

CITY OF ALEXANDRIA

COMPREHENSIVE PLAN UPDATE



January 31, 2018

MAN CAVE



SRF's Commitment

**Help your community
to envision its future.
Preserve what you love
about your community
by planning for
growth and change.
Ensure that growth is
compatible with the
City's infrastructure.**



January 31, 2018

Michael J. Weber, Community Development Director
City of Alexandria
704 Broadway
Alexandria, MN 56308

Subject: Comprehensive Plan Update City of Alexandria

Dear Mr. Weber and Members of the Selection Committee:

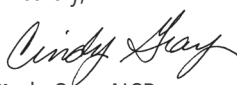
The City of Alexandria is about to embark on a significant undertaking that will update the vision for the future of the community and guide growth decisions. The SRF Team understands the need to update the City's Comprehensive Plan to effectively manage and facilitate growth. Alexandria has maintained the current Comprehensive Plan as a living document, making amendments as needed to reflect changes and growth in the community. An update to the Comprehensive Plan provides an opportunity to cohesively respond to changing trends, build on plan successes, and make improvements where needed. To support the City through this exciting initiative, the SRF Team brings relevant experience to address the issues critical to your community. Our experience with developing realistic and practical plans, history of successful public engagement, and experienced project team will provide the City with a holistic approach to updating the Comprehensive Plan.

SRF is pleased to submit this proposal for the City of Alexandria's comprehensive plan update. Our team is excited about the potential to work with the City and its citizens on this update, and offers the following benefits:

- **Realistic and Practical Plans.** We will develop a comprehensive plan that provides a realistic vision and practical implementation measures to guide a successful future for the City. While a comprehensive plan is intended to provide a high-level vision for the future, it is important to set achievable and real-world goals and implementation measures for staff and residents. Many of the planners on our team have previous experience in the public sector and embrace the need for realistic and practical plans balanced with an inspirational vision.
- **Successful Public Engagement.** We use public engagement techniques that reach a broad cross section of the community, including residents who traditionally do not participate. SRF's public engagement experts have a large toolbox of approaches, ranging from pop-up meetings, video clips, trusted advocates, and Facebook Live, to name a few. We will work with the City to tailor an engagement plan that meets the unique needs of the community and its residents.
- **Experienced Project Team.** We will bring an extensive background in developing comprehensive plans at the local level – particularly for communities surrounded by a rural setting. We take pride in providing our clients with a well-rounded perspective to address their growth needs and concerns. We will provide the City of Alexandria with a data-driven approach that will be useful on a day-to-day basis.

In the following pages, we present our understanding, experience, approach and fee structure. This proposal reflects our recommended approach for the update of the comprehensive plan; however, we are flexible in our approach and look forward to discussing how we can further use your insight to fine-tune our scope to best assist the City. Please contact Cindy Gray or Stephanie Falkers at 763-475-0010 or at cgray@srfconsulting.com or sfalkers@srfconsulting.com.

Sincerely,


Cindy Gray, AICP
Principal


Stephanie Falkers, AICP
Associate Planner

www.srfconsulting.com

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ANDRIA

Ben Franklin Crafts

Alexandria Area Arts Association
ACADIA CIRCUS
PUMPER NYST

THE MOUSETRAP
JAN 19 20 21 25 27
AAGARD

Waffle & Skate
Waffle "PUMPER IN THE BACK"

FRIENDS OF THE MUSEUM
CAM

ComputerSpecialist
UNLIMITED



Community Overview

Alexandria is a beautiful community with many natural amenities. The city's location on the junction of I-94 and TH 29 provides a constant flow of regional traffic, bringing opportunities for commerce and amenities to the City.



The City of Alexandria has been working with a plan prepared in 2007. While the plan is comprehensive in nature, it is important to keep the plan current so land use decisions, among other things, are supported by an up-to-date vision for the community, with recent input from the community. Changes in development trends and the completion of other long-range planning efforts should be incorporated into an all-inclusive Comprehensive Plan Update. The priorities of community members may have changed since the adoption of the current plan. An up-to-date plan will provide an opportunity to update the plan's layout, provide a current analysis of existing conditions and trends, incorporate other planning efforts, and define implementable actions for staff and residents.

While Alexandria's location is advantageous, this economic prosperity can cause issues related to available workforce and housing. To attract employees and grow businesses within Alexandria, additional workforce (i.e. affordable) housing is needed.

The lake setting of Alexandria makes the community a destination for recreation and tourism travel, particularly in the summer months. The preservation of these natural spaces, along with the protection of quality water, is important to the city's future. As future growth is analyzed, considerations for infill and redevelopment should be considered as an alternative to outward growth.

Located in Douglas County, Alexandria maintains working relationships with the County as well as both Le Grand and Alexandria Townships related to future growth and development. These partners are an important part of the update of the comprehensive plan.



SRF Capabilities

Founded in 1961, SRF Consulting Group, Inc. has offered comprehensive, integrated consulting services to clients across the Midwest. SRF is headquartered in Minneapolis. Today, we employ 300 knowledgeable and creative professionals with skills in diverse disciplines.

SRF's land use and community planners embrace these fundamental goals of planning. We also provide our clients with expert assistance in:

- Comprehensive, growth management and land use planning
- Zoning ordinance and subdivision regulations
- Small area plans and master plans
- Planning/zoning technical assistance - ongoing or a case-by-case basis
- Transportation Planning
- Training of staff, planning commissions and elected officials



Exceptional Project Managers and Staff

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

Stephanie Falkers, AICP, will serve as the Project Manager and will play a vital role in the public process and the development of the comprehensive plan update. She will coordinate with City of Alexandria staff to arrange meetings and meet deadlines through the duration of the project. Cindy Gray will monitor the hours of service and costs, and ensure availability of SRF staff to complete the project.



Dedicated to our Clients & Stakeholders

At SRF, we pride ourselves in taking complex technical information and simplifying it to ensure stakeholders are informed and able to actively participate in the decision-making process throughout all stages of the project. Through responsiveness to public and stakeholder needs and clear and simple communication of key messages via a range of channels, we will ensure that stakeholders are continually updated and their concerns and ideas are being addressed.

Through our wide range of projects, SRF has amassed a thorough and detailed knowledge of state, local, and federal planning and design procedures, including the standards, rules, regulations, and other requirements pertaining to a variety of projects.



Planning Expertise

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



Honda Room
Katholomon Room
Room

Comprehensive
Land Use Plan

Land Use Plan

Land Use Plan

Land Use Plan

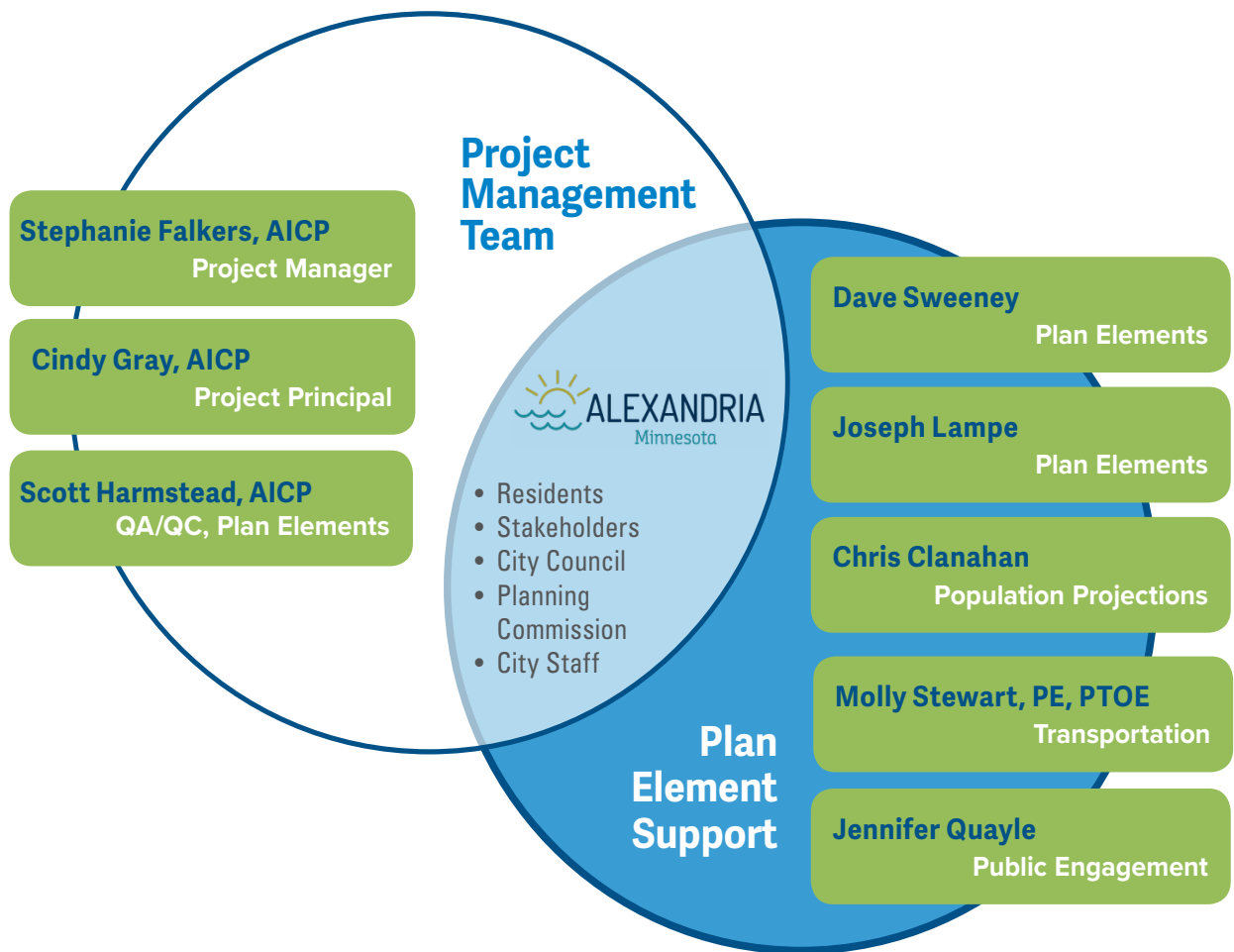
Our Team

The SRF Team is comprised of seasoned professionals who understand the challenges and opportunities the City of Alexandria is facing, have extensive experience updating comprehensive plans, and have the necessary expertise to successfully complete the work.

