

PROPOSAL FOR  
RFP#2016-CDS  
ELBERT COUNTY COMPREHENSIVE PLAN

JULY 28, 2016



**WILSON  
& COMPANY**

**DESIGNWORKSHOP**  
1390 LAWRENCE, SUITE 100  
DENVER, CO 80204  
303.623.5186





HISTORIC RURAL CHARACTER OF LINCOLN SCHOOLHOUSE | Elbert County, CO

**Design Workshop, Inc.**

Landscape Architecture  
Planning  
Urban Design

July 28, 2016

Kyle Fenner  
Director, Community and Development Services  
Elbert County, Colorado  
PO Box 7 / 215 Comanche Street  
Kiowa, Colorado 80117

Dear Ms. Fenner + Selection Committee:

1390 Lawrence  
Suite 100  
Denver, CO 80204  
303.623.5186

designworkshop.com

The Design Workshop team is very pleased to submit this response to your request for proposals for the creation of a new Elbert County Comprehensive Plan (formerly Master Plan). This planning effort represents an extraordinary opportunity for the County, stakeholders and community to come together to develop a cohesive view and strategy for growth and evolution over the next 15 years. The timing of this process is fortunate for the County as recent growth pressures and other land use changes are beginning to significantly influence your economy, communities, and overall rural character that currently dominates the area. Our team will work with you and your staff, along with a range of citizens and stakeholders, to develop a cohesive vision for Elbert County that will also help direct future decisions in a meaningful and organized fashion.

**A Team with Deep Local, Regional, and National Experience**

Over the last few decades, our team has worked in a number of counties and communities in the Denver and Colorado Springs metro regions, as well as across the Midwest and Western United States, which face similar small town and urban/rural interface issues. We have successfully leveraged public input to develop actionable and successful plans that are well supported and include recommendations that can be implemented successfully.

We have worked extensively in both the public and private sectors, and this experience helps us craft recommendations that serve the interests of everyone in a community. The tensions that arise between growth pressures, rural character, and economic development are factors facing Western communities that we understand well. We know that Elbert County is at a critical point and a very well-conceived comprehensive planning process will help develop a clear strategy for change in order to handle population pressures, land use changes, economic development and support rural values.

Design Workshop is also currently leading the Elbert County Open Space Vision Plan. This effort has helped us established a deep understanding of existing conditions, communities, policies and engagement techniques that work successfully throughout the area. We have already developed a detailed GIS dataset that can be quickly built upon and expanded for the Comprehensive Plan process.

**Design Workshop**

As **Principal-in-Charge**, I will offer you decades of experience overcoming challenges in planning for similar communities including a number of locations in Colorado and across the U.S. I have listened to the needs and desires of residents in rural places across the Rocky Mountains, Midwest, and South and will bring this perspective to the solutions we create for Elbert County.

Our **Project Manager, Kristofer Johnson** is also the lead planner on the Elbert County Open Space Vision Plan. Kristofer has many times worked closely with governments, organizations and community groups to facilitate planning efforts and oversee document creation for a wide range of projects.

**Britt Palmberg** is a planner with a background in business. Along with his planning role, he prepares economic development and market studies for many of our clients, and will work with others in our office to analyze the demographic and economic information that will inform the Elbert County comprehensive planning effort.

**Wilson Engineering**

**Wilson Engineering** of Denver has worked with a variety of municipalities along the Front Range and in the West to analyze various infrastructure issues, including water delivery, sewer operations. Wilson will analyze existing infrastructure and offer long-term solutions as these needs grow over time in Elbert County.

**Felsburg, Holt and Ullevig**

**Felsburg, Holt and Ullevig (FHU)** of Colorado Springs and Denver has worked closely with municipal and county governments around the state to assess transportation planning issues, particularly multi-modal opportunities and solutions. FHU will assist in analyzing existing and potential future transportation systems in Elbert County and how transportation improvements can help the County and your communities achieve your desired future.

We find the most successful comprehensive plans are developed through the active participation of the full spectrum of community members and stakeholders. This belief underlies our approach to the completion of the Elbert County Comprehensive Plan. We also believe plans containing concise directions and metrics that can be used in implementing the community's goals are the documents that elected officials, staff, and the public consistently rely on to guide their decisions. We produce action-oriented plans that are richly illustrated through a combination of graphics, maps, and text. Comprehensive Plans that are more visually compelling and user-friendly can even serve as a marketing and branding vehicle for the community to help drive economic investment.

We are very excited to continue working with you and the citizens of Elbert County to help define the future of your homes, businesses, and landscape. Elbert County defines what many think of when they visualize "the West." Broad open spaces, distant mountain views, quaint small towns, and a rural lifestyle that is rooted in the place. We sincerely thank you for the opportunity to submit this proposal for your review. If you have any questions or comments, please feel free to contact me or Kristofer at 303-623-5186. We look forward to hearing from you.

Best regards,



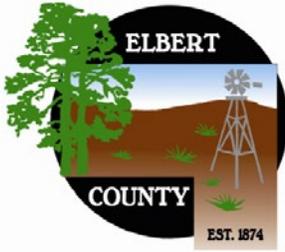
Kurt Culbertson, FAICP, FASLA, PLA  
Chairman, Principal + Partner

[kculbertson@designworkshop.com](mailto:kculbertson@designworkshop.com)



Kristofer Johnson, AICP, PLA  
Associate

[kjohnson@designworkshop.com](mailto:kjohnson@designworkshop.com)



# COUNTY OF ELBERT

215 Comanche Street  
P.O. Box 7  
Kiowa, Colorado 80117

Robert Rowland, Commissioner District 1  
Kelly Dore, Commissioner District 2  
Larry Ross, Commissioner District 3

## REQUEST FOR PROPOSAL

NO. 2016-CDS

**REWRITE & REDEVELOPMENT OF ELBERT COUNTY COMPREHENSIVE PLAN (FORMERLY MASTER PLAN)**

**YOUR PROPOSAL IS TO BE RECEIVED NO LATER THAN  
3:00 PM, July 28, 2016**

**OPENING WILL TAKE PLACE ON  
July 28, 2016 @ 4:30 PM IN THE ELBERT COUNTY COMMISSIONER'S HEARING ROOM  
LOCATED AT 215 COMANCHE STREET, TOP LEVEL**

### CERTIFICATION FROM PROPOSING ENTITY

We offer to furnish to Elbert County the materials, supplies, products and/or services requested in accordance with the specifications and subject to the terms and conditions of the purchase(s) described herein:

**BIDDER:** DESIGN WORKSHOP

**ADDRESS:** 1390 LAWRENCE ST, SUITE 100

**CITY:** DENVER **STATE:** CO **ZIP:** 80204

**TELEPHONE NUMBER:** 303.623.5186 **FAX NUMBER:** 303.623.2260

**EMAIL:** kculbertson@designworkshop.com

**BY:** KURT CULBERTSON

(Printed or Typed Name)

(Written Signature)

**TAXPAYER I.D. NUMBER:** 84-081-9969

**Signature constitutes acceptance of all terms and conditions listed on this form and all documents attached.**

Please submit five (5) copies of your proposal in a sealed envelope(s) that is/are clearly marked "ELBERT COUNTY COMPREHENSIVE PLAN" **PLUS a complete digitized, signed version on a CD or thumb drive**. Mail or hand-deliver all proposals to Elbert County Government, Community & Development Services (CDS) Department, 215 Comanche Street – PO Box 7, Kiowa, Colorado 80117, prior to the proposal opening date and time. Electronic mail and/or faxed bid responses will not be accepted. It is the sole responsibility of the bidder to see that their proposal is received on time. Proposals will not be considered which are received after the time stated, and any proposals so received will be returned unopened. If closure of Elbert County buildings occurs on the day of a bid opening, proposals must then be delivered to the CDS Department on the following business day before 12 noon.

Elbert County reserves the right to reject any or all proposals, or accept any proposals presented which meet or exceed the specifications which are deemed to be in the best interest of Elbert County, and will not necessarily be bound to accept the low bid. The County also reserves the right to waive formalities or informalities contained in said bid, and to negotiate any optional items with the successful bidder.

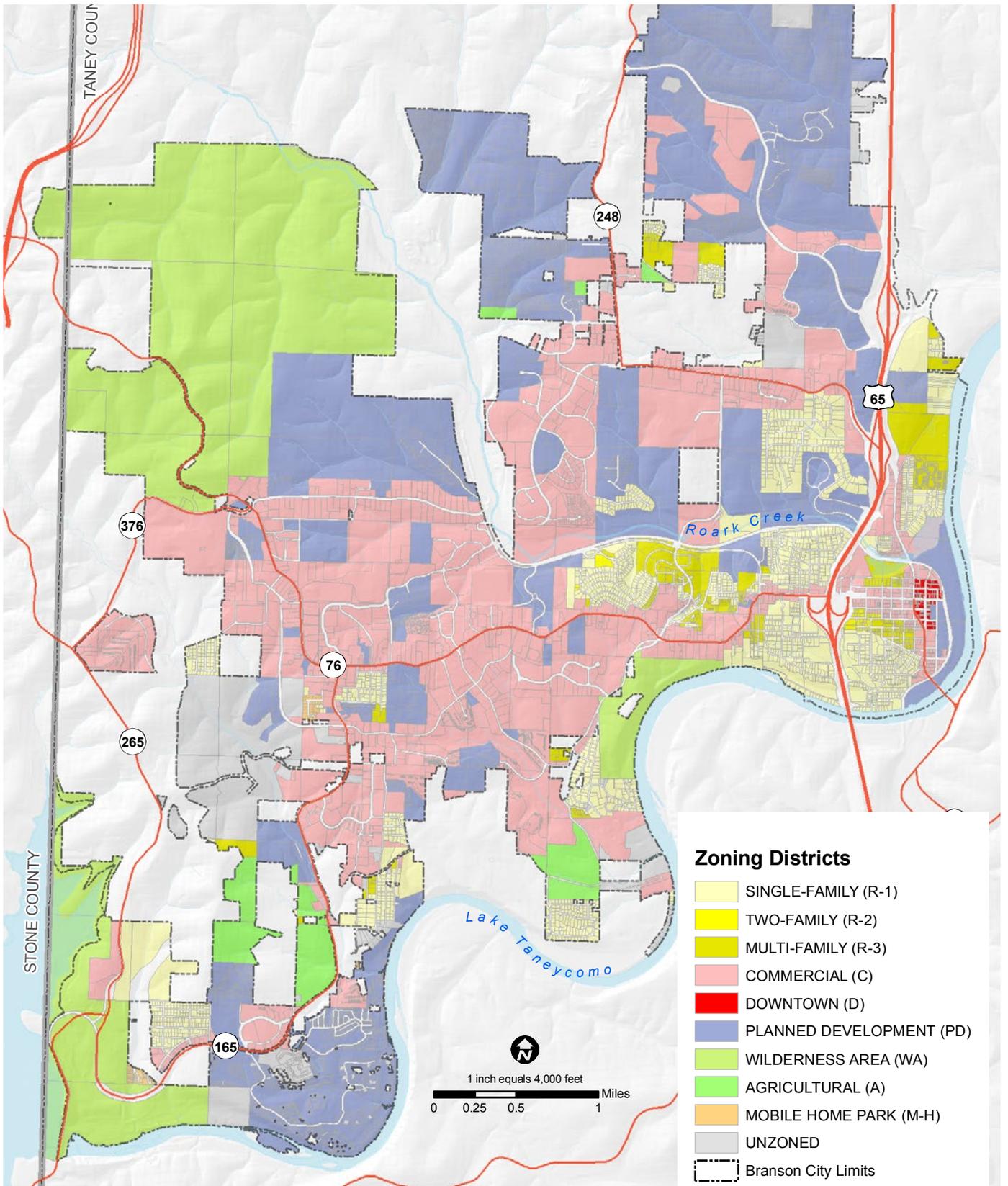


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EXISTING MAIN STREET CHARACTER | Elbert County, CO



BRANSON COMPREHENSIVE PLAN UPDATE LAND USE PLAN | Branson, MO

# PROJECT UNDERSTANDING + APPROACH

# PROJECT UNDERSTANDING + APPROACH

The Design Workshop team has effective experience engaging communities to understand their values and goals and crafting policies and strategies to help achieve their desired outcomes. For the Elbert County Comprehensive Plan, the five following elements are vital to success and will be at the foundation of our team's approach.

- Understand the culture, lifestyles, environment, and people in Elbert County in order to deliver the most effective community outreach process. Design Workshop has already initiated this process through our efforts on the Open Space Vision Plan. This deep understanding, combined with our proven methods, will help create recommendations that will match the expectations of the County and gain acceptance from the public and elected officials. The Comprehensive Plan must be accessible to citizens and answer "what's in it for them" so they are empowered to play a role in achieving the vision.
- Reach out to community members and organizations using multiple, innovative methods and tools to engage a broad audience in the decision making process. The work must create opportunities for community bonding. Our team has already communicated with several local and regional stakeholders during the Open Space Vision Plan including representatives from Kiowa, Elizabeth, Peaceful Valley Scout Ranch, Colorado Cattlemen's Association, Colorado Parks and Wildlife, and Colorado Open Lands.
- Engage those individuals and organizations that will have a leadership role in shaping the future of Elbert County – for example, staff and elected leaders from the County, Kiowa, Elizabeth, Simla, and the local business community.
- Empower citizens to become advocates for the vision plan they are creating, to ensure that its implementation is responsive to their hard work. Most critically, we will tailor the recommendations in the Comprehensive Plan to address real world challenges felt by citizens and the outcomes desired by the community, not the planning consultant.
- Carefully design the layout of the Comprehensive Plan document, and the implementation tools and strategies recommended, to ensure that it does not simply sit on a shelf. Now, more than ever, citizens must know that the decisions made in the planning process will lead to strategic action and investment.

## UNDERSTANDING THE CONTEXT

Elbert County is at a critical moment in its history to preserve and enhance the rural way of life enjoyed by both long-time residents and those that have recently moved in. Finding a balance between open working

lands, scenic views, economic vitality, job creation, and community identity is the challenge facing the County as it re-evaluates the previous Master Plan from 1996 and establishes a vision for the next 15-20 years. Some of the forces at play include:

- The Denver and Colorado Springs metro areas are booming. Castle Rock is a mere 20 minutes away and has grown exponentially in the last 10 years. Such rapid growth has already begun to push into Elbert County where sprawling large-lot residential developments are affecting the rural character once found throughout the region.
- Residential land uses in the unincorporated portions of the County and heavy truck traffic from energy development outside the County are creating undue pressures on public roads, infrastructure, and emergency services without contributing enough revenue through property taxes or other commercial activities.
- The age demographics of Elbert County are fairly balanced and consistent with metro Denver and northern Colorado in general. About 32% of households have children under the age of eighteen and approximately 21% of the population is sixty-five and older. These demographics are likely to change as more families and commuters move into the County and the baby-boom generation continues to age and reach retirement. These shifts will impact how the plan identifies current and future needs and trends.
- Elbert County is rich in culture and history. Homesteaded farms and ranches passed down through generations, Native American cultural sites, and the origins of the Sand Creek Massacre are just a few of the unique aspects inherent in this wide open land. This rich culture must be reflected in the overall community vision and goals.
- The expanse of the open prairie found throughout the County yields incredible scenic views the Front Range, all the way from Pikes Peak to Longs Peak. Whereas the slowly rolling topography is punctuated by north-south riparian stream valley bottoms and Ponderosa pine forested ridges. This landscape defines Colorado and needs to be carefully considered when planning areas for development to minimize visual impacts and maintain rural character.
- Public open space, trails, and recreation corridors are virtually non-existent which creates both a challenge and an opportunity. With outdoor recreation as priority for many communities and Coloradoans, new investment in public trail connectivity and open lands has the potential to draw people in from outside the County. This may have impacts on traffic or cause other concerns, yet also could serve as a boon to the local economy through tourist visits and spending. Striking the

right balance for Elbert County residents will be of critical importance as we move through the Comprehensive Plan process.

- Quality public engagement is often difficult to achieve in large, rural areas. We have been working in rural and mountain communities for decades and our public engagement and community plan model will provide a refreshing and promising approach.

## PLANNING TO ENHANCE COMMUNITY IDENTITY

The Design Workshop Team will combine our proven abilities to focus positive energy with our understanding of context (above) to help you to enhance community identity and shape the future. We will work with you to:

- **Outline how to unite the community** going forward over the next few decades. The population of the County, and state as a whole, has diversified over the years and the future Comprehensive Plan must help to unify the community behind a common set of goals.
- **Identify how the county should grow** over the next few decades, focusing on topics including land use and development. We must encourage economic viability and commercial interests to better support the County tax base and also strive for complementary solutions that maintain existing rural character.
- **Balance infrastructure and service expectations with revenue potential** as the County grows. The effort must focus on services, infrastructure, and amenities that will be important in making the identified vision for the County a reality and be properly maintained and managed over the long term
- **Explore the role of parks, open space, and key community gathering places** in achieving the vision for Elbert County. The future holds great promise in this area to connect with larger regional trail networks and natural areas. However, we must be mindful of how public facilities are funded, designed, built, and ultimately maintained.

## PUBLIC ENGAGEMENT AND COMMUNITY PLAN MODEL

We know from our experience the importance of listening, gaining an understanding of your County's vision, and helping everyone come to consensus on the future direction of your community. Citizens need to feel that their fingerprints can be found in the resulting plan. From an administrative standpoint, the Comprehensive Plan needs to have sufficient buy-

in so that community leaders feel confident that the conclusions from the process will be supported and implemented.

A "one size fits all" approach will not work. The following information includes an outline of the approach and activities we would recommend for the Elbert County Comprehensive Plan. The list of steps represents a complete scope of work and our suggested approach. We will review the scope of services with you and can offer modifications if the proposed budget exceeds your expectations.

Factors that we will focus on as we work with you to design the public engagement process include:

**Respond to the need to engage all segments of the community.** A thriving community allows for communications that are open, sincere, and available to all segments of the population.

**Understand what prevents citizens from participating in this type of conversation, and design around those barriers.** Whether it is a lack of time, a belief that their opinion doesn't matter, mobility issues, a belief that public meetings are 'boring', or other factors that in any way may inhibit individuals from participating, we will design engagement strategies to mitigate these challenges. The size and rural nature of this area is likely our biggest challenge. In addition to web-based outreach, we propose to hold public meetings at each phase in multiple locations to hopefully connect with residents that live outside of the County's communities.

**Ensure informed input.** The public input process will first provide information to help the community understand the existing challenges and opportunities that Elbert County faces, as well as understand the trade-offs necessary to achieve a balanced plan.

**Respect the time that citizens and community leaders have to devote.** We have experience in obtaining high quality community input in a variety of creative ways that minimize time commitments.

**Foster transparency that allows citizens to see how their input leads to a new community vision and the plans supporting that vision.** We design an engagement process so that the information obtained in one step of the process directly and demonstrably informs the next steps.



TAHOE CITY VISION PLAN | Tahoe City, CA

# TEAM QUALIFICATIONS

# THE TEAM | DESIGN WORKSHOP

Design Workshop is a landscape architecture, land planning, urban design and strategic services firm. We have been providing these services for almost four decades to developers, property owners, government agencies and other clients engaged in improvements to the land. In our years of practice we have evolved a proprietary approach and distinct culture.



Design Workshop is a firm born in the pursuit of ideas. While college classmates, founders Don Ensing and Joe Porter resolved to someday start their own landscape architecture firm. The opportunity came in 1969 when both assumed teaching positions in North Carolina. Early on they were invited to assist private sector clients, often engaging colleagues and students in a collaborative process they labeled “design workshops.” These early assignments were the chance to marry the idealism of academia with development realities and to begin a small professional practice. A few years later Don and Joe relocated the fledgling firm to Aspen and quickly earned a reputation for solving the complex problems found in fragile ecosystems and development challenges of the western landscape.

Over the last 45 years we have had the opportunity to expand the breadth and sophistication of our firm. Our experience ranges from master plans for counties, planned communities, urban centers and resorts, to detailed design for public parks, residences and roadways. We have continuously honed the collaborative dynamics of the workshops and the pursuit of the ideas and ideals that result in the best solutions for every assignment. This approach remains the hallmark of our firm.

## LEGACY DEFINED

The firm is committed to creating special places that meet today’s needs, and are sustainable environments for all time. To do so we practice a methodology called DW Legacy Design®. This proprietary process seeks to imbue every project with the perfect balance between environmental sensitivity, community connections, artistic beauty and economic viability. Projects that achieve this harmony are enduring places that make a difference for clients, society and the well-being of the planet and leave a legacy for future generations.

## OUR ORGANIZATION

Our company structure reflects what we’ve found to be the best way to deliver our services. We are large enough to afford exceptional talent and the substantial technological and management resources to accommodate the largest of projects with the flexibility to work with the most intimately scaled assignments.

