



**NOTICE OF AGENDA**  
**PUBLIC MEETING/WORK SESSION**  
Twin Falls City Planning & Zoning Commission  
**Wednesday, February 4, 2015 12:00PM**  
Council Chambers  
305 3<sup>rd</sup> Avenue East Twin Falls, ID 83301

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**PLANNING & ZONING COMMISSION MEMBERS**

**CITY LIMITS:**

Nikki Boyd    Jason Derricott    Tom Frank    Kevin Grey    Gerardo "Tato" Munoz    Christopher Reid    Jolinda Tatum  
**Chairman                      Vice-Chairman**

**AREA OF IMPACT:**

Ryan Higley    Steve Woods

**CITY COUNCIL LIAISON:**

Rebecca Mills Sojka

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**I. CALL MEETING TO ORDER:**

1. Confirmation of quorum
2. Introduction of staff

**II. CONSENT CALENDAR:**

1. Approval of Minutes from the following meeting(s):
2. Approval of Findings of Fact and Conclusions of Law:

**III. DISCUSSION ITEMS FROM THE COMMUNITY DEVELOPMENT STAFF AND/OR THE PLANNING & ZONING COMMISSION:**

1. Comprehensive Plan Consulting Team Presentations.

**IV. UPCOMING PUBLIC MEETINGS (held at the City Council Chambers unless otherwise posted):**

1. Public Hearing – Tuesday, **February 10, 2015**
- 2.

**V. ADJOURN MEETING:**

**Si desea esta información en español, llame Leila Sanches al (208) 735-7287**  
Any person(s) needing special accommodations to participate in the above noticed meeting should contact Lisa A. Strickland at  
(208) 735-7267 at least two (2) working days before the meeting.

**CITY OF TWIN FALLS**  
**PLANNING & ZONING COMMISSION**

**Public Hearing Procedures for Zoning Requests**

1. Prior to opening the public meeting, the Chairman shall review the public hearing procedures, confirm a quorum is present and introduce staff present.
2. Individuals wishing to testify or speak before the Commission shall wait to be recognized by the Chairman, approach the microphone/podium, state their name and address, then commence with their comments. Following their statements, they shall write their name and address on the Sign-In record sheet(s) located on a separate table near the entrance of the chambers. The administrative assistant shall make an audio recording of each public meeting.
3. **The Applicant, or the spokesperson for the Applicant, shall make a presentation** on the application/request. No changes to the request may be made by the applicant after the publication of the Notice of Public Hearing – WHICH IS A MINIMUM OF 15 DAYS PRIOR TO PUBLIC HEARING. **The applicant's presentation should include the following:**
  - **A complete explanation and description of the request.**
  - **Why the request is being made.**
  - **Location of the Property.**
  - **Impacts on the surrounding properties and efforts to mitigate those impacts.**The Applicant is limited to 15 minutes, unless a written request for additional time is received and granted by the Chairman prior to commencement of the public meeting.
4. Upon completion of the applicant's presentation City Staff will present a staff report which shall summarize the application/request, history of the property, if any, staff analysis of the request and any recommendations.
  - **The Commission may ask questions of staff or the applicant pertaining to the request at this time.**
5. The public will then be given the opportunity to provide public testimony/input/comments regarding the request.
  - **The Chairman may limit public testimony to no more than two (2) minutes per person.**
  - **Five (5) or more individuals, having received personal public notice of the application under consideration, may select a spokesperson by written petition. The spokesperson shall be limited to 15 minutes.**
  - **No written comments, including e-mail, received after 12:00 o'clock noon on the date of the hearing will be accepted for consideration by the hearing body. Written comments, including e-mail, received by 12:00 o'clock noon or before the date of the hearing shall be either read into the record or displayed on the overhead projector either during or upon the completion of public comment.**
  - **Following the Public Testimony, the applicant is permitted a maximum five (5) minutes rebuttal to respond to Public Testimony.**
6. Following the Public Testimony and Applicant's response, the Public Input portion of the public hearing shall be closed-**No further public testimony is permitted.** Commission Members, as recognized by the Chairman, shall be allowed to request clarification of any public testimony received of the Applicant, Staff or any person who has testified. The Chairman may again establish time limits.
7. The Chairman shall then close the Public Hearing. The Commission shall deliberate on the request. Deliberations and decisions shall be based upon the information and testimony provided during the Public Hearing. **Once the Public Hearing is closed, additional testimony from the staff, applicant or public is not allowed.** Legal or procedural questions may be directed to the City Attorney.

**\*\* Any person not conforming to the above rules may be prohibited from speaking. Persons refusing to comply with such prohibitions may be asked to leave the hearing and thereafter removed from the room by order of the Chairman.**

# CITY OF TWIN FALLS COMPREHENSIVE PLAN UPDATE



LOGAN SIMPSON  
DESIGN INC.



REQUEST FOR QUALIFICATIONS  
SUBMITTED BY LOGAN SIMPSON DESIGN  
DECEMBER 18, 2014



December 18, 2014

Renee Carraway Johnson, Jonathan Spendlove  
City of Twin Falls Planning and Zoning Department  
324 Hansen Street East  
Twin Falls, ID 83301

Dear Ms. Carraway Johnson and Mr. Spendlove,

Logan Simpson Design Inc. (Logan Simpson) is pleased to submit our proposal to the City of Twin Falls to assist you with developing a community-driven comprehensive plan update. Our staff are practitioners who have worked for multiple quality of life communities in the west, with the intention of creating plans that are specific to their location and tailored to their identities.

**Strong local knowledge and team.** We have assigned our most experienced project management team to this effort. Bruce Meighen is a principal with more than 20 years of experience developing plans nationwide. His work has received over 30 awards. This year alone, he has received five awards, two of which were from Idaho Smart Growth and Idaho APA. Previously Bruce completed comprehensive plans for Teton County, Idaho and Jackson/Teton County, Wyoming, both of which received 2012 APA awards in their respective states. Bruce understands what really works in public involvement, and he has catered our tools to reach participants who might not typically engage. Our Teton County, Idaho Comprehensive Plan received a 2012 award for these techniques. The plan ensured every citizen was informed and had the opportunity to connect during the process; over 5,000 residents in a county of 10,000 participated in the plan through school curriculum, “Plan Vans”, church and senior citizen outreach, Latino-focused events, surveys, online discussion, fairs, workshops, and advisory committees.

Project manager Megan Moore is an urban designer with extensive experience in comprehensive and downtown planning for quality of life communities. With 10 years of experience, she is already the recipient of more than 25 design and planning awards. Her planning capabilities are enhanced by her background in architecture and landscape architecture, giving her a unique perspective into urban design strategies and realistic solutions. She carries a deep understanding of the use and development of graphics to convey processes necessitated by the planning guidelines.

Our national team is supported by Leland Consulting for economics, whose recent work includes market analyses and land use plans for two large (500+ acre) master planned areas in the Portland metropolitan region; the Twin Falls Main Avenue Redesign project (ongoing); Bozeman, Montana’s Downtown Plan; as well as a comprehensive plan update for Monroe, Washington. Locally, J-U-B provides project support such as the Twin Falls Water and Sewer master planning work, collaboration with Twin Falls Urban Renewal Agency on downtown infrastructure; and water and sewer modeling for Chobani in addition to other local road and utilities engineering projects.

**An innovative and realistic approach.** Our approach is based on creating a usable, relevant, and effective comprehensive plan update. Creating a usable plan targets restructuring based on community values, updating the community design section and adding new elements that are important to the community. Relevancy starts with authentic public involvement, and incorporating nontraditional public events in order to ensure that we reach all types of community members. At the same time, we engage key stakeholders, Planning Commission, and City Council regularly to promote investment in a mutual vision. Effectiveness is the final element of the plan. We are devoted to creating a plan that meets the long-term and everyday needs of Twin Falls with a plan that can be monitored and adapted, and where vision, policies, implementation, and your strategic plan are connected.

We are inherently collaborative and welcome the opportunity to draw on our breadth of expertise and knowledge through dialogue with staff and local representatives. Our experience has prepared us to develop practical, politically supportable, and implementable plans and strategies in response to Twin Falls' unique situation. Our approach to community planning is simple: the process is based on trust, credibility, and adherence to open and clear processes. We commit to developing a customized plan that is representative of what "home" means those who live and work in the great community of Twin Falls.

Respectfully submitted,



Bruce Meighen, AICP  
Principal  
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P: 970.449.4100 ext. 102  
M: 970.214.9349



Megan Moore, ASLA, Assoc. AIA  
Project Manager, Senior Planner  
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P: 970.449.4100 ext. 108  
M: 970.227.6542

## DESCRIPTION OF FIRM

### **LOGAN SIMPSON DESIGN INC. (LOGAN SIMPSON)**

Logan Simpson is one of the largest community planning and design firms in the western U.S. Founded in 1990 in Tempe, Arizona, Logan Simpson also has offices in Tucson, Arizona; Salt Lake City, Utah; Las Vegas, Nevada; and Fort Collins, Colorado. Our leadership is provided by seven principals located in various offices, and we have been a corporation since inception in 1990. We employ more than 100 staff with a collection of more than 700 total (and more than 50 award-winning) design and planning projects to their names.

In both planning and design, Logan Simpson strives to understand the relationships between the elements that create a sense of place and the social fabric that creates a sense of community. We have developed comprehensive and general plans; downtown plans; mobility plans; and functional placemaking opportunities for communities in Idaho, Wyoming, Utah, Wyoming, Colorado, and Arizona. We use proven tools and methods to ensure we know who will use a space, how they will use it, what infrastructure and amenities are essential to accommodate that use, and how much it will cost to build.

As the prime consultant for the Twin Falls Comprehensive Plan Update, Logan Simpson will lead this planning effort and coordinate two subconsultants, Leland Consulting and J-U-B. Logan Simpson will staff this work out of our Fort Collins, Colorado office located at 123 North College Avenue, Suite 206, Fort Collins, CO 80524. Our Tempe headquarters, located at 51 West Third Street, Suite 450, Tempe, AZ 85281, will handle the contracting and invoicing.

### **LELAND CONSULTING GROUP**

Exceptional public and private leaders have bold visions for their downtowns, neighborhoods, employment centers, and cities. Leland Consulting Group helps to refine and realize those visions.

Through their work in more than 250 communities across the country, Leland has helped to shape long-term plans, and to help build the projects that immediately improve residents' quality of life: thriving downtowns, bustling shopping districts, inviting neighborhoods, and productive employment centers. As urban strategists, Leland's role is to keep the big picture in sight, while simultaneously providing deep expertise in the strategic, market, financial, and economic elements that make projects possible and successful. They recognize that special and economically viable places result not just from one factor, but from the combination of quality design, supportive markets, developer capacity, and financial strength. During every assignment, Leland engages the public and private champions essential to rallying support and overcoming obstacles. Leland Consulting Group provides the following services: development conceptualization; market research; market strategies; building and development programs; negotiation facilitation; financial analysis; regulatory approvals; long-term economic impact analysis; and implementation strategies.

Leland Consulting Group, an Oregon Sub S Corporation, was established in 1989 and has over 25 years of experience providing real estate and urban planning services to public and private sector clients across the United States. The firm is located in downtown Portland, Oregon. The firm, with a full time staff of six, is located in downtown Portland.

### **J-U-B**

J-U-B began in 1954 as a small civil engineering offices in Nampa, Idaho, and has grown into the largest civil engineering firm headquartered in Idaho. J-U-B is ranked among the Top 400 design firms in the United States by *Engineering News Record*, and as an employee-owned company, has also been ranked as one of the "Best Firms to Work For" by *CE News* magazine. J-U-B currently has 15 offices with over 280 employees throughout Idaho, Utah, Washington, Oregon, and Colorado. The City of Twin Falls Comprehensive Plan project will be managed out of the Twin Falls office, which has been in operation since 1971. J-U-B is a full-service civil engineering firm with a depth of experience in many disciplines, including airports; land use and planning; construction; environmental; facilitation and dispute resolution; funding; land surveying; stormwater; structures and bridges; traffic and transportation; water and wastewater; GIS; irrigation; and land and site development.

# EXPERIENCE

## LOGAN SIMPSON

### TETON COUNTY COMPREHENSIVE PLAN, IDAHO

**Reference:** Angie Rutherford, formerly of Teton County | P: 406.539.8558 | E: [angie\\_rutherford@hotmail.com](mailto:angie_rutherford@hotmail.com)

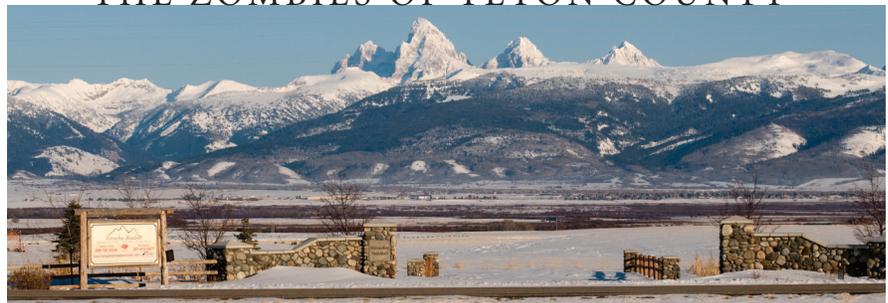
Teton County, Idaho is the gateway to Grand Targhee Resort and home to 10,275 permanent residents. From 2000 to 2010, Teton County was one of the fastest-growing counties in the nation; however, under a previous controversy-laden comprehensive plan, the County experienced its largest-ever development boom/bust cycle, resulting in inefficient, fiscally irresponsible, and unsustainable development patterns. The new comprehensive plan process emphasized an opportunity to outline a new direction for the County: one based on lessons learned from the past and from other western communities. This process represented western, grassroots planning at its best and resulted in a landscape-based approach to development levels and incentives and an implementation framework aimed at creating actionable change and an economically-resilient county. A key element to the plan's success was grassroots public outreach, which used a "bottom-up" approach, involving citizen committees who represented community values. Engagement efforts also included public workshops; open houses; stakeholder interviews; a mobile "plan van;" online surveys; events; landowner workshops; newspaper articles; and a website. More than 4,000 comments and other input were received, with a significant portion of the County's 10,000 residents participating. The plan was unanimously adopted by the Board of County Commissioners in August 2012. In October 2012, the plan was awarded the APA Idaho Public Outreach Award.

The county was uniquely planned to serve as an appropriate entryway to Grand Targhee, while ensuring future development meets the community's vision and provides a public benefit. The project formed the basis for a new form-based and incentive-based code to reset the direction for one of the most scenic counties in Idaho.

View the plan at <http://www.tetoncountyidaho.gov/departments.php?deptID=6&menuID=1>



## THE ZOMBIES OF TETON COUNTY



Dead and half-dead developments plague the rural West. Have any lessons been learned? by ALLEN BEST

**M**uch that grew up in sprawling metropolitan Phoenix and spent 11 years writing research articles, mostly focusing on development issues on the West Coast and across the Southwest. The job was boring, but he enjoyed researching on his own time, including Colorado's Yule and Breckenridge. Like many other people, he quit his job to start his own business in 2003. He had just completed his first real estate purchase. He had the most real-estate success, that first job step to real-estate success. In 2003, he became a real-estate developer near a major resort town, Jackson, Wyo. He started small by building a house in Jackson, a business community about an hour drive from Jackson, and he made a lot of money. It was the best investment he could make in a down payment on an acre in Idaho's Teton County, one of the most beautiful places on the planet — particularly in the case of developers.

The towering snow-capped peaks of Grand Teton National Park dominated the landscape. When given a relatively cheaply acquired property, he built a house and sold it for a profit. He then acquired more property and built for an array of wealthy couples from within a half-hour drive of Jackson. The property was sold for a profit. It resulted in the first real-estate success. He then acquired more property and built for an array of wealthy couples from within a half-hour drive of Jackson. The property was sold for a profit. It resulted in the first real-estate success. He then acquired more property and built for an array of wealthy couples from within a half-hour drive of Jackson. The property was sold for a profit. It resulted in the first real-estate success.

Even better, Teton County's government was generous for developers. When the late 1990s, when Murray withdrew from the valley, the population had nearly grown, but the land did not. Grand Targhee had gained a reputation for providing people, including himself and a few other local buyers. People who worked in Jackson were discovering the need for a much cheaper housing option here in Idaho. And the national real-estate boom, driven by cheap loans and speculation as well as a desire for a better life, was finally reaching its peak. The county's new direction: The Teton Springs Golf and Country Club used to hold 100 residential units, a golf course, tennis courts, a swimming pool, hotel, shops and restaurants on 72 acres. The Teton Springs collection had a unique feel. The Teton Springs was a quiet million-dollar residential lot. The county government allowed that to establish the 100 acres of finished near Driggs, the county's largest town, but to fewer than 1,000 people. Even before creating the roads, he sold them at \$1.5 million. The land cost \$400,000, the roads and utilities cost \$200,000. In return, he gained \$1.5 million in revenue within three years. It was about the greatest money "a lot" it was California money," says Best. "The second house bought, about 100 percent, was for real-estate operators, buying the 100 acres around the house."

Based on the success, Best returned for more and this time, he acquired the county government. Unlike regular private developers, there were no buyers — no input from, and it was a rather quiet process. But one day, an investor from Boise arrived, and Best was told that the county had just sold about 100 acres to a group of about 100 people — 12.12 million — for a price almost identical to his original one. Then, in 2007, he paid



## TETON VIEW REGIONAL SUSTAINABILITY PLAN HUD DOCUMENT, FREMONT COUNTY, IDAHO

**Reference:** Janice (Jan) Brown, Special Projects Manager | Fremont County Planning and Building | 125 North Bridge Street, St. Anthony, Idaho 83445 | P: 208.624.4643 ext. 2265 | E: [jabrown@co.fremont.id.us](mailto:jabrown@co.fremont.id.us)

Logan Simpson was asked this year to summarize three years of studies and \$1.5 million dollars of work (HUD Grant) and preparing a “Teton View” Regional Plan for Sustainable Development that integrates housing, land-use, economic development, multi-modal transportation, and infrastructure development in a manner that will improve the quality of life for Fremont and Teton County’s in Idaho and Teton and Madison Counties in Wyoming. The plan will provide regional guidance to the local, state and federal entities operating in the four consortium counties, thus allowing each jurisdiction’s land use and management plans to voluntarily complement one another. The guiding principles for this Regional Plan are derived from the Greater Yellowstone Framework for Sustainable Development (GY-Framework) – a voluntary set of ecosystem-based standards designed to foster responsible rural land development both inside and surrounding Yellowstone and Grand Teton national parks. Application of the GY-Framework also ensures fulfillment of the six Livability Principles embraced by the three federal agencies that comprise the Partnership for Sustainable Communities (HUD, EPA, and DOT). Logan Simpson will integrate over 100 reports to create framework that supports our local and regional lives, which include:

- Feasibility Study for Regional Recycling Infrastructure
- Framework for Sustainable Development Certification
- Model Development Code for the Cities of Driggs and Victor
- Multi-Faceted Housing Study and Inventory of Housing Stock
- Multi-Modal Transportation Assessment and the Development Plan
- Regional Broadband Study
- Regional Index of Sustainability Indicators
- Regional Plan for Sustainable Development

## JACKSON / TETON COUNTY COMPREHENSIVE PLAN, CHARACTER DISTRICT PLANS, LAND DEVELOPMENT REGULATIONS UPDATE, INTEGRATED WORKFORCE HOUSING ACTION PLAN, AND INTEGRATED TRANSPORTATION PLAN; TOWN OF JACKSON AND TETON COUNTY, WYOMING

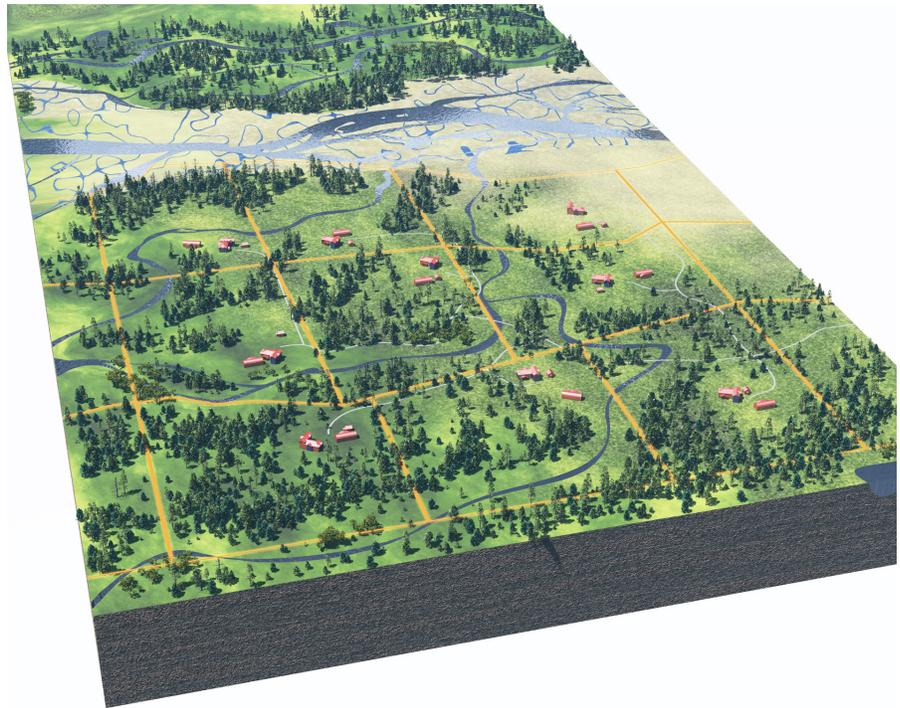
**Reference:** Alex Norton, Jackson/  
Teton County Planner | Teton  
County Admin Building, Planning  
and Development Department  
| 200 South Willow Street, Box  
1727, Jackson, WY 83001 | P:  
307.733.3959 |  
E: [anorton@tetonwyo.org](mailto:anorton@tetonwyo.org)

Each year, millions of American and foreign tourists enjoy the pristine natural resources of Yellowstone and Grand Teton National Parks, the largest essentially intact ecosystem in the continental U.S. The private lands of Teton County, Wyoming, commonly known as Jackson Hole, are the southern gateway of this ecosystem and home to 21,000 permanent residents and millions of annual visitors. The joint Jackson/Teton County Comprehensive Plan, developed by Logan Simpson staff members in 2011 prior to joining the

firm, protects this ecosystem for the enjoyment of current and future generations by employing a rigorous Growth Management Program and character-driven subarea plans for the entire county.

A comprehensive set of policies derived from the community's shared values provides a predictable and sustainable roadmap for the future. The policies are then translated to specific areas of the community through fifteen Character District Plans, which illustrate desired character for each area of future development at three different scales: the entire neighborhood, blocks and streets, and individual buildings, ensuring that all policies are implemented in the proper context. In addition, the Growth Management Program provides a quantifiable, iterative implementation strategy that directs future growth away from ecologically sensitive areas and into the locations most suited for new development. This data-driven program is based on a series of thresholds, triggers, and corrective actions, which allow for proactive response and adaptation to changing conditions - ensuring the achievement of the community's vision. Ultimately, the Plan was adopted unanimously by both the Jackson Town Council and Board of Teton County Commissioners with broad community support, including the local Conservation Alliance, the Chamber of Commerce, large land owners, and the local Tea Party chapter. The Plan received the 2012 Urban Planning Project of the Year Award from the Wyoming Planning Association.

Following completion of the comprehensive plan, Logan Simpson was retained to update the County's rural Land Development Regulations and complete an Integrated Workforce Housing Action Plan, which will assist the County in meeting its goal of providing housing for 65% of its current and future workforce – a true challenge in an internationally renowned resort community. We are also nearing completion on the Integrated Transportation Plan, which will connect adjacent counties, complete neighborhoods, rural areas, and resorts together using alternative modes of transit including gondola and rapid transit.



## LOVELAND COMPREHENSIVE PLAN, LOVELAND, COLORADO

**Reference:** Karl Barton, AICP | City of Loveland, Colorado | 500 East Third Street, Suite 330, Loveland, Colorado 80537 | P: 970.962.2721 | E: [Karl.Barton@cityofloveland.org](mailto:Karl.Barton@cityofloveland.org)

Loveland is a community seeking to leverage their artistic identity, address growing challenges with changing demographics, and proactively manage growth and regional coordination. Our approach includes a focus on redevelopment of downtown and key commercial corridors; resiliency in all its economic, fiscal, neighborhood and environmental dimensions; and greater integration of land use, transportation, and healthy lifestyles. The plan uses broad community input to articulate the shared values and vision of Loveland's citizens; a process that has called for innovative public engagement through the use of online discussions, open houses, small group meetings, and participation at local events such as farmers markets and festivals.

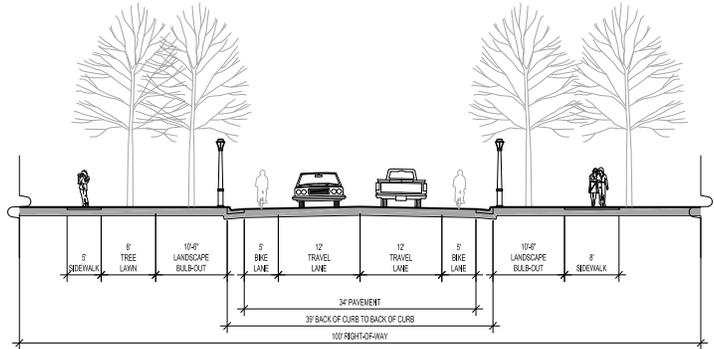
A set of performance indicators support the plan from beginning to end; showing historic trends, a future trajectory, and how to assess Loveland's progress in achieving that vision. More than just aggressive monitoring, this plan lays the foundation for the immediate update of the municipal code as well as prepositioning to apply for HUD resiliency funding. The project includes an arts district, new senior housing, redevelopment, and greenfield areas. In addition to the Comprehensive Plan, Logan Simpson is involved in a corridor redevelopment project, restoration of the river, and rehab of historic buildings.



## CODY MASTER PLAN UPDATE, CODY, WYOMING

**Reference:** Todd Stowell, City of Cody Planner | 1338 Rumsey Avenue, Cody, Wyoming 82414 | P: 307.527.7511 | E: [todds@cityofcody.com](mailto:todds@cityofcody.com)

Logan Simpson recently completed an update to the 1997 Master Plan for the City of Cody, the eastern gateway to Yellowstone National Park. Included in the effort were an updated future land use map, streets master plan, and neighborhood and business district level planning. Through a tailored approach to stakeholder engagement and public outreach, the plan will reflect the unique vision, values, and needs of the community. The plan will emphasize actionable implementation strategies that focus on balancing growth with preservation of the City's character and pristine, surrounding area, as well as diversifying its seasonal, tourist-based industry.



As part of an intensive public involvement program, we conducted a series of seven public workshops over a two-day period. The meetings were held at key locations in the community such as the senior center, Buffalo Bill's historic Irma Hotel, and at a local high school basketball game. By targeting locations where people already go, rather than asking them to take time out of their day to attend a meeting, staff were able to get much broader input from much of the community in a short timeframe.

## OGDEN VALLEY GENERAL PLAN UPDATE, WEBER COUNTY, UTAH

**Reference:** Charlie Ewert, Weber County Principal Planner | 2380 Washington Blvd, Suite 240, Ogden, Utah 84401-1473 | P: 801.399.8736 | E: [cewart@co.weber.ut.us](mailto:cewart@co.weber.ut.us)

The Ogden Valley is one of the Wasatch Back valleys, historically both a recreational destination consisting of Pinewood Reservoir, and three ski resorts, and an agricultural farming community. However, demographics have been slowly trending toward a bedroom community, with nearly all residents commuting outside the Valley, and a resort community of nearly 32% second homes.



The 1998 General Plan consists of many 1990's era planning policies, including clustering, open space conservation, sensitive area protection, and cost-of-service management. These strategies have resulted in difficulties, such as the lack of oversight into community-specific challenges and solutions. The plan also created unfounded expectations, if not legal entitlements, among landowners regarding private property rights and transfer of development rights. In the 16 years since this plan was adopted, planning practices have advanced significantly and the values of those who live in and visit the Ogden Valley have evolved. The current planning process will fundamentally revisit and re-envision the desired future in terms of geography, form of the built environment, and function of environmental and recreation systems. Logan Simpson is anticipating the need to address some of these key concerns and propose course corrections for the Valley, including preserving open space to retain the area's rural character without reducing property values; addressing the increasing second-home and bedroom community outlook; re-organizing water service structure and identifying water availability; and determining and illustrating rational growth management scenarios and build-out options.

# LELAND CONSULTING GROUP

## BOISE DOWNTOWN HOUSING AND REVITALIZATION INITIATIVE, BOISE, IDAHO

**References:** Phil Kushlan (former Executive Director of Capital City Development Corp.) Retired | P: 208.433.8429 | E: [pkushlan@fiberpipe.net](mailto:pkushlan@fiberpipe.net) or Shellan Rodriguez, Project Manager, Property Development | Capital City Development Corporation (CCDC) | 121 North 9th Street, Suite 501, Boise, Idaho 83702 | P: 208.384.4264 | E: [srodriguez@ccdcboise.com](mailto:srodriguez@ccdcboise.com)

Leland Consulting Group has maintained a long-term relationship as a strategic development advisor to the City of Boise through the Capital City Development Corporation, its urban renewal and redevelopment agency. These strategic services have all focused on the revitalization of the downtown core and its adjacent neighborhoods through the introduction of new housing and the creation of vibrant mixed-use districts.

A core project in Leland Consulting Group's efforts included a detailed housing strategy to identify the short and long-term potential market for urban housing in downtown Boise. Since prior to the 2000s Boise had previously not seen any significant downtown housing development, it was difficult to predict future housing opportunities from past market trends. To address this, Leland Consulting Group prepared detailed case studies of similar cities in order to identify the common market characteristics that could inform a long-term housing forecast for Boise. This technical research was matched with a broader initiative of workshops with local private developers and lenders; opportunity site analyses for several downtown districts; and public-private development strategies to guide public investments and actions. Over 1,000 housing units have been built or are entitled for development. One of Leland Consulting Group's critical tasks in this effort was to overcome local perceptions about building and living downtown and to demonstrate through empirical and anecdotal evidence that the market was strong and profitable. In 2014, Leland Consulting Group was re-engaged by CCDC to evaluate the potential for various districts surrounding downtown office core to attract additional housing, and this work is currently underway.



## MAIN AVENUE REDESIGN AND DOWNTOWN DEVELOPMENT ADVISORY SERVICES, TWIN FALLS, IDAHO

**Reference:** Ms. Melinda Anderson, Economic Development Director | City of Twin Falls | PO Box 1907, Twin Falls, Idaho 83303-1907 | P: 208.735.7240 | E: [manderson@tfid.org](mailto:manderson@tfid.org)

Leland Consulting Group has served as a development advisor to the City of Twin Falls on several occasions between 2007 and 2014 to help revitalize its downtown core and spur economic development in the heart of the city. Between 2007 and 2010, Leland Consulting Group identified multiple public-private partnership opportunities to bring new life into the area, including work on redeveloping a four-block area adjacent to downtown into an employment district, updating the streetscape along Main Avenue, renovating and activating second floor uses along Main Avenue, and working on other programs, such as façade improvements and parking management. This resulted in several dramatic successes, particularly the attraction of two major new employers to downtown, Glanbia Foods and St. Luke's Medical Center offices, which combined have added more than \$50 million in investment and 200 jobs. Other subsequent successes include new high-quality restaurants and retailers downtown, and the planned renovation of the Orpheum Theater.



In 2014, Leland Consulting Group was invited back to Twin Falls to work with the City and prime consultant Otak Inc. on a Main Avenue redesign and redevelopment plan. This is expected to result in preliminary construction drawings for needed streetscape, transportation, and infrastructure (sewer, water, stormwater) improvements on Main Avenue, as well as the identification of five or more specific real estate development opportunities aimed at revitalizing the heart of downtown Twin Falls.

## COMPREHENSIVE PLAN UPDATE AND ECONOMIC DEVELOPMENT STRATEGY, MONROE, WASHINGTON

**Reference:** Gene Brazel, City Administrator | City of Monroe | 806 W Main Street, Monroe, Washington 98272 | P: 360.863.4500 | E: [gbrazel@monroewa.gov](mailto:gbrazel@monroewa.gov)



Leland Consulting Group is part of a multidisciplinary planning team engaged by the City of Monroe to develop a 2015 – 2035 Comprehensive Plan Update in keeping with the State of Washington’s Growth Management Act. LCG’s roles include community outreach, helping to define the City’s overarching 20-year vision, leading the economic development strategy element, conducting a fiscal impact analysis for a potential urban growth area expansion, and providing input on other plan elements such as transportation and parks. The team’s work began in fall 2013; thus far, public input and economic analysis indicates that some of the City’s priorities may include downtown revitalization, strengthening the City’s identity as an outdoor recreation destination and gateway, growing small and medium size businesses, and reinforcing its small town character.

## J-U-B

### WASTEWATER COLLECTION SYSTEM MASTER PLAN, TWIN FALLS, IDAHO

**Reference:** Lee Glaesemann, P.E., Staff Engineer | 324 Hansen Street East, Twin Falls, Idaho 83301 | P: 208-735-7253 | E: [lglaesemann@tfid.org](mailto:lglaesemann@tfid.org)

The comprehensive Sewer Model and Master Plan for Twin Falls was last completed between 2006 and 2008. Since then, the City has experienced significant residential, commercial, and industrial growth in the community. Additionally, the City constructed several new sewer trunk lines to accommodate this growth, with additional improvements anticipated. This rapid growth prompted the City to update to their collection system model and master plan to evaluate the current capacity of the existing system and to identify the improvements needed to accommodate future growth. J-U-B is currently working with the City on this update, including an inventory and update of the system information; flow monitoring and analysis; demographics and land use analysis; existing, committed, and build-out models; and development of a capital improvement plan.

### WATER SYSTEM FACILITIES PLAN, TWIN FALLS, IDAHO

**Reference:** | Jon Caton, P.E., Public Works Director | 119 South Park Avenue, Twin Falls, Idaho 83301 | P: 208-308-7269 | E: [jcaton@tfid.org](mailto:jcaton@tfid.org)

The City of Twin Falls’ Water System Model and Master Plan were last updated in 2009. Since then, the City has constructed several upgrades to the water system, including a new pump station, blending facilities, transmission pipelines, and storage tank modifications to comply with the most recent arsenic drinking water standard. They also constructed additional water transmission and distribution mains and pump station and storage tank modifications to accommodate significant industrial growth in the southeast area of the community. Given these changes, the City engaged J-U-B to update their Water System Model and Master Plan. The project includes an evaluation of water supply and demand,



water quality, land use, existing system deficiencies, updating their hydraulic model to a GIS-based platform, alternatives to address their long-term needs, and development of a capital improvement plan.

## PARKS AND RECREATION MASTER PLAN, TWIN FALLS, IDAHO

**Reference:** Dennis Bowyer, Parks and Recreation Director | 136 Maxwell Avenue, Twin Falls, Idaho 83301 | P: 208-736-2265 | E: [dbowyer@tfid.org](mailto:dbowyer@tfid.org)

The City of Twin Falls had historically relied on a generic Comprehensive Plan for parks and recreation planning. They desired a more detailed master plan that provided clear, meaningful, and concise information for planning and decision-making. The City recently hired J-U-B to assist them in the development of a Parks and Recreation Master Plan that meets their goals. The project includes an inventory and analysis of their existing facilities and programs; development of a GIS based master plan; and preparation of a Capital Improvement Plan. As part of the project, a community survey, stakeholder interviews and open houses will be conducted to garner public input.

