

Indoor Recreation Feasibility Study & City of Marshall and Marshall Area YMCA Partnership Feasibility Study

Request for Proposal | July 15, 2022

292DesignGroup + **Ballard*King**

292DesignGroup

3533 East Lake Street, Minneapolis, MN 55406 / 612.767.3773 / www.292designgroup.com

Tom Betti, Mark Wentzell and Pam Anderson established 292 Design Group in 2009 after many years together as partners in a previous firm. 292's long list of community-focused projects is a testament to their commitment and the firm's responsive and respectful character. With a full-service architecture, planning and interior design staff, 292 has expanded its client base from Minnesota to Connecticut to Arizona to California. Projects and services range from feasibility studies to the design of complex community-focused buildings.

Design Philosophy

Community involvement and collaboration, from visioning through occupancy, is central to 292's design philosophy. Each project truly becomes a "community center" where citizen interests and ideas are heard and incorporated. The facilities reflect their surrounding communities, meet critical operational requirements, promote a welcoming environment, and accommodate growth and change.

Area of Specialization

Community recreation projects are a focus of 292's practice. 292 appreciates the issues particular to these facilities and understands that these projects are frequently born of partnerships between different entities such as city governments, private and nonprofit organizations. 292 understands that the long-term success of these projects relies on the ability to pool the collective strengths of these various entities, and on a thorough planning and studying effort done early in the design process—long before drawing a single line.



Andover Community Center & YMCA Expansion, Andover, MN

Ballard*King

2743 E. Ravenhill Circle, Highlands Ranch, CO 80126 / 303.470.8661 / www.ballardking.com

Ballard*King is nationally respected as an expert in the field of strategic planning and master plans for new and existing sports, parks, fitness, aquatic, ice skating and recreation facilities and the organizations that operate them. Ballard*King's client base includes public agencies, colleges and universities, the non-profit sector and private entities.

Ballard*King team members all have direct experience in the opening, operation and management of indoor and outdoor recreation facilities from full-service recreation centers to aquatic facilities and ice rinks. In addition, Ballard*King staff has direct experience in the delivery of diverse recreation programs and services.

Ballard*King & Associates provides services in the following areas:

- » Long range master plans for agencies with an emphasis on the development and management of parks, facilities and recreation services.
- » Feasibility studies for new or renovated recreation facilities with a strong emphasis on operations, proformas, and organizational planning.

- » Operational assessments for existing parks and recreation facilities and agencies focusing on organizational and management practices.
- » Public input including community meetings, focus groups, stakeholder meetings and survey administration.
- » Partnership and funding plans for recreation facilities and programs.
- » Benchmarking and best practices research for parks and recreation agencies.
- » Economic impact studies of new and existing sports and recreation services and facilities.

Ballard*King provides business, financial, analytical and marketing services to clients within the recreation industry. They have the capability and technology to enable conference calls, web meetings, file sharing, document printing and compilation, financial accounting and reporting, and other business and data services to support this project.



Project Team

The 292 project team includes the following consultants:

292 Design Group

Mark Wentzell, AIA
Maria Manion

Ballard*King

Jeff King
Scott Caron

Mark Wentzell will lead the overall study process. Jeff King will lead the management, operations and recreation programs analysis.

Mark Wentzell, AIA / 292 Design Group Partner-in-Charge & Planner

Mark is a leading designer of community-focused facilities and has guided numerous organizations through the planning and design of these important community assets. A skilled public facilitator and speaker on community recreational issues,



Mark has extensive experience with a variety of citizen involvement processes. He's facilitated public meetings and workshops, and worked with boards, councils, and steering committees throughout the design and construction process. Many of Mark's projects—Chaska Curling and Event Center, Grandview Community Center, Gladstone Community Center, or Bloomington Civic Plaza—have won awards for their design and community success.

- » Years with 292: Founding partner, 12 years
- » Education: Master of Architecture, Syracuse University, Florence Center / Bachelor of Architecture, University of Minnesota
- » Registered Architect in MN #15125

Project Experience

- » Andover Community Center Expansion, Andover, MN
- » Brooklyn Park Community Activity Center Improvements, Brooklyn Park, MN
- » Brooklyn Park Aquatics Facility Study, Brooklyn Park, MN
- » Fergus Falls Outdoor Aquatic Study, Fergus Falls, MN
- » Chain of Lakes YMCA, Lino Lakes, MN
- » Chaska Community Center Facility Master Plan, Chaska, MN
- » Chaska Community Center, Chaska, MN
- » Chaska Community Center: The Lodge, Chaska, MN
- » Chaska Curling & Event Center, Chaska, MN
- » Egan Community Needs Assessment & Master Planning Study, Egan, MN
- » Lonsdale Community Center Study, Lonsdale, MO
- » Monticello Community Center, Monticello, MN
- » Piqua Community Center Plan, Piqua, OH
- » Rosemount Community Center Study, Rosemount, MN
- » St. Cloud Community Center Study, St. Cloud, MN
- » Bowling Green National Guard Training & Community Center, Bowling Green, OH
- » Delaware Training and Community Center Delaware, OH
- » Legacy Park Community Center, Lee's Summit, MO
- » Grandview Community Center, Grandview, MO

Jeff King / Ballard*King Market & Operations Consultant

As a founding partner and president of Ballard*King & Associates, Jeff has over 30 years of experience in recreation facility operations, programming and planning. Jeff has provided consulting services nationwide to more than 300 communities who have benefited from his extensive background in ice arena and recreation center planning and management. Jeff's expertise comes from a vast array of experience and projects.