Our team members are skilled at facilitating meaningful discussions amongst the public to gain constructive feedback that can be addressed and incorporated into the final deliverables. Each team member contributes select expertise and prior experience to match the scope of work identified in this proposal. The team and their respective roles are highlighted in the org chart below.

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

Our team will be led by Stephanie Falkers, AICP. Since 2010, Stephanie has completed several comprehensive and land use plans for communities in Minnesota, North Dakota and Wisconsin. With each project, she embraces the community’s identity and future vision using a collaborative approach to develop implementable solutions. Stephanie stresses the importance of building a plan upon meaningful public and stakeholder engagement. She strives to work collaboratively with City staff to build an implementable plan that is easy to read and reference, to ensure that the plan becomes a valuable decision-making guide to the community, used on a regular basis.



Stephanie Falkers, AICP | Project Manager | Associate Planner



“One of the best parts of my job is getting to know the people that make up each community we work in. I enjoy understanding what they love about the place they call home, and their ideas for how to make it even better. I also enjoy immersing myself into the community, serving as an extension of city staff.”

Stephanie has eight years of experience in environmental, community, and transportation planning. At SRF, she works on various land use, transportation, and environmental data collection efforts; zoning ordinance administration and analysis; zoning ordinance updates; environmental documentation and permitting; land use; growth management; comprehensive plans; and master planning. With a degree in landscape architecture, she provides a unique perspective to a variety of planning projects.

Project Experience

Stephanie has participated in the development of a number of comprehensive, land use and growth management plans throughout Minnesota and North Dakota. Through these projects she has led stakeholder outreach, public engagement, land use analysis, goal and policy development, visioning efforts, and plan element development.

City of East Grand Forks 2045 Land Use Plan, Minnesota. Stephanie recently led the preparation of the 2045 Land Use Plan update. The plan's primary purpose is to define a future land use plan to guide the city's growth in order to meet population projections for 2045. Goals, policies, and implementation measures are included within the plan to guide the City in future decision-making efforts related to land use, zoning, housing, and the environment.

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

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

West Lincoln Avenue Zoning Study, Fergus Falls, Minnesota. Stephanie assisted the City of Fergus Falls with a sub-area zoning study for a transitioning area outside of the city's downtown. This study reviewed potential zoning scenarios for the primarily residential area in an effort to still allow commercial growth of the downtown. As an implementation measure of the study, Stephanie drafted a Downtown Mixed-Use Zoning District that responded to concerns of residents and potential developers.

Washington County 2040 Comprehensive Plan Update, Minnesota. Stephanie is currently serving as the deputy project manager for the 2040 Comprehensive Plan Update in Washington County, Minnesota. In this role, Stephanie has led public involvement efforts, including eight pop-up events and the development of an online mapping tool. She is also assisting County staff with updates to the various plan elements and is assisting with a compliance review of each element to ensure minimum requirements are met.

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

Cindy Gray, AICP | Project Principal | Principal



Cindy has more than 30 years of diverse experience working with citizens and gathering public input through a variety of public involvement techniques. She is known for implementing public involvement programs that are well-publicized and widely attended due to her thorough efforts to notify potentially interested parties. Her professional experience is related to site plan and development review, land use, growth management, zoning, comprehensive planning, park planning, and transportation planning. Her recent planning projects include the Minot Air Force Base Joint Land Use Study Implementation and updates to the comprehensive planning updates for numerous communities across the Midwest.



"I love visiting and working in new communities; I make it my personal mission to visit downtown, do a little shopping, and scope out the best coffee shops each community has to offer. Since our work often involves the fringes of a community, I also enjoy getting to know the places where "city meets country", since that's where planning professionals are so often working with challenging growth issues."

Prior to joining SRF, she was a senior planner for the City of Fargo and a transportation planner for the Fargo-Moorhead Metropolitan Council of Governments. Cindy's expertise includes coordination and collaboration with city engineers, traffic engineers, and state and federal agencies, including the North Dakota and Minnesota Departments of Transportation.

Project Experience

City of Sauk Centre Comprehensive Plan, Minnesota. Cindy is the project manager for the plan update. The plan update improves the readability of the City's Plan, based upon a foundation of established public engagement efforts. Engagement for this project included pop-up events and online surveys which garnered approximately 400 responses.

City of Wadena Comprehensive Plan, Minnesota. Cindy was the task leader for the city's comprehensive plan, which included an existing land use inventory and the preparation of a future land use plan. As part of the planning process, she and her team estimated the city's future land consumption based on population and employment projections. This estimate, along with input about the city's utility system, was used to help prioritize short, medium, and long range growth areas. A conservation design land use category was applied in areas with valuable natural features such as wetlands and forests.

City of Fergus Falls West Lincoln Avenue Zoning Study, Minnesota. Cindy was the project manager for this study, which addressed the potential for redevelopment and changes

in land use and zoning along a one-mile segment of West Lincoln Avenue and adjacent blocks, including land along the Otter Tail River. This project required coordination with a 22-person Steering Committee made up of very diverse interests. Land use issues included existing residential neighborhoods, the west side of downtown, vacant riverfront industrial property, and undeveloped land along the river.

City of East Grand Forks 2045 Land Use Plan, East Grand Forks, Minnesota. Cindy was the Project Principal for the 2045 Land Use Plan Update. As part of this plan, Cindy and the project team prepared a future land use plan to guide the City's future growth. The extent of non-agricultural land use was largely based on an analysis of future land consumption based on the city's future population and employment growth projections. Through our work with the Steering Committee, several locations were selected for small area master plans.

City of Fargo Comprehensive Plan, Fargo, North Dakota. Cindy was a member of the consultant team, led by BNIM, to update the City of Fargo's Comprehensive Plan, GO 2030. The plan set forth initiatives to create a vibrant and sustainable city in 2030, using nine guiding principles. Cindy participated in the public engagement process, the identification of focus areas for future intensification as part of redevelopment efforts, and the preparation of several other key components of the plan.

Scott Harmstead, AICP | QA/QC, Plan Elements | Senior Associate



"The challenge of comprehensive planning has always interested me.

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

Scott has 11 years of planning experience in the public and private sectors. His work has included the development of comprehensive and other long-range plans, including constraints analysis, public involvement, and the development of context-sensitive recommendations and policy language. Scott also has experience in zoning administration involving entitlement/permit processing, code writing, and code interpretation. He has developed numerous environmental documents for projects that range from simple to complex. Many of his projects have involved a strong transportation component, through which he has gained a sound understanding of the connection between land use and transportation in shaping communities.

Project Experience

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

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

McKenzie County Planning and Zoning Technical Assistance, McKenzie County, North Dakota. Served as an extension of the County's planning staff. Completed staff reports for development applications, zoning ordinance amendments, training of planning department staff, and provided support to staff at Planning Commission meetings.

Beulah Zoning Ordinance Analysis, Beulah, North Dakota. Primary analyst and author of the diagnostic analysis of the City's entire zoning ordinance, identifying areas in need of improvement and strategies that can be used to strengthen the document. The analysis incorporated input from a steering committee and was refined by working with this committee throughout the process.

Beulah Zoning Ordinance Rewrite, Beulah, North Dakota. Leading a comprehensive update of the city's land development regulations. Working to update an existing ordinance from 1977 and numerous related ordinances into one document in a user-friendly format.

Killdeer Zoning Technical Services, Killdeer, North Dakota. Part of professional planning team that is assisting City officials with land use entitlement processing and interpretation of the land development code. This includes gathering information about development applications, preparing staff reports and maps to inform commissioners about the application, coordinating with applicants prior to the hearings, and presenting items at public hearings and advising the Planning and Zoning Commission.

Killdeer Zoning Ordinance Updates, Killdeer, North Dakota. Prepared updated sections of zoning ordinance to address outdated elements of the zoning ordinance and provide the City with the tools needed to manage newly emerging types of development.

Williston Development Review Assistance, Williston, North Dakota. Assisted with the review of commercial and residential proposals submitted to the City of Williston regarding transportation issues, and consistency with the comprehensive plan and zoning ordinance.

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

Dave Sweeney | Plan Elements | Planner



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



"I enjoy getting to know the communities we work with, which gives me a chance to learn about their unique challenges and opportunities and help define their vision."

Project Experience

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

East Grand Forks 2045 Land Use Plan, Minnesota. This plan used a tiered-growth framework to prioritize areas for long-range development. Three concept plans were included to

help the client visualize how general planning strategies could apply to targeted areas. The project also included a series of implementation measures to facilitate inter-departmental coordination

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

White Earth Long Range Transportation Plan Update, Minnesota. This transportation plan addresses mobility needs, safety, and highway preservation on White Earth Reservation. Dave provided a framework for prioritizing roads for maintenance and improvement. He engaged with tribal members to develop a practical trails plan for six towns and villages. A project sequencing plan was provided to meet White Earth's projected finances and promote equitable investment in the transportation system.

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

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

City of Jamestown Planning and Zoning Technical Services, North Dakota. Dave prepares staff reports for proposed developments and zoning changes, as well as draft ordinance amendments, for the City of Jamestown.

Joe Lampe | Plan Elements | Planner



Joe is a Community and Transportation Planner who has worked on various regional and locally driven planning efforts. With SRF, Joe has worked on many comprehensive and transportation plans, as well as statewide transportation policy initiatives and asset management projects. Through these projects, Joe has completed data collection efforts, assisted with public engagement efforts, and contributed to the development of plan elements. Joe has a Masters degree in Urban and Regional Planning with experience completing research in the fields of community development, public engagement, travel behavior, and transportation policy.



"It is my goal to learn the ins and outs of the communities in which I work. I approach each project with the goal to provide innovative solutions to complex and unique challenges occurring throughout the region."

Project Experience

Blue Earth County Comprehensive Land Use Plan Update, Minnesota. Currently assisting with the update to the Comprehensive Land Use Plan. Developed materials to be used in public meetings. Assisted project staff in presenting material to local stakeholders and residents. Compiled and analyzed data related to public engagement efforts.

