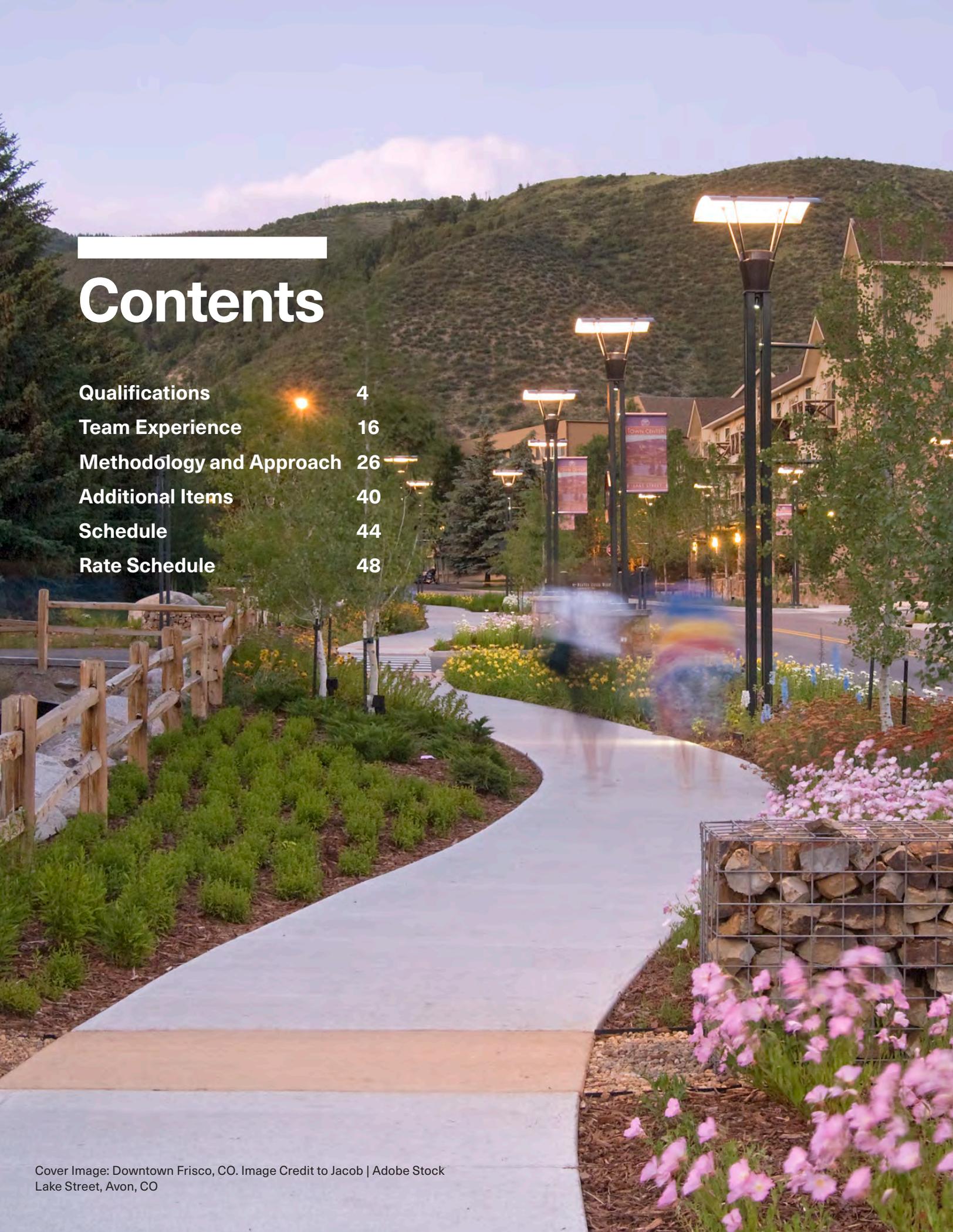


# COMPREHENSIVE PLAN & THREE MILE PLAN

PREPARED FOR THE TOWN OF FRISCO  
DECEMBER 15, 2023



DESIGNWORKSHOP



# Contents

<b>Qualifications</b>	<b>4</b>
<b>Team Experience</b>	<b>16</b>
<b>Methodology and Approach</b>	<b>26</b>
<b>Additional Items</b>	<b>40</b>
<b>Schedule</b>	<b>44</b>
<b>Rate Schedule</b>	<b>48</b>

Design Workshop, Inc.

Landscape Architecture  
Planning  
Urban Design  
Strategic Services  
Environmental Graphic Design

22860 Two Rivers Road  
Suite 102  
Basalt, CO 81621  
970.925.8354

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

Design Workshop has  
read and understands the  
requirements of the RFP.

December 15, 2023

Katie Kent, Community Development Director, Town of Frisco  
1 Main Street, PO BOX 4100  
Frisco, CO 80443

Re: Town of Frisco Comprehensive Plan and Three Mile Plan Request for Proposals

Dear Katie Kent and members of the selection committee,

Nestled in the heart of Colorado's great outdoors, Frisco is a special mountain community with much to offer—from boating on Dillion Reservoir, to skiing one of the area's many ski resorts or enjoying the Frisco Nordic Center, to a hike in the vast public lands that surround the town. At the same time, the town faces key challenges related to the balance of resort and community – rising housing prices, traffic from front range visitors, and risk related to climate change and natural hazards. As fellow mountain town planners, we understand firsthand the unique challenges facing Colorado mountain towns to balance tourism economies while maintaining a sense of place. The need to provide housing options for all members of the community, connect vibrant places, diversify economies to offer more resilience in times of change, and develop strategies for stewardship of shared natural environments are important conversations to have for the future and support the town for decision making. We are excited for the opportunity to serve as a guide in navigating the important conversations about what matters to the Frisco community and articulating them in an updated Comprehensive Plan and Three Mile Plan.

For this Comprehensive Plan effort, we have assembled a team with experience in writing and implementing plans, diving deeply into data around housing and economics, and exploring alternatives and tradeoffs to manage growth and the impacts to resources, and plan for hazards. Our team includes proven AICP professionals with extensive experience in the Rocky Mountain West crafting community driven master plans. I bring over 15 years of relevant local government experience, including writing and implementing comprehensive plans. As a former Community Development Director, I understand the process needed to create and adopt both plans. Our Project Manager, Alison Cotey, brings extensive experience facilitating community conversations to reach a broad consensus. She brings a passion for collaboration and connecting our team of experts to address your community needs. Our ability to work as an extension of your staff, understanding the issues the town faces and the day-to-day challenges of limited staff resources, will be an asset to this project.

Joining us are frequent collaborators Spirit Environmental and Toole Design. Toole brings specific expertise in transportation and parking policy and conversations, and recent experience supporting the Town of Frisco in your downtown complete streets project. Spirit and Design Workshop have recently collaborated on a sustainability plan in Grand Junction, and a number of comprehensive and master plan efforts. Spirit brings expertise in environmental planning, understanding water supply and demand in Colorado communities, and planning for natural hazards. All three of our firms believe in the importance of engaging directly and meaningfully with the community and bring a focus on planning in a sustainable and equitable way.

We believe the importance of this project is elevated at this time, as planning for local places, economics, mobility, services and social networks are key to community success. Our team is eager to support you with crafting a set of plans that reflects the community's values and prepares for the future through the Comprehensive Plan and Three Mile Plan.

We hope that our proposal materials express both our abilities to bring great value to this effort and our excitement to work with the Town of Frisco. Please feel free to contact me at 303.913.3586 or [jgarrow@designworkshop.com](mailto:jgarrow@designworkshop.com) with questions or to request additional information.

Sincerely,



Jessica Garrow, AICP, Principal-in-Charge

**DESIGNWORKSHOP**



Aspen Pedestrian Mall, Aspen, CO



# QUALIFICATIONS



# Design Workshop is dedicated to creating Legacy projects for our clients, society and the well-being of our planet.

Design Workshop is an international design studio, integrating landscape architecture, urban design, planning and strategic services. Whether designing a restorative private garden, developing the vision for a contemporary park or reimagining an underperforming downtown center, we go beyond the project itself to create places of timeless beauty and meaningful connections.

We are a community of designers, planners and strategists, who love what we do. We design for people - not just today but for future generations.

Our performance-based approach yields measurable results and projects that stand the test of time. In other words, we don't just hope for sustainable projects; we rely on our process to deliver them. We call this process DW Legacy Design®.

For over 50 years, "workshop" remains a hallmark of our firm, supporting collaboration and experimentation where clients and designers solve problems together.

# Our Legacy

DW Legacy Design® represents our commitment to design projects that outlast us and contribute to a healthier world. Our methodology ensures every project has a balance between environmental sensitivity, community connection, artistry and economic viability. With this approach, our projects reflect the critical issues facing the built environment and deliver measurable benefits. It is the foundation of the firm's workshop culture and the defining process of our practice.

## Environment

We are stewards of the environment and champions for a sustainable future.

## Community

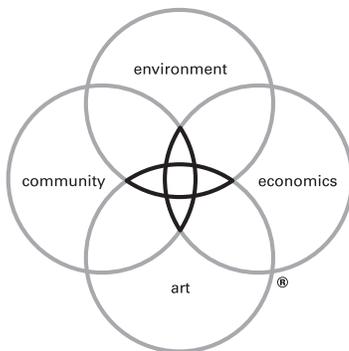
An inclusive engagement process is critical to (re) building the social fabric of the community.

## Economics

Projects must be financially sustainable to last generations. We need to consider market reality and return on investment.

## Art

Art is an integral part of the human experience; it challenges assumptions and provokes thought while revealing beauty and meaning.



DW Legacy Design®

145+

REGIONAL  
PLANNING AWARDS

220

Completed Regional  
and Urban Planning  
Projects Nationwide

## DW Studios

Aspen  
Austin  
Chicago  
Denver  
Houston  
Lake Tahoe  
Los Angeles  
Raleigh

100%

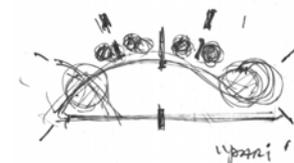
Employee Owned

56

COMMUNITY  
ENGAGEMENT AWARDS

## DW Foundation

We are dedicated to giving back to our communities. We have established the DW Foundation, which offers time and materials to select community projects.



# Telluride Community Vision and Action Plan

Telluride, Colorado

## Design Workshop

Telluride has a special history of mining, recreation, and culture within the American West. The town maintains a down-to-earth vibe celebrating local arts and culture with unparalleled access to recreation—from skiing in the winter to mountain biking and hiking in the summer and a plethora of year-round festivals. Yet Telluride has also changed over the past decade and the time has come for the community to come together in a discussion about how to plan for the future of housing, economy, transportation, and environment over the next 10 years.

The Town hired Design Workshop to lead the Telluride 2022 Community Vision and Action Plan process, which defines the vision and values of the community, with targeted actions to support future planning efforts. Guided by a robust community engagement strategy of surveys, pop-up events and listening sessions, this vision plan is an intentional roadmap to guide decision making that reflects the core values of Telluride to inspire action. The work identifies what makes Telluride a livable community where the highest quality of life and measures are achieved. The vision plan sets the stage for a future master plan update which will expand upon the goals through policy and regulations to achieve the vision.

### Key Personnel

Jessica Garrow, Principal-in-Charge  
Alison Cotey, Project Manager

### Client Contact

Ron Quarles, Planning and Building Director,  
Town of Telluride  
970.728.2150 | rquarles@telluride-co.gov

1



Where  
are  
we now?

3

## STAKEHOLDER MEETINGS

- Strategic Kick Off
- Community Survey
- Pop-up Events
- Virtual Vision Workshop
- Working Group Meeting #1



APA STAR  
MERIT AWARD FOR  
COMPREHENSIVE PLANNING

APA COLORADO  
MERIT AWARD FOR  
COMMUNITY ENGAGEMENT

# 2



Where do we want to be?

# 3



How will we get there?

