

**CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
AUGUST 19, 2014 AGENDA**

Subject:	Type:	Submitted By:
CONSULTANT SELECTION — COMPREHENSIVE PLAN	◆ RESOLUTION ORDINANCE RECEIVE/FILE	ANN BIRCH COMMUNITY DEVELOPMENT DIRECTOR

SYNOPSIS

A resolution has been prepared authorizing the selection of a consultant and the negotiation of a contract for the preparation of a new Comprehensive Plan for the City of La Vista.

FISCAL IMPACT

The FY 15 budget contains \$150,000 for this project. The cost as submitted in the proposal by Logan Simpson Design Inc. was \$99,902, however the scope of work has been modified to include an analysis of recreation programming. The proposed scope of work as modified has a total cost of \$102,454.

RECOMMENDATION

Approval.

BACKGROUND

Nebraska statutes require that zoning and building regulations “be in accordance with a comprehensive development plan which shall consist of both graphic and textual material and shall be designed to accommodate anticipated long-range future growth which shall be based upon documented population and economic projections.”

La Vista’s *Comprehensive Plan 2007* was adopted in 1997 and has been subsequently amended on multiple occasions. At this time an overall update is needed that will address the future of the community and establish strategic goals in order to solve problems and seize opportunities.

On April 1, 2014, the City Council approved Resolution No. 14-033 authorizing the advertisement for bids for the preparation of a Comprehensive Plan. The advertisement was published and mailed to various consulting firms on April 2nd and proposals were due by May 30th. The City received six proposals ranging in price from \$80,576 to \$264,385. A tabulation of the bids received is attached. Of those, three firms were selected as a short list and were interviewed by a 7-person internal review committee in July.

The committee has recommended the selection of the firm Logan Simpson Design Inc. from Fort Collins, Colorado. Their proposal is attached. After comparing the finalists, this firm was the unanimous choice for their use of innovative community engagement methods, grasp of the struggle of uniting neighborhoods in a geographically wide community, and emphasis on implementation of adopted plans. Their proposal also includes a partnership with a local firm, Olsson Associates, to provide fiscal and housing analysis, transportation and utility planning.

The scope of work, as modified to include the recreation programming analysis, has also been attached for review. The scope and cost will be exhibits to a contract which will be reviewed by the City Attorney. The attached resolution authorizes the selection of Logan Simpson as the consulting firm and authorizes the City Administrator to negotiate a contract in an amount not to exceed \$102,454.

Upon completion of the contract, the consultant will work with city staff to initiate the project and prepare "A Plan for a Plan". This also includes the establishment of an Advisory Committee, which is intended to include the governing body, representatives from each of the city's boards and commissions, residents, merchants, neighborhood associations, and etc. The selection of the committee members will be confirmed by the Mayor and Council.

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RESOLUTION NO. _____

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF LA VISTA, NEBRASKA, AUTHORIZING THE SELECTION OF A CONSULTANT AND THE NEGOTIATION OF A CONTRACT FOR THE PREPARATION OF A NEW COMPREHENSIVE PLAN FOR THE CITY OF LA VISTA IN AN AMOUNT NOT TO EXCEED \$102,454.

WHEREAS, the City Council of the City of La Vista has determined that the selection of a consultant for the preparation of a new Comprehensive Plan is necessary; and

WHEREAS, the FY 15 Capital Improvement Program contains \$150,000 for this project; and

WHEREAS, the Comprehensive Plan Committee has interviewed and recommended the selection of the firm Logan Simpson Design Inc. of Fort Collins, Colorado; and

WHEREAS Subsection (C) (9) of Section 31.23 of the La Vista Municipal Code requires that the City Administrator secures Council approval prior to authorizing any purchase over \$5,000.00.

NOW, THEREFORE, BE IT RESOLVED, that the Mayor and City Council of La Vista, Nebraska authorize the selection of a Consultant and the negotiation of a contract for the preparation of a new Comprehensive Plan subject to any modifications the City Administrator or her designee determines necessary.

PASSED AND APPROVED THIS 19TH DAY OF AUGUST, 2014.

CITY OF LA VISTA

Douglas Kindig, Mayor

ATTEST:

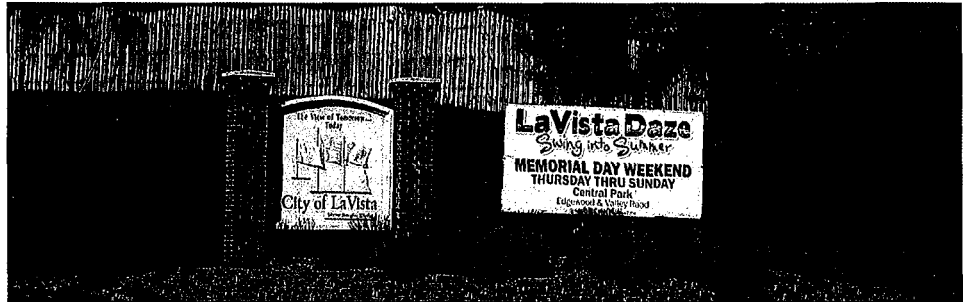
Pamela A. Buethe, CMC
City Clerk

Summary of Comprehensive Plan Proposals

Name	Primary Contact(s)	Email	Phone	Street	City	State	ZIP	Total Estimate
Gould Evans + Vireo	Graham Smith, Lisa Briscoe		816-931-6655 (GE), 402-553-5485 (V)	4041 Mill St.	Kansas City	MO	64111	\$ 264,385.00
Logan Simpson Design + Olsson Associates	Bruce Meighen	bmeighen@logansimpson.com	970-449-4100 ext. 103	123 N. College Avenue	Ft. Collins	CO	80524	\$ 99,902.00
RDG	Martin Shukert, Amy Haase	mashukert@rdgusa.com	402-392-0133	900 Farnam on the Mall, Ste. 100	Omaha	NE	68102	\$ 93,000.00
Peter J. Smith & Co.	Peter Smith		716-447-0505	1896 Niagra St.	Buffalo	NY	14207	\$ 99,360.00
Confluence	Christopher Shires		515-288-4875	1300 Walnut St., Ste. 200	Des Moines	IA	50309	\$ 137,272.00
Leo A Daly + Hanna:Keelan	Chris Rupert, Tim Keelan		402-391-8111	8600 Indian Hills Dr.	Omaha	NE	68114	\$ 80,576.00

- Short-listed firms that were interviewed

LA VISTA COMPREHENSIVE PLAN UPDATE



SUBMITTED BY LOGAN SIMPSON DESIGN INC.



Approach. Our approach features strong and consistent consultant/client dialogue. It focuses on experience-based design and character preservation, resulting in a strong sense of place that reflects the community's vision. Our plans foster economic resilience and incorporate the concept that change should have a purpose and a place. The plan we produce will be founded on a continuous, highly interactive, community-based planning process designed to give voice to your values. We understand how to reach participants who might not typically engage. For example, our award-winning Teton County, Idaho Comprehensive Plan ensured every citizen was informed and had the opportunity to connect in the process; more than 4,400 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.

Finally, LSD specializes in bridging the gap between vision and reality by creating the framework for new opportunities and providing implementable, politically supportable steps to encourage sustainable economic development; neighborhood character preservation; downtown revitalization; building a healthy, livable community; integrated planning for parks, recreation, and trails; improving the vibrancy of key corridors and development areas; and ensuring that change occurs in a way that fits the community's values.

Team. We have assigned our most experienced project management team to this effort, including Planning Principal Bruce Meighen has more than 20 years of experience developing plans nationwide. His work has received nearly 30 awards; last year, Bruce completed comprehensive plans for Teton County, Idaho and Jackson/Teton County, Wyoming, both of which received 2012 APA awards in their respective states. Award-winning planner Megan Moore will provide project management. She has worked extensively with Bruce on many of his planning projects, and is currently developing master plans for the communities of Loveland, Colorado; Douglas, Wyoming; Osceola County, Florida; and Henderson, Nevada.

Our proposal is effective for 90 days.

Best Regards,

Bruce Meighen, AICP
Planning Principal
E: bmeighen@logansimpson.com
P: 970.449.4100 ext. 103



from other Omaha communities as one willing to embrace opportunities presented by its efforts. These are fundamental strengths and assets developed by practical City leaders that can translate to long-term fiscal strength and civic investment.

A comprehensive plan should be legally-defensible, forward-thinking, interdisciplinary, and community-driven. An effective plan should move beyond the current challenges facing the City to identify opportunities and action strategies that will ensure a thriving and resilient future. There are many plans that simply meet basic requirements, while others are designed to move a community forward and keep the conversation open well into the future.

LSD proposes a customized, three-phased approach to updating the comprehensive plan. We pride ourselves in our ability to tailor our approach based on La Vista's specific opportunities and challenges, maintaining an authentic, local voice. The updated La Vista plan can progressively address the following opportunities and challenges, which are explored in greater detail in the subsequent sections:

- Incorporating a three-phased process, with Phase 1 developing the foundational data and program; Phase 2 visioning, identifying opportunities, and articulating pivotal community choices and strategies; and Phase 3 providing a draft plan based on extensive public input
- Including values, goals, and recommendations that are unique to La Vista by reaching out and engaging the City's diverse constituents and ensuring that potential environmental, economic, and social consequences are considered in all decisions

- Emphasizing sustainability and maintaining a high quality of life in La Vista
- Maintaining La Vista's healthy, active lifestyle
- Focusing on post-recession demographic trends, spending patterns, and housing demands
- Stimulating revitalization and development that fits the values of the community and enhances La Vista's sense of place for both residential neighborhoods and new commercial districts
- Improving an efficient, active, and safe citywide multimodal transportation network that capitalizes on the existing street pattern, built environment, and future transportation opportunities and needs
- Focusing on implementation and measured results

KEYS FOR SUCCESS

AN AUTHENTIC LA VISTA VOICE

Early, thorough, and transparent public participation is a vital part of the planning process and is critical to the outcome of a community-supported comprehensive plan. In our work with communities across the country, we have found that citizens want a voice in determining the health and overall livability of the community in which they live, work, shop, and play. Residents, business owners, institutional leaders, and elected officials are looking for direct and personal ways to connect with their community, protect and create jobs, conserve resources, operate in a fiscally sound manner, and provide a comfortable quality of life.

To ensure effective participation from start to finish, we use a mix of techniques that provide opportunities to educate the public about and



Jackson/ Teton County Comprehensive Plan; Final Plan Open House, Elected Officials' "Fireside Chat" Roundtable Discussions



Stakeholder Management & Facilitation

In our experience, a plan's success depends on much more than process, mechanics, and deliverables. Excellence in the soft part of planning—how we navigate personalities, positions, obstacles, conflicts, and constraints, and how we optimize the exchange of ideas and opportunities, allows us to deliver practical, implementable, and politically-supported plans that each community wants to have in place.

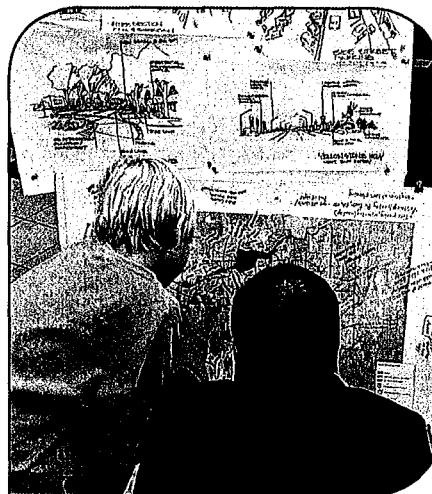
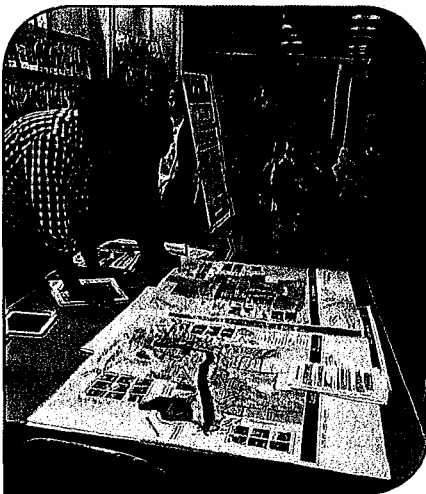
When facilitating meetings, we recognize the need for and focus our approach to directly address and resolve conflict, build consensus around commonly-held values, and hold everyone accountable to interact constructively. Our tools and techniques are designed to ensure transparent communication and inspire trust with the public, stakeholders, elected officials, and staff.

