



AGENDA

Town Council & 4B EDC Board Joint Meeting

Monday, April 13, 2026

5:00 pm Town Council

Town Hall

127 N Collins Rd.

Sunnyvale, TX 75182

A. Joint Meeting

B. Invocation

C. Pledge of Allegiance

D. Call Meeting to Order

E. Announcements and Acknowledgements

Pursuant to Texas Government Code Section 551.0415 the Mayor, Council and Staff may report on the following items: (1) expression of thanks, congratulations or condolences; (2) information about holiday schedules; (3) recognition of individuals; (4) reminders about upcoming Town Council events; (5) information about community events; (6) announcements involving imminent threat to public health and safety.

F. Public Comment

The Town Council invites citizens to address the Town Council on any matter, except items on the agenda and public hearings that are included on the agenda. Comments related to items on the agenda and public hearings will be heard when the specific item/hearing starts. Citizen comments are limited to three (3) minutes, unless otherwise required by law. To address the Council, please fill out a Public Comment Card and submit it to a staff member prior to the Public Comment section on the agenda. The Council is not permitted to take any action or discuss any item not listed on the agenda. Council may choose to place the item on a future agenda.

G. Consent Agenda Items

1. Consider and act upon the minutes from the February 2, 2026 and March 23, 2026 meetings.

H. Discussion and Action Items

1. Discuss, consider and act upon a professional services agreement with Stantec Consulting Services, Inc. related to the update and development of the Sunnyvale Economic Development Strategic Plan, and authorize the Interim Town Manager to execute agreement in an amount not to exceed **\$55,000.00**.

[Stantec Professional Services Agreement](#)
[Proposed Scope of Work, Schedule and Budget](#)

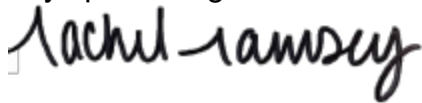
I. Adjourn

NOTE: The Town Council reserves the right to meet in Executive Session closed to the public at any time in the course of this meeting to discuss matters listed on the agenda, as authorized by the Texas Open Meetings Act, Texas Government Code, Chapter 551, including §551.071 (private consultation with the attorney for the Town); §551.072 (purchase, exchange, lease or value of real property); §551.074 (personnel or to hear complaints against personnel); §551.076 (deployment, or specific occasions for implementation of security personnel or devices); and §551.087 (economic development negotiations). Any decision held on such matters will be taken or conducted in Open Session following the conclusion of the Executive Session.

The Town of Sunnyvale is committed to compliance with the Americans with Disabilities Act (ADA). Reasonable accommodations and equal access to communications will be provided to those who provide notice to the Town Secretary at 972-226-7177 at least 48 hours prior to the meeting.

Notice is hereby given that the Sunnyvale Town Council and the 4B Economic Development Board will conduct Joint Meeting on Monday, April 13, 2026 at the Sunnyvale Town Hall. The public is encouraged to attend the meeting. Email comments may also be submitted to rachel.ramsey@townofsunnyvale.org by 3 p.m. the day of the meeting. The link to the live stream of the meeting will be posted on Sunnyvale's Facebook page Town of Sunnyvale – Government.

I hereby certify that the foregoing notice was posted at Town Hall, 127 N. Collins Rd., Sunnyvale, Texas and remained so posted continuously for at least three (3) business days preceding the scheduled date of said meeting:



Rachel Ramsey, MPA

Director of Administration/Town Secretary

Date Posted: Online: April 7, 2026 Bulletin Board: April 7, 2026

Time Posted: Online: 4:30 p.m. Bulletin Board: 4:30 p.m.

This Agreement is made and entered into effective March 23, 2026 (the "Agreement Date") by and between:

"Client"

Name: Town of Sunnyvale
Address: 127 N. Collins Road, Sunnyvale, TX 75182
Phone: 972-203-4164
Representative: Surupa Sen, AICP
Director of Planning and Development
Email: surupa.sen@townofsunnyvale.org

"Stantec"

Name: Stantec Consulting Services Inc.
Address: 733 Marquette Ave, Suite 1000
Phone: 612-712-2154
Representative: Thomas Leighton, Senior Urban Planner and
Economic Development Specialist
Email: tom.leighton@stantec.com

Sunnyvale Economic Development Strategic Plan (the "Project"):

DESCRIPTION OF WORK: Stantec shall render the services described in Attachment "A" (hereinafter called the "Services") in accordance with this Agreement. Stantec may, at its discretion and at any stage, engage subconsultants to perform all or any part of the Services. The Client and Stantec by written amendment to this Agreement may from time to time make changes to the Services. All changed work shall be carried out under this Agreement. The time for completion of the Services shall be adjusted accordingly.

COMPENSATION: Charges for the Services rendered will be made in accordance with the Contract Price indicated in Attachment "A", or, if no Contract Price is indicated, in accordance with Stantec's Schedule of Fees and Disbursements in effect at the time the Services are rendered.

Invoices shall be paid by the Client in the currency of the jurisdiction in which the Services are provided without deduction or setoff within 28 days of receipt. Failure to make any payment when due is a material breach of this Agreement and will entitle Stantec, at its option, to suspend or terminate this Agreement and the provision of the Services. Interest will accrue on accounts overdue at the lesser of 1.5 percent per month (18 percent per annum) or the maximum legal rate of interest. The Client will make electronic payment of the invoices, the details of which can be obtained or verified by contacting ar@stantec.com.

REPRESENTATIVES: Each party shall designate in the space provided above a representative who is authorized to act on behalf of that party and receive notices under this Agreement. Such representatives have complete authority to act on behalf of their principals in respect to all matters arising under this Agreement.

NOTICES: All notices, consents, and approvals required to be given hereunder shall be in writing and shall be given to the representatives of each party. All notices required by this Agreement to be given by either party shall be deemed to be properly given and received within two (2) business days if made in writing to the other party by certified mail or email, addressed to the regular business address of such party as identified above.

CLIENT'S RESPONSIBILITIES: The Client shall provide to Stantec in writing, the Client's total requirements in connection with the Project, including the Project budget and time constraints. The Client shall make available to Stantec all relevant information or data pertinent to the Project which is required by Stantec to perform the Services. Stantec shall be entitled to rely upon the accuracy and completeness of all information and data furnished by the Client, including information and data originating with other consultants employed by the Client whether such consultants are engaged at the request of Stantec or otherwise. Where such information or data originates either with the Client or its consultants then Stantec shall not be responsible to the Client for the consequences of any error or omission contained therein.

When requested by Stantec, the Client may engage specialist consultants directly to perform items of work necessary to enable Stantec to carry out the Services. These services shall be provided under direct contracts to the Client unless expressly provided otherwise.

The Client shall give prompt consideration to all documentation related to the Project prepared by Stantec and whenever prompt action is necessary shall inform Stantec of Client's decisions in such reasonable time so as not to delay the schedule for providing the Services.

When applicable, the Client shall arrange and make provision for Stantec's entry to the Project site as well as other public property as necessary for Stantec to perform the Services. The Client shall obtain any required approvals, licenses and permits from governmental or other authorities having jurisdiction over the Project so as not to delay Stantec in the performance of the Services.

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STANTEC'S RESPONSIBILITIES: Stantec shall furnish the necessary qualified personnel to provide the Services. Stantec represents that it has access to the experience and capability necessary to and agrees to perform the Services with the reasonable skill and diligence required by customarily accepted professional practices and procedures normally provided in the performance of the Services at the time when and the location in which the Services were performed. This undertaking does not imply or guarantee a perfect Project and in the event of failure or partial failure of the product or the Services, Stantec will be liable only for its failure to exercise diligence, reasonable care, and professional skill. This standard of care is the sole and exclusive standard of care that will be applied to measure Stantec's performance. There are no other representations or warranties expressed or implied made by Stantec. In particular, but not by way of limitation, no implied warranty of merchantability or fitness for a particular purpose shall apply to the Services provided by Stantec nor shall Stantec warrant or guarantee economic, market or financial conditions, proforma projections, schedules for public agency approvals, or other factors beyond Stantec's reasonable control.

In performing the Services under this Agreement, Stantec shall operate as and have the status of an independent contractor and shall not act as or be an employee of the Client. Client and Stantec agree that Stantec is and shall perform the Services as an independent contractor and not as an employee or agent of Client, and nothing in this Agreement creates nor shall be construed to create an employer-employee relationship, a joint venture relationship, a joint enterprise, or to allow Client to exercise discretion or control over the manner in which Stantec performs and provides the Services. Stantec is solely responsible for the means and methods used in performing its services under this Agreement. Accordingly, Stantec, its employees, agents and subconsultants shall not be considered employees or agents of the Client.

TERMINATION: Either party may terminate this Agreement without cause upon thirty (30) days' notice in writing. If either party breaches this Agreement, the non-defaulting party may terminate this Agreement after giving seven (7) days' notice to remedy the breach. On termination of this Agreement, the Client shall forthwith pay Stantec for the Services performed to the date of termination. Non-payment by the Client of Stantec's invoices within 30 days of Stantec rendering same is agreed to constitute a material breach of this Agreement and, upon written notice as prescribed above, the duties, obligations, and responsibilities of Stantec are terminated.

SUSPENSION OF SERVICES: If the project is suspended for more than thirty (30) calendar days in the aggregate, Stantec shall be compensated for services performed and charges incurred prior to receipt of notice to suspend. In addition, there shall be an equitable adjustment in the project schedule based on the delay caused by the suspension. If the Project is suspended for more than ninety (90) days, Stantec may, at its option, terminate this agreement upon giving notice in writing to the Client.

ENVIRONMENTAL: Except as specifically described in this Agreement, Stantec's field investigation, laboratory testing and engineering recommendations will not address or evaluate pollution of soil or pollution of groundwater.

Where the Services include storm water pollution prevention (SWPP), sedimentation or erosion control plans, specifications, procedures or related construction observation or administrative field functions, Client acknowledges that such Services proposed or performed by Stantec are not guaranteed to provide complete SWPP, sedimentation or erosion control, capture all run off or siltation, that any physical works are to be constructed and maintained by the Client's contractor or others and that Stantec has no control over the ultimate effectiveness of any such works or procedures.

In the prosecution of work, Stantec will take reasonable precautions to avoid damage to subterranean structures or utilities. However, it is the responsibility of the Client to provide Stantec with assistance in locating underground structures and utilities in the vicinity of any construction, exploration, or investigation. Stantec shall also rely upon third party sources in order to determine the existence and location of any underground structures and utilities of any kind. The Client acknowledges and agrees that Stantec may rely on such third-party advice, so long as such third party is, in Stantec's opinion, a reasonable source for such information, without any requirement that Stantec shall make an independent evaluation or investigation of such underground structures and utilities. If neither party can confirm the location of such structures and utilities, the Client agrees to accept all liabilities, costs, expenses and damages, whether direct, indirect, economic, punitive, incidental, special, exemplary or consequential, associated with the repair, replacement or restoration of any damages to such structures and utilities caused by Stantec or its subcontractor(s) or subconsultant(s) in the performance of the Services.

BUILDING CODES, BYLAWS AND OTHER PUBLIC REGULATIONS: Stantec shall, to the best of its ability, interpret building codes, by-laws, and other public regulations as they apply to the Project and as they are published at the time Services commence. Furthermore, Stantec shall observe and comply with all applicable laws, ordinances, codes, and regulations of government agencies, including federal, state, provincial, municipal, and local governing bodies having jurisdiction over the conduct of the Services ("LAWS"). However, it is expressly acknowledged and agreed by the Client that as the Project progresses such building codes, by-laws, other public regulations, and LAWS may change or the interpretation of any public authority may differ from the interpretation of Stantec, through no fault of Stantec, and any extra costs necessary to conform to such changes or interpretations during or after execution of the Services will be paid by the Client.

Stantec shall continue to provide equal employment opportunity to all qualified persons and to recruit, hire, train, promote and compensate persons in all jobs without regard to race, color, religion, sex, age, disability or national origin or any other basis prohibited by applicable laws.

COST AND SCHEDULE OF CONSTRUCTION WORK: In providing opinions of probable cost and project schedule, it is recognized that neither the Client nor Stantec has control over the costs of labor, equipment, or materials, or over the Contractor's methods of determining prices or time. The opinions of probable cost or project duration are based on

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Stantec's reasonable professional judgment and experience and do not constitute a warranty, express or implied, that the Contractors' bids, project schedules, or the negotiated price of the Work or schedule will not vary from the Client's budget or schedule or from any opinion of probable cost or project schedule prepared by Stantec. Exact costs and times will be determined only when bids have been received for the Project and when the construction work has been performed and payments finalized.

ADMINISTRATION OF CONSTRUCTION CONTRACTS: When applicable, Stantec shall provide field services during the construction of the Project only to the extent that such Services are included and defined in this Agreement. The performance of the construction contract is not Stantec's responsibility nor are Stantec's field services rendered for the construction contractor's benefit.

It is understood and agreed by the Client and Stantec that only work which has been seen during an examination by Stantec can be said to have been appraised and comments on the balance of any construction work are assumptions only.

When field services are provided by Stantec, the authority for general administration of the Project shall reside with Stantec only to the extent defined in this Agreement. In such case, Stantec shall coordinate the activities of other consultants employed by the Client, only to the extent that Stantec is empowered to do so by such other consultants' contracts with the Client.

Stantec shall not be responsible for any contractor's failure to carry out the work in accordance with the contract documents nor for the acts or omissions of any contractor, subcontractor, any of their agents or employees, or any other persons performing any of the work in connection with the Project. When field services are provided, no acceptance by Stantec of the work or services of a construction contractor or other consultants, whether express or implied, shall relieve such construction contractor or other consultants from their responsibilities to the Client for the proper performance of such work or services and further, Stantec shall not be responsible to the Client or to the construction contractor or to the other consultants for the means, methods, techniques, sequences, procedures and use of equipment of any nature whatsoever, whether reviewed by Stantec or not, which are employed by the construction contractor or the other consultants in executing, designing, or administering any phases of the Project, or for placing into operation any plant or equipment or for safety precautions and programs incidental thereto.

When field services are provided, Stantec will not be designated as the party responsible for the compliance by others on the construction work site with the purposes or requirements of applicable environmental, occupational health and safety, or similar legislation. The Client shall designate a responsible party, other than Stantec, for the coordination and performance of environmental, occupational health and safety activities on the construction work site as required by applicable legislation and associated regulations.

JOBSITE SAFETY: Neither the professional activities of Stantec, nor the presence of Stantec or its employees and subconsultants at a construction site, shall relieve the Client and any other entity of their obligations, duties and responsibilities with respect to job site safety. Subject only to applicable legislation, Stantec and its personnel have no authority to exercise any control over any construction contractor or other entity or their employees in connection with their work or any health or safety precautions.

INDEMNITY: Stantec shall and does hereby agree to indemnify, hold harmless and defend the Client, its officers, agents, and employees against liability for damage caused by or resulting from an act of negligence, intentional tort, intellectual property infringement, or failure to pay a subcontractor or supplier committed by Stantec, Stantec's agent, consultant under contract, or another entity over which the Stantec exercises control.

INSURANCE: Stantec shall procure and maintain insurance for protection from workers' compensation claims, claims for damages because of bodily injury, including personal injury, sickness, disease, or death, claims or damages because of injury to or destruction of property, including loss of use resulting therefrom, and claims of errors and omissions

DOCUMENTS: All documents prepared by Stantec or on behalf of Stantec in connection with the Project are instruments of service for the execution of the Project. Stantec retains the property and copyright in these documents, whether the Project is executed or not. Payment to Stantec of the compensation prescribed in this Agreement shall be a condition precedent to the Client's right to use documentation prepared by Stantec. The Client shall have a permanent non-exclusive, royalty-free license to use any concept, product or process which is patentable or capable of trademark, produced by or resulting from the Services rendered by Stantec in connection with the Project, for the life of the Project. The Client shall not use, infringe upon, or appropriate such concepts, products or processes without the express written agreement of Stantec.

Stantec cannot guarantee the authenticity, integrity or completeness of data files supplied in electronic format ("Electronic Files").

SOVERIGN IMMUNITY: Notwithstanding any other provision of this Agreement, nothing in this Agreement shall or may be deemed to be, or shall or may be construed to be, a waiver or relinquishment of any immunity, defense, or tort limitation to which Client, its officials, officers, employees, representatives, and agents are or may be entitled, including, without limitation, any waiver of immunity to suit.

PROJECT PROMOTION: Where the Client has control or influence over construction signage, press releases and/or other promotional information identifying the project ("Project Promotion"), the Client agrees to include Stantec in such Project

Promotion.

FORCE MAJEURE: Any default in the performance of this Agreement caused by any of the following events and without fault or negligence on the part of the defaulting party shall not constitute a breach of contract: labor strikes, riots, war, acts of governmental authorities, unusually severe weather conditions or other natural catastrophe, disease, epidemic or pandemic, or any other cause beyond the reasonable control or contemplation of either party. Nothing herein relieves the Client of its obligation to pay Stantec for services rendered.

GOVERNING LAW: This Agreement shall be governed, construed, and enforced in accordance with the laws of the State of Texas. If legal action is necessary to enforce this Agreement, exclusive venue will lie in Dallas County, Texas.

DISPUTE RESOLUTION: If requested in writing by either the Client or Stantec, the Client and Stantec shall attempt to resolve any dispute between them arising out of or in connection with this Agreement by entering into structured non-binding negotiations with the assistance of a mediator on a without prejudice basis. The mediator shall be appointed by agreement of the parties. The Parties agree that any actions under this Agreement will be brought in the appropriate court in the jurisdiction of Governing Law, or elsewhere by mutual agreement. Nothing herein however prevents Stantec from any exercising statutory lien rights or remedies in accordance with legislation where the project site is located. Nothing herein prevents Client from exercising any rights or remedies available under law.

ATTORNEYS FEES: In the event of a dispute hereunder, the prevailing party is entitled to recover from the other party all costs incurred by the prevailing party in enforcing this Agreement and prosecuting the dispute, including reasonable attorney's and expert's fees, whether incurred through formal legal proceedings or otherwise.

ASSIGNMENT AND SUCCESSORS: The Parties shall not, without prior written consent, assign the benefit or in any way transfer the obligations of this Agreement or any part hereof. This Agreement shall inure to the benefit of and be binding upon the parties hereto, and except as otherwise provided herein, upon their executors, administrators, successors, and assigns.

PROTECTION OF PRIVACY LAWS: The parties acknowledge that information relating to an identified or identifiable person ("Personal Information") may be exchanged in the course of this Project pursuant to this Agreement.

The party disclosing Personal Information (the "Disclosing Party") warrants that it has all necessary authorizations and approvals required to process and disclose the Personal Information and to enable the party receiving the Personal Information (the "Receiving Party") to process it in performing the Services. The Disclosing Party will provide the Receiving Party with written notice containing the details of what Personal Information will be provided.

The Receiving Party will comply with any reasonable instruction from the Disclosing Party in respect of such Personal Information and implement appropriate technical and organization measures to protect the Personal Information against unauthorized or unlawful processing and accidental loss, theft, use, disclosure, destruction and/or damage.

The Receiving Party shall be permitted, upon prior written consent of the Disclosing Party, to transfer Personal Information outside the jurisdiction if required for performance of the Services provided that such transfers are in accordance with relevant and applicable requirements under applicable legislation. The Receiving Party shall provide the Disclosing Party with full cooperation and assistance in meeting its obligations under applicable privacy legislation, including in relation to the security of processing, the notification of Personal Information breaches, the notification of requests from individuals and Personal Information protection impact assessments.

On termination of this Agreement, the Receiving Party shall cease processing Personal Information and shall delete and destruct or return to the Disclosing Party (as the Disclosing Party may require) all Personal Information held or processed by the Receiving Party on the Disclosing Party's behalf. It is understood however, that the Receiving Party may need to keep a copy of all Personal Information for legal purposes and therefore it will continue to take reasonable steps to protect the Personal Information as outlined herein and will proceed with the destruction of the Personal Information within a reasonable period of time if there is no longer any legal justification to keep the Personal Information.

Nothing herein relieves either party from their responsibilities for compliance with applicable privacy legislation.

ENTIRE AGREEMENT: This Agreement constitutes the sole and entire agreement between the Client and Stantec relating to the Project and supersedes all prior agreements between them, whether written or oral respecting the subject matter hereof and no other terms, conditions, or warranties, whether express or implied, shall form a part hereof. This Agreement may be amended only by written instrument signed by both the Client and Stantec. All attachments referred to in this Agreement are incorporated herein by this reference; however, in the event of any conflict between attachments and the terms and conditions of this Agreement, the terms and conditions of this Agreement shall take precedence.

SEVERABILITY: If any term, condition, or covenant of this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions of this Agreement shall be binding on the Client and Stantec.

CONTRA PROFERENTEM: The parties agree that in the event this Agreement is subject to interpretation or construction by a third party, such third party shall not construe this Agreement or any part of it against either party as the drafter of this Agreement.

BUSINESS PRACTICES: Each Party shall comply with all applicable laws, contractual requirements and mandatory or best practice guidance regarding improper or illegal payments, gifts or gratuities, and will not pay, promise to pay or authorize the payment of any money or anything of value, directly or indirectly, to any person (whether a government official or private individual) or entity for the purpose or illegally or improperly inducing a decision or obtaining or retaining business in connection with this Agreement or the Services.

The Parties, intending to be legally bound, have made, accepted, and executed this Agreement as of the Agreement Date noted above.

Name and Title of signor IF NOT KNOWN
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printing.

Print Name and Title

Erin Perdu, Principal

Print Name and Title

Signature _____

Name and Title of signor IF NOT KNOWN
select delete to clear this field for
printing.

Print Name and Title

Signature _____

Print Name and Title

Signature _____

Signature _____

Attached to and forming part of the Agreement BETWEEN:

Town of Sunnyvale
(Hereinafter called the "Client")
- and -
Stantec Consulting Services Inc.
(Hereinafter called "Stantec")

EFFECTIVE: March 23, 2026

This Attachment details the Services, Contract Time, Contract Price, Additional Conditions and Additional Attachments forming part of the above-described Agreement.

SERVICES: Stantec shall perform the following Services:

Economic development related research, analysis and strategies as detailed in Exhibit 1
(Stantec Proposal)
(Hereinafter called the "Services")

CONTRACT TIME: Commencement Date: March 23, 2026

Estimated Completion Date: March 31, 2027

CONTRACT PRICE: Subject to the terms below, Client will compensate Stantec as follows:

Stantec will invoice the Town of Sunnyvale on a time and materials basis for actual hours and costs incurred, up to the contract maximum, at prevailing billing rates for each team member. Staff billing rates are subject to adjustment effective each January 1 during the term of this Agreement.

Where not stated as being included in the fees, project specific subconsultant, contractor, lab and other similar third-party charges will be charged as invoiced to Stantec with a zero percent (0%) markup.

Unless otherwise noted, the fees in this agreement do not include any value added, sales, or other taxes that may be applied by Government on fees for services. Such taxes will be added to all invoices as required.

Where the Services or services conditions change, Stantec shall submit to the Client in a timely manner, documentation of the revisions to Attachment "A" adjusting the Contract Services Time and Price as required.

ADDITIONAL ATTACHMENTS: The following additional attachments shall be read in conjunction with and constitute part of this Agreement:

Exhibit 1 – Stantec Proposal

INSURANCE REQUIREMENTS: Before any services are provided under this agreement, Stantec shall procure, and maintain insurance coverage during the term of this agreement.



Economic Development Strategic Plan

March 23, 2026

Prepared for: Town of Sunnyvale

Prepared by: Stantec Consulting Services Inc.

Stantec Qualifications

About Stantec

Stantec empowers clients, people, and communities to rise to the world's greatest challenges at a time when the world faces more unprecedented concerns than ever before. The Stantec community unites more than 32,000 employees working in over 450 locations across 6 continents.

Planning and economic development require problem solving. To create careful and thoughtful options for communities, we consider community infrastructure, public input, client needs, and project requirements. We understand the value of process, collaboration, and consensus building among stakeholders, while never losing sight of client and project goals.

Development Economics Team

Stantec's National Development Economics Team leads projects and supports project teams across North America at scales that range from site-specific to metropolitan, and in settings that include small rural communities, metropolitan suburbs and dense urban cores. We support public and private sector clients in a diverse range of markets, combining expertise in urban planning; economic consulting; real estate development; and market, housing, and data analysis.

Using data analytics, mapping, visualization, and compelling narratives, we help clients understand opportunities and constraints and use them creatively to their advantage. We support actionable plans by understanding real estate markets and the mechanisms for development—offering clear implementation strategies that bring plans to fruition.



Implementation-Oriented Planning

We illuminate the real-world development opportunities by using leading-edge market analysis methodologies and deepen those insights through structured interviews with local market experts. We articulate a clear set of implementation strategies that define the public sector's role in achieving development outcomes.

Economic and Fiscal Impact

We analyze the economic impact of development scenarios, new business investments, and regional attractions, along with the net fiscal impacts on the tax base deriving from proposed development futures.

Economic Development, Housing, and Commercial Vibrancy

We provide holistic economic development strategies encompassing business development, workforce development, placemaking, tourism and creative economy strategies. We undertake housing studies that combine industry leading analytical techniques with strategic recommendations and case studies that are customized to each client's unique setting and needs. We work collaboratively with cities and business district stakeholders on the activation of downtowns, neighborhood retail districts, and mall redevelopments.

Project Experience



Elk River EDA Strategic Plan

Location: Elk River, MN	Year Completed: 2021
Team: Tom Leighton (Project Manager), Beth Elliott (QA/QC), Heidi Peper (Funding)	
 Click to view the final plan	
Reference: Amanda Othoudt, EDP Executive Director (formerly with the City of Elk River) 183 Cedar Drive, Foley, MN 56329 320-968-6197	

The City of Elk River hired Stantec to work with its Economic Development Authority (EDA) on a strategic plan to guide the EDA’s future agenda and activities.

Stantec completed a SWOT by assessing and mapping the City’s economic strengths and weaknesses. We investigated a broad set of economic opportunities that the EDA had identified—including business retention and recruitment, tourism potential, approaches to redevelopment, industry clusters, and incentive policies—through best practices research, focus groups, peer city interviews and interviews with topical experts.

After engaging the EDA and tapping their ideas and expertise through a kickoff conversation and two workshop sessions, we proposed a broad set of recommended strategies for strengthening the City’s economy.

We subsequently refined the menu of strategies by creating an EDA strategic plan that comprises the strategies and implementation actions which the City will undertake in upcoming years. The EDA strategic plan will guide the work of the EDA over the next decade.



Mentor Housing Study and Needs Analysis

Location: Mentor, OH	Year Completed: 2024
Team: Tom Leighton (Housing Study Lead)	
 Click to view the final housing study	
Reference: Kathleen Cantanzriti, Planning Director 8500 Civic Center Boulevard, Mentor, OH 44060 440-974-5737 cantanzriti@cityofmentor.com	

Mentor is a suburban city with desirable neighborhoods and a strong industrial economy. Homes are snapped up quickly in the community, and the prices of homes are out of reach for many. Mentor’s business community, among others, would like to see more housing choices in Mentor so their workers can find homes near their jobs.

Mentor is also at the cusp of a generational change. It has a large contingent of empty nesters and retirees, many of whom will choose to look for a lower maintenance housing option in the next ten to fifteen years. At the other end of the generational spectrum there is a new wave of young adults and families that would be happy to choose Mentor as a place to live in the next phase of their lives.

In this dynamic generational moment for Mentor, its housing stock is not keeping pace. The growth and adaptation of its housing stock has been gradual compared to the demographic changes.

The City of Mentor engaged Stantec to understand Mentor’s housing conditions and market context, and identify strategies. Our analysis provided essential information for City staff and elected officials as they shape housing related policies and action strategies to meet community needs and advance the City’s economic and human progress.

The study concluded with strategic action, offering a menu of housing strategies that are relevant to and viable in Mentor’s market context—taking into consideration what was learned about its unique challenges and opportunities, and the needs of the Mentor community.

Our team is currently working with the City to complete the 2025 Comprehensive Land Use Plan Update, building on this housing study, and focusing on an analysis of commercial and industrial zoned areas of the city where development or re-development opportunities exist.



Moorhead Comprehensive Plan Update: Onward Moorhead

Location: Moorhead, MN **Year Completed:** 2022

Team: Beth Elliott (Project Manager/Engagement Lead), Tom Leighton (Market Analyst/Economic Competitiveness Lead),

[Click to view the final plan](#)

Reference: Kristie Leshovsky, Community Development Director
PO Box 779 500 Center Avenue, Moorhead, MN 56561
218-299-5332 | kristie.leshovsky@ci.moorhead.mn.us

On the heels of a successful partnership developing the revitalization strategy for the City's On the heels of a successful partnership developing the Downtown Moorhead Master Plan, we worked with the City to create an actionable vision to update their Moorhead Comprehensive Plan.

The comprehensive plan placed a strong emphasis on market realities and economic development strategies, including an emphasis on supporting small and BIPOC businesses and creative industries that bring Moorhead to life.

Our planners conducted a thorough existing conditions analysis to help the community define where the city is currently before deciding where it is heading. This included a review of best practices and current trends for mobility, housing, jobs, resiliency, arts and culture, and parks and

open space—setting a strong foundation for public engagement. Five Big Ideas arose as common themes that guided a unifying vision and topical goals for growth in key areas of the city.

The plan focused on building consensus through thoughtful engagement, focusing on implementation throughout the entire process. The public engagement plan included virtual and in-person engagement activities with "Design Week" being held in the summer with a community design festival, workshops, and interactive online activities. It paid equal attention to broadening public participation, listening to advocates in the community, and working hand-in-hand with City and regional staff that know how to best implement its direction. City planners worked to redefine mixed-use zoning districts with form-based regulatory guidance derived directly from the comprehensive plan.



City of Farmers Branch Comprehensive Plan

Location: Farmers Branch, TX **Year Completed:** 2023

Team: Tom Leighton (Economic Development Lead), Beth Elliott (Senior Planner)

[Click to view the final plan](#)

Reference: Surupa Sen, Sunnyvale Director of Planning and Development (former Farmers Branch Planning Director)
127 Collins Road, Sunnyvale, TX 75182
972-203-4164 | surupa.sen@townofsunnyvale.org

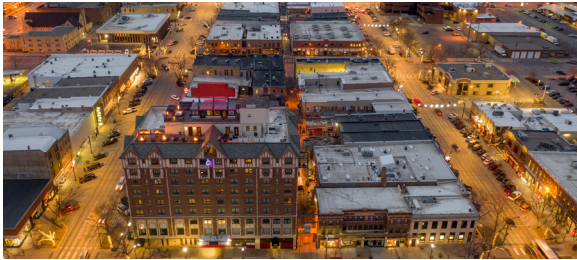
Stantec was hired to develop a new comprehensive plan to guide future long-term development and redevelopment efforts.

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

Our engagement included a robust online and in-person participation opportunities to reach more than just the loudest voices in the community. We conducted walking tours of key areas of change, to meet residents and business owners on their own turf. We also created a "meeting in a box" for residents to host their own conversations about housing and development in the city.

Input from these and more traditional sources (community meetings and online surveys) provided for a community-based vision and guiding values on which the plan was built.

The comprehensive plan included an explicit focus on economic development, which became City policy through an economic development chapter of the comprehensive plan. This topical focus, led by Tom Leighton, included a review of the City's economic development programs and recommendations for improving them. It analyzed the strengths and opportunities present in the City's existing business parks—one aging and one still being developed. It also articulated a set of economic development strategic priorities for the City. The economic development strategies were discussed and refined through facilitated conversations with City staff.



Market Assessment and Workforce Development Plan

Location: Rapid City, SD | **Year Completed:** 2024

Team: Tom Leighton (Project Manager), Spencer Cox (Economic Analysis), Jay Demma (Housing Lead)

Reference: Garth Wadsworth, Public Policy Director
18 E Main Street, Rapid City, SD 57701
605-651-0961 | garth.wadsworth@elevaterapidcity.com

Rapid City has a constellation of economic assets that are a foundation for economic growth in the underground mining sector. Those include SURF, the nation's largest publicly owned research mine, two premier colleges and universities with mining related curricula, and ongoing technology investments by Caterpillar—one of the top three mining equipment companies globally. On this basis, Rapid City received a roughly million dollar Strategy Development Grant from the US EDA, to create a roadmap for becoming a federal innovation center in the arena of underground mining technology. Stantec was selected to lead two related projects, competing against sixteen other proposal teams, based on our overlapping expertise in economic analysis and development, and urban planning.

One of the projects was an economic analysis related to the development of an innovation ecosystem focused on underground mining

equipment which involved assessing the opportunity for capturing a greater share of that activity and investment in the Rapid City region. We also identified a set of economic strategies for building the local collaborations around innovation and entrepreneurship, and attracting workforce and investment to the region.

The second project was a plan for a physical innovation district situated between SD School of Mines and downtown Rapid City. The live-work-plan-innovate environment would attract and support the thinkers and doers that would energize the area's economic activity.

These coordinated efforts are meant to position Rapid City to apply for a federal Tech Hub designation focused on underground mining technology and innovation, with significant federal investment to follow that award.



Sugar Land Tract 5 Development Plan and Fiscal Impact Analysis

Location: Sugar Land, TX | **Year Completed:** 2023

Team: Tom Leighton (Analytical Lead), Spencer Cox (Economist)

Reference: Jessica Huble, Assistant Director for the Department of Redevelopment
2700 Town Center Blvd. N, Sugar Land, TX 77479
281-740-9144 | jhuble@sugarlandtx.gov

Stantec supported the City of Sugar Land by providing development guidance for 150 acres of undeveloped land along the Interstate 69 corridor. The City envisioned the creation of a mixed use, activated destination that is synergistic with the Smart Financial Centre—the City's existing event center at the location.

Tom led the analytical facets of the project, which informed the development concept by recommending a mix of development types that would both further public goals for the site, and be viable in the real world market context. The development analysis was comprised of the following three elements.

- A market analysis of the residential, retail and hotel development markets for the purpose of understanding the opportunity of attracting those development types to the site.
- An analysis of the financial viability of the development concepts that were created for the site, by building and analyzing a high level proforma model.
- An analysis of the fiscal impacts of the development concept to understand the net impacts of the development concepts on the City's budget.

Key Personnel



Tom Leighton AICP, EDFP
Project Manager and Primary Contact
612-712-2154
tom.leighton@stantec.com

Our team will be led by **Tom Leighton**, who brings more than two decades of experience focused on implementation-oriented planning and community development. Tom served as Minneapolis’s lead urban planner in economically challenged North Minneapolis leading large-scale, transformative initiatives for its neighborhoods, commercial corridors, and riverfront.

Over the last decade, Tom has offered implementation-oriented consulting services to public sector clients and developers. He provides support with development planning, market analysis, housing and economic development strategy, and development implementation strategy. For developers, Tom provides proforma analysis, entitlements, pursuit of public financial support, and overall project management. He has developed analytical methodologies and processes that illuminate real-world market and development and pave the way for implementation.

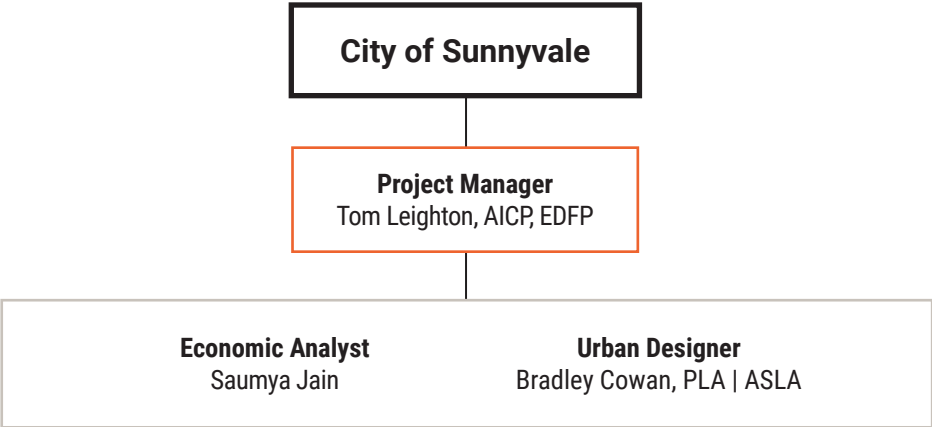
Tom has distinguished himself in his imaginative and interactive approach to community engagement—including being a co-developer of the national award-winning Corridor Development Initiative. Clients appreciate Tom’s ability to talk about real world complexities in ways that people understand, and to focus on the information and analysis that is truly relevant to public goals and objectives.

Organizational Chart

Supporting Tom is a team of professionals with a strong background completing housing assessments including specialized expertise in strategic development framework, fiscal and funding strategies, inclusive engagement, policy review, mapping, data analysis, and regulatory/zoning strategies.

Our organizational chart shows our team leads. Our key personnel are committed to this project and have the capacity to complete the outlined tasks within the proposed schedule. As a large multi-disciplinary firm, we forecast our staffing needs and draw upon the depth of our resources to meet project deadlines.

We have included resumes for the key personnel highlighting their background, qualifications, knowledge, and related project experience.





Tom Leighton AICP, EDFP

Project Manager and Primary Contact

Years of Experience: 27

Registrations

Certified Planner #018262, American Institute of Certified Planners

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

Education

Master in Design Studies (MDesS) in Real Estate and the Built Environment
Harvard University Graduate School of Design

Master of Arts (MA) in Public Affairs
University of Minnesota Humphrey School

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

Northfield 2045 Comprehensive Plan | Northfield, MN | Economic Development and Housing Policy

Tom led two of the plan's focus areas, related to the City's economic development and housing policies and strategies. In both areas, he conducted a foundational analysis to understand existing conditions and the City's current activities and priorities. Following that, he facilitated consideration of a range of strategies that could be considered to build on existing strengths while addressing identified economic and community needs. Economic strategies encompassed means of supporting local businesses and entrepreneurs, leveraging the city's relationships with the two colleges, workforce development, and improving the dynamism of downtown Northfield. The housing element provided strategies to foster needed housing development, preserve and maintain existing housing, support tenants and homeowners, and build financial support for targeted development.

Elk River EDA Strategic Plan | Elk River, MN | Project Manager

Tom provided leadership for the EDA Strategic Plan. He served as the project manager, the primary economic development researcher and strategist, and the lead author of the strategic plan document. The City of Elk River hired Stantec to work with its EDA on a strategic plan to guide the EDA's future agenda and activities. Stantec assessed and mapped the City's economic strengths and weaknesses. We investigated a broad set of economic opportunities that the EDA had identified—including business retention and recruitment, tourism potential, approaches to redevelopment, industry clusters, and incentive policies—through best practices research, focus groups, peer city interviews, and interviews with topical experts. We subsequently refined the menu of strategies by creating an EDA Strategic Plan that comprised the strategies and implementation actions for which they will take leadership in the upcoming years.

Farmers Branch Comprehensive Plan | Farmers Branch, TX | Economic Development Lead

The City of Farmers Branch contracted with Stantec to update its comprehensive plan at a time when redevelopment activity in the City is at a historic high. Tom led the understanding of the market for new development, and how to attract desired development that is not occurring on a strictly market basis. Tom provided an analysis of the strengths and opportunities presented in the City's existing business parks—one aging and one still being developed. Tom developed a set of economic strategic priorities for discussion and refinement and led a housing study that the City identified as a priority element of the plan, which included a housing gap analysis and strategies for fostering more development to meet identified housing needs.

Moorhead Comprehensive Plan Update | Moorhead, MN | Economic Development Specialist

Tom set a foundation for the land use and development section of the plan through city-wide market context research. He led the conversation for the City's economic strategy included in the Economic Competitiveness chapter of the plan. The holistic economic agenda encompasses targeted industry attraction, the creative and innovation sectors, identity building, tourism, and placemaking strategies designed to build on existing city assets and increase its economic vibrancy. Tom also supported area-specific development planning, identifying the strongest locations and site-specific analysis of their development potential.

Fiscal Impact Analysis | Various Locations | Development Economics Lead

Tom serves as the development economics team lead for fiscal impact analyses and has applied this important tool to many projects. Because of the limitations of the conventional approaches to fiscal impact analysis, Tom has advanced Stantec's methodology to incorporate important considerations such as fixed vs marginal costs, the impacts of land-intensive vs compact development, and life cycle costs associated with infrastructure development. Tom is actively engaged in three fiscal impact analyses—for downtown Trenton, NJ, and the Indianapolis metropolitan region—and recently completed two studies for opportunity sites in Fresno and Bakersfield, CA.

Additional Experience

- City of Sugar Land Comprehensive Plan Update Phase 1 | Sugar Land, TX | Market and Economics Analysis
- Rapid City Economic and Workforce Analysis, Innovation District Plan | Rapid City SD | Project Manager
- 2040 Comprehensive Plan | Cottage Grove, MN | Market and Development Specialist
- City of Del Rio Comprehensive Plan | Del Rio, TX | Economic Development Specialist
- Northwest Growth Area Technical Analysis | North Mankato, MN | Market Analysis of Expanded Business Park
- Economic Impact of Virginia's Brownfield Grant Program | Virginia | Project Manager
- Southern Hinckley Business Park Feasibility Study | Hinckley, MN | Market and Economic Analysis
- Economic/Fiscal Impact Analysis and Strategies Re King Plant Closure | Oak Park Heights, MN | Economic Analyst
- Downtown Redevelopment Community Engagement and Visioning | Allen TX | Fiscal Impact Analysis



Saumya Jain

Economist Analyst

Education

Master of Urban Planning
University of Illinois, Urbana-
Champaign, Illinois

Bachelor of Urban Planning
School of Planning and
Architecture, Bhopal, Madhya
Pradesh

Memberships

Member, American Planning
Association

GIS Committee Member,
Transportation Research Board,
2023-2025

Saumya Jain is an Analyst on Stantec's Development Economics team in Minneapolis, with nearly a decade of experience in urban and transportation planning, data science, and applied research. Her work focuses on equity-centered analysis, market and real estate assessment, and accessibility-driven planning. Saumya specializes in translating complex economic, demographic, and spatial data into clear insights that support equitable and sustainable public-sector decision-making.

Economic Development Strategy | City of Savage, MN

Saumya supported the City of Savage's citywide Economic Development Strategy through economic, workforce, and real estate analysis. She applied location quotient and shift-share analysis to assess industry specialization and growth dynamics and conducted CoStar-based market research to evaluate sector trends, vacancies, absorption, and development opportunities. Her work informed business attraction and expansion strategies and translated stakeholder input into actionable policy recommendations.

Site-Specific Market Study | City of Menasha, WI

Saumya led a market and redevelopment analysis for Menasha's City Hall District and Lawson Canal Area, evaluating the feasibility of multifamily, senior housing, retail, and hospitality uses. Using CoStar research, demographic analysis, and developer interviews, she assessed demand, achievable rents, absorption potential, and key development barriers, and developed site-specific redevelopment guidance, including the role of public incentives.

County Housing Study | La Crosse County, WI

Saumya is examining housing and transportation affordability across La Crosse County using open data. By analyzing commute patterns, income, mode availability, and housing options, she is identifying areas facing compounded cost burdens to support more equitable countywide strategies.



Bradley Cowan

PLA, ASLA

Urban Design

Registrations

Registered Professional
Landscape Architect #2316,
Texas Board of Architectural
Examiners

Licensed Landscape Architect
#LA-2025-0016, New Mexico
Landscape Architects Board

Education

Bachelor of Landscape
Architecture, Louisiana State
University, Baton Rouge,
Louisiana, 2002

Memberships

Member, American Society of
Landscape Architects

Member, American Society of
Landscape Architects (Texas)

Member, Rice Design Alliance

Board of Directors, Houston Arts
Foundation

Bradley is Stantec's Design Director of Landscape Architecture and Urban Design, with more than 22 years of experience leading design, planning, and project delivery. His work spans mixed-use developments, downtowns, public parks, waterfronts, transportation corridors, campuses, and resorts. Brad collaborates closely with planners, engineers, ecologists, and designers to deliver responsive, resilient solutions that balance ecological performance with strong social outcomes.

Mixed-Use Redevelopment | City of Pleasanton, TX

Brad led the site, streetscape, and landscape architecture design for the Pleasanton Mixed-Use Redevelopment, collaborating with architecture and civil teams to deliver a cohesive, functional site. His leadership integrated multiple design elements into a coordinated redevelopment.

Downtown Master Plan | City of Pleasanton, TX

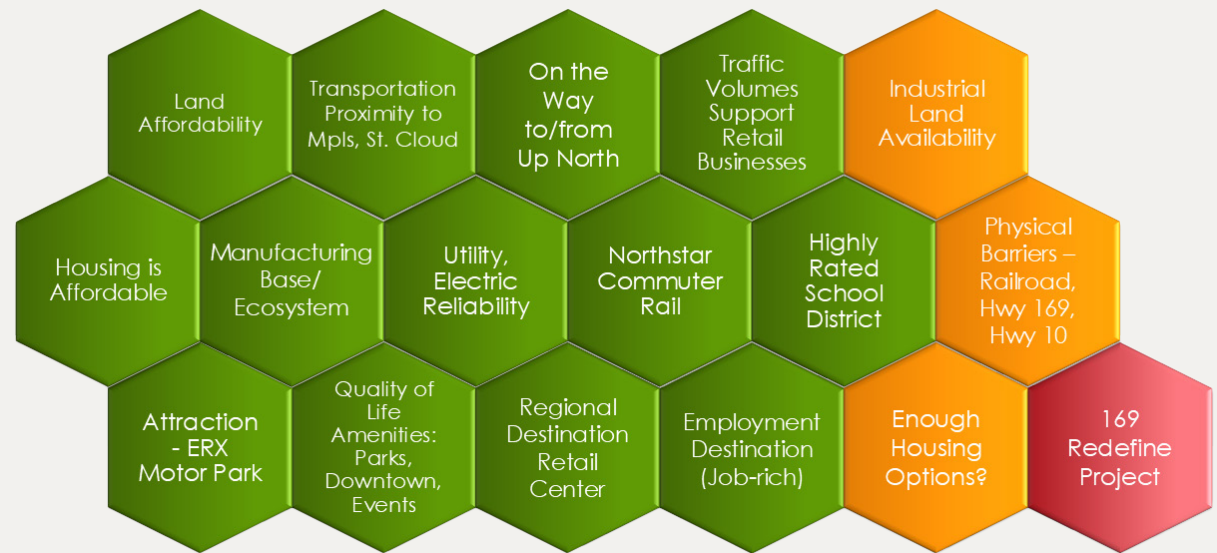
Brad led the landscape architecture and urban design components of the Downtown Master Plan, identifying opportunity sites and developing urban design recommendations. He also directed visualization efforts to reimagine downtown and support engagement and implementation.

Downtown & Urban Parks Master Plan | Prosper, TX

Brad played a key role in shaping development and open space recommendations for Prosper's downtown and park system. He identified opportunity sites, provided strategic guidance on parks and branding, and led graphic visualization to clearly communicate recommendations.

Downtown Deck Plaza | City of El Paso, TX

As Lead Landscape Architect, Urban Designer, Project Manager, and Client Contact, Brad oversees all aspects of the Deck Plaza project, coordinating design, schedules, budgets, and team collaboration to deliver a cohesive public realm aligned with client goals.



Work Plan

Stantec will work collaboratively with the staff, Town Council and 4B Board to develop an economic development plan for the Town that guides strategic actions in the years to come. The work plan will result in an updated economic development plan, with an emphasis on two high priority areas of focus—1) The identification of target business categories that would add economic vibrancy and contribute to Sunnyvale’s quality of life, and 2) analyzing and providing guidance for the development of three high priority focus areas.

➤ Phase 1: Direction Setting

Task 1: Site Visit

The Stantec project manager will travel to Sunnyvale early in the process to tour the town and gain a deeper understanding of the physical and economic context, including business districts and natural, cultural and other assets that make Sunnyvale attractive for residents and businesses.

Task 2: Visioning Session

During the site visit, we will facilitate an initial visioning session with the Town Council, the 4B Board, and City staff to gain insight into how Sunnyvale’s economic leaders view current economic conditions and opportunities.

➤ Phase 2: Research & Analysis

Phase 2 is focused on building a foundation of information and insight that shapes our thinking about Sunnyvale’s economy and economic opportunities. It will utilize and benefit from the survey and interview data that has come out of the Town’s comprehensive plan process.

Task 3: Economic Development Strengths, Weaknesses, Opportunities, and Threats (SWOT)

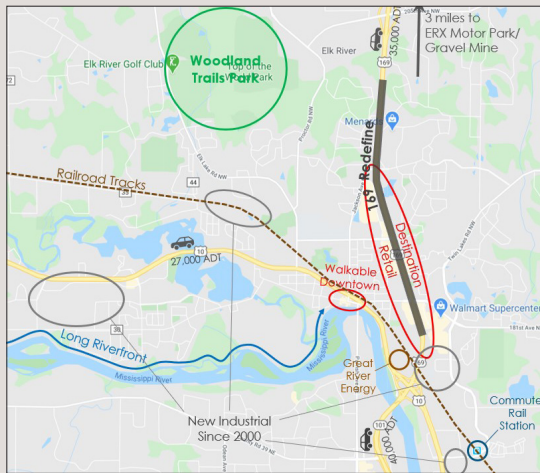
A SWOT analysis is both a topical and mapping exercise. We will identify the SWOT elements that define Sunnyvale’s economic landscape today,

including analyzing key sectors, workforce trends, infrastructure assets, business climate, and regional dynamics.

To deepen this analysis, we will also incorporate a mapping component—visualizing economic activity, land use patterns, development potential, and areas of strategic importance. This spatial layer will help us understand how economic conditions vary across the town and where targeted interventions may be most effective.

By integrating both qualitative and geographic perspectives, this SWOT analysis will provide a comprehensive foundation for strategic planning and help prioritize actions that align with Sunnyvale’s long-term economic goals.

Elk River Economic Context Map



By integrating both qualitative and geographic perspectives, this SWOT analysis will provide a comprehensive foundation for strategic planning and help prioritize actions that align with Savage's long-term economic goals.

Task 4: Baseline Assessment of Demographic and Economic Data

We will analyze Sunnyvale's demographic and economic conditions and trends, utilizing an efficient coding methodology that queries relevant datasets through direct connections to federal data portals. We'll put Sunnyvale population and economic information in context by illustrating them alongside the corresponding information from a set of peer cities and the DFW region.

Task 5: Market Trends

To assess the development market, we'll produce a market snapshot in each of the sectors (housing, retail, office, industrial, hospitality), and map recent development patterns in and around the Sunnyvale area.

Task 6: Business Sector Analysis

Stantec will conduct industrial sector analysis, using methods such as location quotients and shift share analysis to identify emerging sectoral strengths.

ENGAGEMENT

Qualitative research will supplement the tasks above, providing additional insights and nuances. This will be in the form of three to five stakeholder interviews or focus groups, which would include conversations with the existing property owners.

DELIVERABLES

Phase 2 findings will be captured as the first section of a draft Economic Development Strategic Plan document in slide-doc format.



Phase 3: Economic Development Strategies

Phase 3 is focused on building a menu of economic development strategies that can be pursued in the coming five to ten years.

Task 7: Target Industries

Economic analysis and input from local stakeholders will support the identification of a set of target industries and businesses that are suited to the industrial parks and business districts in Sunnyvale.

Task 8: Business Retention and Attraction

We will assess any existing programs and activities that support entrepreneurship and existing businesses, and attract new businesses to Sunnyvale, and with staff and stakeholder input propose strategies for adding new elements or making existing efforts more effective.

Task 9: Other Economic Development Strategies

In the course of the work to date, we believe that additional economic development focus areas (e.g. infrastructure strategies, placemaking or tourism strategies, etc) will emerge as promising and worthy of additional topic-specific research and benchmarking. These will be explored through a combination of best practices literature, peer city research, and/or structured interviews with topic area experts.

Task 10: Peer City Benchmarking

Peer city research provides a wealth of information related to both common and innovative economic development programs and strategies, and the effective use of economic development resources. In this task, we'll identify three peer cities that are seen as having entrepreneurial and well executed economic development programs. We'll conduct structured interviews with economic staff of the peer cities or their EDAs, asking about their programmatic focus areas, and which activities and programs they feel are most effective and innovative.

Task 11: Development Incentive Recommendations

The site-specific analysis will shed light on the development incentives that may be required to meet City goals on the three focus area sites, and the development incentive programs that are existing in Sunnyvale. Based on that, and, if needed, research on incentive practices in the DFW region, we will recommend modifications to Sunnyvale's existing development incentive programs.

ENGAGEMENT

The tasks in Phase 3 will result in a menu of candidate strategies for broadening the Town's economic development program, and making it more effective in meeting local business needs. Stantec will facilitate a virtual workshop with the Town Council and 4B Board to select and refine a set of priority strategies from this menu of strategies.

DELIVERABLES

Phase 3 strategic recommendations will be summarized and added to the draft Economic Development Strategic Plan document.

> Phase 4: Focus Area Development

Task 12: Site-Specific Market Analysis

Building on previous plans for the site, and drawing from the city-wide market trends research, we will analyze the development market context for a set of development types and subtypes that are of interest for the three identified focus areas.

We will gain additional understanding of the development potential of each of the sites, as well as insights about implementation strategies, by conducting structured interviews with five to eight DFW area developers that span the development types that are under consideration.

Task 13: Development Recommendations and Implementation Strategy

Based on market demand indicators and developer interviews, we will provide updated development guidance for one of the Town's priority focus areas. This will be in the form of a) a narrative description of the recommended development mix for each of the focus areas, b) an illustrative scenario (plan view) of how that development mix might be laid out on the site, and c) recommended implementation strategies (such as public-private partnerships) for achieving development outcomes.

ENGAGEMENT

Stantec will present the focus area findings and recommendations in a virtual meeting with the Town Council and 4B Board.

DELIVERABLES

Findings and recommendations from Phase 4, including updated development concepts, will be added to the draft Economic Development Strategic Plan document.

> Phase 5: Economic Development Strategic Plan

Task 14: Draft and Final Plan

We will write a draft plan, provide you with an opportunity for a thorough review, and revise it on that basis. The plan will be succinct and readable, focused primarily on the goals and strategies that guide your economic development program and initiatives over the coming period. Details relative to many of the project tasks would be placed in the report appendix



Project Schedule

Project Schedule	MONTH	Month 1				Month 2				Month 3				Month 4				Month 5				Month 6			
	PHASE	Direction Setting				Research & Analysis				Economic Development Strategies				Focus Area Development				Deliverables							
PHASE 1: Direction Setting & Engagement																									
Task 1 - Site Visit																									
Task 2 - Visioning Session																									
Town Council, 4B Board Engagement																									
PHASE 2: Research & Analysis																									
Task 3 - SWOT																									
Task 4 - Economics, Demographics																									
Task 5 - Market Trends																									
Task 6 - Business Sector Analysis																									
PHASE 3: Economic Development Strategies																									
Task 7 - Target Industries																									
Task 8 - BR & E																									
Task 9 - Other ED Strategies																									
Task 10 - Peer City Benchmarking																									
Task 11 - Development Incentive Recommendations																									
PHASE 4: Focus Area Development																									
Task 12 - Site-Specific Market Analysis																									
Task 13 - Development Recommendations & Implementation																									
PHASE 5: Document																									
Task 14 - Draft and Final Document																									

Project Budget

We have included the cost breakdown for the proposed services, as summarized in the table.

	Cost
MAJOR TASKS	
Phase 1 - Direction Setting	
Task 1 - Site Visit	\$6,000
Task 2 - Visioning Session	\$2,000
Phase 2 - Research & Analysis	
Task 3 - SWOT	\$3,000
Task 4 - Economics, Demographics	\$3,000
Task 5 - Market Trends	\$4,500
Task 6 - Business Sector Analysis	\$2,000
Phase 3 - Economic Development Strategies	
Task 7 - Target Industries	\$1,000
Task 8 - BR & E	\$1,500
Task 9 - Other ED Strategies	\$3,000
Task 10 - Peer City Benchmarking	\$2,000
Task 11 - Development Incentive Recommendations	\$1,500
Engagement	\$1,000
Phase 4 - Focus Area Development	
Task 12 - Site-Specific Market Analysis	\$5,500
Task 13 - Development Recommendations & Implementation	\$12,000
Engagement	\$1,000
Phase 5 - Document	
Task 14 - Draft and Final Plan	\$6,000
Total	\$55,000



Stantec is a global leader in sustainable architecture, engineering, and environmental consulting. The diverse perspectives of our partners and interested parties drive us to think beyond what's previously been done on critical issues like climate change, digital transformation, and future-proofing our cities and infrastructure. We innovate at the intersection of community, creativity, and client relationships to advance communities everywhere, so that together we can redefine what's possible.

