

1 **BILL NO. S-22-12-21**

2 SPECIAL ORDINANCE NO. S-160-22

3 AN ORDINANCE APPROVING PROFESSIONAL  
4 SERVICES AGREEMENT - CONSULTANT  
5 CONTRACT FOR THE FORT WAYNE PARKS AND  
6 RECREATION COMPREHENSIVE PLAN UPDATE -  
7 QUEST #8317838 - BETWEEN DESIGN WORKSHOP  
8 AND THE CITY OF FORT WAYNE, INDIANA.

9 **NOW, THEREFORE, BE IT ORDAINED BY THE COMMON**  
10 **COUNCIL OF THE CITY OF FORT WAYNE, INDIANA:**

11 **SECTION 1.** That the FORT WAYNE PARKS COMPREHENSIVE  
12 PLAN PROFESSIONAL SERVICES AGREEMENT by and between DESIGN  
13 WORKSHOP, and the City of Fort Wayne, Indiana is hereby ratified, and affirmed  
14 and approved in all respects, respectfully for:

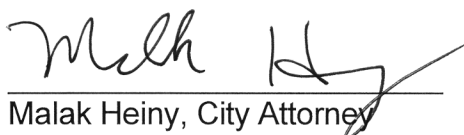
15 DESIGN WORKSHOP will provide professional services to  
16 assist the Fort Wayne Parks and Recreation Department in  
17 preparing a new Comprehensive Plan which will guide future  
18 Park System development, as described in Exhibit A, attached  
19 hereto and made a part hereof;

20 involving a total cost of NOT TO EXCEED TWO HUNDRED AND THIRTY-FOUR  
21 THOUSAND EIGHT HUNDRED SEVENTY-FOUR AND 00/100 DOLLARS -  
22 (\$234,874.00) - (A copy of said Contract is on file with the Office of the City Clerk  
23 and made available for public inspection, according to law.

24 **SECTION 2.** That this Ordinance shall be in full force and effect from  
25 and after its passage and any and all necessary approval by the Mayor.

26   
27 \_\_\_\_\_  
28 Council Member

29 APPROVED AS TO FORM AND LEGALITY

30   
Malak Heiny, City Attorney

# Score Tabulation

Parks Comprehensive Plan  
Quest # 8317838

November 7, 2022

CONSULTANT:	Design Workshop	Perez Planning	MKSK	Berry Dunn
SCORE:	237	201	165	153
PERCENTAGE OF HIGHEST POSSIBLE SCORE	85%	72%	59%	56%



**SERVICE AGREEMENT: Parks Comprehensive Plan #8317838**

SUPPLIER NAME <b>Design Workshop</b>		CITY DEPARTMENT <b>Parks and Recreation</b>	
STREET ADDRESS <b>125 S Clark Street, Suite 660</b>		STREET ADDRESS <b>705 E. State Blvd.</b>	
CITY, STATE, ZIP CODE <b>Chicago, IL 60603</b>		CITY, STATE, ZIP CODE <b>Fort Wayne, IN 46805</b>	
ATTENTION <b>Kurt Culbertson</b>		INVOICE ADDRESS <b>705 E. State Blvd.</b>	
TELEPHONE <b>312-360-1736</b>	FAX	CITY, STATE, ZIP CODE <b>Fort Wayne, IN 46805</b>	
EMAIL ADDRESS <b>kculbertson@designworkshop.com</b>		ATTENTION <b>Alec Johnson</b>	
		TELEPHONE <b>(260) 427-6425</b>	FAX <b>(260) 427-6020</b>

Service Description	Rates
Comprehensive Plan Consulting Services – Per scope identified in proposal (Exhibit A)	\$234,874.00
<b>Aggregate Price</b>	<b>\$234,874.00</b>

Exhibit A: **Bid/Proposal (as submitted)**  
Attachment A: **E.B.E. Rider**

SERVICE ADDRESS <b>705 E State Blvd</b>
CITY, STATE, ZIP CODE <b>Fort Wayne, IN</b>
AGREEMENT START DATE <b>Date given on Purchase Order</b>
AGREEMENT END DATE <b>March, 2024</b>

This Agreement Is entered into between Supplier and the City as of \_\_\_\_\_. The additional terms and conditions on the reverse side hereof are part of this Agreement. Capitalized terms on this page are used as defined terms when the context so requires. The City may extend the Contract at its option, for an equivalent period, by written notice to the Supplier not less than thirty days prior to the expiration date.

SUPPLIER: <b>City of Fort Wayne</b>	
By (Signature):	By (Signature):
Printed Name:	Printed Name: <b>Steve McDaniel</b>
Title:	Title: <b>Director</b>
Date:	Date:
FEDERAL TAX ID NUMBER: 840819969	

SECTION 00386  
SERVICE AGREEMENT

ADDITIONAL TERMS AND CONDITIONS

1. **SERVICES.** Supplier agrees to perform the Services beginning on the Begin Date and continuing until the Services are completed. Supplier warrants that the Services will be completed on or before the End Date. **TIME IS OF THE ESSENCE.** Supplier warrants that all Services shall conform to the Service Description, be of good quality and workmanship, and be free from defects. Supplier further warrants that all goods furnished in connection with the Services shall be merchantable and suitably safe and sufficient for the purpose for which they are normally used. Supplier warrants that it has good title to goods supplied hereunder and that they are free of all liens and encumbrances. These warranties are in addition to those implied in fact or in law. For the purposes of this Agreement, the term "Services" shall include any goods furnished in connection with the Services.
2. **INVOICES.** Supplier shall invoice the City for Services performed according to the Rates, Billing Interval, and Invoice Address. Invoices shall be rendered in triplicate and shall itemize the Services performed, the Service Address, and the corresponding rates and taxes, if any. Payment shall be due within thirty (30) days after the invoice date or the date of completion of the invoiced Services, whichever occurs later, provided that the City shall not be obligated to make any payment to Supplier hereunder until Supplier has furnished proof satisfactory to the City of full payment for all labor, materials, supplies, machinery, and equipment furnished for or used in performance of this Agreement or has furnished all necessary waivers of lien supported by affidavits, all satisfactory to the City, establishing that all liens and rights to claim liens that could arise out of the performance of the Services have been waived. Payment of invoices shall not constitute acceptance of the Services, and invoices shall be subject to adjustment for defects in quality or any other failure of Supplier to meet the requirements of this Agreement. The City may at any time set off any amount owed by the City to supplier against any amount owed by Supplier or any of its affiliated companies to the City.
3. **INDEPENDENT CONTRACTOR RELATIONSHIP.** City and Supplier are and shall remain as independent contractors with respect to each other. The persons provided by Supplier to perform the Services shall be Supplier's employees and shall be under the sole and exclusive direction and control of Supplier. They shall not be considered employees of the City for any purpose. Supplier shall be responsible for compliance with all laws, rules and regulations involving, but not limited to, employment of labor, hours of labor, health and safety, working conditions, and payment of wages with respect to such persons. Supplier shall also be responsible for payment of taxes, including federal, state and municipal taxes chargeable or assessed with respect to its employees, such as Social Security, unemployment, Workers' Compensation, disability insurance, and federal and state withholding. Supplier shall also be responsible for providing such reasonable accommodations, including auxiliary aids and services, as may be required under the Americans With Disabilities Act, 42 U.S.C. 12101 et seq., so as to enable any disabled person furnished by Supplier to perform the essential functions of the job. Supplier agrees to defend, indemnify, and hold harmless the City from and against any loss, cost, claim, liability, damage, or expense (including attorney's fees) that may be sustained by reason of Supplier's failure to comply with this paragraph.
4. **INDEMNITY.** Supplier shall defend, indemnify, and hold harmless the City (including its officers, employees, and agents) from all demands, damages, liabilities, costs, and expenses (including reasonable attorney's fees), judgments, settlements, and penalties of every kind arising out of its performance of Services including, without limitation, damages for personal injury or death or loss or damage to property due, or claimed to be due, to the negligence or willful misconduct of Supplier including such portion thereof due, or claimed to be due, to the negligence of the City except that Supplier shall have no duty to hold harmless the City for such portion of the foregoing proximately caused by negligence or misconduct of the City, and if any suit, claim, or demand was defended by Supplier, then the City will reimburse Supplier for its pro-rata share of its costs, expenses (including reasonable attorney's fees), and damages. The City may elect to participate in the defense of any suit, claim, or demand by employing attorneys at its own expense, without waiving Supplier's obligations to indemnify, defend, or hold harmless. Supplier shall not settle or compromise any claim, suit, or action, or consent to entry of judgment without the prior written consent of the City and without an unconditional release of all liability by each claimant or plaintiff to the City.
5. **LIMITATION OF LIABILITY.** Each party's liability to the other for any loss, cost, claim, liability, damage, or expense (including attorneys' fees) relating to or arising out of any negligent act or omission in its performance of obligations arising out of this Agreement, shall be limited to the amount of direct damage actually incurred. Absent gross negligence or knowing and willful misconduct which causes a loss, neither party shall be liable to the other for any indirect, special or consequential damage of any kind whatsoever.
6. **INSURANCE.** Supplier shall maintain in full force and effect during the performance of the Services the following insurance coverage; provided, however, that if a High Risk Insurance Attachment is attached hereto, the requirements of the High Risk Insurance Attachment shall be substituted in lieu of the following requirements:

(a)	Worker's Compensation	per statutory requirements.
(b)	General Liability	\$1,000,000 minimum per occurrence/ \$2,000,000 aggregate
(c)	Automobile Liability	\$1,000,000 minimum per occurrence
(d)	Products Liability	\$1,000,000 minimum per occurrence
(e)	Completed Operations Liability	\$1,000,000 minimum per occurrence

The Certificate of Insurance must show the City of Fort Wayne, its Divisions and Subsidiaries as an Additional Insured and a Certificate Holder, with 30 days notification of cancellation or non-renewal. All Certificates of Insurance should be sent to the following address:

City of Fort Wayne Purchasing Department  
Citizens Square  
200 East Berry Street, Suite 490, Fort Wayne, IN 46802
7. **HAZARDOUS MATERIALS.** Supplier will provide to the City before performing any Services, a statement describing any Hazardous Materials intended and necessary for use in performing the Services. "Hazardous Materials" means any item which may be classified under federal, state, or local law, as hazardous or toxic. Supplier must comply with all federal, state, or local law in the use, transportation, and disposal of such Hazardous Materials.
8. **PROGRESS REPORTS.** The Supplier shall submit progress reports to the City upon request. The report shall serve the purpose of assuring the City that work is progressing in line with the schedule, and that completion can be reasonably assured on the scheduled date. This contract shall be deemed to be substantially performed only when fully performed according to its terms and conditions and any modification thereof.
9. **CONFLICT OF INTEREST.** Supplier certifies and warrants that neither it nor any of its directors, officers, agents, representatives or employees which will participate in any way in the performance of the Supplier's obligations hereunder has or will have any conflict of interest, direct or indirect, with the City of Fort Wayne or any of its departments, divisions, agencies, officers, directors or agents.
10. **CONFIDENTIALITY OF DATA, PROPERTY RIGHTS IN PRODUCTS, AND COPYRIGHT PROHIBITION.** Supplier further agrees that all information, data findings, recommendations, proposals, etc. by whatever name described and by whatever form therein secured, developed, written or produced by the Supplier in furtherance of this contract—shall be the property of the City. The Supplier shall take action as is necessary under law to preserve such property rights in and of the City while such property is within the control and/or custody of the Supplier. By this contract the Supplier specifically waives and/or releases to the City any cognizable property right of the Supplier to copyright, license, patent or other wise use such information, data findings, recommendations proposals, etc.
11. **CONFIDENTIALITY OF CITY INFORMATION.** Supplier understands and agrees that data, materials, and information disclosed to Supplier may contain confidential and protected data. Therefore, the Supplier promises and assures that data, material, and information gathered, based upon or disclosed to the Supplier for the purpose of this contract, will not be disclosed to others or discussed with other parties without the prior written consent of the City.
12. **COMPLIANCE WITH LAWS.** Supplier warrants that the Services shall be in strict conformity with all applicable local, state and federal laws including, but not limited to, the standards promulgated by the occupational Safety and Health Act, Executive Order 11246, as amended, relative to Equal Employment Opportunity and all other applicable laws, rules, and regulations, including the Civil Rights Act of 1964 pertaining to equal opportunity, Section 503 of the Vocational Rehabilitation Act of 1973, the American with Disabilities Act, and Section 402 of the Vietnam Era Veterans Readjustment Assistance Act of 1974. Supplier agrees to indemnify and hold harmless the City from and against any loss, cost, claim, liability, damage, or expense (including attorney's fees) that may be sustained because of Supplier's breach of such warranty.
13. **DEFAULT.** In the event that (a) Supplier breaches any warranty contained herein; (b) Supplier fails to provide the insurance certificate required herein; (c) Supplier or Supplier's insurance carrier fails to defend, indemnify, or hold harmless the City as required herein; (d) Supplier's performance of the Services violates applicable law; (e) Supplier admits insolvency, makes an assignment for the benefit of creditors, or has a trustee appointed to take over all or a substantial part of its assets; or (f) Supplier fails to perform or comply with any other provision of this Agreement, such failure, breach, or violation shall constitute a default under this Agreement.
14. **TERMINATION.** In the event of default by Supplier under this Agreement, the City reserves the right without liability, in addition to its other rights and remedies, to terminate this Agreement by notice to Supplier as to the portion of the Services not yet rendered and to purchase substitute services at Supplier's expense. Supplier shall reimburse the City for the cost of such substitute services upon Supplier's receipt of an invoice therefore.
15. **WAIVER.** No action or inaction by the City shall constitute a waiver of any right or remedy.
16. **CANCELLATION.** City may at any time cancel this Agreement in whole or in part for its sole convenience upon written notice to Supplier, and Supplier shall stop performing the Services on the date specified in such notice. City shall have no liability as a result of such cancellation, except that the City will pay Supplier the Rates for completed Services accepted by the City and the actual incurred cost to Supplier for Services in progress. These payments shall not exceed the Aggregate Price.
17. **FORCE MAJEURE.** Neither party shall be liable to the other or responsible for nonperformance of any of the terms of this Agreement due to unforeseeable causes beyond the reasonable control and without the fault or negligence of such party, including, but not restricted to acts of God or the public enemy, acts of government, fire, floods, epidemics, quarantine restrictions, strikes, freight embargoes, or unusually severe weather.
18. **NOTICES.** All notices required or permitted to be made or given hereunder by one party to the other party shall be in writing and shall be deemed to have been given when hand delivered, or on the date stated on the receipt if deposited in the United States mail in certified form, postage prepaid with return receipt requested, and addressed to such other party at its Notice Address or at such other address as may be specified by such other party by written notice sent or delivered in accordance herewith.
19. **ASSIGNMENT.** Any assignment, in whole or in part, of Supplier's rights or obligation under this Agreement without the prior written consent of the City shall be void. Supplier shall not use subcontractors to perform any part of the Services without the prior written consent of the City.
20. **DISPUTE RESOLUTION.** The City shall be the sole judge of the quality of services. In the event of any dispute or disagreement between the parties either with respect to the interpretation of any provision of this agreement, or with respect to the performance of either party hereunder, the dispute shall be resolved by the Director of Finance and Administration and will not be subject to arbitration.
21. **ACCESS TO RECORDS.** The Supplier shall maintain all books, documents, papers, accounting records, and other evidence pertaining to the cost incurred. They shall make such materials available at their respective offices at all reasonable times during the contract period and for three (3) years from the date of final payment under the contract for inspection by the City or by any other authorized representative of city government. Copies thereof shall be furnished at no cost to the City if requested.
22. **NONDISCRIMINATION.** Pursuant to IC 22-9-1-10 and the Civil Rights Act of 1964, Supplier and its subcontractors shall not discriminate against any employee or applicant for employment in the performance of this contract. Supplier shall not discriminate with respect to hire, tenure, terms, conditions or privileges of employment or any matter directly or indirectly related to employment, because of race, color, religion, sex, disability, national origin or ancestry. Breach of this covenant may be regarded as a material breach of contract. Acceptance of this contract also signifies compliance with applicable Federal laws, regulations, and executive orders prohibiting discrimination in the provision of services based on race, color, national origin, age, sex, disability or status as a veteran.
23. **MISCELLANEOUS.** If any provision of this Agreement is held to be invalid or unenforceable, the validity and enforceability of the remaining provisions shall not be affected. This Agreement shall be governed by the laws of the state of Indiana and shall be subject to the exclusive jurisdiction of the courts therein. This Agreement embodies the entire agreement between the parties with respect to the subject matter hereof and supersedes all prior agreements and understanding, whether written or oral, and all contemporaneous oral agreements and understandings relating to the subject matter hereof. No agreement hereafter made shall be effective to modify or discharge this Agreement, in whole or in part, unless such agreement is in writing and signed by the party against whom enforcement of the modification or discharge is sought. The paragraph headings are for convenience only and are not intended to affect the interpretation of the provisions hereof. This Agreement shall be binding on the parties hereto and their respective personal and legal representatives, successors and assigns.



"Request for Waiver." Said Request for Waiver shall contain a written description of the efforts taken by Contractor to attain the 10% E.B.E. goal.

4. **Determination of Waiver Requests** - The Contract Compliance Department of the City of Fort Wayne shall examine all Requests for Waiver to determine if Contractor's efforts constitute good faith efforts to attain such goal and shall submit recommendations concerning said requests for Waiver for the final determination of the Board of Public Works of the City of Fort Wayne.
5. **Good Faith Per Se.** - In any case, a Contractor shall be deemed to have made good faith efforts at compliance where E.B.E.'s have subcontracted for every sub-contract for which there are qualified E.B.E.'s available.
6. **Consequence of noncompliance** - In the event the Board of Public Works approves a recommendation that contractor failed to make good faith efforts at compliance, the contract shall be reduced by the amount calculated as the difference between 10% and the percentage level met. Said amount shall be added to the City of Fort Wayne E.B.E. Bond Guarantee Fund and contractor agrees to accept the reduced amount as full payment under the terms of his/her contract.
7. **Waiver approved** - In the event the Board of Public Works determines that a good faith effort to comply with this E.B.E. Rider has been made, the contract shall not be reduced, and the balance owing to the contractor shall be paid in full.

IN WITNESS WHEREOF,

The parties have executed the E.B.E. Rider this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

**CONTRACTOR**

**BY:** \_\_\_\_\_ **Company** \_\_\_\_\_

**Name Printed** \_\_\_\_\_

**ATTEST:**

\_\_\_\_\_  
**Alec Johnson, Deputy Director Planning and Development**  
**Fort Wayne Parks and Recreation**

Revised 7-15



# PARKS SYSTEM COMPREHENSIVE PLAN

PROPOSAL PREPARED FOR  
FORT WAYNE PARKS AND RECREATION  
RFP#8317838  
NOVEMBER 7, 2022

## DESIGNWORKSHOP

EXHIBIT

tabbles®

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Design Workshop, Inc.  
Landscape Architecture  
Planning  
Urban Design  
Strategic Services

125 South Clark Street  
Suite 660  
Chicago, IL 60603  
312.360.1736  
designworkshop.com

November 7, 2022

Mr. Alec Johnson, Deputy Director  
City of Fort Wayne, Indiana  
Parks and Recreation Department  
705 E. State Boulevard  
Fort Wayne, IN 46805

Re: Request for Proposals for Preparation of a Park System Comprehensive Plan

Dear Mr. Johnson and members of the selection committee,

With more than 87 parks and recreation sites, Fort Wayne is home to tremendous cultural and natural resources. The bountiful 2,840 acres of parkland in the city offer residents and visitors the opportunity to connect and explore with nature, while providing physical and mental well-being. Citywide parks and recreation systems are vital to the entire City of Fort Wayne, both socially and economically which is why the Design Workshop team is thrilled to submit this proposal for a Park System Comprehensive Plan that will truly reflect and build upon your high caliber park system.

In our work, we strive to be both pragmatic and visionary. Our approach to creating plans is always unique to the place. In our more recent work with Vancouver, B.C. and Chattanooga, Tennessee we have created 100-year plans for the city park systems and are currently working with the City of New Orleans on their park system master plan that highlights public engagement, sustainability, and resiliency. Our expert team, including Ballard\*King and Empower Results will provide the innovative ideas and public engagement expertise needed to guide the city for the next century of park development.

We will work with you to develop a Parks and Recreation Comprehensive Plan that will address and improve upon issues facing cities across the country. Challenges such as equitable access to recreation, well-being, urban ecology, resilient infrastructure, transportation, diversity, safety, and tourism are all common concerns we've helped similar cities navigate and overcome. It will be a data-driven plan with established performance metrics and service outcomes to ensure measurable accountability in support of the City's goals and desires of the community. Consistent with the concepts of landscape urbanism, we believe that parks, open space, and recreational facilities can help to shape the form of the city, provide stimulus to economic development, and enhance the physical, social, spiritual, and economic well-being of Fort Wayne residents. We will engage with staff, stakeholders, residents, and visitors to truly understand and respond to the needs that this plan must address and to ensure the plan gets built. We will employ cutting-edge park visitor data and on-the-ground outreach to reach Fort Wayne citizens who aren't currently using the City's parks and those who are less likely to take part in a conventional planning process. We will work with you to design an engagement process that is educational, inclusive, thought-provoking, and fun. The input we collect will be integrated with the technical stream of work and will directly influence the evolving plan through all phases of work.

We look forward to partnering with the City of Fort Wayne on this innovative effort and are excited for this opportunity. Please do not hesitate to contact me at 970.948.5557 or by email at [kculbertson@designworkshop.com](mailto:kculbertson@designworkshop.com) should you need any additional information or have any questions. Thank you for your consideration.

Respectfully,



Kurt Culbertson, PhD, PLA, LEED®AP  
Principal-in-Charge

**DESIGNWORKSHOP**



Midtown Park, Houston, TX



# FIRM PROFILE



## Firm Profile

**Ownership Structure**

100% Employee Owned (ESOP)  
S Corporation

**Services Provided**

Master Planning  
Land Planning  
Strategic Services  
Landscape Architecture  
Urban Design  
Lighting Design  
Signage and Wayfinding  
Stakeholder Engagement

**Number of Employees**

172

**Locations**

Chicago, Illinois  
Aspen, Colorado  
Austin, Texas  
Denver, Colorado  
Houston, Texas  
Lake Tahoe, Nevada  
Los Angeles, California  
Raleigh, North Carolina

**Contact Person**

Kurt Culbertson  
970.315.3993  
kculbertson@designworkshop.com

**About Design Workshop**

Design Workshop is an international design studio, integrating landscape architecture, urban design, planning and strategic services. Whether designing a restorative private garden, developing the vision for a contemporary park or reimagining an underperforming downtown center, we go beyond the project itself to create places of timeless beauty and meaningful connections.

Our performance-based approach yields measurable results and projects that stand the test of time. In other words, we don't just hope for sustainable projects; we rely on our process to deliver them. We call this process DW Legacy Design®.

For over 50 years, "workshop" remains a hallmark of our firm, supporting collaboration and experimentation where clients and designers solve problems together.

**Commitment to Diversity**

Our firm was named to embody the spirit of collaboration and community design. Through our history we have helped communities plan and design for their resilient and sustainable futures. Through this experience, and now through the pandemic, we have developed a suite of tools that allow us to engage with communities in meaningful ways, including presenting complex information in a digestible format for the greater public and more importantly, for action.

We embrace diversity, equity and inclusion in its governance and operations. We are an 100% employee-owned firm, which has been proven to be an effective strategy for promoting equity, diversity and inclusion in an organization. We also engage in leadership activities seeking to diversity the design and planning fields by serving on the LAF Board, which has DEI requirements for its board members' associated firms.

Additionally, we have an annual internship in honor of Dr. Charles Fountain, founder of the Landscape Architecture Program at North Carolina A&T State University, in appreciation of his pioneering efforts and to provide mentorship to students underrepresented in the fields of design and planning. The program was established in 2004 to provide opportunities for BIPOC (Black, Indigenous, People of Color) students to gain firsthand experience in a professional studio environment.

What word or phrase captures your vision for the future of downtown parks?

Colorado Springs  
DODGIA  
ARCHITECTS  
PLANNERS  
LANDSCAPE ARCHITECTS

ilities. What ideas do you like for any of the three parks?



Historic Parks Master Plan  
Colorado

PROJECT  
TEAM

## Meet Our Project Team

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### Design Workshop

**Landscape Architecture,  
Parks Planning, Recreation  
Policy and Regulatory  
Planning, Public  
Engagement**

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### Ballard\*King & Associates

**Recreation, Operations and  
Maintenance Planning**

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### Empower Results

**Community Outreach and  
Engagement**

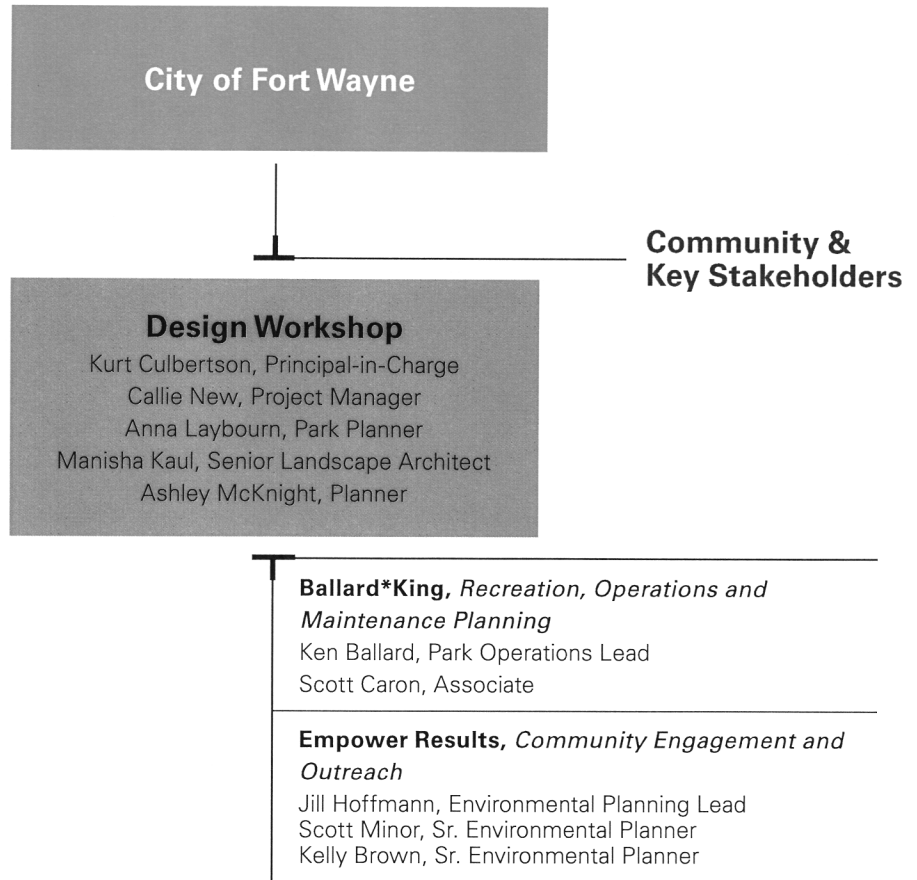
**Our team is prepared to provide a comprehensive view of park, recreation, and open space planning including consideration of parks, recreation, civic engagement, finance, mobility, place-making, and spacial equity. Our team brings an understanding not only of park systems and management, but of how parks are best created and utilized.**

Our parks and open space projects enhance the everyday lives of people. We work to protect and restore ecosystems and bring spatial equity to the underserved because we know how crucial well-designed and well-maintained open space is. We believe in creating plans inspired from the people who's lives they impact and benefit, integrating inclusive public engagement and collaboration with stakeholders through every step. Our parks provide an essential recreational resource— from active sports to creative play to quiet, reflective spaces— in a way that harnesses parkland for stormwater management, urban agriculture and habitat enhancement. In short, we connect communities physically and spiritually to the natural environment.

Ballard\*King & Associates, was established in 1992 by Ken Ballard and Jeff King in response to the need for market-driven and reality-based planning for parks and recreation agencies. B\*K has achieved over 30 years of success by realizing that each client's needs are specific and unique. Their consulting firm has been involved with over 90 master plan studies. They focus our master planning efforts on recreation program and service delivery, recreation facility development, organizational planning, and parks and facility maintenance. From pinpointing specifics to broad visions, B\*K provides direction to ensure the long-term viability of a parks and recreation agency.

Empower Results was established in 2005 based on the premise that thoughtful, customized public involvement is necessary in order for public works projects to have meaningful impacts on surrounding communities and the natural environment. Empower Results specializes in public engagement, tailored outreach programs, and the integration of sustainable solutions. Expertise and services include: public involvement planning, direct stakeholder outreach, development of outreach videos and infographics, technical education, facilitation of working groups or leadership committees, strategic planning, partnership development, social marketing and social media campaigns, grant writing and administration, and document preparation. Empower Results staff's unique outreach strategies engage project team members with the target audiences and the larger public, leading to more comprehensive decision making, creative partnerships, and projects that produce valuable social and environmental benefits.

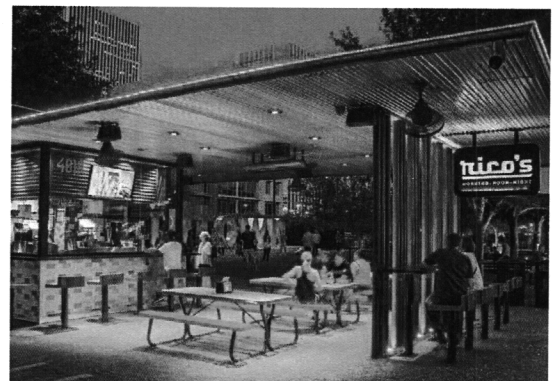
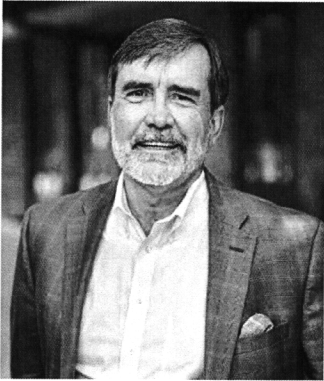
# Team Structure



# Staff Qualifications/Experience

Firm	Employee/Title	Involvement In Project	Availability
Design Workshop	<b>Kurt Culbertson</b> Principal-in-Charge	Park and Program Planning, Strategic Planning, Landscape Architecture, Urban Design, Engagement	20%
	<b>Callie New</b> Project Manager	Project Management, Planning, Engagement	40%
	<b>Anna Laybourn</b> Park Planner	Recreation and Program Analysis, Park and Program Planning, Strategic Planning, Urban Design, Engagement	20%
	<b>Manisha Kaul</b> Senior Landscape Architect	Quality Management, Recreation and Program Analysis, Park and Program Planning, Strategic Planning	10%
	<b>Ashley McKnight</b> Planner	Document and Graphic Production, Planning, Engagement	40%
Ballard*King	<b>Ken Ballard</b> Park Operations Lead	Strategic Planning, Recreation and Program Analysis, Fees and Charges Study, Park and Program Planning, Park Operations and Maintenance	25%
	<b>Scott Caron</b> Associate	Strategic Planning, Recreation and Program Analysis, Fees and Charges Study, Park and Program Planning, Park Operations and Maintenance	20%
Empower Results	<b>Jill Hoffmann</b> Environmental Planning Lead	Engagement, Community Outreach	20%
	<b>Scott Minor</b> Sr. Environmental Planner	Engagement, Community Outreach	20%
	<b>Kelly Brown</b> Sr. Environmental Planner	Engagement, Community Outreach	20%





## Design Workshop

### Education

PhD, Edinburgh College of Art

Master of Business Administration  
in Real Estate, Southern Methodist  
University

Bachelor of Landscape Architecture,  
Louisiana State University

### Licensure and Certifications

Professional Landscape Architect:  
Louisiana, Alabama, Colorado,  
Nebraska, New Mexico, South  
Carolina, Virginia

American Institute of Certified  
Planners (AICP)

CDT Certification

LEED® Accredited Professional

### Professional Affiliations

American Society of Landscape  
Architects (ASLA)

Fellow, American Planning Association  
(APA)

Fellow, National Trust for Historic  
Preservation

Urban Land Institute (ULI)

Forum for Urban Design

Young President's Organization

## Kurt Culbertson PhD, PLA, AICP, LEED®AP PRINCIPAL-IN-CHARGE

Kurt is a recognized leader in the field of evidence-based design and the application of metrics and performance measures to planning and design projects. This cutting edge approach which addresses not only environmental performance but the community, economic and cultural performance of the built environment, has earned notable recognition and accolades from the American Planning Association, Urban Land Institute and the American Society of Landscape Architects. He is a Fellow of the American Society of Landscape Architects, the American Institute of Certified Planners, and the Forum for Urban Design. Kurt has written and lectured extensively on the works of George Kessler and Adolph Jaenicke, the original designers for the Fort Wayne Park System. In 2016, he was awarded the ASLA Medal, the society's highest honor, for lifetime achievements in the profession.

### Selected Project Experience

#### Chattanooga Parks and Greenways Master Plan – Chattanooga, TN

The Chattanooga Parks and Greenways Master Plan will offer a community-driven vision for high-quality parks and greenways that serve all residents equitably, promote health and wellness, protect natural resources, and connect people to each other and their natural and cultural landscapes.

#### Vancouver Parks and Recreation Master Plan – Vancouver, BC

The Master Plan envisions parks and recreation services that offer equity, reduce barriers, and provide excellent experiences for the public within the constraints of population growth, changing demographics and increasing land/development costs.

#### Mobile Parks System Master Plan – Mobile, AL

Design Workshop is working with Mobile County to incorporate major updates and improvements to the park system master plan that has not been touched in over 10 years. The plan includes an evaluation of county-wide parks, open space, and blueways, incorporates climate change and resilience planning.

#### New Orleans City-wide Park System Master Plan – New Orleans, LA

Kurt is the Principal-in-Charge for this park system master plan, which has a focus on community and stakeholder engagement, with sustainability and resiliency efforts and initiatives at the forefront of the plan.

## Project Team



### Design Workshop

#### Education

Master of Urban Planning, Columbia University

Bachelor of International Studies, Southern Oregon University

#### Professional Affiliations

Marquette Brownfield Redevelopment Authority

American Planning Association (APA)

#### Speaking Engagements

"Designing for Walkability and Public Spaces," Transportation Research Board Conference

#### Recent Awards

Transportation Research Board Conference Best in Show Award, "Designing for Walkability and Public Spaces"

## Callie New

### PROJECT MANAGER

Callie brings more than eight years of planning experience in both the public and private sectors, spanning the topics of land use and natural resource management, transportation, and recreation. As a believer that determinants of community health are largely defined by built environments and the policies that shape them, Callie is motivated to approach every project with an eye on identifying tactics that uplift people. More than just looking at the distribution, size and quantity of greenspace, parks planning within a community requires a holistic look at identifying physical and social barriers, resident desires, and strategic opportunities for change. With a background in geospatial data analytics, Callie spends the time looking at details and is passionate about supporting data-driven decision-making to help communities realize visions and goals that are grounded in feasible action plans poised for implementation. As a prior National Park Service employee, Callie brings a keen insight into both articulating and executing practical management tactics that address pressures from visitor experience and expectations while considering environmental and cultural resource protection.

### Select Project Experience

#### Spokane Parks and Natural Lands Master Plan – Spokane, WA

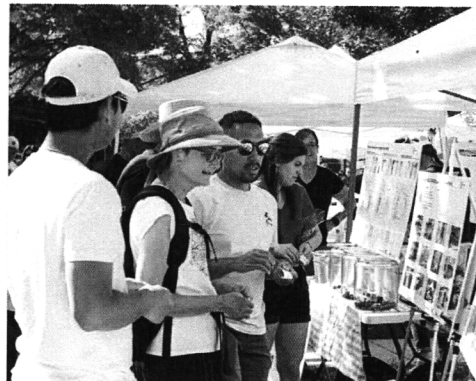
As Project Manager, Callie is leading this master plan to create a city vision and priority plan. She is leading a community engagement process that closely examines equity for play and preservation.

#### Duluth Parks and Recreation Master Plan – Duluth, MN

As the Project Manager, Callie led the planning process for the City of Duluth's Parks and Recreation Master Plan, which will steer decision-making and investments in the City's extensive parks, public open spaces, and horseback, cross-country ski, mountain bike, and hiking trail systems.

#### Missoula County Pathways and Trails Master Plan – Missoula, MT

The Missoula County Pathways and Trails plan uses a data-driven process to prioritize investments based on safety needs, system connectivity and citizen response. As the first pathways plan created by the County, an emphasis is placed on connecting rural residents.



## Design Workshop

### Education

Master of Urban and Regional Planning, Ohio State University

Bachelor of Science in Environmental Design, University of Minnesota

### Licensure and Certifications

The Effective Facilitator

National Charrette Institute

American Institute of Certified Planners (AICP)

CPRP

### Professional Affiliations

American Planning Association

Prior Colorado APA Board Member

APA Small Town and Rural Area Planner Division Vice-Chair

YEP! Youth Engagement Planning Board Member

NRPA and City Parks Alliance Member

### Selected Honors

ASLA National Award of Excellence in Research, Great Outdoors Colorado Pilot Project

ASLA National Honor Award for Analysis and Planning, Reimagine Nature and Inclusion for Salt Lake City

ASLA Colorado Award for Analysis and Planning, Colorado Springs Parks System Master Plan

# Anna Laybourn

AICP  
PARK PLANNER

Anna takes a holistic view for integrated thinking for parks, recreation, trails, and open space conservation planning informed by her background in City and Regional Planning and natural resources management. She seeks a profound understanding of the people that she plans for and takes a special interest in engaging the public in innovative planning and design process. Some of the topics she has spoken at conferences (NRPA, APA, SCORP, Greater Greener, and ASLA) include: community health and wellness, equity in open space, inclusive planning in historic neighborhoods, designing for equity, park department roles in addressing homelessness, partnerships for play, infusing nature in the city, local food systems, innovative youth outdoor programming, community-driven prioritization, context sensitive parks, youth engagement and more.

## Selected Project Experience

### Duluth Essential Spaces Master Plan – Duluth, MN

Anna served as the Principal-in-Charge for this master plan to create a city vision and priority plan. She led a community engagement process that closely examines equity for play and preservation.

### Tempe Parks and Recreation Equity Study – Tempe, AZ

Anna is leading this study of city parks and recreation operations and investments to direct to equitable and inclusive outcomes. Targeted public engagement is designed to reach populations underrepresented in the previous parks master plan.

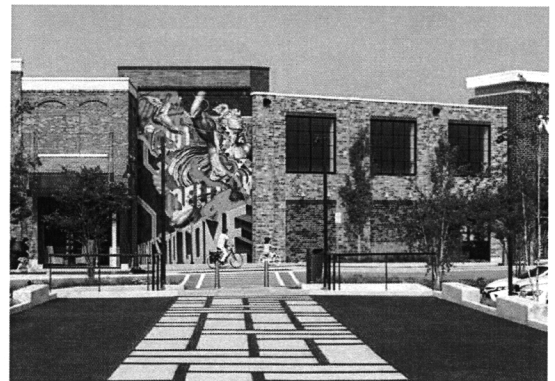
### SLC Reimagine Nature – Salt Lake City, UT

Anna was the Principal-in-Charge for the city's first public lands master plan focused on an ambitious vision for the evolution of natural lands, trails, urban forest, and city parks.

### Spokane Parks and Natural Lands Master Plan – Spokane, WA

Anna was the Principal-in-Charge for this master plan to create a city vision and priority plan. The project included community engagement that closely examines equity for play and preservation.

## Project Team



### Design Workshop

#### Education

Master of Landscape Architecture,  
Pennsylvania State University, State  
College, U.S.A. Center for Watershed  
Stewardship

Master of Landscape Architecture,  
School of Planning and Architecture,  
New Delhi, India

Bachelor of Architecture, Sir J.J.  
College of Architecture, Bombay, India

#### Licensure and Certifications

Professional Landscape Architect:  
Illinois, Pennsylvania, Ohio

LEED® Accredited Professional

Registered Architect: India #95/18488

Construction Documents Technology  
(CDT) Certificate

CLARB

#### Professional Affiliations

American Society of Landscape  
Architects (ASLA)

U.S. Green Building Council

Urban Land Institute (ULI), University  
Innovation Development Council

#### Recent Awards and Honors

ASLA Illinois, Honor Award, Grand  
River Northwest Neighborhood  
Framework Plan

ASLA Illinois, Honor Award for  
Planning & Analysis, Alton Great  
Streets

## Manisha Kaul

PLA, LEED® AP, CDT  
LANDSCAPE ARCHITECT

Manisha is passionate about creating synergy in the natural environment through an equitable, resilient, and regenerative approach to design. She has successfully guided federal, public, private, and institutional clients through complex planning and innovative site design projects that have resulted in the creative use of the site and its environs. Trained as an architect and a landscape architect, recipient of a gold medal in landscape architecture at the School of Planning and Architecture in New Delhi and a creative achievement award in landscape architecture at Pennsylvania State University, Manisha has also worked on numerous projects in the Middle East, Africa and India. Member of Ely Chapter of Lambda Alpha International and a full member of the Urban Land Institute; she currently serves on ULI's University Development and Innovation Council Product Council.

### Select Project Experience

#### Diversey Park and Play Fields – Chicago, IL

Manisha leads the design and implementation of the multi-use sports field and recreation area along Chicago's lakefront.

#### Taza Park Master Plan – Calgary, Alberta

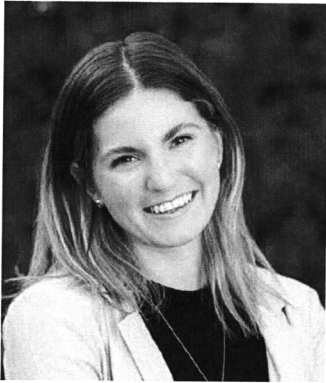
Manisha served as a planning consultant for stormwater and low-impact development strategies for this mixed-use retail project on the Tsuut'ina First Nations land outside of Calgary, Alberta.

#### AIDS Garden Chicago – Chicago, IL

Design Workshop worked with Chicago Park District and eight sub-consultants to design a garden space on Chicago lake front intended to memorialize those lost to HIV/AIDS, as well as Chicago's own efforts to combat HIV/AIDS, and to provide an educational component about the current fight.

#### Melody Farm – Vernon Hills, IL

Design Workshop was hired to add character and richness to the streetscape and open space areas of a new suburban retail center, and assist the owner in preserving natural landscape features that preserved the site's history.



### Design Workshop

#### Education

Bachelor of Science, City and Urban Planning, Ohio State University

#### Licensure and Certifications

LEED® Green Associate™

American Institute of Certified Planners Candidate (AICP-C)

## Ashley McKnight LEED® GA™ PLANNER

Ashley is an experienced planner who has worked on projects that cover broad topics including parks and recreation, transportation, land use and zoning. Prior to Design Workshop, she served as a City Planner for the City of Frankenmuth. In this position, she completed a Parks and Recreation Plan in which she engaged over 600 residents through facilitating engagement strategies. In addition to engagement skills, Ashley also has strong analytical, writing, and technical expertise. Ashley is skilled in community outreach, administering codes and developing implementable plans.

### Select Project Experience

#### Duluth Essential Spaces Master Plan – Duluth, MN

Ashley worked to create a city vision and priority plan. She helped complete the initial phase of this process, consisting of data analysis, as well as played a significant role in the community engagement which gathered input from over 1,000 community members. Utilizing this background information, Ashley assisted in writing the park's plan that closely examines equity for play and preservation.

#### Mesa County Master Plan – Mesa County, CO

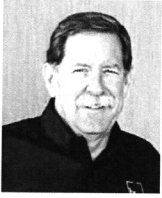
Ashley served as a planning lead in Mesa which aims to guide the growth of Mesa County in a sustainable and thoughtful way. Ashley assisted in initial data analysis efforts in which the project utilized ArcGIS, ESRI, and past plans to identify the current demographics, housing, transportation, land use, natural resources, air quality, and energy conditions of the county. Ashley also developed engagement material to be used at committee meetings, pop-up events, a community survey, and community workshops.

#### City of Frankenmuth, MI\*

Ashley led the process of revising Frankenmuth's Parks and Recreation Plan. The project included analyses of existing conditions and developing future goals. Developing goals entailed gathering feedback from over 600 community members through engagement efforts such as a "Wishing Tree" for school aged students and community surveys.

*\*Projects completed prior to joining Design Workshop*

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**Project Team**


**Ken Ballard** C.P.R.P.  
President, Park  
Operations Lead

**Ballard\*King**

**Education**

Bachelor of Science, Recreation,  
University of Colorado

Bachelor of Arts, History, University of  
Colorado

**Licensure and Certifications**

Certified Parks & Recreation  
Professional

**Professional Affiliations**

Athletic Business Conference Session  
Reviews

Colorado Parks & Recreation  
Association

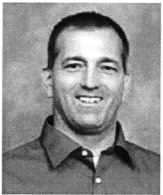
National Recreation & Park Association

Metropolitan State College of Denver –  
Former Adjunct Faculty

As a founding partner of Ballard\*King & Associates, Ken has over 35 years of experience in parks and recreation planning. Ballard\*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market driven and reality based planning for recreation agencies. In his years of work with B\*K, Ken has provided master planning consulting services to more than 60 communities across the country. Ken is well known for his vast knowledge of recreation programming, facility development and operations, as well as organizational planning and facility maintenance. His expertise has been developed over the years from a wide breadth of experiences within the parks and recreation field.

**Key parks and recreation master plan projects that Ken has been directly responsible for include:**

Overland Park, KS  
Rochester, NH  
Albemarle County, VA  
Alpharetta, GA  
Stillwater, OK  
Corpus Christi, TX  
Ft. Lauderdale, FL  
Longmont, CO  
Orlando, FL  
Moore, OK



**Scott Caron** C.P.R.P.  
Associate

**Ballard\*King**

**Education**

Bachelor of Science, Parks, Recreation  
& Tourism, University of Missouri

**Licensure and Certifications**

Certified Parks & Recreation  
Professional

**Professional Affiliations**

Missouri Parks & Recreation  
Association

Texas Recreation & Parks Society

National Recreation & Park Association

Sports Events & Tourism Association

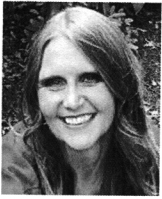
Scott began working with Ballard\*King & Associates in 2017 and brings over 20 years of experience in parks and recreation. As an Associate with B\*K, Scott has been instrumental in data collection and analysis. His involvement with projects includes feasibility studies, master plans and operational assessments.

Prior to joining B\*K, 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 B\*K, he is currently the Parks & Recreation Director in Longview, TX.

**Key parks and recreation master plan projects that Ken has been directly responsible for include:**

Andover, KS  
Dartmouth, MA  
Kirksville, MO  
Maplewood, MO  
Osage Beach, MO  
Savage, MN  
Stow, OH

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**Project Team**


**Jill Hoffmann**  
Environmental Planning  
Lead

**Empower Results**

**Education**

Master of Science, Environmental  
Science (Ecological Management),  
Indiana University

Master of Public Affairs, Programming  
& Outreach, Indiana University

Bachelor of Science, Biology/Ecology,  
University of Wisconsin Eau Claire

**Professional Affiliations**

Indiana Water Quality Monitoring  
Council

Indiana Chapter of Association of State  
Floodplain Managers

Indiana Water Resources Association

While an environmental scientist by training, Jill's passion for community and her unique public outreach skills often find her busily engaging and empowering citizen groups and government officials toward larger, shared environmental or community goals. She has 20 years of experience in environmental planning, natural resource assessment, and public involvement. Jill is an experienced in technical disciplines as well as policy considerations. In her role as Executive Director of the White River Alliance, Jill has built nationally-award winning public outreach programs and leveraged resources from across the country and state to aid in protecting Central Indiana's natural resources.

**Select Project Experience**

Fort Wayne Riverfront – City of Fort Wayne, MI

Indiana Water Summit (statewide) – IN

Central Indiana Water Study, 9-County Region – Central Indiana



**Scott Minor**  
Senior Environmental  
Planner

**Empower Results**

**Education**

Master of Landscape Architecture, Ball  
State University

Bachelor of Arts, Religion/Psychology,  
Wabash College

**Licensure and Certifications**

LEED® Accredited Professional

SEED Public Interest Design  
Professional

**Professional Affiliations**

Indiana Water Resources Association

Marion County Soil and Water  
Conservation District Board Associate  
Supervisor

Indiana Native Plant Society

A creative thinker and good communicator, Scott is a landscape architect by training, and he has supplemented his experience with certifications in wildlife habitat stewardship and public interest design, as well as accreditation in LEED®. Scott's experience as a planner and designer include large-scale road projects, public park facilities, community vision plans, site design, and trail planning and design, including projects for state and local governments and under the guidance of NEPA requirements. Experienced with group facilitation and outreach, working closely with steering committees, neighborhood groups, park boards, and more, Scott is a great team player.

**Select Project Experience**

Wabash River Greenway Master Plan – Wabash River Valley, IN

Indianapolis Office of Land Stewardship Master Plan – Indianapolis, IN

Regional Stormwater MS4 Program – Central, IN

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**Project Team**

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**Kelly Brown**  
Senior Environmental  
Planner

**Empower Results**

Driven by her passion for nature and community, Kelly uses her technical skills as a scientist to bring focused leadership to project outcomes and success measurements. Kelly is skilled at program evaluation, ecological and water quality sampling, project management, and the many facets of community engagement needed to foster personal and organizational buy-in across diverse audiences. Her experience leading committees, administering grants, and building partnership spans civic, private, and non-profit organizations.

**Education**

Master of Public Affairs and Master of Science in Environmental Science, Indiana University

Bachelor of Science, Wildlife & Conservation Biology, Murray State University

**Professional Affiliations**

Society for Ecological Restoration, Midwest- Great Lakes Chapter: Treasurer

Indiana Geographic Information Council (IGIC)

Indiana Evaluation Association

**Select Project Experience**

White River Report Card Development. 16-County Region – Central, IN

River Assessment Field Teams Program – Central, IN

Reconnecting to Our Waterways (ROW) Program and Metric Management – Indianapolis, IN



Bagby Park, Houston, TX







RELATED PROJECT  
**EXPERIENCE**

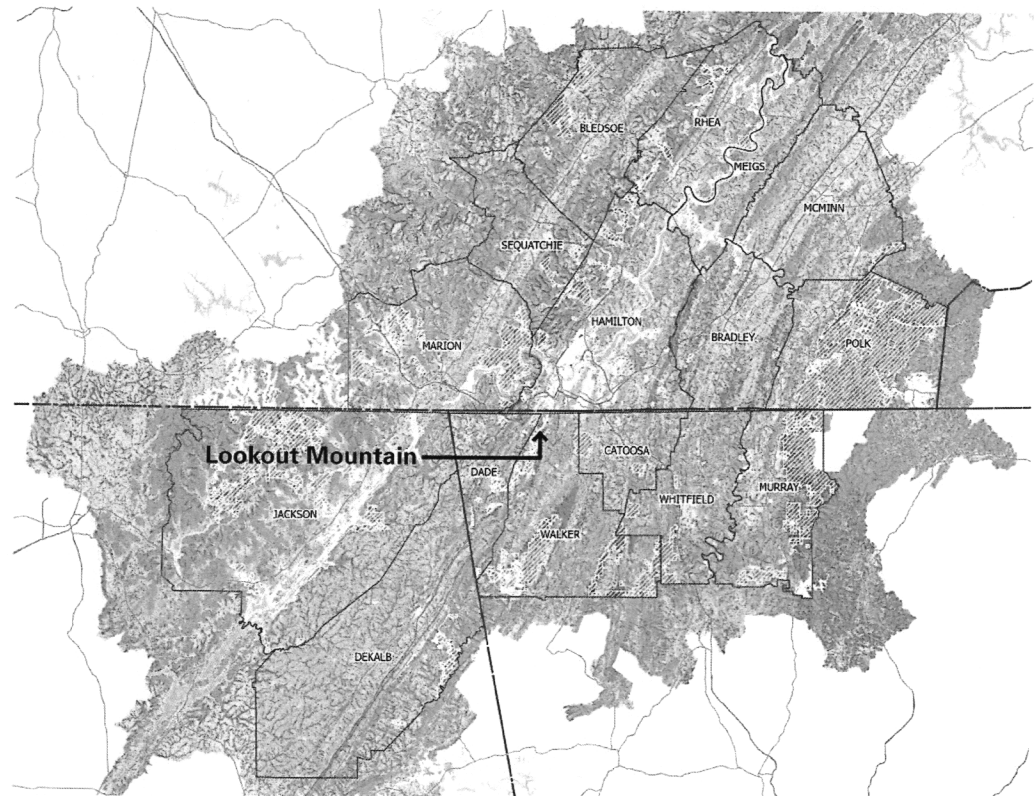
Titletown Plaza, Green Bay, WI

**Map Legend**

-  Lookout Mountain, GA
-  County Boundaries
-  State Boundaries
-  Conservation Areas

**Thrive Regional Partnership Conservation Priorities**

-  Lowest
-  Low
-  Medium
-  High
-  Highest



# Chattanooga Parks and Outdoors Plan

Chattanooga, Tennessee

## Design Workshop

Chattanooga is known for its breathtaking natural scenery and world-class downtown parks. But not all Chattanoogaans benefit equally from the City's outdoor resources, and the City has lacked a single strategic vision to guide its efforts and those of its partners. The Chattanooga Parks and Greenways Master Plan will offer a community-driven vision for high-quality parks and greenways that serve all residents equitably, promote health and wellness, protect natural resources, and connect people to each other and their natural and cultural landscapes. In conversation with the public and with local and regional stakeholders, Design Workshop is developing a

plan that will capture the community's biggest and boldest ambitions for their park and trail system, including concrete ways that the plan can support and tie in to regional trail and land conservation priorities. The plan will also offer a clear roadmap for phased implementation that is grounded in the realities of park and trail financing, operations and maintenance. The planning team is guiding the City through a Total Asset Management approach to its recreational facilities, creating an inventory of assets and helping the City develop its staffing and budgeting plans – and make a strong and data-driven case for funding – based on the condition and useful life of those assets.

## Client

City of Chattanooga  
Chattanooga Parks and Recreation Department  
Jerry Mitchell  
423.757.5617

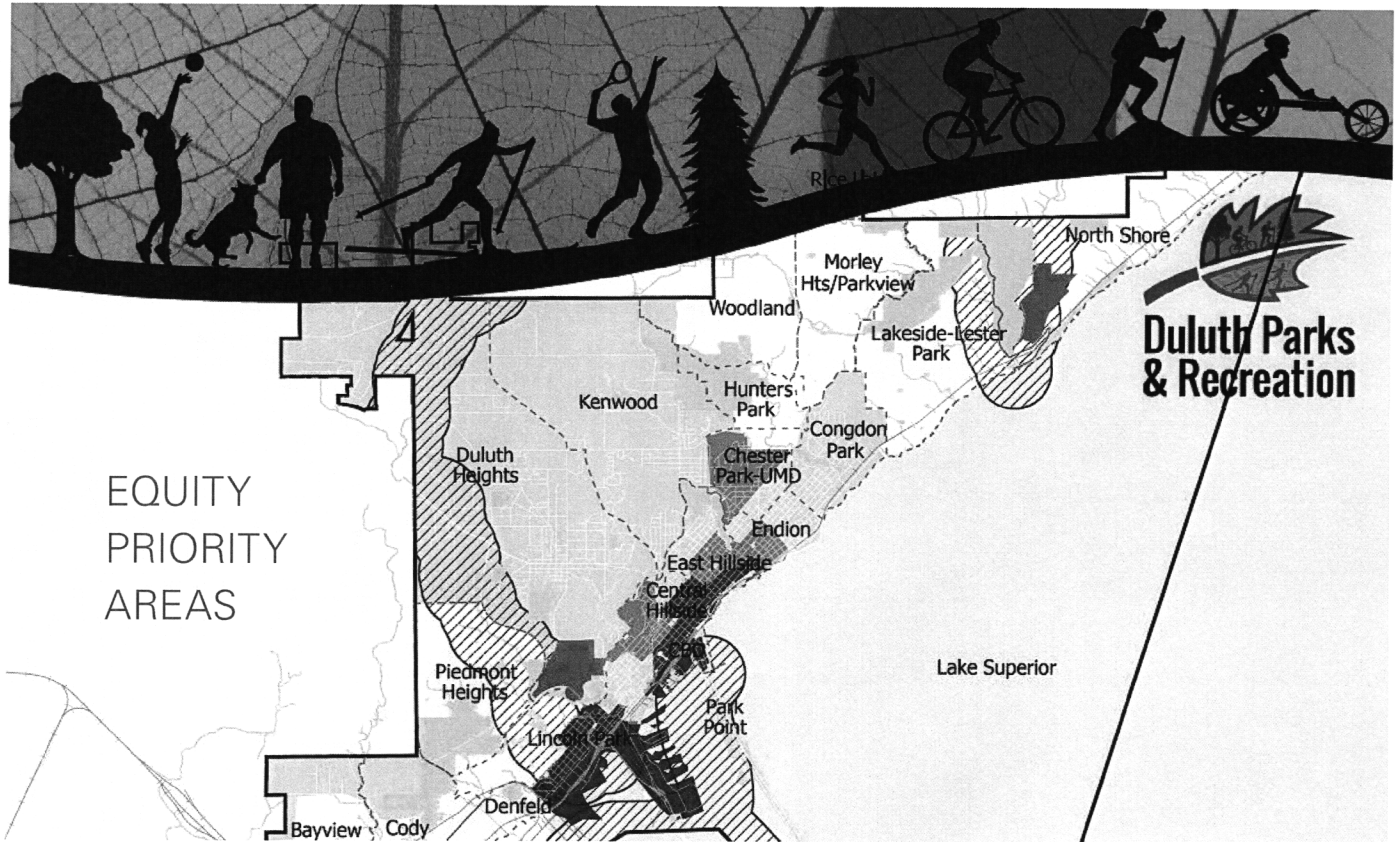
## Services Provided

Master Planning, Conservation Planning, Flood Mitigation and Watershed Management Planning, Community Engagement, Equity Analysis, Operations and Maintenance Planning

## Year Completed

Ongoing

## Project Experience



# Duluth Essential Spaces Master Plan

Duluth, Minnesota

## Design Workshop

The City of Duluth has more park acres and trail miles per population than most cities in the nation. However, funding has a long history of falling short for basic maintenance and replacement, let alone, improving properties to be useable for sports and activities, environmental performance, and public events. Design Workshop was hired to lead the Master Plan creation to evaluate current offerings, gain an understanding of community desires and unmet needs, and identify strategies to improve parks and recreation for the next decade. Strategies focus on climate change adaptation, inclusive and accessible programming, and strengthening partnerships.

Critical to the plan's implementation success is educating the public and city leadership about the many benefits, opportunities, and shortfalls of parks and recreation- thus naming the project "Essential Spaces". The plan provides an action plan with prioritized actions based on equity goals, current funding, and a vision plan of what to seek additional funding to achieve. The plan findings are being leveraged to request voter support for additional funding on the ballot in November.

## Client

City of Duluth  
Cliff Knettel  
cknettel@DuluthMN.gov  
218.730.5322

## Services Provided

Community Engagement, GIS Analysis, Action Plan, Vision Plan, Branding, Master Plan

## Year Completed

Ongoing

# Loudoun County Linear Parks and Trails System Plan

Loudoun County, Virginia

## Design Workshop

Loudoun is rich in streams and other natural and historic corridors that span the county. These corridors, especially the stream floodplains, are often not developable land but can be the foundation for an affordable, interconnected and accessible system of parks and trails. Design Workshop worked with Loudoun to develop a county-wide linear parks and trails plan to protect and link the county’s diverse natural, cultural and recreational resources. The plan will balance the needs of the county’s trail users, including hikers, joggers, commuters, cyclists, horseback riders, bird watchers and history

buffs, while building new connections between the county’s rural area west of Route 15 and its rapidly growing and densifying communities to the east. The plan will guide the inclusion of new trails and natural corridors as part of larger development projects, and collaboration with private landowners to connect existing private trails and corridors. Lacking reliable trails data, the project team trained dozens of volunteers to utilize ArcGIS mapping and crowd sourcing tools in a coordinated, countywide inventory and assessment of existing trails.

### Client

Loudoun County  
 Facilities Planning & Development  
 Mark Novak  
 mark.novak@loudoun.gov  
 703.737.8992

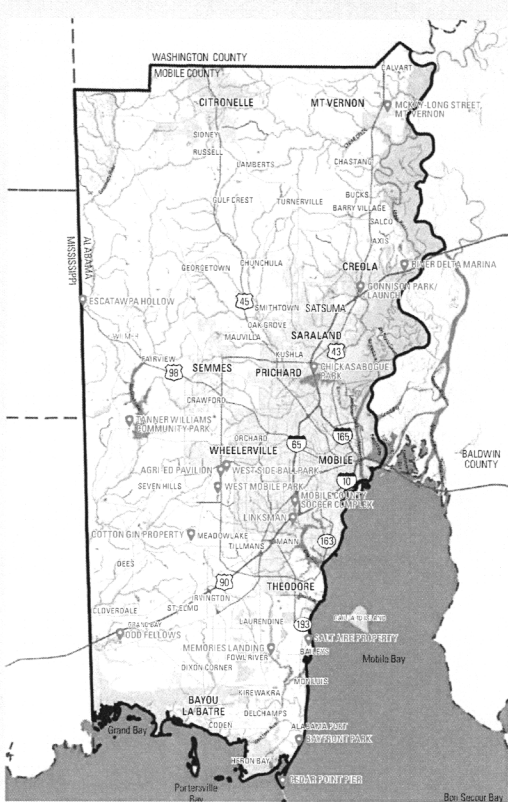
### Services Provided

Master Planning, Conceptual Design, Environmental Planning, Design Guidelines

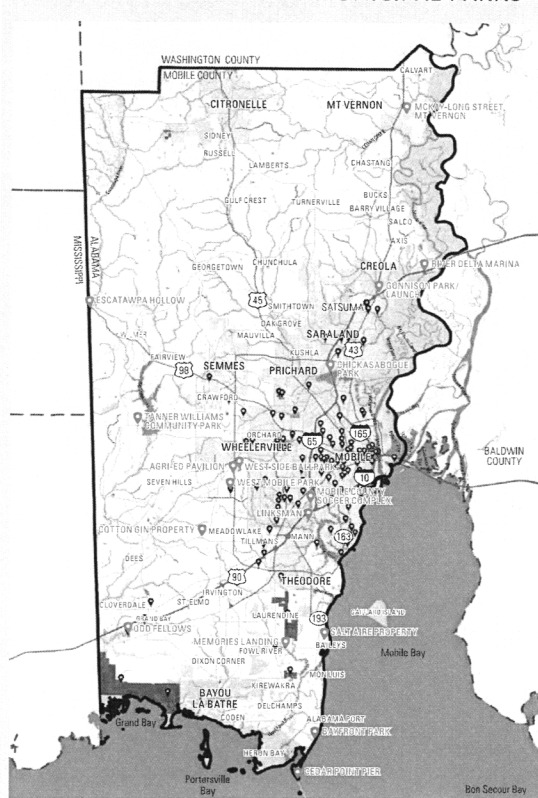
**Year Completed**  
 2021

*ASLA COLORADO  
 MERIT  
 AWARD FOR  
 ANALYSIS AND  
 PLANNING*

MAP 1: MOBILE COUNTY PARKS



MAP 2: COUNTY PARKS VS MUNICIPAL PARKS



# Mobile Parks System Master Plan

Mobile, Alabama

## Design Workshop

The project used a robust planning approach to provide guidance for the long-term operations and success of County Parks. Over ten years have passed since the first Mobile County Parks Master Plan was developed. In that time, the County has acquired significant property, initiated recreation programming, undertaken several major relevant waterfront park master planning efforts, and passed a major funding measure that allocates funds to park improvement. The County has a growing population who are drawn to its outdoor recreation opportunities, nature and recreation

tourism, developing blueway trail network, and variety of uniquely preserved cultural landscapes. In addition to celebrating and bolstering connectivity between the County's existing natural and cultural assets maintained for parks and recreation, the Plan includes an evaluation of county-wide parks, open space, and blueways, incorporates climate change and resilience planning.

## Client

Mobile County Commission  
Tina Sanchez  
tina.sanchez@mobilecountyal.gov  
251.574.3229

## Services Provided

Parks System Master Planning, Operations and Maintenance Planning

## Year Completed

2012

## Project Experience



# New Orleans City-wide Park and Recreation Master Plan

New Orleans, Louisiana

## Design Workshop

Design Workshop is working with the City of New Orleans and New Orleans Recreation Development Commission to develop a plan that will bring a new emphasis on equity and resilience to the City's system of parks, recreation and green spaces. The team is training community members to act as 'park ambassadors,' helping to spread the word about the planning process and ensure the team hears from all residents about how the City's park and recreation offerings are—or are not—serving them. The team will also train ambassadors to

collect field data to build out the City's inventory of park assets and their condition.

The public process will lead to identification of Equity Investment Zones where proposed improvements will be prioritized, to correct past underinvestment and ensure that all New Orleans neighborhoods have access to high-quality parks, recreation facilities and greenspaces. Design Workshop is also building on a wealth of previous work in New Orleans around environmental resilience and green infrastructure, ensuring that the City's system of parks and greenspaces are designed and distributed to maximize their potential to protect communities from the impacts of flooding while protecting critical park, recreation and cultural resources.

## Client

City of New Orleans, NORD Foundation  
 Cheryl Mendy  
 cherylm@nordfoundation.org  
 504.658.3000

## Services Provided

Master Planning,  
 Public and Stakeholder Engagement,  
 Park and Open Space System Assessment,  
 Resiliency Planning

## Year Completed

Ongoing



## Downtown Denver Parks and Public Spaces Master Plan

Denver, Colorado

### Design Workshop

Downtown Denver is booming, but while the center city has seen billions of dollars in private investment over the past two decades, public investment in parks has not kept pace. With thousands of new residents and an expanding local economy bringing a diversity of needs, the formal civic spaces that are typical are not meeting the daily expectations of the residents, visitors, students and employees who use them. Design Workshop was selected to lead a master plan for Downtown Denver's parks and open spaces.

The final master plan provides a 20-year blueprint for the future of Downtown's parks and public spaces through the strategic partnership of the public and private sectors. Critical to the partnership is the recognition that parks alone cannot fill the void of usable outdoor space for downtown users. The entire public realm – parks, streets, privately-owned plazas – must be considered holistically. The plan aims to re-establish collective stewardship of the entire public realm of Downtown Denver, and invest in people and places that will transform the way we value public space.

### Client

Denver Parks and Recreation  
Gordon Robertson  
gordon.robertson@denvergov.org  
720.913.0615

### Services Provided

Stakeholder Engagement, Environmental Analysis, Urban Design, Park Planning, Strategic Investment Planning

### Year Completed

2017

*ASLA COLORADO  
HONOR AWARD  
FOR ANALYSIS  
& PLANNING*

## Project Experience




**Plug in  
to Nature**  
 Finding Connections to the Outdoors  
 for Youth and Families in Larimer County

# Great Outdoors Colorado: Plug into Nature

Larimer County, Colorado

## Design Workshop

Larimer County was selected for a pilot study aimed at creating a plan to encourage kids and families to get outdoors. With a population of 315,988 people, it is the sixth most populated county in the state and contains a National Park and National Forest in its large 2,634 square mile area. The county selected Design Workshop to help lead the study and create a plan for implementation.

In order to identify appropriate solutions, the team needed to develop an understanding of the diverse values, needs, behavior, choices and perceptions in the urban communities and

rural areas. They used a survey, committee meetings, public listening sessions and interviews to engage over 2,000 people in the community and were able to identify projects for getting families outside. The final plan includes recommendations for programs, facilities, policies, partnerships, funding sources, performance metrics, land use changes, accessibility improvements, future park locations, and an informational campaign.

The success of this project encouraged GOCO to provide \$1 million in planning grants to 15 communities to complete similar studies. Design Workshop created a replication guide to direct and provide transferable lessons to these communities.

## Client

Larimer County, Great Outdoors Colorado  
 Jackie Miller  
 jmiller@goco.org  
 303.226.4500

## Services Provided

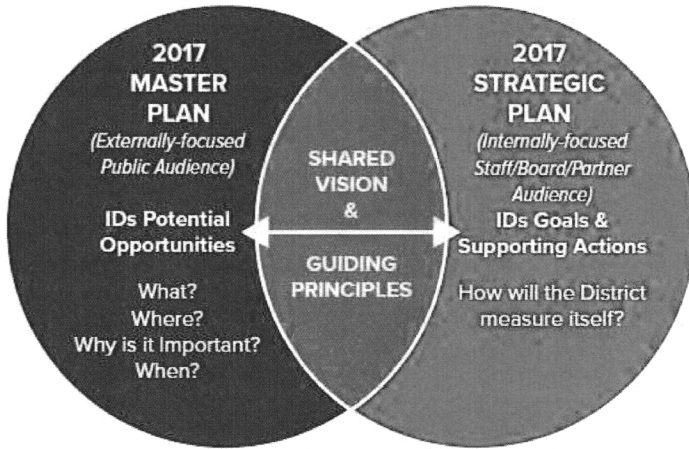
GIS Analysis,  
 Community  
 Engagement, Open  
 Space and Parks  
 Planning, Program  
 and Facilities  
 Inventory

**Year Completed**  
 2012

*APA COLORADO  
 OUTSTANDING  
 PROJECT  
 AWARD*

*ASLA NATIONAL  
 AWARD OF  
 EXCELLENCE  
 IN PLANNING  
 & ANALYSIS*

**Project Experience**



**EMBRACE OUR PRINCIPLES**

- Does it support SSPRD's mission, vision, and values?
- Does it improve the overall quality of our facilities and services?
- Does it meet the needs and/or desires of the community?
- Does it provide opportunities for the community to connect with nature?
- Does it contribute to SSPRD's overall sustainability?

**VALUE OUR STAFF**

- Has the impact on staff been considered?
- Does the project provide any learning or growth opportunities for staff?

**ENGAGE OUR FUTURE**

- Has the impact on operations and maintenance been considered?
- Is the project eligible for outside funding?
- Does the project support opportunities to generate (net) revenue?
- Will it build community engagement in SSPRD?
- Have partnership options been evaluated for opportunities for collaboration on services/facilities/etc.?

**GUIDING PRINCIPLES:**



Quality First



Enrich Wellness



Connect To Nature



Lead Sustainability

# South Suburban Park and Recreation District Strategic Plan and Master Plan

Centennial, Colorado

**Design Workshop**

South Suburban Park and Recreation District (SSPRD) is a uniquely historic, community-driven organization that provides both indoor and outdoor recreation amenities to six communities and three counties in the southern Denver metropolitan area. More than 155,000 residents count on SSPRD to provide close-to-home parks and open space, safe playgrounds for children, convenient trails and vibrant recreation facilities and programs. Design

Workshop worked with the District to develop a 10-year master plan and strategic plan. Our team facilitated committee meetings and workshops to determine community priorities. We completed analysis mapping to identify potential recommendations and service gaps. The final Master Plan and Strategic Plan take advantage of the opportunity for SSPRD to build off the energy of new leadership, respond to the needs of SSPRD's diverse communities and envision how this award-winning system can find fresh ways to implement the SSPRD mission and serve the community.

**Services Provided**

Case Studies and Research, Organization and Management Recommendations, Strategic Planning, Master Plan, Facilitation

**Year Completed**

2016

**Client**

South Suburban Park and Recreation District  
 Rob Hanna, Executive Director  
 RHanna@ssprd.org  
 303.483.7002



## VanPlay: Vancouver Parks and Recreation Vision Plan

Vancouver, British Columbia, Canada

### Design Workshop

VanPlay is the result of a two-year long process to develop a visionary suite of documents that set the values and goals for current and future parks and facilities while creating strategic tools to respond to contemporary issues, major social trends, equitable prioritization, and environmental considerations. Design Workshop was the lead consultant on a multi-disciplinary team hired to help the Vancouver Park Board create their first master plan in over 25 years that could be a long-range planning tool to determine service gaps, analyze

growth trends and identify opportunities for improvements.

This equity mapping resulted in the delineation of Equity Investment Zones which have helped to priority investments in new parks and improvements to rectify historical disparities. As the first governmental unit in the region to address spatial equity, the Park Board's initiative has proven to be a model for other City of Vancouver departments.

We articulated three bold moves to develop opportunities to fundamentally shift relationships with First Nations people, to connect the city with nature and community in an exciting and bold way in the face of climate change, and to be more effective in addressing needs as they arise. In this complex, dynamic urban environment, powerful yet flexible approaches to parks and recreation will help the Park Board respond to shifting demands while maintaining the desired course for the future.

### Client

City of Vancouver  
Dave Hutch  
Director of Parks  
Planning  
dave.hutch@  
vancouver.ca  
604.257.8455

### Services Provided

Master Planning,  
Community  
Engagement,  
Branding, GIS  
Analysis

### Year Completed

2021

*ASLA NATIONAL  
HONOR AWARD  
FOR ANALYSIS  
AND PLANNING*

# SHAPE TEMPE PARKS. create co\_existence.



## Tempe Parks and Recreation Equity Study

Tempe, Arizona

### Design Workshop and Ballard\*King

This study crafts and utilizes an analytical framework to evaluate Tempe's Parks and Recreation system to understand equity gaps and provide guidance for investment and operations. Community engagement is critical to this process to learn first-hand from community members. Design Workshop was hired to augment the previous Parks and Recreation Master Plan that was missing critical representative public engagement, identification of diverse needs, and spatial equity prioritization. The process initiates an Ambassador Program and Advisory Committee

to improve connections and build trust with the community, specifically immigrants and refugees, communities of color, low-income families, homeless/unsheltered populations, LGBTQIA, youth, older adults, trauma survivors, and people impacted by disabling conditions. A Diversity, Equity, and Inclusion lens will be used to audit city park properties to inform design and program recommendations. A goal of this project is to address current disparities in urban heat impact, tree canopy, and access to nature.

Ballard\*King & Associates worked with a local Phoenix planning firm on this master plan. B\*K's scope of work included participating in committee meetings, the analysis of other recreation providers (including Arizona State University), an assessment and analysis of current recreation services with recommendations for the future, and a review of current maintenance standards.

### Client

City of Tempe  
Erin Kirkpatrick  
erin\_kirkpatrick@tempe.gov  
480.350.8112

### Services Provided

Community Engagement, GIS Analysis, Action Plan, Vision Plan, Branding, DEI Park Audits

### Year Completed

Ongoing



# Salt Lake City Public Lands Master Plan

Salt Lake City, Utah

## Design Workshop

As the City's first public lands master plan in nearly 30 years, this was the opportunity for citizens to chart a future for their 83 parks, 70-miles of trails, 1,700-acres of natural lands, 108 holes of golf, and 86,500 urban trees. Salt Lake City's Nature is a sanctuary for diverse people. Reimagine Nature delivers a transformative vision for the next 20 years and is informed by over 12,000 community members.

Community input expressed a heightened awareness that many complex factors impact planning for public lands: homelessness, climate resiliency, racial justice, urban tree health, food deserts, ecological balance and

population increases. These topics have broad implications for the city and could have been dismissed as outside the parks department's influence. Instead, the master plan became a champion for these topics, forming solutions to improve the city's equity, livability and stewardship through five tangible goals and ten transformative projects. Design Workshop's leadership in crafting this plan included using compelling graphic design and story-telling, data-driven assessment and performance metrics, compelling a legion of local ambassadors and an action plan that speak both to technocrats and community members.

### Client

Salt Lake City Corporation  
 Nancy Monteith  
 nancy.monteith@slcgov.com  
 801.535.6234

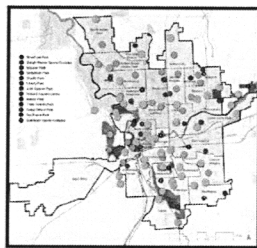
### Services Provided

Master Planning, Public Engagement, Public Policy Planning, GIS Analysis, Equity Analysis, Project Branding, Website

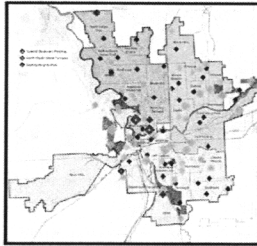
**Year Completed**  
 2022

*ASLA NATIONAL HONOR AWARD FOR ANALYSIS AND PLANNING*

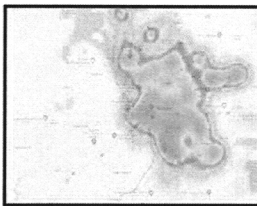
*APA UTAH HIGH ACHIEVEMENT AWARD FOR PUBLIC ENGAGEMENT*



Park Capital Investment History Level

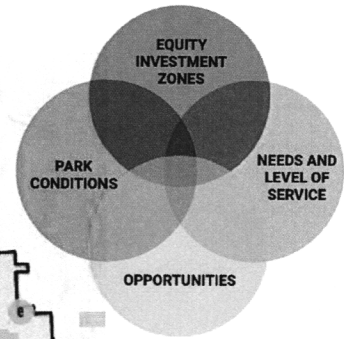
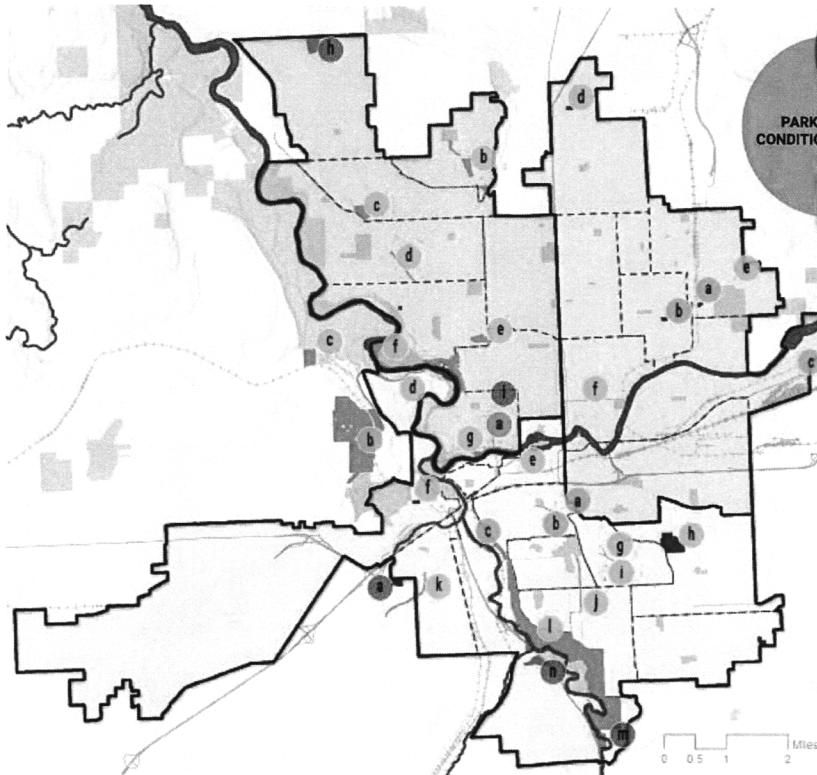


Park Conditions Rating



Heatmap of comments from collaborative

POTENTIAL INVESTMENT MAP



# Spokane Parks and Natural Lands Master Plan

Spokane, Washington

## Design Workshop

With a park system conceptualized by the Olmsted Brothers over a 100 years ago, Spokane’s Parks and Recreation Department has grown to include 4,100 acres including 87 neighborhood parks, urban forest and trail network. The City’s master plan is now more than ten years old and lacks guidance for holistic maintenance, investment and funding. Design Workshop was selected to lead this effort starting with a robust study to analyze the park system through an equity lens. Included in the evaluation was determining gaps in the existing system, historic investments, diverse

community desires, and park conditions. Overlaying demographic socioeconomic and health disparities information provided a holistic look at areas of need. The assessment and public engagement process closely examine equity and inclusivity for play and preservation with defensible logic for prioritization of investments and changes to programs and maintenance standards. Implementation of recommendations for greater equity is wide-reaching such as: municipal code revisions, existing park redesign and input processes, partnerships with homelessness services providers, and parks staffing policies.

### Client

City of Spokane  
 Park Planning and Development Manager  
 Nick Hamad  
 nhamad@spokanecity.org  
 509.363.5452

### Services Provided

Park and Open Space System Assessment and Planning, Public and Stakeholder Engagement, GIS Mapping and Analysis, LOS Evaluation, Statistically Valid Survey, Capital Planning, Equity Analysis, Project Branding

### Year Completed

Ongoing

*APA WASHINGTON  
 HONOR AWARD  
 IN PUBLIC  
 ENGAGEMENT*

## Zilker Metropolitan Park Vision Plan

Austin, Texas

### Design Workshop

The City of Austin (City), Parks and Recreation Department (PAR) selected Design Workshop to provide planning and design services in the development of a vision plan for Zilker Metropolitan Park, an established, historically-significant, regional park of approximately 350 acres, which includes 77 acres of the Zilker Nature Preserve. The primary goal of the planning project is to develop a visionary framework to guide the restoration and future development of Zilker Metropolitan Park and its numerous facilities and features through a robust public engagement process. The Vision Plan will address programming, facilities, design standards to guide future development of the park, restoring focus to the park's significant historic and cultural built environment, ecological and



environmental sustainability, accessibility, transportation, circulation and connectivity, and operations, maintenance and revenue. A particular focus of this effort was environmental resilience and spatial equity.

### Client

City of Austin, Coventry Development Company  
Keith Simon, Senior VP of Development  
720.279.2581

### Services Provided

Park Master Planning, Community Outreach

### Year Completed

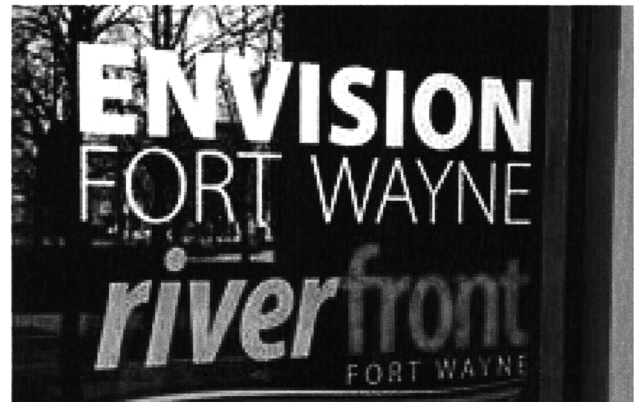
2018

## Fort Wayne Riverfront Redevelopment Plan

Fort Wayne, Indiana

### Empower Results, LLC

The City of Fort Wayne enlisted a multi-disciplinary team to develop concept plans for the redevelopment of Fort Wayne's Riverfront. The resulting plan needed to be publicly vetted, ecologically sensitive, structurally and hydrologically feasible, and economically viable. Empower Results led all public involvement aspects of the project, including diverse public input processes, open public forums, and the synthesis of task force and city staff input. A strategic communication plan was developed, as well as interactive website content, a public showroom that hosted revolving displays and public input activities, and public engagement events such as boat tours and river walks.



### Client

City of Fort Wayne  
Pam Holoher  
Pam.Holoher@cityoffortwayne.org

### Services Provided

Community Engagement

### Year Completed

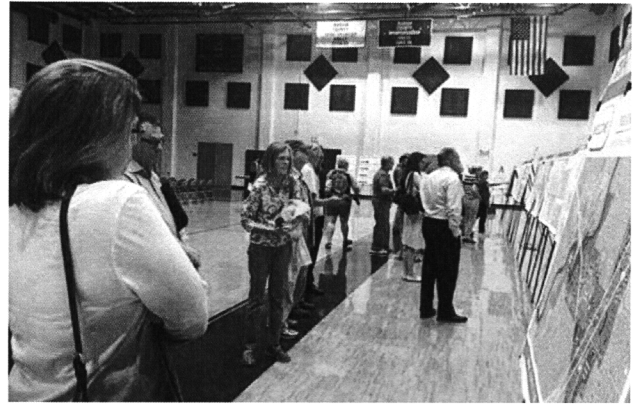
2014 - 2016

## Castleton Revitalization Master Plan

Indianapolis, Indiana

### Empower Results, LLC

Empower Results led the public outreach and stakeholder involvement process for the Castleton Revitalization Master Plan. Leadership tasks included organizing, developing activities for, and participating in a series of stakeholder meetings in order to establish a baseline set of project outcomes ranging from the project vision to final features. The Empower Results team organized and assisted in three public workshops attended by more than 200 individuals, each utilizing multiple input strategies. Several external focus group meetings were held to acquire input from specific demographics, commercial organizations, adjacent planning entities, major employers, and local developers. Electronic outreach included a project website, e-newsletter, and targeted online surveys.



### Client

Visit Indy  
Brad Beaubien  
BBeaubien@visitindy.com

### Services Provided

Community Engagement

### Year Completed

2019

## White River Alliance Regional MS4 Program

Hamilton, Madison, Hancock, Boone, Johnson Counties, Indiana

### Empower Results, LLC

Under the direction of Empower Results, the White River Alliance's regional stormwater public education and involvement program is the largest of its kind in the state. It is comprised of representatives from ten Municipal Separate Storm Sewer Systems (MS4s) communities across several counties. The program develops, brands, and uses stormwater-specific materials and metrics to meet EPA Clean Water Act permit regulations and change public behavior. Highlights of the work include the creation of the nationally award-winning Clear Choices Clean Water social marketing program, the development of the Trained Individual Certification Program which trains over 200 building contractors each year, and the implementation of a



suite of interactive teaching and assessment tools used in schools and among water resource professionals.

### Client

City of Noblesville  
Tim Stottlemeyer  
Tstottlemeyer@noblesville.in.us

### Services Provided

Community Engagement

### Year Completed

Ongoing

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**Project Experience**

## Indianapolis Office of Land Stewardship Master Plan & Strategic Plan

Indianapolis, Indiana

### Empower Results, LLC

Working as part of a larger project team Empower Results led the Office of Land Stewardship in creating a strategic plan that will guide the Office's activity over the next 5 years. The internal planning document prioritized essential functions and provided action steps based on a clear timeline. Additional work was also done to develop a public outreach Master Plan designed to broaden awareness of the Office's impact on environmental services in the city. This public-facing 'Master Plan' includes: a summary of the Office's role and ongoing activities, an inventory of property assets and amenities, restoration and maintenance success stories, the expansion of volunteer

programs, and a suite of infographics which detail the ecological services and social benefits that result from well-maintained natural areas.

### Client

City of Indianapolis  
Don Miller  
Don.Miller@indy.gov

### Services Provided

Community Engagement

### Year Completed

Ongoing

## Sammamish Parks, Recreation, and Open Space Plan

Sammamish, Washington

### Ballard\*King

Working as part of a larger project team, Ballard\*King & Associates completed the PROS plan for the City of Sammamish. B\*K was tasked with identifying the role of the City in conjunction with other community partners in providing recreation services to the community. There was also an emphasis on identifying athletic field needs as well as the use of other existing City buildings for recreation purposes.

### Client

City of Edmonds  
Angie Feser, Parks, Recreation, and Cultural Services\*  
Director  
angie.feser@edmondswa.org, 425.771.0256

\*Angie Feser was the Director of Parks & Recreation at the City of Sammamish when the master plan was completed.

### Services Provided

Recreation, Operations, and Maintenance Planning

## Plymouth Township Parks, Recreation and Open Space Plan

Plymouth Meeting, Pennsylvania

### Ballard\*King

Ballard\*King, as part of a larger project team, was responsible for the assessment of the Greater Plymouth Community Center and its role in delivering recreation services for the residents of Plymouth Township. The study included a review of the center's physical condition, an assessment of operations and the facility's budget as well as an analysis of the programs and services that were being offered. Specific recommendations to best meet future community needs and expectations were also included.

### Client

Township of Plymouth  
Phil Brady, Assistant Director of Parks and Recreation  
pbrady@plymouthtownship.org, 610.277.4312

### Services Provided

Recreation, Operations, and Maintenance Planning

## Marana Parks and Recreation Master Plan

Marana, Arizona

### Ballard\*King

Ballard\*King & Associates, as part of a larger project team, completed a master plan for this fast-growing community in southern Arizona. B\*K was responsible for recreation programs and services analysis, determining the need for future active recreation amenities, an organizational assessment and projections for operations and maintenance costs for proposed new facilities and services.

### Client

Town of Marana Parks and Recreation  
Jim Conroy, Director of Parks & Recreation  
jconroy@MaranaAZ.gov, 520.382.1950

### Services Provided

Recreation, Operations, and Maintenance Planning

## List of Projects Currently Under Contract

The following projects listed are under contract with the Chicago studio only:

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Country Club Hills Comprehensive Plan (CMAP)

---

University of Illinois Foundation HQ

---

CPD AIDS Garden Chicago

---

1500 Lakeshore Drive

---

Oak Park Streetscape Schematic Design

---

Columbus Regional Health Phase IIB

---

Cache & Pearl

---

Sugar Grove Comprehensive Plan (CMAP)

---

Westmont Quincy Avenue Streetscape

---

Hulsizer Residence

---

Fox Valley Phase II Residential

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CPD Garfield Park

---

OBO San Salvador CSU

---

Uptown MLK/Reading Gateway Study

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Wheaton Streetscape Phase 4

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The Chamonix Casino and Resort

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University of Illinois Systems Administration Building

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Silvio Mollo FOB

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OBO Reykjavik CMR Bridging

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Daniel Stowe Botanical Garden

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# PROJECT APPROACH

Lafitte Greenway & Revitalization Corridor, New Orleans, LA

# Layering spaces and experiences creates opportunities for social connection.

## Project Understanding & Approach

The creation of the parks system should address a number of themes and issues. Our approach is comprehensive and looks well beyond the simple provision of parklands or park facilities and programs. In particular, we will consider the following themes:

### A Place for People

Parks are a place of play, public celebrations, gatherings, and even debate. They are a critical democratic space in American cities. They also serve as places of refuge from our hectic world. As such, we will assess the ability for Fort Wayne parks to meet this critical role and to ensure that these opportunities are equitably shared across the city.

There has been a great deal of success: planning, investment, and improvement on the city's riverfront but there is also a need to advance park improvements in the neighborhoods. The state mandates five-year updates of the parks and recreation master plan but one must ask if this provides a long enough view of the future of Fort Wayne Parks. The Kessler plan is now 105 years old. In our recent work in other North American cities such as

Vancouver, Chattanooga, and New Orleans, we are preparing 100 year plans – plans which extend beyond a budget or election cycle, or the careers of individuals to think long term about the parks needs of the city to serve future generations. We would recommend that Fort Wayne consider such an approach in this plan while also ensuring that state mandates are being met.

Our observation of the current (2018-2022) plan is that it does not speak to contemporary park planning issues such as spatial equity and total asset management and its is light on issues of operations and maintenance. We would recommend that the new plan for Fort Wayne parks address these issues.

### A Citizen-Driven Process

The success of this project ultimately relies on the success of our engagement with Fort Wayne residents and key stakeholders. Our core team members are all experienced workshop facilitators who provide leadership and third-party credibility, and most importantly, can help build incremental consensus for plan recommendations through a series of high-visibility citywide community workshops. Complementing the workshops are a series of committee meetings and

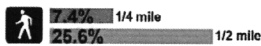
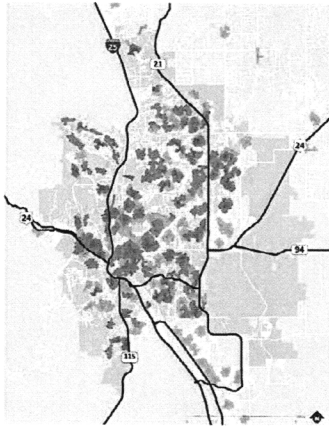
stakeholder interviews, as well as more focused area workshops and pop-up surveys to reach underserved populations and a more representative cross-section of the population. We will customize this process to fit Fort Wayne and discover the specific needs of the community by setting up workshops for each neighborhood. Through these individualized workshops we will discover the similarities and differences between each area to create a rich tapestry of parks and open space that fulfills the needs of multiple user groups and all Fort Wayne citizens.

Running in parallel to the other tasks, our public process will be highly visible, transparent, inclusive, collaborative and creative. We bring everyone to the table to foster empathy and share ideas for the future of the park system and its recreational programs.

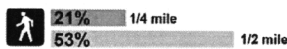
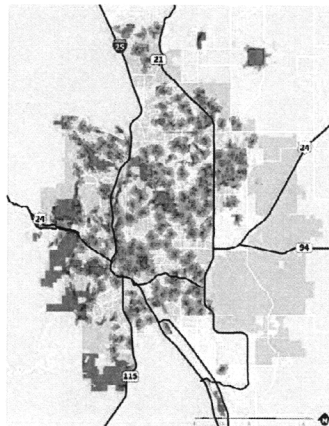
Our work during this task will rely on a major public outreach campaign, comprehensive data collection, the creation of clear and compelling graphics, and the use of interactive methods to ensure broad community participation. We position community and stakeholder engagement at the center of every project because we know that projects have a much greater chance for implementation and success if the stakeholders who will

# EVALUATING ACCESS TO PARKS

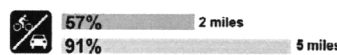
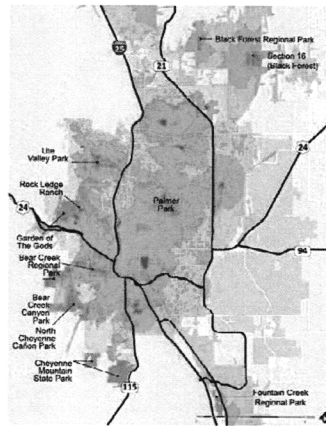
Households with Walking Distance of Playgrounds



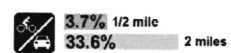
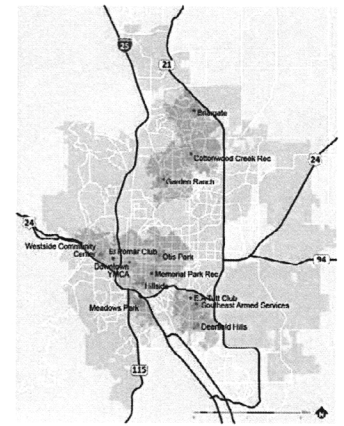
Households with Walking Distance of Public Parks



Household with a reasonable bike or drive from Community & Regional Parks



Household with a reasonable bike or drive from Recreation and Community Centers



## How far are you willing to walk?

Research shows that most people are comfortable walking a half-mile distance to reach a destination like a park or open space site. Meanwhile, a quarter-mile distance is a reasonable walk for families with young children or older adults.

## Colorado Springs Park System Master Plan, Colorado Springs, CO

ultimately shepherd them forward are invested from the beginning and help define the project vision. For these reasons, we will invest considerable resources to create a Community and Stakeholder Engagement Plan to identify key stakeholders. Engagement practices may include:

- **Games and Activities:** Various immersive exercises may be used for individuals to build their own vision.
- **Polling:** Digital and live polling methods can quickly measure consensus on specific issues. We also envision opportunities for small topical polls throughout the process to keep the community engaged.
- **Visual preference surveys:** Image boards that show the possibilities for architecture, educational programming,

recreation, event venues, etc. allow participants to imagine what their parks could be and to directly comment with sticky notes or stickers.

- **Mapping exercises:** Maps overlaid with different options and layouts present various alternatives for attendees to engage with and vote on.
- **Meetings in a Box:** A graphic toolkit will be prepared to allow neighborhood leaders and volunteers to further solicit input through small-group meetings.
- **Spread the Word:** Working with local community partners and businesses to share surveys and other pre-packed fun project info through their outlets (social media, internal enews, simple website content and links, etc.).

- **The Pop-Up:** Setting up a small handful of staffed pop-up booths at local gathering places to garner quick poll/survey input, maybe with an incentive that supported that business/location.
- **Information Where it Counts:** Deploying a small scale media/PR effort to submit op eds to local papers, line up interviews with local news channels or reporters, author/submit blogs to local platform.

## A Venue for Active Recreation

Parks also provide a venue for active recreation in the city through playgrounds, sports fields and courts, aquatic facilities, recreation centers, and fitness programming. In all cities, there is a dynamic tension between the use of parkland for contemplative spaces and passive activities and more active recreation. Through the

## Project Approach

community engagement process, we will help to define that balance and ensure that a wide range of park and recreational spaces for a diversity of uses are provided for Fort Wayne residents.

### Operations and Maintenance

The provision of park and recreation facilities must be balanced with a clear understanding of the financial requirements to operate parks, construct new park improvements, address deferred maintenance, operate the overall system, and acquire new parkland in response to a growing population.

### Grounded in Financial Reality

Park system master plans can be visionary, but if they are not grounded in financial reality, they are often not realized. Fort Wayne has done a phenomenal job in planning for the preservation of its historic parks, with multiple cultural landscape reports completed. There now a need for a

funding strategy to ensure that the recommendations of these plans can be implemented. A key part of our study and analysis will be to understand the various methods by which park operations, capital improvements, and land acquisition may be funded including general fund revenue, earned income, charitable contributions, and real estate activities. We will express the economic and other benefits that make parks a worthy investment. We will also examine the organization strategy and staffing levels, as well as examine additional ways to improve the working relationship between Fort Wayne Parks and Recreation, Fort Wayne Trails, Fort Wayne Sports Corporation, Fort Wayne Community Schools, the countless recreational organizations that currently exist in Fort Wayne today, and other park providers. There is a need to coordinate the ongoing efforts of multiple departments to ensure adequate funding for

implementation as well as operations and maintenance.

### Environmental and Social Resilience

Fort Wayne and its parks are subject to the impacts of river flooding, tornadoes, and other environmental disturbances. It is our intent to understand how the city's public parks can withstand flooding and contribute to a larger stormwater strategy and overall environmental resilience.

Resilience is the capacity to prepare and plan for disruptions, to recover from shocks and stresses, and to adapt and grow from those experiences. This definition has been adopted by many organizations like APA, AIA, ASLA, and ULI. As climate change worsens, parks and recreation departments are on the front lines in communities' efforts to build climate resilience.

In our park design projects and park system master planning, we incorporate resilient design approaches such as living shorelines, wetland restoration, protected greenway corridors and adaptive recreational amenities. When these features are developed, it is also necessary to increase the park department's capacity and budget accordingly to ensure these measures are maintained and cared-for over time. Even when money flows for capital improvements, funding for maintenance and operations is often less tangible and less appealing. For park and recreation departments to act and prioritize environmental resilience as part of their mission, they must identify creative funding approaches to maintenance operations



Installation of temporary art—community portraits based on oral histories—at Bailey Drive Gateway, Raleigh, NC

and programming, and city leaders must include parks in resilience conversations. We have experience navigating these conversations and bringing parks to the table.

We also know that parks can address social resilience by creating neighborhood gathering places and opportunities for community members to interact and build cohesion, prior to and after a disaster. The Fort Wayne parks system comprehensive plan can work toward this goal by elevating the role of parks in creating a sense of place and identifying areas of the city where access to nature, a walkable environment, and additional park and resilience investments should be prioritized.

### **An Integral Part of the Mobility System**

Parks play an integral role in the city's mobility system by providing bike paths and trails. In turn, understanding how parks can be reached via Complete Streets, greenways, and bike paths is a critical measure of the system's spatial equity and accessibility. Our analysis will consider travel time via walking (safe routes to parks), bike, and transit in accessing public spaces and will examine how parks can contribute to the city's Complete Streets strategy.

### **Equity in Parks and Recreation**

In our experience, city parks and open spaces are typically not equitable. By equitable, we do not mean equally distributed, but rather fairly distributed and designed throughout the city. Some areas have large quantities

of parklands and excellent facilities while others are underserved.

Inequity can exist both quantitatively and qualitatively. Historic patterns of inequity—often at the expense of low-income communities and communities of color that were excluded from public and private investment—are perpetuated when existing or signature parks and parkways receive the lion's share of maintenance dollars. Pricing of programs and facilities can be barriers to access, along with a host of design and facility decisions that can make some people feel unwelcome or out of place in our public parks. Through our work in Vancouver, Chattanooga, Salt Lake City, and elsewhere, we have developed methodologies to identify underserved areas, to address these inequities, and to prioritize investment appropriately. We hope to do the same for this plan, all while facilitating a community dialogue about what equity means to Fort Wayne.

### **An Economic Development Tool**

In our experience, the creation of parks and open space can have significant impact on the value of adjacent real estate. Consideration should be given in the parks master plan to the use of park space as an economic development strategy. How can it uplift impoverished areas, and in turn, how can we develop strategies to address gentrification, displacement and other potential negative impacts of park improvement? We will also consider if the park system can capture some of the value created for real estate

as part of the funding strategy of the system.

### **Cultural/Historical Landscapes**

We believe it is important that any parks system plan acknowledge and engage the city's important cultural and historical landscapes, many of which are contained within public parks and streetscapes, to ensure their preservation and enhancement.

Our Principal-in-Charge, Kurt Culbertson has researched and lectured extensively on the lives and work of George Kessler and Adolph Jaenicke and has been a major proponent of preserving the cultural landscapes of the future.

We anticipate a review of data from The Cultural Landscape Foundation, the State Historic Preservation Officer, Fort Wayne Historic Preservation Commission, and local historical and cultural entities in compiling an inventory of cultural resources and opportunities within the park system.

Our intent is to synthesize all of these elements into a comprehensive parks, recreation, and open space plan for the city.

### **Work Plan Highlights**

We will support the City of Fort Wayne in creating a citywide park system comprehensive plan that reflects the city's values with a vision that is implementable. The following work plan describes the overview of tasks and approaches we anticipate for delivering the process and plan elements described in the RFP

## Phase I: Community Needs Assessment

### Task 1.1 Project Startup

We utilize a Strategic Kickoff (SKO) workshop to effectively launch projects and organize the team of key staff members and consultants. The purpose of the meeting will be:

- Define roles, responsibilities and communications procedures.
- Confirm a detailed project schedule and document review process. This will consider any ongoing planning processes in the city, elections, community events, as well as capital budgeting schedules, and council meetings.
- Pinpoint topics for additional research and evaluation. This will include an understanding of the City's vacant land policy, as well as budgets, organization charts, and staffing levels for Fort Wayne Parks and Recreation. Any mission, vision, values and goals of these organizations would also

be useful, along with any existing park classifications, level of service definitions or metrics, and park inventories.

- Discuss and evaluate the work already conducted by the City and its partners.
- Collect existing plan documents and reports related to this plan.
- Outline the Stakeholder Engagement Strategy that will provide a framework for the public review process. We recommend establishing a Steering Committee to provide oversight, guidance and advocacy; ensure the plan's coordination and integration with other City and partner efforts; and help the planning team to meet appropriate benchmarks, confirm existing conditions, review and update the project vision and goals, analyze programs and services, and refine recommendations and implementation mechanisms for the comprehensive plan. This will consider past efforts

in comprehensive planning, neighborhood plans, any current or past work other organizations.

- Establish a Risk Management Plan to identify potential threats to the planning process and/or schedule – what are the things that could go wrong through this process, and how do we anticipate and guard against these interruptions?
- Participate in a site tour with key staff to experience Fort Wayne's parks first hand.

#### The following products will be delivered:

1. Meeting agenda and meeting notes
2. One-day facilitated workshop by Design Workshop leadership and team members
3. Project Work Plan, including a detailed project schedule, deliverable deadlines, roles and responsibilities, meeting schedule and internal communications plans
4. Stakeholder Engagement Strategy
5. Risk Management Plan
6. One (1) site planning area tour



Midtown Park, Houston, TX

### Task 1.2 Themes, Goals and Strategies

From the onset we will need to align the vision and goals for this process first with the key stakeholder groups and ultimately with the greater Fort Wayne community. This task will continue to develop throughout the process, but we recommend establishing a baseline vision from the very beginning to workshop.

- Establish project goals and desired outcomes with stakeholders and key City staff.
- Understand critical success factors of this project - what are the things that must be accomplished for the project to be a success?
- Establish a set of performance metrics, to ensure recommendations and strategies are crafted for action and accountability, and to guide ongoing evaluation of the plan's success

**The following products will be delivered:**

1. Meeting agenda and meeting notes
2. Critical success factors and project goals documentation
3. Draft Themes, Goals and Strategies statements
4. Performance Metrics
5. Draft Table of Contents
6. Two (2) administrative meetings

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**Task 1.3** Data Collection, Inventory and Analysis of Parks, Recreation, and Open Space Resources

We have found that beginning the planning process with comprehensive data collection and mapping is essential for understanding the lay of the land, including the interrelated social, economic, environmental and built systems that help to define local issues of equity and environmental resilience. These



Downtown Historic Parks Master Plan, Colorado Springs, CO

maps help to unearth gaps and opportunities, establish a foundation of understanding, and start conversations with the community and stakeholders.

The team will work with staff to identify missing pieces in the City's GIS mapped inventory of parks, park structures and amenities, sidewalks, trails, transit, and open space and to determine a course of action for completing the database. We will also draw on GIS data from the State of Indiana, and other federal organizations, and other sources identified with support from City staff and partners. Our compiled GIS database, which we will share back with the City, will include demographic, economic, environmental and recreational data, along with mobility and visitor data from sources such as Safegraph and Near.

We will also gather data and relevant plans from other local recreation providers and nearby public trails, along with open space properties that are managed by other agencies or private entities, in order to gather an understanding of the relationships and potential opportunities that may exist.

The team will study the spatial distribution and service areas based on travel routes and travel barriers already conducted by the City, and if needed, will expand on the analysis. The location of existing and planned sidewalks, complete streets, bike, and transit facilities will be considered. This analysis—along with our demographic analysis, data collected during the planning process about the condition and quality of existing park assets, and the needs of specific communities as expressed during the engagement process, all described below—will be used to identify spatial gaps and areas of underinvestment

## Project Approach

and inequity in existing and planned parks, trails and streets.

### The following products will be delivered:

1. Inventory analysis organized by property acreage and amenities (PDF format)
2. Geographically referenced data for relevant existing and proposed parks, trails, natural areas and base mapping (GIS files)
3. Geographically referenced data for relevant economic, demographic, environmental and mobility data (GIS files)
4. Spatial distribution and service areas mapping of coverage and gaps
5. Narrative summary of existing parks, recreation, programs and trails and possible gaps (PDF format)

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### Task 1.4 Plan Review, Standards, and Policy Analysis

Our team will review relevant past plans and studies identified by City staff, including park and recreation standards from National Recreation and Parks Association. These and other documents will be reviewed and considered in preparation of the park system comprehensive plan:

- Fort Wayne Parks and Recreation Master Plan 2018-2022
- Bike Fort Wayne
- Bus Fort Wayne
- Walk Fort Wayne
- Front Door Fort Wayne

- South Central Area and Downtown Connectivity Study (never adopted)
- Downtown Fort Wayne Public Realm Action Plan
- Plan-it Allen/Comprehensive Plan
- Southeast Strategy
- Riverfront Fort Wayne Conceptual Plan
- Cultural Landscape Reports for Fort Wayne Parks (8)
- North River Now
- Downtown Blueprint Update, 2016
- All documents listed within the RFP provided by FWPD

The team will identify elements to include in the park system comprehensive plan creation and items that will require efforts to update. Existing policies, fee structure, funding sources, budget, capital improvement plans and organizational structure information will be collected and summarized in a technical memo. We will conduct a meeting with the Steering Committee to learn the implementation successes and shortfalls of past plans and efforts, to better understand the feasibility of future recommendations.

### The following products will be delivered:

1. Relevant past plans summary
2. Standards, policies and finances memo (PDF format)
3. Governance structure memo (PDF format)

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### Task 1.5 Demographic Analysis and Recreation Trends Research

Our team will review all demographic analyses already conducted by City staff and others and augment the analyses as needed to best understand and document the communities served (and not served) by parks and recreation in Fort Wayne. Through our analysis, we will distinguish customer groups, determine changes occurring in the city, and assist in making proactive decisions to accommodate those shifts. The demographic analyses will be driven by US Census information, ESRI Spatial and Business Analyst, mobility data from Safegraph or Near, and other local data.

We will also apply sports, recreation, and outdoor trends to the local Fort Wayne population to assist in determining the potential participation base within the service area. For sports and recreation trends, we leverage industry knowledge from our experience working nationally in many comparable markets to Fort Wayne, participation trends from the applicable professional associations such as NRPA and Trust for Public Land, information from benchmark communities, and additional research.

This analysis will ensure that comprehensive plan recommendations are grounded in current and emerging recreational needs and preferences of Fort Wayne residents, and it will inform the collection of additional data through survey questions and engagement exercises. Drawing from our experience in other cities, this demographic analysis will also be used to identify Equity Investment

Zones to prioritize underserved communities. Demographic data will consider growth projections from the state demographer and will also consider projections utilized in other city documents such as the comprehensive plan to ensure consistency across planning documents.

**The following products will be delivered:**

1. Community profile summary and charts (PDF Format)
2. Parks and recreation trends summary

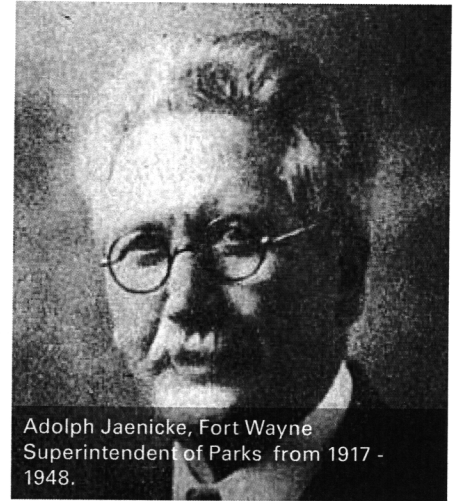
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**Task 1.6** Park Classifications, Level of Service Analysis, and Total Asset Management

We are a major proponent of the application of Total Asset Management strategies to parks,

recreation, trails and open space systems and has conducted such work in multiple venues such as Loudoun County, Virginia; Chattanooga, Tennessee; Mobile, Alabama; and Midlothian, Texas. We will build upon the condition assessment and inventory process that can be ported to such a system once in place.

Our team will work with City staff to review and confirm, modify or add to existing facility and park classifications, and preferred level-of-service standards for all park sites, trails, open space amenities and indoor and outdoor facilities. These classifications will consider size, population served, length of stay, and amenity types/services. Facility standards include level of service standards and the population served per recreational facility and park amenity. Any new or modified classification or standard will be

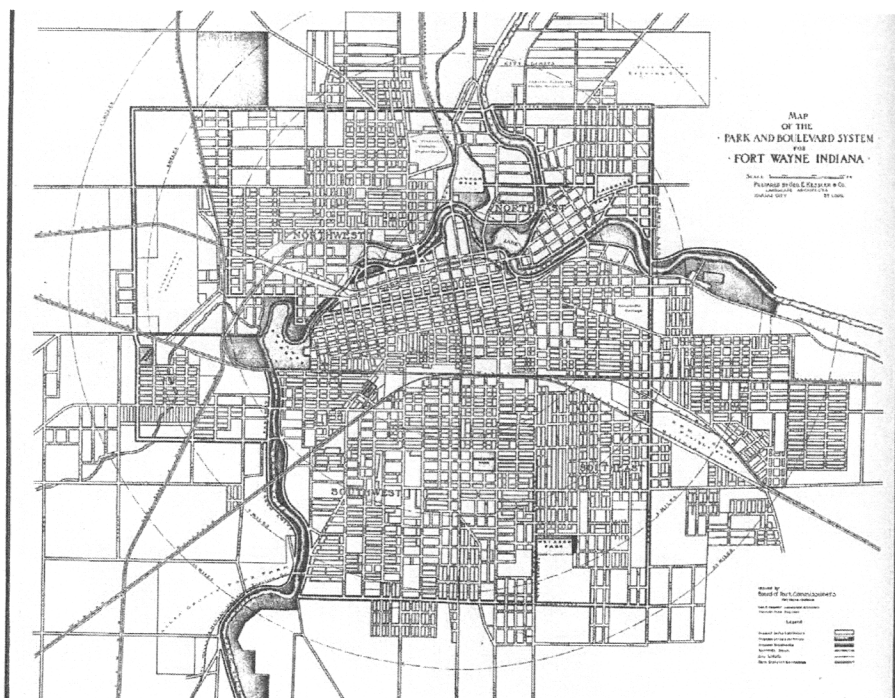


Adolph Jaenicke, Fort Wayne Superintendent of Parks from 1917 - 1948.

approved as required. These are based on regional, statewide or nationally accepted parks and recreation standards, as well as Ballard\*King's national experience and comparison with peer/survey agencies, and are adapted based on the needs and expectations of the Fort Wayne community as expressed during our public process.

Recreation services and programs will also undergo level-of-service scrutiny to understand current capacity of the community as a whole. We recommend during the community engagement process that committee meetings be held to identify partnership opportunities, gaps in programs and overlaps in services. We will also review registration data for recreation programs (sports leagues, etc.) to see if city residents are well represented from across the city or if some areas of the city are underserved. This analysis will be supplemented by Safegraph or Near mobility data used to assess level of visitation and source of visitors for City park and recreation facilities.

This analysis will inform development of a citywide needs assessment



## Project Approach



of the existing park and recreation system. In tandem with Task 1.7, it will also inform development of neighborhood report cards to demonstrate the extent to which needs are met at the neighborhood level as defined by the Board of Park Commissioners. Consideration will be given to where and what improvements provide the best return on investment and where shared facilities can be most effective. The impact of schools and parks outside the city but accessible by city residents will also be factored in the analysis.

Our approach that we call 'Total Asset Management 1.0,' is where we work with park and recreation agencies to compile an asset inventory and management plan that considers the number, quality, useful life and

replacement cost of existing park assets and needed investments. This is a strategic way of looking at what the City owns and how it can most effectively maintain, replace, and expand its park and recreation assets to meet community needs and priorities over time.

Our process is:

1. Collect any existing City and partner inventory data of amenities such as playgrounds, ball fields, courts, trails, pavilions, natural areas and special facilities. Assess the current capacity of the system and how it compares to national and benchmark community metrics, based both on Fort Wayne's current and future projected population.

2. Utilize high-resolution aerial photography to complete the desktop inventory of City park and recreation assets by location, including the amenities listed above in addition to square footage counts of landscape and path types.
3. As an additional service, apply to each asset assumed values for useful life and replacement costs, resulting in a comprehensive asset inventory that captures the location, condition and lifecycle cost analysis of all City park and recreation facilities.

This information would improve the comprehensive plan's recommendations for infrastructure renewal and capital expenditures and, along with community input, inform its

prioritization and funding strategies. It can shine a spotlight on where the City and its partners can address existing inequities in the park and recreation system, and it would form the basis for future City planning and decision-making, positioning the City to better communicate and advocate for current and future park and recreation facility needs.

**The following products will be delivered:**

1. GIS inventory of Fort Wayne park and recreation assets and condition
2. City park and recreation amenities service level and needs assessment memo
3. Recreation services and programs evaluation memo

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**Task 1.7** Natural Areas, Green Infrastructure and Environmental Resilience Assessment

We know that Fort Wayne's parks, parkways and open spaces are vital to the city's existing and future environmental resilience. We will study the City's existing parks, trails and recreation facilities within the larger city and regional framework of conserved natural areas, hydrological systems and green stormwater infrastructure. We will also study the many existing plans to boost Fort Wayne's resilience in the face of climate change. This work will create a strong foundation for a parks and recreation comprehensive plan that promotes citywide environmental resilience.

A set of overlay maps will be created to identify lands that have the potential to be conserved as parkland or open space and create a resilient green network for the City of Fort Wayne. We will identify data collection needs and possible resources based on knowledge of natural resources and GIS data for land cover and hydrology. The Lindenwood, Deetz, Mengerson, Eagle Marsh Nature Preserves, Fogwell Forest, and environmental organizations will be consulted in this effort.

Original environmental research is not anticipated as part of this effort, but rather the compilation of available data from existing sources, including:

1. **Currently Protected Lands:** Federal, State, County, and Municipal mapping of parks, trails, school grounds and other protected open spaces such as state and federally owned/managed lands, conservation easements, restricted subdivision lands, and utility easements.
2. **Accessibility and Distribution:** Roads, trails, bikeways, sidewalks, trailhead locations, recreation facilities, residential addresses and neighborhood boundaries, and topography.
3. **Growth Pressures:** Land uses, parcels, developed areas and structures, major roadways, utilities, public amenities, zoning and land use, growth trends, and proposed future development.
4. **Natural Areas and Cultural Resources:** Landcover, open space, existing and priority wildlife habitat, vegetation,

visually significant landforms/ geology, soils, agricultural land, riparian areas, wetlands, lakes and waterbodies, floodplains, historic and archaeological resources, and urban forestry.

These mapping resources will be used to create a series of analysis maps that will inform the decision-making and identification of high priority land parcels for preservation and environmental resilience measures. Such analysis may include:

- Potential linkages and connections to existing open space and trails
- Ability of land to meet goals identified in previous resilience planning efforts
- Size of potential preservation parcels and land ownership
- Wildlife resources, natural areas, and critical habitat.
- Visual quality of lands for scenic and iconic landscape features
- Protection of cultural landscapes
- Growth trends, community separators, and high-priority areas based on factors such as existing and zoned density and the location of public housing projects
- Public access lands
- Reconciling habitat and stormwater objectives with maintenance concerns.

**The following products will be delivered:**

1. Natural areas, green infrastructure and environmental resilience mapping
2. Environmental resilience memo

## Project Approach



Mary Elizabeth Branch Park, Austin, TX

### Task 1.8 Park, Recreation, and Open Space Equity Assessment

Our team will work with City staff, stakeholders and the general public to answer the question: ‘What does an equitable park and recreation system look like for Fort Wayne?’ We have found different communities answer this question differently; by launching discussions of equity early in the planning process, we can reach a definition that’s specific to Fort Wayne and match it to criteria that help us to identify Equity Investment Zones, where future system improvements are prioritized in order to serve underserved populations. This will draw from the Trust for Public Land 10 minute Equity Accelerator, but also consider any other definitions of equity which may be in use in the city. Where available, health data will be gathered and health organizations will be consulted to consider the impact of parks on health equity.

Criteria can include built environment data such as tree canopy and

impervious cover; neighborhood redlining status based on historical Homeowners’ Loan Corporation maps; information on current park use (or lack of use) based on mobility data from Safegraph or Near; and community demographic information such as household median income, renter versus home ownership status, percentage of households eligible for SNAP benefits, percentage of households with seniors or children, and percentage of households without vehicle access.

The team will use weighted overlay analysis to weight the selected criteria according to stakeholder and public input to identify the city’s Equity Investment Zones. Comprehensive plan projects will be prioritized in these zones to ensure equitable park and recreation distribution and quality and that the system meets the stated needs and desires of local residents. In other communities where we have worked, Equity Investment Zones created during park and trail planning processes have been used by

counties and municipalities to inform other public investment and planning; we will provide the data and weighted overlay rasters and script used to the City for ongoing use.

The design team will also engage stakeholders and residents in conversations about ‘green gentrification’ and the concept of placekeeping – acknowledging that the comprehensive plan must include consideration for how proposed investments benefit residents currently living in Equity Investment Zones and specific recommendations for how City and partner planning can prevent park-related displacement in these communities. Consideration will also be given to park safety.

#### The following products will be delivered:

1. Equity Investment Zone map
2. Equity Investment Zone weighted overlay GIS data for ongoing City and partner use
3. Park and recreation equity assessment memo

### Task 1.9 Progress Reporting and Advisory Committee Meetings

Every project phase shall involve project management from the team’s Principal-in-Charge and the Project Manager. We strive to ensure quality through clear communication and dialogue with our clients and amongst our team.

We anticipate the consultant team will participate in meetings with advisory committees at key project milestones via Zoom or in person in association

with public engagement meetings. Additionally, materials will be provided to the Client to encourage updates throughout the process. We also anticipate quarterly check-ins with the Steering Committee and Board of Park Commissioners.

**The following products will be delivered:**

1. One copy of all completed or partially completed work, three days prior to progress meetings
2. Monthly percentage complete report by task
3. Up to eighteen (18) Client meetings over the course of the project, generally a standing call over the course of the project

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**Task 1.10** Public Engagement and Communication Plan

Design Workshop along with Empower Results will develop a public engagement plan including the preparation of a stakeholder analysis matrix. As part of this, we will categorize the groups that will be engaged as stakeholders in the project process. Discussion of these stakeholders will begin with the kick-off and identify the optimum role for these groups within the project. Ultimately, we will work with City staff to develop and update the Stakeholder Engagement Strategy, a stakeholder engagement plan document that includes identification of the stakeholders, contact information, scheduled meeting dates, information distribution methods, and responsibilities.

We will work with stakeholders to develop a public engagement plan that details the project's engagement goals, how public input will drive the comprehensive plan process and recommendations, and the variety of strategic outreach methods that will be used throughout the process to gain public input and buy-in, including a detailed outreach timeline. Outreach methods will include in-person public meetings, recorded and livestreamed where possible as detailed below, in addition to online engagement through interactive media—such as StoryMaps, crowdsourcing maps and online surveys—and communication and engagement through social media, email listservs and other web-based channels. We will identify strategies to reach all Fort Wayne residents, across barriers of language and digital access. The public engagement plan will be a living document that will be revisited and adapted throughout the project as needed.

**The following products will be delivered:**

1. Stakeholder analysis matrix
2. Stakeholder communication plan
3. Public engagement plan

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**Task 1.11** Committee Meetings, Steering Committee, and Stakeholder Interviews

We anticipate conversations with stakeholders to gain a detailed understanding of the park and recreation system history, current conditions, and future plans and vision. It is currently anticipated that special interest groups will be organized into committee meetings around topics such as recreation, spatial equity, ecological resiliency, mobility, placemaking/ placekeeping, economic development, youth, seniors, and the physically challenged.



The Park at Horse Farm Community Engagement Event, Lafayette, LA

## Project Approach

We will want to hear from a variety of perspectives and facilitate a dialogue between different groups to discuss various ideas.

We anticipate meetings will also be needed with groups similar to the following, but will determine the actual topics and participants with City staff at the project kick-off meeting:

- **Recreation and Open Space:** Allen County Parks, Friends of the Parks of Allen County, Headwaters Park Alliance, Park Foundation, Rivergreenway Overlay Committee, Fort Wayne Trails, Greenways Foundation, IDNR, Greenways Coalition, and Trees Indiana
- **Sports Associations:** Sport Wayne, World Baseball Academy, Fort Wayne Sports and Social Club, Wallen Baseball Complex, Hamilton Park Little League, Fort Wayne Sports Club, YMCA of Greater Fort Wayne, Police Athletic League, Inc., Franke Park BMX, Metro Youth Sports, Three Rivers Youth Soccer and C3 Sports.
- **Youth and Families:** YMCA, Scouts of America, MPB Scouts, and The Power House Youth Center
- **Equity:** Turnstone Center for Children and Adults With Disabilities, Legacy Committee, United Way Allen County, and United Front Fort Wayne
- **History Preservation:** Settlers, ARCH, Historic Fort Wayne, and ACRES Land Trust
- **Growth and Future Neighborhood Development:** Downtown Improvement District,

Invent Tomorrow, NIRCC, UTAB, and APWA

### The following products will be delivered:

1. Stakeholder group meeting agendas and meeting notes (4 interview sessions)
2. Facilitated meetings (4 interview sessions)
3. Meeting notes

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### Task 1.12 Citywide Surveys

The park system comprehensive plan will best meet the needs of the community with the use patterns, values and vision of a broad representation of its members understood. Gaining this representational input requires targeting input from citizens who typically do not participate in planning processes or who may not currently be the primary user group of park and recreation facilities. We use ESRI analysis and mobility data to identify those geographic areas and demographic groups with relatively low use of the City's park and recreation facilities, and we will work the City, stakeholders and partners to target outreach to those groups through both online and printed surveys. We also analyze response data as it is received to ensure the representation of demographics and home ZIP codes of respondents and to tweak or focus outreach as needed. We will work with City staff on developing the outreach strategy to ensure a statistically valid response. We propose offering two citywide surveys: one to capture

the community's current use and vision for Fort Wayne parks and recreation, and one to solicit feedback on draft plan recommendations and help the planning team develop recommendations for priority investments.

### The following products will be delivered:

1. Survey distribution plan
2. Draft survey questions and revisions based on city staff review
3. Data analysis and tables documenting responses from city-wide survey
4. Electronic dataset of results for survey

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### Task 1.13 Community Workshop #1: Visioning and Establishing a Common Language

Our team of experienced facilitators will lead in-depth discussions and facilitated listening sessions with a broad cross-section of the community to ensure interactions lead to clear community direction and understanding. We will design engagement materials and processes that educate the general public about the importance of parks and recreation, establish a common language around issues of equity and environmental resilience, and convince Fort Wayne to care about their park system comprehensive planning process. The community engagement process should not only share information and collect input; it should build broad public support to ensure that the final plan is approved by Council and that funding

is secured to get the plan built. Being mindful of political realities is also a consideration in process design.

We propose that the two public engagement meetings are taken “to the people” in order to ensure robust and equitable participation. We believe a public engagement process should be robust and inclusive so that the plan reflects the needs and desires of all Fort Wayne residents.

Preliminary findings from the first Citywide Survey will be presented at these meetings to provide insight into overall community needs and priorities and build upon initial responses. We will utilize instant feedback polling to identify ideas and concepts that receive the most support and to engage more people than just the loudest voices in the room. Following a presentation and polling, the meeting will break into small groups to review base maps and use interactive exercises to pinpoint locations of desired amenities, trails and programs. Facilitated discussions will highlight goals, existing barriers to use, and the community’s big aspirations for public parks and recreation. Engaging neighborhood groups in park funding and programming will also be a topic of discussion

Graphics and other materials generated for this meeting will also be shared online in formats that allow people to interact with the material on their own time and at their own pace. At least one meeting recording will be posted online, and where possible, presentations will be livestreamed.



Midtown Park, Houston, TX

#### **Task 1.14** Community Workshop #2: Draft Plan Review and Priorities

The second community workshop series will invite the public to review draft plan recommendations and provide feedback to be incorporated in the final draft plan. Input will be sought on the proposed physical plan and on plan goals and principles that were derived based on conversations held during the first community workshop series and based on the first citywide survey. The planning team will also use the budget game to invite Fort Wayne residents to put their dollars toward the plan elements they think are most important, providing us with valuable quantitative information about how to prioritize system improvements and investments.

Graphics and other materials generated for this meeting will also be shared online in formats that allow

people to interact with the material on their own time and at their own pace. At least one meeting recording will be posted online, and where possible, presentations will be livestreamed.

As a base scope of services, we are recommending that we separate meetings by paired council districts with three (3) total meetings for this task. We can provide more community sessions if needed as an additional service to the base scope of services.

#### **The following products will be delivered for both workshops:**

1. (6) public open house meetings, one held for each paired council district
2. Meeting invitation lists, announcement materials and advertisement plan
3. Meeting agendas

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## Project Approach

4. Base maps, exhibits, and materials needed to provide and collect information at the workshop
5. Meeting summary notes
6. Formatted meeting materials provided for addition on the project website (website not provided by Design Workshop in base scope of services)
7. Documentation of the meeting conclusions and outcomes

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### Task 1.15 Additional Outreach Methods

As an additional service and to get as much input from the community as possible, the Design Workshop team may host additional meetings, events and outreach strategies such as:

- Small-staffed pop-up booths at local gathering places to garner quick poll/survey input. This can also be supported by local businesses or venues.
- Develop a PR-effort to submit op eds to local papers, line up interviews with local news channels, author/submi blogs to local platforms.
- Working with local community partners and businesses to share surveys and other pre-packed project information through their media outlets (social media, internal E-News, website content and links, etc.)

## Phase II: Long Range Parks and Recreation Plan

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### Task 2.1 Park, Trails, Open Space, and Recreation Program Strategies Development

Evaluation of the long-term sustainability of various strategies and recommendations will be conducted within this step. Once evaluated through the stakeholder and public engagement process and with staff and advisory committee input, the recommendations and infrastructure renewal with associated capital expenditures will be organized in a prioritization matrix based on community needs and priorities. In addition, the responsible party and potential funding sources will be identified.

#### The following products will be delivered:

1. Draft themes narrative memo
2. Plan concepts and alternatives map exhibits

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### Task 2.2 Policy and Standards Recommendations

The evaluation of city policies, standards and the completed gap analysis will be utilized to prepare a set of draft recommendations. A wide-range listing of potential approaches will be provided to vet the feasibility based on the associated cost, political support, and community needs.

#### The following products will be delivered:

1. Draft policies and standards recommendations

2. Plan concepts and alternatives map exhibits

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### Task 2.3 Operations, Maintenance, and Staffing Plan

Ballard\*King, will use their expertise to review the current operations and maintenance practices as well as the staffing plan. Based on this information, the team will provide recommendations for improvement tied to this parks system comprehensive plan.

The focus would be on whom the services are provided to, for what purpose, for what benefit, and for what cost.

#### The following products will be delivered:

1. Draft operations, maintenance and staffing recommendations memo

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### Task 2.4 Functional Organizational Structure

As an additional service, and using a business-oriented approach with integration of industry best management practices. Ballard\*King, will assess the feasibility of the realignment of staffing structures to create more efficiency. This would help enhance the organizational infrastructure through a more efficient design that where appropriate is functionally based. An assessment would also be made of basic job descriptions.

**The following products will be delivered:**

1. Draft organizational structure recommendations memo\*

**Task 2.5 Program Services Inventory and Assessment**

This assessment will review how well the department aligns itself with community needs. The goal of this process is to provide recreation and cultural program enhancements that result in successful, innovative, and mission-oriented recreation program offerings.

The process includes analysis of the following programming aspects:

- Age segment distribution
- Lifecycle analysis
- Core program analysis and development
- Facility Gaps
- Similar provider analysis/ duplication of services
- Review of program development process

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

Data provided by the City will be used to analyze current use of recreation facilities that support recreation



programs and services. Prior year data may be used to uncover trends in use and participation, and when synthesized with demographic and recreation trend findings, can inform future projections for specific aspects of programming and site utilization. Based on the information Fort Wayne has available about their programs, this analysis may include the type of program, user group, and ages of persons served, and analyze attendance levels, markets served, and locations of program offerings. As part of this analysis, the team will identify peers in recreation service delivery in the area to assess potential partners. Recommendations will be developed to suggest partnerships and program alterations, or additions backed by the community needs assessment, public input, committee meetings and interview conclusions.

**The following products will be delivered:**

1. Program assessment memo

**Task 2.6 Financial Review/Fees and Charges Study**

Our team will conduct a financial analysis to understand expenditures, revenue sources, staffing levels and alternative funding sources. This analysis will identify the financial situation of the service area with three primary goals:

- Understand the financial dynamics to further advance the understanding of operations gained through the work described above.
- Review funding and accounting practices with an objective of accurate financial fund tracking and the ability of City staff to have more useful financial information for strategic decision-making.
- Seek opportunities to improve the financial sustainability of parks and recreation for the future including evaluating expenditures and increasing current and new sources of revenue.

## Project Approach



### The following products will be delivered:

1. Finance review summary document

### Task 2.7 Funding Strategies/ Partnerships Study

Additional funding recommendations will be developed based in part on our review and analysis of the City and Departments, as well as the national experience brought by the consulting team. Our team has identified a variety of methods on past work that can potentially be applied to Fort Wayne. These strategies may include:

- Fees and charges
- Endowments/ Non-profit agencies
- Grants from national agencies and private sources
- Sponsorships
- Partnerships

- Dedicated sales or property tax
- Dedicated funding sources
- Real estate-related funding sources, including developer funding of parks open to the public.

### The following products will be delivered:

1. Funding strategies draft recommendations memo

### Task 2.8 Delivery Evaluation and Recommendations

As an additional service, Ballard\*King would analyze the operations and methods used to deliver existing services. This process would involve staff interviews, observations of procedures, user interviews, and a review of promotional materials and methods. The analysis would include an evaluation of the customer interface aspect of service delivery,

identifying the elements that are critical to success and barriers to customer participation and satisfaction.

### The following products will be delivered:

1. Delivery evaluation memo
2. One (1) Board of Park Commissioner's meeting
3. One (1) presentation to Board of Park Commissioner's

### Task 2.9 Marketing and Branding

Around the country, we have found that many park and recreation providers are doing a great job, but the public is unaware of the facilities and programs available. As an additional service, we would conduct an evaluation of the print and web presence of Fort Wayne Parks and Recreation and other park and recreation providers and develop a summary memo that offers recommendations for improving this part of operations and helping Fort Wayne residents use and build connections to their parks.

### The following products will be delivered:

1. Marketing and branding memo\*

## Phase III: Strategic Plan

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### Task 3.1 Develop Vision, Mission and Themes

The supporting vision and mission statements will be affirmed or developed with the advisory committees in a work session. Following this effort, themes and policies will be established and prioritized. A status briefing will be presented to gain input and consensus on direction. A Strategy Matrix will serve as the detailed action plan and implementation tool with goals, objectives, strategies, actions, priorities/timelines, and teams.

The management of Fort Wayne parks is an exciting urban park management challenge but is also a formidable endeavor. New design ideas will create an inherent tension, a man-made landscape that must accommodate millions of annual visitors. The tension exists as the visitor demand for activities and services puts an enormous burden on existing management resources as well as the landscape itself. Park maintenance creates a dynamic tension: Can we have lush landscape areas, diverse plantings, healthy lawns, while serving the anticipated numbers of visitors?

New plantings, trees, lawns and water features alone will not guarantee success. New programs, quality maintenance, security, and professional management must likewise be addressed to ensure success and ensure Fort Wayne's parks thrive to not only meet the design/programmatic goals but also visitor needs for history,

cultural values, recreation and tourism. Management—the day-to-day deployment of staff, materials and equipment—will, ultimately, determine the success. To maintain the complex sets of systems and processes will require creative, adequate and flexible management.

#### **The following products will be delivered:**

1. Strategy matrix
2. Draft statement summary and presentation
3. Final vision, mission and theme statements

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### Task 3.2 Prioritized Facility and Program Priority Rankings

Our team will synthesize the findings from community input, survey results, standards review, demographics and trends analysis, park and facility assessment, recreation services assessment, service area mapping, and asset inventory and condition rating process into a quantified facility and program priority ranking. This priority list will be compared against gaps or surplus in recreation services, parks, facilities and amenities, as well as the City's existing Capital Improvement plan for basic replacement and minor new facilities.

This will list and prioritize facility, infrastructure, amenities, and program needs for the parks and recreation system and provide guidance for the Capital Improvement Plan. The analysis will include probable future parks, recreation facilities, community centers, open spaces and trail needs based on community input, as well

as state and national user figures and trends. Also, a set of prioritized recommendations for maintenance and renovation of parks, trails and recreation facilities will be developed. We will conduct a work session with City staff to review the findings and make revisions as necessary. Priorities will be established in 0-5, 5-10, and 10-15 year increments. Priorities will reflect issues of deferred maintenance, level of service, spatial equity, mobility, and placemaking.

#### **The following products will be delivered:**

1. Draft near-term, mid-term, and long-term investment prioritization list
2. Implementation strategies and responsibilities matrix

---

### Task 3.3 Draft Park System Comprehensive Plan

The preferred recommendations and plan concepts will be documented with funding priorities identified. This document will be easy to navigate and graphically rich to explain the concepts. Documentation will include the preparation of a Park System Comprehensive Plan, appendices, and illustrative map and image materials. These materials will be presented in part at the Community Workshop to gather final comments.

The relationship between design and maintenance is symbiotic: maintenance will inform design and design will determine maintenance. Design and maintenance will need to advance in parallel. As design direction and details are formulated,

## Project Approach

a maintenance assessment will be done at key stages during design in order to review and assess the impact of design decisions on short and long-term maintenance. Pathways and walkways, for instance, will need to not only accommodate visitors but also support maintenance of Fort Wayne's parks and special event needs. Path widths, layout, and overall circulation plans will need careful consideration in order to accommodate both visitors as well as maintenance and event needs. Circulation systems should allow maintenance staff and vehicles to access the entire site to avoid loss of time getting back and forth from equipment to work sites. Site design and site furnishings will need to be considered not only from a design perspective, but also for their durability, maintainability, and use, particularly by maintenance staff. Trash cans will not only need to be aesthetically pleasing, be large enough to handle the volume of trash, but also be easy for maintenance staff to empty.

### The following products will be delivered:

1. 75% complete comprehensive park system plan document available for review and comment
2. Support charts, graphs and maps

---

### Task 3.4 Plan Review and Document Completion

In addition to a public review of the draft plan, a draft plan will be provided to the advisory committees. We will provide one presentation of the draft report to the Community advisory

committee and gather comments concurrent with the date of the public meeting. Based upon input received from the public review process, the plan will be refined and revised.

### The following products will be delivered:

1. Presentation powerpoint, boards, and handouts
2. One (1) Board of Park Commissioner's meeting
3. Comment log
4. 90% complete draft plan document
5. One (1) presentation to Board of Park Commissioner's

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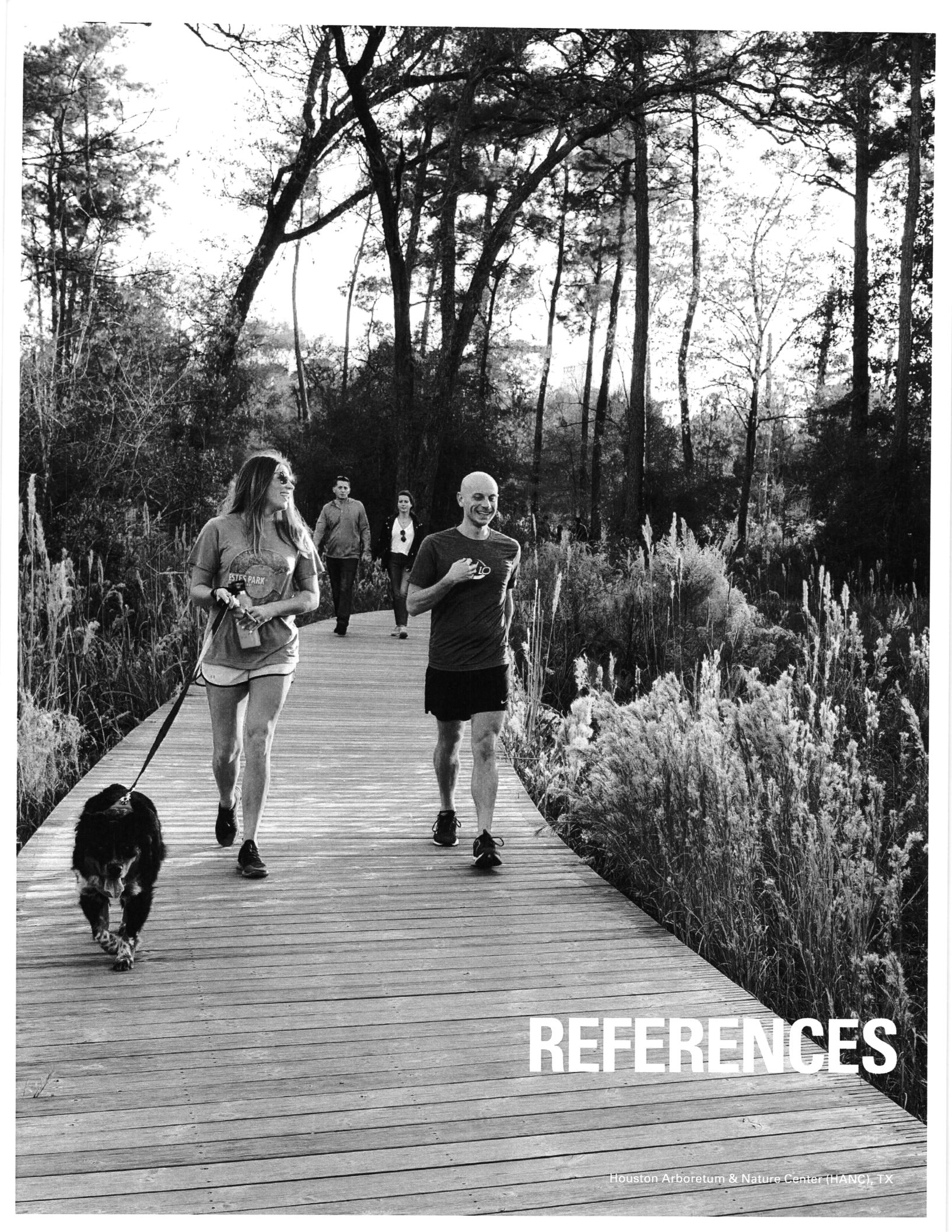
### Task 3.5 Final Document Creation and Adoption

Comments received from the Board of Park Commissioners, the advisory committees and other review agencies will be evaluated with City staff to determine the alterations needed to finalize the draft plan. The final plan will be produced with comments incorporated and will be a highly customized and calibrated final report. One final presentation will be given to the City Council for adoption. Although there is no stated goal to pursue any national or state accreditation at this time, recommendations will align with the National Recreation and Park Associations' Commission for Accreditation for Park Recreation Agencies (CAPRA). Recommendations will identify near term, midterm, and long term priorities, the parties responsible for

implementation, and projected funding source for implementation.

### The following products will be delivered:

1. Updated comment log
2. Park System Comprehensive Plan document executive summary, one electronic copy in a format compatible with City's software. This will include:
  3. Mission and Goals
  4. Demographic Analysis
  5. Recreation Trends Analysis
  6. Level of Service Standards
  7. Park Classification System Recommendations
  8. Needs Assessment and Analysis on Recreational Facilities
  9. Needs Assessment and Analysis on Recreational Programs
  10. Needs Assessment and Analysis on Parks and Trails
  11. Environmental Resilience and Green Infrastructure Recommendations
  12. Park, Recreation and Open Space Equity Recommendations
  13. Ten-Year Plan for Growth and Improvements
  14. Ten-Year Plan for Open Park Land Acquisition
  15. Ten-Year Plan for Budgeting and Funding Priorities
16. All images formatted as stand-alone .jpeg files
17. Final Plan Map files in GIS format
18. One (1) adoption hearing presentation



# REFERENCES

Houston Arboretum & Nature Center (HANC), TX

## Design Workshop References

### City of Vancouver

**Dave Hutch**

Director, Planning & Park Development

**Telephone Number**

604.257.8455

**Email Address**

dave.hutch@vancouver.ca

### City of Tempe

**Erin Kirkpatrick**

Community Services Manager

**Telephone Number**

480.350.8112

**Email Address**

erin\_kirkpatrick@tempe.gov

### Salt Lake City Public Lands

**Nancy Monteith**

Senior Landscape Architect

**Telephone Number**

801.535.6234

**Email Address**

nancy.monteith@slcgov.com

### Chattanooga Parks and Greenways Master Plan

**Scott Martin**

City of Chattanooga, Parks and Outdoors Administrator

**Telephone Number**

432.643.6881

**Email Address**

sdmartin@chattanooga.gov



**PROJECT  
TIMELINE**

Story Mill Community Park, Bozeman, MT

# Schedule

MONTH	JAN 2023	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
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## Phase I: Community Needs Assessment

Project Kickoff	○											
Bi-Weekly Advisory Committee Calls												
Administrative Meetings		○		○								
Stakeholder Meetings		○		○			○			○		
Planning Area Tour												
Public Open House			○		○							
Online Engagement												
Existing Conditions Research and Analysis												

## Phase II: Long Range Parks and Recreation Plan

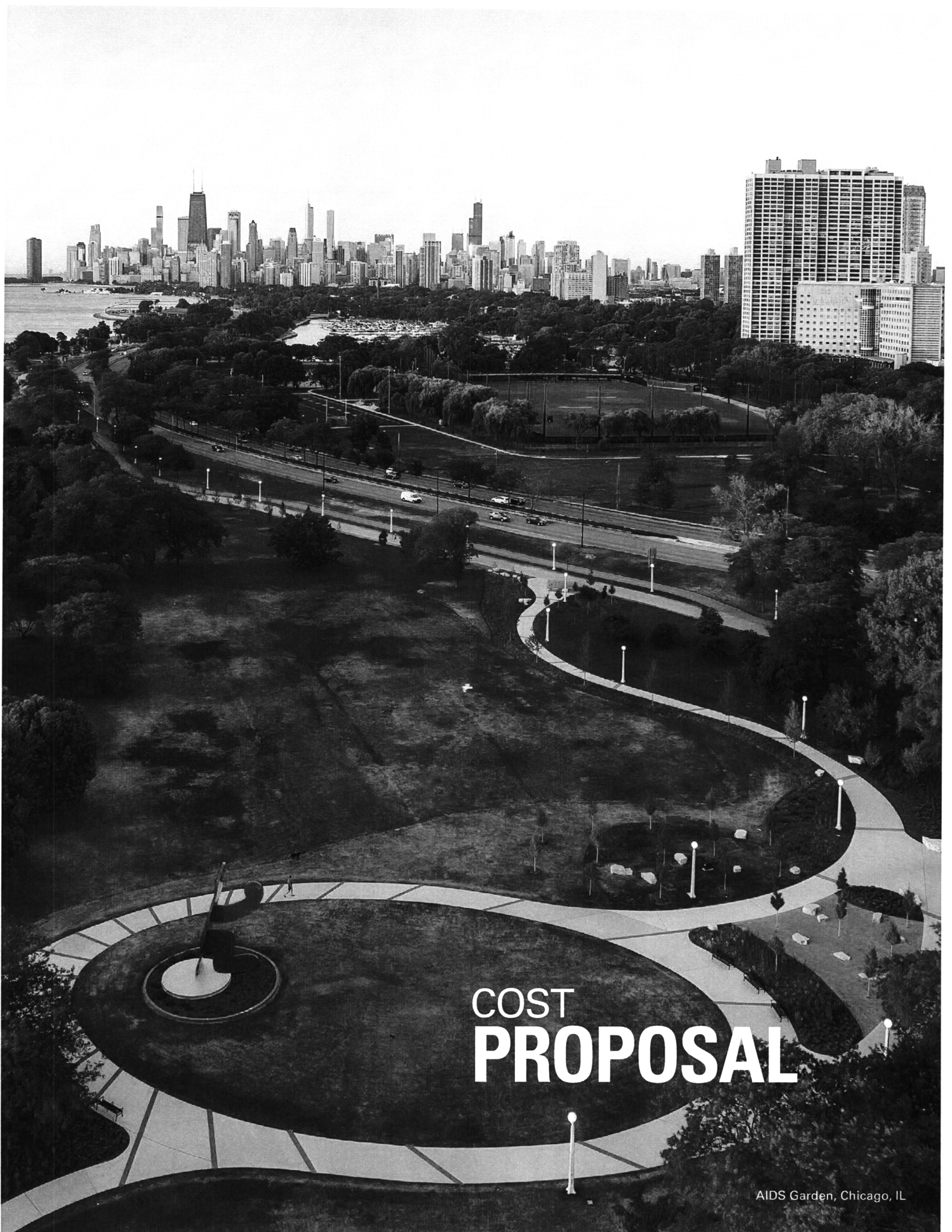
Develop Planning Themes												
FWPD Priorities Development												
Capital Project Planning												
Action Plan Development												
Present Themes							●					

## Phase III: Strategic Plan

Comprehensive Plan Development (50%)												
Comprehensive Plan Development (90%)										●		
Final Presentation and Delivery												●

\*This schedule is our team's estimate for all scope items outlined in this proposal including optional additional services. The schedule can be negotiated to meet the needs of the City.

- Advisory Committee Meetings
- Public Meeting Series
- Board of Park Commissioner's Meetings



COST  
**PROPOSAL**

# Cost Proposal

## Professional Services Fee

### Compensation

<b>Phase I</b>	Community Needs Assessment	\$131,405	960 hrs.
<b>Phase II</b>	Long-Range Parks and Recreation Plan	\$47,185	317 hrs.
<b>Phase III</b>	Strategic Plan	\$34,930	261 hrs.
<b>Sub Total</b>		<b>\$213,520</b>	
Reimbursable Allowance (for all Components)		\$21,354	
<b>Total Contract Amount</b>		<b>\$234,874</b>	<b>1,538 hrs.</b>

### Reimbursable Expenses

Copies, 8.5"x11" (B&W)	\$0.15/copy
Copies, 8.5"x11" (Color)	\$1.00/copy
Copies, 11"x17" (B&W)	\$0.30/copy
Copies, 11"x17" (Color)	\$2.00/copy
Plots (B&W)	\$1.00/sq ft
Plots (Color)	\$5.00/sq ft

*\*all reimbursables have been considered separately from base tasks and are included in the cost proposal above. Reimbursables will be invoiced as a separate task from the base scope of services.*

### Additional Services

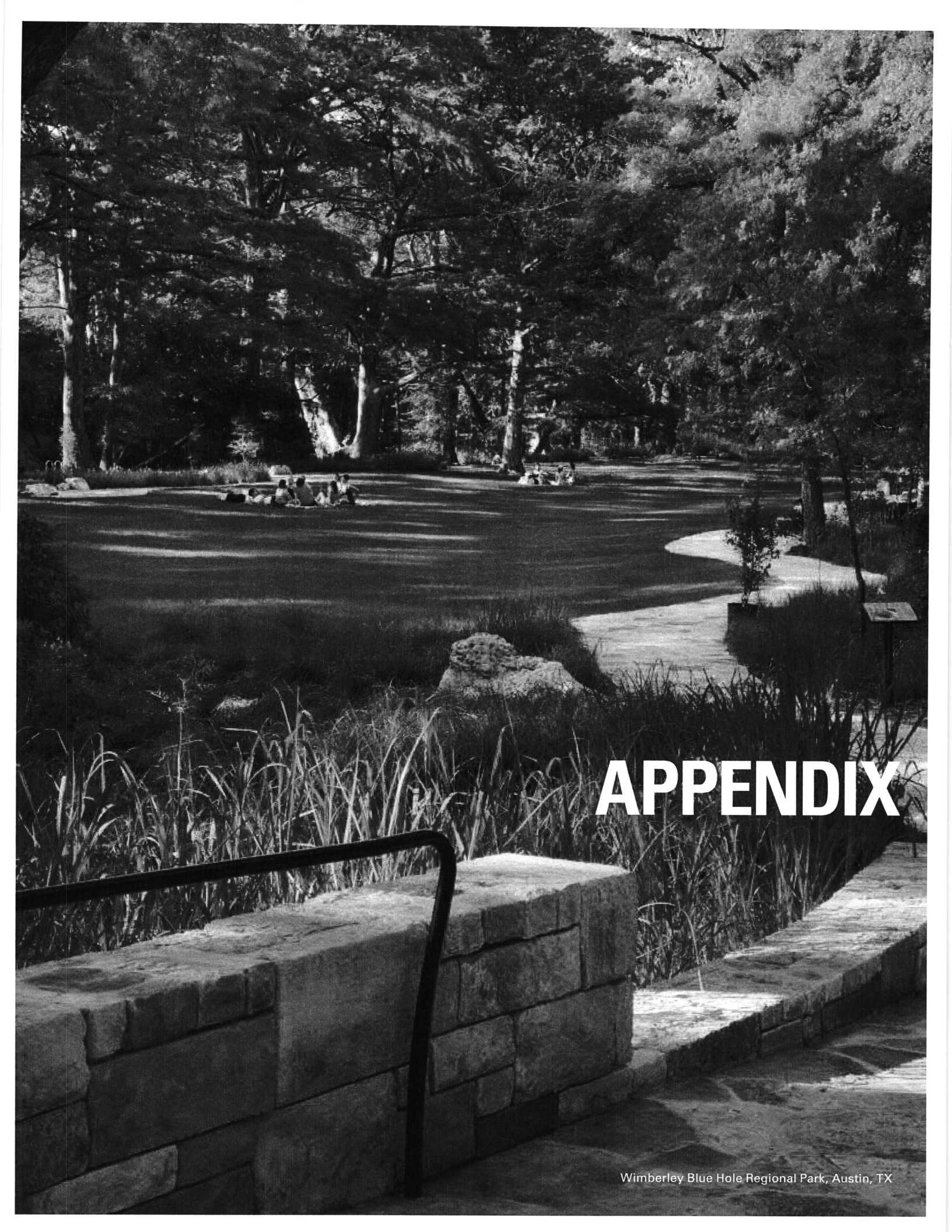
Any services that are not defined in this agreement are compensated on an hourly basis for the time worked on your behalf. Rates are based on our current employee rate schedule.

Additional services can include but are not limited to, redesign of work already approved, major revisions to the program and/or expansion of scope of services. When it is possible, we will define the changes, additions, or modifications to the scope, provide an estimate of costs and request written authorization in advance. However, the absence of a written change order will not preclude payment of fees due Design Workshop, provided the change was approved and ordered by the Client.

### Hourly Rates

<b>Role</b>	<b>Hourly Rate</b>
Principal Planner	\$200 to \$400
Principal Landscape Architect	\$200 to \$400
Project Manager	\$90 to \$225
Project Architect	\$120 to 145
Project Landscape Architect	\$90 to \$225
Project Planner	\$90 to \$225
Architectural Designer	\$90 to 105
Designer	\$80 to \$100
Architectural CAD Technician	\$90 to 105
CAD Technician	\$80 to \$100
GIS Technician	\$80 to \$100
Administrative Support	\$55 to \$65

*\*billing rates for specific personnel can be provided upon request*



# APPENDIX



# Table of Exceptions

Design Workshop requests the following language changes within the Terms and Conditions of this RFP:

## **Indemnification:**

Page 13, Removal of Language. Remove "defend" from the first sentence. Sentence should read as, "The contractor shall indemnify and save harmless the FWPD, its officers, agents, employees, representatives and assigns, from lawsuits...".

Page 13, Addition of Language. Add "reasonable" to the first sentence. Sentence should read as, "The contractor shall indemnify, defend and save harmless the FWPD, its officers, agents, employees, representatives and assigns, from lawsuits, actions, costs (including reasonable attorneys' fees), claims ...".

Page 13, Removal of Language. Remove "of any character" from the first sentence. Sentence should read as, "...claims or liabilities brought because of any injuries or damages received or sustained by any person ...".

Page 13, Replacement of Language. Remove "on account of any act or" from the first sentence and replace with "to the extent caused by the negligent acts or". Sentence should read as, "...damages received or sustained by any person, persons, or property to the extent caused by the negligent acts or omission, neglect ...".

Page 13, Addition of Language. Add "willful" to the first sentence. Sentence should read as, "...damages received or sustained by any person, persons, or property to the extent caused by the negligent acts or omission, neglect or willful misconduct...".

Page 13, Removal of Language. Remove "agents and/or" to the first sentence. Sentence should read as, "...misconduct of said contractor, its officers, employees ...".

Page 13, Replacement of Language. Remove "arising out of, or" and add "or others for whom the contractor is legally liable" to the first sentence. Sentence should read as, "...misconduct of said contractor, its officers, employees, or others for whom the contractor is legally liable in performance...".

Page 13, Removal of Language. Remove last sentence within this section. Specifically remove "The contractor shall be solely liable for all costs of such defense and for all expenses, fees, judgments."

## **Hold Harmless Clause:**

Page 15, Addition of Language. Add "and" to the first sentence. Sentence should read as "The contractor agrees to indemnify and save harmless and defend FWPD, its agents, servants, employees, ...".

---

**Appendix**

Page 15, Replacement of Language. Remove "which may arise or which may be alleged to have arisen out of" to the first sentence and replace with "but only to the extent caused by the". Sentence should read as, "...any damage to property but only to the extent caused by the negligent acts...".

Page 15, Removal of Language. Remove "directly" to the second sentence. Sentence should read as, "The foregoing indemnity shall apply except if such injury is caused by the ...".

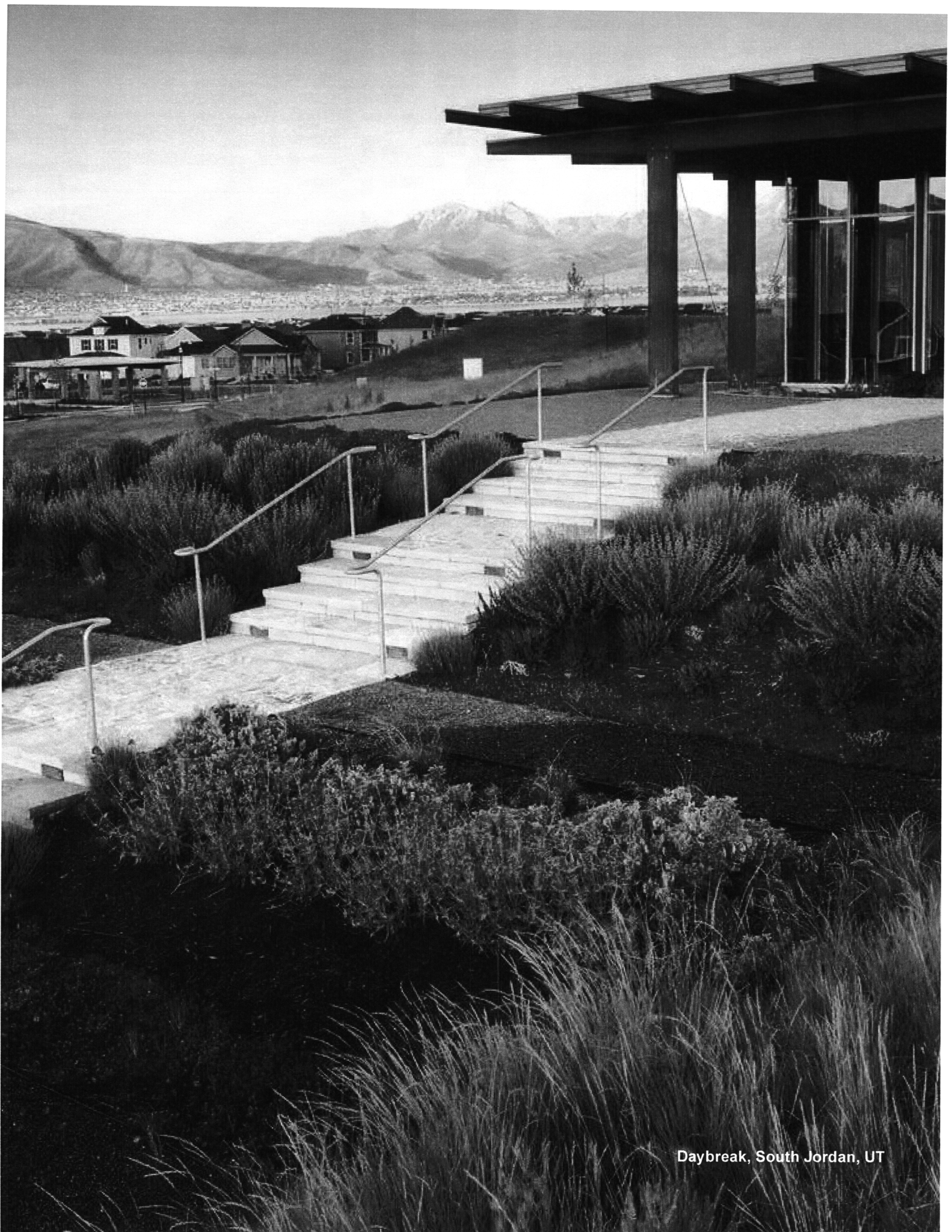
Page 15, Replacement of Language. Remove "willful and wanton conduct" to the second sentence and replace with "negligence or willful misconduct". Sentence should read as, "The foregoing indemnity shall apply except if such injury is caused by the negligence or willful misconduct of FWPD, its agents, servants, or employees or any other person indemnified hereafter."

**Insurance:****Section: C. Business Auto Insurance with limits not less than**

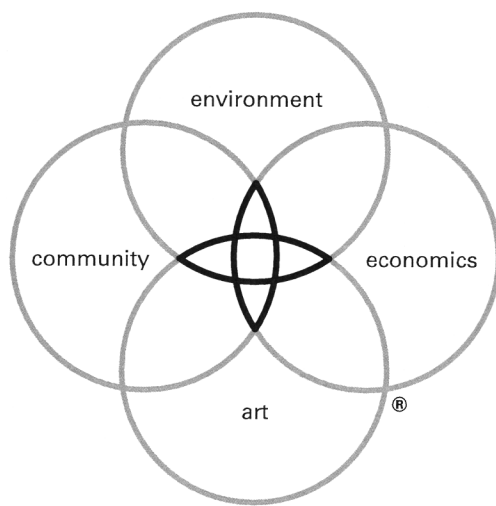
Page 16, Removal of Language. Remove "owned" from the first sentence. Sentence should read as "Such insurance shall cover liability arising out of any auto including hired and non-owned autos." Design Workshop has no owned autos.

**Termination:**

Page 17, Removal of Language. Remove last sentence within this section. Specifically remove "In the event that this contract is terminated due to vendor's default, the FWPD shall be entitled to purchase substitute items and/or services elsewhere and change the vendor with any or all losses incurred, including attorney's fees and expenses."



Daybreak, South Jordan, UT



## DW LEGACY DESIGN®

Legacy Design is the defining element of our practice. It is our commitment to an elevated level of design inquiry to arrive at the optimal solutions for clients. The process ensures that our projects reflect the critical issues facing the built environment and that they deliver measurable benefit to clients and communities.

It is the foundation of the firm's workshop culture and guides all projects.

**DESIGNWORKSHOP**

[www.designworkshop.com](http://www.designworkshop.com)

# COUNCIL DIGEST SHEET

Enclosed with this introduction form is a tab sheet and related material from the vendor(s) who submitted proposal(s). Purchasing Department is providing this information to Council as an overview of this award.

## RFPs , BIDS, OTHER PROJECTS

Bid/RFP#/Name of Project	Fort Wayne Parks Comprehensive Plan Professional Services – Quest #8317838
Awarded To	Design Workshop
Amount	\$234,874.00
Conflict of interest on file?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Number of Registrants	7
Number of Bidders	4
Required Attachments	Yes

## EXTENSIONS

Date Last Bid Out	NA
# Extensions Granted To Date	NA

## SPECIAL PROCUREMENT

Contract #/ID <i>(State, Federal, Piggyback--Authority)</i>	NA
Sole Source/Compatibility Justification	NA

## BID CRITERIA *(Take Buy Indiana requirements into consideration.)*

Most Responsible, Responsive Lowest	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If no, explain below</i>
If not lowest, explain	Proposals were evaluated based on selection criteria and Design Workshop was the highest score by 13%.

# COUNCIL DIGEST SHEET

## COST COMPARISON

<i>Increase/decrease amount from prior years For annual purchase (if available).</i>	NA
--------------------------------------------------------------------------------------	----

## DESCRIPTION OF PROJECT / NEED

<i>Identify need for project &amp; describe project; attach supporting documents as necessary.</i>	<p>On Monday, November 7, 2022, four proposals were received in response to an advertised Request for Proposals for professional services related to preparation of a Parks Comprehensive Plan.</p> <p>A selection committee of six Park staff members and two Park Commissioners was formed and reviewed all proposals, scoring each by the evaluation criteria established on the Request for Proposals.</p> <p>The Design Workshop consultant team scored the highest with 237 out 279 possible points. (see attached Score Tabulation)</p>

## REQUEST FOR PRIOR APPROVAL

<i>Provide justification if prior approval is being requested.</i>	NA

## FUNDING SOURCE

<i>Account Information.</i>	Park General Fund (121) - \$234,874.00

# MEMORANDUM

**To:** City Council Members, City of Fort Wayne  
**From:** Alec Johnson  
**CC:** File  
**Subject:** Fort Wayne Parks Comprehensive Plan Professional Services – Quest #8317838  
**Date:** December 5, 2022

The Fort Wayne Parks and Recreation Department is requesting approval for a contract with Design Workshop. The contract is for professional services for the Parks and Recreation Comprehensive Plan Update. The department's last comprehensive plan was completed in 2004. It is important to have an up-to-date planning document to guide the department in best serving the needs of our community.

**Funding Source:** Parks General Fund (121)

On Monday, November 7, 2022, four proposals were received in response to an advertised Request for Proposals for professional services related to preparation of a Parks Comprehensive Plan.

A selection committee of six Park staff members and two Park Commissioners was formed and reviewed all proposals, scoring each by the evaluation criteria established on the Request for Proposals.

The Design Workshop consultant team scored the highest with 237 out of 279 possible points. (see attached Score Tabulation)

We respectfully request your approval of this contract, in the amount of \$234,874.00 so that we may proceed with the work. If you have any questions, please feel free to contact me at 427-6425.

Thank you in advance.

Alec Johnson  
Deputy Director Planning and Development  
City of Fort Wayne Parks and Recreation

**BILL NO. S-22-12-21**

**REPORT OF COMMITTEE ON FINANCE**

**December 20, 2022**

***Russ Jehl Chair***

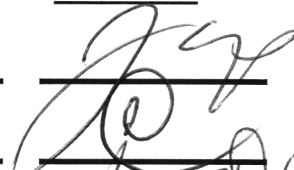
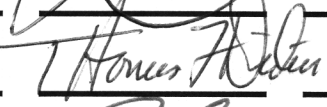
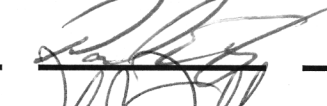

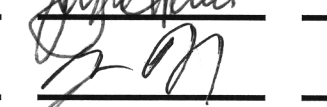
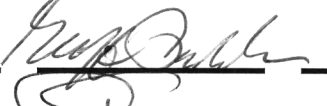


***Sharon Tucker Co-Chair***

***All Council Members***

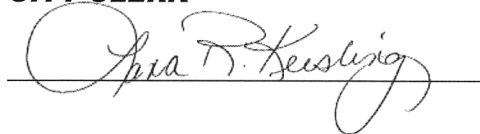
An Ordinance Approving Professional Services Agreement - Consultant Contract for the Fort Wayne Parks and Recreation Comprehensive Plan Update – Quest #8317838 - between Design Workshop and the City of Fort Wayne, Indiana

*Involving a total cost not to exceed \$234,874.00*

**COMMITTEE ON REGULATIONS HAVE HAD SAID Ordinance under consideration and beg leave to report back to the Common Council that said Ordinance**

<u>COUNCIL MEMBER</u>	<u>DO PASS</u>	<u>DO NOT PASS</u>	<u>ABSTAIN</u>
ARP			
CHAMBERS			
DIDIER			
ENSLEY			
FREISTROFFER			
HINES			
JEHL			
PADDOCK			
TUCKER			

**LANA R. KEESLING  
CITY CLERK**



Public Hearing Date: N/A

Read the first time in full and on motion by Councilperson Jehl.

Read the second time by title and referred to the Finance Committee.

Read the third time in full and on motion by Councilperson Tucker, placed on passage by the following vote:

<u>TOTAL VOTES</u>	<u>AYES</u>	<u>NAYS</u>	<u>ABSTAINED</u>	<u>ABSENT</u>
ARP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CHAMBERS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DIDIER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ENSLEY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FREISTROFFER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HINES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JEHL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PADDOCK	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TUCKER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DATED: December 20, 2022

  
 \_\_\_\_\_  
 LANA R. KEESLING, CITY CLERK

Passed and adopted by the Common Council of the City of Fort Wayne, Indiana, as


Special Ordinance No. S-22-12-21 on the 20th day of December, 2022

ATTEST:

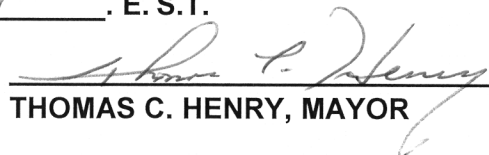
  
 \_\_\_\_\_  
 LANA R. KEESLING  
 CITY CLERK

  
 \_\_\_\_\_  
 PRESIDING OFFICER

Presented by me to the Mayor of the City of Fort Wayne, Indiana, on the 21st of December 2022, at the hour of \_\_\_\_\_ o'clock A.M. E.S.T.

  
 \_\_\_\_\_  
 LANA R. KEESLING, CITY CLERK

Approved and signed by me this 22<sup>ND</sup> day of December 2022, at the hour of 11:00 o'clock AM E. S.T.

  
 \_\_\_\_\_  
 THOMAS C. HENRY, MAYOR

