

GRAND RAPIDS ECONOMIC DEVELOPMENT AUTHORITY

Thursday, October 11, 2018
4:00pm
Grand Rapids City Hall

NOTICE IS HEREBY GIVEN, that a regular meeting of the Grand Rapids Economic Development Authority will be held in Conference Room 2A in the Grand Rapids City Hall, 420 North Pokegama Avenue, in Grand Rapids, Minnesota on Thursday, October 11, 2018 at 4:00pm.

AGENDA

1. Call to Order
2. Call of Roll
3. Setting of the Regular Agenda - *This is an opportunity to approve the regular agenda as presented or add/delete by a majority vote of the Commissioners present an agenda item.*
4. Consider approval of minutes from the August 28, 2018 and September 19, 2018 special meetings
5. Consider approval of claims
6. Consider approval of a lease with Lea Friesen and Aaron Squadroni for Suite 2 in Central School.
7. Updates:
 - a. Comprehensive Plan Update
 - b. SCDP Projects
 - c. Redevelopment of the former Sawmill Inn
8. Adjourn

GREDA Members/terms:

Dale Christy – 12/31/18 (with council term)
Rick Blake– 12/31/18 (with council term)
Mike Przytarski – 3/1/21
Cory Jackson – 3/1/23
Mike Korte – 3/1/24
Chris Lynch – 3/1/19
Sholom Blake – 3/1/19

**GRAND RAPIDS ECONOMIC DEVELOPMENT AUTHORITY
SPECIAL MEETING
TUESDAY, AUGUST 28, 2018
4:00 P.M.
GRAND RAPIDS CITY HALL – CONFERENCE ROOM 2A
420 NORTH POKEGAMA AVE., GRAND RAPIDS, MINNESOTA**

CALL TO ORDER: Pursuant to due notice and call thereof, a Special Meeting of the Grand Rapids Economic Development Authority (GREDA) was called to order on Tuesday, August 28, 2018 at 4:04 p.m. in Conference Room 2A of City Hall, 420 North Pokegama Avenue, Grand Rapids, Minnesota.

CALL OF ROLL: On a Call of Roll the following members were present: Commissioners: Sholom Blake, Rick Blake, Cory Jackson, Mike Przytarski, Mike Korte, Dale Christy. Absent: Chris Lynch.

The Commissioners welcomed Mike Korte to the GREDA.

SETTING OF REGULAR AGENDA: *DRAFT* Approved without addition

APPROVAL OF MINUTES:

MOTION BY COMMISSIONER CHRISTY, SECOND BY COMMISSIONER JACKSON TO APPROVE THE MINUTES OF THE JULY 12, 2018 REGULAR MEETING. The following voted in favor thereof: S. Blake, R. Blake, Christy, Jackson, Przytarski, Korte. Opposed: None, passed unanimously.

APPROVAL OF CLAIMS:

MOTION BY COMMISSIONER JACKSON, SECOND BY COMMISSIONER PRZYTARSKI TO APPROVE CLAIMS IN THE AMOUNT OF \$77,810.36.

Blandin Foundation	\$17,500	City of Grand Rapids	\$1,760.00
Itasca County H.R.A	\$51,060.00	Itasca County Recorder	\$115.00
Itasca County Treasurer	\$161.00	Kennedy & Graven	\$272.00
LHB, INC	\$5,700	MN DEED	\$1,000.00
Minnesota Energy Resources	\$39.01	P.U.C	\$186.35
Treasure Bay Printing	\$17.00		

The following voted in favor thereof: S. Blake, Jackson, R. Blake, Christy, Korte, Przytarski. Opposed: None, passed unanimously.

Presentation of Proposed Sawmill Inn Site Redevelopment-Rebound Hospitality.

Scott Koester and Brett Reese from Rebound Hospitality provided a power point presentation on the proposed Sawmill Inn Site Redevelopment.

Consider the approval of SCDP and GREDA CBIL loans for Northbank Professional Buildings.

Globe Drug has withdrawn from the program and the next project on the list is the Northbank Professional Buildings.

MOTION BY COMMISSIONER PRZYTARSKI, SECOND BY COMMISSIONER CHRISTY TO APPROVE THE WITHDRAWL OF GLOBE DRUG FROM THE PROGRAM AND APPROVE NORTHBANK PROFESSIONAL BUILDINGS AS A PROJECT. The following voted in favor thereof: S. Blake, Korte, Christy, R. Blake, Przytarski. Opposed: None, Jackson abstained, motion passed.

There being no further business the meeting adjourned at 4:49 p.m.

Respectfully submitted:

Aurimy Groom, Recorder

DRAFT

**GRAND RAPIDS ECONOMIC DEVELOPMENT AUTHORITY
SPECIAL MEETING
WEDNESDAY, SEPTEMBER 19, 2018
11:00 A.M.
GRAND RAPIDS CITY HALL – CONFERENCE ROOM 2A
420 NORTH POKEGAMA AVE., GRAND RAPIDS, MINNESOTA**

CALL TO ORDER: Pursuant to due notice and call thereof, a Regular Meeting of the Grand Rapids Economic Development Authority (GREDA) was called to order on Wednesday, September 19, 2018 at 11:00 a.m. in Conference Room 2A of City Hall, 420 North Pokegama Avenue, Grand Rapids, Minnesota.

CALL OF ROLL: On a Call of Roll the following members were present: Commissioners: Sholom Blake, Cory Jackson, Mike Przytarski, Mike Korte. Absent: Chris Lynch, Rick Blake, Dale Christy.

Consider adopting a resolution supporting a modification to the development program for the City's Development District No. 1, establishing Tax Increment Financing District No. 1-11 therein and adopting a Tax Increment Financing Plan.

Community Development Director Mattei provided handouts of a draft resolution, business assistance worksheet and TIF projection worksheet. The Commissioners reviewed a power point outlining the TIF application and project. The Developer is looking to subdivide the property into 5 commercial parcels and construct a hotel on one of the parcels. The cost of the site redevelopment is 4.89 million and the cost of the hotel is 10.25 million with a total project cost of 15 million. Commissioners Jackson and Przytarski reviewed the TIF application along with staff and Ehlers the City's finance advisor. The requested amount of the TIF is \$1,250,000 the sources and uses funds table illustrates that there would be a deficit of approximately \$1.26 million to acquire the site and bring it into a marketable condition after factoring the revenue expected from sale of the planned 5 lots and the IRRR grant. This deficit demonstrates that the but-for test is met in this case. With the requested TIF, it allows for the land development to be at least a break even proposition for the Developer.

MOTION BY COMMISSIONER JACKSON, SECOND BY COMMISSIONER PRZYTARSKI TO ADOPT RESOLUTION 18-02 SUPPORTING A MODIFICATION TO THE DEVELOPMENT PROGRAM FOR THE CITY'S DEVELOPMENT DISTRICT NO. 1, ESTABLISHING TAX INCREMENT FINANCING DISTRICT NO. 1-11 THEREIN AND ADOPTING A TAX INCREMENT FINANCING PLAN THEREFOR. The following voted in favor thereof: Przytarski, S. Blake, Jackson, Korte. Opposed: None, passed unanimously.

There being no further business the meeting adjourned at 11:34 a.m.

Respectfully submitted:

Aurimy Groom, Recorder

EDA BILL LIST - OCTOBER 11, 2018

DATE: 10/05/2018
 TIME: 12:15:31
 ID: AP443000.CGR

CITY OF GRAND RAPIDS
 DEPARTMENT SUMMARY REPORT

PAGE: 1

INVOICES DUE ON/BEFORE 10/11/2018

VENDOR #	NAME	AMOUNT DUE

EDA - CAPITAL PROJECTS		
MANUFACTURING HANGAR		
0920065	ITASCA ECONOMIC DEVELOPMENT	9,502.00
1608345	PHILS GARAGE DOOR	502.00
TOTAL MANUFACTURING HANGAR		10,004.00
TOTAL UNPAID TO BE APPROVED IN THE SUM OF:		\$10,004.00
CHECKS ISSUED-PRIOR APPROVAL		
PRIOR APPROVAL		
0920051	ITASCA COUNTY H.R.A.	71,902.70
0920055	ITASCA COUNTY RECORDER	46.00
1309170	MN DEED	2,000.00
1309199	MINNESOTA ENERGY RESOURCES	38.40
1621130	P.U.C.	92.14
TOTAL PRIOR APPROVAL ALLOWED IN THE SUM OF:		\$74,079.24
TOTAL ALL DEPARTMENTS		84,083.24

LEASE AGREEMENT

This Lease Agreement, by and between the City of Grand Rapids, Minnesota, through its agent the Grand Rapids Economic Development Authority, hereinafter referred to as "Lessor" and **Lea Friesen and Aaron Squadroni**, jointly hereinafter referred to as "Lessee", entered into this 11th day of **October, 2018**.

ARTICLE 1 - LEASED PREMISES

1.1 In consideration of and subject to the mutual covenants, condition and obligations of this Lease Agreement to be kept and performed, the Lessor does hereby lease and demise to Lessee the premises identified in Exhibit "A" attached hereto, comprising approximately **392 square feet** together with the right to use in common with other lessees of the Central School their invitees, customer and employees, the elevators, stairways, halls, toilets and sanitary facilities, and all other general common facilities contained in the Central School, as well as the sidewalks, delivery areas, and appurtenances thereto, to be used by Lessee for the purposes generally described in Exhibit "B" attached hereto, in the Central School, Grand Rapids, Minnesota.

This Lease Agreement will also include two parking passes for the Lessee's use in the Central School lot at no additional cost to the Lessee. The Lessee will be provided one parking pass that must be displayed conspicuously by the Lessee. The Lessee will be able to park in any location within the parking lot of Central School. There will not be a designated parking spot. If the lot is full, the Lessee will utilize off street parking. This pass only applies to the Central School lot. If the pass is lost, stolen or needs to be replaced for any reason, there will be a \$25 plus tax replacement fee.

ARTICLE 2 - TERM

2.1 The Term of this Lease Agreement shall commence on **November 1, 2018** and shall continue through **December 31, 2019** unless earlier terminated in accordance with the provisions of this Lease Agreement.

ARTICLE 3 - RENT

3.1 Lessee shall pay to Lessor as rent for the leased premises the sums hereinafter provided in this Article 3.

The term "operating costs for the Central School Building" as used in this Article 3 shall exclude all costs related to the exterior grounds except signs promoting tenants but shall otherwise include all those direct costs of operation and maintenance to be incurred by Lessor, including by way of illustration but not limitation, (1) all utility charges (sewer, water, electricity, heat, garbage collection, elevator service) except telephone and other communications equipment; (2) maintenance, insurance, repairs, parts and supplies, equipment and tools, and electrical maps, tubes, starters and ballasts; (3) the annual costs for a custodian and/or manager; and (4) promotion costs; and (5) a capital reserve equal to 5% of the total projected operation costs, excluding the capital reserve. The term "operating costs for the Central School Building" shall not include the original capital investment or associated debt service.

The term "rented square footage in the Central School Building" as used in the Article 3 shall exclude common areas, exterior grounds and space not rented.

3.2 The base rent for the lease term shall be in the amount of **\$7.42** per square foot annually, payable in equal monthly installments beginning on the **1ST** day of **November 2018** and continuing on the first day of each month thereafter through **December 31, 2019**. Additionally, tenant is solely responsible for paying any, and all, property taxes associated with the rental space.

3.3 Lessee shall pay as additional rent a late charge in the amount of 1.5% of the monthly rental payment in the event that the monthly rental payment is received after the fifth day of the month due. This late charge shall be exclusive of any other remedy which Lessor may have for Lessee's failure to timely pay rent.

3.4 At the commencement of the term of this Lease Agreement, Lessee shall furnish to Lessor a surety bond, letter of credit or cash deposit in an amount equivalent to one month's rent, to assure compliance with the provisions of this Lease Agreement. If Lessee fails to comply with the provisions of this Lease Agreement, Lessor shall be entitled, without further notice to Lessee, to call upon said surety bond, letter of credit or cash deposit to satisfy Lessee's obligation hereunder. Lessor's right to call upon the surety bond, letter of credit or cash deposit shall be exclusive of any other remedy which Lessor may have for Lessee's failure to comply with the provisions of this Lease

Agreement. The surety bond or letter of credit furnished by Lessee shall be maintained in effect for the term of this Lease Agreement and during any period of holding over. If Lessee furnishes a cash deposit pursuant to this Paragraph, said cash deposit shall be held by Lessor for the term of this Lease Agreement unless earlier called upon by Lessor to satisfy Lessee's obligations hereunder. Said cash deposit shall be invested by Lessor and any interest earned shall be paid annually to Lessee.

3.5 Rental payments shall be made to the order of the City of Grand Rapids and mailed or delivered to: **City Finance Director, 420 N. Pokegama Avenue, Grand Rapids, MN 55744.**

3.6 Lessee shall timely pay when due any personal property or real property tax on the leasehold estate.

ARTICLE 4 - IMPROVEMENTS

4.1 In taking possession of the leased premises, Lessee acknowledges that same were on the date of occupancy in good, clean and tenable condition, subject only to the repairs or improvements which Lessor has agreed to make at Lessor's expense and which are set forth on Exhibit "C" attached hereto, if there are any.

4.2 Lessee agrees to make at its own expense all alterations and improvements to the leased premises except as otherwise indicated to be the obligation of Lessor under this Lease Agreement. All such improvements and alterations made by Lessee shall be undertaken only upon advance approval of Lessor, shall be made under the supervision, direction and control of Lessor's architect, shall be made in good and workmanlike manner according to the terms, conditions and requirements set by Lessor and its architect, and shall be in keeping with the historical character of the building. All alterations and improvements performed on the leased premises by Lessee shall be performed by competent contractors and subcontractors approved by Lessor, which approval shall not unreasonably be withheld. Lessee shall pay for all architectural, engineering and other services and all costs incurred by Lessor in connection with Lessee's improvement or alteration of the leased premises, including the work, if any, of Lessor's engineer, architect and other agents connected therewith. Prior to undertaking any alterations or improvements to the leased premises, Lessee shall obtain and deliver to Lessor a valid waiver and release of mechanic's liens by each party who will furnish labor, materials or services to the lease premises.

