

TOWN OF ERIE COMPREHENSIVE PLAN

PROJECT NUMBER CPA-001226-2021

APRIL 22, 2021

DESIGNWORKSHOP



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ERIE
COLORADO
TIME CAPSULE

BURIED APRIL 3, 2010
OPEN APRIL 3, 2060



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Planning
Urban Design
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April 22, 2021
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Re: RFP# CPA-001226-2021 Town of Erie Comprehensive Plan

Dear members of the selection committee,

The Town of Erie is entering a critical time in its history. After decades of steady but modest growth built on a foundation of ingenuity and hard work, the 2000s brought a residential boom that could not have been contemplated by town founders. This growth has allowed the Town to plan and build new community facilities, schools, and recreation opportunities to meet the needs of residents. But the growth has also often followed modern trends in rural development that, if unplanned, could threaten the integrity of some of the characteristics that make Erie special – its small-town character, environmental resources, and close-knit community.

With this Comprehensive Plan update, there is a tremendous opportunity to anticipate development and economic vitality strategies and incorporate them into a plan that charts a course for the future while protecting the authentic character of Erie. This plan can establish holistic policy direction and leverage the success that Erie is currently enjoying to define appropriate community-building and land use patterns, direct development opportunities toward a cohesive vision, create special and healthy places, balance delivery of needed goods and services, and enhance environmental resilience.

We believe that well-developed plans are the product of strong and thoughtful engagement – with civic leaders, with key community partners, and – most importantly – with the people impacted by plan recommendations. We have enjoyed our working relationship with the Town in recent years, and believe we have the tools and integrity to help draw out what is important to the Town and its residents and create a plan that reflects a clear community vision.

For over 50 years, Design Workshop has provided visioning and planning services for communities across the region, including General Plans in Vineyard and Provo, Utah; ongoing work on the Comprehensive Plan, Transportation Master Plan and Parks, Open Space, and Trails Master Plan in Adams County, Colorado; and economic and housing analyses for public and private clients throughout the Denver metro area. Evident in the success of our projects is a focus on four pillars of our Legacy Design® process: environment, community, economics, and art. Our practice is not built on platitudes; rather, we take the opportunity to shape places based on what is happening on the ground, the natural environment, within the market, and based on a bottom-up approach to community input.

We are pleased to bring together a team for Erie that represent leaders in their fields whom we have collaborated with for many years:

- **RRC** is a local and recognized economics and housing consulting firm specializing in using data to craft tailored housing policy approaches for communities, and will lead efforts around Economic Sustainability and Housing, with support from Design Workshop's in-house Strategic Services team.
- **Fehr and Peers** is a leading transportation firm specializing in transportation and transit planning, traffic engineering, civil engineering design, and environmental services, and will lead our efforts on Mobility and Transportation.

- **Spirit Environmental** is a national expert with a niche focus on resiliency, oil and gas development, and environmental sustainability, and will lead efforts related to resiliency and sustainability.

The Design Workshop team will employ a creative approach, crafting a Comprehensive Plan that is focused on your needs and aspirations while being action-oriented and accountable. At the end of our process, we will provide you with a document that has earned community support, is clear and direct in its strategies and prescription for actions, establishes measurable targets, and is user-friendly and nice to refer to. It will become a living document that Erie can update and act on regularly, while providing guidance for new policies, plans and initiatives.

Erie is poised to decide how it wants to evolve in the coming decades in the face of growing development pressures, and Design Workshop is uniquely qualified to assist you in the effort of bringing together the community to agree on a holistic plan. Should there be any questions about our submittal, please do not hesitate to contact me at 720.907.9339 or cgeddes@designworkshop.com. We look forward to hearing from you and would be thrilled to work with you on this important project for Erie!

Sincerely,

A handwritten signature in black ink, appearing to read 'Chris Geddes', with a stylized, flowing script.

Chris Geddes
Principal



Story Mill Community Park, Bozeman, MT



PROJECT APPROACH & WORK PLAN

Engagement is truly meaningful when we understand each other's core values and opportunities for common ground.

Project Approach

We understand the Town seeks an innovative plan that provides clear and predictable, albeit inspiring guidance, through the following:

- Development of a plan that is concise, readable, and effective as the paramount guiding document in the town.
- A robust community engagement process that addresses requirements of social distancing and results in broad community buy-in.
- A plan that addresses key elements identified in the RFP, as well as all elements required in state law.

Our approach will deliver on these goals from an engagement, project management, and plan content perspective.

We have structured our project approach to set up the best process possible to support you and the community in creating a plan that reflects a collective vision. This is the community's plan, so our approach is rooted in listening, interacting, and engaging with the community. We begin with getting to know the Erie Town Staff, a Comprehensive Plan Advisory Committee, and the local community to give us an on-the-ground and intimate understanding of needs and desires for the future. We are familiar with the area as residents in the region, and as past collaborators on economic development and housing studies for the Town. Our familiarity with the area, as well as our approach to start from a place of listening, provides a solid foundation for a successful process and final deliverables. After setting this foundation, we will begin drafting a vision, themes, goals and objectives for the plan.

The collaborative process is fundamental to Design Workshop's Overall approach.

The outcome of the Comprehensive Plan update process must address key elements such as land use, economic growth, housing, multimodal mobility and transportation, integrated parks, trails and open space, and the



All of our projects start with a strategic kick off meeting to lay the foundation for a successful project.

community's history and culture. Erie is rapidly growing, and facing pressures like many other front range communities. This creates some urgency around the planning process and the creation of a three-mile plan that is relevant to the current municipal boundaries and the realities of the extensive growth that is expected to continue. Working closely with the Town and its residents, Design Workshop will explore, prioritize and synthesize the aspirations, goals and desires of current stakeholders to update and align the new Comprehensive Plan with the thoughtful reflections of the community today and into the future.

The collaborative process is fundamental to Design Workshop's overall approach. We believe in authentic and meaningful engagement with staff, elected and appointed officials, and the community. We

include a variety of ways to collaborate with these groups – from bi-weekly project management meetings to large and small community engagement to consistent check-ins with the Planning Commission and Board of Trustees. Our scope includes an on-line survey, pulse surveys throughout the process, two community meetings, an implementation workshop, a series of small-group roundtables, pop-up events, and a robust online presence. These are outlined in more detail in the Community Engagement section of this RFP response, and create the foundation for our work, and ensure this is a Comprehensive Plan reflective of the Erie community.

Equally important is the incorporation of data into the plan. Visions, if they are to be implemented, must be based in an understanding of the conditions around us. We will work with our partners at Fehr and

Peers, RRC, and Spirit Environmental to create a solid background and understanding of the conditions today, and the anticipated future conditions. Our analysis will focus on the key 5-, 10- and 20-year planning horizons. Our team is experienced in the region and able to provide research and analysis on all of the key issues identified in the RFP.

Our team of planners will assess and analyze growth trends in Erie and the region, with a focus on how growth impacts public services and facilities. We will review existing plans and seek to incorporate sub-area plans into the Comprehensive Plan. Our team is skilled in planning and design, and we will bridge those two aspects of our work to identify opportunities to maintain Erie's community heritage and character in the built environment.

Design Workshop's Strategic Services team, in partnership with RRC,

Project Approach



We use a collaborative process in all of our projects.

will complete a review of the local and regional market. We know this is a critical issue to address given Erie's historic place as a bedroom community with workers leaving during the day for work. With changes from COVID-19, our team will review longer term impacts and potential changes that might be needed from an economics and market perspective. We will also work together to analyze issues related to housing balance and mix, overall affordability and demographics trends. We will identify and assess potential opportunities and alternatives for the future development and evolution of the Town of Erie related to the regional and local market that can be influenced by the Comprehensive Plan.

Fehr and Peers will lead our work on transportation and mobility aspects of the Comprehensive Plan. Recently, the communities of Erie, Boulder and Weld County have completed substantial planning efforts including the Transportation Master Plan, Highway 7 BRT analysis, and the DRCOG Vision Zero Action Plan. Fehr & Peers assisted in many of these efforts and brings excellent regional expertise to the process.

As regional investment in corridors such as Highway 7, State Highway 119, and Highway 287 become increasingly multimodal, first and final mile connections within Erie will become increasingly important. Fehr & Peers has successfully helped secure funding sources for communities across the country. Most recently, they worked with City of Boulder, Boulder County, and City of Longmont staff to develop Congressional earmarks for priority projects from the State Highway 119 First and Final Mile Study. In March 2021, they helped secure City and County of Denver a CDOT grant to implement Safe Routes to School projects in low income communities of Denver. This level of on-the-ground implementation and funding experience will greatly increase the ability for Erie to implement the policies and action items identified in the Comprehensive Plan.

Finally, in partnership with Spirit Environmental, we will work to address resiliency and sustainability in Erie. Spirit is well suited to help balance mineral rights and land uses in the Comprehensive Plan process – they have extensive experience

with oil and gas operators in the region and can effectively engage them in high level talks. In addition, they will support our work on hazard mapping and identification, resource and view protection, and protection of archaeological and cultural resources.

Project Management

Design Workshop brings value to clients like Erie through its commitment to tight project management, wide-ranging expertise in planning and built work and proven success with public engagement. Our Erie Comprehensive Plan team has extensive experience in leading, managing and implementing complex projects and leverages our vetted project management approach to anticipate issues that may arise throughout the planning and engagement process. This allows us to thoughtfully address political, environmental, social and design challenges and opportunities in real time to better serve your needs and deliver the highest quality product. We know that situations, ideas, and direction can change quickly and sometimes unexpectedly, but we are able to adapt and chart a path forward for our projects from our years of experience in both the public and private sectors.

Considering the scope and needs of the Erie Comprehensive Plan update, Design Workshop will balance its core competency in planning to look back at earlier planning efforts with a stakeholder engagement process that informs new goals and needs in the town's next chapter. To aid in a thorough but streamlined experience, we have developed a project management toolkit that address key components such as client vision, critical success factors, stakeholder engagement plan, a quality assurance plan, communications plan, key

deliverables and an implementation plan. We will review these with you as part of an overall Strategic Kick-Off (SKO) Meeting, which helps set the stage for an effective process.

Design Workshop's project manager and principal-in-charge will work closely with the city to track project process and progress and keep a tight rein on the project budget and schedule. Design Workshop strives to ensure quality through clear communication and dialogue with our clients and among our team. We recommend hosting progress conference calls on a regular schedule, which will include monthly progress and budget reports, a 60-day critical path review, and bi-weekly project management calls.

An Implementation Playbook

The Comprehensive Plan will not add value if it is not acted upon. Creating clarity of purpose and accountability for doing the work is essential. As part of this we will create a clear implementation plan for the Erie community and staff to implement this guiding plan. This includes:

- Recommend strategies and actions that connect community priorities to a clearly described action playbook that has clear tasks, roles, responsibilities and time frames for completion.
- Consider investment and funding types and strategies, along with incentives to enhance the potential for success.
- Hold an Implementation Workshop to ensure departments and stakeholders are part of creating the implementation plan and are then more likely to be dedicated to its success.
- Create a table that shows tasks, responsibilities, time frame and priorities.

- The document will be referred to when budgets are made and be a checklist that holds departments and leadership accountable each year.

Scope of Work

The following narrative describes a comprehensive list of services required to complete an update to the Town of Erie's Comprehensive Plan. While the following scope is organized in a linear manner, many of the tasks may proceed concurrently. The project will be organized into three phases:

I. Explore + Engage

II. Synthesize + Prioritize

III. Finalize + Implement

PHASE 1: EXPLORE + ENGAGE

Task 1.1: Project Initiation

The Comprehensive Plan Update will begin with a Strategic Kick Off (SKO) workshop with the consultant team and key town staff, to review the scope of work and available data. It will lay the foundation for a clear and inclusive process and will clarify roles, approach, project goals, and community engagement opportunities. We will define a mission statement and guiding principles to effectively launch the project. Items to be covered during the SKO Workshop include:

- Discuss accomplishments of the current Comprehensive Plan, and any sections that remain relevant
- Discuss accomplishments and ways to incorporate previous planning efforts such as the Airport Master Plan, Sustainability Master Plan, Transportation Master Plan and the I-25 Erie Gateway Developer Handbook.

- Determine make-up of the Comprehensive Plan Project Advisory Committee (PAC)
- Define roles, responsibilities and communication procedures
- Confirm a detailed project schedule and document review process
- Identify additional documents and resources that may be useful to the plan creation process
- Identify any topics for additional research and evaluation
- Establish project goals and desired outcomes (Project Management Plan)
- Discuss Town Board of Trustees and Planning Commission perspectives on process goals and desired outcomes
- Review community facilitation and engagement plan, confirming responsibilities and resources
- Discuss document and adoption approach

The Design Workshop team will develop a Public Engagement and Communication Plan that includes detailed guidance on public outreach, social media, engagement tools and methods, and the preparation of a stakeholder analysis matrix. As part of this, we will work with Town staff to categorize the groups and individuals that will be identified as key stakeholders that should be engaged in the process. We anticipate this group will include business leaders, members from the Chamber, local non-profits, faith groups, and youth-focused organizations. Discussion of these stakeholders will begin with the Strategic Kickoff and identify the optimum role for these groups within the project. Ultimately, we will work with Town staff to finalize the Public Engagement and Communication Plan document that includes identification of the stakeholders, contact information, engagement

Project Approach

timelines, scheduled meeting dates and lead times, information distribution methods, and responsibilities of Town staff and the consultant team.

Additionally, project websites are an important tool for facilitating public engagement. They provide an easily updatable platform that serves as a centralized resource for sharing updated information throughout the life of the project. We are very familiar with the Bang the Table platform and will work with the Town to create the text, graphics, and widgets to enable effective use of the Engage Erie website. We have included updates to the Engage Erie page in the scope to ensure it can be utilized throughout the Comprehensive Plan process. Items to be part of the webpage include background information, links to online surveys, various elements of the plan as it progresses, and the ability for residents to contribute their thoughts through a comments form and dedicated email address. With the potential for continued social distancing, interactive features and links to videos will be critical. The following content and features can be included:

- Project Overview
- Public Meeting Calendar with maps to venues
- Document Downloads
- Public meetings presentations
- Contact and Comment Forms
- Survey Links
- Email Newsletter Sign up
- Links to Social Media
- Links to Stakeholders and Community Resources

Deliverables:

1. Half-day facilitated workshop with Town team, including tour of Erie
2. Detailed project work plan and schedule
3. Internal project communication plan
4. Project Management Plan (PMP), including: Client Vision and Critical Success Factors (CSFs), Roles and Responsibilities, Communications Plan, Risk Management Plan, and Quality Management Plan.
5. Public Engagement and Communication Plan, draft and final

formats provided in MS Word and PDF formats

6. Stakeholder analysis matrix, provided in MS Excel format
7. Draft email invitations to Comprehensive Plan Stakeholder Coalition invitees
8. Website Strategy Memo
9. Social Media Campaign Strategy Memo
10. Bang the Table website content for staff to put into website (5 updates)
11. Branding package, including logo and ppt template, with one round of edits with the town.

Task 1.2: Meetings, Project Management and Reporting

Every phase will involve project management from Design Workshop's Principal-in-Charge and the Project Manager. Design Workshop strives to ensure quality through clear communication and dialogue with our clients and amongst our team. To facilitate efficient communication, we are anticipating time for monthly or bi-weekly (every two weeks) progress meetings with the Town of Erie project manager, utilizing conference call software. The specific schedule will be determined at the SKO described in Task 1.1. Design Workshop will maintain the project schedule, including tracking of key milestones and engagement activities.

It is important that the process be informed by the key stakeholders, including the Technical Advisory Committee (TAC) and Project Advisory Committee (PAC), as well as the Planning Commission and Town Trustees. For this reason, we propose Kick off Meetings with these groups as well. These meetings would be facilitated by Design Workshop



Community engagement workshop, pre-COVID-19.
Taylor Downtown Master Plan, Taylor, TX



Onsite pop up event, pre-COVID-19. Downtown Historic Parks Master Plan, Colorado Springs, CO

with support from Town staff. We anticipate being involved in up to nine (9) PAC and TAC meetings, taking place roughly every 2 months to guide the project progress, provide key input and serve as liaisons to reaching the broader community. The schedule would be determined as part of the kick-off meeting identified in Task 1.1.

Anticipated Meetings area as follows:

1. Project Kick Off
2. Issues and Assets
3. Community Workshop 1 Feedback
4. Phase 1 Summary and Feedback
5. Community Workshop 2 Feedback
6. Phase 2 Summary and Feedback
7. Draft Document Review and Comments
8. Participation in Implementation Workshop

9. Phase 3 Final Presentations

Throughout the process, we anticipate regular updates to the Planning Commission and Town Trustees on project progress. Three meetings have been included in the schedule. These will be scheduled at key milestones to ensure the project is progressing appropriately and they have an opportunity to provide key direction. While we anticipate these will be in-person meetings, remote meetings could be utilized as necessary for project efficiency or as social distancing requires. Additionally, the 60-day critical path milestone schedule can be formatted as an information memo an to assist staff in presenting updates outside of these regular meetings.

Design Workshop will provide meeting agendas, meeting summaries, attendance tracking, and facilitation at meetings with the PAC, TAC, Board of Trustees, and Planning Commission.

Deliverables:

1. *Meeting participation with Town Board of Trustees and Planning Commission (3 each)*
2. *Meeting participation with TAC and PAC (8 each)*
3. *Meeting agendas provided to Town staff in draft and final formats*
4. *Meeting notes following each meeting*
5. *Bi-weekly calls with Town's Project Manager, including meeting agendas, notes with action items, and 60-day critical path milestone schedule once a month*

Project Approach



1. Memorandum summarizing Past Planning Efforts with Policy/ Goals Matrix, and identifying policies implemented and what remains to be completed from the Comprehensive Plan (review of up to 8 plans are included in the scope)
2. Community profile and trends summary
3. Existing conditions analysis including a 2020 Census Profile update (anticipated to be no more than 20 pages)
4. Preliminary Mapping, up to 10 maps are anticipated, including a Land Use Map
5. SWOT analysis
6. Initial Goals, Objectives, and Policies Memo

6. Percentage complete project report by task and monthly invoices (once a month)

Task 1.3: Existing Conditions Key Issues, and Opportunities Analysis

Using directives and outcomes from the Strategic Kick-Off, Design Workshop will conduct a high-level review of previous reports, studies and plans to ensure previous priorities and plans are reflected in the Comprehensive Plan Update. This Synthesis of Past Planning Efforts is intended to recognize the significant work already completed and harness that momentum rather than starting over. We will evaluate the consistency of all documents and determine what information is relevant, outdated, or out of compliance, in addition to a preliminary evaluation of what new information is needed.

Additionally, we will complete an Existing Conditions Analysis to establish a Town baseline and identify

opportunities going forward regarding land use, economic development, and demographics. Areas to be analyzed include but are not limited to the following: demographic and socioeconomic data; environmental, geographic, climate, cultural and natural resources data; economic analysis and local and regional market trends; transportation and open space linkages; mobility opportunities; and an assessment of housing. This will include a detailed evaluation of demographic data and patterns. Particular focus will also be paid to future trends in mobility, sustainability, resiliency, and economic development to ensure the plan is considering the changing nature of communities and technology.

This task also focuses on identifying potential themes and opportunities for the Comprehensive Plan. We will use a SWOT Analysis to assist in this work, which will be used to inform the final recommendations in the Comprehensive Plan.

Deliverables:

Task 1.4: Roundtable Discussions and Pop Up Events

Roundtable Discussions

To begin our Community Engagement, we propose a series of Roundtable discussions to understand the important issues to community members. These can be topic based, with sessions focused on themes anticipated to be covered in the Comprehensive Plan, like Housing and Neighborhoods, Community Character, Sustainability, Resiliency and Scalability, etc, or they can be based on community member types, such as seniors, business owners, developers, etc. The final make-up and approach would be determined at the SKO. Should social-distancing be needed when these roundtables are scheduled, they can be completed via a series of Zoom meetings or through a series of online surveys. Our scope includes a total of five (5) roundtables. Given that nearly 30% of the Erie community is under 18 and

nearly 10% are 65 years and older, we recommend specific sessions to be focused on youth and seniors, located at the Erie Community Center or Library.

Pop-Up Events

We propose two pop-up events to gain more insight from the community on the future of Erie, and to raise the profile of the project. If successful, the Town could host more of these events. For 2021, we recommend these be pop up stations at community parks and trailheads, as these areas are seeing increased use as a great way to be outside while practicing social distancing. Displays, opinion surveys, and project information will be provided safely in public space using a “pass-thru” format that encourages participation while limiting clusters of individuals. All materials will be presented online as well for residents who are more comfortable participating through that format. As Erie determines a 2021 event calendar, we can use events to further promote the Comprehensive Plan process and gather important community feedback. Events with partner organizations such as the Chamber of Commerce and Historical Society, should also be considered. Should social distancing continue to be required into 2021, a set of pulse surveys and other online engagement opportunities could be used.

Deliverables:

1. *Up to five (5) roundtable discussions.*
2. *Meeting Facilitation Worksheet*
3. *One (1) meeting with Town Project Manager to discuss roundtable results (phone or Zoom)*
4. *Meeting Toolkit, including project business cards, Story Cards formatted, and Questionnaire (we assume the Town will print)*

5. *Attendance and support at two (2) pop-up events.*
6. *One (1) meeting to discuss pop-up results (phone or GoToMeeting)*

Task 1.5: Community Workshop #1

The Community Workshop is designed to function as both live online events and in-person events, should that be feasible within the current public health guidelines. Presentations and interactive exercises such as keypad polling, preference surveys, mapping activities, and self-guided tours, will also be made available on the project website for those unable to attend the event at its scheduled date/time.

Based on the information gathered, we will hold an initial Community Workshop to include key stakeholders and community members. The purpose is to capture and reflect the needs and priorities of all residents. This feedback will critically inform elements of the Comprehensive Plan. We will utilize instant feedback keypad polling to quantitatively identify concepts that receive the most support. Following the presentation and keypad polling, the meetings will break into small groups to review base maps and indicate priority development areas, catalyst sites, high need areas, and critical corridors. Facilitated discussion of aspirations will aid the process in understanding the various elements that citizens feel are important to a long-term vision.

We will use facilitation tools to build community dialogue such as:

- **SWOT or Visual Survey for Idea Collection of Community Values** | Each attendee will have a questionnaire asking them to identify areas of strengths, weaknesses, opportunities, and constraints in the plan chapter

areas. This input will lay the groundwork for understanding core community values.

- **Story Cards** | “TODAY - I love Erie because....and how would you answer this question 20 years from now?” Sometimes the best way to understand a community’s priorities, desires or concerns is to ask them to tell their story. A postcard will be designed to collect short stories and phrases that describe what people care most about. These postcards, along with a planning process informational flier, could also be given to Town Staff to be distributed and collected at community and organizational events. The story cards could also be included in an online survey format to be filled out electronically.
- **Mapping Exercise** | Using printed or online mapping, participants will be asked to highlight existing features that work, features that need improvements and ideas for future features that they would like to see in the community. This activity will be a key input into the land use scenarios. Additionally, we anticipate using this exercise to inform direction on the Town’s Three-Mile Annexation Plan

Information gathered in this engagement window will inform that content to be included in the Comprehensive Plan document.

Deliverables:

1. *Workshop Materials:*
 - *Presentation, with option to include keypad polling*
 - *SWOT Questionnaire or Visual Survey*
 - *Story Cards formatted, and color printed*
 - *Four (4) printed Map Boards with easels (36”x48”) – Town to provide maps if possible, or pertinent data (Land Use Map including Types of*

Project Approach

Residential and Commercial zoning / areas; Transportation Map; Open Space + Trails Map)

- *Sign-in sheets, name tags, comment cards*

2. One (1) day of workshop facilitation

Note: Town staff will lead the effort to organize invitations, meeting space and all public messaging of the event. We anticipate one (1) round of review with staff of the workshop materials. Following the workshop, Town staff could take this presentation to committees and small group gatherings (schools, local businesses, neighborhood groups, etc.) to inform citizens of the plan development process and provide opportunities for input – this helps to build excitement for the project.

Task 1.6: Community Survey

The Comprehensive Land Use Plan Update will best meet the needs of the entire Erie community if the use patterns, values and vision of a broad representation of residents is understood. Gaining this representational input requires targeting input from citizens that typically do not participate in planning processes. An open online Community Survey will help to achieve a more representative sampling of citizen opinion. We will work with the Town staff to develop a questionnaire that covers the full range of land use considerations that need to be informed by public opinion including housing options, mobility options, density preferences, zoning strategies, economic development, and integrating the natural environment.

We will also create an outreach strategy to ensure that a diverse representation of residents participate in the survey. Some of the strategies

we anticipate using will be to leverage the PAC and provide specific outreach materials that can enable these individuals to best reach certain communities; leverage a robust multi-channel social media campaign; and provide links to the survey through other regular Town correspondence with residents.

Additionally, pulse surveys throughout the process can help gather input about key topics. The Bang the Table platform provides a good format for these. Design Workshop also uses a program called Qualtrics that includes robust survey options, including the opportunity to embed pictures for preference surveys. Our scope anticipates Design Workshop creating these surveys and distributing them through the Engage Erie site, but the scope can be adjusted if the Town prefers to use their Polco platform.

Deliverables:

1. *Draft survey questions and revisions based on Town staff review*
2. *Final Survey formatted for online distribution*
3. *Survey distribution plan*
4. *Outreach support to Town staff*
5. *Data analysis and tables documenting responses*
6. *Creation of up to 8 pulse surveys of up to 10 questions each*

Task 1.7: Community Workshop and Survey Summary & Issue Identification

From the first round of community input, Design Workshop will prepare an input summary and develop a draft vision statement, opportunities, challenges and options for addressing the identified issues. Working with Town staff, these statements and recommendations will be refined and

organized. The goal of this exercise is to demonstrate to the community that their stories, concerns and hopes for Erie are captured and will drive the formation of the Comprehensive Plan update.

Deliverables:

1. *Community Input Summary + Conclusions*
2. *Draft vision statement, opportunities, challenges, community character description*
3. *Revision of above items based on Town staff input (Town staff to collate all comments and input)*

STAGE 2: SYNTHESIZE + PRIORITIZE

Task 2.1: Initial Plan Themes, Element Recommendations and Draft Document Outline

Community input and analysis efforts completed in Phase 1 will inform the development of initial plan themes, plan elements, goals and objectives, and possible tactics to address the goals and objectives for each element.

The Design Workshop team will meet in person with the TAC and PAC to talk through ideas and select which to move forward with as the draft plan content is developed. Strategic objectives for each of the plan elements will be incorporated into the plan document, based on the findings of Phase 1 (along with the addition of new plan elements if deemed appropriate).

The Design Workshop team will provide a document outline to the TAC and PAC for approval. We suggest the following elements be included in the Erie Comprehensive Plan:

- Land Use and Growth Management
- Regional Coordination

- Mobility and Transportation
- Housing
- Natural Resources and Environment
- Parks, Recreation, Open Space & Trails
- Community Resiliency (includes economic, environmental, safety & emergency preparedness, health & wellness, infrastructure)
- Community Design and Character
- Town Services and Infrastructure
- Future Trends and Innovation

Our team will provide a document outline to Town staff for approval. This outline will include organizing concepts and an initial list of topics.

Deliverables:

1. *One (1) virtual discussion of initial plan themes, updated elements and the possible inclusion of new elements, goals and objectives, and possible tactics*
2. *Draft framework document outline*
3. *Writing style guide and sample document with graphic design for approval*
4. *Meeting Summary Memo*

Task 2.2 Three-Mile Annexation Plan Draft

We will create a Three-Mile Plan that considers potential future infrastructure and growth within three miles of the Town boundary. We will create a series of maps to outline preferred future conditions using the findings and community preferences. A series of land use criteria narratives will be included. This mapping could utilize character-based zoning ideas, and opportunities for zoning or other policy changes. Recommendations on suitable land uses, densities, and market uses could also be included.



Gathering input from the community. Moncus Park, Lafayette, LA

Deliverables:

1. *Draft Three-Mile Plan Framework*
2. *Outcomes narrative, graphics and metrics for a Three-Mile Plan for ultimate inclusion in the Comprehensive Plan*

Task 2.2 Community Workshop #2

We will conduct a second community meeting to gauge public response to alternatives and potential future land use scenarios, tactics, priorities and trade-offs that may have to occur for successful plan implementation.

The meeting will be used to present the project vision, goals, opportunities, challenges and options/action items for addressing key issues under each of the Plan Elements. We will focus on prioritization exercises at this workshop. The purpose of this meeting is not only to present key content from the draft outline/document, but to also demonstrate how community input was incorporated into the draft content and to gauge reaction to plan concepts.

We will work with Town staff to develop a series of appropriate online

survey questions for this phase of the project.

Deliverables:

1. *Workshop Materials:*
 - *Vision, Goals, Objectives + Action Plan Presentation (organized by Plan Elements)*
 - *Three (3) printed Land Use Scenario Map Boards with easels (36"x48") – Town to print maps if possible*
 - *Presentation, including 20 keypad polling questions.*
 - *Sign-in sheets, name tags, comment cards*
2. *One (1) day of workshop facilitation*
3. *One (1) meeting to discuss workshop results (via Zoom)*

Task 2.3: Draft Comprehensive Plan Development

Once the outline is approved, our team will work with Town staff to prepare the written portion of the document. We anticipate beginning with sections on demographics and existing conditions, and then moving into future land uses and overall policies

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following the second Community Workshop. Our team will also work with Town staff to decide how best to prepare the appropriate maps for the plan document.

Draft content will be prepared in Microsoft Word for eventual formatting with graphics in InDesign. We will create a graphically engaging document that can be delivered to a variety of audiences in an accessible way.

Deliverables:

1. *One (1) digital copy of Draft Comprehensive Plan document (50% complete without action plan or appendices) in pdf format*
2. *One (1) revision cycle of the draft document, based on Town staff direction for incorporating collected comments – Town to collect all comments and provide to Design Workshop (fee anticipates no more than 20 hours for revision tasks)*

PHASE 3: FINALIZE + IMPLEMENT

Task 3.1 Implementation Workshop and Program Prioritization

The objective of this task is to prioritize specific projects that will achieve the community's aspirations and refine a timeline for implementation. Criteria for prioritization will account for impacts relative to the themes, practical components such as availability of resources, and desires from key stakeholders.

Recommendations will be organized by a strategic framework utilizing the established themes, goals, and policies. Implementation details will be provided for each high priority recommendation (projects and programs) and may include a narrative, summary of benefits, benchmark and metrics, cost, responsible entity, potential partners and funding opportunities, phasing priority, etc.

Additionally, this phase of work will include a high-level analysis and recommendations about potential Zoning and Development Code Amendments and formats to implement the Comprehensive Plan into Erie's development requirements.

Because effective implementation requires coordination and buy-in from various departments and stakeholders, we suggest that one of the PAC and TAC meetings focus on implementation. We will facilitate a conversation about the who and how of implementing the Comprehensive Plan with both of these groups.

Deliverables

1. *One (1) in-person implementation workshop with TAC and PAC, with agenda and meeting summary.*
2. *Implementation matrix for projects, including theme impacts, resource availability, and suggested timelines.*
3. *Prioritization map and narrative for comprehensive plan projects*
4. *Draft project and program priorities*
5. *Zoning and Development Code memo outlining potential amendments and different code formats that could be implemented.*

Task 3.2: Draft Comprehensive Plan Revisions and Refinement

Based on all feedback to date and Town staff input, Design Workshop will refine the draft plan. We anticipate Town staff will review the draft document after refinement and collate all comments and input from Town staff. This draft will include an Action Plan that provides a guide for short, medium, and long-term implementation.

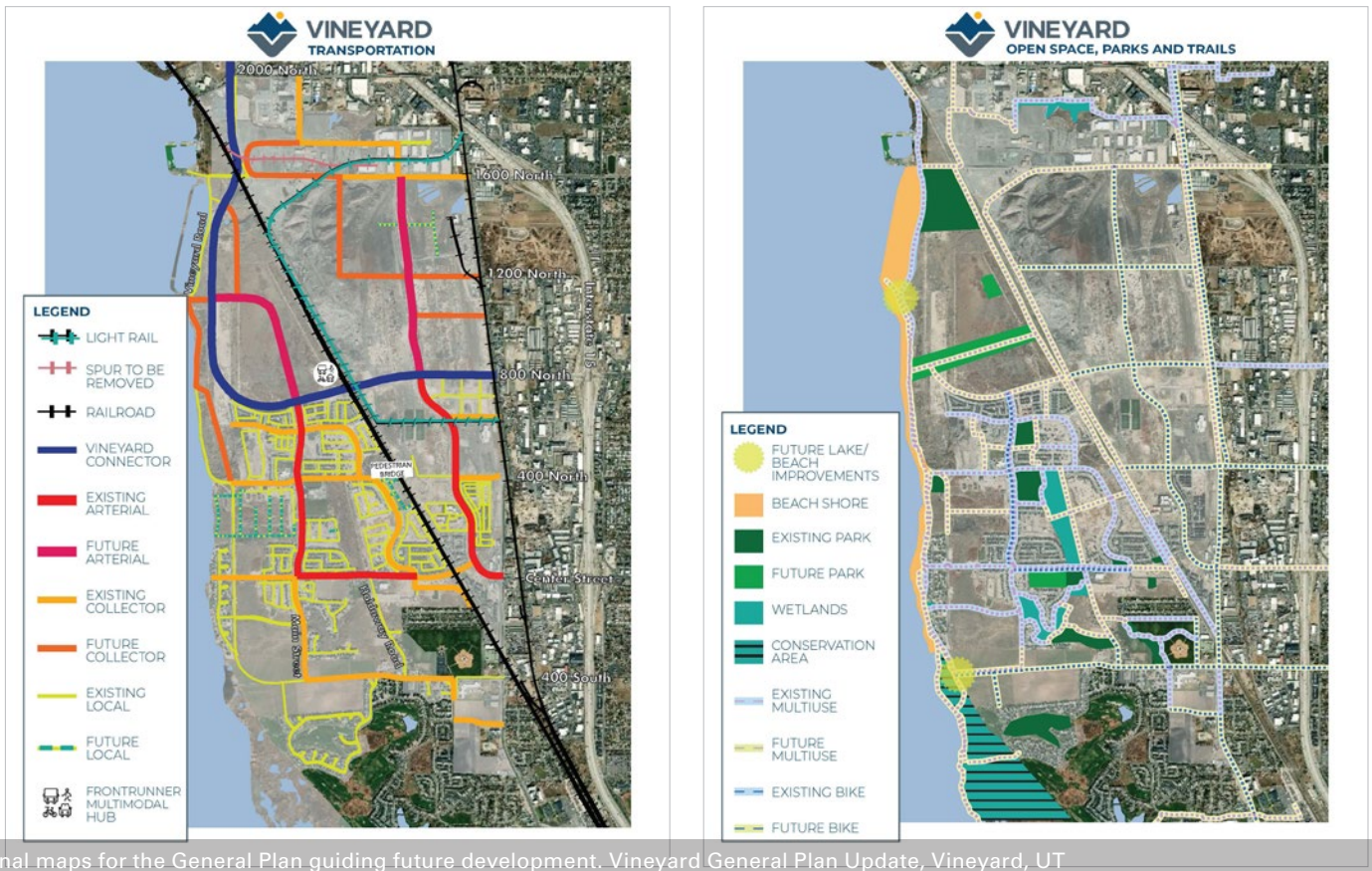
Based on input to date, Design Workshop will work with Town staff to prepare an update presentation for the Town Board of Trustees and Planning Commission to share the 80% draft.

Deliverables:

1. *One (1) digital copy of Draft Comprehensive Plan document (80% complete with action plan or appendices) in pdf format*



Sketching ideas. Opelika Corridor Master Plan, Auburn, AL



2. One (1) revision cycle of the draft document, based on Town staff direction for incorporating collected comments – Town to collect all comments and provide to Design Workshop (fee anticipates no more than 20 hours for revision tasks)

document and appendices for adoption

2. One (1) pdf of all maps included in the final plan
3. One digital version of GIS shape files used to prepare maps

used for the adoption hearings. Design Workshop anticipates participation for one meeting with Town Board of Trustees and Planning Commission for the adoption process.

Deliverables:

1. One (1) memo and presentation for Board of Trustees and Planning Commission adoption process
2. One (1) adoption meeting each with Planning Commission and Board of Trustees

Task 3.3 Preparation of Final Plan

Following the presentation to the Board of Trustees and Planning Commission, and receiving final comments from town Staff, we will complete the final Comprehensive Plan.

Deliverables:

1. 100% Comprehensive Plan in pdf format and InDesign format; text can be provided in a separate Word document. One (1) digital copy of Final Comprehensive Plan

Task 3.4 Adoption Process

Building on previous efforts and integrating them with the work done as part of this update process, our team, along with Town staff, will complete the final plan for adoption. The work plan we have proposed will lead to a successful Comprehensive Plan Update that guides and inspires. It will be a visionary, yet practical roadmap detailing strategies and actions necessary to take into the future.

Based on input to date, Design Workshop will work with Town staff to prepare an update presentation to be

RACI Table

Design Workshop has completed an initial RACI Matrix as requested in the RFP. This is intended to be a first draft, and we would work with you to finalize roles for the project. While not typical, there are certain tasks that include more than one Responsible or Accountable party to reflect the fact that there may be people on the consultant team and town team that would each fill that role for their organization.

Project Tasks	Design Workshop					
	PIC	PM	Engagement Staff	Planning Staff	Mapping & Design Staff	Strategic Services Staff
Phase 1: Explore + Engage						
Task 1.1 Project Initiation	A	R	C	C	C	C
Task 1.2 Meetings, Project Management and Reporting	A	R				
Bi-Weekly Project Management Meetings (30)	A	R	I	I		I
PAC Meetings (9)	A	R	C	C		C
TAC Meetings (9)	A	R	C	C		C
Planning Commission Updates (3)	A	R	C	C		C
City Council Updates (3)	A	R				C
Task 1.3 Existing Conditions, Key Issues and Opportunities Analysis	A	R	I	C	C	C
Task 1.4 Roundtable Discussions & Pop-Up Events	A	C	R	C	C	C
Task 1.5 Community Workshop 1	A	C	R	C	C	C
Task 1.6 Community Survey	A	C	R	C	C	C
Task 1.7 Community Workshop and Survey Summary & Issue Identification	A	C	R	C	C	
Phase 2: Synthesize + Prioritize						
Task 2.1 Initial Plan, Element Recommendations and Draft Document Outline	A	R	C	C	C	C
Task 2.2 Three-Mile Annexation Plan Draft	A	R	I	C	C	C
Task 2.3 Community Workshop 2	A	C	R	C	C	C
Task 2.4 Draft Comprehensive Plan Development	A	R	C	C	C	C
Phase 3: Finalize + Implement						
Task 3.1 Implementation Workshop and Program Prioritization	A	R	C	C	C	C
Task 3.2 Draft Comprehensive Plan Revisions and Refinement	A	R	C	C	C	C
Task 3.3 Preparation of Final Comprehensive Plan	A	R	I	C	I	C
Task 3.4 Adoption Process	A	R		C		C
Planning Commission	A	R		C		C
City Council	A	R		C		C

R The group **Responsible** (R) for completing a particular task.

A The group **Accountable** (A) for ensuring that the task is done properly & in a timely manner.

Fehr & Peers	RRC	Spirit Environmental	Town of Erie							
			PM	Planning & Communications Staff	TAC	PAC	Planning Commission	Board of Trustees	Community Stakeholders	Overall Community
C	C	C	A	C	C	C	C	C	I	I
			A							
I	I	I	A							
C	C	C	A	I		C				
C	C	C	A	I	C					
C	C	C	A	I			I	I	C	C
C	C	C	A	I			I	I	C	C
C	C	C	A	C	C	C	C	C	C	C
C	C	C	A	I	C	C	C	C	I	I
C	C	C	A	C	I	I	C	C	I	I
C	C	C	A	C	I	I	C	C	I	I
I	I	I	A	C	C	C	C	C	C	C
C	C	C	A	C	C	C	C	C	I	I
C	C	C	A	C	C	C	C	C	I	I
C	C	C	A	C	C	C	C	C	C	C
C	C	C	A	C	C	C	C	C	I	I
C	C	C	A	C	C	C	C	C	C	I
C	C	C	A	C	C	C	I	I	I	I
C	C	C	A	C						
C	C	C	A	C	I	I	R	R	I	I
C	C	C	A	C			R		C	C
C	C	C	A	C				R	C	C

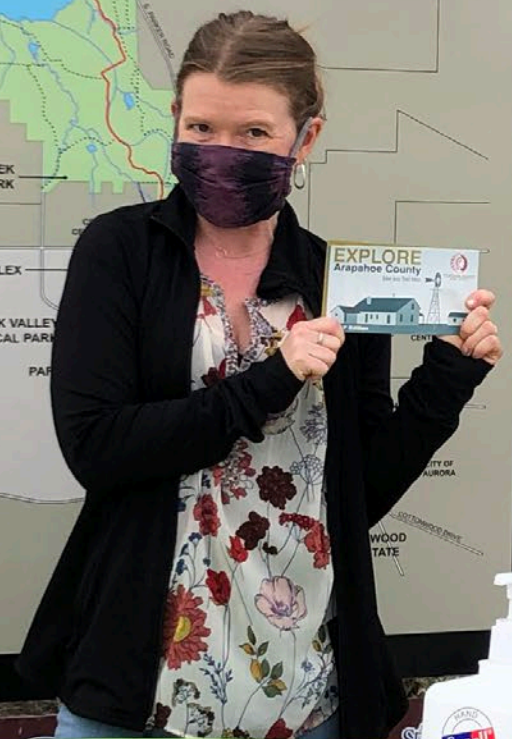
C

The group who is **Consulted** (C) on a task. This means they may be helping to complete the work product or will be asked to give direct feedback on a particular issue or task.

I

The group **Informed** (I) and updated about the progress of a task, but they will not have direct feedback on that task.

Cherry Creek Regional Trail



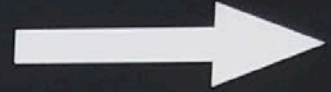


ARAPAHOE COUNTY
OPEN SPACES

BRONCOS PARKWAY TRAILHEAD



Cherry Creek Valley Ecological Park



Cherry Creek Valley Ecological Park is a protected area because of its sensitive natural resources. Please help protect this special place by staying on trails and observing wildlife from a distance.

Rules and Regulations

Destruction of park property is prohibited
Place litter and trash in designated containers
Hunting, camping and open fires are prohibited
To protect sensitive natural habitat please stay on designated trails

Report any criminal activity or misuse to
the Arapahoe County Sheriff's Office at
303-795-4711

Park Address: 100 E. Broncos PKWY Centennial, CO 80112
For More Information Call: 720-874-6500

Park Hours: Dawn to Dusk

COMMUNITY
ENGAGEMENT

Design Workshop Approach to Public Engagement

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 important benefits to our clients:

- 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.
- We provide **clear and timely communication** to all interested citizens through a variety of means.
- We ensure that public involvement is **truly meaningful** to the community by understanding and focusing on the key issues it faces.
- We create **implementable actions** by carefully navigating the community to a consensus position.

We can offer these benefits because we are fully versed in the International Association of Public Participation (IAP2) best practices and can advise on proven techniques and practices to achieve engagement objectives. We have produced our own Stakeholder Engagement Guidebook and have access to templates we can share including engagement worksheets to help identify objectives, tactics, schedules and metrics to craft a meaningful engagement effort.

Beyond the technical expertise required for code amendment processes, a critical component of any community-driven process is established best practices. Design



Workshop's process for producing plans has been documented in an American Planning Association PAS Memo: *Creating Planning Documents*. A few key points include:

- Understand the power of, and audiences that use, traditional PR and social media;
- Distill compelling stories from technical information that help build excitement and enthusiasm for a planning process;
- Define clear roles and expectations for stakeholders and reiterate those roles throughout the process;
- Define clear roles and workable timelines for reviewing content and resolving comment questions or disagreements among staff and stakeholders (e.g., map element classification decisions, controversial issues, etc.);
- Compose work groups and/or focus groups with manageable numbers of participants;
- Think with the end in mind and build alignment on the intended audience for the final document, anticipated page numbers and quality of graphics; and
- Design community engagement to ask questions that the community has the expertise and knowledge to answer.

Community Engagement

We know that broad and effective community engagement is important to the Town of Erie and the

community. We are excited to bring our collaborate and inclusive approach to this project. Erie has faced large shifts in community conditions and demographics over the past decade, experiencing significant population growth since 2010. With so much growth, it is important to provide opportunities for all residents to participate so consensus around the Comprehensive Plan can be built. We anticipate targeting specific engagement with groups like young people, who make up nearly 30% of Erie's population. While the Latinx community is still less than 10%, it is a growing segment of the community and specific engagement targets should be set to ensure the community can effectively engage in the Comprehensive Plan process. Additionally, key business and industries need to be represented in the engagement process, including Oil and Gas, the landfill, and business owners.

Due to COVID-19 we anticipate virtual engagement to be crucial to the overall process. Although we know the digital divide will be important to consider, we feel confident about leveraging a range of techniques to reach the community. With over 95% of the community having a home Internet connection, we believe this will be an effective method to gather input throughout the process. As best practices dictate, in order to reach diverse groups and actively engage as many Erie community members as possible, a variety of facilitation and listening methods should be utilized to ensure meaningful representation. This means some in-person activities should be considered for the process, if social distancing and local health orders allow.

Connecting people to these opportunities to engage will be key to the success of the engagement

process - 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.

Public Engagement Plan

Our approach to community engagement is based in principles of providing broad engagement opportunities for the entire community. We propose a series of community engagement events, online surveys, check-ins with the Planning Commission and Board of Trustees, and the use of an Advisory Group (the PAC). 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. The outreach and communications for this process will be tailored to meet the needs of Erie's residents. We also anticipate posting all workshops to the Community Calendar on the City's website and providing quarterly material for inclusion in Erie's email / utility bill communication.

Project Kickoff

We believe the project launch demands a significant amount of emphasis and focus as its success will help to build momentum for the planning process, set a high standard, assert the project values of transparency, inclusivity, interactivity, and innovation. Our work during this task will include building a major public outreach campaign, comprehensive data collection, the creation of clear and compelling branding graphics, and the clarification of interactive methods to ensure broad community participation.

We position community and stakeholder engagement at the center of every project because we know that projects have a much greater chance for implementation and success if the stakeholders who will ultimately shepherd them forward are invested from the beginning and help define the project vision. As part of the Strategic Kick Off, we will work with City staff to create Community Engagement Goals, which will assist in determining the overall structure of the engagement activities. Variables such as age, ethnic diversity, income, employment, number of years of residency, visitor profile, interest groups, developer/property owner and business owner/manager interest are some of the factors to consider in understanding what types of public processes will engage all members of the community. We will help staff target efforts to ensure successful engagement and excitement about this project. This is an important basis for setting in-person and online engagement targets for overall tracking. We will also meet with Community Engagement Partners to review project goals and expectations. Their input will be critical to setting the engagement goals.

We will invest considerable resources to create a Community Engagement and Communications Plan to identify key stakeholders, major interest groups, and underserved communities, and marries the appropriate engagement tools to these groups at key moments in the planning process. Knowing that outreach may be more challenging in the wake of COVID-19, we are propose the creation of a Comprehensive Stakeholder Coalition, which will augment the PAC as a larger and more inclusive team of project ambassadors who can help disseminate project information in advance of engagement



Gathering input from stakeholders of all ages.
Downtown Historic Parks Master Plan, Colorado Springs, CO

events. This group would be identified during the SKO, and we anticipate working with Town staff to engage these key stakeholders.

Workshops

As our firm's name suggests, Design Workshop has institutionalized the community workshop as a key component of our planning and design process for the very beginnings of our firm over fifty years ago. The workshop is a flexible format that can be tailored to meet specific community needs and can be scaled to work effectively at a citywide level or neighborhood level. Using a myriad of exercises and activities ensures diverse and holistic responses. It is customary that we make sure each exercise works in both physical and digital formats, and even more so right now as our ability to conduct physical engagement activities may be hampered. The goal of every workshop undertaking is to engage the community in meaningful ways to spur excitement and creativity and build capacity. Our work has repeatedly proven that a more engaged and empowered resident population will

aid in plan implementation, which begins by ensuring that a broad cross section of residents is invested in the planning process.

Open houses or public workshops remain a key way to gather input from the overall community. Moving these into a digital format requires coordination and communication. We know that people may be strapped for time and have competing priorities, so by pairing an online workshop that mainly focuses on listening with a more robust tool, like ESRI StoryMaps, we can provide residents with the option to access information at their leisure, provide input in a variety of ways, and still connect virtually with the plan team. For this work we suggest two Community Workshops, timed to match key milestones within the project, and to create momentum through the process. Our scope envisions these as online workshops, but should social distancing allow, an on-person component could be included.

The first workshop will capture and reflect the needs and priorities of residents to inform plan elements. We

recommend having a shorter session focused on FAQs and an activity, allowing the majority of input to be collected with an online survey tool, interactive map (using StoryMaps or EngageErie), downloadable youth engagement materials, and other resources.

The second workshop will be to present the vision and goals in the plan, as well as to demonstrate how input made its way into the content. This would be a session with a prioritization activity and FAQ session that again leverages our robust online mapping to gather community input from a variety of demographics.

Our StoryMaps tool can be updated throughout the project to ensure updated content and engagement opportunities. By providing the opportunity for the public to access quick pulse surveys, we can ensure we hear from the entire community and keep them engaged throughout the process. Other content on the Engage Erie page could include short vignette videos, maps, diagrams, and other content that can be integrated into the final plan document.

Additionally, we propose an **Implementation Workshop** with the TAC, PAC, and other key stakeholders to discuss and build support in these groups for implementation of the Comprehensive Plan. We have found this workshop can bring urgency and problem solving to the process by building a coalition of stakeholders inside and out of local government who are invested in the success and implementation of the plan.

Advisory Groups

Broad community engagement is important, but we also want to engage key stakeholders. The varied schedules, availability and

expectations of Erie stakeholders will require a specific approach to ensure the Comprehensive Plan includes strong representation of the entire community. We believe using Advisory Groups is an effective way to ensure engagement from key stakeholders, while also creating a group who can act as ambassadors for the process in the Community. As called for in the RFP, we propose this be done through the **Technical Advisory Committee (TAC)** of town staff stakeholders, and a **Comprehensive Plan Project Advisory Committee (PAC)**. We recommend creating the PAC include representatives from various stakeholder groups, like neighborhood associations, community groups, business owners, major employers, and developers – people with specific expertise, subject matter experts,

who can help the Comprehensive Plan team understand concerns and work with people who will help be responsible for the plan’s success and subsequent implementation. Our team can assist the City with the formation of this group, as we recommend no more than ten individuals. Our approach assumes Design Workshop facilitation of up to nine (9) TAC and PAC meetings, including a kick-off and check-ins at key stages. We can provide Erie staff with facilitation techniques for any additional meetings or can assist with additional facilitation on an hourly basis.

Small Group Roundtables

Our approach includes a series of **Roundtable Discussions** to enable robust discussion around issues and ideas for the Comprehensive Plan.

These will attract residents to come and share their thoughts, concerns, and ideas for the new comprehensive plan. By providing a targeted focus group forum for this engagement we can ensure all viewpoints make it into the final plan. This can be completed through an online survey if a group interview time cannot be scheduled.

An important group that will be key to integrate into this plan are the youth of Erie, as nearly 30% of the population is under the age of 18. Working with Erie staff and their connections to distribute a youth activity, we recommend creating a workbook to gather input during the visioning stage of the process and have included specific youth engagement in our approach. Our Project Manager and Lead Planner both have extensive experience in youth engagement,



Icebreakers

- Puzzle Pieces
- What’s Your Favorite?



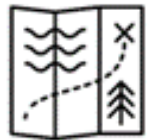
Idea Collection

- Sticky Wall
- SWOT
- Storytelling
- Brainstorming
- Brainwriting



Survey Facilitation

- Keypad Polling
- Mailed Surveys



Map Exercises

- Land Use Activity
- Opportunity Mapping



Visualizations

- Visual Survey
- Community Values



Prioritization

- Dot Voting
- Participatory Budgeting

including through Planners Day in School and participation in the non-profit Youth Engagement Planning (YEP).

Pop Up Events

Even in the time of COVID-19, it is important to engage people where they are at. Communities are seeing increased use of parks and trails, and we believe these are great locations to support community planning work. We propose two (2) **pop-up events** that will enable in-person feedback in an outdoor socially distanced setting. These could be held at an event, or at a pass-through station at a park or trailhead. Using the project branding, we can create posters with QR codes, stencil sidewalks with the Comprehensive Plan logo and website, which can all be used to drive participation in the project. We propose that these stations be staffed to enable community members to ask questions about the project.

Project Branding and Web Presence

Key to effective project communication is an overall brand to communicate the project in a variety of ways and ensure continuity in the process. 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, who is involved, why the project is important, and when and how people can get involved or provide feedback. This branding can be used for online materials, as well as more tactile materials like yard signs, sidewalk painted signs, and business cards. In order for the social media to be successful, we recommend including a branding process for this plan so that



all communications are aligned. The brand could then be applied to assets like signs that are placed around the campus, at local parks, etc. to advertise the pulse surveys, and on any assets that Erie's staff may already be using for communications.

Our team has used the Bang the Table platform for other projects and is able to assist the Town in utilizing the Engage Erie site as the project website. Our approach includes up to six (6) content updates for the web. Since websites are a communications asset that people have to be able to find themselves, we also recommend leveraging social media. Erie has a robust online presence, and we anticipate utilizing those existing social media and video platforms for this project. Our team can produce copy and a related graphic each month of the process.

We also recommend sending advertisements home with students in order to target those who may not have otherwise heard of them. Design Workshop can produce these advertisements as part of a Branding Package with other assets that are

chosen (that could include business cards, rack cards, posters, etc.).

In order to reach the whole Erie community, we recommend translating engagement and outreach material into Spanish. Design Workshop can provide the translations for the online surveys, which has been included in the scope of work. Additional Spanish translation can be completed as an additional service.

The result of these cumulative efforts will be a consensus-driven, community-reflective general plan. Design Workshop will leverage its planning expertise to provide timely, relevant, and strategic guidance that can be implemented by government personnel as well as community stakeholders. This updated general plan will serve as the guiding document Provo needs to stay connected to its exciting and prosperous future.



PROJECT SCHEDULE

Downtown Carson Street Urban Design, Carson City, NV

Schedule

	2021					
	May	Jun	Jul	Aug	Sept	Oct
Phase 1: Explore & Engage						
Task 1.1 Project Initiation						
Task 1.2 Meetings, Project Management and Reporting						
Bi-Weekly Project Management Meetings (30)		o		o		o
PAC Meetings (9)		o		o		o
TAC Meetings (9)				o		
Planning Commission Updates (3)				o		
City Council Updates (3)						
Task 1.3 Existing Conditions, Key Issues and Opportunities Analysis						
Task 1.4 Roundtable Discussions and Pop-Up Events						
Task 1.5 Community Workshop 1						
Task 1.6 Community Survey						
Task 1.7 Community Workshop and Survey Summary & Issue Identification						
Phase 2: Synthesize + Prioritize						
Task 2.1 Initial Plan, Element Recommendations and Draft Document Outline						
Task 2.2 Three-Mile Annexation Plan Draft						
Task 2.3 Community Workshop 2						
Task 2.4 Draft Comprehensive Plan Development						
Phase 3: Finalize + Implement						
Task 3.1 Implementation Workshop & Program Prioritization						
Task 3.2 Draft Comprehensive Plan Revisions and Refinement						
Task 3.3 Preparation of Final Comprehensive Plan						
Task 3.4 Adoption Process						
Planning Commission						
City Council						

- o **Meetings**





RELEVANT
EXPERIENCE

Provo General Plan Update

City of Provo, Utah

Design Workshop

In the September of 2020, Provo City selected Design Workshop to update the City's General Plan. The project will bring the community together in discussions for how to address and guide the significant projected population growth over the next 20 years. A strong community process will unite local leaders, the City and the community to work together for a vision that aligns with community values, which will be used to craft frameworks for growth in innovative and flexible ways. The General Plan will serve as a guiding document as the City of Provo continues to grow and mature.

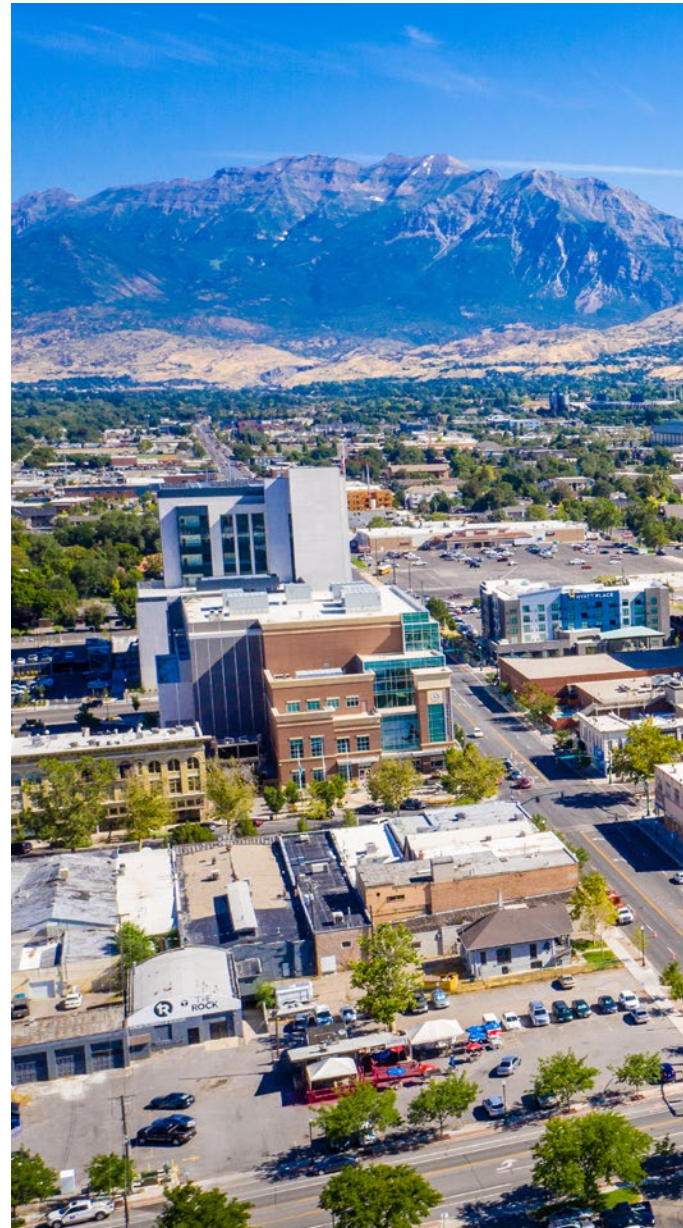
Design Workshop has so far conducted significant efforts to understand the city's existing conditions, review previous plans, and also lead community engagement strategies. Through a series of workshops, discussions, and surveys, we've been able to reach out to thousands of residents so far and bring them into the planning process.

Reference

Robert Mills, Planning Supervisor & Sustainability Coordinator, City of Provo
801.852.6407, rmills@provo.org

Completion

In Progress





Vineyard General Plan Update

Vineyard, Utah

Design Workshop

Located in the heart of Utah County, Utah, the Town of Vineyard is nestled between Orem City and Utah Lake. Many new developments are opening in the area and explosive growth continues to occur. This General Plan will help balance growth, economic development, and residential needs.

The process for this plan focused on synthesizing and prioritizing the changes happening in Vineyard and Utah. By engaging with residents about these topics, their voices were integrated into recommendations regarding land use, development, transportation, and parks and open space.

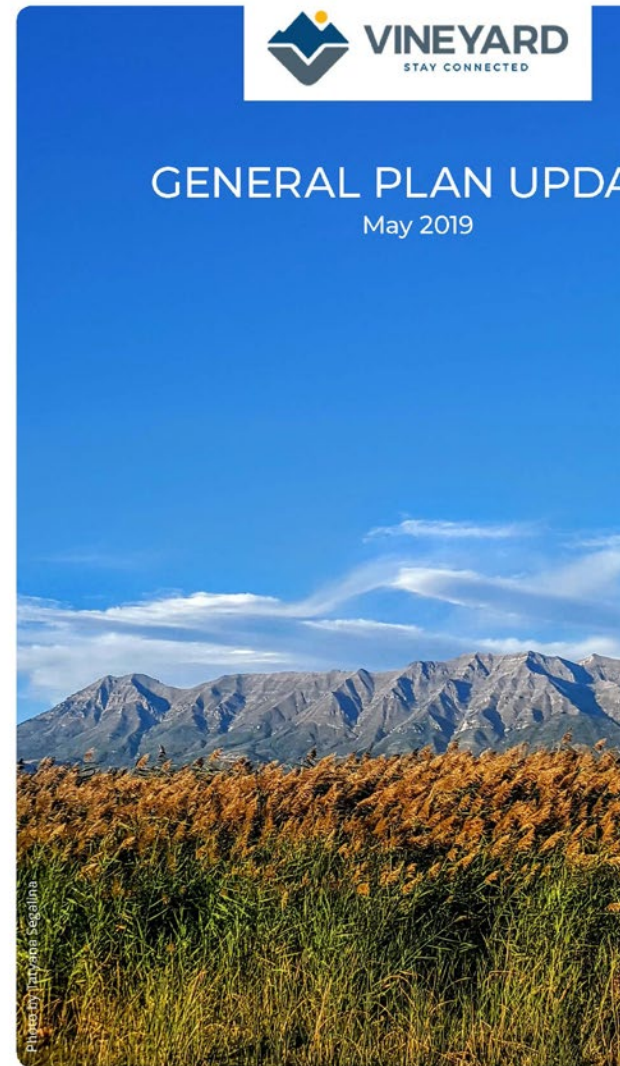
Through a series of community workshops and thorough analysis, the final plan is ultimately a guidebook for City leaders to use when making land use decisions for the good of the community and provides information to developers who are interested in development in Vineyard. The updated General Plan documents a strong, innovative vision for the future and provides goals and recommendations that will help turn this vision into a reality.

Reference

Morgan Brim, City of Vineyard
385.248.7029, morganb@vineyardutah.org

Completion

On Time



ATE



HERITAGE + CULTURAL RESOURCES

WHAT WE HEARD

WHAT DOES VINEYARD'S HERITAGE MEAN TO YOU?

HONORING VINEYARD'S PAST and incorporating its history in the integrity of new development.

FARMING

GENEVA STEEL

I love our **SMALL TOWN HERITAGE**. It's what makes our city unique.



VINEYARD
LAND USE QUADRANT MAP



Advancing Adams

Adams County, Colorado

Design Workshop

Adams County is embarking on a journey of making the County the most innovative and inclusive County in America. Advancing Adams: Planning for a Shared Future is the planning effort that Design Workshop is leading which aims to update three of the County's plans simultaneously: the Comprehensive Plan; Transportation Master Plan; and Parks, Open Space & Trails Master Plan. This ambitious effort ensures the County's most important long-range planning documents are coordinated and focused on a shared future vision.

The County is rich in its variations. It's blend of urban and rural areas along with diverse geographies, demographics, and economy make Adams County a unique place. Advancing Adams required that our planning efforts move to a broader and deeper understanding of a multitude of factors to help meet the County's goals. The entire planning process is guided by three core values that fundamentally change how we approach each analysis step, recommendation, and policy; these core values are Equity, Sustainability, and Livability.

Design Workshop is leading the analysis, writing, and engagement for this planning effort. Existing conditions analysis was completed in April 2020, and the team is moving into Phase 2 of the project, which focuses on engaging the community, scenario planning, implementation, and final document drafting.

When complete, the Advancing Adams process will provide a broadly implementable vision for the County, focused on preservation of housing and the natural environment, supporting economic development in industries ranging from aerospace to agriculture, and bringing additional transportation and natural connections to residents.

Reference

Libby Tart, Adams County
720.523.6858, ltart@adcogov.org

Completion

In Progress





Arapahoe County Open Spaces Master Plan

Arapahoe County, Colorado

Design Workshop

Design Workshop led the planning process to for this County-wide Open Space Master Plan that sets priorities for the Open Spaces Program over the next 10 years. The plan defines opportunities for conserving and enhancing natural lands and water resources, identifies key areas to close gaps in the County's outdoor recreation network, sets priorities for programming and refines operations and maintenance practices to ensure a sustainable long-term future for the program.

The Master Plan was developed through a one-year process that has been inspired and informed by residents, partners, visitors, technical stakeholders, and County leadership. Despite the impact of COVID-19, the engagement process for this project was wildly successful with over 3,000 touchpoints being had with the public – residents, visitors, and staff alike. Broad outreach was conducted through awareness campaigns online and in print, including signs in parks. Virtual meetings, online surveys, and pop-up events created the community conversations that were necessary in crafting the priorities and recommendations found in this plan.

Plan recommendations identified priority areas in which to expand recreational amenities and programs, providing equitable access to nature, as well as quality agricultural lands, key wildlife habitats and riparian corridors important to conserve and maintain were also identified.

Reference

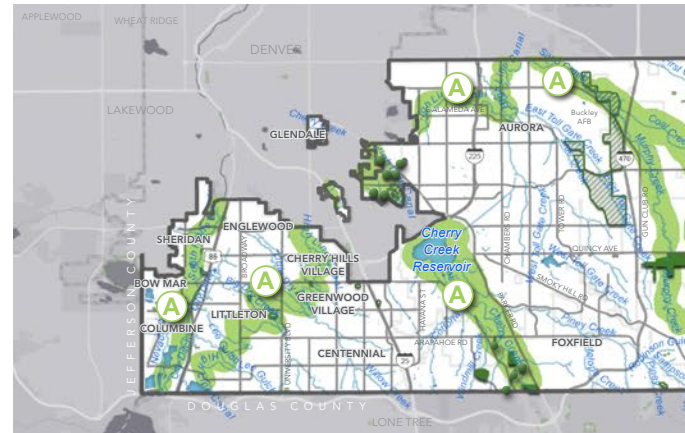
Shannon Carter, Arapahoe County
303.795.4464, scarter@arapahoe.gov

Completion

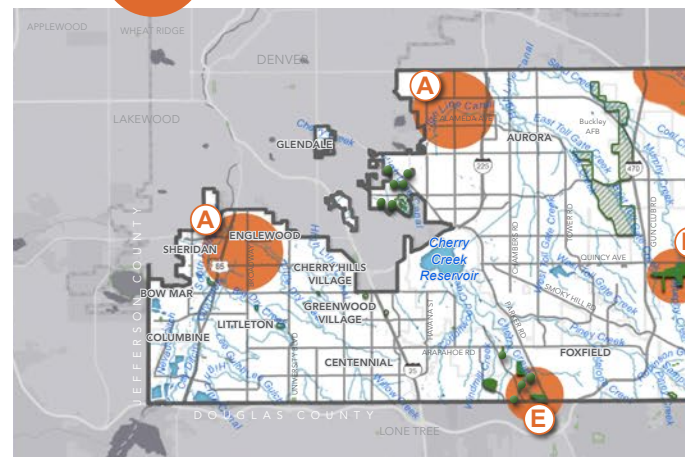
In Approvals Process



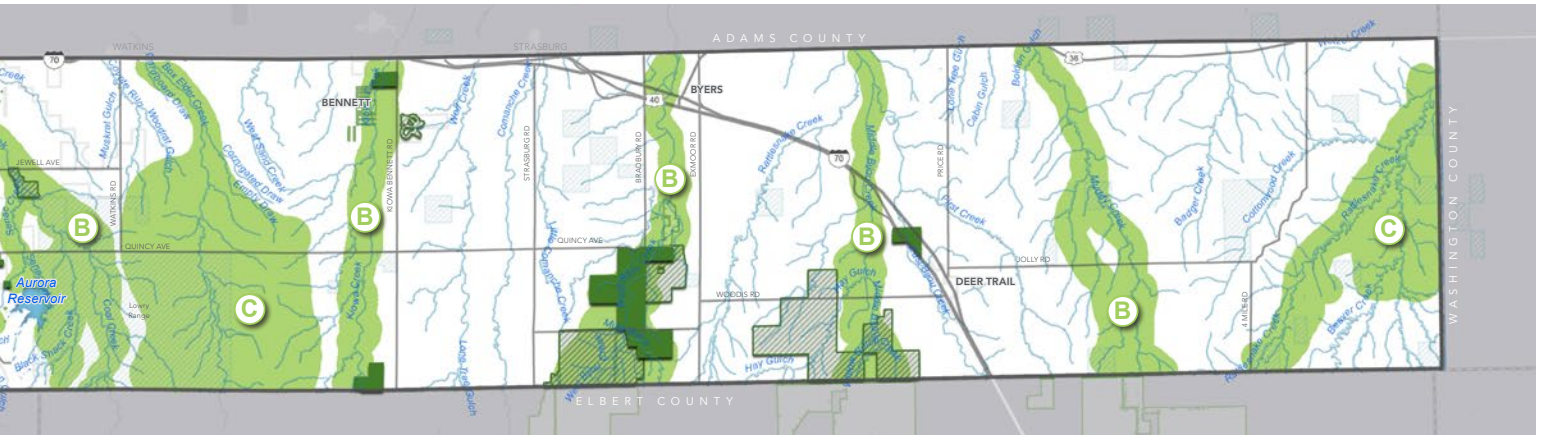
MAP 13: WILDLIFE HABITAT P



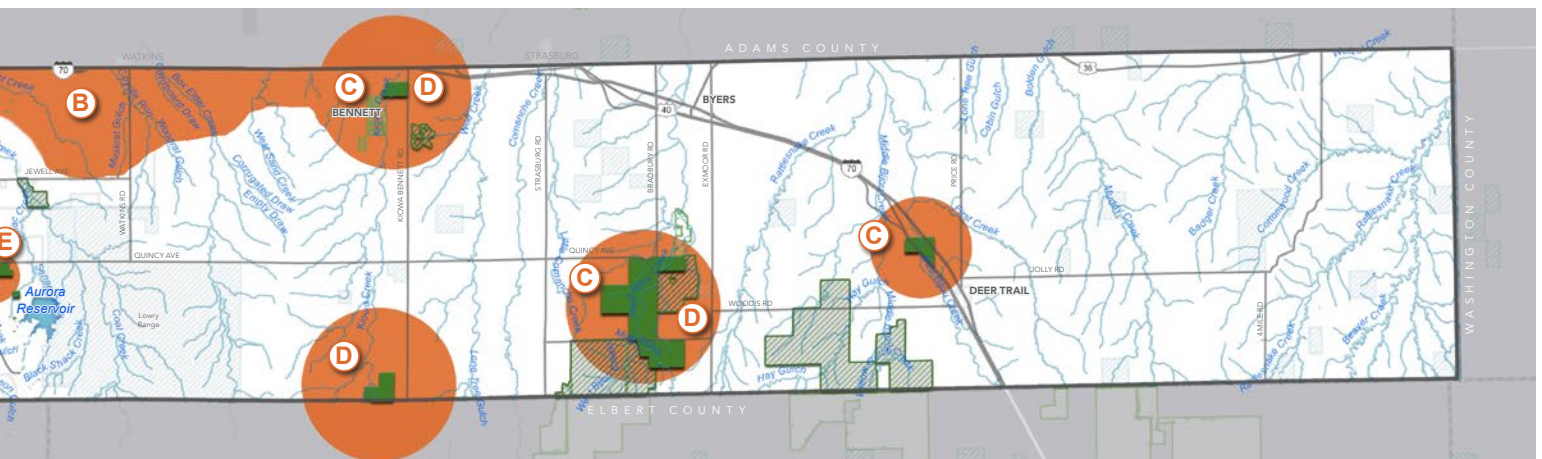
MAP 11: RECREATION PRIORITY



PRIORITY AREAS



Y AREAS





Erie Gateway Market Investigation and Vision Plan

Erie, Colorado

Design Workshop

Erie Gateway is a 1,200 acre parcel of land at the intersection of I-25 and Erie Parkway that will serve as the eastern gateway to the community. Recognizing the inherent potential for this site, the Town of Erie selected Design Workshop to lead a visioning process that will proactively guide the future development of the site. This aspirational plan established goals for land use, density, open space, trails, transit and mixed uses with enough flexibility to change over time.

A market investigation complemented the master planning process, grounding the design recommendations and phasing plan in economic realities. Design Workshop also hosted a Developers' Forum that had local developers providing candid feedback on the what was needed to attract development partners.

Reference

Ben Pratt, Town of Erie
bpratt@erieco.gov, 303.926.2700

Completion

On Time

City of Gunnison Comprehensive Plan Survey

Gunnison, Colorado

RRC Associates

To support updating of the City of Gunnison Comprehensive Plan, a community-wide survey was developed and distributed by RRC Associates during the fall of 2018. RRC worked closely with the City of Gunnison to develop questions and topics of interest to gauge residents' opinions. A mail survey was distributed to a random sample of all possible households in Gunnison and an open link survey was distributed to non-city residents. This method allowed for a holistic view of opinions from those who live in city limits and those who use facilities within the city but live in nearby areas. Topics gauged residents' perceptions of areas for improvement, city service ratings, household characteristics, and more. A



total of 635+ surveys were collected through the random sample to inform the City on priorities for the future. Since this time, Gunnison has been working to answer and address resident priorities and will seek to monitor their progress over time.

Reference

Erica Boucher, City of Gunnison
970.641.8140, eboucher@gunnisonco.gov

Completion

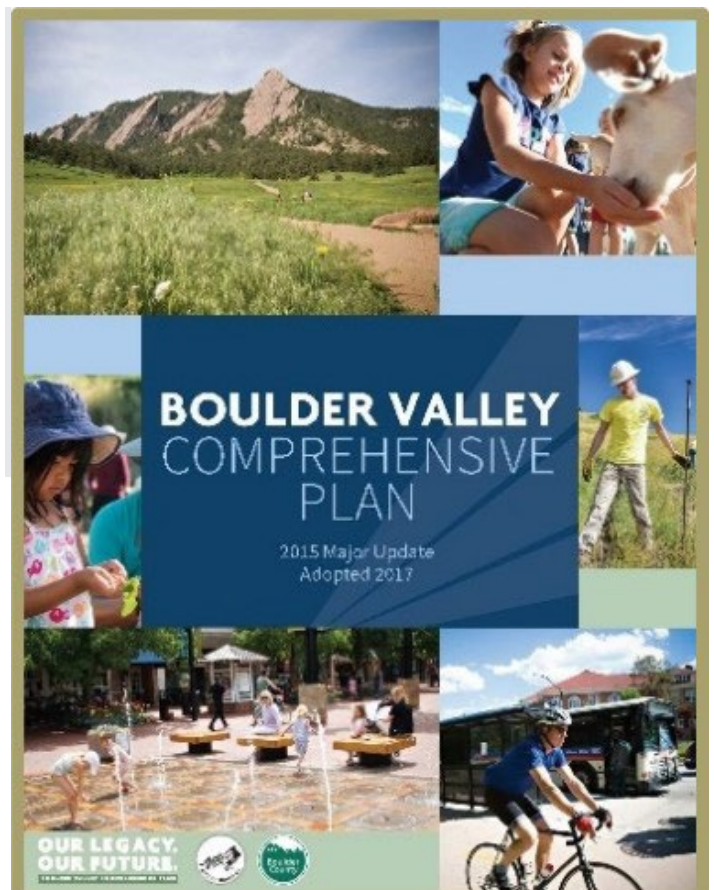
On Time

Boulder Valley Comprehensive Plan

Boulder, Colorado

RRC Associates

In 2015 and 2016, RRC Associates conducted statistically valid surveys and a series of focus groups to gather resident input, which helped to guide and inform the update of the Boulder Valley Comprehensive Plan. The surveys and focus groups addressed a variety of topic areas that are important focus areas for the BVCP update, including community values, livability and growth management, design, building height, developer requirements, neighborhood issues, and related topics. Importantly, the raw survey data were weighted such that the results were representative of the Boulder Valley population on key demographic data.



Reference

Jean Gatza, City of Boulder
303.441.4907, gatzaj@bouldercolorado.gov

Completion

On Time

Transportation Master Plan

Windsor, Colorado | **Fehr & Peers**

Fehr & Peers lead the Town of Windsor's first Transportation Master Plan. This effort included identification of gaps in the low-stress bicycle and pedestrian network, a safety analysis, identification of prioritized multimodal projects, local and regional transit options, and Safe Routes to School projects. The outcome of this project will be a prioritized list of multimodal projects that consider costs, funding sources, safety, and efficiency. This project included a comprehensive public outreach effort including traditional open houses, intercept events, a website, survey, and facilitation of small stakeholder and focus group meetings.



Reference

Scott Ballstadt, Town of Windsor Director of Planning
970.674.2400, sballstadt@windsorgov.com

Completion

On Time

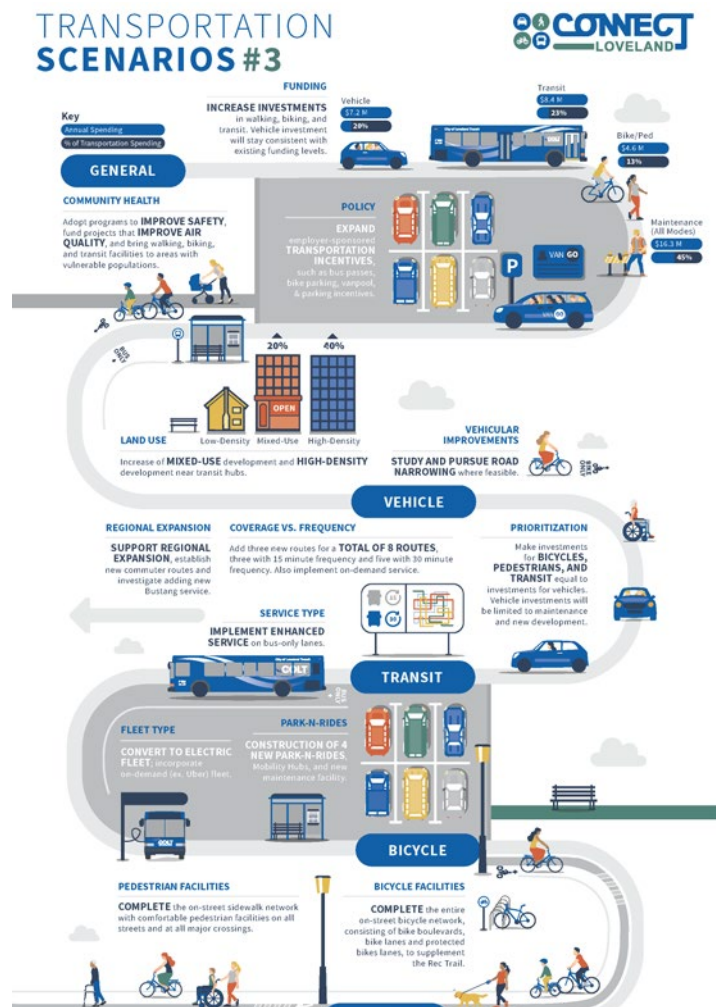
Transportation Master Plan

Loveland, Colorado | **Fehr & Peers**

Fehr & Peers worked closely with the City of Loveland on Connect Loveland-- the Transportation, Bicycle and Pedestrian and Transit Master Plan that opens more opportunities for multimodal travel in a community with a very diverse set of land uses, ranging from an urbanized downtown to working farms. We led an extensive public and stakeholder outreach process that provided meaningful and transparent input into the plan recommendations. We modeled three scenarios, applying the North Front Range MPO travel demand model to determine a preferred level of investment by mode. The plan recommends a low-stress network for bicycling, a prioritization of areas for pedestrian improvements, operational and capacity upgrades for transit. Connect Loveland applies Fehr & Peers internal research to take a forward-thinking approach, considering emerging mobility and the impact of changing demographics on travel patterns.

Reference

Dave Klockeman, City of Loveland Senior Civil Engineer
970.962.2769, dave.klockleman@cityofloveland.org



Completion

On Time

Adams County Comprehensive Plan Sustainability Support

Adams County, Colorado

Spirit Environmental

Spirit Environmental has been supporting Design Workshop for almost a year to incorporate sustainability in the appropriate context for Adams County. The Spirit team has provided a Climate Impacts Analysis and developed recommendations for the incorporation of sustainability elements throughout the Comprehensive Plan, Transportation Plan and Parks and Open Space Plan. The Spirit team has leveraged our expertise with traditional energy companies in the County, direct experience with individual municipalities, and knowledge of current programs and policies supportive of Adams County's goals to strengthen the potential of the plan(s) to achieve realistic

and tangible goals. Spirit is also interfacing with various stakeholders and supporting the engagement efforts to present the issues, opportunities, and risks to various audiences to allow meaningful input.

Reference

Libby Tart, Senior Long Range Planner, Adams County
720.523.6858, ltart@adcogov.org

Completion

In Progress

Erie Partners in Energy

Erie, Colorado

Spirit Environmental

Spirit program manager Conor Merrigan led the Xcel Energy led Partners in Energy process for Erie while at his previous firm. This collaborative process resulted in an energy action plan and included a support period to assist in the implementation of the plan. Key representatives were identified and brought into the process from multiple Town departments, energy utilities, school districts, and counties to work together along with community members and small businesses to set achievable goals and identify the best strategies to achieve them. The plan focused on internal leadership efforts, new construction opportunities and small business energy reduction efforts, and was able to successfully see reductions in energy consumption over the performance period.

Reference

Raelynn Ferrera, Town of Firestone
303.531.6257, rferrera@firestoneco.gov

Completion

On Time



Heritage Park Campus, Henderson, NV



QUALIFICATIONS

Meet our Project Team

Design Workshop

Planning, Urban Design & Landscape Architecture

Lead Firm

We have years of experience working with communities to create plans that guide the long-term vision for building environmentally, economically, and socially resilient towns. We have thoughtfully chosen a team that can create a successful update to the comprehensive plan for the Town of Erie.

Design Workshop is an international design studio, integrating landscape architecture, urban design, planning and strategic services. Whether designing a restorative private garden, developing the vision for a contemporary park or reimagining an underperforming downtown center, we go beyond the project itself to create places of timeless beauty and meaningful connections.

Our performance-based approach yields measurable results and projects that stand the test of time. In other words, we don't just hope for sustainable projects; we rely on our process to deliver them. We call this process DW Legacy Design®. For over 50 years, "workshop" remains a hallmark of our firm, supporting collaboration and experimentation where clients and designers solve problems together.

Design Workshop has created comprehensive plans across the country. Our work has helped communities envision goals and strategies that fit with their culture, economy and landscape. We are at the fore-front of creating innovative community engagement processes that reach all sectors of the community, both in person and remotely. We are also leading in the pursuit to become more resilient to environmental changes, more economically sustainable and more equitable in the delivery of services, quality of life and opportunity.

Our work provides an armature for building communities by considering how people live, economies operate and environments function at a regional scale. Optimizing these systems requires large-scale thinking. Since we are multidisciplinary, we approach all scales of planning with an eye toward implementation and action. Even when planning at large "policy scale," we consider recommendations that are realistic and implementable. Plans and policies are not helpful if they cannot be implemented to support a communities aspiration and vision.

RRC Associates

Economics & Housing

RRC Associates offers services in research, planning, housing, and economic/feasibility analysis to local governments, public agencies, parks and recreation departments, corporations, and private developers. In addition, RRC has experience with a variety of specialized recreation topics and situations, and frequently works with resort communities, ski area operators, trade associations, destination marketing organizations, airports, non-profits, and other entities interested in recreation, tourism, and quality of life topics. The company is made up of a small group of professionals with extensive experience

and qualifications to meet the needs and challenges of recreation-oriented organizations.

The RRC team uses proven research tools to conduct quantitative and qualitative studies to support needs assessments, master plans, comprehensive plans, and other specialized evaluations. Through extensive consulting work with a variety of clients, the staff at RRC is knowledgeable about best practices, industry benchmarks, market trends, and the wide range of programs and approaches that are being used by recreation and tourism organizations throughout North America.

Fehr & Peers

Transportation & Parking

Fehr & Peers has specialized in providing transportation planning and engineering services to public and private sector clients since 1985. At Fehr & Peers, we are passionate about transforming transportation consulting through innovation and creativity. We derive inspiration by partnering with communities to understand and shape local transportation futures objectively tailored to diverse needs. Clients trust us to help them overcome barriers and uncertainty by combining our advanced expertise with curiosity, humility, and initiative to deliver implementable, data-driven solutions that reinforce community values. From the most straightforward to the most complex, we actively listen to client and community needs and handle every project with diligence and focus.

Fehr & Peers will lead the multimodal transportation component of this project, collaborating closely with the team to ensure that land use is integrally tied to transportation. We are experts in master planning, to create a prioritized set of recommendations that are feasible and supported by the community.

Having led the Transportation Master Plan for eight front range communities in just the last three years, two of which were a part of the Comprehensive Planning process, we know that an implementable long-range plan needs to be community-based and data-driven.

Spirit Environmental

Natural Resources

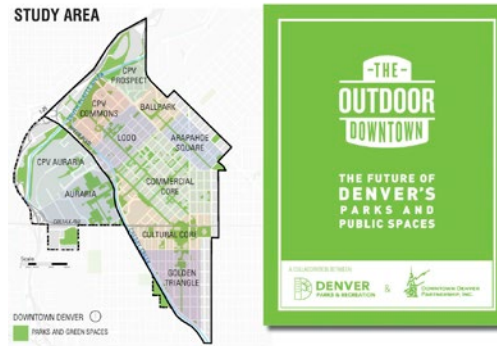
Spirit Environmental offers multimedia environmental consulting services with programs in sustainability, air quality, water, waste, natural and cultural resources, and land development. From our Colorado locations, we support clients ranging from air oil and gas exploration and production companies to various jurisdictions and private companies. We provide dynamic solutions based on strong analytical capabilities resulting in the highest quality deliverables to our partners. Our team balances innovative approaches with practical application and works with our clients to provide custom solutions that align with their values. Our core values of integrity, people, excellence, and continuous improvement guide our internal and external interactions to ensure that our services and product quality exceed expectations.

Team Structure



Time on Project

Name	Time on Project	Name	Time on Project
Design Workshop, Inc.		Fehr & Peers	
Chris Geddes, Principal-in-Charge	20%	Ann Bowers, Principal	15%
Jessica Garrow, Project Manager	20%	Carly Sieff, Associate Transportation Planner	30%
Callie New, Senior Planner	30%	Krystian Boreyko, Senior Transportation Planner	25%
Hadley Peterson, Planner & Engagement	30%	Spirit Environmental	
Mary Oliver, GIS Specialist	25%	Connor Merrigan, Program Manager	25%
Becky Zimmermann, Strategic Advisor	10%	Keegan Conley, Air Quality Specialist	30%
Eric Krohngold, Fiscal & Economic Analyst	15%		
RRC Associates			
Dave Belin, Director of Consulting Services	25%		
David Becher, Director of Research	60%		
Jake Jorgenson, Lead Analyst	15%		



Design Workshop

Education

Master in Urban & Regional Planning,
Highest Honors, University of
Colorado, Denver

Bachelor of Science, Civil Engineering,
University of Colorado, Boulder

Licensure and Certifications

American Institute of Certified
Planners (AICP)

Professional Landscape Architect: CO

Professional Affiliations

Downtown Denver Leadership
Program, Trustee

Downtown Denver Partnership (DDP)
American Planning Association (APA)

Recent Awards and Honors

Merit Award, Colorado Chapter
American Society of Landscape
Architects

Landscape Architecture Citation
Award, American School & University,
Architectural Portfolio

Chris Geddes AICP, PLA PRINCIPAL-IN-CHARGE

Chris, a planner and urban designer, is driven by the desire to provide clients and community members a meaningful voice in the planning and design of public spaces. With over 20 years' experience, he believes that it is the responsibility of designers to draw out the desires of those who use public space, illustrate those desires in ways that all can comprehend, and engage stakeholders in a way that builds trust. Chris works on projects of all scales, from community planning to the detailed design of public spaces, and is particularly fond of projects that tackle social and physical challenges.

