

# CITY OF COLUMBIA HEIGHTS PARK SYSTEMS MASTER PLAN

## REQUEST FOR PROPOSALS

COLUMBIA HEIGHTS, MINNESOTA

FEBRUARY 13, 2026



# CONFLUENCE

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IN ASSOCIATION WITH:

*new*publica 

*pros*  
consulting 

**OPN**  
ARCHITECTS 



**COVER LETTER |**

**SECTION ONE  
PROJECT APPROACH | 4**

**SECTION TWO  
OUR TEAM + EXPERIENCE | 14**

**SECTION THREE  
PROJECT SCHEDULE | 30**

**SECTION FOUR  
FEE QUOTATION | 32**

## RE: REQUEST FOR PROPOSALS

### CONSULTANT SERVICES FOR THE CITY OF COLUMBIA HEIGHTS PARK SYSTEM MASTER PLAN

Ursula Brandt and Members of the Selection Committee,

On behalf of the Confluence team, we are pleased to submit our qualifications to prepare the City of Columbia Heights Park System Master Plan. We bring extensive experience working with first-ring suburban communities to develop actionable, community-driven park system plans that balance reinvestment, equity, and long-term sustainability. Our team offers deep expertise in park system assessment, inclusive community engagement, and implementation planning—skills we believe are essential to meeting the goals outlined in the City's Request for Proposals.

#### REGIONAL EXPERIENCE WITH URBAN PARK SYSTEMS

Over the past decade, our team has completed numerous park system master plans throughout the Twin Cities metro and greater Midwest. This experience has given us a strong understanding of the challenges and opportunities facing fully built-out communities—where parks serve as essential everyday spaces and where strategic decision-making is critical to maximizing limited land and resources. Our regional knowledge, combined with a collaborative and pragmatic approach, allows us to bring forward best practices that are both innovative and achievable within local operational and financial realities.

#### COMMUNITY-SPECIFIC AND CONTEXT-DRIVEN SOLUTIONS

Columbia Heights' unique character—as a dense, diverse, and connected community immediately adjacent to Minneapolis—shapes how its parks are used and valued. The City's parks play a vital role in daily recreation, social connection, and access to nature for residents of all ages and backgrounds. Our recommendations will be tailored to reflect this context, focusing on reinvestment, accessibility, connectivity, and equitable distribution of amenities across the system. We place particular emphasis on understanding how parks function within compact neighborhoods and how they can best support comfort, health, and community life.

#### IMPLEMENTABLE AND SUSTAINABLE LONG-TERM VISION

We will work closely with City staff, elected officials, and community members to develop a clear and transparent ten-year vision supported by realistic implementation strategies and funding considerations. Our approach prioritizes actionable recommendations, phased investment, and long-term maintenance considerations to ensure the Master Plan serves as a practical decision-making tool well beyond its adoption.

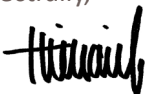
#### COMMITMENT TO INCLUSIVE ENGAGEMENT AND EQUITY

Inclusive and meaningful community engagement is central to our planning process. Our recent park system planning work across the region reflects a consistent commitment to reaching diverse voices and reducing barriers to participation. We approach engagement with care and intention, meeting people where they are and coordinating closely with City initiatives to respect public time and build trust—while remaining sensitive to the unique social context currently shaping communities across the Twin Cities.

Equity considerations are integrated throughout our analysis and recommendations to ensure the park system continues to serve all residents of Columbia Heights.

We welcome the opportunity to discuss our qualifications and approach with you in more detail and look forward to the possibility of working with the City of Columbia Heights on this important effort.

Respectfully,



Terry Minarik, Principal

**Confluence**

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tminarik@thinkconfluence.com



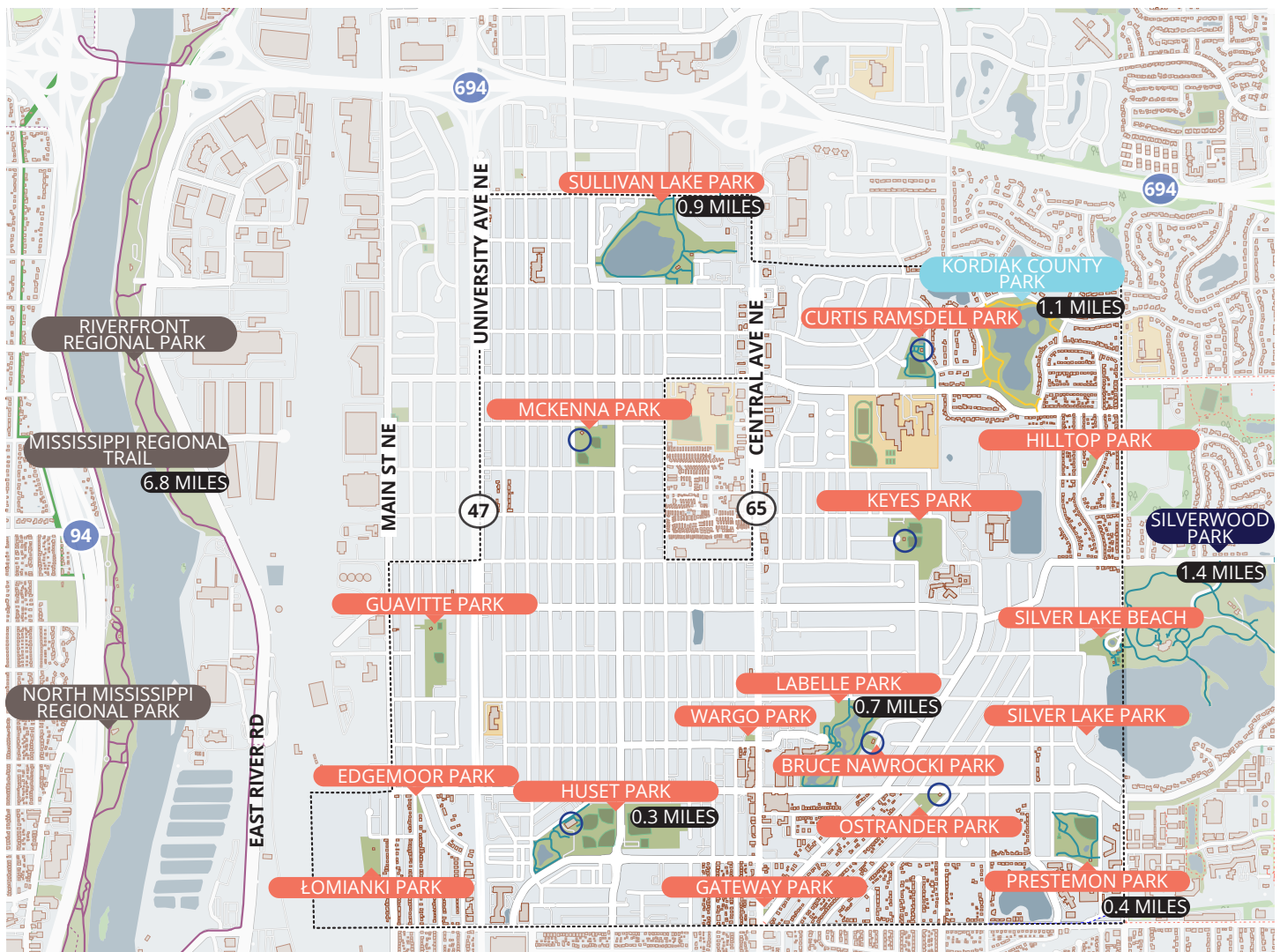
SECTION 1  
**APPROACH**

# SYSTEM UNDERSTANDING

The City of Columbia Heights seeks a Park System Master Plan that provides a clear, implementable ten-year vision for a dense, fully built-out first-ring suburb. Within approximately 3.5 square miles, the City serves about 22,000 residents and manages 16 municipal parks and one county park totaling roughly 130 acres. With limited opportunities for system expansion, the future of the park system depends on strategic reinvestment, equitable allocation of resources, and alignment with broader City initiatives, including the 2050 Comprehensive Plan update.

Columbia Heights' parks serve as essential everyday spaces for recreation, social connection, and access to nature within compact neighborhoods. Approximately five miles of local trails connect parks to neighborhoods and regional assets, including the Grand Rounds and Mississippi River Corridor. Strategic coordination with regional park providers—such as Three Rivers Park District—will be important to strengthening connectivity, leveraging shared investments, and clarifying the complementary roles of local and regional systems.

The Master Plan must address aging infrastructure, accessibility, evolving community needs, and long-term maintenance capacity, while functioning as a practical decision-making tool that clearly defines priorities and guides capital investment over the next decade.



- CITY PARK
- COUNTY PARK
- REGIONAL PARK
- THREE RIVERS PARK DISTRICT
- CITY TRAIL
- COUNTY TRAIL
- REGIONAL TRAIL
- TRAIL DISTANCES
- PARK BUILDING

## APPROACH

Our systems-based planning approach is grounded in understanding how parks function within dense, fully built-out communities. We think across scales—from the regional context to the citywide system and individual neighborhoods—while remaining focused on how residents experience parks in their daily lives. This perspective is informed by our experience preparing park system master plans for first-ring suburban communities throughout the Twin Cities metro.