LSD recently worked with a community who, after five years of effort, had drafted a comprehensive plan that did not adequately reflect the vision and goals of the community. Bruce and Megan worked hand-in-hand with staff, elected officials, interest groups, and the public to identify the most political issues, define specific changes, and create a work plan that resulted in an award-winning, unanimously-adopted comprehensive plan, capital improvement plan, along with 15 subarea plans and associated implementation strategies.

Sustainability – Environmental, Social, Economic/Financial

The concept of sustainability has been defined in a wide range of ways, encompassing a diverse set of economic, environmental, and community topics, from green building to social responsibility. Its broad definition by nature makes it challenging to identify a discrete set of topics with which to develop a specific sustainability strategy for a planning process such as this. The City of La Vista has clear goals that brings into clearer focus what sustainability means to the City and how it intends to translate this definition into action.

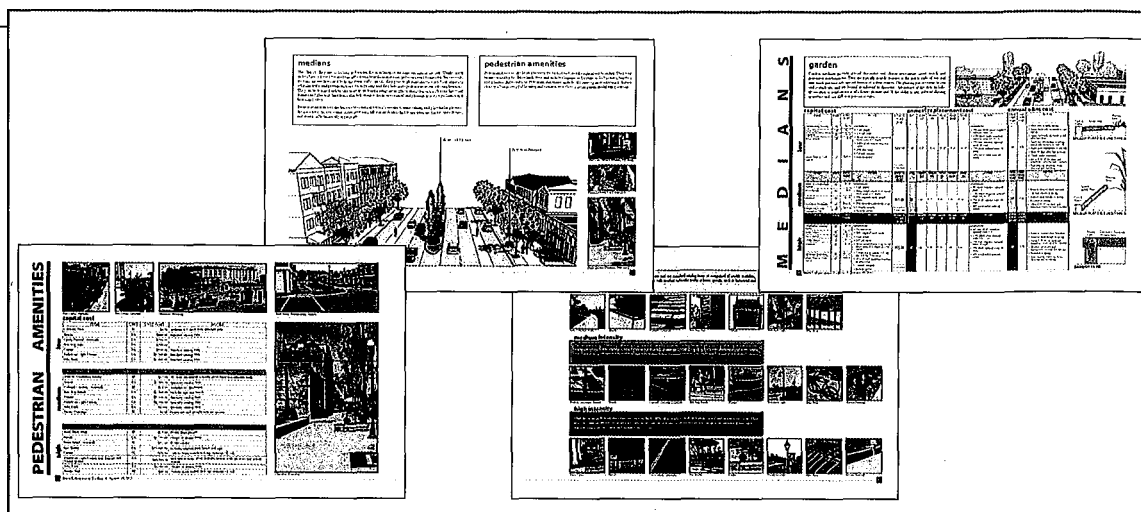
Our team's approach is that for comprehensive plans, sustainability can be integrated from the perspectives of both the "how" and the "what." From the "how" perspective, our team is well versed in applying the concept of the Triple Bottom Line to the planning process to ensure that goals and policies are evaluated as systems, not "silos." We suggest a Triple Bottom Line analysis methodology be integrated into the plan and applied to goals and policies so that they are evaluated not just for addressing a particular topic, but also for their broader implications for economy, environment, and community. From the "what" perspective, our team also offers methodologies that we believe are on the leading edge of community planning and that align well with your goals.



Cody Master Plan; Week-Long Community Choices Workshops at the Senior Center, Recreation Center, and High School



Street Enhancement
Toolbox developed
for Cheyenne
MPO, researched
best management
practices for the
design, funding, and
implementation of
street enhancement
projects, and
provided the basis
for the design
and costing street
enhancement
prototypes ranging in
intensity and style.



identity and protect the desired character of the community moving forward. Working closely with residents and stakeholders, we will identify those authentic characteristics of La Vista and its sub-districts—utilizing a character-based approach to integrated land use planning.

Targeted planning at the neighborhood and business district level will help the City clarify and define the character of each subarea in order to protect the identity of La Vista as a whole. These “character district” plans will direct form, architecture and design, housing, transportation, parks and open space, and other elements of the urban fabric for each distinct subarea.

The character district plans, along with the identification of catalyst site projects, will form the basis of the land use policy and implementation components of the comprehensive plan. Rather than creating a map or drawings that simply denote intentions for the future, the maps and graphics in this plan will focus on targeted projects for each district that contribute to the community’s vision.

It is essential that future growth in La Vista serves a purpose and meets the community’s vision. A responsive, adaptive growth management program can guide the amount, type, and location of growth throughout La Vista, as well as ensure that growth contributes to the city’s desired character, economy, and sustainability.

Multimodal Connections

Historically, La Vista residents have relied heavily on a single mode of transportation – commuting in single-occupancy vehicles. As the population grows and ages, La Vista will have new transportation needs, as well as an opportunity to take a fresh look at the role of its city-wide transportation network in achieving its broader community goals, and to establish new priorities that will enable it to sustainably grow and attract new residents and businesses. This plan will speak directly to these opportunities and challenges by providing the policy guidance to support new goals, strategies, and objectives to address new mobility and access priorities in La Vista for public investment and management of the City’s right-of-way (ROW). Based on the recommendations of the Long-Range Transportation Plan (LRTP), we will closely evaluate opportunities to improve the vibrancy of the city’s primary corridors, as well as incorporate additional bicycle and pedestrian facilities and transit connections to create a fully integrated, multimodal system.

Implementation Focus

We believe that planning must always take place with implementation in mind. Defining each community’s inclination for regulation and the resources available can often predict the likelihood of successful implementation. To this end, our planning always identifies a range of possible implementation practices while the plan’s goals and objectives are taking shape—prior



recent successes in La Vista and announce the new comprehensive planning effort. In the past, we have held outdoor picnics, neighborhood barbecues, pancake breakfasts, and attended major festivals. Participatory exercises will be used to build the initial community vision, provide education, and increase awareness of why this process is so important to shaping the future quality of life in La Vista. This would be a good time to recruit proactive members of the community for the Advisory Committee. All workshop activities will be paired with an online component to extend participation opportunities.

Following the initial public activities and events, we will begin to synthesize a preliminary vision. This vision will be more than simply words—we will seek to illustrate the community's vision by visually representing what we've heard from the public, stakeholders, and staff.

To put it simply, we specialize in creating vision documents that translate words into what it means to those who live, visit, and work in La Vista.

It is then time to translate the vision and big ideas into reality by identifying opportunities that contribute to and reflect La Vista's goals for the future. Opportunities will be grounded in character preservation and placemaking, focusing on La Vista's unique qualities and aspirations. At this stage, the city will be divided into character districts—subareas with common characteristics and goals—so that the vision and opportunities can be specifically tailored to neighborhoods, commercial corridors, and other key areas of the community. These character-oriented opportunities will form the basis of the future land use plan in Phase 2. We avoid technical jargon and "plannerese," instead focusing on how to make change work at the neighborhood level while accomplishing the community's vision. In other words, each planning policy and action should help create character and subsequently, a better place.

As part of our work across the nation for public agencies such as the Environmental Protection Agency (EPA) and private sector entities such as

the Walt Disney Company, our team members have researched and gathered best practices for sustainability, redevelopment, community design, placemaking and character preservation, integrated transportation systems, new models for housing, targeted economic development, and healthy, active living. We have investigated the attributes that create great communities, and we will build on our experience and resources to appropriately apply best practices in La Vista—based on the data analysis and vision developed in Phase 1.

Concepts and options for the future will be presented to the public for rigorous testing and review. In our work with Larimer County, Colorado, we developed an interactive, web-based mapping website to share information, present scenarios, and gather input on community choices and preferences—a similar approach could be used to test opportunities and scenarios in La Vista.

PHASE 3 - THE PLAN

This crucial task is the bridge between vision and implementation, during which the project team will define various components of the plan that will require actions and define strategies to employ in their implementation. Components that require funding and coordination will be identified. We will explore options regarding the role of—and partnerships between—the City, other agencies, adjacent jurisdictions, local landowners, residents, and businesses. The team will identify and prioritize administrative actions for achieving implementation, which include regulatory reform, the formation of improvement districts, public/private partnerships, or other administrative entities.

Our team will evaluate all implementation scenarios through the lens of environmental, social, economic, and fiscal sustainability. Additionally, we will use economic/financial predictive modeling to quantify potential market absorption for different land uses, potential job growth, and other economic and revenue growth measurements based on different development concepts. Actions to improve education and



quality of life in La Vista. All workshop activities will be paired with an online component to extend participation opportunities. Following the initial public activities and events, we will begin to synthesize a preliminary vision for the community. This vision will be more than simply words—we will seek to illustrate the community's vision by visually representing what we've heard from the public, stakeholders, and city staff to date.



With a community vision approved by Council, strategic opportunity areas and "big idea" frameworks will be identified. Ideas for each opportunity area will be grounded in character preservation and placemaking, focusing on La Vista's unique qualities and aspirations. These character-based opportunities will form the basis of revisions to the current plan in Phase 2.

TASK 1: FOUNDATION

1.1 ONGOING PROJECT MANAGEMENT (ONGOING)

Ongoing project management activities include in-person progress meetings (primarily with our team located in Omaha and Fort Collins), and biweekly (every other week) phone calls ensuring that the project scope, schedule, deliverable quality, and budget are effectively managed to your expectations throughout project. LSD Project Manager Megan Moore and Assistant Project Manager Miriam McGilvray are available and fully committed to this important project. Both will participate in the biweekly phone calls and attend the regular progress meetings.

The LSD project management team will assess progress against the critical path schedule and

project plan and update hours and resources as needed. Monthly, the project principal, project manager, and accountant will review the project management plan, costs, deliverables, milestones, and accomplishments for the preceding month, along with the status of each major task, updating the critical path schedule and monthly workload projections as needed. LSD will submit monthly progress reports summarizing tasks completed during the previous month. These progress reports will be formatted as a glossy one-page summary of accomplishments that can be distributed to the Advisory Committee, Planning Commission, and City Council, and can be posted to the plan website.

1.2 STAFF KICK-OFF WORKSHOP

An in-person meeting between City staff and consultant team members will be held to review project schedule, communication protocols, and Phase 1 tasks; review the public involvement strategy; identify key issues; and prepare a list of individuals and groups to contact for stakeholder interviews and the stakeholder Advisory Committee.

1.3 PUBLIC INVOLVEMENT PLAN

LSD will prepare an outline of the public outreach goals, activities, venues, and City/consultant team responsibilities. This living document will serve as the one-stop repository for meetings and activities throughout the plan. The Public Involvement Plan (PIP) will form the basis of the first website update. Specific focus will be placed on seeking regular, broad, representative community participation using highly interactive techniques. LSD will work with the City to create a logo and brand for the project, as well as initial content and updates for a project website, to be hosted by the City. Using our in-house CommentPro[®] system or a customized database, LSD will refine our comment management system to collect and process comments from stakeholders and the public throughout the project.

At the completion of each task, LSD will provide a progress report and deliverable packet for city staff use in briefing the Planning Commission, City Council, other city boards and commissions, and



will create a data snapshot of current housing and market characteristics, including tenure; housing age; housing types; affordability (rental and owner); and vacancy.

Transportation & Infrastructure. It will be important that the City's and regional LRTPs are fully integrated and cohesive. With some of La Vista's future transportation network recently defined in the LRTP, Olsson will review existing plans and data sources, document opportunities to improve the vibrancy of key corridors, and identify the potential opportunities for the integration of land use and transportation. Further, Olsson will research and document transportation planning and design efforts that are currently underway and determine how they may capitalize on the city's transportation system, property, economic development, and community amenity opportunities. In tandem with their analysis of the transportation system, Olsson will also review and evaluate La Vista's current conditions and needs as related to other city infrastructure.

