

**REQUEST FOR PROPOSALS
LAKE HARRIET CONCESSION OPERATOR**

**REQUEST FOR PROPOSALS RELEASED ON:
MAY 14, 2010**

**ON SITE TOUR – FRIDAY, JUNE 4, 2010
FROM 8 AM TO 9 AM**

**PROPOSALS DUE ON: FRIDAY, JULY 9, 2010
at 4 PM.**



THE SETTING

Lake Harriet was at the center of park plans from the time the park board was created in 1883. Less than two months after Minneapolis voters approved the legislation that created the park board for the city, the board voted to acquire a strip of land 200-feet wide encircling Lake Harriet to create the park. The Lake was perceived to be the gem of the city's lakes, largely because of its well-established shoreline. Surrounded by hills, the lake had much less swampy shore line than other bodies of water in the city. The northern shore of Lake Harriet was established as a focal point of community gathering when streetcars began serving the area and the first bandshell was erected in the late 1880s. Since then, residents and visitors have cherished the park as a place to enjoy beauty, tranquility, and the pleasures of social gathering.

Lake Harriet is surrounded by established residential neighborhoods and is characterized by its community as a "family" lake. This designation is reinforced by the family-oriented activities which take place during the summer months at the bandstand. Lake Harriet supports a large volume and diversity of water-based recreation, including beaches, swimming, fishing, sailing and canoeing. The park has a long tradition of providing music, cultural events, and food. The latest generation of Lake Harriet park users enjoys great popcorn and ice cream by the water's edge.

THE OPPORTUNITY

The Minneapolis Park and Recreation Board (the Board) is seeking a highly qualified operator for the Lake Harriet Concession. The Lake Harriet concession facility was constructed in 1986. The concession operation was operated by the Minneapolis Park and Recreation Board until 2001. A Request for Proposals was issued in 2001 and a private operator was selected in 2002 to operate the facility. The current contract expires on December 31, 2010 and the Minneapolis Park and Recreation Board is interested in reviewing all proposals related to operating the Lake Harriet Concession beginning in April of 2011.

The Lake Harriet Citizen's Advisory Committee (CAC) developed recommendations on community preferences for the operation of the Lake Harriet Concession. The work of the CAC included extensive outreach and community input. Any potential vendor should review the report and incorporate the findings of the CAC into the concept for the Lake Harriet concession venue and operation. A copy of the report is attached.

The Minneapolis park system has 18 million visitors annually, with Lake Harriet and the Chain of Lakes attracting nearly 6 million visitors annually. The concession facility is adjacent to the Lake Harriet Band Shell. The concert series at Lake Harriet Band Shell runs nightly from June 1st to early September. Approximately 50,000 people attend the concert series annually.



EVALUATION CRITERIA

Preference will be given to those proposals that:

1. Provide a menu and venue that incorporates the recommendations and findings outlined in the *Lake Harriet Citizen's Advisory Committee Final Report and Recommendations on Lake Harriet Concessions* (attached) including:
 - a. Keep food preparation, service and storage *within* the footprint of the current Lake Harriet Pavilion Refectory using the existing building breezeway if necessary but without any ancillary structure (existing building layout attached)
 - b. Expand food options with consideration for adding healthy food options while maintaining the traditional favorites of popcorn and ice cream
 - c. Provide for guest service time that meets or exceeds food service industry during nightly summer concerts and other Lake Harriet Pavilion centered events
 - d. Support the continued use of this area for picnics by a wide variety of visitors and ensures that concession offerings enhance rather than detract from that atmosphere
 - e. Provide an environmentally sustainable business approach in alignment with the sustainability goals the Board established in its *Sustainability Report* (April 2009) (attached)
2. Respect and appreciate the unique setting and backdrop of Lake Harriet and is respectful and responsive to the neighborhood by incorporating the findings in the *Lake Harriet Citizen's Advisory Committee Final Report and Recommendations on Lake Harriet Concessions* (attached) including:
 - a. Ensure concession operations do not detract from or disrupt successful current events such as concerts and enhances rather detracts from the atmosphere
 - b. Provide concessions and expanded food offerings that are financially accessible to the full range of park visitors
 - c. Supporting the continued use of this area for picnics by a wide variety of visitors
 - d. Prevent significant exterior odors using adequate filters, food choices, or other methods
 - e. Signage for concession offerings that is done without severely disrupting the architectural integrity
3. Provide a business plan and proof of financial strength demonstrating the ability to provide the following, while maintaining the proposal provider's opportunity for growth and success:
 - a. Contribute in bringing the facility into compliance with Health Code requirements
 - b. Implement recommendations and findings outlined in the *Lake Harriet Citizen's Advisory Committee Final Report and Recommendations on Lake Harriet Concessions*
 - c. Maintain extensive hours during the season with minimal closings



- 4. Providing for Point of Sales (POS) or other means to measure financial and service goals established by the Board and the operator. Desired information that will be provided by the operator may include:**
- a. Gross sales Total for sales audit**
 - b. Average transaction time**
 - c. Product mix report**
 - d. Hourly Sales reporting**

PROPOSALS

The proposals should clearly outline the type of venue, income estimates, payment to the Minneapolis Park and Recreation Board, investments in equipment and facilities, business plan, terms, operating season and hours and sample menu pricing. The operator must also include their experience in the restaurant or concession business. A template for the proposal format is included as Attachment A – please use this format in your submission.

EVALUATION OF THE PROPOSALS

A committee comprised of Minneapolis Park and Recreation Board staff and community representatives will evaluate all of the proposals and will provide their recommendation on a preferred operator to the Minneapolis Park and Recreation Board of Commissioners. The recommendation by the committee is advisory and the decision on entering into an agreement will be made by the Minneapolis Park and Recreation Board of Commissioners.

PROPOSAL PRESENTATIONS

The committee may request a presentation by the proposal submitter to clarify the proposal. The Board may require Proposers to make a formal presentation of their respective proposals to the Board. An agenda of specific interest points identified by the Board may be provided to respondents prior to the presentation date.



SCHEDULE

Listed below are the dates and times by which stated actions must be taken or completed. If the Board determines, in its sole discretion, that it is necessary to change any of these dates and times it will issue an Addendum to this RFP. All listed times are local Minneapolis, MN Time.

Date/Time	Action
May 14, 2010	Request for Proposal released.
June 4, 2010 8 am to 9 am	Walk through at the facility for interested parties
July 9, 2010 at 4 P.M.	Proposal Due Date 2117 West River Road Minneapolis, MN 55411
To be scheduled in July	Proposal Presentations to Committee
September 1, 2010	Recommendations Presented to the Park Commissioners
September 15, 2010	Final Board Action
By October 15, 2010	Contract Executed
October 31, 2010 to March 31, 2011	Facility Available for renovations
By April 15, 2011	Facility Open to the Public

Board Rights

The Board may reject any or all proposals or parts of proposals, to accept part or all of and to create a project of lesser or greater scope than described in this Request for Proposal, or the respondent's reply based on the financial components submitted. The Board also reserves the right to cancel the contract without penalty, if circumstances arise which prevent the Board from completing the project.



Proposer Background Checks

The Board will require full criminal history background checks and credit history checks for all proposers.

Proposal Validity Period

Any submitted proposal, shall in its entirety, remain a valid proposal for twelve (12) months after the proposal submission date.

Disposition of Proposals

All proposals become the property of the Board and the Board shall have the right to use all ideas, and/or adaptations of those ideas, contained in any proposal received in response to this RFP. Any parts of the proposal or any other material(s) submitted to the Board with the proposal that are copyrighted or expressly marked as “confidential”, “proprietary”, or “trade secret”, will be exempted from the “open records disclosure requirements”. The Board's selection or rejection of a proposal will not affect this exemption.

