

March 19, 2025

Minnesota Senate Jobs and Economic Development Committee

Senator Bobby Joe Champion, Chair  
3401 Minnesota Senate Building  
St. Paul, MN 55155  
[sen.bobby.champion@mnsenate.gov](mailto:sen.bobby.champion@mnsenate.gov)

Senator Rich Draheim, Ranking Minority Member  
2225 Minnesota Senate Building  
St. Paul, MN 55155  
[sen.rich.draheim@mnsenate.gov](mailto:sen.rich.draheim@mnsenate.gov)

Minnesota House of Representatives Workforce, Labor, and Economic Development Finance and Policy

Representative Dave Baker, Co-Chair  
2<sup>nd</sup> Floor Centennial Office Building  
[rep.dave.baker@house.mn.gov](mailto:rep.dave.baker@house.mn.gov)

Representative Dave Pinto, Co-Chair  
5<sup>th</sup> Floor Centennial Office Building  
[rep.dave.pinto@house.mn.gov](mailto:rep.dave.pinto@house.mn.gov)

Re: Brooklyn Park BioTech Innovation District Annual Legislative Report

Dear Committee Chairs and Ranking Minority Members,

Thank you for the Minnesota Legislature's designation of the City of Brooklyn Park's BioTech Innovation District in 2024. This is an important step in guiding future growth in our 700 acre undeveloped northwest area. The City of Brooklyn Park desires to guide future growth in a responsible manner that balances existing conditions, future jobs and tax base growth, and a design that adds immense value to our community.

2024 Minnesota Laws Chapter 120, Article 2, Section 12, Subdivision 4 mandates that the City of Brooklyn Park produce a report as follows:

- 1) The development plan and any proposed changes to the development plan
- 2) Information on the progress of projects identified in the development plan
- 3) Costs and financing sources for the costs, including the amount paid with state aid and local contributions of projects completed in the previous two years
- 4) Estimated costs and financing sources for projects anticipated to start in the next two years
- 5) Debt service schedules for all outstanding obligations of the city and authority for debt issued for projects identified in the project

The City is finalizing the development plan mentioned above. The City of Brooklyn Park has made great strides and progress in completion of the development plan and looks forward to beginning implementation phases later this year. Until then, some of the costs and funding sources are not yet known. The version of this report will be able to answer many of these remaining questions.

Sincerely,

A handwritten signature in dark ink, appearing to read "Tim Gladhill". The signature is fluid and cursive, with the first name "Tim" and last name "Gladhill" clearly distinguishable.

Tim Gladhill  
Community Development Director/EDA Executive Director  
Enclosures (1)



# Brooklyn Park BioTech Innovation District Annual Legislative Report

March 19, 2025



# 1 - Development Plan

The City has hired the firm of Bolton and Menk to navigate the preparation of the Development Plan. Bolton and Menk was selected on August 26, 2024. The study launched later in Fall of 2024. The Development Plan is anticipated to be complete by Fall of this year (2025).

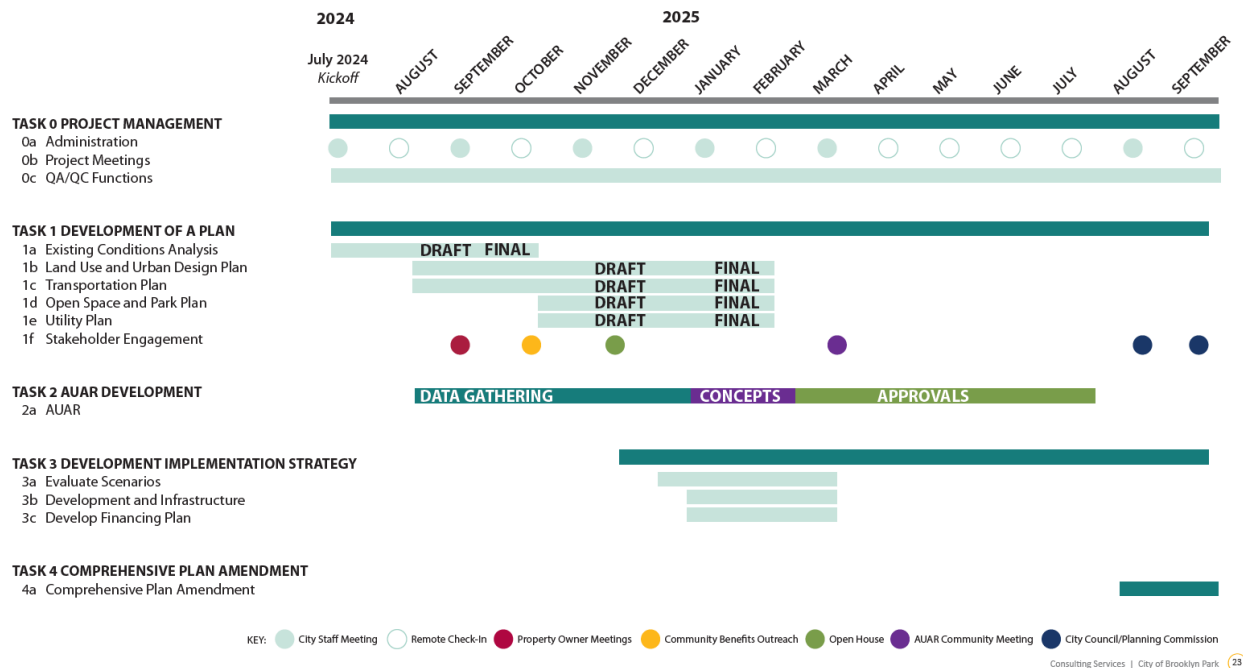
The City has also selected a joint proposal from the firms of Fairmount Properties along with Buro Happold to implement the work of the Development Plan, beginning later this Spring (2025). The City's Economic Development Authority is planned to consider a Professional Services Agreement in the amount of \$600,000 in April of 2025.

# 2 - Progress Report

As noted above, Brooklyn Park is in process of completing the Development Plan from a traditional land use planning perspective. The Project Team has taken three broad land use scenarios to public comment and engagement. The Project Team will be checking in with the Planning Commission and City Council on March 17, 2025.

## BOLTON & MENK SCHEDULE

We have developed a schedule detailing the anticipated work tasks, task relationships, critical path timeline, deliverable due dates, and completion dates. This schedule is based on our review of the project background, description, and scope of services included in the RFP and our experience on other similar projects. Upon selection, Bolton & Menk will work with city staff and other project partners to revise and update this schedule as needed to ensure successful delivery of this project.

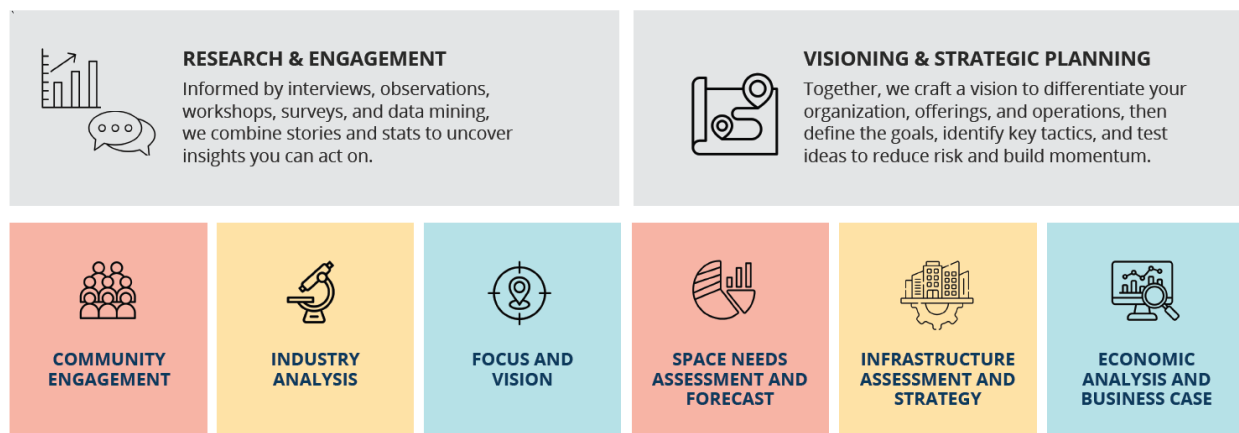


As for the implementation phase of the project, Brooklyn Park expects this process to launch this summer, to overlap with the final stages of completion of the Development Plan. The implementation phase is anticipated to take 12-18 months, with completion by the end of 2026. Actual development will occur for a number of years following this stage.

# PROGRAMMING, FINANCING, & DEVELOPMENT



# ENGAGEMENT, STRATEGY, & INFRASTRUCTURE



## 3 - Costs and Financing Sources (Existing)

Direct project costs for the BioTech Innovation District are not yet known but will include planning-level estimates later this fall, as anticipated by the Development Plan/Small Area Plan work.

### State Aid

No State of Minnesota dollars have been allocated to the BioTech Innovation District at this time.

However, the City has the current requests for the 2025 Legislative Session.

- Tax Increment Financing (TIF) Flexibility to apply 25 Year Redevelopment District
- \$12.5M in State Bonding for Water Infrastructure
- \$2M in Workforce Development Dollars (1 time allocation/spread over 3 years)

## Local Contributions

Brooklyn Park has approved \$299,300 for the preparation of the Development Plan/Small Area Plan (Development Plan). Brooklyn Park has also tentatively agreed to allocate up to \$600,000 to hire an economic development consultant specializing in the life sciences/medtech industry to assist in proactively implementing the plan.

## 4 - Estimated Costs and Financing Sources in Next Two (2) Years

Brooklyn Park will have a better understanding of Estimated Costs and Financing Sources later this Fall (2025) upon completion of the Development Plan currently underway (approximately 40% complete).

The eastern boundary of the BioTech Innovation District includes the Blue Line LRT Extension and associated planned infrastructure. Much of this funding is currently planned to include a combination of Federal Funds, City Funds, and Property Owner Assessments. However, it should be noted that the BioTech Innovation District can move forward independently of any Blue Line Extension implementation.

## 5 - Debt Service Schedules – Outstanding Obligations

There are no outstanding debt service obligations for the BioTech Innovation District at this time. The next step in the process will begin to determine these debt service schedules.

## Exhibits

- 01 - Small Area Plan (Development Plan) Scope of Services (Bolton and Menk)
- 02 - Development Plan Scenarios
- 03 - Legislative Fact Sheet – BioTech Innovation District
- 04 - Legislative Fact Sheet – Water Infrastructure Bonding
- 05 - Implementation Plan Proposal (Fairmount Properties/Buro Happold)





# CONSULTING SERVICES FOR A SMALL AREA PLAN, ALTERNATIVE URBAN AREAWIDE REVIEW, AND DEVELOPMENT STRATEGY FOR THE NORTHWEST PORTION OF BROOKLYN PARK

July 22, 2024



Contact:  
Haila Maze, AICP  
651-434-5743  
haila.maze@bolton-menk.com

.....  
111 Washington Avenue South, Suite 650  
Minneapolis, MN 55401  
612-416-0220 | Bolton-Menk.com





111 Washington Avenue  
South  
Suite 650  
Minneapolis, MN 55401  
612-416-0220  
Bolton-Menk.com

Paul Mogush | Planning Director  
Brooklyn Park Economic Development Authority  
5200 85<sup>th</sup> Avenue North  
Brooklyn Park, MN 55443

Dear Paul,

The northwest portion of Brooklyn Park is a rare asset: convenient, connected, flexible, and full of opportunity. As the city embarks on this opportunity, you need assurance that you have a team ready for the journey, and with the discernment, vision, and expertise to help you realize the potential. Our team is ready to accept the challenge, bringing the following:

**LOCAL CONNECTIONS AND COMMITMENT** Brooklyn Park's population is the future: a diverse population that manifests the direction of the region and nation. With team members who live and work here, many existing relationships with community organizations, and a long-term connection to the area, we are ready to meet the community as co-collaborators for a better and more equitable future.

**EXPLORATORY AND CREATIVE PROCESS** While the work we do will leverage the best national practices for advancing growth, from transit-oriented development (TOD) to biotech, we also know the story of this place will be unique. We approach each project as an opportunity to raise the standard for how things are done, while still being legible to both small and large investors and developers. We know how design can tell a story and inspire action.

**IMPLEMENTATION FROM THE START** Bolton & Menk's origin story is focused on practical implementation rather than long-range planning. We've kept that as part of what we do, knowing that a plan is only as good as how it can be implemented. This means paying attention to the technical details, and those in charge of them, while not losing sight of the fact that plans should expand the realm of the possible.

In continued service to the City of Brooklyn Park, we are excited at the opportunity to provide consulting services for the Northwest Portion of Brooklyn Park. Haila Maze will serve as your lead client contact and project manager. Please contact her at 651-434-5743 or [haila.maze@bolton-menk.com](mailto:haila.maze@bolton-menk.com) if you have any questions on our proposal.

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

Haila R. Maze, AICP  
Project Manager, Principal-in-Charge



# WHY US?

## HOW WE ADDRESS THE SCORING CRITERIA

### SUCCESS WITH PLANS OF SIMILAR SCALE

Our multidisciplinary team, led by **Haila Maze**, has worked with public and private sector clients on all stages of large-scale, ambitious local and national projects that think outside the box on community benefits and design while maintaining feasibility.

**Bolton & Menk** has land use, transportation, and public space design experience on growth area and large infill sites across the Midwest and Southeast. **LOCi** brings decades of successfully delivering strategies for medium and large, multi-phased public-private development plans, including mixed use district analysis and TOD station area market analysis. With expertise in large-scale biotech park development, **Hanbury** knows the depth and complexity of facility and campus design, and what it takes to make them successful, including national contacts and design details. **Midwest Select** is a multifaceted engagement and construction services firm, with deep ties to the Brooklyn Park community and grassroots organizations. **NEOO Partners** challenges economic and engagement assumptions to deliver systems-level recommendations and guidance at the local and regional level.

Finally, **Braun Intertec** is one of the region's premier environmental review firms, bringing credibility and expertise in this area.

### DEMONSTRATED ABILITY TO LEVERAGE FUNDING FOR PLANNING AND CONSTRUCTION OF INFRASTRUCTURE

**LOCi** is a local leader in creative development finance strategy toward real estate and economic development strategies. They will be supported by **NEOO's** on-the-ground expertise in working within Brooklyn Park's development context.

Over the past five years, the **Bolton & Menk** funding group has secured \$375 million in grant funds, leveraging over \$1 billion in project costs for our clients. With early involvement by funding experts, we ensure our plans can be constructed and maintained for the long term.

### REPUTATION AND REFERENCES

A list of references for project leadership and key staff is included in the team section of this proposal. We are happy to share additional references as needed or requested.

### DEMONSTRATED KNOWLEDGE AND UNDERSTANDING OF THE COMMUNITY

We recognize the power in the aspirations and diversity of the city. This stems from completing dozens of projects with the city, such as the recent **NEOO**-led small area plan.

Further, we understand the layered jurisdictional needs and expectations for this area, having worked on multiple projects with other agencies in and around Brooklyn Park, including the Mississippi Gateway Regional Park, Blue Line LRT, 252-94 EIS, and adjacent community partnership projects with Brooklyn Center.

### CONNECTIONS TO BROOKLYN PARK

Two of our core team members are Brooklyn Park residents, with personal commitments and investments in the future success of the community. Through our work in and around the area, **Bolton & Menk's** community outreach staff have cultivated strong working relationships with cultural communities and the organizations that serve and connect with them.

# HOW WE ADDRESS THE SCORING CRITERIA (CONT.)

## **INNOVATION AND CREATIVITY IN APPROACH**

Our approach to growth area planning is rooted in the belief that such planning should provide clear community-wide benefits and value, and not fall trap to "quick wins" that compromise the long-term vision. This is driven by our team's national expertise, particularly that of **LOCi**, **Hanbury**, and **Bolton & Menk**, which connects bold and inspiring projects to new ways of exploring and realizing the value of growth opportunities.

Similarly, our public infrastructure team considers multimodal system-level design implications that promote durable connections, including long-term maintenance needs of parks and public realm, stormwater and utilities, and environmental preservation/restoration.

## **COMMITMENT TO AND ALIGNMENT WITH EQUITY AND INCLUSION IN TEAM AND APPROACH**

All of this is guided by our team's commitment to and alignment with equity and inclusion in project delivery, and will be guided by **Bolton & Menk's** community-centered design approach. This starts with acknowledging past harms and establishing benefits toward the future of a diverse population and workforce.

Additionally, **Bolton & Menk**, **LOCi**, **Hanbury**, and **Braun** are each employee-owned companies. **Midwest Select** is a women-owned small business (WOSB), disadvantaged business enterprise (DBE), service-disabled veteran-owned small business (SDVOSB), and targeted group(TG)/economically disadvantaged (ED)/veteran-owned (VO) firm. **NEOO** is a DBE firm.

## **PRICE OF PROPOSAL**

We have proposed a not-to-exceed fee of \$299,300, based on our understanding of the RFP and experience with similar projects.

The budget includes a set-aside of up to \$5,000 to compensate local community partners as part of the community engagement and benefits assessment process. We believe investing in the community, both directly and in terms of capacity building, is critical to creating community value during the planning process. We are able to leverage existing relationships to ensure these connections are meaningful and representative.

## **TIMELINE**

Our team proposes a year-long project based on our understanding of the RFP and experience with similar projects. This timeline creates spaces for consideration and concurrence, to ensure the insights and lived experiences of residents and other stakeholders are fully addressed.

## **RECEDENTS WITH RESULTS**

*Click links for more information!*

### [Towerside Innovation District](#)

City of Minneapolis (Bolton & Menk)

Dozens of development projects in this 370-acre innovation district have been completed or are underway, representing nearly \$1 billion of investment.

### [Spark Life Sciences Campus](#)

Trinity Capital (Hanbury)

The Raleigh-Durham region's largest mixed-use innovation hub, Spark is curating a premier destination built for innovators. Phase 1 of this 100+ acre campus has 500,000+ leasable SF.

### [Arbor Lakes Corporate Center](#)

Opus Group (Braun)

At 13 acre, Arbor Lakes Corporate Center offers multi-tenant industrial, tech, and lab development at the intersection of key regional transportation systems. The Braun-led environmental assessment and remediation won an ACEC MN Grand award.



# PROJECT UNDERSTANDING

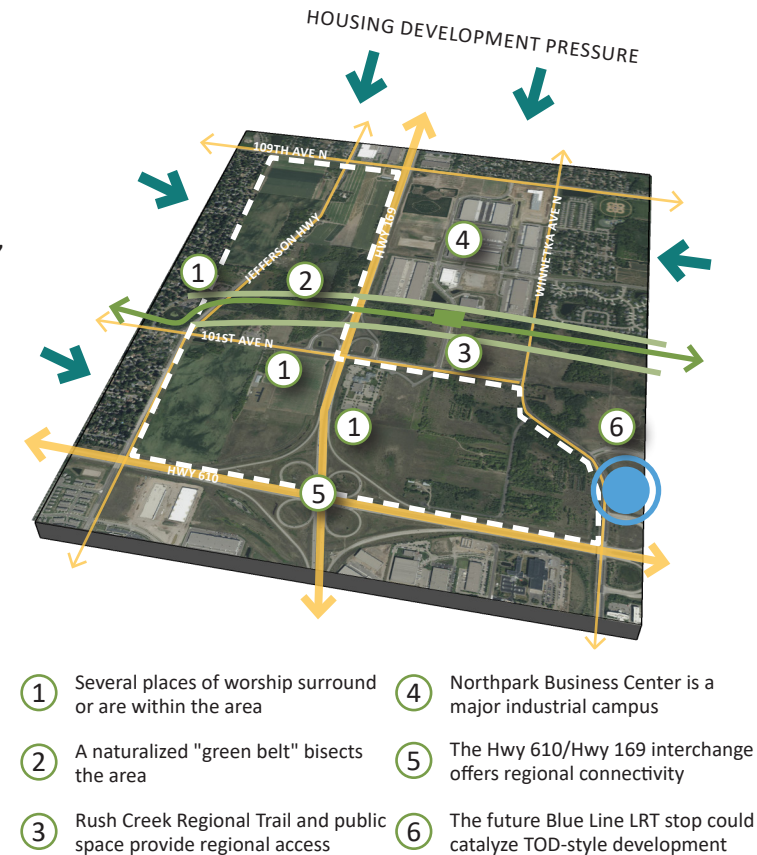
A great small area plan can provide an elevated understanding of local context and priorities, while expanding the realm of the possible, to allow for a new vision for the future. We see the following factors as key to a successful approach here:

The RFP and city policy clearly outline the priorities for Brooklyn Park's Northwest Growth Area. The plan must be racially equitable, community guided, and investment attracting. It must also provide essential community infrastructure, effectively engage, meet regulatory requirements, draw national attention and commitments, provide strong design and lifestyle amenities, and leverage creative public finance tools and strategies.

This vision is a bold one, but not out of scale with the opportunity. Taking on 600+ acres in one large, multi-phase project is not just a significant step for the city, but also for the region where sites of this size and proximity are rare. This provides ample space for a variety of uses and places, from housing to jobs to unique destinations.

The RFP deliberately anchors the vision to who the city is today—a deeply diverse and evolving community. This intentionality means it cannot be simply a copy of what has worked elsewhere, which may well risk excluding those who have been historically marginalized. At the same time, the city strives to build toward the future of work and living, attracting jobs and economic growth in industries like biotech and becoming increasingly transit oriented, leveraging the future Blue Line LRT connection.

Driven by opportunity catalyzed by recent development in the area and the opportunity of EDA-owned land, this project aims to take on vision, land use and urban design, infrastructure, environmental, implementation, and a comprehensive plan amendment.



# PROJECT APPROACH

To complete this plan will take a multifaceted and iterative approach, bringing forth visionary ideas and regularly connecting them with an authentic understanding of the people and the place. Our approach will be based the following principles:

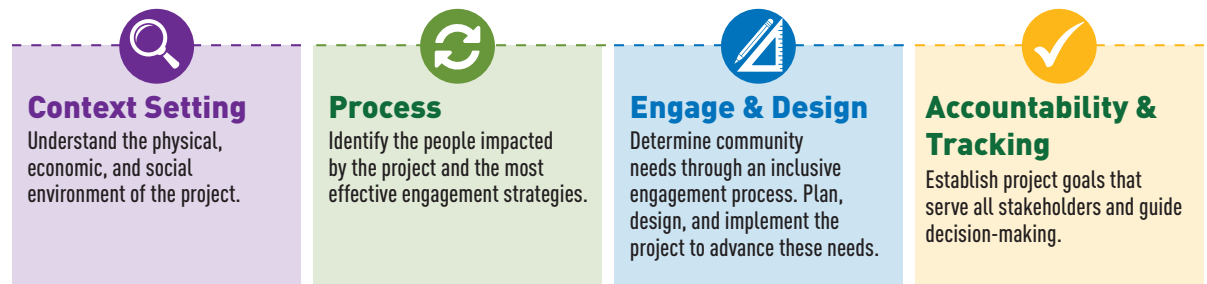
## THE STORY OF THE PEOPLE

Brooklyn Park's population is diverse in many ways, but aligned in one way: people who are motivated to make a better future for themselves and their families, especially from families who in previous generations were excluded from the American Dream. People settled here are driven to pursue their goals: a home they can afford, a business they can start, or simply the ability to thrive in a way their ancestors could not have imagined. NEOO and Midwest Select team members live in Brooklyn Park and are deeply connected to their communities.

