

mend collaborative

City of Columbia Heights
**Parks Systems
Master Plan**

February 13th, 2026



Statement of Interest

Dear Selection Committee,

Mend Collaborative (Mend) is pleased to submit a Proposal for the planning services for the Park System Plan for the city of Columbia Heights. Mend is a design and planning firm based in Minneapolis, MN dedicated to serving public clients and communities on complex and transformative projects. Working with clients who seek to use restorative and community-empowering strategies in design projects is one of our key values. We are extremely excited about this opportunity and believe that our experience has the right make-up of experienced, dedicated, and talented professionals to serve the city and the community.



We understand that prioritizing investments and improvements within a park system requires thoughtful consideration and careful decision-making. At Mend Collaborative, our approach to park planning is rooted in a deep appreciation for community-centered open spaces. Through our conversations with residents and stakeholders, we consistently hear that parks and open space serve as the heart of the communities we plan for and alongside.

Our team brings expertise in urban design, planning, ecology, and landscape architecture to help Columbia Heights identify meaningful opportunities to strengthen and activate its park system in alignment with its long-term vision. Our experience includes numerous park system planning efforts that prioritize equity, health, and resilience. We also take pride in delivering exceptional client service, building strong relationships that foster a smooth, efficient, and enjoyable planning and design process.

Thank you for the opportunity to submit this proposal and tell you a little more about Mend Collaborative.

Sincerely,

A handwritten signature in black ink, appearing to read "Sandy Meulners-Comstock", with a long horizontal line extending to the right.

*Sandy Meulners-Comstock, PLA, Partner
Project Manager
Sandy is the Lead Contact for this pursuit:
sandy@mendcollaborative.com
763-218-6999*

mend collaborative

333 Washington Ave North, Suite #404
Minneapolis, MN 55401

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A photo of the grand opening of City Hall Backyard in Sunset Valley, TX.



Meet Mend

This is our first opportunity to pursue a project in Columbia Heights. Allow us to introduce ourselves!

Mend Collaborative is an award-winning Landscape Architecture and Planning firm established in 2022 to serve public-sector clients in designing and planning for their communities. At Mend Collaborative, we firmly believe that inclusive participation of our clients and the communities they serve leads to better outcomes.

Our approach focuses on developing actionable designs that tangibly **enhance the quality of life and access to resources for the communities we serve, all while prioritizing environmental quality and sustainability.** We strive to strengthen the connections between people and their surroundings, recognizing the profound influence the built environment has on individuals and their well-being.

With a deep commitment to our clients, Mend Collaborative brings a unique blend of expertise and creativity to every project we undertake. We foster collaboration and cultivate partnerships that extend beyond the boundaries of traditional design and planning. By actively engaging stakeholders and employing innovative strategies, we are able to develop holistic solutions that address the diverse needs and aspirations of the people we serve.



Mend is certified as Targeted Group (TG) small business firm based on women-owned status through the State of Minnesota Department of Administration and a Disadvantaged Business Enterprise (DBE/WBE) through the MN Unified Certification Program.

Project Approach

Comprehensive Plan Coordination

Mend will collaborate closely with HKGI and the Comprehensive Plan team to ensure these efforts are seamlessly aligned. We believe that incorporating multiple perspectives strengthens outcomes, and a coordinated approach between our two firms will enhance the overall quality and impact of the plan. Mend maintains a highly organized project management structure, and our close proximity to HKGI's office will support efficient communication and collaboration throughout the process, resulting in a streamlined effort and a strong final product.



Getting to know the system

Mend will begin the project with a comprehensive assessment of the Columbia Heights park and recreation system, gaining a detailed understanding of existing conditions, recreational programs, and assets across all park locations. With 16 municipal parks and one county park totaling approximately 130 acres, along with five miles of trails that connect to the Grand Rounds and the Mississippi River Corridor, there is a lot to explore and learn about this diverse park system.

