



City of Ketchum

CITY COUNCIL MEETING AGENDA MEMO

Meeting Date: August 7, 2023 Staff Member/Dept: Morgan Landers, AICP – Director of Planning & Building

Agenda Item: Recommendation to approve Master Professional Service Agreement #23128 and Task Order #1 with Clarion Associates for Phase 1 of the comprehensive plan and code update project.

Recommended Motion:

Motion: I move to approve the Master Professional Services Agreement with Clarion Associates and Task Order #1, the development of a scope of work, public engagement plan, schedule, and budget for an update to the City's 2014 Comprehensive Plan and Land Use Regulations.

Reasons for Recommendation:

- A public Request for Proposals/Qualifications was conducted to identify a consultant for the project. Clarion Associates was ranked the top firm out of six proposals by the city's selection committee.
- Clarion Associates has a strong background in both comprehensive planning and code drafting, specifically when the two projects are executed in tandem.
- Clarion Associates has experience with Idaho communities and the state regulatory environment that frames how land use regulations can be used to achieve desired outcomes.
- Task Order #1 is only for the scoping exercise outlined in the request for proposals. This scoping exercise is a joint effort between the city, key stakeholders, and Clarion to determine the best approach to the project as these types of projects can be done in a variety of ways.

Policy Analysis and Background (non-consent items only):

PROCESS

The City issued an RFP/RFQ on March 29, 2023 (see attachment 2) soliciting responses from consultants to lead an audit and focused update to the City's 2014 Comprehensive Plan and Land Use Regulations (Title 12 – Streets, Title 15 – Buildings and Construction, Title 16-Subdivision Regulations, and Title 17-Zoning Regulations).

Six responses were received from qualified consultants and three firms were selected through an evaluation and ranking process to participate in a virtual interview. Firms were ranked based on:

- completeness of their proposals
- understanding of the project and approach
- composition of their team
- qualifications of team members

All three firms were ranked through the interview process and invited to respond to follow-up questions from the committee. At the conclusion of the process Clarion Associates proposal (see

attachment 3) was selected as the committee’s first choice and was invited to negotiate a contract (see attachment 1).

The evaluation, ranking, and interview committee consisted of City Council Member Courtney Hamilton, Planning and Zoning Commissioner Susan Passovoy, City Administrator Jade Riley, Planning and Building Department Director Morgan Landers, Senior Planner Abby Rivin, and Consulting Project Manager Daren Fluke.

PROJECT

The project will be executed in three phases:

1. A scoping phase that includes development of a detailed public engagement plan, scope of work, schedule, and budget for Phases 2 and 3.
2. An audit of the 2014 Comprehensive Plan and Land Use Regulations and attendant public engagement. The intent is to refresh the adopted comprehensive plan to ensure consistency the city policies and community goals and objectives and identify plan-zone conflicts or goals and objectives of the adopted plan that are not achievable given the constraints, omissions, or clarity of the land use regulations. Notable deliverables include the audit summarizing findings, a summary of the public engagement efforts and significant findings, and a draft and final update to the 2014 Plan for the consideration of the P&Z Commission and City Council.
3. Building on the previous two phases of work, Phase 3 will be focused on a reorganization and modernization of the City’s land use regulations, primarily Titles 16 and 17 of the Ketchum City Code. This phase of work will include a robust public engagement effort and will result in a zoning scheme and ordinance with land use regulations specifically designed to achieve the goals and objectives of the updated comprehensive plan resulting from the Phase 2 work and other city adopted plans.

NEXT STEPS

Once the signed agreement is in place the consultant will conduct an audit of the 2014 Comprehensive Plan which includes a high-level review of Titles 12, 15, 16 and 17 of the Ketchum City Code, the Transportation Master Plan, Housing Action Plan, Sustainability Action Plan, Historic Preservation program, Design Review regulations and other pertinent plans and documents used by the city when making land use decisions. That work will be conducted August 8-25 and will be followed by a kickoff in Ketchum August 28-30. During that time the consultant will lead a series of workshops and interviews intended to build on the audit, to develop an understanding of the community, and to identify perceived weaknesses and disconnects within the comprehensive plan and land use regulations. In addition, the consultant and staff team will conduct a joint session of the Planning and Zoning Commission and City Council on August 29 where the project team will hear from the elected and appointed officials and report out on the workshops and interviews.

Subsequent to the August work, the consultant will begin work on the Phase 1 deliverables which are expected in draft form by mid to late September and in final form before the end of October.

Sustainability Impact:

The updated comprehensive plan will further refine the existing sustainability goals in the plan. The land use regulations will be designed to help achieve the City’s sustainability goals and objectives.

Financial Impact:

Adequate funds exist in account:	Task Order #1 is for a lump sum of \$9,500 and is budgeted in the Planning and Building Department’s Professional Services Budget. This amount is consistent with the anticipated amount presented to the City Council in March 2023. Scoping, schedule, and budget
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	for subsequent phases of work will be developed through the execution of TO#1 and are intended to be budgeted through FY 2024 and FY 2025.
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Attachments:

1. Professional Services Agreement # 23128 and Task Order #1
2. City RFP/RFQ for Update to the Comprehensive Plan and Land Use Regulations
3. Clarion Associates proposal in response to Ketchum RFP/RFQ
4. Ketchum Purchase Order #23128



City of Ketchum

**Attachment 1:
Professional Services
Agreement #23128 and Task
Order #1**



City of Ketchum

**PROFESSIONAL SERVICES AGREEMENT #23128
CLARION ASSOCIATES**

This CONTRACT FOR SERVICES (“Agreement”) is entered into effective as of the 7th day of August 2023, by and between the City of Ketchum, an Idaho municipal corporation (“City”), and Clarion Associates (“Contractor”).

RECITALS

- A. The City desires to conduct an audit and focused update to the 2014 Comprehensive Plan and a full rewrite of land use regulations (the “Project”). The project objectives include: (1) achieve alignment between the updated comprehensive plan, other adopted plans, and the code to support the community’s vision, goals, and policies; (2) integrate progressive and sustainable policies and practices to support smart growth and environmental stewardship; (3) develop regulations in plain English that improve customer service by making the code user friendly, streamlined, and fair with high quality visual references; and (4) develop design guidelines and a design review process that fosters creativity and results in quality design.
- B. The Project will be executed in three phases. Phase 1 of the Project includes: (1) developing scope of work, public engagement plan, and schedule, (2) data gathering and identification of data gaps that need to be filled prior to execution of the Project, (3) an audit of the 2014 Comprehensive Plan, and (4) a draft approach to the code rewrite. Phase 2 will include an update to the 2014 Comprehensive Plan based on the audit and the attendant public engagement. Phase 3 will include a rewrite of the zoning and subdivision ordinances and attendant public engagement. Each phase of the project will be authorized as a separate Task Order pursuant to the terms of this Professional Services Agreement.
- C. The Project is an extensive process involving comprehensive community engagement and technical analysis that requires consultant support.
- D. The Contractor has the necessary technical expertise and project experience to complete the above referenced work.

FINDINGS

- A. The City is a municipal corporation duly organized and existing under the laws of the State of Idaho.
- B. The City is empowered to enter into contracts and take such steps as are reasonably necessary to maintain the peace, good government and welfare of the City. Idaho Code §50-301 *et seq.*
- C. Contractor independently provides certain professional services which may be beneficial and of use for the general welfare of the City.

D. The City finds that it is economical and efficient and that it is in the best interests of the City to contract with Contractor for certain services as set forth herein (“Services”).

NOW, THEREFORE, the Parties enter into this Agreement according to the following terms and conditions:

1. **Description of Services.** The Contractor shall complete the tasks on the schedule as outlined in Task Order #1 and attached as Exhibit A, incorporated herein by this reference (the “Services”).
2. **Payment for Services.** City shall engage Contractor to perform professional services pursuant to this Agreement by issuing a Task Order to Contractor. Each Task Order shall clearly state that it is issued pursuant to this Agreement and shall identify the scope of services to be performed by Contractor, the schedule for performance of the Services, the method of pricing and/or compensation for Services, and other matters as may be pertinent to the individual authorization. Contractor will be compensated for Services as set forth in the task orders listed in Exhibit A, as priced on a Task Order basis.

In exchange for the Services detailed in Task Order #1, the City shall pay Contractor with an amount not to exceed nine thousand eight hundred dollars (\$9,800) to be billed at the end of each month of services. The Contractor shall track and report to the City as to the Service activities and all time expended on the Services. City will also reimburse Contractor, upon presentation of reports and receipts, for reasonable travel expenses required to provide the Services. The terms of this Agreement shall supersede any standard or preprinted terms that may be attached to or referenced in any Task Order. Invoices for payment will be submitted monthly and payment made by City upon City review and approval within approximately thirty days. The City shall remit payment within 60 days from the date of invoice.

3. **Term.** The term of this Agreement shall be through the duration and conclusion of the Services, not to exceed one year from the date of this Agreement. This term may be renewed or extended upon further written agreement between the parties. The Parties hereby agree that in the event City, in its sole and exclusive opinion, City may terminate this Contract without penalty upon thirty (30) days written notice to the Contractor. Upon receipt of such notice, neither party shall have any further obligation to the other. In the event of such termination, Contractor shall submit a report of expenditures to the City. If this Agreement is terminated by the City as provided herein, Contractor shall be paid for the work performed prior to termination, less payment or compensation previously made.
4. **Proprietary Rights.** All data, materials, reports, maps, graphics, table, memoranda, and other documents or products developed under this Agreement whether finished or not shall become the property of the City, shall be forwarded to the City at its request, and may be used by the City for any business or municipal purpose. The City agrees that if it uses products prepared by Contractor for purposes other than those intended in this Agreement, it does so at its sole risk.
5. **Independent Contractor.** Contractor performs the Services hereunder solely and exclusively as an independent contractor. Contractor is not an employee, servant, agent, partner, or joint venture of the City. The City will determine the projects or Services to be done by Contractor, but Contractor will determine the legal means by which it accomplishes the work specified by the City. This

Agreement shall not be construed to create or establish any employee-employee relationship between the City and Contractor or make Contractor eligible for any City employment benefits. Contractor is solely responsible for all withholding and payment of all applicable federal, state, and local income or payroll taxes of any kind.

