

**AGENDA
ECONOMIC DEVELOPMENT AUTHORITY
REGULAR MEETING
CITY OF WYOMING, MINNESOTA
MARCH 13, 2023
6:00 PM**

CALL TO ORDER:

CALL OF ROLL:

DETERMINATION OF A QUORUM:

PLEDGE OF ALLEGIANCE:

OPEN FORUM:

"An opportunity for members of the public to address the City Council on items on/or not on the current agenda. Items requiring Council action maybe deferred to staff or Boards and Commissions for research and future Council Agendas if appropriate. You will be limited to three (3) minutes and we ask that you conduct yourself in a professional, courteous manner, and refrain from the use of profanity. Failure to abide by this policy may result in the loss of your privilege to speak".

APPROVAL OF MINUTES:

1. To consider approving the minutes of the "Regular Meeting" of the Wyoming, Minnesota City EDA for February, 2022

COMMUNICATIONS:

OLD BUSINESS:

NEW BUSINESS:

2. Wyoming Downtown study proposal selection discussion

ADJOURN

**UNAPPROVED MINUTES
ECONOMIC DEVELOPMENT AUTHORITY
REGULAR MEETING
CITY OF WYOMING, MINNESOTA
FEBRUARY 13, 2023
6:00 PM**

CALL TO ORDER:

CALL OF ROLL:

On a Call of the Roll the following members of the Wyoming EDA were present:

EDA Members: Mayor Iverson, Council Member Schilling, Andrew Buccanero, and Alex Bulmer

Also Present: Robb Linwood - City Administrator and Nancy Hoffman – Chisago County HRA/EDA

ABSENT: Prigge

DETERMINATION OF A QUORUM:

PLEDGE OF ALLEGIANCE:

OPEN FORUM:

“An opportunity for members of the public to address the EDA on items not on the current Agenda. Items requiring EDA action maybe deferred to staff for research and future EDA Agendas if appropriate.”

1. Consider approving the minutes of the “Regular Meeting” of the Wyoming, Minnesota City EDA for January 9, 2023

A MOTION WAS MADE BY EDA MEMBER SCHILLING SECONDED BY EDA MEMBER BULMER TO APPROVE THE “REGULAR MEETING” MINUTES OF THE WYOMING, MINNESOTA ECONOMIC DEVELOPMENT AUTHORITY FOR JANUARY 9, 2023

Voting Aye: Iverson, Schilling, Buccanero, and Bulmer

Voting Nay:

Abstain:

SCHEDULED BID LETTINGS: NONE.

SCHEDULED PUBLIC HEARINGS: NONE

CONSENT AGENDA:

Items under the “Consent Agenda” will be adopted with one motion; however, council members may request individual items to be pulled from the consent agenda for discussion and action if they choose.

ACKNOWLEDGE RECEIPT OF REPORTS OF OFFICERS, BOARDS, COMMISSIONS AND DEPARTMENT HEADS:

COMMUNICATIONS:

2. Initiative Foundation Communication

Mr. Linwood noted the Thank you letter for the EDA’s 2023 donation. Staff does plan to ask for funding for our downtown study

3. Chisago County Economic Growth Summit

OLD BUSINESS:

NONE

NEW BUSINESS:

3. To begin discussion on 2023 EDA work plan and goals

Mr. Linwood discussed some of the 2023 Accomplishments

- Featured Business of the month on Social Media
- Business Retention Visits in 2022 – 23
- Constant Contact emails that Wyoming is open for business and has available
- MNCAR Event attended to enhance Wyoming
- Hallberg on Former Wyoming Property
- Hwy 8 study economic Study completed
- Manufacturing Event
- Construction of new businesses – Former City Property and Mini Storage
- Sunrise Fiberglass – New addition
- Downtown will be an extremely large project for 2023.

The EDA discussed some things to work on 2023

- Restaurants - Breakfast
- Distillery/Brewery
- Walkability is great, but we need more
- Retail
- Splitrocks – Golf Simulator – Pickle Ball
- Interactive Play areas for kids – (Ex. Eagle Nest)
- Bakery
- Talking points about the community that we can allow employers to use when attracting talent –
 - What is the story?
 - Potentially tours of community
 - Greater MSP – Talent attraction
 - What other industries are here than medical
 - Web Site up to date

ADJOURN

**A MOTION WAS MADE BY MEMBER SCHILLING, SECONDED BY MEMBER BUCANERRO
ADJOURNED THE FEBRUARY 13, 2023 “REGULAR MEETING” OF THE WYOMING, MINNESOTA
ECONOMIC DEVELOPMENT AUTHORITY MEETING AT 6:38P.M.**

Voting Aye: Iverson, Bulmer, Schilling, Nault and Buccanero

Voting Nay:

Abstain:



Request for EDA Action

Date: March 10, 2023

Presented to: EDA Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: Downtown Plan/Study Proposals

Method: New Business

Background Information:

During the EDA's 2022 work plan it was discussed that there was not a small area plan or Downtown Study plan currently and could be a goal for the EDA and City to work towards. Small-town community downtown areas are in a renaissance. Downtowns serve as both vital economic engines for a local economy and also gathering places to celebrate together.

Although the Downtown area could be considered larger area encompassing a larger area of the downtown core of Wyoming. A Small Area Plan study area is much smaller that could focus on an area around east Viking and Hwy 61. Small Area Plans specifically explore issues, opportunities and solutions within a confined geographic area that has a cohesive set of characteristics. The long-term success of Downtown depends heavily on a strong and well-designed core. It is this area where the integration of commerce, residential living, community activity – and parking – need to fit together like puzzle pieces.

The Final RFP was approved by the EDA at the January 9, 2023 EDA meeting. The RFP was sent to the League of Minnesota cities and advertised on our web site that same day. All submissions from consultants were due no later than February 15, 2023.

We received three proposals as follows:

- Bolton and Menk
- MSA in partnership with Michael Lamb Consulting, LLC
- WSB

The parameters for the proposal were identified in the RFP as follows:

MINIMUM PUBLIC PARTICIPATION

Several stakeholder groups should be given the opportunity to participate in the process of developing the Downtown Plan. Such groups include:

- The public at large
- The Wyoming Economic Development Authority
- All property owners within the plan area
- All residents within the plan area
- All business owners renting/leasing property within the plan area
- City of Wyoming Community Development Department Staff Other City Departments as necessary and appropriate, such as:
 - Administration
 - Planning and Zoning
 - Engineering

The public participation process proposed must promote meaningful participation that educates, offers participants opportunities to discuss and resolve issues, and creates a sense of ownership of the plan by the participants.

The consultant's role in the public participation process, at a minimum, will include:

- Organizing and scheduling meetings – with aid provided by the Community Development Department.
- Conducting/facilitating meetings/visioning sessions
- Providing technical expertise/advice
- Recording public comments
- Identifying areas of consensus
- Translating the input received during the process into alternative visions
- Presentation of preliminary plan concepts to key stakeholders
- Presentation of final plan concepts to key stakeholders

The consultants suggested approach towards public participation should be included within the work plan, required under the proposal contents section. The consultant and the Wyoming EDA will develop the precise method of optimizing public participation jointly after consultant selection, and early in the project schedule.

REQUIRED PROJECT DELIVERABLES

Hard copies of the final "Downtown Plan" document containing text and graphics should be in 8 ½" x 11" format. Larger graphics in the report could be folded 11" x 17" sheets. Twenty-five (25) copies of the final plan are required.

Two electronic copies of the downtown plan document, including graphics, shall be provided. One copy shall be provided in a MS Word format and the other shall be provided in an Adobe Acrobat (PDF) format.

DESIRED PROJECT OUTCOMES/STATEMENT OF WORK

The project consultant will prepare a comprehensive downtown plan that translates the priorities of the community into specific, attainable, development and redevelopment goals for the downtown that focus on establishing/strengthening the downtown as the physical and social heart of the community. The downtown plan will go beyond the concept stage to create redevelopment strategies tailored to the specific needs and conditions in Wyoming.

At a minimum, the plan development will include an assessment and specific recommendations in the following areas. Other deliverables may be added, at the discretion of the Wyoming EDA, or by recommendation of the consulting firm.

REVIEW OF CURRENT PLANS

- The planning process should involve stakeholders in gaining an understanding of previous planning, synthesizing and joining the pertinent aspects of past plans to maintain continuity of vision without constricting new ideas and integrating new development influences and community desires. This review of previous planning shall include, but not be limited to:
- Incorporate into the planning process applicable guidance provide by the City Comprehensive Plan 2022
- City of Wyoming Economic Development Strategic Plan 2017
- Chisago County Housing Study, Maxfield 2018
- City of Wyoming Parks, Open Space and Trail System Plan 2022

LAND USE

- With stakeholder involvement, assess the assets and liabilities of the downtown to identify the highest opportunity places to create and enhance the network of destinations in the downtown.
- Map current land uses in the downtown and immediate surrounding area and consider unique aspects of downtown sub-areas or districts in the planning process.
- Inventory commercial and retail space vacancy levels and underutilization.
- Identify and prioritize specific sites for development and redevelopment and their preferred uses or adaptive reuses.
- Inventory the status and quality of transportation and circulation systems including automobile parking, pedestrian routes, and bicycle parking
- Identify cultural, recreational and institutional assets, such as library, art galleries, public art, parks, trails and government services and consider how they can be enhanced to better support the downtown as a community gathering space/destination.
- Determine whether and how existing land uses or physical characteristics help or hinder economic development efforts i.e.; parking lot locations, vacant parcels, railroad corridor, variety of businesses, etc.

TRANSPORTATION

- Through the planning process, embrace the perception of streets not only as conduits for automobiles but also, as places that are an opportunity to add value to the community by enhancing economic productivity and social engagement.
- Equitably consider all modes of mobility in downtown transportation planning.
- Consider non-traffic solutions to traffic problems, such as increasing mixed-use development and high density housing opportunities in and near the downtown.
- Conduct field surveys to record the amount and location of on and off street parking in the downtown, calculate the parking requirements for existing and future land uses, identify deficiencies, and define short and long-term strategies for improvements to downtown parking, including accommodation of residential and hospitality uses that require longer term parking.
- Assess the pedestrians ease in crossing streets and provide recommendations for improvements that do not conflict with other design standards.
- **URBAN DESIGN IMPROVEMENTS**
- Affirm the identity of core downtown streets and critical street intersections.
- Catalog existing sidewalk and pathway conditions, and identify important linkages within and connecting to the downtown.
- Identify existing landscaping in the downtown and create a plan to maintain trees and plantings as part of the urban infrastructure.
- Review the existing streetscape elements (vintage lighting, street furnishings, plantings, and sidewalk and street pavement treatments) of the downtown and consider revisions to and/or expansions of it.
- Identify public space opportunities in the downtown and examine their full multi-use potential as a means to create a sense of place and attract and bring people together.
- Consider improvements to the plan/programs for building façade improvement in the downtown.
- Identify priorities for the improvement of on and off street public parking.
- Identify potential infill and new development opportunities in the downtown, prioritize those opportunities, and identify strategies for their implementation.
- Review design guidelines created by the Wyoming Economic Development Authority and consider whether similar design guidelines should be established as a universal requirement for the downtown.

MARKET ASSESSMENT, ECONOMIC NICHE AND DEVELOPMENT STRATEGIES

- Define the downtown's economic niche to inform strategies for marketing, promotion and design/appearance.
- Provide recommendations for how the downtown can better serve these categories of users.
- Identify business categories that may be missing from the downtown that would serve the interests of the identified categories of visitor users and local users.

IMPLEMENTATION STRATEGIES

- Define strategies, including financing options, for implementation of all aspects of a downtown plan that takes into consideration: need, feasibility, and consistency with the downtown vision.
- Assess the organizational capacity of community stakeholders to play a role in implementation.
- Strategies will identify sub-tasks and timelines where appropriate and assign roles and responsibilities for community stakeholders.

PROPOSAL CONTENTS

The consultant's proposal should include, but not be limited to the following information:

- 1) A summary of the consultant team and individuals that will work on the project.
- 2) A description of the consultant's philosophy regarding social, economic, human, environmental, and related values that provide the basis for the consultant's approach to the project.
- 3) A general restatement and/or enhancement of the desired project outcomes.
- 4) A work plan that will lead to the desired outcomes.
- 5) A description of the consultant's plan to optimize public participation.
- 6) A proposed project schedule.
- 7) A detailed description of the SINGLE past project that the consultant believes is most similar to this project.
- 8) A list of three other projects with references.
- 9) A statement of the consultant's ability to complete the project within the prescribed timeframe.
- 10) A statement regarding the level of effort and degree of detail that can be provided in the project, given the proposed fee.
- 11) The cost proposal shall be in the form of an "hourly, not to exceed fee". The cost proposal shall include a listing of hourly rates for each position within the consultant team and an estimate of staff hours for each task within the proposed work plan.

Bolton and Menk

Bolton and Menk is a large firm that has more than 800 employees including a professional staff of more than 250 engineers, planners, landscape architects and surveyors.

Our firm has worked closely with cities to understand and meet their needs through municipal services. We are out in the field daily, continuously looking for ways to serve our communities better. Our planning staff is ready to build upon this with a wide range of planning services to assist clients on special projects and in their everyday needs. Our expertise includes:

- Long-range planning
- Master planning
- Comprehensive plans
- Park and trail planning
- Zoning and subdivision ordinance review
- Community engagement
- Transportation planning

The project team would consist of approximately **11 members** of their staff that include a project manager, principal in charge, a public engagement lead, urban planner, traffic lead, funding, landscape architects, communication support, planning, GIS specialist and a market retail and downtown economic analysis.

Bolton & Menk will ensure that the vision and priorities set by the community are translated into specific, attainable, and implementable actions. We will ensure the following outcomes are achieved:

1. An updated community vision for Wyoming's downtown
2. A comprehensive placemaking plan for an iconic downtown
3. A downtown business and economic development strategy that is responsive to current and projected market conditions and that advances investments
4. A framework for future development decision making, including land-use and incentive decisions

TASK 1: PROJECT MANAGEMENT

Bolton & Menk will manage its staff, subconsultants, tasks, resources, budget, and related activities to ensure the project objectives are met. We will work closely with EDA staff throughout the project and collaboratively review draft deliverables for acceptance. We will further work together to facilitate interactions with EDA staff, committee, and other project stakeholders.

Deliverables:

1. Monthly coordination meetings and check-ins with EDA staff
2. General coordination and quality control/checks
3. Weekly check-in with sub-consultant - Retail Strategies

TASK 2: REVIEW CURRENT PLANS

The City of Wyoming has already done a lot of great work over the past five years. We will start by reviewing those plans and the public comments that went into their development to honor that previous work. Our review will include, but not be limited to:

Deliverables:

1. Summary of key findings of previous studies relevant to the downtown master plan
2. Develop a series of base maps for the study area
3. Basic demographic data

TASK 3: ENGAGE THE COMMUNITY

The public participation process we propose is key to providing meaningful engagement that educates, offers opportunities to discuss and resolve issues, and **creates a sense of ownership** of the plan by the participants.

Visioning:

We want to engage the community to affirm its identity to define a distinct aesthetic and sense of place that is uniquely downtown. This can lead to the development of a branding campaign and multifaceted urban design aesthetic. The project team will use the goals and objectives from the 2022 Comprehensive Plan as a starting point to affirm or refine their relevance. We will partner with the Wyoming EDA to develop a precise method of optimizing public participation during the consultant selection and early in the project schedule.

The Bolton & Menk team will:

Organize and schedule meetings – with aid provided by the community development department

Conduct and facilitate meetings/visioning sessions

Provide technical expertise and advice

Record and summarize public comments

Identify areas of consensus and conflict or gaps

Translate the input received during the process into alternative visions

Present plan concepts to key stakeholders

Present final plan concepts to key stakeholders

We will reach out and engage:

The public at large

The Wyoming Economic Development Authority

All property owners within the plan area

All residents within the plan area

All business owners renting/leasing property within the plan area

City of Wyoming Community Development Department Staff

Other city departments as necessary and appropriate, such as: Administration

Planning and zoning

Engineering

Fire department

Schools

Industrial employers

TASK 3.1 COMMUNICATIONS

An engaged and informed public is the best way to garner support for the Downtown Master Plan. Clear and frequent communication is key **to establishing and maintaining public trust**. With a cohesive project brand and consistent messaging our team will develop materials to advertise events using social media, project newsletters, and articles in local

papers, and the project website. We propose the following tools/ideas and will confirm final approach with EDA staff.

Video:

We propose building on the city's "101" videos by creating a short video called *Downtown Master Planning 101*.

Articles and E-newsletter:

We will work with the EDA and city's communications staff to prepare articles for the city's website and to share with local papers and newsletters to keep the community informed of the project, including project updates in the city's existing weekly email and quarterly newsletter.

TASK 3.2 ENGAGEMENT

We understand that people like to share their ideas and comments in ways that work for them and **many people do not have the time or interest in attending formal public meetings**. We will use a variety of high-tech tools and in-person strategies to gather input from Wyoming's stakeholders.

The team will build off the vision already set in the 2022 Comprehensive Plan and draft a specific vision statement for the downtown master planning process. To gain community buy-in, we will engage the public in visioning and decision-making efforts.

Online Survey:

An online survey, promoted through social media, community newsletters, and QR codes on posters or print materials, allows for an easy way for the community to provide feedback on goals, issues and concerns, ideas, and placemaking concepts

Community Pop-Up: We propose engaging the public at community events, such as the April 29 Arbor Day event, a Thursday Farmers Market, or the June 3 Touch a Truck event. By holding in-person pop-ups at popular events (staffed by EDA or volunteer staff with materials prepared by us), we can engage people and give them an opportunity to provide input. One pop-up is included. Additional pop-ups are per our fee schedule.

Placemaking Contest: A new way to assess what the community deems valuable or not is to hold an all-ages placemaking contest for people to draw what they'd like to see in downtown Wyoming. We'd reach out to the property managers of vacant business spaces and ask if we could display submissions on their storefront to attract people downtown and to inspire them to participate in the process. We would also provide a QR code on the design sheets to link to the online survey.

Downtown Business Forum:

These meetings, coordinated with our economic development analyst, will allow for the voices of the business community, developers, and interested parties to offer ideas and feedback on specific downtown goals and priorities. We propose a workshop to conduct visioning of the overall identity and goals for the downtown, but also to meet with economic development advisors from Retail Strategies (additional service) to discuss the issues and opportunities related to economic development and redevelopment. This would be a facilitated discussion with the goal of coming to a consensus on business needs that can be sustained by the market. We will confirm the vision and goals outcomes with the EDA staff.

Windshield or Walking Tour:

A great opportunity to engage the community and **empower them with a sense of ownership of the downtown master plan** is to invite them to do a windshield or walking tour. We propose giving community members a worksheet and then

asking them to walk the streets and mark down their perceived condition of the sidewalk, storefronts, trees, benches, etc. This is a less technical approach, but provides a great insight into user response and perception of downtown assets. An article with a photo and list of names of people that participated can provide thanks and acknowledgement in the city newsletter and online.

Deliverables:

- Public Participation Plan
- Community vision and goals
- Project website (StoryMap)
- Online Survey
- Boards and materials for pop-ups (additional service)
- Social media posts and newsletter articles
- Downtown Master Planning Process 101 video
- Placemaking Contest results
- Business Forum input
- Public input summary report
- Windshield Tour summary

TASK 4: DEVELOP THE PLAN

TASK 4.1 LAND USE

The first component of the planning process is an evaluation of the actual land in the study area. We will:

Assess the assets and liabilities of the downtown per visioning input

Identify opportunities

Map current land uses including sub areas or districts

Inventory downtown commercial and retail space (external and overall footprints)

Identify and prioritize redevelopment sites

Identify cultural, recreational, and institutional assets

Determine if there are existing characteristics that are helping or hindering economic development

Infill, Redevelopment, and Land Use:

The downtown master plan will consider best practices from other cities and provide a future land use map that provides a structured, yet flexible approach with an overlay (of multiple zonings) that can accommodate future growth.

Areas for improvement include **empty lots, rundown buildings, blank/boring walls, and a lack of signage directing travelers and residents alike to downtown.** While the local business community, EDA, and city staff continue to market and promote the area, the momentum needs a firm action plan. We will provide options to re-activate areas that need this attention.

We would like to put our boots on the ground and connect with the business owners in an authentic way by conducting a storefront tour where **we explore potential catalyst properties** including areas that need attention like empty lots and storefronts. We will view the tour through **pretend special glasses to see things in a different way, to slow down and imagine that we are a visitor** and look for things that we don't normally see. As a way of applying visioning in a concrete way we propose gathering feedback on identifying two catalyst projects downtown such as a vacant parcel, infill project or a building that has potential for adaptive reuse.

TASK 4.2: TRANSPORTATION

As part of the transportation assessment, we will also look at the location and capacity of infrastructure to sustain development downtown and provide recommendations. While the exact specifications of improvements need to be finalized in a subsequent step (outside this project scope), this will give an overall sense of the public infrastructure required to support economic growth. The Bolton & Menk team will:

- Embrace the perception of streets not only as conduits for automobiles but places to add value to the community enhancing economic development
- Provide considerations for equity in all modes of mobility
- Suggest non-traffic solutions such as mixed-use development and high-density housing
- Conduct parking analysis
 - Field surveys of on/off-street parking
 - Parking requirements for existing land uses
 - Identify deficiencies and potential solutions to parking
- Identify pedestrian access and ease of crossing streets improvements

TASK 4.3: URBAN DESIGN IMPROVEMENTS

This task is a foundational element of the downtown plan as it defines the "quality of place". Furthermore, it develops what the community wants the downtown to look, feel, and function like through design.

The factors considered will be determined by the EDA staff, but in general, will include the following:

- Identify the core downtown streets and critical intersections
- Catalogue sidewalks and path conditions, identify key links to downtown
- Review streetscaping elements and recommend revisions or improvements
- Identify public space opportunities to create a sense of place, bring community together and integrate results of the placemaking competition
- Consider plans/programs to improve building facades
- Identify opportunities to improve on- and off-street parking
- Identify infill and redevelopment opportunities
- Review design guidelines with specific recommendations

TASK 5: MARKET ASSESSMENT, ECONOMIC NICHE, AND DEVELOPMENT STRATEGIES

Wyoming has a diverse and well-educated population that supports a variety of jobs and businesses. We will conduct a market analysis of demographics, income, and spending habits and match recommendations to foster growth and entrepreneurship downtown.

We will work with the EDA and identify incentives that need to be restarted and some that may need a more creative approach. An example idea could be: crowdsourcing funding **to build a test kitchen would allow several food enterprises to pilot their menus** without having to invest capital in a full commercial kitchen.

Retail is rapidly changing, and we want to ensure that the city is positioned to welcome the latest trends. **Retail Strategies** can provide the national broker insight into niche micro-retailers and calculate the economic impacts, potential property taxes, and sales tax revenue to better inform what types of businesses the downtown needs, is missing, and can realistically support.

Our team will:

- Conduct a market analysis
- Define downtown economic niches
- Provide recommendations for how downtown can better serve those categories
- Identify business categories that may be missing from downtown that would better serve local residents and attract visitor
- Retail strategies micro-niche strategies

TASK 6: IMPLEMENTATION STRATEGIES

All previous tasks will lead to this task. The outcome of this project will combine landscape architecture, urban design, branding, land use planning, and transportation in a way that strikes an appropriate balance of functionality, beautification, and feasibility. Implementation strategies will include recommendations related to financing options, as well as capacity of the community and city.

Our team will study the existing water, sanitary sewers, and storm sewers to confirm that there is capacity in the system to accommodate proposed redevelopment, such as the two catalyst sites, or to flag any issues.

An identified strategy of actions and improvements is necessary to chart a course forward to reach the established vision. The implementation strategy will provide actionable steps with identified priority levels, time phasing, and ideas for relevant funding sources where applicable.

To ensure the great ideas and work to date are captured cohesively and set up for actionable steps, we propose an **implementaton matrix** that identifies short vs. long term strategies and provides a snapshot of implementation actions. It will include a timeline, roles and responsibilities, and resources needed as well as funding options.

Draft Plan:

The draft plan will summarize all project activities, provide an aspirational vision for the future of downtown Wyoming, and outline an implementation plan. We will propose a format for the final plan that reflects the community preferences and is easy to use.

Our GIS professionals will create a web GIS application (StoryMap) hosted by City of Wyoming that will depict the downtown opportunities and background, community input findings, as well as finalize the draft of the downtown master plan.

TASK 7: PLAN ADOPTION

PROCESS

TASK 7.1 CITY COUNCIL REVIEW

We will present the draft plan for review and approval to the Economic Development Authority and/or the city council.

TASK 7.2 PLAN REVISION

Our team will revise the plan based on feedback from the EDA review. We will document all comments and provide final copies and assist the EDA staff with publishing and posting on the website.