Especially in a fully built-out community like Columbia Heights, it is important to understand where opportunities reside to improve and enhance park and recreation systems in our existing spaces. Our team will fully assess the city's system, visiting each park and recreation space to get hands-on experience of how each space functions, the quality of amenities, and how the community interacts with these spaces every day. We will evaluate and compare (benchmark) these assets in the context of peer cities within the Twin Cities metro of similar size and parks budgets, allowing us to identify strengths, gaps, and opportunities for strategic investment to ensure Columbia Heights is meeting or exceeding standards of service. Our team's AICP certified planner, Zakcq, will assess park connectivity and accessibility at both the local and regional scales, with a focus on trail integration and equitable access. Our landscape architects, Sandy and Olivia, will conduct ecological assessments using Mend's ecological assessment tool, created for the Travis County Park System plan, to evaluate natural systems, habitat quality, and opportunities for ecological enhancement in the parks. Sandy and Olivia will also complete thorough site inventories, analyzing the quality of park and recreation features, looking for areas of opportunity, identifying accessibility concerns, and understanding where park amenities or services excel or may be lacking. Together, this integrated multi-disciplinary team approach will ensure a shared understanding of your system and provide a strong foundation for a responsive, community-driven Park and Recreation System Plan.



Photo from a community engagement event at Folwell Park in Minneapolis.

Keeping focus on the community

At Mend, we believe that our work becomes stronger when incorporating all the diverse perspectives and experiences received from community feedback. Our approach extends beyond just asking for feedback - we invite the community into our processes, ensuring that project outcomes are reflective of community and stakeholder voices. Our goal for successful engagement is rooted in consensus-driven processes where the community understands what we are trying to achieve, that all voices are equal, and the focus is on best outcomes for all. We aim to tailor the engagement in each community we serve by meeting residents where they are and by providing activities that help people feel empowered and excited to share their perspective. Our goal is to build trust between our clients and the communities we serve by meeting regularly with City staff, the Parks and Recreation Commission, and City Council to act as a liaison bridging diverse stakeholders.

Knowing the rich cultural diversity of Columbia Heights, we are excited to work with city staff and representatives who we know have deep relationships with the community to best frame our engagement outreach. Our goal is to ensure that all individuals have spaces to engage meaningfully on projects in their communities.

With HKGI, we see the extensive community engagement required for the Comprehensive Plan update as a unique opportunity for deep collaboration, and we look forward to working closely together to fully leverage coordinated plans and shared engagement efforts in a forward-thinking way that delivers meaningful impact. Additionally, the Mend team can provide Spanish language translation and interpretation as needed, as another way to meet the community where they are and how they would like to engage.

Rooted in financial reality

Successful implementation of the Park and Recreation Master Plan depends on clearly identifying and aligning potential funding sources with achievable, phased actions. Mend supports communities not only in planning for future parks and amenities, but in helping move projects from vision to construction.

Our recent work with the City of Elk River demonstrates this approach. Mend assisted the City in advancing a new park at their historic water tower site through a coordinated funding strategy that leverages a range of unique grant opportunities. We developed a grant-focused implementation timeline that aligns anticipated funding cycles with project readiness, providing clear guidance for City staff who will carry the project forward over multiple years.

This strategy included pursuing historic preservation grants, Greater Minnesota Parks and Trails Commission funding, Minnesota DNR grant programs, and national opportunities such as Project for Public Spaces grants. By organizing these funding sources within a realistic, staff-supported timeline, Mend helped this community of similar size to Columbia Heights maximize funding potential, reduce implementation barriers, and maintain momentum long after the master plan was adopted in late 2025.

Funding Strategy

STEP-BY-STEP STRATEGY

To fund the new park, we recommend a **layered strategy** that considers these steps:

STEP

The City should begin by pursuing larger grants from the **Minnesota Department of Natural Resources and the Greater Minnesota Regional Parks and Trails Commission as primary funding sources**. As part of the application process, the City should confirm whether in-kind donations or additional grant funds can be applied toward the required match.

STEP

To support these applications, the City should also pursue additional **regional and national grants focused on historic interpretation, parks, placemaking, and community health**. These secondary funding opportunities can be used to **enhance key elements** of the project, such as bike racks, interpretive features, landscaping, and where allowable, to help meet the matching requirement. While not all programs will align with the project timeline this year, monitoring upcoming grant cycles and shifting program priorities will position the City for ongoing success.

STEP

Establish a clear local fundraising goal, led in partnership with the Heritage Preservation Commission. This effort can pursue contributions from **regional foundations and corporate partners**, as well as financial support from **local businesses** interested in contributing materials or sponsorships. Additionally, **community-based giving programs**, such as Name Wall efforts, "Adopt-a-Tree" or "Adopt-a-Bench" sponsorships, and naming rights for park features, can deepen neighborhood ownership and broaden support.

STEP

Once external funding sources have been maximized, the City can source the remaining funds needed through its **general fund or capital improvement program**, ensuring the project is fully financed while demonstrating public commitment and leveraging community investment.