We work collaboratively with the City and community to refine a shared vision for the Columbia Heights park system, guided by three core questions that shape both the planning process and its outcomes.



### WHERE IS THE CITY OF COLUMBIA HEIGHTS RIGHT NOW?

Establishing a shared understanding of existing conditions is a critical first step. We will evaluate the park system through system-wide analysis, park-by-park assessment, and targeted community engagement to understand current assets, challenges, and opportunities. This includes assessing park conditions, accessibility and connectivity, natural resources, and how parks are used across neighborhoods and populations.



### WHAT DOES THE CITY OF COLUMBIA HEIGHTS WANT TO BE IN THE FUTURE?

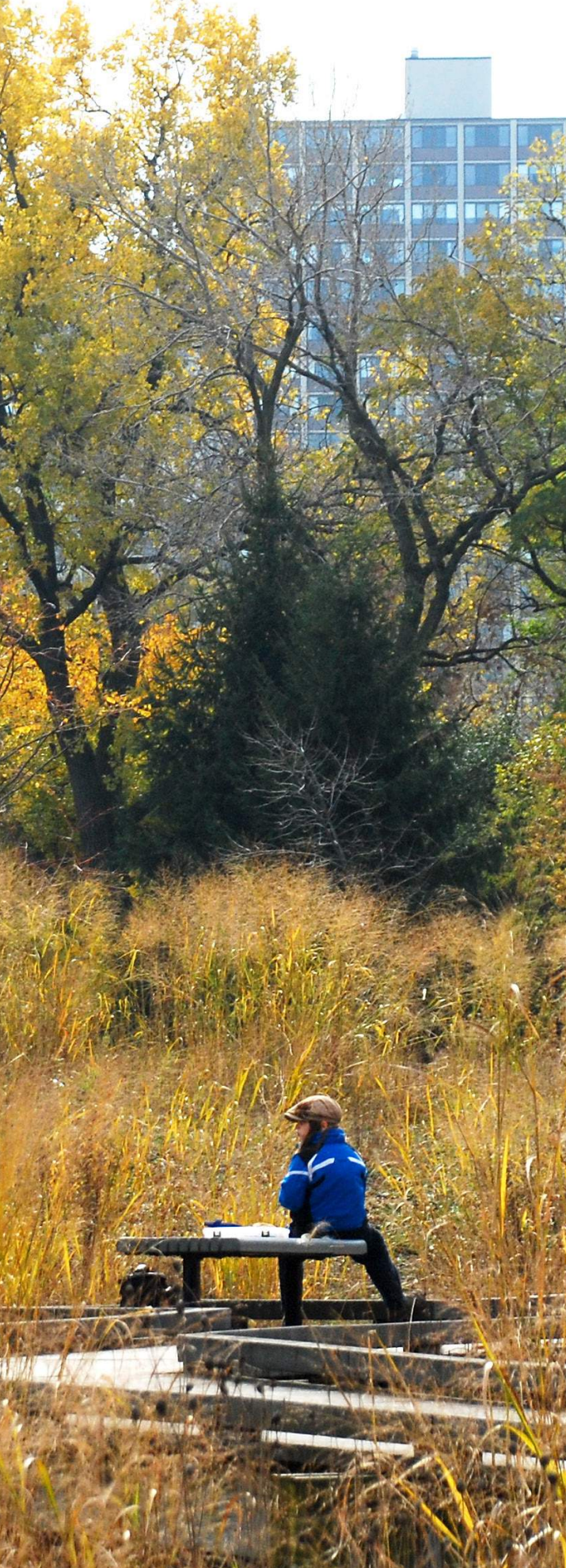
The Park Systems Master Plan provides an opportunity to define a clear, achievable vision for the next decade. This vision will build on existing planning efforts, including the City's 2050 Comprehensive Plan update, and be refined through coordinated community engagement and collaboration with the City's planning partners. Inclusive outreach will help identify priorities and values that guide all plan recommendations.



### HOW DOES THE CITY OF COLUMBIA HEIGHTS GET THERE?

A clear vision must be paired with a realistic path forward. Our team emphasizes implementation-focused planning that translates community input and technical analysis into actionable recommendations. We will develop an implementation framework that identifies priorities, phasing, funding considerations, and roles and responsibilities to support long-term success.

Creating shared ownership in the Park System Master Plan is essential to successful implementation. Our role is to provide a clear framework, grounded analysis, and collaborative process that empowers the City and community to move forward with confidence.



## TASKS

Based on our understanding of the City of Columbia Heights, the RFP, and our experience working with similar first-ring suburban communities, we propose the following tasks to establish a clear and shared understanding of the existing park system and future opportunities.

### TASK 1 | EXISTING CONDITIONS + OPPORTUNITIES

Based on our understanding of the City of Columbia Heights, the RFP, and our experience working with similar first-ring suburban communities, we propose the following tasks to establish a clear and shared understanding of the existing park system and future opportunities.

#### 1.1 Data Review

The Consulting Team will review relevant plans, studies, and available data to understand the existing park system and planning context. This review will include, but not be limited to:

- Review of supporting planning documents provided by the City, including the ongoing 2050 Comprehensive Plan update, recreation- or park-related studies, and other relevant City plans
- Review of available park system data related to facilities, amenities, trails, accessibility, and natural resources
- Review of applicable regional data published by the Metropolitan Council, including parks and trails planning data, demographic trends, equity considerations, and climate-related information

Findings from this review will inform the park inventory, condition assessment, and identification of system-wide opportunities.

#### 1.2 Park System Inventory and Condition Assessment

The Consulting Team will complete a comprehensive, system-wide inventory and high-level condition assessment of Columbia Heights' parks and amenities. We understand that the City has an established GIS geodatabase, and this effort will focus on updating and enhancing the existing system with current, consistent, and decision-ready information.

The inventory will document the type, location, and distribution of park facilities, infrastructure, buildings, and natural features across the system, along with a general assessment of asset condition. All park assets will be geolocated within the City's GIS environment and documented with associated photographs and condition ratings. Inventory methods and condition categories will be informed by best practices established by the National Recreation and Park Association (NRPA), while remaining appropriately scaled to local context and staff capacity. Updated data will be delivered as a GIS geodatabase compatible with the City's existing systems, providing a durable, updatable resource for ongoing asset management, capital planning, and maintenance decision-making.

As part of this effort, the Consulting Team will conduct a high-



level architectural assessment of existing park buildings and indoor facilities. This assessment will focus on overall condition, functionality, accessibility, and observed lifecycle considerations, and will be used to identify opportunities related to reinvestment, renovation, repurposing, consolidation, or potential replacement. Findings will inform system-wide prioritization, funding strategies, and implementation recommendations, rather than prescribing site-specific architectural solutions.

The inventory and condition assessment will be used to identify system-wide patterns, deficiencies, and opportunities related to reinvestment, accessibility, connectivity, and potential repurposing. Findings will be summarized in a Park System Inventory and Condition Assessment and will serve as a foundational dataset to inform prioritization, level of service evaluation, and long-term implementation strategies.

### 1.3 Demographic & Trends Analysis

To support planning for the next decade, the Consulting Team will analyze current and projected demographic trends within Columbia Heights and its surrounding context. This analysis will incorporate City-provided information, U.S. Census data, and ESRI demographic and market data to understand:

- Population density and distribution

- Age composition and household characteristics
- Cultural and economic diversity

Shifts that may influence park use, access, and needs. National and regional recreation and outdoor participation trends will be reviewed at a planning scale to help inform system-wide recommendations and future investment priorities.

### 1.4 Benchmark and Peer Community Analysis

A comparative analysis will be conducted to evaluate Columbia Heights' park system relative to a select group of peer communities. In collaboration with City staff, the Consulting Team will identify key metrics for comparison, which may include park acreage, access, capital investment levels, maintenance responsibilities, and service delivery models. This analysis will provide context for evaluating current conditions and identifying best practices that are relevant and achievable for Columbia Heights. Benchmark findings will help calibrate expectations related to capital investment, service models, maintenance responsibilities, and long-term system sustainability.

### 1.5 Level of Service Review

The Consulting Team will complete a planning-level Level of Service (LOS) review to evaluate how well the existing park system serves Columbia Heights residents today and where



gaps or imbalances may exist. This review will focus on system distribution, access, and availability of park amenities rather than detailed operational or program-specific standards.

The LOS review will consider factors such as park acreage, park typologies, amenity distribution, and proximity to parks and trails across neighborhoods. Service considerations will be evaluated in relation to population density, demographic patterns, and access barriers, helping to identify areas that may be under-served or over-concentrated relative to community needs.