Washington County 2040 Comprehensive Plan Update, Minnesota. Assisting project staff by compiling data and writing documents to be used within the plan update. Conducted background community demographic data analysis. Coordinated public engagement events with various community organizations and stakeholders. Developed public engagement materials such as online surveys and project marketing materials. Reviewed all elements of the plan to ensure that the document met Metropolitan Council minimum requirement standards.

City of Richfield 2018 Comprehensive Plan Update, Minnesota. Currently assisting with the 2018 Comprehensive Plan Update. Conducted demographic data analysis and produced detailed reports. Assisted in public engagement efforts at a variety of locations across the City, in order to better inform the comprehensive plan update. Served as Spanish language liaison during public engagement efforts. Aided in drafting documents to be used within the plan update.

City of Minnetonka Transportation Plan Update, Minnesota. Assisting with the Transportation Plan Update. Conducted background data analysis regarding freight and aviation systems in the City of Minnetonka. Developed maps of existing and future roadway use, industrial parks and adjacent land uses, as well as development scenarios and their impact to freight transportation. Drafted plan content including future implementation strategies for freight and aviation in the City.

City of Lakeville Transportation Plan Update, Minnesota. Currently assisting with Roadway Systems Plan element of the Transportation Plan Update. Conducted background data analysis regarding the City's roadways and transportation facilities. Developed maps to show existing and future traffic, safety scenarios, and future construction projects on roadways located within the City. Drafted plan content to be used in the transportation plan update.

Minneapolis Park and Recreation Board Inventory and Assessment Project, Minneapolis, Minnesota. Utilized GIS mapping strategies to digitize impervious surface cover within all parks that comprise the Minneapolis Park and Recreation Board system.

Chris Clanahan | Population Projections | Planner



Chris’s contributions to the field of planning include projects concerning comprehensive and other long-range planning, community development, and planning research. In addition to his private sector planning experience, Chris has worked in both county and municipality public parking operations. Many of the projects he has worked on emphasize demographic, socioeconomic, and geographic analysis and forecasting. Through these components, he has gained a sound understanding of the relationship between community outlook and land use.



“I love numbers! It is a rewarding part of my job to evaluate the demographics of each community and provide my clients with realistic, implementable solutions based on my findings.”

Project Experience

City of Sauk Centre 2040 Comprehensive Plan Update, Minnesota. The City of Sauk Centre requested an update to their existing comprehensive plan which was last updated over 15 years prior. Contributed to the authoring of the community inventory and profile, projected future growth and land use demand, and developed and designed materials for input regarding areas of potential development or redevelopment.

St. Cloud APO Regional Transportation Planning Assistance, Minnesota. The APO selected SRF to conduct a range of tasks to update their transportation data through 2045. Prepared population, employment, and housing projections for 2045 and developed the allocation of relevant socio-economic characteristics into Traffic Analysis Zones (TAZs) for use in the APO’s travel demand model.

use in the APO’s travel demand model.

St. Louis County Comprehensive Land Use Plan Update, Minnesota. St. Louis County selected SRF to produce an updated plan for the over 7,000 square mile county excluding municipal areas. Prepared population, employment, and housing projections, instructed local GIS staff for an “in-house” creation of a land use opportunities and constraints analysis, and was a contributing author of the land use report.

City of Richfield 2040 Comprehensive Plan Update, Minnesota. The City of Richfield needed an update to their existing comprehensive plan as required each decade by Minnesota law. Developed the online engagement tool employed throughout Phase 1 of the public engagement plan, synthesized results and designed materials for public dissemination, and outlined preliminary goals based on the findings.

NE Morton County Future Land Use Plan, North Dakota. Morton County and the Bismarck-Mandan MPO selected SRF to produce a future land use plan for the 140 square miles of the county within the MPO’s boundaries excluding Mandan. Conducted site visits, presented at project and public meetings, forecasted future growth, produced the Land Use Suitability Analysis, and co-authored the final documented plan and zoning recommendations.

McKenzie County Comprehensive Plan, North Dakota. McKenzie County, located in the heart of the North Dakota Bakken, encountered exponential growth due to the energy industry. As a result, the county needed an updated comprehensive plan that accounted for future growth and provided a guide for zoning decisions. Performed data collecting site visits, forecasted future growth, presented at project meetings, developed the GIS growth suitability analysis, and was one of the main authors of the County Comprehensive Plan.

City of Garrison Comprehensive Plan, North Dakota. The City of Garrison needed a plan that addressed the long-term vision of the community. Conducted site visits, presented at project meetings, and was one of the main authors of the Comprehensive Plan.

Molly Stewart, PE, PTOE | **Transportation** | Associate Engineer



"I have always loved finding solutions to puzzles whether it be a complex math problem or finding a way to build the strongest bridge out of popsicle sticks. This love for problem solving was the main reason, at an early age, I decided I wanted to be an engineer. I get the opportunity to work with communities throughout the region, solving their transportation problems/puzzles and together we work to find achievable transportation solutions!"

Molly has more than 10 years of transportation planning and traffic engineering experience. Her experience includes working with clients on a variety of transportation and planning projects including corridor studies, subarea studies, transportation plans, multimodal facility plans, freight studies, and policy development. She is very knowledgeable on MnDOT, State Aid and Federal Aid design standards including MnDOT's Delegated Contract Process (DCP).

Project Experience

Metro Area Comprehensive Plans. SRF is currently assisting several cities in the Twin Cities Metro Area with their 2040 Comprehensive Plan updates. Molly has taken the lead on completing the Transportation Plans for some of these communities which included a safety analysis using MnDOT's available crash data, review of State, County and City capital improvement plans to identify future projects within the community, roadway functional classification review, and an access spacing assessment based on State, County and City guidelines. Molly also assisted with the development and review of the Freight System Plans, Transit System Plans, and Aviation Plans for these communities.

Carver County 2040 Comprehensive Plan, Minnesota. SRF is currently working with Carver County to update the county's 2040 Comprehensive Plan. A key part of the comprehensive plan update includes an update to the roadway system plan which documents the existing conditions and future system needs for the county's transportation system and will provide the county and its local partners guidance on prioritizing future transportation investments. Molly took the lead on the roadway system plan update which included gaining an understanding of growth trends so that a future transportation system could be developed for the county.

Limited Area Star Lake Comprehensive Plan, Otter Tail County, Minnesota. Working with Otter Tail County and in collaboration with the White Earth Nation, SRF completed a Limited Area Star Lake Comprehensive Plan. The purpose was to better understand the

potential for growth and plan for changes in transportation, utilities, recreation, and services that may be needed as a result of growth. Molly performed an analysis of the existing conditions for key intersections, conducted an access spacing assessment and safety analysis, and develop a cost share policy for the implementation plan.

St. Cloud APO 15th Street North Corridor Study, Sartell, Minnesota. Working with the St. Cloud APO, the City of Sartell and Le Sauk Township, SRF completed the 15th Street North Corridor Study. The purpose of the study was to determine the feasibility of the proposed corridor alternatives and identify any social, economic and environmental impacts associated with these alternatives. Molly was the Deputy Project Manager for the study. She led the public engagement efforts, the existing conditions evaluation, and the alternatives development and evaluation, which included a planning-level cost estimate to understand the financial impacts.

Jennifer Quayle | Public Engagement | Public Engagement Specialist



"I love being able to authentically connect with members of the communities we work in. We have a direct opportunity to improve their quality of life through improvements to local roads, parks, and trails."

Jennifer serves as a Senior Public Engagement Specialist at SRF. She's passionate about creating opportunities for meaningful public engagement and improving the quality of life in local communities through transportation planning. Her expertise includes strategic stakeholder and public engagement by bridging traditional and non-traditional methods. Jennifer has played a valuable role in designing and implementing both traditional and creative public engagement methods, which include pop-up meetings, interactive public open houses, dynamic websites, social media advertising, Facebook Live streaming, and infographics, to name a few. Her use of these engagement strategies provides SRF's clients with targeted, quality, and cost-effective solutions that directly shape the decision-making process and result in project outcomes fostered through community consensus. Prior to joining SRF, Jennifer was a public affairs consultant in the energy industry where she created stakeholder engagement plans for highly visible and controversial national energy infrastructure projects.

Project Experience

City of Sauk Centre 2040 Comprehensive Plan Update, Minnesota. Lead public engagement specialist for the plan update. Engagement initiatives for this project included pop-up events and online surveys which garnered approximately 400 responses.

City of Apple Valley 2040 Comprehensive Plan Update, Minnesota. Engagement included a custom project website, an on-line survey, a pop-up meeting at a community event, stakeholder meetings, and updates at the City's Planning Commission meetings. A public input event was conducted after completion of the draft future land use plan.

