



CITY COUNCIL ACTION FORM

DEPARTMENT	PRESENTED BY	DATE
Community Development	Bill Almquist - Community Development Director	December 6, 2022

ITEM

Award Contract for Planning & Design Services for the South Arkansas River Sub-Area (SARSA) Master Plan

SUMMARY

In September 2022, a Request for Proposals (RFP) was published to identify a consultant firm to conduct a master plan process for the 100-acre SARSA/City-owned Vandaveer property on the south side of the city, between CR 104 and CR 107. In total, 7 bids were received for the project. 5 of those firms were granted interviews, which took place on November 16th and 17th. The selection committee reviewed and scored the RFP responses and sat in on all interviews. The committee consisted of: City Administrator Drew Nelson, Public Works Director David Lady, Parks & Recreation Director Diesel Post, Assistant City Administrator Christy Doon, Senior Planner Kristi Jefferson, Mayor Dan Shore, Chaffee Housing Authority Director Becky Gray, and Planning Commission Chair Greg Follet, and myself.

Ultimately, Studio Seed LLC was selected to conduct the master plan process for a variety of reasons including (but not limited to) their: proposed public engagement approach/level of detail; capacity to dedicate time to the project; experience and abilities; inclusion of local sub-contractors; experience with similar projects; understanding of current local development and relevant plans; as well as proposed cost (Studio Seed provided the most cost-effective bid of all of the firms who we interviewed). Several reference checks were conducted and Studio Seed and their subs were held in high regard by those we spoke with.

FISCAL NOTE

The cost of the contract is very much in line with that which was budgeted for the project (\$200,000). The 7 lump-sum bids received are captured below:

Bidder	Total Proposed Fee
HB&A*	\$163,095
Studio Seed	\$201,615
Cushing Terrell	\$221,000
SE Group	\$224,969
Logan Simpson Design	\$229,495
Design Workshop	\$257,300
Beecher Development Services*	\$396,111

* Not Interviewed



CITY COUNCIL ACTION FORM

DEPARTMENT	PRESENTED BY	DATE
Community Development	Bill Almquist - Community Development Director	December 6, 2022

STAFF RECOMMENDATION

(Updated December 5th) Per conversations with Cheney Bostic, Studio Seed Owner/Principal, it was determined by both staff and consultant that there may be a need for additional unanticipated modest services (e.g. creation of a third site plan option with renderings, additional assistance with marketing of the final plan to potential developers, etc.). Instead of relying on a potentially process-delaying change order process to accommodate such relatively minor additions, staff recommends awarding the contract for Planning & Design Services for the South Arkansas River Sub-Area (SARSA) Master Plan and authorize the City Administrator to enter into a Professional Services Agreement between the City and Studio Seed, LLC in the amount of \$210,000 (including up to \$8,385 in contingency fund for services yet unrealized and to be mutually agreed upon in writing by the City Administrator and Studio Seed, LLC prior to service). Staff notes that this amount is still over \$10,000 less than the next lowest bid, which also did not specifically include such potential services.

SUGGESTED MOTION

"I move to award the Planning and Design Services contract for the South Arkansas River Sub-Area Master Plan to Studio Seed, LLC."

Attachments:

Professional Services Agreement
Scope of Services
Studio Seed RFP Response and Bid

AGREEMENT FOR PROFESSIONAL SERVICES

This AGREEMENT FOR PROFESSIONAL SERVICES is made this 6th day of December, 2022 between the **CITY OF SALIDA**, a Colorado municipal corporation ("City"), and **Studioseed, LLC**. ("Contractor"). The Term Contractor is used solely for convenience and does not imply any additional obligation, role, or responsibility on behalf of either party.

WHEREAS, the City desires that Contractor perform the following services: **Planning and Design Services for the South Arkansas River Sub-Area Master Plan**, as an independent contractor, in accordance with the provisions of this Agreement, and more fully described in the job description attached as **Exhibit A**; and

WHEREAS, Contractor desires to perform such duties pursuant to the terms and conditions provided for in this Agreement; and

WHEREAS, the parties hereto desire to set forth certain understandings regarding the services in writing.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein, the parties agree as follows:

1. Scope of Agreement. The City agrees to retain Contractor to provide the services set forth herein, and as further specified in **Exhibit A**, attached hereto and incorporated herein by reference ("Services"), and Contractor agrees to so serve. Contractor represents that it has the requisite authority, capacity, experience, and expertise to perform the Services in compliance with the provisions of this Agreement and all applicable laws and agrees to perform the Services on the terms and conditions set forth herein.

2. Consideration. The City agrees to compensate the Contractor for all fees and expenses, in accordance with the Fee Schedule as part of the bid response and detailed in **Exhibit B**, hereby incorporated by reference; and not to exceed \$210,000 (including \$8,385 in contingency funds for services yet unrealized and to be mutually agreed upon in writing by City Administrator and Contractor prior to service). Fees include fees from team sub-firms and contractors engaged by the Contractor. The City shall make payment within thirty (30) days of receipt and approval of invoices submitted by Contractor, which invoices shall be submitted to the City not more frequently than monthly and which shall identify the specific Services performed for which payment is requested.

3. Term and Renewal. The Term of this Agreement shall be effective as of the date of its execution by both parties, as dated above until the Agreement is terminated pursuant to Section 9 of this Agreement; provided, however, that to the extent that the term of this Agreement exceeds one fiscal year, the obligations described herein shall be subject to annual appropriation by the City Council, at its sole discretion.

4. Independent Contractor. The parties agree that the Contractor is an independent contractor and shall not be considered an employee, agent, or servant of the City for any purpose. Contractor is not entitled to workers' compensation benefits from the City and is obligated to pay federal and state income tax on any money earned pursuant to this Agreement. The parties further agree and understand that as an independent contractor, Contractor does not receive the protections of the Colorado Government Immunity Act, that the Contractor is responsible for their own liability insurance, and that the City's insurance coverage does not extend to independent contractors or to the Contractor.

5. Outside Support Services and Sub-Contractor. Any sub-Contractors shall be pre-approved by the City. A rate sheet for such sub-Contractors shall be provided to the City.

6. Ownership of Instruments of Service. The City acknowledges the Contractor's work deliverables, including electronic files, are instruments of professional service. Provided that Contractor has been paid in full for its services, the final work product prepared under this Agreement shall become the property of the City upon completion of the services. The City shall indemnify Contractor from any reuse of documents.

7. Standard of Care. The standard of care applicable to the Contractor's services will be the same degree of care, skill, and diligence normally employed by professionals performing the same or similar services. No other warranty, express or implied, is included in this Agreement or in any drawing, specification, or opinion produced pursuant to this Agreement. Contractor shall be responsible for performing services under this Agreement in accordance with the Standard of Care and shall promptly make necessary revisions or corrections to the extent caused by its negligent acts, errors or omissions without additional compensation.

8. Insurance Requirements. Contractor shall procure and keep in force during the duration of this Agreement a policy of comprehensive general liability insurance insuring Contractor and naming the City as an additional insured against any liability for personal injury, bodily injury, damages to property, or death arising out of the performance of the Services with at least One Million Dollars (\$1,000,000) each occurrence. The limits of said insurance shall not, however, limit the liability of Contractor hereunder.

9. Indemnification. Contractor hereby covenants and agrees to indemnify, save, and hold harmless the City, its officers, employees, and agents from any and all liability, loss, costs, charges, obligations, expenses, attorney's fees, litigation, judgments, damages, claims, and demands of any kind whatsoever arising from or out of any negligent act or error and omission or other tortious conduct of Contractor, its officers, subcontractors, employees, or agents in the performance or nonperformance of its obligations under this Agreement.

10. Termination. The City or the Contractor may terminate this Agreement at any time by providing a minimum thirty (30) calendar days' written notice to the other party. If the parties have mutually determined that the work has become infeasible, the parties agree to terminate the Agreement in accordance with this Section. In the event this Agreement is terminated, the Contractor shall be compensated for all work performed to date based on estimate percentage of completion, including the percentage of any and all work items begun but not completed.

To the Contractor: 23080 Pinecrest Road
Golden, Colorado 80401

Notary Public



EXHIBIT A

PROFESSIONAL SERVICES SCOPE

PRIMARY GOALS OF THE PLANNING PROCESS

- Build upon previous efforts, plus new information and opportunities, to develop a detailed and integrated master plan for the South Arkansas River Sub-Area that will include action steps and timelines that can be effectively marketed to the development community for implementation.
- Identify opportunities and feasibility for constructing a mix of housing types (including affordable housing at relevant income levels) that are most needed in the community.
- Identify opportunities and determine feasibility of locating centralized recreational field space and related amenities, especially to replace that which may be relocated (or potentially eliminated) from other areas and to satisfy the current and future needs of the community.
- Identify opportunities and determine feasibility of locating educational facilities within the sub-area.
- Identify essential trail and street connections (and related improvements) both within the neighborhood, as well as to surrounding portions of the city.
- Provide logical and ecologically-sound transitions from sensitive natural areas to the future built environment within the sub-area.
- Provide basic engineering concepts and recommendations such as: schematic configuration of backbone water distribution and wastewater collection infrastructure; preferred roadway cross-sections for backbone transportation network; opportunities for nearby right-of-way improvements; on- and off-site stormwater drainage; and potential sites for additional water storage.
- Identify opportunities and feasibility for sustainable practices and development (including for the backbone infrastructure) within the sub-area

SCOPE OF SERVICES

Project Management

- Coordination of regular meetings with City staff, Planning Commission, and City Council
- Preparation of a detailed schedule of public and internal meetings, community outreach, and milestones for project completion.
- Preparation of meeting materials and project deliverables.
- It is anticipated that the master plan process will take between 6 and 9 months, beginning late 2022. It is desired that the successful bidder will coordinate one (1) in-person meeting with City staff in December of 2022 for familiarization with the site. Schedules and duties may be adjusted as necessary during the process.

