

AGENDA
GRAND MARAIS PLANNING COMMISSION
April 10, 2019, 4:00 P.M.

A. CALL TO ORDER

B. ROLL CALL

C. ADOPT AGENDA

D. APPROVE MINUTES

E. Housing Plan Request for Proposals

ADJOURN

Planning Commission
Minutes
March 6, 2019

Meeting was called to order by Chair Hal Greenwood at 4:02 p.m.

Members present: Stacey Hawkins, Hal Greenwood, and Michael Garry
Absent: Tim Kennedy and Michael Mchugh
Staff Present: Mike Roth, Patrick Knight, and Haden Hinchman
Others Present:

Motion by Garry, seconded by Hawkins to approve the proposed agenda. Approved unanimously.

Motion by Hawkins, seconded by Garry to approve the minutes of the February 6, 2019 meeting. Approved unanimously.

The Commission decided to table the nomination of a chair person until next meeting to include the absentee members in the discussion.

The Commission discussed the request for proposals (RFP) to assist us with studying housing in Grand Marais. The Commission decided on the information they are seeking; they want to look at housing density, lot sizes, property tax classifications, and non-homesteaded homes.

Mike Roth presented the priorities that the council settled on. Particularly, the council established housing and ordinance enforcement as priorities they'd like The Commission to work on. The Commission might also be asked to look at capital improvement planning.

There being no further business, the meeting adjourned at 4:42 p.m.

City of Grand Marais

MEMO

TO: Grand Marais Planning Commissioners
FROM: Patrick Knight
DATE: April 5, 2019
SUBJECT: Housing Plan Request for Proposal Results

Attached are four proposals received in response to the Planning Commission's request for proposal to develop a housing plan for Grand Marais. The Scope of work requested in the RFP included:

- Preparing an inventory and maps of housing properties in Grand Marais including the number, type, residential/non status, valuation, vacation rental status, seasonal status, taxes, vacant buildings, vacant land, tax exempt land, and utilities.
- Proposing additional or alternative data that would be useful for the project.
- Reviewing and identify existing City regulations related to housing.
- Gathering and present innovative housing projects, regulations, or solutions in other communities.
- Planning and conduct a workshop to brainstorm possible local housing solutions, identify preferred ideas and barriers to their success, and select priority ideas for implementation.
- Identifying ideal workshop participants.
- Creating work plan for implementation of selected housing solutions.

We determined that the selection of a proposal would be based upon, but not limited, to the following criteria:

1. The firm's approach to and understanding of the Scope of Work.
2. The firm's experience with similar contracts and clients.
3. The experience and qualifications of the proposed staff in providing similar services.
4. The firm's demonstrated ability to deliver work on time and within budget.
5. The extent of involvement by key personnel.
6. The extent to which previous clients have found the firm's service acceptable.
7. The firm's most significant qualifications for this project.
8. Previous City experience with the proposing firm, if any.
9. Acceptability of firm's fee proposal.



Proposal for

Plan to Address Housing

Prepared for

City of Grand Marais

March 29, 2019

Submitted by:

Arrowhead Regional Development Commission
221 West First Street
Duluth, MN 55802

And

The Northspan Group, Inc.
202 West Superior Street, Suite 700
Duluth, MN 55802

Contact:

Josh Bergstad
P: 218-529-7516
E: jbergstad@ardc.org

Summary

The Arrowhead Regional Development Commission (ARDC) and The Northspan Group, Inc. are pleased to submit this proposal for consideration by the City of Grand Marais to work collaboratively with the City and stakeholders to create a plan to address housing in the city. ARDC and Northspan understand the City is seeking innovative solutions to a variety of housing issues through a focus on land use and policy analysis and that the expedited timing of the study is a priority. ARDC and Northspan are ready to proceed with the proposed scope of services immediately and complete the project during the summer of 2019.

Organizational Capacity and Staff

ARDC is a regional planning agency located in Duluth, Minnesota responsible for providing local government assistance, inter-governmental coordination and a forum for regional discussion to the counties, cities, towns, tribes, and agencies in the seven-county Arrowhead region. Created by the Regional Planning Act of 1969 and organized as a political subdivision of the State of Minnesota, the agency is governed by a Commission made up of elected officials, key stakeholders and at-large citizens.

For the past 20 years, ARDC has provided on-site planning services to communities in the region. Through a contractual arrangement, Josh Bergstad, Principal Planner, is currently providing on-site planning support in Hermantown under the direction of the City Administrator and Community Development Director. ARDC GIS staff have broad-based GIS experience, including map design (both print and online), geodatabase management, data collection/analysis, geo-referencing, data conversion, and editing. ARDC has extensive experience in convening and facilitating community discussions as a part of comprehensive planning efforts.

Northspan is a private, non-profit consulting firm that works cooperatively with economic development and community development partners throughout the region to leverage resources for measurable, sustainable results.

Northspan specializes in creative thinking, enterprising strategies, and systematic approaches to help businesses, communities, regions, and organizations achieve their development goals and prosper in a global economy. The professional staff at Northspan works cooperatively with economic development and community development partners throughout the region to leverage resources for measurable, sustainable results. As a private, nonprofit consulting firm, we work quietly and confidentially to move projects forward on time and on budget.

ARDC and Northspan have successfully collaborated on numerous planning and development projects over the last 30 years.

Staff

Josh Bergstad, ARDC Principal Planner, specializes in economic development and community planning. Bergstad has completed several Comprehensive Plans, land use ordinance updates, and economic development strategies for communities. He currently provides on-site planning and zoning assistance to the City of Hermantown. He also works with ARDC's Comprehensive Economic Development Strategy as part of the agency's role as the

federally designated planning organization for the Northeast Minnesota Economic Development District. Josh has worked for ARDC since 2004.