Economic Development. The economic element of the comprehensive plan update will provide the City the opportunity to reevaluate its land use mix and ensure that it is targeted toward encouraging employment growth, stimulating commercial development, and preserving fiscal sustainability. Olsson will begin initial data collection using immediately available local, state, and national economic data sources and produce a current economic snapshot of the community. Olsson will also review past studies, related development analyses, and regional trends.

In recent years, La Vista has pursued a number of redevelopment initiatives and economic development strategies. The economic development entities and the tools, partnerships, strategies, and opportunities already underway should be understood and considered in the analysis. We will also review recent City Council visioning and goal-setting efforts to incorporate current stated economic goals into the analysis. The community input and data analysis will be placed into a strategic planning context

that describes the strengths, weaknesses, opportunities, and threats related to economic health.

Parks, Recreation & Open Space. La Vista's parks, recreation facilities, and open space are essential quality-of-life amenities for its residents. The snapshot for this plan element will build off data collection efforts already completed, and analyze level of service levels.

Health. The LSD team has extensive knowledge of health data sources within La Vista and Sarpy County, and knows which information is most relevant for integrating health into La Vista's plan process. We will complete a health data review using existing state, local, and regional data, such as the Health District's Community Health Survey; Behavioral Risk Factor Surveillance System (BRFSS); Healthy Kids Colorado Survey; and the Health Department's Women Infant and Children data. Data will include both utilization- and population-level health information. Relevant data, as well as its implications for the greater planning process, will be compiled into a snapshot that can be used or referenced throughout the planning process.

1.6 STAKEHOLDER/FOCUS GROUP INTERVIEWS

Our team will conduct two sunup to sundown days of interviews with stakeholders or small focus groups to gather feedback on issues and opportunities, generate initial visioning ideas, and stimulate interest in the comprehensive plan. Using the stakeholder list prepared in the first task, City staff will schedule meetings with relevant agencies, elected officials, residents, businesses, and other organizations or jurisdictions to gain an understanding of land use, transportation, economic development, housing, and other community trends. LSD will prepare an agenda, all materials, facilitate all interviews, and prepare a final stakeholder summary. The general public will be encouraged to sign up for individual interviews as well.

1.7 ESTABLISH AN ADVISORY COMMITTEE

Following the stakeholder interviews, 15 to 20 individuals representing a range of interests, demographic groups, and perspectives will be



PHASE 2 - VISIONING, OPPORTUNITIES & FRAMEWORKS

Phase 2 will engage the community in asking and answering the following questions:

- What do we aspire to be as a community in 10, 20, 25 years and beyond?
- What are we in the process of becoming?
- What will La Vista look like in 25 years if current trends continue?
- What are the choices to change course in the direction of the vision?
- What policies and strategies will be most effective in realizing the goals of the community?

Each of these tasks address the following questions.

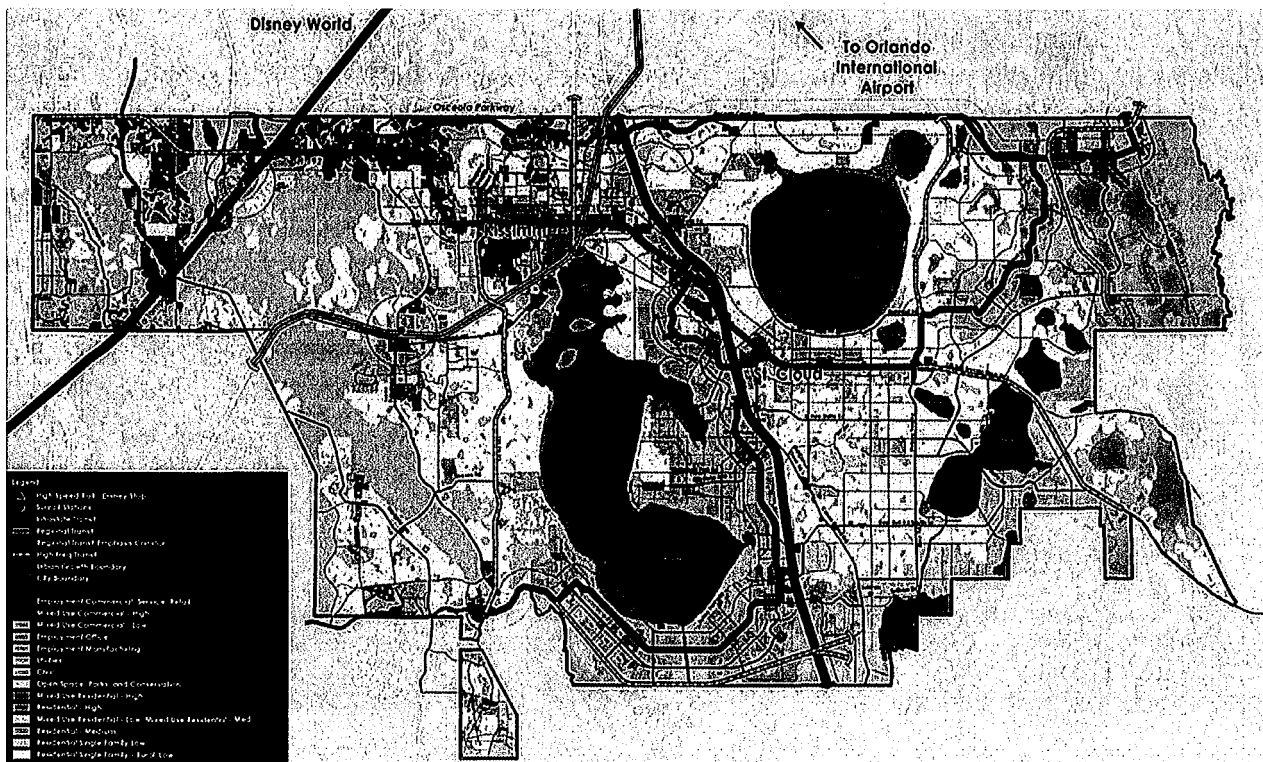
2.1 VISIONING SURVEY

Once the project website and brand have been developed, LSD will launch a web-based survey/questionnaire to educate residents on the comprehensive plan and gather input on residents' values and vision for La Vista. The

survey will be distributed to the public at the community kick-off event, and on the website, via social media, City contact lists, and through other networks within the community. Demographic questions will be included to ensure we are reaching out to a broad cross section of the La Vista community.

2.2 PUBLIC VISIONING EVENTS

Two 2-hour public workshops will be held in two locations, and will include educational presentations; high-tech, hands-on technology activities; and interactive discussions to identify community values and priorities, which will guide the development of the community vision. All workshop activities will be paired with an online component or questionnaire to extend participation opportunities. Workshop packages that can be used as "to-go" materials will be provided to city staff for distribution throughout the community and posted online. It is assumed that the City will coordinate logistics, including meeting facilities, refreshments, and public event notification. LSD will prepare agendas and



LSD staff create the transportation vision plan and new mobility fees for Osceola County. The plan includes newly funded commuter rail and multiple transit corridors. The map depicts areas in the County that support adequate transit ridership.



including a discussion of the current character, form, and urban design; economic, social, and environmental conditions; and potential direction for the future.

Housing Opportunities. The housing element will analyze current market conditions and identify regional competitiveness and diversification options to determine whether the city is in position to remain competitive in the regional housing market. The housing opportunities analysis will incorporate mapping conducted by LSD and overlay data on housing values, housing types (single family/multifamily) and land values to identify areas of stability, areas of change and emerging opportunities to diversify the housing stock.

Community Health Opportunities. LSD will identify and evaluate opportunities to build readiness for health policies and programs. Based on the existing conditions review, stakeholder interviews, and vision document, LSD will evaluate options for strengthening the relationship between economic health, physical health, and the built environment. We will include health language in the goals, principles, and policies that reflect the values and cultures in La Vista later in the comprehensive plan process.

Transportation Opportunities. Building upon the land use, housing, and healthy community opportunity areas, we will categorize how well transportation supports these opportunities. We will identify specific transportation opportunities, focusing on the role of infrastructure to catalyze desired changes that support the City's growth management plans.

Economic Development Opportunities. La Vista is poised to take advantage of a number of economic development opportunities, including the creation of a new downtown. Our team will identify key opportunities for diversifying and strengthening La Vista's economy by capitalizing on current momentum and planning for employment and consumer trends in the coming decade.

Parks, Recreation, & Natural Resources. Resource opportunities will include the identification of opportunities for "greening" the city, providing access to nature, applying growth management policies, and bolstering sustainability efforts.

LSD will review existing policies and strategies for physical, natural resource area conservation, and growth management opportunities and constraints. The parks, recreation, and open space framework will be fully integrated into the land use plan in later tasks.

Sustainability Integration. Our team recognizes the broad, holistic nature of sustainability, and our approach to sustainability for the comprehensive plan is not to treat it as an add-on to other topics addressed. We believe that for comprehensive plans, sustainability can be integrated from the perspectives of both the "how" and the "what." From the "how" perspective, LSD is well versed in applying the concept of the Triple Bottom Line to the planning process to ensure that opportunities are identified and evaluated as systems, not silos. From the "what" perspective, we will weave in the following elements that align with the City's existing plans and programs.

To manifest the plan's vision and build on the team's overall approach to integrate sustainability, we will draw from a wide range of leading-edge tools, including the process of backcasting, a specific technique used in envisioning to develop a practical Triple Bottom Line analysis methodology and evaluation scenario based on their broader implications for the economy, community, and environment. As part of this integration, the plan will define sustainability for La Vista. Specifically, our team will develop a Triple Bottom Line analysis methodology and apply it to all elements so that proposed efforts are evaluated not just for addressing a particular topic, but for their broader implications for the economy (e.g., how does the element increase efficiency?); community (e.g., how does the element add value for a citizen?); and environment. The methodology will drive toward high-level, early-stage mapping to compare alternatives and refine projects for beneficial change.



their efforts will focus on the practical implications of policy choices.

Task Phase 2 Deliverables:

- Visioning Survey
- Visioning Event Materials, "To-Go" Materials, Facilitation, and Summary
- Events Agenda, Materials, Online Questionnaire, Summary and "To-Go" Materials
- Draft and Final Vision Document, including an overall vision statement and a summary of public outreach activities and comments to date
- Opportunity Area Maps
- Opportunities and Constraints Analyses
- Triple Bottom Line Analysis Methodology
- Preliminary Character District Boundaries and Descriptions
- Community Choices Workshop Agenda, Materials, Online Questionnaire, Summary & "To-Go" Materials
- Web-Based Opportunities and Strategies Survey
- Stakeholder Advisory Committee Meeting Agenda, Materials, Summary, and Facilitation
- Newsletter Progress Report #2
- Online Questionnaire #2

Phase Task 2 Meetings:

- Public Visioning Event #2 Attendance and Facilitation
- Public Community Choices Workshops Event #2, Including Agenda, Materials, Facilitation, and Summary
- Attendance and Joint Facilitation
- Boards, Planning Commission, and City Council Meeting #2 Attendance and Presentation
- Advisory Committee Meeting Stakeholder/ Focus Group Interviews #2
- Advisory Committee Meeting #2 Attendance and Facilitation

PHASE 3 - THE PLAN

TASK 3.1 STRATEGIES AND PLAN DEVELOPMENT

Based on the all previous phases, LSD will prepare the preliminary comprehensive

plan. The plan will describe draft policies for community character; land use and growth management; transportation; housing; economic development; sustainability; parks, recreation, open space, and trails; community health; public utilities and services; and other infrastructure. The plan will include recommended land use mixes, opportunity area schematics, character district descriptions, implementation priorities and phases, and other features.

3.2 PRELIMINARY LAND USE PLAN

LSD will develop graphics and maps to illustrate existing and desired future conditions, including an overall future land use map and character district plans, to be included in the comprehensive plan and character districts (subarea plans). Our team will refine the plan's vision and articulate the goals, objectives, policies, and strategies, including process and regulatory implementation. This section is anticipated will to include:

- Future Land Use Map
- Land Use Principles, Goals, Policies and Objectives
- Character Districts and and Community Design Elements
- Housing Element
- Fiscal Considerations

3.3 PRELIMINARY IMPLEMENTATION STRATEGIES

The goal of the comprehensive plan is to integrate and help guide La Vista's strategic plan. The implementation strategy should tie to both the City Council's current strategic plan and annual budget. The new strategic plan will translate the vision into overall goals with specific action steps, and include recommendations for policy updates or ordinance amendments. This is intended to help shape decisions related to new development, redevelopment, city programs and services, merging or sharing services with other agencies, budgeting, and capital improvements annually.