4.3 At the expiration or termination of the term of this Lease Agreement, all improvements and alterations made to the leased premises by Lessee shall remain with the leased premises and shall be the property of Lessor. Lessee shall, at its expense, remove Lessee's goods and effects, including trade fixtures, machinery, and equipment, and quit and deliver up the leased premises to Lessor, peaceably and quietly in as good order and condition as same were in on the original date of occupancy, reasonable wear and tear excepted. Any property left in the leased premises at the expiration or termination of this term of this lease shall be deemed to have been abandoned and shall become the property of Lessor to be disposed of as Lessor deems expedient, with all costs of cleanup and disposal of goods abandoned at the leased premises to be paid by Lessee. Lessee shall not permit any mechanic's or materialmen's liens to stand against the leased premises or against the Central School and Lessor may require appropriate assurances by way of bond, deposit or other reasonable procedure to protect against such liens and may, should such liens arise out of Lessee's acts hereunder, pay and discharge same and such amounts shall become due and payable to Lessor from Lessee with interest at the rate of eight percent (8%), or such greater amount as shall then be permitted by law, per annum.

ARTICLE 5 - MAINTENANCE, REPAIRS

5.1 Lessee shall at all times be responsible for maintaining at its own expense the leased premises in a clean, orderly and safety condition, except as hereinafter provided. Lessee shall be responsible, at its own expense, to clean and maintain all trade fixtures, machinery and equipment furnished by Lessee within the leased premises. Lessee shall be responsible to deposit normal office waste and rubbish at a location at the Central School as designated by Lessor.

5.2 Lessee shall be responsible to perform all repairs the need for which is caused by Lessee's use of the premises except that Lessor shall be responsible to perform major repairs of a structural nature. Lessor shall be responsible to arrange for removal of waste and rubbish from the location designated as the deposit location for lessees. All costs incurred by Lessor pursuant to the obligations of this Paragraph shall be included within "operating costs".

5.3 Lessor shall provide custodian services for the common areas of Central School. Costs incurred by Lessor in providing such custodian services shall be included within "operating costs".

ARTICLE 6 - UTILITIES

6.1 Lessor shall furnish such heat, water, sewer, electricity, elevator services, central air conditioning and garbage removal in and about the leased premises as shall be necessary, in Lessor's judgment, for comfortable occupancy of the leased premises, under normal business conditions. Lessor's obligation to provide electricity to the leased premises shall include only electricity for standard building lighting and office use. Any electricity supplied to the leased premises for extraordinary purposes, such as kitchen equipment, refrigeration equipment and air conditioning units, shall be paid by the Lessee upon Lessor's billing of same.

It is understood and agreed that Lessee shall be responsible to pay to Lessor, as additional rent, the cost of separately-metered-electricity supplied to the leased premises. Lessee shall also be responsible for the construction of insulation of a separate electrical meter when required.

6.2 Lessee shall conserve heat, water and electricity and shall not neglect or misuse water, fixtures, electrical lights, or other equipment or facilities furnished in conjunction with Lessor's provisions of utilities pursuant to this Article.

6.3 In the event energy use restrictions are established by Federal or State authorities or that an energy supply emergency is declared by Federal or State authorities, Lessor may reduce the quantity or quality of any utilities or other services to be provided under this Article as may be necessary to comply with directives and regulations promulgated by said authorities.

6.4 Lessor shall be responsible to provide light, heat and other utility services to the common areas of the Central School as, in Lessor's discretion, is appropriate. The cost of providing such heat, lighting and other utilities shall be included within "operating costs".

ARTICLE 7 - BUILDING USE, REGULATIONS, SECURITY

7.1 Lessee shall use the leased premises only for the purpose of purposes generally described in Exhibit "B". Lessee shall keep the leased premises in a clean, orderly and safe condition and shall not permit any hazardous or dangerous activity thereon or any activity which will increase insurance risks or premiums on the leased premises. Lessee shall at all times comply with all statutes, ordinances, codes, and regulations of any governmental authority concerning the use and

maintenance of the leased premises and the Central School. Lessee shall not overload the floors in the leased premises.

7.2 Lessee shall use the leased premises and the common areas of the Central School in accordance with such reasonable rules and regulations as may from time to time be promulgated by Lessor for the general safety, comfort and convenience of Lessor and Lessees of the Central School and their invitees and Lessee shall cause its clients, employees and invitees to abide by such rules and regulations. The Lessor will allow the Lessee to utilize up to 12 square feet of floor space in the common areas adjacent to the Lessee's business for display purposes only. Storage of equipment, recycling, or anything deemed not to be display items, is prohibited. The items placed in this space must not be affixed permanently to the floor or wall in any way. The usage of a table, shelf, or rack is acceptable. The Lessee will adhere to all fire and building access codes.

If the Lessee wishes to use more than 12 square feet of floor space, a written letter to the Lessor with the Lessee's intent is required. The Lessee cannot proceed with their plans until the Lessor has granted the request in writing.

The Lessee is required to supply the Lessor with documentation from the Lessee's insurance company that the Lessee's property is covered while in the common areas of Central School.

7.3 As much as possible, Lessee shall keep the leased premises open to the public during such days and hours of operation of the Central School as may from time to time be determined by Lessor. The Lessee is permitted to utilize the leased premises outside of normal hours of operation of the Central School, excluding between the hours of 11:00pm and 6:00am.

7.4 Lessee shall be responsible for securing the leased premises by locking doors and windows providing direct access to the leased premises. Lessor covenants that other Lessees within the Central School will have similar responsibilities to those required of Lessee under this Paragraph.

7.5 Lessee shall pay to Lessor on demand for any damage done to the Central School or the leased premises, including broke glass, caused by Lessee, Lessee's agents or employees, or Lessee's invitees.

7.6 Lessee shall not conduct or permit to be conducted on the leased premises any business or permit any act which is contrary to or in violation of the laws, ordinances or regulations of any governmental unit, federal, state or local.

ARTICLE 8 - COMMON AREAS, EXTERNAL GROUNDS

8.1 Lessee's use of the common areas and external grounds of Central School shall be in compliance with rules and regulations which may be promulgated from time by Lessor.

8.2 Lessee shall place nothing in the common areas of the Central School, including displays, advertising, merchandise, or other items of any sort whatsoever, without the advance written approval of the Grand Rapids Economic Development Authority.

8.3 Lessee shall place no signs which will be visible outside the leased premises, including no signs which may be visible through a window and no signs which may be visible within the common areas of the Central School or from the external grounds of the Central School or beyond, without the advance written approval of Lessor. Lessor shall provide signs, of a number, style and quality as deemed appropriate in Lessor's exclusive judgment, to be placed on the external grounds of the Central School, which signs will identify the lessees within Central School. Cost incurred by Lessor in providing said signs shall be included within "operating costs". Signs within the interior common areas of Central School shall be approved in advance by Lessor and, if provided by Lessor, the expense thereof shall be included within "operating costs".

ARTICLE 9 - INSURANCE

9.1 Lessor shall maintain general liability, fire and extended coverage insurance on the Central School, including common areas and exterior grounds, and Lessor's fixtures and equipment and Lessor shall cause Lessee to be named as an additional insured. Lessee shall insure its own personal property on the premises as it sees fit. All personal property placed upon or in the leased premises or common areas or external grounds shall be at the risk of Lessee or the owner of the personal property and Lessor shall not be liable to Lessee or any other party for any damage or destruction of said personal property arising from any cause whatsoever. Lessee shall maintain at its own cost and expenses general liability insurance required herein. All insurance coverage is subject to

approval of the City of Grand Rapids and shall be maintained by Lessee at all times this Agreement is in effect. Lessee further agrees that to protect themselves as well as the City of Grand Rapids under the indemnity Contract set forth above, the Lessee shall at all times during the term of the Agreement have and keep in force insurance protection as specified by Minn. Stat. Cpt. 466.04, subd. 1 as may be modified from time to time by the State Legislature and Lessee shall name Lessor as an additional insured on said policy. Throughout the term of this Lease Agreement, Lessee shall provide Lessor with evidence that Lessee has obtained the insurance required by this Article and that Lessor is an additional insured under said policies of insurance. All costs incurred by Lessor in maintaining insurance coverage pursuant to this Article shall be included within "operating costs".

9.2 Notwithstanding anything in this Lease Agreement to the contrary, Lessor shall not be liable to Lessee and Lessee shall not be liable to Lessor for any damage to or destruction of the Central School Building by fire or other perils or for any claim or cause of action arising out of any death, injury or damage to property in, on or about the leased premises or the common areas or exterior grounds of Central School. Lessor and Lessee shall furnish to each other appropriate written consents from their respective insurers to this waiver of liability provision.

ARTICLE 10 - LESSOR ACCESS

10.1 Lessor, its agents and employees shall have the right to enter the leased premises upon reasonable advance notice for the purpose of inspection, cleaning, repairing, altering or improving the premises, or to exhibit the premises to prospective tenants. Lessor's reserved rights hereunder shall include, without limitation, free, unhampered and unobstructed access to the airways, equipment ducts, stairways, access panels and all utilities and services to the Central School. There shall be no diminution of rent and no liability on the part of Lessor by reason of any inconvenience, annoyance or injury to business caused by Lessor's reasonable exercise of rights reserved by Lessor in this Article.

ARTICLE 11 - FIRE OR OTHER CASUALTY: CONDEMNATION

11.1 If during the term of this Lease the leased premises shall be damaged or destroyed by fire or other casualties so that the premises shall thereby be rendered unfit for use or occupation, Lessor shall have the option to either (a) repair such damage with all reasonable diligence and restore the premises to substantially the condition immediately prior to such event, and until such premises

have been duly repaired and restored the rent herein reserved, or a just and proportionate part thereof according to the nature and extent of the injury which has been sustained shall be abated, or (b) Lessor may terminate this lease and end the term hereof, and in case of such termination and cancellation the rent shall be paid to the date of such fire or other casualty and all other further obligations on the part of either party hereto shall cease. Lessor is required to notify Lessee of whether it will repair or terminate within thirty (30) days of the date of such damage or destruction. Provided, however, that in the event the premises are not so restored within one hundred eighty (180) days after the occurrence, Lessee may, at its option, terminate this lease.

11.2 Lessee shall be entitled in any full or partial taking by eminent domain to take that portion of the net award representing payment for Lessee's leasehold interest, trade fixtures, moving expenses or business interruption. All amounts paid pursuant to an agreement with a condemning authority in connection with any taking shall be deemed to constitute an award on account of such taking. Lessee agrees that this Lease shall control rights of Lessor and Lessee in any such award, and any contrary provision of any present or future law is hereby waived. If any taking shall result in Lessee being deprived of space in excess of 5 percent of the space then leased to Lessee, Lessee shall have the right on thirty (30) days advance written notice, to terminate the obligations hereunder effective as of such taking. If Lessee continues occupancy following a partial taking, rent will be adjusted of a pro-rata basis for the remainder of the lease term.

ARTICLE 12 - QUIET POSSESSION

12.1 Lessor hereby warrants and covenants that it has full authority to execute this Lease Agreement and further agrees that Lessee, upon paying rent and performing the covenants and conditions of this Lease Agreement, shall quietly have, hold and enjoy the leased premises during the term hereof.

ARTICLE 13 - NOTICE

13.1 Any notice, demand, request or other communication which may or shall be given or served by Lessor or Lessee pursuant to this Lease Agreement shall be deemed to have been given or served on the date the same is deposited in the United States mail, registered or certified, postage prepaid and addressed as follows:

To Lessee

Lea Friesen
10 NW 5th St., Suite 2
Grand Rapids, MN 55744

To: Lessor

GREDA Executive Director
City Hall
420 N. Pokegama Avenue
Grand Rapids, MN 55744

ARTICLE 14 - ASSIGNMENT, SUBLETTING

14.1 Lessee agrees that neither the leased premises nor any part thereof shall be sublet nor shall this Lease Agreement be assigned by Lessee without prior written consent of Lessor, which consent shall not be unreasonably withheld. If Lessor does give consent, such consent shall not release Lessee from its obligation hereunder, unless a release is specifically given by Lessor.

ARTICLE 15 - NO PARTNERSHIP

15.1 Nothing contained in this Lease Agreement shall be deemed or construed to create a partnership or joint venture of or between Lessor and Lessee or to create any other relationship between the parties hereto other than that of Lessor and Lessee.

ARTICLE 16 - DEFAULT BY LESSEE

16.1 Lessor and Lessee agree that this Lease Agreement is made upon the condition that if the Lessee shall neglect or fail to keep, observe and perform any of the covenants and agreements contained in this Lease Agreement which are to be kept, observed or performed by Lessee, so as to be in default, or if the leasehold interest of Lessee shall be taken by execution or other legal process of law, or if Lessee shall petition to be or be declared to be bankrupt or insolvent according to law, or if Lessee shall vacate said premises or abandon the same for a period of 45 days during the term of this Lease Agreement, then and in any of said cases the Lessor may, at its option, immediately or at any time thereafter without further notice or demand, enter into and upon the leased premises, or any part thereof, in the name of the whole, and take absolute possession of the same without such reentry working a forfeiture of the rents to be paid and the covenants to be performed by Lessee for the full term of this Lease Agreement, and may, at Lessor's election, lease or sublet the leased premises, or

any part thereof, on such terms and conditions and for such rents and for such time as the Lessor may elect, and after crediting the rent actually collected by Lessor from such reletting, collect the balance of rent owed pursuant to this Lease Agreement from Lessee, charging Lessee such reasonable expenses as the Lessor may expand in putting the premises in tenable condition and collecting said rentals from Lessee, including reasonable attorney's fees.

Alternatively, Lessor may at its election and upon written notice to Lessee declare this Lease Agreement forfeited and void under the condition set forth above, and Lessor may re-enter and take full and absolute possession of said premises as the owner thereof, free from any right or claim of Lessee or any person or persons claiming through or under Lessee, and such election and re-entry shall be and constitute an absolute bar to any right to enter by Lessee. The commencement by Lessor of any action to recover possession of the leased premises or any part thereof shall not be deemed an election by Lessor to treat this Lease Agreement as void and terminated, without the written notice above specified.