## ABOUT PROCESS

Planning and landscape architectural design are linear processes that build on logic and real conditions. Both inside and out we are committed to the “design workshop” model. Our approach is iterative, engaging all significant constituencies – our clients as well as public agencies, concerned citizens and special interests. We’ve perfected our communications skills to assure success in public acceptance and approvals. Delivering the highest quality is built into the structure of the firm as well as the way we deliver our work. Design Workshop has a defined quality process outlined in our Project Delivery System (PDS) that insure that a quality plan is developed for each project. Quality standards, training and specific resources are developed by our Director of Quality Delivery and are monitored by representatives in each office.

## BEING RECOGNIZED

One measure of our effectiveness is recognition by the industries we serve and from our peers. We have received scores of awards for our design and planning accomplishment from organizations including the Urban Land Institute, the Congress of New Urbanism, the American Society of Landscape Architects and the American Planning Association. ASLA honored Design Workshop with the 2008 Landscape Architecture Firm of the Year Award. We are also dedicated to giving back to our communities. We have established the DW Foundation, which donates time and materials to select community projects. Our people also contribute significantly to teaching, professional associations and other professional activities.

## LOCATION

Design Workshop, Inc.  
1390 Lawrence,  
Suite 100  
Denver, CO 80204  
303.623.5186  
designworkshop.com

## YEARS IN BUSINESS

46

## INCORPORATION

Design Workshop is a fully incorporated company.

## TOTAL STAFF

102

## OFFICES

Asheville  
Aspen  
Austin  
Chicago  
Denver  
Dubai  
Houston  
Lake Tahoe  
Los Angeles  
Shanghai

## OUR SERVICES

Our range of services is comprehensive, embracing all of the key disciplines necessary for our planning and design assignments. We also offer capabilities in areas of specialization that provide expanded ease and value for our clientele.

Landscape Architecture

Strategic Services

Community Planning

Development Strategies

Urban Design

Graphic Communication + Design

Planning Management

LEED Compliance

## LEGACY DESIGN

In the course of human history, the environmental design process has produced a limited number of works that have stood the test of time. These are recognized for bringing together elements of environmental sensitivity, economic viability, and community values in a manner that raises the executed work to the level of art. Their very existence forms part of the legacy upon which modern civilization is built. Such projects represent the noblest strivings of our profession.

As design professionals, we recognize that our careers are limited in duration. In each year of professional practice, there is a finite number of hours that may be devoted to professional pursuits and many demands upon our time. If we are to achieve the greatest of which we are capable, we must be selective and focus this limited time and energy upon those projects that have the greatest opportunity to yield results of enduring value to society.

Design Workshop is devoted to pursuing, designing, and executing projects that will leave a legacy for future generations, by merging environmental, economic, community, and artistic concerns through a holistic approach to design. To create projects that find success on all four levels is no small undertaking. But it is an endeavor worthy of the individuals who have come together to form Design Workshop.

## ENVIRONMENT

Each project will seek to reduce water and energy consumption, to minimize degradation of air quality, to encourage the use of recycled materials in construction and the recycling of materials during operations. Each project will seek to minimize light and noise pollution and encourage the creation of wildlife habitat through the use of native plant materials.

## ECONOMICS

We believe projects that are socially and environmentally responsive are, in the long term, the most economically successful. We seek to create designs that are economically vibrant and address issues of inter-generational equity and social, racial, and gender equality through a variety of mechanisms.

## COMMUNITY

These projects do not merely “do no harm” but instead contribute to the quality of life of the people who use them and who are affected by them. They will be regenerative in that they will seek to repair damage to the community fabric where it exists and to lift up the lives of those who are influenced by these works.

## ART

Our work will always strive to advance the fields of planning and landscape architecture by searching for new solutions while at the same time producing works that are not merely provocative or sensational, but timeless. Timeless works provide meaning and enjoyment for passing generations and endure the shifting winds of fashion.



AVON COMPREHENSIVE PLAN AND TOWN CENTER WEST REDEVELOPMENT PLAN | Avon, CO

# COMMUNITY ENGAGEMENT

Many businesses, organizations and agencies conduct well orchestrated public meetings or open houses including significant facilitation support only to attract small crowds, often with many of the same participants showing up from meeting to meeting. Today, citizens are using social media or other digital technologies for communication and information exchange and expect to participate using technology. Many municipalities have utilized social media sites such as Facebook and Twitter to drive increased project awareness and, in many cases, to solicit increased levels of public comment and discourse.

In order to more seamlessly and efficiently encourage community participation, we utilize Turning Technologies' keypad polling response system and software at in-person meetings with clients and community stakeholders. We also use online collaboration software suites like Qualtrics to design community outreach strategies for public projects.

Regardless of the technology used, our understanding of community involvement techniques stems from years of design and land use planning charrettes, workshops, meetings, digital media, social outreach and program surveys. We take community involvement very seriously on all projects by offering the following four important benefits to our clients:

1. We ensure all stakeholders have a voice in the public conversation by identifying the geographic, demographic, and interest groups that make up the fabric of the community.
2. We provide clear and timely communication to all interested citizens by understanding outreach issues and design approaches that meet the community's needs.
3. We ensure that public involvement is truly meaningful to the community by understanding and focusing on the key issues it faces.
4. We create implementable actions by carefully navigating the community to a consensus position.

Our trained facilitators utilize a number of facilitation techniques:

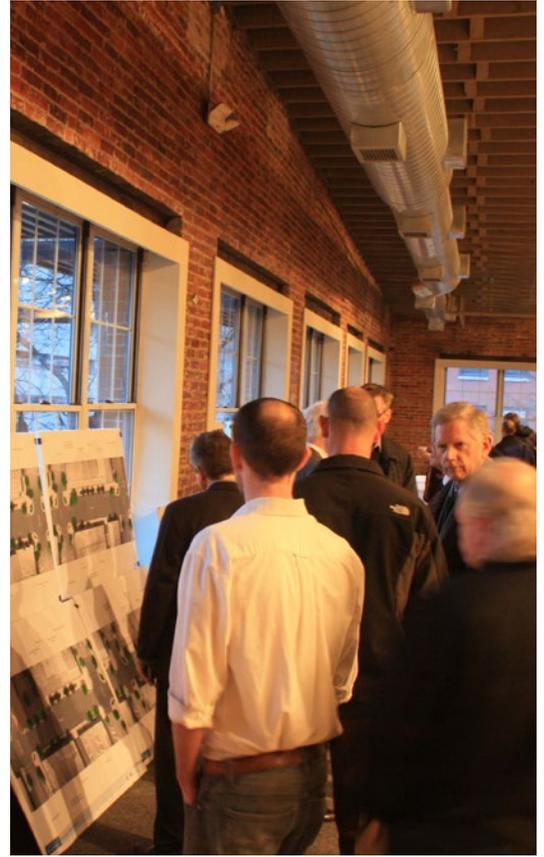
- Keypad Polling
- Preference Exercises
- Opportunity Mapping
- Chip Game/Program Mapping
- Kinetic Mapping
- SWOT Analysis
- Comment Cards
- Visual Preference Surveys

When effectively and creatively implemented, a combination of outreach tools can encourage stakeholders to get involved and help clients and project teams reach out to groups that may traditionally not be involved in planning conversations.

Our graphic design team has experience producing flyers, posters, mailings, and newspaper ads. Our team is experienced in creating media packets for projects which provide information for a variety of media outlets including what the project is, where the site is located, who is involved in the project, why the project is being completed, when and how people can get involved or provide feedback. In addition, our team has experience creating websites and integrating social media tools, podcasts, widgets and text message blasts.



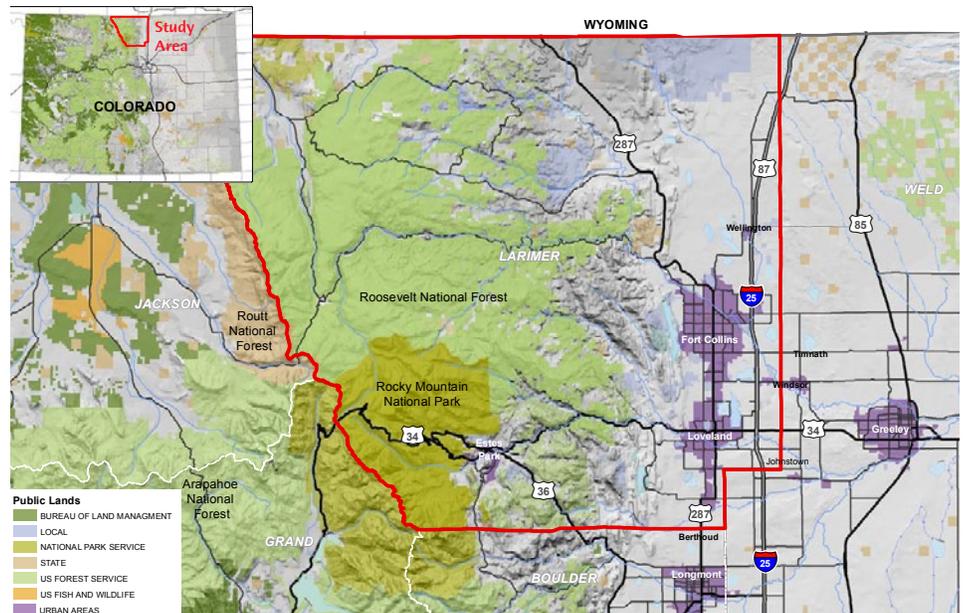
PUBLIC OUTREACH MEETING



PROJECT CHARRETTE

## INVENTORY + DATA COLLECTION | GIS

Design Workshop has extensive experience with GIS mapping. We have access to state of the art GPS and GIS technologies. Recently, we provided database and map services to Larimer County, Adams County and Douglas County Open Space departments. We utilize our mapping capabilities to provide a true picture of existing conditions and providing our clients with a visual resource and data analysis tool to develop goals and priorities for comprehensive planning.



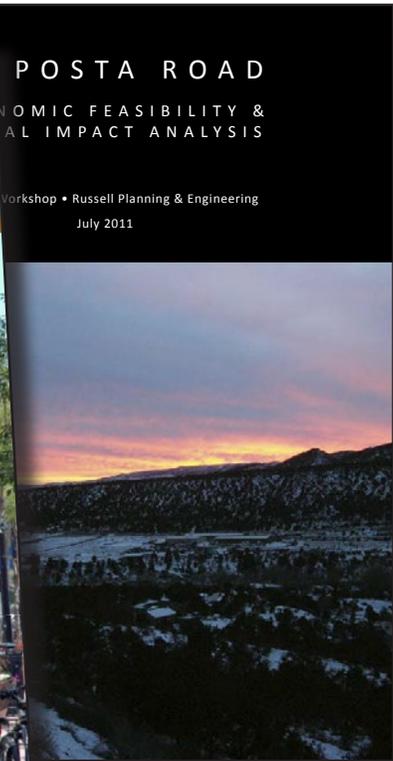
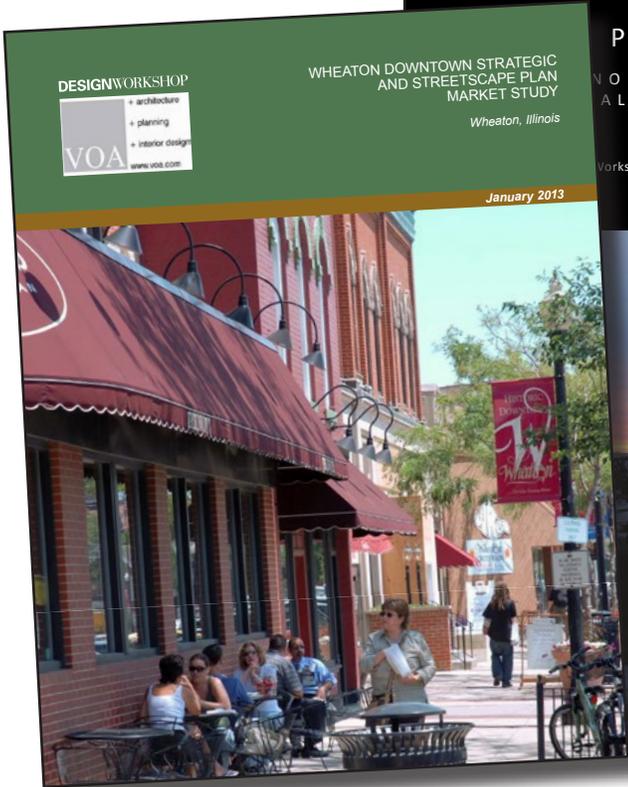
GIS was a critical component of Larimer County's Plug into Nature project and many other Design Workshop efforts.

# MARKET & ECONOMIC SERVICES

As a full-service planning and design firm serving a variety of public and private sector organizations over the last 45 years, Design Workshop has developed in-house market and economic analysis services (known as Development Services). Our professionals providing Development Services hold graduate degrees in Business and Real Estate and regularly work as part of design and planning teams within the firm. They bring a distinct economics based perspective to our planning teams and ensure that the realities of the market and development inform our plans and recommendations to clients. The team regularly completes market studies and economic analyses as part of DW's larger planning efforts or separately for individual clients. We have found that the integration of market investigation and economic analyses with planning results in a more responsibly executed project and significant savings of time and resources for our clients.

Our expertise includes market analysis, financial feasibility, development strategy, fiscal analysis, market positioning and development management. We have regularly performed demographic and economic analysis as part of Comprehensive Plans. These analyses examine the existing demographic and economic conditions of particular communities and also forecast future growth, based upon information gathered from the client, as well as local and state demographic agencies. Our economic analysis work helps comprehensive plan teams consider options for future land use plans, transportation plans and potential road, transit, or utilities expansions, and strategies for economic development and growth. We have authored the economic development chapters of numerous comprehensive plan documents and made presentations on a regular basis at community meetings concerning economics and demographics and how these factors affect preliminary and final plans for communities. We draw from our experience in completing market studies and feasibility studies for private and public clients in completing this work as part of community planning efforts.

- Community and political analysis
- Community governance
- Development strategies and programming
- Public Facilitation
- Feasibility studies
- Financial analysis
- Financial modeling
- Economic impact analysis
- Fiscal impact analysis
- Guidelines for sustainability
- Job and housing studies
- Market analysis
- Market research
- Market and sales strategy
- Master development planning
- Phasing and disposition strategy
- Project management
- Retail, office, residential, business park, light industrial, and mixed-use market research
- Retail development strategy
- Tourism master planning
- Zoning strategy and approvals



HISTORICAL & PROJECTED DEMOGRAPHICS BY CITY							
		1990 Census	2000 Census	Change (1990 - 2000)	2010 Census	Change (2000 - 2010)	Total Change 2008 - 2040 (MARC)
							30,763
Kansas City (Jackson County portion)	Population						19,114
	Households						67,035
	Employment						27,354
Independence	Population	112,374	113,288	101%	116,830	103%	12,383
	Households	45,358	47,390	104%	48,742	103%	14,094
	Employment				33,195		1,187
Raytown	Population	30,171	30,388	101%	29,526	97%	583
	Households	12,482	12,855	103%	12,104	94%	903
	Employment				9,755		40,636
Lee's Summit *	Population	47,161	70,700	150%	91,364	129%	19,843
	Households	17,870	26,417	148%	34,429	130%	19,529
	Employment				31,516		144
Lake Tapawingo	Population	649	843	130%	730	87%	53
	Households	261	350	134%	342	98%	0
	Employment				73		21,383
Blue Springs	Population	40,745	48,080	118%	52,575	109%	9,000
	Households	13,781	17,286	125%	19,522	113%	5,753
	Employment				14,477		3,920
Grain Valley	Population	2,132	5,160	242%	12,854	249%	1,535
	Households	731	1,921	263%	4,566	238%	4,364
	Employment				2,211		

\* 2008 - 2040 projection for Lee's Summit includes Jackson County portion only.  
Sources: ESRI, Mid America Regional Council

## THE TEAM | WILSON & COMPANY

Founded in 1932, Wilson & Company is an engineering, architecture, surveying, mapping, environmental, and planning firm employing staff throughout 16 offices in 10 states. Our staff of more than 400 professionals includes civil, mechanical, electrical and structural engineers; architects; planners; biologists; surveyors; mappers; GIS specialists; construction managers; and inspectors. We provide services to federal and municipal governments, public transportation agencies, railroad companies, industrial and commercial corporations, private developers, institutional, primary and secondary education, and energy companies. The cornerstone of our success is Higher Relationships, standards in Discipline, Intensity, Collaboration, Shared Ownership, and Solutions.



Wilson & Company is a leading civil and transportation planning and engineering firm with Colorado offices in Denver and Colorado Springs. We will be supporting Design Workshop's planning team in the areas of infrastructure, transportation, and general planning services. Wilson & Company has worked on several projects led by Design Workshop including Thornton Community Center Master Plan, Thornton Health District Master Plan, Triangle Office Building, Denargo Market GDP, Sun Valley Master Plan, and Greeley Sports Park.

### OUR SERVICES

Engineering  
Architecture  
Surveying Mapping  
Environmental Services  
Planning

### OFFICES

Denver  
1675 Broadway, #200  
Denver, CO 80202

Colorado Springs  
Anchorage, AK  
Phoenix, AZ

Orange County, CA  
San Bernardino, CA  
San Diego, CA  
Salina, KS  
Covington, LA  
Minnetonka, MN  
Kansas City, MO  
Omaha, NE

Albuquerque, NM  
Las Cruces, NM  
Rio Rancho, NM  
Norman, OK  
Corpus Christi, TX  
Fort Worth, TX  
Houston, TX  
South Jordan, UT

## THE TEAM | FELSBURG HOLT & ULLEVIG

Felsburg Holt & Ullevig (FHU) is a transportation consulting firm specializing in transportation planning, civil engineering design, traffic engineering, environmental services, and energy services. Our philosophy is to provide high quality professional services that emphasize creative, cost-effective, and environmentally sensitive solutions. Our strength comes from a group of Principals with many years of technical and management experience who are actively involved in projects to assure the highest level of client satisfaction. We are committed to conceiving the best project outcome for clients and their communities alike.



Since 1984, FHU has maintained a highly qualified professional and technical staff, which has grown to a current team of 125 professionals, including multi-modal transportation planners, traffic engineers, civil design engineers, structural engineers, environmental analysts, construction management specialists, GIS specialists, technicians, and graphic designers. Our award-winning staff includes more than 45 Professional Engineers registered in Colorado and several other states. Felsburg Holt & Ullevig has offices in Centennial and Colorado Springs, Colorado as well as Omaha and Lincoln, Nebraska, allowing us to serve clients throughout the Rocky Mountain region and the Midwest. Our professional services encompass the spectrum of transportation and related civil engineering design. In addition to the technical and analytical skills necessary for successful project completion, we also provide supplementary support services essential for project implementation, including community participation, public presentation, and public agency coordination services.

Multi-modal transportation planning has been a core service throughout FHU's 30 year history. The firm has completed multi-modal transportation plans for dozens of communities throughout Colorado and neighboring states, ranging from planning regions, counties and large cities to small suburban, rural and resort communities. In addition, FHU has completed a host of mode-specific plans for a variety of clients, including bicycle, pedestrian, transit, roadway, congestion management and travel demand management plans.

### OUR SERVICES

Transportation Planning  
Traffic Engineering  
Environmental Services  
Civil Engineering Design  
Construction Management  
Energy Services

### OFFICES

Centennial  
6300 S Syracuse Way  
Suite 600  
Centennial, CO 80111

Colorado Springs, CO  
Omaha, NE  
Lincoln, NE

# PROJECT EXAMPLES

## ELBERT COUNTY OPEN SPACE VISION PLAN

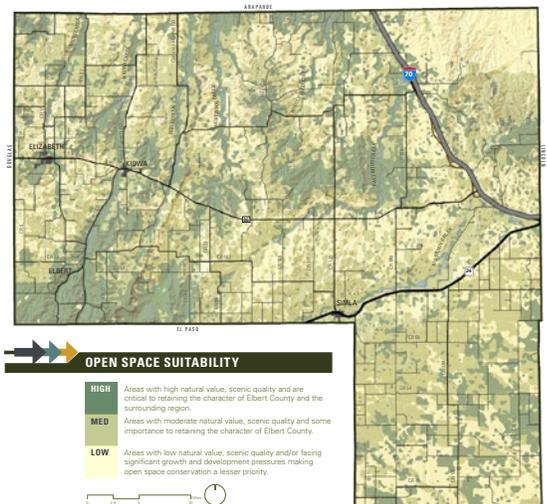
ELBERT COUNTY, COLORADO | DESIGN WORKSHOP



Elbert County represents the quintessential Western landscape with distant views of the Front Range and expansive working agricultural lands. While agriculture and ranching have historically been the backbone of the local landscape and economy, there is change coming. The Denver and Colorado Springs metro areas are booming and commuters are moving in. Renewable energy development is growing statewide and several wind turbines have been built on the eastern plains of the County. Conversely, active recreation has become a high priority for many Coloradans making access to trails and open natural areas increasingly important.

