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Project/File: Northfield Comprehensive Plan

**Jake Reilly**  
City of Northfield  
801 Washington St.  
Northfield, MN 55057

Greetings Jake Reilly,

**Reference: Comprehensive Plan Scope and Fee**

We are delighted to support the City of Northfield in your Comprehensive Plan effort. This letter and the attached materials summarize Stantec's scope and proposed fees for this project.

**PROJECT SCOPE OF SERVICES`**

**Phase 0. Project Management**

Task 0.1 PM and Team Meetings: Erin Perdu will have regular check-in calls throughout the process on a cadence established with staff during the kick-off meeting. Check-ins are anticipated to be no more than 30 min in length and can be held up to bi-weekly. The purpose of the check-ins is to review submittals and keep both parties (Stantec and City Staff) updated on project progress. Stantec will document the check in meetings via e-mail to outline discussion points, decisions made, next steps and any follow up action items needed.

Task 0.2 Progress Reports: Erin Perdu will provide monthly project status reports along with monthly invoices to document level of task completion relative to the scope and budget along with interim products/deliverables as applicable.

**Phase 1. Discovery**

Task 1.1 Staff Kick Off Meeting: The purpose of this meeting is to kick off the project between Stantec and City staff and set a shared understanding of the scope, timeline, needs of the project. Erin Perdu, Beth Elliott, Denetrick Powers and Menaka Mohan will participate in this first meeting, along with all relevant City staff. During this kick-off meeting we will confirm the project scope and schedule in detail, discuss desired public engagement methods, and establish a regular communication and project update schedule. We will also discuss composition of a Steering Committee and Technical Advisory Committee (of key staff).

**Reference:** Comprehensive Plan Scope and Fee

Task 1.2 Steering Committee: The Stantec team will work with City Staff to create a Steering Committee (SC), which will include representatives from different community sectors/institutions, community members and other stakeholders. The purpose of the SC will be to review progress, provide input into the engagement process, and give feedback to the team on vision, values, and goals. We anticipate City staff taking the lead on putting this group together – including meeting invites and other logistics - with Stantec in an advisory role. The purpose of this meeting will be to set a shared understanding of the process and expectations of the SC moving forward.

The Steering Committee will meet 4 times over the course of the project (additional meetings are included as an optional task).

Task 1.3 Community Engagement and Communications Strategy: We will develop a detailed engagement plan based on the Kick-Off Meeting discussions paying special attention to Northfield's demographic diversity, providing for bilingual/Spanish language engagement as needed and using our team's local media knowledge to tap into the best ways to reach the Hispanic community and other typically under-represented populations. The engagement plan will include a multi-pronged approach with a variety of tools designed to engage people where they are. We will work with the City to monitor and adjust the engagement plan as needed based on effectiveness of methods used throughout the process. We will also work with the City to tailor our engagement strategy to fit into the district framework identified in the City's three existing district plans. We will work with the City to develop a proactive media campaign to bring positive attention to the process.

Understanding that the final slate of engagement events and techniques will be finalized with you during this task, and that our team will remain nimble to making adjustments throughout the project based on what we learn from our engagement events, we have made the following assumptions for budgeting purposes:

- 3 larger style open houses
- 15 targeted engagement events that could include focus groups, listening sessions, or pop-ups

Additional events can be added for an additional cost.

Task 1.4 Targeted engagement: Targeted engagement is an essential aspect of effective internal stakeholder communication. It involves understanding the needs and interests of specific stakeholder groups and will allow NEOO to make any adjustments to the engagement plan based on the information we receive. NEOO will work with the City team to identify key stakeholders to conduct initial interviews and targeted focus groups related to the overall vision for the comprehensive plan. This would be in addition to any internal City working group that would be established. NEOO would also facilitate the internal staff working group to ensure that what we are hearing from key stakeholders resonates with the City.

Task 1.5: Project Website and Story Map Launch: Stantec will work with the City to create a project website embedded within the City's website. We will use the website as an information portal for regular project updates and information on the decision-making process. We recommend a Story Map format for the website, which provides an engaging and effective online engagement tool to bring a user through a story

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of your project that may include narrative, interactive and static maps, survey questions, videos, infographics, and more.

**Task 1.6 Community Profile:** Stantec will review existing conditions including demographics, existing land use, housing, the economy, transportation, and locational disparities among residents with a focus on identifying potential equity improvements. We will also analyze emerging local and national trends which will provide a framework for issues to tackle in the Comprehensive Plan.

**Task 1.7 Synthesis of Existing Plans:** The Northfield Comprehensive Plan update must establish a clear framework defining over-arching citywide policy that links directly to development decisions. Our team will work with the City and stakeholders to develop the structure and content of the Comprehensive Plan to ensure that it will serve as an effective and user-friendly mechanism by which city departments, other agencies and the community at large can navigate, understand and balance competing objectives while implementing policy.

**Task 1.8: Equity Policy Methodology:** Stantec and NEOO will work together to ensure that all aspects of the comprehensive plan are linked to social and racial equity in the city. Based on research and stakeholder feedback, the project team will develop a draft equity policy methodology for urban planning. The methodology will include a set of priority equity-based policies, a framework for evaluating equity impacts, identifying strategies to address inequities, and implementing equity-focused actions in the comprehensive plan.

***Deliverables:***

- Public engagement plan
- Community profile
- Internal engagement summary
- Project website embedded within the City website, utilizing a StoryMap format. Content will be provided by Stantec for periodic updates by the City.

**Phase 2. Vision Framework**

Phase 2 focuses on creating a consensus-based vision for Northfield along with Guiding values to inform the entire plan. A decision-making framework is also included in this phase, to present the Guiding Values, but also questions (to determine whether actions are compatible with the guiding values) and measures to track progress.

**Task 2.1: Engagement External:** Throughout the external engagement process, the public and stakeholders will have multiple opportunities to learn about the project and provide meaningful input online and in person. The specific techniques to be used fall into three primary categories: In-person Engagement, Digital Engagement, and Stakeholder Communications. This engagement would verify the vision established in the internal phase of engagement and could include techniques such as pop up events, surveys, community dinners, door knocking, targeted social media campaigns, radio ads, and public open houses.

**Reference:** Comprehensive Plan Scope and Fee

Understanding how people experience a place gives more insight into what matters to them and what they value. One example of an exercise that has shown to be a successful engagement activity is called, Typical Tuesday. This is an exercise that asks participants to think about a regular day of the week and the various places they visit, how they get there, and activities and tasks they do throughout the day. Learning how far someone needed to travel to buy groceries can inform the project team that a grocery store might be useful, or if people share that they like to take a long walk after work, but don't feel safe because there are no sidewalks can be insightful information that the streetscape amenities need to be improved. This is just one example of focusing on experiences and day to day needs, which can inform decisions made about what areas in the Comp Plan should be highlighted.

Stantec will be responsible for developing materials and NEOO would be responsible for developing the engagement activities, recruiting participants, and providing engagement summaries. As an optional service, NEOO could employ a mural artist to create a piece of art that captures key themes and issues identified during engagement.

Task 2.2 Vision and Guiding Values: Based on all the input received during Phase 1, Stantec will draft a Vision Statement and Guiding Values to be used to guide the drafting of the comprehensive plan. Stantec will also edit the draft based on feedback from City staff.

Task 2.3 Decision-making framework: Taking the Guiding Values one step further, we will develop specific "Does This Action..." questions for each Guiding Value so that decision-makers can confirm that the chosen action furthers at least one, if not several, of the Guiding Values. Then, we will provide metrics to track as a means of quantifying the outcome of actions and measuring progress toward the Guiding Values.

Deliverables:

- Draft vision and guiding values
- Draft decision-making framework
- Engagement summary

### **Phase 3. Trends Analysis and Alternatives**

Once the Vision and Guiding Values have been developed, we will move into more detailed, topic-based analyses and goal development. We will conduct analysis of where Northfield has been and where it is going, and then layer that with emerging trends that can be applied both citywide and in specific focus areas.

#### Task 3.1: Land Use and STEP Framework Analysis:

**3.1.1 Land Use Analysis:** Stantec will review the existing land use including an existing land use GIS data, land use categories, and a table summarizing the total number of acres in each category. We will then review the City's existing zoning map and categories, documenting any significant issues that should be addressed in the comprehensive plan. Finally, our land use analysis will include assessment and

Reference: Comprehensive Plan Scope and Fee

identification of key sites for infill and redevelopment.

**3.1.2 STEP Framework:** The STEP Framework takes a wholistic look at land use, guiding values, demographic and market trends, and input from the community. Based on this information, we create a map designating all areas of the city as Strengthen, Transform, Enhance or Preserve with differing levels of intervention in each. The areas to transform and strengthen represent a significant opportunity for redevelopment of outmoded strip retail, older industrial facilities, obsolete office buildings, and other sites ripe for redevelopment—and whose current development in most cases does not represent the city's goals for its design character and quality. Place type designations then provide nuanced policy guidance for land use, density, design characteristics, and site design decisions. Future zoning changes can directly apply this place type guidance for more form-based regulations in key areas of Northfield.