Deliverable:

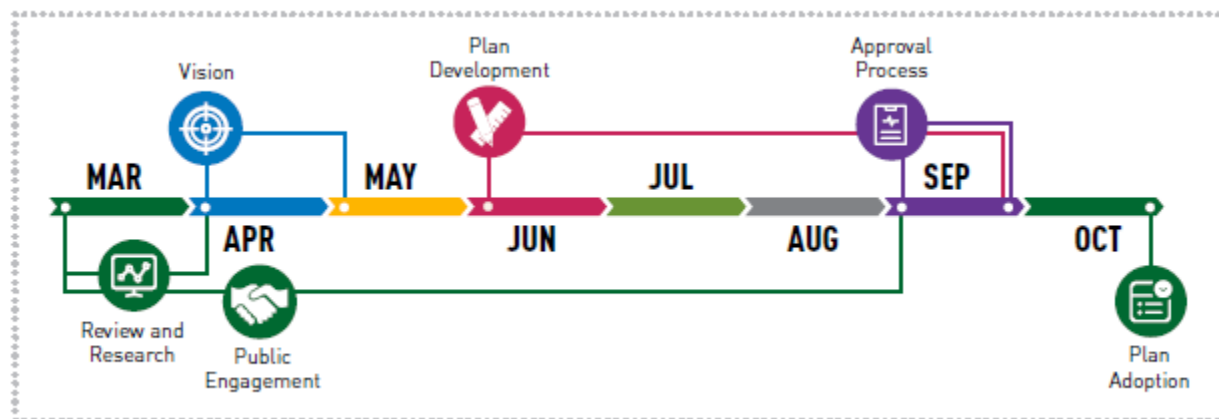
1. Final document and land use plan, electronic

EXPERIENCE

- Artery City of Hopkins
- Riverfront Renaissance Improvements, City of Hastings
- Rice Street Visioning Study, City of St. Paul
- Downtown Improvements, City of Perry, Iowa

PROJECT SCHEDULE

We have developed a draft schedule detailing the anticipated project milestones, public engagement, and deliverable dates. This schedule is based on our review of the project background, description, and scope of services included in the request for proposals and our experience on other similar projects. Upon selection, Bolton & Menk will work with EDA staff and other project partners to revise and update this schedule as needed to ensure successful delivery of this project.



Total Cost - \$188,372

MSA in partnership with Michael Lamb Consulting, LLC

MSA Professional Services, Inc. (MSA) specializes in the sustainable development of communities. We achieve this by building honest, open relationships that go beyond the project to become a trusted source of expertise and support for immediate challenges and long term goals. Big or small, we do whatever it takes to meet each need, working to make communities stronger in the process. It's more than a project. It's a commitment.

MSA's roots reach back to the 1919. Once a rural land survey company, our firm now consists of over 380 engineers, architects, planners, funding experts, surveyors, GIS experts and environmental scientists. MSA excels at helping clients identify grant and funding sources and then delivering high-quality, cost-effective solutions.

At MSA, we know that every project starts with a plan – a clear and consensus-driven vision for the future that can be realistically implemented. Our Planning and Design Studio consists of:

- 11 American Institute of Certified Planners (AICP)
- 3 Professional Landscape Architects (PLA)
- 2 Housing Specialists
- 1 Funding Expert
- 3 Planning Specialists

Members of our studio regularly give presentations on various planning topics at state and national conferences. The professional planners that comprise the Studio have helped hundreds of communities and private organizations define their vision, obtain funding, and implement the improvements they seek. With our planners being part of a multi-disciplinary firm, they are able to engage our professional engineers and architects in the planning processes to aid our clients in developing sustainable, implementable plans.

PROJECT TEAM

For the Wyoming downtown project the team would consist of six members that include an project manager, two project planners, a project engineer, client services manager and an urban designer.

CORE SERVICES

Below is a sample of the services that MSA's Planning and Design Studio can offer.

- Capital Improvement and Strategic Plans
- Comprehensive Plans
- Zoning: Ordinance Creation, Code Rewrites, Development Regulations and Zoning Administration
- Community Blight Studies
- Cooperative Boundary Agreements
- Economic Development: Market Analysis, Tax Increment Financing, Feasibility Studies
- Funding: Grant Writing, Grant Administration, Fundraising
- Housing Studies: Analysis of Housing, Market Analysis
- Impact Fee Studies
- Landscape Architecture

Impediments to Fair

- Park and Recreation Planning: Park Master Plans, Comprehensive Outdoor Recreation Plans, ADA Studies
- Public Engagement
- Redevelopment Studies: Downtown, Neighborhood, Corridor, and Site Planning
- Transportation Planning: Bicycle + Pedestrian Plans, Safe Routes to Schools Plans, Access Management Studies
- Urban Design: Wayfinding, Streetscaping, and Design Standards

PUBLIC ENGAGEMENT

We specialize in working alongside our clients and selecting the best available methods to hear the voices of many citizens through the process. The type and combinations of methods selected will ensure a balance of informing, consulting, collaborating and empowering the public. Therefore, engagement can and should be accomplished by tapping into a variety of sources, including community and non-profit organizations, public officials, youth, individuals with disabilities, mature citizens and those that have been traditionally underserved. Listed below are a few techniques we use to strengthen public involvement for your community.

PROJECT GOALS AND OBJECTIVES

One of our goals is to create better places to live and work. It is our commitment to you to bring our expertise together with your needs and assist the Wyoming in developing the best and most appropriate solutions. We truly believe in making partners and not just completing projects. Our team would like to assist the Wyoming with the development of a Downtown Master Plan to help the community thrive! We'll help find ways to realize opportunities, build on strengths and overcome challenges while taking advantage of local and regional growth opportunities. We will then look forward as we create a plan document that is easy to use, provides clear direction for managing growth and provides City officials, City staff, businesses, employers, residents and stakeholders with a plan to collaborate for future success. The resulting Downtown Master Plan will serve as a tool and guide for Wyoming's future!

GENERAL SCOPE OF SERVICES

The primary purpose of this project is to establish a strategic Masterplan for Downtown Wyoming. The resulting plan must provide the necessary resources to effectively guide future decision making to positively impact the community. Relevant information from existing plans/studies will be used when applicable throughout this process. The plan will also include the necessary resources to apply for funding assistance for Downtown improvements identified in the plan over the next 10 years.

Public Meetings - This task will cover information relating to public participation during the creation of the Downtown plan, including documentation of the public participation process, a compilation of objectives, policies, and goals identified in the public comment received, and identification of the groups or individuals comprising any work groups or committees that were created to assist the community's Downtown planning efforts. We propose two (2) public meetings for the Wyoming Downtown Master Plan; the first for identifying issues, opportunities

and goals, and the second to allow the community to review and comment on the development concept and implementation sections of the plan.

Steering Committee - The City could choose to appoint a Steering Committee for this project comprised of representatives of the Economic Development Authority, Council, City staff, area businesses, property owners, residents, public agencies and the general public. To the greatest extent possible, this committee will represent the various parties interested in Downtown revitalization. Although the meetings of the committee are all public meetings, open to anyone that wishes to attend, in practice very few people outside the committee will attend. The Steering Committee should have about 12-24 members and MSA would be pleased to assist the City in their member selection process. We anticipate five (5) meetings of the Steering Committee through the planning process.

Project Website – Our team will utilize ESRI Story Maps to develop a customized project website focused on facilitating online interaction and providing updates regarding the Wyoming Downtown Master Plan. The project website will be used to post the overall project schedule, share draft materials, and solicit comments throughout the planning process. This aspect of the community engagement strategy is important for transparency, and for sharing information with stakeholders and the general public who are unable to attend meetings or seek further engagement opportunities.

Stakeholder Interviews - Our team proposes to facilitate 25-minute online or phone interviews with stakeholders and focus groups near the beginning of the planning process. We are primarily interested in speaking with officials, City staff, community leaders, members of community organizations, business leaders and other stakeholders or small groups from across the community – especially influencers not involved as members of the Steering Committee. We will consult with Staff and the Steering Committee to identify interviewees and focus groups. With email addresses provided by Staff and the Steering Committee, we will use Calendly.com + Zoom to schedule the interviews. The objective of the interviews will be to gain a better understanding of the downtown related growth plans and preferences of the individuals, institutions, organizations, and businesses. We always gain valuable insight into communities through these interviews, information we cannot get through a survey, in a public setting, or from census data.

Issues & Opportunities - An analysis of issues and opportunities specific to Downtown Wyoming building upon the opportunities outlined in a public meeting and an in-depth analysis of the feedback from the various plan activities.

Community Survey - MSA will create an online survey through Survey 123 that will be available to all members of the related to downtown reinvestment and capture invaluable public input.

Crowdsourcing Mapping - Our project website will feature an online map of Downtown Wyoming and the surrounding area that can be used by the public to identify opportunities or areas of concern related to future land use and development. Users can contribute to the “community” crowdsourcing map using a computer or mobile device, adding descriptions and photos to further explain their thoughts. Crowdsourcing mapping is a great visual way to get citizens involved with the planning process and address their concerns and opportunities for Downtown Wyoming.

Downtown Character Element - This section will contain objectives, policies, and programs to identify characteristics and qualities that make Downtown Wyoming unique and that are important to the district's heritage and growth.

Existing Conditions Analysis - An analysis of issues specific to Downtown Wyoming addressing topics such as Pedestrian Environment, Public Infrastructure, Utilities, Parking, Local Access, Traffic Flow and Circulation, Historical Significance, and Land Use Patterns & Surrounding Conditions.

Economic Analysis – This section will include an analysis of Downtown Wyoming's existing market and business opportunities. We both assess and then provide recommendations that address marketing, promotion, design/appearance, and business mix.

Reinvestment Concept - A reinvestment concept for Downtown Wyoming to outline improvements that will be considered as a guide for improvements to intersections, signage, streetscape, facades, awnings, plaza/park/open space, urban design elements, management/leadership and community involvement. This concept will also identify preferred future land use classifications by block and/or lot.

Action/Implementation Plan – This is a crucial section of the overall plan to address how to implement the objectives and policies for Downtown Wyoming to achieve the goals of the plan. This section will contain a listing of programs and specific actions necessary to implement any provision of the Reinvestment Concept, including changes to any applicable land development regulations, official maps, ordinances and schedule for improvement efforts for the next 10 years.

PROJECT DELIVERABLES

Throughout the planning process we will provide draft materials for review in PDF format.

- **Public Meetings, Educational Materials and Website**

For public meetings we will provide draft maps, PowerPoint presentations and copies for review. All materials will also be posted on a custom project website maintained by MSA and linked to existing community websites.

- **Maps and Reinvestment Concept** MSA will create maps to illustrate existing conditions outlined above and future plans. We will utilize Buchanan County parcel data and other GIS data from the State of Iowa, Buchanan County and any other resources from which this data is available (consultants etc.). City will request data from Chisago County.

- **Final Plan Document** We will provide a finished document that is attractive and easy to read, utilizing high quality maps, graphics, illustrations and photos to illustrate the planning process. The Final Plan will document the Downtown district, as it is today and what the area will work to be in the future

PROJECT EXPERIENCE

- Town Center Master Plan, Blaine, MN
- Downtown Plan, Buffalo, MN
- Downtown redevelopment plan La Crescent, MN
- Downtown Master Plan, Clinton, IA
- Downtown Vision, Solon, IA
- Downtown Plan, Verona, WI
- Downtown Plan, City of Granite Falls

PROJECT SCHEDULE

		MARCH 2023 • Consultant Staff Kickoff Meeting • Start Existing Conditions Analysis and Economic Analysis
		APRIL 2023 • Steering Committee Meeting #1: Process Overview, Engagement Planning, and Issues & Opportunities Discussion • Public Meeting #1: Issue Identification and Visioning • Launch Project Website, Survey, and Crowdscore Map • Start Stakeholder Interviews
		MAY 2023 • Steering Committee Meeting #2: Existing Conditions and Public Input Review • Draft Downtown Vision and Goals • Continue Stakeholder Interviews
		JUNE 2023 • Steering Committee Meeting #3: Vision and Goals Review + Redevelopment Concept Planning • Continue Drafting Master Plan Document
		JULY 2023 • Complete Master Plan and Action Plan for Implementation
		AUGUST 2023 • Steering Committee Meeting #4: Review of Redevelopment Concept and Action Plan
		SEPTEMBER 2023 • Public Meeting #2: Draft Plan Open House • Complete Document Edits
		OCTOBER 2023 • Steering Committee Meeting #5: Final Review of Plan, Acceptance, and Adoption

TOTAL PROJECT COST - \$30,000

WSB – Downtown Master Plan

WSB is a design and consulting firm specializing in engineering, community planning, environmental, and construction services. Together, our staff improves the way people engage with communities, transportation, infrastructure, energy and our environment. We offer services that seamlessly integrate planning, design and implementation. WSB is made up of 650 staff, over 30 service areas, 15 offices and 5 states.

PROJECT TEAM

The project team is comprised of experts with the knowledge and experience to assist Wyoming in the varied issue items scoped out in the RFP. We have members who know about downtowns and place making, we have others who understand good pedestrian access and linkages, and for the public driving downtown, we have team members who know about traffic circulation and convenient parking. WSB is a full-service firm and will bring Wyoming a team that can address all the questions and concerns the Wyoming businesses and citizenry will have. We have worked in Wyoming and similar-sized communities, we will be able to develop implementable, understandable, and reasonable solutions to continue creating an economically vibrant downtown in Wyoming. The team is made up of seven WSB staff members that include a principal, project manager, transportation and planning staff, landscape architect, public engagement lead, economic development, and public engagement support.

PROJECT UNDERSTANDING

Wyoming is in a position where the community is growing and may be experiencing varied opinions about its future and the future of its core downtown. The planning process proposed allows residents to participate in the discussion about the future and allows them to help shape what they want the downtown to be. The public engagement process will also recognize the landowners, business owners, and other stakeholders. The goal is to provide reasonable strategic solutions that will create economically viable businesses that will contribute to a more inviting and self-sustaining downtown. Finally, we understand that government has a role to play and that often the city may take the financial lead to be a catalyst for future resource commitments by individuals and organizations. Because resources are limited, care must be taken that programs and projects are strategic and provide high reward outcomes. This downtown plan seeks to aid the community in this process.

LAND USE

TASK 1 - INVENTORY OF CURRENT DOWNTOWN PROPERTIES

The team will create an inventory of each site, providing general property information and a photo of each existing development and land use. Existing land uses will be noted along with vacancies or underutilization of existing building space and/or land. The Downtown will also be mapped out corresponding to the inventory with the map including immediately adjacent sites within the community and highlighting similar properties that can be grouped into sub-areas due to use, size, location, or other attributes, for specific future recommendations.

TASK 2 – ASSESSMENT OF ASSETS AND LIABILITIES

A SWOT analysis will be created that encompasses the entire Downtown area, based in part on resident and property owner input, along with planning best practices. After the initial SWOT analysis, the team will undertake a more individualized analysis of properties and blocks within the downtown, evaluating physical characteristics related to land use, infrastructure, business mix, etc, that are impacting the success of the Downtown. This review will be based primarily on the physical attributes of the existing downtown and comparing the current condition to best practices and community goals.

TASK 3 -SITE REVIEW AND PRIORITIZATION

In concert with the information provided by the public engagement exercises, the team will define potential opportunity sites for the dedication of future resources, whether that be financial or staffing resources. This exercise will highlight sites that can benefit from full site redevelopment versus renovation or adaptive reuse. Potential solutions for individual sites, or previously identified sub-areas, will be called out in this section of the document based on public input and current market conditions.

TASK 4 – INVENTORY TRANSPORTATION AND CIRCULATION SYSTEMS WITHIN DOWNTOWN

WSB will inventory the transportation systems within the downtown which includes all modes of transportation. Once residents and visitors come downtown, how are they moving between destinations, is their travel mode convenient, and is parking, pedestrian access, and bikeways easy and safe?

TASK 5 – IDENTIFICATION OF DOWNTOWN ASSETS

After inventorying the individual parcels within the downtown, community assets will be identified. A review of how these public places drive residents to the downtown for trips and how they can be enhanced to further promote the downtown and encourage multiuse trips will be explored.

TASK 6 – IDENTIFICATION OF STRATEGIES

Based on the findings of the analyses, a set of strategies will be developed in collaboration with project stakeholders to highlight key focus areas for the creation of a more vibrant and resilient downtown. Recommended strategies will include generalized timelines, relative costs, and responsible parties. Potential strategies will consider solutions beyond traditional land use and design projects and will also look to assorted organizations within the community to aid in successful implementation.

LAND USE DELIVERABLES:

- Draft and final downtown land use memo
- Maps, graphics, and other supporting documentation

TRANSPORTATION

TASK 1 – EXISTING AND PLANNED NETWORK

To establish the baseline existing conditions in the study area, maps will be developed to identify the existing roadway network, including roadway jurisdiction, functional classification, and current traffic volumes. Maps of existing and planned nonmotorized facilities will also be developed to highlight planned improvements and any network gaps that may remain. This process will also identify key gateway routes to the downtown for users of various transportation modes.

TASK 2 – DOWNTOWN ORIGINS AND DESTINATIONS

The WSB team will inventory major trip generators within the study area and document network gaps for applicable modes. This analysis will focus on the needs of nonmotorized and freight users.

TASK 3 – CONGESTION ANALYSIS

A planning-level congestion analysis will be performed on roadways within the study area for which traffic volume data is available. Roadway segments exceeding planning-level capacities will be identified for potential improvements.

TASK 4 – SIDEWALK AND PATHWAY CONDITION ANALYSIS

A high-level infrastructure conditions analysis will be conducted for sidewalks and pathways in the study area. Areas or segments in poor condition will be identified with a specific focus on ADA compliance for people walking, biking, and rolling.

TASK 5 – PARKING ANALYSIS

The WSB team will inventory existing parking locations and volumes in the study area for both motor vehicles (On and off-street) and bicycles. Parking requirements for both existing and future land uses (including changes based on downtown plan recommendations) will be calculated and deficiencies identified. The resulting strategies will focus on how to balance meeting and/or reducing the identified demand.

TASK 6 – PEDESTRIAN CROSSING ANALYSIS

The WSB team will map legal pedestrian crossing locations within the study area and document potential issues, barriers, and risks to their use. Based on the context of each crossing, recommendations will be identified to improve safety and comfort for these users.

TASK 7 – IDENTIFICATION OF STRATEGIES

Based on the findings of the analyses, a set of strategies will be developed in collaboration with project stakeholders to highlight key focus areas for improving downtown transportation. Recommended strategies will include generalized timelines, relative costs, and responsible parties. Potential strategies will consider solutions beyond traditional transportation projects.

TRANSPORTATION DELIVERABLES:

- Draft and final downtown transportation memo
- Maps, graphics, and other supporting documentation

Urban Design Improvement

The built environment sets the tone for Wyoming's downtown and can result in an exciting and inviting space for users or a hard-to-navigate, cold space that only moves people along. The team will be reviewing existing spaces, amenities, and community context to recommend potential opportunities for enhancements that balance aesthetics and design with cost and ongoing maintenance.

TASK 1 – AFFIRM TRANSPORTATION INFRASTRUCTURE FROM AN URBAN DESIGN PERSPECTIVE

The team will analyze the existing road system and highlight key streets and intersections from both a functional perspective but also as an opportunity for public engagement and place making. Existing sidewalks and trail linkages will be mapped and prioritized based on their relationship to the greater community and the downtown core.

TASK 2 – IDENTIFY AND EVALUATE EXISTING DOWNTOWN STREETScape

The team will inventory existing landscaping and streetscape elements and evaluate their functionality, overall aesthetic, and whether they are meeting community needs and goals. A streetscape plan addressing appropriate fixtures, locations, and maintenance routines will be provided as part of this deliverable.

TASK 3– PROGRAMMING OF PUBLIC SPACES

As part of the urban design review, the WSB team will identify spaces and locations within the downtown which could be available for public gatherings, innovative treatments or other placemaking activities. Identified spaces will be mapped and potential programming examples explored, and recommendations provided. It is important that these spaces be designed for all community members and be flexible in nature and be a source of pride for the community.

TASK 4 – BUILDING FAÇADE PROGRAM REVIEW

As part of the site inventory, building façade treatments will be noted. Research into potential programs that can assist property owners in improvements will be provided along with some recommendations for exterior treatments that could be added to the zoning ordinance.

TASK 5 – IDENTIFICATION OF STRATEGIES

Based on the analyses of the various urban design features, a set of strategies will be developed in collaboration with project stakeholders to highlight key focus areas for improving the downtown. Recommendations for enhanced streetscape and public space programming will be provided along with some applicable examples including relative cost, and responsible parties. An on-going maintenance plan will be provided.

URBAN DESIGN DELIVERABLES:

- Draft and final downtown memo
- Maps, graphics, and other supporting documentation

MARKET ASSESSMENT

TASK 1 - MARKET ANALYSIS AND ENHANCEMENT STRATEGIES

The WSB team will provide a market analysis of the Wyoming downtown which will provide information about the current market demand for specific uses within the greater Wyoming area. This analysis will be compared to the existing business mix. Recommendations about the introduction of additional business categories, based on the market analysis will be provided.

MARKET ANALYSIS DESIGN DELIVERABLES:

- Draft and final downtown market memo
- Maps, graphics, and other supporting documentation

IMPLEMENTATION STRATEGIES

TASK 1 - STRATEGY DEVELOPMENT

Provide reasonable, implementable short-term and long-term strategies to carry out the downtown plan as designed through this process. Prioritization of strategies will be determined by the EDA.

TASK 2 - CAPACITY ASSESSMENT

Assess capacity of various organizations to aid in plan implementation.

TASK 3 - FINAL RECOMMENDATIONS

Individual strategies will be noted along with responsible parties and time horizon.

IMPLEMENTATION DELIVERABLES:

Implementation Matrix

Compilation of the Downtown Wyoming Plan

Each subject area within the project work plan will be investigated and a memo created providing information about the undertaken analysis and recommendations. Every section of the plan will be brought before the EDA for review and comment. In total 2 EDA meetings are anticipated to gain feedback from each section. After modifications are made, each the memorandums will be consolidated into one downtown plan. The overall plan will document the existing conditions, individual analysis, potential opportunities, and final strategic recommendations.

PUBLIC PARTICIPATION

The WSB team recognizes the vital role that public engagement and participation will play in facilitating and developing Downtown Plan that reflects the City of Wyoming's vision, mission, and values. We propose a holistic, coordinated, and strategic engagement plan that is nimble and responsive to community and stakeholder needs.

WSB has an experienced team of public engagement experts to assist the Wyoming Economic Development Authority as it seeks to create a downtown plan that meets the vision and long-term goals for residents, corporate citizens, and new investors in Wyoming. We propose the following program to achieve these public and community engagement objectives and to put the City, the Wyoming EDA, and the project in a position for success:

A stakeholder identification process involves confirming the various stakeholder groups, community members, institutions, organizations, or other stakeholders impacted directly or indirectly by a project or plan. The WSB project team will work collaboratively with project staff to identify gaps and opportunities to involve stakeholders of all types. This stakeholder identification and analysis work at the outset of the project is critical to right sizing the engagement activities that will be most beneficial to the plan development process and getting stakeholder and community buy in for the final downtown plan. Building off the groups detailed in the RFP, we believe the following stakeholder groups must be considered when developing the final engagement plan and when considering engagement techniques

As part of the public participation process, WSB will organize and schedule all project meetings with the Economic Development Authority and other key stakeholders. We propose a total of 4 visioning sessions, one with each of the following groups: Economic Development Authority and downtown business owners, property owners and area residents. We also recommend holding 1 community meeting to inform the entire community about this planning process and gather input and feedback.

We will work with the EDA and leverage stakeholder identification and analysis to determine the optimal schedule of various meetings. For all meetings, WSB will provide necessary materials, graphics, and content to be used throughout the plan development process. All communications and displays will be accurate, consistent, and presented with plain language that is accessible and understandable to all. We will record and document all public comments, identify areas of consensus, and utilize all accumulated feedback to inform visions for Wyoming's downtown that will be presented to the Economic Development Authority and key stakeholders.

Below, we detail a variety of additional recommended public engagement and communication tactics that could be utilized to position the City of Wyoming and the Economic Development Authority for success as it develops a downtown plan. We will work closely with the Economic Development Authority and other key stakeholders to identify the right mix of engagement tactics.

Information and feedback collected during the engagement process, both through facilitated meetings or visioning sessions as well as any additional engagement tactics determined to be beneficial to the process, will be used to inform plan concepts. Additionally, feedback collected throughout the engagement and planning process will be documented in the final analysis and summary reports.

WSB has other options not included in the summary that include the following:

- Community open house
- Focus Groups
- Individual Stakeholder meetings
- Targeted community conversations
- Engagement Surveys
- Project Website and Materials

Engagement Analysis and Summary Report

Throughout the engagement process, WSB will collect community and stakeholder feedback and coordinate with project team members. Following each engagement event, WSB will provide an event summary that details public input and captures public sentiment related to the project. In addition, WSB will manage a comment tracker that will record individual and stakeholder engagement, feedback, and issues relevant to the project. After all scheduled public engagement events, a final engagement summary that encompasses all engagement activities completed during the process will be provided. The information will be used to inform project recommendations and guide the development of preliminary and final plan concepts.

PROJECT SCHEDULE

TASK	2023					
	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER
KICK OFF MEETING						
PUBLIC ENGAGEMENT:						
PUBLIC ENGAGEMENT PLAN						
PUBLIC ENGAGEMENT ACTIVITIES						
PLAN COMPONENTS:						
LAND USE						
TRANSPORTATION						
URBAN DESIGN						
MARKET ANALYSIS						
IMPLEMENTATION STRATEGIES						
FINALIZE PLAN DOCUMENT						
SUBMISSION OF FINAL PLAN						

● - KICK-OFF MEETING ■ - TASK DURATION ○ - EDA REVIEW ✓ - PLAN COMPLETION

PROJECT EXPERIENCE

- North St. Paul Redevelopment Master Plan and Downtown Master Plan
- Development Framework for Downtown Rosemount
- Gravel Mining Area South Master Plan Maple Grove
- Main Street Rehabilitation, City of Maple Grove

TOTAL COST - \$45,585.00

Review and Recommendation – All three of the proposals have been able to satisfy the requirements within the RFP that the Wyoming EDA authorized. All three of the proposals bring significant expertise and different approaches to satisfy the requirements of the RFP. The most robust proposal I would say is from Bolten and Menk, but also at a significant cost from the other proposals.