This crucial task will bridge between vision and implementation, during which the project team will define various components of the plan that will require actions and define strategies to employ during implementation. Components that require funding and coordination will be



language for health, but also appropriate future planning processes that might include hunger, poverty, food, etc. based on the City's desire for inclusion, location, and timeframe.

3.8 PRELIMINARY DRAFT PLAN

The preliminary, draft, and final plan elements will address the elements outlined in the Nebraska statutes. All of the above will be compiled into a preliminary draft with renderings, maps, and other graphics, including the following:

- Front Matter: Cover Page, Table of Contents, Acknowledgments
- Vision
- Opportunities and Character Districts
- Community Choices
- Goals and Policies for Each Plan Element
- Implementation Strategies
- Appendices

Our team is well-versed in a range of graphic communication techniques and styles. As appropriate, graphics for the plan will include maps, illustrations, visual simulations, 3D images, photos, diagrams, and other supporting graphics. Rather than creating a map or drawings that simply denote intentions for the future, the graphics in the draft plan will focus on targeted projects for each district that contribute to the community's vision.

3.9 PUBLIC REVIEW OF DRAFT COMPREHENSIVE PLAN/ OPEN HOUSE

The public and stakeholders will have the opportunity to review and provide feedback on the draft comprehensive plan during a month-long review period. During the public review period, LSD will conduct drop-in sessions to review the draft plan. Key policy changes and plan features will be highlighted and explained, and attendees will have the opportunity to discuss questions and concerns one-on-one with city staff and the LSD team. Comments on the plan will be reviewed and incorporated into the final revisions to the comprehensive plan. It is assumed that the City will coordinate logistics, including meeting facilities, refreshments, and notification. LSD will prepare agendas and materials, facilitate, and summarize the open house.

3.10 REVISE FINAL COMPREHENSIVE PLAN

The LSD team's role will shift to a support role in this task, with city staff leading or supporting the majority of presentations and providing content for the final plan. LSD will revise graphics based on feedback and input from the City, public, Planning Commission, and City Council, as well as prepare an executive summary describing plan highlights and the organization of the plan.

3.11 ADOPTION

City staff will present the final comprehensive plan to the Planning Commission and City Council. LSD anticipates two rounds of minor revisions, both provided by City staff and as directed by the Planning Commission, City Council, and public hearing comments. LSD will use each set of revisions to update the document for a City Council adoption draft, and a final comprehensive plan. After city staff present the final comprehensive plan to Council for adoption, LSD will make minor revisions, if any, as directed following the hearing. City staff will provide one set of redlines and new content for the plan. LSD will provide final InDesign or Word and PDF electronic files and fonts for plan documents.

Task Phase 3 Deliverables:

- Public Draft and Final Comprehensive Plan
- Public Draft and Final Executive Summary
- Public Open House Agenda, Materials and Facilitation Summary
- Newsletter Progress Report #3
- Online Questionnaire #3

Task Phase 3 Meetings:

- Joint Boards, Planning Commission, and City Council Meeting #3 Attendance
- Public Open House/Drop-In Event #3 Attendance and Facilitation
- Stakeholder/Focus Group Interviews #3
- Advisory Committee Meeting #3 Attendance and Facilitation
- Adoption Hearings (2) Attendance and Support

SCHEDULE

Our proposed 12-month schedule is on the following page.



LOGAN SIMPSON DESIGN INC.

BUDGET

The spreadsheet below presents the details of our not-to-exceed fee of \$99,902.

Our payment terms are net 30 and invoices will be sent monthly for work performed.

La Vista Comprehensive Plan Update	Logan Simpson Design Inc.				Labor	Exp	Total	Clyde Prem Transportation Lead	Michael Pierick Local Liaison, Trans Planning	Olsson Associates		Labor	Exp	Total	Labor	Exp	Total
	Bruce Meighen Principal	Megan Moore Project Manager	Alison McGillivray Asst Project Manager	Casey Smith GIS Specialist						Chris Roling Project Engineer	Erin Rydell Planner						
Hourly Rate	\$100.00	\$114.00	\$60.00	\$47.00				\$170.00	\$190.00	\$100.00	\$80.00						
PHASE 1: PLAN FOR A PLAN																	
1.1 Ongoing Project Management	2	8	16		\$2,252		\$2,252	1	1	8		\$1,160		\$1,160	\$3,412	\$0	\$3,412
1.2 Staff Kickoff Workshop	8	8	8		\$2,912	\$1,000	\$3,912		2	2		\$580		\$580	\$3,492	\$1,000	\$4,492
1.3 Public Involvement Plan	1	2	4		\$658		\$658					\$0		\$0	\$658	\$0	\$658
1.4 Public Kickoff Event	12	16	40		\$6,504		\$6,504	4		4		\$1,080		\$1,080	\$7,584	\$0	\$7,584
1.5 Existing Conditions Snapshots	1		24	16	\$3,022		\$3,022	2		12		\$1,540		\$1,540	\$4,562	\$0	\$4,562
1.6 Stakeholder / Focus Group Interviews	8	8	20		\$3,632	\$1,000	\$4,632		4	4		\$1,160		\$1,160	\$4,792	\$1,000	\$5,792
1.7 Advisory Committee Establishment	1		2		\$310		\$310					\$0		\$0	\$310	\$0	\$310
1.8 Comprehensive Plan Audit & Issues Summary	1		24		\$1,630		\$1,630	2		8		\$1,140		\$1,140	\$2,770	\$0	\$2,770
Subtotal	34	42	138	16	\$20,920	\$2,000	\$22,920	9	7	38	0	\$8,660	\$0	\$8,660	\$27,580	\$2,000	\$29,580
PHASE 2: VISIONING, OPPORTUNITIES & FRAMEWORKS																	
2.1 Visioning Survey	1		12		\$910		\$910	0		0		\$0		\$0	\$910	\$0	\$910
2.2 Public Visioning Event	12	16	60		\$7,704	\$2,000	\$9,704	4		4		\$1,080		\$1,080	\$8,784	\$2,000	\$10,784
2.3 Vision Document	2	8	40		\$3,692		\$3,692	2		16		\$1,940		\$1,940	\$5,632	\$0	\$5,632
2.4 Opportunities	2	8	16		\$2,252		\$2,252	4		16		\$2,280		\$2,280	\$4,532	\$0	\$4,532
2.5 Character Districts, Opportunity Areas & Policy Choices	2	16	8		\$2,684		\$2,684	4		12		\$1,880		\$1,880	\$4,564	\$0	\$4,564
2.6 Community Opportunities & Choices Workshops	12	16	60		\$7,704	\$2,000	\$9,704	4		4		\$1,080		\$1,080	\$8,784	\$2,000	\$10,784
2.7 Refinement of Community Choices	1		8		\$670		\$670			2		\$200		\$200	\$870	\$0	\$870
Subtotal	32	64	204	0	\$25,618	\$4,000	\$29,618	18	0	64	0	\$8,460	\$0	\$8,460	\$34,078	\$4,000	\$38,078
PHASE 3: THE PLAN																	
3.1 Strategies & Plan Development	2		24		\$1,820		\$1,820	1		10		\$1,170		\$1,170	\$2,990	\$0	\$2,990
3.2 Preliminary Land Use Plan	2	16	4	8	\$3,140		\$3,140	1		12		\$1,370		\$1,370	\$4,510	\$0	\$4,510
3.3 Preliminary Implementation Strategies	1		16		\$1,150		\$1,150			4		\$400		\$400	\$1,550	\$0	\$1,550
3.4 Sustainability Optimization	1		8		\$670		\$670			0		\$0		\$0	\$670	\$0	\$670
3.5 Transportation Optimization	1		2		\$310		\$310			8		\$800		\$800	\$1,110	\$0	\$1,110
3.6 Health Optimization	1		8		\$670		\$670			0		\$0		\$0	\$670	\$0	\$670
3.7 Preliminary Draft Plan	1	16	40		\$4,414		\$4,414	1		12		\$1,370		\$1,370	\$5,784	\$0	\$5,784
3.8 Public Review/ Open House	12	8	24		\$4,632	\$2,000	\$6,632	4		4		\$1,080		\$1,080	\$5,712	\$2,000	\$7,712
3.9 Final Comprehensive Plan	2	8	16	4	\$2,600		\$2,600	1		2		\$370		\$370	\$2,970	\$0	\$2,970
3.10 Adoption	12	0	0		\$2,280	\$2,000	\$4,280					\$0		\$0	\$2,280	\$2,000	\$4,280
Subtotal	35	48	142	12	\$21,688	\$4,000	\$25,688	8	0	62	0	\$6,660	\$0	\$6,660	\$27,578	\$4,000	\$31,578
Total	101	154	484	28	\$68,222	\$10,000	\$78,222	35	7			\$21,680	\$0	\$21,680	\$89,902	\$10,000	\$99,902



communities. Bruce also works nationally, including transit plans for the Salt Lake Valley and conceptual master plans in Osceola County, Florida, and comprehensive plans and implementation throughout the Mountain West. With a focus on place-making, Bruce completed the Comprehensive Plan for the Town of Jackson and Teton County in 2012, including 14 character-based subarea plans; and is now working on their transportation, housing, and land development regulations.

Bruce has recently worked with Loveland on the North Front Range Metropolitan Planning Organization's 2040 forecasts, I-25 Managed Lanes Study, and US 34 Interchange Development.



Megan Moore, ASLA, Assoc. AIA; Project Manager

Years at LSD: 2

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. 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 solutions. She carries a deep understanding of the use and development of graphics to convey procedures and processes necessitated by the planning guidelines. Her work as project manager for the award-winning Osceola County Conceptual Master Plans has successfully codified development of over 45,000 acres, at a block-level scale. She is currently continuing her work with Osceola County to draft the development submittal for the first 5,000-acre subarea. Some of her award winning work includes the Jackson/Teton Comprehensive Plan, Wyoming; Teton County, Idaho Comprehensive Plan, Idaho; Osceola County Conceptual Master Plans + Smart Code; Salt Lake County Cooperative Plan, Utah; Fruita Comprehensive Plan, Colorado; Henderson

Open Space and Trails Plan, Nevada; and the West Bench General Plan, Utah. Megan is also completing the Jackson/Teton Housing Action Plan for Teton County, Wyoming.



Miriam McGilvray; Assistant Project Manager, Community Planner

Years at LSD: 1

Miriam is a community planner with experience in comprehensive planning, urban

revitalization, and international development. Her background in architecture, social sciences, and planning provide a multidisciplinary approach to localized planning. She applies her 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. Prior to joining LSD, Miriam contributed to several municipal zoning code updates, including Indianapolis, Indiana, and a joint land use and development plan for Allen County and the City of Fort Wayne, Indiana. She contributed in all aspects, from drafting document language and restructuring code layout, to preparing supportive graphics to illustrate complex regulations. Her work shows a deep understanding of how policy and regulation can shape built spaces and create a sense of community. She is currently working on the Arvada Comprehensive Plan, Colorado, and a long-term master plan for 133,000 acres in Osceola County, Florida. Some of her past work includes the Cheyenne Comprehensive Plan, Wyoming; Ketchum Comprehensive Plan, Idaho; Rapid City Comprehensive Plan, South Dakota; and Assembléia Paraense Country Club, Belém, Brazil.