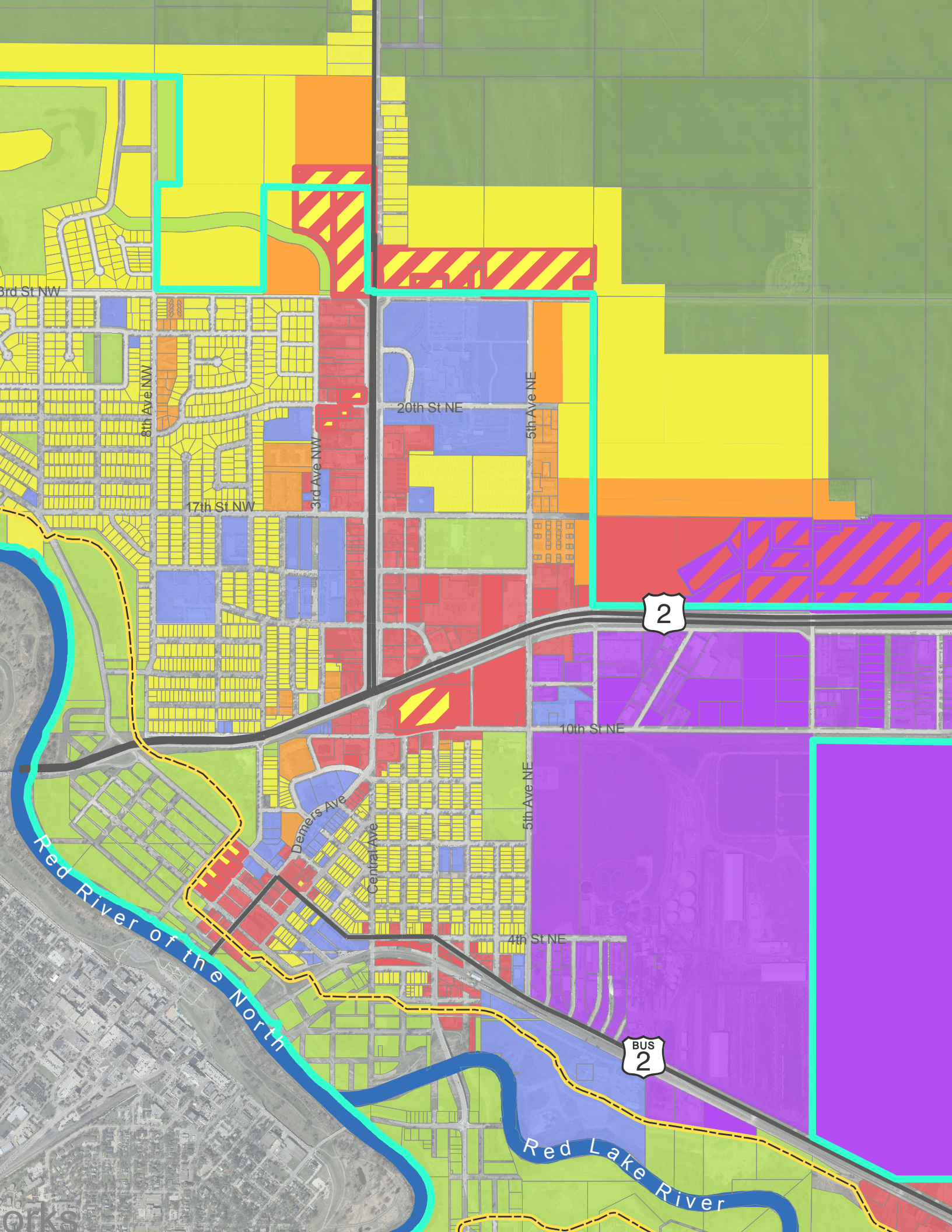
MnDOT US 59 Worthington Corridor Study, Worthington, Minnesota. As the public involvement lead, designed an integrated public involvement plan that is focusing on outreach via traditional and online engagement activities. Materials were provided in English and Spanish for this diverse community. Pop-up meetings were held at the Farmer's Market and King Turkey Day. Meetings were also conducted with a business group.

MnDOT Highway 12 Downtown Litchfield Stakeholder Involvement and Conceptual Rendering, Litchfield, Minnesota. As the outreach coordinator for the study, responsibilities included developing the public participation plan, outreach strategies and communication materials, facilitating online engagement, and maintaining the project website.

MnDOT Marshall Area Highway 23 Safety Assessment, Marshall, Minnesota. Leading the public involvement effort for this project, including creating the public involvement plan; providing open house, focus group and other public meeting logistics; and setting up and monitoring online engagement (SurveyMonkey and Wikimapping). This assessment has a focus on reaching out to underrepresented populations in the Marshall community (minorities, low-income residents and senior citizens).

City of Eden Prairie Transportation Plan, Minnesota. Jennifer is coordinating engagement efforts for the City of Eden Prairie's 2040 Transportation Plan. Targeted outreach activities include focus groups and pop-up meetings. Engaging and asking for input from bike and pedestrian users, youth, seniors, low-income, minorities, and transit riders is a focus of this plan.

Duluth Transit Authority Transit Development Plan Update. Leading the public involvement for this study, which is focusing on engaging current and potential transit users, including underrepresented populations, by meeting people where they are. Phase one of outreach so far has included a stakeholder workshop, pop-up meeting, community survey, and open house at the DTA Transportation Center.



3rd St NW

8th Ave NW

17th St NW

3rd Ave NW

20th St NE

5th Ave NE

2

10th St NE

Demers Ave

Central Ave

5th Ave NE

4th St NE

BUS
2

Red River of the North

Red Lake River

orks

Our Experience

The strength of our company and our future lies in the satisfaction of our clients, which is why we strive to always exceed our clients' expectations. On the following pages, we have included several examples of our recent experience with similar projects. The following is a list of references for which SRF has completed similar comprehensive plan work.

References

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[6]



Comprehensive Plans in 2018



[22]

Comprehensive Plans
Outstate



More than
[15,000]

Engaged Stakeholders

Sauk Center Comprehensive Plan

Sauk Centre, Minnesota

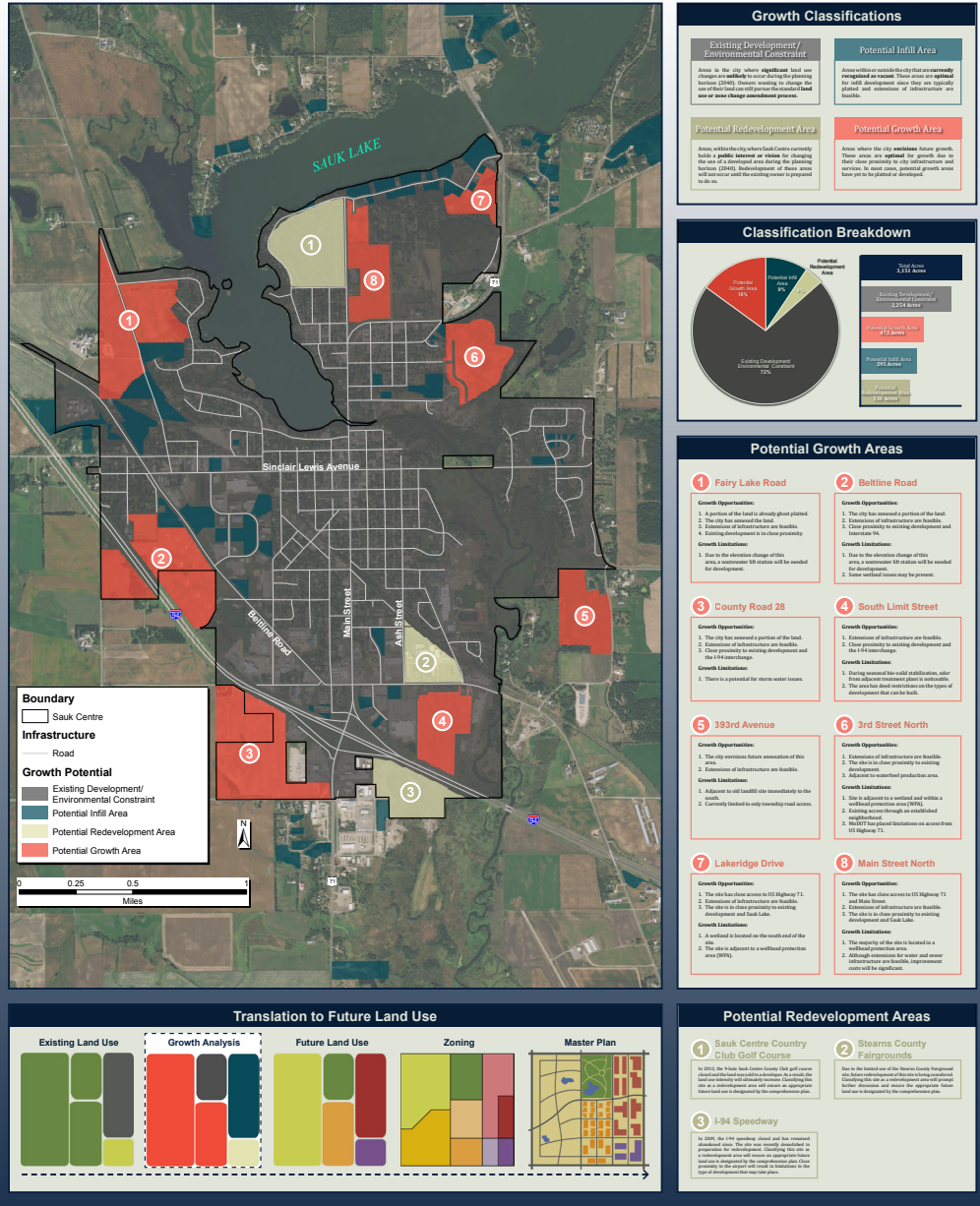
SRF is updating Sauk Centre's Comprehensive Plan. The update of the Plan will improve the readability of the City's Plan, provide numerous maps and graphics, and be based upon a foundation of public engagement.

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

A summer-time pop-up meeting at Sinclair Lewis Days sought the public's input on the type of growth that should occur in different growth areas of the City. An on-line survey garnered approximately 400 responses - representing a nearly 10 percent response rate. The survey asked for input about a variety of issues related to quality of life and community satisfaction in Sauk Center.

Once the alternative land use plans were prepared and refined by the Study Review Committee, a public meeting was held to gather input on the land use plan alternatives. Alternative approaches to Main Street (Highway 73) were provided for review by the public to gauge interest in incorporating traffic calming measures to enhance the downtown environment. Public input was sought on various transportation features,

such as a possible truck bypass of the community. The draft and final plan are on track for completion in early 2018.



East Grand Forks 2045 Land Use Plan

East Grand Forks, Minnesota

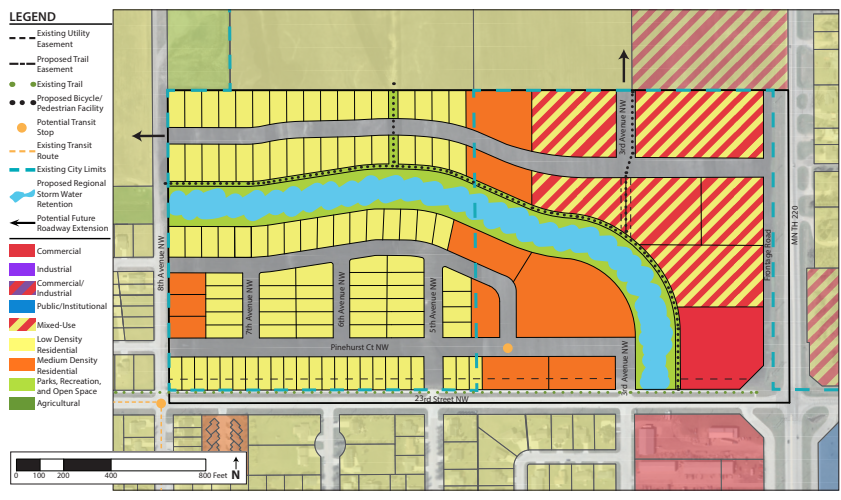
SRF completed the East Grand Forks 2045 Land Use Plan in cooperation with the Grand Forks-East Grand Forks Metropolitan Planning Organization (MPO) and the City of East Grand Forks. The eleven-month planning process was guided by a steering committee of local officials and city staff and included multiple public input opportunities.