6. **Assignment.** Neither Party shall assign any of its rights and/or obligations under this Agreement to any other person or entity.
7. **Representation and Warranty by Contractor.** Contractor hereby represents and warrants to City as follows:
 - a. Contractor has the knowledge, experience, expertise and office equipment resources necessary to promote, organize, manage, coordinate and produce materials, and to provide management of social media outlets, required by City.
 - b. Contractor hereby acknowledges that all writings and documents, including without limitation, email containing information relating to the conduct or administration of the public's business prepared by Contractor for City, regardless of physical form or characteristics, may be public records pursuant to Idaho Code Section 74-101 et seq. Contractor further acknowledges that, subject to certain limitations, the public may examine and take a copy of all such public writings and records. Accordingly, Contractor shall maintain such writings and records in such a manner that they may be readily identified, retrieved and made available for such inspection and copying.
8. **Default.** In the event either Party hereto defaults in its performance of any of the obligations created hereunder, the other Party may pursue any and all remedies whether at law or equity, including without limitation terminating this Agreement.
9. **Voluntary Agreement.** This Agreement is freely and voluntarily entered into by each of the Parties. The Parties acknowledge and agree that each has been represented in the negotiation of this Agreement by counsel of its own choosing or has had an opportunity and ability to obtain such representation, that it has read this Agreement, or had it read to it, that it understands this Agreement, and that it is fully aware of the contents and legal effects of this Agreement.
10. **Binding Agreement.** The provisions of this Agreement shall be binding upon, and shall obligate, extend to, and inure to the benefit of each of the legal successors, assigns, transferees, grantees and heirs of each of the Parties, and all persons who may assume any or all of the above-described capacities subsequent to the execution of this Agreement.
11. **Mediation.** Should a dispute arise and is not resolved by the Parties, the Parties shall first proceed in good faith to submit the matter to non-binding mediation with a mediator licensed in the State of Idaho. Upon completion of one attempt at mediation, either party may pursue any available legal or equitable remedy.
12. **Indemnification.** Contractor releases, holds harmless, and agrees to indemnify City from and against all claims, suits, damages (including, without limitation, damages to persons and property including deaths, and all tax responsibilities), costs, losses, and expenses, in any manner related to or

arising from the acts or omissions of Contractor, its managers, members, directors, officers, shareholders, agents, and employees.

13. **Licensing.** Contractor represents that Contractor possesses the requisite skill, knowledge, and experience necessary to perform the Services. Contractor represents it has or agrees to obtain and maintain all necessary registrations, licenses, and insurance as may be required by the State of Idaho for the performance of the Services under this Agreement.

14. **Insurance.** Contractor is not covered by the City’s liability insurance policy. Contractor shall carry and maintain liability insurance in the following minimum amounts:

General liability	\$1,000,000.00 per occurrence; \$2,000,000.00 aggregate.
Commercial Auto	\$1,000,000.00
Professional Liability	\$1,000,000.00
Worker’s Compensation	As required by the State of Idaho, and not less than \$1,000,000.00

Proof of said insurance shall be provided to City. Each policy of insurance required shall provide for no less than thirty-day advance notice to City prior to cancellation. In addition, the City shall be named a “Additional Insured” by all contractors and subcontractors.

15. **Notice.** All notices under this Agreement shall be in writing and addressed as follows:

CITY:
City of Ketchum
Attn: City Administrator
P.O. Box 2315
191 5th St., West
Ketchum, ID 83340

CONTRACTOR:
Clarion Associates
Darcie White, Director
1600 Stout Street, Ste. 1700
Denver, CO 80202

16. **Compliance with Laws/Public Records.** Contractor, its managers, members, directors, officers, shareholders, agents, and employees shall comply with all federal, state and local laws, rules, and ordinances. This Agreement does not relieve Contractor of any obligation or responsibility imposed upon Contractor by law. Without limitation, Contractor hereby acknowledges that all writings and documents, including without limitation email, containing information relating to the conduct or administration of the public’s business prepared by Contractor for City regardless of physical form or characteristics may be public records pursuant to the Idaho Public Records Act. Contractor further acknowledges that, subject to certain limitations, the public may examine and take a copy of all such public writings and records. Accordingly, Contractor shall maintain such writings and records in such a manner that they may readily identified, retrieved and made available for such inspection and copying. Should Contractor wish to claim an exemption to disclosure on any record, Contractor shall identify such in advance and assume all costs of defense on any associated legal action to defend such claimed exemption from disclosure.

17. **Non-Assignment.** Contractor hereby acknowledges that City has agreed to enter this Agreement based in part on Contractor’s unique skills and reputation for professional work. Accordingly,

Contractor may not assign, subcontract, or transfer in any manner this Agreement or any of Contractor's right, title or interest in or to this Agreement without the prior written consent of City.

18. **Amendments.** This Agreement may only be changed, modified, or amended in writing executed by all parties.
19. **Non-Waiver.** The failure of either party to exercise any of its rights under this Agreement at any time does not constitute a breach of this Agreement and shall not be deemed to be a waiver of such rights or a waiver of any subsequent breach.
20. **Headings.** The headings in the Agreement are inserted for convenience and identification only and are in no way intended to describe, interpret, define, or limit the scope, extent, or intent of this Agreement or any provision hereof.
21. **Attorney Fees and Costs.** In the event that either party hereto is required to retain the services of an attorney to enforce any of its rights hereunder, the non-prevailing party shall pay to the prevailing party all reasonable costs and attorney fees incurred in such enforcement, whether or not litigation is commenced and including reasonable costs and attorney fees on appeal.
22. **Governing Law.** This Agreement shall be governed by the laws of the State of Idaho. Venue shall be in the Fifth Judicial District, Blaine County, Idaho.
23. **Entire Agreement.** This Agreement contains the entire Agreement between the parties respecting the matters herein set forth and supersedes any and all prior Agreements between the parties hereto respecting such matter.
24. **Severability.** If any part of this Agreement is held to be invalid or unenforceable, such part shall be considered as stricken and the rest of this Agreement shall continue in full force and effect and so as to preserve the agreement and intent to the fullest possible extent.
25. **Execution and Signatures.** This Agreement may be executed simultaneously in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.
26. **Authority.** The parties executing this Agreement warrant, state, acknowledge, and affirm that they have the authority to sign the same and to bind themselves to the terms contained herein.

IN WITNESS WHEREOF, the Parties execute this Agreement.

CITY OF KETCHUM

CONTRACTOR

Neil Bradshaw, Mayor

Darcie White, Director

ATTEST:

Trent Donat
City Clerk

ATTACHMENT A

Task Order #1

Scope of Work | Phase 1: Project Scoping, Data Gathering, and Comprehensive Plan Audit

Phase 1 Approach

A preliminary schedule of tasks for Phase 1 is provided below. We anticipate a three-month timeline for completion of Phase 1, assuming a late-June start/mid-August contract initiation. Tentative timeframes for each task are provided below. Upon initiation of the contract, we will work with City staff to map out a more detailed timeline and schedule tentative calendar holds for key meetings (as applicable).

We will communicate regularly with the City's project managers through standing weekly or bi-weekly meetings (via Teams or Zoom) and respond promptly to requests and questions. In-person meetings will be scheduled as needed to support individual tasks.

1.1 PROJECT INITIATION

An initial kick-off meeting will be held with City staff (via Teams or Zoom) to identify key issues to be addressed, gather background data and information for Task 1.2, and identify stakeholder meeting dates.

Timeframe: Late June

1.2 COMPREHENSIVE PLAN AUDIT

Building on preliminary input and background documents (Policy/Implementation Status spreadsheet and Zone District/Future Land Use comparison table) provided by City staff project team members will conduct an audit of the 2014 Ketchum Comprehensive Plan. Key objectives for the Comprehensive Plan Audit will be to determine what is working well and should be carried forward, what needs to be updated, and what's missing altogether. The audit will focus specifically on the identification of:

- Potential policy gaps or weaknesses (e.g., lack of guidance regarding historic preservation priorities; need for cohesion with the 2022 Housing Action Plan; 5B Can (sustainability initiatives); Transportation Plan, Natural Hazard Mitigation Plan, and others);
- Data needs;
- Opportunities to improve the clarity of the Future Land Use Map and categories (e.g., the role of Downtown, neighborhood typologies, future buildout of area of impact near hospital, and re-envisioning light industrial areas);
- Key questions that will need to be answered as part of the comprehensive plan update; and
- Other potential updates that may help improve the alignment between the comprehensive plan and the land use regulations and support plan implementation.

A staff draft of the audit will be prepared in advance of stakeholder meetings during Task 1.4 to help inform discussions. Based on input received as part of Task 1.4, the audit will be finalized to serve as a guide for targeted updates to the plan as part of Phase 2 and subsequent updates to the land use regulations. The audit will include a brief synopsis of findings and recommendations for each chapter of the plan, with a focus on Chapters 2 (A Strong and Diverse Economy), 3 (Housing), 4 (Community Design and Neighborhoods), 7 (Mobility), and 12 (Future Land Use).

Timeframe: Mid-August

1.3 PRELIMINARY PUBLIC ENGAGEMENT PLAN

Clarion will prepare a preliminary Public Engagement Plan for phases two and three that touches on the “who, why, and what” of the community engagement process. Specifically, the Public Engagement Plan will:

- Establish overarching goals for public engagement;
- Outline specific groups and audiences to be engaged during each phase;
- Identify potential tools and techniques anticipated to be used during each round of outreach activities, recognizing potential differences in approach for plan vs. code projects; and
- Define roles and responsibilities for various tasks related to specific events and activities.

A staff draft of the Public Engagement Plan will be prepared in advance of the stakeholder meetings during Task 1.4 to help inform discussions. Based on input received as part of Task 1.4, the Public Engagement Plan will be finalized for scoping purposes. Additional updates will be completed, as necessary, at the beginning of Phases 2 and 3 to include meeting dates, locations (virtual or in-person), and preliminary itineraries for each round of outreach activities.

Timeframe: Mid-August

1.4 STAKEHOLDER MEETINGS

Project team members will spend two days on the ground in Ketchum to meet with staff and stakeholders and gain a deeper understanding of the issues, opportunities, and geographies that are likely to be the focus as part of the comprehensive plan and land use regulation update rewrite. A tentative agenda for this trip is as follows:

- *Monday August 28 (3:00-5:30pm):* Tour key focus areas with City staff;
- *Tuesday August 29: (Full day):*
 - Meetings with key stakeholders to help gain a broader understanding of issues and opportunities for coordination with recent and ongoing efforts in the City and region. We anticipate that this may include the Historic Preservation Commission, Sustainability Advisory Committee, as well as the Housing Department, and other stakeholders as appropriate.
 - A joint workshop to present the results of the draft Comprehensive Plan Audit and Public Engagement Plan and solicit input from the City Council and the Planning & Zoning Commission about their priorities for the comprehensive plan and land use regulation update.
- *Wednesday August 30: (Wrap up by 1:00 pm):*
 - Additional time for stakeholder meetings
 - Debrief meeting with City staff to discuss key themes and next steps.

Input received will be summarized and included as part of the Comprehensive Plan Audit.

Timeframe: Late-August

1.5 SCOPING

A scope, schedule and budget for the comprehensive plan update in Phase 2, and a preliminary approach for the land use regulation rewrite in Phase 3 will be prepared based on stakeholder input and the results of the Comprehensive Plan Audit.

Timeframe: Mid-September

Cost Proposal

Our not-to-exceed cost for completion of Phase 1 is \$9,500. A breakdown of the time we anticipate it will take to complete Phase 1 and the actual cost is provided below for context. We would prefer to provide an accurate reflection of what it will take, rather than providing a budget that reflects an artificially low number of hours. We are comfortable doing this because we often need to produce some of the requested deliverables in the course of pursuing a project.