I would like to have more discussion with the EDA and review of the proposals to make sure we review and answer any questions about the proposals. If the group has questions regarding the proposals that I cannot answer we can send those back to the consultants for review and bring back the item at our next month's meeting. Based on my review and the robust proposal scope of services, expertise and costs I would recommend the proposal from MSA and Michael Lamb Consulting, LLC in the amount of \$30,000

February 10, 2023



Proposal for

Downtown Plan



**BOLTON
& MENK**

Real People. Real Solutions.

3507 High Point Drive North | Bldg. 1 - Suite E130 | Oakdale, MN 55128
651-704-9970 | Bolton-Menk.com

Contact:

Mojra Hauenstein, AICP
775-722-6494

[Mojra.Hauenstein @bolton-menk.com](mailto:Mojra.Hauenstein@bolton-menk.com)



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651-704-9970 | Bolton-Menk.com

February 10, 2023

Robb Linwood
City Administrator
City of Wyoming
PO Box 188
Wyoming, MN 55025

RE: Preparation of a Downtown Plan

Dear Robb:

The City of Wyoming is seeking a multi-disciplinary team to create a downtown master plan at a critical time in the community's growth. We have assembled the "A" team to provide you with the best expertise and outcome which will ensure that past efforts are integrated, and those initiatives that have stalled or that have not been effective are reworked to yield results. Bolton & Menk will lead the city through a thoughtful and invigorating planning process.

LAND USE PLANNING EXPERIENCE - We have successfully completed community-supported projects for more than 70 years. Our work in Hopkins and Ramsey County is a testament to what you are looking for, but our land use experience doesn't end there. We have considerable experience in developing downtown plans, particularly for communities of size and standing similar to Wyoming, and possess significant urban planning, civil engineering, and public engagement capabilities. Mojra Hauenstein, our project manager who is also an architect and planner, specializes in community and economic development as well as analysis of market conditions.

PROACTIVE PROJECT MANAGEMENT AND COMMUNICATION - For a community to realize its vision, the residents, business owners/operators, and other stakeholders must be engaged in a meaningful way. Robin Cauffman has turned community engagement into an art form. Her proactive communication plans and creative outreach will ensure all voices are heard. Robin and Mojra will lead multiple community outreach events including surveys, videos, a placemaking contest, and focus group meetings to develop a clear project vision. They will establish and deliver a comprehensive public and agency engagement plan that builds consensus and aligns the public and project team in identifying a solution that remedies concerns that have plagued the region for over a decade.

WE'RE PLANNERS AND SO MUCH MORE - The City of Wyoming needs a succinct, implementable plan and growth strategy. Bolton & Menk's planning staff is experienced in creating living, implementable downtown master plans. With more than 800 employees and specialists in placemaking, urban design, economic development, infrastructure, transportation, environmental resources, GIS data analysis, and public communication, we offer the expertise of a national firm, but our project leadership is local. These services allow us to better allocate resources, keep our fees in check, and spend more time creating solutions customized for you.

In continued service to the City of Wyoming, we are excited at the opportunity to complete the downtown master plan. I will serve as your lead client contact and project manager. Please contact me at Mojra.Hauenstein@bolton-menk.com if you have any questions regarding our proposal.

Respectfully submitted,
Bolton & Menk, Inc.

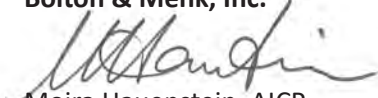

Mojra Hauenstein, AICP
Project Manager



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Cost proposal in separate envelope



SOLUTIONS PROVIDED:

- » Planning & Urban Design
- » Environmental Planning & Permitting
- » Civil/Municipal Planning & Engineering
- » Transportation Planning & Engineering
- » Geographic Information Systems
- » Project Funding Support
- » Project Communication
- » Creative Studio Services
- » Structural Services
- » Land Surveying
- » Construction Administration & Inspection
- » Water & Wastewater Engineering
- » Aviation Services
- » Water Resources Engineering

FIRM OVERVIEW

We believe all people should live in safe, sustainable, and beautiful communities and we take pride in our ability to make that happen. It's why we get out of bed every morning. Our commitment to communities began in 1949 with two hard working Midwesterners—John Bolton and Martin Menk. They saw people in their surrounding communities who had dreams of a bright future, a desire to grow, and a common challenge of aging infrastructure. John and Martin's goal was to help communities make progress by listening to what people want, finding the best solutions for their needs, and treating them right. Their legacy lives on. Today, Bolton & Menk, Inc. has more than 800 employees including a professional staff of more than 250 engineers, planners, landscape architects, and surveyors.

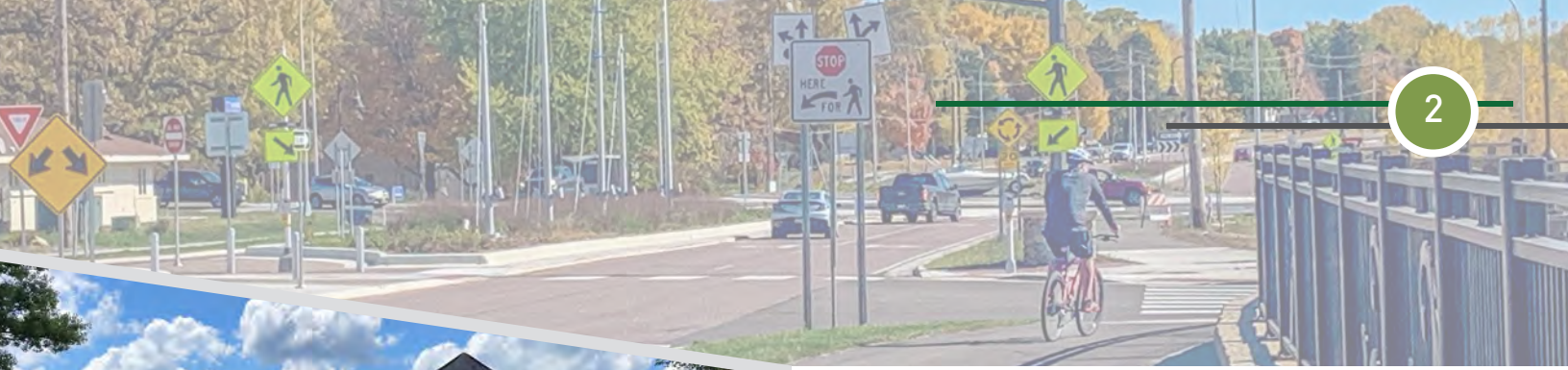
Our planning and urban design group helps clients plan their future.

Using robust public engagement, we facilitate consensus for buildable, sustainable solutions. Our team expertise helps solve multi-faceted problems with technical, regulatory, funding, and community issues. We deliver plans and designs you can live with.

Our firm has worked closely with cities to understand and meet their needs through municipal services. We are out in the field daily, continuously looking for ways to serve our communities better. Our planning staff is ready to build upon this with a wide range of planning services to assist clients on special projects and in their everyday needs. Our expertise includes:

- Long-range planning
- Master planning
- Comprehensive plans
- Park and trail planning
- Zoning and subdivision ordinance review
- Community engagement
- Transportation planning

We promise every client two things: we'll work hard for you and we'll do a good job. We take a personal interest in the work being done around us. And at the end of the day, we're **Real People** offering **Real Solutions**.



PROJECT TEAM

Bolton & Menk understands the importance of developing design solutions that can be supported by stakeholders and implemented efficiently. We have provided a brief background and description of key individual roles. These individuals have track records of successful projects and, just as importantly, are enthusiastic and committed to meeting and exceeding your expectations. We can provide detailed résumés of all personnel upon request.



**MOJRA HAUENSTEIN, AICP,
LEED AP (ND), Architect - NCARB**
PROJECT MANAGER AND PLANNER



BRIAN HILGARDNER
PRINCIPAL-IN-CHARGE



ROBIN CAUFMAN
PUBLIC ENGAGEMENT
LEAD



ANDREW DRESDNER
URBAN PLANNER



**JENNIFER MCCOY,
PE, PTOE**
TRAFFIC LEAD



CHELSEA ALGER
FUNDING



JONATHAN NELSEN, PLA
LANDSCAPE ARCHITECT



RACHEL LEMIRE
COMMUNICATION SUPPORT



HARRY DAVIS, AICP
PLANNING



DAVID SANDBERG, GISP
GIS SPECIALIST



JENN GREGORY
(RETAIL STRATEGIES)
MARKET, RETAIL, AND
DOWNTOWN ECONOMIC ANALYSIS



MOJRA HAUENSTEIN, AICP, LEED AP (ND), Architect - NCARB
Project Manager and Planner

Mojra will lead the downtown master plan effort for the City of Wyoming. She will be responsible for project supervision, client coordination, and leading all Bolton & Menk staff to ensure a quality final product.

Mojra is a senior planner and architect at Bolton & Menk who began her career in 1998. Her experience includes community and economic development with an emphasis on neighborhood revitalizations. She is passionate about providing unique, vision-focused, sustainable solutions to communities in need. Mojra was trained in Europe and worked in metropolitan areas like downtown Rome, Italy. She has spent the last 22 years in the U.S., re-creating the elements that make great destinations. The combination of our local knowledge and national project experience will bring a fresh perspective to our work.



BRIAN HILGARDNER, PE
Principal-in-Charge

Brian will serve as the principal-in-charge to the City of Wyoming. He will discuss project and staffing assignments and will work with our lead service personnel when the city requires a particular service. If there are ever any concerns over staffing or performance, the city can trust that Brian is available to reconcile them.

Brian will be responsible for overall project oversight. He will oversee quality assurance throughout the project process and be responsible for committing sufficient personnel and resources to accomplish the project work plan within the time frame defined. He will monitor project progress, schedule, and budget and work closely with Mojra to ensure critical issues are addressed effectively, comprehensively, and in a timely manner. He will also be involved in public involvement activities as needed.

we've done this **HUNDREDS** of times



ROBIN CAUFMAN

Public Engagement Lead

Robin will be responsible for setting the strategy and facilitating stakeholder outreach and education activities.

Since beginning her career in 1994, Robin has filled multiple roles on regional infrastructure plans and projects, including transportation corridors, wastewater plans, environmental studies, and streetscape designs. As a senior planner, her primary areas of expertise include community engagement, metropolitan area comprehensive planning, and land use analysis. Robin uses her expertise in listening to project partners and community stakeholders and communicating technical information to ensure that there is clear understanding by all parties of project needs, purpose, benefits, and impacts.



ANDREW DRESDNER

Urban Planner

Andrew will assist with creating and refining the site development scenarios, including visualization and urban design.

Andrew is a senior urban designer at Bolton & Menk whose professional career began in 1998. His expertise spans urban design, redevelopment planning, community development, public space design, and placemaking. Andrew appreciates the interdisciplinary approach to project solutions that Bolton & Menk uses, as well as the willingness to bring innovation to all projects.



HARRY DAVIS, AICP

Planning

Harry will provide planning support and research for the master plan.

Harry is a planner at Bolton & Menk who started his career in 2015. Serving communities and their people inspired his passion for urban planning as a life-long career. He has always been fascinated with how cities are made up of many people from diverse backgrounds and loves accomplishing a city or neighborhood's goal for physical transformation and improvement. His areas of expertise include comprehensive planning, municipal master planning and urban design, and multicultural planning.



JENNIFER MCCOY, PE, PTOE

Traffic Lead

Jen will lead the traffic and transportation aspects of the project. Jennifer is a senior traffic engineer who began her career in 2000, gaining experience in both the public and private sectors. She is passionate about helping improve the lives of those around her. Throughout her career she has learned to communicate with all types of stakeholders. Jennifer has built expertise in traffic operations studies, traffic control design, safety analysis, safe routes to school, neighborhood traffic calming, on-street parking and parking garage operations, policy development, budgeting, and grant writing.

RACHEL LEMIRE

Communication Support

Rachel will provide communication expertise to the project, producing meeting announcements and meeting materials. She will also assist in the overall public engagement strategy for the project.

Rachel is a project communication specialist at Bolton & Menk who started her career in 2020. She enjoys using her creative and analytical skills to collaborate with others on writing and graphic design projects. She is responsible for print and online communication, and the development of project websites, handouts, social media content, maps, and newsletters.

CHELSEA ALGER

Funding

Chelsea will provide specialized expertise with funding solutions.

Chelsea is a senior funding specialist who began her career in 2003. Prior to joining Bolton & Menk in 2019, she worked for city government in city planning, community development, and grant writing. She has expertise in a variety of public infrastructure and community development funding programs. Chelsea is passionate about strategic thinking and working through challenges to come to workable solutions for all parties involved.



BOLTON & MENK

DAVID SANDBERG, GISP

GIS Specialist

David will be responsible for the GIS and online mapping components of the plan.

As a GIS specialist, David provides GIS support on various projects, including data collection, data management, spatial analysis, and map creation. He is especially experienced with designing and creating online interactive maps. David began his GIS career in 2016. He supports Bolton & Menk's transportation, planning, and project communication work groups. David uses new technology and researches products and software to provide the best solutions for our work groups and clients. He excels at creating map figures, performing data analysis, and online interactive maps and applications. He is passionate about providing spatial analysis and tools to help make better decisions within the communities we serve.

JONATHAN NELSEN, PLA

Landscape Architect

Jonathan will serve as lead landscape architect on the project.

Jonathan is a landscape architect who is passionate about working with communities to navigate the design process and translate their ideas into buildable solutions. Jonathan joined Bolton & Menk in 2012, and has experience in the areas of urban design, multimodal transportation, parks and recreation, and the design of downtown and civic spaces have led to the creation of successful projects throughout Minnesota and Iowa. Jonathan enjoys the creative challenges the design field presents and is continually seeking new methods and technologies to foster the best possible outcome for his clients.

JENN GREGORY (RETAIL STRATEGIES)

Market, Retail, and Downtown Economic Analyst (*Proposed as an additional service)

Jenn will conduct area market analyst.

Jenn is the president of Downtown Strategies at Retail Strategies where her focus is on the revitalization of downtowns for our client communities. Through her Downtown Vision and Strategy Workshop process, Jenn and her team have advised over 100 communities across the United States on market analysis, tourism, economic vitality, and design updates for downtown areas. She joined Retail Strategies with a 10-year career in community development and downtown revitalization. She previously served as the chief executive officer of the Greater Starkville Development Partnership in Mississippi and as assistant executive

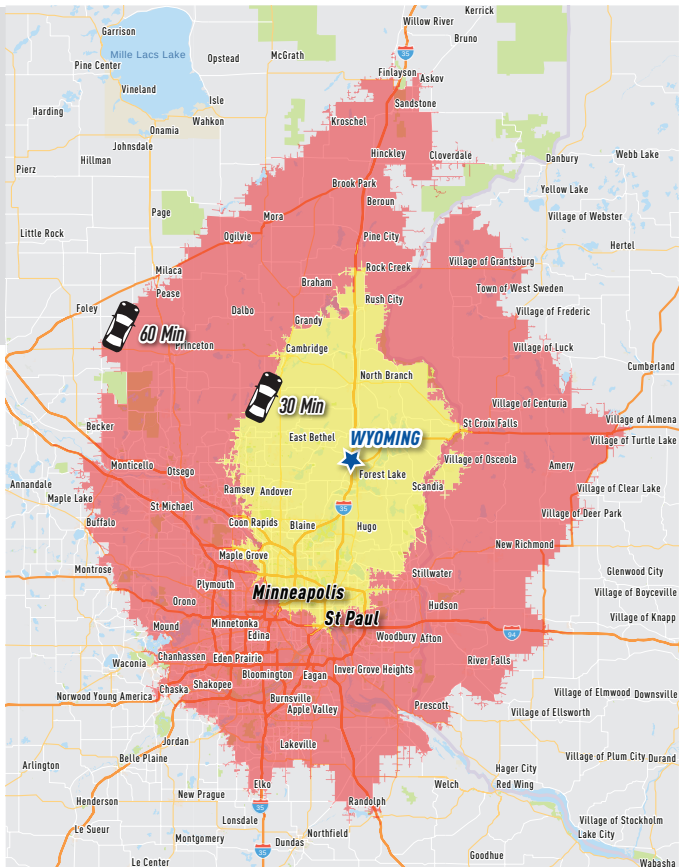
director of the Stennis Center for Public Service, a federal, legislative-branch agency with offices in Mississippi and on Capitol Hill. Before joining Retail Strategies, she was principal of Sidewalk Strategies, a firm specializing in policy and economic development strategies for municipalities. Jenn was named a "Top 50 under 40" professional by Mississippi Business Journal in 2016.

OUTCOMES AND STATEMENT OF WORK



The City of Wyoming is ready for its next transformation - reinvigorating the **physical and social heart of its community—its downtown—**into a pulsating center and iconic destination.

The city has a rich railroad history and interesting past, including being the drop off location for the famous Hamm kidnapping (Hamm Brewery). Since 2010 it has grown at nearly 1 percent a year and has become a **community ideal for those seeking a rural character with a small-town feel, yet having a short commute to the metro area.**



Wyoming's abundance of natural resources is enhanced by its 17 parks and connection to the Sunrise Prairie Regional Trail, Comfort Lake, and Sunrise River. It certainly has the ingredients to blossom further with highly rated schools, a visual arts center, regional library, and business, industrial, civic and tourism amenities. However, its greatest asset is its people.

The Wyoming EDA Business of the Month is Evergreen Coffee. A message from the owners, Keegan and Alyssa is as follows: "Evergreen Coffeehouse is a place for community. People are the passion and coffee is the beloved agent that brings us together. People + Coffee = Community. We have set out to be a place for you to rest, to breathe, to tell stories, to laugh, to cry and to remind ourselves of what is, to tell stories, to laugh, to cry and to remind ourselves of what is really important in life..."

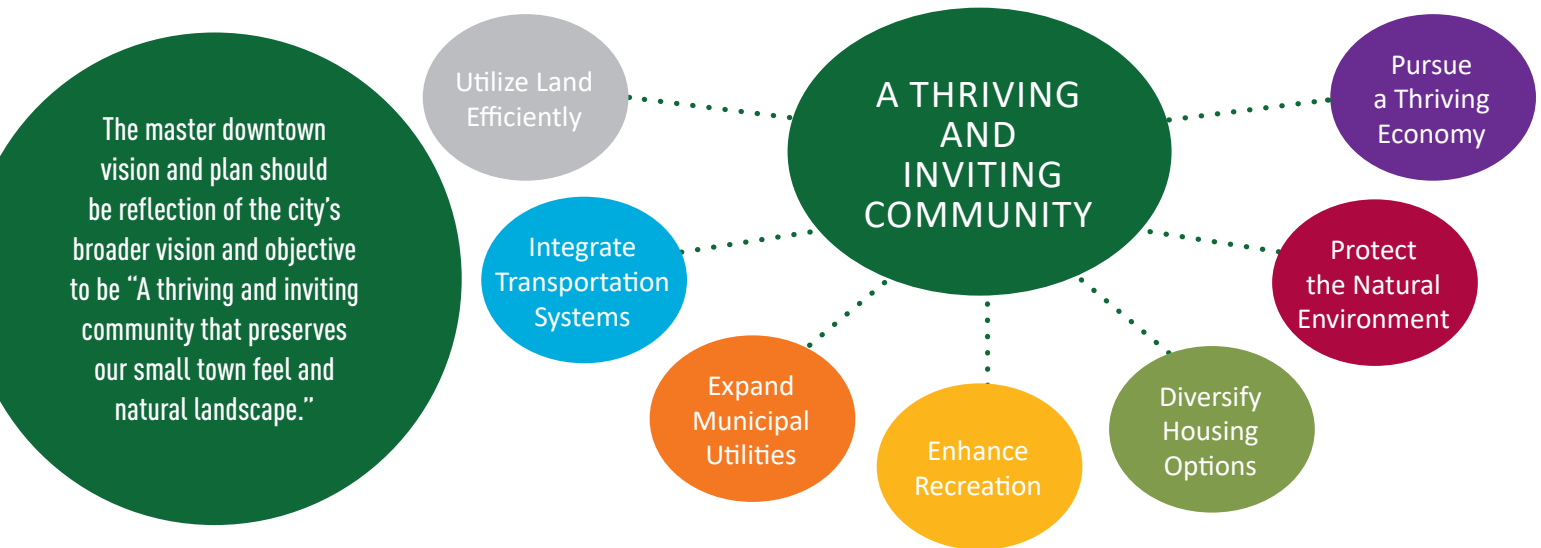
- via City of Wyoming Facebook page

We will lead and create a downtown plan that articulates a vision for short and long-term improvements. Fostering public and private investments can enhance downtown as a more livable, walkable, and thriving community.

Bolton & Menk will ensure that the vision and priorities set by the community are translated into specific, attainable, and implementable actions. We will ensure the following outcomes are achieved:

1. An updated community vision for Wyoming's downtown
2. A comprehensive placemaking plan for an iconic downtown
3. A downtown business and economic development strategy that is responsive to current and projected market conditions and that advances investments
4. A framework for future development decision making, including land-use and incentive decisions

We know you've had great past successes but also see opportunities in areas that have stalled and know that the typical planning approach will not yield suitable results. Rather a unique, innovative, and customized approach is needed to **truly activate the downtown**.



The detailed work plan below outlines tasks addressing all elements of the RFP, however we are also proposing some innovative ideas. We will work with the Economic Development Authority (EDA) to refine the scope of work and fees to your preferences. Please see the last page of this section for our detailed schedule.

- » City of Wyoming Comprehensive Plan 2022
- » City of Wyoming Economic Development Strategic Plan 2017
- » Chisago County Housing Study, Maxfield 2018
- » City of Wyoming Parks, Open Space, and Trail System Plan 2022

TASK 1: PROJECT MANAGEMENT

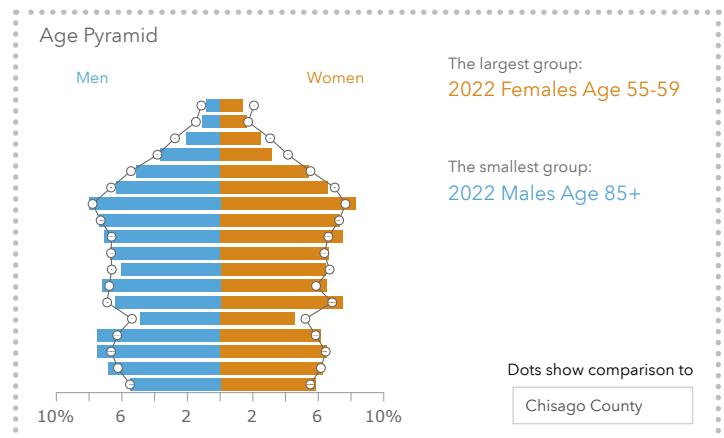
Bolton & Menk will manage its staff, subconsultants, tasks, resources, budget, and related activities to ensure the project objectives are met. We will work closely with EDA staff throughout the project and collaboratively review draft deliverables for acceptance. We will further work together to facilitate interactions with EDA staff, committee, and other project stakeholders.

-  Deliverables:
1. Monthly coordination meetings and check-ins with EDA staff
 2. General coordination and quality control/checks
 3. Weekly check-in with sub-consultant - Retail Strategies

TASK 2: REVIEW CURRENT PLANS

The City of Wyoming has already done a lot of great work over the past five years. We will start by reviewing those plans and the public comments that went into their development to honor that previous work. Our review will include, but not be limited to:

We will research available data sources for physical land attributes and demographics for initiating the outreach with the community while providing contextual data.



Business Analyst Demographic for City of Wyoming vs. Chisago County



Deliverables:

1. Summary of key findings of previous studies relevant to the downtown master plan
2. Develop a series of base maps for the study area
3. Basic demographic data

TASK 3: ENGAGE THE COMMUNITY

The public participation process we propose is key to providing meaningful engagement that educates, offers opportunities to discuss and resolve issues, and **creates a sense of ownership** of the plan by the participants.

Visioning:

We want to engage the community to affirm its identity to define a distinct aesthetic and sense of place that is uniquely downtown. This can lead to the development of a branding campaign and multifaceted urban design aesthetic. The project team will use the goals and objectives from the 2022 Comprehensive Plan as a starting point to affirm or refine their relevance.

We will partner with the Wyoming EDA to develop a precise method of optimizing public participation during the consultant selection and early in the project schedule.