Design Workshop was engaged by a collaboration between Elbert County and the Douglas Land Conservancy to assess the current state of the land and develop an outlook for the future of open space in the region. The team addressed key variables that have the potential to physically change the landscape while identifying areas that retain the desired rural character and culture.

The land analysis clearly revealed important open space locations that were then investigated further. An assessment of these priority open space areas through the lens of Working Lands, Wildlife & Habitat, Scenic Resources, and Recreation, yielded a set of policy goals tailored to each specific location throughout the County. The resulting Open Space Vision Plan will inform the Comprehensive Plan update process and serve as a resource for private landowners to evaluate a range of options available to protect the character of their lands for future generations.



### CLIENT

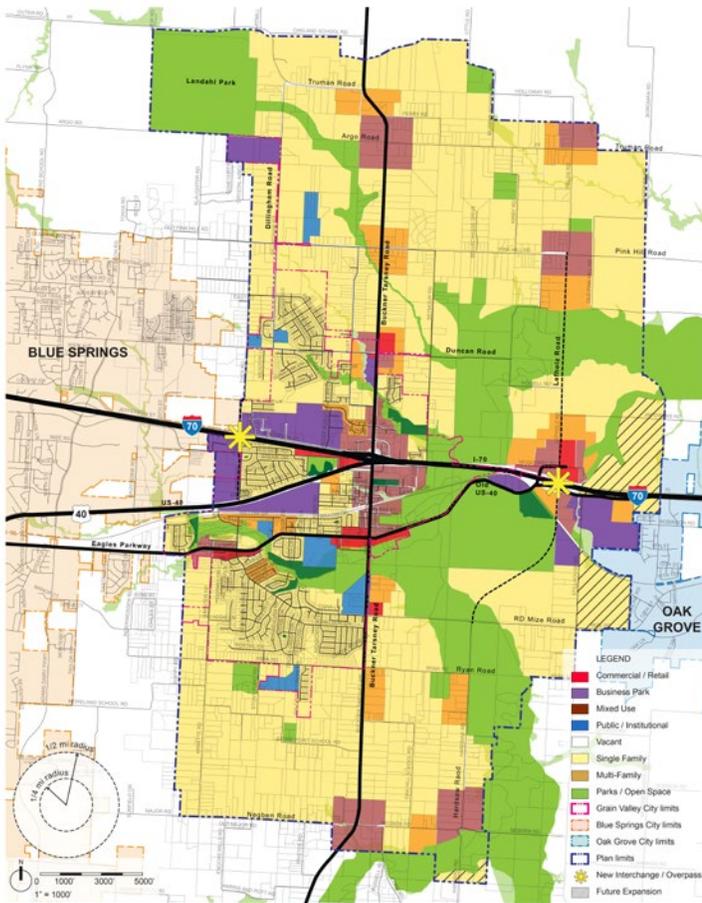
Elbert County  
Douglas Land Conservancy

### SERVICES PROVIDED

GIS + Land Analysis, Open Space Policy Planning,  
Public Facilitation

# GRAIN VALLEY COMPREHENSIVE PLAN UPDATE

GRAIN VALLEY, MISSOURI | DESIGN WORKSHOP



Design Workshop led a multi-disciplinary team to complete an update of the comprehensive plan for Grain Valley, Missouri, a community of 12,000 residents located on the eastern edge of the Kansas City metropolitan area. Grain Valley has grown considerably over the last two decades, and the comprehensive plan outlines future land use maps, a future transportation plan, and a plan for future parks and open space amenities, in order to help guide the town's growth over the next two decades. The planning process involved a series of three public open house meetings that involved a series of innovative public outreach tools Design Workshop has used extensively over the last several years, including keypad polling, online surveys, and visual preference exercises. A steering committee of local leaders, including business owners, school district representatives, and elected leaders, worked with Design Workshop to guide the comprehensive plan process.

The team also completed a series of two alternatives for Concept Plans for the Downtown area. The existing downtown of the community is fairly small, but its location within a half mile of Interstate 70 presents significant opportunities for growth and benefit for the city. The concept plans outlined ideas for the conversion of city owned lands near I-70 into a new "Main Street" district including a mixture of retail, office, and residential land uses. The plans have the potential to create a new extension of the small town Downtown district that would benefit from good visibility from one of the busiest interstates in the Midwest. The team reviewed the plans with the community and stakeholders, and the City and economic development officials are using the plans to help attract developer interest in the downtown and surrounding areas for the future.

## CLIENT

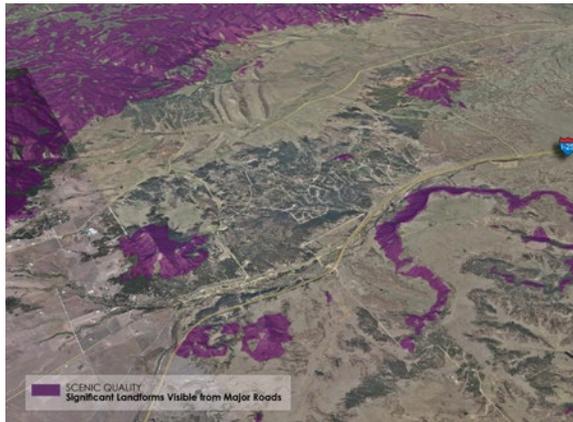
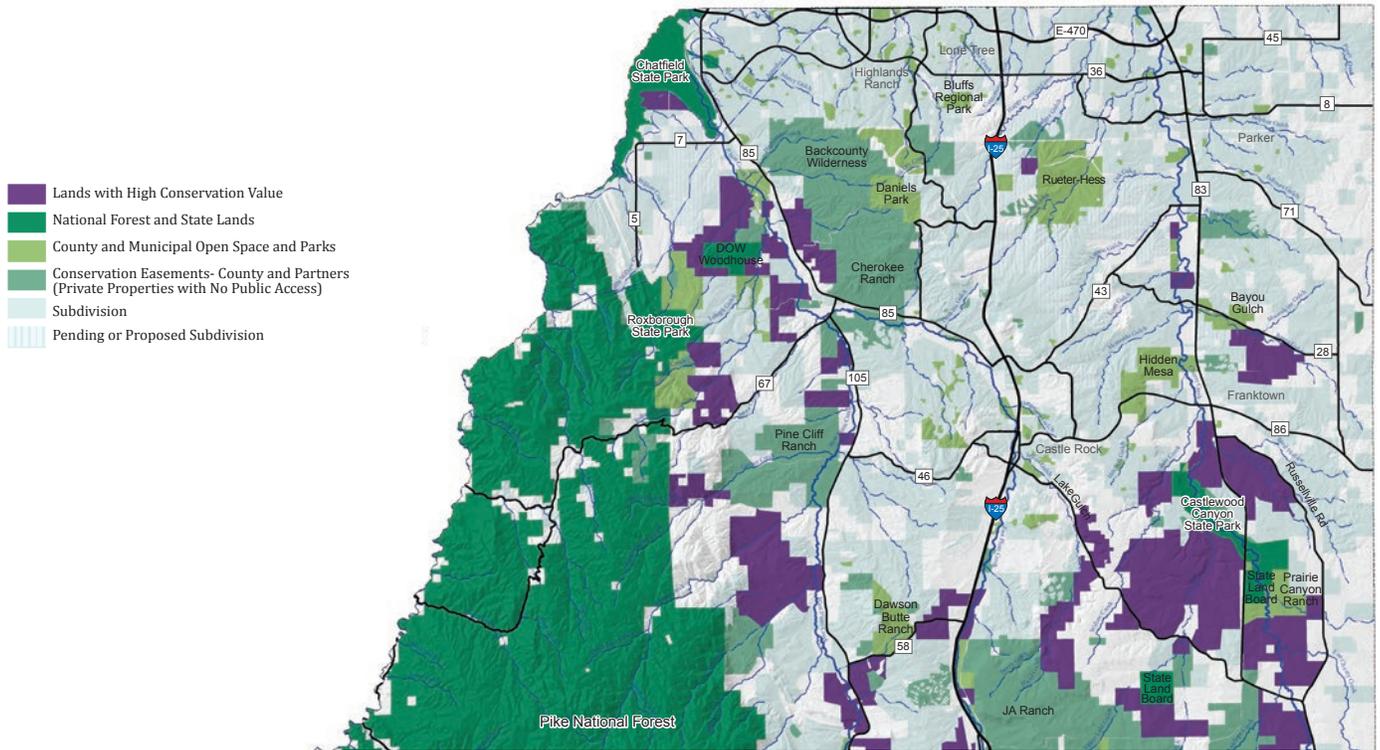
City of Grain Valley

## SERVICES PROVIDED

- Urban Planning
- Urban Design
- Economic Analysis
- Public Facilitation

# DOUGLAS COUNTY OPEN SPACE PRIORITIES PLAN

DOUGLAS COUNTY, COLORADO | DESIGN WORKSHOP



Design Workshop was contracted by Douglas County, Great Outdoors Colorado and The Conservation Fund to create a new vision, identify and prioritize critical open space land parcels along with a framework for accomplishing the plan goals. This effort is targeted at maintaining the existing rural character of the county in the face of extreme growth pressures while also meeting the desires of citizens for recreation and enjoyment of nature. Design Workshop performed a detailed analysis of the entire county to understand the landscape from several environmental perspectives including visual resources, wildlife corridors, headwaters and watersheds, land cover, cultural resources, recreation opportunity and intact habitat. Furthermore, parcel sizes, accessibility, ownership, historic and predicted development patterns, and proposed infrastructure and utility extensions have been integrated with the environmental analysis to derive which parcels are under the greatest threat of development.

In addition to creating a GIS database of these mapped features, the evaluation is informed by weighted public values, derived from County-wide citizen surveys and also a series of focus group stakeholder meetings, meetings with the County Land Trust, Open Space Board, and County Commissioners. The result is an informed and comprehensive vision for the County. The vision and recommendations have informed decision making beyond open space acquisitions- initiating new preservation partnerships, provided justification for land use and development decisions, and improved citizen satisfaction.

## CLIENT

Douglas County Parks + Open Space

## SERVICES PROVIDED

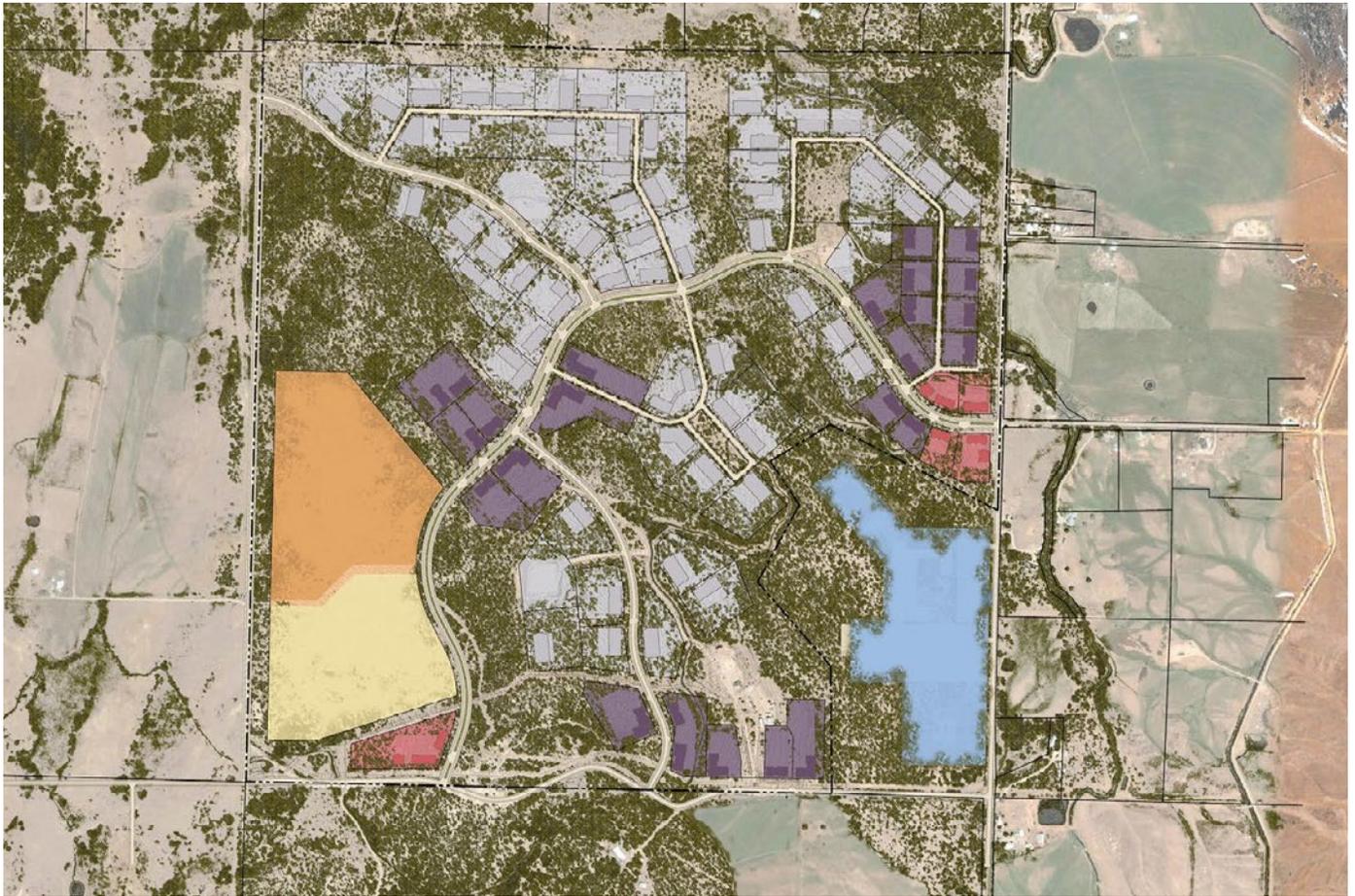
Parks, Open Space + Trails Planning, GIS Analysis  
Public Facilitation

2011 COLORADO AMERICAN PLANNING  
ASSOCIATION EXCELLENCE AWARD

2011 COLORADO AMERICAN SOCIETY OF  
LANDSCAPE ARCHITECTS MERIT AWARD

# LA PLATA COUNTY FEASIBILITY ANALYSIS + CONCEPTUAL LAND USE STUDY

LA PLATA COUNTY, COLORADO | DESIGN WORKSHOP



Design Workshop brought a team of local and national consultants including wildlife and cultural resource experts, a civil engineer, transportation planners, public financing specialists, and the largest industrial developer in the county together with our in-house planners and market analysts to study the feasibility of developing a 500-acre parcel of land owned by the State Land Board.

La Plata County had teamed up with the Land Board to see if the county's mission to provide more jobs in a diversified economy for the residents of their jurisdiction could be aligned with the land Board's mission of providing recurring revenue in perpetuity to the Schools Trust, benefiting all the school children of Colorado.

By balancing the cost to develop the land, the need for affordable industrial land, and the interest of the community to keep the county a beautiful place to live, Design Workshop and its consultants will guide the county and the land owner to a mutually beneficial outcome. To ensure a transparent and inclusive process, Design Workshop organized and ran three public meetings and built and managed a public information website.

## CLIENT

La Plata County

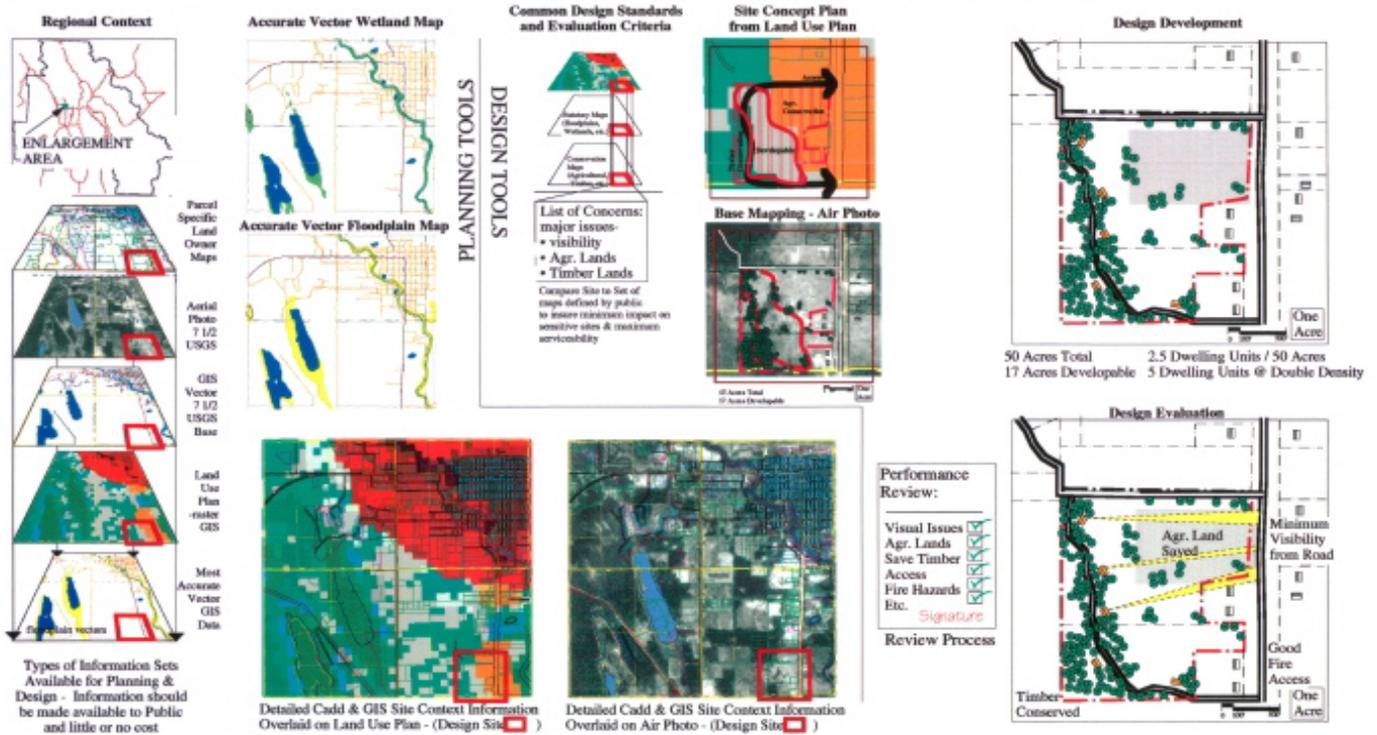
## SERVICES PROVIDED

Urban Planning, Urban Design, Economic Analysis, Public Facilitation

# FLATHEAD COUNTY MASTER PLAN

FLATHEAD COUNTY, MONTANA | DESIGN WORKSHOP

## IMPLEMENTATION TOOLS FOR PLANNING & DESIGN



In 1993, Flathead County was the hottest real estate market in the country. The area was playing host to more than two million visitors a year and the second home market was booming. Growth was happening so rapidly that it outstripped the resources of county government and made the 15-year-old master plan ineffective. Flathead County's population runs the gamut socioeconomically, including the very liberal and the very conservative, the extremely wealthy and the working class, staunch environmentalists and equally passionate supporters of the timber industry. This wildly divergent population could not agree on how to proceed. Flathead needed to invent its own decision-making process and its own kind of plan - one that would embrace broad citizen involvement. The Cooperative Planning Coalition, a private citizen's action group, hired Design Workshop to help.

As the first known privately funded and sponsored public planning process, as well as one of the largest master planning efforts ever undertaken in the United States, Flathead involved thousands of residents. The goals were to streamline local land-use approval processes, protect natural resources and the Valley's rural character, and plan public facilities and services in a cost efficient and proactive way.

The Design Workshop team acted as strategists, facilitators and coordinators, helping residents craft the larger vision, while managing specific concerns of separate areas and constituencies. The team met with 165 service organizations and hosted 80 public meetings, as well as hosting a television show and radio call-ins. It was estimated that one in five Flathead residents ultimately participated in some way in the plan. With a survey of 33,000 residents, Design Workshop used Geographic Information Systems (GIS), then in its early stages, to create inventory maps showing where development would have the greatest impacts on resources like agriculture, timber, floodplains and wetlands. A performance-based process resulted from this intensive planning exercise.

### CLIENT

Flathead County

### SERVICES PROVIDED

GIS + Land Analysis, Public Facilitation, Master Planning

# COLORADO SPRINGS PARKS, RECREATION, OPEN SPACE & TRAILS MASTER PLAN

COLORADO SPRINGS, COLORADO | DESIGN WORKSHOP



The City of Colorado Spring’s declining sales tax revenue has created challenges in providing services expected by citizens to enjoy the beauty of this city surrounded by National Parks and scenic mountain views. The Parks, Recreation and Cultural Services department experienced a severe spending cut within a two year period from \$19.6 million to \$3.1 million, making national headlines about parks, recreation centers, streetlight, and museum shutdowns. Flood, fire, and drought in recent years have also created challenges for the parks department. A master plan was needed to address the many issues that had arisen from these trends, and also create a vision reflecting anticipated demographic changes and population increases.

