



MEMORANDUM

DATE: May 17, 2023

To: Members of the Economic Development Authority

CC: Nate Carlson, Economic Development Coordinator; Ben Martig, City Administrator

From: Jake Reilly, Community Development Director

RE: Comprehensive Plan Update

Action Requested:

The Economic Development Authority is requested to hear an update on the status of the comprehensive plan and review the draft scope of services.

Summary Report:

The City Council authorized staff to work with Stantec/NEOO Partners to draft a scope, schedule, and budget for an update to the City's comprehensive plan, adopted in 2008. An initial scope of services has been drafted (Attachment 1). Boardmembers are asked to review the scope and think about the following questions:

1. Are the right aspects of comprehensive planning emphasized in the scope?
2. Is there anything you believe is very important that is not in the stated scope?
3. Are the deliverables what you expect? If not, what is missing?
4. Given the desire for a robust engagement process that includes a necessary feedback loop:
 - a. Are there groups and/or community leaders and/or community events that should be considered while finalizing the scoping of the engagement elements and opportunities?
 - b. Are there ideas or concepts you'd like staff and the consulting team to consider implementing as part of the broader public engagement plan and communications strategy?
5. Thoughts on the need or interest in the items listed as, "optional."

Background

Working with Planning Commission members and staff, the City issued a request for qualifications (RFQ) from consultants with expertise in writing municipal comprehensive plans on December 12, 2022 (Attachment 2). The RFQ noted that ideal candidate firms are ones familiar with best practices in policy development and planning for sustainability, race and ethnic equity, and inclusivity. An initial budget was identified in 2021 and updated in the 2022 budget process. The next step is to develop a professional services agreement with the preferred consultant team outlining the scope, schedule, and budget.

The City of Northfield received eight responses to the RFQ. The responses were from: Bolton & Menk Inc., Confluence, HKGi, MSA Professional Services, PlaceMakers, SRF Consulting Group, Stantec, and WSB. The eight responses were initially evaluated by a cross-section of City staff and narrowed down to four teams to interview, based on each firm's described experience with similar projects, project personnel, and ability to deliver a project meeting the below criteria:

- a. Building consensus across diverse interest groups to support a shared vision.
- b. Translating technical data into storytelling, planning and policy opportunities.
- c. Community engagement and group facilitation using in-person and virtual tools.
- d. Written, oral and visual communication, including mapping and infographics.
- e. Innovation and creativity in problem-solving with community and staff input.
- f. Ability to reach all segments of the community. Listed in the request were: the Spanish-speaking Latine communities, disability communities, the Deaf/Deaf-Blind/Hard-of-Hearing community; LGBTQ communities; youth, including college-associated populations, and the diversity of lived experience, race, ethnicity, and income associated with existing demographics, specifically as aligned with Northfield school district student demographic data.
- g. Identifying and amplifying cultural and heritage resources representative of the area's history, from the original Indigenous communities through to the City's current demographic profile.

City staff and an eight-person subcommittee made up of staff and elected and appointed officials interviewed the four teams. Subsequently, staff has asked the Stantec-led team that includes members of Stantec's Urban Places group and NEOO Partners, Inc. to prepare a draft scope and budget. The Stantec/NEOO response (Attachment 3) demonstrates extensive experience delivering a product that can meet the needs identified in the request for qualifications, especially around inclusive engagement and setting the stage for a comprehensive update to the City's Land Development Code (LDC).

During preliminary discussions with the Stantec project manager and NEOO leadership, staff requested particular attention be paid to: offering a wholistic approach to the transportation/land use connection; people-focused development and infrastructure; sustainability and addressing the carbon-free commitments in place; and incorporating existing policy plans/documents adopted after the 2008 Comprehensive Plan in to the new plan document. The team was also asked to consider evaluating how other early- to mid-2000s documents could be updated or incorporated into the 2045-horizon document. Both of these requests are intended to ensure existing stated policy directions are firmly cemented into comprehensive planning citywide so they can be appropriately implemented and evaluated. In addition, the consultant team has been asked to address orderly annexation, phasing of development, and development types particularly expanding/enhancing the city's industrial tax base (industrial land uses).

What is a comprehensive plan (and why):

Perhaps the most useful description of comprehensive planning staff has found is below:

A comprehensive plan is a long-range planning document for a community, county, or region. The typical planning horizon is 20 years. The intended outcome of the plan and process can be to engage the public to discuss the community's long-term desires on subjects including growth, development, community character, housing, and other matters uniquely important to a community; evaluate existing conditions and use available data to identify and set goals to achieve the community's vision; and develop an implementation plan to accomplish the identified goals.

Why does having a long-range plan matter? Communities may think, 'We have so many other projects to pay for...we would rather spend our resources on physical projects.' A comprehensive plan helps communities identify a unified vision of the goals and aspirations to allow them to appropriately allocate their resources. [...] By identifying priorities and working toward the same goals using a comprehensive plan, progress can be made more effectively and efficiently.

A broadly supported plan provides continuity in a community by providing a roadmap available for residents, business owners, elected leadership, and development interests to use in making future decisions. Planning for infrastructure, transportation needs, and orderly growth results in a more efficient investment of limited resources and can be particularly useful in annual capital improvement planning during the budgeting process.

A long-range plan can serve as the framework to ensure that other tools are in place and aligned with the identified goals. A community's regulations should support the plan's implementation. For example, if a community identifies that they want to attract a broader range of housing types, then other applicable regulations should allow for its development, including appropriate zoning classification(s), building codes, and inspection processes.

The more immediate and short-term benefits of a well-planned community includes demonstrating to funding agencies that its priorities and future needs have been identified in a proactive way and allow those agencies to act quicker in response to development and project opportunities. The plan also serves as the legal basis for land use and development decisions, if those needs arise.

A comprehensive plan is meant to preserve the uniqueness and appeal of a community while preparing for future development and redevelopment changes as growth or

*economic conditions change. A well-planned community is a more resilient community, better prepared to address challenges and opportunities.*¹

Minnesota state law (statute) defines a comprehensive plan as a compilation of policies, goals, standards, and maps for guiding the physical, social, and economic development — both public and private — of the municipality and its environment (Minn. Stat. § 462.351). Its purpose is to guide future development of land to ensure a safe, pleasant, and economical environment for residential, commercial, industrial, and public activities (Minn. Stat. § 462.352, subd.5).²

The comprehensive plan provides the foundation for all land use regulation in the city. State law encourages all cities to prepare and implement a comprehensive municipal plan. In addition, cities within the seven-county metro area are required to adopt comprehensive plans. These plans must align with the Metropolitan Council’s policy plans. Both those regional policy plans and the individual comprehensive plans are updated on a 10-year cycle.³

While Northfield is not within Metropolitan Council jurisdiction, part of the City is in Dakota County, which is. How Northfield develops in the Dakota County portion of the city naturally impacts those neighboring communities, and vice versa. This is particularly pertinent regarding population density, land use intensity, traffic and transportation, water/waste water infrastructure and related environmental impacts. Staff will work with relevant stakeholders at Dakota County and its Community Development Agency to effect coordination with existing and future plans.

Chapter 34 of the City of Northfield’s Code of Ordinances, the LDC, identifies the roles and responsibilities of the City’s Planning Commission and staff in Article 7 as such: “the planning commission shall have the following powers and duties related to this LDC: (A) To make recommendations to the city council regarding the adoption of the official comprehensive plan for Northfield or any amendments thereto.”⁴

The planning process will include regular updates to the Planning Commission on progress and the adoption process will be initiated by the Planning Commission, include a public hearing before it, and the commission’s role will culminate in a resolution recommending adoption by the City Council. The planning commission serves in a strictly advisory role when it submits review and comment to the council. The city council ultimately decides on the acceptance, rejection, or the revision of the plan, and is not bound by planning commission recommendations (Minn. Stat. § 462.355, subd. 3). The intent of City staff is to provide the

¹ Rose Schroder, AICP ([Why a Comprehensive Plan? What is it Anyway? - Bolton & Menk \(bolton-menk.com\)](https://www.bolton-menk.com/why-a-comprehensive-plan-what-is-it-anyway/)). Accessed 4/14/2023.

² League of Minnesota Cities Planning and Zoning 101 (<https://www.lmc.org/resources/planning-and-zoning-101/>) accessed 4/14/2023

³ ibid

⁴ <https://library.municode.com/>

same updates to the EDA, HRA and other relevant advisory committees with the same regular schedule as those updates to the Planning Commission and City Council.

After a city has adopted a comprehensive plan, the council must refer all future plan amendments to the planning commission for review and comment. The city council may not act on any plan amendment until it receives the planning commission's recommendation, or until 60 days after the date an amendment proposed by the city council has been submitted to the planning commission for its recommendation.

Comprehensive Plan Implementation:

The comprehensive plan itself can contain many different elements, and importantly, is not limited in scope to land use. The land use plan lays out desired timing, location, design, and intensity of future development, redevelopment, or preservation. They also typically include plans for:

- Public or community facilities.
- Parks and open space.
- Housing.
- Natural resources.
- Heritage and cultural resources.
- Transportation.⁵

State law provides that comprehensive plans should be implemented through zoning and subdivision regulations, as well as coordination of public improvements and city services, and a capital improvements program. (Minn. Stat. § 462.356, subd. 1.) State law therefore also authorizes a city zoning ordinance as a tool to implement a comprehensive plan.

Although there is no timeline requirement for amendments to the LDC following adoption of the Comprehensive Plan, it is customary for the LDC to be updated within a reasonable timeframe. Because the LDC is one of many tools used to implement and accomplish the policy goals outlined in the comprehensive plan, city staff intend to evaluate the existing code following the comprehensive plan process, (or alongside the "adoption" phase of the project) in order to effect implementation of comprehensive plan goals and objectives and achieve stated outcomes.

The comprehensive plan effort is intended to also guide and align with future capital improvement programming and planning processes, budgetary decisions, and additional policy direction, particularly connected to the Community Development Department's functions regarding housing, economic, and business development and redevelopment policy and finance

⁵ League of Minnesota Cities Planning and Zoning 101 (<https://www.lmc.org/resources/planning-and-zoning-101/>) accessed 4/14/2023

decisions. Therefore, engagement across all sectors and populations of Northfield plays a large role in the budget as proposed by the consultant team.

Questions to consider:

1. Are the right aspects of comprehensive planning emphasized in the scope?
2. Is there anything you believe is very important that is not in the stated scope?
3. Are the deliverables what you expect? If not, what is missing?
4. Given staff desire for a robust engagement process that includes a necessary feedback loop:
 - a. Are there groups and/or community leaders and/or community events that should be considered while finalizing the scoping of the engagement elements and opportunities?
 - b. Are there ideas or concepts you'd like staff and the consulting team to consider implementing as part of the broader public engagement plan and communications strategy?
5. Thoughts on the need or interest in the items listed as "optional."

Not to be considered in this discussion:

1. *Number of meetings*
2. *Data sources*
3. *Details of any technical methodology*
4. *Budget*

Next steps:

Staff has been working with Stantec/NEOO Partners to finalize the scope and budget including adding detail where needed to ensure policymakers, staff, and the consultant team are aware of the intent and outcomes for the planning process. A final recommendation to the City Council would go from the Planning Commission for the Council's meeting on June 6, where the Council would also authorize any contractual agreements and the budget.

Following the adoption of the Comprehensive Plan (or in coordination with the adoption process), staff will begin working with the Commission and other stakeholders to evaluate and update the City's Land Development Code to best implement the Comprehensive Plan and address known concerns about complexity.

Alternative Options:

N/A

Financial Impacts:

Approximately \$200,000 for comprehensive planning was authorized in the 2023 budgeting process. Staff has reserved a portion of that amount to ensure existing engagement efforts for the downtown riverfront and public spaces are coordinated with the efforts associated with the

2045 Comprehensive Plan. The published RFQ identified a not-to-exceed amount of \$150,000 for approximately 18- to 24-months of planning-related professional services.

Tentative Timeline:

April - May 2023 – City staff share draft Comprehensive Planning scope with boards/commissions

May 2023 – Staff and consultant team flesh out scope, schedule, budget for presentation to the Council.

June 6, 2023 – City Council authorizes scope, schedule, budget, and agreement

June 2023 - June 2024 – plan development

June 2024 - December 2024 – Plan adoption process, including public hearings

June 2024 – December 2024 (tentative) – begin Land Development Code update process



Stantec Consulting Services Inc.
733 Marquette Avenue, Suite 1000
Minneapolis MN 55402-2314

April 13, 2023

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

Reference: Comprehensive Plan Scope and Fee

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.

Reference: Comprehensive Plan Scope and Fee

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.

Reference: Comprehensive Plan Scope and Fee

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
TOTAL		\$85,638	\$3,715	\$56,131	\$145,484
700	Optional Services	\$9,132	\$6,455	\$4,875	\$29,619
	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.



