What is Parks for All?

4

Key Elements
Engagement Process
Legacy Moment
Where MPRB is today
Futures

Mission, Vision, Values, Goals and Strategies

25

Mission
Vision
Values
Goals and Strategies
Goal 1: Foster belonging and equity
Goal 2: Steward a continuum of nature and recreation
Goal 3: Provide core services with care
Goal 4: Work from our strengths and determine our role in partnerships
Goal 5: Expand focus on health equity
Goal 6: Strengthen ecological connections
Goal 7: Connect through communications and technology
Goal 8: Cultivate a thriving workforce
Goal 9: Operate a financially sustainable enterprise

Implementation and Measurement

58

Implementation
Tracking Progress
Reporting Progress
Amending the Plan
Level of Service Guidelines
Measuring Progress

Appendices

82

Appendix A: Parks for All Engagement Overview
Appendix B: Implementation Plan
Appendix C: Minneapolis Park and Recreation Board Policy Power Map
Appendix D: Plans Referenced and Included in Parks for All
Appendix E: Glossary of Terms
Appendix F: Sources
Appendix G: Highlights of 2007 Plan Accomplishments
Appendix H: Large Maps
January 2021

Dear MPRB Community,

During the Parks for All planning process in the spring of 2020, global impacts including a pandemic and racial justice social unrest changed the course of our work and how we see our future as a park and recreation system. As our communities and work have been dramatically impacted by COVID-19 and the murder of George Floyd, the policy ideas emerging in our comprehensive plan as well as our city and park users have also certainly been impacted by this challenging time in our history. In the midst of this changing world, with the uncertain future of our budget in this challenged economy, we are also naming that the priorities of our system need to be clear. As we think about the future of our system, we are keeping the youth of today and the future in the center. The children and the most vulnerable in our communities need to be held in our focus as we move into the future.

Parks clearly became necessary spaces in the time of COVID-19, even without many of our formal programs, events and activities. Parks are critical to our mental and physical wellbeing now more than ever. They provide solace, spaces to safely gather outdoors and venues for the public calling for social change. Our city and organization are faced with an uncertain financial situation, and we worry that our community’s most vulnerable are being hit the hardest. Lower wealth communities, Black, Indigenous, and people of color (BIPOC) individuals, people experiencing homelessness and the elderly are disproportionately impacted by COVID, and this underlines the need to hold our most vulnerable at the center of our work moving forward.

The murder of George Floyd and subsequent uprisings have also made it clear that there is great urgency for us to move forward in our work to untangle systemic racism and violence from our government systems. We hold onto the realities of these past several months as we set the course of our policy direction for the next decade. The Minneapolis Park and Recreation Board Comprehensive Plan has the responsibility to catalyze changes around historic and current inequities. We know that our community, along with countless others around the nation, has experienced trauma and violence both historically and in this unprecedented year. We are taking steps as an agency to reimagine and amplify how the Park and Recreation Board shows up for community through a healing and community-led approach to parks for all.

Holding in balance all that has happened in 2020–2021, our staff, community, and commissioners have shaped a strong and inspiring vision for the future of parks and recreation in Minneapolis. The values, futures, goals, and strategies we have identified in this plan offer us bedrock for our work. We are committed to fostering a park and rec system that is true to our values; one that is equitable, sustainable, connected, independent, accountable and innovative. It is with great pride that we set forth a direction for the Minneapolis park system in this Minneapolis Park and Recreation Board Comprehensive Plan embodied in our updated Mission statement. It is with even greater pride that we invite you to enjoy the Minneapolis park system.

Sincerely,

Superintendent Al Bangoura
Commissioner Jono Cowgill, President

Mission Statement

The Minneapolis Park and Recreation Board permanently preserves, protects, maintains, improves, and enhances its natural resources, parkland, and recreational opportunities for current and future generations of our region including people, plants, and wildlife.

The Minneapolis Park and Recreation Board dismantles historic inequities in the provision of park and recreation opportunities for all people to gather, celebrate, contemplate, and engage in activities that promote health, well-being, community, and the environment.
CHAPTER ONE

What is Parks for All?

Parks for All, the Minneapolis Park and Recreation Board 2021 Comprehensive Plan

The following pages represent our agency policy direction based on shared values with community, agency staff and MPRB elected officials.

It will provide guidance in developing policy, establishing or changing programs and services, setting the budget and creating park improvements over the next decade and a half.

It is a tool for communicating to our staff, commissioners and the general public about what we do and value.

It will build on what works now while identifying gaps in programs, services and strategies we need to fill in the next fifteen years. Parks for All focuses on the park system as a whole, not specific recommendations for individual parks.

It will build from master plans, other policies and activity plans, strategic directions and the community input gained during the last three years of engagement across the system, all of which incorporate more specific recommendations.
The Comprehensive Plan sets a direction for the Minneapolis Park and Recreation Board through 2036. It will help guide resources to best meet the park and recreation needs of residents, visitors and workers. The Park Board’s policies, ordinances, and laws predate this plan and address topics ranging from park classification to operating hours. These policies will be systematically updated to assure consistent direction is provided throughout the life of the plan.

Key Elements

The Comprehensive Plan consists of a number of key elements that complement and support each other to provide simple, concise direction.

Each part of the plan has a function. The futures provide context for our goals and strategies, they are what we are planning for. The mission articulates why the organization exists. The vision statement describes what the organization hopes to become by 2030. This is supported by the values, which identify how the organization performs its work. The goals represent what we plan to accomplish in the next decade and connect to the futures that they are responding to and the values that guide them. The strategies provide us with guidance on how to accomplish the goals. Some strategies are policy in and of themselves. The implementation plan and metrics will track, measure, and report on plan progress accountability. The pyramid indicates how these separate statements support each other.
Engagement Process

Parks for All was developed through extensive staff, community, agency partner and commissioner input through an almost three-year process.

The intention of this extensive engagement was to develop a path to our future that reflects the values, expectations and dreams of our community, commissioners and staff. See Appendix A for an overview of the community engagement process.

Thank you to all the workgroup members, forum participants, Youth Design Team, commissioners, staff, and the Community Advisory Committee who worked so hard to develop these policy ideas for the next 10 years of our park and recreation system.

Scoping DEC 2018 - MAR 2019
Vision & Discovery APR 2019 - MAR 2020
Policy Development FEB - MAY 2020
Park Summit MAY - JUN 2020
Draft Development JUN - JUL 2020
Public Comment FALL 2020 - SUMMER 2021
Plan Revisions SUMMER 2021
Review & Adoption FALL 2021

Community Engagement

1. Starts with a park dream
2. We identify system-wide patterns in the comments
3. Develop goals and strategies for the plan

Implementation

4. Guides budgets, staffing, policies, and programming

Thank you to everyone that has engaged in Parks for All

1000s of park users
4000 Dream Park Cards
75+ community & neighborhood presentations
100 Text Engagements
400+ Parks for All Surveys
300+ Statistically Valid City-Wide MPRB Surveys
10 Youth Design Team
18 Community Advisory Committee
100 Topical Workgroup Members
25 Staff Project Advisory Committee
9 Community Collaborators
400+ reviewers during the 9 month public comment period

Submerge the interstates to create park landscapes.
BIGGER POOL!

Arts & Culture for kids like May Day.
Native Acknowledgement

As part of Parks for All, the MPRB is exploring how to integrate acknowledgement of land and Indigenous peoples into our work, procedures and spaces represented in several strategies and this seed statement for continued development by staff, community, and leadership in the years to come. We collectively acknowledge that the Minneapolis Park and Recreation Board system is located on the traditional, ancestral and contemporary lands of Indigenous people. This land holds great historical, spiritual and personal significance for its original stewards, the Native nations and peoples of this region, including the Dakota and Ojibwe people. We recognize that a statement like this needs to be dynamic and change as we continue to learn, understand, and heal our relationship with the Indigenous community. Therefore, these words are seeds that should grow and change with time.

See strategies that put native acknowledgment into action:
Goal 1, Strategy 3
Goal 7, Strategy 4
Goal 8, Strategy 11

Excerpt from the Land We’re On

*Mni Sota Makoce* (Minnesota) is the homeland of the Dakota people. The Dakota have lived here for many thousands of years. Anishinaabe people reside here, too, and reached their current homelands after following the *megis* shell to the food that grows on water (*manoomin*, or wild rice). Indigenous people from other Tribal nations also reside in Minnesota and have made innumerable contributions to our region.

*BY THE NATIVE GOVERNANCE CENTER*
Legacy Moment

We are at a momentous point in history. If the agency or its Comprehensive Plan is neutral or silent on its commitment to addressing systemic racism and inequities at a societal pivot point like the one we are experiencing now, it will play a role in entrenching them. This is a legacy moment for the Minneapolis Park and Recreation Board.

The Minneapolis Park and Recreation Board began with land. In the mid- to late-1800s, as Minneapolis was booming and expanding, people became concerned that the city was growing too fast and would soon have no room for parks and green spaces. Frustration mounted among community leadership that the City itself was doing nothing to ensure a green, healthy future for the people of the city. The only way forward, they felt, was an independent body dedicated to parks—specifically the acquisition of land for parks.

But why parks? A growing city, it was said then, had more need of sewers, roads, and bridges. Many of the parks boosters in Minneapolis had been inspired by the 1872 visit of landscape architect H.W.S. Cleveland to Minneapolis and his book the following year about urban design in “western” cities. Cleveland was a key practitioner in the city parks movement, which believed green spaces were necessary for the health of urban populations. Eastern cities in particular—the places where the city parks movement began—were smoggy and cramped. As both freed slaves and poor European immigrants came to New York, Boston, and other places, green spaces were seen as healthy antidotes to their lives in industry and tenements. Central Park in New York opened in 1857, Boston’s Emerald Necklace in the 1860s, and landscape architects were traveling the nation making grand plans for systems of interconnected parks—for the good of the whole population.

Timeline: Past, Present and Future
Minneapolis saw itself as a cosmopolitan city and it needed a great park system.

In 1883, an act of the state legislature and a public referendum established the independent Park Board and gave it broad authority for acquisition and improvement of parks—including the ability to assess property owners. That same year, Cleveland returned in 1883 and drew up the first plans for the Grand Rounds. Minneapolis would become one of the very few cities to largely complete its founding parks vision of independence, accountability directly to the public, and an interconnected system of green spaces.

This origin story is the first of several Legacy Moments for Minneapolis parks. Each of these have both positive outcomes and big questions, when viewed through the lens of history. Of course, that first legacy moment is marred by the fact that prior to the existence of Minneapolis, all the land slated to become parks (and factories and homes and businesses and roads) had been inhabited by Indigenous people for millennia. The land acquired by the Park Board through purchase or donation was assembled to create a park system for everyone to enjoy—but were the original inhabitants included in the definition of “everyone?” This land was stolen mainly from the Dakota through European settlement, broken treaties, and violent displacement.

Another legacy moment is the era of Theodore Wirth. From 1904 into the 1930s, Wirth built the park system we see today. He altered the land significantly—dredging lakes, building playgrounds, filling wetlands, grading ballfields. He organized programming in the parks to teach people how to play together. His vision: “Parks for the masses, not the classes” was a critical counterpoint to the still elite membership of the Board of Commissioners.

It’s important to acknowledge that the early establishment of many parks was guided both by the egalitarian values of early Park Board leadership and served the wealthy elite. For example, the creation of parks around the lakes was facilitated by the donation of lakefront land by the city’s wealthy landowners, that in turn enriched the value of the landholdings benefitting wealthy elites and, in some cases, segregationist real estate developers. Nevertheless, those developers and elite didn’t claim the waterfront property for themselves which set Minneapolis parks up to be one of the only in the country with an almost entirely publicly accessible waterfront to our lakes, creeks, and river.

Then, in the 1960s and 1970s, another legacy moment created the recreation centers and re-envisioned and expanded the Grand Rounds. Social and environmental advocacy and change was in the air at this time, and the Minneapolis Park and Recreation Board (renamed so in 1969) at last stopped relying on its assessment power. Instead it levied taxes and sold bonds to improve parks and build recreation centers across the city. The MPRB recognizes that the historic practice of assessing neighborhoods for the cost of building nearby parks resulted in a reality that in historically lower wealth parts of town, parks were smaller (or nonexistent). Our work to undo the historic inequities is ongoing.
We also recognize another legacy moment as we enter into the next decade of the vision set forth by this comprehensive plan.

The MPRB has struggled with inadequate funding and aging infrastructure for years. In the early 2000s the MPRB worked with City leadership to dedicate additional funding to parks. While success at that time was curtailed by other economic pressures, another attempt in 2015 resulted in an increase for maintenance, operations and improvements for neighborhood parks over 20 years. The 2007 MPRB Comprehensive Plan laid the foundation for this work, which was the first comprehensive plan for the system in over 40 years. Extensive community conversations have led to long-term visions for every park in the system. We have grown in exciting ways in recent years including the development of empirical, equity driven data metrics guiding decision making, but we are faced with new and historic challenges. The global climate crisis looms. Public access to the Mississippi River is still not complete—with gaps in north and northeast Minneapolis including segments of the Grand Rounds. Densification of the city raises questions about how to serve our increasingly diverse population with excellent parks. MPRB needs to remain focused on our work to ensure that the original all-access vision for the system is the true reality on the ground.

In our next ten years, we envision a park system that navigates the balance of equity, ecology, and recreation in new ways through a focus on the following goals:

**Goal 1: Foster belonging and equity**

**Goal 2: Steward a continuum of nature and recreation**

**Goal 3: Provide core services with care**

**Goal 4: Work from our strengths and determine our role in partnerships**

**Goal 5: Expand focus on health equity**

**Goal 6: Strengthen ecological connections**

**Goal 7: Connect through communications and technology**

**Goal 8: Cultivate a thriving workforce**

**Goal 9: Operate a financially sustainable enterprise**
GENTRIFICATION: Refers to the modification of a neighborhood, typically due to an increase in “desirability.” This change often brings increased property values, new and different businesses to the area, and may be signaled by storefront renovations, public works projects, or neighborhood “rebranding.” However, the increased wealth and economic gains are not experienced equally by all residents. New residents are more likely to benefit while existing residents are disproportionately burdened with increased property taxes, and prices of food and necessities.

DISPLACEMENT: Refers to the forced relocation of a household FROM a neighborhood for reasons beyond their control. Large-scale displacement across a neighborhood can change the community demographically, economically, physically and socially.

In addition to acknowledging the traditional residents and stewards of this land, the MPRB must look forward to assess how its land development and ownership impacts current and future residents of its communities. Parks are a potentially gentrifying force that could lead to displacement or to an increasing cost burden for residents. Improvements to parks could accelerate these realities. Building off the vision set forth in the 2007 Comprehensive Plan to equitably invest in parks across the system, MPRB remains committed to understanding and correcting historic investment imbalances.

This issue is especially important because communities that have lower wealth and are racially and ethnically diverse have often experienced historic disparities in access to economic success and public and social services, including less access to parks and smaller parks in proximity. Therefore, we must be careful to manage the change that is happening today to support the existing long-term residents of neighborhoods.

“Gentrification” and “Displacement” are often used interchangeably (the former often causes the latter) but they are not exactly the same thing. Gentrification can cause social dislocation, a feeling that one does not belong in one’s own neighborhood, and unspoken pressures to leave. While they are both products of market-driven forces, development interests, and policy, gentrification can also be a vehicle to increases in generational wealth otherwise not accessible to some families. Displacement causes the physical fragmentation of social networks and support systems, an erosion of cultural traditions, and, often, a financial starting-over for some of the most vulnerable families including low-wealth and BIPOC communities.

MPRB aligns with the City of Minneapolis 2040 vision to, “Minimize the involuntary displacement of people of color, indigenous people, and vulnerable populations such as low-income households, the elderly, and people with disabilities, from their communities as the city grows and changes.” (Policy 43 – Housing Displacement) The MPRB needs to understand and take action on gentrification and displacement, powerful impacts at the intersection of land, property, taxes, wealth, housing and access. It must work in concert with its partners including the city, county, state, non-profits and developers to understand the full picture of park-driven gentrification and displacement. It must develop its own policies for major park development. It must ensure the neighbors for whom the parks are being improved are those that get to enjoy them in the long term.

Sources:
The Diversity of Gentrification: Multiple Forms of Gentrification in Minneapolis and St. Paul
Scorecard Case Study: Community Capacity Building Toolkit for Parks
Where MPRB is today

The MPRB has accomplished much since the adoption of the 2007 Comprehensive Plan, which was a critical document that guided the success of our agency over the past 13 years. It was the first MPRB comprehensive plan in 40 years and it set an ambitious vision. Parks for All, the 2021 MPRB Comprehensive Plan, will not only build on the successes of our past decade, but will also work to fill gaps in our work, and to grow through the values, strategies, and goals identified by staff and community members, and elected officials. This snapshot of our parks represents our current system in 2020.

Some highlights of accomplishments since 2007 are included in Appendix A.
A plan for the future, such as this one, must accurately consider the specific future for which it is planning, especially for the youth of Minneapolis.

Based on extensive research; conversations with the community, staff, and elected officials; and a deep understanding of our city and system; we developed nine inter-related futures that this plan must address. In some cases, these are projected futures that we hope to shift or mitigate through our policies and work. In other cases, we will focus our work as a response to the futures. We are planning for our future by holding future generations, the youth of our region, at the center of our work moving forward. Our world and city face seemingly innumerable crises, especially in 2020—a devastating and hopefully formative year. Some of these futures are not rosy; all are real. Each offers opportunities and risks. Documenting them here creates a framework and context for moving our park system forward proactively and successfully.
Minneapolis saw profound demographic change over the past several decades and this trend is expected to continue. Minneapolis is on pace to become majority BIPOC (Black, Indigenous and People Of Color) by 2040, in line with metropolitan areas across the nation.

This continued change will be driven by growth in existing communities of color, such as East African and Latinx/Hispanic, and by additional in-migration to the city by climate refugees. Within the United States and across the world, climate change—specifically sea level rise, temperature increases and drought—is affecting traditionally marginalized communities. Minneapolis could become an important destination for those forced from their communities in warmer, drier and coastal areas because it will see lesser impacts from these key climate change effects. As a result, Minneapolis will likely see not just an increase in the number of people of color, but also in the variety of different ethnic and racial groups. The city is poised to become more diverse in the truest sense of the term. The growth of racial and ethnic diversity in our city will be most notable in our youth population in coming years. Children and youth under 18 years old in households are more diverse in terms of race and ethnicity than Minneapolis as a whole. Of households with youth, an estimated 57.8% were households with youth of color in 2017 and the total Minneapolis population was estimated to be 36.1% people of color with almost 60% of people under 18 identifying as BIPOC.

These changes will impact our parks by necessitating a greater variety of activities that will bring excitement to parks and vibrancy at all hours of the day. Parks can be a venue for broader multi-cultural and trans-cultural understanding, learning, expression and teaching, as well as a public space for social cohesion. As the needs of the system become more diverse, we are faced with the reality that the amount of park land needed to accommodate an increasing variety of activities may be limited. We also need to rise to the challenge of increasing language diversity and a wider array of programmatic interests in our community.

Source: Metropolitan Council, 2019 Update of the Regional Forecast

Growing Racial and Ethnic Diversity

The City of Minneapolis sits above the regional average and is projected to have nearly 50% People of Color by 2040

Source: Metropolitan Council, 2019 Update of the Regional Forecast
An Older Population

The total number of older adults (65+) in Minnesota is anticipated to double between 2010 and 2030, and by 2035 the 65+ age group will exceed the population of the under 18 age group for the first time in Minnesota history.

By then, more than 1 in 5 Minnesotans will be an older adult, including all the Baby Boomers. In Hennepin County, 17.2% of the population will be age 65+ by 2030 (source: Met Council). This is a demographic the MPRB has not historically focused on, in terms of programming and activities, compared to younger groups. Multiple community engagement efforts have identified “seniors” as needing additional services, including access to passive park use, access to wild spaces and additional recreational activities.