The Bolton & Menk team will:

- » Organize and schedule meetings – with aid provided by the community development department
- » Conduct and facilitate meetings/visioning sessions
- » Provide technical expertise and advice
- » Record and summarize public comments
- » Identify areas of consensus and conflict or gaps
- » Translate the input received during the process into alternative visions
- » Present plan concepts to key stakeholders
- » Present final plan concepts to key stakeholders

At Bolton & Menk, we pride ourselves on a successful public involvement process that is tailored to the project and **reflects the range of voices in the community.**

We will reach out and engage:

- » The public at large
- » The Wyoming Economic Development Authority
- » All property owners within the plan area
- » All residents within the plan area
- » All business owners renting/leasing property within the plan area
- » City of Wyoming Community Development Department Staff
- » Other city departments as necessary and appropriate, such as:
 - Administration
 - Planning and zoning
 - Engineering
 - Fire department
 - Schools
 - Industrial employers

TASK 3.1 COMMUNICATIONS

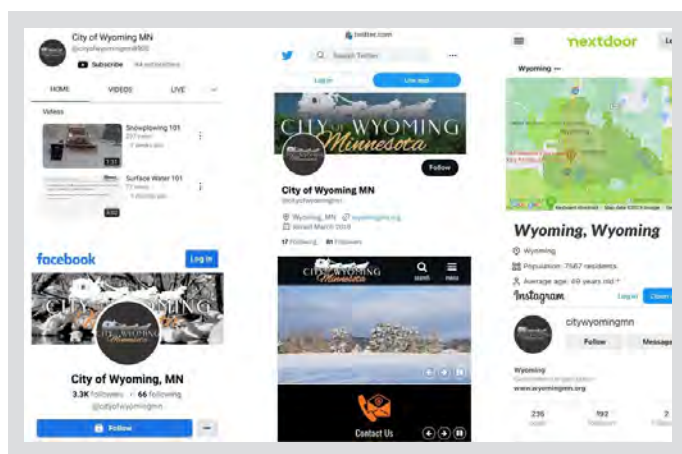
An engaged and informed public is the best way to garner support for the Downtown Master Plan. Clear and frequent communication is key **to establishing and maintaining public trust.** With a cohesive project brand and consistent messaging our team will develop materials to advertise events using social media, project newsletters, articles in local papers, and the project website. We propose the following tools/ideas and will confirm final approach with EDA staff.

Project Website (StoryMap):

We will create a StoryMap that will be linked/hosted as an interactive platform on the city's website for providing information, communicating activities, and providing links to input opportunities. The project website will provide 24-hour access to project information, schedules, draft documents, and exhibits. Also, we will host an electronic version of a public survey that will be used during the visioning process.

Social Media:

We propose to capitalize on the great electronic communications that the city has set up and the community is already following including Facebook, Twitter, Instagram, Nextdoor, and YouTube channels. We will work with the city's communications staff to prepare content that is educational, informative, and engaging.



Video:

We propose building on the city's "101" videos by creating a short video called *Downtown Master Planning 101*.

Articles and E-newsletter:

We will work with the EDA and city's communications staff to prepare articles for the city's website and to share with local papers and newsletters to keep the community informed of the project, including project updates in the city's existing weekly email and quarterly newsletter.

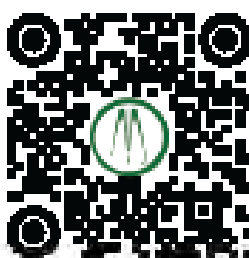
TASK 3.2 ENGAGEMENT

We understand that people like to share their ideas and comments in ways that work for them and **many people do not have the time or interest in attending formal public meetings**. We will use a variety of high-tech tools and in-person strategies to gather input from Wyoming's stakeholders.

The team will build off the vision already set in the 2022 Comprehensive Plan and draft a specific vision statement for the downtown master planning process. To gain community buy-in, we will engage the public in visioning and decision-making efforts.

Online Survey:

An online survey, promoted through social media, community newsletters, and QR codes on posters or print materials, allows for an easy way for the community to provide feedback on goals, issues and concerns, ideas, and placemaking concepts.



We will also add a QR code to the placemaking contest one-sheet (mentioned on the following page).

INPUTiD™:

Bolton & Menk's custom web-based comment mapping tool will gather feedback on opportunities and issues in the project area. This tool could also be used to gather public comments on parking issues, sidewalk conditions, ease of pedestrian crossings, vacant commercial and retail space, and landscaping conditions. Check out examples of these tools we used for the Brooklyn Center redevelopment [INPUTiD™](https://opportunities-bmi.hub.arcgis.com/pages/share-your-thoughts) (<https://opportunities-bmi.hub.arcgis.com/pages/share-your-thoughts>). If the city would like to add INPUTiD, it can be added as an additional service, as described in the fee schedule

<https://gis.bolton-menk.com/inputid/?app=ricestreetconcepts>



Community Pop-Up:

We propose engaging the public at community events, such as the April 29 Arbor Day event, a Thursday Farmers Market, or the June 3 Touch a Truck event. By holding in-person pop-ups at popular events (staffed by EDA or volunteer staff with materials prepared by us), we can engage people and give them an opportunity to provide input. One pop-up is included. Additional pop-ups are per our fee schedule.



Placemaking Contest: A new way to assess what the community deems valuable or not is to hold an all-ages placemaking contest for people to draw what they'd like to see in downtown Wyoming. We'd reach out to the property managers of vacant business spaces and ask if we could display submissions on their storefront to attract people downtown and to inspire them to participate in the process. We would also provide a QR code on the design sheets to link to the online survey.

Downtown Business Forum:

These meetings, coordinated with our economic development analyst, will allow for the voices of the business community, developers, and interested parties to offer ideas and feedback on specific downtown goals and priorities. We propose a workshop to conduct visioning of the overall identity and goals for the downtown, but also to meet with economic development advisors from Retail Strategies (additional service) to discuss the issues and opportunities related to economic development and redevelopment. This would be a facilitated discussion with the goal of coming to a consensus on business needs that can be sustained by the market. We will confirm the vision and goals outcomes with the EDA staff.

Windshield or Walking Tour:

A great opportunity to engage the community and **empower them with a sense of ownership of the downtown master plan** is to invite them to do a windshield or walking tour. We propose giving community members a worksheet and then asking them to walk the streets and mark down their perceived condition of the sidewalk, storefronts, trees, benches, etc. This is a less technical approach, but provides a great insight into user response and perception of downtown assets. An article with a photo and list of names of people that participated can provide thanks and acknowledgement in the city newsletter and online.



Placemaking Contest Design Sheet Example



Deliverables:

1. Public Participation Plan
2. Community vision and goals
3. Project website (StoryMap)
4. Online Survey
5. Boards and materials for pop-ups (additional service)
6. Social media posts and newsletter articles
7. Downtown Master Planning Process 101 video
8. Placemaking Contest results
9. Business Forum input
10. Public input summary report
11. Windshield Tour summary

TASK 4: DEVELOP THE PLAN

TASK 4.1 LAND USE

The first component of the planning process is an evaluation of the actual land in the study area. We will:

- » Assess the assets and liabilities of the downtown per visioning input
- » Identify opportunities
- » Map current land uses including sub areas or districts
- » Inventory downtown commercial and retail space (external and overall footprints)
- » Identify and prioritize redevelopment sites
- » Identify cultural, recreational, and institutional assets
- » Determine if there are existing characteristics that are helping or hindering economic development

We will use our data analysis and public engagement input to build the framework for downtown master plan strategies.

Infill, Redevelopment, and Land Use:

The downtown master plan will consider best practices from other cities and provide a future land use map that provides a structured, yet flexible approach with an overlay (of multiple zonings) that can accommodate future growth.

Areas for improvement include **empty lots, rundown buildings, blank/boring walls, and a lack of signage directing travelers and residents alike to downtown.**

While the local business community, EDA, and city staff continue to market and promote the area, the momentum needs a firm action plan. We will provide options to re-activate areas that need this attention.

We would like to put our boots on the ground and connect with the business owners in an authentic way by conducting a storefront tour where **we explore potential catalyst properties** including areas that need attention like empty lots and storefronts. We will view the tour through **pretend special glasses to see things in a different way, to slow down and imagine that we are a visitor** and look for things that we don't normally see. As a way of applying visioning in a concrete way we propose gathering feedback on identifying two catalyst projects downtown such as a vacant parcel, infill project or a building that has potential for adaptive reuse.

TASK 4.2: TRANSPORTATION

As part of the transportation assessment, we will also look at the location and capacity of infrastructure to sustain development downtown and provide recommendations. While the exact specifications of improvements need to be finalized in a subsequent step (outside this project scope), this will give an overall sense of the public infrastructure required to support economic growth. The Bolton & Menk team will:

- » Embrace the perception of streets not only as conduits for automobiles but places to add value to the community enhancing economic development
- » Provide considerations for equity in all modes of mobility
- » Suggest non-traffic solutions such as mixed-use development and high-density housing
- » Conduct parking analysis
 - Field surveys of on/off-street parking
 - Parking requirements for existing land uses
 - Identify deficiencies and potential solutions to parking
- » Identify pedestrian access and ease of crossing streets improvements

TASK 4.3: URBAN DESIGN IMPROVEMENTS

This task is a foundational element of the downtown plan as it defines the "quality of place". Furthermore, it develops what the community wants the downtown to look, feel, and function like through design.

The factors considered will be determined by the EDA staff, but in general, will include the following:

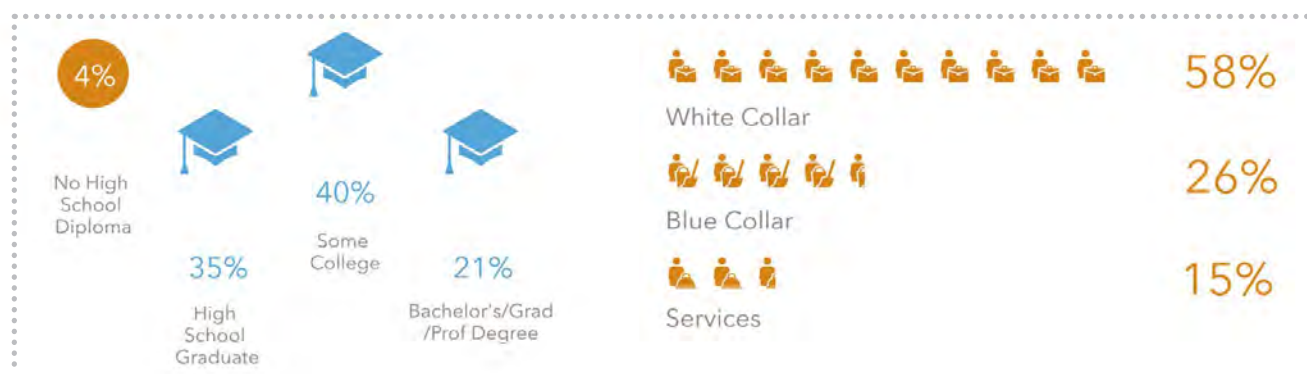
- » Identify the core downtown streets and critical intersections
- » Catalogue sidewalks and path conditions, identify key links to downtown
- » Review streetscaping elements and recommend revisions or improvements
- » Identify public space opportunities to create a sense of place, bring community together and integrate results of the placemaking competition
- » Consider plans/programs to improve building facades
- » Identify opportunities to improve on- and off-street parking
- » Identify infill and redevelopment opportunities
- » Review design guidelines with specific recommendations

We will present a **visual preference survey** to understand the style and aesthetic the community prefers and identifies with. We will also explore innovative ideas such as a *festival street* to accommodate the signature events in the city and promote tourism. We will use the visual preferences to make recommendations for the design guideline.



TASK 5: MARKET ASSESSMENT, ECONOMIC NICHE, AND DEVELOPMENT STRATEGIES

Wyoming has a diverse and well-educated population that supports a variety of jobs and businesses. We will conduct a market analysis of demographics, income, and spending habits and match recommendations to foster growth and entrepreneurship downtown.



Business Analyst Demographic Infographics

We will work with the EDA and identify incentives that need to be restarted and some that may need a more creative approach. An example idea could be: crowdsourcing funding **to build a test kitchen would allow several food enterprises to pilot their menus** without having to invest capital in a full commercial kitchen.

Retail is rapidly changing, and we want to ensure that the city is positioned to welcome the latest trends. **Retail Strategies** can provide the national broker insight into niche micro-retailers and calculate the economic impacts, potential property taxes, and sales tax revenue to better inform what types of businesses the downtown needs, is missing, and can realistically support.

Our team will:

- Conduct a market analysis
- Define downtown economic niches
- Provide recommendations for how downtown can better serve those categories
- Identify business categories that may be missing from downtown that would better serve local residents and attract visitors
- Retail strategies micro-niche strategies

Retail Strategies can even connect the city and potential entrepreneurs with retail investors (additional service).

TASK 6: IMPLEMENTATION STRATEGIES

All previous tasks will lead to this task. The outcome of this project will combine landscape architecture, urban design, branding, land use planning, and transportation in a way that strikes an appropriate balance of functionality, beautification, and feasibility. Implementation strategies will include recommendations related to financing options, as well as capacity of the community and city.



Our team will study the existing water, sanitary sewers, and storm sewers to confirm that there is capacity in the system to accommodate proposed redevelopment, such as the two catalyst sites, or to flag any issues.

An identified strategy of actions and improvements is necessary to chart a course forward to reach the established vision. The implementation strategy will provide actionable steps with identified priority levels, time phasing, and ideas for relevant funding sources where applicable.

To ensure the great ideas and work to date are captured cohesively and set up for actionable steps, we propose an **implementaton matrix** that identifies short vs. long term strategies and provides a snapshot of implementation actions. It will include a timeline, roles and responsibilities, and resources needed as well as funding options.

Draft Plan:

The draft plan will summarize all project activities, provide an aspirational vision for the future of downtown Wyoming, and outline an implementation plan. We will propose a format for the final plan that reflects the community preferences and is easy to use.

Our GIS professionals will create a web GIS application (StoryMap) hosted by City of Wyoming that will depict the downtown opportunities and background, community input findings, as well as finalize the draft of the downtown master plan.



Deliverables

1. Draft downtown master plan and future land use map
2. Transportation/pedestrian routes map
3. Cultural and natural resources map
4. Summary and priorities of assets, liabilities and opportunities*
5. Inventory map of commercial sites, cultural, recreational and civic assets
6. Identify obstacles and recommendations
7. Identify two catalyst projects
8. Results of visual preference survey
9. Design guideline recommendations
10. Market analysis
11. Retail strategies (Retail Strategies additional service)
12. Implementation matrix
13. Updated website (StoryMap)

TASK 7: PLAN ADOPTION PROCESS

TASK 7.1 CITY COUNCIL REVIEW

We will present the draft plan for review and approval to the Economic Development Authority and/or the city council.

TASK 7.2 PLAN REVISION

Our team will revise the plan based on feedback from the EDA review. We will document all comments and provide final copies and assist the EDA staff with publishing and posting on the website.

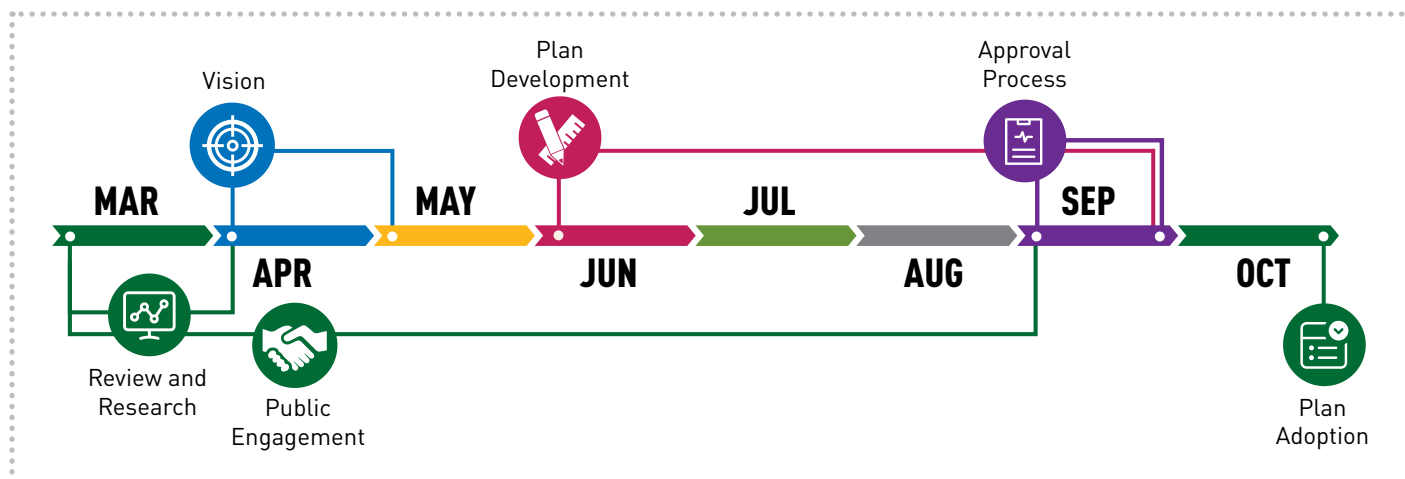


Deliverable:

1. Final document and land use plan, electronic

PROJECT SCHEDULE

We have developed a draft schedule detailing the anticipated project milestones, public engagement, and deliverable dates. This schedule is based on our review of the project background, description, and scope of services included in the request for proposals and our experience on other similar projects. Upon selection, Bolton & Menk will work with EDA staff and other project partners to revise and update this schedule as needed to ensure successful delivery of this project.



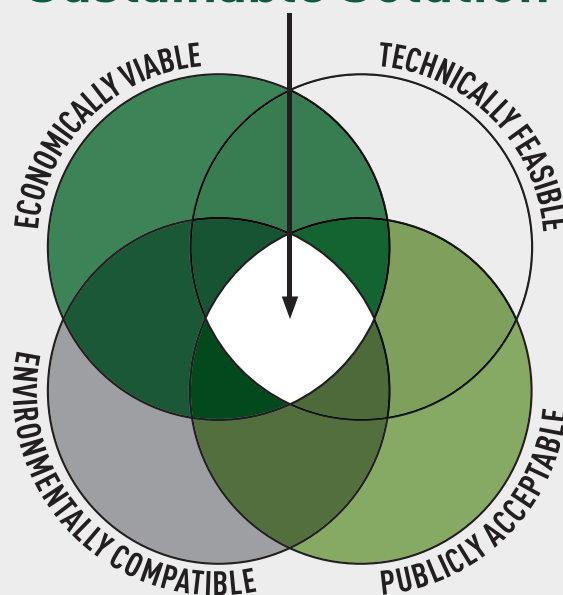
Building a Sustainable Plan

At Bolton & Menk, we believe a **Sustainable Decision-Making Approach** results in a comprehensive plan that is technically feasible, economically viable, environmentally compatible, and publicly acceptable.

An **economically viable** plan is sensitive to local market, economic, and fiscal conditions, and will create a vision for the future that is both inspiring and achievable.

An **environmentally compatible** plan identifies both natural and built assets in the community, and balances policy alternatives to protect and accentuate existing resources, while supporting improvements that enhance community livability and vitality.

Sustainable Solution



© International Association for Public Participation

A **technically feasible** plan builds upon work already completed, establishes policies and objectives based on sound planning principles, and applies extensive experience to finding flexibility and feasible solutions at the policy level.

A **publicly and politically acceptable** plan identifies and involves stakeholders early in the decision-making process, listens and understands issues, and informs and maintains communication.

Bolton & Menk will ensure that the vision and priorities set by the community are translated into specific, attainable, and implementable actions.

WORK EXPERIENCE

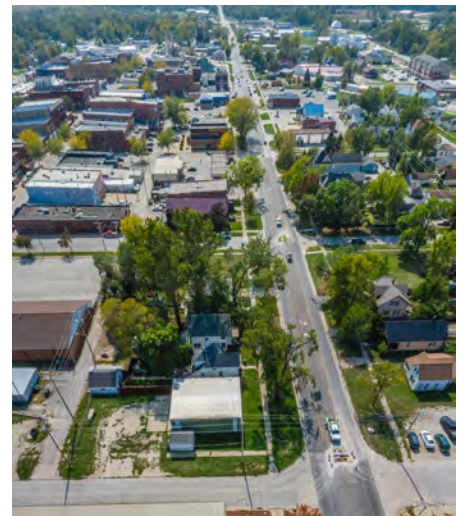
Bolton & Menk has assembled an experienced team of professionals with a proven track record of delivering similar projects. We have highlighted several projects our team has delivered using a similar approach and/or with similar elements. We will draw upon this experience to benefit the City of Wyoming. Additional project experience and references are available upon request.



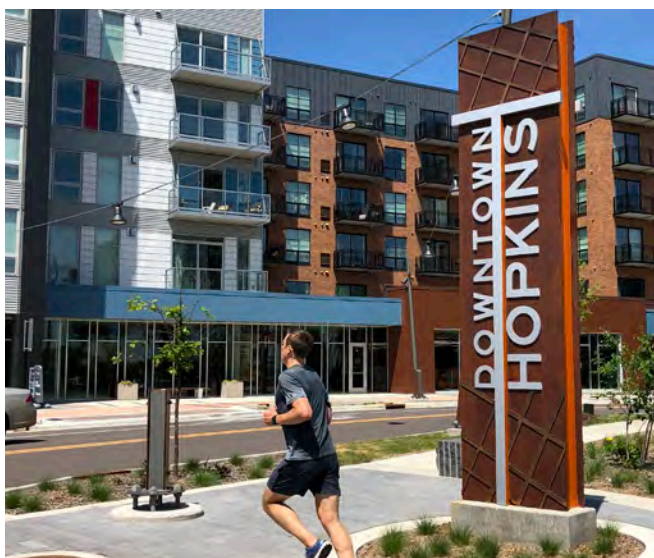
Riverfront Renaissance Improvements,
City of Hastings, Minnesota



Rice Street Visioning Study,
City of St. Paul, Minnesota



Downtown Improvements,
City of Perry, Iowa



The Artery, City of Hopkins, Minnesota

The concept of The Artery began a decade ago, envisioned to increase visibility of historic Mainstreet and connect the city core to the main thoroughfare, Excelsior Boulevard. With this as a starting point, the City of Hopkins wanted to draw people from the proposed Hopkins Southwest Light Rail Transit station, through The Artery, to Mainstreet. Innovative development processes featured multi-disciplinary input from public works professionals, engineers, planners, urbanists, artists, and supporting specialists.

The Artery integrates interactive public art, innovative technology, a two-way cycle track, and educational elements of storytelling and cultural history all within the public realm, making this a prime destination along the proposed SWLRT Green Line. Few projects bring out such positive collaboration to create something unique, yet mutually successful on multiple fronts.

Similarities to Wyoming Downtown Plan

- Mixed use
- Downtown placemaking and implementation
- Economic development
- Community engagement
- Infrastructure (re)development

Awards

- » 2018 Project of the Year Award, Minnesota Chapter of the American Public Works Association
- » 2018 Honor Award, American Council of Engineering Companies of Minnesota
- » 2019 Environmental Stewardship for Innovations in Construction, Operations, and Maintenance, MnDOT
- » 2019 Great Places in America – Great Streets, American Planning Association



Project Video:
Scan QR to view project video

<https://www.youtube.com/embed/OR5EhvlhpQ>



Project Contact

Kersten Elverum,
Director of Economic
Development and Planning
952-935-8474

Riverfront Renaissance Improvements, City of Hastings, Minnesota

The City of Hastings wanted to revitalize and reconnect their downtown to the Mississippi River while leveraging the nearby regional trail connection. Bolton & Menk collaborated with the city to develop a three-phase Downtown Riverfront Renaissance project. Phases one and three focused primarily on the downtown infrastructure, while phase two focused on Levee Park, a prominent park straddling the Mississippi River, Mississippi River Regional Trail, and downtown business district.

Collaboration with city staff, stakeholder groups, and the public aided in the development of a park master plan. The master plan included enhancements to the regional trail and construction of an amphitheater, musical playground, ice skating rink, branding and signage, and a veteran's memorial. Bolton & Menk provided final design services, including construction document development and construction administration.

The completion of this riverfront improvement project succeeded in connecting downtown Hastings to Levee Park and the regional trail, enhancing the user experience of each amenity, and creating a regional destination that users will want to visit time and again.

Awards

- » 2016 Excellence Award, League of Minnesota Cities
- » 2017 Award of Excellence, Minnesota Recreation and Park Association
- » 2017 Project of the Year Honorable Mention, Minnesota Chapter of the American Public Works Association
- » 2017 Honor Award, American Council of Engineering Companies of Minnesota
- » 2018 Small Cities/Rural Communities Public Works Project of the Year: Structures, American Public Works Association



Project Contact

Nick Egger, PE,
Former Public Works Director
651-480-2370
nick.egger@ci.rosemount.mn.us



"Adding additional aspects can easily be overlooked, but that wow factor of projects where you can say, 'wow, yeah that's Hastings,' it's designed by the community and ties back to the character and uniqueness of the community."
—Sam Kessel, Senior Project Landscape Architect



Rice Street Visioning Study, City of St. Paul, Minnesota

Ramsey County Public Works is developing a plan for a portion of the Rice Street/CSAH 49 corridor in St. Paul, Minnesota. In addition to modernizing the aging roadway, the visioning project will promote economic growth and community investment by providing businesses opportunities, creating an inviting environment, enhancing pedestrian safety, maintaining and augmenting transit service, and improving vehicle safety.

The Bolton & Menk team was tasked with creating engaging public involvement activities to gather input on the current conditions and operations, to create a shared vision for the corridor that addresses all community goals. The process uses inclusive engagement practices, including community liaisons, online interactive tools, and arts-based practices. It is currently being adjusted to accommodate limitations due to COVID-19 social distancing requirements.