Michael Piernicky, PE, PTOE (Olsson); Local Liaison

Years at Olsson: 9

Mike is a transportation engineer and project manager who specializes in traffic engineering and environmental (NEPA) documentation. He has managed a diverse collection of transportation and environmental projects, including corridor and





infill and mixed use development projects; award-winning downtown and streetscape master plans; corridor plans, and highway improvement projects. Kurt is experienced in facilitating public meetings and community groups, and works collaboratively with his clients. Kurt has worked extensively in Northern Colorado, including Loveland, and is experienced in the transformational elements of a corridor, including creating multiuse streets, promoting and enhancing good development patterns, identifying potential catalyst projects, and designing enduring aesthetic enhancements. As a landscape architect, Kurt has prepared construction documents for numerous highway improvement projects, and understands what is necessary to implement a vision. Kurt has recently completed several projects that have particular relevance to the design of Highway 287, including:

- I-25 & SH 392 Interchange, Loveland/ Windsor, CO
- SH 210/ Missile Drive/Happy Jack Corridor Plan, Cheyenne, WY
- US 6/ North Avenue Corridor Plan, Grand Junction, CO
- SH 85/ 84th Street Vision Plan, La Vista, NE
- Lincoln Corridor Plan, Fort Collins, Colorado
- East Pershing Boulevard Improvement Plan, Cheyenne, WY

Jim Carter, J.D., AICP, Senior Planner/Land Use Law Specialist

Years at LSD: 8

Jim is a lawyer, certified planner, and public administrator with more than 30 years of experience in law, community planning, and natural resources management. He has worked in state and local government, as well as for private entities and clients. He has advised local government clients on planning and land use matters and has managed federal environmental assessment and natural resource planning projects. From 1987 to 1993, Jim served as City Attorney of Park City, Utah, where he worked on land use, growth management, annexation policy, historic



preservation, and water supply matters. While with Park City, Jim developed an award-winning historic preservation ordinance, developed sensitive lands regulations, and supervised an overhaul of the City's Land Management Code. In 2008, Jim provided services to Park City as a contract interim planning director. Before joining LSD, Jim was a principal and project manager at a Salt Lake City-based planning and community issues consulting firm. While there, he designed and managed comprehensive plan and ordinance development projects for numerous communities across the West, including the cities of Draper, Farmington, and Sandy, and Morgan, Sanpete, and Millard Counties, Utah; Uinta and Sweetwater counties, Wyoming; Madison and Twin Falls Counties, Idaho; Gallatin County and the City of Billings, Montana.

Casey Smith; GIS Specialist

Years at LSD: 2

Casey is a geographic information systems (GIS) analyst with experience in growth modeling; zoning, land use and housing modeling;



geodatabase management; satellite and aerial imagery analysis; and field work. He provides strong project support and leadership with his combined experience in GIS, community visioning, regional land use planning, data management, cartography, and public relations. He also has expertise in communication with planning directors, field offices, agencies, and GIS specialists to ensure projects operate in the most efficient manner.

Casey's projects have earned the Outstanding Achievement Award in Urban Design - West Salt Lake Transit Plan; Outstanding Achievement Award - Technology Award - Future of Salt Lake County Map Series and Crosswalk Portal - Component of the County Cooperative Plan; and a Utah Governor's Award, Salt Lake County Cooperative Plan. He has been the GIS analyst for the Denver Regional Council of Governments Land Use Mapping, Denver, Colorado; North Front Range Land Use Allocation Model and 2040



QUALIFICATIONS/PROJECT LIST

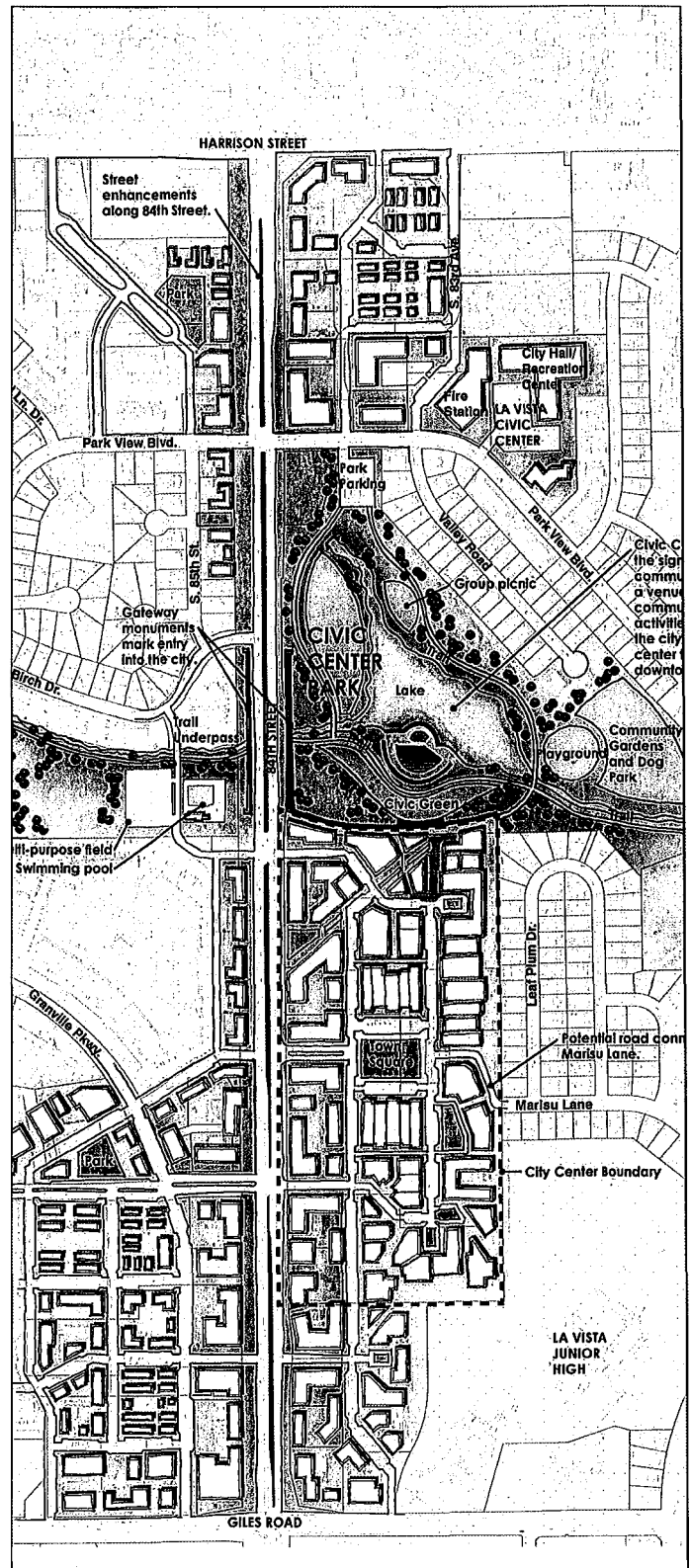
84th Street Redevelopment Plan, La Vista, Nebraska

The last several years have seen the slow decline of the 84th Street Corridor, with major retail anchors leaving for new developments at the edge of the metro area. As a result, the one-mile corridor through the heart of La Vista has deteriorated in appearance, local residents have lost opportunities to shop near their homes and community pride has suffered. The vision plan provides a road map to create a genuine downtown that has never existed in the community, attracting new and appropriate private sector mixed-use development. The resulting environments will be desirable, safe and attractive to motorists, bicyclists, and pedestrians, creating a versatile live/work/play environment that is unique in the Omaha area. By creating a development framework that is flexible, the project can thrive over the long-term.

Jana McKenzie and Kurt Friesen led the design and visioning process, supported by a multidisciplinary team that included an economist responsible for preparation of a market study for the project, a traffic impact and infrastructure analysis completed by local engineers, and an analysis of the community survey conducted by a research consultant. Intensive public involvement consisted of multiple workshops and presentations with the community, advisory groups, City Council, and planning commission boards, as well as a public site and project tour, newsletter updates and public open houses.

The transformation of a nine-hole golf course into La Vista Civic Center Park is the centerpiece of the redeveloped 84th Street, and a key recommendation of the plan. As the jewel of the community and heart for cultural and social events, the park will become a leisure-time attraction for area residents, as well as an amenity to attract new employers, retailers and residents. The vision for 84th Street's redevelopment is a model for how low density communities can reposition themselves in the market by creating a high quality public realm, recreational amenities,

and a flexible framework to accommodate new uses in a more economically, socially, and environmentally sustainable manner.





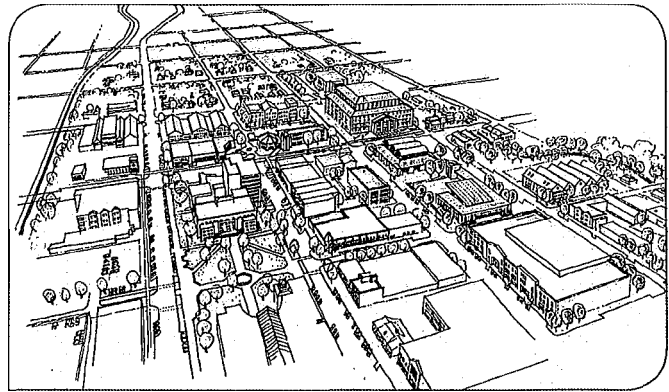
triggers, and corrective actions, which allow for proactive response and adaptation to changing conditions—ensuring the achievement of the community's vision.

We designed a targeted outreach strategy to engage the young, working poor, Latinos, seasonal employees, and other historically underrepresented groups. Our engagement efforts included advisory committees, interactive workshops, individual meetings and interviews, group presentations, small-group “coffee shop conversations,” statistically valid surveys, and open houses held throughout the community, at various times of the day, to give people from all reaches of the County the opportunity to participate. Almost 2,000 community members—nearly 10% of the population—participated in the process at some point, with almost 400 community members participating in the final workshop. Participation was representative of the full spectrum of age, ethnicity, income, and tenure in the community.

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 landowners, and Tea Party, and the plan recently won the 2012 Urban Planning Project of the Year Award from the Wyoming Planning Association.

Fort Collins City Plan, Fort Collins, Colorado

The City of Fort Collins has undergone numerous iterations of their comprehensive land use plan (“City Plan”). Team members Bruce Meighen and Tom Keith, prior to joining LSD, were responsible for the 2003 update that coincided with the city's update of their transportation master plan. In order to ensure the plans' capacity to achieve goals and objectives, the original adopted 1997 plans were reviewed and modified in an effort to address local and regional changes, incorporate other plans, and to test the City's progress in vision and planning implementation. Maintenance vs. modification of the current growth management boundary and future growth issues were at the forefront of the update.



Redevelopment and infill opportunities within the community were also closely considered with the city's transportation plan update. The team focused on building a community on the principles of Smart Growth, including a mix of uses, compact urban form, and choices in housing, transportation, and livable neighborhoods. The same team has work on City Plan's implementation, including three corridor plans, a new BRT, the development of a major gateway interchange, redevelopment code, a subarea plan around the Budweiser facility, new museums, and recreation center. The community was later rated one of the best places to live.