Parks have always tried to serve the community’s elders, but the Baby Boom generation is unique in several ways. They will live longer than any generation before them, due to advances in health care and lifestyles. This means there will not only be a larger number of 65-year-olds in the future, but many more 75-year-olds, 85-year-olds and 95-year-olds. They will also remain active longer into their lives. They will want (and benefit from) the kinds of amenities, programs and activities parks can offer. Baby Boomer retirements will peak between now and 2030, creating more leisure time that brings more activity to parks and the potential for more or different hours of operation.

Within the MPRB, a large wave of retirements will create opportunities for advancement and new hiring in ways that meet equity goals and seed new innovators, but this will also cause a loss of expertise, knowledge and institutional memory. This is not to say that youth and young adults are not central to MPRB’s programs and facilities into the future. While the 65+ plus population is projected to increase, our youth population will remain steady, and with that our commitment to youth will remain central to MPRB’s work.

It is also projected that while we have fewer families with young children proportionate to the past several decades in Minneapolis, we do have a significant youth and young adult population in our city compared to the state and region that will rely on parks as public spaces to gather, recreate, and seek job opportunities. MPRB will work to develop a system that fosters multigenerational access to parks and values our residents aging in place.

Source: State Demographic Center
A Denser City

Minneapolis’s population is expected to grow from 436,000 in 2020 to 460,000 by 2030 at a growth rate of about 5.5% over 10 years.

Source: Metropolitan Council

The city’s land area will not increase, so Minneapolis will become increasingly dense. The most recent City of Minneapolis Comprehensive Plan—Minneapolis 2040—recognizes this fact and allows for density increases nearly everywhere in the city. As in the discussion of a more diverse city, Minneapolis will likely become denser due to growth within existing population groups and in-migration from climate change-threatened areas in the United States and abroad. Resident age, race/ethnicity, and income will continue to be variable across the densifying parts of the city. Currently in many neighborhoods, youth are a huge driver of the density, like in North and South Minneapolis where youth comprise approximately 40% of the overall neighborhood population.

The MPRB’s comments on Minneapolis 2040 specifically called on the City to partner on a key potential drawback of increased density: park service level. Unless additional parkland can be provided in a way that addresses this density, all residents will become underserved by parks. While our parks will be activated by more visitors who live in denser housing and supported by more transit options, we will need to keep an eye toward innovation in park development to balance healthy ecological systems and equitable park access. We will need to work hard to keep our parks well maintained and provide expanded service hours in the face of more park users. Densification of more physical development on limited land could reduce habitat and green space availability and impact water and air quality, making parks even more important for animals, plants, insects and humans.

What is interesting about the projections of density in our city is that Minneapolis’s population is still lower than it was in the mid 20th century. However, our current and proposed land use patterns are changing and as we become more dense into the future, it is not just about more people, but also more buildings and impervious surfaces. As job centers, commercial areas, and housing develop across the city, we need to ensure that as our built environment becomes more dense, that our parkland grows with it.
A More Digitally Connected, Technologically Reliant Population

Most transactional activities today can be accomplished online with a hand-held device. This was unimaginable 30 years ago. The pace of technological advancement has been and continues to be extraordinary, and the saturation of technology into everyday lives is both broad and deep.

Youth born after the year 2000 are considered “digital natives” and much of their social interaction, schoolwork, and recreation already happens on digital devices. At the other end of the spectrum, only 53% of adults 65 and older carry smart phones (source: Pew Research), though even that number is increasing.

This connectivity does allow for ease of communication, translation, notification and data gathering. Computer access in informal settings outside of school improves school readiness and enhances academic achievement in young children as well as older ones. In the U.S., home computer ownership was associated with a seven percent higher probability of graduating from high school (source: Pew Research).

While there are many benefits to our increased connectivity and access to information through technology, studies show that those who reported high concurrent usage of several types of media were less able to filter out distracting information in their environment. Social media use has direct correlations to emotional distress and social isolation, especially in young people.

It is unlikely the trend of technological advancement will abate, so the MPRB must consider its role in that context. While there may be negative impacts, including a reduction in youth participation in park programs due to a reliance on technologically-driven pastimes, improvements to technology can increase the ease of program and facility registration, communications and data gathering. With that comes a greater responsibility to manage data privacy needs. Parks can also play a role in removing the digital divide through internet access in parks and computers in recreation centers. Digital alternatives to in-person community engagement are also on the rise to create pathways for community-informed decision making without having to attend an in-person meeting. This model of engagement offers some limitations, but also has its benefits in terms of improved access for many, especially for people with disabilities, and immobile or immune-compromised populations.

Another manifestation of an increasingly virtual life that will continue to influence MPRB on a more internal level is the ability for employees to work remotely. This will influence not only how staff interact with community, but also how staff connect with each other and agency partners.

Most important, parks are spaces that can bring people together to counteract social isolation, and we need to embrace technology as a means to create more equitable access. While this condition is likely to manifest, special care must be given to build human connectivity and shared experiences while not overlooking constituents who do not have access to or choose not to engage with digital technology and social media.
More Extreme Weather Events

Minneapolis and the region will have rainfall over the next decade, on trend with the last seven years of increasingly frequent and larger rain events.

Despite the historic drought of 2021, our region will continue to experience higher stress due to increased annual precipitation. With warming temperatures, rain may fall in place of snow, and mixed winter precipitation events, like freezing rain, may become more likely in some areas (source: University of Michigan). This is, according to the Minnesota State Climatology Office, the most tangible and impactful effect of global climate change for the upper Midwest in this time period. Temperatures will rise overall, but most of the increases will be in winter low temperatures, not summer highs. That means warmer-than-average winters with fewer bitter cold days, more frequent freeze/thaw cycles, but likely not the dangerous heat waves being experienced elsewhere. The main issue in Minneapolis will be an overabundance of water.

This directly impacts parks because a significant portion of the city’s stormwater infrastructure drains to and through parks and the bodies of water the MPRB manages. Stormwater management and flood mitigation areas in parks can provide beneficial habitat and recreational functions, when creatively designed and thoroughly integrated into all park infrastructure and maintenance projects that will also require additional or new priorities in funding to address. Partnerships with agencies specifically charged with managing regional stormwater will be necessary. Properly managed, the additional water provides regional access to fresh water for drinking, recreation, habitat, food production, residential and commercial uses—in contrast to other regions that will experience drought and water shortages. Recreational programming may also need to adapt to the changing, wetter climate with respect to field use, beaches, ice rinks, and skiing.

Annual Precipitation for Hennepin County 2010-2019

Source: Minnesota Climate Change Tools, Minnesota Department of Natural Resources
The Minneapolis park system has existed for more than 100 years. Despite rehabilitation over time, much of Minneapolis’ recreational infrastructure is well beyond its projected useful life.

Most recreation centers were built in the 1960s–70s, meaning they will need similar repairs all at once and are similarly limited in programmable space. Courts, sidewalks, playgrounds and parking lots tend to be well beyond normal replacement timelines. Opening aging wading pool equipment for the season is becoming increasingly difficult. Prior to the 20-year Neighborhood Park Plan (NPP20), the Closing the Gap project identified a maintenance and capital replacement gap that would grow to $150 million by 2020, if left underfunded. That analysis suggested that approximately $15 million would be needed annually to keep pace and restore the neighborhood park system. NPP20 was a critical agreement for funding parks, but it only provides $10.5 million per year, a continued shortfall. In the regional park system, recent years have brought bonding amounts below what is necessary to improve the system. The state has never met its full obligation to fund 40% of regional park operations and maintenance, shifting those funding gaps to MPRB’s responsibility. Current funding levels will not allow MPRB to catch up to the increasing need. This raises concerns about safety, access and usability of the park system. Failure to rehabilitate or replace facilities in a timely manner could cause exponential increases in operations and maintenance costs as well as limited access and closures.

This issue is not unique to MPRB. City roads and storm sewers and Metropolitan Council sanitary sewers are all in need of rehabilitation, and are faced with climate change and population growth stressors like capacity limits and acute shocks. Much of Minnesota’s infrastructure is aging, undersized, or outdated, and reaching the end of its expected lifespan. Over the next decade, the MPRB has the opportunity to partner on major construction projects with other agencies to ensure efficient and cost-effective infrastructure upgrades, while employing new and sustainable technologies. The good news is, building off strategies from the 2007 MPRB Comprehensive Plan, MPRB has assessed facilities across the system as part of Closing the Gap and NPP20 and has good knowledge of where improvements are most needed, which allows for strategic prioritization. Furthermore, the community-engaged master planning of the entire system ensures that improvements over the next decade will implement community visions for the parks.
By nearly all scientific accounts, Earth is amidst the sixth significant extinction event in global history. Species diversity is dropping precipitously around the world, with plant and animal extinctions likely occurring daily.

High-profile cases of near-extinctions, such as wolves, whales, and large cats abound in the news, but some estimates suggest that many insect and amphibian species are going extinct even before they are described by western science.

Decreasing biodiversity – the level of variety of life in our ecosystems – is not the only concern. Overall abundance of many plant and animal species is dropping. A recent report found 3 billion fewer birds now than in 1970 (source: Audubon). Species overwintering in temperate regions experienced the largest net reduction in abundance. Studies in Europe have cataloged a 60-fold reduction in insects in some nature areas. This loss is related to a combination of factors including habitat destruction, pollution, overharvesting and interruption of food webs. Meanwhile, a smaller number of well-adapted species are rushing in to fill the ecological gaps in these nature areas—in our region, species like buckthorn and starlings.

This crisis is global in scale, but all species are inherently local—requiring space and habitat to survive and thrive. Minnesota is home to more than 2,000 known native wildlife species. Approximately one out of six of these species is identified as a Species in Greatest Conservation Need in Minnesota’s Wildlife Action Plan because they are rare, their populations are declining, or they face serious threats that may cause them to decline.

In Minneapolis, increased impacts from diseases and pests could further devastate the urban forest and existing natural areas. The loss of pollinators could lead to collapse of food systems, including MPRB orchards and community gardens. The habitat connections and ecological impacts of the park system as a whole can be enhanced to support local habitat along the Mississippi Flyway through considerations at all scales of design, planning, and management. Furthermore, the resources necessary to steward the natural environment have significantly increased as the ecosystem has become more fragmented and is less resilient to pests and disease.

MPRB programming also plays an important role in stewarding and protecting habitat, including educational programs about the environment, rare species and the importance of healthy ecological systems. MPRB strives to improve conditions and not perpetuate degradation of natural resources.
A Sustained and Increased Wealth Gap

The gap between those with significant wealth and those considered “middle class” and “low wealth” is the widest it has been in more than 50 years. The wealth gap between America’s richest and poorest families more than doubled from 1989 to 2016.

Source: Pew Research

Income inequality in the U.S. is the highest of all the G7 nations, according to data from the Organization for Economic Cooperation and Development. Minneapolis and the Twin Cities metro area are not immune to this reality. The Minnesota Budget Project reports that the average income of the richest 20 percent of Minnesota households is seven times as large as the poorest 20 percent and 2.5 times as large as the middle 20 percent. This 50-year trend shows no signs of abating. The rich are getting richer, and people of color are under-represented among the extremely wealthy. Economic downturns like the Great Recession and the economic impacts of COVID-19 hit black and brown families the hardest. Many of the worst impacts are directly tied to generations of racist policies, barriers and systematic disadvantages. Gentrification and displacement are realities of this future that MPRB has a commitment to acknowledging and working to course correct (see statement on Gentrification and Displacement on pg. 11).

The income gap between BIPOC families and white families has existed since the beginning, but it is likely that in the next decade power may not entirely follow wealth. Power is being held and exerted by communities of color in the form of strong organizing, growing electoral success of public officials of color at all levels of government and a rise in actively engaged leadership across all sectors. The wealth gap may gradually narrow over time because of this change in power structure. MPRB remains hopeful that our systems of economic and political power will continue to become more equitable overtime, but also believes that we have a responsibility to acknowledge and address the gaps that exist now and into the future.

Dismantling historic inequities, as they relate to parks and recreation, is core to our work based on this future and others. It is important to take a multi-faceted approach of both investing in low wealth neighborhoods and partnering on anti-gentrification policies to ensure that those investments benefit the communities they’re intended to benefit.
The COVID-19 pandemic highlighted a variety of underlying health disparities in Minneapolis and across the country.

Generally across the U.S., access to parks and healthy activities in green spaces has been lower in BIPOC and recent immigrant communities, which correlates with disparities in life expectancy, incidence of diseases like asthma and diabetes, and infant mortality. Race and ethnicity are powerful indicators of health. Data shows that Minnesotans of American Indian, African American, Hispanic, Asian, and African descent experience poorer outcomes in education and economic status, and consequently health, relative to Minnesotans who are white.

These health outcomes have actually gotten worse over the past decade, as health care costs and the number of uninsured Americans grew. Food access is another disparity highlighted by the current pandemic and unrest following the murder of George Floyd. Many neighborhoods with higher BIPOC populations are also food deserts, and the elimination of just a handful of stores can create a food crisis. In 2020, Minneapolis parks experienced significant use by people experiencing homelessness due to COVID-19, Governor’s orders, and Board actions. The June/July encampment at Powderhorn Park was the largest in state history. Homelessness is also directly related to race. African-Americans represent nearly 40 percent of homeless adults in Minnesota but comprise just 5 percent of the total state population. The constant stress of homelessness leads to a lifetime of health problems. People experiencing mental health crises and addiction are also increasing. Opioid addiction is the most notable and recent addiction crisis. Drug use and paraphernalia in parks endangers park users and staff.

Perceived and actual park safety for users and MPRB staff are also impacted by an epidemic of gun violence that has continued to increase. Currently there is a gun ownership rate of 120 guns per 100 people in the United States. More than 100 people were shot in Minneapolis in June 2020.
Systemic historic racism is at the heart of many of these health issues, and governments are starting to recognize that racism itself is a public health crisis. In Summer 2020 Hennepin County and the City of Minneapolis officially recognized this reality.

The reality of global zoonotic pandemics like COVID-19 is not going away. A rapidly expanding population, economic and technological development, expansion of land use for agriculture and the resultant encroachment on wildlife habitats increases the number of interactions between humans, livestock and wildlife, which increases the likelihood of the emergence and transmission of these diseases.

Yet, while in the throes of the most challenging public health year in recent memory, people went into their parks in extraordinary numbers. The benefits of parks and green spaces to mental and physical health are well studied and well known, and Minneapolitans instinctively went outside in this most recent series of linked crises. They walked the trails and played games and gathered for social change in the parks. In Minneapolis 98 percent of people are within six blocks of a park, which means that access disparity based on simple geography is limited. However, the MPRB park system is not yet complete, with trail gaps along the Mississippi River in north and northeast Minneapolis, and along the “Missing Link.”

These gaps, if not filled, will entrench disparities around park access and health outcomes. The MPRB also has extensive social infrastructure serving youth in the parks, including significant investment in BIPOC communities, which creates health and wellness connections into these communities. The MPRB Community Garden Policy is creating healthy food options in food desert areas. And the MPRB is actively working to dismantle historic racism associated with parks, through community engagement, involvement with anti-gentrification and anti-displacement policy work, master plans that reflect community desires and programming that responds to community needs.

In Minneapolis 98 percent of people are within six blocks of a park.
The following chapter includes the mission, vision, values, goals, and strategies of the Minneapolis Park and Recreation Board for the next decade and a half of our work.

The **mission** describes the core functions of the Park Board.

**Our vision statement and the nine goals** will guide future development, operations and maintenance of the Minneapolis park and recreation system through December 31, 2036. The goals state what we plan to accomplish in the next decade and connect to the futures that they are responding to and the values that guide them. The goals are also grounded in the “Current Context” of the MPRB and the region.

**The strategies** provide us with guidance on how to accomplish the goals. The goals and strategies were developed in collaboration with community members, agency partners, thought leaders, MPRB staff and elected officials, with over 150 authors contributing to the ideas represented in these pages. The strategies were developed through a process of community engagement, trends and innovations research, existing policy analysis and future projections. They were drafted and refined through a participatory policymaking process that included thousands of community and staff sharing their dreams for Minneapolis Parks and more than 150 workgroup and committee members. For more information on the planning process, see Appendix A.
Mission

Why MPRB exists

The Minneapolis Park and Recreation Board permanently preserves, protects, maintains, improves, and enhances its natural resources, parkland, and recreational opportunities for current and future generations of our region including people, plants, and wildlife.

The Minneapolis Park and Recreation Board dismantles historic inequities in the provision of park and recreation opportunities for all people to gather, celebrate, contemplate, and engage in activities that promote health, well-being, community, and the environment.

Vision

What is the future MPRB is trying to achieve?

Based on the futures outlined in Chapter 1, Minneapolis Park and Recreation Board’s vision for 2030 is as follows: In 2030, the Minneapolis park and recreation system embodies equitable park and recreation access balanced with ecological health. It is a premier destination that welcomes and brings joy to people that live, play, work, study in and visit Minneapolis. Natural, cultural, artistic, historical, athletic, and recreational resources cultivate outstanding experiences that break down barriers to health, enjoyment, fun and learning for all people. The park system meets the needs of individuals, families and communities across culture, class, race/ethnicity, language, ability, geography, generation and gender. A robust and vibrant tree canopy and system of natural areas extends its health, economic, and environmental benefits to every home. The focus on preserving land continues, with a strong emphasis on connecting people to the land and each other. Through storytelling and experience, MPRB fosters pride in park users and staff and cultivates a new generation of proud stewards and supporters of an extraordinary park and recreation system.
An equitable park system is one that provides just and fair inclusion for all people across age, race, culture, economic status, ability, and gender, and acknowledges that racial equity needs to be the priority in our work to dismantle systemic racism in our city.

An equitable park system honors the unique qualities and needs of each user and neighborhood in design, programming, access to nature, registration, customer service and management. An equitable park and recreation system acknowledges past harms and works to ameliorate them, is adaptable, and is shaped by community and staffed by people who reflect the community. It also strives for a sense of welcome and joy in parks for all.

A sustainable park and recreation system is one that cares for its resources, both natural and financial, across generations.

A sustainable system aligns with budget staff and facility capacity. It is also based on sustainable, climate resilient, or carbon neutral guidelines. Environmental sustainability and an ecological focus on the preservation of parklands, natural areas, waters and the urban forest as well as management, design, operations and programming of parks through practices that mitigate and adapt to climate change. Economic sustainability is focused on the short-term and long-term financial stability of the park system.
**Connected**

A connected park and recreation system operates with contextual awareness of the larger community, economic, political, and natural systems.

It engages communities and other agencies and organizations in decision making. Connection also includes physical connection of ecological systems and equitable access to parks through proximity for all Minneapolis residents.

**Independent**

Independence allows the Minneapolis Park and Recreation Board to focus on obtaining, retaining, and providing the resources necessary to accomplish its mission.

MPRB ensures parks for all and fosters and retains partnerships to meet the broad needs of the community.

**Accountable**

An accountable park and recreation system is one that stewards community visions toward implementation.

It sustains long-term relationships with the land and community for the betterment of the park system and all living beings. It is a place that creates avenues for employees to engage in decision making and grow and thrive in their workplace.

**Innovative**

An innovative park and recreation system continually seeks ways to better deliver park and recreation services. Innovation supports responsiveness to changes in community, globally and locally.

