

# SCOPE OF SERVICES

**Bolton & Menk has led successful small area planning across the Midwest. Based on our experience, we have crafted a proposed scope of work necessary to complete the plan thoughtfully, efficiently, and in alignment with the Highway 1/169 project.**

**Our scope is centered on conducting public engagement, developing alternatives, and establishing an attainable vision.**

## ENGAGEMENT FRAMEWORK



**CITY STAFF:** Primary contact, responsible for representing the project at monthly meetings with consultant team

**STAKEHOLDER GROUP:** Provides targeted guidance on plan goals, concepts, timeline, and recommendations

**Grand Rapids EDA:** Considers final plan for approval and adoption

**COMMUNITY MEMBERS:** Members of the public, offer project suggestions and feedback at major milestones

## Task 0: Project Management

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

### TASK 0 DELIVERABLES:

- Project kickoff meeting and project management plan
- Regular progress report meetings

## Task 1: Communications & Engagement

In coordination with city staff, we will develop a public engagement plan that is inclusive, accessible, and transparent. We will also coordinate with the Highway 2/169 Study engagement efforts to maximize outreach efforts.

We anticipate outreach to at least include:

- Up to six one-on-one meetings with key area stakeholders, developers, and real estate experts
- Two in-person business meetings to be hosted either virtually or in person
- Up to three community open houses or pop-ups, in coordination with the Highway 169 Study schedule
- Up to two public online and paper surveys - one during initial data gathering and one

during concept evaluation

- Project website to host key project information
- A guided stakeholder walking tour to identify key issue and opportunity areas
- Digital and paper materials such as fliers, sidewalk decals, and social media posts to advertise the project locally
- Presentation at up to two planning commission and/or council work sessions

Our team will prepare and distribute all necessary agendas, materials, and summaries for each event in consultation with city staff. We anticipate that city staff will provide a list of key stakeholders, help advertise local events, and help disseminate surveys and other materials.

### TASK 1 DELIVERABLES:

- Engagement plan that details timelines, audiences, agendas, and content to be used at each outreach event
- Event-specific and final engagement reports summarizing activities, input received, and recommendations for future outreach

## Task 2: Existing Conditions Assessment

To ensure a thoughtful understanding of the area's context, we will conduct an existing conditions assessment of the physical, policy, economic, and cultural context. Assessing area conditions, particularly in a post-pandemic economic environment, will be foundational to identifying key plan principles, vision, and recommendations.

This assessment will include a focus on:

**Physical Analysis:** Land use and development patterns; vacant and/or underutilized properties; roadways and multimodal network; natural and public spaces; major area businesses and land owners.

**Policy Analysis:** Local and regional land use, transportation, and public space policies; relevant environmental guidance; key goals of area agencies and jurisdictions including the recent Grand Rapids Downtown Plan.

**Economic Analysis:** City and regional population, household, and socioeconomic forecasts; area job growth and other relevant economic trends and challenges that may impact the area.

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

Using findings from the Highway Study, we will also document baseline traffic data to inform alternatives development - particularly promoting safe multimodal circulation.

Additionally, using findings from the public engagement and existing conditions, we will develop project vision, principles, and goals to guide plan development and recommendations.



We will compile existing conditions findings into an existing conditions memo, which will use highly graphical representations of key findings and supportive text.

**TASK 2 DELIVERABLES:**

- Draft and final conditions memo with associated graphics, exhibits, and narrative
- Project Vision, Principles, and Goals

### Task 3: Concept Alternatives

Using information and feedback gathered, our team will develop up to two vision alternatives for redevelopment of the study area. Each will explore different approaches and contrasting futures for the study area, and will be described in graphics and narratives so they are understandable to the general public.

Each of the alternatives will be accompanied by high-level recommendations for development, transportation, and public realm enhancements. Particular attention will be given to city-identified redevelopment sites, enhancing area circulation, and elevating public realm aesthetics.

Each concept plan will be vetted by city staff prior to being shared with the public for review and comment.

**TASK 3 DELIVERABLES:**

- Up to two concept alternatives for the study area with associated graphics, exhibits, and narrative

### Task 4: Preferred Alternative and Implementation Plan

Using city staff and public feedback, we will identify a preferred alternative vision for additional plan progression. This may be one of the three alternatives previously developed, or a new alternative using key themes from each.

The preferred alternative will outline guiding details on the following areas, will be highly graphical, and include conceptual plans and renderings where appropriate:

**Development:** Land use and development scale, density, patterns, and desired redevelopment concepts; block patterns and scale; targeted economic development opportunities.

**Connectivity:** Multimodal connectivity, access, and circulation networks with a focus on active transportation; recommended ROW layouts.

**Public Realm:** Placemaking opportunities and locations for new or enhanced public spaces; connections to and views of the river; streetscape enhancement locations and imagery.