Findings from the LOS review will be used to inform system-wide priorities, equity analysis, and investment decision-making. Rather than prescribing rigid numerical standards, the review will provide context-sensitive guidance appropriate for a dense, fully built-out first-ring suburb and will support future discussions related to reinvestment, repurposing, and long-term planning.

### **1.6 Park Inventory and Conditions Report**

Findings, key themes, and opportunities identified through the existing conditions analysis will be compiled into a Park Inventory and Conditions Report. This report will provide a clear and accessible summary of the current park system, including facilities, amenities, accessibility, connectivity, and natural resources, and will establish a shared baseline for planning and decision-making.

In addition to the written report, the Consulting Team will

deliver a GIS-based inventory of park assets, including geolocation, photographs, and condition ratings, provided as a GIS geodatabase compatible with the City's existing systems. This dataset will support ongoing asset management, capital planning, and future updates beyond the Master Plan.

The primary purpose of the report is to inform development of the Park System Master Plan vision and priorities following community engagement. The document will be formatted to function as both a standalone reference and an integrated component of the final Master Plan, supporting future evaluation, prioritization, and implementation efforts.

## **TASK 2 | COMMUNITY ENGAGEMENT**

### **2.1 General Engagement**

Developing a shared, community-informed vision is central to the success of the Columbia Heights Park System Master Plan. The Consulting Team will work closely with City staff to design and implement a focused, inclusive community engagement plan that aligns with the City's goals, schedule, and coordination requirements with the 2050 Comprehensive Plan update.

Our approach emphasizes engagement with both existing park users and residents who may be underrepresented in traditional planning processes, including non-users and communities facing barriers related to language, access, scheduling, or trust. We recognize that different populations engage in different ways and that meaningful participation often requires multiple touchpoints using a variety of formats.



Engagement strategies will be tailored to meet people where they are—geographically, culturally, and technologically.

At the outset of the project, the Consulting Team will collaborate with City staff to develop a Community Engagement Plan that defines priority audiences, engagement tools, timing, and coordination with parallel City initiatives.

## **2.2 Community Engagement Strategies**

### **Community Engagement Plan**

At project initiation, the Consulting Team will prepare a detailed Community Engagement Plan in collaboration with City staff. The plan will outline engagement goals, key audiences, tools, schedules, and coordination strategies, including alignment with the 2050 Comprehensive Plan engagement being led by HKGI.

### **Coordination with 2050 Comprehensive Plan Engagement**

The Consulting Team will participate in a coordination meeting with HKGI and City staff to align messaging, roles, and logistics. We will collaborate on two shared community engagement events, ensuring that park system–related input is clearly integrated into broader comprehensive plan conversations and efficiently leverages public participation.

### **Independent Community Engagement Event**

In addition to the coordinated events, the Consulting Team will host one independent community engagement event focused specifically on the Park System Master Plan. This event will include a facilitated listening session and interactive activities designed to gather meaningful input on park needs, priorities, and opportunities. Confluence will partner with New Publica to support culturally responsive materials and translation services, helping ensure the engagement is accessible and welcoming to a broad range of community members.

### **Pop-Up and On-the-Ground Engagement Materials**

To reach residents who may not attend formal meetings, the Project Team will provide engagement materials and resources that can be used at community events or in other on-the-ground settings by City Staff. These materials will be designed for flexibility and ease of use, allowing City staff to independently extend outreach and collect input beyond formal engagement activities.

### **Online Engagement and Survey Tools**

A variety of online engagement opportunities are available and may include a Park System Project Website, community mapping, additional surveys, and a well-thought out strategy for engagement through social media channels. We are proposing a suite of online platforms that will be easily shared and be able to reach a wide swath of individuals. Social Pinpoint is a community mapping tool allowing residents to show us exactly where their feedback, ideas, and concerns are located. The site has a range of tools including standard surveys. Confluence has utilized this tool for multiple projects and is a great resource to serve as the primary online Park System destination.



For an example of this use see: <https://confluence.mysocialpinpoint.com/applevalleyparks/map#/marker/349792>

### Social Media Materials

Confluence will provide graphics and text for the City to post to the City's official social media accounts to inform community members of the project, direct them to provide input and feedback, and invite them to project events. Project materials—including surveys, engagement summaries, and key outreach content—will be provided in multiple languages through the online services and consistent with City guidance. Translation will focus on written materials to ensure accessibility for a broad range of residents.

### Parks and Recreation Commission Engagement

The Consulting Team will facilitate two meetings with the Parks and Recreation Commission to gather input, review findings, and refine recommendations at key milestones in the planning process. Timing of presentations will be coordinated with the City staff as part of the community engagement plan.

### City Council Engagement

The Consulting Team will participate in two City Council workshops or presentations, structured as working sessions to review progress, confirm direction, and support informed decision-making.

### City Staff Coordination

Our team knows that strong communication supports strong collaboration. Bi-weekly meetings - either in person or virtually - throughout project course are anticipated as a regular coordination effort. We assume up to 2 extended work-sessions with the primary City team. Topics that could be covered during these sessions could include Community Engagement Plan Development or Community Engagement Findings Review. We also anticipate that additional virtual meetings will occur as needed before project milestones and engagement events and have factored in additional meeting time in the scope. We look forward to working closely with the City Team.

## TASK 3: PRIORITIZATION

### 3.1 Vision + Guiding Principles

Community engagement and collaboration with City staff will be used to establish a clear and compelling vision for the Columbia Heights park system. The vision will be aspirational yet practical—easy to understand, grounded in community values, and focused on long-term implementation. Following initial engagement and the existing conditions assessment, the Consulting Team will prepare a concise Vision and Guiding Principles memorandum that summarizes key themes and priorities using clear language and graphics. This document will define the guiding principles that inform decision-making, investment priorities, and resource allocation throughout the Master Plan.

### 3.2 Prioritization Tool

Building on the vision, engagement findings, and system analysis,



the Consulting Team will work collaboratively with City staff to identify candidate priority projects and investment areas across the park system. An adaptable prioritization framework will be developed to help evaluate projects based on factors such as need, access, equity, condition, and potential community benefit. This framework will be designed as a practical tool that City staff can continue to use and refine over time.

### 3.3 Equity Analysis (optional)

An equity-focused analysis will be developed to support fair and transparent prioritization of park system investments. Using a combination of Metropolitan Council datasets, demographic information, and input from community engagement, the Consulting Team will identify barriers to park access and areas of relative underinvestment. A high-level multimodal access review will also be conducted to understand walking and biking connectivity between parks and surrounding neighborhoods. The findings will be summarized through clear maps and graphics and used to inform system-wide priorities rather than prescribe site-specific solutions.

### 3.4 Investment Priorities

Using the prioritization framework and equity analysis, the Consulting Team will collaborate with City staff to establish clear investment priorities for the park system. These priorities will be presented in a flexible matrix that aligns recommended improvements with relative need, impact, and feasibility. The matrix will be structured to evolve over time as

funding availability, community needs, and implementation opportunities change, supporting ongoing decision-making beyond adoption of the Master Plan.

### 3.5 Conceptual Plans for Priority Parks

Consistent with the RFP, the Consulting Team will prepare conceptual plans for two high-priority parks identified through the planning and engagement process. These concepts will illustrate how system-wide goals, equity considerations, and investment priorities may be applied at the site scale.

Conceptual plans will be planning-level in nature and may include illustrative layouts, key program elements, circulation and access concepts, and high-level phasing considerations. The concepts will be used to support community discussion, feasibility evaluation, and future capital planning, and are not intended to represent final design or construction-ready documents. We assume 2 rounds of revisions for each conceptual plan.

## TASK 4 | IMPLEMENTATION

### 4.1 Funding Strategies and Implementation Feasibility

The Consulting Team will work with City staff to understand existing funding sources that support the park system and how those funds are currently used. Planning-level funding strategies will be identified to support implementation of the Master Plan recommendations, informed by peer community practices and applicable regional and state programs. Where appropriate, potential grant opportunities and other funding mechanisms will be identified to support priority projects, along



with general considerations related to timing, eligibility, and feasibility. Funding strategies will be evaluated for alignment with existing City funding mechanisms, with additional tools identified where gaps exist between current resources and implementation priorities.

#### **4.2 Planning-Level Cost Estimates**

The Consulting Team will prepare planning-level capital and lifecycle cost estimates for priority investments identified through the Master Plan process. Cost estimates will be used to support prioritization, phasing, and feasibility discussions and will reflect reasonable assumptions regarding inflation, long-term maintenance, and anticipated community benefit relative to investment scale.

#### **4.3 Implementation Framework and Phasing**

The Master Plan will include a clear implementation framework that translates the vision and guiding principles into actionable guidance. This framework will identify short-, mid-, and long-term priorities with indicative timelines for implementation and outline strategies for reinvestment, replacement, consolidation, or repurposing of park system assets. Equity, access, system performance, and long-term sustainability considerations will be integrated throughout the framework to support informed decision-making over time.

### **TASK 5 | FINAL DOCUMENT AND PROJECT DELIVERY**

#### **5.1 Final Park System Master Plan Preparation**

All project activities, analyses, engagement results, and implementation strategies will be synthesized into a final, graphic and written Park System Master Plan. The document will emphasize clear organization, accessible language, and effective graphics to support understanding by decision-makers, City staff, and the broader community. Supporting technical materials and reference documentation will be included as appendices.

The final Master Plan will be structured to function as both a policy document and a practical decision-making tool, supporting future evaluation, prioritization, and implementation. The Consulting Team will work closely with City staff throughout document preparation and will include up to two rounds of revisions prior to final adoption.



SECTION 2  
**TEAM +  
EXPERIENCE**

# PROJECT TEAM

All key staff indicated in the organization chart have the capacity and availability in their schedules to begin work on your project immediately. While there will likely be additional staff involved in a supportive role on this project, the key team members listed will be involved throughout the duration of the project. We have a long history of meeting project timelines and are dedicated to meeting all of your schedule needs and project expectations and will staff this project as needed.



URSULA BRANDT + CITY TEAM

STAFF + KEY STAKEHOLDERS

COMMUNITY + NEIGHBORS

PLANNING +  **HKGi**  
Planning | Landscape Architecture | Urban Design


## CONFLUENCE

**TERRY MINARIK**  
**CONFLUENCE**  
 PRINCIPAL-IN-CHARGE



**ROLE:** Project Oversight, Planning + Design Expertise

**MO CONVERY**  
**CONFLUENCE**  
 PROJECT MANAGER



**ROLE:** Team Coordination + Communications, Planning Recommendations, Project Presentations

**JANE REASONER**  
**CONFLUENCE**  
 SENIOR PLANNER + GIS SPECIALIST



**ROLE:** Data Coordination, Plan Development


**AARON HANSON**  
**CONFLUENCE**  
 DESIGNER + ASSET SPECIALIST



**ROLE:** Site and amenity assessment, Data Coordination, Plan Development




**Leon Younger**  
 President



**Philip Parnin**  
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**Nick Woods**  
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## CONTACT

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#### Denver

*Our network of nine offices, located throughout the Midwest, provides value to our clients through our depth of experience identifying, developing and applying emerging creative trends and best practices.*



## CONFLUENCE

Confluence is a professional consulting firm comprised of landscape architects, urban designers and planners founded in 1998. Our staff of 70+ includes 39 licensed landscape architects and AICP certified planners – and our firm is comprised of energetic, creative, and passionate people who are involved in making our communities better places to live. We assist our clients on a wide range of public, educational, institutional and private sector projects. Our landscape architects are licensed to practice in California, Colorado, Georgia, Kansas, Idaho, Illinois, Iowa, Michigan, Minnesota, Missouri, Montana, Nebraska, New Mexico, Nevada, North Dakota, Ohio, Pennsylvania, South Dakota, Tennessee, Texas, Utah, Wisconsin, and Wyoming – and this list continues to grow to meet our client's needs.

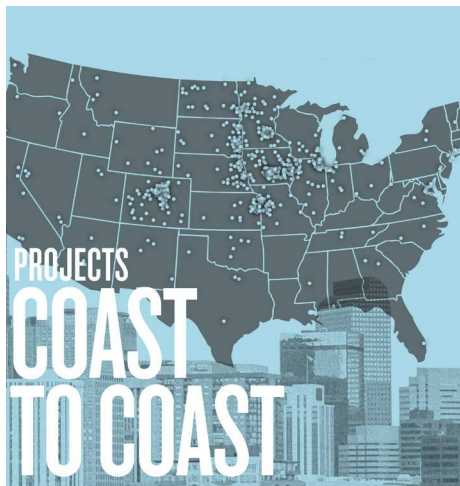
## WHAT WE DO

Simply stated - we create places full of life. The diversity of our work and expertise has become a hallmark of our firm, and it's a big reason why our clients engage us again and again to help establish their next creative vision for the future. We offer a wide array of design and planning capabilities, handling everything from stakeholder and community engagement activities, to crafting urban design and community planning solutions, to representing our clients during construction implementation. With over twenty years of award-winning experience and hundreds of completed projects, Confluence has shaped the practice of landscape architecture, planning and urban design across the Midwest, and we love what we do. What can we do for you?

## HOW WE WORK

Our creative process is focused on collaboration and insightful interaction with our clients, consultants and the community in which we work. We begin by gaining an insightful and objective understanding of each project, including how it fits into the surrounding context. From vision to completion, our team excels in collaborating to shape and achieve your "what's next" – while also planning ahead on your long-term strategy. The diversity of our practice and professional experience provides a solid framework upon which to build successful strategies for achieving our client's goals.

*Confluence brings together people, energy and ideas to shape the future of our communities. We strive to achieve the inherent potential within each project while naturally making our world a better place.*



## PROS CONSULTING

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.

## 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:

- **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.
- **Operations, Maintenance and Organizational Development** – completed over 450 plans that involved operations, programming, 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, facilities and park systems.
- **Strategic Planning** – completed over 80 strategic plans for cities, counties, park districts and state agencies to help them become established in their market or to reposition themselves.
- **Needs Assessment** – completed over 250 needs assessments as a precursor of doing a Master Plan, Strategic Plan or Feasibility Study. We will perform a comprehensive parks, facilities and program needs assessment that helps identify importance and unmet needs for a variety of facilities / amenities and programs.
- **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.

## CONTACT

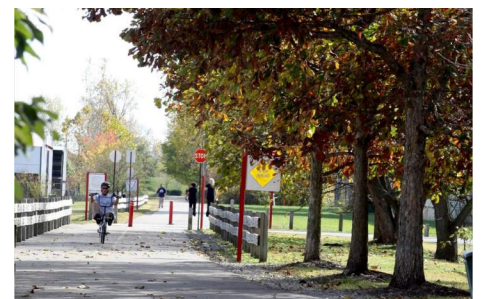
**LEON YOUNGER, PRESIDENT**

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## OPN ARCHITECTS

We are a Minneapolis-based design firm with more than 100 designers across five Midwestern studios. In the last five years, we have won more than 90 AIA and IIDA design awards, including AIA's most prestigious Honor Award at last year's national convention. OPN offers a holistic blend of architecture, planning, and interior design services. We have an intentionally diverse list of clients and project types including recreation, libraries, education, civic, historic, corporate, and healthcare. By providing all disciplines relating to the aesthetics of the design in-house, we are able to ensure the design is unified from site selection to building envelope to interior design and furnishings.

We've been repeatedly described as excellent listeners — a compliment we take pride in because it means our clients know that we care, we pay attention, and the end result is work that exceeds our clients' expectations. We understand that physical space can foster or inhibit collaboration and innovation, and we believe passionately that success lies in bringing people and perspectives together. We encourage open dialogue and, as a team, we find the optimal design solution for our clients.

OPN brings a wealth of experience in sports, park, and recreation facilities planning across public and private sectors. As gathering spaces, recreation areas are places that strengthen communities. Community connection, transparency, and wellness are what drive these public parks for generations and beyond. Embracing opportunities to create even more joyful experiences through this Park Systems Master Plan is directly in keeping with the mission of elevating the quality of life for your entire community.

## AREAS OF FOCUS

- **Flexible & Adaptable:** Flexible meeting spaces, shared synergies, and outdoor spaces are all hallmarks of modern park facilities. These popular spots magnetize people to the space and entice them to stay. Your park is a place for community and gathering. It too should employ flexibility and provide amenities for being a go-to destination.
- **Catalyzing Public Spaces:** This master planning process represents a unique opportunity to create destinations for community members of all generations to meet, mingle, and learn from one another. We work to intertwine buildings and sites to build a framework for meaningful experiences.
- **Sustainable & Healthy:** We believe sustainability and wellness can seamlessly integrate into the design, creating an energy-saving plan that is also a beautiful space. We will work closely with the City of Columbia Heights to explore and define sustainability and wellness goals for this project. This plan can be a benchmark for performance and wellness in the community and catalyze future projects to set similar goals. High-performance, beautifully daylight, sustainable areas are not only healthier, they also save money and are more efficient. With you, we will consider energy-saving systems, time-saving construction methods and healthy materials in order to respect natural resources and minimize environmental impact.
- **Spark Joy:** Human interaction is a vital component of a strong community. When people bond with their friends and neighbors, the entire community benefits from an improved quality of life, community pride, and increased civic participation. We can promote socialization by designing a variety of gathering spaces and taking measures to encourage spontaneous, friendly interactions.

## CONTACT

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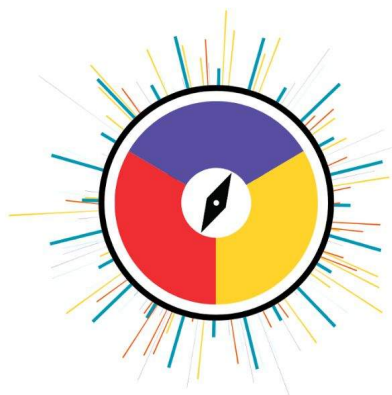


NewPublica brings more than a decade of experience leading strategic communications campaigns that shape policy, shift narratives, and support movement leaders. We have partnered with public health agencies, healthcare organizations, philanthropic foundations, and grassroots coalitions to develop communications that drive awareness, build trust, and generate action.

Latino-owned and BIPOC-staffed NewPublica prides itself in being a nimble, boutique premier communications firm poised to help clients navigate tough problems with thoughtful solutions. From our multidisciplinary department structure to the vast diversity of our staffs' lived and professional experience, NewPublica is **designed differently** to equip organizations with **bold strategic communications that are directly informed by the intended audiences they seek to impact**. Our deep expertise in navigating cultural spaces and forming lasting relationships with community-members contributes to a practice of culturally fluent and effective messaging that is easily understood and owned.

**Our core capabilities include:**

- Strategic communications planning
- Narrative design and message testing
- Storytelling campaigns rooted in lived experience
- Public engagement and cross-sector coalition communications
- Multilingual content development
- Media outreach and digital strategy
- Communications capacity-building for grantees



**DESIGNED DIFFERENTLY**

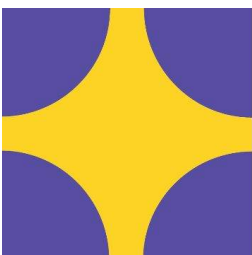
*As a strategic communications firm, we are T-shaped to **blend insights** from public affairs, public relations, and public engagement and are equipped for any ask.*

**EMBODIED APPROACH FOR ACTIVE LISTENING**

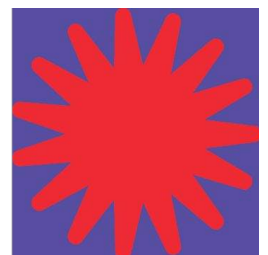
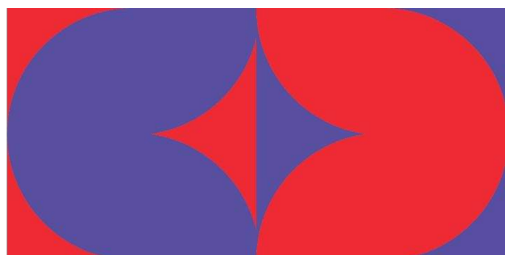
*Our deep roots in community pulls our ears close to the ground, leveraging our relationships for our clients on research, creative, messaging testing, and stakeholder mapping, leading to **resonant, effective** results.*

**DRIVE INCLUSIVE GROWTH**

*Where other agencies get uncomfortable in a rapidly changing demographic landscape, **we thrive**—connecting you with your growth markets sooner.*



PARK SYSTEMS MASTER PLAN / CITY OF COLUMBIA HEIGHTS, MINNESOTA



CONFLUENCE 19



**EDUCATION**

Master of Landscape Architecture:  
University of Manitoba / 1990  
Bachelor of Environmental Studies:  
University of Manitoba / 1995

**PROFESSIONAL REGISTRATIONS**

Licensed Landscape Architect:

- Minnesota / #42242
- Texas / #3448
- Nevada / #1021

CONFLUENCE

**TERRY MINARIK, ASLA, PLA**  
**PRINCIPAL + LANDSCAPE ARCHITECT**

Terry has an extensive background in park and recreation planning, and public space design. Terry collaborates with his clients to develop innovative and contextually sensitive design solutions. Terry will be the principal in charge and project lead for the Park Master Plan update. Terry follows the practice that business is built on long-term relationships. It is critical to always provide more than expected on every project.

**CURRENT + NOTABLE PROJECT EXPERIENCE**

- Bloomington Park System Plan / Bloomington, Minnesota
- Shakopee Park Trails and Recreation Master Plan / Shakopee, Minnesota
- MPRB North Service Area Master Plan / Minneapolis, Minnesota
- MPRB South Service Area Master Plan / Minneapolis, Minnesota
- Edina Parks and Recreation Strategic Plan / Edina, Minnesota
- Apple Valley Park System Master Plan Update / Apple Valley, Minnesota
- Burnsville Parks and Recreation System Master Play / Burnsville, Minnesota



**EDUCATION**

Master of Landscape Architecture:  
University of New Mexico  
Bachelor of Arts, Biology: Bryn Mawr  
College

**PROFESSIONAL REGISTRATIONS**

Licensed Landscape Architect:

- Minnesota / #59107

CONFLUENCE

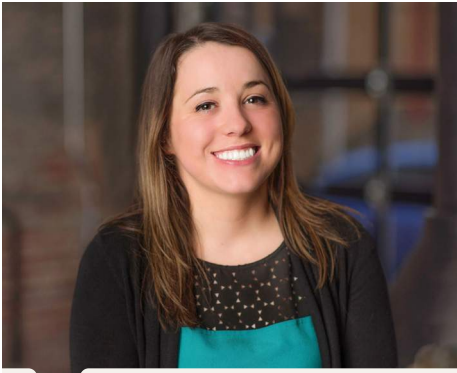
**MO CONVERY**  
**PROJECT MANAGEMENT**

Mo came to landscape architecture after a decade working in Public Health and Equity Research. In her 9 years of experience in landscape architecture, she has worked on a diverse range of parks and recreation projects from park system master plans to site design for unique destination parks. She is never far from her roots by bringing integrated systems thinking and expertise working across a diverse range of collaborators and stakeholders - from community members to governmental agencies.

**CURRENT + NOTABLE PROJECT EXPERIENCE**

- Mendota Heights Park System Master Plan
- Parks to People Equity Study for Three Rivers Park District / Plymouth, Minnesota
- Hopkins Park System Master Plan / Hopkins, MN
- Lake Washington Regional Park and Trail Improvements/ La Sueur County, Minnesota\*
- Three River's Park District Crow Hassan Park Reserve Master Plan/ Rogers, Minnesota\*
- MPRB East of the River Service Area Master Plan / Minneapolis, Minnesota\*
- Pine Point Regional Park Master Plan / Washington County, MN\*

\* work performed while employed by another firm



CONFLUENCE

**JANE REASONER, AICP**  
**PARK PLANNER / GIS SPECIALIST**

Jane brings an interest in the environment and sustainability to every project. She has worked on many comprehensive plans across the Midwest designing interactive engagement strategies and providing population, environmental, parks and economic analyses.

**EDUCATION**

Georgia Institute of Technology, MA, City and Regional Planning / 2016

University of South Dakota, BA, Political Science and Government / 2012

**PROFESSIONAL REGISTRATIONS**

American Institute of Certified Planners: #31893  
American Planning Association

**CURRENT + NOTABLE PROJECT EXPERIENCE**

- Fargo Park District Master Plan / Fargo, Minnesota
- Hopkins Park System Master Plan / Hopkins, Minnesota
- 2035 Downtown Sioux Falls Master Plan Public Facilitation / Sioux Falls, South Dakota
- Apple Valley Parks Master Plans / Apple Valley, Minnesota
- Cedar Falls Master Plan / Cedar Falls, Iowa
- Bloomington Park System Master Plan / Bloomington, Minnesota
- Davenport Parks & Recreation Master Plan / Davenport, Iowa
- Park System Master Plan, Hopkins, MN / Hopkins, Minnesota



CONFLUENCE

**AARON HANSON, ASLA**  
**LANDSCAPE DESIGNER**

Aaron joins Confluence with 10 years of experience in landscape project design, estimating and management. This hands-on field involvement gives him a deep understanding of how landscape environments come together--from initial sketches on paper to the importance of proper installation and construction administration of complex projects.

**PROFESSIONAL EXPERIENCE**

13 Years of Experience  
2 Year with Confluence

**EDUCATION**

North Dakota State University:  
Bachelor of Landscape  
Architecture + Environmental  
Design

**CURRENT + NOTABLE PROJECT EXPERIENCE**

- Burnsville Parks and Recreation System Master Play / Burnsville, Minnesota
- Aitkin Park Master Plan / Aitkin, Minnesota
- Apple Valley Parks Master Plans / Apple Valley, Minnesota
- Northeast Service Area Planning / Bloomington, Minnesota
- The Cannery District - Riverfront Parks Master Plan / Eau Claire, Wisconsin
- FM Rotary Natural Playground / Fargo, North Dakota
- Grandview Senior Housing / Minneapolis, Minnesota
- Jackson Township Park Conceptual Design / Shakopee, Minnesota
- Schmidt Woods Park / Plymouth, Minnesota

# LEON YOUNGER, CPRP

PROS CONSULTING | PRESIDENT

## CURRENT + NOTABLE PROJECT EXPERIENCE

Bloomington, MN Parks and Recreation Master Plan  
Minneapolis, MN Maintenance and Operations Plan  
Shakopee, MN Parks and Recreation Master Plan  
Sioux Falls, SD Parks and Recreation Master Plan  
Carmel, IN Parks and Recreation Master Plan  
Derby Recreation Commission, KS Strategic Master Plan  
Shawnee County, KS (Topeka) Parks and Recreation Strategic Master Plan  
Merriam, KS Parks and Recreation Facilities Master Plan  
Lawrence, KS Parks and Recreation Master Plan  
Olathe, KS Parks and Recreation Master Plan & Recreation Center Feasibility Study  
City of Kansas City, MO Parks and Recreation Master Plan  
Westerville, OH Parks, Recreation and Open Space Master Plan  
Upper Arlington, OH Parks and Recreation Master Plan  
Grapevine, TX Parks, Recreation and Open Space Plan  
Charlotte/Mecklenburg County, NC Parks and Recreation Strategic Master Plan