TASK	CLARION				EPS	TOTAL
Team Member	White D.	Goebel	Squyer	White H.	Prosser	
Billable Rate \$/ Hour	\$185	\$225	\$85	\$95	\$250	
Phase 1: Project Chartering						
1.1 Project Initiation	1	1	0	1	0	3
1.2 Stakeholder Meetings	20	20	0	0	2	42
1.3 Comprehensive Plan Audit	6	1	24	2	1	34
1.4 Preliminary Public Engagement Plan	2	2	12	0	0	16
1.5 Scoping	4	4	0	0	1	9
Phase 1: Total Hours	33	28	36	3	4	104
Phase 1: Total Labor	\$6,105	\$6,300	\$3,060	\$285	\$1,000	\$16,750
Person trips	1	1	0	0	0	2
Phase 1: Total Travel	\$1,090	\$1,090	\$0	\$0	\$0	\$2,180
Phase 1: TOTAL	\$7,195	\$7,390	\$3,060	\$285	\$1,000	\$18,930



City of Ketchum

Attachment 2: City RFP/RFW for Update to Comprehensive Plan and Land Use Regulations



REQUEST FOR QUALIFICATIONS AND PROPOSALS (RFQ/RFP)
Update to the City's Comprehensive Plan and Land Use Regulations

Issue Date: March 29, 2023

Contact:

Heather Nicolai

hnicolai@ketchumidaho.org

Telephone: (208) 727-5081

P.O. Box 2315

191 5th Street West

Ketchum, ID 83340

SUBMITTAL DEADLINE

All responses, per the requirements of this RFQ/RFP, must be received by the City of Ketchum Planning and Building Department no later than 12:00 pm MST on May 5, 2023.

QUESTIONS AND CONTACTS

Questions or requests for information should be submitted via email to Heather Nicolai at hnicolai@ketchumidaho.org. Proposers should refrain from approaching other City of Ketchum staff or elected officials. The City is interested in establishing a fair and transparent selection process where proposers have equal access to all the information about the project.

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Introduction and Background

The City of Ketchum (the “city”) is located approximately 150 miles east of Boise in Blaine County, Idaho. The city has a population of approximately 3,588 people (census 2021) and is currently experiencing high growth pressures. Influenced by federal lands and a world-class ski resort (Sun Valley), the town has a mix of rich historical mining heritage and new recreation economies that influence the growth and development of the community.

The City is requesting proposals for consulting services from qualified professionals to lead an audit and focused update to our 2014 Comprehensive Plan and a full rewrite of the land use regulations (the code). The selected firm or team of firms will have demonstrated experience in a variety of areas, including but not limited to, developing community visions, growth policies, implementation strategies, land use, zoning, and subdivision policies and regulations. The city anticipates a multi-phased approach to the project including an initial scoping exercise with city staff, elected and appointed officials, and stakeholder input prior to the execution of work associated with the update to the comprehensive plan and code.

Ketchum Comprehensive Plan – Adopted 2014

The City of Ketchum adopted its Comprehensive Plan in 2014, updating the previous version from 2001. Although the plan was adopted just nine years ago, demographic shifts seen during the pandemic and increased development pressures have spurred discussions about Ketchum’s future growth, housing, transportation, disaster preparedness, and resource management. The currently adopted comprehensive plan can be found [HERE](#). A review and focused update of the comprehensive plan is necessary to align the plan with current policies of the Housing Action Plan, Transportation Plan, Sustainability Action Plan, and other more recently adopted plans that inform the future land use and development patterns of the city and will inform the proposed update to the land use regulations noted below.

Land Use Regulations

The city adopted the zoning ordinance ([Title 17](#)) in 1974 and its subdivision ordinance ([Title 16](#)) in 1979. Other Titles that intersect with land use policies are the streets standards ([Title 12](#)) and the building and construction standards ([Title 15](#)). The full municipal code can be found [HERE](#). The city has conducted piecemeal updates to amend specific land use regulations to comply with the comprehensive plan or to align with Idaho State Code. In 2015, the zoning code was restructured into a more accessible format and amended to reduce redundancies and errors. The current zoning regulations, however, have remained rooted in land use policies from Ketchum’s past. The dimensional standards that dictate allowed density, lot size, and building mass have remained largely unchanged since their adoption in 1974.

In general, the city’s regulations applicable to land use and development are:

- Difficult to navigate with related requirements dispersed throughout multiple sections and titles
- Unclear, contradictory, and/or confusing requiring costly administrative and legal determinations
- Often ineffective at promoting or achieving the city’s goals and policies
- Unclear and unpredictable regarding the development review process
- Internally inconsistent due to piecemeal amendments over time
- Lacking in appropriate graphics that make the code more legible and useful

Through this RFP process, the city will identify partners that can support the needs of the project and the dedicated staff and volunteers that will contribute time and energy toward a successful outcome. The process will include robust community outreach and workshops, a citizen’s advisory committee, a technical advisory group, partner organization meetings, and work sessions and public meetings with appointed and elected officials. The city expects the project to be a two and a half to three-year process that includes the adoption of an updated Comprehensive Plan and land use regulations in three phases of work.

Project Objectives

The following project objectives have been identified based on feedback from constituents, elected/appointed officials, and staff.

1. Achieve alignment between the updated comprehensive plan, other adopted plans, and the code to support the community’s vision, goals, and policies.
2. Integrate progressive and sustainable policies and practices to support smart growth and environmental stewardship.
3. Develop regulations that improve customer service by making the code user friendly, in plain English, streamlined, and fair with high quality visual references (images, graphics, tables, etc.)
4. Develop design guidelines and a design review process that fosters creativity and results in quality design.

Scope of Work

The city anticipates a multi-phased approach to the project as follows:

- Phase 1 – Project Scoping Exercise, Data Gathering, Comprehensive Plan Audit
 - The City prefers a collaborative approach to developing the full scope of work and anticipates one or more workshops between the consultant and staff, elected/appointed officials including City Council, Commission, and HPC to develop the process, scope of work, public engagement plan, and schedule for the project. This exercise will include discussions of community engagement expectations and process, an audit and attendant scope of revisions to the comprehensive plan, and a draft approach to the revision and adoption of the code (one full adoption or adoption in pieces). This phase will also include identification of data gaps that need to be filled prior to execution of the project and efforts to obtain that data.
 - Deliverables:
 - Scope, schedule, and budget for updating the comprehensive plan.
 - Summary document of comp plan audit results.
 - Conceptual Public Engagement Plan for all three phases of work identifying the who, how, and what of the engagement approach.
 - Draft approach to the rewrite of the land use regulations (will be finalized in phase 3).
- Phase 2 – Update of the Comprehensive Plan
 - Based on the scope of work and schedule developed in phase one, this phase will consist of creation of a detailed public engagement plan for this phase of work, updates to the current comprehensive plan and all public engagement efforts and final summary report of the same.
 - Deliverables:

- Detailed public engagement plan for comprehensive plan updates.
 - Final Summary Report of the public engagement efforts.
 - Updated Comprehensive Plan for consideration and adoption by the Planning and Zoning Commission and City Council.
 - Scope, schedule, and budget for Phase 3 rewriting land use regulations.
- Phase 3 – Rewrite of the Land Use Regulations
 - Based on the scope of work and schedule developed in phase 2, this phase will generally consist of the rewriting of Title 16, Title 17, and select revisions of Title 12 and Title 15. This phase will also include creation of a detailed public engagement plan, all public engagement efforts outlined in the plan, and a Final Summary Report of the public engagement efforts.
 - Deliverables:
 - Detailed public engagement plan for this phase of work.
 - Final Summary Report of public engagement efforts.
 - Updated land use regulations for consideration and adoption by the Planning and Zoning Commission and City Council.

Assumptions:

1. **Meeting Attendance.** The city anticipates consultant participation in regularly scheduled coordination meetings, committee meetings, limited meetings with partner organizations, workshops, and public meetings/hearings to follow the progress of the project. In-person attendance is not required for coordination meetings. In-person attendance may be required for other meetings on an as needed basis as coordinated between the city and consultant and outlined in the public engagement plan(s).
2. **Public Engagement.** During phase one of the project, the consultant and city will develop a conceptualized public engagement plan including a general community engagement strategy, identification of target communities or cohorts for engagement, needed technical/advisory/working groups, potential means and methods for conducting outreach, and identification of roles and responsibilities for execution. Detailed public engagement plans and schedules based on the conceptual plan will be developed at the outset of Phases 2 and 3. The city expects to be an active participant in the public engagement efforts up to an including managing execution of public engagement plan. The city may request that the consultant scope and price two approaches depending on the outcomes of the scoping efforts in Phase 1.
3. **Committee/Group Coordination.** City will act as liaison and coordinator of needed technical/advisory/working groups or committees, managing all logistics and administrative needs. The consultant will participate in some or all meetings as necessary and may act as facilitator depending on discussion topics. The consultant will also assist in the creation of meeting materials and information to support discussion topics.

Project Budget and Schedule

The total project budget and schedule will be developed during phase one of the scope of work, in conjunction with the selected consultant. A separate contract for each phase is anticipated. Phase one will be conducted on a time and materials budget with a not to exceed \$9,500. The city anticipates a two and a half to three-year process beginning in June of 2023 with anticipated completion in winter 2025. Please see the Selection Process section of this document for details on the RFP timeline.

Submittal Requirements

The RFP must include the following to be considered for the project.

1. **Project Understanding and Approach.** Description of the Consultant’s understanding of the overall project and a detailed schedule and approach to phase one, including the ability to meet the not-to-exceed budget. Additionally, please provide an overview of the management and communication structure of the consultant’s internal team and any subcontractors proposed for the project, including your preferred approach to project management and communication for a successful project.
2. **Consultant team.** Description of the Consultant’s team, including firm descriptions, a staffing plan, and resumes and qualifications of key personnel and subcontractors.
3. **Project Experience – Public Engagement.** Description of the consultant’s philosophy, approach, and experience in developing and executing public engagement efforts for similarly complex projects.
4. **Project Experience – Comprehensive Plans.** Description of the consultant’s experience in preparing comprehensive plans for communities of similar size and character. Please also include specific experience where the consultants have managed a sequential process of updating a comp plan and land use code. Please provide a minimum of two examples.
5. **Project Experience – Code Preparation.** Description of the Consultant’s experience in conducting comprehensive rewrites of land use codes. Please provide specific examples of how the codes content or structure changed significantly, or not, during the process. Please provide a minimum of two examples.
6. **References.** Please provide a minimum of three relevant professional references with phone and email contact information.
7. **Cost Proposal.** Please provide a time and materials cost estimate for phase one of the scope of work.

Submittal Process

1. The submittal process will follow the schedule as outlined below.
 - a. RFP Publication Date March 29, 2023
 - b. RFQ/RFP Deadline to Submit Questions.....April 12, 2023
 - c. Response to Questions Published.....April 19, 2023
 - d. RFP Submittal DeadlineMay 5, 2023
 - e. Selection Committee Reviews Completed..... May 2023
 - f. Interviews with Consultants May 2023
 - g. Selection of Consultant..... End of May 2023
2. Questions shall be sent via email no later than Wednesday, April 12, 2023, 4:00 pm MST, to Heather Nicolai, hnicolai@ketchumidaho.org.
3. Depending on the number of respondents and initial review of submittals, the city may or may not elect to conduct interviews. All responders will be notified whether interviews will be conducted following review by the Selection Committee.
4. Format and Delivery: Please email a consolidated PDF copy to hnicolai@ketchumidaho.org with a subject line of “RFP Submittal – Ketchum Comp Plan and Code Rewrite”.