Jeff's management and project experience includes facility planning and construction, facility renovation, grand opening celebrations, economic impact studies, energy conservation systems, preventative maintenance programs, staffing, budgeting, marketing, cost analysis, and programming. Jeff routinely performs park and recreation master plans as well as audits.

Jeff has been a regular speaker at the Athletic Business Conference as well as numerous state conferences, the NRPA Aquatic School, the NRPA Annual Conference and various workshops.

As the former Recreation Director for the City of St. Peters, MO, he was responsible for the start-up and operations of the Rec-Plex, a 140,000 square foot recreation center with a 50-meter competitive pool, ten-meter diving tower, leisure pool, gymnasium, track, rock climbing wall, weight room, aerobics room, two ice skating rinks, skateboard park and food service. Prior to this, he worked as a pool, ice and recreation facility manager at other facilities. Jeff's trust-worthy experience and genuine strong character bring each client assurance that all aspect of their project will receive the highest level of service.

Feasibility Study Experience

Jeff has over 30 years of experience completing feasibility studies for new and renovated facilities across the country. Jeff's experience in the Parks and Recreation industry in facility management operation is a strong foundation for his feasibility work. Jeff has completed feasibility studies for a wide range of client types including school districts, parks and recreation departments, YMCA's, private sector organizations, colleges and universities.

- » Education: Bachelor of Arts, Lindenwood University
- » Professional Affiliations: Ice Skating Institute Of America, National Recreation And Park Association- Aquatic Section, Missouri Park And Recreation Association

Relevant Qualifications

Jeff King will serve as the project manager for Ballard*King. Jeff's background aligns well with the key experiences that the City of Marshall listed in the RFP.

Surveys and Public Outreach

Strong public input is a core principle of B*K projects. B*K has extensive experience in conducting both statistically valid and web-based surveys, with a keen eye to developing strong survey tools. Ballard*King has found that it is beneficial to conduct some of the public engagement processes before conducting a survey. This allows for the public input process to create and focus questions for the outcomes.

Benchmarking

Another tool frequently used in the assessment process is benchmarking. Comparing Marshall to other like communities and to NRPA metrics has value and can help a community determine what level of facilities and programs is best for their community.

Programming and Management Evaluations

Jeff has spent over 27 years managing recreation facilities and programs and brings a wealth of knowledge to the process. In addition to his work in his public parks and recreation agencies, Jeff has assisted numerous facilities on assessing overall recreation programs and exploration of alternatives. This process is driven by understanding performance measurements and recommendations for improvements.

Economic Development

Jeff has conducted several economic impact assessments for facilities to help determine the overall impact through operating recreation facilities. This information helps to identify an agency as a contributor to the overall economic health of a community.

Maria Manion / 292 Design Group

Associate Planner

Maria has worked in the architectural and planning industry for over 20 years, gaining a broad range of experience across multiple disciplines. Throughout, she has served a key role on projects, coordinating the design and planning process. Maria's planning experience is diverse and includes work on recreation feasibility studies, college/university campus master plans and corporate workplace strategies. She has worked in tandem with clients, including facility services or communications departments, to help them effectively communicate the physical and cultural aspects of their building or planning project.



- » Years with 292: 6 years
- » Education: Bachelor of Architecture, University of Minnesota / Bachelor of Arts, University of St. Catherine

Project Experience

- » Brooklyn Park Aquatics Facility Study, Brooklyn Park, MN
- » Brooklyn Park Community Activity Center Improvements, Brooklyn Park, MN
- » Eagan Community Needs Assessment & Master Planning Study, Eagan, MN
- » Lonsdale Community Center Study, Lonsdale, MO
- » Northfield Community Resource Center Space Needs Study and Expansion, Northfield, MN
- » Piqua Community Center Campus Plan, Piqua, OH
- » Rosemount Recreation Facilities Study, Rosemount, MN
- » Shakopee Recreation Facilities Study, Shakopee, MN
- » Warrenton Community Center Study, Warrenton, MO
- » Waterloo Curling and Ice Arena, Waterloo, IA
- » Minnesota West Community & Technical College Comprehensive Facility Plan, 5 Campuses in Southwest, MN
- » Minnesota West Community & Technical College: Nursing, Law Enforcement and Student Services Predesign, Worthington and Granite Falls campuses, MN
- » Riverland Community College Comprehensive Facility Plan, 3 Campuses in Southwest, MN
- » Riverland Community College: Student Services Predesign, Austin, MN

Scott Caron / Ballard*King

Market & Operations Consultant

Scott began working with Ballard*King & Associates in 2017 and brings over 25 years of experience in parks and recreation. As an Associate with Ballard*King, Scott has been instrumental in data collection and analysis. His involvement with projects includes feasibility studies, master plans and operational assessments.



