

Reply to Request for Proposals: City of Victoria Bike Tour



Prepared by

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Prepared on Behalf of

City of Victoria

Fall 2015



Resilient Communities Project

UNIVERSITY OF MINNESOTA
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Resilient Communities Project

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Minnesota Common Report Form Cover Sheet

Date of Report:	12/7/2015
Report Submitted to:	MN Common Grant

Organization Information

BPP Tourism Consulting Agency		
Name of organization	Legal name, if different	
804 Rosewood St.	783	
Address	Employer Identification Number (EIN)	
Loretto, MN	55111	
<i>City, State, Zip</i>		
612-123-4567	BPPTCA.com	
Phone	Fax	Web site
Melissa Peck	612-986-0885	melissapeck@BPPTCA.com
Contact person	Phone	E-mail

Grant Information

Grant ID, if applicable:	N/A	
Amount and support type:		Date grant issued:
\$8,926 for food, beverage, planning, personnel, and entertainment.		12/7/2015
2-3 sentence description of grant:		
The promotion strategy proposed by BPP Tourism Consulting will occur through an event targeting frequent and occasional road cyclist communities in the Twin Cities metro area. Economic		

benefit would result for the City of Victoria through the event, and the project would help promote Victoria as a tourism destination.

Check one:				
Interim Report	X		Final Report	

BPP Tourism Consulting Agency
804 Rosewood St.
Loretto, MN 55111

December 7, 2015

Schneider Foundation Headquarters
301b Green Hall
St Paul, MN 55108

Dear Schneider Foundation Board of Directors,

The BPP Tourism Consulting Agency is a tourism marketing team interested in promoting the City of Victoria as a nature-based tourism destination. The promotion strategy will occur through an event targeting frequent and occasional road cyclists communities in the Twin Cities metro area. The BPP Tourism Consulting Agency has worked with other cities in the Twin Cities metro area and successfully identified and promoted the individual cities' specific tourism strengths. The City of Victoria is well suited for biking enthusiasts with its abundance of bike trails and relative location to the major metro area.

The plan is to assist the City of Victoria in planning and marketing of one event. The intention is to attract specific biking communities from the metro area, where biking is frequently engaged in, with an event targeted specifically to the biking community. We have modeled the event after the St. Paul Classic Bike tour which attracts thousands of visitors each year. The Classic "is a showcase for the handsome parks and parkways of Saint Paul. Riders can choose a 15, 30, or 45 mile route. The attraction for many riders is the ability to ride with a minimal amount of traffic. Rest stops are spaced evenly throughout the course to provide beautiful views, hot coffee, cool beverages, tasty treats, live music and more" (St. Paul Classic Bike Tour). Bikers will pay a small ride fee to participate. The City of Victoria will partner with local businesses to offer incentives to bicyclists who bike to their businesses during the event which would end in downtown Victoria. The City will market the event on the City of Victoria Events page, Go Carver Go (a biking community oriented page for Carver County), on social media sites such as Twitter and Facebook, and on biking club websites.

The Marketing Plan should be funded because it would result in economic benefit for the City of Victoria, and would help promote Victoria as a tourism destination. If we are provided with funds to assist the City of Victoria, we will provide a strategy for the City and their local businesses to capitalize on their beautiful bike paths and downtown community.

Sincerely,

Melissa Peck

Senior Consultant

A handwritten signature in black ink, appearing to read "Melissa Peck". The signature is written in a cursive, flowing style.