Design Workshop was selected to prepare a new Master Plan that would provide insight into citizen values for parks, trails, open space, recreation, and cultural service and chart a course of action for the next 10 years. A robust stakeholder and public engagement process was designed to be broad and inclusive, capturing the various perspectives of a population nearing half a million residents. Citizen contributions to the plan were solicited through the following engagement methods: Technical Team Meetings, Roundtable Focus Groups, Task Force Meetings, Community Workshops and Presentations, Statistically Valid Mail Survey, User Group Online Survey and Plan Adoption Hearings.

The Master Plan includes recommendations for improvements and expansion of the current system including capturing tourism opportunities, budget revisions, funding source options, department restructuring, capital improvement evaluation, and recreation program provision. In September 2014, the City Council unanimously approved the visionary plan for the city’s parks, open spaces and trails.

## CLIENT

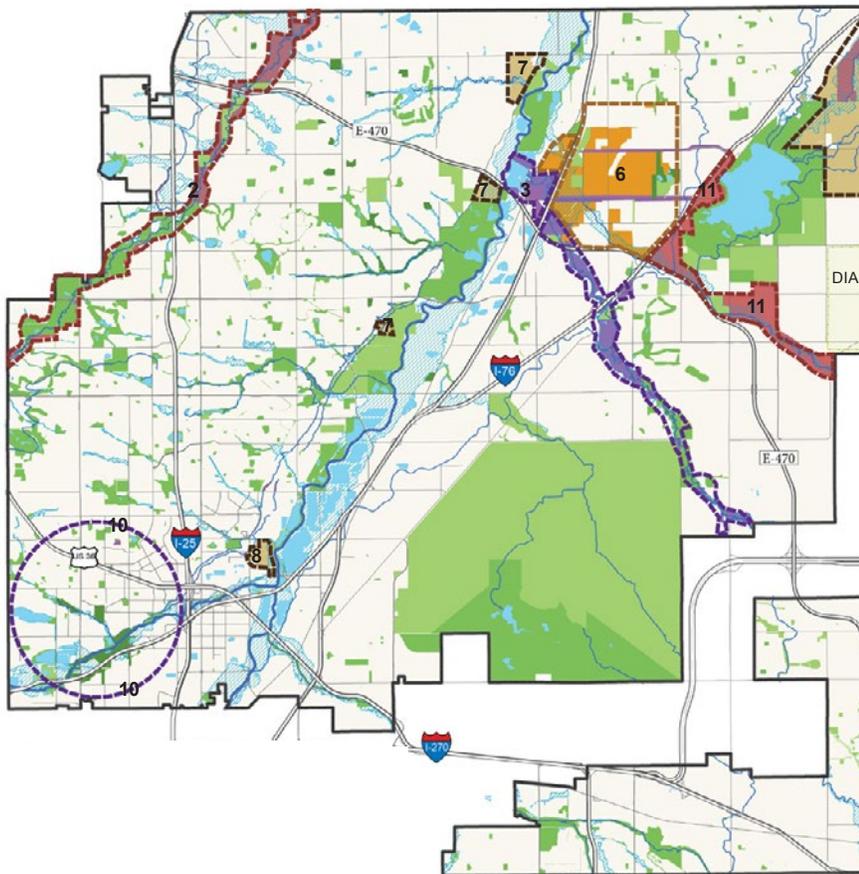
City of Colorado Springs

## SERVICES PROVIDED

Public and Private Parks, Open Space and Trails Planning, Recreation, Outdoor Activity and Education Programming, Special Events Space Planning, Urban Form, Streetscape and Signage Design, Governance, Polices and Regulations Evaluation, Funding, Operations, and Management Planning, Implementation and Action Plan, Facilitation, GIS Analysis

# ADAMS COUNTY OPEN SPACE, PARKS + TRAILS MASTER PLAN

ADAMS COUNTY, COLORADO | DESIGN WORKSHOP



## Proposed Open Space and Parks

-  Parks, Recreation, or Linear Park Corridor
-  Open Space, Natural Resources Management
-  Local Food Production District
-  Agricultural Conservation Lands



Design Workshop led the planning process to create a county-wide plan for natural resource preservation, outdoor recreation, nature education, wildlife habitat protection, farmland conservation, trail networks and land acquisition for Adams County. The project’s success was dependent upon understanding the values and desires of residents in order to create a focus for the program and direct decisions for utilizing the \$7.8 million collected annually from the County’s Open Space Sales Tax. The team employed a variety of public engagement techniques to gather input from a broad spectrum of the community, including a mailed survey, public workshops, technical reviews and stakeholder collaborations.

The project approach addressed a diverse set of issues for differing land use types, community values, and natural resources including: 1) established cities; 2) rapidly developing lands near Denver International Airport; 3) expanding gravel extraction activities along the South Platte River; 4) ecologically significant riparian areas; 5) highly productive farmland; and 6) rural communities and small towns. Introduction of a Local Food Production District was a big idea that took root in this process. The vision for the Local Food Production District describes a place for residents to acquire locally grown food, to attract visitors on bicycle, and for farmers and cottage businesses to have the infrastructure and government policies necessary to thrive. The ambition of this plan is to fill in the patchwork of the existing open space, parks and trails system. The plan was unanimously adopted by County Commissioners and has been influential in obtaining grant funds.

## CLIENT

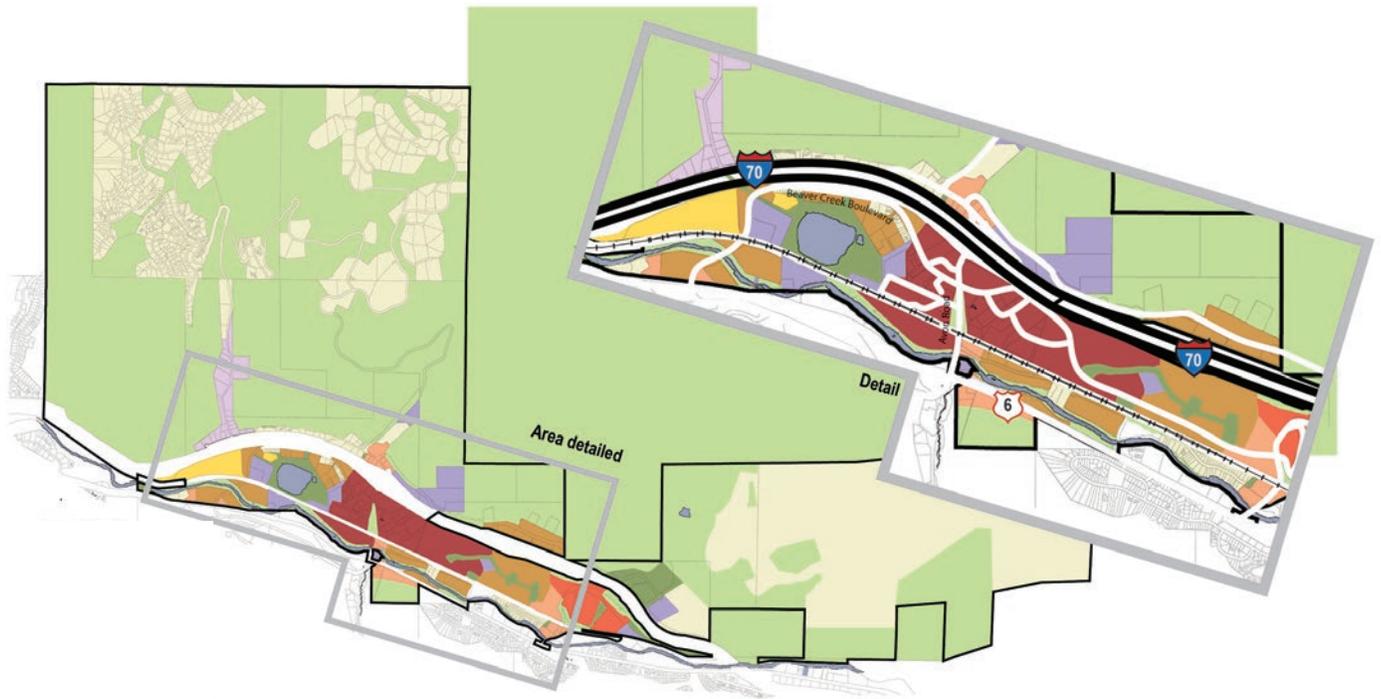
Adams County Parks and Community Resources Department

## SERVICES PROVIDED

Open Space, Parks + Trails Planning  
GIS Analysis  
Facilitation and Public Engagement

# AVON COMPREHENSIVE PLAN

AVON, COLORADO | DESIGN WORKSHOP



After the development of Beaver Creek Ski Resort on the mountain south of town and a major retail center on the outskirts of the community, Avon was faced with trying to maintain – and to some degree create – a distinctive community with a strong central focus. Design Workshop worked with Avon to create goals and policies that help to protect the community from homogenized regional growth, refocus development in the community core, and allow enough flexibility for the creative use of architecture and design. The comprehensive plan also had to address and compliment the Town Center West development.

The importance of Avon as both a workforce housing area for Vail and the only gateway to Beaver Creek helped determine the vision of the community – “a great place to live and a great place to visit”.

Despite the fact that the two-year planning effort began with one consultant and was finished by Design Workshop, the final plan was widely supported by the community, Planning and Zoning Commission and Town Council due in part to Design Workshop’s efforts to integrate the work done previously.



**CLIENT**  
Town of Avon

**SERVICES PROVIDED**  
Visioning, Public Facilitation,  
Policy Planning, District Planning,  
Land-Use Planning, Urban Design,  
Landscape Architecture,  
Environmental Graphic Design

2008 NATIONAL AMERICAN PLANNING ASSOCIATION STAR (SMALL TOWN AND RURAL AREAS) AWARD

# TAHOE CITY VISION PLAN

TAHOE CITY, CALIFORNIA | DESIGN WORKSHOP



When Placer County updated the Tahoe City Community Area Plan and the Tahoe Regional Planning Agency developed its Regional Plan Update, a group of community members and business owners, with assistance from the Tahoe City Public Utilities District and the North Lake Tahoe Resort Association, retained Design Workshop to provide a vision and highlight opportunities for what the downtown area could be, and highlight opportunities to reinvigorate downtown Tahoe City. This visioning exercise took the ideas the community expressed and documented them, along with recommendations on how to realize the shared vision.



While recognizing the opportunities, fundamental challenges and issues posed by the larger regional context, the visioning process examined the core area of Tahoe City to identify what would make it a more economically viable, visitor friendly and quality community for its residents. The described and illustrated options show potential design criteria and land use alternatives for recreational amenities, future lodging, and pedestrian mobility. The question this process has answered is: "what are the possibilities for the future?".

## CLIENT

Tahoe City Public Utilities District  
North Lake Tahoe Resort Association

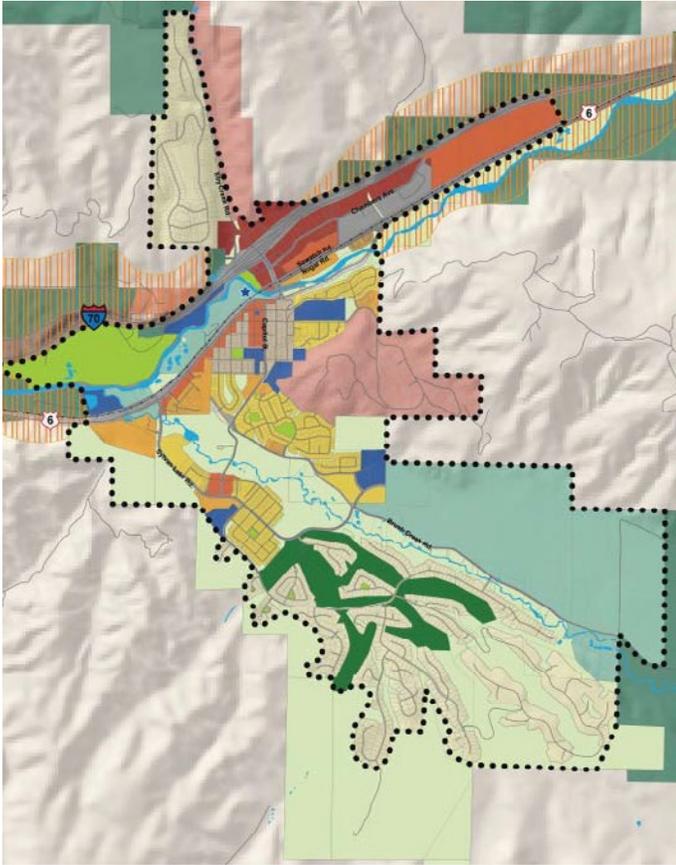
## SERVICES PROVIDED

Master Planning, Public Facilitation, Illustration



# EAGLE AREA COMMUNITY PLAN

EAGLE, COLORADO | DESIGN WORKSHOP



The 1996 Eagle Area Community Plan has guided growth and development in Eagle for over ten years. Major factors impacting the Town resulted in the need for an updated guiding document. These issues include the rapid rate of growth in the town and region, the changing demographic make up of the community, and the changing nature of Eagle’s small town character.

The process of updating the plan began in January 2007 with the appointment of a 17-member Citizens Advisory Committee (CAC). The CAC was composed of diverse groups with different backgrounds and perspectives. The CAC members were all members of community groups, providing representation that resulted in a more complete picture of the values, issues and possible solutions for Eagle.

The plan update process began with inventory and analysis mapping followed by the evaluation of current goals, policies and strategies. Design Workshop worked with the CAC and town staff to update and create new policies. This was accomplished by defining the opportunities and constraints related to the community vision and existing data and analysis.

Design Workshop’s planning process also engaged Town staff, elected officials, residents, property owners, business owners and local organizations. The firm worked to develop consensus among parties and build social capital to identify the goals and policies of the plan. Additional public engagement occurred through two public open house meetings to share information and seek guidance from the community. Stations were organized by the major issues and concerns identified in the first public outreach session. Over 100 community members gained a greater understanding of the future of their community and provided feedback on the existing plan document.

Design Workshop led the process from CAC and public meetings through adoption, while providing technical advice, facilitation expertise, policy evaluation and planning and drafting the actual document.

## CLIENT

Town of Eagle

## SERVICES PROVIDED

- Comprehensive Planning
- GIS Analysis
- Public Engagement + Facilitation
- Policy Evaluation



# SHOOKS RUN DRAINAGE BASIN MASTER PLAN

COLORADO SPRINGS, COLORADO | DESIGN WORKSHOP



Design Workshop is currently working as part of a multi-disciplinary team that is completing an overall Corridor Study for the Shooks Run area of Colorado Springs, just to the east of downtown. The study is examining drainage issues along Shooks Run, as well as a range of other planning frameworks, including transportation and streetscapes, parks and open space planning, and economic development. The study area includes several neighborhoods and districts along either side of Shooks Run, including the overall Downtown Colorado Springs vicinity, and addresses the Shooks Run corridor from Patty Jewett Golf Course south to Fountain Creek.

The plan will examine how the Legacy Loop may be implemented along Shooks Run and adjacent areas and how key development areas along the study area, including the Catalyst campus, the old Gazette building, and other key parcels, would tie with potential public improvements along the corridor.

The finished products from the plan will help outline a series of potential improvements the City will make over the near term and long term to bolster this part of Colorado Springs. Design Workshop is assisting with public facilitation and community outreach, parks and open space planning, future land use planning, and planning for future streetscape and aesthetic improvements in the Shooks Run area. This work will build upon Design Workshop's previous work in developing the overall Parks plan for Colorado Springs.

A project webpage has been developed that includes information about the plan and provides updates on a regular basis. The webpage can be found at [www.coloradosprings.com](http://www.coloradosprings.com) – just look for the Shooks Run Drainage Basin Master Plan.

## CLIENT

Felsburg Holt + Ullevig

## SERVICES PROVIDED

Landscape Architecture  
Urban Design  
Parks Planning  
Economic Analysis  
Community Engagement

# I-70 MOUNTAIN CORRIDOR CONTEXT SENSITIVE SOLUTIONS AESTHETIC GUIDANCE MANUAL

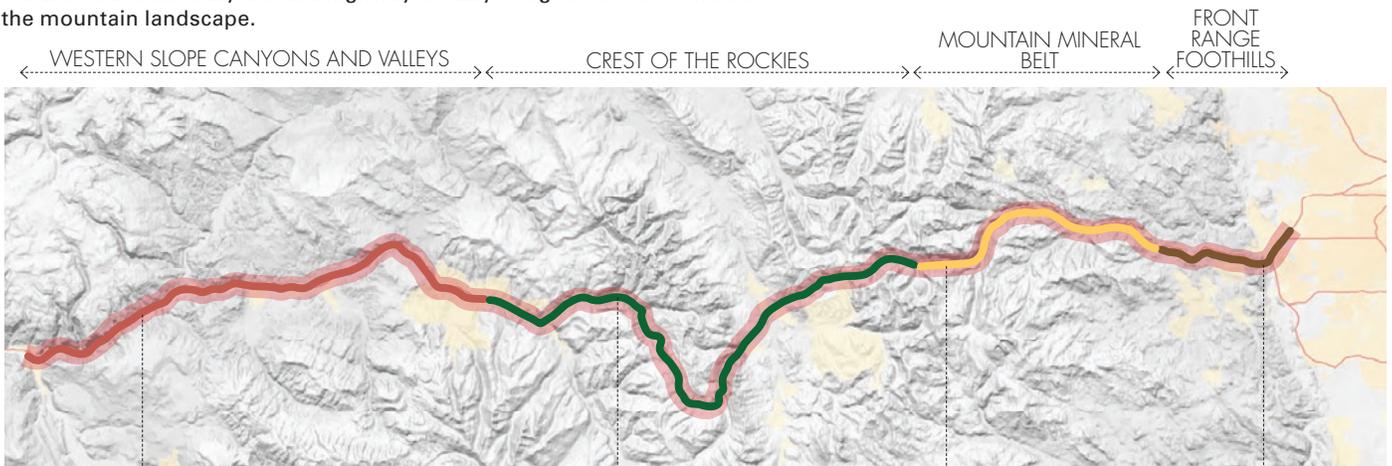
DENVER TO GLENWOOD SPRINGS, COLORADO | DESIGN WORKSHOP



An engineering marvel, the 144-mile I-70 mountain corridor crosses the highest elevation of any interstate. Vail Pass features a dramatically divided highway artfully integrated into the mountain landscape.



The elegantly engineered roadway through Glenwood Canyon provides a sculptural contrast to the steep and jagged canyon walls.



Rising over 5,000 vertical feet in elevation from Denver to the alpine crest of the Continental Divide, I-70 connects some of the most valued economic, recreational and visual resources in the state. With more than 10 million cars passing through the Eisenhower Tunnel each year, it is one of the most highly visible corridors, connecting the West Coast to the Great Plains.

Rising public interest regarding the landscape and aesthetics of Colorado's roads is centered on concern for the environment, tourism and business promotion, improvement of existing landscape practices, preservation of scenic resources and open space, and visual relief from development. In response, CDOT has engaged in the creation of aesthetic guidance as part of the Context Sensitive Solutions Guidance Manual for the Colorado Department of Transportation (CDOT).

Design Workshop has brought new thinking to direct how this critical interstate corridor is planned, expanded, and constructed throughout Colorado with input from several stakeholder and working groups.

An innovative model for roadway design, this document challenges existing practices and regulations, redefining the application of aesthetics to highway design by elevating aesthetics to the same level as engineering design standards and providing a vision for an entire interstate corridor rather than defining it by construction phases or funding increments. The document identifies the important relationship between landscape and highway, encourages the interface between wildlife and humans, protects the environment, and ultimately, connects the user to the surrounding region.

## CLIENT

Colorado Department of Transportation

## SERVICES PROVIDED

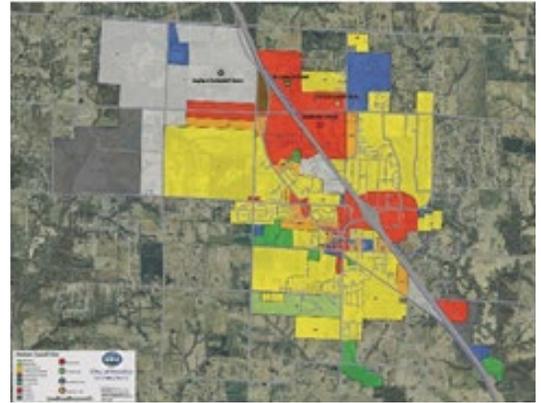
Corridor Planning, Landscape Architecture

<https://www.codot.gov/projects/contextsensitivesolutions/design/i-70-mountain-corridor-aesthetics-guidance>

## COMPREHENSIVE PLAN UPDATE

PECULIAR, MISSOURI | WILSON & COMPANY

The previous Comprehensive Plan for the City of Peculiar was adopted in 2008. Since then, the community growth and residential development has slowed dramatically as the national and local economies have slowed. Now, as the economy continues to rebound, the City of Peculiar is once again seeing growth and new opportunities. The recent designation of I-49 will continue to impact the City of Peculiar, most directly through the construction of a new interchange at Peculiar Way. The new interchange will provide additional access and development opportunities for the City. To address the future change within the community, the Comprehensive Plan update has focused on those most pressing issues. A community based process was initiated to update the content of the Comprehensive Plan to address changes in the community since plan adoption and in anticipation of future change. As a sub to Gould Evans, Wilson & Company was responsible for assessing the land use/transportation correlation to determine likely transportation network issues and opportunities, reviewed all transportation-related data including available traffic count information, provided a planning-level listing of likely capital expenditures with anticipated development projections, assessed the existing roadway network, determined any planning-level changes to the existing Major Street Plan, and provided an updated CIP Projects List for the northern growth areas.