Project Contact:

Nick Fisher
Project Manager
Ramsey County
651-266-7100
nicklaus.fischer@co.ramsey.mn.us



Downtown Improvements, City of Perry, Iowa

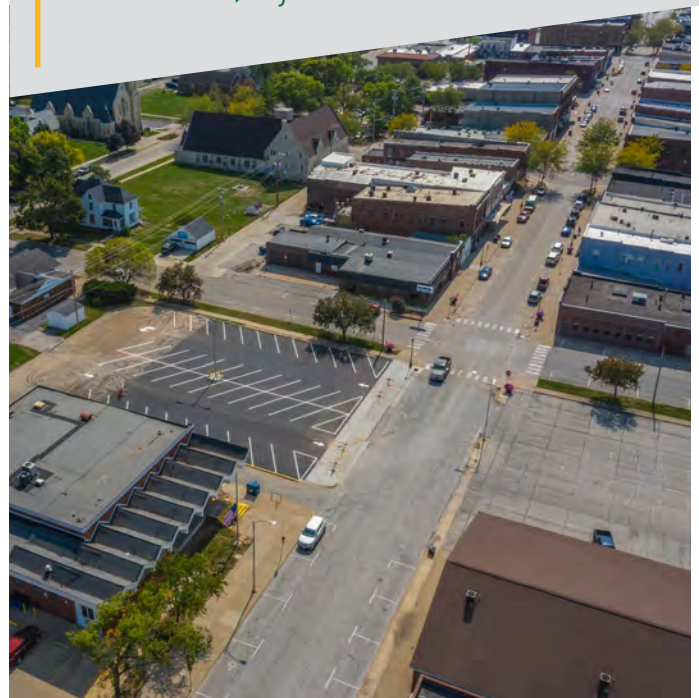
The City of Perry's downtown area industrial businesses - Progressive Foundry and Wiese Industries - continue to acquire land for expansion to boost production and increase jobs. The downtown business district also needs improved accessibility for pedestrians. The updates will consist of widening the roads in the area, sidewalk and connectivity improvements, and utility updates. With the help of Bolton & Menk, the City of Perry will have a more pedestrian-friendly and walkable downtown that will be a catalyst for continued economic development, while still accommodating industrial growth.

Project Contact:

Sven Peterson
City Administrator
City of Perry, Iowa
Phone: 515-418-8239
Email: sven.peterson@perryia.org

"I want to personally thank you and your staff for all that you do for the City of Perry. We are lucky to have you and I personally feel blessed to consider you and your group a part of my staff."

—Sven Peterson, City Administrator



February 10, 2023



Cost Proposal for Downtown Plan



Real People. Real Solutions.

3507 High Point Drive North | Bldg. 1 - Suite E130 | Oakdale, MN 55128
651-704-9970 | Bolton-Menk.com

Contact:

Mojra Hauenstein, AICP
775-722-6494

[Mojra.Hauenstein @bolton-menk.com](mailto:Mojra.Hauenstein@bolton-menk.com)

COST PROPOSAL

The following table summarizes the hours and cost breakdown for each major work task item. The estimated fee includes labor, general business, and other normal and customary expenses associated with operating a professional business. **Unless otherwise noted, the fees include vehicle and personal expenses, mileage, telephone, survey stakes, and routine expendable supplies; no separate charges will be made for these activities and materials.** Expenses beyond the agreed scope of services and non-routine expenses, such as large quantities of prints, extra report copies, out-sourced graphics and photographic reproductions, document recording fees, outside professional and technical assistance, and other items of this general nature will be invoiced separately.

Detailed Cost Estimate

Client: City of Wyoming Project: Downtown Plan		Bolton & Menk, Inc.											
Task No.	Work Task Description	Project Manager	Public Engagement Lead	Urban Planner	Planning	Transportation Lead	Communication Support	Funding	GIS Specialist	Landscape Architect	Video/Animation	Total Hours	Total Cost
1.0	Project Management	30	16	0	18	10	0	0	8	0	2	84	\$13,954
2.0	Review Current Plans	8	2	4	8	2	2	2	2	2	0	32	\$5,120
3.0	Engagement	18	42	18	12	4	18	0	24	8	2	146	\$23,076
4.0	Draft Plan - Land Use, Transportation Urban Design	60	8	18	76	8	12	8	24	8	2	224	\$34,948
5.0	Economic and Market Analysis and Strategies	8	4	4	12	4	10	6	8	0	0	56	\$8,342
6.0	Implementation	26	8	12	58	8	16	6	16	8	2	160	\$24,106
7.0	Adoption	12	4	4	12	4	8	0	8	4	2	58	\$8,826

Total Hours	162	84	60	196	40	66	22	90	30	10	760
Average Hourly Rate	\$185.00	\$175.00	\$185.00	\$138.00	\$181.00	\$108.00	\$143.00	\$138.00	\$153.00	\$103.00	
Subtotal	\$29,970	\$14,700	\$11,100	\$27,048	\$7,240	\$7,128	\$3,146	\$12,420	\$4,590	\$1,030	

Total Fee (hourly not to exceed)	\$118,372
Additional Services -	
INPUTiD™ Survey	\$3,000
Additional Pop-Ups (included in scope)	\$450/each
Retail Strategies	\$15,000



PROPOSAL TO PROVIDE Downtown Master Plan

- in partnership with -

MICHAEL LAMB CONSULTING, LLC

Prepared for:
City of Wyoming, MN
February 10, 2023

MSA PROFESSIONAL SERVICES, INC.

60 PLATO BOULEVARD E., SUITE 140, ST. PAUL, MN 55107-1835

Contact: Chris Janson, AICP
Phone: (515) 635-3401
Email: cjanson@msa-ps.com
Website: www.msa-ps.com



February 10, 2023

Robb Linwood, City Administrator
City of Wyoming
P.O. Box 188
Wyoming, MN 55025

Re: Letter of Interest to Provide Consultant Services to Create a Downtown Master Plan

Dear Robb,

As the City of Wyoming continues to grow and thrive, you recognize the importance of well-designed public spaces. A coordinated planning effort is needed to provide the City with realistic steps to follow in order to continue attracting investment and growth. We are a multi-disciplinary consultant team with extensive experience in developing downtown plans for communities of similar size and standing as Wyoming. Our team possesses strong urban planning, urban design, civil engineering, public engagement and community/economic development capabilities.

We propose to lead a planning process that involves active public participation, leveraging local knowledge and expertise with professional guidance. Our goal is to provide Wyoming residents, businesses and investors with a downtown plan that reflects the community's vision and enhances downtown Wyoming.

Our team has a proven track record of successful downtown planning projects, and we are confident in our ability to deliver the desired outcomes for the Wyoming Economic Development Authority, the City, and community. We will work closely with all relevant stakeholders, including the public, property owners, residents, business owners, city departments, and others, to ensure their input and perspectives are captured in the plan.

Our approach to public participation will prioritize education, issue resolution, and sense of ownership among participants. We will organize and facilitate meetings and visioning sessions, provide technical expertise and advice, record public comments, identify areas of consensus, and provide a implementable recommendations. We will also present preliminary and final plan concepts to key stakeholders.

MSA recognizes the revitalizing opportunities the downtown master plan can bring. MSA exists to positively impact the lives of others, and this project is an opportunity to deliver on that promise and display our continued commitment to serving the City. Our team is committed to making this project a success. Please contact me directly with any questions by phone at (515) 635-3401 or by email at cjanson@msa-ps.com. I look forward to continuing this conversation with you.

Sincerely,
MSA Professional Services, Inc. | Planning and Design Studio

A handwritten signature in black ink, appearing to read "Chris Janson".

Chris Janson, AICP
Project Manager

WE BELIEVE:

Diverse options are essential to healthy, thriving communities, and we believe that local government plays an important role in planning for and guiding investment.

WE CAN:

Help you understand your market, offer realistic options for local action to meet change in demand, and facilitate discussions on policy and implementation options in your community.

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FIRM PROFILE

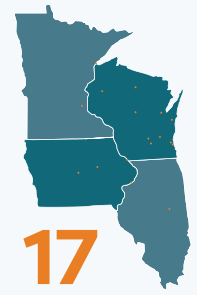
MSA Professional Services, Inc. (MSA) specializes in the sustainable development of communities. We achieve this by building honest, open relationships that go beyond the project to become a trusted source of expertise and support for immediate challenges and long-term goals. Big or small, we do whatever it takes to meet each need, working to make communities stronger in the process. **It's more than a project. It's a commitment.**

MSA's roots reach back to the 1919. Once a rural land survey company, our firm now consists of over 380 engineers, architects, planners, funding experts, surveyors, GIS experts and environmental scientists. MSA excels at helping clients identify grant and funding sources and then delivering high-quality, cost-effective solutions.

WE'RE PROUD TO BE 100%
EMPLOYEE-OWNED

380+
TEAM MEMBERS

17
OFFICE
LOCATIONS




ENABLING PEOPLE TO **POSITIVELY IMPACT**
THE LIVES OF OTHERS SINCE 1919

33

INDUSTRY AWARDS
EARNED SINCE 2017



\$625 MILLION
GRANTS & LOW-INTEREST LOANS
We've helped our clients
secure to help offset the cost
of infrastructure projects

CLIENT EXPERIENCE

As part of our ongoing quality assurance program, we periodically request feedback from clients and project stakeholders to create better project outcomes for you.

These easy-to-complete surveys offer you the opportunity to comment on several areas of our performance throughout the duration of your project, which in turn helps us adapt our processes to your unique needs. Your feedback is specific to your project, and is returned directly to the people working with you. We pledge to respond to any issues you identify as the project proceeds.

To the right, you'll find the percentage of clients who say MSA met or exceeded their expectations based on the following categories.

98%
ACCURACY



96%
HELPLESSNESS



98%
RESPONSIVENESS



98%
SCHEDULE



99%
QUALITY



97%
SCOPE & FEES





PLANNING AND DESIGN STUDIO

At MSA, we know that every project starts with a plan – a clear and consensus-driven vision for the future that can be realistically implemented. Our Planning and Design Studio consists of:

- 11 American Institute of Certified Planners (AICP)
- 3 Professional Landscape Architects (PLA)
- 2 Housing Specialists
- 1 Funding Expert
- 3 Planning Specialists

Members of our studio regularly give presentations on various planning topics at state and national conferences. The professional planners that comprise the Studio have helped hundreds of communities and private organizations define their vision, obtain funding, and implement the improvements they seek. With our planners being part of a multi-disciplinary firm, they are able to engage our professional engineers and architects in the planning processes to aid our clients in developing sustainable, implementable plans.

CORE SERVICES

Below is a sample of the services that MSA's Planning and Design Studio can offer.

- Capital Improvement and Strategic Plans
- **Comprehensive Plans**
- Zoning: Ordinance Creation, Code Rewrites, Development Regulations and Zoning Administration
- Community Blight Studies
- Cooperative Boundary Agreements
- Economic Development: Market Analysis, Tax Increment Financing, Feasibility Studies
- Funding: Grant Writing, Grant Administration, Fundraising
- Housing Studies: Analysis of Impediments to Fair Housing, Market Analysis
- Impact Fee Studies
- Landscape Architecture
- Park and Recreation Planning: Park Master Plans, Comprehensive Outdoor Recreation Plans, ADA Studies
- **Public Engagement**
- **Redevelopment Studies: Downtown, Neighborhood, Corridor, and Site Planning**
- Transportation Planning: Bicycle + Pedestrian Plans, Safe Routes to Schools Plans, Access Management Studies
- **Urban Design: Wayfinding, Streetscaping, and Design Standards**

PLANNING EXPERIENCE

COMPREHENSIVE PLANNING | NEIGHBORHOOD PLANNING

MSA's Planning and Design Studio is an award-winning team with expertise in market analysis, stakeholder engagement and urban design. We help our clients identify opportunities and resolve barriers to positive change — this includes large to small communities and private developers.



COMPREHENSIVE PLANNING

- City of Hastings, MN
- City of La Crescent, MN
- City of Oak Grove, MN
- City of Lexington, MN
- City of Dassell, MN
- Thomson Township, MN
- City of David City, NE**
- City of Durant, IA
- Webster County, IA**
- City of Burlington, IA
- City of Central City, IA
- City of Hiawatha, IA
- City of McGregor, IA**
- City of Newton, IA**
- City of Keota, IA
- City of Riverdale, IA
- City of Solon, IA
- City of Waverly, IA **
- City of Williamsburg, IA
- Clay County, KS*
- Ellis County, KS*
- Ellsworth County, KS*
- Harvey County, KS*
- Lincoln County, KS*

- Story County, IA
- Whiteside County, IL

HOUSING STUDIES AND PLANS

- City of Monticello, MN
- City of Central City, IA
- City of Green Bay, WI
- City of Marshfield, WI
- City of Newton, IA**
- City of Sheboygan, WI
- City of Springville, IA
- City of Stevens Point, WI
- City of New Richmond, WI
- City of Rhinelander, WI

NEIGHBORHOOD/ CORRIDOR PLANNING

- City of Baraboo, WI
- City of Des Moines, IA
- City of Fitchburg, WI
- City of River Falls, WI
- City of Sun Prairie, WI
- City of Wilton, IA
- City of Indianola, IA**

DOWNTOWN PLANS

- City of Durant, IA
- City of Clinton, IA
- City of Guthrie Center, IA
- City of Independence, IA
- City of LaPorte City, IA
- City of La Crescent, MN
- City of Wilton, IA
- City of Ely, IA
- City of Solon, IA
- City of Keota, IA

ON-GOING PLANNING SERVICES

- Florence Township, MN
- City of Lexington, MN
- City of Oak Grove, MN
- City of Pine City, MN
- City of Shafer, MN
- City of Afton, MN
- City of Lakeland, MN
- City of Harris, MN
- Linwood Township, MN

*In progress **Recently completed



MICHAEL LAMB CONSULTING, LLC

Michael Lamb Consulting, LLC, is focused on the design and planning of cities, corridors, districts and neighborhoods grounded in a community-based and multi-disciplinary approach. This approach has fundamentally addressed issues of change and redevelopment resulting in urban infill, transit-oriented development, zoning code updates, affordable housing, and community reinvestment for over 30 years.

Core Services

- Major Redevelopment & Small Area Plans
- Transit Oriented & Station Area Planning
- Zoning Code & Design Guideline Experience
- Campus, Corporate & Installation Master Planning

Awards & Recognition

APA State Chapter Awards:
Minnesota {5}, Wisconsin {2},
Iowa {1}, Kansas {1}

Neighborhoods USA,
Madison, WI Stoughton Road
Revitalization Plan

Main Street Dubuque 1000
Friends of Iowa
IA Chapter - APA
Millwork Warehouse District
Master Plan

Saint Paul, MN
River Balcony Competition Entry
Selected/Implemented

Rochester, MN Prototyping
Festival Entry Selected/
Implemented

Honorable Mention - Old
Colorado City Design
Competition/Colorado Springs,
CO
Honorable Mention - Clarendon
New Town International Design
Competition/Jamaica, W.I.

Image Credits: LHB, Inc., Cunningham Group, Perkins & Will



Office Location

Michael Lamb Consulting, LLC
4309 Ewing Avenue South
Minneapolis, Minnesota 55410
(612) 817-4816
mlambnet@gmail.com

Qualifications of Personnel

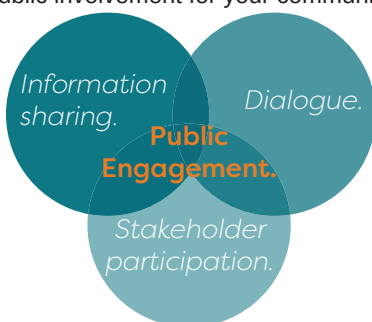
Michael Lamb | Master of Architecture in
Urban Design, University of Colorado/
Denver | Bachelor of Arts (Urban
Studies), University of Alabama/
Birmingham

PUBLIC ENGAGEMENT EXPERTISE

At MSA, we believe that when planning a public project, it must be done with the public's advice and input. Decisions made by local governments affect the future of all those who live and work in the community. We are committed to helping governments and organizations understand the diverse needs and concerns of the public, non-profit organizations, business interests and local governments. Aside from community support, this process also lends itself to ensuring the final project reflects the community's ethos and vision for its future.

AN INTEGRATED SOLUTION

We specialize in working alongside our clients and selecting the best available methods to hear the voices of many citizens through the process. The type and combinations of methods selected will ensure a balance of informing, consulting, involving, collaborating and empowering the public. Therefore, engagement can and should be accomplished by tapping into a variety of sources, including community and non-profit organizations, public officials, youth, individuals with disabilities, mature citizens and those that have been traditionally underserved. Listed below are a few techniques we use to strengthen public involvement for your community.



- Neighborhood advisory committees
- Open houses
- StoryMap
- POLCO experience experts
- Pop-up booths at community events
- Community surveys
- Media relations
- Project websites
- Project newsletters/direct mailers
- Neighborhood office hours
- Stakeholder interviews/focus groups
- Interactive community mapping tools
- Door hangers/leave behinds
- Translation of materials into other languages

REACH. LISTEN. MEET. INCLUDE. ANALYZE.

MSA is dedicated to helping you improve relationships and build trust with your residents. The goal is to reach more people and simplify the process. One of the ways we do so is through the use of Project Websites.

Project Websites offer an integrated solution that helps engage stakeholders:

- Impact more residents.
- Gather stakeholder input across multiple channels.
- Keep stakeholders informed through project website, email, and social media updates.
- Monitor and manage data and reporting.

To explore a live planning site using project website:



[Waverly Process Engagement Portal](#)

StoryMaps

One of the ways our teams engage the community is through the use of Esri ArcGIS StoryMaps. Click the link below to view the Final Master Plan StoryMap for Vilas Park.



ArcGIS StoryMaps



[Vilas Park StoryMap](#)

CONSENSUS BUILDING | COMMUNITY RELATIONS | STAKEHOLDER ENGAGEMENT

Our ability to create and implement effective, comprehensive public participation plans is one of the many reasons communities turn to MSA for their public engagement needs.



The MSA team's priority is not only to produce high quality, cost-effective, technically sound deliverables, but to communicate seamlessly with you and provide solutions for the evolving needs of your downtown.

Our planning process considers:

- Community values and community concerns.
- Spaces inclusive of all users.
- Sensitivity to site context.
- Implementation feasibility grounded in our experience across the Upper Midwest.



PROJECT GOALS AND OBJECTIVES

One of our goals is to create better places to live and work. It is our commitment to you to bring our expertise together with your needs and assist the Wyoming in developing the best and most appropriate solutions. We truly believe in making partners and not just completing projects.

Our team would like to assist the Wyoming with the development of a Downtown Master Plan to help the community thrive! We will help find ways to realize opportunities, build on strengths and overcome challenges while taking advantage of local and regional growth opportunities.

We will then look forward as we create a plan document that is easy to use, provides clear direction for managing growth and provides City officials, City staff, businesses, employers, residents and stakeholders with a plan to collaborate for future success. The resulting Downtown Master Plan will serve as a tool and guide for Wyoming's future!

GENERAL SCOPE OF SERVICES

The primary purpose of this project is to establish a strategic Master Plan for Downtown Wyoming. The resulting plan must provide the necessary resources to effectively guide future decision making to positively impact the community. Relevant information from existing plans/studies will be used when applicable throughout this process. The plan will also include the necessary resources to apply for funding assistance for Downtown improvements identified in the plan over the next 10 years.

SPECIFIC TASKS & ISSUES

The project will involve the following tasks and address the following issues:

- Public Meetings** - This task will cover information relating to public participation during the creation of the Downtown plan, including documentation of the public participation process, a compilation of objectives, policies, and goals identified in the public comment received, and identification of the groups or individuals comprising any work groups or committees that were created to assist the community's Downtown planning efforts. We propose two (2) public meetings for the Wyoming Downtown Master Plan; the first for identifying issues, opportunities and goals, and the second to allow the community to review and comment on the development concept and implementation sections of the plan.
- Steering Committee** - The City could choose to appoint a Steering Committee for this project comprised of representatives of the Economic Development Authority, Council, City staff, area businesses, property owners, residents, public agencies and the general public. To the greatest extent possible, this committee will represent the various parties interested in Downtown revitalization. Although the meetings of the committee are all public meetings, open to anyone that wishes to attend, in practice very few people outside the committee will attend. The Steering Committee should have about 12-24 members and MSA would be pleased to assist the City in their member selection process. We anticipate five (5) meetings of the Steering Committee through the planning process.



- **Project Website** – Our team will utilize ESRI Story Maps to develop a customized project website focused on facilitating online interaction and providing updates regarding the Wyoming Downtown Master Plan. The project website will be used to post the overall project schedule, share draft materials, and solicit comments throughout the planning process. This aspect of the community engagement strategy is important for transparency, and for sharing information with stakeholders and the general public who are unable to attend meetings or seek further engagement opportunities.
- **Stakeholder Interviews** - Our team proposes to facilitate 25-minute online or phone interviews with stakeholders and focus groups near the beginning of the planning process. We are primarily interested in speaking with officials, City staff, community leaders, members of community organizations, business leaders and other stakeholders or small groups from across the community – especially influencers not involved as members of the Steering Committee. We will consult with Staff and the Steering Committee to identify interviewees and focus groups. With email addresses provided by Staff and the Steering Committee, we will use Calendly.com + Zoom to schedule the interviews. The objective of the interviews will be to gain a better understanding of the downtown related growth plans and preferences of the individuals, institutions, organizations, and businesses. We always gain valuable insight into communities through these interviews, information we cannot get through a survey, in a public setting, or from census data.
- **Issues & Opportunities** - An analysis of issues and opportunities specific to Downtown Wyoming building upon the opportunities outlined in a public meeting and an in-depth analysis of the feedback from the various plan activities.
- **Community Survey** - MSA will create an online survey through Survey 123 that will be available to all members of the related to downtown reinvestment and capture invaluable public input.
- **Crowdsource Mapping** - Our project website will feature an online map of Downtown Wyoming and the surrounding area that can be used by the public to identify opportunities or areas of concern related to future land use and development. Users can contribute to the “community” crowdsource map using a computer or mobile device, adding descriptions and photos to further explain their thoughts. Crowdsource mapping is a great visual way to get citizens involved with the planning process and address their concerns and opportunities for Downtown Wyoming.
- **Downtown Character Element** - This section will contain objectives, policies, and programs to identify characteristics and qualities that make Downtown Wyoming unique and that are important to the district’s heritage and growth.
- **Existing Conditions Analysis** - An analysis of issues specific to Downtown Wyoming addressing topics such as Pedestrian Environment, Public Infrastructure, Utilities, Parking, Local Access, Traffic Flow and Circulation, Historical Significance, and Land Use Patterns & Surrounding Conditions.
- **Economic Analysis** – This section will include an analysis of Downtown Wyoming’s existing market and business opportunities. We both assess and then provide recommendations that address marketing, promotion, design/appearance, and business mix.
- **Reinvestment Concept** - A reinvestment concept for Downtown Wyoming to outline improvements that will be considered as a guide for improvements to intersections, signage, streetscape, facades, awnings, plaza/park/open



space, urban design elements, management/leadership and community involvement. This concept will also identify preferred future land use classifications by block and/or lot.

- **Action/Implementation Plan** – This is a crucial section of the overall plan to address how to implement the objectives and policies for Downtown Wyoming to achieve the goals of the plan. This section will contain a listing of programs and specific actions necessary to implement any provision of the Reinvestment Concept, including changes to any applicable land development regulations, official maps, ordinances and a schedule for improvement efforts for the next 10 years.

- Two (2) electronic copies of the downtown plan document, including graphics, shall be provided. One (1) copy shall be provided in a MS Word format and the other shall be provided in an Adobe Acrobat (PDF) format.
- Twenty-five (25) color and bound copies of the final plan.