Prior to joining Ballard*King, Scott has held several positions while working a wide variety of types of governance from recreation commissions, parks districts, and municipalities. In addition to working as an Associate with Ballard*King, he is currently the Parks & Recreation Director in Longview, TX. As a recreation operator, Scott has led the approval, design and construction of projects in excess of \$50 million and managed both indoor and outdoor facilities.

Scott is enthusiastic about the needs assessment process, both as a consultant and as a professional in the field. He understands the need to have a plan that provides a department the necessary direction for their future. At the same time, he realizes importance of flexibility for a plan, so that it can adjust to changes. Scott brings a unique perspective to the master planning process in that he has implemented master plans. This firsthand implementation experience helps focus the recommendations he provides.

Scott's approach as a recreation professional and consultant melds analytical data with preferences and opinions. He recognizes decisions need to be made balancing needs and wants while taking into consideration organizational and political preferences.

- » Education: Bachelor of Science, University of Missouri
- » Professional Affiliations: Missouri Parks & Recreation Association, Texas Recreation & Parks Society, National Recreation & Park Association, Sports Events And Tourism Association

292+Ballard*King Projects

- » Andover Community Recreation Facilities Study, Andover, MN
- » Apple Valley Rec Facilities Master Plan, Apple Valley, MN
- » Bemidji Ice Arena Study, Bemidji, MN
- » Billings Aquatics and Rec Facilities Study, Billings, MT
- » Brooklyn Park Aquatics Facility Study, Brooklyn Park, MN
- » Brooklyn Park Community Activity Center Improvements Study, Brooklyn Park, MN
- » Campbell County Ice Arena Study, Gillette, WY
- » Casper Ice Arena Study, Casper, WY
- » Citywide Aquatic Facilities Study, St. Paul, MN
- » Como Park Pool, St. Paul, MN
- » Creve Coeur Ice and Community Center Feasibility Study, Creve Coeur, MO
- » Duluth Kroc Center Study, Duluth, MN
- » Eagan Community Needs Assessment and Master Planning Study, Eagan, MN
- » Fergus Falls Aquatics Study, Fergus Falls, MN
- » Goose Creek Ice Feasibility Study, Goose Creek, SC
- » Grandview Community Center, Grandview, MO
- » Legacy Park Community Center, Lee's Summit, MO
- » Lonsdale Community Center Study, Lonsdale, MN
- » Mahtomedi Ice Arena Study, Mahtomedi, MN
- » Missoula Aquatics Feasibility Study, Missoula, MT
- » Rosemount Recreation Facilities Study, Rosemount, MN
- » Roswell Community Recreation Center Study, Roswell, NM
- » Shakopee Recreation Facilities Study, Shakopee, MN
- » St. Cloud Community Center Study, St. Cloud, MN
- » St. Paul Kroc Center Study, St. Paul, MN
- » Stamford Community Recreation Center Study, Stamford, CT
- » Urbandale Community Center/Elementary School Study, Urbandale, IA
- » Watertown Community Recreation Study, Watertown, MN
- » Willmar Civic Center Master Plan & Refrigeration Room Upgrade, Willmar, MN