Erin Perdu AICP
 Project Manager
 Phone: (612) 712-2006
 Erin.Perdu@stantec.com

Beth Elliott AICP
 Principal
 Phone: 612-712-2039
 Beth.Elliott@stantec.com

Attachment: Cost proposal



City Hall | 801 Washington Street | Northfield, Minnesota 55057

Request for Qualifications for 2045 Comprehensive Plan

Contact: Jake Reilly, Community Development Director
507-645-3005; Jake.Reilly@ci.northfield.mn.us

The City of Northfield, MN seeks submissions from qualified consultants with expertise in writing municipal comprehensive plans. Ideal candidates are familiar with best practices in policy development and planning for sustainability, race and ethnic equity, and inclusivity.

The selected consultant(s) will lead an inclusive and innovative community engagement process to develop a comprehensive plan reflecting the City's [stated vision, mission, and values](#) and responsive to community-identified values. The plan must include relevant milestones, related metrics, and prioritized implementation steps to achieve an equitable, sustainable, diverse, inclusive and universally accessible city. The final product must reflect the City's existing vision and mission statements, use plain language, and be useful and useable to all. The Community Development Director is the primary point of contact.

City Information

A steadily growing, full-service city of 20,720 people just 45 miles from downtown Minneapolis and Saint Paul, Northfield offers residents a desirable combination of small town/semi-rural living with easy access to the amenities of the Twin Cities. The city has continued to experience growth pressures despite the Great Recession and the continued effects of the COVID-19 pandemic.

Founded in 1855 by abolitionist John North, Northfield began as an agricultural, lumber and milling hub. The Malt-o-Meal Cereal Company, now Post Consumer Brands, operates to this day. The city is home to Carleton College and St. Olaf College, both highly regarded residential four-year private institutions. The downtown commercial core is comprised of approximately 65 buildings listed on the National Register of Historic Places in 1979 and is a vibrant commercial district despite newer suburban-style development to the south and east.

The City's 17 boards and commissions are actively involved in Northfield's governance; they include an Economic Development Authority, Housing and Redevelopment Authority, Planning Commission and Zoning Board of Appeals, Environmental Quality Commission, Heritage Preservation Commission, Human Rights Commission, and Mayor's Youth Council. In addition to the Youth Council, Northfield's youth serve on community boards and commissions.

Adopted citywide plans include a Parks, Open Space and Trail System Plan (2008 with 2019 update); a Comprehensive Transportation Plan (2008); a Natural Resource Inventory (2005); a Greenway Corridor System Plan (2006); a Surface Water Management Plan (2020); a Sanitary Sewer Plan (2007); Riverfront Enhancement Action Plan (2020); and Climate Action Plan (2019), among others. Together

with the Comprehensive Plan, these plans form the basis for policy directions. Concurrently, a team of public realm consultants is framing riverfront redevelopment in the historic downtown to improve access and incorporate the wild and scenic-designated Cannon River into the life of the city.

Project Description and Objectives

Consultants with experience in innovative city-wide planning for cities with similar characteristics to the City of Northfield are invited to submit qualifications to develop a Comprehensive Plan to guide planning for inclusive growth, sustainable development, universal accessibility, and equitable prosperity for the next 20 years. [The adopted 2008 Northfield Comprehensive Plan and other documents can be found on our website.](#)

The Plan must reflect the entire Northfield community. It must include measurable outcomes related to land use, housing (re)development and supply, economic (re)development, and the relationship of those to motorized and non-motorized transportation, water supply, and stormwater and wastewater infrastructure. The plan must align with city goals for race and ethnic diversity, equity and inclusion, environmental sustainability and climate resilience, expressed in part in the [City's strategic plan](#).

The Plan must also create a foundation for updating the City's Land Development Code (LDC), its zoning regulations. The City is open to multiple approaches to updating the LDC, including form-based approaches. Consultants may be able to work with City staff to subsequently revise these regulations.

The 2045 Comprehensive Plan product must be intuitive, highly-illustrative, and easy to read and use by those who live, work, and/or play in Northfield; members of the development and real-estate community; and City staff and elected and appointed policymakers.

Budget

The City has budgeted approximately \$150,000 for this project, including contingency. The City may entertain cost alternatives during negotiations.

Deliverables

Consultant will develop a comprehensive plan that incorporates and expands upon existing community values. The plan must include policies with measurable outcomes and implementation steps to achieve an equitable, inclusive, universally accessible, and sustainable City. Once selected, Consultant and city staff will finalize the project scope, budget and schedule together. Consultant will collaborate with the City's downtown/riverfront public realm and engagement team for a coordinated vision.

The Comprehensive Plan must include/address the following elements:

1. A land use plan designating existing and planned location, intensity, and extent of use of land and water for residential, industrial, agricultural, and other public and private uses. Staged growth, development, redevelopment and orderly annexation must be addressed.
2. A transportation plan element describing, designating, and scheduling the location, extent, function, and capacity of existing and proposed local public and private motorized and non-motorized transportation facilities and services, based on existing documents;

3. Policies and metrics resulting in equitable, inclusive, and sustainable approaches to land used for housing and economic development, cultural and heritage preservation, parks and recreation, and natural resource protection;
4. Incorporate existing sewage collection system policy plans describing, designating, and scheduling the areas to be served by the public system, the existing and planned capacities of the public system, and the standards and conditions under which the installation of private sewage treatment systems will be permitted;
5. Incorporate/update existing capital improvement plans for public facilities;
6. An implementation plan that includes descriptions of official controls addressing the matters of zoning, subdivision, and private sewage systems; public programs, fiscal devices, and other actions needed to implement the Plan, and a related timeline.
7. Incorporating elements of recent and relevant community studies, plans or goals.

The 2045 Comprehensive Plan may also include the following elements, as determined, together, by the consultant team(s) and Community Development Department:

- An updated existing and future housing market needs assessment
- Economic development opportunities and context
- Riverfront planning and context
- Parks and Recreation
- Public Art

[RFQ submission requirements](#)

Respondents should have expertise preparing and/or updating action-oriented community plans with significant public involvement. Experience with small cities in a rural setting and near a thriving metropolitan region is a plus, but not required. The City desires an inclusive process involving residents, civic and business organizations, agencies, non-profits, elected and appointed officials and staff.

Preferred respondents will demonstrate success designing planning processes that set a city's long-term goals and producing deliverables that frame local planning, policy, land use, capital improvement, and investment decisions in a useful, comprehensive, and easily communicated way. Respondents must demonstrate success with thoughtfully designed, culturally competent and inclusive community engagement. The ideal candidates will demonstrate cultural competency with Spanish-speaking communities, especially Mexican- and/or Guatemalan-American communities. Other desired areas of expertise include successes working within disability communities; the Deaf/Deaf-Blind/Hard-of-Hearing community; LGBTQ communities; New American populations such as those from Vietnam/Southeast Asia and Somalia/East Africa; and youth of all ages, including college students. The City may provide support for Spanish/English translation and/or interpretation. Limited ASL interpretation resources may be available.

Statements of Qualifications are limited to 10, double-sided 8 ½ x 11" pages. At a minimum, text should be in 12pt font with sufficient spacing/leading for legibility. Professional resumes may be included in an appendix, which is in addition to the page limit. Electronic submittals are preferred.

Statements of Qualifications shall include the following information:

1. Relevant experience with comprehensive planning for an area comparable in size and setting to Northfield. List up to five (5) relevant and comparable municipal projects.
2. Experience and capacity in the following areas as it relates to this project:
 - a. Building consensus across diverse interest groups to support a shared vision.
 - b. Translating technical data into storytelling, planning and policy opportunities.
 - c. Community engagement and group facilitation using in-person and virtual tools.
 - d. Written, oral and visual communication, including mapping and infographics.
 - e. Innovation and creativity in problem-solving with community and staff input.
 - f. Ability to reach all segments of the community. Of note are the Spanish-speaking (primarily Mexican and Guatemalan) Latine communities, disability communities, the Deaf/Deaf-Blind/Hard-of-Hearing community; LGBTQ communities; youth, including college-associated populations, and the diversity of lived experience, race, ethnicity, and income associated with existing demographics, specifically aligned with Northfield school district student demographic data.
 - g. Identifying and amplifying cultural and heritage resources representative of the area's history, from the original Indigenous communities through to the City's current demographic profile.
3. A fee schedule with hourly rates, fees, reimbursable expenses, and all other expenses (ex: mileage, materials, childcare, food, incentives, etc.) that may be incurred. Multiple scenarios and/or alternatives are welcome.
4. Professional resumes of key personnel and any sub-consultant(s) assigned to the project.
5. Current and projected workload during the project timeline and percentage of time available for staff assigned to this project.
6. Contact information for a minimum of two (2)/maximum of five (5) references.

Tentative timeline

RFQ Issued:	December 12, 2022
Questions due to Community Development Director:	December 21, 2022
Responses to questions posted on City website:	December 23, 2022
Deadline for RFQ submission:	January 20, 2023
Evaluation and review:	week of January 23, 2023
Interviews (tentative):	week of January 30, 2023
Official selection:	no later than March 7, 2023
Deadline for adoption	not later than July, 2024



STATEMENT OF QUALIFICATIONS

2045 COMPREHENSIVE PLAN

City of Northfield

January 20, 2023





Stantec Consulting Services Inc.

733 S Marquette Avenue, Suite 1000, Minneapolis, MN 55402

January 20, 2023

Attn: Jake Reilly, Community Development Director
Jake.Reilly@ci.northfield.mn.us

RE: Statement of Qualifications for the 2045 Comprehensive Plan

Members of the selection committee,

On behalf of our entire Stantec team, we are pleased and excited to submit this proposal to prepare a citywide comprehensive plan for the City of Northfield (City). We look forward to being your active partners in creating a plan that is for the entire community.

We believe this planning initiative offers immense promise to fulfill the city's adopted vision, mission, and values. Our Twin Cities metropolitan area team members will bring a level of passion and enthusiasm for equity, sustainability, and innovation that matches the importance of this process.

Our approach to Northfield's Comprehensive Plan will primarily be focused on partnerships. We work under the philosophy that planners are partners, helping communities articulate their desired future and giving them the tools to reach it. Our project team will serve as the City's partner, taking the lead on building consensus among stakeholders as the plan evolves. The largest and most critical partner, however, will be the public, including typically underrepresented communities of various races, ages, and abilities.

The Right Team with Local and National Experience. We have been thoughtful in putting together a team with diverse experience and perspectives that bring strong local and national experience in engagement, comprehensive planning, and implementation. Our Project Manager, Erin Perdu, has more than 25 years of experience in both the public sector and consulting, having developed and implemented comprehensive plans and zoning ordinances across the country. Our team of subject matter experts bring a wealth of relevant local experience in positioning communities for equitable outcomes. Stantec's breadth of local and national thought leaders combined with NEOO Partners (NEOO) makes this team a powerhouse of innovative collaborators.

The Right Team to Achieve Your Vision. The Stantec team not only has extensive professional knowledge in Comprehensive Planning, we also have critical experience in implementing the plans. While we bring decades of experience with dozens of Comprehensive Plans, our approach to each one is unique. We are excited to hear new stories, harvest fresh ideas, and explore best practices and trends with you. Our team will work closely with the City and the Northfield community to craft a Comprehensive Plan that will build on the established vision, mission, and values to provide strategic direction and establish a clear policy framework that will guide future decision-making.

On behalf of our team, thank you for considering Stantec for this pivotal project and truly generational opportunity to holistically plan the future of Northfield. Should you have questions about our submittal, we encourage you to contact any one of us for further information. We look forward to hearing from you!

Sincerely,

STANTEC CONSULTING SERVICES INC.

Erin Perdu, AICP
Project Manager
612-325-7666
erin.perdu@stantec.com

Beth Elliott, AICP
Principal in Charge
612-712-2039
beth.elliott@stantec.com

RELEVANT EXPERIENCE AND REFERENCES

WHO WE ARE

STANTEC'S URBAN PLACES

Stantec's Urban Places is home to our national urban planning, mobility, and design teams. We work together on forward-thinking projects for the communities and infrastructure of tomorrow across North America. We deliver services through our many local offices, pairing our local strengths with our industry-leading experts. This delivery structure is a comfort to clients who know us locally and invites new ideas and innovation to blossom with the inclusion of our broader resources.

As a specialized, multi-national practice of urban experts, we maintain the focus and responsiveness of a boutique firm within Stantec's broader network of 400 global offices and 26,000 professionals. As an industry-leading planning and design firm, we uniquely buttress our comprehensive planning and suburban retrofit approaches with unmatched in-house technical resources in supporting funding, public realm, infrastructure, resilience, and mobility-related services.

