

CONTRACT FOR PROFESSIONAL SERVICES

THIS CONTRACT is made and entered into as of the 28th day of **April, 2022** by and between the Grand Rapids Economic Development Authority, a public body corporate and politic under the laws of the State of Minnesota, hereafter referred to as the “GREDA”, and SRF Consulting Group, Inc., hereinafter referred to as “Consultant”.

WITNESSETH:

WHEREAS, the GREDA requires those professional planning services in connection with the development of an updated Downtown Plan, as described within the GREDA Request for Proposals and Qualifications issued March 10, 2022; and

WHEREAS, the consultant has responded to the aforementioned Request for Proposals and Qualifications and can provide the services needed for this project.

NOW THEREFORE, in consideration of the mutual covenants and considerations hereinafter contained, it is agreed by and between the GREDA and the Consultant as follows:

1. **Scope of Services**

It shall be the general intent of the Scope of Services to have the Consultant perform all planning services, as defined in: their Proposal dated April 15, 2022, which is attached as Exhibit "A", and Additional Material dated April 21, 2022, which is attached as Exhibit "A-1".

2. **Rate of Compensation**

Compensation to the Consultant in full for work listed in Exhibits "A" and “A-1” shall not exceed a total cost of \$87,769.25 without written approval of the GREDA. The Consultant shall be reimbursed on monthly basis at rates listed in Exhibit "B". Direct non-salary reimbursable expenses shall be billed at actual cost and the current per mile rate, established by the IRS.

Invoices will be submitted on a monthly basis for work performed.

3. **Condition of Payment**

All services provided by the Consultant pursuant to this Contract shall be performed to the satisfaction of the GREDA, and in accordance with all applicable federal, state and local laws, ordinances, rules and regulations. Payment shall be withheld for work found by the GREDA to be unsatisfactory, or performed in violation of federal, state, and local laws, ordinances, rules or regulations.

4. **Time of Performance**

All work will be performed in a timely manner. The Consultant will complete all work described within Exhibits “A” and “A-1” on or before November 15, 2022.

5. Ownership of Plans

The originals of all plans, drawings and other documents prepared by the Consultant under this Contract shall be the property of the GREDA. Upon completion of the work described under Exhibits "A" and "A-1", the consultant shall submit to the Director of Community Development those plans, drawings and other documents in the quantities and forms described within said exhibits and the Request for Proposal issued on March 10, 2022.

6. Termination of the Contract

Either party may cancel this Contract (or any part thereof), at any time by giving written notice to the other party at least fifteen (15) calendar days prior to the effective date of the termination. The Consultant shall be paid for the work performed prior to the effective date of termination based upon the payment terms of this Contract. Such payment shall not exceed the maximum amount provided for by the terms of this Contract. Notice to the GREDA shall be mailed or delivered to Rob Mattei, GREDA Executive Director/Director of Community Development, City of Grand Rapids, 420 North Pokegama Avenue, Grand Rapids, Minnesota 55744. Notice to the Consultant shall be delivered to Stephanie Faulkers, SRF Consulting Group, Inc., 3701 Wayzata Boulevard, Suite 100, Minneapolis, MN 55416.

7. Independent Contractor

It is agreed that nothing contained in this Contract is intended or should be construed as creating the relationship of co-partner, joint ventures, or an association with the GREDA and Consultant. Consultant is an independent contractor and neither it, its: employees, agents, subcontractors, or representatives shall be considered employees, agents, or representatives of the GREDA or the City of Grand Rapids. Except as otherwise provided herein, Consultant shall maintain, in all respects, its present control over the means and personnel by which this Contract is performed. From any amounts due Consultant, there shall be no deductions for federal income tax or FICA payments nor for any state income tax, nor for any other purposes which are associated with an employer/employee relationship unless otherwise required by law. Payment of federal income tax, FICA payments, state income tax, unemployment compensation taxes, and other payroll deductions and taxes are the sole responsibility of Consultant.

8. Choice of Law

The laws of the State of Minnesota shall govern all questions as to the execution, nature, obligation, instruction, validity, and performance of this Contract.

9. Additional Services

In the event that a substantial change is made in the scope, complexity or character of the work contemplated under this Contract, or if it becomes necessary for the Consultant to make substantial revisions to documentation completed or in progress and which has been approved by the GREDA, such work will be deemed "extra work". For "extra work", the

Consultant will be compensated as mutually agreed upon by the parties to this Contract. Such "extra work" costs will not be charged against the maximum fee set forth above. Time extensions may be granted by the GREDA to the Consultant for completion of this project if the GREDA feels that the "extra work" warrants the extension. An amendment to this Contract will be executed by both parties, Consultant and GREDA, for any work deemed "extra work".

10. Accuracy of Work

The Consultant shall be responsible for the accuracy of the work and shall promptly make necessary revisions or corrections resulting from negligent errors and omissions on the part of the Consultant without additional compensation.

All items of work to be performed by the Consultant shall be done in accordance with the requirements and recommendations of, and subject to the approval of, the GREDA.

11. Subletting, Assignment, or Transfer

No portion of the work under the Contract shall be sublet, sold, transferred, assigned, or otherwise disposed of except with the prior written consent of the GREDA.

12. Indemnity

The Consultant shall save and protect, hold harmless, indemnify and defend the GREDA, its council members, committees, officers, agents, employees and volunteer workers against any and all liability, causes of action, claims, loss, damages or cost and expense arising from any professional errors and omissions and/or negligent acts and omissions of Consultant in the performance of this Contract.

Consultant shall be responsible for the professional quality, technical accuracy, and the coordination of all services furnished by Consultant under this Contract. Consultant shall, without additional compensation, correct or revise any negligent errors or deficiencies in consultant's final reports and services.

13. Insurance

Consultant shall not commence work under this Contract until it has obtained at its own cost and expenses all insurance required herein. All insurance coverage is subject to approval of GREDA and shall be maintained by Consultant until final completion of the work. Consultant further agrees that to protect itself as well as GREDA under the indemnity Contract set forth above, it shall at all times during the term of the Contract have and keep in force:

A. Comprehensive General Liability

- | | | |
|----|------------------|---|
| 1. | Bodily Injury: | \$1,500,000 per occurrence
\$1,000,000 products & completed operations |
| 2. | Property Damage: | \$1,500,000 per occurrence |

3. Personal Injury
Liability Limit: \$1,500,000 per occurrence

4. Contract Liability (identifying the Contract)

Bodily Injury: \$1,500,000 per occurrence
Property Damage: \$1,500,000 per occurrence

B. Comprehensive Automobile Liability (Owned, Non-owned, Hired)

Bodily Injury: \$1,500,000 per person
\$1,500,000 per occurrence

Property Damage: \$1,500,000 per occurrence

C. Professional Liability

Professional liability insurance in a policy form acceptable to GREDA with a combined single limit of \$1,500,000 per occurrence, \$2,000,000 aggregate. Coverage shall include, but not limited to, the preparation or approval of maps, drawings, opinions, reports, surveys, change orders, designs or specifications, or the giving of or the failure to give directions or instructions by Consultant to its agents, employees or subcontractors or giving of negligent advice or negligent subcontractors or giving of negligent advice or negligent failure to give advice to GREDA under the terms of this Contract.

D. Workers' Compensation

Consultant shall obtain and maintain for the duration of this Contract, statutory workers' compensation insurance and employer's liability insurance as required under the laws of the State of Minnesota.

1. State: Minnesota – Statutory

2. Employer's Liability

Insurance certificates evidencing that the above insurance is in force with companies acceptable shall be submitted for examination and approval prior to the execution of the Contract, after which they shall be filed with GREDA. The insurance certificates shall specifically provide that a certificate shall not be modified, canceled, or non-renewed except upon thirty (30) days prior written notice. Neither GREDA's failure to require or insist upon certificates or other evidence of insurance showing a variance from the specified coverage changes Consultant's responsibility to comply with the insurance specifications.

GREDA may withhold payment for failure of Consultant to furnish certificates of insurance as required above.

14. Settlement of Claims

In any case where the Consultant deems that extra compensation is due for services, materials or damages not expressly required by the Contract or not ordered in writing by the GREDA as extra work, the Consultant shall notify the GREDA in writing before it begins any such work on which he bases the claim. If such notification is not previously given or the claim is not separately and strictly accounted for, and approved by the GREDA in writing before the Consultant commences said work, the Consultant hereby waives and releases forever any claim or costs for such extra compensation. However, such notice or accounting shall not in any way be construed as proving the validity of any claim by Consultant.

The GREDA shall decide all claims, questions, and disputes of whatever nature, which are referred to it relative to the prosecution and fulfillment of this Contract; and its decision upon all claims, questions, and disputes shall be final and conclusive upon the parties thereto administratively. Nothing in this Contract shall be construed as making final the decision of the GREDA on a question of law.

15. Successors and Assigns

The GREDA and Consultant, respectively, bind themselves, their partners, successors, assigns, and legal representatives to the other party to this Contract and to the partners, successors, assigns, and legal representatives of such other party with respect to all covenants of this Contract. Neither the GREDA nor Consultant shall assign, sublet, or transfer any interest in this Contract without the prior written consent of the other.

16. Equal Employment and Nondiscrimination and Affirmative Action

In connection with the work under this Contract, Consultant agrees to comply with the applicable provisions of state and federal equal employment opportunity and non-discrimination statutes and regulations.

17. Severability

In the event any provision of this Contract shall be held invalid and unenforceable, the Remaining provisions shall be valid and binding upon the parties unless such invalidity or non-enforceability would cause the Contract to fail its purpose. One or more waivers by either party of any provision, term, condition, or covenant shall not be construed by the other party as a waiver of a subsequent breach of the same by the other party.

18. Entire Contract

It is understood and agreed that the entire Contract of the parties is contained herein and that this Contract supersedes all oral agreements and negotiations between the parties relating to the subject matter hereof as well as any previous contracts presently in effect between the GREDA and Consultant relating to the subject matter hereof.

19. Relationship with Others

The Consultant shall cooperate fully with the GREDA, other consultants on adjacent projects, municipalities, local government officials, public utility companies, and others as may be directed by the GREDA. This shall include attendance at meetings, discussions, and hearings as may be requested by the GREDA, furnishing data as may be requested from time to time by the GREDA to effect such cooperation and compliance with all directives issued by the GREDA.

20. Covenant Against Contingent Fees

The Consultant warrants that it has not employed or retained any company or person other than a bona fide employee working solely for the Consultant to solicit or secure this Contract and that it has not paid or agreed to pay any company or person other than a bona fide employee working solely for the Consultant and fee, commission, percentage, brokerage fee, gifts, or any other consideration contingent upon or resulting from the award or making of this Contract. For breach or violation of this warranty, the GREDA shall have the right to annul this Contract without liability, or in its discretion, to deduct from the Contract price or consideration or otherwise recover the full amount of such fee, commission, percentage, brokerage fee, gifts or contingent fee.

21. Laws

The Consultant shall keep himself fully informed of all existing and current regulations of the city, county, state and federal laws, which in any way limit or control the actions or operations of those engaged upon the work or affecting the materials supplied to or by them. The Consultant shall at all times observe and comply with all ordinances, laws, and regulations and shall protect and indemnify the GREDA as provided in Article 12 of this Contract.

22. Professional Responsibility

Consultant is obligated to comply with applicable standards of professional care in the performance of the Services.

23. Force Majeure

An event of "Force Majeure" occurs when an event beyond the control of the Party claiming Force Majeure prevents such party from fulfilling its obligations. An event of Force Majeure includes, without limitation, acts of God (including floods, hurricanes and other adverse weather), war, riot, civil disorder, acts of terrorism, disease, strikes and labor disputes, actions or inactions of government or other authorities, law enforcement actions, curfews, closure of transportation systems or other unusual travel difficulties, or inability to provide a safe working environment for employees.

In the event of Force Majeure, the obligations of Consultant to perform the Services shall be suspended for the duration of the event of Force Majeure. In such event, Consultant shall be

equitably compensated for time expended and expenses incurred during the event of Force Majeure and the schedule shall be extended by a like number of days as the event of Force Majeure. If services are suspended for thirty (30) days or more, Consultant may, in its sole discretion, upon 5 days prior written notice, terminate this Agreement or the affected Work Order, or both. In the case of such termination, in addition to the compensation and time extension set forth above, Consultant shall be compensated for all reasonable termination expenses.

24. Documents

Provided that Consultant has been paid for the Services, GREDA shall have the right to use the documents, maps, photographs, drawings and specifications resulting from Consultant efforts on the project. Reuse of any such materials by GREDA on any extension of this project or any project without the written authorization of Consultant shall be at GREDA's sole risk. Consultant shall have the right to retain copies of all such materials.

25. No Third Party Rights

This agreement shall not create any rights or benefits to parties other than GREDA and Consultant. No third party shall have the right to rely on Consultant opinions rendered in connection with the Services without the written consent of Consultant and the third party's agreement to be bound to the same conditions and limitations as GREDA.

26. Consequential Damages

Neither party shall be liable to the other for consequential damages, including, without limitation, loss of use or loss of profits, incurred by one another or their subsidiaries or successors, regardless of whether such damages are caused by breach of contract, willful misconduct, negligent act or omission, or other wrongful act of either of them.

27. Authorized Agent of the GREDA

The GREDA shall appoint an authorized agent for the purpose of administration of this Contract. Consultant is notified of the authorized agent of GREDA is as follows:

Robert A. Mattei
GREDA Executive Director
420 N. Pokegama Avenue
Grand Rapids, MN 55744

28. Modification of Contract

Any alterations, variations, modifications, or waivers of provisions of this Contract shall only be valid when they have been reduced to writing, signed by the President and the Executive Director of the GREDA and by Consultant and attached to the original of this Contract.

GREDA and Consultant have executed this agreement by the authorized signatures below.

DATE: _____ GRAND RAPIDS ECONOMIC DEVELOPMENT AUTHORITY, MINNESOTA

BY: _____
Sholom Blake, President

ATTEST: _____
Robert A. Mattei, Executive Director

DATE: _____

CONSULTANT:

SRF CONSULTING GROUP, INC.

