



Landscape Architecture
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123 N. 3rd Street, Suite 100
Minneapolis, MN 55401
612-338-0800

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March 29, 2019

Mr. Mike Roth
City of Grand Marais
15 N Broadway
P.O. Box 600
Grand Marais, MN 55604

Re: Proposal for Professional Consulting Services – Plan to Address Housing RFP

Dear Mr. Roth:

On behalf of HKGi, I am excited to submit this proposal to assist the City of Grand Marais with professional planning services to prepare a plan to address the community's housing needs. HKGi understands the increasing challenges that cities are facing in providing adequate housing options in terms of types and affordability. Our work with smaller cities has made us aware that these communities face even greater housing challenges. We also appreciate that having good housing options is an important component for maintaining Grand Marais' identity as a desirable small town and visitor destination. We look forward to the opportunity to collaborate with City leaders, Staff, and community participants on identifying ways to expand housing options to meet resident and visitor needs.

HKGi has more than 30 years of experience assisting communities across the Midwest with planning, landscape architecture, and urban design projects. As a result of HKGi's extensive comprehensive planning experience, we bring expertise in all aspects of planning for a community's housing needs. Our experience in housing includes assembling existing housing inventories, analysis of housing gaps, planning for future needs, establishing land use guidance, identifying housing financing tools, and laying out implementation strategies. In addition to planning for community housing needs, HKGi brings experience with housing implementation through drafting of zoning and subdivision regulations, preparing residential/mixed-use site and building design guidelines, and developing district and site master plans. Our role as day-to-day staff planners in a handful of small communities also provides us with direct experience in housing development issues.

We recently assisted the City of Red Wing with the development of their 2040 Comprehensive Plan, which was completed and adopted by its City Council in February 2019. This bold community plan includes a dedicated Housing chapter that was written by HKGi. Some key findings from our preparation of this Housing chapter, including what we heard during the extensive community engagement effort, were the relative limited diversity of housing in small communities; the development costs of single family homes often don't pencil out with the market prices of smaller communities; and significant shifts in household types, sizes, and incomes are increasing demand for a greater variety of housing types. HKGi can bring our on-the-ground lessons learned from communities like Red Wing to help Grand Marais successfully address its housing challenges.

I will serve as Project Manager for the HKGi team on this project. If you have questions for us or would like to discuss our proposal in more detail, please contact me at 612.252.7123 or jmiller@hkgi.com. I very much look forward to speaking with you further about this important community project.

Sincerely,

Jeff Miller, AICP
Associate

Work Scope and Schedule

Our understanding of the city's needs for a housing plan need stems from our review of the RFP, Planning Commission and City Council agendas and minutes, the City's Comprehensive Plan, the Cook County 2015 Housing Study, and online research about issues in the Grand Marais area. As a desirable place to live and visit, Grand Marais is facing challenges with providing a full range of housing options that meet community needs without negatively impacting the environment. The Comprehensive Plan identifies a number of policies that will inform the development of a housing work plan, including more housing for low income residents, senior citizens/retirees, young families, and summer workers. The Comprehensive Plan also indicates that consideration should be given to ensuring future development is environmentally sensitive and efficiently uses transportation, utilities, and public services infrastructure.

HKGi's proposed approach to the development of a housing plan incorporates all of the work scope components outlined in the RFP. We suggest, however, that components 1 and 2 both be completed in advance of our presentation to the city. In addition, we propose the presentation of existing conditions be part of a more interactive Housing Issues Workshop that enables a full discussion of housing issues and opportunities. Our approach would also use this first workshop to give participants a chance to suggest communities and housing projects for our team to research as part of Component 3. HKGi would then assemble innovative housing projects, regulations and solutions that offer potential lessons for Grand Marais in advance of the Housing Solutions Workshop. Based on this approach, our work scope would be as follows:

Task A: Housing Inventory and Analysis

This task will focus on gathering housing data from the City and Cook County, including GIS parcel and tax information. HKGi will analyze the data and provide a series of maps, tables, and graphs that create a snapshot of the community's housing inventory. This analysis will include a high level comparison between existing housing types and the city's demographics, e.g. senior residents vs. senior-friendly housing, low-income households vs. affordable housing. HKGi will also review existing City regulations to identify potential issues or barriers to housing development. The findings from Task A will be presented at a Housing Issues Workshop. In addition to confirming and/or revising the findings, the workshop will provide an opportunity for community participants to share their thoughts, issues, and concerns about housing. HKGi brings a wealth of experience working with project committees and will work with city staff to identify workshop participants that represent the community's diversity in age, gender, income, race, household type, owner/renter, etc.