Our Urban Places group produces innovative and achievable planning visions that create communities of great and lasting value for private and public stakeholders alike. We help communities revitalize mixed-use downtowns and neighborhood redevelopment areas through the lasting value of economic, community building, and environmental assets. A clear understanding of market opportunities underlies our recommendations (the "achievable" element), and we employ rich visual imagery to help people understand their options and choose a path toward their city's future.

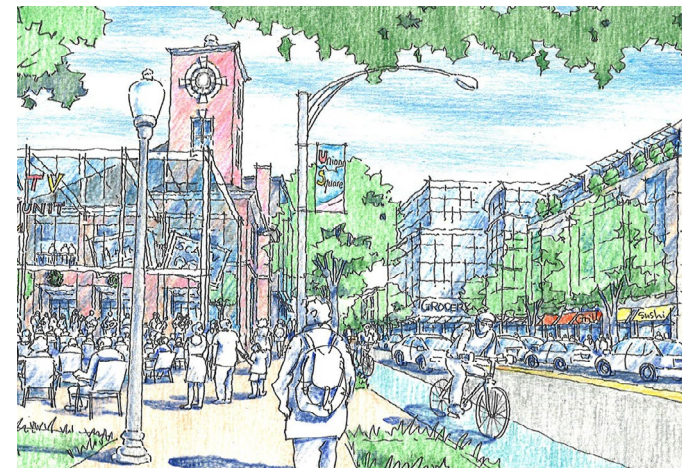
A comprehensive plan, if done well, leaves traditional ways of land use planning behind. Instead, it should be a guide for evolving your city in an equitable, age-friendly, safe, and healthy way.

COMPREHENSIVE PLANNING

We have assembled a highly qualified and experienced team to prepare the Northfield Comprehensive Plan. Our team includes staff with comprehensive planning experience across the country and in our backyard. We have played leadership roles in Minneapolis 2040, Onward Moorhead (Minnesota), the City of Farmers Branch Comprehensive Plan, and several 2040 Comprehensive Plans in the Twin Cities metropolitan area. We also work with communities on implementing their comprehensive plans in projects like:

- Small area planning in Mankato, Maple Grove, and Oakdale, MN;
- Unified development ordinances and form-based codes in Burnsville, MN, Holly Springs, NC, and Valdez, AK;
- Downtown and riverfront design standards in Fort Wayne, IN;
- and planning and zoning services for several small cities in the region.

Our projects provide robust community engagement, strong visioning, land use and design direction in areas of change, innovative mobility and resiliency considerations, and creative implementation strategies.





Comprehensive Plan Update

Moorhead, Minnesota

Stantec planners are building on their deep understanding of the City of Moorhead to help the community update its Comprehensive Plan.

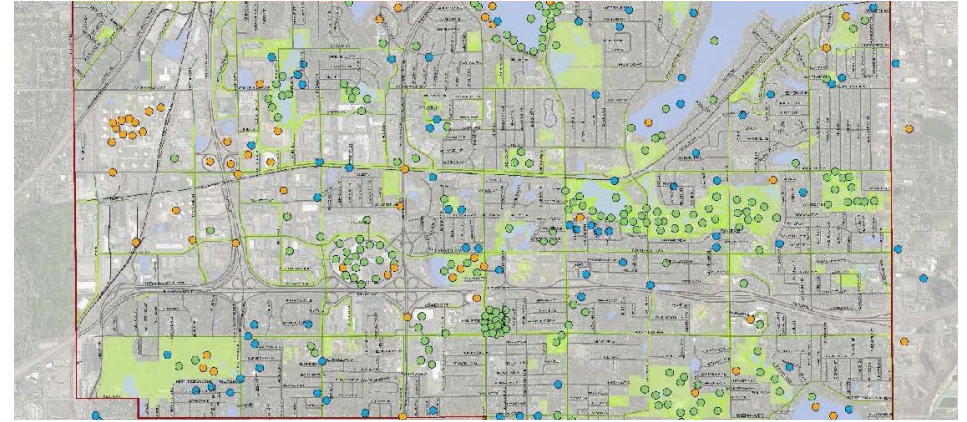
A comprehensive plan is a valuable and useful tool for a city, particularly if it is done right. Through decades of experience working with the City of Moorhead on comprehensive planning, utility planning, roadway design, community engagement, and downtown master planning, Stantec has an essential knowledge of devising plans for the Moorhead community and then working with them to implement their visions.

On the heels of a successful partnership in developing the Downtown Moorhead Master Plan, Stantec is once again working with Moorhead to create an actionable vision for the update to the Moorhead Comprehensive Plan. Our planners conducted a thorough

existing conditions analysis for City staff and the public to understand where the city is currently before deciding where it is heading. A major part of this work included a review of best practices and current trends for mobility, housing, jobs, resiliency, arts and culture, and parks and open space. This work set a strong foundation for engaging the public on their visions for Moorhead and what innovative trends could bring the city into the future. The draft vision and topical goals are evolving into place types and geographic case studies on how to best study and apply those goals.

Reference

Kristie Leshovsky, Community Development Director
218-299-5332
kristie.leshovsky@ci.moorhead.mn.us



Roseville Comprehensive Plan*

Roseville, Minnesota

The consulting team in Roseville, led by Erin Perdu, recognized that the Comprehensive Plan does not ensure any change by itself. Rather, it must be implemented on a daily basis by elected officials, commission members, City staff, and other stakeholders; all the while being influenced by larger market forces. As such, the plan includes a concise decision-making framework centered around a set of Guiding Values agreed upon at the beginning of the planning process. The resulting plan informs decision making related to official controls, such as the zoning and subdivision ordinances, as well as guide future investment through the Capital Improvement Plan.

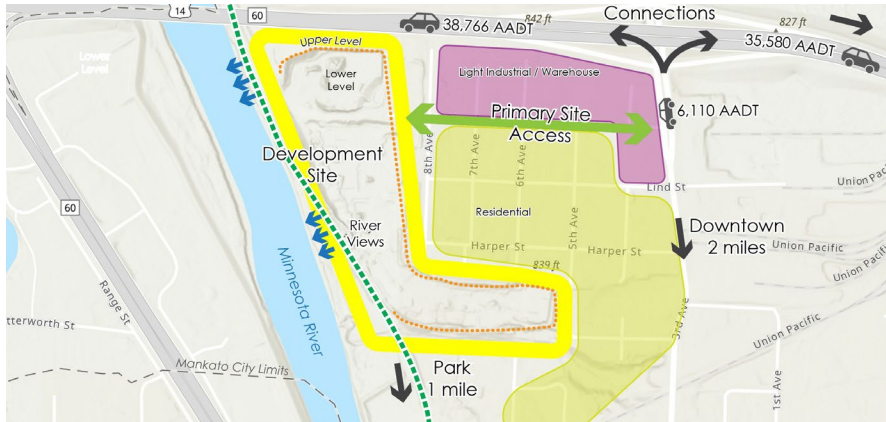
The Plan was also unique because of its incorporation of an equity lens for the goals, policies and actions in the plan. Erin facilitated difficult

conversations about historic inequities in the community, including racially restrictive covenants, so that racial equity was addressed head-on in the plan. As a result, Erin was able to build consensus around the idea that while Roseville had done a good job in the past of planning for everyone equally around concepts like stewardship, prosperity, livability, and sustainability, past efforts did not result in equity. Goals and policies centered on equity were highlighted throughout all elements the plan, including land use, housing, economic development and resilience.

**This is the individual experience of Erin Perdu prior to joining Stantec.*

Reference

Bryan Lloyd, Senior Planner
651-792-7073
Bryan.Lloyd@cityofroseville.com



Jefferson Quarry Redevelopment Master Plan

Mankato, Minnesota

For more than 150 years, Jefferson Quarry had produced high quality limestone for structures throughout the Midwest. Envisioning a new future for the depleted quarry, a property group acquired the 52-acre site, hoping to capitalize on its 3,000-foot Minnesota River frontage and dramatic, exposed limestone cliffs that surrounded the site on three sides. The group and the City of Mankato enlisted the support of Stantec to investigate the site's possibilities and develop a plan that would realize its potential to meet community needs.

To fully inform the redevelopment master plan, Stantec's planning team conducted a technical analysis to understand site conditions relevant to redevelopment and researched market conditions that bear on a range of development types and formats. The market

analysis was focused primarily on the potential for various types of housing and retail development.

Now complete, the master plan establishes a concept for a street network and eventual development. The plan envisions a central activated commercial node, residential development, a public plaza, access to the river's edge, and the regional trail along the river.

Going forward, the City of Mankato and property owner will collaborate to fund, design, and build the infrastructure needed to spur future, phased development.

Reference

Paul Vogel, Community Development Director
507-387-8640
pvogel@city.mankato.mn.us



City of Farmers Branch Comprehensive Plan

Farmers Branch, Texas

Stantec was hired to create a Comprehensive Plan for Farmers Branch as it faces a variety of challenges in the competitive Dallas-Fort Worth metro area. As it reaches the limits on available land that can be developed, the success of the city depends on calculated land redevelopment, adapting to a more diverse population, and ensuring that everyone has access to the city's amenities. Stantec is currently developing a new comprehensive plan focused on redevelopment, equity, and connectivity.

Our engagement efforts include a robust combination of online and in-person participation opportunities during each project phase. Our goal is to reach beyond the vocal minority and hear from residents that are typically underrepresented in the planning process. To that end, Stantec has held engagement events



throughout the community, within neighborhoods, at major employers, at transit stations, in Spanish-only, and online. We have also engaged, and will compensate, a set of Community Ambassadors to reach more community stakeholders.

The plan includes an emphasis on closing housing gaps and developing ways to increase equity in housing—the goal is to create opportunities for those who work in the city to also afford to live there. In addition, our team will outline new complete street strategies to improve mobility for motorists, cyclists, and pedestrians while increasing safety.

Reference

Surupa Sen, Deputy Director of Planning
972-919-2546
surupa.sen@farmersbranchtx.gov

Ramsey County Economic Competitive Vision Plan

Ramsey County, Minnesota

From January 2020 – March 2021, NEOO Partners was retained by Ramsey County and the Center of Economic Inclusion to provide holistic Community Engagement strategies, activities, data collection, and reporting in support of the Ramsey County Economic Competitiveness and Inclusion Vision Plan. NEOO Partners was responsible for drafting the Community Engagement Plan for the Vision Plan and coordinating efforts with Ramsey County’s consultants for the Fiscal Health Analysis and the Economic Competitiveness Study. NEOO also played a crucial role in the equitable development framework for transit-oriented-development, community wealth building and small business support systems.

Reference

Kari Collins, Community & Economic Development Director
651-302-4455
Kari.Collins@co.ramsey.mn.us

Brooklyn City Pilot Opportunity Site

Brooklyn Center, Minnesota

The Brooklyn Center Opportunity Site is an approximately 120-acre site that the City reinvisioned for redevelopment as a new downtown. NEOO Partners serves as the City’s owner representative for the 15 acre Pilot Site (Site) advising on the master plan, entitlements, and the financial package.

NEOO also managed the community engagement process for the site, ensuring that the final program and design of the development was inclusive and representative of community voices. The engagement process also included creating a community benefits agreement to ensure that benefits from the development are a true reflection of what was gathered in the engagement process.

Reference

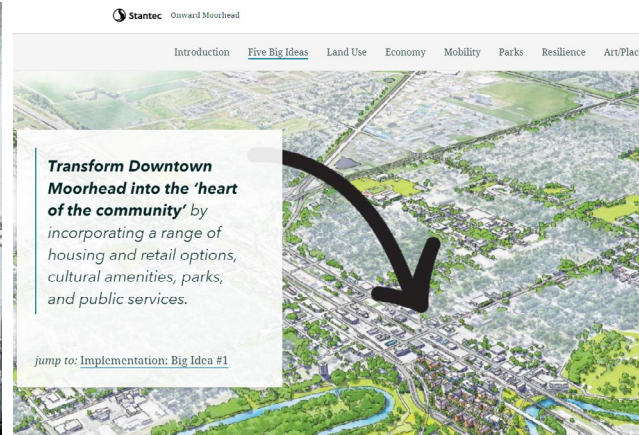
Jesse Anderson, Community Development Director
763-569-3420
janderson@ci.brooklyn-center.mn.us

Rochester Riverfront Small Area Plan

Rochester, Minnesota

The City of Rochester retained NEOO Partners to lead the community engagement and economic market analysis for the Rochester Riverfront Small Area Plan. NEOO used a variety of engagement techniques, including a five part series called “Riverfront talks,” that focused on discussions around available open space, accessibility and access, equity and economy, sustainability, and urban design. As a result, over 300 participants provided input. Additionally, NEOO conducted an economic market analysis of retail, housing and office in the area that provided an assessment of existing and future market needs

UNDERSTANDING AND APPROACH



↓
For a city, we believe that the Comprehensive Plan's greatest measure of success is the degree to which its people can see themselves reflected in it.