An innovative system and its leadership look to national and international inspiration, strives for excellence in all that it does, and relies on technology and data to inform decision making at all levels. A flexible approach allows for innovation to happen, and balanced with the other values is an important core trait.
Goals and Strategies

What MPRB plans to accomplish in the next decade

The nine goals described in the following pages will guide future development, operations and maintenance of the Minneapolis Park and Recreation system through 2036 based on the mission that has been updated since the last comprehensive plan. The goals state what we plan to accomplish in the next decade and connect to the futures that they are responding to and the values that guide them. The goals are also grounded in the “Current Context” of the MPRB and the region. The strategies provide us with guidance on how to accomplish the goals.
Goal 1: Foster belonging and equity

Current Context: As we consider the future of our city and region, it is critical to evaluate what it means to create a park system that is accessible, equitable and welcoming to everyone across age, culture, race, ability and gender.

Design, operations and programming are foundational elements to consider in creating an equitable park and recreation system. We also recognize that historic patterns of investment in our city and system have evolved under a premise of white supremacy through a legacy of redlining and racially restrictive covenants. See the map on Parks and Racially Restrictive Covenants and Redlining. Historic land use patterns like redlining and historic funding systems like the Elwell Law have impacted park investments overtime resulting in geographic disparities around park amenities such as trail connections, park size, and rec centers. We also see park gaps in areas that were largely industrial over the past century, and according to Minneapolis 2040, these areas will continue to diversify in form and function over the next decade, and our park system needs to grow in those areas too. Systems of power and privilege historically shaped where investments in parks were made and who benefited from those investments. To take an equitable approach is to constantly work to recognize and acknowledge past harms, to celebrate the rights of all groups, and to critically evolve procedures while being mindful of who is making decisions. Equity is also about how resources and decision-making power are distributed, and about how that distribution can be more equal. Building off our work from the 2007 MPRB comprehensive plan, we remain committed to understanding and undoing the historical patterns of injustice through a systemic approach.

Historic inequities have impacted park development through land use patterns, legal systems and investment like the Elwell Law, redlining and racially restrictive covenants, which determined where people can live in Minneapolis based on the color of their skin. The Elwell Law assessed homeowners for park implementation costs, leading to inequitable park development across the city.

Sources: City of Minneapolis, Mapping Prejudice Project, MPRB
Parks impact everyone’s quality of life. The MPRB is committed to racial equity in the park system and our workforce.

Racial equity is defined by the MPRB as when race is no longer a predictor of access to parks and recreation, health, well-being, and quality of life. We serve as a local and national model for racial equity in parks and recreation through our racial equity criteria, initiatives, and procedures, and use of racial equity tools and equity criteria for budgeting park investments and recreation funding. Creating an equitable park system also means filling park and trail gaps where there are has not historically been park investment, but also making sure that when improvements happen in parks, that community can stay in place to enjoy those improvements.

Two centerpieces of belonging in Minneapolis are connecting with the natural world—parks and recreation—and connecting through arts and culture. Belonging is about people feeling connected to a place and people. Parks can foster belonging through land management, services, facilities, volunteer and job opportunities, activities and decision-making. As our community becomes more racially and ethnically diverse, this is a critical focus for us, as a public agency, in order to create responsive and accessible systems that foster belonging for all residents of Minneapolis and park users. This also includes updating the system to meet current Americans with Disabilities Act (ADA) guidelines through tools like the ADA

Transition Plan. The parks of the future also need to center the needs of youth and seniors. Serving the youth of Minneapolis and the region is core to MPRB, and our region has a growing senior population, so it is critical that our system prioritizes both generations’ needs.

Minneapolis has been ranked one of the best park systems in the nation according to the Trust for Public Land over the past 10 years, and this in large part has to do with the fact that 98% of Minneapolis residents live within walking distance of a park. Because of this foundational aspect of our system, greenspace is an integral part of our residential areas in Minneapolis. We can leverage that strength by deepening the connection to nature through education, programing, design and operations. We also have a thriving creative economy that outpaces even professional sports as a leading economic engine of our city (source: Creative Vitality Index). Arts and culture have the potential to not only transform our physical spaces in parks, but also entertain, create jobs and tell our stories.
Goal 1: Foster belonging and equity

STRATEGIES

01 Recognize parks as a unique venue to support the creative sector, emerging and established artists and cultural practitioners, and to celebrate the diversity of our city as anchoring institutions.

02 Connect the stories of park history with the stories of today’s park users, projects and staff, and promote them widely.

03 Amplify Indigenous stories, histories, cultural practices and connections to land through employment, partnerships, reconciliation planning, programming, ceremony, foraging, land management, interpretation and proactive community engagement across projects and programs.

04 Provide a wide variety of programs in the parks and activities at events to promote social, multi-generational and cross-cultural interaction and that create shared community experiences to bring diverse residents together in joyful, artful, and playful purpose.

05 Identify and remove barriers to park access as a way of fostering economic, psychological, social and cultural resilience for new and current park users.

06 Develop marketing strategies that center outreach to diverse racial and ethnic communities.

07 Continually convene conversations between those with different priorities for the parks.

08 Prioritize youth and seniors in programming and park projects through ongoing research, proactive engagement, and embedding innovation in our culture and practices.

09 Continue to evolve and practice creative community engagement processes to be more inclusive and representative of diverse populations and recognize community members for their wisdom, insight and feedback.

10 Create and market programs specifically for transgender and gender non-binary park users.

11 Cultivate long-term relationships with community members, leaders, artists, and community and cultural organizations to inform design, community engagement, and programming of parks.

12 Leverage the park system’s public presence and community connections as an avenue to uplift and effect social change.
Goal 1: Foster belonging and equity

13 Support people’s ability to age in community through inclusive engagement, programming, facilities and passive, low-impact recreation opportunities.

14 Elevate voices of those most impacted by health disparities and environmental injustice to inform policies, programming, activities and services in parks.

15 Embed accessibility and universal design as a fundamental aspect of programming, design of park spaces and facilities, and when making temporary changes to park infrastructure and programming.

16 Grow youth violence prevention efforts, foster collaborative restorative justice, build youth/staff relationships and continue building pathways to foster park safety and keep youth from entering the criminal justice system.

17 Create and foster a culture that values gender inclusion for staff and park users, recognizes various gender identities and is respectful and welcoming of transgender and gender nonconforming people through programs, registration and facilities.

18 Provide restroom and other facilities that are safe and welcoming for all visitors regardless of age, ability, gender identity and expression, and religious and cultural identity.

19 Create and support activities and welcoming spaces for teens and young adults in the parks for both programmed and unprogrammed activities.

20 Provide meaningful recurring and drop in volunteer opportunities for a variety of abilities, skills, and interests that furthers the work of the Minneapolis Park and Recreation Board, fosters connections between neighbors, generations and parks, and celebrates the important role that volunteers play in the park system.

21 Empower community to design, create, maintain, program, and steward safe and welcoming parks.

22 Strengthen racial equity as a funding approach across the agency.

23 Share narratives and elevate voices beyond dominant cultural context through a public art and memorial collection, creative placemaking and cultural programs that reflect the diverse history and current cultural context of our city and park lands and that educates and employs community to increase public art offerings in our parks.

24 Provide support for tourists and visitors to experience the park system by bike, foot and public transit, and ensure infrastructure and facilities are inclusive and welcoming to a diverse local, regional, and global population.
Goal 2: Steward a continuum of nature and recreation

Current Context: Over the past five years, the MPRB developed master plans for all neighborhood parks in Minneapolis. This is the first time in recent history that MPRB has established a detailed system-wide vision all at once for each of our neighborhood parks.

The regional parks have been similarly master planned, with just a few gaps remaining. Each park plan has a unique blend of park features and functions that represents a continuum of nature and recreation. It is both a “nature everywhere” vision as well as “recreation everywhere” vision. We believe that both are critical to an urban park system and we can creatively strike that balance through design and programming. While we consider recreation and natural systems in tandem, we tend to separate them for staffing, management, use and organizational reasons.

In recent years Recreation has been guided through RecQuest outcomes and programmatic priorities. RecQuest is an in-depth project to assess services and facilities offered by MPRB recreation centers to provide a vision for the next generation of programs and facilities. Four programmatic priorities were adopted by the Board in 2018: active older adults, youth development, access to equitable athletics, and equitable school-age educational programs. The six pillars of critical programming were developed out of the Closing the Gap: Investing in Youth, a 2019 strategic initiative.

Our natural areas management has been supported by Natural Areas Management Plans that have determined the health and management needs of our current natural areas, along with the recently adopted Ecological System Plan, which lays out an important vision for our natural systems, stormwater management, and climate change mitigation and adaptation.

Sources: City of Minneapolis, MPRB
Goal 2: Steward a continuum of nature and recreation

01 Prioritize preservation of historic, cultural and scenic resources with protection of natural resources and contemporary recreational needs in park management, design, implementation, interpretation, and development decisions.

02 Support the preservation, management, and increase in acreage of natural and naturalized areas for ecosystem benefits and for public benefit.

03 Ensure that all water management projects, including regional stormwater projects, include multiple environmental and recreational benefits that are climate resilient and sustainable from a staff capacity standpoint.

04 Create, interpret and program nature-based experiences, including but not limited to environmental education, community gardens, and bird watching, across the city, especially in parts of the city that don’t have access to regional parks, to foster stewardship of nature, joy, and to introduce new users to the park system.

05 Establish and steward natural habitat areas in neighborhood parks and prioritize in parts of the city that don’t have access to regional parks connected through a thriving urban tree canopy.

06 Improve overall quality of multi-use fields and diamonds, including expansion of premier fields throughout the system.

07 Provide both unprogrammed natural spaces and recreational park amenities throughout the system.

08 Foster a system-wide sustainable trail network that guides user access to parks, is accessible to all ages and abilities, protects core habitat, and curbs erosion.

09 Support new technologies, innovations, and best practices rooted in science and research, that promote stacked functions and multiple uses in parks.

10 Establish a new vision for the ecological and transportation potential of the Grand Rounds parkway system.

11 Prioritize new parks and new park amenities that benefit climate resilience and equitable park access.

12 Invest in nature-centered play and programming for all ages.

13 Make golf courses and golf course buildings welcoming multi-use recreational and ecological facilities.

14 Foster interdepartmental collaboration on park programming that balances the continuum of recreation and nature.
Goal 3: Provide core services with care

Current Context: In recent years, the MPRB increased focus on a few key areas: capital investments, rehabilitation, and increased maintenance in neighborhood parks; racial equity; and youth.

As a land holding agency, land administration and stewardship are central to our mission and charter. Since 2016, capital improvements, rehabilitation projects and maintenance activities have increased in neighborhood parks due to a funding agreement with the City of Minneapolis called 20-Year Neighborhood Park Plan (NPP20). The increase in these activities created new jobs and provided a mechanism for equitably distributing capital dollars with equity metrics. The MPRB has also continued to build upon its racial equity work focusing on staff training and the internal influencers program, an internal staff program that fosters a culture of racial equity; equity-based recreational programming funding for staff; access to permits, field reservations, and boat storage assignments; jobs and hiring; a community engagement policy update; and a language access plan. Youth programming, development, and jobs have become a focus of the agency recently through the expansion of the Teen Teamworks program, and countless opportunities for youth to design, engage, and activate parks.

The following strategies will build off this strong foundation to support MPRB core functions including: customer service, communications, design and planning, recreation, athletics, events, community engagement and outreach, safety, maintenance, programming, real estate administration, and environmental stewardship. Core functions start with care for our landscape and care for the community when they come to us and conclude with caring for our employees and caring for the future of our system. MPRB recognizes that performing core services with care is a critical aspect of an award winning park system. To care is to provide quality, thoughtful, and equitable solutions for people, wildlife, and the land.

As our city grows, our system will need to grow with it. In our Service Area Master Plans, we have identified several “park gaps” or areas of the City that are underserved in terms of parkland in proximity to residents. As we work to fill these park gaps, we also need to account for the proposed densification of our city through the City of Minneapolis’ 2040 vision.

Sources: City of Minneapolis, MPRB

City Growth Corridors and MPRB Park Gaps

- Park Gaps
- Minneapolis City Limits
- Parkland
- Built Form & Land Use*
- Goods & Services Corridors

*Built Form & Land Use Types Included: Built Form: Corridor 6, Transit 10, Transit 15, Transit 20, Transit 30 Land Use: Community Mixed Use, Corridor Mixed Use, Neighborhood Mixed Use, Production Mixed Use, Urban Neighborhood
Goal 3: Provide core services with care

**STRATEGIES**

01 Balance geographic distribution of programming options to reduce duplication, hold local community preference in balance, and offer a combination of drop-in and reservable uses of the parks.

02 Care for existing historic and cultural resources, public art and memorial collection through planning, staffing, inventory, management and conservation.

03 Ensure events remain safe in a densifying city and in the face of violence.

04 Encourage park maintenance practices to foster more reuse of park, school, and city generated waste materials.

05 Evaluate all equipment replacements with sustainable technology alternatives in mind.

06 Mitigate urban heat and climate change in park design, planning, programming and management based on industry best practices, data-informed decisions, and innovations.

07 Design, evolve, and maintain high quality athletic facilities including fields, diamonds, skateparks, ice rinks, courts, and tracks to support a range of multigenerational sports balancing tradition and emerging trends.

08 Analyze impact of park improvement trends on displacing homeowners, and evaluate strategies to reduce displacement.

09 Implement programming that sets the standard for all other youth-serving organizations in the city, and strategically align youth programming and childcare to fill gaps in city and other partner agency offerings.

10 Explore avenues for participatory governance and co-creation in Park Board processes with community groups.
Goal 3: Provide core services with care

11 Design and implement parks that are welcoming, climate resilient, ecologically healthy, playful, beautiful and safe as they age.

12 Increase park staff, safety, programming, operations and design capacity to meet increased demands of park system expansion, including new park acquisition, development, new facilities, increased programs, increased events and to support the implementation of the comprehensive plan.

13 Prioritize excellence in daily maintenance of parks including best practices in waste management, winter maintenance, facilities maintenance, and landscaping services to meet the distinct needs of the regional and neighborhood parks.

14 Ensure that policing of the parks is based in community policing principles and accountable to stakeholder partnerships in order to collaboratively work toward park safety and crime reduction in the parks.

15 Ensure that athletics are supported equitably throughout the system through a combination of partnerships, traveling sport leagues, activity councils, and MPRB-led programs.

16 Strive to achieve equitable levels of service across the system through data-driven analysis and alignment with MPRB values.

17 Build and renovate recreation centers with versatility of use as the core principle, large room sizes, ample storage, technology enhancements, sustainable building methods, and comfort in summer heat.

18 Create a vibrant, welcoming and safe environment in recreation centers, through aesthetic upgrades, organization and de-cluttering, enhancing maintenance, a carefully designed entry experience and sight lines, lots of light and windows, accessibility updates, and staff customer service training.

19 Encourage, document and reward collaboration and resource sharing between recreation centers and neighborhood and regional parks across the city, as a citywide web of programs and expertise rather than providing all services to all people at all locations.

20 Prevent violence and mitigate impacts on public health, perceptions of safety and safety in the park system through multiple models of community safety and harm reduction.
Goal 4: Work from our strengths and determine our role in partnerships

Current Context: Partnership is a critical part of our work at the MPRB that includes, but is not limited to, partnerships with government agencies, community organizations, local businesses, and schools.

We navigate shared space, decision-making, and resources with the Minneapolis Public Schools. We partner on managing the public realm of the City of Minneapolis through our urban tree canopy work and stormwater management. We partner with social service providers to support people experiencing homelessness in parks. We rely on watershed management organizations for technical and financial partnership around our aligned values. We have just begun to explore the potential of public-private partnership models through naming, sponsorship and new park development. The MPRB has a clear role in the City’s charter and a mission that needs to be the focus of our work. It is important for us to provide our core functions with care, but also to know how to build and sustain partnerships in communications, decision-making, management, development, service provisions, training and financial resilience. While partnership is a core part of our work, MPRB also has growth potential on this front as we move into the next decade. As our park system has increasing demands, it is important to keep a eye toward collaboration with public, private, non-profit, and community groups alike to increase and improve our collective level of service.
Goal 4: Work from our strengths and determine our role in partnerships

01 Establish well-defined programmatic, facilities, and events-based partnerships with clear goals, evaluated through an equity lens, to increase the MPRB’s level of service that support a wide range of partnership types including individuals, businesses, organizations large and small, and other government agencies.

02 Increase awareness of and maximize access to MPRB resources, facilities and programs by connecting with schools, libraries, non-profits, businesses and arts organizations.

03 Leverage partnerships with businesses, sponsors, volunteers, agencies and nonprofits to fill financial and service gaps in facilities, programs and staffing.

04 Establish funding partnerships to subsidize program, permit and rental costs to reduce and eliminate barriers for those with limited financial resources.

05 Seek partnerships and sponsorships to support citywide volunteerism, events, projects, programs, and facilities and to increase MPRB’s ability to manage, program, design, and activate parks.

06 Expand educational and programming partnerships with a focus on:
   • environment and water quality;
   • youth education and leadership around climate justice;
   • art and engagement;
   • culturally relevant programs and events.

07 Partner and improve communications and coordination with other government agencies and non-profits to maintain and improve water quality, manage regional and park stormwater, achieve required Clean Water Act standards, understand future hydrologic conditions, manage natural resources, and restore natural systems.

08 Create system-wide connections to and through parks for pedestrians, cyclists, and transit riders based on master plans and in collaboration with agency partners.

High School Girls Hockey at Parade Ice Garden
Goal 4: Work from our strengths and determine our role in partnerships

09 Partner with other agencies at various stages of the development process, and leverage agency relationships to further anti-displacement approaches, foster healthy and equitable community development projects and capital improvement, and advocate for housing availability.

Strengthen relationships with experts and partner organizations including local government agencies and community organizations who can deliver services for those experiencing homelessness.

11 Continue to enhance partnerships for emergency operations, climate disaster resiliency planning, and reinforce staffing and partnership standards that consider safety and maintenance needs before, during and after emergencies.

Establish partnerships to provide training and knowledge around public health and human rights issues in the parks such as substance use, mental health crises and human trafficking so that MPRB staff can recognize and navigate complex issues and know where to access resources.

13 Collaborate with other agencies and organizations to share best practices in parks and recreation, governance, engagement and public service.

Advocate for new laws, penalties, prevention, intervention around gun violence, including advocating for a ban on guns in park buildings.

"Partnerships and volunteers are crucial to maintaining and improving our beloved parks system."

— Commissioner Bourn at the Trailhead opening in 2018
Goal 5: Expand focus on health equity

Current Context: Parks are a powerful tool for reducing health disparities.

The MPRB needs to consider both proactive and reactive approaches to public health in its work toward physical and mental health and well-being. Parks can contribute solutions through how they are designed, staffed, programmed, preserved and maintained. We will continue to expand our ability to respond to emergencies, including natural disasters, like the 2011 tornado, and in the face of a global pandemic in 2020–2021, racial justice uprisings, and encampments of people experiencing houselessness who are disproportionately impacted by health issues, the MPRB responded quickly and developed new skills and processes in a changing world.

We also know that many of our core services are critical to the health of our communities. We have a broad athletics program, a wide range of diversifying athletic facilities, learn-to-swim opportunities, free meals at many parks, and environmental programs geared toward improving environmental quality and connecting people to nature. We recently established parks as a platform for food security through the MPRB Urban Agriculture Policy and subsequent community garden program. We continue to be amazed by the importance of our parkway and regional trail system for both recreational and transportation needs of cyclists and pedestrians, like the Minneapolis Chain of Lakes Regional Park, which is the second most-visited destination in the state of Minnesota after the Mall of America. These strategies chart a course that centers a health equity approach to public health. This approach includes humane responses to the complex public health issues we see within our parks to ensure the safety of park users.
Goal 5: Expand focus on health equity

01 Increase safety at parks through multiple strategies, specifically:
- master planning and design;
- activation, including by partners;
- lighting that balances safety and light pollution;
- security cameras, with consideration of the balance between safety and identity protection;
- enhanced technology for crime prevention, intervention and investigation;
- data-informed decision-making;
- culturally sensitive safety practices;
- staff visibility at parks; and
- response and intervention plans for mental health crises in parks.