Select Project Experience

Denver Parks & Recreation Strategic Acquisition Plan – Denver, CO

In 2018, Denver voters approved a sales tax that provides dedication annual funding to the acquisition, operations and maintenance of the vast Denver parks system. The Strategic Acquisition Plan provides a transparent process for evaluating potential new acquisitions. Equity and Resilience are the primary lenses through which all properties will be evaluated, and the plan is further bolstered by six focus areas: Equity, 10-Minute Walk of Roll, High-Density Neighborhoods, Habitat and Waterway Resilience, Mountain Parks, and Facilities.

Arapahoe County Open Spaces Master Plan – Arapahoe County, CO

Design Workshop is leading the preparation of a comprehensive Open Space Master Plan that will provide the Open Spaces program a vision and plan for the next 25 years.

Downtown Denver Parks & Public Spaces Master Plan – Denver, CO

Also referred to as the Outdoor Downtown Plan, this master plan was developed in partnership with Denver Parks & Recreation and the Downtown Denver Partnership to reimagine the role of open space in Downtown Denver, including parks, streetscapes and privately-owned plazas. Chris served as project manager for the plan that sought the input of over 4,000 people during the planning process.

Qualifications



Design Workshop

Education

Master of City & Regional Planning,
Ohio State University

Bachelor of Political Science,
University of Colorado

Professional Associations

American Planning Association (APA)
Legislative and Policy Committee

Small Town & Rural Division
Immediate Past Chair

YEP! Youth Engagement Planning
Board Member

Recent Awards and Honors

Creation of Updated Commercial
Design, Colorado APA Honor Award

New Transportation Mitigation,
Colorado APA Honor Award

Aspen Area Community Plan
Outstanding Planning Initiative,
APA Small Town & Rural Division

Aspen Area Community Plan Colorado
ASLA Merit Award

Aspen Area Community Plan Colorado
APA Community Engagement Award

Jessica Garrow AICP

PROJECT MANAGER

Jessica is a community development professional with fifteen years of experience and a proven track record of successful planning implementation and community engagement. She has effectively managed significant and complex projects and budgets, worked to craft innovative planning policies, and promoted sustainable comprehensive planning. Prior to Design Workshop, Jessica worked as a land use planner and Community Development Director for the City of Aspen, Colorado. During that time she worked on economic development plans, as well as working on award winning and broad community engagement strategies, including on the Comprehensive Plan and a number of overhauls to the Land Use Code. Jessica enjoys collaborating with others to create solutions that respect diverse opinions, promote community values, and protect the characteristics that make communities unique.

Select Project Experience

Adams County Comprehensive Plan – Adams County, CO

Jessica is the project manager for this county-wide Comprehensive Plan update, focused on strategic corridors, an update to the future land use map, and ensuring equity and sustainability is effectively incorporated into the plan.

City of Fruita Land Use Code Update – Fruita, CO

Jessica is currently leading an effort with the City of Fruita to update their land use code to ensure it reflects the recently adopted Comprehensive Plan. This work includes tracking Comprehensive Plan vision statements into code language, implementing best practices, and managing the adoption process.

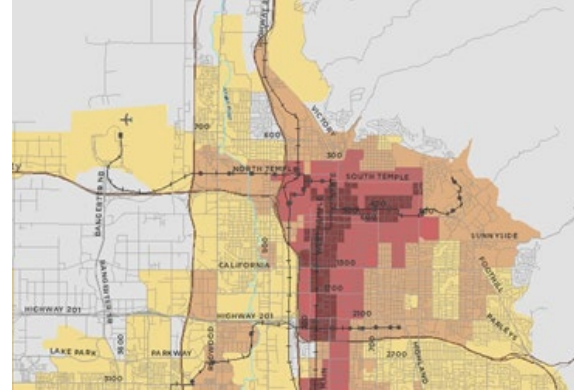
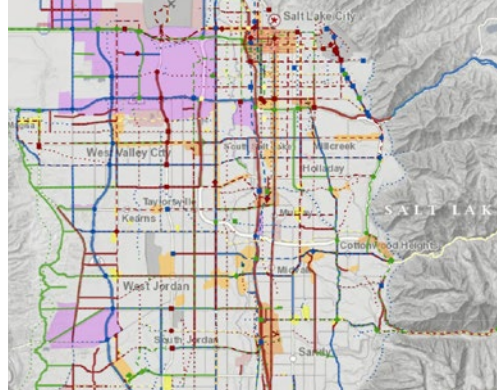
Subdivision Recommendations Report – Missoula, MT

Jessica led Design Workshop in the creation of a Recommendations Report for the City of Missoula and their subdivision regulations. The report reviews the current regulations, and identifies opportunities to simplify the process, how to create consistency, and ensure the code reflects Montana State Law.

Aspen Area Community Plan – Aspen, CO*

Managing multiple consultants, tracking a \$250,000 project budget for both the City of Aspen and Pitkin County, completing extensive data analysis, and managing public outreach efforts.

**Project completed prior to joining Design Workshop.*



Design Workshop

Education

Master of Urban Planning, Columbia University

Bachelor of International Studies, Southern Oregon University

Professional Affiliations

Marquette Brownfield Redevelopment Authority

American Planning Association

Women in Transportation, Northern Utah Chapter

Speaking Engagements

"Designing for Walkability and Public Spaces," Transportation Research Board Conference

Recent Awards

Transportation Research Board Conference Best in Show Award, "Designing for Walkability and Public Spaces"

Callie New

SENIOR PLANNER

Callie New joins Design Workshop with over eight years of experience in planning. She previously was a Lead Transit Planner with Wasatch Front Regional Council in Salt Lake City, Utah. Through the creation of WFRC's 2019-2050 Regional Transportation Plan and Land Use Vision, she led and executed stakeholder outreach strategies to facilitate and incorporate feedback from elected and appointed officials, the business community, community-based organizations, and interagency staff. Callie also has economic development, land use, environmental, and transportation planning experience. She is competent in public finance strategies, research analytics, and comprehending and communicating policy and technical information into language that is understandable to stakeholders and the public.

Select Project Experience

City of Fruita Land Use Code Update – Fruita, CO

Callie is helping lead an effort with the City of Fruita to update their land use code to ensure it reflects the recently adopted Comprehensive Plan. This work includes tracking Comprehensive Plan vision statements into code language, implementing best practices, and managing the adoption process.

Dickinson County Housing Market Analysis – Dickinson County, MI*

Callie served as Planning Lead, generating a snapshot of a larger report detailing socioeconomic and housing trends in central Upper Peninsula county.

Wasatch Choice 2050 and 2019-2050 Regional Transportation Plan – Salt Lake City, Ogden-Layton, UT*

Led process for creation of long-range transit plan utilizing federal financial constraint criteria, extensive stakeholder outreach, and data-driven indicators that relate to regional goals.

Regional Transportation Plan Online Visualization Tool – Wasatch Front Regional Council, Salt Lake City, UT*

Online interactive map and web page used to gather feedback from regional stakeholders - includes community narratives, performance measures, and transportation and land use plan.

**Project completed prior to joining Design Workshop.*

Qualifications



Design Workshop

Education

Masters of Science, Planning,
Distinction, Florida State University

Bachelors of International Studies
and Spanish, Magna Cum Laude,
University of Mississippi

Facilitation Training by Leadership
Strategies

Licensure and Certifications

American Institute of Certified
Planners (AICP-C)

The Effective Facilitator

Professional Affiliations

APA CO Board Member: Denver
Metro Representative

APA Urban Design and Preservation
Division: Board Member, Marketing
Coordinator

Downtown Denver Partnership

ULI Subcommittee for High Line
Canal's Access Campaign

Santa Fe Arts District Placemaking
Board Member

Recent Awards and Honors

VanPlay, Honor Award in Equity,
Inclusion & Diversity, ASLA CO

Mill Street Neighborhood Plan, Merit
Award, APA CO

El Paso County Water Master Plan,
Merit Award, APA CO

Florida Planning and Zoning
Association "Infrastructure Project of
the Year"

Hadley Peterson AICP-C

PLANNER & ENGAGEMENT

Hadley is a planning and design professional with community engagement experience. Situating her work with a foundation in research, she aims to engage stakeholders in community-driven planning and design efforts that address their built environments through innovative, thoughtful, and sustainable solutions. Her passion is giving a voice to those that are not usually heard. She aids the team with bilingual Spanish speaking and writing services.

Select Project Experience

Vineyard General Plan Update – Vineyard, UT

Design Workshop was selected to help develop an update to the city's General Plan. By engaging with residents the team was able to integrate the community voice into recommendations for the plan, ultimately creating a strong and innovative vision and guidebook for the future of Vineyard.

Advancing Adams – Adams County, CO

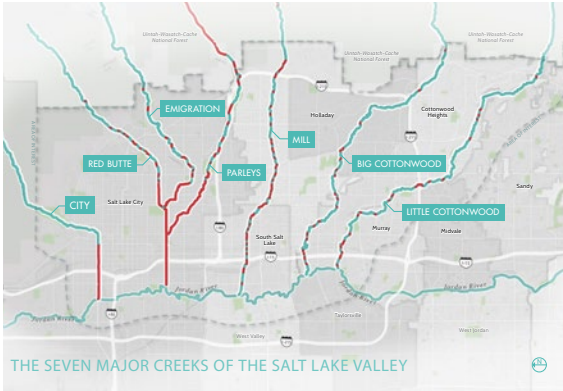
Serving as the project manager for the County's update to their Comprehensive Plan, POST Plan, and Transportation Master Plan, Hadley ensured a coordinated effort using the lenses of equity and sustainability. This impacted the way existing conditions were analyzed, mapping was completed, and opportunities were identified. A coordinated engagement process for all three plans was also led by Hadley to ensure an efficient process that leveraged Design Workshop's best practices for engaging during times of COVID-19.

Arapahoe County Open Spaces Master Plan – Arapahoe County, CO

Design Workshop is leading the preparation of a comprehensive Open Space Master Plan that will provide the Open Spaces program a vision and plan for the next 25 years.

Mill Street Neighborhood Plan – Colorado Springs, CO

This historic neighborhood required a resilient and thoughtful plan for the future as the resident population teetered on the edge of mass displacement. Hadley authentically and meaningfully engaged populations who had dealt with decades of environmental injustice while also assisting in building the community's capacity to deal with future catalytic development.



Design Workshop

Education

Master of Landscape Architecture,
University State University

Master of Bioregional Planning,
University State University

Bachelor of Fine Arts, University of
Utah

Professional Affiliations

USGBC, Roaring Fork Branch
Organizing Committee, Colorado:
2019-present

Recent Awards and Honors

APA Colorado Honor Award,
Community Engagement: Engaging
for Community Solution in Parks and
Housing, City of Gunnison, CO

Publications

The Western Planner: Examining
Alternative Futures for Southeastern
Utah

Mary Oliver

GIS SPECIALIST

Mary’s experience provides her an holistic understanding of design work at all scales, from large-scale planning projects, to site design. She believes that quality design supports ecosystems, connects people to the natural world, and promotes an enhanced quality of life. Her work strives to manifest this in many settings from community parks to public lands.

Creating places for recreation that facilitate an appreciation for nature and healthy lifestyles is a top priority reflected in Mary’s projects. As a planner and landscape designer, she has seen park creation through from the public planning process, to park design, to construction documentation. In her role as a GIS specialist, she conducts land use analysis to inform the planning of landscapes where nature and recreation intersect.

Selected Project Experience

Arapahoe County Open Space, Trails, and Outdoor Recreation Master Plan – Arapahoe County, CO

Design Workshop is currently working on the Open Spaces Master Plan in which the county is prioritizing acquisitions for open space and recommending partnerships and recreation programming. Mary is conducting a county-wide GIS analysis to study trail and open space connectivity and identify potential impacts to views, water quality, wildlife, and natural and agricultural lands.

West Gunnison Park Plan – Gunnison, CO

Through a series of community engagement events, Mary helped to facilitate community input that informed the design and programming of a neighborhood park in a nature area along the Gunnison River. She is now working toward realizing the park as a built project by developing construction documents for the park’s first phase.

Seven Greenways Vision Plan – Salt Lake County, UT

Design Workshop is currently working on the Seven Greenways Vision Plan, a collaborative planning process to align values and identify possibilities for the restoration and daylighting of the seven major creeks of the Salt Lake Valley. As the lead GIS specialist and a project planner, Mary has conducted landscape analysis of the creeks to evaluate constraints and opportunities for creek integration with transportation systems, land use, parks and trails, existing habitat and future development.

Qualifications



Becky Zimmermann AICP
Strategic Advisor

Design Workshop

Education

Master of Business Administration,
University of Colorado

Bachelors of Communications and
Business Administration, Trinity
University

Facilitation Training by Leadership
Strategies

Licensure and Certifications

American Institute of Certified
Planners (AICP)

Professional Affiliations

Urban Land Institute (ULI) Travel
Experience and Trends Council, Vice
Chair

ULI Partnership Forum Mentor

Becky has devoted her career to solving complex issues in the areas of community planning, market and economics, and development strategy. She is recognized for her work in leading communities, companies and organizations in strategic and business planning, market definition and strategy, development entitlements, land use regulations, real estate economics, facilitation and advisory services for projects throughout North America and more than a dozen countries worldwide.

In her role as President, Becky is responsible for leading the firm's eight studios and heading strategic services. She is instrumental to the firm's success and growth and is a frequent keynote speaker at local and national events and conferences such as the Urban Land Institute and American Planning Association, and recently served on the jury for the ULI Global Awards of Excellence. Her work has been widely published in industry media, including Metropolis, Landscape Architecture Magazine, Urban Land, and Planning, among others.

Select Project Experience

Provo General Plan – Provo, UT

Vineyard General Plan Update – Vineyard, UT

City of Steamboat Springs Downtown Plan – Steamboat Springs, CO

Strategic Plans for the Town of Avon – Avon, CO

Cottonwood Heights Economic Development Plan – Cottonwood Heights, UT

North Lake Tahoe Investment Plan – Lake Tahoe, CA

Hot Springs Market Study – Hot Springs, AR



Eric Krohngold
Fiscal & Economic
Analyst

Design Workshop

Education

Master of Urban & Regional Planning,
Physical Planning & Design, University
of Michigan

Bachelor of Arts, International Studies
– World Economy & Business, The
Ohio State University

Professional Affiliations

Urban Land Institute (ULI)

Eric is a member of the Strategic Services team based out of Design Workshop's Denver Office. Prior to joining Design Workshop, Eric provided real estate development and facility planning advisory services to colleges and universities throughout the United States. He received his bachelor's in International Studies with a focus on Economics and Business from Ohio State University and a Master of Urban and Region and Planning from the University of Michigan. Eric believes strongly in the transformative power of community and market driven real estate development projects and is passionate about weaving community engagement efforts throughout the project planning process. His skills range from regional market analysis and master planning to individual project market and financial feasibility studies.