Charlie Moore, ARDC Senior GIS Specialist, has a BA in GIS and Geography from the University of Minnesota Duluth. He is well-versed in GIS applications and manages ARDC's ArcGIS Organizational account. He develops and designs print and interactive maps for ARDC's projects, provides GIS coordination and assistance for communities throughout the Arrowhead region, and collaborates with GIS professionals throughout the region by participating in the Northern Minnesota GIS User Group, Minnesota GIS/LIS, and ESRI User Conference.

Elissa Hansen, President & CEO, leads Northspan with more than 20 years of experience in business, community, organizational, and economic development across Minnesota and Wisconsin. She invests her time creatively advancing others' capabilities through strategic & business planning, meeting facilitation, grant management & writing, financial solutions & packaging, site selection & due diligence, community project funding development, and communications & brand development.

Karl Schuettler, Director, Research & Marketing, manages regional economic development partnerships, provides support services to local communities, and researches and analyzes economic trends for Northspan's clients, including past research in housing policy. He joined Northspan in 2016 and has previous experience in local economic development, organizational planning and analysis, public relations, and freelance journalism. He holds a bachelor's degree from Georgetown University and a master's degree in urban and regional planning from the University of Minnesota.

Amanda Vuicich, Operations Manager, oversees operations for the Northspan team and assists with several of its major programs, grant writing, and provides logistical support for regional partnerships. She holds a bachelor's degree in International Studies from the University of Minnesota Duluth. She joined Northspan in 2018.

Relevant Experience

Northspan - Housing for the Next Generation of Duluth's Workforce: A Comparative Study of Single-Family Housing Construction Costs in Duluth

In this 2018 research project, the Lake Superior Association of Realtors, in coordination with the Arrowhead Builders Association and City of Duluth, contracted with Northspan to conduct a study of the perceived high costs of single-family housing construction in Duluth. This report built off previous Maxfield housing studies commissioned by the city that identified the need for different types of units in Duluth and aimed to explore the root causes of the city's inability to meet some of those goals. The report concluded with over a dozen policy and programming recommendations that could help alleviate the factors driving construction costs that were within the control of stakeholders in the city. Discussions surrounding implementation of a number of these recommendations are ongoing.

References: Maranda DeSanto, Lake Superior Association of Realtors CEO, 218-722-6044 | maranda@daar.com
Keith Hamre, City of Duluth Planning & Construction Services Director, 218-730-5580 | khamre@duluthmn.gov

Northspan and ARDC - Go Cook County

In 2012, a group of Cook County stakeholders engaged Northspan and ARDC to facilitate the launch of the Go Cook County initiative, which helped lay the foundation for a systematic assessment of the county's needs and future development goals. Addressing affordable workforce housing needs emerged as the major economic development priority from this process. Northspan then assisted the Cook County/Grand Marais Economic Development Authority as it took responsibility a lengthy series of community engagement efforts, data collection, and comparative studies in 2015. Stakeholders ultimately engaged One Roof Community Housing to develop 11 new single-family homes in Grand Marais. County stakeholders recently reached out to Northspan to explore an update and re-engagement of the Cook County initiative.

Jim Boyd, Executive Director, 218-387-2079 | ccchamber@boreal.org

ARDC - Sawtooth Bluff Visioning Project

ARDC recently facilitated an inclusive planning project to bring together a diverse group of stakeholders to create a vision and develop a master plan to guide development of the Sawtooth Bluff Regional Park. Project outcomes included establishing a vision and guiding principles, seeking stakeholder input, creating a list of potential amenities and developments, facilitating public input on proposed master plan elements, and creating a final master plan adopted by both the County Board and the City Council. A multi-phased public input process provided an opportunity to seek and receive input from potential user groups and local residents regarding possible development at this site to inform decision making and phase/prioritize potential implementation plans. In addition to an online survey and in-person public meeting, the input process utilized an interactive, online GIS map to allow participants to view the site and offer suggestions related to the location of potential development and amenities. Due to limited options for housing development within Grand Marais, time was also spent discussing and exploring the feasibility of housing development on this site.

Lisa Kerr, Land Commissioner/Parks & Trails Director, 218-387-3654 | lisa.kerr@co.cook.mn.us

Scope of Services

Component 1: Housing Data Collection and Presentation

ARDC will work with the City and Cook County to gather the latest relevant parcel data including property type, residential home type, seasonal status (based on taxpayer address), assessed property/building value, vacant land, and tax-exempt land status. ARDC will work with the City of Grand Marais and Cook County and, if necessary, through searches of vacation rental websites to obtain data for vacation rental analysis. Parcel data will be queried and symbolized to show relevant housing information and relationships and added to an online GIS.

A windshield survey will be conducted to assess housing conditions and to field confirm information from parcel data. Data and findings will then be summarized into a series of print web maps for each dataset and important

housing issue alongside an interactive web map containing all data. These maps will be presented with a written summary.

Time for a project start-up discussion between ARDC, Northspan, and the City of Grand Marais are included in Component 1.

Timeline: 4 weeks (can be conducted concurrently with Component 2 and Component 3)

Component 2: Regulatory Review

Northspan and ARDC will collaborate to examine existing plans, zoning ordinance and map and regulations in Grand Marais. This review will clearly identify uses that are allowed, not allowed, in given areas, and place existing regulations in a comparative context so that city officials can determine how theirs measure up. We will also analyze county and state-level regulations to assess how they may affect the local housing market. We will present the results of this analysis in a written summary.

Timeline: 2 weeks (can be conducted concurrently with Component 1 and Component 3)

Component 3: Housing Solution Search

Northspan will use its research capacity to explore innovative approaches and best practices to housing development. This analysis will look at comparison markets for other high natural amenity rural communities with strong tourism-driven economies, including those identified in the Go Cook County process and others as deemed relevant. A summary report will present a series of potential options that align with the city's stated priorities and budget.

Timeline: 4 weeks (can be conducted concurrently with Component 1 and Component 2)

Component 4: Housing Solution Workshop

Northspan will conduct a community workshop that meets the following goals outlined by the City of Grand Marais including:

- Identifying ideal workshop participants; and
- Planning and conducting a 3 – 4 hour workshop to brainstorm possible local housing solutions, identify preferred ideas and barriers to their success, and select priority ideas for implementation.