Criteria for Selection

The following criteria will be used with the evaluation of submittals:

- **Completeness:** The submittal includes all required items outlined in the RFP. **10 points**
- **Understanding & Approach:** Submitter fully understands the intent and goals of the overall project and has proposed an approach and schedule that is logical, realistic, and achievable. **35 points**
- **Team:** Abilities and qualifications of personnel, demonstrated depth and breadth of the team to achieve the goals and objectives of the project. **30 points**
- **Experience:** The Consultant's demonstrated capability on similar or related comprehensive plans and land use regulations projects. **25 points.**

RFP Terms and Conditions

1. Proposals that do not include all submittal requirements outlined herein shall not be considered;
2. At the City's sole discretion, the City may choose to republish this RFP;
3. The City reserves the right to accept or reject any and/or all proposals and to waive any informalities or irregularities in said proposals. The RFP does not bind the City to hire a consultant when, in the City's sole discretion, the City determines not to do so;
4. Until such time the professional services agreement is executed, there are no express or implied obligations or commitments on the part of either the City or the Consultant concerning either this RFP or any proposal associated with it;
5. At the City's sole discretion and with notice being provided to the Consultants, the City may amend the Selection Process and/or Tentative Project Schedule at any time;
6. By submitting materials for the City's consideration pursuant to this RFP, the Consultant is waiving any claim of confidentiality, trade secrets or privilege with respect to materials submitted.
7. If warranted, any updates, revisions or modifications to this RFP shall be posted on Ketchum's website at: www.ketchumidaho.org/rfps during the advertising period, and it shall be the responsibility of the Consultant to review the website during the advertising period to verify if any such updates, revisions or modifications have been made to this RFP; and
8. Only written questions will be answered. If additional information or clarification is desired, email requests should be made to at the email address listed above.
9. The selected firm will work under a Professional Services Agreement. Once an Agreement is negotiated, the following documents will be required by the selected firm prior to the commencement of any work:
 - Signed contract by both the city and the consultant(s).
 - Proof of insurance per Professional Services Agreement.
10. Being selected under this solicitation will not preclude the firm from being considered for any other projects advertised.



City of Ketchum

Attachment 3:

Clarion Associates proposal in
response to Ketchum RFP/RFQ



Request for Qualifications and Proposals

Update to the City's Comprehensive Plan & Land Use Regulations

Ketchum, Idaho

CLARION



CLARION

1600 Stout Street, Ste 1700
Denver, CO. 80202
303.830.2890
www.clarionassociates.com

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Photo Credit: Ketchum area photos provided by Adobe Stock and Clarion staff

City of Ketchum
Attn: Heather Nicolai
191 5th Street West
Ketchum, ID 83340

Re: RFP Submittal – Ketchum Comp Plan and Code Rewrite

On behalf of the Clarion Associates team, pleased to submit this proposal to assist with the Ketchum Comprehensive Plan and Code Rewrite project.

Clarion Associates is a national land-use consulting firm with offices in Denver, Colorado and Chapel Hill, North Carolina. Clarion has successfully completed dozens of comprehensive plan and development code projects throughout the Rocky Mountain West and across the country—for communities and counties in both rural and urban contexts. All of these efforts have required a strong focus on community and stakeholder engagement. Our partner in this effort is Denver-based Economic and Planning Systems (EPS), who will serve as a strategic advisor on housing, economic, and demographics, building on their current work with the City of Ketchum.

Municipal plans and codes have been the focus of our work for over thirty years. We know from experience that tackling plan and code updates simultaneously—or even back to back—is complex and requires strong leadership, effective project management, and a strong working relationship with staff and the community over an extended period of time. We believe that our team is uniquely qualified to help the City successfully navigate this process while crafting an updated plan and new code that meets Ketchum’s needs now and well into the future.

We would be thrilled to assist the City in establishing a roadmap for the process and identify ways to help stretch available resources as part of this initial phase of work. We would welcome the opportunity to speak with you further.

Sincerely,



Darcie White, AICP, Director
Comprehensive Plan lead



Matt Goebel, AICP, Director
Code lead



PROJECT UNDERSTANDING & APPROACH



PROJECT UNDERSTANDING

While it has been less than ten years since Ketchum's 2014 Comprehensive Plan was adopted, much has changed. Housing affordability, equity and inclusion, sustainability, climate adaptation, and zoning reform are just some of the topics that are front and center in community conversations in Ketchum and across the country. The COVID-19 pandemic has also had a dramatic impact on workforce housing, demographics, growth and migration patterns, and the local economy in Ketchum and other mountain resort communities throughout the west.

In collaboration with Blaine County and other communities in the region, Ketchum has taken proactive steps to address these challenges through efforts like the 2022 Housing Action Plan, 5B Can (sustainability initiatives), Transportation Plan, Natural Hazard Mitigation Plan, and others. This Comprehensive Plan and Code Rewrite represents a logical next step for Ketchum. Key objectives for this effort will be to:

- Confirm/refine Ketchum's overarching vision and goals for the future;
- Identify and address potential data and policy weaknesses or gaps in the current plan, and bring it into alignment with recent City and regional efforts;
- Transform the current Land Use Regulations into a modern, effective code that reflects current best practices and community priorities; and
- Engage the community and other internal/external stakeholders in a frank and productive conversation about the future.

Achieving these objectives will require a robust public engagement strategy and a carefully crafted

process. As we noted in our cover letter, we know from experience that tackling plan and code updates simultaneously—or even back to back—is complex and requires strong leadership, effective project management, and a strong working relationship with staff and the community over an extended period of time.

NOT-TO-EXCEED BUDGET

We are committed to meeting the not-to-exceed budget for Phase 1 of \$9,800. However, the City noted in its responses to questions that the total budget allocated for Phases 2 and 3 is \$150,000 with the potential to request additional resources based on the outcome of Phase 1. Similarly sized communities that we've worked with typically allocate \$150,000 or more for a plan or code as a standalone project. In our experience, it can still be tough to accomplish everything that's desired with that more generous budget.

Based on our experience working with Ketchum on the 2014 Comprehensive Plan, we know that the community is engaged and resourceful. Clarion played a targeted role in that effort, helping to draft the plan and support City staff and local consultants that were tasked with public outreach and mapping. Our total budget for that effort was \$95K. Though it was in the "pre-Zoom" era, much of our work was done remotely.

The RFP notes that the City will identify partners that can support the needs of the project and process, including staff, volunteers, and others. We are committed to working with the City and its partners to make the most effective use of the resources that are available and ensure that the project is successful.



PROJECT MANAGEMENT AND COMMUNICATION

We view the City's project manager and staff team as an extension of our team. We communicate regularly with our project managers (typically through standing weekly or bi-weekly meetings via Teams or Zoom) and respond promptly to requests and questions. In-person meetings will be scheduled as needed to support individual tasks.

We carefully manage our budgets and billings to ensure each team member's progress and invoices are tracking with the overall project budget for the duration of the process and actively respond to questions as they arise. We also provide monthly progress reports organized by phase to allow the client's project manager to quickly ascertain not just what activities have taken place in a given month and by which team member, but what activities we anticipate completing over the coming month. Clarion and EPS frequently partner on similar projects. Our established relationship allows us to work together efficiently and effectively.



PHASE 1 APPROACH

A preliminary schedule of tasks for Phase 1 is provided below as a starting point for discussion. We anticipate a three-month timeline for completion of Phase 1, assuming a mid-June start. Tentative timeframes for each task are provided below. Upon initiation of the contract, we will work with City staff to map out a more detailed timeline and schedule tentative calendar holds for key meetings (as applicable).

1.1 PROJECT INITIATION

An initial kick-off meeting will be held with City staff (via Teams or Zoom) to identify key issues to be addressed, gather background data and information for Task 1.2, and identify stakeholder meeting dates.

- **Timeframe: Late June**

1.2 STAKEHOLDER MEETINGS

Project team members will spend two days on the ground in Ketchum to meet with staff and stakeholders and gain a deeper understanding of the issues, opportunities, and geographies that are likely to be the focus as part of the Comprehensive Plan and Code Rewrite. In addition to touring the area with City staff we would envision to primary tasks for this trip:

- Meetings with key stakeholders, as appropriate, to help gain a broader understanding of issues and opportunities for coordination with recent and ongoing efforts in the City and region. We anticipate that this may include the Historic Preservation Commission and Sustainability Advisory Committee, as well as City departments.

EVALUATION SYSTEM

Existing policy direction under each topic heading was evaluated based on the following criteria:

EXISTING POLICY FRAMEWORK



WELL-ESTABLISHED

Policy direction was clearly defined as part of prior planning efforts, is generally consistent with current community sentiment, and/or has resulted in substantial progress toward desired outcomes.



AREAS THAT REQUIRE FURTHER NURTURING

Policy direction was clearly defined as part of prior planning efforts, is generally consistent with current community sentiment, but has not advanced in a substantial way over the past ten years.



GAPS/EMERGING AREAS OF FOCUS

Policy direction was not provided or was not clearly defined as part of prior planning efforts. Topics reflect new ideas or areas of emerging importance to the community that warrant further discussion as part of the Comprehensive Plan update.

MAJOR SUCCESSES SINCE 2010

Major successes reflect the community's progress in advancing adopted plans and policies related to each area.

POTENTIAL STRATEGIES TO CARRY FORWARD

Strategies to carry forward represent existing policy directions and ongoing efforts in each area that remain valid and should be incorporated in the updated Comprehensive Plan. Additional strategies will be identified through subsequent steps in the process.

Excerpt from the Lyons Policy Scan - Lyons Thrive Comprehensive Plan

- A joint workshop to solicit input from the City Council and the Planning & Zoning Commission about their priorities for the Comprehensive Plan and Code Rewrite—both substantively and with respect to community engagement.
- Debrief meeting with City staff to discuss key themes and next steps

Input received will be summarized and included as part of the Comprehensive Plan Audit.

- **Timeframe: Mid-July**

1.3 COMPREHENSIVE PLAN AUDIT

Building on preliminary discussions with City staff and other stakeholders, project team members will conduct an audit of 2014 Ketchum Comprehensive Plan to determine what is working well and should be carried forward, what needs to be updated, and what's missing altogether. Specific gaps and data needs that are identified will help inform targeted updates to be completed during Phase 2. The Audit will serve as a guide for targeted updates to the plan as part of Phase 2.

- **Timeframe: Mid-August**

1.4 PRELIMINARY PUBLIC ENGAGEMENT PLAN

Clarion will prepare a preliminary Public Engagement Plan for phases two and three that touches on the “who, why, and what” of the community engagement process. Specifically, the Public Engagement Plan will:

- Establish overarching goals for public engagement;
- Outline specific groups and audiences to be engaged during each phase;
- Identify potential tools and techniques anticipated to be used during each round of outreach activities, recognizing potential differences in approach for plan vs. code projects; and
- Define roles and responsibilities for various tasks related to specific events and activities.

The Public Engagement Plan will be updated at the beginning of Phases 2 and 3 to include meeting dates, locations (virtual or in-person), and preliminary itineraries for each round of outreach activities.

- **Timeframe: Mid-August**

1.5 SCOPING

A scope, schedule and budget for the comprehensive plan update in Phase 2, and a preliminary approach for the land use regulation rewrite in Phase 3 will be prepared based on stakeholder input and the results of the Comprehensive Plan Audit.

- **Timeframe: Early September**

CONSULTANT TEAM

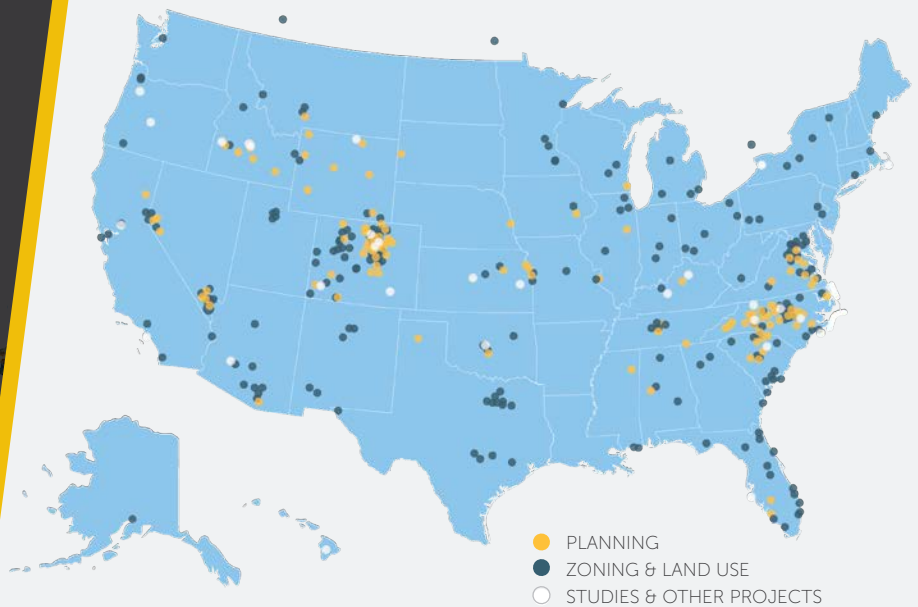
Clarion Associates is a national land-use consulting firm with offices in Denver, Colorado and Chapel Hill, North Carolina, and affiliate offices in Cincinnati and Philadelphia. Since our founding in 1992, Clarion has become particularly known for its expertise in comprehensive planning, development regulations, and plan implementation. We have developed expertise in a broad range of services, including:

- Community and regional plans;
- Community and stakeholder engagement;
- Sustainable plans and codes;
- Zoning codes and development regulations;
- Growth management; and
- Plan implementation strategies.

CLARION

303.830.2890

www.clarionassociates.com



31
years of
effective land
use solutions



20
staff to meet the
needs of our client
communities



600+
diverse community
partnerships



128+
adopted
community plans



237+
adopted
development codes

EXPERIENCE Public sector plans and codes have been Clarion's core focus for more than 20 years. Many of our staff members have experience working on both plans and codes. This "cross-training" enables allows us to not only provide effective plan and policy direction, but to also build in recommendations regarding future code updates that may be needed to implement the plan. We are often hired to implement those recommendations following the adoption of the plan—either through targeted code amendments as an extension of the plan process or as a standalone code rewrite. Clarion has a reputation for preparing plans and codes that are accessible to stakeholders and the community while still being very strong on substance to ensure that they meet the needs of plan administrators and decision-makers. We accomplish this by focusing on organizational structure, the development of clear and concise policy language, legibility of key plan concepts, and use of illustrative graphics and images. We are highly experienced at translating complex concepts and technical data into user-friendly language and graphics.

WHY US Clarion takes a hands-on approach with all of its projects. Our ability to do this is supported by our emphasis on maintaining a relatively small, but highly skilled and efficient staff. We establish strong working relationships with our clients that extend from the first set of meetings through adoption.



303 623 3557

epsys.com

Denver | Los Angeles | Oakland | Sacramento



About Economic & Planning Systems

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.

TEAM ORGANIZATION

An overview of the team and each team member's role is provided in the organizational chart below. One-page resumes for key team members can be found on the following pages.



CITY OF KETCHUM, IDAHO



DARCIE WHITE, AICP
COMPREHENSIVE PLAN
PROJECT MANAGER



MATT GOEBEL, AICP
LAND USE REGULATIONS
PROJECT MANAGER

CLARION



PAUL DONEGAN, AICP
PLAN AND CODE
ASSOCIATE



MAGGIE SQUYER
PLAN AND CODE
ASSOCIATE



HOLLY WHITE
GRAPHICS &
OUTREACH



MATT PROSSER
HOUSING, ECONOMIC
RESILIENCE

Darcie White, AICP

DIRECTOR

Darcie is based in the Denver office, and has been a member of the firm since 2000. She has assisted nearly 40 U.S. communities with updates to their comprehensive plans, with a particular focus on plan implementation and strategies to promote sustainability and resilience. Darcie is passionate about working with communities to create engaging plans that establish a clear vision and roadmap for the future, while also helping to tell a story about what makes each community unique—its history, people, and built and natural environment.

EDUCATION

Bachelor of Science, Landscape
Architecture
Colorado State University
Graduate Coursework, Historic
Preservation
Goucher College

EXPERIENCE

Clarion Associates, LLC
2000-present
Balloffet & Associates, Inc., Planner/GIS
Analyst
1998-2000
Tri-County Metropolitan District, Planner
1996-1998

PUBLICATIONS

The Planner's Use of Information (Chapter 6: Public Participation). New York, NY: Routledge, 2019.
21st Century Comprehensive Plans. Planning Magazine, Volume 82, Number 3, March 2016. (with Benjamin Herman, et.al)
Planning for Solar Energy. American Planning Association, PAS 575, 2014. (with David Morley, et.al).

CERTIFICATIONS

American Institute of
Certified Planners

PROJECT SKILLS

Project management
Facilitation/community engagement
Plan and policy development
Implementation

REPRESENTATIVE PROJECTS

Comprehensive Plans

- **Ada County, Idaho** Comprehensive Plan Update
- **Boise, Idaho** Blueprint Boise - Comprehensive Plan Update
- **Clark County, Nevada** Master Plan and Development Code Update
- **Cheyenne, Wyoming** Plan Cheyenne Update
- **Fort Collins, Colorado** City Plan Update
- **Frisco, Colorado** Community Plan Update
- **Greeley, Colorado** Comprehensive Plan Update
- **Ketchum, Idaho** Comprehensive Plan Update
- **Longmont, Colorado** Comprehensive Plan Update
- **Lyons, Colorado** Comprehensive Plan Update
- **Manhattan, Kansas** Urban Area Comprehensive Plan Update
- **Manitou Springs, Colorado** Community Master Plan
- **Rapid City, South Dakota** Comprehensive Plan Update
- **Reno, Nevada** Master Plan Update
- **Ridgway, Colorado** Master Plan Update
- **Pueblo County, Colorado** Regional Comprehensive Plan
- **Shawnee, Kansas** Comprehensive Plan Update
- **Thornton, Colorado** Comprehensive Plan Update

Regional Plans/Special Studies

- **Denver Regional Council of Governments** Metro Vision Update
- **Mid-America Regional Council** Implementation Guidebook for Sustainable Development in Greater Kansas City
- **Northern Colorado Communities** North I-25 Corridor Plan
- **Salt Lake County, Utah** Best Practices for Sustainable Communities
- **Sonoran Institute** Growing Smarter at the Edge





Matt Goebel, AICP

DIRECTOR

Matthew Goebel is a planner and attorney in the Denver office of Clarion Associates, and a Director of the firm. He works principally in the areas of planning, zoning, and historic preservation. His numerous projects have included award-winning codes, plans, and special studies for dozens of large and small jurisdictions around the country.

KEY PROJECTS

Land Development Regulations

- **Alaska:** Anchorage
- **Arizona:** Buckeye, Oro Valley, Sedona, Tucson
- **California:** Pasadena, Sacramento County, Tahoe Regional Planning Agency
- **Colorado:** Buena Vista, Carbondale, Eagle County, Englewood, Erie, Fort Collins, Frisco, Garfield County, Glenwood Springs, Lake County, Longmont, Mesa County, Northglenn, Pagosa Springs, San Miguel County
- **Florida:** Tamarac
- **Idaho:** Boise
- **Michigan:** Detroit
- **Nevada:** Henderson, Reno, Sparks, Tahoe Regional Planning Agency
- **New Mexico:** Santa Fe, Silver City
- **New York:** Marcy, Syracuse
- **North Carolina:** Apex, Cary, Charlotte, Morrisville
- **Oklahoma:** Broken Arrow
- **Oregon:** Jackson County
- **South Carolina:** Greenville
- **Texas:** Addison, Arlington, Austin, Cedar Hill, Denton, Irving, Rowlett, San Antonio
- **Wisconsin:** Dodge County

Plans and Other Studies

- **Colorado:** Economic Benefits of Historic Preservation (four editions) (award); Economic Benefits of Archaeology (History Colorado); Planning for Hazards (for Department of Local Affairs) (award); Regulatory Barriers to Affordable Housing (award)
- **Michigan:** Economic Benefits of Historic Preservation
- **North Carolina:** Apex, Cary, and Wake County growth management plans
- **Texas:** McAllen preservation plan
- **Utah:** Salt Lake City preservation plan

EDUCATION

Juris Doctor and
Master of Regional Planning
University of North Carolina, Chapel Hill

Bachelor of Arts (Plan II Honors)
University of Texas at Austin

PROFESSIONAL ASSOCIATIONS

American Institute of Certified Planners

Denver, Colorado, and American Bar
Associations Member

EXPERIENCE

Partner and Vice President
Clarion Associates, LLC
2001 – present
Associate, 1997-2000

Research Assistant, 1993-1997
Professor David R. Godschalk

PUBLICATIONS

Rules that Shape Urban Form American
Planning Association, PAS 489/490, 2012.
(with Donald Elliott and Chad Meadows)

**Aesthetics, Community Character, and
the Law** American Planning Association,
Planning Advisory Service 489/490, 2000.
(with Christopher J. Duerksen)

**Natural Hazard Mitigation: Recasting
Disaster Policy and Planning**
Washington, D.C.: Island Press, 1999.
(with David R. Godschalk et al.)



Paul Donegan, AICP

SENIOR ASSOCIATE

Paul is passionate about enhancing the way communities engage in the planning process. His diverse background in both local government and the private sector has included contributions to comprehensive plan updates, zoning code updates, area and corridor plans, and implementing plans and programs within municipal agencies.

EDUCATION

Master of City and Regional Planning
**California Polytechnic State University,
 San Luis Obispo**

Bachelor of Geography
University of Denver

CERTIFICATIONS

American Institute of Certified Planners

EXPERIENCE

Associate
 Clarion Associates **4 years**

Associate Planner
 SAFEbuilt Studio **3 years**

Planning Intern
 County of San Luis Obispo **1 year**

Planner/Environmental Analyst
 SE Group **2 years**

Planning Intern
 Town of Ridgway **3 months**

PROJECT SKILLS

In-person, online, and hybrid engagement
 Equity-based zoning practices
 Fair Housing Act (FHAA) compliance
 Parking regulation reform
 Integrating sustainability and resilience
 Climate action plan implementation

KEY PROJECTS

Comprehensive Plans

- **Amarillo, TX** Vision 2045 Comprehensive Plan Update
- **Buckeye, AZ** Downtown Specific Area Plan
- **Park County, WY** Plan Park County Land Use Plan Update
- **Salida, CO** Future Land Use Map Update
- **Clark County, NV** Transform Clark County Master Plan Update
- **Lyons, CO** Lyons Thrive Comprehensive Plan Update
- **Pueblo County, CO** Pueblo Regional Comprehensive Plan Update
- **Lemon Grove, CA** Imagine Lemon Grove General Plan Update*
- **Silverthorne, CO** Blueprint Silverthorne Comprehensive Plan Update*
- **Nederland, CO** Comprehensive Plan Update*
- **Ridgway, CO** Land Use Plan Update*

Development Codes

- **Clark County, NV** Unified Development Code Update
- **Reno, NV** Development Code Update
- **Salida, CO** Land Use Code Update
- **Allen County/Fort Wayne, IN** Targeted Zoning Ordinance Updates
- **Berkeley, CA** Zoning Ordinance Revision Project
- **Fort Collins, CO** Nature in the City Code Implementation Project
- **Mancos, CO** Land Use Code Update*
- **Billings, MT** Project Re:Code*
- **Cedar Rapids, IA** ReZone Cedar Rapids*
- **Wilmington, NC** Land Development Code Update*
- **New Hanover County, NC** Unified Development Ordinance Update*

Reports and Studies

- **Denver, CO** Archaeology for a Changing Colorado

*Work with previous firms





Maggie Squyer

ASSOCIATE

Maggie is an Associate in Clarion's Denver office who is passionate about neighborhood-level planning and design. Her time spent reviewing development plans, processing entitlements, and responding to land use inquiries solidified her belief that zoning is an extremely powerful- and largely misunderstood- tool that can be leveraged to improve the look and feel of the built environment. Maggie believes that everyone deserves access to safe housing, nutritious food, and well-maintained outdoor spaces.

EDUCATION

Master of Urban and Regional Planning
University of Colorado - Denver

Bachelor of Science in Sustainability
University of South Dakota

EXPERIENCE

Assistant Planner
 City of Fargo, **2.5 years**

Development Assistance Intern
 City of Lakewood, **1 year**

AFFILIATIONS

American Planning Association Member
 WTS Colorado

KEY PROJECTS

Development Codes

- **Fort Collins, CO** Land Use Code Audit
- **Clark County, NV** Unified Development Code Update
- **Winnipeg, MB, CA** Zoning By-law Assessment

Comprehensive Plans

- **Lyons, CO** Lyons Thrive Comprehensive Plan Update
- **Park County, WY** Plan Park County Land Use Plan Update

Reports and Studies

- **Lakewood, CO** Alternatives to Zoning Study





Holly White

DESIGN LEAD

Holly is an Associate in Clarion’s Denver office. Bringing her expertise in 3D visualization and Graphic Design skillset to the Clarion team, she works to support a wide range of projects. Her passion for designing illustrative logos, clean infographics, and overall project branding help Clarion to deliver clear and beautifully designed graphics. Holly has a diverse background in Urban, Landscape, and Web Design. Above all, she is enthusiastic about helping cities and towns preserve their character while enhancing public spaces encouraging public engagement.

EDUCATION

B.A. Urban Design
University of Colorado, Boulder

Con’t. Ed. Advanced Architectural
Graphics **Art Institute of Colorado**

PUBLICATIONS

Change, Here, Now, North Atlantic
Publishers 2018, Illustrator

CERTIFICATIONS

Permaculture Design Certificate
Denver Permaculture Guild
Graphic Recorder Certificate
Graphic Change

EXPERIENCE

Design Lead, **2022-present**
Graphics and Marketing,
Clarion Associates **2018-2022**

Graphic Designer,
United Airlines **2016-2018**

Creative Services,
The Aquaponic Source **2012-2016**

PROJECT SKILLS

Project Management
Document Design
Website Development
3D Visualization
Graphic Design
Graphic Recording & Illustration

KEY PROJECTS

Comprehensive Plans

- **Clark County, NV** Transform Clark County Comprehensive Plan
- **Lyons, CO** Lyons Thrive Comprehensive Plan
- **Park County, CO** Plan Park County Land Use Plan
- **Pueblo County, CO** Pueblo Regional Comprehensive Plan

Development Codes

- **Albany, NY** Unified Sustainable Development Ordinance
- **Colorado Springs, CO** ReTool COS Development Code Graphics
- **Larimer County, CO** Land Development Code
- **Reno, NV** Zoning Code RENOvation
- **Parker, CO** Land Development Ordinance

Document Design

- **Clark County, NV** Transform Clark County Comprehensive Plan
- **History Colorado** Economic Benefits of Archaeology
- **Fort Collins, CO** Air Quality Report – City Plan
- **Syracuse, NY** ReZone Syracuse Administrative Manual

Branding & Websites

- **History Colorado** [The Economic Benefits of Archaeology](#)
- **Clark County, NV** [Transform Clark County](#)
- **Lyons, CO** [Lyons Thrive Comprehensive Plan](#)
- **Pueblo County, CO** [Pueblo Regional Comprehensive Plan](#)
- **Black Mountain, NC** Elevate Black Mountain Comprehensive Plan
- **Bozeman, MT** Affordable Housing Code Audit





Matt Prosser

Principal

Matt Prosser is a planner and economist with 18 years of experience in land planning and real estate economics. Matt has a broad base of experience and education in planning, urban design, and real estate. He has worked on several comprehensive plans, subarea plans and downtown revitalization studies. His depth of experience in comprehensive planning focuses on demographic and economic forecasting, and market demand analysis. He has also worked on several economic development related projects and plans including growth and land use strategies and policy development, incentive policies, public financing strategies and fiscal and economic impact studies. Matt has background knowledge of land use and entitlement planning, real estate development and finance, and Geographic Information Systems (GIS).

Education

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

Bachelor of Environmental Design, University of Colorado at Boulder

Employment History

16 Years with EPS

18 Years Experience

Affiliations

American Planning Association

Urban Land Institute

Speaking

Engagements

American Planning Association "Planning Amidst Denver's Rapid Growth" New Orleans, LA May 2018

American Planning Association CO Chapter "Future of Industrial Uses in Colorado" Keystone, CO October 2018

American Planning Association CO Chapter "Oh, Where Will the Millennials Move Next?" Telluride, CO October 2017

SELECTED PROJECT EXPERIENCE

- Commercial Demand and Infill Feasibility Analysis | Ketchum, ID (current)
- Park County Land Use Plan, Park County, WY
- Manitou Community Master Plan | Manitou Springs, CO
- Regional Comprehensive Plan | Pueblo County, CO
- SA Tomorrow Comprehensive Plan | San Antonio, TX
- SA Tomorrow Annexation and Growth Policy | San Antonio, TX
- CityPlan Update 2019 | Fort Collins, CO
- Blueprint Denver | Denver, CO
- planOKC Comprehensive Plan Retail Study | Oklahoma City, OK
- Charlotte Future 2040 Comprehensive Plan | Charlotte, NC
- Reimagine Reno Master Plan Update | Reno, NV
- Adams County Local Financing Study | Adams County, CO
- Envision Longmont Comprehensive Plan and Housing Strategy Longmont, CO
- Downtown Design Plan | Alamosa, CO
- Cheyenne Comprehensive Plan | Cheyenne, WY
- Rapid City Comprehensive Plan | Rapid City, SD
- Citywide Fiscal Impact Analysis and Development Guidelines | Sparks, NV
- Superior Comprehensive Plan Update | Superior, CO



Economic & Planning Systems, Inc.

The Economics of Land Use

www.epsys.com



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303 623 3557



mprosser@epsdenver.com

PROJECT EXPERIENCE



PUBLIC ENGAGEMENT

Public engagement is a fundamental part of the work that we do. Virtually every plan and code project that we have completed over the past 30 years has included a significant public engagement and/or consensus-building component. Our philosophy and approach are based on our commitment to:

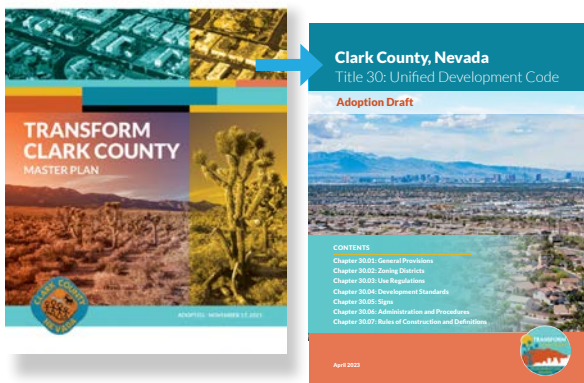
Establishing (and maintaining) open lines of communication. Plans and codes can't be developed in a vacuum. We work closely with both internal and external stakeholders to ensure that they are aware of the issues that the community is facing and understand how their input will be used to help shape the resulting recommendations. We strive to build trust with the local community through clear communication and by continually reporting back what we've heard, how concerns are (or aren't) being addressed, and why. This level of interaction typically happens in public forums, or in writing, to keep the process as transparent and fair as possible. We frequently work with technical and advisory committees on both plan and code projects.

Providing broad and inclusive opportunities for engagement. We typically structure major rounds of community engagement opportunities around key project milestones or deliverables, and include a variety of opportunities for in-person and online input during each round. We have found

that providing and advertising these extended input opportunities can result in significantly higher participation overall. We have also found that working with established organizations and leaders in the community is one of the most effective ways to engage underrepresented groups.

Making plan and code concepts accessible to all. Helping the community understand how topics they care about—growth management, housing affordability, climate change, environmental protection, tourism, hazard mitigation, and others—will be addressed as part of the updated Comprehensive Plan and Land Use Regulation Rewrite (and why their input matters) will be essential. We have used a variety of strategies to help inform the public about the need for plan and code updates and to encourage participation in online input opportunities or in-person events—e-blasts, FAQ handouts, map-based “tours,” story maps, and other high and low-tech methods could be used.

Our public engagement strategy is based on a combination of in-person and virtual engagement. Throughout—and prior to—the Covid-19 pandemic, we have found this hybrid approach both efficient and effective. We use a variety of online engagement tools to help make it convenient, accessible, and fun to participate.



COMPREHENSIVE PLANS

In addition to our prior experience working with the City of Ketchum, Clarion's small, mountain resort community experience includes comprehensive plans updates for Frisco, Ridgway, and Manitou Springs, Colorado and Park County, Wyoming (current). We have completed sequential/parallel plan and code work for Frisco, Ridgway, Longmont, Fort Collins, and Erie, Colorado, as well as Boise, Idaho, and Carson City, Reno, and Clark County, Nevada. In most instances, the code work was teed up as part of the plan process and initiated immediately following the adoption of the comprehensive plan. Code work ranged from targeted updates focused on a specific plan issue (like housing) to comprehensive rewrites.

CODE PREPARATION

We understand that no two code projects are alike because all communities are unique. Our extensive experience provides Clarion with a solid foundation for developing effective code update processes; however, we recognize that the most successful work plans are carefully created with the input of staff, taking into account local circumstances and

priorities. Clarion Associates offers an unparalleled amount of national expertise, combined with a long track record of success in similar projects. We have been working throughout the Rocky Mountain west and the entire country since the firm's founding 31 years ago, performing a full range of planning and zoning services for over 130 small, mid-sized, and large communities. Recent examples range from Sedona, Arizona; to Glenwood Springs, Colorado; to Reno, Nevada. Many of these projects resulted in code organizational changes, often moving from purely use-based organizations to hybrid approaches integrating form-based controls, and often integrating external documents (such as voluntary guidelines) into a new code as standards. A current project, Rowlett, Texas, involves the integration of two separate parallel codes (one form-based, one use-based) into a consolidated, streamlined unified code.

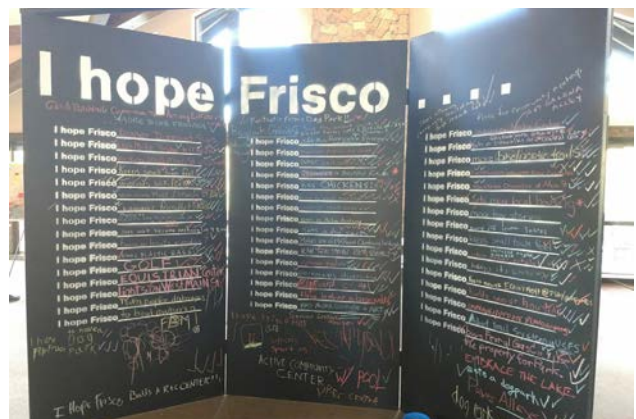
EPS is currently working with the City of Ketchum in support of Interim Ordinance 1234. EPS is completing a commercial demand analysis and infill development feasibility analysis to support requirements that will be included in a proposed permanent ordinance.

Community Master Plan



Clarion Associates was retained by the Town of Frisco to assist with the completion of their Community Plan Update approximately one-third of the way through process. After an initial work session with Town staff to understand what work had been completed, and what remained to be done, Clarion quickly mobilized a team of specialists that included Studio Seed (to develop gateway concepts and explore corridor revitalization strategies); Fehr & Peers (to address multimodal considerations); and EPS (to evaluate workforce housing and economic considerations). Over the course of ten months, Clarion worked closely with Town staff to develop and vet key components of the plan with internal and external stakeholders and assemble a consolidated plan for adoption. Key objectives for the process were to:

- Establish a more robust policy framework and implementation strategy to guide day-to-day decision making;
- Align the plan with the many supporting plans and studies the Town had adopted separately or had underway;
- Develop the Town’s first Future Land Use Plan map and categories to build a broader understanding of the Town’s ultimate capacity for future growth;
- Establish illustrative concepts for the Town’s primary gateway corridors as a foundation for a more detailed study; and
- Create a plan that clearly conveys the community’s vision and the assets that make Frisco unique.

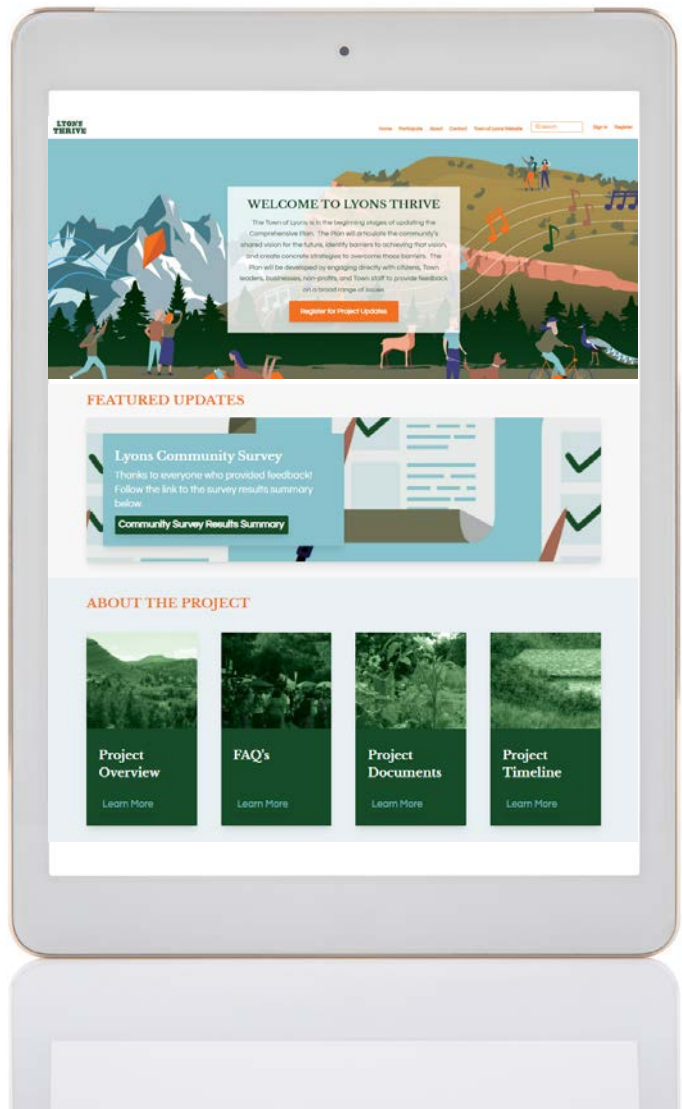


The updated Community Plan (adopted in August 2019) is closely aligned with the Town Council Strategic Plan to help ensure the community’s vision is front and center during day-to-day decision making.

Lyons Thrive Comprehensive Plan Update



Clarion Associates, with support from Brendle Group and Fehr & Peers, worked with the Town of Lyons on a major update to its 2010 Comprehensive Plan. Lyons experienced significant damage from a major flood event in 2013. The community's ongoing recovery in the wake of this disaster, coupled with its desirability and the effects of a nationwide housing crisis, has caused considerable demographic shifts and a sharp rise in cost of living and demand for housing and other services. Lyons has limited opportunities for future growth. Key considerations for this Comprehensive Plan update were to ensure future development serves community interests, respects the surrounding natural environment, and does not put the community at additional risk from natural hazards. Clarion worked with the community to create a shared vision for the future and using the firm's expertise in housing and resiliency planning to provide a clear implementation plan that will guide future policy decisions. The updated plan was adopted in early 2023.



Comprehensive Plan Update



Clarion Associates, with support from Root Policy Research and Warm Cookies of the Revolution, was hired by the Town of Ridgway to update and consolidate the Town’s Master Plan. Key objectives for the process were to: confirm and refine the community’s vision and values; consolidate and update the many standalone Master Plan elements under the umbrella of a single, comprehensive plan; develop new goals and strategies to help address pressing community issues, such as affordable and workforce housing; and to ensure the Town of Ridgway is well-positioned to manage growth and development over the next ten to twenty years. The Town is an active participant in the state’s Main Street and Creative District program and has seen significant reinvestment in its historic core over the past ten years. Over the course of 14 months, Clarion worked with town staff, a citizen Steering Committee, and the community to develop a plan that is reflective of the community’s vision and values. Goals and policies in the plan are organized around five community values:

- Healthy natural environment
- Sense of community & inclusivity
- Small town character & identity
- Vibrant & balanced economy
- Well-managed growth

The plan includes a robust action plan to: guide the town’s efforts in each area; help leverage ongoing efforts and regional partnerships; and increase awareness of the many “hats” that town staff wear in carrying out the community’s vision. The updated plan was adopted in June 2019. Click [here](#) to view the Ridgway Master Plan.





Creating our Future

Clarion Associates, in partnership with Acclivity Associates, led a multidisciplinary team on a hallmark project for the City of Manitou Springs; its first comprehensive master plan with a unique approach for integrating natural hazards planning into the long-range planning process. The process was spurred by events, such as the Waldo Canyon Fire in 2012 and significant flooding in 2013, the City's lack of a comprehensive policy plan and Future Land Use Plan, and the need to identify priorities and establish a plan for action. Though a robust community process, the Clarion team helped translate the community's vision for the future into specific policies and strategies that reduce risk and increase resiliency in the face of future disaster events. The Clarion team worked in partnership with City staff, elected and appointed officials, a Citizens Advisory Committee, a team of Hazard Mitigation experts, and the community at large to explore issues and opportunities; assess risks associated with the City's unique context and natural environment; explore mitigation capabilities; confirm and refine the community's vision and goals, and identify priorities for implementation. Subject matter experts from Economic and Planning Systems (housing and economic development), Felsburg, Holt & Ullevig (transportation and mobility), Icon Engineering (infrastructure and flood mitigation), and Urban Interactive Studio (online engagement tools) provided targeted input on key elements of the plan. The plan was adopted in April 2017 and was awarded a Merit Award for Community Resiliency by APA Colorado.



Unified Development Code



Clarion Associates worked with the Town of Carbondale to revise their development regulations and consolidate the provisions into a unified development code. During the first phase of the project (completed May 2014), Clarion prepared a detailed annotated outline of how a new unified development code would be organized. The annotated outline was based on a thorough review of current regulations, analysis of best practices, and feedback from extensive stakeholder outreach.

Following the annotated outline, Clarion updated the Carbondale development regulations through a series of modules that break down the new unified development code sections into manageable parts for internal and public review. The first module was related to administration and included general provisions and procedures for development review. Clarion proposed a new site plan review process that allows administrative approval for smaller projects, while requiring Planning and Zoning Commission and the Board of Trustees approval for the larger, more complex projects. The second module included land uses and districts, which were substantially simplified and included revisions to the lot and building standards following analysis of existing neighborhood conditions. The final module addressed the town's development standards, and included several new alternatives for parking, landscaping, and building design standards.

Each module offered staff, the appointed and elected officials, and the public a chance to review and comment prior to Clarion developing a final consolidated adoption draft of the unified development code. Clarion worked closely with

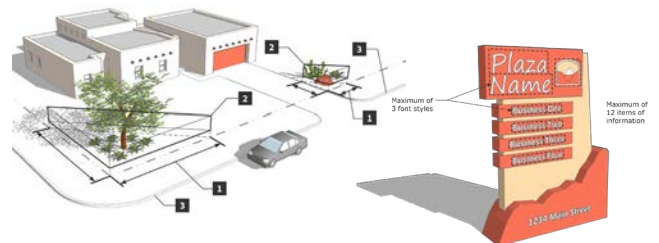


staff and the Planning and Zoning Commission on the execution of this project. Clarion, in partnership with Urban Interactive Studio, developed a project website for interested parties to review documents and provide valuable feedback throughout the course of the project. The Carbondale UDC was adopted in March 2016.



Clarion worked with the City of Sedona to update their 20-year-old land development code (LDC). The project began in late 2016 with an analysis of the current LDC as well as an annotated outline that described how the new regulations could be restructured. The code was rewritten in three parts, with a strong emphasis on implementing the Sedona Community Plan. First, the districts and uses were redesigned to be more user-friendly and to create opportunities for mixed-use. Next, the development standards were overhauled to raise the bar for quality development and to clarify the current complex design standards, including integration of the city's design review manual – in many cases turning guidelines into regulations. The final part addressed the administration and procedures, including a more streamlined approach to development review of site plans and conditional uses. Clarion then prepared a consolidated draft that was carried forward through the adoption process. Clarion worked closely with the Planning Commission and City Council during a series of workshops and study sessions during the adoption process throughout the summer and fall of 2018. The new LDC was unanimously adopted by the City Council in November 2018.

