

proposal prepared for



Santaquin City General Plan Update



August 21, 2020

people + place

People + Place, LLC

Christie Oostema Brown, MUP, AICP

948 S 800 East, Salt Lake City, Utah 84105 | 801.712.3123

people + place

August 21, 2020

Jason Bond, Community Development Director
275 West Main Street
Santaquin, Utah 84655

Dear Jason:

We are excited to work with Santaquin City to develop a general plan that captures what residents imagine and hope for and charts a course toward the future that citizens want. We will deliver an **engaging and educational process**, drawing out informed and thoughtful ideas as citizens explore the possibilities. We are highly qualified to make that happen alongside the City and its stakeholders, and we are known for our ability to promote, lead, and energize community visioning and planning efforts. We will explore the City's opportunities and challenges in a manner that enables all participants to be heard and to be productive, giving opportunities to express individual feedback and group preferences, minus the soapbox that can derail democratic process.

We propose leading with a visioning effort that will foster broad public support among Santaquin City residents and stakeholders, creating the backing needed for a successful general planning effort. I have led community-engaged visioning and planning efforts for more than 20 years. John Janson's extensive general planning experience is sought after all over the state. We are supported by Jake Young and the Logan Simpson Design firm, who have experience in all aspects of planning and bring additional virtual communication expertise during the COVID-19 crisis. Together, we will deliver a concise, highly graphical plan that will be a true tool for staff and elected officials. **A recent process in Heber City is an example of success: hundreds of citizens helped create a widely supported vision, and from that process flowed a general plan that was adopted unanimously and quickly.**

You'll see that we are committed to take on only what we can do well. While we can "soft start" the project by completing basic research and project preparation this fall, we are prepared to embark on this process in a major way beginning in January, with an energetic approach that wraps up by the end of 2021. We are a small firm committed to giving each project the attention it deserves. We don't over commit, so we propose waiting just a few months to ensure that your project gets the time and creativity it deserves. Further, a slightly delayed timeline may enable more in-person events.

This is an exciting time in the life of Santaquin City, as it grapples with the changes and impacts associated with growth along the larger Wasatch Front and the desire to hold onto what makes the City special. As you know so well, Santaquin is a highly desirable place to live, with access to a variety of recreational opportunities and an incredible rural setting known for its thriving tart cherry industry. But with increased growth pressure in southern Utah County, and with more people seeing working from home as a viable option (thereby enabling living farther from workplaces), we understand the need for an updated plan. The community is changing as many new residents join those with long histories in the City. The current general plan has provided needed guidance, but conditions are changing. We would be honored to work alongside the City, its stakeholders and its citizens to identify both where the City wants to go and how to get there.

Sincerely,



Christie Oostema and the People + Place team

2. Executive Summary

Proposed team: a nimble and highly experienced team committed to a successful process

Experience: team members who have created dozens of successful plans in partnership with communities

Approach and workplan: key concepts below capture the approach and workplan in this proposal

Begin with a vision.

Because Santaquin City desires comprehensive engagement in creating a plan for the future, we propose kick-starting the general planning process with an intensive visioning effort. This allows for broad and deep public participation early in the process, to create a vision that is a true reflection of citizen and stakeholder hopes for the future. This process enables citizens and stakeholders to examine and reflect on changing conditions and demographics, help identify trends, and express preferences regarding growth and its impacts. It will yield a vision statement and a collection of vision principles, with each principle becoming the cornerstone of a general plan chapter.

Make pivoting from the visioning process to the general planning process the next logical step.

Updating the general plan to align with a community-created vision will feel like the next logical step to the public. We believe they will want to move forward, and will want to support updates that address their hopes and concerns about the future. Since the vision informs the general plan update, the public will once again see how their ideas shape public policy and, eventually, what happens on the ground. That's exciting!

Create a clear nexus between what the public says and the vision and plan that is created.

Community members will become accustomed to seeing their ideas reflected back during each step of the process. Every participant will have multiple opportunities to see their ideas inform group ideas, and group ideas inform the City's vision. While minority opinions are honored in that there is opportunity to express them, the nexus between broadly shared public views and the vision that emerges will be clear at every point in the process, resulting in a plan that most residents and stakeholders can get excited about.