Understanding

A Comprehensive Plan can be a valuable tool for a city. While by nature an overarching document, it should not try to be everything to everyone. Rather, planners should endeavor to focus on a vision that represents shared community values, strikes a balance between competing desires, and strategically advances initiatives that can achieve multiple objectives. To make sure the city is resilient, we must attempt to tackle things we know and be prepared to adjust to the things we don't.

For a city, we believe that the Comprehensive Plan's greatest measure of success is the degree to which its people can see themselves reflected in it. As such, we understand that the planning process should be highly inclusive, as well as the plan itself.

Our team is at the forefront of driving change by evaluating equity considerations with an overall goal of outcomes that benefit everyone. As we think of how we want to shape the places we live in, equity and social justice have rightfully become greater priorities in many communities across the United States. Our equity framework includes meaningfully engaging diverse voices, building a team that represents the diversity of the community, using data collection and analysis to tell a story beyond cold facts, and designing alternatives and strategies that elevate traditionally underserved populations.

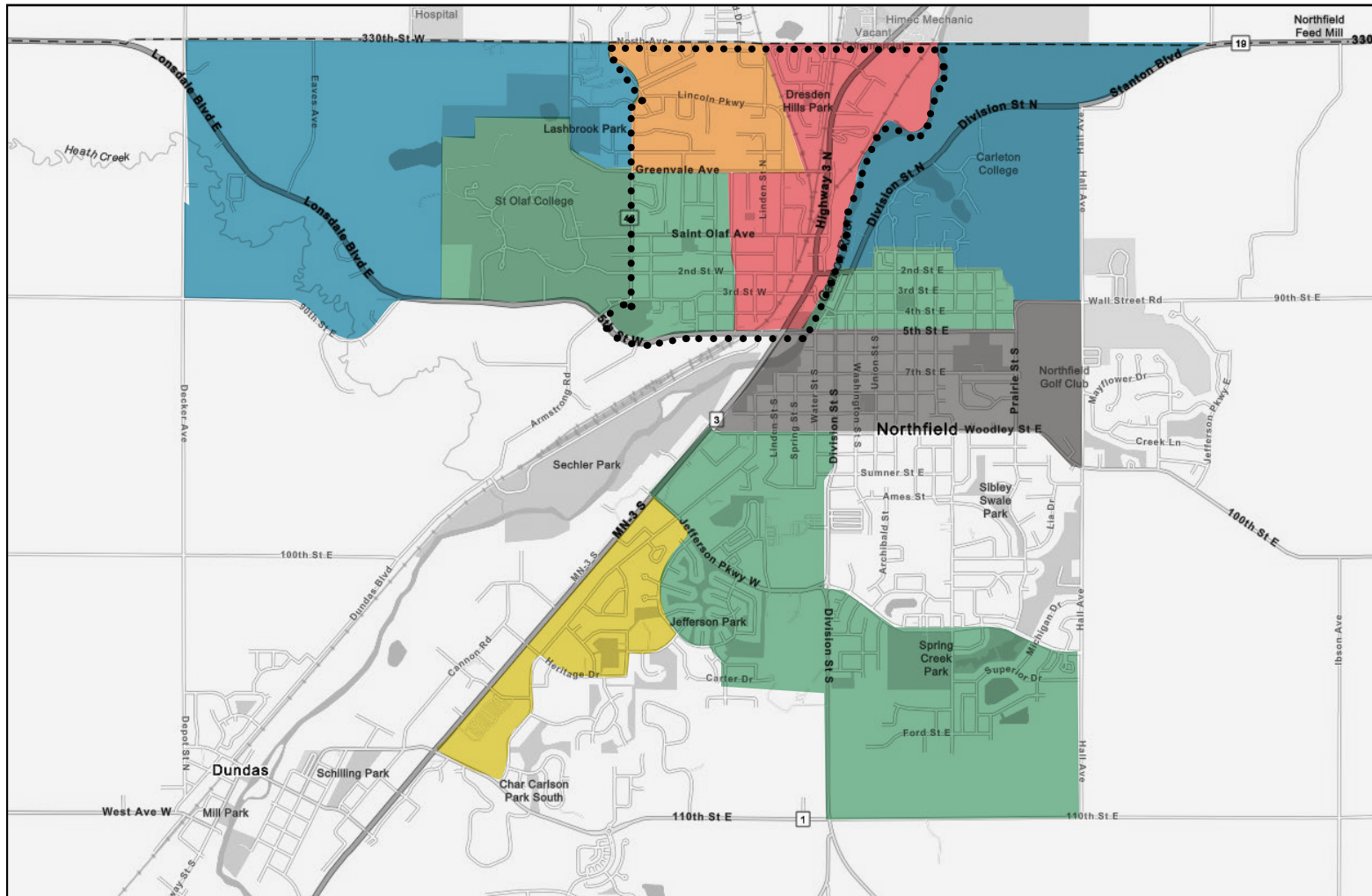
The Stantec team prides itself on using the engagement process to create a shared vision and values for the community, upon which the rest of the plan is built. We must understand what different populations in the city need and want and create strategies to ensure everyone feels like they belong in Northfield. We must also act with cultural competency, to build trust with historically marginalized populations. In Northfield that includes the Mexican American and Vietnamese American communities in addition to students and those in the accessibility community. Our engagement approach includes compensating people from these typically underrepresented communities for their time, which is incredibly valuable, so that they know they are important to the future vision of Northfield.

► **Building on the shared vision and values, our focus in Northfield will be to confirm that resources are available in every neighborhood; that includes multi-modal transportation opportunities, parks and open spaces, access to healthy food and healthcare, and other things that make Northfield a great place to call home.**

The final product must serve multiple audiences, including: the public, local planners, and decision makers. That means that the plan itself should be concise, visually engaging, easy to understand, and use plain language. It should have more graphics than text, and it must be easily translatable to languages most spoken in Northfield. Stantec uses an ArcGIS StoryMap platform to create online plans that easily tell the story of the city and its plan.

Environmental Justice Map

The Environmental Justice Screen from the US EPA provides some insights into the demographics of Northfield neighborhoods and which are most impacted by environmental concerns. Industrial areas and auto-oriented commercial areas are typically high in pollutants. Areas highlighted with high percentiles (as compared to the State of Minnesota) will require special attention to environmental justice issues during the engagement and planning process.



State Percentile Impact Legend

	Impact area for:
	<ul style="list-style-type: none"> • Low Income—95th • Ozone—95th • Hazardous Waste—90th • People of Color—70th
	Impact areas for:
	<ul style="list-style-type: none"> • Low Income—70th • Ozone—80th • Hazardous Waste—70th
	Impact areas for:
	<ul style="list-style-type: none"> • Low Income—60th • Ozone State—95th • Hazardous Waste—80th • People of Color—80th
	Impact area for:
	<ul style="list-style-type: none"> • Low Income—70th • Ozone—70th • People of Color—60th
	Impact area for:
	<ul style="list-style-type: none"> • Ozone State—70th • People of Color—50th • Hazard Waste—60th
	Impact area for:
	<ul style="list-style-type: none"> • Ozone—70th • People of Color—50th • Hazardous Waste—60th
• • •	Food Desert Area

Engagement Approach/Overview

Truly effective engagement is an art, not a science. It is not about implementing a formula or checking a box, but instead customizing a process to meet the needs of the community and goals of the project. The Stantec team has unparalleled experience working with stakeholders to build consensus around complicated issues and divergent perspectives. It takes thoughtful planning, transparent decision-making, steady consensus-building, and tangible outcomes.

► **We believe in engaging stakeholders and the public at key milestones in the project when their feedback can be the most meaningful. This means we stop working at our desks, get out in your community, inform the public about what we have been doing, and receive input that will drive the next phase of analysis.** We also work creatively and fiercely to include the many and varied voices of the community in any planning process and turning their issues and concerns into operable data and policies that inform real conclusions. Our team will bring varied expertise but always in an integrated fashion to arrive at a Comprehensive Plan that is community-based, data-driven, and action-oriented.

Stantec and NEOO Partners will develop a public engagement plan that outlines who will be engaged, the questions that will be asked, and how we connect with the public and stakeholders. The City has strong values in funding project proposals that engage and represent all stakeholders in a community, especially those that have been traditionally marginalized in government decision-making. This team will take further steps by embedding equity considerations in how we study existing conditions, community engagement, and recommendations that benefit current stakeholders but also those throughout the next 20 years.

The engagement process will make strategic use of traditional, targeted, innovative, and online outreach tools and methods to reach a broad and inclusive audience.

TRADITIONAL—These are conventional methods that most planning processes already use. We anticipate using a Steering Committee, community workshops, check-ins with the Planning Commission and City Council, newsletters, and info-blasts.

TARGETED—This will be outreach to specific groups that may not otherwise participate in the planning process. Groups that may require targeted outreach could include immigrant groups, non-native English speakers, students/youth, seniors, families, the business community, and renters. Examples of targeted outreach include focus groups, piggybacking on other meetings or events, and offering a partnership stipend to other organizations or artists to engage hard-to-reach populations.

INNOVATIVE—These are creative and unconventional outreach methods to help collect information, increase awareness of the planning process, and boost participation. Examples we can use may be charrettes, pop-up events, photo inventories and stories, walkshops, demonstration projects, and community celebrations. Creative input opportunities—such as Six-Word Stories, drawing exercises, and kids' activities—can and should also be incorporated into community workshops.

VIRTUAL—Internet-based outreach can help increase awareness and participation and can help reach people who may not otherwise participate. Examples we propose using include a project web-page, social media, and interactive engagement tools like surveys, polls, and StoryMaps. We propose creating an “online equivalent” for each community workshop in the planning process to offer diverse opportunities for participation. The online equivalent is envisioned as a way for people who did not attend the meeting to not only review materials but also provide input comparable to the opportunity that was afforded to meeting attendees.



HOW STANTEC ENGAGES YOUR COMMUNITY

Keeping projects moving
forward through virtual
public engagement



EXPERIENCE AND CAPACITY AS IT RELATES TO THIS PROJECT

a. Building consensus across diverse interest groups to support a shared vision.

We understand that to create a plan for the whole community, planners need to be strong facilitators and consensus builders. The Stantec/NEOO team has unparalleled experience in working with stakeholders to build consensus around complicated issues and divergent perspectives.

A recent example of our project manager's experience in this area was with the *Roseville Comprehensive Plan*. In this project, **Erin Perdu** led the consulting team to push for addressing equity in the comprehensive plan, specifically racial equity. When broaching this subject, the team encountered many instances of white fragility, including from local officials not wanting to be labeled as "racist." However, Erin recognized that our role as consultants was to push the boundaries with local leaders and hold true to the AICP code of ethics which requires that planners incorporate equity principles and strategies as the foundation for preparing plans

To move past this inertia, Erin and her team developed a network of advocates, starting with staff who strongly supported the equity focus. The City's Human Rights, Inclusion and Engagement Commission were also strong advocates. With a coalition of support, Erin actively facilitated a series of tough conversations with the City Council and Planning Commissioners. Erin was able to refocus the conversation on how an equity focus helps everyone and not just those seen as receiving "special assistance."

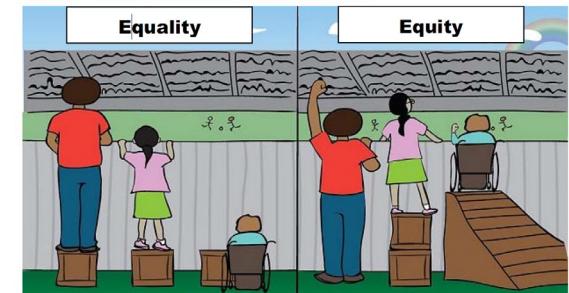
The result was that equity was a major lens through which the comprehensive plan was developed with the goal that using equity as a lens improves outcomes for all groups. The Plan was adopted unanimously.

"The City of Roseville recognizes that many other groups of people are also marginalized, including based on gender, sexual orientation, ability, age, and more. The City is committed to adapting the frameworks, tools, and resources that are developed to advance racial equity so that they can also be applied to these other areas of marginalization."



Roseville 2040

FIGURE 1-1 SOURCE: THE SECOND LINE EDUCATION BLOG



The comprehensive plan was developed with the goal that using equity as a lens improves outcomes for all groups.

Currently, the NEOO engagement team is helping support the *North Commons Park Improvements* project in North Minneapolis in Minnesota. This project has a diverse group of stakeholders in the form of residents, adjacent institutional uses such as North High School, YMCA of North Minneapolis, and various other neighborhood organizations. Throughout this project, NEOO has focused on developing a communication strategy to help with outreach, but also partnering with community members to facilitate engagement activities and meetings. Working directly with community members and having them lead the engagement builds trust.