Subtasks:

- » Assemble Housing Inventory Data (Component 1a)
- » Review City's Existing Regulations (Component 2)
- » Facilitate Housing Issues Workshop (Component 1b)

Deliverables:

- » Housing Inventory – series of maps, tables and graphs
- » Technical memorandum summarizing regulatory review findings
- » Housing Issues Workshop invitee list, agenda, presentation materials, and summary

Task B: Housing Solutions and Implementation

Using the findings from Task A and input discussed at the Housing Issues Workshop, HKGi will research precedents of innovative housing projects, regulations, and approaches from other communities. This research, along with HKGi's initial ideas for solutions to consider, will be presented to community participants at a Housing Solutions Workshop. In addition to brainstorming solutions, workshop participants will identify pros and cons of identified solutions, discuss potential barriers to achieving solutions, and prioritize solutions to be implemented. Following the Housing Solutions Workshop, HKGi will prepare a Housing Work Plan that outlines the prioritized implementation strategies identified.

Subtasks:

- » Research Housing Solutions in Other Communities (Component 3)
- » Facilitate Housing Solution Workshop (Component 4a)
- » Create Implementation Work Plan (Component 4b)

Deliverables:

- » Housing Solutions Workshop invitee list, agenda, presentation materials, and summary
- » Implementation Work Plan

Schedule

If selected to conduct this planning process, we anticipate being able to complete the project approximately four months from the kick off date. The timeline below illustrates the anticipated duration of each component, with approximate timeframes for the two workshops indicated on the timeline. This schedule assumes project kick off in the 3rd week of April.

	Apr	May	Jun	Jul	Aug
Component 1: Housing Data Collection		+			
Component 2: Regulatory Review					
Component 3: Housing Solutions Search					
Component 4: Housing Solution Workshop and Implementation Plan				x	
Housing Issues Workshop	+				
Housing Solutions Workshop				x	

Fee Proposal

The table below outlines HKGi's proposed fee for developing the Plan to Address Housing for Grand Marais along with each staff member's hourly rate and estimated hours spent on the project.

	Total Hours	Total Fee
Component 1: Housing Data Collection	42	\$4,120
Component 2: Regulatory Review	10	\$860
Component 3: Housing Solution Search	32	\$2,960
Component 4: Housing Solution Workshop and Implementation Plan	40	\$4,220
Expenses		\$500
Not-to-Exceed Fee Total	124	\$12,660

Staff Member Hourly Rate	Total Project Time Commitment
Miller - \$130	44
Thornsen - \$85	44
Richmond - \$75	36

Project Management

HKGi prioritizes client service and strives to complete each project on schedule and on budget. If selected to conduct this project, we will confirm the project schedule with the City of Grand Marais and then will fully expect to complete the project in the scheduled time and within the not-to-exceed fee proposal listed above.

RESUMES



Jeff Miller AICP
Project Manager
612.252.7123 | jmiller@hkgi.com

Education

- » Master of Planning - University of Minnesota
- » B.A., Economics - St. Olaf College, Northfield, MN

Jeff has experience as a municipal planner, an urban design researcher, and as a consulting planner who assists clients by providing leadership for comprehensive, redevelopment, zoning, and downtown revitalization planning projects. This range of experience enables him to understand the issues and opportunities communities face from a variety of perspectives. He leverages his diverse experiences, knowledge, and creative problem solving approach to help communities develop feasible strategies to guide development, investment, and decision making. He is valued by clients for his outstanding listening skills, his critical thinking ability, and his thoughtful approach to community planning.

- » Comprehensive Plans for Red Wing, St. Louis Park, Burnsville, Eden Prairie, Chaska, Gaylord and Farmington, MN
- » Short-Term Rental Housing Ordinance | Stillwater, MN
- » Residential Zoning and Subdivision Ordinances | Golden Valley and Winona, MN; Onalaska, WI



Jesse Thorsen AICP
Planner
612.252.7129 | jesse@hkgi.com

Education

- » B.S. Community and Regional Planning - Iowa State University

Jesse is a certified planner whose project experience includes comprehensive planning, transportation planning, roadway reconfiguration, master planning, subdivision platting, and planned development ordinance creation. He is also skilled at using GIS, mapping, and other visual communications tools to collect, analyze and present data to clients and their stakeholders. His design and communication skills help clients reduce the communication barriers between local government and community stakeholders, and his ability to translate ideas, data, and processes into visually compelling graphics aids in the effort to inspire community-wide understanding and support for project concepts, initiatives and recommendations.

- » Comprehensive Plans for Red Wing, Kasson, Benton County, Dakota County, and Stillwater, MN
- » Grant Writing | Dakota County, MN
- » General Planning Services | Lindström, MN
- » Uniform Development Code/ Zoning Ordinance Update | Onalaska, WI



Beth Richmond
Planner
612.252.7145 | beth@hkgi.com

Education

- » Master of Urban and Regional Planning - University of Wisconsin-Madison
- » B.A., Political Science - College of St. Benedict (MN)

Beth provides general planning services to several municipal clients and she has also contributed to recent comprehensive planning, grant writing, and zoning ordinance projects. Because much of her work focuses on reviewing development applications for compliance with local zoning ordinances, she understands how regulatory tools impact and influence new development. The types of communities she serves and has assisted during her career include rural, suburban, and urban communities, which also means that she has insight into the diverse needs that different types of communities may have.