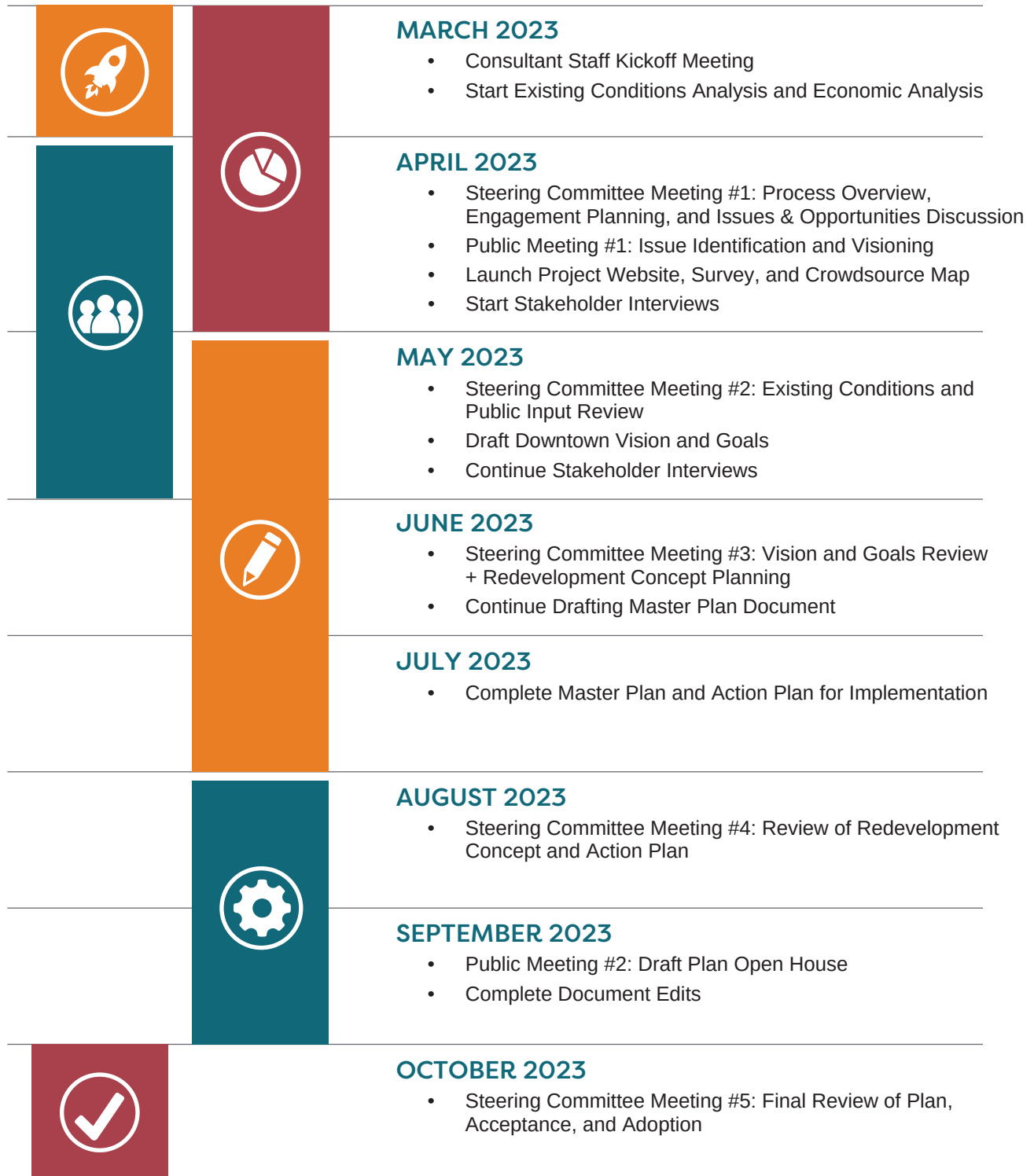
PROJECT DELIVERABLES

Throughout the planning process we will provide draft materials for review in PDF format.

- **Public Meetings, Educational Materials and Website** For public meetings we will provide draft maps, PowerPoint presentations and copies for review. All materials will also be posted on a custom project website maintained by MSA and linked to existing community websites.
- **Maps and Reinvestment Concept** MSA will create maps to illustrate existing conditions outlined above and future plans. We will utilize Buchanan County parcel data and other GIS data from the State of Iowa, Buchanan County and any other resources from which this data is available (consultants etc.). City will request data from Chisago County.
- **Final Plan Document** We will provide a finished document that is attractive and easy to read, utilizing high quality maps, graphics, illustrations and photos to illustrate the planning process. The Final Plan will document the Downtown district, as it is today and what the area will work to be in the future!



PROPOSED TIMELINE



MOST SIMILAR PROJECT**DOWNTOWN REDEVELOPMENT PLAN****LA CRESCENT, MN**

This plan is an extension of the City of La Crescent Comprehensive Plan, adopted in 2016. The detailed conceptual images and action steps were developed to allow the City to facilitate public and private investment in downtown.

The goal of the public space was to create a “destination,” a place that compels people to look around, take pictures, and come back to with friends because it is attractive, unique and fun. The proposed adjacent municipal building would centralize many of the City’s public functions into one building within the heart of the downtown. The streetscape enhancements recommended will soften the existing hardscape, while also establishing a unique experience not found in other areas in the community and in the surrounding towns.

REFERENCE INFORMATION

Bill Waller | Administrator
City of La Crescent
BWaller@cityoflacscent-mn.gov
(507) 895-4668



REFERENCE INFORMATION

Karen Rowell, Director
Downtown Clinton Alliance
611 South 3rd Street
Clinton, IA 52732
downtownclintonia@gmail.com
(563) 321-2165



DOWNTOWN MASTER PLAN

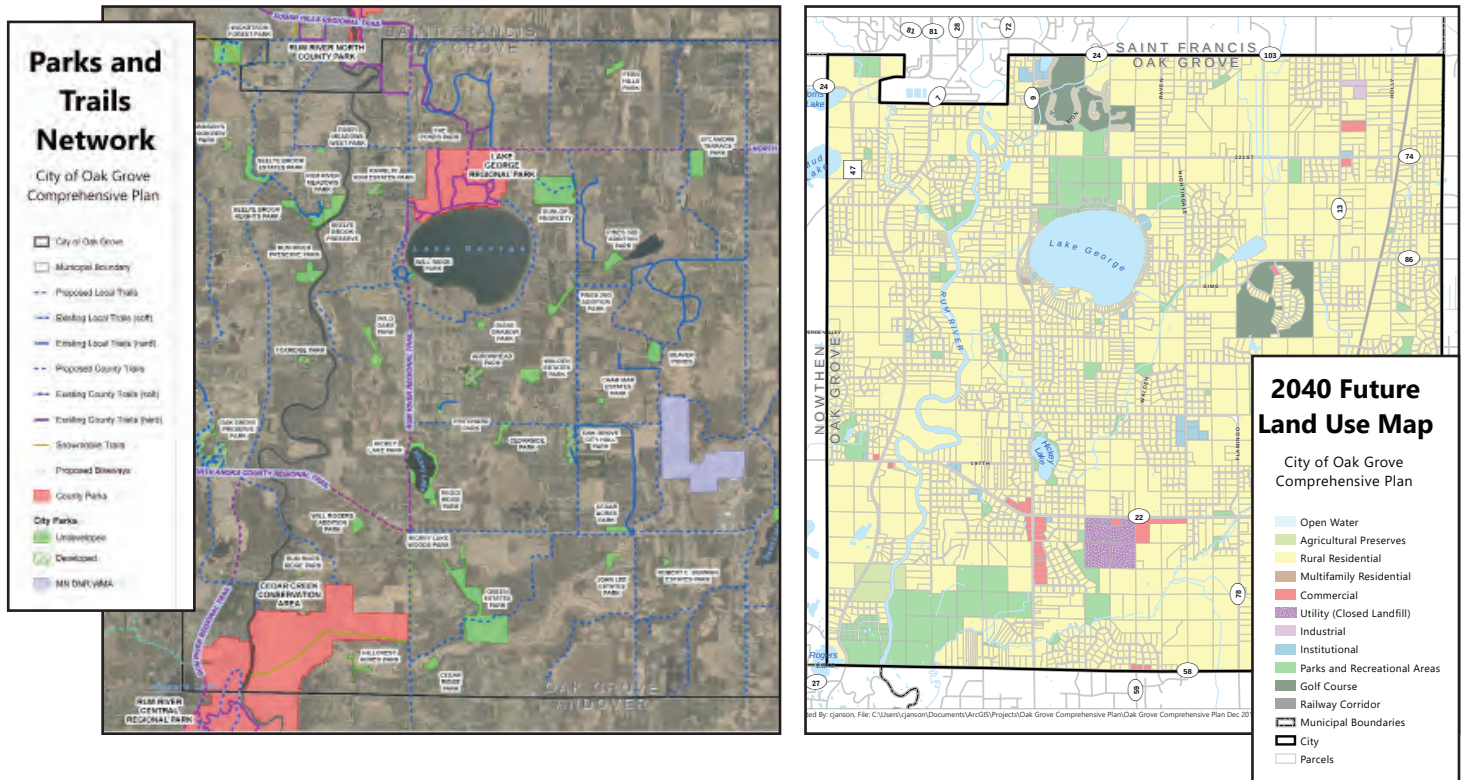
CLINTON, IA

Clinton, Iowa, is a City of about 27,000 people located along the Mississippi River. The City was founded in 1857 and is the county seat of Clinton County. Clinton is in close proximity to the Quad Cities Metro Area as well as the Iowa City/Cedar Rapids Metro Area. Downtown Clinton faces many of the challenges that are common to other historical downtown areas of similar size up and down the Mississippi River. Commercial relocation, retail decline, industrial decline, aging infrastructure, challenges with reuse of structures, and changing demographics. Downtown Clinton has many historical structures and areas for redevelopment available and has made great strides in attracting new housing to offset commercial relocation and consumer preference changes. However, the community also recognized that a better and more comprehensive plan for downtown revitalization was needed. In 2018 the Downtown Clinton Alliance and the City of Clinton selected MSA to assist the community with the development of the Clinton Downtown Master Plan.

The process of creating the now adopted Clinton Downtown Master Plan focused on the downtown and incorporating the passion for

revitalization from business owners, managers, stakeholders, City representatives, and the community. The planning process included stakeholder and public input, an existing conditions analysis and rendered scenario examples to illustrate some of the opportunities that came out of the public/stakeholder engagement. Facilitation of public meetings, with an emphasis on active participation, was essential to the success of the plan. The process included a well-attended design charrette with area residents, City officials, and business owners. The process also included the involvement of a Plan Steering Committee that worked closely with MSA and several sub-consultants to identify strategies, goals, redevelopment opportunities, and champions for revitalization.

The MSA-led team developed a Master Plan document that included the following elements: Existing Conditions, Public Engagement, Downtown Character, Master Plan, and Implementation Plan. The plan was accepted by the Downtown Clinton Alliance and adopted by the Clinton City Council in July of 2019.

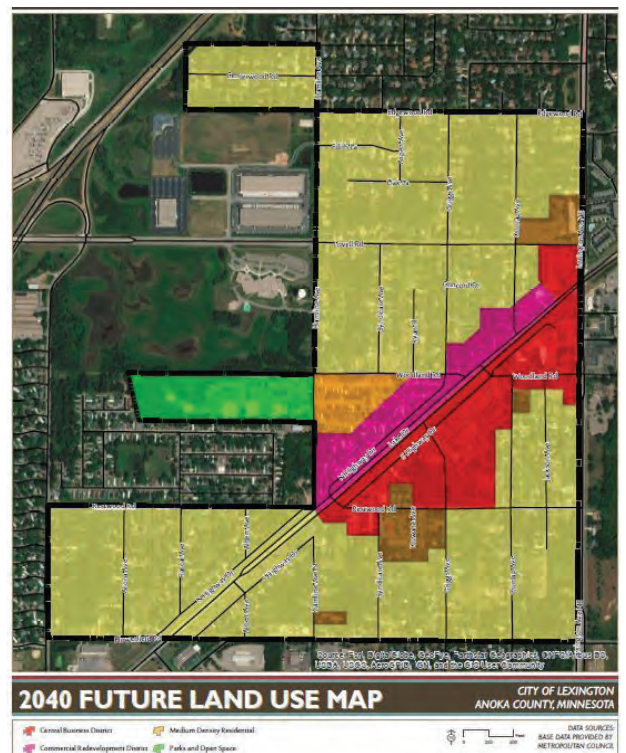


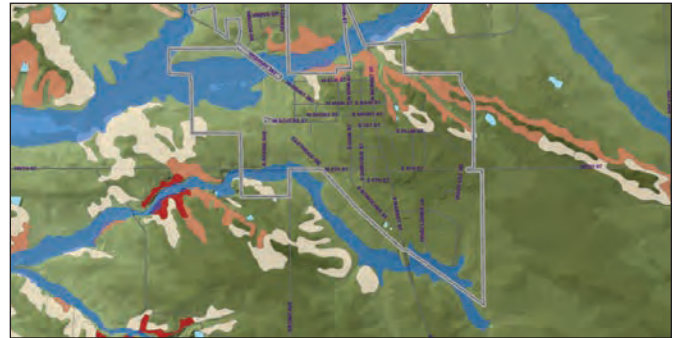
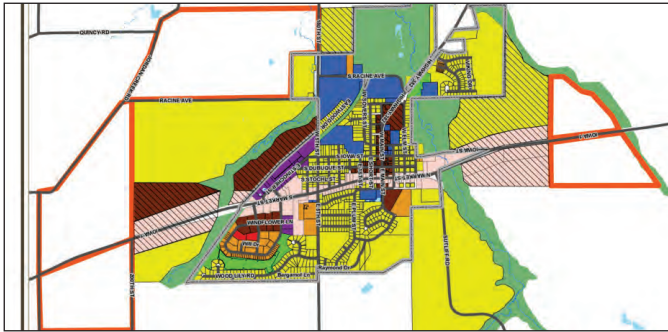
METROPOLITAN COUNCIL - MINNESOTA COMPREHENSIVE PLAN UPDATES

OAK GROVE, NEWPORT AND MENDOTA, MN

Right now, cities, counties and townships across the Minneapolis-St. Paul Metro are working on completing their 2040 Comprehensive Plans. The Metropolitan Council requires cities, townships and counties to update their plans every 10 years and focuses on identifying and addressing planning needs across the seven-county metro area. The Metropolitan Council provided checklists, maps and data as well as metro-wide plans to assist jurisdictions with the process of updating their plans.

MSA's planners and engineers worked with the communities of Oak Grove, Newport, Mendota, Hastings (detailed on the following page) and Bethel to complete their 2040 Comprehensive Plans. While each plan and process is very different, they all include robust public engagement processes to help the individual communities establish their own visions and goals for success in 2040.





COMPREHENSIVE PLAN AND DOWNTOWN VISION

SOLON, IA

The City of Solon is located in Big Grove Township, Johnson County, Iowa. Solon is in close proximity to two larger communities— Iowa City/Coralville and Cedar Rapids. Solon provides a good location for residents to live in a smaller community and easily commute to work in the nearby larger cities. The University of Iowa is also located in Iowa City, offering excellent employment and education opportunities to residents in Solon. From the 2000 to 2010 census, the City of Solon grew by 73%. Due to this high rate of growth, the City of Solon has seen an extraordinary demand on housing, infrastructure, public amenities and the transportation network.

Because of the fast-changing environment, the City needed to renew its comprehensive plan, which hadn't been updated since 2008. The City selected MSA to help them prepare a full update. The planning process focused on growth strategies, future land use with development concepts and an action/implementation plan. The Comprehensive Plan included a Concept Development Plan for Downtown Solon. The primary goal of this concept was to assist the City with the continued redevelopment and growth of the heart of the community. This project began in March 2015,

was adopted in March 2016, and won an Iowa American Planning Association Award that same year.

The success of the Comprehensive Plan and the follow-up investment in the downtown sparked a need for a downtown-focused vision that could be shared with citizens and potential investors to help shed light on opportunities in and around downtown Solon. In January, 2018, the Solon Downtown Vision was adopted. This planning process included stakeholder and public input, an existing conditions analysis and some rendered scenario examples to illustrate some of the opportunities that came out of the public/stakeholder engagement. Since completion, downtown Solon has continued to grow with the addition new multifamily residential developments and commercial business opportunities.

REFERENCE INFORMATION

Cami Rasmussen | City Administrator
City of Solon
(319) 624-3755
cami.rasmussen@solon-iowa.com

DOWNTOWN PLAN

VERONA, WI

The City of Verona has undergone major changes in the past 20 years. The growth of Epic Systems has accelerated population growth, from 5,000 in 1990 to over 12,000 residents in 2016. And with that growth comes traffic. Though USH 151 was rerouted around the City more than 20 years ago, the primary downtown intersection, where Verona Avenue and Main Street meet, is routinely congested during rush hour. Many of the commercial buildings along Verona Avenue were designed when that street was still a highway. Meanwhile, commercial and residential uses on Main Street were built at a time when that street had far less traffic than it does today.

The City selected MSA to evaluate alternatives to safely accommodate the growth in traffic while also facilitating investment in new housing and business uses in the downtown area. Our planning and traffic experts worked together to facilitate public and committee discussion about those alternatives. The resulting plan envisions infill redevelopment compatible with street infrastructure investments, including design guidelines to establish a desirable downtown character. The plan identifies priority sites for redevelopment (including acquisition cost estimates), establishes a plan for public parking amenities, and recommends various streetscape and public realm improvements.

With a project that is equal parts traffic engineering and urban planning, MSA was in the unique position of being able to provide nearly all of the requested services in-house.

REFERENCE INFORMATION

Adam Sayre, Director of Planning and Development, (608) 848-9941
adam.sayre@ci.verona.wi.us

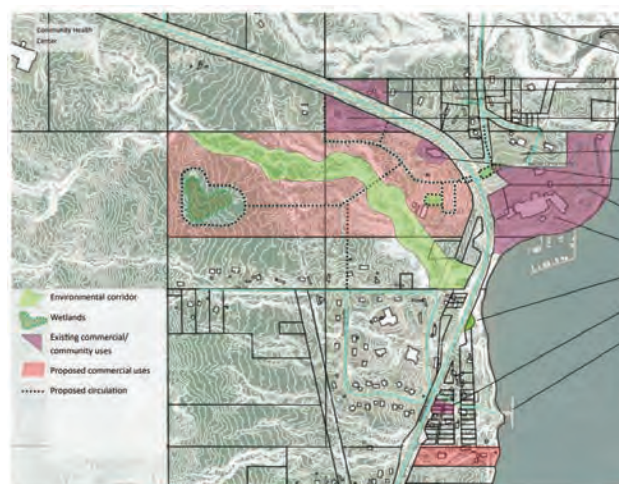


Project Examples

Red Cliff Band of Lake Superior Chippewa Commercial Zone Master Plan, Red Cliff, WI

Michael Lamb Consulting worked with LHB, Inc. to complete land use master plan for multiple sites for the Red Cliff Band. The process addressed the commercial, hospitality and recreational markets in order to support future development and investment by the community. Loci Consulting provided trade area analysis and market research. The plan was adopted January 2023.

Nicole Boyd, MTAG
Red Cliff Band of Lake Superior Chippewa Indians
Planning Administrator
Bayfield, WI 54814



MICHAEL LAMB CONSULTING, LLC**Project Examples****Town Center Master Plan**

City of Blaine, MN

The 105th Avenue Redevelopment area (Blaine Town Center) is located near the center of Blaine. The core area is approximately 25 acres, includes an older industrial park mainly developed in the 1970's but area of influence is much larger. The City of Blaine Economic Development Authority has been active in acquiring property in the area and currently owns over 8 acres of land. The area is located adjacent to the National Sports Center which has over 4 million annual visitors. The City Council identified this area as a potential "city center" with the hopes of redeveloping the area with entertainment and commercial uses that serve the residents and guests of Blaine.

Reference

Erik Thorvig, EDPF

Community Development Director

City of Blaine

763-785-6147



Project Examples

Downtown 2040 Plan

City of Buffalo, MN

Michael Lamb Consulting led the update to the 2007 Downtown Visions as a sub-consultant to LHB. The plan focused on consolidating the lakefront as the most prominent public realm in the city. Major redevelopment recommendations were made for the former Wright County government center site as well as strategic parcels owned by the HRA. Michael worked with an appointed task force in an advisory role and led an engagement process that had to switch from in person to virtual participation just a few months in to the process. The plan was adopted by the City Council in January of 2021.

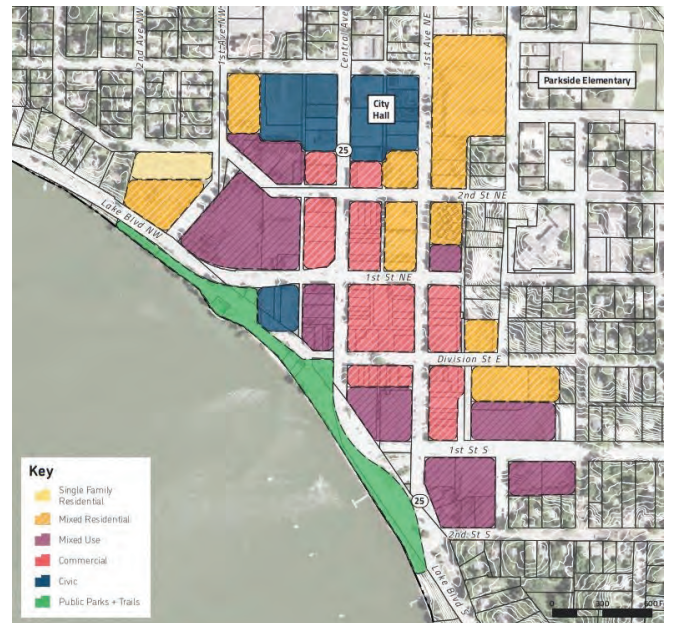
Contact:

David Kelly

Community Planning &

Economic Development Director

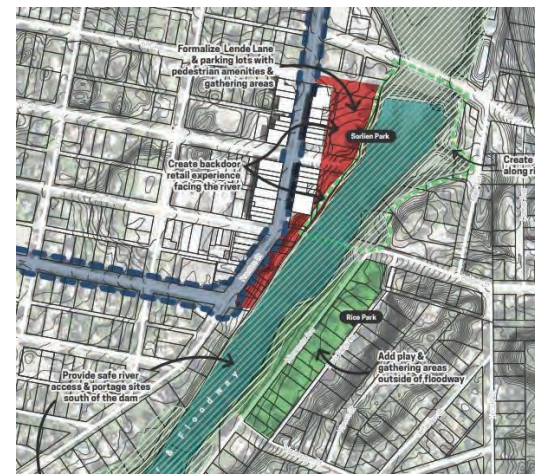
P: 763.682.1181



MICHAEL LAMB CONSULTING, LLC**Project Examples****Downtown Plan Framework**

City of Granite Falls, MN

Michael Lamb as a sub-consultant to LHB, Inc. worked the City of Granite Falls and its Economic Development Authority through a proactive community engagement process to prepare a Comprehensive and Downtown Plan Framework. The historic mill town situated on the Minnesota River combines a place-drive downtown on the riverfront with businesses and residents rebuilding from major floods in 1997 and 2001. The Framework highlights the unique riverfront qualities which may include the future a whitewater recreation area in the downtown area. In the future. A 'community conversations' listening event began the engagement effort by gathering topical and focus groups in person over a two day workshop format. This event provided the basis for identifying key issues, hopes and visions.



ORGANIZATIONAL CHART

Our team is staffed to handle the needs of your project. We are a group of experienced planners backed by more than 380 other technical specialists who are accustomed to working together on similar projects. Our familiarity with each other will enable us to meet your workload and timeline requirements. **We have chosen a team that reflects the needs for this project, including familiarity with similar-sized projects, and the expertise to explore all viable alternatives.**





Christopher Janson, AICP, CGA

PROJECT MANAGER

Chris serves as a team leader for MSA's Planning and Design Studio. In this role, he focuses on serving municipal clients in the areas of project management, comprehensive planning, zoning administration, development review, funding administration, GIS mapping, and plan implementation. While at MSA, he has secured more than \$10 million in grant funding. Chris has more than 16 years of experience as a land use planner with planning offices in Iowa, Illinois, Nebraska, and Minnesota.

EDUCATION

B.S. and Master of Community and Regional Planning
Iowa State University

CERTIFICATIONS

AICP (American Institute of Certified Planners)
Chapter Development Co-Chair on the Iowa Chapter of the American Planning Association
Board of Directors
Iowa CDBG Certified Grant Administrator

AREAS OF EXPERTISE

- Project Management and Coordination
- Downtown Planning
- Comprehensive Planning
- Community Development and Financing
- Neighborhood Planning
- Grant and Funding Administration
- Community Economic Analysis
- Planning
- Housing Planning

Selected Project Expertise

Downtown Master Plan, Clinton, IA

Led the planning team and public engagement process for the Clinton, Iowa, Downtown Master Plan.

Comprehensive Plan Update, Lexington, MN

Managed the creation of the 2040 Lexington Comprehensive Plan and providing continual planning services to the community through development review assistance.

Comprehensive Plan Update, Oak Grove, MN

Managing the creation of the Oak Grove Comprehensive Plan and providing continual planning services to the community through development review assistance.

Comprehensive Plan Update, Thompson Township, MN

Managing the creation of the 2040 Thompson Township Comprehensive Plan.

Hastings Comprehensive Plan, Hastings, MN

Managed the creation and all elements of the 2040 Hastings Comprehensive Plan.

Downtown Revitalization Plan, Guthrie Center, IA

Managed the creation of the downtown revitalization plan and facilitated all public meetings incorporated into the planning process. Led implementation efforts through grant writing and capital improvement planning based on the plan's recommendations.

Downtown Revitalization Plan, Wilton, IA

Assisted with the development of the Wilton Downtown Revitalization Plan.

Downtown Revitalization Plan, La Porte City, IA

Assisted with the development of the La Porte City Downtown Revitalization Plan.

Downtown Revitalization Plan, Independence, IA

Assisted with the development of the Independence Downtown Revitalization Plan.



Claire Michelson, AICP
PROJECT PLANNER

Claire serves as a project planner for MSA's Planning and Design studio and has also worked on a variety of engineering and planning related projects. Claire has experience in, facilitating public engagement activities, GIS map creation, and document creation and writing. She assists in planning projects in a variety of capacities but is passionate about community engagement and the connection that she is able to make with varying communities and the ability to assist them on becoming better places to live work and play.

Education

B.S., Community and Regional Planning
Iowa State University

Certifications

American Institute of Certified Planners

Selected Project Experience

Comprehensive Plan & Zoning Ordinance Updates, Dassel, MN

Managed the creation and process of the 2040 Dassel Comprehensive Plan including running the public engagement campaign, public meetings, creation of community goals and policies, and future land use designations and consensus with the community.

Comprehensive Plan, Thomson, MN

Led the public engagement section of the plan. Kept communication with the client throughout the process to keep them up to date, and participated in community outreach, pop-up events and other meetings to engage the full spectrum of community members, summarizing feedback gathered into the plan.