Northspan has existing relationships and lists of stakeholders from its past involvement in the Go Cook County initiative. If the city seeks outreach to the general public, Northspan can create materials to help publicize the event. To create a work plan for implementation of selected housing solutions, Northspan will:

- Conduct a 2-hour session with the staff to obtain background information and related materials developed to date. These items will be reviewed and serve as initial background to develop the community workshop and work plan.
- Work with staff to identify attainable solutions based on housing data, regulatory review, and the community workshop.
- Develop a work plan that includes stakeholder roles and responsibilities going forward.
- Offer follow up sessions to advise staff on implementation and evaluation of the work plan and process.

Timeline: 3 weeks (can be conducted concurrently toward the end of Components 1, 2, and 3 as these components will help to frame the community workshop)

Timeline

ARDC and Northspan are ready to proceed with the proposed scope of services immediately.

Component	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Housing Data Collection	x	x	x	x				
Regulatory Review			x	x				
Housing Solution Search			x	x	x	x		
Housing Solution Workshop				x			x	x

Budget

The total budget for the proposed project is \$17,834 plus up to \$2,000 in reimbursable expenses. Reimbursable expenses include up to 4 trips to Grand Marais and 1 to 2 overnights to successfully complete the identified components. Northspan and ARDC shall be compensated in two installments of \$8,917 due the start of the project and project completion date. Reimbursable expenses will be paid at project completion. Northspan will act as the fiscal agent.

Budget & Fee Schedule	Grand Marais Housing Plan							Component Total Hours	Component Cost (Not To Exceed)
	Josh Bergstad	Charlie Moore	Karl Schuettler	Elissa Hansen	Amanda Vuicich				
Scope of Service									
Component 1: Housing Data Collection and Presentation		10	68	2	2	0	82	\$5,300	
Component 2: Regulatory Review		16	4	5	5	0	30	\$2,242	
Component 3: Housing Solution Search		3	0	15	3	0	21	\$1,804	
Component 4: Housing Solution Workshop		8	8	32	32	16	96	\$9,000	
Individual Total Hours		37	80	54	42	16			
Project total Hours	229								
Individual Billing	\$17,834	\$2,294	\$4,240	\$4,590	\$5,670	\$1,040			
Hourly Rate		\$62	\$53	\$85	\$135	\$65			
Travel Costs (Mileage and Lodging, up to)	\$2,000								
Total Project Cost	\$19,834								



PLAN TO ADDRESS HOUSING CITY OF GRAND MARAIS

March 29, 2019

Firm Information

LHB, Inc.

Mike Lamb, AICP - Project Manager
21 West Superior Street, Suite 500
Duluth, MN 55802
612.766.2830

LHB is a multi-disciplinary engineering, architecture, and planning firm known for our design leadership and loyalty to our clients. We go beyond good intentions and focus on measurable performance. We are experts in: public works, pipeline, industrial, housing, healthcare, government, education, and commercial design.

LHB is dedicated to being environmentally responsible, reducing long term operating costs, and improving the quality of life for our clients. With a staff of 235, we provide integrated design solutions. Since 1966, our people have focused their talents and specialize in providing creative, practical and cost-effective design solutions for our clients.



**PERFORMANCE
DRIVEN DESIGN.**

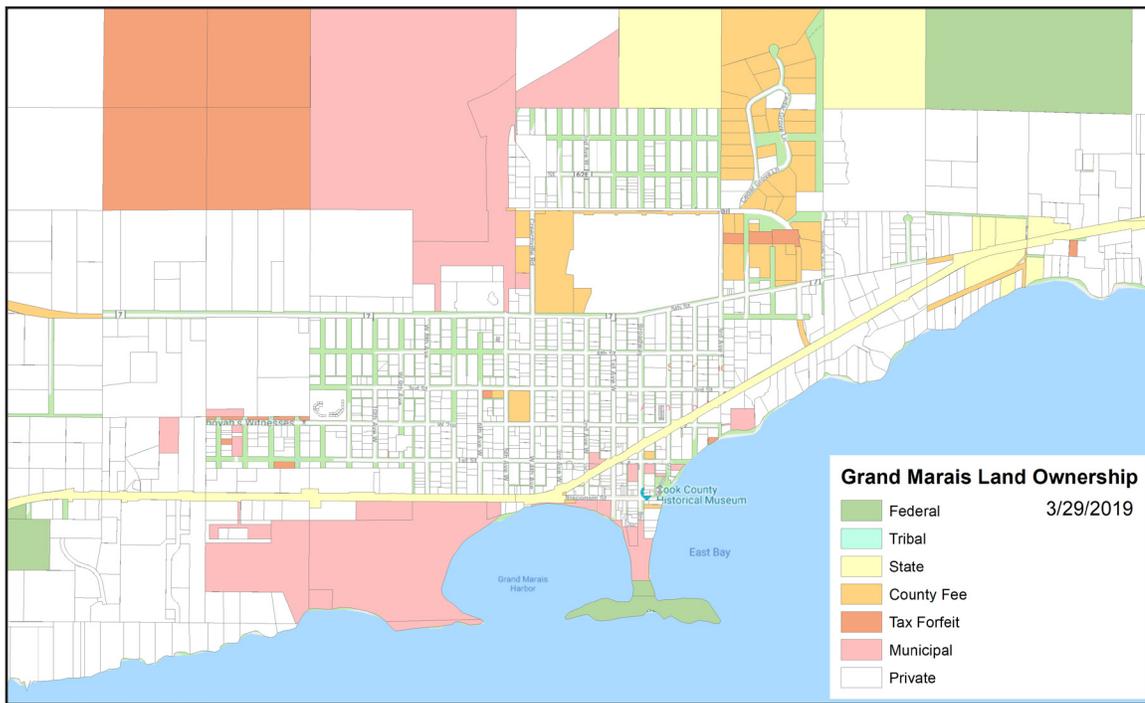
In every community, housing is, and should be, a basic human need. United Healthcare recently reported spending \$400 million on their affordable housing program and singled out housing as a “health care” issue. Housing is not a concern that is isolated from the multiple issues and needs all communities have; indeed, it is directly connected to our cities physical, social and economic well-being. We can’t view housing without understanding funding cycles, school impacts, social and mental health, and the physical infrastructure of how we move about our communities. To “study” housing means you must also understand streets, water, utilities, energy, economics, recreation, fire protection and public safety that are all inter-connected. We also know there are times that require more depth and diligence with a particular issue or problem. We see this as one of those times where Grand Marais needs to identify the broader issues of housing supply, cost, and choice and what that means for present and future generations and for the sustainability of the city.