In the event of termination or re-entry by Lessor for default by Lessee, Lessor shall make every reasonable effort to re-rent, lease or sublet the premises. Lessor, at its option, may make such alterations, repairs, replacements and/or decorations to the leased premises as Lessor, in its sole judgment, considers advisable and necessary for the purpose of reletting the premises; and the making of such alterations, repairs, replacements and/or decorations shall not operate to be construed to release Lessee for liability hereunder as aforesaid.

ARTICLE 17 - DEFAULT BY LESSOR, LESSEE

17.1 Lessor shall not be deemed to be in default under this Lease Agreement until Lessee shall have given Lessor written notice specifying the nature of the default and Lessor shall have not cured such default within ten (10) days after receipt of such notice, or within such reasonable time thereafter as may be necessary to cure such default where such default is of a character as to reasonably require more than ten (10) days to cure.

17.2 Except with respect to the payment of rent, for which no notice of default shall be necessary, Lessee shall not be deemed to be in default under this Lease Agreement until Lessor shall have given Lessee written notice specifying the nature of default and Lessee shall have not cured such default within ten (10) days after receipt of such notice or within such reasonable time thereafter as may be

necessary to cure such default where such default is of a character as to reasonably require more than ten (10) days to cure.

ARTICLE 18 - WAIVER, MODIFICATION, ENTIRE AGREEMENT

18.1 No waiver of any condition, covenant, right of option of this Lease Agreement by the Lessor shall be deemed to imply or constitute a further waiver of any like condition or covenant of said Lease Agreement.

18.2 No amendment or modification of this Lease Agreement shall be valid or binding unless expressed in writing and executed by duly authorized representatives of the parties hereto in the same manner as the execution of this Lease Agreement. The Grand Rapids Economic Development Authority shall consider the recommendation of all interested parties in determining whether to approve any amendment or modification of this Lease Agreement.

18.3 Neither Lessor nor any agent or employee of Lessor has made any representations or promises with respect to the leased premises or the Central School except as herein expressly set forth, and no rights, privileges, easements or licenses are acquired by Lessee except as herein expressly set forth.

ARTICLE 19 - WINDOW TREATMENT

19.1 Lessee, at its expense, may install shades, drapes or window coverings and, if installed, Lessee shall maintain said window coverings in an attractive and safe condition, provided however, in the sole judgment of Lessor said window coverings are in harmony with the exterior and interior appearance of Central School and will create no safety or fire hazard.

ARTICLE 20 - PARKING

20.1 Lessor has established public parking facilities on the grounds of Central School. Lessee warrants that it will enforce regulations providing that its employees will not park their private vehicles in said public parking area during time when said employees are working at the leased premises (except on a short-term basis for emergencies or for deliveries).

DISCRIMINATION PROHIBITED: The Landlord shall not discriminate based upon race, color, creed, religion, national origin, sex, marital status, age, handicap, or disability, familial status or

recipients of public assistance; and shall comply with all nondiscrimination requirements of Federal, State and local law.

IN WITNESS WHEREOF, the parties have hereunto set their hands on the date first written above.

LESSOR:

GREDA President

GREDA Executive Director

Date: _____

LESSEE:

BY: _____

Its _____

Date: _____

The leased premises is located on the Garden Level in the southwest corner room (Suite 2) consisting of 392 square feet.

Exhibit B – Use of Space

Lessee will utilize the space as an art studio.

Exhibit C – Improvements

Repaint Walls

CITY OF GRAND RAPIDS

COMPREHENSIVE PLAN UPDATE



SRF

August 31, 2018



MISSISSIPPI
RIVER
GRAND RAPIDS



August 31, 2018

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

Subject: City of Grand Rapids—Comprehensive Plan Update

Dear Mr. Mattei and Members of the Selection Committee:

The preparation of a comprehensive plan is invaluable in preparing for and positioning the City of Grand Rapids to most efficiently respond to future social and economic changes. The City understands the value of long term planning in advancing economic development, maintaining and possibly expanding infrastructure, and building on the community's many assets that ensure the high quality of life in Grand Rapids. We are happy to provide the enclosed proposal to help the City further this effort that is so vital to the well-being of the community. We have assembled an experienced and enthusiastic team of planning professionals who bring the following assets to accomplish this project:

- **Practical Focus.** Our project manager, assistant project manager, and plan advisor all began their careers working for public planning agencies. They understand the importance of plan implementation, how the plan relates to development code functionality, and the need for robust consultant-City collaboration.
- **Successful Public Engagement.** We use public engagement techniques that reach a broad cross section of the community, including residents who traditionally do not participate. SRF's public engagement experts have a large toolbox of approaches, ranging from pop-up meetings, video clips, trusted advocates, and Facebook Live, to name a few. We will work with the City to refine the public participation plan to meet the unique needs of the community and its residents.
- **Economic Development Expertise.** Janna King brings valuable economic development experience to the team, including experience working with smaller regional centers in rural areas. SRF and Janna have collaborated on other planning initiatives.
- **Local and Regional Experience.** Key project team members have experience working with communities on the Iron Range and in Northern Minnesota. SRF has also developed a strong understanding of local and regional issues through our recent work on the West Range Connector Study.

Stephanie Falkers, AICP, will serve as project manager. She will work closely with *Adele Hall, AICP*, who will serve as assistant project manager. Stephanie brings a wealth of comprehensive planning experience from Minnesota and other locations across the Midwest – her experience will pair well with Adele's extensive community engagement experience and local insight garnered from growing up in the community. Stephanie and Adele will be well supported by *Beth Bartz, AICP*, who has been a practicing planner in Minnesota for 25+ years and *Scott Harmstead, AICP*, who is currently completing the St. Louis County Comprehensive Plan and has 12 years of experience in comprehensive planning.

While this proposal reflects our recommended approach for the update of the comprehensive plan, we are flexible in our approach and look forward to discussing how we can fine-tune our work plan to best serve the City. Please contact Stephanie Falkers at 763.249.6790 or at sfalkers@srfconsulting.com if you have any questions.

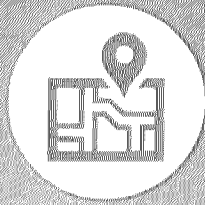
Sincerely,

Stephanie Falkers, AICP
Associate

Beth Bartz, AICP
Principal

www.srfconsulting.com

One Carlson Parkway North, Suite 150 | Minneapolis, MN 55447-4443 | 763.475.0010 Fax: 763.475.2429



HOW CAN WE BEST PREPARE FOR THE FUTURE?
CONSIDER YOUR COMMUNITY'S FUTURE.
Preserve what you love
about your community by
planning for growth and change.

Learn how your community can
prepare for the future with the
Smart Growth Toolkit.

Experience and Qualifications

SRF's land use and community planners are committed to and embrace these fundamental goals of planning: help your community to envision its future; preserve what you love about your community by planning for growth and change; and ensure that growth is compatible with the City's infrastructure. We also provide our clients with expert assistance in:

Comprehensive, growth management and land use planning

Small area plans and master plans

Zoning ordinance and subdivision regulations

Transportation planning

Planning/zoning technical assistance: on-going or on a case-by-case basis

Training of staff, planning commissions, and elected officials



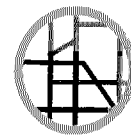
Effective management and coordination activities are key to a successful project. Our approach provides strong, decisive project management, and we develop scopes of work that include all the tasks necessary to manage the overall project and the activities of the project team.

Stephanie Falkers, AICP will serve as the project manager for this project and will lead the public and stakeholder engagement 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. Beth Bartz will monitor the hours of service and costs, and ensure availability of SRF staff to complete the project.



At SRF, we pride ourselves in taking complex technical information and simplifying it to ensure *all* stakeholders are informed and able to actively participate in the decision-making process, throughout all stages of a project.

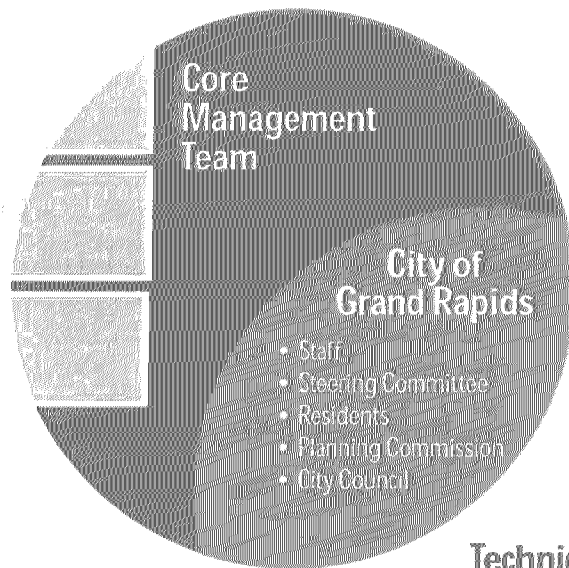
Through responsiveness to public and stakeholder needs, as well as clear and simple communication of key messages via a range of channels, we will ensure that both the public and other client stakeholders are continually updated and their concerns and ideas are being addressed.



SRF works with cities, counties, and townships to prepare visioning efforts and comprehensive plans that address many aspects of growth, development, redevelopment, community values, and quality of life. The process of preparing a document that sets the vision of a community allows residents and community leaders to reflect upon the characteristics of their name. These efforts provide for an opportunity to identify aspects of a community that should be preserved, and characteristics that need to change in order to improve the overall quality of life. Input is gathered through a public involvement process that can include community surveys, visual preference surveys, public open houses and meetings, pop-up events, workshops, focus groups, and online outreach.

Our team for the City of Grand Rapids has the right skills and attributes to ensure this project's success. Each individual team member contributes select expertise and prior experience to match the scope of work identified in this proposal. Our team and their roles are highlighted in the organizational chart below.

This talented group of planners will participate in the planning process from early data collection and mapping, to the development of plan strategies and implementation measures. Resumes for each team member highlighting project experience are included in the following pages.



Technical Support & Advisors

Scott Harmstead, AICP
Plan Advisor / QA/QC

Dave Sweeney & Josh Pansch
Planners

Janna King, CEcD, EDFP
(Economic Development Services, Inc.)
Economic Development
& Downtown Specialist

At SRF, we share the belief that stakeholder engagement is of critical importance and we've selected team members who understand that integrating many viewpoints into the planning process will determine the best outcome for the project. We are committed to working collaboratively with the City of Grand Rapids, your stakeholders, and your residents throughout the update process.

Stephanie Falkers, AICP |



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 10 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

City of East Grand Forks 2045 Land Use Plan. Stephanie recently 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 Wadena Comprehensive Plan. Stephanie participated in the development of Wadena's Comprehensive Plan update. During the planning process, the community was recovering from a devastating EF-4 tornado that hit the community in June of 2010. The plan set forth to build momentum on recovery efforts while protecting surrounding wetlands and sensitive wooded areas.

Norwood Young America 2040 Comprehensive Plan Update. Stephanie is currently a member of the SRF Team assisting the City of Norwood Young America with the update to their Comprehensive Plan. The community is treating the plan as a true update, and she is assisting with the review of elements. Stephanie is also a key component of the plan's two phased engagement efforts.

Washington County 2040 Comprehensive Plan Update. Stephanie is currently serving as the deputy project manager for the 2040 Comprehensive Plan Update in Washington County, Minnesota. In this role, Stephanie has led public involvement efforts, including eight pop-up events and the development of an online mapping tool. She is also assisting 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.

Blue Earth County Comprehensive Land Use Plan Update. Stephanie is currently leading the Comprehensive Land Use Plan Update for the update of a nearly 20-year-old plan. Stephanie has led the development of an online survey, public meetings with interactive tools, and various meetings with project stakeholders.



"One of the best parts of my job is getting to know the people that make up each community we work in.

I enjoy understanding what they love about the place they call home, and their ideas for how to make it even better.

I also enjoy immersing myself into the community, serving as an extension of city staff."



Beth Bartz, AICP |



Beth has thirty years of planning experience, including land use planning, environmental documentation preparation, urban design, and cultural resource planning. She is highly regarded for her skill in developing and implementing public involvement and conflict resolution strategies. Her knowledge of communication styles, training in "Systematic Development of Informed Consent" approach, and expertise in facilitating public and agency discussions in controversial settings have resulted in the effective resolution of many difficult issues. Beth excels at developing customized public involvement plans that focus on drawing out community needs and concerns, facilitating discussion of alternative trade-offs, and strategic approaches to addressing stakeholder concerns – she has helped clients across Minnesota to achieve broad community support for a wide range of infrastructure projects. Beth's skill in translating technical analysis and design concepts for lay audiences, along with the use of visual approaches to explaining difficult issues, results in an efficient engagement process that saves clients time and is clear and understandable for public stakeholders.

Project Experience

Washington County I-35/CSAH 2 (Broadway Avenue), Forest Lake, Minnesota. Safety and congestion concerns prompted Washington County to obtain federal funding for the reconstruction of Broadway Avenue between I-35 and downtown Forest Lake. Numerous access points in this freeway-oriented commercial strip created many traffic conflicts and an unsafe environment for pedestrian. Beth led a vigorous public involvement effort with corridor businesses, community leaders and regulatory agencies to obtain shared agreement regarding the need for the project and facilitate community support for an access management solution.

Anoka County CSAH 23/TH 97 Preliminary Design. As the Project Principal and lead for stakeholder outreach, Beth created a process that balanced technical analysis with input from key stakeholders (MnDOT, FHWA, Cities of Columbus and Forest Lake, Counties of Anoka and Washington, Metropolitan Council and business and property owners) resulting in a comprehensive approach to planning municipal, county and state roadways in this development area. The resulting plan allowed the cities to plan for future land use, utility and parcel access needs while providing Anoka and Washington County a framework for addressing realignment needs.

Washington County Stakeholder Facilitation Workshops. Beth facilitated discussion amongst the South Washington Watershed District and the Valley Creek Watershed District. When the St. Croix Watershed Management Organization was dissolved concerns regarding the proper boundary location resulted in several lawsuits and disagreements between the City of Woodbury, the City of Cottage Grove and Denmark Township. Working with the agencies and the Board of Water and Soil Resources, Beth facilitated clarification of stakeholder needs, concerns and desired outcomes; identified areas of consensus and division; and developed possible resolution strategies. Ultimately, a solution agreeable to all was identified and implemented by a Memorandum of Agreement.

