

**EAGLE MOUNTAIN CITY
CITY COUNCIL MEETING
DATE: MAY 3, 2016**

TITLE:	Professional Service Agreement for the Eagle Mountain City General Plan Update		
FISCAL IMPACT:	\$99,919		
APPLICANT:	Steve Mumford, City Community Development Director		
GENERAL PLAN DESIGNATION	CURRENT ZONE	ACREAGE	COMMUNITY
N/A	N/A	N/A	

REQUIRED FINDINGS:

Prepared By:
Steve Mumford
Community
Development Director

NOTES/COMMENTS:

RECOMMENDATION:

That the City Council approves a contract for professional and technical services (professional service agreement) to CRSA for the General Plan update in the amount of \$99,919 with an optional fee described in the fee proposal for the additional amount of \$8,500 (to be determined later in the update process).

BACKGROUND:

The current general plan was written in 2005, when the City's population was less than half of what it is today. Much has changed in the last ten years, including the City's vision and goals related to land use, transportation, parks and open space. The City leaders need a new and updated comprehensive plan that will guide development to the envisioned future, rather than letting development itself guide the future of the city. The plan will be the guiding policy document for Eagle Mountain City's growth and development, and will be easy and intuitive for the public to access, understand, and use to facilitate their engagement in Eagle Mountain's civic life, as well as concise, illustrative, and strategy-based. The State of Utah also requires cities to have a current/working general plan.

We received six proposals from well-qualified consultant teams, and CRSA was chosen based upon their written proposal, their past performance on similar projects, the strength of the team that they put together, their project management approach, the project schedule, and their interview/presentation. The consultant team includes the following firms:

- CRSA (land use planning, stakeholder engagement, public outreach)
- Zions Public Finance, Inc. (economic development analysis, affordable housing plan)
- Alta Planning & Design (transportation)
- Avenue Consultants (civil engineering and land development)

We also received proposals from the following well-qualified firms:

- Landmark Design
- Logan Simpson Design
- Community Studio
- Civil Solutions Group
- GSBS

We are confident that CRSA's team will be an excellent partner in this process and will produce a well-written, strategy-based, useable document of which we can be proud. Please see the attached response to the Request for Qualifications/Proposals and the updated project schedule for more information.

PROFESSIONAL SERVICES AGREEMENT

2016 General Plan Update

This Professional Services Agreement (this “**Agreement**”) is entered into on the date last executed below, by and between EAGLE MOUNTAIN CITY, a Utah municipality (“**City**”), and CRSA, INC., a Utah corporation (“**CRSA**”).

RECITALS:

A. CRSA is a multi-disciplinary firm specializing in planning, urban design, land architecture and architecture.

B. On February 22, 2016, CRSA submitted to the City a response to RFP for the Eagle Mountain City General Plan Update, as amended by the Revised Project Schedule (the “**Proposal**”). A copy of the Proposal is attached hereto as Exhibit A and incorporated herein, and a copy of the Revised Project Schedule is attached as Exhibit B and incorporated herein.

C. City desires to retain CRSA to complete the City’s General Plan Update based on the terms and conditions in the Proposal.

AGREEMENT:

NOW, THEREFORE, in consideration of the premises, mutual covenants, and undertakings, the parties hereby agree as follows:

1. **Employment of CRSA.** City agrees to engage CRSA, and CRSA agrees to furnish the services related to the update of the City’s General Plan as set forth in the Proposal (the “**Services**”).

2. **Fees for Services.** City shall pay CRSA the total amount of Ninety Nine Thousand Nine Hundred and Nineteen Dollars (\$99,919.00) (“**Contract Price**”) for completion of the Services. City may, at City’s option, request that CRSA provide the option fees described in the fee proposal for the additional amount of Eighty Five Hundred Dollars (\$8,500.00).

3. **Method of Payment.** CRSA shall submit invoices to City on a monthly basis for the portion of the Services provided during the preceding calendar month. City shall make payment within thirty (30) days of the date of each invoice from CRSA unless City disputes the invoice, in which case City shall notify CRSA in writing prior to the payment date of the reasons for such dispute. Any late payments by the City shall bear interest at the rate of 1.5% per month. City may, in its sole discretion, retain up to ten percent (10%) of the value of all work done until final completion of the Services.

4. **Services Performed in a Professional, Reasonable Manner.** The Services shall be provided by CRSA in accordance with Proposal and the Amended Project Schedule, and in compliance with all rules, regulations, and laws and applicable standards of performance.

5. **Public Information.** CRSA understands and agrees that this Agreement and related invoices, etc., will be public record or document as provided in Utah Code Ann. § 63G-2-103, *et seq.*

6. **Assignment and Delegation.** Except as provided in the Proposal, CRSA will not assign or delegate the performance of its duties under this Agreement without the prior written approval of City.

7. **Employment Status.**

a. **Official Status.** CRSA shall have complete control and discretion over all personnel providing Services hereunder. All such personnel shall be and remain employees or subcontractors.

b. **Salary and Wages.** City shall not have any obligation or liability for the payment of any salary or other compensation to personnel providing Services, including any third-parties providing Services under this Agreement. CRSA agrees to indemnify and defend the City against any claims by third-parties providing services under this Agreement.

8. **Notice.** Any notice required or permitted to be given hereunder shall be deemed sufficient if given by a communication in writing and shall be deemed to have been received (a) upon personal delivery or actual receipt thereof, or (b) within three days after such notice is deposited in the United States Mail, postage prepaid, and certified and addressed to the parties as set forth below:

City: Eagle Mountain City
Fionnuala B. Kofoed, City Recorder
1650 E. Stagecoach Run
Eagle Mountain, Utah 84005

CRSA: _____

9. **Termination.** City may, at its discretion, terminate this Agreement without cause by providing CRSA with thirty (30) days written notice of such termination. In the event of termination by City, CRSA shall be entitled to receive payment for all Services performed or furnished in accordance with this Agreement and all expenses incurred through the date of notice of termination.

10. **Claims and Disputes.** Claims, disputes, and other issues between the parties arising out of or related to this Agreement, shall be decided by litigation in the Fourth Judicial District Court in and for Utah County, Utah. Unless terminated pursuant to provisions hereof or otherwise agreed in writing, CRSA shall continue to perform the Services during any such litigation and City shall continue to make payments to CRSA in accordance with the terms of this Agreement.

11. **Counterparts**. This Agreement may be executed in two or more counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

12. **Applicable Law**. The provisions hereof shall be governed by and construed in accordance with the laws of the state of Utah.

13. **Integration**. This Agreement constitutes the entire agreement between the parties pertaining to the subject matter hereof and supersedes all prior agreements and understandings pertaining thereto.

14. **Survival**. All agreements, covenants, representations, and warranties contained herein shall survive the execution of this Agreement and shall continue in full force and effect throughout the term of this Agreement.

15. **Waiver**. No failure by any party to insist upon the strict performance of any covenant, duty, agreement, or condition of this Agreement or to exercise any right or remedy consequent upon a breach thereof shall constitute a waiver of any such breach or of such or any other covenant, agreement, term, or condition. Any party may, by notice delivered in the manner provided in this Agreement, but shall be under no obligation to, waive any of its rights or any conditions to its obligations hereunder, or any duty, obligation, or covenant of any other party. No waiver shall affect or alter the remainder of this Agreement; but each and every other covenant, agreement, term and condition hereof shall continue in full force and effect with respect to any other then existing or subsequently occurring breach.

16. **Rights and Remedies**. The rights and remedies of the parties hereto shall not be mutually exclusive, and the exercise of one or more of the provisions of this Agreement shall not preclude the exercise of any other provisions hereof.

17. **Severability**. In the event that any condition, covenant, or other provision hereof is held to be invalid or void, the same shall be deemed severable from the remainder of this Agreement and shall in no way affect any other covenant or condition herein contained. If such condition, covenant, or other provision shall be deemed invalid due to its scope or breadth, such provision shall be deemed valid to the extent of the scope or breadth permitted by law.

18. **Exhibits and Recitals**. The recitals set forth above and all exhibits to this Agreement are incorporated herein to the same extent as if such items were set forth herein in their entirety within the body of this Agreement.

19. **Conflicts of Interest**. CRSA represents and certifies that it has not offered or given any gift or compensation prohibited by law to any officer or employee of City to secure favorable treatment with respect to being awarded this Agreement.

IN WITNESS WHEREOF, City caused this Agreement to be signed by its mayor and attested by its city recorder and delivered; and CRSA has caused the same to be signed and delivered.

CITY

By: _____
Christopher Pengra, Mayor

Date signed: _____

ATTEST:

Fionnuala B Kofoed, City Recorder

APPROVED AS TO FORM:

City Attorney

CRSA, INC.

By: _____

Print Name: _____

Title: _____

Date signed: _____

Exhibit A

Exhibit B

RESPONSE TO REQUEST FOR QUALIFICATIONS/PROPOSAL



EAGLE MOUNTAIN CITY GENERAL PLAN

EAGLE MOUNTAIN CITY · EAGLE MOUNTAIN, UTAH

Steve Mumford, AICP
Planning Director
Eagle Mountain City
1650 East Stage Coach Run
Eagle Mountain, UT 84005

February 22, 2016

Re: RFP Response, Eagle Mountain City General Plan Update

Dear Steve and Selection Committee,

As one of Utah's newest municipalities, Eagle Mountain has quickly established itself as a key growth community in Utah. Although the population is growing quickly, with over 40 square miles of land within the City Boundary there is room to grow for many years to come. It is understood that the current Eagle Mountain general plan provides a base from which to address and explore important planning issues. The effort to update the General Plan will provide an opportunity to recalibrate for the current growth trends in the area while ensuring an appropriate focus is given to recreational and open spaces. With an updated transportation plan nearing completion, now is the time to carefully coordinate land use and economic development planning. CRSA has developed a team of professionals with the qualifications to address these and other important components requested by Eagle Mountain.

CRSA is a multi-disciplinary firm with an excellent team of professional planners, urban designers, landscape architects and architects. We have provided planning expertise to both rural and urban communities in Utah and in neighboring states. We are pleased to be teamed with our most trusted specialists, who have assisted us with many of these projects, to provide similar technical expertise to Eagle Mountain. No one has more experience in Utah assisting communities in the area of municipal economics, housing, and demographics forecasting than Zions Public Finance, Inc. (ZPFI). To help guide the land use planning portion of the project we have invited Todd Wakely with Avenue Consulting to join our team. Todd's experience with real estate development will help our team develop a plan that invites the type of development that fits the values of Eagle Mountain. **Our team's combined understanding of land use and development trends and market conditions, will allow the CRSA team to collaborate with Eagle Mountain on the selection of an appropriate long term land use strategy.** Additionally, to ensure close coordination with the transportation planning effort that has already taken place, we have invited Alta Planning to join our team. Alta has significant transportation expertise in Utah County.

CRSA has collaborated with dozens of communities in Utah and in the Intermountain West to develop municipal planning documents and implementation strategies. Examples of many of our past projects are enclosed. Also enclosed is our team's proposed process for completing the scope of work that has been requested by Eagle Mountain. We recommend the publication of two approved documents, Part One, a citizens and developers guide and Part Two, technical information. This approach is carefully coordinated with our public outreach strategy. **We will write a community engagement plan to ensure robust discussions with stakeholders happen. We will develop graphic representations of land use scenarios to show how various growth scenarios will play out.** We will ensure all scenarios are organized using sound urban planning principals, and we will represent these with illustrations and graphics supporting the written text. Examples of our team's illustrations and renderings are enclosed.

We look forward to discussing the vision for your planning process in more detail. We have included for your review recent project references. Please contact me at (801) 355-5915 or kelly@crsa-us.com if you have any questions.

Sincerely,



J. Kelly Gillman, ASLA, AICP
Senior Principal

CRSA is pleased to present Eagle Mountain City a comprehensive proposal for the update of its General Plan. Creating a successful Comprehensive Plan update requires experience. In the past few years, the CRSA team has completed over 20 general plans and small area plans, including downtown revitalization plans, and campus master plans. CRSA participates in local, regional, and national workshops to ensure we offer the best expertise to our clients. We will collaborate with Eagle Mountain to choose strategies that will best meet your needs. With degrees in Urban Planning, Urban Design, Landscape Architecture, Architecture, Geography, Public Administration and Business, our team has depth and breadth. CRSA is a recognized leader in sustainability. Our team is the first in Utah to design a LEED Platinum project, which also earned a Sustainable Sites Certification. We have extended this effort to our general planning projects as well, working closely to integrate responsible planning principles in communities. For example, we understand that certain land use patterns can increase the cost to the community to construct and maintain infrastructure.

Enclosed is a detailed list of our project references, including resumes for our key staff members who will be assigned to the project. Susie Petheram (AICP), Senior Planner with CRSA will be our team's project manager. Susie will work closely with CRSA's internal team as well as its consultant partners. Kelly Gillman (AICP) will serve as managing principal from CRSA and provide overall project guidance and assistance with public outreach. Susie & Kelly have worked together at CRSA for 14 years. Additionally, CRSA and ZPFI have worked on many recent projects together, including planning efforts in Murray, Logan, South Jordan, and Millcreek Township. New to our team is Todd Wakely with Avenue Consulting. Todd specializes in Asset Management and Real Estate Acquisitions. Todd understands how to progress development from a vision to reality. Our team's combined experience will guide Eagle Mountain to develop realistic land use implementation strategies.

Our goal is to help Eagle Mountain adopt a vision that not only meets the needs of the local residents and stakeholders, but also is feasible in the real estate market. The CRSA team believes that Eagle Mountain

needs to become its own center of economic activity. Eagle Mountain has the potential to capture growth from Herriman, Lehi, Saratoga Springs and Bluffdale. The west side of Utah Lake has enormous potential for future growth and Eagle Mountain is well situated to capitalize on that growth. **Between the expertise of ZPFI and Todd Wakely with Avenue Consulting, we believe the CRSA team is uniquely situated to assist you to become a center of economic activity.** ZPFI provides you with a team member who is a certified commercial appraiser (MAI) and who "speaks the language" of the development community as well as a licensed Real Estate Broker. This adds an additional area of expertise that will be especially important as we draft community design guidelines. Our team adds a depth of capability in calculating the valuation of different land use scenarios, as well as extensive knowledge of construction costs and rents that must be achieved in order for different densities and types of construction to be feasible in the market.

CRSA has learned that even the most well designed public outreach plan is only as good as the information it communicates. Information must be communicated in a way that gives people a reason to be involved. **We have included for review our recommendation for a community engagement plan (CEP). We look forward to collaborating with Eagle Mountain to fine tune this plan to meet the specific needs of the community.** The CEP guides our overall approach to planning, as well as the public outreach process. Briefly, our CEP recommends a variety of different engagement types, each geared to a specific group of stakeholders. We will plan the appropriate outreach method for each to ensure we can develop a robust understanding of the community vision for the future of Eagle Mountain. For example, we recommend stakeholder groups be held in small focus group meetings. To ensure public workshops and stakeholder meetings are held during optimal times of the year, the CRSA team has recommended an approximately 10-month long process followed by the City's formal approval process. In addition to a project website/portal to track the outreach process, the CRSA team may also use the ArcGIS online platform to develop a robust public outreach tool and to visualize scenarios. We have recently prepared a similar mapping exercise for the State Division

reference to them in our invitations. Additionally, we will plan our outreach events to take place at events where community members will already be in attendance, such as Pony Express Days.

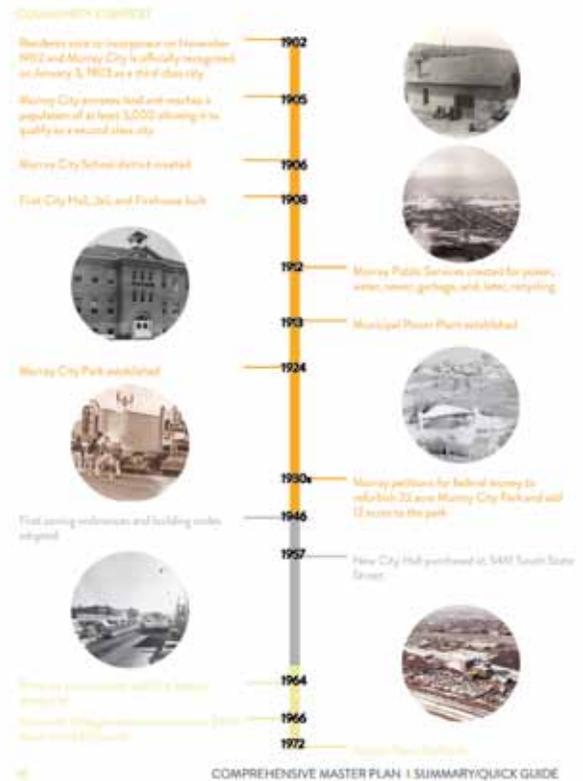
Risk: General Plan implementation strategies don't result in development patterns that reflect the vision of general plan.

Mitigation: CRSA has invited technical specialists to help guide the plan writing process. Zions Public Finance will provide specific technical information concerning economic development potential in Eagle Mountain. This will include a review of the existing City economic development plan coordinated with new insights that may be available. Coupled with demographic projections and the study of affordable housing, our team will collaborate with Eagle Mountain to make informed decisions. For example, if we can identify the likely price points the market will bear in each phase of city growth we will be able to make appropriate land use planning decisions.