Select Project Experience

Provo General Plan Update – Provo, UT

Leland 2045 Comprehensive Land Use Planning – Leland, NC

Aspen Multi-Family Replacement Economic Study – Aspen, CO

Van Dyke Avenue Corridor Master Plan Update – Sterling Heights, MI

Los Solaris Development Pro Forma – Santa Fe, NM

Powell Gardens Revenue Study & Business Plan – Kansas City, MI



Dave Belin
Director of Consulting
Services

RRC Associates

Education

Master of Business Administration,
Fuqua School of Business, Duke
University

Bachelor of Arts, History, Yale
University

As the Director of Consulting Services at RRC, Dave excels in working with clients to use research to make better decisions. His work has formed the basis of numerous strategic and marketing plans for resorts, cities, and tourism-based clients. Examples of projects he has directed include visitor research studies, branding studies, retail/shopper analyses; economic analyses of the impact of tourism; and feasibility studies for resort real estate projects. Research methodologies with which Dave has extensive experience include surveys conducted via the Internet, mail-out/mail-back, and intercept techniques, as well as facilitation of focus groups.

Select Project Experience

Visitor Profile Studies:

- Fort Collins, CO
- Breckenridge, CO
- Boulder, CO
- Estes Park, CO

Economic Impact Studies:

- City of Boulder, CO
- City of Fort Collins, CO

Comprehensive/Community Plans:

- City of Boulder, CO
- Grand Junction, CO



David Becher
Director of Research

RRC Associates

Education

Master of Business Administration,
University of Colorado at Boulder

Master of Urban & Regional Planning,
University of Colorado at Denver

Master of Public Administration,
University of Colorado at Denver

Bachelor of Arts, Philosophy,
Environmental Studies, Williams
College

David has diverse experience managing and conducting many types of market research and planning projects for public and private sector clients in his more than two decades at RRC. With an educational background in urban and regional planning, public administration, and business administration, David works extensively in the areas of survey research, economic and demographic research, community planning, and affordable housing.

Select Project Experience

Planning & Affordable Housing:

- Snowmass Housing Assessment, CO
- Monroe County Job Generation Study, FL
- Aspen Employment Generation Study, CO
- Teton County Housing Nexus Study, WY
- Boulder Afford. Housing & HOA Study, CO
- Park County Housing Survey, CO

Economic & Fiscal Impact Analysis:

- Boulder Regional Economic Analysis, CO
- Snowbasin Cost/Benefit Analysis, UT
- Winter X Games Economic Impact, CO
- Economic Impact of Skiing in Colorado

Qualifications



Jake Jorgenson

PhD
Lead Analyst

RRC Associates

Education

Doctor of Philosophy, Forestry & Conservation Science, University of Montana

Master of Science, Recreation Management, University of Montana,

Bachelor of Science, Recreation & Tourism Studies, University of North Dakota

Jake possesses extensive experience in recreation and tourism research, visitor behaviors, and visitor management. His personal philosophy is grounded in providing practical solutions through research using both traditional and innovative methodologies. Jake currently serves as the Senior Social Scientist for the National Park Service's nationwide socioeconomic research contract. Further, he has extensive experience assessing resident opinions on development of municipal and county parks and recreation plans and visitor monitoring strategies for multiple tourism organizations. He has first-hand knowledge of the challenges and issues faced by land managers, tourism operators, and local communities and the need to make sound decisions. Jake has led a variety of quantitative and qualitative research studies using methodologies ranging from surveys, experimental design, interviews, and secondary analysis.

Select Project Experience

Tourism & Recreation Research:

- National Park Service
- Yellowstone National Park
- Glacier National Park
- Zion National Park

City/County Parks & Recreation Surveys:

- Gunnison, CO
- Helena, MT



Ann Bowers

PE, PTOE, PTP
Principal

Fehr & Peers

Education

Bachelor of Science, Civil Engineering, Gonzaga University

Licensure and Certifications

Professional Engineer: CO, UT, WY, ID

Professional Traffic Operations Engineer (PTOE)

Professional Transportation Planner (PTP)

Professional Affiliations

Institute of Transportation Engineers (ITE)

Women's Transportation Seminar (WTS)

Ann is a Principal and Project Manager with over twenty-nine years of comprehensive transportation planning and engineering throughout Colorado and the Rocky Mountain region. Ann's effectiveness in blending engineering and planning has led to numerous repeat clients that appreciate her creativity and critical thinking. Her reputation for delivery of high-quality products and project team management stems from her style involving a high degree of empowerment yet accountability. Ann is a registered Professional Engineer in Colorado, Utah, Wyoming, and Idaho; a certified Professional Traffic Operations Engineer (PTOE); and a certified Professional Transportation Planner (PTP).

Select Project Experience

Greeley Transportation Master Plan – Greeley, CO

Evans Transportation Master Plan – Evans, CO

Fort Collins Transportation & Transit Master Plan – Fort Collins, CO

City of Loveland Transportation, Transit, and Bike/Ped Plan – Loveland, CO

Windsor Transportation Master Plan – Windsor, CO

Aspen Institute Community Forum on Transportation and Mobility – Aspen, CO

Ogden Transportation Master Plan – Ogden, UT

Casper Long Range Transportation Plan – Casper, WY

Plan Cheyenne Transportation Master Plan – Cheyenne, WY

Town of Parker Transportation Master Plan – Parker, CO



Carly Sieff

AICP
Associate
Transportation
Engineer

Fehr & Peers

Education

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

Bachelor of Arts, Urban Studies and
Science & Society, Brown University

Licensure and Certifications

American Institute of Certified
Planners (AICP)

Professional Affiliations

Women's Transportation Seminar
(WTS)

Association of Pedestrian and Bicycle
Professionals (APBP)

American Planning Association (APA)

Carly is a Transportation Planner with a focus on making travel by all modes safer and more accessible through the evaluation, planning and design of transportation networks. Carly has worked on a range of transportation projects from transportation master plans to bicycle and pedestrian plans to multimodal corridor plans to safety studies. Through previous projects, Carly has made recommendations for improving communities' transportation network by working closely with the public, performing in-depth, data-driven analyses and applying best practices from around the country. She is committed to improving the transportation options for communities by developing quantitative methods to evaluate existing transportation networks as a basis for developing recommendations to improve efficiency, safety and convenience.

Select Project Experience

Grand Valley Regional Transportation Plan – Mesa County, CO

Fruita Circulation Plan – Fruita, CO

Adams County Transportation and Comprehensive Plan – Adams County, CO

Thornton Transportation Master Plan – Thornton, CO

West Vail Master Plan – West Vail

Fort Collins Transportation and Transit Master Plans – Fort Collins, CO

Windsor Transportation Master Plan – Windsor, CO

Loveland Transit, Bike/Ped, and Transportation Master Plan – Loveland, CO



Krystian Boreyko

Senior Transportation
Engineer

Fehr & Peers

Education

Master of Urban & Regional Planning,
UCLA

Bachelor of Arts, Vassar College

Licensure and Certifications

American Planning Association (APA)

Krystian is a Transportation Planner with a focus on making multimodal travel more equitable in all communities. He is based in our Denver office but routinely works with clients in the Colorado's mountain and Western Slope communities. Krystian has worked on a range of transportation projects in mountain communities like multimodal connectivity studies, first/last mile strategy recommendations, and a downtown parking study in Frisco, CO. He is attuned to the distinctive character of working in Colorado's less urbanized communities and enjoys supporting those communities by finding unique solutions to their transportation challenges. He crafts recommendations that elevate walking, biking, and transit while also maintaining a focus on roadway performance by ensuring travel time reliability and traffic safety remain core focuses in planning efforts that center on less densely populated areas. Krystian values every opportunity to be hands-on and works closely with the public and key stakeholders to ensure transportation plans are a true reflection of the community's vision – his approach to collaboration makes clients feel like they have gained a new team member.

Select Project Experience

West Vail Master Plan – Vail, CO

Moab & Spanish Valley Regional Transportation Plan – Grand County, UT

Eagle County First/Last Mile Strategy Study – Eagle County, CO

Town of Frisco Community Plan Update – Frisco, CO

Town of Frisco Parking Study – Frisco, CO

Qualifications



Connor Merrigan
CEM, LEED® AP ND,
BD+C
Program Manager

Spirit Environmental

Education

Master of Urban & Regional Planning,
University of Colorado, Denver

Master of Urban Design, University of
Colorado, Denver

Bachelor of Environmental Science,
Oregon State University

Professional Affiliations

APA Colorado Sustainability
Committee Co-Chair

US Green Building Council
Transportation & Land Use Committee
for LEED for Cities

Conor has led sustainability and energy planning efforts at scales ranging from the building, neighborhood, city, county, and state levels for the bulk of his career. He combines an ambitiously practical approach with an ability to weave connections that supports clients in developing implementable plans. He leads the sustainability program at Spirit Environmental, where he focuses on the metrics of sustainability, strategic planning, sustainability reporting, and project implementation.

Select Project Experience

Sustainable Santa Fe 25 Year Plan – Santa Fe, NM

Longmont Sustainability Plan & Envision Longmont – Longmont, CO

Partners in Energy (Xcel Energy) Community Energy Plans and Implementation
Support – Jefferson County, Erie, Wheat Ridge, Louisville, & Lafayette, CO

Main Street Energy Initiative (Governor's Energy Office) – Statewide, CO

Corvallis School District Sustainability Management Plan – Corvallis OR

National Western Center LEED Strategy and Campus Approach – Denver, CO

Environmental Footprinting and Benchmarking Analysis – TX

Salt Lake City Sustainable Code Recommendations – Salt Lake City, UT

High Performance Building Program (Governor's Energy Office) – Statewide, CO



Keegan Conley
PE
Air Quality Specialist

Spirit Environmental

Education

Bachelor of Science in Environmental
Engineering, Colorado School of
Mines

Expertise

Colorado, Wyoming and North Dakota
Air Permitting

NSPS Subpart OOOO/OOOOa &
LDAR Reporting

LEED and Green Building Concepts

Corporate Sustainability Reporting

Emission Calculations and Emission
Inventory Development

Keegan has provided air quality and sustainability consulting services since 2011. Currently, he serves as a project consultant providing air quality support to a variety of industries, including New Source Review ("NSR"), Minor New Source Review ("MNSR"), Title V permitting, emission inventories, regulatory applicability assessments (State, NSPS, NESHAP, MACT) and annual leak detection and repair compliance reports satisfying both Colorado's Regulation 7 and NSPS Subpart OOOO/OOOOa.

In addition to air quality consulting, Keegan provides sustainability services to municipalities and general industry. Relevant project experience includes assisting the development of Sustainability Management Plans ("SMP"), Corporate Sustainability Emissions Reporting, and LEED projects. Additionally, as chair of the Arvada Sustainability Advisory Committee for the past two years, Keegan has experience leading a volunteer committee, reviewing and developing metrics of a municipal greenhouse gas inventories and providing City Council with periodic updates.

Select Project Experience

Arvada Sustainability Committee – Arvada, CO

Baseline Assessment and Sustainability Management, Finish Line – Boulder, CO

Annual Greenhouse Gas Emission Inventory Reports

A photograph of a lively outdoor dining area at dusk. The scene is illuminated by warm string lights hanging in rows across the sky. In the foreground, a young girl in a pink shirt and blue shorts stands on a concrete ledge, reaching out towards a large, dark-framed glass structure that resembles a modern water feature or partition. To her left, a woman in a black top and grey skirt is walking. In the background, several people are seated at outdoor tables, and a large, multi-story building with arched windows is visible across the street. The overall atmosphere is warm and inviting.

SAMPLE CONTRACT CHANGES

Wheaton Downtown Revitalization, Wheaton, IL

Design Workshop (DW) has reviewed the Sample Contract and requests the following changes:**General**

DW will be referred to as a "Consultant" instead of "Contractor" throughout the contract.

Section V. Ownership

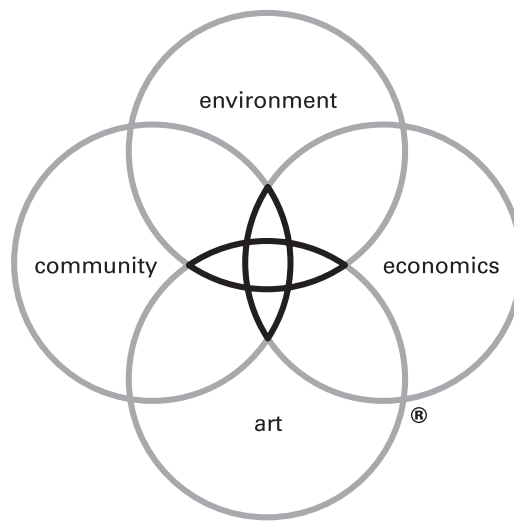
Add to the end of the paragraph: Any use of the Contractor's materials, items and work and any alteration thereof or other than their specific, intended purpose and without the consent of Contractor, shall be at the sole and exclusive risk of the Town.

Section VIII. Indemnification, A.

Contractor agrees to indemnify and hold harmless the Town and its officers, insurers, volunteers, representative, agents, employees, heirs and assigns from and against ~~all~~ claims, liability, damages, losses, expenses and demands, including ~~reasonable~~ attorney fees, on account of injury, loss, or damage, including ~~without limitation~~ claims arising from bodily injury, personal injury, sickness, disease, death, property loss or damage, ~~or any other loss of any kind whatsoever, which arise out of or are in any manner~~ connected with this Agreement if such injury, loss, or damage is caused in whole or in part by, the act, omission, error, professional error, mistake, negligence, or other fault of Contractor, any subcontractor of Contractor, or any officer, employee, ~~representative, or agent of Contractor~~ or others for whom the Contractor may be liable, or which arise out of a worker's compensation claim of any employee of Contractor or of any employee of any subcontractor of Contractor. Contractor's liability under this indemnification provision shall be to the fullest extent of, but shall not exceed, that amount represented by the degree or percentage of negligence or fault attributable to Contractor, any subcontractor of Contractor, or any officer, employee, ~~representative, or agent of Contractor or of any~~ subcontractor of Contractor. ~~or others for whom the Contractor may be legally liable~~



Story Mill Community Park, Bozeman, MT



DW LEGACY DESIGN®

Legacy Design is the defining element of our practice. It is our commitment to an elevated level of design inquiry to arrive at the optimal solutions for clients. The process ensures that our projects reflect the critical issues facing the built environment and that they deliver measurable benefit to clients and communities.

It is the foundation of the firm's workshop culture and guides all projects.