BY: _____

Its _____

Date: _____

Approved as to Form
City Attorney

BY: _____
Chad B. Sterle

EXHIBIT A



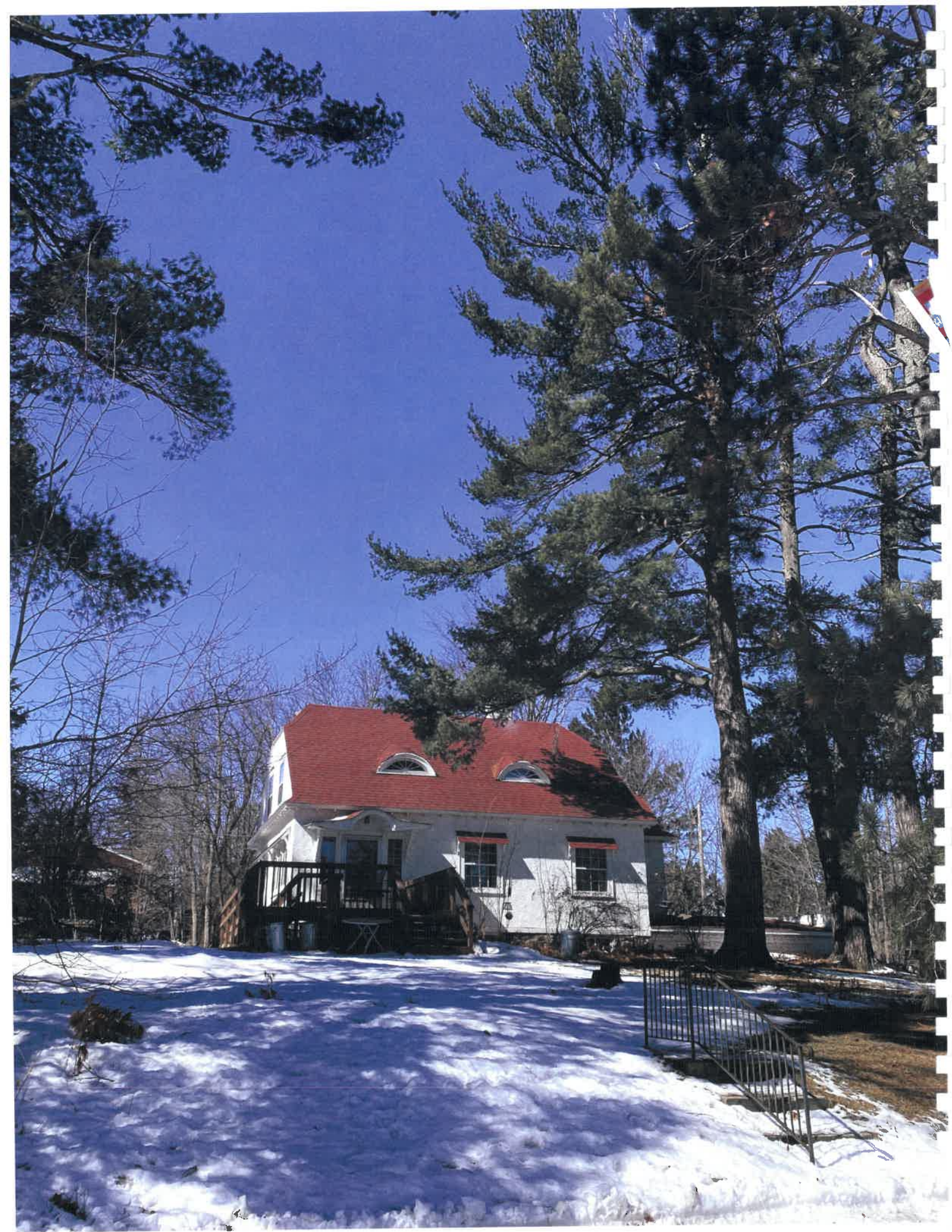
DOWNTOWN Master Plan

CITY OF GRAND RAPIDS



In Partnership With

Economic Development Opportunities, Inc.





April 15, 2022

Rob Mattei, Director of Community Development
City of Grand Rapids
420 N. Pokegama Avenue
Grand Rapids, MN, 55744

Subject: Grand Rapids Downtown Plan Update

Dear Rob and Members of the Selection Committee:

A thriving downtown can be the core of a community, providing spaces for community members to live, work, and play. Creating and maintaining a vibrant downtown atmosphere requires a balance of land use, economic, mobility, and aesthetic goals and action. The City of Grand Rapids understands the value of a thriving downtown and the benefits of engaging the community in defining goals and implementation strategies. Grand Rapids is a regional hub, where downtown businesses serve both the local community. The tourists and the broader region as well. The location of the community at the intersection of US Highway 2 and US Highway 169 contributes to that regional draw, while also creating challenges and opportunities.

The SRF Team was excited to review the Request for Qualifications and Proposals and respond with the enclosed proposal to assist the City in updating the Downtown Plan. We have assembled an enthusiastic and experienced team of planning and design professionals who bring the skills and expertise that differentiate the SRF Team:

- **Local and Regional Expertise:** The core SRF team members for the downtown plan are familiar with the community through our recent collaboration with the City on the Comprehensive Plan Update. We are excited to see its implementation in action! The SRF Team also has experience working with Northern Minnesota and Iron Range communities on a variety of planning and design efforts in recent years. This experience also includes our understanding of the economics and transportation needs of the two US Highways as Corridors of Commerce in the State.
- **Economic Development Expertise:** Janna King, a member of our Grand Rapids Comprehensive Plan team, brings valuable economic development and downtown revitalization. She has extensive experience working with similar size regional centers in rural areas and lived and worked in North Central MN for 8 years.
- **Useful Plans:** Our team emphasizes the need for practical policies and thoughtful implementation strategies. We will work with you to produce a useful document by addressing some key questions up front. For example — How can we best engage business and property owners in the planning process? Who will champion the plan when we are done? How should the plan look and feel to best serve staff, community leaders, and the public, knowing that they will own the document and will be working with it for years to come?
- **Meaningful Engagement:** Our Public Engagement Team is an industry leader in facilitating meetings and soliciting feedback and participation. Over the last two years, the COVID-19 pandemic has changed the way in which City meetings occur and public, stakeholder, business, and agency feedback are given. Our engagement toolbox expanded to include new digital engagement tools in response, and we continue to define engagement strategies that work for both those who are ready to return to in-person engagement and those that found virtual engagement works best for them.

SRF's team will be led by **Stephanie Falkers, AICP** as the project manager. Stephanie brings a passion for collaboration in determining solutions that meet the needs of a broad group. She is a strong facilitator and understands the connection of land use decisions to transportation, economic development, natural resources, and other systems. She will be supported by a strong team of planners, designers, and engineers, including **Adele Hall, AICP (Project Director), Dave Sweeney, AICP (Planner), Mike McGarvey (Urban Design), and Chris Brown, AICP (Transportation)**. SRF is excited to partner again with **Janna King of Economic Development Services, Inc.** on this effort.

While this proposal reflects our recommended approach and schedule for the Grand Rapids Downtown Plan Update, we can be flexible in our approach and look forward to discussing how we can fine tune our work plan to best serve the City. Please contact me with any questions: sfalkers@srfconsulting.com, 763-249-6790.

Sincerely,


Stephanie Falkers, AICP
Project Manager


Adele Hall, AICP
Director – Transit

Experience and Qualifications



3701 Wayzata Boulevard, Suite 100
Minneapolis, MN 55416
763.475.0010

SRF Consulting Group, Inc. (SRF) is a full-service 100 percent employee-owned, planning and design corporation that is celebrating over 60 years of excellence. SRF is a leader in planning, engineering and design, project coordination and administration, and other services. SRF's engineers, planners, and designers collaborate with our clients and their stakeholders to develop creative solutions for the most challenging projects. Together, we create vibrant communities and dynamic experiences. Our award-winning projects range from designing sidewalks, bikeways, roadways, parks, and bridges, to planning local, county, and statewide transportation systems, to revitalizing neighborhoods and urban spaces.

Today, SRF employs nearly 350 engineers, planners, and designers who work with public and private sector clients. SRF's community planning, transportation planning, and landscape architecture professionals bring a wealth of knowledge to the City of Grand Rapids to inform this effort.



Economic
Development
Services, Inc.

1769 Lexington Ave N #339
Roseville, MN 55113
612.925.2013

Economic Development Services, Inc. (EDS) was established by Janna King in 1994 after 15 years of economic development leadership responsibility in rural and regional center markets in Minnesota and Texas. The firm has worked with over 150 clients in 11 states since its inception. EDS has prepared over forty economic development strategic plans, many for mid-sized regional centers. EDS works regularly on interdisciplinary teams on comprehensive plans and small area plans for downtown and commercial area revitalization as well as business and industrial park development and revitalization.

SRF'S COMMITMENT TO GRAND RAPIDS

- ✓ Help your downtown community to envision its future.
- ✓ Preserve what you love about the City of Grand Rapids's historic downtown.
- ✓ Ensure that future plans are compatible with the City's infrastructure.





Meet Your Planning Team

We are excited to introduce our team of professionals, carefully crafted to bring unique expertise to help deliver this study for the City of Grand Rapids. Our team was assembled based on each member's technical expertise and their availability to be committed to this study. The

following organization chart illustrate our team structure. It is followed by biographies of key staff members that summarize relevant past experiences.

CORE TEAM

Stephanie Falkers, AICP | Project Manager
Adele Hall, AICP | Project Director
Mike McGarvey, ASLA | Project Advisor

PUBLIC ENGAGEMENT

Stephanie Falkers, AICP | Lead
Janna King | Lead
Greta Kurtz | Support
Anna Jursik | Support

CURRENT CONDITIONS

Dave Sweeney, AICP | Lead
Greta Kurtz | Support
Isaac Hayes-Raney | Support

MARKET & ECONOMICS

Janna King | Lead
Dave Sweeney, AICP | Support
Greta Kurtz | Support

LAND USE

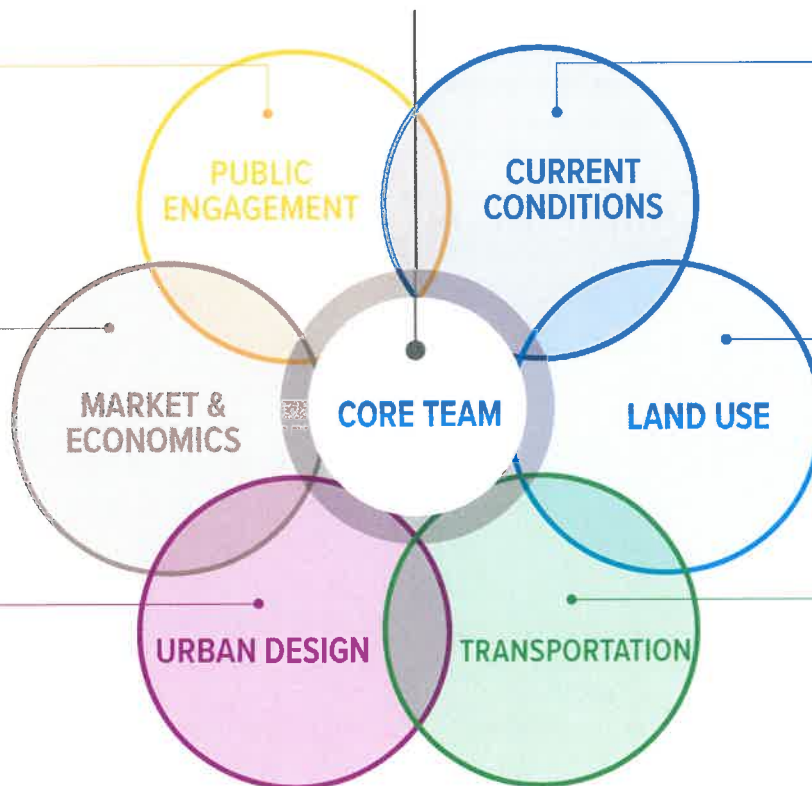
Stephanie Falkers, AICP | Lead
Dave Sweeney, AICP | Support
Greta Kurtz | Support

URBAN DESIGN

Stephanie Falkers, AICP | Lead
Anna Jursik | Support
Isaac Hayes-Raney | Support
Mike McGarvey, ASLA | Advisor

TRANSPORTATION

Chris Brown, AICP | Lead
Greta Kurtz | Support
Tom Sachi, PE | Support
Adele Hall, AICP | Support



Stephanie Falkers, AICP | Role: Project Manager



Stephanie will serve as our project manager and will also lead the public engagement and stakeholder efforts. She will serve as the day to day contact for the City of Grand Rapids and will coordinate with staff for meeting logistics and project deliverables. Stephanie has 12 years of experience in the public and private sector working on a wide variety of planning projects. She has managed a number of comprehensive, land use, and transportation planning efforts for cities and counties throughout the Midwest. Much of this experience has focused on municipalities with a population size of 5,000 to 15,000. Stephanie's recent project experience includes comprehensive plans, land use studies, zoning administration, transportation plans, corridor studies, public engagement efforts, and visioning exercises. She is also well versed in public engagement activities, coordinating in-person and online engagement for many projects.

Project Experience

Grand Rapids Comprehensive Plan Update, Grand Rapids, Minnesota. Stephanie served as the project manager for the 2040 update of the Grand Rapids Comprehensive Plan. She served as the day to day contact with city staff and facilitate all Steering Committee meetings and public engagement efforts. Through this effort, she assisted the city in exploring long-range issues and opportunities and defining goals and future implementation actions.

Washington County 2040 Comprehensive Plan Update, Minnesota. Stephanie served as the project manager for the 2040 Comprehensive Plan Update in Washington County, Minnesota. In this role, Stephanie led public involvement efforts, including eight pop-up events and the development of an online mapping tool. She also assisted County staff with updates to the various plan elements and is assisting with a compliance review of each element to ensure minimum requirements are met.

Superior Comprehensive Plan, Superior, Wisconsin. Stephanie recently served as the project manager for the 2040 update to the Superior Comprehensive Plan. This planning effort focused on inclusive and meaningful early engagement to establish a strong foundation of issues and opportunities for the plan to be built upon. The final document highlights the goals and actions identified by the community for the next twenty years, and includes a range of tools and best practices that will inform future action.

Otter Tail County Long-Range Strategic Plan, Otter Tail County, Minnesota. Stephanie recently led the development of the Otter Tail County Long-Range Strategic Plan. This effort was the county's first land use planning process since the 1970's, and utilized public and stakeholder engagement to identify the topics that should be analyzed in this document. Stephanie led the facilitation of these exercises, which determined the plan's six elements – Resilience, Economy, Land Use, Public Infrastructure, Parks and Trails, and Natural Resources.

Rogers 2040 Comprehensive Plan Update, Rogers, Minnesota. Stephanie led the development of the Rogers 2040 Comprehensive Plan Update. This plan maintained the traditional components of a comprehensive plan, with focuses on the transportation and infrastructure system. The plan also embraced new and emerging elements including Resilience and Economic Competitiveness.

City of East Grand Forks 2045 Land Use Plan, Minnesota. Stephanie led the preparation of the 2045 Land Use Plan update. The plan's primary purpose is to define a future land use plan to guide the city's growth in order to meet population projections for 2045. Goals, policies, and implementation measures are included within the plan to guide the City in future decision-making efforts related to land use, zoning, housing, and the environment.

