



Implementation Strategy for the Lake Effect Framework

City of Wayzata
Approved
2 December 2014

By **Mary deLaittre**
Founder and Principal
Groundwork: The Foundation for City Building

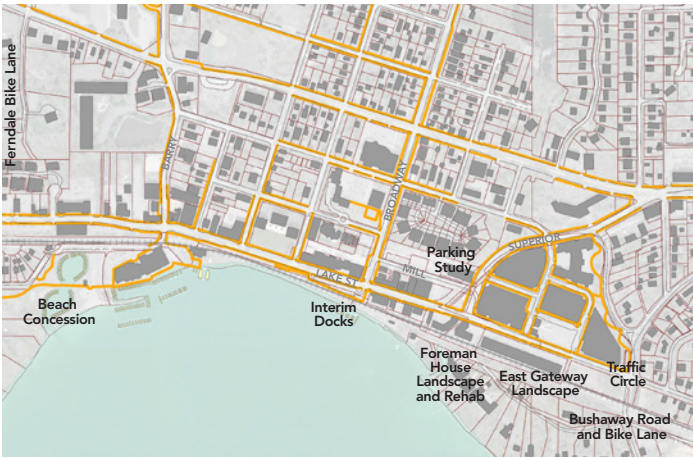
Introduction

The City of Wayzata contracted with Mary deLaittre, Founder and Principal, Groundwork: The Foundation for City Building, from September – November 2014 to develop an implementation strategy for the City sponsored Lake Effect Framework (see Appendix 1 for link to document). The Lake Effect Framework, created by the St. Paul Riverfront Corporation, encompasses both a comprehensive community engagement process and a menu of possible projects that could function as a catalyst for downtown Wayzata/ lakefront revitalization. The process, culminating with the delivery of the Framework document, is considered Phase I of a multi-phase Lakefront revitalization process. The Implementation Strategy kicks off Phase II.

deLaittre worked closely with the Mayor, Council Members and staff, both in meetings and three workshops, to develop a series of strategic approaches and action steps that build on the Framework with the goal to create a signature lake front destination for the city and region.

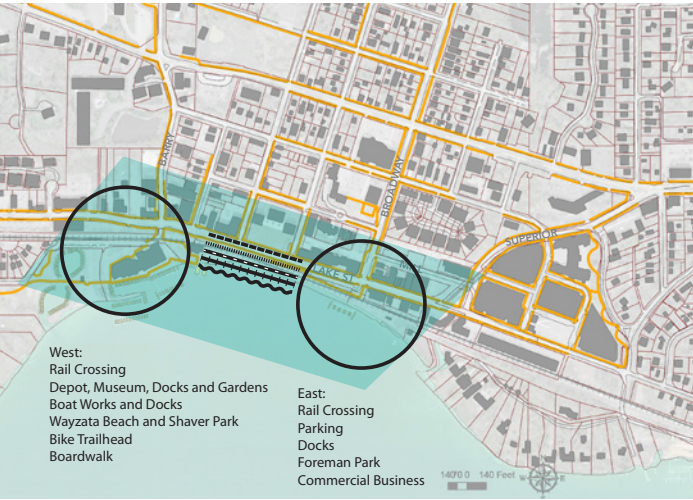
Strategy Approach

After evaluating the approximately 41 proposed Lake Effect projects, deLaittre developed a two-pronged approach to project implementation. The first approach was to identify 10 priority projects based on funding, partnerships and timelines.



Priority projects

The second approach to projects came out of an analysis of the lakefront. The Wayzata lakefront is a convergence of existing assets, challenges and opportunities. This convergence, combined with the proposed Lake Effect projects, provides an opportunity to create one umbrella project, with a comprehensive, integrated design approach, to create a well-connected, year-round civic destination.