Independent Parties

Except as expressly provided otherwise in the contract resulting from this RFP, if any, the Board and the Proposer shall remain independent parties and neither shall be an officer, employee, agent, representative or co-partner of, or a joint venture with, the other.

Performance Investigations

As part of its evaluation process, the Board may make investigations to determine the ability of the Proposer to perform under this RFP. The Board reserves the right to REJECT any proposal if the Proposer fails to satisfy the Board that it is properly qualified to carry out the obligations under this RFP.

Interest of Members of Board

The Proposer agrees that no member of the governing body, officer, employee or agent of the Board shall have any interest, financial or otherwise, direct or indirect, in the contract.



Employee Involvement/ Covenant Against Contingent Fees

Proposer hereby certifies that, to the best of its knowledge and belief, no individual employed by the Proposer or subcontracted by the Proposer has an immediate relationship to any employee of the Board who was directly or indirectly involved in any way in the procurement of the contract, if any, resulting from this RFP or goods or services thereunder. Violation of this section by Proposer shall be grounds for cancellation of such contract. The Proposer also warrants that no person or selling agency has been employed, engaged or retained to solicit or secure any contract resulting from this RFP or any advantage hereunder upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, or in exchange for any substantial consideration bargained for, excepting that which is provided to the Proposer's bona fide employees or to bona fide professional commercial or selling agencies or in the exercise of reasonable diligence should have been known by the Board to be maintained by the Proposer for the purpose of securing business for Proposer. In the event of the Proposer's breach or violation of this warranty, the Board shall, subject to Proposer's rights, have the right, at its option, to annul any contract resulting from this RFP without liability, to deduct from the charges otherwise payable by the Board under such contract the full amount of such commission, percentage, brokerage, or contingent fee, and to pursue any other remedy available to the Board under such contract, at law or in equity.

Data Practices

The Proposer agrees to comply with the Minnesota Government Data Practices Act and all other applicable state and federal laws relating to data privacy or confidentiality. The Proposer shall immediately report to the contract monitor any requests from third parties for information relating to this agreement. The Board agrees to promptly respond to inquiries from the Proposer concerning data requests. The Partner agrees to hold the Board, its officers, department heads and employees harmless from any claims resulting from the Proposer's unlawful disclosure or use of data protected under state and federal laws.



ATTACHMENT A - PROPOSAL FORMAT

Business Plan
Description of Venue, Menu, Season, Hours and Pricing
Description of investments to the facility, equipment investments
Proposal Terms (income to the Park Board, term of agreement, other)
Estimated Income – Years 1 to 5
Operator Experience
References
Other information

From: Matt Perry, Chair of the Lake Harriet Citizens Advisory Committee;
612-839-3320 or mattp@pobox.com
To: MPRB Commissioner Fine and Planning Committee members
Re: Final Report and Recommendations on Lake Harriet Concessions
Date: 8 December 2009

Please find attached the Final Report and Recommendations on Lake Harriet Concessions from the Lake Harriet Citizens Advisory Committee. This packet includes this transmittal letter, the report, and a CD of the 300+ page Appendix.

On behalf of the Lake Harriet CAC, I would like to thank each of the Commissioners for supporting this committee and providing us all the opportunity to serve on your behalf. Each member brought with them a passion for the parks and an unwavering commitment to meet their responsibilities to you and to Lake Harriet park stakeholders.

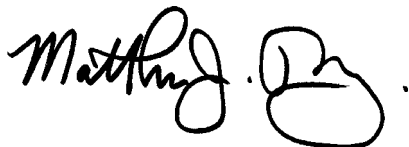
The CAC members were well chosen by the appointers. Our broad spectrum of skills and experience and a highly collaborative approach led to an innovative solution that is financially feasible and responds to the needs and priorities of both the community and the Park Board. I am honored to have served with them as chair.

We would also like to extend special thanks to the Minneapolis Park and Recreation Park Board staff and our consultants who provided support, information, and guidance in our journey over these past seven months.

The stakeholder engagement process our CAC designed and implemented was likely one of the most robust and comprehensive ever conducted on a project of this type – we heard directly from over 1,200 people through intercept surveys at the bandshell area, online survey, community forum, letters, calls, and at meetings. One of our early goals was to produce defensible, supportable, and sustainable recommendations that could stand on their own merits. We feel we have more than met that goal. Our extensive community engagement injected that critically important human element, which directly shaped our thinking and ensures that our recommendations will resonate with the local community, park visitors, and the MPRB.

We trust you will find these recommendations valuable in your decision-making process, and we look forward to the opportunity to present this to the full Board in January 2010.

Sincerely,

A handwritten signature in black ink, appearing to read "Matt Perry". The signature is stylized and includes a large, circular flourish at the end.

Matt Perry

Lake Harriet Citizens Advisory Committee Final Report and Recommendations on Lake Harriet Concessions

Prepared for the Minneapolis Park and Recreation Board

December 2009



Committee members Joel Chechik, Roann Cramer, John Finlayson, Janet Hallaway, Donovan Hart, Elizabeth Larsen, Bruce Manning, Lisa McDonald, Matt Perry (Chair), Joseph Schmidt, and Patty Selly

For more information, contact:
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Photo credits: Donovan Hart and Anne Carroll

1 Overview and Summary Recommendations

The Lake Harriet Citizens Advisory Committee (CAC) was [created and charged](#) by the Minneapolis Park and Recreation Board (Board) in February 2009 to examine and advise on concession opportunities at the bandshell area, including structure and site issues. Composed of [community members](#) appointed by the Park Board, City Council, Mayor, neighborhood organizations, and Metropolitan Council Open Space Commission, the CAC was supported by Park Board [staff and a public engagement consultant](#). They met as a whole seven times from May through December 2009, as well as in smaller Task Forces to work on special projects. In all cases, they documented their work (see Appendix) and published that documentation at <http://lakeharrietcac.ning.com/> as well as on the Park Board website at <http://www.minneapolisparcs.org/default.asp?PageID=1145>.



To better inform their thinking, the CAC committed to proactively seek input on stakeholder issues, concerns, and priorities. They did this at the “involve” level of the [International Association of Public Participation’s Spectrum of Public Involvement](#), which makes this promise: “We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.” To do this, the CAC developed and implemented a comprehensive [Stakeholder Engagement Plan](#). Through that plan, the CAC communicated with several thousand stakeholders and received input directly from over 1,200 and from organizations representing several hundred more.



This rich and diverse input provided CAC members with key insights and community preferences around outcomes and impacts that significantly shaped their thinking as they asked challenging questions and explored existing and new options.

The CAC reached a critical juncture at their September 2009 meeting (see Appendix) when it became clear there were nearly insurmountable stakeholder and CAC concerns about the negative impacts of an additional concession building even though there was some support for expanded concession options. This led the CAC to aggressively revisit the initial information they had been provided that documented the near-impossibility of expanding food service operations

within the existing concession space. They then asked what became the keystone question: Why can’t we expand concession operations into the breezeway area *within* the footprint of the existing building that currently houses the concession operation, breezeway, and restrooms?

To answer that question, the CAC sought information from staff, vendors, and local consultants who contributed their expertise on architectural, structural, and site options, food service equipment, and concession finances and operations. Using this additional information combined with stakeholder input, the CAC developed several [scenarios](#) that supported desired outcomes and minimized negative impacts, and ran financial analyses to test for short- and long-term viability. As a result of this extensive supplementary work by volunteers, staff, and CAC members, the CAC was able to identify a completely new option that successfully “threaded the needle” between positive outcomes and negative impacts.

At their October 2009 meeting (see Appendix), CAC members reached agreement on the core content of their [recommendation](#) to the Park Board, as summarized in the table below and described following that.