02 Improve the health and well-being of older adults through parks and recreation including chronic disease prevention, food security access and opportunities to establish social connections.

03 Support year-round, multi-modal, non-motorized, and shared mobility options that create safe recreation and commuter access to and through parks and the Grand Rounds through infrastructure, traffic-calming, maintenance, promotion, and education on trail protocols.

04 Fill gaps and complete links in bike and pedestrian infrastructure in and around parks, including the Grand Rounds, to provide access and limit conflicts with motorized vehicles.

05 Develop links with traditional healthcare and social service organizations, focusing specifically on:
- increasing access to public health professionals and support through partnership;
- connecting families and individuals to resource providers around livability;
- working with partners to address substance abuse disorders and mental health crises;
- fostering social connection and mental health;
- partnering to provide education and techniques on stress relief and management;
- integrating customized health and wellness options into recreation centers; and
- drawing a connection to the health benefits of spending time in nature.

06 Support initiatives of park adjacent communities to address crime while respecting surrounding communities and cultures.

Nature Explorers Camp at North Mississippi Park
Goal 5: Expand focus on health equity

07 Examine programming, facilities and accessibility through a health equity lens.

08 Provide affordable and desirable programs and activities that promote health and wellness, including but not limited to evidence-based physical activity programs, nature education and access, bicycle safety training for all ages, and pathways for participation in multiple sports, including skateboarding and other emerging recreational trends, and develop learn-to-swim programs to inspire water safety and comfort in diverse communities.

09 Provide culturally-specific options for health and wellness, considering language, culture, race, age, ability and gender identity.

10 Provide resources, especially in underserved areas of the city, for access to public health services and infrastructure, including hygiene facilities.

11 Remain knowledgeable and implement best practices around safe and non-toxic material options for artificial turf fields.

12 Encourage and support healthy play for all ages and abilities.

13 Increase opportunities for winter activity through indoor athletics, outdoor recreation offerings, and season-extending indoor and outdoor features and facilities.

14 Expand healthy food access recognizing parks as an important community food hub through increased programming, spaces, and staffing to support healthy food access and nutrition security, community gardening, food hubs, food entrepreneurship, foraging zones, traditional foodways, and food skill building, prioritizing areas where access to food growing space is limited.

15 Address weather-related health risks and invest in cool-down activities and amenities in parks for use during summer heat waves and winter cold spells.

16 Enhance connections between the public transit and shared mobility to the park system, through station placement, promotion, route alignment, charging stations, and linking trails.
Goal 6: Strengthen ecological connections

Current Context: Water, tree canopy, soil systems, habitat, wildlife, air and plant communities are all critical aspects of our ecological systems.

Many lakes, the Mississippi River and several creeks serve as recreational and natural cornerstones of our park system. The health and accessibility of our water bodies are critical to the health of Minneapolis’ people and land. Water resources include the quality and quantity of our local water bodies, which are also significant to our recreational and environmental programming and design. We work in partnership with other agencies like local watershed management organizations and recognize that MPRB actions impact water resources, as do individual actions across our region. Our aquatic invasive species work is a critical part of educating and building awareness around water quality with staff and in the general public.

Climate change is a defining challenge for both current and future generations. Building on our recent Carbon Footprint study, the Minneapolis Park System will have to deal with a myriad of impacts ranging from public health to invasive species as greenhouse gases continue to build in our atmosphere. This severity of climate change in both depth and breadth of impacts will touch every person in Minneapolis and every aspect of MPRB operations, from recreation offerings to basic infrastructure maintenance.

MPRB manages the urban tree canopy. We plant, prune and remove all trees on public property. This includes nearly 200,000 boulevard trees on 1,100 miles of streets, 400,000 park trees on more than 6,000 acres of land, plus trees on other city properties, such as police and fire stations, stormwater retention ponds and Public Works facilities. This goal also will foster natural area connectivity, as represented in the Habitat Corridors Map, to reduce habitat fragmentation by connecting higher ecological quality natural areas with other natural areas with smaller patches, recognizing the interconnection between all natural areas for wildlife habitat and green space enhancement.
The Environmental Stewardship Division is working to manage a diverse mix of natural areas including forests, prairies, shorelines, wetlands and landscaped areas that have been planted with native plants. Environmental Management staff work to maintain the natural areas identified as the nine remnant native plant communities and other natural areas. Management of natural areas primarily focuses on control of invasive species to maintain and assist native plant regeneration. This work is accomplished by staff, seasonal employees and contractors, and is assisted by volunteers.

Habitat connectivity across our system and city is becoming increasingly important as wildlife comes under threat from dwindling areas for foraging, nesting, and migration. The Ecological System Plan sets a vision and detailed recommendations related to many of the topics in this goal and provides more specificity on the MPRB’s specific actions. One key aspect of the plan is to create a new habitat map of the city. This map is anchored in the nine remnant landscapes, noted as biodiversity hotspots, identified in the 2007 Comprehensive Plan, but uses new “pollinator sweet spot” data analysis to draw multiple new habitat corridors across the city. Implementation of these corridors will require partnerships, but this is necessary work to affirm the importance of wildlife and Minnesota plant communities.

With this comprehensive plan, the MPRB Mission Statement has been modified to reflect what and who our work is meant to benefit. Climate change mitigation and habitat connectivity are key ways of achieving that promise. This goal positions natural areas as welcoming recreational and ecological areas that are essential to human health and environmental health in a densifying city.
Goal 6: Strengthen ecological connections

01 Support a healthy urban ecosystem through monitoring and improving air, soil, water, and habitat quality.

02 Grow expertise toward long-term stewardship of natural areas and stormwater infrastructure in our parks to enhance protection, restoration, maintenance, and management practices.

03 Preserve, protect and restore natural areas and aquatic habitat including the lakes, river, and creeks, in parks for the purposes of wildlife habitat, invasive species management, and human respite and refuge.

04 Enhance and support habitat and green space connectivity and reduce habitat fragmentation, recognizing the interconnection between street trees, parks, and the city as a whole.

05 Utilize data-driven, equitable, science-based, regional, future-facing, ecological understanding in preserving, stewarding, maintaining, and improving natural areas, enhancing habitat connectivity, and improving and managing park infrastructure.

06 Preserve, monitor, and protect animal and plant species biodiversity, including resident and migratory birds, endangered species, and pollinators through design, construction, management, and timing that mitigates potential risks to flyway migration patterns and other natural cycles.

07 Develop a city-wide, equity-driven tree canopy preservation and enhancement program to mitigate urban heat island effects, foster biodiversity, improve air quality, ecological connections, habitat, the pedestrian experience, and evaluate for pollen impacts on human health.

08 Implement strategies to remove and reduce trash and plastic in parks and water bodies.

09 Reduce greenhouse gas and carbon emissions through data-informed targets, policies, and actions in park operations and facilities including but not limited to MPRB buildings and fleet.
Goal 6: Strengthen ecological connections

10. Increase amount of energy generated from renewable sources used in park buildings, facilities, equipment, and fleet.

11. Reduce the acreage of mown turfgrass and impervious surfaces in the system to improve water quality and habitat.

12. Enhance connections to natural spaces in our park system through education, programming, interpretation, experiences, volunteerism and accessible facilities for a diverse and multi-generational audience.

13. Ensure that park built infrastructure is habitat friendly including buildings and park amenities through bird-friendly design, lighting modifications, and other practices.

Goal 7: Connect through communications and technology

Current Context: We can develop momentum and build capacity in our agency around information sharing and storytelling.

We established new document management and archival systems, grew technological capacity for all aspects of park operations, fine-tuned our registration systems and established our own geographic information systems program. Our large, urban, complex park system requires responsive communications on a daily basis. In recent years our communications team has stewarded us into the 21st century with a redesigned website, streamlined email communications tools and created a new media and social media policy. We hope to continue to build capacity to spend time on marketing and telling our story both locally and nationally through a range of media, including cultural media outlets, presentations, video, and photography and other creative branding and marketing opportunities.

Communications and outreach are the work of all departments and divisions across the agency. Customer Service provides daily support and resources to park users, and fosters a culture of accountability for all staff. Planning leads project based community engagement that requires multiple platforms for dialogue. IT has built incredible capacity for our agency to use technology, and we are poised to integrate data and technology more deeply into daily operations over the next decade.
Goal 7: Connect through communications and technology

01 Inspire the next generation of park stewards through education, volunteering, outreach, and youth education.

02 Create platforms and disseminate guidelines and stories of park use that amplifies the expectation that all communities are welcome and responsible for our parks.

03 Develop and evolve public-facing resources and inventory to share data, maps and resources relating, but not limited to: accessibility of parks and park features; public art and memorial collection; arts and cultural programs and events in the parks; natural areas; multi-generational park facility and program options; park historical resources; volunteer recruitment; park safety.

04 Educate staff and the community on critical issues facing the city and region, specifically:
• health and wellness benefits of parks;
• potential linkages between park investment, gentrification, and displacement;
• environmental and ecological issues;
• the benefits of, threats to, and care of the urban tree canopy, birds, and wildlife;
• strategies about how to decrease waste and plastic pollution;
• invasive species management and prevention;
• climate change impacts and resiliency;

05 Create a transparent, centralized process for external partners to interact with MPRB, specifically:
• artists wishing to teach, work or perform in parks;
• non-profit and partners;
• and volunteers.

06 Expand and evolve historical understanding of parks, park features and the park system through multiple perspectives with interpretation, a dynamic memorial collection, archives, and programs.

07 Focus communication strategies on connecting, dialoguing, and partnering with community rather than a focus on informing.

• shared public responsibility for waste reduction, water quality, and city-wide tree canopy;
• indigenous acknowledgment, history, rights, culture and perspectives;
• park safety and security.

What is Parks for All?

Values, Goals & Strategies

Implementation

Minneapolis Park and Recreation Board 2021 Comprehensive Plan | 50
## Goal 7: Connect through communications and technology

<table>
<thead>
<tr>
<th>08</th>
<th>Improve outreach and access to parks and park offerings through up-to-date:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• outreach, interpretation, wayfinding, and digital technology for a multilingual audience;</td>
</tr>
<tr>
<td></td>
<td>• working with artists on engagement and outreach efforts;</td>
</tr>
<tr>
<td></td>
<td>• improving accessibility of print and online communications with the public;</td>
</tr>
<tr>
<td></td>
<td>• using up-to-date digital media; and</td>
</tr>
<tr>
<td></td>
<td>• offering virtual program offerings.</td>
</tr>
</tbody>
</table>

| 09 | Invest in feedback from program users and community members on the creation and implementation of programs that reflect evolving trends and needs. |

| 10 | Improve access to parks and park offerings for multilingual and new immigrant communities through outreach, interpretation, wayfinding, and digital technology. |

| 11 | Foster sustainable communications platforms and strategies to better connect and communicate with youth, families, seniors, and communities of color regarding park offerings in neighborhood and regional parks. |

| 12 | Improve communications and promotion of hiring and job opportunities in areas most impacted by gentrification. |

| 13 | Collect system-wide park user data to aid in decision-making. |

| 14 | Clearly communicate the reasons behind safety, operational, partnership, technical and budgetary decisions. |

| 15 | Streamline internal information sharing, data-driven decision making, enhance technology access and resolve the internal digital divide to ensure consistent staff access to information and data. |

| 16 | Enhance branding of staff uniforms, vehicles, equipment and documents to build public awareness and visibility of staff in parks. |

| 17 | Improve wayfinding between and within neighborhood parks and the regional system, including the Grand Rounds. |

| 18 | Invest in technology in park buildings to support computer skill building, job access, creative projects, digital and remote programs, and to reduce the digital divide. |
Goal 8: Cultivate a thriving workforce

The MPRB organization exists in five divisions. The Superintendent’s Office is responsible for the executive management of the highly diverse services and operations of the MPRB, with a focus on public safety, communications, and intergovernmental relations. The Deputy Superintendent’s Office provides support to the Superintendent, with a focus on internal support services including human resources, information technology, customer service, and finance, worker safety, data retention, and archives. The Deputy Superintendent also traditionally serves as the Secretary to the Board of Commissioners. Environmental Stewardship encompasses maintenance of the park system’s physical infrastructure; equipment and fleet services; management of natural areas and water resources; care of boulevard trees and wooded areas; environmental education; volunteer stewardship coordination; and community garden coordination. Planning Services provides expertise to lead, engage, advise and guide the development and redevelopment of the Minneapolis park system. Recreation Services provides expertise to lead, provide and create affordable recreation, cultural, volunteer, educational and leisure opportunities to benefit and enhance the lives of all Minneapolis residents.

Diversifying the racial/ethnic diversity of MPRB staff across the agency has been a focus in recent years. MPRB has continued its tradition of focusing on youth employment and job training. The MPRB, like many other employers is faced with waves of retirement over the next decade, needs to prepare by training the next generation of MPRB employees and leadership. Green jobs and the thriving creative sector of Minneapolis are unique assets that MPRB can leverage in coming years.

While equitable hiring processes are critical, so is a thriving workplace culture. To support that, the MPRB added staff and dedicated resources to work on safety, workplace wellness initiatives and support for professional development. The MPRB plans to continue to support the physical and mental health of all MPRB employees to create a supportive and healthy work environment. As our system grows in size and complexity in coming years, MPRB also recognizes that staff capacity needs to grow too. Staff capacity is, in part, about sheer numbers, however it is also about fostering a workplace where training, communication, collaboration, safety, and inclusion are all central to how staff are supported in the face of a more complex system and world.

Breakdown of employment by race/ethnicity and job category from MPRB in 2019

<table>
<thead>
<tr>
<th>EE04 Category</th>
<th>American Indian</th>
<th>Asian</th>
<th>Black</th>
<th>Hispanic</th>
<th>Pacific American</th>
<th>White</th>
<th>Two + %</th>
<th>% of Total Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officials &amp; Administrators</td>
<td>0%</td>
<td>5.00%</td>
<td>15.00%</td>
<td>0%</td>
<td>0%</td>
<td>75.00%</td>
<td>5.00%</td>
<td>3.64%</td>
</tr>
<tr>
<td>Professionals</td>
<td>2.56%</td>
<td>5.98%</td>
<td>12.82%</td>
<td>2.56%</td>
<td>0%</td>
<td>75.21%</td>
<td>0.85%</td>
<td>21.27%</td>
</tr>
<tr>
<td>Technicians</td>
<td>0%</td>
<td>0%</td>
<td>11.54%</td>
<td>0%</td>
<td>0%</td>
<td>76.92%</td>
<td>11.54%</td>
<td>4.73%</td>
</tr>
<tr>
<td>Protective Service Workers</td>
<td>0%</td>
<td>16.67%</td>
<td>4.17%</td>
<td>0%</td>
<td>0%</td>
<td>75.00%</td>
<td>4.17%</td>
<td>4.36%</td>
</tr>
<tr>
<td>Paraprofessionals</td>
<td>1.72%</td>
<td>5.17%</td>
<td>22.41%</td>
<td>1.72%</td>
<td>0%</td>
<td>67.24%</td>
<td>1.72%</td>
<td>10.55%</td>
</tr>
<tr>
<td>Administrative Support</td>
<td>6.25%</td>
<td>0%</td>
<td>12.50%</td>
<td>6.25%</td>
<td>0%</td>
<td>62.50%</td>
<td>12.50%</td>
<td>2.91%</td>
</tr>
<tr>
<td>Skilled Craft Workers</td>
<td>0%</td>
<td>1.45%</td>
<td>1.45%</td>
<td>4.35%</td>
<td>0%</td>
<td>89.86%</td>
<td>2.90%</td>
<td>12.55%</td>
</tr>
<tr>
<td>Service – Maintenance</td>
<td>2.73%</td>
<td>1.82%</td>
<td>15.91%</td>
<td>5.91%</td>
<td>0%</td>
<td>72.73%</td>
<td>0.91%</td>
<td>4.00%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>2.00%</td>
<td>3.64%</td>
<td>13.27%</td>
<td>3.82%</td>
<td>0%</td>
<td>74.91%</td>
<td>2.36%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
Goal 8: Cultivate a thriving workforce

**STRATEGIES**

01. **Incentivize and reduce barriers** for small, local, and minority-owned businesses to provide services to and partner with the MPRB.

02. **Create pathways for local hiring** surrounding parks, including youth, local organizations and small businesses.

03. **Recruit a diversity of staff** across all departments and at all levels of leadership that represents the rich racial, cultural and economic diversity of the city.

04. **Implement youth programs, mentorship, and training** across the agency that support deliberate career pathways towards full-time employment with livable wages and that build relationships between youth and park staff across all departments to foster youth development and safety and to build the next generation of park stewards.

05. **Improve opportunities** and remove barriers to jobs for marginalized populations, including but not limited to, people with disabilities and people experiencing homelessness.

06. **Dedicate resources and trained staff** to support best practices-driven emergency management planning and implementation.

07. **Connect environmental education programs** to leadership development and sustainable job opportunities.

08. **Ensure a proactively safe workplace** through systems of accountability, training and support.

09. **Create welcoming and safe workspaces** and foster a positive and supportive work environment that values work/life balance and creates flexibility in opportunities.
Goal 8: Cultivate a thriving workforce

Utilize a diverse pool of volunteers to support and strengthen the work of MPRB staff across the organization.

Develop, evolve, and train staff and commissioners on:
- native acknowledgement practices that incorporate the complexities of treaties, tribal differences, personal experience and layered place-based histories;
- gender inclusion;
- people with disabilities;
- ethics; and
- racial equity.

Draw exceptional internal and external employment candidates to MPRB as a celebrated employer and build and maintain a skilled and employable workforce through education, placement, and training.

Develop a culture of gender, cultural, racial, generational and linguistic inclusion in a customer service approach across the agency.

Prioritize youth leadership and innovation through hiring, shared decision-making, technical training and involvement in community engagement processes.

Build agency-wide capacity for self-care and emergency response around public health crises, mental health, violence in parks and trauma.

Build capacity for learning and teaching where MPRB park and recreation professionals set the standard of industry excellence locally, nationally, and internationally.

Foster equitable park care and programming through staff assignments.

Invest in elected and senior leadership with an emphasis on continued enrichment & development, inclusion, ethics, technical credentials, and succession planning.
Goal 9: Operate a financially sustainable enterprise

Current Context: Most funding for the Minneapolis park system comes through property tax collection — accounting for approximately 70% of our funding over the last ten years.

Other sources of revenue include local government aid; fees, fines, and other revenue; grants and donations; parking; rent; and charges for service. Since the adoption of the 2007 Comprehensive Plan, new funding sources have been developed which provide additional funding to the park system.

In 2008, The Clean Water, Land and Legacy Amendment was passed by Minnesotans. It provides a portion of the funding allocated to the regional parks and trails system. The Legacy Amendment also provides funding opportunities through grants, some of which have been used for projects within the Minneapolis park system. This funding is set to expire in 2033.

In 2011, the MPRB entered into an agreement with the City of Minneapolis Public Works Department to be reimbursed for providing stormwater monitoring, lake monitoring and water quality education activities.

In 2014, the park dedication ordinance went into effect. It charges a fee to new residential, commercial and industrial development and provides additional revenue for park renovation and expansion in neighborhoods where fees originate.

In 2016, MPRB and the City of Minneapolis approved ordinances to reverse years of underfunding in neighborhood parks. The 20-Year Neighborhood Park Plan (NPP20) is a long-term initiative that will transform the neighborhood park system by protecting current MPRB funding levels, dedicating an additional $11 million minimum, annually through 2036, and allocating funds based on data-driven equity metrics.
Funding and budgeting in recent years has become increasingly data-driven and transparent through processes like the revised park Capital Improvement Program that funds park construction projects through a set of equity metrics.