[View the Sedona LDC](#)



2.12. M2: Mixed-Use Office

A. Purpose

The M2 district is intended to accommodate primarily office and supporting commercial and services and limited higher-density residential uses. The M2 district also provides community, educational, lodging, and commercial uses and incidental or accessory uses. Development in the M2 district may include limited auto-oriented uses and development patterns but is primarily intended to provide a walkable and active streetscape and be compatible with surrounding residential development.

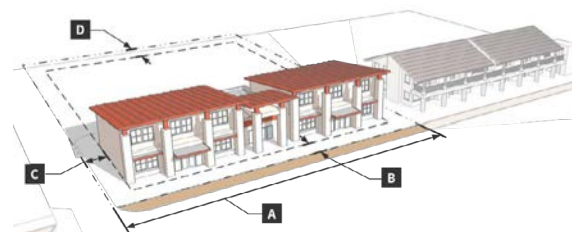
B. M2 Lot and Building Standards

Lot Standards (minimum)[1]	
A Width	60 feet
Area	10,000 sq. ft.
Setbacks	
B Front, minimum	10 feet
C Side, minimum	10 feet
D Rear, minimum	20 feet
Height	
Building height	See 2.24 E
Impervious Coverage (maximum)	
Building coverage	60 percent
Total (residential-only lots)	70 percent
Total (other lots)	80 percent

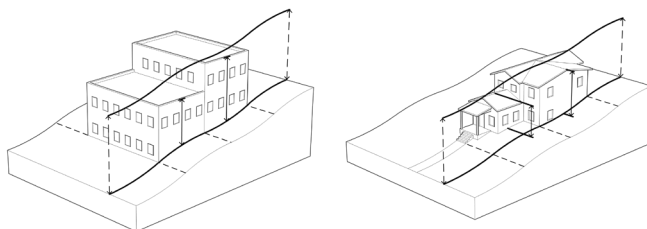
C. Other Standards

Other Standards	Location in LDC
Measurements and Exceptions	Section 2.24
Use-Specific Standards	Section 3.3
Off-Street Parking	Section 5.5
Landscaping, Buffering, and Screening	Section 5.6
Site and Building Design	Section 5.7

Notes:
 [1] Residential densities are subject to the density limits of the Sedona Community Plan and adopted CFA plans.



Development Regulations Update



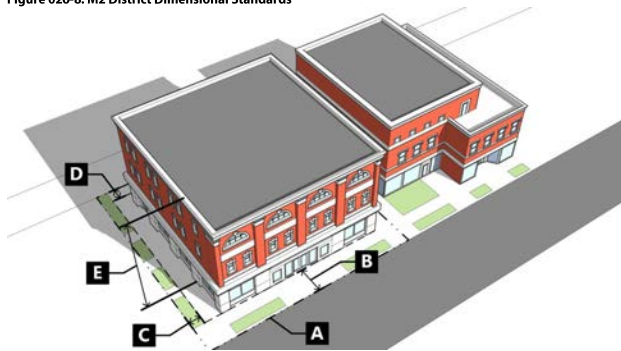
Article 070.020: Zoning Districts
070.020.100 Mixed-Use Core (M2) District
(a) Purpose

070.020.100 Mixed-Use Core (M2) District

(a) Purpose

The M2 district is intended to accommodate walkable and active development within Glenwood’s core commercial areas, including but not limited to central downtown. The M2 district includes the most recognizable and prominent areas of Glenwood Springs and therefore places an emphasis on high-quality building and site design, as well as the surrounding streetscape. The M2 district is intended to allow for a mix of residential and nonresidential uses while ensuring compatibility with surrounding established neighborhoods.

Figure 020-8: M2 District Dimensional Standards



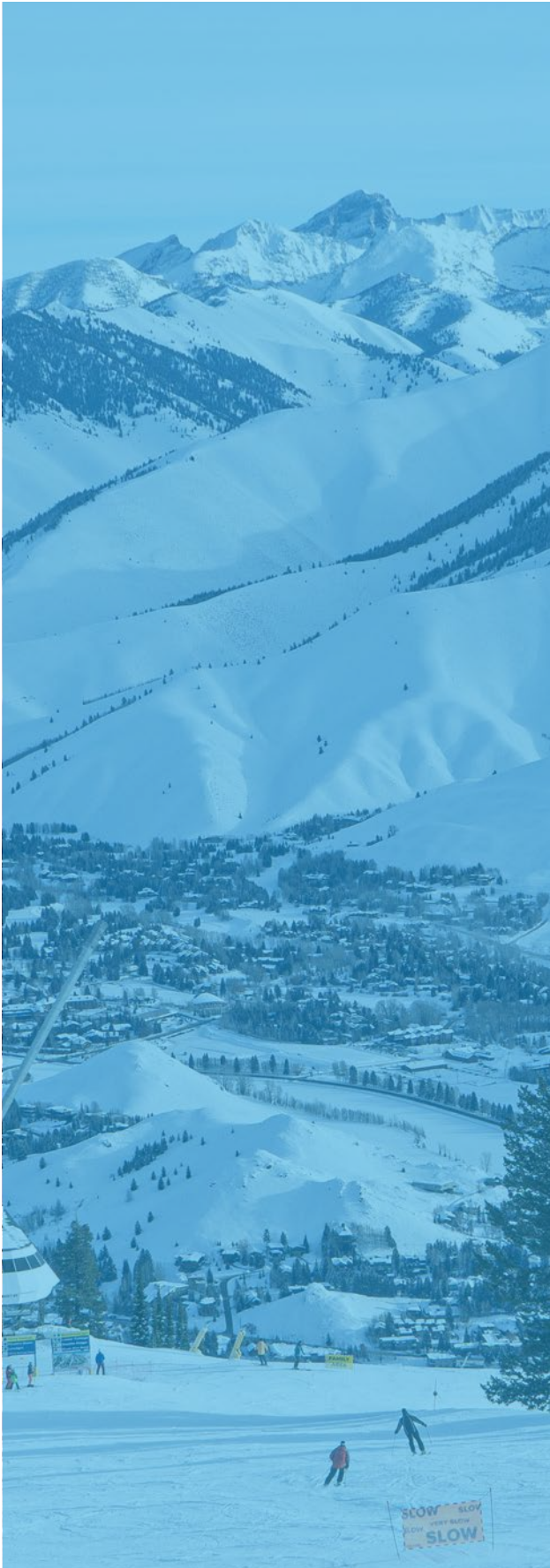
(b) Standards

Table 020.12: M2 District Dimensional Standards		Other Key Standards	
Lot Standards, Minimum		Measurements and Exceptions	070.020.190
A	Lot area (sq ft)	Table of Allowed Uses	070.030.020
	Landscaped area (%)	Use-Specific Standards	070.030.030
Setbacks, Minimum		Development Standards	
B	Front, min (ft)	Landscaping, Screening, and Fencing	070.040.050
	Front, max (from arterials) (ft)	Off-Street Parking and Loading	070.040.060
	Front, max (from other streets) (ft)	Nonresidential and Mixed-Use Site and Building Design	070.040.090
C	Side, min (ft)		
D	Rear, min (ft)		
Building Standards, Maximum			
E	Building height (ft)		

Note: (1) 60 feet max building height by special review

Clarion Associates worked with the City of Glenwood Springs to revise their development regulations. Phase 1 in 2015 included preparation of a development regulations analysis and assessment, including an annotated outline detailing how the new development regulations would be organized. That document included several recommendations for improving Glenwood’s development regulations, based on best practices from other communities and feedback from stakeholder outreach.

Phase II, which kicked off in March 2016, involved an overhaul of Glenwood’s development regulations, based on the recommendations from Phase I and supplemental guidance from a Project Advisory Group and staff. The update to the development regulations occurred in three modules to separate the document into manageable parts for internal and public review. The first module, Administration and Procedures, included improvements to the procedures for development review. The second module included a revised lineup of zoning districts and amended use regulations, addressing mixed-use and reducing barriers to infill and redevelopment. The final module focused on development standards, including the addition of a new suite of sensitive area protection tools. The final code integrated input received during public review of the three modules. The code was adopted unanimously in August 2018.



REFERENCES

COMPREHENSIVE PLANS

Victoria Simonsen
Town Manager, Town of Lyons, Colorado
303-823-622, ext. 19
vsimonsen@townoflyons.com

Susan Lee, AICP
Town Planner, Town of Frisco, Colorado
970-668-2566
susanl@townoffrisco.com

LAND USE REGULATIONS

Mike Raber
Senior Planner, City of Sedona
928-204-7106
mraber@sedonaaz.gov

Gretchen Ricehill
Senior Planner, City of Glenwood Springs
970.384.6428
gretchen.ricehill@cogs.us

COST PROPOSAL

Our not-to-exceed cost for completion of Phase 1 is \$9,800. A breakdown of the time we anticipate it will take to complete Phase 1 and the actual cost is provided below for context. We would prefer to provide an accurate reflection of what it will take, rather than providing a budget that reflects an artificially low number of hours. We are comfortable doing this because we often need to produce some of the requested deliverables in the course of pursuing a project.

TASK	CLARION					EPS	TOTAL
Team Member	White D.	Goebel	Donegan	Squyer	White H.	Prosser	
Billable Rate \$/Hour	\$185	\$225	\$105	\$85	\$95	\$250	
Phase 1: Project Chartering							
1.1 Project Initiation	1	1	1	1	1	1	6
1.2 Stakeholder Meetings	20	20	0	0	0	16	56
1.3 Comprehensive Plan Audit	4	1	12	16	2	1	36
Plan	2	12	0	0	2	0	16
1.5 Scoping	4	4	8	0	0	0	16
Phase 1: Total Hours	31	38	21	17	5	18	130
Phase 1: Total Labor	\$5,735	\$8,550	\$2,205	\$1,445	\$475	\$4,500	\$22,910
Person trips	1	1	0	0	0	1	3
Phase 1: Total Travel	\$700	\$700	\$0	\$0	\$0	\$700	\$2,100
Phase 1: TOTAL	\$6,435	\$9,250	\$2,205	\$1,445	\$475	\$5,200	\$25,010



City of Ketchum

**Attachment 4:
Ketchum Purchase Order
#23128**



CITY OF KETCHUM
 PO BOX 2315 * 191 5TH ST. * KETCHUM, ID 83340
 Administration 208-726-3841 (fax) 208-726-8234

PURCHASE ORDER
 BUDGETED ITEM? ___ Yes ___ No

PURCHASE ORDER - NUMBER: 23128

To: 1656 CLARION ASSOCIATES LLC 1600 STOUT STREET STE 1700 DENVER CO 80202	Ship to: CITY OF KETCHUM PO BOX 2315 KETCHUM ID 83340
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P. O. Date	Created By	Requested By	Department	Req Number	Terms
07/31/2023	BANCONA	BANCONA	Planning & Building	0	

Quantity	Description	Unit Price	Total
1.00	CONSULTING PHASE 1 COMP PLAN UPDATE/CODE REWRITE 01-4170-4200	9,800.00	9,800.00
	SHIPPING & HANDLING		0.00
	TOTAL PO AMOUNT		9,800.00

 Authorized Signature