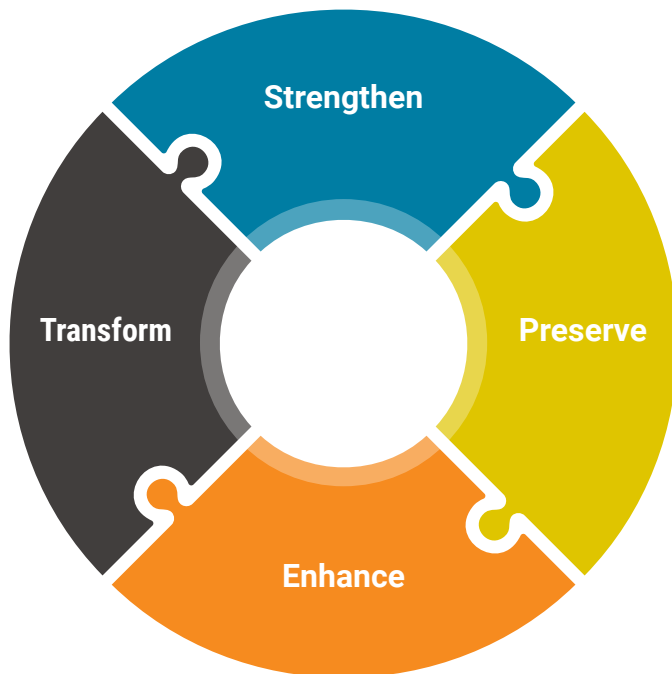
b. Translating technical data into storytelling, planning, and policy opportunities.

Stantec has developed an innovative assessment and analysis tool that takes a holistic look at previous and existing land use, guiding values gained from community input, emerging trends in the community, and market trends and demand. We study these factors through a STEP (Strengthen, Transform, Enhance, and Preserve) Analysis which provides guidance for the level of intervention and change anticipated throughout certain areas of a community. It is an overarching analysis of a city's existing land use along with other established data considerations like social, market, and demographic data. These interventions can be adaptable based on funding streams, management structures, timelines, and other implementation priorities.

The STEP Analysis is a balancing act between:

- An overall citywide vision compared to the need to understand how specific redevelopment and public realm changes should be guided in specific areas.
- Market-driven redevelopment opportunities compared to strategies that support existing populations.
- The voices of traditionally engaged community members compared to those who are underrepresented in planning processes.
- Established land use practices compared to innovative and emerging trends and development methodologies.

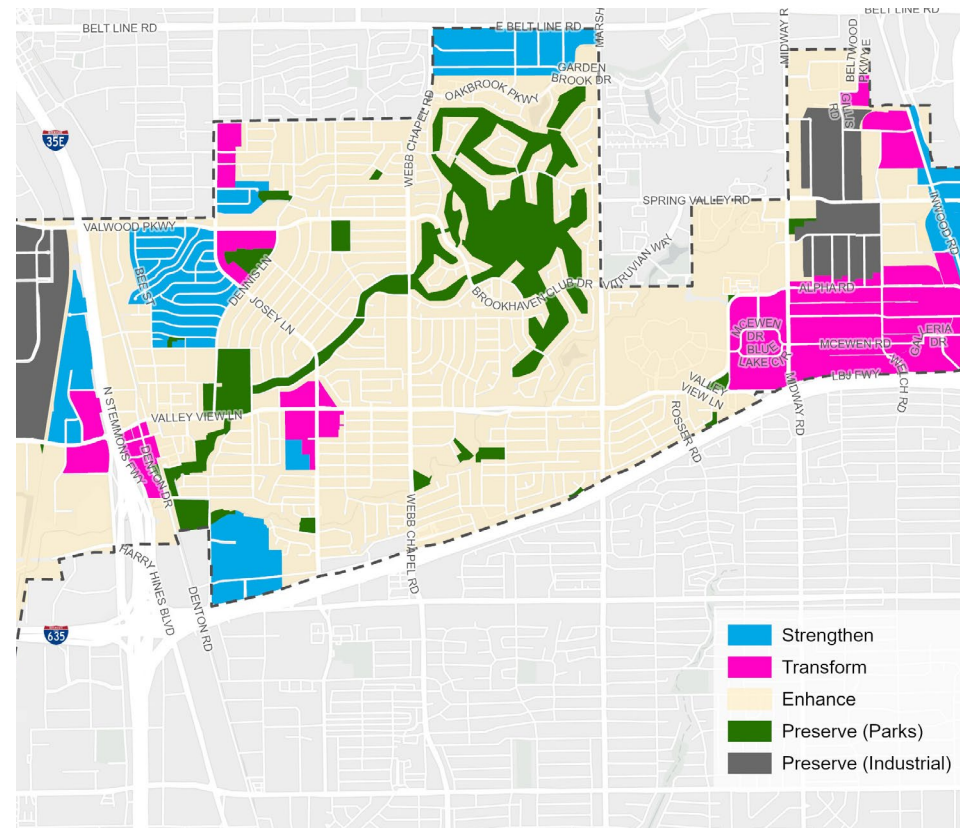
As in our comprehensive plans for ***Moorhead, Minnesota and Farmers Branch, Texas***, the areas to transform and strengthen represent a significant opportunity for redevelopment of outmoded strip retail, older industrial facilities, obsolete office buildings, and other sites ripe for redevelopment—and 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



The STEP Analysis outlines the degrees of intervention and transformation over the next two decades.

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.

The STEP framework works as a storytelling element by providing an iterative process for analyzing land use and bringing stakeholder input in at milestone points. The concept of land use and change can either feel intangible or threatening to community members when they do not know how recommendations evolved. The STEP framework provides an opportunity for us to conduct existing conditions analysis, present it to stakeholders as background for visioning, apply and test a draft vision in focused areas of potential change with the public through hands-on activities and workshops, and then use their feedback again to identify necessary interventions to realize those place-specific visions.



An example of the STEP Framework analysis for Farmers Branch, Texas.

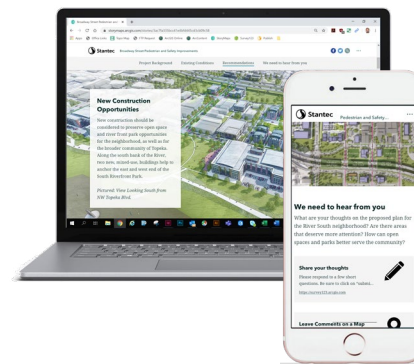
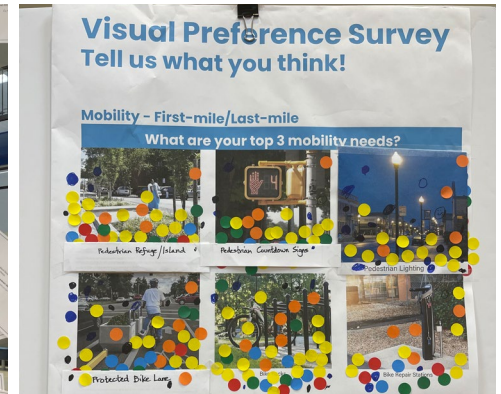
NEOO is currently leading the engagement efforts for the redevelopment of **Kmart at Nicollet Avenue in Minneapolis**. For the past several months, NEOO has collected over a thousand comments and responses in the form of emails, engagement activities, pop-up meetings, and more. To tell the story of all the responses, NEOO developed a Characteristics of Success document that used technical data to convey what is important to the community and what a successful project would look like. NEOO built this narrative by using surveys, interviews, focus groups, and other engagement approaches. This document will help inform policy makers on what the community envisions for the future of the site.

c. Community engagement and group facilitation using in-person and virtual tools.

NEOO uses a variety of platforms to conduct engagement work. Two of the most effective tools we use are Miro and Mentimeter. Miro is dynamic whiteboard ideation software that encourages collaboration in a live setting. Participants can use text, emojis, symbols, and more to share their thoughts with each other. NEOO used Miro when working with a community group on a visioning exercise for a small redevelopment site at 44th and Penn Avenue in Minneapolis. Participants were asked to share their typical day in an exercise called Typical Tuesday at a virtual meeting. Each participant was able to see each other's "boards" and it made it a fun, engaging, and collaborative process.

Mentimeter is also an effective tool to use when participants need to vote or if there is a need to build consensus. It is an easy software to use that is great for both in-person and virtual meetings. Participants can use their smartphones by using a simple login code that the facilitator shares with the larger group. Participants can see real-time results which makes for a great conversational experience. This tool was used during a reflection session for the **City of Saint Paul's Anti-Displacement and Community Wealth Building study**. Each participant was asked to give their thoughts on the study's definition of gentrification and displacement. As their responses were revealed, the facilitator was able to ask new questions and share ideas.

Stantec's innovative approach to engagement was the main reason we were chosen as the city's partner for the **Farmers Branch, Texas Comprehensive Plan**.



**ONWARD MOORHEAD
THE CITY'S
COMPREHENSIVE
PLAN**
Scan the QR code
to view a StoryMap
example.



Each of the three engagement pushes included a mixture of in-person, online, and targeted engagement opportunities such as:

- In-person community workshops, held in different areas of the community (3)
- Online surveys that mirrored the activities at the workshops (3)
- Online StoryMap to convey information and ask questions via an easy to use and understand platform.
- Walkshops to invite people to walk their neighborhoods and discuss the issues on their own turf (4)
- Employer Pop-Ups (2) and pop-up engagement at the light rail transit station to target employees that would not normally participate
- Topic-based focus groups (2-4 during each push)
- Technical Advisory Committee made up of key City staff (5)
- Stakeholder Advisory Committee including representatives from City Council, Planning Commission, other boards and commissions, and the public (5)


Community members engage and communicate in various ways—some are comfortable providing verbal feedback, some want an opportunity to write down their ideas, and others need to digest graphics to form opinions. Our goal is to communicate key elements of the plan and collect feedback in a variety of ways to collect meaningful feedback in ways that stakeholders are most comfortable.

[illegible]

Stantec | City of Northfield 2045 Comprehensive Plan

Creativity is at the heart of every one of our planning projects, because each community is different. For example, in 2022 we worked in communities as different as Allen, Texas (suburb of Dallas) and Valdez, Alaska. Each required different skill sets when tackling local issues.

YOUR FEEDBACK ON DOWNTOWN ALLEN SCENARIO I



• E: Residential development
on Wolterine and Caldar

35% 37%

• C: Living above businesses

45% 14%

• F: Residential development
on Wolterine and Calder

16% 34%

• E: Innovation Space

27% 12%

• B: 2-story
developments within
the downtown core area

50% 11%

• D: Infill spaces for small
businesses

60% 3%

The top 4 programming you'd like
to see on the Town Square:

Market/Farmer's Market

Concerts/music

Festivals/holiday events

Outdoor dining

The main changes you'd like to
make in this scenario:

- Larger downtown park with 2 story shops/residential
- The historical district boundaries should be clearly identified and development standards identified
- Connect all bike/walking trails through CBD
- Don't want major residential development on Wolterine/Caldar parcels, no large residential development near existing homeowner communities
- Ensure adequate parking for shopping/dining and special events
- More support and opportunities for small, unique small businesses and restaurants

"Most of you would feel the loss of the 2-story buildings along Main Dr as they seem right for a small, comfortable, authentic downtown feel"

"Main Street and Allen Drive are those streets that most of you would you walk along to get from one location in downtown to another"

12



f. Ability to reach all segments of the community.

One of our top priorities in the Farmers Branch Comprehensive Plan was to reach typically underrepresented communities; in Farmers Branch this was the Hispanic population. To accomplish this, we used a Spanish-only pop-up (located at a local Hispanic grocery store) and created a **Community Ambassador program**. The Community Ambassador program recruited individuals from the Hispanic community to gather input via one-on-one or small group meetings that they hosted. The consulting team provided them with a "Meeting-In-A-Box" to use for these conversations. The content targeted housing issues because affordability and variety of housing types are high priorities for the plan. Ambassadors will be provided gift cards as compensation for their time.

Youth engagement was a high priority for a recent **Downtown Revitalization Plan** the Stantec team completed in Allen, Texas. Here, the team created a pop-up event during lunch time at the local high school. Students were

asked to share their 6-word story for the future of the downtown. This quick and easy exercise provided vital insights into what is important to youth in the area and how redevelopment downtown could better serve them.

During her time working with the City of Minneapolis, **Beth Elliott** led the engagement strategy for the **Minneapolis 2040** process. A key method she used to reach diverse audiences was Community Dialogues. This engagement method took City staff outside traditional locations to meet various community leaders where the community was to learn about each of their initiatives and concerns. The conversations were customized for each audience to understand the specific needs and desires of under-represented and cultural communities. The results improved engagement with cultural and other under-represented communities, provided feedback to City staff on effective engagement methods, and gave input on priorities for the comprehensive plan. Key audiences included cultural communities, the broader accessibility population, people experiencing housing instability, seniors, renters, and others.

g. Identifying and amplifying cultural and heritage resources representative of the area's history, from the original Indigenous communities through to the City's current demographic profile.