This trend will continue to embed equity in our budgeting processes and build opportunities for staff and community to be more engaged in budgeting processes. Through programs like the Walter Dziedzic Innovation Fund, we have built in avenues for participatory programming. MPRB has also worked along with the City of Minneapolis in refining our vendor and contracting pool with the Target Market Program that prioritizes work with small and local businesses, and will continue to build pathways for small, local, minority and woman owned businesses to thrive in our region. Property taxes, Park Dedication Fees, Bonding, and Metropolitan Council funding sources continue to be critical to the sustainability and success of our parks systems financial health. We recognize the power of MPRB in the local economy as an employer, funder, taxing authority, client, partner and physical space for microenterprise.
Goal 9: Operate a financially sustainable enterprise

01. Research and implement innovative approaches for payment options in order to reduce user costs.

02. Develop avenues for community engagement and ownership in Park Board spending.

03. Develop permanent spaces and infrastructure that support safe, welcoming, and economical events within the park system.

04. Consistently apply an equity lens along with an entrepreneurial approach to concessions in parks and strive for this balance with other MPRB operations and facilities.

05. Grow ice operations and major athletic venues as enterprises with clear market-driven management.

06. Diversify funding streams to leverage existing funding with grants, site-specific revenue generations, sponsorship, and public/private partnerships through an equity lens.

07. Deepen philanthropic relationships to include program support and system-wide park improvements.

08. Create flexible funding and budgeting that always prioritizes core aspects of the agency and supports innovation and expansion.

09. Reimagine Enterprise Fund programs and facilities across the system based on market-driven approaches and sponsorship opportunities to offset park program and asset costs that balance ecology and recreational uses.

10. Develop a comprehensive understanding of the true costs of capital projects including longterm maintenance needs, partnership impacts, longterm infrastructure capacity needs, and environmental impacts including carbon footprints and offsets.

11. Sustain and advocate for increases in core park funding sources in city, regional and state funding for park, parkway and trail infrastructure.
CHAPTER THREE

Implementation and Measurement

Each direction in the Comprehensive Plan may be achieved by numerous methods. The professional expertise and experience of staff and commissioners will enable the organization to achieve the vision set forth in the plan.

Careful monitoring will allow commissioners and staff to determine if a selected course of action is achieving desired outcomes, allowing for corrections and celebration of successful outcomes.

To comprehensively monitor progress on the Minneapolis Park and Recreation Board Parks for All Comprehensive Plan, evaluation will be tracked through the Annual Report and the Annual Dashboard. These tools will include a summary of progress on the Implementation Plan as well as any progress on the Comprehensive Plan Metrics. These measures will be in place to build awareness and accountability about progress on the plan with community, staff, and elected officials.
Implementation

Prioritization: Implementation Planning

The Minneapolis Park and Recreation Board will rely on Board Strategic Directions and a four-year Implementation Plan that will outline performance goals as a blueprint for achieving the strategies, goals, and ultimately the vision of the Comprehensive Plan. Strategic Directions will be set through selecting priority strategies from the Comprehensive Plan on a four-year cycle coinciding with each newly-elected Board of Commissioners. Following the Strategic Direction adoption, the Superintendent and the Executive Team will establish an Implementation Plan that will include the specific tactics, timetables, staff, metrics and resources necessary to implement the plan. A team comprised of staff across the agency will be developed to track the progress on the Implementation Plan. They will meet regularly to share progress in the various departments and will provide a dashboard of progress to the Board and an Annual Report to the public on an annual basis.

Funding and Staffing

Parks for All offers an actionable plan for the next 15 years for the park system, but cannot be accomplished without increasing the capacity of our current system through funding and staffing. In order to accomplish this plan, we will need to evaluate and build financial resources and staff capacity. Internal Services will build and consistently update staffing and funding projections based on the strategies in the plan and Implementation Plans developed by Commissioners and staff.
Tracking Progress

The following processes will ensure that the work of commissioners and staff reflects the direction provided in the Comprehensive Plan.

**Anually**

**Annual Budget**
Annual budget requests by each department and division will be tied to the values, strategies and goals outlined in the Comprehensive Plan. The budgeting process will allow spending across the organization to relate to both the Implementation Plan and the Comprehensive Plan. Financial reporting will correspond to the plan’s values, strategies and goals. The budgeting process will tie spending across the organization to the Implementation Plan and the Comprehensive Plan.

**Performance Reviews**
Employees move the organization toward the vision set by commissioners and they will be evaluated on the work they do to achieve that vision. Employees will also be evaluated on how their work upholds the values of the organization. This tool will be used to effectively direct the skills of individuals and teams toward achieving the vision of the organization and will include opportunities for personal growth. Reviews will help identify when adjustments should be made and when achievements should be celebrated. Individual performance reviews will also help supervisors monitor workflow and keep their annual work plans on target.

**Regularly**

**Board Actions**
Each time a Board action is developed, staff and commissioners will be required to link their resolutions to strategies and goals in the Comprehensive Plan. This will ensure that political actions, projects and other regularly occurring daily functions of the Park Board are grounded in the Comprehensive Plan.

**Community Engagement Plan**
For any project that involves community engagement, staff are asked to fill out a Community Engagement Plan to examine local demographics, share methods and goals of engagement and report on engagement successes with the Board of Commissioners and the public. Community Engagement Plans require staff to link their engagement work to a Comprehensive Plan Goal, Strategy and Value.

**Funding and Grants**
The MPRB Grants Committee tracks all grant requests across the agency. Before applying for a grant, employees are asked to request internal approval. This process will prompt employees to link their grant requests to the goals and strategies to illustrate to MPRB and funders how funding requests are mission-aligned. Successful funding requests will be tracked for progress on related comprehensive plan strategies over time.

**Hiring**
Before a new staff position is hired, the hiring manager will be asked to ground the new staff position in a Goal and Strategy of the Comprehensive Plan to ensure that staffing aligns with the direction that the plan has charted.

**Travel and Training Requests**
When an employee requests funding for training or travel associated with professional development, they need to link their training to a strategy in the Comprehensive Plan to ensure that professional development aligns with the agency goals and direction.
Reporting Progress

Reporting the progress of the Comprehensive Plan is a critical part of being an agency that practices the value of accountability, one of the guiding values of the way we work.

The progress on the Comprehensive Plan will be tracked and the progress will be shared with community, staff and the Board of Commissioners annually through a Dashboard and Annual Report. They will both include an update on Comprehensive Plan implementation progress. The Annual Report will employ the above methods to share progress on the Comprehensive Plan, and the Dashboard will focus on updating the metrics. These will be compiled by departments across the agency and live in an online platform.

Amending the Plan

In order to remain a living, useful document for future park planners, designers, elected officials, partners, and community members, the Comprehensive Plan must be able to change when necessary. Any departure from the mission, vision, values, goals, and strategies contained in this document must be accomplished by an action of the elected Board of Commissioners according to applicable policies and procedures. The affected community should also be involved in that decision-making, per the MPRB community engagement policy. It is critical that Comprehensive Plan documents and resources are updated after amendment approval, so MPRB staff and the general public have only the most up-to-date plan.
# Level of Service Guidelines

For management, recreational, planning, and operational decisions, MPRB will use the following guidelines to inform decisions around level of service. In alignment with Commission for Accreditation of Park and Recreation Agencies, “the agency shall have level of service (LOS) standards for provision of land, facilities and services within the jurisdiction. LOS standards are a type of performance measure associated with equitable provision of service.”

## I. Level of Service Guidelines

Level of Service can be described as geographic, frequency, quality, or in multiple categories. Use the following guidelines to determine level of service in the appropriate category. When creating LOS standards and procedures, MPRB staff should categorize those standards into a level under each of the applicable categories. For example, LOS standards for placement of play areas are determined in service area master plans. These standards are primarily geographic. Geographically, they have an Abundant level of service because they are “available in almost every park.” The maintenance of those play areas could be in the Frequency category (as a reflection of how often inspections might occur) or the Quality category (with determinations of standard or enhanced level of service).

### Geographic (of programs and facilities)

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abundant</td>
<td>Resource or activity requested by most communities</td>
</tr>
<tr>
<td>Moderate</td>
<td>Resource determined as part of core services</td>
</tr>
<tr>
<td>Limited</td>
<td>Available occasionally or once in the system</td>
</tr>
</tbody>
</table>

- Specialized resource or facility increasing in popularity
- Several communities asking for it
- Very specialized resource
- Very expensive resource
- Community specific resource
- New facility, pilot

### Frequency (of actions, operations, and services)

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urgent</td>
<td>If it was not performed, it would have significant impacts</td>
</tr>
<tr>
<td>Routine</td>
<td>Has an emergency or safety impact if not addressed</td>
</tr>
<tr>
<td>Planned</td>
<td>Reactive or responsive action</td>
</tr>
</tbody>
</table>

- Standard procedures
- Daily/weekly
- Seasonal transitions
- Annual requirements
- Action steps determined by staff capacity and resources
- Life cycle maintenance
- Proactive

### Quality

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard</td>
<td>Baseline level of care</td>
</tr>
<tr>
<td>Enhanced</td>
<td>Exhibit excellence</td>
</tr>
<tr>
<td>Specialized</td>
<td>In an area that has been underserved</td>
</tr>
</tbody>
</table>

- Where there is a safety risk to community
- Highly visited parks
- Amenities requiring customized operations
The following guidelines are based on the MPRB Values and should be used to drive daily and long-term decision making for level of service across the park and recreation system. These guidelines will be integrated or embedded into systems, plans, and procedures that guide decisions at MPRB. Level of Service can be described as geographic, frequency, quality, or in multiple categories.

Level of Service plans and procedures should reflect MPRB values. When creating LOS standards, MPRB staff should refer to the following guidelines to ensure the proposed LOS embodies the spirit of MPRB. LOS standards should address at least one item in each of the six value areas.

Refer to pg. 27 for the definition of the above values.

<table>
<thead>
<tr>
<th>Values Guidelines</th>
<th>Independent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equitable</td>
<td></td>
</tr>
<tr>
<td>– Realizes an action item in the Racial Equity Action Plan</td>
<td>– Aligns with the MPRB mission</td>
</tr>
<tr>
<td>– Provides equitable standards of service across the system</td>
<td>– Examines benefits of augmenting services or facilities provided by other agency, organization, or partner</td>
</tr>
<tr>
<td>– Prioritizes customized solutions based on need</td>
<td>–</td>
</tr>
<tr>
<td>– Is located in or prioritizes parks in Green Zone or similar distinction</td>
<td>–</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sustainable</th>
<th>Accountable</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Aligns with budget</td>
<td>– Based on park user data and park use</td>
</tr>
<tr>
<td>– Is a decision based on sustainable, climate resilient, or carbon neutral guidelines</td>
<td>– Informed by technical or scientific guidance based on industry best practices</td>
</tr>
<tr>
<td>– Aligns with staff and facility capacity</td>
<td>– Guided by life cycle and management plan with considerations for replacement, removal, or repair</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Connected</th>
<th>Innovative</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Is community-informed or engaged</td>
<td>– Meets or introduces a new or emerging need or interest in community</td>
</tr>
<tr>
<td>– Fills a park gap, trail gap, or service gap</td>
<td>– Considers national trends for urban and cold-weather climate park systems</td>
</tr>
<tr>
<td>– Inspires welcome and belonging for park users and potential park users</td>
<td>–</td>
</tr>
</tbody>
</table>

This chart and the one on the previous page are NOT level of service standards, but they are a guide for staff when they create level of service standards. They will lead to a common language across the organization and should streamline the LOS development process.
II. Park Acquisition and Disposition Level of Service Guidelines

Over the next decade, as Minneapolis becomes more dense, opportunities will arise for new parks and park amenities. The following guidelines outline the land acquisition and disposition guidance if and when parkland is acquired or disposed of. All land transactions must be consistent with other Board adopted policies, be individually approved by the full Board in its own judgement consistent with the City Charter, and subject to District Court approval. When disposition and acquisition occurs, the Park Board will collaborate with the City of Minneapolis and Metropolitan Council to amend future land use changes in regional planning documents and zoning. When disposition occurs, it is important to note that parks are not a separate code within the zoning code assigned by the City. The classification of the land will determine development patterns after disposition to help meet other goals in the City.

Guideline A

Prioritize acquisition of parkland that completes the Grand Rounds system including Above the Falls Regional Park and Grand Missing Link, park gaps and park expansion areas identified in the Service Area Master Plans to ensure park access for all residents by providing parks within an easy walk from their homes, areas of the city that are densifying, and to achieve a ratio of .01 acres of parkland per household in the city.

Guideline B

Ensure parcels considered for disposition meet more than one of the following listed criteria: removing the parcel does not diminish recreation or environmental function of the park system, the parcel is not accessible by the public, the parcel has little or no habitat benefits, the parcel is not part of an adopted park plan, or the parcel is specifically identified for disposition in an adopted master plan.

Guideline C

If and when disposition is considered, prioritize options of parkland disposition that perpetuate public benefit and/or public good and financial sustainability, with a focus on other park and public agencies and Indigenous communities.

Guideline D

If and when disposition is considered and a disposition option that perpetuates public benefit or public good is not available, prioritize capitalization that benefits the Minneapolis park and recreation system.
III. Level of Service in Master Plans, Policies, and Activity Plans

The following plans provide detailed level of service analysis on various aspects of the MPRB system and how LOS is implemented at a park level.

Completed

1) **The Service Area Master Plans and Regional Park Master Plans**: Defines and implements Level of Service for physical amenities and outdoor facilities for the neighborhood and regional parks based on community preference and national standards and trends.

2) **Recreation**: RecQuest provides a programmatic level of service focus areas in Phases I and II, while it does not articulate a standard for programming. Phase III below is the vision for the physical facility Level of Service supporting existing and proposed Park Board buildings, which is also reinforced by recommendations in the Service Area Master Plans.

3) **Skate Boarding**: The Skate Park Activity Plan defines a level of service for skateboard and BMX facilities across the system that are also reflected in the Service Area Master Plans.

4) **Urban Agriculture and Food Security**: Urban Agriculture Activity Plan provides a level of service for urban agriculture in the system. This plan has been incorporated into the Service Area Master Plans as well.

5) **Ecosystem Services**: The Ecological System Plan provides level of service standards and a plan to improve for ecological systems in the park system. Executing the Ecological System Plan will lead to developing level of service standards for ecological systems and in some cases outlines the level of service standards, like for habitat corridors. Stormwater and water quality standards are set by partner agencies including the City of Minneapolis, federal government, and local watershed districts. The Natural Areas Master Plan, in development, will set the level of service standards for natural areas.

6) **Rinks**: VueWorks-based tool for systematizing ice rink distribution and establishment/management. Master Plans include winter programming LOS for ice rinks.

7) **Equity, Access, and Inclusion**: The Racial Equity Action Plan, the ADA Transition Plan, and the Gender Inclusion Plan are all tools that provide guidance on how to create an inclusive, equitable, and accessible park system. ADA Transition Plan outlines a plan for how to address ADA requirements and create an accessible park system for people with disabilities. The Gender Inclusion Plan outlines levels or standards of care around access for all genders and gender non-conforming. And while not a standard in itself, the Racial Equity Action Plan is an important tool for implementing racial equity frameworks, programs, approaches, facilities, and policies across the agency.

8) **Courts**: Level of service being determined through life cycle analysis and supported by master plans.

9) **Trails**: Level of service being determined through life cycle analysis and supported by master plans that includes standards of quality, frequency of rehabilitation, and geographic prioritization for rehabilitation.

10) **Customer Service**: An administrative policy on Customer Service details the levels of service standards for customer service.

In Development

1) Maintenance and Management
2) Pools
3) Fields
4) Signage
5) Athletics
6) Enterprise
7) Events
8) Safety
9) Historic Resources
10) Arts and Culture
IV. Recreation Center Level of Service Guidelines

MPRB has identified four focus areas intended to prioritize the delivery services for recreation centers through the RecQuest planning process that center an equitable approach. More detailed information on the focus areas and RecQuest process are in RecQuest: Phase II Validation Summary Report. The levels of service for programs should prioritize the following areas:

Active older adults
- Increase the number and expand the variety of programs that foster opportunities, share skills and talents, and develop a greater sense of community

Youth development
- Expand the Youth Development department and increase program access

Equitable education programs
- Provide school age programs that are stimulating, engaging and inspire creativity in spaces that are safe for learning, create positive environments and encourage peer support
Access to equitable athletics

- Provide a range of athletic programs that supports the current and future lifestyles, fitness and social needs of Minneapolis residents
- Expand access for athletic activities and allocate resources to provide equitable participation

MPRB will take an approach to programming in the system through a program development model that centers innovation. As an urban organization with a history of responding to the needs and interests of its users, we have a tremendous opportunity to: continue to stretch our boundaries; set programmatic trends; imagine what is beyond current offerings, and; expose users to more than they envisioned.

What is Parks for All? Values, Goals & Strategies Implementation

New Proposed Buildings

Special Recreation Buildings Proposed in Master Plans:
- A. Bryn Mawr Meadows Park
- C. Dickman Park
- D. Mueller Park

Winter Sports Dome or Indoor Fieldhouse Proposed in Master Plans:
- B. Currie Park
- E. North Commons Park
- F. The Parade Park
- G. Xcel Field Park

Recreation Centers
- 1. Armatage
- 2. Audubon
- 3. Bottineau
- 4. Brackett
- 5. Bryant Square
- 6. Central Gym
- 7. Corcoran
- 8. Coyle programmed by others
- 9. Creekview
- 10. East Phillips
- 11. Elliot
- 12. Farview
- 13. Folwell
- 14. Fuller
- 15. Harrison
- 16. Hiawatha School
- 17. Kawanishi
- 18. Kenny
- 19. Kenwood
- 20. Lake Harriet
- 21. Lake Nokomis
- 22. Linden Hills
- 23. Logan
- 24. Longfellow
- 25. Loving
- 26. Luton
- 27. Lyndale Farmstead
- 28. Lynnhurst
- 29. Matthews
- 30. McRae
- 31. Morris
- 32. North Commons
- 33. Northeast
- 34. Painter
- 35. Pearl
- 36. Peavey
- 37. Pershing
- 38. Phelps programmed by others
- 39. Phillips
- 40. Powderhorn
- 41. Rev. Dr. Martin Luther King Jr.
- 42. Sibley
- 43. Stewart
- 44. Van Cleve
- 45. Waite
- 46. Webber
- 47. Whittier
- 48. Windom Northeast
- 49. Windom South

Sources: City of Minneapolis, MPRB
**Recreation Center System Level of Service**

Recreation centers are anchoring institutions for neighborhoods and key touchpoints with the community, especially for youth. The system as it currently exists, with a mix of large and small buildings and a mix of those with gyms and those without, is a relatively versatile system when considered city-wide, and that flexibility and versatility should be elevated and reinforced.

This plan builds on the 2007 Comprehensive Plan by recognizing the importance of strategic and intentional collaboration between recreation centers across the entire city. The 2007 plan re-envisioned what was at the time a system focused on each recreation center serving only the community around it. The 2007 “community center hub model” recognized there were space and staffing limitations to providing every service everywhere and encouraged connectivity and collaboration beyond neighborhood boundaries and centers to meet all of the needs of communities. The 2021 Parks for All Comprehensive Plan proposes a “citywide web” concept that affirms and enhances the work since 2007. This concept continues the commitment to collaboration across the park system, identifies specific locations for building expansions and enhancements to better serve the public, and sets forth a philosophical process for achieving the concept’s goals.

Affirming a citywide cross-collaborative system does not, however, mean business-as-usual. Greater accountability must be implemented so that recreation center staff are supported to collaborate with other neighborhood/community recreation centers and regional resources. Care needs to be taken to ensure collaboration does not depend on relationships between staff, but rather the park and recreation needs of community. This citywide work is critical. If recreation centers reinforce connections only within their neighborhoods or small service areas, youth, seniors, adults and staff will never connect across the city’s demographic divides.

