

April 30, 2018
Statement of Proposal



park, trails and recreation master plan
the City of **SHAKOPEE**

530 N. 3rd Street, Suite 120, Minneapolis, Minnesota 55401

612.333.3702

www.thinkconfluence.com

CONFLUENCE

prepared by:

CONFLUENCE

in collaboration with:



Putting
CHANGE
in
MOTION

Address

Confluence
530 N. Third Street
Suite 120
Minneapolis, MN 55401

Contact

Terry Minarik
P : 612.333.3702
Tminarik@
thinkconfluence.com

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April 30th, 2018

Attn: Mr. Eric Weiss
Senior Planner
City of Shakopee
485 Gorman Street
Shakopee, MN 55379

RE: Parks, Trails and Recreation Master Plan

Mr. Weiss and Members of the Selection Committee,

On behalf of the **Confluence team**, we are pleased to submit our qualifications and approach to partner with the City of Shakopee to conduct a **community-supported Parks, Trails, and Recreation Master Plan update to provide short- and long-term planning and implementation guidance to meet the needs of Shakopee's residents.**

We have a successful track record in master planning of various types and scales including system-wide master plans for communities in Minnesota and throughout the Midwest and have worked with our team member **PROS Consulting** for over 15 years on progressive park plans. Our team provides local talent with nationally recognized experience which, combined with our extensive work throughout the Minnesota, specifically ensures that we are able to offer the best of both worlds to help the City of Shakopee achieve its vision, goals and expected outcomes.

Our experience planning and designing parks, trails and recreation facilities of all sizes and for diverse user groups, coupled with our **proven record for leading a collaborative master planning and public engagement process inclusive of all team members**—consultants, City staff, Planning Commission, City Council, Public Works and Parks and Trails Board members, and stakeholders, will result in a successful and comprehensive parks and trails system plan for the City of Shakopee. Our team is immediately available to commit the necessary time and resources to your project in order to deliver **a comprehensive and community supported** master plan within a reasonable time frame during the 2019 calendar year as a stand alone document and as part of your Comprehensive Plan.

We are very familiar with the issues Shakopee is exploring, especially regarding **public facilitation and engagement** with historically under-represented communities. We have completed extensive public facilitation on many of our projects working recently with the MPRB on the South and North Service Area Master Plans and engaging some of the most ethnically diverse communities in Minnesota. Additionally, **Putting Change in Motion** will help our team establish connections and build long-term relationships with high priority populations identified in the RFP. Shakopee has a number of unique components and significant opportunities to develop a truly innovative park system that serves the needs of all residents. Connections with the river and environmental open space areas is a specialty of our team and Project Manager Brad Aldrich has spent over 10 years working on **natural resource and green infrastructure** focused projects that improve the environment and community. Working with PROS Consulting and Putting Change in Motion, our team provides the experience and talent to provide you with a park system plan that will help build relationships and guide you for the next 10-20 years.

In short, we are very excited to present our qualifications for your consideration. Our commitment to you is to **assist in developing an implementable long term vision that allows Shakopee's parks and trails to continue to serve the public and remain as valuable assets and popular destinations** within your Community for years to come.

We welcome the opportunity to discuss our qualifications and our approach with you in further detail.

Respectfully,
Confluence



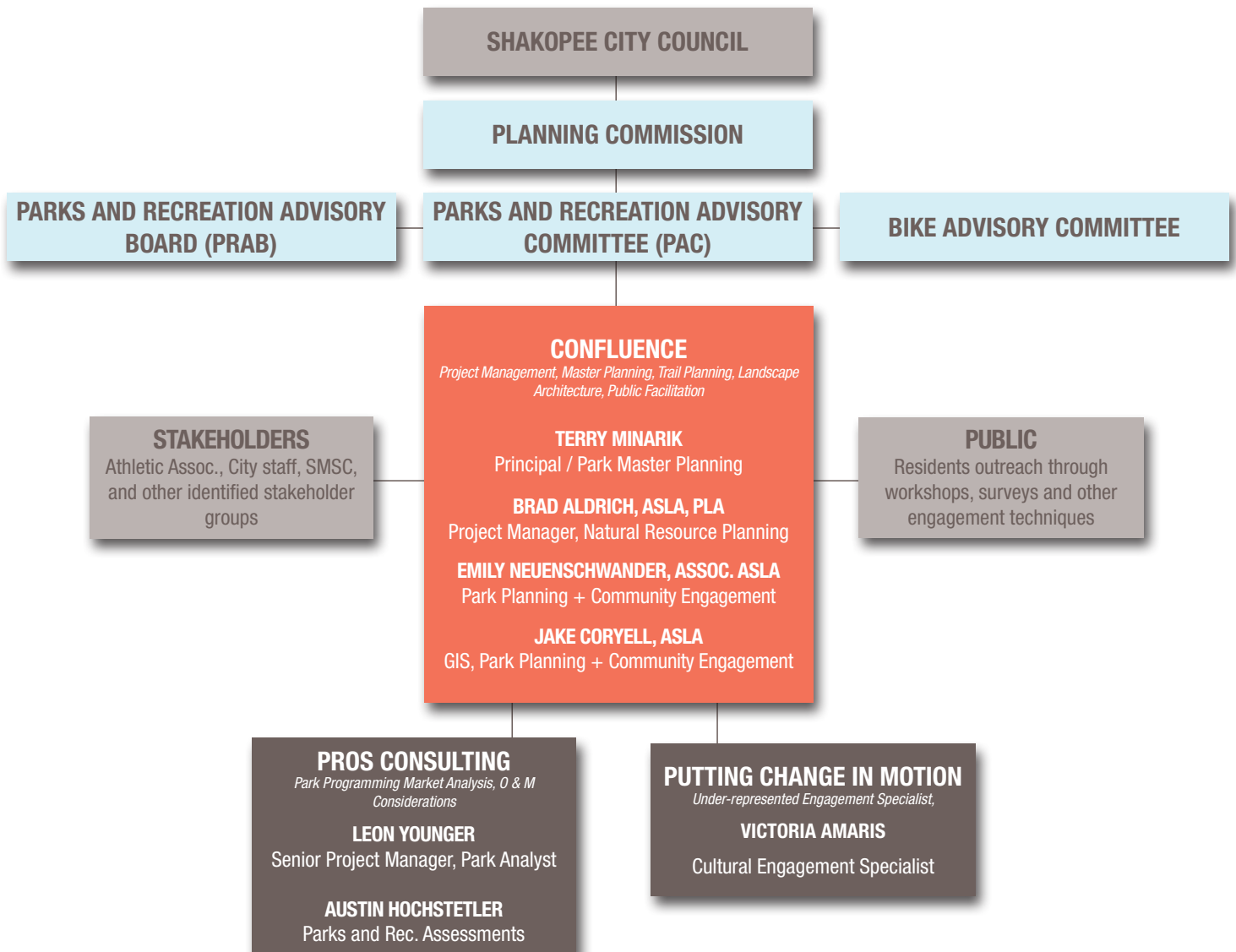
Terry Minarik, PLA, ASLA
Principal
tminarik@thinkconfluence.com

You receive a high quality team with proven system-wide master planning experience.

We have assembled a unique team of project partners with the **knowledge and expertise** to provide the City of Shakopee with a **comprehensive and community-supported park, trail, and recreation system master plan update**. The foundation of our team's approach is a **creative and comprehensive public participation process**. It is very important to not only engage those who typically participate in the planning process but also those who do not including traditionally under-represented groups such as **racial and ethnic minorities**, people with disabilities, elders, youth, and low income households. We will identify opportunities that engage people through a variety of community input processes. **Members of our team have been involved in developing similar parks and recreation master plans for communities like Shakopee throughout Minnesota and the Midwest**. This experience provides us with a **unique understanding of the surrounding area and important issues/opportunities to be considered**. With extensive strategic planning; master planning; programming; recreation facility design; natural resource and stormwater management experience, we have a successful track record in the planning, design and implementation of park projects for communities throughout the Midwest and beyond. The team presented below has worked on previous similar projects together. Confluence and PROS Consulting has a 15 year history of completing parks, trails and recreation plans together.

TEAM ORGANIZATION

- The Confluence team is led by Principal Terry Minarik and supported by Project Manager Brad Aldrich. We have included resumes on the following pages indicating each team member's respective qualifications.
- PROS Consulting provides system and needs assessments and analysis for park systems around the country and Minnesota
- Putting Change in Motion specializes in cultural engagement and helping communities build long term relationships with historically under-represented communities.



TEAM INTRODUCTION - CONFLUENCE

LOCATIONS

Minneapolis

530 N Third Street, Suite 120
Minneapolis, Minnesota 55401
952.451.0144
tminarik@thinkconfluence.com

Des Moines

525 17th Street
Des Moines, Iowa 50309
515.288.4875

Cedar Rapids

900 2nd Street SE, Suite 104
Cedar Rapids, Iowa 52401
319.409.5401

Kansas City

417 Delaware Street
Kansas City, Missouri 64105
816.531.7227

Sioux Falls

524 North Main Avenue, Suite 201
Sioux Falls, South Dakota 57104
605.339.1205

Omaha

1111 North 13th Street, Suite 204
Omaha, NE 68102
402.670.6565

www.thinkconfluence.com

Form of organization:

S Corporation

Number of years in business: 18

Number of employees: 49

Corporate Headquarters Location:

Des Moines, Iowa

Names of principals, officers, directors of the firm:

Chris Della Vedova; Chris Shires; Terry Berkbuegler; Chris Cline; PJ Novick; Jon Jacobson; Terry Minarik; Patrick Alvord; Matt Carlile; Dolores Silkworth



OUR MISSION

Evolve our client's vision into unique realization by exceeding expectations, bringing together people and ideas to create meaningful, memorable places.

ABOUT CONFLUENCE

Confluence is a professional consulting firm comprised of landscape architects and planners. Our firm's work includes a wide range of public, educational, institutional, and private sector projects. Our process is focused on collaboration and interaction with our clients, consultants and the community in which we work. Confluence's staff of 49 includes 23 licensed landscape architects and one AICP certified planner. Our landscape architects carry licenses in Minnesota, Kansas, Iowa, Missouri, Nebraska, North Dakota, South Dakota, Tennessee, Wisconsin, and Wyoming.

We bring the skills of landscape architecture, land planning and urban design to each project, giving us the tools to merge our client's needs with the environment. Our work is characterized by a philosophy of place-making; creating unique, human connections with every project, its location, and its surrounding environment.

MOMENTUM, ENERGY AND DEPTH

These three words best describe the passion, creativity, experience, and people of Confluence. With over a decade of award winning experience and hundreds of completed projects, Confluence has helped shape the practice of landscape architecture, planning, and urban design across the Midwest. We believe the values that we share define who we are and serve as the basis for our success. The same core principles set forth with our founding in 1998 continue to guide our growth-exceed expectations, better our communities, deliver exceptional service, and collaboratively design built environments with a sense of place.

DESIGN IS CONFLUENCE

While program elements or locations may differ, our ability to listen, create, and uniquely respond to our client's needs remains consistent. We have unwavering focus on providing customized solutions that transport our clients' vision to life. Our expertise is evident by our built portfolio of completed projects. Corridor Plans. Land Use Plans. Mixed Used Development. Town Centers. Corporate Campuses. Cultural and Educational Environments. Park and Athletic Facilities.

OUR APPROACH

As site master planning leaders, we collaborate across disciplines, keeping our client's goals, budget and schedule at the forefront. We strive to Relate (we listen and hear you), Translate (we see what you're saying), Navigate (we simplify your journey) and Exceed (we amplify your outcome). Great design is a managed process requiring the collaborative efforts of multiple people and skill sets – not an intuitive, happy accident. We expand the idea into a sustainable reality, the confluence of a client's needs and the value that we add.

Confluence is a place where energy, momentum and depth converge – where your ideas become reality. The location where spaces become places and places become destinations.



TEAM INTRODUCTION - PROS CONSULTING

LOCATION

201 S. Capitol Avenue
Suite 505
Indianapolis, Indiana 46225
877.242.7760

www.prosconsulting.com



ABOUT PROS CONSULTING INFORMATION

PROS Consulting is a small firm with a big presence in the field of management consulting for parks and recreation public entities and non-profit organizations. With a small team of highly professional and experienced consultants, PROS is a flexible firm that is agile to the evolving dynamics of the social, economic, and political environments our clients operate in. PROS has tremendous experience in the field as practitioners and have become nationally recognized for helping to shape and further transform the industry of parks and recreation. Since the firm was established in 1995, PROS has completed more than 1,000 parks and recreation planning projects in over 47 states and numerous projects internationally in seven countries. The full name and location of the office that will be working on this project are:

Full Legal Company Name: PROS Consulting

Years in Business: 21 (formed in 1995)

Type of Company: S-Corporation, Leon Younger and Katherine Younger are the Principals

Contact: Leon Younger, President; 317.679.5615; leon.younger@prosconsulting.com

PROS QUICK FACTS

- The PROS Team has worked in highly diverse environments from the inner cities of Los Angeles, Houston, Atlanta, and Dallas, to remote areas in Appalachia, Montana, and the American West. Our experience includes working with the best-of-the-best, the worst-of-the-worst, and a lot in between.
- Our planning team has great depth of operational experience with over 100 combined years as former parks and recreation managers. This perspective of being trained "in the industry" and not just "on the industry" allows us to relate to communities and their residents, recreationalists of all types, and to understand the unique relevance of needs that can be most appropriately served by our clients. In other words, great recreational planning is not just collecting surveys and reporting results – it is about achieving a sustainable balance of services, needs, and resource protection with community fulfillment.

AREAS OF FOCUS

Management consulting and planning services offered by PROS span the full spectrum of planning needs for public agencies, and are grouped into the following practice areas:

- **Strategic Planning** – completed over 80 strategic plans for cities, counties and state agencies to help them become established in their market or to reposition themselves.
- **Master Planning** – completed over 250 master plans for parks and park systems that have been successfully implemented and driven over \$5 billion worth of capital investment.
- **Needs Assessment** – PROS has worked on over 250 parks and recreation needs assessments on projects in similar nature as this project that include market and gap analyses, as well as extensive community input to quantify opportunities in the market place desired by the community.
- **Operations, Maintenance and Organizational Development** – completed over 450 plans that involved operations, maintenance and organizational development components.
- **Financial Planning and Management** – PROS is most renowned for providing the most innovative and proven methods for financial planning and management in the public sector with direct experience with over 150 proven ways to fund public parks and park systems.
- **Feasibility Studies and Business Planning** – completed over 200 feasibility studies and business plans, often counseling our clients on how they can shape their projects and their vision around the reality of what is feasible and sustainable.
- **Customer Service Training** – completed customer service excellent training for municipalities across the country. The training is customized to each agency's goals and outcomes and range from single day work sessions to multi-year culture change processes.

TEAM INTRODUCTION - PUTTING CHANGE IN MOTION



ABOUT PUTTING CHANGE IN MOTION

Victoria Amaris has 30 years of experience as a trainer and consultant, with a special focus on cultural competence. She is an independent consultant and provides capacity building, coaching, program development and technical assistance in the area of cultural competence to government, non-profit organizations, schools, health agencies and the faith community. One of her strengths is knowledge and experience with civic engagement, conducting social research, with multicultural groups, in a manner that is culturally competent and yields the best results. Her approach is strength-based, dynamic and participatory, applied to training as much as in civic engagement as well coaching or other services. Her methodology is unique and opens doors where other methods have not been successful. Ms. Amaris works with a network of expert consultants who are available, from a broad base of multicultural communities to assist in reaching high priority populations.

Putting Change in Motion uses a Consultant Collaborative approach to community engagement. This approach utilizes a unique framework which has been very successful and yielded superior results, we consider to be more authentic. The approach will be one that is customized to the respective community, egalitarian and participatory, creating an environment which draws out participant's knowledge, ideas, interests and concerns.

Because our work has a strong cultural competence element, each group is thoughtfully customized to the culture of the participants. We are using the term "culture" in its broadest sense, to include not only ethnic, racial cultures but those of different ages, abilities, urban and rural, as well as national origin. Therefore, we strive to identify facilitators, transcriptionists from each community, rather than employing interpreters. Particularly, in groups for who English is a second language, or not spoken at all, the dynamic is more natural and comfortable without interpreters in the mix.

Full Legal Company Name: Putting Change in Motion, LLC

Type of Business: Limited Liability Company, Victoria Amaris is sole proprietor

Years in Business: 30 (formed in 1988)

Contact: Victoria Amaris, Founder; 612.772.0259 (cell 612.423.1251); amaris@visi.com



TEAM INTRODUCTION - CONFLUENCE



TERRY MINARIK, ASLA, PLA | PRINCIPAL-IN-CHARGE

Terry has been practicing landscape architecture in the United States and Canada for over twenty five years. He has an extensive background in park, recreation, and public space design. Terry collaborates with his clients to develop innovative and contextually sensitive design solutions. He has dedicated his career to creating meaningful spaces that challenge the conventional boundaries of landscape architecture. Terry takes a multi-disciplinary approach to design, often working closely with design teams of architects, planners, artists, and other professionals, including a diverse range of clients. Terry's award winning body of work includes major master plans, civic plazas, parks, hospitality, medical and corporate campuses. Terry brings his uncompromising passion for design excellence, knowledge of construction, and positive attitude to the design team.

Terry follows the practice that business is built on long-term relationships. It is critical to always provide more than expected on every project. One's reputation and how you treat people is what will be remembered most.

PROFESSIONAL + CIVIC AFFILIATIONS

American Society of Landscape Architects, Minnesota Chapter

CURRENT + NOTABLE PROJECT EXPERIENCE

Minneapolis Park and Recreation Board (MPRB) North Service Area Master Plan / Minneapolis, Minnesota

Minneapolis Park and Recreation Board (MPRB) South Service Area Master Plan / Minneapolis, Minnesota

Edina Parks and Recreation Strategic Plan / Edina, Minnesota

Fred Richards Park Master Plan / Edina, Minnesota

Traverse Trail System Mini Masterplan / Duluth, Minnesota

Parks and Recreation System Master Plan Update / Burnsville, Minnesota

Park System Master Plan Update / Apple Valley, Minnesota

Park System Master Plan / Deephaven, Minnesota

St. Cloud RiverWalk Master Plan / St. Cloud Minnesota

Dakota County Mississippi River Trail Interpretive + Experience Design / Dakota County, Minnesota

Rice Lake Park / Prior Lake, Minnesota

Park and Campground Planning and Design / Barnum, Minnesota

Gateway Park Master Plan / Minneapolis, Minnesota*

Town Green and Amphitheater / Maple Grove, Minnesota*

Central Park Master Plan / Maple Grove, Minnesota*

Excelsior & Grand / St. Louis Park, Minnesota*

Veterans Memorial Amphitheater / St. Louis Park, Minnesota*

Granite Falls Downtown & Riverfront Master Plan / Granite Falls, Minnesota*

Mississippi Commons Master Plan / Champlin, Minnesota*

Andover Community Center YMCA / Andover, Minnesota*

Forks National Historic Park Site + Interpretive Master Plan / Winnipeg, Manitoba*

River Road Heritage Parkway / Winnipeg, Manitoba*

Northeast Park + Playgrounds / Waseca, Minnesota*

Prairie Park / Otsego, Minnesota*

School House Park / Otsego, Minnesota*

Kilcona Park Master Plan / Winnipeg, Manitoba*

Brandon Assiniboine River Corridor Master Plan / Brandon, Manitoba*

** work performed while employed by another firm*

PROFESSIONAL EXPERIENCE

27 Years Experience

4 Years with Confluence

EDUCATION

University of Manitoba

Master of Landscape

Architecture / Spring 1995

University of Manitoba

Bachelor of Environmental

Design / Spring 1990

PROFESSIONAL REGISTRATIONS

Licensed Professional

Landscape Architect:

- Minnesota / #42242

TEAM INTRODUCTION - CONFLUENCE



BRAD ALDRICH, ASLA, PLA, LEED AP BD+C | PROJECT MANAGER

Brad has 14 years of experience as a landscape architect creating sustainable sites and unique places. He creates high performance, multi-functional landscapes that provide numerous ecosystem services to the client and surrounding community.

Brad is interested in using green infrastructure to create sustainable environments and unique places. He has become a regional leader, incorporating innovative green infrastructure into the landscape. Brad has been involved on projects that range in scale and scope from small, intensive rain gardens to larger, urban sited projects with multiple layers of issues and infrastructure.

PROFESSIONAL + CIVIC AFFILIATIONS

American Society of Landscape Architects, Minnesota Chapter

CURRENT + NOTABLE PROJECT EXPERIENCE

Minneapolis Park and Recreation Board (MPRB) North Service Area Master Plan / Minneapolis, Minnesota

Minneapolis Park and Recreation Board (MPRB) South Service Area Master Plan / Minneapolis, Minnesota

Edina Parks and Recreation Strategic Plan / Edina, Minnesota

Apple Valley Park and Recreation Master Plan / Apple Valley, Minnesota

Burnsville Parks and Recreation System Master Plan Update / Burnsville, Minnesota

Fred Richards Park Master Plan / Edina, Minnesota

Traverse Trail System Mini Masterplan / Duluth, Minnesota

Parks and Recreation System Master Plan Update / Burnsville, Minnesota

Park and Campground Planning and Design / Barnum, Minnesota

Park System Master Plan / Deephaven, Minnesota

St. Cloud RiverWalk Master Plan / St. Cloud Minnesota

Harriet Island Regional Park Improvements / St. Paul, Minnesota*

Mill Park / Little Falls, Minnesota*

Bruce Vento Nature Sanctuary / St. Paul, Minnesota*

Lake Phalen / Round Lake Channel Improvements / St. Paul, Minnesota

Urban Park Design / Maple Grove, Minnesota*

Mainstreet Stormwater Celebration Park / Albert Lea, Minnesota*

N. Marketplace Targeted Subwatershed Implementation Plan / Browns Creek Watershed District, Oakdale, Minnesota*

Cleary Regional Park Stormwater Improvements / Prior Lake, Minnesota*

Oak Glen Golf Course Trout Stream Restoration / Stillwater, Minnesota*

Crow Valley Golf Club Stream Improvements / Davenport, Iowa*

Downtown Streetscape Phase II Improvements / Sioux Falls, South Dakota

Green Line Light Rail Stormwater Improvements / St. Paul, Minnesota*

Kingsfield Neighborhood Stormwater Improvements / Minneapolis, Minnesota*

Tree Trenches for 'Green Street' Improvements / Capitol Region Watershed District, St. Paul, Minnesota*

West Side Flats / St. Paul, Minnesota*

- Master Plan
- Green Infrastructure Feasibility Study

Regional Sustainability Plan / St. Cloud Greater Metro Area, Minnesota*

Library Lake Restoration / Cumberland, Wisconsin*

Low Impact Development (LID) Project / Lakeville, Minnesota*

Economic Development Land Study Report / MnDNR State Trust Fund Land*

PROFESSIONAL EXPERIENCE

15 Years Experience
3 Year with Confluence

EDUCATION

University of Minnesota
Master of Landscape
Architecture / 2004

University of Minnesota
Bachelor of Environmental
Design, Minor in Urban
Studies / 2000

PROFESSIONAL REGISTRATIONS

Licensed Professional
Landscape Architect:
• Minnesota / #45630

TEAM INTRODUCTION - CONFLUENCE



PROFESSIONAL EXPERIENCE

3 Years Experience
3 Year with Confluence

EDUCATION

North Dakota State University
Bachelor of Landscape Architecture and Environmental Design / Spring 2013

EMILY NEUENSCHWANDER, ASSOCIATE ASLA | MASTER PLANNING SUPPORT

After graduating from North Dakota State University with a Bachelor's degree in Landscape Architecture, Emily jumped into the workforce with an eagerness to learn as much as possible. Her early involvement with the Confluence Minneapolis Office has accelerated her into a variety of roles and a range of projects that include public parks, corporate campuses, memorials, museums, trails, and comprehensive and strategic plans.

Emily has an interest in public space, process and communication. She is passionate about bettering communities and takes an active role in her community. She is currently serving on Executive Committee for American Society of Landscape Architects - Minnesota chapter; is an active Big Sister in the Big Brother Big Sister of the Greater Twin Cities; and is initiating the Step-UP Achieve Internship at Confluence. When it comes to creative problem solving, she believes that landscape architecture should be reflective of the clients' and communities' needs, taking the time to listen before diving into a design.

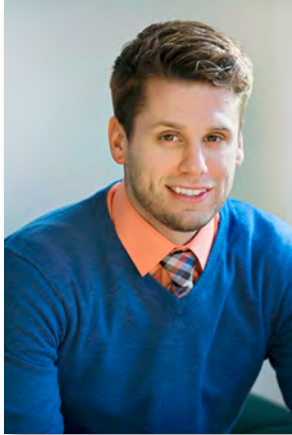
PROFESSIONAL + CIVIC AFFILIATIONS

American Society of Landscape Architects, Minnesota Chapter
Big Brother Big Sisters of the Greater Twin Cities
Step-Up Achieve, Supervisor and Mentor & Design Pipeline Committee

CURRENT + NOTABLE PROJECT EXPERIENCE

Minneapolis Park and Recreation Board (MPRB) North Service Area Master Plan / Minneapolis, Minnesota
Minneapolis Park and Recreation Board (MPRB) South Service Area Master Plan / Minneapolis, Minnesota
Apple Valley Park and Recreation Master Plan / Apple Valley, Minnesota
Burnsville Parks and Recreation System Master Plan Update / Burnsville, Minnesota
Edina Parks and Recreation Strategic Plan / Edina, Minnesota
Fred Richards Park Master Plan / Edina, Minnesota
Traverse Trail System Mini Masterplan / Duluth, Minnesota
Parks and Recreation System Master Plan Update / Burnsville, Minnesota
Park System Master Plan Update / Apple Valley, Minnesota
Park and Campground Planning and Design / Barnum, Minnesota
Park System Master Plan / Deephaven, Minnesota
St. Cloud RiverWalk Master Plan / St. Cloud Minnesota
(MPRB) Cedar Avenue Field / Minneapolis, Minnesota
(MPRB) Peavey Park / Minneapolis, Minnesota
Rice Lake Park / Prior Lake, Minnesota
Veteran's Memorial of Maple Grove / Maple Grove, Minnesota
Grandview Development District / Edina Minnesota
Hornel SPAM Museum / Austin, Minnesota

TEAM INTRODUCTION - CONFLUENCE



JAKE CORYELL, ASSOCIATE ASLA | LANDSCAPE ARCHITECT

A native of the Twin Cities, Jake joined the Sioux Falls office following his graduation from North Dakota State University but recently returned to his roots and is now a member of our Minneapolis team. Prior to graduation, Jake had the privilege to work in multiple design settings including a county parks department, and planning organizations at the city and metropolitan levels. Additionally, he spent two summers in a landscape design-build company developing a stronger understanding of design details and quality installations. These experiences provided him with a diversity of knowledge varying from the small details to the long term visioning strategies we develop for our communities. Jake's character and passion for the profession continues to flourish in his ability to think at a variety of scales.

PROFESSIONAL + CIVIC AFFILIATIONS

American Society of Landscape Architects, Minnesota Chapter

- Programs Chair / 2015 to present

North Dakota State University Alumni Advisory Board / 2016 to present

CURRENT + NOTABLE PROJECT EXPERIENCE

Minneapolis Park and Recreation Board (MPRB) North Service Area Master Plan / Minneapolis, Minnesota

Minneapolis Park and Recreation Board (MPRB) South Service Area Master Plan / Minneapolis, Minnesota

Apple Valley Park and Recreation Master Plan / Apple Valley, Minnesota

Burnsville Parks and Recreation System Master Plan Update / Burnsville, Minnesota

U of M Arboretum Demonstration Gardens / Chaska, Minnesota

Fred Richards Nature and Ecology Park Master Plan / Edina, Minnesota

St. Cloud RiverWalk Master Plan / St. Cloud, Minnesota

Traverse Trail System Mini Masterplan / Duluth, Minnesota

Freeborn County Trail Masterplan / Freeborn County, Minnesota

Beyond the Yellow Ribbon Veteran's Memorial / Maple Grove, Minnesota

Minnesota Vikings Headquarters and Viking Lakes Development / Eagan, Minnesota

Crest Ridge Senior Housing / Minnetonka, Minnesota

Parkway 25 Mixed Use Development / St. Louis Park, Minnesota

365 Nicollet High-Rise Residential / Minneapolis, Minnesota

Endi Multi-Family Residential / Duluth, Minnesota

Bridgewater Bank Headquarters and Multi-Use Office / St. Louis Park, Minnesota

Aeon Prospect Park Housing / Minneapolis, Minnesota

Sioux Falls River Greenway / Sioux Falls, South Dakota

Parks and Recreation System Master Plan Update / Burnsville, Minnesota

Park System Master Plan Update / Apple Valley, Minnesota

Park and Campground Planning and Design / Barnum, Minnesota

Park System Master Plan / Deephaven, Minnesota

Historic Terrace Park Masterplan / Sioux Falls, South Dakota

Bike Trail Development - Elmen Station Point and Scheels Station Point Along the Big Sioux River

Bike Trail Amenity Planning / Luverne, Minnesota

Canoe Launch Improvements / Sioux Falls, South Dakota

Good Earth State Park at Blood Run Master Planning / Lincoln County, South Dakota

Kuhnert Arboretum / Aberdeen, South Dakota

Volunteers of America Bowden Youth Center Playground / Sioux Falls, South Dakota

Trail Feasibility Study / Sioux Falls, South Dakota

PROFESSIONAL EXPERIENCE

5 Years Experience

4.5 Years with Confluence

EDUCATION

North Dakota State

University

Bachelor of Landscape

Architecture and

Environmental Design /

Spring 2013

AVAILABILITY

Available for design,

3-D rendering,

GIS, construction

documentation

TEAM INTRODUCTION - PROS CONSULTING



LEON YOUNGER, PRESIDENT | PARKS AND RECREATION ASSESSMENTS

PROFESSIONAL EXPERIENCE

Leon is the founder and President of PROS Consulting. He has more than 40 years in parks, recreation, and leisure services. Leon is a recognized leader in applying innovative approaches to managing parks and recreation organizations. He has held positions as Director of Parks and Recreation in Indianapolis, IN; Executive Director of Lake Metroparks in Lake County, OH (Cleveland area); and Director of Parks and Recreation in Jackson County, MO (Kansas City). Leon is routinely invited to present his management and development philosophies at conferences, workshops, and training across the United States, as well as internationally. He is co-creator of the Community Values Model, a business model that synthesizes community & stakeholder input into a strategic plan. He regularly addresses sessions at the National Recreation and Park Association Conferences and has served as a board member and instructor at the Pacific Revenue and Marketing School in San Diego, California and the Rocky Mountain Revenue and Management School in Colorado. Currently, Leon is serving on the Board of Directors for the City Parks Alliance, the only independent, nationwide membership organization solely dedicated to urban parks

PROFESSIONAL + CIVIC AFFILIATIONS

National Recreation and Park Association
Pacific Revenue and Marketing School, San Diego
Rocky Mountain Revenue and Management School in Colorado
City Parks Alliance

CURRENT + NOTABLE PROJECT EXPERIENCE

- South Service Area Master Plan - Minneapolis, MN Maintenance and Operations Plan
- Carmel Clay, IN Parks and Recreation Master Plan
- Indianapolis, IN Comprehensive Parks and Recreation Master Plan
- Five Rivers Metroparks, OH Comprehensive Master Plan
- Upper Arlington, OH Parks and Recreation Master Plan
- Piqua, OH Parks and Recreation Master Plan
- Westerville, OH Parks, Recreation and Open Space Master Plan
- Cleveland Metroparks, OH Strategic, Financial and Operational Master Plan
- Toledo, OH Metroparks Operational Assessment and Business Sustainability Plan
- Great Parks of Hamilton County, OH Organizational Assessment
- Charlotte/Mecklenburg County, NC Parks and Recreation Strategic Master Plan
- Prince George's County, MD Functional Master Plan for Parks, Recreation and Open Space
- Broward County, FL Parks and Recreation Division Comprehensive Assessment
- Miami Dade County, FL Parks and Recreation System Strategic Plan and Park Business Plans
- Dallas, TX Parks and Recreation Strategic Plan

PROFESSIONAL EXPERIENCE

President, PROS Consulting, 1995 to present

Director/Chairman of the Board, Indianapolis Parks and Recreation, Apr. 1992 to Sept. 1995

Executive Director, Lake MetroParks (OH), Jun. 1988 to Mar. 1992

Director, Jackson County (MO) Parks and Recreation, Aug. 1983 to Jun. 1988

EDUCATION

M.P.A., University of Kansas, Aug. 1988

B.S., Kansas State University, May 1975

CERTIFICATIONS

Certified Park and Recreation Professional (CPRP)

TEAM INTRODUCTION - PROS CONSULTING



AUSTIN L. HOCHSTETLER, SENIOR PROJECT MANAGER | PARKS AND REC. ASSESSMENTS **PROFESSIONAL EXPERIENCE**

Austin has held various positions in the non-profit and public sectors including positions with the Indiana Department of Natural Resources, Boy Scouts of America, Young Men's Christian Association (YMCA), and Clemson University. As an experienced project manager, master and strategic planner, facilitator, organizational consultant, professional trainer, and course curriculum developer, Austin has coordinated park and recreation projects at the local, state, federal, and international levels. Previously, Austin was a project manager for the Eppley Institute for Parks and Public Lands at Indiana University where he served as Program Administrator for the World Parks Academy, an international certification program for World Urban Parks, formerly known as the International Federation of Park and Recreation Administration (Ifpra). Additionally, Austin served as course coordinator for the W. Edwards Deming Award Winning Facility Manager Leaders Program (FMLP) for the National Park Service (NPS). Currently, Austin serves on the Board of Directors for the Indiana Park and Recreation Association (IPRA) and the Indiana Parks Alliance.

PROFESSIONAL + CIVIC AFFILIATIONS

National Recreation and Park Association
Indiana Parks Alliance
Indiana Park and Recreation Association

CURRENT + NOTABLE PROJECT EXPERIENCE

- South Service Area Master Plan, Minneapolis, MN
- Dakota County, MN Visitor Services Strategic Operations Plan
- Edina, MN Parks and Trails Master Plan
- Montana State Parks Business Planning Services
- Hot Springs, AR Northwoods Urban Forest Park Feasibility Study
- Little Rock, AR Recreation Trail Junction Feasibility Study
- Wolf's Hollow County Park (Chester County, PA) Operations & Maintenance Plan
- Chester Frost Regional Park Enhancement Study (Hamilton County, TN)
- Rhode Island State Parks Business and Operational Plan
- Ithaca, NY Parks and Recreation Master Plan
- Great Parks of Hamilton County, OH Organizational Assessment
- West Chicago, IL Sports Complex Feasibility Study
- Huber Heights, OH Parks and Recreation Needs Assessment
- Edwardsville, IL Sports Complex Feasibility Study and Business Plan
- Arlington County, VA Parks and Recreation Master Plan
- Brownsburg, IN Parks and Recreation Organizational Assessment
- Minneapolis, MN Maintenance and Operations Plan
- Tacoma, WA Metro Parks Comprehensive Program Plan and Strategic Master Plan
- Milwaukee County, WI Parks and Recreation Master Plan
- Valparaiso, IN Parks and Recreation Master Plan
- Speedway, IN Parks and Recreation Master Plan

PROFESSIONAL EXPERIENCE

8 Years Experience
3 Year with PROS
Consulting

EDUCATION

M.S., Clemson University,
May 2012
B.S., Indiana University,
May 2010

CERTIFICATIONS

Certified Park and
Recreation Professional
(CPRP)

TEAM INTRODUCTION - PUTTING CHANGE IN MOTION



VICTORIA AMARIS, FOUNDER I CULTURAL COMPETENCE AND ENGAGEMENT SPECIALIST

PROFESSIONAL EXPERIENCE

Victoria Amaris has 30 years of experience as a trainer and consultant, with a special focus on cultural competence. She provides capacity building, coaching, program development and technical assistance in the area of cultural competence to government, non-profit organizations, schools, health agencies and the faith community. One of her strengths is knowledge and experience with civic engagement, conducting social research, with multicultural groups, in a manner that is culturally competent and yields the best results. Her approach is strength-based, dynamic and participatory, applied to training as much as in civic engagement as well coaching or other services. Her methodology is unique and opens doors where other methods have not been successful. Ms. Amaris works with a network of expert consultants who are available, from a broad base of multicultural communities to assist in reaching high priority populations.

Ms. Amaris is a native of Bogota, Colombia who has lived in the United States since childhood. She studied anthropology at the University of Oregon. She currently lives in the Twin Cities where she is active in the community, and excited by the increasingly multicultural enrichment and development of the area.

PROFESSIONAL EXPERIENCE

1998 - Present

EDUCATION

BA, Anthropology -
University of Oregon, 1974

PROFESSIONAL + CIVIC AFFILIATIONS

American Society of Landscape Architects, Minnesota Chapter
Big Brother Big Sisters of the Greater Twin Cities
Step-Up Achieve, Supervisor and Mentor & Design Pipeline Committee

CLIENT LIST FOR RELATED PROJECTS

- McKinsey and Company;
- Dakota County, MN
- The Caponi Art Park
- TPT Television
- University of MN Dental School
- National Bar Association
- Hennepin Bar Association
- Minnesota Department of Education; Rainbow Research
- Ramsey County Foster Care; the American Cancer Society Midwest Division
- MCTC
- Minneapolis Institute of Art
- Westside Health Services
- UIC Latino Health Research and Policy Center in Chicago
- Hennepin County
- City of Minneapolis Health Department
- Minneapolis Foundation
- Saint Paul Foundation
- St. Thomas Multicultural Forum and the Minnesota Cultural Development Center
- Additional Minnesota Cities - Roseville, Shoreview, Richfield, Bloomington, Brooklyn Park, Brooklyn Center, Robbinsdale, and Maple Grove



PARK SYSTEM MASTER PLAN | EDINA, MINNESOTA
ANN KATTREH | Parks and Recreation Director, City of Edina, Minnesota
 4801 W. 50th Street, Edina, Minnesota 55424
 952.826.0430 / akattreh@edinamn.gov

SERVICE AREA MASTER PLANS | MINNEAPOLIS, MINNESOTA
ADAM ARVIDSON | Project Manager, Minneapolis Park and Recreation Board
 2117 West River Road, Minneapolis, Minnesota 55411
 612.230.6470 / aarvidson@minneapolisparcs.org

PARKS AND RECREATION MASTER PLAN | APPLE VALLEY, MINNESOTA
BARRY BERNSTEIN | Director, Parks and Recreation
 Municipal Center, 7100 147th St. W, Apple Valley, MN 55124
 952-953-2310 / bbernstein@ci.apple-valley.mn.us



PARKS, TRAILS AND RECREATION UPDATE | BURNSVILLE, MINNESOTA
GARRETT BECK | Director, Parks and Recreation
 100 Civic Center Parkway, Burnsville, MN 55337
 952-953-2310 / garrett.beck@burnsvillemn.gov

LONG RANGE PARKS AND RECREATION STRATEGIC MASTER PLAN | SHAWNEE COUNTY, KANSAS
TERRY BERTELS | Director of Parks / Shawnee County Parks and Recreation Department
 200 SE 7th Street, Topeka, Kansas 66603
 785.251.2600 / terry.bertels@snco.us



JOHN KNIGHT | Director of Parks and Recreation / Shawnee County Parks and Recreation Department
 200 SE 7th Street, Topeka, Kansas 66603
 785.251.2678 / john.knight@snco.us

OLATHE PARKS AND RECREATION LONG RANGE MASTER PLAN | OLATHE, KANSAS
BRAD CLAY | Olathe Parks and Recreation Deputy Director, City of Olathe, Kansas
 100 E. Santa Fe Street, Olathe, Kansas 66051
 913.971.8600 / bclay@olatheks.org

PARKS AND RECREATION MASTER PLAN | MISSION, KANSAS
CHRISTY HUMERICKHOUSE | Director, City of Mission, Kansas Parks & Recreation Department
 6200 Martway Street, Mission, Kansas 66202
 913.722.8200 / chumerickhouse@missionks.org

COMPREHENSIVE PARKS SYSTEM MASTER PLAN | MARION, IOWA
MIKE CAROLAN | Director of Parks and Recreation, Marion Department of Parks and Recreation
 343 Marion Boulevard, Marion, Iowa 52302
 319.377.4846 / mcarolan@cityofmarion.org

ACHIEVING A COMMUNITY VISION

FOR YOUR PARKS, TRAILS AND RECREATION MASTER PLAN

INVENTORY + LISTEN

Quantitative



Level of Service/ Benchmarking are a few of the quantitative measures that allow us to compare park systems in the region to identify strengths and areas for improvement.

Qualitative



Resident Interaction provides a wealth of knowledge, using multiple exercises and engagement techniques. Efforts will focus on high priority residents, and those that don't regularly interact with the parks or recreation.

Technology for People



Web Apps should be used only to generate useful data that adds to the story of Shakopee parks. We have skillfully used multiple applications that cross pollinate and build a highly convincing case to back decisions and generate guiding principles

ENVISION + DISCOVERY



Concept Generation

Testing



Testing Ideas | Exploring Innovation

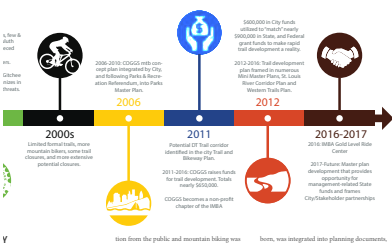
We will create an overall vision for the park system and explore designs for key parks/ trail routes/ connections. We will utilize a charrette style process with parks staff and our team in order generate synergy and ideas. Ideas and innovative approaches will be tested with the public to utilize feedback to drive direction of approaches. Those concepts will be refined based on public input to provide the ultimate direction of the park system.



Final Park Plans

ACTION

Frameworks



Implementation Plan

Provides categories and step by step lists of guiding principles, goals, and strategies to achieve those goals over time. An invaluable tool to Parks staff in developing work plans and communicating success with the Council.

Inspiration



Graphics & Diagrams

Explain design intention and overall vision with imagery that is easy to understand and transcends languages. While explanatory text is often included, powerful and visually appealing diagrams stand on their own.

Examples



Precedents

Examples of visions projects that have been implemented previously provide a roadmap and aspirational goals for communities. Funding opportunities and partnership potential can also be highlighted for inspiration.



EXPLORING SHARED PRINCIPLES

Focusing on Shakopee's strengths and opportunities and integration with Envision Shakopee's Design Principles. Engaging all residents including those that are often under-represented. We will provide roadmap for a fully transparent, action-oriented, accessible, and visionary master plan that is community driven. A few of the big opportunities we've noticed through Envision Shakopee include:

The Trailhead

Shakopee is at the crossroads of regional trails. It is simple to say that these trails should be a focal point of the system. A trails plan needs to be integrated throughout the city and must develop an excitement and synergies that move beyond the occasional recreational users; and begin to develop into an integral part of the transportation system. Our team will help the City envision what that trail system could look like. How can signage and wayfinding generate new trips and increase resident health. How do we fill the gaps, create better, safer connections, who will use these trails. Natural Surface Trails are designed to be used to get people further into nature utilizing low impact infrastructure. Outdoor recreation is becoming highly desired by park users nationwide, and especially in Minnesota. Shakopee has an open space network that should be explored for opportunities that could be attractive from a regional perspective. These trails can be highly cost effective if integrated into comprehensive park and operations plan. and mountain biking is one of the fastest growing recreation activities at the high school.

Creating Community

Shakopee has well used parks, especially those geared toward athletics. However, this effort holds the potential to connect to a large segment of the population that isn't using the parks, and hasn't participated in civic efforts up to this point. Our process is intended to reach into these communities and help the city develop authentic, long-term relationships. The parks and trails a great vehicle for starting this engagement - parks have such an effect on people and if they can see that their voices are being heard, trust will begin to grow.

Additionally, this master plan has the opportunity to stitch neighborhoods together and develop parks in a way that creates a sense of neighborhood that represents the neighborhoods they reside in. An effective signage and branding approach can bolster this effort, and become a signature for the neighborhood - but also for the city.

Open Space and The River

Shakopee's history is intertwined with the river. This connection has been lost for some residents; however, this plan is a chance to reconnect and strengthen the role of this unmatched amenity. Our team specializes in helping communities reconnect to rivers in a way that celebrates the environment and the community. These connections should be traced further back into the community and connect an established network of open spaces to new open spaces that are protected and grow with as the city grows. These connections will make Shakopee more healthy and resilient, both environmentally and economically, in the face of climate change.

PROJECT UNDERSTANDING + SCOPE OF SERVICES



HAVE A MINUTE?



We need your input!

Please take a moment to share your ideas about Burnsville parks
www.burnsville.org/parksplan



WHAT IS THIS INFORMATION GOING TO BE USED FOR?

The City of Burnsville's existing Parks System Master Plan was developed in the year 2000. The Plan helps our community prioritize future programs and projects. We are currently updating this plan and seeking feedback that will help maintain and enhance the park system.



PROJECT UNDERSTANDING + SCOPE OF SERVICES

The City of Shakopee (City) is seeking to retain a consultant team to assist them in creating a Parks, Trails, and Recreation Master Plan. The Master Plan will be a practical tool to guide short- and long-term planning and implementation guidance for the city's capital improvement, acquisitions and development to create a parks and recreation system that meets the needs of Shakopee's residents and businesses within the park system, and provide a 15-year vision and Capital Improvement Plan for Shakopee's Parks and Trails System. The plan will explore and identify the recreational opportunities that citizens desire and develop implementation priorities that establish an infrastructure replacement schedule.

Our team is committed to working with staff to comprehensively and cost effectively create the plan and build consensus within the community on a shared vision and the means by which to achieve it, while also being cognizant of the City's budget.

The document is intended to provide guidance to the Public Works Department, Parks and Trails Board, and the community to prioritize programs and projects as future decisions are made on how to utilize the City's limited resources. The resulting Master Plan will be flexible in format so that it can be integrated into the City's 2040 Comprehensive Plan.

Our team's creative and comprehensive approach involves staff, committee members, City Council, stakeholders, and the community. We are excited by the diversity of the existing park spaces and facilities within the city's existing system, including the connections to natural resources and the connection to the Minnesota River. Our previous work has given us insight into the importance of these river connections to cities and we look forward to the opportunity to assist Shakopee and area residents in fully realizing the full potential of Shakopee's Parks and Trails.

Based upon our understanding of the City of Shakopee, the RFP and our past experiences, we are recommending a process that includes the following tasks:

TASK 1: NEEDS ASSESSMENT

1.1 Kick-Off Meeting and Park Tour

An initial kick-off meeting with city Staff will be facilitated by our design team to clearly establish roles and responsibilities, identify project contacts and communication protocols, as well as determine any initial data needs. Our team will propose a final schedule (including key project milestones and deliverable) for a draft completion of the Parks and Trails System Plan by mid-June 2019. A key component of this meeting will be to review and confirm the anticipated stakeholder involvement process, community engagement plan and timing. During this meeting, our team will work with Staff to evaluate the recommendations and priorities outlined in the previous documents and determine their relevance to today's community.

Our team will be provided with all available existing site data, past studies, reports including the most recent Envision Shakopee draft, demographic data from the comprehensive plan project, recreation/ program related data and contacts for additional information. Confluence will prepare meeting minutes that will serve as the official record of the project and process.

We will also schedule and embark on a park tour with key staff and members of the PAC and PRAB. We will prioritize sites to focus the tour on, including high traffic parks, areas of needed improvement, key intersections and connection points, and other areas identified in the Kick-off meeting. This will be a multi-modal tour - walking, biking, and some automobile use to get the true experience of residents utilizing the park. All members of our planning team will be present for the tour.

1.2 Data Review and Inventory

The Planning Team will review all previously prepared plans and documents, background information and other available data to analyze Shakopee's existing facilities and parks, recreation fields, programs, and trail amenities. This review will include:

- Review and evaluation of Shakopee provided GIS inventory of parks, trails, recreation facilities and natural resources.
- Review of supporting documents including but not limited to: Envision Shakopee, current



CIP, relevant area master plans, and the Community Livability Report, any Public Works Reports; 2016-17 Recreation and Community Programs; zoning district maps, and other relevant data and land use planning (West End Lands Use).

- Review and evaluation of Shakopee-provided information on recreation program opportunities in Shakopee and the recreation services provided by the City of Shakopee Parks and Recreation Department, Shakopee Public Schools, the private sector, and associated Park and Recreation providers such as Scott County, Three Rivers Park District and/ or the YMCA, etc.
- All Envision Shakopee related materials, including utilizing comprehensive GIS digital inventory, demographics and geographically based decision support information to establish a baseline for existing demographic and socioeconomic conditions.
- Any information/ materials made available by the SMSC.
- With assistance from City staff, our team will identify any previous planning, natural resource features, historic sites, development controls, and the history of the park system.

The Planning Team will utilize City documents to update inventory and maps for the Park System features to be included in future plans and the City's website.

1.3 Project Schedule and Work Plan

The Team will develop an overall project schedule for all staff, stakeholder, and public meetings, including the creation of all corresponding project deliverables.

1.4 Demographic & Trends Analysis

The Planning Team will utilize the City of Shakopee/ Envision Shakopee's projections and supplement, if necessary, with census tract demographic data obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends; for comparison purposes data will also be obtained from the U.S. Census Bureau. This analysis will provide an understanding of the demographic environment for the following reasons:

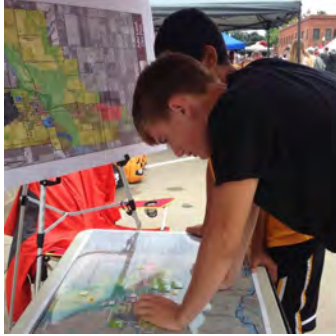
- To understand the market areas served by the park and recreation system and distinguish customer groups.
- To determine changes occurring in the City of Shakopee and assist in making proactive decisions to accommodate those shifts.
- Provide the basis for Service Area Analysis

The City's demographic analysis will be based on US 2010 Census information, 2018 updated projections, and 5 (2023) and 10 (2028) year projections. The following demographic characteristics will be included:

- Population density
- Age Distribution
- Households
- Gender
- Ethnicity
- Household Income

From the demographic base data, sports, recreation, and outdoor trends are applied to the local populace to assist in determining the potential participation base within the community. For the sports and recreation trends, the Consulting Team will utilize the Sports & Fitness Industry Association's (SFIA) 2013 Study of Sports, Fitness and Leisure Participation, ESRI local market potential, as well as participation trends from the Outdoor Foundation on outdoor recreation trends.

We have completed a number of recent analyses and have a good understanding of park system needs across the metro, State, and upper-Midwest that will inform and expedite this analysis.



1.5 Benchmark Assessment – A benchmark analysis will compare City of Shakopee to five (5) other relevant agencies or neighboring cities. The Consultant Team will work with the City of Shakopee to identify the 15-key metrics to be surveyed and analyzed. Our team has recently completed a number of these assessments in the last few years for similar cities in the metro. These assessments will help Shakopee understand how their park, trail, and recreation system performs compared to the competition. We have heard from residents of other communities that park and trail systems were a key factor in where they chose to live.

TASK 2: PUBLIC ENGAGEMENT AND COMMUNICATIONS PLAN

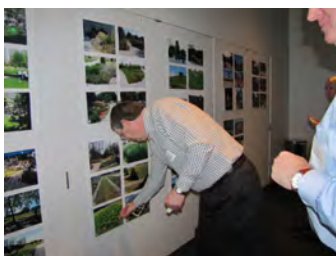
2.1 General Engagement



Achieving your vision is the ultimate goal. Upon selection, our team will collaborate with City staff and the PAC to confirm all aspects of our proposed scope of services and schedule to ensure they are in alignment with your needs and expectations. We will work to complement the public feedback that has been garnered through the 2040 comprehensive planning process. Our team is mindful of ‘engagement overkill’ and will begin with the foundation of engagement established during community workshops, public events, online surveys, and discussion forums, so we aren’t duplicating efforts.



We are well versed in facilitating robust Public Engagement and Outreach efforts focused on not only existing users, but also non-users, and traditionally under-represented groups such as racial and ethnic minorities, people with disabilities, elders, youth, and low income households. Different age and demographic groups receive information in different ways and some people need to receive information multiple times. Additionally, ownership in the final master plan is crucial. Upon completion of this project, its eventual success lies in the hands of community leaders and residents. To maximize participation and opportunities for engagement, we strive to make engagement fun, convenient, and accessible. We will explore a range of in-person and online formats to engage stakeholders, including but not limited to: pop-up workshops, community meetings, online engagement, meeting in a box toolkits, surveys, and dedicated meetings/ open houses.



A mixture of these traditional techniques is effective at garnering public input for active, well engaged residents.; However, past experiences have shown us that communicating with underrepresented individuals is often hampered by cultural, language, scheduling and trust barriers, as well as traditional communication strategies that often overlook individuals outside the mainstream. To address this, we have included a key member to our team, *Putting Change in Motion (PCM)*, and are proposing the following 3-key strategies as the best way to reach high priority residents:

COMMUNITY CONNECTORS



Developing relationships is a critical part of effective community engagement. PCM will lead our team’s efforts to meaningfully connect with Shakopee’s traditionally under-represented populations. The Community Connectors primary approach utilizes a unique framework which has been very successful and yielded superior results, we consider to be more authentic. The approach will be one that is customized to the respective community, egalitarian and participatory, creating an environment which draws out participant’s knowledge, ideas, interests and concerns. This approach reflects the principles which guide our work whether community engagement involves interviews with individuals or local events as well as focused dialogues. Because our work has a strong cultural competence element, each group is thoughtfully customized to the culture of the participants. We are using the term “culture” in its broadest sense, to include not only race and ethnicity but those of different ages, abilities, urban and rural, as well as national origin and GLBTQ people. Therefore, we strive to identify facilitators, transcriptionists from each community, rather than employing interpreters. Particularly, in groups for who English is a second language, or not spoken at all, the dynamic is more natural and comfortable without interpreters in the mix. This approach would primarily take place in early focus groups, but would also reconnect with groups to discuss the draft plan and discuss how the feedback help generate the concepts of the plan.

Youth Participation workshops are an important means of educating future community leaders about the importance of planning and how a community operates, and it provides younger



community residents meaningful input on shaping the future of their community. Some options for youth participation is to partner with the Shakopee School District to identify and include young community members in the planning process include conducting a youth planning/ design workshop, identifying a youth steering committee, or including selected youth members in the stakeholder interviews. This approach is particularly successful in planting seeds of engagement with students who take the information back to their family and friends and provide education and leadership - further creating a sense of ownership and investment.

This personal type of approach will help form meaningful relationships between city staff and residents for future engagement efforts, and will begin to address any existing or perceived barriers. Providing support services to accommodate immigrant groups and people of color are critical. Including basic infrastructure that enables participation, such as providing free food and activities for children will go a long way toward attracting participation. These simple elements help to minimize barriers associated with work schedules that are full, and the need for additional child care expenses that don't fit within tighter budgets.

STAKEHOLDER INTERVIEWS/ FOCUS GROUP DISCUSSIONS



We will conduct a series of stakeholder group interviews with key park users, high priority populations described above, athletic associations, convention/ visitor's bureau, key businesses, community leaders, city staff, SMSC, ISD 720, St. Francis Medical Center and similar providers that will give us insight into the current system and what could improve the parks and trails in the future. High priority populations discussed above will make up a number of these focus groups, but we will target other service providers with overlap. The stakeholder groups will be defined and organized by City staff over the course of a few days. We will assist staff in identifying key groups and reaching out to potential partners including MnDNR, MnDOT, Scott County SWCD, etc. Additionally, we view the Planning Commission as a prime stakeholder and will incorporate a workshop to gather input from them. Our team will provide meeting notes and graphic summaries of the interviews for city staff review.



These stakeholder interviews will be exploratory and educational. We will gather input, but also educate the stakeholder groups about the master plan project and how they, and their like-minded cohorts, can get involved in additional planning efforts. Turning stakeholders into advocates for the project is another way to build authorship of the master plan among the public.

COMMUNITY CONVERSATIONS

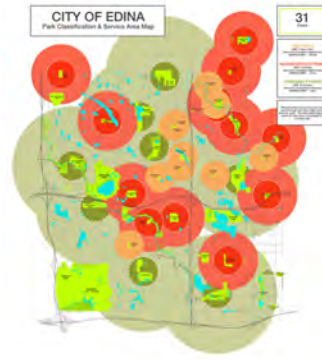


One on One - Shakopee residents lead busy lives and it is often hard to carve out additional time to check into various open houses and forums. We will target a few specific events to take the issues and questions to the people - meeting them where they are - ideally in the parks that we will be planning or large community gatherings that bring in a cross section of Shakopee residents. *Rhythm on the Rails* would be an excellent opportunity - our team will work with city staff to develop engagement materials, techniques and approaches that could be used by members or our team, or the city, to maximize our engagement net. We will work with you to identify the best opportunities for these efforts.

Online - A variety of online engagement opportunities are available and may include a project website, interactive maps, surveys, and a well-thought out strategy for engagement through social media channels. We will develop and deploy an array of useful and cost-effective web-based tools that maximize opportunities for public engagement and communications beyond in-person meetings. Community surveys would also include paper options to accommodate for citizens who do not have access to or wish to utilize an electronic version. We are proposing to use an online platform to maximize the effectiveness of feedback, to create an online community discussion, and track community comments. Social Pinpoint is a location based online engagement tool allows residents to show us exactly where their feedback, ideas and concerns are located.



We have used this program in past park and trail projects with exceptional results, bringing in 1,000+ community comments and starting an online conversation that has continued beyond the timeline of the project and is rolling into a tool to assist in Operations and Maintenance of the Master Plan Implementation. We worked with the application developers to refine the integration of survey materials and information display during our project. The project has become one of their most viewed/ referenced examples - <https://confluence-minneapolis.mysocialpinpoint.com/traversetrail? ga=2.105521091.1979695906.1524774690-558266304.1524774690#/>



2.2 Public Presentations of Draft Plans

In addition to engagement efforts described above, the planning team will work with city Staff to develop appropriate information to be shared via the city's website, social media and other outlets to allow the public to view the revised plan and stay informed throughout the planning process. If deemed appropriate, additional public meetings can be held to present the draft and final Master Plan to the community and allow opportunities for review and comment prior to the plan being finalized and adopted. We find these meetings to be most beneficial in an open house setting and having people respond to park designs that they can clearly visualize how they would use those parks.

TASK 3: EXISTING AND FUTURE FACILITY NEEDS

3.1 Facility Analysis and Needs

The Planning Team will evaluate the adequacy of existing facilities to accommodate future needs, current interests and demands. During this evaluation, the Planning Team will provide strategies to the City of Shakopee for reuse or retrofit of facilities that are currently under-utilized to better meet recreation needs. Evaluation will review the effectiveness of current capital repair/replacement practices and recommend improvements to further protect the future of capital investments.

Recommendations from Envision Shakopee will be considered and incorporated.

3.2 Park and Trail Classifications

The Planning Team will work with City staff to review and confirm, modify, or add to existing park classifications, and preferred facility level of service standards. Facility standards include level of service standards and the population served per recreational facilities and park amenities. These will be based on National Park and Recreation Association guidelines as well as the Planning Team's national experience and comparison with peer/survey agencies.

3.3 Park and Trail Classifications and Level of Service Standards

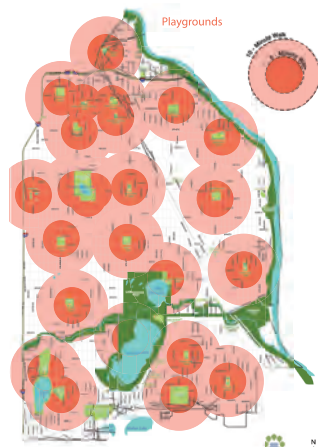
The Consulting Team will work with the City of Shakopee to review and confirm, modify or add to existing park classifications, and preferred facility standards for all park sites, trails, open space amenities and indoor and outdoor facilities. These classifications will consider size, population served, length of stay, and amenity types/services. Facility standards include level of service standards and the population served per recreational facilities and park amenities. Any new or modified classification or standard will be approved as required. These are based on regional, statewide or nationally accepted parks and recreation standards, as well as the Consulting Team's national experience and comparison with peer/survey cities. Deliverables will be easy for decision makers to understand and translate to implementation goals and plans.



PARKS:	2013 Inventory - Developed Facilities										2013 Facility Standards		2018 Facility Standards	
	CCRC Inventory	City/CCRC	Island	Club	Club	County	Total	Current Service Level based upon population	Recommended Service Level	Population Served by Local Service Area	Most Standard	Additional Facilities/ Amenities Needed	Most Standard	Additional Facilities/ Amenities Needed
Park Type														
Local Parks (1-10 acres)	26.25	-	-	-	-	26.25	0.32	acres per 1,000	1,000	1,000	Most Standard	-	Most Standard	-
Community Parks (11-100 acres)	189.37	-	-	-	-	189.37	2.14	acres per 1,000	1,000	1,000	Need Excess	21	Need Excess	58
Signature Parks (100+ acres)	279.27	-	-	-	-	279.27	4.02	acres per 1,000	1,000	1,000	Most Standard	-	Most Standard	-
Underdeveloped Parks	13.38	141.20	-	-	-	154.58	1.76	acres per 1,000	1,000	1,000	Most Standard	-	Most Standard	-
Greenways	53.83	-	-	-	-	53.83	0.56	acres per 1,000	1,000	1,000	Need Excess	122	Need Excess	141
Total Park Acres	561.05	141.20	-	-	-	702.25	8.94	acres per 1,000	1,000	1,000	Need Excess	6	Need Excess	51
OUTDOOR AMENITIES														
Playgrounds	6.00	-	11.00	-	25.00	42.00	1.00	structures per 1,000	1,000	1,000	Most Standard	-	Most Standard	-
Spray Pads	2.00	-	-	-	2.00	2.00	1.00	structures per 1,000	1,000	1,000	Need Excess	2	Need Excess	3
Power/Arcade/Shellies	14.00	-	-	-	14.00	14.00	1.00	structures per 1,000	1,000	1,000	Most Standard	-	Most Standard	-
Boxcar Field	-	-	23.00	1.00	3.00	27.00	1.00	fields per 1,000	1,000	1,000	Most Standard	-	Most Standard	-
Tennis Courts	-	-	12.00	11.00	4.00	27.00	1.00	fields per 1,000	1,000	1,000	Most Standard	-	Most Standard	-
Multi Purpose Fields	2.00	-	3.00	14.00	-	19.00	1.00	fields per 1,000	1,000	1,000	Need Excess	3	Need Excess	5
Handball Courts	2.00	-	8.00	-	12.00	22.00	1.00	courts per 1,000	1,000	1,000	Most Standard	-	Most Standard	-
Tennis Courts	-	-	37.00	-	50.00	87.00	1.00	courts per 1,000	1,000	1,000	Most Standard	-	Most Standard	-
Multi Use Trails (Miles)	16.00	-	-	-	16.00	16.00	0.18	miles per 1,000	1,000	1,000	Need Excess	19	Need Excess	23
Amphitheater	1.00	1.00	-	-	1.00	3.00	1.00	seats per 1,000	1,000	1,000	Most Standard	-	Most Standard	-
Ball Park	1.00	-	-	-	1.00	1.00	1.00	seats per 1,000	1,000	1,000	Need Excess	1	Need Excess	1
Volleyball PM	2.00	-	-	-	2.00	2.00	1.00	seats per 1,000	1,000	1,000	Most Standard	-	Most Standard	-
Outdoor Aquatic Center (Square Feet)	48,183.50	-	-	-	48,183.50	48,183.50	0.55	SF per person	0.55	0.55	Most Standard	-	Square Feet	Most Standard
Mountain Community Center (Square Feet)	148,225.00	-	-	-	148,225.00	148,225.00	1.67	SF per person	1.67	1.67	Most Standard	-	Square Feet	Most Standard
2013 Estimated Population	87,448													
2018 Estimated Population	95,255													

3.4 Recreation Program Assessment

Recreation programs and special events are the backbone of park and recreation agencies. This assessment will review how well the City of Shakopee aligns itself with community needs. The



goal of this process is to provide recreation program enhancements that result in successful and innovative recreation program offerings. The Consulting Team will provide insight into recreation program trends from agencies all around the country. The process includes analysis of:

- Age segment distribution
- Lifecycle analysis
- Core program analysis and development
- Similar provider analysis/duplication of service
- Market position and marketing analysis
- Review of program development process
- Backstage support, or service systems and agency support needed for excellent service

Ultimately, the outcome of the process will be the creation of a dynamic recreation program plan that results in increased registration, drives customer retention and loyalty, improves customer satisfaction, and increases revenues. Additionally, it will help focus staff efforts in core program areas and create excellence in those programs deemed most important by program participants.

TASK 4: PARK AND TRAIL PLANNING AND DESIGN

4.1 Park Master Planning

The Planning Team will prepare a draft of the Parks and Recreation Comprehensive Plan report which will include maps, photos, diagrams, charts and narrative text and be consistent with the Metropolitan Council's 2040 Regional Parks Policy Plan and Planning Handbook Policies and Strategies. We will work with the City to coordinate the format and layout of the document to fit into Envision Shakopee, 2040 Comprehensive Plan document. The document will outline strategies taking into account all analysis performed and consider the fiscal and operational impacts to the City of Shakopee as well as prioritization and a strategic action (implementation) plan. The draft plan will be presented to city Staff for review and comment. Any necessary revisions will be made before presentation to PAC. Our team will review Envision Shakopee Project and incorporate appropriate components to both the individual master plans and from a broader perspective as to how it fits into the current and future park system. We will identify gaps and provide recommendations for parks, trails, facilities and recreation enhancements as well as updated master plans, cost estimates and prioritization for key individual parks, trails and connections in the system that may include the following:

Community Parks:

- Memorial Park
- Lions Park
- Huber Park
- Archery and Boat Launch
- Tahpah Park/ Stadium
- Riverside Fields
- Quarry Lake
- Southbridge Park
- 17th Ave. Sports Complex
- Westminster Park
- Green Meadows Park
- Future Park Needs

Key Connections:

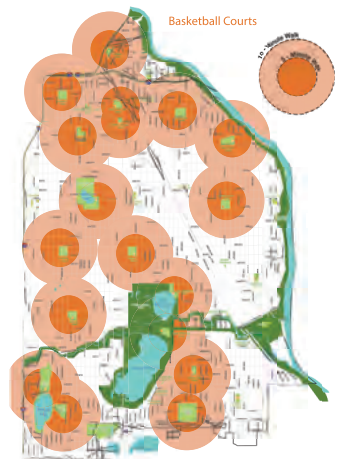
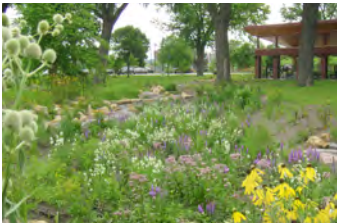
- Minnesota Valley State Trail
- Dean Lake Trail
- Quarry Lake Trail
- Lake O'Dowd Trail
- Tahpah Park Drainageway Trail
- River Valley Snowmobile Trails
- The Landing
- MN Valley National Wildlife Refuge
- Valleyfair
- Canterbury Park
- SMSC Land
- Open Space Parcels

4.2 Park-a-palooza

The climax of our planning work will be a park-a-palooza event where we will collaborate with city staff and identified stakeholders to develop key park and trail planning/ design moves that utilize the information collected up to that point. This modified charrette format allows for an intense period of idea generation and visioning in a cost efficient manner. Results of this exercise will directly integrate into the Draft Master Plan. Our entire team will be present and we will work with the city to determine the appropriate staff representatives and whether the public should be involved at a particular stage.

4.3 Draft Plan and Presentation (PAC+ Public)

We will assist City staff in presenting the draft plan to PAC, Planning Commission, City Council, and other necessary agencies. Additionally, our team will review the draft with key focus groups and stakeholders from the city's high priority populations. This further reinforces the relationship between the planning process and the public and allows residents to see how their input influenced the draft plan. This is a critical step in looping back in to the community and is one of the most common comments we get regarding public engagement - people want to stay in touch with the process and see that their voices are being heard. This may be one of the most important steps in relationship building.



Additionally, elements of the draft plan (especially park concept plans) are great elements to share with the public in pop-up event formats and we will link key components to the online tool to get further feedback from interested public members. Based on feedback provided by city Staff, the Planning Team will then modify the plans and finalize the document for final submission to the Planning Commission and City Council.

TASK 5: STRATEGY AND IMPLEMENTATION

5.1 Capital Improvement Visionary Plan

We will work with city staff to develop a 15-year CIP describing future park and trail improvements with recommended funding sources. Additionally, our team will assist city staff in prioritizing how current and future park dedication funds should be utilized to best meet the community's park and recreation needs in the future.

5.2 Prioritize Recommendations

We will work to identify major funding needs such as any future land acquisition needs, and the development of new and modified parks, trails, open space, and recreation facilities needs. Additionally, we will develop a repair and replacement schedule for major park infrastructure with an emphasis on larger, heavily used facilities. The culmination of the analysis will result in a prioritized recommendations plan providing guidance to the City of Shakopee for investing in, improving and developing parks, facilities, trails, natural resources, and open space. The resulting capital improvement plan will reflect community needs identified in the staff, committee and stakeholder meetings, the public input process, demographics, prioritized facility and program needs analysis, and physical analysis. The capital improvement plan will establish a clear 15-year vision for the Shakopee Parks and Trails system that will meet future community needs.

5.3 Maintenance and Operations Analysis

Our team will evaluate governance of the City of Shakopee's core functions in the overall structure with recommendations on how to operate in the most effective functional and efficient manner. The Consulting Team will conduct a work session with key management staff on what they consider to be core essential services, important services, and value-added services based on observations, individual interviews, focus group interviews and operating practices. The outcomes of these work sessions will be:

- All services and functions of the agency are classified as (a) Core, (b) important, or (c) Value Added based on definitions and criteria agreed upon with the Project Team.
- Appropriate performance measures for each classification of service will be determined and applied to all functions and services.
- The Consultant Team will compile the results of the work session into a summary of services and functions by classification. Additionally, broad performance standards for each service and function that align with their classification will be developed. An example of how these performance standards as cost recovery expectations can be applied is illustrated in the table below.

Service Category	Description	Cost-Recovery Expectations
Core	Services the agency <u>must</u> provide to meet its mission, and statutory and/or regulatory obligations; maintains valuable assets and infrastructure investments; essential to protect visitor safety; preserves the integrity of natural and cultural resources; reasonably expected and supported (or demanded) by visitors	Largely supported by taxes with little or no cost-recovery
Important	Services the agency <u>should</u> provide or are important to effectively serve visitors; may expand or enhance provision of core services; broadly supported and utilized by visitors, although support may be conditional upon the perceived benefit, quality, and pricing of the services	Supported by a balance of taxes & earned revenues
Value Added	Services the agency <u>may</u> provide when they are fiscally sustainable through visitor support; add value above and beyond what is required or expected of the agency's core functions; are easy opportunities to integrate alternative providers and operators into providing services at one or more sites	Heavily or fully supported by earned revenues

The Consulting Team will review, refine, if necessary, maintenance protocols for parks, open spaces and trails to ensure appropriateness, efficiency, and sustainability. The plan will identify recommendations for routine and preventative maintenance programs, work management, asset lifecycle management, customer feedback program, performance measurements, staffing



levels and equipment managements.

The Consulting Team can also perform an analysis of the current practices of the City to evaluate its operational situation. This analysis will identify future City organization and staffing needs, improved operational efficiencies, policy development, process improvements, system and technology improvements, and marketing/communication opportunities. This review will include comparison of current policies with national standards of best practice agencies. The Consulting Team will recommend policies and adjustments to current policies where enhancements may be needed or gaps are identified.

5.4 Funding and Revenue Strategies

Funding strategies will be developed based in part to our review and analysis of the facilities as well as the national experience brought by the Consulting Team. The Consulting Team has identified numerous funding options that can be applied to the Master Plan based on the community values. The funding strategies to be evaluated for recommendations will include at a minimum:

- Fees and charges options and recommendations
- Endowments/Non-profits opportunities for supporting operational and capital costs
- Sponsorships to support programs, events, and facilities
- Partnerships with public/public partners, public/not-for-profit partners and public/private partnerships
- Dedicated funding sources to support land acquisition and capital improvements
- Development agreements to support park acquisition, open space and park and facility development
- Earned Income options to support operational costs
- Land or facility leases to support operational and capital costs
- Identify grant opportunities and resources to construct parks and facilities identified in the Master Plan including suggested timelines.
-

5.5 Implementation Plan Refinement

The supporting vision and mission statements will be affirmed or developed with senior City of Shakopee staff in a work session. Following this effort, goals/objectives and policies will be established and prioritized. Upon consensus of all technical work, the remaining action plan will be completed with supporting strategies, actions, responsibilities, priorities/ timelines and teams. This will be reviewed with senior City staff in a half-day workshop.

TASK 6: DOCUMENTATION AND DELIVERABLES

6.1 Final Parks and Trails System Plan Preparation & Adoption

The final deliverable will be a written report of findings and recommendations in a highly graphic 8.5" x 11" format with a combination of text, graphics and photographs. The final plan will be prepared and delivered along with any associated appendices (technical reports organized in book format) for inclusion in the 2040 Comprehensive Plan update and as a stand alone document. Our team will work with the PAC, PRAB, Planning Commission, City Council, and City staff to finalize the Systems Plan that will include, at a minimum, the elements below:

Final Deliverables:

- Existing and future demographic analysis
- Park and facilities inventory and analysis
- Park typology classification and identification
- Recreation programming assessment
- Level of service assessment
- Community survey to assess use and need
- Continued Engagement strategy
- Communications strategy
- Marketing and branding strategy
- Unifying design elements and wayfinding
- Opportunity identification, concept planning, cost estimations and prioritization for individual parks within the system
- New park and facility concepts and target areas
- Review of funding sources including park dedication, fee revenues and enterprise activities
- Maintenance and operations assessment and strategy
- Recreation programming assessment and strategy
- Capital Improvement Plan, 15-year plan
- System-wide priorities, actions and cost estimate matrix
- Progress evaluation matrix

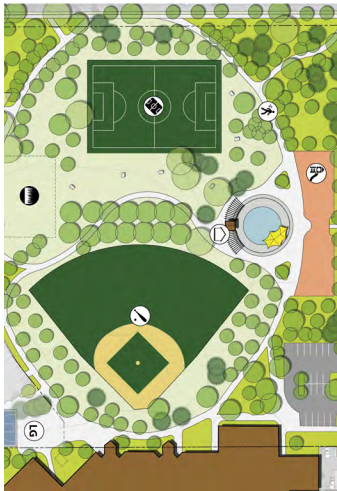
THE CITY'S ROLE IN THE PARK AND RECREATION COMPREHENSIVE PLAN UPDATE

We anticipate working closely with city staff in an effort to efficiently and cost effectively deliver the plan update and avoid duplication and overlap with previous efforts, and existing information. As



such, we will rely on staff to provide information related to demographic analysis; assist with the identification of park characteristics and assist with outreach and engagement efforts. In addition, the City of Shakopee will provide all relevant documents with direct impact on the Parks and Trails system as well as GIS data for the park system, input and review of draft materials, staff liaison for our team and the public engagement, and technical assistance and information as needed to complete the plan.

Our community engagement strategy will incorporate city staff input and assistance - this will build critical relationships but also provide budget efficiencies. It is anticipated that the consultant team will develop materials that will be used by both city staff and our team and that city staff will be working side-by-side with our team during engagement efforts. City staff will also be providing public engagement independently. Our online engagement tool will be set up to allow our project team and city staff to enter data as it is received so we have a full catalog of engagement efforts recorded. Additionally, our team expects to work with the city in creating and posting updates on the city's website to generate more traffic.



PROPOSED TIMELINE

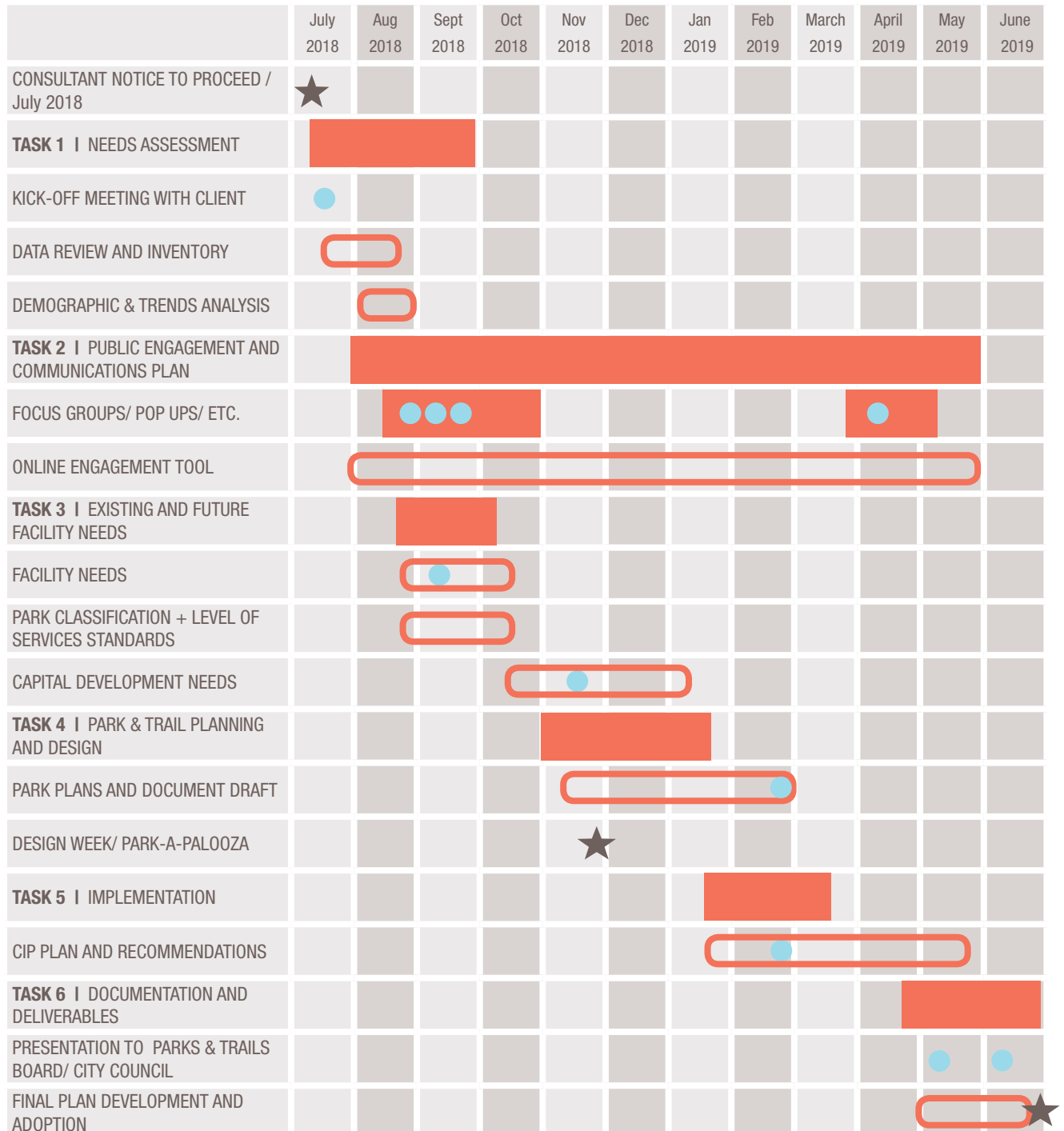
Based upon our understanding of the project, the scope of services, and the desire for there to be drafts of the plan by June, 2019, we propose the following schedule to complete the Shakopee Parks, Trails and Recreation Master Plan. Ultimately, the ability to complete the process as outlined is dependent on staff review time and the ability to schedule necessary meetings in a timely fashion.

Our team is immediately available to commit the necessary time and resources to your project in order to deliver the City of Shakopee a complete, concise, accessible and community-supported park system master plan to guide the implementation of the community's vision for a sustainable 21st century parks and recreation system.

LEGEND

★ KEY DATES

● KEY MEETING TIMEFRAMES



SECTION FIVE | FEE PROPOSAL



Following is our fee to provide professional services and deliverables as outlined in our 'Scope of Services' as a "not-to-exceed" agreement for the itemized total cost (including all reimbursables) is estimated as follows:

Task 1: Needs Assessment / \$17,500.00

Kick off Meeting, Park Tour, Data Review and Inventory, Project Schedule and Work Plan, Demographic and Trends Analysis, Recreation Program Assessment, Park Classification and Level of Service Standards



Task 2: Public Engagement and Communications Plan / \$35,000.00

Stakeholder and Focus Group Meetings, Open House Events, Intercept and Pop Up Events, City and Parks and Trails Board Meetings, Online Engagement Tool, etc.

Task 3: Existing and Future Facility Needs / \$17,500.00

Facility Analysis, Park and Trail Classification, Level of Service Standards, Recreation Program Services Assessment



Task 4: Park and Trail Planning and Design / \$32,500.00

Park Master Planning, Park-a-palooza, Draft Plan and Presentation, Check-In with High Priority Populations, Online Engagement Updates

Task 5: Implementation / \$30,000.00

15-Year CIP, Maintenance and Operations Assessment, Funding and Revenue Strategies, Implementation Plan

Task 6: Documentation and Deliverables / \$15,800.00

Final Parks and Trails Systems Plan, Graphics, Online Tool Updates, Final Reports, Adoption

Total not to exceed fee of One Hundred Forty-Eight Thousand Three Hundred Dollars **(\$148,300.00)**

Reimbursables are included in the above fee and cover travel, meeting materials, online web-mapping engagement tool and administration, reasonable printing and other expenses for engagement meetings, team meeting agendas and notes, and review and presentation purpose materials. Costs also include up to 3 copies of final master plan document, and a full digital package of the document.

ADDITIONAL SERVICES

Additional Public Outreach Elements

Providing food and childcare or additional activities for children to be occupied but near their parents is an essential element for public engagement and can help reduce barriers for underrepresented groups. Each city is unique in their approach to providing these elements for the public. We have included the inclusion of food for 6 focus group meetings. If selected, we will work Shakopee to define and provide the approach. If needed, we could provide food and child activities for additional focus groups for high priority populations, or larger community event meetings. We would prioritize local, culturally diverse food options first.

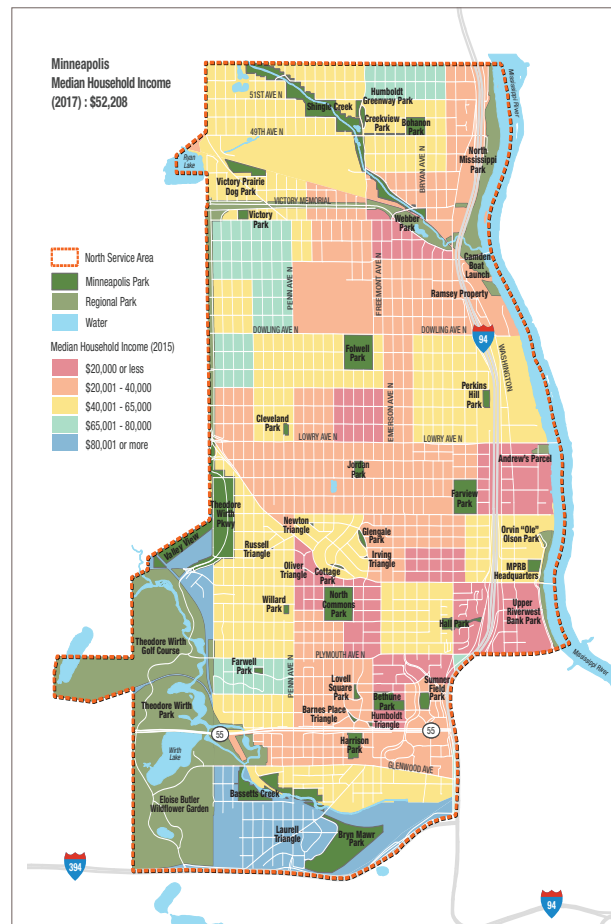
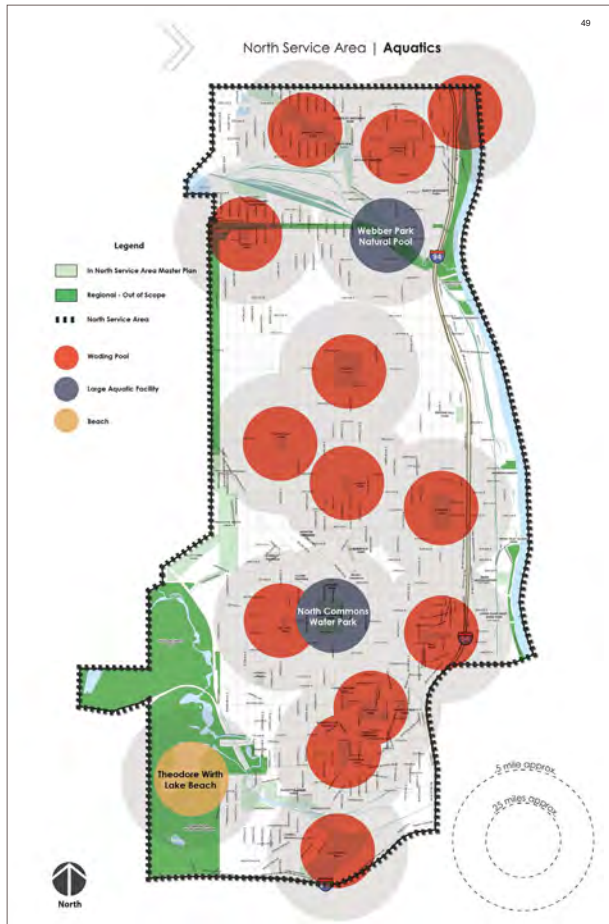
Additional Public Outreach Elements can range depending upon food costs and quantity / \$400-\$1,000 per event



Additional Printing

Printing of the final document beyond the three copies and any large scale printing of presentation materials for public engagement and pop-up open events beyond the original scope will be billed at cost and approved by the City prior to printing.





Features

- **Regional Park System Master Plan**
- Comprehensive Inventory and Assessment
- Extensive Community Engagement
- Multi-Disciplinary Collaboration
- https://www.minneapolis-parks.org/park_care__improvements/park_projects/current_projects/north_service_area_master_plan/

NORTH SERVICE AREA MASTER PLAN (NSAMP) | MINNEAPOLIS, MINNESOTA

Client: Minneapolis Park and Recreation Board

Contact: Adam Arvidson, Project Manager / 612.230.6470

The Minneapolis Park and Recreation Board (MPRB) manages more than 6,700 acres of public land. The agency management structure is organized around five geographic Service Areas. In 2014, MPRB embarked on an ambitious and critical effort to master plan every service area and all the park assets that lie within them. These master plans will guide system-wide capital improvements, management, and operations. Confluence was retained by the Minneapolis Park and Recreation Board (MPRB) to develop two of the five plans. We are currently leading a multi-disciplinary team in developing the North Service Area Master Plan. Bounded by the northern and western city limits, the Mississippi River to the east, and I-394 to the south. The North Service Area includes 32 park properties, 6 community/ recreation centers, and 3 regional park and trail areas. NSAMP is the most demographically diverse Service Area in the City and the most diverse and economically challenged regions in Minnesota.

The NSAMP will be a written and graphic document that creates a vision for all neighborhood parks in the service area. It will include concept master plans for each park facility, from the large parks like North Commons down to the tiny triangles. It will provide resources for MPRB staff in implementing the designs—resources like cost estimates, maintenance forecasts, documentation of land issues, and park background—and will make a promise to the public about transforming the face of neighborhood parks for the next 30 years.

The NSAMP is as much process as product. Community engagement is central to the development of the concept plans, but is also an important trust-builder. Though the stated end product of the NSAMP project is a written and graphic vision document, the real work is about engaging with the community to that end.

PROJECT EXPERIENCE - CONFLUENCE + PROS + PCIM



DAKOTA COUNTY PARKS VISITOR SERVICES STRATEGIC OPERATIONS PLAN (ONGOING) | DAKOTA COUNTY, MINNESOTA

Client: Dakota County

Contact: Mary Jackson, County Project Manager, Dakota County Office of Planning / 952.891.7039 / mary.jackson@co.Dakota.mn.us

PROS Consulting, along with Confluence, were engaged by Dakota County to prepare its first Visitor Services Strategic Operations Plan (VSSOP). The county's park system is young and growing, and a plan was needed to provide:

- A contemporary understanding of County residents' expectations for recreation services
- An inclusive vision for recreation and service provision in Dakota County Parks to maintain a strong identity, retain current users, and offer new relevant opportunities for the many County residents not using the system
- A responsive plan for providing the preferred level of service for recreation that identifies operational needs and strategic approaches for effective and sustainable service delivery.



Our multi-disciplinary team crafted a planning process to strategically enhance visitor services to will increase resident use of the County park system. The overall planning effort includes developing:



- A detailed Market and Demographic Analysis to provide an understanding of the market served and distinguish customer groups.
- A Visitor Service and Program Assessment to inventory existing programs and services, assess programmatic objectives, confirm audiences being reached, evaluate financial performance, and recommend improvements to performance management.
- A Park and Facility Assessment to understand the portfolio of built assets that support visitor experiences and programs, including facility condition, use, location, and potential.
- Benchmarking to collect uniform information from comparable and model park agencies on selected services.
- A robust Public Engagement and Outreach effort focused on not only existing users, but also non-users, and traditionally under-represented groups such as racial and ethnic minorities, people with disabilities, elders, youth, and low income households.
- A Needs Assessment which synthesizes findings from community engagement, previous/related planning efforts, public surveys, operational assessments, and other research into a quantified priority listing to guide physical, operational, and programmatic needs and provide a basis for strategic action plans.
- An Operations and Staffing Plan that establishes operational standards for the full operation of the system including program standards, FTEs needs, technology requirements, customer service requirements and administrative support based on identified outcomes.
- A Financial Plan that documents the financial situation of the service area and/or business centers therein and reviews the budget, pricing policy, user fees, current and other revenue generating opportunities, grant opportunities, and revenue and expenditure forecasts.



SOUTH SERVICE AREA MASTER PLAN | MINNEAPOLIS, MINNESOTA

Client: Minneapolis Park and Recreation Board

Contact: Adam Arvidson, Project Manager / 612.230.6470

The Minneapolis Park and Recreation Board (MPRB) manages more than 6,700 acres of public land, which is organized around five geographic Service Areas. In 2014, Confluence was retained by MPRB to develop the first of the five plans, the South Service Area Master Plan (SSAMP). After the completion of the award-winning SSAMP, Confluence was selected to complete the North Service Area Master Plan (NSAMP), which is currently on-going.

The intent of the service area master plans was to create a plan that is a direct result of community direction and decision making that would guide all future development and capital improvements for the next 20 years. As lead consultant, Confluence worked with the MPRB to facilitate one of the largest public engagement processes including over 100 events and activities, preparing all presentation graphics and tools, compiling the data gathered and applying this data to the individual parks and area wide master plans.

Confluence worked with PROS consulting to identify gaps in level of service, provide benchmarking, demographic analysis, and recreational trends analysis both regionally and nationally. This data helped to identify underserved neighborhoods, access issues, and services most utilized by the community.

Confluence used its design/ planning expertise to conduct charrettes bringing in principals from our other office locations to work with the MPRB team to design multiple concepts for 65+ parks. Confluence was responsible for putting together the final master plan documents, providing clear direction for the long-term growth, implementation and management of the service areas.

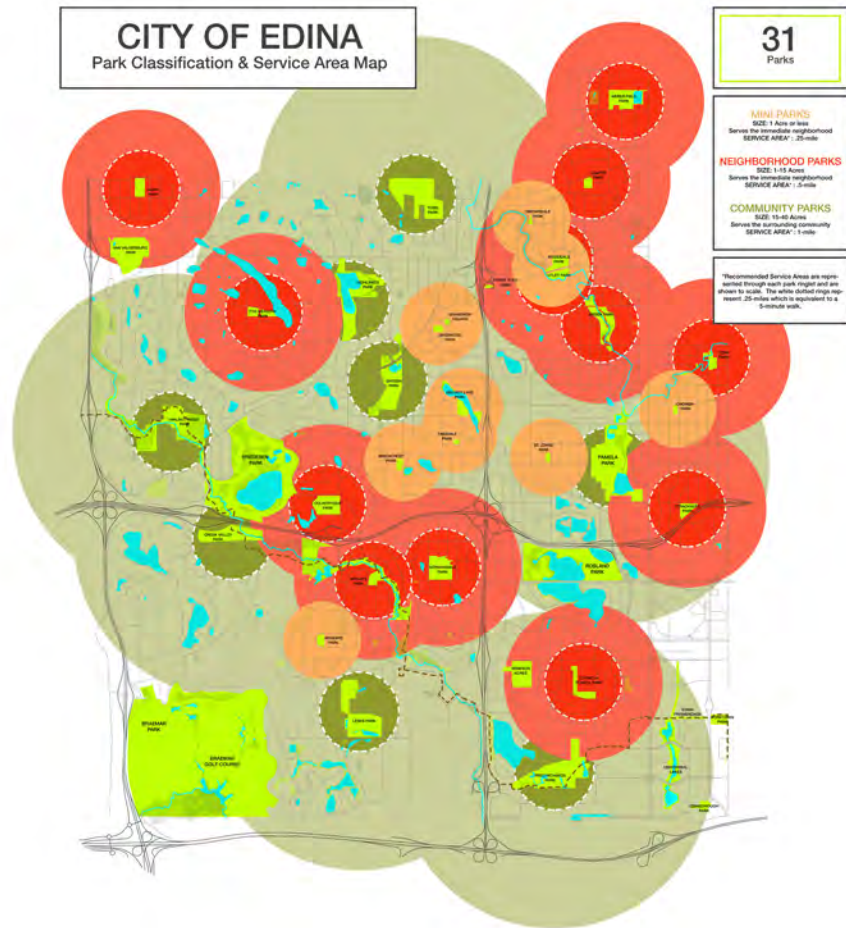
As project manager Terry Minarik was responsible for all team coordination and project tasks including public engagement, analysis and inventory, master planning and final documentation. Project Manager Brad Aldrich, was responsible for master plan development and information synthesis of project tasks, including public engagement. Emily Neuenschwander provided graphic design, assistance throughout the master planning process and was integral in the public engagement. PROS Consulting was a part of the SSAMP consultant team.

- Comprehensive Inventory and Assessment
- Demographic, Benchmark and Trends Analysis
- Community Engagement
- Individualized Park Plans for 65+ parks
- Cost and operational impact estimates
- Master Plan documentation



Features

- System-wide parks and recreation master plan
- Public Engagement
- Multi-Disciplinary Collaboration
- Site Inventory and Analysis
- Funding and Implementation Recommendations



PARK SYSTEM MASTER PLAN | EDINA, MINNESOTA

Client: City of Edina, Minnesota

Contact: Ann Kattreh, Parks and Recreation Director / 952.826.0430 / akattreh@edinamn.gov

Confluence assisted the City of Edina, Minnesota in the development of a Park, Recreation and Trails System Master Plan. This comprehensive planning document is intended to provide a clear 20-year vision for the Edina park system and serve as the basis for decision making related to the development and redevelopment of parks, local and regional trail connections, recreational opportunities and funding.

Our team conducted a detailed site inventory and analysis for each of the 40 parks and open spaces that comprise the 1,550 acre system. This inventory included review of existing features and programming; condition; access; and use. This information will be used to guide recommendations on future improvements and enhancements.

As part of the planning process, Confluence facilitated a series of public engagement opportunities allowing community residents and other stakeholders to assist in identifying needs, strengths, weaknesses and opportunities. The planning team also provided project related information and updates that are being shared via the City's website.

The final document is a user-friendly park system master plan report including maps; photos; diagrams; charts; narrative text; identification of capital costs; and prioritization and phasing of improvements and upgrades to guide the implementation of the community's vision for vibrant and sustainable 21st century Parks and Recreation system.



70+

COMMUNITY MEMBERS
PARTICIPATED AS
STAKEHOLDERS



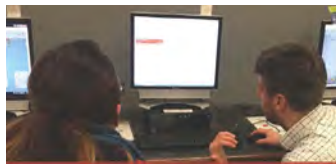
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COMMUNITY MEMBERS
ATTENDED AN OPEN HOUSE



696

COMMENTS WERE GATHERED THROUGH THE
ON-LINE ENGAGEMENT PLATFORM



389

RESPONDENTS WERE REACHED THROUGH
THE ON-LINE QUESTIONNAIRE



DULUTH TRAVERSE TRAIL MASTER PLAN | DULUTH, MINNESOTA

Client: Park and Recreation, City of Duluth

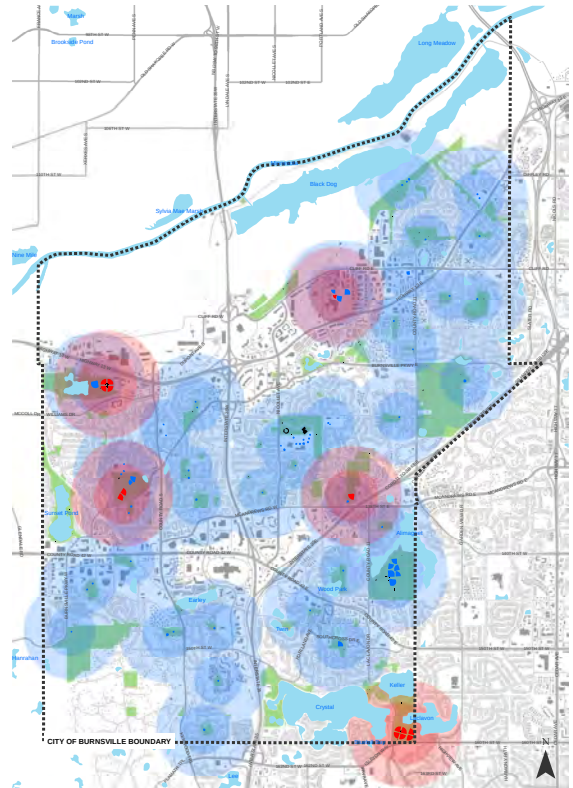
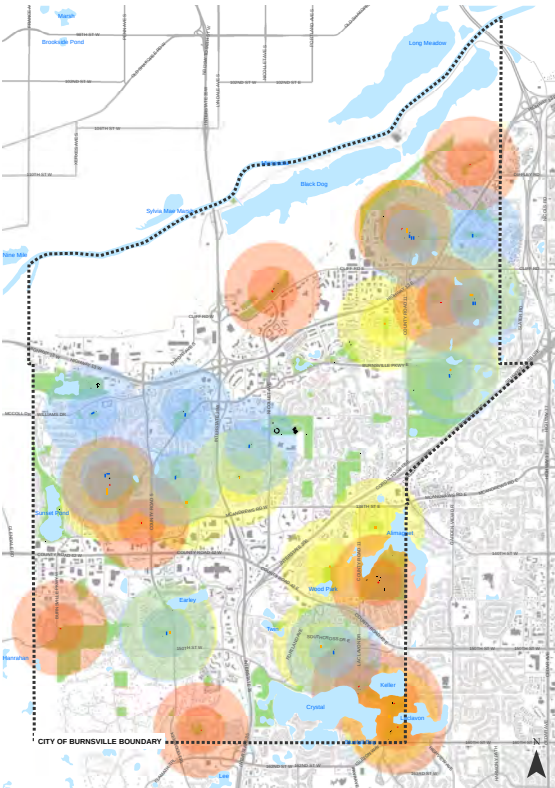
Contact: Jim Shoberg | Project & Trail Coordinator / 218.730.4316

Features

- Trail Master Plan
- Public Engagement
- Multi-Disciplinary Collaboration
- Site Inventory and Analysis
- Funding and Implementation Recommendations

The Duluth Traverse is a multi-use trail system linking neighborhoods and people to green spaces and our parks. It is a single-track, natural surface trail, purpose built for mountain bikes, stretching the entire ridge line of Duluth from Lester Park in the east to Chambers Grove Park in the west. It will be the first 100-mile trail system of its kind, wholly within an urban environment. By the end of the 2017 build season, 85 miles will have been completed. This project is a shared vision between The City of Duluth and the Cyclists of Gitchee Gumees Shores (COGGS). Although purpose built for mountain biking this trail is intended to be a multi-use trail system open to all human-powered users. Besides mountain bikers, trail users include runners, hikers, dog walkers in the summer and fat tire winter biking, snowshoeing and back country skiing in the winter months.

Confluence led a team of mountain bike and natural trail surface design experts to analyze the built trail sections, plans for future segments, associated infrastructure needs, neighborhood connection opportunities, and natural resource protection elements that will make this trail system and national model for long-term sustainability. Extensive public engagement and use of an online, interactive Social Engagement Tool facilitated robust public discussion, networking, and community building among trail user groups. Our team integrated photography into a graphically rich master plan document that celebrates mountain biking and the City of Duluth's landscapes, parks, and people.



¡NOS GUSTARIA SUS COMENTARIOS!



PARKS & RECREATION SYSTEM MASTER PLAN | BURNSVILLE, MINNESOTA

Client: City of Burnsville

Contact: Garrett Beck, Parks, Recreation and Facilities Director / 952.895.4516

The city of Burnsville operates a diverse park system in the south metropolitan Twin Cities area. Confluence was retained by the City of Burnsville in 2016 to update the City's Parks Master Plan previously completed in 2000. The purpose of the update was to help prioritize programs and projects which would guide the park systems future development and redevelopment efforts and identify gaps in service.

Confluence along with PROS consulting, provided a full system analysis including demographics, current and emerging trends, level of service, benchmarking, program analysis and a thorough community and stakeholder engagement process.

The plan concluded with a frameworks plan which identified recommendations and strategies for the park system including a CIP review.



PARKS SYSTEM MASTER PLAN | DEEPHAVEN, MINNESOTA

Client: City of Deephaven Parks and Trails

Contact: Dana Young, Administrator-Clerk/Treasurer / 952.358.9939

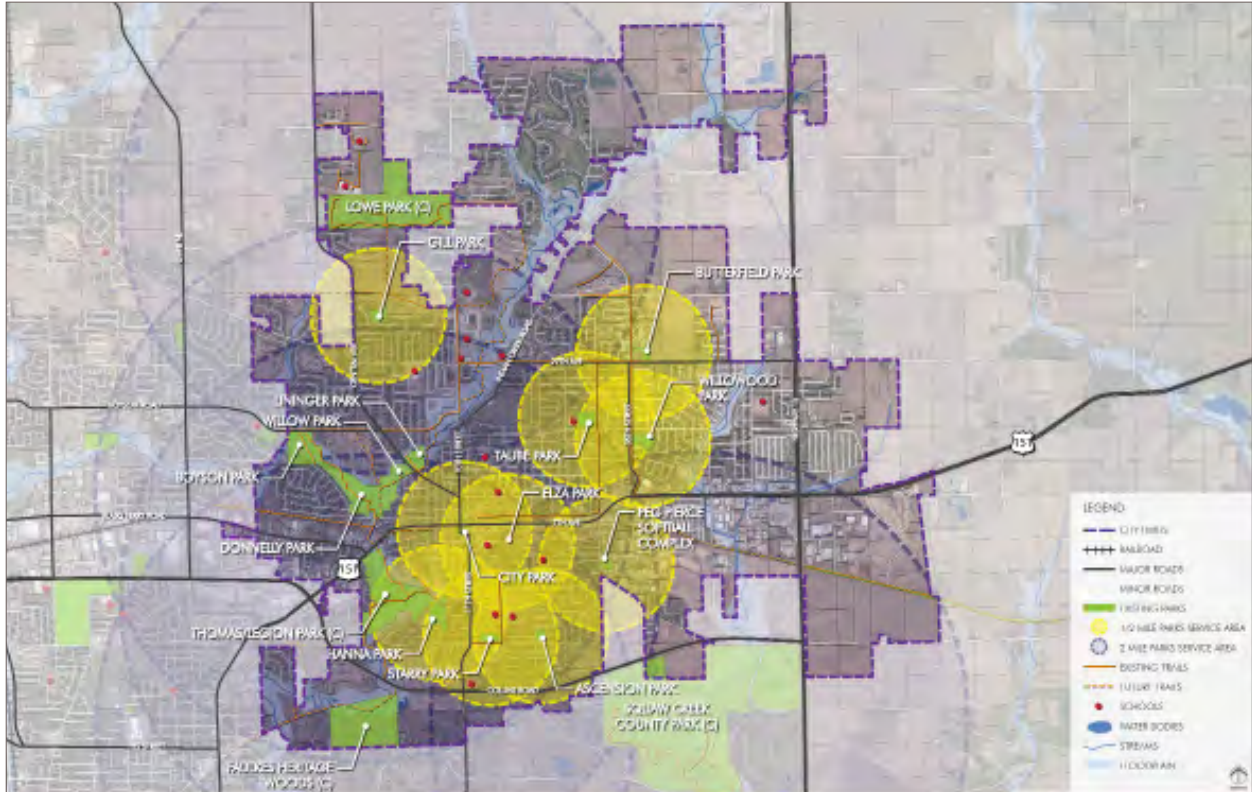
Deephaven is a community on the Southeast shore of Lake Minnetonka. Several traditional parks and natural areas make up the internal fabric of the City, as well as 6 public beaches and a landing for boat access. The beaches range from a large public facility with a parking lot and combined marina to several more secluded neighborhood beaches scattered throughout the City. The water access points are a unique asset for the City's residents, and are being planned to maintain their quality by balancing increased resident traffic with environmental initiatives that protect the lake.

Confluence is leading a master planning effort for all of the public parks in the City with a particular emphasis on the beaches and public water access points. Balancing high usage human needs, such as restrooms and potable water, parking, trail connections, with environmental issues such as stormwater quality and geese management is a significant challenge requiring creative problem solving and placemaking. A hierarchy of beach types will guide the development and improvements within these spaces to preserve this unique amenity for future City residents.

Features

- System-wide Parks and Recreation Master Plan
- Balancing human needs and environmental issues
- Natural Resource Protection
- Beaches and Lake Access





COMPREHENSIVE PARKS SYSTEM MASTER PLAN | MARION, IOWA

Client: Marion Department of Parks and Recreation

Contact: Mike Carolan, Director of Parks and Recreation / 319.377.4846

Confluence and PROS Consulting collaborated to develop a city-wide Parks and Recreation Master Plan to guide the City of Marion, Iowa's Park and Recreation department over the next ten years and beyond. The current system consists of over 600 acres including forty-four parks and greenspaces, three athletic complexes, a cemetery, trail systems and other City facilities.

The goal of the project was to develop a community-supported plan that provides guidance for future development and redevelopment of the City's parks, recreation programming, aquatics, open space, trails and facilities. The Master Plan will guide policy development, prioritize demands and opportunities, and generate a strategic action plan for incorporation into the City's Comprehensive Plan.

As part of the project, Confluence facilitated a public engagement process involving both a steering committee and the general public to ensure that the final recommendations reflect the community's needs and desires.



Features

- Facility Review and Assessment
- Long Range Planning
- Greenway Assessment and Protection Recommendations
- Capitol Improvement Planning
- Public Participation
- Multi-Disciplinary Collaboration

PROJECT EXPERIENCE - CONFLUENCE + PROS

[illegible]

OLATHE PARKS AND RECREATION LONG RANGE MASTER PLAN | OLATHE, KANSAS

Client: City of Olathe, Kansas Parks and Recreation Department

Contact: Brad Clay, Interim Director / 913.971.8600

Over the past thirty-five years, the City of Olathe has experienced significant growth resulting in increased demand upon the services that are provided by the City and greater impact on the infrastructure and facilities within the Olathe planning area.

The City's existing park system includes over 32 parks and open spaces; stream way, bicycle and pedestrian trails; two large lakes and many smaller lakes and ponds; swimming facilities; sports facilities; public buildings; landscaped medians and public right-of-ways. With an abundant supply of vacant land and existing areas ripe for redevelopment, the community must make a choice about how to grow and meet the needs of its residents.

As Olathe's Park and Recreation Department celebrates their many successes, they also understand that the future holds substantial growth and change. These changes include the retirement of their director of 20 years and the addition of a new 72,000 square foot community center. Funding changes include the sunset of the City's existing park sales tax in 2014. To address these successes, future changes and their affects, the City retained Confluence as part of a multi-disciplinary team to update the City's existing Parks and Recreation master plan.

The Master Plan provides guidance for park planning within the framework of the City's Comprehensive Plan. The plan will be used by the City to prioritize park, recreation, and facility needs over the next 7 to 10 years. Olathe's Parks and Recreation Department will use the document as a tool to guide parkland acquisition, facility development, funding mechanisms, operation and maintenance costs and define community standards for parkland, open space, and recreation facilities.

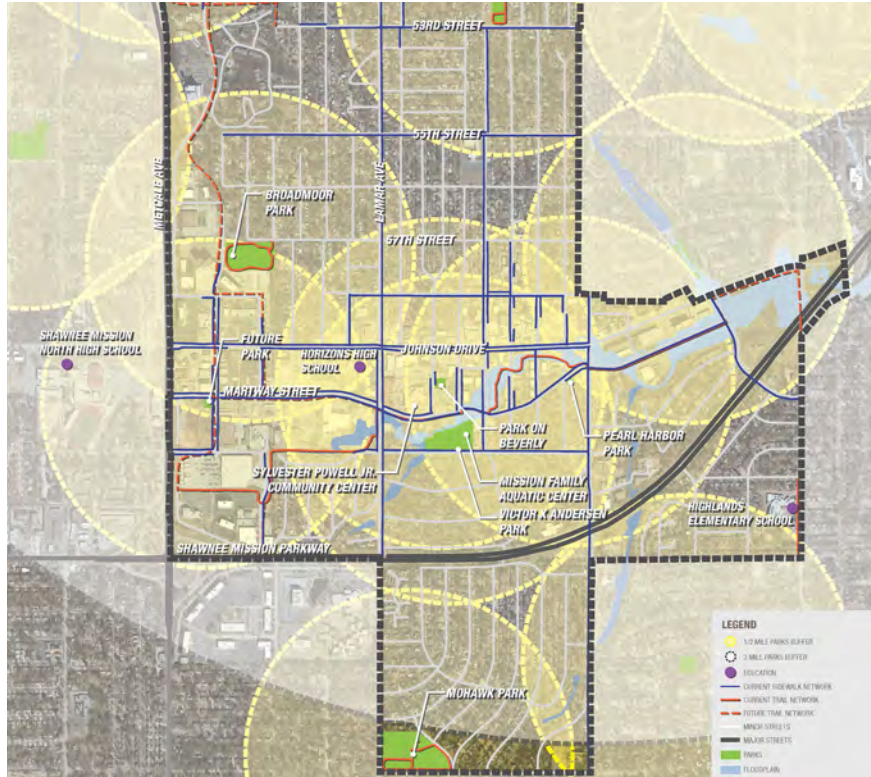
The design team is responsible for assessing the current inventory of parks and facilities; analyzing the City's Demographic Report for future trends; prioritizing needs and locations; and formalizing processes for guiding new park and recreation facility decisions. The final Master Plan will outline a process and strategy for acquisition of parkland based on current and future level of service projections and associated facilities and strategies for funding and revenue generation.

In 2014 PROS Consulting and Confluence completed the master plan, which took nine months to develop and involved all representative departments with an extensive and robust public input process. The master plan provided a framework to respond to citizens' needs and expectations, as well as identifies priorities for the staff to work toward successful implementation

Features

- Comprehensive Park Plan Update + Needs Assessment
- Stakeholder Involvement
- Multi-Disciplinary Collaboration
- Inventory and Analysis
- Level of Service Analysis





PARKS AND RECREATION MASTER PLAN | MISSION, KANSAS

Client: City of Mission, Kansas Parks & Recreation Department

Contact: Christy Humerickhouse, Director / 913.722.8200 / chumerickhouse@missionks.org



In recent years, the City of Mission, Kansas has made great strides in facility expansion and upgrades, including the recent completion of the Mission Family Aquatic Center. The Mission Parks and Recreation Department administers several recreation facilities, including the Sylvester Powell, Jr. Community Center, the Mission Municipal Pool, seven parks totaling approximately 30 acres, and a newly constructed walking/biking trail that connects the town from east to west.

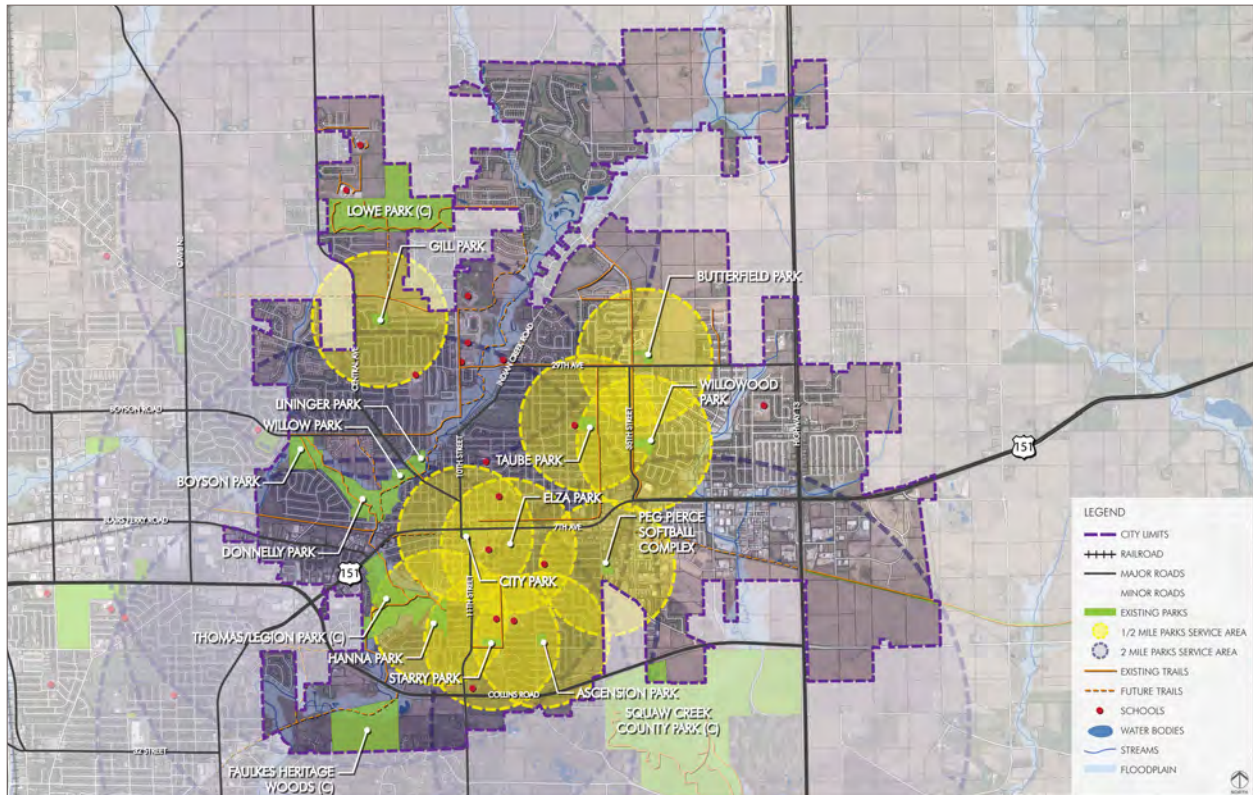
The City strives to meet the future park needs of its citizens through enhancements to existing parks and recreation services. Confluence is leading a multi-disciplinary team to develop a comprehensive Parks and Recreation Master Plan intended to provide a 10-year vision for the City's parks, recreation, open space and trails. The plan will include research, public involvement and the development of recommendations for all aspects of Mission's Parks and Recreation activities.

Features

- Stakeholder Engagement
- Multi-Disciplinary Collaboration
- Inventory + Analysis
- Long Range Planning
- Capitol Improvement Planning
- Use of NRPA's PRORAGIS™ Database

As part of the process, our team conducted a thorough inventory and analysis process by identifying the opportunities and strengths for each individual park, determining the level of service currently provided to the community by each park, and benchmarking Mission's park system in relation to that of similar communities. In addition to this inventory and analysis, Confluence is facilitating a series of public engagement opportunities to allow community residents and other stakeholders to assist in identifying those amenities currently missing or desired in Mission's parks system. Many community members also completed a statistically valid survey. This robust inventory, analysis, and public engagement process will be documented and used to craft appropriate recommendations on future improvements and enhancements to the City of Mission's Parks and Recreation system.

The final document will summarize the process, from needs assessment to implementation, and provide final recommendations to guide park enhancements over the next ten years. Baseline amenities will be identified for each individual park, along with prioritization and phasing of improvements that build on the community's desired vision for the Mission Parks and Recreation system.



COMPREHENSIVE PARKS SYSTEM MASTER PLAN | MARION, IOWA

Client: Marion Department of Parks and Recreation

Contact: Mike Carolan, Director of Parks and Recreation / 319.377.4846

Confluence and PROS Consulting collaborated to develop a city-wide Parks and Recreation Master Plan to guide the City of Marion, Iowa's Park and Recreation department over the next ten years and beyond. The current system consists of over 600 acres including forty-four parks and greenspaces, three athletic complexes, a cemetery, trail systems and other City facilities.

The goal of the project was to develop a community-supported plan that provides guidance for future development and redevelopment of the City's parks, recreation programming, aquatics, open space, trails and facilities. The Master Plan will guide policy development, prioritize demands and opportunities, and generate a strategic action plan for incorporation into the City's Comprehensive Plan.

As part of the project, Confluence facilitated a public engagement process involving both a steering committee and the general public to ensure that the final recommendations reflect the community's needs and desires.



Features

- Facility Review and Assessment
- Long Range Planning
- Greenway Assessment and Protection Recommendations
- Capitol Improvement Planning
- Public Participation
- Multi-Disciplinary Collaboration

Shawnee County Facility/Amenity Needs Assessment	Overall Ranking
Walking, hiking and biking trails	1
Small neighborhood parks	2
Indoor fitness/exercise facilities	3
Large community parks	4
Natural areas/wildlife habitats	5
Indoor running/walking track	6
Picnic areas and shelters	7
Outdoor swimming pools/water parks	8
Indoor swimming pools/leisure pools	9
Playground equipment	10
Boating and fishing areas	11
Golf courses	12
Off-leash dog park	13
Indoor theater	14
Indoor sports fields (baseball, soccer, etc)	15
Indoor basketball/volleyball courts	16
Youth baseball/softball fields	17
Historic homes/grounds	18
Youth soccer fields	19
Outdoor basketball courts	20
Adult baseball/softball fields	21
Skate parks	22
Outdoor tennis courts	23
Outdoor sand volleyball courts	24
Adult soccer fields	25

Features

- Long Range Planning
- Public Participation
- Multi-Disciplinary Collaboration
- Public Participation

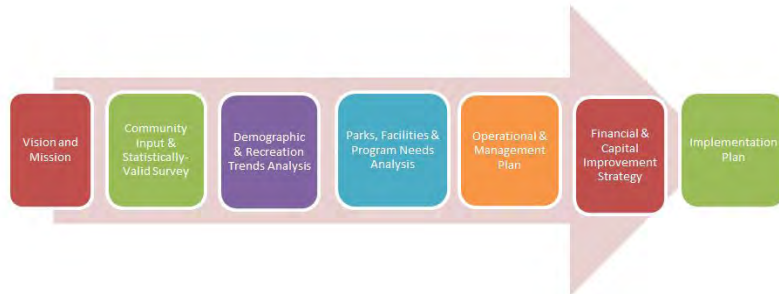


SHAWNEE COUNTY LONG RANGE PARKS AND RECREATION STRATEGIC MASTER PLAN | SHAWNEE COUNTY, KANSAS

Client: Shawnee County Parks and Recreation Department

Contact: John Knight, Shawnee County Parks and Recreation Director / 785.251.2678

In 2014, PROS Consulting and Confluence completed a Long Range Parks and Recreation Strategic Master Plan for the Shawnee County Parks and Recreation Department, a combined city and county park system that was developed to service the needs of the City of Topeka and Shawnee County residents in 2012. The department had not prepared a Master Plan to guide the combined departments prior to its merger. The guiding principles and objectives that developed the Master Plan were as follows:



The department maintains an extensive park system of over 2,625 acres of parkland, 43 miles of trails, numerous sports fields, recreation centers and pools, and programs for people of all ages that serve well over a million visitors a year.

Parks and recreation in Shawnee County is considered by residents to be a central component of the quality of life of residents and overall vitality of the community. The recreation programs are highly popular for residents and nonresidents of the county.

The purpose of the Shawnee County Parks and Recreation Master Plan was to serve as a planning document to guide the county leaders and staff for the next 5 to 10 years. The results of which will aid the county with guidance toward where and how to deliver parks, recreation facilities, and programs to meet public expectations and needs. It was a document that clearly stated key issues that need to be addressed along with key recommendations on how to address those issues. The foundation of the Master Plan was the use of a creative and comprehensive public participation process.



FRED RICHARDS NATURE + ECOLOGY PARK MASTER PLAN | EDINA, MINNESOTA

Client: City of Edina, Parks & Recreation

Contact: Ann Kattreh, Parks & Recreation Director/ 952.826.0430

Features

- Visioning for a Recreational Destination
- Restoration of a Wetland as a Community Asset
- Precedent Research
- Community Engagement
- Illustrative Master Plan
- Perspective Imagery

Fred Richards Nature and Ecology Park began as a master plan intent on retrofitting a closed 9-hole golf course, into a traditional city park. Confluence and EOR worked together to develop a precedent setting project that will integrate 20+ acres of restored wetland banking, 30-acres of prairie and wetland plantings, an extensive pathway to play loop focused on ecology, learning, and outdoor activity, unique natural playground elements, the integration of a retrofitted park pavilion with a beer garden, learning spaces, and regional bike trail hub.

We led a process that focused on community engagement and collaboration with city staff that listened to the needs of the community, developed a powerful vision for the park, and created an implementation plan for this precedent setting project. We conducted numerous open houses, stakeholder meetings, and surveys to collect input from over 1,500 residents, city staff, and related agencies. Additionally, we undertook an extensive research based exploration of the sites history, community values, other planning studies in the area, environmental aspects of the site, and regional connections.

Additionally, we utilized a company-wide charrette to generate ideas and a vision for the park. Representative from all 5-offices contributed and 3 distinct concepts were developed, tested with the public, and refined to one preferred master plan moving forward.

We are currently working with city staff on a wetland banking scoping plan that will restore 17-Acres of land to sedge meadow in the center of the park. This will provide over 30-Acre feet of stormwater storage in a chronically flood prone area of the city, and potentially generate \$900,000 in wetland banking credits.



CEDAR LAKE PARK MASTER PLAN | CEDAR RAPIDS, IOWA

Client: Friends of Cedar Lake

Contact: Dale Todd, Regional Director of Development, Hatch Development Company / 515.244.2941 / dale@hatchdevelopment.com

Located just north of downtown Cedar Rapids, Cedar Lake is the City's only true urban lake and one of the most visible features of Cedar Rapids for motorists on Interstate 380. The 115 acre lake was originally created as a cooling lake for a power generating station.

In the 1980s, the Cedar Lake Master Plan was developed which positioned Cedar Lake as the center point of a mix of uses including residential and commercial development in addition to a public green space and trail system. Today, the 1.6 mile-long Cedar Lake Trail System is a popular amenity which offers parking, restroom facilities, three shelters and picnic areas. While many residents would like the lake to be developed into a recreational amenity, the lake's current storm water management function as a sediment trap for approximately 3,250 acres of watershed, results in high pollutant levels related to urban run-off.

The power plant was damaged during the 2008 floods and is currently being removed. As the result of a cooperative agreement between the City of Cedar Rapids, the Linn County Board of Supervisors and Alliant Energy, the site is now poised to be transformed into a recreational destination. Due to its prominent location near Interstate 380, St. Luke's Hospital, Cargill and Quaker Oats, the site will also serve as a visual gateway to the City.

Confluence was retained by Friends of Cedar Lake to create a vision for the lake as a recreational destination and asset for the City, its residents and visitors. Our scope of work included precedent research and analysis of existing conditions which culminated in the creation of a rendered master plan graphic and perspective imagery to illustrate proposed improvements to the lake.

Features

- Visioning for a Recreational Destination
- Redevelopment of a Lake as an Amenity
- Precedent Research
- Illustrative Master Plan
- Perspective Imagery



ST. CLOUD RIVERWALK | ST. CLOUD, MINNESOTA

Client: City of St. Cloud, Mississippi Partners, St. Cloud Rotary

Contact: Matt Glaesman, Community Development Director / 320.650.3110 / matt.glaesman@ci.stcloud.mn.us

Features

- Streambank restoration and bioengineering
- Mississippi River Access Points
- Redevelopment and revitalization
- Dynamic Urban Trail Along the Mississippi
- Part of the Great River Road
- Community Gathering and Art
- Water Recreation Center
- Tourist Destination and Branding

The St. Cloud RiverWalk is envisioned to serve as a regional destination for active recreation and community events, while spawning interest in adjacent urban development. The RiverWalk also provides an opportunity to restore the eroding shoreline. The RiverWalk Master Plan builds upon the planning principles of the St. Cloud urban Area Mississippi River Corridor Plan and treats the river and its scenic beauty as an irreplaceable community asset.

Confluence led the project partners through an extensive public engagement process that visioned the riverfront corridor and RiverWalk as a linear park system that has the potential to guide reinvestment and redevelopment along the banks of the Mississippi. The project engages and connects civic institutions, neighborhoods, the downtown business district, and the regional hospital, creating a modern community to attract tourists, and provide options for residents to Live, Work, and Play near St. Cloud's jobs and entertainment options.

Residents provided feedback on multiple concepts that ranged from simple riverbank interventions to building partnerships with Historic Cathedral School and developing visionary redevelopment scenarios that will invigorate the school and downtown business district. The Mississippi will once again become the focal point for the community and the park and RiverWalk will be a strong part of the City's branding and tourist attractions. The Governor's Fishing Opener is scheduled for May and RiverWalk plans will be a prominent feature for the city's commitment to the Mississippi and unique Minnesota outdoor recreation culture.

2015 Honor Award - Design: Great Plains ASLA

2013 Excellence in Ready Mixed Concrete Award: South Dakota Ready Mix Concrete Association (Phase 2)

2013 Mayor's Sioux Falls Beautiful Award

2012 Excellence in Ready Mixed Concrete Award: South Dakota Ready Mix Concrete Association

2012 Outstanding Engineering Achievement Award: Eastern Chapter, South Dakota Engineering Society

2007 Merit Award-Planning: Great Plains ASLA



DOWNTOWN RIVER GREENWAY MASTER PLAN + IMPLEMENTATION | SIOUX FALLS, SOUTH DAKOTA

Client: Downtown Sioux Falls, Inc.

Contact: Dan Statema, DTSF Board Member / 605.338.4009

The City of Sioux Falls selected Confluence to update the city's Greenway & Riverfront Master Plan and prepare a feasibility study of the downtown section of the plan. As part of this planning process, Confluence worked with public and private stakeholders, including three major redevelopment projects, to identify issues and build consensus. Confluence also facilitated an extensive permitting process, including a FEMA Conditional Letter of Map Revision, to ensure the project would not negatively affect the floodway and adjacent properties.

The goal of the greenway is to increase pedestrian access to the Sioux River and enhance the riverfront by incorporating trails and public amenities including an amphitheater, plazas for public and private use and interpretive opportunities. Once all phases are complete, the project will create a complete riverfront trail loop between Falls Park and Fawick Park and connect both sides of the river. This vision will create important infrastructure for downtown and riverfront redevelopment to support entertainment, recreation, and economic development opportunities.

Upon acceptance of the refined master plan, Confluence was retained to begin Phase One design implementation. This phase creates an urban river walk on the east bank of the Big Sioux River. The focal point of the project is an amphitheater for small events. The stage area is defined by an arc shaped stone wall that projects into the river and is flanked on both sides by a stepped river edge to allow easy access to the water while also providing an informal sitting area. Interpretive light piers create night interest and include panels to educate users about the history of downtown and the river.

A new 200-foot single span pedestrian bridge replaced an old railroad bridge that impeded river flow during flood events. This new bridge completes a pathway from the emerging East Bank shopping district to Falls Park West and also serves as a bypass trail during large events that may impede trail use. Access to the bike trail was improved and a canoe and kayak launch was incorporated in response to requests made during the community involvement process. Quartzite stone was used to construct the center amphitheater and incorporated as an accent throughout the project.

Confluence's involvement continued with Phase Two where, in the 1960's, a parking garage was built over the river. The parking garage was recently demolished to recapture river views and create a redevelopment opportunity for a new hotel. This phase provided a new access point from Eighth Street to the greenway, a wider trail, lighting, landscaping, and a plaza space with an interactive water feature. The public has been very receptive to the redevelopment of downtown Sioux Falls over the past 10 years. The Downtown River Greenway is an investment that builds on recent successes. Through continued public support and funding and cooperation with adjacent private development, this completed vision will become a vital asset for the community for years to come.

Involved team members: Jake Coryell, Terry Minarik



Concept Development



Features

- Playground
- Dog Park
- Bocce Court & Gathering Plaza
- Entry Gateway/Signage
- Pollinator Gardens
- Picnic Gathering Area

PRESERVE PARK | ROCHESTER, MINNESOTA

Client: Harbor Bay Development

Contact:

Preserve Park is a new neighborhood park in the city of Rochester that will serve a multi-family residential units. The park maximizes amenities in it's small footprint by incorporating active and passive activities within it's boundaries. The park is intended for a wide variety of users from young to old that will be living within walking distance. Native plantings frame the park and provide an attractive, low maintenance aesthetic as well as several ecosystem services - including pollinator gardens.

A dog park is incorporated into the design as the park is adjacent to a regional trail. Bocce courts and an arbor shade structure appeal to larger gatherings while a playground, circular path and open lawn area will allow kids to be active in a myriad of ways. A new model for neighborhood level parks provides a vision for how the city can integrate development into newly developed neighborhoods



MINNESOTA VIKINGS HEADQUARTERS & PLAZA DEVELOPMENT | EAGAN, MINNESOTA

Client: Minnesota Vikings Football, LLC

Contact: Steve Poppen, Executive VP and CFO / 612-327-7086

The Minnesota Vikings headquarters, training facility, and Vikings Lake Development includes a number of components, overlapping projects, ownership groups, and overlapping deadlines. Confluence has been able to maintain aggressive design and construction schedules, shifting budgets and priorities, and other obstacles by maintaining constant communication with the client and design team members. Web based conference calls are a typical meeting style that allow the design team members to interact and stayed engaged in the project despite the locational differences. Confluence is leading the site and landscape design and construction documentation while communicating and interacting with the Prime Architecture firm Crawford Architects (Kansas City, MO), Urban Arena (San Diego, CA), and local Civil, Structural, and Mechanical Engineers. We have different roles for different portions of work and have maximized collaboration by utilizing technology to facilitate ongoing design dialogue with the design team and client. We are lead designers on and project managers for several projects including the plaza design and training hill development. We are also subs to the same team members for other portions of the project. Our team is actively blurring traditional disciplinary roles in order to provide the greatest design solution – we are actively involved in Civil Engineering work, just as they are influencing the Landscape Architecture through collaboration.

Design discussions have focused on essential elements such as programming for multiple events and user groups, the visitor experience, sustainability, and connections to the surrounding community, among others. Collaboration and communication are the keys to this innovating project.

The project will reach completion in 2018.

Features

- Landscape Architecture
- Training Facility + Fields
- Premier Training Hill Feature
- Outdoor Practice Stadium
- Plaza/Gathering Spaces
- Event Programming
- Amenity Design
- Modern Nordic Forms

44 • Technology Innovation

Involved team members: Terry Minarik, Brad Aldrich, Jake Coryell, Emily Neuenschwander

PROJECT EXPERIENCE - CONFLUENCE

Features

- Riverfront Promenade
- Overlook Plaza and Seating
- Stormwater BMPs including Bioretention Garden
- Trail Connections
- Shoreline Restoration

Sources of Financing:

- TEA-21 funded regional trail, local park trails, park facilities and amenities, stormwater enhancements and shoreline restoration (60% of total project)

Cost Estimate:

- \$1.7 Million

Project Duration:

- 2 Years - Completed 2009

MISSISSIPPI NATIONAL RIVER AND RECREATION AREA PARKS | ST. PAUL, MINNESOTA

Client: Saint Paul Parks and Recreation Department, 25 West 4th Street, Suite 400, Saint Paul, MN 55102

Contact: Ellen Stewart, Project Manager / 651.266.6380 / ellen.stewart@ci.stpaul.mn.us

Year Completed: Harriet-2009, Bruce Vento Nature Sanctuary-2006

Harriet Island Regional Park was one of Saint Paul's first recreational sites and remains one of the Twin Cities' most popular parks. The park features many amenities and hosts a variety of large community events each year. Located along the Mississippi River near downtown Saint Paul, the park had been neglected for decades before undergoing a complete transformation. Mr. Aldrich worked with the St. Paul Parks and Recreation Department to design and construct over \$1.7 million in improvements including a TEA-21 funded regional trail, local park trails, numerous picnic facilities and amenities, innovative stormwater enhancements, and a bioengineered shoreline restoration.

This project concluded final improvements at Harriet Island and integrated several features that connect the park and public to the Mississippi River. The connections were physical and visual including trails, plazas and seating areas providing unmatched views of the urban river. A bioengineered shoreline, connected bioswale, and access to a beach provide environmental and recreation connections to the river.

The park's green infrastructure, natural resources, and environmental education components were highly integrated into the site. He also provided construction observation for picnic facilities, lighting, trails and plazas, stormwater management, and natural areas planting and seeding.

**Project images depicted on these sheets represent Mr. Aldrich's professional experience prior to joining Confluence.*





Features

- Brownfield Redevelopment
- Ecorestoration
- Community environmental education initiative opportunities
- Stakeholder Engagement
- Trail Connections

Recognition/Awards

- 2005 Heritage Preservation Award: St. Paul Heritage Preservation Committee
- 2005 Take Pride in America Award: U.S. Department of the Interior



BRUCE VENTO NATURE SANCTUARY | ST. PAUL, MINNESOTA

Client: Saint Paul Parks and Recreation Department

Prior to joining Confluence, Brad Aldrich served as the designer of trails, bluff seepage stream and natural resource restoration including wetlands and prairie for the Bruce Vento Nature Sanctuary. Located east of downtown Saint Paul, on the north shore of the Mississippi River, the 29-acre park was a significant site for Native Americans.

In 1853, the North Star Brewery was constructed on the site before transitioning into an industrial park and rail yard in the 1880s. The site was largely abandoned in the 1970s under being developed as a Saint Paul Park in 2005 with the involvement of over 25 stakeholder groups including the Saint Paul Parks and Recreation Department, the Mississippi National River and Recreation Area (National Park Service) and numerous neighborhood organizations.

The historic, sacred Carver's Cave and early Mississippi River settlement area was restored from brown field conditions to include a 870 foot groundwater-fed stream, three wetlands, black & tamarack seepage swamps, and four acres of bedrock bluff prairie. The ecological restoration in the Downtown River Corridor was integrated with park design concepts and 1.4 trail miles were also constructed with future plans to connect to the Trillium-Trout Brook Greenway restoration area.

This project required complex collaboration with park planning, historic preservation, and tribal resource protection efforts. Design services included: various public and project partner presentations, wetland permitting, coordinating with the contaminated area's Response Action Plan, and construction oversight.

Once a brownfield, this site is now a popular community amenity and establishes a foundation for a future nature interpretive center and additional educational opportunities. The project has been recognized with several local, national, and historic preservation awards.

**Project images depicted on this sheet represent Mr. Aldrich's professional experience prior to joining Confluence.*



Features

- Green Infrastructure
- Native Plant Palette
- Channel Stream Bank Stabilization
- Reduced runoff into Lake Phalen
- Increased Recreational Opportunities

LAKE PHALEN / ROUND LAKE CHANNEL IMPROVEMENTS | SAINT PAUL, MINNESOTA

Client: City of Saint Paul Parks and Recreation Department

Contact: Kathleen Anglo, Project Manager / 651.266.6368

Prior to joining Confluence, Brad Aldrich, working closely with the Saint Paul Department of Parks and Recreation, was responsible for developing a site plan for the channel connecting Phalen and Round Lakes. The plan is focused on improving recreational opportunities, improving water quality, developing habitat, and stabilizing the shoreline.

Bioswales, shoreline restoration, and perched wetland benches along the shore combine an enhanced aesthetic with water cleansing properties. A rock riffle and habitat logs stabilize flows in the channel, greatly reducing streambank erosion and providing increased fish habitat and water access. Three acres of native plantings extend this aesthetic into the uplands, continuing a rich set of new habitat opportunities on site.

Limestone outcroppings and a fishing pier introduce new access points for fishing and interaction with the channel. Improved picnic spaces take advantage of viewsheds through a dynamic native plant palette. Accessibility across the site is improved with many new or improved trails.

**Project images depicted on this sheet represent Mr. Aldrich's professional experience prior to joining Confluence.*



Features

- Riverfront Greenway Planning
- Park Programming + Design
- Flood Recovery
- Neighborhood Context
- Multi-Disciplinary Collaboration
- Public Facilitation

TIME CHECK, CZECH VILLAGE + RIVERFRONT GREENWAY PARKS | CEDAR RAPIDS, IOWA

Client: City of Cedar Rapids, Iowa

Contact: Sven Leff, Director of Parks and Recreation / 319.286.5739

On June 13, 2008, the Cedar River crested to its highest level in Cedar Rapids history. The flood waters penetrated 10 square miles, almost 14 percent of the city. This monumental flood impacted 7,198 parcels, including 5,390 houses, dislocated more than 18,000 residents and damaged 310 City facilities. The City of Cedar Rapids Parks and Recreation Department is developing a riverfront greenway, comprised of previously existing park properties and additional properties which were flooded in 2008 and have since been acquired by the City.

Confluence was retained to lead a multi-disciplinary team to develop concept-level design plans as well as a business/operations plan for three existing park properties and boardwalk connection which represent a long term vision for the downtown riverfront greenway. The plans will be used for future budgeting, construction planning and development.

Each of the parks was designed to complement the others and to provide different opportunities based on context and attributes, allowing a greater diversity of park features. In addition, the park layouts and programming were greatly influenced by the ideas and feedback received throughout an extensive public engagement process facilitated by the design team.

Time Check, the largest of the park areas, is intended to accommodate recreational and community activities with athletic fields and a large event lawn. The Riverfront district's location at the downtown core and adjacency to an existing amphitheater provides opportunities for urban amenities such as the restaurant/retail development, promenade and boardwalk. With its quaint business district and cultural heritage, Czech Village allows for a more intimate, active festival and activity space with features such as the ice trail and high ropes course to bolster the regional draw to this unique site. Added mixed-use development provides retail expansion possibilities for the business district and brings residents back to this neighborhood.



WAUKEE HIGH SCHOOL + YOUTH SPORTS CAMPUS | WAUKEE, IOWA

Client: City of Waukee

Contact: Matt Jermier, Parks and Recreation Director / mjermier@waukee.org / 515.978.0007

The City of Waukee and the Waukee Community School District hired Confluence to develop a Master Plan for a joint youth sports complex and high school. Waukee is one of the fastest growing communities in the United States. The district has built a new elementary school each of the last 5 years. This equates to a high demand for youth sports and the necessity of a second high school. Confluence led the site selection process and completed plans for multiple properties before landing on the plan shown above.

The intent is that the school to be open in 2021 with the sports facilities phased in, some prior and some after the opening of the school. The City of Waukee recently announced that Apple purchased 2000 Acres of property to the West of this facility and CEO Tim Cook used the Master Plan graphic to announce a partnership with the City to help fund the project. Confluence looks forward to working with the City to implement these projects.

Features

- 8 softball fields
- 8 skinned infields for warm up / practice
- 4 baseball fields
- New High School Facility
- Stormwater Master Plan



TEA ATHLETIC COMPLEX MASTER PLAN + IMPLEMENTATION

TEA, SOUTH DAKOTA

Client: City of Tea, South Dakota

Contact: Kevin Nissen, Planning and Zoning Administrator / 605.498.5192

Features

- Sports Complex Master Planning
- Recreation Destination Park Design
- Existing Park Expansion/Renovation
- Baseball Fields + Facilities
- Tennis + Sand Volleyball
- Site Circulation + Parking

Tea, South Dakota, a growing community comprised of many young families, whose citizens envisioned creating a complete community recreation destination and sports complex. Consistent with the high architectural standard of the recently constructed city pool and Public Safety Building, this destination park was anticipated to provide a new level of service and expand the community identity.

Confluence provided site master planning and design services to guide the development of this new sports complex. The total 34-acre project site was planned to expand the offerings of an existing 9.5-acre City park facility, consisting of two Little League fields and an American Legion baseball field.

The major focus of the new sports complex will include tee ball, Little League and high school age baseball fields. The master plan recommended saving the existing American Legion field and constructing 5 new Little League fields and a new championship field. New restrooms, concession buildings, and spectator viewing plazas for the fields are provided to support the sports complex. Additional park amenities include replacement of the existing outdated play equipment and tennis courts, the addition of new sand volleyball courts, new parking areas to support regional tournaments, and trail connections throughout the park and to adjacent residential areas.



CEDAR LAKE PARK AND LAKE OLATHE PARK MASTER PLANS | OLATHE, KANSAS

Client: City of Olathe Parks and Recreation

Contact: Michael Meadors, Director of Parks and Recreation / 913.917.8628 /
mdmeadors@olatheks.org

Confluence simultaneously developed a park master plan for two different parks for the City of Olathe: Cedar Lake Park and Lake Olathe. These master plans included a business model to assist each project in achieving the highest level of financial stability based on projected park investment and the anticipated level of use. Each of these parks will be connected with a greenway trail that will eventually connect with Olathe's park system.

Cedar Lake is a 129-acre community park that the City acquired in 1920, and originally served as a primary water source for the community with its 75-acre lake. Lake Olathe Park is a 378-acre community park that contains a 170-acre lake, which also served as a primary water source until 2005. The park master plans will establish both sites as "signature" amenities within the parks and recreation system.



Features

- Multi-Disciplinary Team Lead
- Park Master Planning
- Site Circulation + Trail Planning
- Sustainable Design Strategies
- Lake Amenity Planning



PLEASANT HILL PARK MASTER PLAN | PLEASANT HILL, IOWA

Client: City of Pleasant Hill

Contact: Madeline Sturms, AICP, Senior Planner / 515.309.9464 / msturms@pleasanthilliowa.org

The City of Pleasant Hill and the SE Polk Community School District have both agreed to work together to create a legacy project for the community. When completed, the park will provide the residents of Pleasant Hill with an assortment of outdoor spaces and activities that are not currently available in the region.

The Des Moines suburb, Pleasant Hill, desires to plan for the future open space and recreational needs of their growing community. A 77 acre parcel of land that is adjacent to an elementary school was identified and recently purchased by the City to be the 'Central Park' space within the community. This project sets the stage for the future quality of life for the residents of Pleasant Hill, Iowa. The City has invested in this pristine piece of land that will be in the heart of their growing community. They asked for our vision to preserve, protect, and in some cases, restore this 77 acre parcel. We were further tasked to combine both passive and active outdoor experiences and create a gathering place and focal point for the community as it continues to grow.

The park will be connected by a series of trails extending from the future residential areas to the north and east, and will ultimately be the centerpiece of a trail system that connects the community to the Des Moines River which is located approximately 3 miles to the south. This trail will take advantage of existing native Iowa oak savannah woodlands and will offer the urban community a glimpse of a native Iowa woodland. Phase 1 of the project is started in the fall of 2017.

Features

- Multi-Disciplinary Team
- Developed Overall Master Plan
- Public Artist Collaboration
- Client Engagement

PROJECT EXPERIENCE - CONFLUENCE



Features

- Meeting Facilitation with Property Owner
- Waterfront Stabilization
- Stormwater Infiltration
- Master Planning
- Park Design Drawings
- Construction Administration
- Multi-Disciplinary Collaboration
- Ice Skating Loop

MAPLE GROVE CENTRAL PARK | MAPLE GROVE, MINNESOTA

Client: City of Maple Grove, Minnesota

Contact: Chuck Stifter, Project Manager / 763.494.6503

Prior to joining Confluence, Terry Minarik led the conceptual site development process for a large urban park in the City of Maple Grove. This park was intended to provide Maple Grove's developing downtown civic, retail and residential core with a well programmed, energized downtown green space that built upon the city's extensive pedestrian trail system and Chain of Lakes parks system.

The development of Central Park included an extensive series of workshops involving the Maple Grove Park Board, city governmental departments and public stakeholders. This interactive process led to the creation of multiple concept plans and numerous programming opportunities for the Park resulting in a preferred schematic design. The design effort required Mr. Minarik to work with a variety of professional disciplines to ensure success in the future development and operations of the park including civil, electrical and mechanical engineers, architects, specialty playground manufacturers and fountain and refrigeration consultants.

Central Park is comprised of 20 acres of landscape and hardscape development and 20 acres of water in the form of a community reservoir. Connections to nearby retail and adjacent parks helped to establish strong connectivity within the community and to the park. When completed, the park will provide the City of Maple Grove with opportunities for year round events, activities and gatherings both large and small in a variety of spaces including the five acre open green; sport courts and open lawns; picnic pavilion; interactive seasonal water feature and fountain; one of a kind children's play area; formal gardens and fountain; extensive pathway and trail system; a central park pavilion for events or small gatherings and a seasonal warming house with concessions, restrooms and equipment rental. The park will also feature a 25,000 square foot outdoor refrigerated ice skating loop, the first of its kind in the State of Minnesota.

** Project images depicted on this sheet represent Mr. Minarik's professional experience, and were produced prior to joining Confluence.*



TOWN GREEN + BANDSHELL | MAPLE GROVE, MINNESOTA

Client: City of Maple Grove, Minnesota

Contact: Chuck Stifter, Project Manager / 763.494.6503



The Town Green and Bandshell is located in the heart of the City of Maple Grove (along the east shore of West Arbor Lake) between the Maple Grove Government Center, Community Recreation Center and the new Hennepin County Library. The improvements proposed for the Town Green project were intended to enhance the regional character of the existing site as well as promote an attractive and inviting public events space. The well-crafted landscape blends the surrounding lake and park with the built environment in a way that provides both an aesthetic setting as well as a functional facility. The design intent was to develop a multi-functional space intended to have year round passive use while also providing space for programmed events. The desired programming of the space led to the creation of a stage and bandshell with terraced seating, arbor & pavilions, plaza & town green, pathways, trails, and a new peninsula waterfront. The Town Green has become the center piece of the city's downtown core.

Prior to joining Confluence, principal Terry Minarik provided leadership throughout the design process related to site planning and implementation, navigating an integrated team of professionals in the development of the master plan. This plan served as a guide for facility placement with an emphasis on sustainability, community identity, pedestrian access, open space and linkages to adjacent residential, retail, recreational and civic fabric of the City. A series of Landscape Architect-led stakeholder meetings included workshops and discussion groups with input from citizens, business groups and elected officials. The goals and objectives of this process were assimilated into the plan to optimize the opportunities for fostering a sense of ownership.

** Project images depicted on this sheet represent Mr. Minarik's professional experience, and were produced prior to joining Confluence.*

Features

- Public Meeting Facilitation
- Amphitheater & Town Green Design
- Waterfront Stabilization
- Coordination of Design Team
- Park Design Drawings
- Construction Administration

Awards and Recognition

- 2011 ASLA-MN Merit Award
- 2012 American Council of Engineering Companies of Minnesota Grand Award—Structural Systems
- 2011 IES/IIDA Regional Waterbury Award for Outdoor Lighting Design
- 2011 IES/IIDA Section Waterbury Award for Outdoor Lighting Design
- 2011 Minnesota Concrete & Masonry Contractors Association, Honor Award for Excellence in Concrete Design & Construction
- 2011 Minnesota Recreation and Park Association Award of Excellence
- 2011 Prague Quadrennial of Performance Design and Space, USA Exhibit Selection
- 2010 Aggregate & Ready Mix Association of Minnesota, Project of the Year
- 2010 Aggregate & Ready Mix Association of Minnesota, Recreational First Place Award
- 2010 Minnesota Concrete Council, Architectural Merit Award



Features

- Park Master Planning
- Sustainable Design Features
- Stakeholder Involvement
- Historic Context
- Adventure Play Areas
- Trail Connections
- Site Circulation + Parking
- Interpretive + Wayfinding Park Signage

Recognition/Awards

- 2015 Kansas City Business Journal Capstone Award for Community Impact

STAGECOACH PARK MASTER PLAN AND COMMUNITY CENTER | OLATHE, KANSAS

Client: City of Olathe, Kansas

Contact: Jeff Blakeman, Project Manager / 913.971.8767

Selected by the City of Olathe, Kansas as part of a multi-disciplinary team, Confluence led the park master planning and site design for this 40+ acre historic park property that currently serves as a signature destination park located in the heart of the community. The park environs include the Mahaffie Stagecoach Stop and Farm Historic Site and Heritage Center, incorporating a visitor's center that provides an educational experience and maintains a strong connection to the City's rich history.

As part of this overall project, extensive design and planning efforts were undertaken to properly nestle a new community center facility and related site improvements into the existing passive park's rolling terrain and mature stands of trees while complementing the site's existing water features.

Sustainable design approaches include the integration of interpretive rain gardens and bio-retention areas. Additional site features constructed as part of the community center project will include ample parking, an event patio, pedestrian trail connections, a sprayground area and adjacent sundeck, adventure play areas and interpretive park areas that extend the use of the park into the new Community Center. Interpretive elements throughout the site present the opportunity for education regarding the site's rich history, natural features and sustainable design practices.

The master plan provides an opportunity to consider additional creative enhancements and park improvements that can be implemented over time to address the community's short and long-term needs. These improvements include additional parking, enhancements to the existing stage and amphitheater, an outdoor classroom and boardwalk. Our work also included assisting with City Council and stakeholder involvement throughout the design and planning process. The community center and site enhancements were completed in the spring of 2014.



FLINT HILLS DISCOVERY CENTER + BLUE EARTH PLAZA | MANHATTAN, KANSAS

Client: City of Manhattan, Kansas

Contact: Eddie Eastes, Director of Parks and Recreation / 785.587.2757

Prior to joining Confluence, PJ Novick was the principal landscape architect for the Flint Hills Discovery Center as part of a multi-disciplinary project team. Located in Manhattan Kansas, the 35,000 square foot facility is a focal point for the South End Entertainment District, located at the City's east gateway.

The center offers a unique tourism experience that celebrates the history, culture and heritage of the Flint Hills and the Tallgrass Prairie. It is sited to embrace the view of the Flint Hills from the multiple exterior terraces. Walking paths, native limestone walls and bio-retention basins to showcase the wide range of native grasses and forbs common to the surrounding Flint Hills. In addition, the exterior spaces include a multi-level green roof, which provides exhibit and gathering space. The project achieved LEED Gold Certification.

Features

- Multi-Disciplinary Collaboration
- Stormwater Management
- Green Roof
- Event Space Design
- Interpretive Design

Recognition/Awards

- LEED Gold Certification

Adjacent to the Discovery Center, Blue Earth Plaza is the centerpiece of the South End Entertainment District. This distinctive urban park was designed to be a year-round, actively programmed space, and to facilitate a wide variety of uses in support of the adjacent Discovery Center, Hotel, and Conference Center. The park features a large water feature with music-synchronized laminar jets; a monumental warming fireplace; event plaza; lawn terrace and a seasonal shade structure with festival lighting.

**Project images depicted on this sheet represent Mr. Novick's professional experience prior to joining Confluence.*

