

Downtown Waverly Waverly, Iowa

Preparing for Construction Technical Assistance Guide

Prepared for:



A service provided with support from
Main Street Iowa



Downtown Professionals Network

Franklin, Tennessee USA

www.downtownpros.com

March 2017

Introduction

Construction and redevelopment projects in traditional downtowns and commercial districts pose menacing challenges to commerce and the community’s way-of-life.

The potential for disruptions and the need for stakeholders to work together are already recognized by many of the players who will be involved in efforts to minimize disruptions to Bremer Avenue commerce. The Main Street Iowa technical assistance team’s visit was designed to bring stakeholders together, to identify potential challenges and opportunities, and to foster increased levels of awareness, communication and cooperation among stakeholders who will play a role in overcoming challenges related to the project.

While there is probably no realistic means of completely avoiding disruptions and inconveniences caused by a major reconstruction and enhancement project, there are ways to mitigate a project’s adverse impacts. In fact, Bremer Avenue and downtown Waverly have unique features and assets in place that suggest it is well positioned to survive – and thrive – during the project’s construction including:

- ▶ A mix of businesses that includes specialty retailers, personal service providers and eating & drinking establishments that are likely to continue generating traffic during construction, and that could tap into the new market represented by the construction crew.
- ▶ Parking conveniently located on side streets and public lots immediately to the rear of businesses in the core downtown area that will continue to be available even as the project progresses through its various phases.
- ▶ Existing communications systems, tools and resources that can be integrated as part of a comprehensive project communications system.
- ▶ Partnerships involving the City and Waverly Chamber of Commerce, and the retention of a Project Ombudsman who will serve as a liaison and go-to source for information and to address business issues and concerns.

The project will also offer new opportunities for Waverly Chamber of Commerce, the City of Waverly, Bremer Avenue businesses and other community partners to work together, to experiment with new projects and events, to involve new partners, and to initiate new management, business assistance and communications systems strategies and tools that could – or should – extend even beyond the construction project’s completion.

This document summarizes best practices, ideas, suggestions and recommendations for Waverly Chamber of Commerce, the City of Waverly, Bremer Avenue area businesses, and community organizations and stakeholders that have an interest in minimizing disruptions and working toward the project’s successful completion.

Downtown Waverly

Waverly, Iowa

Preparing for Construction

Technical Assistance Guide



A Service Provided with Support from Main Street Iowa

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General Project Information

Project Scope and Timeline

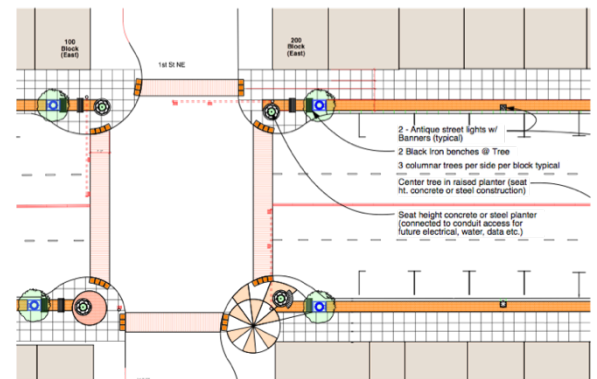
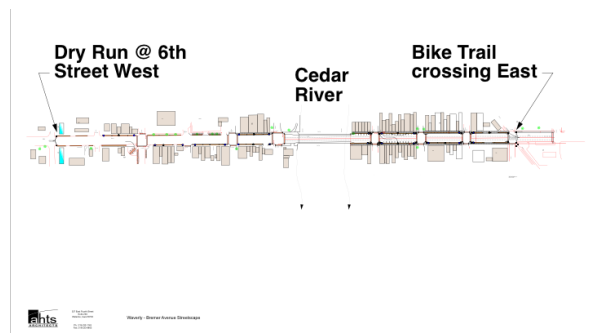
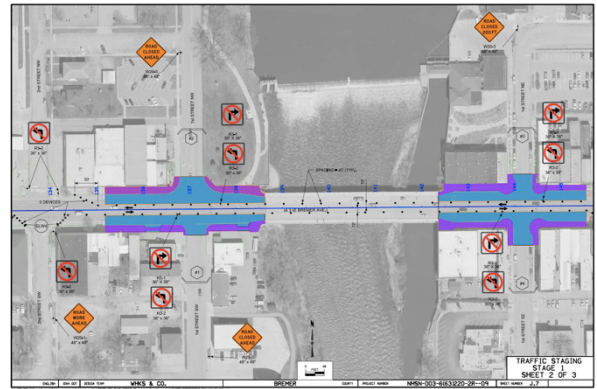
The estimated \$12.5 million project includes:

- Road reconstruction
- Underground utilities reconstruction
- New curb, gutter, and sidewalks
- New lighting, street trees, plantings and furnishings

Preliminary staging plans for reconstruction of the roadway and related infrastructure anticipate 14 stages of construction targeted for completion in late 2018, with streetscape furnishings, plantings and other surface treatments to be installed in 2019.

The Iowa Department of Transportation (IDOT) recently awarded the project contract and the preconstruction conference is scheduled for March 27, 2017, when a more definitive timeline and plans for the project's staging and sequencing should be made available.

It is critical that the City of Waverly, Waverly Chamber of Commerce and other project partners move swiftly to disseminate and broadcast information to stakeholders, businesses and the community as staging plans and schedules for the project are finalized.



Concept Illustrations

Action Agenda

Roundtable discussions, sessions with project stakeholders and a tour of the project area conducted during the site visit provided insight on issues and concerns of downtown Waverly business community members and stakeholders. Key issues, concerns and opportunities expressed by local participants revealed mutual goals and priorities that provide a strong basis for important decision-making processes, and upon which stakeholders from all sectors and walks of life can rally, work together and move forward.

- ▶ Complete a quality project in an efficient, timely fashion.
- ▶ Minimize disruptions to Bremer Avenue businesses and the downtown Waverly way of life.
- ▶ Retain customers and businesses.

Using these mutual goals and priorities as a foundation upon which to build, and recognizing that advanced planning and communication will be key to addressing concerns shared by Waverly business community members and stakeholders, a five-point “Action Agenda” provides a framework for concerted and cooperative efforts addressing:

1. Logistics and Awareness
2. Parking and Access
3. Communications
4. Marketing and Promotion
5. Business and Building Owner Issues

The Action Agenda that follows is offered to build upon research and planning efforts already being undertaken by Waverly Chamber of Commerce, the City of Waverly and project partners.



Working together, the City of Waverly and Waverly Chamber of Commerce, along with community partners and stakeholders, has an opportunity to shape resulting strategies and participate in the resulting Action Agenda’s effective implementation to survive – and thrive – during construction.

Action Agenda

1. Logistics and Awareness

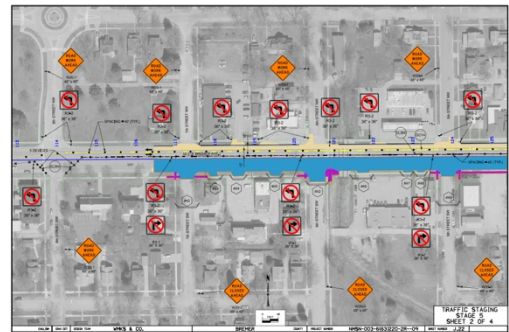
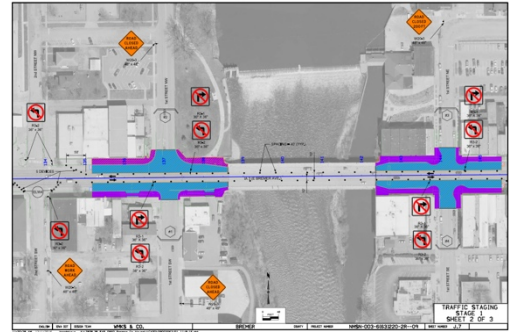
Concerns regarding pedestrian access and the potential for delays inherent of all projects of this magnitude – and a host of other issues that could potentially cause disruptions to Bremer Avenue commerce and the downtown Waverly way of life – may effectively be addressed through advanced planning and project troubleshooting. The project’s bid documents and contract awarded by IDOT will help to set expectations and the means for providing access to downtown businesses. Still, coordination and communication with IDOT and the project contractor throughout the duration of the project will be critical to minimizing disruptions and delays.