## MAIN AVENUE MASTER PLAN, TWIN FALLS, IDAHO

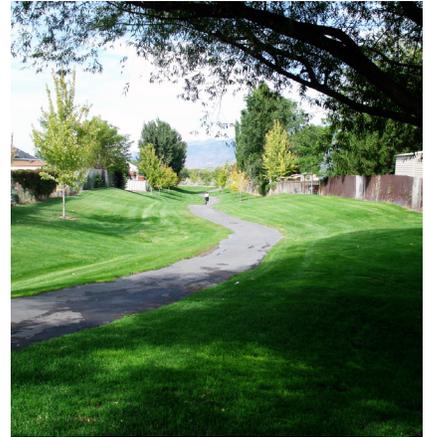
**Reference:** Melinda Anderson, Executive Director | Twin Falls Urban Renewal Agency | 321 2nd Avenue East, Twin Falls, Idaho 83301 | P: 208-735-7240 | E: [manderson@tfid.org](mailto:manderson@tfid.org)

The Twin Falls Urban Renewal Agency (URA) had been surprised by the deteriorating and undersized infrastructure they encountered in the process of renewing the downtown area of Twin Falls. This led to a desire for the URA to assess the condition and capacity of the existing infrastructure in this area, including above ground and below ground infrastructure. Out of this assessment, an overall layout and ranking provided a baseline for additional capital improvements needed in the downtown area. One of these projects included reconstruction of Main Avenue. J-U-B is now assisting in the development of a Master Plan and preliminary design for Main Avenue, including underground utilities, topographic survey, and coordination with private utility agencies and business owners.

## GENERAL PLAN, SMITHFIELD, UTAH

**Reference:** Jim Gass, Public Works Director | 96 South Main, Smithfield, Utah 84335 | P: 435-792-7992 | E: [jgass@smithfieldcity.org](mailto:jgass@smithfieldcity.org)

J-U-B worked with a City advisory committee to develop a new General Plan with an emphasis on a land use map, transportation plan (including identification of future collector roads), trail system, and natural resource amenities. J-U-B completed the Water and Sewer Master Plans in conjunction with the General Plan. Doing this provided a cohesive set of planning documents that the City has used to adapt ordinances and manage growth. Recently, J-U-B updated the water master plan to reflect changes in the community since completion of the General Plan.



PROJECT NAME & LOCATION	YEAR COMPLETED	PROJECT TYPE	PRIME
<i>Logan Simpson</i>			
Arvada Comprehensive Plan; Arvada, CO	2014	Comprehensive Plan	Prime
Cody Master Plan; Cody, WY	2014	Comprehensive Plan	Prime
Douglas Master Plan; Douglas, WY	2014	Comprehensive Plan	Prime
Englewood Forward Comprehensive Plan Update; Englewood, CO	Ongoing	Comprehensive Plan	Prime
Jackson/ Teton Comprehensive Plan & Character Districts, & LDR Update; Town of Jackson/ Teton County, WY	2012 & 2014	Comprehensive Plan, SubArea Plans, Code	Prime
Livable Roanoke Valley Plan; Western VA	2014	Regional Plan	Prime
Loveland Comprehensive Plan Update; Loveland, CO	Ongoing	Comprehensive Plan	Prime
McCall Downtown Master Plan Update; McCall, ID	2013	Master Plan	Prime
North Ranch Sector Plan; Osceola County & Central Florida	Ongoing	Regional Plan	Prime
Teton County Comprehensive Plan; Teton County, ID	2012	Comprehensive Plan	Prime
West Henderson Land Use Plan Update; Henderson, NV	2014	SubArea Plan	Prime
Cheyenne & Arapaho Tribes' Comprehensive Plan; Western OK*	2011	Comprehensive Plan/ Regional Plan	Prime
Town of Alta Comprehensive Plan, Alta, UT	ongoing	Comprehensive Plan	Prime
Ogden Valley General Plan Update, UT	ongoing	Comprehensive Plan	Prime
Draper General Plan Update, Draper, UT	ongoing	Comprehensive Plan	Prime
City of Midvale Comprehensive Plan, Midvale, UT	ongoing	Comprehensive Plan	Prime
Fort Collins City Plan Update; Fort Collins, CO*	2004	Comprehensive Plan	Prime
Fruita Community Plan Update; Fruita, CO*	2008	Comprehensive Plan	Prime

CLIENT	TEAM MEMBERS INVOLVED	EXISTING CONDITIONS ASSESSMENT	LAND USE PLANNING	COMMUNITY DESIGN	HOUSING	SCHOOL FACILITIES	PUBLIC SERVICES & UTILITIES	ECONOMIC DEVELOPMENT	ENVIRONMENTAL CONSIDERATIONS	TRANSPORTATION	TRANSPORTATION (AIRPORT)
City of Arvada, CO	BM, MM, JC, MMc, KB	•	•	•	•	•	•	•	•	•	
City of Cody, WY	BM, MM	•	•	•	•	•	•	•	•	•	
City of Douglas, WY	BM, MM, MMc	•	•	•	•	•	•	•	•	•	
City of Englewood, CO	BM, MMc, KB	•	•	•	•	•	•	•	•	•	
Town of Jackson/ Teton County, WY	BM, MM	•	•	•	•	•	•	•	•	•	
Roanoke Valley Allegheny Regional Commission, VA	BM, MM		•		•	•	•	•			
City of Loveland, CO	BM, MM, JC, MMc, KB	•	•	•	•	•	•	•	•	•	
City of McCall, ID	BM, MM	•	•	•						•	
Osceola County, FL / Deseret Ranch (LDS Church Entity)/ FDOT	BM, MM, JC, MMc	•	•	•	•	•	•	•	•	•	
Teton County, ID	BM, MM	•	•	•	•	•	•	•	•	•	
City of Henderson, NV	BM, MM	•	•	•	•	•	•	•	•	•	•
Cheyenne & Arapaho Tribes	BM, MM	•	•	•	•	•	•	•	•	•	
Town of Alta, UT	BM, MM	•	•	•	•		•	•	•	•	
City of Ogden	BM, MM, KB	•	•	•	•	•	•	•	•	•	
City of Draper, UT	BM, MM, MMc, KB	•	•	•	•	•	•	•	•	•	
City of Midvale, UT	BM, MM	•	•	•	•	•	•	•	•	•	
City of Fort Collins, CO	BM	•	•		•	•	•	•	•	•	
City of Fruita, CO	BM, MM	•	•	•	•	•	•	•	•	•	

PROJECT NAME & LOCATION	YEAR COMPLETED	PROJECT TYPE	PRIME
Johnstown Area Comprehensive Plan & Downtown Improvements Master Plan; Johnstown, CO*	2006 & 2007	Comprehensive Plan & Master Plan	Prime
Louisville Comprehensive Plan; Louisville, CO*	2005	Comprehensive Plan	Prime
Milliken Comprehensive Plan; Milliken, CO*	2010	Comprehensive Plan	Prime
Vine & Lemay Master Plan; Fort Collins, CO*	2008	Master Plan	Prime
Mountain Village Comprehensive Plan: The Next 30 Years; Mountain Village, CO*	2011	Comprehensive Plan	Prime
Mountain Vista Subarea Plan; Fort Collins, CO*	2009	SubArea Plan	Prime
Narcoossee Community Vision, Subarea Plan, Code & Design Guidelines; Osceola County, FL*	2011	SubArea Plan	Prime
Northwest Quadrant Master Plan; Salt Lake City, UT*	2008	SubArea Plan	Prime
PlanOlathe: City of Olathe Comprehensive Plan; Olathe, KS*	2010	Comprehensive Plan	Prime
Osceola County South Lake Toho, East of Lake Toho & Northeast District Conceptual Master Plans & Land Use Code for the Mixed Use District; Osceola County, FL*	2011 & 2014	Master Plans & Code	Prime
Plan Cheyenne; Cheyenne, WY*	2006	Comprehensive Plan, Structure Plan & Parks, Trails & Open Space Elements	Sub to Clarion Associates
EPA Sustainable Communities Building Blocks Program, Essential Smart Growth Fixes for Urban and Suburban Zoning Codes; Ranson, WV; Bluffton, SC & Rockport, TX*	2011	Smart Growth Components	Prime
West Bench General Plan & Development Agreement; Salt Lake County, UT*	2006 & 2007	Master Plan/ SubArea Plans	Prime

CLIENT	TEAM MEMBERS INVOLVED	EXISTING CONDITIONS ASSESSMENT	LAND USE PLANNING	COMMUNITY DESIGN	HOUSING	SCHOOL FACILITIES	PUBLIC SERVICES & UTILITIES	ECONOMIC DEVELOPMENT	ENVIRONMENTAL CONSIDERATIONS	TRANSPORTATION	TRANSPORTATION (AIRPORT)
Town of Johnstown, CO	BM, MM	•	•	•	•	•	•	•	•	•	•
City of Louisville, CO	BM	•	•	•	•	•	•	•	•	•	
City of Milliken, CO	BM	•	•	•	•	•	•	•	•	•	
Kederike - Lemay, LLC	BM, MM	•	•	•	•		•	•	•	•	
Town of Mountain Village, CO	BM	•	•	•	•	•	•	•	•	•	
City of Fort Collins, CO	BM, MM	•	•	•	•	•	•	•	•	•	
Osceola County, FL	BM, MM	•	•	•	•	•	•	•	•	•	•
Salt Lake City, UT	BM, MM	•	•	•	•	•	•	•	•	•	•
City of Olathe, KS	BM, MM	•	•	•	•	•	•	•	•	•	
Osceola County, FL	BM, MM	•	•	•	•	•	•	•	•	•	
City of Cheyenne, WY	BM	•	•	•	•	•	•	•	•	•	
US Environmental Protection Agency (EPA)	BM, MM	•	•					•	•		
Kennecott Land Company/Salt Lake County, UT	BM, MM, JC	•	•	•	•	•	•	•	•	•	

PROJECT NAME & LOCATION	YEAR COMPLETED	PROJECT TYPE	PRIME
<i>Leland Consulting Group</i>			
Main Avenue Redesign & Downtown Development Advisory Services; Twin Falls, ID	2008 & Ongoing	Development Vision/Strategy & Master Plan & Design	Prime on precursor work; Sub to Otak on current project
Boise Downtown Housing & Revitalization Initiative; Boise, ID	2003 & Ongoing	Housing Analysis & Strategy	Prime
Boise State Street Traffic & Transit Operational Plan; Boise, ID	2010	Transportation & Development Strategy	Sub to Kittelson & Associates, Inc.
Monroe Comprehensive Plan Update & Economic Development Strategy; Monroe, WA	Ongoing	Comp Plan	Sub to Studio Cascade
Lake Stevens Economic Development Strategy; Lake Stevens, WA	2012	Economic Development Strategy	Sub to LMN Architect; Prime for follow-up work
Bend Economic Opportunities Analysis; Bend, OR	2007	Economic Analysis & Strategy	Prime
Boise Downtown Circulator: Development Analysis; Boise, ID	Ongoing	Real Estate Development Analysis	Sub to URS
Bend Comprehensive Plan Update (UGB Rem&); Bend, OR	Ongoing	Comp Plan Update	Sub to Angelo Planning Group
Advance Road Concept Plan; Wilsonville, OR	Ongoing	Master Plan	Sub to Angelo Planning Group
Basalt Creek Concept Plan; Tualatin & Wilsonville, OR	Ongoing	Master Plan	Sub to Fregonese Associates
Elko Downtown Development Strategy; Elko, NV	Ongoing	Downtown Development Strategy	Prime
Marmalade Block Redevelopment; Salt Lake City, UT	2013	Site Development Strategy	Sub to MIG
Colfax Avenue Transportation & Development Evaluation; Denver, CO	2013	Real Estate Development Analysis	Sub to Steer Davies Gleaves
Bozeman Downtown Plan; Bozeman, MT	2009	Downtown Plan	Sub to LMN Architect
Missoula Transportation Development Advisory Services; Missoula, MT	2012	Real Estate Development Analysis	Sub to Nelson\Nygaard
Bottineau LRT Station Area Planning & Market Analysis; Hennepin County, MN	Ongoing	Real Estate Development Analysis	Sub to SRF Consulting

CLIENT	TEAM MEMBERS INVOLVED	EXISTING CONDITIONS ASSESSMENT	LAND USE PLANNING	COMMUNITY DESIGN	HOUSING	SCHOOL FACILITIES	PUBLIC SERVICES & UTILITIES	ECONOMIC DEVELOPMENT	ENVIRONMENTAL CONSIDERATIONS	TRANSPORTATION	TRANSPORTATION (AIRPORT)
City of Twin Falls, ID	BV, DS	•	•	•	•		•	•	•	•	
Capital City Development Corporation, ID	BV	•	•	•	•		•	•	•	•	
Valley Regional Transit, ID	BV	•	•	•	•	•	•	•	•	•	
City of Monroe, WA	BV, DS	•	•	•	•	•	•	•	•	•	•
City of Lake Stevens, WA	BV	•	•	•	•	•	•	•	•	•	
City of Bend, OR	BV	•			•		•		•	•	•
City of Boise, ID	TK	•	•	•	•		•	•	•	•	
City of Bend, OR	DS	•	•	•	•	•	•	•	•	•	
City of Wilsonville, OR	BV	•	•	•	•	•	•	•	•	•	
Cities of Tualatin & Wilsonville, OR	BV, DS, TK	•	•	•	•	•	•	•	•	•	
City of Elko, NV	DS	•	•	•	•		•	•	•	•	
Redevelopment Agency of Salt Lake City, UT	BV	•	•	•	•		•	•	•	•	
City & County of Denver, CO	TK	•	•	•	•		•	•	•	•	
Downtown Bozeman Partnership, MT	BV	•	•	•	•		•	•	•	•	
Missoula Redevelopment Agency (MRA) & Mountain Line Transit Agency, MT	BV	•	•		•		•	•	•	•	
Hennepin County, MN	BV, TK	•	•	•	•	•	•	•	•	•	

PROJECT NAME & LOCATION	YEAR COMPLETED	PROJECT TYPE	PRIME
<b>J-U-B</b>			
Twin Falls Wastewater Collection System Master Plan; Twin Falls, ID	Ongoing	Master Plan	Prime
Twin Falls Waster System Facilities Plan; Twin Falls, ID	Ongoing	Master Plan	Prime
Twin Falls Parks & Recreation Master Plan; Twin Falls, ID	Ongoing	Master Plan	Prime
Twin Falls Urban Renewal Agency Main Avenue Master Plan; Twin Falls, ID	Ongoing	Master Plan/Preliminary Design	Sub to Otak
Woods Cross General/Comprehensive Plan; Woods Cross, UT	2013	Comprehensive Plan	Prime
Smithfield General/Comprehensive Plan; Smithfield, UT	2006	Comprehensive Plan	Prime
Joslin Field, Magic Valley Regional Airport Master Plan Update; Twin Falls, ID	2012	Master Plan	Sub to Ricondo & Associates (KA, while with another firm)
Transportation Master Plans for Municipalities in Twin Falls County (Murtaugh, Kimberly, Buhl, Filer, Hollister); ID	2009	Master Plan	Prime
Hazelton Transportation Master Plan; Hazelton, ID	2012	Master Plan	Prime

CLIENT	TEAM MEMBERS INVOLVED	EXISTING CONDITIONS ASSESSMENT	LAND USE PLANNING	COMMUNITY DESIGN	HOUSING	SCHOOL FACILITIES	PUBLIC SERVICES & UTILITIES	ECONOMIC DEVELOPMENT	ENVIRONMENTAL CONSIDERATIONS	TRANSPORTATION	TRANSPORTATION (AIRPORT)
City of Twin Falls, ID	MH, GH	•	•				•				
City of Twin Falls, ID	MH, GH	•	•				•		•		
City of Twin Falls, ID	MH, AG, CG	•	•				•				
Twin Falls Urban Renewal Agency, Twin Falls, ID	MH, GH	•	•				•				
City of Woods Cross, UT	CG	•	•				•				
City of Smithfield, UT	CG	•	•				•			•	
City of Twin Falls, ID	KA	•	•				•		•		•
Filer Highway District (Sponsor), ID	LB	•								•	
City of Hazelton, ID	MH	•								•	

## PERSONNEL

As outlined in our firm overviews, Logan Simpson has selected a team who understands the public/private sector relationship and needs, particularly in terms of urban design, fiscal impact, economic sustainability, and implementation. The following biographies outline the specific roles of key personnel included in our multidiscipline, planning-based team. Full resumes of relevant work conducted by each key staff member follows these biographies, and the organization chart at right is a graphic representation of these roles.

### **LOGAN SIMPSON**

#### **BRUCE MEIGHEN, AICP**

##### **PROJECT DIRECTOR, LAND USE PLANNING LEAD**

Bruce is a certified planner with 20 years of experience, over 100 plans and over 30 awards in comprehensive planning and public involvement. This year Bruce won the Idaho Smart Growth Award for planning and the Idaho APA's Outstanding Plan Award. He manages the community planning team in Fort Collins, Colorado and Salt Lake City, Utah, and effectively applies concepts of quality growth, character preservation, and land stewardship to his projects. His ability to create not only innovative and focused public involvement, but to clarify and prioritize the issues identified, is crucial to the success of outcome-oriented plans. Bruce specializes in managing defensible planning processes that create sustainable, quality growth communities with common, enduring visions. His strength as a mediator and advocate for appropriate planning practices makes him a strong team leader for a successful and focused public participation process. As the project director and land use planning lead, Bruce will work closely with the City, subconsultants, and his internal team to develop vision concepts and an implementation plan.

#### **MEGAN MOORE, ASLA, ASSOC. AIA**

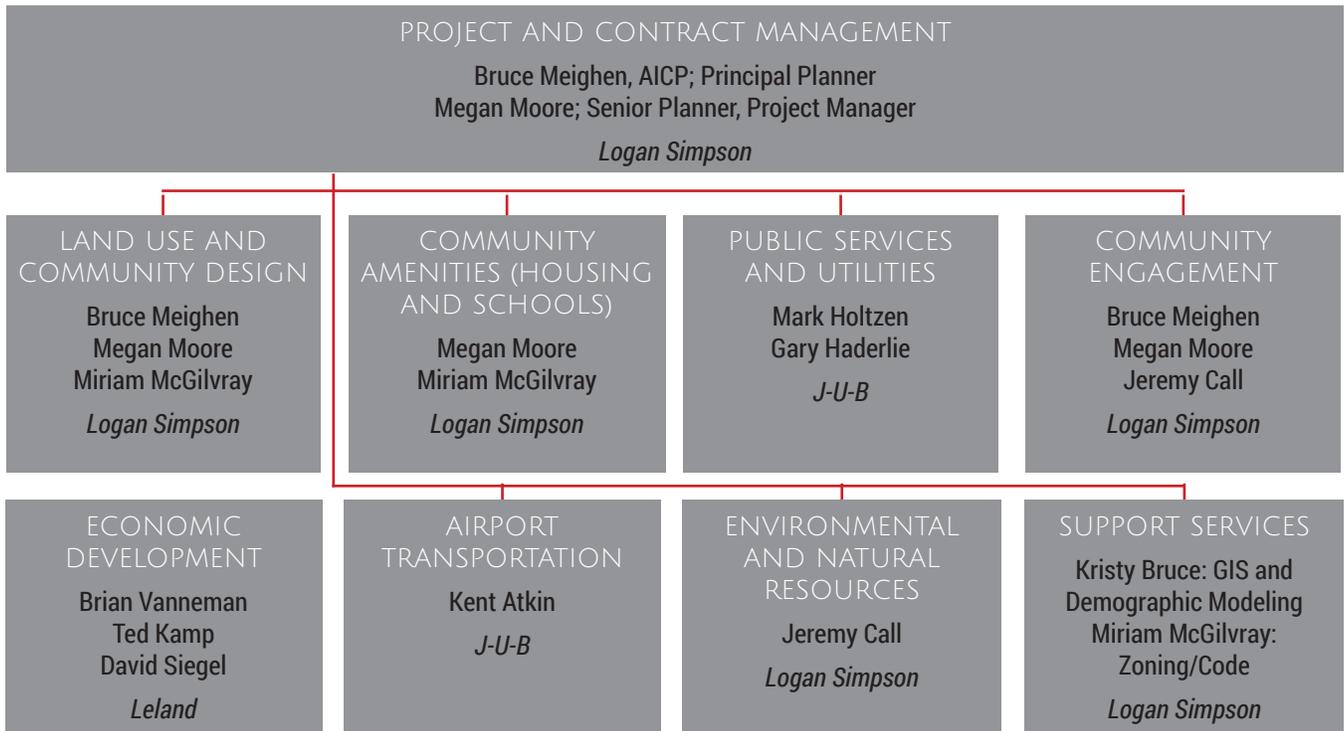
##### **PROJECT MANAGER, URBAN DESIGN AND PLANNING LEAD**

Megan is an urban and landscape designer with extensive experience in comprehensive planning for a range of community sizes. She specializes in comprehensive planning, subarea planning, and urban revitalization, and, with 10 years of experience, is already the recipient of more than 25 design and planning awards. Her planning capabilities are enhanced by her background in architecture and landscape architecture, giving her a unique perspective into urban design strategies and solutions. She carries a deep understanding of the use and development of graphics to convey processes necessitated by the planning guidelines. She will serve as project manager, overseeing the consultant team and communicating directly with the client. Megan will develop the majority of the character plans and author the design and urban planning elements of the comprehensive plan update.

#### **MIRIAM MCGILVRAY**

##### **COMMUNITY PLANNING AND CHARACTER DISTRICT DEVELOPMENT**

Miriam is a community planner with experience in comprehensive planning, zoning code, and urban revitalization. Her background in architecture and planning provide a multidisciplinary approach to localized planning. She applies strong verbal, graphic, and written skills to enrich the planning process as well as enhance the effectiveness and accessibility of zoning codes and comprehensive plans. Her work shows a deep understanding of how policy and regulation can shape built spaces and create a sense of community. She has served as a key team member for similar comprehensive plans and large code projects, in which she has contributed to all aspects of the process, from drafting document language and restructuring code layout, to preparing supportive graphics to illustrate complex regulations.



## JEREMY CALL, AICP, RLA

### RECREATION AND ENVIRONMENTAL PLANNING

Jeremy is a certified land use planner, registered landscape architect, and recreation planner with a broad range of experience serving local, state, and federal governments. With over 12 years of experience, he manages comprehensive planning projects with emphases in conservation, recreation and trail planning, land use, land conservation, developed recreation, travel management, and environmental analyses. Jeremy has a deep understanding of how land use and transportation planning can be combined with natural resource conservation to help create thriving communities in ecologically sensitive areas. His unique abilities include organizing high profile facilitation processes; collecting, organizing, updating, and synthesizing information; and clearly communicating orally, graphically, and in writing. He has recently completed the comprehensive plan for Arvada, Colorado, which was unanimously adopted in December 2014, and was the project manager for a very successful regional conservation study in Larimer County, Colorado.

## KRISTY BRUCE, MLA

### GIS ANALYSIS, MAPPING, AND DEMOGRAPHIC MODELING

Kristy is an environmental planner who specializes in GIS and demographic forecasting. She is adept at zoning and land use modeling, geodatabase management, and cartography, specifically, for the development of comprehensive and subarea plans. In addition, Kristy has a strong background in environmental planning, and is skilled at applying related software such as SketchUp, AutoCAD, and the Adobe Creative Suite. Her recent and current work in providing this type of project support includes Arvada, Englewood, and Loveland Comprehensive Plans, Colorado; Bluffdale, Draper, and Ogden Valley General Plans, Utah; and LaVista Comprehensive Plan, Nebraska.

# LELAND CONSULTING GROUP

## BRIAN VANNEMAN, PRINCIPAL

### ECONOMIC DEVELOPMENT AND HOUSING LEAD

With extensive experience working for both public agencies and private developers, Brian provides clients with a range of technical and strategic skills and that enable great urban places to get built. Brian's passion is for smart growth communities—urban places where people can live, work, interact, and thrive. In support of these and other places, Brian conducts and oversees financial/pro forma analyses, market analyses, public funding studies, developer outreach, site planning, and other aspects of redevelopment and revitalization projects.

Brian's current and recent work includes market analyses and land use plans for two large (500+ acre) master planned areas in the Portland metropolitan region, the Twin Falls Main Avenue Redesign project (ongoing), the Bozeman, Montana Downtown Plan, and a comprehensive plan update for Monroe, Washington. He has also worked on several financial and market analyses for developers in Oregon, and has been a key team member on projects that have resulted in more than \$100 million in real estate development. Brian has 12 years of experience in real estate and urban planning, including work in the private, public, and nonprofit sectors.

## TED KAMP, MARKET AND GIS ANALYST

### ECONOMIC DEVELOPMENT AND HOUSING ANALYST

Edward "Ted" Kamp provides market analysis in support of strategic land use decisions for public planners and private developers. Drawing on expertise in GIS, economic, and demographic analysis, he incorporates user-friendly information design to convey critical market intelligence to stakeholders. His work spans a variety of development contexts including urban renewal, suburban revitalization, and transit-oriented development. Recent client work has covered locales across the central and western US, including the metropolitan Denver area, Colorado; Dallas-Fort Worth, El Paso and Houston, Texas; Henderson, Nevada; Bartlesville, Tulsa, and Oklahoma City, Oklahoma; Billings, Montana; Albuquerque, New Mexico; and Juarez, Mexico. In addition, he taught the Urban Market Analysis course for planning graduate students at the University of Colorado-Denver for five years.

After receiving a BBA (with honors) from the University of Oklahoma and an MS in Marketing/Consumer Behavior from the University of Arizona, Mr. Kamp worked for five years in Chicago doing market research and strategic planning for the Leo Burnett advertising agency. He subsequently earned a Masters in Urban and Regional Planning (and completed PhD coursework) at the University of Colorado-Denver. He has provided urban market analysis consulting services for the past 12 years.

## DAVID M. SIEGEL, FAICP

### SENIOR STRATEGIC ADVISOR

David Siegel has 38 years of experience as an award-winning professional planner and manager for public and private sector planning and public works agencies, working on public and private sector projects locally, regionally, nationally and internationally. He provides innovative, collaborative, and outcomes-based planning and communications expertise on land use, transportation, visioning and strategic planning, community development, and infrastructure projects. He has led or participated in the creation of countless community plans, downtown and town center plans, comprehensive land use plans, and long-range planning and policy studies, each being given its own unique approach. This breadth of experience, in conjunction with his background in visioning, communications, public involvement, and consensus-building provides clients with a deep and diverse understanding of community issues and planning principles. David is a skilled facilitator, enabling individual stakeholders, interest groups community groups, stakeholders, and decision makers to identify and agree upon community and project visions, guiding principles, plan implementation strategies, and approval criteria. David is active in the community and in his profession, and is in demand as a facilitator and problem-solver for complex planning issues nationwide. He recently completed his service to the national Board of Directors for the American Planning Association as Board member and President.

## **J-U-B**

### **MARK HOLTZEN, P.E.**

#### **LOCAL LIAISON AND PRIMARY ENGINEER**

J-U-B has identified a local Project Manager with a strong vested interest in the success of your project. Mark has been involved with City of Twin Falls' projects since he joined J-U-B 14 years ago. Over the past few years, he has been a consistent partner and project manager on some of your most important infrastructure projects. Mark has developed relationships with city staff and communicates regularly, keeping them informed and engaged throughout the various projects. His knowledge of the City and relationships will be important when integrating past planning efforts for the water, wastewater collection, and parks and recreation facilities into the Comprehensive Plan Update, while also helping to align priorities with the long-term planning visions for the City.

### **GARY HADERLIE, P.E.**

#### **UTILITIES PROJECT ENGINEER**

Gary has been working with the City of Twin Falls on planning and infrastructure projects since joining J-U-B in 2007. Through his facilities planning and modeling efforts on the City's water and wastewater collection systems over the past few years, he has become intimately familiar with the City's existing municipal infrastructure and has conducted extensive land use and demographic planning and analysis. Gary is also experienced and knowledgeable with the City's existing GIS data and standards, and works closely with the City staff to keep it updated. Gary's background will allow us to hit the ground running on the Comprehensive Plan Update. During his time with J-U-B, Gary has forged strong relationships with the City staff, regularly communicating with them to understand their specific goals.

### **KENT ATKIN, P.E.**

#### **AIRPORT PROJECT ENGINEER**

Kent recently joined J-U-B and brings a wealth of experience related to airport master planning, funding, design, and construction. He has been involved with planning and implementing improvements at the Twin Falls Regional Airport for the past several years. Kent's relationships with the airport staff and knowledge of the airport infrastructure will allow for a seamless integration of the City's visions for the airport into the Comprehensive Plan Update.



**Bruce Meighen, AICP**  
**Project Director, Land Use Planning Lead**

**Education**

Master of City and Regional Planning, Georgia Institute of Technology, 1994  
B.A., Geography Urban Systems, McGill University, Montreal, Quebec, 1992

**Professional Registrations**

American Institute of Certified Planners (AICP)

**Selected Projects**

**Draper General Plan.** Draper, Utah. Principal developing a community-driven general plan that embraces Draper's great existing neighborhoods, while capitalizing on new transformative opportunities. The plan will focus on linking effective multi-modal transportation and strong economic development programs, leveraging underutilized land, and protecting the community's heritage and character. Key projects include the redevelopment of the Utah State Prison site.

**Teton View. HUD/ Fremont County, Idaho.** Principal in charge of summarizing three years of studies and \$1.5 million dollars of work (HUD Grant) and preparing a "Teton View" Regional Plan for Sustainable Development that integrates housing, land-use, economic development, multimodal transportation, and infrastructure development. The plan will provide regional guidance to the local, state, and federal entities operating in the four consortium counties, allowing each jurisdiction's land use and management plans to complement one another.

**Teton County Comprehensive Plan.** Teton County, Idaho. Project principal for the Comprehensive Plan for the western gateway to the Teton Range. While the initial goal of the Comprehensive Plan was to reposition the County fiscally, preservation of agriculture and quality growth also emerged as strong community goals. Through an unmatched grassroots public outreach process, a significant number of residents were involved; nearly 10% of the overall County population. The Plan subsequently won the 2012 Public Outreach Award from APA Idaho.

**McCall Downtown Master Plan Update.** McCall, Idaho. Project principal for the largest community in Valley County and the regional economic hub for parts of neighboring Adams and Idaho counties. McCall's Downtown has been identified as the heart of the community and defines the character of McCall. Bruce was Logan Simpson's principal in charge of developing the 2013 Downtown Master Plan Update, which builds on previous City planning efforts to create a roadmap for future development and redevelopment of the Downtown, with a new transit station, city center, and waterfront development, and includes components of traditional downtown master plans while developing recommendations through economic and cultural influence. The project set up the structure for a tax initiative and received an Idaho Smart Growth award and an Idaho APA award.

**Town of Jackson/Teton County Comprehensive Plan + Character Districts.** Town of Jackson/Teton County, Wyoming. Project principal of the facilitation of the rewrite and adoption of the comprehensive plan. Facilitation included a series of 10 strategic, joint Town Council/County Board of Commissioner meetings to reaffirm Town/County goals for the plan; streamlining the process and ultimately resulting in unanimous adoption. In addition to the policy document, a series of 14 Character District Plans illustrated desired character for each area of future development at three different scales: neighbourhood; blocks and streets; and individual buildings. The Plan won the 2012 Urban Planning Project of the Year Award from the Wyoming Planning Association.

**La Vista Comprehensive Plan Update.** La Vista, Nebraska. Bruce is the principal in charge of a Comprehensive Plan Update that offers an extraordinary platform to focus on enhancing the long-term vitality of the City. Growth and broader community economic dynamics have changed since the last comprehensive planning effort. The update will build on La Vista's existing strengths such as high growth rates; nearby crossroads of major roadways; high-quality housing; redeveloping areas in the heart of the community; expanding amenities, including commercial centers; available land for new initiatives at key locations; home to key employers including PayPal, Cabela's, and Yahoo.

**West Henderson Land Use Plan Update.** Henderson, Nevada. Bruce is the principal in charge of this update of one of the last key, undeveloped areas within the Las Vegas Valley. The Land Use Plan Update provides long-term guidance for future development of the area. In an effort to proactively shape one of the most important growth areas of the City of Henderson, the plan will focus on economic development, land use, parks and open space, housing, and transportation. It also includes the Henderson Executive Airport, headquarters for FedEx and Levi Strauss, and the planned residential communities of Inspirada and Anthem. The plan was unanimously adopted by City Council on December 2, 2014.

**Arvada Comprehensive + Transportation Plan.** Arvada, Colorado. Bruce recently led this plan in Arvada, a city poised to capitalize on significant new opportunities, including a new commuter rail line with three local stations, a major new parkway, large-scale new developments, a new art and culture district, and a renaissance in its Olde Town. The approach includes integrated land use and transportation planning; focused effort on key corridors and catalyst sites; a robust analysis of demographics, economic conditions, and fiscal impacts; and non-traditional public engagement strategies to reach and unify this diverse inner-ring suburb of Denver.

**Cody Master Plan.** Cody, Wyoming. Principal for the creation and facilitation of a master plan development for the east gateway to Yellowstone National Park. The Plan focused on balancing city growth with preservation of the City's character and pristine, surrounding area, as well as diversifying its seasonal, tourist-based industry. The plan used Character Districts to define specific components and strategies for each subarea of the City.

**Loveland Comprehensive Plan.** Loveland, Colorado. Bruce is the project principal for this plan community seeking to leverage their artistic identity, address growing challenges with changing demographics, and proactively manage growth and regional coordination. Logan Simpson's approach includes a focus on redevelopment of downtown and key commercial corridors, fiscal resilience and economic development, as well as a new element on health and the built environment.

**Louisville Comprehensive Plan.** Louisville, Colorado. Project manager for visioning and public involvement for a comprehensive plan focused on strategic development and redevelopment within this 18,000-person community. Contributed to recreation and parks, open space, land use, community character and urban design, and natural resources plan elements.

**Douglas Master Plan.** Douglas, Wyoming. Project principal for a comprehensive plan for Douglas, Wyoming, a community seeking to capitalize on the current oil, gas, and coal boom to diversify its resource-dependent economy, generate tourism, and improve quality of life for its growing population. The planning effort includes an inventory of baseline conditions, in-depth analysis of key opportunities, and focused planning for economic catalyst sites including two major, new, master-planned communities.

**Fruita Community Plan.** Fruita, Colorado. Principal in charge of the comprehensive plan update that served as a guide for future development. The project utilized incentive-based zoning to celebrate great design and reward achievements in high-quality and sustainable building. A series of growth boundaries effectively control and manage infringement into sensitive rural areas. These conservation and performance based zoning policies were later incorporated directly into the City's land use code.



**Megan Moore, ASLA, Assoc. AIA**  
**Project Manager, Senior Planner**

**Education**

Master of Architecture, University of Colorado at Denver, 2005  
Master of Landscape Architecture, University of Colorado at Denver, 2005  
Graduate Certificate in Historic Preservation, 2005  
B.S. in Architectural Studies, University of Illinois at Urbana-Champaign, 2001

**Selected Projects**

**Draper General Plan.** Draper, Utah. Project manager developing a community-driven general plan that embraces Draper's great existing neighborhoods, while capitalizing on new transformative opportunities. The plan will focus on linking effective multi-modal transportation and strong economic development programs, leveraging underutilized land, and protecting the community's heritage and character. Key projects include the redevelopment of the Utah State Prison site.