292 Recreation Projects

- » Anoka Castle Field, Anoka, MN
- » Augsburg College Athletic Addition, Minneapolis, MN
- » Bowling Green National Guard Training & Community Center, Bowling Green, OH
- » Bunker Beach Water Wave Pool Replacement, Coon Rapids, MN
- » Chain of Lakes YMCA, Lino Lakes, MN
- » Chaska Community Center: Fitness Area/Gym Renovation, Chaska, MN
- » Chaska Community Center: Outdoor Aquatic, Chaska, MN
- » Chaska Community Center: Physical Therapy & Sports Conditioning Center, Chaska, MN
- » Chaska Community Center: The Lodge, Chaska, MN
- » Chaska Event Center & Firemen's Park, Chaska, MN
- » Como Park Pool, St. Paul, MN
- » Danny's Bar and Grill at StoneRidge Golf Club, Stillwater, MN
- » Delaware Training and Community Center, Delaware, OH
- » Elmwood Golf Club, Sioux Falls, SD
- » Fairmont Community Center, Fairmont, MN
- » Gladstone Community Center, Gladstone, MO
- » Harding High School Artificial Turf and Track Installation, St. Paul, MN
- » Hastings YMCA, Hastings, MN
- » Hill-Murray Track & Field Renovation, Maplewood, MN
- » Lagoon Park Shelter, Jordan, MN
- » Learning Links Golf Club, Chaska, MN
- » Lions Park Warming House, Shakopee, MN
- » Maplewood Community Center, Maplewood, MN
- » Mary Ann Young Center (Blaine Activity Center), Blaine, MN
- » Matt Ross (Overland Park) Community Center, Overland Park, KS
- » Minneapolis Jewish Day School & Jewish Community Center Campus Renovation, St. Louis Park, MN
- » Minneapolis Parks & Recreation Board: ADA Evaluation, Minneapolis, MN
- » Minnesota State University-Mankato: Student Athletic Facilities Master Planning, Mankato, MN
- » Minnesota State University-Mankato: Student Athletic Facilities Three-Phase Additions/Renovations (Phase 1: Myers Fieldhouse, Phase 2: Renovation/Expansion, Phase 3: Otto Recreation Center), Mankato, MN
- » Missoula Aquatics Facilities, Missoula, MT
- » Monticello Community & National Guard Training Center, Monticello, MN
- » Riverland Community College: Austin East Locker Room Renovation, Austin, MN
- » Saint Paul Tennis Club, St. Paul, MN
- » Shakopee Community Center, Shakopee, MN
- » St. Louis Park High School Track, St. Louis Park, MN
- » St. Louis Park Press Box, Saint Louis Park, MN
- » St. Louis Park Schools: High School Tennis Court Reconstruction, St. Louis Park, MN
- » St. Patricks Baseball Dugouts, New Prague, MN
- » The Blake School: Gordy Aamoth Jr. Memorial Stadium, Hopkins, MN
- » The Blake School: John Hartmann Natatorium, Hopkins, MN

- » University of Minnesota-Duluth Malosky Stadium Renovation, Duluth, MN
- » University of St. Thomas Dugout, St. Paul, MN
- » YWCA Downtown Daycare Refresh, Minneapolis, MN
- » YWCA Downtown Locker Room and Pool Renovation, Minneapolis, MN
- » YWCA Midtown Lobby Renovation, Minneapolis, MN
- » YWCA Midtown Locker Room Renovation, Minneapolis, MN
- » YWCA Uptown Locker Room Renovation, Minneapolis, MN

292 Recreation Studies

- » Andover Community Recreation Facilities Study, Andover, MN
- » Apple Valley Outdoor Aquatic Center Study Planning, Apple Valley, MN
- » Apple Valley Rec Facilities Master Plan, Apple Valley, MN
- » Apple Valley Redwood Pool & Park Feasibility Study, Apple Valley, MN
- » Billings Aquatics and Rec Facilities Study, Billings, MT
- » Blaine Senior Center Study, Blaine, MN
- » Brooklyn Park Aquatics Facility Study, Brooklyn Park, MN
- » Brooklyn Park Community Activity Center Improvements Study, Brooklyn Park, MN
- » Chaska Community Center: Facility Master Plan, Chaska, MN
- » Citywide Aquatic Facilities Study, St. Paul, MN
- » Eagan Community Needs Assessment and Master Planning Study, Eagan, MN
- » Fairmont Community Center Study, Fairmont, MN
- » Fergus Falls Aquatics Study, Fergus Falls, MN
- » Girl Scouts of Cannon Valley: Camp Singing Hills Master Plan, Waterville, MN
- » Grandview Community Center, Grandview, MO
- » Hill-Murray High School Baseball Fields Planning Study, Maplewood, MN
- » Hill-Murray Track & Field Study, Maplewood, MN
- » Legacy Park Community Center, Lee's Summit, MO
- » Lemay Community Center Study, Lemay, MO
- » Lonsdale Community Center Study, Lonsdale, MN
- » Marshall Aquatic Study, Marshall, MN
- » Minneapolis Parks & Recreation Board: Design Standards, Minneapolis, MN
- » Missoula Aquatics Feasibility Study, Missoula, MT
- » Monticello Community Center Study, Monticello, MN
- » Northfield Park and Recreation Capital Investment Plan, Northfield, MN
- » Piqua Community Center Campus Plan, Piqua, OH
- » Proctor Youth Athletic Complex, Proctor, MN
- » Rosemount Recreation Facilities Study, Rosemount, MN
- » Roswell Community Recreation Center Study, Roswell, NM
- » Shakopee Recreation Facilities Study, Shakopee, MN
- » St. Cloud Community Center Study, St. Cloud, MN
- » Stamford Community Recreation Center Study, Stamford, CT
- » Urbandale Community Center/Elementary School Study, Urbandale, IA
- » YWCA Downtown Master Plan, Minneapolis, MN
- » YWCA of Minneapolis Master Plan, Minneapolis, MN