The general plan will set forth a community vision. Todd Wakely with Avenue Consulting will assist our team with specific recommendations for general plan language that will guide how new development takes place in Eagle Mountain. Implementation strategies are key to the success of a general plan. We will develop strategies that can be administered by Eagle Mountain, will be sensitive to market conditions, and reasonably implemented by land owners and developers. For example, placemaking and community design strategies will be developed.

Risk: Key stakeholders/landowner not engaged in process.

Mitigation: The CRSA team will reach out to invite key stakeholders, such as SITLA, to participate in

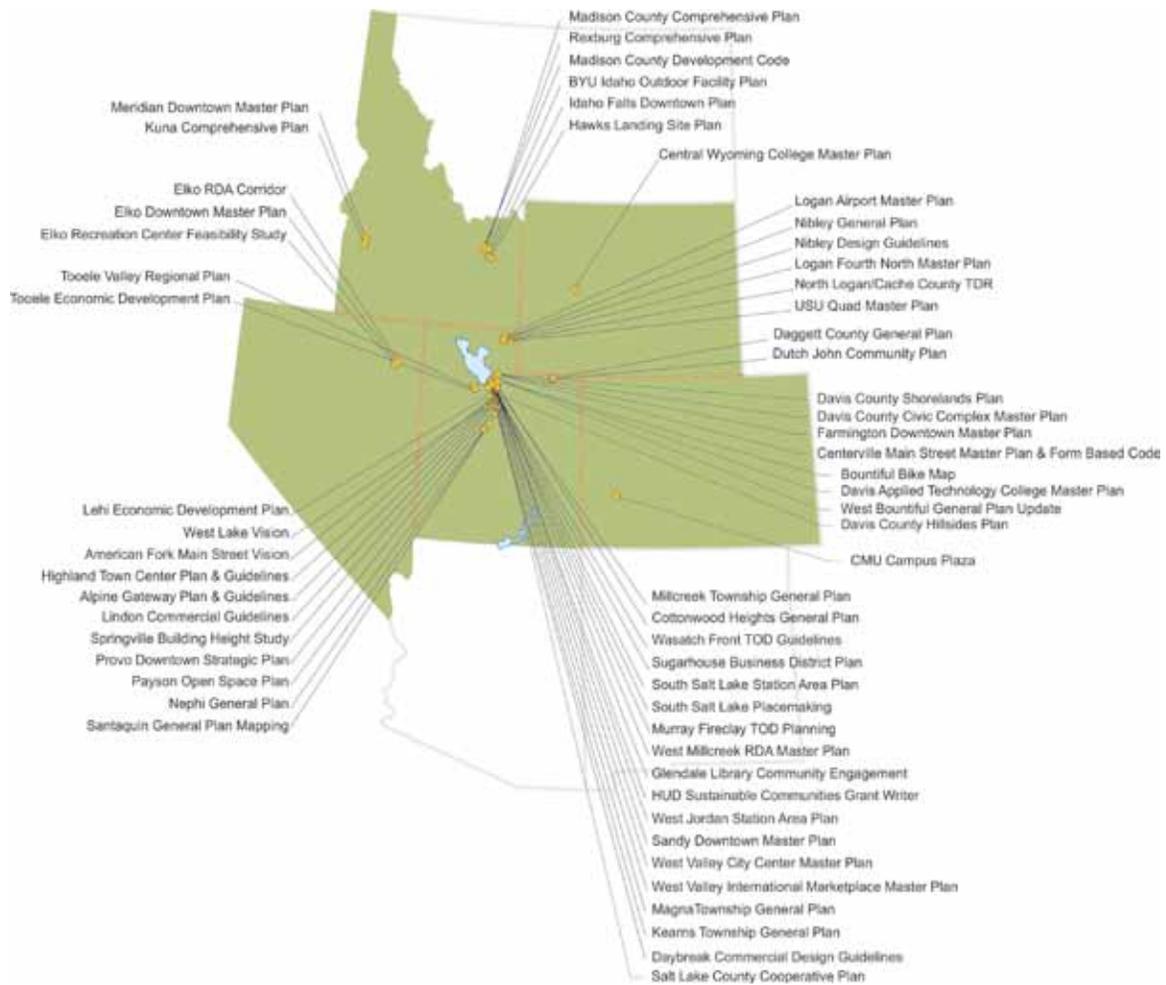


Murray General Plan, Sample Timeline

the process. If necessary, a separate focus group may be developed to allow closer coordination with some of these key individuals. We will share our technical data and carefully discuss the vision of the City to determine if land use pattern preferences between various groups are incompatible. By reaching stakeholder groups early in the process we will facilitate collaborative discussions leading to collaborative decisions.



USU Uintah Basin: Sample Design Guidelines



CRSA

Land Use Planning, Stakeholder Engagement, Public Outreach

As a 59-member, fully integrated multi-disciplinary firm, CRSA will provide planning and design guidance to Eagle Mountain. With a planning and design practice, organized within a separate Studio, CRSA offers full service planning with robust technical abilities such as land use planning, GIS analysis, scenario planning, public engagement, and graphic design. CRSA has collaborated with dozens of communities in Idaho, Utah, and the Inter-Mountain West. Committed to helping local municipalities, counties, and government agencies, CRSA has offices in Salt Lake City and St. George Utah as well as Idaho Falls, Idaho. Our recent relevant planning projects have produced studies and visioning documents for agencies such as Salt Lake County, the State of Utah DFCM and Salt Lake City. CRSA is a dedicated advocate of collaborative, consensus-based planning.

Why CRSA?

- Promotes and engages dialogue and action with key stakeholders, which leads to effective stewardship over the resources of agencies and communities.
- Offers fully integrated planning, urban design, graphic design, public engagement, and design services.
- Develops implementable, achievable plans. Our projects have been recognized with numerous awards from organizations such as Envision Utah, the local chapters of the American Planning Association, the American Institute of Architects, the American Society of Landscape Architects, and the Urban Land Institute.

ZIONS PUBLIC FINANCE, INC. (ZPFI)

Economic Development Analysis, Affordable Housing Plan

ZPFI is comprised of a team of 18 professionals committed to providing unparalleled service to municipal entities, local districts, government agencies and private clients throughout Utah and the Intermountain West. We have two primary service areas: 1) financial advisory to assist governmental entities in the bonding and disclosure/reporting process; and 2) municipal consulting services focusing on economic development, planning, real estate development advisory and fee-related services.

Our Municipal Consulting Group, an integral part of ZPFI, is well known and respected throughout the Intermountain Region for its leadership in economic development, redevelopment, market analysis, real estate development advisory, capital facility finance planning, feasibility studies and fiscal/economic impacts analysis.

Professionals at ZPFI have provided financial advisory/consulting services to nearly every community in Utah County. We are well known and respected for

Firm Information

CRSA is a C Corporation, founded in 1975, with 16 licensed Architects as well as licensed Planners, Landscape Architects, and Interior Designers across 12 states.

Firm Office Locations:

649 E South Temple
Salt Lake City, UT 84102
Phone: (801) 355-5915
Fax: (801) 355-9885

151 N Ridge Avenue, Suite 113
Idaho Falls, ID 83402
Phone: (208) 524-4621
Fax: (208) 523-3681

20 N Main Street, Suite 104
St. George, UT 84770
Phone: (435) 673-7362
Fax: (435) 673-7392

Firm composition:

- 17 Licensed Architects
- 3 Licensed Landscape Architects
- 14 Project Managers
- 2 Certified Planners
- 4 Interior Designers
- 9 CAD Technicians
- 9 Administrative Office Staff
- 1 Graphic Designer

59 Total Employees



LEED® Accredited Professionals and Green Associates: 13
LEED® Certified Projects: 13



the quality of our work and have an excellent understanding of the Utah County market – past trends and present conditions. Within the past year or two alone, we have provided services to Lehi, American Fork, Orem, Provo, Payson, Springville, Santaquin, Vineyard, Highland, Alpine, Cedar Hills, Pleasant Grove, Mapleton, Spanish Fork, Woodland Hills, Genola and Saratoga Springs. We are also very involved with development in the southwest part of the Salt Lake Valley, including recent and current work for Herriman, South Jordan, Taylorsville, Kearns and West Jordan.

Within the past few years, we have provided input for the economic or housing sections of the following planning documents: Murray General Plan, Holladay General Plan, Tooele County General Plan, Ogden Valley General Plan, Alta Commercial Core, Redwood Road Corridor, Cottonwood Heights Fort Union Corridor, Cottonwood Heights Gravel Pits, Sunset Economic Plan, Orem Economic Plan, South Jordan Housing Study, South Jordan Analysis of High Density Housing Impacts, North Ogden General Plan, Payson South Meadows Master Plan, Taylorsville 5400 South/Redwood Road Master Plan, West Jordan Retail Analysis, Vineyard Town Center Market Analysis, Washington Terrace Economic Plan and American Fork Meadows Crossing Economic Impact Study.

ALTA PLANNING + DESIGN

Transportation

Alta Planning + Design is North America’s leading multi-modal transportation firm that specializes in the planning, design, and implementation of bicycle, pedestrian, greenway, park, and trail corridors and systems. Founded in 1996, Alta has more than 160 staff in 29 offices across North America and an international workload. On any given day, most staff walk, bike, or take transit to work. We are committed to transforming communities, one trip at a time, one step at a time, and one street, intersection, and park at a time.

We have experience working in all size communities, from a few thousand to millions, from rural to mountain and desert to suburban and urbanized areas. We strive to tailor each project to the community’s unique setting, history, and culture through an active public participation process. Alta staff are proud to have designed and implemented over 9,000 miles of bike- ways, walkways, and trails.

Alta staff are at the forefront of the sustainable transportation movement. We are active in the Association of Pedestrian and Bicycle Professional (APBP), the Institute of Transportation Engineers, the Transportation Research Board, the Complete Streets Coalition, and have conducted national studies for the U.S. Department of Transportation. Alta is proud to be a founder of the NACTO Urban Bikeway Design Guide, the Initiative for Bicycle and Pedestrian Innovation at Portland State University, and APBP.

AVENUE

Civil Engineering and Land Development

Avenue Consultants (Avenue) is a Utah-owned and operated civil engineering and land development services consultant. We provide a full range of development support, financial modeling, land planning, civil engineering, transportation/traffic engineering, and construction management services. Our projects include new construction, redevelopment, and renovation projects for commercial, residential, hospitality and mixed-use developments. Our professional staff of 30 includes a unique blend of land development professionals, planners, communicators, civil engineers, transportation engineers, and multi-disciplinary project managers that elevate our approach to development and our communication with both clients and other disciplines.

By focusing on excellent client service, collaborative communication, well-choreographed implementation, and a willingness to consider market-appropriate innovations, we have built a reputation for delivering high quality and functional designs that seamlessly tie with local landscapes and appropriately serve market needs. We are your go-to service provider regardless of whether a project requires a simple engineering design enhancement or demands the full-on press of managing an intense multi-disciplinary approach.

We are engineers that think like developers. From conceptual design through construction management, we leverage our technical capabilities with a full complement of engineering, development, and land planning experience provided from a developer’s perspective.



J. KELLY GILLMAN, ASLA, AICP

SENIOR PRINCIPAL & SITE STUDIO LEAD, CRSA

Kelly Gillman is a Senior Planner and Landscape Architect with CRSA. He is a comprehensive master planner and thinker, adept at taking a body of information, analyzing its parts and pieces, and constructing a system that works well in synthesis as a whole. In this way, he is especially skilled with gathering input from a community and visioning how to create one plan that fits the needs of many. Kelly has received several awards from the ASLA, Envision Utah, and the APA Utah Chapter for his innovative work.

EDUCATION

Master of Business Administration,
Gore School of Business,
Westminster College, 2007

LICENSES AND CERTIFICATIONS

Landscape Architect: Utah, 2001,
Wyoming, 2005, Idaho, 2009,
Colorado, 2013

CLARB Certification, 2003
American Institute of Certified
Planners, 2006

RELEVANT EXPERIENCE

- Murray City General Plan Update, Murray UT
- Elko Master Plan, Elko, NV
- Taylorsville 5400 South/Redwood Road Plan, Taylorsville, UT
- Utah State Fairpark Master Plan, Salt Lake City, UT
- Nibley City General Plan Update, Nibley, UT
- Kuna Comprehensive Plan, Kuna, ID
- West Bountiful General Plan Update, West Bountiful, UT
- Lehi City General Plan, Lehi, UT



SUSAN PETHERAM, AICP

SENIOR PLANNER, CRSA

Susie Petheram began her career as a planner following a decade as a medical researcher and analyst. She has been with CRSA since 2002, and has served as project manager and public outreach specialist for numerous community/municipal planning and design projects. She works with communities to identify important resources and assets that can contribute to the community visioning and planning effort. Susie has a liberal arts background and possesses excellent facilitation skills for projects requiring extensive public input and multiple-agency coordination. As a candidate for a PhD, Susie also has a background in the development of technical administrative policy documents that guide the implementation process.

CRSA

EDUCATION

Ph.D. Candidate in Metropolitan
Planning, Policy, and Design,
University of Utah

Master of City and Metropolitan
Planning, University of Utah

Graduate Certificate in Historic
Preservation, University of Utah

Bachelor of Arts, Mathematics,
Grinnell College

LICENSES AND CERTIFICATIONS

American Institute of Certified
Planners, 2010

RELEVANT EXPERIENCE

- Murray City General Plan Update, Murray UT
- Farmington Downtown Master Plan Revision, Farmington, UT
- Centerville Main Street Master Plan and Ordinance, Centerville, UT
- Taylorsville 5400 South/Redwood Road Plan, Taylorsville, UT
- West Bountiful General Plan, Bountiful, UT
- Nibley City Commercial Design Guidelines, Nibley, UT
- Cottonwood Heights General Plan, Cottonwood Heights, UT
- Nephi City General Plan Update, Nephi, UT



MELISSA KELLY FRYER

URBAN PLANNER, CRSA

I am a recent graduate from The University of Utah where I focused primarily on urban design and streetscape/transit design. While there, I assisted in creating a monograph series for the University's Planning Department. These documents provided the clients an extensive guide for analyzing, planning, and implementing development proposals for their respective cities. Before attending the University of Utah I studied landscape architecture in England, gaining experience ranging in scale from innovative greenroof techniques to developing schematic master plans.

EDUCATION

Master of City and Metropolitan Planning, Certificate in Urban Design, University of Utah, Salt Lake City, UT 2014

Master of Landscape Architecture, University of Sheffield, Sheffield, England 2009

PROFESSIONAL AFFILIATIONS

ALSA, CNU

RELEVANT EXPERIENCE

- Taylorsville City Park Redevelopment Proposal, Taylorsville, UT
- North Ogden Form Based Code, North Ogden, UT
- Murray City General Plan Update, Murray, UT
- South Jordan Redwood Road Corridor Plan, South Jordan, UT
- Cottonwood Heights Streetscape, Transit, + Redevelopment Study, Cottonwood Heights, UT
- Tooele Research, Education, + Innovation District Study, Tooele, UT



TINA BLACK GILLMAN, ASLA, LEED® GA

STAFF PLANNER/LANDSCAPE ARCHITECT, CRSA

Tina Gillman is a landscape architect who joined CRSA in 2006. She has a wide range of experience from NEPA document preparation and public involvement to site layout and planting design. This experience has allowed her to cultivate solid skills in the areas of GIS, graphic communication, urban design, and ecological restoration. Tina has often worked on multi-disciplinary teams where the team has worked with a variety of clients to help them find the best solution for their projects.

RELEVANT EXPERIENCE

- Murray City General Plan Update, Murray UT
- Herriman North Plan Land Use Scenario Mapping, Herriman, UT
- Lehi City General Plan, Lehi, UT
- Nephi General Plan, Nephi, UT
- Nibley City General Plan Update, Nibley, UT
- Ninth Street Place Development Master Plan, Salt Lake City, UT
- Tooele Broadway Housing Master Plan, Tooele, UT
- Pole Creek Development Master Plan, Pinedale, WY
- Hawks Landing Master Plan, Ammon, ID
- Rexburg Comprehensive Plan, Rexburg, ID

EDUCATION

Master of Science, Geography, University of Utah, 2008

Bachelor of Landscape Architecture and Environmental Planning, Utah State University, May 2001

LICENSES AND CERTIFICATIONS

Landscape Architect: Utah, 2004

LEED Green Associate: 2014


SUSAN BECKER, AICP
VICE PRESIDENT, SENIOR ANALYST, ZION PUBLIC FINANCE, INC

For the past 20 years, Susie has specialized in economic consulting and planning and has been the lead consultant on some of the largest and most challenging projects in the intermountain region. Susie recently wrote the Economic Best Practices for Salt Lake County that is an integral part of the Cooperative County Plan, created an urban renewal area (URA) which is the largest in the State of Utah for the town of Vineyard (former Geneva Steel Site), testified before the Governor’s Legislative Task Force on economic policies and procedures in Utah and led a team that wrote and was awarded a \$5 million HUD sustainability grant for a consortium of government entities along the Wasatch Front including UDOT, UTA, Envision Utah, Salt Lake City, Salt Lake County, the University of Utah and others.

EDUCATION

Master of Business Administration,
University of Utah (MBA Ace and
Dean’s Scholar Awards)

Bachelor of Arts, Humanities,
Brigham Young University

LICENSES AND AFFILIATION

Municipal Securities
Registered Representative

American Institute of
Certified Planners, (AICP)

RELEVANT EXPERIENCE

- West Utah Lake Vision Plan
- Lehi Downtown Revitalization Plan (award winning)
- Lehi Economic Development Strategic Plan
- Orem Economic Strategic Plan
- 70+ Impact Fee Analyses and Capital Facility Plans
- Lincoln County, WY Economic Strategic Plan


SCOTT AYLETT
FINANCIAL ANALYST, ZION PUBLIC FINANCE, INC

Scott recently graduated with an MPA from the Romney Institute of Public Management at Brigham Young University, with an emphasis in Local Government Management. While at BYU, Scott completed a variety of studies for several municipalities, including Cottonwood Heights, Santaquin, Monticello, West Valley City, and Somerville, MA.

Since joining ZBPF, Scott has specialized in economic plans, retail and housing market studies, as well as affordable housing. In addition to extensive analytical skills, Scott also contributes strong skills in GIS analysis to provide in-depth geographic analytics.

EDUCATION

Master of Public Administration,
Brigham Young University

Bachelor of Arts,
Speech Communications,
University of Utah

RELEVANT EXPERIENCE

- Orem Economic Plan, Orem, UT
- Sunset City Economic Plan, Sunset City, UT
- North Ogden Housing Plan, North Ogden City, UT
- Holladay Affordable Housing and Economic Plan, Holladay City, UT
- Murray Affordable Housing and Economic Development, Murray City, UT
- South Jordan Housing Study, South Jordan, UT
- Taylorsville Economic Redevelopment Plan and Market Study, Taylorsville UT



BENJAMIN BECKER, MAI

COMMERCIAL APPRAISER, ZPFI/THE BECKER CONSULTING GROUP

For the past 13 years, Benj has specialized in real estate consulting and appraisal services. He has completed \$7.2 billion in transactions of commercial real estate in the San Francisco Bay Area, as well as having worked on numerous projects in the Intermountain Region. His expertise includes in-depth consulting for highest and best use analyses, development feasibility studies, rent arbitrations, partial interest concerns, and easement and right-of-way issues.

Benj also has extensive experience with office, retail, multi-family residential, industrial, biotechnology and senior housing uses, including numerous projects in the state of Utah. Benj has “on-the-ground” experience with making development happen and has built strong and cooperative relationships with a multitude of developers and brokers along the Wasatch Front

EDUCATION

Bachelor of Arts, Brigham Young University

Certified Commercial Appraiser, MAI

PROFESSIONAL AFFILIATIONS

National Appraisal Institute

Volunteer Distinction Award for the Western United States from the National Appraisal Institute

Recipient of the Strauss Scholarship

RELEVANT EXPERIENCE

- South Jordan Redwood Road Corridor Study
- Cottonwood Heights Gravel Pits Market Analysis
- Park City Prospector Square Market Analysis
- Tooele County Larry Miller Motorsports Park Economic



DAVID FOSTER, PLA, ASLA, LEED AP

TRANSPORTATION, ALTA PLANNING

David is a registered landscape architect with over eight years of planning and design experience in pedestrian and bicycle infrastructure, trail, streetscape, recreation, and urban design projects. He manages a broad range of projects including parks, soft surface trails, and regional trails. David brings to projects a unique blend of technical expertise concerning bicycle and pedestrian planning issues, constructability knowledge, public facilitation experience, and creativity. He utilizes his strong graphic and oral communication skills to help clients and stakeholders develop a clear understanding of project conditions and solutions. Dave works on projects across the US, with a special focus on active transportation projects in Utah.

EDUCATION

Bachelor of Landscape Architecture, Ball State University, 2006

LICENSES AND CERTIFICATIONS

Professional Landscape Architect, Colorado #896

Professional Landscape Architect, Utah # 9089151-5301

LEED Accredited Professional

American Society of Landscape Architects

RELEVANT EXPERIENCE

- Eagle Mountain Bicycle & Pedestrian Master Plan, UT
- Dixie MPO Regional Bicycle and Pedestrian Master Plan, Washington County, UT
- Logan Bicycle and Pedestrian Master Plan, UT
- Salt Lake City Pedestrian and Bicycle Master Plan, UT
- Ogden Canyon Transportation Use Study, UT





TODD WAKELY

ASSET MANAGEMENT, REAL ESTATE ACQUISITIONS, AVENUE

Todd is a key part of Avenue's unique developer-centric approach to engineering and development services. He brings 25 years of executive-level real estate and development experience in all aspects of asset management (from property acquisition through disposition), including feasibility and acquisition, development and construction, sales and leasing, property improvement and management, contract negotiation, and strategic implementation. Todd engages a relationship-based approach to advance parcel acquisition and development and finalizes the negotiations of land bank transactions, project financing, and subordinated debt.

EDUCATION

BS, Finance, Arizona State University

LICENSES AND AFFILIATION

Class A - General Engineering in
Arizona
Real Estate Broker in Arizona and
Colorado
Mortgage License in Colorado

RELEVANT EXPERIENCE

- Copper Leaf Community Redevelopment: Vice President of Land Development who negotiated the largest (\$98m) residential redevelopment project in the City of Phoenix. Todd advanced the strategic planning of land positions and housing product and negotiated all land bank transactions, project financing and subordinated debt while supporting Trend Homes' development/construction.

REFERENCES

Project Name: *Murray City General Plan Update*
Completion Date: Ongoing, 2016 Completion
Client name: City of Murray
Reference Name: Jared Hall
Title: CED Division Manager
Phone Number: (801) 270-2427
Project Description: CRSA began working with Murray City in the fall of 2014, to develop a General Plan update that will serve as a guide in considering long-range policy changes and development proposals.



Project Name: *Logan 400 North Corridor Plan*
Completion Date: 2015
Client name: Logan City
Reference Name: Mike DeSimone
Title: Community Development Director
Phone Number: (435) 716-9022
Project Description: CRSA worked with the City of Logan to create a development plan for the Fourth North Corridor. A UDOT road, Fourth North links downtown Logan to Utah State University and serves as the primary portal into the Bear Lake area.



Project Name: *SLC 9-Line Master Plan*
Completion Date: 2014
Client name: Salt Lake City Planning Division
Reference Name: John Anderson
Title: Principal Planner
Phone Number: (801) 535-7214
Project Description: CRSA was retained by Salt Lake City to develop a project vision, phasing, and implementation plan for the 2.5 mile 9 Line Corridor in Salt Lake City.



Project Name: *South Jordan Redwood Road Plan*
Completion Date: Ongoing, Fall 2016
Client name: South Jordan City/WFRC
Reference Name: Jake Warner
Title: Long Range Planner
Phone Number: (801) 253-5203
Project Description: The purpose of this corridor plan is the creation and implementation of a clear and realistic plan to guide future development and direct growth along the Redwood Road corridor in a manner consistent with community values and the regional growth vision.



SELECT AWARDS*American Institute of Architects*

- 2013 AIA Utah Chapter – Merit Award – Sugar House Streetcar & Greenway – Urban Design Category
- 2013 AIA Utah Chapter – Merit Award – Sugar House Streetcar & Greenway – Unbuilt Category
- 2009 AIA Utah Chapter – Honor Award – Carolyn Tanner Irish Humanities Center – University of Utah
- 2009 AIA Utah Chapter – Sustainable Design Excellence Honor Award – Swaner EcoCenter
- 2009 AIA Utah Chapter – Merit Award – Swaner EcoCenter
- 2009 AIA Utah Chapter – No. 1, Salt Lake Tribune People’s Choice Awards – Frederick Albert Sutton Geology & Geophysics Building – University of Utah
- 2006 AIA Utah Chapter – Merit Award – Scowcroft Building and Junction City Café—GSA Complex
- 2003 Merit Award, AIA Utah Chapter – Envision Utah Transit Oriented Development Guidelines
- 2000 Firm of the Year – American Institute of Architects – Utah Chapter

American Planning Association – Utah Chapter

- 2015 Achievement Award for Salt Lake City 9-Line Corridor
- 2006 Award of Merit for Urban Design – Moab City Center
- 2006 Award of Merit for Plan Development – West Valley City International Marketplace Master Plan
- 2004 Outstanding Achievement Award for Plan Development – West Valley City Center Transit Oriented Development Study
- 2003 Award of Excellence – Brigham City Civic Center Master Plan
- 2003 Award of Merit – Cache Valley Transfer of Development Rights Guidebook
- 2002 Outstanding Achievement Award – Sandy Downtown Illustrative Master Plan
- 2002 Outstanding Achievement Award – Envision Utah Transit Oriented Development Guidelines
- 2001 Outstanding Achievement Award – This Is The Place Heritage State Park
- 2001 Outstanding Achievement Award – Highland Town Center Master Plan
- 2001 Outstanding Achievement Award – South Salt Lake Light Rail Corridor Master Plan

American Society of Landscape Architects – Utah Chapter

- 2015 Honor Award in Planning and Analysis—S-Line Streetcar & Greenway
- 2013 Merit Award – Salt Lake Community College Juniper Canyon Campus Master Plan, Herriman, Utah
- 2009 Merit Award – Rexburg Comprehensive Plan, Rexburg, Idaho

Urban Design Utah

- 2015 Honor Award - Sugar House Monument Plaza, Salt Lake City, Utah

Envision Utah Governor’s Quality Growth Awards

- Swaner EcoCenter at The Swaner Nature Preserve, 2009
- Centerville Main Street Corridor Master Plan, 2009
- 2006 Award of Merit for Implementation – Moab City Center
- 2006 Award of Excellence for Implementation – Scowcroft Building and Junction City Café
- 2003 Award of Excellence for Planning and Design – South Salt Lake Transit Oriented Development Plan, Design Guidelines, and Ordinance
- 2003 Award of Merit for Planning and Design – Sandy Downtown Master Plan
- 2003 Award of Merit for Planning and Design – Midvale Junction Apartments
- 2002 Award of Excellence for Regional Planning – Tooele Valley Regional Plan
- 2002 Award for Excellence in Design and Planning – Union Square, Ogden, Utah
- 2002 Award for Excellence in Implementation – Ogden Intermodal Transit Center
- 2001 Grand Achievement Award for Planning and Implementation – Park City Transit Center and Roundabout
- 2001 Award for Best Achievement in Promoting Development of Region-wide Transportation System – Park City Transit Center and Roundabout

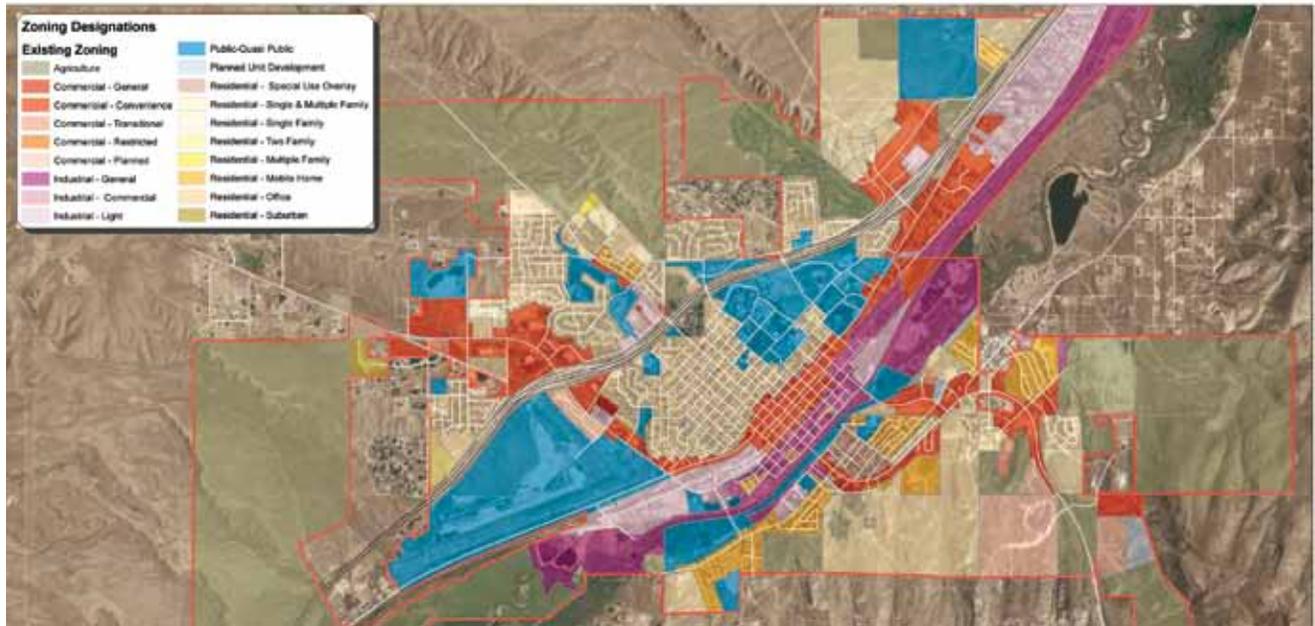
ELKO MASTER PLAN UPDATE

Elko, Nevada



EXISTING ZONING MAP

Existing City Boundaries



CRSA was selected to complete an update to the City of Elko’s Master Plan. Located along I-80 between Reno and Salt Lake City, this historic railroad stop has grown into a close-knit community of 16,000 residents. Elko has an active arts and culture community, and is home to one of the West’s premier Cowboy Poetry festivals, as well as an annual Basque culture festival. The Master Plan update aims to appropriately blend and integrate this “New West” culture, into the community’s traditional values. The Master Plan update will include an update of the Land Use, the Streets and Trails, and Parks and Open Space elements, in addition to the creation of a new Arts and Culture element.

Public outreach efforts for this project included some innovative ideas including social media, an interactive project blog, and an interactive online map that allows the public to add comments graphically.



CLIENT

City of Elko

SCOPE OF SERVICES

Visioning, Public involvement, Comprehensive Planning, Facilitation

COMPLETION DATE

2011

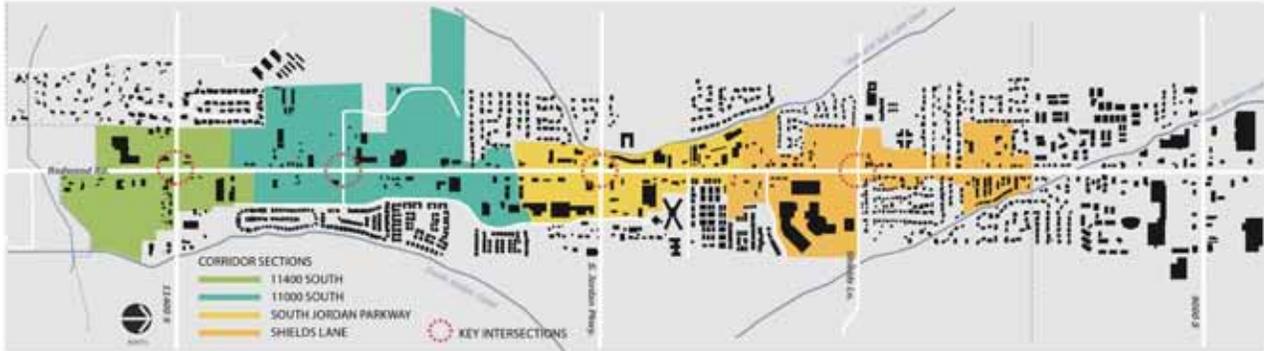


REDWOOD ROAD CORRIDOR PLAN

South Jordan, Utah



MARKET FINDINGS



CLIENT

South Jordan City, WFRC

SCOPE OF SERVICES

Community Visioning, Corridor Planning, Market Research, Public Involvement, Land Use Planning

COMPLETION DATE

Scheduled, 2016

CRSA began the development of this project in August 2015. The purpose of this corridor plan is the creation and implementation of a clear and realistic plan to guide future development and direct growth along the Redwood Road corridor in a manner consistent with community values and the regional growth vision. The following are the objectives that South Jordan has identified for the project: 1-Gain an understanding of the commercial growth opportunities. 2-Strive for a reciprocal relationship with the public for education, understanding, and influence. 3-Develop building massing, siting, and architectural regulations that correlate to the nature of Redwood Road and reflect community values. Adopt binding documents, plans, and text amendments that clarify and facilitate the decision making process for property owners, developers, City officials, and the general public. 4-Develop a land use plan that allows for opportunities to magnify the land use/transportation relationship, enhancing quality of life elements and alternatives through the interaction of jobs, retail, services, and housing.

KEY FINDINGS - Corridor Context

- Shields Lane and 11400 South are the most competitive sites along the corridor.
- Shields Lane has high traffic counts and projected population growth, and low sites.
- 11400 South has the greatest amount of developable land, as well as low improvement values and sites.
- The largest developable parcel is 32 acres. Of the 87 developable acres, 71% are less than 1 acre in size.

KEY FINDINGS - Regional Context

- Average population growth (2015-2040) within 3 miles of competitive sites in the south & west region of Salt Lake County is expected to increase by 87,310, compared to 58,311 for Corridor Sites.
- Average employment growth (2015-2040) within 3 miles of competitive sites and internal sites are similar, averaging 22,753 for internal sites and 29,443 for competitive sites to the south & west.
- Improvement values per acre are, on average, are higher at sites north or east of the corridor, which is consistent with the developed nature of those sites.
- Comparison sites to the south or west of the corridor are highly competitive, likely due to the amount of vacant land and lower improvement values.



CORRIDOR SECTION COMPARISONS

	DEVELOPABLE ACRES	IMPROVEMENT VALUE/ACRE	SALES/COMMERCIAL ACRE	Average Daily Traffic
Shields Lane	23.79	\$951,169	Less than \$200,000	25,113
South Jordan Pkwy	3.19	\$743,711	Less than \$1,325,000	23,405
11000 South	20.31	\$270,027	Less than \$425,000	22,285
11400 South	40.06	\$524,188	Less than \$450,000	19,850
CORRIDOR	87.35	\$580,289	Less than \$750,000	22,481

REDWOOD RD. CORRIDOR SITES:

	Developable Area (2015-2040) (Acres)	Population Growth (2015-2040) (No. People)	Employment Growth (2015-2040) (No. Jobs)	Avg. Improvement Value per Acre (2015-2040)
Shields Lane	40.06	18,750	23,78	\$951,169
South Jordan Pkwy	3.19	25,004	3,10	\$743,711
11000 South	20.31	22,082	20,31	\$270,027
11400 South	40.06	29,212	40,00	\$524,188
Average	26.91	22,753	21.84	\$383,289
Competitive Sites North and East				
Average	17,267	14,588	11.12	\$910,000
Competitive Sites South and West				
Average	17,270	29,641	14.56	\$811,262

SOUTH JORDAN REDWOOD ROAD CORRIDOR PLAN
Public Open House

NORTH OGDEN FORM BASED CODE

North Ogden, Utah



CLIENT

North Ogden, Utah; WFRC

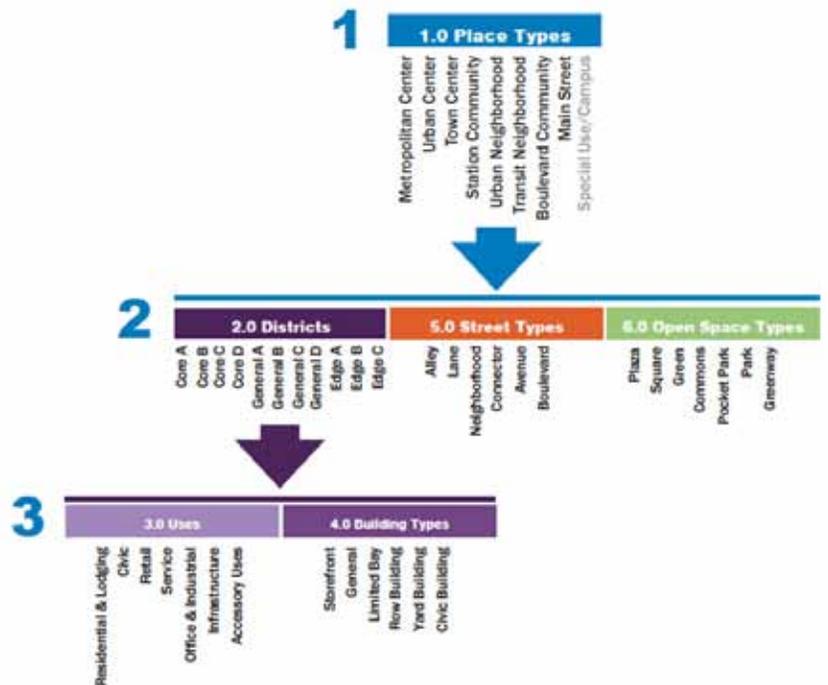
SCOPE OF SERVICES

Visioning, Public involvement, Form Based Code Development, Complete Streets Policy

COMPLETION DATE

Scheduled, 2016

CRSA has been retained by North Ogden City and the Wasatch Front Regional Council to develop a form based code for the commercial districts in the city and develop a Complete Streets implementation policy. CRSA will organize and implement a public visioning process to guide the code development, which is a recommendation of North Ogden’s recently adopted General Plan. The WFRC Form Based Code Template will be utilized as the basis of the code, updated to meet the specific needs of the community. The process has begun and is expected to be completed in mid 2016.



9-LINE CORRIDOR PLAN

Salt Lake City, Utah



CLIENT

Salt Lake City Planning Division

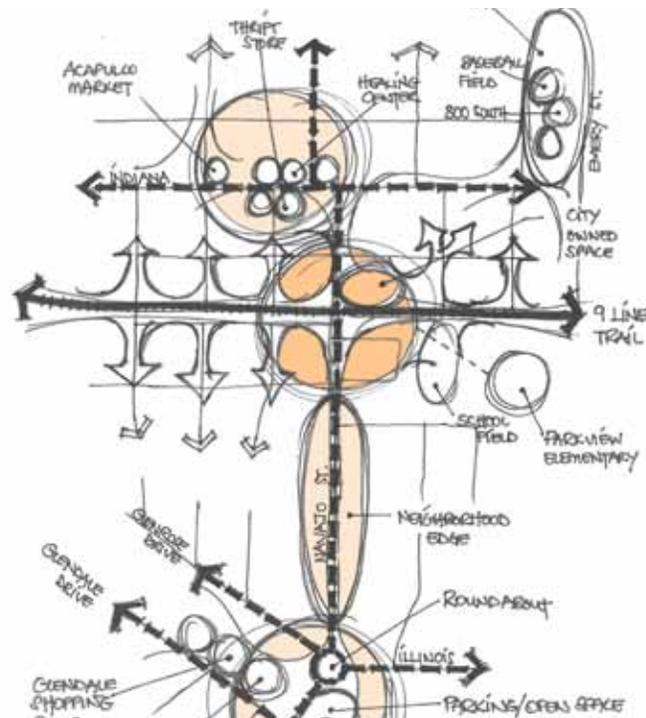
SCOPE OF SERVICES

Master Planning, Corridor Planning, Public Outreach

COMPLETION DATE

March 2013

CRSA was retained by Salt Lake City to develop a project vision, phasing, and implementation plan for the 2.5 mile 9 Line Corridor in Salt Lake City. The corridor, formerly a rail line, provides bicycle and pedestrian connections between downtown Salt Lake City and the West Side Surplus Canal. Connecting the two sides of the City, parks, schools, and neighborhoods, the corridor will serve the community and potentially provide spaces for additional park space, art work, and other community uses.



S-LINE GREENWAY

Salt Lake City, Utah



To encourage private development along the approximately 66-foot wide corridor, the City of South Salt Lake and Salt Lake City committed to funding the enhancement of the streetcar corridor. CRSA was retained to study and design these enhancements. The enhancement of the corridor was originally termed a greenway, a continuous linear public space and park with a multi-use trail for bicyclists and pedestrians, anchored with plazas at each street intersection promoting a variety of uses and activities while maintaining established conventions required by a streetcar. The overall project has been branded as the S-Line, a term that is used by the UTA Streetcar and the Salt Lake City Greenway.

CLIENT

RDA of Salt Lake City

SCOPE OF SERVICES

Corridor Planning, Public Involvement, Project Branding, Landscape Architecture, Urban Design, Transit Architecture

COMPLETION DATE

2014



WEST LAKE VISION LONG RANGE PLAN

Western Utah County, Utah



Recognizing the potential for tremendous growth in the 300,000-acre area west of Utah Lake, the Mountainland Association of Governments hired CRSA to develop a long-range vision for development of the area. Growth in Utah County continues to push westward, and this area has the potential to become a new metropolitan center for the State. The West Lake Vision project is intended to identify a coordinated approach and overall vision for the future development of the region.

Planning for between 500,000 and 1.5 million future residents by the next century, the West Lake Vision includes the identification of specific mobility corridors for preservation, the desired location of future urban centers, and the preservation of critical agricultural and open space lands.

The visioning process included extensive public outreach and facilitation. A series of public workshops, a four-day design charrette, and key stakeholder interviews ensured community buy-in.

CLIENT

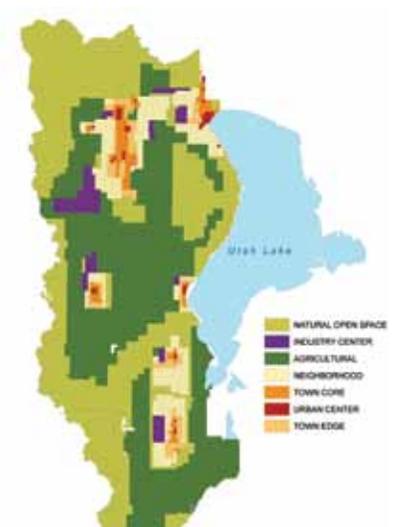
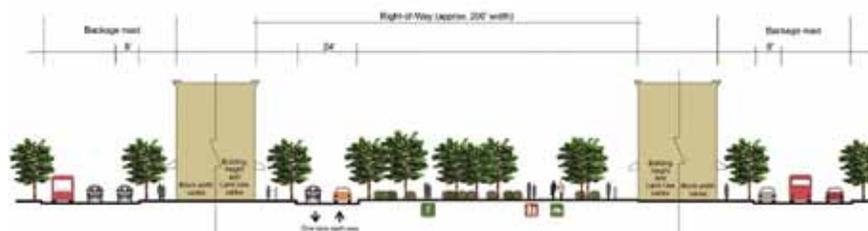
Mountainland Association of Governments

SCOPE OF SERVICES

Public Outreach, Comprehensive Planning, GIS, Visioning

COMPLETION DATE

2009



FARMINGTON DOWNTOWN MASTER PLAN REVISION AND TRANSIT ORIENTED DEVELOPMENT ORDINANCE

Farmington, Utah

CLIENT

City of Farmington

SCOPE OF SERVICES

Visioning, Public Process, Mobility Studies, Regulating Plan, Ordinance Creation

COMPLETION DATE

2010



Farmington Boundary Maps

CRSA collaborated with Farmington City to update their Downtown Master Plan and their Transit Oriented Development Ordinance. Farmington City’s civic downtown is comprised of three different anchors—the City, Davis County, and Davis School District. Working with a steering committee comprised of citizens, property owners, and representatives from these agencies, CRSA developed solutions to integrate the three civic anchors through the use of common elements and design



Farmington TOD Regulating Plan

solutions to enhance the overall experience of being downtown. Mobility into, out of, and through downtown was addressed, especially for pedestrians. The economic goals for downtown were re-established to reflect changing aspects of the area. The overall character and identity of downtown was focused on creating a gathering place.

When Farmington’s commuter rail station was constructed, the majority of land adjacent to it was undeveloped. Farmington, which is mostly lower density single-family residential, developed their first TOD ordinance to encourage a mixture of uses in the station area, including higher density residential as well as retail and office uses.

CRSA proposed three components for updating the TOD ordinance. The first was the design of a regulating plan consisting of a street network of major and minor collectors, local roads, and pedestrian pathways. The second was the creation of sub-districts within the TOD zone for a broad range of uses. The third was the development of building form and site envelope standards to provide more predictability for future development projects. The restructure of the ordinance has given Farmington a more concise set of tools for directing the design of future development in their TOD area, and allowing dense and diverse uses to support the commuter rail station area.

UTAH STATE FAIRPARK MASTER PLAN

Salt Lake City, Utah



CRSA was retained by the State of Utah to prepare a land use master plan for the Utah State Fairpark. With the primary tenant the Utah State Fair, the State sought to understand the long term use of the property for fair use. CRSA investigated a number of land use scenarios to determine what changes might be accommodated at the Fairpark to increase the use of the property year round without negatively affecting the operations of the fair. Additional consideration was given to the use of the property if the Fair were to relocate elsewhere. Potential changes to the land use included a number of options, testing them for market viability. To that end a market analysis took place as well as a full property appraisal for four scenarios. A title report was prepared to determine what exceptions to full property control might exist. Subsequent to the completion of the study, CRSA presented its findings to the Utah State Legislature for their review and consideration.

CLIENT

State of Utah, DFCM

SCOPE OF SERVICES

Master Planning, Feasibility Study

COMPLETION DATE

2014



QUAD MASTER PLAN - UTAH STATE UNIVERSITY

Logan, Utah



OWNER

Utah State University, College of Humanities and Social Sciences

CLIENT

Utah State University

SCOPE OF SERVICES

Master Plan & Feasibility Study

COMPLETION DATE

June 2014

CRSA was retained by Utah State University to develop a master plan for the Historic Quad District as part of the review of new building locations on campus. The USU Quad District Plan provides a detailed analysis of the area of the Logan campus from Highway 89 north to Animal Science and Geology, and from Old Main Hill east to the new College of Agriculture Building. The plan is needed to bring together varied and complex needs and demands for space and growth within this particular zone. CRSA also prepared a feasibility study for a new building for the College of Humanities and Social Sciences. Named the Global Communication and Culture Complex, the structure will add 135,000 new square feet and allow the remodel of the Historic Ray B. West Building on The Quad.



JUNIPER CANYON CAMPUS SALT LAKE COMMUNITY COLLEGE

Herriman, Utah



To handle student growth in the southwest corner of Salt Lake County, Salt Lake Community College purchased 90 acres of land in the City of Herriman. CRSA was retained to provide master planning services for this campus. SLCC has determined that the Herriman Campus will house its energy and sustainability programs, so sustainability was a key focus of the planning effort. Beyond spatial site planning (GIS based) that focuses on site feasibility studies and consideration of natural site features, design services included landscape design guidelines as well as sustainability guidelines. The site will be organized to optimize solar gain, on-site stormwater retention, and natural open spaces. Landscape guidelines will support the sustainability effort and be integrated with stormwater handling and the cooling of facilities and outdoor spaces.

CLIENT

Salt Lake Community College and State of Utah Division of Facilities Construction and Management

SCOPE OF SERVICES

New Campus Master Plan & Sustainability Plan

Completion Date

2012

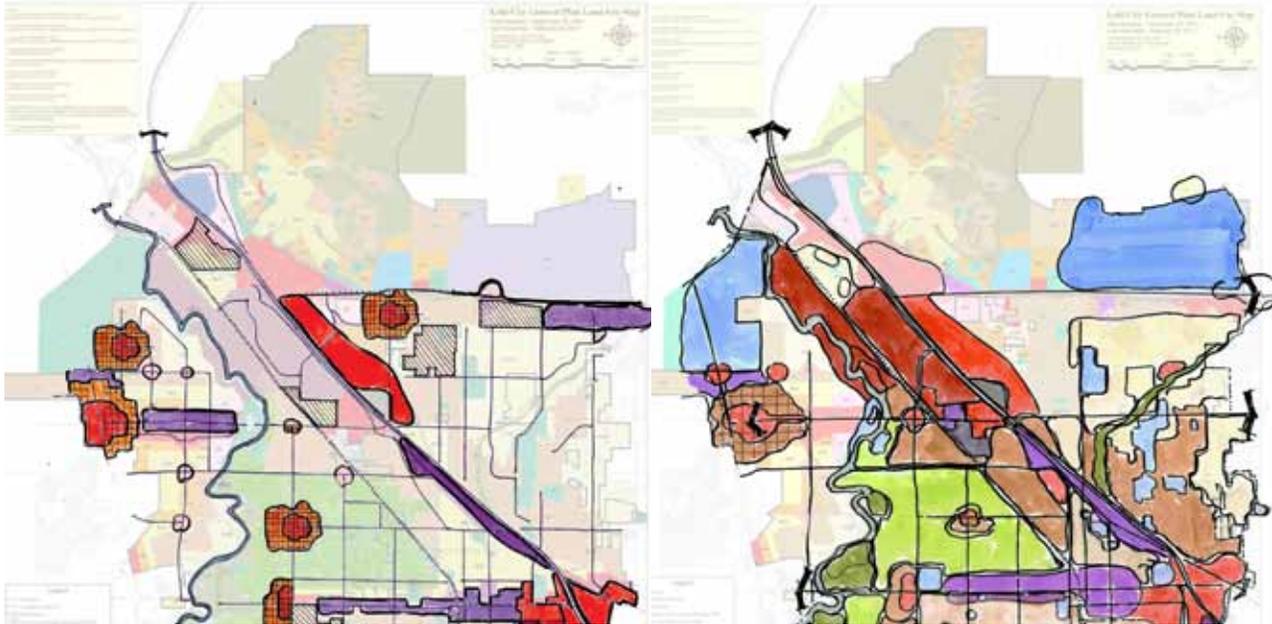


LEHI CITY LAND USE & DOWNTOWN REVITALIZATION PLANS

Lehi, Utah

CENTER-FOCUSED DEVELOPMENT

PRELIMINARY CONCEPT OVERLAY



CLIENT

Lehi City

SCOPE OF SERVICES

Public Involvement, Community Visioning, Urban Design, GIS Mapping, Landuse Planning

COMPLETION DATE

June 2011

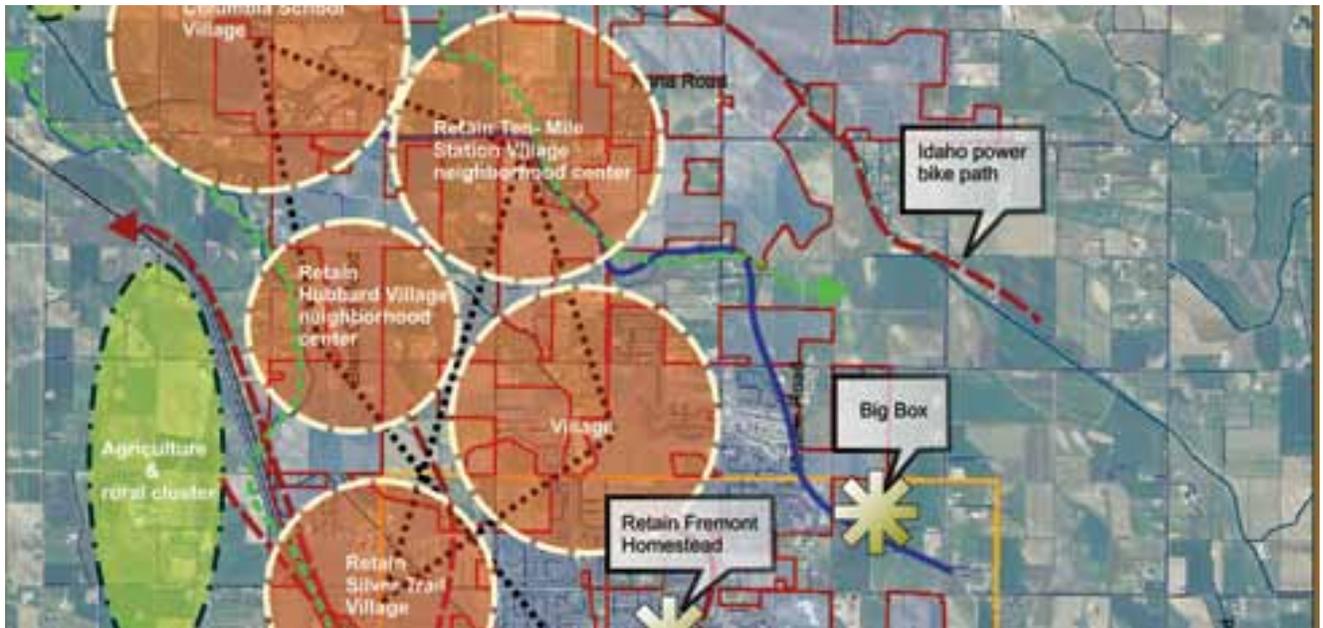
For Lehi’s Downtown Revitalization Plan, CRSA was retained to assess the economic development potential of Lehi City—including redevelopment and downtown revitalization marketing; market analysis including a business park plan and rodeo grounds site selection; and implementation strategies for the urban design/streetscape, and marketing and promotion.

For the City Land Use Plan Update, CRSA was retained to develop an update to the City’s land use component of their general plan. CRSA updated the city vision, developed updated goals and objectives as well as new implementation strategies. An updated land use map was developed using geographic information systems software.



KUNA COMPREHENSIVE PLAN

Kuna, Idaho



The City of Kuna contracted with CRSA to assist in a multi-element community planning effort, that includes an update of the City’s Comprehensive Plan, development of a Capital Improvements Plan, and identification of a future Area of City Impact Boundary and parks lands for future acquisition.

Faced with fast growth, Kuna is using land use planning to manage and regulate increasing development pressure. Additionally, regional transportation projects are changing the area, and the city is working to adapt and respond to these changes.

Community members expressed a desire to preserve opportunities for a rural lifestyle while accommodating new growth and development. Land use scenarios explore clustered village-style development and centralized city center development. Both scenarios include large areas of open space preservation and clustered rural development, revitalization of the historic downtown, and the ability to accommodate decades of future growth.

CLIENT

City of Kuna

SCOPE OF SERVICES

Community Visioning, Public Involvement, Comprehensive Planning, GIS Mapping, Zoning

COMPLETION DATE

2009



TAYLORSVILLE 5400 SOUTH AND REDWOOD

Taylorsville, Utah



CLIENT
Taylorsville City and Salt Lake County

SCOPE OF SERVICES
Vision Documents and Master Planning

COMPLETION DATE
June 2014

CRSA provided vision documents and master planning to prepare an application to Salt Lake County for a proposed regional cultural arts facility, and surrounding mixed use development. The City of Taylorsville seeks to bring this area, at 5400 South and Redwood Road, back to its once prominent, vibrant regional commercial position by creating a progressive redevelopment strategy. CRSA provided two strategies, one that centers on a performing arts center, and another that the City can utilize for revitalization if the arts center is awarded to another community.



Services included land use planning for the performing arts, architectural design standards, real estate development, real estate market analysis and pro forma analysis. Civil engineering included storm water management and infrastructure design.



NIBLEY CITY GENERAL PLAN UPDATE AND DESIGN STANDARDS

Nibley, Utah



Nibley City, a community of 5,000 residents, is a rapidly growing community in Cache County, Utah. The City is transitioning from a rural farming community to a suburb of Logan, and has experienced rapid growth and development pressures. The City retained CRSA to update its General Plan to appropriately accommodate its growth, and to guide the public process. Several workshops and open houses were held to include as many of the public as possible, in a variety of formats and settings, in order to develop a plan that would have broad-based support. Planning for future growth in Nibley has involved an update of development patterns that will allow the town to preserve its agricultural space and rural character. Included is an update of the parks and recreation element of the General Plan as well as the development of a more defined trails plan.

CLIENT

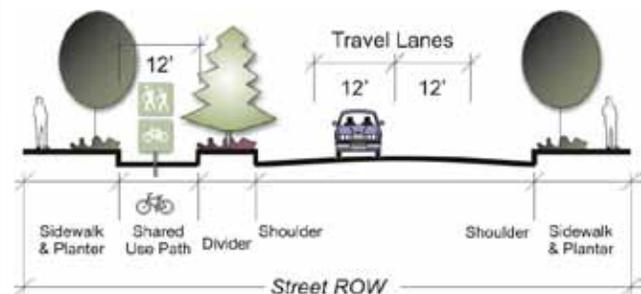
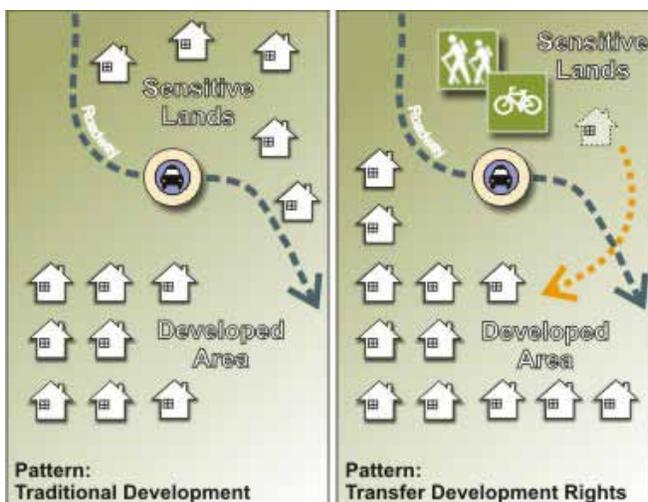
Nibley City

SCOPE OF SERVICES

Public Outreach, Visioning, Comprehensive Planning, GIS Mapping

COMPLETION DATE

2008



WEST BOUNTIFUL GENERAL PLAN UPDATE

West Bountiful, Utah

CLIENT

West Bountiful City

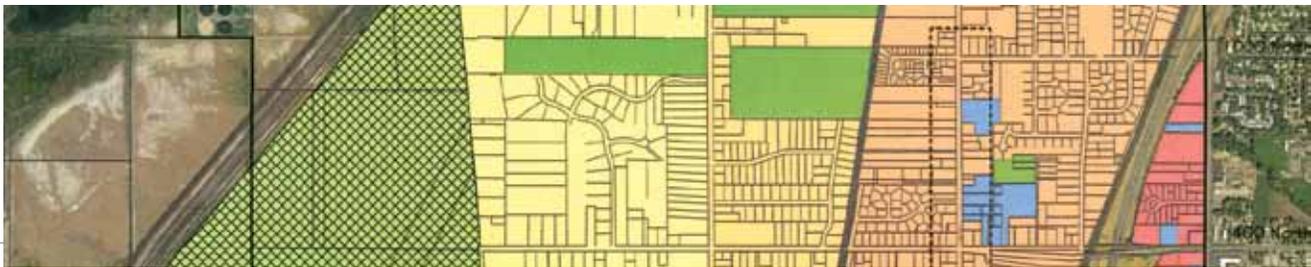
SCOPE OF SERVICES

Community Visioning, Public Involvement, Comprehensive Planning, Parks and Open Space Planning, Community Facilities Planning

COMPLETION DATE

2006

West Bountiful City, surrounded by large-scale transportation projects including the Legacy Parkway, UTA’s Commuter Rail, and SR-68 road improvement project, has the potential to change dramatically over the next decade. Recognizing these changing conditions, West Bountiful retained CRSA to update its 1992 General Plan. The planning process included a large public involvement element, with five individual neighborhood workshops. CRSA and its consultants provided updates to the land use, parks and open space, transportation, social and economic conditions, housing, annexation, and natural environment elements of the General Plan. The updated General Plan clearly outlines the community’s vision through the development of goals and policies, as well as illustrative examples of the community’s desired future condition.



PAYSON OPEN SPACE PLAN

Payson, Utah

CLIENT

Payson City

SCOPE OF SERVICES

Community Visioning, Public Involvement, GIS Mapping

COMPLETION DATE

2007

CRSA worked with Payson City to prepare an Open Space Plan for an approximately 1,200 acre potential annexation area on the east side of Payson. Currently, this area is primarily agricultural, with roughly 900 acres comprised of a single orchard operation. Payson is experiencing rapid growth, but development to this area has been limited because of the lack of infrastructure. As part of the new East Side Comprehensive Plan, the Open Space Plan identified and made recommendations regarding future parks, recreation areas, trails, and the best future use of the open space. Identification of areas with intrinsic visual and natural qualities for preservation served as the basis for the setting aside of specific areas for preservation, and ultimately the identification of appropriate locations for future development.



CENTERVILLE MAIN STREET FORM-BASED ZONE

Centerville, Utah

Centerville selected CRSA to review current land uses and development patterns along Main Street and make future recommendations in a new Main Street Master Plan. After adoption of the Plan, CRSA began development of a new South Main Street Zone, which implements the ideas presented in the Master Plan. This new zone utilizes a form-based approach, regulating building form and orientation rather than focusing on land uses. The Master Plan and the new zone’s accompanying regulating plan identify five distinct districts—each with their own character and look. A series of Lot Types were developed, specifying specific formal requirements for building height, permeability, setbacks, and orientation. A variety of lot types can occur in each district, giving developers flexibility and options for their projects.

CLIENT

Centerville City

SCOPE OF SERVICES

Ordinance Development, Facilitation, Form-Based Regulations, Adoption Support

COMPLETION DATE

2007



COTTONWOOD HEIGHTS GENERAL PLAN

Cottonwood Heights, Utah

CRSA was retained by Cottonwood Heights to direct the community planning process for this newly incorporated city. Six community workshops were facilitated to encourage community involvement. The resulting comments were distilled and incorporated into a plan document that includes an extensive parks, open space, and urban trails. Other plan elements that were developed by CRSA and its consultants include transportation, social and economic conditions, housing, annexation, and environment. The general plan communicates the community vision through carefully written goals and policies, supported with appropriate GIS generated maps and charts.

CLIENT

Cottonwood Heights

SCOPE OF SERVICES

Community Visioning, Comprehensive Planning, Parks and Open Space Planning, Public Involvement, GIS Mapping

COMPLETION DATE

2005



AMERICAN FORK MAIN STREET VISION

American Fork, Utah

CLIENT

Mountainland Association of Governments

SCOPE OF SERVICES

Visioning, Public Involvement, Land Use Planning, Facilitation, Strategic Planning, Urban Design

COMPLETION DATE

2010

CRSA worked with a group of local stakeholders and community leaders during monthly meetings and a three-day design charette to find a common future vision for Main Street in American Fork.

American Fork's Main Street has been the economic center of northern Utah County for the past 100 years. Today billions of dollars are being spent in major transportation investment projects being built around the city's historic Main Street (U.S. 189), which is competing with the development of other retail and commercial developments in surrounding communities.



ELKO DOWNTOWN RDA MASTER PLAN

Elko, Nevada

CLIENT

City of Elko

SCOPE OF SERVICES

Visioning, Public Involvement, Master Planning, Facilitation, Strategic Planning, GIS

COMPLETION DATE

2011

Elko, Nevada's downtown area has undergone dramatic changes in the last quarter century, and the City and local residents are visioning about its future. In 1983, Project Lifesaver, relocated several Union Pacific railroad tracks from the center of the downtown core to its periphery. The vacated railroad corridor has since been used for public parking and several festivals within the downtown area, but is poorly maintained and desperately needs beautification. Surrounding the vacated rail corridor are dozens of historic commercial structures, which have high occupancy rates but are in need of updating.



REXBURG COMPREHENSIVE PLAN

Rexburg, Idaho

CRSA was retained to update the Comprehensive Plan and Development Code for Rexburg, Idaho. The community has experienced major growth pressure with the expansion of BYU-Idaho. This award-winning plan revisits the original plat for the City, and extends this historical development pattern into new areas of City expansion. Applying a ten-block per mile street grid across the City, punctuated with neighborhood and community centers, and a revitalized Main Street, this plan ensures citywide connectivity for all modes of travel.

The process began with a series of public workshops designed to pulse the community's interests and visions. Given the large college student population in the city, and the comparatively small permanent population, the traditional public workshop method for public outreach did not adequately capture the ideas of the student population. In response, an email and web-based survey was circulated, generating an overwhelming response.

CLIENT

City of Rexburg

SCOPE OF SERVICES

Community Visioning, Public Outreach, Land Use Planning, Parks and Open Space Planning, GIS Mapping, Zoning

COMPLETION DATE

2008



NEPHI GENERAL PLAN AND DEVELOPMENT CODE UPDATE

Nephi, Utah

CRSA was selected to complete an update to Nephi's General Plan. Typically completed in house, the City is undertaking its first experience working with a consultant on land use planning. Of critical importance to the City is ensuring that the General Plan is an accurate reflection of the City and its local community. Working towards this aim, CRSA has developed a scope of work that includes ongoing community involvement and emphasizes monthly plan development workshops with the Planning Commission. It is our goal to facilitate the development of the plan, but ensure that the community and Planning Commission feel ownership and authorship of the plan. CRSA's approach to a community new to outside consulting help is to present a variety of possible options and planning strategies for consideration, but to let the community decide on the direction of the plan and the strategies included within it.

CLIENT

Nephi City

SCOPE OF SERVICES

Visioning, Public Involvement, Comprehensive Planning, Facilitation, Ordinance Drafting

COMPLETION DATE

2011



EAGLE MOUNTAIN BICYCLE AND PEDESTRIAN MASTER PLAN

Eagle Mountain, Utah

CLIENT

Mountainland Association of Governments

CONTACT

Michael Hadley, Senior Planner,
Eagle Mountain City, (801) 789-6615

Alta, as part of a team, helped develop the Eagle Mountain Bicycle and Pedestrian Master Plan. With over thirty miles of shared use paths already constructed, Eagle Mountain sought to ensure that future growth and development assisted in creating a walkable and bikeable community. Eagle Mountain's unique characteristics required a different approach to bicycle and pedestrian planning than what is usually employed in more established communities. Given Eagle Mountain's rapid pace of development and young population (45% of residents are under age 16), Alta set out to create a plan that focused exclusively on the City's most pressing issues. The plan took shape around three major themes: Improving the Existing System, Planning for Eagle Mountain's Youth (Safe Routes to School Programming and Planning) and Shaping Future Development. These central themes provided a road map to improving and refining the existing active transportation system while ensuring future growth accounts for the needs of pedestrians and bicyclists in Eagle Mountain.



LOGAN CITY BICYCLE AND PEDESTRIAN MASTER PLAN

Logan, Utah

Alta was selected to prepare a Bicycle and Pedestrian Master Plan for the City of Logan, a community-engaging project that will build on past efforts to improve the quality of life in Logan City through making walking and bicycling more appealing and legitimate. The plan will serve as the guiding document for the development of a network of bicycle and pedestrian routes linking neighborhoods and activity centers, as well as the city's many parks and trails. A goal of this program is to also provide linkages to other adjacent communities, as well as the broader regional recreational network. The plan aims not only to make bicycling and walking more viable, but also produce economic benefits for the community while enhancing quality of life for Logan residents.

CLIENT
Logan City, UT

CONTACT
Mike DeSimone, (435) 716-9000,
mike.desimone@loganutah.org



SALT LAKE CITY PED. AND BICYCLE MASTER PLAN

Salt Lake City, Utah

Alta was the prime consultant on the Salt Lake City Pedestrian and Bicycle Master Plan. In the time since the previous plan was adopted in 2004, state-of-the-art practice for pedestrian and bicycle facilities has evolved considerably. Alta was chosen for this Master Plan because of the company's position at the forefront of this evolving field. The plan involved a thorough analysis of existing bicycling and walking conditions and facilities, a meticulous public process, walking and bicycling network development, low-stress bicycling network planning, priority projects, design guidance, programs, policies, and cost estimates and implementation. The plan was developed with broad input from stakeholders, internal city and external public committees, surveys, and local, expert knowledge.

CLIENT
City of Salt Lake City

CONTACT
Robin Hutcheson, City of Salt Lake City, (801) 535-6630,
robin.hutcheson@slcgov.com



MURRAY CITY GENERAL PLAN

ZPFI participated as a subconsultant responsible for the economic and housing elements of Murray City's General Plan. Numerous public meetings were held to garner public input. The resulting General Plan builds on Murray's status as a regional retail center by encouraging additional office/business park development that will add to the City's tax revenues and create a more well-rounded, fiscally-sustainable development plan. The Plan also focuses on developing a downtown or community center for Murray along State Street and capitalizing on the regional draw from IMC.

HOLLADAY CITY GENERAL PLAN

As part of a multidisciplinary team, ZPFI led the analysis for economics and housing in Holladay City's General Plan Update. The project included coordination with a steering committee as well as several public meetings to gather input for the community's vision and plan. The housing section met all requirements of Utah Code for housing affordability and set forth economic development objectives to assist the City with creating a sustainable economic base.

WEST UTAH LAKE VISION PLAN

Professionals at ZPFI worked closely as part of a larger team of consultants to develop a vision plan for the west side of Utah Lake. This project involved numerous visioning workshops that resulted in a range of scenarios for future residential and nonresidential development, including the infrastructure needed to serve the west side of the lake.

TOOELE COUNTY GENERAL PLAN

ZPFI participated as a subconsultant on the housing element of Tooele County's General Plan. Our work included an in-depth analysis of the housing market in Tooele County, as well as focusing on the housing characteristics in individual communities. While Tooele County easily meets affordable housing guidelines, emphasis was also placed on broadening the housing product mix available in the County.

FAIRBOURNE STATION MIXED-USE REDEVELOPMENT, West Valley City, Utah



Embassy Suites at Fairbourne Station



Multi-family Development at Fairbourne Station



Fairbourne Station Plaza near the Intermodal Station

Avenue is working with West Valley City, UDOT, and UTA to develop a new focal-point, mixed-use city center. Retail, housing, and hospitality join together with the City's administration building and justice center at the intersection of a BRT station and surface-level rail station. Our work started with a Level 4 traffic study that streamlined the local circulation of residents, visitors, and transit operations. We then developed an innovative design that eliminated a circular loop for the area's BRT line and incorporated two new transit stations. We are presently providing civil site, roadway, utility, and drainage design for Phase 2 of the development. We are incorporating requirements from UDOT (along 3500 South), UTA (at two transit stops), and the City to advance transit, local highway, and facility improvements to ensure the mixed-use development will be a convenient and thriving destination.

COPPER LEAF COMMUNITY REDEVELOPMENT

Phoenix, Arizona



Residential Unit at Copper Leaf (12 DWA)

The team provided engineering design and survey services for this 103-acre residential and community revitalization project, which is the largest redevelopment project in the history of Phoenix. Designed as part of the City's high-profile Brownfields Land Recycling Program, the area has been built out to be a 750-home, mixed-income community—conceived as a result of a public-private partnership. Our team's design entailed improvement plans for street and mass grading, off-site grading plans, sewer and water reports, and sewer conversion and utility coordination. Our survey work set the horizontal and vertical control network to establish project boundaries and generate the topographic survey. We provided construction staking for all new phases of construction, with phases that included rough grade, sanitary sewer, water, curb and gutter, electric, monuments and lot pins. Both GPS and conventional survey methods were used to complete these tasks.

SOMERSET VILLAS TOWNHOMES

West Jordan, Utah

Avenue incorporated complimentary land planning and engineering services for the Somerset Villas (a new 54-unit gated townhome community) to simplify both our design and the ensuing construction phase. We initially developed the land planning and a traffic impact study with UDOT in order to coordinate access needs to Redwood Road (SR-68). By creating a unique driveway entrance for each access point to the development, we ensured the community was safe and secure. We then completed traffic circulation, civil site, and utility design through a multi-disciplined approach that streamlined the overall process and reduce the construction schedule.



Townhome Units as Somerset Villas

Phase 1. Project Kickoff & Scoping

Key Outcomes:

- Kickoff Meeting
 - Scope and Schedule Definition
 - Identify Committees & Stakeholders
- Data Gathering
- Existing Documentation Summary Matrix
- Mapping Atlas Components

The CRSA team will initiate a kickoff meeting with Eagle Mountain to outline the project, set the final schedule, and assist in establishing a project steering committee and steering committee schedule. We will review the existing general plan document and other adopted plans to consider how the update process will enhance the current documentation. **The result of this review will be information to support the baseline conditions report, or baseline scenario to be used for comparison to alternatives later in the process under Phase 5A.** Following this review, the team will meet with the City and the Steering Committee to determine which aspects of the existing plan are important to consider for inclusion in the updated plan.

Phase 2A. Project Visioning & Citizen Participation*

Key Outcomes:

- Ongoing Online Outreach
- Public Open House #1
- Stakeholder Focus Groups
- Community Vision, Goals & Objectives
- Draft Citizens Guide to Plan

**See Community Engagement Plan in Section 06 for more detailed information*

The public involvement phase will start shortly after kickoff and will continue throughout the project to allow city officials, residents, stakeholders, and business owners opportunities for meaningful participation in the plan development process. A combination of open house events and online input will allow for feedback from the community and create a transparent process. Susie Petheram with CRSA will lead this effort, with support from the CRSA team.

Cities belong to the people who live there. The CRSA Team recognizes that community participation is

a vital element of a successful plan. Thus, we have drafted a Community Engagement Plan (CEP). The CEP will be further developed in consultation with the City, and will outline in detail how our team will engage the public. The CEP will also outline the role the City may play in the process. **City involvement may include assisting in presentations to community councils, neighborhood, and business groups, and posting meeting notices in schools, the library, community center, and local businesses.** Outlined in more detail in the CEP, the general plan outreach campaign could be identified by a catchy phrase or message, such as *“Did you know...Eagle Mountain city will grow by X amount in 2040?”*. The appropriate message would be included in branding efforts, and invitations to events could ask “Where should these people live?” as a means for generating interest.

The CRSA team will host a public open house/workshop at key stages in the planning process, designed to solicit initial input from the city residents and stakeholders. **We anticipate taking our outreach efforts to existing community events if timing allows, such as Pony Express Days. The CRSA Team is well seasoned in preparing charrettes, open houses and other interactive events.** The engagement tools and feedback from these meeting will be processed and posted online to allow for ongoing comment and review throughout the project. At this stage in the process our team will also begin to draft the citizens guide to the plan, which will become Part One of the Final Adopted General Plan. This component will help advise all participating in the public process about the purpose of the General Plan. It will ultimately become part of the General Plan.

The analysis, mapping, evaluations, and community participation will be synergistically combined to prepare a general plan vision for Eagle Mountain. The CRSA team will collaborate with the steering committee and stakeholders to prepare supporting goals and objectives, ensuring they are not in conflict with other adopted plans. These goals and objectives will serve as the criteria upon which land use scenario plans and implementation strategies are judged. Implementation initiatives will also be based on this exercise.

Phase 2B, Optional Task: ArcGIS Online Outreach Process

Key Outcomes:

- Interactive Online Mapping

A second component of the project website could consist of interactive components. **City wide mapping may be prepared using ArcGIS and may be made available for comment via ArcGIS online.** If this tool is chosen, visitors to the online map will be able to provide input on specific concerns and/or questions by noting or drawing on the map using map drawing tools. Comments and notations collected will be automatically geocoded and categorized by the CRSA Team to advise the planning process and the direction of the draft plan. Additional outreach activities such as the use of social media may also be utilized as appropriate. CRSA can coordinate with Zions Public Finance to integrate technical information into the mapping platform. Data that may be included for comments includes:

- Land Use Pattern Scenarios (from Phase 5)
- Development plans for various nodes in the City, along with information pertaining to current zoning, building densities, development types, etc.
- Recreational amenities, current and projected
- Civic and cultural amenities, employment centers, retail centers, etc.

With the mapping prepared for use within in the ArcGIS Online, mapping can then be hosted online in perpetuity by Eagle Mountain City for reference as part of the General Plan.

Phase 3. Baseline Scenario

Key Outcomes:

- Baseline Scenario

Research and analysis plays an important role in preparing a foundation for the general plan update, and will help inform the baseline scenario. **CRSA will provide Eagle Mountain with two types of research and analysis. The first is static research involving reviews of codes, plans, development standards, market and housing trends, and transportation and open/space trail systems. The second type of research and analysis is dynamic research that involves interviews with city staff, community stakeholders, and key personnel from applicable government agencies.** The purpose of these stakeholder focus groups, detailed in the CEP, is to help identify current issues, problems

and potential opportunities. Past experience has shown that meetings with stakeholders as a group provides more effective feedback and collaboration. People are more willing to discuss ideas and often different city departments or agencies are not aware of the goals and projects of other departments or agencies. Sharing information creates an exciting, dynamic forum to identify opportunities and address concerns that may arise. Often this collaboration and sharing results in ideas and solutions to problems not previously thought of.

Data gathered in this phase will become part of the baseline conditions report. This report seeks to illustrate what Eagle Mountain may look like in the future planning horizon if few changes are made to the general plan. An existing physical framework of the city's characteristics will be produced based on this analysis to help identify existing gateways, corridors, nodes, landmarks etc. The aim of this exercise will be to establish a system of nodes and corridors within the City that can become focal points for identity creation and community building. Major spines of development can be woven through the city to spark growth and development. These may also support a trails and open space network.

Phase 4. Technical Component Development

Key Outcomes:

- Initial Developers Guide to Plan
- Initial Demographics Snapshot
- Initial Economic Development
- Initial Affordable Housing
- Initial Fiscal Analysis

At this stage in the process our team will begin the initial technical components that will guide the land use planning effort. This component will help advise participating stakeholders from the development community how the General Plan may be structured. Input from the development community will be sought. Data developed will support the developers guide to the plan as well as the technical plan components.

Demographics

In order to establish a solid baseline of existing population, households, and demographic characteristics, the CRSA team will:

- Identify growth trends by reviewing data from the Governor's Office and other sources;
- Provide trend data for Eagle Mountain and surrounding areas in order to show shifts in housing preferences and demographic characteristics;

- Provide comparative demographic statistics for surrounding communities in the area;
- Provide population growth projections for low, medium and high growth scenarios, dependent on the density of future development.

Economic Development

It is essential to understand Eagle Mountain's existing economic conditions before evaluating the potential for future economic development and devising goals and objectives for economic growth. This effort, led by ZPFI will review the existing economic development plan and provide additional recommendations that may be required to support the general plan process.

Employment and Industry Analysis

This analysis will show employment by industry, job growth and wages in Eagle Mountain as compared to surrounding communities. It will also include an analysis of major employers in the region. Working with EDCUtah and GOED, as well as interviews with major employers in the region, ZPFI will identify economic development opportunities for Eagle Mountain. We will also consider infrastructure needs and limitations to future growth.

Retail Analysis

The CRSA team will conduct a retail analysis that shows existing and potential retail nodes, absorption estimates and retail types needed in the City. A leakage study will show current capture rates as well as the estimated amount of leakage annually (leakage represents the amount of retail purchases made by residents of Eagle Mountain outside of the City). ZPFI will lead this effort.

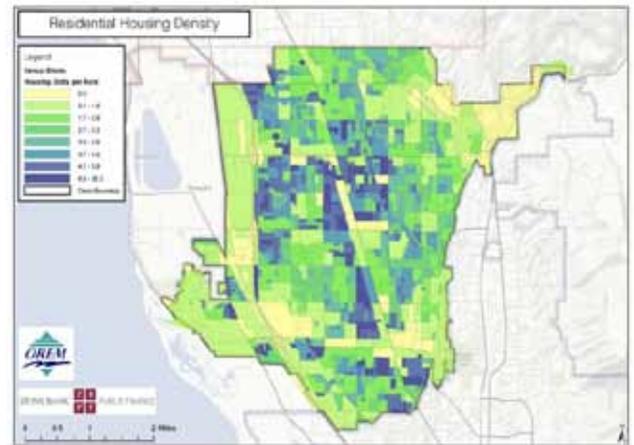
Economic Nodes

The general planning effort will identify potential nodes for economic development, by scale and type. These may be selected by analysis from the existing economic development plan, or through the stakeholder outreach and scenario planning process. It is essential for the City to plan for key corridors, intersection, etc., and to maximize the use of sites with greater access and visibility. The Plan will also provide realistic timeframes for growth and absorption of future commercial development.

Housing Strategies - Affordable Housing Plan and Strategies

Housing will be analyzed according to Utah State Code requirements for affordability and will also assess housing needs for long-term planning

for all demographic groups. Housing goals and objectives will be based on a solid understanding of current housing market conditions, including existing inventory, demand for housing of varying price ranges, and demographic characteristics. The housing analysis, led by ZPFI, will seek to assure that housing is available for all stages of the lifecycle and will meet the needs of various populations, including young families, elderly, special needs groups, etc. The housing analysis will also assess general affordability conditions in the City and regional area, as well as the percentage of housing stock that is available to low- and moderate income families as established by HUD guidelines.

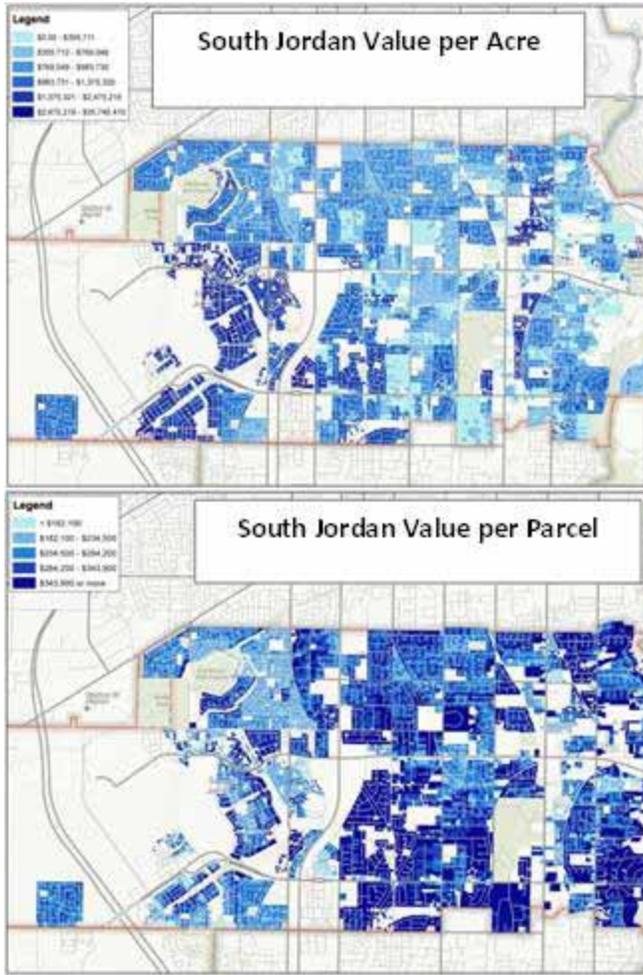


Maps will be created showing various characteristics, such as housing densities, price per unit, price per acre, housing types, and affordable units. The intent of the visual analysis is to assist the City in determining future opportunities for housing, densities and product mix.

Finally, the housing assessment will consider opportunities to capitalize on transit, recreational opportunities, and neighborhoods, and will discuss product mix to meet all stages of the lifecycle.

Moderate Income Housing Element

Reports generated by the CRSA team are highly visual, and apply to the moderate housing component effort as well. ZPFI, using GIS, will map housing inventory and demographic characteristics. We have found that our visual approach to housing analysis helps communities to better understand existing conditions, future projections for development, demographic characteristics and each community's role in the regional area.



An analysis of housing market conditions will include both rental and owner-occupied properties. The affordable housing element of the General Plan will include a detailed inventory of all housing stock, differentiating between rental and owner-occupied units, primary homes and secondary homes, multi-family units, townhomes, condominiums, single-family units, etc. Home prices or rent rates, as applicable, will then be compared with incomes in the larger regional area (i.e., Utah County) in order to assess affordability. The affordable housing element will follow all HUD definitions for housing affordability and will include rental rates as well as home prices and will identify the number of households within the targeted income groups of an affordable housing study ($\leq 80\%$ of AMI, $\leq 50\%$ of AMI, $\leq 30\%$ of AMI).

Fiscal Impacts Analysis

Our proposal includes creating an interactive database with two main components:

1. Fiscal Impacts to the City from Various Development Types

2. Development Valuation and Potential

The Fiscal Impacts Database is discussed in this section, with the Developer Database discussed in the following section.

Fiscal Impacts to the City from Various Development Types

- An Excel spreadsheet where development plans are entered and the resulting fiscal impacts are calculated for the City, based on development assumptions such as:
 - Type of development (single-family, retail, office, industrial, etc.)
 - Acres of development, including density (square feet) of development by type
 - Valuation assumptions
- The fiscal impacts for revenues associated with new development are calculated based on revenue formulas, such as property tax rates, average sales per square foot for retail, average energy usage, etc.
- The fiscal impacts for expenditures are calculated based on the City's current General Fund expenditures which are analyzed for various impacts based on population growth, employment growth, taxable value growth, etc.

While the above database can be very specific for each development that occurs in the City, the General Plan will also evaluate the general characteristics of varying development types and the appropriate ratio and mix of each type necessary for sustainable economic development. For example, while retail development will produce greater tax revenues to the City, there can be no retail without housetops. Therefore, the Plan will consider general buying power, based on population and employment growth, potential capture rates, and an appropriate, fiscally-sustainable mix of development.

Phase 5A. Land Use Plan Scenarios

Key Outcomes:

- Daylong Planning Charrette/OH #2
- Future Land Use Planning & Analysis
- Identify Character Districts/Nodes
- Transportation Plan Coordination
- Initial Mapping Atlas Components

With detailed metrics for population and demographics attached to each scenario, stakeholders can visualize the results of the planning process. Our team will develop potential land use types and patterns that may fit within the city based on land use, transportation, and market economics, and within the capacity of

potential available infrastructure. **While there may be possible scenarios to be considered, the market analysis will provide a reality check to ensure that the plan options reflect economic and demographic realities and that the proposed land uses will both support and be supported by the anticipated type of growth.** The work will also ensure that commercial uses are scaled appropriately to the expected demand in the area. The market analysis will also provide guidance on the likely timing of development over time and the sequencing of different land uses (e.g., whether commercial uses will precede, coincide with, or follow residential development). CRSA and ZPFI recently completed a similar approach for the State of Utah at the Utah State Fairpark.

Identification of the types of districts that may be desired within the City is the key aspect of this task. The definition of these district types will allow our team to mix and match the quantity of each land use type that may be considered in the scenario planning process. We will rely on the project Vision/Goals & Objectives to guide the process. The following character district types may be considered.

- Downtown/Commercial Nodes
- Stable Neighborhoods
- Transition Neighborhoods.

The CRSA team will outline three scenarios to be modeled. Each scenario will have a different mix of character districts, and/or a different mix of different development types. Scenario will be based on the project vision, with a mix of districts identified. Scenario comparisons include a comprehensive range of indicators that will be supported by the technical advisors on our team. Indicators include land use, housing, demographics, economic growth, development feasibility, fiscal impacts, transportation, environmental factors, and quality of life.

With the scenarios modeled, the CRSA team will collaborate with the steering committee and stakeholders to select the scenario that best meets the needs of the Community. Alternatively, components of multiple scenarios may be combined to form a preferred hybrid scenario. The CRSA team will develop detail metrics for the chosen scenario, including land use and market economics metrics for the area.

Phase 5B, Optional Phase: Interactive Developer Database

Key Outcomes:

- Interactive Online Mapping

As part of this step, the consultants will create an interactive developer database with the following information:

- Interactive mapping format where developers can click on any area of the City and see current zoning and development potential, including possible building heights and intensities, current rent structures and construction costs per square foot for various development types, traffic counts, projected population and employment growth by traffic area zone (TAZ)
 - Additional links within a node would show potential valuations and/or costs for specific development types
- Developers would also see adjacent development types and potential integration into existing neighborhoods.

Comparison of Developer Feasibility with City Fiscal Impacts

This is a key step that compares developer feasibility and return on investment (i.e., relative amount of return from various types of development) with fiscal impacts to the City. The purpose of this dual approach is to “cross the bridge” between developer expectations and City expectations so they can work together in bringing desired development to the community. Are incentives needed for various types of development? If so, how much is needed? This allows your plan to be successfully implemented in the marketplace because it is the kind of information that developers need and use to make investment decisions.

Phase 6. Formulate Draft Plan Elements

Key Outcomes:

- Draft Technical Components
 - Economic Development Plan
(Begun in Phase 4)
 - Affordable Housing Plan
(Begun in Phase 4)
 - Fiscal Analysis
(Begun in Phase 4)
 - Mapping Atlas
(Begun in Phase 4)
 - Economic Development
 - Affordable Housing
- Draft Land Use Supportive Components
 - Executive Summary
 - Vision/Goals & Objectives
(Begun in Phase 2)
 - Future Land Use Plan
(Begun in Phase 5)
 - Character District/Node Plan
(Begun in Phase 5)
 - Mapping Atlas
(Begun in Phase 5)
 - Existing Conditions
 - Preferred Scenario
 - Open Space/Environment and Sustainability
 - Transportation
- Draft Integrated Initiatives
 - Regulating Plans
 - Placemaking Design Strategies
 - Community Design Strategies
 - Recommended Ordinances
 - Recommended Land Use Changes
- Supporting Graphics and Illustrations
- Stakeholder Focus Groups

The CRSA team will compile all data collected, and using direction provided by the project steering committee, begin development of the required plan components. Each component will be written to support the overall general plan vision and the preferred scenario chosen through the outreach process. Specific implementation strategies, as integrated initiatives, will be developed in this phase, as noted in the key outcomes list. The draft plan will be prepared for review by the Steering Committee and forwarded to the Planning Commission for public hearing.

Community Design Strategies

Community design strategies will be written that can be a tool to guide the overall look and feel of new

developments in Eagle Mountain. These strategies will be written in the “Do and Don’t” format, providing written guidance with supporting illustrations. Examples that support the vision as well as examples that don’t support the vision will be outlined.

Graphics and Illustrations

The CRSA team utilizes a mix of infographics, renderings, and illustrations to depict general plan concepts. These materials will be developed for use in the public outreach process and to support Part One of the Approved General Plan Document. Examples of this work can be found throughout our proposal.

Demographics/Economic Development/Affordable Housing/Fiscal Analysis

Initial Plans developed in previous phases will be prepared for draft review in this phase.

Future Land Use Plan

The Land Use component is one of the most essential in the General Plan. The policies outlined, and the map, create a framework around which all the other components are organized in the plan. CRSA will update the Eagle Mountain land use policies based on the best scenario, or combination of elements from the various scenarios. Our work with local communities in the Intermountain West gives us a solid understanding of land use and private property rights issues and we are careful to ensure that the policies we propose are sensitive to the needs and aspirations of residents. We will work with you to craft policies that will define the character of Eagle Mountain that is currently loved, while incorporating ideas that will create a springboard for growth and economic development.

Character Districts & Nodes

The technical housing data will be used to formulate long-term goals and objectives for distribution of housing types in Eagle Mountain. The CRSA team will collaborate with Eagle Mountain to identify community nodes that may represent unique characteristics within the community. Areas of The Ranches already exhibit this pattern. Neighborhoods where change is expected or encouraged within the planning time frame of the project may be suitable for commercial growth and may become the center for new housing types. Stable neighborhoods are not expected to be a focus of a change in vision.

Eagle Mountain’s general character will be influenced greatly by the land use policies in the general plan.

However, the physical identity will be based on the strategies and guidelines that will be proposed in this section. Strong district and corridor identities create atmospheres that are welcoming for daily living as well as for business and commercial activity. The CRSA team is adept in using graphics (vignettes, sketches, diagrams etc.) to present urban design ideas for municipalities we have worked in.

Character District Map: For the purposes of establishing an urban design identity for the city, CRSA will collaborate with the city and residents to create a character district map for the city showing key districts and corridor. The aim is not to create distinct administrative uses for neighborhoods or districts but rather to capitalize on prominent uses to celebrate a character.

Parks, Recreation and Open Space

Our team recognizes that this task will require close coordination between all team members. The CRSA team will first review the recommendations made in the current general plan as well as the current parks plan and incorporate recommendations into the General Plan update process. **For example, parks, recreation areas, TOD areas, transit stations, urban plazas and other public spaces should be considered to be linked to the land use planning and the existing transportation plan's recommendations.**

An additional level of review may include identifying urban public places within commercial redevelopment areas. Public spaces, such as pocket parks and plazas, are placemaking opportunities and enhance economic development opportunities.

Environment/sensitive lands

Under this component the CRSA team will use the GIS system to identify lands that may be classified as sensitive and thus classified appropriately. We will work with Eagle Mountain to identify the criteria that may apply. The following classifications will be considered:

- Lands with unique natural features
- Lands unsuitable for development, or redevelopment
- Parcels with environmental contaminants (data to be provided to CRSA)

In most cases, stable neighborhoods and commercial areas are not considered at risk in this type of analysis. However, if certain areas are identified for redevelopment there may be a need to assess if the redevelopment is suitable for the site.

Phase 7. Approval Process (Plan Adoption)

Key Outcomes:

- Planning Commission Presentation
- Public Open House #3
- Recommended Draft Plan
- City Council Presentation

Once the draft of the General Plan is prepared, CRSA will support Eagle Mountain in the approval process. This includes making the plan available for public comment in a final open house and preparing presentations for both the Planning Commission and City Council. It is our experience that this process including public hearings will take two months. A joint workshop with the Planning Commission and City Council may be included to facilitate review and discussion prior to public hearings. A recommended draft plan will be prepared subsequent to the Planning Commission Meeting for submission to the City Council.

Phase 8. Publish Final Plan

Key Outcomes:

- Published Eagle Mountain General Plan,
- Citizen's & Developers Guide, Part One
- Technical Components, Part two

Having addressed final comments from the City Council, CRSA will finalize the general plan. **Our proposed scope of work recommends two separate documents. Part One is the citizen's guide to the general plan, and is the graphically-rich section with the integrated initiatives. Part Two is the traditional technical portions of the plan that provides supporting documentation.** CRSA can prepare the document in a variety of formats. We recommend Adobe In-Design for the Part One document to allow for a graphically rich layout. Part Two may be best compiled using Microsoft Word. However, we will collaborate with Eagle Mountain to choose the best software platform depending on the final chosen use of each. Our fee proposal includes delivery of ten hard copies of each document. All materials will be made available in PDF files for electronic use.

DRAFT COMMUNITY ENGAGEMENT PLAN

EAGLE MOUNTAIN GENERAL PLAN UPDATE

PURPOSE

The purpose of this Community Engagement Plan (CEP) is to develop and implement an equitable process to capture ideas, information, input, and desired future conditions associated with the Eagle Mountain General Plan update. This Plan includes outreach to multiple interest groups.

In order to reach the different types of groups with a connection to the project (e.g., landowners, developers, elected officials, and interested citizens) a robust engagement process is proposed. This process recognizes the diversity of the stakeholders and provides ample opportunities and means of participation to successfully engage them in the process. Regardless of the group, the goal of the process is to gather information about the different areas and perspectives of Eagle Mountain. This information will be assessed and translated into implementation scenarios for the General Plan Update.

The primary organizing methodology for the process will be a series of facilitated meetings, with meeting format specifically designed for each type of interest group. Groups are generally defined as the Project Team (City staff/Consultant Team), Project Steering Committee, Stakeholders, and the general public at large. The CRSA team will engage each user group to collect information that may be relevant to the process. Input will be collected to inform the vision and development of the general plan, and also during a formal comment period when the draft general plan is presented. **A project website will be developed to provide updates to the public, and coupled with a social media campaign.** Additionally, an ArcGIS Online interactive public engagement website can be developed that allows ongoing outreach between Eagle Mountain and the community. A Project Portal will also be developed as a repository for project materials for the Project Steering Committee Team.

PROJECT INTEREST GROUPS

The following interested groups have been identified to participate. Table 1 summarizes the type and frequency of engagement and means for communication.

Table 1. Type and Frequency of Engagement and Means for Communication

Group Name	Outreach Type/Medium	Outreach Frequency	Invitation Type	Project Portal Access?	Online Public Engagement Access?
#1 Project Steering Committee Team (Eagle Mountain and CRSA Staff)	Informal/Board Room Meeting or Conference Call	Monthly, then bi-monthly (10 total)	Calendar Invites	Y	Y
#2 Design Charrette	Facilitated Workshop Meeting	Single or Two-Day meeting (1)	Formal Invitation	Y/N	Y

Table 1. Type and Frequency of Engagement and Means for Communication

Group Name	Outreach Type/Medium	Outreach Frequency	Invitation Type	Project Portal Access?	Online Public Engagement Access?
#3 Stakeholder Focus Groups	Facilitated Board Room Meeting /Lecture seating (size dependent)	Three different stakeholder groups, 2 sets (6)	Formal Invitation/Calendar Invites	Y	Y
#4 Community Events/Alternative advertising occurring	Workshop/Open House Formats	Two (2)	Formal Invitations to stakeholders, Steering Committee. General public noticing, website, posting flyers in schools, the library, community center, and businesses.	N	Y
#5 Plan Adoption Process: Planning Comm. & City Council	Planning Commission & City Council Process	Combined Work Session and 1 Each (3)	City’s formal notification process	Y	Y

EAGLE MOUNTAIN ENGAGEMENT

#1 PROJECT STEERING COMMITTEE TEAM

The Project Team will include representation from Eagle Mountain/Planning staff and key members of the Consultant Team. In the first month our team will meet with Eagle Mountain staff approximately bi-weekly to carefully outline the project goals and objectives, coordinate the community engagement plan, and formulate strategies. Subsequently, regular meetings (approximately monthly) will be scheduled to review project progress and other pertinent administrative updates. Meetings will primarily be held in an informal format. This committee may also include key individuals from City departments, such as Engineering and Public Works. **A broader representation of City representatives may form a stakeholder focus group.** Formal invitations to participate in the process will come from Eagle Mountain (CRSA to collaborate to develop invitation materials) and subsequent invitations to ongoing meetings will come from the City. Meetings will primarily be held in “boardroom format,” however certain meetings will be formatted as a work session to facilitate detailed discussions centered on the General Plan Update project.

The first part of each meeting will be a project update presentation by the CRSA Team. Following this portion of the meeting, the committee will be asked to review key project findings and deliverables or plan for upcoming public engagement events. Input from the Committee will contribute to the development of draft general plan content as well as the meeting format and desired outcomes for other interest groups. If beneficial, certain Project Steering Committee Meetings might be re-allocated to stakeholder focus group meetings to better meet the needs of the project.

STAKEHOLDER ENGAGEMENT

#2 STAKEHOLDER FOCUS GROUPS

Stakeholders include a broad range of interested parties with a defined or established relationship within Eagle Mountain. An initial stakeholder list will be developed through coordination with Eagle Mountain and will likely include local business owners, residents, and representation from pertinent agencies such as UDOT and UTA. Refinement of the stakeholder list will allow for identification of issues associated with the planning process and development of specific strategies to gather relevant input for the General Plan Update. The stakeholder meetings will be in the form of focus groups. Stakeholders may be organized by the types of expertise and/or interest they represent. These will be facilitated discussions led by the CRSA Team as illustrated in Table 2.

An invitation to participate in the process will be sent from Eagle Mountain (CRSA to collaborate to develop invitation materials). The stakeholder group(s) will also be invited to the public outreach open houses and encouraged to participate as project liaisons. If beneficial, focus groups may be added in lieu of Steering Committee meetings. The goal of the groups is to have an integrated perspective on developing the General Plan Update.

Potential Focus Groups:

- City Department Leads/Officials
- Residents/Business Owners
- Landowners/Developers

Table 2. Stakeholder Focus Group Meetings and Themes

Meeting	Theme
Project Introduction & Visioning, Scenario Introductions	The first set of stakeholder focus groups will center on broad visioning for the project and its various components. Desired outcomes and an overall awareness of the range of perspectives is the goal. An understanding of each stakeholder’s specific interest and technical understanding of the project will be developed. Methodology for engaging the stakeholder group as a whole and each individual focus group will be established. The process of scenario planning will be introduced, and an exercise to develop the types of options to be studied will take place.
General Plan Update, Scenario Outcomes	The second set of focus groups will be updated on the progress of the project, in boardroom format or lecture seating, depending on the size of the group. The outcome of the design charrette and public presentation will be discussed. Specific goals and details that may help solidify the direction of the draft General Plan Update is the anticipated outcome. The results of the public process will be discussed and a preferred scenario will be outlined for consideration.

#3 DESIGN CHARETTE

CRSA will lead a day long workshop that will engage the City, elected and appointed officials, key stakeholders, and the general public in a multi-layered process of generating ideas. During the first half of the charrette, discussion will focus on determining which ideas merit more consideration. In the workshop setting simple graphics will be developed. During the second half of the charrette, the general public will be invited to participate in an informal open house/workshop, with the opportunity to discuss ideas concerning the project. **We anticipate holding this event during the City Pony Express Days, which**

will increase interest and attendance. Subsequent to the event, refined graphics representing the ideas generated will be produced to support the remainder of the outreach process.

PUBLIC ENGAGEMENT & ADOPTION

#4 COMMUNITY EVENTS

A City wide notification will be sent to encourage all to attend the public workshops/open houses. This notification may take the form of a note in a utility bill, advertisements at key locations, and campaign style banners and signs. **The CRSA team will focus on alternative methods of notification including posting signs and banners and hosting events at highly visible locations/restaurants.** A different focus will be developed for each public meeting as outlined in the following table. The meetings will be scheduled around dates that will coordinate with Steering Committee meetings, choosing dates that are most convenient for the groups in question. For example, if seasonal residents and guests are most likely to attend near a holiday, these dates will be considered.

Table 3. Focus of Public Meetings

Meeting	Focus
A- Informational Open House/Project Kickoff & Scenario Introduction	<p>The first public meeting will be conducted in an open house format, with active engagement of participants with an opportunity to inform the public on what the project will entail. A project overview will be presented, along with a summary of existing data about Eagle Mountain. Take home materials, such as a postcard or flyer, will direct attendees to the project website for additional outreach efforts. The following key points will be emphasized at these events:</p> <ul style="list-style-type: none"> • Provide introduction to the Eagle Mountain General Plan Update • Ask participants to answer specific questions (in person and also online at project website) such as “What captures your vision for the future of Eagle Mountain?” and “What types of commercial uses would you like to see in Eagle Mountain?” • Instruct participants on how to participate and stay involved for the duration of the planning process.
B- Design Charrette / OH #2	<p>See #4: Design Charrette Description</p> <ul style="list-style-type: none"> • Coordinated with Pony Express Days
D- Formal Open House/Preferred Scenario and General Plan Update	<p>A follow-up meeting will be held to allow the public to comment on the preferred scenario and General Plan Update. The meeting will be conducted in an open house format, with presentation boards and displays capturing the key points of the preferred plan. The public will be invited to respond and provide feedback on the content of the plan, and be able to see how their input from previous meetings has been incorporated. The following key points will be emphasized at these events:</p> <ul style="list-style-type: none"> • Provide an update on the progress of the Eagle Mountain General Plan Update • Ask participants to review the draft plan and provide comments • Ask participants to answer specific questions concerning the draft plan such as “Does the plan meet your vision for Eagle Mountain?” • Outline the remainder of the process. <p>The online public engagement website will also be available during the scoping workshops to support the formal draft plan review process.</p>
E- Plan Adoption Process	See Plan #6 Adoption Process Description

#5 PLAN ADOPTION PROCESS

The CRSA team will collaborate with the City to present the recommended General Plan Update to the Eagle Mountain Planning Commission and City Council as part of the public hearing process. The CRSA team will work through the typical City notification procedures for each of these meetings, and will present the final draft plan for review and refinement. Revisions and modifications for the approved general plan will be made based on official direction by the Planning Commission and City Council.