This blended approach, anchored by grants, supported by philanthropic and business support, along with grassroots contributions, positions the City to deliver a signature space with broad community support and minimal reliance on municipal dollars.

Funding Strategy

SOURCES AND OPPORTUNITIES

Park and Open Space Grants:

- MN DNR Outdoor Recreation Grant Program
 - 2% up to \$250,000 Opportunity
 - Questions for the DNR: Does in-kind donation or other grants obtained cover (we can match)?
- Greater Minnesota Parks and Trails Commission
 - Parks and Trails Legacy Fund Grant Program for "Regional significance"
- Minnesota Recreation and Park Association New Initiatives Grant
 - \$4,000 Opportunity

Placemaking Grants:

- Project for Public Spaces
 - Annual, Due in October, \$100,000
 - Doesn't qualify this year (focus is street projects) but criteria changes annually
- National Association of Realtors
 - Between \$3,000 to \$7,500 Opportunity
 - 2023 funds committed, program will reopen in 2026
 - A local realtor would need to be a sponsor
- T-Mobile Hometown Grants
 - \$50,000 for shovel-ready projects including outdoor spaces, focused on small towns

Environmental/Stormwater Grants:

- Sherburne Soil and Water Conservation District
- Metro Blooms (Elk River is a Blue Thumb partner)

History Grants:

- Minnesota Historical Society
 - Minnesota Historical and Cultural Heritage Grants
 - Likely would only fund the interpretive research
- State Historic Preservation Office
 - Matching grants, typically for preservation projects, but there may be a way to frame this in that way

Local Fundraising:

- Local Foundations
 - Central Minnesota Community Foundation
 - 3M Foundation Grants
 - McKnight Foundation
 - Mortenson Family Foundation
- Community-based Support
 - Name Wall
 - "Adopt a Tree" or "Adopt a Bench"
 - Naming Rights Opportunities
- Local Business Sponsorships / Donations
 - The Bank of Elk River (monetary)
 - Allina Health (monetary)
 - Plaisted's (material discounts / donations)
- Faith or Civic Group Sponsorships/Fundraising
 - Elk River Rotary Annual Grant
 - Annual Grant Application Window: January 15 through March 30

Step-by-step funding strategies for the City of Elk River Water Tower Historic Site.

Columbia Heights parks in the next decade

We believe that the Park and Recreation Master Plan is not the end of this process, it is the starting point of meaningful, lasting change. To ensure the plan leads to real, on-the-ground outcomes, the goals and recommendations in this plan must be achievable, actionable, and community-supported. As your team, we will translate the plan's visions into clear strategies that can be implemented over time and adapted as conditions change so that this plan functions as a practical tool over the next ten years and beyond.

We will work with city project staff to establish quantifiable goals and objectives that are strategic, realistic, and directly informed by community needs and priorities. Recommendations will be grounded in sustainability (both environmental and financial), and consider long-term implementation, ongoing maintenance, and the everyday use of park amenities.

By aligning community values and staff knowledge with practical implementation strategies, the plan will provide a clear roadmap that staff, decision-makers, and partners can confidently use to guide investments and policy decisions in the years ahead.

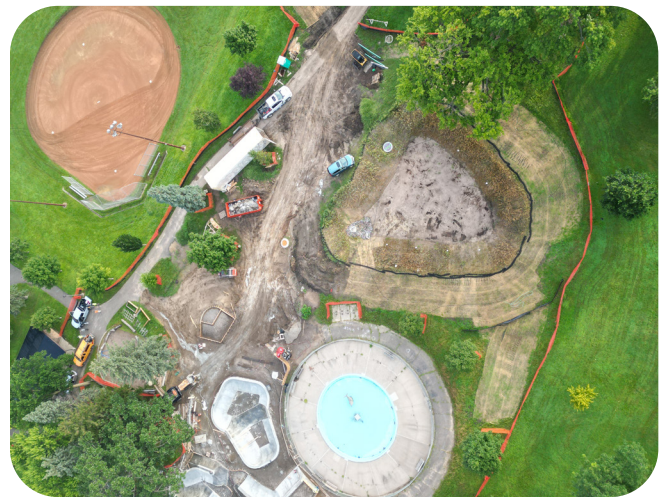
Mend will establish clear priorities for each recommended project based on community feedback, equity considerations, and overall positive impact. Each recommendation will be evaluated for alignment with existing funding sources, and where gaps exist, we will clearly identify the need for additional funding or phased implementation. This approach provides City staff and decision-makers with a transparent, adaptable roadmap to advance projects as resources and opportunities become available. At the conclusion of the project, Mend will provide the City with our proprietary implementation tracking tool to help organize recommendations by phase, responsible parties, funding sources, and status, providing the City with a practical tool to track progress and adjust priorities over time.