Comprehensive Plan, Hastings MN

Assisted in the creation of the plan and process for approval with the Metropolitan Council.

Comprehensive Plan, Lexington, MN

Assisted in the final steps of the 2040 Lexington Comprehensive Plan and continues to provide planning assistance and services to the community for development review.

Comprehensive Plan, Oak Grove MN

Assisted in the development of the plan and process for the approval with the Metropolitan Council.



Emily Herold
PROJECT PLANNER

Emily has experience in many disciplines within the planning and design realm, ranging from comprehensive plan production and community engagement to zoning administration. She is a recent graduate of the University of Minnesota's Bachelor of Design in Architecture program, in which she focused on urban design and small-area planning. She is passionate about the experiential aspects of design and helping communities improve their built environments on small and large scales.

Education

B.D.A., Architecture
University of Minnesota – Twin Cities

Selected Project Experience

Elevate Rapid City and Black Hills Area Housing Study, Rapid City, SD

Compiled and analyzed a thorough set of socioeconomic and housing-related data to inform the Housing Needs Assessment within Elevate Rapid City's Final Housing Study. Compiled a comprehensive list of multi-family housing in Rapid City to determine gaps in cost and unit size options.

Comprehensive Plan Update, Town of Hudson, WI

Initiated comprehensive planning process for the Town of Hudson, located just outside of the City of Hudson in St. Croix County, WI. Devised community engagement campaign and developed materials for widespread distribution throughout the township and surrounding areas. Will continue to draft the plan using resident feedback and quantitative analysis.

Parks, Recreation, and Open Space Master Plan, Scandia, MN

Initiated parks master planning process for the City of Scandia, located in northern Washington County, Minnesota. Developed thorough description of the City's existing conditions, conducted quantitative analysis of these conditions using GIS, developed community engagement materials and the plan's goals and strategies.

Zoning Administration

- Lakeland, MN
- Linwood Township, MN
- Afton, MN
- Florence Township, MN
- Fairmont, MN

**SUBCONSULTANT**

Micheal Lamb, AICP
URBAN DESIGNER
MICHAEL LAMB CONSULTING, LLC

Michael leads his consulting practice that is focused on the design and planning of cities, corridors, districts and neighborhoods. His practice is grounded in a community-based and multi-disciplinary approach that has fundamentally addressed issues of change and redevelopment resulting in dozens of adopted plans, policies and zoning codes. His work has addressed urban/infill redevelopment, transit-oriented development, zoning code updates, affordable housing, the greater public realm and community reinvestment for over 30 years.

Education

Master of Architecture in Urban Design
 University of Colorado/Denver

Bachelor of Arts (Urban Studies)
 University of Alabama/Birmingham

Professional Affiliations/Certifications

Member, American Planning Association American Institute of Certified Planners (AICP #078598)
 Member, Congress for the New Urbanism Accredited, CNU-A Graduate, Form Based Code Institute (FBCI)

Selected Project Experience

- 2040 Downtown Plan, Buffalo, MN
- Downtown and Community Framework, Granite Falls, MN
- Master Plan, Blaine Town Center, MN
- Commercial Center Master Plan, Red Cliff, WI
- 2040 Community Plan, Buffalo, MN
- Riverview Corridor Station Area Plans, Ramsey County, MN
- North Concord Mixed-use District, South St. Paul, MN
- Comprehensive Plan, Framework, Granite Falls, MN
- SE Waterfront Small Area Plan, Rochester, MN
- Grand Avenue Zoning Overlay, Saint Paul, MN
- Town Center Master Plan, Blaine, MN
- Zoning Code Rewrite, Brainerd, MN
- Zoning Code Update, Scandia, MN



Jon Herdegen, PE,
PROJECT ENGINEER

Jon has more than 18 years of municipal engineering experience in planning, designing and administering public works projects complemented with offering maintenance support to municipal utility systems. He works in tandem with our planning team to assure final plan recommendations are implementation-oriented and work with the overall infrastructure needs and goals of our clients. He possesses expert knowledge in municipal management, budgeting, city ordinance development and implementation, regulatory compliance, and utility construction standards and inspections. He is extremely skilled in constructing, maintaining and renovating public works infrastructure including streets, water systems, stormwater management and sanitary sewer.

Education

B.S., Civil Engineering, North Dakota State University

Registration

Professional Engineer, MN, WI

Selected Project Experience**Engineer of Record, Newport, MN**

2013 to present: Oversees more than \$10 million of municipal investments in street reconstruction, utility improvements, municipal water system improvements, SCADA system overhaul for the water/sewer monitoring systems and flood mitigation with FEMA coordination.

Engineer of Record, Lindstrom, MN

2009 to present: Holds scheduled office hours at City Hall to work directly with administration, public works, planning and finance departments to prioritize and implement City projects. In addition to day-to-day engineering responsibilities, Jon oversaw the construction of a \$200,000+ directionally drilled low-pressure sewer system around two area lakes, designed and administrated the construction of various street, utility and municipal parking lot improvements and implemented numerous stormwater management projects in environmentally sensitive areas.

Engineer of Record, Shafer, MN

During his tenure, he has designed and administrated two (2) lift station replacement projects, a City Hall reconstruction project, a wastewater treatment pond renovation, two (2) street construction/reconstruction projects and bituminous pavement rehabilitation for aging developments.



Kate Eiyenck

CLIENT SERVICES MANAGER

Statement of Availability

MSA submits this proposal with the commitment that our staff will be available to accomplish the work in sequence and according to the timetable established in the above Project Schedule. Our Project Team has the capacity to handle this project and provide a high level of service.

Kate has 19+ years of community engagement, project management, public relations, and planning experience. She also has specialized expertise in developing and facilitating inclusive and creative community engagement strategies for diverse stakeholder groups. Kate is known for her collaboration and communication skills among elected officials, community members, developers, and businesses. The team will leverage her strong communication skills and local Minnesota familiarity to build consent among stakeholders.

Education

B.A., Psychology and Fine Arts
Hamline University

Additional Coursework

Professional Development – Mini Master of Project Management,
Executive Education | University of St. Thomas

Professional Development – Master of Urban and Regional
Planning (MURP) Degree Program Course Work | Humphrey
School of Public Affairs

Professional Development – Master of Architecture (M Arch 1)
Course Work | University of Texas at Austin School of Architecture

Selected Project Experience

Comprehensive Plan, Thomson, MN

Analyzing and recommending strategies for tying community investments to existing and planned land use. Guided public agencies and stakeholders through the process of creating productive, economical, and competitive projects. Assisting with comprehensive planning and implementation, project management, community outreach, and communications.

Comprehensive Plan, Goodhue County, MN*

The Goodhue County 2016-2040 Comprehensive Plan represents the fourth plan the county has developed. The purpose of the plan is to provide general guidelines to help manage growth and land use changes, and to promote sound management of the land and water resources within the county.

Zoning Administration

- Florence Township - Goodhue County, MN
- Pine City, MN
- Shafer, MN

**Denotes experience prior to MSA.*

COST PROPOSAL

Our team is very excited about the opportunity to work with the City of Wyoming on your Downtown Master Plan. We know we can provide the update you need and the public engagement that you desire within your budget. We look forward to working with you on developing a final scope of work, prior to contracting, that aligns our experience and efforts with your needs and desires. MSA estimates that we will be able to provide the scope of work outlined at a lump sum cost of \$30,000.

Below is a generalized breakdown of our estimated costs and hourly rates for each position within our consulting team.

PROJECT COST

TASK	COST
Community Engagement and Meetings	\$15,000
Development of the Downtown Master Plan	\$12,000
Project Management and QA/QC	\$3,000
Total	\$30,000

HOURLY RATES

STAFF	HOURLY RATE
Chris Janson, AICP Project Manager	\$200/hr.
Claire Michelson, AICP Project Planner	\$120/hr.
Emily Herold Project Planner	\$95/hr.
Mike Lamb, AICP, CNU-A Urban Designer	\$125/hr.
Jon Herdegen, PE Project Engineer	\$200/hr.
Kate Eiyneck Client Service Manager	\$150/hr.

IT'S MORE THAN A PROJECT. IT'S A COMMITMENT.
DOWNTOWN MASTER PLAN | WYOMING, MN | FEBRUARY 10, 2023





A PROPOSAL FOR

Downtown Master Plan

FOR THE CITY OF WYOMING



A PROPOSAL FOR

Downtown Master Plan

FOR THE CITY OF WYOMING

February 10, 2023

Robb Linwood, City Administrator
P.O. Box 188
Wyoming, MN 55025



Re: Proposal for the Preparation of a Downtown Plan

Dear Robb,

On behalf of WSB, thank you for this opportunity to submit our qualifications for the Wyoming Downtown Master Plan. The Team is excited to continue our work with the City of Wyoming to develop a transformative plan to assist the community in moving forward to a more resilient and sustainable local downtown economy.

The WSB team assembled will be led by personnel who know the community and the city decision-makers. We have engaged with the city on development issues and understand the philosophy of Wyoming in terms of growth and vision and their desire to create a self-sustaining downtown that can serve the local population. Our knowledge about the community assists the team in moving the project forward in a more deliberate and expeditious way, using valuable resources for solution-driven recommendations rather than spending time studying existing documents and getting to know the city.

WSB has experience with downtown plans similar to the current proposal. Many of our clients are on the urban fringe with historic downtowns that are competing for consumers and businesses located in adjoining suburban malls. We understand that a downtown is a special place that needs to reinvent itself to recognize the changing economy while maintaining the small-town feel residents expect and desire. Over time, our team has successfully worked with various smaller communities within the greater Twin Cities metro area to strategically plan for future growth and economic resiliency in their core downtown areas.

WSB's approach to public and stakeholder engagement is collaborative and robust. Early and often, the team will seek opportunities to collaborate and refine our strategic planning approach, providing touchpoints for public input and discourse. We combine innovative technology and digital stakeholder engagement tools with traditional methods that are comfortable and personal, inspiring participation by all community members, including those who have not participated in the past. The team anticipates that the byproducts of these engagement exercises will be twofold; to provide feedback about community vision and also educate the public about the creation and maintenance of economically viable solutions for the downtown business community. The WSB team will work collaboratively with the City to create the desired public engagement plan.

On behalf of the WSB team, we are ready to become your partner on the journey into Wyoming's future. If you have any questions, please contact me at 612.670.2790 or klindquist@wsbeng.com.

A handwritten signature in dark ink, appearing to read "K Lindquist", is written over a light grey rectangular background.

Kim Lindquist, AICP

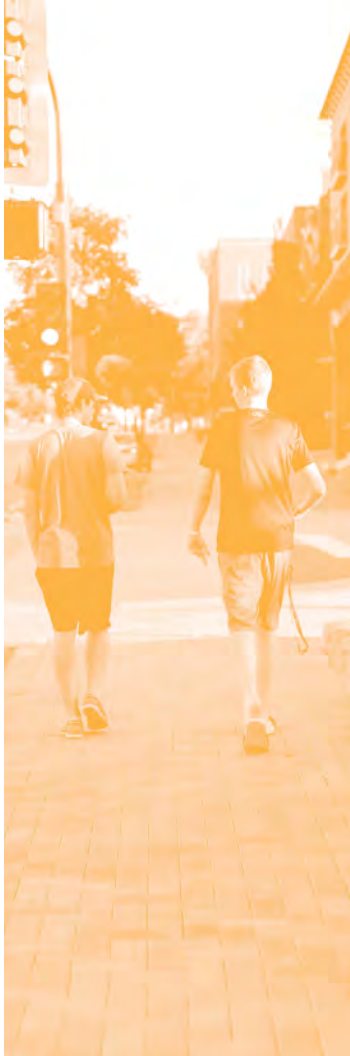


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Firm Overview



Forge ahead.

WSB is a design and consulting firm specializing in engineering, community planning, environmental, and construction services. Together, our staff improves the way people engage with communities, transportation, infrastructure, energy and our environment. We offer services that seamlessly integrate planning, design and implementation.

We share a vision to connect your dreams for tomorrow to the needs of today—the future is ours for the making.

650+
STAFF

30+
SERVICE AREAS

15
OFFICES

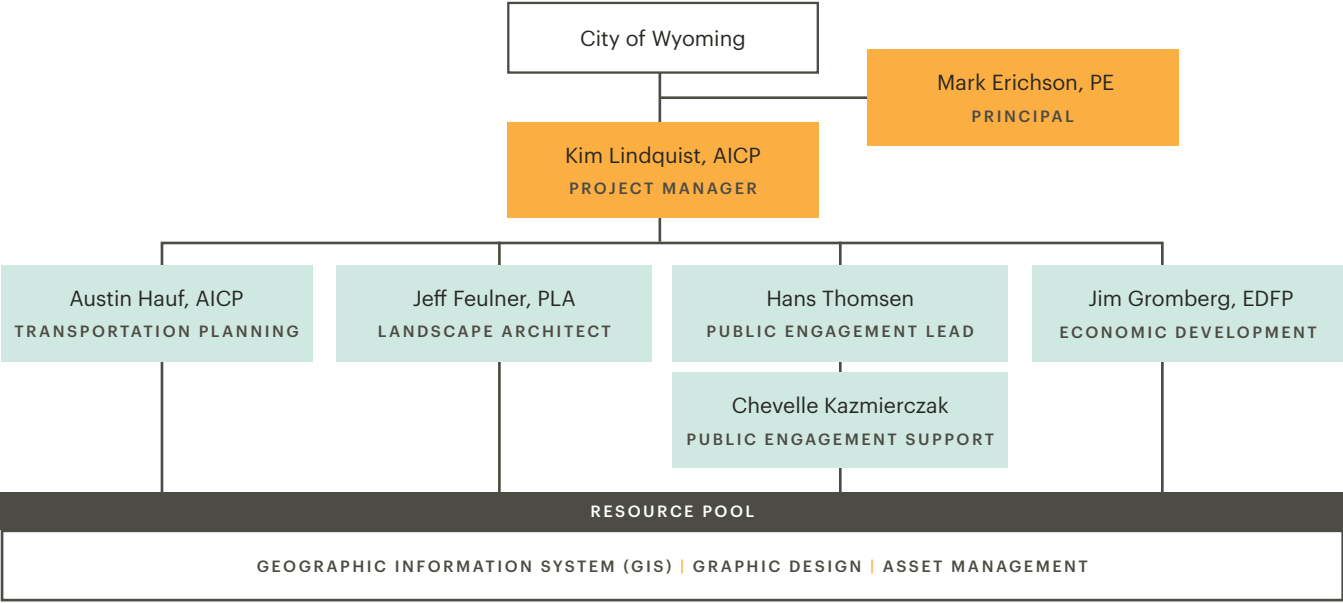
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STATES

Alternative Project Delivery | Biogas | Bridges & Structures | City Engineering | Community Planning | Constructability Review | Construction Materials Testing & Special Inspection | Contractor Modeling | Drinking Water | Economic Development | Environmental Compliance | Geohazard Risk Management | Geospatial | Geotechnical Engineering | GIS Services | Grants & Funding | Health & Safety Compliance | Intelligent Transportation Systems | Investigation & Remediation | Land Development | Landscape Architecture | Managed Services | Natural Resources | Pavement Management | Pipeline | Project Management & Construction Administration | Public Engagement | Public Works Management | Right of Way | Roadway Design | Smart Cities | Solar | Survey | Sustainability | Technology Solutions | Traffic Engineering | Transit Planning | Transportation Planning | Urban Design | Vibration Monitoring | Visualizations | Water Resources | Water Reuse | Wind

Project Team



The project team is comprised of experts with the knowledge and experience to assist Wyoming in the varied issue items scoped out in the RFP. We have members who know about downtowns and placemaking, we have others who understand good pedestrian access and linkages, and for the public driving downtown, we have team members who know about traffic circulation and convenient parking. WSB is a full-service firm and will bring Wyoming a team that can address all the questions and concerns the Wyoming businesses and citizenry will have. We have worked in Wyoming and similar-sized communities, we will be able to develop implementable, understandable, and reasonable solutions to continue creating an economically vibrant downtown in Wyoming.



Kim Lindquist, AICP

PROJECT MANAGER

Kim is a planning professional with over 30 years of experience overseeing a variety of complex planning projects that are similar to project in many local communities. Kim worked in high growth communities working with developers and the public on entitlements for residential development and business attraction to the city. She was project manager for Rosemount Downtown redevelopment projects which were public/private partnerships that resulted in construction of over 250 new multi-family units and creation of 16,000 square feet of new commercial space. She was responsible for the writing and compilation of the Rosemount 2040 Comprehensive Plan, including the economic competitiveness and new sustainability sections. Kim is excited to work with new clients to help them achieve their economic development goals.



Mark Erichson, PE

PRINCIPAL

Mark is a Principal and Senior Project Manager with over 25 years of experience in municipal and civil engineering projects including streets, storm sewers/stormwater management, water distribution systems, sanitary sewer systems, rate studies, capital improvement planning, environmental compliance, asset management, site grading, park improvements, development review, and municipal State Aid systems. His responsibilities include the design and/or preparation of project plans, specifications, construction management, engineer estimates, and permitting. Mark is currently the City Engineer for the City's of Wyoming and Hugo. Additionally, he is a Senior Project Manager for the City of Lakeville as well as the May Township Engineer.



Austin Hauf, AICP

TRANSPORTATION PLANNER

Austin has played a key role in numerous projects that required analysis of transportation issues across a range of modes, including walking, biking, transit, and motor vehicles. He recently served as the Project Manager for the Central Entrance Vision Plan in Duluth, MN. His work has included documenting existing and future conditions and performing technical analyses to identify issues related to access, mobility, connectivity, and safety. He has also been heavily involved in both virtual and in-person public engagement activities.



Jeff Feulner, PLA, LEED AP

SENIOR LANDSCAPE ARCHITECT

Jeff is a Landscape Architect with over 21 years of professional experience. He has worked on projects of various scales and scope both in the private and public sector. This experience has led to creative design solutions which acknowledge varied user perspectives by collaborating with private developers, landowners, and business owners, as well as municipal staff, elected officials and other stakeholder groups. Jeff also has significant experience as a project manager directing installations and overseeing project implementation. He embraces the collaboration between the client, municipality, and designer that take place as a project is constructed, ultimately bringing the original vision into a functional reality.



Hans Thomsen

PUBLIC ENGAGEMENT LEAD

Hans brings more than 15 years of experience building intentional relationships and crafting messages that resonate with stakeholders. He has worked in rural and urban communities and can clearly articulate complex issues while building trust in a short period of time. Hans has extensive volunteer management and project management experience, leading cross-department teams to analyze information, create programs and develop engaging outreach efforts. He has been involved with the Minneapolis Chamber of Commerce for the past 7 years and has served as the Co-Chair of Leadership Twin Cities, a program focused on promoting opportunities for economic development and infrastructure investment in the region. Hans is skilled at community outreach and engagement with a particular ability to develop strategic communications which drive results.



Chevelle Kazmierczak

PUBLIC ENGAGEMENT SUPPORT

Chevelle is an organized and detail-oriented strategist with over five years of professional experience in strategic communications. She is passionate about creating intentional public engagement that fosters participation and communication. Her experience includes public relations, data analytics, media reporting, stakeholder engagement, and digital marketing.



Jim Gromberg, EDFP

ECONOMIC DEVELOPMENT SPECIALIST

Jim has over 25 years of experience in economic development, including both redevelopment and greenfield development projects. In addition, Jim has worked with communities to acquire grant funding for several grants including rail infrastructure, water and sewer infrastructure, public facilities and small cities redevelopment grant implementation. Most recently, Jim was the State of Minnesota's Business Development Representative for the Twin Cities metro area, responsible for attracting new businesses to the state and assisting businesses in expanding their current locations. In addition, he managed Minnesota's Shovel Ready Certification Program, which prepares a community for projects that are interested in locating or expanding in their communities. Jim led the State's Data Center Attraction Program which also promotes Minnesota as a site for new data center development using tax credits and incentives.



Philosophy

WSB is committed to a holistic project approach which considers all aspects of the City of Wyoming including social, economic, and environmental factors.

We take pride in facilitating and helping our clients lead an accessible and inclusive process. We leverage available data, technology, and stakeholder input to ensure a diverse set of community members can participate. By working with the Wyoming Economic Development Authority and City staff representatives, we will intentionally integrate the values and priorities most important to the community into the planning process.

Our people then listen, connect, build trust, and communicate to ensure success. We will work collaboratively with the City to find efficiencies and determine the appropriate mix of in-person and virtual tools, inspire participation, and be accessible across our engagement activities.



Project Understanding

WSB recognizes that the community where you live is a reflection of who you are and where you want to be.

Wyoming is in a position where the community is growing and may be experiencing varied opinions about its future and the future of its core downtown. The planning process proposed allows residents to participate in the discussion about the future and allows them to help shape what they want the downtown to be. The public engagement process will also recognize the landowners, business owners, and other stakeholders. The goal is to provide reasonable strategic solutions that will create economically viable businesses that will contribute to a more inviting and self-sustaining downtown. Finally, we understand that government has a role to play and that often the city may take the financial lead to be a catalyst for future resource commitments by individuals and organizations. Because resources are limited, care must be taken that programs and projects are strategic and provide high-reward outcomes. This downtown plan seeks to aid the community in this process.



Map of Area Understanding

NOTES:

- Encourage zero-lot line development
- Many parcels with large underutilized parking lots
- Add downtown wayfinding signs to establish connectivity
- No defined on-street parking. Most parking is limited to business owned lots

LEGEND



KEY
INTERSECTION
NODE



DEVELOPMENT
OPPORTUNITY



ADD SIDEWALK



ADD CROSSWALK



ADD DOWNTOWN
SIGNS





Work Plan

Land Use

Under the heading of land uses, the WSB team will be reviewing the downtown, including existing buildings, land uses, infrastructure, and design that impact the functionality and effectiveness of the current downtown. The focus will be to document the existing condition and highlight areas for future opportunities. This will be the basis for the creation of the strategic plan which will enumerate future solutions and opportunities.

TASK 1- INVENTORY OF CURRENT DOWNTOWN PROPERTIES

The team will create an inventory of each site, providing general property information and a photo of each existing development and land use. Existing land uses will be noted along with vacancies or underutilization of existing building space and/or land. The Downtown will also be mapped out corresponding to the inventory with the map including immediately adjacent sites within the community and highlighting similar properties that can be grouped into sub-areas due to use, size, location, or other attributes, for specific future recommendations.

TASK 2 – ASSESSMENT OF ASSETS AND LIABILITIES

A SWOT analysis will be created that encompasses the entire Downtown area, based in part on resident and property owner input, along with planning best practices. After the initial SWOT analysis, the team will undertake a more individualized analysis of properties and blocks within the downtown, evaluating physical characteristics related to land use, infrastructure, business mix, etc, that are impacting the success of the Downtown. This review will be based primarily on the physical attributes of the existing downtown and comparing the current condition to best practices and community goals.



TASK 3-SITE REVIEW AND PRIORITIZATION

In concert with the information provided by the public engagement exercises, the team will define potential opportunity sites for the dedication of future resources, whether that be financial or staffing resources. This exercise will highlight sites that can benefit from full site redevelopment versus renovation or adaptive reuse. Potential solutions for individual sites, or previously identified sub-areas, will be called out in this section of the document based on public input and current market conditions.

TASK 4 – INVENTORY TRANSPORTATION AND CIRCULATION SYSTEMS WITHIN DOWNTOWN

WSB will inventory the transportation systems within the downtown which includes all modes of transportation. Once residents and visitors come downtown, how are they moving between destinations, is their travel mode convenient, and is parking, pedestrian access, and bikeways easy and safe?



TASK 5 – IDENTIFICATION OF DOWNTOWN ASSETS

After inventorying the individual parcels within the downtown, community assets will be identified. A review of how these public places drive residents to the downtown for trips and how they can be enhanced to further promote the downtown and encourage multi-use trips will be explored.

TASK 6 – IDENTIFICATION OF STRATEGIES

Based on the findings of the analyses, a set of strategies will be developed in collaboration with project stakeholders to highlight key focus areas for the creation of a more vibrant and resilient downtown. Recommended strategies will include generalized timelines, relative costs, and responsible parties. Potential strategies will consider solutions beyond traditional land use and design projects and will also look to assorted organizations within the community to aid in successful implementation.

LAND USE DELIVERABLES:

- Draft and final downtown land use memo
- Maps, graphics, and other supporting documentation

Transportation

The WSB team's overall approach to the transportation component of the Downtown Plan will be centered on the dual role of streets as both platforms for building community value and thoroughfares that support community mobility. Transportation strategies will incorporate and build on findings from the 2022 Comprehensive Plan and Park System Plan and address all modes present in the study area.

TASK 1 – EXISTING AND PLANNED NETWORK

To establish the baseline existing conditions in the study area, maps will be developed to identify the existing roadway network, including roadway jurisdiction, functional classification, and current traffic volumes. Maps of existing and planned nonmotorized facilities will also be developed to highlight planned improvements and any network gaps that may remain. This process will also identify key gateway routes to the downtown for users of various transportation modes.

TASK 2 – DOWNTOWN ORIGINS AND DESTINATIONS

The WSB team will inventory major trip generators within the study area and document network gaps for applicable modes. This analysis will focus on the needs of nonmotorized and freight users.