What the CAC is recommending:	What the CAC is <i>not</i> recommending:
Expand food options <i>within</i> the footprint of the current concession building.	Any additional building(s) between the bike path and shoreline.
Remodel the interior layout of the <i>entire</i> existing concession building, expanding into the current breezeway with improved areas for food preparation, service, and storage.	
Ensure that the future vendor is fully prepared to meet the service speed and quality expectations of the Park Board and public.	
Support the continued use of this area for picnics by a wide variety of visitors, and ensure that concession offerings and operations enhance rather than detract from this atmosphere.	
Use this opportunity to implement the sustainability goals the Park Board established in its <i>Sustainability Report</i> (April 2009).	

Specifically, the CAC recommended that the Park Board provide additional food concession options at Lake Harriet and minimize negative community impacts by expanding concession operations into the breezeway area within the footprint of the existing concession building.

This recommendation was explicitly bracketed by a comprehensive set of [qualifiers](#) that CAC members felt the Park Board should formally address in their decision-making process. These mitigate potential negative impacts raised by stakeholders such as trash, odors, use conflicts, signage, etc., and provide further CAC guidance to the Board. The CAC also provided the Park Board with learnings from throughout the process to help shape the vendor Request for Proposals, including the importance of healthy food choices, the Lake Harriet Pavilion picnic culture, high service standards, affordable price points, and environmental awareness and sustainability. The CAC did not discuss food delivery methods beyond the current window-based operations.

For issues that the CAC did not address and those that emerge in the future, the CAC explicitly recommended that the Park Board actively engage stakeholders in a public process to help inform these decisions. Examples include changes to existing green space and shoreline development.

The CAC will formally present their recommendations at the Park Board’s January 2010 meeting, and in doing so will complete their responsibilities per the Board’s charge.

2 Introduction

2.1 Project Background

Ever since the northern shore of Lake Harriet was established as a focal point of community gathering when the first bandshell was erected there in the 1880s, residents and visitors have cherished it as a place to enjoy beauty, tranquility, and the pleasures of social gathering. The park has a long tradition of providing music and cultural events as well as recreational opportunities and food, and the latest generation of Lake Harriet park users enjoy great popcorn and ice cream by the water's edge.

A plan to expand the concession offerings and construct an additional building at the Lake Harriet bandshell pavilion area was proposed to the Minneapolis Parks and Recreation Board (Park Board) by Park Board staff in February 2009.

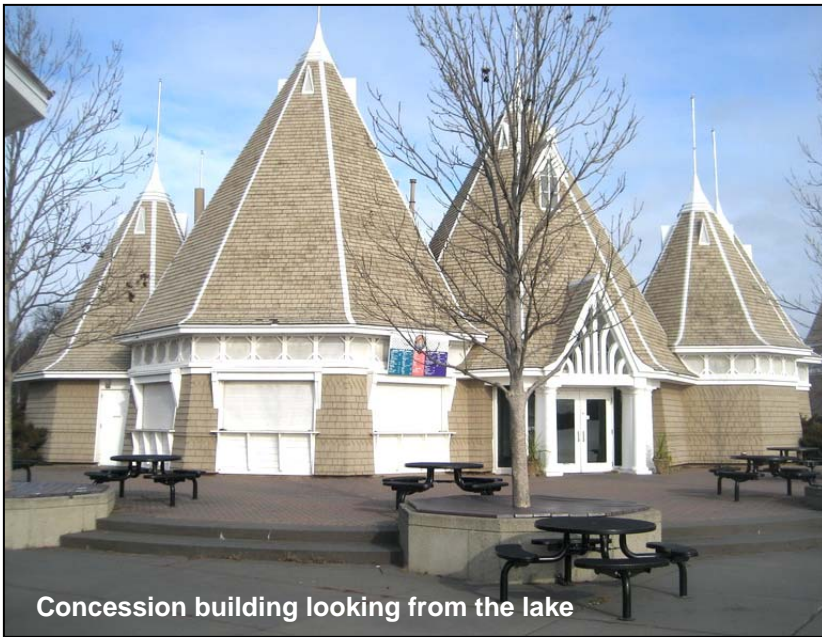
The Board did not take action on that proposal and subsequently created the [Lake Harriet Citizens Advisory Council](#) (CAC) with the following charge:

- Review and discuss the scope of concession opportunities and the general atmosphere of the band shell
- Review a schematic design and site for a potential auxiliary concession or other building
- Present a report with recommendations to the Board

The bandshell area on the northwest edge of Lake Harriet is shown below.



The concession building (Refectory) is in several “pods” as shown, with current concession operations in the large west section, then a large breezeway, and restrooms to the east; other sections are for food storage.



Concession building looking from the lake

Concessions at Lake Harriet and a number of other park locations are operated by private vendors, with an agreed-upon amount or portion of the revenue returned to the Park Board each year. Those revenues primarily fund youth services and facilities.

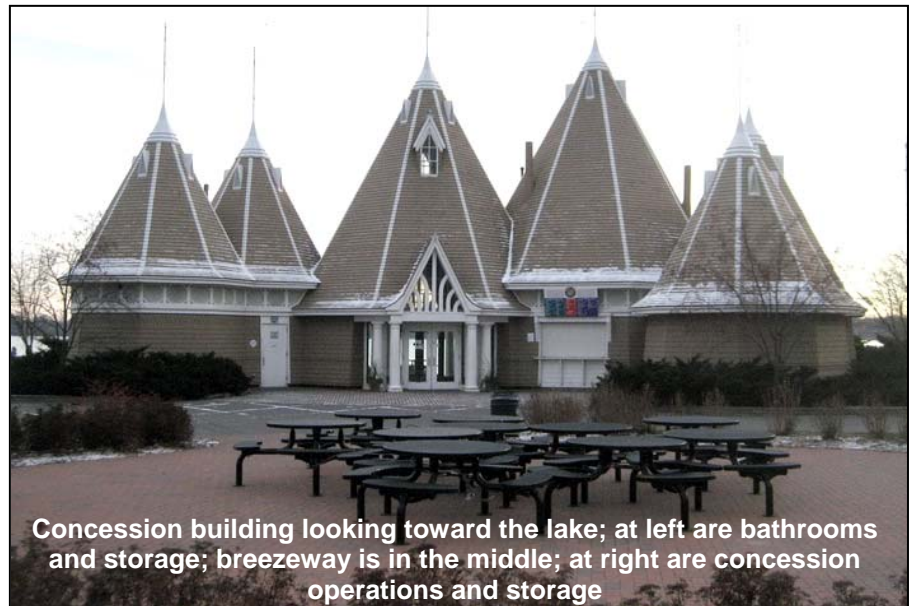
2.2 Roadmap of Report

This final report is organized in several sections following this introduction. It begins with basic information about the [Lake Harriet Citizens Advisory Committee \(CAC\)](#), followed by the [CAC Recommendation and Qualifiers](#).

Following that is [Stakeholder](#)

[Engagement](#), which summarizes both the CAC's work plan and stakeholder input. The final section of the Report body is further information on the [CAC Process](#), explaining early stage-setting and background work.

This Report is supported by a comprehensive Appendix that includes the detailed information underlying the CAC's work, background data, stakeholder input, and CAC meeting agendas and results.