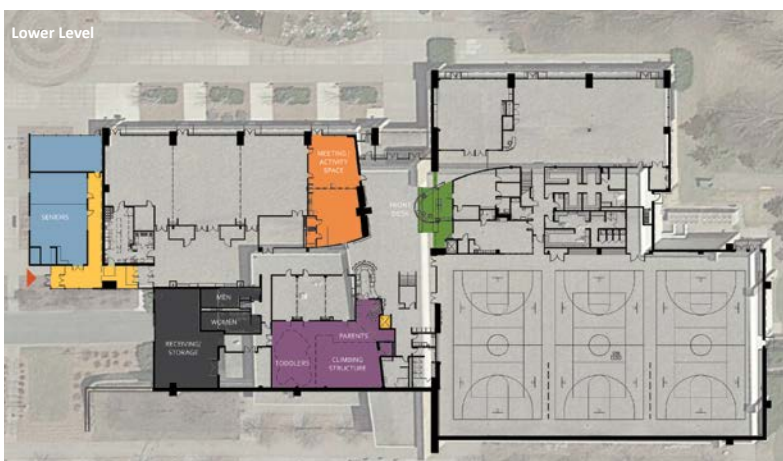
Eagan Community Needs Assessment & Master Planning Study

The 292 team worked with the City of Eagan staff to evaluate multiple recreational facilities across the City, to gather stakeholder input, and to develop a facilities improvement framework that allowed city staff and the city council to make decisions about future improvements. 292 Design Group led the process, collaborating with a survey and market/operations consultant to:

- » Gather input from stakeholders and city staff. The process included meetings, facility tours and a public open house.
- » Conduct a statistically-valid community survey. Surveys were mailed to a random sample of households to determine park and recreation priorities and citizen satisfaction with existing opportunities and amenities.
- » Analyze the Eagan market and demographics. Participation rates and trends were also noted, as well alternate providers within the Eagan service area.
- » Analyze Eagan against other facilities and trends.
- » Hold a design workshop to develop facility concepts for future improvements.
- » Determine implementation options for achieving improvements.

Four existing facilities were evaluated: Cascade Bay, Civic Arena, Eagan Community Center, and the Art House. A new fieldhouse was also studied as a consequence of the input process. Potential sites were evaluated and conceptual options were created to determine appropriate amenities and cost implications.

- » Completion: 2020
- » Location: Eagan, MN
- » Size
Proposed facility SF and costs for existing facilities include:
 - Cascade Bay: n/a SF
 - Community Center: 12,800 SF
 - Art House: 14,200 SF
 - Fieldhouse Dome: 93,000 SF
 - Ice Arena: 19,600 SF



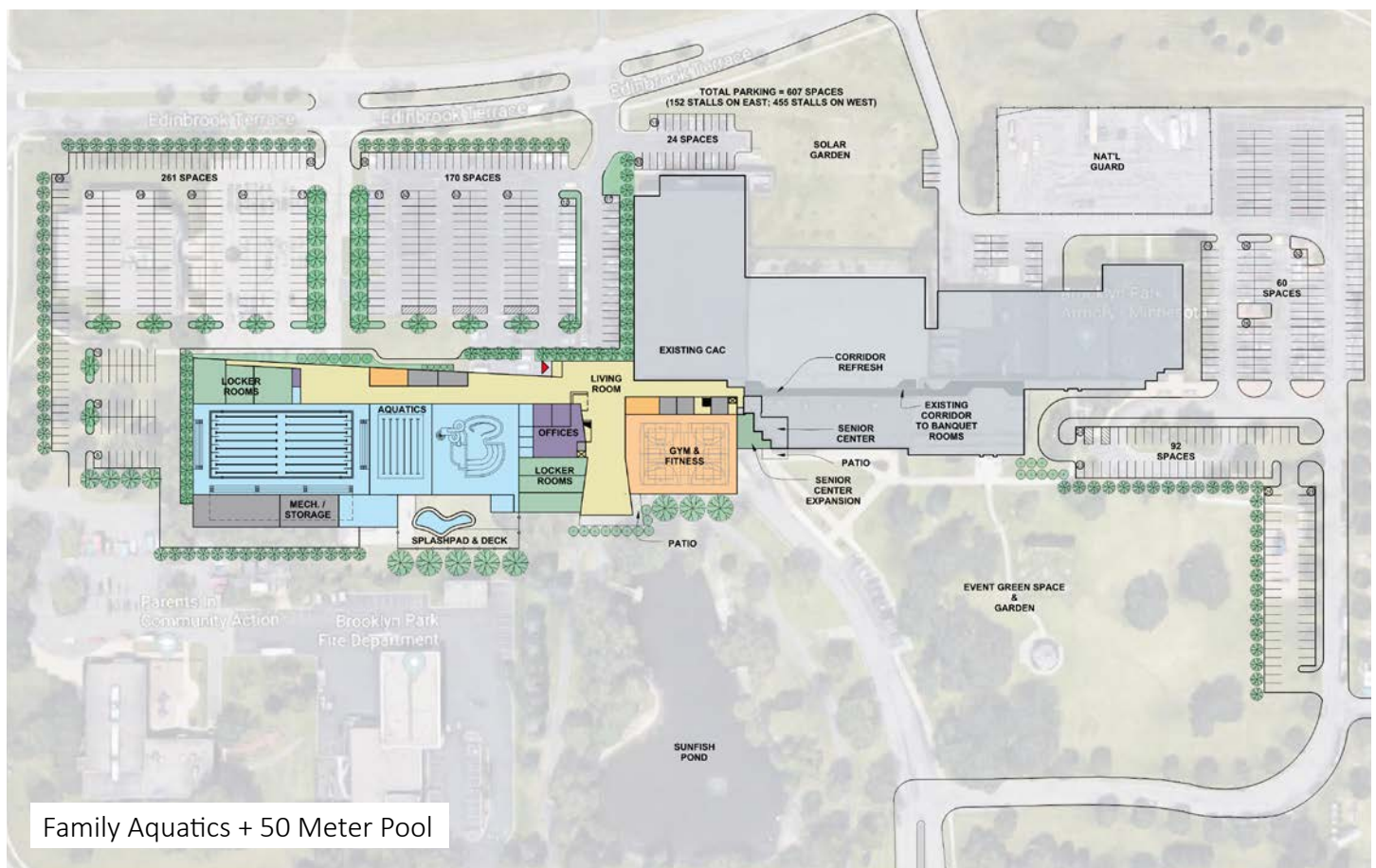
Brooklyn Park Family Aquatic Center Study