Public Engagement

- Development and implementation of a public engagement process that may include surveys, public meetings (including at least one (1) event on-site at the SARSA), and other online input opportunities (e.g. project webpage with updates, story map with opportunity for feedback, etc.).
- A minimum of four (4) public meetings (with staff assistance) are anticipated. It is desired to conduct the first public meeting by end of January 2023.
- Coordination, marketing, and management of meetings and online input, including creation of meeting materials such as renderings/development examples, draft site plans, etc.
- Outreach to key stakeholders/partners for specific input.
- A minimum of three (3) meetings with Planning Commission and/or City Council are anticipated, either in-person or virtually.

Existing Conditions Base Information

- Most, if not all, survey information (including boundaries, topography, and key hydrologic features), title commitments, existing utility connection points based City GIS data, floodplain data, water right decrees, and other related information are anticipated be provided by the City or will be readily available electronically. Selected firm will be expected to utilize such information for developing the master plan and related deliverables.
- Selected firm will be responsible for identifying and documenting (via photos and notes) other important attributes, such as any historically- or culturally-relevant features, important on-site view corridors/sight lines, relevant geotechnical and/or soils data, key topographic or natural challenges to potential construction.
- Other relevant documents to be provided by City staff include: 2022 Housing Needs Assessment; survey and title data; on-site and adjacent stream health assessments; Vandaveer Ranch ODP documents; Comprehensive Plan; Parks & Recreation plans; past public surveys and site plan concepts as necessary; water model report; sewer collection system build-out infrastructure plan; water rights and dry-up reports; as well as other relevant City information and plats and plans.

Neighborhood Master Plan/Preferred Site Plan

- Use existing conditions and other available data/input to identify most desirable and feasible uses within the SARSA, as well as the proportionate acreages needed for each use over the approximately 60 developable acs.
- Determine appropriate/publicly-desirable density levels, housing types, and affordability mix that can also meet a significant portion of the community's housing needs. Provide massing schematics and visual depictions of housing types and "looks" to assist with that process.
- Determine most feasible, desirable, and appropriate centralized active recreational uses/amenities within the sub-area and identify preferred area boundaries for such facilities to be located.
- Determine available acreage, feasible location(s) for educational facilities.
- Identify potential small-scale commercial uses needed and preferred location(s), size, etc.
- Use existing conditions data and preferred site plan to identify logical and feasible infrastructure "backbone" extension locations and water/wastewater/stormwater tie-ins, as well as any potential future infrastructural needs (e.g. water tank, existing roadway expansions, traffic signals, broadband, and other dry utilities).
- Consider relevant existing water right decrees/water features in preferred site plans and processes.
- Consider and document off-site stormwater drainage impacts to the property and potential mitigation options.
- Develop preferred street connections both to existing public roadways as well as those internal to the site. Provide circulation patterns and streetscape concepts.
- Consider and document opportunities and constraints regarding surrounding roadways.
- Provide trail locations/connections to surrounding open spaces, as well as access to CR 104, CR 107, and Highway 50, along with potential below-grade crossing of Highway 50 in the vicinity of CR 104.
- Determine feasibility of construction given existing conditions, including available geotechnical data, soils, available developable area, etc.
- Review existing fluvial hazard documents related to the site and/or river corridor with consideration to site planning. Future mitigation may be anticipated.
- Develop 2-3 site plan options that incorporate the various desired uses within the site to be considered by the public and appointed/elected bodies to result in a preferred site plan. Provide photo-realistic renderings of neighborhood elements (e.g. residential, recreational, educational) to give sense and context to the sub-area.
- Determine approximate boundaries between public property and other developable areas for potential sale and private development.

Sustainability Guidelines/Opportunities

- Identify and document water conservation opportunities (public and private) specific to the sub-area, including BMP's, storage opportunities, alternatives to natural grass, supporting goals identified within the City's Water Operation Master Plan and Water Conservation Plan, etc.

- Identify and document energy conservation and/or on-site generation opportunities.
- Identify and make recommendations regarding opportunities for building in resiliency to natural disasters.
- Take dark skies policies into account with all plans.

Market Analyses and Cost Estimates

- Development of a current and future market analysis for a potential housing mix—rental vs. for-sale; single-family vs. other multi-family options; market vs. deed-restricted; etc.
- Development of a current and future market analysis for small-scale commercial within the sub-area, including restaurants, office space, childcare, and small convenience retail and services (taking into account surrounding uses/anticipated uses).
- Provide feasibility-level cost estimates for the infrastructure “backbone” (inc. street and utilities), for the preferred housing types (pro-forma analysis both with and without affordable units), and preferred recreational amenities, all utilizing local unit pricing as available.

Development Options/Potential Phasing Strategies

- Propose options for financing/constructing the public infrastructure “backbone” identified based on the preferred site plan. Include any potential phasing options that could provide for some level of housing in the short-term.
- Propose options for financing/constructing planned housing portion of master plan, assuming certain amounts of affordability, including likely phasing.
- Propose options for financing/building recreational areas/facilities separate from (or concurrent with) other uses, including likely phasing.
- Work with stakeholders to identify options for building educational facilities separate from (or concurrent with) other uses, potentially including a student housing component.
- Analyze financial and other costs and benefits to working with a singular developer versus a variety of developers (inc. local developers), including time- and cost-efficiencies, etc. and provide recommendations for size/locations for potential subdivision of parcels. Create basic marketing package for potential developer(s) of the site.

Necessary Planned Development Amendments

- Review existing Overall Development Plan (ODP) to identify amendments necessary to build out the adopted master plan.
- Prepare and present an application(s) for necessary amendments to the ODP to Planning Commission and City Council.

OTHER REQUIREMENTS AND GENERAL INFORMATION

- A. The City of Salida is exempt from all local, state, and federal taxes.
- B. The selected consultant must complete a W-9 form (Taxpayer Identification No.).

SOUTH ARKANSAS RIVER SUB-AREA PLAN

PROPOSAL PREPARED FOR:



SUBMITTING TEAM:



TABLE OF CONTENTS:

COVER LETTER	1-2
EXPERIENCE AND REFERENCES	3-8
Why Choose Our Team?	
Who We Are	
Relevant Projects and References	
PROJECT ORGANIZATION	9-11
Key Personnel Assignments and Credentials	
WORK PLAN	12-20
Project Understanding	
Approach Narrative	
Proposed Work Plan (<i>includes deliverables and anticipated city responsibilities</i>)	
Project Timeline	
FEE PROPOSAL	*21
STATEMENT OF RESIDENCY	*22
CERTIFICATE OF INSURANCE	*23

**Does not count toward 20-page limit.*



COVER LETTER

Dear Bill and Members of the Selection Committee:

Studio Seed is excited to submit our proposal for the South Arkansas River Sub-Area (SARSA) Plan. What an exciting opportunity for the City of Salida and Chaffee County! We understand this effort has been a long-time coming, but good things take time - great things take a little longer. This site, and project, has the opportunity to make long-term, sustainable change. In our experience working with communities across Colorado - and continually researching how other places are solving the housing crisis - one thing is clear: control of land is key. Public-owned property isn't common, but it's critical for delivering necessary services, amenities, and workforce and affordable housing options!

We have assembled a team that is excited for the opportunity to work together, in Salida, on a meaningful project. We are long-time colleagues and friends with like-minded missions: to do good work and have fun while doing it. Our team is made up of small, boutique firms located in Salida and the Front Range and we all work in communities similar in scale and character to Salida. We will bring enthusiasm, directly relevant expertise, and *fun* to the process we know the residents of Salida have been waiting for. Our team includes:

Studio Seed Urban Design and Planning (SS) will serve as contract lead for this project. Principal and owner, Cheney Bostic, AICP, has 16 years experience working in the fields of architecture, landscape architecture, planning and urban design. Cheney started Studio Seed in 2018 and has since worked on award-winning planning efforts in the Front Range and mountain communities. Cheney has recently been involved in pro-bono efforts working with Downtown Colorado, Inc. to help small communities with "zoning hacks" to overcome zoning challenges that prevent affordable housing and small-scale commercial.

Crescendo Planning + Design (CPD) is Colorado's newest exceptional urban design firm started by Andy Rutz, CNU-A, former Director of Planning and Design Services at MIG, Inc. Andy is excited to work in smaller-scale communities like Salida on projects that have tangible, short-term action and long-term benefits, to communities. Andy brings past public and private-sector experience, as well as being a professor at CU Denver - where he recently led a studio looking at solving affordable housing challenges in Chaffee County. Andy will work closely with Cheney on project management, engagement, and the development of the site master plan.

Crabtree Group, Inc. (CGI) is a Salida-based multi-disciplinary New Urbanist civil engineering firm. CGI brings in-depth local and site-specific knowledge to the project and will be involved from start to finish. Bill Hussey, PE will manage the project's engineering tasks with assistance from Paul Crabtree. CGI has very similar project experience on site planning and engineering - most recently working on *Gunnison Rising* in Gunnison, CO - but has also worked on similar projects across the country.

Felsburg, Holt and Ullevig (FHU) is also a multidisciplinary firm with expertise in transportation planning, traffic engineering, environmental services, and more. Local resident and remote employee Jodie Snyder, LEED AP joins our team as an environmental scientist and planner. Jodie will assist with environmental planning and engagement. Jodie is also a neighbor of the site and uses it often for walks.

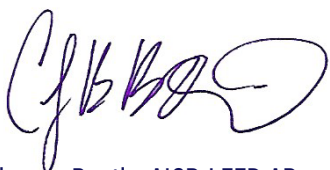
Pel-Ona Architects and Urbanists (Pel-Ona) is an architecture and planning firm located in Boulder, CO. Pel-Ona is well-known for their New Urbanist and affordable housing work in Colorado. Firm founders Korkut Onaran and Ronnie Pelusio will be involved in the project, participating in the community design charrette and offering their expertise as it relates to affordable and workforce neighborhoods as well as assist with bringing in local developer, builder, and housing manufacturing contacts.

ArLand Land Use Economics (ArLand) will assist with the market analysis and financing tasks. Arleen Taniwaki, firm owner, has worked with Cheney Bostic on similar opportunity site studies and subarea plans for the past 5 years. Arleen will work closely with the design team in an iterative process to arrive at a preferred site plan that is not only inspirational, but also achievable.