# 6

## POP UP EVENTS

- Coffee Talks and Open House
- Facilitated Action Planning Retreat
- Working Group Meeting #2

# 1,356

## TOTAL PARTICIPANTS

(SURVEY, POP UP EVENTS, AND OPEN HOUSE PARTICIPANTS)

- Draft Plan Review
- Plan Approvals



# Aspen Residential Development Moratorium Support

Aspen, Colorado

## Design Workshop

Facing an unprecedented surge in residential development, the City of Aspen declared an emergency moratorium on all residential building permit and land use applications in December 2021. The city sought to understand the impacts of growth in the free-market residential sector on the community in terms of affordable housing needs, mass and scale, and transportation impacts. The city hired Design Workshop to lead analysis efforts, policy work, and community engagement, and to support their code development.

The project involved reviewing current affordable housing zoning allowances, residential permitting trends, real estate transactions, traits of existing market-rate and affordable housing stock, and completing a case study analysis. While free-market residential development has been experiencing exponential growth, the pace of affordable housing development and mitigation has not tracked, resulting in less housing development than should be created. To address this, Design Workshop worked with the city to develop new code responses that will ensure development provides adequate affordable housing in the community.

Adopted in June 2022, the new code sets innovative standards for residential development that limit the amount of scrape and replace development, increase housing mitigation requirements, and diverts construction waste from the landfill.

### Key Personnel

Jessica Garrow, Principal-in-Charge  
Eric Krohngold, Project Manager  
Alex Zarookian, Housing Analyst

### Client Contact

Ben Anderson, Interim Director, City of Aspen  
970.429.2765 | ben.anderson@aspen.gov







## San Miguel County East End Master Plan

San Miguel County, Colorado

### Design Workshop

After over 30 years, San Miguel County is developing a comprehensive update to the 1989 Telluride Regional Area Master Plan. Amid the beauty of this area, there is a growing tension between increasing housing costs, the need for affordable housing and essential services, and the desire to preserve the natural environment. With half the housing stock occupied by short-term rentals or second home owners, there are concerns about affordability, growth in annual visitation, human impacts on natural areas and recreational spaces, and the effects of climate change.

Design Workshop led the creation of the San Miguel County East End Master Plan. The plan was informed by voices of the community, identifying a future vision and land use map that is supported by recommendations for implementation. As the San Miguel East End planning area has significant environmental constraints that would not be suitable for development, the plan incorporates strategies related to housing affordability, climate change, preservation of natural areas, economic development, land use, appropriate community growth, equity, transportation, and recreation.

### Key Personnel

Jessica Garrow, Principal-in-Charge  
Eric Krohngold, Economic Development Advisor  
Leen Elharake, Planner and Graphic Designer

### Client Contact

Kaye Simonson, Planning Director,  
San Miguel County  
970.728.3083 | [kayes@sanmiguelcountyco.gov](mailto:kayes@sanmiguelcountyco.gov)

# Roaring Fork Outdoor Coalition

Pitkin County, Colorado

## Design Workshop

Pitkin County hired Design Workshop to provide facilitation support for the Roaring Fork Outdoor Coalition which strives to strengthen partnerships across jurisdictional and land ownership boundaries while collaboratively addressing issues in areas identified as significant for conservation, working lands, and recreation access. This statewide initiative seeks to engage a broad range of stakeholders in the planning process and build public awareness by sharing information and promoting opportunities across the region.

The work identifies strategic objectives and focus areas that will be used to inform a subsequent conservation



and recreation plan, supported across jurisdictions and to promote a comprehensive approach to planning within the Roaring Fork Watershed.

### Key Personnel

Jessica Garrow, Principal-in-Charge  
Alison Cotey, Project Manager

### Client Contact

Carly O'Connell, Senior Planner and Landscape Architect,  
Pitkin County  
970.379.4840 | carly.OConnell@pitkincounty.com

# Missoula Code Analysis and Housing Incentives

Missoula, Montana

## Design Workshop

With increasing interest rates and higher costs of living, policy makers are taking action to expand affordable housing options across the country. In 2019, the City of Missoula updated their Subdivision and Townhome Exemption Development Requirements without much community engagement leading to a disconnect. Design Workshop was brought in to analyze and update these codes and provide recommendations.

The team took a step back and provided the opportunity for community members to give feedback to the team about the current process and how it could be improved. Using this input, Design Workshop completed a detailed analysis for Missoula to ensure that all recommendations comply with Montana state law. The resulting Recommendations Report identified over 20 code and policy updates that improve the production of affordable housing and remove unnecessary regulatory barriers.



The city reengaged Design Workshop in 2021 to identify specific housing incentives that would support the private sector's desire to add to the community housing stock. Using hyper-local data, the team completed an economic analysis of different incentives, resulting in a set of policy and code recommendations that provide a sliding scale of incentives to private developers in exchange for certain levels of affordability.

### Key Personnel

Jessica Garrow, Principal-in-Charge  
Eric Krohngold, Project Manager

### Client Contact

Montana James, Community Development Deputy Director,  
City of Missoula  
406.552.6396 | JamesM@ci.missoula.mt.us

## Qualifications

# Frisco Downtown Complete Streets Plan

Frisco, Colorado

## Toole Design Group

Toole Design partnered with the Town of Frisco to reimagine the streets in their historic downtown. Toole developed streetscape plans that represent the vision and goals of the Town's 2019 Community Plan. The Downtown Complete Streets Plan puts people-first design into action by focusing on safety and comfort while identifying placemaking elements that enhance the downtown's economic vitality. The plan gives special attention to winter maintenance of the streetscape and ensures that design elements are durable and visible during the long winter months. Furthermore, the Plan identified 15 quick-build, transformational projects with cost estimates for each. These projects will be key to transforming Frisco's downtown streets where everyone feels safe and comfortable regardless of their age, ability, or mode.



Since the adoption of the Town's Downtown Complete Streets Plan, Toole Design has supported the implementation of some of its priority recommendations, including conducting a stop sign optimization study and producing a 30% design on Granite Street.

## Key Personnel

Trung Vo, Stop Sign Optimization Study  
Sarah Grossi, Granite Street 30% Design

## Client Contact

Susan Lee, Planning Director,  
Summit County Government (Formerly at the Town of Frisco)  
970.668.4181 | susan.lee@summitcountycolorado.gov

# Steamboat Springs Transportation & Mobility Plan

Steamboat Springs, Colorado

## Toole Design Group

Toole Design assisted the City of Steamboat Springs in developing their Transportation and Mobility Plan, which identifies and prioritizes recommendations for policies, programs, and infrastructure for the next 20 years. To produce a community-supported and implementation-ready plan, Toole Design conducted innovative community outreach and leveraged a multitude of analytical tools.

Because Steamboat Springs is a small community, it does not have a conventional regional travel demand model on which to base decision-making for investments in transportation infrastructure. Instead, they helped the City to establish and understand travel patterns by using Big Data, which provides years of data based on anonymized



geospatial information from cell phone companies. They also analyzed bicycle connectivity using a tool called the Bicycle Network Analysis, which they created for PeopleForBikes. Their technical analyses resulted in data-driven recommendations that optimize return on investment for the City.

## Key Personnel

Trung Vo, Principal Transportation and Mobility Planner  
Zoe Turner-Yovanovitch, Engineer

## Client Contact

Kelly Douglas, Senior Planner, City of Steamboat Springs  
970.871.8245 | kdouglas@steamboatsprings.net

# Grand Junction Sustainability and Adaption Plan

Grand Junction, Colorado

## Design Workshop & Spirit Environmental

Working with Spirit Environmental, Design Workshop was hired by the City to create the Grand Junction Sustainability and Adaptation Plan to provide long-range goals to guide the community and partners as well as align City actions. The Plan addresses social, environmental, and economic implications and opportunities for sustainability and adaptation in the region to ensure a healthy future for all community members. The creation of this Plan has included deep community listening and the discovery of innovative solutions to address key issues facing the community. Robust engagement with the community fosters the inspiration in envisioning a hopeful future while striking a balance of tangible strategies rooted in data.



### Key Personnel

Alison Cotey, Project Manager  
Conor Merrigan, Environmental Planning Manager  
Bekah Bailey, Environmental Planner

### Client Contact

Jenny Nitzky, Sustainability Coordinator  
City of Grand Junction  
970.256.4059 | jennifern@gjcity.org

# Longmont Sustainability Plan

Longmont, Colorado

## Spirit Environmental

The plan was developed in concert with Envision Longmont, the City's Comprehensive plan, and included extensive overlap and integration of land uses and redevelopment potential. The plan identified specific strategies around integrating infill and redevelopment to focus on preserving and developing livable centers, corridors and neighborhoods. The development of this plan included analysis of existing conditions and strategy development with a wide variety of stakeholders to identify the nexus of desired outcomes and potential sustainability impacts which helped inform goal development and targets. The plan resulted in the development of the longmontindicators.com project to track and share goals for both the comprehensive plan and sustainability plan that remains in use today.



### Key Personnel

Conor Merrigan, Environmental Planner

### Client Contact

Lisa Knoblauch, Sustainability Program Manager  
City of Longmont  
303.651.8403 | lisa.knoblauch@longmontcolorado.gov



Steamboat Springs Base Area Redevelopment, Steamboat Springs, CO



# TEAM EXPERIENCE

# Meet Our Project Team

---

## Design Workshop

**Comprehensive Planning, Project Management, Land Use Code, Community and Stakeholder Engagement, Facilitation, Plan Development, Economic Development Planning**

**We have assembled a team with experience in writing and implementing plans, diving deeply into data around housing and economics, and addressing ways to manage growth and plan for hazards for mountain town communities.**

As an international design studio, we've learned the value of building community across cultures, geographies and economies. Our work has helped communities envision goals and strategies that fit with their culture, economy and landscape. We are at the forefront of creating innovative community engagement processes that reach all sectors of the community, both in person and remotely. We are also leading in the pursuit to become more resilient to environmental changes, more economically sustainable and more equitable in the delivery of services, quality of life and opportunity.

The roots of Design Workshop emanate from resort communities. Our team of planners, urban designers, and economists have conducted this work for countless mountain resort localities, most recently Telluride, Vail, Lake Tahoe, Missoula, Aspen and Avon. As mountain town planners and designers, we understand firsthand the challenges that face communities like yours with tensions between increased visitation, growth, housing needs and affordability, and varied and countless stakeholders, all the while seeking balance for providing high quality of life for all community members, preservation of small-town character, and being responsible stewards with an environmental ethic.

---

## Toole Design Group

**Transportation and Parking Planning**

Toole Design is a leading planning, engineering, and landscape architecture firm specializing in transportation planning and design that puts people first. Toole is focused on creating livable communities where walking, biking, riding a scooter, and accessing transit are safe, convenient, and enjoyable for everyone. Unique in the industry, they believe that the transportation system is the backbone of all infrastructure, and that the key to creating vibrant places lies in how well people can get around. Toole's keen understanding of context sensitivity, placemaking, and safety shines through in each of their projects. Toole has worked on several projects for Colorado mountain communities, such as Steamboat Springs, Glenwood Springs, and Aspen.

---

## Spirit Environmental

**Water and Environmental Planning**

Spirit Environmental offers multimedia environmental consulting services with programs in sustainability, air quality, water, waste, natural and cultural resources, and land development. They support clients ranging from oil and gas exploration and production companies to various municipalities and private companies. They provide dynamic solutions based on strong analytical capabilities resulting in the highest quality deliverables. In particular, they are adept at identifying and strategizing around resource balances including emissions, energy, water, and natural resources. Their team can work with data providers to identify comprehensive supplies and sources, uses and outputs, and help clients better understand how to manage those resources in perpetuity.