The 2045 Land Use Plan was developed to set a future vision for the city while providing a variety of tools for residents, developers, city staff, and elected officials. These tools included population projections, a future land use plan, a development phasing plan, area concept plans, and an implementation plan.

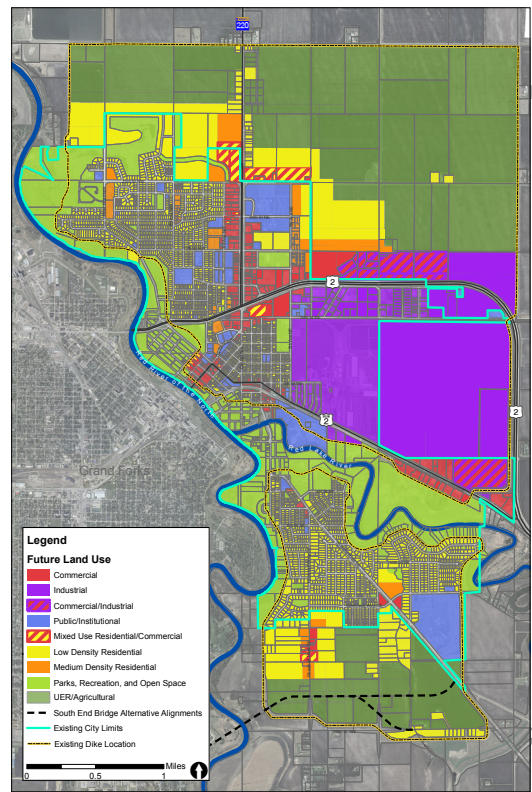
Future land uses within the urban core and new fringe areas were defined in the plan. New land uses, such as mixed-use, were added to the plan as a new mechanism for growth within the City. Focus was placed on infill development throughout the urban core, with the goal of increasing density and better use of the land with access to existing services.

Three area concept plans were developed as part of the 2045 Land Use Plan to demonstrate how the goals, policies, and strategies outlined within the plan could be used within future development proposals. The area concept plans serve as a tool to be referenced in discussions between city staff and potential developers/property owners.

The implementation plan includes a comprehensive list of action steps that respond to the goals and polices of the plan. Measures cover a variety of topics from diverse housing options to zoning updates to access to multimodal transportation, including transit. This plan assists the city in planning for the future and will help to inform other planning documents such as the Long Range Transportation Plan.



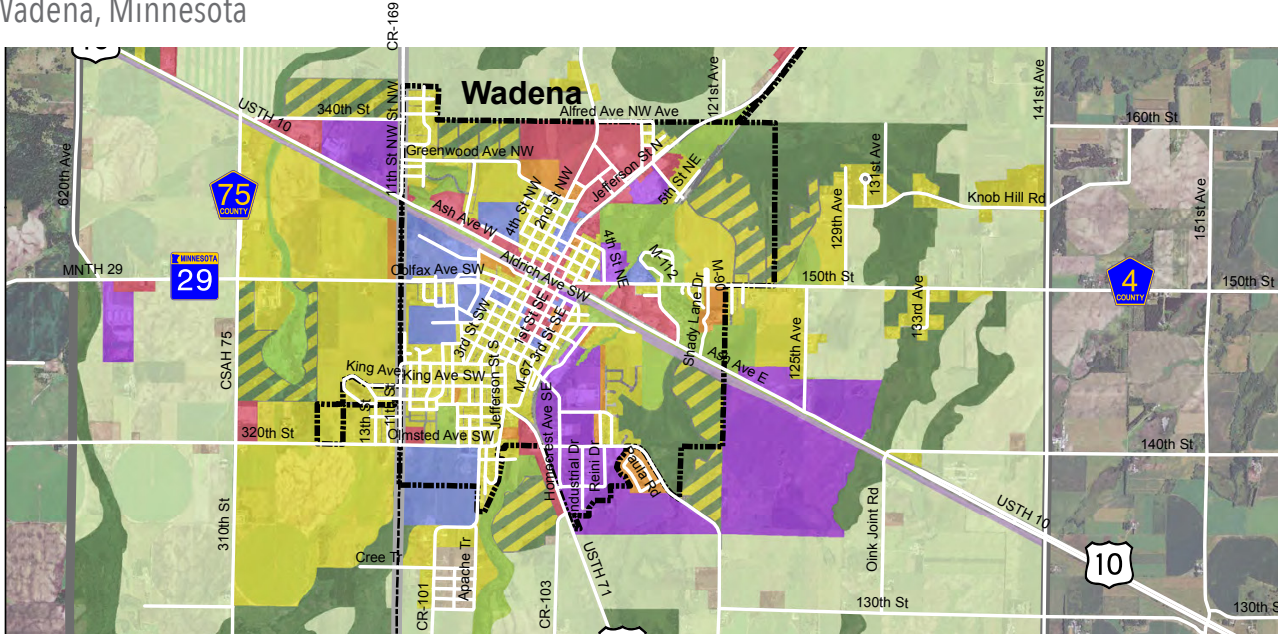
SRF Area Concept Plan - Location 1
East Grand Forks 2045 Land Use Plan • • • • • East Grand Forks, MN Figure 7.2



SRF Future Land Use Plan
Copyright, SRF, Inc. 2045 East Grand Forks Land Use Plan • • • • • East Grand Forks, MN Figure 6.2

Wadena Comprehensive Plan

Wadena, Minnesota



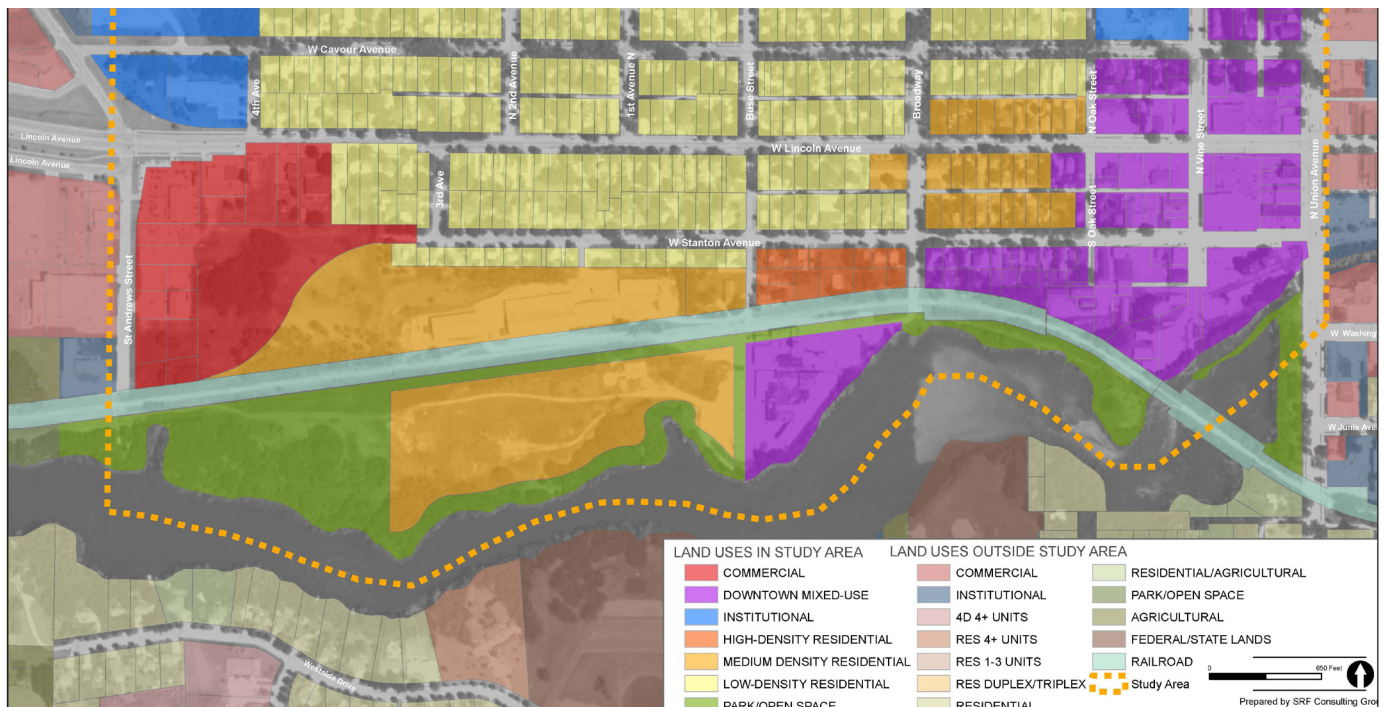
SRF worked with the Minnesota Department of Transportation (MnDOT) and the City of Wadena to update the City's comprehensive plan. This effort was completed in conjunction with a transportation plan to study the existing roadway network, including US Highways 10 and 71 through the community. The studies began with an extensive data gathering process to obtain existing conditions data that would inform the comprehensive and transportation plans. The planning process for the project included monthly meetings with a Steering Committee, various public input meetings, focus groups, and a community survey. The public meetings and community survey informed SRF's team and the Steering Committee about concerns and strengths throughout the community. The surveys were administered during the public meeting, in an online survey using Survey Monkey® and an insert in the monthly water bill. Throughout the comprehensive plan, SRF has outlined goals and objectives for the future of Wadena. The plan includes a review of existing zoning districts, city services, and projections for population and job growth.

SRF developed a future land use plan for the City of Wadena and the two-mile surrounding area. Though the community of 4,088 is projecting a growth of only 5 to 10% over the next 25 years, it

recognizes the importance of planning for future growth through a land use plan and policy document. The future land use plan was used in the creation of a future travel demand model. This helped inform a growth phasing plan to determine the most logical and desirable locations for city growth.