The following pages provide an overview of our team's relevant experience, references, credentials, and proposed work plan and timeline. We have proposed a four-phased approach to the project with each phase lasting approximately 2.5 months. We can get to work immediately!

We look forward to your review of our proposal and welcome any questions. We are open to modifications to meet particular client needs, such as budget, timeline, or scope changes. Thank you for allowing us to submit on this exciting project!

Kind Regards,



Cheney Bostic, AICP, LEED AP
Principal and Owner, Studio Seed Urban Design & Planning
303-884-0962
cbostic@studioseed.org

Please note the following:

- 1) Studio Seed meets insurance requirements and a Certificate of Insurance is included at the end of the proposal.
- 2) We acknowledge both Addenda issued and have reviewed them. The Statement of Residency form is also included at the end of the proposal.
- 3) Finally, if the schedule is maintained, we will do everything in our power to meet the required interview in-person, however Cheney Bostic will be undergoing surgery that same week and will be under travel restrictions and would need to ask for remote options (or a different date to hopefully attend in-person.)



Site Photograph by Jodie Snyder.

EXPERIENCE AND REFERENCES

WHY CHOOSE OUR TEAM?

Based on our reading the Request for Proposals, responses to subsequent questions, and research on the site, we have assembled a team that we think will best serve the city's scope and the community's vision for this stage of the project. As seen throughout this proposal, we highlight recent relevant work samples with references, key personnel that will be highly involved in the project, and a detailed work plan customized to deliver a high-quality process and final deliverables. Here are a few highlights about our team:

We bring local experience. Our team includes local firms with engaged Salida citizens on the team. We also have team experience working in Salida, Chaffee County, and the region on similar projects solving similar issues.

We are made up of small Colorado firms. We are a consortium of small entrepreneurial shops with offices locally and in the Front Range. We don't just show up to win the project and then put someone else in charge. What you see is what you get – and you will have direct access to every person assigned to this project.

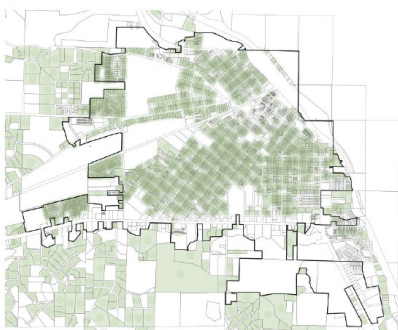
We are Colorado's leading New Urbanists. A unifying thread of our team is that we are New Urbanists. Korkut Onaran, Cheney Bostic, and Ronnie Pelusio served on the board of the CO Chapter of CNU for nearly a decade together and co-authored *Colorado Urbanizing* – a book highlighting over 100 New Urbanist projects in Colorado. Andy Rutz and Paul Crabtree were active members and Crabtree Group has worked on nationally recognized New Urbanist projects across the country.

We are Futurists. We are out-of-the-box thinkers and dreamers that will not bring a "canned" process or set of thinking to this project. For example, Korkut Onaran just finished a book titled *Urbanism for a Difficult Future: Practical Responses to the Climate Crisis* and Cheney Bostic was interviewed as part of a CMC student capstone project titled *Legacy Time Capsule: Viewpoints of the Land Use and Infrastructure in Eagle County during the Next 100 Years*. We will bring a similarly unique thought process to this project.

We wear different hats. Our team is made up of architects, urban planners, urban designers, environmental planners, engineers, and economists who have public and private sector experience. However, we are not only practitioners: we are educators, researchers, authors, and volunteers. We also serve on boards and commissions, teach university-level classes, sit on university committees, and work with developers, non-profits, cities, counties, and states.

We are housing and "community character" experts. Pel-Ona Architects and Urbanists have worked on the most notable affordable housing projects in the state. They are housing experts and are currently utilizing advanced technology solutions like modular construction. They will bring direct relevant experience and contacts – such as local developers and housing manufacturers. Studio Seed and Crescendo both work in historic communities where "community character" is a primary concern. We will bring direct experience and assurance that whatever is built here will contribute positively and authentically to the overall "Salida spirit."

Add-On Development



Chaffee County Missing Middle Housing Toolkit & Fairground Master Plan

Andy Rutz instructed a UCD Master's of Urban and Regional Planning studio in Chaffee County as part of a client-driven project for the County's ongoing update to their Land Use Code. Andy and his student were asked to supplement the County's work by analyzing the current supply of, and future supply for, Missing Middle Housing (MMH) in the County. The team produced an MMH Toolkit for use by Chaffee County, cataloging existing MMH types, proposing potential additional types through case study precedents, and mapping the potential locations for such housing. The team also developed a conceptual Master Plan for the Chaffee County Fairgrounds and its adjacent 72 acres.

WHO WE ARE

We are a team made up of small, award-winning firms located in Salida and the Front Range of Colorado:

studio seed

URBAN DESIGN + PLANNING

Studio Seed Urban Design and Planning is a woman-owned consultancy located in Golden, CO. The firm was established in 2018 to focus on urban design and land use planning combined with thoughtful engagement. Firm owner **Cheney Bostic** has 16 years of experience in urban design, architecture, and landscape architecture.

Our motto is “planting inspiration; growing community.” We strive to **inspire** - by using accessible language and tools to visualize complicated planning concepts; and **empower** - by offering solutions that are grounded in reality and can be implemented.



Pel-Ona Architects & Urbanists are New Urbanists that believe in timeless values in architecture and sustainable urbanism! We believe that our individual lifestyles and our global environment can benefit from compact, walkable, mixed use, mixed income and transit oriented communities. Ronnie's detail-oriented, hands-on approach to architecture and Korkut's years of experience in urbanism and planning create a strong alliance.



ArLand Land Use Economics is a land use economics and planning consulting firm that provides economic, market and financial feasibility studies, economic benefit, fiscal impact analysis, and implementation plans for land use plans (including sub-area, comprehensive plans, and regional planning efforts.) Its findings and recommendations incorporate public policy considerations, opportunities for public-private partnerships, and an understanding of financial tools available for implementation.



Crescendo Planning + Design is a consultancy recently started by **Andy Rutz** - former Director of Planning and Design Services at MIG, Inc. Andy founded Crescendo because he is passionate about *community-oriented design and implementation*. Crescendo focuses on demonstrating short-term progress as a strategic step toward long-term aspirations. **Partnerships and collaboration** are core values for Crescendo. We believe in bringing together people of diverse backgrounds, disciplines, and beliefs to achieve a better outcome for all.



Crabtree Group, Inc. offers a unique portfolio of services that improves schedules and cost efficiency while providing the best quality product. Our integrated services offer planning, engineering and project management in a small, effective team environment. We become your project champions and an integrated part of your team to accomplish the project goals.



Felsburg Holt & Ullevig (FHU) is a multidisciplinary consulting firm specializing in transportation and multimodal planning and operations/safety, traffic engineering, environmental services, water resource engineering, civil engineering, structural design, construction management and rail/transit services.

We are engineers, scientists, and planners committed to the betterment of our communities with the purpose of enhancing and connecting our communities through innovation and collaboration.

RELEVANT PROJECTS AND REFERENCES

The following pages provides relevant projects by firm completed in the past 5 years - with references, as requested. Most of these projects were completed for the City of Salida or other governmental entities.

SALIDA AND CHAFFEE COUNTY PROJECT EXPERIENCE



10th & 12th Street Reconstruction – Salida, CO

Crabtree Group coordinated survey efforts and designed civil engineering plans to rebuild 10th and 12th Streets in the City of Salida. Existing pavements on these streets were in various phases of failure, and they lacked pedestrian facilities. Street sections were collaboratively developed with Salida Public Works with the goals of providing pedestrian connectivity, avoiding increases in stormwater runoff, and sizing the street width for low vehicle traffic. The project also included sanitary sewer main reconstruction.



Crabtree Group will assist with similar services for this project, assisting with right-sizing street sections and leading civil engineering tasks.

Timeline: Design started spring 2021, construction 75% complete

Reference: David Lady, Public Works Director
City of Salida
719-539-6257
David.Lady@cityofsalida.com

Before/After of 12th Street showing reconstruction and new sidewalks.



A pop-up event allowed the project team to interact with people that might not otherwise show up for public meetings.

Downtown Parking Study – Salida, CO

FHU supported the City and the City's prime consultant with stakeholder and public engagement for a Downtown Salida Parking Study in 2019. That study identified existing and future parking needs in a way that balances the community's need to accommodate future growth with its desire to maintain the unique character and sense of place that make Downtown Salida special. FHU facilitated public pop-up events and stakeholder meetings.

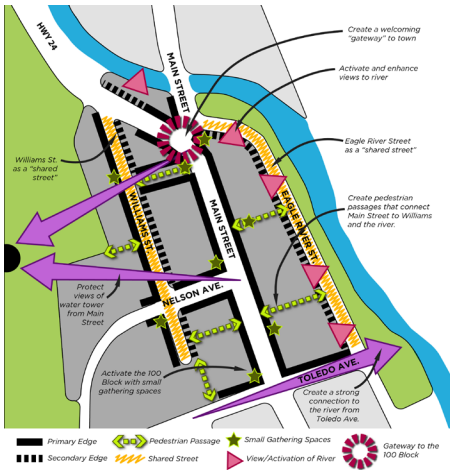
Jodie Snyder of FHU will assist with similar engagement efforts for this project, including pop-up events and stakeholder meetings. FHU has also worked in Chaffee County on the **Chaffee Shuttle San Luis Valley Transit Plan**.

Jodie is also beginning an effort with Chaffee County to update the **Collegiate Peaks Scenic and Historic Byway Corridor Management Plan**.

Timeline: Project completed October 2019

Reference: Kristi Jefferson, Planner
City of Salida
719-539-4555
Kristi.Jefferson@cityofsalida.com

SIMILAR COLORADO MOUNTAIN TOWN PROJECT EXPERIENCE



Framework Diagram explaining key aspects of the design standards and guidelines.