Steering committee members are stakeholders and project ambassadors.

We propose engaging a steering committee. Members not only impact the process and are impacted by the



process, they are also trusted community members and leaders. They serve as invaluable ambassadors, able to communicate about the visioning and planning effort accurately and with enthusiasm to their networks, adept at inspiring larger participation.

Online engagement is always a significant part of what we do.

While citizens love our interactive in-person public meetings, our projects also always include fun and informational recorded presentations and online activities. Live online meetings are also very doable and can even integrate real time phone polling.

Smart phones as a polling tool? Yes!

Imagine workshop participants using their phones in real time to express their opinions and see those of the larger community. This technology can be used in traditional indoor settings, in outdoor settings where social distancing is possible, or even remotely, with citizens participating from home.

Great graphics are worth a thousand words!

Giving the public an opportunity to express preferences regarding the type of place they imagine, by providing a range of illustrations to react to, is usually far more helpful than talking about abstract ideas like density or affordable housing. Concrete images convey a "sense of place" while illustrating how a growing population with a range of needs could thrive.

Create a clear, concise document that actually gets used.

Rather than producing a bland 100+ page, text-heavy document, we will develop a clean, concise graphical plan. The vision developed early in our process provides the organizing mechanism for the general plan, because the vision uncovers what is really important to Santaquin residents and stakeholders. General plan chapters grow out of vision principles, and these are illustrated with graphics that say more than words could.

3. Project Team

The People + Place Collaborative

The People + Place Collaborative brings decades of experience working in Utah communities alongside city staff, elected officials, stakeholders and the public. We are qualified to deliver an engaging and educational process that draws out informed and thoughtful ideas as citizens explore the possibilities. **Known for our ability to promote, lead and energize community visioning and planning efforts, we love to provide visioning processes that create excitement and support for subsequent general planning efforts and code updates.**

People + Place brings together a collective of individuals hand picked to support Santaquin City's general plan update. **The team includes the following individuals, all with the time available to fulfill designated project roles.**

Christie Oostema Brown | People + Place

Project Role: project manager, visioning and public engagement lead, general plan support



Christie Oostema Brown, MUP, AICP, opened People + Place in 2015, a firm that specializes in listening to, learning from and working alongside municipalities, stakeholders and residents on community and regional visioning, planning and development projects. People + Place allows her to continue and expand working relationships that she enjoyed in Utah and nationwide while directing planning activities at Envision Utah.

Christie sincerely believes that the work she does is for the communities who hire her—she works flexibly to better the experience of city staff she works with, and, ultimately, the experience of residents who participate in the life of their communities. Christie translates geeky planning work (that she loves!) into meaningful and engaging processes that provide clear information and give voice to public hopes for the future. That leads to community thinking that results in creative, pragmatic and highly supported plans. A current example: She led out on a project in Heber City with a visioning effort (conducted both in person and online) that enabled residents to weigh in on the future choices and challenges the City faced. The success of that visioning effort enabled a seamless transition to a completely new general plan. After adopting the vision and plan, her team is crafting companion code, all within 18 months of the initial visioning start date.

Selected Experience:

- Heber City Vision, General Plan and Code Update, Heber City, Utah (lead)
- Orem State Street Districts Rezone and Public Outreach Plan, Orem, Utah
- Layton Vision and General Plan Update, Layton, Utah (lead)
- The Wasatch Choice for 2040, Salt Lake and Utah County, Utah (management team)
- Envision Cache Valley, Cache County, Utah, and Franklin County, Idaho (lead)

John M. Janson | Planning Solutions

Project Role: general planning lead, visioning and engagement support



John M. Janson, AICP, graduated from the University of Utah with a degree in Geography, and he received a Master of City and Regional Planning from Ohio State University. After working as a consultant and then for Davis County, Utah, the majority of John's career has been with West Valley City, Utah, where he was employed as the Planning Director for 25 of his 30 years with the City. His career path has provided him with extensive exposure to the full variety of planning topics, since West Valley is a diverse community known for its progressive attitude in facilitating economic development and addressing issues within the community with the best tools available. As a three term Utah Chapter of the American Planning Association President, frequent local conference speaker, and having performed consultant projects throughout the state, he has significant exposure to regional and city issues.

Recent Relevant Consulting Work:

- Heber City Vision, General Plan and Code Update
- North Ogden General Plan, North Ogden, Utah
- Brigham City General Plan, Brigham City, Utah
- Millcreek City General Plan, Millcreek City, Utah (support for city staff)

Jake Young | Citta Design

Project Role: visioning, engagement and general planning support



Jake Young, AICP, PLA, is a catalytic professional planner and landscape architect in pursuit of thoughtful change for Utah cities and neighborhoods. Jake is currently leading efforts for regional plans in the Wasatch and efforts to improve housing affordability. Jake has in-depth planning

experience working with cities for general plans, form based codes, downtown plans, housing solutions, walkable neighborhoods and sustainable sites. Jake believes city design is a constant effort balancing pros and cons, problem solving systems and making places enjoyable for living, working and recreating.

Jake's general plan experience includes: North Ogden, Brigham City, and Wasatch Canyons. Jake has also worked on a number of downtown plans/codes including: Vineyard, Clearfield, North Logan, Brigham City and North Ogden.

Jennifer Gardner, ASLA | Logan Simpson

Project Role: media lead, engagement and technical support



Over the past 20 years, Jennifer has been dedicated to the planning and design of spaces small and large. Her tireless passion for connecting the natural and built environments has led to an extensive resume of planning and design projects spanning both the public and private sectors. Jennifer is experienced with planning and entitlement, land use code development, design guideline development, and comprehensive plans. Through years of entitlement work, she has gained much insight into the opportunities and challenges that smaller cities face and is focused on building the framework to help each community achieve their ultimate development goals.

Selected Relevant Experience:

- Mixed-Use Design Guidelines, Castle Pines, CO
- Meadowbrook District Form Based Code, Millcreek, Utah
- Millcreek Town Center Code Graphics, Utah
- The River Bottoms Vision Plan, Spanish Fork, Utah
- South Jordan General and Subarea Plans, Utah
- Eagle Comprehensive Plan, Land Use & Development Code Update, Eagle, Utah
- Southwest Salt Lake County Vision, Utah
- North Ogden land Development Code Update, Utah
- Johnstown Comprehensive Plan Update, Colorado

Olivia Cvetko | Logan Simpson

Project Role: media, engagement and graphic support



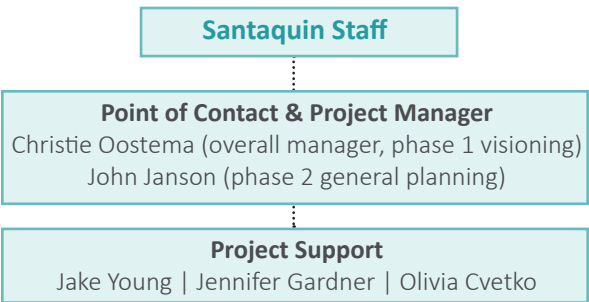
Olivia is a community planner with a demonstrated history of working in both the private and public sectors. With skills in Adobe Illustrator and InDesign, cartography, research, document production, and public outreach, Olivia collaborates with her team to organize materials

and review planning proposals. She has worked on a variety of comprehensive plans projects at various scales, working with both city and county clients. Olivia helps facilitate an efficient and defensible planning process through relevant research, creative, unique tactics to engage the public and elected officials, and assisting in the creation of implementable and community supported goals and strategies.

Selected Relevant Experience:

- The River Bottoms Vision Plan, Spanish Fork, UT
- South Jordan General Plan and Subarea Plans, UT
- Hurricane General Plan Update, UT
- Cache County Three Plans Update, UT
- Eagle Comprehensive Plan, Land Use & Development Code Update, Eagle, UT
- Southwest Salt Lake County Vision, UT
- North Ogden land Development Code Update, UT
- Johnstown Comprehensive Plan Update, Colorado

Communication Flow Chart



Unique Qualifications

Our approach begins with intensive public visioning, which lays the framework for the general plan. This enables a streamlined process and a concise, easy-to-use plan. An example: Heber City's general plan is 88 pages with 10 brief chapters, each including relevant vision principles and associated policies—illustrated with a rich collection of conceptual graphics, photos, infographics and charts.

Internal Quality Control/Cost Control Procedures

At the outset of each project, we initiate a schedule of regular meetings. Key consultant staff generally meet weekly to assess progress and identify next steps, and City staff are asked to be a part of that meeting every other week. Each month, our invoices provide a record of work progress and budget used, illustrating alignment with anticipated work and associated fees and highlighting early any need to make changes based on emerging needs. This process allows us to clearly communicate with our client and to be flexible while adhering to budget constraints.

Project Experience

Heber City Vision, General Plan and Code Update, Heber City, Utah

Heber City's rapid growth and outdated general plan required an aggressive process to jump start proactive City planning to ensure new development was informed by the hopes of community residents and stakeholders. In only 18 months, the City moved through a thorough and comprehensive public visioning process, created and adopted a general plan, and commenced major updates to the City code, including an overlay for a developing area covering nearly 20 square miles and a new Main Street zone.

The visioning effort began in January 2019 with the formation of a steering committee and included the voices of hundreds of Heber City residents, employing social media, a project website, online videos, both quick and in-depth online surveys, in person workshops and open houses, and participation at a public festival, in addition to legally-required hearings with the Planning Commission and City Council. A diverse steering committee representing a range of interests worked throughout the process alongside the consultant team and City staff, vetting materials, providing direction, and committing themselves to a process of genuine public engagement rather than a predetermined outcome. This group trusted that given good information the public would make good choices for their City.

The widely supported vision is the foundation of the new general plan, with vision principles and supporting policy forming the general plan chapters. Because the vision was created directly from publicly-supported and generated ideas, the City and its citizens could move forward together on the general plan itself. The plan was adopted in February 2020, just as major code updates in support of the plan commenced.

Project manager: Christie Oostema (team members: John Janson, Jake Young)

Year completed: 2020 (vision and general plan), ongoing (code update)

Final project cost: Vision (\$47,530), General Plan (\$72,960), Code Updates (\$68,300)

Services performed: Visioning, public engagement, general planning, code updates

Reference: Matt Brower, City Manager, 435-654-0757



Castle Pines Comprehensive Plan and Mixed-Use District Design Guidelines, Castle Pines, Colorado

Logan Simpson worked with the City of Castle Pines, the most recently incorporated city in Colorado, to create their first community-based comprehensive plan in 2015. This small, residential community prides itself on its open spaces and paths that connect a network of stable and well-maintained neighborhoods. Significant new annexations have opened the community to growth and new development which adds much needed diversity of housing stock to the existing largely high-end community. The plan included a hard look at redevelopment concepts for a recently-vacated grocery store and its surrounding retail, transforming the area into a mixed use downtown with integrated higher density housing. Working closely with the residents, business community, HOAs and special districts, the comprehensive plan emphasizes strategic implementation strategies to balance new growth with preservation of the City's character and values.

The comprehensive plan was designed as a living and evolving document that articulates the community's shared values and can adapt to reflect changing City Council priorities, new technologies, emerging trends, and regional opportunities. Subsequent to the adoption of the Comprehensive Plan, the team again worked with the City in the development of Design Guidelines for the Mixed-Use areas defined by the Comprehensive Plan including the new "Downtown". These guidelines included sections on site planning

and design; access and circulation; architectural design; and landscape design. Logan Simpson is currently working on the Comprehensive Plan 5-Year Update.

Project manager: Megan Moore (Logan Simpson)

Year completed: 2016

Final project cost: \$80,000

Services performed: Existing conditions data analysis, public outreach for visioning and opportunities, development of goals and strategies, development of future land use map, development of character districts and community design elements, presentation at adoption hearings

Reference: Sam Bishop, Director of Community Development, 303.705.0225

Envision Layton Vision and General Plan Update, Layton, Utah

The vision created through the Envision Layton process laid the foundation for Layton's general plan update and describes the kinds of neighborhoods, housing choices, economy, transportation options, trails and open spaces that the City's policies should be designed to create. The City and Christie Oostema worked in partnership, with the City providing significant staff support and expertise, and Christie providing direction, advising and facilitation throughout (while contracting through Envision Utah).

The vision developed is a product of unprecedented public engagement for the City, developed with the guidance of hundreds of residents, stakeholders, City staff, and an executive committee. The process included surveys, web/social media, workshops, and town hall meetings to collaboratively create and evaluate growth scenarios and develop a citywide vision.

The shared vision for Layton's future is represented by a vision statement, vision principles and strategies, and a vision map. The vision served as a catalyst for building the relationships, trust and political will to embark on the general plan update. The general plan process built on the vision and principles established



in the vision document and included a substantial public process of exploring goal and policy options to realize the City's hopes for the future. Promotions included the City's youth, with boy scouts distributing thousands of posters. Social and traditional media outlets were also employed. The City adopted its new general plan in 2019 with broad public and political support.

Project manager: Christie Oostema (visioning work completed under contract with Envision Utah)

Year completed: 2019

Final project cost: Vision (\$68,800), General Plan (\$123,500),

Services performed: Visioning, public engagement, economic study, intensive graphical concepts development, public engagement, general planning assistance

Reference: Tim Watkins, Planning Director, (801) 336-3780; Bill Wright (former city manager), (801) 510-8992

Approach to the Project

Total Project Hours: 1,023

Santaquin City requires not just an inspiring, aspirational community vision, but an actionable plan. It needs to be based on listening to City leaders, City staff, stakeholders and citizens, grounded in what's possible, and informed by best practices from the region and beyond. We believe that a vision can be pragmatic at the same time that it is bold—that we can think big! We can realize the hopes and dreams of residents and grasp the opportunities that could come together in Santaquin City.

Because Santaquin City desires comprehensive engagement in creating a vision for the future, we propose kick-starting the general planning process with an intensive visioning effort that looks out 20+ years. This will allow for broad and deep public participation early in the process, so the vision that is created is a true reflection of citizen and stakeholder hopes for the future. This process will enable citizens and stakeholders to examine and reflect on changing conditions and demographics, help identify trends, and express preferences regarding growth and its impacts. It will yield a vision statement and a collection of vision principles, with each principle becoming the cornerstone of a general plan chapter.

The general planning effort which follows the visioning effort will continue working with a steering committee established during the visioning process to draft a

general plan based on the vision. Because of the prior visioning effort, the City, steering committee and planning team will already have an understanding of many of the policies that will be drafted into the plan, making a streamlined general plan drafting process possible. This effort will also include updating the land use map and ensuring compliance with state law. Further, when the public has the opportunity to review and comment on the plan, they will understand that they helped lay its foundation, seeing a nexus between the vision they helped create and the plan that emerged from it. When the plan comes before the Planning Commission and City Council for adoption, both bodies will already be very familiar with the content, as we anticipate having representatives from both bodies participate on the steering committee, encouraging their attendance at public events, conducting needed working meetings, and providing regular updates throughout the process.

Phase 1: Vision Development

P1.1. Kickoff Meeting and Background Research/Preparation Team Members: all | Hours: 73

We look forward to an initial kick-off meeting to learn from City staff, gather needed files, tour areas of focus, and calendar meetings and events. This will be the first of a regular schedule of team/City staff meetings to ensure proper coordination. Our team will review background information, including plans, surveys, and studies available online and provided by the City to understand and internalize previous planning work and to seek synergy, themes, common threads, consensus and alignment between existing planning documents. We will use existing data and mapped layers to create base maps that will be used at subsequent meetings, open houses and workshops. We will also create a future build out map that illustrates a plausible development scenario per current trends and codes. This map can be compared with scenarios created from public input.

P1.2. Promotion Strategy and Community Engagement Strategy Team Members: Christie, Jennifer, Olivia | Hours: 62

Our team will develop a promotion strategy and calendar that outlines a plan for outreach, including:

- branding, website and social media presence
- development of educational and promotional materials
- project steering committee meeting schedule
- virtual/in-person public workshop/open houses
- public surveys (real time and online)
- social media and traditional media releases/posts
- electronic mailers from community leaders

- email or text updates to process participants
- inserts/additions into existing City communication platforms (e.g. utility bills)
- non-traditional outreach methods (e.g. event participation)

A cohesive promotion strategy builds awareness, involvement and excitement. The strategy document will include a simple matrix listing the promotion tactic, who is responsible for executing it, and when it will occur. As the project progresses, this matrix will be referenced, acted on, and adjusted as needed for the best project outcome.

P1.3. Steering Committee Team Members: Christie, John | Hours: 20, hours after kickoff meeting folded into tasks below

Steering committee members are stakeholders who have an interest in Santaquin City, and we believe these include both those who impact and are impacted by this process. Our team proposal supports the idea of working alongside a group of community leaders, perhaps including citizens-at-large, City representatives, nonprofit groups, business leaders and elected/appointed officials.

Steering committee members will be active participants throughout the process, helping shape the project and public process. The committee will experience “dry run” versions of virtual/in-person meetings and activities ahead of the public. This strategy lets us learn from them, and also gives them a chance to genuinely influence the process.

Getting folks in the same room (even if that is a virtual room) enables people to learn from one another, build on ideas together, and reach consensus. It is also a time of trust building. Steering committee members and stakeholders who trust one another and support a common vision will encourage the adoption of general plan elements that align with that vision. Steering committee members also serve as key project ambassadors. Often, they are a major means of getting others involved. As they reach out to people they know—from work colleagues, to family and friends, to neighbors—many more feel inspired and encouraged to participate in and support the effort.

P1.4. Public Visioning Virtual/In-Person Workshop, Open Houses, and Surveys Team Members: all | Hours: 584 (total for entire task)

Public Workshop: Brainstorming Activities and Surveys Team Members: all | Hours: 152 (subtask total)

We will conduct a brainstorming effort with stakeholders and the public that will be key to capturing a

responsive and relevant vision and general plan.

Whether held in-person or online, these workshops will be designed to spark and expand creativity and garner the best ideas from the public. Blending an educational program highlighting local and regional trends with a focused exercise to understand public values and priorities will enable participants to express their thoughts on what exists that should be preserved and enhanced in Santaquin City and express new possibilities they would like to embrace as the City grows in the future.

We anticipate a workshop that includes an interactive educational presentation that brings everyone up to speed on the visioning and general plan process, key issues and possibilities. This will be a balance between highlighting basic quality of life considerations and leading edge ideas of interest to the City and can include discussion on such issues as “promoting commercial growth,” “limiting multifamily housing,” or other issues on the minds of residents. Real time polling will enable residents to see common values emerge and will provide a good introduction for small group brainstorming, described below. Such polling also demonstrates democratizing the visioning process, showing how each engaged individual has a voice.

If small group brainstorming is possible given COVID-era recommendations from the State, we will enable participants with varied perspectives to work together to (1) reflect on what they value most, (2) identify priorities, and (3) express opportunities to realize their priorities on a map. This activity invites people to learn from each other, process new information together, and come up with options that are better because they are informed by and make the most of a variety of perspectives. The ideas of the small groups will be shared with the larger workshop group, so themes among groups begin to emerge and big, catalyst ideas begin to be recognized by all. Rather than giving individuals a soapbox, we emphasize communicating solutions that groups work together to create. If in-person group work is not possible, we rely more on real-time phone polling (mentioned in the prior paragraph) and companion online surveys and activities.

As with all of our projects, a companion, online presence throughout the process will enable anyone to meaningfully participate. In addition, a limited number of small group stakeholder meetings may also be appropriate.

Open Houses: Vision Statement Development **Virtual/In-Person Planning Districts Open Houses:**

Public Choosing Survey Team Members: all, Hours: 188 (subtask total)

Working from brainstorming and reflections from the virtual/in-person workshop and online feedback, we will create two or three scenarios that capture the ideas of the public and represent various paths forward for the City. The public will be invited to review the scenarios at district open houses and to (1) express preferences for components of the citywide scenarios, (2) explore “big ideas” or issues embodied in prior public feedback that need to be explored in more detail, (3) identify and explore options for specific city districts. This is an important step in the process which helps clarify the biggest challenges and opportunities and provides the potential to resolve those issues early in the process. We hope that circumstances warrant in-person meetings and believe meeting at a City park would be a fun and safe place. These open houses would likely include a brief educational presentation outlining what we learned from the public. Participants will be able to explore how core values are addressed and what the long-term implications of potential goals and policies are. They will be able to reflect on the values that matter most to them and express their preferences for options that are important to them.

Virtual/In-Person Open House #2: Vision Statement, Guiding Principles, and Initial Exploration of General Plan Goal and Policy Options Team Members: all | Hours: 244 (subtask total)

Based on public feedback from prior public and stakeholder meetings, we will create a vision statement. The vision should be broadly supported given the public process employed, and should enable the County to move forward on the general plan with confidence. The vision will include a brief narrative statement, an illustration of one plausible way the vision could unfold on the ground (a vision map), guiding principles, and a series of graphics that illustrate the guiding principles. These principles and images can then be repeated in introductions to corresponding sections of the general plan. We will also address additional topics that come up as a result of public involvement. This is the first step in creating a cohesive document in which the vision and general plan elements support one another.

While we anticipate communicating and celebrating the vision at this meeting, we also anticipate moving into general planning territory. The guiding principles will help identify a range of goals and policies that could be considered in the general plan update process, and this is a great time to begin exploring them. We anticipate using a series of images and descriptions to characterize a spectrum of choices or various ways

the vision could unfold on the ground. We recommend developing a collection of graphics that the public could examine and select as preferred ways of moving forward in various parts of the City. We expect to conduct a survey to introduce options and gather preferences that will inform the general plan.

Phase 2 – General Plan Elements Team Members: all, Hours: 284 (task total)

State law requires that each general plan address, at a minimum, land use, transportation, and housing. In addition to those chapters, our process will illuminate the other issues that need to be studied. Our process suggests an organic approach that derives the chapter elements by determining the issues that concern City residents. We determine together what the “big issues” are. Each element will include a guiding principle from the visioning process and defined goals and strategies to accomplish the desires of the City and its citizens. We also anticipate a chapter outlining strategies unique to each of the City’s districts.

Based on the “big ideas and issues” and guiding principles identified and developed in the visioning phase, we will develop the goals and strategies for each chapter/element. The goals and strategies are the most important part of the general plan and will require careful review by all. Our general plan language will be deliberate and concise, with each goal accompanied by strategies to help accomplish the goals. Typical general plan chapters are as follows:

P2.1. Land Use (Required)

Land use is the backbone of City planning and guides the long-term direction of the City. The planning team will review current land uses, the existing future land use map, regional plans, and adjacent land uses. We will work with USU to create consensus about land uses for the southern interchange.

P2.2. Housing (Required)

The proposed housing chapter will incorporate the City’s current Moderate Income Housing Plan. We will consider new housing trends and explore the range of housing opportunities. Appropriate locations for higher densities will be explored. The planning team will bring expert knowledge in this realm to the City and consider how to best prepare for quality housing and long-term affordability of the City’s housing stock.

P2.3. Transportation (Required)

This element will focus on resolving potential current and future congestion problems, defining street cross sections, making connections, transit, biking, and the complete streets philosophy. The goal of creating

walkable, connected communities will be central to our efforts.

P2.4. Environmental and Infrastructure Assessment

Although mostly a mapping exercise, identification of wetlands, active agricultural uses, potential sensitive lands, and areas lacking adequate service capacity could lead to many important policy decisions.

We believe a coordinated effort with your public works professionals and regular resource agencies can yield the conceptual plans needed. A collection of maps highlighting physical attributes of the land, such as wetlands, high water tables, contaminated soils, poor soils, slope, and fault lines, will be compiled.

P2.5. Economic Development

As a component of a general plan, our high-level analysis will review the current major businesses and their function within the City. Our team will provide a trend analysis including national trends. The work from home explosion will be examined and compared to home occupation ordinances. Agricultural preservation and the long-term jobs that agriculture provides will be explored.

Option: If more economic study is desired, Benji Becker (Zions Bank) can provide specialized studies and attention to assess feasible strategies during the plan update process.