This aquatic feasibility study was an offshoot of Brooklyn Park's previous park and recreation system planning. During that process, development of a family aquatic center was identified as a top priority. The subsequent aquatic study explored the potential facility components and cost to construct, along with the long-term financial business plan and what impact it would have on the City and the community. The study provided policy makers and staff the research and business analysis necessary to inform decision makers on the best approach to addressing this recreation facility gap in the community.

While the study was focused on aquatics, stakeholder engagement revealed additional recreation needs in the community, such as the need for gymnasium court space, fitness and multi-purpose space. An holistic approach was taken during the study planning to address all these needs.

Six options were considered for potential Brooklyn Park aquatic facilities: four options included an addition/renovation to the existing Community Activity Center (CAC) and two other options include development of the aquatic facilities on a new unidentified site. Construction cost estimates and operations plans were prepared for each option.

- » Completion: 2018
- » Location: Brooklyn Park, MN

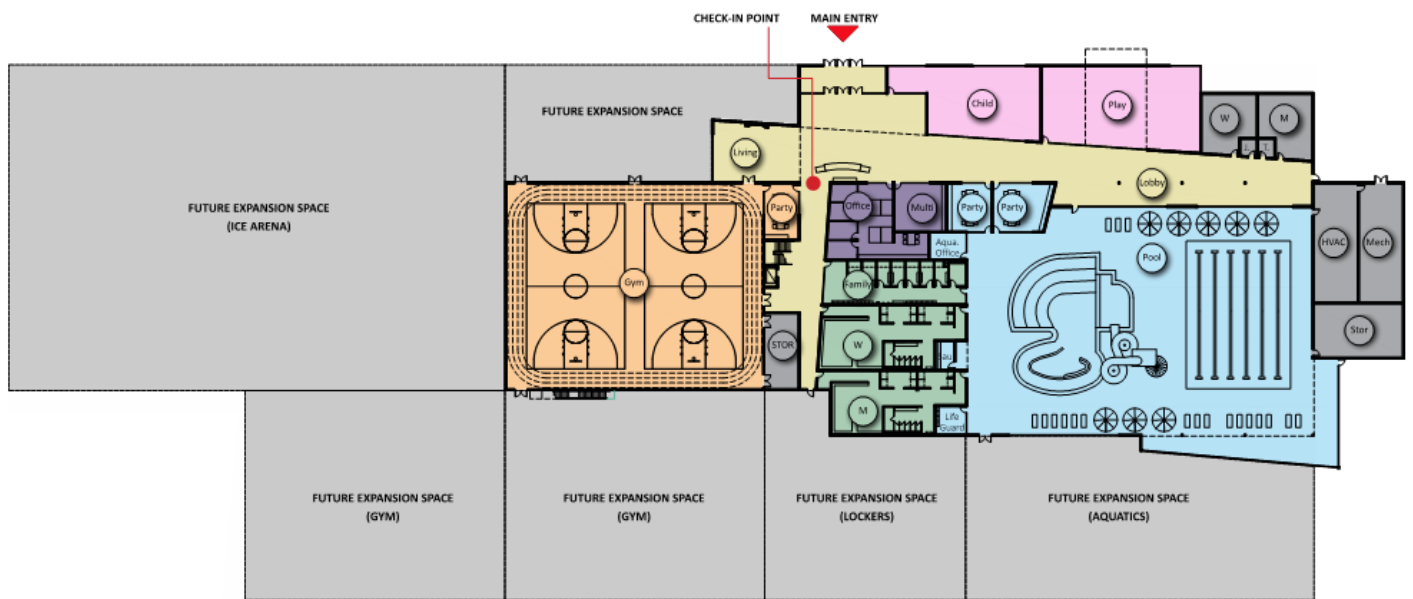


An alternate site plan option

Rosemount Recreation Facilities Study

This study explored community needs for an indoor recreation center. It involved stakeholders meetings, community engagement, and market/demographic analysis. From that information, a building program was developed that outlined the proposed spaces, their square footages and special requirements. Concept diagrams – simple floor plans – were then created to illustrate the relationship of the proposed spaces. Construction and projects costs were prepared, as well as a long-term financial plan outlining operational costs and revenue.

- » Completion: 2019
- » Location: Rosemount, MN
- » Size: 87,000 SF



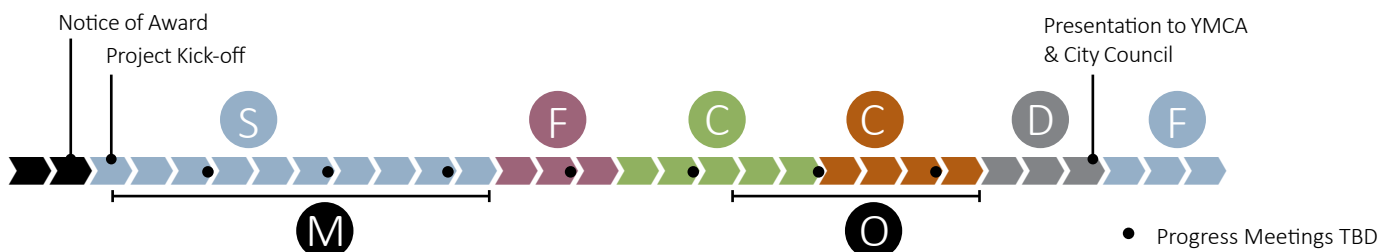
Imagery created for city communications

Project Understanding

292 has always recognized that community needs shift over time and that successful community facilities are often the result of partnerships between various entities. Recent events have precipitated significant shifts and many communities are still adjusting, trying to determine community needs and associated facility impacts. For Marshall, the 292/B+K team understands that these studies are intended to be a comprehensive analysis of existing facilities and programs, existing and future needs, and the operating impacts of addressing those needs. The City of Marshall and the Marshall Area YMCA are seeking a thorough evaluation that includes input from numerous community stakeholder groups and partners to determine the best use of community funds and facilities for residents.