Construction Logistics and Awareness Issues:

- ▶ More detailed information regarding the project’s staging and scheduling, along with more definitive plans for traffic control, signage and other logistics, will be forthcoming during and following the preconstruction meeting. Information and plans must be promptly communicated to the business community as decisions are made, and as plans and schedules are finalized.
- ▶ Contract provisions and plans to maintain pedestrian access to downtown businesses will be vital to their livelihood during construction.
- ▶ Special accommodations requiring cooperation among the contractor, businesses and carriers may be required to maintain deliveries to certain downtown businesses.
- ▶ Special attention and cooperation with local law enforcement, schools and other organizations may be required to ensure safety and maintain security in the construction zone.

Proposed Actions:

- ▶ Remain plugged in to all decision-making processes and progress meetings, and share information with the business community.
- ▶ Become familiar with the project contract and work with the project engineer to monitor and provide input, where necessary and appropriate, regarding work methods, scheduling, staging and special provisions. Examples include:
 - Provisions for extended or weekend work days, with the awareness and consideration for residences and lodging facilities in and immediately surrounding the work zone. For example, certain evening or weekend work to demolish and install specific sidewalk sections or to complete water line installations and hook-ups might be encouraged in certain instances to minimize the amount of time a business would be without access or necessary utilities.



Become familiar with the project contract and work with the project engineer to monitor and provide input, where necessary and appropriate, regarding work methods, scheduling, staging and special provisions.

1. Logistics and Awareness

- Possible adjustments to the traffic management plan to maintain vehicular access and traffic on and across key intersections to the maximum extent practicable.
 - Pedestrian access provisions to maintain access to downtown buildings to the maximum extent possible, and that should include prescriptive methods for sidewalk removal and reconstruction that maintain access to businesses.
 - Special accommodations for deliveries to certain businesses, especially those serviced by large haul vehicles from subject streets and having no alternative access. Plans for enabling deliveries to these businesses will likely need to be arranged and coordinated on an individual, one-on-one basis.
 - Requirements for notice of planned utility disruptions, typically requiring that businesses be notified by the contractor at least 48 hours in advance.
- ▶ Once schedules and staging plans are finalized, create a project-branded poster for display at high-traffic locations throughout the community to publicize plans, show available access routes and parking areas, and remind everyone that Bremer Avenue and downtown Waverly are “open for business.”
 - ▶ Communicate information to Bremer Avenue property and business owners as decisions, plans, schedules, changes, etc. are considered and finalized; and throughout the course of the project.
 - ▶ Work with schools, local law enforcement and other organizations to monitor safety, security, traffic patterns and pedestrian routes; and communicate changes in traffic patterns and access as the project progresses through its various phases.



Once schedules and staging plans are finalized, create a project-branded poster for display at high-traffic locations throughout the community to publicize plans, show available access routes and parking areas, and remind everyone that Bremer Avenue and downtown Waverly are “open for business.”

2. Parking and Access

Parking in a downtown business district is almost always a concern – and one that intensifies during construction projects. Parking spaces on streets Bremer Avenue will be temporarily removed during various phases of the project, likely increasing utilization and demand of spaces remaining on surrounding side streets and public parking lots. Project partners, the contractor and downtown business owners must work together to devise and implement a downtown parking management plan which directs downtown customers to the most convenient parking areas, and once they have parked, to direct them as pedestrians to downtown businesses. Such a plan must also consider the parking needs of downtown residents and employees, and project contractor and subcontractor employees.

An inventory of downtown parking areas and spaces should be completed and mapped, and spaces must be managed efficiently to meet the needs of the downtown's many different user groups.