This concept of the “citywide web” will allow recreation centers to be more agile in the face of changing needs like evolving demographics, public health crises and an aging population.

---

### Recreation Program Models

#### 2021 City-Wide Web Model

Recreation centers connect citywide to foster collaboration across the park system, with other neighborhood/community recreation centers and regional resources.

#### 2007 Community Hub Model

Recreation centers and connect and collaborate beyond neighborhood boundaries to meet the needs of communities.

#### 1960s Independent Model

Each recreation center serves the community surrounding it.

---

*Minneapolis Park and Recreation Board 2021 Comprehensive Plan*
Critical tasks, grounded in the MPRB Values, in accomplishing this idea:

1. **Accountability:** Deeply understand recreation center-area demographics and community needs, in the context of the city as a whole. This deep understanding is critical and will align programming and activities with the desires of the whole community—not only those that regularly visit the recreation center. This deep investigation is also more potent than system-wide guidance on service delivery. Service delivery could differ throughout the city. Staff should know not just their own service delivery targets, but also how those differ from elsewhere in our system.

   **Accountability Checklist:**
   - Who is in my center’s neighborhoods?
   - What do they want to do in the parks?
   - Who is not visible in the park?
   - Who is not being served?
   - What are their recreational needs?
   - How are they and their desires alike or different from those in other parts of the city?

2. **Connection:** Connect with other recreation centers, programs, activities, and expertise both nearby and in distant parts of town, including the regional park and trail system. This could be necessary in order to serve identified needs in a recreation center’s area when that recreation center doesn’t currently have access to a desired program or facility. Individual recreation centers should still serve as portals for their surrounding communities, but should do more to connect people with the full park system.

   **Connections Checklist:**
   - Are there parts of the city where my users never go?
   - What might those other areas have that my area doesn’t have?
   - What other staff have I never worked with on programs or facility sharing?
   - How can I pursue agency-wide partnerships to transport youth to recreation centers in collaboration with Minneapolis Public Schools and Metro Transit?

3. **Innovation:** Utilize those staff connections to inspire community connections.

   **Innovation Checklist:**
   - How can our programs and facilities help unite Minneapolis?
   - What do we need to learn about each other?

All these improvements, as recommended here and in the Service Area Master Plans, will come with significant cost. It will be necessary for MPRB to partner with the community, businesses, non-profits and regional and state government to make them a reality. However, as city population grows and neighborhoods densify, these additional recreation spaces will become more important than ever.
Recreation Center Facilities Level of Service

These guidelines provide insight into community and staff visions for the recreation centers and the system of buildings. The vision is for system-wide physical improvements, which will be necessary to serve youth, seniors, and community gathering needs. These improvements would both increase the amount of indoor space available, as well as diversify that space through the inclusion of special facilities, some of which do not currently exist in the system.

Updates and upgrades to the recreation centers are made through capital, rehab, and maintenance processes. Updates include assessment, operations, and community engagement, design. And when updates occur, the following are guiding principles for meeting recreational center level of service needs:

1. **Accommodation for comfort in summer heat** should be considered whenever buildings are built, renovated or have significant upgrades. Much of MPRB programming occurs during the summer, and buildings are often too hot. Heat accommodation most likely takes the form of central air conditioning, which produces harmful carbon emissions. Staff should explore alternative energy generation, passive cooling, high-efficiency units and other environmentally preferable solutions.

2. All rooms should be made as versatile as possible, without strongly defined purposes. Programs are constantly changing to meet community desires and demographic needs, and the recreation centers must adjust with this change. Rooms should be large and have clear sight lines to staff supervision areas. Open plan buildings that bring individual uses like computer stations and socialization nooks into main entry spaces are preferred.

3. **Storage** should be maximized. Even MPRB’s newest buildings lack storage for the various specialized equipment necessary to manage the wide variety of programming. Storage space is just as expensive per square foot as the rest of the building and offers little return on investment. Nevertheless, lack of ample storage leads to clutter in the community spaces, which in turn creates a less welcoming, safe and vibrant environment.

4. **In order to best serve a wide variety of staff and community desires,** recreation centers should benefit from **technology upgrades.** Plenty of outlets, good internet connectivity, changeable welcome screens and retractable presentation screens are a few examples. Surveillance screens are an unwanted technology, especially when they are visible to patrons entering the building. Where surveillance screens are necessary, they should be placed in sight only of staff. This will create a more welcoming environment and also prevent the public from determining where cameras have blind spots.
5) **Gymnasiums**, in the spirit of versatility, should be designed for multiple sports, as well as community gatherings and other events. Flooring is often a concern in this multi-use concept, as gym floors can be ruined by chairs and tables brought in for events. Solutions to this dual use should be explored when gyms are renovated or built. New gyms should be as large as possible, to allow for games for all ages, as well as space for spectators. Retractable basketball hoops, acoustic mitigation, and window treatments (if applicable) will help with multi-sport and multi-purpose use.

6) The MPRB **restroom** directive, which outlines design guidelines for restroom replacement design, should be carefully followed during all renovations and new building construction.

7) **Kitchens** are highly desired and utilized and should remain a fixture of MPRB recreation centers. It is especially important they are attached to rooms used for Rec+, the after-school programs, or pre-school programming.

8) **Lines of sight** throughout the building and site are critical for program supervision and safety. Interior windows are welcome—even into gymnasiums—and the placement of structural details matter.

9) The **entry experience** should be considered fully, from exterior trails and parking areas to the rooms visitors will use. This includes the space outside the front door, the configuration of the lobby and welcoming area, and the openness of the building itself. A high-amenity plaza space, with seating, is encouraged outside, with high visibility into the building. Access routes between the exterior and the gym are one of the more important considerations for safety and security. Some existing buildings look very uninviting from the outside, and it is difficult for some patrons to tell what they are. Park signage on the building itself would improve this, as would renovations that modify entry areas to make them more open and welcoming.

10) **Teen spaces** should be designed in partnership with teens. These should be spaces that are only occupied by teens and not converted to other uses (like community rooms) at certain times of night.

11) **Minor improvements** to the interiors of buildings should be considered. A new coat of paint, clean-up and organization, renovated woodwork, and new flooring can, for lower cost than major renovations, communicate that these are welcoming and exciting spaces.

12) Overall, building upgrades and renovations should have the highest **environmental performance** that is financially feasible, when ongoing operating costs are considered. The Ecological System Plan provides guidance on where to explore alternative energy generation, and encourages use of low-VOC, recycled, recyclable, and low-carbon materials. These practices will improve both human and environmental health.
The Service Area Master Plans call for building improvements and additions throughout the system. Each of these physical improvement types serves multiple of the RecQuest programmatic focus areas. In addition to the improvements and additions in adopted master plans, recommendations to enhance the system as a whole include:

- Sites should be identified for additional gymnasiums in the south service area east of I-35W and in the northeast/southeast service area (see map).

- Additional specialized facilities should be considered, with approximately one location in each of the five recreational service areas (north, southwest, northeast/southeast, upper south, lower south). These specialized facilities should be sited based on pending building renovations, appropriateness to the community and data analysis, including demographic study and community surveys and engagement. These specialized facilities are:
  - Creation spaces (Four are planned currently, at Harrison, Whittier, Luxton and Powderhorn Parks)
  - Commercial kitchens (One is planned at Dickman Park and one exists in Wirth Park)
  - Indoor play (One is planned at Bryn Mawr)
  - Walking tracks separated from sports surfaces (such as on a gym second floor or around the outside of a field in an indoor sports dome)
  - Recreation Center improvements as guided by the Cedar-Riverside Recreation Center Predesign project
# Measuring Progress

The following metrics are a tool to measure the impact of the Comprehensive Plan. By tracking these factors over time, we can see the impacts of implementing the Parks for All strategies. These metrics should be tracked and shared annually as a Dashboard and through the Annual Report. Metrics will be tied to the Implementation Plans and the Implementation Tracker to track progress. As new or refined indicators and metrics are identified, including community-driven metrics, the indicators and metrics may evolve or change over time in order to accurately track the progress of the plan.

## Goal 1: Foster belonging and equity

<table>
<thead>
<tr>
<th>INDICATOR: What are we measuring?</th>
<th>EXAMPLE METRIC: How we are measuring it?</th>
<th>MPRB ROLE AND STAKE: Lead or Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>How is MPRB helping foster the creative economy and diversity in the creative economy?</td>
<td>City of Minneapolis Creative Vitality Index</td>
<td>Partner</td>
</tr>
<tr>
<td>Who and how many people are using parks?</td>
<td>Program registration, drop-in use, permitting, park counts, park event count</td>
<td>Lead</td>
</tr>
<tr>
<td>What is the variety of offerings in our parks?</td>
<td>Mapping of events and programs</td>
<td>Lead</td>
</tr>
<tr>
<td>Who is volunteering in our parks?</td>
<td>Volunteer management database</td>
<td>Lead</td>
</tr>
<tr>
<td>How safe are parks?</td>
<td>Crime Statistics and City-wide Survey</td>
<td>Partner</td>
</tr>
<tr>
<td>How are the parks serving a multigenerational population?</td>
<td>Ages of registered users</td>
<td>Lead</td>
</tr>
<tr>
<td>Has there been displacement around improved or new parks?</td>
<td>Property values around new or improved parks</td>
<td>Partner</td>
</tr>
</tbody>
</table>
## Goal 2: Steward a continuum of nature and recreation

<table>
<thead>
<tr>
<th>INDICATOR: What are we measuring?</th>
<th>EXAMPLE METRIC: How we are measuring it?</th>
<th>MPRB ROLE AND STAKE: Lead or Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>How accessible are our parks?</td>
<td>ADA transition plan completion rate</td>
<td>Lead</td>
</tr>
<tr>
<td>What is the state of the park features and spaces?</td>
<td>Asset quality analysis used for Equity Metrics and deferred maintenance information</td>
<td>Lead</td>
</tr>
<tr>
<td>How is our water quality?</td>
<td>LAURI data and TSI data</td>
<td>Partner</td>
</tr>
<tr>
<td>What is the balance of investment/support of active rec facilities and natural areas?</td>
<td>Funding breakdown of maintenance of natural areas vs active recreational facilities</td>
<td>Lead</td>
</tr>
<tr>
<td>How are we building connections for people to nature?</td>
<td>Program analysis and number of completed natural or naturalized areas in master plans</td>
<td>Lead</td>
</tr>
</tbody>
</table>
# Goal 3: Provide core services with care

<table>
<thead>
<tr>
<th>INDICATOR: What are we measuring?</th>
<th>EXAMPLE METRIC: How we are measuring it</th>
<th>MPRB ROLE AND STAKE: Lead or Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is our park system up to date, based on community vision, and high quality?</td>
<td>Implementation of Master Plans</td>
<td>Lead</td>
</tr>
<tr>
<td>Has our system grown?</td>
<td>Total parkland acreage and staffing numbers</td>
<td>Lead</td>
</tr>
<tr>
<td>What percentage of Minneapolis residents live within walking distance of a park?</td>
<td>Trust for Public Land Parkscore data</td>
<td>Partner</td>
</tr>
<tr>
<td>How satisfied are people with the park system?</td>
<td>City-wide survey, feedback log, service requests, and response rate</td>
<td>Lead</td>
</tr>
<tr>
<td>How much waste are we diverting from the waste stream?</td>
<td>Waste reduction data</td>
<td>Lead</td>
</tr>
<tr>
<td>Are types, participants, and amounts of programs offered increasing in rec centers?</td>
<td>Programs offered and program participation</td>
<td>Lead</td>
</tr>
</tbody>
</table>
### Goal 4: Work from our strengths and determine our role in partnerships

<table>
<thead>
<tr>
<th>INDICATOR: What are we measuring?</th>
<th>EXAMPLE METRIC: How we are measuring it?</th>
<th>MPRB ROLE AND STAKE: Lead or Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>How much support do we receive from sponsors?</td>
<td>Funding from partnerships, new programs, events, or facilities, as a result of sponsors</td>
<td>Lead</td>
</tr>
<tr>
<td>How has our park system level of service increased through partnership?</td>
<td>Non-public dollars including philanthropy and sponsorship</td>
<td>Lead</td>
</tr>
<tr>
<td>How many formal partnerships does MPRB have?</td>
<td>MOUs, JPAs, and partnership agreements</td>
<td>Lead</td>
</tr>
<tr>
<td>How much of our system has been implemented through partnership?</td>
<td>Service Area Master Plan implementation</td>
<td>Partner</td>
</tr>
<tr>
<td>What are volunteers bringing to the park system?</td>
<td>Volunteer management system hours</td>
<td>Lead</td>
</tr>
</tbody>
</table>
## Goal 5: Expand focus on health equity

<table>
<thead>
<tr>
<th>INDICATOR: What are we measuring?</th>
<th>EXAMPLE METRIC: How we are measuring it?</th>
<th>MPRB ROLE AND STAKE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>How are our parks contributing to food security?</td>
<td>Number of community garden plots on MPRB land, farmers market permits, food shelves, free meal program through schools, cooking classes, community kitchens, and foraging zones</td>
<td>Partner</td>
</tr>
<tr>
<td>How are health disparities showing up across race/ethnicity in Hennepin County?</td>
<td>State data on asthma, obesity rates for Hennepin County, SHAPE data from Hennepin County</td>
<td>Partner</td>
</tr>
<tr>
<td>Are we removing barriers to access to parks?</td>
<td>MPRB City Wide Survey</td>
<td>Lead</td>
</tr>
<tr>
<td>Are we making our parks safer by bike and foot and transit?</td>
<td>City and County bike/ped crash data adjacent to parks, total miles of sidewalk and trails in the system</td>
<td>Partner</td>
</tr>
<tr>
<td>Has there been a mode-shift on how people access parks?</td>
<td>City-wide survey data</td>
<td>Partner</td>
</tr>
<tr>
<td>Are we creating parks that support activity in all four seasons?</td>
<td>Amount of indoor all season facilities plus activity data</td>
<td>Lead</td>
</tr>
<tr>
<td>How is winter maintenance of the trails and parks?</td>
<td>Vueworks</td>
<td>Lead</td>
</tr>
</tbody>
</table>
## Goal 6: Strengthen ecological connections

<table>
<thead>
<tr>
<th>INDICATOR: What are we measuring?</th>
<th>EXAMPLE METRIC: How we are measuring it?</th>
<th>MPRB ROLE AND STAKE: Lead or Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>How sustainable are our buildings?</td>
<td>Sustainable building metric (like B3 or LEED)</td>
<td>Partner</td>
</tr>
<tr>
<td>How robust is the tree canopy?</td>
<td>Tree canopy data</td>
<td>Partner</td>
</tr>
<tr>
<td>How have we realized MPRB as an ecological system?</td>
<td>Implementation of Ecological System Plan and Natural Area Management Plan</td>
<td>Lead</td>
</tr>
<tr>
<td>What percentage of our system is mown turf?</td>
<td>Vueworks Asset Management Database</td>
<td>Lead</td>
</tr>
<tr>
<td>What percentage of parkland is water, natural areas, or habitat?</td>
<td>Vueworks Asset Management Database, bodies of water</td>
<td>Lead</td>
</tr>
<tr>
<td>What is our carbon footprint?</td>
<td>Carbon footprint analysis</td>
<td>Partner</td>
</tr>
<tr>
<td>How is the water quality?</td>
<td>Annual beach closures and hazardous water quality reports</td>
<td>Partner</td>
</tr>
<tr>
<td>How biodiverse is the system?</td>
<td>DNR, watershed district, and MPRB aquatic and land-based animal and plant data</td>
<td>Partner</td>
</tr>
<tr>
<td>How much impervious surface is in the system?</td>
<td>Operations data</td>
<td>Lead</td>
</tr>
<tr>
<td>What is the habitat quality?</td>
<td>Natural area quality rank</td>
<td>Partner</td>
</tr>
</tbody>
</table>
## Goal 7: Connect through communications and technology

<table>
<thead>
<tr>
<th>INDICATOR: What are we measuring?</th>
<th>EXAMPLE METRIC: How we are measuring it?</th>
<th>MPRB ROLE AND STAKE: Lead or Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>How effectively are we sharing information about parks?</td>
<td>Number of media releases, exhibits, billboards, and other non-virtual methods of outreach</td>
<td>Partner</td>
</tr>
<tr>
<td>What are our user rates and reach on our social media platforms and website?</td>
<td>MPRB website and social media analytics</td>
<td>Partner</td>
</tr>
<tr>
<td>How well are we sharing information internally?</td>
<td>MPRB Intranet analytics, Vueworks Asset Management Database requests, Jot form for communications</td>
<td>Lead</td>
</tr>
<tr>
<td>How well are we engaging and informing community?</td>
<td>Community Engagement Assessments and Plans annually by department, click rates on e-blasts, media coverage</td>
<td>Lead</td>
</tr>
<tr>
<td>Are we improving the ways in which the public accesses information?</td>
<td>City Wide Survey on how people get info from MPRB</td>
<td>Lead</td>
</tr>
<tr>
<td>How many resources are we putting toward multilingual outreach and communications?</td>
<td>Amount spent on translation at events, marketing materials and fliers, ads or other with multi-cultural media outlets, and translated customer service calls</td>
<td>Lead</td>
</tr>
<tr>
<td>How responsive are we?</td>
<td>Call records and online forms for public request/interest</td>
<td>Lead</td>
</tr>
<tr>
<td>How much historical information from our archives do we share with staff and the public?</td>
<td>Archival research requests</td>
<td>Lead</td>
</tr>
<tr>
<td>INDICATOR: What are we measuring?</td>
<td>EXAMPLE METRIC: How we are measuring it?</td>
<td>MPRB ROLE AND STAKE: Lead or Partner</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>------------------------------------------</td>
<td>------------------------------------</td>
</tr>
<tr>
<td>Number of staff that transition from part time to full time jobs in the agency</td>
<td>HR tracking</td>
<td>Lead</td>
</tr>
<tr>
<td>How diverse is our workforce?</td>
<td>Employee demographics</td>
<td>Lead</td>
</tr>
<tr>
<td>How many youth jobs do we have?</td>
<td>Youth employment rate</td>
<td>Lead</td>
</tr>
<tr>
<td>How safe is our workplace?</td>
<td>DART data comparing MPRB to industry</td>
<td>Partner</td>
</tr>
<tr>
<td>How connected do employees feel across departments and across the org to leadership?</td>
<td>Employee survey</td>
<td>Lead</td>
</tr>
<tr>
<td>How is work life balance for MPRB employees?</td>
<td>Employee survey</td>
<td>Lead</td>
</tr>
<tr>
<td>How effective is training?</td>
<td>Training data</td>
<td>Lead</td>
</tr>
<tr>
<td>How welcoming is our workplace?</td>
<td>Number of internal influencers</td>
<td>Lead</td>
</tr>
<tr>
<td>How is staff capacity growing to meet the changing needs of the system?</td>
<td>Number of staff in each department, staff accreditations and expertise</td>
<td>Lead</td>
</tr>
</tbody>
</table>
# Goal 9: Operate a financially sustainable enterprise

<table>
<thead>
<tr>
<th>INDICATOR: What are we measuring?</th>
<th>EXAMPLE METRIC: How we are measuring it?</th>
<th>MPRB ROLE AND STAKE: Lead or Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is our revenue breakdown between enterprise, philanthropy, property taxes, sponsorship, and other sources?</td>
<td>Earned revenue</td>
<td>Lead</td>
</tr>
</tbody>
</table>
## Appendices

| Appendix A | Parks for All Engagement Overview | 83 |
| Appendix B | Implementation Plan | 88 |
| Appendix C | Minneapolis Park and Recreation Board Policy Power Map | 89 |
| Appendix D | Plans Referenced and Included in Parks for All | 90 |
| Appendix E | Glossary of Terms | 93 |
| Appendix F | Sources | 96 |
| Appendix G | Highlights of 2007 Plan Accomplishments | 97 |
| Appendix H | Large Maps | 99 |
Appendix A

Parks for All Engagement Overview
Updated May 2020

Parks for All has been busy engaging with staff, community, agency partners, and commissioners since the project launched in spring of 2019. There has been a concerted effort to go where groups are already meeting to engage with them about the comprehensive plan. The intention of the extensive engagement is to develop a road map for our future that reflects the values, expectations, and dreams of our community, commissioners, and staff.