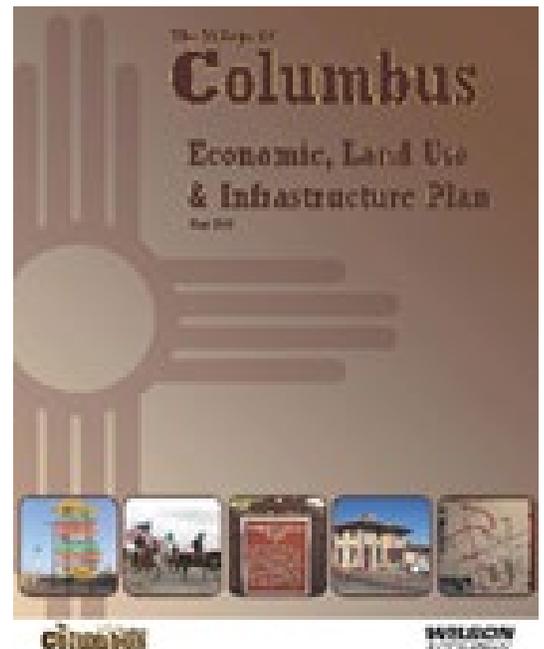
### REFERENCE

Clifford L. McDonald, City Planner  
816.779.2226  
CMcDonald@cityofpeculiar.com

## ECONOMIC, LAND USE + INFRASTRUCTURE PLAN

COLUMBUS, NEW MEXICO | WILSON & COMPANY

In response to an \$85M General Services Administration investment, the Village hired Wilson & Company to produce an Economic, Land Use & Infrastructure (ELI) Plan that also doubles as an update to the Village's 2012 Comprehensive Plan. The ELI Plan provides a framework to guide long-term sustainable community development and addresses the potential effects of the LPOE-related improvement projects. The ELI Plan is a roadmap to guide future improvements within the Village, setting the stage for sustainable economic growth. The ELI Plan identifies economic opportunities within the Village of Columbus and fosters economic development to improve the well-being of the community, as well as identifies sustainable development initiatives for the 900-acre area that will be alleviated from flooding near the LPOE. In order to achieve this purpose, the plan: Identifies existing conditions within the Village of Columbus; Assesses the impacts of the LPOE Expansion; Determines stakeholder priorities as it relates to future growth within the Village; Studies and recommends strategies related to economic development and marketing; Engages the community; Studies and recommends future land use within the Village of Columbus and surrounding areas; Provides a framework to guide infrastructure improvements; and Documents the required steps for implementation.



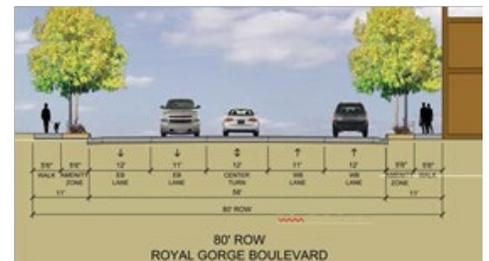
### REFERENCE

Mayor Philip Skinner  
915.526.2307  
mayor@vtc.net

## US HIGHWAY 50 CORRIDOR PLAN

CANON CITY, CO | WILSON & COMPANY

Wilson & Company was the engineering design and transportation planning lead for the US 50 Corridor Plan, a project that built upon the city-wide visioning process calling Cañon City a “Gateway Community” to regional activities in and near Fremont County, with US 50 being the City’s “front door” for residents and visitors alike. The study area included US 50 from the east to west City limits and approximately 500’ on either side of the road right-of-way, for a total of 6.4 miles. Three districts were identified with calibrated recommendations. A Staff Group, a Technical Advisory Group that included CDOT, and public meetings all occurred throughout the process. Alternative mobility improvements were proposed, with a preferred direction ultimately including providing a multi-modal corridor for US 50, or locally—Royal Gorge Boulevard. This included providing a strong walkable Downtown District, removing frontage roads the East Canon District, and providing entry monumentation to the Gateway Districts. The team also developed high level recommendations on private realm regulatory modifications to complement the preferred direction for the public realm; and provided an overview of development opportunities along or adjacent to the Study Area. Lastly, the team developed a phased implementation framework for priority recommendations of the Study. City Council adopted the Plan in August, 2015.



### REFERENCE

Adam Lancaster, City Engineer  
719.269.9011  
atlancaster@canoncity.org

## ADAMS COUNTY MAKING CONNECTIONS PLANNING + IMPLEMENTATION PLAN

ADAMS COUNTY, CO | WILSON & COMPANY

The Making Connections Planning and Implementation Plan for Adams County focuses on formulating a sound and rational basis for guiding development, redevelopment, and supporting infrastructure in unincorporated Southwest Adams County between 52nd Avenue, 96th Avenue, Sheridan Boulevard and Brighton Boulevard. Within or directly adjacent to the study area there are seven RTD FasTracks Commuter Rail stations opening within the next two years. With the creation of high capacity transit stations across the Denver region, many communities have witnessed increased interest in development and redevelopment opportunities. This plan recognizes recommendations from previous plans, studies and reports and identifies strategic infrastructure investments and land use objectives. The plan includes a series of implementation-focused materials that get Southwest Adams County on track to be development-ready with a key focus on “strategic” and “equitable” investments that are important to the existing community, neighborhoods and businesses. Wilson & Company was the prime consultant for overall project management on this multidiscipline planning process.

### REFERENCE

Abel Montoya,  
Director of Long Range Strategic Planning  
720.523.6842  
amontoya@adcogov.org

## SUN VALLEY NEIGHBORHOOD MASTER PLAN

DENVER, CO | WILSON & COMPANY

The Sun Valley Neighborhood Master Plan prepared for the Denver Housing Authority evaluated one of the first HUD financed neighborhoods for the ECO-Districts. A neighborhood south of Mile High Stadium, it was redeveloped to meet the new ECO-District guidelines. Wilson & Company led the design of the green infrastructure from green alleys to filtration galleries along the South Platte River. The work highlighted in the design was originally envisioned by the land planner, and Wilson & Company implemented these ideas into the final design. Wilson & Company was also responsible for all the design elements, and recommendation for transportation planning, utilities, and drainage/ water quality facilities.

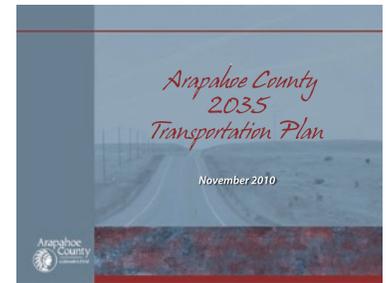
### REFERENCE

Chris Parr, Director  
Sun Valley ECO-District  
303.809.6374  
cparr@denverhousing.org

## ARAPAHOE COUNTY TRANSPORTATION PLAN

ARAPAHOE COUNTY, CO | FELSBURG HOLT & ULLEVIG

Felsburg Holt & Ullevig, in a major subconsultant role, assisted Arapahoe County in the development of a 2035 Transportation Plan. The County's diverse geography includes intensely urbanized areas in the southern and eastern parts of the Denver metropolitan area and extends eastward to include sparsely developed rural areas in the eastern plains of Colorado. The transportation plan focused primarily on the unincorporated parts of the County, and assessed needed roadway improvements and new roadway connections, as well as bicycle/pedestrian and transit improvements needed to maintain and improve mobility throughout the county. FHU's first major task was to complete a thorough GIS-based inventory of the existing transportation system and land uses. Next, FHU was responsible for the plan's travel demand forecasting effort. We began by working closely with County planners in the development of 2020, 2035, and High Growth land use scenarios. Denver Regional Council of Governments (DRCOG) 2020 and 2035 forecasts provided an initial basis for these forecasts. The regional 2020 and 2035 forecasts were modified as necessary to better reflect the county's planning and the High Growth scenario was developed to allow the transportation plan to evaluate the travel demand sensitivity of more intensive development in several potential high-growth locations in and around the unincorporated county. Then, FHU implemented extensive refinements to provide greater focus in the eastern half of Arapahoe County, which is on the periphery of the regional model. FHU applied the refined model to evaluate transportation system improvement needs and the effects of various improvement alternatives. FHU also participated in the inter-agency coordination, public involvement, and financing analysis.



### REFERENCE

Arapahoe County  
Bryan Weimer  
Transportation Division Manager

720.874.6500  
bweimer@co.arapahoe.co.us

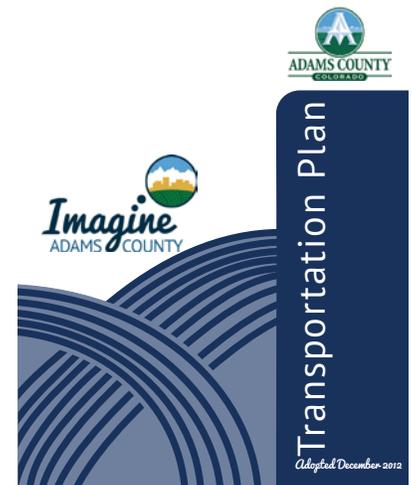
## ADAMS COUNTY TRANSPORTATION PLAN

ADAMS COUNTY, CO | FELSBURG HOLT & ULLEVIG

Felsburg Holt & Ullevig, as a major subconsultant, prepared a transportation plan for Adams County in parallel with a comprehensive plan update. This update brought the planning horizon forward to 2035, by which time County population is predicted to grow by more than 80 percent and employment is predicted to more than double. As the foundation for the plan, FHU worked with the County and stakeholder groups to develop a Vision Statement to provide an environmentally and fiscally sustainable and integrated transportation system, as well as a series of Transportation Policies and Strategies to promote regional and local cooperation in planning and funding multimodal transportation improvements.

The plan's three primary modal elements are a Roadway Plan, Bicycle Plan, and Transit Plan. More than 150 improvement needs were identified as short-range, mid-range and long-range needs including roadway connections, paving and widening; new on-street and off-street bicycle facilities; and rail transit, bus transit and transit corridor preservation projects. The transportation and comprehensive planning processes involved a multi-layered public involvement process that included approximately 30 meetings and several hundred participants in forums including: Local Government Team, Stakeholders Group, Steering Committee, Community Meetings, Board of County Commissioners Study Sessions and Hearing, Planning Commission Study Sessions and Hearing

The plan was conducted with an accelerated schedule, culminating in the Board of County Commissioners adoption in December 2012, eight months from project initiation.



### REFERENCE

Adams County, Colorado  
Jeanne Shreve  
Intergovernmental Relations Mgr.

720.523.6847  
jshreve@adcogov.org

# MARKET & ECONOMIC STUDY PROJECT EXAMPLES

## ENVISION SHOOKS RUN MARKET STUDY

COLORADO SPRINGS, COLORADO

Design Workshop is currently working as part of a larger, multi-disciplinary team to complete a greenway master plan for the Shooks Run creek corridor, which runs along the eastern edge of Downtown Colorado Springs. Design Workshop completed an economic analysis of the Shooks Run corridor, in order to project the anticipated demand for residential, retail, and office development near the corridor. The analysis is helping the project team devise land use recommendations and implementation strategies for the Shooks Run corridor, for review by the City and the Colorado Springs community.

## LA PLATA COUNTY FEASIBILITY ANALYSIS + CONCEPTUAL LAND USE STUDY

LA PLATA COUNTY, COLORADO

La Plata County and the Colorado State Land Board teamed up to commission a feasibility study and land-use analysis that addressed their common interest in the viability of this southwest Colorado community. The County is concerned about the decline of mineral extraction revenues, which provide the majority of its budget. The Land Board has a mission to produce recurring revenue from its lands to fund K-12 education throughout the state.

Design Workshop and a team of consultants performed a comprehensive analysis of the site and the region. Community growth patterns were examined to see where density should be promoted and sprawl contained. Economic trends in light industrial and service commercial development identified an opportunity to diversify the local economy beyond tourism and second-home growth. The current market conditions for these development types identified the limits of this diversification strategy. Constraints included the current water, sewer and transportation systems as well as the limits on land use imposed by a community that highly values outdoor recreation and protections on open space and agricultural lands. Design Workshop developed a multi-tiered community outreach process including focus group meetings, one-on-one meetings, workshops and web-based surveys to incorporate a broad constituency. An iterative planning process informed by client and stakeholder input created a concept plan that was tested for short- and long-term financial feasibility based on the market analysis and guidance from industry experts.

## AVON TOWN CENTER WEST MARKET INVESTIGATION + FINANCIAL PROFORMA

AVON, COLORADO

Design Workshop was retained by the Town of Avon to create a redevelopment plan for Town Center West, an area that had always been thought of as the community's future downtown and civic center. A random, suburban development pattern had left Avon with inconsistent land uses, inadequate infrastructure, an unclear circulation pattern and the lack of a central core.

Design Workshop crafted a redevelopment plan through a week-long design charrette, a project web site, intensive public meetings, a retail and residential market investigation, financial pro forma and analysis, and an investment plan that balances public and private capital improvements with returns on investment.

The Town Center West market investigation focused on the amount and mix of retail and residential uses necessary to create a successful Main Street district in Avon. These findings were incorporated into the financial pro forma to test the financial feasibility of the suggested mixture of land uses and create a phasing strategy for the project. In turn, the Town Center West investment plan further developed the phasing strategy by outlining public and private investments in the project over time. Feedback between the design team, market research team, the public sector and the private sector throughout this process ensured that both the financial and design aspects of the project evolved in tandem to create the final plan for Town Center West – a plan consisting of sound urban design principles grounded in market realities.

## DOWNTOWN WHEATON STRATEGIC PLAN MARKET STUDY

WHEATON, ILLINOIS

Wheaton, Illinois is a suburb of around 50,000 residents that straddles the Metra commuter rail line that connects from Wheaton's downtown area to Chicago. The City of Wheaton engaged Design Workshop to complete a new strategic plan and streetscape plan for the downtown district. As part of the overall project, Design Workshop completed a comprehensive market study for the downtown area, to determine the future demand (over the next 20 years) and tenancing recommendations for office, retail, residential, and entertainment land uses. The study examined the local real estate market in Wheaton and the overall Western Suburban region of Chicago and produced recommendations and development strategies for the

redevelopment of particular sections of the downtown area. As part of the downtown planning process, Design Workshop conducted outreach and some ongoing discussions with key property owners in the downtown and surrounding area who could help lead particular redevelopment projects in Downtown Wheaton. The overall downtown plan contained a range of recommended strategies for economic development and implementation.

## **SOUTHWEST CHASKA GROWTH AND DEVELOPMENT PLAN ECONOMIC + MARKET ANALYSIS**

CHASKA, MINNESOTA

Design Workshop completed a comprehensive market study identifying the supportable land uses (retail, residential, office, and entertainment) for a 1,000 acre area identified for new growth in the southwestern quadrant of Chaska. This community is in the southwestern suburban portion of the Twin Cities metropolitan area and is experiencing increased growth as a result of the extension of the US 212 freeway from Minneapolis. The market study informed the completion of land use alternatives and economic development strategies included in the overall Subarea Plan.

## **ALICE'S ROAD CORRIDOR MARKET STUDY**

WAUKEE, IOWA

Waukee, Iowa is an emerging suburb in the western portion of the Des Moines metropolitan area and has enjoyed one of the highest growth rates in the Midwest over the last 10 years. Despite this growth, the community lacks direct access to nearby Interstate 80, the main east-west freeway serving the metropolitan area. The Alice's Road Corridor Master Plan outlines the community's vision and anticipated development along Alice's Road, a new three-mile arterial corridor connecting from the eastern portion of Waukee (at Hickman Road) to a new interchange at Interstate 80. This corridor will represent the key gateway to the Waukee community and the city's main driver of economic growth over the next twenty years.

As part of the team led by planning consultant Hoisington Koegler Group, Inc. (HKGI) for the Alice's Road project, Design Workshop completed a market study for the three-mile corridor, forecasting the demand within the corridor study area for retail, entertainment, residential, office, R&D, and flex space, over the short term and over the entire 20-year forecast period. Design Workshop identified likely initial catalyst projects for the corridor and outlined how Waukee may pursue mixed-use development in order to increase the market viability of the corridor. The consultant

team integrated the findings of the market study into a fiscal impact model for the overall Alice's Road corridor project, including a proforma incorporating cost and revenue assumptions over the next five to ten years.

## **AIMS COMMUNITY COLLEGE LAND DEVELOPMENT PROJECT RESIDENTIAL + RESIDENTIAL MARKET ANALYSIS**

GREELEY, COLORADO

Aims Community College retained Design Workshop and Phelps Development to conduct a market analysis and develop site plan alternatives for a 54-acre parcel adjacent to the college's main campus in Greeley. The market analysis summarized regional demographic, real estate and development trends and their significance to the project, including trends in retail and residential projects. DW presented information concerning competitive and comparable projects in the Greeley market and explored the significance and implications of these projects to the Aims real estate venture. The study explored various real estate options for the Aims site, including a senior living component and specialty retail offerings. DW provided price point recommendations to Aims concerning residential, retail, and office space components for the site, as well as recommendations concerning the scale and target markets of retail and residential space within the development and the prospective market for commercial flex space.

## **HMB PROPERTY MARKET ANALYSIS**

AURORA, COLORADO

A private development entity engaged Design Workshop to provide comprehensive market analysis services concerning the 503-acre HMB property, located at the intersection of E-470 and I-70 in Aurora. The analysis examined Denver metropolitan area trends and statistics concerning the apartment, single family residential, retail, office and industrial markets and examined local competitive projects in the Aurora area in each of these categories. Design Workshop examined comparable developments nationwide at similar locations adjacent to major freeway interchanges to provide general recommendations to the client. The analysis addressed local governmental issues, including zoning and comprehensive plan issues and the city's political context. DW's final report calculated the demand for residential, office, retail, industrial, and specialty uses (including destination and specialty retail, entertainment and civic or cultural uses). It also provided recommendations concerning general development approaches for the site.



HORSE FARM MASTER PLAN | Lafayette, LA

# SCOPE OF SERVICES

# SCOPE OF SERVICES

## WORK PLAN AND PROJECT PROCESS

### TASK 1: PROJECT MANAGEMENT

This task, which will extend throughout the length of the project, will incorporate the management of the project, including organizing the various staff members on the consultant team. It will include administrative and record keeping tasks such as the preparation of progress reports, documenting travel and expense receipts and submitting invoices.

We propose a regular communication strategy to maximize the value of everyone's time. While the project team will meet more formally at certain times, monthly progress meetings with the County will help the team address issues as they arise. In addition, we will communicate with the client team on a regular basis via phone calls and emails.

#### **Deliverables:**

- » Monthly invoices, along with project progress reports, submitted to the County.
- » Detailed project schedule
- » Team communications plan
- » Agendas and minutes for each meeting, circulated to team members

### TASK 2: PUBLIC PARTICIPATION

#### **TASK 2.1: LEADERSHIP OF THE CITIZEN TASK FORCE:**

We will work with County staff to interact and collaborate with a Citizen Task Force to guide the comprehensive planning process. This Task Force will also serve as a key channel in publicizing the planning effort in the broader community and communicating with people in Elbert County concerning upcoming events and opportunities to provide input for the new plan (both in person, and in online applications). Typical candidates to join this group for a Comprehensive Plan effort would include representatives from local neighborhoods, the Chamber of Commerce, school districts, various county departments, adjacent jurisdictional representatives, and one or two representatives each from the County Commission and Planning Commission. We will work with County staff to help identify the best candidates to join the Citizen Task Force. The best candidates will have deep knowledge of the community and be able to draw from the perspectives of various groups and constituencies in Elbert County.

We propose meeting with the Citizen Task Force concurrent with regular meetings with County staff to review project progress and updates throughout the process. The Task Force will assist our team by reviewing draft content and material for public outreach activities (such as public meetings and online information dispersal) as well as draft content for the various sections of the overall Comprehensive Plan document throughout the progression of the project. The Task Force will also review the input received from public engagement (through the various sources, outlined in other parts of the scope of work).