Parking and Access Issues:

- ▶ Bremer Avenue on-street parking will be temporarily removed during different phases of the project. The most convenient parking remaining on side streets and in public lots should be reserved for downtown customers, with residents and employees encouraged to park in alternate or more remote areas that might even be specifically designated for these uses.
- ▶ An effective downtown parking strategy and plan must address the parking needs of the downtown's many users, including customers, residents, visitors and employees.
- ▶ Signage installed for the project should be intended to direct customers to available parking, but should also recognize that motorists become pedestrians the moment they step out of a vehicle. Consideration should be given to both motorist-oriented signage to direct customers and visitors to available parking; and to pedestrian-oriented signage that will facilitate safe pedestrian access from parking areas, to designated pedestrian pathways, to building entrances.

Proposed Actions:

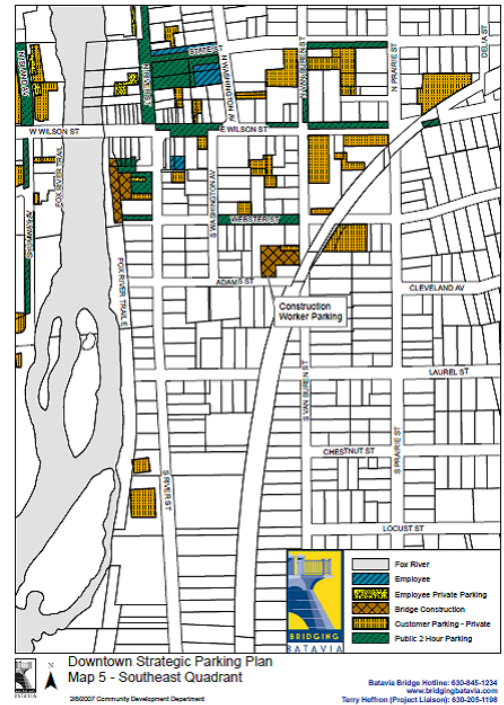
- ▶ Promote "Good Neighbor, Good Business" practices on the part of Bremer Avenue and downtown business owners and employees, as could include an ongoing awareness campaign that promotes "Customer First" parking policies and provisions.
- ▶ Complete an inventory and prepare a map to:
 - Identify parking areas and spaces to be reserved for customer parking, with special consideration for additional handicap accessible spaces that may be needed.



Consideration should be given to pedestrian-oriented signage that will facilitate safe pedestrian access from parking areas, to designated pedestrian pathways, to building entrances.

2. Parking and Access

- Identify suitable parking spaces and/or areas for employee parking. These lots and spaces should be within a reasonable and safe walking distance and, if to be used by employees parking at night, these lots, spaces and access routes should be well lit.
 - Identify private lots and possibilities for shared and/or temporary parking on private or public grounds that might be appropriate for customer, employee and resident parking during the construction period. Where necessary, negotiate agreements with lot owners that will allow for their use, and make any necessary improvements (i.e., re-surfacing, signage, lighting, striping, maintenance, etc.).
 - Identify appropriate areas for contractor and subcontractor parking; and work with IDOT and the project contractor to ensure that construction worker and subcontractor vehicles are parked in designated areas – not in lots and spaces reserved for customers.
- ▶ Create a map clearly identifying parking lots and spaces designated for customer, employee and downtown resident parking. Make personal visits to each downtown business to distribute the map and encourage business owners and managers to participate and even “require” their employees to park in designated employee lots and spaces.
 - ▶ Identify and recommend suitable locations to accommodate the parking and staging needs of the construction contractor. A continuous effort will be required to monitor and enforce contractor parking, especially as subcontractors from various trades come and go throughout the course of the project.
 - ▶ Work with property owners, business owners and the City to further enhance and maintain parking areas, alleyways and alternative pedestrian passageways throughout the course of the construction project. The creation and placement of construction signage to designate parking areas and pedestrian pathways as the project progresses through its various stages and phases of construction will be important.
 - ▶ Work with businesses, the project engineer and contractor to maintain safe access to businesses, with special consideration for the elderly and those with physical challenges who might require special assistance. Carts, wheelchairs or scooters might be rented, loaned and made available for the use of business clients, and volunteers might be sought as on-call attendants or concierges to assist visitors with special needs.
 - ▶ Encourage building and business owners to keep storefront display windows and exterior building lighting illuminated into the evening and nighttime hours to compensate for streetlights removed during the construction period.