In order to realize Plan recommendations, we will establish an implementation plan with clearly outlined public and private action steps, responsible parties, suggested timelines, suggested performance metrics, and funding sources for key deliverables.

Over the last five years, Bolton & Menk's funding team has secured more than \$375 million in project funding. This expertise uniquely positions our team to identify solutions that will provide the greatest likelihood of successful project delivery and maintenance. The implementation plan will be a chapter of the Small Area Plan but can be used independently of the Plan for clear stakeholder guidance.

**TASK 4 DELIVERABLES:**

- Draft and final preferred alternative, with associated graphics, exhibits, and narrative
- Draft and final implementation plan

**Task 5: Final Small Area Plan**

Upon completion of all prior elements and reviews, the team will compile content and produce the final Small Area Plan document. We anticipate the plan document to be highly graphic to be easily understood by both the general public and key stakeholders. It will contain all prior project elements.

**TASK 5 DELIVERABLES:**

- Draft and final digital downtown plan, with all associated files, data, and supporting content

# SCHEDULE & FEE

We have developed a proposed schedule outlining anticipated tasks and deliverable due dates. This schedule is based on our experience delivering similar projects, our understanding of the need, and to maintain alignment with the Highway 2/169 Study.

Preliminary Schedule for Highway 2/169 West Small Area Plan													
		July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Jan	Feb	Mar
<b>0.0</b>	<b>Project Management</b>	[Green bar spanning all months]											
	<i>Monthly City Staff Meetings</i>	●	●	●	●	●	●	●	●	●	●	●	●
<b>1.0</b>	<b>Engagement and Outreach</b>	[Green bar spanning all months]											
	<i>Stakeholder Outreach</i>		[Green bar]	[Green bar]				[Green bar]					
	<i>Pop-up Events</i>		[Green bar]				[Green bar]					[Green bar]	
	<i>Public Surveys</i>		[Green bar]	[Green bar]			[Green bar]						
<b>2.0</b>	<b>Existing Conditions</b>	[Green bar spanning all months]											
<b>3.0</b>	<b>Concept Alternatives</b>				[Green bar]	[Green bar]	[Green bar]						
<b>4.0</b>	<b>Preferred Alternative and Implementation</b>							[Green bar]	[Green bar]	[Green bar]	[Green bar]		
<b>5.0</b>	<b>Final Plan</b>											[Green bar]	[Green bar]

Task No.	Task Description	Total Cost
0	Project Management	\$8,000
1.0	Communications & Engagement	\$30,600
2.0	Existing Conditions	\$8,400
3.0	Concept Alternatives	\$14,200
4.0	Preferred Alternative and Implementation	\$27,100
5.0	Final Plan	\$7,000
<b>TOTAL FEE (not-to-exceed)</b>		<b>\$95,200</b>

# KEY STAFF



**Mike Thompson,**  
AICP  
Project Manager &  
Principal-in-Charge

## Summary

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

## Experience

- Monticello Industrial Growth Area, Monticello, MN
- TH 60 Growth Area Master Plan, Faribault, MN
- Downtown Master Plan, Brooklyn Center, MN
- Cahill Industrial District Plan, Edina, MN
- Northwest Central Commons Small Area Plan, Eagan, MN
- Downtown and Station Area Plan, Robbinsdale, MN



**Robin Caufman**  
Engagement &  
Planning Lead

## Summary

Since beginning her career in 1994, Robin has filled multiple roles on regional infrastructure plans and projects, including transportation corridors, wastewater plans, environmental studies, and streetscape designs. As a senior planner, her primary areas of expertise include community engagement, comprehensive planning, and land use analysis. Prior to joining Bolton & Menk, Robin spent 21 years between Metropolitan Council and Metro Transit where she was responsible for working with local governments and communities on comprehensive planning, regional infrastructure planning, and engineering and construction of large transit projects. Robin uses her expertise in listening to project partners and community stakeholders and communicating technical information to ensure there is clear understanding by all parties of project needs, purpose, benefits, and impacts.

## Experience

- TH371 Corridor Study, MnDOT District 3
- Comprehensive Plan Update, Crow Wing County, MN
- Historic Preservation Design, City of St. Cloud, MN
- Central Corridor (METRO Green Line), Metro Transit\*



**Sarah Swedburg**  
Economic  
Development Lead &  
Engagement Support

## Summary

Sarah is a planner at Bolton & Menk who began her career in 2017. She is responsible for short- and long-term planning needs for our clients. Whether it's a land use application like a rezoning or a conditional use permit, a corridor study, or a comprehensive plan, she takes pride in her work. Sarah's area of expertise lies in rural planning and community development. She is passionate about helping communities navigate the world of planning and enjoys seeing the positive impact from inclusive engagement and infrastructure design.

## Experience

- Countywide Housing Study, Redwood County, Minnesota
- Economic Development Strategy Plan, Kandiyohi County, MN\*
- Main Street Strategic Plan, City of Willmar, MN\*

\*Completed While With a Former Employer