The LHB team understands the broader components that encompass our cities and communities. We have been assisting cities like Grand Marais for decades helping them make strategic decisions that sustain and nurture their paths. Some examples include convincing Wabasha to locate the National Eagle Center in downtown, designing a new mixed-use redevelopment in Norwood Young America that provides new housing choices/city hall/library in one building, and our recent work with the City of Buffalo preparing a Housing and Development Framework. We recently worked with the City on the planning and design of your new public works facility and Highway 61 design as well as our on-going support of the North House Folk School master plan. We believe this understanding and familiarity will serve as the difference-maker in assisting you with a housing study. LHB brings a depth of multi-disciplinary resources that are required to fully understand the housing context for making market and community-based strategic recommendations.

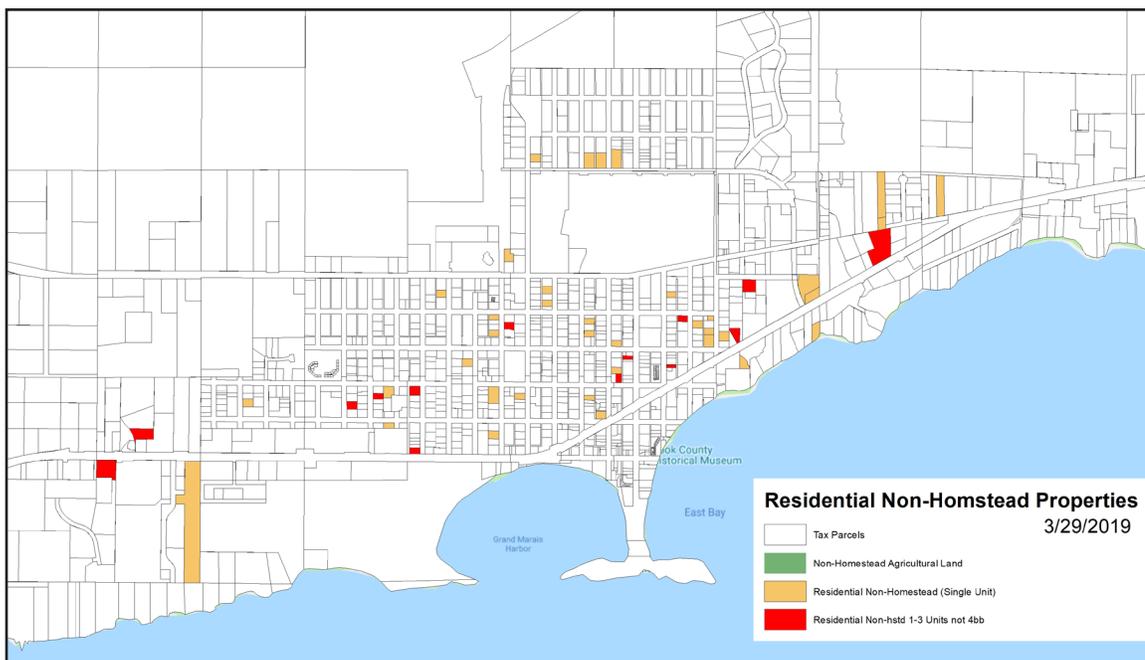
We bring expertise to Grand Marais in the planning, design and implementation of a wide variety of housing types delivered to our for-profit and non-profit clients. Our award-winning Housing Studio has designed over 10,000 units ranging from innovative bungalow courtyards to context sensitive townhouses to the LEED Gold standard multi-family building including the first WELL certified building in Minnesota and the first passive house multi-family housing project. Our Research Studio led the way in preparing the State of Minnesota B3 Guidelines and the 2030 Standards. We also offer expertise in real estate finance, TIF districts, building condition assessments, zoning code regulations and subdivision ordinance updates.

We understand the discussion about housing has been going on for some time and that the City is interested in getting a better appreciation of the housing landscape and related supply, availability, affordability, and how the rental and non-homestead properties may or may not affect the overall context. At the same time, a number of connected and related events are happening. The City is simultaneously advertising to redevelop the city hall/liquor store site in downtown; North House Folk School is expanding (including on land leased from the City,) and the Coast Guard site may come into play in the near future. Non-‘housing’ sites/projects are all related, whether by land ownership, financing or simply by the fact the City is the regulatory/fiduciary authority for all of these locations. Decisions at one location may hold consequences for the others.

Our preliminary analysis shows that the City has a healthy amount of land ownership with significant land held in exempt status either by federal, state or county ownership. Our approach will drill down to the parcel data that Cook County and the City will provide to uncover use, condition, zoning, vacancy, taxes and other necessary attributes. Obtaining this data is a first step, but understanding this data in more depth will include a graphic mapping step and then reviewing/comparing this information with other categories such as land availability, market demand, demographic details and how the city is using/prioritizing land use as well as how the recent comprehensive plan addresses policy for land use, housing, transportation and other key community assets. We will also gather a better understanding of how the City Council is focused on their strategic priorities and how these may have implications for support, funding, and code updates.



A graphic analysis of exempt land ownership shows large tracts of land along the harbor and further up the bluff. The city land shown in pink includes large parcels west of the harbor and multiple parcels scattered throughout the city.