### FIRM POSITION

President

### YEARS OF EXPERIENCE

Total: 48 / With Firm: 28

### EDUCATION

M.P.A., University of Kansas, 1988  
B.S., Kansas State University, 1975

### REGISTRATIONS

Certified Park and Recreation Professional



# TRAVIS TRANBARGER

PROS CONSULTING | SENIOR PROJECT MANAGER

## CURRENT + NOTABLE PROJECT EXPERIENCE

Burnsville, MN Parks and Recreation Master Plan  
Bloomington, MN Recreation Center Feasibility Study  
Marysville, OH Parks and Recreation Master Plan  
Powell, OH Parks and Recreation Master Plan  
Greenfield, OH Organizational Study  
Cleveland, OH Program Assessment  
Carmel, IN Parks and Recreation Master Plan  
Carmel, IN Monon Community Center and Waterpark Business Plans  
Brownsburg, IN Park Site Master Planning, Design, and Development  
Brownsburg, IN Multi-generational Community Center Pre-Design Plan  
Brownsburg, IN Aquatic Center Feasibility Study  
Lawrence, KS Program Assessment and Parks and Recreation Master Plan  
O'Fallon, MO Maintenance Management Plan and Parks and Recreation Master Plan  
Village of Woodlawn, OH Recreation Needs Assessment  
Wake Forest, NC Recreation Demand Study

### FIRM POSITION

Senior Project Manager

### YEARS OF EXPERIENCE

Total: 19 With Firm: 2

### EDUCATION

B.S. Sport Administration, Ball State University

### REGISTRATIONS

Certified Park and Recreation Professional



## JOE WALLACE, AIA ASSOCIATE PRINCIPAL

Joe has been with OPN Architects since 2012. He now leads the Minneapolis studio as Associate Principal. Joe has had extensive experience working with a vast range of public clients and project types, both big and small, including the Central Village Park Shelter in St. Paul. Joe is passionate about community-centered and sustainable design and explores these concepts while leading project design teams and consultants towards thoughtful and award-winning design solutions. Outside of work, Joe enjoys hiking, biking, and kayaking at many local area trails and waterways.

### EDUCATION

Master of Architecture: University of Nebraska - Lincoln / 2012

Bachelor of Architecture: University of Nebraska - Lincoln / 2010

### PROFESSIONAL REGISTRATIONS

Licensed Architect:

- Minnesota / #61723
- Iowa / #07233

### CURRENT + NOTABLE PROJECT EXPERIENCE

Central Village Park Shelter / St. Paul, Minnesota

Fred Richards Park Building / Edina, Minnesota

Raccoon River Boathouse / West Des Moines, Iowa

Jamie Hurd Amphitheater / West Des Moines, Iowa

Robbinsdale Area Schools (Neill Elementary & FAIR Crystal) / Robbinsdale, Minnesota

St. Cloud State University Atwood Bookstore Renovation / St. Cloud, Minnesota

Northwood Technical College Master Plan / Rice Lake, Wisconsin

Minneapolis Community & Technical College Master Plan / Minneapolis, Minnesota



## NICK WOODS, AIA SENIOR PROJECT ARCHITECT

A Madison, Wisconsin, native, Nick has been practicing architecture since 2004 at multiple award-winning firms in Wisconsin and Minnesota. He graduated from Virginia Tech with a Bachelor of Architecture, and continued at Washington University - St. Louis and received his Master of Architecture. Nick's experience is varied, with many public projects, including the Fred Richards Park Building in Edina. Nick's work reflects the communities and places they are designed for. Outside of work, Nick coaches his kids' junior hockey teams.

### EDUCATION

Master of Architecture: Washington University - St. Louis / 2004

Bachelor of Architecture: Virginia Tech / 2002

### PROFESSIONAL REGISTRATIONS

Licensed Architect:

- Minnesota / #60188
- Wisconsin / #10549 - 5

### CURRENT + NOTABLE PROJECT EXPERIENCE

Fred Richards Park Building / Edina, Minnesota

City of Hudson Police Station / Hudson, Wisconsin

City of St. Cloud Fire Station 6 / St. Cloud, Minnesota

Superior Fire Station No. 2 & 3 Study / Superior, Wisconsin

Rudd Public Library / Rudd, Iowa

City of Maple Grove Central Park / Maple Grove, Minnesota\*

\* work performed while employed by another firm

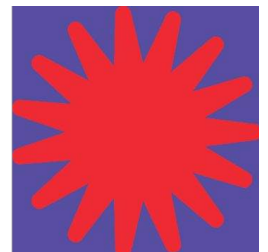
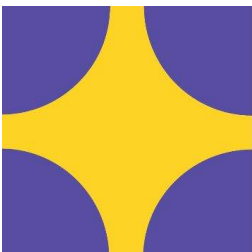
**Luis Moreno:**

Luis is a Strategic Consultant with NewPublica, leading Public Engagement. He has over 25 years of work experience in organizations of various sizes, including multiple Fortune 500 companies. Luis has experience working with leadership, strategy, marketing, strategic communications, and corporate communications. His experience includes public relations, crisis communications, reputation management, media relations, public engagement, and community outreach. Luis has experience working in Consumer Products Goods (CPG), Manufacturing, Food, Financial Services, and Healthcare. He also has experience working in international projects and leading cross-cultural teams. Luis is bilingual English/Spanish and has intermediary understanding of Italian and Portuguese. He holds an MBA in Strategy and Marketing from the Minnesota Carlson School of Management and completed a Public Policy Fellowship from the Humphrey School of Public Affairs at the University of Minnesota. Luis teaches Leadership and Management in the undergraduate and executive education programs at the U of M. Luis is a Thought Leader in Emotional Intelligence and Human Centered Leadership.



**Current and Previous Project Experience:**

- I-94 Dartmouth Bridge Construction.
- I-494 Construction.
- Robert Street Construction.
- 35th and 36th Streets Construction.
- Marshall Street Construction.
- MnDOT - Minnesota Go Vision Update.
- City of Burnsville - Community Outreach.
- B-Line Community Outreach.
- Bronze Line Community Outreach.
- Zero Emission Bus Transition Plan.
- Blue Line Extension Community Outreach.
- Ramsey County Environmental Health



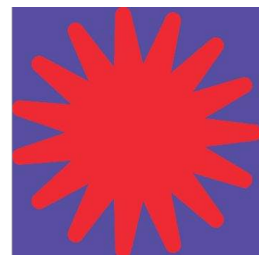
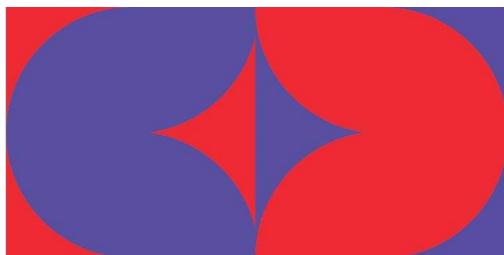
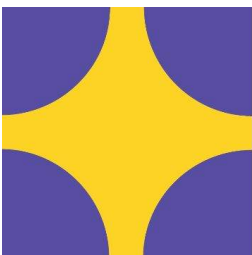
**Nelson Serrano:**

Nelson is a communications and community engagement professional. He has worked across public, nonprofit, and cultural sectors to connect organizations with the communities they serve. He is bilingual English/Spanish. Nelson has led outreach initiatives throughout the Twin Cities and greater Minnesota, representing clients through public events, stakeholder engagement, and strategic communications. Nelson’s work emphasizes inclusive messaging, data-informed insights, and relationship-driven outreach that translates community feedback into meaningful action. Nelson holds a Bachelor of Arts in Psychology from Carleton College, where he completed a capstone on cultural factors in Latino mental health. His interdisciplinary background blends behavioral research, storytelling, and media production, allowing him to approach engagement through both analytical and creative lenses. Nelson produces audio and visual media projects and enjoys supporting local arts and music communities.