- » Comprehensive Plan | Benton County, MN
- » Comprehensive Plan | Gaylord, MN
- » General Planning Services | Greenfield, Lindström, Medicine Lake, and St. Francis, MN
- » Uniform Development Code/ Zoning Ordinance | Onalaska, WI

Relevant Experience

The HKGi team's experience related to housing and housing development include several different types of projects, each of which relates closely to at least one of the four components outlined in the scope of work.

Comprehensive Planning

As a firm, HKGi has completed over 60 comprehensive plans for communities in Minnesota, Iowa, Wisconsin, Michigan, and North Dakota. Most of these plans contain data about a community's housing conditions and policy recommendations to help the community achieve its housing goals in the future. A housing chapter is required in Twin Cities metropolitan communities, and HKGi has helped many metro area communities meet planning requirements aimed at both increasing and improving a community's housing stock. Generally HKGi's planners collect some of the same types of data and conduct inventories like those specified in the scope of work for this project, and communicate this information and analysis results through GIS maps and other graphics methods. Comprehensive plans to which HKGi staff members assigned to this project have contributed and which emphasize housing issues as a key community topic include **Gaylord, Farmington, Kasson, Dakota County, Chaska, Red Wing, Eden Prairie, Burnsville, and St. Louis Park.**

Zoning Ordinance, Regulatory Tools, General Planning Services

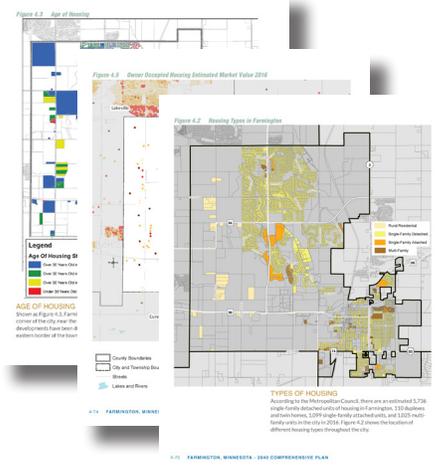
HKGi's planners provide general planning services to several Minnesota communities, which means that we typically deal with issues related to housing development, zoning, and other housing-related regulations or guidelines. This type of work requires an understanding of the zoning code, and an ability to review development applications and understand how it may be impacted by current regulatory frameworks. In addition to this ongoing work, the planners assigned to this project have also revised or written zoning ordinances to reflect new policies or other state regulations. Members of this team have engaged communities such as **Golden Valley, Minnesota**, in rewriting their Residential and Subdivision Zoning Ordinance, and in places such as **Winona and Kasson, Minnesota, and Onalaska, Wisconsin**, HKGi was hired to rewrite the entire uniform development code. In **Stillwater, Minnesota**, HKGi's planners created a short-term rental housing ordinance to help address the impact of Air BnB and similar applications on the community's housing. This variety of in-depth experience has allowed us to build a broad base of knowledge about how different communities use zoning ordinances and other regulatory tools to encourage, restrict, or regulate different types of housing in their communities.

Development and Redevelopment Planning

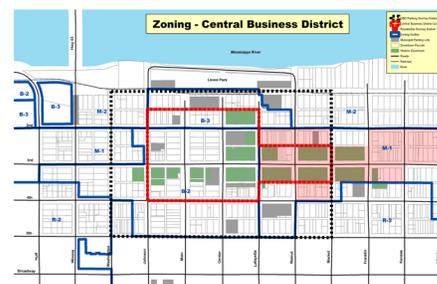
Another area in which HKGi excels is in assisting communities with exploring concepts and strategies for the development of greenfields and undeveloped land, and for the redevelopment of underutilized, aging, or evolving areas. In today's economy in which housing is one of the greatest challenges facing nearly every community, these projects generally have a strong focus on identifying strategies to increase and/or improve a community's housing options. In a community like **St. Louis Park**, that has meant working with neighborhood residents to redevelop a school site into a new housing development. In communities such as **Osseo, Victoria, Chaska, and Woodbury** it meant identifying strategies, methods, and programs that attracted developer interest and resulted in new housing for the community.

References

Adam Fulton, City of Duluth - afulton@duluthmn.gov, 218-730-5325
Meg McMonigal, City of St. Louis Park - mmcmonigal@stlouispark.org, 952-924-2500
Brian Peterson, City of Red Wing - brian.peterson@ci.red-wing.mn.us, 651-385-3617



Many of HKGi's Comprehensive Plans use mapping to illustrate housing data such as age of housing stock, types of housing, market value, and other characteristics of the community.



The Uniform Development Code rewrite project in Winona required HKGi's planners to develop a thorough understanding of the existing code and to research other communities for contemporary zoning methods and strategies.



Neighborhood residents were highly involved in helping HKGi and the City of St. Louis Park development design guidelines to preserve important qualities during the redevelopment of the Eliot School into new housing.