Our team will:

- Ground the process in a solid understanding of local history, values, and priorities
- Connect with and empower partners representing the city's diverse community
- Value lived experience alongside technical insights when developing solutions

### Bolton & Menk's Community-Centered Design Approach



With our focus on solutions for complex infrastructure projects, we have developed the community-centered design guide (CCDG). This tool centers the unique conditions and needs of the community and place, while achieving needed technical outcomes. Building on our prior work in the area, we have already begun applying the CCDG to the study area.

# PROJECT APPROACH

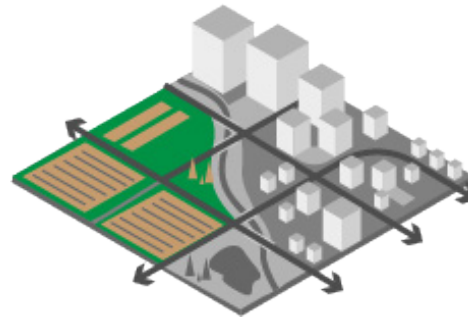
## THE VISION OF THE FUTURE

With any long-range plan, the vision must push against the limits of current realities, while still operating within the bounds of feasibility and viability. We also know that successful growth area and innovation district plans must function on many scales, from the node to the district. Given the strong and growing bio-tech industries in the region and near this site, Brooklyn Park has the opportunity to capture regional innovation job growth.

Brooklyn Park needs a team that has been on this journey many times before, and can bring the best thinking, practices, and resources nationally and beyond. LOCi has led the successful analysis and evaluation of numerous medium- and large-scale multi-use projects, including mixed use and specialty use district. Hanbury is a national leader, specifically in the development of biotech campuses and districts.

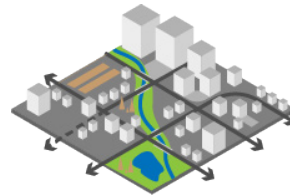
Our team will:

- Build on tested practices for development feasibility assessment and analysis
- Connect with national trends, standards, and resources specific of biotechnology
- Use both regional and national networks to connect with developers and investors



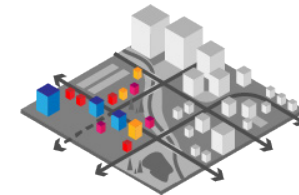
## OUR GROWTH AREA PRINCIPLES

We believe it is important for new growth areas to be purposefully and intentionally designed—with clear benefits accrued to the community. Growth area planning should contribute positively to the character of the community while supporting and strengthening the many systems that make up a city—human, financial, built, and natural.



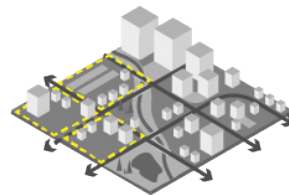
### Preserve, Enhance, and Connect Amenities

As a community grows outward, design decisions should preserve unique natural resources and connect new amenities with existing community amenities—all toward establishing a unique sense of place.



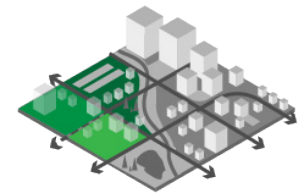
### Mix Land Uses

Mixed land uses bring more people to a neighborhood at a variety of times of day, which supports businesses, improves safety, and enhances area vitality. Mixed-use places are in demand, meaning these places are more resilient to change.



### Growth at Neighborhood, Node, or District Scale

Regardless of how large a growth area is, it should be developed incrementally as a complete place (or several complete places) at a recognizable scale to the community.



### Build Efficiently, Create Value, and Understand Costs

Greenfield growth tends to be a “good deal” for a community in the short term; however, it is important to evaluate greenfield and growth area development patterns for long-term public costs and liabilities.

# PROJECT APPROACH .....

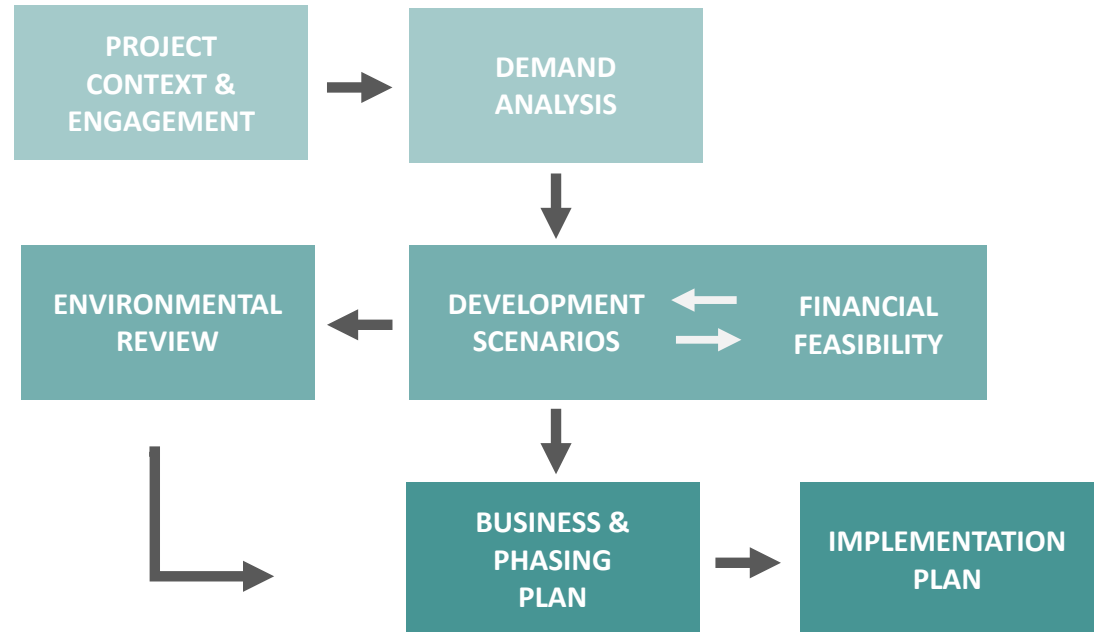
## THE PATH TO THE GOAL

Every plan is a promise, but not all of them are kept. This often stems from a disconnect between the vision articulated on a grand scale and the many practical realities of getting things done, such as navigating jurisdictional priorities or physical site constraints.

Bolton & Menk and Braun have both spent decades building an understanding of how things get done in Minnesota metro cities, and ensuring plan promises are kept. We will work to anticipate and plan around realities, from utility easements to market timing. With hundreds of projects built and operating in the Twin Cities, we make things happen.

Our team will:

- Deliver solid technical data and analysis that is accessible and relevant
- Explore feasible concepts for the site through exploratory design processes
- Create a staged implementation plan for the area that is fully actionable

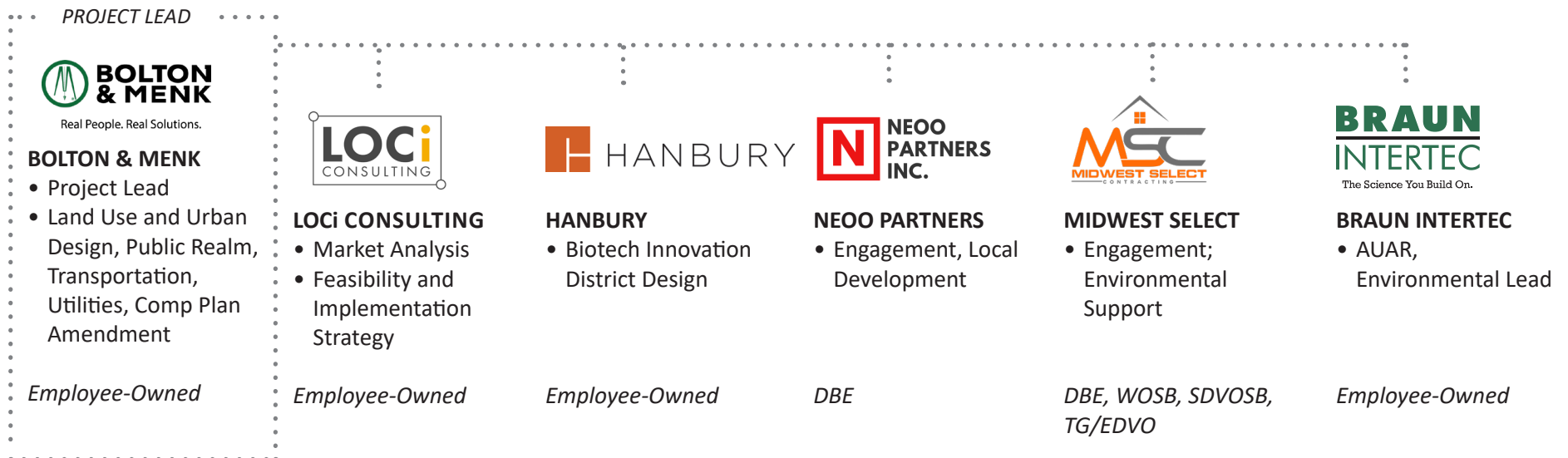


Our approach is generally structured on an interactive process that incrementally builds on findings, community feedback, and financial feasibility while establishing a business and phasing plan that matches community aspirations.



# TEAM STRUCTURE

We are thrilled to offer an innovative, thoughtful team custom-built to deliver a community- and market-driven plan, associated environmental review, and comprehensive plan amendment. Our team will be led by Bolton & Menk, with close support from highly skilled partners.



BOLTON & MENK

# FIRM OVERVIEWS



Real People. Real Solutions.

## BOLTON & MENK

Project Co-Lead  
Land Use and Urban Design, Public Realm,  
Transportation, Utilities, Comp Plan  
Amendment

For 75 years, Bolton & Menk has been planning and designing safe, sustainable, and beautiful places for all people. Our commitment to this goal continues to drive our team of planners, urban designers, engineers, landscape architects, technicians, and more. Through this, we deliver innovative solutions and provide exceptional client-specific services that exceed expectations.

**LOCATION:** Minneapolis, MN

**SIZE:** 950 Employees

### BROOKLYN PARK CONNECTIONS:

- Staff live in Brooklyn Park
- Public infrastructure project delivery across the city
- Relationships with community-based organizations



## LOCi CONSULTING

Development Feasibility and  
Implementation Strategy

LOCi Consulting LLC was founded in 2019 and works with leading national retailers, local developers, and progressive municipalities find, analyze, and value locations that meet their critical conditions. LOCi has completed market feasibility studies across the country and upper Midwest, for a wide variety of real estate uses, including retail, office, residential, and mixed use.

**LOCATION:** St. Paul, MN

**SIZE:** 1 Employee



## HANBURY

Biotech Innovation District Design

Driven by global thinking and local impact, Hanbury's team of architects and designers have shaped environments for people since 1979. Through acting with empathy, planning adaptably, and designing holistically, they deliver ideas with stretch. Their science facility design experience ranges from all types of laboratories, pharmaceutical, biotechnology, containment labs, incubators, and greenhouses, while infusing a creative sense of place within each project.

**LOCATION:** Raleigh, NC

**SIZE:** 90 Employees



## FIRM OVERVIEWS



### NEOO PARTNERS

Engagement, Market Support

NEOO is a creative commercial real estate development and planning firm that delivers local and national solutions for public and private sector clients. Recognizing the value of a relationship-driven approach, NEOO informs, guides, uplifts, and connects public and private sector leaders, stakeholders, and businesses to challenge the status quo of the built environment process.

**LOCATION:** Saint Paul, MN

**SIZE:** 17 Employees

**BROOKLYN PARK CONNECTIONS:**

- Staff live in Brooklyn Park
- 610/Zane Corridor Study, Brooklyn Park



### MIDWEST SELECT

Engagement, Environmental Support

Midwest Select Contracting (MSC) has been supporting the construction industry for over 25 years through project management, planning, and engagement. With a pulse and heartbeat for the community, MSC delivers innovative and targeted consulting services to government, commercial, and energy markets. With the experience, MSC approaches project engagement by recognizing that everything begins with community awareness and understanding of local network impacts—physical, economic, and social.

**LOCATION:** Brooklyn Park, MN

**SIZE:** 5 Employees

**BROOKLYN PARK CONNECTIONS:**

- Headquartered in Brooklyn Park
- Staff live in Brooklyn Park
- Community Long-Range Commission
- Small Business Center Steering Committee



### BRAUN INTERTEC

AUAR, Environmental

Braun employees are collaborators with the passion to provide quality solutions and recommendations for client engineering, environmental, design, and testing challenges. Since 1957, they've built a trusted reputation by delivering innovative thinking on scope, on schedule, and on budget. Using their interdisciplinary approach, experience, and commitment to excellence, they deliver results on environmental review, project planning, design and construction, and ongoing operations support.

**LOCATION:** Minneapolis, MN

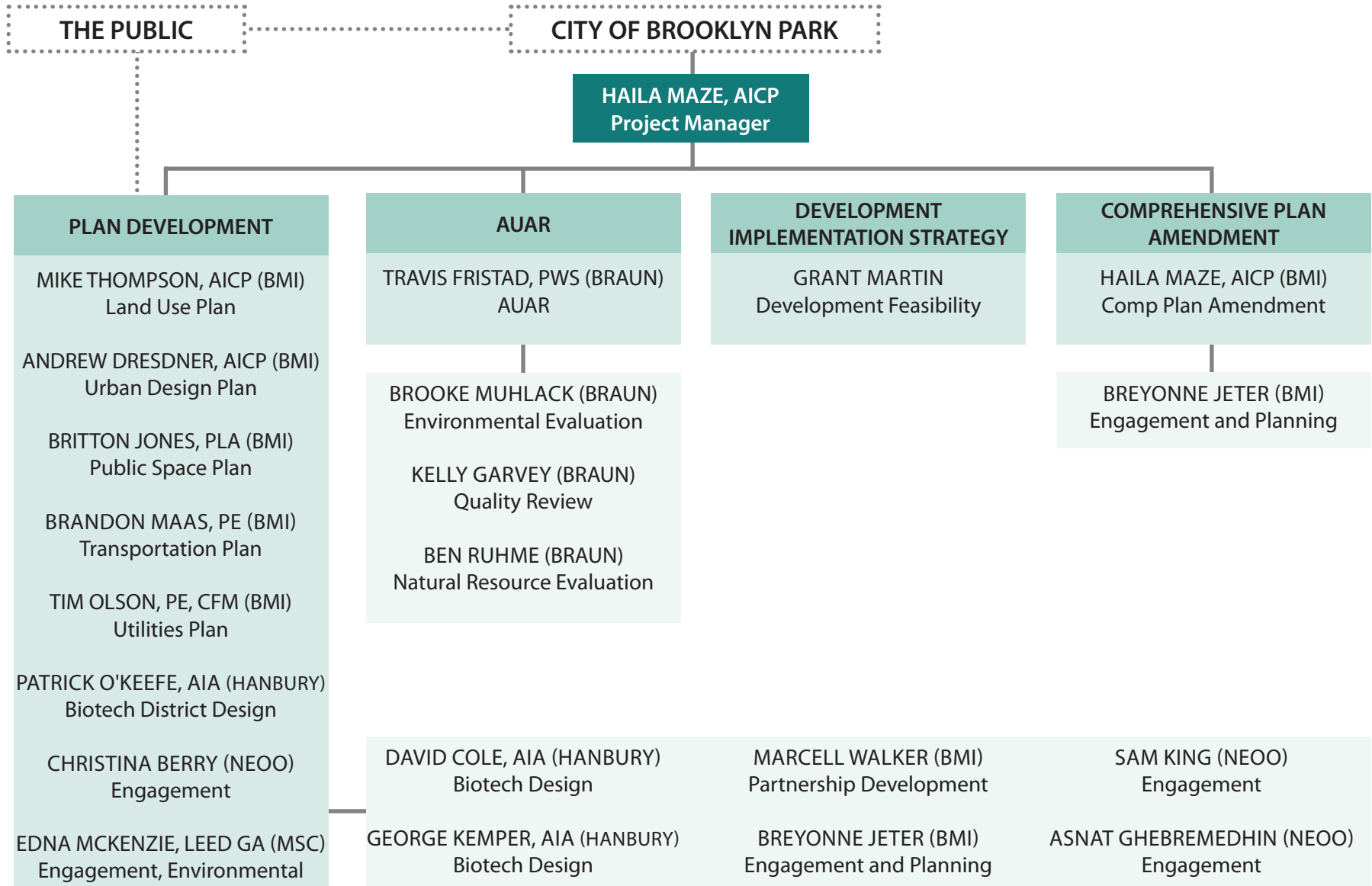
**SIZE:** 1000 Employees

**BROOKLYN PARK CONNECTIONS:**

- Public infrastructure project delivery across the city
- Private project delivery within the city

# ORG CHART

We have assembled a team custom-built for this project. Focused on community-centered design and planning, equitable engagement, market feasibility, and environmental stewardship, we will work alongside city staff to align public and private investment guidance with community goals.





# PROJECT TEAM

To be successful, this project needs a forward-looking team who can balance multiple priorities, make room for diverse voices, and explore alternative futures. At the same time, you also need a team that can engage in systems thinking, looking for how to create a bold and unifying vision with support and momentum.

We've built a team that exemplifies these traits, recognizing the need for both local connections and national expertise. Bolton & Menk is thrilled to be joined by a team with roots across the country, with diverse experience evaluating and delivering multi-phased ambitious development visions. This model reflects the fact that robust, equitable, sustainable solutions need a team that can effectively explore creative tensions present in alternatives, potentially including:

- Financial feasibility with high design quality
- Local benefit with externally driven growth
- Speed to market with adherence to goals
- Amenity-rich features with affordability
- Local identity with national profile

Our collaborative approach will make room to explore possibilities, while remaining focused on solutions, and our team members bring a track record of doing just that..



## HAILA MAZE, AICP

Principal-in-Charge, Co-Project Manager  
651-434-5743 • [haila.maze@bolton-menk.com](mailto:haila.maze@bolton-menk.com)  
Principal Planner, Bolton & Menk

As a principal planner, Haila is committed to planning and project management services that support the long-term success of our client communities. She has extensive experience with local and regional land planning projects, including comprehensive, small area, and transit station area plans, as well as heritage preservation, health, and arts-related studies.

### Relevant Experience:

- Prospect Park Innovation District, Minneapolis, MN
- Monticello Growth Area Study, Monticello, MN
- Southdale District Plan, Edina, MN

### Professional References:

- Cary Teague, Community Development Director, City of Edina, 952-927-8861, [cteague@EdinaMN.gov](mailto:cteague@EdinaMN.gov)
- Monique MacKenzie, MUP AICP, Director of Planning, University of Minnesota, 612-624-3565, [moniquem@umn.edu](mailto:moniquem@umn.edu)
- Meg McMahan, Planning Director, City of Minneapolis, 612-673-3566, [meg.mcmahan@minneapolismn.gov](mailto:meg.mcmahan@minneapolismn.gov)



## MIKE THOMPSON, AICP

Land Use and Planning Lead  
952-207-4974 • [mike.thompson@bolton-menk.com](mailto:mike.thompson@bolton-menk.com)  
Principal Urban Planner, Bolton & Menk

As practice area leader for the firm's area planning team, Mike brings experience from across the country on contextually-driven land use planning and design, public engagement, and implementation. Mike loves the process of working with communities to rethink how their neighborhoods look, feel, and function, all while promoting places that are inviting to all people.

### Relevant Experience:

- Opportunity Site Master Plan, Brooklyn Center, MN
- Monticello Growth Area Plan, Monticello, MN
- Cahill District Small Area Plan, Edina, MN

### Professional References:

- Jesse Anderson, Community Development Director, City of Brooklyn Center, 763-569-3420, [janderson@brooklyncenternm.gov](mailto:janderson@brooklyncenternm.gov)
- Jill Hutmacher, Director Community Development, City of Eagan, 651-675-5653, [jhutmacher@cityofeagan.com](mailto:jhutmacher@cityofeagan.com)

## PROJECT TEAM



### ANDREW DRESDNER, AICP

Urban Design Lead

612-271-6343 • [andrew.dresdner@bolton-menk.com](mailto:andrew.dresdner@bolton-menk.com)

Senior Urban Designer, Bolton & Menk

Andrew is a senior urban designer at Bolton & Menk whose expertise spans urban design, redevelopment planning, community development, public space design, and placemaking. He approaches projects through an interdisciplinary lens, willing to bring innovation to all projects in pursuit of stronger and more resilient places.

#### Relevant Experience:

- Hillcrest Master Plan, Saint Paul, MN
- Prospect Park Innovation District Small Area Plan, Minneapolis, MN
- Opportunity Site Master Plan, Brooklyn Center, MN

#### Professional References:

- Jill Hutmacher, Director Community Development, City of Eagan, 651-675-5653, [jhutmacher@cityofeagan.com](mailto:jhutmacher@cityofeagan.com)
- Angela Shumann, Community Development Director, City of Monticello, 763-271-3224, [Angela.schumann@ci.monticello.mn.us](mailto:Angela.schumann@ci.monticello.mn.us)



### BRITTON JONES, PLA

Public Space and Park Lead

763-334-0551 • [britton.jones@bolton-menk.com](mailto:britton.jones@bolton-menk.com)

Senior Landscape Architect, Bolton & Menk

Britton works to thoughtfully integrate human needs with ecological function in urban settings. He enjoys creating designs that are a framework for development, open space, and flexible programming. Britton understands the importance of creating places that are committed to their unique context through design, materiality, and operations realities.

#### Relevant Experience:

- Downtown Public Space Plan Improvements, Monticello, MN
- Opportunity Site Public Realm Design, Brooklyn Center, MN
- Opportunity Site Master Plan, Brooklyn Center, MN

#### Professional References:

- Angela Shumann, Community Development Director, City of Monticello, 763-271-3224, [Angela.schumann@ci.monticello.mn.us](mailto:Angela.schumann@ci.monticello.mn.us)
- Josh Johnsen, Strategic Initiatives Director, City of Rochester, 507-328-2021, [JJohnsen@rochestermn.gov](mailto:JJohnsen@rochestermn.gov)



### BRANDON MAAS, PE

Transportation Lead

612-494-1810 • [brandon.maas@bolton-menk.com](mailto:brandon.maas@bolton-menk.com)

Transportation Project Manager, Bolton & Menk

Brandon has designed a large variety of federally funded projects ranging from interchanges, overpasses, roundabouts, and very constrained urban projects. He draws on his professional experiences to help drive meaningful discussions and deliver thoughtful designs that best serve clients and public users while always trying to think about innovative solutions.

#### Relevant Experience:

- CSAH 5 (Franklin Avenue) Reconstruction, Hennepin County, MN
- Highway 5/11 Downtown Improvements, Victoria, MN
- CSAH 23 (Marshall Street) Preliminary Design, Hennepin County, MN

#### Professional References:

- Kelly Agosto, Senior Project Manager, Hennepin County, 612-596-0365, [kelly.agosto@hennepin.us](mailto:kelly.agosto@hennepin.us)
- Nathan Ellingson, Senior Project Manager, Hennepin County, 612-348-3000, [nathan.ellingson@hennepin.us](mailto:nathan.ellingson@hennepin.us)

## PROJECT TEAM



### TIM OLSON, PE, CFM

Utility and Stormwater Lead

651-724-0404 • timothy.olson@bolton-menk.com

Principal Engineer, Bolton & Menk

Tim's experience includes project management in design and construction of complex water resources and environmentally sensitive projects. He specializes in comprehensive surface water management planning, innovative best management practice design, hydrologic and hydraulic modeling, drainage design and construction plan review, and permitting.

#### Relevant Experience:

- City-Wide Stormwater Modeling, Northfield, MN
- Rice Street Visioning Study, Ramsey County, MN
- Downtown Utility Capacity Study, Robbinsdale, MN

#### Professional References:

- David Bennett, Public Works Director/City Engineer, City of Northfield, 507-645-3006, david.bennett@ci.northfield.mn.us
- Nick Fischer, Project Manager, Ramsey County, 651-266-8500, Nicklaus.Fischer@co.ramsey.mn.us



### GRANT MARTIN

Market Analysis and Feasibility Lead

651-888-8464 • grant@lociconsult.com

Founder & Principal, LOCi

Grant Martin has over 20 years experience conducting market research studies and providing critical recommendations for real estate uses. Grant drives strategy through a combination of deep market understanding and thorough data analysis. Grant is a member of the International Council of Shopping Centers, where he is a member of the North American Research Group.

#### Relevant Experience:

- Economic Development Analysis for Riverview Transit Corridor, Saint Paul, MN
- Industrial Market Analysis for Sherco Power Plant Conversion, Becker, MN
- Downtown Redevelopment Market Analysis for Newport, MN

#### Professional References:

- Brian Beeman, Assistant City Administrator, 763-717-4029, brian.beeman@moundviewmn.org
- Athanasia Lewis, Assistant City Administrator, 651-792-7936, ALewis@centervillemn.com



### PATRICK O'KEEFE, AIA, LEED AP

Biotech District Design Lead

919-301-0202 • patrick.okeefe@hewv.com

Principal, Hanbury

Patrick designs facilities that support scientific advancement and his clients' ambitions to improve the human condition. He is interested in how robotics, artificial intelligence, and lessons learned from pandemic challenges will continue to transform the world of science and research.

#### Relevant Experience:

- Syngenta North American Crop Protection Headquarters, Greensboro, NC
- Novo Nordisk Pharmaceutical Industries LP, Clayton, NC
- FujiFilm Diosynth Biotechnologies: Bioprocess Innovation Center Expansion, Durham, NC; QC Lab Programming, Morrisville, NC

#### Professional References:

- Jeff Darnell, VGXI, jdarnell@vgxi.com
- Bill Davis, North Carolina State University, wrdavis3@ncsu.edu

## PROJECT TEAM .....



### CHRISTINA BERRY

Engagement Lead, Market Support

651-237-2033 • Berry@neoopartners.com

Senior Economic Development Advisor, NEOO

Christina brings nuanced experience in leading brownfield redevelopments, master planning, and small town economic development initiatives. Christina's deep planning experience managing city planning departments and complex planning efforts elevates the support of NEOO's municipal planning support services.

#### Relevant Experience:

- Entrepreneurial Market Place Development and Program Analysis, Opportunity Site, Brooklyn Center, MN
- West Dallas Vision Plan Phase II, Dallas, TX
- Margaret Walker Feasibility Study, Jackson, MS

#### Professional References:

- Jesse Anderson, Community Development Director, City of Brooklyn Center, 763-569-3420, janderson@brooklyncentermn.gov



### EDNA MCKENZIE, LEED GA

Engagement and Strategic Relationships

612-207-4986 • edna@midwestselectcontracting.com

Owner/CEO, Midwest Select

Edna's passion for building clean, safe, livable communities comes directly from her life experience working with and understanding the needs of under-resourced populations, disabled veterans, aging populations, individuals with special needs, as well as those individuals recognized under the American Disabilities Act.

#### Relevant Experience:

- Community Long Range Commission, Brooklyn Park, MN
- Small Business Center Steering Committee, Brooklyn Park, MN
- Water Works Mezzanine Construction Management Services and Community Engagement, Minneapolis Park and Recreation Board (MPRB)

#### Professional References:

- Malcom Hicks, Community Development/Business Development Coordinator, 763 493-8053



### TRAVIS FRISTED, PWS, CMWP

AUAR Lead

952.995.2027 • tfristed@braunintertec.com

Principal Scientist, Braun Intertec

Travis works on environmental reviews (MEPA/NEPA), project management, client development, and environmental permitting. He also assists clients in delineation of aquatic systems on their projects and is highly knowledgeable in the regulations behind the Federal Water Pollution Control Act and Waters of the United States.

#### Relevant Experience:

- Hermantown Business Park AUAR, Hermantown, MN
- Graff Quarry EAW, Cottonwood County, MN
- Fox Meadows Development EAW, Eagle Lake, MN

#### Professional References:

- Eric Johnson, Community Development, Hermantown Business Park AUAR, 218-729-3600, eric.johnson@hermantownmn.com
- Nick Lorentz, Operations Manager Graff Quarry EAW, 507-388-4182, Nicholas@wlorentzco.com



## KEY SUPPORT STAFF



### MARCELL WALKER

Strategic Partnerships  
612-716-1860 • marcell.walker@bolton-menk.com  
Director of Partnership Development,  
Bolton & Menk



### BREYONNE JETER

Engagement and Planning Support  
651-802-2906 • breynone.jeter@bolton-menk.com  
Senior Planner, Bolton & Menk



### DAVID COLE, AIA

Biotech Design Support  
919-301-0202 • david.cole@hewv.com  
Architect, Hanbury



### GEORGE KEMPER, AIA

Biotech Design Support  
919-301-0202 • george.kemper@hewv.com  
Laboratory Planner, Hanbury



### SAM KING

Engagement Support  
651-237-2033 • Sam@neoopartners.com  
Community Engagement Specialist,  
NEOO



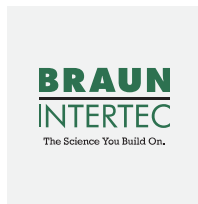
### ASNAT GHEBREMEDHIN

Engagement and Market Support  
651-237-2033 • Asnat@neoopartners.com  
Community Development  
Coordinator, NEOO



### BROOKE MUHLACK

AUAR Support  
612.688.4132 • bmuhlack@braunintertec.com  
Senior Scientist, Braun



### KELLY GARVEY

AUAR Support  
612.688.4132 • kgarvey@braunintertec.com  
Senior Scientist, Braun



### BEN RUHME

AUAR Support  
612.688.4132 • brhume@braunintertec.com  
Project Scientist, Braun

# TEAM EXPERIENCE



## TOWERVIEW INNOVATION DISTRICT

### CITY OF MINNEAPOLIS, MN

When planning for the Green Line LRT, the Stadium Village and Prospect Park station areas were one of the biggest redevelopment opportunities along the line. Haila led the collaborative planning and design to address the complexity and diversity in the area, while creating a bold vision for development around both LRT stations that protected surrounding neighborhood character. Since the plan adoption, there has been an influx of investment with projects compatible with the plan.

### REFERENCE

**Dick Gilyard**  
Prospect Park/Towerside  
612-875-6407  
[gilyardrl@gmail.com](mailto:gilyardrl@gmail.com)



## WAKE FOREST BIP

### CITY OF WAKE FOREST, NC

Bolton & Menk provided extensive master planning services for an innovative, 170-acre mixed-use development in Wake Forest. Situated at an emerging gateway along the US-1 corridor and in close proximity to Wake Forest's historic downtown core, the phased project leveraged a public-private partnership to help accommodate and stimulate the town's continued growth. The master plan includes a mix of uses with an overall focus centered around office and commercial uses to serve as a major employment hub for the local community and region. A wide range of land uses and amenities was incorporated into the project to attract and retain business and a talented workforce while providing a live-work-play destination for the overall community.

### REFERENCE

**Jason Cannon, President**  
Wake Forest Business and  
Industry Partnership  
919-435-9418  
[jcannon@wakeforest.gov](mailto:jcannon@wakeforest.gov)



## OPPORTUNITY SITE MASTER PLAN

### CITY OF BROOKLYN CENTER, MN

Following the closure of Brookdale Mall, Brooklyn Center had experienced two decades of decline to its commercial core. The Brookdale Mall had closed in 1990, and surrounding businesses followed suit. With a strong ownership stake, the city commissioned a plan to create a vision for a new downtown. Brooklyn Center hired Bolton & Menk to develop a master plan and implementation plan for the district. The team directs and oversees all of the infrastructure, zoning revisions, development reviews, and policy changes necessary to transform the district into a walkable and transit-oriented mixed-use community delivering broad community benefits.

### REFERENCE

**Jesse Anderson**  
Community Development Director  
763-569-3420  
[Janderson@ci.brooklyn-center.mn.us](mailto:Janderson@ci.brooklyn-center.mn.us)

## TEAM EXPERIENCE



### MIXED-USE MARKET ANALYSIS FOR MOUNDS VIEW SQUARE SHOPPING CENTER

#### CITY OF MOUNDS VIEW, MN

The City of Mounds View engaged LOCi Consulting to conduct a mixed-use market study to inform a long-term redevelopment plan for an aging grocery-anchored shopping center. Located on what once was the main US Highway and primary traffic corridor through the northern suburbs in Minneapolis, the shopping center was designed for higher traffic counts and to appeal to a different age of consumer preferences. The city wanted to ensure that the ultimate design concept is well positioned relative to market demand for mixed uses. Based on the analysis, LOCi Consulting worked with city leaders and property owners towards “right-sizing” the retail space to best capture the existing demand.

#### REFERENCE

Brian Beeman, Assistant City Administrator,  
763-717-4029, [brian.beeman@moundsviewmn.org](mailto:brian.beeman@moundsviewmn.org)



### DOWNTOWN REDEVELOPMENT MARKET STUDY

#### CITY OF CENTERVILLE, MN

In 2023, the city engaged LOCi Consulting to conduct a market analysis to revisit previous attempts at downtown redevelopment planning to better reflect significant market and economic shifts that had occurred since those earlier efforts had been completed. The study analyzed the potential for mixed-use development and redevelopment with residential and commercial spaces and made market-based recommendations that capitalize on the community’s small town feel and unique location along Centerville Lake.

#### REFERENCE

Reference: Athanasia Lewis,  
Assistant City Administrator,  
651-792-7936, [ALewis@center-villemn.com](mailto:ALewis@center-villemn.com)

## TEAM EXPERIENCE



### TRINITY CAPITAL SPARK CAMPUS, MASTER PLAN AND DEVELOPMENT | HANBURY

#### CITY OF MORRISVILLE, NC

The sPARK Life Science (LS) Campus is set to transform 102 acres of privately-owned land into a dynamic, community-focused life science hub. Designed as a self-sustaining ecosystem, the campus caters to life science companies from emerging startups to established commercial giants. The comprehensive plan includes 10 buildings with offices, laboratories, and biotech manufacturing facilities, transcending the traditional business park model to nurture both current and aspiring science professionals.

#### REFERENCE

**Jeff Sheehan**  
Partner  
919-415-4408  
jsheehan@trinitycapitaladvisors.com



### SYNGENTA NORTH AMERICAN CROP PROTECTION HEADQUARTERS | HANBURY

#### CITY OF GREENSBORO, NC

Syngenta's research and development campus in Greensboro has been revitalized through a comprehensive renovation, ushering in a new era of advanced technologies and long-term success.

Established in the 1960s as a cornerstone of Syngenta's North American operations, the campus has been modernized to integrate advanced technologies such as robotics and artificial intelligence, significantly enhancing safety and operational efficiency. This reimagined environment fosters increased collaboration among researchers and more efficient utilization of essential laboratory equipment.

#### REFERENCE

**Kent Mitchell, RA, PMP**  
919-226-7512  
Kent.mitchell@syngenta.com



## TEAM EXPERIENCE



### MINNEAPOLIS PARK AND REC BOARD, WATER WORKS COMMUNITY ENGAGEMENT | MIDWEST SELECT

#### MPRB (WENCK CONSTRUCTION)

MSC was contracted by Wenck Construction to support construction management and community engagement in collaboration with the Minneapolis Park and Recreation Board (MPRB). MSC used the following core methods to keep the general public up to date on the project: public informational open houses, digital communications, presentations to community groups, news releases, maintaining a project website, the GovDelivery email subscription service, and other digital media as appropriate in coordination with the MPRB engagement plan. MSC worked collaboratively with MPRB to maintain regular contact and coordination as needed with stakeholders that may have had a particular interest or involvement in the project. This group included, but was not limited to the following: adjacent property owners and agencies such as the City of Minneapolis, National Park Service, Mississippi Watershed Management Organization (MWMO), Minnesota Department of Transportation (MnDOT), and the Minnesota Historical Society (MnHS).

#### REFERENCE

**Kate Lamers, PLA, LEED AP**  
**612-230-6486**  
[kklamers@minneapolisparcs.org](mailto:kklamers@minneapolisparcs.org)

### CONTRACTOR AND SMALL BUSINESS OUTREACH RESEARCH | MIDWEST SELECT



#### MNDOT

MSC was contracted to identify, interview, and provide an analysis of findings to barriers and opportunities of black-, veteran-, and women-owned small businesses and research underutilized business in the seven-county metro area not known to the state but may be interested to perform on state professional-technical, construction and/or maintenance contracts. Specific tasks included: preparation of survey notes including date of survey, duration, platform, names, questions posed, and responses; preparation of report describing findings, obstacles, and recommendations.

#### REFERENCE

**Mindy Heinkel**  
**Interim Director**  
**Advancing Equity**  
**(651) 775-2731**  
[mindy.heinkel@state.mn.us](mailto:mindy.heinkel@state.mn.us)

## TEAM EXPERIENCE



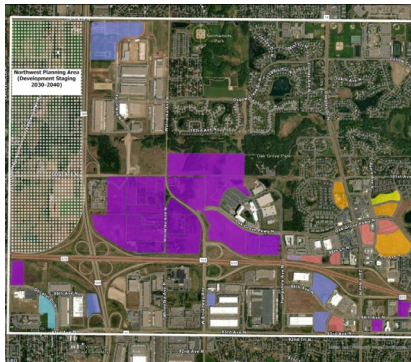
**METRO Purple Line Bus Rapid Transit**

### **PURPLE LINE BRT STATION AREA PLANNING | NEOO** **RAMSEY COUNTY, MN**

NEOO was selected after a competitive process for community engagement and real estate and housing gap analysis services for the advanced station area planning process for the Purple Line BRT project. The NEOO engagement team used their strong relationship building and facilitation experience to lead public outreach efforts including survey design, administration, recruitment, and facilitation of station area working groups. NEOO is also leading the real estate market analysis. The analysis will examine the data of all 21 station areas in a post-COVID marketplace and determine where the greatest opportunities are for market intervention for public-private partnerships. NEOO also leads the market research for the housing gap analysis at a micro station area level to further define the tools, strategies, and programs required to support the station area planning process.

#### **REFERENCE**

**Liz Jones**  
**Community Outreach and Engagement**  
[elizabethjones@metrotransit.org](mailto:elizabethjones@metrotransit.org)



### **610/ZANE CORRIDOR STUDY | NEOO** **CITY OF BROOKLYN PARK, MN**

The City of Brooklyn Park retained NEOO Partners to conduct a three-phase study that would include development modeling and fiscal impact analysis, internal and external engagement, and recommendations for the city's comprehensive plan and zoning regulations. The project's engagement consisted of both digital and paper surveys, small group discussions, a public open house, and a digital video that informed stakeholders about details of the project, education on the planning process, and what stakeholders should consider as they planned to attend the open house. Supporting market data, key themes were collected to inform three different scenarios that include high density development, medium density development, and "business as usual".

#### **REFERENCE**

**Erin McDermott**  
**Associate Planner**  
[erin.mcdermott@brooklynpark.org](mailto:erin.mcdermott@brooklynpark.org)

## TEAM EXPERIENCE

### **BRAUN** **INTERTEC**

The Science You Build On.



#### HERMANTOWN BUSINESS PARK AUAR | BRAUN

##### CITY OF HERMANTOWN, MN

Braun worked with the City of Hermantown to craft an AUAR for the 120-acre mixed-use commercial and industrial development near US Highway 53. Several conceptual layouts were reviewed with stakeholders (existing businesses and landowners) and analyzed for potential environmental impacts and needed infrastructure improvements. A mitigation plan was also developed, which discussed potential management strategies for the anticipated environmental impacts. Field studies were also completed early on in the process to better understand the natural resources that may be affected and the regulatory implications resulting from each conceptual layout. The AUAR was finalized, and development is slated to begin in portions of the AUAR study area in the near future.

##### REFERENCE

**Eric Johnson**  
**Community Development**  
**218-729-3600**  
[eric.johnson@hermantownmn.com](mailto:eric.johnson@hermantownmn.com)



#### FOX MEADOWS RESIDENTIAL DEVELOPMENT ENVIRONMENTAL REVIEW | BRAUN

##### CITY OF EAGLE LAKE, MN

60 acres of farmland east of Eagle Lake is proposed for multi- and single-family residential development, which required an EAW. Braun collaborated with the developer's engineer and city to prepare an EAW that addresses the potential environmental and infrastructure impacts/needs of the project.

##### REFERENCE

**Troy Schrom**  
**Owner**  
**507-257-5101**  
[troymschrom@gmail.com](mailto:troymschrom@gmail.com)

# WORK PLAN

The City of Brooklyn Park has already developed a well-thought-out scope of services as part of the RFP. Rather than restate what was listed in the RFP, we have included a table that shows the tasks, task champions, and our planned deliverables. We generally agree with the scope as written, though have added Task 0 for project management responsibilities. Additionally, leveraging our local community connections and relationships, we propose adding three community partner meetings as the basis for a community benefits assessment so that it is authentically grounded in local community direction.

Tasks		Lead	Support	Roles/Responsibilities	Outcomes and Deliverables
0.0	Project Management				
0a	Administration	Maze	Task Leads	Haila will support city staff and keep the project on schedule and	Regular communication, monthly invoices with progress reports, actively managed schedule with ongoing updates, one kickoff meeting (including agenda and minutes), monthly staff-level meetings, quality management plan
0b	Project Meetings				
1.0	Development of a Plan				
1a	Existing Conditions Analysis	Thompson	Dresdner	Data analysis and mapping, field visits, documentation and reporting	Inventory and document the current conditions regarding: land area and cover, existing land uses and owners, natural areas, parks, wetlands, other public amenities and cultural assets, existing street and trail network, existing utilities, geology, soils, topography, water resources, solid waste, hazardous waste, storage tanks, fish, wildlife, plant communities and sensitive ecological resources, historic properties
1b	Land Use and Urban Design Plan	Thompson, O'Keefe	Dresdner, Cole, Kemper	Policy review, concept development, urban design	Draft and final land use and urban design plan with: plan and policy summary, three high-level land use scenarios, urban design guidance, and best practices review; development plan compliant with Bio-Tech Innovation District in Minnesota State Statute
1c	Transportation Plan	Maas	Thompson, Dresdner	Concept development, facility design, needs assessment	Draft and final infrastructure plan with: street grid development; Jefferson, 101 <sup>st</sup> , 109 <sup>th</sup> , future collector concepts, Oak Grove Station multimodal connections, Rush Creek Trail local connections; parking facility needs assessment
1d	Open Space and Park Plan	Jones	Olson	Concept development, park and plaza design	New city park concept development; plaza and public realm plan; district stormwater plan; oak savannah preservation plan
1e	Utility Plan	Olson	Jones	Utility planning and assessment	Public utility plan; private utility plan; stormwater management plan; utility capacity analysis
1f	Stakeholder Engagement	Berry, McKenzie	King, Ghebremedhin, Walker, Jeter	Engagement plan development and implementation, community benefit assessment	Public engagement plan and updates, focused on equitable and effective involvement of all stakeholders; city staff meetings (6); council/EDA/commission meetings (2); property owner meetings (12-14); developer meetings (3); project website/webpage; charrette-style open house with artist-based practice (1); agency coordination; community benefit assessment with community partner meetings (3); summary of stakeholder engagement effort demonstrating impact on project
2.0	Alternative Urban Areawide Review Development				
2a	AUAR	Fristad	Muhlack, Garvey, Ruhme	AUAR development and required reviews	EQB-compliant AUAR, including project boundaries, development levels, scoping; preparation of draft AUAR/mitigation plan; public and agency comment period; comment response and revisions; distribute finalized AUAR/mitigation plan; adopt finalized AUAR/mitigation plan
3.0	Development Implementation Strategy				
3a	Evaluate Scenarios and Inform Preferred Scenario	Martin	Maze	Fiscal, financial, community impact analysis of scenarios	City fiscal benefits analysis; financial feasibility analysis of preferred scenario
3b	Development and Infrastructure Phasing Plan	Thompson	Martin	Phasing plan development	Development financing strategies and infrastructure phasing plan for preferred scenario
3c	Develop Financing Plan	Martin	Maze	Financing plan development	Implementation strategy development; financing creative approaches; funding strategy development; implementation tools assessment; land use planning best practices
4.0	Comprehensive Plan Amendment				
4a	Comprehensive Plan Amendment	Maze	Jeter	Comprehensive plan amendment	Development and submittal of comprehensive plan amendment package and process management

**2024**

July 2024  
*Kickoff*

**2025**

AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER JANUARY FEBRUARY MARCH APRIL MAY JUNE JULY AUGUST SEPTEMBER

**DRAFT FINAL**

**DRAFT FINAL**

**DRAFT FINAL**

**DRAFT FINAL**

**DRAFT FINAL**

**DATA GATHERING CONCEPTS APPROVALS**

**RATEGY**

BOLTON & MENK

COST

The following table summarizes the hours and cost breakdown for each major work task item. 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.

	BOLTON & MENK	LOCi	HANBURY	BRAUN	NEOO	MIDWEST	HOURS/SUBTASK	COST/SUBTASK	TOTAL HOURS	TOTAL COST
PROJECT MANAGEMENT										
Administration	20		10	10	10	10	60	\$ 10,800	140	\$ 25,200
Project Meetings	40		10	10	10	10	80	\$ 14,400		
DEVELOPMENT OF A PLAN										
Existing Conditions Analysis	60						60	\$ 10,800		
Land Use and Urban Design Plan	95		110				205	\$ 36,900		
Transportation Plan & Traffic Analysis	180						180	\$ 32,400	765	\$ 137,700
Open Space and Park Plan	40						40	\$ 7,200		
Utility Plan & Regional Stormwater	110						110	\$ 19,800		
Stakeholder Engagement	10				110	50	170	\$ 30,600		
AUAR										
AUAR*	0			400			400	\$72,000	400	\$ 72,000
DEVELOPMENT IMPLEMENTATION STRATEGY										
Evaluate Scenarios	0	140	10				150	\$27,000		
Development and Infrastructure	30	40					70	\$12,600	300	\$ 54,000
Develop Financing Plan	20	60					80	\$14,400		
COMPREHENSIVE PLAN AMENDMENT										
Comprehensive Plan Amendment	30	0					30	\$5,400	30	\$ 5,400
TOTAL ESTIMATED HOURS	635	240	140	420	130	70			1635	
TOTAL FEE	\$114,300	\$43,200	\$25,200	\$75,600	\$23,400	\$12,600				\$ 299,300

Additional Expenses	
Community Partners (compensation allowance)	\$5,000

- \* **AUAR Assumptions:**
- a. Stakeholder engagement meetings will be up to 6 city staff and/or property owner meetings, 1 public open house, 1 community meeting, and 2 city council or planning commission meetings.
  - b. The North Park Business Campus that exists within the AUAR scoping area will remain operating “as is.”
  - c. Additional supporting services/field studies (and associated costs) may become necessary to support the AUAR that are outside the scope of this proposal (non scope items). Examples of potential non-scope items include mobile air and noise emission modeling, cultural resources/archaeological studies, geotechnical and environmental field studies. If such a need arises, we will provide a separate scope of work and cost estimate for these efforts.



# NORTHWEST GROWTH AREA PLAN

## WHAT?

A guiding development, public space, and infrastructure plan for the buildout of the 700-acre Northwest Growth Area.

The plan will include consideration of a new biotechnology district, a variety of housing and commercial options, public parks and trails, integration with the Oak Grove Blue Line Light Rail Transit station area planning, among other features.

## WHY?

As the last large-scale undeveloped area in the city, and region, this is a rare opportunity to envision a great new place that adds significant and lasting value to the community.



# PROJECT GOALS



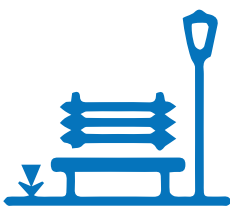
## Attract

Draw local, regional, and national investment from future employers and retailers



## Bridge

Bridging economic gaps by providing employment and ownership opportunities for existing residents



## Connect

Design strong multimodal connections focusing on pedestrians, bikes, and transit



## Engage

Effectively engage with the community



## Prepare

Provide sustainable infrastructure to support development



## Provide

Increase the City's tax based for future financial health of the community

# PROJECT PROCESS

1

## Discover

December 2024–January

The City analyzes what is in the plan area and learns what is possible in the future.

2

## Discuss

February–May 2025

City staff develop options for the future of the NW Area and asks the community for feedback.

3

## Decide

June–August 2025

City Council members review feedback and determine what will fit their vision for the area.

4

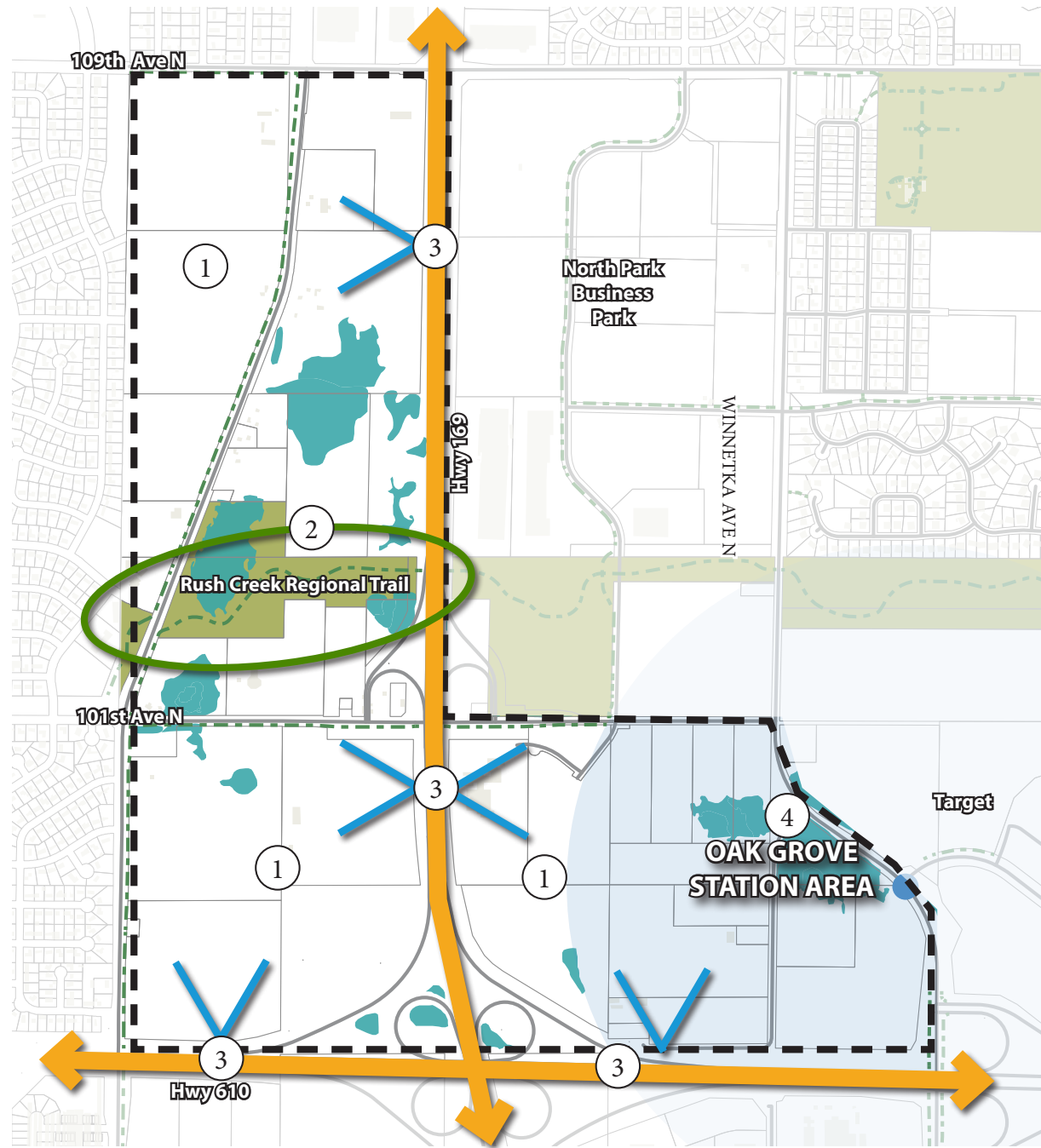
## Develop

2026 and beyond

After the plan is adopted, the City works with developers to achieve the vision over the course of several years.

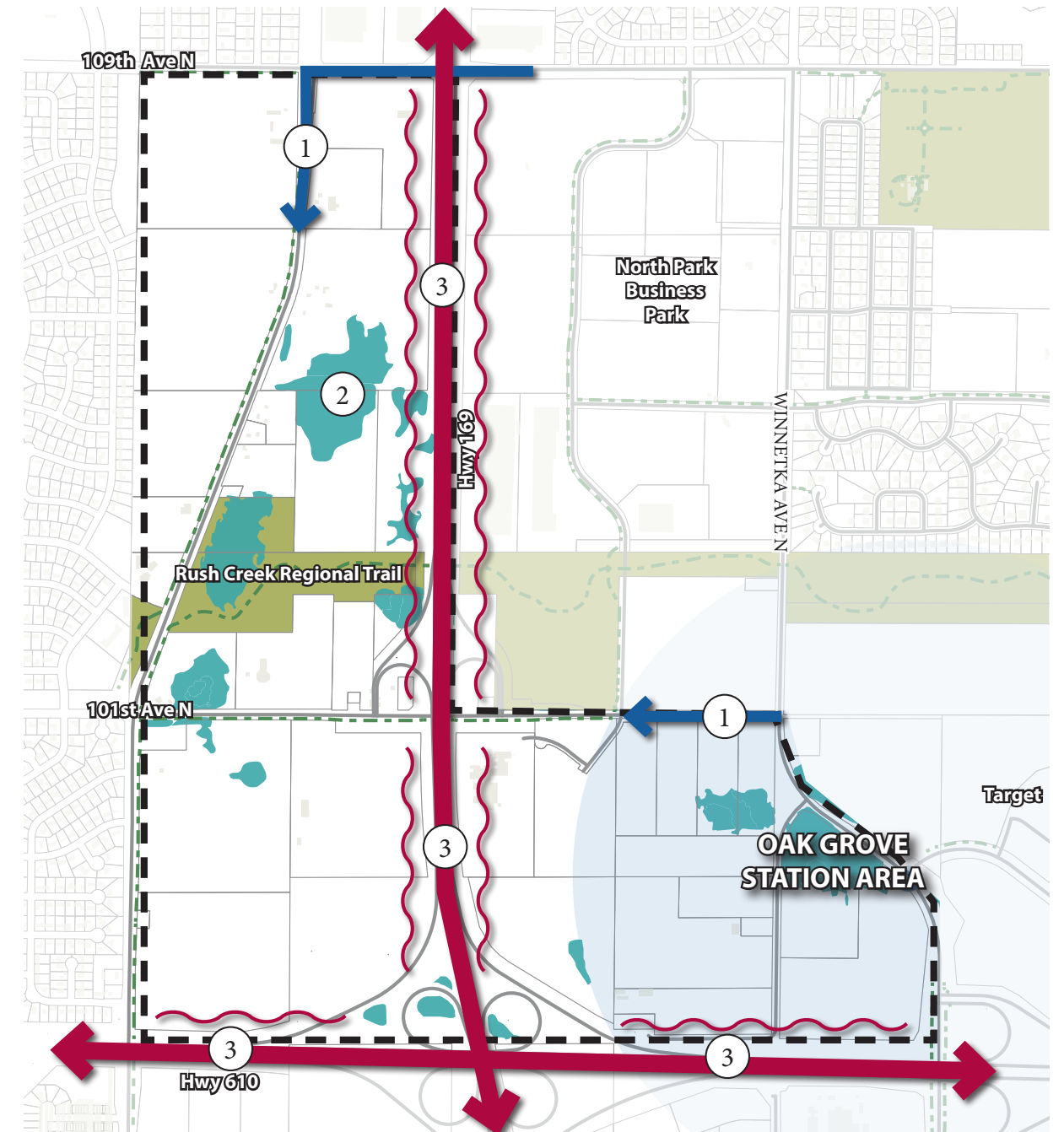


## KEY OPPORTUNITIES



- ① An abundance of open, flat, undeveloped land
- ② The Rush Creek Regional Trail offers regional connectivity and recreation
- ③ Excellent visibility from and access to two major highways
- ④ The Oak Grove Station Area will bring light rail service and new development

## KEY ISSUES



- ① Public utilities will need to be extended into the study area to serve future development
- ② A series of wetlands may make development difficult in areas of the site
- ③ The two highways restrict some access with limited crossing locations

# ENGAGEMENT AND FEEDBACK TO DATE

## Public Open House

120+ attendees

## Public Survey

559 resident respondents  
*696 total respondents*

## Stakeholder Outreach

20+ Stakeholder Meetings  
40+ Organizations Outreach

## Project Materials

Multi-Lingual Paper Flyers,  
Paper Survey

## Online Outreach

City Newsletter, Social Media  
Posts, and Project Website

## Property Owners Outreach

Outreach to all Property Owners  
10 1x1 Meetings

# ENGAGEMENT AND FEEDBACK TO DATE

## Key Themes:

- Desire for market-driven development, but towards outcomes that support mixed use, walkable environments.
- Strong interest in a diversity of employment options, including manufacturing, research, and office.
- Public space and public realm improvements should be designed on a neighborhood or district scale, with sustainable features as able.
- Streets should be designed for both cars and people, to support walking, biking, and driving.
- Desire for a balanced approach to encouraging development outcomes, with some strategic public investments and guidance.



# DEVELOPMENT TYPES

Biotech - Production & Manufacturing



Biotech - Research & Office



Transit Oriented Development



Commercial



Low / Medium Density Residential



Medium / High Density Residential



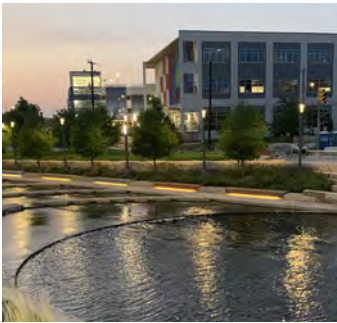
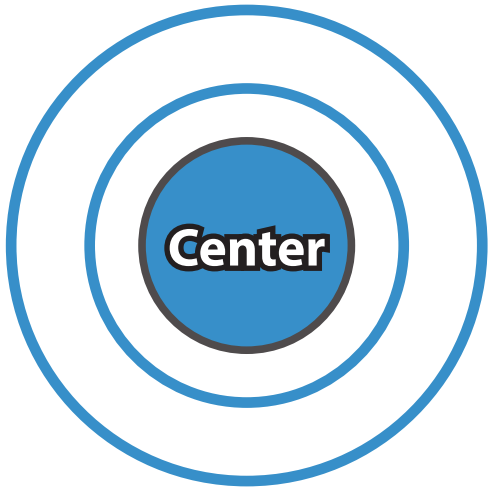
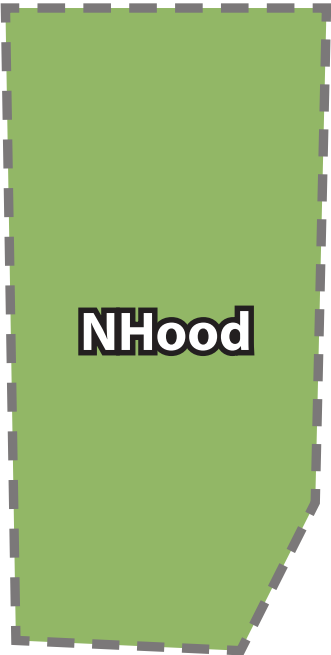
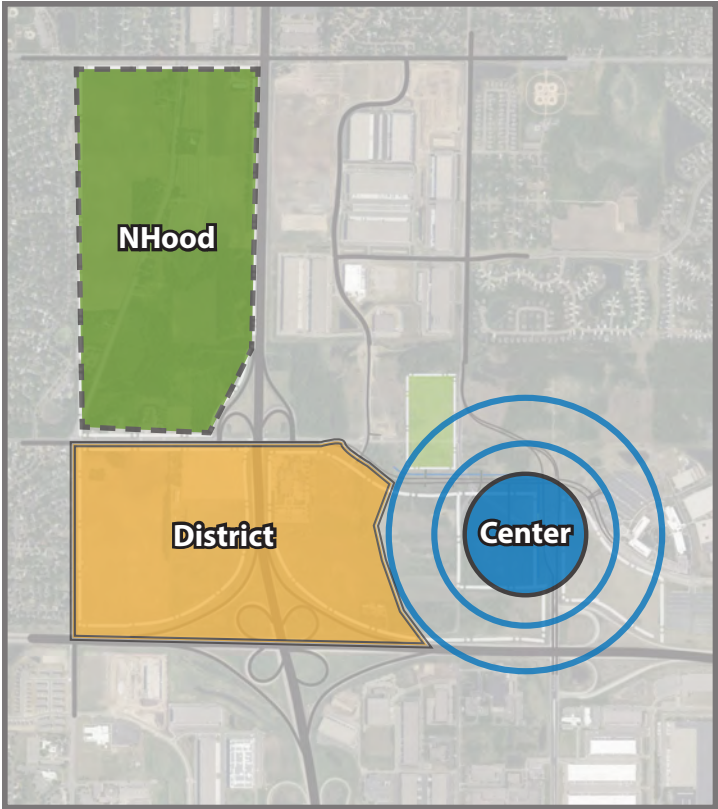
**QUESTIONS OR COMMENTS?**



# OUR QUESTIONS FOR YOU

1. For each scenario, what do you like or not like?
2. What are your top priorities for the benefits this should deliver to the city?
3. What level of involvement do you envision the City having to implement the area vision?
4. Are there any changes you would like to see to these scenarios before we take them to the public for comment?

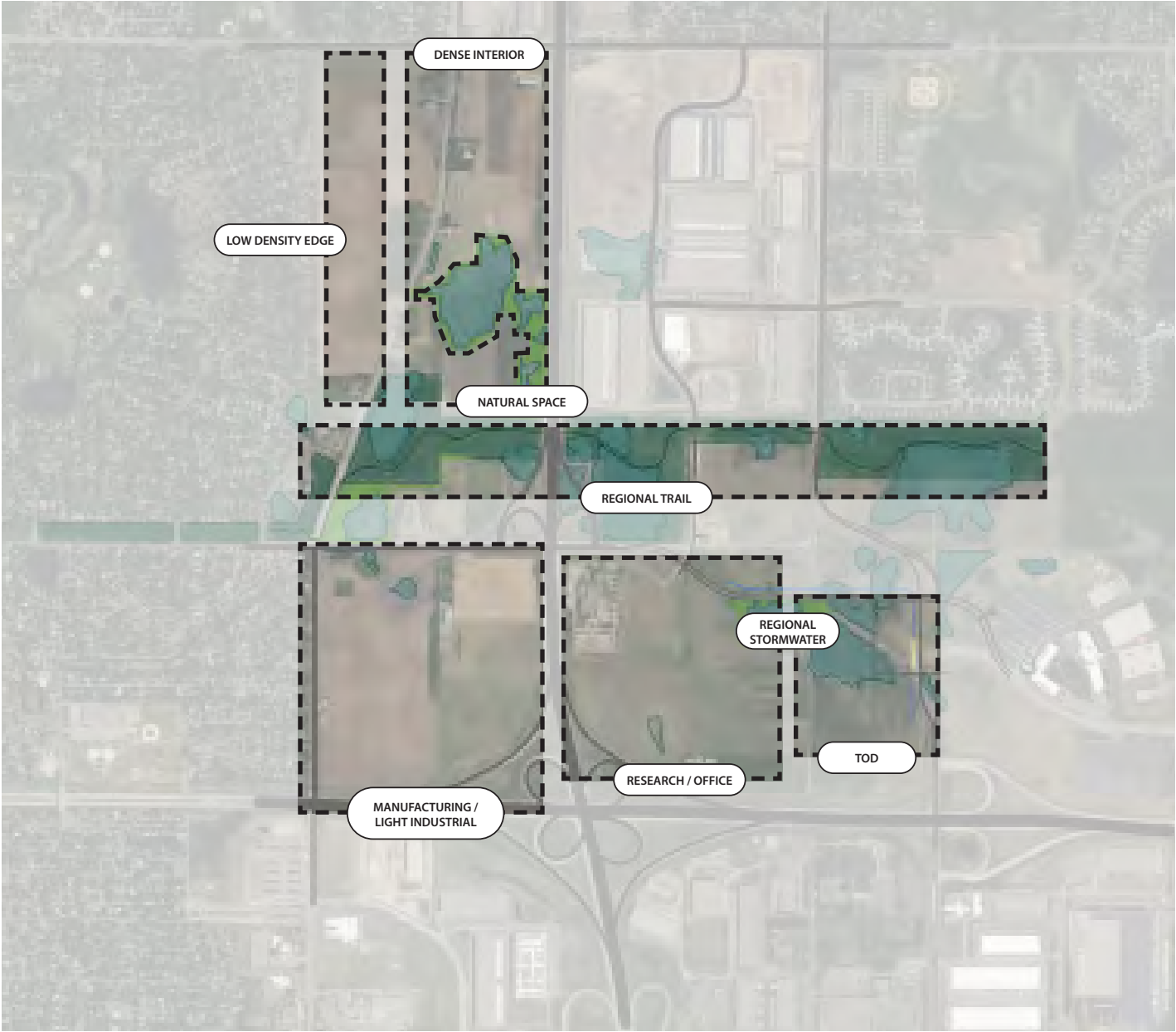
# FRAMEWORKS



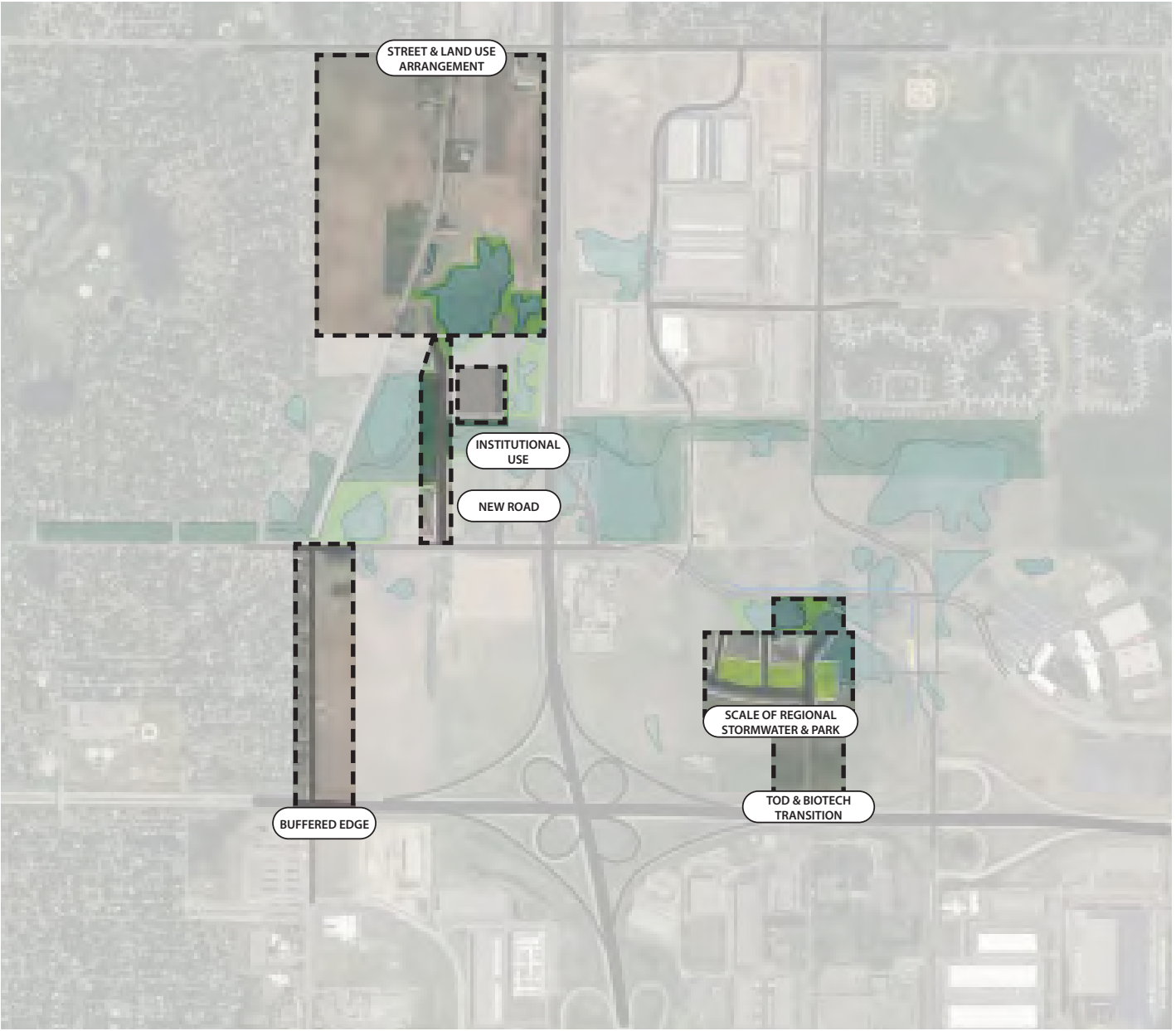


# CONSTANTS AND VARIABLES

## CONSTANTS

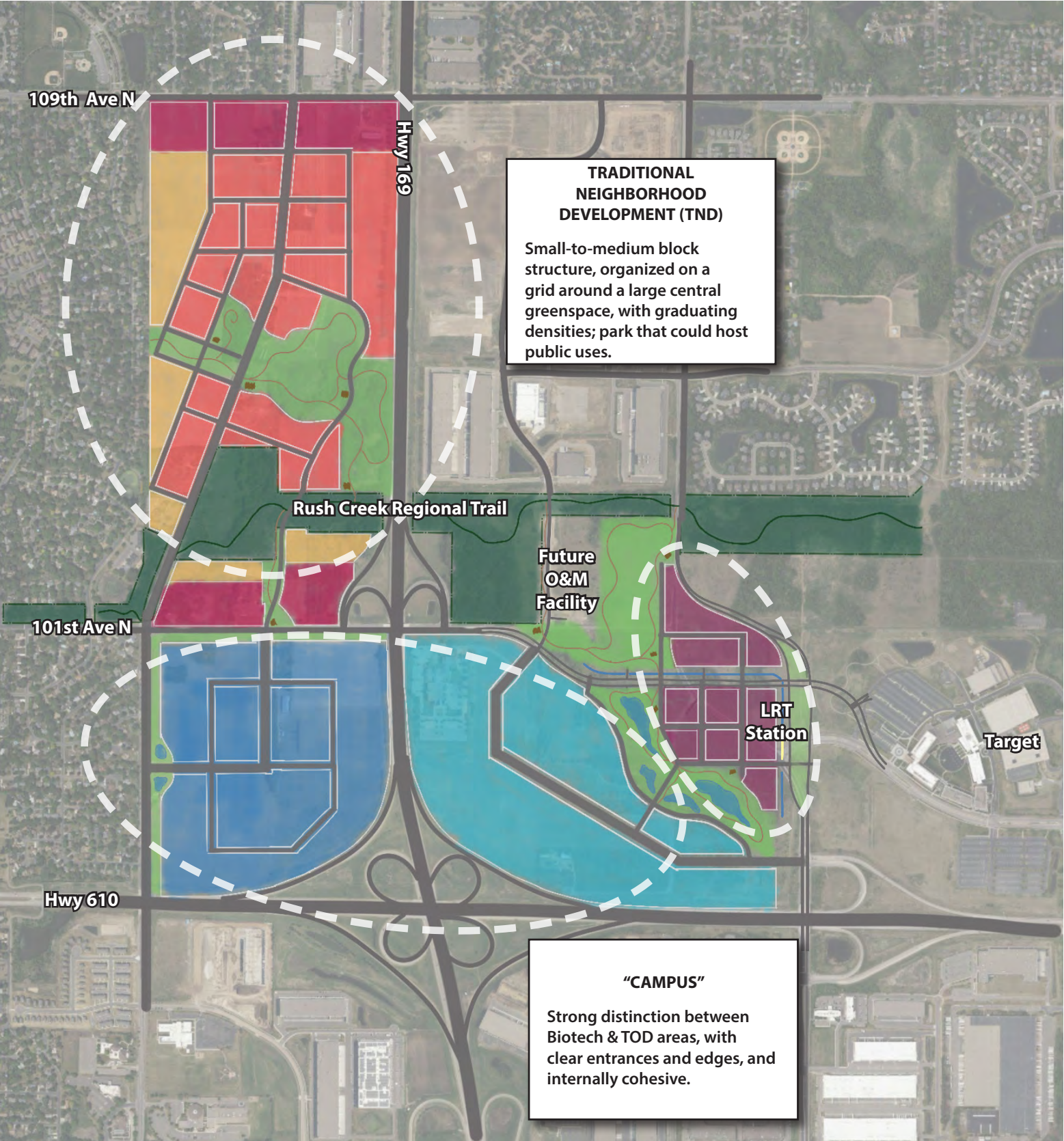


## VARIABLES





# SCENARIO PACKAGE #1



**YIELDS:**

USES	UNITS / SQ FT
Low/Med Density	200 - 300 Units
Med/High Density	975 - 1300 Units
Transit Oriented Development	1,000 - 1,500 Units/ 200,000 - 300,000 Sq Ft
Commercial	400,000 - 500,000 Sq Ft
Biotech Research & Office	1,250,000- 1,350,000 Sq Ft
Biotech Production & Manufacturing	1,250,000- 1,350,000 Sq Ft

## TRADITIONAL NEIGHBORHOOD DEVELOPMENT



Lenox Village TND | Nashville, TN

## CAMPUS



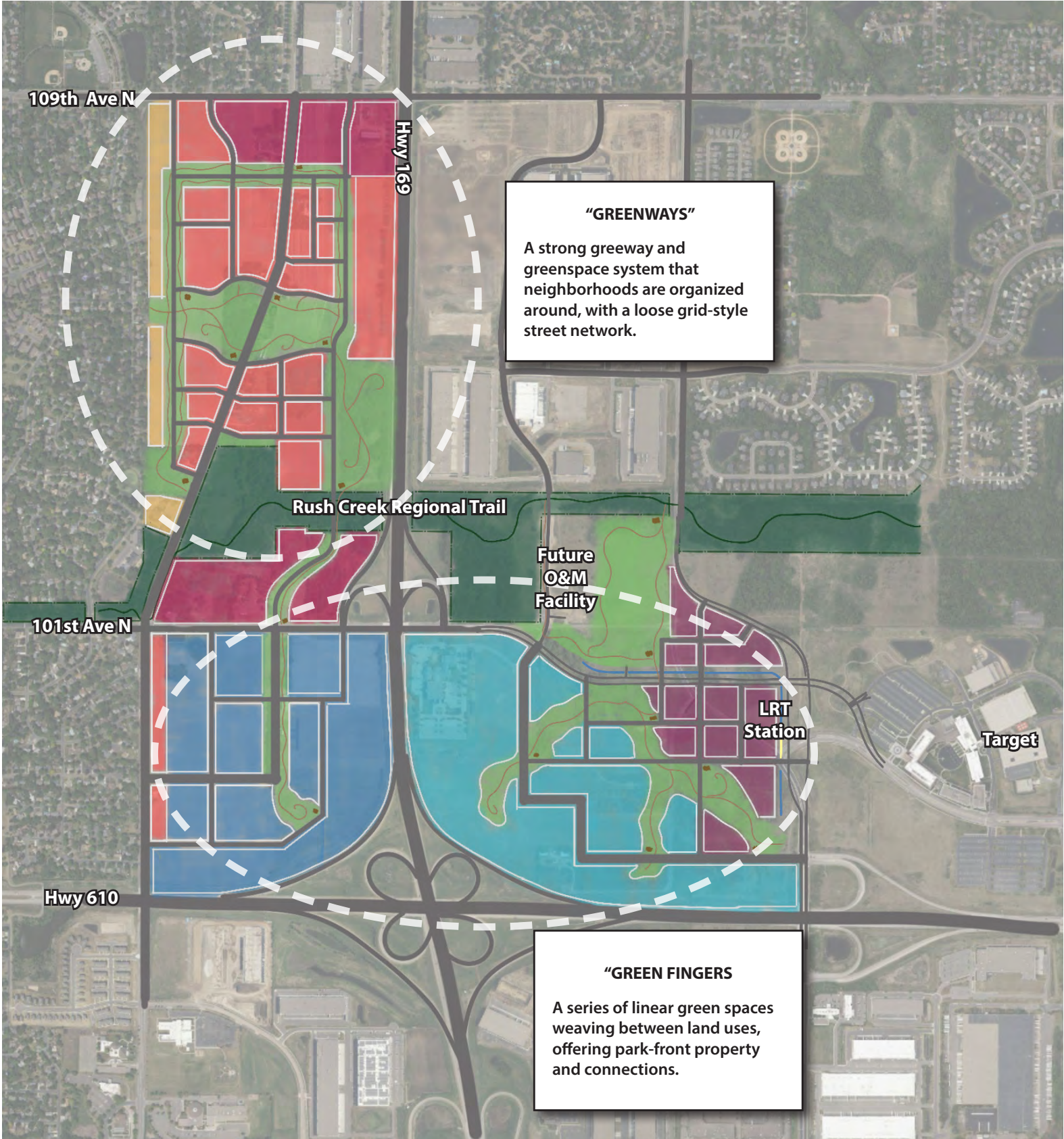
General Mills Campus | Golden Valley, MN



Bethel University Campus | Arden Hills, MN



# SCENARIO PACKAGE #2



**YIELDS:**

USES	UNITS / SQ FT
Low/Med Density	80 - 120 Units
Med/High Density	975 - 1,300 Units
Transit Oriented Development	1,200 - 1,800 Units/ 200,000 - 300,000 Sq Ft
Commercial	900,000 - 1,000,000 Sq Ft
Biotech Research & Office	2,150,000 - 2,250,000 Sq Ft
Biotech Production & Manufacturing	2,050,000 - 2,150,000 Sq Ft

## Greenways



Neighborhood greenway trail and amenities

## Green Fingers



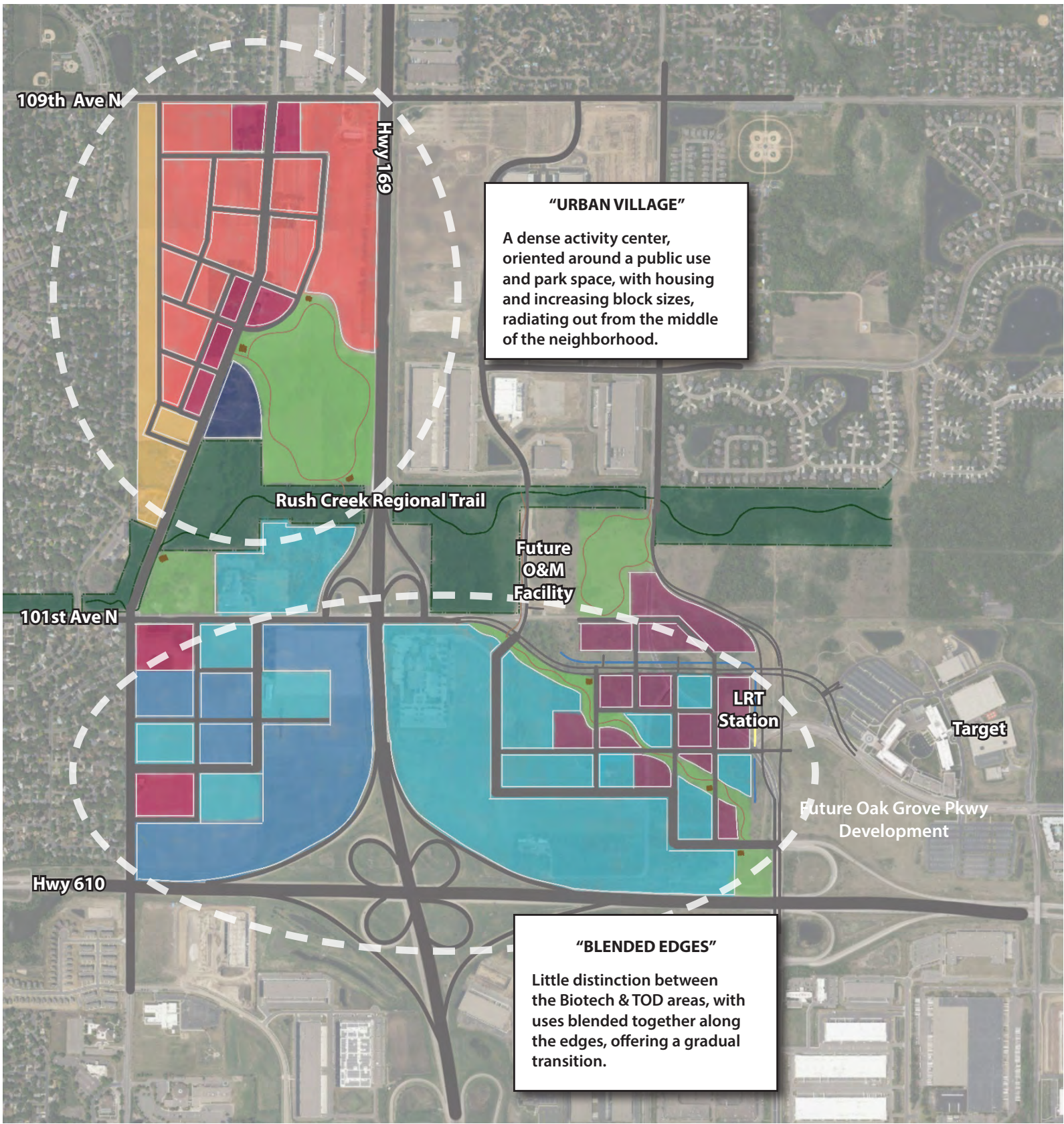
Urban Stormwater and amenity area



Naturalized stormwater and trail amenities

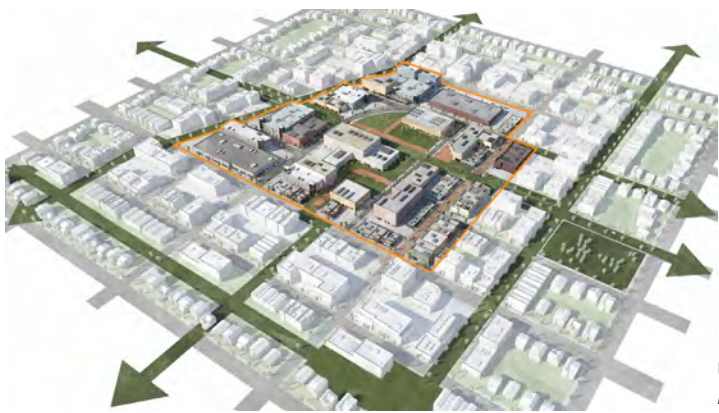


# SCENARIO PACKAGE #3



YIELDS:	
USES	UNITS / SQ FT
Low/Med Density	150 - 250 units
Med/High Density	1,200 - 1,600 Units
Transit Oriented Development	1,200 - 1,800 Units / 200,000 - 300,000 Sq Ft
Commercial	200,000 - 300,000 Sq Ft
Biotech Research & Office	2,900,000 - 3,000,000 Sq Ft
Biotech Production & Manufacturing	750,000 - 850,000 Sq Ft
Public / Institutional	25,000 - 75,000 Sq Ft

## URBAN VILLAGE



Urban Village Concept | Sanantonio, TX  
Photo Credit: City of Antonio

## BLENDED EDGES

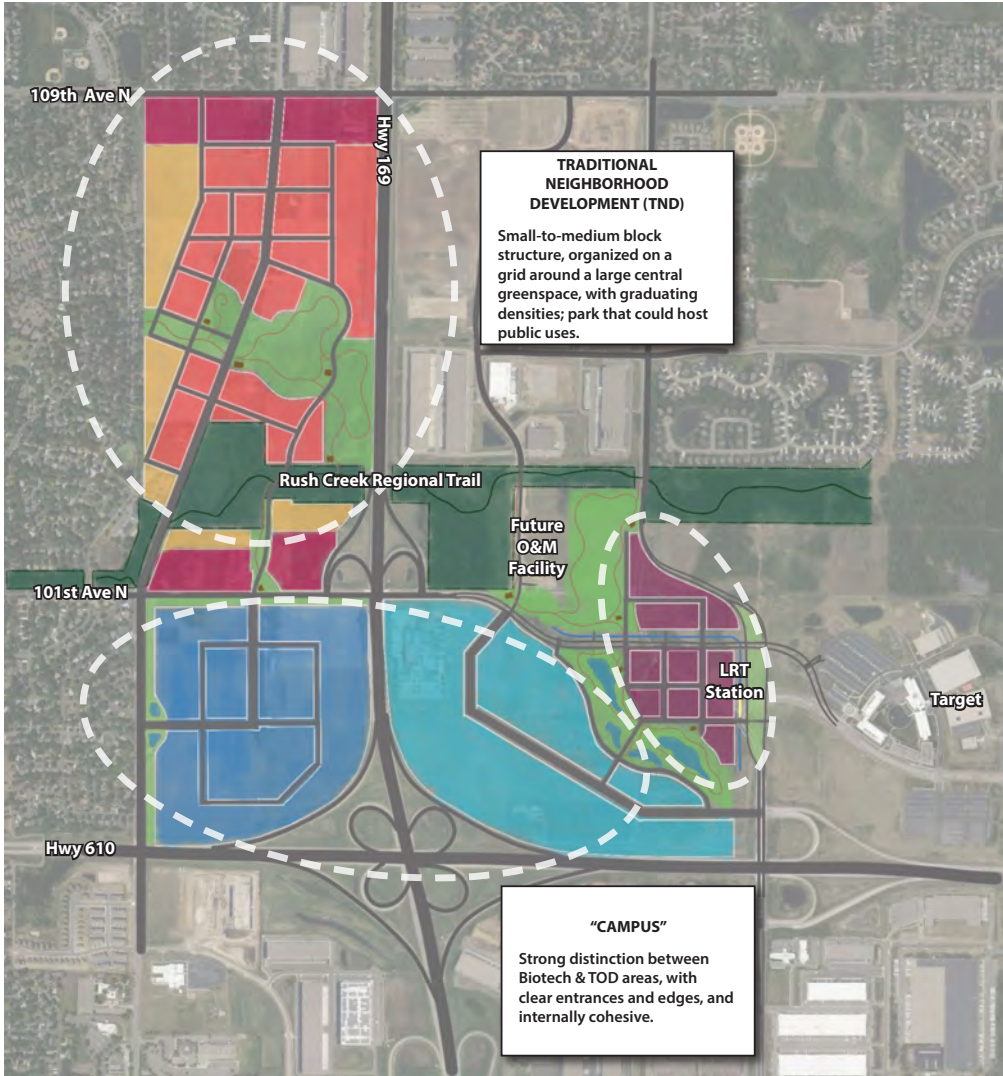


Boston Scientific, Land O' Lakes, and surrounding area | Arden Hills, MN

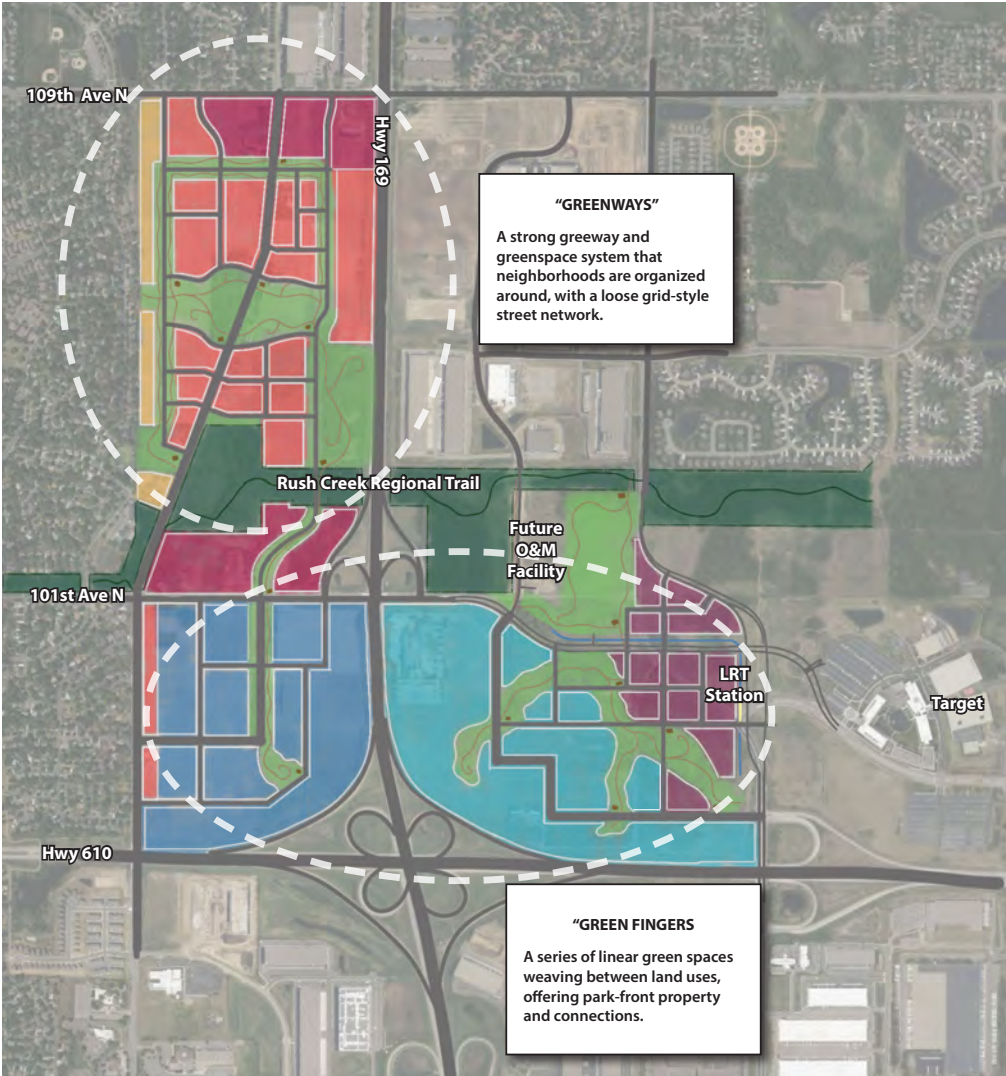


# SCENARIO PACKAGES

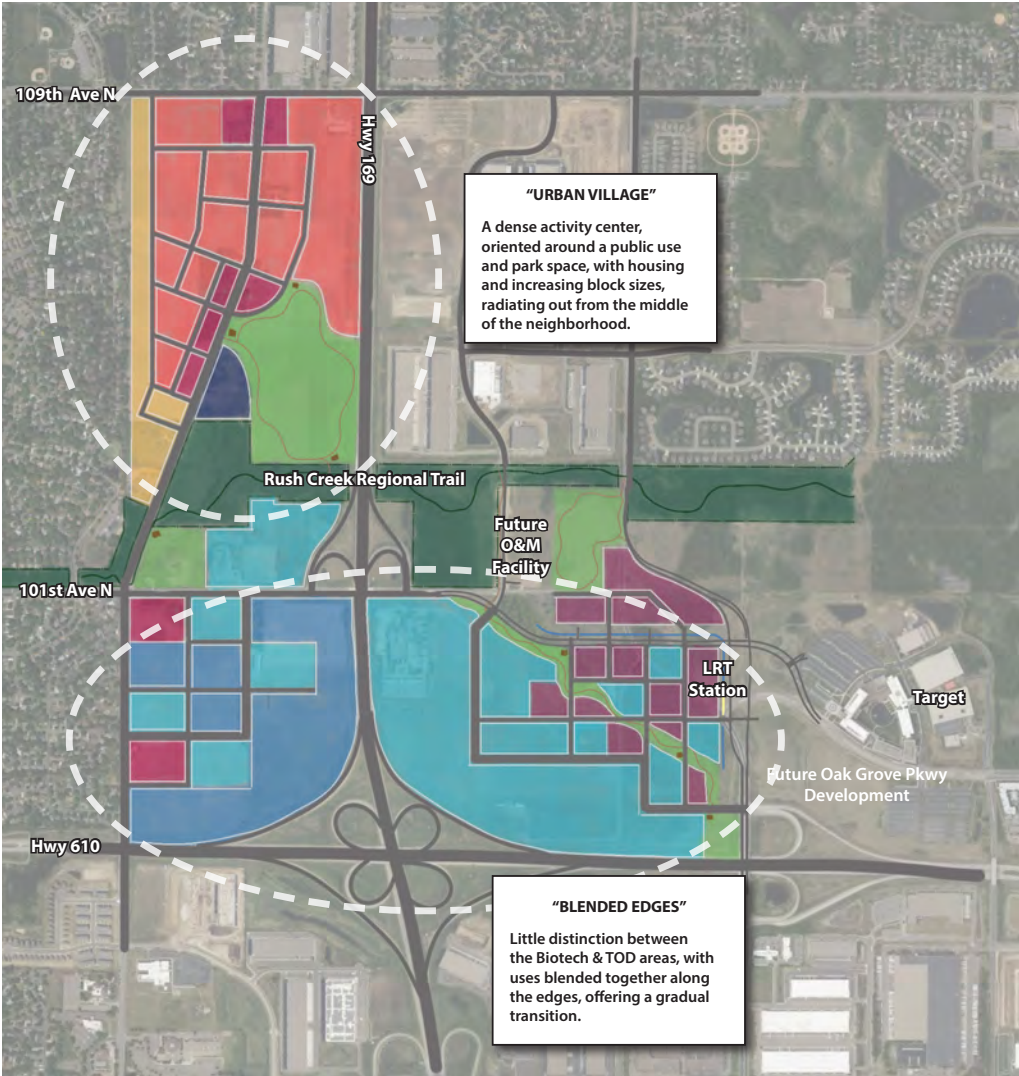
Package #1



Package #2



Package #3



**USES**

 Low/Med Density	 Low/Med Density
 Med/High Density	 Med/High Density
 Transit Oriented Development	 Transit Oriented Development



# Legislative Proposal 2025

## Strengthening Brooklyn Park's BioTech District



### The challenge

Brooklyn Park is Minnesota's sixth-largest city, home to a vibrant and diverse population where over 60 percent of residents identify as Black, Indigenous, and People of Color (BIPOC).

Despite its strengths, including a history of innovation and community investment, the City struggles with a modest tax base and has not received the same level of state and federal investment as other similarly sized cities.

In 2024, the Minnesota Legislature established the BioTech Innovation District, creating opportunities for significant, equitable public investment and tax base growth.

However, Brooklyn Park needs concrete investment to build out infrastructure, bolster workforce development activities, and more, to make the District a reality.



*Brooklyn Park's 245-acre BioTech District is anticipated to grow over 10,000 jobs and 3,000 housing units.*

### The proposal

The BioTech District presents an exciting, unique opportunity for a collaborative governance structure with a shared vision among private sector partners, government, educational institutions, and other stakeholders.

Securing legislative support for placemaking initiatives will create a vibrant environment that attracts talent and promotes interaction – two ingredients critical for districts to thrive.



#### Expanded TIF flexibility

Allow sufficient time and flexibility to implement impactful, long-term development projects, by allowing a 25-year redevelopment district.



#### Workforce development funding

Invest \$1 million to expand the BrookLynk Workforce Development Program, providing residents with access to high-paying careers and supplying industry with the talent they need.



#### Water infrastructure funding

Allocate \$4.5 million for critical water infrastructure improvements to support development and \$10 million for the construction of a water tower.

### Why it Matters

The BioTech District will address local economic disparities and position Brooklyn Park as a hub for innovation, contributing to regional and statewide economic growth. The District will also bring new shopping, dining, and entertainment experiences for residents.

Brooklyn Park's robust workforce assets, three established colleges, and award-winning training programs make the city an attractive location to develop talent, nurture startups, and create economic opportunities.

# Brooklyn Park is BioTech's future.

Brooklyn Park is a member of Minnesota MedTech 3.0 and home to a growing ecosystem of MedTech companies, many of which are members of Medical Alley.

## Medical Alley members:

*CVRx, Inc., Central Package and Display, Children's Minnesota (Hospitals & Clinics), Diversified Plastics Inc., Fairview Health Services, Medtronic, Olympus Surgical Technologies America, STERIS, and Takeda Pharmaceuticals.*

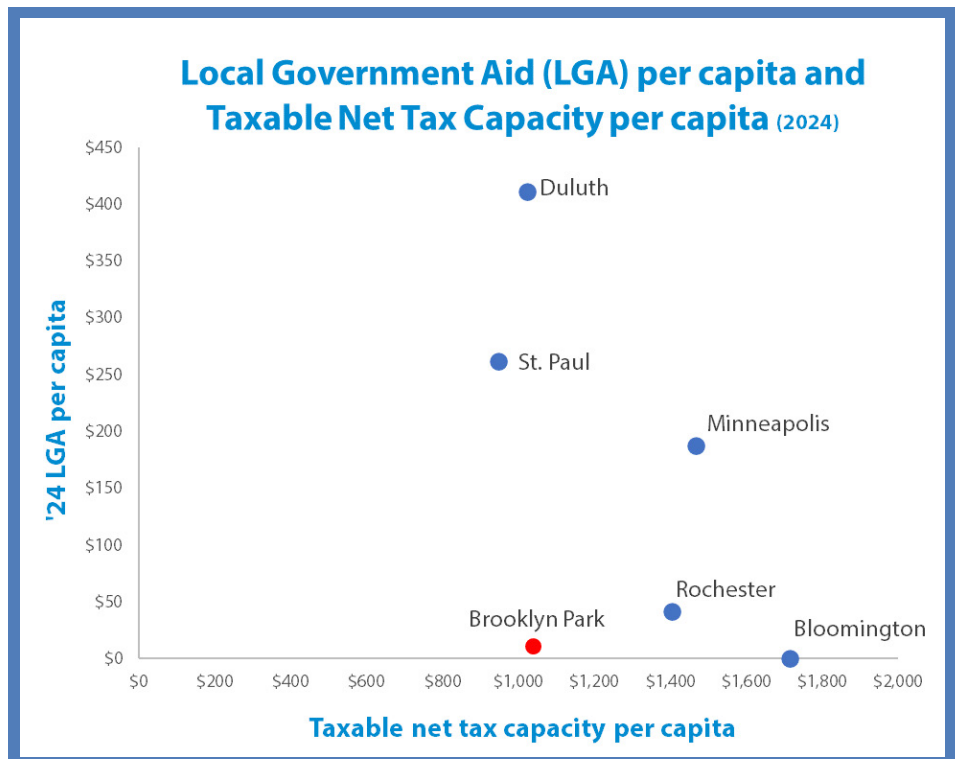


## Tax base disparities persist.

Historically, Brooklyn Park has not benefitted from significant investment, compared to other similarly sized cities.

This ongoing imbalance and inequity has led to the funding burden for critical regional services falling almost entirely on local residents and businesses.

*The right chart reflects per capita investment of LGA funds in several cities. Brooklyn Park has missed critical funding, putting the city at risk of falling further behind economically.*



**Tim Gladhill, Community Development Director**  
Tim.Gladhill@brooklynpark.org | (763) 493-8050



# Legislative Proposal 2025

*Bringing water infrastructure to the Northwest Area*

**Brooklyn  
Park**

## The challenge

Brooklyn Park's northwest area is a high-demand area consisting of 700 acres of land, with transportation access to Highway 169 and Trunk Highway 610. The anticipated development of a BioTech district in the area is expected to bring 10,000 new jobs and 3,000 housing units, a key strategy in addressing historic and current racial disparities in the city.

However, Brooklyn Park's water distribution system cannot meet the area's anticipated capacity and water pressure needs. With the barriers of both Hwy 169 and Hwy 610, extending water into this area adds significant cost to already high costs to provide this vital utility.

## The proposal



**Water main crossings**  
\$4.5 million

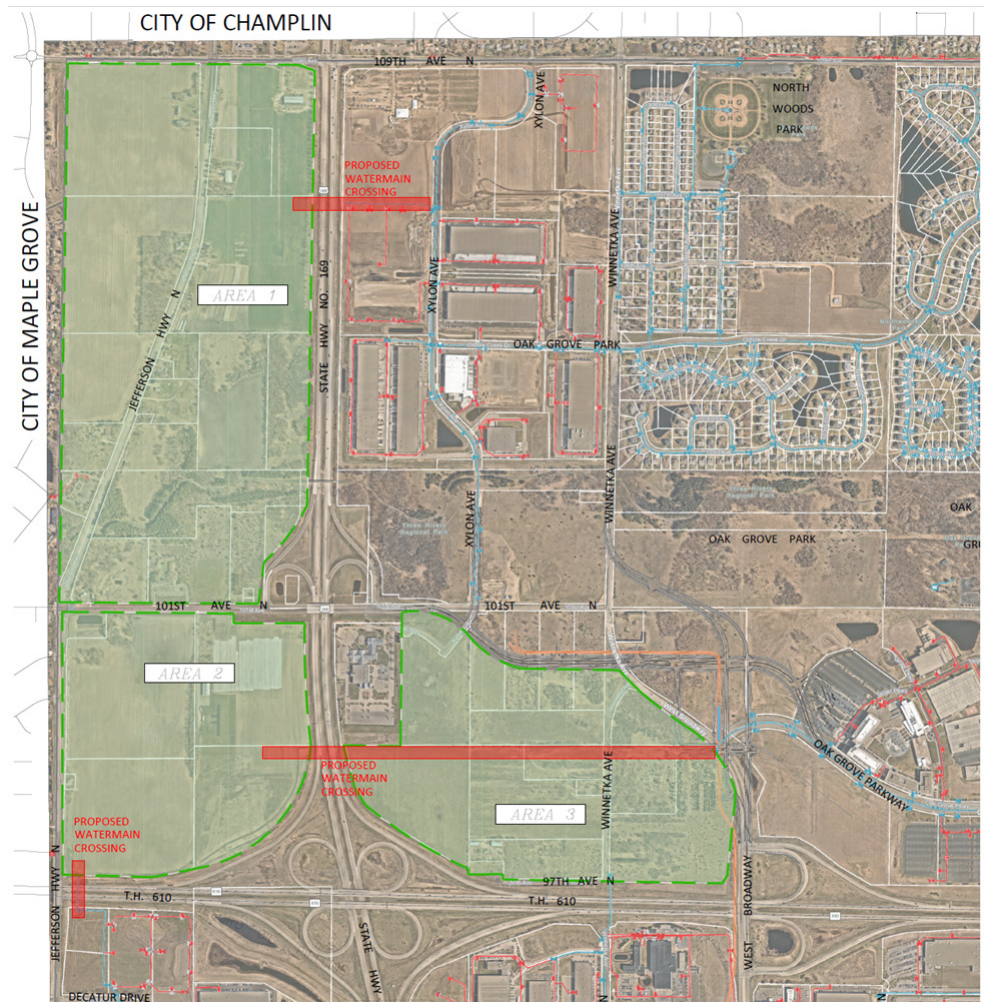
The City is proposing to install three 16-inch water main crossings in the northwest area. Two of the lines would cross Highway 169 north of TH 610 and one line would cross TH 610 just east of Jefferson Highway.

Providing all three crossings is vital to the ultimate need to loop the watermain system to provide redundancy and sufficient water pressure.



**Water tower**  
\$10 million

Additionally, the City must construct a two-million-gallon elevated water tank (water tower) in the area of Highway 169 and 101st Ave.



## Why it matters

The combination of this vital water infrastructure will provide the necessary infrastructure to open up the northwest area to development and help the City grow its tax base, improve the regional economy, and keep Brooklyn Park a top choice for residents for years to come.



**Marc Culver, City Engineer**

Marc.Culver@brooklynpark.org | (763) 493-8114

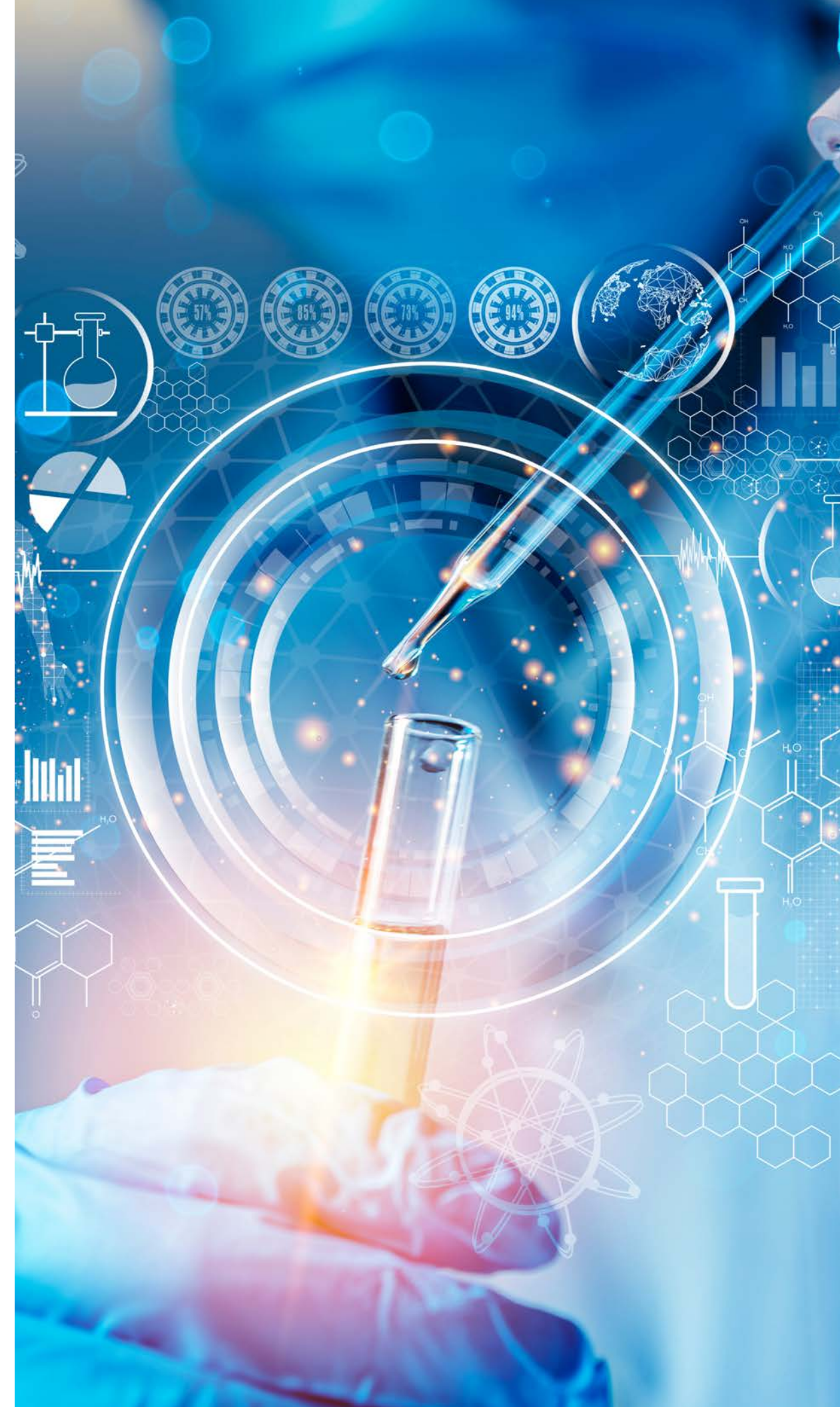


# BROOKLYN PARK BIOTECH INNOVATION DISTRICT

EMPOWERING DISCOVERY, TRANSFORMING LIVES



**BURO HAPPOLD**





# AGENDA

- 01 About Our Team
- 02 Icebreaker Activity
- 03 Our Approach
- 04 Why Our Team

# ABOUT OUR TEAM

# ABOUT OUR TEAM

---





# ABOUT OUR TEAM



**BURO HAPPOLD**



Neka creative 4RM+ULA



## Programming, Financing, & Development

Prime Consultant  
Managing Project

Industry and  
Tenant Outreach

District Focus and  
Vision

Development  
Due Diligence

Financial Strategy  
and Model

## Engagement, Strategy, & Infrastructure

Community  
Engagement

Industry Research  
and Analysis

District Focus and  
Vision

Infrastructure  
Due Diligence

## Planning

NW Area Plan  
Continuity

Zoning and Land  
Use

## Engagement & Brand

Community  
Engagement

Naming and  
Branding\*

## Architecture

Massing and  
Renderings

## Real Estate

Real Estate  
Market Study

Advise on Tenant  
Outreach

\*Optional Service



# ADVISORY BOARD

---



## **Jhoneldrick (Eldrick) Millares**

CEO and Co-founder, Illuminant Surgical

*Strategic Advisor on Entrepreneurship & Innovation: Eldrick is the CEO and Co-founder of a pioneering company focused on developing innovative surgical navigation technologies that exponentially improve the surgeon's experience and outcome.*

## **James A. Hoyer**

Major General  
USA, Retired

*A recognized authority in economic innovation – with his extensive experience in driving economic growth, Major General Hoyer will provide valuable guidance on aligning the district's development with broader economic trends.*

## **Matt French**

Sr. VP, AMETEK, Inc.

## **Shaina Morphey Doar**

Senior Advisor (Formerly with City of Chicago, McKinsey)

*A leader in technology-driven economic development and entrepreneurship with experience across the public and private sectors in building innovation ecosystems, companies, and real estate developments.*

**Members of NIIMBL (The National Institute for Innovation in Manufacturing Biopharmaceuticals), BiofabUSA and other key organizations**





# CORE TEAM MEMBERS

---

## FAIRMOUNT PROPERTIES

**Randy Ruttenberg**  
Founder/Principal

**Adam Fishman**  
Principal

**Rebecca Molyneaux**  
Executive VP, General Counsel

**Brice Hamill**  
VP, Design + Planning

**Adam Branscomb**  
VP, New Development

**Foroozan M. Pour**  
VP, Innovation District  
Strategies & Development

**Kelley Stetter**  
COO

## BURO HAPPOLD

**Elliot Felix**  
Partner

**Amanda Wirth Lorenzo**  
Principal

**Ian Nicholson**  
Associate

*Partnering with Fairmount and Buro Happold means accessing the knowledge of a unified team, and bringing together diverse expertise and perspectives to drive unparalleled results.*



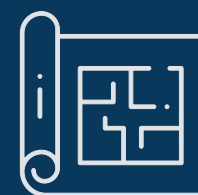


# PROGRAMMING, FINANCING, & DEVELOPMENT



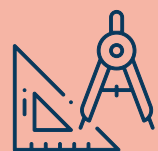
## PROGRAMMING & ADVISORY

The programming framework focuses on sector identification, advancing innovation, and strengthening community growth.

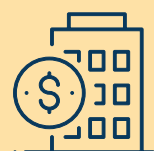


## DEVELOPMENT

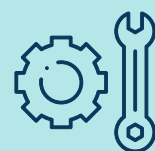
Experienced real estate development services crafting vibrant and sustainable projects that maximize value and transform communities.



**ARCHITECTURE  
AND DESIGN**



**FINANCING/  
CAPITAL  
TRANSACTIONS**



**OPERATIONS**



**MARKETING**



**LEASING**



**PROPERTY  
MANAGEMENT**

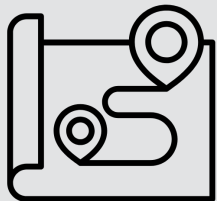


# ENGAGEMENT, STRATEGY, & INFRASTRUCTURE



## RESEARCH & ENGAGEMENT

Informed by interviews, observations, workshops, surveys, and data mining, we combine stories and stats to uncover insights you can act on.



## VISIONING & STRATEGIC PLANNING

Together, we craft a vision to differentiate your organization, offerings, and operations, then define the goals, identify key tactics, and test ideas to reduce risk and build momentum.



**COMMUNITY  
ENGAGEMENT**



**INDUSTRY  
ANALYSIS**



**FOCUS AND  
VISION**



**SPACE NEEDS  
ASSESSMENT AND  
FORECAST**



**INFRASTRUCTURE  
ASSESSMENT AND  
STRATEGY**



**ECONOMIC  
ANALYSIS AND  
BUSINESS CASE**

# ICEBREAKER ACTIVITY

# HEADLINES

Imagine you are breaking ground on the life sciences innovation district tomorrow!

What would the headline announcing this say?

In what publication would it appear?

Take a minute to answer these questions and then we'll discuss.

## Unlocking New Value For Industry Partners And Marquette University Students Through Challenging The Status-Quo.

At Marquette University, we recognize that "innovation" in higher education is more than the discovery of new knowledge through academic research. To seek innovation also compels us to consider how we can go beyond our own disciplinary silos and traditional models of education and industry engagement to create new value for our students and partners.

Welcome to different. Welcome to Innovation Alley.

## The Journal of Healthcare CONTRACTING

ABOUT JHC ISSUES ADVERTISING INFO DAIL-ENews PODCASTS SCH NEWSLETTER

RECENT PODCASTS MAY 15, 2024 | DAVID HARGRAVES DISCUSSES BEST PRACTICES FOR SERVICING ACUTE AND NON-ACUTE

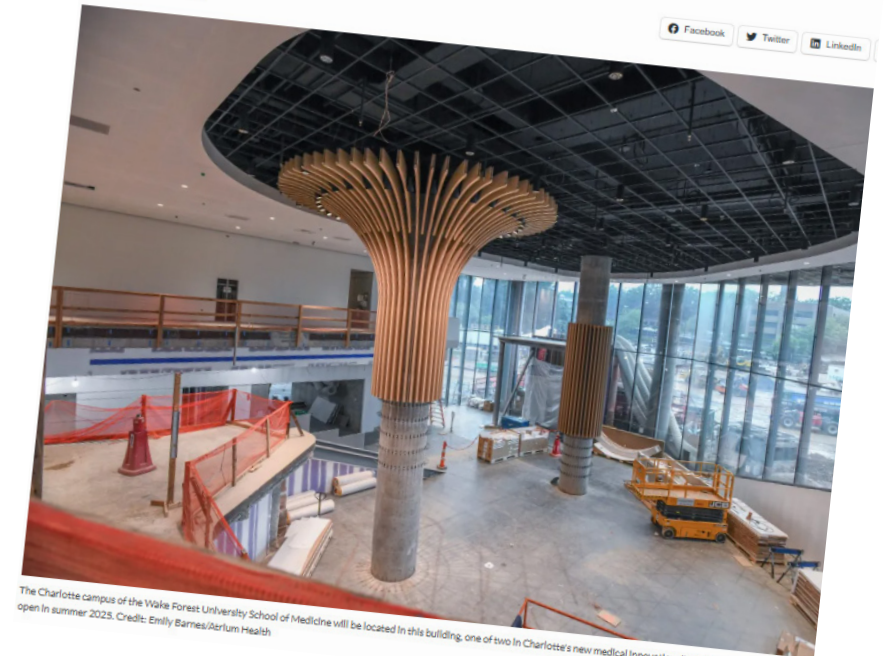
Cleveland Clinic partners with city to construct \$52.8M grocery market and apartment complex to address social determinants of health



## More than a medical school

12 must-know features and details about Charlotte's first medical school and The Pearl, the city's new medical innovation district

by Michelle Crouch  
October 2, 2024



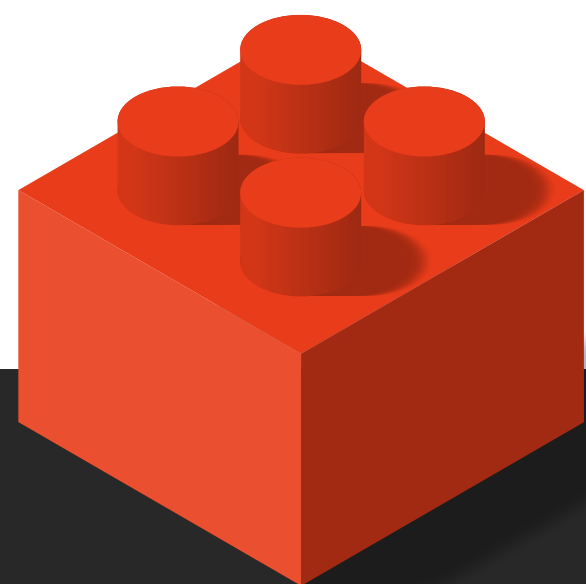
The Charlotte campus of the Wake Forest University School of Medicine will be located in this building, one of two in Charlotte's new medical innovation district. The medical school is expected to open in summer 2025. Credit: Emily Barnes/Altium Health



# OUR APPROACH

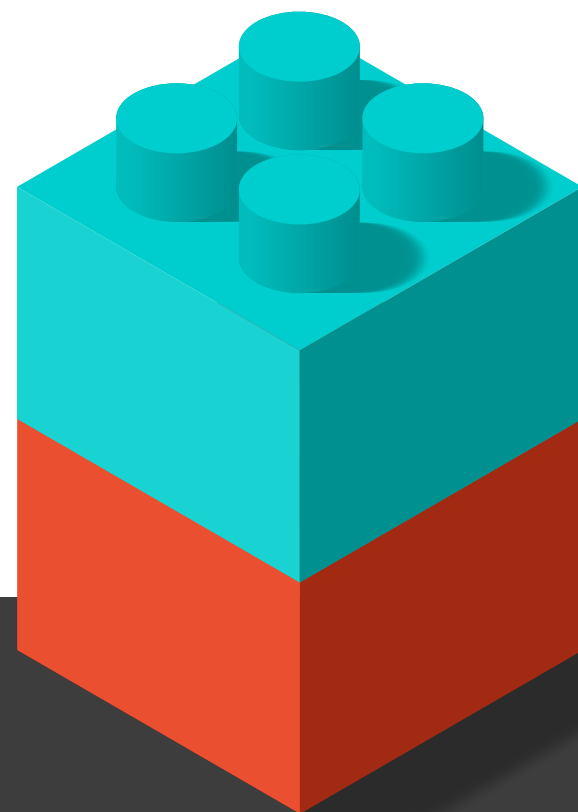
# FUNDAMENTAL BUILDING BLOCKS

of an Innovation District



## Economic Assets

Regional Economic Drivers  
High-Growth Industry Sub-sectors



## Networking Assets

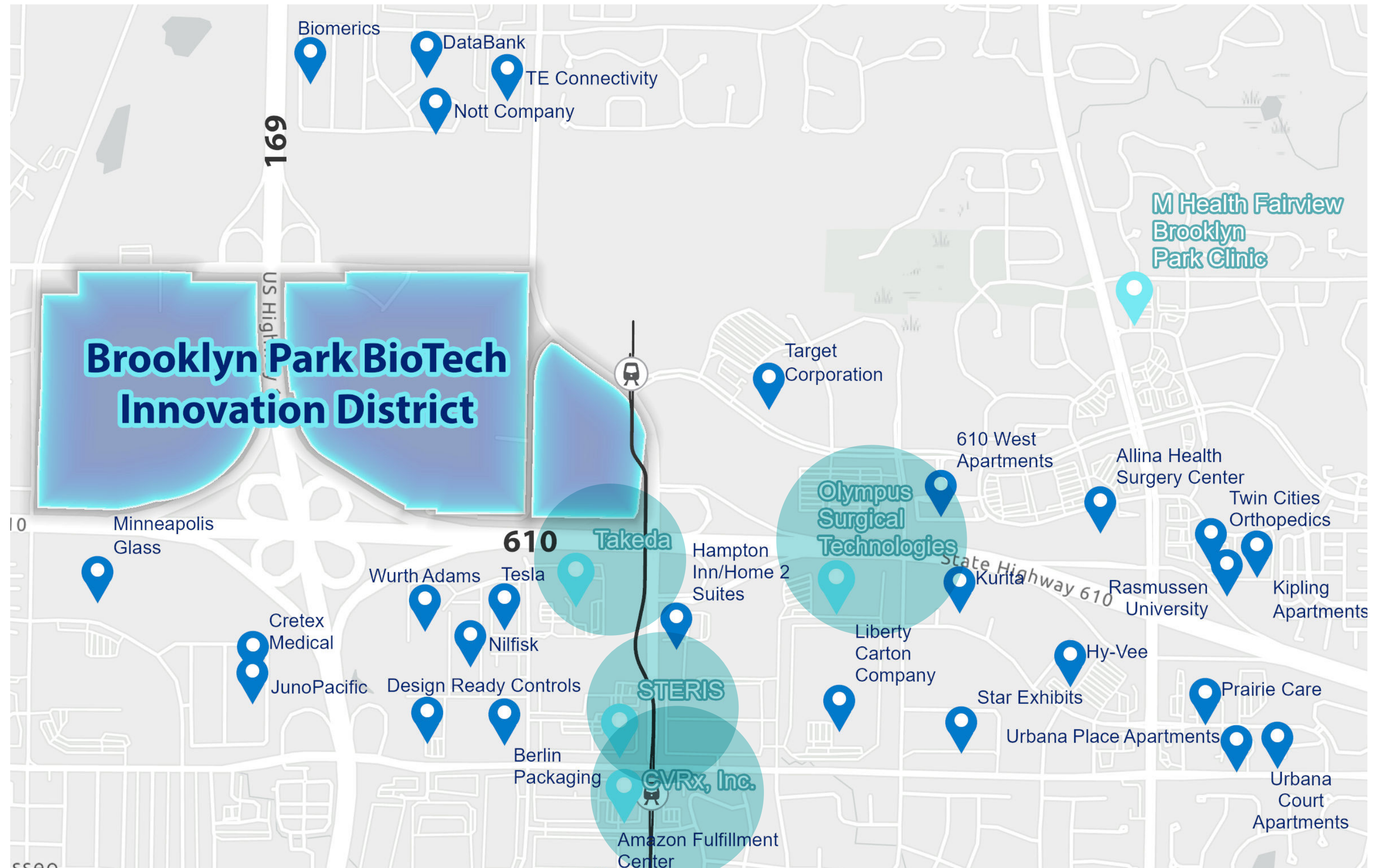
University and Hospital Partnerships  
Industry Partnership  
Workforce & Community Programs



## Physical Assets

Facilities that meet programming needs  
Intentional placemaking with quality amenities such as housing, retail, restaurant, and office space  
Transit-oriented district

# STRATEGIC PROXIMITY TO VALUED PARTNERS





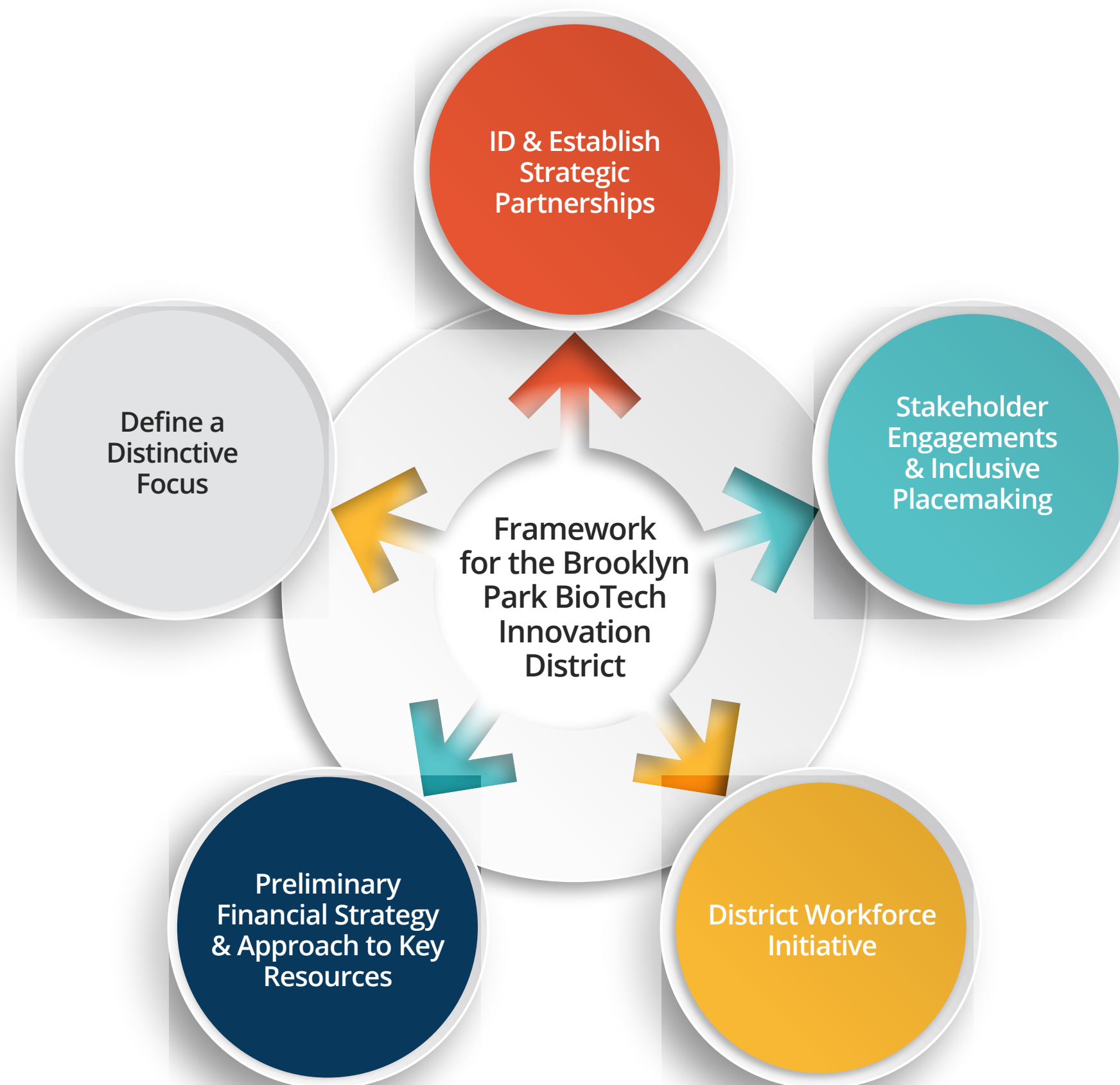
# OUR APPROACH

## BUILDING A THRIVING BROOKLYN PARK BIOTECH INNOVATION DISTRICT:

Cultivate a collaborative ecosystem that generates diverse wide-ranging pathways of opportunity and delivers lasting *resilience*, *relevance*, and *value* to residents, businesses, and the greater community.

## STRATEGIC FRAMEWORK:

- Define a Distinctive Focus by Identifying Leading Regional Economic Drivers & High-Growth Industry Sub-sectors
- Identify & Establish Strategic Partnerships
- Stakeholder Engagements & Inclusive Placemaking
- District's Workforce Initiatives
- Preliminary Financial Strategy & Approach to Key Resources



# DEFINE A DISTINCTIVE FOCUS

---

# BUILD ON PHASE I

Ensure continuity of the vision, momentum, and implementation framework while avoiding duplication of Phase 1 activities/scope.

## Phase 1 Deliverables:

- Guiding community benefits
- Market understanding
- Land use & development plan
- Infrastructure & public realm plan
- AUAR environmental review
- Vision implementation framework





# ANALYZE LIFE SCIENCES REAL ESTATE MARKET

Understand the competitive landscape to be the easiest, fastest people to work with to attract companies and community members.

## By the numbers

**16,144,184**

Total inventory (s.f.)

**400,000**

Under construction (s.f.)

**1,092,096**

Average absorption 2019-2023 (s.f.)

**8,809,503**

Occupied industrial space (s.f.)

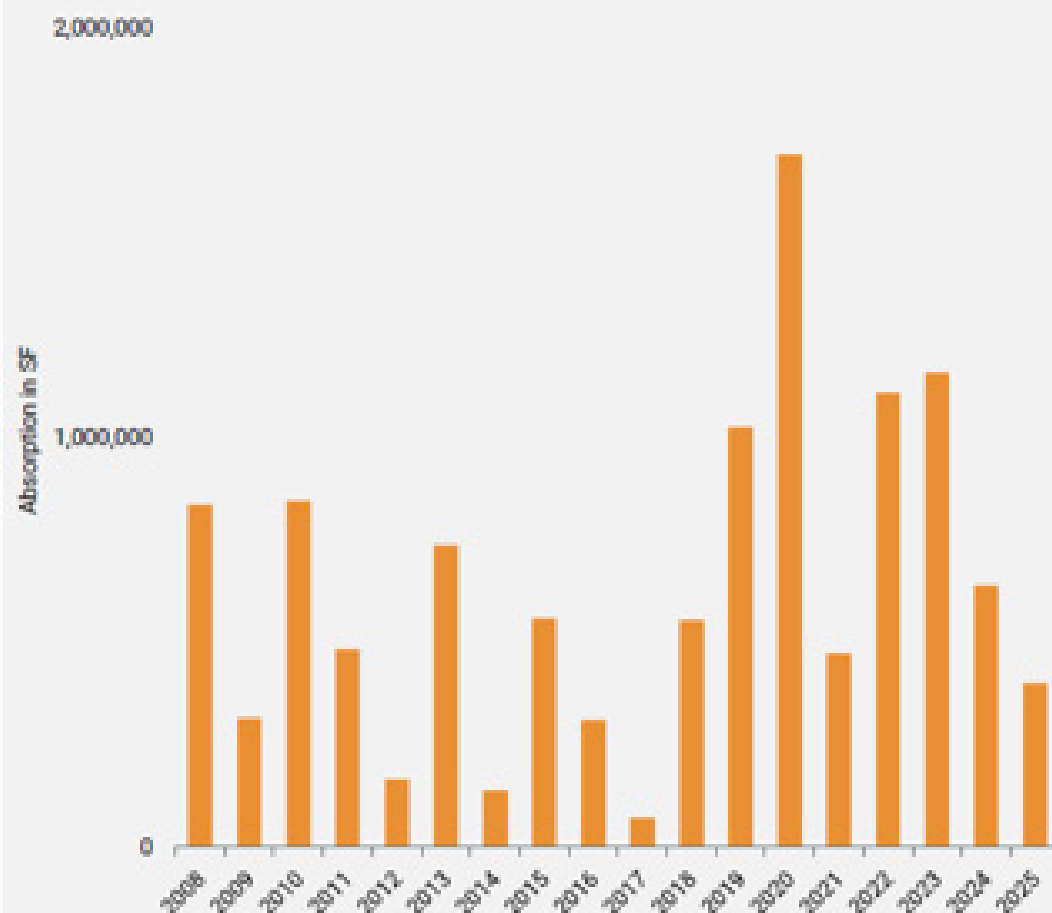
**4,679,352**

Occupied office space (s.f.)

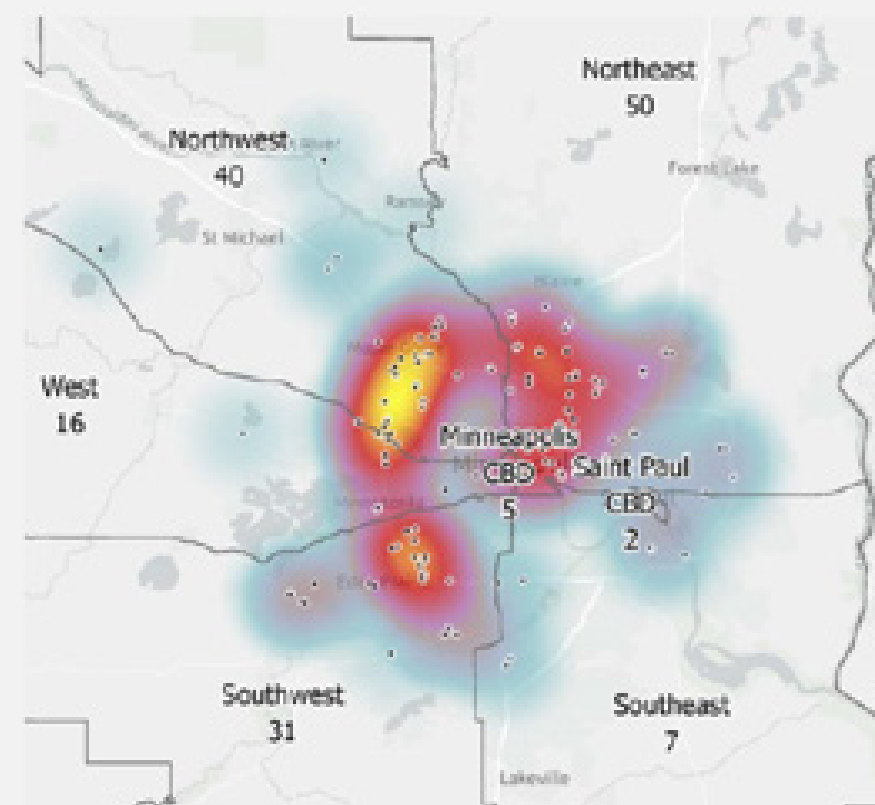
**2,655,329**

Occupied R&D/flex space (s.f.)

## Life sciences YoY absorption

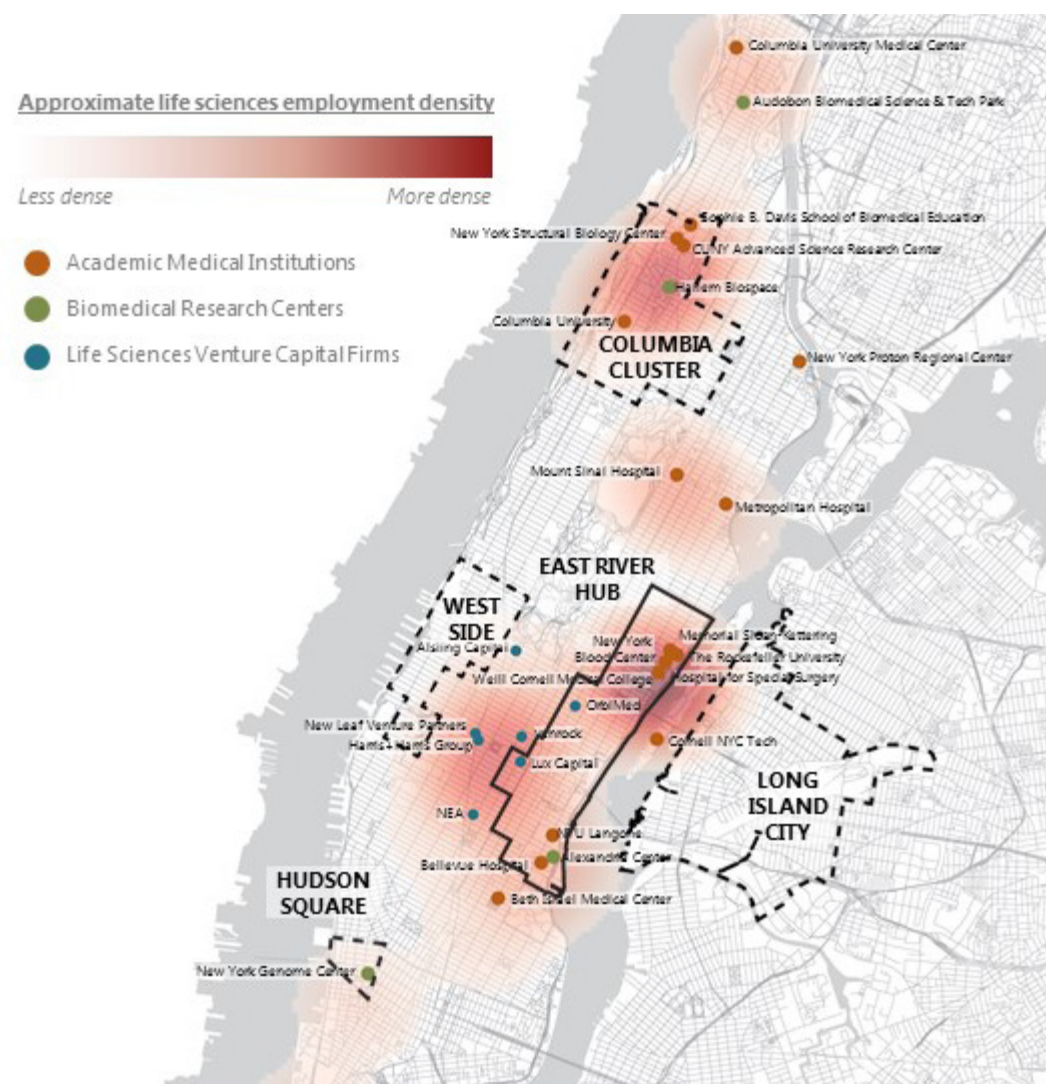


## Market concentrations in the Northeast, Southwest and Northwest



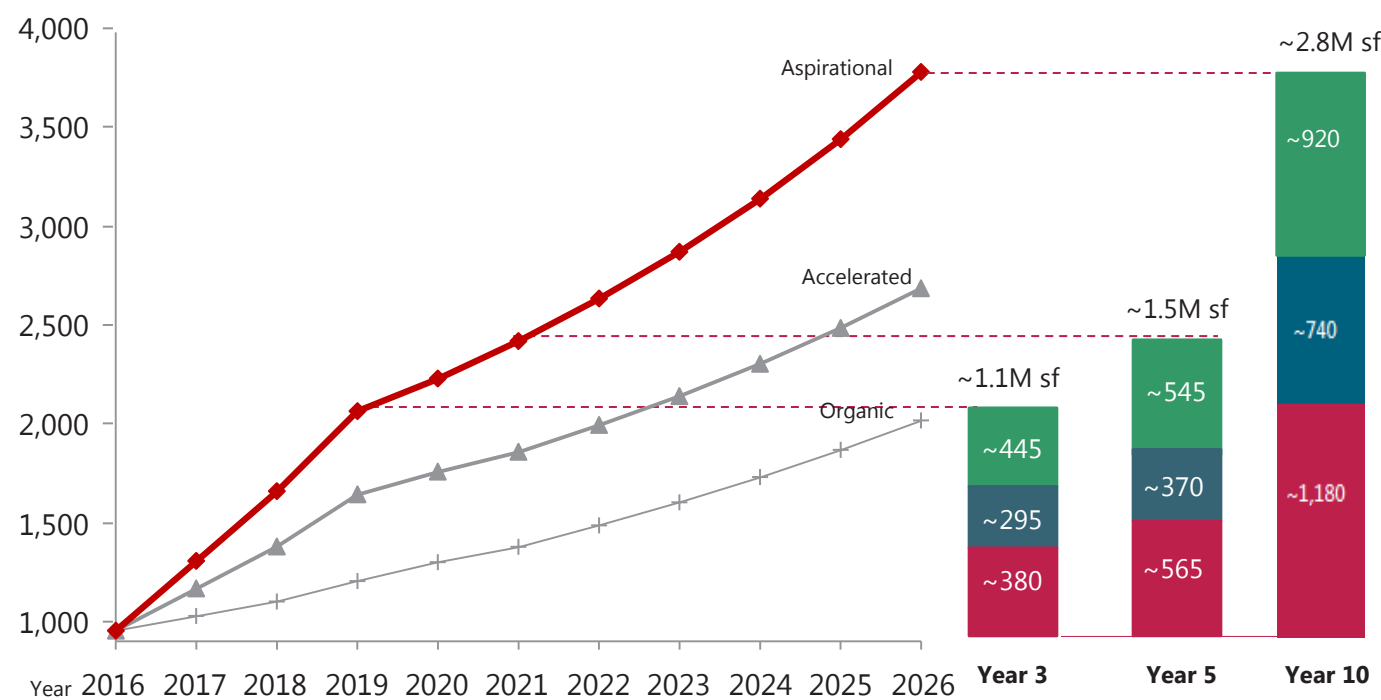
# OPPORTUNITY ASSESSMENT

Understand how the needs of potential tenants and partners intersect with and support the priorities of the public sector.



## WHAT IS THE CURRENT UNMET NEED AND HOW MIGHT THE DEMAND TRAJECTORY EVOLVE OVER TIME?

**Scenarios for ST total commercial early stage life science R&D space in NYC**  
(<sup>000</sup> sq ft)



**Preliminary**

Spectrum of space typologies anticipated  
(Class A, Class B, Applied LS academic)

- Top-tier institutional initiatives
- Class A and/or Class B prices
- Higher willingness-to-pay expected to materialize over longer-term
- Affordable stock for venture-backed companies (<\$65/SF)
- Flexibility in size and length of lease terms to enable growth
- Occupant-ready

# **ID & ESTABLISHING STRATEGIC PARTNERSHIPS**

---



# ANALYZE INDUSTRY AND ID SEGMENTS

Analyze life sciences industry to identify trends in workforce and market needs and potential segments/opportunities.

## NYC ECOSYSTEM DEFINITION

### Sustainable

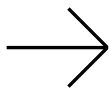
Activities that advance climate and environmental goals

### Bioeconomy

The ecosystem of activities involved in researching, developing, and commercializing technologies and applications that utilize biological resources and processes

### Process

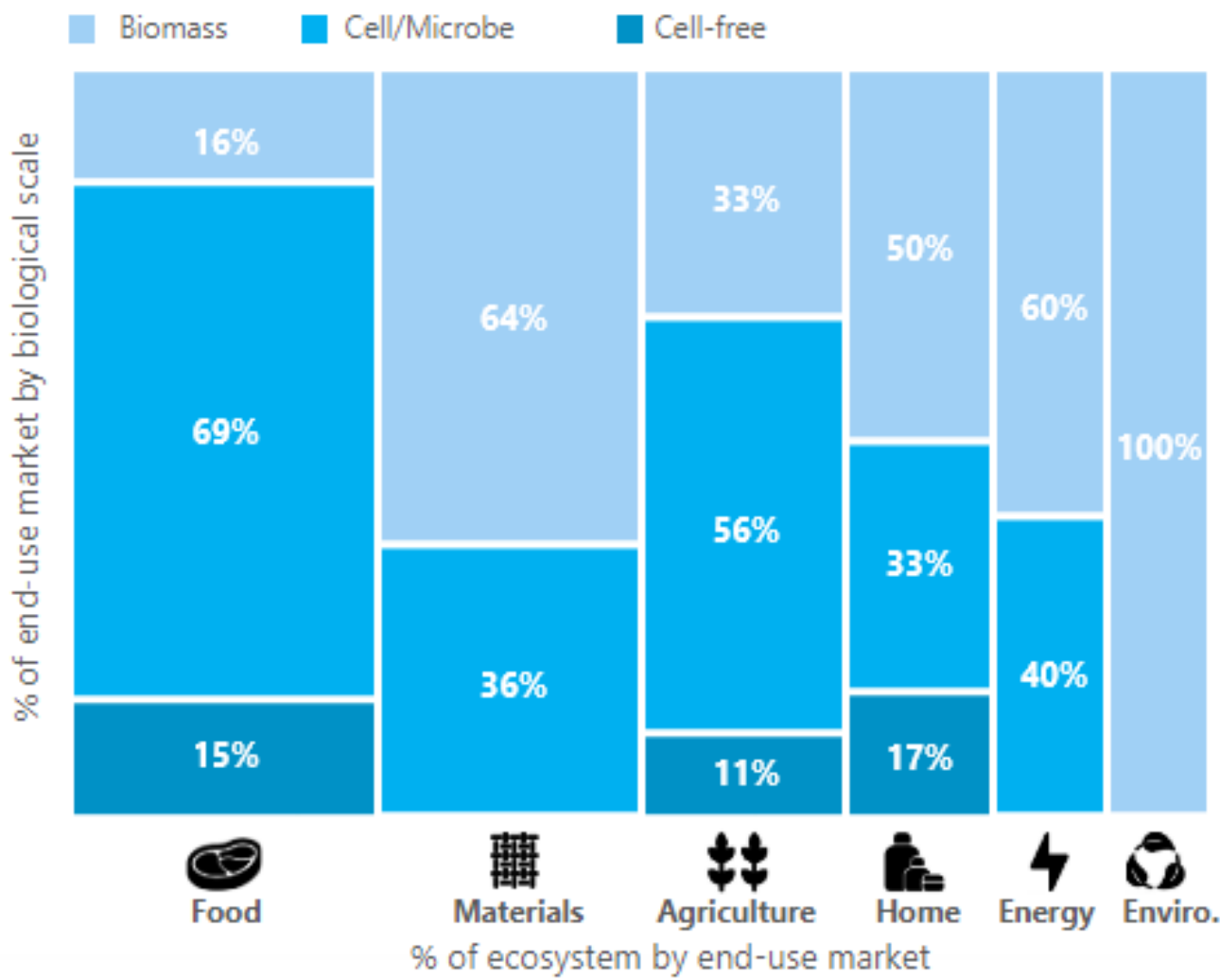
Examined existing bioeconomy reports from governments and market researchers.



Explored several definition options, each varying in scope and technological focus.

NYC Sustainable Biotech Industry Study

Distribution of NYC sustainable bioeconomy companies by end-use market served and biological scale





**INDUSTRY**



**MEDICAL ALLEY**



**UNIVERSITY & HOSPITAL**

# IDENTIFY & ESTABLISH STRATEGIC PARTNERSHIPS

Identify and secure strategic private sector partnerships that deliver tangible value, drive growth, and expand possibilities.

## OUR APPROACH:

Build Institutional Partnerships

Identify & Collaborate with  
Strategic Industry Partners

Prioritizes & Bring in Private Sector  
Commitment into the District

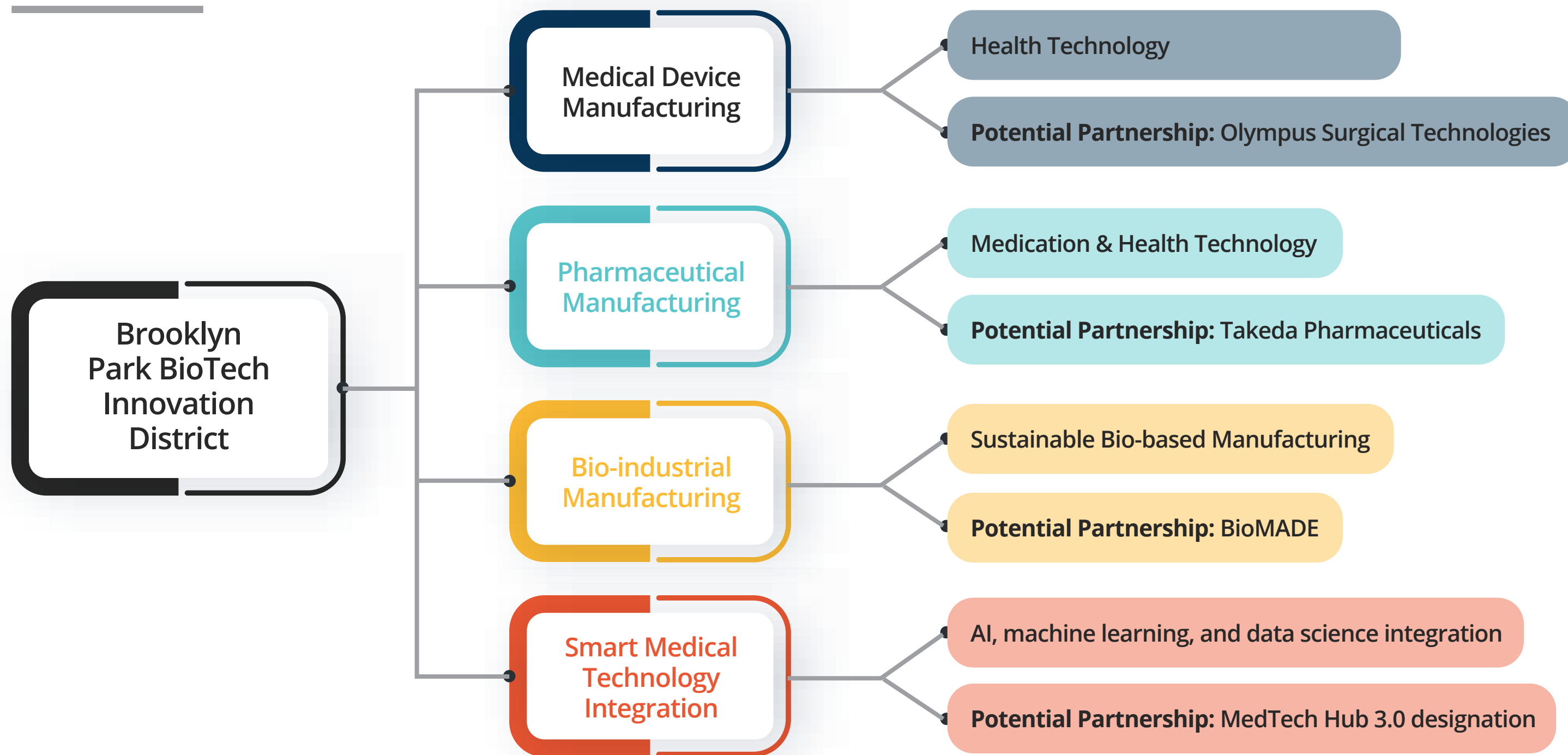
Obtain Tenant Commitment

Advance Recruitment &  
Retention Efforts

Cultivate a Collaborative  
Ecosystem

Advance Economic Growth

# EXAMPLE OF POTENTIAL SUB-SECTORS & PARTNERSHIPS





# EARLY PRIVATE-SECTOR POTENTIAL PARTNERS

---

**YOKOGAWA** 

Develop customized lean manufacturing techniques and implement Pharma 4.0 digital strategies tailored to the unique needs of pharmaceutical manufacturing.

 **LG NOVA**

A corporate innovation program focused on identifying and collaborating with businesses, entrepreneurs, and innovators to develop new business opportunities aligned with LG's strategic priorities.



Medical device company developing innovative surgical navigation technologies.

# STAKEHOLDER ENGAGEMENTS & INCLUSIVE PLACEMAKING

---

# UNDERSTAND COMMUNITY

---

Engage communities in innovative and inclusive ways to uncover needs and opportunities, meeting people where they are.





# IDENTIFY STAKEHOLDER NEEDS

Identify personas/profiles of different users and envision future use cases that inform the design of facilities and programming within them.

## Use Cases

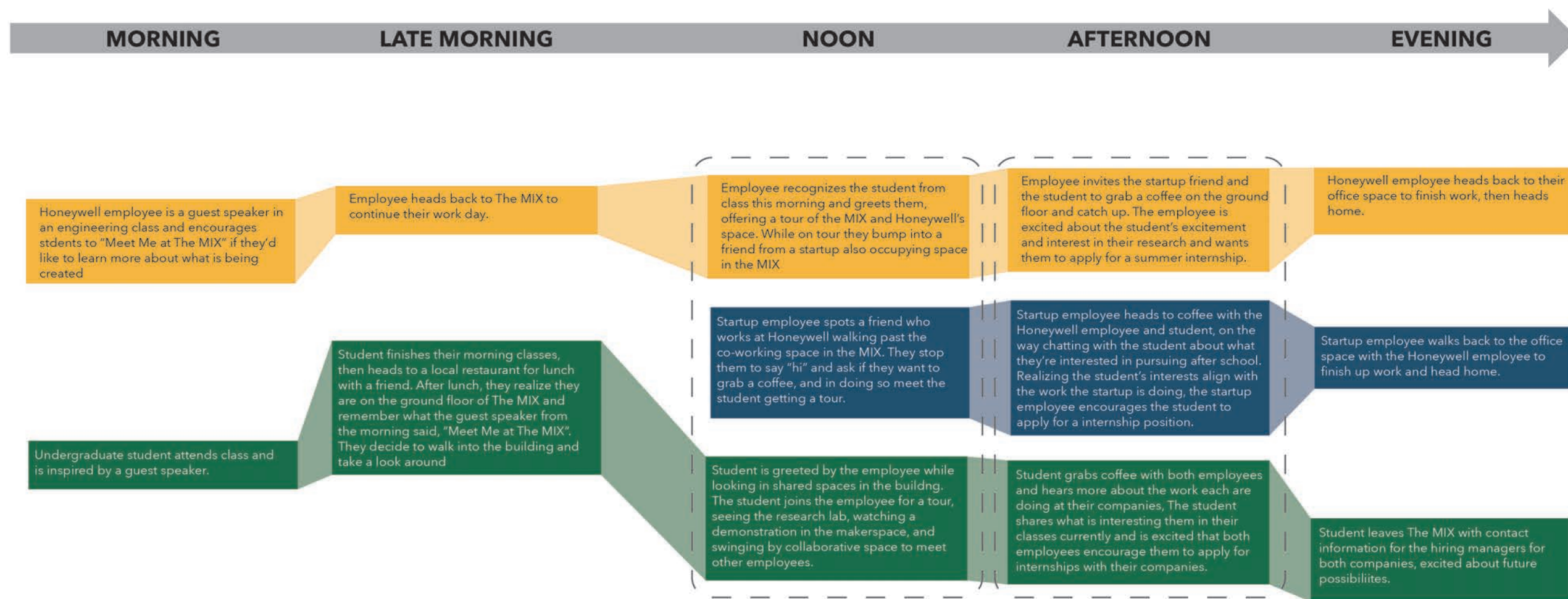
Use cases demonstrate how users, spaces, and activities come together to activate a building. Use cases answer **who** does **what**, **where**.

## KEY USERS

CORPORATE TENANT

STARTUP TENANT

STUDENT



# INCLUSIVE PLACEMAKING

A Vibrant Epicenter of Opportunity



## Strengthens Community & Sense of Belonging

Placemaking creates inviting public spaces that encourage social interaction, collaboration, and a shared sense of identity. By designing walkable streets, gathering areas, and cultural hubs, a district becomes more than just buildings—it becomes a place where people feel connected and engaged.

## Drives Economic Vitality & Investment

Vibrant, well-designed districts attract businesses, visitors, and investors. When a place is appealing and functional, it draws foot traffic, supports local businesses, and increases property values, creating a cycle of economic growth and long-term sustainability.

## Enhances Quality of Life & Well-Being

Great placemaking prioritizes accessibility, green spaces, and public amenities, making daily life more enjoyable and reducing stress. Walkability, recreational areas, and a mix of uses ensure that residents, workers, and visitors experience a healthier, more fulfilling environment.

# DISTRICT WORKFORCE INITIATIVE

---



# WORKFORCE INITIATIVES

Workforce Development Program is key to building a thriving district.

- **Targeted Workforce Training Through Education**  
In partnership with local educational institutions, the district will offer tailored training programs, hands-on learning opportunities, including internships.
- **Micro-Credential Program**  
Stackable micro-credential program will provide certifications across a broad range of skills, fostering continuous learning and professional growth.
- **Innovative Learning Center**  
A dedicated space for in-person technical workshops and training sessions.
- **BIPOC-Focused Recruitment Program**  
Providing equitable access to residents from diverse backgrounds.
- **Job Skills Portal**  
An online platform offering access to training materials, listing of certification programs, and job postings.
- **Youth Engagement – BioTech for the Future in partnership with BrookLynk**  
To inspire future biotech professionals, the district will launch the “BioTech for the Future” initiative in partnership with BrookLynk youth employment program, focused on K-12 students.





# WORKFORCE DEVELOPMENT

---

Partner with educational institutions to develop workforce and increase economic impact.



*Wake Forest University/Atrium Health Innovation District*



# PRELIMINARY FINANCIAL STRATEGY & APPROACH TO KEY RESOURCES

---



# PRELIMINARY FINANCIAL STRATEGY TO KEY RESOURCES

Developing tailored, project specific funding solutions.

The Fairmount team excels in public financing, leveraging specialized expertise in tax increment financing, bonding, and a diverse range of funding sources—including tax credits, state and federal programs, and innovation, brownfield, and transportation funds. Our strategic approach helps identify and secure the necessary resources to successfully advance the district initiatives.

## Public-Private Partnerships and National Initiatives

### *National Biotechnology and Biomanufacturing Initiative:*

Allocates over \$2 billion for biopharmaceutical development, including biomanufacturing and pandemic preparedness.

### *NIIMBL (National Institute for Innovation in Manufacturing Biopharmaceuticals):*

Advances biopharmaceutical manufacturing, technology development, and workforce training.

## Federal Funding Programs

*National Institutes of Health*

*National Science Foundation*

*Department of Defense*

*Economic Development  
Administration*

## State, Local, & Regional Support

*Minnesota Forward Fund*

*State Economic Development Agencies*

*Tax Incentives and Credits*

*Public Infrastructure Investment*

**Fairmount's Trusted  
Equity Partners'  
Investments**

**Fairmount's Own  
Investment Capital**





# ENVISIONING THE BROOKLYN PARK BIOTECH INNOVATION DISTRICT



## Center for BioTech Innovation

Global Innovation Partnerships  
Corporate Innovation Programs  
Research and Development  
Collaborations



## Community Oriented Placemaking

Variety of restaurants and retail shops  
Fitness  
Service offerings



## Innovation Hub

Venture and Business Incubation Programs  
Entrepreneurship Accelerator Programs  
Business Investment and Funding  
Flexible Co-working Spaces  
Networking and Mentorship Events



## Flexible Office and Lab Space

Dedicated buildings to support  
the expansion of partnership and  
collaboration with Center for  
BioTech Innovation



## Community Development Center

Workforce Development  
and Training Programs  
Community Engagement and  
Education Programs



## Housing

Inclusive community where  
you live, work, and play

## STAKEHOLDER & PUBLIC ENGAGEMENTS

Facilitating discussions with community partners and key stakeholders.

## RESEARCH

Gathering and analyzing promising practices from national and international biotech districts.

## ESTABLISHING PRIVATE SECTOR PARTNERSHIP OUTREACH & STRATEGY

Build targeted partnerships and leverage outreach efforts to align mutual goals.

## LEGISLATIVE STRATEGY

Supporting the securing of financial tools during the legislative session.

## VISIONING & GOALS

Collaborating on defining district goals and development priorities and coordination with Northwest Area Small Area Plan.

18-MONTH  
TIMELINE

---



# PLANNING STUDY ROI

## NYC LIFE SCIENCES INFRASTRUCTURE INITIATIVE

**\$1B investment for NYC Life  
Sciences R&D sector**

## CLEVELAND CLINIC FAIRFAX MIXED-USE INNOVATION DISTRICT

**Opportunity Zone  
launched a grocery store  
to improve food access &  
combat food insecurity in a food  
desert**

## BSU PERFORMING ARTS CENTER & THE CENTER FOR INNOVATION

**\$20M Lilly Grant,  
Renewal of TIF, &  
Established a workforce program in  
partnership with Indiana University  
Medical Center**

## MARSHALL INNOVATION DISTRICT

**\$45M from WV Economic  
Development,  
\$7M from Department of Labor,  
\$500,000 from Huntington Bank,  
Renewal of Tax Increment  
Financing (TIF), &  
Partnered with Department of  
Defense Information Network**

## THE NEW YORK CLIMATE EXCHANGE

**7K jobs, &  
\$1B economic impact**

## THE PEARL: CHARLOTTE'S INNOVATION DISTRICT

**\$1.5B in public &  
private investment,  
5,500 jobs in the district, &  
11,500 jobs within Charlotte**

# WHY OUR TEAM

# WHY OUR TEAM

---



## A Diverse, Unified Team

Partnering with our combined team provides access to a unified team whose deep-rooted experience sets us apart in critical programmatic decision-making for equitable development.



## Real-Word Insight

Our comprehensive understanding extends from research and strategic planning of innovation districts to hands-on development experience. We bring real-world insight to every project.



## Certainty in Execution

We bring knowledge of the area and relationships with you, and understand the practical realities of creating vibrant, sustainable districts, ensuring that each programmatic decision aligns seamlessly with successful execution and long-term impact.







Together, we aim to establish an innovation district that is *not just economically prosperous, but a forward-looking, inclusive, and a resilient community asset.*

# THANK YOU