## Design Workshop

### Education

Master of City and Regional Planning,  
Ohio State University

Bachelor of Political Science, University  
of Colorado at Boulder

### Licensure and Certifications

American Institute of Certified  
Planners (AICP)

Lean Six Sigma Green Belt

### Professional Affiliations

American Planning Association (APA)  
Legislative and Policy Committee

Pitkin County Growth  
Advisory Committee

YEP! Youth Engagement Planning  
Board Member

### Recent Awards and Honors

APA Colorado Merit Award in  
Community Engagement, 2022  
Telluride Community Vision and  
Action Plan

APA Small Town and Rural Division  
(STaR) Award in Comprehensive  
Planning, 2022 Telluride Community  
Vision and Action Plan

# Jessica Garrow AICP

## PRINCIPAL-IN-CHARGE

Jessica is a community development professional with nearly twenty years of experience and a proven track record of successful planning implementation and community engagement. She has effectively managed significant and complex projects and budgets, worked to craft innovative planning policies, and promoted sustainable comprehensive planning for mountain communities across the Mountain West. Prior to Design Workshop, Jessica worked as a land use planner and Community Development Director for the City of Aspen. During that time she worked on economic development plans, award winning and broad community engagement strategies, the Comprehensive Plan and a number of overhauls to the Land Use Code.

### Select Project Experience

#### Telluride 2022 Community Vision and Action Plan – Telluride, CO

Jessica led a robust community engagement community Vision Plan, including a survey, pop-up events, stakeholder interviews, and a retreat. The work included over 2,000 engaged participants.

#### City of Aspen Development Moratorium Support – Aspen, CO

Jessica led efforts with the City of Aspen as they explored code and policy amendments related to residential development, including updates to the Growth Management Quota System. This included extensive community engagement meetings, surveys, focus group meetings, and data analysis.

#### San Miguel County East End Plan – San Miguel County, CO

Jessica is leading the creation of a new comprehensive plan for the eastern portion of San Miguel County. Using community engagement and robust analysis, the work focuses on maintaining community character and protecting the environment.

#### Routt County Land Use Code Update – Routt County, CO

Jessica is currently leading an update to the Routt County Zoning and Subdivision Regulations that will merge them into a Unified Development Code. The work focuses on limiting the impacts of development on the natural environment and agricultural lands by focusing growth into identified Growth Areas.

## Team Experience



### Design Workshop

#### Education

Masters of Urban Design, University of Colorado at Denver

Bachelor of Arts in Landscape Architecture, University of Illinois

#### Licensure and Certifications

Professional Landscape Architect: CO

American Institute of Certified Planners (AICP)

LEED® Green Associate™

laF Endorsed Facilitator

#### Professional Affiliations

American Planning Association (APA), Colorado Chapter

International Association of Facilitators (IAF)

International Association of Public Participation (IAP2)

Town of New Castle Planning and Zoning Commission, Vice Chair

#### Recent Awards and Honors

ASLA Nevada Merit Award, UNR Campus Master Plan

APA Colorado Merit Award, Telluride Community Vision and Action Plan

APA STaR Award in Comprehensive Planning, Telluride Community Vision and Action Plan

ASLA Colorado Honor Award in Analysis and Planning, Seven Greenways Vision Plan

## Alison Cotey

PLA, AICP, LEED® GA™

### PROJECT MANAGER

Alison is driven from the belief that designers have a social responsibility to influence the dynamic between space and people as a way of creating more livable communities and has dedicated her practice towards bringing people together to celebrate the places they love. She works at a range of scales, from managing award-winning community planning and parks and recreation projects to detailed design of social spaces. In every effort, she applies her broad understanding of place to creatively build relationships, understand the issues and offer solutions that align with community values.

#### Select Project Experience

##### Telluride Community Vision and Action Plan – Telluride, CO

Alison led a robust community engagement community Vision Plan, including a survey, pop-up events, stakeholder interviews, and a retreat. The work included over 2,000 engaged participants.

##### Mesa County Strategic Plan – Mesa County, CO

Alison led County electeds and key department leadership through facilitated discussions to define the mission and vision, core values, and strategic initiatives to support future efforts for Mesa County. These initiatives were tied to specific performance measure for budgeting and action planning.

##### Roaring Fork Outdoor Coalition – Pitkin County, CO

Alison is the project manager and is providing facilitation support for the Roaring Fork Outdoor Coalition which strives to strengthen partnerships across jurisdictional and land ownership boundaries while collaboratively addressing issues in areas identified as significant for conservation, working lands, and recreation access.

##### Grand Junction Sustainability and Adaption Plan – Grand Junction, CO

Alison is the project manager in creating this plan to provide long-range goals that will guide the community and partners and align with City actions to ensure a healthy future for all community members. The creation of this Plan has included deep community listening and the discovery of innovative solutions to address key issues facing the community.



## Design Workshop

### Education

Master of Urban and Regional Planning  
in Physical Planning and Design,  
University of Michigan

Bachelor of International Studies and  
World Economy and Business, Ohio  
State University

### Professional Affiliations

Urban Land Institute (ULI)

### Publications

ColoradoBiz, New Approaches to  
Affordable Housing in  
Resort Communities

# Eric Krohngold

## ECONOMIC DEVELOPMENT AND HOUSING ANALYSIS LEAD

Eric is a member of the Strategic Services team based out of DW's Denver Office. Prior to joining DW, Eric provided real estate development and facility planning advisory services to colleges and universities throughout the United States. Eric believes strongly in the transformative power of community and market driven real estate development projects and is passionate about weaving community engagement efforts throughout the project planning process. His skills range from regional market analysis and master planning to individual project market and financial feasibility studies.

### Select Project Experience

#### Aspen Residential Development Moratorium Support – Aspen, CO

Eric was the project manager and led efforts with the City of Aspen as they explored code and policy amendments related to residential development, including updates to the Growth Management Quota System. This included extensive community engagement, surveys, and data analysis.

#### San Miguel County East End Plan – San Miguel County, CO

Eric is serving as the project manager in the creation of a new comprehensive plan for the eastern portion of San Miguel County. Using community engagement and robust analysis, the work focuses on maintaining community character and protecting the environment.

#### Aspen Multi-family Replacement Economic Study – Aspen, CO

Land values, expiring deed restrictions, and a complex development code created a convergence of issues that inhibited the development of affordable housing in Aspen. Eric developed customized financial models that allowed for the testing of multiple development scenarios and changes to existing code language.

#### Housing Incentives Recommendation Report – Missoula, MT

As the project manager, Eric led Design Workshop in the creation of a Recommendations Report for Missoula regarding their subdivision regulations. The report reviews the current regulations, and identifies opportunities to simplify the process, how to create consistency, and ensure the code reflects Montana State Law.

## Team Experience



### Alex Zarookian

Economic Development  
and Housing Analyst

**Design Workshop**

#### Education

Master of Urban Placemaking and  
Management, Pratt Institute

Bachelor of Management and  
Marketing, Tulane University

Alex is a member of the Strategic Services team. Prior to working at Design Workshop, Alex was the Director of Investor Relations and Special Events at the Jefferson Chamber of Commerce in Metairie, Louisiana. There, she focused on investor relations, sponsorship management, and corporate events. She facilitated community engagement efforts, participated in planning and policy processes, and collaborated with stakeholders from diverse backgrounds and perspectives. Alex views placemaking as a holistic and adaptable approach to development and design, and is passionate about integrating people-centered strategies into planning for economic development, climate resiliency, and community health.

#### Select Project Experience

Sugar Grove Comprehensive Plan – Chicago, IL  
Aspen Residential Development Moratorium Support – Aspen, CO  
Aspen Armory Market Analysis – Aspen, CO  
Springville Main Street Corridor Study – Springville, UT



### Leen Elharake

Planner

**Design Workshop**

#### Education

Master of Urban and Environmental  
Planning, Arizona State  
University, Tempe

Bachelor of Architecture, Lebanese  
American University

Leen is a planner at Design Workshop. She is passionate about planning and designing places that cultivate community, prosperity, and connectivity. She has experience working on mixed-use, transit-oriented projects in different metro areas around the United States. Her research efforts have centered on achieving equitable outcomes for underserved communities, including proposing innovative approaches to affordable housing in Phoenix, identifying opportunities in the platform economy for women in Bangkok, and advancing the “right to the city” UN-Habitat framework in Beirut.

#### Select Project Experience

San Miguel County East End Plan – San Miguel County, CO  
Pitkin County Growth and Energy Code Update – Pitkin County, CO  
Tempe Parks and Recreation Equity Study – Tempe, AZ



### Trung Vo PE, AICP

Transportation and  
Parking Planning  
Principal

**Toole Design Group**

#### Education

Master of Civil Engineering, Georgia  
Institute of Technology

Bachelor of Civil Engineering, Georgia  
Institute of Technology

#### Licensure and Certifications

Professional Engineer: CO, LA, NC

American Institute of Certified  
Planners (AICP)

Trung uses his planning and engineering expertise to develop and implement multimodal transportation projects, programs, and policies. He specializes in bicycle and pedestrian planning and design, public engagement, design guidance, and training facilitation. Trung has served clients across the country by leading transportation plans, corridor studies, and preliminary and final designs.

#### Select Project Experience

Granite Street Stop Sign Optimization Study – Frisco, CO  
Steamboat Springs Transportation and Mobility Plan – Steamboat Springs, CO  
Park City Active Transportation Plan – Park City, UT  
Missoula Midtown Master Plan – Missoula, MT  
Aspen Comprehensive Transportation and Parking Plan – Aspen, CO  
Commerce City Comprehensive Plan – Commerce City, CO  
Colorado Springs Community Planning On-Call – Colorado Springs, CO



## Nick Oyler

Transportation and  
Parking Planning  
Manager

Toole Design Group

### Education

Master of Urban Planning and  
Certificate of Sustainable Urbanism,  
Texas A&M University

Bachelor of Geography with  
Concentration in Urban Planning,  
University of Memphis

New to Toole Design Group, Nick is a planner with a record of equitably improving conditions for walking, bicycling, and public transit. He championed active transportation through a decade of service in local government, most recently as the Bikeway and Pedestrian Program Manager with the City of Memphis. Various organizations have invited him to present on his work, including NACTO, APBP, FHWA, and the German National Cyclists' Association. His distinct experience now informs his work at Toole Design, where he creates more sustainable, equitable, and prosperous communities by helping them to embrace high-quality, people-oriented streets and public spaces.

### Select Project Experience

Colorado Boulevard Corridor Study – Denver, CO  
Colorado Springs Community Planning On-Call – Colorado Springs, CO  
Brownwood Comprehensive Plan – Brownwood, TX  
City of Memphis's Bikeway and Pedestrian Program Manager – Memphis, TN\*

*\*Indicates project completed prior to joining Toole Design Group*



## Sarah Grossi

Transportation and  
Parking Planner

Toole Design Group

### Education

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

Bachelor of Marketing and  
Management Information Systems,  
Butler University

Sarah is a planner with experience in tactical urbanism, transportation oriented development, transportation demand management, statewide transit planning, public engagement, and a variety of other strategic transportation planning processes. She uses her technical knowledge, extensive design and GIS skillset, and experience working on cross-functional teams to meaningfully collaborate with stakeholders, and develop strategies and educational resources aimed at incentivizing multimodal transportation.

### Select Project Experience

Frisco Granite Street 30% Design – Frisco, CO  
Missoula Midtown Master Plan – Missoula, MT  
DRCOG Regional Complete Streets Toolkit – Denver, CO  
Fort Collins Active Modes Plan – Fort Collins, CO



## Zoe Turner-Yovanovitch PE

Engineer

Toole Design Group

### Education

Bachelor of Civil Engineering, Georgia  
Institute of Technology

### Licensure and Certifications

Professional Engineer: CO

Zoe is an engineer and planner with experience in active modes planning, traffic analysis, public engagement, and team management. She has worked with private and public sector clients, large academic institutions, regional commissions, and interstate transportation authorities across the United States and in Canada. Zoe provides services for multimodal transportation planning, travel demand modeling investment strategy, wayfinding and network design, public engagement, and traffic analysis.