**Task 3.2: Livable transportation / access:** The transportation analysis will center around evaluating existing plans (like the 2008 Transportation Plan, the Pedestrian and Bike Plan, Complete Streets Policy and Safe Routes to School plans). Common themes will be extracted and compared to public input to create a set of updated goals. We will also identify key areas where multi-modal access to necessary services is lacking (tying land use and transportation analyses together). The focus will be understanding how people get to places in the city, as well as barriers to access. These areas will be of special focus in the transportation element of the plan.

**Task 3.3: Economic Development Analysis.** The analysis in this task will include examination of tax base data, employment breakdown, and commuting patterns. We will seek to understand whether current major employers are sustainable in Northfield. This analysis will be connected to the land use, housing and transportation analyses in considering the availability of housing that is affordable to workers; modes of transportation available to employees; and nearby amenities that employees are seeking.

**Task 3.4: Sustainability.** This analysis will take from the Clean Energy Transition Plan and dive deeper into identifying opportunities for solar energy in the City. We will review current sustainability initiatives in the City and highlight emerging sustainability trends such as climate adaptation and resilience. These will form the basis of the Sustainability element of the plan.

**Task 3.5: Infrastructure.** We will conduct a high-level assessment of existing infrastructure and identify potential issues or gaps to serving the city over the next 25 years. Our assessment will include existing data from the city on:

- Water Supply
- Wastewater
- Stormwater

**Task 3.6 Topical Engagement:** NEOO would also conduct enhanced engagement on particular topics that emerge out of internal and external engagement. Techniques would remain similar to what was described earlier but would focus on stakeholders or organizations that are active in a particular topic.

**Reference:** Comprehensive Plan Scope and Fee

Task 3.7: Topical Goals. The Stantec Team will work with the Steering Committee to create overarching topical goals that support the draft vision, based on the Community Visioning Workshop and community engagement activities completed in Phase 1. These will be high-level goals for each chapter – or element – of the comprehensive plan. The goals will be refined throughout Phase 4 as well.

#### **Phase 4 Plan Document**

In this phase, the Stantec Team will create the full plan document. Each element of the plan will build on previous engagement activities, the vision and guiding values, and topic-based goals established in Phase 3. Each plan element including the implementation plan will draw clear lines from the vision, through goals, and to specific strategies so that staff can review developments and invest in infrastructure to create the city's desired future.

Task 4.1: Equity Policy Framework: The establishment of an equity policy framework at the beginning of the plan document phase will serve as a means to develop equitable policies throughout each element of the plan. We will begin with a statement on how the city views equity, and how it is incorporated in each subject area. We will explain how the equity policies and actions in the plan document were developed. This task also includes a set of equity metrics that the city can use to determine progress (these will be linked to the Implementation Program as well).

Task 4.2 Land Use and Urban Design: The Future Land Use and Urban Design element of this plan will build upon the STEP analysis completed in Phase 3. The process of developing this element will be asset-based using identified strengths from the Phase 1 engagement. The element will include:

- A future land use map: Our team will work with the City to determine the proper land use categories and guidance provided based on future growth aspirations and goals of the community.
- Place types for each area of the city, which will provide policy guidance for land use, density, design characteristics, infrastructure and site design considerations.
- Community design principles that address mobility, public space, and site design that will guide future land use and urban design policies.
- Regulatory guidance to ensure that future land use categories are sufficient to manage development. Our goal is to simplify and provide predictable guidance while creating enhanced recommendations for implementing policies via standard zoning regulations

Task 4.3 Livable Transportation / Access: Stantec will create a livable transportation component of the comprehensive plan, which will include a particular focus on promoting complete streets, underpinned by repurposing existing street capacity and right-of-way that may not be best utilized today in how it serves the community's overall travel demand. This element will be clearly linked to the land use element of the plan.

We will create a policy-based toolkit that allows the City to leverage existing assets and guide future private development and public investment in capital projects to create a more connected Northfield with a safer

**Reference:** Comprehensive Plan Scope and Fee

and more balanced transportation system. The toolkit will include context-sensitive design best practices that will support future grant opportunities.

**Task 4.4 Economic Development:** Stantec and NEOO will prepare an economic development element, recommendations for key economic development opportunities for Northfield. Our recommendations will be based on the analysis performed in task 3.7 and the guiding values and goals developed in Phase 2.

**Task 4.5 Sustainability:** Stantec will create a sustainability element of the plan that builds upon other plans and policies of the city. This element will establish clear policies related to sustainability that have the legal backing of a comprehensive plan to influence future development.

In addition, Cameran Bailey of NEOO will provide additional depth to the topic of solar energy in the city. This will include specific actions the city can take to implement SolSmart principles in new development, redevelopment, and city investments.

**Task 4.6 Infrastructure:** The infrastructure element will support the STEP Framework with a high-level strategy for the needs and location of necessary future infrastructure. We anticipate this can include rights-of-ways for preservation and subdivision dedication as well as major needs for utilities including: water supply, wastewater and stormwater.

**Task 4.7 Implementation Workshop:** To help make the handoff from plan to implementation, we will convene a workshop for people/agency representatives who may play a leadership role in implementing aspects of the plans. We invite them to roll up their sleeves and think through implementation opportunities and challenges. They identify potential challenges that will be faced in implementing the plan, and brainstorm approaches to surmounting those challenges. They talk through the roles that different parties might play in implementation and the very first steps that might be taken.

**Task 4.8 Implementation Plan:** Drawing from the work in all plan elements as well as the implementation workshop, Stantec will produce a clear, prioritized implementation program for the City's use. The program will include prioritization of implementation activities, responsible parties, funding sources and metrics of success will be written to facilitate regular monitoring and progress updates.

**Task 4.9 Draft Plan:** At the end of Phase 4, we will assemble the first draft of the completed comprehensive plan. We will review and assemble all previously compiled information developed from previous tasks of the planning process into a draft document of the Comprehensive Plan. This draft will be delivered in PDF format for comments by staff.

**Task 4.10 Engagement on Plan Draft:** Engagement on the draft plan will be similar to the topical engagement described in task 3.7. In addition, a community event will be held to present the highlights of the new plan to the general public.



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## **Phase 5 Adoption and Delivery**

Task 5.1 Presentation to Steering Committee: The team will present the draft plan to the Steering Committee for their review and comment.

Task 5.2 Round 1 Revisions: Once staff and the Steering Committee have completed their review, the team will complete the first round of revisions and deliver the public hearing draft of the plan.

Task 5.3 Public Hearing: The Stantec Team will present the Plan to the Planning Commission for Public Hearing.

Task 5.4 Round 2 Revisions: Based on comments from the public hearing and Planning Commission, the team will make a second round of revisions to the plan document.

Task 5.5 City Council Adoption: The final plan will be presented to the City Council for final adoption.

Optional Code Diagnosis: As an optional deliverable, Stantec and NEOO partners will conduct a detailed audit of the existing zoning and subdivision codes in the city to diagnose inconsistencies with the policies in the comprehensive plan. The Code Diagnosis will not only highlight problems with the code, it will also recommend specific revisions to bring the codes in line with the adopted comprehensive plan.

Optional Story Map Deliverable: As an optional deliverable, Stantec can deliver an online, easily-navigable version of the comprehensive plan using the StoryMap platform.

Optional Mural Artist: NEOO has a mural artist on staff. In past projects he has developed murals based on key themes identified during engagement. The mural can then be used as a visual reference to ground the public and key stakeholders on the overall vision.



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## Cost Proposal

The scope outlined here will be completed according to the following cost proposal:

Code	Phase	Labor	Expenses	NEOO Partners	Total
100	Project Management	\$10,614.00	\$0.00	\$5,400.00	\$16,014.00
200	Discovery	\$15,010.00	\$1,190.00	\$10,412.00	\$26,612.00
300	Vision Framework	\$4,834.00	\$750.00	\$9,095.00	\$14,679.00
400	Analysis/Alternatives	\$15,130.00	\$750.00	\$9,926.00	\$25,806.00
500	Plan Document	\$28,362.00	\$860.00	\$18,120.00	\$47,342.00
600	Adoption and Delivery	\$11,688.00	\$165.00	\$3,178.00	\$15,031.00
<b>TOTAL</b>		<b>\$85,638</b>	<b>\$3,715</b>	<b>\$56,131</b>	<b>\$145,484</b>
<b>700</b>	<b>Optional Services</b>	<b>\$9,132</b>	<b>\$6,455</b>	<b>\$4,875</b>	<b>\$29,619</b>
	StoryMap Deliverable	\$7,365			\$7,365
	Code Diagnosis	\$9,340		\$4,875	\$14,215
	Additional meetings (per meeting)	\$1,639			\$1,639
	Social media advertising		\$250		\$250
	Mural artist			\$3,150	\$3,150
	Additional refreshments/amenities for meetings			\$3,000	\$3,000
TOTAL including optional services		\$94,770	\$10,170	\$61,006	\$175,103

Additional detail on hours, subtasks and personnel can be provided upon request.

Respectfully,

**STANTEC CONSULTING SERVICES INC.**



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Attachment: Cost proposal

**Reference:** Comprehensive Plan Scope and Fee

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