The Lincoln and Londonderry Small Area Plan is a great example of clear, actionable recommendations that show if the recommendations are projects, policies, or programs, and how much financial investment is required for their implementation.



Folwell Park engagement in the summer of 2024.



Folwell Park implementation over the summer of 2025.

Project Process

We utilize a simple phased approach to describe our project progress. This has proven to be an accessible, community-forward way for the public to follow the work as it evolves. Each phase utilizes an action verb that serves to clarify the phase's purpose and desired outcomes. Our phases include: **Understand, Engage, Envision, and Act.**

Phase 1: Understand

The Understand phase will establish a strong foundation for the entire project. During this phase, Mend will conduct a comprehensive assessment of the park and recreation system's programs, facilities, and ecological assets. We will review all relevant data and prior planning efforts to gain a clear understanding of existing conditions, operational realities, and the community the parks serve. We will also understand how the Columbia Heights system compares to peer communities through benchmarking exercises. This thorough evaluation will ensure we move into the engagement phase informed, aligned, and prepared to build on what already exists.

Key deliverables: Project Management Plan, Public Engagement Plan, Graphic Standards, Project Website, System Assessment, Community Comparison (Benchmarking) Matrix

Phase 2: Engage

The Engage phase will begin with launching a thoughtful and strategic engagement approach (in coordination with the Comprehensive Plan process). We will conduct working sessions with the Parks and Recreation Commission and City Council to gather input and establish a baseline understanding of park amenities, current conditions, community priorities, and key concerns. We will also conduct an initial community engagement event, either in partnership with the HKGI team or independently depending on Comprehensive Plan engagement timelines, to gather feedback on residents' highest hopes and aspirations for the park system to begin setting priorities in the next phases. This early alignment will help inform the subsequent Envision phase.

Key deliverables: Engagement summaries, Council and Commission presentations

Phase 3: Envision

During the Envision phase, we will translate input gathered through engagement into clear, strategic recommendations for the park system. Each recommendation will be evaluated for long-term success, with careful consideration given to maintenance, sustainability, and accessibility over time. Draft recommendations will be brought to the community through a second round of engagement sessions, where priorities will be discussed and refined. This gives us an opportunity to ask the community if we are getting things right.

Key deliverables: Engagement summaries, Park and Recreation Master Plan Final Draft

Phase 4: Act

During the Act phase, we will synthesize all data, analysis, and community and City input into a final comprehensive Park Systems Plan document that provides a clear roadmap to implementation. The plan will outline actionable next steps to guide decision-making and investment over time.

This phase will include a strategy for prioritizing investments while considering the replacement, consolidation, repurposing, or removal of existing amenities and updates to recreation programming. We will identify priority levels for recommended improvements, accompanied by an implementation timeline based on demonstrated need and anticipated community impact. The plan will also document how each recommendation aligns with existing funding sources and identify additional funding mechanisms to support long-term success.

Key deliverables: Final Park System Plan Document, Council and Commission presentations

Project Team

Mend believes in a **de-siloed approach to design and planning**. Our team is comprised of Landscape Architects, Urban Ecologists, Urban Planners, and Transportation Planners.





Sandy Meulners-Comstock, PLA

Project Manager, Landscape Architect

As a licensed Landscape Architect in multiple states, Sandy is passionate about applying her experience and skill toward projects that have positive and lasting impacts on communities and the environment. She works at all scales of design, and her work has spanned from large-scale to site-scale planning and implementation. With part of her background coming from design/build, Sandy has a keen eye for details and how things come together, believing in applying sustainability-based practices to the built environment throughout all phases of construction. Sandy also believes in building teams that will support the best project outcomes, and ensuring robust community involvement drives her public space work. She holds a Bachelor of Environmental Design and Master of Landscape Architecture degree from the University of Minnesota Twin Cities, and is a registered Landscape Architect in the state of Minnesota.