### Select Project Experience

Steamboat Springs Transportation and Mobility Plan – Steamboat Springs, CO  
Park City Active Transportation Plan – Park City, UT  
Colorado Springs Community Planning On-Call – Colorado Springs, CO  
Fort Collins Active Modes Plan – Fort Collins, CO

## Team Experience



### Conor Merrigan

LEED® AP BD+C, CEM,  
ENV SP

Environmental Planning  
Manager

**Spirit Environmental**

#### Education

Master of Urban and Regional Planning  
and Urban Design, University of  
Colorado at Denver

Bachelor of Environmental Science,  
Oregon State University

#### Licensure and Certifications

LEED® Accredited Professional Building  
Design and Construction

Certified Energy Manager

Envision Sustainability Professional

Conor Merrigan leads the sustainability program at Spirit and has been a practicing sustainability professional since 2007. He has provided a broad spectrum of sustainability solutions throughout his career ranging from green neighborhood certifications to city sustainability plans and corporate ESG strategy. Building on a background in urban planning and construction, Conor has provided support for various certifications, frameworks, protocols, and custom efforts to identify the highest value for clients and help them meet their ambitiously practical goals. He brings a strategic and metrics-based approach combined with effective storytelling to deliver plans, projects, and results that support client success.

#### Select Project Experience

Grand Junction Sustainability and Adaption Plan – Grand Junction, CO

Mesa County Master Plan – Mesa County, CO

Longmont Sustainability Plan – Longmont, CO

Finish Line Boulder Office Sustainability Plan – Boulder, CO

Adams County Comprehensive Plan Sustainability Support – Adams County, CO

City of Santa Fe Sustainability Plan – Santa Fe, NM



### Bekah Bailey

LEED® GA™

Environmental Planner

**Spirit Environmental**

#### Education

Masters of Business Administration,  
University of Colorado at Boulder

Bachelor of Environmental Science and  
Chemistry, University of North Carolina  
at Wilmington

#### Licensure and Certifications

LEED® Green Associate™

ISO 14064

Bekah has worked in the environmental, social, and governance field since 2014 in both the private and public sectors. As a project consultant, she is specialized in environmental data analysis, carbon accounting, and sustainability planning for a variety of industries, including oil and gas, municipal government, aerospace technologies, transportation, and real estate. Her work includes environmental footprint assessments, ESG gap analyses, ESG reporting, greenhouse gas emissions calculations and offsetting, environmental assessments, sustainability plan development, energy data integration and assurance, and sustainability program development.

#### Select Project Experience

Grand Junction Sustainability and Adaption Plan – Grand Junction, CO

Louisville Comprehensive Plan – Louisville, CO

Westminster SITES Certification Support – Westminster, CO

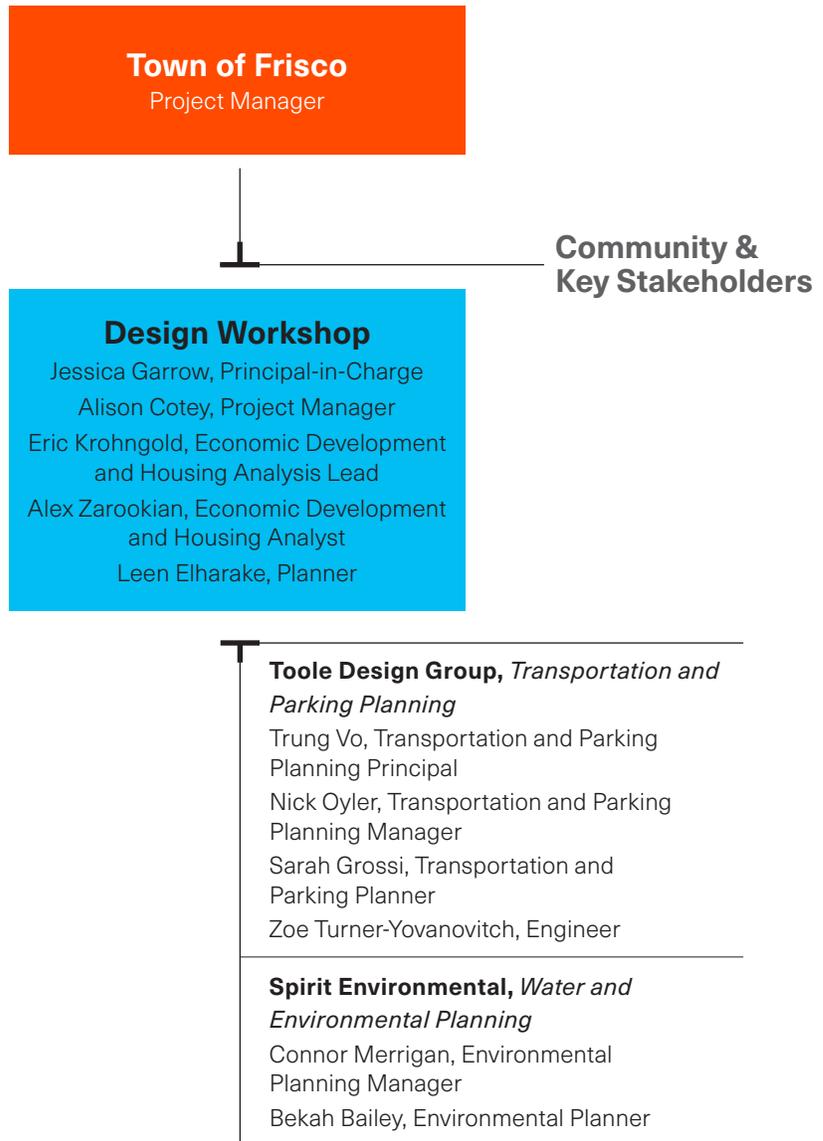
## Team Availability and Commitment

We make a commitment to provide excellent service to our clients, and we have the capacity firm wide to meet the needs of this project. Our key staff has the capacity and work experience required to successfully complete the project. Staff commitments will vary by role and the work flow of the project. All team members have ample resources to ensure that project needs are addressed and key personnel are available to Town staff.

Design Workshop has 172 employees in 8 offices nationwide. The following is a breakdown of Design Workshop's professional staffing that will be able to provide their experience and knowledge:

- Landscape Architects: 34
- Planners: 20
- Landscape Designers: 74

## Team Structure







METHODOLOGY &  
**APPROACH**

## Project Background

Frisco has a long history of mining and recreation in Colorado. Frisco is home to about 2,800 residents, with an elevation just over 9,000 feet and surrounded by public land on three sides—Dillion Reservoir to the east, and Royal Mountain framing the backdrop of the town. Just 70 miles from Denver, the ease of access from I-70 and proximity to Summit County Ski resorts, Frisco has made intentional community investments over the past decade, including Main Street to the Marina, the arrival of Whole Foods, and increased mix of housing along Granite Street. Frisco has all the mountain vibes—from Nordic skiing in the winter to paddling in the summer—there is a real sense of community tied to an authentic history and an abundance of recreation opportunities—making it a special place among Colorado mountain towns.

We understand the needs of the community and unique attributes of Frisco because we live and work in/with mountain communities every day. From date night on Main Street, to paddling on Dillon Reservoir with the

kids, Nordic skiing on the peninsula, or playing at the Adventure Park—each of us has a personal story that ties us to this project, as well as local and national experience and technical expertise that will support a successful project. Our team has extensive experience supporting Colorado mountain communities in developing key policy documents to address future growth and development. We do not believe in a one-size fits all approach and will work with you throughout the project to draft a Comprehensive Plan and Three Mile Plan that will craft a vision for the future of the Frisco Community.

The Frisco Comprehensive Plan and the Three Mile Plan will clearly define a vision and goals to support future planning efforts and land use decisions. This Plan will serve as an intentional roadmap, reflecting core community values to inspire action and guide decision-making. Interwoven through this process will be the voices of the Frisco community, so that stakeholder and community feedback is directly informing the development of plan recommendations. Joined by our long-time partners and subject matter

experts at Toole Transportation Group and Spirit Environmental, the Design Workshop team will support the Town of Frisco to answer three questions for the future of the community.

- **Where are we now?** We will complete a review of the work to date, assessment of current conditions for the breadth of elements related to comprehensive planning, and engage in discussion with stakeholder focus groups to create a foundation of understanding of the issues and opportunities for the plan to address.
- **Where do we want to be?** We will work with the community to identify a vision and core values goals that will serve as a guide to articulate the community's direction for the Comprehensive Plan and Three Mile Plan. Our team will facilitate community dialogue on possible futures, tradeoffs and community priorities to inform the recommendations, Future Land Use Map and the Three Mile Plan area.
- **How will we get there?** Our approach outlines the drafting process to craft a visually compelling document that provides the necessary framework to balance growth and future development in alignment with the DOLA grant funding requirement and state statutes.



Lake Dillon, Frisco, CO. Image Credit: Thomas | Adobe Stock

## Our Understanding

### Call to Action for the Frisco Comprehensive Plan

Our team understands how population growth, increased tourism and economic shifts have created a tension in mountain towns related to the balance of the mountain-lifestyle we know and love with the increasing stress to our recreational assets,

housing supply, and roads networks. During the COVID-19 pandemic, tourism dependent communities were significantly impacted as local economies were forced to adapt in unexpected ways. The impacts of these shifts are still being felt, as housing prices and stressed housing supply compound long standing issues around rentals, roadway congestion and access to affordable housing while increased visitation and recreational use has stressed our natural ecosystems. This has impacts on the local quality of life and the ability to meet the needs of residents, because what makes Frisco truly authentic are the people who live and work in the community. The Comprehensive Plan process is an opportunity to look broadly at the interconnectedness of land use, transportation, economy and the environment-considering the balance of solutions to proactively plan for the future of the Frisco community, residents, visitors, wildlife and all who share this special place.

The following points address key considerations for the Frisco Comprehensive Plan and Three Mile Plan to address:

### **Housing, Economy and Quality of Life**

Housing is a critical discussion in mountain towns, where the rising cost of housing has changed the essence of the community. To address this change and plan for future, the Comprehensive Plan must consider the historic, current, and projected trends for the Town of Frisco. Analysis of demographic data will provide insights related to the existing and future conditions within the context of the region and state. The recent Summit County 2023 Housing Needs Assessment highlights that 'the price of a single family detached home has risen by 86% since 2018. As of 2022,

the down payment needed to buy a single family detached home was \$383,000'. This, in connection with demographic data from ESRI (2022 American Community Survey) showing the median age is 44 and the median household income is \$103,000, both of which are notably higher than the Colorado State average, suggests that the workforce has been priced out of the Frisco Community, causing long-time locals to relocate and the essential workforce to commute from longer distances. There is a need to address the overall balance of housing, including infill development in the core area and identifying a balance of attainable and affordable housing, workforce housing, and visitor accommodations in and around Frisco through the Three Mile Plan. As new projects occur, development should align with community values. The Comprehensive Plan will provide an opportunity to understand these values and recommend improvements to the development and review process to better guide decision making for future land use and development requests that align with the future vision of the community.

### **Small Town Tensions**

The connection of people and the special places within Frisco is what defines this community, where they gather and spend time, such as Main Street, the Marina and the local trails. Yet the pressures of tourism and growth create a tension regarding the preservation of local culture. Due to the geography of the region, there is limited land availability and infrastructure capacity to address the demand to meet growth. A key question for the community is around what future development will look like, how much growth is desirable, and what type of development should be built for the future to reinforce the local

aesthetic and community identity. It will be important to consider how local culture and history can be reinforced through historic preservation to ensure that with development, there is also a connection to Frisco's history.

### **Transportation Choices**

Roadways, trails, and corridors are essential components of communities as they serve as important places for commerce, gathering, and mobility. Our team will consider place-based strategies for pedestrian amenities, gathering spaces, art, gateways, and other elements to reinforce the unique character and identity of Frisco. Frisco has a few distinct corridors with specific characteristics that will require a big picture look at connectivity, as well as sub area strategies to address differing needs. The downtown street grid is the heart of the community, with surrounding retail, mixed use and residential uses. Other areas in Frisco include the less connected residential area north of downtown, the recreational area around Dillion Reservoir and the Nordic Center, and the commercial area along Summit Blvd near I-70. It will be important to consider the connections between and to these areas for all modes of transit. The town has a strong trails system that could serve as a trunkline connecting more local active modes routes and networks. We understand that parking is often a primary topic of conversation in tourism communities, from residents to business owners, and we will develop plan recommendations that identify the right balance of parking to support business viability and promote an active street life and mobility choices.

Transit systems connect people and support a sense of place to create safe and accessible spaces for all users. The Frisco Transit Center's location is accessible from I-70, but

## Methodology & Approach

this also means that out-of-town travelers may opt to drive rather than taking a multi-leg transit trip. Before this winter, most of the Summit Stage routes serving Frisco ran on one-hour headways, which severely reduces the attractiveness of transit. The Summit Stage has increased frequency along a few routes for this winter, which has impacts on ridership. Our team is adept at navigating the changing environment of transit technology to find appropriate technology solutions for improved quality of service, frequency and options that will be explored to improve mobility for all modes during winter and summer months to attract and retain ridership.

### Balancing Tourism and Environment

Access to both mountain activities and water activities is core to the local Frisco culture. Yet, this popularity also impacts the town and environment. When there are many visitors in town it puts pressure on the capacity of everything from local trails to available parking. While tourism is an important driver to support the local economy, it is also important to consider resiliency and emergency preparedness in reducing environmental and human made hazards. This is relevant for locals and visitors alike. Natural hazards such as landslides, flooding or fires all have significant risks to both public safety as well as to the protection of wildlife habitats, highlighting the need to adapt and prepare for changing conditions. Frisco is at risk for events such as earlier snowmelt, increased heat and drought, and increase national and local risk of fire due to beetlekill afflicted area. Vulnerable communities such as the unhoused or those living in high hazard areas such as along rivers and in the Wildlife Urban Interface (WUI) will be given particular attention in our team's analysis to

identify additional proactive mitigation methods and provide ways to adapt to those risks via preparedness planning. Hazard mitigation and resiliency planning will be incorporated into plan recommendations, exploring functional strategies for hazard mitigation, disaster preparedness, and climate change adaptation to limit potential impacts of future disasters, resource scarcity, and environmental risks.

### Planning with a Lens of Sustainability and Resilience

It is critical to act today to ensure a healthy and prosperous future for the next generation. It will take a coordinated effort by many to achieve such a goal. For destination mountain towns this requires a balanced approach of the trends, opportunities, and impacts of being a place for citizens, visitors, wildlife, and significant natural environments. The Comprehensive Plan presents an opportunity to move towards a more sustainable future by encouraging more efficient resource use, more prevalent installation of localized renewable energy sources, and shifting land use patterns to more compact and pedestrian oriented will all help ensure that Frisco is more well prepared for the future. Planning recommendations will seek to prioritize resource conservation, environmental restoration and protection, and green infrastructure.

Water plays an essential role in Frisco, at the shore of Dillion Reservoir and Tenmile Creek running through the center of town. Water conservation policies in Colorado, as a headwater state with a semi-arid climate in general, are critical to the long term health of local watersheds and play an important role for the future land use planning. Our team will identify issues related to water usage and supply to support more sustainable planning.

This should include conversation with local providers of raw water, treated water, and any recycled or minimally treated water supplies in conjunction with any local boards or governing organizations to ensure that the providers are able to contribute to the Comprehensive Plan creation. With this understanding and our assessment of growth projections, we will identify the gap between what is anticipated to be needed and the anticipated supply. With the future state of water becoming more uncertain, the plan should assess strategies to use less water as well as looking at the potential supply projects on the drawing board to accommodate additional capacity. Elevating water as a valuable commodity will strive towards a new paradigm of water conservation in line with a more sustainable worldview.

### Equity and Accessibility

Equity is the right for all people to have an acceptable quality of life and is linked to many aspects of comprehensive planning including access to transit, housing affordability, childcare opportunities and safe living conditions. Historically underserved and underrepresented populations have often received unbalanced access for basic provisions. Therefore, robust participation from the diverse perspectives, from the service industry, workforce, and Spanish-speaking communities will be required to ensure all voices are heard. Equitable access to future opportunities will be woven through both the process and in all elements of the Plan.

### Robust Public Participation

We position community engagement at the center of every project because we know that projects have a much greater chance for implementation and success when the voices of the community are integrated into the

planning process. We believe that an engagement process should be collaborative and will work with Town staff and the community to address the issues and identify strategies as project partners in success. It is important to meet people where they are and engage in ways that are efficient, meaningful, and welcoming. At the beginning of the project, we will host a Strategic Kick-Off meeting to identify engagement goals, key stakeholders and identify potential challenges to inform the right approach for the Frisco community. Throughout the process we will adapt methods as needed to ensure we are meeting the goals we set out to achieve and that we are bringing diverse and inclusive voices to guide the project.

We utilize International Association for Public Participation (IAP2) methods to organize a process for hearing from the broad range of stakeholders and targeting engagement with underrepresented groups. We have produced our own Stakeholder Engagement Guidebook and have created templates we can share including engagement worksheets to help identify objectives, tactics, schedules, and metrics to design a meaningful engagement effort. Our project manager and principal-in-charge are both trained and certified facilitators to help the town navigate politically charged or sensitive conversations and both have extensive experience in youth engagement and participation in the non-profit Youth Engagement Planning (YEP).

### Methods: Partner & Stakeholder Facilitation

We believe that the strategic engagement of local leaders, business owners and local organizations can help to organize and educate to be ambassadors and build momentum to move forward—and become project



Pop-Up Community Engagement Event. San Miguel County East End Plan, CO

partners along the way. Our team of certified facilitators will utilize tools and techniques to learn from the experience of staff, leaders, and key stakeholders to identify and create ownership of the core values and goals that will form a framework for the Frisco Comprehensive Plan and Three Mile Plan. A structured conversation enables deeper and more meaningful levels of commitment, greater capacity to learn from one another, and crafting plan outcomes collectively. We know that processes designed to establish learning objectives, identify desired outcomes, and the integration of conversation methods will promote a strong foundation for the community vision and ultimately provide a successful framework for future planning efforts. Our approach includes facilitated sessions to enable robust discussion around preliminary ideas and to attract a broad range of people to come and share their thoughts, concerns, and ideas. We propose the following methods as a part of our project approach:

- **Focus Groups:** Inclusive participation and respectful conversations about the future of

the will be key to the success of the Frisco Comprehensive Plan. Our approach includes a series of robust discussions around a broad range of where key stakeholders to come and share their thoughts, concerns and ideas around targeted topics. Our team will gather wisdom from stakeholders and technical experts from individuals and organizations at dive deep into the topical issues and support in realistic implementation policy, priority actions and strategies.

- **Community Working Group:** We believe using citizen-based working groups will ensure engagement from the broader and underrepresented populations within community while also creating ambassadors for the process to disseminate project. The Community Working Group will include individuals and organizations, community advocates and partners to support the plan moving forward. These local leaders can help to organize, educate, be ambassadors and build momentum to move forward—and

## Methodology & Approach

become project partners along the way.

- **Commission and Council Update:** The Planning Commission and Town Council will be critical to providing clear direction throughout the plan process. We will provide updates for Town staff at key milestones, and for an additional fee, Design Workshop can prepare, facilitate and attend milestone meetings throughout the process.

### Methods: Community-wide Engagement

It is important to right-size engagement to enable broad participation from the Frisco community. We are committed to developing a plan that reflects them, their varying perspectives, and values so their words, ideas, and suggestions to craft an actionable and attainable plan. Utilizing multiple methods for such engagement is essential to facilitate inclusivity, deep listening and to synthesize ideas that emerge. We propose a series of community engagement events with different ways to connect with people, through online surveys, pop ups and community workshops.

Our team will work with the town and community to better understand underserved residents and areas of the community to ensure all voices are heard and ensure the plan process and outcomes are an opportunity to bridge divides. We ensure inclusive engagement where everyone has a voice in the public conversation by identifying the geographic, demographic, and interest groups that make up the fabric of the community. Rather than focusing on one event or method for outreach, we plan “engagement windows” that are bursts of multiple tactics for community conversations and centered around key milestones in the project. We have scoped an Community Engagement Strategic Kick-Off to better understand the issues and challenges within the Frisco community and will more clearly define each of these windows as to the specific methods and activities in the Community Engagement Plan. We have scoped for in-person Town staff time to support these events and will look to staff and plan ambassadors to support if additional reach is desired.

- **Engagement Window #1 - Where do we want to be?** Engagement Window 1 is intended to capture

and reflect the needs and priorities of the community through stakeholder conversations and pop-up events. We want to learn about the stories for today and hopes of the future of Frisco. The purpose is to capture and reflect the hopes and dreams of residents, visitors and neighbors and ultimately, demonstrate to the community that their stories, concerns and hopes and will drive the formation of the vision and core values which will serve as guiding principles for the plan. We anticipate this will include a community survey with business card with a QR code to access surveys, FAQs and informational flyers, pop up stations with boards and/or idea walls at trailheads, markets on community gathering places, and a workshops, coffee talk or open house that will capture and reflect the vision and values of the community.

- **Engagement Window 2 - How will we get there?** Engagement Window 2 will present scenarios and tradeoffs to present the community with choices for balancing opportunities with addressing challenges in Frisco. Engagement methods will focus on prioritization exercises, but to also demonstrate how community input was incorporated into the draft content and to gauge reaction to the future land uses and Three Mile Plan. We will use tools to gather feedback such as pop up events, open house, roadshows, town halls. We anticipate the use of GIS story maps to communicate the scenarios and provide a virtual method for the community to access information.



Pop Up Engagement Event. More Main Street, Houston, TX

## Strategic Services: Economics and Housing Analysis

While many design firms team with third party economic and real estate planning organizations to inform their work, Design Workshop has its own in-house team of real estate and economic development professionals. The Strategic Services team is an integral part of Design Workshop's suite of design and planning service areas and can perform comprehensive feasibility planning and real estate advisory services for all land uses and scales. By integrating planning and design work in real time with real estate feasibility, our team can cycle and refine opportunities that are informed and supported by the market. This enables us to seamlessly integrate market supported design and strategies, driving value, and resulting in projects that not only meet our client's vision, but that are also financially feasible. A thorough understanding of existing economic and demographic conditions will enable our project team to perform a forward-looking market and economic analysis that assesses area economic and development trends, determines opportunities for real estate enhancements, identifies gaps in land uses and/or commercial and residential development, and establishes recommendations for when, where, and how future development projects should be pursued.

## Project Management

Design Workshop brings value to clients through its commitment to project management, expertise in planning and built work, and proven success with public engagement. Our team has extensive experience in leading, managing and implementing complex projects. Our project

management approach anticipates issues that may arise throughout the planning and engagement process. This allows us to thoughtfully address political, environmental, social, and design challenges and opportunities in real time to better serve your needs and deliver the highest quality product.

To aid in a thorough but streamlined experience, we have developed a project management toolkit that addresses key components such as client vision, critical success factors, a stakeholder engagement plan, a quality assurance plan, a communications plan, key deliverables and an implementation plan. We will review these with you as part of an overall Strategic Kick-Off (SKO) Meeting, which helps set the stage for an effective process. Design Workshop strives to ensure quality through clear communication and dialogue with our clients and among our team. Design Workshop's project manager and principal-in-charge will work closely with staff to track project progress and keep a tight rein on the project budget and schedule through bi-weekly progress check-ins and monthly status reports.

## Scope of Work

The following narrative describes a comprehensive list of services required for Design Workshop, Spirit Environmental and Toole Design Group to complete the Frisco Comprehensive Plan and Three Mile Plan. While the following scope is organized in a linear manner, some of the tasks may proceed concurrently. The following scope of work is divided into following primary phases as outline in the RFP:

- **Task 1:** Public Participation - Engaging with Frisco Stakeholders and Community.
- **Task 2:** Existing Conditions - Where are we today?

- **Task 3:** Future Needs and Trends - Where are we headed?
- **Task 4:** Alternatives - How might we get there?
- **Task 5:** Plan Document - A Vision for the Town of Frisco.
- **Task 6:** Comprehensive Plan and Three Mile Plan - Adoption.

---

## Task 1: Public Participation: Engaging with Frisco Stakeholders and Community

### Task 1.1 Community Engagement Strategic Kick-Off (SKO)

We know that community engagement is a critical part of the project's success. We will conduct a community engagement kick-off meeting to dive deeply into a discussion of community engagement goals, targeted stakeholder groups, under-represented communities, past successes, and future opportunities to inform a community engagement plan targeted to the Frisco community. This is in addition to the project SKO outlined in Task 2.1.

### Task 1.2 Community Engagement Plan

We will prepare a plan and schedule for effective public engagement, referred to as Community Engagement Plan, based on your knowledge of your community as well as our knowledge and experience in conducting successful engagement processes. We will work with you to identify the community working group and the best methods to engage with the community to create a variety of ways for community members to voice opinions, and to participate in the plan's creation. To support communications around community engagement, we will provide the Town with (3) content

## Methodology & Approach

(copy and images) for website updates that align with key milestones for inclusion on the Town's webpage.

### Task 1.3 Community Working Group

The Community Working Group will include engagement partners, individuals, and organizations that may assist with leading community engagement activities. They will encourage participation, support in engagement activities to increase reach and represent the community voice for the understanding of this project. We will meet with this group three (3) times during the process to enable their expertise to guide the overall work. These meetings would be facilitated by Design Workshop with support from Town staff, and are anticipated to occur approximately every three (3) months. In the first meeting, we will focus on introducing the project, roles and responsibilities, and issues and opportunities. This will set the stage for our understanding of the issues. The second meeting will focus on an identification of community values and what drives the Frisco community forward. Our third meeting will focus on final plan recommendations and strategy refinement. We anticipate virtual 90-minute meetings (in-person if in alignment with other meetings and/or travel).

### Task 1.4 Engagement Window 1: Vision and Values - Where are we going?

We anticipate this first phase of engagement will consist of community event(s) which may include pop ups stations in downtown or popular trails, coffee talks with local businesses, walking tours at popular areas and/or a community open house(s) to learn what the community values and what their hopes are for the future. We will work with Town staff to refine targeted

methods to best reach the community based on the engagement goals set at the engagement SKO and as defined in the Community Engagement Plan.

This task will include up to two days of in-person staff time, with up to three staff. We will align in-person activities and questions for these events with a virtual community wide survey to increase participation and access. We anticipate support from Town staff or from members of the working group on additional engagement efforts beyond the identified timeframe. Our team will provide all materials including talking points, tracking, and activities instructions in an engagement toolkit.

### Task 1.5 Roundtable Focus Groups

We propose a series of Roundtable Focus Group discussions to understand the issues that are important to community members as determined with the Town staff in the SKO. We will work with staff to develop a list of stakeholders and schedule focus group meetings early in the planning process to gather their thoughts on opportunities and challenges. We will host a total of seven (7) topical conversations—this input will lay the groundwork for understanding priorities and trade-offs for the plan. We anticipate 60-minute virtual meetings (in-person if in alignment with other meetings and/or travel). We anticipate the following meeting topics:

1. Transportation
2. Land Use and Development
3. Open Spaces and Recreation
4. Sustainability & Resilience
5. Community Services
6. Local Businesses
7. Infrastructure (Water, sewer, waste, etc.)

### Task 1.6 Engagement Window 2: Trends and Trade-offs - How will we get there?

We will conduct a series of events that engage the community in discussions and activities that lead strategies, actions, priorities for the future of Frisco. These events will ask the community to provide feedback on potential growth scenarios. We anticipate this second phase of engagement will include a community workshop, world cafes conversations, and station activities at popular destinations such as the Frisco Bay Marina, Historic Park and Museum, Ten-mile Creek Trailhead or other community places. We will work with Town staff to refine targeted methods to best reach the desired community engagement goals set at the engagement SKO and as defined in the Community Engagement Plan. This task will include up to one day of in-person staff time, with up to 3 staff. We will align in-person activities and questions for these events with a virtual mapping activity to increase participation and access. We anticipate support from Town staff or from members of the working group on additional engagement efforts beyond the identified timeframe. Our team will provide all materials including talking points, tracking, and activities instructions in an engagement toolkit.

### Task 1.7 Planning Commission Meetings

Design Workshop will collaborate with staff to prepare presentations that will be shared with Town elected/appointed officials and key milestones in the process. Design Workshop will virtually attend three (3) planning commission meetings and facilitate the conversation with the support of Town staff. We recommend that Town staff use the presentation materials to update Council at these milestones.

1. Where are we Today? Existing Conditions Assessment.
2. Where are We Headed? Draft Recommendations.
3. How will we Get There? Draft Plan (95%).

### Task 1 Deliverables

- *Engagement Strategic Kick-off, agendas, presentations and summary materials (aligned with project SKO).*
- *Community Engagement and Communication Plan (draft and final formats provided in MS Word and PDF format).*
- *Seven (7) Focus Group Meetings, meeting planning and agendas, meeting summary and one-day of in-person staff time with up to two (2) staff.*
- *Three (3) Community Working Group meetings, meeting planning and agendas, meeting summary and participation with up to two (2) staff (virtual or in-person as available).*
- *Three Planning Commission meetings, presentation, and participation with up to two (2) staff (virtual).*
- *Community Engagement Window #1 Materials Engagement Planning Worksheets, draft and final engagement materials for events/ workshops with two (2) days of day of in-person support with three (3) DW staff, Community Engagement Summary, including one (1) round of edits.*
- *Survey for engagement window #1 including draft and final survey questions, survey administration and survey summary, up to 20 questions.*
- *Community Engagement Window #2 Materials Engagement Planning*



Stakeholder Facilitation. Roaring Fork Outdoor Coalition Facilitation, Pitkin County, CO

*Worksheets, draft and final engagement materials for events/ workshops with one (1) day of day of in-person support with two DW staff. Community Engagement Summary, including one (1) round of edits.*

## Task 2: Existing Conditions Assessment - Where are we today?

### Task 2.1 Project Strategic Kick Off (SKO)

Design Workshop will lead a virtual (in-person if aligned with other meetings and/or travel) Strategic Kick-Off (SKO) to ensure a collective understanding of the project process and desired outcomes. We will facilitate the discussion to clearly establish the targeted objectives, critical success factors, deliverables, roles and responsibilities of team members, project schedule and quality assurance plan. We will dedicate time to discussing all deliverables within the requested scope of work to understand

overlap and efficiencies across project deliverables and phases.

### Task 2.2 Project Management

Design Workshop strives to ensure quality through clear communication and dialogue with our clients. To facilitate efficient communication, we anticipate time for monthly or biweekly (every two (2) weeks) virtual progress meetings. We will also include progress updates with our monthly invoicing.

### Task 2.3 Past Plan Review

The Design Workshop team will review previous planning documents. We will complete a summary memo of these Past Plans to ensure our team understands the key policy direction and recognize the significant work already completed and harness that momentum. We anticipate the review of up to six (6) plan documents.

### Task 2.4 Existing Conditions and Trends Assessments

Our analysis will be captured in a series of memorandums for the existing conditions assessments. These memos will be informed

**Methodology & Approach**

by analysis as well as focus group conversations and community feedback in Engagement Window 1. We anticipate the Town will provide GIS data and/or maps as available to inform this analysis including Land Use Map/Data, development patterns and future growth/redevelopment areas, transportation map/data including existing and planned infrastructure such as roadways and transit, parking, future infrastructure investment locations, open space and trails with access points and a historical buildings/sites, and cultural sites/ locations. The following topics will be captured in the memorandum:

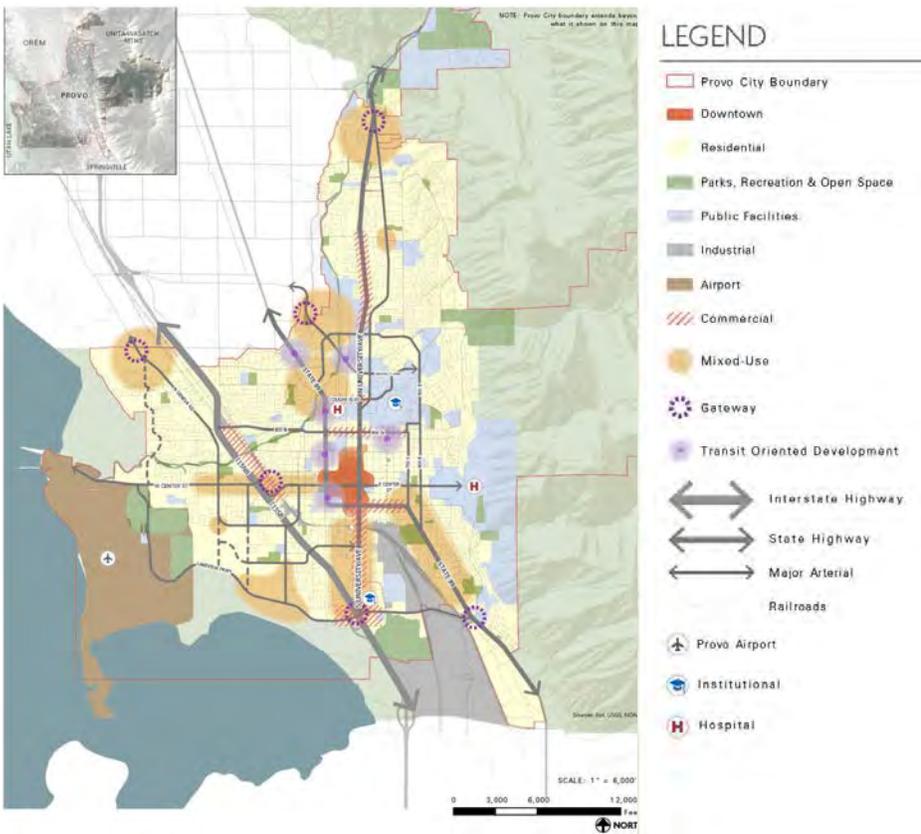
- The Design Workshop team will conduct an assessment and mapping of current and proposed land uses, vacant and underutilized land, parks and community spaces, infrastructure and facilities, transportation, circulation and connectivity.

- Toole will conduct a transportation assessment that will include current maps of the transportation network, identification of high-level analysis of existing travel patterns, parking assessment and an identification of gaps and opportunities.
- Spirit Environmental will develop ecological baseline conditions around open space and habitats, the river corridor and regional watershed influences, and hazards assessments for vulnerable areas to climate impacts and water shortages.

For an additional service, we can prepare a 'State of Frisco, Community Snapshot' that is a graphically engaging, community facing document highlighting data and key understanding of the existing conditions and current state of the Frisco community.

**Task 2 Deliverables**

- *Strategic Kick-off, agendas, presentations and summary materials.*
- *Project Management Plan (PMP) including detailed work plan, project schedules and deliverables, assignments, roles and responsibilities, project critical success factors and engagement goals.*
- *Biweekly (every other week) calls with the Project Team, including meeting project tracking report, agendas, notes with action items (up to twenty-four (24) one-hour calls).*
- *Percentage complete project report by task and monthly invoices (twelve (12) Total).*
- *Past Plan Review Summary Memorandum in MS Word, including Identification of policies implemented and what remains to be completed from the previous Community Area Plan (review of up to six (6) plans).*
- *Existing Conditions and Trends Assessments Memorandum in MS Word (including land use, transportation, environmental conditions) and one (1) round of comments.*



Future Land Use Map. Provo General Plan, Provo, UT

**Task 3: Future Needs and Trends: Where are we Headed?**

**Task 3.1 Market Understanding of Growth Potential and Trends**

A key component of this plan will be review of market conditions to understand local and regional trends in employment growth and the economic influences on development. This will include a detailed evaluation of demographic data, employment shifts and trends, and growth projections

to evaluate specific community land use conditions, challenges, trends, and goals which may be key to accommodating growth and other opportunities that may exist in the market. The availability of housing to support employment growth will also be assessed using findings from the 2023 Summit County Housing Needs Assessment as well as additional analysis performed. We will use CoStar and data provided by the Town to measure new housing development currently in the pipeline. We will use historic job growth data as well as input from Town staff to assess future job growth within Frisco. We will determine the delta between planned housing and job growth and work to identify where within the town housing could be built. In addition to where housing may be built, we will use employment and salary data to determine the appropriate pricing for 'for sale' and 'for rent' housing.