Based on data from Cook County, we mapped non-homestead residential lots and parcels, the majority which are single unit lots. Understanding more detail about these residential properties will be a key task for the study. About 51 properties are identified here.

General Schedule

If notice to proceed (signed contract) is complete by May 1, we propose to deliver the scope of work on or before July 4, 2019.

May: Components 1, 2 and 3

June: Component 4

Zoning Ordinance Scan

Our brief scan of the zoning ordinance highlights some language and requirements that may need to be reviewed and updated. We noticed districts where residential is a conditional use but it may be a good idea to consider relaxing some of these to allow more residential uses by right. Design guidelines for the downtown area probably need updating e.g., a typical shopfront would have a transparency of 60-70%; your minimum is 30%. Setbacks and ground floor uses may also need updating. Other issues include revisiting parking minimums, streamlining approval process and minimum lot size and widths.

Workshop Agenda

9:00 am	Welcome & Introductions
9:15 am	Setting the context
9:30 am	Overview of mapping exercise
9:45 am	Review housing precedents
10:00 am	“Brainstorming” in small groups
10:45 am	Small groups report out
11:15 am	Summarize wish-list
11:30 am	Prioritize work plan elements
12:00 pm	Final thoughts and wrap-up
12:30 pm	Adjourn

Approach

Our approach is flexible based on the components the City decides it would like to address. We are ready to begin on Components 1, 2, or 3 at notice to proceed in order to complete the study and plan in the most time effective manner. Included in our budget estimates are two to four hours per component for staff coordination. Our proposal includes one trip to Grand Marais; however, we are currently working on multiple projects in the city so we have the capacity to accommodate additional meetings with little or no expense.

Scope and Budget

Component 1 – Housing Data Collection and Presentation

We will gather data as provided by Cook County and the City of Grand Marais in GIS, parcel and tabular formats. We will prepare a series of map exhibits to communicate the “story” of land use and housing in the city. We will assemble this map series as a stand-alone deliverable and also into a Powerpoint presentation.

Budget: \$4,800 (approximately 36-42 hours)

Timeline: 4-6 weeks from notice to proceed

Deliverables: Series of map plates and summary data tables

Component 2 – Regulatory Review

We will review the regulations and ordinances pertaining to land development, in particular housing and prepare a written summary of issues that should be addressed.

Budget: \$3,500 (approximately 20-24 hours)

Timeline: 2-3 weeks

Deliverables: Summary memo of zoning code review

Component 3 – Housing Solution Search

We will prepare a graphic summary of housing precedents that demonstrate innovative and cost-effective designs including “missing middle” developments that LHB and others have designed. We will also include policies and codes that are organized around delivering sustainable, high performing buildings and connected, walkable built environments.

Budget: \$3,500 (approximately 20-24 hours)

Timeline: 2-3 weeks

Deliverables: Graphic and written summary of precedents

Component 4 – Housing Solution Workshop

We will conduct a housing workshop with members of the Planning Commission, City Council and other invited stakeholders as determined by the city. The workshop is proposed for a weekend morning to allow a broader attendance. The workshop will include a short presentation, small group discussions, hands-on ranking exercises and summary reports from the small group discussions. Analysis, regulatory review, precedents and recommendations will be presented.

Budget: \$7,500 (approximately 40-44 hours)

Timeline: 6-8 weeks after notice to proceed

Deliverables: Powerpoint, workshop minutes, summary of recommendations and a work plan for next steps

Total Proposed Fee Budget: \$19,300

Expenses: As needed but to not exceed \$1,000



Education

Master of City Planning
Master of Science in Real Estate Development
Certificate of Urban Design Massachusetts
Institute of Technology (MIT)
Bachelor of Architecture, North Dakota State
University

Key Personnel

Mike Fischer, AIA, LEED AP
Project Principal

Michael has 33 years of experience as project principal, project manager, project designer, and project architect on planning, urban design, educational, commercial and governmental projects. He is an expert on Tax Increment Finance analysis assisting over 100 cities with strategic planning for TIF Districts. Mike is currently a member of the Edina City Council and Secretary of the Edina Housing and Redevelopment Authority. Select experience includes the North House Folk School, Buffalo Downtown Vision, Cloquet Downtown Revitalization, Old Downtown Duluth Revitalization Plan, Wabasha Downtown Vision, and Westwind Senior Housing.



Education

Master of Architecture in Urban Design
University of Colorado, Denver
Bachelor of Arts, Urban Studies
University of Alabama, Birmingham

Michael Lamb, AICP
Project Manager

Michael is an urban designer and planner with established experience in the design and planning of cities, neighborhoods, districts and campuses. He has led and collaborated on numerous planning and redevelopment efforts in the Twin Cities region and the upper Midwest that have incorporated smart-growth, transit-oriented, and placemaking principles. His work has been recognized with 12 state and national awards. Mike has worked on similar projects including the Buffalo Housing Plan, Clover Field New Neighborhood, Hugo Growth Management Plan, and Ramsey village for SVCNDA. He also led the Two Harbors Minnesota design team visit.



Education

Master of Landscape Architecture, College of
Design, University of Minnesota
Bachelor of Arts, St. Olaf College;
Northfield, Minnesota

Heidi Bringman, PLA, LEED AP BD+C, CDT, CCCA, WDCP
Landscape Architect

Heidi understands the town's unique character and will bring first-hand knowledge on the historical and geographical significance of the local area. Most recently, she has been an integral part of the North House Folk School Campus Facilities Master Plan, the Grand Marais Public Works Facility, and the Trunk Highway 61 Grand Marais Reconstruction. Located in our Duluth office, Heidi has worked on housing development projects with the Duluth Housing Redevelopment Authority. She leads the effort for a new housing development project, called Orchards of Morgan Park, which will create 11 new single family lots in the Morgan Park neighborhood. Heidi also worked on the Hermantown Easy Housing Neighborhood Village and the Duluth NHS/LISC Neighborhood Revitalization Master Plan.