Create and distribute a map clearly identifying parking lots and spaces designated for customer, employee and downtown resident parking.

3. Communications System

Coordination and communication are hallmarks of nearly every successful community initiative, and the effectiveness of programs and activities in these areas are almost certain to dictate the level of success experienced in efforts to minimize adverse impacts of the Bremer Avenue reconstruction project. Responsibilities for coordination and communication must be clearly established and followed, and every effort must be made to keep the business community informed as part of an efficient and consistent communications plan.

Construction Coordination and Communication Issues:

- ▶ Business owners and managers need information to make important decisions affecting their businesses during the time leading up to and during the project. In some cases, changes in the project schedule, scope, etc., will require that businesses and/or property owners be notified almost immediately.
- ▶ The project schedule will need to be updated on a frequent and as-needed basis, and impacts on the business community, especially those created by changes in schedule, scope, etc., must continually be assessed and communicated.
- ▶ The recently appointed Project Ombudsman should serve as the primary point of contact to facilitate communications, liaison with businesses, respond to inquiries and concerns, and interface with project engineers and contractors.
- ▶ Area residents must continually be reminded and assured that Bremer Avenue and downtown Waverly remain accessible, safe and fun – and “open for business.”

Proposed Actions:

- ▶ Create news releases that include necessary technical information and start/end dates, but also include information about improvements and progress being made and the fact businesses will remain open during the project – and include a quote from a project leader explaining all the benefits of the project. Include renderings of the project, and use illustrations, diagrams and video clips as part of a social media-driven education component, to help illustrate the benefits and demonstrate to the community what will be accomplished as part of this historic project.
- ▶ Schedule a regular, periodic (i.e., weekly or bi-weekly) “Construction Coffee” involving project officials to meet with and provide updates to Bremer Avenue and downtown business community members as the project progresses through its various phases.



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WHAT TO EXPECT



Include renderings or graphics with news releases to help illustrate the benefits and show the community what will be accomplished as part of this historic project.

3. Communications System

- ▶ Consider organizing a Block Captains network as an extension of the Project Ombudsman. Work with “captains” to ensure a consistent and frequent level of door-to-door and face-to-face visits with downtown business owners as a means of demonstrating the City of Waverly’s and Waverly Chamber of Commerce’s commitment to communications, to periodically check-in on businesses and collect input on any conditions or circumstances that may require attention, and to distribute information on an as needed or even immediate basis.
- ▶ Design and distribute a Frequently Asked Questions (FAQ) flyer or brochure that includes a map of the project area and responses to questions that businesses and residents are most likely to ask. Two versions of the FAQ might be considered, one oriented for businesses and one for residents and visitors. The FAQ(s) should also be updated and maintained in an electronic version, available for viewing and downloading from the project website.
- ▶ Publicize the appointment of the Project Ombudsman and a “hotline” for project information and assistance. The Project Ombudsman should serve as the first call, go-to person for all project-related communications; serve as a liaison between the project’s many stakeholders (i.e., Chamber of Commerce, City of Waverly, IDOT, the project contractor, businesses, etc.); respond to problems that may be encountered by businesses; and, with the project manager/contractor, prepare and distribute project and schedule updates. The hotline number, which might provide a sponsorship opportunity for a local wireless carrier, should be widely published and promoted.
- ▶ Develop a project communications plan and schedule for issuing project updates via media, local cable access, email, website, social media, flyers, text broadcasts, etc. Consider provisions for consistent, weekly updates to be distributed through the local newspaper, radio station and multiple electronic channels.
- ▶ Identify and involve other stakeholders – located both within and outside of the Bremer Avenue corridor and downtown area – that will benefit from being in the “information loop” and/or can help to expand the communications network (i.e., school district, Wartburg College, civic groups, etc.). Schedule time with local clubs and civic organizations to provide brief project updates and promote special events and activities that might be occurring during construction.
- ▶ Develop and maintain special website sections/features, and Facebook page updates and photo galleries, and maintain these vehicles as a source for the latest project information, news, and related events. City and Waverly Chamber of Commerce Facebook pages, in particular, can serve as important communications channels and can also be valuable for marketing. Encourage businesses and other community groups and organizations to promote, link to and share project-related social media posts.