TASK 3 – CONGESTION ANALYSIS

A planning-level congestion analysis will be performed on roadways within the study area for which traffic volume data is available. Roadway segments exceeding planning-level capacities will be identified for potential improvements.



TASK 4 – SIDEWALK AND PATHWAY CONDITION ANALYSIS

A high-level infrastructure conditions analysis will be conducted for sidewalks and pathways in the study area. Areas or segments in poor condition will be identified with a specific focus on ADA compliance for people walking, biking, and rolling.



TASK 5 – PARKING ANALYSIS

The WSB team will inventory existing parking locations and volumes in the study area for both motor vehicles (on and off-street) and bicycles. Parking requirements for both existing and future land uses (including changes based on downtown plan recommendations) will be calculated and deficiencies identified. The resulting strategies will focus on how to balance meeting and/or reducing the identified demand.

TASK 6 – PEDESTRIAN CROSSING ANALYSIS

The WSB team will map legal pedestrian crossing locations within the study area and document potential issues, barriers, and risks to their use. Based on the context of each crossing, recommendations will be identified to improve safety and comfort for these users.

TASK 7 – IDENTIFICATION OF STRATEGIES

Based on the findings of the analyses, a set of strategies will be developed in collaboration with project stakeholders to highlight key focus areas for improving downtown transportation. Recommended strategies will include generalized timelines, relative costs, and responsible parties. Potential strategies will consider solutions beyond traditional transportation projects.

TRANSPORTATION DELIVERABLES:

- Draft and final downtown transportation memo
- Maps, graphics, and other supporting documentation



Urban Design Improvement

The built environment sets the tone for Wyoming's downtown and can result in an exciting and inviting space for users or a hard-to-navigate, cold space that only moves people along. The team will be reviewing existing spaces, amenities, and community context to recommend potential opportunities for enhancements that balance aesthetics and design with cost and ongoing maintenance.

TASK 1 – AFFIRM TRANSPORTATION INFRASTRUCTURE FROM AN URBAN DESIGN PERSPECTIVE

The team will analyze the existing road system and highlight key streets and intersections from both a functional perspective but also as an opportunity for public engagement and placemaking. Existing sidewalks and trail linkages will be mapped and prioritized based on their relationship to the greater community and the downtown core.

TASK 2 – IDENTIFY AND EVALUATE EXISTING DOWNTOWN STREETScape

The team will inventory existing landscaping and streetscape elements and evaluate their functionality, overall aesthetic, and whether they are meeting community needs and goals. A streetscape plan addressing appropriate fixtures, locations, and maintenance routines will be provided as part of this deliverable.

TASK 3 – PROGRAMMING OF PUBLIC SPACES

As part of the urban design review, the WSB team will identify spaces and locations within the downtown which could be available for public gatherings, innovative treatments or other placemaking activities. Identified spaces will be mapped and potential programming examples explored, and recommendations provided. It is important that these spaces be designed for all community members and be flexible in nature and be a source of pride for the community.



TASK 4 – BUILDING FAÇADE PROGRAM REVIEW

As part of the site inventory, building façade treatments will be noted. Research into potential programs that can assist property owners in improvements will be provided along with some recommendations for exterior treatments that could be added to the zoning ordinance.

TASK 5 – IDENTIFICATION OF STRATEGIES

Based on the analyses of the various urban design features, a set of strategies will be developed in collaboration with project stakeholders to highlight key focus areas for improving the downtown. Recommendations for enhanced streetscape and public space programming will be provided along with some applicable examples including relative cost, and responsible parties. An on-going maintenance plan will be provided.

URBAN DESIGN DELIVERABLES:

- Draft and final downtown memo
- Maps, graphics, and other supporting documentation

Market Assessment

TASK 1: MARKET ANALYSIS AND ENHANCEMENT STRATEGIES

The WSB team will provide a market analysis of the Wyoming downtown which will provide information about the current market demand for specific uses within the greater Wyoming area. This analysis will be compared to the existing business mix. Recommendations about the introduction of additional business categories, based on the market analysis will be provided.

MARKET ANALYSIS DESIGN DELIVERABLES:

- Draft and final downtown market memo
- Maps, graphics, and other supporting documentation

Implementation Strategies

TASK 1. STRATEGY DEVELOPMENT

Provide reasonable, implementable short-term and long-term strategies to carry out the downtown plan as designed through this process. Prioritization of strategies will be determined by the EDA.

TASK 2: CAPACITY ASSESSMENT

Assess capacity of various organizations to aid in plan implementation.

TASK 3: FINAL RECOMMENDATIONS

Individual strategies will be noted along with responsible parties and time horizon.

IMPLEMENTATION DELIVERABLES:

Implementation Matrix



Compilation of the Downtown Wyoming Plan

Each subject area within the project work plan will be investigated and a memo created providing information about the undertaken analysis and recommendations. Every section of the plan will be brought before the EDA for review and comment. In total 2 EDA meetings are anticipated to gain feedback from each section. After modifications are made, each the memorandums will be consolidated into one downtown plan. The overall plan will document the existing conditions, individual analysis, potential opportunities, and final strategic recommendations.



Public Participation

The WSB team recognizes the vital role that public engagement and participation will play in facilitating and developing a Downtown Plan that reflects the City of Wyoming's vision, mission, and values. We propose a holistic, coordinated, and strategic engagement plan that is nimble and responsive to community and stakeholder needs.

WSB has an experienced team of public engagement experts to assist the Wyoming Economic Development Authority as it seeks to create a downtown plan that meets the vision and long-term goals for residents, corporate citizens, and new investors in Wyoming. We propose the following program to achieve these public and community engagement objectives and to put the City, the Wyoming EDA, and the project in a position for success:



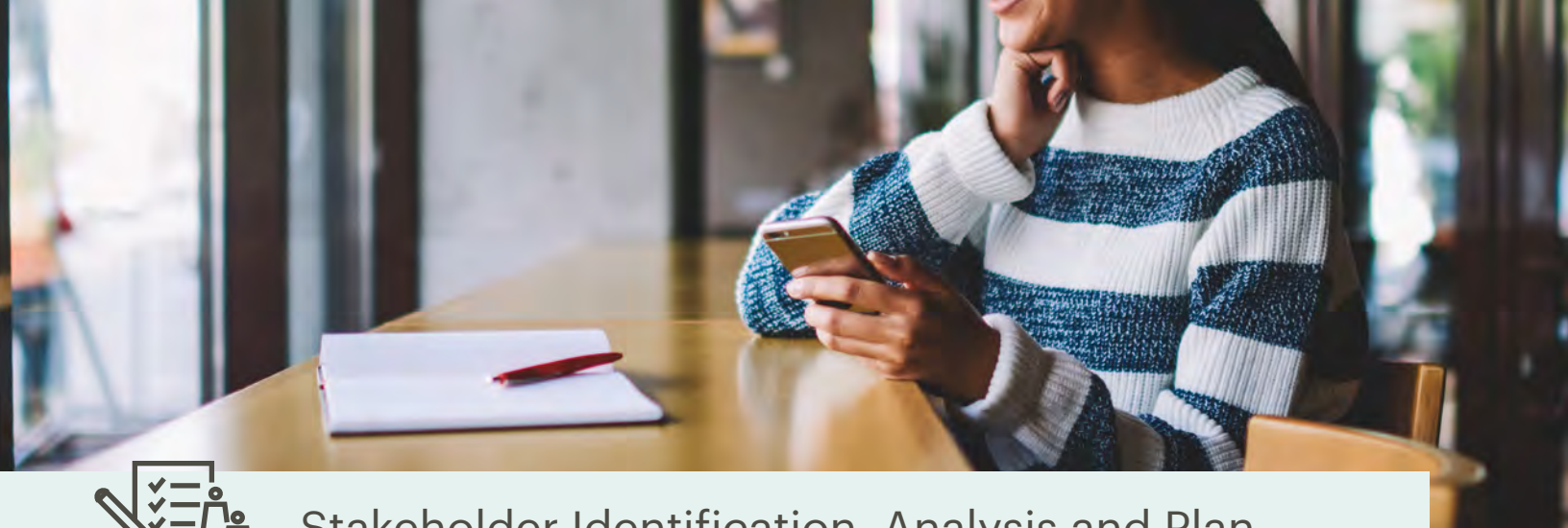
**STAKEHOLDER
IDENTIFICATION,
ANALYSIS, & PLAN**



**INFORMATION SHARING
& COLLECTION OF
FEEDBACK**



**ENGAGEMENT
ANALYSIS &
SUMMARY REPORT**



Stakeholder Identification, Analysis and Plan

A stakeholder identification process involves confirming the various stakeholder groups, community members, institutions, organizations, or other stakeholders impacted directly or indirectly by a project or plan. The WSB project team will work collaboratively with project staff to identify gaps and opportunities to involve stakeholders of all types. This stakeholder identification and analysis work at the outset of the project is critical to right sizing the engagement activities that will be most beneficial to the plan development process and getting stakeholder and community buy in for the final downtown plan. Building off the groups detailed in the RFP, we believe the following stakeholder groups must be considered when developing the final engagement plan and when considering engagement techniques:

- The general public
- Wyoming Economic Development Authority
- All property owners in the plan area
- All residents in the plan area
- All business owners renting or leasing property in the plan area
- Community Development Department Staff
- Other appropriate City Departments

Following the stakeholder identification work, the WSB team will customize and tailor strategies and tactics to reach each stakeholder segment or group identified in an official engagement plan. Before execution takes place, these strategies and tactics will be shared with project staff for alignment and input. The stakeholder engagement plan WSB creates, in partnership and collaboration with the Wyoming Economic Development Authority, will be built in a way that supports the following core engagement values:

BUILD TRUST

**STRENGTHEN
RELATIONSHIPS**

**EMBRACE EQUITY AND
DIVERSITY**

The public engagement plan will serve as a playbook throughout the project and will be updated as the process and findings require. The plan will outline project stakeholders, goals and objectives, tools and tactics for engagement, and a schedule of activities and communications throughout the project. We anticipate leveraging the project kick-off meeting to help coordinate the stakeholder identification process and align the project team on elements associated with the stakeholder engagement plan for execution.



Information Sharing & Collection of Feedback

As part of the public participation process, WSB will organize and schedule all project meetings with the Economic Development Authority and other key stakeholders. We propose a total of 4 visioning sessions, one with each of the following groups: Economic Development Authority and downtown business owners, property owners and area residents. We also recommend holding 1 community meeting to inform the entire community about this planning process and gather input and feedback.

We will work with the EDA and leverage stakeholder identification and analysis to determine the optimal schedule of various meetings. For all meetings, WSB will provide necessary materials, graphics, and content to be used throughout the plan development process. All communications and displays will be accurate, consistent, and presented with plain language that is accessible and understandable to all. We will record and document all public comments, identify areas of consensus, and utilize all accumulated feedback to inform visions for Wyoming's downtown that will be presented to the Economic Development Authority and key stakeholders.

Below, we detail a variety of additional recommended public engagement and communication tactics that could be utilized to position the City of Wyoming and the Economic Development Authority for success as it develops a downtown plan. We will work closely with the Economic Development Authority and other key stakeholders to identify the right mix of engagement tactics.

Information and feedback collected during the engagement process, both through facilitated meetings or visioning sessions as well as any additional engagement tactics determined to be beneficial to the process, will be used to inform plan concepts. Additionally, feedback collected throughout the engagement and planning process will be documented in the final analysis and summary reports.



SOME OF THE RECOMMENDED OPTIONS FOR ENGAGEMENT INCLUDE:

COMMUNITY OPEN HOUSE MEETINGS | WSB can coordinate public open house meetings, which can serve as a forum to inform the community about this planning process and gather input and feedback. We will provide design and communications support for meeting invitations, manage invitation mailings, produce event displays, presentations, and collect feedback. WSB will support the creation of social media content and posts to promote the open houses and can assist in paid targeted advertising to reach local community members.

FOCUS GROUPS | Focus groups foster an environment of conversation specific to the project. These project-centered conversations involve hosting groups of up to seven identified stakeholders. The stakeholder identification and analysis process would be leveraged to ensure a cross-section of perspectives and representatives from each of the prioritized stakeholder groups can participate.

INDIVIDUAL STAKEHOLDER MEETINGS | One-on-one conversations are a powerful engagement tool. We have found these to be most effective and efficient when we provide four-hour blocks of time, over the course of multiple days, to host one-on-one individual conversations with stakeholders from these groups. These conversations would take place virtually via Zoom and individuals would be able to sign up in 30-minute blocks of time. Each four-hour block of time provides for up to 8 individual stakeholder meetings.

TARGETED COMMUNITY CONVERSATIONS | To build awareness and gain insight from community stakeholders, WSB has found these events to be one of the most effective ways of reaching the broader community. Held at existing community events or locations with high foot traffic, targeted conversations provide the opportunity for project staff to interact directly with community members, share project information, ask questions, and receive feedback.

ENGAGEMENT SURVEY | To acquire community feedback in various settings, WSB can develop an easy-to-use survey. Project websites, open houses, and distributing the survey to a targeted email list have all proven to be valuable methods to gain participants and gather community feedback. An engagement survey offers flexibility for community members who may not have been able to participate in other engagement activities to share their feedback.

PROJECT WEBSITE AND MATERIALS | WSB can also provide the Wyoming Economic Development Authority with a customized project website to serve community residents and stakeholders. Here, they can learn more about the project, receive the most recent updates, connect with project team members, and provide feedback. In addition to hosting and monitoring the website, WSB will provide content and graphics support—including a project fact sheet and project Q&A. It is anticipated these will be updated twice throughout the project timeframe. All materials prepared or designed will be visually appealing and easy to understand.



Engagement Analysis and Summary Report

Throughout the engagement process, WSB will collect community and stakeholder feedback and coordinate with project team members. Following each engagement event, WSB will provide an event summary that details public input and captures public sentiment related to the project. In addition, WSB will manage a comment tracker that will record individual and stakeholder engagement, feedback, and issues relevant to the project.

After all scheduled public engagement events, a final engagement summary that encompasses all engagement activities completed during the process will be provided. The information will be used to inform project recommendations and guide the development of preliminary and final plan concepts.



Project Schedule

TASK	2023					
	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER
KICK OFF MEETING						
PUBLIC ENGAGEMENT:						
PUBLIC ENGAGEMENT PLAN						
PUBLIC ENGAGEMENT ACTIVITIES						
PLAN COMPONENTS:						
LAND USE						
TRANSPORTATION						
URBAN DESIGN						
MARKET ANALYSIS						
IMPLEMENTATION STRATEGIES						
FINALIZE PLAN DOCUMENT						
SUBMISSION OF FINAL PLAN						

● - KICK-OFF MEETING ■ - TASK DURATION ○ - EDA REVIEW ✓ - PLAN COMPLETION

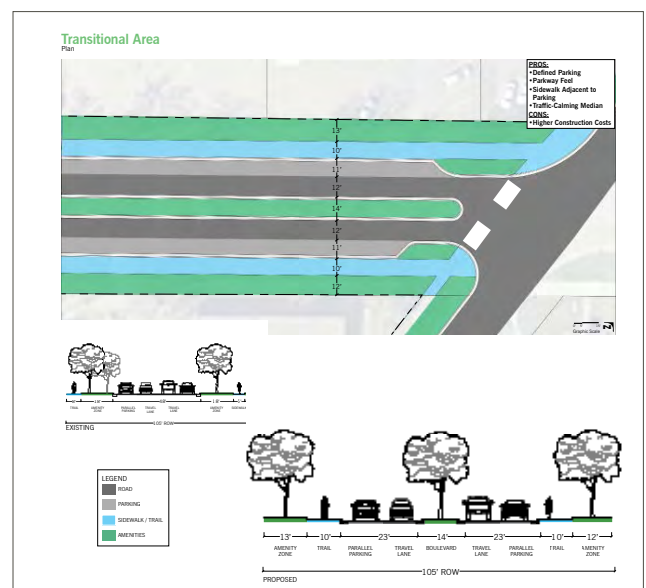
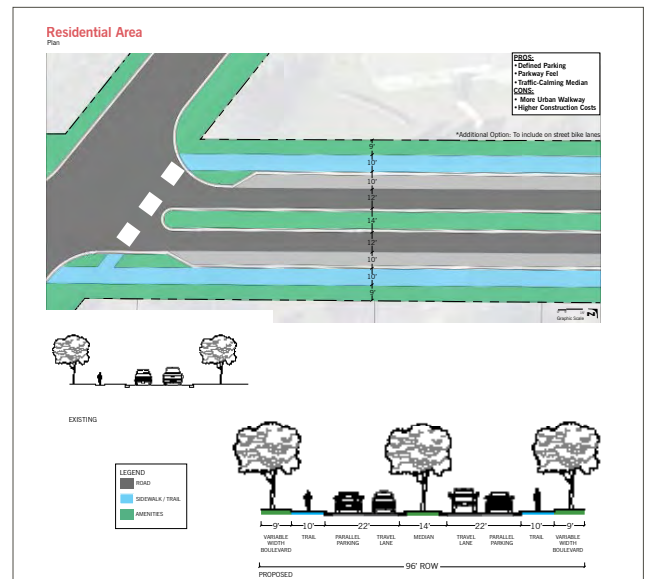
The Redevelopment Master Plan is dynamic. It is not a set of strict “rules” but instead, a flexible framework that guides decisions about redevelopment. The plan addresses both public infrastructure and private redevelopment initiatives. The vision for this project is drawn from past comprehensive planning and master planning efforts. It provides a basis and a framework from which the plan and supporting strategic actions can be identified.

DOWNTOWN MASTER PLAN

WSB the public engagement effort and plan development for this public investment to redesign and revitalize Seventh Street, the main street in downtown North St Paul. Engagement included large public meetings, attendance at community events such as the local car show, and small group meetings with business owners. WSB also developed a visual preference survey, which was administered in person and online. Areas of agreement between residents and business owners were emphasized. The outcome of the effort was input on the priority issues facing the downtown, ideas on how it could be improved, and focus areas for the design.

Based on this input, WSB developed the Downtown Master Plan to provide the City with a complete design concept for the road and streetscape. The Plan establishes visual quality with a refreshed and modernized street appearance; creates a pedestrian-oriented environment, supporting the business community through enhanced visibility and access; and creates a sense of place in the Downtown. The Plan is implementable and includes phasing options for the reconstruction of this vital corridor for the City.

REFERENCE: BRIAN FRANDLE | CITY MANAGER | 2400 MARGARET STREET, NORTH ST. PAUL, MN 55109 | 651.747.2436 | BRIAN.FRANDLE@NORTHSTPAUL.ORG





References

DEVELOPMENT FRAMEWORK FOR DOWNTOWN ROSEMOUNT | CITY OF ROSEMOUNT

WILLIAM DROSTE | FORMER MAYOR CITY OF ROSEMOUNT | BILL.DROSTE@CO.DAKOTA.MN.US | 651-280-5630

ASK WILLIAM ABOUT KIM LINDQUIST'S ABILITY TO FIND SOLUTIONS TO GROW A COMMUNITY WHILE KEEPING ITS CHARACTER.

GRAVEL MINING AREA SOUTH MASTER PLAN | CITY OF MAPLE GROVE

JOE HOGEBOOM | COMMUNITY & ECONOMIC DEVELOPMENT DIRECTOR | CITY OF MAPLE GROVE | 12800 ARBOR LAKES PKWY N, MAPLE GROVE, MN 55369 | 763.494.6045 | JHOGEBOOM@MAPLEGROVEMN.GOV

ASK JOE ABOUT WSB'S ABILITY TO COLLABORATE AND MEET DEADLINES.

MAIN STREET REHABILITATION | CITY OF MAPLE GROVE

JOE HOGEBOOM | COMMUNITY AND ECONOMIC DEVELOPMENT DIRECTOR | CITY OF MAPLE GROVE | 12800 ARBOR LAKE PARKWAY N | MAPLE GROVE, MN 55369 | 763.494.6045

ASK JOE ABOUT JEFF FEULNER'S OUT OF THE BOX THINKING.

Availability

The proposal hours and tasks can be completed within the requested timeframe, with completion in October 2023.

The cost estimate and project work plan reflects WSB's understanding of the tasks requested by the City of Wyoming for a Downtown Master Plan. It is our understanding that the City's budget is constrained which would require a reduction in overall project costs. WSB will work with the City to reduce budget and scope of work to prioritize the most important aspects of the Downtown Plan for the community. Individual project subject areas such as transportation, land use, urban design, market analysis, and implementation can be reduced or eliminated without negatively affecting the other project components of the plan. WSB looks forward to working with the city to meet project costs and provide a plan which meets many of the needs of the downtown community.

Cost Proposal

TASK	KIM LINDQUIST, PROJECT MANAGER	JIM GROMBERG, ECONOMIC DVLPMNT.	MARK ERICHSON, PRINCIPAL	JEFF FEULNER, LANDSCAPE ARCHITECT	CHEVELLE KAZMIERCZAK, PUBLIC ENGMNT SUPPORT	HANS THOMSEN, PUBLIC ENGMNT LEAD	AUSTIN HAUF, TRANS. PLANNING	TRANS. PLANNING SUPPORT	GIS	ASSET MANAGEMENT	GRAPHIC DESIGN	TOTAL
TASK 1: INITIATION												
KICK-OFF MEETING WITH STAFF	2			2		2						6
ONE WSB INTERNAL MEETING	1			1		1	1					4
TASK 2: INVESTIGATION												
FOR LAND USE:												
INVENTORY OF CURRENT DOWNTOWN PROPERTIES	2	2						7	4			15
ASSESSMENT OF ASSETS AND LIABILITES	2		1									3
SITE REVIEW AND PRIORITIZATION	1	2										3
INVENTORY OF TRANSPORTATION AND CIRCULATION SYSTEMS	1		2				1					4
IDENTIFICATION OF DOWNTOWN ASSETS	2	2	1									5
FOR TRANSPORTATION:												
IDENTIFIY EXISTING AND PLANNED ROADWAY NETWORK		1					2		6			9
INVENTORY OF MAJOR TRIP GENERATORS							4		2			6
CONGESTION ANALYSIS							6		2			8
SIDEWALK AND PATHWAY CONDITION ANALYSIS									2	5		7
PARKING ANALYSIS	2							6	2			10
PEDESTRIAN CROSSING ANALYSIS							6		2			8
FOR URBAN DESIGN:												
AFFIRM TRANSPORTATION INFRASTRUCTURE			1				1					2
IDENTIFY AND EVALUATE EXISTING DOWNTOWN STREETScape				5								5
PROGRAMMING OF PUBLIC SPACES				4								4
BUILDING FAÇADE PROGRAM REVIEW	1			4								5
PREPARE MARKET ASSESSMENT		4										4
TASK 3: PUBLIC ENGAGEMENT												
STAKEHOLDER IDENTIFICATION, ANALYSIS					6	5						11
INFORMATION SHARING & COLLECTION OF FEEDBACK												0
- VISIONING SESSIONS (4)	5				3	14						22
- COMMUNITY MEETING (1)	2				5	12					5	24
ENGAGEMENT ANALYSIS & SUMMARY REPORT	1				10	4						15

CONTINUED ON FOLLOWING PAGE

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TASK 4: IDENTIFICATION OF STRATEGIES												
IDENTIFICATION OF STRATEGIES FOR LAND USE	5	3										8
IDENTIFICATION OF STRATEGIES FOR TRANSPORTATION							6					6
IDENTIFICATION OF STRATEGIES FOR URBAN DESIGN	2			6								8
ONE INTERNAL WSB MEETING TO DISCUSS DRAFTS	1			1			1					3
TASK 5: DRAFT DOWNTOWN MEMOS												
DRAFTING OF DOWNTOWN LAND USE MEMO	2	1						5				8
DRAFTING OF DOWNTOWN TRANSPORTATION MEMO							6					6
DRAFTING OF DOWNTOWN URBAN DESIGN MEMO				6								6
DRAFTING OF DOWNTOWN MARKET MEMO	1	5										6
DRAFTING OF DOWNTOWN IMPLEMENTATION MEMO	4	2	1	3			3					13
PREPARATION OF MAPS, GRAPHICS, AND OTHER DOCUMENTATION				7					3		4	14
EDA MTGS FOR REVIEW OF PLAN COMPONENTS	5											5
TASK 6: FINAL DOWNTOWN MEMOS AND COMPILATION												
DRAFTING OF FINAL DOWNTOWN LAND USE MEMO	2							1				3
DRAFTING OF FINAL DOWNTOWN TRANSPORTATION MEMO							3					3
DRAFTING OF FINAL DOWNTOWN URBAN DESIGN MEMO				2								2
DRAFTING OF FINAL DOWNTOWN MARKET MEMO		2										2
DRAFTING OF FINAL IMPLEMENTATION MEMO	1		1									2
COMPILATION OF DOWNTOWN MEMOS AND ENGAGEMENT REPORT INTO ONE DOWNTOWN PLAN	3		1					5			9	18
PROVIDE THE CITY WITH FINAL DOWNTOWN PLAN	2											2
TOTALS HOURS	50	24	8	41	24	38	40	24	23	5	18	295
HOURLY RATE	\$223	\$167	\$242	\$162	\$100	\$155	\$131	\$108	\$112	\$145	\$107	
TOTAL COSTS	\$11,150	\$4,008	\$1,936	\$6,642	\$2,400	\$5,890	\$5,240	\$2,592	\$2,576	\$725	\$1,926	\$45,085
PLUS \$500 ADMIN												\$500
TOTAL PROJECT COST												\$45,585

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