West Lincoln Avenue Land Use & Zoning Study

Fergus Falls, Minnesota



The City of Fergus Falls asked SRF to study an area just west of downtown along West Lincoln Avenue. The study area was 152 acres in size, and extended from one block north of West Lincoln Avenue to the Otter Tail River, and from Union Avenue to St. Andrews Street. The main purpose of the study was to work with a Steering Committee to determine the appropriate future land uses and zoning designations in the study area given anticipated future redevelopment of vacant industrial sites along the river and pressure to rezone residential property along West Lincoln Avenue to commercial zoning districts. The project included two public input meetings, several Steering Committee meetings, preparation of alternative land use scenarios, preparation of zoning recommendations, a prioritization/phasing map for redevelopment, study area maps and graphics, and a written document. A guide for a future mixed use zoning district which would be applicable to redevelopment or adaptive reuse of existing residences along West Lincoln Avenue was also prepared. The Steering Committee was highly involved in identifying the most appropriate and acceptable land use alternative for the study area.

The first public involvement meeting included a presentation about the study, a visual preference survey about different types of development in various portions of the study area, and a group exercise during which participants worked with others at their table to describe what type of redevelopment they would like to see in the study area. The second public involvement meeting included an open house with maps, a presentation, and opportunity for comments. Steering Committee meetings were an important element of public engagement since the large group included representatives of the study area, local businesses, and interested agencies. Identification of common goals, open discussion and consensus building were techniques applied in working with this diverse group.

Washington County 2040 Comprehensive Plan

Washington County, Minnesota



SRF is currently assisting Washington County with their 2040 Comprehensive Plan Update. The County is updating their plan in accordance with the required updated mandated by the Metropolitan Council. The SRF team is assisting with the development of plan elements and public engagement throughout the plan process. Three engagement phases have been laid out from the 18-month planning process: Phase 1 – Discovery, Phase 2 – Plan Review, and Phase 3 – Final Plan. Phase 1 engagement occurred over a four-month process and was recently completed.

The goal of the Phase 1 engagement efforts was to obtain residents' input on the current state of Washington County and what is needed for the future. The information gathered during this phase is a key element in defining a future vision, identifying goals and policies and laying out an implementation plan. To obtain as much input as possible, eight pop-up events and an online mapping tool were used to engage residents. Through these efforts, nearly 1,000 residents were engaged in the Comprehensive Plan Update.

The pop-up events were held at strategic areas in the County with large volumes of foot traffic. This allowed us to bring the engagement to “meet-people-where-they-are”. Project staff attended various county events including community festivals, chamber events, and food shelf shopping hours. A short five-minute survey way

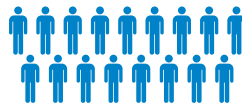
administered verbally to participants. Activities for children and additional information regarding the plan update were also available.

An online engagement tool was also used to gather input during the first phase. This tool allowed people to participate anonymously and from the comfort of their own home. The Washington County 2040 Wiki Map asked residents to identify the location of their favorite place, biggest concern, and best characteristic within the County.

Public Engagement Success

Interaction w/ Nearly
[1,000]

Residents



[267]

Surveys Completed



[134]

Unique Responses via the Online Tool



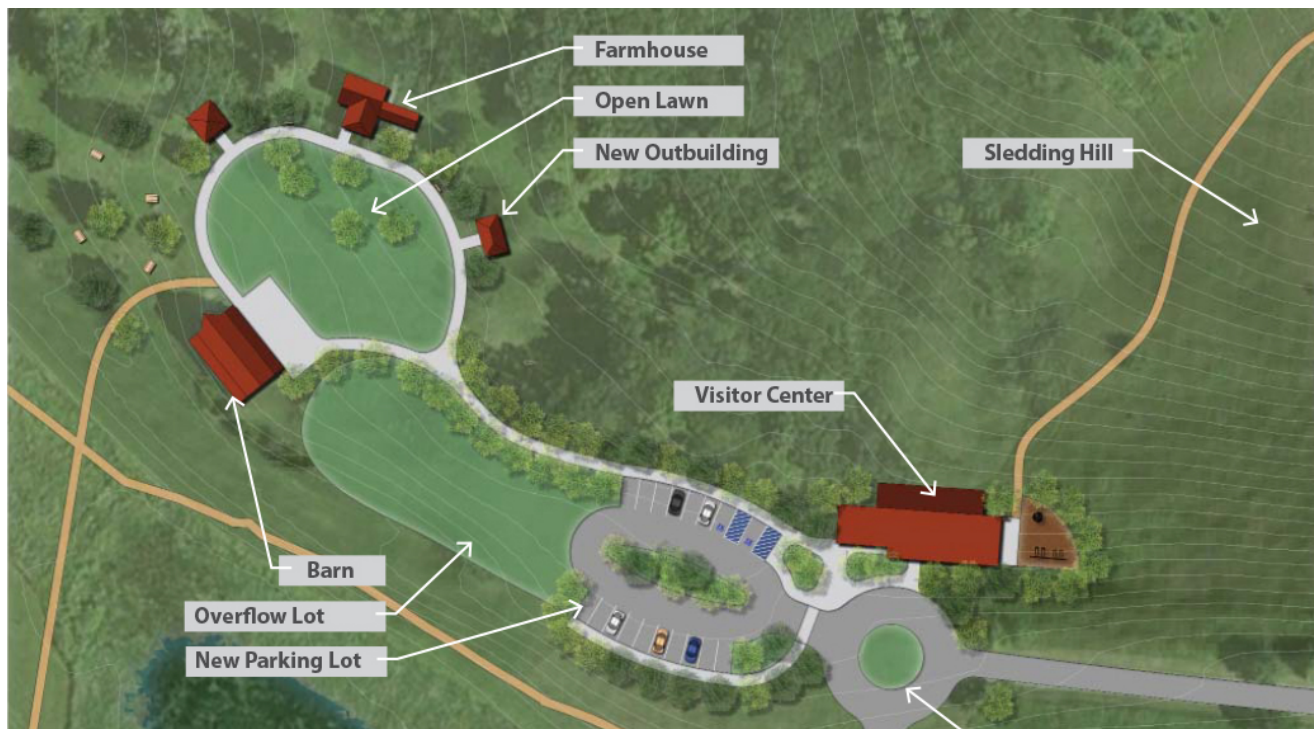
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Pop-Up Events



Kensington Rune Stone County Park

Douglas County, Minnesota



Kensington Rune Stone County Park is a popular destination for visitors coming to see the Rune Stone discovery site and the Ohman homestead farm. Recent land acquisitions by Douglas County have nearly doubled the size of the park. SRF prepared a master plan update that incorporates the new property, identifies the location for a new visitor center, and enhances recreation opportunities to serve a wider diversity of park user groups. The master plan update included a schematic design effort that provided a comprehensive vision for the park so that the County can efficiently implement future development in phases as funding is received.

The master plan expands the network of summer and winter trails for horseback riding, cross-country skiing, hiking, mountain biking, and includes a visitor center that will serve as a trailhead building. The new building will be located centrally to provide year-round access to restrooms and rental space for large group gatherings. SRF added to the master plan options for kayak and canoe access points on the larger lakes to provide water recreation and fishing opportunities.



SRF's approach to updating the master plan included the following steps:

- Site inventory and analysis
- Issues and opportunities analysis
- Existing infrastructure assessment
- Stewardship and operations plan
- Public process with two open houses
- Schematic design
- Cost estimates

Scope of Services

SRF has reviewed the RFP and developed a tailored scope of work that is aimed at fully addressing the needs of the City of Alexandria. Our scope of services is based on our understanding of the RFP, knowledge of the region, and experience updating Comprehensive Plans and Land Use Plans.



Project Manager Stephanie Falkers has led three comprehensive plan updates in the past year. She brings valuable insight into community trends and planning initiatives.

The overall process will result in a plan that is comprehensive, strategic, and synchronized with concurrent planning efforts, such as the Housing Authority's update of the housing study.

Our scope of services recognizes the value and importance of developing a comprehensive plan that recognizes the interconnectedness of multiple elements of the city (i.e., land use, transportation, parks and natural resources). In other words, each plan element must be in concert with other plan elements. With that in mind, SRF's project staff will work hand-in-hand with City staff to ensure the plan addresses all elements relevant to the update and accurately reflects completed planning efforts, such as the 2030 Transportation Plan.

Furthermore, SRF will build upon the foundation of the existing Comprehensive Plan, while addressing new trends, introducing new planning strategies, and incorporating input from a meaningful public participation process. The following tasks describe our proposed approach for delivering a Comprehensive Plan that serves the city well and encompasses all relevant plan components.

Task 1 - Project Management

Our team believes that successful projects are those in which all team members work together towards a common goal, communicate effectively, and do what is necessary to meet the needs of the clients and the project. At the same time, the project manager must be able to receive, evaluate and disseminate information in an appropriate and timely manner. Project Manager Stephanie Falkers, AICP, will be the primary contact for the City of Alexandria.

This task includes coordinating the project team, monitoring project schedule and budget, and providing monthly progress reports. Stephanie will ensure open communication regarding project milestones and deliverables throughout the process. Oversight and assistance will be given by Cindy Gray, AICP, as the Project Principal. Good project management is important to the success of complex projects, such as comprehensive plans.

1.1 - Staff and Planning Commission Updates

Our staff will maintain regular communication with and updates to City staff and the Planning Commission regarding the plan status. Monthly updates will be provided to staff for their use at each monthly Planning Commission meeting. SRF will attend one



SRF'S Public Engagement Specialist Jennifer Quayle gained feedback from community members at the local farmers market.

Planning Commission meeting mid-way through the planning process to update the Planning Commission of the early public engagement and development of the plan.

Task 2 – Public Participation

The process of updating a Comprehensive Plan provides a community an opportunity to review the recent successes and challenges related to growth management, service changes, and general operations. It also provides an opportunity for City staff, elected and appointed officials, and residents to work together to affirm or recreate a future vision for the city.

We understand that successful engagement is about listening, accommodating diverse ages and ethnicities, building trust, and arriving at a consensus. We have developed an integrated combination of public face-to-face interaction with online engagement. Offering stakeholder involvement methods that are flexible and accessible to residents, businesses, agencies and the general public will result in the project being more inclusive, yielding higher overall stakeholder participation.