100 Block Design Standards and Guidelines - Minturn, CO

Studio Seed led the recently-adopted Design Standards and Guidelines for the 100 Block (downtown) of Minturn. This process was initiated by an emergency moratoria of development – with imminent development proposals that were not supported by the community. Studio Seed led a community charrette and worked with architects, developers, property owners, commissions and Town Council to ultimately develop a set of design standards and guidelines that ensure future development to be compatible in scale and character with the historic downtown area.

Timeline: Project completed October 2022 (8 month timeline)

Reference: Michelle Metteer, Town Manager
Town of Minturn
970-827-5645 (ext. 8)
manager@minturn.org



A rendering of Miner Street - designed to be a seasonal flexible street - that will function as a pedestrian mall in warmer months.



A rendering of a proposed railroad-themed playground located along a trail that leads to the famous waterwheel.

Downtown Plan - Idaho Springs, CO

Studio Seed led a multidisciplinary team to develop a 20-year Vision and Downtown Plan for the City of Idaho Springs – a National Historic District. This project included recommendations for upgrading public rights-of-way, such as Miner Street – the city's "main street" as a flexible festival street as well as improvements to pedestrianize alleys and initiate a parking structure downtown to solve critical parking issues. Land use and zoning recommendations were also included that invite more housing options without sacrificing the historic character that the community loves.

Cheney Bostic also project managed (with a previous firm) the East End Action Plan - a corridor plan - in Idaho Springs with the same city leadership. **Studio Seed** is working with the city to advance the design of Miner Street from the Downtown Plan.

Timeline: Project completed December 2021 (12 month timeline)

Reference: Jon Cain, Assistant City Administrator
City of Idaho Springs
303-567-4421 (ext. 115)
jcain@idahospingsco.com

SIMILAR COLORADO MOUNTAIN TOWN PROJECT EXPERIENCE



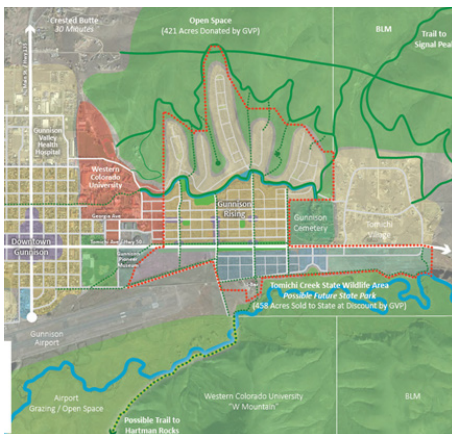
Before/After of a proposed riverfront trail as part of the Downtown Design Plan in Alamosa, CO.

Downtown Design Plan - Alamosa, CO

Andy Rutz (as a part of MIG, Inc.) led the Downtown Design Plan for Alamosa, which received a Governor's Award in 2020 for best planning project. The robust public engagement process included four public meetings – one of which was a community design charrette – in addition to a myriad of intercept events and door-to-door outreach in the downtown. Project tasks included: branding elements, detailed land use mapping, urban design, recommended regulatory changes, a Developer's Toolkit, and a Retail Activation Toolkit. Collaboration with the Colorado Department of Transportation (CDOT) led to the development of a preferred design concept for Main Street and Sixth Street that better balances the corridor's role as SH 160 and the heart of the community; the first phase of which has already been implemented. The Plan included a rich set of amenities to serve the broader Alamosa community, including a new Festival Street and Cultural Trail, improved trail and bicycle facilities along the Rio Grande River, and a sequence of dynamic public spaces tailored for community events

Timeline: Project completed 2019 (15 month timeline)

Reference: Heather Brooks, City Manager
City of Alamosa
719-589-2593
hbrooks@ci.alamosa.co.us



Gunnison Rising context plan highlighting the major property's proximity to Western Colorado University and Downtown Gunnison.

Gunnison Rising - Gunnison, CO

Crabtree Group provided entitlement services, civil engineering design, and construction oversight for this major expansion of the City of Gunnison into adjacent formerly agricultural lands. The planning effort was led by Cascadia Partners. Crabtree Group completed a planned development amendment and civil engineering of phase 1 infrastructure, which is now nearly complete. Phase 1 included a sanitary sewer lift station, Bureau of Land Management office, and a FedEx facility. Crabtree Group has completed civil engineering and managed the submittal of phase 2, which will be a traditional neighborhood development taking advantage of the strategically placed backbone infrastructure from phase 1. Crabtree Group coordinated with stakeholders including the City of Gunnison, Western Colorado University, and the State Land Board.

Timeline: Phase 1 near completion; Phase 2 in design review

Reference: Byron Chrisman, Owner
Gunnison Valley Properties
303-938-8200
byron@chrismanc.com

AFFORDABLE AND WORKFORCE HOUSING PROJECT EXPERIENCE



A portion of a larger site plan for Railyard Leadville highlighting a diversity of building types and densities.



Housing types in Lincoln Park.



Above: completed housing around neighborhood green.

Below: renderings of a carriage house and single family house prototype.

Railyard Leadville - Leadville, CO

Pel-Ona was the lead architect for Railyard Leadville which aims at creating a walkable, diverse, and sustainable neighborhood of approx. 300 residential units and 12 commercial mixed-use lots at a key location in Leadville, Colorado. The development will include a diversity of residential and commercial buildings that respect existing design patterns found in Leadville. The neighborhood is designed to foster a sense of community while protecting and enhancing the inherent value of the property and the surrounding neighborhood. This project is currently under construction.

Reference: John Lichtenegger, Owner
High Country Developers
573-450-0206
john@railyardleadville.com

Lincoln Park - Breckenridge, CO

Located one mile from downtown Breckenridge, Lincoln Park is a 78 unit residential development that provides residents with affordable homes in a community-oriented neighborhood. Lincoln Park is a continuation of the Wellington Neighborhood, designed by Wolff Lyon Architects. **Pel-Ona**, in collaboration with Wolff Lyon Architects, provided planning, entitlement, architectural and construction administration services for the project. Organized to support the local community of Summit County, Lincoln Park offers 11 different home types including affordable single family, duplex, and triplex units. Lincoln Park was completed in 2019.

Peak One - Frisco, CO

Pel-Ona Architects & Urbanists, in collaboration with Wolff Lyon Architects, provided planning and architectural services for the Peak One Neighborhood in Frisco, Colorado. Peak One is a 69-unit, affordable residential neighborhood located within walking distance from the downtown area. Single-family homes and duplexes are connected to community parks and common green spaces through a system of multi-use paths and streets that connect to the local trail system and the existing street grid. Peak One was completed in 2015.

Reference: David O'Neil
Brynn Grey Partners
303-443-4600
doneil@brynnngrey.com

**Note: Reference for Peak One is same as Lincoln Park*

PROJECT ORGANIZATION

KEY PERSONNEL ASSIGNMENTS & CREDENTIALS

The following pages explain our team makeup of small firms with accessible, talented professionals. The following key personnel will be involved in the project from start to finish.



Cheney Bostic, AICP, LEED AP
Principal/Owner,
Studio Seed Urban Design & Planning

Project Assignments:

- Project Contract and Management Lead
- Engagement Lead
- Urban Design/Master Plan
- Sustainability Guidelines
- ODP Amendment

Credentials:

- **16 years** experience
- American Institute of Certified Planners (AICP)
- Leadership in Energy and Environmental Design (LEED AP)
- **Founding Advisory Committee Member and Mentor** for the UC Denver Masters of Urban Design (MUD) Program.
- **MArch**, University of Oregon
- **BArch**, Southern Illinois University
- **Co-author**, *Colorado Urbanizing: Experiencing New Urbanism*

Contact Info:

23080 Pinecrest Road
Golden, CO 80401
303-884-0962
cbostic@studioseed.org



Andy Rutz, CNU-A
Principal/Owner,
Crescendo Planning + Design

Project Assignments:

- Co-Project Manager
- Engagement Support
- Urban Design/Master Plan
- Trails/Connectivity
- ODP Amendment

Credentials:

- **16 years** experience
- Congress for the New Urbanism Accredited (CNU-A)
- **Advisory Committee Member and Mentor** for the UC Denver Masters of Urban Design (MUD) Program.
- **Former Director of Planning & Design Services** at MIG, Inc.
- Worked on multiple **zoning code amendments and Design Guideline efforts** as a Senior Planner at City and County of Denver prior to MIG.
- **MADU**, University of Notre Dame
- **BArch**, University of Notre Dame

Contact Info:

9425 East Prairie Meadow Drive
Denver, CO 80238
708-921-9727
andy@plantocrescendo.com



Jodie Snyder, LEED AP
Senior Environmental Scientist/Planner, FHU

Project Assignments:

- Review previous environmental-related plans for site
- Environmental Site Issues/Opportunities
- Engagement Support
- Resiliency Planning
- Sustainability Guidelines

Credentials:

- **18 years** experience
- Leadership in Energy and Environmental Design (LEED AP)
- **MAS**, Environmental Policy/Management - University of Denver
- **BA**, Geography and Environmental Studies - Augustana College
- **Women in Transportation Seminar (WTS)** member
- **National Assoc. of Environmental Professionals**
- **Greater Arkansas River Nature Association** Board Member
- **Chaffee County Heritage Area** Advisory Board Member
- **Salida Public Schools District** Accountability Committee Member

Contact Info:

1139 E. Rainbow Blvd.
Salida, CO 81201
719-985-4006
jodie.snyder@fhueng.com

KEY PERSONNEL ASSIGNMENTS & CREDENTIALS (CONTINUED)



Bill Hussey

Civil Engineer, Crabtree Group

Project Assignments:

- Backbone Infrastructure Layout
- Civil Engineering Project Manager
- Infrastructure Cost Estimates

Credentials:

- **7 years** experience
- Professional Engineer, Colorado (**PE**)
- **MADU**, University of Notre Dame
- **BS**, University of Wisconsin-Madison

Contact Info:

325 D Street
Salida, CO 81201
719-539-1675
bhussey@crabtreegroupinc.com



Arleen Taniwaki

*Principal,
ArLand Land Use Economics*

Project Assignments:

- Market Analyses
- Feasibility Cost Estimates and Pro Formas
- Financing

Credentials:

- **25 years** experience
- **Masters of City Planning**, University of California - Berkeley
- **BA**, Political Science - University of California - Los Angeles
- UC Berkeley MBA Extension Course in **Real Estate Feasibility Analysis**
- **Habitat for Humanity Metro Denver** Board Member
- **Radian** Board Member
- **ULI** Community Development Product Council
- **Women in Transportation Seminar (WTS)**

Contact Info:

69 W. Floyd Ave.
Englewood, CO 80110
720-244-7678
ataniwaki@arlandllc.com



Park Hill Golf Course Redevelopment Subarea Plan: Denver, CO

ArLand prepared a market study for the City's subarea plan for the now-defunct 150-acre golf course and the neighborhoods surrounding it. The market study examined recent demographic and employment changes occurring in the currently gentrifying neighborhoods surrounding the Park Hill Golf Course. It examined the potential for future residential (including affordable, missing middle, and market rate) and commercial development in light of affordable and missing middle housing needs and the lack of critical services in the area including grocery stores. The analysis was part of a series of technical analysis provided to support the City which prepared the subarea plan. Because of particular requirements posed by the site, the redevelopment plan will need to go to a Citywide vote slated to take place in spring 2023.