### Task 3.2 Community Vision and Values

Community input and analysis efforts completed from previous work will inform a review and assessment of the Community Vision and Core Values from the 2018 Community Plan and will be removed, revised, or added to reflect where the community is today and where they want to go. These will serve as guideposts for scenarios and trade-offs as well as the structure of the plan document.

### Task 3 Deliverables

- *Market Understanding of Growth Potential and Trends memorandum in MS Word (community profile, future growth projections, economic trends and potential capture, housing availability and need) and one (1) round of comments.*

- *Initial Community Vision and Values memorandum and one (1) virtual discussion to review.*

## Task 4: Alternatives - How might we get there?

### Task 4.1 Scenarios and Trade-offs Analysis

Two approaches of how to accommodate future land uses using variables for land use will be developed based on future growth scenarios. Criteria will include topics such as mobility, open space, water, housing, and fiscal impacts. These will be visualized in a series of maps to outline potential future conditions using the analysis findings and community preferences to guide direction. We will outline opportunities including a multimodal transportation network, areas for potential new development and infill, including attainable for-sale and rental housing development that can promote housing diversification and affordability. We will consider spatial equity in terms of the provision of services, parks, affordable housing, and address the future demand for infrastructure related to water, sustainability and transportation. We will use narratives and visualizations to indicate tradeoffs for the alternatives. These will be shared with the community in Community Engagement Window #2 for feedback and refinement.

### Task 4.2 Future Land Use Map

Based on community, Town staff, and council feedback of the scenario analysis, Design Workshop will create a preferred future land use map (FLUM) and corresponding land use classification table. Design Workshop will share this map and land use tables with Town staff for review and comment. We anticipate a work session

with Town staff and key personnel to review, revise and refine this core plan content.

### Task 4.3 Three Mile Plan

Design Workshop will work with Town staff, concurrently to the development of the Three Mile Plan, to highlight areas of influence within Summit County and in partnership with USFS. At this time, Design Workshop anticipates this will focus on updates to the Three Mile Plan. This document will support the Future Land Use Map within the plan document.

### Task 4.4 Strategy Framework

Based on community feedback to the scenario analysis, we will explore preliminary goals and strategies that connect community priorities to plan recommendations. We will identify a framework to provide direction for the future, utilizing the vision and community values established in earlier phases of work as a lens for success. This draft will include an Action Plan that provides a guide for short, medium and long-term implementation. We will create a matrix that shows tasks, responsibilities, timeframe and priorities, and considers investment and funding types and strategies, along with incentives to enhance the potential for success. This will be captured in a memorandum, and we anticipate a work session with Town staff and key personnel to review, revise and refine this core plan content.

### Task 4 Deliverables

- *Scenarios and Trade-offs Mapping and Narrative, with one (1) round of editing.*
- *Future Land Use Map and Three Mile Plan formatted in GIS and updated for the current plan document, based on available parcel data from the Town. (DW is*

## Methodology & Approach

*not responsible for the creation of shape files).*

- *Strategies Framework Memorandum in MS Word and supporting diagrams, maps and illustrations to be included in the draft document.*
- *Implementation matrix for including alignment with values, resource availability, and suggested priorities.*

---

### Task 5: Plan Document - A Vision for the Town of Frisco

#### Task 5.1 Document Template

We will create a draft document template and visual guide for fonts, colors and project communications for the project to ensure all documents share a common format. We will share a writing style guide to establish the appropriate grammatical uses and terminology for the plan document. We will prepare a draft table of contents outlining the framework of the plan document for review and approval by Town staff.

#### Task 5.2 Comprehensive Plan Development (70% Draft)

All work captured in memorandums to date will inform the draft plan. The production of memos in all phases of work is intended to create an efficient plan document, so that content is reviewed and approved throughout the process. At this stage we will utilize content from these memos as well as the strategy framework and future land use map to create a graphically formatted document for review. The document should be engaging, clear, concise, and easy to understand so that a variety of audiences can access it.

#### Task 5.3 Three Mile Plan (70% Draft)

Design Workshop will create a graphically engaging document to express the Three Mile Plan. The Plan will craft six (6) to eight (8) goals and include corresponding objectives, strategies and actions. We anticipate this as a supplemental document to the Comprehensive Plan and will include approximately 8-14 pages.

#### Task 5.4 Comment Resolution

We anticipate an Administrative Draft of both plans which Town staff will review and collate all comments. Comments will be provided by the town reviewers in a comment tracking work sheet that is sent back to Design Workshop. Upon receipt of one (1) set of consolidated, non-conflicting comments, Design Workshop will review the comments with Town staff at a comment resolution meeting to define a clear approach to address in the final draft document.

#### Task 5 Deliverables

- *Table of Contents in MS Word, writing style guide, and document template with graphic design for review and approval.*
- *One (1) digital copy of the Frisco Comprehensive Plan Document and Three Mile Plan Document at 70% in PDF (1) comment tracking log and/or virtual comment Cloud tracking.*
- *One (1) revision cycle and comment resolution meeting of the draft document.*

---

### Task 6: Comprehensive Plan and Three Mile Plan - Adoption

#### Task 6.1 Final Plan (95%)

After receiving final comments on the final draft Comprehensive

Plan and Three Mile Plan from the community, stakeholders and Town staff, we will complete the final Frisco Comprehensive Plan and Three Mile Plan.

#### Task 6.2 Planning Commission Meeting

Based on the 95% Draft of the Comprehensive Plan and the 95% Draft of the Three Mile Plan, Design Workshop will work with Town staff to prepare a presentation and talking points that will be shared for recommendation to Town Council. Design Workshop will attend virtually to present and facilitate conversation with the support of Town staff.

#### Task 6.3 Town Council Adoption

Based on the 95% Draft of the Comprehensive Plan and the 95% Draft of the Three Mile Plan, Design Workshop will work with Town staff to prepare a presentation and talking points that will be shared for adoption. Design Workshop will attend virtually to present and facilitate conversation with the support of Town staff.

#### Task 6.4 Final Plan

Based on comments received from Planning Commission, Town Council and Town staff, our team will revise the Final Draft Plan. We will package and deliver all files for the project including InDesign Document and GIS Maps.

#### Task 6 Deliverables

- *95% (pre-adoption) and 100% (post-adoption) Frisco Comprehensive Plan Document and Three-mile Plan Document in PDF format and InDesign format. One (1) revision cycle of the final document.*
- *One (1) project process update presentation/report for meetings with Planning Commission.*

- *One (1) adoption heading presentation/report for meetings with Town Council.*
- *One (1) digital copy of Final Plan document and appendices and one (1) PDF of all maps included in the final plan and (1) one digital version of GIS shape files used to prepare maps.*

---

## Additional Services

**Spanish Translation:** In order to reach a broad spectrum of county residents, we recommend translating engagement and outreach material into Spanish. Design Workshop can provide the translations for the online survey or virtual tools as well as materials such as flyers and engagement boards as an additional service. We recommend a native Spanish speaker as a liaison at events who can support additional Spanish translation, we would coordinate as an additional service.

**Statistically Valid Survey:** Generally, a statistically valid survey means that a random selection of the population of interest (usually adults or households in the community) are chosen to participate in the survey. If desired, we would work with Town staff to create a survey with representational input, targeting input from citizens that typically do not participate in planning processes. An sample online survey with cards mailed to a representative sample will help to achieve a more representative sampling of citizen opinions.

### Project Communications and

**Project Branding:** Given the nature of this project, it will be important to distribute information to the community regularly. The following are additional services to enhance and broaden

reach and communications for the Frisco Comprehensive Plan.

**Project Branding:** A project brand will be created to provide consistency in messaging and communication. This branding can be used for online materials, as well as more tactile materials like yard signs, sidewalk painted signs and business cards. This would include the creation of a common project title and logo to create a recognizable project identity.

**Social Media:** As part of the communications plan, we will include a schedule indicating when advertisements and social media posts should announce various planning efforts and information. This will link them to the project website and project information. Leveraging existing communication channels and socials will serve to amplify the opportunities for community engagement and provide distinct metrics for reporting project reach.

**FAQs and Q&As:** Sharing information in easy to digest ways provides transparency for recommendations or questions around the Comprehensive Plan. We recommend gathering questions through the social media, website or email and followed up with a Q&A session livestream where Town staff answers questions about the project. A recording and a transcription can be posted to the website. Alternatively, the website could be updated to include an FAQ section.

**Traditional Media:** Create a media release announcing the launch of the project and at major project milestones and provide a “press packet” to local news outlets and community information sources and channels.

**Website Development:** A project website and brand will help to build

momentum for the planning process, set a high standard, assert the project values of transparency, inclusivity, interactivity and innovation. We propose utilizing the Town website for this purpose of this scope. If desired, we could develop a separate website with regular project updates.

### Frisco Snapshot - State of

**the Community:** Using directives and outcomes from a review of all existing conditions assessment memos, we will summarize the key understanding and align with community and stakeholder feedback to develop a graphically engaging Frisco Community Snapshot. We anticipate this document will be up to 20 pages.

### Existing Code Review and Existing

**Code Analysis:** Understanding how code related to implementation of the Comprehensive Plan can be a way to understand if the code is delivering on community values. Based on the recommendations in the strategy framework, Design Workshop will review and identify areas that should be updated to reflect the direction of the new Comprehensive Plan, setting the stage for a future code update. We will summarize a memo of the next steps for code and land use updates. We will identify key problem areas and compare community goals and context, industry best practices, and our experiences in other communities with similar development goals.

### Additional attendance at meetings:

Sometimes adoption can take longer than anticipated, or you need additional consultant attendance at a key milestone. We have created flexibility regarding when in-person meeting attendance could occur. If additional travel is needed, we have outlined the add-on service for each consultant team on a per trip basis.





ADDITIONAL  
**ITEMS**

## Additional Items

### Urban Design Experience

The relationship of housing, retail, and connectivity are the essential ingredients to creating great places- where people meet, gather and hangout. The framework of Frisco—including current land uses, infrastructure, planned projects, and local character are balanced with the economic drivers that attract people to live, work and play. We believe these elements are key to a thriving economy which attracts people, and the physical elements contribute to

a great community. Our team brings a range of urban design expertise to thoughtfully address the balance of tourism and year-round economies with issues around transportation and housing affordability. The coordination of transportation, land use planning and urban design should enhance access to active and passive open space, create recreation corridors and integrate with local neighborhoods- viewed through a lens of community values that will guide the future of the Town of Frisco.