Stantec's commitment to serving underrepresented community groups and promoting equity, diversity and inclusion is interwoven into our core values, and is exemplified in many of our projects. One recent example is in our collaboration with the City of Red Wing and the Prairie Island Indian Community in the *He Mni Can–Barn Bluff Regional Park* project. The Prairie Island Indian Community (PIIC), a local community of the Mdewakanton Dakota Oyate people, is located just north of Red Wing, and is often underserved and underrepresented. Barn Bluff, or He Mni Can, is one of the PIIC's most sacred sites.

Although it should be common practice in planning and public space design, the Native American perspective and their important cultural history and stories are often lost even today. The PIIC response to the realization of the combined efforts between Stantec, the City and PIIC has been one of sheer joy and positive connection.

While the interpretive program draws attention to and educates all park visitors to the Dakota story and significance for preservation and respect of the bluff, the PIIC advisory committee also strove to make this an educational site for their community youth and a site of remembrance for the Community elders. Use of PIIC archive photographs, written stories and the incorporation of push button audio spoken in the Dakota language by one of their own Community members strengthens and promotes the spiritual bond to this area and Dakota youth specific learning potential as well as promotes inclusivity for non-Dakota language speakers and those with visual impairments.

As Stantec continues to collaborate with the City of Red Wing and the Prairie Island Indian Community on future improvements at He Mni Can–Barn Bluff Regional Park, one of the primary goals and drivers of future improvements will be to continue to incorporate PIIC's history and continue the process of cultural healing of this underrepresented community.



Barn Bluff, or He Mni Can, is one of the Prairie Island Indian Community's most sacred sites.

FEE SCHEDULE

Hourly Rates

Staff Level	Stantec Billing Level	Hourly Rate
Planner, Project Technician, Scientist	3	\$104
	4	\$117
	5	\$127
	6	\$131
	7	\$139
Civil Technician, Engineer, GIS Analyst, Landscape Architect, Project Manager, Scientist,	8	\$145
	9	\$155
	10	\$161
	11	\$172
	12	\$178
Senior Planner, Engineer, Principal, Project Manager, Senior Engineer, Senior Landscape Architect, Senior Principal	13	\$187
	14	\$195
	15	\$220
	16	\$250

These rates are adjusted annually in accordance with the normal review procedures of Stantec.

OTHER EXPENSES/MATERIALS

The following expenses will be billed at cost:

- Meals

May be billed at cost or daily per diem

- Lodging
- Mileage

Billed at US Internal Revenue Service standard mileage rate

- External Equipment and Supplies

e.g., delivery charges, outside copying/reproduction, leased/rented field equipment, etc.

- Company-owned equipment

Billed at unit rate basis

- Sub-Consultants
- Subcontracted Commodity Services

e.g., analytical laboratory services, drilling contractors, etc.

If applicable, per diem rates will be those set by the U.S. General Services Administration (<https://www.gsa.gov>), unless prescribed differently in the proposal or contract terms and conditions.

RESUMES



Erin Perdu
AICP
Project Manager
Erin is a Senior Urban Planner with more

than 25 years of professional planning experience in both the public and private sectors. Erin served as the project manager and lead planner on comprehensive plans, zoning ordinances and small area studies.

Comprehensive Planning is Erin's passion. She takes pride in working with a wide variety of communities across the country, creating action-focused plans that reflect the values of all in the community. She designs processes that take great care to include those typically underrepresented in the planning process. Her greatest compliment is to hear from residents that they can see themselves in the plans she leads.

Relevant Experience

- Comprehensive Plan | Farmers Branch, TX
- Comprehensive Plan | Roseville, MN*
- Discovering Downtown Zoning Evaluation | Ann Arbor, MI*
- Comprehensive Plan and Form-Based Code | Shape Ypsilanti, MI*

** denotes projects completed with other firms*



Beth Elliott
AICP
Principal in Charge
Beth is an urban planner with proven

experience managing complex short- and long-term projects of regional significance related to downtown planning, comprehensive planning, community revitalization, zoning and other regulatory frameworks, funding and implementation, and transit-oriented development. She also has specialized expertise in developing and facilitating inclusive and creative community engagement strategies for diverse stakeholder groups. In her 12 years as Minneapolis' downtown planner, Beth gained a reputation for her collaboration and communication skills among elected officials, community members, developers, and businesses to advance projects into implementation.

Relevant Experience

- Moorhead Comprehensive Plan | Moorhead, MN
- 2040 Cottage Grove Comprehensive Plan | Cottage Grove, MN
- 2040 Oakdale Comprehensive Plan | Oakdale, MN

Organization Chart

Key staff are listed in this section with a brief description of their qualifications and experience. Full resumes can be found in the appendix. This team is available and will commit the time and resources required to complete the project.



LEGEND

- Stantec
- NEOO Partners

Project Manager

- Erin Perdu AICP

Principal in Charge

- Beth Elliott AICP

Planner

- Lauren Walburg AICP

Market Analysis

- Tom Leighton EDP, AICP

Transportation Planner

- Angie Bolstad PE

Wastewater Engineer

- Dan Edgerton PE

Municipal Engineer

- Mackenze Grunig PE

Landscape Architect

- Jacob Burgstahler PLA

Redevelopment, Engagement, and Metrics

- Denetrick Powers

Zoning and Implementation Specialist

- Jerome Benner



■ Lauren Walburg AICP

Planner

Lauren is an urban planner with experience in comprehensive planning, small-area planning, zoning administration and community engagement. Lauren has served as assistant project manager on several long-range planning projects and is skilled in quickly understanding and synthesizing context and information. Her experience working in Midwest communities of all sizes prepares her well to respond to the needs and desires of the community with a focus on the implementation strategies that will help the community achieve its goals.

Relevant Experience

- Moorhead Comprehensive Plan | Moorhead, MN
- Jefferson Quarry Redevelopment Master Plan | Mankato, MN
- Farmers Branch Comprehensive Plan | Farmers Branch, TX



■ Tom Leighton EDFP, AICP

Market Analysis

Tom has been doing implementation-oriented planning and community development since the start of his career. He served as Minneapolis's lead urban planner in economically-challenged North Minneapolis—leading large-scale,

transformative initiatives for its neighborhoods, commercial corridors, and riverfront. In the last decade, Tom has specialized in development and economic aspects of planning, focusing on development planning, market analysis, housing and economic development strategy, and development implementation strategy—supporting dozens of comprehensive and small area plans.

Relevant Experience

- Moorhead Comprehensive Plan | Moorhead, MN
- Jefferson Quarry Redevelopment Master Plan | Mankato, MN
- Farmers Branch Comprehensive Plan | Farmers Branch, TX



■ Angie Bolstad PE

Transportation Planner

Angie is a transportation planner and engineer with experience in corridor studies, long range transportation plans, comprehensive plans, public engagement, preliminary design alternatives, computer aided drafting, leading plan production teams, and writing environmental documents. Her engineering and planning background work together to foster a wide understanding of issues and project needs, from the beginning planning stages through final design. Angie's strong communication and organizational skills, enhanced by her passion for her work, drive her to complete successful projects.

Relevant Experience

- Downtown Moorhead Master Plan | Moorhead, MN
- Jefferson Quarry Redevelopment | Mankato, MN
- Center Ave Planning and Preliminary Engineering Study from Red River to 8th Street | Moorhead, MN



■ Dan Edgerton PE

Wastewater Engineer

As senior project manager on the water resources team at Stantec's Minneapolis office Dan has worked for numerous communities in the Twin Cities metro area and around the upper Midwest on infrastructure planning and management, with an emphasis on green stormwater infrastructure planning and design. His work has involved both new development and revitalization of existing developments. His projects have ranged from drainage studies and street and utility design for municipalities, to wastewater facility plans for the Metropolitan Council Environmental Services, to multi-million-dollar Corps of Engineers flood control projects.

Relevant Experience

- Comprehensive Sanitary Sewer Plan | Owatonna, MN
- Comprehensive Sanitary Sewer Plans | Various cities, MN
- Comprehensive Sanitary Sewer Plan | Chaska, MN



■ Mackenze Grunig PE

Municipal Engineer

With more than 10 years of experience, Mackenze specializes in municipal infrastructure design and project management, including roadways, pedestrian facilities, and municipal utilities. He has experience working on state and

federal aid projects, roundabouts, as well as a variety of natural resource and water resources projects. During his time with Stantec, he has been an integral part on large and small community improvement projects which he takes pride being involved with from project feasibility, to plans production, and through construction to assure his clients are satisfied with the project.

Relevant Experience

- McKinley Parkway Southwest Extension | Delano, MN
- Oronoco Wastewater Collection System & Water Distribution Improvements | Oronoco, MN
- Elm Avenue/Old Hwy 14 Project | Waseca, MN



■ Jacob Burgstahler PLA

Landscape Architect

Jacob's 16 years of professional experience includes a wide variety of public and private development throughout the country. While his project practice has included the realms of master planned communities, hospitality venues,

amusement parks, high end residential properties, community and corridor projects, medical, commercial, and educational campus design, his passions for design are found in regional, city and neighborhood parks and trails. He provides project leadership and production from design inception through construction completion. Jacob's time working in California provided him with a passion for encouraging sustainable design for the use, treatment, and management of water on a project site. His love for outdoor recreation is exhibited in his collaboration with clients in creating spaces that expand opportunities for users to interact and appreciate both the natural and designed world around them.

Relevant Experience

- He Mni Can-Barn Bluff Regional Park | Red Wing, MN
- Civic Center Park Community Playground | New Hope, MN
- Wausau East Riverfront District Redevelopment | Wausau, WI



■ Denetrick Powers

Redevelopment, Engagement, and Metrics

As the head of planning and engagement at NEOO, Denetrick leads complex projects through empathetic and data-informed processes to elevate the human experience. He amplifies rich storytelling and transparency to the public by

leveraging over 10 years of industry experience in community organizing, public arts, and cultural placemaking. In 2018, Denetrick co-founded NEOO with an intense focus on ensuring voices of diverse communities are brought to the front of the room and that outcomes were tied to needs of the community. Denetrick has a Master's in Urban and Regional Planning and a bachelor's degree in Business and Fashion Studies from the University of Minnesota.

Relevant Experience

- Ramsey County and Economic Competitiveness Strategy | Ramsey County, MN
- Rochester Economic Development Scenario (Small Area Plan) | Rochester, MN
- Purple Line Bus Rapid Transit Economic Development Analysis | Saint Paul, MN



■ Jerome Benner

Zoning and Implementation Specialist

As a senior planning advisor with NEOO, Jerome can draw upon ten years of zoning, land-use, and community development experience across transit, infrastructure, and neighborhood revitalization projects. He has a strong

passion for building community consensus and elevating voices that are excluded from the public processes. He has worked in public, private, and regional planning capacities and serves NEOO's clients across the planning and development spectrum. Jerome has a bachelor's degree in Urban Studies from the University of Minnesota.

Relevant Experience

- 44th and Penn Avenue Redevelopment | Minneapolis, MN
- Kmart and New Nicollet Redevelopment | Minneapolis, MN
- Definition of a Family Study | Saint Paul, MN*

** denotes projects completed with other firms*

CURRENT AND PROJECTED WORKLOAD

The Stantec team is composed of highly skilled professionals who are available and committed to supporting the Northfield Comprehensive Plan. Our depth of resource capacity will keep the project running smoothly—within budget and on schedule. We recognize the importance of gauging current and anticipated workloads; therefore, Stantec has project and risk management systems in place that provide a clear picture for realistically forecasting staffing needs. As evidence of our availability and commitment, we have included current and projected assignments for proposed team members.