#### **Deliverables:**

- » Meeting agendas, content (including powerpoint and/or handouts) and minutes from meetings with the Citizen Task Force

#### **TASK 2.2: REGULAR BRIEFINGS WITH THE COUNTY COMMISSION AND PLANNING COMMISSION**

In addition to the formal reviews of the finished version of the Comprehensive Plan document (near the end of the project), we will provide information for briefings to the County Commission and Planning Commission on a monthly basis throughout the project. This work plan assumes that the County staff will be responsible for making these formal briefings to the County Commission and Planning Commission to update them on team activities, results from surveys and public open houses, and other general progress information. We will assist in conducting these briefings when the monthly briefings coincide with key decision points in the process (for example, as the community moves from considering various alternatives, to selecting the preferred elements for the Comprehensive Plan). This work plan assumes that the project manager from Design Workshop would be present to facilitate a total of four (4) briefings throughout the project.

#### **Deliverables:**

- » Materials for powerpoints, handouts, and related materials, to be used at briefings with County Commission and Planning Commission

#### **TASK 2.3: PROJECT KICK-OFF AND COUNTY TOUR**

We will conduct a kick-off meeting and tour of Elbert County with the Citizen Task Force and County staff at the beginning of the project. At this meeting, we will work with participants to define the key goals for the

effort, the planning process, deliverables, a team communication plan, roles and responsibilities of team members, critical success factors, and the project schedule. We will outline and discuss the plan for project communications between the team, County staff, and the Task Force. We will discuss and finalize a community engagement strategy for the project, including project publicity and various opportunities for citizens to provide input on the plan. Also at the meeting, we will identify information from previous work and studies relevant to the visioning effort and identify key questions and ideas to explore as part of the project.

At the conclusion of the kick-off meeting, and ideally on the same day, we will conduct a coordinated tour of the county with the assembled group to visit key locations, areas of potential growth, and areas of key focus for the plan.

**Deliverables:**

- » Agenda for the kick-off meeting and community tour
- » Presentation materials (powerpoint, handouts) for the kick-off meeting and community tour
- » Notes / summary of the kick-off meeting and community tour

**TASK 2.4: COMMUNITY ENGAGEMENT PLAN**

At the outset of the project, we will work with you to define a community engagement plan for the creation of the Comprehensive Plan. The purpose of community engagement and outreach is to communicate and gain valuable input from a broad cross-section of the County in order to collectively shape the vision and the overall Comprehensive Plan. The effort must create understanding about the intent of the plan and the planning process and create interest in and good will towards the plan. The outreach effort should also effectively inform citizens so that they can serve as knowledgeable participants in discussions about the County’s comprehensive planning effort and their vision for Elbert County.

The process of gaining input from the broader community must be efficient, help citizens identify ideas, opportunities, and concerns in a productive manner, and should represent an enjoyable and fun process for everyone. The visioning and outreach process should employ a broad range of tools to engage all citizens. A cornerstone of our team’s

approach to facilitating public meetings and workshops is to meet people close to where they live: at neighborhood schools, senior centers, coffee shops, etc. rather than only holding meetings at city halls or county buildings. We recommend the following general outreach strategies for the planning effort.

*TASK 2.4.1: PROJECT BRANDING:* Creating a brand for the Elbert County Comprehensive Plan will stimulate community interest, and link the various tools and methods for community outreach under one umbrella. Developing an instantly recognizable “brand” (message or image) means that the process will have a higher profile in the minds of community members. Elements of community outreach including meeting advertisements, visual displays for presentations, handouts for public meetings, the project website, and the final planning documents will all have a design and follow a format that is consistent, compelling, and appropriate for various audiences and for various meetings and communications. Because the leadership in the community is committed to ensuring that this process has great value, it is important to link the comprehensive plan process and its benefits in the minds of community members.

*TASK 2.4.2: MEDIA PLAN:* Successful community outreach will require a strategic plan for utilizing media to deliver a clear, consistent message about the purpose of and the process for the Comprehensive Plan. The media can play a valuable role in educating community members about the key issues, providing information about visioning events, highlighting opportunities for input (through the website, interviews, etc.) and distributing information on the conclusions of the visioning process. We will work with the Citizen Task Force and County staff to develop a strategy to reach out to the community through local newspapers, radio stations, and other avenues in Elbert County.

Design Workshop prepares custom public workshop flyers

**TASK 2.4.3: ONLINE TOOLS (INCLUDING PROJECT WEBSITE):** We will work with County staff, and the Citizen Task Force, to establish necessary online tools to provide information to the community concerning the comprehensive planning effort and allow members of the public a means to contribute input. We envision establishing a separate and dedicated website for the effort, which would contain links to online surveys (including community surveys and public meeting polls), background documents, information concerning alternatives and preferred and final versions of various elements of the plan, and online tools (such as comment cards or emails) for residents to contribute their thoughts.

**TASK 2.4.4: SOCIAL MEDIA:** Social media functions similarly to traditional print media, except that it uses community-based communications channels such as existing community newsletters and meetings and church and service organization communication channels. This method can be particularly effective in reaching out to groups that may not have been traditionally involved in public planning conversations. We have found that stakeholder groups and other citizen leaders can provide great leads and connections that help the team find and use social media options. This proposal assumes that volunteer members of the committees would help the social media outreach effort by helping to coordinate submittals to local newsletters, generating interest in meetings concerning the plan around the community, and in general helping to stimulate interest in the plan.

**Deliverables:**

- » Project background information and updates, distributed to various community groups periodically throughout the length of the project.
- » Coordination with local groups to help reach out to citizens, throughout the project.

**TASK 2.5: STAKEHOLDER FOCUS GROUPS AND VISIONING SESSIONS**

The Design Workshop team will work with County staff and the Citizen Task Force to identify key stakeholder groups to engage in the comprehensive plan process. The team will conduct multiple sessions with these groups at key milestones to communicate the progress and gain specific input. The listening sessions will not only garner stakeholder ideas for the future evolution of Elbert County, but it will also create a group of targeted individuals to remain involved in the process and help in distributing information and recruiting more citizen

participation. We anticipate conducting these meetings with groups such as the County Commission, School Board, Emergency Services, Chamber of Commerce, Town/Community staff, major service providers, special districts, working lands groups, wildlife and habitat experts, non-profits, recreation interests, and staff from the County’s various departments.

Specifically, we anticipate conducting three rounds of stakeholder focus group sessions:

- At the outset of the overall planning effort
- When a set of key alternatives (for transportation, land use, infrastructure, and related planning frameworks) is available for review and community input
- To review the draft version of the final elements of the Comprehensive Plan

**Meetings:**

- » Up to three (3) Rounds of Stakeholder Focus Groups (1 day total)

**Deliverables:**

- » Agenda, Presentation Materials, and Summaries from Focus Groups and the Visioning Sessions



Design Workshop facilitates project focus groups

**TASK 2.6: COMMUNITY SURVEY**

We will work with County staff and the Citizen Task Force to create a community survey of County residents that will solicit input from the community concerning key issues such as:

- Housing
- Economic Development
- Public/Capital Improvements/Infrastructure
- Transportation (multi-modal)
- Parks, Open Space and Recreation & Tourism
- Historic and Cultural Preservation
- Working Lands and Rural Character
- Neighborhoods
- Schools

These surveys can be completed very easily using a Qualtrics online platform or Survey Monkey instrument that can be placed on the project website, linked through media, or emailed out via email lists to various organizations, neighborhood groups, etc. Following the project kick-off, we anticipate the survey would require about two months to be completed. Input from the survey will inform the creation of the plans over the ensuing months. Qualtrics includes some mapping capabilities, but if more specific feedback for geographic locations is desired the optional task listed at the end of the proposal may be appropriate.

The input provided in the Community Survey will in particular answer some key questions, such as “Where do you believe Elbert County stands now?” and “Where do you believe Elbert County may or should be heading?” This survey will include confirmation of values, a reflection of the implications of the analysis studies, and gaining feedback on the possible policy directions.

**Deliverables:**

- » Draft Survey, for review by County and Citizen Task Force
- » Final Survey, for use on Qualtrics or Survey Monkey
- » Summaries of results from the Community Survey, for review by the Citizen Task Force and County staff. The summary will be uploaded to the project website as well.

**TASK 2.7: COMMUNITY OPEN HOUSE: ROUND ONE – VISION AND CHIP GAME**

The first public meeting will introduce the project, review the takeaways from the existing conditions analysis and initial stakeholder and focus group input, and gather input from the community concerning the overall “vision” for Elbert County over the next few decades. Participants in this meeting will use keypad polling and participate in breakout sessions around the room to provide input concerning the overall, big picture “vision” or direction for Elbert County.

The open house would include a series of presentation boards and exhibits to present background information to the public for review and consideration. We would then conduct an opening presentation to introduce everyone to the project and to review some of the key alternatives for consideration (in terms of the various planning elements such as land use, transportation, parks, etc.). Then, a keypad polling session would allow for the public to provide input on the key goals and

objectives of the effort, and to provide input (in real time) concerning ideas for the vision of Elbert County in the future.

Understanding the types of land uses associated with growth and appropriateness of where they occur will be a critical part of the discussion. To explore these questions, we will use the “Chip Game” as a way for participants to envision where future land uses should be located and how future roads and multi-modal transportation connections, along with potential park and open space facilities, will serve the new areas of growth.

Following the opening presentation and keypad polling, participants will break out into tables around the room. Each table will be supplied a series of “chips” (or land use squares) representing the various types of development that could be located in the new potential growth areas around Elbert County. Participants will then work together at each table to decide where to place their chips (for retail, mixed use, agriculture/ranching, different types of residential, parks, open space, etc.). The set of different chip games played in the room and collected at the end of the exercise will begin to provide clues to the consultant team, the County, and elected leaders concerning the predominant direction of public opinion for future land uses and for transportation and open space connections. We will scan each chip game map and summarize the results so that everyone can see the range of ideas shared at this open house. We can digitize the input provided on the chip game maps, so that the group can see in a more quantitative manner, where certain chips were played (in terms of frequency) across the “game board” map.



Visioning workshops engage the community

The public will also have the opportunity to provide general comments about the comprehensive plan and ideas for the future growth of the community on comment sheets around the room and at the breakout tables. As time allows, participants will have the opportunity to discuss the various planning objectives with a “subject expert” (in transportation, growth management, etc.) from the consultant team.

The keypad questions presented (and for which data will be collected) at the in-person open house will also be provided online, on the project website, so that individuals not able to attend the open house can contribute in an online format as well.

**Deliverables:**

- » Coordination of Meeting #1 in two locations (likely Elizabeth and Simla)
- » Powerpoint presentation for the public open house
- » Presentation boards outlining existing conditions and key issues in Elbert County
- » Presentation boards in the room explaining the chip game and information useful to the chip game exercise
- » Chip game sheets, markers, and materials for the “chip game”
- » Keypad polling questions and images for uploading to the County’s website
- » PDF copies of every presentation board for uploading to the County’s website
- » Presentation materials (handouts and comment forms) for the breakout sessions

**TASK 2.8: COMMUNITY OPEN HOUSE: ROUND TWO – REVIEW OF ALTERNATIVES**

The consultant team will draw from the input provided through the first public open house, including ideas on the vision for the community as well as information from the chip game exercise, and present a series of two to three alternatives for each of the main planning frameworks.



Reviewing alternatives side by side with stakeholders

We anticipate that this open house will present distinct alternative scenarios for consideration, focusing in particular on the following:

- Alternatives for the land use plan (with a particular focus on new residential development target areas, commercial land use, and working lands over the next 15 years)
- Alternatives for transportation (including key options for locations of future paved road improvements, as well as options for trail construction and multi-modal transportation)
- Alternatives for parks and open space conservation

In addition, through presentation boards and other materials in the room, the second public meeting will outline a series of key alternatives for housing and elements of livability identified in the study. This will be a key meeting to gain input from the community concerning a distinct set of choices. We will carefully review and refine the alternatives to be presented with the Citizen Task Force and County staff before showing them to the community.

At the second public open house, we will begin with a presentation, reviewing the key takeaways from the first meeting (including the chip game) and presenting the key elements of the alternatives for land use, transportation, and parks / open space. We will conduct a keypad polling survey in person to gain input on the alternatives at this point in the process. These questions will also be provided online on the project website.

Then, we will conduct breakout sessions at various tables around the room, where participants will have the chance to speak directly with consultants about the alternatives that have been created and to make notes directly on maps concerning the aspects they like (or don’t like) concerning each alternative.

**Deliverables:**

- » Coordination of Meeting #2 in two locations (likely Elizabeth and Simla)
- » Powerpoint presentation for the public open house
- » Presentation boards outlining the various alternatives (for land use, transportation, parks / open space, and other planning frameworks)
- » Keypad polling questions and images for uploading to the County’s website
- » PDF copies of every presentation board for uploading to the project website
- » Presentation materials (handouts and comment forms) for the breakout sessions

## **TASK 2.9: COMMUNITY OPEN HOUSE: ROUND THREE – REVIEW OF FINAL PLAN ELEMENTS**

Drawing from input gained at the previous meeting concerning alternatives, and additional review by focus groups and discussions with the Citizen Task Force and the County, we will present the preferred plan and focus on “how do we do this” in terms of implementation. The intent at the final meeting is to present the preferred direction for the overall Comprehensive Plan and gather final input on the draft plans and strategies for the Comprehensive Plan. We will discuss how to tie the Comprehensive Plan with potential tools such as development codes and design guidelines, and transportation plans and infrastructure plans. This meeting will also outline and gain input via keypad polling concerning how to pay for the various items the community would like to see.

We will again make an opening presentation to the public and conduct a keypad polling session in order to gain real-time input from participants concerning the draft Comprehensive Plan elements and implementation strategies. We will conduct break-out sessions with participants to gain more specific input from these smaller groups concerning the planning elements (transportation, land use, economics, parks, etc.).

### **Deliverables:**

- » Coordination of Meeting #3 in two locations (likely Elizabeth and Simla)
- » Powerpoint presentation for the public open house
- » Presentation boards outlining the proposed final plan and options for implementation
- » Keypad polling questions and images for uploading to the County’s website
- » PDF copies of every presentation board for uploading to the project website
- » Presentation materials (handouts and comment forms) for the breakout sessions

## **TASK 3: EXISTING CONDITIONS ANALYSIS**

The project team will review existing conditions information, projections for the future, and other pertinent information needed to prepare alternative ideas for consideration by the public as the project progresses. County staff will assist our team by providing data and copies of previously completed studies, documents, plans, ordinances, regulations and existing conditions data (as outlined in the RFP document) as needed. Along with the analyses outlined below, the Design Workshop team will

review the various previous plans (listed in the RFP) and incorporate relevant content into the Existing Conditions Analysis and the overall Comprehensive Plan document for Elbert County.

1. Review of 1996 Elbert County Master Plan: We will review the previous documents and identify relevant sections. We will conduct an analysis of the strengths and weaknesses of the current Comprehensive Plan for Elbert County, identifying the elements that the community should retain in the new update document, and which elements should be discarded or replaced with a new approach.
2. Review of other relevant planning documents: Similarly, we will conduct a review of other County-wide documents that may influence the Comprehensive Planning effort, including the 2008 West Elbert County Transportation Master Plan, Elbert County Zoning Regulations, 2009 Elbert County Subdivision Regulations, Matters of State Interest – 1041 Regulations, Elbert County Roadway Construction Standards and Specifications, 1999 Elbert County Open Land, Parks and Trails Plan, Elbert County Water Master Plan (to be initiated soon), Vision for Elbert County Open Space (authored by Design Workshop in collaboration with Elbert County), Hazard Mitigation Plan (underway), and the Elbert County Rural Water Supply Study.
3. Analysis of general planning frameworks, such as:
  - a. Parks and recreation facilities and amenities
  - b. Historical resources
  - c. Environmental factors, natural features, and sensitive areas (for example, floodplains)
  - d. Public facilities and amenities
  - e. Identification of housing characteristics unique to Elbert County
  - f. Hazard and resiliency
  - g. Infrastructure and Capital Improvements
  - h. Subdivision and Zoning Development Standards
4. Economic Analysis: We will complete an economic analysis that will document the current performance and demographic / economic data for Elbert County and outline the projected growth in demographic and economic metrics for the community over the next 5, 10, and 20 years, based upon analysis of data and discussions with local and regional officials. This will include historical and projected growth patterns of population and households, current and projected distribution of household income, age and household size, and employment trends. This analysis will be the basis of land development scenarios. The financial analysis will study the cost of services, land use decisions and growth opportunities, as well as determine budgetary

needs and long-range financial planning including responsibility.

5. Transportation Analysis: We will review existing and previously prepared studies and data concerning traffic and transportation in the county. We will identify the current inter-modal transportation system facilities and deficiencies including, but not limited to, right of way, access control, linkage gaps, and inadequate service areas.
6. Land Use Analysis: The analysis will identify and clearly denote the existing land uses within Elbert County and will also consider the analysis of existing land use regulations. The analysis will identify weaknesses and areas of concern that need to be addressed in order to achieve the goals, policies and objectives that will be set out in the Comprehensive Plan.
7. Community Expansion: We will identify territorial boundaries and areas that have been already identified for future annexation, and also identify additional issues that may require intergovernmental coordination.
8. Utilities and Infrastructure: Working with County staff, we will outline the existing and planned utilities infrastructure in the area and in particular unincorporated portions of the County. We will outline how the needs for maintenance and expansion of infrastructure would evolve as the population and demands of the County expand over time, as well as how impact fees and other funding avenues will support the needed infrastructure.

The Design Workshop team will develop a summary white paper outlining the existing conditions across the various categories outlined above (including topics such as land use, hazard/resiliency planning, transportation, economic conditions, development character and parks/open space/recreation). This information will provide a valuable baseline against which to evaluate alternative futures and implementation progress. This information will be used during the public meeting sessions and stakeholder sessions to ensure that the visions of the Elbert County community are based on a realistic understanding of current conditions and possible futures. We will use current and available data to complete a GIS map analysis of the following:

- Physical conditions such as environmental systems, infrastructure, and development patterns;
- Transportation issues;
- Economic and demographic factors, including total population and households, population and household growth, daytime population, households by age and income, housing tenure patterns and expenditure potential.
- Growth projections including the surrounding area;
- Build-out potential of various parts of the county (including key focus areas, in particular)

- Any limits to growth (in terms of limits created by geography / topography, infrastructure, or transportation resources in particular)
- Regional socioeconomic trends and conditions, which are and will be influencing short- and long-term development in the Elbert County area;
- Economic conditions, labor force skills, business growth patterns, and income trends;
- Tourism trends and patterns;
- Park and open space resources and opportunities;
- Locally and nationally-prepared economic forecasts for the regional and local areas, with particular attention focused on the long-term economic growth forecast;
- Economic projections based on observed local and regional economic patterns;
- Historical resources in various parts of the county.

**NOTE:** *Many of the analyses and mapping related to existing open space, environmental conditions, scenic areas, and recreation opportunities have already been performed by Design Workshop as part of the Open Space Vision Plan effort.*

#### **Deliverables:**

- » Memorandums summarizing the existing conditions analysis (by planning topic)
- » Maps (as outlined above) depicting the current conditions in Elbert County

#### **TASK 4: LAND USE ANALYSIS AND FUTURE LAND USE PLAN**

Drawing from the various stages of public input outlined in Task 2, as well as technical analyses and input from various stakeholders and County officials, we will lead the completion of the land use analysis and future land use plan for Elbert County.

To create the land use plan for Elbert County, our team will:

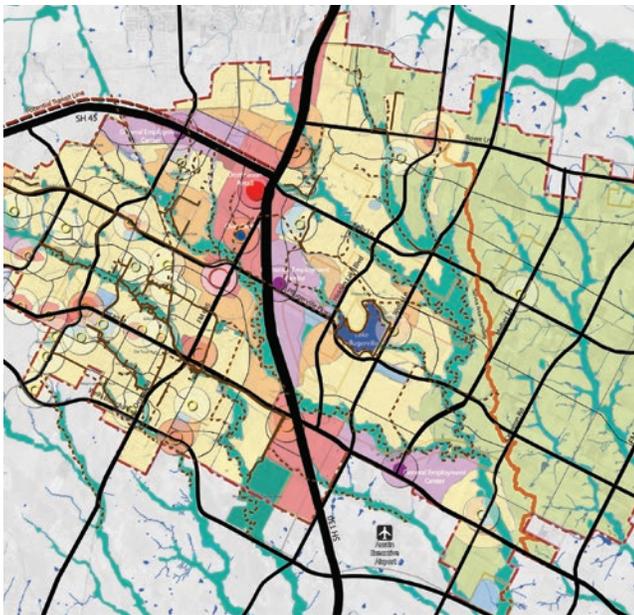
- Conduct a development capacity analysis, examining land mass by acreage, zoning, serviceability, and land use designations to produce projected growth scenarios for Elbert County. This information will be provided to the public and stakeholders during the course of the public outreach process.
- Identify potential redevelopment areas including infill and adaptive reuse areas and opportunities and determining redevelopment strategies to initiate the process.