GENERAL MEETING MANAGEMENT

1. Invitations to all meetings will be developed in collaboration by the CRSA Team and Eagle Mountain. Invitations will be tailored to the specific audience/group. It is anticipated that materials will be branded as having been sent by Eagle Mountain, with the project branding.
2. The CRSA Team will conduct meeting facilitation. Specific tools and techniques will be developed once meeting themes and goals are identified.
3. Meeting minutes, outreach materials, and project updates prepared by the CRSA Team and/or generated during the public engagement event will be posted to the project website and/or a secure Project Portal for the Project Team. Only materials appropriate for publishing to the general public will be made available on the project website.
4. Meeting attendance will be tracked by the CRSA Team and the City. Follow up correspondence may be sent to participants concerning upcoming events and opportunities to participate.

COMMUNICATION DURING THE PUBLIC ENGAGEMENT PROCESS

BRANDING AND LOGO

To ensure clarity and consistency of this effort, a brand (i.e. tagline) and project logo (Figure 1) can be developed and be used at events, in marketing materials, and any other means employed to reach out to the members of the community. CRSA has done in-house project branding, but also can utilize a marketing partner if this is desired by Eagle Mountain as part of the media outreach process.



Figure 1: Sample Logo

ONLINE PUBLIC ENGAGEMENT PROCESS

PROJECT WEBSITE & PORTAL

The CRSA Team will develop an online presence for the Eagle Mountain General Plan Update project to keep people informed throughout the process. Social media will also be used to publicize the process. Additionally, a project portal will be developed to support the Project Team and key groups, such as the stakeholder focus groups. Table 1 indicates which group(s) will have access to the portal. The website and portal will be designed to accomplish the following tasks:

- Provide a venue for posting relevant project updates for appropriate groups
 - Standard administrative updates
 - Ongoing project process updates
 - Draft and final project deliverables
- Provide a venue for gathering ideas and input concerning the project during the visioning.

The specific project portal technology for use during the administrative process will be selected after coordination between Eagle Mountain and the CRSA Team.

ARCGIS INTERACTIVE MAPPING:

The second component of the project website may consist of ongoing interactive components. City wide mapping will be prepared for the project Mapping Atlas using ArcGIS and may be made available for comment review online via ArcGIS online. If this tool is chosen, visitors to the online map will be able to provide input on specific concerns and/or questions by noting or drawing on the map using map drawing

tools. **This tool can be developed as a long term resource for use by Eagle Mountain City beyond the timeline of this project.** Comments and notations collected will be automatically geocoded and categorized by the CRSA Team to advise the planning process and the direction of the draft plan. CRSA can coordinate with Zions Public Finance to integrate technical information into the mapping platform. Data that may be included for comments includes:

- Land Use Pattern Scenario
- Development plans for various nodes in the City, along with information pertaining to current zoning, building densities, development types, etc.
- Recreational amenities, current and projected
- Civic and cultural amenities, employment centers, retail centers, etc.

SCHEDULE

The final community engagement and project schedule will be determined after the overall project schedule is coordinated between Eagle Mountain and CRSA. It will include the following meetings, each marked with an “X”, tentatively scheduled:

	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Online Process	Ongoing>>>											
#1 Project Team	X	X	X	X		X	X	X	X		X	X
#2 Design Charrette				X ¹								
#3 Stakeholder Focus Groups			XXX					XXX				
#4 Community Events		X		X ¹							X	
#5 Plan Adoption								Substantial Completion	Adoption XX ² >			

1-Eagle Mountain Pony Express Days, June 1st to 4th.

2-City adoption process to be determined based on available meeting schedules

The CRSA team proposes the following phases to complete the scope of work. Our team can work quickly to complete all phases; however, we will move at a pace that is comfortable to allow involvement from various stakeholders. A detailed schedule will be developed in the project management plan. A schedule of approximately 10 months for preparation of the draft plan is proposed. We anticipate approximately 2 months to be set aside for the adoption process, followed by the finalization of the plan by CRSA.

	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Phase #1: Project Kickoff/Meetings	Light Green	Light Green	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray
Phase #2: Project Visioning & Citizen Participation	Light Gray	Orange	Orange	Light Orange	Light Orange	Light Orange	Light Orange	Light Orange	Light Orange	Light Orange	Light Orange	Light Orange
Phase 3: Baseline Scenario	Light Gray	Light Gray	Light Gray	Light Green	Light Gray							
Phase 4: Technical component development	Light Gray	Light Green	Light Green	Light Green	Light Gray							
Phase 5: Land Use Scenarios	Light Gray	Light Gray	Light Gray	Light Green	Light Green	Light Green	Light Gray					
Phase 6: Formulate Draft Plan	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Green	Light Green	Light Green	Light Green	Light Gray	Light Gray	Light Gray
Phase 7: Approval Process	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Green	Light Green	Orange	Orange
Phase 8: Publish Final Plan	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Gray	Light Green

FEE PROPOSAL

07

TEAM FEE SUMMARY

CRSA LABOR

Name	Firm	Position	Hours	Bill Rate Total	Bill Rate
CORE TEAM MEMBERS					
Kelly Gillman	CRSA	Senior Principal/ Landscape Arch & Planner	34	\$ 5,270	\$ 155.00
Susie Petheram	CRSA	Project Manager/ Senior Planner	231	\$ 26,565	\$ 115.00
Melissa Fryer	CRSA	Urban Planner/ Illustrator	363	\$ 30,855	\$ 85.00
Tina Gillman	CRSA	Staff Planner	42	\$ 4,830	\$ 115.00
CRSA LABOR TOTAL			670	\$ 67,520	

CRSA EXPENSES SUMMARY

CRSA EXPENSES

Miscellaneous	<i>Public Outreach Supplies/Website</i>	\$ 525
Travel	<i>Mileage, Auto, Misc</i>	\$ 616
Reproductions	<i>Published Document & Copies</i>	\$ 1,258
CRSA EXPENSES TOTAL		\$ 2,399

SUB CONSULTANT FEES SUMMARY

A1-Zions Public Finance	Economic Development	\$ 9,500
A2-Zions Public Finance	Affordable Housing	\$ 8,000
A3-Zions Public Finance	Fiscal Impact Analysis	\$ 6,500
B1-Alta Planning	Transportation Coordination	\$ 2,500
C1-Avenue Consulting	Land Use & Development Guidance	\$ 3,500
CRSA TEAM CONSULTANTS TOTAL		\$ 30,000

PROPOSED FIXED FEES

CRSA TEAM COMBINED FEES

\$ 99,919

INDIVIDUAL PHASE PROJECT SUMMARY

Phase	1	Project Kickoff and Monthly Meetings	\$ 6,050
Phase	2A	Project Visioning & Community Engagement*	\$ 7,451
Phase	3	Baseline Scenario	\$ 6,720
Phase	4	Technical Component Development	\$ 18,440
Phase	5A	Land Use Plan Scenarios	\$ 19,900
Phase	6	Formulate Draft Plan	\$ 23,720
Phase	7	Approval Process	\$ 7,580
Phase	8	Publish Final Plan	\$ 10,058
			\$ 99,919

OPTIONAL PHASE SUMMARY

Optional Phase	2B	Interactive ArcGIS Online	\$ 4,250
A4-ZPF Optional Phase	5B	Interactive Development Database	\$ 4,250
OPTIONAL FEES			\$ 8,500



CRSA

ARCHITECTURE
PLANNING
INTERIORS

649 E SOUTH TEMPLE
SALT LAKE CITY, UT 84102
801.355.5915
www.crsd-us.com

DETAILED PROJECT SCHEDULE		Week Starting																																																		
Project Phase	Phase Name	23-May	30-May	6-Jun	13-Jun	20-Jun	27-Jun	4-Jul	11-Jul	18-Jul	25-Jul	1-Aug	8-Aug	15-Aug	22-Aug	29-Aug	5-Sep	12-Sep	19-Sep	26-Sep	3-Oct	10-Oct	17-Oct	24-Oct	31-Oct	7-Nov	14-Nov	21-Nov	28-Nov	5-Dec	12-Dec	19-Dec	26-Dec	2-Jan	9-Jan	16-Jan	23-Jan	30-Jan	6-Feb	13-Feb	20-Feb	27-Feb	6-Mar	13-Mar	20-Mar	27-Mar	3-Apr	10-Apr	17-Apr	24-Apr	1-May	8-May
1	Project Kickoff and Monthly Meetings	<i>Duration of tasks/Notated with associated meeting</i>																																																		
	Kickoff Meeting	[Green bar]																																																		
	Project Team Mtgs (10)	[Green bar with circled numbers 1-10]																																																		
	Data Gathering	[Green bar]																																																		
	Existing Documentation Matrix	[Green bar]																																																		
2A	Project Visioning & Community Engagement*	[Grey bar]																																																		
	Public Open House #1	[Orange bar]																																																		
	Stakeholder Focus Group (1 Set)	[Orange bar]																																																		
	Social Media/Web Coordination	[Orange bar]																																																		
	Community Vision, Goals & Objectives	[Orange bar]																																																		
	Draft Citizens Guide to Plan	[Green bar]																																																		
2B	Interactive ArcGIS Online	[Blue bar]																																																		
	Interactive Online Mapping	[Blue bar]																																																		
3	Baseline Scenario	[Grey bar]																																																		
4	Technical Component Development	[Grey bar]																																																		
	Initial Developers Guide	[Green bar]																																																		
	Initial Demographics	[Green bar]																																																		
	Initial Economic Development Plan	[Green bar]																																																		
	Initial Affordable Housing	[Green bar]																																																		
	Initial Fiscal Analysis	[Green bar]																																																		
5A	Land Use Plan Scenarios	[Grey bar]																																																		
	Daylong Planning Charrette (OH #2)	[Orange bar]																																																		
	Future Land Use Planning & Analysis	[Green bar]																																																		
	Identify Character Districts/Nodes	[Green bar]																																																		
	Transportation Plan Coordination	[Green bar]																																																		
5B	Interactive Development Database	[Green bar]																																																		
	Interactive Online Mapping	[Blue bar]																																																		
6	Formulate Draft Plan	[Grey bar]																																																		
	Draft Eagle Mountain General Plan	[Green bar]																																																		
	Draft Technical Components	[Green bar]																																																		
	Draft Land Use Supportive Components	[Green bar]																																																		
	Draft Integrated Initiatives	[Green bar]																																																		
	Stakeholder Focus Group (1 Set)	[Orange bar]																																																		
7	Approval Process	[Grey bar]																																																		
	Recommended Draft Plan_PC	[Green bar]																																																		
	Planning Commission Presentation	[Green bar]																																																		
	Recommended Draft Plan_CC	[Green bar]																																																		
	Public Open House #3	[Orange bar]																																																		
	City Council Presentation	[Orange bar]																																																		
8	Publish Final Plan	[Grey bar]																																																		
	General Plan Part 1	[Green bar]																																																		
	General Plan Part 2	[Green bar]																																																		

*See Community Engagement Plan

**EAGLE MOUNTAIN CITY
CITY COUNCIL MEETING
DATE: MAY 3, 2016**

TITLE:	Professional Service Agreement for the Eagle Mountain City General Plan Update		
FISCAL IMPACT:	\$99,919		
APPLICANT:	Steve Mumford, City Community Development Director		
GENERAL PLAN DESIGNATION	CURRENT ZONE	ACREAGE	COMMUNITY
N/A	N/A	N/A	

REQUIRED FINDINGS:

Prepared By:
Steve Mumford
Community
Development Director

NOTES/COMMENTS:

RECOMMENDATION:

That the City Council approves a contract for professional and technical services (professional service agreement) to CRSA for the General Plan update in the amount of \$99,919 with an optional fee described in the fee proposal for the additional amount of \$8,500 (to be determined later in the update process).

BACKGROUND:

The current general plan was written in 2005, when the City’s population was less than half of what it is today. Much has changed in the last ten years, including the City’s vision and goals related to land use, transportation, parks and open space. The City leaders need a new and updated comprehensive plan that will guide development to the envisioned future, rather than letting development itself guide the future of the city. The plan will be the guiding policy document for Eagle Mountain City’s growth and development, and will be easy and intuitive for the public to access, understand, and use to facilitate their engagement in Eagle Mountain’s civic life, as well as concise, illustrative, and strategy-based. The State of Utah also requires cities to have a current/working general plan.

We received six proposals from well-qualified consultant teams, and CRSA was chosen based upon their written proposal, their past performance on similar projects, the strength of the team that they put together, their project management approach, the project schedule, and their interview/presentation. The consultant team includes the following firms:

- CRSA (land use planning, stakeholder engagement, public outreach)
- Zions Public Finance, Inc. (economic development analysis, affordable housing plan)
- Alta Planning & Design (transportation)
- Avenue Consultants (civil engineering and land development)

We also received proposals from the following well-qualified firms:

- Landmark Design
- Logan Simpson Design
- Community Studio
- Civil Solutions Group
- GSBS

We are confident that CRSA's team will be an excellent partner in this process and will produce a well-written, strategy-based, useable document of which we can be proud. Please see the attached response to the Request for Qualifications/Proposals and the updated project schedule for more information.

**EAGLE MOUNTAIN CITY
CITY COUNCIL MEETING
MAY 3, 2016**

TITLE:	RESOLUTION – Adoption of a Resolution Accepting the Eagle Mountain City FY 2016-2017 Tentative Budget.		
FISCAL IMPACT:	None		
APPLICANT:	Eagle Mountain City		
GENERAL PLAN DESIGNATION	CURRENT ZONE	ACREAGE	COMMUNITY
N/A	N/A	N/A	N/A

NOTICES:

-Public Meeting Notices

REQUIRED FINDINGS:

Planning Commission Action / Recommendation
Vote: N/A

Prepared By: Fionnuala Kofoed City Recorder
--

NOTES/COMMENTS:

RECOMMENDATION:

Staff recommends that the City Council, by resolution, approve the tentative budget for FY 2016-2017 and set a public hearing for May 17, 2016, prior to adopting the final budget.

BACKGROUND

The State Code requires that the City Council review and tentatively adopt a budget by the first regularly scheduled meeting in May; additionally, the City Council needs to establish the time and place of the public hearing prior to the adoption of the final budget.

Adoption of a tentative budget allows the public an opportunity to review the document in preparation for adopting the final budget. After the City Council conducts the public hearing, the Council can move to adopt the final budget as proposed or with amendments. The final budget will be the document that governs the expenditures for the 2016-2017 fiscal years. State law requires that the final budget be adopted prior to June 22, 2016.

In addition to the public hearing on the final budget for FY 2016-2017, staff will schedule a public hearing for final budget amendments for the current fiscal year's budget for June 21, 2016.

RESOLUTION NO. R- -2016

**A RESOLUTION OF THE CITY COUNCIL OF EAGLE MOUNTAIN CITY,
UTAH, ADOPTING THE EAGLE MOUNTAIN CITY TENTATIVE BUDGET
FOR FISCAL YEAR 2016-2017 AND SETTING A PUBLIC HEARING
FOR ADOPTION OF THE FINAL BUDGET**

WHEREAS, on May 3, 2016, the Finance Director submitted a tentative budget to the City Council; and

WHEREAS, the City Council desires to adopt the tentative budget as required by State law; and

WHEREAS, the City Council desires to make the budget available for public review and comment at least ten days prior to the public hearing; and

WHEREAS, the City Council desires to set a public hearing for May 17, 2016, at 7:00 p.m. to receive additional public input on the budget; and

WHEREAS, the City Council desires to adopt the final budget on June 21, 2016;

NOW, THEREFORE, BE IT RESOLVED by the City Council of Eagle Mountain City, Utah, as follows:

1. The City Council hereby adopts the tentative budget attached as Exhibit A.
2. The City Council will hereby conduct a public hearing to review the final budget for fiscal year 2016-2017 on May 17, 2016, at 7:00 p.m.
3. The City Council plans to adopt the final budget for fiscal year 2016-2017 on June 21, 2016.

PASSED AND APPROVED this 3rd day of May 2016.

EAGLE MOUNTAIN CITY

Chris Pengra, Mayor

ATTEST:

Fionnuala B. Kofoed, MMC
City Recorder

CERTIFICATION

The above resolution was adopted by the City Council of Eagle Mountain City on the 3rd day of May, 2016.

Those voting aye:

- Adam Bradley
- Colby Curtis
- Stephanie Gricius
- Benjamin Reaves
- Tom Westmoreland

Those voting nay:

- Adam Bradley
- Colby Curtis
- Stephanie Gricius
- Benjamin Reaves
- Tom Westmoreland

Fionnuala B. Kofoed, MMC
City Recorder

EXHIBIT A

UPCOMING AGENDA ITEMS

MAY 17, 2016

- PRESENTATION – Paraprofessional Certificate from the Utah Library Association by Nancy Haight
- PRESENTATION – Transportation Master Plan
- PUBLIC HEARING – FY 2016-2017 budget – no vote
- MOTION – Brookside preliminary plat (tentative – it's on the PC agenda for 5/10)
- MOTION – EM Commercial master site plan (tentative – it's on the PC agenda for 5/10)

JUNE 7, 2016

JUNE 21, 2016

- ORDINANCE – Adopting final budget amendments – Public hearing
- ORDINANCE – Adopting FY 2016-2017 budget – Public hearing

OTHER PROJECTS