Work Plan

We believe that a successful project begins with a well-designed work plan. The work plan ensures that all parties — design consultants, the City of Marshall and the YMCA — are working under a shared process and with shared expectations. The graphic below illustrates a work plan and 28-week timeline we suggest for the feasibility study process. Please keep in mind that it has been developed without your input. Should our team be selected for the project, the work plan will be revised/refined in consultation with project representatives.



Project Kick-off

Our team will meet with project representatives to review the proposed work plan, revise as needed, outline milestone dates, and identify decision makers and project stakeholders. The 292 team will review all available data on current recreational activities in the city and review any information the City feels is relevant for the study. We will tour the existing facilities to better understand the community’s recreational and social opportunities.

S Stakeholder Engagement

Our team will gather input from the City, YMCA, and key staff, and engage other community partners, such as the Marshall Public Schools and Southwest Minnesota State University. In conjunction with project representatives, we will develop a stakeholder and community engagement process including opportunities for online and in-person feedback.

You know your community better than anyone else. While we can offer insights that come from our experience with other communities, we have found that reaching out to community leaders and organizations—and asking for their help in making sure all are heard—is the most effective way to engage all voices, especially those who have been under-represented or unheard. There is not a one-size-fits-all approach; each community is unique and, in consultation with you, we will address how best to gather and respond to all voices. This may include any number of engagement methods such as a public open house, small group meetings or one-on-one interviews—or a new approach suggested by a community leader, but as yet undefined.

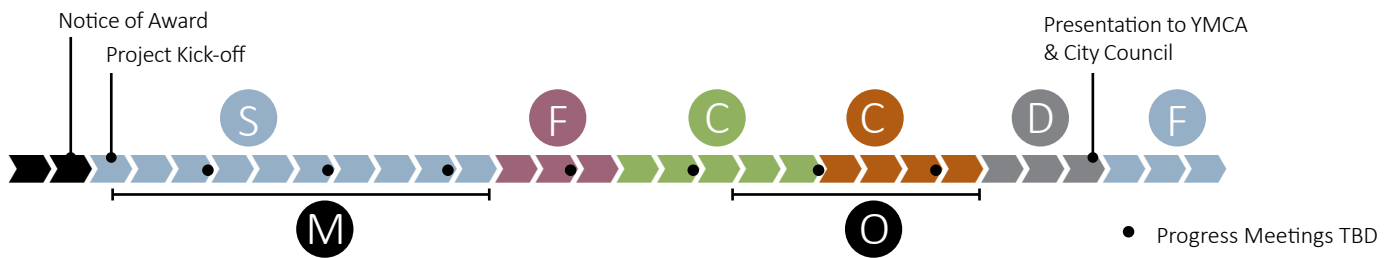
A summary report of stakeholder engagement activities will be provided.