Additional Planning Studies

70th Street Corridor Study, Edina, Minnesota

Northeast Edina Transportation Study, Edina, Minnesota

Poplar Bridge Neighborhood Traffic Study, Bloomington, Minnesota

Normandale Lake Development Study, Bloomington, Minnesota

Electronic Billboards (Dynamic Signage) Study, Minnetonka, Minnesota

Guidant Campus AUAR, Arden Hills, Minnesota

Airport South AUAR, Bloomington, Minnesota

Wayzata, Minnesota, Consulting Planner Services

Dayton, Minnesota, Consulting Planner Services

Dakota Path EAW Review, Eagan, Minnesota

Wayzata Bay Center EAW Review, Wayzata, Minnesota

Burleigh County, North Dakota, Comprehensive Plan Update

Normandale Lakes Development Area Study, Bloomington, Minnesota



 "I am proud to support this team of planners in doing the work they love and value. Comprehensive planning is critical to setting the tone of community efforts and the City of Grand Rapids couldn't be in better hands than with this team."



Adele Hall, AICP |

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

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.



"Grand Rapids was a wonderful place to grow up and I love visiting as an adult. I look forward to learning about what residents value about Grand Rapids and their vision for the community and its continued growth and vibrancy."



Scott Harmstead, AICP |

Scott has 12 years of planning experience in the public and private sectors. His work has included the development of comprehensive and other long-range plans, including constraints analysis, public involvement, and the development of context-sensitive recommendations and policy language. Scott also has experience in zoning administration involving entitlement/permit processing, code writing, and code interpretation. He has developed numerous environmental documents for projects that range from simple to complex. Many of his projects have involved a strong transportation component, through which he has gained a sound understanding of the connection between land use and transportation in shaping communities.

Project Experience

Sauk Centre Comprehensive Plan, Minnesota. Scott served as the deputy project manager and specifically guided the development of the future growth analysis, future land use plan, and the final plan document.

St. Louis County Comprehensive Land Use Plan, Minnesota. Scott served as the project manager, leading the development of the existing conditions report, plan document, and leading all public engagement efforts. Also advising county GIS staff on land use analysis, future land use concept development, and the final future land use map.

Downtown Parking Overlay Zone, Rochester, Minnesota. Scott assisted the City with a new parking overlay zone compatible with the new Destination Medical Center Plan currently underway.

City of Garrison Comprehensive Plan, North Dakota. Scott managed the development of the comprehensive plan for the City of Garrison in western North Dakota. He conducted four public input meetings and an extensive stakeholder interview program. The plan received strong community support.

City of Bottineau Comprehensive Plan, North Dakota. Scott led preparation of the plan collecting background data, public involvement, and development of the document and land use plan. Transportation and recreation were special elements of the plan.

McKenzie County Comprehensive Plan, North Dakota. Scott recently led the County through a significant update to the Comprehensive Plan, involving a detailed growth area expansion supported by extensive GIS analysis, stakeholder outreach, and online survey input. See the Plan at: planmckenzie.com

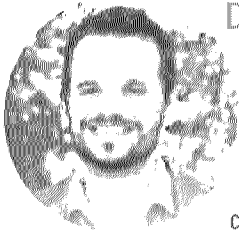
Morton County Future Land Use Plan, North Dakota. Scott worked with the County and the Bismarck-Mandan Metropolitan Organization (MPO) to manage the development of a land use plan for the MPO portion of the county.

City of Surrey Comprehensive Plan, North Dakota. Scott led preparation of the plan, including the constraints analysis, public input efforts, and preparation of the land use plan and policy document. This involved a significant transportation component that informed short-term and long-term improvement strategies.

Vision West North Dakota Planning and Zoning Training, Western North Dakota. Scott assisted in the preparation of a planning and zoning training manual. Prepared and presented a training module regarding ethics. He assisted with organizational preparation for two training sessions, each with approximately 50 participants.



"The challenge of comprehensive planning has always interested me. There is no one process to get to a final plan, no boilerplate policy language or implementation plan. Working through the planning process, it has always been exciting to see how input from a diverse set of stakeholders ultimately drives a plan that is tailored to each community's own particular needs and desires. What I enjoy most about this process is the relationships built along the way that help me connect, if even in a small way, to each community on a more personal level."



Dave Sweeney | Planner

Dave has worked on a diverse array of projects, including comprehensive plans, transportation plans, traffic studies, and affordable housing analysis. These projects have provided many opportunities to work with a variety of public planning agencies, developers, and community stakeholders. Dave has a thorough knowledge of the dynamic relationship between transportation and urban land use. He likes writing, analyzing data, and engaging with communities.

Project Experience

City of Sauk Centre 2040 Comprehensive Plan Update, Minnesota. Dave worked with the community to identify preferred areas for growth, infill, and redevelopment, and guide a vision for future land use in these areas. The plan discusses conceptual truck route alternatives to US 71 and streetscaping concepts for Main Street, with the goal of improving traffic safety, building on the community's walkable grid and historic assets, and encouraging commercial development and retention in Downtown.

East Grand Forks 2045 Land Use Plan, Minnesota. This plan used a tiered-growth framework to prioritize areas for long-range development. Three concept plans were included to help the client visualize how general planning strategies could apply to targeted areas. The project also included a series of implementation measures to facilitate inter-departmental coordination.

Apple Valley 2040 Comprehensive Plan Update, Minnesota. Dave is leading the documentation and mapping efforts to create a flexible plan for this growing suburban community. He worked with project stakeholders to develop a context-sensitive vision. He drafted the plans for land use, housing, and economic development and updated the community profile to reflect current socioeconomic data.

City of Rogers Comprehensive Land Use Plan Update, Minnesota. This plan guides development and conservation goals for a growing city with emerging suburban amenities and rural roots. It provides a framework to address rural development inefficiencies, Downtown, and guide highway and trail improvements through 2040. Dave authored all chapters of the plan.

City of Fargo Master Planning Services, North Dakota. Working with local stakeholders, Dave developed two alternative concept plans for sections 3 and 10 in south Fargo. GIS was used to derive socioeconomic forecasts for input into a travel demand model and estimate a development density threshold for the area.



Josh Pansch | Planner

Josh is a community planner with experience in on comprehensive and transportation plans for cities and counties and has helped develop long-range strategic plans for counties in Greater Minnesota. Prior to working at SRF, Josh was at the Minnesota DOT where he reviewed more than 80 site development plans. He also has experience in environmental sustainability planning and policy at MnDOT. Josh has a Master's degree in Urban and Regional Planning and nine years of experience previous in the private sector.

Project Experience

City of Wayzata Comprehensive Plan, Minnesota. Josh is currently assisting in the development of the Wayzata Comprehensive Plans. In this role he analyzes existing conditions, creates land use maps, and assists with the development of the land use transportation and housing elements.

Otter Tail County Long-Range Strategic Plan, Minnesota. Otter Tail County is creating its first ever Long-Range Strategic Plan and Josh is playing a key role helping guide and develop it. He has gathered demographic and economic data to present to city leaders and the broader community. Josh has created public engagement activities for future large group workshop events.

Municipal 2040 Transportation Plan Updates. For the Cities of Maple Grove, Lakeville, and Rosemount, Josh assisted in developing GIS maps and analyzing the transportation system. He worked with city planners to understand priorities and craft the plan to meet the community's needs. Josh served as the lead writer for the Rosemount Transportation Plan: he researched previous studies, data, and plans to understand where the city has been and create framework for the future of the city.

Wright County Long-Range Transportation Plan, Minnesota. Wright County is beginning to develop its Long-Range Transportation Plan and Josh is helping develop presentation materials for community engagement efforts for various types of events.



Janna King, CEcD, EDFP | (Economic Development Services, Inc.)

SRF
CONSULTING
GROUP, INC.

Janna brings more than 30 years of community and economic development planning and implementation experience to the SRF team. Since founding Economic Development Services in 1994, Janna has worked with clients in 10 states. She started her career in economic development working 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. Janna headed 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. She has contributed to the Economic Development Chapters of Comprehensive Plans for the communities of Big Lake, Edina, Hastings, and Carver County Minnesota and Eau Claire, Franklin, Green Bay and Marathon County (Wausau), Wisconsin. In addition, she teaches economic development strategy and planning for the International Economic Development Council, University of Minnesota, Duluth and the MN Economic Development Foundation Academy at Hamline University.

Project Experience

Economic Development strategies for Regional Centers. This work has included the communities of Alexandria, Brainerd Lakes, Cambridge, Owatonna and Red Wing.

Twin Cities Local Initiatives Support Corporation (LISC) Commercial Corridor Revitalization. Janna led the three-year engagement for the evaluation and recommendations for four commercial corridors based on an adaptation of the Mainstreet revitalization model.

City of Roseville Twin Lakes Redevelopment, MN. Economic development consultant for a 275-acre area dominated by truck terminals adjacent to I-35W. Responsible for addressing fiscal implications of development scenarios; integrating workforce and transportation considerations; preparing a communication strategy for four critical audiences - developers, residents, funders/policy makers and property owners; and preparing of a successful application to the US EPA for a Brownfield Cleanup Revolving Loan Fund.

City of Green Bay Economic Development Analysis and Strategy - Comprehensive Plan, WI. Responsibilities included: analyzing economy; interviewing major employers and the development community; identifying key development areas, issues and opportunities involving the port, rail area redevelopment and the need for sites with excellent transportation access capable of supporting 1.1 - 1.3 million square foot warehouses for the paper industry; identifying an opportunity to redevelop a blighted corridor for high tax base medical offices; developing policy recommendations to support downtown and commercial corridor revitalization; recommending establishment an enterprise fund to capture profits from greenfield industrial park to support redevelopment of extensive brownfields.

City of New Brighton Old Highway 8 Corridor Revitalization. Provided economic development and market related insights. Interviewed property owners, employers, brokers and developers. Prepared development strategy for a "cut off" commercial corridor including enhancements to an existing industrial park, development opportunities adjacent to a regional park; and brownfield redevelopment strategies.

Awards

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

Certifications

- Certified Economic Developer, International Economic Development Council
- Economic Development Finance Professional, National Development Council



From Reif Center Dance to visual shows at the MacRosie gallery, First Friday Art Walk, and Wednesday jazz at the VFW, Grand Rapids is known for its well established and constantly evolving arts community. These solar sunflowers are part of the arty action and partially power the library.

Desired Planning Project Outcomes

The City's land use decisions should all be based on the comprehensive plan. Execution of the plan is conducted through various means, but most importantly the Land Development Regulations and Capital Improvements Plan. When the city's land development regulations are consistent with the comprehensive plan, city land use decisions are less likely to be challenged and will garner stronger public support due to foundational support from the comprehensive plan. The legal basis for the comprehensive plan is critical recognize not only in the document itself, but throughout the public input process to help the public understand the connection.

Public involvement is foundational to the comprehensive plan. When city leaders adopt the plan, they need to know that it is supported by the public. In this way, all future decisions based on the comprehensive plan have a high level of assurance that they are, through the comprehensive plan, based on the community's vision. Because of its importance, public participation is the paramount and most time-intensive task in this proposal—this is to help ensure that ample input is provided that will truly drive the ultimate recommendations of the plan.

It is important to recognize that not everyone will agree on all aspects of the plan; however, the majority of those involved in the process should come to a consensus. The key is providing a variety of opportunities via different venues for the public to provide input. Everyone in the community should have ample opportunity to be involved.



Engagement can happen at every level. Here, children are asked for their input on what they would like to see in a proposed play area.

In 2018-2019, this means focusing on the most appropriate ways to garner input from all generations—Generation Y to the Baby Boomers and even the Post-War generation. For example, Generation Y and millennials are more likely to provide input online rather than coming to a conventional public meeting, whereas many of the Post-War generation and baby boomers may prefer to meet consultants and City staff in person at an interview or public meeting to ask questions and provide input.

2011). The most recent demographic data will also be distilled from various sources, especially from the State Demographic Center and American Community Survey (Census Bureau). Demographic data will inform population, employment, and housing projections for future growth—these projections will be calibrated with other economic and demographic data available from recently completed studies (i.e. Housing Demand Market Analysis) and from the stakeholders meetings.

2.1.2.2. Stakeholder Engagement

At the beginning of the comprehensive plan process, it is important to focus public engagement around the identification of issues in the community that will ultimately be addressed in the plan. A great starting point, SRF will review the 2011 plan's Chapter 3 (Community Vision, Values, and Guiding Principles) to understand how these elements have changed in the past seven to eight years. We suggest a set of stakeholder meetings to understand current dynamics and prospective changes in Grand Rapids. For example, how potential construction of the Mesabi Metallica plant could effect housing and the Grand Rapids economy. To help prepare for this engagement, recent studies and plans will be assessed to understand changes since 2011 (including documents such as the Market Area Profile, IRA Civic Center Economic Impact Study, Housing Market Demand Analysis, and other documents prepared since

2.1.2.3. Infrastructure and Assets

Communities make significant investments on an ongoing basis to support the maintenance and extension of public services and infrastructure. Existing development and future development is critically dependent on transportation infrastructure for vehicles, pedestrians, bikes, sewer, water, and emergency response (including ambulance, fire protection, and law enforcement). Other assets are also important to the community's quality of life, such as schools, commercial services (i.e. grocery) or park and recreation infrastructure. All of these community assets provide the framework that helps to drive the management of growth and redevelopment. In Grand Rapids, the management of growth and redevelopment will be a key element of the comprehensive plan. An important area of focus will be the developed portions of the community, including potential areas for redevelopment, as well as infill sites.

An additional focus is outward growth opportunity areas. All of these growth and redevelopment areas can be prioritized based on the availability of existing community assets and the potential/cost to improve community assets to serve new development areas.

From past experience working with communities on the Iron Range, we understand that economic growth is a challenge because of the region's strong connections to global economic forces (mining and forestry). This is why economic development will be a key focus throughout this comprehensive plan update. Not only will an economic development element be prepared, but economic development will drive much of the Land Use Element's strategies. In fact, the comprehensive plan document itself must be crafted to further economic development by focusing on redevelopment and new growth opportunity areas and painting a clear, straightforward picture of where and how development can occur.