Team Member	Current Assignments	Completion	Committed	Available
ERIN PERDU Project Manager	Farmers Branch Comprehensive Plan	07/2023	17%	60%
	Valdez, Alaska Zoning Ordinance	07/2023	15%	
	Glenbrook Small Area Plan	08/2023	5%	
	Ft. Wayne Downtown Design Standards	08/2023	3%	
BETH ELLIOTT Principal In Charge	Fort Wayne Downtown Design Manual	09/2023	10%	20%
	Minneapolis Environmental Analysis	08/2023	20%	
	Sugar Land Comprehensive Plan	01/2024	20%	
	Moorhead AUAR Updates	06/2023	10%	
LAUREN WALBURG Planner	Minneapolis 2040 Environmental Analysis	12/2023	20%	60%
	Farmers Branch Comprehensive Plan	07/2023	10%	
	Moorhead AUAR Update	07/2023	10%	
TOM LEIGHTON Market Analysis	Brillion Small Area Plan	02/2023	10%	45%
	Farmers Branch Comprehensive Plan	06/2023	15%	
	Wabasha Housing Study	03/2023	20%	
ANGIE BOLSTAD Transportation Planner	SDDOT Spearfish Rest Area Corridor Study	05/2023	20%	50%
	MnDOT Project Management Training	06/2023	15%	
	NDDOT Grant Marsh Bridge Feasibility Study	12/2024	15%	
DAN EDGERTON Wastewater Engineer	Dayton Comp Sanitary Sewer Plan	12/2023	20%	60%
	MnDOT I-494 Design/Build	12/2023	10%	
	Chaska Water Resources Support	Ongoing	10%	
MACKENZE GRUNIG Municipal Engineer	Delano 2023 Streets	03/2023	20%	50%
	Delano 90th Street	06/2023	20%	
	Delano McKinley Extension	06/2023	10%	

Team Member	Current Assignments	Completion	Committed	Available
JACOB BURGSTAHLER Landscape Architect	He Mni Can—Barn Bluff Regional Park Phase 2	10/2023	30%	50%
	MN Veterans Cemetery—Redwood Falls	08/2023	10%	
	Bell Works / Hoffman Estates	05/2023	10%	
DENETRICK POWERS Development Opportunities and Metrics	38th and Chicago Re-Envision	07/2023	15%	50%
	Purple Line SAP	02/2025	20%	
	K Mart Phase I Engagement	05/2023	10%	
JEROME BENNER Zoning and Implementation Specialist	K Mart Phase I Engagement	05/2023	20%	45%
	Purple Line SAP	02/2025	25%	
	North Commons Phase I Concept	05/2023	10%	

Appendix

 **FULL RESUMES**



ERIN PERDU AICP

PROJECT MANAGER

Education

Master of Urban and
Regional Planning, University
of Michigan, Michigan

Master of Science, Natural
Resources, University of
Michigan, Michigan

Bachelor of Science, Earth
Systems, Stanford University,
California

Registrations

Certified Planner, American
Institute of Certified
Planners

Erin is a senior urban planner with more than 25 years of professional planning experience in both the public and private sectors. Erin served as the project manager and lead planner on comprehensive plans, zoning ordinances and small area studies. She works under the philosophy of “planner as partner,” helping residents and community leaders articulate what they want, and then providing the tools to help them get there. Comprehensive Planning is Erin’s passion. She takes pride in working with a wide variety of communities across the country, creating action-focused plans that reflect the values of all in the community. She designs processes that take great care to include those typically underrepresented in the planning process. Her greatest compliment is to hear from residents that they can see themselves in the plans she leads.

EXPERIENCE

Farmers Branch Comprehensive Plan | Farmers Branch, Texas

Erin is the Project Manager for a new Comprehensive Plan for Farmers Branch, Texas, an inner-ring suburb of Dallas. A unique aspect of this plan is that the population is majority-minority, so a high priority is to involve those typically ignored populations and reflect their needs and ideas in the guiding values.

Roseville 2040 Comprehensive Plan | Roseville, Minnesota*

Erin was the Project Manager for the 2040 Comprehensive Plan for the City of Roseville. Public engagement was wide ranging and focused on understanding issues with the equitable distribution of services and access to the amenities that make Roseville a great community. The resulting plan includes a decision-making framework to ensure that local officials are consistently working toward the City’s goals. Land use districts were rewritten to include a mix of uses and to re-focus on scale, intensity, and design of development in each district.

Shape Ypsilanti | Ypsilanti, Michigan*

Erin led the City Ypsilanti through an innovative planning process resulting in the Shape Ypsilanti Master Plan, winner of the Daniel Burnham Award for Comprehensive Planning in 2014 from the Michigan Chapter of the APA. Erin and her team were tasked with helping the City face the challenge of having the underlying structure of an early twentieth century town, the regulations of a post-World War II suburb and the desire to be a twenty-first century city. Erin and her partner created the final plan, which included a concise decision-making rubric meant to be used by city officials and staff to move the City forward according to the Guiding Values established.

Ann Arbor Discovering Downtown* | Ann Arbor, Michigan

Erin led the work for the City of Ann Arbor as they re-evaluated the previously established Ann Arbor Discovering Downtown (A2D2) zoning framework. The City Council authorized the study with some specific questions to be answered, focusing on the location of the most intense zones, the efficacy of FAR premiums, and specific redevelopment sites. Erin and her team led an engagement process that began by asking residents and businesses some broader questions about what they feel is working and not working with the downtown zoning. Erin asked questions beyond the City Council resolution to ensure a constructive conversation on the ordinances and how they could be improved. She and her team then examined project approved under the A2D2 ordinance and provided recommendations on changes to the ordinance to address community and council concerns.

**denotes projects completed for other firms*



BETH ELLIOTT AICP

PRINCIPAL IN CHARGE

Education

Master's in Urban and Regional Planning, University of Minnesota, Minneapolis, Minnesota

Bachelor of Arts, University of Iowa, Iowa City, Iowa

Registrations

Certified Planner, American Institute of Certified Planners

Beth is an urban planner with proven experience managing complex short- and long-term projects of regional significance related to downtown planning, comprehensive planning, community revitalization, zoning and other regulatory frameworks, funding and implementation, and transit-oriented development. She also has specialized expertise in developing and facilitating inclusive and creative community engagement strategies for diverse stakeholder groups. In her 12 years as Minneapolis' downtown planner, Beth gained a reputation for her collaboration and communication skills among elected officials, community members, developers, and businesses to advance projects into implementation.

EXPERIENCE

2040 Cottage Grove Comprehensive Plan | Cottage Grove, Minnesota

In one of St. Paul's fastest growing suburbs, Beth worked closely with Cottage Grove planners and Economic Development staff to create a land use strategy that best meets their future community's future needs and goals. A major component of this strategy was introducing a performance-based mixed-use district around future bus rapid transit (BRT) stations.

Downtown Moorhead Master Plan | Moorhead, Minnesota

As Project Manager and Lead Planner, Beth worked collaboratively with the business community, residents, and city staff to create an actionable vision for revitalization of this aging downtown district. She designed and facilitated a creative engagement process that included family-friendly community workshops, winter design walkshops, and virtual engagement tools. Beth coordinated all efforts to realize a downtown for walking and biking, business growth, and a compact critical mass of residents to support vitality. Her strategies for catalytic redevelopment opportunities included a phased approach to redeveloping a regional mall site.

Moorhead Comprehensive Plan | Moorhead, Minnesota

On the heels of a successful partnership in developing the Downtown Moorhead Master Plan, Beth worked to incorporate that plan and other priorities into a citywide comprehensive plan. As project manager, she and her team evaluated existing conditions and paired that with best practices and innovative trends moving into the future. This work led to a strong, equitable vision for the future and goals for land use, mobility, economic competitiveness, resiliency, parks, and arts and culture paired with strategic interventions. She designed an engagement process that evolved from virtual to in-person activities and prioritized inclusive and creative ways to garner input.

Comprehensive Plan Update | Minneapolis, Minnesota*

Beth's role in Minneapolis 2040 was twofold—to write a plan for creative and inclusive civic engagement and to co-manage the full update process. She led an engagement process that was transparent, empowering, and prioritized stakeholders that tend to be silent in a bureaucratic process. Managing the complete update process required guiding the process and deliverables of internal technical groups from across the City enterprise, co-chairing the public health working group, staffing a high-level steering committee, writing City Council resolutions, and making persuasive presentations to the City Council.

**denotes projects completed for other firms*



LAUREN WALBURG

AICP

PLANNER

Education

Master's of Urban and
Regional Planning, University
of Minnesota, Minnesota

Bachelor of Arts,
Environmental Studies and
Spanish, College of St.
Benedict, St. Joseph,
Minnesota

Registrations

Certified Planner, American
Institute of Certified
Planners

Lauren is an urban planner with experience in comprehensive planning, small-area planning, zoning administration and community engagement. Lauren has served as assistant project manager on several long-range planning projects and is skilled in quickly understanding and synthesizing context and information. Her experience working in Midwest communities of all sizes prepares her well to respond to the needs and desires of the community with a focus on the implementation strategies that will help the community achieve its goals.

EXPERIENCE

Moorhead Comprehensive Plan | Moorhead, Minnesota

As Deputy Project Manager, Lauren evaluated existing conditions and paired that with best practices and innovative trends moving into the future. She led internal teams to develop a background report, land use and community design analysis, topical plan chapters, and engagement activities and material. Her work led to a strong vision for the future and goals for land use, mobility, economic competitiveness, resiliency, parks, and arts and culture.

Jefferson Quarry Redevelopment Master Plan | Mankato, Minnesota

The City of Mankato wanted to position a 150-year-old limestone quarry for redevelopment with Stantec's assistance. The project offered a unique opportunity to redevelop a property along the banks of the Minnesota River and serve many community needs and desires. Lauren served as the deputy project manager and lead engagement for the master planning process. Lauren understood the need for a robust existing conditions and natural resources analysis, which helped to inform land use planning. Lauren compiled a document for the City that was streamlined and focused on implementation.

Farmers Branch Comprehensive Plan | Farmers Branch, Texas

Lauren is serving as an urban planner for the Comprehensive Plan Update in Farmers Branch, Texas, an inner-ring suburb of Dallas. Lauren has worked with others on the Stantec team to determine levels of intervention needed throughout the City and create a land use framework based on that analysis. The land use framework is focused on implementation and prioritizes areas of the City with the most imminent redevelopment potential.

2040 Comprehensive Plan | Cottage Grove, Minnesota

Lauren was responsible for updating several chapters of the Comprehensive Plan including land use, housing and parks and open space to ensure that the plan met standards set by the Metropolitan Council. Lauren tracked responses received from the Metropolitan Council and coordinated with City staff to ensure each comment was addressed in the final plan.



TOM LEIGHTON

AICP, EDFP

PLANNER

Education

Master of Design Studies, Real Estate and the Built Environment, Harvard University, Cambridge, Massachusetts

Master of Arts, Public Affairs, University of Minnesota, Minneapolis, Minnesota

Bachelor of Arts in Natural Science, St. John's University, Collegeville, Minnesota

Registrations

Certified Planner, American Institute of Certified Planners

Economic Development Finance Professional #1216-024, National Development Council

Tom has been doing implementation-oriented planning and community development since the start of his career. He served as Minneapolis's lead urban planner in economically-challenged North Minneapolis—leading large-scale, transformative initiatives for its neighborhoods, commercial corridors, and riverfront. In the last decade, Tom has specialized in development and economic aspects of planning, focusing on development planning, market analysis, housing and economic development strategy, and development implementation strategy—supporting dozens of comprehensive and small area plans. Tom believes that cities need community development plans and strategies that are aspirational and achievable, and that set a foundation for real world change.

EXPERIENCE

Moorhead Comprehensive Plan | Moorhead, Minnesota

Stantec supported the City of Moorhead in articulating the City's vision for the future through a new comprehensive plan. Tom set a foundation for the land use and development section of the report through city-wide market context research. He led the conversation around the City's economic strategy, building that into the Economic Competitiveness chapter of the plan. The holistic economic agenda encompasses targeted industry attraction, the creative and innovation sectors, identity building, tourism and placemaking strategies designed to build on existing city assets and increase its economic vibrancy.

Farmers Branch Comprehensive Plan | Farmers Branch, Texas

The City of Farmers Branch contracted with Stantec to update its comprehensive plan at a time when redevelopment activity in the City is at a historic high. Tom is playing the lead role on the team in understanding the market for new development, and how to attract desired development that is not occurring on a strictly market basis. Tom is also leading the housing study component of the plan, which seeks to understand the City's housing inventory and needs, and update its housing strategies. The analytical work has been completed, and the plan will be completed in 2023.

Jefferson Quarry Redevelopment Master Plan | Mankato, Minnesota

High quality limestone was mined for decades from a large riverfront quarry in Mankato before that process ran its course in the early 2020s. The site was acquired by a property group who envisioned a new future for the site that capitalized on its long Minnesota River frontage and the dramatic exposed limestone cliffs that surrounded the site on three sides. They and the City of Mankato enlisted the support of Stantec to investigate the possibilities and develop a plan for the site that would realize its potential and meet community needs. Tom served as the project manager for the redevelopment master plan. He provided technical analysis related to understanding site conditions relevant to redevelopment and understanding the market conditions that bear on a range of development types and formats. The master plan establishes a concept street network and a development concept. It proposes a central activated commercial node with an activated public plaza and access to the river's edge and the regional trail along the river.



ANGIE BOLSTAD PE

TRANSPORTATION PLANNER

Education

Bachelor of Science, Civil Engineering, University of North Dakota, Grand Forks, North Dakota

Registrations

Professional Engineer
#PE-55355, State of Minnesota

Angie is a transportation planner and engineer with experience in corridor studies, long range transportation plans, comprehensive plans, public engagement, preliminary design alternatives, computer aided drafting, leading plan production teams, and writing environmental documents. Her engineering and planning background work together to foster a wide understanding of issues and project needs, from the beginning planning stages through final design. Angie's strong communication and organizational skills, enhanced by her passion for her work, drive her to complete successful projects.

EXPERIENCE

Downtown Moorhead Master Plan | Moorhead, Minnesota

The Downtown Moorhead Master Plan created an actionable vision for revitalization of Moorhead's aging downtown district. A key component of the plan was developing street typologies which provide guidance for a more walkable downtown and a vision for streets as redevelopment and reconstruction occur. Angie worked with the planners to critically think about these street typologies and how the public right of way feeds into what is behind the curb.

Jefferson Quarry Redevelopment | Mankato, Minnesota

The Jefferson Quarry had produced high quality limestone for over 150 years until its depletion. In 2022, the time came to envision the site for future development opportunities. Stantec was hired to understand site conditions relevant to redevelopment, research market conditions, and develop a master plan which includes a concept for a street network that would service eventual development. Angie worked alongside the planners to establish a street network that provides connectivity, circulation, and will fit in with the current roadway classifications.

Center Ave Planning & Preliminary Engineering Study from Red River to 8th Street | Moorhead, Minnesota

Center Avenue is an important corridor servicing the downtown Moorhead, Minnesota area. The City requested the re-evaluation of this segment to ensure the construction programmed for 2019 met the existing and future needs of the downtown area. Angie was the assistant project manager and lead the existing conditions analysis, development of future roadway alternatives, public engagement activities, and final preferred alternative selection. Due to strong interest in this project and multiple interested parties, Angie played an integral role in facilitating community participation and discussion.

Valley City Comprehensive and Transportation Plan | Valley City, North Dakota

Valley City partnered with the NDDOT to create a Comprehensive and Transportation Plan for the city of Valley City. The plan is in its final stages, and Angie has successfully assisted with the collection of existing data, writing transportation plan components, and developing public input material. In addition to the comprehensive and transportation plan portion; Angie has also coordinated the completion of an Operations & Maintenance System Preservation Plan and the Travel Demand Model for the city which was used to project future traffic volumes and determine overall level of service for the roadways.



MACKENZE GRUNIG PE

MUNICIPAL ENGINEER

Education

Civil Engineering, North
Dakota State University
School of Engineering, Fargo,
North Dakota

Registrations

Professional Engineer
#55884, State of Minnesota

With more than 10 years of experience, Mackenze specializes in municipal infrastructure design and project management, including roadways, pedestrian facilities, and municipal utilities. He has experience working on state and federal aid projects, roundabouts, as well as a variety of natural resource and water resources projects. During his time with Stantec, he has been an integral part on large and small community improvement projects which he takes pride being involved with from project feasibility, to plans production, and through construction to assure his clients are satisfied with the project.

EXPERIENCE

McKinley Parkway Southwest Extension | Delano, Minnesota

Mackenze was the engineer and project manager for McKinley Parkway Southwest Extension for The City of Delano. This project was under an expedited schedule due to the location and impacts. He and his team delivered the plans on time and under budget. This project included street design, storm sewer pipe sizing, sanitary sewer and watermain, ADA surface improvements, and a mini round-a-bout.

Oronoco Wastewater Collection System & Water Distribution Improvements | Oronoco, Minnesota

Mackenze was the lead designer and assistant project manager for Oronoco Wastewater Collection System and Water Distribution Improvements in Oronoco, MN. The work included a two-year design effort in which he coordinated with a large project team, client, and the funding entities. His design work included storm water design, utility plans including small and large diameter forcemains, surface improvements, grinder pump designs, and permitting. This project is currently under construction.

Elm Avenue/Old Hwy 14 Project | Waseca, Minnesota

Mackenze was a lead designer and lead field inspector for the 3.5-mile-long Elm Ave/Old TH 14 project in Waseca, Minnesota. His work included collecting survey data, leading utility design, coordination with a large project team, and producing plans for construction. After design and successful bidding of the project, Mackenze lead field staff providing construction inspection, and project coordination with City, State, County, and community members. This two-year construction project included, at times, seven construction crews, private utility relocations, and agency staff.

West Main Street Reconstruction | West Concord, Minnesota

Mackenze was a lead design engineer for this County State Aid Highway project. During construction, he also provided construction inspection services to the City, coordinating with the contractor, City engineer, County, and community members.



DAN EDGERTON PE

MUNICIPAL ENGINEER

Education

Master of Science, Civil and Environmental Engineering, University of Wisconsin, Madison, Wisconsin

Bachelor of Science, Civil and Environmental Engineering, University of Wisconsin, Madison, Wisconsin

Registrations

Professional Engineer
#19206, State of Minnesota

As senior project manager on the water resources team at Stantec's Minneapolis office, Dan has worked for numerous communities in the Twin Cities metro area and around the upper Midwest on infrastructure planning and management, with an emphasis on green stormwater infrastructure planning and design. His work has involved both new development and revitalization of existing developments. His projects have ranged from drainage studies and street and utility design for municipalities, to wastewater facility plans for the Metropolitan Council Environmental Services, to multi-million-dollar Corps of Engineers flood control projects. Dan recently served for nine years on the Saint Paul Planning Commission and in that role participated in the update of the City's Comprehensive Plan, with strong equity and climate resilience components, and chaired the Zoning Committee.

EXPERIENCE

Comprehensive Sanitary Sewer Plan | Owatonna, Minnesota

A Comprehensive Sanitary Sewer Plan was prepared for the City of Owatonna, a growing community in southern Minnesota. The plan provided an inventory of existing facilities as well as a guide for expansion of the trunk sanitary sewer system to serve the growing population. Of particular concern to the City was utilization of its existing system to meet robust short-term growth in the northern and eastern portions of the community. A phasing analysis was performed that maximized the use of existing trunk sewers and recommended minor improvements at system bottlenecks that would significantly increase the overall capacity of the system to handle short-term growth. The plan included the alignment and sizing of trunk sanitary sewers, location and capacities of lift stations, and alignment and sizing of force mains. Sewer modeling of the entire trunk system was performed to estimate sewer flows and capacities. Cost estimates and a capital improvement program for proposed sanitary sewer system improvements were developed.

Comprehensive Sanitary Sewer Plan | Chaska, Minnesota

A Comprehensive Sanitary Sewer Plan was prepared for the City of Chaska, a growing community in the southwestern portion of the Twin Cities metro area. The plan provided an inventory of existing facilities as well as a guide for expansion of the trunk sanitary sewer system to serve the growing population. The plan included the alignment and sizing of trunk sanitary sewers, location and capacities of lift stations, and alignment and sizing of force mains. Sewer modeling of the entire trunk system was performed to estimate sewer flows and capacities. Cost estimates and a capital improvement program for proposed sanitary sewer system improvements were developed. The plan met Metropolitan Council requirements and received approval from the agency.

Comprehensive Sanitary Sewer Plans | Various cities, Minnesota

Dan has worked on the following comprehensive sanitary sewer plans: Annandale, MN; Apple Valley, MN; Carver, MN; Centerville, MN; Chaska, MN; Corcoran, MN; Delano, MN; Eagan, MN; Farmington, MN; Hastings, MN; Hudson, WI; Maple Grove, MN; Mounds View, MN; Owatonna, MN; Plymouth, MN; Prior Lake, MN; Redwood Falls, MN; Rosemount, MN; Wayzata, MN; Willmar, MN; Winona, MN; Woodbury, MN



JACOB BURGSTAHLER

PLA

LANDSCAPE ARCHITECT

Education

Bachelor of Landscape
Architecture, North Dakota
State University, Fargo, North
Dakota

Bachelor of Science in
Environmental Design, North
Dakota State University,
Fargo, North Dakota

Registrations

Registered Landscape
Architect #54476, State of
Minnesota

Jacob's 16 years of professional experience includes a wide variety of public and private development throughout the country. While his project practice has included the realms of master planned communities, hospitality venues, amusement parks, high end residential properties, community and corridor projects, medical, commercial, and educational campus design, his passions for design are found in regional, city and neighborhood parks and trails. He provides project leadership and production from design inception through construction completion. Jacob's time working in California provided him with a passion for encouraging sustainable design for the use, treatment, and management of water on a project site. His love for outdoor recreation is exhibited in his collaboration with clients in creating spaces that expand opportunities for users to interact and appreciate both the natural and designed world around them.

EXPERIENCE

He Mni Can-Barn Bluff Regional Park | Red Wing, Minnesota

The bluff is one of the best-known natural features along the upper Mississippi River. It is significant for its geology, prehistoric and native peoples, westward exploration, travel, industry, tourism, and recreation. Jacob led the Stantec team in conjunction with City to implement the first phases of the improvements for the park trailhead and bluff trail system. The project provided site improvements addressing pedestrian safety by establishing a parking lot and formal street parking, distinguishing desired safe circulation patterns with trails and sidewalks, and addressing fall hazards with the use of natural materials for the development of the east overlook. Legacy grant funding allowed the City to focus on visitor experience with welcome and gathering plaza spaces, historic stair preservation and additional trail access options. The project also offered a rewarding opportunity for the City to collaborate with the Prairie Island Indian Community to develop an engaging interpretive program with content that strove to protect the past while offering safe active use programming for the future generations. The interpretive elements are the path to the historic, cultural, and societal learning opportunities associated with such a significant landform and location.

Civic Center Park Community Playground | New Hope, Minnesota

As one of the largest and most centrally located parks in the city system, the park attracts a wide range of users by offering nearly every park amenity including an outdoor community pool. In the master planning phases, Jacob and city staff worked with the citizen advisory committee to navigate the challenges of parking requirements and funding restraints on the master plan conceptual layouts. Jacob created close to a dozen conceptual plans depicting various parking lot, park amenity and circulation layouts for use by staff, the city council and for public viewing. The Civic Campus has a newly constructed City Hall and Police Department building integrated in the existing park setting, which is complemented by the new, Stantec designed, community pool facility, turf and wall amphitheater with enhanced community theater and stage, skate plaza, expanded parking, and future hockey rink. Jacob worked on refining the initial master plan throughout the development process, working closely with civil and stormwater engineering teams to achieve user, amenity, circulation, parking, and environmental goals for the campus.

Wausau East Riverfront District Redevelopment | Wausau, Wisconsin

Development of 53 acres restored a buried creek, completed many city pedestrian trail connections, remediated brownfield sites, and finalized street access patterns in this area along the Wisconsin River. The final product offers interesting gathering spaces as well as access to the river via a public wharf that the riverfront currently lacks. Jacob took charge of the landscape design development and construction plans to detail the various spaces and features.



DENETRICK POWERS

REDEVELOPMENT,
ENGAGEMENT, AND
METRICS

Education

Master's in Urban and
Regional Planning, University
of Minnesota, Minnesota

Bachelor's Degree in
Business and Fashion
Studies, University of
Minnesota, Minnesota

As the head of planning and engagement at NEOO, Denetrick leads complex projects through empathetic and data-informed processes to elevate the human experience. He amplifies rich storytelling and transparency to the public by leveraging over 10 years of industry experience in community organizing, public arts, and cultural placemaking. In 2018, Denetrick co-founded NEOO with an intense focus on ensuring voices of diverse communities are brought to the front of the room and that outcomes were tied to needs of the community.

EXPERIENCE

Ramsey County and Economic Competitiveness Strategy | Ramsey County, Minnesota
Project Manager

Rochester Economic Development Scenario (Small Area Plan) | Rochester, Minnesota
Project Manager

Purple Line Bus Rapid Transit Economic Development Analysis | St. Paul, Minnesota
Project Manager



JEROME BENNER

ZONING AND
IMPLEMENTATION
SPECIALIST

Education

Bachelor's Degree, Urban
Studies, University of
Minnesota, Minnesota

As a senior planning advisor with NEOO, Jerome can draw upon 10 years of zoning, land-use, and community development experience across transit, infrastructure, and neighborhood revitalization projects. He has a strong passion for building community consensus and elevating voices that are excluded from the public processes. He has worked in public, private, and regional planning capacities and serves NEOO's clients across the planning and development spectrum.

EXPERIENCE

Justice Built Communities, 44th and Penn Avenue Redevelopment | Minneapolis, Minnesota

Project Manager

City of Minneapolis, Kmart, and New Nicollet Redevelopment | Minneapolis, Minnesota

Project Manager

City of Saint Paul, Definition of a Family Study | St. Paul, Minnesota*

Project Coordinator

**denotes projects completed for other firms*



Design with community in mind