Olathe Comprehensive Plan Update, Olathe, Kansas

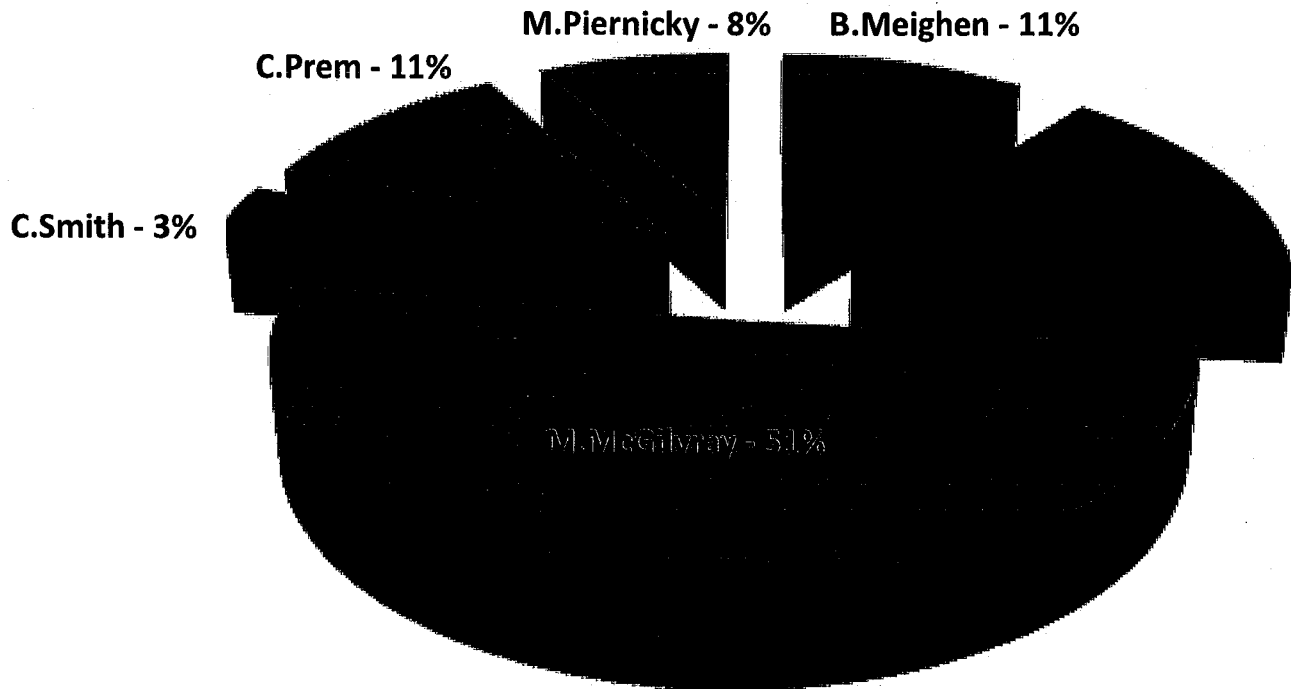
Prior to joining LSD, Bruce Meighen, Jeremy Call, and Megan Moore prepared the Olathe, Kansas Comprehensive Plan Update. At the update's inception, the City of Olathe anticipated a high rate of growth over the next 20 years, but was unsure of how and where to direct that growth, and what new development should look like. Through a careful analysis, existing policies and tools were reviewed by their effectiveness in managing growth, adapting to new community needs, and addressing citizens' concerns. High priority was given to retaining the city's high quality of life.

As a result, the plan encompasses not only lands within the existing city limits, but also abutting future growth areas. The plan also supports Olathe's good urban form and balances private interests with realities of maintaining and enhancing the overall community. The community was rated one of the top 20 places to live in the country.



AVAILABILITY

The estimated time committed to the project for each key person is shown in the pie chart below. This corresponds to the hours on the fee spreadsheet. The entire LSD team is fully committed to exceeding your expectations on this project.



REFERENCES

The references below can attest to the ability of our team members to provide the City of La Vista with an implementable comprehensive plan.

84th Street Redevelopment Plan: Ann Birch, Community Development Director | La Vista, Nebraska | 8116 Park View Blvd. | La Vista, Nebraska 68128 | P: 402.331.4343 | E: abirch@cityoflavista.org

Arvada Comprehensive Plan: Reference: Kevin Nichols, Senior Planner | City of Arvada | 8101 Ralston Road | Arvada, Colorado 80001-8101 | P: 720.898.7464 | E: knichols@arvada.org

Jackson/Teton County Comprehensive Plan: Tyler Sinclair, Planning Director | Town of Jackson, Wyoming | 150 E Pearl P.O. Box 1687 | Jackson, Wyoming 83001 | P: 307.733.0440 | E: tsinclair@ci.jackson.wy.us

Fort Collins City Plan: Timothy Wilder, AICP, Senior City Planner | Community Development and Neighborhood Services | City of Fort Collins | 281 North College Avenue | Fort Collins, Colorado 80524 | P: 970.221.6756 | E: twilder@fcgov.com

Henderson Land Use Plan Update: Paul Andricopulos, AICP, LEED® AP (BD+C), Planner | City of Henderson | Community Development and Services Department | 240 S. Water St. | P.O. Box 95050 MSC 115 | Henderson, Nevada 89009-5050 | P: 702-267-1523 | E: Paul.Andricopulos@cityofhenderson.com



KEY STAFF RÉSUMÉS

person community. Contributed to recreation and parks, open space, land use, community character and urban design, and natural resources plan elements.

Denver Regional Council of Governments (DRCOG) Land Use Development. Denver, Colorado. Responsibilities: principal planner for the future land use development of over 60 communities in the DRCOG region. This 2009 project was in support of future transportation and quality growth strategies.

City Plan Update. Fort Collins, Colorado. Responsibilities: project manager of an update to the Fort Collins' Comprehensive Plan, known as City Plan. Hard issues of maintaining the current growth management boundary vs. modifying it, and how the city wants to handle future growth were at the forefront of the 2004 update. City Plan also focused on redevelopment and infill opportunities within the community, and was integrated with the Transportation Masterplan update.

City of Olathe Comprehensive Plan Update. Olathe, Kansas. Responsibilities: managed the comprehensive plan update as the project principal. Located outside of Kansas City, Kansas, Olathe is home to about 120,000 residents. A downtown plan was refined to bring focus to sustainability, and an intensive interactive website component was supported.

Wagonhound Master Plan. Wagonhound Land & Livestock/Douglas, Wyoming. Responsibilities: project principal of the conceptual design through block-level layout, development programs, lotting, and phasing of a 1,200-acre development area adjacent to the City of Douglas, Wyoming.

Kennecott Little Valley Master Plan. Kennecott Land/Salt Lake City, Utah. Responsibilities: project principal of a feasibility study of a 2,850-acre Brownfield site within the foothills of the Oquirrh Mountains. With the potential for a 14,000-unit master-planned community, the project included identification and mitigation of impacts to existing mining operations; integration and enhancement of adjacent towns; conceptual land use planning; and sustainability modeling.

Oquirrh Lake Master Plan. Kennecott Land/Salt Lake County, Utah. Responsibilities: project principal of a lake master plan focusing on sustainability, neighborhood compatibility, recreational amenities, and operations and management. The lake is one of the central, unifying features of Daybreak, a South Jordan recreational amenity.

West Bench General Plan. Kennecott Land/Salt Lake County, Utah. Responsibilities: project principal of the General Plan for 75,000 acres of undeveloped land along the west edge of the Salt Lake Valley. The Plan focused on development of mixed-use centers located along a 20-mile transit boulevard, consisting of bus rapid transit and light rail. The Plan won a 2007 Merit Award for Planning and Urban Design from ASLA Colorado as well as the 2006 Governor's Quality Growth Award from Envision Utah.

Northwest Quadrant Master Plan. Salt Lake City Corporation. Responsibilities: project principal of the development of a master plan for a new, 19,000-acre sustainable community. The plan located 60,000 jobs and 100,000 residents at the intersection of three planned transit lines, and put in place new policies and land uses to preserve the Great Salt Lake and its associated wetlands.

South Lake Toho, Northeast District, and East of Lake Toho Conceptual Master Plans. Osceola County, Florida. Responsibilities: project principal of the development of block-level, detailed master plans for Osceola County's anticipated growth areas. All three plans encompass the repositioning of more than 75,000 acres of undeveloped, yet entitled lands, focusing on walkable, mixed-use neighborhoods connected by multi-level transit systems and capitalizing on a job to housing balance.

Narcoossee Community Plan and Code. Osceola County, Florida. Responsibilities: project principal for a grassroots-based community vision plan 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 such ideas such as 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 distributed along the corridor.

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 Character District Plans illustrated desired character for each area of future development at three different scales: the entire neighborhood, blocks and streets, and individual buildings. The Plan won the 2012 Urban Planning Project of the Year Award from the Wyoming Planning Association.

Teton County Comprehensive Plan. Teton County, Idaho. Responsibilities: project manager of the comprehensive plan for the western gateway to the Teton Range. While the initial goal of the 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 percent of the overall County population. The plan subsequently won the 2012 Public Outreach Award from APA Idaho.

Cheyenne & Arapaho Tribes' Comprehensive Plan. Western Oklahoma. Responsibilities: 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.

Wagonhound Master Plan. Wagonhound Land & Livestock/Douglas, Wyoming. Responsibilities: project manager for the conceptual design through block-level layout, development programs, lotting, and phasing of a 1,200-acre development area adjacent to the City of Douglas, Wyoming.

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West Bench General Plan. Kennecott Land/Salt Lake County, Utah. Responsibilities: project manager of the general plan for 75,000 acres of undeveloped land along the west edge of the Salt Lake Valley. The plan focused on development of mixed-use centers located along a 20-mile transit boulevard, consisting of bus rapid transit and light rail. The plan won a 2007 Merit Award for Planning and Urban Design from ASLA Colorado as well as the 2006 Governor's Quality Growth Award from Envision Utah.

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South Lake Toho, Northeast District, and East of Lake Toho Conceptual Master Plans. Osceola County, Florida. Responsibilities: project manager in charge of the development of block-level, detailed master plans for Osceola County's anticipated growth areas. All three plans encompass the repositioning of more than 75,000 acres of undeveloped, yet entitled lands, focusing on walkable, mixed-use neighborhoods connected by multi-level transit systems and capitalizing on a job to housing balance.

Douglas Master Plan. Douglas, Wyoming. Responsibilities: planning support, public involvement coordination and materials, and graphic production for the 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, focused planning for economic catalyst sites, including a major new master planned community, and subarea planning for districts and corridors throughout the city.

MetroVision 2040. Denver Regional Council of Governments. Responsibilities: 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 include 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.

Mike Piernicky, PE, PTOE

OLSSON ASSOCIATES

Experience, Continued

- City of Lincoln Antelope Valley Redevelopment Parking Study
- First National Bank of Omaha Parking and Circulation Study
- Nebraska Department of Roads Kimball, Nebraska Downtown Parking and Circulation Study
- City of Lincoln and State of Nebraska Comprehensive Downtown Parking Study

ITS

- Iowa DOT Council Bluffs and Sioux City Fiber and ITS deployments
- 21st & Cornhusker Traffic Signal Timing Project, Bellevue, Nebraska
- Sioux City Downtown Traffic Signal Rehabilitation and Timing Project, Sioux City, Iowa
- NDOR On-Call Traffic Engineering
- UNMC Campus Traffic Study, Omaha, Nebraska
- Haymarket Arena Traffic and Parking Study, Lincoln, Nebraska
- Ames High School Traffic Study, Ames, Iowa
- City of Lincoln City Wide Crash Study, Lincoln, Nebraska
- City of Lincoln City Wide Traffic Data Collection, Lincoln, Nebraska
- NDOR ITS On-Call Contract
- Design of over 60 Traffic Signals in 5 States in the last 4 years

NEPA Compliance: EIS/EA/CE

- NDOR On-Call Noise Studies
- I-80 Widening Categorical Exclusion Reevaluation, Sarpy County, Nebraska
- Kearney East Interchange & Bypass EA, Kearney, Nebraska
- Harrison Street EIS Reevaluation, Omaha, Nebraska
- Boyer Chute NWR Road Categorical Exclusion, Washington County, Nebraska
- KDOT Marysville Grade Separation EA, Marysville, Kansas
- NE Military Department Norfolk OMS EA, Norfolk, Nebraska
- NE Military Department Omaha ARFC EA, Omaha, Nebraska

WORK PROGRAM

PHASE 1 - PLAN FOR A PLAN

In Phase I, we will inventory needs and issues, collect the data necessary for the comprehensive plan update, and review the City's existing plans, policies, and goals. We will initiate a targeted and tailored public outreach process to effectively reach and maintain open channels of communication with community groups and interests using three approaches: 1) high-tech and online tools; 2) public events; and 3) committees (elected/appointed city officials, existing city boards and commissions, and a stakeholder committee). Each task will conclude with a briefing packet and PowerPoint presentation for distribution to Council, boards, commissions, and committees. Work sessions will be conducted with city committees and the City Council at key points in the process. This internal and external feedback will set the stage for the comprehensive plan's vision and future decisions while generating support from the public, community leaders, and elected officials.

Stakeholder interviews and focus groups will be held at this early stage of the project to gauge issues, needs, and vision for the future. Concurrent with the stakeholder interviews and community kick-off will be an analysis of existing conditions for all major elements of the comprehensive plan, including zoning and land use; community design; housing; economic development; healthy eating and active living; transportation and circulation (including parking, bicycling and pedestrian travel); infrastructure; parks and recreation; natural resources; and sustainability.

