

**AGREEMENT FOR PROFESSIONAL SERVICES  
BY AND BETWEEN**

**BOLTON & MENK, INC.  
AND  
CITY OF DULUTH**

THIS AGREEMENT, effective as of the date of attestation by the City Clerk (the "Effective Date"), by and between the City of Duluth, hereinafter referred to as City, and Bolton & Menk, Inc., located at 4960 Miller Trunk Highway, Suite 500, Duluth, MN 55811, hereinafter referred to as Consultant for the purpose of rendering services to the City.

WHEREAS, the City has requested consulting services for a Land Use Study for the Former Lester Park Golf Course, (the "Project"); and

WHEREAS, Consultant has represented itself as qualified and willing to perform the services required by the City; and

WHEREAS, Consultant submitted proposals to provide services for the Project (the "Proposal"), a copy of which are attached hereto as Exhibit A and Exhibit A-1; and

WHEREAS, the City desires to utilize Consultant's professional services for the Project;

NOW, THEREFORE, in consideration of the mutual covenants and conditions hereinafter contained, the parties hereto agree as follows:

**I. Services**

Consultant will provide services related to the Project as described in Consultant's Proposal (the "Services"). Consultant agrees that it will provide its services at the direction of the Planning and Economic Development Director or his designee ("Director"). In the event of a conflict between the Proposal and this Agreement, the terms and conditions of this Agreement shall be deemed controlling.

**II. Fees**

It is agreed between the parties that Consultant's maximum fee for the Project and Services shall not exceed the sum of One Hundred Ninety-Seven Thousand, Five Hundred Forty-Six and 00/100 Dollars (\$197,546) inclusive of all travel and other expenses associated with the Project, payable from Fund 110-132-1301-5310. All invoices for services rendered shall be submitted monthly to the attention of the Jenn Moses, [jmoses@duluthmn.gov](mailto:jmoses@duluthmn.gov). Payment of expenses is subject to the City's receipt of reasonable substantiation/back-up supporting such expenses. Payment terms shall be net

35 per Minnesota Statute 471.425.

III. General Terms and Conditions

1. Amendments

Any alterations, variations, modifications or waivers of terms of this Agreement shall be binding upon the City and Consultant only upon being reduced to writing and signed by a duly authorized representative of each party.

2. Assignment

Consultant represents that it will utilize only its own personnel in the performance of the services set forth herein; and further agrees that it will neither assign, transfer or subcontract any rights or obligations under this Agreement without prior written consent of the City. The Primary Consultant(s) assigned to this project will be Mike Thompson, AICP (the "Primary Consultant"). The Primary Consultant shall be responsible for the delivery of professional services required by this Agreement and, except as expressly agreed in writing by the City in its sole discretion, the City is not obligated to accept the services of any other employee or agent of Consultant in substitution of the Primary Consultant. The foregoing sentence shall not preclude other employees of Consultant from providing support to the Primary Consultant in connection with Consultant's obligations hereunder.

3. Data and Confidentiality, Records and Inspection

- a. The City agrees that it will make available all pertinent, non-privileged information, data and records under its control for Consultant to use in the performance of this Agreement, or assist Consultant wherever possible to obtain such records, data and information.
- b. All reports, data, information, documentation and material given to or prepared by Consultant pursuant to this Agreement will be confidential and will not be released by Consultant without prior authorization from the City.
- c. Consultant agrees that all work created by Consultant for the City is a "work made for hire" and that the City shall own all right, title, and interest in and to the work, including the entire copyright in the work ("City Property"). Consultant further agrees that to the extent the work is not a "work made for hire" Consultant will assign to City ownership of all right, title and interest in and to the work, including ownership of the entire copyright in the work.

Consultant agrees to execute, at no cost to City, all documents necessary for City to perfect its ownership of the entire copyright in the work. Consultant represents and warrants that the work created or prepared by Consultant will be original and will not infringe upon the rights of any third party, and Consultant further represents that the work will not have been previously assigned, licensed or otherwise encumbered.

- d. Records shall be maintained by Consultant in accordance with requirements prescribed by the City and with respect to all matters covered by this Agreement. Such records shall be maintained for a period of six (6) years after receipt of final payment under this Agreement.
- e. Consultant will ensure that all costs shall be supported by properly executed payrolls, time records, invoices, contracts, vouchers, or other official documentation evidencing in proper detail the nature and propriety of the charges. All checks, payrolls, invoices, contracts, vouchers, orders, or other accounting documents pertaining in whole or in part to this Agreement shall be clearly identified and readily accessible.
- f. Consultant shall be responsible for furnishing to the City records, data and information as the City may require pertaining to matters covered by this Agreement.
- g. Consultant shall ensure that at any time during normal business hours and as often as the City may deem necessary, there shall be made available to the City for examination, all of its records with respect to all matters covered by this Agreement Consultant will also permit the City to audit, examine, and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment, and other data relating to all matters covered by this Agreement.

4. Consultant Representation and Warranties

Consultant represents and warrants that:

- a. Consultant and all personnel to be provided by it hereunder has sufficient training and experience to perform the duties set forth herein and are in good standing with all applicable licensing requirements.
- b. Consultant and all personnel provided by it hereunder shall perform their respective duties in a professional and diligent manner in the best interests of

the City and in accordance with the then current generally accepted standards of the profession for the provisions of services of this type.

- c. Consultant has complied or will comply with all legal requirements applicable to it with respect to this Agreement. Consultant will observe all applicable laws, regulations, ordinances and orders of the United States, State of Minnesota and agencies and political subdivisions thereof.
- d. The execution and delivery of this Agreement and the consummation of the transactions herein contemplated do not and will not conflict with, or constitute a breach of or a default under, any agreement to which the Consultant is a party or by which it is bound, or result in the creation or imposition of any lien, charge or encumbrance of any nature upon any of the property or assets of the Consultant contrary to the terms of any instrument or agreement.
- e. There is no litigation pending or to the best of the Consultant's knowledge threatened against the Consultant affecting its ability to carry out the terms of this Agreement or to carry out the terms and conditions of any other matter materially affecting the ability of the Consultant to perform its obligations hereunder.
- f. The Consultant will not, without the prior written consent of the City, enter into any agreement or other commitment the performance of which would constitute a breach of any of the terms, conditions, provisions, representations, warranties and/or covenants contained in this Agreement.

5. Agreement Period

The term of this Agreement shall commence on the Effective Date and performance shall be completed by September 30, 2026, unless terminated earlier as provided for herein.

Either party may, by giving written notice, specifying the effective date thereof, terminate this Agreement in whole or in part without cause. In the event of termination, all property and finished or unfinished documents and other writings prepared by Consultant under this Agreement shall become the property of the City and Consultant shall promptly deliver the same to the City. Consultant shall be entitled to compensation for services properly performed by it to the date of termination of this Agreement. In the event of termination due to breach by Consultant, the City shall retain all other remedies available to it, and the City shall

be relieved from payment of any fees in respect of the services of Consultant which gave rise to such breach.

6. Independent Contractor

- a. It is agreed that nothing herein contained is intended or should be construed in any manner as creating or establishing the relationship of copartners between the parties hereto or as constituting Consultant as an agent, representative or employee of the City for any purpose or in any manner whatsoever. The parties do not intend to create any third-party beneficiary of this Agreement. Consultant and its employees shall not be considered employees of the City, and any and all claims that may or might arise under the Worker's Compensation Act of the State of Minnesota on behalf of Consultant's employees while so engaged, and any and all claims whatsoever on behalf of Consultant's employees arising out of employment shall in no way be the responsibility of City. Except for compensation provided in Section II of this Agreement, Consultant's employees shall not be entitled to any compensation or rights or benefits of any kind whatsoever from City, including without limitation, tenure rights, medical and hospital care, sick and vacation leave, Worker's Compensation, Unemployment Insurance, disability or severance pay and P.E.R.A. Further, City shall in no way be responsible to defend, indemnify or save harmless Consultant from liability or judgments arising out of intentional or negligent acts or omissions of Consultant or its employees while performing the work specified by this Agreement.
- b. The parties do not intend by this Agreement to create a joint venture or joint enterprise, and expressly waive any right to claim such status in any dispute arising out of this Agreement.

7. Indemnity

To the fullest extent permitted by law, Consultant shall defend, indemnify, and hold City and its employees, officers and agents harmless from and against any and all costs or expenses, claims or liabilities, including but not limited to, reasonable attorney's fees and expenses, whether asserted by itself or any third party, including claims arising from the acts, omissions, negligence, or misconduct of Service Provider or that of its agents, employees, or contractors. The obligations shall include, but not be limited to, the obligations to defend, indemnify, and hold harmless the City in all matters where claims of liability against the City are alleged

to be or could be found to arise out of acts or omissions of Service Provider or are passive, derivative, or vicarious of the negligent or intentional acts or omissions of Consultant arise out of or relate to the services in this Agreement or Service Provider's negligent, intentional, or wrongful acts or omissions, including breach of any duty in this agreement, of Consultant. The obligations to defend, indemnify, and hold harmless shall be triggered upon the assertion of a claim for damages against City. This Section shall survive the termination of this Agreement for any reason. Consultant shall not have the obligation to indemnify the City for its intentional, willful or wanton acts. **The Consultant understands this provision may affect its rights and may shift liability.**

8. **Insurance**

- a. Consultant shall obtain and maintain for the Term of this Agreement the following minimum amounts of insurance from insurance companies authorized to do business in the State of Minnesota.
  - i. Workers' compensation insurance in accordance with the laws of the State of Minnesota.
  - ii. Commercial General Liability and Automobile Liability Insurance with limits not less than **\$1,500,000** Single Limit, shall be in a company approved by the City of Duluth; and shall provide for the following: Liability for Premises, Operations, Completed Operations, Independent Contractors, and Contractual Liability. Umbrella coverage with a "form following" provisions may make up the difference between the commercial general and auto liability coverage amounts and the required minimum amount stated above.
  - iii. Professional Liability Insurance in an amount not less than \$1,500,000 Single Limit; provided further that in the event the professional malpractice insurance is in the form of "claims made," insurance, Consultant hereby commits to provide at least 60 days' notice prior to any change to the Professional Liability Insurance policy or coverage; and in the event of any change, Consultant agrees to provide the City with either evidence of new insurance coverage conforming to the provisions of this paragraph which will provide unbroken protection to the City, or in the alternative, to purchase at its cost,

extended coverage under the old policy for the period the state of repose runs; the protection to be provided by said “claims made” insurance shall remain in place until the running of the statute of repose for claims related to this Agreement.

- iv. **City of Duluth shall be named as Additional Insured** under the Commercial General Liability and Automobile Liability. Consultant shall also provide evidence of Statutory Minnesota Workers' Compensation Insurance. Consultant to provide Certificate of Insurance evidencing such coverage with notice to City of cancellation in accordance with the provisions of the underlying insurance policy included. The City of Duluth does not represent or guarantee that these types or limits of coverage are adequate to protect the Consultant's interests and liabilities.
- b. Certificates showing Consultant is carrying the above described insurance in the specified amounts shall be furnished to the City prior to the execution of this Agreement and a certificate showing continued maintenance of such insurance shall be on file with the City during the term of this Agreement.
- c. The City shall be named as an additional insured on each liability policy other than the professional liability and the workers' compensation policies of the Consultant.
- d. The certificates shall provide that the policies shall not be cancelled during the lift of this Agreement without advanced notice being given to the City at least equal to that provided for in the underlying policy of insurance.
- e. Except as provided for in Section 8.a.iv above, Consultant hereby commits to provide notice to City at least 30 days in advance of any change in the insurance provided pursuant to this Section 8 or in advance of that provided for in the underlying insurance policy or policies whichever is longer. For the purposes of Section 8 of this Agreement, the term, “changed”, shall include cancellation of a policy of insurance provided hereunder and any modification of such policy which reduces the amount of any coverage provided thereunder

below the amounts required to be provided hereunder or otherwise reduces the protections provided under such policy to City

9. **Notices**

Unless otherwise expressly provided herein, any notice or other communication required or given shall be in writing and shall be effective for any purpose if served, with delivery or postage costs prepaid, by nationally recognized commercial overnight delivery service or by registered or certified mail, return receipt requested, to the following addresses:

**City:** City of Duluth  
411 W First Street  
City Hall Room 160  
Duluth MN 55802  
Attn: Jenn Moses

**Consultant:** Bolton & Menk, Inc.  
4960 Miller Trunk Highway, Suite 500  
Duluth, MN 55811  
Attn: Mike Thompson, AICP

10. **Civil Rights Assurances**

Consultant, as part of the consideration under this Agreement, does hereby covenant and agree that:

- a. No person on the grounds of race, color, creed, religion, national origin, ancestry, age, sex, marital status, status with respect to public assistance, sexual orientation, and/or disability shall be excluded from any participation in, denied any benefits of, or otherwise subjected to discrimination with regard to the work to be done pursuant to this Agreement.
- b. That all activities to be conducted pursuant to this Agreement shall be conducted in accordance with the Minnesota Human Rights Act of 1974, as amended (Chapter 363), Title 7 of the U.S. Code, and any regulations and executive orders which may be affected with regard thereto.

11. **Laws, Rules and Regulations**

Consultant agrees to observe and comply with all laws, ordinances, rules and regulations of the United States of America, the State of Minnesota and the City with respect to their respective agencies which are applicable to its activities

under this Agreement.

12. Applicable Law

This Agreement, together with all of its paragraphs, terms and provisions is made in the State of Minnesota and shall be construed and interpreted in accordance with the laws of the State of Minnesota.

13. Force Majeure

Neither party shall be liable for any failure of or delay in performance of its obligations under his Agreement to the extent such failure or delay is due to circumstances beyond its reasonable control, including, without limitation, acts of God, acts of a public enemy, fires, floods, wars, civil disturbances, sabotage, accidents, insurrections, blockades, embargoes, storms, explosions, labor disputes, acts of any governmental body (whether civil or military, foreign or domestic), failure or delay of third parties or governmental bodies from whom a party is obtaining or must obtain approvals, franchises or permits, or inability to obtain labor, materials, equipment, or transportation. Any such delays shall not be a breach of or failure to perform this Agreement or any part thereof and the date on which the party's obligations hereunder are due to be fulfilled shall be extended for a period equal to the time lost as a result of such delays.

14. Severability

In the event any provision herein shall be deemed invalid or unenforceable, the remaining provision shall continue in full force and effect and shall be binding upon the parties to this Agreement.

15. Entire Agreement

It is understood and agreed that the entire agreement of the parties including all exhibits is contained herein and that this Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter hereof. Any amendment to this Agreement shall be in writing and shall be executed by the same parties who executed the original agreement or their successors in office.

16. Counterparts

This Agreement may be executed in two or more counterparts, each of which shall be deemed to be an original as against any party whose signature appears thereon, but all of which together shall constitute but one and the same instrument. Signatures to this Agreement transmitted by facsimile, by electronic

mail in “portable document format” (“.pdf”), or by any other electronic means which preserves the original graphic and pictorial appearance of the Agreement, shall have the same effect as physical delivery of the paper document bearing the original signature.

*[Remainder of this page intentionally left blank. Signature page to follow.]*

IN WITNESS WHEREOF, the parties have hereunto set their hands on the date of attestation shown below.

**CITY OF DULUTH**

By: \_\_\_\_\_  
Mayor

Attest:

By: \_\_\_\_\_  
City Clerk

Date: \_\_\_\_\_

Countersigned:

\_\_\_\_\_  
City Auditor

Approved as to Form:

\_\_\_\_\_  
City Attorney

**BOLTON & MENK, INC.**

By: \_\_\_\_\_

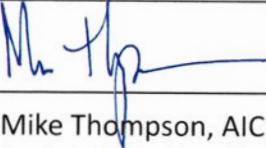
Its: \_\_\_\_\_  
Title of Representative

Date: \_\_\_\_\_

## CITY OF DULUTH

## RFP# 26-AA02 Land Use Study for Former Lester Park Golf Course

**Bidder Information:**

Bidder Name	Bolton & Menk, Inc.
Mailing Address	4960 Miller Trunk Highway, Suite 500, Duluth, MN 55811
Contact Person	Mike Thompson, AICP
Contact Person's Phone Number	952-207-4974
Contact Person's E-Mail Address	Mike.Thompson@bolton-menk.com
Federal ID Number	41-0832249
Authorized Signature	
Name & Title of Authorized Signer	Mike Thompson, AICP, Project Manager and Principal Urban Design Group Leader
Email of Authorized Signer	Mike.Thompson@bolton-menk.com

**ACKNOWLEDGMENT OF ADDENDA**

ADDENDUM # 1	INITIAL/DATE  December 22, 2025
ADDENDUM #	INITIAL/DATE



**BOLTON  
& MENK**

Real People. Real Solutions.

## LAND USE STUDY OF FORMER LESTER PARK GOLF COURSE

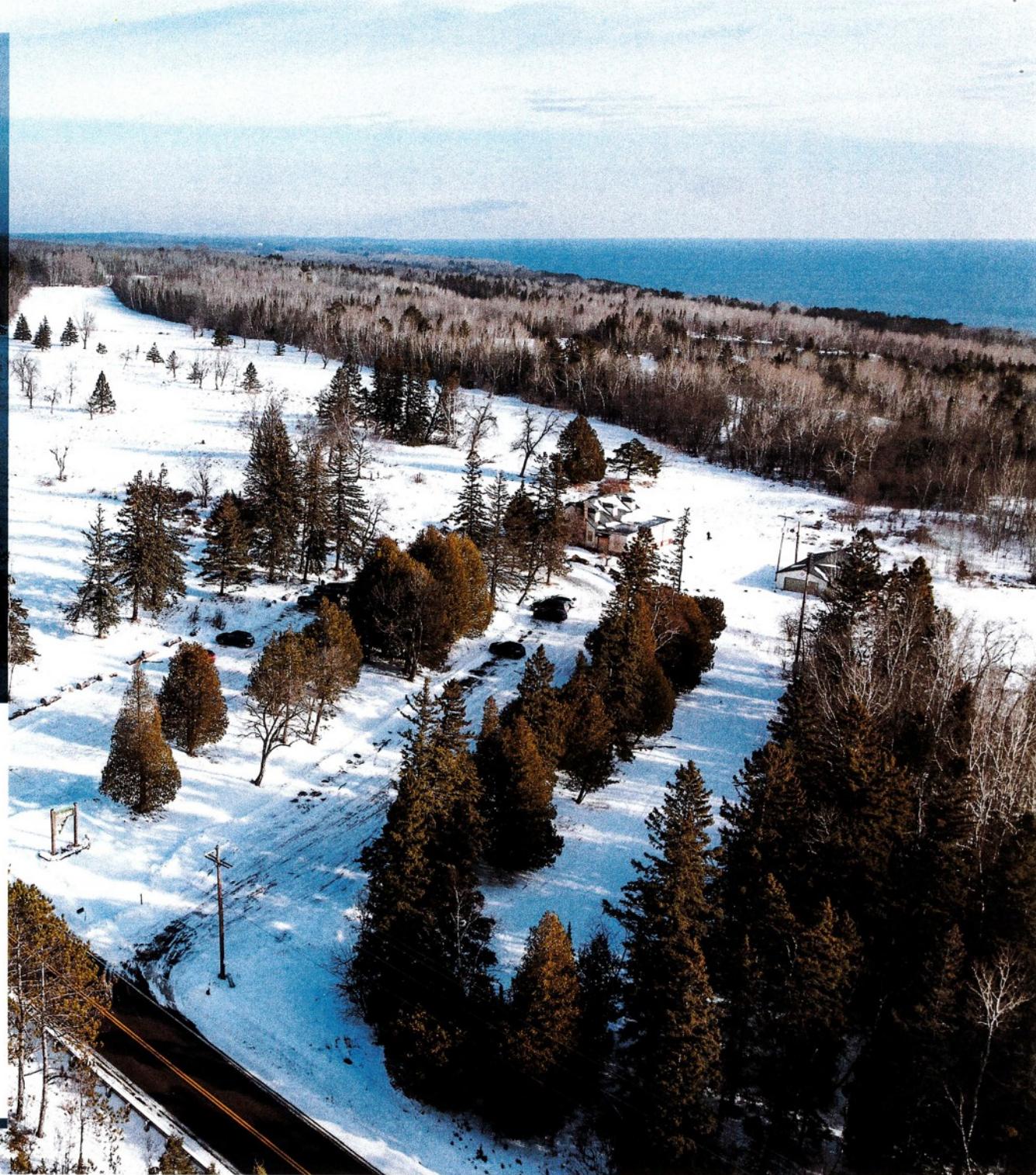
CITY OF DULUTH, MINNESOTA AND  
DULUTH ECONOMIC DEVELOPMENT  
AUTHORITY  
DECEMBER 29, 2025

### CONTACT:

Mike Thompson, AICP | Project Manager  
952-207-4974 | [Mike.Thompson@bolton-menk.com](mailto:Mike.Thompson@bolton-menk.com)

### SERVICE OFFICE:

4960 Miller Trunk Highway  
Suite 500  
Duluth, MN 55811  
218-729-5939 | [Bolton-Menk.com](http://Bolton-Menk.com)



December 29, 2025

City of Duluth  
Attn: Purchasing Division  
City Hall, Room 120  
411 West 1<sup>st</sup> Street  
Duluth, MN 55802

RE: Land Use Study of Former Lester Park Golf Course

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*This proposal will remain valid for 60 days or until a contract is fully executed.*

Dear Selection Committee:

At 230 acres, re-envisioning the future of Lester Park Golf Course is a generational opportunity to redefine Duluth's east gateway, while introducing much needed housing, new neighborhoods, and public recreation.

And yet, much public concern has been expressed about allowing unchecked development to overtake the site. We agree with this concern, and applaud the city's efforts to commission this study as a means to guide the site's future in a manner that balances respect for the site's history, embraces the unique natural landscape, and creates a vision for a publicly beneficial future. Bolton & Menk, Inc. brings the expertise, collaborative process, and technical guidance necessary to lead this effort and create a vision to ensure this area can continue to be a beloved and special destination for many generations to come.

#### **A Clear and Predictable Project Rhythm**

For the land use study to be successful, it must be organized around a well structured project process and rhythm. This requires balancing space for community conversations, thoughtful inquiry, and technical analysis all while keeping the project on schedule. With extensive experience on similar projects—in both scale and need for consensus building—we're confident in the process we've built to achieve your goals.

#### **Proven Experience on Large, Public-Space Driven Sites**

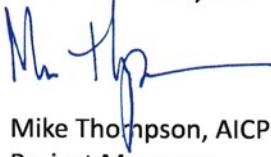
Projects of this scale and complexity are uncommon, and they demand a team with proven expertise. Our portfolio includes similar efforts both locally and nationally, giving us the ability to guide the process with confidence and predictability. We understand the unique challenges of golf course redevelopment—topography, contamination, and legacy green space—as well as the critical role of land use planning for flexibility, district systems, and long-term viability. This project represents a once-in-a-generation opportunity to address local and regional priorities, from housing and trail connectivity to employment and community amenities.

#### **Commitment to Lasting and Widely Shared Public Outcomes**

It is impossible to know what the exact land use outcomes for the course will be. However, this study and plan offer you the chance to establish expectations around what the city expects from future development. We're excited to partner with you in creating a guiding policy document that identifies future outcomes with clear paths to achieve them.

Thank you for the opportunity to share our proposal. I will be your main contact and project manager. If you have any questions, please don't hesitate to contact me at [Mike.Thompson@bolton-menk.com](mailto:Mike.Thompson@bolton-menk.com) or 952-207-4974.

Respectfully submitted,  
**Bolton & Menk, Inc.**



Mike Thompson, AICP  
Project Manager



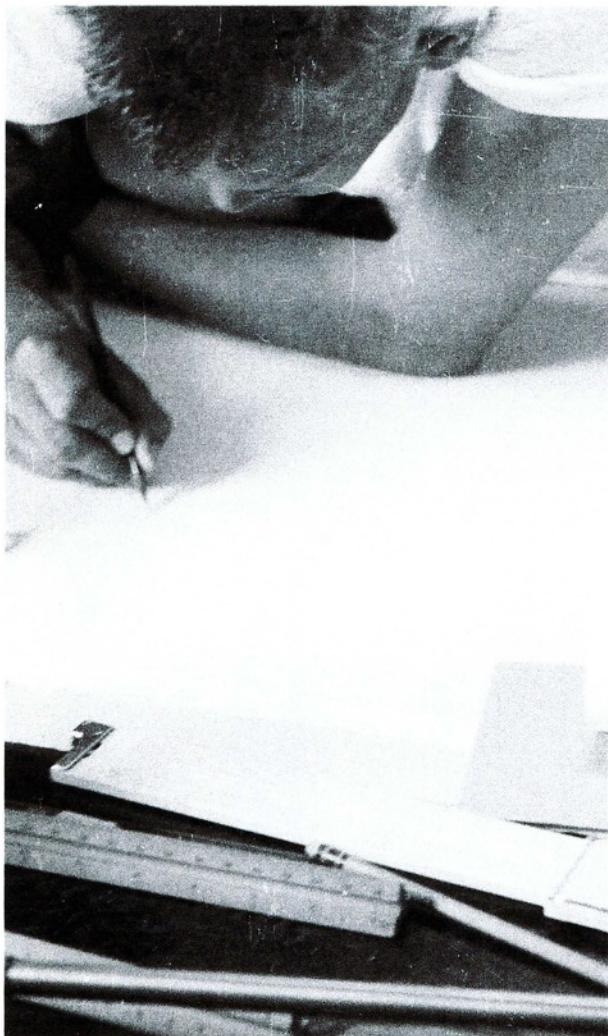
Real People. Real Solutions.

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# FIRM PROFILE



Since 1949, Bolton & Menk planning, urban design, and engineering staff have helped clients plan and design their future. Rooted in skilled technical analysis, visionary yet practical insights, and intentionally inclusive public engagement, our team facilitates community-centered consensus for buildable, sustainable solutions. Bolton & Menk helps solve multifaceted problems with technical, regulatory, funding, and community expertise. We deliver plans and designs for projects that transcend expectations.

Our planning, placemaking, and policy practice area focuses on delivering innovative solutions for master plans, small areas, districts, transit-oriented development, corridors, private development feasibility, parks, trails, and placemaking. Alongside our expertise in transportation, water resources, funding, project communication, and related services, we offer a comprehensive approach for communities looking to make their vision a reality to help create and maintain great places.

Today—more than 75 years later—Bolton & Menk has more than 1,100 employees including a professional staff of more than 400 engineers, planners, landscape architects, and surveyors. We know how to navigate complex challenges—technical, regulatory, funding, and community-driven—and we do it with care. Because at the end of the day, we're Real People offering Real Solutions.

## Solutions Provided

- Community & Area Planning
- Urban Design & Landscape Architecture
- Engagement Services
- Visual Communications
- Environmental Planning & Permitting
- Civil/Municipal Planning & Engineering
- Water & Wastewater Engineering
- Transportation Planning & Engineering
- Structural Services
- Architectural & Building Services
- Aviation Services
- Water Resources Engineering
- Construction Administration & Inspection
- Land Surveying
- Geographic Information Systems
- Project Funding

# HOW WE MEET THE CRITERIA

## 1. GENERAL TECHNICAL PLANNING ABILITY

Our team has successfully created and implemented similar projects for golf courses and large open areas across the Midwest and Southeast, representing both public and private parties. Our project manager and core team members specialize in partnering with diverse stakeholders to create technically sound, aspirational planning and design projects. We develop plans that are both achievable and yield substantial public benefits to the community. Please see page 10 for more details about these projects and page 12 for information on our team.

## 2. UNDERSTANDING OF SPECIFIC NEEDS AND KNOWLEDGE OF DULUTH

Duluth is one-of-a-kind—treasured by residents and visitors alike. With our own personal and professional ties to the community, we keep up to date on citywide goals and aspirations. This includes our understanding of the prior working group scenarios, the goals passed by the city council this past summer, and the citywide housing, recreation, and economic priorities surrounding the course's future. We look forward to partnering with Duluth to develop a creative plan that aligns site-specific goals and citywide goals, as outlined further on page 3.

## 3. SUCCESS WORKING WITH PUBLIC, ELECTED, AND APPOINTED OFFICIALS

We have a proud history of serving clients as an extension of staff on our projects. Engagement with staff, elected officials, the public, and partner jurisdictions is central to our work and we regularly appear before boards and commissions in both public hearings and work sessions. Additionally, many members of our team have backgrounds in the public sector, and understand the pressures and nuances necessary to successfully lead large-scale public projects. Each of the projects in our proposal, starting on page 12, have come before the public and elected or appointed bodies for approvals.

## 4. PROPOSED COST ESTIMATE

Based on our review of the RFP and our experience with similar land planning projects, we propose a not-to-exceed fee that we believe is appropriate for successful project delivery. This allows for task flexibility to respond as the project evolves. Upon selection, we will work with you to refine scope and budget assumptions, ensuring we right-size our approach to meet, and exceed, your needs. Please refer to our information on proposed budget and fee we submitted separately.



# PROJECT UNDERSTANDING

**Lester Park Golf Course is a beloved part of Duluth's history—intertwined with the identity of so many Duluthians and visitors. The course enjoys a cornerstone location both physically at the eastern gateway of the city, and in the community psyche.**

**Much of this can be traced to public ownership of the course and its idyllic natural beauty. Both reflect core ideals and identities of what Duluth represents to many—shared ownership of the unique natural environment.**

**After years of uncertainty regarding its future, the recent initiation of land transfer to DEDA began aligning pieces necessary to determine the long-term future of the course.**

**The subsequent commissioning of this study should not be viewed as the first step in opening the gates, unchecked, for development. Rather, it must be approached with an expectation toward thoughtfully blending community goals, natural features, and design decisions so that Lester Park Golf Course remains an ingrained part of the city's identity long into the future.**

In October 1930, workers employed by Duluth's City Works Administration began hand clearing what would become the first nine holes of Lester Park Golf Course. In May 1932, the course was officially opened to the public, with the second nine holes added later that year. For years, the course was well used and saw continued site improvements. Many of these originated from Duluth's City Works Administration—further ingraining its identity as a public recreation destination built by the community, for the community.



*Source: University of Minnesota, Minnesota Historical Aerial Photographs*

Nearly 60 years later, the 'Lake 9' was introduced, immediately gaining a reputation for both its scenic beauty and difficult play. Despite this improvement, however, debate was growing over the course's financial stability, and its future.

Even before its closure in 2020, numerous studies and efforts have sought to determine the next chapter of the course. To date, none have managed to determine a definitive outcome.

With the recent transfer to DEDA and the commissioning of this study, the city is positioning itself as the clear driver of change. In doing so, it has also affirmed the need to create this change in partnership with the broader community.

The golf course can now be repositioned to be part of Duluth's history in a new way – by thoughtfully blending much needed housing and economic development with re-envisioned public recreation spaces – a treasured defining feature of the course.

## PROJECT UNDERSTANDING CONTINUED



### Site Characteristics

For more than 80 years, the golf course played an important year-round recreational role for the broader community

Cut across the hillside, topography slopes both south and east, while offering scenic views.

The course is framed by thick woods, rivers, trails, and parks.

The site enjoys excellent access via Hwy 61 and Lester River Road, and an extensive surrounding trail system.

Located at a marque meeting place of Duluth's north edge and the 'foothills of the north shore,' the site can blend an exciting mix of built and natural environments.

The golf course itself has fairly significant tree cover, with mature trees throughout.

### City and Community Goals

#### Community-Driven Vision

The future of the course touches on many histories, concerns, and interests of the immediate and broader community. Any future vision should be crafted in partnership with the public in effort to reflect the collective needs and desires.

#### Development Anchored by Public Spaces

The land use vision should be driven and defined by the form of the landscape, and the continued presence of publicly accessible recreation spaces that knit together development.

#### Housing Needs

As outlined in the 2024 Maxfield Housing Study, but felt daily by current and prospective residents, Duluth needs more housing. Numerous physical and economic barriers are resulting in a lack of housing of all types, increasing demand pressures on the city's existing stock.

#### Commercial Desires

New development should also offer neighborhood and city serving commercial uses. If done well, these could become hubs of activity for new development.

#### Building Tax Base

Diversifying and strengthening the city's tax base is of critical importance for city-wide stability, and necessary for easing the tax burden for all residents.

# PROJECT APPROACH

## A Clear, Nimble, and Responsive Process

The land use plan must reach resolution on a number of items in a fairly quick manner, while bringing together multiple voices and opinions. To be successful, outreach and design processes must be guided by a clear and predictable project rhythm. It must also make room for information sharing and thoughtful conversations with the public—who we anticipate will bring an array of insights, passion, and curiosity to the project. Leveraging our deep experience of consensus building for challenging, similarly-scaled land use

Redevelopment of the golf course has the potential for transformative change. The challenge is to ensure that impacts are positive—contributing to a more sustainable and complete community. While large-scale redevelopment sites are generally negotiated on a site-by-site basis, we have structured our approach around the following three ideas to establish a land use policy document that successfully guides future development decisions.

projects, our approach is grounded in collective information building and feedback loops to maintain transparency and knowledge building.

We have outlined below a proposed project approach and rhythm, organized around steering committee and community meetings. These settings, and a supportive project website, will be the primary forms of material presentation, review, and feedback. Upon selection, we will finalize details, schedules, and proposed topics for each meeting.

## A Future Informed by the Past

The ethos of the golf course is a natural recreation destination for the public, built by the public. Using this as a guiding framework, the future of the course must continue to provide public benefits. Redevelopment outcomes can connect local recreation systems; preserve and enhance public open spaces, and offer new housing and employment while providing a broad array of amenities to help Duluth remain a complete community with a high quality of life.

## A Regenerative Site

It is tempting to view the site as pastoral and natural. While it is quiet, lightly-used, and home to several large trees and open space features, it is important to note that it is likely a contaminated site. Years of fertilizer and mercury have likely built up in the soils; and grading has altered the historic natural drainage patterns. Remediation and mitigation will be essential in any redevelopment option. For that reason, we are excited about the opportunity to regenerate the site through insightful analysis and creative land use design solutions.



Steering Committee Meeting  
(see pg 17 for proposed schedule and topics)

Community Meeting  
(see pg 17 for proposed schedule and topics)

# WORK PLAN

**The plan we create with you will be both aspirational and achievable—orienting a balance of housing and commercial uses around open and recreational spaces. It will be based on sound analysis, best practices, clear implementation steps, and a welcoming process that joins with the public in defining a set of guiding goals, vision, and outcomes.**

**Our team has led successful golf course and large open space planning projects across the country. Based on our experience and the RFP, we have crafted a proposed scope of work necessary to complete the plan thoughtfully, on time, and in a manner that ensures the Lester Park Golf Course area will be enjoyed for generations to come.**

## Task 0: Project Management

Our project management is rooted in personable and proactive communication that prioritizes collaboration, transparency, and trust. Led by Mike Thompson, we will maintain regular communication with city staff, the project management team (PMT), and the steering committee throughout the project. During an initial project kickoff meeting, we will establish a regular meeting and reporting schedule.

We anticipate this schedule to include both bi-weekly check-ins with the PMT and monthly steering committee meetings. These meetings will provide the backbone of our project rhythm. They will also be venues for each group to advise on project findings, engagement strategies, and plan recommendations.

As such, we propose draft and final project milestones based on steering committee meeting schedules. This will allow the committee members to review and confirm all materials before becoming public, or being finalized in the final report.

**Deliverables:** Project kickoff meeting and management plan; facilitated bi-weekly PMT meetings and monthly steering committee meetings; regular progress reports

## Task 1: Public Outreach and Engagement

Duluth's greatest wealth is more than just its natural beauty—it's its people. We anticipate the public to bring an array of insights, passion, and curiosity to the project. Leveraging this resource means making room for information sharing and thoughtful discussions through a variety of means, while grounding the process in community-responsive outcomes.



**Project PMT:** Responsible for supporting week-to-week operations

**Steering Committee:** Provides guidance on plan goals, engagement, recommendations, and final composition

**Stakeholders & Committees:** Provides targeted feedback on specific plan topics and recommendations

**City Council:** Considers final plan for approval and adoption

**City of Duluth Community:** Members of the public offer broad project suggestions and feedback at major milestones

As such, we are ready to commit our firm's full resources for public outreach. Our engagement will be led by Markella Smith and Rachel LeMire. Each will be supported by our core team staff and Bolton & Menk's full engagement services group. This team of 12 engagement specialists bring industry leading expertise on project outreach, active and passive marketing, communications, and personalized engagement strategies.

In coordination with the PMT and steering committee, we will develop a public engagement plan that is inclusive, accessible, and transparent. We propose a mix of digital and in-person outreach to maximize touch points with the public. Outreach will use passive digital outreach to augment in-person public meetings, while a project website will be the clearing house to host all project information, updates, and deliverables.



Scan here to view INPUTiD™ at work for the Downtown Redevelopment Plan in Savage, MN

During review of land use scenarios, we propose using our custom INPUTiD™ interactive mapping platform, which allows the public to view, compare, and leave comments on the land use scenarios.

This tool offers expanded outreach for review of draft materials and has been effective in similar projects. We also propose creating a series of recorded outreach videos at each project milestone. Our team can create, record, and distribute videos in coordination with city staff.

Our proposed engagement plan will include

- Stakeholder identification matrix
- Project website
- Paper and digital public surveys (2)
- Targeted stakeholder meetings
- Recorded project summary videos at key project milestones (3)
- INPUTiD™ interactive comment mapping for use in reviewing land use scenarios
- At least three in-person public open houses at major project milestones:
  - » Open House 1: Site Conditions and Visioning
  - » Open House 2: Scenario Review and Evaluation
  - » Open House 3: Final Land Use Vision

Our team will prepare and distribute all necessary agendas, materials, and summaries for each event in consultation with PMT members. We anticipate that PMT members will provide a preliminary list of key stakeholders and assist our team in advertising local events.

Upon completion of all plan elements, we will compile a final engagement report that summarizes all public involvement activities and feedback gathered. The report will be highly visual, and included in the final plan document. Survey results and other raw data will be provided to the PMT and Steering Committee, and can be included as an appendix to the final plan.

**Deliverables:** Engagement plan that details timelines, audiences, agendas, and content to be used at each outreach event; fully executed engagement activities; event-specific and final engagement report

## Task 2: Site Conditions and Visioning

After reviewing all relevant past studies and plans, we will conduct a site conditions analysis to identify areas favorable to different forms of development, and others more favorable for preservation or open space. This analysis will be foundational to establishing land planning and conditions framework in which to explore and evaluate scenarios. At a minimum, this will include the following:

**Policy Analysis:** Local and regional land use, transportation, and public space policies; environmental protections; known site contaminants; key goals of area agencies and jurisdictions.

**Trends Analysis:** Evaluation of demographic, economic, population, and housing trends and projections; scan of surrounding land uses to establish a market area context.

**Physical Analysis:** Site topography and soil types; notable environmental features; existing and planned multimodal transportation networks; existing and planned public and private utilities; adjacent land uses and patterns; recreation amenities and conditions; known easements or other site encumbrances.

**Cultural Analysis:** Major area destinations; formal or informal historic sites; community-significant locations in and around the course.

Using these findings, we will create a basemap of developable areas to serve as the foundation for scenario development and public outreach.

All analysis findings will be compiled in a highly visual, synthesized summary report. Findings from Task 2 will be used for Public Open House #1.

To further guide plan development, while balancing competing site demands, we will establish guiding site principles. In partnership with the PMT and Steering Committee, we will create a site vision statement with supportive goals, objectives, and strategies. Each will be informed by technical expertise, gathered community feedback, and conditions analysis findings. Ensuring a transparent and balanced process, we will vet these elements with a variety of stakeholders to ensure community interests are accurately represented to maximum degree possible.

**Deliverables:** Site conditions analysis report to include all above materials; draft and final site vision statement, goals, objectives, and strategies

### Task 3: Scenario Development and Evaluation

Equipped with all prior findings, we will create up to three thematic land use scenarios that explore different futures for the area. Scenarios will be driven by our experience in national best practices for golf course redevelopment planning, project vision and goals, and reflect alignment with comprehensive plan categories and other policies.

Scenarios will intentionally 'stress test' different futures to critically evaluate assumptions and outcomes. Due to expressed community goals and best practices, we anticipate public and open space locations to be an organizing principle of scenario development. At a minimum, scenarios will explore the following:

**Development:** Land use and development density, patterns, and orientation; block patterns and scale; alignment with city economic development and housing goals.

**Infrastructure:** Utility and transportation needs, phasing, and cost estimates; compatibility with known planned public or private projects.

**Topography and Natural Resources:** Site layout compatibility and response to existing topography and natural resources; site access and utility service implications.

**Open/Public Space and Recreation:** Open and public space provision, and preservation of natural spaces; recreational uses and locations; leveraging sustainable design and systems toward more resilient natural and built patterns.

Using site vision, goals, and objectives, we will establish a scenario evaluation matrix. The matrix will assess alignment of each scenario with project goals and objectives, while considering outcomes such as housing units, use-specific square footages, job creation estimates, acres and types of recreation, overall land use composition, and anticipated tax generation.



*Thematic land use scenarios for a 100-acre growth area in Spencer Iowa, anchored by a central park*

We will then lead PMT and Steering Committee members through an evaluation exercise, confirming aspects of each scenario. This process will inform materials to present for Public Open House #2.

*Deliverables:* Draft and final scenarios to include all above materials; scenario evaluation matrix and evaluation exercise

#### **Task 4: Preferred Vision and Final Plan**

Equipped with feedback from Open House #2, we will confirm a final preferred land use vision for the course that balances housing and commercial uses, access and connectivity, and the preservation and use of open and public spaces. This final vision will also include guidance on anticipated future transportation and public utility infrastructure improvements.

We will memorialize the land use plan vision in a highly visual summary report, with supportive narrative and imagery, and alignment with the comprehensive plan land use categories. These materials will inform content for Open House #3.

To assist with plan implementation, we will establish an implementation plan with clearly outlined public and private action steps, responsible parties, suggested timelines, and suggested performance metrics.

We will also propose developing a project funding matrix for anticipated public infrastructure. Over the last five years, Bolton & Menk's funding team has secured more than \$375 million in project funding.

This funding expertise, coupled with our experience on similar golf course redevelopment projects, uniquely positions our team to identify public and private implementation strategies that will provide the greatest likelihood of successful project delivery and maintenance.

Upon completion of all prior elements and reviews, the team will compile all prior elements into the final plan document. We anticipate the plan to be a highly visual document to be easily understood by the general public, key stakeholders, and the development community.

*Deliverables:* Preferred Vision Plan exhibits with all supportive materials; Draft and final implementation plan; Draft and final full Land Use Study Report with all prior materials.

#### **Task 5: Plan Approvals Support**

In continued support of the land use plan, we will support city staff in the preparation and presentation of the final plan with key decision makers. Upon selection, we will confirm final support needs with city staff, but anticipate the creation of a project presentation package, materials for staff reports, and attendance at up to four in-person commission and/or council meetings.

*Deliverables:* Final project presentation package and materials; content for staff reports; attendance at up to four in-person commission and/or council meetings

#### **Proposed Additional Services: Market Demand Analysis**

In our experience of delivering similar projects, we recommend also conducting a market demand analysis study at the early stages of the project. This analysis will inform a deeper understanding of land use types, market subsectors, and absorption estimates.

We propose LOCi Consulting assist in conducting market site analyses of the area, complete a deep dive into key demographic and economic data, and review market conditions for residential and commercial uses. Based on this thorough analysis, LOCi Consulting will make recommendations on the types of development and redevelopment most likely to be successful in the development area, and provide realistic timelines for demand. The recommendations will be included as a key input in the overall land use plan. After completion of the market analysis phase, LOCi Consulting will remain an active participant in later phases of the feasibility analysis, ensuring that work is guided by an expert-level understanding of local market conditions. LOCi can also be available to conduct developer and broker interviews, to provide additional insights and site considerations.

#### **Firm Overview**

LOCi Consulting is an industry-leading market analysis and advising firm. They help clients make smart, data-driven decisions about where and how to grow. LOCi Consulting is a St. Paul-based firm with over 25 years' experience conducting market analysis for cities, counties, private developers, financial service companies, non-profit organizations, and large and small companies.

# EXAMPLES OF SIMILAR WORK

Our team has extensive experience successfully completing large-scale and golf course land planning and redevelopment in a manner driven by public participation. Through this, we have developed a proven process that positions our team to efficiently and effectively build consensus and deliver a creative study on time.

We have provided samples of recent projects illustrating a variety of contexts, with similar tasks and challenges to the Land Use Study. Each of these demonstrate our successful approach to community-driven land use planning.

Working closely with the PMT and Steering Committee members, we will use the process derived from these projects to shape a publicly-shared understanding of site opportunities, create technically sound scenarios, and establish a final vision grounded in broad support.



## HILLCREST/THE HEIGHTS GOLF COURSE REDEVELOPMENT

City of Saint Paul, MN

Bolton & Menk has worked collaboratively to implement a master plan for The Heights—a golf course redevelopment project on the east side of Saint Paul. While with a previous firm, Andrew Dresdner led the master planning process, which included a balanced land use and urban design vision, transportation system plan, open and public space networks, and a district stormwater solution that provides long-term value to the project.

Bolton & Menk has worked throughout the past several years with the property owner, the St. Paul Port Authority, to implement the master plan. Our team has designed the roadways, stormwater system, and managed regulations and permitting.



## NORTHWEST CENTRAL COMMONS SMALL AREA PLAN

City of Eagan, MN

Bolton & Menk developed a plan for Eagan's Central Park, and the surrounding 60 acres that are adjacent to the site. The park is home to the city's community center and host to large events, yet it is unused and does not add value to surrounding properties. The plan grew and reorganized the park to increase its functionality and connectivity to surrounding properties and beyond. The small area plan also establishes a development plan for adjacent properties, creating two neighborhoods each with its own character and relationship to the park.

Extensive public engagement shaped the final vision, mitigating local opposition and aligning the area with long-term city-priorities.



## OPPORTUNITY SITE DESIGN

### City of Brooklyn Center, MN

The City of Brooklyn Center has long sought a vision plan for the 80-acre opportunity site that reflects and celebrates their community. With Bolton & Menk leading the land and landscape planning, public engagement, and infrastructure design, the community helped craft a plan for a new mixed-use downtown.

Over the three-phased engagement plan, more than 1,000 direct connections were held with residents and stakeholders. This was supported by a steering committee, equity committee, arts-based engagement, and cultural organization partnerships to facilitate culturally-based outreach.

The final vision is a transformative plan for multimodal transportation that connects with existing trails, community-serving development, and public recreation amenities that organize the site. Further, regional stormwater management concepts include a greenway corridor, integrated landscaping, and amenitized treatment that enhances the quality of Shingle Creek.



## TCAAP/RICE CREEK COMMONS

### City of Arden Hills and Ramsey County, MN

While with a previous firm, Andrew Dresdner led the master plan for the 427-acre site in Arden Hills. The well-publicized competing visions for the course required tactful consensus building to reach a final site plan.

The site plan called for approximately 3,000 households and 3,000 jobs organized in three separate neighborhoods, and were tied together with stormwater and a local road system. Each of the neighborhoods contained a central park and a range of housing and amenities.

Bolton & Menk is now working for Ramsey County on designing and implementing the roadway and stormwater infrastructure for the community. The experience further deepens our understanding of planning with the end in mind, as we ground our projects with implementation feasibility.

## ADDITIONAL SAMPLING OF PROJECT AND TEAM MEMBER EXPERIENCE

### Golf Course Redevelopments

- Hillcrest/The Heights Golf Course Redevelopment, Saint Paul, MN
- Hiawatha Golf Course Reuse Plan, Minneapolis, MN
- Owatonna Country Club, Owatonna, MN
- Bay Tree Golf Course Redevelopment, North Myrtle Beach, SC
- Waterway Hills Redevelopment, Myrtle Beach, SC
- Diamond Back Golf Course Redevelopment, Longs, SC
- Winyah Bay Golf Course Redevelopment, Georgetown, SC
- Wicked Stick Golf Course Redevelopment, Surfside Beach, SC
- Cypress Bay Golf Course Redevelopment, Little River, SC
- Wild Wing Golf Course Redevelopment, Conway, SC

On most of the projects listed above, our team members have delivered the following services: master planning, rezoning, public engagement, civil design, regulatory permitting, and landscape design.

### Large-Scale Land Use and Master Plans

- Northwest Growth Area, Brooklyn Park, MN (637 acres)
- Opportunity Site, Brooklyn Center, MN (110 acres)
- Central Commons Master Plan, Eagan, MN (120 acres)
- TCAAP/Rice Creek Commons, Arden Hills, MN (427 acres)
- TH 60 Area Growth Plan, Fairbault, MN (1,020 acres)
- South Area Growth Plan, Grand Forks, ND (495 acres)
- West 94 Area Growth Plan, Fargo, ND (2,500 acres)
- Industrial Growth Plan, Monticello, MN (2,500 acres)

# PROJECT TEAM

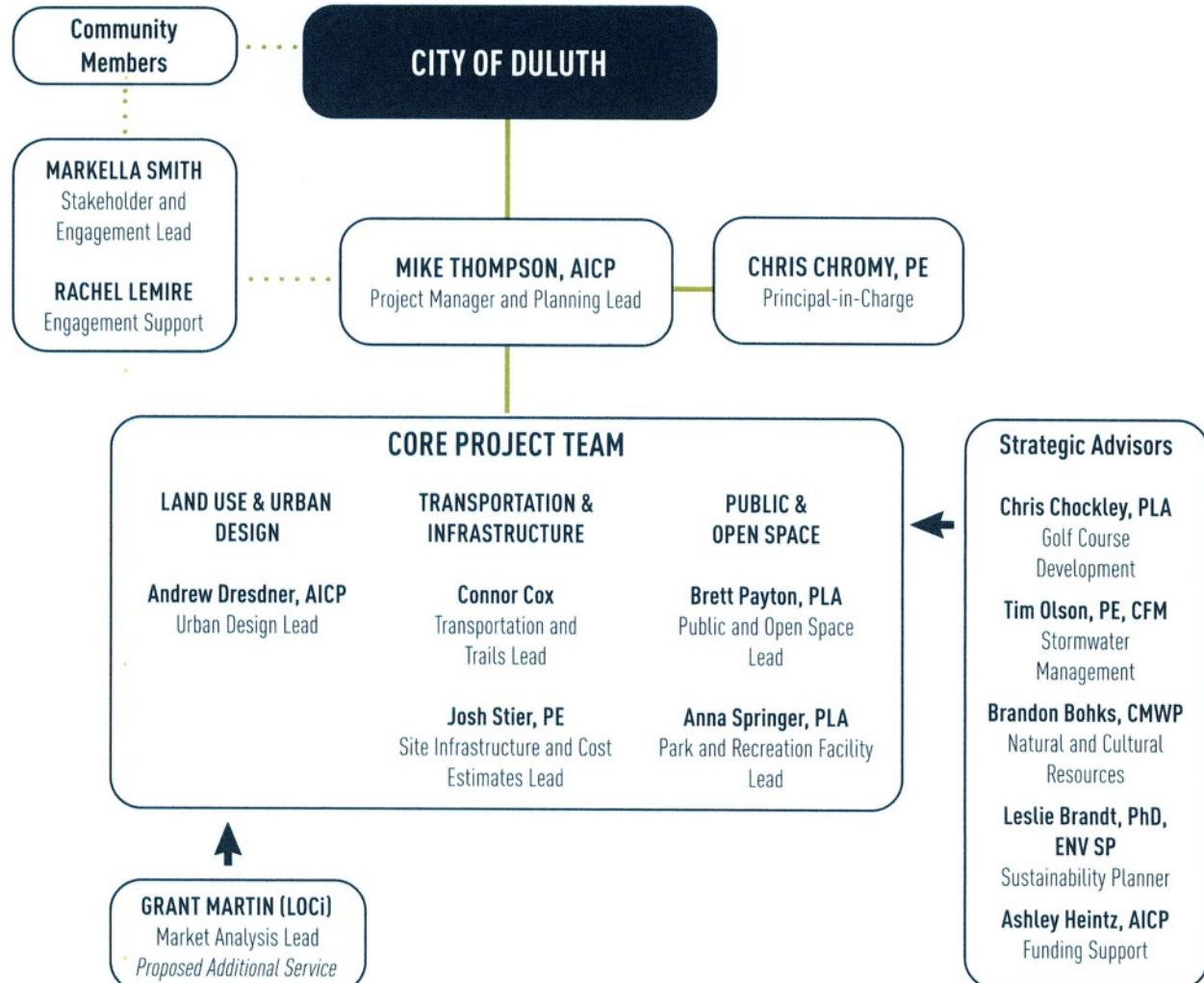


We've custom-built a team comprised of firm leaders in Bolton & Menk's land division team. The team specializes in land planning, urban design, development feasibility, and infrastructure planning. Mike Thompson, principal urban planner and the firm's area planning group leader, will lead the team as your project manager. He'll be your main point of contact, oversee all deliverables, and attend all meetings, bringing in task leads throughout the process.

Our team structure is designed around a responsive, flexible core project team—a set of key task leads who will regularly attend project meetings.

The team will be further supported by a set of strategic advisors. Our advisors can be brought in throughout the project to provide expert, specialized expertise on key aspects of the project.

While this is our primary team, we're backed by more than 1,100 professionals across Bolton & Menk. If any questions come up, we're never more than a conversation away from finding the right solution.





## **MIKE THOMPSON, AICP**

**Project Manager, Planning Lead**

**Mike will serve as your primary point of contact, and will be responsible for all project and team management.**

Mike is a principal urban planner who began his career in 2012 and leads the firm's area planning group. He loves the process of working with communities to rethink and redesign the ways in which their neighborhoods look, feel, and function. He has community planning and design experience across the country, including site planning and design, public realm programming and design, multimodal transportation planning, project management, and public engagement facilitation. Through his work, Mike seeks to promote places that are reflective of those who use them every day.

### **Similar Projects:**

- Opportunity Site Redevelopment Plan, Brooklyn Center, MN
- Northwest Central Commons Small Area Plan, Eagan, MN
- TH 60 Area Master Plan, Faribault, MN
- Downtown Redevelopment Plan, Savage, MN
- NW Growth Area Plan, Brooklyn Park, MN



## **CHRIS CHROMY, PE**

**Principal-in-Charge, VP of Land Division**

**Chris will serve as principal-in-charge on the project. He will be responsible for ensuring the company delivers the appropriate resources to the project, while also serving as a strategic advisor.**

Chris brings more than 30 years professional experience, and is the vice president of the firm's land division—a group of 200 professionals focused on site feasibility, land use planning, and integrated development support services. Chris is experienced in delivering community-centered solutions that blend engineering, urban design, and infrastructure from across the country. He excels at navigating complex challenges and aligning multidisciplinary teams to create sustainable, connected environments.

### **Similar Projects:**

- Spring Lake Regional Park and Estates Redevelopment, Prior Lake, MN
- Jennifer Lane Redevelopment, Shakopee, MN
- AUAR, Elko New Market, MN
- SE AUAR, Waconia, MN



## **MARKELLA SMITH**

**Stakeholder and Engagement Lead**

**Markella will assist in executing the public engagement strategy and coordinate public outreach efforts.**

Markella is a community outreach specialist who began her career in 2014. She is a community-oriented professional with a special focus on small businesses and curating connections and opportunities within often underrepresented communities. Enthusiastic and results-driven, she specializes in leading public engagement initiatives and building relationships and bridges between partners, small businesses, and communities. Markella's success with engagement within the small business community stems from her own experience as a small business owner and past work in community.

### **Similar Projects:**

- 245 Maryland Redevelopment, St. Paul Port Authority
- Central Park and Pavilion, Hopkins, MN
- Speed Limits Communication, Bloomington, MN
- New Nicollet Redevelopment, Minneapolis, MN



## RACHEL LEMIRE

### Engagement Support

**Rachel will provide communication expertise to the project, producing meeting announcements and meeting materials. She will also assist in the overall public engagement strategy for the project.**

Rachel is an engagement graphic design manager at Bolton & Menk who started her career in 2020. She enjoys using her creative and analytical skills to collaborate with others on writing and graphic design projects. She is responsible for print and online communication, and the development of project websites, handouts, social media content, maps, and newsletters.