- Define the clear direction of where and how development should occur over the 5, 10, 15, and 20 year timeframes. The input from the community during the chip game will help in determining this direction.
- Provide a fiscal impact analysis model, that will allow the project team to examine potential scenarios of how development and possible annexation into existing communities would impact the fiscal standing of the County.

The plan will address and depict the location and balance of different land uses, including location, design, character, and density, accompanied by the interconnection between land uses, the built environment, the socio-economic environment, and the natural environment, to guide future growth and development. The plan, and the public input process described earlier, will focus in particular on how various land uses and future development will interact with the rural character found in the County, transportation planning, open space and recreation improvements, and economic/commercial enhancement.

**Deliverables:**

- » Preliminary and final versions of the Land Use Analysis and Future Land Use Plan sections of the Comprehensive Plan, for review.



GIS mapping is utilized for land use analysis

**TASK 5: GOALS, OBJECTIVES, AND POLICIES**

The Design Workshop team will outline and develop goals, objectives, and policies for each of the elements of the Comprehensive Plan elements as determined by the process. These could include:

- Housing
- Economic Development
- Public/Capital Improvements and Infrastructure
  - » Major public facilities
  - » Water and sewer infrastructure
- Transportation (including multi-modal)
- Open Space and Natural Lands Conservation
- Historic and Cultural Preservation
- Subdivision and Zoning Development Standards
- Land Use
- Demographics
- Business and Economic Growth
- Parks, Recreation and Tourism
- Emergency Services
- Main Street Revitalization and Redevelopment
- Vested Rights
- Water and Water Use
- Hazard Identification
- Efficiency in Government
- Sustainability
- Energy
- Rural/Urban Design

We will develop these goals, objectives and policies through the overall input process outlined in Task 2 of this scope of work with the broader community, as well as through interactions and arrival at consensus with the Citizen Task Force, elected leaders, and the County staff.

**Deliverable:**

- » Goals, Objectives, and Policies portion of the Comprehensive Plan document

## TASK 6: IMPLEMENTATION PLAN

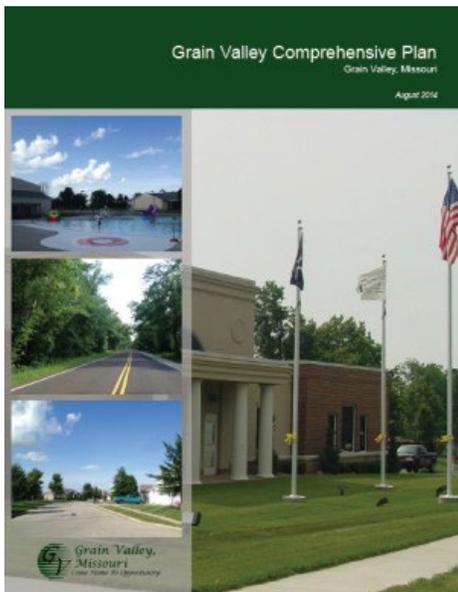
While the overall Comprehensive Plan document will outline the key components of the plan's recommendations in terms of land use, transportation, parks, and other elements, this section will outline the prioritization and methods that the County may use to bring the goals, strategies, and direction of the overall Comprehensive Plan to life. This will include a "roadmap" for how to move each plan element forward. Specifically, the plan will outline:

- Data requirements that will be necessary to make decisions between different plan objectives, or to move forward in general (across different topics)
- Steps necessary to make reality the various goals and objectives, and the vision for the community, including changes to the existing land use code.
- Timing and phasing (in terms of short term, medium term, and long term) of various elements of the Comprehensive Plan and the strategies used to implement plan components.
- Creation of a set of evaluation criteria to evaluate the progress of the Comprehensive Plan.

As mentioned above, a critical piece of the Implementation Plan will be an evaluation of the existing Elbert County land use regulations and their appropriateness when compared to the vision described in the new Comprehensive Plan. We will analyze the existing regulations and provide a summary of revisions to be addressed in order to support the objectives that have been determined by the public and team for the future of Elbert County.

### **Deliverable:**

- » Implementation Plan section of the Comprehensive Plan document (draft, and final form)



Example completed Comprehensive Plan

## TASK 7: ADOPTION PROCESS

### **TASK 7.1: STUDY SESSION WITH THE COUNTY COMMISSION AND PLANNING AND ZONING COMMISSION**

Following the completion of a formal draft of the Comprehensive Plan document, Design Workshop will conduct a formal study session with the County Commission and Planning and Zoning Commission to review the document and obtain direct input from these bodies concerning the recommendations in the plan. In addition, the Design Workshop team will conduct a formal review of the document with the Citizen Task Force and County staff in order to review the document for completeness and to review all of the recommendations outlined in the plan.

### **Deliverables:**

- » Draft version of the Comprehensive Plan document (in pdf form)
- » Minutes from study sessions / briefings with County Commission and Planning and Zoning Commission
- » Minutes from meetings with Citizen Task Force and County Commission

### **TASK 7.2: FINAL DRAFT, COMPREHENSIVE PLAN DOCUMENT**

Following the study sessions and briefings with the County Commission and Planning and Zoning Commission, Design Workshop will complete a final draft of the Comprehensive Plan document for formal adoption by these two entities.

### **Deliverable:**

- » Final version of Comprehensive Plan document (in pdf format)

### **TASK 7.3: PRESENTATION OF THE FINAL COMPREHENSIVE PLAN TO COUNTY COMMISSION AND PLANNING AND ZONING COMMISSION**

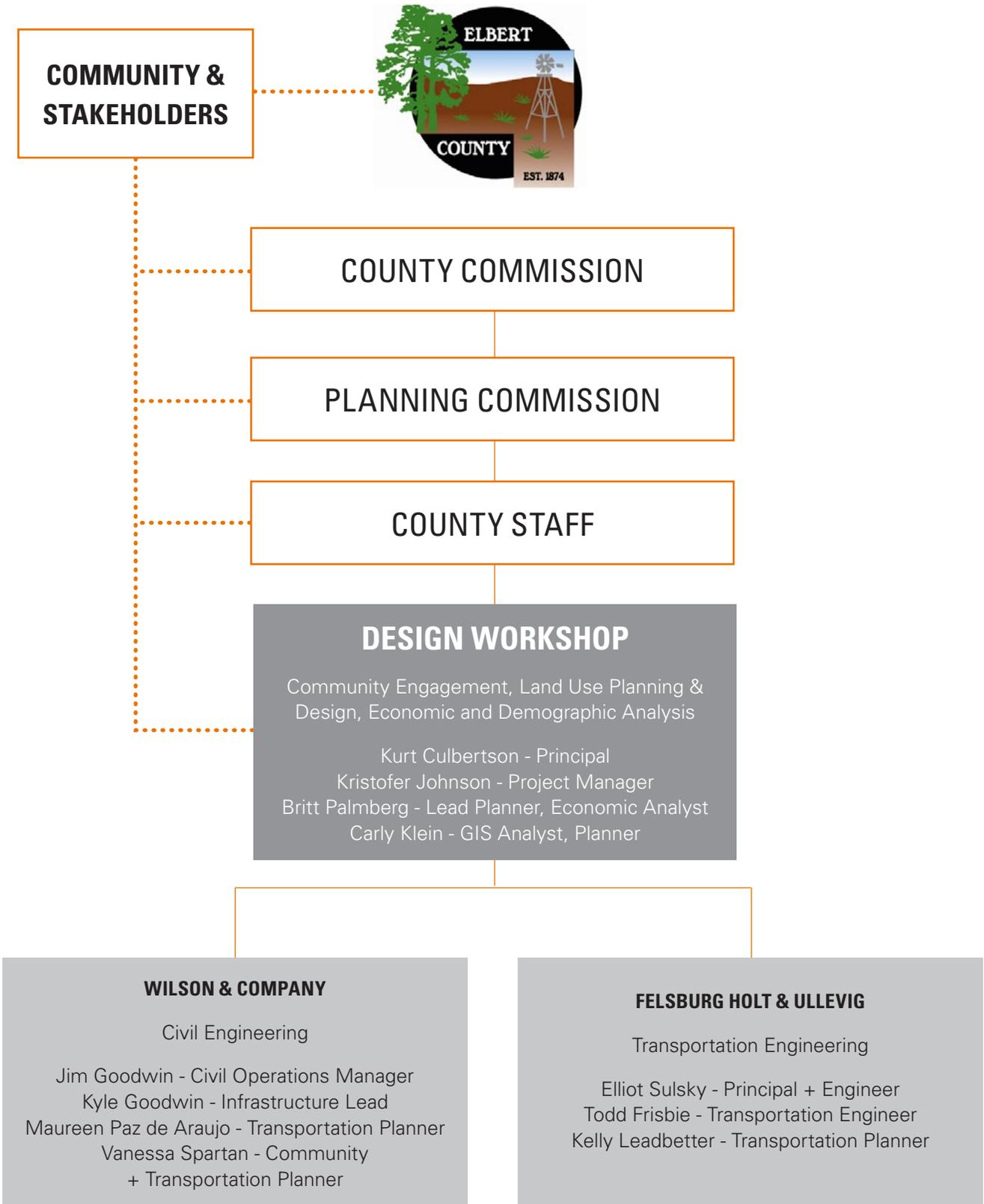
At the end of the overall process, Design Workshop will present the final document to the two boards for formal adoption.

### **Deliverable:**

- » Powerpoint to be used in presenting the final plan document to the two boards

# ORGANIZATION + STAFFING PLAN

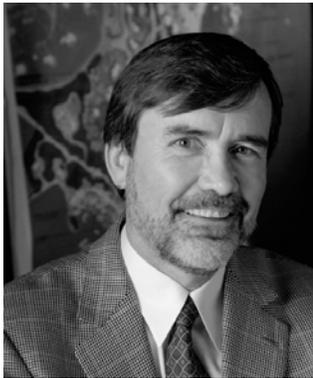
# ORGANIZATIONAL CHART



## TEAM RESUMES

### KURT CULBERTSON, FASLA, FAICP, PLA, LEED AP

PRINCIPAL | DESIGN WORKSHOP



#### EDUCATION

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

Master of Business Administration in Real Estate, Southern Methodist University, Dallas, Texas

Ph.D. Candidate, Edinburgh College of Art, Edinburgh, Scotland

#### LICENSURE

Licensed Landscape Architect: Louisiana, South Carolina, Nebraska, Alabama, Virginia and Colorado

#### CERTIFICATION

American Institute of Certified Planners

CDT Certification

Form-Based Code Institute

LEED Accredited Professional

NCI Facilitator

#### PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects (ASLA)  
American Planning Association (APA)

Urban Land Institute;  
Member, Recreation Council

Chairman and Principal of Design Workshop, Kurt has been instrumental in the company's success both nationally and internationally for over 30 years. Mr. Culbertson has been involved in planning and development projects throughout North and South America, Asia, Europe and the Middle East.

With a background in landscape architecture, planning and real estate, Kurt has led a diverse range of projects from large scale strategic planning, corridor planning and tourism planning to detailed design of parks and streetscapes. He led the planning and design process for the Lafitte Greenway in New Orleans, and visioning experiences in tourism regions as diverse as the Flathead Valley of Montana and Petra in Jordan.

Kurt is a leader in the field of evidence based design and the application of metrics and performance measures to large scale planning projects. This cutting edge approach which addresses not only environmental performance but the community and economic performance of the built environment, has been highlighted in numerous publications. His work has been recognized through professional awards by the American Planning Association and the American Society of Landscape Architects.

Kurt has initiated the creation of a model "sustainable development," a community that promotes stability between both the physical and social systems. He has shaped the firm's belief that when environment, economics, art and community are combined in harmony with the dictates of the land and needs of society, magical places result. Places that lift the spirit. Sustainable places of timeless beauty, enduring quality and untold value – for our clients, for society and for the well being of our planet. In 2016 he was awarded the ASLA Medal, the society's highest honor, for lifetime achievement.

#### SELECTED PROJECT EXPERIENCE

Circle to Circle Master Plan: Hilton Head Island: SC

Lafitte Greenway Corridor Revitalization Plan + Master Plan: New Orleans, LA

Flathead County Comprehensive Plan: Flathead County, MT

Pflugerville Comprehensive Plan: Pflugerville, TX

Grain Valley Comprehensive Plan: Grain Valley, MO

Eagle Area Community Plan: Eagle, CO

Casper Visioning + Comprehensive Plan: Casper, WY

St. Louis Great Streets Initiative (South Grand Boulevard + Manchester Road):  
St. Louis, MO

Riverfront Commons + Millennium Plaza: Denver, CO

Strategic Plan for the Petra Region: Wadi Musa, Jordan

Dominion Boulevard Corridor Plan: Chesapeake, VA

Six Forks Road Corridor: Raleigh, NC

Lewisville Old Town Plaza: Lewisville, TX

Post Oak Boulevard: Houston, TX

Wheaton Downtown Strategic Plan: Wheaton, IL

## KRISTOFER JOHNSON, PLA, AICP

ASSOCIATE, PROJECT MANAGER | DESIGN WORKSHOP



### EDUCATION

Master of Landscape  
Architecture, University of  
Illinois

Bachelor of Science, Botany,  
University of Wyoming

### LICENSURE/ CERTIFICATIONS

Licensed Landscape Architect:  
Colorado 2008: 509;  
Utah 2010: 7806248-5301  
Wyoming 2016: LA-0190C

Certified Planner:  
AICP 2012: #274411

### PROFESSIONAL AFFILIATIONS

American Planning Association

### HONORS + AWARDS

ASLA National  
2015 Honor Award:  
James Island

ASLA Colorado  
2013 Merit Award:  
Edgewood Tahoe Resort

2007 Honor Award and Land  
Stewardship Designation  
Award: Ameya Preserve

2007 Merit Award:  
NDOT Landscape and  
Aesthetics Corridor Plans

ASLA Nevada  
2005, 2006 Project of the Year:  
NDOT Landscape and  
Aesthetics Corridor Plans

Kristofer Johnson, an Associate with Design Workshop's Denver office, has a proven understanding of ecological design within rural, resort, and community contexts. His project experience is defined by an ability to navigate challenging regulatory and political environments to collaboratively build broad agreement that supports the client's vision.

His leadership in the complex partnership between public and private interests enables the strategic decisions necessary to effectively implement projects that balance ecological integrity with community development potential. This success has been recognized through several awards for projects at a wide range of scales including James Island, Edgewood Tahoe Resort, Ameya Preserve, and the Nevada Department of Transportation Landscape and Aesthetics Corridor Plans. Kristofer also brings additional planning expertise from leadership as a Center Director for the National Audubon Society and work on federal permitting of energy infrastructure across the West.

### SELECTED PROJECTS

Elbert County Open Space Vision Plan: Elbert County, CO

Pitkin County Ranch Conservation Management Plan: Old Snowmass, CO

James Island Master Plan: British Columbia, Canada

Rimrocks to Valley Pedestrian Feasibility Study: Billings, MT

Billings Highway 3 Corridor Plan: Billings, MT

Gypsum Highway 6 Corridor Master Plan: Gypsum, CO

Teton Village Master Plan Update: Teton Village, WY

Taos Ski Valley Redevelopment Plan: Taos Ski Valley, NM

Uludag Sustainable Tourism Plan: Bursa, Turkey

CDOT I-70 Mountain Corridor Aesthetic Guidance Manual: Golden to  
Glenwood Springs, CO

NDOT Landscape and Aesthetics Corridor Plans: State of Nevada

Edgewood Tahoe Resort: Stateline, NV

Grand Colorado at Peak 8 East Building Redevelopment: Breckenridge, CO

Ameya Preserve: Park County, MT

Skyline Forest: Deschutes County, OR

Sigurd to Red Butte No. 2 – 345kV Transmission Project EIS: UT (with EPG, Inc.)

Energy Gateway South – 500kV Transmission Project EIS: WY, UT, CO (with EPG, Inc.)

## BRITT PALMBERG, AICP

ASSOCIATE, LEAD PLANNER, ECONOMIC ANALYST | DESIGN WORKSHOP



### EDUCATION

Master of Business Administration – Real Estate and Finance

Master of City and Regional Planning; University of North Carolina; Chapel Hill, North Carolina

Bachelor of Arts, Economics; Northwestern University; Evanston, Illinois

### CERTIFICATION

Certified Planner, American Institute of Certified Planners

### PROFESSIONAL AFFILIATIONS

American Planning Association

NAIOP, Commercial Real Estate Development Association

Britt, an Associate with Design Workshop, has led a variety of comprehensive plans and other planning projects in the Midwest and West during his nine years with the firm. Over the last year he managed the completion of a new comprehensive plan for the exurban community of Grain Valley, Missouri, outside Kansas City, and a new strategic plan for the Downtown Wheaton, Illinois. He is currently managing the land planning and entitlements for a 1,000 acre new community in Aurora and a community strategic planning exercise for Grand Island and Hall County in Nebraska. Britt also leads the Development Services group at Design Workshop, and has completed dozens of economic analysis assignments for public and private clients over the years.

In addition to managing the overall Strategic Master Plan Update for Park County, his day to day work will address any necessary market and economic analysis for the project. He has completed land planning and economic analysis assignments for La Plata County, Colorado, Park City, Utah, and several communities in Minnesota, Kansas, and Missouri over the last two years. Britt's educational background in both City and Regional Planning and Real Estate Development and Finance provides him with a unique perspective, understanding the economic and planning drivers behind both the public sector and the private sector in various communities.

### SELECTED PROJECTS

Grain Valley Comprehensive Plan - Grain Valley, MO:

Project manager and planner for the completion of a new comprehensive plan in 2014 for Grain Valley, MO, a growing exurban community in the Kansas City area, population 12,000.

Lowry Buckley Visioning and Development Plan – Denver, CO:

Planner for conversion of the final parcel in the former Lowry Air Force Base into a mixed-use development, including community outreach and facilitation.

Midtown Neighborhood Plan – Wichita, KS:

Project Manager. Led several rounds of public open houses, focus groups, and online surveys to create a neighborhood plan for the historic Midtown neighborhood, including bi-lingual community outreach.

Grand Island “Grander Vision” Plan – Grand Island, NE:

Project Manager. Leading two larger format public open houses as well as focus groups and community wide surveys for creation of new “vision” for the greater Grand Island area. Included bi-lingual public outreach.

La Plata County Feasibility Analysis and Conceptual Land Use Study - La Plata County, CO: Economic analyst and planner.

Cottonwood Heights Economic Development Plan: Cottonwood Heights, UT: Economic and market analyst

Park City Retail Market Study - Park City, UT:

Project manager, leading completion of retail market study for historic Main Street and three other districts in Park City.

Englewood Next Steps Study - Englewood, CO:

Leading the completion of market study and developer roundtables for four focus areas of redevelopment in suburban Englewood.

## CARLY KLEIN

GIS ANALYST, PLANNER | DESIGN WORKSHOP



### EDUCATION

Master of Landscape  
Architecture and Bioregional  
Planning Utah State University

Bachelor of Science in Urban  
Planning, University of Utah -  
Cum Laude

### SELECTED HONORS

2015: Sigma Lambda Alpha  
Outstanding Academic  
Achievement in Landscape  
Architecture

2014: Outstanding Graduate  
Student of the Year, Utah State  
University

Carly joins Design Workshop with a background in wildfire planning and design. Academically, Carly has published a thesis exploring best practices for improving community resilience to wildfires through planning and design. Professionally, Carly spent three seasons on the ground as a wildland firefighter for the Bureau of Land Management. She has also facilitated stakeholder involvement and the document preparation of Community Wildfire Protection Plans for two communities in Northern Utah.

Carly is passionate about improving the resilience of the built and natural environment. She has worked on land planning and design projects that address key issues in the West such as increasing recreation and development pressures and limited water supplies, in addition to natural hazard occurrences. In each of her projects she seeks to create solutions that balance environmental and economic needs without compromising the unique sense of community identity. Carly's interests and work at Design Workshop has focused on open space and trails planning and planning for active living environments.

### SELECTED PROJECT EXPERIENCE

Elbert County Open Space Vision Plan: Elbert County, Colorado

Arvada Park, Trail and Open Space Master Plan: Arvada, Colorado

Island Grove Regional Park Master Plan: Greeley Colorado

Greeley Youth Sports Complex Master Plan: Greeley, Colorado

Greeley Parks, Trails and Open Lands Master Plan: Greeley, Colorado

Alternative Futures for the San Rafael River Basin: Emery County, Utah\*

Grand Staircase-Escalante Visual Resource Management Plan: Grand Staircase-  
Escalante National Monument, Utah\*\*

Kanab Field Office Visual Resource Management Plan: Kanab, Utah\*\*

Sweetwater Community Wildfire Protection Plan: Bear Lake, Utah\*\*\*

Bridgerland Community Wildfire Protection Plan: Bear Lake, Utah\*\*\*

\*Project completed with Emery County

\*\*Project completed with the Bureau of Land Management

\*\*\*Project completed with the Bear Lake Regional Commission

## JIM GOODWIN

INFRASTRUCTURE LEAD | WILSON & COMPANY



Jim has more than 31 years of experience in the planning, design, and construction of major urban infrastructure and land development projects. In addition to his expertise in urban development, he has extensive experience in master planning, commercial and residential land development, transportation engineering including utility, roadway, grading, and drainage design.