Community kick-off activities will feature interactive workshops on shared values, big ideas, and choices facing the city. Participatory exercises will be used to build the initial community vision, provide education, and increase awareness of why this process is so important to shaping the future quality of life in La Vista. All workshop activities will be paired with an online component to extend participation opportunities. Following the initial public activities and events, we will begin to synthesize a preliminary vision for the community. This vision will be more than simply words—we will seek to illustrate the community's vision by visually representing what we've heard from the public, stakeholders, and city staff to date.

With a community vision approved by Council, strategic opportunity areas and "big idea" frameworks will be identified. Ideas for each opportunity area will be grounded in character preservation and placemaking, focusing on La Vista's unique qualities and aspirations. These character-based opportunities will form the basis of revisions to the current plan in Phase 2.

TASK 1: FOUNDATION

1.1 ONGOING PROJECT MANAGEMENT (ONGOING)

Ongoing project management activities include in-person progress meetings (primarily with our team located in Omaha and Fort Collins), and biweekly (every other week) phone calls ensuring that the project scope, schedule, deliverable quality, and budget are effectively managed to your expectations throughout project. LSD Project Manager Megan Moore and Assistant Project Manager Miriam McGilvray are available and fully committed to this important project. Both will participate in the biweekly phone calls and attend the regular progress meetings.

The LSD project management team will assess progress against the critical path schedule and project plan and update hours and resources as needed. Monthly, the project principal, project manager, and accountant will review the project management plan, costs, deliverables, milestones, and accomplishments for the preceding month, along with the status of each major task, updating the critical path schedule and monthly workload projections as needed. LSD will submit monthly progress reports summarizing tasks completed during the previous month. These progress reports will be formatted as a glossy one-page summary of accomplishments that can be distributed to the Advisory Committee, Planning Commission, and City Council, and can be posted to the plan website.

1.2 STAFF KICK-OFF WORKSHOP

An in-person meeting between City staff and consultant team members will be held to review project schedule, communication protocols, and Phase 1 tasks; review the public involvement strategy; identify key issues; and prepare a list of individuals and groups to contact for stakeholder interviews and the stakeholder Advisory Committee.

1.3 PUBLIC INVOLVEMENT PLAN

LSD will prepare an outline of the public outreach goals, activities, venues, and City/consultant team responsibilities. This living document will serve as the one-stop repository for meetings and activities throughout the plan. The Public Involvement Plan (PIP) will form the basis of the first website update. Specific focus will be placed on seeking regular, broad, representative community participation using highly interactive techniques. LSD will work with the City to create a logo and brand for the project, as well as initial content and updates for a project website, to be hosted by the City. Using our in-house CommentPro[®] system or a customized database, LSD will refine our

comment management system to collect and process comments from stakeholders and the public throughout the project.

At the completion of each task, LSD will provide a progress report and deliverable packet for city staff use in briefing the Planning Commission, City Council, other city boards and commissions, and community groups that request presentations. This packet can be posted to the website to keep the public updated. Where feasible, the City can provide multimedia coverage of stakeholder interviews, public events, speakers, and other outreach and produce online meeting highlight videos. These videos could feature staff, citizens, or elected/appointed officials highlighting the comprehensive plan. Project updates and meeting notifications will also be shared using social media platforms (Facebook, Twitter, etc.).

1.4 PUBLIC KICK-OFF EVENT

A kick-off meeting event will launch the community engagement efforts and begin a promotional campaign for the plan. LSD will kick off the visioning task with an interactive exercise. One option is to hold a La Vista's annual Boards and Commissions Summit. This event will introduce the comprehensive plan, generate interest and buy-in from local leaders, and actively engage the boards and commissions in establishing the values and vision that should drive the comprehensive plan. The team will briefly present information on big ideas and current conditions, followed by a small group activity to discuss how those concepts should influence the vision for the future. The event could include choosing a logo, refining branding options, and exploring an initial vision. A celebratory event could be held at a local park or event space for the public. Tours could also be held at this stage. It is assumed that the City will coordinate logistics, including meeting facilities, refreshments, and notification. LSD will prepare meeting agendas and materials, and facilitate and summarize the event.

1.5 EXISTING CONDITIONS SNAPSHOTS

Using the best available data from the City, Sarpy County, and other sources, our team will research and synthesize information for each planning topic into a series of "existing conditions snapshots" that will provide not only an overview of baseline conditions, but also define how those conditions influence the development of policies, actions, and focus areas for the comprehensive plan. We feel that all data should have a purpose in the plan development process, and should be contextualized in a way that relates directly to implementation. These snapshots will aid the public in updating La Vista's vision, identifying major opportunities, and developing a strategic, forward-thinking land use plan. Snapshots take the place of the quickly outdated existing conditions sections of typical

comprehensive plans and tend to be provocative 4- to 5-page “thought pieces” that serve as stand-alone pieces for the public and can be inserted directly into the plan. Possible snapshots are described below.

Land Use & Zoning. This piece would include a detailed analysis of land use and development and will identify the strengths, weaknesses, opportunities, and constraints related to the character of existing development, vacant land, redevelopment, and zoning. Our team will focus on new growth areas and identify underutilized areas or those areas that could benefit from reinvestment within the city.

Housing. An attractive and diverse housing stock is vital to ensuring the City preserves its position as an attractive, appealing place to live and help attain its economic development goals. The evolving economy and changing demographics are altering the dynamics of the local housing market, requiring an updated understanding of local housing needs. As such, the housing element of the plan will include a current depiction of the demographic and economic characteristics that impact housing affordability and preferences, as well as an understanding of how programming, policy, design, and public incentives can be used to meet housing needs now and in the future.

We will review previous housing evaluations completed for the City. We will also use the previous snapshot, the 2010 Census, and the 2011 American Community Survey (ACS) to gather relevant housing data. As part of the stakeholder/focus group interviews, we will interview knowledgeable realtors, residential developers, and City officials to discuss the current state of La Vista housing offerings and the implications of projected future demographic shifts on La Vista’s position as a choice residential community. Olsson will create a data snapshot of current housing and market characteristics, including tenure; housing age; housing types; affordability (rental and owner); and vacancy.

Transportation & Infrastructure. It will be important that the City’s and regional LRTPs are fully integrated and cohesive. With some of La Vista’s future transportation network recently defined in the LRTP, Olsson will review existing plans and data sources, document opportunities to improve the vibrancy of key corridors, and identify the potential opportunities for the integration of land use and transportation. Further, Olsson will research and document transportation planning and design efforts that are currently underway and determine how they may capitalize on the city’s transportation system, property, economic development, and community amenity opportunities. In tandem with their analysis of the

transportation system, Olsson will also review and evaluate La Vista's current conditions and needs as related to other city infrastructure.

Economic Development. The economic element of the comprehensive plan update will provide the City the opportunity to reevaluate its land use mix and ensure that it is targeted toward encouraging employment growth, stimulating commercial development, and preserving fiscal sustainability. Olsson will begin initial data collection using immediately available local, state, and national economic data sources and produce a current economic snapshot of the community. Olsson will also review past studies, related development analyses, and regional trends.

In recent years, La Vista has pursued a number of redevelopment initiatives and economic development strategies. The economic development entities and the tools, partnerships, strategies, and opportunities already underway should be understood and considered in the analysis. We will also review recent City Council visioning and goal-setting efforts to incorporate current stated economic goals into the analysis. The community input and data analysis will be placed into a strategic planning context that describes the strengths, weaknesses, opportunities, and threats related to economic health.

Parks, Recreation & Open Space. La Vista's parks, recreation facilities, and open space are essential quality-of-life amenities for its residents. The snapshot for this plan element will build off data collection efforts already completed, and analyze level of service levels.

Health. The LSD team has extensive knowledge of health data sources within La Vista and Sarpy County, and knows which information is most relevant for integrating health into La Vista's plan process. We will complete a health data review using existing state, local, and regional data, such as the Health District's Community Health Survey; Behavioral Risk Factor Surveillance System (BRFSS); Healthy Kids Colorado Survey; and the Health Department's Women Infant and Children data. Data will include both utilization- and population-level health information. Relevant data, as well as its implications for the greater planning process, will be compiled into a snapshot that can be used or referenced throughout the planning process.

1.6 STAKEHOLDER/FOCUS GROUP INTERVIEWS

Our team will conduct two days of interviews with stakeholders or small focus groups to gather feedback on issues and opportunities, generate initial visioning ideas, and stimulate interest in the comprehensive plan. Using the stakeholder list prepared in the first task, City staff will schedule meetings with relevant agencies, elected officials, residents, businesses, and other organizations or jurisdictions to gain an understanding of land use, transportation, economic development, housing, and other community trends. LSD will prepare an agenda, all materials, facilitate all interviews, and prepare a final stakeholder summary. The general public will be encouraged to sign up for individual interviews as well.

1.7 ESTABLISH AN ADVISORY COMMITTEE

Following the stakeholder interviews, 15 to 20 individuals representing a range of interests, demographic groups, and perspectives will be invited to participate in the Advisory Committee. The committee will be responsible for providing input on the community vision, discussing key issues and opportunities, and serving as liaisons to their social networks and other community members. The City will assist in assembling the committee, and it is assumed that the City will coordinate logistics, including meeting facilities, refreshments, and scheduling. LSD will prepare meeting agendas and materials, facilitate and/or present at each meeting, and prepare meeting summaries.

1.8 COMPREHENSIVE PLAN AUDIT & ISSUES SUMMARY

LSD will create an inventory of relevant city policies, plans, standards, and guidelines for each resource area. The existing plans, policies, and processes prepared by the City, county, state, or private entities will be assessed for relevance to land use, transportation, and economic development and housing and health—with the goal of understanding how La Vista's policies operate today and what needs and conflicts exist under current regulatory guidance in relation to expected future demands.

We propose that sustainability be used as both a foundation that underpins the plan, as well as a lens through which opportunities and scenarios can be viewed and evaluated. To begin the integration of sustainability into our approach, we will conduct a sustainability-focused assessment as part of the plan inventory and audit. This assessment of existing codes, plans, and policies will reveal integration options that will work in tandem toward streamlining processes and saving taxpayer money along the way.

The LSD team will conduct the above inventory, review and assess existing plans, and compile stakeholder feedback to highlight the big issues from studies mentioned above. LSD will facilitate a

City staff workshop to evaluate existing goals and policies based on applicability to issues. New plan elements that need to be included in the update will be determined. The audit of existing policies, issues, and stakeholder findings will be incorporated into a presentation/packet that can be presented to city staff, Advisory Committee, Planning Commission, and/or City Council. The ultimate goal is to take this plan to the next level and with targeted efforts throughout the plan development.

Task Phase 1 Deliverables:

- Kick-off Meeting Agenda, Materials and Summary
- Public Kick-off Event #1 Agenda, Materials, Online Questionnaire and Summary
- Meeting and Event Agenda, Attendance, and Minutes
- PIP
- Project Logo and Branding
- Website Content
- Stakeholder Interview/Focus Group Agenda, Questions, Facilitation, and Summary
- Existing Conditions Snapshots and Maps: Demographics and Population Projections; Land Use and Development; Housing; Community Health; Parks, Recreation and Open Space; Transportation; Economic Development; and other relevant topics
- Parks, Recreation, Trails + Programs Snapshots [Inventory Assessments + Existing Guidance]
- Existing Conditions maps
- Audit of Current Comprehensive Plan
- Policies and Goals Relevance Matrix relative to the issues, preliminary vision, and areas of future concern
- Newsletter Progress Report #1
- Online Questionnaire #1

Phase Task 1 Meetings:

- Kick-off Meeting Attendance and Facilitation
- Public Kick-off Event #1 Attendance and Facilitation
- Joint Kick-off Event for Boards, Planning Commission and City Council #1 Attendance and Presentation
- City Tours - (1 Day)
- Biweekly Conference Calls (every other week)
- Stakeholder/Focus Group Interviews #1
- Advisory Committee Meeting #1 Attendance and Facilitation

- Biweekly Conference Calls
- Recreational Stakeholder Meeting #1

PHASE 2 - VISIONING, OPPORTUNITIES & FRAMEWORKS

Phase 2 will engage the community in asking and answering the following questions:

- What do we aspire to be as a community in 10, 20, 25 years and beyond?
- What are we in the process of becoming?
- What will La Vista look like in 25 years if current trends continue?
- What are the choices to change course in the direction of the vision?
- What policies and strategies will be most effective in realizing the goals of the community?

