regional Park?

TBD pending coordination with City designs
none currently

requested $ 1.5m State Bonding
No
No
none, proposed design is within City right-of-way

Implementation Challenges

Site remediation
Assume minor remediation at potential planting/stormwater filter strip.

Permitting
Streetscape design elements depend on Special Services District at the discretion of adjacent property owners.

Engagement
Continue to work with City staff to engage adjacent property owners and residents.

Implementation schedule
Depends on City’s project schedule

Partnership Potential

Private
For many potential streetscape elements, adjacent property owners must self-petition through City DPW for a Special Services District to fund capital improvements and ongoing maintenance.

MWMO
Explore potential additional funding for stormwater management features.

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1 All estimated project budgets include markups for design/admin (16%), construction contingencies (15%), contracting (11%) and escalation through projected implementation year (6%/yr). Property acquisition and site remediation costs are not included.

2 Additional funds possible from RiverFirst Initiative fundraising strategies currently in development by Mpls. Parks Foundation.
Plymouth Avenue Bridge Enhancements

The RiverFirst design would retro-fit pedestrian spaces and amenities including overlook decks, furnishings, improved lighting and connections to the new park on the Scherer site. The City’s bridge-renovation project is scheduled to be complete by late 2013; the proposed RiverFirst enhancements could be installed as a later phase.

The RiverFirst vision includes “knot bridges” or pedestrian/bicycle bridges attached to existing bridge structures. In collaboration with staff from the County and the City, the design consultant explored the feasibility of knot bridges at the Broadway and Plymouth bridges. Structurally, the

Broadway bridge is unable to accommodate a knot bridge. A new free-standing bike/ped bridge at Broadway is not feasible for regulatory and budget reasons. At the Plymouth bridge, the City’s renovation project presented opportunities to explore bridge enhancement as an alternative to the knot bridge.

Finance
- Est. project budget: $1.6m
- Avail. MPRB capital funds: none currently
- Other funding: none currently
- On MPRB-owned property?: No
- Within ATF Regional Park?: Yes
- Property acquisition needs: none, the bridge is a City-owned and operated facility

Implementation Challenges
- Permitting: Approval by Department of Public Works staff.
- Implementation schedule: Because MPRB has yet to finalize designs, identify funding or initiate a permit application it is unlikely that RiverFirst designs would be ready for construction as part of the City’s bridge-renovation project in 2013. City DPW staff could support the RiverFirst proposal to re-stripe vehicle and bicycle lanes asymmetrically in 2013 only if RiverFirst enhancements were ready for construction.

Partnership Potential
- Community: St. Anthony West Neighborhood Organization wrote a letter of support.
- City DPW: Explore shared maintenance agreement.
- Public/private: Explore potential private funding of individual elements.

1 All estimated project budgets include markups for design/admin (16%), construction contingencies (15%), contracting (11%) and escalation through projected implementation year (6%/yr). Property acquisition and site remediation costs are not included.

2 Additional funds possible from RiverFirst Initiative fundraising strategies currently in development by Mpls. Parks Foundation.
Trails and Loops: Wayfinding Elements

Using signage and temporary installations, this design would identify pedestrian and bicycle “trail” loops between Lowry Ave N and Plymouth Ave N/8th Ave NE for immediate implementation. While the MPRB vision for this area includes parkland acquisition and construction of off-road trails, such improvements are extremely long-term pursuits. These proposed near-term improvements would be guided by the RiverFirst principle of linking both riverfronts with the surrounding communities, transforming the river from a barrier to a connector. A “pilot project” at Gluek Park could include signage, pavement marking and a RiverFirst kiosk. The intent would be to highlight river connections and to interpret river ecologies for park visitors. Pilot project cost would depend on scope and extent.