As we shifted gears to drafting policy ideas in the spring, the Parks for All staff had to switch to engaging with community, staff, and external partners virtually in response to the COVID-19 pandemic. Community Advisory Committee meetings and Workgroup meetings were conducted online. Parks for All staff engaged more deeply in conversations surrounding the topics that Commissioners, staff, partners, and the public identified as important for the next decade of work.

Thank you to all the workgroup members, forum participants, Youth Design Team, Commissioners, staff, and the Community Advisory Committee who have worked so hard to develop these draft policy ideas for the next 10 years of our park and recreation system.

Planning in the Time of COVID:
The last year of the Parks for All process occurred in an unprecedented time, in the midst of the COVID-19 pandemic. Just as the pandemic set in, the initial community engagement efforts had wrapped up, and workgroups and staff were moving into writing the plan. Staff adjusted the process to include numerous online engagement platforms including the Park Summit, listening sessions, video engagement for a self-serve overview of the document, numerous media releases, a student engagement portal and partnership with Minneapolis Public Schools, email outreach to numerous park user groups, engagement with public housing resident groups by phone, an interactive, multilingual public comment website, and extensive follow up. Also, the public comment period, originally planned for three months, was extended to nine months by the Board of Commissioners, to create more time for feedback on the draft plan in the midst of a reopening in 2021.

Here is a summary of how we have engaged:

Parks for All Story Map: This interactive website is a great place to go to dive deeper into the engagement that has happened and for more info on how to plug into the process. [https://minneapolisparks.maps.arcgis.com/apps/MapSeries/index.html?appid=d015be295d3f48329278bb23acf65552](https://minneapolisparks.maps.arcgis.com/apps/MapSeries/index.html?appid=d015be295d3f48329278bb23acf65552)
Parks for All website: This is where all the project links and information including the CE Plan, the CAC roster, the video about the process, and the Community Collaborator application are located. [https://www.minneapolisparks.org/park_care_improvements/park_projects/current_projects/mprb-comprehensive-plan/](https://www.minneapolisparks.org/park_care_improvements/park_projects/current_projects/mprb-comprehensive-plan/)

Text Engagement: People were invited to text 612-712-2827 to engage with the project; we heard from 247 voices through text engagement (ended May 1st, 2020)

Parks for All Survey: The initial engagement survey was open from spring 2019 to spring 2020, and we heard from over 400 people.

City-wide Survey: In addition to the Parks for All survey, the MPRB City-wide survey, which is administered every five years, has informed the comprehensive plan. The City-wide survey results will be a meaningful addition to the plan. The City-wide survey results will be a meaningful addition to the plan as it is a statistically valid survey, while the other survey methods are more of a snowball sample approach. A summary of the survey can be found here: [https://www.minneapolisparks.org/about_us/news/2019-citywide-survey/](https://www.minneapolisparks.org/about_us/news/2019-citywide-survey/)

Dream Park Cards: Approximately 4,100 individuals have filled out Dream Park Cards since April of 2019. 45.8% of respondents self reported some information about who they are, however there is variation in demographic response rates. Respondents were least likely to report their race/ethnicity (17.5%) and most likely to report their age (36%). Approximately 50% of the people who reported information about themselves are under the age of 18. Approximately 40% are people of color. These are both reflective of the residential demographics of the City of Minneapolis. Dream Park Cards were available:

- At rec centers, headquarters, golf courses, nature centers and the Trailhead, and AIS booths
- At events in parks and in the community (at 100+ events in summer 2019)
- At standing committee meetings and neighborhood meetings attended by Parks for All staff
- Online on the Story Map

Please text your park dreams to 612-712-2827

Please help us shape the future of parks and rec in Minneapolis!

Koj tus npau suv txgo Minneapolis Parks, Kev ua Sim yog Dabtsi?
¿Cuáles son sus sueños para los parques de Minneapolis?
Maxaad ku haminaysaa in ay noqoto Minneapolis parks?

What are your dreams for Minneapolis Parks?

What is Parks for All?

Values, Goals & Strategies

Implementation
**Workgroups:** The workgroups, which are also considered our Technical Advisory Committees, kicked off in December 2019 and met through summer 2020. They are comprised of MPRB staff, agency partners, and experts in the various fields. Each will meet five times to frame policy recommendations to MPRB around the following topic areas.

- Public Safety
- Public Health
- Climate Resilience
- Arts, Culture, and History
- Gentrification and Displacement
- Multigenerational
- Water Resources

Workgroups will be creating policy directions through the lens of demographics and density, revenue, workforce development, equity, independence, and sustainability. Workgroups were developed by the Executive Team and the Project Advisory Committee. The workgroups came together to meet twice in person, grounding themselves in the project; and then met virtually in the spring to share policy ideas with one another. The workgroups also came together at the Park Summit to provide feedback on recommendations developed by each other, the CAC, the PAC and the Commissioners, and met again during the public comment period to provide input on the draft plan.

**Staff Meetings and Workshops:**

Parks for All staff interviewed all directors from across the agency, and are working to engage with all full time employees. Seasonal and part time staff have been targeted through online engagement and as schedules allow. Parks for All staff have also met with the Superintendent monthly during the project as well as with the Executive Team on a quarterly basis. There will also be one-time staff conversations around specific topic areas that emerge during the process. If staff teams are meeting on the topics already, these teams or ad hoc groups will be engaged to provide insights on the topics.

**Forums:** Forums were comprised of community members, topical experts, and internal staff. These forums met once, in a variety of ways, to give input on a specific topic before the plan was drafted. Forums used an equity lens to examine the conversation. Some of these forums met for virtual conversations, some were conducted via online survey, etc. in response to COVID-19. The forums are based on a variety of topics that rose up during engagement as being important to develop policy ideas around as determined by staff, commissioners, and the CAC.

- Athletics
- Communications and Marketing
- Data Driven Decisions
- Environmental Education
- Gender Inclusion
- Habitat, Ecology, and Natural Space
- Land Management
- Staff Safety and Wellness
- Volunteering

**Virtual Park Summit:** Originally planned for one day, the Park Summit was a midpoint in the Parks for All planning process that extended over three weeks with more than 200 people engaging virtually through Listening Sessions, Viewing Parties, video, Office Hours, Panel Discussions, a survey and a community comment board.

The Park Summit examined more than 500 policy ideas generated by 150 workgroup and committee members. The ideas were considered for their connections, gaps, differences, and significance. Following the Park Summit, the draft plan was developed that subsequently went out for public comment.

**Public Comment Period:** Originally planned for 70-days, the public comment period for Parks for All was extended to 9-months by the Board of Commissioners. The draft plan was shared out digitally and in print across the system and city for review. 1000s of comments were received, themed, and incorporated into the final draft of the plan. Following the public comment period, the plan was revised based on feedback and brought to the Board of Commissioners for review and approval.
Community Advisory Committee: The Parks for All Community Advisory Committee started meeting in December 2019, again in February, and virtually twice in May to talk about how to proceed and to start drafting policy ideas as a group. The CAC charge is as follows:

- Become knowledgeable about the MPRB Comprehensive Plan and process,
- Understand and represent the park and recreation needs of the community and park visitors,
- Act as community liaisons for the project,
- Help identify communities, organizations, user groups, populations, and other that should be consulted in the engagement process
- Provide feedback on a draft plan,
- Help identify values, strengths, and needs within the Minneapolis Park system and within their communities
- Provide insight on the long-term policy direction of the MPRB
- Report back to appointers or appointing bodies, as requested, on the plan process, information presented, and possible recommendations, and
- Engage in working groups and subcommittees as needed.

Youth Design Team: The Youth Design Team trains and involves youth in MPRB projects to meaningfully participate in park planning, design, and decision-making. There have been approximately 12 youth in the program over the past year. See Youth Design Team profiles and photos for more information. The program includes:

1. Career development for youth: learning from and working with MPRB staff/departments, design firms, artists and community-based organizations. Learning areas include research and data collection, engagement activities, site analysis, data analysis, environmental design, preparation of presentations, policy development/recommendations, and social media and art based communications.

2. MPRB connections to community: The Youth Design Team plays an important role in engaging with community on behalf of MPRB including staffing event tables and focus groups, conducting arts-led engagement, focus groups, and presenting to formal committees and the Board. Engagement techniques include community portraits, facilitation, trust building techniques, in-depth circle conversations, event planning, youth-based engagement, as well as intercept surveys in parks. The YDT is, at its core, a form of community engagement with youth that goes beyond project-based engagement.

Thank you to the Community Advisory Committee and Youth Design Team that played a major role in creating Parks for All:

Community Advisory Committee Members

Mira Klein  Saed Y. Haji
David Motzenbecker  Dan Miller
David Hartwell  Lynne Crockett
Gerrod Williams  Hilary Lovelace
Lolita Davis Cater  Alyssa Olson
Zev Radziwill  Mary McKelvey
Yuan Daniel Cheng  Jake Virden
Eleanor Scarbalus  Shree Varuna
Carly Bad Heart Bull, Chair

Youth Design Team

Romeo Kurtyka  Isa White-Mendez
Genesis Figueroa  Isabel Nelson
Araya Pettiford-Jenkins  Khalid Ali
Will Sylvain  Toby Carr
Alaysja Jones  Davis Reed Zeis
Hassan As-Sadiq
3. Youth educational and intergenerational engagement opportunities at MPRB: The YDT engages closely with MPRB staff and partners. The process deeply connects Youth Design Team to staff, leadership, and projects or initiatives at the Park Board.

4. Workforce development: The YDT introduced youth to careers in the fields of Community Engagement, Policy Making, Planning, Landscape Architecture, and Parks and Recreation. Many of these career tracks are struggling to recruit and train a new generation of park professionals reflecting the communities they serve. The YDT is an opportunity to build a diverse next generation of MPRB employees.

Community Collaborators: Community Collaborators were businesses, institutions, creative collectives, informal groups, nonprofits, and cultural organizations interested in envisioning and executing engagement projects designed to broaden the way community engages with the Minneapolis Park and Recreation Board Comprehensive Plan. The Community Collaborator initiative was a paid opportunity for groups across Minneapolis to convene their own conversations about parks and recreation to inform the next 10-years of priorities for the park and recreation system. Thank you to the Parks for All Community Collaborators including:

- Beatrix Jar
- Corcoran Neighborhood Organization
- McKinley Neighborhood Organization
- Bihi Abdirizak
- Hmong Elders Park Elder Care
- Cedar Isles Dean Neighborhood Organization

Neighborhood and Community Organizations: MPRB staff have reached out to all neighborhood organizations across the City and to hundreds of community organizations to see if they are interested in having staff present about the comprehensive plan to their group. We presented to approximately half of the 80+ neighborhood organizations and many community groups.

Standing Committees: The City and MPRB have several standing committees that staff presented to and solicited info from on their specific topic areas. Whenever possible, these groups will be met with in lieu of convening a separate focus group.

- Minneapolis Tree Advisory Commission
- St. Anthony Falls Heritage Board
- Minneapolis Advisory Committee on People with Disabilities (MACOPD)
- Minneapolis Pedestrian Advisory Committee (PAC) Programs & Policies Subcommittee
- Minneapolis Bicycle Advisory Committee (BAC) 5E Subcommittee
- Community Environmental Advisory Commission (CEAC)
- Animal Care and Control Advisory Board
- Northern Green Zone Task Force
- Transgender Equity Council Regular Meeting
- Southside Green Zone Council
- Minneapolis Arts Commission
- Minneapolis Food Council
- Minneapolis Advisory Committee on Aging
- Public Health Advisory Committee (PHAC)
- Minneapolis Youth Coordinating Board
- Minneapolis Advisory Committee on Housing
- Neighborhood and Community Engagement Commission (NCEC)
- Racial Equity Advisory Committee
Appendix B

Implementation Plan

The Minneapolis Park and Recreation Board will rely on Board Strategic Directions and a four-year implementation plan that will outline performance goals for the Superintendent and the organization as a whole. This implementation plan will prioritize the goals and strategies of the Comprehensive Plan and other Board adopted plans such as Activity Plans, Ecological Systems Plan, Service Area Master plans, over the four-year time period. The implementation plan will include a range of characteristics to assist with tracking implementation, such as specific tactics, timetables, staff, metrics and resources. There will also be a specific implementation tracker that tracks progress on the comprehensive plan as a companion to the Implementation Plan.

<table>
<thead>
<tr>
<th>Strategic Direction Alignment</th>
<th>Budget Goal (add year and # of goal if applicable)</th>
<th>Goals</th>
<th>Strategies</th>
<th>Tactic/Method</th>
<th>Timeline</th>
<th>Department Lead</th>
<th>Resources</th>
<th>Metric of Tactic</th>
<th>Status of Strategy</th>
<th>Performance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix C

Minneapolis Park and Recreation Board Policy Power Map

State and Federal Laws and Regulations
MPRB and City Charter

City Ordinances

County Regulations

CAPRA Accreditation
Watershed Regulations
Metropolitan Council
( accreditory)
(regulatory)
Plans and Guidelines

City and MPRB Concurrent Ordinances

MPRB Ordinances

MPRB Mission Statement and Vision

MPRB Comprehensive Plan

MPRB Board Adopted
Plans (Activity and Master)
MPRB Public Policies

MPRB Board Directed
Strategic Directions

MPRB Administrative, HR, and
Departmental Policies

MPRB Design Directives, Service
Level Standards, Procedures, Action
Plans, and Guidelines

Divisional and Departmental Workplans

INFORMED BY
MPRB COMP PLAN

Approved outside of agency
MPRB Board approved
Modifiable by MPRB staff
Appendix D

Plans Referenced and Included in Parks for All

A plan that provided policy direction for the Minneapolis Park and Recreation Board from 2007 to 2020.

Above the Falls Master Plan (2013)
A long-term vision for the parkland along both sides of the Mississippi River from the Camden bridges to Plymouth Avenue North that will guide park development and improvements, provides cost estimates for improvements, and includes operations and maintenance cost estimates.

Bde Maka Ska-Harriet Master Plan (2017)
https://www.minneapolisparks.org/park_care__improvements/park_projects/master_plans/
A long-term vision for the parkland around Bde Maka Ska and Lake Harriet that will guide park improvements, provides cost estimates for improvements, and includes operations and maintenance cost estimates.

Brown Lake Plan (2017)
https://www.minneapolisparks.org/park_care__improvements/park_projects/master_plans/
A concept plan that guides the long-term vision for parkland around Brownie Lake within the Minneapolis Chain of Lakes Regional Park.

Carbon Footprint Study (2019)
https://www.minneapolisparks.org/park_care__improvements/sustainability/carbon-footprint/
A report assessing 2018 greenhouse gas emissions footprint for the Minneapolis Park and Recreation Board and recommendations for emissions reductions.

Central Mississippi Riverfront Regional Park Master Plan (2015)
https://www.minneapolisparks.org/park_care__improvements/park_projects/master_plans/
A long-term vision for the parkland along both sides of the Mississippi River from Plymouth Avenue south to railroad bridge 9 that will guide park improvements, provides cost estimates for improvements, and includes operations and maintenance cost estimates.

Closing the Gap: Investing in Youth (2019)
https://www.minneapolisparks.org/about_us/budget__financial/closing-the-gap-investing-in-youth/
A report analyzing current investment by Minneapolis Park and Recreation Board (MPRB) and public support for youth programming and ways to address the gap in youth programming at the MPRB.

Downtown Service Area Master Plan (2017)
https://www.minneapolisparks.org/park_care__improvements/park_projects/master_plans/
A 20 to 30 year vision for the parks; park-like spaces; and connectivity, wayfinding, and potential linear parks; located between Plymouth Avenue North (north), Mississippi River (northeast), I-35W (southeast), I-94 (south), and I-94 (west) that will guide park improvements, provides cost estimates for improvements, and includes operations and maintenance cost estimates.

East of the River Master Plan (2019)
A 20 to 30 year vision for the neighborhood parks and the Grand Rounds Missing Link located east of the Mississippi River that will guide park improvements, provides cost estimates for improvements, and includes operations and maintenance cost estimates.
Ecological System Plan
https://www.minneapolisparks.org/park_care__improvements/park_projects/current_projects/ecological_system_plan/
A plan that provides a framework for how environmental considerations can be addressed in ongoing planning efforts at MPRB as well as how and where the organization can look to partner with other local, regional, and statewide organizations to achieve shared environmental goals.

Hiawatha Golf Course Property Master Plan (pending Board approval)
A long-term vision that will guide the use water management strategies of the golf course property.

Minneapolis 2040 (2019)
https://minneapolis2040.com/
A comprehensive plan for the City of Minneapolis that guides the long-term vision for the city from 2020 to 2040.

Minnehaha Park Renovation Plan (1992)
A long-term vision for the parkland between Nawadaha Boulevard (north), Mississippi River (east), roughly East 54th Street (south), and Highway 55/Hiawatha Avenue (west) that will guide park improvements.

Minnehaha Parkway Regional Trial Master Plan (2020)
https://www.minneapolisparks.org/park_care__improvements/park_projects/current_projects/minnehaha_parkway_regional_trail_master_plan/
A long-term vision for the parkland along Minnehaha Creek within the Minneapolis city limits that will guide park improvements, provides cost estimates for improvements, and includes operations and maintenance cost estimates.

Mississippi Gorge Regional Park Master Plan (2019)
A long-term vision for the parkland along both sides of the Mississippi River from railroad bridge 9 south to Minneapolis city limits (east side) and Minnehaha Regional Park (west side) that will guide park improvements, provides cost estimates for improvements, and includes operations and maintenance cost estimates.

Natural Areas Plan Phases 1 and 2 (2017-2021)
https://www.minneapolisparks.org/park_care__improvements/natural_areas/#group_2_241689
Two reports that have resulted in the development of an ecological ranking system and will result in management plans for natural areas in the Minneapolis Park and Recreation Board system.

Nokomis-Hiawatha Regional Park Master Plan (2015)
https://www.minneapolisparks.org/park_care__improvements/park_projects/master_plans/
A long-term vision for the parkland around Lake Hiawatha and Lake Nokomis that will guide park improvements, provides cost estimates for improvements, and includes operations and maintenance cost estimates.

North Service Area Master Plan (2019)
https://www.minneapolisparks.org/park_care__improvements/park_projects/current_projects/north_service_area_master_plan/
A 20 to 30 year vision for the neighborhood parks and 3 regional trails (Luce Line, Shingle Creek, and Theodore Wirth Parkway) located north of I-394 and west of the Mississippi River that will guide park improvements, provides cost estimates for improvements, and includes operations and maintenance cost estimates.

Racial Equity Action Plan
https://www.minneapolisparks.org/about_us/racial_equity/
The Racial Equity Action Plan is an internal working document that guides the organization’s racial equity agenda. It is a lens that establishes priorities, timelines, accountability, and performance measures.
RecQuest
https://www.minneapolisparks.org/park_care__improvements/park_projects/current_projects/recquest/
A MPRB recreation center and program assessment and plan to assure that facilities, programs and services align with community needs. This has been a multi-year and multi-phase project with the 3rd and final phase included as part of the draft Parks for All, 2021 MPRB Comprehensive Plan.

Ridgway Parkway Regional Trail Master Plan (2014)
A long-term vision for the parkland between Washburn-McReavy Hillside Cemetery (north), St. Anthony Boulevard (east), I-35 W (south), and Northeast Stinson Boulevard (west) that will guide park improvements and provides cost estimates for improvements.