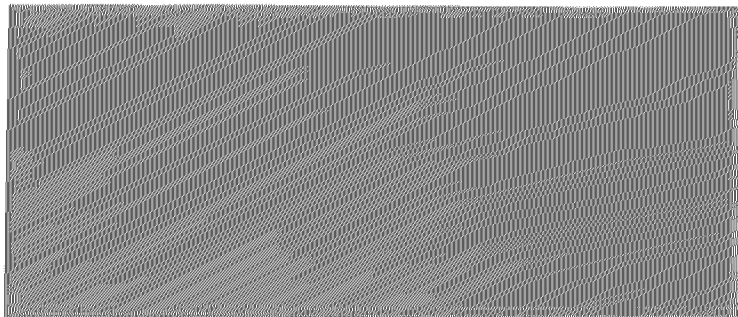
Grand Rapids, like many communities not located in a large metro area, is challenged in attracting and maintaining sustainable, year-round economic growth. In response to this need, SRF is pleased to be teamed with Economic Development Services, Inc. We are also happy to leverage our past experience in St. Louis County MN and other small communities throughout the Upper Midwest looking for ways to spur a more sustainable year-round economy.

It will be important to recognize and build upon the community's existing assets. These assets are varied, from existing transportation and utility infrastructure, to natural assets that remain intact within the community. A vital asset is the downtown and city core. Recent experience in other non-metro communities has shown that the following ideas can help:

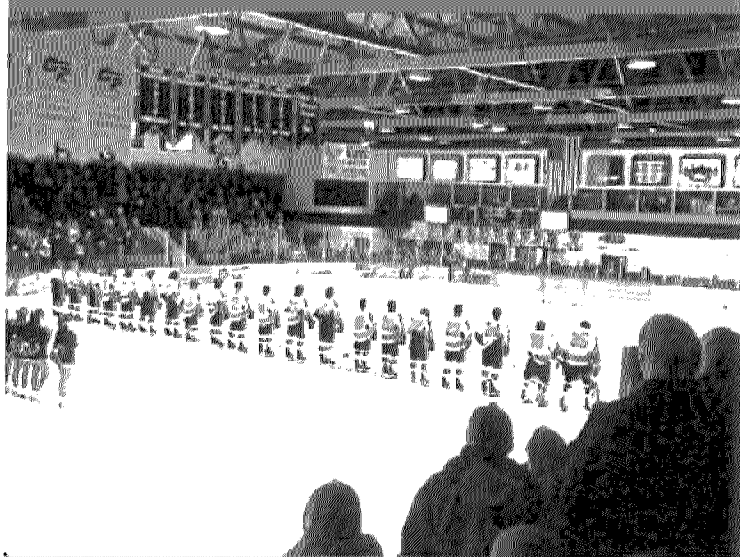
- Recognize the assets you already have in your community core. The Reif Center and IRA Civic Center (right) are both great examples in Grand Rapids.

- Get their take on what the community is missing in terms of retail, recreation, residential and even from a civic/public facility standpoint. Anyone of these elements could compliment the community to help bring vitality.

- Reach out to the generations that will be the future of Grand Rapids—the Millennials/Generation Y. This requires more than conventional approaches to public input, but leverages online platforms and meeting these generations where they are in the community.



The newly renovated Reif Center reopened in 2016 with two stages that host theatre, dance, music and art from around the world.



The IRA Civic Center is home to hockey players but is also a convention center, a figure skating club, and wedding/event venue. A sales tax increase on the ballot this fall would pay for expansion of the well-used building to add boys and girls clubs and other recreational opportunities.

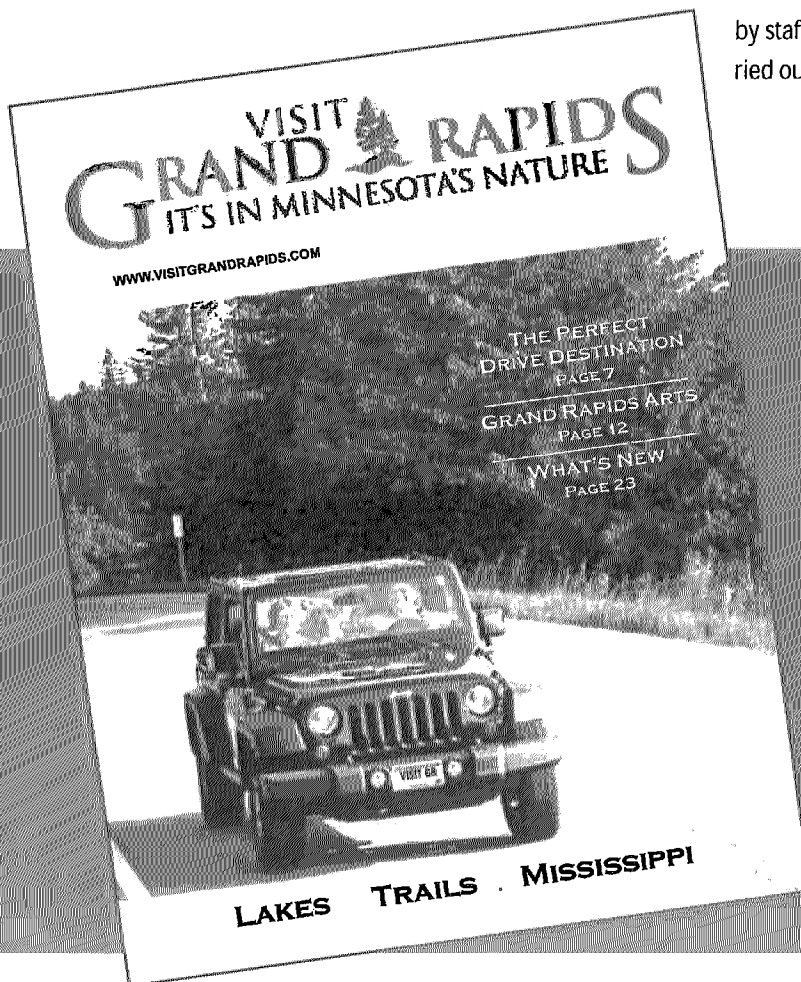
The city is fortunate to have at its disposal multiple, recent studies to respond to this question. The Retail Trade Analysis, Market Area Profile, IRA Civic Center Economic Impact Study, and the Target Industry and Industrial Park Plan, will all help to provide strong economic development strategies in the comprehensive plan. To build on these studies, a strong partnership with GREDA will ensure that identified strategies are realistic.

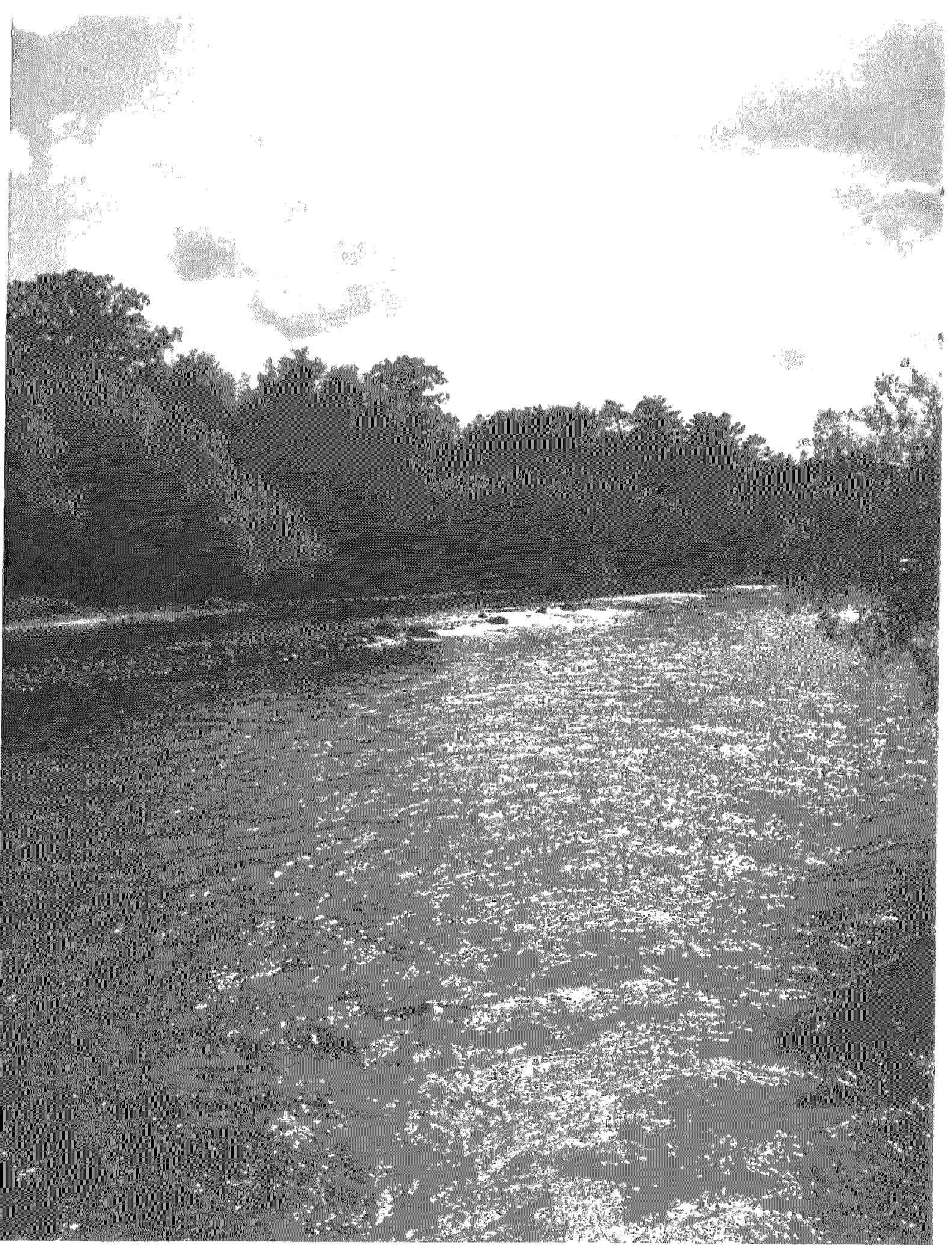
Find areas where additional housing can be brought into the community core. Eliminate ordinance obstacles to building on smaller town lots. Because of limited space and to encourage affordability, also identify obstacles to allowing smaller housing units. The Housing Market Demand Analysis will help greatly in this arena.

The good news is that Grand Rapids has already been planning and creating unique places for decades. These areas don't have to be extensive city parks or plazas. For example, it could simply be a large, blank building façade facing a park or city street reimagined with murals.

The recent closure of paper machine 5 at the UPM Blandin facility and resulting loss of local employment had a significant impact locally. However, even with an unpredictable global economic climate, a variety of opportunities exist in Grand Rapids to continue to diversify the local economy in the future, keep all generations in the area and attract newcomers. Working with the GREDA and other economic development-focused stakeholders will be critical in the development of the comprehensive plan. While natural resource-based industries will continue to be vital in the long term, a wide spectrum of local industry and potential industries will need to be evaluated for future opportunities. Economic development through quality of life enhancements and creating a unique sense of place is also of growing importance. Economic development is not just jobs and businesses, but it is intertwined with housing supply, quality and affordability, recreational opportunities, and other quality of life issues.

The most practical section of a comprehensive plan is the implementation chapter. Implementation strategies can work as a checklist to monitor progress of the plan after adoption and can be used by staff, city leaders, and the public to help ensure the plan is carried out.





Proposed Work Plan

City staff commitment: In this very important phase of the project, SRF will work with City staff and the Planning Commission to kick off the project, initiate the public engagement process, and "brand" the project for easy recognition by the public and stakeholders. This task also includes ongoing project management.

City staff will provide review and comments in response to draft consultant planning products. Staff will need to make local data easily accessible for consultant use. Logistical support in assembling project steering committee meetings and public meetings will be expected. Throughout the project, at least one city staff person will attend all steering committee meetings and public meetings (except for the pop-up events, unless attendance is desired).

TASK 1.1—PROJECT MANAGEMENT

SRF's Project Manager will be *Stephanie Falkers, AICP*. Stephanie is an excellent project manager with a high level of organizational skills, ensuring that projects are completed on schedule and within budget. Project management includes getting the project set up, maintaining project files, monitoring project budget and schedule, reviewing invoices, and frequently coordinating with the City's project manager. Stephanie will manage all day-to-day project activities, with assistance from *Assistant Project Manager Adele Hall, AICP*.

TASK 1.2—CITY STAFF KICKOFF MEETING & STEERING COMMITTEE #1

SRF will meet with City Staff to refine the public participation plan and 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, scheduling of steering committee meetings and possible timing of public engagement events. If available, our team will be ready at this time to meet with the steering committee to discuss project expectations.

At the direction of City Staff, Economic Development Services, Inc. will reach out to GREDA early in the process to ensure that we

draw on their knowledge and resources and that they are actively engaged throughout the planning process.

In our experience, it can be advantageous to create a "brand" for the comprehensive plan early on. Branding the plan can help add needed interest to the comprehensive plan, making advertising simpler with unique name or phrase recognition. As part of the kickoff meeting, SRF is available to discuss the creation of a brand for the comprehensive plan that will be used throughout the process in all public participation efforts.

City staff commitment: This task involves the review of existing and past planning documents and studies, and review and analysis of Grand Rapids data from the State Demographic Center, US Census sources, and other relevant sources. The outcome of this phase of plan development is to document the current characteristics of the city and show how it has changed, both physically and demographically (especially since the 2011 comprehensive plan update). This task will result in an updated Community Profile document.

City staff will help the SRF team to easily access all relevant studies and plans, in addition to local data not electronically available. City infrastructure/utility staff will be available to discuss water and sewer system capacities and plans, as well as planned transportation projects.

TASK 2.1—EXISTING CONDITIONS

Physical data about Grand Rapids will be mapped, such as existing boundaries, land use, natural features, natural and man made barriers, historic districts, and public facilities. Existing land use will be observed and recorded during a site visit which will investigate both the developed and undeveloped portions of the community—we will make a special effort to coordinate with City staff prior to this visit to understand critical sites to visit and document (i.e. potential redevelopment sites, vacant areas, etc.). This site visit will coincide with the kickoff meeting visit (our initial visit) to the city.