**Finance**
- **Est. project budget**: depends on scope
- **Pilot project at Gluek Park**: $100,000’ approx.
- **Avail. MPRB capital funds**: none currently
- **Other funding**: none currently
- **On MPRB-owned property?**: No
- **Within ATF Regional Park?**: varies
- **Property acquisition needs**: n/a

**Implementation Challenges**
- **Permitting**: City — Encroachment permits; all proposed work is in public right-of-way.
- **Infrastructure gaps**: Sidewalks and bicycle lanes are missing along portions of Pacific Street North and 2nd Street North.
- **Connectivity**: Especially along the west bank, many potential sites for wayfinding improvements are isolated and not inviting to pedestrians and bicyclists. Currently, very few river destinations draw visitors along the west bank.
- **Safety**: Truck traffic and narrow sidewalks hinder pedestrians and bicyclists.
- **Engagement**: Need to contact City and County departments and adjacent property owners prior to pursuing potential demonstration projects.

**Partnership Potential**
- **Community**: Explore neighborhood support for one or more “pilot projects.”
- **City and County**: Explore shared maintenance agreements.
- **Public/private**: Explore potential private funding of individual elements.

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1. All estimated project budgets include markups for design/admin (16%), construction contingencies (15%), contracting (11%) and escalation through projected implementation year (6%/yr). Property acquisition and site remediation costs are not included.
2. Additional funds possible from RiverFirst Initiative fundraising strategies currently in development by Mpls. Parks Foundation.
22nd Avenue Northeast Greenway

The intent of this RiverFirst design is to enhance the existing City of Minneapolis Bicycle Boulevard. Due to a narrow existing roadway, parking needs and existing elements such as street trees, opportunities are limited for RiverFirst enhancements. The project would not reconstruct the roadway but would add signage and pavement markings to indicate river connections. The RiverFirst project scope on 22nd Ave NE is between Marshall St NE and 2nd St NE at Bottineau Park. There is potential to participate in a demonstration project at Edison High School, where site improvements are planned for construction in summer 2013.

Finance

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
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<tr>
<td>Est. project budget*</td>
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<td>Demonstration Project*</td>
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<tr>
<td>Other funding*</td>
<td>none currently</td>
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<tr>
<td>On MPRB-owned property?</td>
<td>No</td>
</tr>
<tr>
<td>Within ATF Regional Park?</td>
<td>No</td>
</tr>
<tr>
<td>Property acquisition needs</td>
<td>n/a</td>
</tr>
</tbody>
</table>

Implementation Challenges

- Permitting: City – Encroachment permits; any potential improvements would be in public right-of-way.
- Limited space: Existing roadway elements constrain opportunities for adding wayfinding elements.
- Engagement: Need to contact City and County departments and adjacent property owners prior to pursuing potential demonstration projects.

Partnership Potential

- *City and MWMO
- Mpls. Parks Foundation

Potential RiverFirst demonstration project as part of stormwater-management and other site improvements at Edison High School scheduled for construction in summer 2013.

Explore potential sponsorship individual wayfinding elements.

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1 All estimated project budgets include markups for design/admin (16%), construction contingencies (15%), contracting (11%) and escalation through projected implementation year (6%/yr). Property acquisition and site remediation costs are not included.

2 Additional funds possible from RiverFirst Initiative fundraising strategies currently in development by Mpls. Parks Foundation.
Lowry Connector

The intent of this RiverFirst design is to improve pedestrian and bicycle connections between the west bank and the Lowry Bridge. The project would construct a new ramp and steps entirely on existing Hennepin County-owned property between Pacific Street North and a railroad corridor. Proposed new site lighting, furnishings and plantings would create a park-like condition. The County’s existing stormwater-management basin would be reconstructed to enhance habitat and aesthetic value. The design of the Connector accommodates the potential future extension of West River Parkway at the Lowry Bridge. Fill soils for the ramp could use excavated material from the new beach on the Scherer site, depending on project timing.