BUSINESS FAQ

FAQ for Businesses

The Frequently Asked Questions (FAQ) for Businesses publication can be a one-sheet flyer or part of a brochure that includes a map of the project area and responses to questions that downtown business owners and employees are most likely to ask. Content examples include:

- What is the Bremer Avenue Reconstruction project?
- When will the project start?
- When will the project be completed?
- Why are we doing this?
- How will customers get to my business?
- Where should downtown employees park?
- What about downtown business deliveries?
- Will there be any disruptions to my daily business (i.e. water, utilities, etc.)?
- Beyond the streets, what other improvements are planned?
- Who is paying for this?
- Where can I find current project updates?
- I have questions – who can I call?



The Project Ombudsman should serve as the first call, go-to person for all project-related communications; serve as a liaison between the project’s many stakeholders; respond to problems that may be encountered by businesses; and, with the project manager/contractor, prepare and distribute project and schedule updates.

4. Marketing and Promotion

Marketing and promotion efforts that introduce new activities or construction-themed events can help to put a positive spin on the project and to remind residents and visitors that Bremer Avenue and Downtown Waverly are “open for business.” An identity or theme for the project should be developed and used consistently to reinforce a positive – and even “fun” – approach to the project. Visuals of improvements being completed as part of the project should also be showcased to promote the end-product. Ultimately, construction-related marketing campaign materials, activities and events will convey a strong, positive message and attract residents and visitors to witness, partake in, and connect with Waverly “history in the making.”

Marketing and Promotion Issues:

- ▶ A special effort will be needed to remind residents and visitors that Bremer Avenue and the downtown are “open for business” during the entire construction period.
- ▶ A special marketing and promotion effort is needed to reinforce the long-term positives of the project and, in the short-term, to put a positive spin on the project.

Proposed Actions:

- ▶ Work to maintain annual events at their traditional locations, or as close to those traditional locations as possible. Communities have a natural tendency to think first about relocating events to sites outside of the construction zone – or even to locations completely removed from the area. As much as possible, maintain annual events at or near their traditional locations as a way of maintaining consistency, portraying a certain sense of “normalcy” in the midst of construction activities, and attracting audiences to observe progress and changes occurring throughout the course of the project’s construction.
- ▶ Develop an identity, brand or theme that will be used as a common element in all construction project-related marketing and promotional materials, activities and events to reinforce a positive message and attitude. For most communities, the theme and associated activities should be event-driven, as opposed to sales or discount-driven.
- ▶ Incorporate the campaign theme in marketing materials, advertising, special promotional products and novelty giveaway items, and encourage businesses and other project partners to adapt the theme and messaging in their own communications, advertising and marketing.



Develop an identity, brand or theme that will be used as a common element in all construction project-related marketing and promotional materials, activities and events to reinforce a positive message and attitude.