Landscape Architect

Minnesota PLA #59779

Areas of Expertise

Landscape Architecture & Design

Implementation and Implementation Strategy

Urban Design & Planning

Education

Master of Landscape Architecture, *University of Minnesota Twin Cities*

Bachelor of Environmental Design, *University of Minnesota Twin Cities*

Leadership

University of Minnesota, *Adjunct Faculty*

ASLA Member

ASLA-MN Member, *President-Elect*

WxLA Member, *National Scholar*

WxLA-MN Member

APA-MN, APA-TX
Conference Speaker

Project Experience

- *River's Bend Park Improvements Ramsey, MN*
- *Quakertown Park Master Plan Denton, TX*
- *Highland Bridge Mixed Use Development (Ford Redevelopment Site) St. Paul, MN**
- *Shakopee Mdewakanton Sioux Community Riverfront Master Plan Shakopee, MN**
- *Chamber's Grove Park Duluth, MN**
- *Cannery District Parks Eau Claire, WI**
- *FAIR School Crystal Schoolyard Crystal, MN*
- *Folwell Park Implementation Minneapolis, MN*
- *Northside Greenway Minneapolis, MN*
- *All-Abilities Playground Planning and Programming El Paso, TX*
- *Upper Cougar Creek Savanna Trail Sunset Valley, TX*
- *City Hall Gathering Space Sunset Valley, TX*
- *Franklin School Playground Golden Valley, MN**
- *Jennifer Lane Park Shakopee, MN**
- *Quarry Lake Park Shakopee, MN**
- *Windermere Parks Shakopee, MN**
- *Scenic Heights Park Improvements Shakopee, MN**
- *Lincoln and Londonderry Small Area Plan Edina, MN*
- *Upper Cougar Creek Savanna Trail Sunset Valley, TX*
- *Shakopee Park, Trail, and Recreation Master Plan Shakopee, MN**
- *Firemen's Park Chaska, MN**



Planner

AICP #027316

Areas of Expertise

Park Planning

Trail Planning

Small Area Planning

Zakcq Lockrem, AICP

Community Engagement, Principal-in-Charge

Michelle developed a deep love for nature early on, leading her to pursue a Bachelor of Science in Environmental Studies with a Biology minor. With over 17 years of experience with ecological, environmental, and sustainability thinking, she is a co-founder at Mend, aiming for inclusive environmental design within the multidisciplinary group of designers, planners, and thought leaders.

Project Experience

- *Travis County Park System Plan Travis County, MN*
- *Lincoln and Londonderry Small Area Plan Edina, MN*
- *Reconnect Rondo St. Paul MN*
- *Cedar Lake and Lake of the Isles Master Plan Minneapolis, MN*
- *Quakertown Park Master Plan Denton, TX*
- *Memorial Park and Mary Frances Keisling Park Master Plans El Paso, TX**

* Denotes previous firm experience



Landscape Architect

PLA # 64661

Areas of Expertise

Landscape Design

Community Engagement

GIS

Leadership

WxLA-MN Co-Chair

Olivia Halsne

Landscape Architect, Assistant Project Manager

Olivia is an associate landscape designer with a passion for projects that amplify community voices and their connections to place. Olivia is passionate about the stories that landscapes hold, and the profound connections that people have to places. She prioritizes getting to know new sites through community perspectives and voices, as well as on-site, tactile analysis such as photography, seasonal mapping, illustration, and sensory discovery.

Project Experience

- *River's Bend Park Improvements Ramsey, MN*
- *FAIR School Crystal Schoolyard Crystal, MN*
- *Travis County Park System Plan Travis County, MN*
- *Artspace Northrup King Building Minneapolis, MN*
- *Heartland Trail Upper MN*
- *Park Spanish Immersion School Playground St. Louis Park, MN**
- *All-Abilities Playground Planning and Programming El Paso, TX*
- *Folwell Park Implementation Minneapolis, MN*
- *Northside Greenway Minneapolis, MN*