M Market & Facility Analysis

The market and operations consultant, Ballard*King, will develop service areas for the potential facilities. Within those areas, they will analyze demographic characteristics and establish a community profile. They will overlay the service areas with participation rates from the National Sporting Goods Association (NSGA) and the National Endowment of the Arts (NEA) to compare national, regional and location participations statistics and trends, as well as potential participation levels.

Our team will also analyze existing city facilities, programs and services—including a review of previous planning work, organizational structure and wages, department policies and procedures, and existing program statistics and demands. We will address alternative recreation opportunities in the Marshall area to better understand typical users of potential facilities, the type and quantity of desired components, and current trends.

An inventory and level-of-service analysis of current indoor programming and facility use will be provided.



[The following steps comprise elements of the gap and needs analysis as outlined in the RFP]

F Program & Facility Space Development

After completing the market and facility analysis and collecting stakeholder input, our team will prepare a summary of program changes to fulfill current and future needs. We will also prepare a document outlining the recommended facility components—to meet current and future program needs—and their associated, specific space needs. The facility space document will be the basis for development of facility planning options which will, in turn, inform the operations analysis.

C Conceptual Planning Options

Conceptual facility and site planning is an important step in developing community support and exploring potential facility options. Conceptual planning will illustrate potential approaches—creating options for recreation facilities and existing and potential future programs—and provide additional information for development of facility operations and cost estimates.

We suggest holding a two-day design charrette, an efficient and intensive workshop with project stakeholders, to begin the conceptual planning. Held online or on-site in Marshall, the charrette will allow us to distill ideas within a relatively brief time.

The following outlines the charrette process which would be refined with your input. Stakeholders and/or the public may be integrated into the charrette at your discretion. Should a virtual charrette be preferred, we suggest extending the timeline to three days.

- » Day 1: Our team hosts a morning workshop session with project representatives and invited participants to discuss project goals and stakeholder input. This is an opportunity to talk about the big picture—the vision of what community facilities could be and how they could impact the community. We then develop preliminary facility and site options for review and discussion with key staff and stakeholders later that afternoon.
- » Day 2: Based on feedback from the previous day, our team will revise the preliminary concept options and hold another workshop discussion to discuss the revised options and gather more feedback. A public open house may be held, if desired, to present the result of the charrette to the community.

After the charrette, the concept options developed during the char-

rette workshop will be further refined by the design team. Rough budget estimates for each will be prepared to assist the City and team in evaluating the options and selecting a preferred approach.

O Operations Analysis

After completion of the facility program statement and preferred concept plans, Ballard*King will prepare an operations analysis outlining the budget with regard to staffing, contractual services, commodities and capital improvement. The analysis will address attendance estimates, fee structure, sources of income, operating cost projections, revenue generation projections, and revenue/expenditure comparisons.

C Cost Estimation

Our team will develop a construction cost estimate that can be used as the basis for a project development budget. The project development budget—encompassing hard and soft project costs—can be used to prepare a capital improvement budget for new and renovated facilities.

D Draft Report

Our team will assemble all assessment and planning information into a comprehensive, user-friendly report. The report will document the study process, and address market, program, facility, operational costs, and construction cost issues.

Prior to issuing the draft report, our team will prepare a preliminary copy for review and discussion with project representatives. This review allows for critical feedback and makes certain that the draft report responds to the study objectives.

F Final Report & Presentations

Our team will present the draft report and study results to the Marshall Area YMCA Board of Directors and the Marshall City Council.

After incorporating revisions extending from the draft report presentation, our team will submit the final study report. (16 hard copies with supporting data and a digital copy on a USB thumb drive)

We will also present the final report with a PowerPoint presentation to the District Board.

292+Ballard*King Project References

Andrew Pimental
Director, Parks and Recreation
City of Eagan
651-675-5506
apimental@cityofeagan.com

*Project: Eagan Community Needs
Assessment & Master Planning Study*

Brad Tullberg
Director, Recreation and Parks Department
City of Brooklyn Park
763-493-8344
brad.tullberg@brooklynpark.org

*Projects: Aquatics Facility Study and
Community Activity Center Improvements
Study*

Dan Schultz
Parks & Recreation Director
City of Rosemount
651-322-6012
dan.schultz@ci.rosemount.mn.us

Project: Recreation Facilities Study