Skate Park Activity Plan
https://www.minneapolisparks.org/park_care__improvements/park_projects/master_plans/
A plan that considers how improvement and expansion of public skate parks can be done equitably for a wide array of users, and sustainably for a variety of urban park environments.

South Service Area Master Plan (2016)
https://www.minneapolisparks.org/park_care__improvements/park_projects/master_plans/
A 20 to 30 year vision for the neighborhood parks located south and east of I-35W that will guide park improvements, provides cost estimates for improvements, and includes operations and maintenance cost estimates.

Southwest Service Area Master Plan (2020)
https://www.minneapolisparks.org/park_care__improvements/park_projects/master_plans/
A 20 to 30 year vision for the neighborhood parks located south of I-394 and west of I-35W that will guide park improvements, provides cost estimates for improvements, and includes operations and maintenance cost estimates.

Strategic Directions (2018-2021)
Priorities set by the incoming Board of Commissioners that are developed on a four-year cycle.

St. Anthony Parkway Regional Park Master Plan (2006)
A long-term vision for the linear parkland in northeast Minneapolis between Stinson Parkway (east) and 37th Street/Camden Bridge (west) that will guide park improvements and provides cost estimates for improvements.

Theodore Wirth Regional Park Master Plan (2015)
https://www.minneapolisparks.org/park_care__improvements/park_projects/master_plans/
A long-term vision for the parkland between Golden Valley Road (north), Xerxes/Russell Avenues (east), I-394 (south), and France Avenue (west) that will guide park improvements and provides cost estimates for improvements.

Urban Agriculture Activity Plan
https://www.minneapolisparks.org/park_care__improvements/park_projects/master_plans/
A plan that provides a high-level framework for the MPRB and its partners to use to best implement policy, facility, program, or service improvements in response to a complex and connected system of urban food conditions. These conditions include trends in urban agriculture, changes in regional or city demographics, public health and environmental pollution, or shifts in community needs over time.

Victory Memorial Regional Park Master Plan (2004)
A long-term vision for the linear parkland that runs north to south between York Avenue North and Lowry Avenue North and west to east between York Avenue North and 45th Avenue North that will guide park improvements.
Appendix E

Glossary of Terms

**ADA:** Under federal regulations, when parks and recreation facilities are built, altered or improved, they must comply with the ADA Standards for Accessible Design (ADA Standards), which require inclusion of features such as accessible parking spaces, routes, toilet facilities, public telephones, and spectator seating areas. These standards evolve over time, and the parks work to adapt to new standards when facilities are replaced or newly installed. (Source: US Department of Justice)

**Capital Improvement Program:** MPRB prioritizes the replacement and repair of park facilities and amenities through a Capital Improvement Program (CIP). A CIP is a prioritized list of infrastructure improvements that guides long-term investment and rehabilitation throughout the park system. MPRB maintains capital improvement programs for both regional and neighborhood parks. CIP development includes researching trends, developing delivery goals and conducting community engagement and research for each major activity or group of activities in the park system.

**Climate Change:** Significant changes in global temperature, precipitation, wind patterns, and other measures of climate that occur over several decades or longer and due largely as a result of human activities, namely the extraction and consumption of fossil fuels.

**Co-Creation/Co-governance:** A model of decision making that leans into deep partnership and accountability between elected officials, leadership, staffers, people’s organizations, and collectives in order to create aligned decision making around a shared visions. (Source: Take Action MN)

**Community Policing:** Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. (Source: US Department of Justice)

**Elwell Law:** A Minnesota law that allows for the assessment of levies on property owners to purchase or improve parkland, including parkways.

**Emergency Management:** Emergency management is the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters. (Source: FEMA)

**Enterprise Fund:** One of the funds at the MPRB uses to account for those activities which are revenue generating like concessions in the parks; paid parking; and Golf Courses. It is associated with activities that are financed and operated in a manner similar to private business enterprises where costs and expenses, including depreciation, are recovered principally through user charges. Activities in these funds are not supported by property taxes.

**Environmental Justice:** Environmental justice is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations and policies. Environmental justice emphasizes accountability, democratic practices, remedying the historical impact of environmental racism, just and equitable treatment, and self-determination. (Sources: City of Minneapolis and Environmental Protection Agency)

**Gender Identity:** One’s innermost concept of self as male, female, a blend of both or neither – how individuals perceive themselves and what they call themselves. One’s gender identity can be the same or different from both their sex assigned at birth as well as their gender expression. (Source: Human Rights Campaign)

**Green Zones:** A Green Zone is a place-based policy initiative, in Minneapolis, 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.
**Habitat:** Regional habitats range from prairie to boreal forest and small, cold water streams to major continental rivers. These habitats provide homes for more than 2,000 native species of birds, mammals, reptiles, amphibians, fish, bees and butterflies. Stewarding habitat is linked to maintaining and improving biodiversity. MPRB habitat occurs across multiple scales in all parks and the parks play an important role in habitat connections across the city. (Source: MN DNR)

**Habitat Corridor:** MPRB Habitat Corridors build on the Department of Natural Resources identified conservation corridors in the city that follow established watercourses like the Mississippi River, Minnehaha Creek, and the Chain of Lakes. Habitat corridors also include habitat potential on and beyond MPRB land that fosters habitat connectivity between parks and watercourses, including street trees and private land. The habitat corridors concept can be used to prioritize habitat projects, select street tree species, and strategically target partnerships for private land improvements and community projects.

**Health Equity:** Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, parks, safe environments, and health care. (Source: Robert Wood Johnson Foundation)

**Intersectionality:** Intersectionality is an analytical framework for understanding how aspects of a person’s social and political identities combine to create different modes of discrimination and privilege.

**Local Government Aid:** Local Government Aid (LGA) is a general purpose aid that can be used for any lawful expenditure. It is also intended to be used for property tax relief. The Department of Revenue certifies LGA for cities based on current LGA statutes, including any changes enacted during the most recent legislative session. (Source: Department of Revenue)

**Maintenance:** MPRB maintenance includes the necessary baseline support for both active and passive recreational programs and events throughout the park system. Facilities and amenities that are maintained include buildings, turf, natural areas, gardens, fleet, equipment, trails, play areas, rental facilities, pools, skating areas, and all city-wide athletic fields. MPRB provides both routine maintenance including, but not limited to, plowing and mowing, as well as long-term management of park amenities including repair, removal, replacement and life cycle maintenance.

**Mississippi Flyway:** The Mississippi Flyway includes migratory habitat for more than 325 bird species that make a round-trip each year along the Flyway, from their breeding grounds in Canada and the northern United States to their wintering grounds along the Gulf of Mexico and in Central and South America. (Source: Audubon Society)

**Park:** Lands accessible to the public and used for recreation purposes or for the preservation of natural areas that are owned by the City of Minneapolis acting by and through its Park and Recreation Board; such lands need not be situated within the corporate limits of the City of Minneapolis.

**Partnership:** When a written agreement exists among organizations where risks and returns are shared.

**Public Benefit:** Intended Actions or Outcomes which will provide a positive impact on society, the community, and the environment.

**Public Safety:** Public Safety encompasses creating parks that are welcoming, safe, and inclusive for all users and potential users. Safe parks integrate the welfare and protection of the park users, staff, volunteers, and other stakeholders in spaces, activities, actions, and events. Safety also needs to take into account the underlying factors leading to inequities including but not limited to living/working conditions, unjust decision making, racism, classism, ageism and other forms of discrimination.

**Racial Equity:** When race is no longer a predictor of access to parks and recreation, health, well-being, and quality of life. According to the City of Minneapolis, racial equity is the development of policies, practices and strategic investments to reverse racial disparity trends, eliminate institutional racism, and ensure that outcomes and opportunities for all people are no longer predictable by race.
**Racially Restrictive Covenants:** Racial covenants were tools used by real estate developers and homeowners, and public officials to prevent people of color from buying or occupying property in the 20th century. Often just a few lines of text, these covenants were inserted into warranty deeds across the country. These real estate contracts were powerful tools for segregationists. (Source: Mapping Prejudice Project)

**RecQuest:** Through extensive community and staff engagement for the past five years, as part of the Service Area Master Plans and Phases 1 and 2 of RecQuest, provides extensive knowledge of the current recreation center system and the vision for where it must go. The 3rd phase of the RecQuest project provides guidance on the recreation buildings themselves as well as the system of buildings operated by the MPRB. Rather than engage the community and staff in a separate city-wide process simultaneous to Parks for All, RecQuest was integrated into the Parks for All process, building on extensive engagement during Phases 1 and 2 of RecQuest and during the Service Area Master Planning processes.

**Resilience:** The capacity of an individual, community, group, institution, or other urban system to adapt to chronic stresses and acute changes and maintain essentially the same functions and feedbacks over time.

**Shared Mobility:** Transportation services and resources that are shared among users, either concurrently or one after another. This includes public transit; micromobility like bikesharing, scooter sharing; automobile-based modes like carsharing, rides on demand, and microtransit; and commute-based modes or ridesharing including carpooling and vanpooling. (Source: Shared Use Mobility Center)

**Sponsorship:** Sponsorships are cash or in-kind products or services offered by sponsors with a clear expectation that the recipient returns something of value to the sponsor. The value is typically public recognition and is driven by marketing objectives that the sponsor is trying to achieve. Oftentimes the arrangement is made official by a letter of agreement or contractual arrangement that details the specifics of the exchange.

**Universal Design:** The design and composition of an environment so that it can be accessed, understood, and used to the greatest extent possible to meet the needs of all people who wish to use it regardless of their age, race, gender, size, ability or disability. (Source: Universal Design)

**Vehicle:** Every device in, upon or by which any person or property is or may be transported or drawn upon a street or highway, except devices moved by human power, or used exclusively upon stationary rails or tracks.

**Youth:** MPRB defines youth as people under the age of 25.
Appendix F

Sources (in order of appearance)

Chapter 1
page
7 Excerpt from the Land We’re On by the Native Governance Center
11 Minneapolis 2040: https://minneapolis2040.com/
11 The Diversity of Gentrification: Multiple Forms of Gentrification in Minneapolis and St. Paul
http://gentrification.umn.edu/
11 Scorecard Case Study: Community Capacity Building Toolkit for Parks
http://thealliancetc.org/tpl-case-study/
13 City of Minneapolis, MPRB
15 Metropolitan Council: https://metrocouncil.org/Planning/Publications-And-Resources/Thrive-MSP-2040-Plan-(1)/ThriveMSP2040.aspx
16 State Demographic Center: https://mn.gov/admin/demography/data-by-topic/aging/
16 Met Council
17 Metropolitan Council
18 Pew Research
19 University of Michigan: http://g1sa.umich.edu/media/files/Minn-StPaulMN_Climatology.pdf

Chapter 2
page
30 City of Minneapolis, Mapping Prejudice Project, MPRB

19 Minnesota Climate Change Tools, Minnesota Department of Natural Resources: https://arcgis.dnr.state.mn.us/ewr/climatetrends/ Retrieved 7/20/2020
21 Audubon: https://www.audubon.org/news/north-america-has-lost-more-1-4-birds-last-50-years-new-study-says
22 American Community Survey (ACS) 5 Year Estimate 2019

Appendix E: Glossary of Terms
page
93 US Department of Justice: https://www.ada.gov/5yearadarpt/ii_enforcing_pt2.htm
93 US Department of Justice
93 FEMA
93 City of Minneapolis Green Zones and Environmental Justice: https://www2.minneapolismn.gov/government/departments/coordinator/sustainability/policies/green-zones-initiative/
93 EPA Environmental Justice: https://www.epa.gov/environmentaljustice
93 Human Rights Campaign
94 MN DNR: https://www.dnr.state.mn.us/
94 Department of Revenue: https://www.revenue.state.mn.us/local-government-aid-lga-certification-cities
95 Shared Use Mobility Center: https://sharedusemobilitycenter.org/what-is-shared-mobility/
95 Universal Design: http://universaldesign.ie/What-is-Universal-Design/
Appendix G

Highlights of 2007 Plan Accomplishments

- **2008:** The Green Team program begins. It introduces youth ages 14-15 to green industries and nature-based careers.

- **2010:** The RiverFirst Initiative begins. It has guided the development of the upper riverfront along with the Above the Falls Regional Park and Central Mississippi Riverfront Regional Park master plans. A few projects completed or underway include 26th Avenue North Overlook, new park space in the works at Upper Harbor Terminal, Hall’s Island, and Water Works. The MPRB works in partnership with the Minneapolis Parks Foundation on the continued development of the upper river.

- **2011:** The Community Outreach Department was created to increase communication and interaction with residents and encourage participation in MPRB programs and services.

- **2012:** The Teen Teamworks Park Pathways group launched. It focuses on language and culture education, recycling initiatives and mentoring children ages 9-12 who participate in MPRB athletic teams.

- **2014:** The MPRB joined the Government Alliance on Race and Equity (GARE). Since then, staff have gone through a Racial Equity 101 and the organization is going through a second cohort of full-time staff throughout the organization who are internal influencers focusing on operationalizing race equity work throughout the organization.

- **2014:** Technology and software upgrades along with purchasing of new equipment have improved and streamlined processes and communications across the organization.

- **2014:** Waste management, internal resource sharing through the intranet, public registration system upgrades, urban tree canopy management, pay parking automation, document archival processes, and asset management have all been enhanced to improve organizational function.

- **2014:** Development of equity metrics for the allocation of funds for:
  - Capital improvements within neighborhood park (2016) and regional (2017) parks/trails
  - Recreation center funding and programs (2018)

- **2014:** Partnership with St. Stephen’s Street Outreach to connect people experiencing homelessness with social services.
2017: Phase 1 of the Natural Areas Plan was completed.


2017-2018: Implementation of a Park Dedication Ordinance to allocate new parks and new park funding to new areas of development in the city.

2018: Adoption of the Community Gardening policy and revisions to ordinance (2017) provide opportunities for community food and foraging of fruit and nut trees in parks.

2018: The MPRB participated in hosting large nationally recognized sports events including the Super Bowl (2018) and Final Four (2019).

2019: Park Police hosted its first Teen Academy to bring together young people interested in careers in law enforcement or related fields.

2019: Park Ambassador programmed launched as a way to welcome people and answer questions at popular park locations and events during the summer.

2011: Community engagement policy developed. It was revised in 2019.

2019: A Carbon Footprint Analysis was completed and the Board adopted new performance goals for the agency.

2020: Ash Canopy Replacement Plan will end. The eight-year plan preemptively replaces a percentage of ash trees annually with a diverse range of new trees.

In the last seven of the past eight years, the MPRB has been recognized as the number 1 urban park system in the United States according the Trust for Public Land ParkScore index.
Appendix H

Large Maps

Minneapolis Park System 100
Racially Restrictive Covenants, Redlining, and Park Gaps 101
Existing and Master Planned Stormwater Management Infrastructure 102
City Growth Corridors and MPRB Park Gaps 103
Minneapolis Habitat Corridors MPRB and MNDNR Identified Areas 104
Existing and Master Planned Natural and Naturalized Areas 105
Recreation Centers 106
New Proposed Buildings 107
Park Gaps: master planned potential parks and park search areas that may include stormwater management in the future.

Existing and Master Planned Stormwater Management Infrastructure

Sources: City of Minneapolis, MPRB
**City Growth Corridors and MPRB Park Gaps**

Sources: City of Minneapolis, MPRB

**Built Form & Land Use**

- Corridor 6
- Transit 10 (70%)
- Transit 15 (75%)
- Transit 20 (80%)
- Transit 30 (85%)

**Land Use**

- Community Mixed Use
- Corridor Mixed Use
- Neighborhood Mixed Use
- Production Mixed Use
- Urban Neighborhood

**Park Gaps**

Areas of the City that are underserved in terms of parkland in proximity to residents.

*Built Form & Land Use Types Included.*
Minneapolis Habitat Corridors MPRB and MNDNR Identified Areas

Sources: City of Minneapolis, Minnesota Department of Natural Resources (MNDNR), MPRB
Park Gaps: master planned potential parks and park search areas that may include natural and/or naturalized areas in the future.

- Parkland
- Existing Managed Natural Areas
- Existing Natural Areas
- Planned Naturalized Area
- Planned Natural Area
- Planned Natural and Naturalized Areas

Managed Natural Areas: Natural areas that are actively managed by staff, contracted services, and volunteer partnerships.

Natural Areas: Areas that are naturally occurring native plant communities and include: upland and lowland forests, woodlands, savanna, prairie, shrublands, and tamarack bog.

Naturalized Areas include: Bee or pollinator lawn, shoreline restoration plantings, native plant gardens, and pollinator gardens.

Sources: City of Minneapolis, MPRB
Recreation Centers

Sources: City of Minneapolis, MPRB

Recreation Center, Gym:

1. Armatage
2. Audubon
3. Bottineau
4. Brackett
5. Bryant Square
6. Central Gym
7. Corcoran
8. Coyle* programmed by others
9. Creekview
10. East Phillips
11. Elliot
12. Fanew
13. Folwell
14. Fuller
15. Harrison
16. Hiawatha School
17. Keewaydin
18. Kenny
19. Kempton
20. Lake Hiawatha
21. Lake Nokomis
22. Linden Hills
23. Logan
24. Longfellow
25. Loring
26. Luxton
27. Lyndale Farmstead
28. Lynnhurst
29. Matthews
30. McRae
31. Morris
32. North Commons
33. Northeast
34. Painter
35. Pearl
36. Peavey
37. Phelps* programmed by others
38. Phelps
39. Phillips
40. Powderhorn
41. Rev. Dr. Martin Luther King Jr.
42. Sibley
43. Stewart
44. Van Cleve
45. Waite
46. Webber
47. Whittier
48. Windom Northeast
49. Windom South

Recreation Center, No Gym:

Centers with Changes Proposed in Master Plans

Planned Creation Spaces

Identify Sites for Additional Gyms

Parkland

0 1 2
Miles

N

Sources: City of Minneapolis, MPRB
New Proposed Buildings

Sources: City of Minneapolis, MPRB

• A. Bryn Mawr Meadows Park
• B. Currie Park
• C. Dickman Park
• D. Mueller Park
• E. North Commons Park
• F. The Parade Park
• G. Xcel Field Park

Special Recreation Buildings Proposed in Master Plans:

- A. Bryn Mawr Meadows Park
- C. Dickman Park
- D. Mueller Park

Winter Sports Dome or Indoor Fieldhouse Proposed in Master Plans:

- B. Currie Park
- E. North Commons Park
- F. The Parade Park
- G. Xcel Field Park

Recreation Centers

- 1. Armatage
- 2. Audubon
- 3. Bottineau
- 4. Backett
- 5. Bryant Square
- 6. Central Gym
- 7. Corcoran
- 8. Coyle
- 9. Creekside
- 10. East Phillips
- 11. Elliot
- 12. Fairview
- 13. Folwell
- 14. Fuller
- 15. Harrison
- 16. Hiawatha School
- 17. Kentwood
- 18. Kenny
- 19. Kenwood
- 20. Lake Hiawatha
- 21. Lake Nokomis
- 22. Linden Hills
- 23. Logan
- 24. Longfellow
- 25. Loring
- 26. Luxton
- 27. Lyndale Farmstead
- 28. Lynnhurst
- 29. Matthews
- 30. MoIke
- 31. Morris
- 32. North Commons
- 33. Northeast
- 34. Rainier
- 35. Pearl
- 36. Peavey
- 37. Pershing
- 38. Phelps
- 39. Phillips
- 40. Powderhorn
- 41. Rev. Dr. Martin Luther King Jr.
- 42. Sibley
- 43. Stewart
- 44. Van Cleve
- 45. Waite
- 46. Webber
- 47. Whittier
- 48. Windom Northeast
- 49. Windom South
For more information about the plan and process, visit www.minneapolisparks.org/parksforall.
Printed plans available upon request.
Contact cchristensen@minneapolisparks.org or 612-499-9129.