**Teton County Comprehensive Plan.** Teton County, Idaho. Project manager for the Comprehensive Plan for the western gateway to the Teton Range. While the initial goal of the Comprehensive Plan was to reposition the County fiscally, preservation of agriculture and quality growth also emerged as strong community goals. Through an unmatched grassroots public outreach process, a significant number of residents were involved; nearly 10% of the overall County population. The plan subsequently won the 2012 Public Outreach Award from APA Idaho.

**McCall Downtown Master Plan Update.** McCall, Idaho. Project manager for the largest community in Valley County and the regional economic hub for parts of neighboring Adams and Idaho counties. McCall's Downtown has been identified as the heart of the community and defines the character of McCall. Bruce was Logan Simpson's principal in charge of developing the 2013 Downtown Master Plan Update, which builds on previous City planning efforts to create a roadmap for future development and redevelopment of the Downtown, with a new transit station, city center, and waterfront development, and includes components of traditional downtown master plans while developing recommendations through economic and cultural influence. The project set up the structure for a tax initiative and received an Idaho Smart Growth award and an Idaho APA award.

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**West Bench General Plan.** Salt Lake City, Utah. Project manager of the general plan addressing 75,000 acres of undeveloped land adjacent to Salt Lake City that will eventually house 500,000 new residents. Key plan elements included land use, transportation, natural resources, cultural resources, housing, and parks and recreation. Mixed-use centers were located along a proposed 20-mile boulevard consisting of BRT and light rail.

**Town of Johnstown Comprehensive Plan.** Johnstown, Colorado. Landscape designer on a comprehensive plan update for a town of 7,500. The focus of the update was on the Central Business District plan, and considered community design principles and policies; residential land use and housing opportunities; commercial land uses and economic development; transportation; downtown revitalization; parks, recreation, and open space; municipal service delivery; and implementation.

**Olathe Comprehensive Plan Update.** Olathe, Kansas. Landscape and urban designer for the comprehensive plan update. Located outside of Kansas City, Kansas, Olathe is home to approximately 120,000 residents. A downtown plan was refined to bring focus to sustainability, and an intensive interactive website.

**Cheyenne & Arapaho Tribes' Comprehensive Plan.** Western Oklahoma. Co-project manager for the Cheyenne & Arapaho Tribes' first comprehensive plan for their numerous and vast land holdings. The comprehensive plan was designed to reflect the Tribes' cultural and historical background within a policy document addressing economic development, housing, land use, transportation systems, and alternative energy development.

**Narcoossee Community Plan + Code.** Osceola County, Florida. Project manager for a grassroots-based community vision identifying specific strategies and policy changes to retain a sense of rural, agrarian character within an area becoming engulfed by higher density development. The Code implemented a rural ranching and agricultural overlay zone, conservation and cluster development enclaves, and transitional density and buffering policies. Stringent regulations place high priority on redirecting commercial development away from the typical highway-oriented, brightly lit, strip development towards small neighborhood and community nodes.



## **Miriam McGilvray** **Community Planner**

### **Education**

Master's of Urban and Regional Planning, Focus in Placemaking, University of Colorado Denver, 2013  
B.A., Portuguese and Brazilian Studies, minor in Architecture, Smith College, 2010

### **Professional Affiliations**

American Planning Association (APA)

### **Selected Projects**

**Draper General Plan.** Draper, Utah. Assistant project manager developing a community-driven general plan that embraces Draper's great existing neighborhoods, while capitalizing on new transformative opportunities. The plan will focus on linking effective multi-modal transportation and strong economic development programs, leveraging underutilized land, and protecting the community's heritage and character. Key projects include the redevelopment of the Utah State Prison site.

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**Loveland Comprehensive Plan.** Loveland, Colorado. Assistant project manager for this community seeking to leverage their artistic identity, address growing challenges with changing demographics, and proactively manage growth and regional coordination. Logan Simpson's approach includes a focus on redevelopment of downtown and key commercial corridors, fiscal resilience and economic development, as well as a new element on health and the built environment.

**Englewood Forward.** Englewood, Colorado. Assistant project manager for this update of Englewood's Comprehensive Plan Update, which will strengthen existing goals through the incorporation of economic, environmental and social sustainability metrics at the neighborhood level; active daily living and healthy eating principles; engagement of the community in evaluating the menu of strategies; and development of an implementation program based on the community's adopted strategies. The team is creating an annual workplan to ensure that the comprehensive plan is closely linked to the city's budget and capital improvement plan. In addition, Logan Simpson will analyze specific "character districts" in the City and develop recommendations for each area. Logan Simpson is also serving as the prime firm responsible for the management and coordination of two other complementing studies: Walk n' Wheel and the Next Steps Light Rail Study.

**Bluffdale General Plan Update.** Bluffdale, Utah. Project planner for the development of Bluffdale’s new General Plan. Since the last update 20 years ago, Bluffdale had grown by 458 percent. In the intervening years, the fundamentals of the city had changed in important ways. Logan Simpson conducted a carefully designed public outreach program, ensuring every single residence in Bluffdale was notified of major meetings and events, and that the opportunity to participate had been purposefully extended to each resident. Our planning team integrated important regional trails planning, Wasatch Front Regional Counsel (WFRC) 2040 principles, County Comprehensive Plan direction, and best practices from around the country. The new plan carefully connects the community’s values and ideas about its physical design and functionality, and does it for the first time through a lens that comprehends the City’s build-out population. The plan was adopted unanimously, and without a single opposing or dissenting resident emerging in the public process.

**Douglas Master Plan.** Douglas, Wyoming. Assistant project manager for a comprehensive plan for Douglas, Wyoming, a community seeking to capitalize on the current oil, gas, and coal boom to diversify its resource-dependent economy, generate tourism, and improve quality of life for its growing population. The planning effort includes an inventory of baseline conditions, in-depth analysis of key opportunities, and focused planning for economic catalyst sites including two major, new, master-planned communities.

**North Ranch Long-Term Master Plan.** Osceola County, Florida. Assistant project manager for a state statutory Sector Plan and Comprehensive Plan Amendment for 133,000 acres in Osceola County. As the prime consultant, Logan Simpson analyzed, refined, and conducted stakeholder meetings and public hearings on Deseret Ranch’s proposed master plan. The plan envisions 40,000+ acres of conserved land, continued agriculture, and a series of master planned mixed use communities served by passenger rail and expressways that connect job centers in the Orlando metro area with the Space Coast.

**MetroVision 2040.** Denver Regional Council of Governments. Project planner providing research and planning support for an on-call planning contract for the development of the MetroVision 2040 regional plan for the Denver Metro area. Task orders included optimizing existing and new centers, revitalizing key corridors, stakeholder engagement, graphics, GIS analysis, and planning for parks, trails, open space, environmental quality and natural hazards.

**John Lambert Subdivision Master Plan.** Douglas, Wyoming. Project manager and public engagement specialist for an important County-owned property. The John Lambert Subdivision is located in an area that is critical to the future of the City of Douglas. The property is situated along one of the city’s major corridors, East Richards Street, at the eastern gateway to the city. Miriam is the project manager of the 150-acre Conceptual Master Plan that will define potential uses of these lands and how development of the property can maximize benefits to Converse County, the City of Douglas, and the community. Key concepts include a new civic center, mixed used development, parks, assisted living, and new commercial and residential development.

**Roanoke Valley Livability Plan.** Roanoke Valley Alleghany Regional Commission. Project analyst for the research and production of a case study of two healthy community programs to give policy direction to the first long-range regional plan for the Roanoke Valley in Virginia. More than 50 organizations, four counties, and two cities participated in this coordinated effort to identify values, goals, and strategies for achieving the Valley’s vision for the future. Logan Simpson implemented a multi-pronged public engagement process, which included small group workshops throughout the community, an interactive website, a statistically valid public survey, and numerous stakeholder committees. Logan Simpson assisted with visioning, and integration of health living best practices based on the APA and Environmental Protection Agency’s livability principles, a non-traditional plan format, outreach and educational tools, and the development of action strategies.



## **Jeremy Call, AICP, RLA** **Recreation and Environmental Planning**

### **Education**

M.L.A., Utah State University, 2003  
B.A., Brigham Young University, 2000

### **Professional Registrations**

Certified Planner, American Institute of Certified Planners / American Planning Association, 2011  
Licensed Landscape Architect, State of Utah #6377648-5301  
BLM Visual Resource Management (VRM) 5-day Training, 2009  
U.S. Forest Service Scenery Management System (SMS) Training 2004, 2005

### **Selected Projects**

**Arvada Comprehensive + Transportation Plan.** Arvada, Colorado. Jeremy served as project manager for this plan in Arvada, a city poised to capitalize on significant new opportunities, including a new commuter rail line with three local stations, a major new parkway, large-scale new developments, a new art and culture district, and a renaissance in its Olde Town. The approach includes integrated land use and transportation planning; focused effort on key corridors and catalyst sites; a robust analysis of demographics, economic conditions, and fiscal impacts; and non-traditional public engagement strategies to reach and unify this diverse inner-ring suburb of Denver.

**Loveland Comprehensive Plan.** Loveland, Colorado. Jeremy is the project manager for this plan community seeking to leverage their artistic identity, address growing challenges with changing demographics, and proactively manage growth and regional coordination. Logan Simpson's approach includes a focus on redevelopment of downtown and key commercial corridors, fiscal resilience and economic development, as well as a new element on health and the built environment.

**Larimer County Regional Conservation Plan; "Our Land, Our Future:" a Regional Land Conservation, Recreation, and Stewardship Study for Larimer County.** Larimer County, Colorado. Project manager and public facilitation specialist. For the first time in Colorado, all of the municipalities in the same county are joining together to evaluate the achievements, opportunities and possible gaps in our region's land conservation, open space, and nature-based recreation programs. Larimer County selected the Logan Simpson Design and Trust for Public Land team for this landmark study of the community's needs and preferences related to recreation, stewardship and conservation of public lands. Tasks include branding, a gap analysis, two public surveys, facilitation of partner and stakeholder meetings, economic benefits analysis, financial stewardship and funding analyses, a mapping website, and extensive public outreach throughout the region. The inclusive approach is shaping the vision and planning for the region's conservation and recreation programs; fostering collaboration among Larimer County and its many cities and towns; deepening the public's understanding of the key opportunities, threats, and trends; and ultimately generating a regional framework for strategic investments that reflect local autonomy and priorities.

**Larimer County Open Lands Master Plan Update.** Larimer County, Colorado. **Project** planner for an open lands master plan update with a primary focus on priorities for the Open Lands Program. Actions will include updating and/or creating policies, processes and procedures and identify priority areas for future land conservation, recreation opportunities, and regional trail corridors.

**Louisville Comprehensive Plan.** Louisville, Colorado. Project planner for visioning and public involvement for a comprehensive plan focused on strategic development and redevelopment within this 18,000-person community. Contributed to recreation and parks, open space, land use, community character and urban design, and natural resources plan elements.

**Fruita Community Plan.** Fruita, Colorado. Project planner for the comprehensive plan update that served as a guide for future development. The project utilized incentive-based zoning to celebrate great design and reward achievements in high-quality and sustainable building. A series of growth boundaries effectively control and manage infringement into sensitive rural areas. These conservation and performance based zoning policies were later incorporated directly into the City's land use code.

**Town of Johnstown Comprehensive Plan.** Johnstown, Colorado. Co-project manager on a comprehensive plan update for a town of 7,500. The focus of the update was on the Central Business District plan, and considered community design principles and policies; residential land use and housing opportunities; commercial land uses and economic development; transportation; downtown revitalization; parks, recreation, and open space; municipal service delivery; and implementation.

**Parks, Recreation, Open Space, and Trails Master Plan.** Timnath, Colorado. Project manager for conservation and recreation master plan for community of 800 that is anticipated to grow to over 30,000 in the next 20 years. Establish the vision, level of service standards, department operational structure, and financing tools.

**Open Space and Trails Plan.** Henderson, Nevada. Project manager for citywide open space and trails master plan for the fastest growing region in the United States. Included inventory of existing resources, visioning, numerous workshops with several boards and committees, and detailed financing/maintenance plan.

**Las Vegas Valley Perimeter Open Space Plan.** Clark County, Nevada. Project manager and recreation lead for a 130 mile multi-use greenway encircling the Las Vegas Valley to connect public recreation areas and urban trails. Mr. Call facilitated a diverse advisory committee which included agency, municipal, civic and interest group leaders. Over 50,000 acres of public land were identified and categorized lands for their recreational, scenic, wildlife, and cultural values adjacent to the BLM Disposal Area Boundary. The consensus-based plan was unanimously adopted by the Southern Nevada Regional Planning Coalition, which represents all of the local governments in the valley.

**Pittman Wash Master Plan.** Henderson, Nevada. Project manager for a comprehensive greenway master plan for 4.5 miles of multi-use trail and wash restoration along an urban, regional flood control channel.

**Union Pacific Railroad Trail Master Plan.** Henderson, Nevada. Project manager for a comprehensive master plan for approximately 12 miles of multi-use trail along an active Union Pacific Railroad corridor, including a linear park connecting neighborhoods and providing park activities along the corridor to underserved neighborhoods.

**Moapa Valley Open Space Plan.** Clark County, Nevada. Project manager and recreation planner for a open space and conservation development plan for the 11,000-acre BLM Disposal Area Boundary adjacent to the unincorporated towns of Logandale and Overton in the Moapa Valley. Open space and trails will be identified and categorized for a forward-looking implementation plan in partnership with the BLM.

**Big Thompson River Restoration Plan.** Larimer County, Colorado. Project planner for post flood river restoration master plan along an 80-mile corridor. Responsible for assisting with public stakeholder meetings coordination/logistics, facilitating small group discussions to gather input on restoration priorities using large format maps, and developing a online survey to solicit additional public input.

**Little Thompson Watershed Restoration Master Plan** Larimer County, Colorado. Project planner in developing a master plan along the river corridor. Tasks include community engagement through stakeholder worksessions, prepare GIS maps that show exiting and proposed land use and recreation lands and facilities, and development



LOGAN SIMPSON  
DESIGN INC.

## **Kristy Bruce, MLA**

### **GIS Analysis, Mapping, and Demographic Modeling**

#### **Education**

Master's of Landscape Architecture, University of Colorado, 2008

Bachelors in Environmental Design, emphasis in planning, University of Colorado, 2005

#### **Awards and Certificates**

Geospatial Information Systems Certificate, University of Colorado, 2008

Cultural Landscapes Award, University of Colorado, 2008

Native Plant Master, Boulder County, 2010

#### **Selected Projects**

**Draper General Plan.** Draper, Utah. Cartographer and spatial analyst assisting in developing a community-driven general plan that embraces Draper's great existing neighborhoods, while capitalizing on new transformative opportunities. The plan will focus on linking effective multi-modal transportation and strong economic development programs, leveraging underutilized land, and protecting the community's heritage and character. Key projects include the redevelopment of the Utah State Prison site.

**Ogden Valley General Plan Update.** Weber County, Utah. Project analyst for the general plan update for the Ogden Valley, one of the Wasatch Back valleys, a recreational destination, and suburban to rural residential communities within reasonable commuting distance from the metropolitan Wasatch Front. Logan Simpson is addressing key concerns and course corrections for the Valley, including preserving open space to retain the area's rural character without reducing property values; addressing the increasing second-home and bedroom community outlook; re-organizing water service structure and identifying water availability; and determining and illustrating rational growth scenarios and build-out options.

**Teton View.** HUD/ Fremont County, Idaho. Project analyst working on summarizing three years of studies and \$1.5 million dollars of work (HUD Grant) and preparing a "Teton View" Regional Plan for Sustainable Development that integrates housing, land-use, economic development, multimodal transportation, and infrastructure development. The plan will provide regional guidance to the local, state, and federal entities operating in the four consortium counties, allowing each jurisdiction's land use and management plans to complement one another.

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**MetroVision 2040.** Denver Regional Council of Governments. GIS analyst providing research and planning support for an on-call planning contract for the development of the MetroVision 2040 regional plan for the Denver Metro area. Task orders included optimizing existing and new centers, revitalizing key corridors, stakeholder engagement, graphics, GIS analysis, and planning for parks, trails, open space, environmental quality and natural hazards.

**I-25 Managed Lanes Demographic Forecasting.** Denver, Colorado. GIS analyst assisting in enhancing future demographic projections along the I-25 corridor from Colorado Highway 14 to U.S. Highway 36. This project improves data accuracy by assessing the comprehensive plans and future land use codes of 19 jurisdictions along the project area corridor. This forecast will be included in the NFRMPO and DRCOG travel demand models. Demographic projections from both NFRMPO & DRCOG models will align with the state demographer's model. The results of this model will also project employment by job type (commercial, retail, basic industry), and the number of households in 5-year increments through 2035.

**Brian Vanneman, Principal****Project Role: Economic Development and Housing Lead**

With extensive experience working for both public agencies and private developers, Brian provides clients with a range of technical and strategic skills and that enable great urban places to get built. Brian's passion is for smart growth communities—urban places where people can live, work, interact, and thrive. In support of these and other places, Brian conducts and oversees financial/pro forma analyses, market analyses, public funding studies, developer outreach, site planning, and other aspects of redevelopment and revitalization projects.

Brian's current and recent work includes market analyses and land use plans for two large (500+ acre) master planned areas in the Portland metropolitan region, the Twin Falls Main Avenue Redesign project (ongoing), the Bozeman, Montana Downtown Plan, and a comprehensive plan update for Monroe, Washington. He has also worked on several financial and market analyses for developers in Oregon, and has been a key team member on projects that have resulted in more than \$100 million in real estate development. Brian has 12 years of experience in real estate and urban planning, including work in the private, public, and nonprofit sectors.

**Education**

Portland State University, Master of Urban and Regional Planning, Graduate Certificate of Real Estate Development

University of Oregon, Clark Honors College, *Bachelor of Arts, History and Journalism*

**Professional Service and Affiliations**

Member, *City Club of Portland, New Leaders Council, Urban Land Institute, Young Leaders Group*

Alumni Committee, *Portland State University Urban and Regional Planning*

Executive Committee, *Portland State University Urban and Regional Planning, 2005-2006*

**Representative Project Experience**

- Main Avenue Redesign and Downtown Development Advisory Services, Twin Falls, Idaho
- Monroe Comprehensive Plan Update and Economic Development Strategy, Monroe, Washington
- Lake Stevens Economic Development Strategy, Lake Stevens, Washington
- Bend Economic Opportunities Analysis, Bend, Oregon
- Advance Road Concept Plan, Wilsonville, Oregon
- Basalt Creek Concept Plan, Tualatin/Wilsonville, Oregon
- Marmalade Block Redevelopment, Salt Lake City, Utah
- Bozeman Downtown Plan, Bozeman, Montana
- Missoula Transportation Development Advisory Services, Missoula, Montana
- Bottineau LRT Station Area Planning and Market Analysis, Minneapolis, Minnesota
- South Hillsboro Master Plan, Hillsboro
- Old Town Square Development and Entitlement Plan, Wilsonville
- Marina District Master Plan, Everett, Washington
- North Bethany Concept Plan, Washington County
- OSHU/AmberGlen Concept Plan, Hillsboro
- Gateway Park and Redevelopment Plan, Portland
- Eugene Waterfront Master Plan, Eugene, Oregon

**Ted Kamp, Market and GIS Analyst****Project Role: Economic Development and Housing Analyst**

Edward “Ted” Kamp provides market analysis in support of strategic land use decisions for public planners and private developers. Drawing on expertise in GIS, economic, and demographic analysis, he incorporates user-friendly information design to convey critical market intelligence to stakeholders. His work spans a variety of development contexts including urban renewal, suburban revitalization, and transit-oriented development. Recent client work has covered locales across the central and western US, including the metropolitan Denver area, Colorado; Dallas-Fort Worth, El Paso and Houston, Texas; Henderson, Nevada; Bartlesville, Tulsa and Oklahoma City, Oklahoma; Billings, Montana; Albuquerque, New Mexico; and Juarez, Mexico. In addition, he taught the Urban Market Analysis course for planning graduate students at the University of Colorado-Denver for five years.

After receiving a BBA (with honors) from the University of Oklahoma and an MS in Marketing/Consumer Behavior from the University of Arizona, Mr. Kamp worked for five years in Chicago doing market research and strategic planning for the Leo Burnett advertising agency. He subsequently earned a Masters in Urban and Regional Planning (and completed PhD coursework) at the University of Colorado-Denver. He has provided urban market analysis consulting services for the past 12 years.

**Areas of Specialization**

Market research (quantitative and qualitative, including tool development), branding, geographic information systems, economic impact analysis, real estate strategy, information design/graphics

**Education**

University of Colorado, *Master of Urban and Regional Planning, PhD coursework*

University of Arizona, *Master of Science—Marketing (Consumer Behavior Concentration)*

University of Oklahoma, *Bachelor in Business Administration (with honors)*

**Representative Project Experience**

- Boise Downtown Circulator: Development Analysis, Boise, Idaho
- Basalt Creek Concept Plan, Tualatin/Wilsonville, Oregon
- Colfax Avenue Transportation and Development Evaluation, Denver, Colorado
- Bottineau LRT Station Area Planning and Market Analysis, Minneapolis, Minnesota
- Port of Everett Marina District Master Plan, Everett, Washington
- Kettlestone Mixed-Use Neighborhood Planning and Design, Waukee, Iowa
- Redmond Professional Business and Medical District Master Plan, Redmond, Oregon
- Grand Valley Housing Strategy, Mesa County, Colorado
- Albuquerque Streetcar Cost-Benefit Analysis, Albuquerque, New Mexico
- South Hillsboro Master Plan, Hillsboro, Oregon
- Sheridan North Main Study, Sheridan, Wyoming
- Garland Citywide Redevelopment Strategy, City of Garland, Texas
- Market Strategy for 1,000-acre Land Development, Aurora, Colorado

**David M Siegel, FAICP, Senior Project Manager**  
**Project Role: Senior Strategic Advisor**

David Siegel has 38 years of experience as an award-winning professional planner and manager for public and private sector planning and public works agencies, working on public and private sector projects locally, regionally, nationally and internationally. He provides innovative, collaborative, and outcomes-based planning and communications expertise on land use, transportation, visioning and strategic planning, community development, and infrastructure projects. He has led or participated in the creation of countless community plans, downtown and town center plans, comprehensive land use plans, and long-range planning and policy studies, each being given its own unique approach. This breadth of experience, in conjunction with his background in visioning, communications, public involvement, and consensus-building provides clients with a deep and diverse understanding of community issues and planning principles. David is a skilled facilitator, enabling individual stakeholders, interest groups community groups, stakeholders, and decision makers to identify and agree upon community and project visions, guiding principles, plan implementation strategies, and approval criteria. David is active in the community and in his profession, and is in demand as a facilitator and problem-solver for complex planning issues nationwide. He recently completed his service to the national Board of Directors for the American Planning Association as Board member and President.

**Education**

Ohio State University, *Master of City and Regional Planning*

Wittenberg University, *Bachelor of Arts, Political Science and Urban Studies*

**Professional Service and Affiliations**

Member and Professional Leadership: *American Planning Association (served as national President, Director-at-Large, national Co-Chair of Rebuilding America Task Force, and other leadership roles for the national organization/Oregon Chapter); WTS Portland (Fundraising and New Leadership Committees)*

Awards: *Fellow of the American Institute of Certified Planners; APA National Planning Award for Excellence in Planning; Special Achievement in Planning, APA Oregon Chapter; Distinguished Leadership Award by a Professional Planner, APA Oregon Chapter; Leadership in Conservation Award, Trust for Public Land and the National Association of Counties; Best Project, APA Arizona Chapter; Good Governance Award, League of Oregon Cities*

**Representative Project Experience**

- Main Avenue Redesign and Downtown Development Advisory Services, Twin Falls, Idaho
- Comprehensive Plan Update and Economic Development Strategy, Monroe, Washington
- Bend Comprehensive Plan Update (UGB Remand), Bend, Oregon
- Basalt Creek Concept Plan, Tualatin/Wilsonville, Oregon
- Elko Downtown Development Strategy, Elko, Nevada
- Tigard Downtown Improvement Plan, Tigard, Oregon
- Bend Central Area Plan, Bend, Oregon
- Northeast Gateway Plan, McMinnville, Oregon
- Downtown Action Plan, Salem, Oregon
- Edgewater/Second Street Action Plan, Salem, Oregon
- Aloha-Reedville Study and Community Livability Plan, Washington County, Oregon
- West Salem Business District Development Action Plan, Salem, Oregon
- Vision for a Greater Downtown Eugene, Eugene, Oregon
- Northeast Redevelopment Area (NERA) Redevelopment Project, Burien, Washington



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OTHER J-U-B COMPANIES

## GARY HADERLIE, PE Utilities Project Engineer

Gary has provided engineering and management for multiple projects in the local Twin Falls office and multiple other J-U-B offices. Gary has recently managed the Urban Renewal Agency Downtown Infrastructure Assessment project, and has participated in all of the recent workshop and committee meetings. Additionally, for the City of Twin Falls, Gary directs the water and wastewater collection modeling efforts and has designed and provided construction administration for several large projects within Twin Falls. Gary has developed a wide network of relationships with local government agencies, local businesses, state agencies in Washington, Idaho, and Utah, and private utility companies, which in turn, has been a benefit to our clients.

### PROJECT EXAMPLES

- City of Twin Falls 2014 | Water and Sewer master planning
- Twin Falls Urban Renewal Agency 2013 | Downtown Infrastructure
- Boise, Idaho 2013 | Boise River Hydraulic Review of Pedestrian Bridge
- Oakesdale, WA 2013 | Low Deck Bridge Hydraulics and Scour Design
- City of Twin Falls 2012 | Water and Sewer Modeling for Chobani
- Twin Falls Urban Renewal Agency and City 2012 | Pump and Water System Improvements
- City of Twin Falls 2012 | Eastland Road Widening
- Logan, Utah 2012 | Logan River Hydraulic Report and Scour Analysis
- Twin Falls Urban Renewal Agency 2011 | Pump and Pipeline
- City of Ogden, Utah 2010 | Urban Drainage and FEMA flood study
- City of Twin Falls 2010 | Falls Avenue Road Widening
- City of Kimberly, 2010 | Water System Improvements and modeling
- Bannock County 2008 | Portneuf River Hydraulics at Topaz Bridge
- City of Kimberly, Idaho 2007 | Main Street road widening project

### EDUCATION

- M.S. Civil and Environmental Engineering, Utah State University, 2007
- B.S. Civil Engineering, University of Idaho, 2003

### AFFILIATIONS

- National Cooperative Highway Research Program 2012 Report 734 Hydraulic Loss Coefficients, Ch. 5.
- Article on culverts accepted in 2007 for publication in the ASCE Journal of Irrigation and Drainage
- Received Judge’s Honorable Mention for 2007 Environmental Excellence Award for highway drainage at FHWA
- Nominated for WSDOT award for Implementation and Development of Highway Drainage with Hydraulic Colleagues
- Part of ITD sponsored research team on subgrade soil moisture for pavement design

### EMPLOYMENT HISTORY

- J-U-B Engineers May 2007
- Washington State Department of Transportation, Hydraulic Engineer Olympia, WA 2004- 2006
- Utah Water Research Laboratory (UWRL), Graduate Research Assistant Utah State University, Logan, UT 2006-2007
- National Institute for Advanced Transportation Technology, Civil Engineering Intern and Researcher University of Idaho, Moscow, ID 2000-2003
- US DOT, Civil Engineering Intern New York City, NY 2002
- Indian Health Services, Civil Engineering Intern Spokane, WA



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OTHER J-U-B COMPANIES

## MARK HOLTZEN, PE

Project Manager

Mark is a project manager within the Twin Falls, Idaho office of J U B ENGINEERS, Inc. He has a Masters Degree in Environmental Engineering from Utah State University and is a licensed engineer in the State of Idaho. Mark has 16 years of experience in the planning, design, construction, funding, permitting, and management of water and wastewater system projects. As one of our senior engineers, Mark has been responsible for numerous projects, providing a wealth of expertise for project management and quality control. Mark has also worked closely with the City of Twin Falls over the last decade.

### PROJECT EXPERIENCE

#### Wastewater

- City of Twin Falls, Idaho | Wastewater Collection System Model and Master Plan; Auger Falls Wetlands, Pipeline, and Pump Station Improvements; Reuse Permitting
- City of Buhl, Idaho | Facilities Planning; Oxidation Ditch Wastewater System Improvements; Headworks Design; Environmental Information Document; NPDES Permitting
- City of Filer, Idaho | Facilities Planning; MBR Wastewater System Improvements; Biosolids Storage and Dewatering; Lagoon Biosolids Removal and Disposal; Capacity Fees; Quality Assurance Project Plan (QAPP); Environmental Information Document; NPDES and Reuse Permitting
- City of Albion, Idaho | Facilities Planning; Disinfection System Improvements; Environmental Information Document; Reuse Permitting
- City of Hazelton, Idaho | Facilities Planning; Phase 1 and 2 Wastewater Lagoon, Reuse System, and Collection System Improvements; Reuse Permitting
- City of Murtaugh, Idaho | Facilities Planning; Wastewater Lagoon and Rapid Infiltration Basin Improvements; Environmental Information Document; Reuse Permitting
- City of Hagerman, Idaho | Facilities Planning; Lagoon Aeration Improvements; Rapid Infiltration Basin Site Assessment; NPDES Permitting
- City of Wendell, Idaho | Facilities Planning; Wastewater Disinfection System Improvements; Environmental Information Document; Reuse Permitting
- City of Kimberly, Idaho | Facilities Planning; Phase 1 Wastewater Collection System Improvement Project
- City of Richfield, Idaho | Sewer Collection System Improvements; NPDES and Reuse Permitting
- City of Jerome, Idaho | Gravity and Pressure Wastewater Collection System Project
- The Amalgamated Sugar Company | Condensate Storage Pond and Pump Station Projects in Mini-Cassia and Twin Falls
- City of Bliss, Idaho | Facilities Planning

#### PROFESSIONAL REGISTRATIONS

- Professional Civil Engineer, Idaho, 2001

#### EDUCATION

- M.S., Civil/Environmental Engineering  
Utah State University, 1999
- B.S., Environmental Engineering  
Utah State University, 1997

#### EMPLOYMENT HISTORY

- Project Manager  
J-U-B ENGINEERS, Inc.  
Twin Falls, Idaho  
2000-Present
- Environmental Engineer  
The Amalgamated Sugar Company, LLC  
Twin Falls, Idaho  
1999-2000
- Engineer  
Radian International LLC  
Salt Lake City, Utah  
1998-1999
- Research Assistant  
Utah Water Research Laboratory  
Logan, Utah  
1996-1998



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OTHER J-U-B COMPANIES

## M. KENT ATKIN, P.E.

Airport Project Engineer

Kent has 15 years’ experience in project and construction management. Kent has been involved from initial conceptual layout to construction close-out. Projects include multiple facets, from basic site design, QA/QC oversight, plans & specification development, and owner’s representation for construction administration. Projects range from a complex 2 million yard earth fill safety area project to various sized runway, taxiway, apron and NAVAID construction projects. Kent has strong relationships with the FAA and State Aeronautics funded projects. Kent solves problems quickly and efficiently, saving the Client both time and money

## PROJECT EXPERIENCE

### Airport

- Joslin Field, Twin Falls, Idaho | General Aviation Apron Reconstruction, Northwest Apron
- Joslin Field, Twin Falls, Idaho | Pavement Rehabilitation, Slurry Sealed entire airport
- Joslin Field, Twin Falls, Idaho | Snow Removal Equipment Storage Construction Design and Construction, 17000 square foot Buildings through AIP funding
- Joslin Field, Twin Falls, Idaho | Pavement Rehabilitation, Seal Run Way, Included a number of changes
- Joslin Field, Twin Falls, Idaho | Terminal Apron & Taxiway Reconstruction, Completed entire project in 60 days including a 40’ x 40’ white topping for airline parking

### PROFESSIONAL REGISTRATIONS

- Professional Engineer State of Idaho #10957,
- Professional Engineer State of Washington #43475
- Professional Engineer State of Nevada #20338

### EDUCATION

- University of Idaho, Bachelor of Science Civil Engineering

### EMPLOYMENT HISTORY

- Project Engineer, J-U-B ENGINEERS, Inc. Twin Falls, Idaho, December 2014
- Project Engineer, Riedesel Engineering, Inc., Lewiston & Twin Falls, ID., 2004 – Dec. 2014
- Construction Engineer, Riedesel & Associates, Inc., Lewiston, ID., 2002 -2004
- Design Engineer, Riedesel Engineering, LLC., Twin Falls, ID., 1999 – 2002

### PROFESSIONAL ALLIATIONS

- Member of Idaho Society of Professional Engineers
- Member of National Society of Professional Engineers
- Idaho Airport Managers Association (IAMA)
- Vice Chair Transportation Advisory Committee, City of Lewiston 2006 - 2009

# PROJECT SCHEDULE

## OUR UNDERSTANDING

With a thirty percent increase in population between 2000 and 2014, Twin Falls is growing quickly; according to the City Strategic Plan, growth is expected to continue to accelerate to 66,471 by 2030. The City of Twin Falls is home to half the population of Twin Falls County, and because the city is surrounded primarily by agriculture, Twin Falls provides big city services to a very large area, extending beyond the valley into Nevada and Utah.

Twin Falls' roll as regional hub results in a high retail based employment for the region. Retail sales per capita are twice as high as the average for Idaho. Twin Falls is unique in that it has maintained its small town charm while serving as a retail hub for the valley. As population is anticipated to grow across the Snake River region, it is important to ensure that the City remains competitive, maintains viable commercial and employment lands, and continues to be surrounded by agricultural lands that contribute to the area's quality of life.

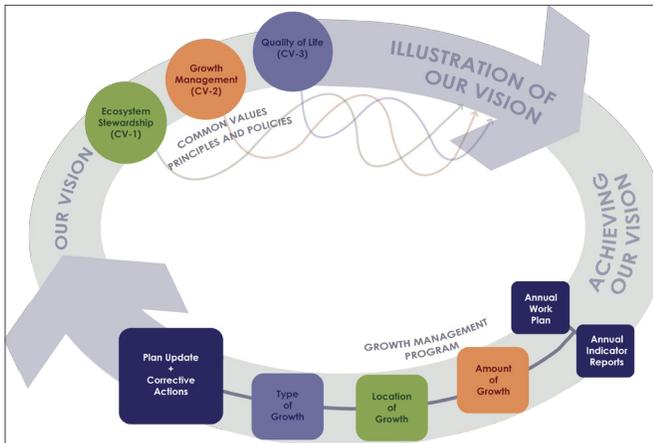
With an annual growth rate of between 1 and 1.5 percent, housing demand is picking up. It will be generally durable in Twin Falls, and is likely to be consistent with past preferences. Most households will continue to seek single family homes at an affordable price in order to take advantage of the area's traditional amenities—pace, privacy, access to the outdoors, and a place to call one's own. In their next home, Idahoans and Americans state in surveys that they are looking for looking for a community—a place they can easily access parks, schools, neighbors, religious institutions, and local shopping on foot or by car. The concept of "complete communities" is likely to be important going forward, and planning should take this into account. Lastly, demographic change needs to be considered alongside consistency. Idaho's demographics are changing as baby boomers age, the population becomes more diverse, and young adults are having children later. These changes lead to a more diverse set of housing desires than before; for example, small, low-maintenance, "lock-and-leave" homes or cottages are one housing type that is likely to be in demand for boomers.