* Denotes previous firm experience

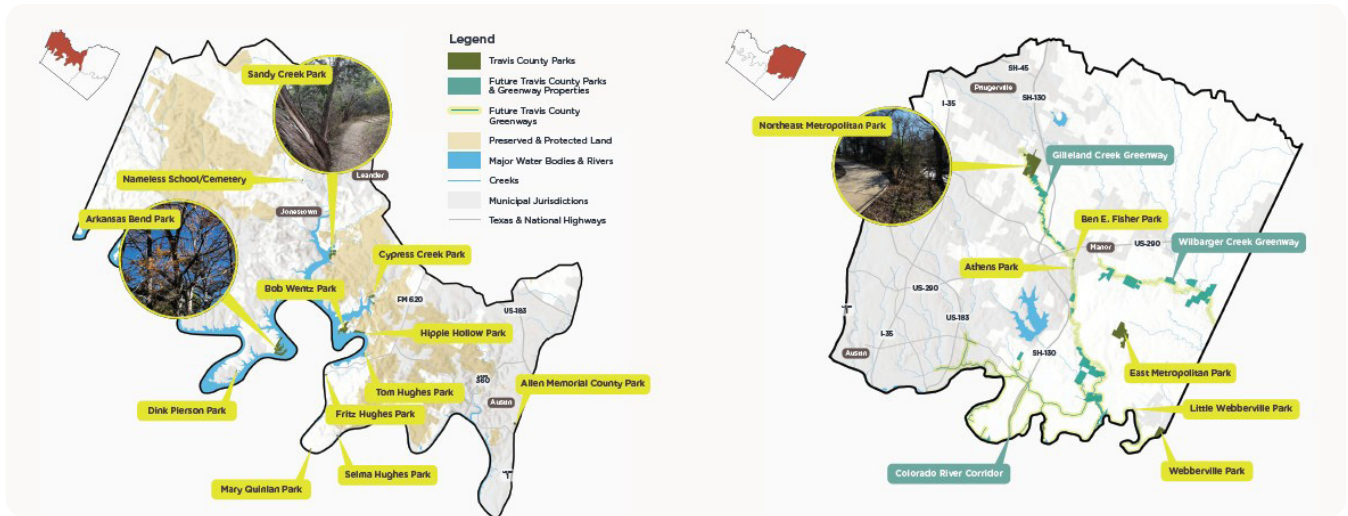
Experience

Mend Collaborative is uniquely positioned to deliver comprehensive park and recreation system planning through our integrated practice at the intersection of planning, landscape architecture, and ecology. Sandy Meulners- Comstock, PLA and Project Manger, has been working on community-forward park planning projects in the Twin Cities for over a decade. Her favorite park system plan was the one she developed for Shakopee, MN. That plan addressed both an expansion of their park system as the city grew, but also centered the neighborhood parks that have been in the city for decades that deeply needed upgrades and identities of their own. This plan also balanced ecological and cultural resources. Immediately following the plan's adoption, several implementation projects began which Sandy also led.

Mend shines brightest when working with diverse communities, as shown in much of our work on anti-displacement plans, small area and neighborhood plans for BIPOC communities across the nation, and in park planning projects that require reparative solutions in communities that were displaced. We have also been working closely with Mayor Amáda Márquez Simula on the Blue Line Expansion project and look forward to continuing our collaboration with her and the full City Council at key milestones throughout the project.

In our recent work on the Travis County Parks Comprehensive Master Plan, Mend was able to apply our skills in understanding park and recreation systems and functions across an over 1,000 square mile park system with several different park typologies and service models, showcasing our ability to craft park and recreation plans that are both visionary and grounded in implementation. For this rapidly growing and diverse county, we paired big-picture thinking about long-term conservation, access, and system expansion with practical recommendations tied to funding, operations, and phased delivery. Central to this effort was our deep understanding of evolving recreation trends, from growing demand for nature-based experiences and trail connectivity to flexible, multi-generational amenities and equitable access to programming. By analyzing participation data, demographic shifts, and regional benchmarks, we helped Travis County refine service standards, identify gaps in facilities and programs, and prioritize investments that align with how people actually use parks today. The result was a forward-looking yet realistic roadmap that strengthens recreation services while ensuring they remain responsive to community needs over time.

As a principle, Mend centers engagement in our processes. We are currently leading multiple community engagement efforts throughout the Twin Cities. Through this work, we recognize that right now traditional engagement is not always appropriate or welcomed, particularly given heightened concerns related to ICE activity across the region. In response, we have adapted our engagement strategies to prioritize community comfort and safety by expanding virtual engagement opportunities and increasing targeted outreach and advertising and reaching community through trusted connectors. These approaches allow community members to participate on their own terms, ensuring inclusive, respectful, and effective engagement.