2.1 – Task Force Meetings

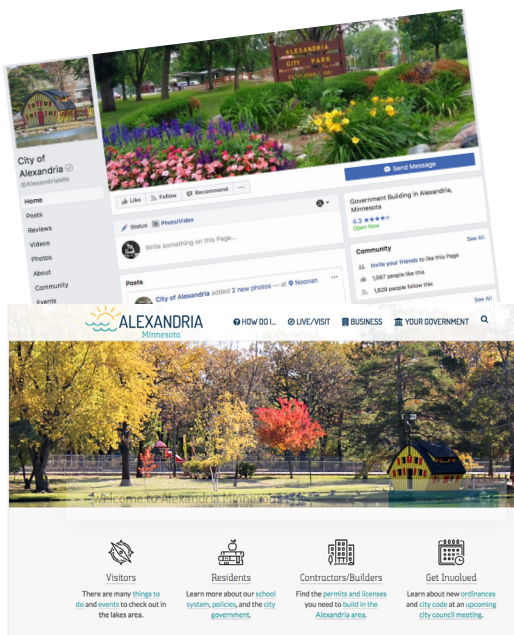
A knowledgeable and dedicated Task Force is one of the most important facets of developing a Comprehensive Plan. This group needs to represent city departments, elected and appointed officials, and key agencies, such as Douglas County, Alexandria and Le Grand Townships, Viking Builders Association, and a representative of the real estate industry. Other Task Force participants may include representatives of local industry, healthy living proponents, bicycle and pedestrian advocates, and a member of the Alexandria Downtown Merchants Association. We estimate the need for four (4) meetings with this group, with additional informal coordination with various city departments throughout the process. The proposed agenda for each Task Force Meeting is provided in the table on the following page.

Task Force Meeting Anticipated Meeting Agenda

#1 – Project Kick-Off	<ul style="list-style-type: none"> • Discuss project scope and approach • Review upcoming public involvement opportunities • Review schedule and discuss overall issues • Discuss existing conditions review
#2 – Public Engagement Review	<ul style="list-style-type: none"> • Review input gathered during the public engagement efforts • Visioning Exercise • Review population and land consumption projections
#3 – Mid-Project Review	<ul style="list-style-type: none"> • Review land use plan scenarios • Discuss plan components
#4 – Draft Plan Review	<ul style="list-style-type: none"> • Review final draft plan

2.2 – City Website Content and City's Facebook Page

Providing easily accessible and up-to-date information creates an opportunity for the public to stay engaged throughout the process. To capitalize on existing website and Facebook traffic, we propose to use the existing platforms to host information about the comprehensive plan and process. SRF will provide documents and information in a format that can easily be posted on the City's website. Similarly, the City has a Facebook page that already has over 1,600 followers. Rather than trying to attract new followers to a Facebook page for the comprehensive plan, we recommend that the City's



Facebook page be used to notify the public of new website content and public participation opportunities.

2.3 – Pop-Up Events

The first phase of the Comprehensive Plan update engagement process is critical to the development of a future vision for Alexandria that is supported by its residents. SRF understands the critical nature of this involvement and has identified two engagement strategies to involve community members at this early, exploratory stage: pop-up events and a community survey (Task 2.4).

Pop-Up events that take place during community events allow the project team to reach out to people where they work, live and play. By identifying where non-traditional audiences gather, we can engage these populations. Potential events can include scheduled community events, large retail stores, farmers' markets, or recreation areas.

To provide multiple opportunities to receive public input, a minimum of three (3) pop-up events are recommended. Our team will work with City staff to identify the local events or locations best suited for a booth. Questions and discussion topics will be developed to produce meaningful engagement in a short discussion, allowing participants to spend as much time as they would like. Draft questions will be reviewed at the first meeting of the Task Force. Potential questions that might be asked include:

- What is your favorite place to take visitors when they come to Alexandria?
- What is your favorite characteristic of Alexandria?
- What is your biggest concern for the future?
- What is your preferred mode of travel?
- What features have you seen in other places that you would like to see in Alexandria?

Since the primary focus of these events will be input from residents of Alexandria and the immediately surrounding area, we will work with City staff to identify events and locations that will be less likely to attract tourists and visitors. While visitors may have valuable opinions about Alexandria, they are less likely to provide the same level of in-depth insight that residents possess.

2.4 – Community Survey

A community survey was an important source of information for the current Comprehensive Plan. The SRF Team will prepare an online community survey and work with the Task Force to refine the questions and ensure that applicable issues have been addressed. The survey will be set up on SurveyMonkey. A link to the survey will be

disseminated via the website and Facebook page, and made available for the City and other participating groups to post through their communication channels (website, social media, email blasts). A traditional press release to local media entities will ensure that those not connected to social media also have ample opportunity to complete the survey. Paper copies of the survey will be provided to distribute to those who do not wish to take the online survey. Paper survey results will be entered into SurveyMonkey and included in the overall tabulation of results.

2.5 – Focus Group Meetings and Workshop

The second phase of public engagement for the Plan Update will present the draft Comprehensive Plan for public review and comment. Two engagement methods are proposed for this phase, focus group meetings and a public workshop. These efforts will provide an opportunity for residents to review the draft plan in its entirety, while providing an opportunity for a discussion on a focused topic through the focus groups. Two (2) focus group meetings are proposed. The format of these meetings would include an agenda and invitation list tailored to a specific plan element. For example, the housing element of the plan may warrant a detailed review and discussion with stakeholders to ensure the plan captures the needs of Alexandria. The SRF Team will work with the City during this phase to determine the two topics that warrant focus group meetings. It is assumed that the focus group meetings and public workshop would occur on the same day.

The public workshop will resemble an “open house” setting to provide the draft Comprehensive Plan for review. Different stations will focus on the various aspects of the plan (such as land use, housing, utilities, etc.), allowing participants to visit each station and provide any final comments.

Task Option – Planning Commission and City Council Public Hearings

Our team members regularly present before planning commissions and city councils throughout the region. To assist in the adoption process, our team can assist City staff by preparing and making a presentation at one Planning Commission Public Hearing and one City Council Hearing for adoption of the Comprehensive Plan.

Task 3 – Community Inventory and Projections

3.1 – Community Inventory and Profile

An assessment of existing conditions is needed to understand the opportunities and constraints to outward growth and redevelopment, and to develop a framework from which the land use and implementation plans can be developed. This task of the Comprehensive Plan will provide information on a number of topical areas: demographics, land use, economic characteristics, housing, transportation, recreational assets, municipal utilities, public buildings, natural resources, and land use regulatory/implementation tools. While this information is important to the development of the plan,

the volume of content produced does not need to be extensive and the placement of the content can be in an appendix, if the City prefers, to ensure that readers of the plan do not get bogged down in background information. The methodology for developing this section of the plan will include a comprehensive review and analysis of US Census data and other tools that provide special local insight, such as the Minnesota Demographer and Minnesota Compass. Existing land use will be reviewed through existing GIS data provided by ALP Utilities (a City-owned entity) or by Douglas County, and observed and recorded during a site visit which

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

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

will investigate every developed and undeveloped portion of the community. Additionally, vacant properties will be highlighted for future infill, redevelopment or adaptive reuse opportunities.

This task will consist of:

- Collecting and Reviewing Existing Information
- Demographic Features
- Housing Features
- Economic Features
- Physical Features
- Existing Plan Assessment
- Land Use Regulatory/Implementation Tools

3.2 – Community Trends and Projections

Population projections will provide the basis for determining rational expectations for the rate of growth and corresponding land area demands for the expansion of various land use categories. This information will provide a well-informed basis for the evaluation of future land use map scenarios. Two population projections will be developed, a standard growth projection based on long-term growth trends and a rapid growth projection based on accelerated economic growth. Corresponding growth projections for housing needs and employment will also be provided in separate tables or graphs. Existing demographics of the community will be discussed along with the most recently available socioeconomic characteristics.

To accompany the population, household, and employment projections, the team will analyze proposed development densities for future development. When tied to the projections, a total of the future acreage needed to support the growing population can be determined. This analytical approach frequently helps stakeholders



understand a realistic rate of land consumption and the importance of prioritizing extensions of the City's infrastructure.

Task 4 – Plan Elements

Task 4.1 - Goals and Policies

Based on early input from the first phase of public engagement and the Task Force, a concise set of draft goals and objectives and policies will be prepared for review. The goals of the existing plan will be referenced and updated, with careful review to ensure that the goals of one plan element are in concert with the goals of other plan elements. The draft goals and objectives will evolve throughout the planning process and will eventually become the basis for the Implementation Plan.

Task 4.2 – Land Use Analysis and Future Land Use Plan

SRF will create up to three alternatives of future land use scenarios in the study area. SRF will rely upon the community inventory/profile, community trends and projections, and feedback from public engagement to assess future land use needs. All three land use alternatives will need to account for unique resources in the study area that add to the area's quality of life and have the ability to attract growth. More than simply identifying intended outward growth, the alternatives will consider areas with a reasonable opportunity for redevelopment and infill within the city. The end goal of this task is to produce a preferred land use map to be utilized by the City to help guide Planning Commission and City Council recommendations in regards to new development. The existing planning district boundaries will be maintained or updated as needed throughout this effort.

Additionally, the future land use plan will identify potential areas that require an additional level of review, similar to the recently completed Douglas County Fairgrounds Master Plan. This may include existing facilities such as the Alexandria Municipal Airport and adjacent clear zones, redevelopment sites such as the former high school, or particularly sensitive tracts of land adjacent to existing development.

Task 4.3 – Housing Component

SRF will summarize the condition and trends of the city's housing stock, describe housing programs used locally, and summarize the major housing issues, based on information gathered during Task 3.1. The housing analysis will identify housing needs for all members of the community, regardless of age, income level and lifestyle, and account for population growth and shifting demographics.

Housing needs will also be tied to shifting commerce types to ensure housing stock supports workforce housing needs and economic development efforts. Specific implementation measures will be included in order to address the projected housing need throughout the community. Cohesiveness between housing needs and the land use plan will ensure that an adequate amount of land has been identified for more affordable types of housing, which typically fall into the categories of high and medium density residential.

Task 4.4 – Community Facilities Component

This component of the comprehensive plan will address community facilities and municipal utilities. While these elements relate to the land use plan, they also require references to free-standing planning, engineering and implementation documents. Understanding relationships between utilities such as ALP Utilities and Alexandria Lakes Area Sanitary District and the City's future land use plan is critical, to ensure the feasibility of serving growth areas with utilities required by the planned land uses. Input from respective City staff and key agency technical experts will be used to ensure that information is up to date and that future needs are accurately documented.