Education

Master of Urban and Regional Planning and
Master of Landscape Architecture, University of
Minnesota
Bachelor of Science, Housing Studies, University
of Minnesota

William Brohman
Landscape Designer

Bill's experience includes site plans, landscape plans, grading, details and written specifications as well as meeting coordination, presentation development, and material take-offs and estimates. He worked for the Dayton's Bluff Neighborhood Housing Initiative in Saint Paul for five years, and while there worked with a number of state and federal programs that addressed affordable housing. Some of those programs were the Minnesota Housing Fix Up Loan, The National Stabilization Program, Minnesota Housing Rehabilitation Loan, and Saint Paul Community Housing Initiative. Bill's recent experience includes the New Korean Language Village, Ford Site Design Standards, Shoreview Community Center Commons, and the West Second Street Association.

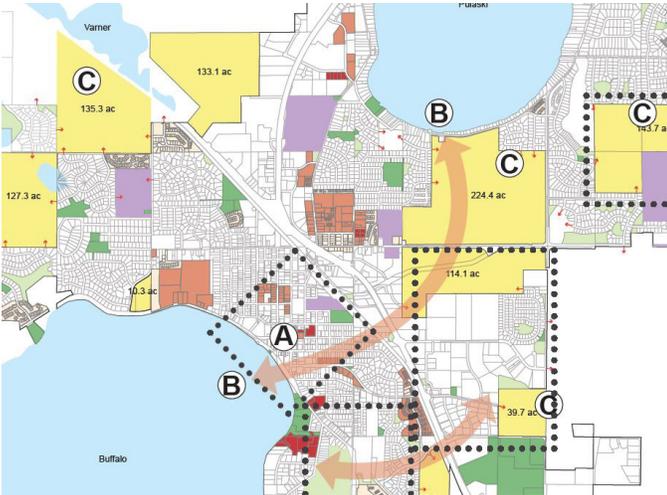
Related Experience

City of Buffalo, Housing and Development Framework; Buffalo, MN

LHB worked with the City of Buffalo to prepare a housing and development framework that defined redevelopment opportunities, public realm and connectivity, and anticipated new walkable neighborhood patterns for undeveloped land contiguous to the city limits.

Related Projects:

- Housing Study Northstar Corridor, Ramsey County, MN
- Growth Management Study, Hugo, MN
- Growth & Development Plan, Sartell, MN
- Wabasha Downtown Vision; Wabasha, MN
- Cloquet Downtown Revitalization Plan; Cloquet, MN
- Old Downtown Duluth Revitalization Plan; Duluth, MN
- Superior Waterfront Planning; Superior, WI



Clover Field New Urban Neighborhood; Chaska, MN*

Neighborhood was planned and designed to provide workforce housing with a variety of types around an elementary school.

Related Projects:

- Uptown Small Area Plan; Minneapolis, MN
- Greenbush-Vilas Neighborhood Revitalization Plan; Madison, WI*
- GrandView Redevelopment Plan; Edina, MN*
- Greenway Crossing Neighborhood Plan; East Grand Forks, MN*
- Historic Millwork Warehouse District Master Plan; Dubuque, IA*



The Village of Harbor Highlands; Duluth, MN

Harbor Highlands, a Hope VI Revitalization project, provides 269 units of new affordable housing to replace 200 units of old barracks-style public housing on the Harbor View hillside of Duluth. LHB designed multiple housing types including single, duplex, quad, six- and nine-plex buildings as well as a daycare facility and community center.

Related Projects:

- Kenwood Village, Mixed-Use/New Construction; Duluth, MN
- Hook and Ladder Multifamily Housing; Minneapolis, MN
- Oak Gove City Center; Norwood Young America, MN
- Ripley Gardens, Historic Rehabilitation/Mixed-use Development; Minneapolis, MN
- Heritage Park Housing Development; Minneapolis, MN
- Main Street Bungalow Courts, Minneapolis, MN

(*Mike Lamb experience prior to joining LHB)



Landscape Architecture
Planning
Urban Design

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

COLLABORATE
LISTEN
EXPLORE
CREATE

**Creating
Places that
Enrich People's
Lives**

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

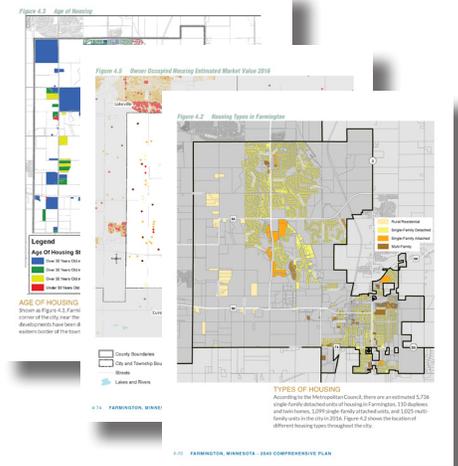
HKGi's planners provide general planning services to several Minnesota communities, which means that we typically deal with issues related to housing development, zoning, and other housing-related regulations or guidelines. This type of work requires an understanding of the zoning code, and an ability 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

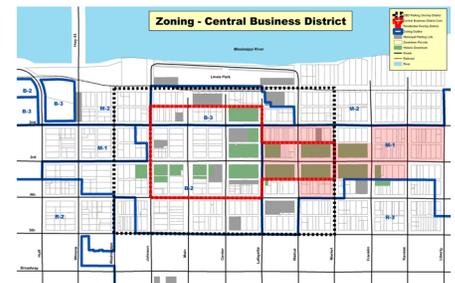
Another area in which HKGi excels is in assisting communities with exploring concepts and strategies for the development of greenfields and undeveloped land, and for the redevelopment of underutilized, aging, or evolving areas. In today's economy in which housing is one of the greatest challenges facing 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.



A PROPOSAL FOR

Plan to Address Housing

FOR THE CITY OF GRAND MARAIS, MINNESOTA

Introduction

Thank you for the opportunity to propose on a Comprehensive Housing Plan for the City of Grand Marais. The City's foresight in completing a housing study plan before housing issues become overwhelming will allow for the community to continue to grow and maximize the positive effects of the area's growth. The planning for and development of housing is a major problem facing communities across the State. To meet the City's goal of continued successful growth and development, WSB would prepare a Comprehensive Housing Study Plan that will facilitate proactive planning for future housing with an assessment of housing market conditions and needs within the City. In addition to analyzing the current conditions, we would also provide an implementation process that will allow the City to track items that have been completed and the status of remaining issues.

Firm Overview

WSB is a design and consulting firm specializing in engineering, community planning, environmental, and construction services. Our staff of over 450 improve the way people engage with communities, transportation, infrastructure, energy and our environment. We offer services in over 25 complementary areas that seamlessly integrate planning, design and implementation. Our coast-to-coast client base is served from 12 offices in four states.

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



Project Team

WSB has assembled a top-notch team of highly experienced personnel with expertise in community planning and demographic and market analysis to conduct the Grand Marais Comprehensive Housing Study Plan. Our team will assess the current housing market conditions and projected growth patterns for the City and provide recommendations for future housing needs and how to meet those needs. Qualifications of our team members are on the following pages.



Jim Gromberg, EDFP PROJECT MANAGER

Jim has over 25 years of experience in economic development, including both redevelopment and greenfield development projects. Most recently,

Jim was the State of Minnesota’s Business Development Representative for the Twin Cities metro area, responsible for attracting new businesses to the State and assisting businesses in expanding their current locations. In addition, he managed the State’s Shovel Ready Certification Program which prepares a community for projects that are interested in locating or expanding in their community. Jim lead the State’s Data Center Attraction Program which promotes Minnesota as a site for new data center development using tax credits and incentives. He served as the President for the Economic Development Association of Minnesota, the Anoka Area Chamber of Commerce, and the Anoka-Ramsey Community College Foundation.

SERVICE GROUP:

Community Planning & Economic Development

CERTIFICATIONS:

Certified Economic Development Finance Professional

EDUCATION:

Master’s of Business Administration (MBA), St. Cloud State University, 1997

Bachelor of Arts in Public Administration, St. Cloud State University, 1988



Eric Maass, AICP COMMUNITY PLANNER

Eric is a community development professional with a diverse background in municipal planning, economic development, and

landscape architecture. He is a graduate from the University of Minnesota with a Master’s Degree in Landscape Architecture and a Bachelor’s Degree in Environmental Design and Planning.

SERVICE GROUP:

Community Planning & Economic Development

EDUCATION:

Master’s in Landscape Architecture, University of Minnesota, 2013

Bachelor’s in Environmental Design and Planning, University of Minnesota, 2011



Kurt Bearinger COMMUNITY PLANNER

Kyle has been a Planner and GIS Specialist in community planning for two years. He received his bachelor’s degree in GIS & Urban Planning

from the University of Minnesota-Duluth in 2016 where he focused on spatial information, community sustainability and environmental applications of GIS. Through his experiences he has developed skills in all manner of qualitative and quantitative data collection, geospatial field collection, plan and site review, as well as critical desktop analysis. In addition, Kyle has developed a deep understanding and highly effective skillset in digitization and works closely with clients to ensure a quick turnaround on a variety of projects

SERVICE GROUP:

Community Planning & Economic Development

EDUCATION:

Masters of Community and Regional Planning, Iowa State University, 2016

Bachelor of Arts in Studio Art with Minor in Management, Luther College, 2013



Kyle Seifert

COMMUNITY PLANNER

Kyle is a community planning and GIS intern at WSB. He received his bachelor’s degree in GIS and

Urban & Regional Studies from the University of Minnesota-Duluth in 2016 where he focused on spatial information, community sustainability, and environmental applications of GIS. For the University of MN Duluth, he led the efforts in researching public sentiment in the city of Ely about the PolyMet Copper-Nickel Mine. Additionally, he assisted in improving the data for the Duluth Solar Commons Solar Suitability Application. While working for the city of Eden Prairie, he was given charge of the City’s Curb-stop inventory and maintenance program, where he collected GIS information on utilities infrastructure. He has experience conducting all manners of research and data collection including geospatial field collection, primary-source qualitative research, and critical plan and site review. His skills in analysis and GIS will be useful to this project.

SERVICE GROUP:

Community Planning & Economic Development

EDUCATION:

Masters of Community and Regional Planning, Iowa State University, 2016

Bachelor of Arts in Studio Art with Minor in Management, Luther College, 2013

Housing Study Experience

Clearwater, MN

In 2014, WSB completed a Comprehensive Housing Study for the City of Clearwater. Situated strategically on the Mississippi River and Interstate 94, Clearwater has many assets and opportunities to highlight. WSB helped the City envision their future, identify priorities, and assemble a robust implementation plan to achieve their goals. The WSB team created a concise document with actionable steps, including a parks and trails plan and a re-analysis of their land use map. The plan also includes recommendations for economic development opportunities based on their location on Interstate 94.

REFERENCE:

Kevin Kress
City Administrator
320.558.2428
kkress@clearwatercity.com

Monticello, MN

In 2016-17, WSB completed a Comprehensive Housing Study for the City of Monticello. The study includes a review of community historical data and projections for future housing needs based upon the changing demographics of the community. The projected housing demand (both pent-up demand and projected demand) were adjusted to take into consideration the effect of the economic downturn during 2007-2012. As part of the study, WSB also worked with City staff on the identification of future housing development sites and the type of housing that should be targeted.

REFERENCE:

Jim Thares
Economic Development
Manager
763.271.3254
jim.thares@ci.monticello.mn.us

Maple Lake, MN

WSB completed a Comprehensive Housing Study for the City of Maple Lake in 2017. The study includes the review of community historical data and projections for future housing needs based on the changing demographics of Maple Lake. The study also uses the current growth of employment opportunities for projected housing demand (both pent-up demand and future demand). This includes the effect of the economic downturn that resulted in a number of developments that remain unfinished in the community. WSB is working with city staff on the identification of future housing development sites and the type of housing that should be targeted.

REFERENCE:

Lee Ann Yager
City Clerk/Treasurer
320.963.3611
lyager@ci.maple-lake.mn.us

Comprehensive Housing Study Approach

Our project team has the technical expertise and experience to provide a high-quality Comprehensive Housing Plan for Grand Marais. WSB has a proven track record of success in providing leadership in the communities that we serve and are confident that we are the right fit for your project.

We understand that the housing market, workforce needs, and ways in which the economy works has changed dramatically since the recession of 2008. Communities must identify the needs of their residents and develop a plan to meet those needs to allow the City to continue to grow and prosper. The concerns expressed in the RFP regarding the availability of affordable housing, increasing home values, available housing, and what solutions may be

implemented to meet the challenges as the City works to attract and maintain its population. Our team shares the City’s view that comprehensive planning for housing is a critical component of successful communities. We are excited for the opportunity to assist Grand Marais in proactively planning for future housing needs. This study also included the development of programs to help assist with the development of housing projects.

Implementation Tool

WSB will also develop an implementation strategy to help Grand Marais complete and meet the issues identified by the housing study and community workshop. Below is a sample of the implementation tool that WSB will use to assist Grand Marais with the implementation of the housing study.

	GOAL	ACTION OR STRATEGY	WHO	WHEN	ONGOING	HOW TO FUND
HOUSING	ESTABLISH PUBLIC-PRIVATE PARTNERSHIPS TO ENSURE LIFE-CYCLE HOUSING THROUGHOUT THAT CITY TO ATTRACT AND RETAIN A DIVERSE MIX OF PEOPLE, FAMILY TYPES, ECONOMIC STATUSES, AGES, ETC.	EXPLORE LOCAL FAIR HOUSING POLICY OPTIONS	COMMUNITY DEVELOPMENT STAFF	LONG-TERM	YES	MN HOUSING CONSOLIDATED RFP, CITY FUNDS
		ADMINISTER POLICIES REGARDING FINANCIAL OR PROCEDURAL INCENTIVES FOR DEVELOPERS	COMMUNITY DEVELOPMENT STAFF	MEDIUM-TERM	YES	
	EMPLOY FLEXIBLE ZONING FOR PROPERTY REDEVELOPMENT TO MEET BROADER HOUSING GOALS SUCH AS DENSITY, OPEN SPACE, AND LOT SIZE.	ADMINISTER POLICIES REGARDING FINANCIAL OR PROCEDURAL INCENTIVES FOR DEVELOPERS	COMMUNITY DEVELOPMENT STAFF	MEDIUM-TERM	YES	CITY FUNDS
		REVIEW ZONING AND SUBDIVISION POLICIES	COMMUNITY DEVELOPMENT STAFF	SHORT-TERM	NO	

Approach

WSB will use a four-part approach to deliver a successful Comprehensive Housing Study:

- 1 COLLECT & ANALYZE BACKGROUND INFORMATION AND PRESENTATION**
 WSB will collect and analyze data from the Grand Marais and Cook County, Business Analysis, U.S. Census, local demographics, housing stock, and current development projects.
- 2 REGULATORY REVIEW**
 WSB will review the current City regulations for housing development and recommend changes.
- 3 HOUSING SOLUTIONS & RECOMMENDATIONS**
 WSB will review housing projects and recommend solutions and types of projects to meet the needs of Grand Marais.
- 4 FINAL DRAFT/HOUSING SOLUTION WORKSHOP**
 The final draft will include a complete report of findings and recommendations on the future housing needs within Grand Marais. This will include a community workshop to discuss the issues identified.

OUR TEAM PLACES A PREMIUM ON GAINING AS MUCH LOCAL INPUT AS POSSIBLE. WE WILL SEEK AND OBTAIN INPUT FROM CITIZENS, LOCAL STAKEHOLDERS, CITY REPRESENTATIVES, AND CITY STAFF THROUGHOUT THE DURATION OF THIS PROJECT.

Proposed Timeline

TASK	2019		
	JUN	JUL	AUG
TASK 1: COLLECT AND ANALYZE BACKGROUND INFORMATION AND PRESENTATION	[Task Duration: Jun 1 - Jun 15]		
TASK 2: CITY, COMMITTEE, AND STAKEHOLDER INPUT COORDINATION	[Meeting/Deliverable: Jun 15]	[Meeting/Deliverable: Jul 15]	[Meeting/Deliverable: Aug 15]
TASK 3: REGULATORY REVIEW	[Task Duration: Jul 15 - Jul 30]		
TASK 4: HOUSING SOLUTION SEARCH	[Task Duration: Jul 15 - Aug 15]		
TASK 5: FINAL REPORT/HOUSING SOLUTION WORKSHOP	[Meeting/Deliverable: Aug 15]		

Task Duration
 Meeting/Deliverable

Project Cost

TASK	BILLING RATE	ESTIMATED HOURS	SUBTOTAL
TASK 1: COLLECT AND ANALYZE BACKGROUND INFORMATION PRESENTATION			
SUBTOTAL			\$5,000
TASK 2: REGULATORY REVIEW			
SUBTOTAL			\$3,000
TASK 3: HOUSING SOLUTION SEARCH AND RECOMMENDATIONS			
SUBTOTAL			\$3,000
TASK 4: FINAL REPORT/HOUSING SOLUTION WORKSHOP			
SUBTOTAL			\$2,500
TOTAL			\$13,500

Costs associated with word processing, cell phones, reproduction of common correspondence, and mailing are included in the above hourly rates. Vehicle mileage is included in our billing rates [excluding geotechnical and construction materials testing (CMT) service rates]. Mileage can be charged separately, if specifically outlined by contract. Reimbursable expenses include costs associated with plan, specification and report reproduction, permit fee, delivery cost, etc.