City of Fargo Comprehensive Plan, North Dakota. Stephanie participated as part of the consultant team, led by BNIM, to update the City of Fargo's Comprehensive Plan, GO 2030. The plan set forth initiatives to create a vibrant and sustainable city in 2030, using nine guiding principles. Stephanie participated in various levels of the planning process including public outreach exercises and plan development. Go 2030 includes multiple implementation steps aimed at improving the City of Fargo's resiliency and sustainability.

Jefferson County Comprehensive Plan and Agricultural Preservation & Land Use Plan, Jefferson County, Wisconsin. Stephanie recently assisted Jefferson County with the update of these two important documents. As the first county in Wisconsin to adopt an Agricultural Preservation & Land Use Plan, this document serves an important role within the county. The SRF team utilized a public engagement strategy that engaged the public on both plans, and complete analysis that considered the results of both plans to build long term consensus and plans that supported each other.



Janna King, CEcD, EDPF | Role: Downtown Revitalization – Economic, Market Factors & Implementation Strategies



Economic
Development
Services, Inc.

Janna brings more than 35 years of community and economic development planning and downtown revitalization experience to the SRF team. Prior to founding Economic Development Services in 1994, Janna started her career with Region 5 Regional Development Commission in Staples in North Central Minnesota and went on to lead Community Development of Little Falls/Morrison County, the St. Cloud Area Economic Development Partnership, and the

1,600-member Midland Texas Chamber of Commerce, the Midland Convention and Visitors Bureau, and Midland Center. Janna led the St. Cloud Downtown Development Corporation during a period of significant transformation and revitalization throughout the downtown area.

Janna understands the dynamics of regional centers and the businesses, institutions, amenities, and strategies that keep them vibrant. She's also deeply familiar with the economic forces that affect areas that are dependent on natural resources and tourism and has worked on a variety of tourism related initiatives. Janna has taught economic development strategic planning, small business and entrepreneurial development, and economic development finance for the International Economic Development Council (IEDC), served as a founder of the MN Economic Development Academy, and co-director of the annual 5-day Upper Midwest Basic Economic Development Course

Project Experience

Economic Development Strategic Plans for Regional Centers. Janna has prepared economic development strategies for Alexandria, Brainerd Lakes, Cambridge, Green Bay, Owatonna, New Ulm, Red Wing, Rochester, and St. Cloud.

St. Cloud Downtown Development Corporation, Executive Director. Janna served as the executive director of the Downtown Development Corporation in St. Cloud, MN. In this capacity she worked with property owners and business leaders in the community advocating for revitalization of downtown. During her tenure she worked on a number of significant projects including:

- Differentiating market niches and clarifying downtown districts (e.g., visitor- and student-oriented, regional resident-oriented, legal/financial)
- Negotiating skyway connections to the new Civic Center, located on the Mississippi River, with the new Radisson Hotel and an existing hotel
- Expansion of the Courthouse complex and related road relocation
- Management of a parking ramp for a limited partnership
- Expansion of Centre Square (retail area adjacent to Herberger's headquarters and flagship store)
- Construction of 2 major banks with multi-tenant offices and related parking structures
- Location of a downtown transit station

Twin Cities Local Initiatives Support Corporation (LISC) Commercial Corridor Revitalization. Janna led a three-year engagement to evaluate and prepare recommendations for four commercial corridors based on an adaptation of the Mainstreet revitalization model. This involved an in-depth look at effective strategies for clarification of an area's economic niche, active engagement of business and property owners, aligning design and appearance and marketing and promotion to enhance an area's near and long term success.

Embracing Downtown Monticello. Janna participated as a team member on a downtown revitalization planning project. Responsibilities included community engagement and work on the finance and implementation strategy. The City retained Janna for a follow-on communications project - ReStoring Downtown Monticello.

Awards

- Numerous state, regional & national economic development marketing awards
- President's Award for innovation & leadership – Economic Development Association of MN



Adele Hall, AICP | Role: Project Director

Adele is a highly skilled urban and regional planner with a deep understanding of comprehensive planning and community engagement. A Cohasset, Minnesota native and a graduate of Grand Rapids High School, Adele is excited to contribute to plans for a place she loves.

Adele brings a passion for community planning to her projects and has a strong command of analysis tools, technical concepts, and relevant policy. She has led public engagement activities for a wide range of planning projects.

Project Experience

Grand Rapids Comprehensive Plan Update, Grand Rapids, Minnesota. A Cohasset native and graduate of Grand Rapids High School, Adele was delighted to assist the City with public and stakeholder engagement efforts on the Grand Rapids Comprehensive Plan. She also assisted the team with the existing conditions analysis and provided quality review of deliverables.

MnDOT/Metropolitan Council/Scott County Twin Cities Highway 169 Mobility Study, Minnesota. The study evaluated the potential for multimodal solutions such as BRT and high-occupancy toll lanes to address significant congestion and a lack of transit service in one of the Twin Cities' busiest commuter corridors. As deputy project manager, Adele coordinated project committees, public involvement, and production of technical information such as the purpose and need, existing conditions analysis, alternatives considered, and evaluation criteria. Adele also conducted a high-level analysis of potential environmental impacts of the improvements.

St. Louis Park Mobility Study, Minnesota. The City of St. Louis Park was looking for a unique and innovative approach to citywide transportation in their Comprehensive Plan. Adele and the SRF team prepared a transportation plan that prioritized walking, bicycling, and transit use, and offered practical information about vehicular traffic. The plan is organized by street type and streets users as well as land uses along those streets, and helps the City use its streets to grow and continue to develop in an efficient pattern that encourages more trips by walking and biking.

Metropolitan Council West Broadway Transit Study, Minneapolis, Minnesota. The West Broadway Transit Study identified possible transit improvements in North Minneapolis and included an analysis of the potential benefits, costs, and impacts of streetcar and arterial BRT alternatives. As deputy project manager, Adele coordinated the technical and community engagement teams as well as the study committees. In addition to working closely with planning and engineering staff in the corridor, Adele worked with the team to conduct an intensive outreach and education initiative that brought the project to bus stops, local festivals, Farmers' Markets, and fairs and created a unique artistic brand for the West Broadway corridor.

Ramsey County Regional Railroad Authority Rush Line Bus Rapid Transit Project, Minnesota. Adele is leading the communications and public engagement team on the Rush Line BRT project. With Adele's leadership, the team crafted a communications and public engagement plan focused on informing and gathering input from the racially, ethnically, and linguistically diverse people living and working along the line. The team seeks in-person activities and events that present opportunities to connect with underrepresented communities in the corridor, and makes deliberate decisions about attendance at events using criteria of equity, inclusivity, maximizing voices heard, and geographic representation. In-person efforts are complemented by social media posts and email communication about the project at strategic intervals.

Hennepin County Blue Line Extension Station Area Planning, Minnesota. As the task manager for transportation and land use planning, Adele facilitated preparation for light rail service by working to identify land use and zoning changes, policy programs, and infrastructure investments that will most effectively prepare the Blue Line stations in Minneapolis and Golden Valley for use on opening day and future economic growth. Adele prepared and reviewed economic development and other technical documents, performed policy research, planned community engagement, and conducted one-on-one engagement with key stakeholders.



Michael McGarvey, PLA, ASLA, LEED AP – Advisor

Mike has 29 years of experience in all aspects of landscape architecture, planning and urban design. His areas of expertise include trail planning and design, park planning and design, streetscape design, site design, and project management. Mike's creative and innovative planning and design solutions acknowledge the influence of operations and address maintenance concerns. As a LEED accredited landscape architect, Mike ensures that sustainability is incorporated into SRF projects.

PROJECT EXPERIENCE

- Excelsior Blvd Streetscape, Saint Louis Park, MN
- 36th Street Streetscape, Saint Louis Park, MN
- Walker Lake Streetscape and Small-Area Plan, Saint Louis Park, MN
- Wayzata Trail Connections, City of Wayzata, TRPD, Hennepin County, MN
- Lake-Superior Streetscape, City of Wayzata, MN
- Dakota Rail Trail, Three Rivers Park District, MN
- Robert Street Streetscape, South St Paul, MN
- Fargo Main Avenue, Fargo, ND
- Active Living Plan, Saint Louis Park, MN
- Alternative Transportation Plan, Bloomington, MN
- MOA/South Loop Streetscape Plan, Bloomington, MN
- Lake Street Streetscape, Hennepin County, MN
- TH 169 Streetscape, St. Peter MN
- Saint Paul Street Design Guide, Saint Paul, MN
- MnDOT/LRRB Best Mgmt Practices for Bikes and Pedestrians, MN
-



Chris Brown – Multimodal Planning

Chris has six years of experience in transportation planning in both the private and public sectors. He has managed and supported long-range transportation plans, corridor and safety studies, multimodal plans, Safe Routes to School studies, traffic operations analysis and development review, freight plans, university campus plans, and grant writing for state and federal funds. Chris applies his strengths in data analysis, community engagement, and technical writing to create meaningful and implementable results for his client partners. As a planner, Chris hopes to enhance mobility options, accessibility, and safety through detailed data analysis, comprehensive community outreach and input, and using the latest tools or practices.

PROJECT EXPERIENCE:

- Dakota County Pedestrian Crossing Study – Dakota County, MN.
- MnDOT Safe Routes to School Engineering Studies, MN.
- Mankato/North Mankato Area Planning Organization (MAPO) Long Range Transportation Plan Update – Mankato, MN.

- 2040 Comprehensive Plans – Wayzata & Rogers, MN.



Tom Sachi – Traffic and Safety

Tom's work focuses on traffic impact studies, corridor studies, and evaluations of new data collection technologies. Tom has worked on projects throughout the Midwest, using a multitude of traffic operations/capacity analysis tools and software to analyze projects. He has also completed multiple interchange access or operations reports. Tom co-authored the Addressing Citizen Requests for Traffic Safety Concerns guidebook, which won the 2018 APWA Exceptional Performance in Journalism Award. He has worked on 100+ residential and commercial development traffic studies, and 15 school-related TMPs. Additionally, Tom has led several large-scale data collection efforts throughout the Midwest.

PROJECT EXPERIENCE:

- City of Wayzata Traffic and Parking Studies, Wayzata, Minnesota.
- Allianz Field Soccer Stadium AUAR and TDMP, Saint Paul, Minnesota.
- City of Minneapolis Calhoun Towers and Lake Street Hotel TDMPs, Minnesota.
- Safe Routes to School Engineering Studies, Minnesota.
- Metro Transit Southwest Light Rail Train, Hopkins-Minnetonka-Eden Prairie, Minnesota.



Anna Jursik – Designer

Anna joined SRF in 2019 after completing her Masters of Landscape Architecture degree from the University of Minnesota. She has several years of communications experience, with an emphasis on creating clear graphics to disseminate complex research findings. Anna's skills include ecological design, information visualization, design representation, and interdisciplinary research. She is passionate about designing resilient and beautiful environments for people, plants, and wildlife.

PROJECT EXPERIENCE:

- Rochester Downtown Circulator Transit-Oriented Development Planning, Rochester, Minnesota.
- Rush Line Visual Quality Manual, Ramsey County, Minnesota.
- University of Minnesota Pillsbury Drive, Minneapolis, Minnesota.
- City of Minneapolis Transportation Planning + Programming, Research Assistant in Practice, Minneapolis, Minnesota.



Isaac Hayes-Raney – Design/ Visualization

Isaac joined SRF in 2021 after completing his Master of Urban Planning and Master of Landscape Architecture degrees from the University of Minnesota. His planning and design expertise includes multimodal

planning and design, park and open space master planning and design, GIS analysis, graphics and visualization, accessibility, and public engagement. A year-round bicycle commuter and transit user, Isaac is passionate about and enjoys public transportation infrastructure on a daily basis and contributes his time and expertise to local nonprofits and boards outside of work.

PROJECT EXPERIENCE:

- Scott County West Regional Trail, Shakopee, Minnesota.
- Diamond Lake Regional Trail, Three Rivers Park District, Minnesota.
- Rochester Bus Rapid Transit, Minnesota.



Greta Kurtz - Planner

Greta joined the SRF Planning Team in 2022 as intern and has joined the team as a full time planner as she graduates from the University of Minnesota. Greta brings a passion for engaging communities and building meaningful solutions that respond to community needs. She is a skilled data analyst, utilizing a variety of tools to explore and truth solutions and community needs.

PROJECT EXPERIENCE:

- River Falls Comprehensive Plan and Outdoor Recreation Plan, River Falls, Wisconsin.
- Marshall Comprehensive Plan, Marshall, Minnesota.
- MAPO 2nd Street Corridor Study, Mankato, Minnesota.

Planning Philosophy



An Inclusive, dynamic and equal approach to planning is in our team's DNA. The SRF Team delivers our clients with plans that reflect the diverse layers of the community.

Our planning approach focuses on the intersections of the various systems - looking to understand how systems (e.g. development and transportation) are connected and how improvements or changes to one system effect the other. This systems approach goes beyond our physical and natural infrastructure, and must include the social environment that we are planning for. As we respond to the traditional "health, safety, and welfare" of the community, we need to ensure that a space is provided for all voices to be heard, analysis includes all perspectives, and recommendations include considerations for all.

For the City of Grand Rapids, we will begin the planning process with an analysis of existing conditions and identification of issues and opportunities. Understanding the market niches and opportunity for downtown businesses in Grand Rapids is an key foundation of our approach. The engagement of property owners and businesses is important for understanding and clarifying these niches and opportunities. Their engagement and buy-in helps cultivate a more strategic tenant mix and synergy between business offerings. The design and appearance of the downtown area should reflect an understanding of how downtown can serve area residents and visitors. Similarly, marketing and promotional activities should address how the downtown area can attract these target markets throughout the year.

The retail sector has been transformed in recent years, with a move to on-line shopping. The role of traditional shopping areas is being redefined, with a greater emphasis on settings and events that draw people and activate the spaces.

Credit card data, available through the City's Datafy subscription, will be used to better understand who is attracted to Grand Rapids and their spending patterns. This data can also be used to identify market segments (e.g., seasonal lake residents, vacationers, year-round residents) to organize research and engagement processes – including surveys, focus groups and engagement activities.

Restatement of the Desired Project Outcomes

The SRF team will prepare a downtown plan with redevelopment strategies tailored to the specific needs and conditions in Grand Rapids. The redevelopment strategy will translate the priorities of the community into specific and attainable development, redevelopment, and public

realm goals. It will include actions for the City itself, current and future private partners, and other downtown stakeholders such as Itasca County. The plan will focus on establishing/strengthening downtown Grand Rapids as the physical and social heart of the community.

Work Plan

We have reviewed the plan development tasks provided in the RFP and tailored our approach to meet the desired outcomes based on our experience with similar efforts. Our holistic and collaborative approach to project management and quality control is engrained in SRF culture and our team is committed to facilitating a collaborative and inclusive engagement process to inform all stages of the master plan development process.