Task 4.5 – Transportation Component

The Alexandria Area 2030 Transportation Study, compiled for the Minnesota Department of Transportation, Douglas County and the City of Alexandria in 2011, provides a detailed study of the current condition and future needs of the transportation system. This plan provides valuable information that will help guide the transportation component of the comprehensive plan, and will be referred to as needed. Additionally, the transportation component may identify areas where updates to the 2030 plan may be necessary due to changing population forecasts and future land uses.

Task 4.6 – Natural Resources Component

Natural resources are an important aspect of Alexandria's identity and a major contributor to the quality of life for residents. SRF will utilize the data gathered in Task 3.1 to develop an understanding of the vast natural resources in Alexandria. This effort will identify sensitive resources that need to be protected and will be used to inform the development of the future land use plan. Additionally, strategies will be explored to allow for conservation efforts in coordination with land development. SRF will explore policies and strategies related to natural resources preservation as well as agricultural land preservation in areas where development would be premature.



Task 4.7 – Parks and Recreation Component

The component will include a review of the City's existing parks and recreation facilities, in coordination with an understanding of the regional system. SRF will analyze additional park, trail and facility needs to accommodate population growth. The natural resources component will also influence this section as unique or desirable natural features are often identified as either opportunities for preservation and tourism, or constraints to development (or both). Areas for future facility development will be identified in the future land use plan along with goals and policies to guide implementation.

Task 5 – Implementation

This task includes a summary of recommendations to be included in the plan update. These policies and recommendations will enable implementation of the plan through the year 2040 horizon. Throughout the planning process, we will work with City staff, the Task Force, stakeholders, and the public to identify policies, regulations, or conditions that have limited the City's ability to implement past plans. Implementation measures will be aimed at overcoming these barriers and guiding efforts of City departments or other entities toward steps that will lead to plan implementation. The Implementation Plan will prioritize implementation into short, medium, and long-range actions, and will identify the primary and secondary entities responsible for carrying out the action.

Task 6 – Draft and Final Plan

SRF will prepare draft and final report documents for review by the Community Development Director, the Plan Task Force, the public, the Planning Commission, and the City Council. It is important that the plan is well-organized as an easy reference for City officials and the public. A well-done plan tells potential developers that

Alexandria is “open for business”. The document will incorporate maps and graphics that help interpret the most relevant findings and recommendations of the plan.

SRF’s graphic design group produces attractive reports that are easy to interpret for the layperson. Photos, diagrams, tables, and other graphics are used to the maximum extent possible to convey information. We also understand the importance of formatting – emphasizing important sections of the comprehensive plan, such as the future land use map and the table of implementation policies, is important in guiding the reader to the parts of the plan that matter most.

Schedule

The SRF Team is available to assist the City of Alexandria throughout the planning process. A proposed timeline has been developed to complete the Comprehensive Plan and prepare for adoption by the Planning Commission and City Council by October 31, 2018. We will work with City staff to refine the schedule to meet the City’s expectations and align with other activities. Our proposed schedule is included to the right.

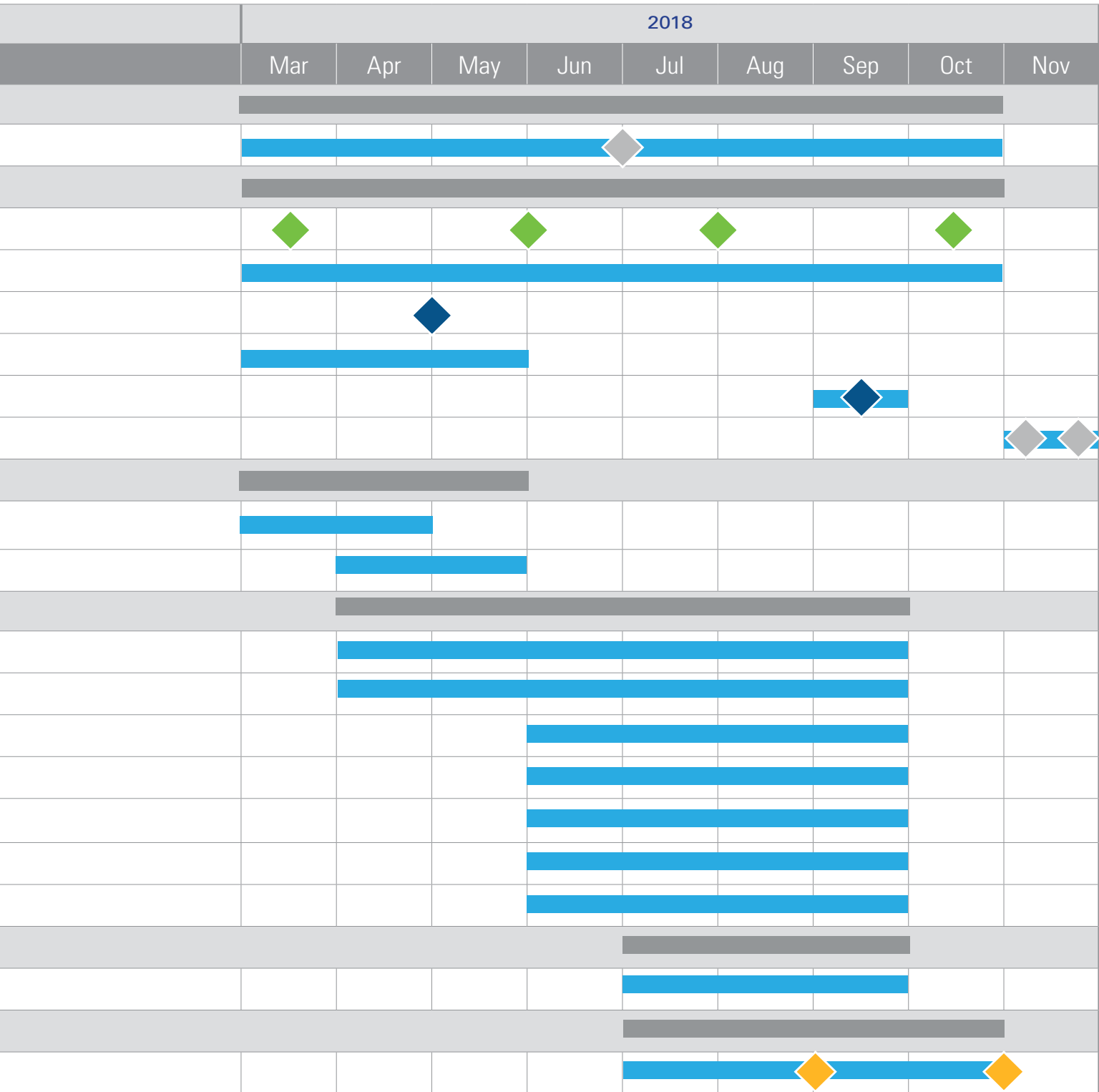
Task	
1.0	Project Management
1.1	Staff and Planning Commission Updates
2.0	Public Participation
2.1	Task Force Meetings
2.2	City Website Content and Social Media
2.3	Pop-Up Events
2.4	Community Survey
2.5	Focus Group Meetings and Workshop
	Task Option - Planning Commission and City Council Public Hearings
3.0	Community Inventory and Projections
3.1	Community Inventory and Profile
3.2	Community Trends and Projections
4.0	Plan Elements
4.1	Goals and Policies
4.2	Land Use Analysis and Future Land Use Plan
4.3	Housing Component
4.4	Community Facilities Component
4.5	Transportation Component
4.6	Natural Resources Component
4.7	Parks and Recreation Component
5.0	Implementation
5.1	Implementation Plan
6.0	Draft and Final Plan
6.1	Plan Development



Task Force Meeting



Public Engagement Opportunity



► Planning Commission or City Council Update/Hearing

◆ Draft and Final Plan

Fee

Based on the work plan presented in this proposal, we have developed an anticipate costs for the completion of the City of Alexandria's Comprehensive Plan update. A budget summary is shown below by task. We understand that further coordination and collaboration may be needed between SRF and the City of Alexandria to confirm the level of effort for various tasks.

Task	Budget
Task 1.0 Project Management	
Task 1.1 – Staff and Planning Commission Updates	\$2,564
Task 1.2 – General Project Management	\$2,712
Task 2.0 Public Participation	
Task 2.1 – Task Force Meetings	\$6,472
Task 2.2 – City Website and City's Facebook Page	\$2,056
Task 2.3 – Pop-Up Events	\$6,720
Task 2.4 – Community Survey	\$2,424
Task 2.5 – Focus Group Meetings and Workshop	\$4,622
Task 3.0 Community Inventory and Projections	
Task 3.1 – Community Inventory and Profile	\$2,596
Task 3.2 – Community Trends and Projections	\$1,976
Task 4.0 Plan Elements	
Task 4.1 – Goals and Policies	\$2,596
Task 4.2 – Land Use Analysis and Future Land Use Plan	\$4,892
Task 4.3 – Housing	\$3,662
Task 4.4 – Community Facilities	\$2,344
Task 4.5 – Transportation	\$4,328
Task 4.6 – Natural Resources	\$2,790
Task 4.7 – Parks and Recreation	\$2,480
Task 5.0 Implementation	\$4,820
Task 6.0 Draft and Final Plan	\$7,676
Non-Salary Expenses	\$1,628
Total Estimate	\$69,408
<i>Task 2.0 Task Option – Planning Commission and City Commission Public Hearings</i>	<i>\$2,972</i>

As requested in the RFP, the following table provides the hourly rates and estimated budget by staff position.

Position	Team Members	Hourly Rate	Budget	Hours
Principal	Cindy Gray	\$200.00	\$2,000	10
Senior Associate	Scott Harmstead	\$155.00	\$3,720	24
Associate Planner	Stephanie Falkers	\$126.00	\$24,912	192
Associate Engineer	Molly Stewart	\$123.00	\$5,412	44
Planner	David Sweeney, Chris Clanahan, Joe Lampe	\$92.00	\$29,992	326
Public Engagement Specialist	Jennifer Quayle	\$112.00	\$2,464	22
Total			\$67,780	618



WE'RE EXCITED
TO PARTNER WITH THE
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