



# Keystone Planning and Zoning Commission Agenda

The Keystone Planning & Zoning Commission will have a meeting on October 17, 2024, at 5:30 p.m. at 1628 Sts. John Rd, Keystone, CO 80435 in Council Chambers.

- I. **CALL TO ORDER, ROLL CALL**
- II. **APPROVAL OF AGENDA**
- III. **CONSENT AGENDA**
  - A. Minutes – June 27, 2024
- IV. **NEW BUSINESS**
  - A. Election of Officers
  - B. Discussion of Bylaws
  - C. Consideration of Request for Proposal Submissions for Master Plan
    1. Cushing Terrell
    2. SE Group
    3. MIG
- V. **PUBLIC HEARINGS**
- VI. **OTHER - NONE**
- VII. **ADJOURNMENT**



# Keystone Planning and Zoning Agenda

The Keystone Planning & Zoning Commission held a meeting on June 27, 2024, at 5:30 p.m. at 1628 Sts. John Rd, Keystone, CO 80435 in Council Chambers. Full and timely notice of this meeting was provided.

## **I. CALL TO ORDER, ROLL CALL**

Community Development Director Lindsay Hirsh called the meeting to order at 5:35 p.m. The roll was called, and it was found there were present and participating at that time the following members: Commissioner Tim Huiting, Commissioner David Koch, Commissioner Peter Madland, Commissioner Kathy Rogg, Commissioner Windy Timm, Alternate Member Nicholas Bjugan, and Alternate Member Steve Jacobsen. The following members were absent Commissioner Jonathan Hagenow and Commissioner Melanie Woytash.

## **II. APPROVAL OF AGENDA**

Community Development Director Lindsay Hirsh presented the agenda. Seeing no objections, the Commission accepted the agenda as presented.

## **III. CONSENT AGENDA – NONE**

## **IV. NEW BUSINESS**

### **A. Election of Officers**

Commissioner Madland moved to appoint a temporary chair for this evening's meeting. Commissioner Huiting seconded the motion. By hand vote, the motion passed unanimously, and the motion passed.

Commissioner Rogg moved to appoint Wendy Timm as temporary chair of the Planning Commission for the meeting. Commissioner Madland seconded the motion. By hand vote, the motion passed unanimously, and the motion passed.

## **B. Discussion of Bylaws**

Community Development Director Lindsay Hirsh and Attorney Jennifer Madsen presented the draft bylaws. Commissioners provided feedback on the draft bylaws and the edits will be made and brought back to the next meeting.

## **V. PUBLIC HEARINGS**

### **A. TOK24-002 - Class 4 Site Plan Review for Camber Townhomes a 14-unit townhome (t2 market rate units and 2 deed restricted units) project on 1.007 acres, zoned Ski Tip West PUD, Craig Parcel, Tract F, Ski Tip West PUD, TR 5-76 Sec 19 Qtr. 1**

Community Development Director Lindsay Hirsh presented his findings on the staff report.

Applicant Bobby Craig presented a report on his application.

Commissioner Madland moved to approve Resolution 2024-01 Approving TOK24-002. Commissioner Timm seconded.

On roll call, the result was:

Ayes: Commissioner Tim Huiting, Commissioner David Koch, Commissioner Peter Madland, Commissioner Kathy Rogg, Commissioner Windy Timm (5)

Nays:

Absent: Commissioner Jonathan Hagenow, Commissioner Melanie Woytash (2)

**VI. OTHER – NONE**

**VII. ADJOURNMENT**

Seeing no further business to discuss, the meeting was adjourned at 7:16 p.m.

# TOWN OF KEYSTONE, COLORADO

## STAFF REPORT

TO: Town of Keystone Planning & Zoning Commission  
THROUGH: Lindsay Hirsh, Community Development Director  
FROM: Jennifer Madsen, Town Attorney  
DATE: October 17, 2024  
SUBJECT: Discussion of Bylaws

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### **Executive Summary:**

The Planning & Zoning Commission Bylaws serve to guide and assist the Commission in conducting meetings and managing public business. These Bylaws and Procedures are designed to align with the Keystone Home Rule Charter.

### **Background:**

The Bylaws outline governance procedures for the Commission's operations, covering topics such as Members and Officers, Meetings, Meeting Procedure, and Public Hearing Procedure. They are grounded in Keystone Ordinances and Colorado law, with additional sections that reflect recommended best practices for the Commission's functions.

Amendments to the Bylaws may be made by a majority vote during a Planning & Zoning Commission meeting. Proposed amendments must be submitted in writing to all members at least two weeks prior to the meeting where they will be discussed.

The Bylaws also adopt Bob's Rules of Order as the standard for parliamentary procedures.

The purpose of this discussion is to clarify any questions, gather feedback, and determine whether changes or adoption of the Bylaws should be considered at a future meeting.

**Attachment:**

- October 10 draft of Planning & Zoning Commission Bylaws

# PLANNING & ZONING COMMISSION BYLAWS

**These Bylaws** are intended to direct and assist the Planning & Zoning Commission for the Town of Keystone, Colorado, in the conduct of meetings and the conduct of public business. These Bylaws shall be interpreted consistently with the Keystone Home Rule Charter (“Charter”), Town of Keystone Ordinances, and, in the event of a conflict between these Bylaws and the Charter or Ordinances, the Charter and Ordinances shall govern and control.

## I. **Members and Officers**

### 1.1 Members of the Planning and Zoning Commission

The Planning and Zoning Commission shall consist of seven (7) regular members and two (2) alternate members who shall be appointed by the Town Council in accordance with Town of Keystone Ordinance 2024-O-01 or later adopted ordinances pertaining to the Planning and Zoning Commission. For purposes of these bylaws, references to “Planning and Zoning Commission members” shall include *all* members whether regular or alternate members unless otherwise specified. Each member of the Planning and Zoning Commission shall serve for a term of three (3) years and shall be subject to term limits as set forth in Town of Keystone Ordinance 2024-O-01.

### 1.2 Chair – Presiding Officer

The Planning & Zoning Commission shall elect one of its members to serve as Chair. The process for nomination and election of the Chair shall be determined by the Planning & Zoning Commission. The Chair shall be the Presiding Officer at all meetings of the Planning & Zoning Commission. The Chair is a regular member of the Planning & Zoning Commission. The role of Presiding Officer may be assigned to another member of the Planning & Zoning Commission in accordance with the Rules of Order.

### 1.3 Vice Chair

The Planning & Zoning Commission shall elect one of its members to serve as Vice Chair. The process for nomination and election of the Vice Chair shall be determined by the Planning & Zoning Commission. The Vice Chair shall be the Presiding Officer in the absence of the Chair.

### 1.4 Temporary Chair

- a. In the event of the absence, conflict of interest, or disability of both the Chair and the Vice Chair that would prevent them from attending any meeting of the Planning & Zoning Commission, the Town Clerk shall call such meeting to order and shall call the roll. The Planning & Zoning Commission shall then proceed to elect, by a majority vote of those present, a Member to serve as the Temporary Chairperson for the meeting.

- b. The Temporary Chairperson shall serve as Presiding Officer until the arrival or the resolution of the conflict of interest of the Chair or the Vice Chair at which time the Temporary Chair shall relinquish the chair upon conclusion of the agenda item or other business before the Planning & Zoning Commission.

#### 1.5 Alternate Members

While serving as an alternate, an alternate member is authorized to participate in discussion and debate on all matters pending before the Planning and Zoning Commission, including expressing an opinion on motions or matters pending before the Planning and Zoning Commission. However, while serving as an alternate, an alternate member shall not be included in the determination of a quorum, may not propose or second a motion, may not propose amendments to any motion, and may not vote on any motion.

The Presiding Officer shall temporarily assign an alternate member to serve in the position of a regular member in the event of an absence of a regular member during all or any portion of a meeting of the board, commission or committee. When assigned to fill a regular position during a meeting, the alternate member shall assume all rights, duties and obligations of the regular member during the period of assignment and may cast a vote on any matter pending before the commission. Upon the return of a regular member to a meeting prior to adjournment, the regular member shall replace the alternate member at the conclusion of the matter then under discussion. The selection of an alternate member to temporarily serve in the position of the regular member shall be determined by a coin toss. Only the alternate members who have participated in all necessary meetings may participate in the coin toss.

The alternate member shall be named by the Planning & Zoning Commission as a regular member in the event of a vacancy in the position of a regular member with notice to follow to the Town Clerk and Town Council. If alternates are designated as first alternate and second alternate, the first alternate shall be named as the regular member to fill the vacancy first and the second alternate shall become the first alternate.

## II. **Planning and Zoning Commission Meetings.**

### 2.1 Regular Meetings

- a. The Planning & Zoning Commission may meet regularly each month on the third Thursday of the month. The Community Development Director may cancel a regular meeting with at least one week's notice to the Planning & Zoning Commission members if there are no agenda items to consider.
- b. For ease of administration, an approved schedule of meeting dates, times, and places for regular meetings may be administratively considered and approved for each calendar year by the Planning & Zoning Commission. The Planning & Zoning Commission reserves the authority to modify or



adjust any previously approved meeting schedule or to change meeting days or times as may be needed for convenience or to accommodate holidays, anticipated lack of quorum, and other events or circumstances.

- c. When a regular meeting must be cancelled due to unforeseen or unanticipated circumstances, such as but not limited to emergency, adverse weather conditions, absence of quorum, or failure to post any required public notice, the Chair, or the Vice Chair in the Chair's absence, is authorized to instruct staff to cancel the regular meeting and the Chair may reschedule the meeting to another date and time. The Town Clerk shall prepare a notice of the meeting cancellation and the rescheduled meeting and shall cause the notice to be delivered through reasonable and customary means, including by posting notice on public entry doors of the Keystone Center and posting on the Town's Website.

## 2.2 Special Meetings

- a. Special meetings of the Planning & Zoning Commission shall be called by the Town Clerk on the oral request of two (2) or more members of the Planning & Zoning Commission with at least twenty-four (24) hours' notice to each member of the Planning & Zoning Commission and to the public, delivered in accordance with any requirements of the Charter and the Colorado Open Meetings Law.
- b. No business shall be conducted at a special meeting of the Planning & Zoning Commission unless the business has been stated in the notice of such meeting; except that any business which may lawfully come before a regular meeting of the Planning & Zoning Commission may be transacted at a special meeting if all members of the Planning & Zoning Commission present consent thereto and all the Members absent file their written consent.
- c. Executive sessions may be held during any properly convened special meeting.

## 2.3 Study or Work Sessions

- a. The Planning & Zoning Commission may hold study or work sessions as deemed necessary or desirable. Study or work sessions shall be called in the same manner as a Special Meeting or called by the Community Development Director.
- b. No legally binding or formal action shall be taken at any such session. The Planning & Zoning Commission may provide general administrative direction to the Town Staff by simple concurrence or consensus of the members of the Planning & Zoning Commission.
- c. A study or work session shall *customarily* be limited to the presentation of information to the Planning & Zoning Commission and the Planning &

Zoning Commission's discussion of such information. Public comment upon matters under study or discussion shall not be typically entertained except upon concurrence of the members in attendance. No Quorum shall be required at any study or work session.

- d. Executive sessions shall not be conducted during a study or work session.

#### 2.4 Quorum

Where a quorum is required by these Bylaws, a majority of the regular members of the Planning & Zoning Commission in office shall constitute a quorum for the transaction of business at all Planning & Zoning Commission meetings. Alternate members are to be considered in determining whether there is a quorum. In the absence of a quorum, a meeting may be rescheduled to a later date and time as permitted by Planning & Zoning Commission's adopted Rules of Order.

#### 2.5 Meetings to be Public

All meetings of the Planning & Zoning Commission shall be open to the public except as permitted by law. At Planning & Zoning Commission meetings, members of the public shall have a reasonable opportunity to be heard except for those meetings that are designated as study or work sessions. In compliance with the Colorado Open Meetings Law, the Town Clerk shall keep a record of the proceedings of each meeting. The intent is that, when feasible, Planning & Zoning Commission will allow for a remote meeting option for the public's attendance and participation at open meetings. (Charter § 3.5) The Planning & Zoning Commission may adopt a remote meeting policy to further define the public's attendance and participation through the remote meeting option.

#### 2.6 Planning & Zoning Commission Attendance and Absences

- a. All Planning & Zoning Commission members are expected to attend all regular, special, work and study session meetings unless excused from attendance in accordance with this section. Planning & Zoning Commission, virtually attending a meeting, may not vote on (or participate in) quasi-judicial matters. An alternate may be temporarily assigned to a regular member position for a quasi-judicial matter on which a regular member may not vote because of virtual attendance.
- b. More than three (3) unexcused absences by a member of the Planning & Zoning Commission in any one (1) calendar year may constitute grounds for sanctions or removal.
- c. Excused Absences. In the event any member of the Planning and Zoning Commission is unable to attend any meeting of the Planning and Zoning Commission, such member is requested to make a reasonable effort to so advise the Recording Secretary/Staff Liaison or Chair Person in advance of the meeting. The Chair Person shall excuse an absence of any member where the Planning and Zoning Commission member contacted the Recording Secretary/Staff Liaison or Chair Person in advance of the

meeting regarding the reason for the absence or announced a scheduled absence at a previous meeting of the Planning and Zoning Commission. No member may leave a Planning and Zoning Commission meeting without permission from the Chair Person or other member presiding over the particular meeting.

## 2.7 Town Attorney

The Planning and Zoning Commission may, at any time, call upon the Town Attorney for an oral or written opinion to decide any question of law related to the duties of the Planning and Zoning Commission. Members of the Planning and Zoning Commission shall seek the assistance of the Town Attorney for direction on legal issues and matters such as motions for executive session.

## 2.8 Community Development Director

The Community Development Director or an appointed senior Staff member and designated Community Development Staff members shall attend all meetings of the Planning and Zoning Commission unless excused by the Planning and Zoning Commission or by the Town Manager. The Community Development Director shall keep the Planning and Zoning Commission fully advised as to all matters related to the planning and zoning conditions and needs of the Town. The Community Development Director may make recommendations to the Planning and Zoning Commission and may take part in discussions on all matters coming before the Planning and Zoning Commission but shall have no vote in the meetings.

## 2.9 Town Clerk, Written Minutes, and Official Record

- a. The Town Clerk, or the Town Clerk's designated representative, shall attend and shall keep written minutes of each regular or special meeting of the Planning & Zoning Commission. Written meeting minutes may be a brief and concise summary or synopsis of actions taken by the Planning & Zoning Commission, the titles of ordinances and resolutions considered, votes taken, and other action items and general topics of discussion. Meeting minutes need not record what was said during the meeting.
- b. The minutes shall record how each Member voted on each question, except that where the vote was unanimous it shall only be necessary for the minutes to so state.
- c. The official record of a Planning & Zoning Commission meeting shall be the Town's electronic recording of the meeting, if any, and in the absence of an electronic recording or in the event of recording equipment malfunction, the official record shall be the written meeting minutes.
- d. At any time prior to the Town Clerk's certification of the minutes as approved by the Planning & Zoning Commission, the Town Clerk may change the minutes to correct spelling or typographical errors, provided that such change does not alter the substance or meaning of the minutes.

- e. The Clerk of the meeting at which the minutes are approved shall sign the approved minutes.

#### 2.10 Agenda and Order of Business

- a. A regular meeting of the Planning & Zoning Commission will have an established order of business generally along the following guidelines which may be modified by the Presiding Officer in accordance with the Rules of Order:
  - 1. Call to Order
  - 2. Roll Call of Members (determination of quorum)
  - 3. Assignment of Alternates (if necessary)
  - 4. Approval of Consent Agenda (including Minutes of Preceding Meeting(s))
  - 5. General Business/Official Action
  - 6. Consideration of Applications/Public Hearings
  - 7. Other Business/Reports
  - 8. Adjournment

#### 2.11 Setting Agendas

The Chair and the Community Development Director have the task of setting the meeting agendas for regular and special meetings and for work sessions of the Planning & Zoning Commission.

### III. **Meeting Procedures.**

#### 3.1 Parliamentary Rules/Rules of Order

- a. Bob's Rules of Order for Colorado Local Governments (Peak Nine Press 2023) shall be the parliamentary rules of order for meetings of the Planning & Zoning Commission ("Rules of Order").
- b. The following additional rules shall be incorporated into the Rules of Order:
  - 1. A Member shall not engage in the review or transmission of electronic mail or other forms of digital communications or be connected to the Internet during any quasi-judicial matter.
  - 2. Addressing the Planning & Zoning Commission – Time Limitations.
    - (i) Members' access to the floor when addressing the Planning & Zoning Commission shall be limited in time as provided by the Rules of Order;

- (ii) Guests, presenters, and speakers invited to present to the Planning & Zoning Commission shall be limited in time as established or directed by the Presiding Officer; and
- (iii) For all other persons wishing to address the Planning & Zoning Commission (other than public hearings, see V. below), such persons shall be limited to three (3) minutes for any presentation unless the Presiding Officer establishes a different time limitation applicable to all such persons wishing to address the Planning & Zoning Commission.

c. Voting Methods.

- 1. A simultaneous voice vote or show of hands shall generally be used provided that an announcement is made regarding the result of the vote, including identification of Member(s) voting on the non-prevailing side.
- 2. The Presiding Officer may direct a vote to be made by roll call. A roll call vote by voice shall be *required* for:
  - (i) Any quasi-judicial hearing matter.
- 3. Manner of Roll Call. When roll call voting is used, the roll call vote shall be taken in alphabetical order in a rotating manner, as follows: on the first roll call vote for the meeting, the Town Clerk will begin with the first Member's name on the list; on the second vote, the Town Clerk will begin with the second Member's name on the list and end with the first Member name on the list, and continue to rotate the order in this manner. Such rotation will continue without interruption from meeting to meeting.

3.2 Meeting Decorum

- a. For regular and special meetings, each Member shall be addressed as Mr./Ms. (last name) or Member (last name); Town staff, citizens, consultants, contractors shall be addressed as Mr./Ms. (last name). A less formal recognition of Members and others shall be acceptable for study or work sessions and executive sessions.
- b. At any regular or special meeting of the Planning & Zoning Commission, any member of the public desiring to address the Planning & Zoning Commission shall first secure the permission of, and be recognized by, the Presiding Officer.
- c. Each person addressing the Planning & Zoning Commission shall be asked to provide his or her name and address for the record. All comments shall be addressed to the Presiding Officer and to the Planning & Zoning

Commission as a body and not to any particular Member thereof or to other members of the audience.

- d. Actions which unreasonably disrupt a meeting shall be out of order. "Disrupt" shall mean evidently intended or designed to prevent, or reasonably preventing, the Planning & Zoning Commission from conducting business. Disruptive actions may include, but not limited to: (i) constant or consistent shouting following the Presiding Officer's request to speak in a conversational voice; (ii) the use of horns, bells, or other sources of unwanted and unnecessary sound or noise; (iii) repeated speaking or interruption of the meeting without first obtaining the floor or without being acknowledged by the Presiding Officer; or (iv) threats of harm or violence. Refusal to heed requests to cease disruption may subject the person to removal from the meeting.
- e. The use of amplified sound or noise in any meeting shall not be permitted unless approved by the Presiding Officer as a necessary part of a presentation by a speaker. The Town's use of methods to amplify the voices of the Members shall be permitted.
- f. To prevent obstructing the view and hearing of persons attending a meeting, posters, banners, signs, or other forms to display shall be permitted in meeting rooms provided that such items or materials are placed against and along the side perimeter walls of the room in a manner not to interfere with access or the safety of attendees. No posters, banners, signs, or other forms to display shall be located behind the Planning & Zoning Commission dais. The Presiding Officer may designate the appropriate location(s) for posters, banners, signs, or other forms to display.

#### IV. **Public Hearings – Procedures.**

Public hearings required by law shall be conducted in general accordance with the following procedures. Deviations from these procedures that do not substantially affect the fairness and outcome of the hearing shall be permitted with or without approval of the Planning & Zoning Commission.

- a. Town Clerk or designee shall read the title or subject matter of the item into the record.
- b. The Presiding Officer, in the order indicated, will:
  - 1. Declare the public hearing open;
  - 2. Announce the public hearing procedures (if such procedures were not previously explained to the audience in a prior hearing during the same meeting);

3. Establish, when determined to be necessary, reasonable time limits for the presentation to the Planning & Zoning Commission of public comments and testimony during the hearing. Where no other time limits are established:
    - (i) Town staff or Town consultants shall not be limited except as directed by the Presiding Officer;
    - (ii) An applicant, permittee, or petitioner (or their representative) whose property or other legal rights are the subject of determination during the public hearing shall not be subject to time limitations provided that the applicant, permittee, or petitioner avoids redundant and duplicative testimony or presentation of evidence;
    - (iii) Scheduled speakers invited to present information to the Planning & Zoning Commission shall not be subject to time limitations except as directed by the Presiding Officer; and
    - (iv) All other persons shall be limited to three (3) minutes;
  4. Ask for an introductory presentation by the Town Administration, if appropriate;
  5. Ask for the applicant's, permittee's, or petitioner's presentation, if appropriate;
  6. Provide opportunity for public presentation by those who are in favor of the matter, opposed to the matter, or who may have general questions regarding the pending matter.
  7. Any person speaking or presenting any information at the hearing may be questioned by the Planning & Zoning Commission and, with the consent of the Presiding Officer, by the Town Administration.
  8. The Presiding Officer will ask, at times during the hearing determined by the Presiding Officer, if any member of Planning & Zoning Commission has any questions of, or desires any additional information from, anyone who has spoken or has presented information during the hearing. If such is the case, a member of Planning & Zoning Commission may direct the question and/or request through the Presiding Officer to such individual and the response will be limited to the answer of the question, as stated.
- c. Cross-examination of people providing testimony or evidence shall not be permitted.
  - d. The Presiding Officer may, on his/her own initiative or at the request of a Member or the applicant, permittee, or petitioner, afford the applicant, permittee, or petitioner an opportunity to rebut or address statements or testimony presented by the general public or Town Administration. Rebuttal shall be limited only to subjects and matters raised during the hearing and is not intended to provide an

opportunity for the applicant, permittee, or petitioner to present new evidence or information not offered during the main presentation. The Presiding Officer may, in the Officer's discretion, provide an opportunity for the general public to address issues, information, or matters newly raised during a rebuttal.

- e. Following questions from Planning & Zoning Commission, the Presiding Officer will declare the public hearing closed and the matter will be remanded to the Planning & Zoning Commission for consideration.
- f. Upon the closure of the public hearing, the Planning & Zoning Commission will seek to avoid additional questioning of any hearing participant except as may be found necessary by the Presiding Officer to quickly clarify a factual question or resolve a factual matter of dispute between members of the Planning & Zoning Commission. No additional unsolicited testimony shall be entertained or accepted by the Planning & Zoning Commission. The public hearing may only be reopened for good cause shown by a majority vote of the quorum present and only for the sole purpose of receiving specifically identified and focused testimony. In the event a public hearing is reopened, all persons in attendance shall be provided an opportunity to provide testimony regarding the specifically identified matter for which the hearing was reopened.
- g. The Planning & Zoning Commission may, with leave of the Presiding Officer, request legal advice or direction from the Town Attorney at any time.

## **VI. Amendments.**

These Bylaws may be amended by a majority vote of Members present at a Planning & Zoning Commission meeting at which a quorum exists. Any proposed amendments shall be submitted in writing to each member of Planning & Zoning Commission at least two (2) weeks in advance of the Planning & Zoning Commission meeting at which such amendments are to be considered.

ADOPTED BY THE PLANNING & ZONING COMMISSION THIS \_\_\_\_ DAY OF \_\_\_\_\_,  
2024, BY RESOLUTION \_\_\_\_-P-\_\_\_\_.



# TOWN OF KEYSTONE, COLORADO

## STAFF REPORT

TO: Town of Keystone Planning & Zoning Commission  
THROUGH: John Crone, Town Manager, Jennifer Madsen, Town Attorney  
FROM: Lindsay Hirsh, Community Development Director  
DATE: October 17, 2024  
SUBJECT: Consideration of Request for Proposal Submissions for the Town of Keystone First Comprehensive Plan

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### **Executive Summary:**

The Town of Keystone has identified three finalists' proposals for the Town's First Comprehensive Plan and seeks the Planning Commission's input on the proposals. The Planning Commission's input will then be brought to Town Council for a final selection decision.

### **Background:**

On July 29, 2024 the Town issued its Request for Proposals (RFP) for the Town's First Comprehensive Plan. The RFP sought a professional consulting firm (or team) to assist the Town in the development of the Comprehensive Plan. The plan will serve to guide the Town's development, redevelopment and decision making into the future. The Town seeks a team with extensive experience and skills in the development of comprehensive plans, as well as facilitation of community visioning and outreach experience both in person and hybrid/inline contexts. Experience with municipalities in similar mountain and resort settings, as well as local experience and connections are also desired qualities of the team. More information on the elements of a comprehensive plan may be found on the Colorado Department of Local Affairs website:

- <https://dlg.colorado.gov/comprehensive-plans>.

Seven complete RFP submissions were received, and Town staff has identified three top proposals that most satisfy the goals of the RFP as outlined above. A copy of the finalists' proposals are included in the packet and are available online at <https://keystone.colorado.gov/pz-meetings>. The three finalists' teams (in no particular order) are:

- Cushing Terrell
- SE Group
- MIG

### **Next Steps:**

The three firms will be making presentations of their proposals during the Planning Commission meeting, with the opportunity for questions and brief discussion.

- Approximately twenty minutes are allocated for each team's presentation with ten minutes for additional questions and follow-up discussion.

The purpose of these interviews is to gather feedback from the Planning Commission on the proposals, and to make a recommendation to Town Council on the selection of a firm for the Town's First Comprehensive Plan.

### **Financial Considerations:**

The project's Not to Exceed Cost is \$200,000 as outlined in the RFP, and grant money will be used to help fund the contract with the selected firm. The grant and contract are anticipated to be finalized in November.

### **Attachments:**

- Finalists' Proposals
- RFP for the Town of Keystone First Comprehensive Plan

# hello.

## Town of Keystone

REQUEST FOR PROPOSALS  
**First Comprehensive Plan**

September 6, 2024

Cushing  
Terrell.

# Letter of Proposal and Commitment

**Cushing  
Terrell**

## RE: Request for Proposal | Town of Keystone Comprehensive Plan

Dear Lindsay and Selection Committee,

By celebrating rich culture and heritage, providing quality recreation, showcasing art, supporting local businesses, and offering places and ways for neighbors to connect, Keystone has it all. It's no wonder so many choose to live, work, and play here. Striking a balance between maintaining the character of this place while demonstrating a commitment to equity and the environment is a high priority.

While we are proud of our success in developing and updating Comprehensive Plans across Colorado and the Mountain West, we recognize that this project is unique. The opportunity to work with the community of a brand new Town to craft a vision for its future is exciting, and probably feels a little daunting. Our team is prepared to help guide Keystone's evolution from a resort to a Town – providing innovative ideas, strategic policies, and action items to achieve the community's collective vision. Our submittal represents a true and complete expression of our experience, approach, and enthusiasm for this project.

Cushing Terrell has risen to the forefront of comprehensive planning in the Mountain West. Our planning work has promoted sustainable economic development and brought meaningful social and cultural benefits to many growing communities. We also know that real, authentic, and innovative community participation is critical to the success of Keystone's first ever comprehensive plan. Our commitment to an inclusive planning process is showcased in our equity-

[cushingterrell.com](https://cushingterrell.com)

centered approach to community engagement. We employ a combination of virtual, online and in-person engagement and outreach strategies that are tailored to different communities' needs.

We have strategically partnered with **Norris Design**, whose familiarity with local dynamics and existing network of stakeholders in Summit County is invaluable. One such working relationship is with one of the largest employers and landowners in the area, Vail Resorts, with whom the Town will need to establish a collaborative working relationship to ensure mutual success.

We prioritize serving communities like Keystone who are facing issues common among those with tourism and recreation-based economies, including increased traffic, parking challenges, and a lack of affordable housing. We understand these issues of context and community identity. It's exciting, rewarding, and very difficult work. We also excel at it, which is why we keep coming back to places like Keystone. We bring reality to a community's vision and offer inspiration and a practical roadmap for implementation.

To supplement our expertise, **Cushing Terrell** and **Norris Design** are also partnering with **Fox Tuttle Transportation Group** (transportation planning/engineering), **Triple Point Consulting Group** (market economics), and **Western Spaces** (housing analyses). Our combined team offers invaluable local

insights combined with an objective external perspective. Our collective expertise encompasses extensive knowledge in small-town comprehensive planning and working mountain town communities.

A final note of interest. We have the right mix of the vibrancy of youth combined with solid visionaries who are grounded with experience and knowledge to tackle this complex planning effort. Thanks for considering our team.

Sincerely,



**Nora Bland**, AICP  
Project Manager | Director of Planning  
[norabland@cushingterrell.com](mailto:norabland@cushingterrell.com) | 720.598.9269  
[Cushing Terrell](#)



**Elena Scott**, LEED AP  
Principal  
[escott@norris-design.com](mailto:escott@norris-design.com) | 970.368.7068  
[Norris Design](#)

Cushing Terrell has read and understands the requirements of the RFP.

1700 Broadway, Suite 1200 | Denver, CO 80290 | 720.359.1416

September 6, 2024

**Town of Keystone**  
Lindsay Hirsh  
Community Development Director  
1628 Sts. John Road  
Keystone, CO

## Firm Background

### About Cushing Terrell

Cushing Terrell was founded in 1938 by architects Ralph Cushing and Everett Terrell. Ralph and Everett acted on the belief that integrating architecture, engineering, and design opened the doors for deepened relationships and enhanced creativity: a belief that formed the beginning of our design practice and still defines us today. Driven by empathy, our team works together to design systems and spaces that help people live their best lives, achieve their visions, and enjoy healthy, sustainable built environments. Because after all, our mission is to invent a better way of living.



**ENR 2024 Top Design Firms**

*Engineering News Record*

**Cushing  
Terrell.**

### What Makes Us Different?

Cushing Terrell is an 86 year old, full-service architecture, engineering, and planning firm with 17 offices around the country. Our approach is locally-based and hands-on, with the responsiveness and creativity of a small-scale office.

At the same time, we are uniquely able to leverage the strengths and knowledge of a national design and planning firm, commanding the resources that have supported Cushing Terrell's rise to the forefront of planning and design across the country. At Cushing Terrell, we treat our clients as friends. While we have a very large bench of professionals and support structure, we are steeped in a small office mentality. We are a great big, little firm!

**2024 Giants of Design | Sustainability**

*Interior Design Magazine*

## Our Services

ARCHITECTURE  
BUILDING PERFORMANCE  
BUILDING SCIENCES  
CIVIL ENGINEERING  
COMMISSIONING  
ELECTRICAL ENGINEERING  
ENERGY SERVICES  
FIRE PROTECTION  
GRAPHIC DESIGN  
HISTORIC PRESERVATION  
INTERIOR DESIGN  
LANDSCAPE ARCHITECTURE  
LAND SURVEYING  
MECHANICAL ENGINEERING  
PLANNING & URBAN DESIGN  
REFRIGERATION ENGINEERING  
STRUCTURAL ENGINEERING  
VISUALIZATION

## By the Numbers

500+

team members

1.3B

annual construction volume

86

years in business

100+

green-certified projects since 2005

17

office locations

1

client-driven mission



## Partner Firm

**NORRIS  
DESIGN**  
PEOPLE + PLACEMAKING

### About Norris Design

PLANNING + LANDSCAPE ARCHITECTURE + BRANDING

For nearly four decades, Norris Design has been dedicated to helping the world grow through the power of placemaking. Partnering with clients around the globe, we are transforming the way people live, work and play. Our integrated approach brings individual disciplines together to design places that get built.

We believe in the power of place and the ability our environments have to inspire us all. **Every day, we set out to change the world for the better through thoughtful placemaking.** We create communities that move people to create lasting memories. We shape the public realm, activating the imagination — then, we bring places to life with unique identities that live and breathe.



# Partner Firms



## Market Economic Analysis

**Forecasting Credible Futures.**

**Triple Point Strategic Consulting** specializes in providing marketing, strategic planning, and economic analysis services. Focus areas are renewable energy, affordable housing, health assessments, sustainable tourism, and economic development.

Today, Triple Point Strategic Consulting is active across the western United States and Canada, modeling for scenario planning, financial forecasting, permitting and approvals, optimal resource allocation, economic development, and improved decision-making. Economic impact studies are conducted using the IMPLAN model. Recent projects include creating a model of the State of Nevada’s tourist economy., estimating the economic impacts of numerous utility-scale solar facilities across the west, conducting a six-county housing impact study in western Colorado, an economic model of Lake Tahoe’s \$11 billion economy, creating a financial model to implement the Aspen School District’s housing strategy, preparing a large-scale economic development plan within the Navajo Nation, and conducting municipal financial forecasting of many ski resort communities.



## Housing Strategy

**Analyze the Past - Understand Today - Plan for Tomorrow**

**Western Spaces** provides a comprehensive range of services tailored to meet your housing and planning needs. Their offerings encompass a wide spectrum, from conducting in-depth market studies and needs assessments to the meticulous development and execution of housing strategies.

At Western Spaces, they are dedicated to enriching the preservation and enjoyment of Western communities. Their unique approach is built on three pillars: understanding the past, navigating the present, and planning for the future. They specialize in crafting diverse and thriving communities where residents and visitors can flourish together. Their data-driven insights, combined with strategic thinking, enable them to offer innovative solutions tailored to your needs.



## Multimodal Transportation Planning

**Transportation planning and engineering for people. Data driven. Safety first.**

**Fox Tuttle Transportation Group (FT)** has been implementing multimodal transportation plans for over three decades in Colorado. Fox Tuttle is owned and operated in Colorado by senior professionals who provide leading-edge consulting at cost-effective rates. Fox Tuttle’s focus has been on municipal clients and projects since its inception. As such, they often serve as an extension of public works staff and understand the level of responsiveness that is required to meet community demands during highly visible transportation projects. Through this experience, they also know how to work effectively with multiple departments within a city. FT provides client-focused consulting services in the following areas:

- Multimodal Roadway Planning and Forecasting
- Bicycle and Pedestrian Facility Design
- Transit System Planning and Design
- Integrated Land Use and Corridor Studies
- Sustainable Transportation Audits and GHG Modeling



INTEGRATED TEAM

# Organizational Chart

**Town of  
Keystone**

## Cushing Terrell

**Laura Dougherty**, AIA, LEED AP  
Principal-in-Charge

**Charles Trowell**  
Urban Designer | GIS Specialist

**Art Malito**, PLA  
Landscape Architect | Urban Planner

**Nora Bland**, AICP  
Project Manager  
Community Outreach Specialist

**Alex Modrzecki**, AICP  
Urban Planner

**Matt Mathes**, PLA  
Open Space | Parks Planner

## Norris Design

**Elena Scott**, LEED AP  
Collaborating Principal | Urban Planner

**Kate Berg**, AICP  
Land Use | Environmental Planner

**Lindsay Newman**  
Urban Designer | Community Outreach Specialist

## Fox Tuttle Transportation Group

**Cassie Slade**, PE, PTOE  
Transportation Planner

**Scott K. Kilgore**, PE  
Transportation Engineer II

## Triple Point Consulting

**Jeff Moffett**, Ph.D  
Economic Analyst

## Western Spaces

**Sarah Brown McClain**  
Housing Analyst



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## Primary Day-to-Day Contact



**Nora Bland**, AICP  
*Project Manager | Director of Planning |  
Community Outreach Specialist*  
[norabland@cushingterrell.com](mailto:norabland@cushingterrell.com) | 720.598.9269

Nora Bland will serve as primary point of contact and lead engagement efforts for the Keystone Comprehensive Plan. She brings a deep resume of land use and planning policy, urban design, green infrastructure, and design and delivery of projects, including varying scale, mixed-use, and transit-inclusive developments.

Nora has extensive capabilities in public engagement and incorporation into policy-driven planning. Her project management, communications, approach, and stakeholder facilitation skills result in continued client satisfaction through creative problem solving.

Nora will attend project management check-ins and be responsible for the following project elements:

- Contract scope of work refinement and finalization
- Project management online Zoom calls
- Scheduling and project administration
- Task management and quality controls
- Subcontractor coordination and contract administration
- Monthly invoicing

## Integrated Team

We have carefully assembled a team of strategists, experts, and innovators who are ready to be dedicated to your project. We work with these firms often and are a seasoned consulting team.

Cushing Terrell will provide the core project services through our **Denver-based** Urban Planning and Design team. Our partners will provide the following services.

### **Norris Design** | *Location: Frisco, CO*

- Community Outreach
- Planning
- Graphic Design
- Mapping

### **Fox Tuttle** | *Location: Denver, CO*

- Transportation Planning

### **Triple Point Consulting** | *Location: Crested Butte, CO*

- Market Economic Analysis

### **Western Spaces** | *Location: Copper Mountain, CO*

- Housing Strategies



# Laura Dougherty

AIA | LEED AP

PRINCIPAL-IN-CHARGE | ARCHITECT

Laura leads Cushing Terrell’s Denver design studio, is a project manager, senior architect and an associate principal in the firm. Laura has actively managed and/or directed projects at various scales of size and type ranging from multifamily affordable housing to higher education, healthcare and government. Laura’s strengths lie in leading complex teams of architects, engineers and specialists through complicated projects from programming through design and construction. Her passion is to engage a project in the planning stages, participate in community meetings and build strong consensus for forward thinking solutions. As a LEED Accredited professional since 2004, she brings sustainable design sensitivity to each project, backed by her strong technical experience.

## Relevant Experience

- Lot L Affordable Housing and Transit Interceptor Garage; Telluride, CO
- Shandoka Building F Affordable Housing; Telluride, CO
- Lumberyard Affordable Housing Neighborhood; Aspen, CO
- ArtSpace Salida Affordable Housing; Salida, CO
- Basalt Facility Assessment and Capital Improvements Plan; Basalt, CO
- Basalt Master Plan; Basalt, CO



# Nora Bland

AICP

PROJECT MANAGER | DIRECTOR OF PLANNING | COMMUNITY OUTREACH SPECIALIST

Nora is a certified urban planner, project manager, and leader with a background in nonprofit work and sustainability planning. She thrives in complex scenarios where multiple stakeholders, issues, projects, and solutions collide. Nora specializes in designing award-winning community engagement efforts that are inclusive, creative, results-driven, and fun! As a leader of Cushing Terrell’s planning team, Nora has expanded the firm’s community engagement program, leveraging her creativity and problem-solving skills on projects from housing and land use, to urban design and placemaking.

## Relevant Experience

- Fraser Comprehensive Plan; Fraser, CO
- Town of Lochbuie Comprehensive Plan; Lochbuie, CO
- Basalt Master Plan; Basalt, CO
- Together Chaffee County Comprehensive Plan; Chaffee County, CO
- Carbondale Comprehensive Plan Update; Carbondale, CO
- Mountain Area Master Plan; Steamboat Springs, CO
- DU Kennedy Mountain Campus Master Plan; Red Feather Lakes, CO
- Town Master Plan & Downtown Streetscape Plan; Ennis, MT





## Art Malito

PLA

LANDSCAPE ARCHITECT | URBAN PLANNER

Art is a passionate advocate for urban design and landscape architecture, from establishing a planning vision through the execution of intricate site detailing. He enjoys the elements of placemaking that create a strong public realm and directly improve a quality of life for all users. Art has assisted in developing Master Plans, Sub-area Plans, and Design Guidelines, all crucial to laying the proper framework for landscape architecture. His wide professional experiences in urban design and planning, parks and recreation, higher education, resorts and hospitality, and master planned communities give him a vast perspective on design.

### Relevant Experience

- Town of Lochbuie Comprehensive Plan; Lochbuie, CO
- Routt County Master Plan; Routt County, CO
- Mountain Area Master Plan; Steamboat Springs, CO
- DU Kennedy Mountain Campus Master Plan; Red Feather Lakes, CO
- Norte-Sur Equitable Transit Oriented Development Strategic Plan; Tucson, AZ
- City of Boise Zoning Rewrite Neighborhood Visualization; Boise, ID
- Urban+Farm Community Master Plan and Design Guidelines; Bozeman, MT



## Alex Modrzecki

AICP

URBAN PLANNER

Alex's background in economics has informed a holistic and forward-looking approach to planning and design projects. He specializes in geographic systems, data visualization, and graphic communication. Alex has a passion for using data-driven quantitative analysis to uplift peoples' voices and lived experiences. This passion has led to a range of professional experiences in food security, active mobility, environmental design, and urban morphology. Alex's primary objective is to create places that are functional, sustainable, and contextually sensitive to each community's unique character. Alex will provide expertise in GIS base mapping, site analysis, and graphic communication.

### Relevant Experience

- Montana Department of Commerce Housing Supply & Land Suitability Analysis; Statewide
- Glenwood Springs Comprehensive Plan; Glenwood Springs, CO
- DU Kennedy Mountain Campus Master Plan; Red Feather Lakes, CO
- Lewistown Comprehensive Plan; Lewistown, MT
- Belgrade Downtown Design Plan; Belgrade, MT
- Town of Lochbuie Comprehensive Plan; Lochbuie, CO
- Urban+Farm Community Master Plan and Design Guidelines; Bozeman, MT





## Charles Trowell

URBAN DESIGNER | GIS SPECIALIST

Charles brings a passion and advocacy for participatory planning, collaborative design, and space-making to Cushing Terrell. Charles’ background allows him to sit at the intersection of architecture, urban design, and planning. He has a variety of experience working within public, private and academic settings on projects, placemaking efforts, research, and plans. Before Cushing Terrell, he worked for the business district of one of the country’s fastest growing cities and brings a programming and economic development lens to each project. His familiarity collaborating alongside various stakeholders allows him to recognize the dynamics of working in diverse, urban communities while supporting sustainable and equitable projects and plans for clients and communities.

### Relevant Experience

Broomfield Comprehensive Plan; Broomfield, CO

Clearly Belgrade Master Plan; Belgrade, MT

Norte-Sur Equitable Transit Oriented Development Strategic Plan; Tucson, AZ

Lot L Affordable Housing and Transit Interceptor Garage; Telluride, CO

Belgrade Downtown Design Plan; Belgrade, MT

2040 Center City Vision Plan; Charlotte, NC\*

Charlotte Rail Trail; Charlotte, NC\*

*\*Completed prior to joining Cushing Terrell*



## Matt Mathes

PLA

OPEN SPACE | PARKS PLANNING

Matt is a highly experienced professional in federal planning, urban design, urban planning, and landscape architecture. He has prepared conceptual site plans and cost estimates for park, recreation, and open space sites for communities in AZ, CA, FL, OR & WA. His expertise includes contract management, landscape architecture, permitting, environmental reviews, and strategic planning. With his passion for creating sustainable, vibrant, and efficient environments, he has transformed urban spaces into aesthetically pleasing and environmentally responsible places.

### Relevant Experience

Lewistown Growth Policy; Lewistown, MT

Town of Lochbuie Comprehensive Plan; Lochbuie, CO

Broomfield Comprehensive Plan; Broomfield, CO

Fraser Comprehensive Plan; Fraser, CO

City of Covington Comprehensive Plan and Annexation; Covington, WA\*

Yuba City Parks & Recreation Facilities Plan; Yuba City, CA\*

*\*Completed prior to joining Cushing Terrell*





## Elena Scott

LEED AP

COLLABORATING PRINCIPAL | URBAN PLANNER

As the Principal of Norris Design’s mountain region office in Frisco, Colorado, Elena is skilled at integrating development into sensitive natural environments, affordable housing initiatives, infill and redevelopment, downtown revitalization, and incorporating sustainable design practices. A landscape architect and planner, Elena’s concepts and vision enhance towns and communities throughout Colorado. With a broad range of experience in urban and rural communities with both public and private sector clients, Elena’s ability to communicate the complexities of planning and design make her an effective project champion, able to resolve challenges from both the technical perspective and the viewpoint of the community. Her deep experience with land planning, entitlements, the approval process, and public engagement is key to achieving success.

### Relevant Experience

Mt. Crested Butte Master Plan; Mt. Crested Butte, CO

Silverthorne Comprehensive Plan Update; Silverthorne, CO

Blue River Pathways Master Plan; Breckenridge, CO

Frisco Strategic Housing Plan; Frisco, CO

Hayden Comprehensive Plan Update; Hayden CO

Town of Gypsum Comprehensive Downtown Visioning & Master Plan Update; Gypsum, CO

Town of Nederland Comprehensive Plan; Nederland, CO



## Kate Berg

AICP

LAND USE | ENVIRONMENTAL PLANNER

As a land use and environmental planning consultant, Kate has more than 20 years of experience working on a wide spectrum of local land use planning activities. This includes more than ten years of experience as the lead planner and project manager overseeing the implementation of Summit County’s long-range planning and Board-directed project work. She has worked to establish herself as a go-to person to effectively tackle important community projects, particularly those involving intergovernmental coordination and a high degree of community and stakeholder outreach and engagement. Kate enjoys helping to educate local leaders, foster productive dialogue, develop consensus around complex issues, and inspire action from others.

### Relevant Experience

Silverthorne Comprehensive Plan Update; Silverthorne, CO

Town of Mt. Crested Butte Master Plan; Mt. Crested Butte, CO

Town of Yampa Comprehensive Plan; Yampa, CO

Countywide Comprehensive Plan; Summit County, CO\*

Joint Upper Blue Master Plan, Summit County; Breckenridge & Blue River, CO\*

Lower Blue Basin Master Plan; Summit County, CO\*

*\*Completed prior to joining Norris Design*





# Lindsay Newman

URBAN DESIGNER | COMMUNITY OUTREACH  
SPECIALIST

Since joining Norris Design in 2014, Lindsay has led a broad range of planning and landscape architecture projects. She offers diverse experience designing for rural, resort, and mountain communities, including creating workforce and affordable housing neighborhoods, high altitude planting and design techniques, and solving complex planning challenges. She develops creative visions that translate into vibrant and functional designs. Lindsay's experience with both the public and private sectors is built upon her strong communication skills, strategic project management, and ability to create comprehensive design solutions. She understands the importance of efficient land planning, resource usage in the mountains, and the key community engagement processes necessary to build consensus.

## Relevant Experience

Hayden Comprehensive Plan Update; Hayden CO

La Zona Civic Planning; Avon, CO

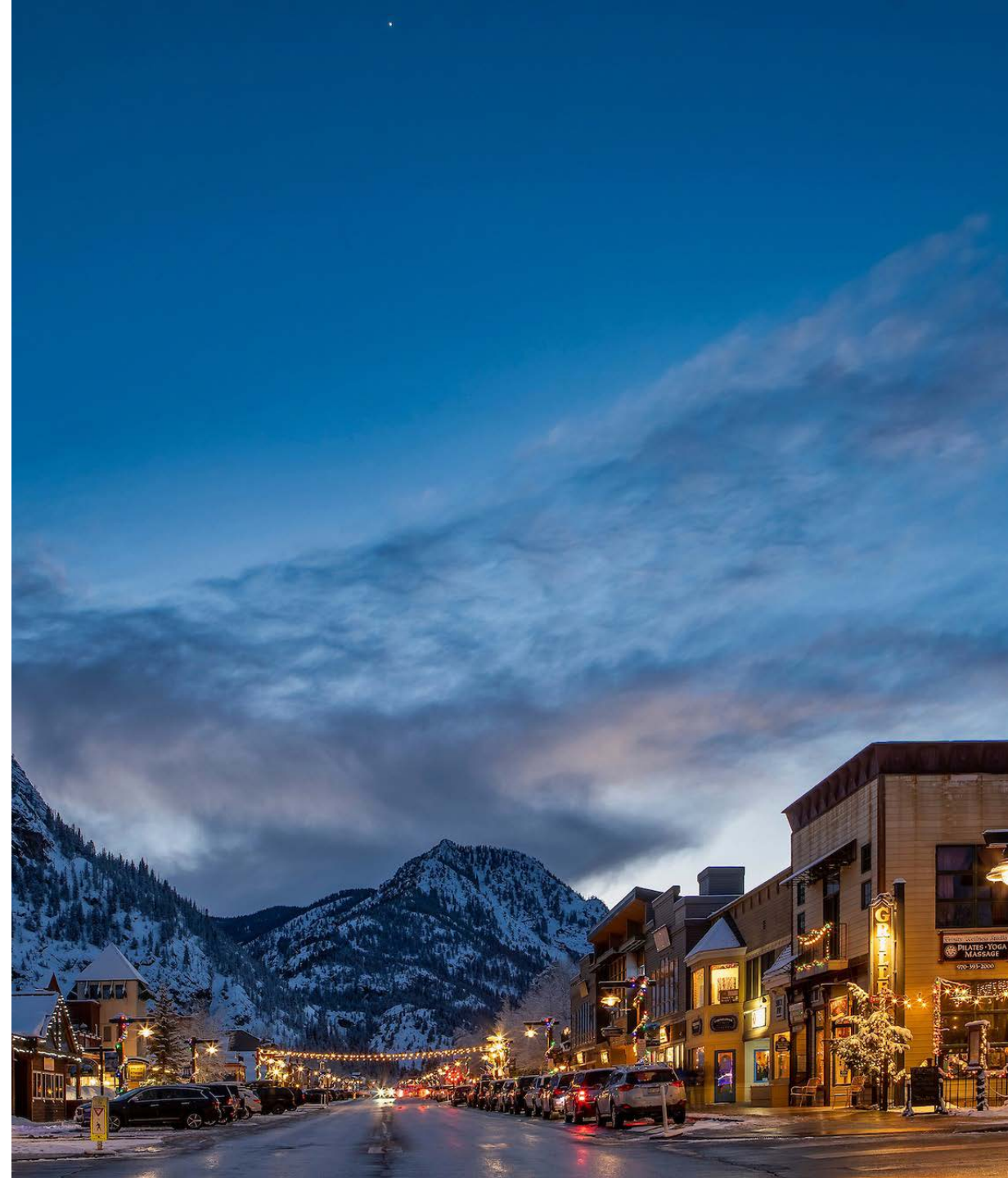
Howelsen Hill Master Plan & Schematic Design; Steamboat Springs, CO

Lake Hill Workforce Housing Master Plan; Summit County, CO

Town of Gypsum Comprehensive Downtown Visioning & Master Plan Update;  
Gypsum, CO



CUSHING TERRELL





## Cassie Slade

PE | PTOE

TRANSPORTATION PLANNER



## Scott K. Kilgore

PE

TRANSPORTATION ENGINEER II

Cassie is an accomplished transportation engineer who has worked on high profile projects across Colorado, advancing communities to accommodate opportunities and provide solutions for all transportation modes. Cassie is well known for her strong technical acumen and collaborative project management skills. She has 18 years of experience working with public and private sector clients to evaluate traffic operations and implement multimodal transportation solutions that reduce traffic congestion and build safer roadways for all travelers.

### Relevant Experience

- Multimodal Corridor Plans, SH 82 Multi Use Path Evaluation; Aspen, CO
- Multimodal Corridor Plans, 30th and Colorado Corridor Plan; Boulder, CO
- Traffic Impact Study, Lake Hill Workforce Housing; Frisco, CO
- Traffic Impact Study, Bill’s Ranch Affordable Housing; Frisco, CO
- Traffic Impact Study, Midvalley Workforce Housing; Steamboat Springs, CO



Scott is a licensed professional engineer passionate about improving communities through safe, equitable, sustainable, and efficient transportation systems. He has experience with a variety of project types in the public and private sectors. His expertise includes traffic modeling and operations, multimodal corridor studies, program management, and public involvement. Scott has studied emerging modes, including connected autonomous vehicles, and supported the development of policy initiatives. His project management experience, technical acumen, and collaborative approach help deliver high-quality projects.

### Relevant Experience

- Broomfield Bikeway Striping and Design Corridors; Broomfield, CO
- Kings Point Master Traffic Analysis; Parker, CO
- Sports Walk Pedestrian Access and Circulation Plan; Denver, CO
- Auraria Higher Education Center Master Plan Parking Study and TDM Plan; Denver, CO
- Louisville and Retail Ridge Master Development Plan; Louisville, CO





# Jeff Moffett

Ph.D

ECONOMIC ANALYST

Jeff has over thirty years of experience in business development, economic forecasting, destination marketing, resource allocation, and political strategy. Jeff began his career amidst the Pacific Northwest forestry controversies optimizing land uses over time for both wildlife habitat and timber production. In 2013, Jeff founded Triple Point Strategic Consulting to provide marketing, strategic planning, and economic analysis services.

## Relevant Experience

Town of Frisco Housing Strategy and Land Use Analysis; Frisco, CO

Vail Resorts Fiscal Modeling; Vail, CO

Lake Tahoe’s Destination Stewardship Plan, Economic Analysis for a Complex Tourism Impact Model; Lake Tahoe, NV

Socioeconomic Assessment and Housing Market Analysis; Buena Vista, CO

Socioeconomic Assessment and Housing Market Analysis; South Chaffee County, CO

Socioeconomic Assessment and Housing Market Analysis; Lake County, CO

Scenario Planning of Land Management; San Luis Obispo County, CA



CUSHING TERRELL



# Sarah Brown McClain

AICP

HOUSING ANALYST

Sarah Brown McClain is the founder and Principal of Western Spaces, LLC, a firm dedicated to innovative housing, land use analysis, and strategic planning solutions. With 20 years of experience in housing-specific studies across the Mountain West, she excels in all aspects of community housing, from needs assessments to strategy formulation and implementation, guiding clients through parcel identification, conducting gap analysis, identifying funding and partnership opportunities, and performing market demand studies. She brings valuable experience as a Summit County resident, a specialist in ski resort housing, and a contributor to multiple local projects, including the Summit County Comprehensive Plan, the Frisco Housing Strategy, the Summit School District Housing Needs Assessment, and the Dillon Forest Service Exchange Market Analysis.

## Relevant Experience

Town of Frisco Housing Strategy and Land Use Analysis; Frisco, CO

Summit School District Housing Needs Assessment; Summit County, CO

Archuleta County Market Analysis PSEDC, Archuleta, CO

Gunnison Valley Housing Needs Assessment; Gunnison, CO

Proposition 123 Technical Assistance; Colorado

City of Cortez Housing Action Plan and Code Update; Cortez, CO

Summit County (Dillon) Forest Service Exchange Market Analysis; Summit County, CO

Town of Vail West Middle Creek Housing Analysis; Vail, CO





# Qualifications

Firm-wide, Cushing Terrell has experience leading challenging community and urban planning, visioning, and assessment of revitalization potential across the US. Our team is well-rounded, with experience and expertise in both public and private-sector planning, public infrastructure planning, public outreach, GIS, and more. We listen carefully and develop planned solutions that clearly articulate the clients' goals. Our master planning process is one that has been proven again and again as an energizing, engaging, informative and effective way to guide and unite both leadership and the community in a common vision. Our team has been proud to successfully complete educational, municipal, and regional visioning master plans, comprehensive plans, special district plans (downtown, Urban Renewal District), and community outreach programs throughout Colorado and the Western U.S. for the following entities:

## Community Planning Experience

Parker Master Plan

Superior Comprehensive Plan

Broomfield Comprehensive and Transportation Plan

Town of Buena Vista Feasibility & Conceptual Land Use Plan

Lafayette Code Update

Town of Fraser Comprehensive Plan

City of Federal Heights Comprehensive Plan

City of Glenwood Springs Comprehensive Plan Update

Town of Carbondale Comprehensive Plan Update

Routt County Master Plan

Town of Basalt Master Plan and Facilities Plan

Together Chaffee Comprehensive Plan

Steamboat Springs Mountain Area Master Plan

Lochbuie Comprehensive Plan

DU Kennedy Mountain Campus Master Plan

City of Belgrade - Clearly Belgrade Comprehensive Plan, Mayfair Meadows Park, Growth Policy and Downtown Urban Renewal Plan

Farmway Village Master Plan

Lewistown Growth Policy

Envision Ennis Master Plan

Blackfeet Industrial Park Master Plan

One Big Sky District Development Plan

Kalispell - Glacier Town Center, North Town Center, Downtown Core Revitalization Plan

Port Coquitlam Downtown Action Plan

South Kalispell Urban Renewal Plan

Livingston Medical District New Town

Livingston Downtown Streetscape Plan

Urban+Farm Community Master Plan and Design Guidelines

Carlin Master Plan

West Downtown Boise Neighborhood Master Plan

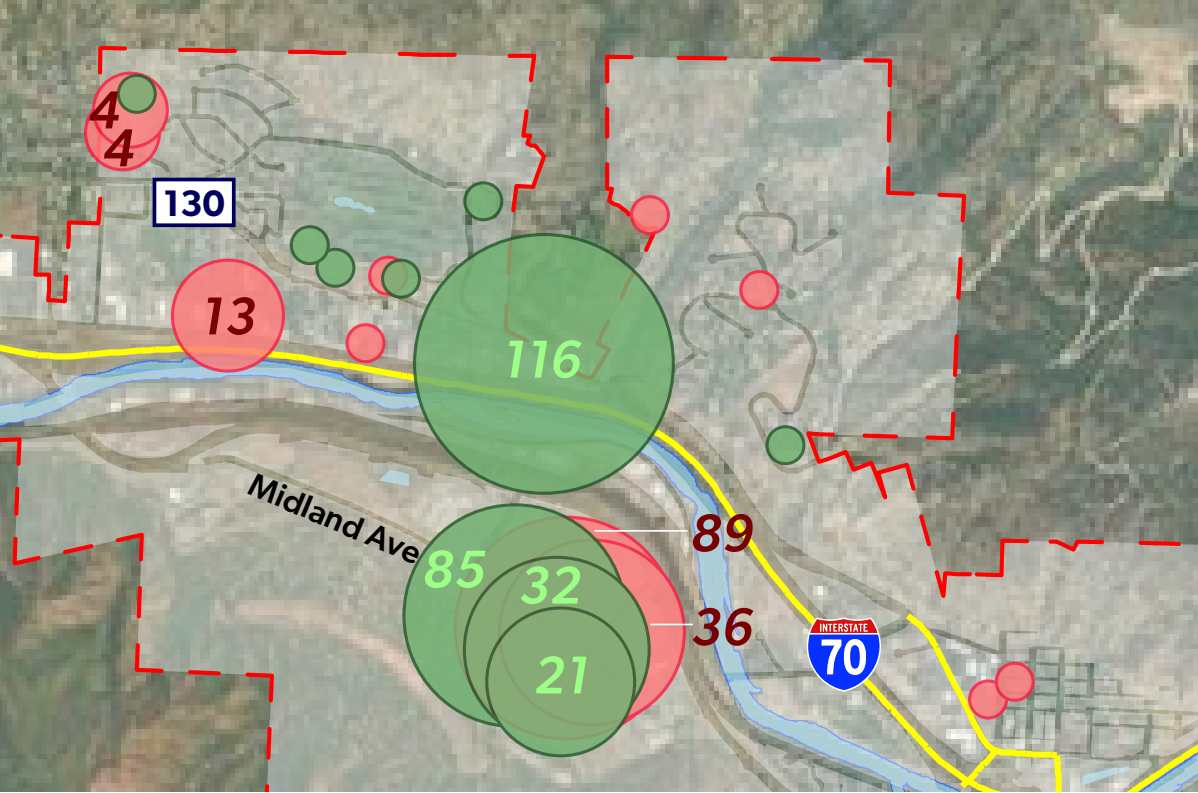
Riverfront Urban Renewal Area Plan

Alton Downtown Riverfront District

Tucson Norte-Sur Equitable Transit Oriented Development Strategic Plan

*Cushing Terrell conducted an assessment of roughly 900 acres of land along with a mixture of water rights and a 1,300 acre-foot reservoir. During this time Cushing Terrell spent a lot of time in our town conducting interviews with community members, analyzing the site with existing infrastructure and reviewing the water rights. We highly recommend that you engage Cushing Terrell for your project. I believe you will be as pleased as we have been.*

**Phillip Puckett**  
Former Town Administrator  
Town of Buena Vista



# Glenwood Springs Comprehensive Plan

GLENWOOD SPRINGS, CO

For the Southern Ute tribes and those that followed, Glenwood Springs has a sacred history as a place of community gathering and healing. Today, it continues to be a cultural, recreational, and commercial hub where the Colorado River and the Roaring Fork Valley meet. A thriving community serving residents, workers, and thermal tub-soakers, Glenwood Springs’ mountain-town identity as a recreational destination with relatively attainable living and working opportunities is shifting as a recent uptick in development has limited housing and job offerings. Geography and topography further stress the mobility network as natural hazards routinely threaten community access and water resources. The comprehensive plan update Cushing Terrell completed aims to help local leaders and citizens understand the impacts of certain growth management approaches in an effort to understand how policy changes might affect Glenwood Springs’ character. A careful look at innovative growth and urban design recommendations, including examining code and design guidance techniques, will enable the City to move more seamlessly into its expanded role as a home base for all who seek to live, play, and make a living within its bustling charm.

**Date of Completion:** March 2023

**Contact:** Hannah Klausman, Planning Director | 970.384.6407 | [hannah.klausman@cogs.us](mailto:hannah.klausman@cogs.us)

**Services Provided:** Planning, Community Engagement



**Cushing Terrell.**



# Fraser Comprehensive Plan

FRASER, CO

The Town of Fraser is a small mountain community in the Fraser River Valley in Grand County, Colorado. It's situated north of the Town of Winter Park along US Highway 40, approximately 10 minutes from the Winter Park Ski Resort. The area is renowned for its snow-capped peaks, ski areas, abundant recreational opportunities, access to public lands, and relaxing open space.

The Town of Fraser hired Cushing Terrell to update its Comprehensive Plan to provide a renewed vision for its future and a clearer direction for land use in its Three Mile Area. Fraser is experiencing issues common among those with a recreation and tourism-based economy, including increased traffic, parking challenges, and a lack of affordable housing. A unique opportunity exists in Fraser to create a downtown or "Riverwalk District" along the Fraser River, just off Highway 40. With in-house architectural and landscape services, Cushing Terrell is additionally preparing an illustrative Riverwalk Subarea Plan with implementation strategies for the Town to realize this District's potential.

**Project Dates:** March 2024 - ongoing

**Contact:** **Garrett Scott**, Town Planner  
970.505.0467 | [gscott@town.fraser.co.us](mailto:gscott@town.fraser.co.us)

**Services Provided:** Planning, Urban Design, Community Engagement, Architecture



**Cushing  
Terrell.**



# “Together Chaffee County” Comprehensive Plan Update

CHAFFEE COUNTY, CO

Chaffee County is a diverse canvas of varying geographies, climate, culture, and land uses. An estimated 83% of Chaffee County is publicly managed lands. Meanwhile, the County saw unprecedented residential growth on its unincorporated county lands, experiencing a 15% loss of farmland over a five-year period. As such, the critical element introduced in the 2020 Plan update was the addition of four sub-area plans, complete with future land use maps and a series of prioritized action steps — including infrastructure projects — that enabled each of the community’s goals to be accomplished on the ground. In the process, CT helped envision growth and development patterns for every parcel across the County’s 160,000+ acres.

**Community Engagement Process** - Because of the 20-year gap since the last update — and a shift in regional demographics — the plan developed out of an extended but calculated public outreach and education process that included open houses, neighborhood meetings, drop-in events, stakeholder interviews, high school workshops, and a series of online surveys.

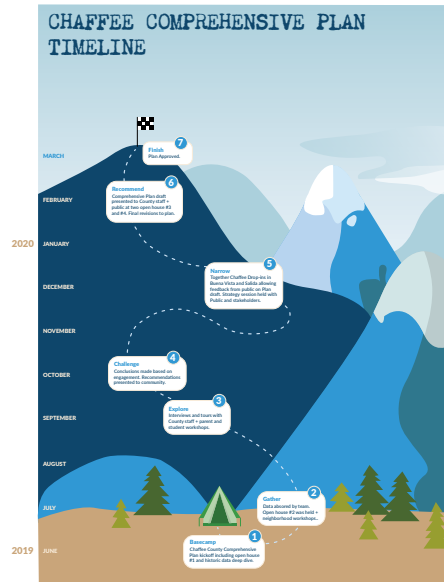
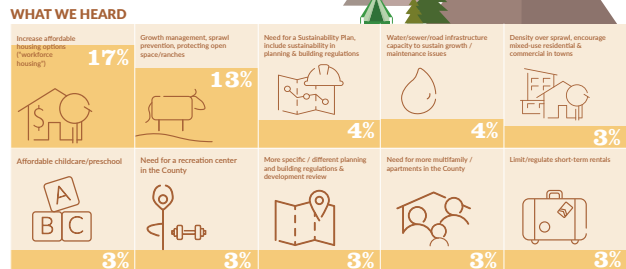
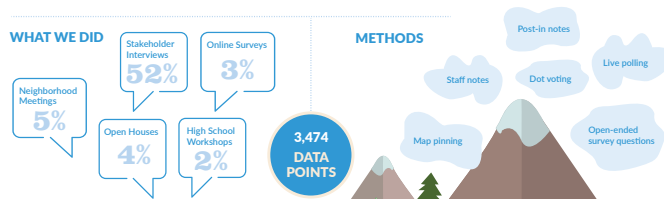
**Date of Completion:** August 2020

**Contact:** [Jon Roorda, Planning Manager Chaffee County](mailto:jroorda@chaffeecounty.org)  
719.530.5566 | [jroorda@chaffeecounty.org](mailto:jroorda@chaffeecounty.org)

**Services Provided:** Planning, Graphic Design, Community Engagement

**Award:** 2021 APA Colorado Chapter Public Outreach Award Winner

## CHAFFEE COUNTY PUBLIC ENGAGEMENT





# Town of Carbondale Comprehensive Plan Update

CARBONDALE, CO

Carbondale’s escalating housing costs, shifting economy, and strained mobility network threaten its diverse, family-friendly character. In mid-2021, the Cushing Terrell team was contracted to address these emerging challenges in a focused update to the Comprehensive Plan. With an eye toward climate action, multimodal mobility, and services for a community of all ages and abilities, the Update will also turn the key for redevelopment opportunities in underutilized areas of the Town’s core.

**Community Engagement Process** - To coincide with the Town’s high population of Hispanic community members, all engagement was available in both English and Spanish, including an Open House held entirely in Spanish with bilingual facilitators. Cushing Terrell created a project website with Bang the Table and employed various online engagement tools throughout the project. The Community Engagement Plan included a diversity of types of meetings, including in-person and virtual open houses, pop-up booths, design charrettes, and stakeholder focus group interviews. Leland Consulting Group analyzed market supply and demand conditions for key land use categories, with a special focus on the increasing need for workforce housing.

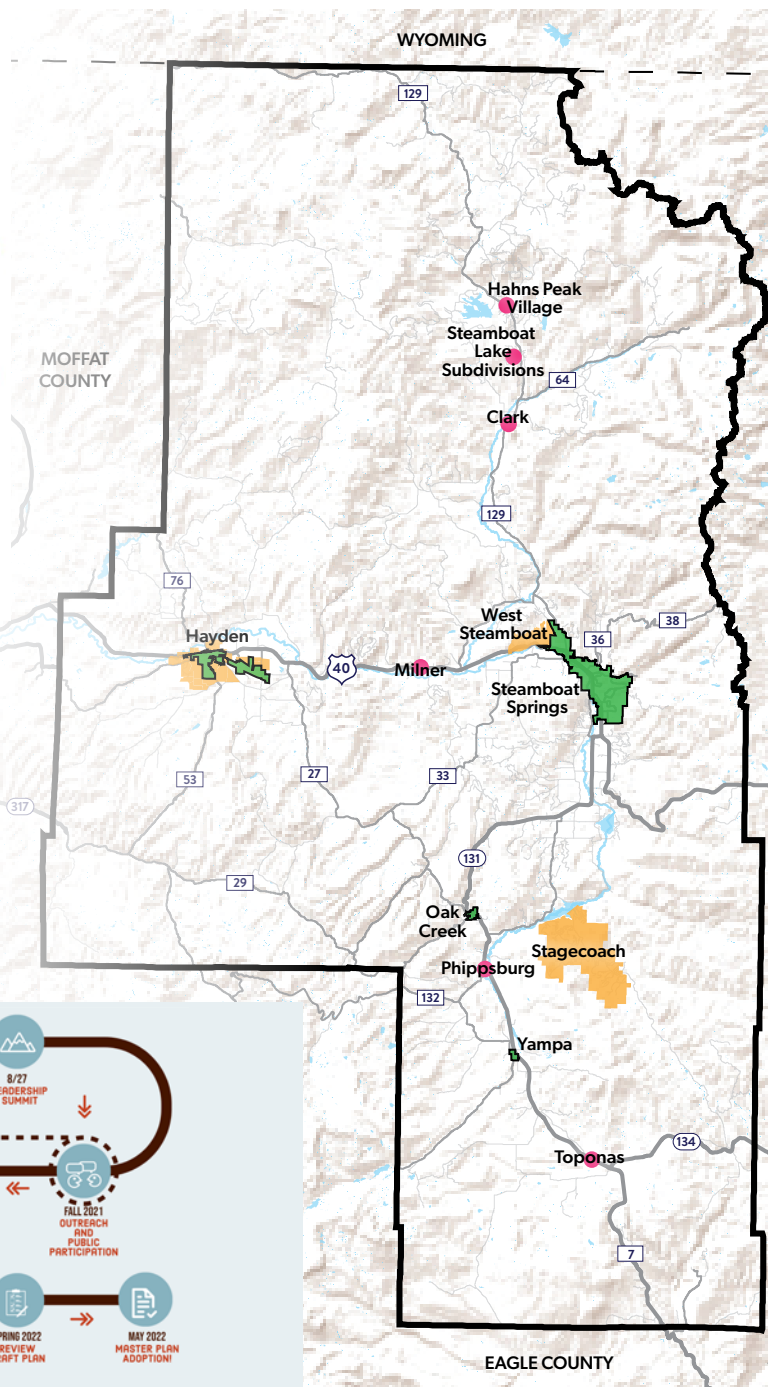
**Date of Completion:** October 2022

**Contact:** Jared Barnes, *Planning Director on behalf of Janet Buck, Planning Director (retired)*  
[jbarnes@carbondalecto.net](mailto:jbarnes@carbondalecto.net) | 970.510.1208

**Services Provided:** Planning, Landscape Architecture,  
 Graphic Design, Community Engagement



-  Growth, Land Use & Infrastructure
-  Historic & Cultural Resources
-  Housing & Economy
-  Mobility & Transportation
-  Recreation & Tourism
-  Open Space & Agriculture
-  Sustainability & Climate Action
-  Natural Resources & Hazards
-  Public Health & Equity



# Routt County Master Plan

ROUTT COUNTY, CO

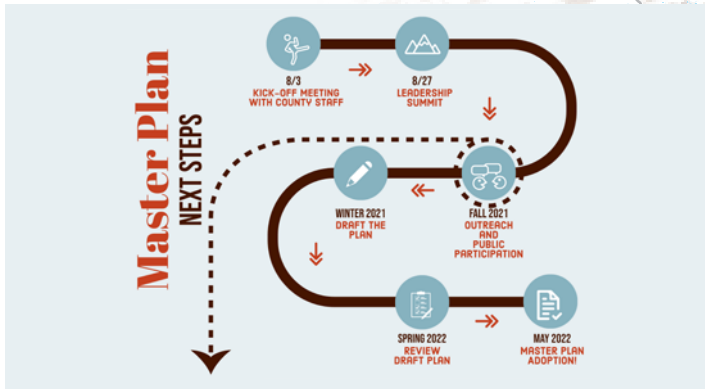
Cushing Terrell assisted Routt County in updating their almost 20-year old Master Plan. Between 2000 and 2018, Routt County’s population grew 30%, changing the dynamics of the community. Changing demographics, strained water resources, growth pressures, rising home prices, regional transportation issues, recreation conflicts, and the continued threats to rural/agricultural character are all pressure points that led County leadership to initiate the development of a new long-range plan.

Among other needed updates, Cushing Terrell crafted an updated future land use framework that used a tiered approach to address the County’s unique municipalities and unincorporated communities. Three distinct tiers of areas suitable for different types of growth were established, and the nature of development was clearly defined for each. This provided the County with a clearer lens to look at growth, as well as flexibility to allow a project that checks all the boxes to come to fruition. The Plan’s Implementation Plan provides a roadmap with actionable steps to work towards achieving the vision established by the community through outreach.

**Date of Completion:** August 2022

**Contact:** *Kristy Winsor*, Planning Director | [kwinsor@co.routt.co.us](mailto:kwinsor@co.routt.co.us) | 719.530.5567

**Services Provided:** Planning, Landscape Architecture, Community Engagement, Civil Engineering





# Town of Basalt | Master Plan Update

BASALT, CO

Cushing Terrell completed an aspirational Master Plan that will guide growth and accomplish community intentions for the next 10 years. Using design, graphics, and opportunity sites to communicate, the Plan updated stated goals and objectives and recommended courses of action for future growth and development of land, public facilities, and services, with a strong focus on environmental and economic sustainability. This Plan provides the policy framework for regulatory tools like zoning, subdivision regulations, annexations, and extra care was taken to outline coordination with the two counties. The Plan establishes a process for orderly growth and development to address both current and long-term needs and provides a balance between the few remaining stretches of open space left in the Roaring Fork Valley.

Ten neighborhood typologies were created to provide additional guidance with considerations allowed for adaptations that are appropriate for a particular neighborhood.

## A Focus On Engagement

The community engagement process included over 20 public meetings, 34 interviews, and resulted in over 5,000 total data points received. Multiple community engagement events ranged from traditional to out-of-the-box, including open houses, ride-alongs, online surveys, issue-based workshops, neighborhood meetings, a Hispanic community picnic, and high school work sessions.

**Date of Completion:** December 2019

**Contact:** James Lindt, Assistant Planning Director | 970.279.4397 | [james.lindt@basalt.net](mailto:james.lindt@basalt.net)

**Services Provided:** Planning, Urban Design, Architecture, and Civil Design



Above: Option A - Retail Anchor - Redevelopment of the Clark's Market



# BELGRADE DOWNTOWN DESIGN PLAN

## Engagement Summary

### OUTREACH CHANNELS:



### ENGAGEMENT METHODS:



### WHAT WE HEARD:

The top 10 themes that emerged through all engagement channels were:



To learn more, visit:

[beheardbelgrade.com/downtown-design-plan](http://beheardbelgrade.com/downtown-design-plan)



# Belgrade Downtown Design Plan, Development Code Rewrite, & Urban Renewal Plan

BELGRADE, MT

As Belgrade grows beyond its identity as a bedroom community to Bozeman, its citizens desire deeper connections to the heart of their community with places to live, shop, and socialize — all connected by a safe and efficient mobility network.

With buildings in disrepair, unsightly utilities, disconnected pedestrian and bicycle infrastructure, and an overall lack of cohesiveness, the City core needed increased investment, infrastructure improvements and a long-range vision. Cushing Terrell hosted a series of virtual design charrettes to understand stakeholder priorities and shape the downtown design that considered circulation, parking, urban design, streetscapes, local businesses, and fiscal sustainability. This series of long-range planning projects was the outcome of a Growth Policy update completed by Cushing Terrell in 2019 and the creation of an Urban Renewal District. Our designers and planners then completed the Downtown Design Plan in 2020 which utilizes the existing Urban Renewal District to advance goals of focusing limited resources on impactful projects to spur economic development. A development code rewrite informed all design decisions and outcomes. Orbital renderings created by Cushing Terrell’s designers can be viewed here: <https://www.ctenvision.com/dbv/>

Cushing Terrell has been the primary planning and urban design consultant for Belgrade over the past several years on many projects and has assisted the community plan for the future.

**Project Dates:** January 2019 - ongoing

**Contact:** Jason Karp, Planning Director | 406.388.3763 | [jkarp@cityofbelgrade.net](mailto:jkarp@cityofbelgrade.net)

**Services Provided:** Planning, Landscape Architecture, Urban Design and Infrastructure Planning





**SHORT-TERM (YEARS 1-3)**

**Gondola Plaza Enhancements**

- A1** Relocate Gondola Base
- A2** Demo Gondola Building/Renovate Plaza

**Ski Time Square Improvements**

- B1** STS East End Turnaround
- B2** STS Streetscape Improvements

**Gondola Transit Center Redevelopment**

- C1** Turnaround
- C2** Sawtooth, Controlled Access

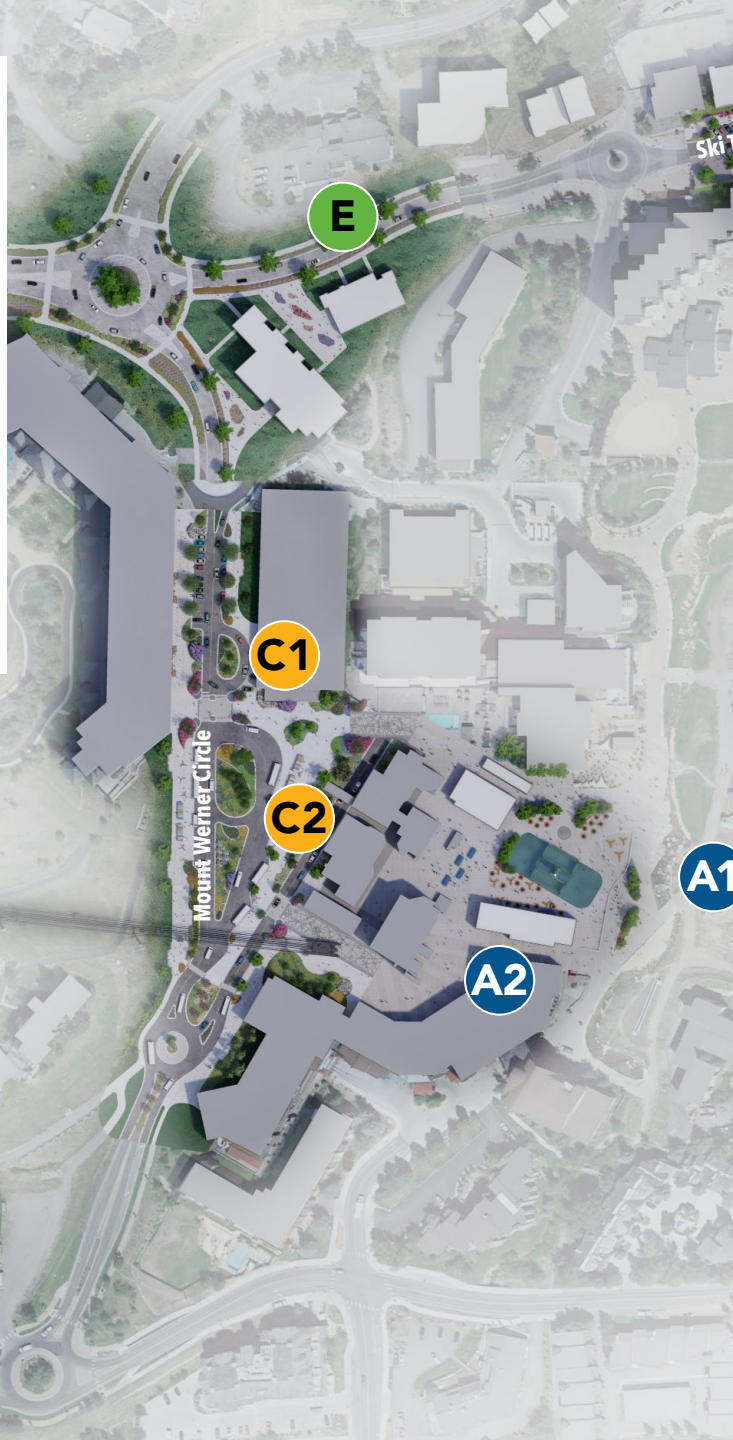
**LONG-TERM (YEARS 4-10)**

**Meadows Lot Redevelopment**

- D1** High Capacity Gondola
- D2** Meadows Lot Parking Structure

**ALTERNATIVE OPPORTUNITIES**

- E** Ski Time Square Drive Realignment
- F** Knoll Parking Lots Redevelopment



# City of Steamboat Springs Mountain Area Master Plan

STEAMBOAT SPRINGS, CO

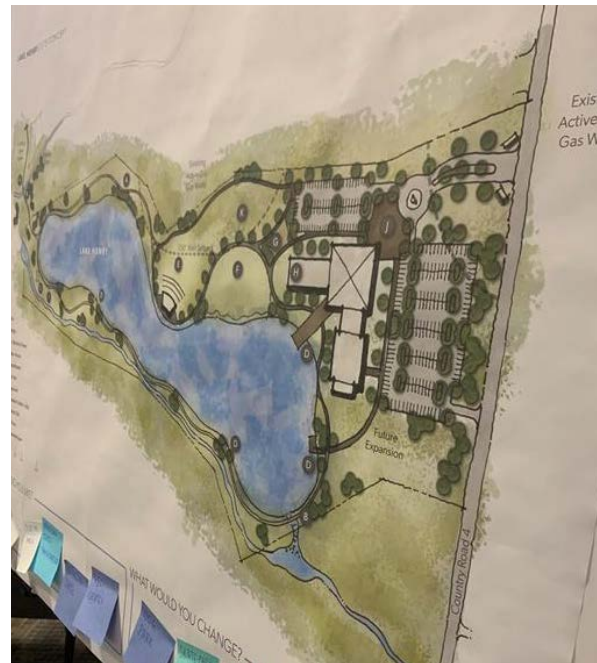
Embracing a long history of successful city-wide plans and urban redevelopment efforts, the City of Steamboat Springs ventured to create a master plan to revitalize the City's ski resort base area to boost year-round vibrancy. After seeing a decade of average but uninspiring redevelopment, the Mountain Area Master Plan amalgamates the best parts of several previous planning efforts to come up with physical solutions and policy adjustments to bring the Mountain Area into a new period of prominence. Utilizing mostly virtual tools, the planning team focused on a community input-driven approach that translates public and stakeholder commentary into interventions that will create meaningful change - Identity and Character of the Built Environment, Economic Vitality, and Mobility.

A substantial effort was made to involve a spectrum of business and community leaders to fully understand how such a wide variety of people move to and through a complicated base area where businesses struggle and vitality is lacking due to difficult grade separations and the attraction of a nearby bustling downtown.

*Date of Completion:* June 2021

*Services Provided:* Planning, Landscape Architecture, Urban Design, Community Engagement

**Cushing  
Terrell.**



# Lochbuie Comprehensive Plan

LOCHBUIE, CO

Cushing Terrell was hired to update Lochbuie's Comprehensive Plan. As part of the larger Denver metro area, Lochbuie has seen increased growth in the form of low-density development without a strong commercial tax base to support needed infrastructure improvements. Their previous comprehensive plan did not include growth projections or a comprehensive analysis of existing conditions, and therefore, its recommendations were not based on reality or an understanding of how the community is likely to develop.

**Community Engagement Process** - With a high population of Spanish-speaking residents, an inclusive community engagement process is paramount to the planning effort's success. Our work leading bilingual engagement efforts and our proposed approach that centered on equity were also cited as reasons why we were contracted.

**Lake Henry Park Conceptual Plan** - Cushing Terrell is working with the Town of Lochbuie to provide a conceptual plan for the 40-acre Henry Reservoir property. The plan will include preferred levels of service, future amenity locations, trails, or other critical topics that the Town can use to work towards future funding and improvements.

**Project Dates:** May 2023 - ongoing

**Contact:** **Chris Kennedy**, Community Development Director  
303.990.5324 | [CKennedy@Lochbuie.org](mailto:CKennedy@Lochbuie.org)

**Services Provided:** Planning, Landscape Architecture, Urban Design, Community Engagement

**Cushing  
Terrell.**



# Aspen Lumberyard Affordable Housing Neighborhood

ASPEN, CO

The 11-acre Lumberyard Affordable Housing Neighborhood site will serve as a new dynamic gateway to Aspen and will create 277 new affordable homes for a community that is facing a severe affordable housing crisis. Cushing Terrell visited numerous existing affordable housing developments in Aspen, sat down with city staff and local stakeholders, and worked with City Council to understand Aspen/Pitkin County Housing Authority's Vision related to Affordable Housing. Through this, Cushing Terrell crafted the following Vision for the Lumberyard Neighborhood:

*A stable, thriving, affordable neighborhood that is pedestrian friendly, environmentally sustainable, connected, and welcoming that looks, lives, and feels authentically Aspen.*

Cushing Terrell has followed an equally rigorous process in assisting Aspen in determining a pathway forward related to Sustainability. Workshops were held with Aspen city staff and other local environmental stakeholders and through a consensus process arrived at a list of "Must Haves" in terms of environmental stewardship and resiliency which led the project to pursue aggressive 75% Net Zero on-site energy offsets, decarbonization, and Enterprise Green Communities Plus certification.

**Project Dates:** July 2021 - ongoing

**Contact:** **Chris Everson**, Affordable Housing Development Senior Project Manager  
970.429.1834 | [chris.everson@aspen.gov](mailto:chris.everson@aspen.gov)

**Services Provided:** Architecture, Planning, Landscape Architecture, Interior Design, Public Outreach, Sustainability, Fire Protection, Electrical, Mechanical, and Plumbing Engineering



To learn more, visit:  
[aspencommunityvoice.com/lumberyard](https://aspencommunityvoice.com/lumberyard)



**Cushing  
Terrell.**



# Federal Heights Comprehensive Plan Update

FEDERAL HEIGHTS, CO

The City of Federal Heights is a small community geographically but with a growing population of 14,000, an updated guiding document is critical to chart the path for the community's future. Last updated in 1997, the City's current Comprehensive Plan has not provided enough detail and direction to effectively serve leadership or the community, so Cushing Terrell was hired as a team of problem solvers.

Cushing Terrell was also selected because of our experience with equity-centered community engagement efforts that have successfully engaged Spanish-speaking populations across the state. Increasing redevelopment pressures, reliance on sales tax, and high turnover of commercial uses are among the issues the team is addressing. With Bus Rapid Transit planned along Federal Boulevard estimated to be operational in 2029, Cushing Terrell is developing strategies to prevent displacement while optimizing opportunities for transit-oriented redevelopment.

**Project Dates:** November 2023 - ongoing

**Contact:** **Tim Williams**, *Community Development Director*  
303.412.3558 | [communitydevelopment@fedheights.org](mailto:communitydevelopment@fedheights.org)

**Services Provided:** Planning, Urban Design, Community Engagement

**Cushing  
Terrell.**



# Silverthorne Comprehensive Plan Update

SILVERTHORNE, CO

Norris Design worked closely with the Town of Silverthorne to update the Town’s 2014 Comprehensive Plan. The Plan addresses land use, transportation, community design, growth, and economic development while also providing community vision, goals and policies, a future land use map, downtown and Gateway blueprints, and recommended implementation actions for the years ahead. The planning process included extensive community engagement through an online survey, two outdoor summer community events, a community open house, and opportunities to gather input from Town leadership and decision makers. The process also included a half-day Gateway District design charrette with Town staff and key stakeholders.

Key themes addressed in the updated Plan include short-term rentals in traditional neighborhoods, the need for more high-density workforce rental housing, connectivity throughout downtown, safe pedestrian crossings along Highway 9 and engagement of the Blue River in the community design. The updated plan supports the Town’s ongoing efforts to create a vibrant community for local residents with more cultural events, restaurants and local businesses.

**Date of Completion:** 2022

**Contact:** Danelle Cook, Planning Manager  
[danelle.cook@silverthorne.org](mailto:danelle.cook@silverthorne.org) | 970.262.7363

**Services Provided:** Planning, Community Engagement





## Mt. Crested Butte Master Plan

CRESTED BUTTE, CO

Norris Design worked with the Town of Mt. Crested Butte to create an updated Town Master Plan, which will serve as the community's blueprint for growth and economic development and outline recommended implementation projects and priorities to be pursued within five to ten years. The update, which was done in conjunction with other regional planning efforts, focused on placemaking, enhancing public services and guiding responsible growth. Our team worked collaboratively with Town staff to implement a robust community engagement strategy, which included stakeholder advisory committee meetings, focus group meetings, a digital survey, community open house, attendance at community concerts and picnics, and joint meetings of the Town Planning Commission and Town Council.

Key community goals identified during the information gathering process included strategies to increase community housing, enhance mobility, improve the multi-modal transportation network, and balance the needs of full-time residents, part-time residents, and tourists.

*Date of Completion:* 2023

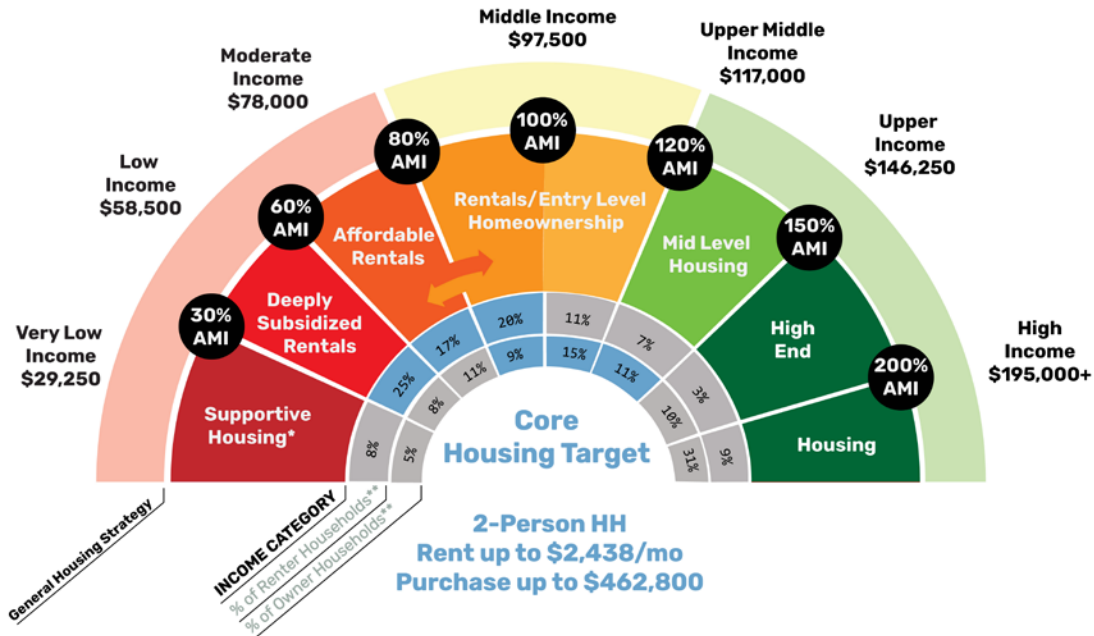
*Contact:* **Carlos Velado**, Town Manager

[cvelado@mtcb.colorado.gov](mailto:cvelado@mtcb.colorado.gov) | 970.349.6632 x 102

*Services Provided:* Planning, Community Engagement

**NORRIS  
DESIGN**  
PEOPLE + PLACEMAKING

# Town of Frisco Spectrum of Housing Needs (April 2024)



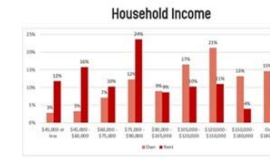
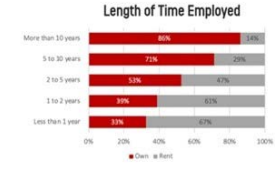
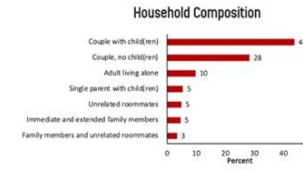
## Town of Frisco Housing Strategy

FRISCO, CO

In February 2024, DP+S and Western Spaces began collaborating with the Town of Frisco to create a Strategic Housing Plan. This plan aims to address housing challenges over the next five years through data-driven analysis and stakeholder input. The team developed several buildout scenarios, assessed potential housing futures, and identified key parcels for development. The project also includes exploring funding resources, public-private partnerships, and strategies to support implementation. The final plan, expected by fall 2024, will provide a comprehensive framework for sustainable housing development in Frisco through 2029.



## CURRENT HOUSING





## References

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### Cushing Terrell

#### **Glenwood Springs Comprehensive Plan Update**

Hannah Klausman

Planning Director

Glenwood Springs

970.384.6407 | [hannah.klausman@cogs.us](mailto:hannah.klausman@cogs.us)

#### **Town of Carbondale | Comprehensive Plan Update**

Jared Barnes

Planning Director

On behalf of Janet Buck, Planning Director (retired)

970.510.1208 | [jbarnes@carbondalecto.net](mailto:jbarnes@carbondalecto.net)

#### **Routt County Master Plan**

Kristy Winser

Planning Director

Routt County

970.879.2704 | [kwinsler@co.routt.co.us](mailto:kwinsler@co.routt.co.us)

#### **Belgrade Downtown Urban Renewal Plan**

Jason Karp

Planning Director

City of Belgrade

406.388.3783 | [jkarp@cityofbelgrade.net](mailto:jkarp@cityofbelgrade.net)

### Norris Design

#### **Silverthorne Comprehensive Plan**

Danelle Cook

Planning Manager

[danelle.cook@silverthorne.org](mailto:danelle.cook@silverthorne.org) | 970.262.7363

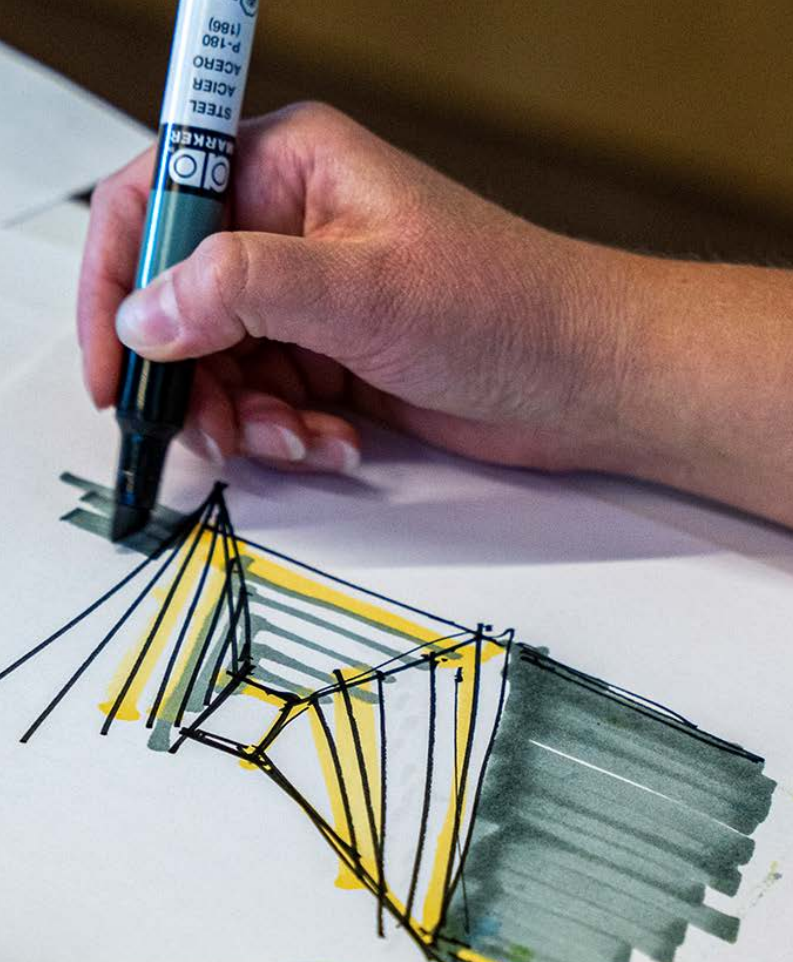
#### **Mt. Crested Butte Master Plan**

Carlos Velado

Town Manager

[cvelado@mtcb.colorado.gov](mailto:cvelado@mtcb.colorado.gov) | 970.349.6632 x 102





### APA Award

After 18 months of intensive involvement in creative public outreach and engagement, for the Chaffee County Comprehensive Plan, Cushing Terrell was awarded the APA Award for Community Engagement.



To learn more about Cushing Terrell's outreach approach, visit:

<https://vimeo.com/535935795/6d9df0462d>

## Equity-Centered Engagement

At Cushing Terrell, we know that real, authentic, and innovative community engagement is critical to the success of comprehensive planning efforts. Our work in other communities throughout the Mountain West underscores our ability to recognize that citizens are very proud of the community they live, play, and work in. In Keystone, residents enjoy an ideal location, a high quality of life, and access to premier recreation opportunities but struggle with the dynamics of living in a resort community and balancing the needs of second homeowners and guests. As the Comprehensive Planning process begins, we will build off our experience in Colorado's diverse communities that face similar challenges. We will identify positive outcomes from previous planning efforts to help embark on a community-wide conversation as we identify key issues, opportunities, and challenges.

### Inclusion

We understand that traditional approaches to outreach can exclude some community members due to language barriers, feedback methodology, the location and time of engagement events, and more. Therefore, we use targeted outreach and marketing strategies to reach communities and populations that have historically been left out of planning processes. We employ non-traditional engagement that invites participants to define project values and reach agreements while keeping the door open for creative, fun, and fiscally responsible expression.

### Access

Given the occasional difficulty with large, face-to-face engagement, our focus is on facilitating activities that are accessible and equally immersive, whether in-person or virtual. The goal is to reach large audiences and key stakeholders to

achieve a broad understanding of the community's vision. We are prepared to do this by having material available in both English and Spanish, flexible meeting times, ADA-accessible venues, and Zoom/hybrid meeting options.

### Transparency

Keeping accurate and measurable metrics of the process and then reflecting on what information we've gathered from the community instills trust. We employ this by hosting and regularly updating a project website to display what we've heard from the community and give people the opportunity to engage further. This level of transparency helps residents feel empowered that their voice is being heard and that the plan ultimately reflects their values and priorities.

### Respect

As Keystone transitions from a resort to a town, we will work to uncover the shared community values that all residents respect. There will inevitably be differing opinions about what the Town character should look like in the future. We pride ourselves on our ability to facilitate conversations that at times can be divisive, but by leveraging shared community values, ultimately result in solutions that are sensitive to the needs of all.

Our approach will focus on building connections, meeting people where they are, and learning from the collective wisdom of people who live and work in the Town. As a part of all our endeavors, we strive to capture themes of community pride, identify place-based stories, and foster Keystone's sense of identity.



# Scope of Work

## Phase 1

### TASK 1: PROJECT MANAGEMENT

We are committed to the active participation of all our team members as a part of this effort. To manage the day-to-day activities, project timelines, and budget, Nora Bland (project lead) will be available to the Town Project Manager throughout the process. Nora will attend project management check-ins, and be responsible for the following deliverables:

- Contract scope of work refinement and finalization
- Project management meetings
- Scheduling and project administration
- Task management and quality controls
- Subcontractor coordination and contract administration
- Monthly invoicing

#### *Subtask 1.1: Project Kick-off Meeting*

We will begin the Plan process with a Project Kick-off Meeting to verify project assumptions, scope, timelines, and deliverables. Participants will confirm project goals and objectives, identify existing issues, and define big picture desired outcomes and measures of success for the planning process. We will confirm regular project management meetings and participants.

The Cushing Terrell team will also conduct an in-person visit and tour with Town staff to understand what areas of the community should be preserved and get a sense of areas that can accommodate growth and infill.

### TASK 2: OUTREACH & ENGAGEMENT PLAN

Based on information gathered during the project kick-off, the project team will deliver an Outreach and Engagement Plan that will include dates and detailed community outreach tasks to be held during the entire project. The OEP is an interactive spreadsheet that includes all major outreach channels such as (virtual or in-person) open houses, workshops, pop-ups, interviews, and stakeholder meetings. This task will:

- Establish goals for engagement
- Identify key stakeholders/partner organizations
- Establish a flexible and adaptable engagement schedule
- Prioritize engagement strategies and outreach methods
- Determine overseeing groups/committees
- Identify underrepresented groups targeted for outreach

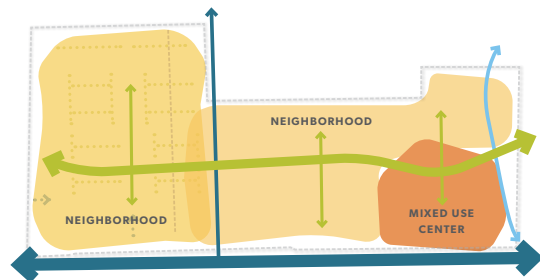
One of the primary goals is to creatively engage a broad spectrum of community stakeholders through the Comprehensive Plan process – including residents, business and property owners, service providers, non-profits, Vail Resorts, and other community partners. We will strategically spread different outreach and engagement efforts out over the course of the project to ensure ample opportunities for input are available.

CONTINUED

## Scope of Work

### Project Steering Committee

We will work with the Town to establish a steering committee / technical advisory committee to help guide the Comprehensive Plan if determined to be appropriate by the Town. This committee could engage representatives from the Town Council, Planning Commission, Vail Resorts, CDOT, Keystone Neighborhood Company, Keystone Citizens League, and other partner agencies and key stakeholder groups to serve as a sounding board to guide the Plan update process. Steering committee members can act as liaisons to keep their respective groups informed and engaged throughout the Plan and provide relevant knowledge or expertise to inform the Plan. With input from Town staff, our team will convene this committee and facilitate regular committee meetings throughout the planning process. An estimated 8-10 steering committee meetings would be needed throughout the Plan process.



### TASK 3: OUTREACH ROUND 1

#### Subtask 3.1: Project Website and Branding

Our team will work with staff to develop content for a project webpage on the Bang the Table web-hosting platform. The webpage will serve as the main information portal for the project so that the community can learn about the Comprehensive Plan. It will also have multiple interactive tools for community members to give input throughout the duration of the project. Our in-house branding and marketing experts will develop a project logo and branding templates to create a distinct identity that will be reflected in all work products and materials.

#### Subtask 3.2: Kick-off Outreach Event

The purpose of this initial engagement effort is to spread awareness for the project, advertise the project website, and have high-level visioning conversations with community members. We recommend that this event be tagged onto an existing event to leverage its attendance to ensure we're reaching as many residents as possible. We'll capture attention and input with an interactive activity while announcing the project to the community and providing the website for a constant line of communication.

#### Subtask 3.3: Community Survey

The project team will develop a survey asking questions similar to those used for the kick-off outreach event. Mirroring survey questions to in-person engagement allows for straightforward and transparent reporting. It is recommended that the survey be available for approximately one month, and the team will work with the Town staff to broadly advertise this survey to gather wide-ranging demographic responses. Stakeholder partners identified in Task 2 will be critical to this advertising effort.

#### Phase 1 Deliverables:

- Project Kick-off Meeting
- Weekly Project Management Meetings
- Outreach & Engagement Plan
- Steering Committee Meetings 1-3
- Project Website & Branding Materials
- Kick-off Outreach Event
- Community Survey



CONTINUED

## Scope of Work

### Phase 2

#### TASK 4: RESEARCH & ANALYSIS

##### Subtask 4.1: Existing Conditions Report / SWOT Analysis

Our process begins with research. We will identify materials necessary to develop a baseline of information that will inform the Plan. We will build off previous planning work, which will include (but is not limited to):

- Snake River Master Plan
- Summit Countywide Comprehensive Plan
- Keystone Planned Unit Development
- 2023 Summit County Housing Needs Assessment
- 2009 Summit County Walkability Report

Our team will produce an Existing Conditions Report, combining the qualitative feedback we've gathered from community outreach with spatial and technical data analysis to identify the key planning topics to be addressed in the plan. Each planning element will serve as a lens for examining the Town's conditions and a base for developing implementation/policy recommendations in the next phase. The report will include written analysis and key takeaways accompanied by maps and high-quality graphics to further illustrate the findings.

##### Subtask 4.2: Market Analyses

Keystone is a very attractive mountain destination and place to reside, given its abundant recreational opportunities and surrounding environment. Summit County offers some of the best alpine skiing in the world. Expanded internet capacity prior to the pandemic created the opportunity for remote workers to reside in the mountains. The pandemic exacerbated this trend as mobile urban workers fled to open spaces. Seniors have retired to the mountains. The purpose of this economic analysis will be to ensure the highest and best use of limited town resources to foster sustainable economic development.

##### Insights Collective Continuum Model

These trends were first studied by the Mountain Migration Report and recently by the Insights Collective. Jeff Moffett has worked with and continues to partner with the authors of these reports and is personally acquainted with many of them. Like other mountain communities, Keystone is evolving from a primarily tourist-driven resort community to a year-round residential community. Unlike other mountain towns, Keystone was formed amidst this transition. We will use IC model data specific to Keystone and provide unique results that will inform other aspects of the comprehensive plan.

CONTINUED

## Scope of Work

### Community Buildout Model

Developing a simple buildout model of the Town of Keystone will quantify its baseline and allow for realistic development scenarios to be modeled, compared, and evaluated. This is the basis for developing realistic economic development and diversification strategies. Triple Point Consulting will provide a simple model showing the recent community in terms of population, housing units, employment, tax revenues, and other metrics. The future growth of Keystone will be forecasted to estimate the impacts listed above in terms of ranges. Perhaps more importantly, alternative development scenarios and varying rates of growth can be simulated and evaluated. Data sources for model development may include and are not limited to assessor data, tax reports, other government financial data, Census, State demography, building permits, housing needs assessments, school enrollment, utility, transit ridership, law enforcement, and developer plans.

### Economic and Environmental Impact Modeling

Economic development analysis will further understand the Town's economy. The methodology will utilize outputs from the Keystone buildout model as inputs to the IMPLAN input-output model and its local data to calculate the project's direct, indirect, and induced impacts and its programs/services on the local economy, the direct construction and resulting population increase. Water demand and greenhouse gas emissions will be estimated using EPA coefficients.

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### Demand Analysis

The buildout model will show the growth of the Town over time. The Town will grow in relation to its economy. Population, employment, household income, and other metrics show how the Town has grown and provide insight into future growth rates. Previous work by Triple Point and other organizations indicates that the pandemic exacerbated socioeconomic transformations already occurring in mountain communities. The sharing economy, increased bandwidth, and sustained national economic growth are primary contributing factors. These recent trends have all contributed to increased population growth, demand for housing, and associated services in the mountains.

### *Subtask 4.3: Housing Strategy Analyses*

As a team deeply rooted in Summit County, we recognize that housing is a critical element that intersects with every aspect of Keystone's comprehensive plan. It plays a vital role in shaping the town's economic vitality, social equity, environmental sustainability, and overall quality of life. As a newly municipalized ski resort community, Keystone's housing component must be seamlessly integrated with all components of the plan, ensuring it supports the town's unique character, addresses current and future needs, and fosters a cohesive and resilient community.

By aligning housing initiatives with broader goals—such as land use, transportation, economic development, and environmental stewardship—we will create a housing framework that enhances Keystone's livability while supporting its long-term growth, individuality, and sustainability.

Western Slope's approach begins with a comprehensive assessment of Keystone's current housing landscape, including an analysis of existing housing stock, economic and demographic trends, and housing market factors. By leveraging the Countywide Housing Needs Assessment for baseline data, our analysis will be informed by the most current and relevant information. Engaging closely with key stakeholders—residents, business owners, and town officials—will be crucial in capturing the community's needs and desires, guiding every stage of our process.



CONTINUED

## Scope of Work

Building on our extensive experience in similar resort communities, we will develop innovative policies and strategies tailored to Keystone’s unique circumstances. These strategies will align with the broader goals of the Summit County Comprehensive Plan, ensuring Keystone’s housing objectives are in harmony with regional initiatives. Through a detailed gap analysis, we will pinpoint areas where the housing supply falls short of demand and explore opportunities for development, funding, and partnerships to advance the town’s goals.

### *Subtask 4.4: Mobility Analyses*

The Fox Tuttle team will take a comprehensive data-driven approach to identifying multimodal, operational, and safety improvements throughout the Town of Keystone to support the existing and long-term infrastructure needs. Our multimodal planning experience and knowledge of industry best practices in pedestrian and bicycle infrastructure design will ensure that the comprehensive plan envisions a connected, safe, efficient, and comfortable travel network for all modes aligned with future land use goals. Fox Tuttle will focus on determining the multimodal deficiencies and identifying opportunities. The plan will outline the steps needed to provide either additional analysis or implementation. Existing data sources will be leveraged to develop the plan, with an emphasis on how future data can continue to inform the Town as the plan is progressed.

Community feedback will be integrated with technical expertise to generate a transportation plan that is tailored to the unique needs and values of the Town of Keystone. As a Colorado firm with an intimate understanding of the special conditions of mountain resort communities, Fox Tuttle will develop a transportation plan that balances the varied needs of full- and part-time residents, commuters, visitors, and businesses. Our familiarity with the standards and processes of stakeholders such as the Colorado Department of Transportation (CDOT) will ensure a plan that integrates with the regional vision of the Highway 6 corridor while being tailored to local travel within the Town of Keystone as land uses evolve.



Fox Tuttle has worked in mountain communities since its inception with public and private projects located in Steamboat Springs, Hayden, Frisco, Dillon, Mt. Crested Butte, Crested Butte, Buena Vista, Vail, Eagle, Minturn, Estes Park, Winter Park, Summit County, Leadville, Glenwood Springs, New Castle, Carbondale, Aspen, Snowmass, Basalt, Gunnison, and Routt County. For each of these communities, we have provided some or all types of the following traffic engineering services: traffic impact studies, multimodal evaluation and designed solutions, signal designs, roundabout designs, corridor studies, workforce housing transportation needs, and parking demand and supply evaluation. We understand the unique characteristics and seasonal variations of mountain communities and strive to provide plans that are specific to the local multimodal needs and vision.

The Fox Tuttle team plans to work closely with Town staff and CDOT staff to understand the known multimodal challenges, safety issues, and opportunities throughout the town and along Highway 6. We will determine the need for data to further investigate the transportation solutions and outline future opportunities to continue the enhanced network for all roadway users.

## Scope of Work

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### TASK 5: OUTREACH ROUND 2

#### Subtask 5.1: Stakeholder Focus Groups

The team will hold up to eight stakeholder focus group meetings on key planning elements identified by Town staff and through Round 1 of engagement. These discussions invite up to 15 attendees representing public, private, and non-profit groups. They are free-flowing dialogues that will explore existing issues, assets, and opportunities. If the topic was housing, for example, we would assemble affordable housing developers and financiers, real estate/market experts, employers, housing activists/non-profits, and the discussion would be led by Western Spaces with help from Randy Rhoads, Cushing Terrell’s Director of Affordable Housing.

#### Subtask 5.2: Community Workshop #1

Community Workshops are larger-scale, open-house style events that correspond to project phases. Each will be designed to answer a question, solve a problem, or confirm community priorities. The purpose of Workshop #1 will be to hold a community visioning session and begin to understand what issues are elevated by the community. This Workshop could include (among others):

- Storytelling and place capture exercise
- Map pinning exercise
- Small group visioning discussions

#### Phase 2 Deliverables:

- Existing Conditions Report/SWOT Analysis
- Market & Housing Analyses
- Mobility Analyses
- Stakeholder Focus Groups
- Community Workshop #1
- Steering Committee Meetings 4-6

### Phase 3

#### TASK 6: FLUM

The Future Land Use Map (FLUM) is the nexus between existing conditions analyses, scenario growth alternatives, and community input. Building from the Snake River Master Plan’s Future Land Use Map (FLUM) and evaluation of projected growth allocations, our team will work closely with staff to develop a new FLUM that illustrates the desired future use of land within Keystone and its 3-mile planning area, as envisioned by the community. We will also consider current land uses, growth and market projections, development feasibility, current zoning, Vail Resort’s Master Plans, and development standards concurrently. The FLUM will be supported by policy recommendations to guide proposed land use patterns in the Town and three-mile area.

### TASK 7: DRAFT RECOMMENDATIONS

We will develop a set of draft policy recommendations based on all analyses conducted thus far, community input, and best practices. An Implementation Strategies Matrix will outline action items for plan implementation, responsible parties, and general target dates/timelines. The Matrix will also identify specific priority actions for the near term, as well as actions that, based on organizational capacity and funding, are anticipated to follow in medium and longer timeframes. We will also identify potential regional and community partners and funding sources, as applicable.

### TASK 8: DRAFT PLAN

Cushing Terrell will distill the information gathered from the community and staff and provide a plan that defines a broad community vision, goals and strategies required to achieve the vision. The Draft Plan will reflect a compilation of existing conditions, a summary of the community outreach process, a preferred growth scenario and Future Land Use Map. The Draft Plan will be a visual expression of the planning process and include high-quality graphics to articulate design principles and other takeaways.

CONTINUED

## Scope of Work

### TASK 9: OUTREACH ROUND 3

#### Subtask 9.1: Community Workshop #2

When Draft Plan elements are ready for review, we will share them with the community at our second Workshop event. We will ask for feedback on the FLUM and Draft Recommendations through a series of interactive stations. This Workshop can be held both in-person and virtually (at a different date).

#### Subtask 9.2: Pop-ups

Rather than asking community members to take time out of their busy schedules to come to a public meeting, we set up “pop-ups” at coffee shops, transit stops, and other places in the community where people are already gathering. We also tag onto events that are already happening to leverage their attendance. This way, we can reach folks who don’t normally show up to Town-led public meetings. We recommend that two Pop-up events be held in conjunction with Workshop #2 to ensure that draft plan elements reach community members that may not have been involved thus far.

#### Phase 3 Deliverables:

- Draft Future Land Use Map (FLUM)
- Draft Recommendations
- Draft Comprehensive Plan
- Draft Three Mile Plan

CUSHING TERRELL

- Town Council Work Session
- Planning Commission Work Session
- Workshop #2
- Pop-ups
- Steering Committee Meeting 7-8

### Phase 4:

### TASK 10: FINAL PLAN & ADOPTIONS

#### Subtask 10.1: Final Draft Comprehensive Plan

We will work with staff to make adjustments to the Draft Plan based on feedback from the community, stakeholders, and elected officials. The revised plan narrative and associated maps and visualizations will be incorporated into a highly graphic and user-friendly Final Draft Comprehensive Plan.

#### Subtask 10.2: Final Plan Approvals

Cushing Terrell will prepare Draft and Final Draft presentations to Planning Commission and the Town Council as part of the public review process. The schedule for plan review and public hearings will be determined by Town staff. We will provide the Town with a Final Comprehensive Plan and all supporting digital files post-plan adoption.

#### Phase 4 Deliverables:

- Steering Committee Meeting 9
- Comprehensive Plan
- Three Mile Plan







## Understanding of the new Town of Keystone

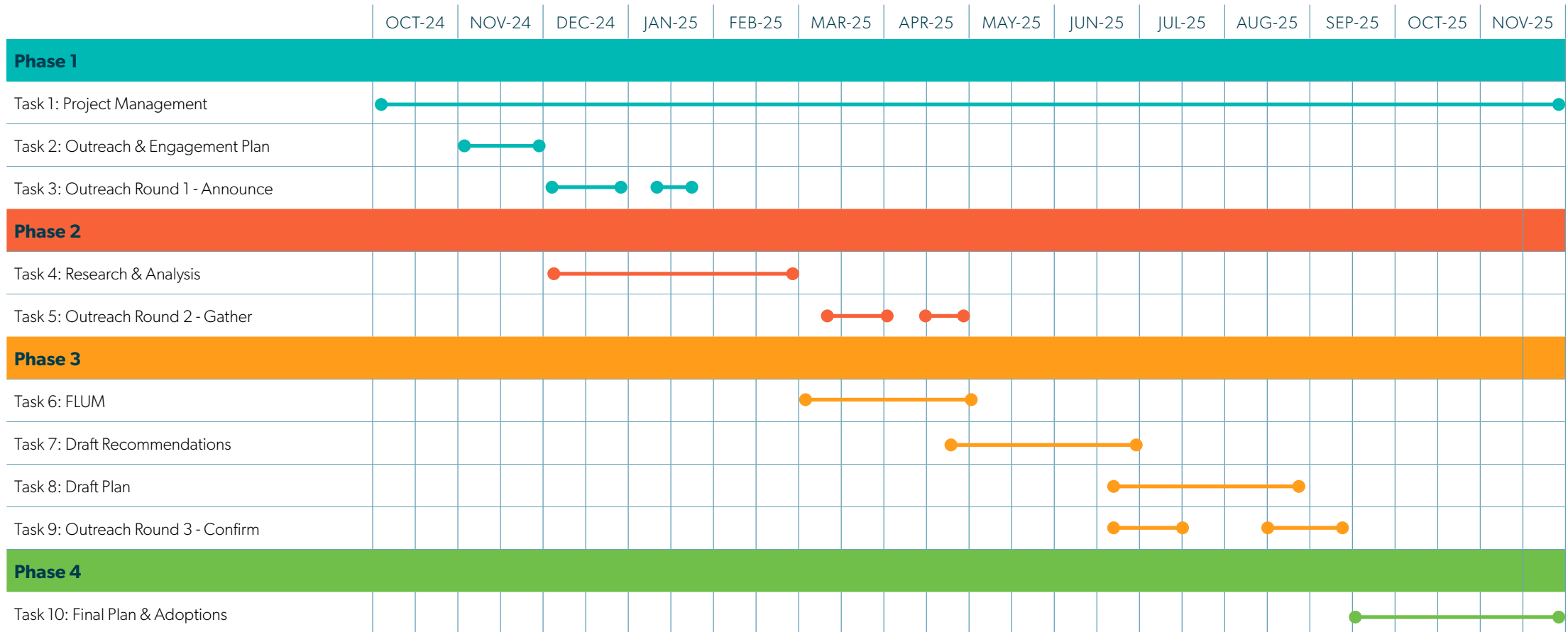
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With world-class recreation comes both benefits and challenges. We understand how cherished the mountains, rivers, forests, and open spaces are to Keystone residents. We also understand the issues with pedestrian connectivity over Highway 6, strained parking, reliance on inconsistent revenues from sales tax, and the dire need for workforce housing. Our team combines a local presence and familiarity with community dynamics with seasoned experience creating implementable comprehensive plans for resort and resort-adjacent communities.

There's so much more to Keystone than just the Resort, but the Resort will have a role to play in the Town's success, so a strong partnership must be established and fostered. Our team is uniquely positioned to facilitate productive and forward-thinking conversations between the Town, the Resort, and all other key stakeholders.

Finally, our partners for transportation, housing, and economic studies are currently working in Summit County, and have experience and knowledge of the area's dynamics. We are confident that this team can provide efficiencies in analyzing data and providing recommendations and implementation strategies to set the Town of Keystone up for success.

# Schedule



# Fee Schedule

---

## Cushing Terrell

Laura Dougherty . . . . .	\$263
Nora Bland . . . . .	\$172
Matt Mathes . . . . .	\$210
Charles Trowell . . . . .	\$157
Art Malito . . . . .	\$167
Alex Modrzecki . . . . .	\$115

## Norris Design

Elena Scott . . . . .	\$260
Kate Berg . . . . .	\$150
Lindsay Newman . . . . .	\$150

## Triple Point Consulting

Jeff Moffett . . . . .	\$200
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## Fox Tuttle

Cassie Slade . . . . .	\$210
Scott Kilgore . . . . .	\$190

## Western Spaces

Sarah Brown McClain . . . . .	\$165
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## Phase 1

Task 1: Project Management . . . . .	\$15,700
Task 2: Outreach & Engagement Plan . . . . .	\$5,200
Task 3: Outreach Round 1 . . . . .	\$29,200

## Phase 2

Task 4: Research & Analysis . . . . .	\$33,200
Task 5: Outreach Round 2 . . . . .	\$26,900

## Phase 3

Task 6: FLUM . . . . .	\$12,800
Task 7: Draft Recommendations . . . . .	\$15,300
Task 8: Draft Plan . . . . .	\$31,200
Task 9: Outreach Round 3 . . . . .	\$25,600

## Phase 4

Task 10: Final Plan & Adoptions . . . . .	\$4,900
---	---------

<b>Subtotal . . . . .</b>	<b>\$200,000</b>
Reimbursables (Team travel, printing) . . . . .	\$3,000
<b>Total . . . . .</b>	<b>\$203,000</b>

# Town Staff Time and Resources

Town staff will be expected to meet regularly with the consultant team throughout the planning process, collect and provide previous studies and data, aid in identifying key stakeholders, and be present at public meetings. Not included in the fee proposal are material and associated costs for public meetings (i.e. printing, food, beverages, childcare, venue fees, or translation/interpretation).



# Insurance

ACORD		CTAINC0-01	JCMILLAN				
CERTIFICATE OF LIABILITY INSURANCE			DATE (MM/DD/YYYY)	5/29/2024			
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.							
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).							
PRODUCER:	CONTACT: Jana McMillan						
Marsh McLennan Agency LLC	PHONE (A/C No. Ext.): (406) 869-4427	FAX (A/C No.):					
P.O. Box 30639	E-MAIL: Jana.McMillan@MarshMMA.com						
Billings, MT 59107-0638	ADDRESS: Jana.McMillan@MarshMMA.com						
INSURER(S) AFFORDING COVERAGE			NAIC #				
INSURER A: Hartford Underwriters Insurance Company			30104				
INSURER B: Trumbull Insurance Company			27120				
INSURER C: Hartford Casualty Insurance Company			29424				
INSURER D: Montana State Fund			15819				
INSURER E: Zurich American Insurance Company			16535				
INSURER F: Continental Casualty Company			20443				
INSURED:	CERTIFICATE NUMBER:		REVISION NUMBER:				
CTA Inc. DBA Cushing Terrell; CT Design Group PC	41UUNOL6HET						
PO Box 1439							
Billings, MT 59103-1439							
COVERAGES							
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
INSR LTR	TYPE OF INSURANCE	ADDL INSR (INS)	INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR			41UUNOL6HET	6/1/2024	6/1/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea. occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 WA/WAY Stop Gap \$ 1,000,000
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			41UENOL5598	6/1/2024	6/1/2025	COMBINED SINGLE LIMIT (Ea. accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB EXCESS LIAB <input type="checkbox"/> DED: <input checked="" type="checkbox"/> RETENTION \$ 10,000	<input checked="" type="checkbox"/> OCCUR CLAIMS-MADE		41XHUOL6HFF	6/1/2024	6/1/2025	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in WA) If yes, describe under DESCRIPTION OF OPERATIONS below.	Y/N	N/A	034498469	6/1/2024	6/1/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Workers Compensation			WC7964644	6/1/2024	6/1/2025	Ea Acc/Ea EE/Pol Lim \$ 1,000,000
F	Professional Liab			AEH008219014	6/1/2024	6/1/2025	\$350,000 Ded 5,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Policy #AEH008219014 Limits: \$5,000,000 Each Claim/\$10,000,000 Aggregate							
For Insurance Purposes Only							
CERTIFICATE HOLDER			CANCELLATION				
CTA Inc. DBA Cushing Terrell PO Box 1439 Billings, MT 59103-1439			SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.				
			AUTHORIZED REPRESENTATIVE <i>Jana McMillan</i>				

## Open House Boards

### YEAR-ROUND VIBRANCY

**WHAT WE HEARD**

- The Mountain Area needs more restaurants and shopping open apres-ski and year-round
- Need critical mass/pedestrian activity to support Mountain Area businesses
- Need more multi-generational entertainment options in the Mountain Area
- The seasonal market and high rents make it difficult for businesses to survive in the Mountain Area

### KEY PROBLEMS

- There is a lack of vibrancy in the Mountain Area after apres-ski and during shoulder seasons.
- There is a lack of nightlife that used to exist in the Mountain Area.
- Although the Steamboat Springs Chamber and Steamboat Mountain Village Partnership represent businesses in the Mountain Area, there are not paid staff focused solely on the economic development and programming of the Mountain Area

### POTENTIAL SOLUTIONS & OPPORTUNITIES

<p><b>A</b> Identify development opportunities that bring year-round activity and nightlife to the Mountain Area (ex: a performing arts/conference center, hotel development, event programming)</p> <p><b>Trade-Offs</b></p> <ul style="list-style-type: none"> <li>Provides the opportunity for the Mountain Area to fill market gaps in Steamboat</li> <li>Requires funding for a dedicated economic development position</li> <li>Requires high cost private investment</li> </ul>	<p><b>B</b> Increase year-round programming and branding for the Mountain Area by expanding a dedicated entity focused on its economic development</p>	 <p style="font-size: small;">Schematic Site Plan for Gondola Plaza</p>
<p><b>C</b> Redevelop Gondola Plaza by removing the gondola building and creating a plaza with active amenities</p>	<p><b>Trade-Offs</b></p> <ul style="list-style-type: none"> <li>Provides the opportunity for the Mountain Area to fill market gaps in Steamboat</li> <li>Requires funding for a dedicated economic development position</li> <li>Requires high cost private investment</li> </ul>	

## Outreach Posters & Activities



Glenwood Springs "Open House in a Box"

## Communication Ideas

Creative communication is a key component and strength of any project. Clear visual graphics help convey complex ideas in a clear and engaging manner.

That's why our team leverages a range of tools such as 3D visualization, GIS mapping, and graphic layouts to create project deliverables that are easy to understand and visually pleasing.



To view more examples visit, [cushingterrell.com/services/planning](http://cushingterrell.com/services/planning)

## Postcards & Handouts




¡Helados gratis!  
¡Reparación de bicis gratis!  
¡Actividades para niños y adultos!

Únase a nosotros en uno de estos eventos comunitarios:

**Viernes, 3/18 - Jornadas de Puertas Abiertas - Centro:** 5-7pm @ parque Armony

**Sábado, 3/19 - Jornadas de Puertas Abiertas - Sur:** 10am-12pm @ frente a El Pueblo/Biblioteca Frank De La Cruz

**Sábado, 3/19 - Jornadas de Puertas Abiertas - Norte:** 2-4pm @ parque Limberlost

¡Escanee el código QR o visite el sitio web del proyecto a continuación para obtener más información y mantenerse actualizado!



[www.tucsonnorte-sur.com](http://www.tucsonnorte-sur.com)



# Visualizations & Renderings



Steamboat Springs Mountain Area Master Plan - Gondola Transit Center | Steamboat Springs, CO



# thank you.

1700 Broadway | Suite 1200  
Denver, CO 80290  
720.359.1416

[cushingterrell.com](http://cushingterrell.com)

**Cushing  
Terrell.**

PROPOSAL FOR  
PROFESSIONAL SERVICES

# TOWN OF KEYSTONE FIRST COMPREHENSIVE PLAN



MAIN CONTACT:  
Gabby Voeller  
*Senior Associate, Community Planning*  
970.550.6005 | gvoeller@segroup.com

SUMMIT COUNTY OFFICE ADDRESS:  
PO Box 2729  
Frisco, Colorado 80443

CORPORATE ADDRESS:  
4609 South 2300 East, Suite 204  
Salt Lake City, UT 84117



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“The Town of Waterville Valley is small, but highly influenced by its setting near the Waterville Valley Resort and the White Mountain National Forest. **These recreation and tourism influences make planning very complex with a large number of seasonal residents, visitors and guests.** Recognizing this, SE Group prepared a public engagement strategy that sought insight from this broad constituency. Using stakeholder meetings, online surveys, public open houses, informational booths at special events and interactions with the Planning Board, a significant amount of insight in community attitudes and opinions was captured. **SE Group did a terrific job of encapsulating the community attitudes and opinions in ways that illustrated unique challenges and opportunities for the community.”**

MARK DECOTEAU  
Town Manager, Waterville Valley

9/6/2024



Town of Keystone  
ATTN: Lindsay Hirsh, Community Development Director  
1628 Sts. John Road  
Keystone, CO 80435  
LHirsh@keystoneco.gov

RE: Town of Keystone First Comprehensive Plan

Dear Lindsay Hirsh,

The Town of Keystone is at a pivotal moment, transitioning into a new municipality and creating its first Comprehensive Plan. This plan will focus on preserving Keystone's unique mountain character while fostering sustainable growth and addressing key areas such as land use, zoning, public infrastructure, and environmental stewardship. SE Group has decades of experience working with resort, rural and mountain communities throughout Colorado and beyond on their most challenging issues. We would be honored to assist the Town of Keystone with the development of the Town's first comprehensive plan.

We have assembled a highly skilled team for this project, with SE Group as the prime consultant, supported by Economic Planning Systems (EPS) and Fehr & Peers as subconsultant firms. Leading the team is Gabby Voeller, a local planner with a deep understanding of Keystone's unique dynamics, and Dillon McBride, who will serve as the Project Manager. Both Gabby and Dillon, along with key staff members Ayden Eickhoff, Caleb Schmitz, Carly Sieff, and Rachel Shindman, are committed to working on the Comprehensive Plan Update for the duration of the project. Additional team members will provide essential support for specific aspects of the project but may not be involved throughout its entirety. Our firm has carefully reviewed and fully understands the requirements of the RFP. Each member of our team brings extensive experience in addressing critical issues faced by peer communities in Colorado, including affordable housing, land use planning, and sustainable economic development.

Our team specializes in working with mountain communities closely tied to ski resorts and shaped by access to public lands and recreation amenities. We have a deep understanding of the unique dynamics these communities face, particularly those with a resort component. Similar projects we've completed include the West Vail Master Plan, Town of Conway, NH Comprehensive Plan, the Town of Minturn Community Plan Update, and the Blueprint Silverthorne Comprehensive Plan. We are also currently updating the comprehensive plans for the City of Steamboat Springs and for the Town of Nederland, CO. SE Group understands the need to align Keystone's community planning priorities with maintaining strong, ongoing relationships with the Keystone ski resort. Our familiarity with Keystone is backed by established relationships and recent project experience, including our work on the w Bergman Bowl expansion.

Our team believes that strong community engagement is foundational to any comprehensive planning effort. This is especially important as the Keystone community comes together as a new municipality and creates its first town plan. A successful engagement process begins with listening closely to our clients and the communities we serve. We then craft our approach and materials to respond to their needs. Our fundamental goal is to ensure that community engagement informs all aspects of the planning process and the plan's implementation. We are currently leading a extensive community engagement process as a part of the Comprehensive Plan Update for the City of Steamboat Springs—leveraging our team's many years of experience in engagement, and tailoring our approach to meet the needs of the community. For Keystone, we propose a process to gather wide-ranging public input from all corners of the community and use it to inform policy recommendations that address Keystone's top challenges.

We believe our team is uniquely suited to the needs of this Comprehensive Plan process. In the following pages, we demonstrate how our team possesses the expertise and dedication to fulfill the needs outlined in the RFP.

We look forward to speaking with you further, and we welcome the opportunity to review this proposal in detail with you at any time.

Sincerely,

The SE Group Planning Team

A handwritten signature in black ink, appearing to read 'Gabby Voeller'.

Gabby Voeller  
Senior Associate, Community Planning  
970-262-4344 | gvoeller@segroup.com

# FIRM BACKGROUND & PROJECT TEAM

## SE GROUP | PRIME CONTRACTOR

Project Management, Community Planning,  
Landscape Architecture & Public Engagement

## FEHR & PEERS | TRANSPORTATION

## EPS | ECONOMY & HOUSING

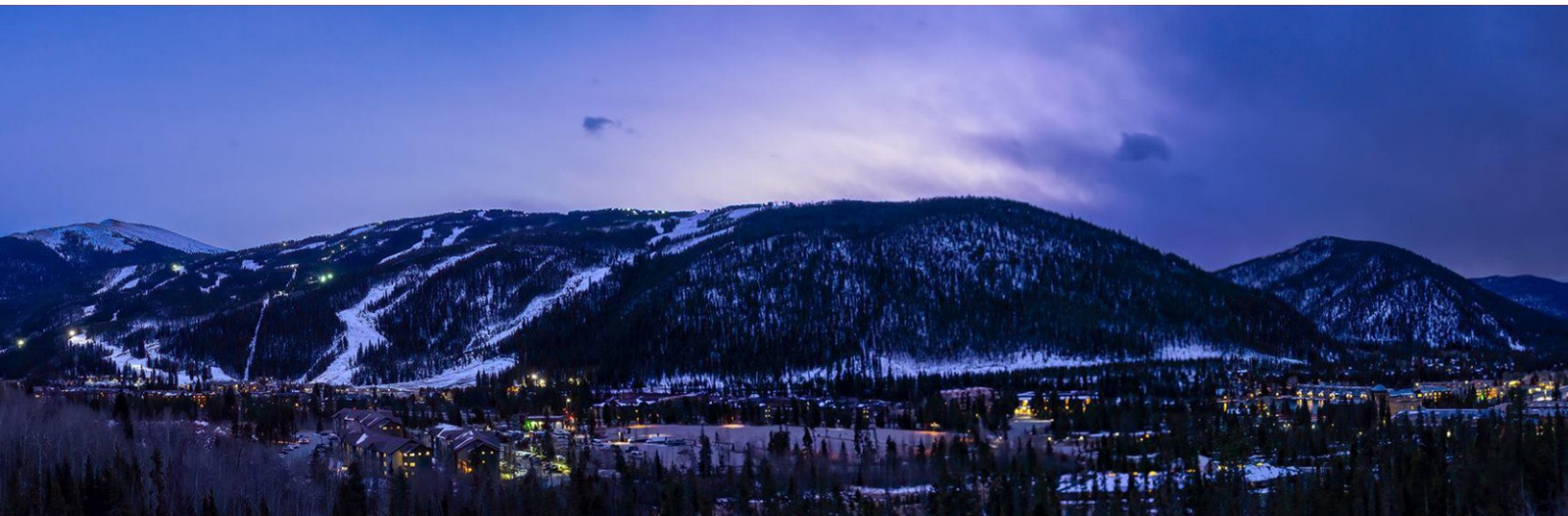
**Keystone's First Comprehensive Plan** will provide the foundation for a vibrant, sustainable and well-balanced community.

Led by SE Group and our team's decades of experience in resort mountain communities, every decision made will be rooted in our deep understanding of the challenges and opportunities unique to communities like Keystone.



# COMPREHENSIVE PLANNING FOR MOUNTAIN RESORT COMMUNITIES

Our work is focused on towns and rural cities often surrounded by public lands, four-season resorts, and where access to the outdoors is an economic driver. The newly formed Town of Keystone—with its stunning Rocky Mountain vistas and access to rivers, trails and resorts—is a popular destination for tourists and a desirable home to those who value natural beauty and recreational opportunities. With such growth pressures, careful and thoughtful planning is imperative. Through this initial comprehensive planning process, we will provide the Keystone community with the tools and knowledge it needs to navigate its future and complex decisions regarding growth, infrastructure and conservation. The comprehensive plan will serve as the foundation to address challenges, support economic vitality, maintain a high quality of life, and preserve the community’s special qualities and character.



Our integrated planning and design services identify opportunities for communities to grow and thrive in profound ways. Our work is informed by our national experience but is always rooted in local knowledge and close collaboration with our clients. As a trusted partner, we consider the environmental, social, and economic factors of a project – the whole picture. The value of our experience goes far beyond the know-how we’ve gained from thousands of projects. The real value is the wisdom that comes with it, and our proven ability to find opportunities in rapid and continuous change. We bring that experience to our clients and to every project.

## We’ve had the distinct honor of recently working with the following communities:

- |                           |                          |
|---------------------------|--------------------------|
| City of Cañon City        | Town of Ridgway          |
| City of Fort Morgan       | Town of Silverthorne     |
| City of Fruita            | Town of Snowmass Village |
| City of Steamboat Springs | Town of Telluride        |
| City of Leadville         | Town of Vail             |
| Town of Breckenridge      | Town of Minturn          |
| Town of Buena Vista       | Clear Creek County       |
| Town of Estes Park        | Huerfano County          |
| Town of Frisco            | Summit County            |
| Town of Nederland         | Lake County              |
| Town of Pagosa Springs    |                          |

# FEHR & PEERS | TRANSPORTATION

Fehr & Peers has specialized in providing transportation planning and engineering services to public and private sector clients since 1985. The firm develops creative, cost-effective, and results-oriented solutions to planning and design challenges associated with all modes of transportation. By leveraging the latest research and innovative technology, Fehr & Peers engages and improves communities through its projects, using its expertise to develop implementable plans and policies that address the needs of all transportation system users. The firm offers clients insight and expertise in all aspects of transportation, including land use and transportation planning, parking, bicycle and pedestrian planning, transit planning, safety analysis, and more.

As a national transportation planning and engineering firm, Fehr & Peers focuses on serving local communities. The Denver and Boulder offices have consistently and successfully delivered customized, community-based, data-driven transportation plans for communities across the Rocky Mountains, with a particular focus on mountain communities and their unique transportation challenges.

Fehr & Peers excels in collaborating with diverse planning teams to deliver Comprehensive Plans that feature innovative visions for future land use supported by robust, connected, and implementable multimodal transportation networks. Recent comprehensive plans in Colorado that the firm has contributed to include Glenwood Springs, Windsor, Carbondale, Lyons, Minturn, Summit County, and Routt County. The team also recently worked closely within Summit County on the Summit Stage Short Range Transit Plan and Summit Stage Equity and Access Plan, gaining valuable insights into the Keystone community and the region's transportation challenges.

Fehr & Peers is excited about the opportunity to bring the knowledge gained from that recent work in Summit County and its experience in the transportation elements of comprehensive planning to support the town in developing a long-range vision for Keystone.

# ECONOMIC & PLANNING SYSTEMS | ECONOMY & HOUSING

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use and conservation planning, and government organization.

EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives, including provisions for required public facilities and services.

## Areas of Expertise

- Real Estate Economics
- Public Finance
- Land Use & Transportation
- Economic Development & Revitalization
- Fiscal and Economic Impact Analysis
- Housing Policy
- Public-Private Partnership (P3)
- Parks and Open Space Economics

## Clients Served

Since 1983 EPS has provided consulting services to hundreds of public- and private-sector clients in Colorado and throughout the United States. Clients include cities, counties, special districts, multi-jurisdictional authorities, property owners, developers, financial institutions, and land use attorneys.

## Staff Capabilities

The professional staff includes specialists in public finance, real estate development, land use and transportation planning, government organization, and computer applications. The firm excels in preparing concise analyses that disclose risks and impacts, support decision making, and provide solutions to real estate development and land use-related problems.

# PROJECT TEAM MEMBERS

FIRM	TEAM MEMBER	PROJECT ROLE
SE Group	<b>Gabby Voeller, AICP</b> Senior Community Planner	Senior Advisor
SE Group	<b>Dillon McBride</b> Associate Community Planner	Project Manager
SE Group	<b>Ayden Eickhoff</b> Associate Community Planner	Assistant Project Manager
SE Group	<b>Caleb Schmitz</b> Community & Recreation Planner	Staff Planner & GIS
SE Group	<b>Scott Prior</b> Senior Associate, Environmental Planning & Permitting	Resort Planning
Fehr & Peers	<b>Carly Sieff</b> Senior Associate Transportation Planner	Transportation Manager
Fehr & Peers	<b>Charlie Alexander</b> Principal	Transportation Senior Advisor
Fehr & Peers	<b>Danielle Miyoko Furuichi</b> Transportation Planner/Engineer	Transportation Planner
EPS	<b>Brian Duffany</b> Principal	Housing and Economy Advisor
EPS	<b>Rachel Shindman</b> Vice President	Housing and Economic Planner

Project team full resumes provided in Appendix A.

## LOCAL PLANNERS AT THE FOREFRONT

Team leader and Senior Community Planner, Gabby Voeller, has been part of the SE Group team based out of Frisco, Colorado for 8 years. Gabby brings a deep understanding of resort communities, planning principles, regulatory frameworks, and long-term sustainability. This ensures that Keystone’s comprehensive plan is built on a solid foundation of strategic planning and meaningful community engagement.

While our integrated team of landscape architects, transportation engineers, and economic experts plays a vital role, SE Group’s planners at the helm guarantee that every decision is rooted in a holistic understanding of Keystone’s unique challenges and opportunities.



# WHY US?

## We are Resort Mountain Town Experts

SE Group has worked from our offices in Summit County for 25 years. We have spent decades working in the communities we care about most, developing comprehensive plans that solidify their vision and guide them confidently into the future. Our beginnings and continued work with mountain resorts provides us with unparalleled understanding of the relationship between towns and their local mountain playgrounds. We know the connection between the town and Keystone Resort is pivotal to the community's future. SE Group has the experience of fostering a cooperative approach that aligns the interests of both entities, benefiting the town as it grows.

## Strategic Growth Aligned with Keystone's Unique Need

Our planners will craft a comprehensive framework that carefully balances growth with the preservation of Keystone's stunning natural beauty and distinctive character. We will address key concerns such as managing the impact of Highway 6 traffic, enhancing pedestrian safety, and developing effective solutions to address housing pressures. Our plan will provide clear, actionable guidance on how to navigate these challenges while fostering sustainable development and seizing new economic opportunities.

## We Create Plans with Implementation in Mind

SE Group's comprehensive plan will serve as a roadmap for Keystone's future, providing actionable steps that lead to real, measurable results. Keystone will emerge as a well-planned, vibrant town that honors its roots while embracing its potential for growth and evolution.

## Housing Expertise

SE Group has expertise working with communities to address housing pressures in community comprehensive plans, and increasingly working with communities on housing specific planning studies and needs assessments. EPS has a wide range of experience and expertise working with communities to address housing challenges, and has worked on several housing needs assessments. EPS further is working with the Department of Local Affairs to further understand guidelines for communities in completing housing needs assessments following recent State Legislation.

## NATIONAL EXPERIENCE, LOCAL KNOWLEDGE

SE Group has broad comprehensive planning experience from across North America and understands what makes such endeavors truly successful. Establishing offices first in Aspen and now in Frisco has fostered a strong connection to Colorado—*Summit County in particular*— and is the home to many members of the company's leadership today. On a national level, we have worked with recreation-based and resort communities, local agencies and municipalities on a vast array of planning efforts and understand the dynamics at play. In short, we are national experts in comprehensive planning for tourism and recreation influenced communities, but we also have deep knowledge of the local character, priorities and landscape that makes Keystone a desirable destination and the treasured home to residents it is today.



SE Group Associate Planner Dillon McBride (and Project PM!) poses for a photo with his now wife at Keystone, where they met as ski instructors riding Summit Express.

*Our local team is deeply connected the recreation and community landscape, enriching our understanding of Keystone's unique blend of local charm and recreational appeal.*

# QUALIFICATIONS

The following is a list of relevant projects that highlight our expertise in providing comprehensive plan services.

Project profiles, including contact information, are provided on the following pages for the first three projects listed in the table below which were completed in the last 5 years.

Information for the remaining projects can be found in Appendix B.

	FIRM			COMMUNITY & PROJECT FEATURES									
	SE GROUP	FEHR & PEERS	EPS	Mountain Community Planning	Comprehensive Planning	Land Use and Development	Economic Sustainability	Tourism Economics	Inclusive Community Engagement	Infrastructure Planning	Year Round Resort Stakeholders	Environmental Preservation	Housing Needs & Workforce Housing Concerns
West Vail Master Plan	●	●	●	●	●	●	●	●	●	●	●	●	●
Minturn Community Plan Update	●	●	●	●	●	●	●	●	●	●	●	●	●
Town of Conway Comprehensive Plan	●	●	●	●	●	●	●	●	●	●	●	●	●
Fruita In Motion Comprehensive Plan	●	●	●	●	●	●	●	●	●	●	●	●	●
Pagosa Springs Comprehensive Plan	●	●	●	●	●	●	●	●	●	●	●	●	●
Leadville/Lake County Affordable Housing Site Analysis	●	●	●	●	●	●	●	●	●	●	●	●	●
Huerfano County IHOP & Planning Projects	●	●	●	●	●	●	●	●	●	●	●	●	●
Town of Frisco Planning Projects	●	●	●	●	●	●	●	●	●	●	●	●	●
Telluride Housing Planning	●	●	●	●	●	●	●	●	●	●	●	●	●
Town of Silverthorne	●	●	●	●	●	●	●	●	●	●	●	●	●
Waitsfield Vermont Bylaw Modernization	●	●	●	●	●	●	●	●	●	●	●	●	●
Steamboat Springs Comprehensive Plan	●	●	●	●	●	●	●	●	●	●	●	●	●
Spearfish Comprehensive Plan	●	●	●	●	●	●	●	●	●	●	●	●	●
North Elba/Lake Placid Comprehensive Plan	●	●	●	●	●	●	●	●	●	●	●	●	●
Routt County Comprehensive Plan	●	●	●	●	●	●	●	●	●	●	●	●	●
Summit Stage Short Range Transit Plan	●	●	●	●	●	●	●	●	●	●	●	●	●
Frisco Community Plan and Parking Study	●	●	●	●	●	●	●	●	●	●	●	●	●
Carbondale Comprehensive Plan	●	●	●	●	●	●	●	●	●	●	●	●	●
Housing Needs Assessment, Summit County, CO	●	●	●	●	●	●	●	●	●	●	●	●	●





# WEST VAIL MASTER PLAN

Vail, Colorado



SE Group, in collaboration with Fehr & Peers and EPS, recently worked with the Town of Vail, CO to develop a plan for the West Vail neighborhood, a portion of the Town that is primarily residential and is separate from visitor-focused amenities associated with Vail Mountain Resort, such as Lionshead. SE Group acted as the lead consultant on the project, partnering with three Colorado-based firms bringing expertise in transportation and mobility, housing and land use economics, and urban design.

The Plan was adopted by the Vail Town Council in November 2021. The final Plan identifies and addresses several key challenges for the West Vail neighborhood, including its outdated commercial core, lack of housing availability, and need for additional infrastructure for pedestrians and bicyclists. One key challenge for West Vail is the many nonconforming uses and structures in residential zones within the neighborhood. The housing section of the Plan discusses these issues and recommends zoning changes that would encourage an appropriate level of housing density for the neighborhood’s current and projected population.

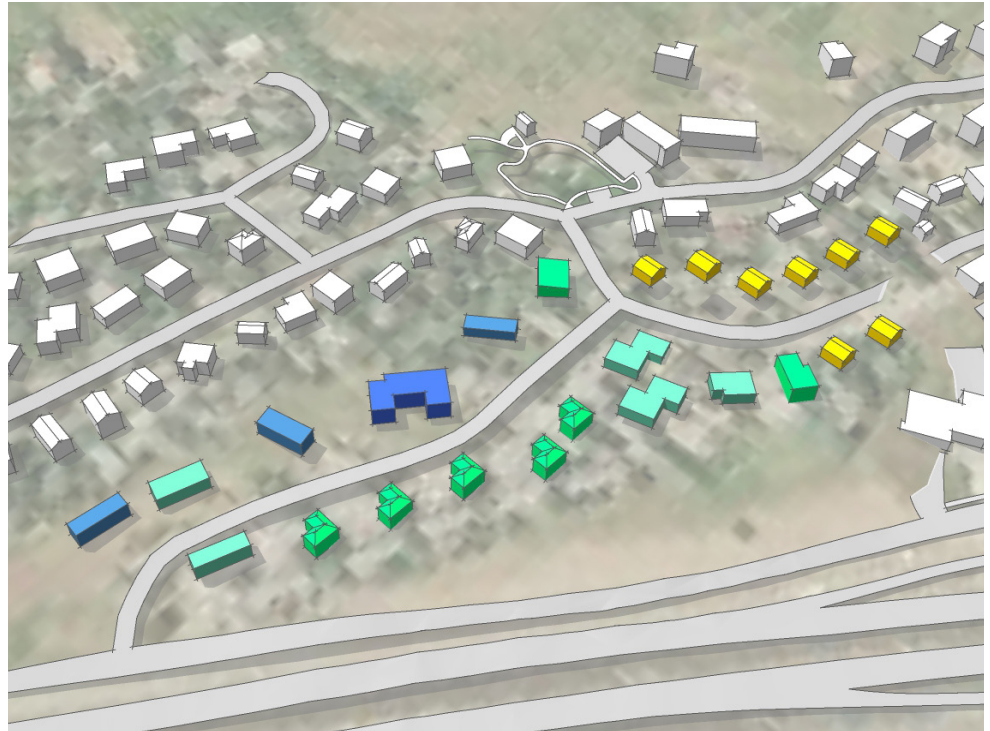
Informed by a series of public workshops on the Commercial Area, Housing, and Transportation, the plan presents three scenarios for redesigning the commercial core to include new opportunities for multimodal transit, additional housing units, and spaces for new businesses. The first scenario, dubbed “Quick Wins,” demonstrates a

lower cost method of improving walkability and providing some additional housing units in the commercial core on a short-term basis. The second scenario presents a phased concept that retains existing parcels, in which redevelopment of a Town-owned property would catalyze redevelopment of other parcels. The third scenario takes a “master-planned” approach that overrides existing parcel lines to create a single cohesive design for the entire area. Together, the three scenarios help convey the plan’s vision for “West Vail Center,” a walkable, mixed-use core that would function as a social and economic hub for the neighborhood. These scenarios and the broader plan recommendations were also shaped by a highly engaged Advisory Committee made up of Town residents.

**Project completed: April 2020**

## CONTACT

**Matt Gennett**  
 Community Development Director  
 Town of Vail  
 970.479.2146  
[mgennett@vailgov.com](mailto:mgennett@vailgov.com)





# MINTURN COMMUNITY PLAN

Minturn, Colorado

SE Group worked with the Town of Minturn on an update of the town's Community Plan. The Community Plan encompassed all aspects of the town's growth and development and summarized community goals and priorities. The planning effort leveraged the expertise of a multi-disciplinary team of subconsultants, including StudioSeed, Economic & Planning Systems, Fehr & Peers, and TetraTech.

The Minturn Community Plan effort was conducted alongside several other engagement and planning processes in the Town of Minturn. Since the Community Plan update process began in the fall of 2021, the Town also initiated an update of its zoning, an area plan for one of the town's most popular parks, an update of the Town's design standards and guidelines for its historic downtown area, and a statistically valid community survey. The Community Plan encapsulated all of these ongoing activities and initiatives and related them to the broader vision for the community.

As with any community plan effort, public engagement was a core element to this process. Our team conducted an open house and developed an interactive project website. A large Steering Committee also helped to provide input on the planning process and contents at multiple points during the process.

***Project completed: September 2022***

## CONTACT

**Scot Hunn, AICP/MPA**  
**Principal/Owner**  
Hunn Planning & Policy LLC  
970.343.2161  
[scot@hunnplanning.com](mailto:scot@hunnplanning.com)



# MINTURN



## COMMUNITY PLAN -Imagine Minturn-





# TOWN OF CONWAY MASTER PLAN

Conway, New Hampshire

SE Group recently worked with the Town of Conway to update the Town's Master Plan. Housing and land use policies were a primary focus of this Master Plan update, as the Town has long grappled with balancing long-term rental and homeownership opportunities with seasonal vacation homes and short-term rentals. To-date, SE Group has performed a detailed analysis of current housing conditions in Conway, engaged members of the public to get their perspectives on housing needs, and performed an analysis of current regulatory barriers for addressing housing needs. As a parallel project, SE Group also assisted the Town in pursuing grant funds to support further planning and analysis of land use regulation strategies related to housing development.

## CONTACT

**Paul DegliAngeli**

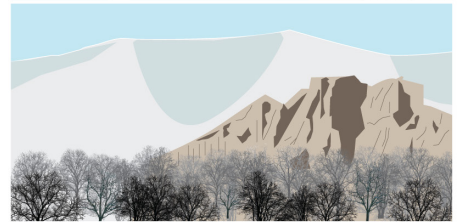
Town Engineer, Deputy Town Manager  
Town of Conway, New Hampshire

[pauld@conwaynh.org](mailto:pauld@conwaynh.org)  
603.447.3811 X224





# CONWAY



# FORWARD



# UNDERSTANDING THE NEW TOWN OF KEYSTONE

The Town of Keystone is ready to develop a Comprehensive Plan that reflects the values of the community and provides a clear roadmap for the future. The plan will be guided by meaningful public engagement and offer a structured guide for the Town to achieve its long-range goals. These goals include fostering a diverse economy, balancing environmental preservation with recreation access, and providing recommendations to help Keystone develop a solid foundation in land use planning that respects the unique character of its community areas.

Additionally, working closely with Vail Resorts on issues that affect both the resort, and the town is a key component to this process. The consultant team further understands that the plan will include elements such as resilience in the face of hazards and water supply, housing needs, health and community well-being, opportunities for achieving the community's energy goals, and recreation and tourism. Section 3 of this Scope of Work further breaks down how the consultant team will approach these elements in the updated Comprehensive Plan.

Furthermore, the team understands that the Town is seeking guidance on the plan format and style. The consultant team has experience developing brand standards, and ensuring that plan documents are creative, unique, and in compliance with State accessibility guidelines. Our plans are not only beautiful but pragmatic and implementable. We understand that the Town of Keystone needs the final plan to provide practical and measurable action items, including clear direction on the role of the plan as a decision-making tool for years to come.

## THOROUGH AND INCLUSIVE COMMUNITY ENGAGEMENT

An engagement process that reaches a wide range of community members helps the Town respond to the needs of the entire community. Our engagement approach, as outlined in Phase 2 of the Scope of Work, will build trust between Town staff, local boards, and community members and supports collaborative decision-making in the long term. We understand that each community requires a distinct approach to engagement, and offer a full menu of virtual and in-person engagement opportunities to meet those needs. Since this will be the first comprehensive planning process for the newly formed Town of Keystone, the consultant team understands that the Town will likely want to engage in a robust amount of engagement that includes multiple in-person and virtual meetings throughout the planning process.

## FORWARD-LOOKING AND REALISTIC PLANNING

The Comprehensive Plan process is an ideal opportunity for analyzing this relationship and determining appropriate policies that encourage levels of growth that will not place unsustainable strains on the Town's infrastructure. The Comprehensive Plan process offers a valuable chance to address key issues and opportunities related to transportation and circulation. This includes enhancing connectivity across Highway 6, tackling parking challenges, exploring opportunities for workforce and affordable housing, fostering economic development, and diversifying the economy within the mountain recreation community. Additionally, it provides a platform for developing and strengthening effective partnerships with Vail Resorts and other significant landowners and businesses in the Keystone ski resort area. The consultant team will also work with the Town of Keystone on a 3-mile plan for the purposes of future annexation and growth considerations. Phase 5 of this Scope of Services goes into greater detail on the 3-mile plan.

## A NEUTRAL AND BALANCED APPROACH TO PLANNING DECISIONS

Some residents and stakeholders may be skeptical of this planning process. Our objective is to provide a useful, practical planning document that addresses the community's top issues and incorporates feedback from all aspects of the community.



# SCOPE OF WORK

The following scope of work identifies tasks to be accomplished, proposed engagement and meetings, and project deliverables specific to each task.

## PHASE 1: PROJECT MANAGEMENT

The Project Management phase ensures regular coordination between the client team and the consultant team. This phase includes tasks to launch the project, identify key stakeholder groups, and coordinate with the Advisory Committee. After the initial project launch and outreach, this phase will include ongoing coordination with the client, our internal team, and the subconsultants.

### A. LAUNCH THE PROCESS

The consultant team and client will hold a kick-off meeting to launch the process and make refinements to the project plan. The consultant team will work with the client to discuss the schedule, scope of work, and client-consultant responsibilities to understand the breakdown of allocated hours for the project. For instance, the consultant team anticipates that Town Staff will spend around 181 hours on various components of the project over the 9-month project timeline. This kick-off meeting will allow the project team to ensure that the client and consultant team are starting the project on the same foot.

❖ *Kick-Off Meeting & Final Project Plan*

### B. BUILD THE TEAM

The consultant team will work with Town staff to identify an initial list of Key Stakeholders, Town boards and commissions, and community engagement partners. We will also work with the Town staff to put together an Advisory Committee that will meet throughout the planning process. The plan Advisory Committee should consist of the Planning Commission and 1-3 members of the community who can support the process and represent the views of everyday residents.

❖ *Initial List of Key Stakeholders, and Advisory Committee Coordination*

### C. COLLABORATE AND INFORM

Our team will have recurring check-ins with the Town of Keystone to keep the project on track.

❖ *Recurring Coordination Meetings*

### D. KEEP ON TRACK

This task involves internal meetings between the consultant team, as well as monthly invoicing and budget planning.

❖ *Internal Coordination and Invoices*



# PHASE 2: COMMUNITY ENGAGEMENT

## A. PREPARE TO ENGAGE

The consultant team and client will work together to finalize the project engagement plan.

- ❖ *Finalize Engagement & Communication Plan*

## B. CREATE THE BRAND

The consultant team will create an attractive, easily recognizable brand (name, logo, fonts, and colors) for the project. This will ensure that project materials have a cohesive look and feel.

- ❖ *Brand Identity for Project and All Materials*

## C. ENGAGE ADVISORY COMMITTEE & KEY STAKEHOLDERS

The purpose of this task is to gather information from important stakeholders to guide the project. The consultant team proposes to meet with the plan Advisory Committee up to 6 times over the course of the project. Other key stakeholders for this Comprehensive Plan project could include community organizations and local non-profits, water and other utility providers, local businesses, citizen groups, schools, and health & wellness organizations. Early in the project the consultant team will plan a 2-3-day site visit in order to tour key community locations and to meet with town staff, the plan Advisory Committee and key stakeholders.

- ❖ *Advisory Committee & Key Stakeholders Meetings*

## D. CREATE AN INFORMATIONAL HUB

The project website, which will be hosted as an ArcGIS StoryMap, will serve as a hub for information throughout the duration of the project. The website will be a one-stop-shop for community members looking to understand what the project is, where the Town is in the process, and how they can get involved. The website will be updated over time to reflect research and engagement findings, and the website will be enabled with Google Analytics tracking to help track levels of engagement.

- ❖ *Website Content & Monthly Updates*

## E. COMMUNITY PRIORITIES WORKSHOP

The project team will create and launch a Community Priorities Workshop to help gauge the top values and stressors affecting the Keystone community. Community members will have the opportunity to share their input on community strengths, weaknesses, opportunities, and threats (SWOT) through multiple choice and write-in questions. The priorities that will be captured in the workshop will inform the strategic direction of the Comprehensive plan content and policy recommendations to ensure the plan will be an effective tool to implement the long-term priorities and values of the community. Feedback from this workshop will be summarized in succinct, visually compelling graphics.

- ❖ *Community Engagement*



## F. SPREAD THE WORD

The consultant team will work to increase community awareness of the comprehensive plan and actively gather public input. It's essential for residents to understand the details of the plan and recognize the value of their contributions. Our goal is to encourage participation by making the process engaging and relevant for everyone. The awareness campaign will include the following elements:

- Poster & banner campaign – The comprehensive plan should have a visual presence in town. People should come across basic information about the comprehensive plan in their day-to-day life in town through posters and banners rather than just through emails, articles, web channels.
- Different channels will be more effective for reaching different residents (e.g., local papers, radio, school newsletters, faith groups newsletters, social media, physical materials like postcards at area businesses). Outreach should use existing channels whenever possible (e.g., local employers, attach to water bills, physical distribution across different neighborhoods etc.). The consultant team will rely on the client team to conduct on-the-ground outreach, post social media materials and press releases as prepared by the consultant team, and coordinate with press regarding the plan.
- Pairing engagement opportunities with existing community events

The awareness campaign will drive residents to the StoryMap project website to learn more and provide input on an ongoing basis.

### ❖ Plan Awareness Campaign

## G. DEFINE THE FOCUS

The project team convenes 2-3 focus group meetings to help workshop potential plan recommendations. These focus groups should include representation from relevant community organizations.

### ❖ Focus Group Meetings

## H. COMMUNICATE THE VALUES

The project team will develop a clear, visually engaging summary of public and stakeholder feedback.

### ❖ 10 Takeaways from Public Engagement

## I. ENGAGE TOWN OFFICIALS

The project team will meet with the Town Officials at multiple points during the project. The project team will work with Town Staff, the Planning Commission, and Town Council members to foster a sense of ownership over the plan so that they feel well-equipped to implement the plan following adoption. This group will meet up to three times during the project. Cross pollination of members of these groups with the Advisory Committee is critical to ensure communication is transparent between different appointed and elected bodies that will all be using the plan.

### ❖ Town Officials meeting

## J. CONFIRM DIRECTION

The project team will present the draft plan in person to the Planning Commission and Town Council. Optionally, the promotion of the final plan to the public could take the form of a block party that includes stations to learn about key elements of the plan.

### ❖ Draft Plan





## PHASE 3: RESEARCH AND COMMUNITY ANALYSIS

### A. UNDERSTAND THE BASELINE

The project team will develop a community demographic profile using ESRI Community Analyst and US Census data, historic documents pertaining to the Town of Keystone, and other relevant planning efforts in Summit County. This will include an inventory of key industries, population trends, housing trends, and climate/hazards/resiliency factors. This information will be presented at the Community Priorities Workshop to provide context for attendees as they provide input.

#### ❖ *Community Profile*

### B. ASSESS WATER & UTILITIES

The consultant team will assist the Town in completing the DOLA Water-Smart Self-Assessment tool. They will also review relevant existing water resources and water conservation plans, recent capital improvement plans, and utility planning – such as high-speed internet, and electricity generation. The team will seek to understand the resiliency of the existing infrastructure and utility system to provide recommendations for improved infrastructure and utility resiliency. Further, the consultant team will seek to answer several fundamental questions regarding water: “How does our community get water?” “How much do we have?” and “How do we use it? What conservation solutions have been implemented thus far?” Answers to these questions will inform the response to another critical question: “How will water resource management affect our community’s future?” Similarly, the consultant team will analyze available information to understand available resources and weaknesses to address.

#### ❖ *Assessment & Analysis*

### C. DEVELOP THE BASEMAP

The project team will develop a set of basemaps to reference throughout the project (e.g., area context map, transportation map, recreation map, environmental constraints and open space map).

#### ❖ *Basemap Set*

### D. ANALYZE CURRENT CONDITIONS

The consultant team will conduct research and analysis to produce a collection of short, informative memos on the following topics:

- Economic Development and Business Climate, which will include an audit of municipal finances to understand opportunities and constraints facing municipal tax revenue
- Housing
- Transportation
- Municipal Services
- Community Health
- Recreation and Tourism
- Hazards and Resiliency/Climate
- Water & Infrastructure
- Environment and Conservation
- Historic Resources & Community Design.

The consultant team will also conduct a thorough audit of Keystone’s foundational documents. These analyses will identify relevant recommendations from previous planning for inclusion in the new Comprehensive Plan.

#### ❖ *Existing Conditions Analysis to Inform the Recommendations of the Comprehensive Plan*

# PHASE 4: HOUSING NEEDS ASSESSMENT AND ACTION PLAN

## A. HOUSING NEEDS ASSESSMENT

The Housing Needs Assessment (HNA) will be a limited scope effort designed to address the items listed in SB 24-174. In the consultant teams experience, HNAs in small mountain towns benefit from locally derived data from a household and business survey because the American Community Survey (ACS) data can be less accurate and have high margins of error in small communities. For example, the current ACS data available for the Keystone area is an average from a five year period between 2019 - 2023. We are finding that in mountain towns, these data are lagging due to the pandemic and post-pandemic impacts. To do this work within the available budget, the consultant team will rely mostly on published data from the ACS, the State Demography Office, and analysis and findings in the 2019 and 2023 HNA's commissioned by the Summit Combined Regional Housing Authority (EPS authored the 2019 study).

Our anticipated workflow and information sources are noted below with each requirement listed in the Statute. Some specific tasks may evolve based on the findings of the analysis and the nature of the available data. The scope for the HNA is limited to addressing these items. The Department of Local Affairs (DOLA) is releasing guidance on methodologies and other requirements for HNAs by December 31, 2024. If those guidelines and requirements require revisions or additional work beyond what is listed below, we may need to re-scope and re-budget the HNA component. The work plan for the HNA will be based around providing the data and information listed in SB 24-174.

- **ESTIMATE EXISTING HOUSING STOCK**

*Data source/method:* ACS, DOLA, mapping and land use inventories produced by the Consultant team.

- **ESTIMATE HOUSING NEEDS**

The housing needs estimates will be sorted by income level and dwelling type, including accessible units, visitable units, supportive units, for-sale units, and rental units.

*Data source/method:* Compare households by income range (ACS) to the value of housing units and rental

costs. The value of housing units may come from Assessor data. Rental information will come from the ACS.

- **ESTIMATE THE NUMBER OF HOUSEHOLDS**

*Data source/method:* ACS and DOLA data, deed restricted housing inventories, ACS vacancy rates.

- **ESTIMATE THE NUMBER OF JOBS SORTED BY ANNUAL SALARY AND WAGE**

*Data source/method:* US Census LEHD On the Map and/or JobsEQ (a subscription service EPS uses)

- **INCORPORATE A PORTION OF HOUSING NEEDS IDENTIFIED IN ANY APPLICABLE STATE AND REGIONAL HOUSING NEEDS ASSESSMENT**

*Data source/method:* Develop a proportion of the regional housing needs attributed to Keystone from job numbers and housing gaps.

*Notes:* Develop a proportion of the regional housing needs attributed to Keystone from job numbers and housing gaps. I.e., if Keystone has 10% of the regional jobs then 10% of the regional need is attributed to Keystone.

- **IDENTIFY AREAS AT ELEVATED RISK OF DISPLACEMENT**

*Data source/method:* Qualitative

*Notes:* Displacement risk in Keystone is largely related to high costs, vacation home market, and lack of supply

- **ESTIMATE WATER SUPPLY NEEDS FOR THE DWELLING UNITS**

*Data source/method:* State DNR or local water district flow rates or EQRs

- **ASSESS MARKET LIMITATIONS ON THE DEVELOPMENT OF HOUSING**

*Data source/method:* Concise analysis of median price trends, vacation home market pressures, qualitative information on land supply and costs.

*Notes:* The primary constraints are demand from wealthy buyers and a lack of developable low-cost land

- **Other information noted in SB24-174**

- A requirement that housing needs assessments include recommended policy and programmatic responses to the findings of the housing needs assessment, including the assessment of displacement risk.

*Notes:* To be addressed in Action plan



- **EXISTING AND PROJECTED HOUSING SHORTAGES AND SURPLUSES FOR DIFFERENT HOUSEHOLD TYPES**

*Data source/method:* We will use a combination of ACS data on households by income, MLS or Assessor data on home prices, and information from the 2019 and 2023 Countywide HNAs to estimate the housing gaps.

- **EXISTING HOUSING DIVERSITY AND STOCK**

*Data source/method:* ACS data and land use inventories prepared by the Consultant Team

- **CURRENT JOBS BY INCOME LEVEL**

*Data source/method:* LEHD on the map or JobsEQ, with wages converted to AMI

- **CURRENT MEDIAN INCOME**

*Data source/method:* ACS

- **POPULATION CHANGE PROJECTIONS, JOB GROWTH PROJECTIONS, AND DEMOGRAPHIC TRENDS**

*Data source/method:* The State Demography Office produces County level projections, not municipal level projections. May consider future land use / build out estimates from Comprehensive Plan work.

- **MEASURES OF LOCAL RESOURCES DEDICATED TO THE DEVELOPMENT OF AFFORDABLE HOUSING**

*Data source/method:* As a new community, we will develop recommendations for funding resources in the Action Plan.

- **VACANCY RATES**

*Data source/method:* ACS and lodging/ accommodations inventories provided by the Town

- **MEASURES OF HOMELESSNESS AND HOUSING INSTABILITY**

*Data source/method:* Qualitative and review of 2019 and 2023 Summit County Housing Needs Assessment.

- **THE JOB-HOUSING BALANCE, INCLUDING THE AVAILABILITY OF HOUSING FOR LOW-INCOME WORKERS**

*Data source/method:* Compare estimated jobs to estimated permanent resident housing units. Compare wages to housing costs.

- **GATHER FEEDBACK THROUGH COMMUNITY ENGAGEMENT**

*Data source/method:* Community outreach as part of Comprehensive Plan

- **THE PERCENTAGE OF HOUSEHOLDS THAT ARE EXTREMELY LOW-, VERY LOW-, AND LOW-INCOME**

*Data source/method:* ACS Data

- **THE PERCENTAGE OF RESIDENTS WHO ARE RENTERS**

*Data source/method:* ACS Data

- **PERCENTAGE OF COST-BURDENED HOUSEHOLDS**

*Data source/method:* ACS Data

- **THE NUMBER OF ADULTS WHO ARE TWENTY-FIVE YEARS OF AGE OR OLDER AND HAVE NOT EARNED AT LEAST A HIGH SCHOOL DIPLOMA**

*Data source/method:* ACS Data

- **THE PERCENTAGE OF HOUSEHOLDS IN WHICH ENGLISH IS NOT THE PRIMARY SPOKEN LANGUAGE**

*Data source/method:* ACS Data, 2019 and 2023 Summit County Housing Needs Assessment.

- **THE NUMBER OF SINGLE HEADS OF HOUSEHOLD WITH CHILDREN UNDER EIGHTEEN YEARS OF AGE**

*Data source/method:* ACS Data, 2019 and 2023 Summit County Housing Needs Assessment.

- **DATA REGARDING NEIGHBORHOODS WITH HIGH VOLUME OF SALES OF OWNER-OCCUPIED OR INVESTOR-OWNED HOUSING**

*Data source/method:* 1-2 local realtor interviews



## B. HOUSING ACTION PLAN

This is the Town's first look at developing housing policies and will be an important part of the Town's long-term planning work. The Action Plan will recommend and prioritize the early stage actions the Town should take to ensure that it is moving in the right direction to address the need for affordable and workforce housing. The Housing Action Plan will also be developed in conjunction with other strategies that emerge from the Comprehensive Plan, as the two efforts need to be closely aligned: land use policy and housing policy need to be integrated.

The consultant team will draw from our database of best practices from around the Mountain West and Summit County, tailoring the recommendations to the specific issues identified in the planning process and HNA, and to the development and market context in Keystone. The recommended actions will include strategies in:

- **Supply and Land Use** – Zoning, land use, and development strategies to increase the supply of housing. This will include assessments of whether tools like inclusionary housing, commercial linkage requirements, and STR regulations fees are viable and recommended for Keystone.
- **Preservation and Stabilization** – Programs and zoning tools to protect existing affordable attainable housing, and funding programs to acquire deed restrictions or "buy downs".
- **Buyer/Renter Assistance (demand)** – Consider if there is a role for buyer and renter assistance programs, including employer housing and employer housing assistance programs.

- **Funding and Partnerships** – As a new community, there may be a need to evaluate the Town's budget structure and recommend how the tax and fee structure should be set to address housing (and other community needs). Also determine Keystone's role within other regional countywide housing providers, such as the Summit Combined Housing Authority.
- **Prioritization** – The Action Plan will not just be a list of tools. We will work with the Town to prioritize the actions that can be done now with existing resources, and those which will need either funding or more staff resources to move forward.

## C. STRATEGY DEVELOPMENT AND IMPLEMENTATION

The consultant team will support the Town with advisory services on policies, strategies, and revenue structure options. EPS brings a wealth of experience in local government finance, budget analysis, fiscal impact analysis, fee programs, and cost of services studies. Since this is the Town's first Plan, there are likely to be questions on a broad range of topics, and on what the Town can realistically do. EPS will ensure that the Plan balances an aspirational vision with what is within the Town's powers and resources over a reasonable planning timeframe.

SE Group's work in this task will include attendance at two meetings (one virtual, one in-person), and some limited research and analysis that may be needed to answer questions. This could consist of peer community research or a growth and revenue projection, for example, and contributing to the Plan document's recommendations.

## PHASE 5: PLAN DOCUMENT

The final plan document will incorporate current research and best practices that align with the community’s vision. The final plan will be more than a document; it will serve as an interactive roadmap to achieving community goals.

### A. FINALIZE THE FRAMEWORK

Project team and staff collaborate on a Plan Framework that reflects public input and provides clear direction for future planning and decision-making regarding community growth.

### B. CREATE THE PLAN

The plan document is anticipated to include the following elements:

- Executive Summary
- Introduction/overview of trends and key issues
- Vision Statement
- Summary of Top 10 Engagement Takeaways
- Base Mapping
- Description of key projects and growth strategies
- A set of actionable recommendations
- Suggested funding pathways
- An appendix that includes complete source data, engagement information, and references to other documents.

❖ *Draft the Plan Document*

### C. REFINE THE PLAN

The project team will present the draft plan and refine the plan based on input from the public, Town staff, the Advisory Committee/Planning Commission and the Town Council.

❖ *2nd Draft Plan*

### D. FINALIZE THE PLAN

The project team will deliver a final draft of the plan with all edits addressed.

❖ *Final Draft Plan*

## E. ADOPT THE PLAN

The project team will assist in the plan adoption process, attending a maximum of three adoption meetings with the Planning Commission and/or Town Council including the Draft Plan Launch meeting.

## PHASE 6: 3-MILE AREA PLANNING SUPPORT

As outlined in the RFP, the consultant team will support the Town in related planning projects pertaining to the 3-mile area.

### A. COMPLETE THE 3-MILE PLAN

Project team and staff collaborate on updated 3-Mile Plan. This will ultimately be a map of the 3-mile area with categories for areas of growth, areas of stability, and areas for conservation or protection. The intent of the 3-mile plan will be to guide the planning commission during the land use application process and for additional coordination with the County. Town staff will lead the adoption process of the new plan.

❖ *3-Mile Plan*

### B. REVIEW AND SET THE STAGE FOR DEVELOPMENT AGREEMENT WITHIN THE 3-MILE BOUNDARY

The project team will review and/or set the stage for a development agreement with Summit County that focuses on shared objectives for the 3-Mile Area.

❖ *Development Agreement Memorandum*



## EXPERIENCE WITH COMMUNITIES LIKE KEYSTONE HAS TAUGHT US:

### **Great communities know who they are.**

They have a vibe and character that defines why people live there. Their uniqueness and authenticity are essential to their being. We know that great long-term plans are built by focusing on what brings a community together.

### **Just as no two communities are alike, no two community planning projects are alike.**

We listen and work closely with clients to tailor the approach that makes the best sense for their community, customizing our processes and public engagement efforts accordingly.

### **The best processes balance the interests of people, property, and place.**

Comprehensive Planning takes deep listening, experience, and a highly thoughtful approach that examines multiple scales of decision-making: long and short term, fine and large grain, local as well as regional.

### **Planning is about identifying pragmatic actions that support a visionary future.**

We work with communities to develop and communicate their vision in a clear, inspiring way. Compelling graphics, clear maps, succinct policies, and easy-to-use documents are hallmarks of SE Group's work.



# PROJECT SCHEDULE

PHASE/TASK	2024			2025							KEY MEETINGS
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	
<b>1 PROJECT MANAGEMENT</b>											<b>◆ Meeting</b> <b>* Community Engagement Event</b> <b>* Focus Groups Meeting</b>
A	Launch the Process	◆									
B	Build the Team										
C	Collaborate and inform										
D	Keep on Track (bi-weekly)	◆	◆	◆	◆	◆	◆	◆	◆	◆	
<b>2 ENGAGEMENT</b>											<b>KEY DELIVERABLES</b> <b>1 Informational Hub (updated throughout project)</b> <b>2 Project Document</b> <b>3 Interim Deliverable</b> <b>4 Final Deliverable</b>
A	Prepare to Engage										
B	Create the Brand	2									
C	Engage Community Partners	*									
D	Create Informational Hub			1							
E	Community Priorities Workshop					*					
F	Spread the Word					2					
G	Define the Focus				* 2	* 2	* 2	* 2			
H	Communicate the Values					2					
I	Engage Town Officials										
J	Confirm Direction							3			
<b>3 RESEARCH AND COMMUNITY ANALYSIS</b>											
A	Understand the Baseline			2							
B	Assess Water & Utilities			2							
C	Develop Basemap			2							
D	Analyze Current Conditions				2						
E	Existing Conditions Memos					2					
<b>4 HOUSING NEEDS ASSESSMENT &amp; ACTION PLAN</b>											
A	Housing Needs Assessment										
B	Housing Action Plan										
C	Strategy Development										
<b>5 PLAN DOCUMENT</b>											
A	Finalize the Framework										
B	Create the Plan						* 3				
C	Refine the Plan										
D	Finalize the Plan									4	
E	Adopt the Plan										
<b>6 3-MILE AREA PLANNING SUPPORT</b>											
A	Complete the 3-Mile Plan								3		
B	Review and Set the Stage										

# FEE SCHEDULE

This budget reflects all elements of the Comprehensive Plan Update, including the Housing Needs Assessment and Action Plan. It is important to note that the Colorado Department of Local Affairs (DOLA) will release details on the methodology for Housing Needs Assessments on December 31, 2024. If these forthcoming requirements exceed the scope we've provided, the Town will need to allocate additional funds to expand or revise the plan accordingly.

Phase/Task		TOTAL
1.	PROJECT MANAGEMENT	\$25,548
2.	COMMUNITY ENGAGEMENT	\$55,064
3.	RESEARCH AND COMMUNITY ANALYSIS	\$31,448
4.	HOUSING NEEDS ASSESSMENT AND ACTION PLAN	\$35,000
5.	PLAN DOCUMENT	\$38,020
6.	3-MILE AREA PLANNING SUPPORT	\$14,616
	EXPENSES	\$5,830
NOT-TO-EXCEED TOTAL PROJECT COST		\$199,696

## TEAM MEMBER BILLING RATES

TEAM MEMBER	FIRM	PROJECT ROLE	HOURLY RATE
Gabby Voeller, AICP	SE Group	Senior Advisor	\$188
Dillon McBride	SE Group	Project Manager	\$150
Ayden Eickhoff	SE Group	Assistant Project Manager	\$145
Caleb Schmitz	SE Group	Staff Planner & GIS	\$120
Scott Prior	SE Group	Resort Planning	\$210
Carly Sieff	Fehr & Peers	Transportation Manager	\$270
Charlie Alexander	Fehr & Peers	Transportation Senior Advisor	\$300
Danielle Miyoko Furuichi	Fehr & Peers	Transportation Planner	\$160
Brian Duffany	EPS	Housing and Economy Advisor	\$250
Rachel Shindman	EPS	Housing and Economic Planner	\$150

# TOWN STAFF TIME & RESOURCES

SE Group confirms that we have the necessary resources and capacity to fulfill the requirements of the project outlined in this proposal. Our team is available to begin work on the project immediately upon receipt of a signed contract and any necessary project specifications. Our team is committed to providing exceptional service and working closely with your team to achieve the Town of Keystone’s objectives.

To ensure the project’s timeliness and successful integration, SE Group recommends that the Town of Keystone designate a staff member to actively support the planning process. This dedicated staff support will foster effective collaboration, timely communication, and the seamless integration of the Comprehensive Plan into the Town’s broader goals and initiatives.

TASK	APPROXIMATE TOWN STAFF HOURS
PROJECT MANAGEMENT	34
COMMUNITY ENGAGEMENT	75
RESEARCH AND COMMUNITY ANALYSIS	18
HOUSING NEEDS ASSESSMENT AND ACTION PLAN	0
PLAN DOCUMENT	22
3-MILE AREA PLANNING SUPPORT	32

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# INSURANCE SUMMARY

SE Group is fully committed to the safety and security of our clients and their projects. We understand that insurance is a critical aspect of risk management in any undertaking. To this end, we want to assure you that our company maintains comprehensive insurance coverage to safeguard our clients' interests.

Our insurance policies include Commercial General Liability, Umbrella Liability, Professional Liability, and Workers Compensation. These policies are designed to cover any unforeseen incidents or liabilities that may arise during the course of our work on your project. We work with reputable insurance providers, and our coverage is regularly reviewed and updated to meet or exceed industry standards. The specific insurance types and coverage details would be tailored to the requirements of the project.

We are happy to provide Certificates of Insurance upon request.

Commercial General Liability	\$2,000,000
Automobile Liability	\$1,000,000
Umbrella Liability	\$1,000,000
Professional Liability	\$3,000,000
Worker's Compensation	\$2,000,000

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# APPENDIX A RESUMES

## GABBY VOELLER, AICP

Senior Community Planner



### AREAS OF EXPERTISE

- Community Planning
- Affordable Housing
- Transportation Planning / Land Use
- Community Engagement

### AFFILIATIONS/ MEMBERSHIPS

- American Planning Association, Colorado Chapter, Northern New England Chapter
- American Institute of Certified Planners (AICP)

### APPOINTMENTS

- City of Leadville Planning + Zoning Commission
- Lake County Tourism Panel Vice Chair

### PRESENTATIONS

- “UrbanSim,” APA Colorado conference, 2014
- “Creating Connections between Recreation and Transportation” APA Colorado conference 2016
- “Partnering with Colorado’s Public Land Managers,” APA Colorado Conference, 2017
- “Progressive Planning on the Western Slope” APA Colorado Conference 2020

### AWARDS

- 2022 West Vail Master Plan Merit Award
- 2020 Wyoming Plan of the Year for Pilot Hill

Gabby is a multi-faceted planner with a passion for helping clients solve the most complex problems facing their communities. She applies both technical and analytical skills to all aspects of community planning. Gabby approaches projects with a mind geared toward seeking out innovative and engaging solutions that move communities closer towards their vision and goals.

## EXPERIENCE

Working in both private and public sectors, Gabby has widespread knowledge and experience managing projects that include master plans, comprehensive plans, recreation and trails plans, affordable housing strategies and development permitting processes. She excels at crafting and facilitating creative public engagement processes and leading a team that makes award-winning customized plans for its clients. Gabby joined the SE Group team in 2016.

Gabby has a Master of Regional Planning from Cornell University and a Bachelor of Science in Chemistry from Bates College.

## PROJECTS

- City of Cañon City Arkansas River Corridor Master Plan, CO
- City of Fort Morgan Trails Master Plan, CO
- City of Fruita Comprehensive Plan Update, CO
- City of Fruita Land Use Code Update, CO
- Clear Creek County 2017 Community Master Plan, Colorado
- Cuchara Mountain Park Master Plan, CO
- City of Aspen Uphill Economy Recreation Plan, CO
- Dillon Reservoir Recreation Area and Summit County RecPath System Capacity Analysis, Summit County, CO
- Eldorado Canyon State Park Visitor Use Management Plan, CO
- Estes Valley Recreation and Park District Comprehensive Master Trails Plan, CO
- Pagosa Springs 2018 Comprehensive Plan, CO
- Pilot Hill Land Use Plan, Laramie WY
- Town of Breckenridge Gondola Feasibility Study, CO
- Town of Frisco Community Plan Assistance, CO
- Town of Frisco Three Mile Plan, CO
- Town of Frisco Trails Master Plan 5 Year Update, CO
- West Vail Master Plan, CO
- City of Chisholm Comprehensive Plan, MN
- Lake County Parks, Recreation and Open Space Plan, CO
- Minturn Community Plan & Downtown Design Guidelines, CO
- Town of Eagle Open Space and Trails Plan, CO
- DOLA Affordable Housing Strategies Analysis, CO
- Leadville/Lake County Affordable Housing Site Analysis, CO
- Telluride/San Miguel County Community Housing Rezoning, CO
- Conway Comprehensive Master Plan Update, NH
- Waitsfield Bylaw Modernization, VT
- Clear Creek County Recreation in the Outdoors Master Plan, CO
- Frisco Complete Streets Plan, CO
- Steamboat EIS, CO
- Grand Targhee GIS, WY
- Eldora Parking Lot Permitting, CO
- Estes Park Alpine Coaster Permitting, CO
- Montpelier Web-Based Comprehensive Plan, VT
- Saddleback Master Development Plan, ME

**DILLON MCBRIDE, AICP**

Associate Community &amp; Recreation Planner



Dillon is an ever-curious planner and problem solver who is driven by the values of social inclusion, access to nature, and thriving people and places. Throughout Dillon's personal and professional life, he has developed a keen interest in how people access nature and recreational amenities and how communities are set up to support the livelihood of residents. Half analyst and half diplomat, Dillon enjoys thinking through the technical components of complex projects and working with a diverse array of people to reach practical, actionable solutions that cross-cut competing interests.

**AREAS OF EXPERTISE**

- Public Space Planning
- Parks, Open Space, and Trails
- Urban Design
- Data Analysis & Data Visualization
- Regional Planning

**PROFESSIONAL MEMBERSHIPS**

- American Planning Association  
May 2017 – Present

**REGISTRATIONS**

- American Institute of Certified Planners, #35455

**TEACHING/ LECTURING EXPERIENCE**

- University of Colorado Denver, Master of Urban and Regional Planning Program  
December 2021 – Present

**APPOINTMENTS**

- Advisory Board Member, 13ers Advisory Board, The Colorado Chapter of The Nature Conservancy. October 2019 – December 2020
- Advisory Committee Member, Mayors Bicycle Advisory Committee – City and County of Denver. February 2023 – Present

**EXPERIENCE**

Dillon joined SE Group in 2024, bringing a wide variety of public sector planning experience. While with the Colorado Center for Community Development, Dillon worked with rural communities around Colorado planning high-quality, practical public spaces. Dillon spent four years working in open space, parks, and trails planning between Denver Parks and Recreation and Jefferson County Open Space. Dillon's experience in park planning led him to teach the Parks and Public Spaces elective course for the Master of Urban and Regional Planning program at the University of Colorado (Denver). Dillon has also gained experience working in regional planning at the Denver Regional Council of Governments, where he worked with local governments and regional partners to advance coordinated efforts around growth and development priorities.

Dillon has a Master of Urban and Regional Planning from the University of Colorado Denver and is a certified planner through the American Institute of Certified Planners.

**PROJECTS**

- Town of Nederland, Comprehensive Plan Update, Colorado (active)
- City of Steamboat Springs, Comprehensive Plan Update, Colorado (active)
- Town of Windsor, Wayfinding and Economic Development Study, Colorado\*
- Town of Kersey, Town Hall Redevelopment and Streetscape redesign, Colorado\*
- Town of Wiggins, Park + Pool Plan and Design, Colorado\*
- Town of Lyons, Post-flood Recovery and Beautification Projects, Colorado\*
- Denver Parks & Recreation, Natural Resources Strategic Plan, Colorado\*
- Jefferson County Open Space, South Table Mountain Park Master Plan, Colorado\*
- Jefferson County Open Space, Access Management Guide, Colorado\*
- Denver Regional Council of Governments, Regional Housing Needs Assessment, Colorado\*

\* Signifies projects completed while employed at previous employer

## AYDEN EICKHOFF

Associate Community & Recreation Planner



Ayden provides support to a wide variety of recreation and community planning projects. She enjoys navigating complex project processes in coordination with the client and planning team, ensuring that all parties are able to contribute effectively to project outcomes. Core to her work ethic is a commitment to distilling information into concise and helpful formats with an eye towards context and clarity.

### AREAS OF EXPERTISE

- Community Engagement and Facilitation
- Recreation Planning
- Design & Communication
- Project Management

### AFFILIATIONS

- Colorado APA

### AWARDS

- NNECAPA Project of the Year, Kingdom Trails Network Capacity Study

### PRESENTATIONS

- *“Energizing your Outdoor Recreation Economy”*  
Vermont Parks and Recreation Association, 2021

## EXPERIENCE

Ayden joined SE Group in 2019 with an academic background in Environmental Studies, Politics, and Earth Science. As a student, Ayden was particularly interested in the complex communication needs surrounding environmental risks and hazards, which translated well to her work researching and implementing municipal environmental and fiscal policies. Ayden brings strong engagement, communication, and analysis capabilities to all aspects of SE Group projects.

Ayden has a Bachelor of Arts in Environmental Studies from Bates College.

## PROJECTS

### COMMUNITY PLANNING FOCUS

- Huerfano County Cooperative Planning Projects, Colorado
- Nederland Comprehensive Plan, Colorado
- Nederland Transportation Master Plan, Colorado
- Steamboat Springs Area Comprehensive Plan, Colorado
- Montpelier Downtown Core Master Plan, Vermont
- Northfield Ridge and River Routes, Vermont
- Newport Municipal Plan, Vermont
- Vail Transportation Plan, Colorado
- Montpelier Web-Based City Plan, Vermont

### RECREATION FOCUS

- Southwest Colorado All-Lands Strategy, Colorado
- Breckenridge Nordic Center Master Plan, Colorado
- Colorado Outdoor Strategy, Colorado
- Frisco Trails Master Plan Update, Frisco, Colorado
- Addison County Triangle Bike Loop, Vermont
- Bingham Falls Master Plan, Vermont
- Burlington Arms Forest Trail Study, Vermont
- Lowell Lake State Park Master Plan, Vermont
- Milton Recreation Master Plan, Vermont
- Missisquoi Valley Rail Trail, Vermont
- Pilot Hill Land Use Plan, Wyoming
- Rise VT Trail Impact Analysis, Vermont
- Saxon Hill Town Forest, Vermont

- Valdez Heli-Ski Operational Permit, Alaska
- Middlebury Snow Bowl Master Plan, Vermont
- Morgantown Conceptual Trail Planning, West Virginia
- Kingdom Trail Network Feasibility Analysis, Vermont
- Grand Targhee EIS, Wyoming
- Foothills Foundation Recreation Master Plan, New Hampshire
- Loon Mountain Resort Master Development, New Hampshire
- Lutsen Mountain EIS, Minnesota
- Cumberland Plateau Outdoor Recreation Plan, Virginia
- Mount Sunapee Master Development Plan, New Hampshire
- Velomont Trail Economic Impact Study, Vermont
- Breaks Interstate Park Operations Analysis, Virginia
- Rocky Mountain Arsenal National Wildlife Refuge Communication, Colorado
- MN Statewide ATV Strategic Plan, Minnesota
- MN ORV Master Plan, Minnesota
- Northeast MN ATV Master Plan, Minnesota
- MN Discovery Center Master Plan, Minnesota



## CALEB SCHMITZ

Community & Recreation Planner



### AREAS OF EXPERTISE

- Comprehensive Planning
- Urban Design
- Spatial Analysis & Data Visualization
- Resilience Planning
- Community Engagement

### TEACHING/LEARNING EXPERIENCE

- Program in Environmental Design, University of Colorado, Spring 2023
- Technology Applications for Environmental Design, University of Colorado, 2023

Driven by the core value of community, Caleb approaches planning as an opportunity to develop places that reflect the aspirational values of togetherness, access to nature, and social inclusion. Half designer and half analyst, he is a 'place-maker' dedicated to the informed and artful creation of unique settings that bring people together and contribute to human health and happiness. Always on the cutting edge of new technology, Caleb brings a background in design and spatial analytics that helps him deliver data-driven and beautiful results to clients on a variety of community planning projects.

### EXPERIENCE

Caleb joined SE Group in 2023, bringing a background in hazard resilience planning after working with the Colorado Department of Transportation and conducting research in partnership with the University of Colorado's School of Engineering and Applied Sciences.

With a bachelor's degree in sustainable planning and urban design, and a certificate in GIS and computational science, Caleb's background as a planner is diverse and interdisciplinary. Having held several leadership positions in the College of Environmental Design at CU Boulder, Caleb has experience being a compassionate leader and clear communicator while working with different people coming from diverse backgrounds and experiences.

### PROJECTS

- Howelsen Park Engagement, Colorado
- Lewis & Clark County Growth Policy, Montana
- Southern Alleghenies Recreation Plan, Pennsylvania
- Cascades Vail Village Development Plan, Colorado
- New Hampshire Outdoor Recreation Plan, New Hampshire
- Nederland Comprehensive Plan, Colorado
- Steamboat Springs Area Comprehensive Plan, Colorado
- Warren County Outdoor Recreation Planning, New York

**SCOTT PRIOR***Senior Associate, Environmental Planning & Permitting***AREAS OF EXPERTISE**

- Environmental Policy & Analysis
- Data Management & Modeling
- Public Engagement

Scott is a versatile and resourceful project manager and planner. He is sought after for his technical writing, analytical capabilities, and attention to detail. Scott moves easily between planning and NEPA processes—applying wholistic and insightful strategies to a wide range of projects. Additionally, his appreciation for a thoughtful and balanced approach between conservation and development complements the project process.

**EXPERIENCE**

A focus on environmental services for resort recreation projects has allowed Scott to develop a specialized skill set for navigating planning and NEPA processes for developed recreation in sensitive environments. Scott is a thought leader within the environmental practice and strives to better our systems and approach to analysis.

Scott has a Bachelor of Arts in Environmental Policy from Colorado College.

**PROJECTS**

- Arapahoe Basin Ski Area Projects Draft Environmental Impact Statement, Colorado
- Aspen Mountain Lift 1A Categorical Exclusion, Colorado
- Blue Valley Ranch Land Exchange Environmental Impact Statement, Colorado
- Breckenridge Ski Resort Peak 2017 Projects Categorical Exclusions, Colorado
- Breckenridge Ski Resort Peak 7 Restaurant Supplemental Information Report, Colorado
- Cimmaron Mountain Cat Ski/Avalanche Control Permit, Colorado
- Copper Mountain Resort Snowmaking and Summer Uses Environmental Assessment, Colorado
- Clear Creek County Comprehensive Master Plan Update, Colorado
- Crested Butte, Colorado
  - Teo 3
  - Summer Environmental Impact Statement
- Frisco Nordic Center Master Development Plan, Colorado
- Grand Targhee Resort Supplemental Information Report, Wyoming
- Keystone Bergman Bowl Environmental Analysis, Colorado
- Keystone Resort 2017 Projects Categorical Exclusions, Colorado
- Mammoth Base Land Exchange Environmental Impact Statement, California
- Mt. Rose Ski Tahoe Atoma Area Projects Draft Environmental Impact Statement, Nevada
- Red River Ski Area Multi-Season Recreation Projects Environmental Assessment, New Mexico
- Snowmass Mountain, Colorado
  - Summer Recreation Environmental Impact Statement
  - Sheer Bliss Pond Categorical Exclusion
- Steamboat Ski Resort Environmental Impact Statement, Colorado
- Taos Ski Valley Gazex Avalanche Mitigation System Installation Project Categorical Exclusion, New Mexico
- Taos Ski Valley Planning and Permitting, New Mexico
  - Master Development Plan
  - Environmental Analysis
  - Categorical Exclusions (Via Ferrata, Bike Park, Avalunchers)
- Town of Frisco Nordic Center and Peninsula Recreation Area Master Development Plan, Colorado
- Trails at Mena Planning and NEPA, Arkansas
- Union Pacific Railway, California
  - Categorical Exclusion
  - Environmental Analysis for Avalanche Control Along Railway



# Carly Sieff, AICP

## Senior Associate Transportation Planner

**EDUCATION**

Master of City and Regional Planning,  
University of North Carolina, Chapel Hill 2013

Bachelor of Arts, Brown University, Urban  
Studies and Science & Society 2009

**REGISTRATIONS**

American Institute of Certified Planners  
(AICP): #029164

**AFFILIATIONS**

Women’s Transportation Seminar (WTS):  
Member  
American Planning Association (APA):  
member

**EXPERTISE**

- Bicycle and Pedestrian Planning
- Complete Streets
- Traffic Calming
- Safety Studies
- Parking Studies
- First/Last Mile Plans
- Long-Range Transportation Planning
- Transportation Network Companies
- Community Outreach and Consensus Building

**ABOUT**

Carly is a Senior Associate who has over a decade of experience at Fehr & Peers, focused on making travel by all modes safer and more accessible. Carly leads many of the company’s active transportation projects including 7 transportation master plans, 3 first/last mile studies, and a number of multimodal corridor projects. No matter the project, Carly works closely with the community, performing in-depth, data-driven analyses and applying best practices from around the country. Carly’s people-first approach to planning centers on listening, developing a shared understanding through honest dialogue, and collaboratively authoring recommendations in service of holistic goals. From a technical standpoint, Carly excels at unpacking and explaining complex concepts, which is informed by her more than 10 years of transportation planning experience.

**TRANSPORTATION & TRANSIT PLAN EXPERIENCE**

- Low Stress Walk and Bike Network Plan – Boulder, CO
- Denver Moves: Pedestrians and Trails – Denver, CO
- Grand Junction Bicycle and Pedestrian Master Plan – Grand Junction, CO
- Fruita Active Circulation Plan – Fruita, CO
- CO 119 First and Last Mile Study – Boulder County, CO
- ECO Transit First and Last Mile Study – Eagle County, CO
- Community Network Planning – Denver, CO
- Intersection Safety Study – Denver, CO
- Longmont Enhanced Multiuse Corridor Plan – Longmont, CO
- SE Area Mobility Hub – Denver, CO
- East Arapahoe Transportation Plan – Boulder, CO
- University of Colorado Boulder Transportation Master Plan – Boulder, CO
- Ft Collins Transit and Transportation Master Plan – Ft Collins, CO
- Eagle County First Last Mile Study – Eagle County, CO
- Vail Mobility and Transportation Plan – Vail, CO
- Grand Valley Regional Transportation Plan – Mesa County, CO
- Windsor Transportation Master Plan – Windsor, CO
- Thornton Transportation and Mobility Master Plan – Windsor, CO
- Erie Transportation Mobility Plan – Erie, CO
- Loveland Transit, Bike/Ped, and Transportation Master Plan – Loveland, CO
- Senior Transportation Needs Assessment – Larimer County, CO



## Charlie Alexander, PE, AICP, RSP1 Principal

### EDUCATION

Bachelor of Science, Civil Engineering  
Bucknell University, Lewisburg, PA 2007

### REGISTRATIONS

Licensed Civil Engineer: Colorado, #49117  
Also registered in California, Florida,  
Maryland, Tennessee, Texas, Virginia,  
Washington, Washington D.C., and  
Wyoming  
American Institute of Certified Planners  
(AICP): #27421  
Road Safety Professional (RSP) Level 1

### AFFILIATIONS

American Planning Association (APA)

### INSTRUCTOR

University of California, Berkeley Institute of  
Transportation Studies Technology Transfer  
Program: Complete Streets Planning and  
Design (2013-present)  
National Complete Streets Coalition: Complete  
Streets Workshop Instructor (2014-present)

### EXPERTISE

- Transit Planning
- Complete Streets Planning & Design
- Multimodal Safety
- Traffic Operations & Simulation
- Travel Demand Forecasting
- Parking Planning
- Transportation Planning
- Traffic Impact Analysis
- Traffic Engineering Design

### ABOUT

Charlie is a Principal in Fehr & Peers's Denver office. His project experience includes transit planning, complete streets planning and design, multimodal safety, parking planning, travel demand forecasting, traffic operations, and traffic engineering design projects. Charlie applies this diverse experience to projects that require complex transit, auto, pedestrian and bicycle solutions; consent-building around modal tradeoffs; and strategic stakeholder and community engagement. His involvement in transit planning work began in Fresno, California, where he worked with Fresno COG, Yosemite National Park, Sequoia National Park, and other local stakeholders to plan fixed-route transit from Fresno to each of the parks. Since then, Charlie has either managed or overseen transit work in Denver including long-range planning for the City of Durango, a microtransit pilot in Centennial, and Bus Rapid Transit (BRT) projects on Colfax Avenue in Denver, SH 119 in Boulder, West Elizabeth Street in Fort Collins, and North College Avenue in Fort Collins.

### TRANSPORTATION & TRANSIT PLAN EXPERIENCE

- CU Boulder Transit Study – Boulder, CO
- Colfax Avenue BRT Preliminary & Final Design – Denver, CO
- West Elizabeth BRT Preliminary Design and Enhanced Travel Corridor Plan – Fort Collins, CO
- North College BRT Plan – Fort Collins, CO
- SH 119 BRT Planning and Environmental Linkages (PEL) Study – Boulder, CO
- Grand Avenue BRT Alternatives Analysis – Glenwood Springs, CO
- East Arapahoe Transportation Plan – Boulder, CO
- University of Colorado, Boulder Transportation Master Plan – Boulder, CO
- MAX Station Parking Study – Fort Collins CO
- University of Denver Campus Framework Plan – Denver, CO
- Denver Arts Complex Mobility Study – Denver, CO
- Denver Moves: Downtown – Denver, CO
- Durango Comprehensive Plan – Durango, CO
- Yosemite and Sequoia National Parks Transit Study – Fresno, CA



# Danielle Miyoko Furuichi

## Transportation Planner/Engineer

### EDUCATION

Master of the Environment, Sustainable Planning & Management, University of Colorado, Boulder, CO 2023

Graduate Certificate of Environmental Justice, University of Colorado, Boulder, CO 2023

Bachelor of Arts, Speech & Hearing Sciences Indiana University, Bloomington, IN 2016

### AWARDS

Civic Achievement – Environmental Justice Digital Storytelling Project, University of Colorado, Boulder Sustainability Awards

### EXPERTISE

- Equity-Centered Community Engagement
- Transportation Equity
- GIS Mapping and Analysis
- Safety Planning
- Multi-Modal Transportation Planning
- Land Use and Transportation
- Data Analysis

### ABOUT

Danielle Furuichi is a passionate, equity-oriented Transportation Planner in the Boulder and Denver offices. They believe in building safe, reliable, equitable, and accessible transportation systems to foster communities that are inclusive and climate resilient. They have a range of experiences in sustainability and multimodal transportation planning, community engagement and outreach, and data analysis.

### TRANSPORTATION & TRANSIT PLAN EXPERIENCE

- Silverthorne Safe Streets for All Plan – Silverthorne, CO
- Nederland Multimodal Transportation Plan – Nederland, CO
- Longmont Transportation Master Plan – Longmont, CO
- South Boulder Road Study – Boulder County, CO
- Boulder Municipal Airport Community Conversation – Boulder, CO
- Iris Avenue Transportation Improvements Project – Boulder, CO
- Boulder Curbside Management Plan – Boulder, CO
- Chautauqua Access Management Plan Evaluation – Boulder, CO
- Erie Transportation Mobility Plan – Erie, CO
- Thornton Transit Plan – Thornton, CO
- Denver Moves: Bicycles – Denver, CO
- San Miguel Authority for Regional Transportation Strategic Operating Plan – San Miguel County, CO
- Gunnison Safety Action Plan – Gunnison County, CO
- Belgrade Transportation Master Plan – Belgrade, MT
- Transportation and Land Use Planning Equity in Colorado Report – Southwest Energy Efficiency Project (SWEET)



# Brian Duffany

Principal

**Brian Duffany** is an economist and planner with experience in land use and real estate economics. He has specialized in evaluating the impacts of major real estate investments, and other land use issues such as comprehensive planning, affordable housing and economic development strategies. Brian is skilled in financial and demographic analysis and forecasting, economic impact analysis, infrastructure financing analysis, and policy analysis and strategies.

## Education

Master of Regional Planning, Cornell University

Bachelor of Arts, Geology, Colby College

## Employment History

25 Years Experience

20 Years with EPS

## Affiliations

American Planning Association

Urban Land Institute

## Speaking Engagements

TIF for TAT: Urban Renewal After HB 15-1348, Rocky Mountain Land Use Institute Conference, 2018

Streetcar Economics, American Planning Association Conference, 2010

## Awards

American Planning Association, Colorado Chapter – West Vail Master Plan

Downtown Colorado, Inc. Governor’s Best Plan Award – City of Englewood Economic Development Strategic Plan

## SELECTED PROJECT MANAGEMENT EXPERIENCE

- Economic Vitality Strategy | Bozeman, MT
- Main Street Retail Strategy | Steamboat Springs, CO
- Brown Ranch Annexation Support | Steamboat Springs, CO
- Comprehensive Plan | Frisco, CO
- Lake Hill Workforce Housing Impact Study | Summit County
- Base Area Retail Strategy | Steamboat Spring, CO
- Base Area Retail and Lodging Demand Calibration | Mountain Village, CO
- Yampa Valley Housing Authority Advisory Services | Steamboat/ Routt County, CO
- Employee Housing Strategy | Roaring Fork Transportation Authority
- Housing Strategy | Basalt, CO
- Fruita In Motion Comprehensive Plan | Fruita, CO
- Mount Crested Butte Master Plan | Mount Crested Butte, CO
- Growth Policy Update | Bozeman, MT
- Comprehensive Community Plan Update | Minturn, CO
- West Vail Master Plan | Vail, CO
- Housing Strategy | Chaffee County, CO
- Housing Strategy | Clear Creek County, CO
- Lumber Yard Affordable Housing Market Analysis | Aspen, CO
- Short Term Rental Regulatory Fee Study | Breckenridge, CO
- Short Term Rental Policies | Telluride, CO
- Short Term Rental Conditions Study | Bozeman, MT
- Inclusionary Zoning & Linkage Fee Study | Fort Collins, CO
- Housing Revenue Funding Plan | Fruita, CO
- Peer Communities Capital Funding Comparison | Avon, CO
- Annexation and Cost of Growth Studies | Various Locations, CO



Economic & Planning Systems, Inc.

*The Economics of Land Use*

www.epsys.com



730 17th Street, Suite 630, Denver, CO 80202



303 623 3557



bduffany@epsdenver.com



# Rachel Shindman

Vice President

**Rachel Shindman**, AICP, brings several years of experience in many of EPS's practice areas. Her specializations include real estate economics, fiscal and economic impact analysis, and economic development and revitalization. She has a strong skill set for addressing urban economic and policy issues, and her experience in public, private, and non-profit organizations enables her to work successfully with a diverse set of clients. Rachel has worked on fiscal impact analyses, particularly in examining the fiscal impact of various growth strategies in comprehensive planning efforts.

## Education

Master of Regional Planning,  
Cornell University

B.A., Queen's University

B.Ed., Queen's University

Certificate in GIS, Queen's  
University

## Employment History

11 Years Experience

9 Years with EPS

## Affiliations

American Institute of Certified  
Planners

American Planning Association

Urban Land Institute

## Speaking Engagements

*Tiny Homes, Big Ideas: Alternative Housing, Conventional Reality* Panel Discussion (convener and facilitator) American Planning Association – Colorado State Conference, Keystone, CO 2018

*Can Tiny Homes Help Solve Denver's Affordable Housing Crisis?* Panel Discussion (moderator) Denver Design Week, Denver, CO 2018

*Finding the "Opportunity" in Opportunity Zones* Panel Discussion (convener and moderator) American Planning Association – Colorado State Conference, Snowmass 2019



Economic & Planning Systems, Inc.

*The Economics of Land Use*

www.epsys.com

## SELECTED PROJECT MANAGEMENT EXPERIENCE

- Housing Needs Assessment and Strategy | Summit County, CO
- Commercial Demand and Policy Feasibility Analysis | Ketchum, ID
- Short-Term Rental Policy and Fee Studies | Breckenridge, Eagle County, Summit County, Lake County, Silverthorne, and Vail, CO
- Comprehensive Plan | Louisville, CO
- Regional Housing Strategy | Eagle County, CO
- Housing Policy Updates | Vail, CO
- Housing Mitigation Policy Update | Mountain Village, CO
- Employee Housing Strategy | Roaring Fork Transportation Authority
- St. Anthony Summit Medial Employee Housing Feasibility | Frisco, CO
- Downtown Master Plan | Idaho Springs, CO
- East End Action Plan | Idaho Springs, CO
- Comprehensive Housing Needs Assessment | Fort Morgan, CO
- Housing Needs Study | Archuleta County, CO
- Housing Needs Assessment | Chaffee County, CO
- Housing Needs Assessment | Upper Arkansas Area Council of Governments, CO
- Housing Needs Assessment | Lake County, CO
- Regional Comprehensive Plan Fiscal Impact Analysis | Pueblo County, CO



730 17th Street, Suite 630, Denver, CO 80202



303 623 3557



rshindman@epsdenver.com

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# APPENDIX B EXAMPLE PROJECTS





# FRUITA IN MOTION: COMPREHENSIVE PLAN

Fruita, Colorado

The planning process for the City of Fruita’s Comprehensive Plan “Fruita in Motion” involved extensive collaboration with the City and public engagement with the community. Five plan themes showcase the approach the plan will take with its goals and policies: efficient development; community first, tourism second; a thriving downtown, connectivity; and strategic economic development.

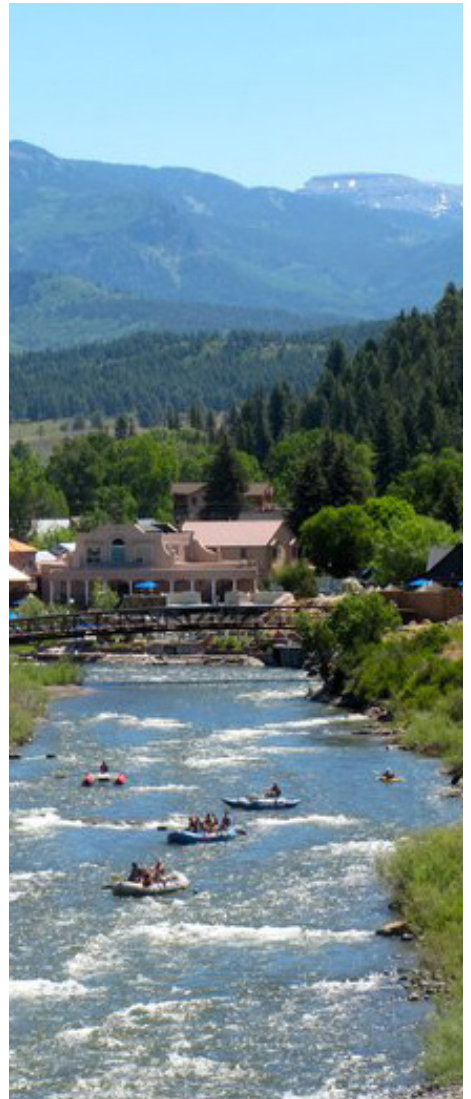
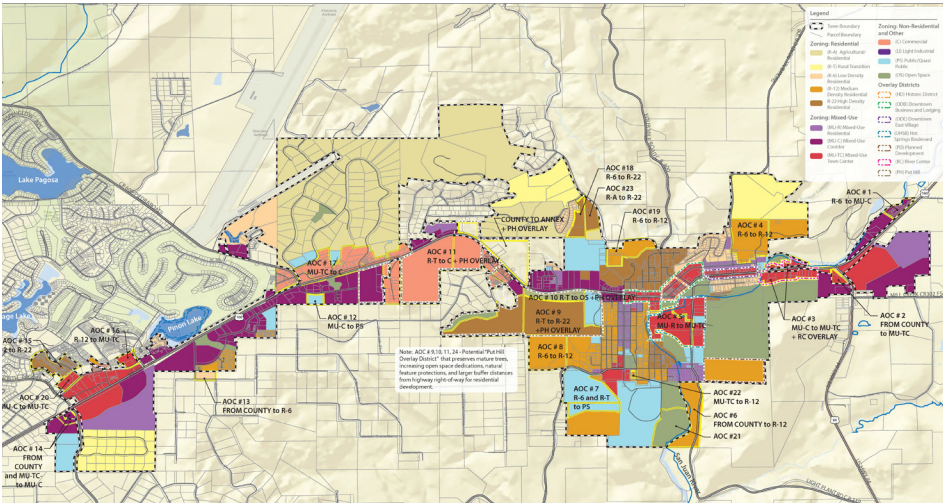
The economic development strategy in this plan is one of “quality of place.” The idea behind this strategy is to support existing businesses while also making the community an attractive place to live. This in turn will attract new residents and businesses that want to be located in the community because of its sense of place and amenities.

One of the policies that came out of the “efficient development” theme is to promote and support a larger diversity of housing types. Without going as far as developing an affordable housing program, the city hopes that allowing and incentivizing more types of housing and more units per acre will promote some natural affordability within the community.

Additionally, Fruita has the desire to cultivate recreational assets, especially trails, but not to the detriment of the community character. Currently many of the trail networks are a few miles away from the city on nearby public lands. One goal of this plan to is connect the trail systems to paved pathways within the city so that it is all one functioning network and the city itself becomes the trailhead.

***The Comprehensive Plan was adopted in February of 2020.***





# PAGOSA SPRINGS COMPREHENSIVE PLAN

Pagosa Springs, Colorado

SE Group worked with the Town of Pagosa Springs on a Comprehensive Plan update. Major issues facing the community during the plan update process included affordable housing, services for the growing retiree population, growing small businesses and retaining talented workers. As in many Colorado communities, the community is larger than the Town boundary. For Pagosa Springs, a large portion of county residents live just outside the Town borders. Therefore, a key theme of this plan was to collaborate with Aruchuleta County on land use, affordable housing, transportation and trails—all elements that cross borders.

The planning process included working closely with a group of diverse stakeholders. We were also able to take advantage of a Smart Growth America grant the town was awarded and collaborated closely with their outreach and findings. The resulting plan document connects various plan themes and contains an action plan for transformative projects that exemplify the plan’s mission and vision. Rather than land use and transportation as separate chapters, they are woven together in one. Rather than talk about affordable housing policy, we create a pathway for how the Town may start working on a specific development





# LEADVILLE/LAKE COUNTY AFFORDABLE HOUSING SITE ANALYSIS

City of Leadville/Lake County, CO

SE Group assisted the City of Leadville and Lake County with a site analysis process that examined several potential locations for affordable housing in the City of Leadville. In collaboration with Shape Architecture and TetraTech, we developed a report that summarized the site conditions, infrastructure needs and potential design programs for each site. The City and the County are now poised to leverage grant funding to implement these important projects.

This project also involved a multi-step public engagement process that solicited input from English and Spanish-speaking members of the Leadville/Lake County community. The community survey that we conducted as a part of this project underscored the acute need for housing in this area as well as residents' feelings of stress related to housing. Our survey, which asked respondents to provide their income and their monthly housing costs, indicated that at least some members of nearly every income bracket in Leadville are rent burdened (housing costs constitute 30% or more of their annual income).

We used the survey feedback to shape the core design principles for the five affordable housing sites, which were organized into three district "study areas." These guiding principles (Affordability, Sustainability, and Density) informed the layout and composition of the draft designs. Alongside the design process, we conducted analyses of existing zoning and infrastructure capacity to understand the feasibility of different design programs. Our goal was to align the designs with existing zoning and infrastructure capacity to the greatest extent possible while prioritizing the affordability of the final design.

## Guiding Principles





# FRISCO TRAILS MASTER PLAN & UPDATE

Frisco, Colorado

SE Group worked with the Town of Frisco on their Trails Master Plan during 2016 and 2017. This project identified trails and connectivity enhancements that: improve recreation opportunities surrounding Frisco, ease access directly from town, and increase safety for pedestrians and bicyclists. It addressed both summer and winter uses—exploring innovative ideas for integrating fat biking and long-distance Nordic skiing routes into Summit County. The plan stressed the importance of partnerships with the Forest Service and local not-for-profit groups to help maintain existing trails and build political and financial support for additional trail projects in the future.

The recommendations in this plan were vetted by the public through a community engagement process that involved well-attended open houses, an active Citizen's Committee, multiple small group and one-on-one interviews, and an online interactive map. The Frisco Trails Master Plan is strategic in nature and designed to help the town identify both short-term and long-term projects that will enhance the recreation options, safety, and connectivity of the Frisco community.

The plan was Adopted in March 2017.

*We recently completed a 5 year update to this plan that included more extensive wayfinding recommendations, a study on crowding at trailheads, and additional outreach to understand changing needs and priorities.*



## REFERENCE

**Diane McBride**

Director of Recreation  
Town of Frisco

970.668.2559

dianem@townoffrisco.com



## FRISCO COMPLETE STREETS PLAN

Frisco, Colorado

The Town of Frisco and the surrounding area has grown steadily, creating demand on the street network in Frisco and transforming its central core area. Anchored by a lively and walkable Main Street, the streets in and connecting to downtown have redeveloped quickly, placing new demands on the transportation network to provide safe and reliable mobility options for residents, workers, and visitors. Frisco is at a moment to rethink and re-envision its streets.

There are increasing demands to access Main Street and side street businesses, new market-rate and affordable residential developments housing new residents and visitors, as well as emphasized importance as a regional hub for the mountain destinations surrounding the town.

Beginning in summer 2021, the Town of Frisco began the process to develop the Downtown Complete Streets Plan. The planning effort was led by Community Development Department staff, SE Group, and a Project Management Team composed of the Town Manager, Town Council and Planning Commission representatives, and staff representing other Town departments including Public Works and Recreation and Culture. This Plan reflects the knowledge, priorities, and values of community participants, the Project Management Team, Town staff, and other stakeholders about how to best transform Frisco's downtown streets to meet the needs of current residents and generations to come. The Frisco Downtown Complete Streets Plan sets out how Complete Streets in downtown Frisco can serve the needs of all road users regardless of travel mode, and how Frisco's streets can be more inviting, active, and supportive of the Town's economic and social life.



## FRISCO THREE MILE PLAN

Frisco, Colorado

In anticipation of updating their Comprehensive Plan, the Town of Frisco first needed to get a better understanding of new development that has been occurring on land adjacent to the Town, rather than within its borders. To do this, and to meet state requirements, SE Group assisted the Town update their Three Mile Plan.

This document addressed land use, services, and infrastructure improvement needs in the event of an annexation of any of the areas within 3 miles of Frisco's boundaries. Although it does not indicate an intent to annex any of the areas, it helps the Town understand service needs for police, fire, water, sewer, roads (and subsequent plowing) in many neighborhoods adjacent to Town. Unique features of this plan include National Forest System Lands and private lands owned by Denver Water. Understanding the limitations on these lands is important for the long-term planning needs of Frisco. Additionally, planned housing units for some areas and an expansion of the County Commons campus are new developments that were detailed in this plan.

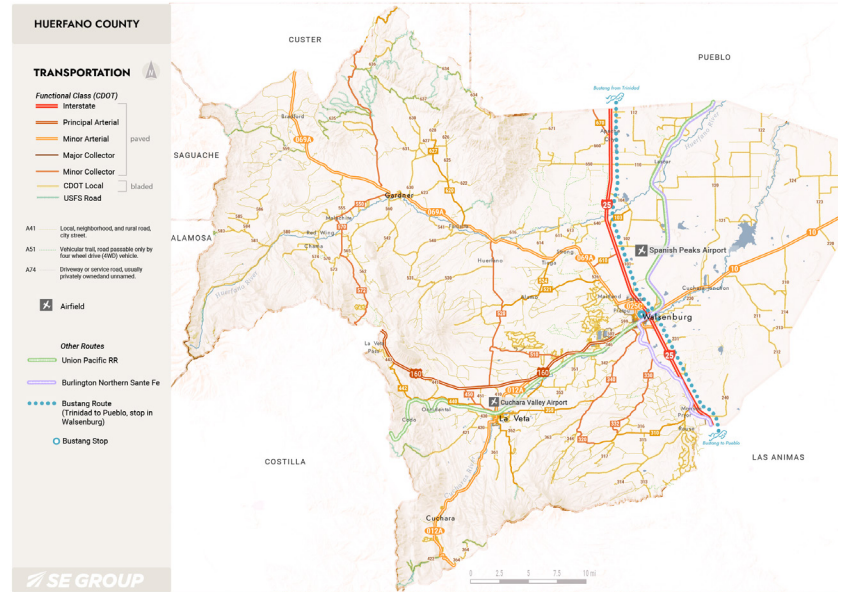
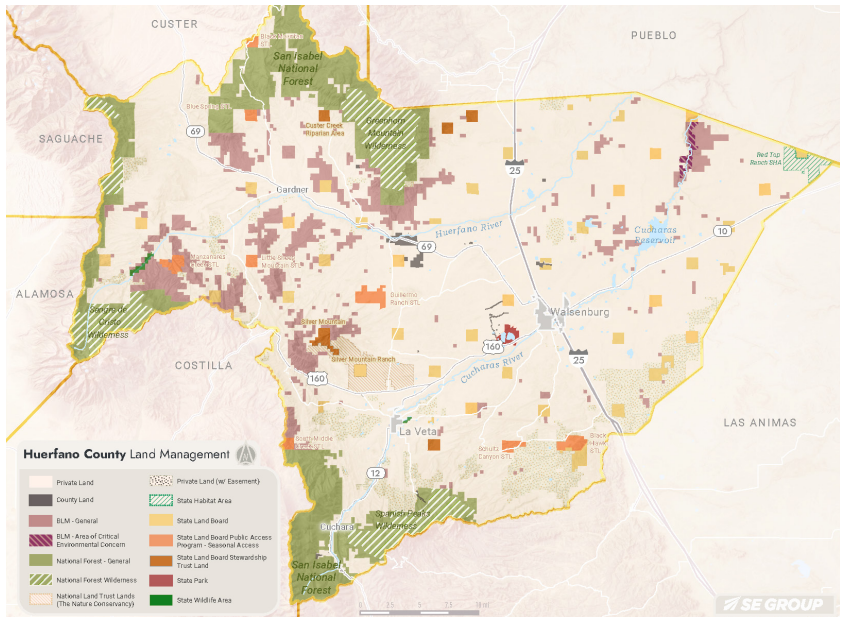
This plan was created in collaboration with all service districts that serve Frisco and the area within 3 miles of the boundary. It was reviewed by the Planning Commission and adopted by Town Council in February 2018.



# HUERFANO COUNTY IHOP & COMPREHENSIVE PLAN UPDATE

Huerfano County, Colorado

SE Group completed an updated Comprehensive Plan for Huerfano County and an Innovative Housing Opportunities Plan (IHOP) for Huerfano County, the City of Walsenburg, and the Town of La Veta. These projects, dubbed the Coordinated Planning Projects, were also conducted alongside an update to the County's Hazard Mitigation Plan. Huerfano County and its communities are located in a mostly rural area of southern Colorado. One of the central goals of the coordinated planning projects was to promote more housing in the downtown and village areas, while keeping ranching lands and forested landscapes intact. We helped the county navigate several challenges, including high wildfire susceptibility and highly constrained water resources.





# TELLURIDE HOUSING PLANNING

Telluride, Colorado

SE Group assisted the Town of Telluride and San Miguel County through a rezoning process of 39 acres to a new affordable housing zone designation. This work included putting together the entire rezoning application, attending Planning Commission and Board of County Commissioner hearings, and strategizing with Town and County staff on how to make the rezoning a successfully passed initiative.









## TOWN OF WAITSFIELD BYLAW MODERNIZATION

Waitsfield, Vermont

The Town of Waitsfield, Vermont recognized the need to update its land use ordinance to align with community needs for housing and goals for development. The Town contracted SE Group to conduct a thorough assessment of existing land use policies, housing analysis, infrastructure information, and settlement pattern. Our process concluded with a report detailing a set of recommendations to update the Town's Bylaws.

SE Group began this work in December 2022. The planning process included regular coordination with Town staff, a Steering Committee, and the Planning Commission. One of the main goals of the project was to ensure that the Planning Commission fully understood the results of our analysis and the associated recommendations, as they were ultimately be responsible for their future implementation. This process also included a public engagement and education component. We organized events and other engagement opportunities to gauge public opinion on land use and built form in Waitsfield. Through these events, we were able to take special efforts to educate the public on the meaning and significance of municipal bylaws and the bylaw update process.



# STEAMBOAT SPRINGS COMPREHENSIVE PLAN

Steamboat Springs, Colorado

SE Group is currently working alongside EPS and Fehr & Peers on their Community Plan update. This update is the first comprehensive planning document for the City of Steamboat Springs in 20 years. Although still in process, the key issues for the plan are housing, transportation, and resiliency. In addition to background research and analysis, and robust community engagement, the project team is undertaking a trade-offs exercise with key stakeholders to work through priorities for the future, understanding that “everything seems important right now.” The plan is anticipated to be finished by the end of 2024 and adopted during the spring of 2025.





# SPEARFISH COMPREHENSIVE PLAN

Spearfish, South Dakota



SE Group is currently working on a Comprehensive Plan for the City of Spearfish, South Dakota. Nestled in the Black Hills and surrounded by National Forest, the region is known for its proximity to recreation, scenic beauty and high quality of life. The region's economy rests on a blend of tourism, gaming, agriculture and professional services. It is increasingly becoming an attractive hub for retirees and those looking to take place of the attractions in the region. The plan focuses on coordinating growth and development with the County as the community grows, continuing to solidify the city's economic base, and to make transportation and recreation more accessible to both residents and visitors. It is expected to be adopted in September of 2024.



# NORTH ELBA / LAKE PLACID COMPREHENSIVE PLAN

North Elba / Lake Placid, New York

SE Group is working with the Town of North Elba and the Village of Lake Placid to develop a new comprehensive plan reflecting the community's vision for the future.

As the host community of the 1932 and 1980 Winter Olympics, Lake Placid has a storied history in winter sports. Lake Placid is a gateway to nearby Whiteface Mountain and the High Peaks region, and the community possesses significant outdoor sports-oriented assets within the village and surrounding region. Visitors are drawn to Lake Placid year-round for its access to nearby wilderness areas and for frequent athletic events such as Ironman, World Cup events, and other tournaments. While the community understands that tourism is central to the community's history and economy, there is a strong need to meet the needs of year-round residents, diversify the local economic activity, remain sustainable despite evolving climate impacts, and balance growth within a sensitive regional ecosystem. In addition, like many visitation-influenced mountain communities, North Elba and Lake Placid are suffering from an affordability crisis. The comprehensive plan will be an essential tool to guide the community's approach to addressing these overlapping issues. The planning process has featured extensive stakeholder and community engagement, which culminated in a robust scenario planning process to forecast and prepare for alternative community futures. The Pathways Plan works to establish what is working well and what needs to be done to ensure that the community thrives into the future.



## ROUTT COUNTY COMPREHENSIVE PLAN

Fehr & Peers led the transportation component of the Routt County Comprehensive Plan—helping the County articulate the vision for the future and to preserve the natural environment while fostering livable, vibrant and sustainable communities. Through completion of robust community outreach and an in-depth existing conditions analysis, our team made short and long-term recommendations for enhancing the transportation networks for people walking, biking, taking transit, and driving. We worked closely with Steamboat Springs Transit in order to identify potential transit service changes, supplements to fixed route service in order to expand coverage, and alternative delivery models for regional routes to maximize cost-effectiveness and ridership. Bicycle and pedestrian recommendations include expansion of the Core Trail, proposed facilities to provide low-stress connections for recreation and transportation, and programmatic opportunities. Lastly, to improve the vehicle network for people driving, we identified a roadway paving prioritization program, program and infrastructure solutions to address the impacts of regional detours on Routt County, and countermeasures for safety hot spots.

Reference: Kristy Winser, Planning Director, Routt County Planning, 970-879-2704, 136 6th Street, suite 200, Steamboat Springs, CO 80487, Kwinser@co.routt.co.us

## SUMMIT STAGE SHORT RANGE TRANSIT PLAN

Fehr & Peers developed a Short-Range Transit Plan on behalf of Summit Stage. The effort involved a thorough analysis of the agency’s existing service, financials, and capacity to serve unmet needs with the existing service area. We carried out a public outreach campaign that included surveying and a virtual workshop. Through that process, we identified local need for more frequent transit service, shorter travel times that would make Summit Stage a viable choice over driving, and a desire to restore service that had previously been cut back. The final Short Range Transit Plan included recommendations for adding late night service that better aligns with the travel schedules of residents relying on the service for commute trips, new express routes that would improve the rider experience, and targeted recommendations for increasing organizational capacity through driver recruitment and retention strategies as well as a performance monitoring program. The Plan provided Summit Stage with a roadmap for delivering a service that connects residents with their community.

Reference: Chris Lubbers, Transit Director, Summit Stage, Summit County Colorado, 970-668-4161, Chris.Lubbers@summitcountyco.gov





## FRISCO COMMUNITY PLAN & PARKING STUDY

Fehr & Peers developed the mobility elements of the Frisco Community Plan Update. The public outreach process had identified key community concerns for transportation, including parking availability downtown as well as connectivity and safety issues for cyclists and pedestrians. To better understand potential problems with parking, Fehr & Peers conducted a downtown parking study and analyzed demand patterns for on-street parking spaces. The study resulted in recommendations for managing the existing supply of parking that would benefit residents, visitors, and employees of Main Street businesses. In response to concerns about multimodal access and safety, Fehr & Peers conducted a Level of Traffic Stress GIS analysis to learn where key connections for cyclists and pedestrians are missing and where existing facilities may not foster safe travel conditions. Using the analysis results, Fehr & Peers developed a typology of different roadway configurations that could be implemented downtown to safely accommodate all roadway users while maintaining and celebrating Frisco’s unique character.

Reference: Town of Frisco, Susan Lee, [susanl@townoffrisco.com](mailto:susanl@townoffrisco.com), 970-668-2566



## Carbondale Comprehensive Plan

Adopted 2013  
Updated 2022



## CARBONDALE COMPREHENSIVE PLAN

Fehr & Peers led the transportation element of the Carbondale Comprehensive Plan. We provided recommendations supporting multi-modal, bicycle and pedestrian trail systems, on and off-street parking requirements. Recommendations consisted of:

- High-level identification of bicycle/pedestrian crossing treatments
- High-level identification of low stress bicycle and pedestrian connections
- Transportation Demand Management (TDM) best practices, including those that effect in Aging in Place
- Policies to inform updates to the unified development code for parking requirements.

Fehr & Peers applied fundamental principles such as Complete Streets and the 15-minute neighborhood to inform new infill developments, future land-use and mobility needs, promote more compact, walkable destinations for all ages and abilities, and define how people access the community.

Reference: Jay Harrington, County Manager, [jharrington@co.routt.co.us](mailto:jharrington@co.routt.co.us), 970-879-0108 (Previously Town of Carbondale)

# WEST VAIL MASTER PLAN

Vail, Colorado



EPS was the real estate economics lead for the West Vail Master Plan that won an APA Colorado Chapter Award in 2022. West Vail is the area north of I-70 at exit 173. From a land use and development perspective, Vail is known for its compact, relatively high density, architecturally consistent villages: Vail Village and Lionshead. West Vail is a stark contrast with its 1-3 story buildings and large areas of surface parking. The suburban style of development dating to the 1980s is no longer the highest and best use of the properties. The area presents unique development opportunities in that there are a small number of landowners controlling large properties, including the Town that owns the parking structure and holds a ground lease to City Market.

The community process identified a desire to create a more inviting neighborhood center, and to incentivize reinvestment and redevelopment. The area has one of the highest value real estate markets in Colorado; however, the Plan needed to balance creating and preserving affordable housing, and retaining key businesses including two supermarkets (Safeway and City Market) and other local-serving businesses.

EPS worked with the planning and urban design team to design redevelopment scenarios that achieved multiple goals and were financially feasible. EPS used market analysis and built a pro forma feasibility model to determine the level of financial feasibility, public benefits (affordable housing, low cost commercial space) that could be carried by the developments, and where public financing such as TIF could be used as an incentive.

Dates: 5/2020-10/2021

## CLIENT REFERENCE

**Matt Gennett, AICP**  
Community Development Director  
Town of Vail

970 479 2146  
mgennett@vailgov.com

# HOUSING NEEDS ASSESSMENT

Summit County, Colorado



EPS was hired by the Summit Combined Housing Authority and its partners (Summit County, Town of Breckenridge, Town of Frisco, Town of Silverthorne, and Town of Dillon) to update its Housing Needs Assessment. The study was comprised of two components: an economic analysis to estimate the housing gaps and a resident and employee survey to document housing preferences and issues at a more individual level.

Summit County does much of its planning by Basin, and the gap analysis was designed to estimate housing gaps both countywide and in each Basin. The analysis also considered the regional nature of housing in this area, documenting a regional gap that included Summit, Park, Eagle, Lake, Grand, and Clear Creek Counties.

The survey targeted both residents and employees in order to capture those currently living in the county as well as those working in the county who would like to live there if housing were available. The survey was available in English and Spanish, and outlined the most significant needs and vulnerabilities facing various groups, housing preferences (including unit type, size, and location), and tradeoffs they were willing to make for affordability (e.g., a smaller unit). These findings raised awareness among policymakers of the severity and variety of housing problems and impacts on vulnerable populations. Following this study, the Housing Authority and partners began to determine policies and programs that would address the needs identified.

Dates: 3/2019-4/2021

## CLIENT REFERENCE

**Brandon Howes, AICP, Housing Planner**  
Town of Frisco

970.668.4201  
[Brandon.Howes@summitcountyco.gov](mailto:Brandon.Howes@summitcountyco.gov)



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THRIVE.**

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KEYSTONE  
THANKS YOU  
FOR COMING



TOWN OF KEYSTONE

# First Comprehensive Plan

RFP Response | September 6, 2024



518 17th Street, Suite 630 | Denver, CO 80202  
(303) 440-9200 | [www.migcom.com](http://www.migcom.com)

In association with:  
Economic & Planning Systems | Consor Engineering



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# 1. Letter of Proposal and Commitment



518 17th Street, #630  
Denver, CO 80202  
(303) 440-9200  
[www.migcom.com](http://www.migcom.com)

September 6, 2024

Town of Keystone  
Attn: Lindsay Hirsh, Community Development Director  
1628 Saints John Road  
Keystone, CO 80435

**RE: Response to RFP for Town of Keystone First Comprehensive Plan**

Dear Mr. Hirsh and Selection Committee Members:

It is rare to have an opportunity to help a new town establish its first Comprehensive Plan and an actionable vision for the community's future. At **Moore Iacofano Goltsman, Inc. (MIG)**, we take immense pride in leading comprehensive planning projects for municipalities of all sizes, from vision through implementation. We are passionate about building and strengthening the community by creating attractive, customized, and user-friendly plans to position Colorado communities for success and safely connect our residents to public facilities, quality housing, recreation, employment, and regional destinations. We also bring best practices from the Comprehensive Plan projects we have completed with communities nationwide.

MIG's multidisciplinary team is excited to work with the Town of Keystone on this critical planning effort. Our Team understands that this project must build on previous community discussions while setting a viable path forward that makes the case for **physical redevelopment, strategic innovative investment, and implementation**. We have carefully assembled a team comprised of thought leaders, strategists, and experts in multiple disciplines who pair local knowledge with local, national, and international expertise. MIG's key personnel will include **Jay Renkens, AICP**, as the Principal-in-Charge; **Chris Beynon, AICP**, as Consulting Principal; **Elly Schaefer** as the Project Manager; **Mark De La Torre** as a Senior Facilitator and Community Engagement Specialist; **Claire Fettig** as Project Associate; and **Amanda Dorsey** as the Project Administrator. If selected, the identified staff is committed to the project's duration.

The MIG Team also includes two critical teaming partners, **Economics & Planning Systems (EPS)** and **Conсор Engineers**. EPS will lead the development of the Housing Needs Assessment and the Housing Action Plan. They will also provide market and demographic analysis, research, and housing and economic policy direction. Conсор will provide transportation planning and engineering expertise to address access and safety issues associated with U.S. Highway 6. They will also offer recommendations and policies for priority multimodal projects, new connections, and regional links to improve quality of life and accommodate growth.

**CALIFORNIA**  
BERKELEY, FULLERTON,  
LOS ANGELES, PASADENA,  
RIVERSIDE, SACRAMENTO,  
SAN DIEGO, SAN JOSE,  
AND SONOMA

**COLORADO**  
DENVER

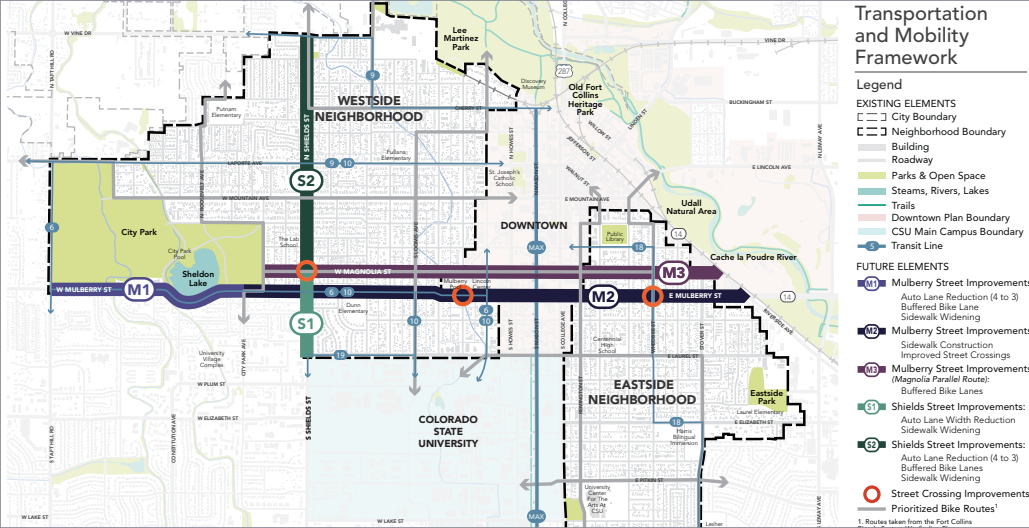
**NEW YORK**  
BROOKLYN

**OREGON**  
PORTLAND

**TEXAS**  
SAN ANTONIO

**WASHINGTON**  
SEATTLE

## Transportation and Mobility Framework



The MIG Team possesses the distinct skills and approaches required to partner with you to make this new planning stage for the Town of Keystone an enormous success. Specifically, the MIG Team brings the following important discriminators to this project:

- » **Unmatched Comprehensive Planning Experience.** MIG and its partners bring deep, direct experience in comprehensive planning, corridor and broader transportation planning, strategic planning, economic resiliency, housing assessment and strategy, and urban design for all scales of communities throughout Colorado and North America. We understand the interconnections between growth management, land use, public facilities, transportation, cultural assets, parking, open space, housing development, and other elements that characterize great towns and cities.
- » **Holistic Approach.** Although we are planners and designers, we know that citywide planning cannot rely solely on land use and urban design solutions. Instead, MIG understands that the best communities are created by an intricate and nuanced mix of physical, economic, social, and environmental factors, supported by sound organizational frameworks, collaborative partnerships, and strategic action planning. As true strategists, we weave this approach throughout all of our planning endeavors.
- » **Foundation of Public Engagement.** MIG knows that real, authentic, and innovative community participation is critical to the success and implementation of a Comprehensive Plan for Keystone. We are nationally renowned process design and facilitation experts, tailoring an array of “high-touch” to “high-tech” tools to each particular audience’s specific needs and desires. We have experience engaging resort communities with relatively large employee bases and second-home populations that sometimes live outside the community.
- » **Dedicated, Energetic Team.** Simply put, we live for this work. We are enthusiastic about the opportunity to work with you and your project partners to shape the public investments, private-sector development opportunities, policy, and regulation that will chart the path for the Town of Keystone’s first chapter.

We are thrilled to have the opportunity to leverage our Team’s extensive local and national experience and enthusiasm to advance this pivotal work for the Town of Keystone. We have read and understand the requirements outlined in the RFP. We look forward to meeting with you to discuss our proposal and qualifications. I, Jay Renkens, will personally serve as the Principal-in-Charge and overall project lead. I will be our primary point of contact during the procurement phase of this project. Please feel free to reach me at the contact info below if you have any questions about the experience and approach presented in our submittal.

Sincerely,

Principal-in-Charge | Chief Practice Officer | Director of Firmwide Planning and Design

o: (303) 440-9200, ext. 6140

c: (503) 449-7395

e: jayr@migcom.com

## 2. Firm Background and Project Team

### Firm Background

#### ABOUT MIG

**Moore Iacofano Goltsman, Inc. (MIG)**, improves, adapts, and creates organizations, environments, and tools for human development. We are a community of designers, planners, engineers, scientists, and storytellers who engage people in creative problem-solving and collective action. We believe that the physical and social environment around us have a profound impact on our lives, and this belief shapes the principles that guide our work:

- » Communities can plan their own futures.
- » The world needs an ecological perspective.
- » Great projects work for everyone.
- » Elegant design inspires new thinking.
- » Every project presents an opportunity to advance racial and social equity.
- » All work must be context driven.

**MIG is at the forefront of innovation.** We are leading local, regional, and national planning and design initiatives to ensure accessibility and equity; engage, educate, and empower people through participatory processes; facilitate strategy development for social change; create playful and inclusive communities; reimagine streets and repurpose infrastructure; revitalize cities and restore ecosystems; and promote environmental stewardship by recognizing that the health of the natural and built world is mutually dependent.

#### Types of Services Provided

- » Comprehensive and Area Specific Plans
- » Visioning and Community-based Planning
- » Sustainability and Healthy Community Planning
- » Zoning/Development Codes and Design Guidelines
- » Mapping/GIS Analysis and Visual Simulations
- » Urban Design and Placemaking
- » Landscape Architecture and Green Infrastructure
- » Parks, Recreation, and Trails Planning



#### MIG'S DENVER OFFICE

518 17th Street, Suite 630  
Denver, CO 80202  
(303) 440-9200

#### Primary Contact Name:

Jay Renkens, AICP  
(303) 440-9200, ext. 6140  
jayr@migcom.com

**Year Established:** 1982

**Type of Ownership:** Corporation

- » Environmental Planning and Analysis
- » Community Engagement and Public Outreach
- » Facilitation and Consensus Building
- » Strategic Communications and Graphic Design
- » Web Design and Technology

#### Land Use and Community-Based Planning

As a full-service planning and design firm, MIG has served public and private clients of every size and jurisdiction for over four decades—from cities, counties, and special districts to regulatory agencies and developers. Our dedicated staff have the background and experience to prepare plans and design documents for a wide variety of projects, including site-specific infrastructure, residential, institutional, mixed-use, and transit-oriented developments; downtowns and streetscapes; and broader policy initiatives like specific, comprehensive, and regional plans, as well as open space and parks master plans.



MIG offers a unique combination of community planning, urban design, and public engagement expertise that brings community interests together to frame land use, transportation, and urban design issues. We have a successful track record in preparing Comprehensive Plans and developing subsequent efforts like Area Plans and Zoning Codes that can advance a community's sustainability, livability, and economic vibrancy. We strive to conduct land use planning in a highly interactive process involving key constituent groups. This process generates a clear and collective vision of development and growth that serves as an inspirational expression of future possibilities and an overarching framework for implementation. Our approach is based on a thorough understanding of existing conditions and guiding regulations; efficiency and accuracy in information gathering and analysis; and creativity and innovation in collaborative problem-solving and strategic development.

### Public Engagement

MIG is known for effectively communicating complex issues to key stakeholders, businesses, and the public, enabling them to actively participate in policy, planning, and design processes and make informed decisions that impact every aspect of their lives. We design and implement multilevel community engagement processes and social marketing efforts aimed at increasing public understanding and participation in local planning processes.

The depth of our expertise encompasses outreach and engagement in every form—in-person, written, visual, and electronic—combined with exceptional skills in facilitation and consensus building. MIG has designed and led outreach and education programs encompassing large festivals, pop-up events, tactical urbanism, walking tours, and speaker bureaus. We have experience working with elected officials, community leaders, business representatives, and other stakeholders to assess potential issues and opportunities that can shape the community engagement process. Using videoconferencing and companion applications, our virtual meetings engage all participants and include features that promote problem-solving, collaboration, and decision-making.

Our award-winning strategic communications and graphic design team creates and produces materials and media that not only please the eye, but also leave a lasting impression across all formats: print, internet, and video. Our approach is based on a thorough understanding of multiple objectives and needs; efficiency and accuracy in information gathering and sharing; and creativity and innovation in communications and collaboration.



### **Innovative Skill Sets**

**GIS Analysis and Mapping.** MIG has the technical and analytical capability to perform a variety of GIS analyses, including land use modeling, site suitability analysis, holding capacity and buildout analysis, data collection and conversion, database creation, and natural resource mapping. We have extensive experience using the ArcGIS family of software products and have an in-depth knowledge of ArcMap, Spatial Analyst, and 3D Analyst. We maintain an extensive database of up-to-date geospatial information. MIG incorporates GIS mapping and analysis into all of the services we provide. We analyze GIS data for baseline studies and alternatives analysis. We prepare small maps for documents and reports and large-scale maps for use in our public participation efforts.

**Visualizations.** MIG’s in-house multidisciplinary team includes seasoned professionals with exceptional qualifications in web technology, 3D/AR/VR visualization, UI/UX design, environmental graphic design, exhibit and interpretive design, and strategic communications. MIG has award-winning qualifications in translating technical and educational content into transformative digital communication strategies, websites, animations, exhibits, and visualizations. We deeply understand the dynamics of communications and human behavior. Equally important, we are adept at melding this understanding with storytelling, design, and technology to deliver state-of-the-art digital educational experiences and web applications.



**Digital Engagement.** MIG is highly skilled in facilitating in a virtual setting using various videoconferencing platforms including Zoom, WebEx, Gotomeetings, and others. MIG designs virtual meetings to achieve participation and engagement objectives and recommend the appropriate tools for the meeting. We work with a wide variety of platforms to communicate virtually with clients and community members.

### **Our Subconsultants**

MIG has assembled a team of highly qualified consultants whose services are necessary for the Town of Keystone’s First Comprehensive Plan project, and with whom we have longstanding relationships. These teaming partners include economic development strategists; transportation planners and engineers; and comprehensive plan, area specific plan, zoning, and development code specialists.

### **ABOUT ECONOMIC & PLANNING SYSTEMS, INC. (EPS)**

EPS is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use and conservation planning, and government organization.

EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives, including provisions for required public facilities and services.



Since 1983, EPS has provided consulting services to hundreds of public- and private-sector clients in Colorado and throughout the United States. Clients include cities, counties, special districts, multijurisdictional authorities, property owners, developers, financial institutions, and land use attorneys.

The professional staff includes specialists in public finance, real estate development, land use and transportation planning, government organization, and computer applications. The firm excels in preparing concise analyses that disclose risks and impacts, support decision-making, and provide solutions to real estate development and land use-related problems.

### ABOUT CONSOR ENGINEERS

Conсор Engineers’s Colorado presence—launched in 2006—includes offices in Denver, Lakewood, and Louisville. Collectively in business for more than 40 years, Conсор offers 75+ local teammates delivering planning, engineering, and construction management for transportation and water infrastructure projects on the Front Range and throughout the state.

These local resources are backed by the full complement of Conсор’s 1,700 professionals nationwide, who specialize in planning, engineering design, structural assessment, water resources, drainage, green infrastructure, utility planning and engineering, and construction management services. With access to Conсор’s resources, clients can have confidence in our ability to meet demands as they arise.

### Key Personnel and Qualifications

MIG is proud to present an experienced and highly qualified team to provide planning and community services for the Town of Keystone’s First Comprehensive Plan project. Our team’s key personnel have been selected for their strong expertise in their fields of work as well as for their passion for this project and community.

### PROJECT MANAGEMENT

Principal-in-Charge and Director of Firmwide Planning and Design Services/Chief Practice Officer **Jay Renkens, AICP**, is a national planning and design leader with local and national experience in comprehensive and neighborhood planning, downtowns, transit-oriented development, streetscapes, land use, and urban design. He has successfully led projects from high-level vision to implementation by facilitating client, community, and stakeholder collaboration and consensus. Jay is authorized to enter into agreements with the Town of Keystone, address contractual issues, provide oversight of work products, and advise on technical matters as needed.

Project Manager **Elly Schaefer** will be the primary contact for the Town of Keystone and the MIG Team daily. She will also be the designated contact for assignments, billing, and general contract administration. She will assist Jay with overall project oversight and quality control, ensuring that adequate resources are made available to the project. Elly is a creative, highly detailed, and process-oriented urban planner with land use, comprehensive planning, community development and engagement, and zoning expertise.

Consulting Principal **Christopher Beynon, AICP**, is a nationally-recognized expert in downtown planning, community engagement, strategy, and implementation. He is a former Board member of the International Downtown Association and a frequent speaker on city center planning and design nationally and internationally. an award-winning planner and nationally-recognized expert and innovator in community revitalization and public realm spaces.



## TECHNICAL SUPPORT

Supporting our Project Management team are technical experts including urban planners; urban designers and architects; land use economists; transportation planners and civil infrastructure engineers; environmental planners; and community engagement and strategic communications specialists.

Key technical support includes:

- » Senior Facilitator and Community Engagement Specialist **Mark De La Torre** | MIG
- » Project Associate **Claire Fettig** | MIG
- » Economic Development Planner **Rachel Shindman, AICP** | EPS

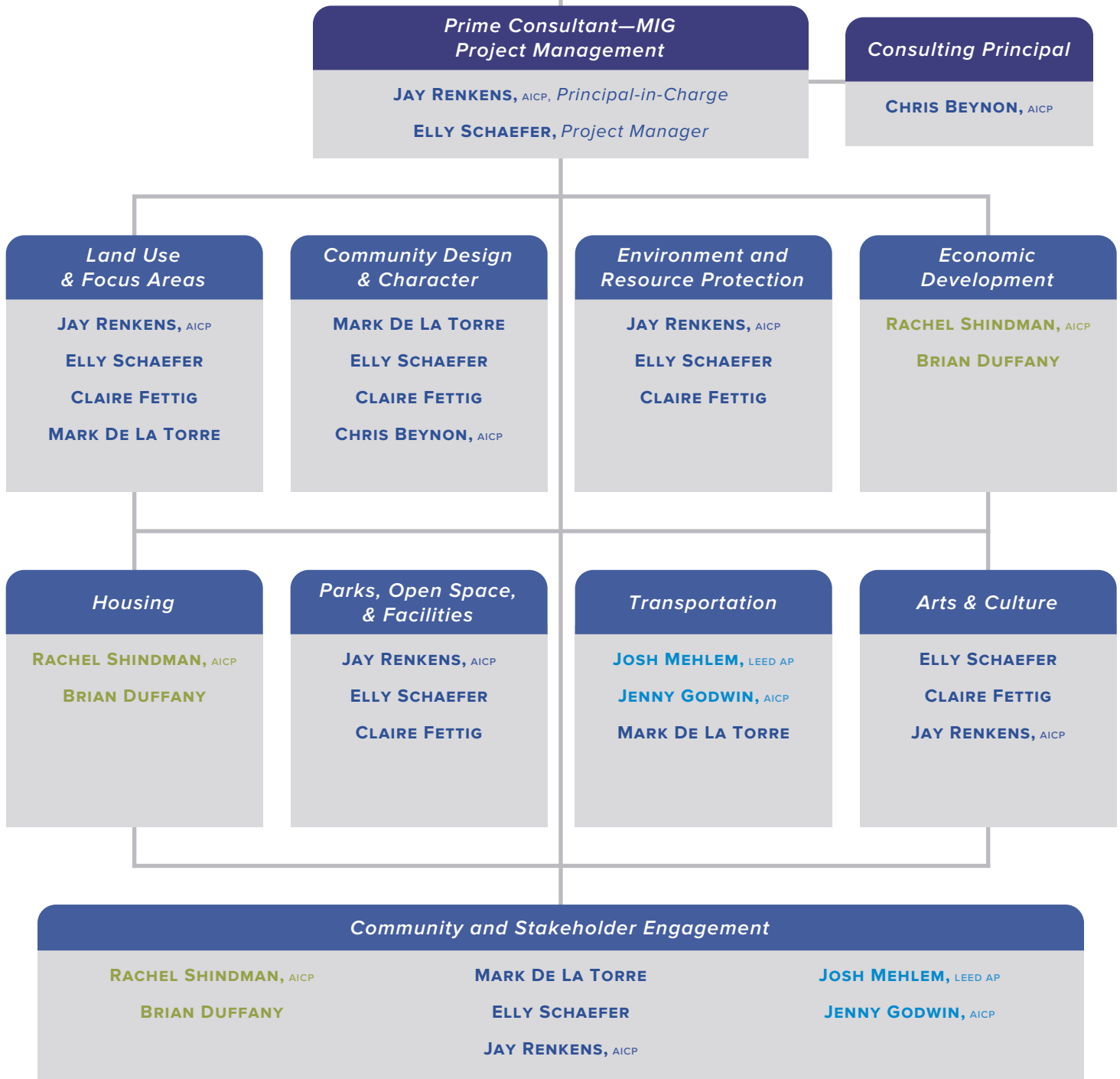
- » Economics and Affordable Housing Planner **Brian Duffany** | EPS
- » Principal Transportation Planner **Josh Mehlem, LEED AP** | Consor
- » Transportation Planner **Jenny Godwin, AICP** | Consor

## Organizational Chart and Resumes

The key personnel are identified in the MIG Team Organizational Chart on the following page, and detailed resumes—including qualifications and relevant experience—for each are provided beginning on page 9.

**MIG TEAM ORGANIZATIONAL CHART**

Firm Designations:  
**MIG**  
 Economic & Planning  
 Systems (EPS)  
 Consor Engineers





## Jay Renkens, AICP

### PRINCIPAL-IN-CHARGE | MIG

Jay Renkens is a planning and design leader with national experience in downtowns, transit-oriented development, streetscapes, land use, and higher education. While researching health and motivational theory, Jay was struck by the significant influence that the environment has on people’s choices and behavior, and he has sought to shape environments for the better ever since. Although his original studies are behind him, they still form the lens that Jay uses in taking a holistic approach to optimizing social, economic, and physical wellness for the greatest number of people. He strives to integrate equity into planning and design and to address the unintended consequences of gentrification such as displacement and the losses of culture and authenticity. Jay is a Principal and holds the roles of Chief Practice Officer and Director of Firmwide Planning and Design Services. He has successfully led projects from high-level vision to implementation by facilitating client, community, and stakeholder collaboration, consensus, and engagement in communities throughout the country from San Antonio to Boston, Portland to Charlotte, and Spokane to Denver.

#### EDUCATION

- » MURP, Portland State University
- » MS, Psychology of Health and Exercise, Purdue University
- » BS, Health Promotion and Wellness, University of Wisconsin, Stevens Point

#### CERTIFICATIONS

- » American Institute of Certified Planners (AICP)

#### PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA)
- » Urban Land Institute
- » International Downtown Association (IDA)

#### AWARDS

- » Daniel Burnham Planning Award: Charlotte Future 2040 Comprehensive Plan, APA National, 2023
- » Excellence Award: SA Tomorrow Regional Centers Planning, IDA, 2021
- » Outreach Award: Blueprint Denver Update, Colorado APA, 2018

#### SELECTED PROJECT EXPERIENCE

- » Mountain Village Comprehensive Plan Amendment, Mountain Village, CO
- » Charlotte Future 2040 Comprehensive Plan and Community Area Plans, Charlotte, NC
- » San Antonio Comprehensive Plan and Area Plans, San Antonio, TX
- » Fort Worth 2050 Comprehensive Plan, Fort Worth, TX
- » Comprehensive Plan: City Plan—Vision 2045, Amarillo, TX
- » Blueprint Denver Update, Denver, CO
- » Charlotte Center City 2020 Vision Plan, Charlotte, NC
- » Edgewater 2040 Comprehensive Plan Update, Edgewater, CO
- » San Marcos Comprehensive Plan and Area Plans, San Marcos, TX
- » Henderson Strong Comprehensive Plan, Henderson, NV
- » Dallas 360 Downtown Plan, Dallas, TX
- » Downtown Master Plan, Arlington, TX
- » Ivanpah Valley Joint Land Use Study, Clark County, NV
- » PlanNorman Comprehensive Plan Update, Norman, OK
- » Parks and Recreation Master Plan, Addison, TX
- » Dallas TOD Plan, Dallas, TX
- » Comprehensive Plan: City Plan Update, Fort Collins, CO
- » Thornton Tomorrow Comprehensive Plan Update, Thornton, CO
- » Trails Master Plan, Addison, TX
- » Firestone Comprehensive Master Plan, Firestone, CO



## Elly Schaefer

### PROJECT MANAGER / PLANNER | MIG

Elly Schaefer uses her technical and creative skills to manage projects; conduct engagement, research, and analysis; and create implementation-oriented plans and designs for a variety of project types. Elly's project management style is organized, communicative, and proactive while integrating creativity throughout a project and responding to unique project needs as they arise. She is experienced in managing project scopes, schedules, and budgets on projects big and small, including with multiple subconsultants and/or clients. Elly is experienced in meeting and engagement facilitation and is skilled in communicating complex design and planning concepts effectively with clients, elected officials, stakeholders, and community members.

Elly's experience includes comprehensive planning, small area planning, parks and trails planning, urban design, streetscape design, community engagement, transit-oriented development, technical GIS analyses, document layout, plan writing, and research. She is most motivated by creating great places that improve peoples' quality of life, experience in the public realm, and connection to nature. She works to create vibrant public spaces and improve the places in which we live, work, and play. Elly ensures that all stakeholders can understand, envision, and contribute their ideas throughout a project.

#### EDUCATION

- » BED, University of Colorado at Boulder

#### PROFESSIONAL AFFILIATIONS

- » American Planning Association

#### AWARDS

- » Durango Downtown's Next Step, Governor's Award for Downtown Excellence, 2024
- » Daniel Burnham Planning Award: Charlotte Future 2040 Comprehensive Plan, APA National, 2023
- » Alamosa Downtown Plan, Alamosa, CO, Governor's Award for Downtown Excellence, 2020
- » Outreach Award: Blueprint Denver Update, Colorado APA, 2018

#### SELECTED PROJECT EXPERIENCE

- » Mountain Village Comprehensive Plan Amendment, Mountain Village, CO
- » San Antonio Comprehensive Plan and Area Plans, San Antonio, TX
- » San Marcos Comprehensive Plan and Area Plans, San Marcos, TX
- » Charlotte Future 2040 Comprehensive Plan and Community Area Plans, Charlotte, NC
- » PlanNorman Comprehensive Plan, Norman, OK
- » Henderson Strong Comprehensive Plan, Henderson, NV
- » Erie Comprehensive Plan, Erie, PA
- » Blueprint Denver Update, Denver, CO
- » Comprehensive Plan Update, Thornton, CO
- » Bethany Comprehensive Plan, Bethany, OK
- » Henderson Transportation and Mobility Plan, Henderson, NV
- » Denver Upper Downtown Plan, Denver, CO
- » Maryland Parkway Corridor Transit-Oriented Development Plan, Las Vegas, NV
- » Alamosa Downtown Design Plan, Alamosa, CO
- » Old Town Neighborhood Plan, Fort Collins, CO
- » Gunnison Safe Streets, Gunnison, CO
- » Downtown Boulder Vision Plan, Boulder, CO
- » Durango Main Avenue Streetscape Improvements, Durango, CO



## Christopher Beynon, AICP

### CONSULTING PRINCIPAL/STRATEGIC ADVISOR

Chris Beynon, AICP, is a national leader in transforming our urban environments. Raised in Colorado, Chris has led urban design, land use planning, downtown revitalization, economic development, and mixed-use corridor projects in cities large and small throughout North America. Chris has worked to plan and design urban environments that celebrate and reflect what truly makes communities unique. As a highly skilled facilitator, writer, and keynote speaker, Chris is a catalyst for critical thought and collaboration. He values and integrates multiple points of view, making everyone feel included and their perspectives valued. This approach not only helps build consensus and move projects forward for private- and public-sector clients but also ensures that every voice is heard and respected. From mountain resorts and downtown cores to transit corridors to neighborhood parks, Chris creates innovative planning and design solutions that optimize resources, meet multiple objectives, and produce measurable outcomes to tangibly impact communities.

#### EDUCATION

- » MGeo, Urban Planning Program, University of Utah, Salt Lake City
- » BS, Journalism, University of Colorado, Boulder

#### CERTIFICATIONS

- » American Institute of Certified Planners (AICP)

#### PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA)
- » International Downtown Association (IDA), Board Member

#### AWARDS

- » IDA Awards: Kansas City 2030 Downtown Strategic Plan; Downtown Seattle Association Strategic Plan
- » Excellence Award: SA Tomorrow Regional Centers Planning, IDA, 2021
- » IDA Merit Award: Denver Downtown Area Plan

#### SELECTED PROJECT EXPERIENCE

- » Downtown Master Plan and Implementation Strategy, Colorado Springs, CO
- » Downtown Boulder Vision Plan, Boulder, CO
- » Truckee Innovate Gateway Strategy, Truckee, CA
- » Dakota Pacific Mixed-Use Development, Kimball Junction, UT
- » Denver Downtown Area Plan, Denver, CO
- » Downtown Greensboro 2030 Strategic Vision Plan, Greensboro, NC
- » St. Helena General Plan, St. Helena, CA
- » Calgary Downtown Urban Design, Retail, and Branding Strategy, Alberta, Canada
- » North Tryon Vision and Implementation Plan, Charlotte, NC
- » Third Street Promenade Stabilization and Economic Vitality Plan, Santa Monica, CA
- » Downtown Core Area Zoning Update, Danville, CA
- » Nishi Gateway Sustainable Innovation District, Davis, CA
- » Lodi Downtown Transit-Oriented Development Design Guidelines, Lodi, CA



## Mark De La Torre

### SENIOR FACILITATOR AND COMMUNITY ENGAGEMENT / PLANNER | MIG

Drawing from his extensive background in architecture, landscape architecture, urban planning, and real estate development, Mark De La Torre leads multidisciplinary teams in crafting plans and designs for clients and communities of every size and scale throughout the Rocky Mountain region and across the country. By age 10, Mark knew he wanted to design buildings. By the time he finished graduate school that vision had expanded to encompass buildings and everything around and in them. As Director of MIG’s Visualization Studio, Mark and his team employ a wide range of graphics and technology to elicit meaningful input and encourage informed decision-making by allowing people to see and experience potential policy changes or design alternatives. As a senior project manager, he uses the tools at his disposal to align the talent, passion, and skills of client and project teams to achieve the best and most impactful outcomes. Mark values the proactive and intentional nature of planning to actively address problems before they reach a boiling point. With his wit and self-described “gift of gab,” he excels in stakeholder and community engagement and client relations, applying technical expertise garnered from over a decade of hands-on experience. As a leader in the firm and the field, Mark is dedicated to ensuring that the next generation of great thinkers and designers are positioned with guidance and support to tackle and solve critical challenges like economic disparity, social equity, and climate change facing all communities now and in the future.

#### EDUCATION

- » MLA, University of Arizona, Tucson
- » BArch, University of Arizona, Tucson

#### PROFESSIONAL AFFILIATIONS

- » Urban Land Institute–Colorado
- » Real Estate Diversity Initiative
- » Downtown Colorado, Inc.

#### AWARDS

- » DCI Colorado Downtown Excellence Award for Best Partnerships, Downtown Boulder Vision Plan, 2024
- » IDA Downtown Achievement Award of Excellence, Imagine Downtown KC, 2022
- » IDA Excellence Award, SA Tomorrow Regional Centers Planning, 2021
- » Governor’s Award for Downtown Excellence: Alamosa Downtown Plan, Alamosa, CO, 2020
- » Grand Conceptor Award: Golden Linking Lookout, ACEC CO, 2019

#### SELECTED PROJECT EXPERIENCE

- » Edgewater 2040 Comprehensive Plan Update, Edgewater, CO
- » Alamosa Downtown Design Plan, CO
- » Downtown Boulder Vision Plan, Boulder, CO
- » Denver Upper Downtown Plan, Denver, CO
- » Downtown Greensboro 2030 Strategic Vision Plan, NC
- » Imagine Downtown KC 2030 Strategic Plan, Kansas City, MO
- » Colorado Springs Downtown Master Plan, Colorado Springs, CO
- » Blueprint Denver Update, CO
- » RidgeGate East Village Master Plan, Lone Tree, CO
- » Heart of Golden Civic and Cultural Campus Master Plan, Golden, CO
- » Charlotte Center City Plans (2020 and 2040), Charlotte, NC
- » North Tryon Vision and Implementation Plan, Charlotte, NC
- » Denver Moves: Broadway/Lincoln Corridor Study, Denver, CO
- » Denver Performing Arts Center and Colorado Convention Center Urban Design Framework Plan, CO



## Claire Fettig

### PROJECT ASSOCIATE | MIG

Claire Fettig is an urban planner whose background and training in geology and science education bring multiple perspectives to her work. Through her graduate studies, Claire developed an affinity for park, trail, and recreation planning because of its potential to improve quality of life and support healthy communities. Her experience offers unique insights into planning for a broad range of projects from comprehensive and area plans to master plans for parks, zoos, and other experiential settings. Claire appreciates the tangible reward of helping to create immersive spaces where visitors are transported to environments around the world. She is also excited to engage communities in forming future visions and goals and determining how to achieve them. Highly organized and analytical, Claire excels at distilling and assembling complex data, narrative, and graphic “puzzle pieces” into a cohesive and comprehensible deliverable—whether it’s an existing conditions report, workshop presentation, or final plan. Her critical thinking, communications, and graphic/visualization skills contribute to thorough analyses of project issues and thoughtful planning solutions.

### EDUCATION

- » MURP, University of Colorado, Denver
- » BS ,Geology and Geophysics, Purdue University

### SELECTED PROJECT EXPERIENCE

- » Edgewater 2040 Comprehensive Plan Update, Edgewater, CO
- » San Marcos Comprehensive Plan Update, San Marcos, TX
- » Comprehensive Plan: City Plan—Vision 2045, Amarillo, TX
- » Northglenn Parks and Recreation Master Plan, Northglenn, CO
- » Firestone Comprehensive Plan, Firestone, CO
- » Loveland Parks and Recreation Plan Update, Loveland, CO
- » Denver Zoo Guest Sphere, Denver, CO
- » Trail-Oriented Development Plan, Indianapolis, IN
- » Moffat County Fairgrounds Master Plan, Craig, CO
- » SA Tomorrow Subarea Plans, San Antonio, TX
- » Horry County Rural Event Center, Horry County, SC





## **Rachel Shindman, AICP**

### **ECONOMIC DEVELOPMENT PLANNING | ECONOMIC & PLANNING SYSTEMS**

Rachel Shindman, AICP, brings several years of experience in many of EPS' practice areas. Her specializations include real estate economics, fiscal and economic impact analysis, and economic development and revitalization. She has a strong skill set for addressing urban economic and policy issues, and her experience in public, private, and nonprofit organizations enables her to work successfully with a diverse set of clients. Rachel has worked on fiscal impact analyses, particularly in examining the fiscal impact of various growth strategies in comprehensive planning efforts.

#### **EDUCATION**

- » Master of Regional Planning, Cornell University
- » BEd, Queen's University, Queen's University

#### **CERTIFICATIONS**

- » American Institute of Certified Planners (AICP)
- » Certificate in GIS, Queen's University

#### **PROFESSIONAL AFFILIATIONS**

- » American Planning Association (APA)
- » Urban Land Institute

#### **SPEAKING ENGAGEMENTS**

- » "Finding the "Opportunity" in Opportunity Zones Panel Discussion," (convener and moderator), APA, Colorado State Conference, Snowmass 2019
- » "Tiny Homes, Big Ideas: Alternative Housing, Conventional Reality Panel Discussion," (convener and facilitator), APA, Colorado State Conference, Keystone, 2018

#### **SELECTED PROJECT EXPERIENCE**

- » Housing Needs Assessment and Strategy, Summit County, CO
- » Commercial Demand and Policy Feasibility Analysis, Ketchum, ID
- » Short-Term Rental Policy and Fee Studies, Breckenridge, Eagle County, Summit County, Lake County, Silverthorne, and Vail, CO
- » Comprehensive Plan, Louisville, CO
- » Regional Housing Strategy, Eagle County, CO
- » Housing Policy Updates, Vail, CO
- » Housing Mitigation Policy Update, Mountain Village, CO
- » Employee Housing Strategy, Roaring Fork Transportation Authority
- » St. Anthony Summit Medial Employee Housing Feasibility, Frisco, CO
- » Downtown Master Plan, Idaho Springs, CO
- » East End Action Plan, Idaho Springs, CO
- » Comprehensive Housing Needs Assessment, Fort Morgan, CO
- » Housing Needs Study, Archuleta County, CO
- » Housing Needs Assessment, Chaffee County, CO
- » Housing Needs Assessment, Upper Arkansas Area Council of Governments, CO
- » Housing Needs Assessment, Lake County, CO
- » Regional Comprehensive Plan Fiscal Impact Analysis, Pueblo County, CO



## Brian Duffany

### ECONOMICS AND AFFORDABLE HOUSING PLANNER | ECONOMIC & PLANNING SYSTEMS

Brian Duffany is an economist and planner with experience in land use and real estate economics. He has specialized in evaluating the impacts of major real estate investments and other land use issues such as comprehensive planning, affordable housing, and economic development strategies. Brian is skilled in financial and demographic analysis and forecasting, economic impact analysis, infrastructure financing analysis, and policy analysis and strategies.

#### EDUCATION

- » Master of Regional Planning, Cornell University
- » BA, Geology, Colby College

#### PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA)
- » Urban Land Institute (ULI)

#### AWARDS

- » West Vail Master Plan, APA, Colorado Chapter
- » Governor's Best Plan Award: City of Englewood Economic Development Strategic Plan, Downtown Colorado, Inc.

#### SELECTED PROJECT EXPERIENCE

- » Economic Vitality Strategy, Bozeman, MT
- » Main Street Retail Strategy, Steamboat Springs, CO
- » Brown Ranch Annexation Support, Steamboat Springs, CO
- » Comprehensive Plan, Frisco, CO
- » Lake Hill Workforce Housing Impact Study, Summit County Base Area Retail Strategy, Steamboat Spring, CO
- » Base Area Retail and Lodging Demand Calibration, Mountain Village, CO
- » Yampa Valley Housing Authority Advisory Services, Steamboat/ Routt County, CO
- » Employee Housing Strategy, Roaring Fork Transportation Authority Housing Strategy, Basalt, CO
- » Fruita In Motion Comprehensive Plan, Fruita, CO
- » Mount Crested Butte Master Plan, Mount Crested Butte, CO
- » Growth Policy Update, Bozeman, MT
- » Comprehensive Community Plan Update, Minturn, CO
- » West Vail Master Plan, Vail, CO Housing Strategy, Chaffee County, CO
- » Housing Strategy, Clear Creek County, CO
- » Lumber Yard Affordable Housing Market Analysis, Aspen, CO
- » Short Term Rental Regulatory Fee Study, Breckenridge, CO
- » Short Term Rental Policies, Telluride, CO
- » Short Term Rental Conditions Study, Bozeman, MT
- » Inclusionary Zoning & Linkage Fee Study, Fort Collins, CO
- » Housing Revenue Funding Plan, Fruita, CO
- » Peer Communities Capital Funding Comparison, Avon, CO
- » Annexation and Cost of Growth Studies, Various Locations, CO



## **Josh Mehlem, LEED AP**

### **PRINCIPAL TRANSPORTATION PLANNER | CONSOR ENGINEERING**

Josh Mehlem’s professional experience includes the planning and design of transportation facilities across Colorado and the Western US. Josh has a strong understanding of the complexities associated with developing and implementing non-motorized transportation plans and projects that are community driven. He has managed more than 70 projects that focus on balancing the needs of all users. As a LEED Accredited Professional, he integrates sustainable ideas and complete streets practices into each of his projects.

#### **EDUCATION**

- » MS, Landscape Architecture, University of Arizona
- » BS, Wildlife Biology, University of Arizona

#### **CERTIFICATIONS**

- » LEED Accredited Professional (AP), USGBC

#### **PROFESSIONAL AFFILIATIONS**

- » Association of Pedestrian and Bicycle Professionals
- » National Committee of Uniform Traffic Control Devices—Bicycle Technical Committee

#### **SELECTED PROJECT EXPERIENCE**

- » Edgewater 2040 Comprehensive Plan Update, Edgewater, CO
- » Willits Lane Corridor Study, Basalt, CO
- » Sheridan Boulevard Multimodal Corridor Study, CDOT; Edgewater and Denver, CO
- » Jefferson County Bike Plan, Jefferson County, CO
- » West End Traffic Safety Assessment Study, Aspen, CO
- » Community Networks Planning On-Call, Denver, CO
- » Westminster Downtown Multimodal Transportation Study, Westminster, CO
- » Cheyenne Connect 2045 Long Range Transportation, Cheyenne, WY
- » Golden Transportation Plan, Golden, CO
- » Glenwood Springs Long Range Transportation Master Plan, Glenwood Springs, CO
- » Sun Valley Mobility Plan, Denver, CO



## Jenny Godwin, AICP

### TRANSPORTATION PLANNER | CONSOR ENGINEERS

Jenny Godwin is a transportation planner with experience in corridor planning, Vision Zero project and program development, and multimodal safety assessments. She specializes in designing accessible, culturally relevant outreach strategies to engage with diverse and underrepresented stakeholder groups. She is adept at building community support for complex projects through targeted outreach rooted in community members' expertise. She has developed grant applications and supported grant identification for clients seeking to fund safety, safe routes to school, ITS, water/wastewater, tribal transportation infrastructure, stormwater management, weight station upgrades, and multimodal transportation improvements. Jenny is committed to working with clients and stakeholders to design and fund projects that support people of all ages and abilities navigating safely.

#### EDUCATION

- » MS, Urban and Regional Planning, University of Colorado—Denver
- » BA, Western Washington University, Urban Planning and Environmental Policy

#### CERTIFICATIONS

- » American Institute of Certified Planners (AICP)

#### PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA)

#### SELECTED PROJECT EXPERIENCE

- » Edgewater 2040 Comprehensive Plan Update, Edgewater, CO
- » 72nd Avenue Corridor Study, Westminster, CO
- » Evans Corridor Study, Denver, CO
- » Smith Road Corridor Study, Aurora, CO
- » Multimodal Transportation Plan, Lafayette, CO
- » Advancing Transportation Equity Through Vision Zero, Miami-Dade County, FL
- » Inspiring a Safer Miami Through Inclusive Outreach and Education, Miami-Dade County, FL
- » Jefferson County Bike Plan, Jefferson County, CO
- » West End Traffic Safety Assessment Study, Aspen, CO
- » Community Networks Planning On-Call, Denver, CO
- » CO 119 Transit Signal Priority And Bat Lane Design, Longmont, CO
- » Arrive Alive: Us 287 Median Safety Project, Boulder, CO
- » CO 119 and 28th Street Transit Improvements, Boulder, CO

# 3. Qualifications

## Relevant Experience

The MIG Team has a wealth of comparable project experience preparing comprehensive plans and similar planning documents for mountain and resort towns, as well as other communities, throughout the region and beyond. Our team is eager to apply the lessons learned and innovative approaches from these projects to the Town of Keystone’s First Comprehensive Plan. A selection of our project experience and the elements that were addressed in each effort is listed in the matrix below and further illustrated in the projects we highlight on the following pages. Reference information is also provided for each of the featured projects.

	Comprehensive Planning	Community and Stakeholder Engagement	Community Character/Culture	Parks, Recreation, and Trails Planning	Land Use and Transportation Planning	Public Realm Design and Placemaking	Sustainability and Resiliency	Housing Strategy	Economic Development	Implementation
Comprehensive Plan Update, Mountain Village, CO	●	●	●	●	●	●	●	●	●	●
Fort Collins City Plan Update and Old Town Neighborhoods Plan, Fort Collins, CO	●	●	●	●	●	●	●	●	●	●
Truckee Innovate Gateway Strategy, Truckee, CA		●	●	●	●	●			●	●
Rathbun Corridor Sustainability Plan, Big Bear Lake, CA		●		●	●	●	●		●	●
Envision Coeur d'Alene, Coeur d'Alene, ID	●	●		●	●	●	●	●	●	●
Vail Urban Planning and Development, Vail, CO		●		●	●	●	●	●	●	●
Edgewater 2040 Comprehensive Plan, Edgewater, CO	●	●	●	●	●	●	●	●	●	●
SATomorrow Comprehensive Plan, San Antonio, TX	●	●	●	●	●	●	●		●	
CLT Future 2040 Comprehensive Plan Update, Charlotte, NC	●	●	●	●	●	●	●	●	●	●
PlanNorman Comprehensive Plan Update, Norman, OK	●	●	●		●	●		●	●	
Thornton Comprehensive Plan Update, Thornton, CO	●	●	●		●	●		●	●	
Gunnison Comprehensive Plan, Gunnison, CO	●	●	●	●	●			●	●	●
Heart of Golden Civic Campus Master Plan, Golden, CO		●	●	●	●	●				
Grand Lake Comprehensive Plan, Grand Lake, CO	●	●	●	●	●		●	●	●	●
St. Vrain Blueprint and Resilient St. Vrain, Longmont, CO		●		●	●	●	●		●	●
Superior Town Center Master Plan and Main Street Design, Superior, CO		●	●	●	●	●		●	●	●
Longmont Downtown Alleys Design, Longmont, CO		●	●		●	●	●		●	●
Colorado Springs Imagine Downtown, Colorado Springs, CO		●	●	●	●	●			●	●
Spokane Comprehensive Plan Update, Spokane, WA	●	●	●	●	●	●	●	●	●	●
Alamosa Downtown Master Plan, Alamosa, CO		●	●		●	●		●	●	●
San Marcos Comprehensive Plan, San Marcos, TX	●	●	●	●	●	●	●	●	●	●



## Mountain Village Comprehensive Plan Update

Mountain Village is a small Colorado mountain town located at the base of Telluride Ski Resort. The ski resort first opened in 1972 and a European-style resort village was conceived as a Planned Unit Development in 1981. The Town was later formally incorporated in 1995.

Mountain Village adopted their first Comprehensive Plan in 2011. MIG prepared an amendment to update this. The charge of this effort was to complete a targeted update reducing overly prescriptive content and reflect changed economic conditions. After extensive community and stakeholder engagement, the project scope was broadened to update other parts of the Comprehensive Plan as desired by the community. These expanded topics included an increased commitment to climate sustainability; additional policy guidance to support development of affordable housing, transportation, and infrastructure policies to better serve the community and accommodate growth; and revisions to the future land use policies and map. Additionally, considerations for updating the Town's Community Development Code as impacted by the Comprehensive Plan amendment were provided.

Community and stakeholder engagement were extensive during this process including interviews, an open house, online community surveys, Town Council forums, and multiple public comment periods.

### PROJECT DETAILS

**Firms:** MIG, EPS, and Urban Design Collaboration

**Client:** Town of Mountain Village

**Location:** Mountain Village, Colorado

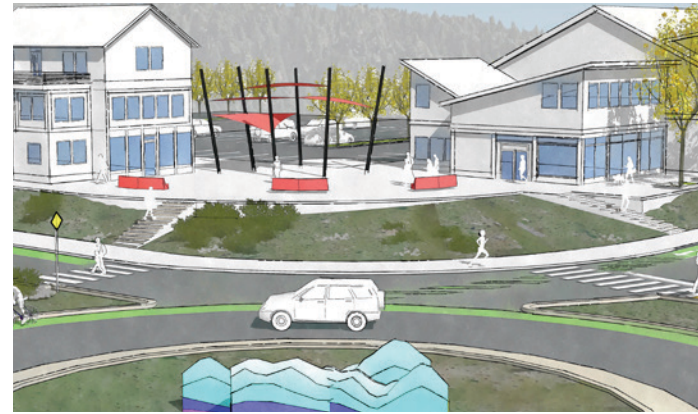
**Reference:**

Michelle Haynes, Assistant Town Manager  
Town of Mountain Village  
455 Mountain Village Blvd., Ste. A  
Mountain Village, CO 81435  
(970) 239.4061  
MHaynes@mntvillage.org

**Dates:** 2021–2022

**Budget:** \$159,000

**Plan Website:** [Town of Mountain Village Amended Comprehensive Plan 2022 document](#)



## Truckee Innovate Gateway Strategy

MIG led a multidisciplinary team on the Innovate Gateway Strategy project for the Town of Truckee. The purpose of the project was to renew focus and energy in supporting workforce housing and mixed-use development projects, creating additional streetscape and mobility improvements, and adding more activity and open outdoor spaces along the Donner Pass Road corridor. This included identifying strategies to better integrate land use, urban design, development economics, and sustainable mobility concepts throughout the area. MIG helped design a robust community engagement and discussion process for the Town. The Project Team (which included Town staff and consultants) developed and launched an extensive outreach and engagement process that included multiple opportunities for the community to review and provide feedback on draft ideas and design concepts. The Innovate Gateway Strategy is a strategic, action-oriented document that presents a clear vision followed by specific strategies and actions necessary to achieve positive change in the coming years. It provides a range of implementation actions to be carried out by the Town of Truckee, private property owners, business owners, public agency partners, and the broader community. Each specific action reflects the community's vision, is intended to be realistic and achievable, and is based on sound policy for future decision-making.

### PROJECT DETAILS

**Firm:** MIG

**Client:** Town of Truckee

**Location:** Truckee, CA

**Reference:**

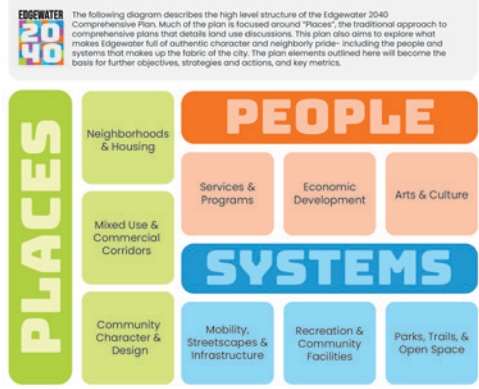
Denyelle N. Nishimori,  
Community Development Director  
Town of Truckee  
(530) 582-2934  
DNishimori@townoftruckee.com

**Dates:** 2020–2021

**Budget:** \$200,000

**View the Document:**

[Innovate Gateway Strategy PDF](#)



Visit the Edgewater 2040 project team at the Hometown Festival on Saturday, September 23rd! We want to hear your vision for the future of Edgewater



**EDGEWATER 2040**

CITY OF EDGEWATER

**EDGEWATER HOMETOWN FESTIVAL**  
SATURDAY, SEPTEMBER 23  
3PM - 8PM

[www.EdgewaterCO.gov/HometownFestival](http://www.EdgewaterCO.gov/HometownFestival)

## Edgewater 2040 Comprehensive Plan

Edgewater’s current Comprehensive Plan was adopted in 2013. It covers categories of: Vision; Land Use; Economic Development; Community Character and Design; Commercial Redevelopment; Housing; Public Services and Infrastructure; and Community Involvement. For this Comprehensive Plan update, MIG is working with the City to re-evaluate the existing plan’s vision, goals, and policies; research changing demographic and socioeconomic conditions; review shifting economic and development trends; and identify current community goals, values, and priorities for Edgewater’s future.

An essential component of the Comprehensive Plan Update has been in-depth engagement with the community to discuss housing and commercial corridors, as well as public safety, inclusion and belonging, community character, and transportation, to create future scenarios for Edgewater. The community has been providing input for the Plan since Spring of 2023. A bilingual (Spanish) online survey was created from community voices heard in the initial kick-off phase of the engagement program, and the results will contribute to a future land use map as a part of the Plan update. Recently, MIG and the City organized the Tasty Ticket Community Event at the Edgewater Public Market. The City partnered with 15 businesses that operate in the Market to share their culinary talents and unique retail products with Edgewater residents and visitors in exchange for sharing their ideas and preferences on the future of Edgewater. This event was focused primarily on land use and the built environment, and the project team had almost 80 conversations about future development opportunities and enhancements.

### PROJECT DETAILS

**Firm:** MIG

**Client:** City of Edgewater

**Location:** Edgewater, CO

**Reference:**  
Jocelyn Mills, Community Development Director & Deputy City Manager  
(720) 763-3053  
JMills@EdgewaterCO.com

**Dates:** February 2023–July 2024

**Budget:** \$300,000

**Plan Website:** [Edgewater 2040 Comprehensive Plan in progress](http://Edgewater2040.ComprehensivePlan.inprogress)





**REGIONAL RESILIENCY & RECOVERY ROADMAPS**

NORTHWEST COLORADO REGIONAL RESILIENCY WORKSHOP

Thursday, February 24th, 2022

**ATTENDEES**

Margaret Harden, DOLA  
 Steve Hodge, Town of Silver  
 Kristin Berman, DOLA  
 ... (many other names and organizations listed)

**Feedback on Framework & Priority Area Outline**

**Preliminary Initiatives and Data Support**

**Business Attraction, Retention, and Expansion**

**Workforce Development**



# DOLA Regional Resiliency & Recovery Roadmaps

The Colorado Department of Local Affairs (DOLA) solicited a series of planning teams to complete “Regional Resiliency & Recovery Roadmaps.” This effort emerged following the COVID-19 pandemic as a tool to help communities bounce back from the economic and social hardships endured during the pandemic by providing engagement, analysis, and strategies unique to each region that would help bolster regional collaboration and resiliency to future disruptions. Working in four regions including Mesa County, Northwest Colorado, Costilla County, and Southeast Colorado, our planning team collaborated to utilize EPS’ economic expertise and MIG’s planning and engagement expertise. We thoughtfully designed and facilitated engaging virtual and in-person work sessions to ensure stakeholders voices were captured. We helped identify issues, opportunities, and potential solutions in each region.

These roadmaps covered a broad range of topics including workforce development, childcare access, housing affordability, economic diversification and transition, municipal staffing/capacity, agriculture and food economies, public space activation, local business support, lodging, facade improvements, freight and manufacturing hubs, tourism and recreation economies, cross-regional transportation opportunities, and funding strategies.

MIG also created user-friendly plan documents and graphic visualizations for each plan to ensure the ideas and strategies were well documented, understandable, accessible, and implementable for regional partners.

**PROJECT DETAILS**

**Firms:** MIG and EPS

**Client:** Colorado Department of Local Affairs

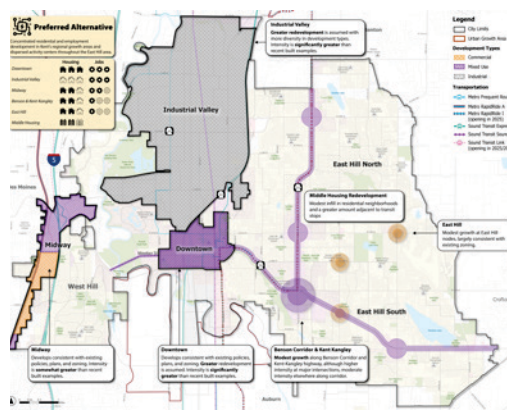
**Location:** Mesa County, Northwest Colorado, Costilla County, and Southeast Colorado

**Reference:** Marguerite Harden, Local Resiliency Manager  
Colorado Department of Local Affairs  
marguerite.harden@state.co.us

**Dates:** 2022–2023

**Budget:** \$64,000 (MIG fee combined for four efforts)

**Read more:** [Regional Resiliency & Recovery Roadmaps](#)



## Kent Comprehensive Plan 2044

MIG is managing a major update of the City of Kent's Comprehensive Plan. Kent has experienced significant growth since the development and adoption of the current Comprehensive Plan in 2015. The Comprehensive Plan is a long-term roadmap for the City of Kent that guides decisions on the location of housing and jobs, and investments in transportation, utilities, parks, and other public assets over a 20-year period. The updated Comprehensive Plan will address new and longstanding challenges including providing needed housing, multimodal connectivity, a vibrant downtown and business community, access to parks and open space, social equity, and climate resiliency. During initial engagement activities for the project, community members identified a number of priorities aimed at strengthening climate resiliency and addressing the impacts of climate change, including preserving green spaces, increasing the urban tree canopy, protecting natural resources, and generally prioritizing community wellness and a healthy environment.

As part of the update process, MIG prepared updated elements for all Comprehensive Plan topics, including a new Climate Element that addresses climate resiliency and greenhouse gas emissions. This included identifying impacts resulting from changing air and water temperatures, precipitation patterns, streamflow, flooding, sediment dynamics, and wildfire. The analysis summarized potential impacts on terrestrial and aquatic ecosystems, geologically hazardous areas, aquifer recharge areas, soils, and the Kent population. MIG will also develop and evaluate land use scenarios in an Environmental Impact Statement, which will include analysis and potential mitigation for greenhouse gas emissions, air quality, and natural resources impacts.

### PROJECT DETAILS

- Firm:** MIG
- Client:** City of Kent
- Location:** Kent, WA
- Reference:**  
Kristen Holdsworth, Long Range Planning Manager  
City of Kent  
(253) 856-5441  
Kholdsworth@KentWA.gov
- Dates:** December 2022–Ongoing
- Budget:** ≈\$675,000



# Dakota Pacific Mixed-Use Development / Kimball Junction

Nestled along the Wasatch Range at the gateway to the greater Park City region, this new development will become a truly unique mixed-use community. It has been designed and planned as a vibrant, walkable, and active neighborhood that provides Summit County residents, employees, and tourists with an authentic place to live, work, gather, and engage.

This development will provide a range of features and amenities—from workforce housing and community-oriented facilities to forward-thinking transportation, recreational opportunities, and more—to benefit the Kimball Junction area and the entire Summit County community. MIG, in collaboration with Dakota Pacific Real Estate, has provided extensive master planning and community visioning services, is completing the entitlement process, and will transition to design development and construction documents in the near future.

### PROJECT DETAILS

- Firm:** MIG
- Client:** Dakota Pacific
- Location:** Kimball Junction, UT
- Reference:**  
Jeffrey L. Gochnour,  
Director of Development  
(801) 365-6210  
jgochnour@dakotapacific.com
- Dates:** 2021–2022
- Budget:** \$194,000



**KEY ELEMENTS**

- A West Vail Center Gateway
- B Main Street
- C A Series of Gathering Spaces
- D Enhanced Connectivity

**PROGRAM SNAPSHOT:**  
 Commercial: ..... 185,000 SF (282,000 SF New)  
 Residential: ..... 475 (427 New Units)  
 Parking Provided: ..... 1,247 Spaces (448 New Spaces)

SCENARIO 3: MAIN STREET

Figure 2.11: Scenario 3 Overview



## West Vail Master Plan

EPS was the real estate economics lead for the West Vail Master Plan that won an APA Colorado Chapter Award in 2022. West Vail is the area north of I-70 at exit 173. From a land use and development perspective, Vail is known for its compact, relatively high-density, architecturally consistent villages: Vail Village and Lionshead.

The community process identified a desire to create a more inviting neighborhood center and to incentivize reinvestment and redevelopment. The area has one of the highest-value real estate markets in Colorado; however, the Plan needed to balance creating and preserving affordable housing and retaining key businesses, including two supermarkets (Safeway and City Market) and other local-serving businesses.

EPS worked with the planning and urban design team to design redevelopment scenarios that achieved multiple goals and were financially feasible. EPS used market analysis and built a pro forma feasibility model to determine the level of financial feasibility, public benefits (affordable housing, low-cost commercial space) that the developments could carry, and where public financing such as TIF could be used as an incentive.

### PROJECT DETAILS

**Firm:** Economic & Planning Systems (EPS)  
**Client:** Town of Vail  
**Location:** Vail, CO  
**Reference:** Matt Gennett, AICP, Community Development Director  
 (970) 479-2146  
 mgennett@vailgov.com  
**Dates:** 2020–2021

## Housing Needs Assessment

The Summit Combined Housing Authority and its partners (Summit County, Town of Breckenridge, Town of Frisco, Town of Silverthorne, and Town of Dillon) hired EPS to update its Housing Needs Assessment. The study consisted of two components: an economic analysis to estimate the housing gaps and a resident and employee survey to document housing preferences and issues at a more individual level.

Summit County does much of its planning by Basin, and the gap analysis was designed to estimate housing gaps both countywide and in each Basin. The analysis also considered the regional nature of housing in this area, documenting a regional gap that included Summit, Park, Eagle, Lake, Grand, and Clear Creek Counties.

The survey targeted residents and employees to capture those currently living in the county and those working there who would like to live there if housing were available. The survey was available in English and Spanish. It outlined the most significant needs and vulnerabilities facing various groups, housing preferences (including unit type, size, and location), and tradeoffs they were willing to make for affordability (e.g., a smaller unit).

### PROJECT DETAILS

**Firm:** Economic & Planning Systems (EPS)  
**Client:** Summit Combined Housing Authority  
**Location:** Summit County, CO  
**Reference:** Brandon Howes, AICP, Housing Planner  
 Brandon.Howes@summitcountyco.gov  
 (970) 668-4201  
**Dates:** 2019–2021



## Denver Pedestrian Intersection Program

Conсор worked closely with DOTI to create a new Pedestrian Intersection Program, using best practices from peer cities to build a proactive and responsive program that prioritizes crossing improvements citywide. Conсор created a prioritization process that balances different needs, including safety, public involvement, and synergy with DOTI projects when evaluating future improvements. Conсор also created an Excel-based risk assessment tool to assess intersection improvements, allowing DOTI staff to interactively confirm the proposed improvements and review the associated risks and costs. The risk assessment tool will enable the user to assess the cost impacts of the risks by toggling inputs on and off or changing the level of risk. As part of this project, Conсор’s Team also updated the Uncontrolled Pedestrian Crossing Guidelines, which address the decision-making process for staff to determine whether to mark a crossing and an approved set of crossing devices for various roadway characteristics.

### PROJECT DETAILS

**Firm:** Conсор Engineers

**Client:** City and County of Denver

**Location:** Denver, CO

**Reference:** Sam Piper, Planning Manager (Interim)  
City & County of Denver

Department of Transportation & Infrastructure |

Planning Division

(720) 865-3102

samuel.piper@denvergov.org

**Dates:** December 2019 to May 2022

**Budget:** \$114,706



## Sheridan Boulevard Multimodal Corridor Plan

Conсор collaborated with the City of Edgewater, CDOT, and the City and County of Denver to complete a mobility and urban design planning study to produce an alternatives analysis with a preferred alternative and conceptual corridor design for bicycle, pedestrian, and safety improvements. Sheridan Boulevard is a CDOT State Highway, a high-ridership transit corridor, and a central north–south commercial corridor that provides access to various thriving local businesses and big box commercial stores. The preferred alternative also studied and proposed mid-block crossings with pedestrian push-button hybrid signals that offer more accessible and safer access to Sloan’s Lake Park. With the study’s success and momentum generated by the City of Edgewater and the team, CDOT identified Vision Zero funding and placed the project on CDOT’s 10-year plan. Conсор was then selected to carry out the final design for the Sheridan Preconstruction (17th Avenue to 26th Avenue) project, taking the vision and concept design of the preferred alternative to a final design with CDOT as the project owner.

### PROJECT DETAILS

**Firm:** Conсор Engineers and MIG

**Client:** City of Edgewater

**Location:** Edgewater, CO

**Reference:** Jocelyn Mills, Planning Manager

(720) 763-3053

jcmills@edgewaterco.com

**Dates:** TBD

**Budget:** \$34,180

## 4. Scope of Work

### TASK 1: Project Management

Task 1 includes kicking off the Comprehensive Plan effort; finalizing the scope, budget, and schedule; and ongoing project management tasks. Subtasks that will continue throughout the nine-month project timeline include monthly invoicing and schedule updates, regularly scheduled biweekly coordination calls, and more impromptu phone calls and emails to handle day-to-day coordination.

#### TASK 1.1—KICKOFF MEETING

The Kickoff Meeting for the project will focus on finalizing the scope, budget, and schedule for the project. Another emphasis will be on discussing the Public Participation Plan and determining the Comprehensive Plan Committee (CPC) membership. The session will also be used to do an initial storyboard of the final deliverable to ensure consistent expectations for content. While premature for the final deliverable, the storyboarding effort will help to refine the scope and deliverables for early work tasks.

#### TASK 1.2—FINAL SCOPE, BUDGET, AND SCHEDULE

The MIG Team will work with the client team before and after the Kickoff Meeting to refine the preliminary scope of work, schedule, and budget. A final scope of work and budget will be included as exhibits to the Prime Services Agreement.

#### TASK 1.3—MONTHLY INVOICING AND SCHEDULE UPDATES

MIG will prepare monthly invoices for review and approval by the Town. The invoices will include a summary of labor and direct expenses, including those for MIG and its subconsultants. Adjustments to the overall project schedule will occur at least quarterly and not more frequently than every month as a part of the invoicing process.

### TASK 1.4—ONGOING PROJECT MANAGEMENT AND COORDINATION

This subtask includes biweekly coordination calls throughout the project schedule. In addition to regularly scheduled meetings and calls, it is anticipated that MIG and its subconsultants will participate in ongoing project coordination and communication with the Town, between team members, and with various project partners.

#### Task 1 Deliverables

- » Kickoff Agenda and Meeting Summary
- » Meeting Presentations
- » Progress Report and Monthly Invoices
- » Biweekly Coordination Agenda and Meeting Summaries

### TASK 2: Public Participation Plan and Implementation

Kicking off the development of a Comprehensive Plan in the first year of the Town of Keystone presents an exciting opportunity for Keystone staff and officials to build a foundation of trust and communication with residents, visitors, and employees. The Town of Keystone is quickly becoming a year-round destination, and the Comprehensive Plan will be the central guide for smart growth over the next two decades. Expert recommendations within the Comprehensive Plan, such as the maintenance of existing amenities, enhancement of resources, optimized flow of people, and sustainable and smart growth, should be guided by the people who experience Keystone either as a full or part-time resident, employee or business owner, student, athlete, or visitor.

Authentic, meaningful, and equitable community input will guide the entire Comprehensive Plan process and recommendations. This Plan's community outreach intends to be a starting point for long-term relationship-building and to set a strong foundation for future engagement opportunities as Keystone continues to establish itself as a town in the Rocky Mountain West.



This proposal outlines an engagement plan for Keystone’s Comprehensive Plan. Still, it should be noted that much of this is intended to be a jumping-off point and may alter or change throughout the planning process to fit the community’s needs, adapt to cultural needs, meet equity goals, and be the most authentic and meaningful engagement process possible. This plan offers adaptability and flexibility to meet community needs while staying on track with the project timeline.

Below, we have identified different project partner groups that could be informative for the comprehensive planning process. Individual representatives from this group should serve on the Comprehensive Plan Committee (CPC), engaging in different events, participating in internal work sessions, and remaining apprised of plan progress and milestones throughout the project. Preliminary project partners include:

- » Residents (full-time and seasonal homeowners and renters)
  - Initial connection opportunities:
    - ◆ Keystone Neighborhood Company
- » Youth and Teens
  - Initial connection opportunities:
    - ◆ Keystone Science School
    - ◆ Team Summit
    - ◆ Summit Cove Elementary School
- » Businesses and Service Industry
  - Initial connection opportunities:
    - ◆ Vail Resorts
    - ◆ Business community

- » Other Community Leaders
  - Initial connection opportunities:
    - ◆ Summit Foundation
    - ◆ Keystone Nordic Center
    - ◆ Keystone Policy Center

**TASK 2.1—PUBLIC PARTICIPATION PLAN**

The MIG Team will develop and present a draft Public Participation Plan to identify target audiences and more difficult-to-reach constituencies to encourage and promote broad, meaningful input and sustained participation. Community members must be assured that their involvement counts, that their voices will be listened to, and that their opinions will be reflected throughout the various stages of this project. A key aspect of outreach and communications for this effort will be engaging existing residents, businesses, and employees throughout the Town.

In addition to refining and detailing the components of public engagement outlined in this Scope of Work, the Public Participation Plan will include key messaging points to summarize the effort’s intent and guide how the public might engage moving forward. MIG will provide a draft version of the Public Participation Plan for one round of client review before finalizing.

### **TASK 2.2—PROJECT PARTNER WORK SESSIONS AND TOUCHPOINTS**

It will be pivotal to reach out to these groups and identify individuals to act as Project Partners early in the project to ensure they are involved from start to finish, and hopefully, beyond this process. In addition, work sessions with the Town Council and Planning Commission will occur at major project milestones and decision-making points throughout the process. Initially, MIG proposes the following Project Partner work sessions and touchpoints:

- » Five Project Partner Work Sessions
- » Three Council updates
- » Two Planning Commission Work Sessions

### **TASK 2.3—WEB AND SOCIAL MEDIA ENGAGEMENT STRATEGIES**

The MIG Team will coordinate with the Town on joint marketing and communications strategies to develop media, key themes, and messages to support the overall outreach strategy for the Comprehensive Plan. MIG will provide recommendations on messaging and scheduling for social and traditional media. Town staff will be responsible for implementing web and social media outreach on existing Town accounts.

### **TASK 2.4—ONLINE QUESTIONNAIRE**

An online questionnaire can be a convenient, cost-effective, and wide-reaching engagement tool for community members to interact with the Comprehensive Plan and share feedback. The Online Questionnaire tends to be an effective tool for property owners who do not reside in Keystone or only reside in Keystone part-time. Relatively early in the project, MIG will develop an online questionnaire to gauge residents', visitors', and employees' thoughts and opinions about Keystone's opportunities and issues, and inform the community vision and guiding principles.

### **TASK 2.5—POP-UPS AT EXISTING EVENTS**

The most effective way to reach the community is often to meet them where they are. Existing events in Keystone, such as the yoga series, Oktoberfest, Ski Demo days, and more, are great opportunities to intercept attendees with information about the Comprehensive Plan, connect with folks who are interested in learning more and staying engaged in the process, learn about issues and opportunities, promote the online questionnaire, and test recommendations. MIG is proposing five facilitated pop-up events.

### **TASK 2.6—COMPREHENSIVE PLAN COMMITTEE MEETINGS**

The MIG Team will prepare meeting materials and generate presentation content for approximately six Comprehensive Plan Committee (CPC) meetings. It is suggested that the CPC include Project Partners identified above and Town staff and agency partners. MIG will prepare agendas, presentations, meeting materials, and meeting summaries. Topics covered during CPC Meetings will include preliminary plan vision and goals, guiding principles, land use concept development and strategies, element goals and policies, technical analysis, and implementation strategies.

### **TASK 2.7—COMMUNITY EVENTS AND WORKSHOPS**

Large-scale community events or workshops are some of the best ways to engage with the community and build longlasting relationships, especially when they provide value to the community. MIG understands that the traditional community meeting after the typical 9–5 workday may be boring, might not cater to everyone's unique communication and learning style, and may be an equity concern by potentially leaving out disadvantaged groups. We enjoy designing interactive and fun events that, first and foremost, bring the community together for a memorable, family-friendly, and meaningful experience. In addition, relationships with business owners and nonprofits can be fostered by producing large-scale community events and workshops, as these events can mutually benefit all parties.





By creatively crafting engagement activities, we can solicit important input from the community while building trust, community capacity, and worthwhile relationships. In recent planning efforts, we have gathered around a meal for a conversation with neighbors, led family-friendly park events, created resource fairs, led tactile workshops based on blocks and Legos, worked with community members to create large-scale art pieces, showcased local restaurants, and more—all ending with meaningful community input directly applicable to plan elements. MIG is proposing two large-scale community events that will be facilitated. MIG will provide the Town with promotional materials for social media, newsletter, and print outreach including four total digital posts and two flyers.

### **TASK 2.8—ENGAGEMENT SUMMARY**

MIG will maintain and update an Engagement Summary throughout the planning process. The Engagement Summary will include a summary of event and activity details (date, location, number of participants, etc.), highlights of key themes and takeaways from each event, a tally of total participants and touchpoints, and a running list of community-identified issues and opportunities.

### **Task 2 Deliverables**

- » Public Participation Plan
- » Project Partner Meeting Guides and Materials
- » Website and Social Media Inputs
- » Online Questionnaire
- » Comprehensive Plan Committee Agendas, Presentations, and Materials
- » Community Workshop Agendas, Presentations, and Materials
- » Pop-Up Event Materials
- » Engagement Summary

## **TASK 3: Existing Conditions Analysis and Mapping**

Task 3 is focused on establishing a strong foundation for planning analysis and recommendations throughout the project. It includes gathering available data and creating a user-friendly Existing Conditions Atlas.

### **TASK 3.1—DOCUMENT AND DATA REQUEST AND REVIEW**

MIG will prepare a document and data request for the Town and the County. The MIG Team will review existing plans, documents, and data to inform the analysis of the Existing Conditions Atlas (see next task).

### **TASK 3.2—EXISTING CONDITIONS ATLAS**

The MIG Team will develop an Existing Conditions Atlas, including a series of maps illustrating and building upon available data and original analysis performed by the team. MIG will develop a clear narrative to describe the current level of investment and the distribution of services, amenities, and opportunities for housing and jobs in Keystone. The Team will perform a high-level examination of private investments and the distribution of community assets. Data and information examined will likely include Environment, Land Use & Zoning, Age of Development, Housing, Employment, Transportation (all modes), Parks & Open Space, Public Facilities, and History/Historic Resources.

MIG will produce 8–10 stylized maps to include in a 16- to 20-page Existing Conditions Atlas structured to frame key issues/areas of focus that emerge from preliminary community and stakeholder discussions, projections from regional growth projections, land use and development capacity, housing demand/ dynamics, employment demand/ dynamics, and the transportation network.

## **TASK 4: Vision Framework and Guiding Principles**

Task 4 will be informed by the community engagement completed to this point in the process and include the development and testing of a vision framework and guiding principles for the Town of Keystone.

### **TASK 4.1—VISION FRAMEWORK**

Building on the results of early engagement activities and a Town Council visioning session, an initial outline of the vision framework will be developed for discussion with Town staff. The vision framework may provide opportunities to streamline/ enhance the plan’s overall structure, which may be explored at a high level as part of this task. The plan elements will be refined and finalized for this task.

The vision framework will be developed for broader review. The Vision Framework document is anticipated to summarize the community’s vision and goals in four pages and format it in a highly graphic manner for reproduction and use throughout the remainder of the project.

### **TASK 4.2—GUIDING PRINCIPLES**

While the vision framework will provide overall targets for the community, there is also an opportunity to craft contextually specific guiding principles from which the Town staff and MIG Team can ensure meaningful goal and policy development. The guiding principles will be specific to Keystone. Based on their understanding of the background documents, Town Staff input, and participants’ input in the planning process, the MIG Team will draft a set of guiding principles from which subsequent land use concepts and other element goals and policies will be derived and measured.

### **Task 4 Deliverables**

- » Draft and Final Vision Framework
- » Draft and Final Guiding Principles

## **TASK 5: Planning Elements**

Task 5 contains most of the plan development, focusing on the recommended plan elements. These include land use; community design and character; environmental and resource protection; economic development; housing; parks, open space, and facilities; transportation; and arts and culture. Below is a summary of the analysis and approach to each element.

### **TASK 5.1—LAND USE**

The MIG Team will first confirm the land use designations to communicate existing and future land use. The MIG Team will then develop up to three alternative land use concepts using the approved land use designations that support planned and potential development and redevelopment in Keystone. MIG will analyze the potential for each concept to accommodate projected growth and transportation network performance, achieve the community’s vision, and support the guiding principles.

The initial scenario evaluation will help to educate the community about trade-offs associated with different development patterns and the implications of optimizing various aspects of the vision and guiding principles.

Based on input from the community, CPC, Council, and Town staff, the MIG Team will develop a Preferred Future Land Use map and a set of infographics summarizing and communicating key features and relationships under preferred conditions. The MIG Team will also develop a set of goals and policies to implement the preferred future land use map, which will be the guiding framework for all subsequent plan elements.

### **TASK 5.2—FOCUS AREA CONCEPTS**

MIG will create illustrative renderings of up to four key development or redevelopment sites within the preferred land use scenario. The graphics will help residents understand the experience of place and visual impacts from a more experiential perspective. They will also foster a greater understanding of the potential positive and negative impacts of the preferred land use scenario and inspire the type and quality of development the community desires. Graphics will likely be photo-simulations or digital hand sketches.

### **TASK 5.3—COMMUNITY DESIGN AND CHARACTER**

MIG will work with the community to catalog and summarize key elements of community design and character throughout the Town of Keystone. Throughout the development of the plan's land use element, the MIG Team will highlight the potential implications of various growth scenarios for community design and character. Goals and policies will be developed to protect, enhance, and redefine community design and character.

### **TASK 5.4—ENVIRONMENT AND RESOURCE PROTECTION**

The MIG Team will develop goals and policies for the Comprehensive Plan's environmental and resource protection element based on existing inventories of environmental assets, resources, and sensitive lands. The element will include recommendations for sustainability and resiliency built around land conservation and development best management practices. High-level directions for energy conservation and green building practices may also be identified.

### **TASK 5.5—ECONOMIC DEVELOPMENT**

MIG and EPS will work together to develop a set of goals and policies to:

1. Leverage economic opportunities related to the Town's major assets,
2. Identify ways to generate economic activity and job creation because of the private sector,
3. Manage and grow the tourism economy, and
4. Create strategies for diversification of the Town's economy. EPS is well versed in many of Keystone's issues and opportunities and those belonging to similar communities across Colorado.

### **TASK 5.6—HOUSING**

The key issues related to housing are:

1. Expanding housing opportunities;
2. Preserving and enhancing the existing housing stock; and
3. Making sure the land use plan meets the future housing needs of the community and allows for new housing types and densities to fit within the existing fabric of the community.

Using the key findings of the Housing Needs Assessment and the Housing Action Plan (see Task 6), EPS and MIG will develop goals and policies to shape future housing development.

### **TASK 5.7—PARKS, OPEN SPACE, AND FACILITIES**

MIG will utilize the expertise developed through its national parks and recreation planning practice to develop the Comprehensive Plan's parks, open space, and facilities element. MIG will use the preferred future land use map to determine where existing and future residents are served and not served with parks, open spaces, and trails. Goals and policies will incorporate creative strategies that leverage partnerships and other infrastructure not typically considered in parks, open spaces, and facilities, such as stormwater infrastructure.

### **TASK 5.8—TRANSPORTATION**

Developing the transportation element for Keystone's first comprehensive plan involves addressing the unique needs of a resort community that balances year-round tourism, residential demands, and environmental sustainability. The primary goal is to create a safe and efficient multimodal transportation network that minimizes congestion, enhances bicycle and pedestrian safety, continues to reduce reliance on personal vehicles, and supports sustainable growth. This includes expanding public transit options like shuttles and buses to connect key areas like ski resorts, residential neighborhoods, and commercial hubs. Improving pedestrian and cycling infrastructure is also essential to encourage active transportation and reduce the community's carbon footprint.



Conсор will research and utilize input from the Town, community, and key stakeholders to develop a Layered Network Priorities Map. The map will be developed in either Adobe Illustrator or ArcGIS and will identify priority needs throughout the town related to mobility and access for all modes of transportation.

In response to the priorities documented in the 'Layered Network Priorities Map,' Conсор will identify improvements and new connections that address these needs to enhance mobility and access throughout the growing town. The recommendations could include identifying bicycle and pedestrian improvements, freight service/parking areas, new connections to accommodate growth, or intersection improvements. The MIG Team will produce a technical memorandum listing the recommended improvements to various town areas. These recommendations will inform recommendations for streetscape improvements and major thoroughfare cross-sections. The transportation element will also include goals and policies to guide future public and private investments in mobility and parking.

### TASK 5.9—ARTS AND CULTURE

MIG will work with the CPC, community members, and Town staff to develop goals and policies to maintain, protect, and promote arts and culture in the community. This critical plan element will consider and encourage physical and programmatic aspects of arts and culture.

### Task 5 Deliverables

- » Alternative Land Use Scenarios (up to 3)
- » Draft Future Land Use Map
- » Final Future Land Use Map
- » Focus Area Illustrative Graphics (up to 4)
- » Layered Network Priorities Map
- » Roadway Cross-Sections (up to 8)
- » Key Element Sections, including Overview, Goals, and Policies

## TASK 6: Technical Supplements

To help meet other State requirements, the Comprehensive Plan effort will include developing three technical supplements: a Housing Needs Assessment (HNA), a Housing Action Plan, and a Three-Mile Plan. The key takeaways and findings from developing the technical supplements will inform several of the elements of the Comprehensive Plan.

### TASK 6.1—HOUSING NEEDS ASSESSMENT

The HNA will be a limited scope effort to address the items listed in SB 24-174. In EPS' experience, an HNA in a small mountain town benefits from locally derived data from a household and business survey because the American Community Survey (ACS) data can be less accurate and have high margins of error in small communities. For example, the current ACS data for the Keystone area is a 2019–2023 five-year average. EPS finds that these data lag the pandemic and post-pandemic impacts in mountain towns. To do this work within the available budget, EPS will rely primarily on published data from the ACS, the State Demographer, and analysis and findings in the 2019 and 2023 HNAs commissioned by the Summit Combined Regional Housing Authority (EPS authored the 2019 study).

EPS' anticipated workflow and information sources are noted below; each requirement is listed in the statute. Some specific tasks may evolve based on the analysis findings and the nature of the available data. The scope of the HNA is limited to addressing these items. The Department of Local Affairs (DOLA) is releasing guidance on methodologies and other requirements for HNAs by December 31, 2024. If those guidelines and requirements require revisions or additional work beyond what is listed below, we may need to re-scope and re-budget the HNA component.

For the purposes of scoping and budgeting the effort for this proposal, the following data and sources will be included in the Housing Needs Assessment:

- » Estimate housing stock in the Town's jurisdiction (Data source/method: ACS, DOLA, mapping, and land use inventories produced by the MIG Team.).
- » Estimate of housing needs within the Town's jurisdiction, sorted by income level and dwelling type, including accessible units, visitable units, supportive units, for-sale units, and rental units (Data source/method: Compare households by income range (ACS) to the value of housing units and rental costs. The value of housing units may come from the MLS or Assessor data. Rental information will come from the ACS.).
- » Estimate the number of households in the Town's jurisdiction (Data source/method: ACS and DOLA data, deed-restricted housing inventories, ACS vacancy rates.).
- » Estimate the number of jobs in the Town's jurisdiction sorted by annual salary and wage (Data source/method: US Census LEHD On the Map and JobsEQ).
- » A portion of housing needs identified in any applicable state and regional housing needs assessment for the local government, as appropriate, based on the number of jobs and each local government's dependence on employment in the region, among other factors, to promote a balance of jobs at all salary levels and homes affordable to persons in the area holding jobs at all income levels (Data source/method: Develop a proportion of the regional housing needs attributed to Keystone from job numbers and housing gaps).
- » Areas of elevated risk of displacement in the Town's jurisdiction (Data source/method: Qualitative).
- » Estimate of water supply needs for the dwelling units identified in subsections (1)(d)(I) and (1)(d)(II) using per capita water use rates identified in consultation with the Department of Natural Resources (Data source/method: State DNR or local water district flow rates or EQRs).
- » Market limitations on housing development in the Town's jurisdiction (Data source/method: Concise analysis of median price trends, vacation home market pressures, qualitative information on land supply and costs.).

The HNA will also include the following data to help inform the development of the Housing Action Plan and the Comprehensive Plan's Housing element:

- » Existing and projected housing shortages and surpluses for the different household types and income levels
- » Existing housing diversity and stock
- » Current jobs by income level
- » Current median income
- » Population change projections, job growth projections, and demographic trends forecasted by the State Demography Office
- » Population and demographics
- » Measures of local resources dedicated to the development of affordable housing
- » Vacancy rates
- » Measures of homelessness and housing instability
- » Jobs-housing balance, including the availability of housing for low-income workers
- » The percentage of households that are extremely low-, very low-, and low-income
- » The percentage of residents who are renters
- » The percentage of cost-burdened households, defined in Senate Bill 24-174 as households that spend more than 30% of the household's income on housing needs
- » The number of adults who are 25 years of age or older and have not earned at least a high school diploma
- » The percentage of households in which English is not the primary spoken language
- » The number of single heads of household with children under 18 years of age

- » Rents or home values that are increasing at a substantially higher rate than adjacent neighborhoods in the region or the Town’s jurisdiction
- » Neighborhoods with a high volume of sales of owner-occupied or investor-owned housing

### TASK 6.2—HOUSING ACTION PLAN

This is the Town’s first look at developing housing policies, and the Action Plan will be an essential part of this process. The Action Plan will recommend and prioritize the early-stage actions the Town should take to ensure that it is moving in the right direction to address the need for affordable and workforce housing. The Housing Action Plan will also be developed in conjunction with other strategies that emerge from the Comprehensive Plan, as the two efforts need to be closely aligned: land use policy and housing policy need to be integrated.

EPS will draw from their database of best practices around Mountain West and Summit County, tailoring the recommendations to the issues identified in the planning process and HNA and Keystone’s development and market context. The recommended actions will include strategies in:

- » **Supply and Land Use**—Zoning, land use, and development strategies to increase housing supply. This will include assessing whether tools like inclusionary housing, commercial linkage requirements, and STR regulations fees are viable and recommended for Keystone.
- » **Preservation and Stabilization**—Programs and zoning tools to protect existing affordable housing and funding programs to acquire deed restrictions or “buydowns.”
- » **Buyer/Renter Assistance (demand)**—Consider whether there is a role for buyer and renter assistance programs, including employer housing assistance programs.
- » **Funding and Partnerships**—As a new community, the Town may need to evaluate its budget structure and recommend how the tax and fee structure should be set to address housing (and other community needs). Keystone’s role within other regional countywide housing providers, such as the Summit Combined Housing Authority, must also be determined.

- » **Prioritization**—The Action Plan will not just be a list of tools. We will work with the Town to prioritize the actions that can be completed now with existing resources and those that will need funding or more staff resources to move forward.

### TASK 6.3—THREE-MILE PLAN

Colorado municipalities must prepare and adopt a Three-Mile Plan before annexing property into their territorial boundaries per Colorado Revised Statute 31-12-105 et. seq. The Three-Mile Plan is a long-range plan outlining where municipalities intend to annex property and how they will ensure adequate services within the newly annexed territory and the remainder of the existing municipality.

MIG will work with the Town to identify the properties to be included in the Three-Mile Plan and create a GIS layer of these subject properties outside the Town’s current boundary but within the Three-Mile Plan area. Based on methodologies utilized by neighboring jurisdictions in the development of their Three-Mile Plans, the criteria used to determine which lands near Keystone might be desirable for future annexation will likely include:

- » Areas that broaden the housing types available in town;
- » Areas that have enough buildable land so all desired uses can be accommodated;
- » Areas close to town that are urban in nature and can be served by utilities with little or no negative physical or economic impact on the community;
- » Areas that help strengthen the economy of the community;
- » Areas that promote infill development; and
- » Areas that share a common interest with the Town.

For each subgeography included in the Three-Mile Area, MIG will use existing data to map and understand the location and extent of physical features, such as streams (waterways), lakes (waterfronts), open spaces (forested and agricultural), public ways (streets, bridges, aviation fields, etc.), and existing development. The character of these and other Three-Mile Area components (parks, playgrounds, squares, grounds, public utilities, terminals, etc.) will be described for each subgeography and classified into the following categories:

- » Land Use
- » Existing Development
- » Transportation
- » Utility Provisions
- » Community Services
- » Open Space, Parks, Recreation

**Task 6 Deliverables**

- » Draft and Final Housing Needs Assessment
- » Draft and Final Housing Action Plan
- » Draft and Final Three-Mile Plan

**TASK 7: Implementation Strategy**

A comprehensive plan is a 20-year guide for a community that should provide sound direction for the community. The implementation strategy is designed to be more flexible and require more routine updating to continue on the Comprehensive Plan’s path. The MIG Team has an extensive history of creating implementation strategies and structuring future efforts to ensure success.

**TASK 7.1—IMPLEMENTATION STRATEGIES AND ACTIONS**

Policies, programs, and project recommendations will be developed to achieve community goals and help realize Keystone’s vision. These policies, programs, and projects will focus on public, private, and partnership opportunities to ensure short-, medium-, and long-term implementation measures are identified.

The MIG Team realizes that Comprehensive Plans can result in a laundry list of community wishes and desires. To combat this type of planning, which can become a roadblock to implementation, the MIG Team will ensure community members understand the relationships and trade-offs associated with various improvements and types of development.

Understanding the types of market conditions, supportive land uses, and development necessary to support various amenities and infrastructure helps make the wish list associated with the vision and preferred scenario realistic and implementable.

**TASK 7.2—IMPLEMENTATION MATRIX: PRIORITIZATION, ROLES, AND RESPONSIBILITIES**

The MIG Team will also work with the community, CPC, and staff to develop a prioritized list of recommendations accompanied by roles and responsibilities, early action items, suggested timelines, and critical path considerations. The MIG Team will categorize the overarching implementation recommendations, focusing on prioritization and near-term action items. The actions will be summarized in a simple matrix that identifies the action, its owner, and milestones at which completion should be expected. The matrix will be broken into immediate, mid-term, and long-term tiers to create clarity for action.

**TASK 7.3—STRATEGY FOR PLAN REVIEW, MAINTENANCE, AND UPDATES**

The implementation strategy will also include guidance for reviewing, maintaining, and updating the Comprehensive Plan. MIG will work closely with Town staff to determine an appropriate and reasonable process and timeline for the inevitable updates of any adopted Comprehensive Plan, especially the community’s first.

**Task 7 Deliverables**

- » Implementation Matrix
- » Implementation Strategy

**TASK 8: Draft and Final Comprehensive Plan**

Task 8 is focused on developing final deliverables for the Comprehensive Plan effort. The major deliverables will include a user-friendly and accessible Comprehensive Plan document and technical appendices with detailed analysis and direction for Town staff and decision-makers.

### **TASK 8.1—ADMINISTRATIVE DRAFT COMPREHENSIVE PLAN**

The MIG Team will compose an Administrative Draft Plan, including charts, maps, figures, etc. The Administrative Draft Plan will be in a Word-based text format with associated essential graphics as an attached companion. The narrative will reference the identified graphics attached after the narrative's conclusion. MIG will provide a draft version for one round of client review before finalizing.

### **TASK 8.2—PUBLIC REVIEW DRAFT COMPREHENSIVE PLAN**

The MIG Team will revise the plan narrative and associated graphics based on comments from Town staff and key partners on the administrative draft. The revised plan narrative and associated graphics will be incorporated into a highly graphic and user-friendly desktop-published template. MIG will develop the draft plan template using Adobe InDesign. MIG will deliver an electronic copy (PDF) of the Public Review Draft Plan and one printed physical copy. The Town will be responsible for producing additional copies. MIG will provide a draft version for one round of client review before finalizing.

### **TASK 8.3—FINAL COMPREHENSIVE PLAN**

The MIG Team will incorporate feedback gathered throughout the review and approval process into a Final Comprehensive Plan document. MIG will deliver an electronic copy (PDF) of the Plan, and one printed physical copy. The Town will be responsible for producing additional copies. MIG will provide a draft version for one round of client review before finalizing.

### **TASK 8.4—FINAL DIGITAL FILES**

After the Comprehensive Plan process, the MIG Team will package and deliver all final digital files to the Town of Keystone staff.

#### ***Task 8 Deliverables***

- » Administrative Draft Plan, including Appendices
- » Public Review Draft Plan, including Appendices
- » Final Comprehensive Plan, including Appendices
- » Final Digital Files

## **Scope and Budget Assumptions**

The MIG Team has made the following assumptions concerning the administration of the Town of Keystone's First Comprehensive Plan project. These assumptions are intended to clarify Town staff and MIG Team roles and responsibilities.

### **PROJECT MANAGEMENT**

- » The MIG Team and Town staff will work together throughout the project. To keep the process moving, project management issues that arise during the project will be dealt with quickly through a conference call or face-to-face meeting.
- » MIG will provide project management for the overall project and be responsible for managing the Consultant team. MIG will prepare for and facilitate biweekly meetings with the Town Project Management Team (PMT). These meetings often include project updates; however, the primary purpose will be working sessions to advance the project tasks and deliverables. MIG will provide an agenda and work session materials no later than the prior workday, with more time for items requiring more significant review before the work session. If there are no timely work session needs, MIG may cancel a meeting and provide a project update via email.
- » Town staff will be responsible for project coordination tasks throughout the process, including providing relevant reports and documentation to the MIG Team; reviewing all documents and providing comments; publicizing and arranging public meetings; and scheduling/arranging workshops and public hearings.
- » Town staff will keep MIG informed of all significant issues that arise in the community that may significantly affect the project (e.g., policy shifts, major project applications, major events, and major reports or studies).



## BUDGET

- » The budget estimates how project costs are allocated among phases, tasks, and MIG Team members. The MIG Team will not exceed the total contract amount without the express approval of the Town. The prime consultant (MIG) may reallocate costs among phases and tasks and consultant team members to carry out the phases and tasks in the Scope of Work. MIG will notify the Town of significant cost reallocations in conjunction with monthly invoicing and progress reports.
- » The Town will compensate the MIG Team for work carried out at the request of the Town that is outside of the final Scope of Work included in the Primary Services Agreement. MIG will inform the Town of any work that is out-of-scope and subject to additional costs before conducting the work. The Town will compensate the MIG Team for this work on a time-and-expenses basis according to current billing rate schedules.
- » Direct costs have been estimated based on current pricing (e.g., airfares and hotel room rates). If travel costs increase significantly over the multi-year project timeframe, MIG may have to revise direct costs accordingly.

## INVOICING

- » MIG will bill monthly for services rendered on a task-per-complete basis, including expenses incurred per the contract budget.
- » The Town's Project Manager will review and approve MIG's monthly invoices, including all work the MIG Team covers. Any questions or issues related to the monthly invoice will be dealt with quickly through a conference call with MIG and the Town's Project Manager. The Town will pay invoices within 30 days of receipt.

## SCHEDULE

- » During quarterly project schedule updates, MIG and the Town will mutually set specific dates for drafts, reviews, and finalization of each deliverable. MIG will make every effort to meet the deadlines outlined in the project schedule. Town staff will make every effort to meet the deadlines outlined in the project schedule developed and agreed upon by the Town and MIG.
- » The Town will not hold the MIG Team responsible for schedule delays resulting from circumstances or events beyond the control of the MIG Team.

## PUBLIC OUTREACH

- » The Town will coordinate, arrange, advertise, and host all public meetings, community group presentations, workshops, study sessions, and public hearings unless otherwise noted in the Scope of Work. The MIG Team will provide content and conduct the meetings, workshops, and study sessions as indicated in the Scope of Work.
- » Town staff will be responsible for distributing any hard copies of project outreach materials prepared by MIG.
- » Town staff will memorialize all public comments and inputs received during the public outreach process and provide this information to MIG.
- » Town staff, with support from MIG, will present all public review drafts and final documents to the Planning Commission and Town Council for their review, discussion, and direction. Town staff will memorialize all Planning Commission and Town Council directions and provide that information to MIG.
- » Town staff will prepare all staff reports for Planning Commission and Town Council meetings and hearings unless otherwise noted in the Scope of Work. The MIG Team will provide assistance and input to the Town for the staff reports as requested by Town staff.

## DOCUMENTS

- » The MIG Team will provide draft examples and suggestions for document format, graphic look, and content for milestone documents. Town staff will provide direction for the preferred format, graphics, and content for milestone documents.
- » If available, Town staff will provide the MIG Team with graphics (e.g., logos, photographs) of local scenes, landscapes, and other applicable imagery to support producing work products, documents, and outreach materials.
- » Town staff will conduct one round of review of each administrative draft, screen-check draft, and public hearing document unless otherwise noted in the Scope of Work. The Town's Project Manager will coordinate document review by Town departments and the CPC.

- » Town staff will provide a single, consolidated set of comments in electronic format on all documents. Town staff will review all comments to resolve inconsistencies and provide clear directions. Changes will be provided using track changes or a similar digital comment format if possible.
- » Town staff will not distribute working draft or administrative draft documents to decision-makers or the public.
- » The MIG Team will provide the Town with digital files of all documents and products suitable for posting on the Town website and printing paper copies. Unless otherwise noted in the Scope of Work, the Town will be responsible for printing and distributing paper copies of all documents.

**GIS AND MAPPING**

- » The Town (or County) will provide current and available GIS data that is reasonably accurate for completing the project.
- » The MIG Team will not produce any new GIS data other than what is identified explicitly in the tasks outlined in the Scope of Work.
- » During the project initiation phase, Town staff will confirm the boundaries (e.g., Town boundary, Three-Mile Area, and any subgeographies) used during the project.



## 5. Understanding of the New Town of Keystone

Keystone is Colorado’s newest Town after being incorporated via a vote on the ballot on September 26, 2023. Approximately 83% of those who voted cast ballots in favor of adopting the Town charter and becoming a home-rule municipality. According to a *Summit Daily* article, the approved charter addresses “a variety of elements that make up the fabric of town government and community involvement.” During the campaign for the ballot, the need to address traffic and pedestrian safety associated with U.S. Highway 6 became a major talking point for those in favor of incorporation and home rule. A comprehensive plan will allow the Town to couch conversations about U.S. Highway 6 in the context of the dynamic relationships between local traffic, tourism, transportation, recreation, land use, and new development.

The charter also establishes a seven-member council structure similar to the towns of Breckenridge, Frisco, Silverthorne, and Dillon. Provisions around membership of boards and commissions help to create opportunities for second-home owners to participate in Town government even if they’re registered to vote elsewhere. The charter attempts to address concerns

raised by some part-time residents who said they were frustrated with the inability to vote. With this understanding, it will be critical to engage full-time and part-time residents in the planning process for the Town’s first Comprehensive Plan. Their involvement is not just important, it’s integral to ensure that all residents’ voices are reflected in the direction of the future.

With the addition of more activities and events in the shoulder seasons over the last 10–20 years, Keystone is now a year-round mountain resort community. According to the RFP, the community has approximately 1,300 full-time residents; 3,600 condos and homes; a deed-restricted workforce housing area; 2,100 seasonal housing beds; a thriving business community; and a peak ski weekend population of 25,000. As such, there is a growing need for a greater variety of housing and businesses while needing to work with the Resort. Therefore, the contract for the Comprehensive Plan will include several technical supplements, including a Housing Needs Assessment and Housing Action Plan required by SB24-174 and a Three-Mile Plan required by CRS 31-12-105 et. seq.



**The charge is clear.** The Town of Keystone’s first Comprehensive Plan must acknowledge and reinforce features necessary to develop a healthy, functional municipality. The planning and design effort must enhance relationships with community partners and residents, ensuring their needs and desires are heard and addressed. The Comprehensive Plan must **provide residents, developers, and investors with a clear vision** and certainty to ensure the community is pointed in a common direction with shared goals. And—perhaps most importantly—the project must not just provide a vision but also catalyze real, tangible change. It will identify a coordinated set of action items and strategies for jump-starting the next stage of development and redevelopment in the Town, instilling hope and optimism for the future of Keystone.

This effort must result in more than just more planning and design of the community. Our team’s approach reflects our excitement for **working collaboratively with the various project partners and stakeholders** to identify a set of critical paths to achieve the community’s vision. Each step in the process will include in-person and virtual project team and consultant team coordination and work sessions, focus groups, Comprehensive Plan Committee (CPC) work sessions, and opportunities for existing and future residents, employees, and business and property owners to help inform the planning and design of their own community. MIG has a long track record of developing plans and designs with stakeholder buy-in and a strong sense of ownership, providing reassurance and confidence in the project’s success.

MIG was founded over 40 years ago as a pioneer of public engagement. Its core group of practitioners helped shape many current techniques used nationwide for public outreach and engagement efforts in planning. The MIG Team has continuously innovated to best engage all voices in planning and design processes. Our high-tech tools have evolved to become robust companions to more traditional high-touch outreach.

MIG’s approach to broad public participation will also include more traditional or modified versions of the following: one or more multi-day planning and design charrettes; multiple types of surveys, polls, and questionnaires; “pop-up” intercept events; virtual open houses; a website and social media outreach; facilitated focus group discussions and stakeholder interviews; communitywide workshops; graphic recording; and small group exercises and polling exercises.

We will engage formal and informal stakeholders and decision-makers in facilitated virtual and in-person work sessions to build buy-in and ownership throughout the process. Leveraging the input of the resident and business community is critical to ensuring a successful and implementable plan.

The MIG approach will be guided by the need to refine **a vision with specific goals, recommendations, and strategic action steps**. The final product of this process will integrate strategic priorities for planning and design, connectivity and mobility, economic vitality, infrastructure, branding and placemaking, and key partnerships. The Comprehensive Plan effort will emphasize future land use and transportation as the driving framework. Still, it will also focus on the interstitial spaces between private developments and how they will link the neighborhoods and destinations with great streets, exciting public spaces, public art, and community culture.

Our MIG Team is extremely excited about the opportunities to help stitch together the various places, destinations, and developments across the Town of Keystone to create a more cohesive whole. Connecting the community and commerce will require an inclusive process that looks at physical projects, innovative policies, and programs to achieve the community goals and abide by the Plan’s guiding principles. Plan elements will acknowledge the past while allowing new ideas to emerge and develop creative solutions. A constant eye will be on the final product of the current effort to ensure that the process results in solid recommendations and a prominent set of action items and implementation strategies.



The MIG Team includes some of the best minds in the planning and design of cities, growth management, neighborhood planning, transportation planning, streetscape design, parks and open space planning, environmental sustainability and resiliency, and land use. The MIG Team members were selected specifically for their expertise in these essential disciplines and their experience contributing to great places that attract visitors, businesses, employees, and residents.

Finally, the MIG Team believes that there are specific considerations that the Town of Keystone’s Comprehensive Plan must incorporate, including:

- » **Building on the existing foundation** of plans, frameworks, and regulations for the Town and other individual institutions and property owners;
- » **Understanding and clearly outlining the issues, concerns, and ideas of stakeholders** from the project’s onset, including significant constraints, and potential pitfalls, as well as political and financial realities and opportunities;
- » **Understanding that the community can and should have variation and differences**—even in a smaller community, each neighborhood and district should provide different offerings and character while contributing to the greater community to provide a diversity of choices and opportunities for all residents;
- » **Incorporating solutions** to ensure that the development of private property is supported by sound public investments that are fiscally sustainable; and

- » **Providing committed and strategic principal and partner-level involvement;** dedicated and organized project management; clearly articulated process design; focused and facilitated internal and external meetings; and visionary, technically sound, clear, understandable, highly graphic, and aesthetically pleasing products.

Developing the mobility component for Keystone’s first Comprehensive Plan involves addressing the unique needs of a resort community that balances year-round tourism, residential demands, and environmental sustainability. The primary goal is to **create a safe and efficient multimodal transportation network** that minimizes congestion, enhances bicycle and pedestrian safety, continues to reduce reliance on personal vehicles, and supports sustainable growth. This includes expanding public transit options like shuttles and buses to connect key areas like ski resorts, residential neighborhoods, and commercial hubs. Improving pedestrian and cycling infrastructure is also essential to encourage active transportation and reduce the community’s carbon footprint. Currently, US 6 creates a barrier for people biking and walking and will be evaluated for additional grade-separated and at-grade crossings located along existing desired lines. The intersection of Barbour Drive/Oro Grande Road & US 6 is a known example of many residents crossing the high-speed roadway to access the Snake River Salon and other commercial and retail destinations.



Another vital aspect of the mobility component is **managing seasonal traffic fluctuations, significantly impacting Keystone**, especially on US 6. During peak seasons, the influx of tourists can strain existing roadways and parking facilities, leading to delays and increased emissions. To mitigate these challenges, the plan could incorporate intelligent transportation systems (ITS) that use real-time data to optimize traffic flow, enhance parking management, and promote carpooling. Developing new mobility hubs, where visitors can seamlessly transition between different modes of travel, would also support a more integrated and flexible transportation network.

**Environmental sustainability** is a central theme in developing Keystone’s transportation component. Given the area’s reliance on natural beauty and outdoor recreation, transportation solutions must minimize environmental impact. This could involve expanding the use of electric vehicles (EVs) and charging infrastructure, incentivizing low-emission transit options, and preserving natural landscapes when planning new roads or pathways.

The proposed scope of work reflects the MIG Team’s proven approach to comprehensive plans. It begins with a technical analysis and understanding of the existing conditions, then transitions to visioning, goal, and strategy production; finally, the formatted Plan document remains the focus of the final part of the project. Through these key steps, engagement with stakeholders, elected and appointed officials, and the broader community is woven throughout. The scope provided in the previous section proposes eight key tasks to accomplish the Comprehensive Plan project.

**Economic viability and resiliency** are also critical components of the first Comprehensive Plan for Keystone. Assessing and responding to market conditions and constraints is important in every Comprehensive Plan to ensure that recommendations are not simply “pie in the sky” and are in fact grounded in reality. In addition, the direction set in the Town’s first Comprehensive Plan will play a large role in determining fiscal sustainability and resiliency for Keystone in the years to come.



# 7. Fee Schedule

		MIG, Inc.										Subconsultants			MIG Direct Costs	Professional Fees Totals		
		Jay Renkens		Mark De La Torre		Elly Schaefer		Claire Fettig		Amanda Dorsey		MIG Totals	EPS	Conсор			Sub Totals	
		Principal-in-Charge		Senior Facilitator		Project Manager		Project Associate		Project Administrator								
		Hrs@	\$295	Hrs@	\$185	Hrs@	\$150	Hrs@	\$105	Hrs@	\$105							
<b>Task 1: Project Management</b>																		
1.1	Kickoff Meeting	2	\$590	2	\$370	2	\$300	0	\$0	0	\$0	6	\$1,260	\$800	\$800	\$1,600		\$2,860
1.2	Final Scope, Budget, and Schedule	1	\$295	0	\$0	2	\$300	0	\$0	0	\$0	3	\$595	\$100	\$100	\$200		\$795
1.3	Monthly Invoicing and Schedule Updates	1	\$295	0	\$0	8	\$1,200	0	\$0	4	\$420	13	\$1,915	\$400	\$400	\$800		\$2,715
1.4	Ongoing Project Management and Coordination	20	\$5,900	0	\$0	36	\$5,400	0	\$0	4	\$420	60	\$11,720	\$2,200	\$2,200	\$4,400		\$16,120
	<b>Subtotal</b>	<b>24</b>	<b>\$7,080</b>	<b>2</b>	<b>\$370</b>	<b>48</b>	<b>\$7,200</b>	<b>0</b>	<b>\$0</b>	<b>8</b>	<b>\$840</b>	<b>82</b>	<b>\$15,490</b>	<b>\$3,500</b>	<b>\$3,500</b>	<b>\$7,000</b>	<b>\$0</b>	<b>\$22,490</b>
<b>Task 2: Public Participation Plan and Implementation</b>																		
2.1	Public Participation Plan	1	\$295	3	\$555	2	\$300	12	\$1,260	0	\$0	18	\$2,410			\$0		\$2,410
2.2	Project Partner Work Sessions and Touchpoints	8	\$2,360	16	\$2,960	16	\$2,400	12	\$1,260	0	\$0	52	\$8,980	\$2,400	\$2,400	\$4,800	\$1,000	\$14,780
2.3	Web and Social Media Engagement Strategies	0	\$0	1	\$185	2	\$300	8	\$840	0	\$0	11	\$1,325			\$0		\$1,325
2.4	Online Questionnaire	1	\$295	1	\$185	2	\$300	32	\$3,360	0	\$0	36	\$4,140			\$0	\$405	\$4,545
2.5	Pop-Ups at Existing Events	0	\$0	1	\$185	2	\$300	24	\$2,520	0	\$0	27	\$3,005			\$0	\$1,500	\$4,505
2.6	Comprehensive Plan Committee Meetings	18	\$5,310	1	\$185	18	\$2,700	0	\$0	0	\$0	37	\$8,195	\$3,600	\$3,600	\$7,200	\$1,000	\$16,395
2.7	Community Events and Workshops	8	\$2,260	12	\$2,220	16	\$2,400	24	\$2,520	0	\$0	60	\$9,500			\$0	\$1,500	\$11,000
2.8	Engagement Summary	2	\$590	4	\$740	2	\$300	24	\$2,520	0	\$0	32	\$4,150			\$0		\$4,150
	<b>Subtotal</b>	<b>38</b>	<b>\$11,210</b>	<b>39</b>	<b>\$7,215</b>	<b>60</b>	<b>\$9,000</b>	<b>136</b>	<b>\$14,280</b>	<b>0</b>	<b>\$0</b>	<b>273</b>	<b>\$41,705</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$12,000</b>	<b>\$5,405</b>	<b>\$59,110</b>
<b>Task 3: Existing Conditions Analysis and Mapping</b>																		
3.1	Document and Data Request and Review	0	\$0	0	\$0	2	\$300	8	\$840	0	\$0	10	\$1,140	\$1,500	\$2,500	\$4,000		\$5,140
3.2	Existing Conditions Atlas	2	\$590	0	\$0	4	\$600	40	\$4,200	0	\$0	46	\$5,390	\$2,500	\$6,000	\$8,500		\$13,890
	<b>Subtotal</b>	<b>2</b>	<b>\$590</b>	<b>0</b>	<b>\$0</b>	<b>6</b>	<b>\$900</b>	<b>48</b>	<b>\$5,040</b>	<b>0</b>	<b>\$0</b>	<b>56</b>	<b>\$6,530</b>	<b>\$4,000</b>	<b>\$8,500</b>	<b>\$12,500</b>	<b>\$0</b>	<b>\$19,030</b>
<b>Task 4: Vision Framework and Guiding Principles</b>																		
4.1	Vision Framework	2	\$590	1	\$185	2	\$300	12	\$1,260	0	\$0	17	\$2,335			\$0		\$2,335
4.2	Guiding Principles	1	\$295	1	\$185	3	\$450	8	\$840	0	\$0	13	\$1,770			\$0		\$1,770
	<b>Subtotal</b>	<b>3</b>	<b>\$885</b>	<b>2</b>	<b>\$370</b>	<b>5</b>	<b>\$750</b>	<b>20</b>	<b>\$2,100</b>	<b>0</b>	<b>\$0</b>	<b>30</b>	<b>\$4,105</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,105</b>
<b>Task 5: Planning Elements</b>																		
5.1	Land Use	4	\$1,180	0	\$0	16	\$2,400	40	\$4,200	0	\$0	60	\$7,780	\$500	\$2,000	\$2,500		\$10,280
5.2	Focus Area Concepts	1	\$295	4	\$740	4	\$600	32	\$3,360	0	\$0	41	\$4,995		\$1,000	\$1,000		\$5,995
5.3	Community Design and Character	1	\$295	0	\$0	2	\$300	12	\$1,260	0	\$0	15	\$1,855			\$0		\$1,855
5.4	Environment and Resource Protection	1	\$295	0	\$0	2	\$300	12	\$1,260	0	\$0	15	\$1,855			\$0		\$1,855
5.5	Economic Development	1	\$295	0	\$0	1	\$150	1	\$105	0	\$0	3	\$550	\$2,000		\$2,000		\$2,550
5.6	Housing	1	\$295	0	\$0	1	\$150	1	\$105	0	\$0	3	\$550	\$2,000		\$2,000		\$2,550
5.7	Parks, Open Space, and Facilities	1	\$295	0	\$0	2	\$300	16	\$1,680	0	\$0	19	\$2,275			\$0		\$2,275
5.8	Transportation	1	\$295	0	\$0	1	\$150	1	\$105	0	\$0	3	\$550		\$10,000	\$10,000		\$10,550
5.8	Arts and Culture	1	\$295	0	\$0	2	\$300	8	\$840	0	\$0	11	\$1,435			\$0		\$1,435
	<b>Subtotal</b>	<b>12</b>	<b>\$3,540</b>	<b>4</b>	<b>\$740</b>	<b>31</b>	<b>\$4,650</b>	<b>123</b>	<b>\$12,915</b>	<b>0</b>	<b>\$0</b>	<b>170</b>	<b>\$21,845</b>	<b>\$4,500</b>	<b>\$13,000</b>	<b>\$17,500</b>	<b>\$0</b>	<b>\$39,345</b>
<b>Task 6: Technical Supplements</b>																		
6.1	Housing Needs Assessment	1	\$295	0	\$0	2	\$300	0	\$0	0	\$0	3	\$595	\$12,000		\$12,000		\$12,595
6.2	Housing Action Plan	1	\$295	0	\$0	2	\$300	0	\$0	0	\$0	3	\$595	\$8,000		\$8,000		\$8,595
6.3	Three-Mile Plan	2	\$590	0	\$0	4	\$600	40	\$4,200	0	\$0	46	\$5,390		\$2,500	\$2,500		\$7,890
	<b>Subtotal</b>	<b>4</b>	<b>\$1,180</b>	<b>0</b>	<b>\$0</b>	<b>8</b>	<b>\$1,200</b>	<b>40</b>	<b>\$4,200</b>	<b>0</b>	<b>\$0</b>	<b>52</b>	<b>\$6,580</b>	<b>\$20,000</b>	<b>\$2,500</b>	<b>\$22,500</b>	<b>\$0</b>	<b>\$29,080</b>
<b>Task 7: Implementation Strategy</b>																		
7.1	Implementation Strategies and Actions	1	\$295	0	\$0	2	\$300	8	\$840	0	\$0	11	\$1,435	\$0	\$0	\$0		\$1,435
7.2	Implementation Matrix: Prioritization, Roles, and Responsibilities	1	\$295	0	\$0	2	\$300	8	\$840	0	\$0	11	\$1,435	\$0	\$0	\$0		\$1,435
7.3	Strategy for Plan Review, Maintenance, and Updates	1	\$295	0	\$0	2	\$300	4	\$420	0	\$0	7	\$1,015	\$0	\$0	\$0		\$1,015
	<b>Subtotal</b>	<b>3</b>	<b>\$885</b>	<b>0</b>	<b>\$0</b>	<b>6</b>	<b>\$900</b>	<b>20</b>	<b>\$2,100</b>	<b>0</b>	<b>\$0</b>	<b>29</b>	<b>\$3,885</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,885</b>
<b>Task 8: Draft and Final Comprehensive Plan</b>																		
8.1	Administrative Draft Comprehensive Plan	4	\$1,180	0	\$0	12	\$1,800	40	\$4,200	0	\$0	56	\$7,180	\$1,500	\$1,000	\$2,500		\$9,680
8.2	Public Review Draft Comprehensive Plan	4	\$1,180	0	\$0	8	\$1,200	32	\$3,360	0	\$0	44	\$5,740	\$500	\$500	\$1,000		\$6,740
8.3	Final Comprehensive Plan	1	\$295	0	\$0	4	\$600	12	\$1,260	0	\$0	17	\$2,155	\$0	\$0	\$0		\$2,155
8.4	Final Digital Files	0	\$0	0	\$0	1	\$150	2	\$210	0	\$0	3	\$360	\$0	\$0	\$0		\$360
	<b>Subtotal</b>	<b>9</b>	<b>\$2,655</b>	<b>0</b>	<b>\$0</b>	<b>25</b>	<b>\$3,750</b>	<b>86</b>	<b>\$9,030</b>	<b>0</b>	<b>\$0</b>	<b>120</b>	<b>\$15,435</b>	<b>\$2,000</b>	<b>\$1,500</b>	<b>\$3,500</b>	<b>\$0</b>	<b>\$18,935</b>
	<b>SUBTOTAL</b>	<b>95</b>	<b>\$28,025</b>	<b>47</b>	<b>\$8,695</b>	<b>189</b>	<b>\$28,350</b>	<b>473</b>	<b>\$49,665</b>	<b>8</b>	<b>\$840</b>	<b>812</b>	<b>\$115,575</b>	<b>\$40,000</b>	<b>\$35,000</b>	<b>\$75,000</b>	<b>\$5,405</b>	<b>\$195,980</b>
5%	Markup (on Subconsultants and Direct Costs)															\$3,750	\$270	\$4,020
<b>TOTAL PROJECT COSTS</b>																		
																	<b>\$200,000</b>	



## 8. Town’s Staff Time and Resources

The MIG Team recognizes the demanding nature of staff responsibilities, particularly for a limited team within a newly established community. To maximize the valuable contribution of the Town of Keystone’s staff, our team is emphasizing their involvement in four key areas:

1. Active participation in biweekly coordination meetings (conducted via Zoom).
2. Managing logistics for in-person meetings.

3. Providing access to pertinent data and background materials.
4. Reviewing and providing feedback on draft work products and deliverables.

These four key areas of involvement are crucial for the success of our initiatives. Please refer to the detailed breakdown below for more information

<i>Task</i>	<i>Task Name</i>	<i>Expectations of Town Staff</i>	<i>Estimate of Hours from Town Staff</i>
Task 1	Project Management	<ul style="list-style-type: none"> <li>» Review of Scope, Fee, and Schedule</li> <li>» Review and Payment of Invoices</li> <li>» Biweekly PMT Meetings</li> </ul>	48 hours
Task 2	Public Participation Plan and Implementation	<ul style="list-style-type: none"> <li>» Attendance at CPC Meetings and Community Meetings</li> <li>» Logistical Support for All In-Person Meetings (including venue identification and booking)</li> <li>» Website and Social Media Posts</li> <li>» Provision of Refreshments for Meetings (if desired)</li> </ul>	60 hours
Task 3	Existing Conditions Analysis and Mapping	<ul style="list-style-type: none"> <li>» Provision of Previous Plans, Studies, and Data</li> <li>» Review and Distribution of Existing Conditions Atlas</li> </ul>	6 hours
Task 4	Vision Framework and Guiding Principles	<ul style="list-style-type: none"> <li>» Review and Distribution of Vision Framework and Guiding Principles</li> </ul>	2 hours
Task 5	Planning Elements	<ul style="list-style-type: none"> <li>» Review of Draft and Revised Future Land Use Map, Goals, and Policies</li> </ul>	20 hours
Task 6	Technical Supplements	<ul style="list-style-type: none"> <li>» Review of Housing Needs Assessment, Housing Action Plan, and Three-Mile Plan</li> </ul>	16 hours
Task 7	Implementation Strategy	<ul style="list-style-type: none"> <li>» Participation in Strategy Work Sessions</li> <li>» Review of Draft Implementation Strategy</li> </ul>	8 hours
Task 8	Draft and Final Comprehensive Plan	<ul style="list-style-type: none"> <li>» Review of Administrative Draft and Public Review Draft Comprehensive Plan</li> <li>» Staff Report for Planning and Zoning Commission and Town Council</li> <li>» Logistics for Briefings and Hearings</li> <li>» Posting and/or Distribution of Final Plan</li> </ul>	28 hours
<b>Total</b>			<b>188 hours</b>

# 9. Insurance



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
8/26/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> AssuredPartners Design Professionals Insurance Services, LLC 3697 Mt. Diablo Blvd Suite 230 Lafayette CA 94549  License#: 6003745		<b>CONTACT NAME:</b> Anni Owens <b>PHONE (A/C, No, Ext):</b> 510-272-1465 <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> CertsDesignPro@AssuredPartners.com															
<b>INSURED</b> Moore Iacofano Goltsman Inc DBA MIG or AHBE   MIG 800 Hearst Ave Berkeley CA 94710  MIGINCO-01		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : BERKLEY INSURANCE COMPANY</td> <td>32603</td> </tr> <tr> <td>INSURER B : Travelers Property Casualty Company of America</td> <td>25674</td> </tr> <tr> <td>INSURER C : The Travelers Indemnity Company of Connecticut</td> <td>25682</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : BERKLEY INSURANCE COMPANY	32603	INSURER B : Travelers Property Casualty Company of America	25674	INSURER C : The Travelers Indemnity Company of Connecticut	25682	INSURER D :		INSURER E :		INSURER F :	
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INSURER E :																	
INSURER F :																	

**COVERAGES**      **CERTIFICATE NUMBER:** 335627525      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
C	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual Liab <input type="checkbox"/> Included GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	Y	Y	6801H899998	8/31/2024	8/31/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
C	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/>	Y	Y	BA0S579947	8/31/2024	8/31/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0	Y	Y	CUP0H758762	8/31/2024	8/31/2025	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
B	<input checked="" type="checkbox"/> <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below		Y	UB2L553909	8/31/2024	8/31/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional Liability & Contractors Pollution Liability			AEC907002005	8/31/2023	10/31/2024	\$5,000,000/Per Claim Included      \$5,000,000/Aggr

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 The Umbrella Policy is follow form to its underlying Policies: General Liability/Auto Liability/Employers Liability.  
 Re: All Operations of the Named Insured - City of Los Angeles, its directors, officials, officers, employees, agents and volunteers are named as additional insureds as respects general and auto liability for claims arising from the operations of the named insured as required per written contract. Insurance coverage includes waiver of subrogation per the attached endorsement(s). SEE CANCELLATION SECTION of Certificate for 30 Days Notice of Cancellation.

<b>CERTIFICATE HOLDER</b>	<b>CANCELLATION 30 Day Notice of Cancellation</b>
City of Los Angeles and all of its Agencies, Boards and Departments 200 North Main Street City Hall East, Suite 1240 Los Angeles CA 90012	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 

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ACORD 25 (2016/03)

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# Request for Proposals Town of Keystone First Comprehensive Plan



Date Issued: July 29, 2024

**Submittal Deadline: September 06, 2024**

This Request for Proposals (RFP) is not a competitive bid based on price only. The request for proposals allows the Town of Keystone, Colorado Town Council to select the service provider that best meets the needs of the Town, taking into consideration proposer qualifications, price, products, service capabilities and other factors relevant to the Town's policies, programs, administrative resources, and budget.

### **Introduction:**

The Town of Keystone is seeking the services of a professional consulting firm to assist the Town of Keystone in the development of the Town's First Comprehensive Plan. This document will guide the Town's development, redevelopment and decision making at all levels for the Town's future.

The Town will provide a project manager to coordinate and communicate with during the Comprehensive Plan process. Additionally, the Town will provide resources to assist with the various topics that will be discussed during the Comprehensive Plan process.

The firm must have extensive experience and skills in the development of comprehensive plans, as well as facilitation of community visioning and public outreach in both in-person and on-line settings. The Town encourages and promotes public outreach and input.

The Town will receive proposals in response to this RFP until 4:00 pm on September 6, 2024. Proposals received after that date and time will not be reviewed/considered.

Interested firms shall submit (1) bound copy of their proposal and one (1) digital copy. Bound copies of proposals can be dropped off or mailed to:

Town of Keystone  
Attn. Lindsay Hirsh, Community Development Director  
1628 Sts. John Road

Keystone, CO 80435

Questions regarding the RFP may be submitted to [LHirsh@keystoneco.gov](mailto:LHirsh@keystoneco.gov). Phone calls will not be accepted.

The deadline for questions is August 26, 2024, all questions and answers will be published.

Interviews of those selected will begin in mid to late September 2024.

Final selection is anticipated for early October 2024, with contract approval in October.

### **Background:**

The Town of Keystone became Colorado's newest Town on February 8, 2024. It is an exciting and challenging time. Located in Summit County, Colorado, it is a mountain resort community which is home to approximately 1,300 full time residents, over 3,600 condominiums and homes, a deed restricted workforce housing area, 2,100 seasonal housing beds, a business community, and has a peak ski weekend population of 25,000. The Town is a year-round resort community with Keystone Resort located within its boundaries.

The Keystone Community for the first time has an opportunity to chart its own course and address the issues that the Community has faced for years.

### **Request:**

Keystone's first comprehensive plan should provide clear land use, planning, environmental preservation, and economic diversification and resilience for the next 10-15 years in an 21<sup>st</sup> Century attractive and user-friendly product. The Town seeks the Consultant's recommendation on the appropriate format for the Town's first comprehensive plan. The comprehensive plan will recognize the unique characteristics of all the various areas located within the Town boundaries and develop appropriate and anticipated land use designations for those locations. Areas of specific

interest/concerns will likely be related to Highway 6 traffic impacts, land use, pedestrian safety, parking, economic development, infrastructure resilience, workforce housing, and possibly goals/policies implementation measure directed at a more functional method to work cooperatively with the owners of the ski resort. In general, the consultant should have the ability to acknowledge and reinforce the need to evaluate and outline the features necessary to ensure the development of a healthy, functional municipality, as it evolves from a resort into an established town with the potential for growth and sustainability.

The comprehensive plan should include a three-mile plan for the purposes of consideration of future annexation petitions. In addition, the consultant shall also prepare a Housing Needs Assessment Plan and a Housing Action Plan meeting the requirements of SB24-174. Lastly, will provide some limited assistance working with Town staff with the development of any applicable grant applications

### **Scope of Work:**

The Town of Keystone seeks a consultant with strong writing skills, the ability to facilitate an inclusive public engagement process, and the ability to illustrate concepts with supporting maps, renderings, graphics, charts and photos. Community outreach may include stakeholder meetings, surveys, public meetings, website and on-line engagement, and other creative ways to engage all members of the community in an equitable manner. The consultant will need to understand the unique dynamics of a mountain community with a resort component.

The Town anticipates the planning process for the Comprehensive Plan to be completed within approximately a 9-month period. Work will begin in the fall of 2024, with anticipated completion and adoption in mid-2025.

The proposed scope of work includes:

- Evaluation of relevant historic and current documents and data pertaining to the Town of Keystone.

- Public/Stakeholder Engagement: The public's participation is crucial to the development of the Town's first comprehensive plan that reflects the needs, desires, and decisions of the community as a whole. The Town desires a strong public outreach and input gathering process. Public outreach shall include but not limited to property owners and renters, 2nd homeowners in winter and in summer.
- Background in **characteristics** and fundamentals necessary to establish a sustainable municipality from scratch.

### **Meetings:**

Staff anticipates numerous meetings throughout the Comprehensive Plan process.

Such meetings will include:

- Advisory meetings with Town Staff.
- Stakeholder meetings, including property owners, citizen groups, businesses, and local non-profits.
- This likely will include work sessions with the Town Council.
- Public outreach, community open houses, and other public events to garner input.
- Work sessions with the Planning Commission and Council to discuss content and provide updates.
- Presentations before the Planning Commission and Council for Comprehensive Plan adoption.

### **Submittal Requirements:**

**Letter of Proposal and Commitment** – The letter should identify the firm and key staff who will be working on the project, and commit them for the duration of the project, if selected. The letter should also state that the firm has read and understands the requirements of the RFP.

**Firm Background and Project Team** – Provide background information on the consulting firm, including location, resources, and experience. Identify the project team

members and provide a statement of qualifications, expertise, and level of experience. The Town encourages the use of local team members.

**Qualifications** – This portion of the RFP should include at least three examples of projects (with contact information) completed within the past five years and will confirm the proposer’s expertise in providing comprehensive plan services.

**Scope of Work** – Provide a detailed scope of work, clearly illustrating tasks to be accomplished and final work product. Please also provide a scope of work specific to the proposed engagement and input process.

**Understanding of the new Town of Keystone** – Provide information that demonstrates the firm’s understanding of the Town of Keystone, and how that research will support the approach to a successful planning process.

**Schedule** – Provide a timeline for completion of the projects and a detailed schedule of public meetings, community outreach, and milestones for project completion.

**Fee Schedule** – Provide hourly fee schedules for each member of the team and team and total costs applicable to the deliverables outlined in this RFP. Include a “not to exceed” total project costs. The “not to exceed cost” should be based on the services to be provided including all expenses.

**Town Staff Time and Resources** – Provide an estimate of Town staff time and any additional resources that will be required for input into the project.

**Insurance** – Provide a summary of the team’s insurance coverage, including public liability, property damage, worker’s compensation, automobile, and professional liability.

**Estimated Budget:**

\$150,000-\$200,000



## **Evaluation and Selection:**

The Town intends to engage the most qualified contractor available for this project, while minimizing the costs to the Town. Responsiveness to the RFP will be a principal basis for evaluation. Proposals shall provide a straightforward and concise presentation adequate to satisfy the requirements of the RFP, including:

- The firm's stated philosophy and approach to this project. Respondents are encouraged to provide an innovative approach and methodology to address the expressed objectives
- Past record of performance on similar projects for other public agencies in terms of quality of work, cost control, and ability to meet established deadlines
- Capacity of the personnel to perform the work within the allotted timeframe
- Qualifications of individuals who will have direct involvement in identified tasks
- Proposed project schedule for the duration of the project
- The proposed fee

## **Schedule:**

Publication of RFP: July 29, 2024

Deadline for questions: August 26, 2024

Proposals due by 4:00 pm, September 6, 2024

Interviews begin Mid-September

Consultant selection and award of contract: anticipated in early October 2024

Bidders are advised that the bids are subject to public disclosure under Colorado Law and will not be treated as confidential. All materials submitted become the property of the Town and may be made public in whole or in part at the discretion of the Town with two notable exceptions. Information marked confidential such as trade secrets and references shall be treated as privileged information and confidential commercial information under the Colorado Open Records Law.