



EXHIBIT "A"

Economic Development Services, Inc.

August 2, 2023

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

RE: Draft Scope of Services: Creating a downtown organization for Grand Rapids

Dear Rob:

Thanks for reaching out about helping to create a downtown organization for Grand Rapids. My recent experiences with projects in Grand Rapids should get us up and running quickly and the projects are aligned with my background and skills including the following:

- Leadership of the St. Cloud Downtown Development Corporation during a three year period in which significant transformation occurred in downtown St. Cloud.
- 15 years of experience leading small non-profit economic development organizations, more than half of that in small and mid-sized regional centers in North Central Minnesota. This included leadership of county and regional economic development organizations, a downtown organization and a 1,600 member chamber of commerce in Texas. The chamber brought together the community's economic development, visitors bureau, civic center and chamber programs and included a buy local initiative, minority procurement and a business-education coalition.
- Preparation of over 40 strategic plans for development-related organizations including chambers of commerce, local and regional economic development organizations, visitors bureaus, and downtown organizations
- Drafting of the organizational component of the International Economic Development Council's two-day Strategic Planning Course. Served as an instructor for the course nationally and at the Upper Midwest Basic Economic Development Course for 25 years.

I look forward to the opportunity to continue to work with the City of Grand Rapids on downtown revitalization.

Sincerely,

Janna R. King, CECD, EDFP
President

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1769 Lexington Ave N #339, Roseville, MN



Proposed Approach and Scope of Services

Creating a Downtown Organization

1. Draft a **preliminary work plan** for the organization's initial two years based on the Downtown Grand Rapids Plan Update. Identify key areas of responsibility and capabilities that will be needed to implement the Grand Rapids Plan Update.
2. Work with the Community Development Director to **establish an Advisory Committee** of downtown stakeholders including business and property owners and anchor institutions in the community. The Advisory Committee members will be actively involved in helping shape a public-private downtown organization focused on long-term downtown vitality with the capacity to act strategically and respond to market challenges and opportunities. An in-person kick-off meeting of the Advisory Committee will be held focusing on the following elements.
 - Introductions
 - Why create a downtown organization?
 - Highlights of the Downtown Grand Rapids Plan Update and the expected role of a downtown organization in implementing the plan and sustaining a healthy downtown in Grand Rapids
 - Advisory Committee members responsibilities
 - Preliminary timeline
 - Discussion of possible "model" downtown organizations in regional center communities. Several possibilities will be suggested and advisory committee members will be asked for additional suggestions.
 - Next steps

If appropriate, an additional meeting with broader group of downtown stakeholders could be held during the same trip at no additional cost.

3. The **consultant will do a preliminary evaluation of candidate downtown organizations** in regional center communities in Greater Minnesota that could serve as models for Grand Rapids and share the results with the Advisory Committee via Zoom. The preliminary evaluation will identify:
 - Organization (i.e., structure, leadership, partnerships, "big picture" staffing, budget, funding)
 - Market characteristics (i.e., size, seasonality related to tourism)
 - Focus of downtown organization (e.g., strategy and business mix, physical revitalization, design and appearance, financing and technical assistance, marketing and promotion, activation, coordinating activities and events)The consultant will be responsible for summarizing preliminary information for ~7-8 communities. The consultant's **preliminary evaluation of peer communities will be shared via Zoom** with the Advisory Committee, which will select the final 4-5 communities for deeper evaluation.
4. The consultant will **research the selected peer communities** gathering more information about
 - Peer downtown challenges, accomplishments, and impact over time
 - Strategy and elements considered critical by peer community stakeholders



- Additional detail on organizational structure, relationships with other development-related organizations (e.g., chambers, development organizations, visitors bureaus), staffing, budgets
 - This information will be summarized and shared with the advisory committee in a workbook prepared for the bus tour. If logistics preclude the tour of some communities of interest, Zoom sessions that allow for direct discussion could be made available.
5. Downtown revitalization bus tour. Facilitate a three-day, two-night bus tour of Minnesota communities that have been actively engaged in downtown revitalization. The bus tour would engage approximately 24 participants from Grand Rapids, providing them with a first-hand experience of seeing a variety of downtown challenges and solutions and learning directly from stakeholders in other communities. A tour gets community stakeholders “away” and creates an opportunity to build relationships, trust, and shared understanding. Brief surveys following each community visit and an in-person facilitated session following the tour will identify elements of the various models that would be appropriate for Grand Rapids
 6. Following the tour, the consultant will work with the Advisory Committee to refine the new organization’s workplan for the initial two years and meet with community and economic development organizations serving Grand Rapids regarding their interest and capacity to partner and provide services to the downtown organization. The consultant will also work with the Advisory Committee to develop recommendations regarding three elements important to getting an organization up and running:
 - Bylaws (draft – subject to legal review)
 - Membership structure
 - Location of the downtown organization’s offices
 7. The consultant will prepare a draft report and recommendations regarding the creation of a sustainable downtown organization appropriate for Grand Rapids. The draft will be shared with Community Development staff and Advisory Committee members for feedback and revisions.
 8. Following completion of the draft report, explore the willingness of funders to provide financial support based on the draft. Adjust report as needed to reflect realistic fundraising capacity.
 9. Prepare a job description that reflects the qualifications and responsibilities for leadership of a downtown organization serving Grand Rapids and the expected fundraising capacity of the organization.
 10. Present the final report and recommendations to GREDA and a stakeholder meeting.

Deliverables

Project deliverables include:

- A **report and recommendations** for the creation of a downtown organization that includes key public, private and non-profit stakeholders who will provide leadership for downtown. The organization will address these elements identified in the recent City’s downtown plan.
 - Identifying the economic niche of downtown and pursuing a strategic business mix



- Creating a safe, welcoming, and attractive environment by attending to key elements of downtown’s physical design and appearance
- Providing financing tools and technical assistance that supports investment in businesses and properties in downtown
- Activating downtown through a variety of business and community actions, including marketing & promotion activities and working with businesses and other organizations to create opportunities for engagement

The report will provide an overview of the Community Advisory Committee process and summary of findings. Recommendations will address organizational structure and competencies, leadership, budget, funding, bylaws (draft – subject to legal review), membership structure, office location, and key organizational processes including strategic planning, performance evaluation, and communication with funders and stakeholders,

- A **presentation** that can be shared with board members, funders, and other stakeholders.

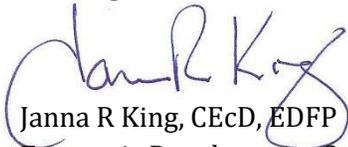
Professional rate, travel expenses, estimated hours, and timeline

The fully loaded rate for Janna King will be \$160/hour. Travel time is billed at 50%. Expenses are estimated based on the federal GSA rate for 2023 of \$98/night for lodging and \$59/day for meals. First and last day meals are at 75% of the full daily rate (\$44.25). Mileage is at the federal rate of \$.655/mile. The budget includes 5 trips. The estimated time needed to complete the project will be 7-9 months depending upon project start-up date, scheduled meetings, etc.

Strategic Plan Budget	Hours	Cost	Travel	Total
Economic Development Services, Inc. – professional services	230	\$59,700	\$2,853	\$62,553
Estimate for city-paid expenses for bus & driver (\$7,000), lodging (\$6,000), meals & expenses (\$5,200) for 25 people				\$18,200
				\$80,753

Please let me know if you would like any modifications to this proposed scope of services.

Best regards,



Janna R King, CEcD, EDFP

Economic Development Services, Inc.