Concession building looking toward the lake; at left are bathrooms and storage; breezeway is in the middle; at right are concession operations and storage

3 Citizens Advisory Council (CAC) Members and Support

3.1 CAC Members

CAC members were appointed in April and May of 2009 by key elected officials and organizations with direct ties to Lake Harriet, as follows:

- Minneapolis Park Board Commissioner Anderson: Janet Hallaway
- Minneapolis Park Board Commissioner Fine: Joel Chechik and Sarah Harris; Sarah resigned in June 9, 2009 and Patty Selly was appointed as her replacement
- Minneapolis Park Board Commissioner Nordstrom: Joseph Schmidt and Elizabeth Larsen
- Minneapolis Park Board Commissioner Nordyke: Matt Perry
- Minneapolis Park Board Commissioner Young: Lisa McDonald
- Minneapolis City Council Member Hodges: John Finlayson
- Minneapolis Mayor Rybak: Roann Cramer
- East Harriet Farmstead Neighborhood Association: Donovan Hart
- Linden Hills Neighborhood Council: Bruce Manning
- Metropolitan Open Space Commission: Mark Peterson (unable to participate)

3.2 Staff, Consultant

The CAC was supported by the following staff members and consultant:

- Don Siggelkow, Park Board General Manager of Administration
- Heather Ocel, Park Board Event Coordinator
- Shane Stenzel, Park Board Special Services Manager
- Anne Carroll, public engagement consultant with Carroll, Franck & Associates

4 CAC Recommendation and Qualifiers

4.1 Introduction

Per the CAC's charge and adopted project objectives and operating assumptions, the CAC sought to answer three key questions. This section includes CAC recommendations to the Park Board around those questions, along with qualifiers for each to mitigate negative impacts.

- Question 1: Should food concession options be expanded at the Lake Harriet pavilion area, and if so, for what purpose and to what end?
- Question 2: If more food options are offered, what structural and/or physical layout changes to the pavilion area would be necessary (if any)?
- Question 3: If food options are expanded or changed, what are the impacts and how are they best addressed?

In addition, the CAC identified a number of issues around the vendor RFP for these new operations that they recommend the Park Board consider; these are addressed following the recommendations.

4.2 Food Concession Options (Questions 1 and 3)

Questions: Should food concession options be expanded at the Lake Harriet pavilion area, and if so, for what purpose and to what end? If food options are expanded or changed, what are the impacts and how are they best addressed?

Summary CAC Response: Expanded food options should be provided in order to enhance services to visitors and increase Park Board revenues.

There were immediately identifiable problems, however, with the potential impacts of expanded food offerings (trash, use conflicts, etc.), as well as the initial framing of potential solutions that made clear that these could not be provided within the footprint of the existing concession building. In response, the CAC focused its energies on gathering robust and broad-based stakeholder input and tackling the challenging structure and site layout issues discussed below.

See supporting information and guidance to the Park Board on food concession options in the section below, [Critical Qualifiers and Vendor-Related Learnings](#).

4.3 Structure and Layout Issues (Question 2)

Question: If more food options are offered, what structural and/or physical layout changes to the pavilion area would be necessary (if any).

Summary CAC Response: Expand concession operations into the breezeway area within the footprint of the existing concession building; do not build an ancillary structure.

This emerged as the central challenge early in the CAC's work. Staff's initial analysis of various structure and layout considerations began with a major constraint: Concession operations could not be expanded at the current location because the space was too small, the layout was barely functional for existing operations and impossible for additional food offerings.

Staff provided the CAC with six structural considerations, with a detailed analysis of only the one they had begun pursuing in 2008 prior to the CAC's formation: Build an ancillary structure to house current concessions operations, and put a new concession operation with expanded food offerings into the existing (updated) space. (See Appendix for the complete matrix of structural considerations presented to the CAC.)

Although that structural consideration was *not* included in the CAC's charge, both CAC members and neighbors were quite familiar with those earlier plans and there was significant stakeholder concern about a new building – especially if it were located east of the bandshell (see [stakeholder input results summary](#) for more information). This location posed significant challenges, particularly around conflicting uses as various trails split and cross there, and it is the center of all boating activities, launching, and storage.

When the CAC concluded their stakeholder input and analyses in August and then met again in September, they were faced with a conundrum: While there was interest in expanding concession options, there were also constraint around using the current concession space and consistent concerns about a new building especially east of the bandshell. Were there any other ways of thinking about this that would resolve all of these satisfactorily?

The CAC thus began reexamining earlier assumptions, constraints, and premises: If there were to be a new building, where *else* might it be located that wouldn't present so many problems? Is a new building the only way to offer expanded food options? And most significantly, what options exist *within* the existing building footprint that haven't yet been explored?

That final question proved to be the “aha” moment for the CAC. In reexamining that, they learned that while all the analyses to date had been correct, staff had not engaged professional consulting resources for architectural/structural design and food service operations.

4.3.1 Design Issues

With that new information, the CAC leveraged its own resources and sought expert advice from food service equipment consultant Jim Palm of Strategic Equipment and Supply, and architect Peter Styx of URS. Together with a CAC Task Force, they explored the financial and structural feasibility of expanding concession operations *within* the footprint of the existing building that currently houses concession operations, a breezeway, and restrooms, along with storage and food preparation spaces. The CAC did not discuss food delivery methods beyond the current window-based operations.

After reviewing as-built drawings and consulting with Park Board staff, the food service equipment consultant, and CAC Task Force members, the architect determined that it would be possible to expand concessions within the current footprint by using the current breezeway space. In his draft design, the architect factored in key issues identified by the CAC, such as maintaining the lake view through the newly enclosed area, maintaining the unique atmosphere of the bandshell area, and preserving the architectural integrity of the current building. See preliminary drawing below.

4.3.2 Financial Considerations and Analysis

The CAC also felt that for the recommendations to be useful to the Park Board, it was essential that they be financially viable and sustainable. Using expertise and data provided by the food service equipment consultant, architect, staff, and CAC members, they generated detailed cost and revenue scenarios that demonstrated the financial feasibility of this level of investment, using a five-year payback schedule. See these analyses below.

Lake Harriet CAC: DRAFT Refectory Sales and Revenue Analysis

Current to 10/14/09 (Prepared by CAC member Joseph Schmidt, P&R GM of Operations Don Siggelkow, and consultant Anne Carroll)

Current Operations: Past and Projected P&R Revenues and Expenses (from P&R docs; assuming current operator)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	5-yr Total	2016
Operating Revenues	\$33,353	\$56,990									
Operating Expenses	\$12,322	\$18,371									
Net Income (loss) (D)	\$21,031	\$38,619	\$41,322	\$44,215	\$47,310	\$50,622	\$54,165	\$57,957	\$62,014	\$272,067	\$66,355

New Operations: Projected Vendor Sales, and P&R Revenues and Expenses

	2010	2011	2012	2013	2014	2015	5-yr Total	2016
Low sales projections (A)	\$530,000	\$900,000	\$963,000	\$1,030,410	\$1,102,539	\$1,179,716		\$1,262,297
Low revenue projections (B) at % to P&R= 12%		\$108,000	\$115,560	\$123,649	\$132,305	\$141,566		\$151,476
P&R operating expenses (C)		\$16,000	\$16,800	\$17,640	\$18,522	\$19,448		\$20,421
P&R capital (fixed equipment) expenses (D), over 5 years		\$10,680	\$10,680	\$10,680	\$10,680	\$10,680		\$0
P&R capital (construction) expenses (D), over 5 years		\$35,811	\$35,811	\$35,811	\$35,811	\$35,811		\$0
P&R net income (loss)		\$45,509	\$62,949	\$70,199	\$77,972	\$86,307	\$342,936	\$131,055
P&R net income (loss) compared to current operations		-\$1,801	\$12,328	\$16,033	\$20,015	\$24,294	\$70,869	\$64,700

High sales projections	\$1,200,000	\$1,284,000	\$1,373,880	\$1,470,052	\$1,572,955		\$1,683,062
High revenue projections (B) at % to P&R= 12%		\$144,000	\$154,080	\$164,866	\$176,406	\$188,755	\$201,967
P&R operating expenses (C)		\$28,000	\$29,400	\$30,870	\$32,414	\$34,034	\$35,736
P&R capital (fixed equipment) expenses (D), over 5 years		\$10,680	\$10,680	\$10,680	\$10,680	\$10,680	\$0
P&R capital (construction) expenses (D), over 5 years		\$35,811	\$35,811	\$35,811	\$35,811	\$35,811	\$0
P&R net income (loss)		\$69,509	\$88,869	\$98,185	\$108,182	\$118,910	\$483,655
P&R net income (loss) compared to current operations		\$22,199	\$38,248	\$44,020	\$50,225	\$56,896	\$211,588

Footnotes:

A) Vendor sales projection assumptions:

- Based on current sales from Tin Fish at Lake Calhoun and Sea Salt at Minnehaha
- Current ops revenue annual increase = 7%
- New operation revenue annual increase = 7%
- New operation revenue increased based on inflationary menu pricing and increased capture of sales from concert-goers
- No alcohol
- Breakfast menu and full savory menu
- Current menu of ice cream and popcorn continue to be served

B) P&R revenue: Percent of future gross sales paid to P&R noted above is based on current percentages: Fun Time=15%;

Tin Fish=average of 15%; Sea Salt=12%; percentages vary between vendors and over time based on various factors

C) P&R operating expenses based on past costs adjusted higher for larger space;

higher expenses assumed for higher sales; annual increase = 5%

D) P&R capital expenses for equipment and construction are detailed on separate spreadsheets

Lake Harriet CAC: Estimated P&R Capital Equipment Costs

Current to 10/14/09

These estimates are provided by Jim Palm of Strategic Equipment as a courtesy to help inform the CAC's deliberations; actual prices will be based information prepared as part of a public bidding process

Qty	Item	Total
1	Custom Walk-In Freezer	\$12,000
1	Custom Walk-In Cooler	\$10,000
1	12' 0" Exhaust Hood	\$4,000
1	Hood Package to include exhaust fan, heated make-up air unit, fire suppression system	\$15,000
6	Hand Sinks at \$150 each	\$900
2	Prep Sinks at \$750 each	\$1,500
	Subtotal	\$43,400
	Freight, Delivery, and Installation	\$10,000
	Grand Total	\$53,400

Lake Harriet CAC: Estimated P&R Capital Construction Costs

Current to 10/14/09

These numbers constitute a rough order of magnitude and are provided as a courtesy by Peter Styx, AIA, of URS Corporation to help inform the CAC's deliberations; actual prices will be based on a complete site investigation and construction documents prepared as part of a public bidding process

Task	Qty	Unit	Total	Cost	
Demolition	1	LS	\$15,000	\$15,000	
Wall Construction	1	LS	\$12,000	\$12,000	
Ext. Service Counters	2	LS	\$6,500	\$13,000	
S.S. Casework/Counter	1	LS	\$20,000	\$20,000	
Ceiling	1	LS	\$2,200	\$2,200	
Interior Wall Finishes	1800	SF	\$3	\$5,400	
Interior Floor Finishes	1570	SF	\$5	\$7,065	
Stair	1	LS	\$12,500	\$12,500	
Plumbing	1570	SF	\$15	\$22,765	
Electrical	1570	SF	\$15	\$23,550	
					\$133,480
General Construction OH&P			18%	\$24,026	
Permit			1.50%	\$2,363	\$157,506
Subtotal				\$159,869	
Design Fees			12%	\$19,184	
Estimated Project Construction Costs				\$179,053	

4.4 Critical Qualifiers and Vendor-Related Learnings

This section contains the CAC’s specific qualifiers to their recommendations above, along with their learnings relative to the vendor RFP, selection, or contractual agreements. These address primarily the negative impacts that must be mitigated in order for the CAC’s recommendations to be viable, and are based on the CAC’s analysis of input from the thousands of stakeholders who participated in the CAC’s work.

Issue and Description	CAC Recommendations, Observations
<p>Sustainability:</p> <ul style="list-style-type: none"> The Park Board has established sustainability goals in its <i>Sustainability Report</i> (April 2009), and this is an opportunity to implement them. <p><u>Trash and litter:</u></p> <ul style="list-style-type: none"> Trash and litter on grounds from concession packaging or food itself Litter in lake that is unsightly and harmful to wildlife <p><u>Garbage:</u></p> <ul style="list-style-type: none"> More food options and different types of food may generate more garbage and food waste Additional food waste may attract rodents and other pests 	<ul style="list-style-type: none"> Per the Sustainability Plan recommendations, make buildings energy efficient and reduce carbon emissions Strongly encourage vendors to use recyclable and compostable packaging and serveware Promote recycling Provide more trash receptacles Strongly encourage food types and operational strategies that reduce food waste Promote organics recycling Provide sufficiently frequent garbage pickups, appropriate receptacles Ensure any necessary rodent and pest control
<p>Congestion and use conflicts:</p> <ul style="list-style-type: none"> Congestion is already a challenge for visitors especially when evening concerts can draw up to 2,000 people to this relatively small area There are significant existing use conflicts, especially early each summer, between bicyclists and pedestrians and walkers/runners and boaters, as well as lines or clusters of people in the path of other activities, and so on These use conflicts could be exacerbated by expanded or changed food service operations 	<ul style="list-style-type: none"> Prevent additional use conflicts by carefully attending to these issues as the building and site layout and service operation decisions are made Concession operations should not detract from or disrupt successful current events such as concerts To help ensure the high quality experience that the Park system offers, develop and implement a comprehensive use plan for the bandshell area to support a variety of activities while reducing short- and long-term use conflicts; specifically, this area study should address bike, pedestrian, and motor vehicle circulation within the park and its environs; methods to encourage non-motorized travel and public transit access to the park; the impact of the amount of impervious surface on historic resources; and ways to mitigate the environmental impacts of the intensity of uses located close to the lake shore

<p>Service standards:</p> <ul style="list-style-type: none"> • Speed and quality of service is a particular concern especially with expanded food offerings during high-volume, short-duration events such as popular summer concerts, as well as special activities such as races 	<ul style="list-style-type: none"> • It is essential that the vendor fully understands the magnitude of this challenge, and is prepared to meet the speed and quality expectations of the Park Board and public; establish a throughput expectation for the vendor and establish a measurement method • Park Board staff should work with the vendor to support the vendor’s ability to successfully meet expectations • Explore a variety of creative solutions to meet the service standards; examples include preparing some food off site, having customers pre-order food, creatively using technology to support ordering and getting food to customers, having food carts that distribute concessions and service over a larger area and would allow increased variety, etc. • The Park Board should make every reasonable effort to expand distribution of the RFP so that local vendors are aware of the opportunity to submit proposals for future concession operations; the Minneapolis licensing list would be a good source of potential vendors
<p>Food pricing:</p> <ul style="list-style-type: none"> • There is a long history of this location offering great popcorn and other snacks at very affordable prices • Stakeholders, especially current concession purchasers, are very supportive of current offerings, whether or not they want expanded offerings 	<ul style="list-style-type: none"> • Current concession offerings should remain financially accessible to the full range of park visitors
<p>Food type and quality:</p> <ul style="list-style-type: none"> • The CAC explicitly chose not to ask people about this as those decisions are outside the CAC’s purview, but a number of stakeholders did offer opinions – across the full range of possibilities 	<ul style="list-style-type: none"> • Retain current popcorn and ice cream offerings • To meet consumer needs, healthy food options should be part of the conversations with future vendors
<p>Bandshell area atmosphere and “picnic” culture:</p> <ul style="list-style-type: none"> • People expect to be able to enjoy the view and staged entertainment, and have picnics in this area 	<ul style="list-style-type: none"> • Support the continued use of this area for picnics by a wide variety of visitors • Concession offerings and operations should enhance rather than detract from this atmosphere
<p>Alcohol:</p> <ul style="list-style-type: none"> • The CAC explicitly chose not to ask people about this as those decisions are outside the CAC’s purview, but some 	<ul style="list-style-type: none"> • Follow previous Park Board practices of ensuring successful business operations for at least one year before the vendor proposes alcohol service;