As our Site/Civil Operations Manager in Denver, Jim is currently working on a multitude of high-density development and municipal projects throughout the metropolitan area. Jim is an expert on LID (Low Impact Development) to include the use of sustainable materials and water quality. He recently designed one of the first water quality facilities for a streetscape project in Denver completely within the public right-of-way. His stormwater designs at the Taxi Development in Denver have been noted nationally, for the use of bio-swales and rain gardens, to provide both detention and water quality. Jim is currently designing and overseeing the Karl's Farm Master Plan, The Sun Valley Master Plan, The North East Taxi Development Plan, and the Stapleton Station Master Plan.

### SELECTED PROJECTS

Lead Design, The Mariposa Neighborhood, Denver Housing Authority: Denver, CO

Project Manager, Five Point Master Plan Development of Local Affairs: Denver, CO

Project Manager/Designer, 1000 Speer Boulevard Apartments: Denver, CO

Project Manager/Designer, University Station Apartments: Denver, CO

## KYLE GOODWIN, PE

INFRASTRUCTURE LEAD | WILSON & COMPANY



Kyle has over seven years of experience with planning, design, and construction of various land developments including single and multi-family residential projects, commercial projects, industrial projects, and mixed use projects. He has provided engineering services for a variety of projects ranging from planning, studies, feasibility studies, preliminary and final design, and design-build projects for numerous agencies and municipalities in the Denver area and surrounding regions. As one of our Project Managers in Denver, Kyle is currently working on a multitude of high-density development and municipal projects throughout the metropolitan area. Kyle is currently designing and overseeing the Hampden Heights School project, the Great Divide Brewery project, multiple multi-family residential projects including the Renaissance at North Colorado Station apartments, and the Terraza del Sol apartments.

### EDUCATION

BS, Civil Engineering, Gonzaga University

### SELECTED PROJECTS

Hampden Heights School, Project Manager/ Professional Engineer: Denver, CO

Great Divide Brewing Company, Project Manager/ Professional Engineer: Denver, CO

Renaissance at North Colorado Station, Project Manager/ Professional Engineer: Denver, CO

Terraza del Sol, Project Manager/ Professional Engineer: Denver, CO

## ELLIOT M. SULSKY, PE, AICP

PRINCIPAL, ENGINEER | FELSBURG HOLT & ULLEVIG



### EDUCATION

M.S., Civil Engineering,  
University of Colorado at  
Denver, 1986

M.A., Urban Planning,  
University of Colorado at  
Denver, 1981

B.A., Sociology, Albany State  
University, 1977

### LICENSURE/ CERTIFICATIONS

Professional Engineer —  
Colorado

American Institute of Certified  
Planners (AICP)

### PROFESSIONAL AFFILIATIONS

Institute of Transportation  
Engineers

American Planning Association

Elliot has more than 30 years of transportation planning and transportation engineering experience, both as a consultant and with the City and County of Denver. He has managed and participated in development of major transportation plans and design projects including regional transportation plans, city and county comprehensive plans, corridor studies, subarea plans, environmental studies and major development plans. Elliot's technical expertise includes travel demand forecasting, environmental impact assessment, traffic operations analysis and infrastructure funding.

### SELECTED PROJECTS

Longmont Transportation Plan: Longmont, CO

Project Manager for the Longmont Multimodal Transportation Plan as part of the Envision Longmont process that fully integrated land use and transportation planning at the city-wide and corridor levels. Developed roadway, transit, bicycle, and pedestrian long-range plan elements. Along with the overall transportation plan update, prepared a State Highway 119 Bus Rapid Transit (BRT) Alignment Analysis to assist the City in preparation for the environmental assessment and design project planned for 2016-2017 by RTD, in conjunction with Longmont, Boulder, Boulder County and CDOT. Evaluated: four different alignment alternatives to connect the BRT from SH 119 to the 1st & Main Station in downtown Longmont, different lane configuration options for the BRT in the SH 119/Ken Pratt Blvd corridor, and alternative Main Street corridor routes through downtown Longmont including Main Street itself and the adjacent Coffman Street.

El Paso County Major Transportation Corridors Plan: El Paso County, CO

Project Manager for a 2040 update to the plan focusing on improvement needs for the roadway network in the unincorporated County. The County is experiencing significant growth and development and is now the most populous county in Colorado. The MTCP update is refining the Pikes Peak Area Council of Governments regional travel model to forecast demands on the major road systems and identify improvement needs including roadway widening, paving of gravel roads, bicycle accommodations and sidewalk connections. The County's Transportation Improvement Fee Program will be updated based on the new corridor plan. The project includes an extensive online and stakeholder meeting outreach process.

Adams County Transportation Plan: Adams County, CO

Project Manager for the 2035 Adams County Transportation Plan. Developed transportation policies and strategies; roadway, transit, bicycle, and pedestrian long-range plan elements; and a phased set of improvement recommendations. Conducted a multilayered community involvement program in conjunction with a County Comprehensive Plan update.

Arvada Transportation Plan: Arvada, CO

Project Manager for the Arvada Transportation Plan update in coordination with a comprehensive plan update. Developed transportation goals and policies and prepared roadway, transit, bicycle, and pedestrian plan elements. Conducted focused transportation assessments of six key growth corridors and transit oriented development nodes in coordination with land use and economic development assessments. Conducted a public involvement process that included community choices workshops and workshop meetings with Arvada's City Council, Planning Commission, Transportation Committee and Gold Line Committee.

## TODD S. FRISBIE, PE, PTOE

TRANSPORTATION ENGINEER | FELSBURG HOLT & ULLEVIG



### EDUCATION

M.S., Civil Engineering,  
University of Texas at Austin,  
1997

B.S., Civil Engineering  
Washington University, 1995

B.A., Economics, Colorado  
College, 1993

### LICENSURE/ CERTIFICATIONS

Professional Engineer —  
Colorado

Professional Traffic Operations  
Engineer - ITE

### PROFESSIONAL AFFILIATIONS

Institute of Transportation  
Engineers

Todd has 19 years of experience in the field of traffic engineering and transportation planning. During his career, Todd has managed and worked on community transportation plans, environmental studies, access control studies, intersection analyses, travel demand forecasts, traffic impact studies, traffic signalization plans, transit system analysis and planning studies, and signing and striping plans. Working on these projects Todd has used microcomputer programs such as the Highway Capacity Manual Software, CORSIM, TRAFFIX, SYNCHRO, SIDRA, and Rodel.

### SELECTED PROJECTS

Peterson AFB Transportation Plan: Colorado Springs, PAFB

As the project manager, led the effort to prepare a comprehensive transportation master plan for Peterson Air Force Base. This extensive project included a detailed evaluation of existing traffic conditions both on and off-base, an assessment of on-base parking conditions and detailed evaluation of existing gate operations. Using the existing conditions analysis developed several on and off-base immediate action projects to address known traffic and parking issues. Estimated future traffic growth potential based on PAFB's long-rang development plan and developed transportation and parking alternatives to address the future transportation needs of the base.

Develop screening transportation, environmental and cost criteria to quantitatively evaluate alternatives and to select a preferred alternative. With a preferred alternative selected, prepared non-motorized and transit plans to complement and enhance the transportation system. The non-motorized plan identified both new on-base bicycle and trails facilities and connections to off-base non-motorized facilities.

Recommended design standards for bike lanes, pedestrian facilities and pedestrians crossings at uncontrolled locations.

Box Elder Strategic Transportation Plan (BESTplan): Box Elder, SD

As the project manager, led the effort to prepare a long range strategic transportation plan as a step toward addressing the long range needs of the City's transportation infrastructure. This extensive project produced a Master Street Plan (MSP), a non-motorized transportation plan, a list of multi-modal projects to address transportation needs, and the development of costs estimates and prioritization of these future projects. In producing these deliverables, Todd also led the effort to also develop street standards, the evaluation of existing and future traffic operations at key City intersections, traffic impact study guidelines, and level of service standards.

Pikes Peak Area Council of Governments Fort Carson Regional Growth Plan: Colorado Springs, CO

Led the transportation planning effort to assess the transportation impacts and needs of the region due to the stationing of new brigades at Fort Carson. The effort involved the development of a spreadsheet model to estimate trips generated by the Post due to fluctuations in troop levels. Results from this model were incorporated into PPACG's regional travel demand model to determine future transportation impacts related to Fort Carson growth which were the basis for recommendations to offset Fort Carson transportation impacts in the Pikes Peak region.

## KELLY LEADBETTER, AICP

TRANSPORTATION PLANNER | FELSBURG HOLT & ULLEVIG



### EDUCATION

M.U.R.P., Masters of Urban and Regional Planning, University of Colorado, 2011

B.A., Urban and Regional Planning, Miami University, 2009

### LICENSURE/ CERTIFICATIONS

American Institute of Certified Planners (AICP)

### PROFESSIONAL AFFILIATIONS

American Planning Association (APA), Colorado Chapter

Women's Transportation Seminar (WTS)

Kelly is a transportation planner with more than five years of municipal, county, state, and federal multimodal transportation planning experience. Kelly has successfully aided in the completion of many municipal transportation plans. She has led the public involvement efforts for multiple studies in Colorado and has a passion for engaging the public and stakeholders. She is also experienced with spatial analysis through her work on geographic information system (GIS) based analyses and database management.

### SELECTED PROJECTS

Centennial Ten-Year CIP Program Update: Centennial, CO

FHU worked with the City of Centennial, assisting the City with development of its Ten-Year CIP, to provide an implementation framework for the design and construction of future public improvements. Kelly was the project planner who led the evaluation and prioritization process, which assessed how well a project addressed the City's Transportation Master Plan goals and objectives. She evaluated 80+ projects, ranking each project based on how well it addressed each of the City's ten evaluation criteria.

NCRTD Long Range Transit Plan in New Mexico

The project was in the four-county area in northern New Mexico with a 15-member agency to develop a long-range plan that addresses future population and demographic changes and meets the transportation needs of these various communities. Kelly focused on facilitating a successful public outreach and stakeholder involvement process. This included preparing materials for distribution, as well as creating and conducting a survey related to user experience. Many of these materials were bilingual, which required additional coordination and preparation. Kelly also prepared for, and facilitated, small group meetings with project stakeholders.

Rio Metro RTD Strategic Vision: Albuquerque-Santa Fe, NM

FHU led the transportation planning for development of this strategic plan. The Rio Metro RTD operates the Rail Runner regional commuter rail line between Albuquerque and Santa Fe and serves several other communities along the line. Kelly developed a technical assessment of Rio Metro Regional Transit District's existing transit operations and agency structure to inform a visioning process and aid in the development of a strategic long-range plan. The technical assessment identified opportunities to increase efficiency in service, to provide seamless service to users among various modes and providers, and to coordinate capital investment and leverage limited available funds.

Fort Collins Bicycle Master Plan: Fort Collins, CO

As a subconsultant team member, Kelly was instrumental in developing the implementation plan for the Fort Collins Bicycle Plan. A demand analysis was prepared to understand the spatial distribution of various community characteristics like population density, transit stations, community activity centers, and employment bases that tend to result in a higher demand for biking. The implementation plan includes action steps to realize the plan recommendations in concert with the City's capital improvement plan and maintenance programmed projects. The plan includes planning-level cost estimates for the improvement projects in the recommended low-stress bike network.

# TIMELINE + FEE PROPOSAL

# TIMELINE

	2016								2017					
	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN			
<b>Task 1: Project Management</b>														
<b>Task 2: Public Participation</b>														
2.1 Leadership of Citizen Task Force														
2.2 Regular Briefings with the County Commission and Planning Commission														
2.3 Project Kick-Off and County Tour														
2.4 Community Engagement Plan														
2.4.1 Project Branding														
2.4.2 Media Plan														
2.4.3 Online Tools (Including Project Website)														
2.4.4 Social Media														
2.5 Stakeholder Focus Groups and Visioning Sessions														
2.6 Community Survey														
2.7 Community Open House - Round One - Vision and Chip Game														
2.8 Community Open House - Round Two - Review of Alternatives														
2.9 Community Open House - Round Three - Review of Final Plan Elements														
<b>Task 3: Existing Conditions Analysis</b>														
<b>Task 4: Land Use Analysis and Future Land Use Plan</b>														
<b>Task 5: Goals, Objectives and Policies</b>														
<b>Task 6: Implementation Plan</b>														
<b>Task 7: Adoption Process</b>														
7.1 Study Session with the County and Planning and Zoning Commission														
7.2 Final Draft, Comprehensive Plan Document														
7.3 Presentation of the Final Comp Plan to County and P&Z Commission														



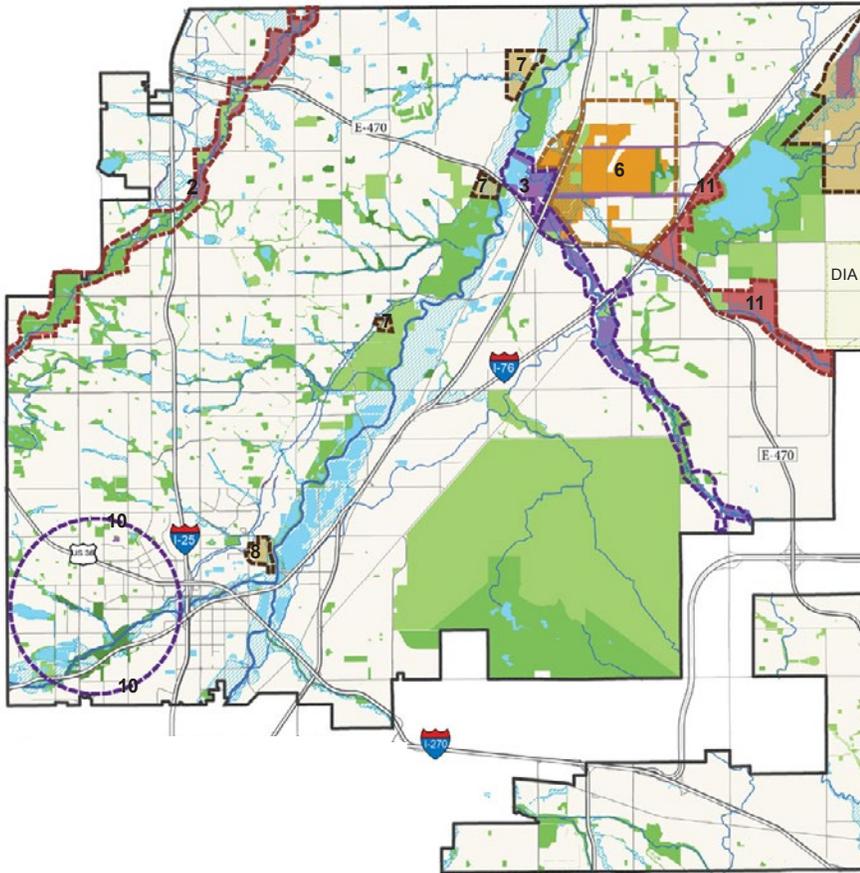
Indicates On-Site Meetings

# FEE PROPOSAL

<b>Task 1: Project Management</b>	<b>\$3,620</b>
<b>Task 2: Public Participation</b>	<b>\$65,655</b>
<b>2.1</b> Leadership of Citizen Task Force	\$7,090
<b>2.2</b> Regular Briefings with the County Commission and Planning Commission	\$4,660
<b>2.3</b> Project Kick-Off and County Tour	\$4,840
<b>2.4</b> Community Engagement Plan	\$615
2.4.1 Project Branding	\$980
2.4.2 Media Plan	\$1,590
2.4.3 Online Tools (including Project Website)	\$9,070
2.4.4 Social Media	\$2,320
<b>2.5</b> Stakeholder Focus Groups and Visioning Sessions	\$6,800
<b>2.6</b> Community Survey	\$3,280
<b>2.7</b> Community Open House - Round One - Vision and Chip Game	\$8,670
<b>2.8</b> Community Open House - Round Two - Review of Alternatives	\$8,670
<b>2.9</b> Community Open House - Round Three - Review of Final Plan Elements	\$7,070
<b>Task 3: Existing Conditions Analysis</b>	<b>\$14,120</b>
<b>Task 4: Land Use Analysis and Future Land Use Plan</b>	<b>\$14,720</b>
<b>Task 5: Goals, Objectives and Policies</b>	<b>\$11,720</b>
<b>Task 6: Implementation Plan</b>	<b>\$4,880</b>
<b>Task 7: Adoption Process</b>	<b>\$7,400</b>
<b>7.1</b> Study Session with the County and Planning and Zoning Commission	\$2,840
<b>7.2</b> Final Draft, Comprehensive Plan Document	\$2,840
<b>7.3</b> Presentation of the Final Comp Plan to County and P&Z Commission	\$1,720
<b>TOTAL LABOR:</b>	<b>\$122,115</b>
<b>Reimbursable Expenses</b>	
Meeting boards, maps, and handouts, printing, etc.	\$5,000
Travel related expenses (mileage, fuel, meals, etc.)	\$2,000
<b>TOTAL SUMMARY OF COSTS</b>	<b>\$129,115</b>

The scope of services described in this proposal represents a comprehensive and recommended approach to complete the Elbert County Comprehensive Plan. We understand the level of investment is significant and appreciate the commitment you are making to a process and document that will serve your community for 15-20 years. We will work with you to refine the scope and associated fee if necessary and to identify opportunities for County and volunteer support to bring additional value to the process. While we are confident each of the tasks described are necessary and worthwhile, there may be opportunities to modify them to meet your budget expectations.

The Design Workshop team acknowledges complete understanding of the bid terms, conditions, and requirements and our proposed pricing includes all services and reimbursable charges.



**Proposed Open Space and Parks**

-  Parks, Recreation, or Linear Park Corridor
-  Open Space, Natural Resources Management
-  Local Food Production District
-  Agricultural Conservation Lands



ADAMS COUNTY OPEN SPACE, PARKS + TRAILS MASTER PLAN | Adams County, CO

# REFERENCES

## REFERENCES

### **PATTI HOSTETLER, EXECUTIVE DIRECTOR**

ELBERT COUNTY OPEN SPACE VISION PLAN | ELBERT COUNTY, CO

Douglas Land Conservancy  
513 Wilcox Street, Suite 230  
Castle Rock, CO 80104

pattihostetler@douglaslandcoservancy.org  
303.688.8025

### **KEN MURPHY, COMMUNITY DEVELOPMENT DIRECTOR**

GRAIN VALLEY COMPREHENSIVE PLAN UPDATE | GRAIN VALLEY, MO

City of Grain Valley - City Hall  
711 Main Street  
Grain Valley, MO 64209

kmurphy@cityofgrainvalley.org  
816.847.6220

### **BRIAN JORDAN, DIRECTOR OF DEVELOPMENT SERVICES**

FREDERICKSBURG COMPREHENSIVE PLAN UPDATE | FREDERICKSBURG, TX

City of Fredericksburg  
126 Main Street  
Fredericksburg, TX 78624

bjordan@fbgtx.org  
830.997.7521

### **PATRICK WALSH, P.E., DIRECTOR**

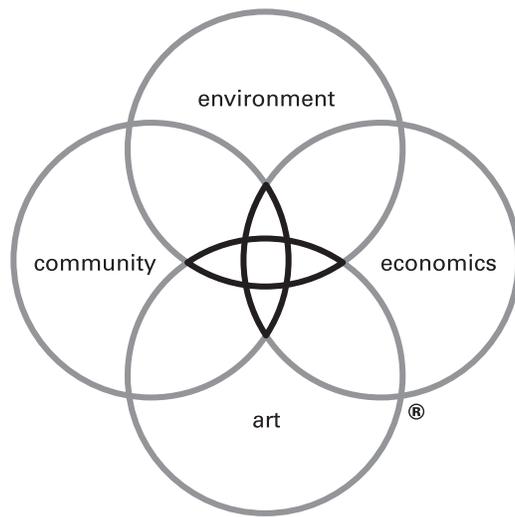
PLAN HOUSTON | HOUSTON, TX

City of Houston Planning + Development Department  
611 Walker, 6th Floor  
Houston, TX 77002

patrick.walsh@houstontx.gov  
832.393.6600



SOUTH SHORE REDEVELOPMENT PLAN | Lake Tahoe, CA



## DW LEGACY DESIGN®

We believe that when environment, economics, art and community are combined in harmony with the dictates of the land and needs of society, magical places result — sustainable places of timeless beauty, significant value and enduring quality, places that lift the spirit.

Design Workshop is dedicated to creating Legacy projects: for our clients, for society and for the well-being of our planet.