Finance

<table>
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<th>Description</th>
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<tr>
<td>Est. project budget(^1)</td>
<td>$2.2m</td>
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<td>Avail. MPRB capital funds</td>
<td>none currently</td>
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<td>Other funding(^2)</td>
<td>none currently</td>
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<tr>
<td>On MPRB-owned property?</td>
<td>No</td>
</tr>
<tr>
<td>Within ATF Regional Park?</td>
<td>Yes</td>
</tr>
<tr>
<td>Property acquisition needs</td>
<td>none, proposed design is on County land</td>
</tr>
</tbody>
</table>

Implementation Challenges

- Permitting/engagement
- Connectivity

County – Need for continued discussion with County if MPRB is to pursue this project.

Currently this area of the west bank is isolated from pedestrian and bicycle routes, with very few river destinations to draw visitors to the area. The project could be reconsidered with a West River Parkway extension.

Partnership Potential

- MWMO: Explore potential additional funding for stormwater management features.
- Hennepin County: Explore potential shared maintenance agreement.
- Public/private: Explore potential private funding of individual elements.

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\(^1\) All estimated project budgets include markups for design/admin (16%), construction contingencies (15%), contracting (11%) and escalation through projected implementation year (6%/yr). Property acquisition and site remediation costs are not included.

\(^2\) Additional funds possible from RiverFirst Initiative fundraising strategies currently in development by Mpls. Parks Foundation.
Scherer Site Parcel D — Development Guidelines

The goal of this RiverFirst work is to establish design guidelines and performance criteria for possible park-supportive development on Parcel D of the Scherer Bros. site. Parcel D is outside Above the Falls Regional Park, but immediately adjacent to the future park and beach. If MPRB issues a Request for Proposals (RFP) for development on Parcel D, design and performance guidelines would be incorporated along with land-lease and financial terms, and standards for site operations and maintenance. These ambitious benchmarks would ensure that any development proposed for this desirable site would be held to a high standard as a long-term good neighbor for the park. Typical examples are listed here:

| Building | LEED certification, green roofs, sustainable materials, day-lighting, structured parking, etc. |
| Site     | Preserve park access points for the public, limit surface parking, exceed stormwater-management standards, install low-impact landscapes, use dark-sky lighting, etc. |
| Uses     | Contribute to park stewardship and maintenance; promote day and evening, weekday and weekend uses; provide public meeting spaces; explore shared parking; reserve a portion of the site for a farmer’s market or similar community use; etc. |

| Finance       |
|---------------|--------------|
| Est. project budget | n/a          |
| Avail. MPRB capital funds | n/a          |
| Other funding  | n/a          |
| On MPRB-owned property? | Yes          |
| Within ATF Regional Park? | No           |
| Property acquisition needs | none         |

Implementation Challenges

- MPRB policy: Currently, MPRB policy is not clear about how to approach such a public-private partnership. Guidance is needed from the Board.
- Request for Proposals: Explore issuing the RFP to select potential developers prior to wide release, to test market feasibility.
- Partnership Potential: An RFP would require that prospective developers commit to a partnership role in funding park construction and operations as part of a long-term land-lease agreement.

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2. Additional funds possible from RiverFirst Initiative fundraising strategies currently in development by Mpls. Parks Foundation.
Floating Wetlands Feasibility Study

The goal of this RiverFirst feasibility study is to assess the regulatory and logistical challenges — as well as the costs/benefits — of placing and maintaining artificial floating islands in the Mississippi River, as described in the RiverFirst vision document. The intent of such a project would be to enhance habitat value. Potential water-quality improvements would be negligible and would not be a primary project goal. Floating islands (or “floating wetlands”) would provide habitat and refuges for small animals, particularly “specialists,” protecting them from mainland predation.

Finance
- Est. project budget: n/a
- Avail. MPRB capital funds: n/a
- Other funding: n/a
- On MPRB-owned property?: No
- Within ATF Regional Park?: Yes
- Property acquisition needs: n/a

Implementation Challenges
- Design: Anchoring systems have not been designed or engineered.
- Permitting: DNR/USACE – Permitting path is not clear. US Coast Guard – Permitting required for any structures attached to existing bridges.
- Maintenance: MPRB does not have staff capacity to maintain such floating wetlands in the river, or to place/remove/store them seasonally.
- Lead agency status: Currently, MPRB does not intend to lead further efforts towards implementation of floating wetlands.

Partnership Potential
- River partner orgs: Explore potential partnership with Mississippi Watershed Management Org, National Park Service and Friends of the Mississippi River.
- Consider a small pilot project to clarify permitting and technical issues with regulatory agencies.

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2. Additional funds possible from RiverFirst Initiative fundraising strategies currently in development by Mpls. Parks Foundation.
## West River Parkway Extension – Conceptual Alignment

The goal of this RiverFirst design work is to identify a feasible alignment for future West River Parkway between North Mississippi Regional Park and West River Road North at Ole Olson Park. The RiverFirst design consultant collaborated with MPRB staff and a design consultant working on the Above the Falls Regional Park plan. The resulting preliminary parkway alignment informed the ATF Regional Park plan and the City’s land-use guidance in the larger ATF Master Plan. The map at right shows the segment from Lowry Ave N to Ole Olson Park.

### Finance

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<tr>
<td>Est. project budget</td>
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<tr>
<td>Avail. MPRB capital funds</td>
<td>none currently</td>
</tr>
<tr>
<td>Other funding</td>
<td>none currently</td>
</tr>
<tr>
<td>On MPRB-owned property?</td>
<td>No</td>
</tr>
<tr>
<td>Within ATF Regional Park?</td>
<td>Yes</td>
</tr>
<tr>
<td>Property acquisition needs</td>
<td>Yes, extensive</td>
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### Implementation Challenges

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design</td>
<td>Without accurate survey information, detailed engineering is not possible.</td>
</tr>
<tr>
<td>Permitting</td>
<td>MN-DoT/County/City – regulate roadway design and construction</td>
</tr>
<tr>
<td>Property acquisition</td>
<td>Long-term acquisition goals are outlined in the ATF Regional Park Master Plan. MPRB would pursue acquisitions by engaging with willing sellers.</td>
</tr>
<tr>
<td>Railroad crossings</td>
<td>Several existing at-grade rail crossings must be resolved in final design.</td>
</tr>
<tr>
<td>Funding</td>
<td>Currently, Metropolitan Council policy does not allow use of Regional Park funding for roadway construction.</td>
</tr>
<tr>
<td>Phasing</td>
<td>Parkway extension is a very long-term goal. Early phasing could be considered when the City decommissions the Upper Harbor Terminal.</td>
</tr>
</tbody>
</table>

### Partnership Potential

<table>
<thead>
<tr>
<th>Partner</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>City</td>
<td>Explore land-acquisition strategies, including at the UHT.</td>
</tr>
<tr>
<td>Metropolitan Council</td>
<td>Discuss Regional Park policies that allow funding for new parkways.</td>
</tr>
</tbody>
</table>

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1. All estimated project budgets include markups for design/admin (16%), construction contingencies (15%), contracting (11%) and escalation through projected implementation year (6%/yr). Property acquisition and site remediation costs are not included.

2. Additional funds possible from RiverFirst Initiative fundraising strategies currently in development by Mpls. Parks Foundation.
Below are selected illustrations of the RiverFirst schematic design concepts.
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Below are selected illustrations of the RiverFirst schematic design concepts.

East Bank Trail (above) and Wayfinding demonstration project (below)
Below are selected illustrations of the RiverFirst schematic design concepts.

26th Avenue North
River Overlook Pier
Next Steps
DRAFT RiverFirst Priority Project Construction Schedule

To achieve this ambitious timeline, the recommended immediate next steps for MPRB are:

- Recommit to the RiverFirst Vision as an MPRB priority and designate continued staffing and capital funding
- Maintain partnerships, both as a RiverFirst Initiative Managing Partner and as a Fundraising partner with the Minneapolis Parks Foundation
- Maintain and identify strategic project based partners
- Support staff Priority Project implementation recommendations

To maintain momentum and cultivate greater public trust, near-term implementation of projects is essential. This will require action by many leaders and collaboration with supporting partners.