Travis County Parks Comprehensive Plan Travis County, Texas

Team | Mend Collaborative,
Ballard*King, Post Oak
Preservation

Timeframe | 2024-Current

Client | Travis County

Mend Collaborative is leading the development of the Parks Comprehensive Plan for Travis County, Texas. This plan includes the development of a County-wide greenway and trail plan which will help the County achieve its vision of completing a 70 mile trail system within the county, of which the Great Springs Project trail plays a large part. Our team is defining proposed greenways and conservation corridors, identifying locations for land acquisition to create greenway connections, and developing recommendations for trail development, operations, and maintenance. A Natural Resources Management Plan is also being prepared for this effort, identifying opportunities where ecological restoration and conservation priorities converge with greenway development. The Travis County Parks Comprehensive Plan is a regional approach to greenway development that takes both conservation priorities and regional ecological restoration objectives into consideration when determining the alignment of proposed greenways.



Travis County Land Management Plan Travis County, Texas

Mend Collaborative is currently leading the development of the Travis County Land Management Plan, a comprehensive framework to guide the stewardship of county-owned parkland and conservation areas. The project involves a climate resilience analysis of the County's lands, and close coordination with natural resource experts, park operations staff, and land managers to balance ecological integrity with public use.



Shakopee Parks, Trails and Recreation Plan Shakopee, MN

Timeframe | 2018-2019

Client | City of Shakopee, Shakopee Mdwakanton Sioux Community

Team | Confluence LLC*, PROS Consulting, Putting Change in Motion

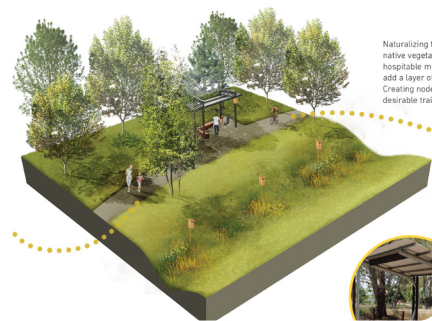
The Shakopee Park, Trail, and Recreation Master Plan was a companion document to the Shakopee 2040 Comprehensive Plan that focused on the robust park and trail system within the City. One of the most quickly growing outer suburban communities in the Twin Cities, Shakopee is also a historic community grown from the Minnesota River where the indigenous Dakota community lived for generations before European settlers began to also call this area home. The rich history of the area also includes sensitive archaeological and cultural sites that have been disturbed over time.



Cultural Design

The Shakopee Mdwakanton Sioux Community hired the consultant group in tandem with the City to form a parallel planning process for culturally significant and sensitive sites along the riverfront, spawning multiple trail plans and cultural interpretive plans from this initial endeavor.

**Work completed while Sandy Meulners-Comstock was employed at Confluence LLC.*



Naturalizing th native vegetati- hospitable mic add a layer of f Creating nodes desirable trail f

Preservation

The community is quickly growing as nearby townships are annexed into the City's boundaries and developed into housing. This Master Plan considers preserving sensitive critical open space, preserving natural habitat, returning landscape back to native and natural low-maintenance areas.



FUNDING AND REVENUE STRATEGIES

Capital improvements have their own funding strategy for improvements and replacement of amenities. Additional opportunities exist for grants, donations, etc. The following list highlights some of the more likely opportunities that may be a good fit for Shakopee. This topic is not comprehensive and staff should take advantage of all possible avenues to provide additional funding for capital improvements and/or maintenance.

Additional detail on funding and revenue strategies are found in Appendix B Financial Assessment.

The community has invested substantial financial resources in park amenities and trail facilities. These investments improve the quality of life for residents of all ages and create a more attractive community to live, work and play.

Following the substantial initial investment, ongoing revenues are required to maintain parks, trails, amenities, and facilities for future replacement. Two methods are generally used to provide for future replacement: 1) Pay as you go - a savings plan to set aside funds to cover future costs; or 2) One-time bulk infusion, utilizing a large increase or using the proceeds from a bond sale.

Funding streams are classified as Sustainable - a consistent source for funds; or Intermittent - funding source to schedule, may require matching funds and are typical revenues. It is anticipated that the city will use multiple methods to

Implementation

This plan was designed to be implementable, with a clear roadmap of improvement and development priorities and funding opportunities. In the following months and years after this plan was adopted by the Shakopee City Council, many projects have commenced based in the recommendations and plans within this document.



Silver Lake Park Master Plan Rochester, Minnesota

Silver Lake Park spans 134 acres in the heart of Rochester, Minnesota. The park has existed within the city since 1937 and contains many historic structures and landscapes. Since its construction, it has served as a hub for community gathering. Silver Lake Park provides a place for people to connect to Rochester's urban nature, as well as spend time with family and friends.