Public Engagement activities are woven into the work plan to complement the technical planning work to be completed throughout the process. In addition to the work plan approach identified in the following pages, a description of our plan to optimize engagement activities is included on page 14.

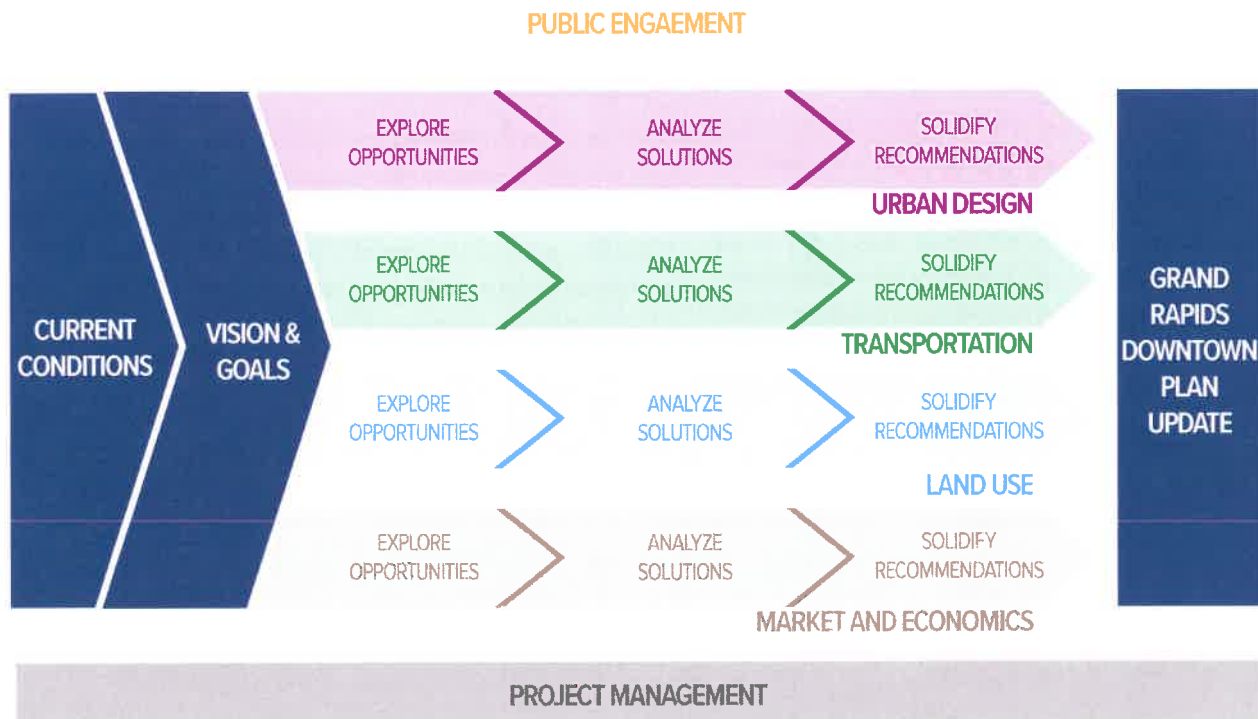
Our approach includes seven steps, with public engagement and project management running throughout. [The graphic below illustrates our overall process and the following pages provide a detailed outline of our approach.](#)

Task 1: Understand Current Conditions

Understanding the history and current conditions of the downtown area in relationship to the broader community provides a foundation for the planning effort to be built upon. Throughout this task, the SRF team will gather data, review past planning efforts, and background information that identifies existing opportunities and challenges in the market area generally and more specifically in downtown Grand Rapids. There are a number of recent planning efforts that will inform this task providing an understanding of specific efforts and goals of the community. The Downtown Plan will build on previous planning efforts and take into consideration significant trends that could affect downtown Grand Rapids such as the expansion of remote work opportunities and the increased importance of on-line shopping.

Task 1.1: Demographic and Economic Insights

This task is focused on gathering and analyzing a range of existing and historic information specific to the study area. The 2040 Comprehensive Plan and 2019 Housing Study as well as the City's Datafy subscription are



great resources for this data. This effort will dig into the demographics at the city-level and also look at characteristics of the broader market area. Coordination and data collection with other downtown stakeholders will also provide insight into the process. While not a task identified in the RFP, we believe understanding area economy and demographics, including seasonality, is an important part of the process.

Task 1.2: Existing Plan Assessment

Recent planning efforts provide a variety of information that should be woven into the Downtown Plan Update process. In this task, the SRF Team will complete an assessment of current plans to understand current goals and policy guidance. This assessment will identify components of current plans that provide valuable existing conditions data, relevant goals and tools, while also identifying opportunities or challenges that the Downtown Plan update may address. The 2006 Downtown Redevelopment Plan will be reviewed and assessed to understand goals and policies that have been guiding decision making, along with an assessment of the actions that have been achieved over the last 16 years. The 2040 Comprehensive Plan will also be reviewed to ensure that the appropriate goals, tools, and implementation actions are woven into this process. Additional documents to be reviewed include:

- 2009 Riverfront Framework Plan
- GRMN Creates, an Arts and Culture Roadmap
- Other Arts and Culture Documents
- 2014 Grand Rapids Market Area Profile
- 2019 City of Grand Rapids Housing Study

Task 1.3: Mapping Exercise

This task is focused on gathering a range of mapping resources and datasets to create a base map of information within the study area. Many of these resources were used in the development of the Comprehensive Plan, however, additional detail will be gathered and organized to establish the current conditions base map for the downtown study area. Data gathered may include zoning, land use, water resources, building footprints, parcel data, property ownership, inventory or vacant and underutilized real estate, key business locations, parks and trails, cultural, recreational and institutional assets. This task is critical for future activities to be built upon but was not identified within the RFP.

Task 1.4: Plan Kick-Off and Walking Tour

To kick-off the effort, the SRF team will meet with city staff to start the planning process and gather initial feedback. This task includes meetings and a walking tour to kick-off the process, collect data, and learn from each other. The agenda for the day includes hour long meetings with various departments, stakeholders, and committees and dedicated time for a tour with the City's project manager. This provides an opportunity to share the planning process with a range of stakeholders, understand their expectations, gather initial input, and prepare for the walking tour.

The first meeting of the day will be with the City's project manager to discuss and document staff expectations regarding channels of communication, project management, and staff/consultant roles and responsibilities, project approach, data provided by the City, other sources of data, possible timing of public engagement events and setting overall goals and parameters for community engagement. This process will allow for the development and refinement of a process roadmap that will set the direction and process for the development of the Downtown Plan update.

Input gathered throughout the day will also inform a stakeholder analysis, identifying key stakeholders to be involved in the process. Data gathered throughout the day will be discussed with the City's project manager and a resulting stakeholder list with associated involvement opportunities will be identified.

The day will conclude with a downtown walking tour with staff and invited stakeholders. The tour will enable the project team to share ideas on emerging themes, understand concerns, collect data and refine the public participation strategy. A walking audit form will be developed and used as a tool for attendees to record their experiences during the walking tour. Though not included as a task within the RFP, getting out into the field creates an opportunity to experience the physical space.



Task 1.5: Understanding Downtown

It is important to understand downtown issues and opportunities from the perspective of customers, business owners and property owners early in the planning process. We will use the City's geolocation and Datafy resources to understand downtown customers and work with the City and stakeholder groups such as the Chamber of Commerce, Central Business District Association to develop and effectively distribute surveys that gather the perceptions of these segments. The information gathered in these surveys will be used to inform development of the vision and guiding principles and the nature of focus group discussions later in the planning process. The surveys will be hosted through an online platform and disseminated through multiple channels.

Task 1 Summary

- Deliverables: Data Collection Tech Memo; Kick-Off Meeting agenda, materials, and summary
- City Responsibilities: Provide requested data and review Data Collection Tech Memo
- Kick-Off Meeting and Walking Tour participation with material review

Task 2: Establish a Vision and Guiding Principles

Using the existing conditions and input gathered in Task 1, a vision and guiding principles for Downtown Grand Rapids will be established. This vision will define the desired outcomes for downtown and the opportunities for investment. The vision and guiding principles will be crafted in a manner that is understandable to a broad audience and can be used to guide further research and the development of the Downtown Plan update. The vision and guiding principles will provide an important framework as we establish goals and action steps for the implementation strategy and can provide guidance for future investment decisions. The vision statement will be supported by guiding principles that address physical plan elements, economic revitalization and redevelopment concepts, and visual appearance/character. Examples of possible guiding principles might include:

Downtown Grand Rapids...

- *Acknowledges and builds upon access to the Mississippi River*
- *Embraces and supports a thriving arts scene*
- *Cultivates a business mix that attracts area residents and visitors*

Task 2 Summary

- **Deliverables:** Downtown Vision and Guiding Principles
- **City Responsibilities:** Review of Deliverables

Task 3: Explore Opportunities

The next phase of the process will build from the vision and established guiding principles for downtown to explore the opportunities for future revitalization. This task, along with Tasks 4 and 5, will include specific efforts to focus on Land Use, Transportation, Urban Design, and Market and Economics. Each of the topics warrant specific attention to understand the challenges and opportunities in greater detail, but we must also understand the interactions between the four elements to achieve success. Additionally, specific engagement activities will be focused on assessing the opportunities and challenges within the study area.

Task 3.1: Land Use

This task will identify issues and opportunities specific to land use within the study area. Building from the future land use plan within the 2040

Comprehensive Plan, this task will outline the opportunities for further refinement in downtown and the redevelopment potential specific to land use. Our team will gather and analyze data to explore opportunities including:

- Assess the assets and liabilities of the downtown to identify the highest opportunity places to create and enhance the network of destinations in the downtown.
- Map current land uses in the downtown and immediate surrounding area and consider unique aspects of downtown sub-areas or districts in the planning process.
- Inventory commercial and retail space vacancy levels and underutilization.
- Inventory the status and quality of transportation and circulation systems including automobile parking, pedestrian routes, bicycle parking and micromobility deployment/use.

Task 3.2: Transportation

Land use and mobility opportunities and challenges are directly linked and must be considered and balanced in long-range planning efforts. From the development of new destinations that increase traffic volumes to roadway improvements that modify property access, land use and transportation must be reviewed together to create a successful plan and vision for downtown Grand Rapids. The two US Highways serve major roles for both regional and local mobility. However, all modes must be considered to support the vision and downtown revitalization. This task will establish a long-term transportation plan that balances local and regional mobility needs, supports movement of all modes and increases safety.

To understand transportation opportunities, our team will explore the following tasks:

- Through the planning process, embrace the perception of streets not only as conduits for automobiles but also, as places that add value to the community by enhancing economic productivity and social engagement.
- Equitably consider all modes of mobility in downtown transportation planning.
- Consider the current and potential roles for public transit linkages to the downtown.
- Consider non-traffic solutions to traffic problems, such as increasing mixed-use development and high density housing opportunities in and near the downtown.

Task 3.3: Urban Design

This task will focus on urban design opportunities within the downtown. Urban design can take lots of forms from design standards to streetscape improvements. This task will explore a variety of opportunities and look to define what urban design means for Downtown Grand Rapids. Efforts to be completed in this task include:

- Affirm the identity of core downtown streets and critical street intersections.
- Catalog existing sidewalk and pathway conditions, and identify important linkages within and connecting to the downtown.
- Identify existing landscaping in the downtown and create a plan to maintain trees and plantings as part of the urban infrastructure.
- Review the existing streetscape elements (vintage lighting, street furnishings, plantings, and sidewalk and street pavement treatments) of the downtown and consider revisions to and/or expansions of it.

Task 3.4: Market and Economics

This task will explore the market viability and opportunities for both current and future investments within downtown. Tasks to be completed to understand market and economic opportunities include:

- Analyze available data sources, including geo-location data within the downtown and the broader community, as well as credit card data through the City's Datafy subscription to profile who is visiting the downtown.
- Develop a deeper understanding of downtown customers and potential customers through surveys and focus groups with customers, businesses and property owners.
- In addition to the focus groups described in Task 3.5, some individual interviews will be conducted via Zoom to better understand potentially sensitive development related issues and opportunities
- Clarify the downtown area's role in the community and opportunities to broaden the customer base and deepen the relationship with existing customers.

Task 3.5: Focus Groups

To thoroughly explore opportunities, conversations with topical experts will provide an opportunity for deeper conversations to inform and confirm opportunities within each topic area. A series of up to five focus groups will be held to gather specific information needed. The SRF Team will collaborate with the City to identify the four stakeholder groups needed to inform the process and will coordinate an invitation list. These 90-minute meetings will include a brief overview of



the planning process before diving into a facilitated discussion of the specific topics. We will work with the City to develop a schedule of in person and virtual focus groups best accommodate schedules and any pandemic related issues.

Task 3.6: Pop-up Events

The SRF team proposes pop-up events downtown to gather broad input on the opportunities in downtown and engage the community. We will establish locations within Downtown Grand Rapids to hold these events and schedule them coincident with other events or activities downtown. Pop-up events are intended to meet people where they are and include interactive/informational booths to provide project information and gather feedback. We will work closely with the city to determine the best locations for the events.

Task 3 Summary:

Deliverables: Land Use Map and Opportunities, Inventory of spaces, transportation network, catalog existing streetscape and landscaping, Engagement activities, Downtown customer profile, preparation, and summary

City Responsibilities: Review of Deliverables, Participation in events

Task 4: Analyze Solutions

The next phase of the process will utilize the guiding principles established in Task 2 and the opportunities explored in Task 3 to analyze potential solutions for downtown Grand Rapids. A similar process will be used where the project team will focus on data exploration and analysis for the four topic areas, understanding that collaboration must occur to understand the broad picture.

Task 4.1: Land Use

This task will analyze the existing and future land use guidance of the Comprehensive Plan, and development opportunities identified in Task 3.1 to define specific solutions within the study area. Efforts in this task include:

- Identify and prioritize specific sites for development and redevelopment and their preferred uses or adaptive reuses.
- Identify cultural, recreational and institutional assets, such as museums, library, art studios, public art, parks, trails and government services and consider how they can be enhanced to better support the downtown as a community gathering space/destination.
- Determine whether and how existing land uses or physical characteristics help or hinder economic development efforts i.e.; parking lot locations, vacant parcels, railroad corridor, variety of businesses, etc.

Task 4.2: Transportation

This task will explore solutions for transportation by completing the following efforts:

- Utilize the public input on traffic, parking and accessibility concerns to explore possible solutions or recommendations.
- Determine if traffic speeds are appropriate for the downtown context and if calming measures are needed.
- Analyze the amount and location of on and off-street parking in the downtown, calculate the parking requirements for existing and future land uses, identify deficiencies, and define short and long-term strategies for improvements to downtown parking, including accommodation of residential and hospitality uses that require longer term parking.
- Review the interaction of on street parking with traffic flow.
- Assess the pedestrians ease in crossing streets and provide recommendations for improvements that do not conflict with other design standards.