<p>stakeholders did offer opinions – across the full range of possibilities</p> <ul style="list-style-type: none"> • For other vendor operations run by the Park Board, the businesses were required to be successful for several years prior to alcohol service being considered; it is understood that the same would occur in this situation, with decisions about alcohol being served at Lake Harriet being at least one year in the future and the purview first of the Park Board; if the Board decides to support it, it would have the vendor first go to the neighbors and neighborhood associations, and then follow licensing and regulations that are under the control of the City (this would require a public hearing) • At both Lake Calhoun and Minnehaha Falls, the Park Board did not begin discussing any alcohol sales until after a number of years of successful and profitable operations without alcohol 	<p>that also allows time for visitors, neighbors, and the Park Board to address and resolve other impact issues, and build solid support for the expanded operations before introducing new variables</p>
<p>Odors:</p> <ul style="list-style-type: none"> • Among the concessions that may be offered at Lake Harriet in the future are foods with substantial odors or odors that would be easily detectible by neighbors and park visitors 	<ul style="list-style-type: none"> • Prohibit significant exterior odors using adequate filters, food choices, or other methods
<p>Signage:</p> <ul style="list-style-type: none"> • Signage may be inadequate for current and future concessions, and to direct people to alternative restroom locations 	<ul style="list-style-type: none"> • Future signage for concession offerings and alternative restrooms is likely to be important, but should be done without severely disrupting the architectural integrity
<p>Noise:</p> <ul style="list-style-type: none"> • Some concern was expressed by stakeholders about current noise levels in the neighborhood; see discussion on congestion and use conflicts 	<ul style="list-style-type: none"> • The relationship between noise and expanded food operations was not explicit; it may be that the concern is about expanded food operations bringing in even more people, and thus creating more noise • It is assumed that the Park Board and City will continue enforcing applicable noise ordinances
<p>Future Issues:</p> <ul style="list-style-type: none"> • The CAC did not address all issues that were identified by stakeholders or CAC members, nor could they know everything that might emerge in the future; Examples include changes to existing green space and shoreline development 	<ul style="list-style-type: none"> • Actively engage stakeholders in a public process to help inform these decisions

5 Stakeholder Engagement

5.1 Planning: Stakeholder Identification and Analysis

In order to determine who should be engaged in this process beyond those already at the table, the CAC decided at their first meeting on 19 May 2009 to establish a Task Force to work with consultant Anne Carroll and identify and analyze stakeholders and develop a draft [Stakeholder Engagement Plan](#). The Task Force met and completed their work in time to present the draft Engagement Plan to the CAC for approval at their 1 June 2009 meeting.

5.2 Planning: Stakeholder Engagement Plan

This combination CAC Work Plan and Stakeholder Engagement Plan was created by several CAC Task Forces and the CAC as a whole. Information gathered and input received from stakeholders through these efforts helped the CAC prepare thoughtful recommendations for the Park Board that aligned with the CAC's [objectives and operating assumptions](#). It was regularly updated and modified to reflect CAC decisions and input results.

5.3 Input: Stakeholder Input Summary Result

In the input table below, the “IAP2 Engagement Category” refers to the International Association for Public Participation’s Spectrum of Public Participation; see more information at www.iap2.org.

See the Appendix for the complete Engagement Plan, detailed input from all stakeholders, and complete versions of data and analyses provided by staff.

Stakeholder (SH) Information

Heavy concession users, concert attendees, and active park users (walkers, runners, bikers, etc.)

IAP2 Engagement Category: Involve

- Stake: They are the most directly affected by concession and physical layout decisions
- Tools/techniques: Intercept survey and e-survey (same content)



Summary Results

Over several weeks in late June and early July 2009, these stakeholders were politely “intercepted” in the bandshell and concession area and briefly interviewed about why and how often they came to Lake Harriet, how frequently they purchase food, whether additional (unspecified) food options would cause them to come more often or spend more money, and their positive and negative thoughts on the possibility of different food options; some simple demographic and use data were also captured. The same questions were asked using an online survey. A total of 1,103 people provided responses (some in small groups) via 675 intercept or online surveys.



The majority of respondents, approximately 80%, came from Minneapolis. For all respondents, they primarily use the area for exercise and entertainment regardless of whether they come from the nearby neighborhood, elsewhere in Minneapolis, or outside the city. The frequency with which they purchase food there ranges from once a week to once a summer.

Answers to the question, “Would you come to this concession area more often with more food options,” was divided between yes (37.6%), no (31.9%), and it depends (30.5%), while over 50% of people stated they would spend more money if they had more food options. Demographic groups that were more likely to answer “yes” to these questions were people under 39 and who currently go to the area one or more times a week. Demographic groups more likely to answer “no” to these questions were people over the age of 60 or who live outside of Minneapolis.



A range of both positive impacts and negative impacts was reported. High frequency positive impacts included healthier choices, additional revenue for the park, and a casual gathering spot for neighbors and families. High frequency negative impacts included more crowds, traffic and parking issues, more garbage, food becoming too expensive, and concerns related to a negative impact on the current neighborhood feel and environment. People who live nearby were more

Stakeholder (SH) Information	Summary Results
	<p>likely to report concerns related to more crowds and traffic compared to people who live outside Minneapolis.</p> <p>Approximately half of all survey respondents offered one or more suggestions for minimizing potential negative impacts, independent of their answer to the question, “would you come to this concession area more often with more food options.”</p> <p>The information from these in-person and online surveys provided CAC members with exceptionally rich perspectives and insights. In particular, responses drove home CAC members’ sense that stakeholders very much appreciated this area of the park, and while many were quite interested in expanded food offerings, those opportunities weren’t worth it if impacts couldn’t be mitigated. They offered many good ideas for doing that.</p>
<p>Park Board Foundation <i>IAP2 Engagement Category: Inform, consult</i></p> <ul style="list-style-type: none"> • Stake: Active supporters, advocates, and fundraisers for the Minneapolis park system • Tools/techniques: Interview /conference call 	<p>In a phone interview with CAC members, the Foundation board president first made clear that this issue has not been addressed by the Board or considered by staff and is not the Foundation’s primary focus. She did make a number of points about the Foundation’s work that the CAC found relevant to their deliberations: An interest in things that haven’t been done before or are unique, and appealing to all ages, cultures, and parts of the city. The importance of having a very long-term view of the Minneapolis parks, and taking extra care when considering investments in permanent structures that may not be best suited to future needs. And the importance value of flexibility, creativity, and stakeholder engagement prior to making decisions.</p>
<p>Operations staff: Park Police/Law Enforcement for Lake Harriet, Support Services, Lakes District Manager, Lakes District Maintenance Foreman <i>IAP2 Engagement Category: Involve</i></p> <ul style="list-style-type: none"> • Stake: They have information the CAC needs to help inform their decisions • Tools/techniques: Interview /conference call 	<p>MPRB staff from these operational areas participated in a phone interview with CAC members. The CAC’s primary focus was on any negative impacts from current concession operations (both currently and as the Lake Calhoun and Minnehaha Falls operations started up), and what they might anticipate from expanded concession operations at Lake Harriet.</p> <p>In general, operations staff noted no significant negative impacts from current concession operations, and believed that from their experience with those, any such impacts from expanded operations at Lake Harriet could be minimized.</p> <p>Specifically, they noted that in some cases there were fewer issues/impacts over the years, as well as adjustments that they and the current concession operators had made to manage impacts.</p> <ul style="list-style-type: none"> • In the last 15 years the need for police services has decreased at Lake Harriet, and in any case

Stakeholder (SH) Information	Summary Results
	<p>police services are much more tied to events than to concessions</p> <ul style="list-style-type: none"> • They have not seen changes in police services as a result of either of the new concession operations at Lake Calhoun or Minnehaha Falls; they don't know of any alcohol-related calls to either of those • Maintenance finds that people go to The Tin Fish or Sea Salt Eatery to eat and may buy alcohol to drink with their food, rather than just going there to drink. • With a highly appealing concert attracting up to 2,000 people on a beautiful evening, they would not expect expanded food options to make the site any busier – and given the high demand for ice cream and popcorn over the years, it would be good to retain those options • Restroom capacity is strained at peak times already, but this could be improved if they provided better signage directing visitors to other locations • The operators now provide daily trash pickup to handle the increased volume of trash and reduce potential problems from food waste odors • Given the current traffic loads at peak times and their active control and management of parking and traffic, they would not anticipate significant increases in traffic or parking needs related to changes in food offerings • Use conflicts are always worse at the beginning of the season, and they find that by the middle or end of June most people have figured out how to respectfully pursue their own activities (walking, biking, dog walking, etc.) – although they cautioned about any types of concession lines close to bike paths • The current Lake Calhoun and Minnehaha Falls operators do their own maintenance, which has relieved pressure on their skilled trades • Locating an additional building to serve food near a bike or walk pathway could lead to safety issues
<p>Current Concession Operators <i>IAP2 Engagement Category: Consult</i></p> <ul style="list-style-type: none"> • Stake: They may have information that the CAC needs to help inform their decisions • Tools/techniques: Interviews with operators; staff report 	<p>CAC members conducted these in-person interviews with owners/managers of the concession operations at Lake Calhoun, Minnehaha Falls, and Lake Harriet to gather their perspectives and help inform CAC deliberations. (Also see project background.)</p> <p>The vendors explained the history of their operations at these various locations, their significant investments and improvements, the portion or amount of revenue returned to the Park Board, how their menu choices and service structure has or has not changed over time, and the kinds of improvements they would like the Park Board to make to their facilities. They also noted that they operated successfully for a number of years before they began the lengthy city-based licensing</p>

Stakeholder (SH) Information	Summary Results
	<p>process required to serve alcohol. Neither Lake Calhoun or Minnehaha Falls vendors report any problems with intoxicated patrons, noting that people come primarily for the atmosphere and food.</p> <p>Of significance for the CAC were the problems noted by the current Lake Harriet vendor (and corroborated by Park Board staff) about the insufficiencies of the current concession building, including the kitchen and serving area size, layout, and structural condition.</p> <p>One of the additional vendor comments was that if food options were to be expanded at Lake Harriet, there must to special attention to delivering a very high volume of food over an extremely compressed time period, such as before or after concerts or other major events. Given the layout and structural issues, the vendors were clear that it would not be possible to expand food options in the current concession space.</p>
<p>Neighbors/neighborhood associations <i>IAP2 Engagement Category: Involve</i></p> <ul style="list-style-type: none"> • Stake: Their constituencies border Lake Harriet and they are the City/Park Board recognized entities; East Harriet Farmstead Neighborhood Association, Fulton Neighborhood Association, Linden Hills Neighborhood Council, Lynnhurst Neighborhood Association • Tools/techniques: Community forum 	<p>East Harriet Farmstead Neighborhood Association and Linden Hills Neighborhood Council designed and cohosted a July 30, 2009 Community Forum with the CAC to offer neighbors living near the lake the opportunity to provide input on operations and layout/structure issues at the Lake Harriet pavilion/bandshell area. Postcard invitations were sent to residents in the East Harriet Farmstead, Fulton, Linden Hills, and Lynnhurst neighborhoods. Nearly 80 people attended in addition to members of the cohosting organizations. The session began with a short presentation, followed by a question and answer session. Participants then went to “stations” focusing on either structure/layout or operations that were tended by members of the CAC and neighborhood organizations.</p> <p>For structure/layout issues, many participants were concerned about any new buildings that might reduce lake access, current uses and activities, or views; detract from the award-winning architecture of the current concession building (Refectory) and bandshell; or disrupt the current environment or atmosphere of the bandshell area or surrounding neighborhoods. Participants commented on the great “picnic” culture of the area, the appeal of a wider variety of food offerings (while keeping the current treats), and some specific thoughts on food types, alcohol,</p>



Stakeholder (SH) Information	Summary Results
	<p>vendors, and creative delivery options. They also noted concerns about potential negative impacts such as trash, cooking odors, traffic, congestion, parking, lines, and use conflicts.</p> <p>The specific input on structure/layout and operations input provided the CAC with extremely useful insights particularly about the concerns of nearby neighbors, helping shape both CAC recommendations and qualifiers.</p>
<p>Church service providers, attendees <i>IAP2 Engagement Category: Inform, consult</i></p> <ul style="list-style-type: none"> • Stake: They are directly affected by the physical layout decisions (Note: this is a different group every Sunday) • Tools/techniques: E-letter, e-survey <p>Trolley operators <i>IAP2 Engagement Category: Inform, consult</i></p> <ul style="list-style-type: none"> • Stake: Concession decisions may have an effect on their operations and revenues • Tools/techniques: E-letter, e-survey <p>Donors <i>IAP2 Engagement Category: Inform, consult</i></p> <ul style="list-style-type: none"> • Stake: Active users or supporters who have taken the additional step of being contributors • Tools/techniques: E-letter, e-survey <p>Lakes District Council <i>IAP2 Engagement Category: Inform, consult</i></p>	<p>These stakeholders received an e-letter from CAC chair Matt Perry explaining the CAC’s work and inviting their thoughts. The purpose for engaging these stakeholders was to inform them of the CAC’s process and activities and help the CAC understand any concerns, preferences, priorities they have regarding potential changes to concessions in this area.</p> <p>Each recipient of the e-letter decided how to respond. Some provided no input. Some organizations provided input from the director or following board discussion and some also sent the request out to members and invited individual input. Some responded individually through the CAC’s online survey. Event, buoy, and canoe rack permit holders each received an individual e-letter.</p> <p>Some respondents liked the idea of additional food options, especially if it were available during special events (i.e., early mornings), while others were content with what was there now. Some noted the importance of maintaining the site’s architectural integrity. A number identified potential concerns that the CAC took into consideration when preparing their recommendations and qualifiers. These included the following:</p> <ul style="list-style-type: none"> • Significant potential use conflicts, access/use reduction, and potential danger if an additional building were to be located east of the bandshell near the boat activity/ launch/ storage/ access area • Additional crowds associated with expanded food options and a new building would further strain this limited physical area and the associated parking; too many people in too small a space • Trash, lake pollution • Ensuring that any additional food offerings actually generated revenue vs. higher costs, that revenues would be used wisely, and that new activities and users wouldn’t usurp those that are existing

Stakeholder (SH) Information	Summary Results
<ul style="list-style-type: none"> • Stake: Their constituencies are the neighborhood organizations that are in the MPRB's Lakes District • Tools/techniques: E-letter, e-survey <p>Lake Harriet Yacht Club, buoy permit holders, canoe rack permit holders <i>IAP2 Engagement Category: Inform, consult</i></p> <ul style="list-style-type: none"> • Stake: They pay for access to/are heavy users of the water area abutting the concession areas • Tools/techniques: E-letter, e-survey <p>Business associations: Linden Hills, Morningside, Nicollet East Harriet, and 50th & France <i>IAP2 Engagement Category: Inform, consult</i></p> <ul style="list-style-type: none"> • Stake: They represent businesses who directly or indirectly benefit from or are hurt by the concession choices that are made at Lake Harriet • Tools/techniques: E-letter, e-survey <p>Event Operators <i>IAP2 Engagement Category: Inform</i></p> <ul style="list-style-type: none"> • Stake: Concession decisions may have affect their decisions • Tools/techniques: E-letter, e-survey 	
<p>Park Board Commissioners bordering the lake and at-large Commissioners with high interest</p>	<p>The CAC chair and other CAC members provided these stakeholders with periodic updates; some of these stakeholders subsequently updated their colleagues. Some attended one or more CAC meetings, and responded to questions from CAC members on those occasions.</p>

Stakeholder (SH) Information	Summary Results
<p><i>IAP2 Engagement Category: Inform, consult</i></p> <ul style="list-style-type: none"> • Stake: They make the decisions; they represent constituents around Lake Harriet and/or have expressed particular interest in this project • Tools/techniques: Periodic short e-updates and follow-up phone conversations as necessary <p>City Council and Mayor, especially Council members representing area around Lake Harriet</p> <p><i>IAP2 Engagement Category: Inform</i></p> <ul style="list-style-type: none"> • Stake: Their work intersects with that of the MPRB; some represent constituents around the Lake • Tools/techniques: Periodic short e-updates and follow-up phone conversations as necessary 	

6 CAC Process

6.1 Timeline and Meeting Location

The CAC originally was scheduled to complete its work over four meetings, but CAC members extended their schedule in response to the scope of this effort. They also appointed a number of Task Forces to complete various projects in parallel with the CAC's work, each of which brought back results to the CAC for decisions. The full CAC met in 2009 on May 19, June 1, June 22, July 13, September 3, October 12, and November 30.

All CAC meetings were in the evening at the [Linden Hills Recreation Center](#) near Lake Harriet, facilitated by CAC chair Matt Perry and public participation consultant Anne Carroll, with information and support provided by MPRB staff members Don Siggelkow, Heather Ocel, and Shane Stenzel.

6.2 Public Transparency

The CAC recognized the need to keep the public informed and to be fully transparent in its work. To accomplish this, the CAC set up a web presence at www.lakeharrietcac.ning.com. There they posted all documents as well as allowed the public to view CAC discussions of various topics. To keep the focus on the CAC's own work, they set up site security to allow anyone to read all discussions and access any documents on the site, but only CAC members were allowed to post comments or documents. Information was also posted on the Park Board's website, <http://www.minneapolisparcs.org>.

To gather stakeholder perspectives, the CAC developed a comprehensive Stakeholder Engagement Plan and numerous input opportunities. See [Stakeholder Engagement](#) section for details.

6.3 Objectives and Operating Assumptions

To ensure that CAC members were starting from the same understandings and moving toward the same ends, they developed the following project objectives and operating assumptions in May, and used them to explicitly frame their work.

Charge, Framework

- Adhere to the Board's charge to this CAC (18 February 2009): Review and discuss the scope of concession opportunities; the general atmosphere of the band shell; to review a schematic design and site for a potential auxiliary concession or other structure; and present a report with recommendations to the Board.
- Frame our work within the context of the MPRB 2007 Comprehensive Plan, with particular focus on the Board's vision Theme 3: *Dynamic parks that shape city character and meet diverse community needs*
 - Goal: Parks shape an evolving city
 - Goal: Park facility renewal and development respects history and focuses on sustainability, accessibility, flexibility, and beauty
 - Goal: Focused land management supports current and future generations
 - Goal: Financially independent and sustainable parks prosper
 - Goal: Through outreach and research, park and recreation services are relevant today and tomorrow
 - Goal: Easily accessible information supports enjoyment and use of the park and recreation system

Balance of Uses

- Thoroughly discuss all concession options; look for the highest and best use
- Find a balance between concessions and other valid, valued, and important uses of this area; concessions must fit within the context of current uses; find options that provide revenue without compromising other uses; find a balance between profit and service/public value/park purpose; at the same time
- Don't assume that profitability excludes other values and priorities; maintain an entrepreneurial spirit rather than dictating concession offerings that may not be feasible from a business perspective

Process, Outcomes

- Respect the past, be realistic about the present, and be optimistic and dream about the future
- Decisions we make must fit within longer-term goals of the area, as framed by the comprehensive plan, financial issues, aesthetics, long-term viability and usability, and so forth
- Produce a defensible, substantive, comprehensive product to deliver to the Board

6.4 Group Norms

At their first meeting in May, CAC members generated a set of group norms that they finalized in June:

- Be public, transparent
- Make thoughtful, collaborative decisions
- Respect and appreciate each other's contributions; keep our sense of humor
- Manage our time wisely during and between meetings



See supporting detail for these group norms in the Appendix.

6.5 Decision-Making Framework

CAC members clarified early in their work that their deliberations and recommendations would be guided by the goals from the Park Board's 2007 [Comprehensive Plan](#). They also decided that their community engagement approach would adhere to the core principles of public participation defined by the International Association of Public Participation (www.iap2.org).

Per its charge and within this framework, the CAC then articulated three key questions it sought to answer. These drove the CAC's work and meeting agendas throughout process:

- Should food concession options be expanded at the Lake Harriet pavilion area, and if so, for what purpose and to what end?
- If they are expanded or changed, what are the impacts and how are they best addressed?
- If more food options are offered, what structural and/or physical layout changes to the pavilion area would be necessary (if any)?

6.6 Background Information Provided to CAC

6.6.1 Binder of Background Information

All CAC members were presented with a comprehensive binder of background information at the start of their service. It included relevant information on Lake Harriet; previous concession proposals and

current agreements; past Board minutes; maps, studies, plans, and reports; and budgets. The complete list of this information is included in the Appendix and the contents are available for review at the Park Board offices and on their website: <http://www.minneapolisparcs.org/default.asp?PageID=1145>.



6.6.2 Site Tour 19 May 2009

CAC members and a handful of community members received a site tour from Park Board staff member Shane Stenzel prior to their first meeting so that everyone could become familiar with the concession operations, building layout, and bandshell area. He explained how tight and inefficient the space is for current concession operations, and the virtual impossibility of expanding food options within the existing space. He also noted the structural changes that would be required at the time of any substantive remodeling in order to bring the building up to current codes.



Tour participants also explored the bandshell area, including the seating areas around the concession building, parking lots, boat launch area, picnic shelter, and the site of the earlier proposed accessory building east of the bandshell. (See Appendix for a full recap and photos.)

6.6.3 2009 Budget and Concessions Background Information

Early in the CAC's work, staff member Don Siggelkow provided members with a budget overview (see Appendix, Meeting 3). The presentation explained the Park Board's overall and capital budgets, revenue sources, and expenditure categories, and offered further details on the capital budget and enterprise fund. Capital funds are used for land acquisition, neighborhood park building construction or improvements, neighborhood park site improvements, regional park site development or improvements, and regional trail development or improvements.

The Park Board's enterprise fund is a self-supporting fund established to account for all business-type operations, and the commitment to revenue-producing operations that support other programs dates back to the tenure of Park Superintendent Theodore Wirth in 1887. This is the relevant fund for Park Board concession operations, which receive no public subsidies. Vendor contracts vary in duration and revenues depending on each specific situation. Per the 2009 budget, net income for the enterprise fund is priority ranked to support youth facilities and programming, as has been the case for over 30 years.

The Park Board began the process of contracting for food operations in 2002, and all were transitioned to private vendors by 2005. This change was based on the recognition that these highly specialized and often risky operations did not fit well with their mission and core business functions. They also determined that private vendors working in partnership with the Park Board provided higher service levels and market-sensitive solutions, and allowed more private investment and shared risk, both of which benefit Minneapolis taxpayers.