The project team conducted a wide-reaching, multilingual community engagement effort to ensure that all community members had a say in the future of the Park. Historic consultants New History and structural engineers Pie Global were consulted on how to best integrate the historic features into the park.

The final Silver Lake Park Master Plan reflects the desires of the Rochester community, providing opportunity for recreation, play, opportunities to access the water on boardwalks or by boat, and gather while celebrating the history, ecology, and diversity that makes Silver Lake Park a key destination in Rochester.

[FINAL REPORT LINK HERE](#)

Timeframe | 2022

Client | City of Rochester

Team | Asakura Robinson*, New History,
Hunger Skateparks, IMAA



*Work completed while Sandy Meulners-Comstock and Zakcq Lockrem were employed at Asakura Robinson.

Proposed Schedule

April 2026
May
June
July
August
September
October
November
December
January 2027
February
March

Phase 1 - Understand

- 1.1 Project Kick Off Meeting
- 1.2 Project Management Plan
- 1.3 Project Graphic Standards Development
- 1.4 Project Engagement Plan
- 1.5 Initial Coordination Meeting with HKGi
- 1.6 Data Request & Analysis
- 1.7 Bi-Weekly Project Meetings
- 1.8 System Assessment*
- 1.9 Existing Plan Research
- 1.10 Community Comparison Matrix
- 1.11 Project Website Setup

Phase 2 - Engage

- 2.1 Bi-Weekly Project Team Meetings
- 2.2 Project Advertisements (print and digital formats)
- 2.3 Engagement Event 1 (Independent from Comp Plan)
- 2.4 Online Engagement Survey
- 2.5 Engagement Event 2 (Comp Plan coordinated)
- 2.6 Park and Recreation Commission Workshop
- 2.7 City Council Workshop

Phase 3 - Envision

- 3.1 Bi-Weekly Project Team Meetings
- 3.2 Engagement Event 3 (Comp Plan coordinated)
- 3.3 Online Engagement on Draft Plan
- 3.4 Funding Mechanisms Development
- 3.5 Park Systems Master Plan Final Draft

Phase 4 - Act

- 3.1 Bi-Weekly Project Team Meetings
- 3.2 Implementation Strategy Development
- 3.3 Park and Recreation Commission Presentation
- 3.4 City Council Presentation
- 3.5 Final Park System Plan Document
- 3.6 Adoption Support

Fee Quotation

Task	Fee
Task 1: Understand	
Project Kick Off Meeting and Parks Tour	\$1,590
Project Management Plan	\$280
Project Graphic Standards Development	\$390
Project Engagement Plan	\$880
Initial Coordination Meeting with HKGi	\$1,060
Data Request & Analysis	\$1,760
Bi-Weekly Project Meetings (3)	\$1,390
System Assessment*	\$4,400
Existing Plan Research	\$480
Community Comparison (Benchmarking) Matrix	\$1,260
Project Website Setup	\$590
Task 1 Total	\$14,080
Task 2: Engage	
Bi-Weekly Project Team Meetings	\$3,440
Project Advertisements (print and digital formats)	\$480
Engagement Event 1 (Independent from Comp Plan)	\$3,020
Online Engagement Survey	\$1,860
Engagement Event 2 (Comp Plan coordinated)	\$3,020
Park and Recreation Commission Workshop	\$2,020
City Council Workshop	\$1,360
Task 2 Total	\$15,200
Task 3: Envision	
Bi-Weekly Project Team Meetings (6)	\$2,580
Engagement Event 3 (Comp Plan coordinated)	\$3,020
Online Engagement on Draft Plan	\$1,860
Funding Mechanisms Development	\$980
Park Systems Master Plan Draft	\$12,540
Task 3 Total	\$20,980
Task 4 - Act	
Bi-Weekly Project Team Meetings (4)	\$1,720
Implementation Strategy Development	\$1,820
Park and Recreation Commission Presentation	\$2,020
City Council Presentation	\$1,360
Final Park System Plan Document	\$11,040
Adoption Support	\$720
Task 4 Total	\$18,680
Labor Subtotal	\$68,940
Supplies and Materials	
<i>Engagement Supplies</i>	\$1,000
<i>Mend Project Engagement Website</i>	\$1,200
Reimbursables Subtotal	\$2,200
Grand Total (Not To Exceed)	\$71,140



Thank you!

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