P2.6. Tourism/Parks and Trails

Parks and trails are essential to healthy communities and attract great residents. The City has a number of quality parks and many trail opportunities. A common approach for parks planning is to analyze the proximity in terms of the walking distance from existing parks to nearby populations and identify locations in need of parks. Trail connections provide not only recreation but also commuting possibilities. We will create a parks and recreation element identifying trails, horse trails, ATV potential, and areas with sidewalk needs. We believe in the “pathways to play” approach in connecting trails to parks, natural areas, neighborhoods, shopping, and community gathering spaces.

P2.7. Additional Chapters

The planning process will most likely suggest additional chapters, and we will address them as needed. Often several topics can be combined in one chapter, since the chapters will be defined by the principles revealed through the process.

P2.8. Document Preparation

The document will go through several draft phases be-

fore it is proposed for adoption. As goals and strategies are formalized, our team will move into final document preparation. As the plan is written, it is anticipated that the term “our team” includes City staff, elected/appointed officials, and the steering committee. As part of document preparation, we will create, the text, maps, concept images and graphics to develop a high-quality, highly graphical general plan document. The document, after staff and steering committee acceptance, will then be shared with the public.

We enjoy sketching visual representations of plan concepts. Graphics may include concept plans, 3D Sketchup concepts as needed, quality pictures, video links, maps, and other illustrations.

We will provide a PDF copy of the general plan, ready for posting or printing.

P2.9. Adoption

Our team will assist the City through the adoption process with two meetings budgeted for the Planning Commission and two for the City Council. This assistance is the norm in most plans for us.

Phase 3: Ordinance Updates (*optional and not part of budget, but recommended after the general plan is adopted*)

After the plan is completed, we recommend an important implementation step: to compare the plan concepts to existing ordinances. It is likely that existing ordinances will need updating and possibly some new ordinances, to achieve alignment with the general plan. It is an excellent planning strategy to update ordinances as soon as possible to maintain the momentum of the visioning and general planning effort. At the same time, it is useful to incorporate any updates needed to comply with state law.

Our team has extensive ordinance creation, ordinance modification, ordinance adoption, and state law update experience. Together we have written more ordinances than we can remember, many on the cutting edge of planning over the years.

City Assistance

This approach assumes that the City assists with securing venues, forming and communicating with the steering committee, sending out legally required public notices, and assisting where needed with technical and promotional tasks. While the consultant is committed to doing most of the work and being the public “face” of the project, we realize that processes work best in a partnership.

Project Schedule	Jan	Feb	Mar	Apr	Ma	Jun	Jul	Aug	Sep	Oct	Nov	Dec
PHASE ONE: VISIONING												
P1.1. Kickoff Meeting/Preparation (note: we could “soft start” this task in the fall)												
Kickoff meeting with City	★											
Data gathered and reviewed												
Base maps/layers/projection created												
P1.2. Promotion and Engagement Strategy												
Promotion strategy document completed												
Promotions kit developed (execution ongoing)												
Website developed (updates ongoing)												
P1.3. Steering Committee												
Kickoff steering committee meeting completed (regular meetings ongoing)	★											
P1.4. Public Visioning Virtual/In-Person Workshop, Open Houses, and Surveys												
Two steering committee meetings completed in advance of workshop		★	★									
Public workshop: brainstorming activities and surveys completed (noticing required)			★									
Two steering committee meetings completed in advance of open house #1				★	★							
Alternative growth scenarios developed and refined												
Virtual/in-person district open houses #1: public choosing survey (noticing required)							★					
Two steering committee meetings completed in advance of open house #2							★	★				
Vision statement, vision principles, vision map developed and refined												
Virtual/in-person open house #2: vision presented, initial exploration of general plan goal/policy options (noticing required)									★			
PHASE TWO: GENERAL PLAN DEVELOPMENT												
P2.1.-10. General Plan Drafting												
One steering committee meeting										★		
General plan elements drafted and refined												
P2.11. Document Preparation												
Public-ready general plan document prepared												
2.12. Adoption												
Two Planning Commission and two City Council meetings completed (noticing required)												★