4. Marketing and Promotion

- ▶ Incorporate the campaign theme in informational and special wayfinding signage that might be posted at strategic locations, key gateways and community approaches to communicate to motorists that Bremer Avenue and the downtown area are *always* “Open for Business” and to direct pedestrians from parking areas to pathways and walkways providing safe access to downtown businesses.
- ▶ Organize an ongoing, construction theme-oriented marketing, events and publicity campaign, as might include publicity and institutional advertising activities and cooperative advertising campaign activities involving Bremer Avenue and downtown area businesses. Examples and ideas for campaign-related activities and events include:
 - Implement a publicity campaign using news releases, public service announcements, email blasts and other avenues to publicize – and emphasize – that that Bremer Avenue and the downtown are *always* “Open for Business.”
 - Organize and stage construction-themed publicity events, stunts and gimmicks such as a street breaking ceremony, a beach party using sand that will be used for construction, etc.
 - Create a coloring book and novelty hard hats for kids as promotional giveaway items. The coloring book could be produced and distributed in conjunction with a monthly coloring contest with entries displayed in storefront windows.
 - Work with businesses to coordinate and cross-promote special in-store events, construction-themed drinks or entrees, etc.
 - Stage a “Touch-A-Truck” event with trucks, construction equipment, emergency vehicles, etc. for kids to sit in, crawl on and “drive.”
 - Create kids’ viewing and interactive areas, which could include a giant sandbox, sand sculpture exhibits, contests and events, rock collections, “Rock Band” competitions, and unique photo opportunities.
 - Involve area youth and community groups in periodic fundraising events benefitting area non-profit organizations and causes (i.e., “Dust Buster” car wash events, storefront window-washing and decorating activities, etc.).
 - Explore opportunities to partner with a local museums or historic preservation groups to create a special living history & interpretive center display, or a walking interpretive trail with displays in storefront windows, featuring historic downtown photos, past construction projects, and “artifacts” dug up during construction. The exhibit or trail might also be coordinated with local schools to host field trips.



Work to maintain annual events at their traditional locations, or as close to those traditional locations as possible. Communities have a natural tendency to think first about relocating events to sites outside of the construction zone – or even to locations completely removed from the downtown area. As much as possible maintain annual events at or near their traditional locations as a way of maintaining consistency, portraying a certain sense of “normalcy” in the midst of construction activities, and attracting audiences to observe progress and changes occurring throughout the course of the project’s construction.

Action Agenda

5. Building and Business Owners

Building and business owners have a huge stake in the efficient and quality completion of the Bremer Avenue Reconstruction project – and they will also be impacted most significantly. Still, other communities have demonstrated the ability to mitigate adverse impacts and overcome challenges associated with large-scale construction projects through advanced planning, cooperation and teamwork. In fact, the project will provide opportunities for the business community to rally around mutual goals and to work together in new ways that will enhance the district and downtown commerce long after the transformation of downtown is complete.

Building and Business Owner Issues:

- ▶ Efforts may be required to preserve and protect buildings and unique building elements and materials from possible damage (i.e., windows, fixtures, or other features).
- ▶ In spite of the best precautionary measures, buildings are still subject to damage.
- ▶ While sidewalks are removed, seepage into lower areas and the basements of buildings may occur during heavy or prolonged rains.
- ▶ Businesses must take responsibility to get plugged into the project communications system and should actively participate in marketing and public relations efforts which emphasize that Bremer Avenue and the downtown are always “open for business.”
- ▶ Businesses should communicate – frequently and directly – with their clients and customers to “ramp up” to construction, to enhance the reach of the project’s communication’s system, and to alleviate potential client and customer concerns.

Proposed Actions:

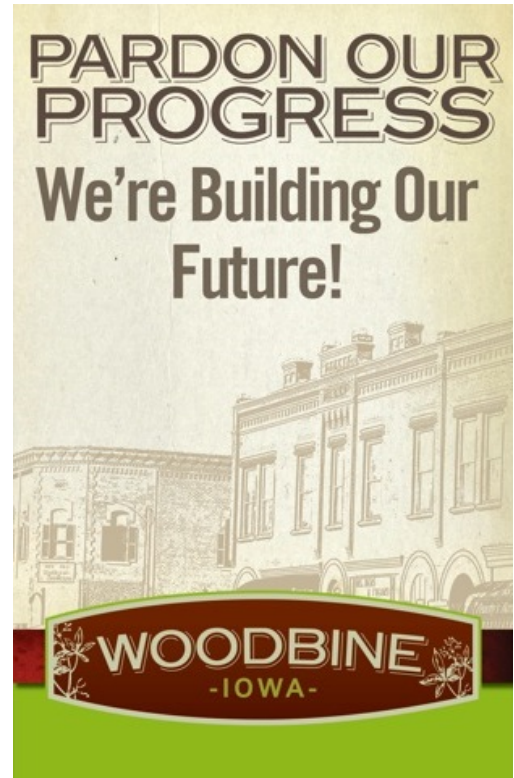
- ▶ Work with building owners, the project engineer and the contractor to identify unique building elements that may require special measures of protection in advance of the project.
- ▶ Offer suggestions and assistance to building and business owners, where appropriate, to cover, remove or otherwise protect unique building elements and features that could potentially be damaged during construction.
- ▶ Continue discussions with building owners regarding water service upgrade options and encourage upgrades, where appropriate, to enhance the potential for the future adaptive reuse of structures in the downtown area.



Work with building owners and the contractor to identify unique building elements that may require special measures of protection in advance of the project.

5. Building and Business Owners

- ▶ Encourage building owners, in advance of construction, to:
 - Review property insurance policies and coverage with insurance carriers to ensure proper protections are in place even in a worst-case scenario.
 - Perform an inspection of their basements and sublevels to identify possible needs for tuck-pointing or other foundation work.
 - Elevate or move any stock or equipment off the floors of building areas that may be susceptible to seepage during the construction project.
 - Photograph and/or video buildings – interior and exterior – just prior to the commencement of construction so that a record of pre-construction conditions is established.
- ▶ Make a list of small business technical assistance and business counseling resources that might be available through area university extension offices, small business development centers, Main Street Iowa, etc. available to downtown businesses
- ▶ Make a special, concerted “push” to encourage downtown business proprietors to attend and participate in ongoing business assistance, support and networking opportunities, such as the proposed “Construction Coffee” meetings.
- ▶ Encourage businesses to explore opportunities, and to work together, to create and promote cross-marketing opportunities which leverage traffic generated by key businesses that will continue to draw patrons, regardless of the construction. Certain convenience, personal care and service-oriented businesses, such as destination retailers, financial institutions and personal services providers, tend to have a loyal clientele that will largely be unaffected by construction.



Businesses must take responsibility to get plugged into the project communications system and should actively participate in downtown marketing and public relations efforts which emphasize that the downtown is always “open for business.”

Conclusion

Even the very best planning and attention to detail will not completely eliminate the chances of encountering unexpected problems and delays. Weather, for example, is always a factor. Utility disruptions and outages could occur unexpectedly, and given the extensive amount of work to be completed on infrastructure that could date back fifty years or more, surprises could inevitably pop up along the way.

The efforts of project partners and stakeholders will undoubtedly prove beneficial in efforts to overcome challenges identified in advance of the project, as well as those revolving around unexpected “surprises” that could pop up throughout the course of construction.

As Waverly Chamber of Commerce, the City of Waverly and other project partners and stakeholders move forward, they should remain mindful of these core principles:

- ▶ **Don't Wait:** A great deal of planning and community involvement has marked the evolution of the Bremer Avenue Reconstruction project. Still, there is much work to be done and, with the project's groundbreaking likely just weeks away, the time is now to plan, prepare and act.
- ▶ **Get Involved, Stay Involved:** Provide opportunities for business persons, stakeholders and residents to get involved, and challenge them to “step up” and be part of a historic project which will set the tone for decades to come.
- ▶ **Priorities and Mutual Goals:** Hold fast to the fact it is in everyone's best interest to complete a quality project within a timeframe that recognizes the needs of all stakeholders.
- ▶ **Plan Your Work, Work Your Plan:** Be pro-active, anticipate challenges, devise a plan, and work the plan.
- ▶ **Remember, It's an Improvement and Investment:** Focus on the end-product and seize on the rare opportunity to create a quality project and “look” that will help to define Waverly and its downtown for 20, 30, 40 or more years into the future.

Working together, Waverly community partners have a rare opportunity to transform Bremer Avenue and its historic downtown, to author a new chapter in the community's storied history, and to usher in a new era of progress. To that end, the Bremer Avenue Reconstruction project can serve to mark this generation's contribution to Waverly's proud heritage and promising future.



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