Task 4.3: Urban Design

This task will explore solutions for urban design by completing the following efforts:

- Identify public space opportunities in the downtown and examine their full multi-use potential as a means to create a sense of place and attract and bring people together.
- Consider improvements to the plan/programs for building façade improvement in the downtown.
- Identify priorities for the improvement of on- and off-street public parking.
- Identify potential infill and new development opportunities in the downtown, prioritize those opportunities, and identify strategies for their implementation.
- Review design guidelines created by the Grand Rapids Economic Development Authority and consider whether similar design guidelines should be established as a universal requirement for the downtown.

Task 4.4: Market and Economics

This task will explore strategies to strengthen the economic vitality of downtown by completing the following efforts:

- Work with stakeholder groups, including representatives of the Central Business District Association, EDA, Visitor and Convention Bureau, Chamber of Commerce, business and property owners to consider how Grand Rapids could align its design and appearance with the market niches identified as a priority for downtown. This could include the possibility of districts that concentrate certain types of businesses to build synergy for specific market segments.
- Work with the stakeholder groups to develop guidance on marketing, promotion and activation strategies to align with these market niches to strengthen business vitality.
- Provide recommendations for how the downtown can better serve categories of users.

- Identify business categories that may be missing from the downtown that would serve the interests of the identified categories of visitor users and local users.

Task 4.5: Focus Groups

Focus groups will be used again in this task to continue the conversation with stakeholders about potential solutions and recommendations for Downtown Grand Rapids. The same groups will be re-engaged from Task 3.5 for a second round of meetings. These 90-minute meetings will include an update on the planning process before diving into a conversation on specific topics. It is assumed that some of these meetings will be held in-person and some may be held virtually to best accommodate schedules.

Task 4.6: Solutions Charette

Tasks 4.1 through 4.4 will analyze and explore solutions for Downtown Grand Rapids specific to each topical area. This analysis includes specific analysis per topic area focusing on parking, market, , land suitability, etc. Midway through this analysis process, we will hold a half day charrette with downtown stakeholders to explore these potential solutions and understand the connectedness of each of these themes together. The SRF Team will work with City staff to identify a list of stakeholders to invite to the charrette. This is assumed to be a 4-hour event, utilizing a variety of facilitation techniques and engagement activities.

Task 4.7: Pop-up Events

A pop-up event will be used to gather feedback from the community on the resulting solutions identified throughout these tasks. A similar approach to that defined in Task 3.6 will be used to coordinate and facilitate the pop-up event.

Task 4 Summary

Deliverables: Land Use, Transportation, Urban Design, and Market & Economic Solutions Tech Memo, Engagement activities, materials, and summaries

City Responsibilities: Review of Deliverables, Participation at events

Task 5: Solidify Recommendations

Task 5.1: Land Use, Transportation, Urban Design, and Market and Economic Recommendations

This task will utilize all of the efforts completed throughout Task 4 to solidify the recommendations, tools and strategies for Downtown Grand Rapids. The solutions identified across the four topical areas will be brought together in this task to understand the relationship, trade-offs, and connection of future actions and activities. This effort will result in a list of recommendations displayed in maps, graphics, and lists to understand the broad picture.

Task 5.2: Recommendations Survey

As the list of recommendations and tools is initially drafted, an online survey will be created to gather feedback from the community. The intent of the survey will be to confirm the solutions identified and gather any additional feedback. The survey will be hosted and promoted similar to the community survey in Task 1.5.

Task 5.3: Open House

An open house will provide an opportunity to provide the public with an update of the planning process and gather feedback on recommendations prior to the completion of the Plan. This engagement opportunity is intended to connect the public with the draft recommendations and solutions, prior to adoption, allowing for any initial comments and concerns to be addressed. During this process, SRF will identify how the issues and opportunities identified from the early public engagement were used to guide the development of the draft plan element. This helps to build a consensus with the public and stakeholders that their input was heard and used to inform the process. A list of attendees from past events will be used as a invitation list to promote attendance at the Open House.

Task 5 Summary

Deliverables: Finalize Land Use, Transportation, Urban Design, and Market & Economics Tech Memo, Engagement activities, preparation, and summaries

City Responsibilities: Review of deliverables, participation in events

Task 6: Implementation Strategies

While the preparation (or creation) of a Downtown Plan is a large undertaking, development of a practical sequence of implementation steps is critical to ensuring that the plan is useful. During this task, the SRF team will build on the effort to date and identify specific implementation actions that the City and community stakeholders can take to help realize the updated vision and plan for Downtown Grand Rapids. These actions will be tailored to the various topics and will range from simple policy changes to projects requiring public or private investment. Defining the action is only one step of the process. SRF will also help to navigate a timeline and priority, identify potential partners, and outline potential funding sources and implementation tools that the City can use to aid future implementation.

Task 6 Summary

Deliverables: Implementation Strategy Tech Memo

City Responsibilities: Review of Deliverables

Task 7: Downtown Plan Development

This task will combine the efforts of all previous tasks to create the Grand Rapids Downtown Plan update. The Plan will be developed to

summarize the planning process, highlight the downtown vision, showcase the recommendations and tools, and define actions for implementation. The resulting document must be accessible to all stakeholders and easy to implement. This will be done using graphics and plain language. Early identification of a plan template and structure will allow the efforts Tasks 3 through 6 to flow directly into the overall Plan. Additionally, the specific implementation actions identified in these tasks will be woven together to provide an overall view of implementation actions and considerations to aid the City of Grand Rapids and project partners in achieving the vision.

Task 7 Summary

Deliverable: Draft and Final Downtown Plan

City Responsibility: Review of draft plan

Task 8: Project Management

Task 8.1: General Project Management

This task includes coordinating the project team, monitoring the schedule and budget, and providing monthly progress reports. SRF's Project Manager, Stephanie Falkers, will ensure open communication regarding project milestones and deliverables throughout the project process. As our Project Director, Adele Hall will provide oversight and assistance.

Effective project management is important to the success of a complex project. We recognize the importance of communication between the consultant and the City to ensure the project is delivered on time and within budget. We will provide bi-weekly updates on project status via phone and email to review the progress of the plan's development. At the early phases of this process, bi-weekly meetings will be held with the City's project manager. However, we will coordinate with the team to assess the best structure and coordination as we continue with specific tasks to ensure the best use of time in these regular check-ins.

Task 8.2: Public Participation Plan

Early in the planning process, SRF will develop a Public Participation Plan (PPP) that identifies all public engagement opportunities for the planning process, along with roles, responsibilities, and actions for each event to be carried out. The PPP will be reviewed by City staff in Task 1.4 to ensure that the plan effectively engages all groups and informs the planning process.

Task 8 Summary

Deliverables: Public Participation Plan, Invoices and Status Updates

City Responsibilities: Review of Deliverables

Plan to Optimize Public Participation

Provided below are the key elements of our public participation plan for the comprehensive plan update. Note that the Work Plan section of this proposal intertwines these elements throughout the various project tasks.

Community Surveys

Surveys are great ways to gather a range of feedback from a broad audience, and a provide opportunities for people to participate as it works for them. Grand Rapids has facilitated many successful surveys, including through past Comprehensive Plan updates, that have received a great response rate. We propose the use of surveys during two phases in the planning process, some may be tailored for specific audiences such as business and property owners. These surveys will be hosted through an online engagement platform, such as Survey-Monkey, with paper copies available for those without reliable internet access. To increase exposure and responses to each survey, we will utilize a combination of promotional avenues that have been similar in past projects. These tools include social media posts and ads, E-blasts, and flyers or posters throughout the community. We have had great success with promoting surveys when we collaborate with community partners that can help us promote engagement activities such as the Central Business District Association, Chamber of Commerce and the Area Visitor and Convention Bureau. Coordination with local businesses to post a flyer and host a paper survey drop-off/pick-up has been successful for building interest in a long-range planning process. Each survey will provide varied questions and activities to gather meaningful information and will also include educational information to ensure the public understand why they are being engaged, where we are at in the process, and how their input will be used.

2 PHASE SURVEY PROCESS



VIRTUAL ACTIVITY



TASK

Task 1 – Understand Current Conditions

Task 5 – Solidify Recommendations

Pop-Up Events

Bringing engagement to the community provides an opportunity to meet people where they are and engage them when they are active in the community. Pop-up events are interactive/information booths occurring at community events or high traffic locations within the community. These have proven to be an effective tool in bringing awareness of a planning activity and collecting feedback from the public. A pop-up event was held at the Children's Fair to have conversations with the public. Pop-up events can be paired with an existing community event,

similar to the Children's Fair, or can be set up at a high traffic location within the downtown.

Our team will work with City staff to identify the local events or locations best suited for a pop-up station. Questions and discussion topics will be developed to produce meaningful engagement in a short discussion, allowing participants to spend as much time as they would like to with the team.

There are two pop-up events budgeted to inform the planning process. Two members of the team will attend each event and can be separated into two stations if desired to draw additional traffic.

2 POP-UP EVENTS



IN-PERSON ACTIVITY



TASK

3 – Explore Opportunities

4 – Analyze Solutions

Walking Tours

Field visits are a powerful way to explore and understand a space. We propose a walking tour be held to visit key sites in downtown Grand Rapids to understand context and user experiences. Beyond gaining the in the field knowledge, we will create a walking tour data collection form that provides each participant a mechanism for highlighting their experiences and identifying the barriers or opportunities they find. This form allows everyone to participate in a manner that works for them and looks to gather input in a similar format. We propose the walking tour occur with the kick-off meeting to bring the conversations into the field. Our team will work with City staff to identify the list of attendees at the event. The walking tour form may also be used as another way to gather public input, and could be used by a broad audience to collect their feedback to be provided to the project team.

1 WALKING TOUR



IN-PERSON ACTIVITY



TASK

1 – Understand Current Conditions

Focus Group

Focus groups provide an opportunity to dig into a specific topic, location, or detail with a group of engaged and knowledgeable individuals. These meetings are an opportunity to build from broader input received, explore what that means for the future of downtown Grand

Rapids, and discuss opportunities and constraints for implementation. For example, broad engagement activities may note that parking is always an issue within an area of downtown, and a focus group can be used to understand the true condition of the parking needs – defining if that is a consistent need or only during peak times or during specific events. Our team utilizes focus groups to roll up our sleeves and tackle important topics, diving into a discussion of analysis and community needs. We propose the use of two-rounds of up to four 90-minute focus group meetings to engage key stakeholder groups. We will work with the City staff to identify which groups gathered to inform the process.

6 FOCUS GROUP DISCUSSIONS



IN-PERSON & VIRTUAL ACTIVITY



TASK

- 3 – Explore Opportunities
- 4 – Analyze Solutions

Design Charettes

Working together side by side to explore solutions is a great tool for building trust and consensus throughout a planning process. Design charrettes provide an opportunity to work together across expertise and experiences to define solutions to a problem. We will hold one design charette to engage stakeholder in activities that define solutions and recommendations for downtown Grand Rapids. This four-hour event will provide an opportunity to inform attendees of plan activities and purpose, confirm opportunities, and workshop through potential solutions. Facilitation activities will include a combination of individual, small group, and large group exercises to gather and share input.

1 CHARETTE



IN-PERSON ACTIVITY



TASK

- 4 – Analyze Solutions

Open House

Open houses are a traditional format for gaining feedback but continue to be a valued part of the planning process. They provide an avenue to inform the public and stakeholders of the planning purpose and activities and to collaborate and share ideas. This balance of information sharing, listening, and collecting feedback is important for building trust and gathering needed input. We propose the use of one open house near the conclusion of the study to share updates and ensure the strategy hits the needed components. In addition to an interactive presentation, we will prepare activities and facilitation exercises to engage the public in a fun and meaningful way. These techniques include interactive work stations, visuals, and games. The location and access to this information is an important piece of the engagement planning. Where possible, the event should be held in an accessible location within the study area and opportunities to learn more about the event and provide input should also be available virtually for those that cannot attend in person. Additionally, promotion of this event is critical, as we are asking the public to come to us. We will work with City staff to ensure that we are promoting the event through the best channels and activities.