KEY PERSONNEL ASSIGNMENTS & CREDENTIALS (CONTINUED)



Korkut Onaran, PhD, CNU-A
Founding Partner, Pel-Ona Architects & Urbanists

Project Assignments:

- Master Plan Support
- Community Roundtable on "Urbanism for a Difficult Future"
- Housing Prototypes
- Charrette Participation

Credentials:

- **25 years** experience
- Congress for the New Urbanism Accredited (CNU-A)
- **PhD**, University of Wisconsin-Madison
- **MArch**, Middle East Technical University
- **BArch**, Middle East Technical University
- **College of Architecture and Planning, CU Denver** - Assistant Professor Adjunct
- Former **Longmont Planning Commissioner**
- Former **Longmont Historic Preservation Commissioner**
- **Co-author**, *Urbanism for a Difficult Future: Practical Response to Climate Crisis; Crafting Form-Based Codes: Resilient Design, Policy and Regulation; and Colorado Urbanizing: Experiencing New Urbanism*

Contact Info:

4696 Broadway
Boulder, CO 80304
303-443-7876
korkut@pel-ona.com



Ronnie Pelusio, AIA, LEED AP
Founding Partner, Pel-Ona Architects & Urbanists

Project Assignments:

- Master Plan Support
- Housing Prototypes
- Charrette Participation
- Rendering Support
- Developer/Builder Interviews

Credentials:

- **20 years** experience
- **Licensed Architect**
- Leadership in Energy and Environmental Design (**LEED AP**)
- **MArch**, Syracuse University
- **BA**, Ithaca College
- **Board Member**, City of Boulder Landmarks Board
- Railyard Leadville **Design Review Committee President**
- **Former President**, Holiday Neighborhood Master HOA
- **Founding Member**, North Broadway Community Forum

Contact Info:

4696 Broadway
Boulder, CO 80304
303-443-7876
ronnie@pel-ona.com

Experience Working Together

Many personnel on the team have worked together on projects in the past. Studio Seed and ArLand have worked closely on similar land use/feasibility studies in Denver on three sub-area plans. Crabtree Group and Pel-Ona are currently working together in Salida and Leadville. Crabtree Group and FHU have worked together as well. Korkut and Andy both teach at University of Colorado - Denver and have co-taught multi-disciplinary studios.

However, what differentiates us is the fact that the majority of the team has been heavily involved throughout our careers in the Congress for the New Urbanism - and consider ourselves "friends" outside of work. Korkut Onaran and Cheney Bostic served as President and Vice President of the Colorado Chapter of CNU for 10 years together and Ronnie Pelusio served on the Board of Directors. Andy Rutz was an active CNU member and Paul Crabtree has been involved in CNU nationally for more than two decades. The unique skillset we collectively bring to deliver the highest quality urban design combined with realistic, feasible, and sustainable solutions for housing, mixed use, walkable neighborhoods, and placemaking is second to none.

Park Hill Golf Course Reference:

David Gaspers, Principal City Planner
City and County of Denver
720-865-2936
David.Gaspers@denvergov.org

WORK PLAN

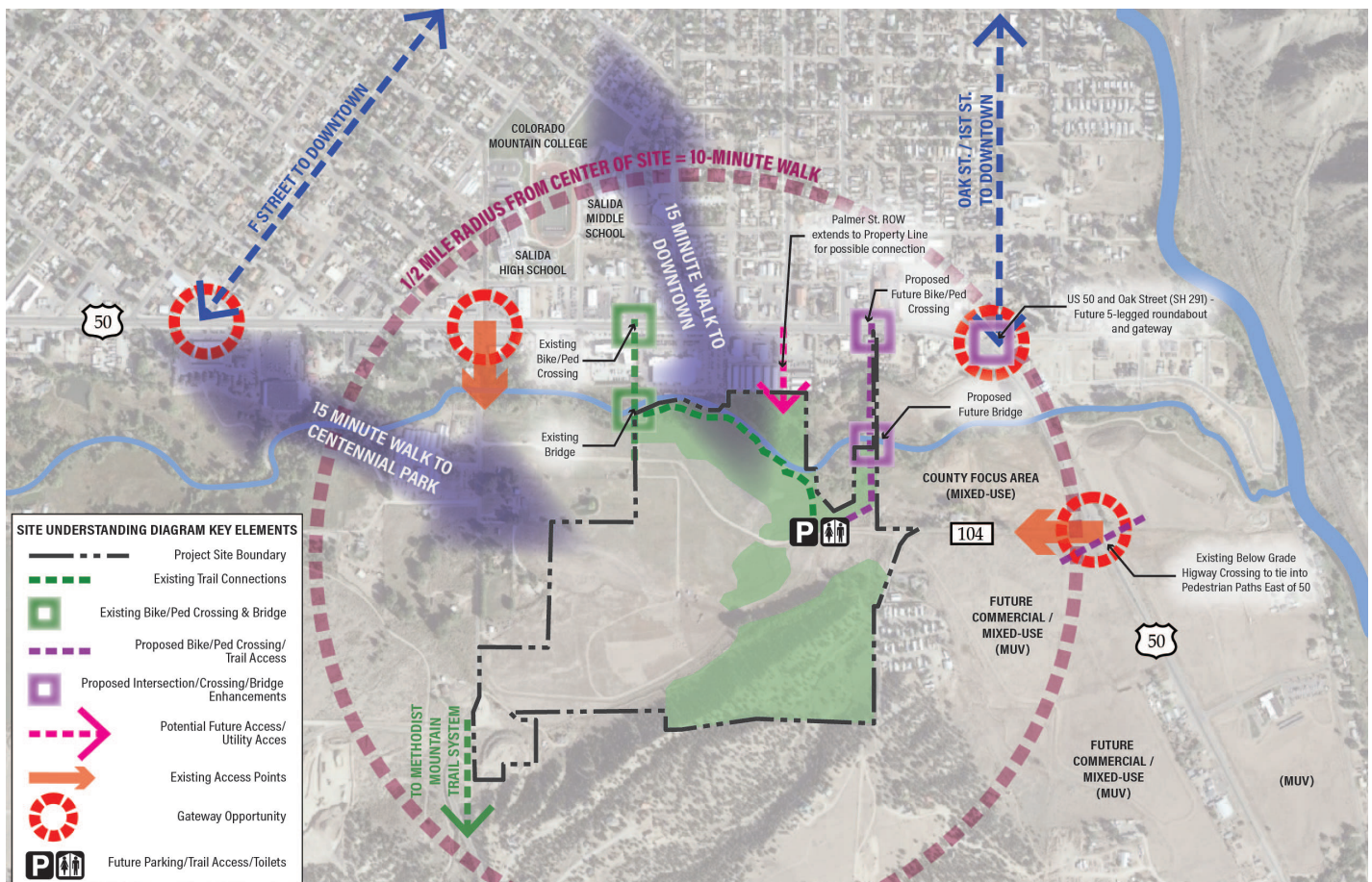
PROJECT UNDERSTANDING

This is a long-anticipated and important project for the City of Salida to embark on. We expect this project will have high visibility and significance to local residents. With an ongoing statewide housing crisis, unprecedented county-wide population growth, changing trends in how people live and work post-pandemic, and a *city-owned* property within one of Colorado's most treasured outdoor recreation destinations, this site has phenomenal opportunities – as well as some challenges.

Opportunities include the potential to contribute much-needed housing choices, placemaking, and recreation amenities to the community. The site itself is a treasure, as evidenced by its frequent use by locals – spectacular views, walking distance to downtown and Centennial Park, existing trails and bridges, minutes from the Methodist Mountain trail system, the South Arkansas River, and multiple access points from Highway 50.

Challenges include the need to bring utilities and infrastructure into the site and to find a delicate balance between meeting the community's vision for housing and services while being realistic about financial feasibility and phasing in order to make good on its promise. While the site has many assets, it lacks visibility from Highway 50, and is surrounded by county-owned, large lot properties.

Timing is of the essence – while construction costs are still extremely high, they do appear to be coming down (lumber, etc.) and there are innovative new methods – especially for housing production – that can bring costs down and shorten the construction window. The momentum of this planning process should set the city up for leading directly into design and construction.



APPROACH NARRATIVE

As stated previously, our approach to this project was to assemble the best possible team of experts relative to the location, context, type of project, and scope of work. We have the credentials, expertise, and availability to assist the city with this important project. We have multiple local staff available to offer “boots on the ground” – to assist with pop-up events, immediate site inquiries, or meetings with staff or others that may inquire about the project and need face-to-face contacts. It is also no secret that the rest of us LOVE to visit Salida and will be no stranger to the city (you might have to tell us to leave!)

PROJECT MANAGEMENT APPROACH

For a project of this significance and an eager timeline to get a realistic strategy for phasing and construction, it demands an experienced project management team. **Cheney Bostic** (Studio Seed) and **Andy Rutz** (Crescendo) have known one another for years. They both started their own urban design companies with a mission and passion to work in smaller communities on projects such as this. Together, they have over 30 years of experience leading projects like this.