#### **Similar Projects:**

- Downtown Master Plan, Elk River, MN
- Downtown Redevelopment Vision, Savage, MN
- Sechler Park Long Range Plan, Northfield, MN
- Accessory Dwelling Unit Ordinance, New Brighton, MN
- Corolla Light Resort Essential Housing Plan, Corolla, NC
- Northern MN Lead Service Line Inventory Projects, MN Department of Health



## ANDREW DRESDNER, AICP

### Urban Design Lead

**Andrew will lead urban design efforts, shaping the physical vision for the study area. He'll guide concept development and ensure design strategies are creative, community-driven, and ready for implementation.**

Andrew is a senior urban designer at Bolton & Menk whose professional career began in 1998. His expertise spans urban design, redevelopment planning, community development, public space design, and placemaking. Andrew appreciates the interdisciplinary approach to project solutions that Bolton & Menk uses, as well as the willingness to bring innovation to all projects.

#### **Similar Projects:**

- Hillcrest Golf Course Redevelopment Master Plan, Saint Paul, MN
- TCAAP/Rice Creek Commons, Arden Hills, MN
- Opportunity Site Redevelopment Plan, Brooklyn Center, MN
- Northwest Central Commons Small Area Plan, Eagan, MN
- Industrial Land Use Feasibility Study and Small Area Plan, Monticello, MN
- NW Growth Area Plan, Brooklyn Park, MN



## CONNOR COX

### Transportation and Trails Lead

**Connor will lead transportation planning efforts, including connecting with the existing trail systems.**

Connor has spent his entire career dedicated to active transportation and complete streets planning and design projects. Over the past five years alone, he has managed more than a dozen projects focused on pedestrian and bicycle safety, connectivity, and accessibility. He is particularly passionate about projects that blend planning and conceptual design work. Connor is adept at analyzing existing conditions and community member feedback and using that information to inform conceptual design alternatives.

#### **Similar Projects:**

- Cross City Trail Temporary Relocation, Duluth, MN
- Downtown Master Plan, Wisconsin Rapids, WI
- Rice Street Capitol Area Corridor Study, Ramsey County, MN
- Grand Valley Pedestrian Safety and Mobility Study, Grand Forks, ND
- Newport Trail Network Plan, Newport, MN



## **JOSH STIER, PE**

### **Site Feasibility and Infrastructure Cost Estimate Lead**

**Josh will evaluate infrastructure needs, identify development constraints, and provide clear, actionable cost guidance.**

Josh is the Northeast Minnesota municipal practice leader at Bolton & Menk who began his career in 2012. He has an extensive background in stormwater management and is passionate about all things natural resources. His unique skillset engages him in some of Bolton & Menk's largest and most complex projects. Josh's comprehensive experience allows him to ensure decisions made in the earlier stages of a project do not create pitfalls during final design and construction.

#### **Similar Projects:**

- 2023 & 2024 Capital Watermain Improvements, Hibbing Public Utilities, MN
- West Industrial Park, Aurora, MN
- Pine Grove Parking Lot Improvements, Aurora, MN
- 1<sup>st</sup> Avenue West Reconstruction, Aurora, MN
- 2023 Local Utility Improvements, International Falls, MN
- Downtown Revitalization (N 3<sup>rd</sup> Street), Marshall, MN



## **BRETT PAYTON, PLA**

### **Public and Open Space Lead**

**Brett will lead public and open space planning and design, prioritizing preservation opportunities.**

Brett is the Midwest campus practice leader at Bolton & Menk. His career began in 2002, and he has worked on various project types and scales both nationally and internationally. He seeks to create lasting places and spaces for people to connect with each other, experience nature, and embrace context. Equipped with a pen and sketchbook, Brett is passionate about design, collaboration, and the work it takes to get projects built. Brett is an ASLA member and has been on award-winning project teams spanning his career.

#### **Similar Projects:**

- Chanhassen Bluffs Community Center, Chanhassen, MN
- Rice Street Plazas, Capitol Campus, St. Paul, MN
- Campus Master Planning and Trojan Arena, Troy University
- Huntington Bank Stadium, University of Minnesota
- Pedestrian Corridor, William and Jewell College
- Campus Master Plan Studies, Snow College, Utah



## **ANNA SPRINGER, PLA, ASLA**

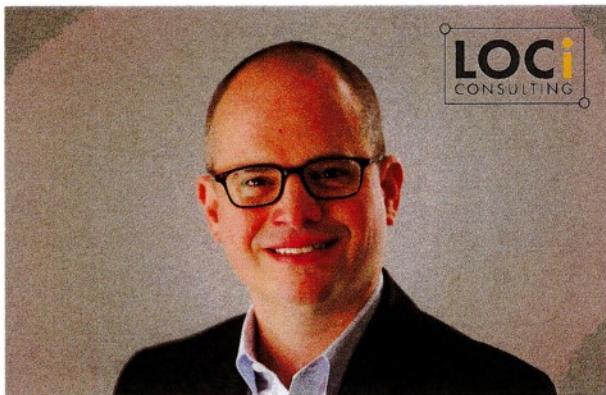
### **Park and Recreation Facility Lead**

**Anna will work collaboratively with the team to inventory, analyze, and prepare recommendations for parks and recreation facilities.**

As a senior project landscape architect whose career began in 2013, Anna is responsible for the successful completion of park and recreation system master plans, trail, greenway and open space plans, and park master planning projects. Her expertise includes park system planning principles, recreational needs assessments, site inventory and analysis, community engagement, report writing, and site design from concept to documentation and implementation of park site designs.

#### **Similar Projects:**

- Tioga Recreation Area Trailhead and Overlooks, Cohasset, MN
- Collinwood Regional Park Master Plan, Wright County, MN
- Parks Master Plan, New London, MN
- Parks, Arts, and Recreation System Plan, Monticello, MN
- Nokomis-Hiawatha Regional Park Master Plan, Minneapolis Park and Recreation Board



## GRANT MARTIN

### Economic Analysis Lead (proposed additional service)

**Grant will provide market insights and feasibility guidance. He'll assess demand, identify investment opportunities, and support strategies that align with Duluth's economic goals and community character.**

Grant began his professional career in 1998 and brings experience in market research and location strategy. He has advised national retailers, developers, and municipalities, delivering tailored, data-driven recommendations. Grant led forecasting and market planning teams at Target Corporation. His work spans retail, housing, healthcare, and mixed-use development, with a focus on actionable insights and long-term value. He is a licensed real estate broker and active member of ICSC and MSCA.

#### Similar Projects:

- NW Growth Area Market Feasibility Analysis, Brooklyn Park, MN
- Downtown Redevelopment Market Analysis, Newport, MN
- Industrial Market Analysis for Sherco Power Plant Conversion, Becker, MN

## STRATEGIC ADVISORS



### CHRIS CHOCKLEY, PLA Golf Course Redevelopment

As a senior landscape architect project manager, Chris brings more than two decades of experience in landscape architecture and planning including park and recreation and development of environmentally sensitive site designs customized to meet every client's programming needs and budget.



### TIM OLSON, PE, CFM Stormwater Management

Tim is a water resources group leader who joined Bolton & Menk in 2006. His experience includes design and construction of complex water resources and environmentally sensitive projects. He specializes in surface water management planning, innovative practice design, hydraulic modeling, and drainage design.



### BRANDON BOHKS, CMWP Natural and Cultural Resources

Brandon is a natural resources project manager who began his career with Bolton & Menk in 2016. Brandon has completed countless delineations for various projects that have included delineating all aquatic resources, including watercourse delineations and incidental wetlands.



### LESLIE BRANDT, PhD, ENV SP Sustainability Planner

Leslie is a resiliency and sustainability project manager with more than 15 years of experience in program administration, strategic planning, and technical guidance at the intersection of climate adaptation, sustainability, urban forestry, and natural resource management.



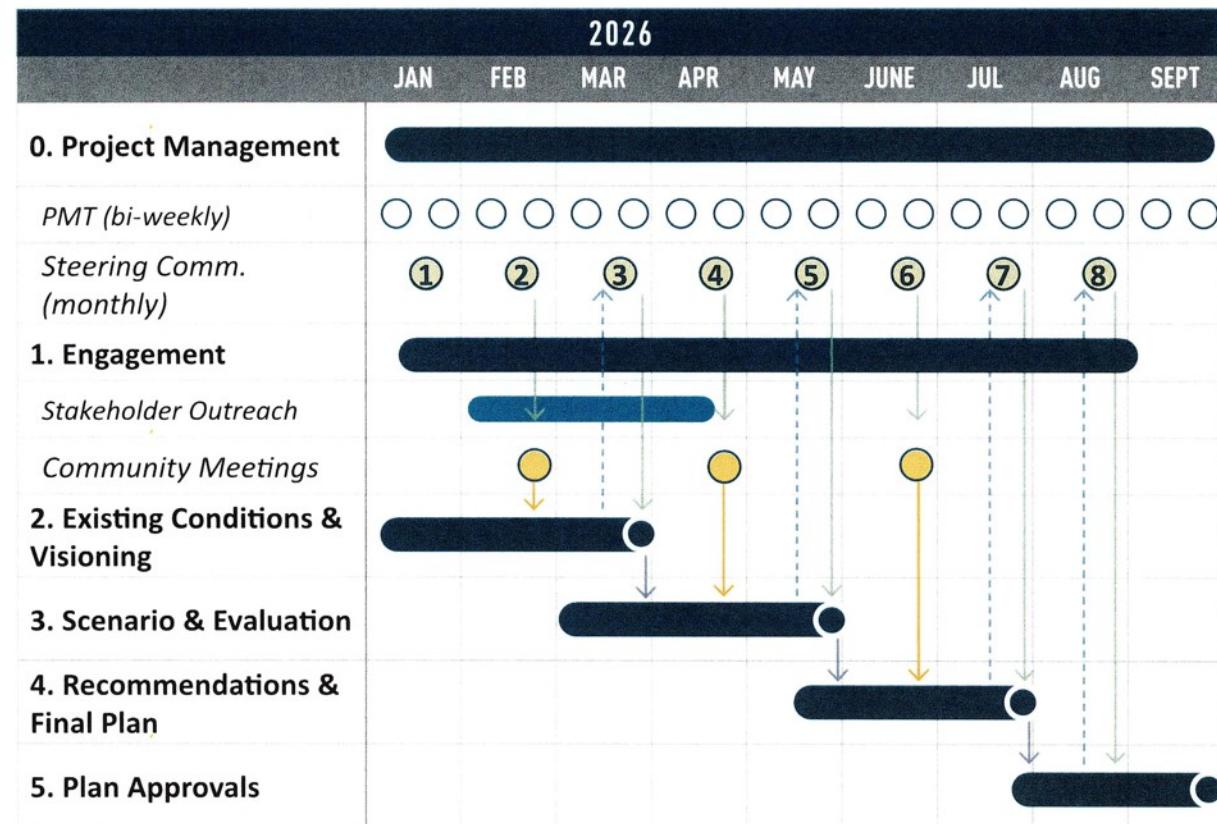
### ASHLEY HEINTZ, AICP Funding Support

Since beginning her career in 2011, Ashley fills multiple roles on an assortment of projects, including multi-use trail studies. She has excellent capabilities in aligning projects with funding sources, developing comprehensive implementation and funding plans, and grant writing and research.