SRF will reference and use the products of this plan component to inform the development of the future land use plan. Features such as transportation, parks, trails and utilities will also be incorporated into this section of the plan. Public facilities such as government buildings, schools, libraries, community centers, and event centers will be documented and mapped. City services such as trash collection, on-line services, police and fire protection will be documented. Information will be mapped and described in the community profile, which can be formatted as either a chapter or appendix of the plan.

3.2-PROJECTIONS

City staff commitment: Assistance in obtaining local data that may be available to help fine-tune the projections. Initial review and input on the community survey and pop-up event questions prior to vetting with the steering committee.

3.1-PROJECTIONS

Our team will work to establish an idea of "where can the city go" by first building projections for population, housing, workforce and employment growth through the planning horizon (both 20 and 30 years can be applied). We will take existing studies into consideration (e.g. retail trade and housing market analyses), update economic information and reach out to labor market analysts at the MN Department of Employment and Economic Development to make sure we understand labor market dynamics and possible implications for the plan. Projections will help the SRF team, city staff, and the public to understand the scale and character of potential growth and its impact on land use, housing, redevelopment and other aspects of the comprehensive plan.

Grand Rapids has grown by approximately thirty percent in the last 20 years. This level of growth may seem small in a large metro area context, but for a city like Grand Rapids it looks and feels very significant. Continued, steady growth is likely to be one projection scenario. The possibility of large employers locating in the area also needs to be entertained when creating projection scenarios. For example, Mesabi Metallica may soon build a plant near Nashauk in Itasca County that would employ 500-1,000 people. Potential impacts from "game changer" projects like Mesabi Metallica should be considered. With these scenarios, the city could begin to understand the scale of potential change and begin to put plans in place to account for such an impact.

3.2- STEERING COMMITTEE #2

We will meet with the steering committee to present and gather their feedback on the following products. These products will be provided to the committee in advance of the meeting so that members can come to the meeting well-prepared for discussion...

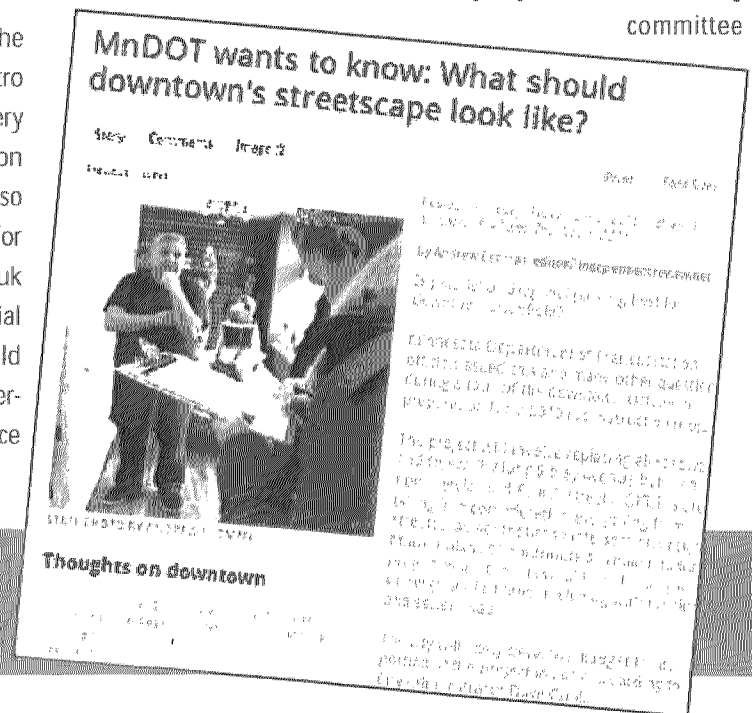
- Community Profile & projections review
- Draft survey review
- Pop-up event planning

3.3-COMMUNITY SURVEY

City staff commitment:

- Assist with meeting arrangements
- Assist in advertising events in the Grand Rapids Herald-Review (newspaper)
- Assist with press releases in the newspaper
- Publicize the survey and disseminate the survey link through a variety of online channels designed to reach a broad spectrum of the community
- Assist with introductions to GREDA, major employers and economic development stakeholders

In preparing the survey, SRF will review the prior comprehensive plan survey (2010-11) and will draw upon community surveys SRF has prepared for other communities. Questions will also be generated as a result of discussions with city staff, GREDA staff and the steering committee regarding more recent and relevant issues in 2018-19. We will prepare a draft and final survey tailored to Grand Rapids. The draft survey will be reviewed by City staff and the steering committee



before finalization. The survey will be aimed at gathering input from the public regarding development, redevelopment, infill, housing, aesthetics, quality of life, economic issues, services, and other aspects of life in Grand Rapids that will help contribute to the development of the Comprehensive Plan. The survey will be disseminated via an online engagement tool such as Survey Monkey or Wiki Maps.

3.4-POP-UP EVENT: ISSUE IDENTIFICATION

A pop-up event will be scheduled for a community event or high traffic location. A large map and area for comments will be provided to engage the public. Draft questions will be reviewed at the first meeting of the steering committee. Potential questions include:

- What is your favorite place to visit?
- What is your favorite characteristic of Grand Rapids?
- What is your biggest concern for the future?
- What is your preferred mode of travel?
- What recreation elements or features have you seen in other places that you would like to see more of in Grand Rapids?

Input gathered during this pop-up event will be supplemented by the Community Survey.

3.5-ECONOMIC DEVELOPMENT ENGAGEMENT

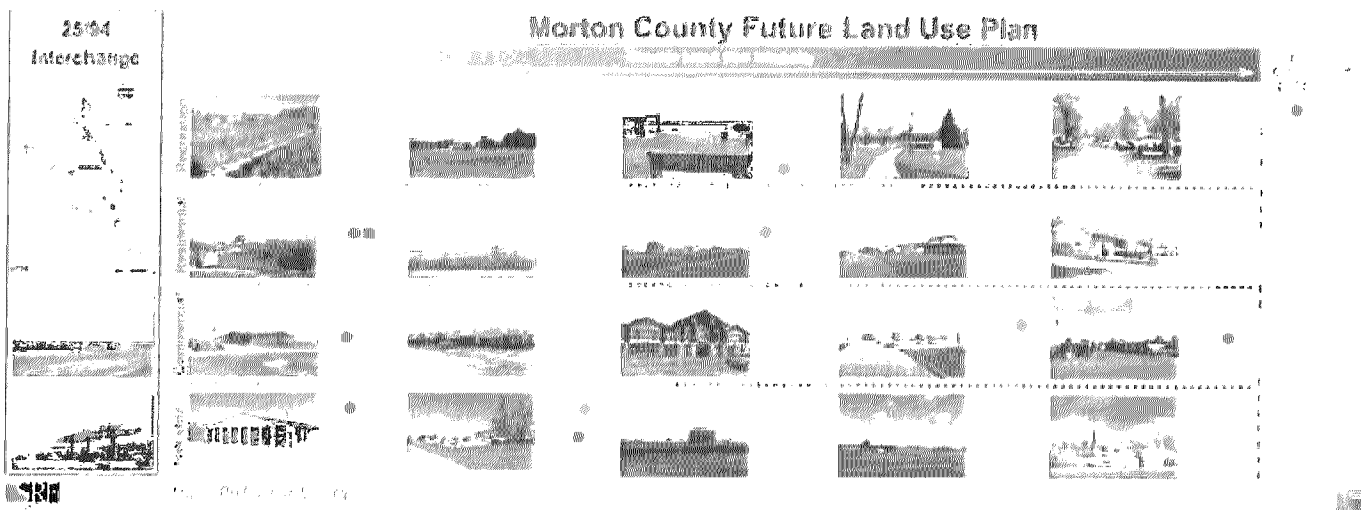
Early on in the planning process, Janna King with Economic Development Services will conduct interviews and focus groups with economic development stakeholders including GREDA leadership, major employers and institutions and other economic development stakeholders (e.g. chamber, downtown business and property owners, utilities, bankers, tourism, and arts economy leaders)

to understand trends, challenges and opportunities that should be addressed in the comprehensive plan update.

City staff commitment: City infrastructure/utility staff assistance in gauging the ability and cost to support potential redevelopment/growth areas. Staff assistance in identifying appropriate images for the visual preference exercise. Staff insight into current comprehensive plan strategies that have been effective and those that have not.

4.1-REDEVELOPMENT/GROWTH AREA PREFERENCES

Redevelopment/growth areas already identified in previous studies and plans will be vetted once again, along with any new areas identified through the process to date. Our planners will work with city staff and the steering committee to identify potential development types in each of the potential redevelopment/growth areas. Where appropriate, GREDA input will be secured. Market demand for additional industrial, commercial or housing and the availability of utilities and roads will shape the process. To take reviewers through this process, we will select areas of potential change (new growth areas and/or redevelopment areas) and provide an array of different future land uses (i.e. varying residential densities, commercial intensities, etc.) with associated photos from the community and nearby communities to show what realistically could be developed in the future. We prefer to use a visual preference poster(s) that encourages participants to discuss the differences between the land use patterns with each other, the consultant, and City staff.



Above is a visual preference survey completed for a county land use plan. Similar surveys can be used at in-person events to efficiently gain immediate feedback from meeting attendees.

4.2–COMMUNITY VISION & GOALS

SRF will recraft the community vision and associated goals from input gained from the community survey and the initial pop-up meeting. Economic Development Services, Inc. will summarize updated economic information, the results of the economic development stakeholder interviews and relevant information from the community survey and work with GREDA to clarify the economic issues, opportunities and secure GREDA input on goals related to ensuring a healthy, vibrant economy. We will work with city staff and then the steering committee to update the community vision and goals.

4.3–STEERING COMMITTEE #3

The SRF team will meet with the steering committee to confirm all potential redevelopment/growth areas and work through appropriate photos to use for the visual preference exercise. We will also review and receive feedback on the draft community vision and values.

4.3–POP-UP MEETING: COMMUNITY VISION, VALUES, AND REDEVELOPMENT/GROWTH AREA PREFERENCES

We will solicit public input on preferred land use types for various redevelopment/growth areas, as well as the community vision and goals.

4.4–STEERING COMMITTEE MEETING #4

Our team will reconvene with the steering committee to discuss the following prior to the first public workshop:

- Review public comment on the community vision, goals, and redevelopment/growth area preferences.
- Draft plan objectives.

4.5–INITIAL PUBLIC OPEN HOUSE: PLAN GOALS, OBJECTIVES, & LAND USE PLAN ALTERNATIVES

In a workshop setting, our team will present the draft plan goals and objectives developed from community survey feedback and input received at the pop-up events. Participants will be asked to rank the goals to determine priority needs. Up to three alternative scenarios for redevelopment and new growth will be presented at this workshop. Small group discussions of the alternatives will allow participants to have a hand in determining the optimum scenario. Based on past experiences, this exercise can result in a hybrid map containing the preferred elements of each of the alternatives.

4.6–STEERING COMMITTEE #5

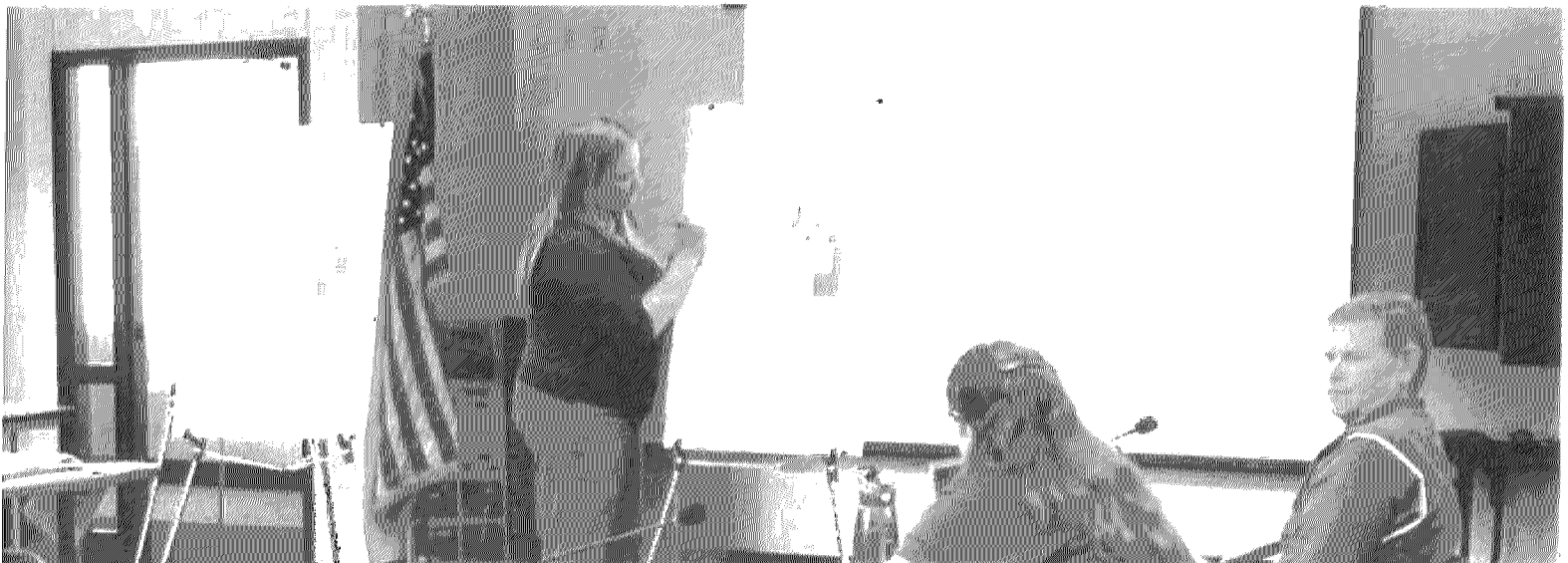
The final steering committee meeting will involve a review of the draft plan document. Committee members will be provided with the document well in advance of the meeting in order to come prepared at the meeting to provide comment. The draft Economic Development element will be reviewed by GREDA prior to the final steering committee meeting.