Opportunity:

The City of Victoria is located in Carver County, Minnesota. It is nicknamed “the City of Lakes and Parks” for its 22 parks and 12 lakes. Victoria has approximately 8,000 residents. Nature based tourist attractions in Victoria include the Minnesota Landscape Arboretum, Carver Park Reserve, Stieger Lake, and the Lowry Nature Center (Appendix B). The nature based attractions are within city limits, and a few are located along the border of other cities. The Minnetonka LRT (Light Rail Trail) Regional Trail is a frequently used bike path that connects Victoria to Hopkins, MN. In 2014, the trail was reported to be used around 421,700 times (Metropolitan Council, 2014). From Hopkins, a connecting bike trail known as the Cedar Lake Regional Trail connects to Minneapolis. The trails were originally constructed to provide a light rail service to cities in the metro area and have instead provided residents with well connected and favorable bike paths. The Hennepin Regional Rail Authority still owns part of the path with Three Rivers Park District management as it is still recognized as an Light Rail Trail (LRT) although plans have changed. The Minnetonka Regional Trail is recognized as a tier one priority trail and there are plans to continue improving the path as it benefits the community and region (Metropolitan Council, 2014).

Victoria has an opportunity to draw more tourists to the city. The city is fortunate to have many nature based attractions, as well as developed and accessible bike paths. The extensive and scenic biking trail in Victoria is made of crushed limestone providing a smooth yet rustic bike ride. The trail provides riders with easily navigable paths. The trail allows access to Lake Minnetonka, Eden Prairie, Hopkins, and the Twin Cities, making Victoria extremely accessible by bike paths from populated Minnesota cities. The City of Victoria also has small businesses. Enki Brewing is located near downtown Victoria, as is The Social Ice Cream Parlor, and School of the Wise coffee and espresso shop. The City of Victoria has a unique opportunity to utilize the developed bike paths to promote environmentally friendly transportation, support local businesses, and host biking events.

Minnesota has one of the largest biking communities in the United States. The detailed demographic information provided by Victoria’s ESRI report states that within a twenty mile radius of the city, there are over 132,000 residents that participated in some form of biking (mountain and road biking). Within a forty mile radius, it was concluded that there are over 390,000 Minnesota residents that participated in bicycling (ESRI, 2015). There are also approximately 60 biking clubs in Minnesota. The Twins Cities Bicycle Club had as many as 21,800 riders in 2014 making it the largest bicycling club in the state. Group rides included Brainerd Lakes, Hudson, and Roseville (BikeTCBC, 2015). The Hiawatha

Bicycling Club is also a Twin Cities club that offers rides to club members, which vary in mileage from 15 to 100 miles. Their rides often include sightseeing and dining out (Hiawathabike). For the purposes of this report, a tourist is defined as any visitor traveling from outside of the City of Victoria.

To target the frequent and occasional road cyclist's communities in the metro area, a bicycling event would draw individuals to Victoria. The event will create an opportunity for Victoria to promote sustainable transportation, display the nature based attractions available in the City of Victoria, and support the local businesses.

Challenges:

Challenges associated with the promotion of Victoria to the bicycling community include potential distance traveled, meeting tourist demands locally, and working with local businesses. The distance from Minneapolis to Victoria is roughly 26.8 miles. For biking clubs, the ride from Minneapolis to Victoria would be a great way to incorporate a club trip. Significantly shorter trips would include Edina, Hopkins, and Minnetonka, which are approximately 17, 15, and 12 miles away, respectively. Additionally, there are cities located around Lake Minnetonka, such as Mound and Orono, which would be targeted in marketing as well. To meet goals for promoting sustainable tourism and supporting local businesses, it is important to work with local businesses. To incentivize cyclists to visit local businesses, we will fund businesses to provide incentives such as product samples. For example, Enki Brewing could potentially hand out craft brew samples. If businesses are not willing, planning an event with incentives would be a challenge. However, because we plan to fund the local businesses to provide samples, we do not foresee any reason they would be unwilling to cooperate.

Lastly, the potential that an increase in bicycle tourism is not desirable for citizens of Victoria could be a challenge. An increase in bicyclists could cause issues such as street crowding, bicycle parking and security, and safety concerns. However, if the event is properly managed, the crowding, security and safety concerns will be mitigated.