# SCHEDULE

We have developed a proposed schedule outlining anticipated tasks and suggested completion timelines. This process is organized around the regular PMT and monthly Steering Committee meetings, which will advise on project deliverables and activities throughout the project.

Upon selection, we will work with city staff to revise and update this scope and schedule as needed to ensure we align project delivery with city expectations and needs.



## PROPOSED STEERING COMMITTEE MEETING AGENDAS

(to confirm during project kick off and throughout the project)

1	Kick off, visioning, and engagement planning
2	Preliminary existing conditions review, Open House #1 prep
3	Final existing conditions review, Open House #1 debrief, visioning and goals exercise, scenario parameters
4	Preliminary scenario review, Open House #2 prep
5	Preferred scenario selection, Open House #2 debrief
6	Draft preferred scenario review, Open House #3 prep
7	Recommendations and final plan review, Open House #3 debrief
8	Final plan review and recommendation to begin approvals

## PROPOSED PUBLIC OPEN HOUSE AGENDAS

(to confirm during project kick off and throughout the project)

Open House #1	Existing site conditions; idea brainstorm activities
Open House #2	Review and offer feedback on thematic scenarios
Open House #3	Review and offer feedback on draft plan; outline approval process

# PROPOSED COST ESTIMATE

The following table summarizes the hours and cost breakdown for each major work task item. We would welcome a conversation to ensure we align our services and fee to meet project and city goals.

The estimated fee includes labor, general business, and other normal and customary expenses associated with operating a professional business. Unless otherwise noted, the fees include vehicle and personal expenses, mileage, telephone, survey stakes, and routine expendable supplies; no separate charges will be made for these activities and materials. Expenses beyond the agreed scope of services and non-routine expenses, such as large quantities of prints, extra report copies, out-sourced graphics and photographic reproductions, document recording fees, outside professional and technical assistance, and other items of this general nature will be invoiced separately.

PROPOSED NOT-TO-EXCEED PROJECT FEE				
	Task	Total Hours	Task Totals	Percent of Fee
0.0	Project Management	84	\$18,854	11%
1.0	Public Outreach and Engagement	352	\$65,012	37%
2.0	Site Conditions and Visioning	86	\$18,604	10%
3.0	Scenario Development and Evaluation	144	\$32,360	18%
4.0	Preferred Vision and Final Plan	132	\$29,908	17%
5.0	Plan Approvals Support	54	\$12,808	7%
		<b>Total</b>	<b>852</b>	<b>\$177,546</b>
100%				

## Proposed Additional Services

Market and Demand Analysis (LOCI)	\$15,000-\$20,000 <i>(to be confirmed if service is selected)</i>
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**LOCi Consulting LLC**  
288 Macalester Street  
Saint Paul, Minnesota 55105  
651-888-8464  
[grant@lociconsult.com](mailto:grant@lociconsult.com)

December 29, 2025

Mike Thompson  
Urban Design Planning Group Leader | Principal  
Bolton & Menk, Inc.  
4960 Miller Trunk Highway, Suite 500  
Duluth, Minnesota 55811

Dear Mr. Thomson:

We are pleased to present this proposal for market analysis to support the Land Use Study for the Former Lester Park Golf Course in Duluth, Minnesota. We are pleased to be considered as subcontractor/partner with Bolton & Menk, Inc. on this important project. (RFP 26-AA02 Land Use Study for Former Lester Park Golf Course)

LOCi Consulting LLC would assist in conducting the site analyses of the redevelopment area, complete a deep dive into key demographic and economic data, and review market conditions for residential and commercial uses. Based on this thorough analysis, LOCi Consulting would make recommendations on the types of development and redevelopment most likely to be successful in the area and provide realistic timelines. The recommendations would be included as a key input in the overall land use analysis. After completion of the market analysis phase, LOCi Consulting would remain an active participant in later phases of the project, ensuring that work is guided by an expert-level understanding of local market conditions.

LOCi Consulting LLC is a St. Paul-based firm with over 25 years' experience conducting market analysis for cities, counties, private developers, financial service companies, non-profit organizations, and large and small companies.

The proposed scope of services, timing, and fees for the market analysis follow.

We are very excited to be considered for this important project!

Sincerely,

A handwritten signature in black ink that reads "Grant Martin".

Grant Martin  
Principal  
LOCi Consulting LLC

## Proposed Scope of Services

### Background and Site Analysis

#### *Background*

1. Review findings from 2025 Housing Study. (Completed by Maxfield Research)
2. Review existing and guided uses from 2040 comprehensive plan.
3. Review existing tax classification uses in and near the study area.

#### *Site Analysis*

1. Complete site analysis of the identified study area, examining and discussing the following attributes:
  - Visibility
  - Access to the site
  - Quality of transportation corridor(s)
  - Adjacent uses
  - Proximity to key demand drivers
2. Provide traffic counts at key intersections.
3. Discuss potential uses at the study area based on the site analysis.

### Demographic and Economic Analysis

1. Define market area(s) for housing uses in the study area.
2. Provide map of market area(s).
3. Gather and summarize key demographic data:
  - Total population and number of households, 2025 and 2030 (data for 2025 are estimated and data for 2030 are forecasted)
  - Income by age of householder, 2025 and 2030
  - Homeownership and rental rates, 2023
  - For-sale and rental turnover rates, 2023
4. Define trade area for commercial uses.
5. Provide map of trade area.
6. Gather and summarize key demographic and economic data:
  - Daytime population, 2025
  - Consumer spending in key categories, 2025 and 2030
  - Employment by Industry
  - Major employers

### Competitive Analysis

1. Provide available 3<sup>rd</sup> party data or studies on the current housing market (i.e. Maxfield study, MLS data, CoStar data, etc.).
  - For-sale single-family homes
  - For-sale townhomes and twinhomes
  - Rental townhomes and twinhomes
  - Rental apartments
  - Senior housing
2. Profile **new housing developments** in or near the market area(s). Collect data on pricing, unit sizes, units per acre, occupancy/absorption, and features and amenities.
3. Identify key neighborhood amenities and outdoor recreation features proximate to new developments that help market projects.
4. Provide market-based densities for new residential development.

5. Interview up to six developers, real estate brokers, property managers, and others familiar with the residential real estate market in the Duluth area.
6. Identify planned or pending housing developments in the market area.
7. Discuss available 3<sup>rd</sup> party articles, studies, or data on commercial real estate.
  - Neighborhood retail
  - Mixed-use retail
8. Profile **new retail developments** in or near the trade area. Collect data on tenant mix, lease rates, development features, and occupancy.
9. Profile **new office or workforce developments** in or near the trade area. Collect data on tenant mix, lease rates, development features, and occupancy.
10. Profile **new mixed-use developments** in or near the trade area. Collect data on tenant mix, lease rates, development features, and occupancy.
11. Provide market-based densities for new commercial development.
12. Interview up to six developers, commercial real estate brokers, property managers, and others familiar with the commercial real estate market in the Duluth area.
13. Identify planned or pending commercial real estate developments in the market area.

## Market Potential and Recommendations

1. Summarize key findings from the analysis specific to the study area.
2. Provide high-level forecasts of demand between 2025 and 2030 for:
  - Single family developments
  - Medium density townhomes and twinhomes
  - Apartments
  - Senior housing
  - Retail and restaurant space
  - Office and medical office space
  - Mixed-use space

(Housing demand estimates at this site will leverage 2025 Housing Study.)
3. Provide high-level 10-year projections based on analysis.
4. Provide density recommendations based on competitive market analysis.
5. Discuss how neighborhood park and outdoor recreation amenities would impact demand for different uses at the redevelopment area.

## Findings and Recommendations

1. Summarize key findings from the entire analysis.
2. Provide recommendations and guidance for area planning grounded in market analysis.
3. Provide overall recommendations to effectively drive key city goals:
  - Incentivize the development of housing of all types
  - Increase the city's tax base
  - Understand development timing and marketing strategies

## Deliverables

The deliverables for this project will include:

- Draft PowerPoint presentation of the Overall Market Study for city staff review
- One PowerPoint presentation of the Overall Market Study in PDF
- Participation in monthly status meetings (virtual and in-person, as necessary)
- Two presentations to the city in person

## Timing of Project

The draft report will be completed within 60-75 days of engagement.

## Fee

- \$20,000