4.7–FINAL PUBLIC OPEN HOUSE: DRAFT PLAN

The final open house will provide an overview of the draft plan. To help engage the public, the draft implementation strategies could be presented for input through electronic polling and or a simple dot exercise to help prioritize them.

4.8–FINAL REVIEW AND APPROVAL

Stephanie Falkers will attend the Planning Commission and City Council hearing to consider adoption of the comprehensive plan.



Project Manager Stephanie Falkers enjoys working with all stakeholders—the public, clients, other involved parties—on comprehensive plan updates. With her experience, she not only brings her passion for planning, but also valuable insight into community trends and associated planning initiatives.



SRF's public engagement team emphasizes techniques that make it easy for the public to participate. Pop-up events take advantage of existing community events that connect our engagement efforts directly to the public.

City staff commitment: City staff from applicable departments will be able to review the various plan elements. Required noticing for public hearings will be handled by city staff (SRF is available to help write the notices).

Our team will prepare drafts of the following elements: Community Vision and Values, Community Facilities and Services, Transportation, Economic Development, Land Use, and Implementation. Our scope and proposed budget also accounts for an additional element, if desired. For example, a potential special element could be a "downtown" or "city core" element that focuses on development/redevelopment opportunities, placemaking, and continued revitalization of the city's unique downtown area.

TASK 5.1—COMMUNITY VISION AND VALUES

The vision statement sets the tone for the future of Grand Rapids. Our team will develop a draft vision statement in direct response to public input gathered earlier in the process. A good place to start will be the existing vision statement. One important question to ask will be how the statement would be refined to easily digestible. The next question to ask will be how the current community value statements and guiding principles can be updated. To streamline the plan, it may be possible to refine the guiding principles into statements that function more as plan goals.

TASK 5.2—LAND USE ELEMENT

A key component of the comprehensive plan will be the future land use map. This map will be generated in GIS for future use by City staff. The Land Use Element will paint the picture of how, through development of the comprehensive plan, we arrived at the future land use map. Here is how we will paint that picture:

Environmental opportunities and constraints: Data for this sub-task will be based on information compiled from Task 2 (Updated Community Profile). Defining the suitability of the study area for potential growth or redevelopment requires analysis of various data sources. GIS will be employed to help work through physical challenges and opportunities to development. Insights from city staff, the steering committee, and the public will be used to craft opportunities and constraints information, which will include text supported by a land use suitability map that will identify areas of development opportunities and constraints.

Desirable and undesirable land use patterns: As noted in task 4.1, the steering committee and the public will be given the opportunity to review desirable and undesirable land use patterns through an interactive visual preference activity.

Land use demand: Population, housing, and employment projections will provide the basis for determining rational expectations for the rate of growth and corresponding land area demands for the expansion of various land use categories.

This information will provide a well-informed basis for the evaluation of future land use map alternatives.

Future land use map alternatives. Up to three future land use map alternatives will be crafted for review and refinement into a final map. The future land use map alternatives could be based on a number of differences. As an example, recent alternative land use mapping for St. Louis County MN was based on a standard projection (very low growth) and an accelerated growth projection based on optimistic economic growth.

Land use compatibility: Compatibility between future land uses and existing land uses will also guide development of the future land use map alternatives. The alternatives will also take the opportunities to improve current situations where incompatibility between land uses might exist.

Existing subarea plans, such as the Riverfront Framework Plan will be identified and integrated into the Land Use Element. Important connections will be made between these existing sub-areas and the proposed future land use map to ensure land use compatibility and connectivity with the surrounding community.

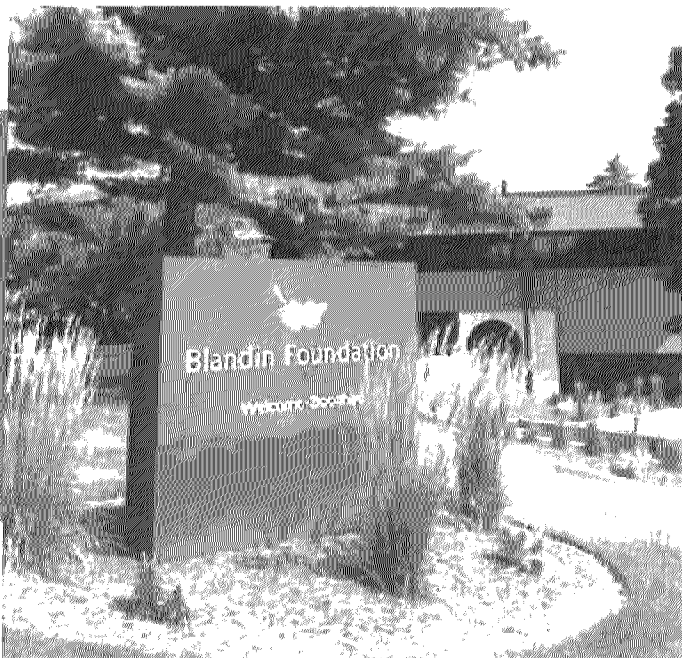
Redevelopment opportunities will be identified. Note that some of these opportunities will already be identified in existing plans (i.e. the Downtown Redevelopment Master Plan), but new opportunities may need to be identified, such as the Blandin Paper site on the west side of Pokegama Ave., on the north bank of the Mississippi River.

OPTIONAL TASK – Area Concept Plans: Areas of special concern could be planned a higher level of detail. This special focus will come in the form of a "Master Plan" that provides a graphic vision of future land uses, parks, trails, zoning, and a potential concept for a road network to support future development. Important connections/integration into the existing natural infrastructure, community assets, and existing development can be contemplated. For example, the area designated for suburban residential land use north of McKinney Lake around State Highway 38 could be one such area given a level of finer detail afforded through an area concept plan.

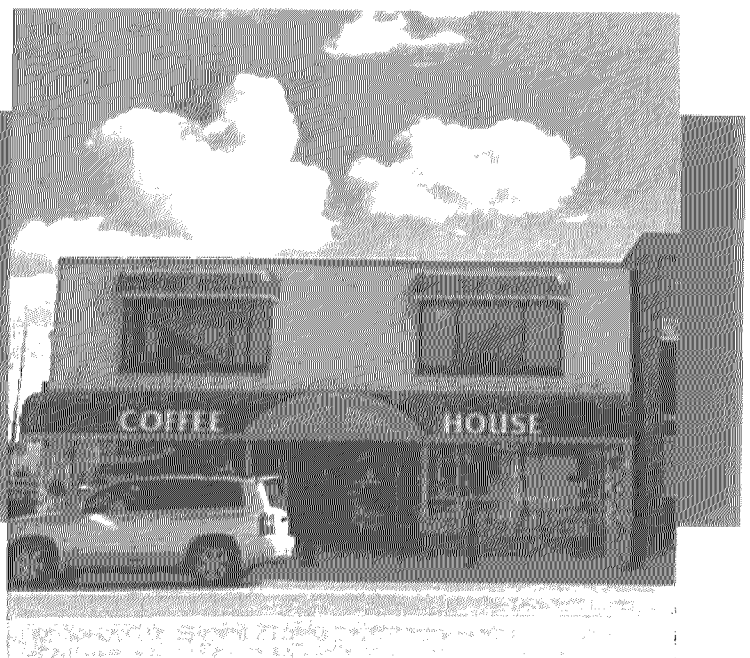
TASK 5.3—ECONOMIC DEVELOPMENT ELEMENT

This element of the plan will document workforce and economic trends, issues, opportunities and challenges. It will draw on existing studies including the Downtown Redevelopment Master Plan, Retail Trade Analysis, Arts and Culture Roadmap, Riverfront Venue Feasibility Study and others. Key industries will be highlighted and their needs will be identified (e.g. talent attraction, housing, expansion, transportation, utilities, etc.). Key development or redevelopment areas will be assessed.

GREDA will be actively involved in reviewing economic data, the results of stakeholder interviews, providing input on development and redevelopment areas and shaping the goals and strategies included in the economic development element.



A unique institution, the Blandin Foundation has a strong presence in Grand Rapids and Itasca County and influence throughout the state.



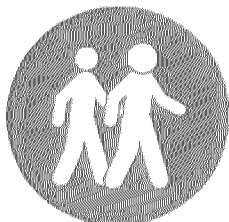
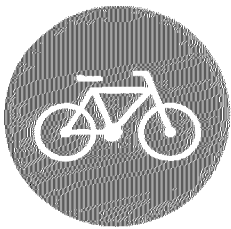
Downtown Grand Rapids has a diverse array of shops, restaurants, offices, and institutions.

TASK 5.4—COMMUNITY FACILITIES AND SERVICES

This component of the plan will address municipal utilities, public buildings, parks and recreation, and the airport. While all of these elements will relate to the land use and economic development elements, they will also require references to free-standing planning, engineering, and implementation documents. We will document relationships to future land use and future city growth in the comprehensive plan. Input from the respective city staff, key stakeholders, and steering committee members will be used to ensure that information is up to date and that future needs are accurately documented.

TASK 5.5—TRANSPORTATION

The transportation element will address the vehicular, bicycle and pedestrian issues currently faced by the community and will update plans for future facilities. It will reflect any freight and transportation related issues that emerge from the key industry interviews. It is important that the transportation component is both multi-modal and strongly coordinated with the future land use component of the plan. The transportation component will document important future roadway connectivity, future roadway improvements, future bicycle and pedestrian facilities, and transit needs in both text and maps.



Grand Rapids High School was expanded and renovated in 1997. The Robert J. Elkington Middle School opened in 2003 and expanded in 2008. With passage of a bond referendum in 2018, two new elementary schools will be built in Grand Rapids.



The Grand Rapids Area Library on the Mississippi River downtown is a regional asset.

TASK 5.6--IMPLEMENTATION

Throughout the planning process, we will work with city staff, the steering committee, stakeholders and the public to identify policies, regulations or conditions that have limited the county's ability to implement past plans and strategies. If not addressed, these same limitations will undoubtedly be brought forward again in the future relative to the elements of the Comprehensive Plan.

Implementation measures will be aimed at overcoming barriers to plan implementation, and at guiding efforts of city departments or other entities towards steps that will lead to plan implementation. Implementation measures could include:

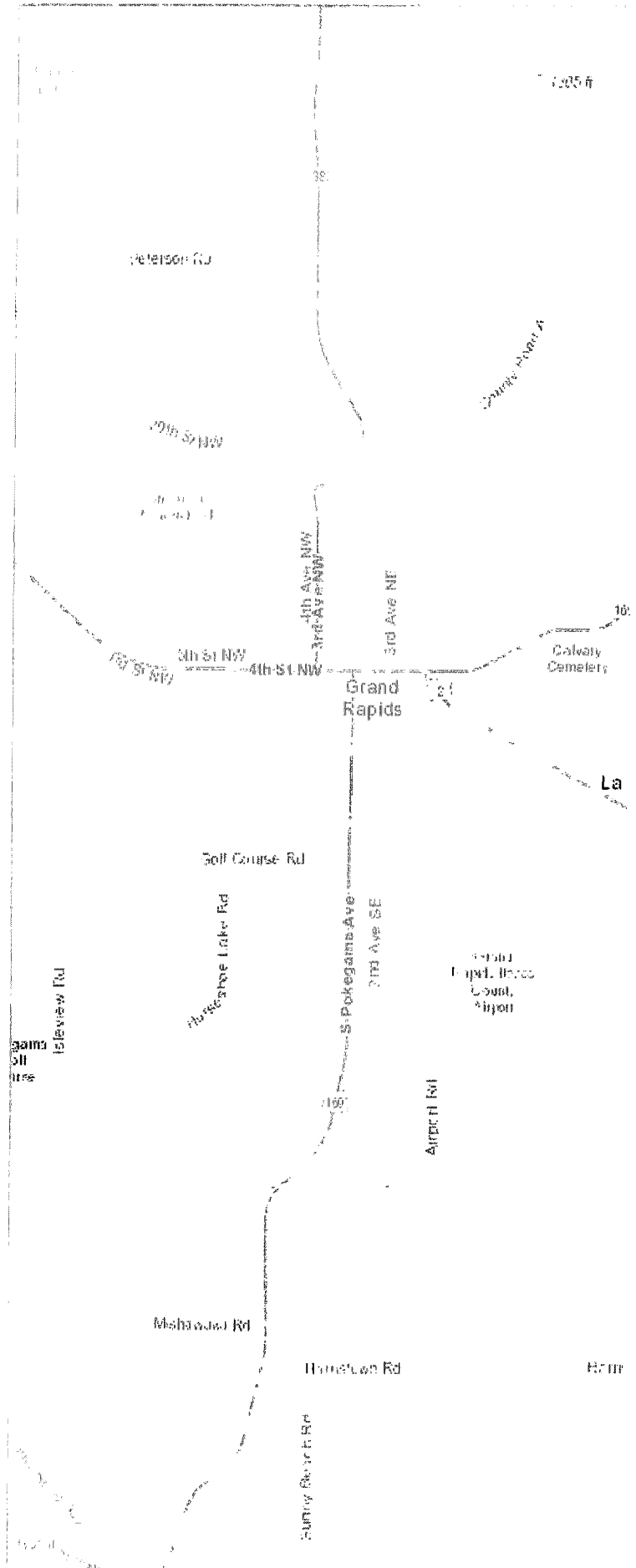
- Updates to the Development Code.
- Jurisdictional coordination initiatives to strengthen relationships (with adjacent cities, Harris Townships and Itasca County).
- Follow-up planning efforts related to transportation, parks, or environmental efforts.

The Implementation Plan will prioritize implementation measures into short, medium, and long-range actions to create a manageable and achievable plan for the county's future. City departments or other relevant entities will be identified to carry out the implementation measures. Approximate levels of city investment necessary to undertake each measure will be provided.

The Implementation Element will also identify priority development areas. The priority areas can be based on a number of "development indicators" such as access to critical infrastructure, plans already in place, importance placed on certain sites by the steering community or the public, etc.

Note on Task 5: The plan's goals and objectives could be incorporated into the plan in different ways:

- The language would be worked into each applicable element (i.e. land use, transportation, etc.)
- They could be added to the Community Vision and Values Element to show their connection to the guiding vision statement(s) and values
- They could be included as a stand-alone chapter.



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.

Our work plan anticipates the involvement of a steering committee throughout the process. At the outset, we are prepared to work with city staff to identify a group of important local stakeholders who can make up the committee. Generally, a committee size of 8-12 people is a reasonable size to present information and receive feedback in an informal, comfortable setting. We propose to visit with the steering committee prior to each public engagement opportunity to vet meeting materials and to review work products.

A community survey was an important source of information for the current Comprehensive Plan, with a fantastic 30% response rate. We propose creating one survey early in the planning process. To increase exposure and responses to the survey, a Facebook advertisement will be purchased, which will target Facebook users in the Grand Rapids area. This approach has been successfully used by SRF on past projects. Other forms of social media, such as Twitter and Nextdoor will also be used to provide residents with a link to the survey. We will also work with city staff and the steering committee to leverage community stakeholders to help advertise the survey via E-blasts templates prepared by SRF. Local stakeholders such as the school superintendent and local business leaders maintain extensive email contacts lists who can easily have the survey e-blast forwarded to them. For a recent comprehensive plan prepared by SRF in Sauk Centre, the local school superintendent provided the survey to all high school juniors and seniors, who completed the survey and provided a healthy cross section of the Generation Y population segment. We will also work with city staff to mail hardcopies of the survey to all city households. In order to achieve a similar response rate to the survey performed in 2010-11, we will need to provide a balanced approach of online and mail-out surveys for all generations in Grand Rapids.

Public Open Houses

We believe public open houses still provide value as part of the planning process. We propose hosting two public open houses. However, effective public meetings must include a healthy balance between the dissemination of information, listening and collecting feedback. SRF has used a number of techniques to ensure meetings are engaging and fun for the public. These techniques include interactive work stations, visuals, games, and videos. Each event will be tailored to ensure meaningful and valuable information is collected from the participants. More importantly, we will work with City staff to ensure meeting times are distributed to the appropriate media outlets.



Pop-up Events

SRF proposes a "meet-people-where-they-are" approach to public engagement by using a series of pop-up events. Pop-up events are interactive/information booths occurring at key locations with large volumes of foot traffic. These have proven to be very effective in collecting input from community members. Potential events include:

- Winterglow Festival
- Children's Fair
- Opening Fishing BBQ & 5K
- Open Streets 2019
- Tall Timber Days
- Grand Rapids High School sporting events

Our team will work with City staff to identify the local events or locations best suited for a booth. 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 interact with staff.

SRF has planned for and budgeted two pop up events for this project. Two SRF staff will be in attendance for each of these on-site meetings. The number of pop up events can be reduced or increased depending on city staff desire for public engagement opportunities. An optional task is included in the fee estimate to identify the cost of potentially adding a pop-up event(s).

Other options include taking out Facebook ads, which were effective for a recent SRF Project, the 2040 East Grand Forks Comprehensive Plan Update. Finally, we recommend regular posts to the City’s website for project updates, schedules and materials.

SRF has invested in a variety of online public input tools (e.g., mySidewalk). Each platform provides us the ability to develop interactive mechanisms (e.g., interactive maps, informational videos, polls or questionnaires) to garner public input. One of our newest tools includes a polling software that allows participants to respond to questions via text message. A “Question of the Day” campaign could be created over the course of a week or two. This type of tool could coincide with the “pop-up” events.

Regardless of the type of online engagement tools that are selected, we suggest posting links to at least the City and Visit Grand Rapids Twitter accounts and Facebook sites. Utilizing at least these social media sites will capitalize on more than 21,678 Facebook site followers and 18,462 Twitter account followers.



Engagement Strategies		Level of Effectiveness						
		General Public	Elected Leaders	Youth	Elderly	Minority Populations	Low-Income Populations	Special Interest Groups
Public Forums	Traditional Open Houses (Boards)							
	Interactive Open Houses (Activities & Exercises)							
	Presentations to Committees & Councils							
Online Engagement	Traditional Website (Information Dissemination)							
	Enhanced Website (Comment Forms & Polls)							
	Interactive Website (Interactive Maps & Dynamic Features)							
Boots on the Ground	Social Media (Advertisement & Postings)							
	Kiosks (Unattended)							
	Pop Up Events (Staffed)							
Targeted Efforts	Field Staff (Questionnaires)							
	Newsletters, Mailings & Flyers (English)							
	Focus Group Meetings (e.g., Hispanic & Youth)							
	Roundtable Forums (e.g., Developer Roundtable)							
	Design Charrette (e.g., Multi-Day Event with Staff & Stakeholders)							
	Field Visits with Staff & Stakeholders (e.g., Subareas, Parks & Trailheads)							
	Translation of Materials to Various Languages							

SRF understands which level of public engagement effort will result in the highest level of effectiveness.

Proposed Project Schedule



Requested Statements

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 above.

SRF intends to provide a comprehensive plan that is similar in scale and effort as provided in the latest updated to the Plan (2011). The cost proposal provided ensures that our project manager and assistant project manager (Stephanie Falkers and Adele Hall) will have sufficient time to be fully involved in all meetings with city staff, the steering committee, 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 or Adele on city visits and then to provide substantial work on all project tasks involving text, mapping, and graphics development.

SRF has identified participation from City staff for the project throughout our proposed Work Plan, pages 14-21.

Past Project: 2040 Sauk Centre Comprehensive Plan

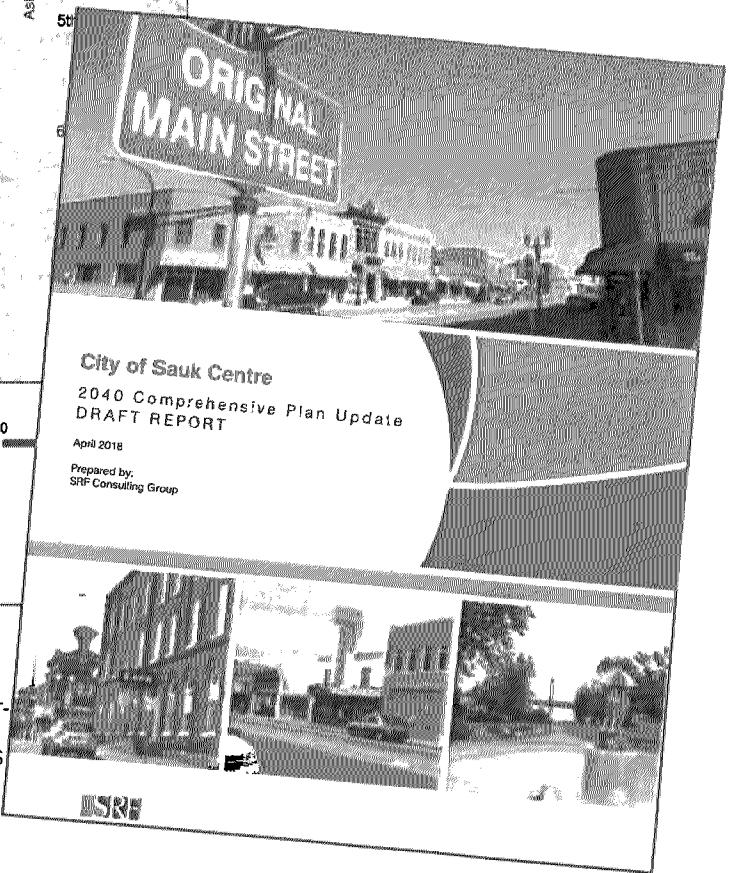
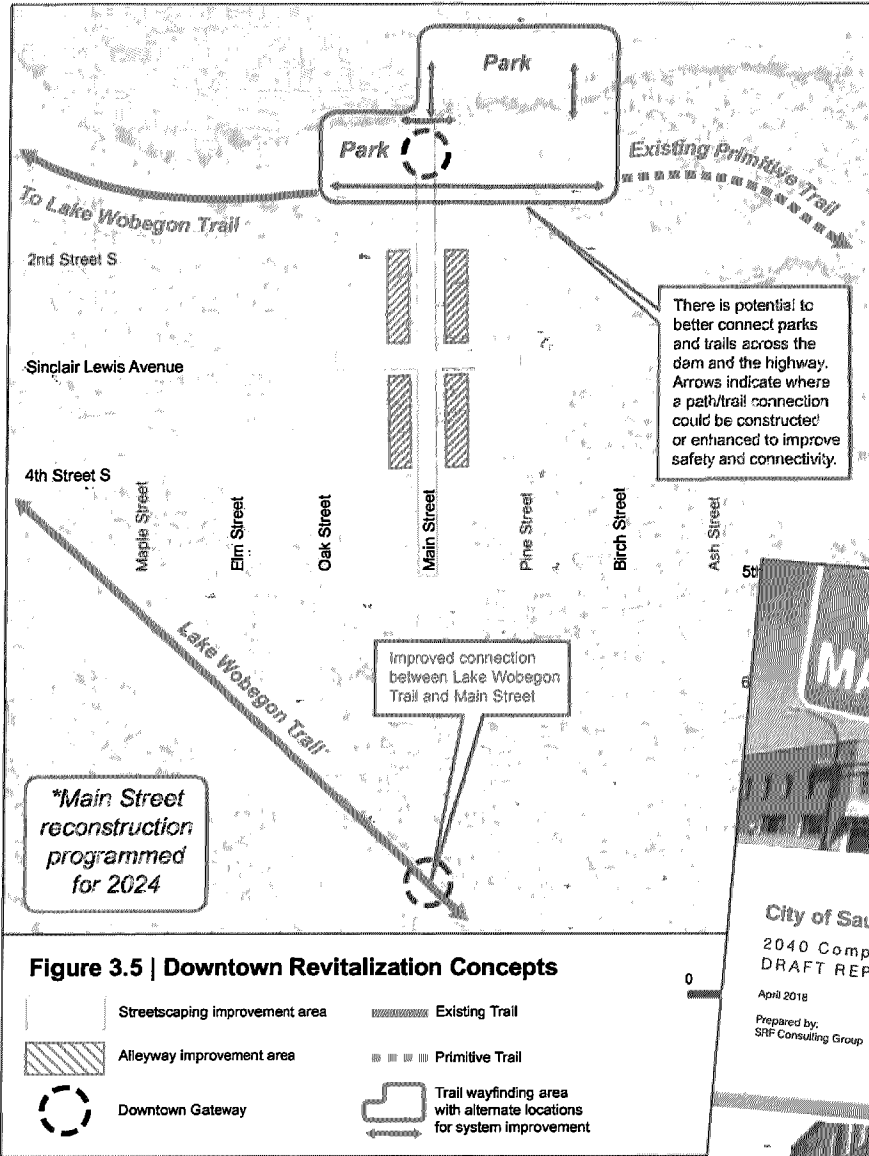
SRF recently worked with the City of Sauk Centre, Minnesota to update their Comprehensive Plan. The update of the Plan improved the readability of the Plan and was based on a strong foundation of public engagement.

Population and employment projections were used as the basis to identify a range of future land consumption for the City. This exercise helped to zero-in on the amount of land to include in the future land use plan, with the understanding that the land being included still considerably exceeds the likely amount of acreage consumed by either residential, commercial, or industrial development.

A summertime pop-up meeting at Sinclair Lewis Days sought the public's input on the type of growth that should occur in different growth areas of the City. An on-line survey garnered over 400 responses - representing over a 10 percent response rate. These responses included the majority of the local high school's upper-class thanks to help from the school superintendent. The survey asked for input about a variety of issues related to quality of life and community satisfaction in Sauk Center.

Once the alternative land use plans were prepared and refined by the plan task force, a public meeting was held to gather input on the land use plan alternatives. Alternative approaches to Main Street (US Highway 71) were provided for review by the public to gauge interest in incorporating traffic calming measures and other approaches to enhance the downtown environment. Public input was also sought on various transportation features, such as a possible truck bypass of the community and future trail connections and new trail alignments. The final future land use plan took into account sensitive natural areas on the city's fringe, such as wetlands and woodlands, and took into account transportation improvements currently programmed by MNDOT.

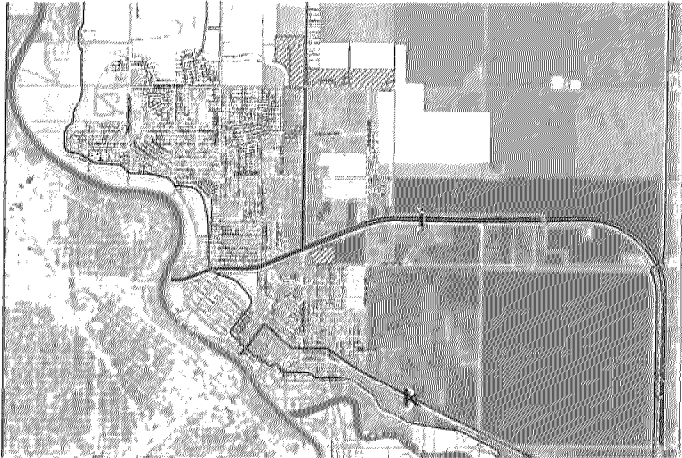




The draft plan open house featured an implementation strategy exercise that allowed participants to prioritize, with dots, various strategies design to carry out the goals and objectives of the comprehensive plan. The plan was crafted with a high level of involvement from the local Public Utilities Commission (PUC), who helped to shape growth areas with realistic expectations of utility improvements (electric, water, and sewer). The final growth area phasing plan was heavily shaped by infrastructure costs informed by PUC input.

The city's downtown core was a significant focus of the plan. The plan identified strategies to help revitalize and better connection downtown with the surrounding natural and urban fabric. A unique strategy involved the idea of activating the rear of the historic buildings currently fronting on Main Street. What are currently unattractive alleys and parking lots are reimagined as areas with murals, pedestrian activity, and restaurant seating.

Additional Projects with References



Project: East Grand Forks 2045 Land Use Plan
Reference: Nancy Ellis, City Planner
City of East Grand Forks
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218.773.0124



Project: Wadena Comprehensive & Transportation Plan
Reference: Dean Uselman, Zoning Administrator/Economic Development Director
City of Wadena
wadenadevelopment@arvig.net
218.631.7710



Project: Downtown Framework Plan
Reference: Bill Turnblad, Community Development Director
City of Stillwater
bturnblad@ci.stillwater.mn.us
651.430.8821

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