Goals and Objectives

BPP Tourism Consulting Agency's goal for this event is to promote sustainable tourism and support local business in Victoria.

The main objective is to attract 3,000 frequent or occasional road cyclist visitors to Victoria through a bike tour in 2017.

Strategies to meet this objective include:

1. Creating a high-level plan for one bike tour event; we recommend the City of Victoria execute three similar events annually;
2. Collaborating with biking clubs to ensure attendance at the event(s);
3. Collaboration with local businesses to provide incentives for bicyclist visitors.

Activities seeking funding:

(See budget appendix for specific numerical data)

Police Officers/Safety and traffic control:

An increase in bicyclists in Victoria requires an increased need for safety measures, especially during events. Appropriate event security is important in the sense that it not only protects event attendees and the site, it also protects the event's reputation and economic viability (Tarlow, 2012). Traffic control will also be essential as bicyclists will alter traffic conditions in Victoria.

Event planners:

Event planners are essential to the successful execution of events in Victoria. Successful events have the ability to help Victoria establish itself as a tourism destination. It is essential the events are planned professionally to prepare for all potential issues.

Incentives:

To encourage bicyclists to come to Victoria, local businesses could provide incentives. The local businesses are likely to have concern about losing revenue from providing incentives. If we are able to provide the local businesses with funding to support the provision of incentives, the businesses would be more likely to cooperate.

Music and Entertainment:

Music will provide tourists and residents with entertainment and memorable experiences. The city scored relatively low on the "social events and activities", and the "cultural/arts/music activities" categories in the 2015 Victoria's National Citizen Survey, so providing music at social events will serve to increase Victoria's standing in both of these categories.

Trash and Recycling receptacles:

To support sustainable initiatives and keep the city clean, it's important that proper trash and recycling receptacles are provided. Provision of trash and recycling receptacles will decrease the impact of the increase of waste by eliminating much of the littering that otherwise might take place. Participating businesses will be encouraged to use compostable materials when possible. Compostable materials receptacles will be needed.

Target Market and Marketing Information:

The target market is the frequent and occasional road cyclist community in the Twin Cities metro area. Frequent bikers are considered people who bike at least 110 times each year, and occasional bikers are people who bike between 25 and 109 times annually (Edmondson, 2011). Biking is a very common activity in the metro area, as is indicated by the fact that Minneapolis is the only US city on the worldwide bike-friendly list (Golden, 2015). The plan proposed will reach out to organizations and groups that promote biking events such as the Twin Cities Biking Club and Pedal MN to advertise the event.

The market for the model event, the St Paul Classic, and therefore the market for the Victoria event is bikers between the ages zero and ninety one (St. Paul Classic Bike Tour, 2015). The event will be family friendly and "go at your own pace" to encourage a wide age range of participants. A 2010 study by the Census Bureau and National Sporting Goods Association identified a trend in which biking frequency increases with age up to the 80-85 age range. In the same study, the average bike rider was identified as middle class citizen earning \$50,000 a year and more (Edmondson, 2011). In the last year, over 275,000 people within the 40 mile radius in and around Victoria were projected to participate in road bicycling within the year (ESRI, 2015). The local data is similar to the national data regarding cyclist's engagement. Men are also more inclined towards being a frequent rider, but female riders are on the rise (Edmondson, 2011). Although we plan to market to all ages, the marketing strategy should target these middle class and middle aged riders and capitalize on the rise of female riders.

The first step would be to spread the word about the biking event. One way to do this is through the use of social media. The largest age group of social media users is between the ages of 19 and 29 (84 percent), followed by the 30-to-49-year-old group (Zipkin, 2014). With this knowledge, we will create a Facebook page specifically for the biking event and frequently update the page to keep the event relevant and raise interest levels. Twitter is less popular with older adults, but is still relevant for women (Zipkin, 2014). We will create a Twitter account to advertise this event to fuel the rise of female riders.

To advertise to bikers who do not use social media, we will contact the Twin Cities Biking Club leaders and Pedal MN to gain their support. The Twin Cities Biking Club reaches out to thousands of club members regularly with bike friendly events in the metro area (Twin Cities Bicycling Club, 2015). With their help, we could reach out to these club members with the event. Pedal MN is partnered with many Minnesota Organizations such as the DNR, Department of Transportation, and the National Park Service. We will show these Minnesota Organizations how the event promotes sustainable tourism through encouragement of biking as a form of transportation to gain their support in promoting the event. Pedal MN could put the Victoria event on their webpage and also promote Victoria as a partner for bike friendly tourism. The web page features articles about events and up and coming cities that promote bike tourism, so an article advertising Victoria's new event would be highly beneficial.

The biking event will also help promote local businesses and provide incentives for sustainable transportation in the Victoria area. As of early November, Enki Brewery in Victoria was making plans to develop Brewery Square: a new brewery, taproom, and retail destination in downtown Victoria. The new area would be a central part of downtown Victoria, and a place to end the biking event. A great way to promote this new area, once it is developed, would be to offer a free beer sample to bikers who participate in the event. Local businesses would partner with the city of Victoria to help sponsor the "attractions" of the event (i.e. refreshments, live music, etc.) and then potentially they would each receive a part of the revenue generated from the ride fees. In addition, the increase in tourists in the downtown area for the event would help increase the number of visitors to these participating businesses.

Social Sustainability:

The marketing plan we propose will positively impact the health of the current residents of Victoria who participate in the Bike Tour as well as the visitors. Impacts of the tourism marketed for Victoria on tourists would include many health benefits. The tourists will travel to, from, and around Victoria by bicycle. Evaluation of studies in cycling and health consistently show improvements in cardiorespiratory fitness and disease risk factors, and significant risk reduction for cancer, cardiovascular issues and obesity morbidity (Oja, et al. 2011). Carver County Public Health's mission is promoting and protecting health for all in Carver County. The Carver County Public Health mission focuses on fulfilling the Minnesota Department of Health's Six Areas of Public Health Responsibility, one of which is promoting healthy communities and healthy behaviors (Carver County, 2015). The marketing of the bike

tour would encourage not only the target market in the metro area to participate, but the Victoria residents as well as. The health benefits would be extended to the City of Victoria residents who participate. The bike tour event in the City of Victoria will have a positive impact on the health of both the bicyclists and the participating community members, increasing the sustainability of tourism efforts.

Additionally, on Victoria's National Citizen Survey, the city scored only 48% positive on "economic development". Planning and implementing the Bike Tour will be an opportunity for the City to increase positive citizen perception of economic development in Victoria by bringing in tourists from the metro area to spend money in the City of Victoria. Finally, the city only scored 75% positive on "special events". The Bike Tour will be an opportunity to provide a special event for the citizens to participate in, increasing the citizen's positive perception of the "special events" category in Victoria.

Conversely, on the National Citizen Survey, the city scored only 68% positive on "natural areas preservation". An increase in traffic on the Lake Minnetonka LRT Regional Trail through Victoria's natural areas will potentially further decrease the citizen's positive perception of the City of Victoria's efforts to preserve the City's natural areas. Also, the City only scored 55% positive on "openness and acceptance". If almost half of the citizens do not feel that Victoria's community is open and accepting, the visitors may feel the same. If the visitor does not feel that the community is open and accepting, their visit will be negatively impacted. Visitors who have a negative tourism experience may not return to the City, which will decrease the sustainability of tourism in Victoria.