### Innovative Project Awards

Project Name and Award	Project Description
<p>Aspen Area Community Plan – Aspen, CO Project Timeline: 2008 - 2009</p> <p><i>APA STAR AWARD FOR AN OUTSTANDING SMALL TOWN RURAL PLAN</i></p> <p><i>APA COLORADO COMMUNITY ENGAGEMENT AWARD</i></p> <p><i>ASLA COLORADO MERIT AWARD FOR PLANNING AND URBAN DESIGN</i></p> <p><i>3CMA AWARD OF EXCELLENCE FOR CITIZEN PARTICIPATION AND COMMUNITY VISIONING</i></p>	<p>With its idyllic mountain setting and small town charm, the City of Aspen experienced rapid growth and development creating concern for the unintended impact on the resort's attractiveness and the need to preserve the communities identity. The City and Pitkin County hired Design Workshop to develop a new community plan focused on co-creation of a community vision and clear implementation steps. Design Workshop built awareness and excitement for the project by creating a project website and promoting the plan through radio, newspaper articles and social media. Working with City and County staff, the team led a robust community engagement effort creating countless opportunities for the community to discuss topics of increasing concern in the area, including transportation, historic preservation, affordable housing, managing growth, environmental quality and planning for the health and the community. Since its adoption, the plan has been successfully implemented with significant outcomes of more housing for the workforce, expanded health networks and new amendments to the regional Land Use Code that address sustainability, growth management, developer contributions, and preservation.</p>
<p>Beaufort County Comprehensive Plan and Green Print Plan – Beaufort County, SC Project Timeline: 2020 - 2022</p> <p><i>ASLA COLORADO HONOR AWARD IN ANALYSIS AND PLANNING</i></p> <p><i>ASLA NATIONAL HONOR AWARD IN ANALYSIS AND PLANNING</i></p>	<p>Design Workshop collaborated with the county and communities to create the 2020 Beaufort County Greenprint Plan and the 2040 Comprehensive Plan. Compiling this with research on water quality, habitat, and cultural landscape protection, the team understood a clear picture of the community's conservation priorities and the different tools—land acquisition, conservation easements, conservation development incentives, development restrictions—most appropriate to achieve their goals. These results guided the development of the Greenprint Plan and Comprehensive Plan, which work together to create a model that integrates climate change with future growth modeling and conservation strategies, and approaches for placemaking, affordable housing, development, trails and walkability.</p>

Los Alamos Tourism Strategic Plan – Los Alamos County, NM

Project Timeline: 2017 - 2018

**APA NATIONAL  
NATIONAL ACHIEVEMENT AWARD IN  
ECONOMIC DEVELOPMENT  
PLANNING SILVER**

The County engaged Design Workshop to create the Los Alamos Tourism Strategic Plan that helps unify ongoing tourism efforts and position the County to optimize tourism economic development for the benefit of the Los Alamos and White Rock communities. It provides direction for decisions relating to tourism, community investment, cultural opportunities and physical development. Visitation has increased since this plan's implementation with greater support for promotion, wayfinding projects, increased lodging, local business promotion, and mobility and destination improvements.

Mariposa Recreation and Resiliency Plan – Mariposa County, CA

Project Timeline: 2020 - 2020

**ASLA NATIONAL  
HONOR AWARD IN ANALYSIS  
AND PLANNING**

**APA CALIFORNIA  
MERIT AWARD IN BEST PRACTICES**

The Design Workshop team led Mariposa County through a master plan process to create the first official countywide parks and recreation master plan. The Plan enhances the quality of recreation while increasing the ability of the community and natural systems to prepare, recover, adapt, and grow from disruptive experiences. The proposed recommendations reflect Mariposa's unique population and situation as a recreation provider in a rural area. The Plan is a 20 year visionary document that sets the direction for Mariposa County as both a resiliency leader and a great place to live and recreate.

Steamboat Springs Downtown Plan – Steamboat Springs, CO

Project Timeline: 2018 - 2019

**APA COLORADO  
MERIT AWARD IN PLANNING**

The purpose of the Steamboat Springs Downtown Plan was to develop actionable recommendations and short-range regulatory and investment strategies for addressing functional, economic and aesthetic objectives within the Downtown Core. Through the process, Design Workshop was committed to fully immersing the community in a discussion of values and topics. Various custom toolkits were employed to engage diverse voices from the community including the downtown residents, downtown workers, small-business owners, as well as the surrounding ranching community who depend on Downtown for basic services.

VanPay: Vancouver Parks and Recreation Master Plan – Vancouver, Canada

Project Timeline: 2016 - 2020

**ASLA NATIONAL  
HONOR AWARD IN COMMUNICATION**

**ASLA COLORADO  
HONOR AWARD IN EQUITY, INCLUSION  
AND DIVERSITY**

In the City of Vancouver, players from coyotes to goalies sweat, bloom, sing, and swim in Vancouver's network of 3,100 acres of parkland, 28 kilometers of seawall and 175 neighborhood facilities. However, while 99 percent of residents live within a 10-minute walk of a greenspace, the quality and condition of these spaces vary widely, particularly in low-income communities. To solve this issue of equity and inequality in access, the Vancouver Parks Board engaged Design Workshop to complete the city's first systemwide master plan in more than 25 years. Facing a community burned-out with planning fatigue, the team used innovative engagement techniques that sparked thousands of conversations about the future of parks and recreation. These conversations together with innovative analysis techniques led Design Workshop to draft a final plan that creates a framework for equity in the face of challenges over the next 100 years, including one meter of sea level rise, aging infrastructure, and rising social inequality.





**SCHEDULE**

# Schedule

	JAN 2024	FEB	MAR
<b>Task 1: Public Participation - Engaging with Frisco Stakeholders and Community</b>			
<b>Task 1.1</b> Engagement Strategic Kick-Off (SKO)	X		
<b>Task 1.2</b> Community Engagement Plan		○	
<b>Task 1.3</b> Community Working Group		X	
<b>Task 1.4</b> Engagement Window 1: Vision and Values - Where are we going?			X
<b>Task 1.5</b> Roundtable Focus Groups			X
<b>Task 1.6</b> Engagement Window 2: Trends and Trade-offs - How will we get there?			
<b>Task 1.7</b> Planning Commission Meetings			
<b>Task 2: Existing Conditions Assessment - Where are we today?</b>			
<b>Task 2.1</b> Project Strategic Kick-Off (SKO)	X		
<b>Task 2.2</b> Project Management		X	X
<b>Task 2.3</b> Past Plan Review			X
<b>Task 2.4</b> Existing Conditions and Trends Assessments			X
<b>Task 3: Future Needs and Trends - Where are we headed?</b>			
<b>Task 3.1</b> Market Understanding of Growth Potential and Trends			X
<b>Task 3.2</b> Community Vision and Values			
<b>Task 4: Alternatives - How might we get there?</b>			
<b>Task 4.1</b> Scenarios and Trade-offs Analysis			
<b>Task 4.2</b> Future Land Use Map			
<b>Task 4.3</b> Three Mile Plan			
<b>Task 4.4</b> Strategy Framework			
<b>Task 5: Plan Document</b>			
<b>Task 5.1</b> Document Templates			○
<b>Task 5.2</b> Comprehensive Plan Development (70% Draft)			
<b>Task 5.3</b> Three Mile Plan (70% Draft)			
<b>Task 5.4</b> Comment Resolution			
<b>Task 6: Comprehensive Plan and Three Mile Plan - Adoption</b>			
<b>Task 6.1</b> Final Plan (95%)			
<b>Task 6.2</b> Planning Commission Recommendation Meeting			
<b>Task 6.3</b> Town Council Adoption			
<b>Task 6.4</b> Final Plan			

○ Deliverables

X Meetings





Park Avenue and Gondola Redevelopment, South Lake Tahoe, CA



# RATE SCHEDULE

## Rate Schedule

## Fees

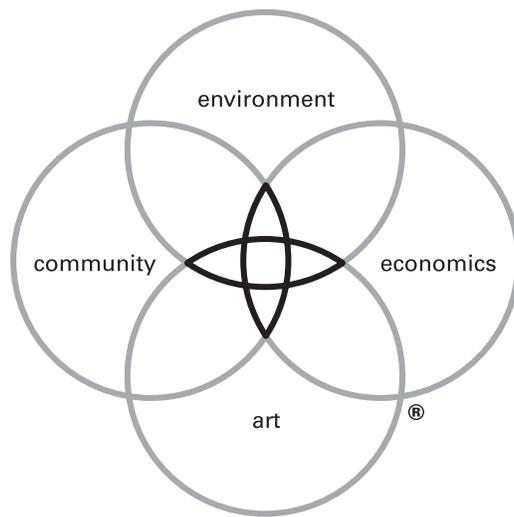
<b>Task 1: Public Participation - Engaging with Frisco Stakeholders and Community</b>	
<b>Task 1.1</b> Engagement Strategic Kick-Off (SKO)	\$2,240
<b>Task 1.2</b> Community Engagement Plan	\$1,930
<b>Task 1.3</b> Community Working Group	\$10,320
<b>Task 1.4</b> Engagement Window 1: Vision and Values - Where are we going?	\$10,200
<b>Task 1.5</b> Roundtable Focus Groups	\$10,920
<b>Task 1.6</b> Engagement Window 2: Trends and Trade-offs - How will we get there?	\$6,040
<b>Task 1.7</b> Planning Commission Meetings	\$3,900
<b>Task 1 Fees</b>	<b>\$41,650</b>
<b>Task 2: Existing Conditions Assessment - Where are we today?</b>	
<b>Task 2.1</b> Project Strategic Kick-Off (SKO)	\$6,810
<b>Task 2.2</b> Project Management	\$8,730
<b>Task 2.3</b> Past Plans Review	\$5,320
<b>Task 2.4</b> Existing Conditions and Trends Assessment	\$25,590
<b>Task 2 Fees</b>	<b>\$46,450</b>
<b>Task 3: Future Needs and Trends - Where are we headed?</b>	
<b>Task 3.1</b> Market Understanding of Growth Potential and Trends	\$11,630
<b>Task 3.2</b> Community Vision and Values	\$4,050
<b>Task 3 Fees</b>	<b>\$15,680</b>
<b>Task 4: Alternatives - How might we get there?</b>	
<b>Task 4.1</b> Scenarios and Trade-offs Analysis	\$19,190
<b>Task 4.2</b> Future Land Use Map	\$6,040
<b>Task 4.3</b> Three Mile Plan	\$8,220
<b>Task 4.4</b> Strategy Framework	\$11,290
<b>Task 4 Fees</b>	<b>\$44,740</b>
<b>Task 5: Plan Document - A Vision for the Town of Frisco</b>	
<b>Task 5.1</b> Document Templates	\$1,930
<b>Task 5.2</b> Comprehensive Plan Development (70% Draft)	\$18,060
<b>Task 5.3</b> Three Mile Plan (70% Draft)	\$11,490
<b>Task 5.4</b> Comment Resolution	\$5,290
<b>Task 5 Fees</b>	<b>\$32,770</b>
<b>Task 6: Comprehensive Plan and Three Mile Plan - Adoption</b>	
<b>Task 6.1</b> Final Plan (95%)	\$5,750
<b>Task 6.2</b> Planning Commission Meeting	\$2,180
<b>Task 6.3</b> Town Council Adoption	\$2,180
<b>Task 6.4</b> Final Plan	\$1,530
<b>Task 6 Fees</b>	<b>\$10,110</b>
<b>Total Fees</b>	
<b>Total Labor Fees</b>	<b>\$192,930</b>
Reimbursable Expenses	\$7,070
<b>Total Fees</b>	<b>\$200,000</b>

## Additional Services Fee

Additional Service	Fee
Spanish Translation	\$1,500-\$5,000 Per Event
Statistically Valid Survey	\$20,000-\$30,000
Communications and Branding	\$1,000-2,500
Website Development	\$5,000-12,000
State of Frisco- Community Snapshot	\$20,000
Existing Code Review and Analysis	\$7,500
Additional Attendance at Meetings	\$2,000 Per Meeting

## Rate Schedule

Team Member	Hourly Rate
Jessica Garrow	\$250
Alison Cotey	\$200
Eric Krohngold	\$200
Alex Zarookin	\$130
Leen Elharake	\$110
Trung Vo	\$212
Nick Oyler	\$186
Sarah Grossi	\$127
Zoe Turner-Yovanovitch	\$132
Connor Merrigan	\$275
Bekah Bailey	\$161



## DW LEGACY DESIGN®

Legacy Design is the defining element of our practice. It is our commitment to an elevated level of design inquiry to arrive at the optimal solutions for clients. The process ensures that our projects reflect the critical issues facing the built environment and that they deliver measurable benefit to clients and communities.

It is the foundation of the firm's workshop culture and guides all projects.