Cheney Bostic will serve as the primary point of contact and overall project manager, working closely with Bill Almquist and others at the city. **Andy Rutz** will serve as co-project manager, assisting Cheney with day-to-day duties and tasks. Both Cheney and Andy are urban designers with a background in architecture who are passionate about community-building and authentic engagement. We will bring principal-level leadership to the project, ensuring a smooth process that is enjoyable to be a part of and that is delivered on time and on budget. To ensure the project stays on schedule and budget with subconsultant time being efficiently spent, we will:

- Send out **bi-weekly Project Update emails** to the team and staff – this will include general project status, upcoming deadlines, upcoming engagement, and action items;
- Hold up to 11 monthly **Project Management Team meetings** – at a minimum it is expected that these meetings will include Cheney, Andy, and Bill from the city. We will ask sub-consultants to “hold” the time on their calendars, and bring them in as needed, to be efficient with everyone’s time and budget for the project;
- **Invoices will list any potential risks** to project timeline and budget and action items that need to be addressed by city staff.

COMMUNITY ENGAGEMENT APPROACH

Our community engagement approach will combine online and in-person opportunities. Our experience doing engagement in communities post-pandemic has reinforced the need to shift and adapt. Our approach is designed to fit multiple audiences:

- **The Hands-On Crowd** – for those that are typically engaged and informed in community projects – and hopefully those who aren’t typically engaged – we will offer fun and family-friendly opportunities to engage. We will make sure that these events are located in safe and interesting places, i.e. not another conference room or school cafeteria!
- **The Busy Ones** – for those who lead very busy lives and want to engage, but just can never find the time, we will offer online surveys, a project webpage (hosted by the city), and a Facebook project page to stay up-to-date on the project news as it progresses.
- **The Outliers** – an important audience to engage in this project will be people that do not typically engage in city processes for multiple reasons – they don’t have the resources, they have mistrust in government, they don’t understand the language or subjects being discussed, or other reasons.

We will reach all of these audiences in different ways:

- We anticipate a **project webpage** that is hosted on the city’s website (run by the city with information provided by the team) that will include the project timeline, list upcoming events and ways to talk about the project, online survey links, and more.
- We will create a **Facebook page** dedicated to the project that will link to the webpage and also provide ongoing information and updates for the project. We will reach out to popular online groups like ArkValley Mountain Families, Salida Swap, and others to help spread awareness about the project and join the FB page.
- We will go to **existing community events** and pass out information about the project, use a QR code to direct people to the project page, and generally talk to people in an informal, yet accessible, way.
- We will work with city staff and other community members to develop the best ways to engage with “The Outliers” – this could be setting up a **WhatsApp** texting forum, going to **local food banks** or other **community resource events**, and more.

PROJECT PHASES APPROACH

We have proposed a **4-phased approach** to this project in a **10-month time frame**. Given the start timing of this project over the holidays and colder weather months that may impact our ability to do site analysis work, we do feel that 6 months is not realistic. Nine months may be doable, but knowing city processes for adoption hearings and notice times preceding such hearings, as well as the need to allow more time and online interaction for people to participate – which has proven especially critical in post-pandemic community engagement – we feel that 10 months is more appropriate. Therefore, we anticipate initiating the project with a site visit in **December 2022** and culminating the project with the adoption process in **September 2023**. The proposed Work Plan is described on the following pages.

PROPOSED WORK PLAN

PHASE 1: PROJECT KICK-OFF & ANALYSIS

TASK 1.1: PROJECT KICK-OFF/TRIP #1 (DECEMBER)

PMT #1 - Core team members Cheney, Andy, Bill, and Jodie will meet with staff to kick off the project, review scope of work/timeline, and ask questions.

Site Tour - We will tour the site and surrounding neighborhoods/areas of the city to take photographs, notes, and get a deeper understanding of the site and its context.

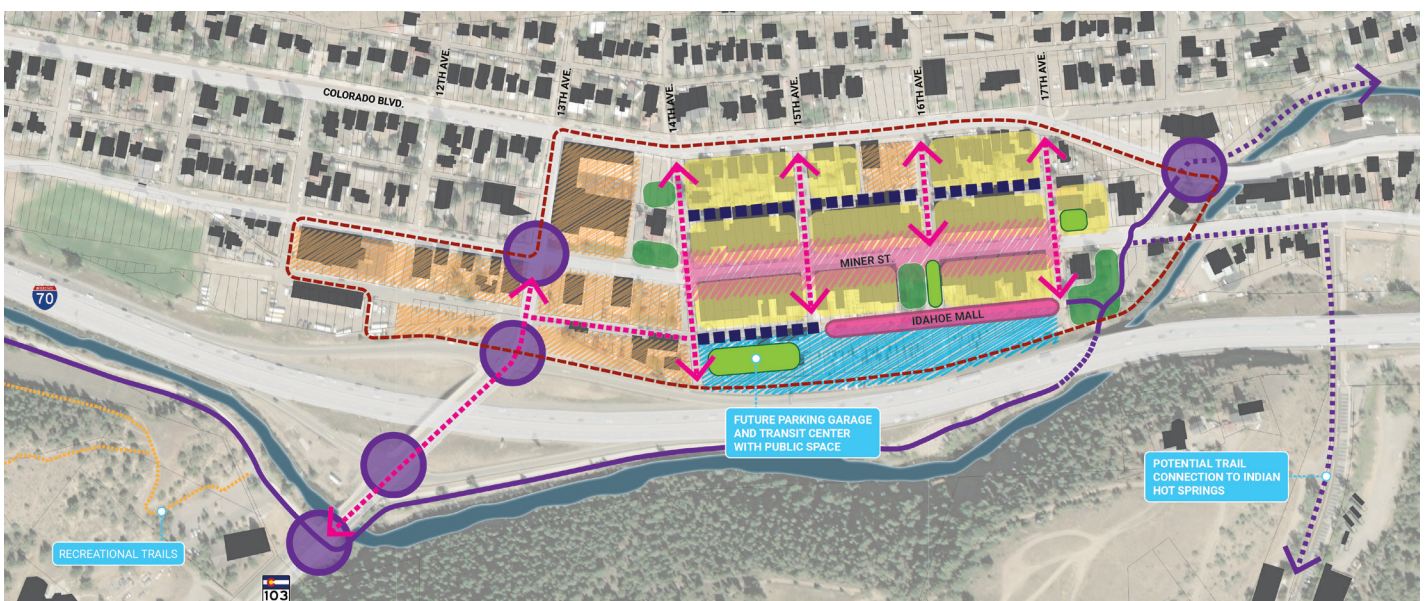
Project Management - SS will set up a collaborative online folder (Dropbox, Teams, etc.) for project documentation - city will provide all requested material that is not readily available online. SS will send bi-weekly (every other week) project updates to team and staff.

TASK 1.2: EXISTING CONDITIONS ANALYSIS (DECEMBER/JANUARY)

Technical Information Review - team will review data from city including, but not limited to: survey information, fluvial hazard documents, soils information available on SGS and USGS, water model report, 2014 South Arkansas Watershed Assessment, 2020 South Arkansas River Stream Health and Fluvial Hazard Assessment, floodplain data, sewer collection system build-out infrastructure plan, water right decrees and dry-up reports, and title commitments.

Previous Plan Review - team will review the 2022 Chaffee County Housing Needs Assessment, existing ODP documents, Comprehensive Plan (city and county), Parks & Recreation plans, Future 50 Re-Vision Rainbow Blvd. Plan, past site plan concepts, and other relevant plats and plans. Review of existing ODP with staff will be critical at this stage to identify anticipated amendments so that we can begin to prepare and align deliverables to the anticipated amendments.

Existing Conditions Basemapping - using a combination of available GIS data (existing roadway, stormwater, and water/sewer locations,) our team will create a series of 2D basemaps to use throughout the process. We will also create a 3D model using SketchUp including available topographic and aerial data available.



Idaho Springs Downtown Plan Issues Site Analysis Issues and Opportunities Diagram

Site Analysis Issues and Opportunities - based on existing conditions data review and the site tour, our team will create a summary of the Site Analysis Issues and Opportunities. This will include, but is not limited to: a natural and environmental features site scan (historically/culturally relevant features, view corridors, topography challenges, fluvial hazards, wetlands, floodplain, and soils conditions.) It will also look at issues and opportunities related to future land use (including surrounding the site), connectivity (roads and trails), placemaking opportunities, and more to set the site plan alternatives up for success.

PMT #2 (virtual) - meet with staff to check-in on project progress and ask questions, as needed.

TASK 1.3 - PHASE 1 ENGAGEMENT/TRIP #2 (DECEMBER - FEBRUARY)

Establish Online Project Awareness - SS will create a FB page for the project and work with the city to provide information to start a project webpage that will be available on the city's website (under "City Projects.") We will work with available databases to establish a contact list which we can use to send out project updates and notices about upcoming engagement opportunities throughout the project. A QR code will be created that will easily direct people to the webpage for information throughout the project.

Develop Project Branding - SS and CPD will work with the city to develop an official project name and branding identity/logo.

Public Open House #1 / Trip #2 - SS, CPD, plus local team members CGI and FHU, along with city staff, will host the first open house for the project. This meeting will be hosted at a safe and fun local venue (Steampoint, local brewery, etc. - TBD) and will include:

- Presentation of Existing Conditions and Site Analysis Issues and Opportunities
- Interactive exercises to establish a "Site Vision and Values" as well as voting preferences for desired housing types, public amenities, and design characteristics

Stakeholder Interviews - Round 1 - The consultant team and PMT will identify and interview selected individuals/organizations necessary for gathering more information. This could include but is not limited to: Colorado Mountain College, Chaffee Housing Trust, Chaffee County Housing Authority, local real estate professionals and developers/builders, hard-to-reach populations/potential future residents, PROST, and others to be determined.

Online Survey #1 - SS and CPD will develop an online survey using Survey Monkey that will mimic the open house with similar voting exercises.

Planning Commission Check-In - SS will provide a general project update to the Salida Planning Commission. Presentation will include general project scope, timeline, ways to get involved, and a summary of Phase 1 engagement.