The growing population has created concerns regarding the capacity of city infrastructure and services. With the greatest population growth expected to occur along the Snake River in the northeast part of the city, west, and just south of downtown, the Comprehensive Plan Update will anticipate the demand for services such as schools, higher density housing, recreational facilities, utilities, employment, and increased security in these areas.



# OUR APPROACH

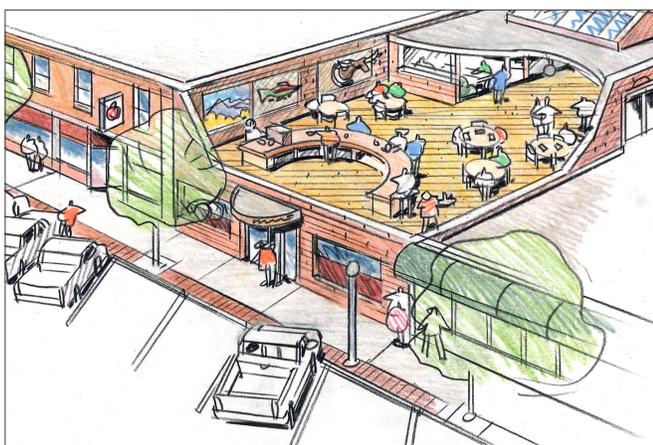
Progressive enhancements are happening in this great community. Twin Falls offers more amenities than most towns its size, boasts a strong workforce, and has the charming character of a small town. Grounded by common sense values, this plan will truly represent the City's unique character, challenges, and opportunities. Our approach outlined in the following pages and within in the process chart directly responds to needs of staff, community leaders, and the citizens of Twin Falls. The approach is based in three fundamental concepts:



**Usability** draws on the effectiveness of the last Plan's adoption.



**Relevancy** creates a comprehension plans that is relevant to the current and future conditions for the citizens of Twin Falls and their leaders.



**Effectiveness** addresses usability, relevancy and capitalizes on the opportunistic trends in Twin Falls.

# USABILITY

When we look back before the recession, the attitude of developing comprehensive plans was quite different. Firms would develop plans based on a model they had used before—for if it worked in one place, it should work in Twin Falls. As we emerge from the recession and development pressures increase, we are finding that these plans did not and do not meet our needs. Logan Simpson has been revamping many of these plans across the West to make them current and functional.

**A Focused and Efficient Effort.** The main objective of this update is to focus achieve the goals your goals. Targeted restructuring, basing the plan on community values, changing the community design section and adding new elements are all part of our effort. Our local team members have been involved in many of your planning efforts, from downtown to infrastructure. There needs to be consistency and support between the Comprehensive Plan Update and the City's other planning documents (e.g., Strategic Plan, Water System Master Plan, Wastewater Collection System Master Plan, Wastewater Treatment Facilities Plan, Parks and Recreation Master Plan, Downtown Assessment Study, Airport Master Plan, Main Avenue Master Plan, and Transportation Master Plan). Our goal is to capitalize on the current city plans and ensure the Comprehensive Plan reflects those efforts to generate a vision, policies, and an implementation plan that are cohesive.

**Modern Format.** We always question which elements and existing conditions planners will use, and modify our structure to result in a functional plan. Our approach responds to your needs, including fewer but more integrated plan elements, such as economic, social, and environmental factors. New factors must be included including education (level of service), aviation, health, connectivity, and housing as a method to achieve resiliency and high quality of life. Our new plans are also highly graphic, more condensed, and targeted toward implementation.



### DEMOGRAPHICS

**Key Points**

- Population growth and demographic trends influence the types of housing, jobs, transportation, and services a community needs to provide.
- Loveland's population is rapidly growing and graying. The population is forecasted to double by 2040.
- The Hispanic population is increasing.
- The income gap is widening and poverty is increasing.
- Housing will need to accommodate senior living as well as more people using individually.
- Transportation alternatives will need to help seniors remain mobile and attract younger adults who choose not to drive.

**Overview**

Between 2000 and 2012, Loveland's population grew 39%, from 50,608 to 70,214 individuals, residing in 28,717 households. While the number of households grew 45% since 2000, the average household size shrank from 2.55 to 2.43. Meanwhile, the number of 2012 households with families with children under 18, married-couple families, and average family size declined over the 12-year period. All of these factors are indicative of an aging population and, to a lesser extent, young single professionals and young to middle aged couples with no or fewer children.

HOUSEHOLDS BY TYPE	2000	2012	CHANGE
Population	50,608	70,214	39%
Total households	19,741	28,717	45%
Average household size	2.55	2.43	-5%
Family households (families)	71%	67%	-6%
With own children under 18	35%	30%	-16%
Married-couple family	58%	49%	-15%
Average family size	3.01	2.97	-1%
Owner-occupied	69.4%	65.8%	-5%
Renter-occupied	30.6%	34.2%	12%

As the City has grown, it has become much older overall. As shown in the chart below, the age cohort under 18 shrank by 6%, while every other cohort increased between 2000 and 2012. The 55 to 64 age group experienced the most growth, at a rate of 156%, and retirees age 65 and older increased 68%. The median age, meanwhile, went from 36 to 39. This gives evidence to Loveland's popularity among baby boomers and retirees. The maps on the following page show how the geographic distribution of age groups has shifted between 2000 and 2010.

Loveland's residents remain predominantly white, despite decreasing slightly between 2000 and 2012 to 88% of the overall population, while the proportion of those identifying with some other race or two or more races increased. The percentage of Hispanics increased by 36% from 4,337 to 8,863 residents. The maps on page 6 illustrate the congregation of non-whites in southeast Loveland.

Many Loveland residents became wealthier over the past decade. The median income grew by nearly \$10,000, pulled up by significant growth in income brackets over \$75,000. In particular, the number of those making between \$150,000 and \$199,999 grew by 27%. Considering that earnings tend to peak around the age of 55, the growth in higher income households mirrors the growth in baby boomers. However, the number of people in lower-income households also increased, particularly those earning less than \$25,000. The maps on page 7 highlight the growing incomes on the city's geography.

INCOME IN 1999	2000	2012	CHANGE
Less than \$10,000	1,003	1,352	35%
\$10,000 to \$14,999	1,118	1,410	26%
\$15,000 to \$24,999	2,309	3,457	50%
\$25,000 to \$34,999	2,632	2,836	9%
\$35,000 to \$49,999	3,449	3,763	9%
\$50,000 to \$74,999	4,927	5,678	15%
\$75,000 to \$99,999	2,316	5,414	134%
\$100,000 to \$149,999	1,552	2,868	85%
\$150,000 to \$199,999	327	1,228	274%
\$200,000 or more	222	691	211%
Median household income	\$47,119	\$56,798	21%



**The Future Land Use Map.** Plans should be predictable, particularly for areas of change. Many communities end up with a colorful map depicting new land use designations that are difficult to implement and foreign to many residents. New land uses are often not tied to necessary code changes, resulting in a disconnect between future land use and zoning. Often confusing to developers and the public, these changes also make implementation challenging for staff. Land use and zoning maps are often too specific for key areas. While a degree of specificity is needed, we also strive to maintain flexibility of design and host ongoing discussions of desired future form and character.

**The Balance between Being Innovative and Realistic.** Logan Simpson has a deep history in developing recommendations are realistic and feasible. We strive to be innovative and utilize best practices. Our staff has been involved in some of the largest master planned communities in the Country include Stapleton in Denver, Daybreak in Salt Lake to InSpirada in Las Vegas. Every recommendation in the plan, from how we design our streets to the focus on mixed use, must be accompanied by an understanding of how to implement these design recommendations. Components such as the community design elements in the Comprehensive Plan need to be realistic, implementable, and politically acceptable in Twin Falls. The previous Comprehensive Plan included community design concepts that were not necessarily supported by the public or the City Council, and were cumbersome to the development community. Some of these elements included urban villages; wide boulevards or streets with center landscaping strips; and vertical growth in the downtown area. Local knowledge of the community is critical and recommendations that enable realistic change for community specific needs necessary.



*Logan Simpson developed 14 subareas, land development code, housing plan, and a transportation plan following a comprehensive plan update. All recommendations were supported by City Council and implementable. The cross section (top) shows the design of one of many complete streets; the middle photo shows the construction of one of the recommended complete streets that occurred during our Integrated Transportation plan meeting earlier this year.*

## RELEVANCY

Your comprehensive plan should be document found in a council member's hand as they walk the halls or on the kitchen tables in the community. It represents local values, community pride, and the vision of the future.

## AUTHENTIC PUBLIC INVOLVEMENT

We have seen a trend towards public involvement-driven plans in many recent planning processes. We are seeing larger amounts of time and effort spent on gathering significant public input and meaningful, continuous involvement with underrepresented populations; but that input is playing a larger role in driving the plan. The plan must first be branded and have consistent messaging . Trends in public involvement include the seamless integration of social media, hands-on/hardcopy documents and the ability to monitor participatory success in order to adapt where necessary. As described in our process chart, there are series of four public outreach series and two adoptions hearings during the eight month process. Each public event series includes:

**Staff/technical advisory meetings.** Constant staff and departmental engagement is critical, since you will be the implementers of the plan.

**Steering committee meetings.** These meetings will target key stakeholders to assist and guide them through the planning process. Specific stakeholders would include the County, City of Kimberly, ITD, airport, URA, development community, retail, College of Southern Idaho, and schools.

**Outreach to Planning Commission and Council.** We anticipate constant engagement with your planning commission and City Council. Information round-tables such as fireside chats and boards and commission summits garner support for the plan.

**Nontraditional Public Events.** These include a celebratory kickoff-event with a online photo voice competition: a weeklong visioning mobile event series in multiple locations including the YMCA, College of Southern Idaho, downtown and the library; a community choices storefront and outreach at local events such as music in the canyon, music downtown, cycling events, soccer tournaments and other festivals; and a rotating pop-up draft plan display. This display would be located where people go such as the YMCA (setup like a living room) or a parklet occupying a few parking spaces at the 100 block and main.



*Logan Simpson's 100% adoption rate is about creating plans that define what home is based on community values. The celebratory launch of Lookout La Vista, La Vista, Nebraska's Comprehensive Plan, included driving every street earlier this month and distributing holiday themed public involvement materials and invitations, which resulted in a dramatic increase in comprehensive plan social media followers.*

**Online Activities.** All our hand-on events are coupled with web-based exercises using customizable survey software, which allows users to interact with the questions (e.g. drag and drop information, generate tables, incorporate imagery, etc.).

**Media and Message.** At each stage, we will also use social media (Facebook, Twitter, and YouTube) to drive people to the website. We will also use a phase by phase email newsletter and existing City outreach tools to provide consistent and constant information.

**A Contextual Plan.** The result will be a plan that represents the values of the Twin Falls citizens. From values to quotes, outreach to imagery, the appearance and tone will reflect the community. We have worked in similar quality of life communities throughout the West and Idaho, and strive to build on your ideas and concepts. Based on our past similar experience, and through close collaboration with Twin Falls Staff and our team of local partners, we will deliver a truly comprehensive community vision that represents a community that is healthy, knowledgeable, secure, accessible, environmentally aware, prosperous, and responsible.

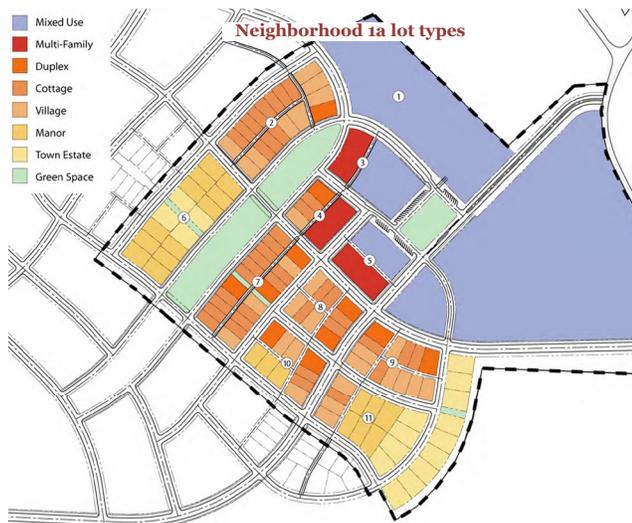
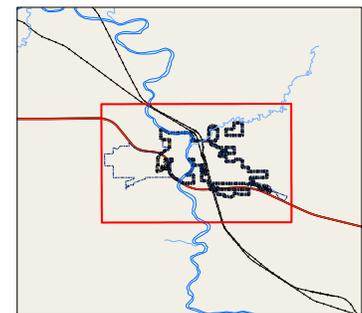
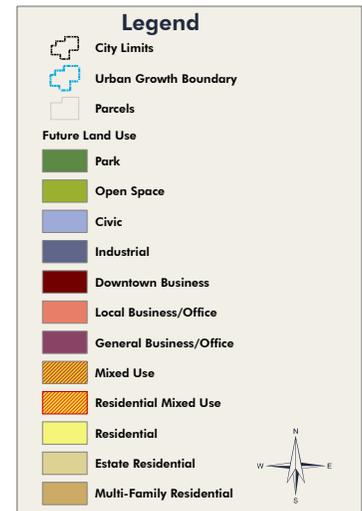
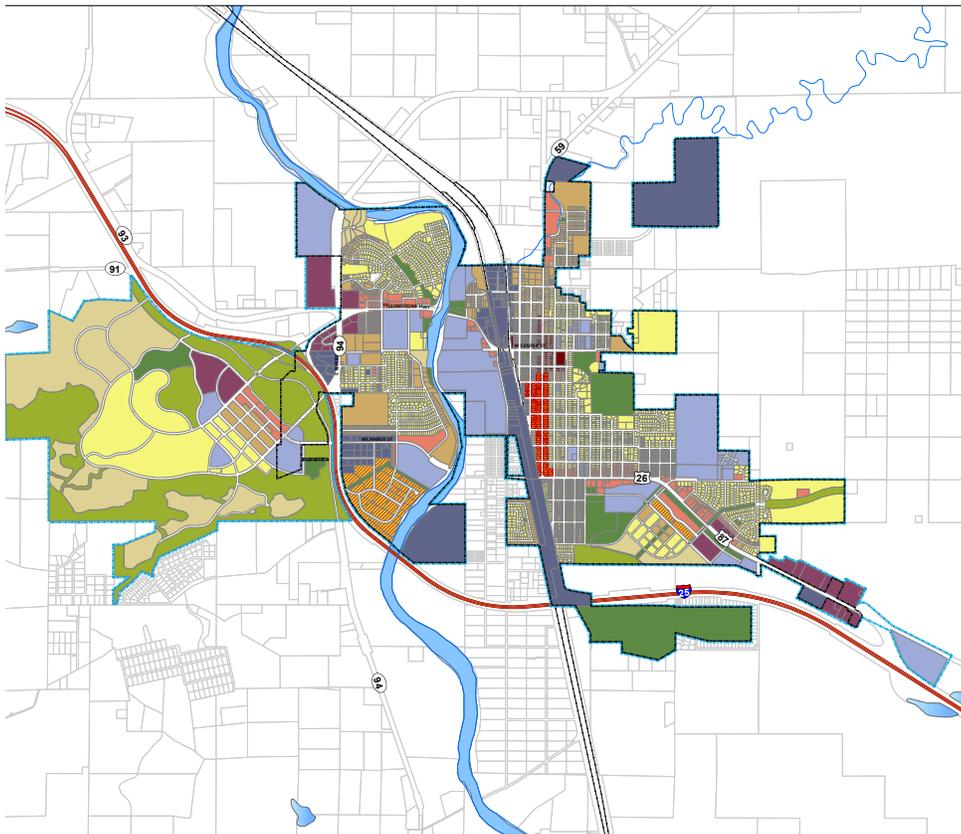
**Ties to Our Leadership and Other Regulatory Documents.** We've heard feedback that Twin Falls' current comprehensive plan does not directly tie into staff and decision-makers everyday responsibilities. This comprehensive plan should connect directly to your existing plans, community strategic plan, Capital Improvement Programs (CIPs), and code to ensure that staff has a defined work plan and that funding is associated with comprehensive planning action items. The current Comprehensive Plan has a long-term focus to 2030. In addition to establishing a long-term vision, we will work with the City to create a near-term plan, with a 5-year focus on priorities consistent with the Strategic Plan and CIPs.

## EFFECTIVENESS

There are decades of completed comprehensive plans where the ability to effect change is in question. Re-formatting the layout; increasing policy functionality; drawing directly from community values; working with advanced projection modeling; and considering new elements such as aviation, health, resiliency, and accessibility while refining others such as community design, land use and education will create a plan that will assist in planning decisions and measure progress towards community goals.

All aspects of the City are impacted by growth and the position as a regional hub. We will take a fresh look at existing elements of your current comprehensive plan, and will consider the City's current conditions and future planning trends. We will then work with the City to expand plan elements to develop a seamlessly integrated update. Our team will build upon what is already completed by coordinating a database-focused plan audit (automated forms) that will allow us to access changeable existing policies to review the relevancy of other documents for inclusion. By conducting this audit in the first phase, we can focus on targeted sectors that have been identified for update (community design, the future land use map, aviation, education, etc.). A key source of information will be the initiatives and objectives of Council's March 2014 Strategic Plan to ensure the documents work together.

Our team members have already accounted for continued future industrial and commercial developments in specific areas of the City within the water and sewer master plans through previously completed projects. As a result, we have an in-depth understanding of specific utility improvements required to support developments, if they occur in the designated areas. If other industrial and commercial growth areas are identified, we can quickly model the impacts to the water and sewer utilities to evaluate any potential impacts.



*No matter how large the plan, Logan Simpson takes it from Vision to Implementation. The City of Douglas Master Plan has a visionary document which resulted in the development of a Downtown Plan, new code, two platted master plans. Logan Simpson is currently developing 3,000 acres of the completed master plan, as well as creating construction documents for key gateway areas.*

Examples of key focus areas that may emerge in addition to those described in the previous paragraphs are expected to include:

***A Focus on Economics.*** When we review other consultants' completed plans, many tend to be based on the concept that land uses should simply depict everyone's desires. While these plans tend to be publicly accepted, the result tends to include over-retailed commercial corridors, a lack of smaller, neighborhood-oriented centers and generally, an abundance of underperforming commercial areas. Logan Simpson prides itself on creating balanced, overall development program for the community, allowing for commercial and employment areas to be right-sized, appropriately located and distributed, and benefit from supporting residential and infrastructure, in order to improve the community's fiscal sustainability and growth goals.

Economic development should include the creation of areas for continued industrial and commercial growth. While other communities have floundered during the economic, Twin Falls has flourished with the additions of Chobani Yogurt, Glanbia, and Clif Bar. We intend to capitalize on this momentum and continue to identify future industrial and commercial areas. Creating rational economic development strategies and a balanced future land use we can ensure that Twin Falls maintains its steady employment growth regardless of change in the surrounding area.

***A Focus on Education.*** While the economy of the 19th and early 20th century was about resource extraction, agriculture, and industrial manufacturing, current economic growth is being driven by human more than natural resources. While available land, infrastructure, and business-friendly regulation remain fundamentally important, it is often softer assets such as a highly skilled workforce and quality of place that contribution to long-term, sustainable economic growth. Ensuring that Twin Falls plans infrastructure and facilities to accommodate this emerging workforce is certain to be of importance to the community's future—it has been said that a community's educational prosperity has a direct relationship to its economic prosperity.

Among the factors that the comprehensive plan needs to address are potential siting requirements for infill and "greenfield" development opportunities and needs, forecasted educational facilities, the spatial relationship between school siting and the location and form of current and future neighborhoods, and safe pedestrian and bicycle routes to school. This will require close coordination with the Twin Falls School district, taking into account existing facilities and services, community growth trends, and the District's future plans for service growth and adjustment.

Too often, stakeholders have difficulty seeing beyond what currently exists and envisioning alternatives that would create a more livable environment. Successful communities rely upon partnerships with individual citizens, local interest groups, property owners, and local planning and economic development agencies for coordinated insight and action on a wide variety of topics relying upon a forecast of land use and demand. Ideally, with the collaborative efforts of local government, school facilities, and the project team, a implementation plan for accommodating growth can be assembled. Strong leadership and imagination are required to envision, program, and carry out an action plan for achieving identified desired outcomes and associated needs for services and land.

***A Focus on Quality of Life.*** With features such as Canyon Rim, Rock Creek, and Shoshone Falls, there are several great recreational amenities along the Snake River that contribute to healthier communities and greater quality of life. Twin Falls has a fairly mixed age demographic comprised of an increasing retirement community, College of Southern Idaho, and young families, which necessitates diversity in recreational opportunities and experiences. The City's geographic location and proximity to the Snake River provide ample opportunity to combine recreation opportunities with environmental protection.

***A Focus on Implementation.*** We propose identifying select metrics tiered off of the strategic plan that allow City staff to determine current and desired conditions. Our team will use these metrics and data sources to evaluate community choices and create an adaptive management plan. The adaptive management plan will allow staff to annually monitor the plan's performance with a few indicators, propose changes through an annual work plan, and ensure a connection to the Strategic Plan and CIPs. We will also assist in the creation of development review forms that directly tie the plan to everyday planning efforts. Development would not only be reviewed against the vision and policies, but also against its effect on these indicators. This would allow the development community great flexibility. Alternative development forms that are plan-compliant may be proposed, creating an adaptable plan guided by a series of corrective actions to ensure the vision is met.

# PHASE 1

DELIVERABLES

## FOUNDATION

- Public Involvement Program
- Website/ Social Media content
- Data Analysis & Snapshots
- Logos and Branding
- Comment Tracking System
- Current Plan Audit
- PhotoVoice Interactive Website Kickoff

## VISIONING & OPPORTUNITIES

- Existing and Desired Conditions Indicators
- Draft & Final Vision Document
- Opportunity Area Maps
- Opportunities & Constraints
- Preliminary Character District Boundaries & Descriptions

MEETINGS

### Public Event #1

- Celebratory Public Kick-off Event
- Joint Kick-Off Event for Boards, Planning Commission and City Council #1
- Online Questionnaire #1
- Stakeholder/Focus Group Interviews #1
- Advisory Committee Meeting #1
- Technical Advisory Committee/ Staff Meeting #1

### Public Event #2

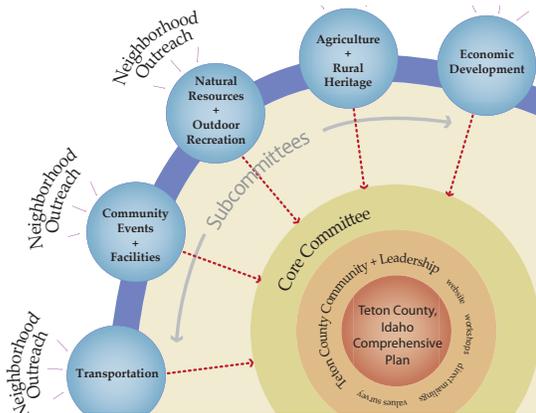
- Mobile Workshops
- Public Visioning and Opportunities Roving Workshop
- Boards, Planning Commission, and City Council Outreach
- Online Questionnaire #2
- Advisory Committee Meeting #2
- Technical Advisory Committee/ Staff Meeting #2

SCHEDULE

FEBRUARY - MARCH 2015

APRIL - JUNE 2015

EXAMPLES



Teton County, Idaho Vision Plan Public Involvement Plan Diagram



Our Lands Our Future Larimer County Public Lands Acquisition Opportunities Roving Mobile Workshop



Douglas, Wyoming Community Visioning Workshops



West Highway 192 Redevelopment Plan Website



# PHASE 2

DELIVERABLES

## COMMUNITY CHOICES & STRATEGIES

- Community Choices Evaluation Against Indicators
- Best Practices Analysis
- Community Choices & Preferences Scenarios
- Sustainability Integration
- Implementation Strategies
- Funding/ Partnerships/ Administrative Actions
- Economic/ Financial Predictive Modeling

## PLAN DEVELOPMENT

- Draft and Final Plans
- Interactive, Web-Based Plan
- Adaptive Management Framework
- Illustrative Graphics Boundaries & Descriptions
- Community Involvement Tracking Record
- Summary of Final Open House

MEETINGS

### Public Event #3

- Downtown Community Event Integration Center
- Boards, Planning Commission, and City Council Outreach #3
- Online Questionnaire #3
- Advisory Committee Meeting #3
- Technical Advisory Committee/ Staff Meeting #3

### Public Event #4

- Final Plan Public Open House
- Boards, Planning Commission, and City Council Outreach #4
- Advisory Committee Meeting #4
- Technical Advisory Committee/ Staff Meeting #4
- Planning Commission Hearing
- City Council Hearing

SCHEDULE

JULY - AUGUST 2015

SEPTEMBER - OCTOBER 2015

EXAMPLES



*Arvada Colorado Comprehensive Plan Visioning Event*



*Douglas Wyoming Opportunities and Choices Community Outreach*



*Jackson/ Teton County Comprehensive Plan; Final Plan Open Houses*



*Jackson/ Teton County Comprehensive Plan, Osceola County Conceptual Master Plans; Final, Illustrative Plan Documents*





RESPONSE TO REQUEST FOR QUALIFICATIONS  
CITY OF TWIN FALLS, IDAHO  
COMPREHENSIVE PLAN UPDATE



December 18, 2014

Renee Carraway Johnson, Planning and Zoning Manager  
Jonathan Spendlove, City Planner  
324 Hansen Street East  
Twin Falls, ID 83301

**Re: RFP Response, City of Twin Falls, Idaho Comprehensive Plan Update Request for Qualifications**

Dear Renee, Jonathan, and Selection Committee,

Twin Falls is a vibrant growing community with established stable neighborhoods. The City also has a growing manufacturing base, and has embarked on an effort to re-energize the downtown area. With growth, there is often pressure for change. To ensure a logical growth, the community must collaborate to ensure existing favorable patterns are protected while allowing new opportunities for growth where appropriate. CRSA is pleased to submit our team's qualifications to the City of Twin Falls to collaborate with you on this effort.

CRSA is a multidisciplinary planning and design firm with experience collaborating with dozens of communities in the Intermountain West. Our professional staff of Urban Planners, Urban Designers, and Landscape Architects has the experience to provide the required services to the City of Twin Falls. *CRSA has provided a variety of planning services for many different types of communities. Examples range from the development of a Transit Oriented Design (TOD) Form Based Code for Farmington City, Utah to the update of comprehensive plans in Kuna and Rexburg Idaho, to name a few.* CRSA is pleased to team with our friends at J-U-B. and The Leland Consulting Group to ensure The City of Twin Falls receives the required technical expertise to guide the planning effort. Both firms are currently working in The City of Twin Falls and have developed an understanding of the community.

To complete the required scope of services CRSA will lead the project team and focus on overall project management and the Land Use and Community Design Components. CRSA will share project management with J-U-B.'s Twin Falls office to ensure close coordination with the city. J-U-B. will provide Airport Planning and Utility Infrastructure Analysis, and assist with the Environmental Considerations of the project. Leland Consulting will lead the Housing, School Facilities, and Economic Development Analysis. Together, our team will help you solidify the vision for the future of Twin Falls.

Our project process will begin with the development of Framework Plans for the technical components of the plan, including utility infrastructure, housing, and economics. *Framework plans outline the opportunities and constraints that may exist in an effort to understand what may be driving land use change and development patterns in the city of Twin Falls.* With this information, CRSA will collaborate with the community and key stakeholders in a rich public outreach process with a goal of establishing a vision for the future. Visioning will be built upon the understanding of the data identified in framework plans as well as identified community assets. *CRSA utilizes the Asset Based Community Design (ABCD) process, seeking to focus on community-recognized assets as the basis for the recommendations of the Comprehensive Plan.* Based on feedback gathered throughout the process, the CRSA team will collaborate with the City of Twin Falls to test scenarios for the future of the community that best meets the community's needs.

We look forward to discussing our approach in more detail. A detailed listing of our team's qualifications is found in the enclosed information, including references for your review. Please contact me if you have any questions.

Sincerely,



J. Kelly Gillman, ASLA, AICP  
Senior Principal/Senior Planner





RESPONSE TO REQUEST FOR QUALIFICATIONS  
 CITY OF TWIN FALLS, IDAHO  
 COMPREHENSIVE PLAN UPDATE

C O N T E N T S

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FIRM HISTORY . . . . . 01  
 RELEVANT PROJECT EXPERIENCE . . . . . 02  
 QUALIFICATIONS OF PROJECT TEAM . . . 03  
 PROJECT APPROACH & SCHEDULE . . . . 04  
 REFERENCES . . . . . 05



# 1 : FIRM HISTORY

## CRSA INTRODUCTION

CRSA has been an integral part of community building throughout the Western Mountain Region since 1975. With offices in Utah and Idaho, and licenses in twelve states, we are working to make communities, campuses, and neighborhoods better places to live, learn, work, and play. Our staff of 64 professionals brings a solid background of capabilities to many project types. We continue to expand our body of creative and innovative work in the areas of higher education, government, and libraries, as well as residential, mixed-use, office projects, urban design, community and institutional planning, historic preservation, and the design of civic, commercial, cultural, and religious projects.

CRSA provides customized and responsive municipal and urban planning, architectural design, interior design, and construction services. Our design focus is based on a fundamental approach to problem solving: each unique problem deserves a unique solution. In addition to our own creative team, we utilize a wide range of talented and creative consultants who share our passion for creativity and exceptional value. Each consulting team is tailored to the specific requirements and challenges of each project. Our highly collaborative, charrette-driven design process brings together people and ideas from many backgrounds, and facilitates innovation and creativity through visualization of varied solutions.

Our firm offers a wide range of planning and design services. From regional master plans to individual site work and facility assessments, our job is to discover benefits toward implementing long-range goals. With foresight, experience, and an eye toward increased effectiveness, from the micro to the macro views, we engage stakeholders with purposed dialogue, action, review, and consensus. This assists stakeholders in retaining effective stewardship over their own future. CRSA is a dedicated advocate for consensus asset-based design.

CRSA is a leader and advocate for sustainable communities. Our work focuses on infill and revitalization stable neighborhood preservation, and maintaining a high quality of life through economic and cultural diversity. Projects completed by CRSA are among the most noted and awarded urban and architectural design work by organizations such as the American Planning Association, the American Institute of Architects, the American Society of Landscape Architects, and the Urban Land Institute. CRSA has received more than 140 awards for the design excellence of its projects.

## FIRM INFORMATION

CRSA is a C Corporation, founded in 1975, with 17 licensed Architects as well as licensed Planners, Landscape Architects, and Interior Designers across 12 states.

## FIRM OFFICE LOCATIONS:

649 E South Temple (Lead Office)  
Salt Lake City, UT 84102

Phone: (801) 355-5915

Fax: (801) 355-9885

151 N Ridge Avenue, Suite 113

Idaho Falls, ID 83402

Phone: (208) 524-4621

Fax: (208) 523-3681

20 N Main Street, Suite 104

St. George, UT 84770

Phone: (435) 673-7362

Fax: (435) 673-7392

## FIRM COMPOSITION:

- 17 Licensed Architects
- 3 Licensed Landscape Architects
- 9 Intern Architects & Project Managers
- 3 Licensed Planners
- 6 Interior Designers
- 17 CAD Technicians
- 7 Administrative Office Staff
- 1 Graphic Designer

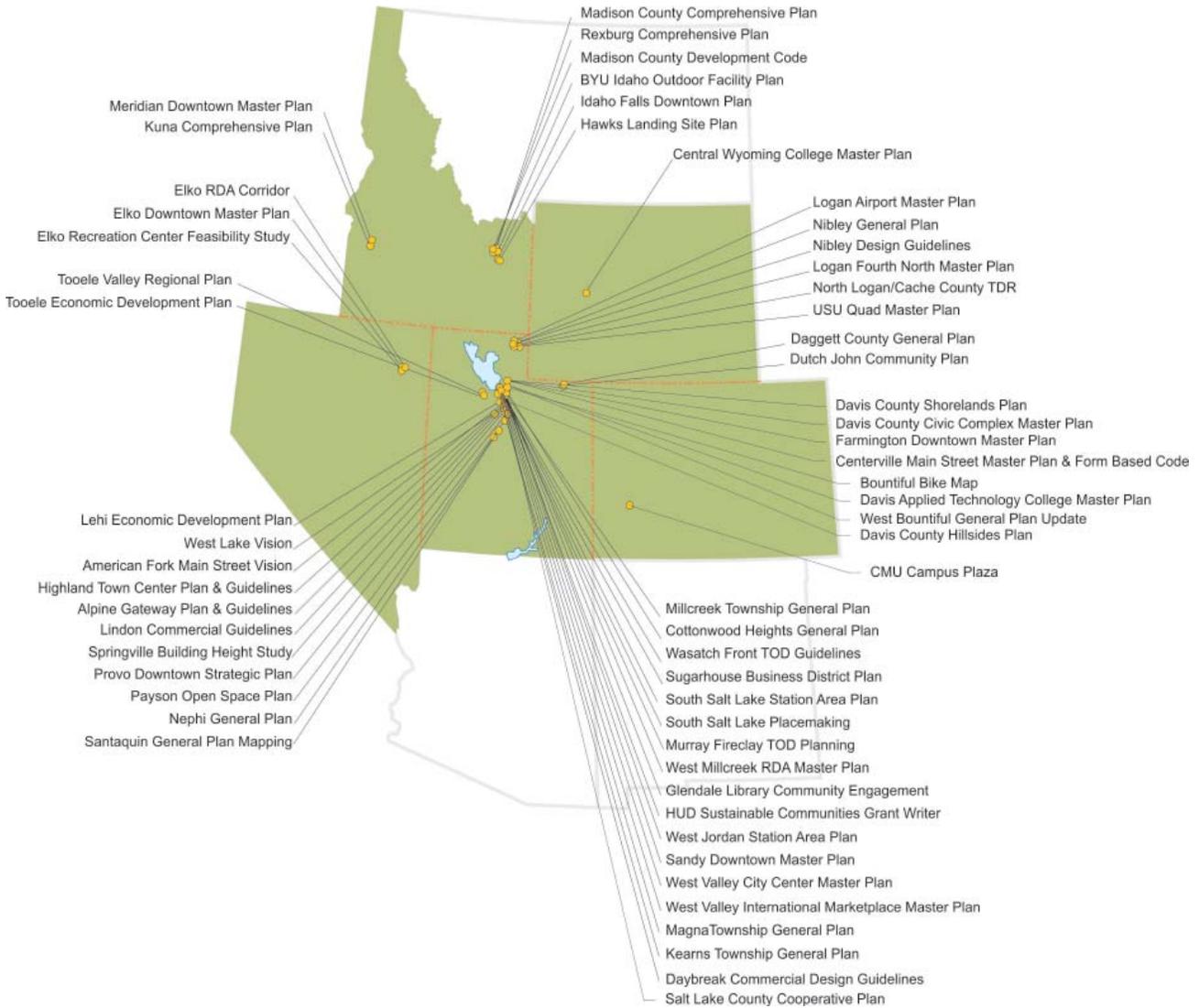
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**63 Total Employees**



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

# GEOGRAPHICAL CHART





**J-U-B ENGINEERS, INC.**

J-U-B began in 1954 as a small civil engineering office in Nampa, Idaho. Today, J-U-B has grown into the largest Civil Engineering firm headquartered in Idaho, and is ranked among the Top 400 design firms in the United States by Engineering News Record. As an employee owned company, we have also been ranked as one of the “Best Firms to Work For” by CE News magazine. J-U-B currently has 15 offices with over 280 employees throughout Idaho, Utah, Washington, Oregon, and Colorado.

The Twin Falls Office has been in operation since 1971. The City of Twin Falls Comprehensive Plan project will be managed will be managed out of this office.

We are a full-service civil engineering firm with a depth of experience in many disciplines, including:

- Airports
- Land Use / Planning
- Construction
- Environmental
- Facilitation & Dispute Resolution
- Funding
- GIS
- Irrigation
- Land & Site Development
- Land Surveying
- Stormwater
- Structures & Bridges
- Traffic & Transportation
- Water
- Wastewater



To offer a broader base of knowledge and experience to the City of Twin Falls, J-U-B has formed two independent, but related, partner firms:



**THE LANGDON GROUP, INC. (TLG)** In 1997, J-U-B recognized a growing need for public involvement and facilitation services for civil engineering projects and formed involvement, public relations, mediation, facilitation, and conflict resolution services to a wide range of clients throughout the Western United States.



**GATEWAY MAPPING, INC. (GMI)** Gateway Mapping, Inc. (GMI) has provided Geographic Information Systems (GIS) and asset management services since 1991, including enterprise master planning, application development, system design and implementation, presentation mapping, custom GIS application development, programming and training. They specialize in making GIS more useful and usable for our clients.



## LELAND

Exceptional public and private leaders have bold visions for their downtowns, neighborhoods, employment centers, and cities. Leland Consulting Group helps to refine and realize those visions.

Through our work in more than 250 communities across the country, we have helped to shape long-term plans, and to help build the projects that immediately improve residents' quality of life: thriving downtowns, bustling shopping districts, inviting neighborhoods, and productive employment centers. As urban strategists, our role is to keep the big picture in sight, while simultaneously providing deep expertise in the strategic, market, financial, and economic elements that make projects possible and successful. We recognize that special and economically viable places result not just from one factor, but from the combination of quality design, supportive markets, developer capacity, and financial strength. And during every assignment, we engage the public and private champions essential to rallying support and overcoming obstacles. Leland Consulting Group provides the following services:

- Development Conceptualization
- Market Research
- Market Strategies
- Building and Development Programs
- Negotiation Facilitation
- Financial Analysis
- Regulatory Approvals
- Long-term Economic Impact Analysis
- Implementation Strategies

Leland Consulting Group, an Oregon Sub S Corporation, was established in 1989 and has over 25 years of experience providing real estate and urban planning services to public and private sector clients across the United States. The firm is located in downtown Portland, Oregon. The firm, with a full time staff of six, is located in downtown Portland.

# 2: RELEVANT PROJECT EXPERIENCE



## Kuna Comprehensive Plan

*Kuna, Idaho*

**Firm:** CRSA

**Client:** City of Kuna

**Contact:** Steven Hasson, AICP  
 Planning and Zoning Department  
 763 W. Avalon St., Kuna, ID 83634  
 (208) 922-5274

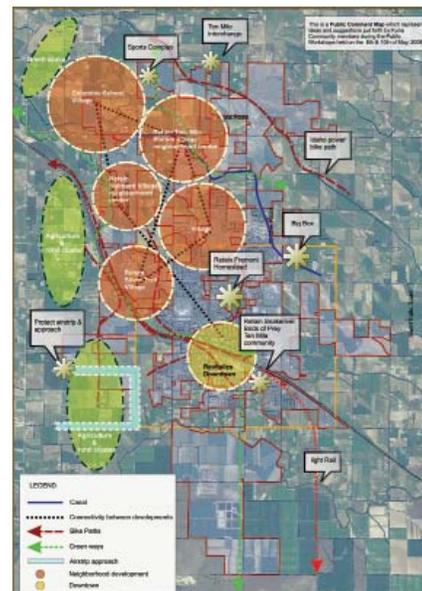
**Scope of Services:** Community Visioning, Public Involvement, Comprehensive Planning, GIS Mapping, Zoning

**Completion Date:** 2009

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

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

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



# Rexburg Comprehensive Plan

Rexburg, Idaho

**Firm:** CRSA  
**Client:** City of Rexburg  
**Contact:** Val Christensen  
Community Development Director  
35 N 1st E, Rexburg, ID 83440  
(208) 372-2324  
valc@rexburg.org

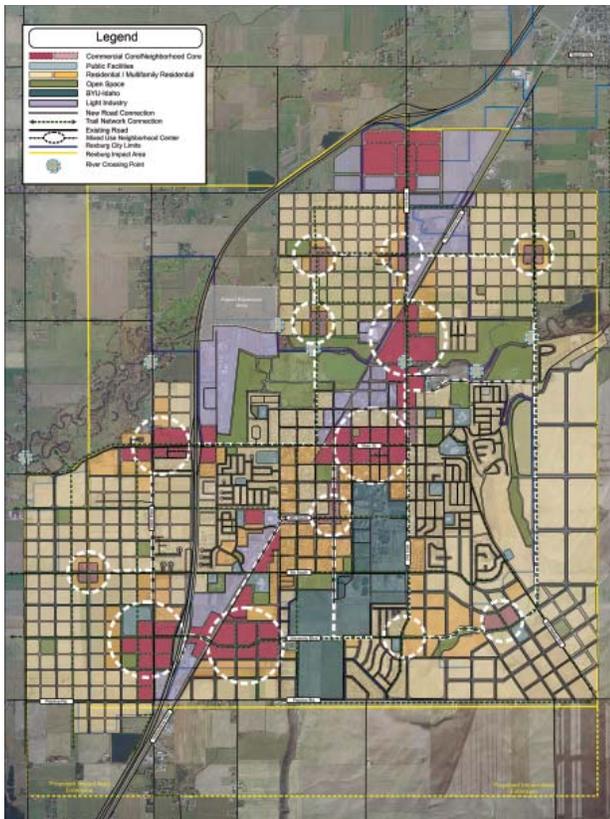
**Scope of Services:** Community Visioning, Public Outreach, Land Use Planning, Parks and Open Space Planning, GIS Mapping, Zoning

**Completion Date:** 2008

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

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

Along with this innovative plan for managing growth and development, the City is exploring alternative zoning, such as form-based codes and transit zoning, to better achieve Rexburg's future vision as expressed by the community. CRSA is providing follow-up services such as zoning ordinances for commercial corridors, and urban and neighborhood centers.



Rexburg Land Use Map



Rexburg Sprawl Map

# Madison County, Idaho Planning

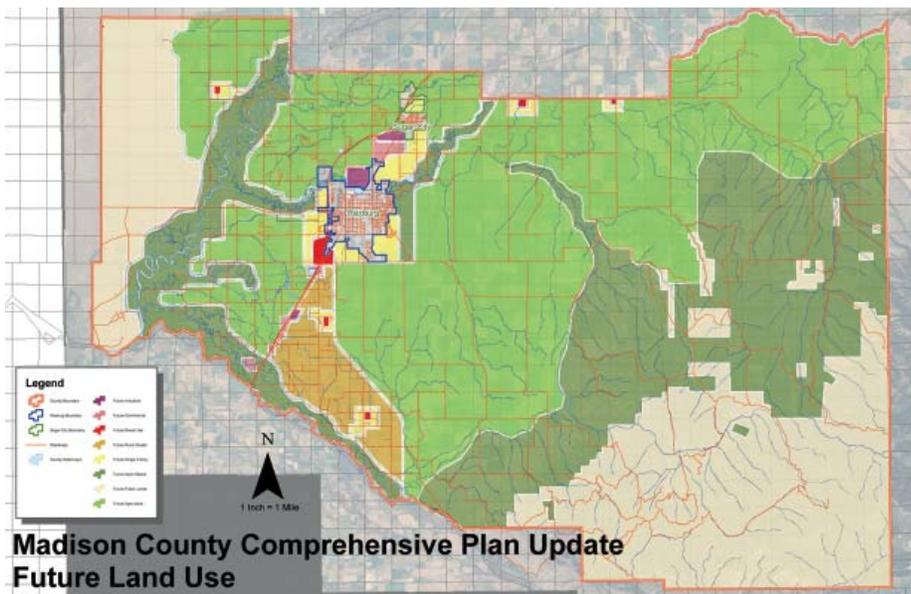
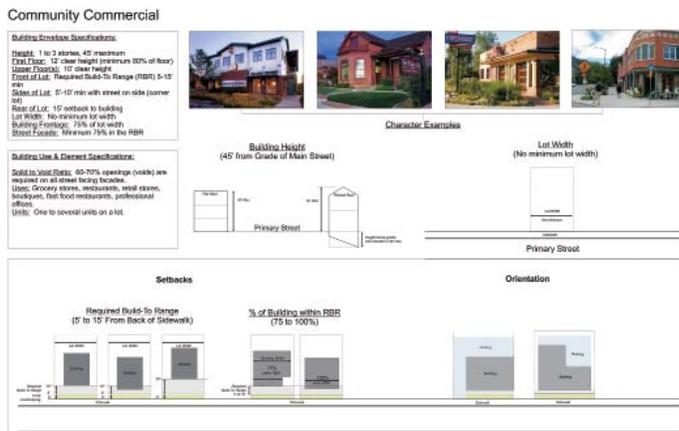
Rexburg, Sugar City, and Madison County, Idaho

**Firm:** CRSA  
**Client:** Madison County  
**Contact:** Brent McFadden, Planning and Zoning Administrator  
 134 E Main, Rexburg, ID 83440  
 (208) 359-6260  
**Scope of Services:** Impact Area Delineation, Facilitation, Community Visioning, Comprehensive Planning, Public Involvement, GIS Mapping, Zoning  
**Completion Date:** 2008

CRSA has worked with Madison County, Idaho for the last two years updating a set of planning tools for the County and local municipalities. The first component consisted of an Inter-jurisdictional Decision Making Framework to outline a process for annexation and planning decisions made by the County and other local governments. The process included monthly meetings with an advisory committee of representatives from each jurisdiction and other stakeholders. CRSA's strong facilitation skills have been a critical component of this delicate process, and have resulted in consensus and agreement.

Other CRSA work includes an update to the County's Comprehensive Plan, which steers development toward the cities, historic town-site developments, and new master planned communities. Requiring all new development to adhere to a 10-block-per-mile grid, the plan ensures a seamless transition from county to city as future annexation occurs.

CRSA is currently working with the County on a Development Code update. The new code takes a form-based approach, creating flexibility for creative developments yet ensuring appropriate interaction between new development and the surrounding area.



# Cottonwood Heights General Plan

Cottonwood Heights, Utah

**Firm:** CRSA

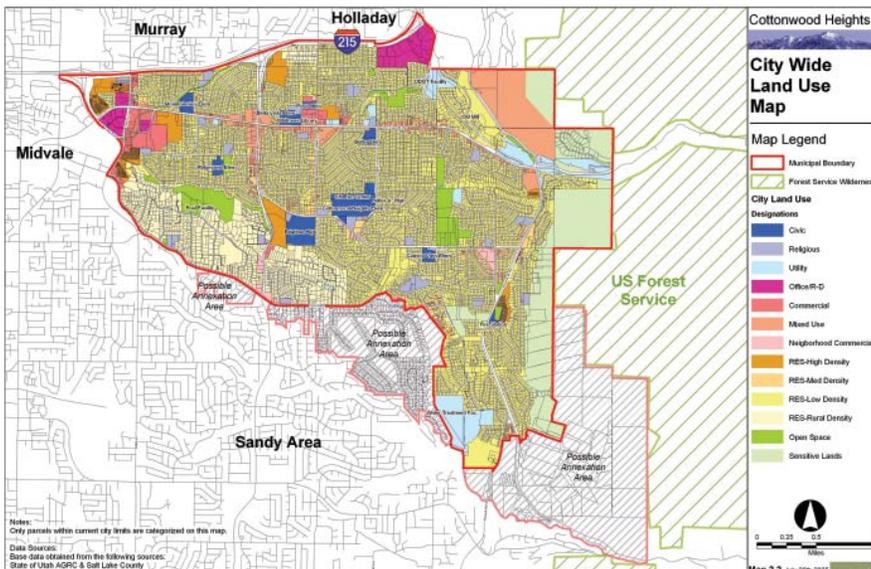
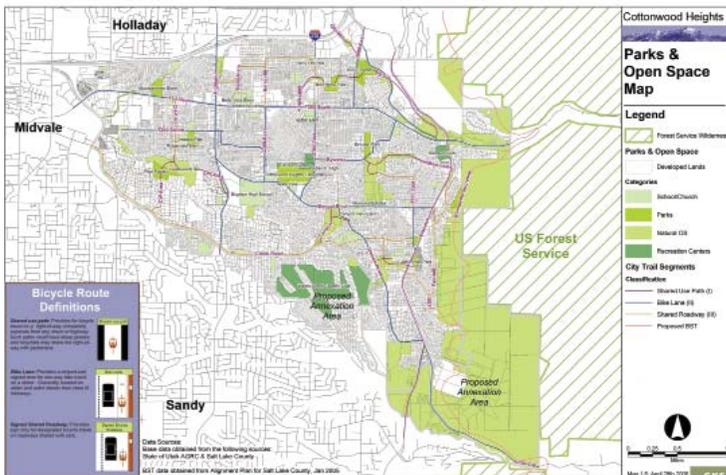
**Client:** Cottonwood Heights

**Contact:** Brian Berndt  
Community Development Director  
1265 E Fort Union Blvd. Ste 250,  
Cottonwood Heights, UT 84047  
(801) 944-7066  
BBerndt@ch.utah.gov

**Scope of Services:** Community Visioning, Comprehensive Planning, Parks and Open Space Planning, Public Involvement, GIS Mapping

**Completion Date:** 2005

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



# West Bountiful General Plan Update

*West Bountiful, Utah*

**Firm:** CRSA

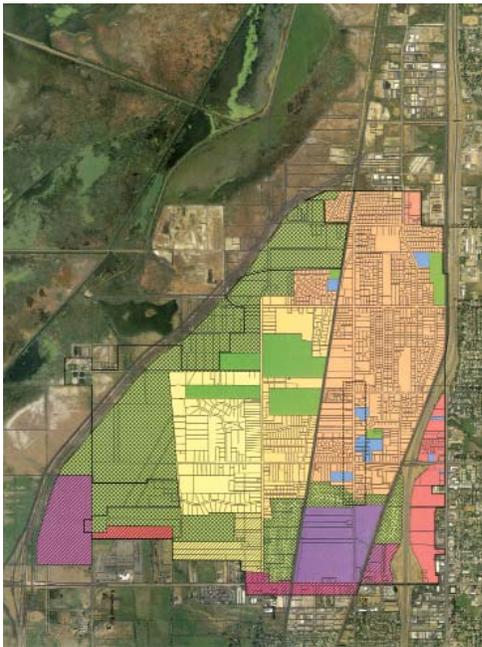
**Client:** West Bountiful City  
550 N 800 W, West Bountiful, UT 84087

**Contact:** Wendell Wild (retired)  
City Administrator  
(801) 292-4486

**Scope of Services:** Community Visioning, Public Involvement, Comprehensive Planning, Parks and Open Space Planning, Community Facilities Planning

**Completion Date:** 2006

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



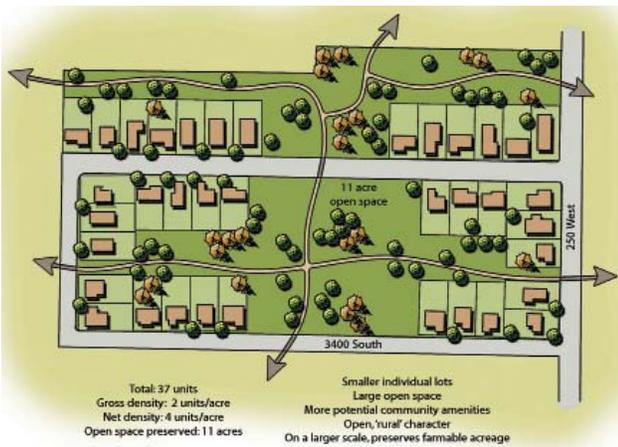
# Nibley City General Plan Update and Design Standards

*Nibley, Utah*

**Firm:** CRSA  
**Client:** Nibley City  
**Contact:** Shari Phippen City Planner  
 455 W 3200 S, Nibley, UT 84321  
 (435) 752-0431  
**Scope of Services:** Public Outreach, Visioning, Comprehensive Planning, GIS Mapping  
**Completion Date:** 2008

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

A second contract with CRSA was extended to develop a series of Commercial Design Standards to ensure high quality new development within the City and to reinforce the ideas outlined in the General Plan. This process included a visual preference survey and the involvement of City officials. Lacking a historic town center, the city of Nibley wished to develop standards that would focus on historic forms of development that would create a vibrant, walkable town core. An outcome of the process was development of a town center for Nibley City.



*Housing Density*



# Elko Master Plan Update

Elko, Nevada

**Firm:** CRSA

**Client:** City of Elko

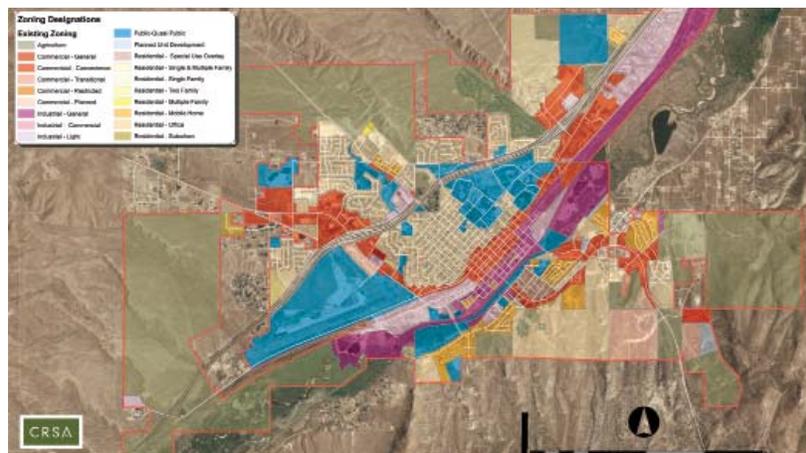
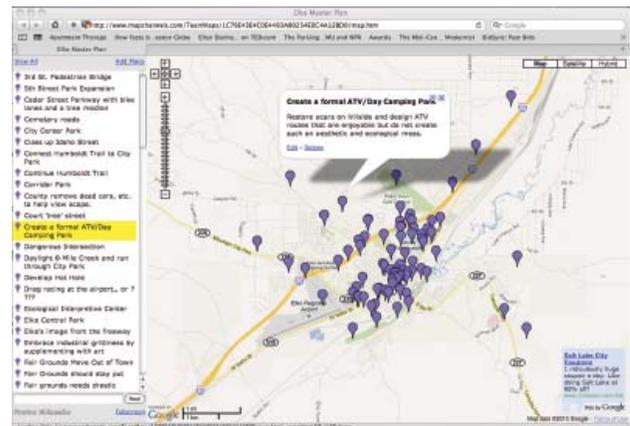
**Contact:** Delmo Andreozzi  
Assistant City Manager  
1751 College Ave., Elko, NV 89801  
(775) 777-7210  
dandreozzi@ci.elko.nv.us

**Scope of Services:** Visioning, Public involvement, Comprehensive Planning, Facilitation

**Completion Date:** 2011

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

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



Elko Master Plan Website



# Elko Downtown RDA Master Plan and Parking Corridor

Elko, Nevada

**Firm:** CRSA

**Client:** City of Elko

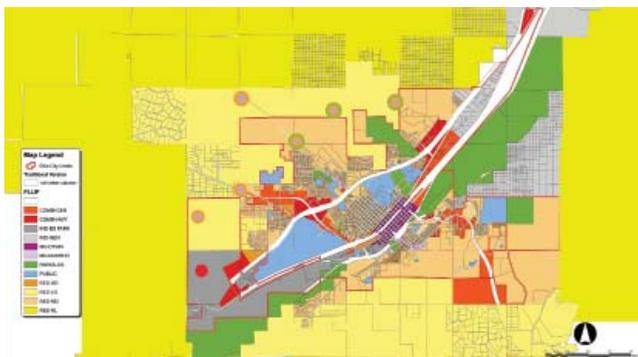
**Contact:** Delmo Andreozzi  
Assistant City Manager  
1751 College Ave., Elko, NV 89801  
(775) 777-7210  
dandreozzi@ci.elko.nv.us

**Scope of Services:** Visioning, Public Involvement, Master Planning, Facilitation, Strategic Planning, GIS

**Completion Date:** 2011

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

The City established a redevelopment area encompassing its downtown core, and hired CRSA to facilitate a visioning process and to develop a master plan for the RDA. The process will include extensive public involvement, an on-site design charrette, and development of strategies and projects to implement a new vision for downtown. Plan features include parking opportunities for downtown businesses, curvilinear street design for traffic calming, and large pedestrian walks/mall for unimpeded activity.



# Murray City General Plan

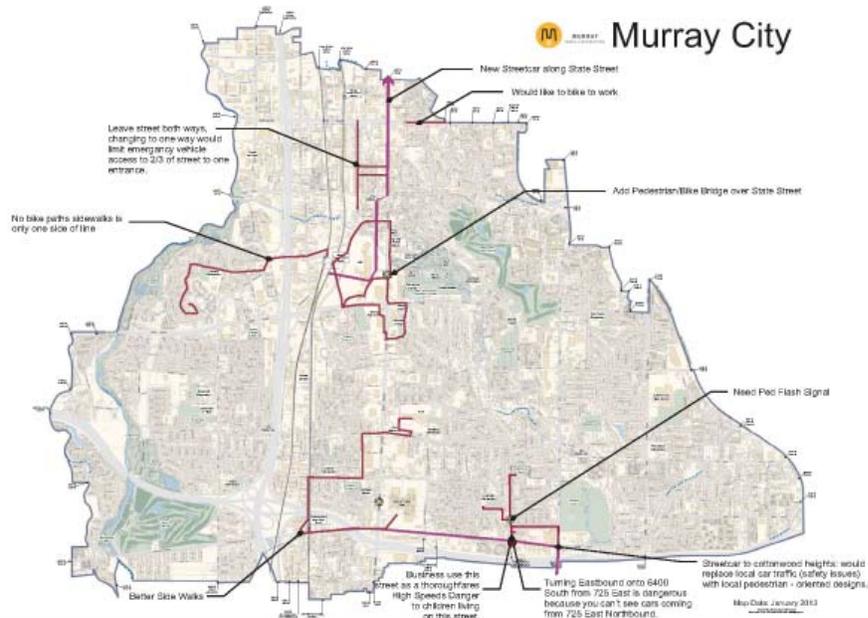
Cottonwood Heights Utah

**Firm:** CRSA  
**Client:** Murray City  
**Contact:** Jared Hall  
 Community & Economic Development  
 Director (801) 270-2427  
**Scope of Services:** Community Visioning, Comprehensive  
 Planning, Public Involvement, Land  
 Use Planning, Parks and Open Space  
 Planning, Transportation Planning,  
 Housing Planning, Mapping  
**Completion Date:** 2016

Murray City requested proposals from qualified individuals or consulting firms to conduct and assist in an update to the Murray City General Plan. CRSA began working with Murray City in the fall of 2014, to develop a General Plan update that will serve as a guide in considering long-range policy changes and development proposals. The General Plan will consider policies related to land use planning, transportation, economic development, housing, parks and recreation and natural and cultural resources. Work is anticipated to complete within an 18-24 month time frame. The finished product should be ready for adoption by the City Council at a public hearing in late 2015-early 2016.



## MOBILITY: How do you get around as a PEDESTRIAN?



 **Plan Murray**  
Our City - Our Vision

**MURRAY CITY GENERAL PLAN UPDATE**  
Public Open House

# Lehi City Land Use & Downtown Revitalization Plans

Lehi, Utah

**Firm:** CRSA

**Client:** Lehi City

**Contact:** Kim Struthers  
City Planner  
99 W Main St. #100, Lehi, UT 84043  
(801) 768-7120

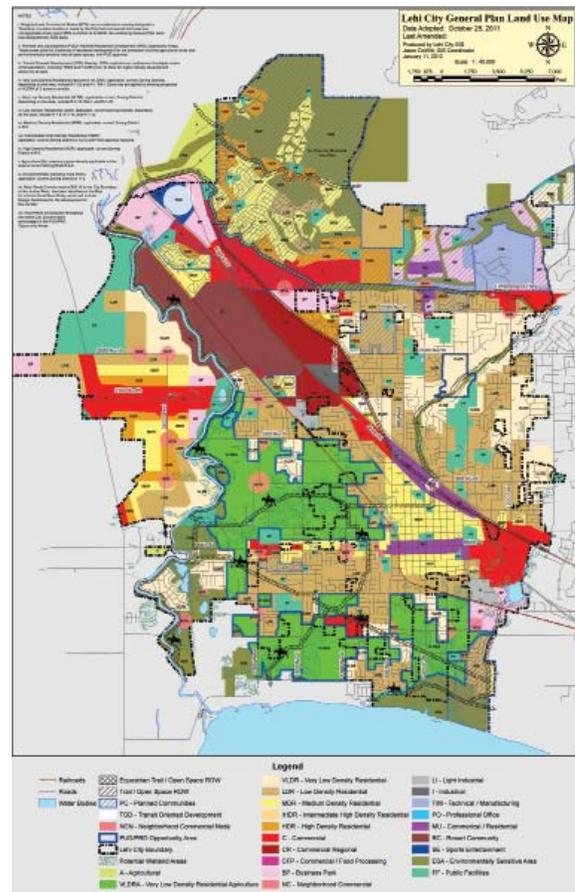
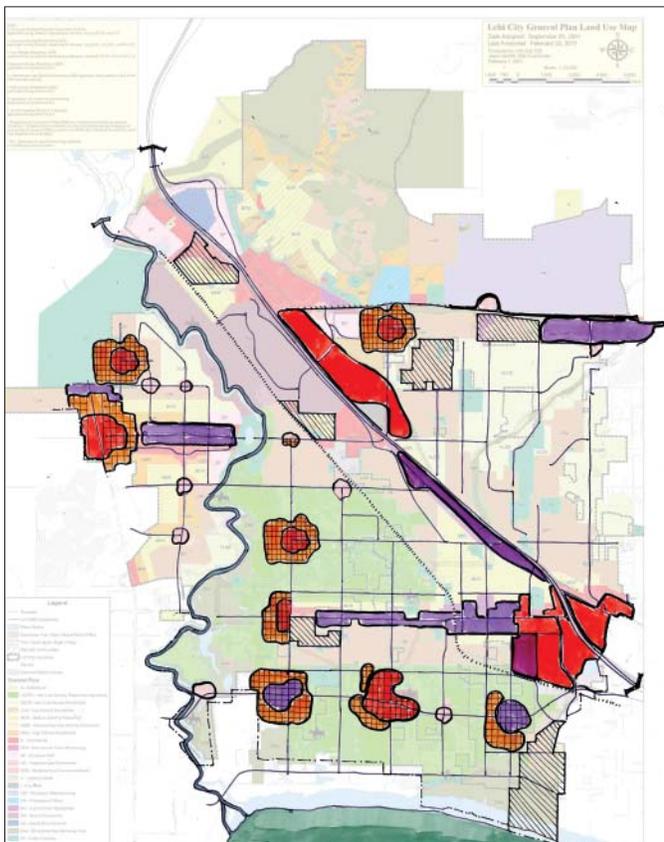
**Scope of Services:** Public Involvement, Community Visioning, Urban Design, GIS Mapping

**Completion Date:** 2011

**Duration:** 10 Months

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

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



# Marmalade Block Development

Salt Lake City, Utah

- Firm:** CRSA
- Partner Firm:** Leland Consulting
- Clients:** Redevelopment Agency of Salt Lake City and MIG
- Contact:** Ben Davis, Project Coordinator  
Salt Lake City RDA  
(801) 535-7242  
Benjamin.Davis@slcgov.com
- Scope of Services:** Urban Design, Landscape Design Guidelines, Public Space Design, LEED Consulting, Public Involvement, Construction Management
- Completion Date:** 2013
- Construction Cost:** \$ 1,850,000

CRSA, as a subconsultant, has worked closely to the Redevelopment Agency of Salt Lake City to develop a comprehensive development plan for the Marmalade Block in Salt Lake City. CRSA, as the local representative, has designed for construction the public amenities that the RDA of SLC will install on the block. These amenities include two public plazas and a park open space. Upgraded streetscape for 300 West and 500 North are also included. With a construction value of \$1.8 Million, these amenities will be an important part of the project as private development occurs adjacent. CRSA has also authored key components of updated design guidelines that support the development as it is woven into the historical context of the neighborhood. CRSA's planning, design, and urban design staff has provided local coordination with stakeholder groups, city officials, and RDA Staff as part of the permitting and approvals process.



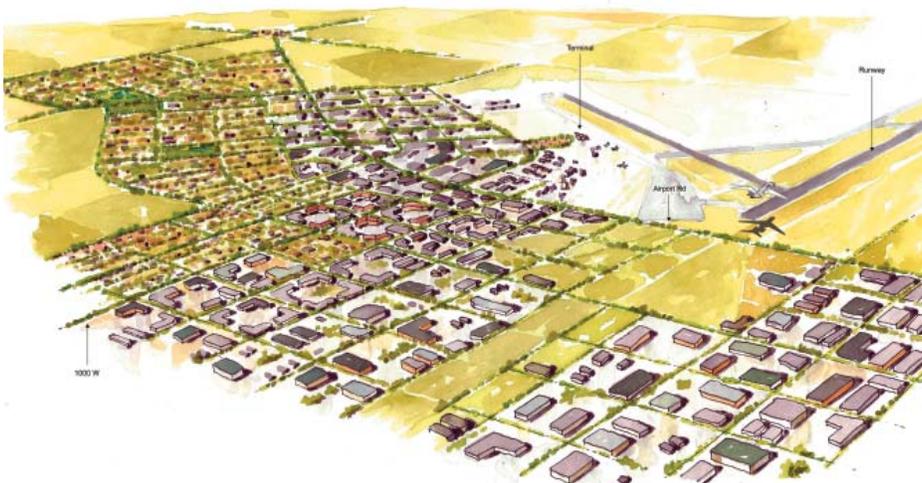
Rendering by MIG

# Logan-Cache Airport Master Plan

Logan, Utah

**Firm:** CRSA  
**Client:** J-U-B  
**Owner:** Logan-Cache Airport Authority  
**Contact:** Jay Nielson  
Logan City Planning Director  
290 N 100 W, Logan, UT 84321  
(435) 716-9022  
**Scope of Services:** Master Planning, Land Use Planning  
**Completion Date:** 2010

Located in Logan City, and bordered by North Logan, Hyde Park and Smithfield, the Logan Cache Airport is an economic development and transportation asset to the entire Cache Valley Community. Airport officials are developing a new airport master plan (airside) that seeks to enhance functionality as well as expand economic development opportunities for years to come. To support airport operations and to prevent incompatible land uses from encroachment (as well as to guide long range development in the area) a landside plan (outside the airport fence) was also developed. The JUB/CRSA consultant team assisted the Logan Cache Airport Authority and Logan City to prepare these master plans. The subject of this entry is the landside planning that has taken place, which is a long range vision of the appropriate development patterns in the study area surrounding the airport.



# Logan Fourth North Corridor Development Plan

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*Logan, Utah*

**Firm:** CRSA/J-U-B

**Client:** Logan City Community Development Department

**Contacts:** Mike DeSimone  
Community Development Director  
(435) 716-9022

**Scope of Services:** Master Planning, Corridor Planning, Urban Design, Redevelopment Planning, Public Involvement

**Completion Date:** Ongoing (Estimated Fall 2014)

CRSA is working with the City of Logan to create a development plan for the Fourth North Corridor. A UDOT road, Fourth North links downtown Logan to Utah State University and serves as the primary portal into the Bear Lake area. It is a major transportation corridor that currently functions well for automobiles, but it limited in accommodating other modes of transportation. The current land use pattern mirrors this auto-oriented culture as well. The city's general vision is to transform the corridor into a beautiful boulevard. In this corridor plan process, CRSA will work with city stakeholders and residents to refine the vision, tailor land use and urban design strategies to meet the corridor's varied context, and develop a direction for implementing the policy and planning tools necessary to make it happen.

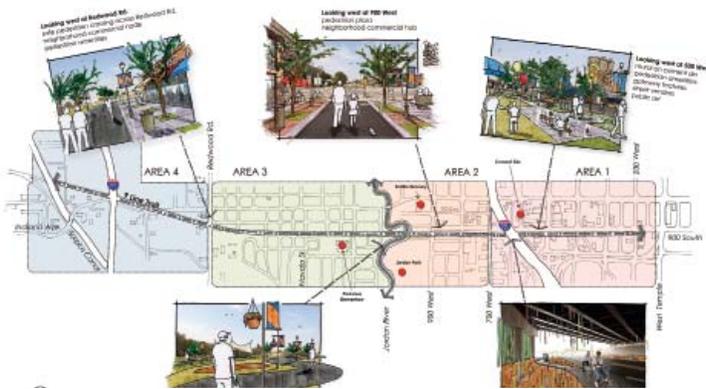


# 9-Line Corridor Master Plan

Salt Lake City, Utah

**Firm:** CRSA  
**Client:** Salt Lake City Planning Division  
**Contact:** John Anderson, Principal Planner  
PO Box 145480  
Salt Lake City, UT 84114  
(801) 535-7214  
**Scope of Services:** Master Planning, Corridor Planning, Public Involvement  
**Completion Date:** 2014

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



# Parley's Way Corridor Plan

Salt Lake City, Utah

**Firm:** CRSA

**Consultant:** J-U-B

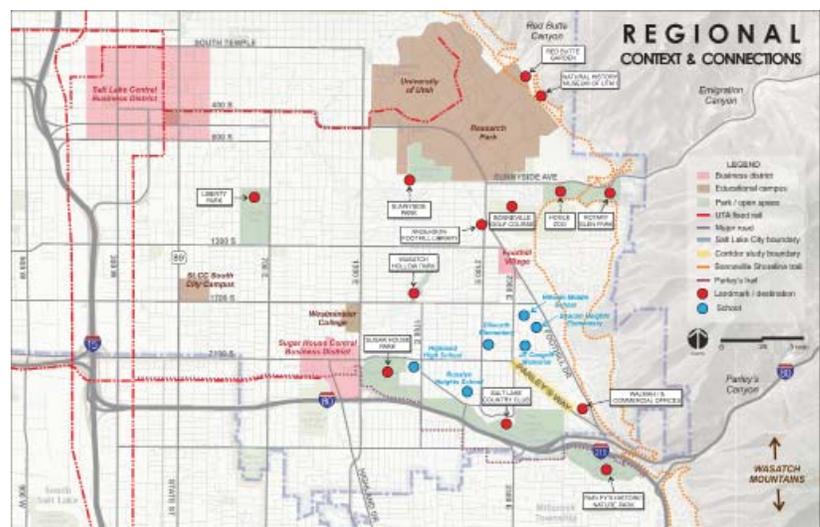
**Client:** Salt Lake City Planning Division

**Contact:** Wayne Mills  
Planning Project Manager  
(801) 535-7282

**Scope of Services:** Community Visioning, Comprehensive Planning, Public Involvement, Land Use Planning, Transportation & Corridor Planning, Mapping

**Completion Date:** 2015

Salt Lake City Corporation sought to develop a corridor plan for Parley's Way, a gateway corridor connecting I-80 at the mouth of Parley's Canyon to the Sugar House Business District. CRSA has been retained to lead this effort, working with transportation consultants, to develop a vision for this corridor. The services include gateway corridor planning, urban design, place making, and creative engineering approaches to multi-modal transportation. CRSA hosted public workshops with local residents, business owners, and stakeholders as a core part of the process. The project is ongoing and will be completed in 2015 making recommendations on the composition of the roadway as the primary project goal.



# Payson Open Space Plan

*Payson, Utah*

**Firm:** CRSA  
**Client:** Payson City  
**Contact:** Jill Spencer  
City Planner  
439 W Utah Ave. Payson, UT 84651  
(801) 465-5233  
**Scope of Services:** Community Visioning, Public Involvement, GIS Mapping  
**Completion Date:** 2007

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

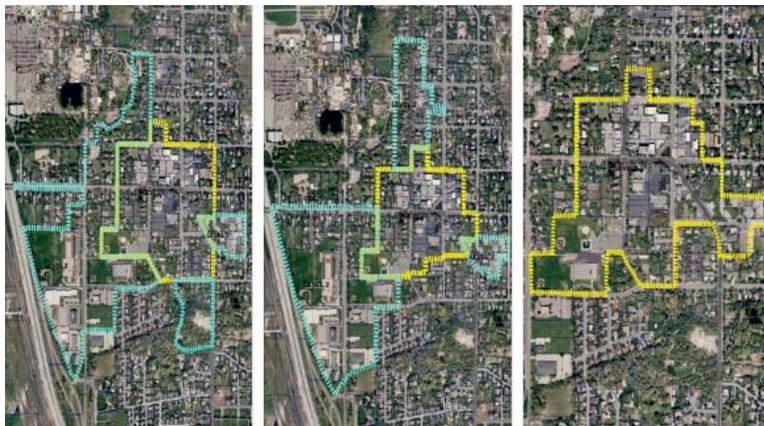


# Farmington Downtown Master Plan Revision and Transit Oriented Development Ordinance

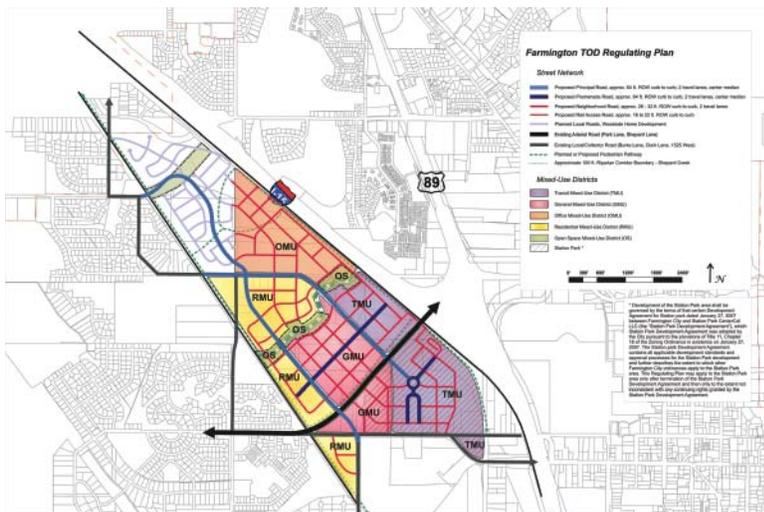
Farmington, Utah

**Firm:** CRSA  
**Client:** City of Farmington  
**Contact:** David Petersen  
 Community Development Director  
 160 S. Main, Farmington, UT 84025  
 (801) 939-9211  
**Scope of Services:** Visioning, Public Process, Mobility Studies, Regulating Plan, Ordinance Creation  
**Completion Date:** 2010

CRSA collaborated with Farmington City to update their Downtown Master Plan and their Transit Oriented Development Ordinance. Farmington City's civic downtown is comprised of three different anchors—the City, Davis County, and Davis School District. Working with a steering committee comprised of citizens, property owners, and representatives from these agencies, CRSA developed solutions to integrate the three civic anchors through the use of common elements and design solutions to enhance the overall experience of being downtown. Mobility into, out of, and through downtown was addressed, especially for pedestrians. The economic goals for downtown were re-established to reflect changing aspects of the area. The overall character and identity of downtown was focused on creating a gathering place.



Farmington Boundary Maps



Farmington TOD Regulating Plan

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

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

# Millcreek, Kearns, and Magna Townships General Plan and Best Practices – Salt Lake County

Salt Lake County, Utah

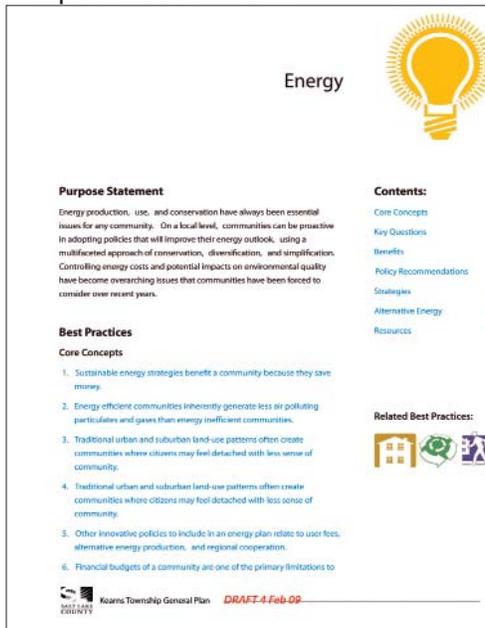
**Firm:** CRSA  
**Client:** Salt Lake County  
**Contact:** David White, Project Director  
 2001 S State St. N4100  
 Salt Lake City, UT 84190  
 (801) 468-2072  
**Scope of Services:** Public Involvement, Community Visioning, General Plan Development, Future Project Impact Matrix, Project Development  
**Completion Date:** 2009

With the goal of setting a new national standard for cutting-edge planning, Salt Lake County contracted with CRSA to develop a new template for County planning documents. CRSA worked closely with the County to update the General Plans for Kearns, Magna, and Millcreek Townships, and to develop a framework for all future County Plans.

A key component of the planning process was an extensive public outreach process. Each plan is a record of projects identified by the public for their community. Future projects were prioritized by the community, involving a diverse array of planning, including transit-oriented development districts, new park planning, town center development, transportation improvements, open space planning, and many others.

With the potential to revolutionize comprehensive planning, the plans are easily updated, highly accessible and easy to use, and create the opportunity for future expansion. Most importantly, they require County planning staff and officials, and the general public to think about planning decisions in new way.

Rather than being a dense, lengthy document, the General Plan is clearly structured with three component parts: Context, Best Practices, and Projects. The context section outlines the community's goals and objectives, provides a snapshot of the township in time, and starts a conversation about the community. The Best Practices section is an A to Z, infinitely expandable encyclopedia of planning topics. Each Best Practice outlines a series of Core Concepts that become County planning standards, and a series of Key Questions for decision-makers to consider when evaluating a proposal. The Projects section, is an alphabetical inventory of specific projects, tasks, studies, or recommendations generated by the community. The community and planning commissions prioritize these projects for consideration and funding during the County Council budget cycle.



Salt Lake County Energy Best Practice



Magna Downtown

# Cooperative County Plan - Salt Lake County

Salt Lake County, Utah

**Firm:** CRSA

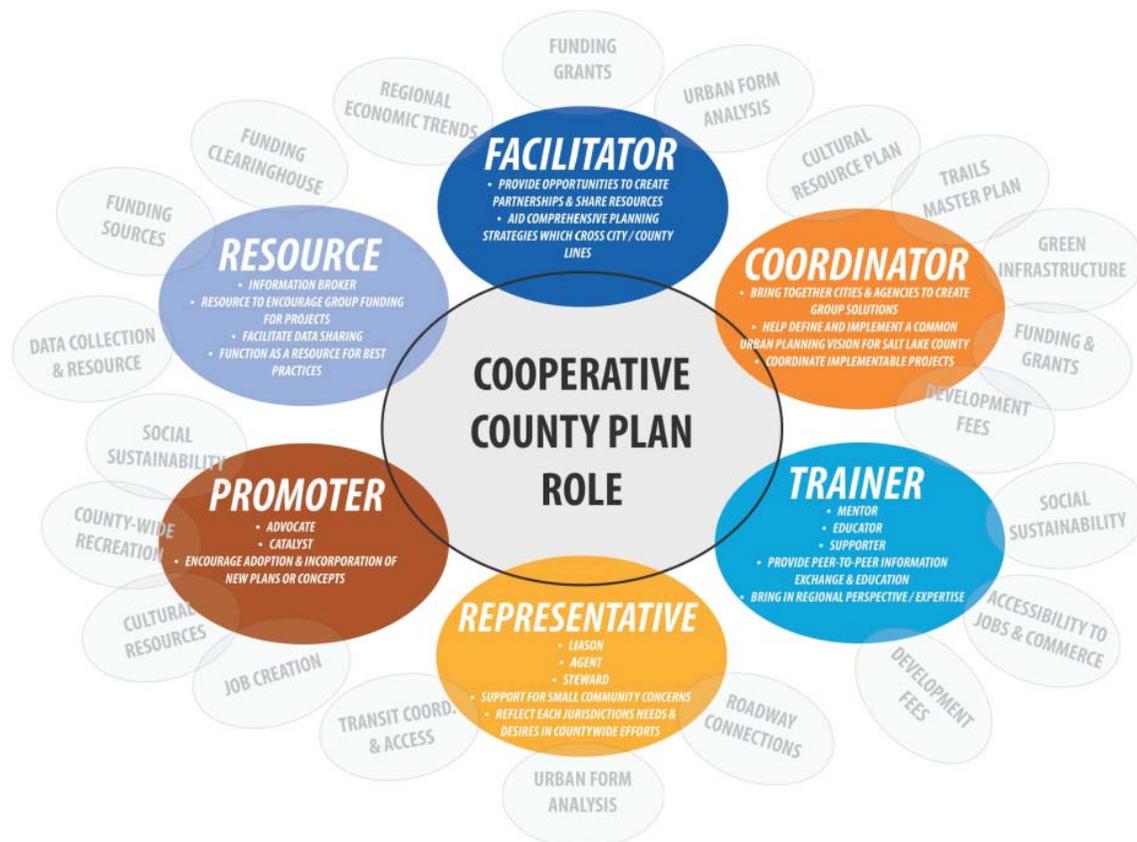
**Clients:** Salt Lake County  
Planning and Development Services

**Contacts:** Max Johnson, AICP, Planning Manager  
2001 S State St. N4100  
Salt Lake City, UT 84190  
(385)468-3337

**Scope of Services:** Regional Planning, Cross-Jurisdictional Coordination/Facilitation, Visioning, GIS Mapping, Best Practices/Plan Development

**Completion Date:** 2013

CRSA worked with Salt Lake County and its member jurisdictions on a document guiding the Cooperative County Plan. As part of the process, the mission and goals of the CCP have been clarified and a new Advisory Committee was proposed for oversight of the CCP. Extensive stakeholder outreach was involved to identify top planning issues and to analyze regional priorities. The CRSA team developed a series of projects for the CCP to consider for future implementation and to identify best practice topics.



# West Lake Vision Long Range Plan

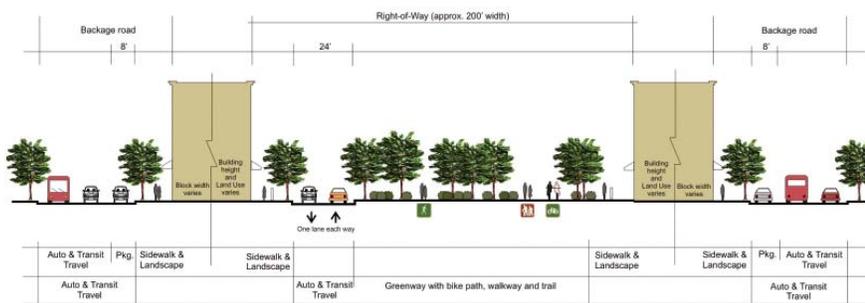
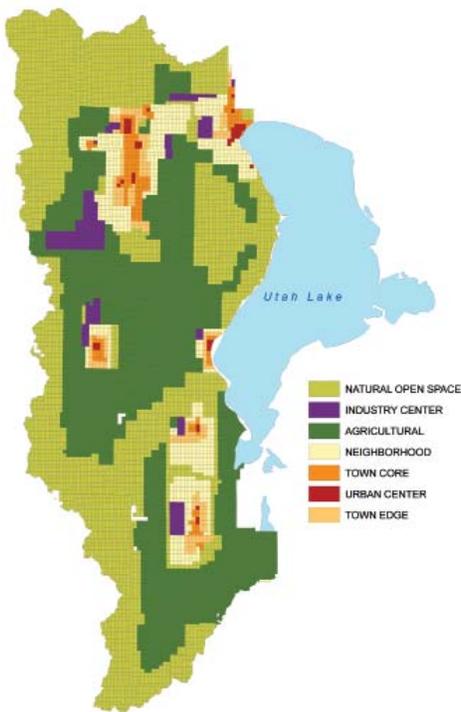
Western Utah County, Utah

**Firm:** CRSA  
**Client:** Mountainland Association of Governments  
**Scope of Services:** Public Outreach, Comprehensive Planning, GIS, Visioning  
**Completion Date:** 2009  
**Project Duration:** 8 Months

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

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

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



# Taylorsville 5400 South and Redwood

Taylorsville, UT

**Firm:** CRSA  
**Client:** Taylorsville City and Salt Lake County  
**Contact:** Patricia Kimbrough  
 (801) 963-5400  
 2600 West Taylorsville Blvd.  
 Taylorsville, UT 84129  
**Scope of Services:** Vision Documents and Master Planning  
**Completion Date:** June 2014

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

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

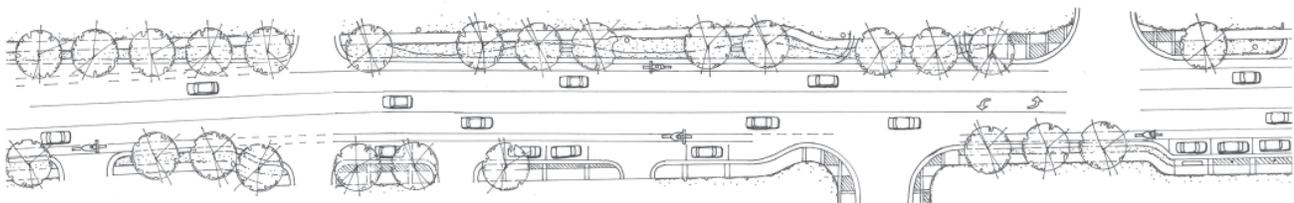
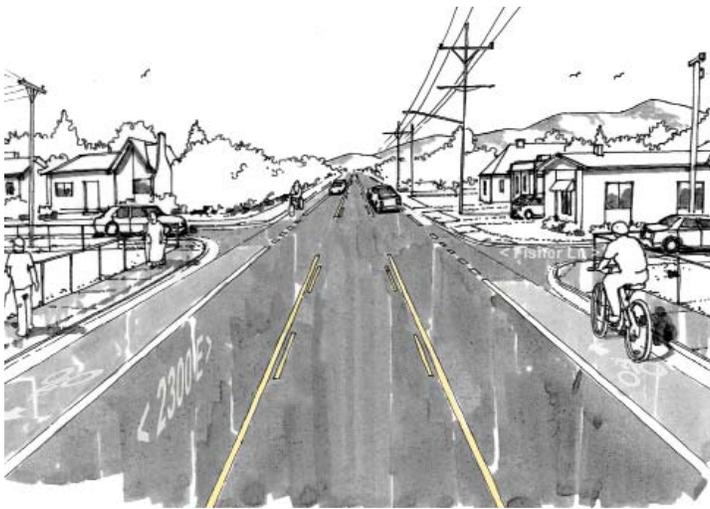


# 2300 East Environmental Assessment, Millcreek

*Salt Lake County, Utah*

**Firm:** CRSA  
**Owner:** Salt Lake County  
**Client:** Lochner  
**Contact:** Loretta Markham, Project Manager  
Lochner  
1245 Brickyard Rd. #400  
Salt Lake City, UT 84106  
(801) 415-5800  
**Scope of Services:** Environmental Assessment Design and Visualization of Conceptual Solutions  
**Completion Date:** 2011

CRSA joined the Lochner team to develop conceptual solutions for the implementation of roadway improvements along the 2300 East corridor in Salt Lake County. Potential gateway and connectivity improvements included safety enhancements, beautification, and aesthetic improvements, as well as the integration of pedestrian sidewalks and bicycle lanes as outlined in the Millcreek Township General Plan. CRSA supported the analysis of these improvements by developing visualizations of potential improvements. CRSA provided 30% design of streetscape improvements upon completion of the screening process.



# Provo Downtown Strategic Plan

*Provo, Utah*

**Firm:** CRSA

**Client:** Provo Redevelopment Agency  
351 W Center St., Provo, UT 84601  
(801) 852-6160

**Scope of Services:** Strategic Planning, Community Vision, Comprehensive Planning, Zoning Ordinances

**Completion Date:** 2009

CRSA led a collaborative effort with Design Workshop to develop the Provo Downtown Strategic Plan. This planning initiative included the development of a community vision for revitalization, project implementation, and strategic actions to improve the economic, environmental, and social development of the Provo Central Business District.

The plan included four stakeholder workshops that focused on community asset and relationship mapping. An initial community vision focuses on four key elements of the downtown: Civic Beauty, Community Connections, Downtown Variety, and Cultural Identity. A strategic action plan includes key projects, initiatives, and best practices that when implemented will help increase vibrancy and vitality in the downtown area.

Key elements of the project focus on enhancing mixed-use development patterns, expanding walkability and transit connections to expand mobility options, capitalizing on community arts facilities and events, and building greater connections to Brigham Young University and Utah Valley University with their large student populations.



# American Fork Main Street Vision

American Fork, Utah

**Firm:** CRSA

**Client:** Mountainland Association of Governments

**Contact:** Shawn Seager  
Project Manager  
586 E 800 N, Orem, UT 84097  
(801) 229-3837

**Scope of Services:** Visioning, Public Involvement, Land Use Planning, Facilitation, Strategic Planning, Urban Design

**Completion Date:** 2010

**Project Fee:** \$40,000

**Completion Date:** 2010

**Duration:** 6 Months

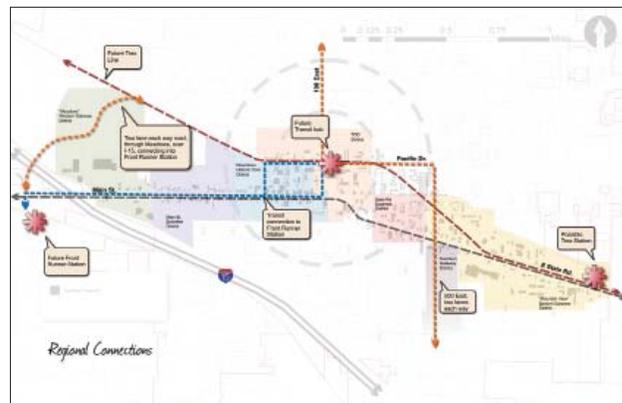
CRSA worked with a group of local stakeholders and community leaders during monthly meetings and a three-day design charrette to find a common future vision for Main Street in American Fork.

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

The purpose of this study was to give American Fork

City officials recommendations for economic opportunities, possible design themes, future land use types/densities, and transportation opportunities for the City to use to encourage future development while retaining Main Streets' unique historic character. The goal is to maintain a sense of identity and vibrancy in the 100-year-old corridor of commerce and residential use, and to provide guidance for long-range transportation planning.

The City has experienced challenges in the past when trying to build consensus among the general public and city officials for future transportation and land use decisions. In this case, the process by which the vision was developed was just as important as the end product.



# Centerville Main Street Master Plan and Form-Based Zone Overlay Zone

Centerville, Utah

- Firm:** CRSA
- Client:** Centerville City, Utah
- Contact:** Cory Snyder, Planning Director  
250 N. Main St. Centerville, UT 84014  
(801) 292-8232
- Scope of Services:** Public Involvement, Community Visioning, Site Analysis, Master Planning, Ordinance Development, Facilitation, Form-Based Regulations, Adoption Support
- Completion Date:** 2007



CRSA was retained to review current land uses and development patterns along Main Street and to make recommendations regarding future land use and the overall Main Street environment. Public input and participation in the planning process were essential. A series of public meetings was held to solicit ideas from the public—including a multi-day design charette, a public workshop, a visual preference survey, an open house, and presentations to the business community.

The planning team analyzed Main Street's assets and challenges and linked opportunities to them for enhancing Main Street. Main Street is comprised of several areas with diverse characters and land uses, and each district has its own guidelines and recommendations in regard to character and design.

In implementing the recommendations of the Master Plan, CRSA developed a new Main Street zoning ordinance. This new zone utilizes a form-based approach, regulating building form and orientation rather than focusing on land uses. The Master Plan and the new zone's accompanying regulating plan identifies five distinct districts—each with their own character and look. A series of Lot Types were developed, specifying specific formal requirements for building height, permeability, setbacks, and orientation.

The efforts of Centerville and CRSA on Main Street were recognized in 2009 with an award from the Governor's Quality Growth Commission & Envision Utah.



# City of Twin Falls, ID – Wastewater Collection System Master Plan

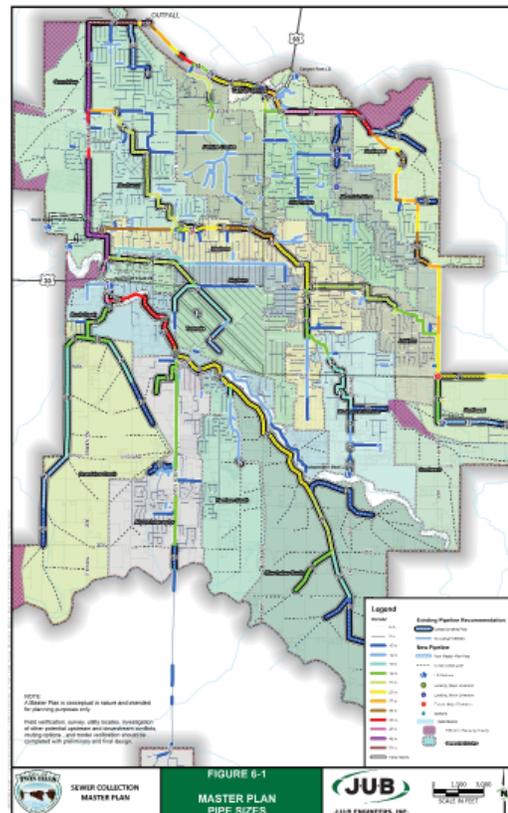
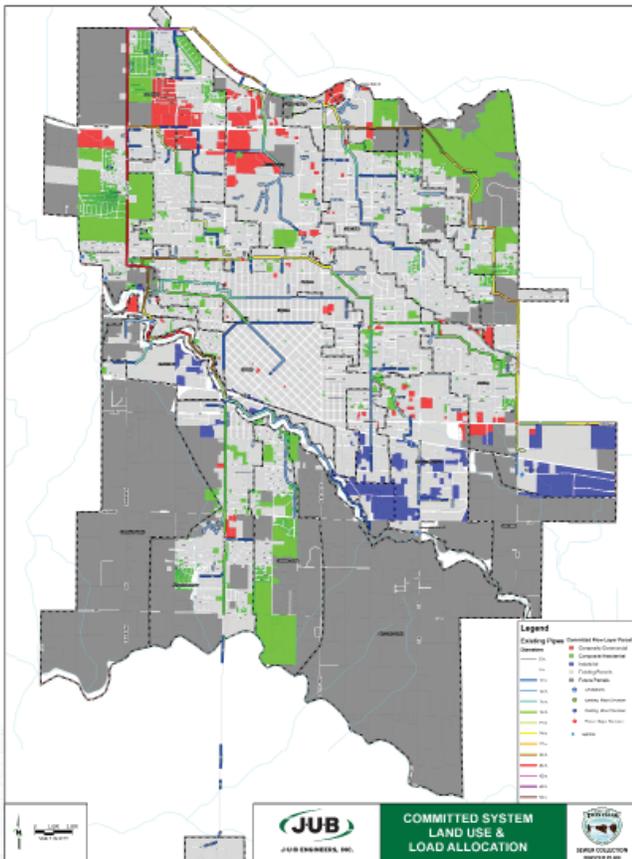
Twin Falls, Idaho

**Firm:** J-U-B

**Reference:** Lee Glaesemann, P.E.  
Staff Engineer  
324 Hansen Street East  
Twin Falls, Idaho 83301  
208-735-7253  
lglaesemann@tfid.org

**Date:** 2013 - Ongoing

The comprehensive Sewer Model and Master Plan for Twin Falls was last completed between 2006 and 2008. Since then, the City has experienced significant residential, commercial, and industrial growth in the community. Additionally, the City constructed several new sewer trunk lines to accommodate this growth, with additional improvements anticipated. This rapid growth prompted them to update to their collection system model and master plan to evaluate the current capacity of the existing system and to identify the improvements needed to accommodate future growth. J-U-B is currently working with the City on this update, including an inventory and update of the system information; flow monitoring and analysis; demographics and land use analysis; existing, committed, and build-out models; and development of a capital improvement plan.

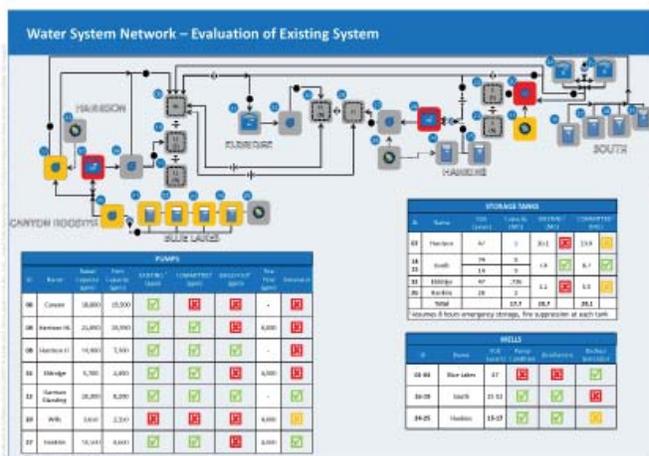
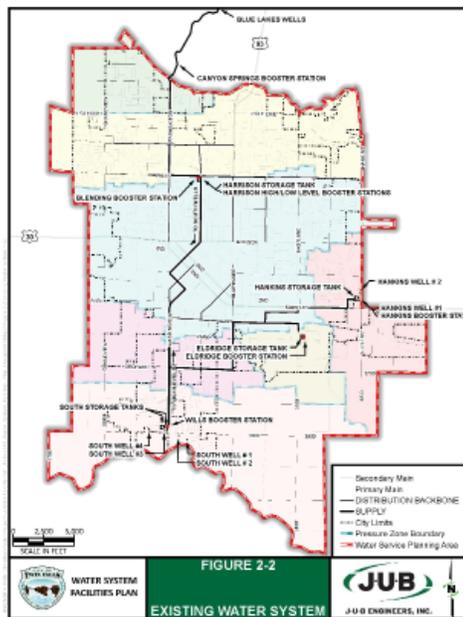


# City of Twin Falls, ID – Water System Facilities Plan

Twin Falls, Idaho

**Firm:** J-U-B  
**Reference:** Jon Caton, P.E.  
 Public Works Director  
 119 South Park Avenue  
 Twin Falls, Idaho 83301  
 208-308-7269  
 caton@tffd.org  
**Date:** 2012 - Ongoing

The City of Twin Falls' Water System Model and Master Plan were last updated in 2009. Since then, the City has constructed several upgrades to the water system, including a new pump station, blending facilities, transmission pipelines, and storage tank modifications to comply with the most recent arsenic drinking water standard. They also constructed additional water transmission and distribution mains and pump station and storage tank modifications to accommodate significant industrial growth in the southeast area of the community. Given these changes, the City engaged J-U-B to update their Water System Model and Master Plan. The project includes an evaluation of water supply and demand, water quality, land use, existing system deficiencies, updating their hydraulic model to a GIS-based platform, alternatives to address their long-term needs, and development of a capital improvement plan.



# City of Twin Falls, ID – Parks and Recreation Master Plan

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*Twin Falls, Idaho*

**Firm:** J-U-B  
**Reference:** Dennis Bowyer  
Parks and Recreation Director  
136 Maxwell Avenue  
Twin Falls, Idaho 83301  
208-736-2265  
dbowyer@tfid.org  
**Date:** 2014 - Ongoing

The City of Twin Falls had historically relied on a generic Comprehensive Plan for parks and recreation planning. They desired a more detailed Master Plan that provided clear, meaningful, and concise information for planning and decision-making. The City recently hired J-U-B to assist them with developing a Parks and Recreation Master Plan to meet their goals. The project includes an inventory and analysis of their existing facilities and programs, development of a GIS based master plan, and preparation of a Capital Improvement Plan. As part of the project, a community survey, stakeholder interviews and open houses will be conducted to garner public input on the planning project.



# Twin Falls Urban Renewal Agency, ID – Main Avenue Master Plan

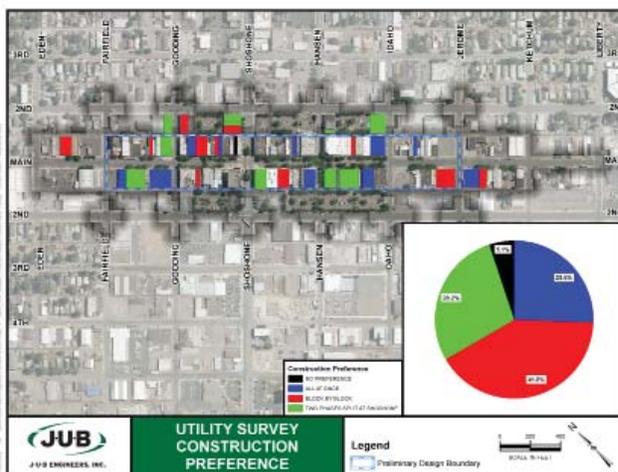
Twin Falls, Idaho

**Firm:** J-U-B

**Reference:** Melinda Anderson  
Executive Director  
321 2nd Avenue East  
Twin Falls, Idaho 83301  
208-735-7240  
manderson@tfid.org

**Date:** 2014 - Ongoing

The Twin Falls Urban Renewal Agency (URA) had been surprised by the deteriorating and undersized infrastructure they encountered in the process of renewing the downtown area of Twin Falls. This led to a desire for the URA to assess the condition and capacity of the existing infrastructure in this area, including above ground and below ground infrastructure. Out of this assessment, an overall layout and ranking provided a baseline for additional capital improvements needed in the downtown area. One of these projects included reconstruction of Main Avenue. J-U-B is now assisting in the development of a Master Plan and preliminary design for Main Avenue, including underground utilities, topographic survey, and coordination with private utility agencies and business owners.



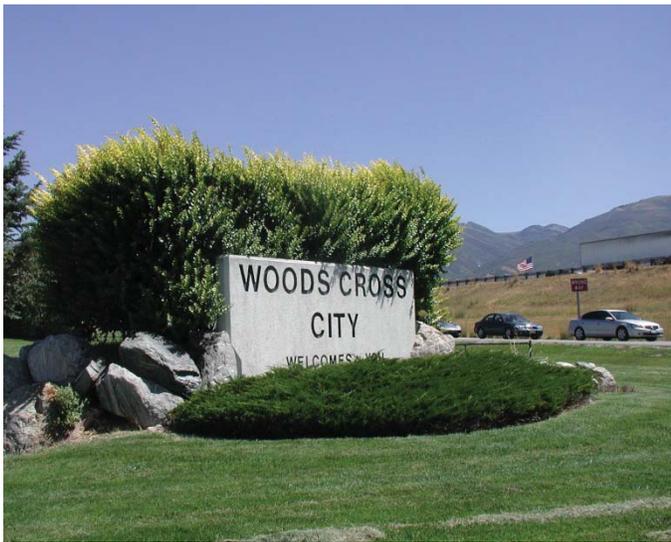
# Woods Cross, UT – General/ Comprehensive Plan

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*Woods Cross, Utah*

**Firm:** J-U-B  
**Reference:** Gary Uresk  
City Manager  
1555 South 800 West  
Woods Cross, Utah 84087  
208-292-4421  
guresk@woodscross.com

Woods Cross City had not updated their General Plan in over 8 years, had seen extensive growth, and had not previously developed a parks and trails element for their Plan. The planning process included public involvement, survey and data collection, strategic goal setting and timelines, and a series of public meetings. This Plan has allowed Woods Cross to implement many of the policies within the General Plan and construct many of the priority projects listed in the plan. It also assisted them in updating impact fees, developing design standards, and creating guidelines for development.



# Smithfield, UT – General/ Comprehensive Plan

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Smithfield, Utah

**Firm:** J-U-B  
**Reference:** Jim Gass  
Public Works Director  
96 South Main  
Smithfield, Utah 84335  
435-792-7992  
jgass@smithfieldcity.org  
**Date:** 2006

J-U-B worked with a City advisory committee to develop a new General Plan with an emphasis on a land use map, transportation plan (including identification of future collector roads), trail system, and natural resource amenities. J-U-B completed the Water and Sewer Master Plans in conjunction with the General Plan. Doing this provided a cohesive set of planning documents that the City has used to adapt ordinances and manage growth. Recently, J-U-B updated the water master plan to reflect changes in the community since completion of the General Plan.



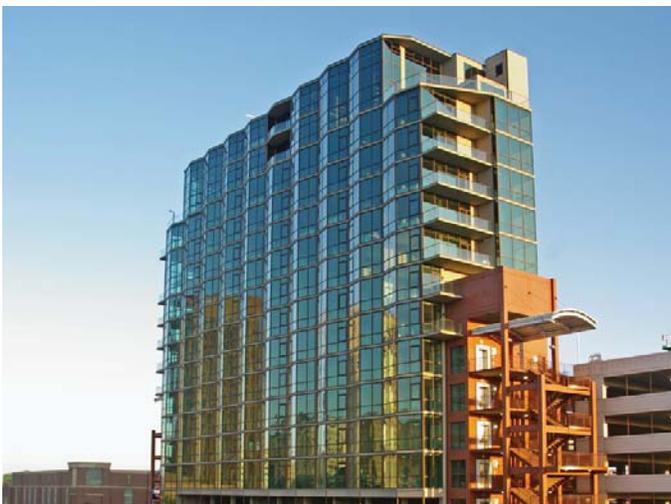
# Boise Downtown Housing and Revitalization Initiative

Boise, Idaho

**Firm:** Leland Consulting Group

**Reference:** Mr. Phil Kushlan (former Executive Director of Capital City Development Corp.)  
Retired  
(208) 433-8429  
pkushlan@fiberpipe.net

Ms. Shellan Rodriguez  
Project Manager, Property Development  
CAPITAL CITY DEVELOPMENT CORPORATION (CCDC)  
121 North 9th Street, Suite 501  
Boise, Idaho 83702  
(208) 384-4264  
srodriguez@ccdcboise.com



Leland Consulting Group has maintained a long-term relationship as a strategic development advisor to the City of Boise, through the Capital City Development Corporation, its urban renewal and redevelopment agency. These strategic services have all focused on the revitalization of the downtown core and its adjacent neighborhoods through the introduction of new housing and the creation of vibrant mixed-use districts.

A core project in Leland Consulting Group's efforts included a detailed housing strategy to identify the short and long-term potential market for urban housing in downtown Boise. Since prior to the 2000s Boise had previously not seen any significant downtown housing development, it was difficult to predict future housing opportunities from past market trends. To address this, Leland Consulting Group prepared detailed case studies of similar cities in order to identify the common market characteristics that could inform a long-term housing forecast for Boise. This technical research was matched with a broader initiative of workshops with local private developers and lenders; opportunity site analyses for several downtown districts; and public-private development strategies to guide public investments and actions. Over 1,000 housing units have been built or are entitled for development. One of Leland Consulting Group's critical tasks in this effort was to overcome local perceptions about building and living downtown and to demonstrate through empirical and anecdotal evidence that the market was strong and profitable. In 2014, Leland Consulting Group was re-engaged by CCDC to evaluate the potential for various districts surrounding downtown office core to attract additional housing. That work is now underway.

# Main Avenue Redesign and Downtown Development Advisory Services

*Twin Falls, Idaho*

**Firm:** Leland Consulting Group

**Reference:** Ms. Melinda Anderson  
Economic Development Director  
CITY OF TWIN FALLS  
PO Box 1907  
Twin Falls, Idaho 83303-1907  
(208) 735-7240  
manderson@tfid.org

Leland Consulting Group has served as a development advisor to the City of Twin Falls on several occasions between 2007 and 2014 to help revitalize its downtown core and spur economic development in the heart of the city. Between 2007 and 2010, Leland Consulting Group identified multiple public-private partnership opportunities to bring new life into the area, including work on redeveloping a four-block area adjacent to downtown into an employment district, updating the streetscape along Main Avenue, renovating and activating second floor uses along Main Avenue,



and working on other programs, such as façade improvements and parking management. This resulted in several dramatic successes, particularly the attraction of two major new employers to downtown, Glanbia Foods and St. Luke's Medical Center offices, which combined have added more than \$50 million in investment and 200 jobs. Other subsequent successes include new high-quality restaurants and retailers downtown, and the planned renovation of the Orpheum Theater.

In 2014, Leland Consulting Group was invited back to Twin Falls to work with the City and prime consultant Otak Inc. on a Main Avenue redesign and redevelopment plan. This is expected to result in preliminary construction drawings for needed streetscape, transportation, and infrastructure (sewer, water, stormwater) improvements on Main Avenue, as well as the identification of five or more specific real estate development opportunities aimed at revitalizing the heart of downtown Twin Falls.

# Comprehensive Plan Update and Economic Development Strategy

Monroe, Washington

**Firm:** Leland Consulting Group

**Reference:** Mr. Gene Brazel  
City Administrator  
CITY OF MONROE  
806 W Main Street  
Monroe, Washington 98272  
(360) 863-4500  
gbrazel@monroewa.gov

Leland Consulting Group is part of a multidisciplinary planning team engaged by the City of Monroe to develop a 2015 – 2035 Comprehensive Plan Update in keeping with the State of Washington’s Growth Management Act. LCG’s roles include community outreach, helping to define the City’s overarching 20-year vision, leading the economic development strategy element, conducting a fiscal impact analysis for a potential urban growth area expansion, and providing input on other plan elements such as transportation and parks. Dave Siegel is the project manager and lead for implementation and action planning, and Brian Vanneman is the task lead for the economic development strategy and fiscal impact analysis. The team’s work got underway in fall 2013 and is ongoing. Thus far, public input and economic analysis indicates that some of the City’s priorities may include downtown revitalization, strengthening the City’s identity as an outdoor recreation destination and gateway, growing small and medium size businesses, and reinforcing its small town character.



**City of Idaho Falls**

Chandra Witt  
375 D Street  
PO Box 50220  
Idaho Falls, ID 83405  
208-612-8431

**American Falls board of Trustees**

American Falls District Library  
Harriet Newlin  
308 Roosevelt St.  
American Falls, ID 83211  
208-266-2335  
amlibrary@cableone.net

**City of Rexburg, Idaho**

Gary Leikness  
12 North Center St  
Rexburg, ID 83440  
208-359-3020 ext.314

**Colorado Mesa University**

Andy Rodrigues  
1100 North Avenue  
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**DFCM**

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Salt Lake City, UT 84114  
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**Eastern Idaho community Action**

**Partnership**  
Russell Spain  
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PO Box 51098  
Idaho Falls, ID 83405  
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**Garfield County, Utah**

Les Barker  
55 South Main Street  
Panguitch, UT 84759  
435-676-1104

**City of Heber, UT**

Mark Anderson, City Manager  
75 North Main Street  
Heber City, UT 84032  
435-654-0757

**Madison County Idaho**

Brent McFadden, Planning and  
Zoning Coordinator  
134 East Main St  
PO box 389  
Rexburg, ID 83440  
208-359-3020

**City of Midway**

Jerry Jones  
75 North 100 West  
PO Box 277  
Midway, UT 84049  
435-654-3223  
jwjones@midwaycityut.org

**Paiute Indian Tribe of Utah**

Jeanine Borchardt, Tribal  
Chairwoman  
440 North Paiute Dr  
Cedar City, UT 84721  
435-586-1112

**Park City Municipal Corporation**

Thomas Eddington, Planning  
Director  
445 Marsac Ave  
Park City, UT 84060  
435-615-5008

**Provo City Housing Authority**

Doug Carlson, Director  
650 West 100 North  
Provo, UT 84601  
801-900-5670  
dcarlson@provohousing.org

**Salt Lake City Corporation**

Joel Harrison, Deputy City Engineer  
349 Suoth 200 East, Suite 100  
Salt Lake City, UT 84114  
801-535-6234

**Salt Lake Community College**

Bob Askerlund  
PO Box 30808  
Salt Lake City, UT 84130  
801-957-4101  
bob.askerlund@slcc.edu

**North Bingham County Library  
District**

Lorraine Stewart  
197 West Locust St  
Shelley, ID 83274  
208-357-7801

**Idaho Falls Convention and Visitors  
Bureau**

Bob Everhart  
630 West Broadway  
Idaho Falls, ID 83405  
208-535-0399  
bobe@downtownidahofalls.com

**Salt Lake County**

John Bergen  
2001 South State St  
Suite N3600  
Salt Lake City, UT 84190  
385-468-0338

**Southern Utah University**

Brad Browne  
351 West Center St  
Cedar City, UT 84720  
435-586-7791

**City of Springville**

Fred Aegerter  
50 South Main St  
Springville, UT 84663  
801-489-2700

**Tooele County -Wendover Airport**

Jim Peterson, Director  
345 Airport Apron  
Wendover, UT 435-665-2308

**University of Utah Campus  
Design and Construction**

Harry Corsi  
1975 E South Campus Dr RM201  
Salt Lake City, UT 84112  
801-581-5933  
harry.corsi@fm.utah.edu

**Utah State University**

Judy Guth, Planner  
6605 Old Main Hill  
Logan, UT 84322  
435-797-0941  
jordy.guth@usu.edu

**Utah Valley University**

Jim Michaelis  
800 West University Parkway  
Orem, UT 84058  
801-863-8159  
michaejj@uvu.edu

**Washington County, UT**

Alan Gardner  
197 East Tabernacle St  
St. George, UT 84770  
435-634-5700  
Alan.Gardner@washco.utah.gov

**Idaho Department of  
Transportation**

Ben Burke  
3311 W. State Street  
PO Box 7129  
Boise, ID 83707  
208-745-5661

**Ogden School District**

Ken Crawford  
1950 Monroe Blvd.  
Ogden, UT 84401  
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crawfordk@ogdensd.org

**UTA**

Steve Meyer  
669 West 200 South  
Salt Lake City, UT 84101  
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**Dixie State Univeristy**

Jon Gibb  
225 S. 700 E  
St. George, UT 84770  
435-652-7551  
gibb@dixie.edu

**Casper College**

Paul Christman  
125 College Dr.  
Casper, WY 82601  
307-268-2633

**Central Wyoming College**

Jay Nielson  
2660 Peck Ave.  
Riverton, WY 82501  
307-855-2105  
jnielson@cwcc.edu

**Hill Air Force Base**

Tim Willard  
US Army Corps of Engineers  
7227 Sixth St. Building 366  
Hill Air Force Base, UT 84056  
801-777-2206 ext.301  
tim.h.willard@usace.army.mil

**American Fork City**

Juel Belmont  
51 East Main St.  
American Fork, UT 84003  
801-756-4616

**Davis County**

Marshall Scott  
50 East State Street  
PO Box 618  
Farmington, UT 84025  
801-451-3377

# 3. QUALIFICATIONS OF PROJECT TEAM

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## **KELLY GILLMAN – SENIOR PRINCIPAL/SENIOR PLANNER/LANDSCAPE ARCHITECT**

Kelly will be the overall managing principal for the Comprehensive Plan update process and help coordinate the public outreach aspect of the project. Kelly's experience providing planning services to multiple municipalities and agencies in the Intermountain West lends a solid understanding of how to approach this project with Twin Falls. His goal for the Comprehensive Plan process will be to ensure that a combination of flexible thinking and focused analyses best capture the long range vision of Twin Falls.

## **SUSIE PETHERAM – SENIOR PLANNER**

CRSA will utilize Susie as the project manager for the Comprehensive Plan process, relying on her broad experience assisting communities with context-oriented planning projects. Her skills are centered on developing the right approach for the community with which she is working by understanding their specific opportunities and challenges. Susie will work to ensure the project stays on schedule and facilitate effective communication among the project team members, city staff, appointed/elected officials, and the project advisory committee.

## **DONALD BUAKU – URBAN PLANNER AND ILLUSTRATOR**

As lead planner on the project, Donald will work to develop the Land Use and Community Design elements of the Comprehensive Plan and work to integrate the overall goals of the community into the final plan document. His design skills are superb and will lend a fresh perspective to capturing the vision of the community as it plans for growth and change. Donald will coordinate with Susie to ensure that the final plan document is cohesive and easily understood by the general public as well as an effective basis for future implementation efforts by the city.

## **RYAN WALLACE – PLANNER**

Ryan excels at finding innovative ways to engage communities in a range of planning projects. His sincere enthusiasm for the public process will be an asset as the CRSA team coordinates with the city on outlining how to effectively involve city residents throughout the Comprehensive Plan process. Ryan excels in understanding both short and long-term perspectives of planning and will assist Donald in the development of the plan's elements and the final document.

## **BRYCE WARD – INTERN LANDSCAPE ARCHITECT**

With a solid understanding of environmental planning and public policy, Bryce will focus on integrating these perspectives into the process of developing the Comprehensive Plan process. He will coordinate with J-U-B on analyzing the environmental considerations and ensuring they are represented in the plan elements and final document. His experience in sustainable planning solutions will be a valuable asset to the project.

## **MARK HOLTZEN – PROFESSIONAL ENGINEER (TWIN FALLS, IDAHO)**

J-U-B has identified a local Project Manager with a strong vested interest in the success of your project. Mark has been involved with City of Twin Falls projects since he joined J-U-B fourteen years ago. Over the past few years, he has been a consistent partner and Project Manager on some of your most important infrastructure projects. Mark has developed relationships with City staff and communicates regularly, keeping them informed and engaged throughout the various projects. His knowledge of the City and relationships will be important when integrating past planning efforts for the

water, wastewater collection, and parks and recreation facilities into your Comprehensive Plan Update, while also helping to align your Comprehensive Plan priorities with your long-term planning visions for the City.

**KENT ATKIN – AIRPORT PROJECT ENGINEER (TWIN FALLS, IDAHO)**

Kent recently joined J-U-B and brings a wealth of experience related to airport master planning, funding, design, and construction. He has been involved with planning and implementing improvements at the Twin Falls Regional Airport for the past several years. Kent's relationships with the airport staff and knowledge of the airport infrastructure will allow for a seamless integration of the City's visions for the airport into the Comprehensive Plan Update.

**GARY HADERLIE – PROFESSIONAL ENGINEER/UTILITIES PROJECT ENGINEER (TWIN FALLS, IDAHO)**

Gary has worked with the City of Twin Falls on planning and infrastructure projects since joining J-U-B in 2007. Through his planning and modeling efforts on the City's water and wastewater collection systems over the past few years, he has become intimately familiar with the City's existing municipal infrastructure, land use, and demographic profile. Gary is experienced and knowledgeable with the City's existing GIS and works closely with the City staff to keep it updated. Gary's background will allow us to hit the ground running on your Comprehensive Plan Update project. Gary has forged strong relationships with the City staff, regularly communicating with them to understand their specific goals.

**ANDREA GUMM – PUBLIC INVOLVEMENT SPECIALIST (POCATELLO, IDAHO)**

Andrea has an widespread background in public facilitation and outreach. She enjoys working with clients and communities to evaluate process, identify needs, and develop and implement strategic plans and projects. Andrea's public involvement and facilitation skills allow her to develop clear decision-making processes, encourage participation from stakeholders, and successfully bring people together to influence projects and decisions. With a balance of structure and flexibility, she establishes an environment where people can discuss difficult topics, prioritize efforts, collaborate on ideas and implementation, and build consensus. Andrea is currently involved with public involvement and facilitation for the City of Twin Falls Parks and Recreation Master Plan.

**LISA BACHMAN – ENVIRONMENTAL PLANNER (BOISE, IDAHO)**

Lisa Bachman, AICP has over a decade of planning experience working with public and private clients, which includes preparation of environmental studies, transportation and land use plans, parks and trails planning, public involvement and stakeholder facilitation, land development, and grants for small and large scale projects. Lisa has experience writing environmental sections of comprehensive plans and developing multiple levels of environmental documents (i.e., environmental scans, evaluations, information documents and assessments).

**DAVID SIEGEL – SENIOR PROJECT MANAGER**

David provides innovative, collaborative, and outcomes-based planning and communications expertise on land use, transportation, visioning and strategic planning, community development, and infrastructure projects.

**BRIAN VANNERMAN – PRINCIPAL**

With extensive experience working for both public agencies and private developers, Brian provides clients with a range of technical and strategic skills and that enable great urban places to get built. Brian's passion is for smart growth communities—urban places where people can live, work, interact, and thrive.

**TED KAMP – MARKET AND GIS ANALYST**

Edward "Ted" Kamp provides market analysis in support of strategic land use decisions for public planners and private developers. Drawing on expertise in GIS, economic, and demographic analysis, he incorporates user-friendly information design to convey critical market intelligence to stakeholders.



**J. KELLY GILLMAN, ASLA, AICP**  
**SENIOR PRINCIPAL/SENIOR PLANNER/LANDSCAPE ARCHITECT**  
**CRSA**

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

**Education**

Master of Business  
Administration, Gore School of  
Business,  
Westminster College, 2007  
Bachelor of Liberal Arts,  
Department of Landscape  
Architecture and Environmental  
Planning, Utah State University,  
1999

**Licenses and Certifications**

Landscape Architect: Utah, 2001  
Landscape Architect: Wyoming,  
2005  
Landscape Architect: Idaho, 2009  
Landscape Architect: Colorado,  
2013  
CLARB Certification, 2003  
American Institute of Certified  
Planners, 2006  
Bureau of Land Management  
National Training Center, Visual  
Resource Management, 2008

**Professional Affiliations**

American Society of Landscape  
Architects, Utah Chapter  
Trustee  
American Planning Association  
Advisory Board Member,  
Department of Landscape  
Architecture and Environmental  
Planning, Utah State University

**Experience**

- Kuna Comprehensive Plan, Kuna, ID
- Rexburg Comprehensive Plan & Code Update, Rexburg, ID
- Cottonwood Heights General Plan, Cottonwood Heights, UT
- West Bountiful General Plan Update, West Bountiful, UT
- Nibley City General Plan Update, Nibley, UT
- Elko Master Plan, Elko, NV
- Murray General Plan Update, Murray, UT
- Lehi City General Plan, Lehi, UT
- Logan-Cache Airport Master Plan, Logan UT
- 9 Line Corridor Master Plan, Salt Lake City, UT
- Parley's Way Corridor Plan
- Taylorsville 5400 South/Redwood Road Plan, Taylorsville, UT
- Salt Lake County 2300 East, Millcreek Area Plan
- Provo Downtown Strategic Plan, Provo, UT
- American Fork Main Street Vision, American Fork, UT
- Utah Transit Authority (UTA) Commuter Rail North Preliminary and Final Station Design, Salt Lake, Davis, and Weber Counties, UT
- UTA Commuter Rail South Preliminary & Final Station Design, Salt Lake and Utah Counties, UT
- UTA Provo/Orem BRT Final Design (PENDING), Utah County, Utah.
- ITD Dubois/Gateway Rest Area and Visitors Center, Dubois, ID
- UTA Sugar House Streetcar (9-Line) Final Station Design
- Salt Lake City Greenway (9-Line) Final Design – RDA of SLC, Salt Lake City/South Salt Lake City, UT
- Sugar House Monument Plaza Design – RDA of SLC, Salt Lake City, UT
- Madison County Comprehensive Plan and Unified Development Code Update, ID
- Marmalade Block Development, Salt Lake City, UT
- Millcreek 2300 East Small Area Plan, Salt Lake County
- North Logan-Cache County TDR/Sensitive Lands Plan, Logan, UT



**SUSAN PETHERAM, AICP**  
**SENIOR PLANNER**  
**CRSA**

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Susie Petheram has been with CRSA since 2002, and focuses on the analysis, planning, and design of areas ranging from downtown commercial districts to historic neighborhoods and university campuses. Her work is targeted toward helping communities implement context-sensitive planning policies and standards that promote sustainable development patterns. Susie has excellent writing and organizational skills along with a strong civic involvement background. Susie is currently pursuing her doctoral degree in Metropolitan Planning, Policy, and Design at the University of Utah. Her dissertation research analyzes the effect of the light rail system on the surrounding housing market. Her findings will offer new perspectives on transit station impacts and extending planning policies beyond the station area to consider a broader transit-supportive neighborhood.

**Education**

- Ph.D. Candidate in Metropolitan Planning, Policy, and Design, University of Utah
- Master of City and Metropolitan Planning, University of Utah
- Graduate Certificate in Historic Preservation, University of Utah
- Bachelor of Arts, Mathematics, Grinnell College

**Licenses and Certifications**

- American Institute of Certified Planners, 2010

**Professional Affiliations/Boards**

- American Planning Association
- Utah APA Programs Committee
- National Trust for Historic Preservation
- University of Utah, President's Sustainability Advisory Board
- Sugar House Community Council, Vice Chair, 2002–2005

**Awards**

- George Smeath Outstanding Student Award, 2001, Utah APA

**Selected Presentations/Publications**

- Old Urbanism: Sustainability and the Existing Urban Form – Salt Lake Sustainable Building Conference, 2010
- TOD Around Commuter Rail: Putting the Right Tools in Place – Rail-Volution Conference, Oct. 2009, Boston, MA
- The Sugar House Business District: Heart of a Walkable Community – Utah State Historical Society

**Experience**

- Cottonwood Heights General Plan, Cottonwood Heights, UT
- West Bountiful General Plan, Bountiful, UT
- Nibley City Commercial Design Guidelines, Nibley, UT
- Elko Urban Design Overlay, Elko, NV
- Murray General Plan Update, Murray, UT
- Lehi Economic Development Strategic Plan, Lehi, UT
- 9 Line Corridor Master Plan, Salt Lake City, UT
- Parley's Way Corridor Plan
- Payson Open Space Plan, Payson, UT
- Farmington Transit Oriented Development Ordinance, Farmington, UT
- Salt Lake County Townships General Plan, Salt Lake County, UT
- Cooperative County Plan, Salt Lake County, UT
- Taylorsville 5400 South/Redwood Road Plan
- Millcreek 2300 East Small Area Plan, Salt Lake County
- Farmington Downtown Master Plan Revision, Farmington, UT
- Centerville Main Street Master Plan and Ordinance, Centerville, UT
- Memorial House Sustainability Plan, Salt Lake City, UT
- Nephi City General Plan Update, Nephi, UT
- Davis County Civic Master Plan, Farmington, UT
- West Valley City Downtown Illustrative Plan, West Valley City, UT
- South Salt Lake City Strategic Plan, South Salt Lake, UT
- Sugar House Business District Design Guidelines and Small Area Plan, Salt Lake City, UT
- Sugar House Monument Plaza Redesign, Salt Lake City, UT
- Lindon City Commercial Design Guidelines, Lindon, UT



**DONALD BUAKU, AICP**  
**SENIOR PLANNER**  
**CRSA**

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Donald Buaku joined CRSA in 2008 as a Community Planner and urban Designer. He has since played a critical role in the development of plans ranging from campus and downtown revitalization plans to community and county-wide comprehensive plans. He is a skilled designer and artist and his sketches and paintings breath life into his projects.

Donald is a graduate from the University of Michigan, Ann Arbor, and holds a dual masters degree in Urban Design and Urban Planning as well as a graduate certificate in Museum Studies. Donald is also a trained architect from Ghana, and earned a bachelor's degree and a post graduate diploma in architecture from Kwame Nkrumah University of Science and Technology in Ghana in 2004. He graduated top of his undergraduate class in 2002 in the first class honors division. In 2007 he was named the merit based Charles Moore scholar for the 2007/2008 academic year at the Taubman College of Architecture and Urban Planning at the University of Michigan.

**Education**

Master of Urban Planning, Master of Urban Design, and Graduate Certificate in Museum Studies, University of Michigan, Ann Arbor  
Post Graduate Diploma in Architecture, KNUST, Kumasi, Ghana  
Bachelor of Science in Architecture, KNUST, Kumasi, Ghana

**Certification**

American Institute of Certified Planners, 2011

**Professional Affiliations**

American Planning Association  
Ghana Institute of Architects

**Experience**

- Kuna Comprehensive Plan, Kuna, ID
- Rexburg Comprehensive Plan & Code update, Rexburg, ID
- Madison Co. Unified Development Code Update, Madison County, ID
- Elko Master Plan Update and Downtown Redevelopment, Elko, NV
- Murray General Plan Update, Murray, UT
- Lehi City General Plan, Lehi, UT
- Logan-Cache Airport Master Plan, Logan, UT
- American Fork Main Street Vision, American Fork, UT
- 9 Line Corridor Master Plan, Salt Lake City, UT
- Parley's Way Corridor Plan
- Farmington Transit Oriented Development, Farmington, UT
- Salt Lake City Redevelopment Agency Projects, Salt Lake City, UT
- West Lake Vision Long Range Plan, Utah County, UT
- Taylorsville 5400 South/Redwood Road Plan, Taylorsville, UT
- Millcreek 2300 East Small Area Plan, Salt Lake County
- Provo Downtown Strategic Plan, Provo, UT
- American Fork Main Street Vision, American Fork, UT
- Pleasant Grove Bicycle Master Plan, Pleasant Grove, UT
- Madison Co. Unified Development Code Update, Madison County, ID
- Tooele Economic Development Plan, Tooele, UT
- Salt Lake City RDA Downtown Streetcar Study, Salt Lake City, UT



**J. RYAN WALLACE, LEED® GA  
PLANNER  
CRSA**

---

Ryan Wallace is a project manager and planner with CRSA. His innate curiosity to question the way we develop our places has driven his desire to develop holistically sustainable communities - ecologically, economically and culturally. For this reason, he has pursued degrees in architecture and urban planning – to be able to work at multiple scales simultaneously. His interests range from city and campus design to the details of Architectural.

Ryan developed the program and coordinated the consulting team most recently for the \$17 million, 93,000 SF BYU-Idaho David O. McKay Library. His in-depth understanding of programming processes and systems, as well as a dedication to applying a thorough site planning exploration, ensures quality architectural design.

**Education**

Master of Architecture, North Carolina State University, 2011  
Bachelor of Science, Urban Planning, University of Utah, 2007

**Certification**

LEED Green Associate, 2012

**Professional Affiliations**

Associate – American Institute of Architects  
American Planning Association  
AIA Utah Young Architects Forum

**Employment History**

CRSA, Project Planner, 2011–Present  
Fentress Architects, 2011  
Vincent Whitehurst Architect PA, 2010–2011  
Center for Universal Design, North Carolina State University College of Design, 2009  
Utah Transit Authority, 2007–2008  
City of North Salt Lake, 2006–2007

**Experience**

- Murray General Plan Update, Murray, UT
- 9 Line Corridor Transportation Study, RDA, Salt Lake City, UT
- Utah State University, Quad Study and Historic Buildings Survey, Logan, UT
- Parley’s Way Corridor Plan
- Cooperative County Plan, Salt Lake City, UT
- Millcreek 2300 East Small Area Plan, Salt Lake County
- Fairpark, White’s Ball Field Master Plan
- Lindon City Bicycle and Pedestrian Master Plan, Lindon, UT
- Marmalade Public Plaza, RDA of SLC, Salt Lake City, UT
- University of Idaho McCall Field Station Master Plan, McCall, ID
- David O. McKay Library Program – Brigham Young University–Idaho, Rexburg, ID
- Utah State University College of Humanities and Social Sciences Teaching and Learning Center Feasibility Study, Logan, UT
- Salt Lake City RDA 9-Line Corridor Transportation Study, Salt Lake City, UT
- Salt Lake Community College Juniper Canyon Campus Master Plan, Herriman, UT
- Sugar House Streetcar Corridor Study – Salt Lake City RDA, Salt Lake City, UT
- Sugar House Monument Plaza Design – Salt Lake City RDA, Salt Lake City, UT
- Utah Transit Authority Commuter Rail South Preliminary and Final Station Design, Salt Lake and Utah Counties, UT
- Colorado Mesa University New Academic Classroom Building II



**W. BRYCE WARD**  
**INTERN LANDSCAPE ARCHITECT**  
**CRSA**

Bryce Ward is a landscape designer and environmental planner for CRSA. He excels at graphic communication, and enjoys designing with an eye for environmental sensitivity. His professional experience includes designing and planning for transit stations and centers, greenways, and “Complete Streets” that improves and enhances the environment and user sensitivity. His design and planning skills have been refined through several projects along the Wasatch Front and Back. Bryce’s most recent design experience includes site and landscape designs for Salt Lake City Greenway and Streetcar, and Park City’s Kimball Junction Transit Center. Bryce traveled extensively to Europe, Australia, Central and North America to study the history of land use and design other cultures.

**Experience**

- Kuna Comprehensive Plan, Kuna, ID
- Murray Cottonwood Environment Assessment, Murray, UT
- 9-Line Corridor Master Plan, Salt Lake City, UT
- Logan Airport Master Plan, Logan, UT
- Parley’s Way Corridor Plan
- Sugar House Streetcar Greenway, Salt Lake City, UT
- Dubois Rest Area Reconstruction Design, Dubois, ID
- Marmalade Block Development, Salt Lake City, UT
- West Valley City International Marketplace Master Plan, West Valley City, UT
- Sugar House Business District Amenities Plan, Salt Lake City, UT
- Semiahmoo Resort Master Plan and Site Design, Blaine, WA
- Lindsay City Downtown District Plan and Design, Lindsay, CA
- Utah Transit Authority Sugar House Streetcar, Salt Lake City, UT
- Salt Lake Community College Herriman Campus Master Plan, Herriman, UT
- Canyonlands Research Center – The Nature Conservancy, San Juan County, UT
- Springville City Library Landscape Design, Springville City, UT
- Casper College Gateway Building Landscape Design, Casper, WY
- Center Street Overpass Landscape Design, Clearfield City, UT
- Davis County Senior Center Landscape Design, Davis County, UT
- Utah Transit Authority Commuter Rail South Station Design, Utah and Salt Lake Counties, UT
- Utah Transit Authority Mid-Jordan Light Rail Station Design, Salt Lake County, UT
- Logan City Civic Spaces Charrette, Logan, UT

**Education**

Masters of Public Administration,  
University of Utah  
Bachelor of Landscape Architecture  
and Environmental Planning, Utah  
State University

**Professional Affiliations**

American Society of Landscape  
Architects – Utah Chapter

**Employment History**

CRSA, Landscape Designer/Urban  
Designer  
Robert Marshall Architects, Salt Lake  
City, Utah, Landscape Architect Intern  
Utah State University and National Parks  
Conservation Association, Support  
Staff and Author, Logan, Utah  
City of Lindsay, California, Urban Design  
Intern



**MARK HOLTZEN, P. E.**  
**PROFESSIONAL ENGINEER**  
**J-U-B ENGINEERS INC.**

Mr. Holtzen is a project manager within the Twin Falls, Idaho office of J U B ENGINEERS, Inc. He has a Masters Degree in Environmental Engineering from Utah State University and is a licensed engineer in the State of Idaho. Mark has 16 years of experience in the planning, design, construction, funding, permitting, and management of water and wastewater system projects. As one of our senior engineers, Mark has been responsible for numerous projects, providing a wealth of expertise for project management and quality control. Mark has also worked closely with the City of Twin Falls over the last decade.

**Education**

Masters of Science, Civil/Environmental Engineering, Utah State University, 1999

Bachelor of Science, Environmental Engineering, Utah State University, 1997

**Professional Affiliations**

Professional Civil Engineer, Idaho, 2001

**Employment History**

Project Manager  
 J-U-B ENGINEERS, Inc.  
 Twin Falls, Idaho  
 2000-Present

Environmental Engineer  
 The Amalgamated Sugar Company  
 Twin Falls, Idaho  
 1999-2000

Engineer  
 Radian International LLC  
 Salt Lake City, Utah  
 1998-1999

Research Assistant  
 Utah Water Research Laboratory  
 Logan, Utah  
 1996-1998

**Experience**

**Wastewater**

- City of Twin Falls, Idaho | Wastewater Collection System Model and Master Plan
- City of Buhl, Idaho | Facilities Planning; Oxidation Ditch Wastewater System Improvements
- City of Filer, Idaho | Facilities Planning; MBR Wastewater System Improvements
- City of Albion, Idaho | Facilities Planning; Disinfection System Improvements
- City of Hazelton, Idaho | Facilities Planning; Phase 1 and 2 Wastewater Lagoon, Reuse System, and Collection System Improvements
- City of Murtaugh, Idaho | Facilities Planning; Wastewater Lagoon and Rapid Infiltration Basin Improvements
- City of Hagerman, Idaho | Facilities Planning; Lagoon Aeration Improvements
- City of Wendell, Idaho | Facilities Planning; Wastewater Disinfection System Improvements
- City of Kimberly, Idaho | Facilities Planning; Phase 1 Wastewater Collection System Improvement Project
- City of Richfield, Idaho | Sewer Collection System Improvements
- City of Jerome, Idaho | Gravity and Pressure Wastewater Collection System Project
- The Amalgamated Sugar Company | Condensate Storage Pond and Pump Station Projects

**Water**

- City of Twin Falls, Idaho | Water System Modeling and Facilities Planning
- City of Filer, Idaho | Facilities Planning; Arsenic Compliance Studies



**M. KENT ATKIN, P.E.**  
**AIRPORT PROJECT ENGINEER**  
**J-U-B ENGINEERS INC**

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Mr. Atkin has 15 years' experience in project and construction management. Kent has been involved from initial conceptual layout to construction close-out. Projects include multiple facets, from basic site design, QA/QC oversight, plans & specification development, and owner's representation for construction administration. Projects range from a complex 2 million yard earth fill safety area project to various sized runway, taxiway, apron and NAVAID construction projects. Kent has strong relationships with the FAA and State Aeronautics funded projects. Kent solves problems quickly and efficiently, saving the Client both time and money

**Education**

University of Idaho, Bachelor of  
Science Civil Engineering

**Professional Registrations**

Professional Engineer State of Idaho  
#10957,  
Professional Engineer State of  
Washington #43475  
Professional Engineer State of Nevada  
#20338

**Professional Affiliations**

Member of Idaho Society of  
Professional Engineers  
Member of National Society of  
Professional Engineers  
Idaho Airport Managers Association  
(IAMA)  
Vice Chair Transportation Advisory  
Committee, City of Lewiston 2006  
- 2009

**Employment History**

Project Engineer,  
J-U-B ENGINEERS, Inc.  
Twin Falls, Idaho, December 2014  
Project Engineer,  
Riedesel Engineering, Inc., Lewiston  
& Twin Falls, ID., 2004 – Dec. 2014  
Construction Engineer, Riedesel &  
Associates, Inc., Lewiston, ID., 2002  
-2004  
Design Engineer, Riedesel Engineering,  
LLC., Twin Falls, ID., 1999 – 2002

**Experience**

- Joslin Field, Twin Falls, Idaho | General Aviation Apron Reconstruction, Northwest Apron
- Joslin Field, Twin Falls, Idaho | Pavement Rehabilitation, Slurry Sealed entire airport
- Joslin Field, Twin Falls, Idaho | Snow Removal Equipment Storage Construction Design and Construction, 17000 square foot Buildings through AIP funding
- Joslin Field, Twin Falls, Idaho | Pavement Rehabilitation, Seal Run Way, Included a number of changes
- Joslin Field, Twin Falls, Idaho | Terminal Apron & Taxiway Reconstruction, Completed entire project in 60 days including a 40' x 40' white topping for airline parking



**GARY HADERLINE, P. E.**  
**PROFESSIONAL ENGINEER/UTILITIES PROJECT MANAGER**  
**J-U-B ENGINEERS INC.**

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Mr. Haderline has provided engineering and management for multiple projects in the local Twin Falls office and multiple other J-U-B offices. Gary has recently managed the Urban Renewal Agency Downtown Infrastructure Assessment project, and has participated in all of the recent workshop and committee meetings. Additionally, for the City of Twin Falls, Gary directs the water and wastewater collection modeling efforts and has designed and provided construction administration for several large projects within Twin Falls. Gary has developed a wide network of relationships with local government agencies, local businesses, state agencies in Washington, Idaho, and Utah, and private utility companies, which in turn, has been a benefit to our clients.

**Education**

Masters of Science, Civil and Environmental Engineering, Utah State University, 2007  
Bachelor of Science, Civil Engineering, University of Idaho, 2003

**Professional Affiliations**

National Cooperative Highway Research Program 2012 Report 734 Hydraulic Loss Coefficients, Ch. 5.  
Article on culverts accepted in 2007 for publication in the ASCE Journal of Irrigation and Drainage  
Received Judge's Honorable Mention for 2007 Environmental Excellence Award for highway drainage at FHWA  
Nominated for WSDOT award for Implementation and Development of Highway Drainage with Hydraulic Colleagues  
Part of ITD sponsored research team on subgrade soil moisture for pavement design

**Employment History**

J-U-B Engineers May 2007  
Washington State Department of Transportation, Hydraulic Engineer  
Olympia, WA  
2004- 2006  
Utah Water Research Laboratory (UWRL), Graduate Research Assistant  
Utah State University, Logan, UT  
2006-2007

**Experience**

- City of Twin Falls 2014 | Water and Sewer master planning
- Twin Falls Urban Renewal Agency 2013 | Downtown Infrastructure
- Boise, Idaho 2013 | Boise River Hydraulic Review of Pedestrian Bridge
- Oakesdale, WA 2013 | Low Deck Bridge Hydraulics and Scour Design
- City of Twin Falls 2012 | Water and Sewer Modeling for Chobani
- Twin Falls Urban Renewal Agency and City 2012 | Pump and Water System Improvements
- City of Twin Falls 2012 | Eastland Road Widening
- Logan, Utah 2012 | Logan River Hydraulic Report and Scour Analysis
- Twin Falls Urban Renewal Agency 2011 | Pump and Pipeline
- City of Ogden, Utah 2010 | Urban Drainage and FEMA flood study
- City of Twin Falls 2010 | Falls Avenue Road Widening
- City of Kimberly, 2010 | Water System Improvements and modeling
- Bannock County 2008 | Portneuf River Hydraulics at Topaz Bridge
- City of Kimberly, Idaho 2007 | Main Street road widening project



**ANDREA GUMM**  
**PUBLIC INVOLVEMENT SPECIALIST**  
**J-U-B ENGINEERS INC.**

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Andrea Gumm has a strong public outreach background with extensive communication, facilitation, writing and media relations experience on the local, national and international levels. She excels at building positive relationships with stakeholders and recognizes that those relationships lead to successful projects and solutions.

In addition to her interaction with stakeholders, Andrea creates award-winning media kits, websites and other creative digital communications. She understands how to develop and manage public involvement activities and how to design processes to help stakeholders, communities and clients work together to make decisions and accomplish goals.

**Experience**

- Safety, Mobility & Economic Opportunity Investment Plan Public Involvement (2013 - Present)
- Idaho Transportation Department Project Outreach Planner (2011 - Present)
- Idaho Highway Safety Coalition Campaign (2012 - Present)
- Road Interchange Planning Outreach (2013)
- Idaho Fish and Game Regional Wildlife Workgroup Facilitation (2013)
- Oneida Road Reconstruction (2012 - 2013)
- American Falls Downtown Revitalization Project (2012 - 2013)
- Idaho's Strategic Highway Safety Plan Update (2012 - 2013)
- Hazelton Master Transportation Plan (2012)
- Cache County Emergency Watershed Protection (2012 - Present)
- Dowel Bar Retrofit Construction Public Involvement (2013)
- West Davis Corridor Environmental Impact Study (2010 - Present)
- Bangerter Highway Design-Build: 7800, 7000 and 6200 South (2010 - 2012)
- Bangerter 2.0 Highway Upgrade (2011 - 2012)
- Logan 200 East Environmental Assessment (2011 - 2012)

**Education**

B.S., Mass Communication Public  
Relations Emphasis Minor in Business  
University of Utah, 2007

**Professional Registrations**

IAP2 Certificate Planning and  
Communication for Effective Public  
Participation  
40-Hour Mediation Training CDR  
Associates

**Professional Affiliations**

International Association for Public  
Participation (IAP2) Idaho State  
Representative ion

**Employment History**

Project manager  
The Langdon Group  
Salt Lake City, Utah, 2010-present  
Public Relations Specialist  
Usana Health Sciences  
Salt Lake City, Utah 2008-2010  
Director of Communications  
Utah Blaze – Arena Football  
2006-2008



**LISA BACHMAN, AICP/PCED  
ENVIRONMENTAL PLANNER  
J-U-B ENGINEERS INC.**

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Lisa M. Bachman, AICP has over a decade of planning experience working with public and private clients. This experience includes preparation of environmental studies, transportation and land use plans, parks and trails planning, public involvement and stakeholder facilitation, land development, and grants for small and large scale projects.

Lisa gained extensive current and long-range planning experience while working at the City of Kuna during its peak growth period. Since joining J-U-B in 2007, Lisa has managed successful environmental and land use planning efforts including writing environmental sections of comprehensive plans and developing multiple levels of environmental documents including environmental scans, evaluations, information documents and assessments. Lisa's ability to lead a team, work with advisory committees, and develop comprehensive user-friendly plans leads to successful project implementation.

**Experience**

- Nampa Engineering Development Process and Policy Manual Update; City of Nampa, ID | Reviewed, updated, and reorganized the City of Nampa Engineering Development Process and Policy Manual to incorporate four new master planning documents that were recently completed
- Nampa 2035 Comprehensive Plan Peer Review; City Nampa, ID | Completed peer review report with planning recommendations for the Draft Nampa 2035 Comprehensive Plan update; evaluated compliance with public works standards and state code.
- State Highway 19 Environmental Scan (ES) | Idaho Transportation Department (ITD) Developed an ES as part of a corridor management plan for a 20-mile corridor from the City of Caldwell to the Oregon State line, as well as an alternative area in the City of Greenleaf for potential alternate routes.
- US 95 ES | Idaho Transportation Department (ITD), District 3 | The US 95 ES planning-level NEPA analysis was part of a corridor study. The ES evaluated the environmental conditions of the 81-mile corridor from the Oregon State line to the City of Weiser, Idaho. The ES is specifically tailored to contain usable and relevant information that is most helpful to ITD staff to assist with streamlining implementation of future bike, pedestrian, and transportation projects.
- Wastewater Facility Plan Environmental Information Document (EID); City of Marsing, ID | Developed an EID for the City of Marsing Wastewater Improvements. The EID outlined the environmental impacts of the proposed wastewater treatment and system replacement alternatives.

**Education**

Political Science Major-College of  
Western Idaho  
Economic and Community Planning-  
Northwest Community Development  
Institute Graduate (2008)

**Professional Certifications**

Certified Planner (AICP)  
Professional Community and Economic  
Developer (PCED)  
Certified Grant Administrator, Idaho  
Department of Commerce  
Residential and Commercial  
Construction Permitting, International  
Code Council (ICC)

**Professional Affiliations**

ICouncil Member, Kuna City Council  
(2008-2011)  
Board Member, Community Planning  
Association (COMPASS)  
Board Member, Valley Regional Transit  
(VRT)  
Member, WTS Advancing Women in  
Transportation (2009-2013)

**Employment History**

Planner/Project Manager, J-U-B,  
2007-Present  
Current/Long-range City Planner, City of  
Kuna, 2004-2007  
Business Owner/Manager, Specialty  
Food Product Invention, 2001-2004



**DAVID M SIEGEL, FAICP**  
**SENIOR PROJECT MANAGER**  
**LELAND CONSULTING GROUP**

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David Siegel has 38 years of experience as an award-winning professional planner and manager for public and private sector planning and public works agencies, working on public and private sector projects locally, regionally, nationally and internationally. He provides innovative, collaborative, and outcomes-based planning and communications expertise on land use, transportation, visioning and strategic planning, community development, and infrastructure projects. He has led or participated in the creation of countless community plans, downtown and town center plans, comprehensive land use plans, and long-range planning and policy studies, each being given its own unique approach. This breadth of experience, in conjunction with his background in visioning, communications, public involvement, and consensus-building provides clients with a deep and diverse understanding of community issues and planning principles.

David is a skilled facilitator, enabling individual stakeholders, interest groups community groups, stakeholders, and decision makers to identify and agree upon community and project visions, guiding principles, plan implementation strategies, and approval criteria. David is active in the community and in his profession, and is in demand as a facilitator and problem-solver for complex planning issues nationwide. He recently completed his service to the national Board of Directors for the American Planning Association as Board member and President.

**Education**

Master of City and Regional Planning,  
Ohio State University  
Bachelor of Arts, Political Science and  
Urban Studies, Wittenberg University

**Professional Service and Affiliations**

Member and Professional Leadership  
American Planning Association  
(served as national President,  
Director-at-Large, national Co-Chair  
of Rebuilding America Task Force,  
and in other leadership roles for the  
national organization and Oregon  
Chapter); WTS Portland (Fundraising  
Committee, New Leadership  
Committee)

**Awards**

Fellow of the American Institute of  
Certified Planners; APA National  
Planning Award for Excellence in  
Planning; Special Achievement in  
Planning, APA Oregon Chapter;  
Distinguished Leadership Award by  
a Professional Planner, APA Oregon  
Chapter; Leadership in Conservation  
Award, Trust for Public Land and the  
National Association of Counties;  
Best Project, APA Arizona Chapter;  
Good Governance Award, League of  
Oregon Cities

**Experience**

- Main Avenue Redesign and Downtown Development Advisory Services, Twin Falls, Idaho
- Monroe Comprehensive Plan Update and Economic Development Strategy, Monroe, Washington
- Bend Comprehensive Plan Update (UGB Remand), Bend, Oregon
- Basalt Creek Concept Plan, Tualatin/Wilsonville, Oregon
- Elko Downtown Development Strategy, Elko, Nevada
- Professional Business and Medical District Master Plan, Redmond Urban Renewal Agency, Redmond, Oregon
- Tigard Downtown Improvement Plan, Tigard, Oregon
- Bend Central Area Plan, Bend, Oregon
- Northeast Gateway Plan, McMinnville, Oregon
- Downtown Action Plan, Salem, Oregon
- Edgewater/Second Street Action Plan, Salem, Oregon
- Aloha-Reedville Study and Community Livability Plan, Washington County, Oregon
- West Salem Business District Development Action Plan, Salem, Oregon



**BRIAN VANNERMAN**  
**PRINCIPAL**  
**LELAND CONSULTING GROUP**

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With extensive experience working for both public agencies and private developers, Brian provides clients with a range of technical and strategic skills and that enable great urban places to get built. Brian's passion is for smart growth communities—urban places where people can live, work, interact, and thrive.

In support of these and other places, Brian conducts and oversees financial/pro forma analyses, market analyses, public funding studies, developer outreach, site planning, and other aspects of redevelopment and revitalization projects.

Brian's current and recent work includes market analyses and land use plans for two large (500+ acre) master planned areas in the Portland metropolitan region, the Twin Falls Main Avenue Redesign project (ongoing), the Bozeman, Montana Downtown Plan, and a comprehensive plan update for Monroe, Washington. He has also worked on several financial and market analyses for developers in Oregon, and has been a key team member on projects that have resulted in more than \$100 million in real estate development.

Brian has 12 years of experience in real estate and urban planning, including work in the private, public, and nonprofit sectors.

**Experience**

- Main Avenue Redesign and Downtown Development Advisory Services, Twin Falls, Idaho
- Monroe Comprehensive Plan Update and Economic Development Strategy, Monroe, Washington
- Lake Stevens Economic Development Strategy, Lake Stevens, Washington
- Bend Economic Opportunities Analysis, Bend, Oregon
- Advance Road Concept Plan, Wilsonville, Oregon
- Basalt Creek Concept Plan, Tualatin/Wilsonville, Oregon
- Marmalade Block Redevelopment, Salt Lake City, Utah
- Bozeman Downtown Plan, Bozeman, Montana
- Missoula Transportation Development Advisory Services, Missoula, Montana
- Bottineau LRT Station Area Planning and Market Analysis, Minneapolis, Minnesota
- South Hillsboro Master Plan, Hillsboro
- Old Town Square Development and Entitlement Plan, Wilsonville
- Marina District Master Plan, Everett, Washington
- North Bethany Concept Plan, Washington County
- OSHU/AmberGlen Concept Plan, Hillsboro

**Education**

- Master of Urban and Regional Planning, Portland State University
- Graduate Certificate of Real Estate Development
- Bachelor of Arts, History, and Journalism, University of Oregon, Clark Honors College

**Professional Service and Affiliations**

- Member; City Club of Portland, New Leaders Council, Urban Land Institute, Young Leaders Group
- Alumni Committee; Portland State University Urban and Regional Planning
- Executive Committee; Portland State University Urban and Regional Planning, 2005-2006



**TED KAMP**  
**MARKETING AND GIS ANALYST**  
**LELAND CONSULTING GROUP**

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Edward “Ted” Kamp provides market analysis in support of strategic land use decisions for public planners and private developers. Drawing on expertise in GIS, economic, and demographic analysis, he incorporates user-friendly information design to convey critical market intelligence to stakeholders. His work spans a variety of development contexts including urban renewal, suburban revitalization, and transit-oriented development. Recent client work has covered locales across the central and western US, including the metropolitan Denver area, Colorado; Dallas-Fort Worth, El Paso and Houston, Texas; Henderson, Nevada; Bartlesville, Tulsa and Oklahoma City, Oklahoma; Billings, Montana; Albuquerque, New Mexico; and Juarez, Mexico. In addition, he taught the Urban Market Analysis course for planning graduate students at the University of Colorado-Denver for five years.

After receiving a BBA (with honors) from the University of Oklahoma and an MS in Marketing/Consumer Behavior from the University of Arizona, Mr. Kamp worked for five years in Chicago doing market research and strategic planning for the Leo Burnett advertising agency. He subsequently earned a Masters in Urban and Regional Planning (and completed PhD coursework) at the University of Colorado-Denver. He has provided urban market analysis consulting services for the past 12 years.

**Experience**

- Boise Downtown Circulator: Development Analysis, Boise, Idaho
- Basalt Creek Concept Plan, Tualatin/Wilsonville, Oregon
- Colfax Avenue Transportation and Development Evaluation, Denver, Colorado
- Bottineau LRT Station Area Planning and Market Analysis, Minneapolis, Minnesota
- Port of Everett Marina District Master Plan, Everett, Washington
- Kettlestone Mixed-Use Neighborhood Planning and Design, Waukee, Iowa
- Redmond Professional Business and Medical District Master Plan, Redmond, Oregon
- Grand Valley Housing Strategy, Mesa County, Colorado
- Albuquerque Streetcar Cost-Benefit Analysis, Albuquerque, New Mexico
- South Hillsboro Master Plan, Hillsboro, Oregon
- Sheridan North Main Study, Sheridan, Wyoming
- Garland Citywide Redevelopment Strategy, City of Garland, Texas
- Market Strategy for 1,000-acre Land Development, Aurora, Colorado

**Education**

- Master of Urban and Regional Planning, PhD coursework, University of Colorado
- Master of Science—Marketing (Consumer Behavior Concentration), University of Arizona
- Bachelor in Business Administration (with honors), University of Oklahoma

**Areas of Specialization**

Market research (quantitative and qualitative, including tool development), branding, geographic information systems, economic impact analysis, real estate strategy, information design/graphics



# 4. PROJECT APPROACH AND SCHEDULE

The City of Twin Falls Comprehensive Plan Update will be a forward-looking, visionary, and bold plan designed for the citizens of Twin Falls. The plan will focus primarily on areas of change, such as the downtown district and emerging manufacturing areas. Each member of CRSA's dynamic multi-disciplinary team brings the planning, design, and technical skills necessary to collaborate with The City of Twin Falls and develop an implementable vision. CRSA will be the lead consultant for this project, working closely with our technical experts from J-U-B and Leland Consulting Group. J-U-B and Leland Consulting are currently collaborating with The City of Twin Falls on the downtown corridor project.

Creating a successful Comprehensive Plan update requires experience. In the past few years, the CRSA team has completed over 20 general plans and small area plans, including downtown revitalization plans, and campus master plans. In addition to experience, our team stays up to date on cutting edge practices of land use planning and development. CRSA participates in local, regional, and national workshops to ensure we offer the best expertise to our clients. We will collaborate with The City of Twin Falls to choose strategies that will best meet your needs. With degrees in Urban Planning, Urban Design, Landscape Architecture, Architecture, and Geography, Public Administration and Business, our team has depth and breadth.

Susie Petheram, with a PhD pending in Metropolitan Planning, will be the project manager for our team, and will work with Kelly Gillman, Senior Principal to complete the scope of services. Donald Buaku, Ryan Wallace, and Bryce Ward will join Susie and Kelly to complete the overall project coordination including the Summary, Land Use, Community Design, and Environmental Considerations Components. Mark Holtzen, Professional Engineer, with J-U-B in Twin Falls will be a local contact for the City of Twin Falls and serve as a co-project manager. Mark will lead the technical public services and infrastructure component of the plan, and also weigh in on the environmental considerations component. Kent Atkin will represent J-U-B's airport planning experience for this project. CRSA and J-U-B recently collaborated on an airport plan in Logan, Utah, and understand the opportunities that an airport can afford Twin Falls. Their work will be the basis for the Infrastructure Framework Plan, documentation that will guide the land use scenario planning. We are currently also working with J-U-B in Salt Lake City and Logan, Utah on two corridor planning projects.

An additional important role will be the additional technical components. David Siegel with Leland Consulting Group will lead the effort to complete the Housing, School Facilities, and Economic Development Components. David is a certified planner, and has tremendous experience in this area of expertise. We recently collaborated with Leland Consulting in the Marmalade District in Salt Lake City to help determine the development potential of Redevelopment Agency property near the downtown core.

# ORGANIZATIONAL CHART



It is our experience that no planning process can succeed without first gathering the necessary data to guide the process. It is for this reason that the first step in our planning process, subsequent to scoping, is to begin the data analysis and stepping through our Asset Based Community Design Approach.

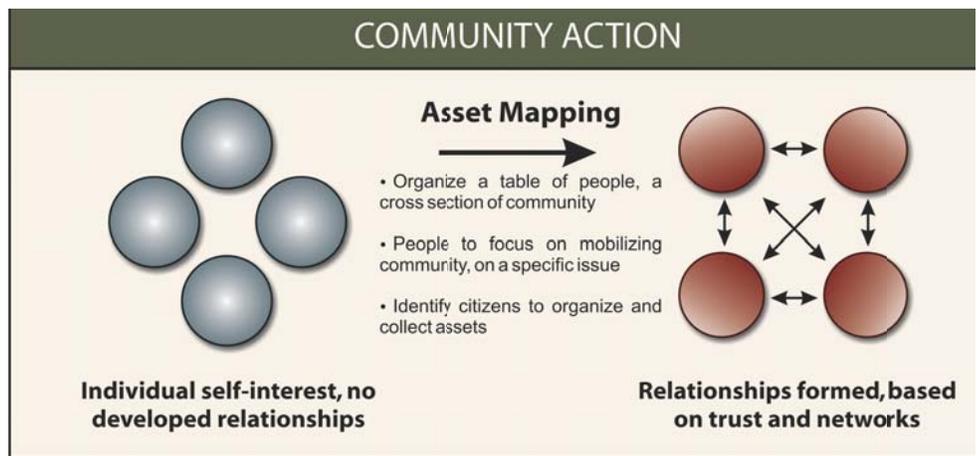
### ASSET BASED COMMUNITY DEVELOPMENT (ABCD) STRUCTURE

Asset Based Community Development is an approach to planning that considers local assets as the primary focus of the planning effort. It also relies on building relationships between local existing associations and institutions to develop support for the planning effort.

Our approach to planning is comprehensive and can be summarized by the following three concepts, which fall under the Asset Based Community Development process:

1. Plans should be asset-based, with the future vision building on the existing strengths of the community. For example, the pioneer heritage.
2. Plans should be community-driven, with stakeholder input guiding the development of the project vision, as well as goals and objectives.
3. Plans should be implementation focused, and include clear steps for achieving the vision. Scenarios will be based on technical data, and narrowed to a preferred option based on adherence to data as well as project goals and objectives.

This project structure will result in the development of key deliverables as the process progresses. These are identified in the following work plan organized by the phases requested in the project request.



TRADITIONAL PATH	
Basis:	Needs
Goal:	Institutional Change
Conversation:	Problems & Concerns
Change Agent:	Power
View of Individuals:	Consumer, Client
<b>Needs based on community</b>	
<b>Sample Problems:</b>	
Incompatible land use, too much density, traffic concerns, traffic, noise, affordable housing, etc.	
<b>Individual self-interest, no developed relationships</b>	

ASSET BASED PATH	
Basis:	Assets
Goal:	Buildings & Communities
Conversation:	Gifts and Dreams
Change Agent:	Relationships
View of Individuals:	Producer, Owner
<b>Assets based on community</b>	
<b>Sample Assets:</b>	
Artists, schools, churches, parks, libraries, medical centers, resorts, educational facilities, etc	
<b>Relationships formed, based on trust and dialogue</b>	





CLIENT: Twin Falls  
 CRSA Project #: MA14-140  
 Project Name: Comprehensive Plan Update  
 Client PM: Jonathan Spendlove  
 CRSA PM: Susie Petheram/Ryan Wallace

PROJECT SCHEDULE		Week Starting									
Project Phase W/Tasks	Phase Name	16-Feb	23-Feb	2-Mar	9-Mar	16-Mar	23-Mar	30-Mar	6-Apr	13-Apr	20-Apr
<b>1</b>	<b>Work Plan and Project Management</b>	<i>Duration of tasks/Notated with associated</i>									
	Kickoff Meeting	①									
	Data Gathering										
	Regular Collaboration Meetings	①					②				
<b>2A</b>	<b>Existing Conditions, Housing, School Facilities, and Economic Development</b>										
	Existing Conditions Framework										
	Technical Plan Components										
	TAC Meeting #1						①				
<b>2B</b>	<b>Public Outreach and Asset identification</b>										
	Community Asset Identification										
	Public Workshop										
	TAC Meeting #2/Focus Groups										
<b>2C</b>	<b>Vision/Goals and Objectives</b>										
	Project Vision										
	Project Goals & Objectives										
	TAC Meeting #3										
<b>3</b>	<b>Infrastructure Analysis</b>										
	Public Services and Utility Infrastructure										
	Airport Planning										
<b>4</b>	<b>Land Use and Community Design, Environmental Considerations</b>										
	Future Land Use Planning Analysis										
	Environmental Considerations										
	Identify Character Districts										
<b>5D</b>	<b>Community Based Scenario Planning</b>										
	Outline Scenario Inputs										
	Model Scenarios/ET+										
	TAC Meeting #4/Scenario Selection										
<b>5E</b>	<b>Preferred Scenario Selection</b>										
	Develop Preferred Scenario										
	Develop Preferred Metrics (As part of Phase 4)										
<b>5F</b>	<b>Implementation Plan Development &amp; Adoption</b>										
	Draft City of Twin Falls Comp Plan & Tools										
	Community Open House										
	TAC Meeting #5										
	Planning Commission Meeting #1										
	City Council Meeting #1										
<b>6</b>	<b>Complete City of Twin Falls Comprehensive Plan</b>										
	Final Comprehensive Plan										
	Deliverables/Printed & Electronic Files										

## PHASE ONE: WORK PLAN AND PROJECT MANAGEMENT

### *Key Outcomes:*

- Kickoff Meeting
  - Fully define scope of work
  - Approve Schedule and milestone deliverables
  - Identify Technical Advisory Committee
- Data Gathering
- Regular Collaboration Meetings

The first task in this phase will be a kickoff meeting between the CRSA team and The City of Twin Falls to finalize the scope of work, adjust the schedule, and develop deliverable deadlines. This first meeting will also be an opportunity for our team to develop relationships with your project team, and to discuss other stakeholders that may be involved. We recommend a committee of key stakeholders be convened monthly (approximately coordinated with project coordination meetings) as part of a technical advisory committee to review project process and provide input. Local residents, business and landowners, and other interested parties may participate on this committee. *We recommend pre-scheduling public workshops, technical advisory committee meetings, and other deliverable milestones to ensure all parties can work towards a mutually agreed schedule.* We will track this schedule monthly in our project reports.

Our team will also be prepared to request data to start the planning process, including base mapping, GIS Data, current adopted plans, demographic data, etc. We will use this data to begin Phase Two. *As members of our team, J-U-B and Leland Consulting are already working in The City of Twin Falls on the downtown corridor project, some of the data required may already be on file.* With this existing experience in The City of Twin Falls, our team will have the following advantages:

- Public Outreach: Leverage existing distribution lists, stakeholders, and relevant materials
- Share city wide themes and interests
- Coordinate open houses/workshops

## PHASE TWO: TECHNICAL PLAN COMPONENTS & PUBLIC OUTREACH

### **Task A: Existing Conditions, Housing, School Facilities, and Economic Development**

#### *Key Outcomes:*

- Existing Conditions; Policy, Regulatory, and Plan review
- Develop Framework Plans for Technical Components
- TAC Meeting #1

The foundation for the planning work will be an accurate understanding of current and expected conditions. Beginning with the current General Plan Land Use, Transportation, and other adopted Master Plans, the CRSA team will compile, tabulate, and analyze data to prepare relevant maps, charts, and matrices. This will provide The City of Twin Falls with a detailed analysis to guide the planning process. *The result will be area Framework Plans that will outline the opportunity and constraints in the City for the various technical disciplines.* We anticipate the Framework Plans will include a review of existing conditions such as land use patterns, commercial districts (downtown in particular), infrastructure plans, transportation plans, and market demographics. This is an important set of documents that will be reviewed in detail with the City and the Technical Advisory Committee as a starting point for the scenario planning exercises.

This phase will also be an opportunity for our team to begin some of the technical components of the plan so that the data may be available to guide the planning process. The technical components include Housing, School Facilities, and Economic Development. The review of these three components will reveal information that will partially guide our team's planning effort. The comprehensive plan must reflect the actual conditions that are unfolding on the ground.

Led by Leland Consulting Group, our team will review the existing housing stock, and seek to identify trends in housing demand. The comprehensive plan will seek to preserve stable neighborhoods, which is part of the Character of Twin Falls. Identification of stable character districts is a key component of our planning effort, but just as important is the identification of the future housing needs. In addition to preserving existing neighborhoods, the team will also evaluate the potential to strengthen these neighborhoods via safe pedestrian and bicycle routes to schools, and to a mix of neighborhood amenities such as parks and local shops. The types of housing, and the likely location of this housing is information that will help to guide the land use planning component of the plan, especially when closely considered with the infrastructure plan. Types of housing are likely to diversify in coming decades, particularly as the baby boom generation ages, and some boomers seek smaller, lower-maintenance homes close to their families.

Closely related to the housing review will be a review of the school district service areas. It is prudent to consider the ability of the school system to service the community as it grows. Our team will consider the location of existing schools and planned schools to develop a strategy for community growth that will be complimentary to the plans of the School District. CRSA with assistance from Leland Consulting Group will work with the City and School District to review existing plan data to forecast community growth trends that may affect the school enrollment.

The final phase of the framework planning will be an analysis of the economic development opportunities of the City. This additional overlay will allow us to develop a set strong of baseline metrics for how the area may logically develop. The growth of commercial, industrial, education, and tourism-related opportunities will be important to the residents and business owners of Twin Falls, and will need to be closely coordinated with the housing and infrastructure plans. The Downtown Core, industrial areas, Canyon Rim, and perhaps the airport may be particular areas of consideration. Efficient delivery of services by the City can only occur when all components are considered in unison. Our team will develop an economic development component for the Comprehensive Plan Update. This work will largely rely on gathering data from existing sources, including the existing project that J-U-B and Leland Consulting are participating in currently, and on data available from the City, Chamber of Commerce, Region IV Development Association, and other regional sources. We will identify gaps and assess where updates might be needed to ensure the existing data is current and matches the direction of the Comprehensive Plan.

#### **Task B: Public Outreach & Asset Identification**

*Key Outcomes:*

- Community Asset Identification
- Public Workshop
- TAC Meeting #2
  - Focus Groups

Cities belong to the people who live there. The CRSA Team recognizes that community participation is a vital element of a successful plan. Our outreach process is based on the Asset Based Community Development Process. We will develop a public outreach strategy that utilizes multiple techniques to engage Stakeholders and Community Members, and to identify the City of Twin Falls Community Assets. With assets identified we will be able to define the character of that the City should embody. This outreach may take the form of a community preference survey to determine The City of Twin Falls' resident's attitudes, opinions, and desires regarding land use, development, and transportation. Community participation will also take the form of public workshop at the beginning of the planning process. The CRSA Team is well seasoned in preparing charrettes, open houses and other interactive events. Our workshop effort will be based around Asset Identification. We anticipate existing community assets, such stable neighborhoods, a downtown core, will be identified by the community. In addition to the public workshop we will host 2 to 3 focus groups as needed to meet specific needs of stakeholders/groups that need to be represented outside the technical advisory committee. The results of this phase will be presented to the Technical Advisory Committee and used to update the Framework Plans.

### **Task C: Vision/Area Goals & Objectives**

*Key Outcomes:*

- Prepare Project Vision
- Prepare Area Goals and Objectives
- TAC Meeting #3

The analysis, mapping, evaluations, and community participation of the previous three phases will be synergistically combined to prepare The City of Twin Falls Vision. The CRSA team will work closely with The City of Twin Falls to prepare supporting goals and objectives, ensuring these guidelines are not in conflict with other adopted plans within the City but are properly crafted to identify the character that is desired. These goals and objectives will serve as the criteria upon which land use planning scenarios will be screened (or judged) for success.

### **PHASE THREE: INFRASTRUCTURE ANALYSIS**

*Key Outcomes, Supporting the Scenario Planning Process:*

- Public Services and Utility Infrastructure
- Airport Planning

A general review of the City Wide Public Services and Utilities Infrastructure will be an important part of our strategy. J-U-B has recently completed modeling and master planning for the City's drinking water, wastewater collection, and pressure irrigation systems. These efforts included a thorough inventory of the existing infrastructure, a land use analysis, modeling and analysis of the capacity and condition of the various systems under existing and future growth scenarios, and development of Capital Improvement Plans. This intimate knowledge with your utility systems will be an invaluable guide in the development of the potential land use types and patterns that may fit within the study area under Phase Three. Based on J-U-B's recent experience and modeling efforts, our team will be able to efficiently review the infrastructure systems relative to new land use types and future development patterns, as well as identify modifications to the system capacities and master planned capital improvements for emphasis in the comprehensive plan. Detailed analysis of infrastructure will not take place until a scenario is chosen in Phase 4F. The goal will remain to ensure that the City will be able to provide efficient delivery of utility services now and in the future.

The City of Twin Falls, Joslin Field Magic Valley Regional Airport is a tremendous asset for the Community. Pursuant to state requirements, the CRSA team is pleased to have the opportunity to consider the Airport as part of its planning process. Having collaborated with J-U-B previously at the Logan, Utah Airport, the CRSA team is well versed in the landside and airside considerations to be considered. Furthermore, Kent Atkin with J-U-B has been involved with design and implementation of most of the improvements at the airport over the past several years. He has extensive knowledge of the airport infrastructure and has developed personal relationships with many of the airport staff. Although the airport does not currently appear to be threatened by future growth, our team will look at long range development patterns to protect the airport and its flight patterns from encroachment of incompatible development. Additionally our team will look at economic development opportunities near the facility as part of our overall review of the technical components of the comprehensive plan. For this effort, CRSA, J-U-B, and Leland Consulting will collaborate to understand the economic and transportation opportunities that the airport provides.

### **PHASE FOUR: LAND USE PLANNING**

#### **Task D: Land Use and Community Designs, Environmental Considerations**

*Key Outcomes:*

- Future Land Use Planning Analysis
- Environmental Considerations
- Identify Character Districts (Asset Based)

With all materials developed to date our team will begin the process of determining the appropriate mix of development types. Our team will develop a universe of potential land use types and patterns that may fit within the study area based on land use, transportation, and market economics, and within the capacity of potential available infrastructure. While there may be possible scenarios to be considered, the market analysis will provide a reality check to ensure that the plan options reflect economic and demographic realities and that the proposed land uses will both support and be supported by the anticipated type of growth. The work will also ensure that commercial uses are scaled appropriately to the expected demand in the area. The market analysis will also provide guidance on the likely timing of development over time and the sequencing of different land uses (e.g., whether commercial uses will precede, coincide with, or follow residential development).

Identification of the types of districts that may be desired within the City is the key aspect of this task. These districts may have a different desired character assigned. For example, some may follow a similar development pattern as downtown Twin Falls, others may draw their inspiration from new economic development opportunities. The definition of these district types will allow our team to mix and match the quantity of each that may be considered in the scenario planning process. CRSA will collaborate with The City of Twin Falls on these tasks, and rely on the project Vision/Goals and Objectives to guide the process. The following character district types may be considered

- Downtown/Commercial Nodes
- Stable Neighborhoods
- Transition Neighborhoods

#### **Task E: Community Based Scenario Planning**

*Key Outcomes:*

- Outline Scenario Inputs
  - Infrastructure
  - Transportation
  - Land Use
  - Market Economics
- Model Scenarios
- TAC Meeting #4

The CRSA team will outline three scenario to be modeled. Each scenario will have a different mix of character districts, and/or a different mix of different development types. Scenario will be based on the project vision, with a mix of districts identified. The CRSA Team will work with The City of Twin Falls to select a scenario planning method to complete the planning analysis. One tool that may be used is called ET+. ET+ is a scenario planning package that allows a community to envision development scenarios and compare realistic outcomes in real time. Scenario comparisons include a comprehensive range of indicators which will be supported by the technical advisors on our team. Indicators include land use, housing, demographics, economic growth, development feasibility, fiscal impacts, transportation, environmental factors, and quality of life. Susie Petheram with CRSA has been instrumental to the creation of the ET+ Program in her PhD work.

#### **Task F: Preferred Scenario**

*Key Outcomes:*

- Select Preferred Scenario
- Develop Scenario Metrics

With the scenarios modeled, the CRSA team will collaborate with The City of Twin Falls and the Technical Advisory Committee to select the scenario that best meets the needs of the Community. Alternatively, components of multiple

scenarios may be combined to form a preferred hybrid scenario. The CRSA team will develop detail metrics for the chosen scenario, including land use and market economics metrics for the area.

Based on the developed land use scenario, The CRSA Team will develop a more detailed transportation and infrastructure analysis to guide implementation.

## **PHASE FIVE: IMPLEMENTATION PLAN DEVELOPMENT & ADOPTION**

### *Key Outcomes:*

- Draft City of Twin Falls Comprehensive Plan & Tools
- Community Open House
- TAC Meeting #5
- Planning Commission Presentation #1
- City Council Presentation #1

This phase of the process allows our team to be forward looking, visionary, and bold, in our efforts to guide the implementation of the chosen scenario. The specific area plan will include the following implementation tools, in draft form:

- Summary & Intro Background
- Land Use
- Community Design
- Housing
- School Facilities
- Public Services and Utilities
- Economic Development
- Environmental Considerations
- Airport

The results of this process will be presented to the public in an open house, prior to planning commission and city council hearings.

Each of these tools will include the appropriate narrative and supporting data documentation, formatted and organized so that it may be adopted as part of The City of Twin Falls General Plan. The draft will be presented to the Technical Advisory Committee, to the public in an open house, and to the Planning Commission for review. Subsequent to updates the CRSA team will present to The City of Twin Falls Council. Included in the document will be specific implementation strategies to achieve the vision that has been developed. These strategies may include some of the following tools, or tools that need to be developed in later phases:

- Future Land Use Map
- Regulating Plans
- Public Services Plans
- Recommended Ordinances
- Downtown/Commercial Development Plans
- Airport Plans

### ***Land Use/Marketing Economics:***

CRSA and Leland Consulting has developed tools such as these for communities in the Intermountain West. For example, in Farmington Utah CRSA helped the City develop a regulating plan to guide the layout of streets in a new commercial zone. CRSA collaborated with Leland Consulting in Salt Lake City to develop the framework for an urban infill development near downtown. We will apply this experience to The City of Twin Falls.

***Public Services & Utilities Infrastructure:***

- A review of current master planned sewer trunk line sizes and locations, the need for sewer lift stations, and capital improvements.
- Storm drain regional retention and detention basin locations and trunk line sizes.
- A review of current master planned drinking water and pressure irrigation mainline sizes and locations, pressure zones, pump station and storage needs, and capital improvements.
- J-U-B has current water, sewer and pressure irrigation models that can be used to determine the overall impact.

***Airport Plans:***

- Airport Protection plans, including land use and ordinance recommendations
- Airport economic development plans.

**PHASE SIX: FINAL CITY OF TWIN FALLS COMPREHENSIVE PLAN**

*Key Outcomes:*

- Final Comprehensive Plan
- Deliverables/Printed & Electronic Files

During this phase, the CRSA Team, will work with the City to determine the most useful format for the delivery document. The final plan will be delivered to The City of Twin Falls. This will include the final document (approximately 3 hard copies, or other as negotiated) as well as all data used to prepare the documents, in electronic format.



# 5: REFERENCES

1. **David Peterson**

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Farmington City  
(801) 451-2383

**Project:** Farmington Downtown Master Plan

2. **Cory Snyder**

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**Project:** Centerville Main Street Plan

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**Projects:** USU, Brigham City Master Plan  
Vernal USU Master Plan, 2010  
CHASS and Quad Studies, 2013

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**Project:** City of Elko Urban Design Overlay, Elko Master Plan Update,  
Elko Downtown Vision