1 WALKING TOUR



IN-PERSON ACTIVITY

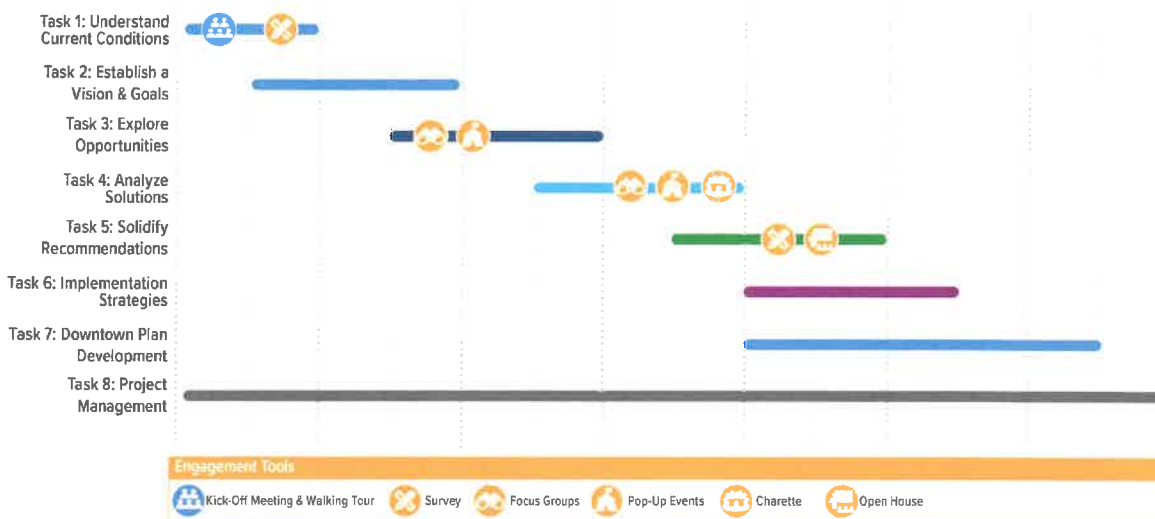


TASK

- 5 – Solidify Recommendations

Proposed Schedule

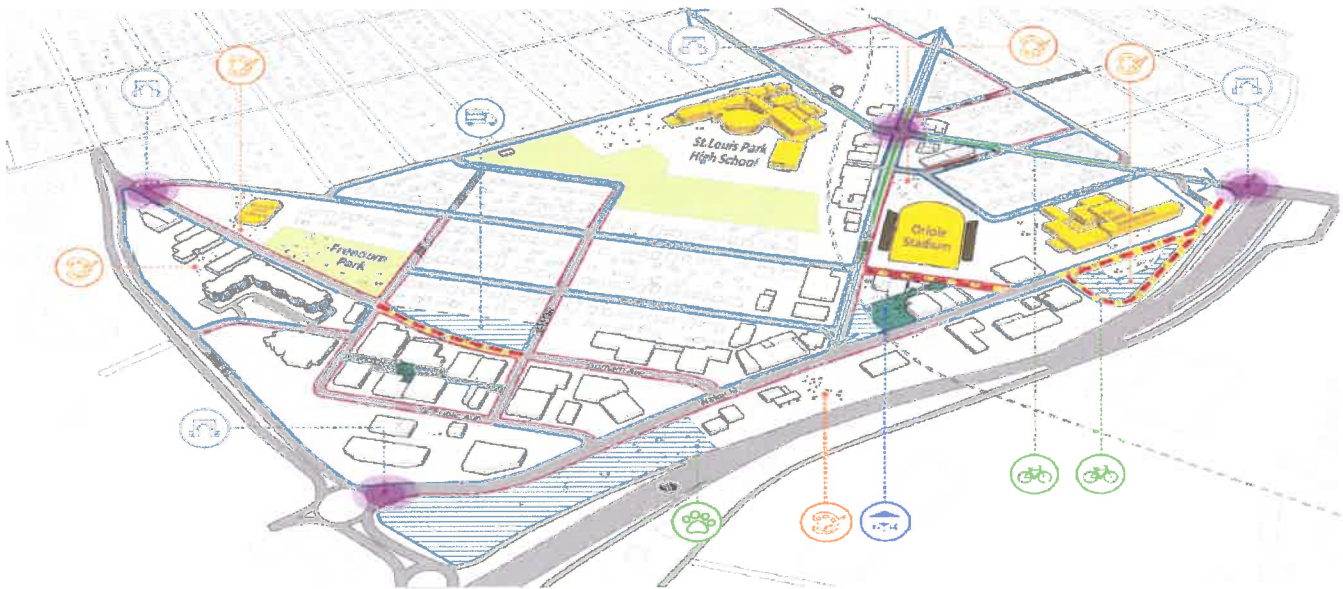
SRF understands that the Downtown Plan update should be finalized no later than November 15, 2022 and the notice to proceed is anticipated in early May. We have outlined a proposed six month planning process with specific milestones shown in the schedule to the right.



Past Project: Walker Lake Revitalization

Historic Walker Lake Revitalization Plan

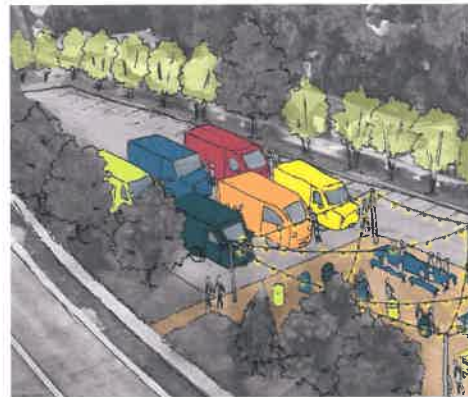
St. Louis Park, Minnesota



SRF worked with the City of St. Louis Park to develop a future area plan regarding potential development opportunities for the historic Walker Lake neighborhood. As a member of the consultant team, our contribution was related to mobility system options and parking availability (bike share, car share, micromobility share). The City of St. Louis Park is a forward-thinking community that appreciates the opportunity they have in front of them to be leaders on mobility.

SRF worked with our consultant partners to develop a scalable plan that outlined design considerations for the built environment and mobility management considerations that should be worked into all programs for future development improvements in this historic neighborhood. SRF developed mobility realm design options and parking strategies/policies that set this area up for ultimate success. Our work included:

- Baseline area and district context
- History of the Walker Lake Streetscape Plan
- Redevelopment context
- Mobility perspective (i.e., pedestrian, bicycle, micro-mobility, transit, car options)
- Parking supply and demand needs assessment for all mobility options, including car services
- Community engagement strategy and facilitation



Parking Supply



Additional Projects with References

City of Rogers Comprehensive Plan and Downtown Master Plan (SRF)

Jason Ziemer

City Planner/Community Development Coordinator

jziemer@rogersmn.gov

Phone 763-428-0915

email: jziemer@rogersmn.gov

The SRF team researched market conditions to inform downtown stakeholders about options for transitioning downtown land uses and interviewed downtown business and property owners to better understand their future plans. Working with City staff, key downtown stakeholders and city residents, we prepared a downtown redevelopment master plan that addressed:

- Future land uses
- Future infrastructure improvements, such as new or modified streets, new sidewalks, improved pedestrian accessibility, and new bicycle facilities
- Downtown identity and branding through streetscape enhancements and wayfinding signage
- Implementation recommendations to assist the community in bringing their vision to reality.
- Extensive and interactive community engagement occurred throughout the process to ensure the final master plan reflected community input, values, and priorities.

City of Superior Comprehensive Plan (SRF)

Jason Serck

Economic Development, Planning & Port Director

City of Superior

1316 North 14th Street

Superior, WI 54880

715.395.7335

SRF recently collaborated with the City of Superior to update the community's Comprehensive Plan. The updated plan was completed over a 14 month process, from data collection to adoption, building goals and recommendations from community input.

- Emphasize the community's ability to connect with and celebrate the outdoors.
- Celebrate the diversity of the community's residents and visitors; natural and built environment; and historic and current trends through all decision making.
- Thoughtfully support the long-range vision for Superior identified by community input.
- Create opportunities for the community to connect with each other, through neighborhoods, events, and community spaces.
- Invest in a healthy and diverse economy that provides access to a high quality of life.

The community was engaged through every phase of the project, from an event at Earth Rider Brewing to engage on draft recommendations to a public comment period on the draft plan.

Economic Development Services, Inc.

Mark Phillips, Commissioner,
Iron Range Resources and
Rehabilitation

PO Box 441

4261 Hwy 52 South

Eveleth, MN 55734

Mark.phillips@state.mn.us

218.735-3000

Requested Statements

Ability to complete the project within the prescribed timeframe

SRF is confident in our ability to complete the project within the prescribed timeframe. The team members selected are available and committed to working with the City of Grand Rapids to complete the scope as defined in the RFP and we have provided our proposed schedule in the graphic on page 17.

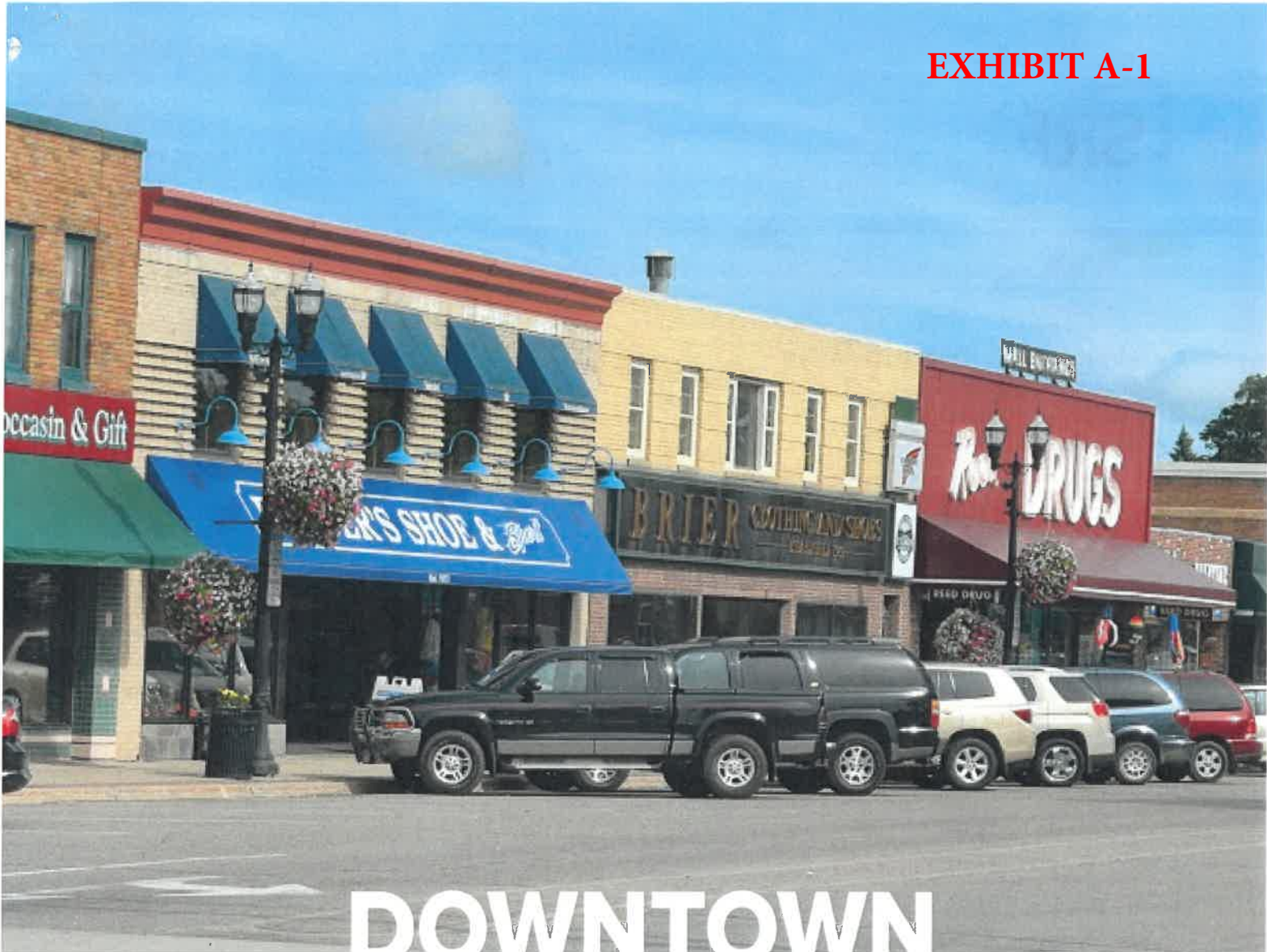
Level of effort and degree of detail to be provided

SRF intends to provide a Downtown Plan that is similar in scale and effort as provided in the latest updated to the Plan (2006). The cost proposal provided ensures that our project manager (Stephanie Falkers) will have sufficient time to be fully involved in all meetings with city staff, city leaders, and with the public as detailed in the Work Plan. In addition, one support staff-person is budgeted with sufficient time to accompany either Stephanie on city visits and then to provide substantial work on all project tasks involving text, mapping, and graphics development.

Assistance required of city staff

SRF has identified participation from City staff for the project throughout our proposed Work Plan, pages 8-14.





DOWNTOWN Master Plan

CITY OF GRAND RAPIDS
ADDITIONAL INFORMATION



In Partnership With
Economic Development Services, Inc.



April 21, 2022

Rob Mattei, Director of Community Development
City of Grand Rapids
420 N. Pokegama Avenue
Grand Rapids, MN, 55744

Subject: Grand Rapids Downtown Plan Update - Additional Materials

Dear Rob and Members of the Selection Committee:

The SRF Team is excited for the potential opportunity to collaborate with the City of Grand Rapids on an update of the Grand Rapids Downtown Plan. We enjoyed reviewing the Request for Proposals and preparing the approach described in our proposal submittal. We thank you for the opportunity to provide additional information to showcase our team's experience with similar project efforts and modifications to our submitted cost proposal.

Within the following pages we've outlined five project examples that highlight our skills, expertise, and understanding that can be applied to the Grand Rapids Downtown Plan Update. These projects include:

- Stillwater Downtown Plan
- Rogers Downtown Plan
- Downtown Wayzata Lake Effect
- reSTOREing Downtown Monticello
- Downtown Rochester Transit Oriented Development Plan

Additionally, we've outlined potential modifications to our budget and approach to align with the City's identified budget.

We are excited about this project and appreciate the opportunity to provide additional information to highlight our experience and approach. Please do not hesitate to reach out with any questions or clarifications by phone (763.249.6790) or email (sfalkers@srfconsulting.com).

Sincerely,

A handwritten signature in blue ink that reads "Stephanie Falkers".

Stephanie Falkers, AICP
Project Manager

A handwritten signature in blue ink that reads "Adele Hall".

Adele Hall, AICP
Director – Transit

Project Experience

The SRF and Economic Development Services Team bring a variety of experiences that contribute to our defined approach for Grand Rapids. The following pages provide a description and examples of our previous work.

Downtown Framework Plan - Stillwater, MN

Downtown Stillwater is poised to transition from a popular summer recreation attraction to a year-round retail and entertainment destination for both City of Stillwater residents and regional visitors. The completion of the Brown's Creek State Trail into Downtown, the change in traffic patterns and congestion with the opening of the new St. Croix River Bridge, and the concurrent conversion of the Stillwater Lift Bridge to exclusive use by pedestrians and bicycles opens new opportunities to enhance the character and walkability of Downtown Stillwater.

As part of the City's Comprehensive Plan update, the SRF team worked with the City to update their Downtown vision to respond to the opportunities afforded by these major infrastructure projects. The project team:

- Developed Downtown value statements that will help guide future Downtown enhancement and development decisions
- Collected existing use data and modeled future vehicular, bicycle and pedestrian movements to determine how existing streets could be reconfigured to enhance mobility and safety of all street users (pedestrians, bicyclists, and motorists)

- Performed a market analysis to help inform the City and property owners of business types that would succeed and enhance the vibrancy of this unique setting
- Developed urban design approaches to strengthen the identity and historic character of the downtown district
- Provided recommendations for convenient and clear parking and downtown access for pedestrians and bicyclists

SRF actively engaged downtown stakeholders, through a variety of techniques, such as walking tours; design charrettes; focus group, agency, and advisory committee meetings; and elected/appointed official presentations to ensure that the resulting vision is reflective of the community's values, builds consensus, and creates momentum for implementation of the Downtown Framework Plan.



Downtown Development Master Plan - Rogers, MN

As the City of Rogers grew, the original downtown core was not able to grow with it due to existing physical constraints, resulting in a majority of retail activity occurring adjacent to downtown, north of I-94. Community members valued the traditional character of the Downtown and felt it provided a community asset. Yet, they realized that redevelopment must occur to reinvigorate this area to enable the City and downtown property owners to realize the highest and best use for this land.

SRF facilitated the development of a downtown vision that helped elected and appointed officials and city staff guide future downtown land use transitions and infrastructure investments.