Project area, assets and systems

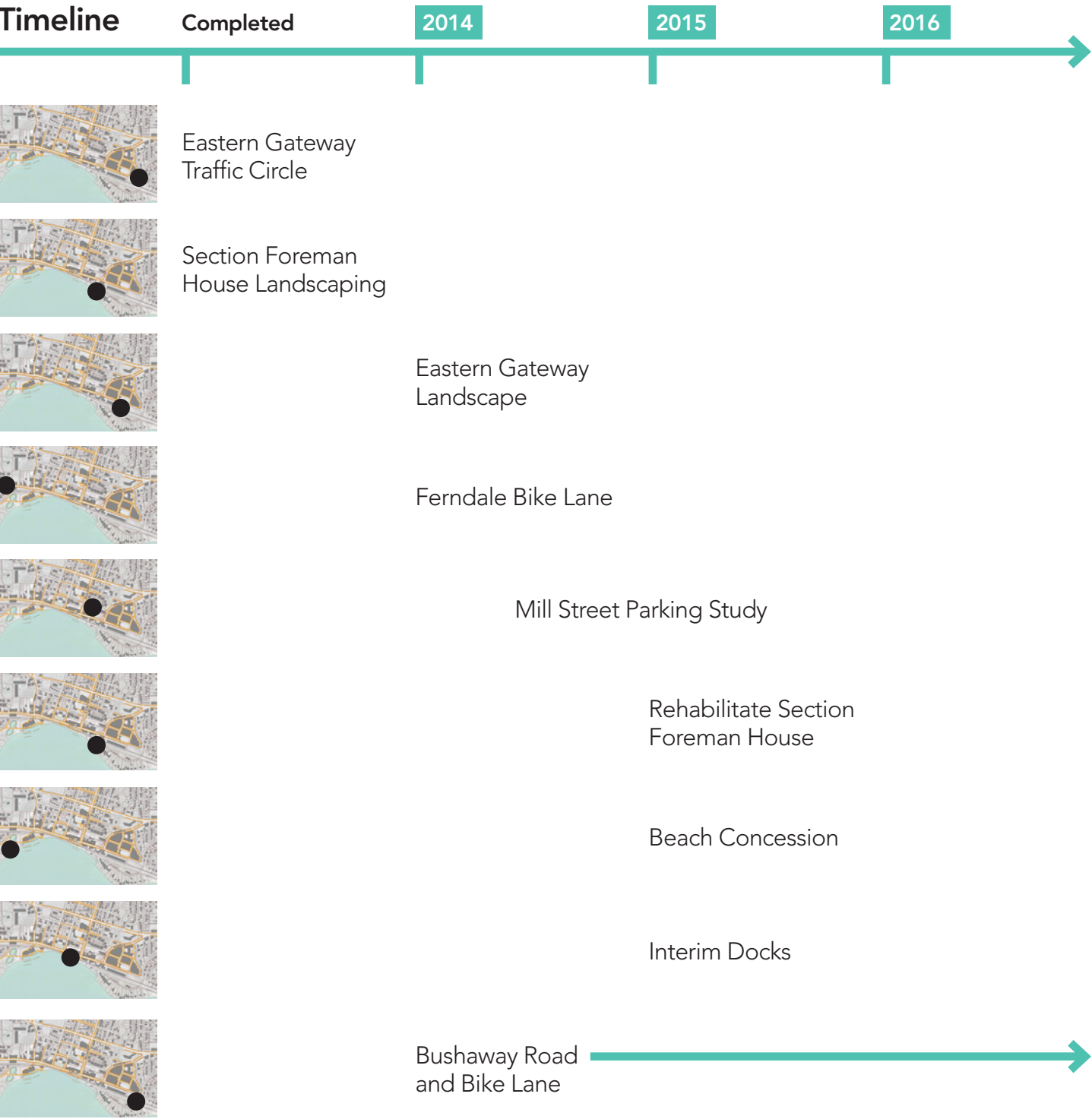
A critical component to project success is creating an independent organization focused on project implementation. The structure of an organization of this sort is dependent on the project type, scope and cost as well as Wayzata’s capacity. The proposed approach to creating an organization is incremental, beginning with interim steps to fulfill immediate needs that also lay the groundwork for the formal organization.

Action Steps

The report culminates with strategic action steps and a timeline that tie together the various components outlined in the strategy approaches. If adopted, this step-by-step approach gives decision makers the tools necessary to initiate the lakefront revitalization over the next 15 months.

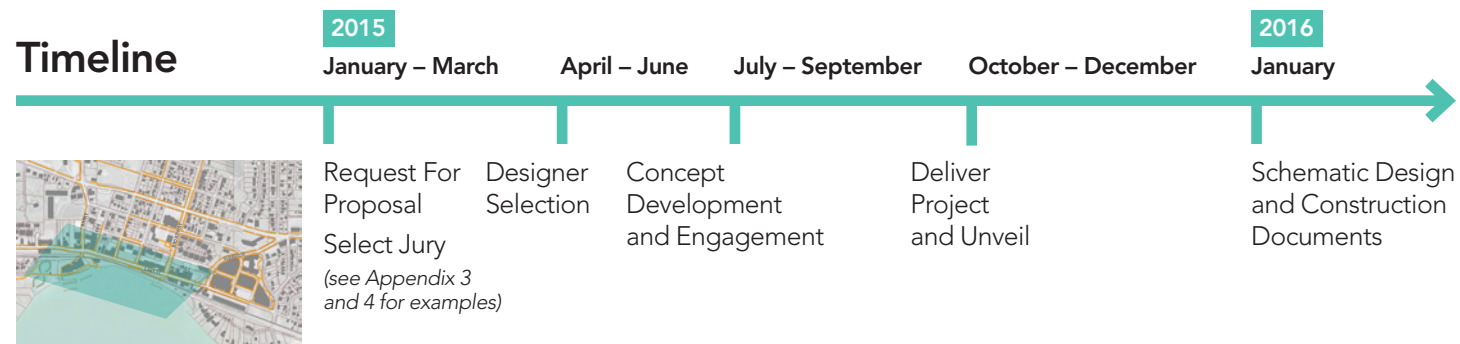
1 Identify Priority Projects

The Lake Effect Framework listed a menu of project options. The first step in creating a Lake Effect Implementation Strategy was to evaluate all of the projects and identify those that were priorities. Evaluation criteria included but were not limited to partnerships, funding and timelines in place (see Appendix 2 matrices for greater detail). Those priority projects completed, planned or in process are illustrated below.



2 Create a Comprehensive Signature Project

One of the goals of the Implementation Strategy is to create a signature destination for the City and region that builds on and enhances the existing amenities and connections along the lakefront as well as into the City and beyond. In order to create this destination, and avoid a piecemeal approach to revitalization, a single project with a comprehensive, integrated design approach is recommended. This approach brings the myriad of proposed projects together into one project and is a much more efficient, affordable and successful approach to place making. The modest process outlined below ensures a successfully designed project and provides for opportunities to engage the public early and often as well as sets the stage for future fundraising.



Process Components

Project Deliverables

- Design Concept
- Cost Estimate
- Phasing
- Funding Sources

Project Consultants

- Project Manager and Transition Advisor
- Communications Specialist

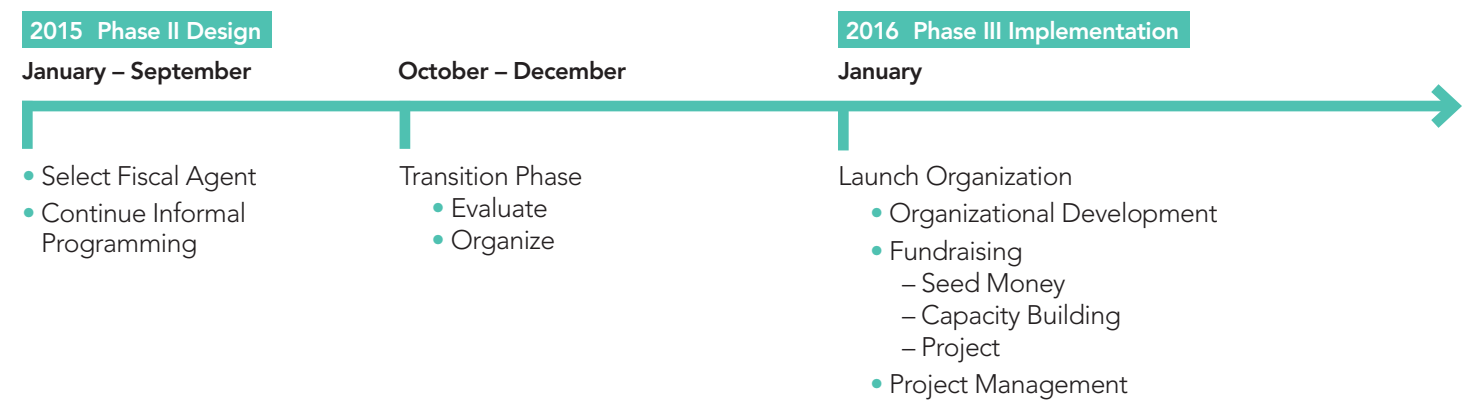
Jury Composition

- To be discussed with City Council but should include representation from the following groups:
- Funding Partners
 - City, County and State Representatives
 - Design Community
 - Civic leaders

3 Develop A Supporting Organization

To ensure successful project delivery it is imperative to create an organization that oversees project implementation with roles that could include project management, fund raising, programming and long-term maintenance and operations. This organization would ensure continuity of decision making over the years and would be structured to reflect the type, scope, timeline and budget of the signature project as well as the capacity and comfort of City of Wayzata. The hope is to keep not only the organization itself, but also the process of creating the organization, small and incremental, beginning with an interim fiscal agent that will be selected to accept donations and continuing with informal programming for projects in process. To maintain continuity, the designer selection jury will transform into an Initiative Team who will be involved in the design process and charged with organizing the new implementation organization; the Team will then transition into a start-up organizational Board. A small staff or team of consultants will manage the day-to-day organizational responsibilities.

Timeline



Select Jury

- 9 – 11 individuals with following representation/expertise:
- City Council, County Commissioner, State Representative
 - Funding Partners
 - Designers
 - Civic Leaders

Select Initiative Team

- 5 – 7 individuals with following representation/expertise:
- City Council
 - Corporate and Civic Leaders
 - Non-profit, Legal, Design, Fund-raise experience

Select Board

- 11 – 13 individuals:
- Build on Initiative Team

Process Components

Organizational Development Criteria

- Project Type, cost, phasing
- Organizational goal, role and responsibility, timeframe

Staffing/Consultants

- Executive Director/Initiative Coordinator
- Fundraiser
- Communications Specialist

Budget Estimate

- \$300k/year 1 start-up

1+2+3 Strategy Action Steps: *Tying It All Together*

The strategy action steps are a consolidation of the approaches previously outlined and broken down into manageable pieces over a 15-month timeframe. The steps and timeframe are not fixed and absolute as ultimately they must suit the needs and timing of the City of Wayzata and often the steps may take more time to realize.

Timeline



Appendix

1. The Lake Effect Framework:

http://www.wayzatalakeeffect.com/?utm_source=Lake+Effect&utm_campaign=3fa09d3708-Lake_Effect_201410_16_2014&utm_medium=email&utm_term=0_c4fb61b249-3fa09d3708-83783041

2. Matrix for Priority Projects Completed, Planned and Underway: As of 21 November 2014

	Project Owner/ Lead Agency	Actual Or Possible Project Partner/S Including Jurisdictional	Current Design Phase	Programming Requirements	Opportunity To Be Part Of/Integrated With Another Project	Action/Current Progress To Date	Pending Milestones/ Possible Timeline	Estimated Budget/ Capital And M&O	Actual Or Proposed Capital Sources	Long Term Responsibility/ Owner Or Stewardship	Political/Community Support
Eastern Gateway											
Traffic circle construction	City	Met Council	Completed	Wayfinding/ directional signage	Coordinate with Eastman Gateway project						
Landscape installation throughout Eastern Gateway area	City	Met Council	Concept Design with LHB Architects	Interpretation/ Wayfinding	Coordinate with Traffic Circle and Park at Sailing Club				\$15,000 MCES landscape, Bay Center – TIF – Streetscape \$272,000		
Connections (cycle) (Shoulder/ bike/ped – Bushaway to Eastman)	City	Three Rivers Park District, Nice Rides MN				Construction Complete To Tracks					
Bushaway Road Reconstruction	City	Hennepin County	Completed			Developing landscape plan	Spring 2015				
Section Foreman’s House											
Landscape and stormwater pond cleanup	City	Great River Greening	Portion completed in June 2014			Construction commenced in Sept 2014	Fall 2016	\$24,000 (\$19,000 grant, \$5,000 City)			
Rehabilitate Section Foreman’s house	City	MnSHPO, Miller Dunwidde, BNSF	2nd Phase Historic Structures Report	Define use and programming		Miller Dunwiddie commenced Historic Structures Study in October 2015	Winter 2015	\$10,000 grant – BNSF			
Mill Street Area											
Parking Study	City		Predesign and programming			Contracted LSA Design	October 2014 – January 2015		\$24,000	City	Yes
Dakota And Luce Line											
Bicycle lane on Ferndale Road	City	Three Rivers Park	Concept	Signage/Striping		Awaiting determination of TAPS grant	2017 Federal TAPS funds				Mixed: Cyclists are in support, area residents do not want additional infrastructure on roadway
Shaver Park											
Beach Concession	City	Contract with a local restaurant for operation	Completed			Finalizing plans for interior remodel of bathhouse for concession area	Spring 2015	\$13,600		City	
Lake Front											
Interim Docks	City	LMCD	Completed			Under review by LMCD	Spring 2015				

2. Matrix for Proposed Projects: As of 21 November 2014

	Project Owner/Lead Agency	Actual Or Possible Project Partner/S Including Jurisdictional	Current Design Phase	Programming Requirements	Action/Current Progress To Date	Pending Milestones/Possible Timeline	Estimated Budget/Capital And M&O	Actual Or Proposed Capital Sources
Eastern Gateway								
1.5 acre Nichols Wetland park	City	Great River Greening, MCWD	Reflected in LHB plan	Interpretation/Wayfinding				
Park at Sailing Club Water Access AND PARKING LOT (Interpretative areas/part of LHB Landscape Plan)	City	Met Council, Wayzata Yacht Club						
Walking trail to Section Foreman’s House	City	BNSF						
green infrastructure (storm water mgmt)	City	MCWD						
Lake Walk								
Broadway Pier	City	LMCD, DNR, MCWD	Not currently under design	Wayzata “Welcome” Sign				
Lake Walk	City	LMCD, DNR, MCWD, BNSF	Not currently under design					
Minnetonka Landing and Mooring buoy water taxi landing	City	Private Charter Operations, LMCD	Not currently under design					
RR Crossing								
Ferndale Road crossing improvements	City	BNSF						
TCF pedestrian bridge	City	TCF						
Barry Avenue crossing improvements	City	BNSF						
New at-grade crossing at Minnetonka Blvd	City	BNSF						
Broadway crossing improvements	City	BNSF						
Cross Creek pedestrian tunnel	City	Cross Creek Owners						
Arlington Circle crossing improvements	City	BNSF		Coordinate with future redevelopment of property				
Section Foreman’s House								
Vehicle and pedestrian access	City							
Lake Street								
Redesign 600 block of Lake Street	City							\$266,000 (Sidewalk Replacement)
Widened sidewalk on north side	City	City/Carsich Properties						
Parking plaza in municipal lot	City							
Light Pole Replacement (Broadway to Walker; Depot Docks; and Municipal Parking Lot)	City						\$84,345	
Connections								
Maintenance and repair of existing sidewalks	City							
New sidewalks to fill gaps in network	City							
Wayfinding signage	City							
Landscape improvements on sidewalks	City							
Mill Street Area								
Mixed-use retail & parking	City	Public/Private partnership						
Mill Street resurfacing	City						\$70,000	
Pedestrian mall	City							
Incorporate trailhead facilities	City	Three Rivers Park						
Dakota And Luce Line								
Cycle track on Lake Street	City	Three Rivers Park					Cost ranges from \$54,000 to \$218,300 depending on level of design	
Enhanced trailhead facilities at Shaver Park	City	Three Rivers Park						
Big Woods Loop								
Walking trail from Circle Drive to Preserve	City							
Landscape cleanup	City	City Volunteer Committee						

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Project Deliverables

The selected Water Works design team will be expected to create a vision for the Water Works site that includes but is not limited to five components:

- A framework for development, looking at the project site and adjacent Mill Ruins and Gold Medal parks and how it fits into the larger CMRRP
- Design development of critical connections from neighborhoods and adjacent uses, including pedestrian, bicycle and vehicular circulation along the parkway and trails as well as the Stone Arch Bridge.
- Schematic design development of concept (with conceptual development of architectural and other features as necessary)
- Estimates of capital costs and long-term maintenance and operations

The Water Works design team will provide supporting materials — focused on orthographic drawings (plans and sections etc.) — to the selected CRRRP team to fulfill the Regional Park plan document requirements. (See Appendix B)

Note: Selected Water Works design team will make approximately 4 visits — including research, team collaboration, and community engagement — with project delivery early 2014.

Project Deliverable Format

Final design will be presented in multiple venues from lay people to design professionals, as well as fulfill the requirements of the CMRRP. Water Works final concept deliverables must be in the form of standard presentations, displayed in public presentations, online and in print documents. Submissions must communicate ideas in a clear and compelling manner that expresses the unique character of the design and team to a variety of audiences.

- For public presentations a variety of formats can be handled including Powerpoint, Keynote and Adobe
- Preferred printable document format is PDF
- Separate images should be JPG at 300dpi

RFP Particulars

Submission Requirements

- Letter of interest expressing why your team would like to participate in the project, what are its distinguishing characteristics and what is your philosophical approach to the project;
- A one-paragraph bio and two-page resume/CV for each lead team member;
- Up to three examples of projects by lead team members that exemplify experience and expertise in relevant areas or established creative problem solving skills in similarly complex projects.
- Proposed concept development process and fee schedule

All information should be delivered on a CD/DVD in PDF format along with 3 printed copies.

Design Team Selection

RFP submissions will be judged by a panel comprising representatives from the sponsoring institutions as well as industry experts.

Up to three teams will be short-listed and interviewed by the panel. The teams will also be expected to give a public presentation of their portfolio of relevant work. Selection criteria will be based on team composition and qualifications as well as competitive fee and process proposal.

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Key Dates
RFP announcement – 18 April 2013
RFP submission deadline – 17 May 2013
Short list announcement – 11 June 2013
Team interview and public presentation – 25-28 June 2013
Winner announcement – 9 July 2013
MPRB approval – 24 July 2013

Eligibility
The Water Works project is open to all design professionals and professionals with supporting expertise.

Contact
All communication should be via email:
Mary deLattre
E: mdelattre@mplsparksfoundation.org

All relevant questions will be posted with answers in an FAQ portion of the Minneapolis Parks Foundation website — mplsparksfoundation.org

Entries Due On or Before 4pm CST, Friday 17 May 2013.

Send Entries to:
Mary deLattre
Executive Director
Minneapolis Parks Foundation
Ref: Water Works RFP
4800 Minnehaha Avenue
Minneapolis, MN 55417
USA

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APPENDIX B Water Works:

A Next Generation Park on Minneapolis' Central Riverfront

Resource List

Background information for guidance in understanding site and context in preparation of RFP

Primary Sources

Minneapolis Parks Foundation
MplsParksFoundation.org

Minneapolis Parks Foundation sponsored 2011/2012 Water Works Conceptual Development Plan
MplsParksFoundation.org/waterworks

Minneapolis Park and Recreation Board (MPRB) Information
minneapolisparks.org

Central Mississippi Riverfront Regional Park RFP
minneapolisparks.org/documents/design/CentralRiverFront/RequestorProposalsCentralMississippiRiverfrontRegionalParkMasterPlan.pdf

RiverFirst Vision
RiverFirst.com

Minneapolis Riverfront Design Competition
MinneapolisRiverfrontDesignCompetition.com

Minneapolis Riverfront Development Initiative
MinneapolisRiverfrontDevelopmentInitiative.com

Secondary Sources

District Plans and Information

Central Riverfront Planning: Planning for the revitalization of the central portion of the riverfront near downtown has continuously taken place over the past thirty years and continues today—paying respect to both the Mississippi River as a natural resource and the historic district as a cultural resource.
minneapolismnm.gov/cped/projects/cped_riverfront_central

St. Anthony Falls Historic District: St. Anthony Falls Historic District is both locally and nationally designated. The website provides a map, design guidelines, and a historic profile.
minneapolismnm.gov/hpc/landmarks/hpc_landmarks_st_anthony_falls

2009 St. Anthony Falls Heritage Zone Interpretive Plan: The Plan is based on audience research, consultation with stakeholders, and expertise in landscape architecture. The Plan outlines the existing attractions of the riverfront and calls for introducing new amenities to enhance the area and draw visitors back.
mnhs.org/places/safh/about_plan.shtml

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APPENDIX B

Water Works:

A Next Generation Park on Minneapolis' Central Riverfront

Maps and Property Based Information

Zoning and land use: Follow the instructions to determine the zoning classification of a particular property.
Zoning plates 19 and 14.
minneapolismn.gov/zoning/maps/

Demographics: This site provides trend information and maps to profile Minneapolis neighborhoods based on census data from 2000 and 2010, with links to other census resources.
minneapolismn.gov/census/index.htm

Property Database: Hennepin County property ownership interactive map.
gis.co.hennepin.mn.us/Property/MapDefault.aspx

Storm and Surface Water Management: The goal of this site is to increase awareness, provide information, and encourage community involvement properly managing storm and surface water.
minneapolismn.gov/publicworks/stormwater/index.htm

Surficial Geology Atlas of Hennepin County: See link to vector PDF map and supplementary GIS files.
conservancy.umn.edu/handle/58220

Bedrock Geology Atlas of Hennepin County
conservancy.umn.edu/bitstream/58491/10/plate2_bedrock%5B1%5D.pdf

Minneapolis Park and Recreation Board (MPRB) Information

Mill Ruins Park: Maps, photos, improvement updates, program and amenity information.
minneapolisparks.org/default.asp?PageID=4&parkid=413

Mississippi National River and Recreation Area (MNRRRA) Information:

Historic Resources Study: A study that focuses on archeological and historic resources along the Mississippi River in the Twin Cities.
nps.gov/miss/historyculture/historic_resources.htm

Strategic Plan: Mississippi National River and Recreation Area staff worked with the Mississippi River Fund and Cincinnati, Inc., a consulting firm, to develop a strategic plan that clarifies the goals, visions, and values of the park.
nps.gov/miss/parkmgmt/straplan.htm

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4. Jury and Designer Selection Examples

RiverFirst

The 13-member Minneapolis Riverfront Design Competition (MRIDC) jury was composed of nationally recognized design professionals who brought their expertise and vision in leading-edge landscape and urban design, and local decision-makers who imparted knowledge of, and commitment to, the communities surrounding the Upper Riverfront.

The jury was a two-phase process, with the design professionals making the initial evaluation and selection of 16 design teams; the full jury then convened and selected the final four short-listed teams. The full jury then selected the winning team and design from the four short-listed teams.

Andrew Blauvelt
Curator Of Architecture And Design, Walker Art Center

John Erwin
Board President, Minneapolis Park And Recreation Board

David Fisher
Superintendent, Minneapolis Park And Recreation Board

Thomas Fisher
Professor And Dean, CDes, University Of Minnesota

Diane Hofstede
Minneapolis City Council Member

Barbara Johnson
Council President, City Of Minneapolis

Diane Loeffler
District 59A, Minnesota House Of Representatives

Peter McLaughlin
Commissioner, Hennepin County

William Rees Morrish
Dean Of The School Of Constructed Environments And Associate Dean, Parsons The New School Of Design In New York City

R.T. Rybak
Mayor, City Of Minneapolis

Mark Stenglein
Commissioner And Vice Chair, Hennepin County

Bill Wenk
FASLA, Founder And President, Wenk Associates

Liz Wielinski
Commissioner District 1, Minneapolis Park And Recreation Board

Water Works:

The Water Works designer selection process was a one-step RFP process to select the winning team based on evaluation of proposal, fees and interviews. The five-member jury was composed of partner organizations and individuals with design expertise.

Bruce Chamberlain
Minneapolis Park & Recreation Board

Mary deLaittre
Minneapolis Parks Foundation

Kjersti Monson
City of Minneapolis

Laura Salveson
Mill City Museum & St. Anthony Falls Heritage Board

Matthew Tucker
Dept. of Landscape Architecture, University of Minnesota

Mary deLaittre

Marydelaittre.com

Groundworkcitybuilding.com