PHASE 1 DELIVERABLES:

- Existing Conditions Basemaps
- Site Analysis Issues & Opportunities Diagram + narrative
- Project branding/logo
- Posters/Presentation for Open House
- Presentation for Planning Commission Check-In
- PMT and Interview meeting notes

PHASE 1 CITY SERVICES REQUESTED:

- Upload to online portal all necessary existing conditions documents and data not available online.
- Provide GIS data layers (roadway, stormwater, water/sewer) in graphic format (e.g. Adobe Illustrator or PDF)
- Conduct additional GIS mapping, as requested by team/necessary for analysis.
- Secure space (and rental fee, if necessary), provide food/beverages (if desired), and participate in Open House #1.
- Print necessary boards and hard-copy materials for open house workshops.
- Be in charge of creating project webpage on city website and posting content (provided by team.)
- Provide a list of contacts that the team should reach out to for Round 1 interviews.



A recent open house held at a local brewery for a project in Arvada, CO that Studio Seed is involved in.

PHASE 2: MASTER PLAN ALTERNATIVES

TASK 2.1 - SITE FIT STUDIES (FEBRUARY)

Site Fit Studies - based on feedback from the public, the team will produce high-level bubble diagrams for various scenarios based on the most desirable and feasible uses for the site, representative of their proportionate acreages needed. This will be useful as we move into site alternatives and allow the public to understand the amount of space needed for desired uses.

TASK 2.2 - PHASE 2 ENGAGEMENT (FEBRUARY - MARCH)

Phase 1 Engagement Summary - Summarize Phase 1 Engagement (Open House and online surveys)

Social Media and Online Update #1 - SS will provide a project update via online forums (FB page, webpage) the results of Phase 1 survey and open house as well as to promote the upcoming Community Design Charrette.

Community Design Charrette/Trip #3 - the team will design and participate in a 4-day/3-night community design charrette. A potential agenda and schedule of events is listed below:

- **Day 1** (Cheney, Andy, Korkut, Bill, Jodie)
 - » Morning - team travel + arrival
 - » Afternoon - Community Site Walks/Bike Tours (1 per hour x 3 hours). NOTE: This is intended to count as the "on-site" community meeting. If it is desired for this to be more of a gathering, it could take place as a single tour - the idea of one per hour was to give people different options based on their personal schedules.
 - » Afternoon - Design Your Own Site activity (drop in) - drop in on your own time to talk to team members and design your own site with a "gamepiece" activity that will include to-scale footprints of potential uses (housing, natural/recreation amenities, educational building/parking, small-scale commercial/parking, etc.)
 - » Evening - Community Forum - presentation by author and team member Korkut Onaran on "Urbanism for a Difficult Future" followed by a community discussion on topics of sustainability, localism, resiliency, housing, and infrastructure.
- **Day 2** (entire team):
 - » Morning - recap of Day 1
 - » Afternoon - team work session developing site plan alternatives and key concepts.
 - » Afternoon - round 2 stakeholder interviews with real estate professionals, developers, builders, community partners, etc.
 - » Evening - Joint work session #1 with Planning Commission and City Council.
- **Day 3** (entire team):
 - » Morning/Afternoon - team work session - finalize presentation/materials
 - » Evening - Community Open House #2 (similar to Open House #1, this is expected to be held in a safe and fun community place and will be designed to be interactive and inviting for all.)

- **Day 4** (entire team):

- » Morning - PMT #3
- » Afternoon travel

Social Media and Online Update #2 - SS will provide a project update via online forums (FB page, webpage) summarizing the results of the charrette. During the charrette, we will try to have a heavy online presence as well to provide continuous updates and raise awareness and interest about the overall project.

TASK 2.3: SITE DESIGN REFINEMENT (MARCH - APRIL)

Site Design Layout Refinement/Alternatives - based on feedback and outcomes from the design charrette, the team will study potential alternatives considered and preferred by the community and weigh the site plan options in more detail with regards to: infrastructure layout and costs, sensitive environmental resources, market feasibility, costs, and more. We will refine 2-3 site layout configurations to present to the public and appointed/elected bodies. Each scenario will include a 3D massing model and sketch-level renderings paired with precedent imagery. We recommend saving budget and including the "photo realistic" renderings when we are at the preferred site plan level.

Housing Prototypes - using available models and photographs from Pel-Ona and Studio Seed, we will present examples of proposed housing prototypes for each alternative so the public can understand the types and scale of housing being considered for the site. Based on our database of existing architectural models, we believe we can complete this task very efficiently using existing work which may need to be modified, but not created from scratch.

PHASE 2 DELIVERABLES:

- Phase 1 Engagement Summary
- Charrette materials and photos
- 2-3 Site Plan alternatives + massing models
- 2 sketch-level renderings (in sketch up) per alternative

PHASE 2 CITY SERVICES REQUESTED:

- Secure space (and rental fee, if necessary) and provide food/beverages (if desired) for the 4-day charrette.
- Participate in charrette and invite other city staff/departments as necessary.

PHASE 3: PREFERRED PLAN AND FEASIBILITY

TASK 3.1 - PHASE 3 ENGAGEMENT/TRIP #4 (APRIL - MAY)

Pop-Up Outreach - local community members Jodie and Bill will participate in local community events where we can pass out information about the plan and alternatives and drive people to the online survey to weigh in.

Online Survey #2 - a second online survey will allow people to vote for their preferred site plan option on their own time.

Public Open House #3 - following the development of site layout alternatives and analysis of pros/cons and feasibility, we will present the options to the community for feedback on a preferred site plan. Like the other open houses, this will be held in a safe and inviting community space.

Stakeholder Breakfast - At this critical site plan alternatives phase of the project, before moving into a preferred site plan, it will be essential to get key stakeholder's feedback. This could include potential housing partners, developers and builders, community leadership (appointed/elected officials), and more to be determined. The goal will be to get feedback at a more in-depth level than the community open house from professionals with a vested interest in the site.

Joint Work Session #2 - following the open house and stakeholder breakfast, we will conduct a similar meeting and check-in with the Planning Commission and City Council to get their feedback on the alternatives and desired preferred site plan.

Social Media and Online Update #3 - SS will provide a project update via online forums (FB page, webpage) that includes the results of Phase 3 engagement (open house/online survey, etc.) and highlights next steps (preferred site plan.)

TASK 3.2 - PREFERRED SITE PLAN (MAY - JUNE)

Preferred Site Plan Development - based on feedback from the public, community partners, and appointed/elected officials, the team will refine the alternatives into a preferred site plan alternative including all desired elements listed in the RFP: fully developed renderings of up to 2 key views of the site and a rendered site plan.

Infrastructure Development - team will develop backbone infrastructure layout and identify future infrastructure needs and costs (e.g. water tank, existing roadway expansions, traffic signals, broadband, other dry utilities, etc.), identify water right decrees/water features, document off-site stormwater drainage impacts and potential mitigation, preferred street sections, trail connections, bridges/underpasses, and geotechnical/soil data.

Sustainability Guidelines - team will develop guidelines for the future site plan which seek to create a sustainable, resilient neighborhood. This deliverable will identify and document water conservation opportunities (public and private) including BMP's, storage opportunities, alternatives to natural grass, and supporting goals from city water master plans. It will also identify energy conservation and/or generation opportunities, dark sky policies, and recommendations for resiliency to natural disasters. This will be at a high-level that will fit into the ODP update.

TASK 3.3 - MARKET ANALYSES AND COST ESTIMATES (JULY)

Market Analyses - ArLand will undertake a market analysis to help confirm the market feasibility of desired potential housing types and commercial services. The goal of the market analysis is to help the key stakeholders, the team, and the Town gauge the potential short-range and long-term demand for a mix of land uses to better align planning with market realities and community dynamics. The market analysis will build upon the previously updated Housing Needs Assessment by tailoring and matching housing demand to the site including affordable, missing middle, and market rate rental and ownership housing. Pel-Ona will assist ArLand with the housing market analysis by using relevant construction costs and other data, as available, from recent projects. The market analysis will also look at the feasibility of small-scale commercial services based on identified community needs like restaurants, coffee shops, day care, medical services, etc. Data sources will include relevant Census and private data sources, stakeholder interviews, and public input gained in parallel from previous tasks.

Cost Estimates - CGI will assist with feasibility-level cost estimates, using local unit pricing as available, for the infrastructure "backbone" (inc. street and utilities) for the preferred housing types (inc. pro forma analysis with and without affordable units), and preferred recreational amenities.



Cheney Bostic working with a stakeholder at a charrette in Sheridan, WY.

PHASE 3 DELIVERABLES:

- Materials/presentations for open house, pop-up engagement, joint work session, and stakeholder breakfast
- Preferred Site Plan (plan view) rendering
- Preferred Site Plan (birds eye and/or eye level views)
- Preferred Site Plan diagrams (circulation/connectivity, land use, open space, etc.)
- Preferred Site Plan Infrastructure Assessment
- Preferred Street Sections
- Sustainability Guidelines
- Housing Types Market Analysis
- Small-Scale Commercial Market Analysis
- Feasibility-level cost estimates for “backbone” infrastructure

PHASE 3 CITY SERVICES REQUESTED:

- Secure space (and rental fee, if necessary), provide food/beverages (if desired), and participate in Open House #3 and Stakeholder Breakfast
- Print necessary boards and hard-copy materials for open house workshops
- Post to project webpage updates, as necessary

*BELOW: Andy Rutz (while at MIG, Inc.) managed a similar sub-area plan - **Brooks Sub-Area Plan** - that envisions redevelopment of the 55-acres adjacent to the State Hospital into a Regional Center focused on job and housing growth, emphasizing strategies that would promote employment and housing choice. The site also includes a small commercial Town Center and community amenities such as trails and open space.*



PHASE 4: SUBAREA PLAN AND ODP AMENDMENT ADOPTION (AUG. - SEPT.)