Environmental Sustainability:

The biking event and marketing plan that we propose for the City of Victoria will promote sustainable transportation. According to the European Cyclists' Federation, riding a bicycle contributes 21 grams of emissions/kilometer traveled. The 21 grams of emissions includes the "fuel" consumed by the person biking. The emissions for automobiles in "trips that compete with the bicycle" were reported to be 271 grams of emissions/kilometer traveled, when calculated conservatively (2011). A bicyclist who is riding 20 miles (32.18 kilometers) round trip to Victoria for an event would create 675.78 grams of emissions round trip (32.18 kilometers*21 grams). A visitor driving 20 miles to and from Victoria for recreational purposes, such as visiting the arboretum, would create 8,720.78 grams of emissions (32.18

kilometers*271 grams). The emissions figures referenced are shown in the table below. A bicyclist would save 8,045 grams of emissions on just one trip.

Biking vs Driving Emissions

Mode of Transportation	Emissions/kilometer	Emissions (round trip 32.18 km/20 mi)
Biking	21 grams	675.78 grams
Driving	271 grams	8,720 grams

Additionally, tourists who bike to Victoria for an event rather than drive will decrease Victoria’s need for additional parking. As of 2015, downtown Victoria has limited parking available, and the increase of tourists would necessitate creation of more parking spots. Additional parking spaces would increase the amount of impervious surfaces in the downtown area of Victoria, and contribute to the urban heat island effect. Construction to create parking spots also creates significant emissions that are not taken into account when the total emissions for a car ride are calculated (Chester, et al. 2010). If additional parking spaces were to decrease the amount of greenspace in the downtown area, ecosystem services and wildlife habitat would decrease as well.

Lastly, an increase in traffic on the Lake Minnetonka LRT Regional Trail through Victoria’s natural areas will be disruptive to the surrounding wildlife. The projected number of tourists brought in by the Bike Tour is 3,000, based on the attendance of the most recent Saint Paul Classic Bike Tour, which was 6,000 (Bikeclassic.org, 2015). An additional 3,000 people on the Regional Trail will increase noise, potentially causing breeding pattern and physiological disturbances (Buckley, 2004). The increase of people on the trail will also increase litter in the area, if the precautions we recommend (making recycling bins available, using compostable materials, etc.) are not utilized.

Economic Sustainability:

The promotion of local businesses will increase revenues directly, indirectly the town will benefit economically as well. In 2008 leisure bicycle riding in the metro area had participation of 15.1

million person-days. The metro area trails are typically used by metro area residents, both individual adults and families (Schneider, Schuweiler, and Bipes, 2009) with only 6% of total spending in the region's trails attributed to visitors outside the metro area. The trail user's spending totaled \$137.3 million (Venegas, 2009). If the City of Victoria were to attract metro area residents, the visitors could be expected to spend \$9/bicyclist (\$137.3 million/15.1 million person-days). In 2014, the St Paul Classic Bike Tour had 6,000 riders (Bikeclassic.org, 2015). If the City of Victoria were able to attract half of the St Paul Classic's last attendance, 3,000 individual adult visitors, the direct economic impact from visitor spending would be \$27K (3,000 visitors*\$9/bicyclist). The St Paul Classic Bike Tour charged \$50/adult and \$12/youth for their last event. The City of Victoria would charge less because this is a first time event. If the fee charged for the bike tour were \$20.00/person on average (all riders pay \$20, or youth fees are slightly less than \$20 and adult fees are slightly more than \$20), an additional \$60,000 would be added for a total of economic impact of \$87K.

Management Plan and Staffing Needs:

We recommend that the City of Victoria create a partnership with the local businesses, the community, and one or more biking clubs or organizations to implement the management plan. Local businesses would be asked to provide incentives for bicyclists. For instance, Enki Brewing would provide one sample to each patron on bike, and The Social Ice Cream Parlor would provide one free mini ice cream cup to each patron on bike. The City of Victoria staff and community volunteers would coordinate and manage the event.

On the day of the event medical services will be available in the form of a medical triage tent. The City of Victoria does not have a local hospital, so services will be solicited from a nearby hospital. The City of Victoria will need to set up traffic control for the day of the event. If the event includes Enki Brewing and The Social Ice Cream Parlor, the streets the businesses are located on will need to be blocked off to through traffic. The streets leading from the businesses to the biking trail will also need to be blocked off to through traffic. Local police will be required to staff the blockades. In addition to traffic control, the City of Victoria will need to have police officers available for safety purposes. To minimize littering, additional recycling, composting, and trash receptacles are needed in the downtown area. The receptacles will be needed near the businesses providing food and drinks. The City of Victoria should encourage the businesses providing foods and drinks to use compostable materials whenever possible. The City of Victoria will need to hire a band for the event. The band could either be

volunteers, or hired. To ensure success of the events, the City of Victoria management team should form a partnership with one or more local cycling clubs for assistance with promotion.

Budget:

Expenditure	Amount Budgeted
Police Officers	5 police officers*\$25/hour (Salary.com, 2015)*6 hours = \$750
Registered Nurse (Triage Tent)	1 nurse*\$31/hour (Bureau of Labor Statistics, 2011) *6 hours = \$186
Event Planner	\$22/hour (Bureau of Labor Statistics, 2014) *120 hours = \$2,640
Cost of Event "Deals" (Beer)	3,000 visitors/500 samples/keg = 6 kegs; \$200 craft beer keg*6 kegs = \$1,200
Cost of Event "Deals" (Ice Cream)	3,000 visitors*\$0.50/mini ice cream cup = \$1,500
Music/Entertainment	\$1,150 (Cost Helper, 2010)
Trash and recycling receptacles	Free to rent
Miscellaneous (banners, tents, etc.)	\$1,500
TOTAL	\$8,926.00

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Appendix A: BPP Consultant's Resumes

Melissa Peck

750D Maple Hills Dr

Maplewood, Minnesota, 55117 United States

612-986-0885

melissapecck88@gmail.com

EDUCATION

UNIVERSITY OF MINNESOTA

Minneapolis, MN United States

BA in Biology, Society and the Environment

Graduated May 2012

Curriculum included a variety of biology, chemistry and physics courses, as well as sociology courses, psychology courses, and environmental and health science courses.

PROFESSIONAL EXPERIENCE

Pace Analytical

Minneapolis, MN United States

Project Manager III

October 2014 – Present

- Provide regulatory consulting services to small businesses. Regulatory consulting topics include Toxic Substances Control Act, Safety Data Sheet chemical disclosure assistance, assistance with transition to the Global Harmonized System 2012, Department of Transportation, Confidential Business Information declarations, among others.
- Author and review Safety Data Sheets and labels for small businesses.

Pace Analytical – On-Site at 3M

St Paul, MN United States

Client Services Manager/Product Responsibility Liaison

Aug 2013 – October 2014

- Ensure 3M's Drug Delivery Systems Division's (DDSD) product compliance with regulations surrounding Environmental, Health and Safety (EHS), including EPA's Toxic Substances Control Act (TSCA), Europe's Registration Evaluation Authorization and Restriction of Chemicals (REACH), etc.
- Author Safety Data Sheets, transportation documents and labels for DDSD's products.
- Act as a subject matter expert in certain Environmental, Health and Safety issues within the division.
- Communicate with lab research staff to conduct New Product Introduction (NPI) analysis for new products as well as Life Cycle Analysis (LCA) for existing products.
- Assist with the shipping of hazardous and non-hazardous materials.
- Reach out to product engineers and other employees within the division to determine any changes in product formulation to keep product records and regulatory information up to date.
- Manage and lead DDSD's Lab Safety Survey program.

Represent Pace Analytical as a Supervisor on-site at 3M leading Pace's regulatory staff within the Safety & Graphics and Health Care Businesses and the Software Electronic Mechanical Systems group.

PUBLICATIONS

Angela K. Birnbaum, Jeannine M. Conway, Melissa A. Strege, Ilo E. Leppik, Variability of carbamazepine and valproate concentrations in elderly nursing home residents, *Epilepsy Research*, Volume 101, Issues 1–2, August 2012, Pages 22-27,
(<http://www.sciencedirect.com/science/article/pii/S0920121112000721>)

Blaze Peterson

5280 Annapolis Ln North Plymouth, Minnesota 55446

Phone number: 612 999 0909

Email: Pete8058@umn.edu

EDUCATION:

University of Minnesota
Bachelor of Science

Minneapolis, MN
Graduation: 2016

School of Environmental Studies
Diploma

Apple Valley, MN
2009

WORK EXPERIENCE:

Mozza Mia: Italian Restaurant
Bartender

Edina, MN

- Acquired skills in customer service, building relationships, multitasking
 - Assists in managerial duties
 - Executes event planning and coordination
 - Generated highest sales 2012-2014
- 2011-present

Kokopelli Financial
Assistant

Minneapolis, MN
2010-2012

- Assisted in development of new products
- Assessed vendor opportunities
- Handled communication between sales associated and vendors

SUSTAINABILITY EXPERIENCE:

SES Buckthorn Proliferation Defense: Eagan, MN

2009

- Learned intensive procedure in invasive species management and control
- Participated in buckthorn disposal and treatment in local parks in Eagan, MN

YEAMN: Youth Environmentalist Activists for Minnesota
St. Paul, Minnesota and various Twin Cities locations

2009

- Facilitated Xcel Energy, 'Get to know your carbon footprint' education
- Leader in group outreach and student activities
- Learned effective outreach for individuals uninformed of environmental issues

ADDITIONAL EXPERIENCE:

Wayside Residential Center, St. Louis Park, MN
-Provided mentorship and transportation services

2010-2012

Oregon Residential Center: Minnetonka, MN

2010

- Mentorship and motivational speaking engagements for at risk and vulnerable youth

CERTIFICATIONS:

First Aid/ CPR certified
Nursing Assistant Certified

Molly Boland

Phone: 612-516-7226

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Address: 18008 Notre Dame Street Columbus, MN 55025

Education:

-2013 Forest Lake High School Graduate; GPA: 3.7

-Began attending the University of Minnesota in fall of 2013; on Dean's List fall for fall 2013 semester.

Currently majoring in geography with a minor in outdoor education

-CPR, First Aid, and Emergency Oxygen Certified as of November 2014

Paid Employment:

- Program Assistant for Campfire Minnesota
 - Assist with and sometimes lead nature-based activities such as outdoor games, crafts, and writing exercises with kids ages 4-11
 - Currently employed here (started work in September 2015)
 - Approx. 8-10 hours per week
- Camp Counselor for YMCA Camp Ihduhapi
 - In charge of a cabin of 8-10 kids ages 7-14
 - led a variety of activities such as kayaking, swimming, archery, nature, outdoor cooking, and horses
 - led a group of 15-17 year old counselors in training on a week-long trip to the boundary waters
 - Worked May 2015-August 2015
- Site Lead for Y Mentors at University of Minnesota YMCA *Approx. 8-10 hours per week*
October 2013-May 2015
 - After school America Reads Program. Help K-3 age kids with reading and writing skills and teaching them about nutrition
 - Work flexibly, coming up with spur the moment games or other activities for 15-20 kids
 - Planning curriculum for site and organizing off site meetings with mentors
- Processor at Goodwill *Approx. 20-30 hours per week*
June-September 2013
 - Assessed quality of donation items and priced items accordingly
 - Worked with two to three other co-workers to prepare racks of clothing donations in a timely manner.
 - Assisted customers in navigating the store

- Nanny
 - Taking care of three boys ages 6-8
 - Included cooking meals, supervising play, and disciplining the kids when needed.

*John and Shannon Wolkerstorfer
Maple Grove, MN
Approx. 50 hrs per year
June 2012-Present*

Appendix B: "TOUR VICTORIA MAP". Image from: <http://www.ci.victoria.mn.us/index.aspx?NID=190>