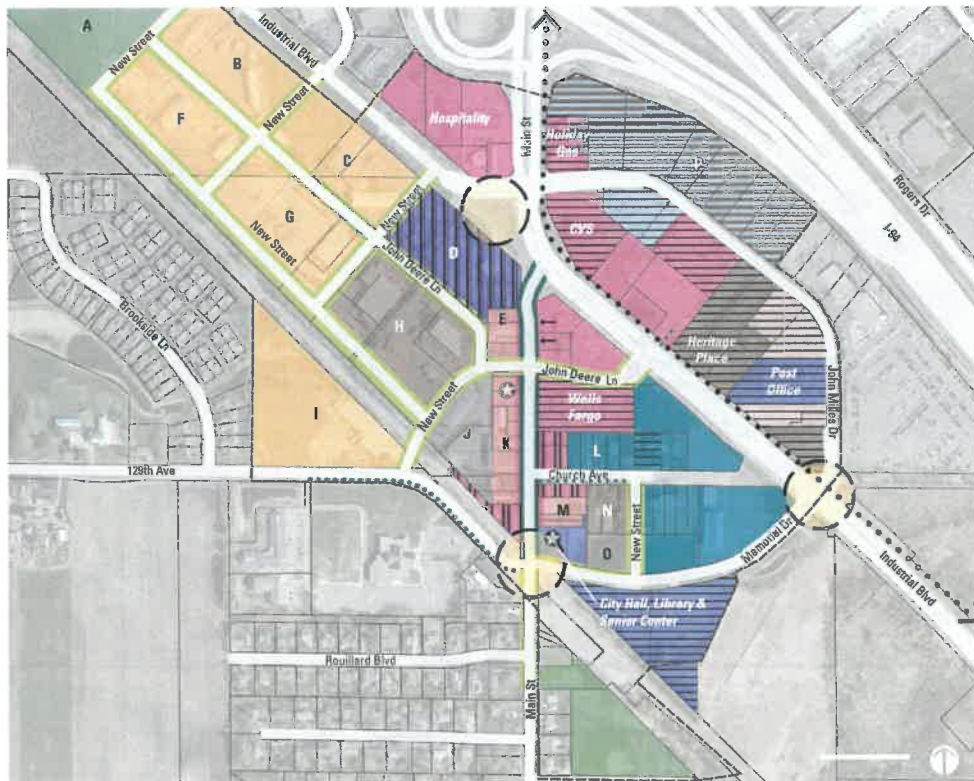
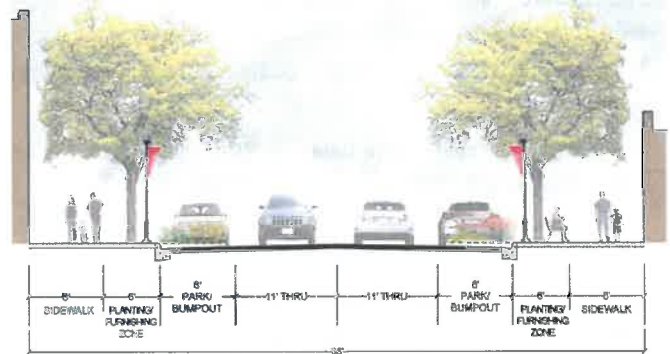
The SRF team researched market conditions to inform downtown stakeholders about options for transitioning downtown land uses and interviewed downtown business and property owners to better understand their future plans. Working with City staff, key downtown stakeholders and city residents, we prepared a downtown redevelopment master plan that addressed:

- Future land uses
- Future infrastructure improvements, such as new or modified streets, new sidewalks, improved pedestrian accessibility, and new bicycle facilities
- Downtown identity and branding through streetscape enhancements and wayfinding signage

- Implementation recommendations to assist the community in bringing their vision to reality

Extensive and interactive community engagement occurred throughout the process to ensure the final master plan reflected community input, values, and priorities.

Following the completion of the Downtown Development Master Plan, the City of Rogers has continued to invest in downtown improvements. This included a recent update of the plan and has included a Parking Study that the SRF Team is currently working on.



- Catalyst Development Site
- Road Network
- Parcel Frontage Direction
- Façade Upgrade/Parking Lot Screen
- No Change in Parcel
- Proposed Trail (Hennepin County Alignment)
- Streetscape Treatment (Level A)
- Streetscape Treatment (Level B)
- Streetscape Treatment (Level C)
- Gateways
- Commercial/Retail
- Office
- Mixed Use with Retail Frontage
- Government
- Church/Institutional
- Medical
- Industrial
- Medium Density Residential
- High Density Residential
- Park
- Shared Parking

Downtown Wayzata Lake Effect - Wayzata, MN

Wayzata’s downtown embraces one of Minnesota’s greatest assets, Lake Minnetonka, providing a unique lakefront experience for residents and visitors alike.

In 2012, the City of Wayzata sought to engage as many people from the community as possible to develop a 10-year plan for their beloved lakefront. Saint Paul Riverfront Corporation (SPRC), teamed with SRF, led an intensive 16-month community engagement process which included special events, small group sessions, community-led committees, interviews, surveys, community design workshops, and online surveys. More than 600 ideas from residents, businesses, and community members were compiled.

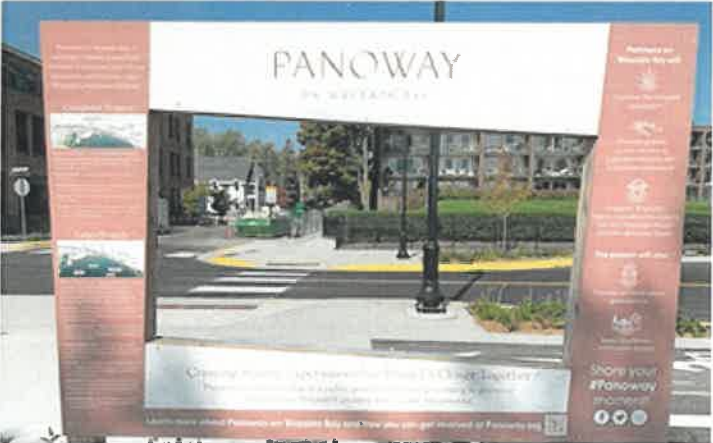
Through the engagement process, a set of core values that reflected the community’s aspirations for the future of the lakefront emerged. These values became the framework to evaluate project ideas and to guide the vision for the lakefront.

SRF facilitated design workshops with SPRC and City staff to create a methodology to prioritize community input and produce three concepts that provided a phased implementation approach for the lakefront.

The final lakefront plan aimed to balance the desire to promote the lakefront community through year-round attractions to draw more visitors into town for a robust, vibrant downtown core, while honoring the small-town character and charm of Wayzata.

SRF worked with SPRC and the City of Wayzata to identify key projects and provide preliminary cost estimates for near-term implementation.

SRF has continued to collaborate with the City of Wayzata on various implementation efforts within the downtown, including traffic impact assessments and parking studies.



ReSTOREing Downtown Monticello - Monticello, MN

Janna King and Economic Development Services, Inc. collaborated with the City of Monticello and other project partners to explore the possibilities for restoring downtown Monticello. This effort built on the history and changes of the downtown to understand influences and trends and uncover ideas and concepts for the future. This effort included engagement and coordination with a broad audience including city and county staff, the general public, downtown property owners, and potential developers. The following pages include deliverables produced as part of the effort.

Implementation is proceeding though not all aspects have moved forward at this time. For additional questions about this specific effort, please reach out directly to Janna King.

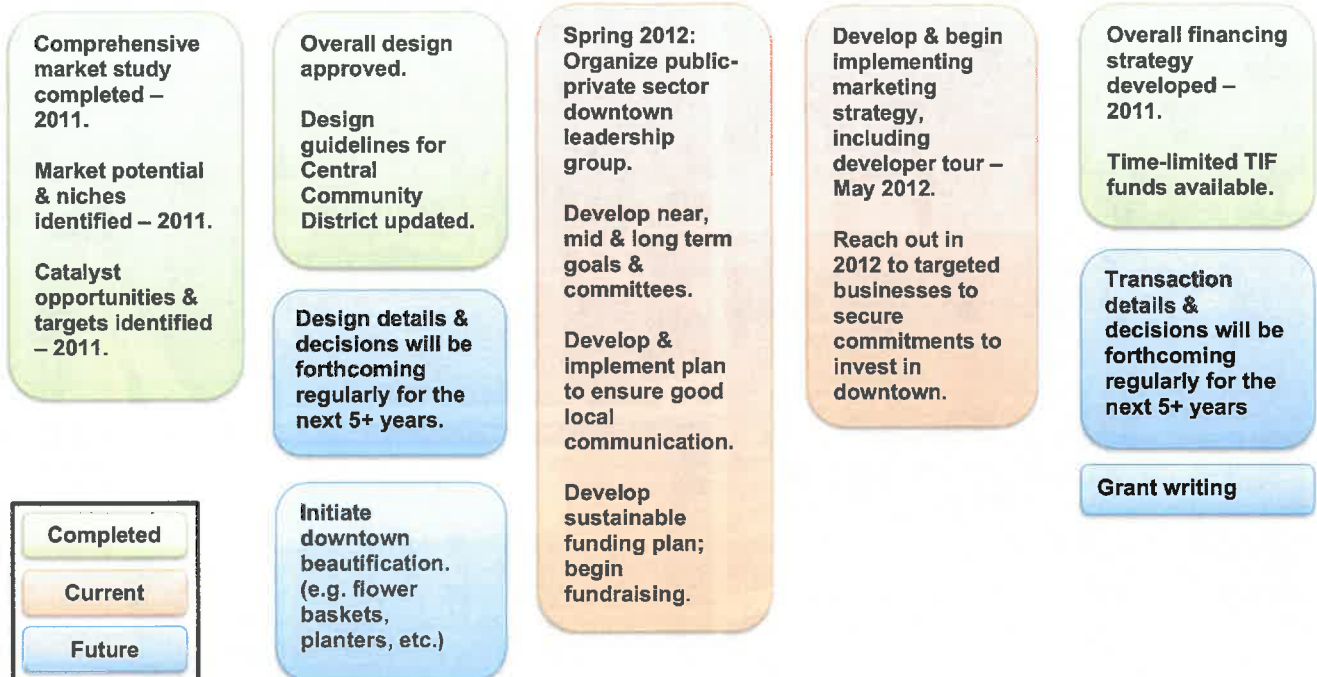


Economic
Development
Services, Inc.

Components of Successful Downtown Revitalization



Monticello Status



Completed

Current

Future

Looking south from West Bridge Park toward Walnut Street



- Key Facilities:**
- A - Community Center
 - B - Cargill Kitchen Solutions R&D, Corporate Headquarters
 - C - Future Anchor Block
 - D - Walgreens

Megan Barnett-Livgard
 City of Monticello
 763.271.3208
 Megan.Barnett@ci.monticello.mn.us

Steve Johnson
 Monticello Downtown Leadership Team
 612.987.6688
 Steve.johnson@ix.netcom.com

www.reSTOREingDTmonticello.org



reSTOREing Downtown Monticello



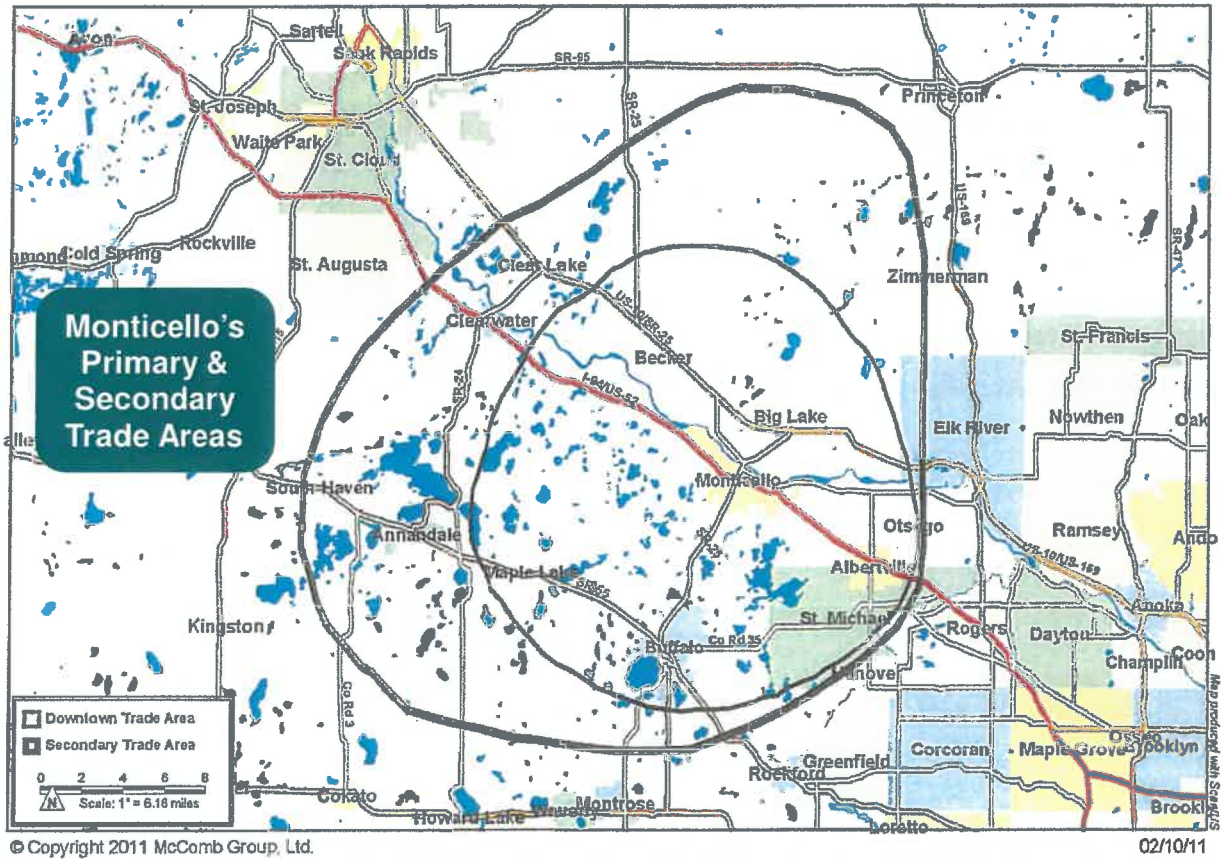
Looking north from Walnut Street and 4th Avenue toward West Bridge Park

The Opportunity:

- ◆ **Healthy market**
 - 93,500 trade area population
 - Average household income \$80,000 - \$83,000
- ◆ **Strong traffic and traffic generators**
 - 34,000 vehicle trips per day on MN 25
 - I-94 and County Rd 75
 - Community Center with 240,000 visits per year
 - Mississippi River bridge, access, parks and trails
- ◆ **Market study inspired the redevelopment strategy**
- ◆ **Concept plan designed by award-winning retail architect**



Monticello is the sub-regional center for shopping, business, professional, personal, health care services, dining, and river-anchored recreation between St. Cloud and Maple Grove



Market Opportunity:

- Retail demand significantly exceeds downtown land supply
- Traffic count: 2008 - 34,000 trips/day; 2030 projection - 47,000 trips/day
- Trade area households 2010 - 44,802; 2015 projection - 49,215
- Larger secondary trade area created by Cub Foods, Super Target, Home Depot and Wal-Mart Super Store
- The location of the Mississippi River & I-94 result in 1/3 of the trade area shoppers passing through downtown to reach other shopping areas in City
- New River Medical Center establishes Monticello as the regional medical center



Downtown Monticello Framework Plan

River Oriented Shopping

Broadway: 12,000 cars/day

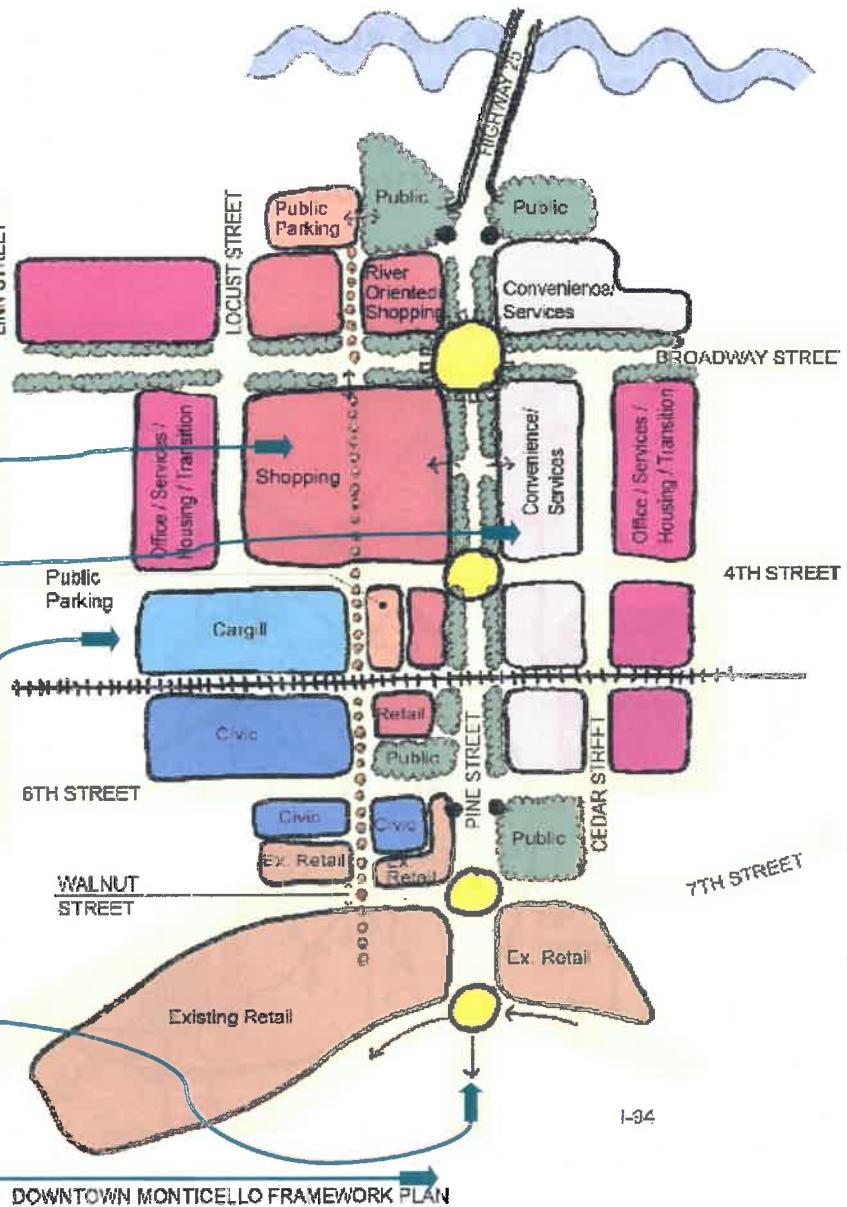
Anchor Block

Convenience Retail

Kitchen Solutions
HQ / R&D

MN 25: 34,000 cars/day

I-94: 62,000 cars/day



Flexible Concept Plan Recognizes:

- Today's visibility, access, parking & retail space configurations
- Strong and documented market potential
- Redevelopment concept planning based on market demand
- Concept plan designed by an award-winning retail architect
- Key assets: traffic, Mississippi River, parks & trails, Community Center, R&D/corporate headquarters
- Market opportunities for department store, grocery, food & beverage, other retail
- Re-orientation of downtown 90° from Broadway (County Road 75) to State Highway 25



Why redevelop downtown Monticello?

In 2010, the city conducted business retention visits with major employers, and many indicated that it is important for the city to address the deterioration of downtown.



The older store formats are not efficient for contemporary retail. This results in a marginal tenant mix, cycle of low rent, high turnover and insufficient revenue for building maintenance.

The alignment of stores along Broadway Avenue reflects downtown's historic orientation to the river during an era when ferry boats provided access across the river. The bridge crossing reoriented the downtown, but businesses have difficulty thriving there because only 20% are visible from Hwy 25 – which has the highest traffic counts. Businesses find it difficult to succeed if neighboring properties change tenants regularly or don't generate good customer traffic.

Downtown Monticello has potential to be much more than it is today. Walgreen's – one of the best site selectors in the nation - recently chose to invest at the intersection of Broadway and Highway 25 - a testament to the area's market potential, the attractiveness of a downtown location, and the importance of visibility from Highway 25 for many retailers. A 2011 market study indicates that Monticello has a healthy trade area population, strong income profile and unmet demand in several key market segments including department store, convenience retail, apparel, food service, electronics.



How can we create vitality in downtown Monticello?

The **layout of downtown** must be reoriented 90° to take advantage of visibility from Highway 25, create good access, and connect with a safe pedestrian-oriented retail area along Walnut on the west side of Highway 25. Convenience-oriented retail will be concentrated on the east side of Highway 25 with service businesses that require less visibility further to the east.

Increasing visibility and customer traffic is key to enhancing business revenue. The 2011 market study identifies potential **anchor tenants** - a department store and/or specialty grocery store, which bring customers to downtown, creating opportunities for other retailers.

Downtown assets attract potential customers:

- The Community Center generates **over 240,000 visits to downtown each year.**
- **Parks and trails adjacent to the Mississippi River** would provide a unique focal point for outdoor recreation-oriented activities in a redesigned downtown.
- **Major employers**, including Xcel Energy's generating facility, New River Medical Center, and Cargill Kitchen Solutions corporate headquarters, R & D, and production facility, bring a steady stream of customers, vendors, visitors, maintenance and repair personnel to the community.

In 2011, the city invested in a downtown revitalization strategy that is based on a market analysis by Jim McComb, a widely recognized retail analyst. The market analysis informed the physical redesign project led by Kathy Anderson, the architect/designer of numerous award-winning shopping areas.

The strategy emphasized the importance of anchor tenants to generate traffic. Increased traffic and a solid tenant mix will break the cycle of decline. Healthy businesses generate more traffic, which creates increased revenue and value for business owners, property owners, area shoppers and the city.

The City is taking a targeted approach to implementation, focusing on market opportunities and willing sellers. The EDA and City Council will consider the following factors when evaluating any possible property acquisition:

- Proximity to priority project areas
- Reasonable purchase price
- County assessed value
- Recent completed appraisal, if any
- Property key to transportation or public utility projects
- Number and type of existing tenants
- Timeline of new development potential
- Availability and appropriateness of eminent domain

reSTOREing Downtown Monticello

reSTOREing Downtown Monticello is committed to successful redevelopment & revitalization of downtown Monticello through the active partnership of property owners, businesses, the public sector, and other community organizations.

If you are a property owner, business or consider yourself a stakeholder in revitalizing downtown Monticello, and would like to subscribe to our e-mail newsletter, attend informational meetings, participate on a committee or provide financial support, please contact:

Steve Johnson
reSTOREing Downtown Steering Committee
612.987.6688
Steve.johnson@ix.netcom.com



The City of Monticello is an active partner in reSTOREing Downtown Monticello.

For information on development opportunities, market studies, city policies and priorities, please contact:

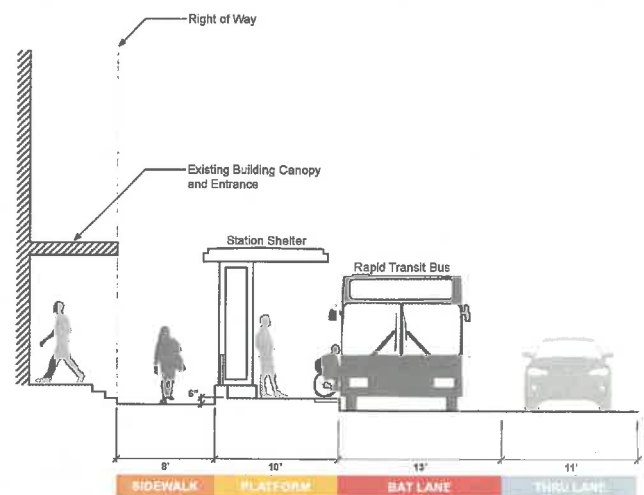
**Jeff O'Neill, City Administrator or
Angela Schumann, Com. Dev. Director**
City of Monticello
763.295.2711
comm.dev@ci.monticello.mn.us

www.reSTOREingDTmonticello.org

Downtown Rochester Transit Oriented Development - Rochester, MN

SRF was a key member of the consultant team completing the Rochester Transit-Oriented Development Plans. Downtown Rochester is growing rapidly with more people, jobs, and development in the core. Managing this growth sustainably means doing things differently than in the past, and fully embracing a cultural change that will increase the number of people using transit to, from, and within downtown. Implementation of BRT is key to accomplishing this goal, as is increasing the number of people living and working near transit. The TOD Plan addressed siting of stations, real estate market and development prospects in downtown and surrounding neighborhoods, land use and zoning changes, and access to the stations by walking and bicycling. SRF contributed to all aspects of the plan and advised especially on BRT operations, optimal station locations, integration of transit and walking, bicycling, and vehicular travel, public realm design, street function, and station accessibility and universal design. SRF also led public engagement for the plan which started in early 2020 with open houses, pop-up events, neighborhood and focus group meetings, social media, online surveys, and traditional media. In spring 2020 the engagement team pivoted to

an all-virtual engagement effort because of COVID-19. The team hosted Zoom webinars and small-group meetings with stakeholders, significantly increased website content, conducted an online survey, added a phone line and project email address, and placed lawn signs in the corridor directing people to the website as a way of keeping residents involved in the planning process.



Project Budget

A project estimate was provided in a sealed cost proposal with our original proposal. We have reviewed the costs proposal and assessed staff levels and approach to respond to the city's defined budget. The following table provides a modified fee estimate that includes a refinement of staffing levels throughout the project and the elimination of the second round of pop-up events.

Task	Hours Estimate	Fee Estimate
Task 1 – Understand Current Conditions	85	\$9,377.5
Task 2 – Establish a Vision and Guiding Principles	12	\$1,460
Task 3 – Explore Opportunities	106	\$12,078
Task 4 – Analyze Solutions	142	\$16,512
Task 5 – Solidify Recommendations	70	\$8,074
Task 6 – Implementation Strategies	14	\$1,554
Task 7 – Downtown Plan Development	60	\$6,554
Task 8 – Project Management	34	\$4,946
Total Hours and Labor	523	\$60,555.50
Total Expenses		\$1,243.75
Subconsultant (Economic Development Services, Inc.)		\$25,970
Total Estimated Fee		\$87,769.25





April 15, 2022

Rob Mattei, Director of Community Development
City of Grand Rapids
420 N. Pokegama Avenue
Grand Rapids, MN, 55744

Subject: Cost Proposal for Grand Rapids Downtown Plan Update

Dear Rob and Members of the Selection Committee:

Please find the enclosed cost proposal for the Grand Rapids Downtown Plan Update corresponding to SRF's proposal. Our proposed fee is based on a careful review of each task and deliverables included within the Request for Proposals (RFP). Total hours are shown for each team member. Per the direction of the RFP, we have also provided the hourly rate for each individual as well. To broaden our expertise, we are excited to welcome Janna King to the team. The following table also includes the hours estimate and expenses associated with Janna's efforts.

We made assumptions in order to develop the scope and budget for the overall effort. Through the contracting process, these assumptions can be discussed and clarified to determine the final scope and fee. Our assumptions include:

- Five in-person trips have been calculated into the estimate to account for in-person engagement events and activities. All virtual meetings will be hosted through an online platform available to the team.
- Metro COG will provide available mapping data and resources, including Datafy data.
- Regular coordination with the City's project manager is included within the proposed fee

We are excited about this project and appreciate the opportunity to submit this proposal for your consideration. Please do not hesitate to reach out with any questions or clarifications by phone (763.249.6790) or email (sfalkers@srfconsulting.com).

Sincerely,

A handwritten signature in blue ink that reads "Stephanie Falkers".

Stephanie Falkers, AICP
Project Manager

A handwritten signature in blue ink that reads "Adele Hall".

Adele Hall, AICP
Director – Transit

Cost Proposal

Task	Staff and Hourly Rates										Total Hours	Total Fee
	S. Falkers	A. Hall	M. McGarvey	T. Sachi	C. Brown	D. Sweeney	A. Jursik	I. Hayes-Raney	G. Kurtz	J. King		
	\$159	\$174	\$174	\$146	\$135	\$103	\$98	\$94	\$94	\$155		
Task 1 – Understand Current Conditions	23	2	0	0	0	8	0	30	30	20	113	\$13,490
Task 2 – Establish a Vision and Guiding Principles	4	0	0	0	0	8	0	0	4	6	22	\$2,766
Task 3 – Explore Opportunities	22	2	2	4	4	14	8	36	30	34	156	\$19,018
Task 4 – Analyze Solutions	30	2	2	12	8	28	8	40	46	30	206	\$24,700
Task 5 – Solidify Recommendations	20	0	0	4	8	8	12	20	20	25	117	\$14,479
Task 6 – Implementation Strategies	2	0	0	0	0	12	0	0	0	10	24	\$3,104
Task 7 – Downtown Plan Development	6	2	0	4	4	12	8	12	20	15	83	\$9,779
Task 8 – Project Management	22	4	0	0	0	0	0	0	8	20	54	\$8,046
Total Labor											775	\$95,382
Expenses												
Mileage						3,750	Miles @			\$0.585	\$2,193.75	
Meas						20	Meals @			\$11	\$220.00	
Hotels						10	Hotels @			\$135	\$1,350.00	
Total Expenses											\$2,413.75	
Total Estimated Fee											\$97,795.25	