TASK 4.1 - DEVELOPMENT OPTIONS/PHASING STRATEGIES (AUGUST)

Financing/Phasing Options - In addition to cost estimates, a high level pro-forma analysis of the proposed master plan will be prepared which will help identify potential financing and phasing options. It will also help address the question of pros and cons of how subsequent development and potential partnerships with developers should be pursued by the Town. This task will include proposed financing and phasing for public infrastructure, housing, recreational amenities, and any other uses (educational/commercial) identified in the preferred site plan. It will consider costs and benefits to working with a single developer vs. multiple and consider time and cost efficiencies.

TASK 4.2 - FINAL DELIVERABLE / DEVELOPER MARKETING PACKAGE (AUGUST)

Team will synthesize all previous work into a consolidated and concise document with action steps and timelines for implementing the master plan. We also believe it may be valuable to create a marketing package for the city to use for marketing the site to developer(s).

TASK 4.3 - PHASE 4 ENGAGEMENT/TRIP #5 (AUGUST)

Social Media and Online Update #4 - SS will provide a project update via online forums (FB page, webpage) and invite the public to the final open house/community event.

Public Open House #4/Trip #5 - Once the final preferred site plan is developed and vetted internally and the team has identified market feasibility, costs, financing, and phasing options, we will present the final preferred site plan in an open house format or at an existing community event as a pop-up engagement activity. This final event should be a positive and fun opportunity for the community to celebrate the culmination of the plan. It could even be held on-site (weather permitting).



TASK 4.3 - ODP AMENDMENT AND ADOPTION (AUGUST - SEPTEMBER)

ODP Amendment Redline - SS and CPD will identify necessary amendments to the existing ODP in redline format to build out the desired site plan. Note that this will only identify "necessary" amendments, not "desired" amendments - such as writing new design standards or adding new graphics (unless they are part of the package of deliverables already created, which may be included.)

Planning Commission and City Council - Hearing #1 (virtual) - SS and CPD will present the necessary amendments to the ODP for feedback from Planning Commission and City Council.

ODP Amendment Application - SS and CPD will prepare a final application for necessary amendments to the ODP to present to Planning Commission and City Council.

Planning Commission and City Council - Hearing #2 (virtual) - SS and CPD will present the final amendments to the ODP for adoption from Planning Commission and City Council.

PHASE 4 DELIVERABLES:

- Development Options/Phasing Summary including financing/construction opportunities and constraints
- Developer Marketing Package
- Presentation materials for Open House #4 and final presentations to City Council.
- Draft ODP Amendment
- Final ODP Amendment

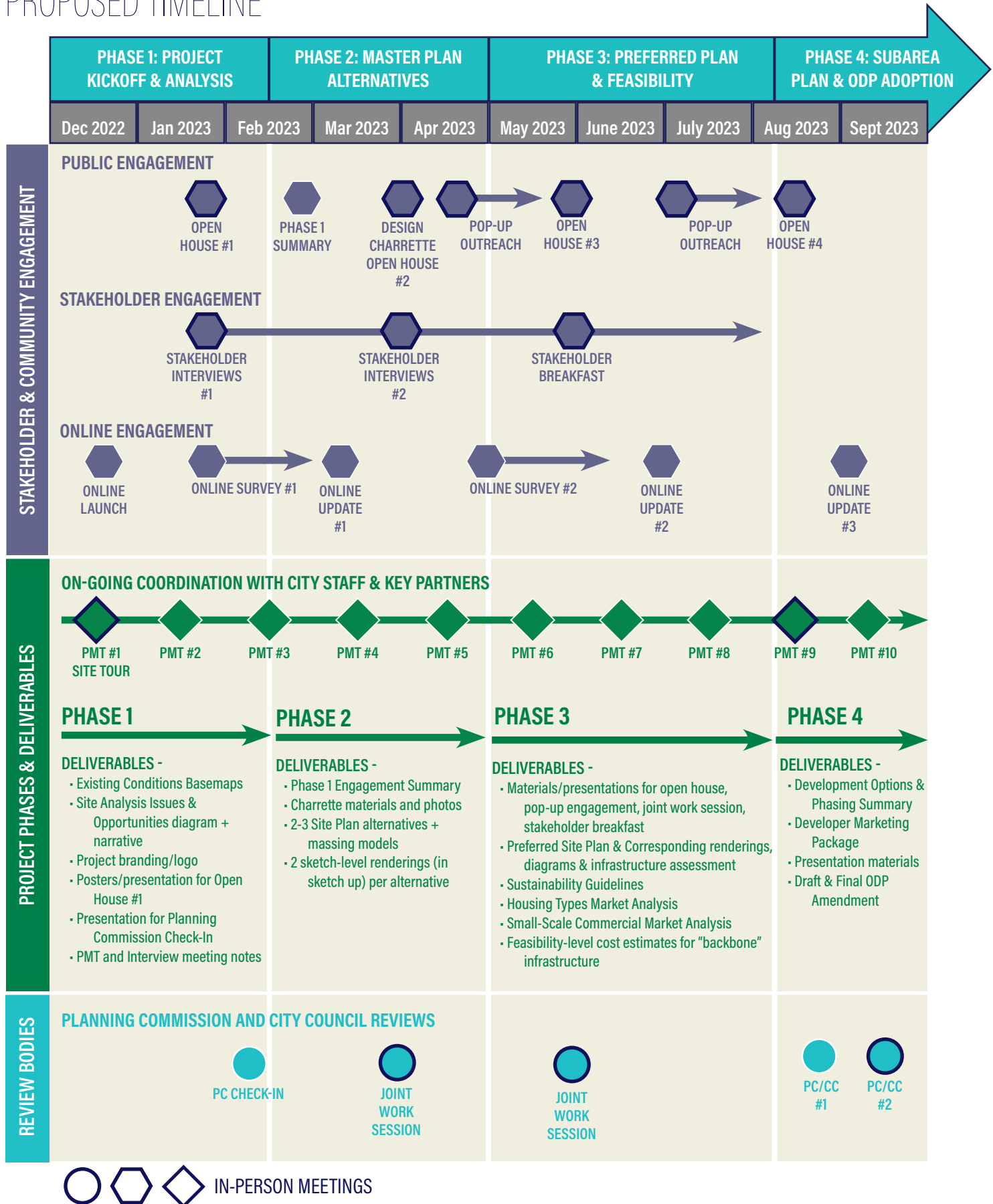
PHASE 4 CITY SERVICES REQUESTED:

- Secure space (and rental fee, if necessary), provide food/beverages (if desired), and participate in Open House #4.
- Print necessary boards and hard-copy materials for open house workshops.
- Post to project webpage updates, as necessary



ABOVE: Studio Seed completed an opportunity site study for Littleton, CO that shows how a site could be phased over time. In this case, the goal was to keep existing commercial uses operating as long as possible while the "mixed-use" portion of the site was built with the housing filling in over-time.

PROPOSED TIMELINE



PROPOSED FEE

	SS Cheney B. \$150/hr.	CPD Andy R. \$125/hr.	CGI Paul C. \$290/hr.	CGI Bill H. \$175/hr.	Pel-Ona Korkut O. \$175/hr.	Pel-Ona Ronnie P. \$175/hr.	FHU Jodie S. \$175/hr.	ArLand Arleen T. \$170/hr.
PHASE 1: PROJECT KICK-OFF								
Task 1.1 - Project Kick-Off / Trip #1	16	12		4			3	
Task 1.2 - Existing Conditions Analysis	20	40		40			16	16
Task 1.3 - Phase 1 Engagement / Trip #2	24	20		16			4	6
PHASE 2: MASTER PLAN ALTERNATIVES								
Task 2.1 - Site Fit Studies	12	12						
Task 2.2 - Phase 2 Engagement / Trip #3	50	50		40	40	32	20	24
Task 2.3 - Site Design Refinement	40	60	5	20	6	12		
PHASE 3: PREFERRED PLAN AND FEASIBILITY								
Task 3.1 - Phase 3 Engagement / Trip #4	20	20		10			10	
Task 3.2 - Preferred Site Plan	60	60	8	14	4	8	6	
Task 3.4 - Market Analyses and Cost Estimates	12		2	15		6		96
PHASE 4: SUBAREA PLAN AND ODP AMENDMENT								
Task 4.1 - Development Options and Phasing	12	24		16	12	8		40
Task 4.2 - Developer Marketing Package	12	12						8
Task 4.3 - Phase 4 Engagement / Trip #5	12	12					4	
Task 4.4 - ODP Amendment and Adoption	30	40						
TOTAL HOURS BY EMPLOYEE	320	362	15	185	62	66	63	190
TOTAL FEE BY FIRM	\$48,000	\$45,250		\$36,725		\$22,400	\$11,025	\$32,300
TOTAL EXPENSES	\$2,265	\$2,015		\$0		\$1,090	\$0	\$545
TOTAL EMPLOYEE HOURS =	1,263							
TOTAL FEE =	\$195,700							
TOTAL FEE (WITH EXPENSES) =	\$201,615							



CHENBOS-01

RENEEW

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/25/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Home Loan & Investment Company 205 North 4th Street Grand Junction, CO 81501	CONTACT NAME: Renee Worrell PHONE (A/C, No, Ext): (970) 254-0863 E-MAIL ADDRESS: reneew@hlic.com FAX (A/C, No): (970) 243-3914														
INSURED Studioseed, LLC 23080 Pinecrest Road Golden, CO 80401	<table><tr><th>INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A : R-T Specialty, LLC</td><td></td></tr><tr><td>INSURER B :</td><td></td></tr><tr><td>INSURER C :</td><td></td></tr><tr><td>INSURER D :</td><td></td></tr><tr><td>INSURER E :</td><td></td></tr><tr><td>INSURER F :</td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : R-T Specialty, LLC		INSURER B :		INSURER C :		INSURER D :		INSURER E :		INSURER F :	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A : R-T Specialty, LLC															
INSURER B :															
INSURER C :															
INSURER D :															
INSURER E :															
INSURER F :															

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:	X		PSK0439439710	4/9/2022	4/9/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 250,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000 HIRED NON OWNED \$ 1,000,000
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below	N / A					PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Certificate holder is an additional insure.

CERTIFICATE HOLDER

CANCELLATION

City of Salida-City Administrator
448 E. 1st Street, Suite 112
Salida, CO 81201

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE