



Wayzata Parks and Trails Board Meeting Agenda

Wednesday, June 17, 2015
6:00 pm

Wayzata City Hall, Conference Room
600 Rice Street East
Wayzata, Minnesota

1. **Call to Order, Roll Call**
2. **Approval of June 17, 2015 Meeting Agenda**
3. **Approval of Minutes of May 20th, 2015 Board Meeting**
4. **Old Business**
 - a. **Strategic Plan Work Shop-Review of Mission Statement and Vision for the Parks & Trails Board**
 - b. **Review of Status of Approved CIP Projects for 2015**
 - i. **Discussion of Work Completed To Date (Board Members are encouraged to take the time to visit each of the Parks to examine the great progress the board is making) REALLY IMPORTANT**
 - c. **Australian Shade Sail at Doggie Park Update**
 - d. **JJ Hill Days; P & T Board Participation Plan**
5. **New Business**
 - a. **Select a Parks & Trails Board Representative for the Lake Effect: Signature Project RFP Selection Committee**
 - b. **Identification of Future Capital Improvement Projects in preparation for Council CIP Presentation**
6. **Adjourn**

MINUTES:

Park and Trails Board Meeting 5/20/15

Attendance: Chairman, Dan Baasen, Vice-Chair Merrily Borg-Babcock, Sarah Showalter, Joanie Cunningham, Holly Evans, Jim McWethy, Tyler Purdy, & Sarah Randolph. Also present from city staff was Dave Dudinsky and visiting guest was Council member Bridget Anderson.

Guest Bridget Anderson visiting as a rep for Lake 360 Inc. and the Trolley Initiative. It will be starting here in Wayzata but ultimate goal is that it will encompass the other communities on the around the lake.

Trolley will run from 10-4 on Thursday and Sunday for the summer. June 7 – Sept 3rd. This summer's participation is to gauge interest. Vendor is paid by the hour and will be paid for by city and local donations. Looking to get grant money to continue it. We are working with a vendor one of the only in the area. Trolley will operate on the hour so the schedule is straighter forward for riders to understand.

Some of the stops include the Beach, Upper Klapprich, (request for a bench for the trolley stops), library, Creative Kids stuff, villas of Wayzata, old Walgreens, new Walgreens, Wells Fargo, & Meridian Manor.

Wed PM for the concert series 5:30-9:30 the trolley is going to help shuttle people up and down lake street on Wednesday nights.

Call to Order - 6:20 Meeting begins.

Move to approve the agenda by Evans, Seconded by Cunningham.

Changes are made to the minutes, name corrections and confirm of H dock vs. U dock.

Motion to approve minutes by Babcock and seconded by Showalter.

OLD BUSINESS-

Project Update:

H dock update. Dock is 5' wide. Dave met with our lifeguards to explain what it is and why it's there. There will be one lifeguard on the dock and the other on the white life guard stand. There was discussion of weeds and how they'll effect the dock and swimming. Decided that we need to experience it and see how bad it is etc before we decide what we do. There was discussion of what to do about the beach. Babcock suggested the idea of lockers being placed somewhere for people to place belongings while doing laps.

There was discussion about the finalization of the contract with McCormicks. City makes 12% of revenue and we have a 3-5 year agreement. They are going to be there just through the summer.

Beach Update:

Lots of good feedback about the chairs at the beach. Discussion as to whether we keep all 7 at the beach or move 2 up to the trapper's cabin.

Bocce Court update:

City staff is crazy busy right now so they need to catch up before they'll have time to work on that.

Wayfinding signs have been ordered to match the new light posts.

Discussion of tree planting and the EAB dilemma. Council approved a project to begin a bare root tree program. The bed will be made of Pea rock to grow the trees and then when the trees are replanted there is minimal shock to the tree when it is planted in its final destination. The U of M is going to partner with the city to help facilitate this.

Cottonwood tree – there are a couple large portions of the trunk from the tree removed from Circle A that have been saved. We discussed using that wood to make the benches/ stumps to be used as seating at the trapper cabin. A motion that we use the cottonwood as the benches was made by Evans & Cunningham seconded.

Australian Shade – GJ awning and canvas is doing the shade. We are going to be able to get our shade within our budget. Anchors have been drilled and the steel post have been ordered. There will be a single panel attached to 3 posts, 25' at the longest. Randolph volunteered to figure out how big the sign should be to advertise the dog park on the south side of the hockey boards. Hockey Board to be painted white.

There was discussion about the meandering trail along Circle A and Dave gave us an update on the council's discussion which has been tabled.

New Business:

Peter Hitch came to discuss platform tennis and the logistics of building a couple courts in Wayzata. It is a sport that can be played at any age and ability. Municipal Paddle Tennis is growing and there is a grant program through the ETPA to help build the courts. Part of what will make this work will be official programming. Once they are built they are relatively affordable to maintain.

Peter recommends that at least 2 courts are built. It seems to be a more social and successful sport when there are at least 8 people are involved. Plus, it makes sense from a programming standpoint.

Board discussed that we should work on finding funding first before anything else. We decided that we should all go and play paddle to learn about it.

Back to OLD BUSINESS (Jim McWethy)

What is our strategies and goals that are currently scheduled?

Goal 1: EXPAND PARKS ACTIVITIES AND ENGAGEMENT

2015 Klapprich dog park/ shade sales, Bocce locations, Lakefront ice rink, Space for food vendor.
Initiate parks programs through websites.

2016 Shaver Park/ Marina all season building w/ fireplace

2017 Paddle Tennis Courts

Ideas for activities in our parks.

- Pickleball
- Music Programs
- Yoga
- Fitness
- Exercise Stations
- Scheduled exercise/ activities
- Levels
- Art
- Community Gardens possibly at the middle school.
 - We could educate the public about our bare root pea gravel tree growing program.
- Sunday Concerts
- We discussed Harmony Park (Instruments in public area)
- Work with Great River Greening to work on the Nature Center.

Goal 2: PARKS AND TRAILS ACCESS AND CONNECTIONS

2015 Eastman Lane sidewalk/ trail improvements.

Lots of discussion about the unhappiness about how the Entrance of Eastman Lane and the connections with Bushaway has played out.

Goal 3: COMMUNICATIONS

How can we monitor what the other boards are working on/ discussing. Make sure that we are all on the same page. Is that the role of the communications board?

How do we publicize Park & Trails events?

Map and brochure distribution.

2015 Wayfinding Signs – Phase 2, Wayfinding Signs – Phase 3, Parks Brochure – printing for 2015

2016 Initiate parks programs through web site, Update Parks & Trails brochure, Wayfinding signs – Phase 4, Dakota and Luce Line Trails – directional signage between trails along path.

Goal 4: FINANCE

What is the 501C3 Status?

Charitable access to the Park & Trails

Do we need to participate in “Give to the Max”?

Goal 5: MAINTENANCE AND UPGRADING OF EXISTING PARKS, TRAILS

2015 Harmony Circle fence maintenance, Hollybrook – Landscaping/ Tree partnership, Replace Klapprich Park hockey boards, EAB tree work, Prairie landscape maintenance, Adirondack chairs at Depot, Bell Courts, and Klapprich, Adirondack chairs at beach, Bench seating at Margaret Circle, Bare root tree plantings (100), Beach pedestrian bridge rework, Dredge marina, Marina maintenance, Transient boat slips, Lakefront Effect improvements, Depot area bathrooms improvements, Beach drinking fountain, Beach H-dock.

Work on developing Volunteer Corps/ Team.

2016 and Beyond is going to be discussed at our next meeting.

We need to review our Park & Trails Vision Statement if need be.

Assign or reassign breakdown of Board member responsibilities, if desired, to reflect strategic plan goals.

New Business Cont....

2016 CIP Process and meeting with City Council. Dave is working on separating some of the funding. He would like us to think about what projects we would like to be a part of the CIP for future years.

JJ Hill Days – Do we share a booth with the Volunteer committee again or do our own? Baasen is going to investigate our options.

City Photo Contest – to keep the website fresh. Members of the Chamber and P & T board will be voters for the photos.

EAB workshop on May 28th 6:30-8:30 and June 6th from 9-11. We have over 400 trees on city property on the right of way that are going to be effected. At the workshop attendees will learn how to recognize an Ash tree and determine how diseased the trees are and then recommend to the city whether or not the tree is treatable/ able to be saved.

Randolph motions to adjourn. Seconded by Cunningham, Babcock, Showalter, & Evans

Meeting adjourned 9:03

5-Year Strategic Plan Discussion
Wayzata Parks & Trails Board Meeting June 17, 2015

Discussion points:

- Review, modify if desired, Plan strategies drafted at May meeting
- Prioritize strategies
- Discuss P & T Mission Statement and Vision Statement
- Assign or reassign Board member responsibilities, if desired, to reflect strategic plan goals

Jim M

Wayzata Parks & Trails
5-Year Strategic Plan
Draft for June 17, 2015 Board Meeting

GOAL 1 EXPAND PARKS ACTIVITIES AND ENGAGEMENT	2016	2017	2018	2019	2020
1a. Already scheduled					
Shaver Park/Marina all-season building w/fireplace	x				
Paddle Tennis court		x			
Shaver Park exercise equipment		x			
1b. New strategies					
Program leaders and instructors for parks scheduled activities such as art, music, pickleball, fitness (much of this could be accomplished with volunteers?)					
Exercise Equipment in a number of the parks					
Sunday concerts at the depot					
Community gardens (Middle School or Public Works?)					
Outdoor instruments music park (possible partnership with Rotary?)					
GOAL 2 PARKS AND TRAILS ACCESS AND CONNECTIONS	2016	2017	2018	2019	2020
2a. Already scheduled					
2b. New strategies					
Lake Street bike lane and connections with Lake Effect projects					
Monitor Lake Effect and other city project proposals, and provide timely input regarding parks and trails access and connections goals					
Winter snowshoe, ski, skate connectors with other communities on the lake					

GOAL 3 COMMUNICATIONS	2016	2017	2018	2019	2020
3a. Already scheduled					
Wayfinding signage—phase 4	x				
Update Parks & Trails brochure	x				
Dakota and Luce Line trails—directional signage between trails along path	x				
3b. New strategies					
Publish and distribute an events calendar for parks and trails activities					
Communicate and cross-market with other city boards and task forces					
Enhance info on Parks & Trails web site					
GOAL 4 FINANCE	2016	2017	2018	2019	2020
4a. Already scheduled					
4b. New strategies					
501C3 Status (charitable access to Parks and Trails Give to the Max					

GOAL 5 MAINTENANCE AND UPGRADING OF EXISTING PARKS, TRAILS	2016	2017	2018	2019	2020
5a. Already scheduled					
Resurface Bell Courts	x				
EAB tree work	x	x	x	x	
Prairie landscape maintenance	x	x			
Bare root tree plantings (100)	x	x			
Post Office Park boardwalk rework	x				
Depot dock maintenance	x				
Depot channel dredging	x				
Marina maintenance	x	x	x	x	
Resurface Middle School tennis courts			x		
Nature Center grand plan formulation				x	
Reconstruct Middle School tennis courts				x	
Tree management				x	
5b. New strategies					
Recruit/organize a Volunteer Corps/Team to assist Board and Public Works with the implementation of strategies and programs					

CITY OF WAYZATA



PLANNING DEPARTMENT

MEMORANDUM

To: Park and Trails Board
From: Bryan Gadow, Director of Planning and Building
Date: June 11, 2015
Re: Lake Effect: Signature Project RFP Selection Committee Representative from Park and Trails Board

As you know, the City is in the midst of their Lake Effect Project for improving the City's lakefront area. The City Council will be advancing the Lake Effect Project through a design request for proposals (RFP) process to develop a signature project for construction along the City's lakefront. This RFP process solicits design teams to submit proposals that build off of the Lake Effect framework and other work that the City has completed to date, with the goal of a project that is ready for construction.

To assist with the review of the RFP responses and selection of the winning design team, the City Council is creating a Selection Committee composed of design professionals, City Councilmembers, a representative from Planning Commission, Park and Trails, HPB/Historical Society, and representatives from area governmental jurisdictions such as Hennepin County, Three Rivers Park District, and the Minnehaha Creek Watershed District.

There will be some time commitment requested of each participant in the Selection Committee, as the group will begin review of the RFP responses in mid-July, creating a shortlist of teams by beginning of August, with finalist team interviews in mid-August, and winning team selection in early September.

We are looking for a representative from the Park and Trails Board to serve on the Selection Committee. If the PTB members could discuss their potential interest, and let me know if the PTB has a representative that would like to serve on the Selection Committee, it would be greatly appreciated.

Attached is a copy of the description of the Selection Committee roles and responsibilities, and a copy of the RFP that went out on June 3rd.

LAKE EFFECT: SIGNATURE PROJECT

Supplemental Information

SELECTION COMMITTEE COMPOSITION

The role of the Selection Committee is similar to that of any group overseeing the hiring for a civic project – to select an interdisciplinary design team that has the appropriate skill set, understanding and approach to the project.

The up to 11 Committee members will have design and city building expertise and/or a vested interest in or particular knowledge of the site. Consideration is also given to potential partners, funders and regulatory bodies. It is expected that not all invitees will be able to participate.

The composition of the Selection Committee should be:
2-3 regional design experts

A selection of political and institutional representation:

- 1-2 Wayzata City Council member
- 1- Hennepin County
- 1-Three Rivers
- 1-LMCD
- 1-MCWD
- 1-Railroad

Community Committee representation:

- 1-Historical Society
- 1-Planning Committee
- 1-Parks and Trails Committee

In order to preserve objectivity, Selection Committee names will not be made public until after submissions are received.

SELECTION COMMITTEE JOB DESCRIPTION AND EXPECTATIONS

The Selection Committee will shortlist up to three teams and ultimately select a winning team based on a team's:

- Size and composition (disciplines represented)
- Team project experience and experience working together
- Design philosophy and approach
- Proposed design process and fees

The Committee Members will:

- Evaluate all submissions using established criteria and ranking system
- Convene and shortlist up to three teams based on previous ranking, discussion and voting
- Interview the up to three teams and select a winner through evaluation, discussion and voting

If the number of submissions exceeds 12, the three design professionals will cull through all of the submissions and reduce the number to 8 for full Selection Committee evaluation and shortlisting.

Selection Committee members are discouraged from speaking to design teams or the public throughout the selection and contracting process. All public communication about team selection will be managed through formal communication channels.

City Council will honor the Selection Committee process and choice.

DESIGN PHASES AND DEFINITIONS

© THE AIA

Schematic Design Phase Services

During the first phase—schematic design—a designer consults with the owner to determine project goals and requirements. Often this determines the program for the project. The program is the term used to define the required functions of the project. It should include estimated square footage of each usage type and any other elements that achieve the project goals. During schematic design, a designer commonly develops study drawings, documents, or other media that illustrate the concepts of the design and include spatial relationships, scale, and form for the owner to review. Schematic design also is the research phase of the project, when zoning requirements or jurisdictional restrictions are discovered and addressed. This phase produces a final schematic design, to which the owner agrees after consultation and discussions with the designer. Costs are estimated based on overall project volume. The design then moves forward to the design development phase.

Design Development Phase Services

Design development (DD) services use the initial design documents from the schematic phase and take them one step further. This phase lays out mechanical, electrical, plumbing, structural, and other landscape or infrastructure details. Typically referred to as DD, this phase results in drawings that often specify design elements such as material types and location of windows and doors. The level of detail provided in the DD phase is determined by the owner's request and the project requirements. The DD phase often ends with a formal presentation to, and approval by, the owner.

Construction Document Phase Services

The next phase is construction documents (CDs). Once the owner and designer are satisfied with the documents produced during DD, the designer moves forward and produces drawings with greater detail. These drawings typically include specifications for construction details and materials. Once CDs are satisfactorily produced, the designer sends them to contractors for pricing or bidding, if part of the contract. The level of detail in CDs may vary depending on the owner's preference. If the CD set is not 100-percent complete, this is noted on the CD set when it is sent out for bid. This phase results in the contractors' final estimate of project costs.

Bid Or Negotiation Phase Services

The first step of this phase is preparation of the bid documents to go out to potential contractors for pricing. The bid document set often includes an advertisement for bids, instructions to bidders, the bid form, bid documents, the owner-contractor agreement, labor and material payment bond, and any other sections necessary for successful price bids. For some projects that have unique aspects or complex requirements, the designer and owner elect to have a pre-bid meeting for potential contractors. After bid sets are distributed, both the owner and designer wait for bids to come in. The owner, with the help of the designer, evaluate the bids and select a

winning bid. Any negotiation with the bidder of price or project scope, if necessary, should be done before the contract for construction is signed. The final step is to award the contract to the selected bidder with a formal letter of intent to allow construction to begin.

Construction Phase Services

Contract administration (CA) services are rendered at the owner's discretion and are outlined in the owner-designer construction agreement. Different owner-designer-contractor agreements require different levels of services on the designer's part. CA services begin with the initial contract for construction and terminate when the final certificate of payment is issued. The designer's core responsibility during this phase is to help the contractor to build the project as specified in the CDs as approved by the owner.

Lake Effect: Signature Project

Request for Proposal

An RFP sponsored by the City of Wayzata

wayzatalakeeffect.com



Introduction

Lake Minnetonka is an asset that defines the identity of Wayzata, is an invaluable resource that improves the quality of life for residents and visitors through access to open space, nature and recreation, and contributes to the social, economic and environmental success of the region.

It is within this context that the City of Wayzata initiates a Request For Proposal for The Lake Effect: Signature Project — a proposed revitalization of Wayzata's lakefront. This project is introduced in the Implementation Strategy for the Lake Effect Framework (See Appendix B) and builds on the Lake Effect Framework (See Appendix B).

Project Particulars

Location Background

Since the initial platting by Oscar Garrison in 1854, Wayzata and its citizens have been stewards of one of the region's most prized resources, Lake Minnetonka. Wayzata serves as a gateway to the state's ninth largest lake with over 120 miles of shoreline and nearly 15,000 acres of water. Because of its ease of access and unique location, Wayzata has historically hosted the regions greatest attractions, including the 160' City of St Louis, the first inland vessel in the United States to boast electric lighting. The construction of the Wayzata Depot in 1906 was arguably one of the finest railroad facilities in the entire Great Northern Rail system. Whether arriving by rail from distant destinations thousands of miles away until 1971 or commuting a mere thirteen miles from the center of downtown Minneapolis on today's modern roadways, visitors and residents alike have sought Wayzata as one of the region's greatest destinations for over 140 years. Today, despite Wayzata's relatively small population, it is an economic powerhouse with a residential market tax base of \$1.1 billion and a total tax base of \$1.6 billion.

Site Description

The lakefront is a convergence of many assets, challenges and opportunities. The strategic site encompasses land between the historic Section Foreman House and Shaver Park and between Lake Street and Lake Minnetonka. Important destinations and physical features include the Great Northern Depot, Wayzata Boat Works, public boat docks, the Dakota Bike Trailhead and commercial businesses. (See Appendix A)

A major challenge of the site is the active rail line that separates the lakefront from the city. The opportunity exists to transform the current situation, to bring the lake back into the foreground and create a well-connected public amenity that addresses the needs of a broad constituency.

Project Scope

Goals and Team Composition

The Lake Effect: Signature Project will build on existing physical assets, previous plans and proposals for the area, as well as past exercises in community engagement (see Appendix B). At the same time the selected design team will investigate new opportunities for programming, connectivity, sustainability, infrastructure and public space for the site and adjacent areas to create a forward thinking, year-round, multifunctional destination that reflects the community's values.

The small, interdisciplinary team should have a strong emphasis on urban design and landscape architecture and have the proven ability to unravel a complex, multi-dimensional network of systems and piecemeal features to create a comprehensive integrated whole.

Project Deliverables

The selected Lake Effect: Signature Project design team will create a concept for the site that includes but is not limited to five components:

- Development of critical connections from neighborhoods and adjacent uses, including pedestrian, bicycle, boat and vehicular circulation as well as addressing connections related to the railroad line.
- A schematic design of all physical features
- Estimates of capital costs and long-term maintenance and operations
- A construction phasing plan
- The Lake Effect: Signature Project design team will provide supporting materials focused on visual presentation materials to be used to effectively communicate ideas to cultivate support and financing (see Project Deliverable Format below).

Note: Selected Lake Effect: Signature Project design team will make approximately 4 visits — including research, staff and stakeholder meetings, and community engagement — with project delivery early second quarter 2016.

Project Deliverable Format

Final design will be presented in multiple venues from lay people to design professionals. The Lake Effect: Signature Project project deliverables must be in the form of stand-alone presentations, displayed in public presentations, online and in print documents. Submissions must communicate ideas in a clear and compelling manner that expresses the unique character of the design and team to a variety of audiences.

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

RFP Particulars

Submission Requirements

- Letter of interest expressing why your team would like to participate in the project, what are its distinguishing characteristics and what is your philosophical approach to the project;
- A one-paragraph bio and two-page resume/CV for each lead team member (there should be no more than 3-4 lead team members);
- Up to three examples of projects by lead team members that exemplify experience and expertise in relevant areas or established creative problem solving skills in similarly complex projects.
- Proposed concept development process and fee schedule
- The submission packet should be no more than 32 pages in PDF format.

Design Team Selection

RFP submissions will be judged by a panel of representatives from the sponsoring institution, community stakeholders and industry experts.

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

Key Dates

RFP announcement: 3 June 2015

RFP submission deadline: 10 July 2015

Shortlist announcement: 5 August 2015

Team Interview: 18-20 August 2015

Team selection announcement: 2 September 2015

Wayzata City Council approval: 15 September 2015

Eligibility

The Lake Effect: Signature Project is open to all design professionals and professionals with supporting expertise.

Contact and Entry Submission

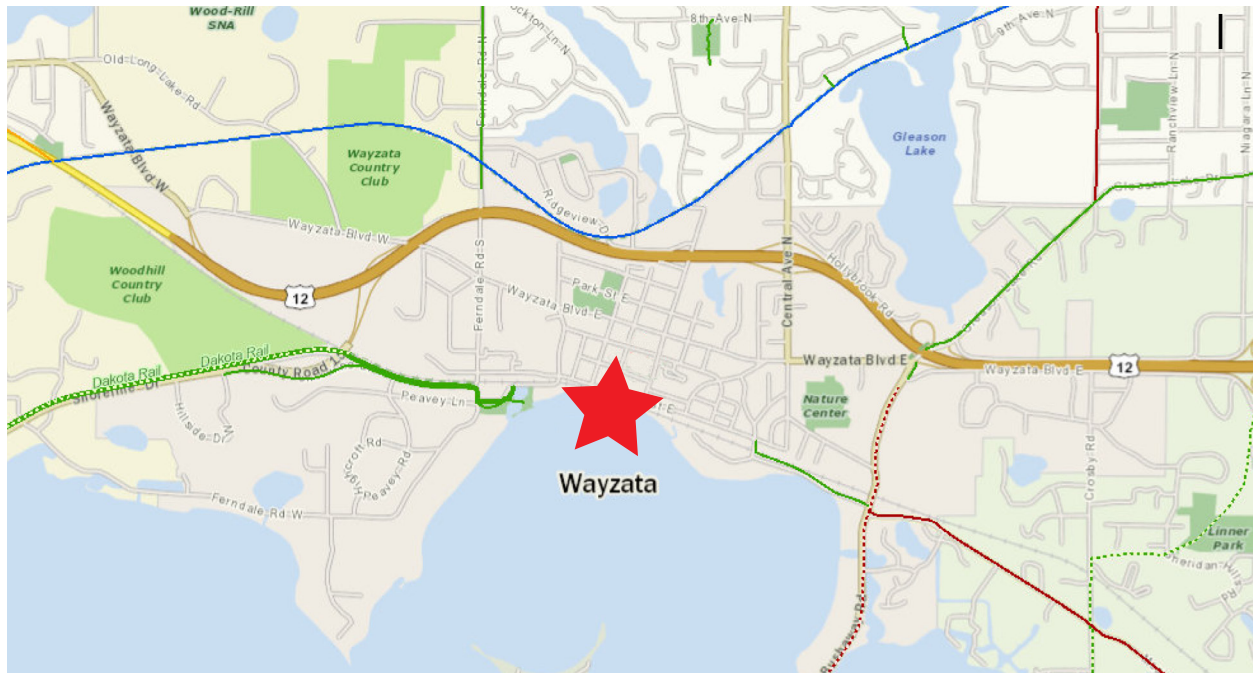
All communication should be sent via email to Mary deLaittre: mary@groundworkcitybuilding.com

All relevant questions will be posted with answers in an FAQ portion of the Lake Effect website — www.wayzatalakeeffect.com

Entries Due On or Before 4pm CST, Friday 10 July 2015. Submissions should be delivered via email, Dropbox or similar platform to mary@groundworkcitybuilding.com.

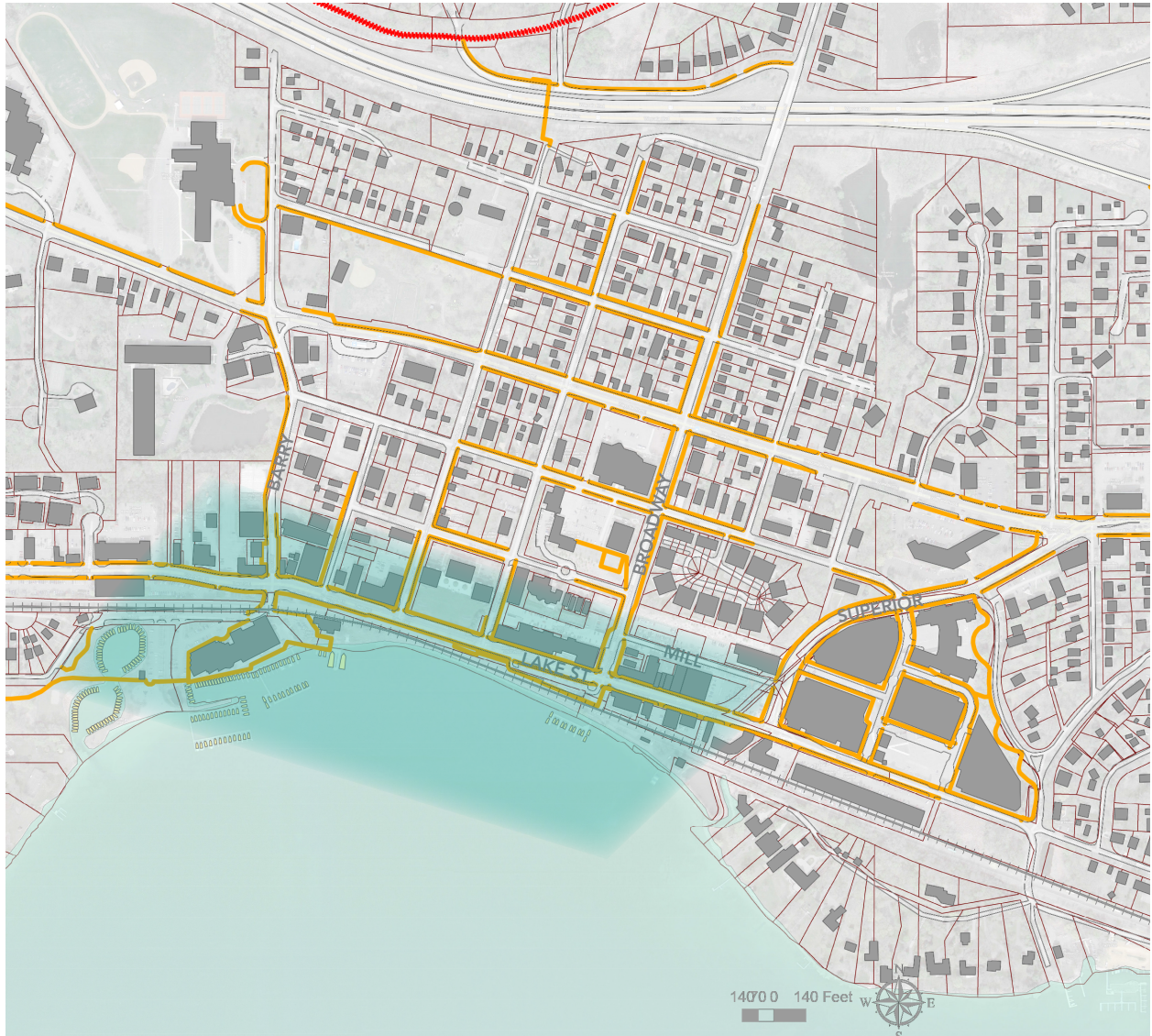
APPENDIX A Lake Effect: Signature Project

Lake Effect: Signature Project – Wayzata Context



APPENDIX A Lake Effect: Signature Project

Lake Effect: Signature Project – Scope Area



Resource List

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

Primary Sources

City of Wayzata: www.wayzata.org

Implementation Strategy for the Lake Effect Framework: www.wayzatalakeeffect.com

Lake Effect: A Development Framework for the City of Wayzata: www.wayzatalakeeffect.com

Task Force Final Report – January 2012: <http://wayzatalakeeffect.com/wp-content/uploads/2015/05/Wayzata-Lakefront-Taskforce-Final-Narrative-Report.pdf>

Secondary Sources

District Plans and Information

Downtown Parking Project: <http://www.wayzata.org/401/Downtown-Parking-Project>

Lake Minnetonka Conservation District: <http://lmcd.org>

Minnehaha Creek Watershed District: <http://www.minnehahacreek.org>

Three Rivers Park 2010 Vision Plan: <http://wayzatalakeeffect.com/wp-content/uploads/2015/05/Three-Rivers-Park-2010-vision-plan.pdf>

Maps and Base Information

Interactive Parks Map: <http://www.wayzata.org/188/Parks-Forestry>

Park Facility Inventory: <http://www.wayzata.org/Facilities?clear=False>

Park & Trails Map from 2030 Comprehensive Plan: <http://www.wayzata.org/DocumentCenter/Home/View/289>

2030 Comprehensive Plan: <http://www.wayzata.org/237/2030-Comprehensive-Plan>

Zoning Map: <http://wayzatalakeeffect.com/wp-content/uploads/2015/05/2015-Wayzata-Zoning-Map.pdf>

Land Use Map: <http://wayzatalakeeffect.com/wp-content/uploads/2015/05/2015-Proposed-Land-Use.pdf>

Community Profile from Metropolitan Council: <http://stats.metc.state.mn.us/profile/detail.aspx?c=02397235>

Stormwater Management: <http://www.wayzata.org/405/Stormwater-Management>

Historic Plans and Maps

1920 Plan for Civic Development: <http://wayzatalakeeffect.com/wp-content/uploads/2015/05/General-Plan-Civic-Development.pdf>

1992 Physical Plan Study: <http://wayzatalakeeffect.com/wp-content/uploads/2015/05/Wayzata-Physical-Plan-1992.pdf>

Old Railroad Map: <http://wayzatalakeeffect.com/wp-content/uploads/2015/05/RR-map.pdf>

2007 Retail Study: <http://wayzatalakeeffect.com/wp-content/uploads/2015/05/Wayzata-Retail-Study-2007.pdf>

Miller Dunwiddie Report for Section Foreman House: <http://wayzatalakeeffect.com/wp-content/uploads/2015/05/Wayzata-Lakefront-Taskforce-Final-Narrative-Report.pdf>