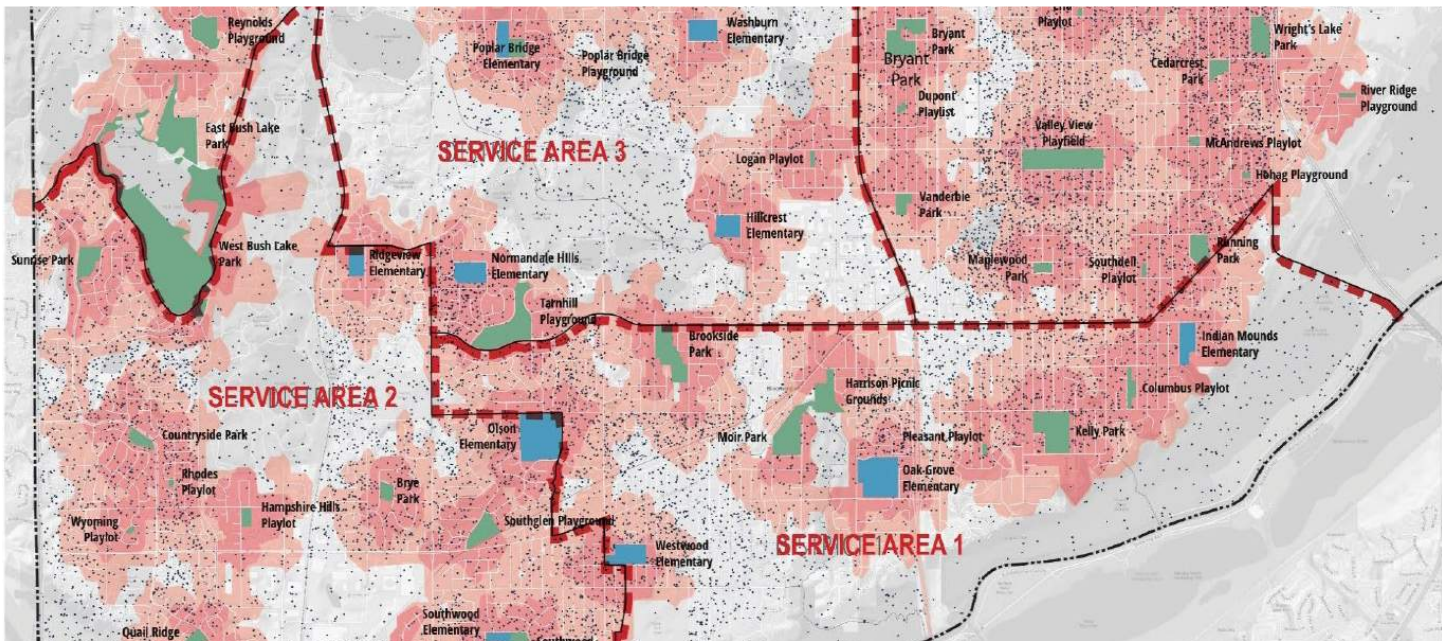


**Current and Previous Project Experience:**

- I-494 Construction.
- Robert Street Construction.
- 35th and 36th Streets Construction.
- Marshall Street Construction.
- MnDOT - Minnesota Go Vision Update.
- City of Burnsville - Community Outreach.
- Bronze Line Community Outreach.
- Zero Emission Bus Transition Plan.
- Blue Line Extension Community Outreach.
- Ramsey County Environmental Health.
- Washington County and Ramsey County Recycling & Energy.



## PROJECT EXAMPLES



## BLOOMINGTON PARKS SYSTEM MASTER PLAN

This comprehensive update of Bloomington's Park Master Plan establishes a clear 20-year vision for the city's park, trail, recreation, and open space systems.

Confluence and PROS Consulting were hired by the City of Bloomington to lead the updating of the Park Master Plan, last updated in 2008. The City of Bloomington boasts over 36 miles of off-road trails and 94 city parks, many of which are due for upgrades and replacement that reflect the modern ways in which the communities want to be using park spaces.

Equity discussions were central to the Master Plan development. Confluence, in collaboration with the City developed the Capital Improvement Plan (CIP) Equity Prioritization Tool to provide a framework to make decisions for investment in neighborhood and community parks with an equity focus. The quantitative score produced by the analysis and calculation focuses on neighborhood characteristics, population characteristics, and park condition characteristics.

Staff and the consultant combined all of the community engagement input (statistically valid and qualitative), Level of Service study, and Park Board and council member input to develop a working Priority List of CIP Facility Needs. Along with a commitment to deliver accessible, equitable, innovative, and high quality recreational experiences, flexibility in implementation enables the City to adjust, refine, and improve strategies over time. The Master Plan set forth improvement recommendations to elevate the City's parks, facilities, and programs into an excellent system in the future.

### PROJECT DETAIL

#### LOCATION

Bloomington, Minnesota

#### CLIENT

City of Bloomington

#### SIZE

Regional

#### REFERENCE

Ann Kattreh, Parks and

Recreation Director

[akattreh@bloomingtonmn.gov](mailto:akattreh@bloomingtonmn.gov)

952.563.8877





## BURNSVILLE PARKS PLAN

The Parks Plan is designed to integrate all the relevant strategies, policies, plans, technical reports, data and community insights into one evolving collective and considered view of parks infrastructure and service priorities across the City.

The Parks Plan is a series of information documents and tools to help guide the decision making process for the maintenance, growth and provision of services in the Burnsville Park System. The Parks Plan was divided into separate chapters that looked at a Community Engagement Plan, Strategic Plan, Inventory and Analysis Plan, Visioning Plan, Wayfinding Plan and a Park and Recreation Services Plan. The Parks Plan outlined the needs of the community, park investment priorities and the way forward. The plan is intended to provide the City and the community with a single, simpler and more integrated strategic summary of park investment priorities over the next five to ten years.

Park Summaries + Asset Inventory Park summaries were created for each park in the Burnsville Park System. Each Park Summary contains classification of the park, description of the park, Park summary, location and summary table that highlights the Park infrastructure priority replacement needs over the next 1-5 years. These summaries enable the City to clearly view what is planned for each park in the Park System and relate it to the yearly CIP.

The Parks Visioning Plan is a strategic document that outlines the long-term goals, priorities, and vision for a community's parks, recreation facilities, and open spaces. Its primary purpose is to guide future development, improvements, and management of park systems to ensure they meet the needs of residents and visitors.

The Park and Recreation Services Plan will provide services including Benchmarking, Program Assessment, Level of Service Analysis, and a Parks and Recreation Services Action Plan. This Plan will be used to guide current and future park and recreation services.

### PROJECT DETAIL

#### Location

Burnsville, Minnesota

#### Client

City of Burnsville

#### Size

76 City Parks and Open Spaces





# HOPKINS PARK SYSTEMS PLAN

Developing a 20-year Vision for Hopkins’s Park System to envision how parks will better serve the growing, aging, and diversifying community.

Hopkins is a Twin Cities metropolitan-area city with a small town feel. The city is in an era of growth. Three new light rail transit stops are being built which has ushered in a rush of residential and some commercial construction. With these new incoming residents the City’s population is anticipated to grow by 10% in the next five years. The City’s land area is only 4 square miles, and this compactness contributes to the small-town feel, walkability, and attractiveness. Many parks could benefit from updates, which is why it is great that Hopkins is investing in this study and setting the state for future improvements.

Hopkins Parks adequately serve the population now. But based on age of equipment, range of play and recreation opportunities, and the diversifying needs of a growing population, we know that the parks won’t meet future needs. This plan seeks to envision what the future parks of Hopkins could be, and inspire community support and galvanize action to improve parks to meet future needs.

Now is the time to plan for these catalyzing changes. As the population grows, the park system needs to grow and improve so that residents feel a sense of ownership and pride in their parks.

## PROJECT DETAIL

**Location**  
Hopkins, Minnesota

**Client**  
City of Hopkins, Minnesota

**Size**  
Citywide—15 Parks

**Contact**  
PeggySue Imihy Bean, AICP  
Special Projects and Initiatives  
Manager  
1010 1st Street S.  
Hopkins, MN 55343  
952.548.6344





# SHAKOPEE PARK, TRAILS AND RECREATION MASTER PLAN

This comprehensive master plan is intended to provide a clear 15-year vision for the City and guide implementation priorities.

Confluence and PROS were hired by the City to develop a Parks, Trails and Recreation Master Plan. Creating a clear and dynamic vision was a critical component to this master plan. The current park and trail system requires renovation of older parks, re-visioning of the downtown riverside parks, and development of new parks in rapidly developing parts of the city. One of the primary objectives was to re-connect residents back to the Minnesota River for recreation, cultural and historical reasons. The master plan brings the community together by addressing trail gaps, provides a strong vision for integrating new and innovative recreation facilities into the community, and defines a process for maximizing the returns on parkland dedication fees and donations. The vision is communicated with simple renderings that set the tone and character for the community. Our team worked closely with City staff to engage several resident groups that are traditionally not a part of these processes. Confluence worked with the Shakopee Mdewakanton Sioux Community, the City of Shakopee, Three Rivers Park District, and Scott County to explore park and trail redevelopment in areas of significant Native American cultural resources, developing a partnership to protect important resources and history.

### PROJECT DETAIL

**LOCATION**

Shakopee, Minnesota

**CLIENT**

City of Shakopee, Minnesota

**SIZE**

Regional

**REFERENCE**

Michael Kerski  
 Director of Planning and Development  
 952-233-9346  
 MKerski@shakopeemn.gov





# PARKS MASTER PLANS: MINNEAPOLIS NORTH + SOUTH SERVICE AREAS

Reflecting diverse community values and interests, these two separate Master Plans encompass 65+ unique neighborhood parks in Minneapolis’ North and South service areas.

The Minneapolis Park and Recreation Board (MPRB) is one of the largest park systems in the nation, managing more than 6,700 acres of public land organized around five geographic Service Areas. Confluence was initially retained by MPRB to develop the South Service Area Master Plan - the first of the five area plans. Upon successful completion, our team was subsequently selected to complete the North Service Area Master Plan. Both projects emphasized extensive community stakeholder participation and collaboration as an integral part of the planning process. This included one of the largest public engagement processes ever undertaken in this region - coordinating 100+ events and activities using new methods to engage underserved populations, and including data-driven analysis to guide decisions. The results provide new community-supported master plans to guide future growth and development of the parks in these service areas - representing 40% of MPRB’s overall park system.

## PROJECT DETAIL

**Location**  
Minneapolis, Minnesota

**Client**  
Minneapolis Park and Recreation Board

**Size**  
Regional

**Reference**  
Adam Arvidson, Project Manager  
612.230.6470  
aarvidson@minneapolisparke.org

**Budget**  
\$175,000 : \$200,000

**Completion Date**  
2016 : 2019

**Lead Staff**  
Brad Aldrich, Terry Minarik, Leon Younger

**Awards**  
Merit Award for Planning and Analysis - ASLA Minnesota





# SIoux FALLS, SD PARKS AND RECREATION SYSTEM MASTER PLAN

This comprehensive update of Sioux Falls’ Park Master Plan establishes a clear 20-year vision for the city’s park, trail, recreation, and open space systems.

The Sioux Falls Parks and Recreation (“SFPR”) system consists of over 3,100-acres of parkland, made up of 80 parks, 11 undeveloped sites, five community centers, four enlarged gymnasiums, three support sites, three golf courses, six ice rinks, five outdoor pools, one indoor aquatic center, Downtown River Greenway, and more than 30 miles of paved, off-street recreational trails. Since 2010, SFPR was accredited by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA), which recognizes park and recreation agencies for excellence in operation and service.

The System Master Plan sought community input to identify their visions and expectations for the future of the Sioux Falls park and recreation system. Community input was received via focus groups, key stakeholder interviews, public forums, a statistically-valid needs analysis survey, a community online open survey, and a crowd-sourcing website [www.plansfparks.org](http://www.plansfparks.org). The information gathered from the community engagement process was combined with technical research to produce the final plan.

### PROJECT DETAIL

**Location**  
Sioux Falls, South Dakota

**Client**  
City of Sioux Falls

**Reference**  
Mr. Tory Miedema,  
Park Development Specialist;  
231 North Dakota Ave.  
Sioux Falls, SD 57104  
605.367.8217  
[tmiedema@siouxfalls.org](mailto:tmiedema@siouxfalls.org)

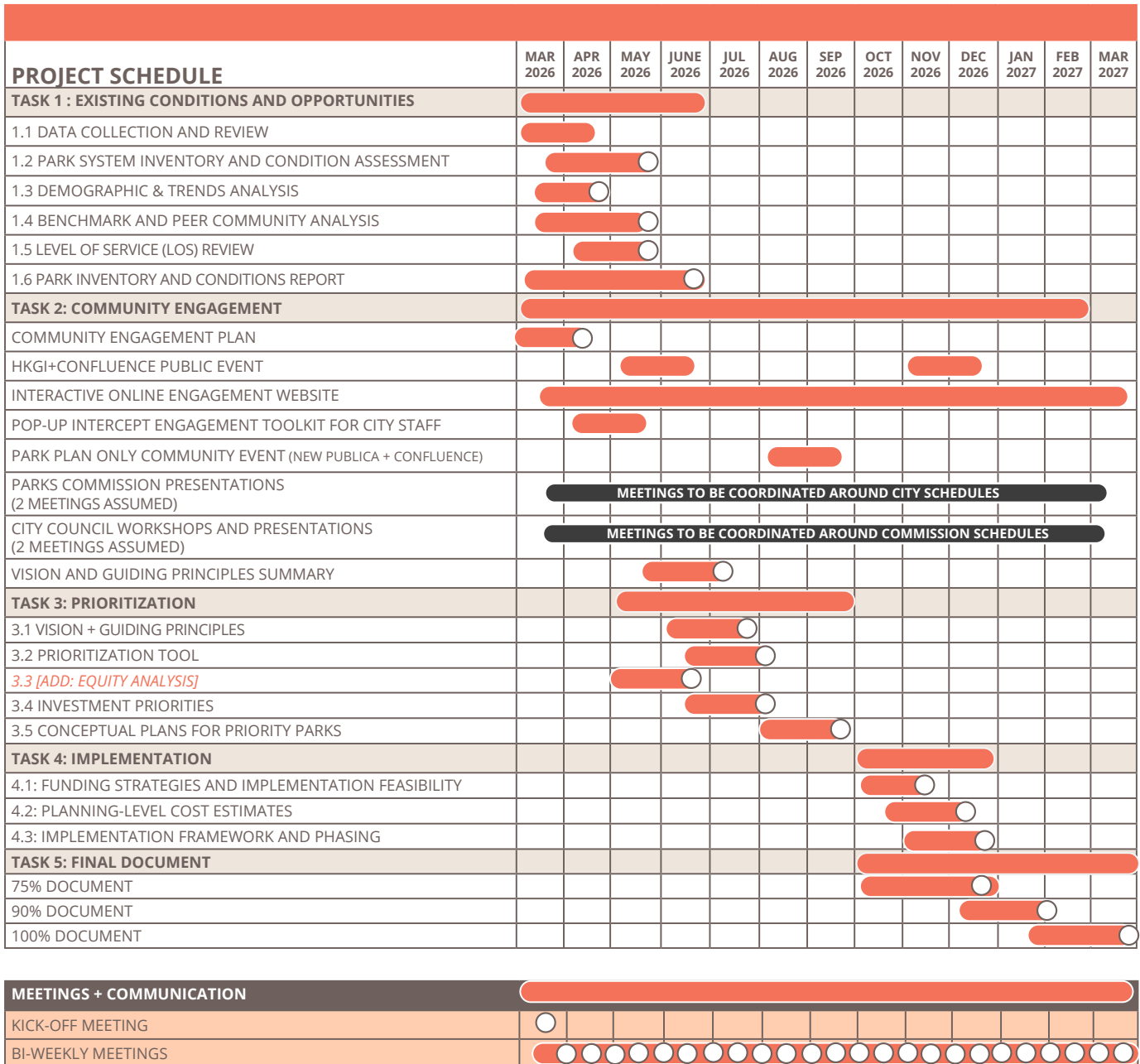




SECTION 3  
**SCHEDULE +  
FEE**

# SCHEDULE

We are recommending a year-long planning process for the Columbia Heights Park System Master Plan. At the outset of the project, we will work closely with City staff to confirm key assumptions, coordination points, and important dates that may influence the overall schedule—particularly alignment with the 2050 Comprehensive Plan update and City decision-making milestones. We are happy to adjust the timeline as needed, whether that means accelerating specific phases or extending the schedule to accommodate community engagement or review processes. We look forward to working collaboratively with the City of Columbia Heights to ensure the planning process is thoughtful, efficient, and responsive to your community's needs.



○ DELIVERABLE OR MEETING

Items listed as [ADD: \_\_\_\_\_ ] are Add Alternates

## FEE

The proposed fee reflects our understanding of the scope outlined in the RFP and the tasks described in this proposal, including system-wide inventory and analysis, community engagement, prioritization, conceptual plans for two priority parks, and preparation of the final Master Plan document.

At project initiation, we will confirm assumptions related to coordination, data availability, engagement expectations, and deliverables to ensure alignment with the City's goals and budget. Should adjustments to scope, schedule, or engagement needs arise, we will work collaboratively with the City of Columbia Heights to discuss options and identify appropriate solutions.

Our goal is to provide a clear, transparent, and appropriately scaled fee that supports a thoughtful, community-informed planning process while remaining responsive to the City's fiscal priorities.

<b>PROJECT FEE</b>	<b>ITEMIZED FEE</b>
<b>TASK 1 : EXISTING CONDITIONS AND OPPORTUNITIES</b>	<b>\$40,500</b>
<b>TASK 2: COMMUNITY ENGAGEMENT</b>	<b>\$40,900</b>
<b>TASK 3: PRIORITIZATION</b>	<b>\$24,450</b>
<i>3.3 [ADD: EQUITY ANALYSIS]</i>	<b>\$4,500</b>
<b>TASK 4: IMPLEMENTATION</b>	<b>\$12,800</b>
<b>TASK 5: FINAL DOCUMENT</b>	<b>\$20,200</b>

TOTAL BASE: \$138,850  
TOTAL WITH EQUITY ANALYSIS: \$143,350