Each of these tasks address these questions.

2.1 VISIONING SURVEY

Once the project website and brand have been developed, LSD will launch a web-based survey/questionnaire to educate residents on the comprehensive plan and gather input on residents' values and vision for La Vista. The survey will be distributed to the public at the community kick-off event, and on the website, via social media, City contact lists, and through other networks within the community. Demographic questions will be included to ensure we are reaching out to a broad cross section of the La Vista community.

2.2 PUBLIC VISIONING EVENTS

Two 2-hour public workshops will be held in two locations, and will include educational presentations; high-tech, hands-on technology activities; and interactive discussions to identify community values and priorities, which will guide the development of the community vision. All workshop activities will be paired with an online component or questionnaire to extend participation opportunities. Workshop packages that can be used as "to-go" materials will be provided to city staff for distribution throughout the community and posted online. It is assumed that the City will coordinate logistics, including meeting facilities, refreshments, and public event notification. LSD will prepare agendas and materials, facilitate, and summarize the events. LSD will prepare all materials and facilitate the meetings.

In addition to the community kick-off event, our team will provide content for city staff presentations at community meetings/town halls; neighborhood block parties; booths at popular events; etc. Other

outreach techniques will be explored to create a complete, multifaceted engagement strategy that extends the visioning activities beyond initial in-person events.

2.3 VISION DOCUMENT

Using the results of the visioning survey, the community kick-off events, stakeholder interviews, and other input, LSD will generate a summary of community values, an overarching vision statement, and goals that provide direction for the plan. The vision will illustrate the community's vision by visually representing what we've heard from the public, stakeholders, and staff. The vision will be incorporated as a section of the final comprehensive plan, and will set the foundation for all subsequent sections. The internal draft will be reviewed by city staff and Advisory Committee, and forwarded to the Planning Commission and City Council for discussion at a worksession.

The demographic and population projections and existing conditions snapshots 1 will be integrated with the community vision to tell the story of La Vista, now and looking forward. The final vision document will incorporate Planning Commission, City Council considerations, and final public comments, and will include a summary of public outreach activities and comments. The final vision document will address key topics, along with graphics. The vision document will be discussed in a worksession with the Advisory Committee and be presented for approval by the Planning Commission and City Council.

2.4 OPPORTUNITIES

In this task, we will translate the vision and big ideas into reality by identifying opportunities that reflect La Vista's goals for the future and meet the vision. Opportunities will be grounded in character preservation and placemaking, focusing on La Vista's unique qualities and aspirations. Building on the analysis of existing conditions and the vision document, specific land use, zoning, housing, transportation, health, sustainability, infrastructure, and parks and recreation opportunities will be established. Opportunities can be identified in policies, processes, or geographic areas.

Land Use Opportunities. The LSD team will define commercial and neighborhood opportunity areas within the community, and identify opportunities and constraints for each area. We will develop a brief description for each distinct land use pattern, including a discussion of the current character, form, and urban design; economic, social, and environmental conditions; and potential direction for the future.

Housing Opportunities. The housing element will analyze current market conditions and identify regional competitiveness and diversification options to determine whether the city is

in position to remain competitive in the regional housing market. The housing opportunities analysis will incorporate mapping conducted by LSD and overlay data on housing values, housing types (single family/multifamily) and land values to identify areas of stability, areas of change and emerging opportunities to diversify the housing stock.

Community Health Opportunities. LSD will identify and evaluate opportunities to build readiness for health policies and programs. Based on the existing conditions review, stakeholder interviews, and vision document, LSD will evaluate options for strengthening the relationship between economic health, physical health, and the built environment. We will include health language in the goals, principles, and policies that reflect the values and cultures in La Vista later in the comprehensive plan process.

Transportation Opportunities. Building upon the land use, housing, and healthy community opportunity areas, we will categorize how well transportation supports these opportunities. We will identify specific transportation opportunities, focusing on the role of infrastructure to catalyze desired changes that support the City's growth management plans.

Economic Development Opportunities. La Vista is poised to take advantage of a number of economic development opportunities, including the creation of a new downtown. Our team will identify key opportunities for diversifying and strengthening La Vista's economy by capitalizing on current momentum and planning for employment and consumer trends in the coming decade.

Parks, Recreation, & Natural Resources. Resource opportunities will include the identification of opportunities for "greening" the city, providing access to nature, applying growth management policies, and bolstering sustainability efforts.

LSD will review existing policies and strategies for physical, natural resource area conservation, and growth management opportunities and constraints. The parks, recreation, and open space framework will be fully integrated into the land use plan in later tasks.

Sustainability Integration. Our team recognizes the broad, holistic nature of sustainability, and our approach to sustainability for the comprehensive plan is not to treat it as an add-on to other topics addressed. We believe that for comprehensive plans, sustainability can be integrated from the perspectives of both the "how" and the "what." From the "how" perspective, LSD is well versed in applying the concept of the Triple Bottom Line to the planning process to ensure that opportunities are identified and evaluated as systems, not

silos. From the “what” perspective, we will weave in the following elements that align with the City’s existing plans and programs.

To manifest the plan’s vision and build on the team’s overall approach to integrate sustainability, we will draw from a wide range of leading-edge tools, including the process of backcasting, a specific technique used in envisioning to develop a practical Triple Bottom Line analysis methodology and evaluation scenario based on their broader implications for the economy, community, and environment. As part of this integration, the plan will define sustainability for La Vista. Specifically, our team will develop a Triple Bottom Line analysis methodology and apply it to all elements so that proposed efforts are evaluated not just for addressing a particular topic, but for their broader implications for the economy (e.g., how does the element increase efficiency?); community (e.g., how does the element add value for a citizen?); and environment. The methodology will drive toward high-level, early-stage mapping to compare alternatives and refine projects for beneficial change.

As described in your Request for Proposals (RFP), the plan should ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide a sustainable place for living, conducting business, working, and recreation, with a high quality of life. Plans for sustainable places set frameworks for transportation, land use, and housing that not only integrate goals for walkable neighborhoods, multi-modal travel systems, and a range of housing types, but will also addresses new topics, such as community health and wellness, and energy conservation and efficiency, and others. We will address the eight principles identified by as best practices by the American Planning Association (APA), including:

- Livable Built Environment
- Harmony with Nature
- Resilient Economy
- Interwoven Equity
- Healthy Community
- Responsible Regionalism
- Authentic Participation
- Accountable Implementation

2.5 CHARACTER DISTRICTS, OPPORTUNITY AREAS & AND POLICY CHOICES

Based on the analysis above, the key choices regarding city-wide goals, objectives, and implementation strategies will be articulated. Distinct corridors, neighborhoods, and commercial areas—character districts—will be delineated to allow for tailored analysis and recommendations for those areas. Subtasks will include:

- From the policy review for all plan elements, identify missing policies, gaps, or procedural inadequacies to be addressed by the public in the subsequent Community Choices task.
- Identify choices within the future land use map and existing zoning to meet character, economic development, and housing goals
- Identify preliminary opportunities by character district, including future land uses
- Display opportunities graphically using maps, photos, and other media.

2.6 COMMUNITY OPPORTUNITIES & CHOICES WORKSHOPS

LSD will conduct public workshops at key locations throughout the community using creative and interactive methods to solicit citizen input on refinement of the opportunities by character district and opportunity area. In addition to providing information on citywide plan modifications, educational information about each choice would will be presented, allowing each participant to learn about the trade-offs and potential benefits that could result from each choice. The meeting locations and formats will be designed to target key populations and stakeholders, including seniors, youth, and other underrepresented groups; county and state agency representatives; the major employers; developers, lenders, and real estate agents; families; and other members of the community as determined necessary by the comment database tracking. Some meetings could include a bilingual interpreter to ensure that Spanish-speaking residents have an opportunity to share their ideas. It is assumed that the City will coordinate logistics, including meeting facilities, refreshments, and notification. LSD will prepare meeting agendas and materials, facilitate and summarize the event.

2.7 REFINEMENT OF COMMUNITY CHOICES

Retail opportunities and redevelopment; highway commercial areas; existing neighborhood enhancements; new high-quality neighborhoods; complete streets; and multimodal improvements, community entryways, employment centers, and other opportunities will all be refined. For land use opportunities, special consideration will be given to protecting La Vista's great neighborhoods. The LSD team will establish concepts and options for the future of La Vista by folding the recommendations from the City's transportation and infrastructure plans into the community

choices. Since Olsson's planners routinely work with fellow civil engineers and environmental specialists, they bring a valuable design sensibility to transportation planning—that is, an appreciation for the ultimate goal of positioning plans that can move into implementation—so their efforts will focus on the practical implications of policy choices.

Task Phase 2 Deliverables:

- Visioning Survey
- Visioning Event Materials, "To-Go" Materials, Facilitation, and Summary
- Events Agenda, Materials, Online Questionnaire, Summary and "To-Go" Materials
- Draft and Final Vision Document, including an overall vision statement and a summary of public outreach activities and comments to date
- Parks, Recreation, Trails + Programs Vision + Guiding Principles
- Opportunity Area Maps
- Opportunities and Constraints Analyses
- Triple Bottom Line Analysis Methodology
- Preliminary Character District Boundaries and Descriptions
- Community Choices Workshop Agenda, Materials, Online Questionnaire, Summary & "To-Go" Materials
- Web-Based Opportunities and Strategies Survey
- Stakeholder Advisory Committee Meeting Agenda, Materials, Summary, and Facilitation
- Newsletter Progress Report #2
- Online Questionnaire #2
- Recreation + Community Needs Online Questionnaire #1

Phase Task 2 Meetings:

- Public Visioning Event #2 Attendance and Facilitation
- Public Community Choices Workshops Event #2, Including Agenda, Materials, Facilitation, and Summary
- Attendance and Joint Facilitation
- Boards, Planning Commission, and City Council Meeting #2 Attendance and Presentation
- Advisory Committee Meeting Stakeholder/Focus Group Interviews #2
- Advisory Committee Meeting #2 Attendance and Facilitation
- Recreational Vision Event #2
- Recreational Community Choices Workshop #3
- Recreational Stakeholder Meeting #2

PHASE 3 - THE PLAN

TASK 3.1 STRATEGIES AND PLAN DEVELOPMENT

Based on the all previous phases, LSD will prepare the preliminary comprehensive plan. The plan will describe draft policies for community character; land use and growth management; transportation; housing; economic development; sustainability; parks, recreation, open space, and trails; community health; public utilities and services; and other infrastructure. The plan will include recommended land use mixes, opportunity area schematics, character district descriptions, implementation priorities and phases, and other features.

3.2 PRELIMINARY LAND USE PLAN

LSD will develop graphics and maps to illustrate existing and desired future conditions, including an overall future land use map and character district plans, to be included in the comprehensive plan and character districts (subarea plans). Our team will refine the plan's vision and articulate the goals, objectives, policies, and strategies, including process and regulatory implementation. This section is anticipated will to include:

- Future Land Use Map
- Land Use Principles, Goals, Policies and Objectives
- Character Districts and and Community Design Elements
- Housing Element
- Fiscal Considerations

3.3 PRELIMINARY IMPLEMENTATION STRATEGIES

The goal of the comprehensive plan is to integrate and help guide La Vista's strategic plan. The implementation strategy should tie to both the City Council's current strategic plan and annual budget. The new strategic plan will translate the vision into overall goals with specific action steps, and include recommendations for policy updates or ordinance amendments. This is intended to help shape decisions related to new development, redevelopment, city programs and services, merging or sharing services with other agencies, budgeting, and capital improvements annually.

This crucial task will bridge between vision and implementation, during which the project team will define various components of the plan that will require actions and define strategies to employ during implementation. Components that require funding and coordination will be identified. We will explore options regarding the role of, and partnerships between, the City, other agencies, adjacent jurisdictions, local landowners, residents, and businesses. The team will identify and

prioritize administrative actions for achieving implementation, which include regulatory reform, the formation of improvement districts, public/private partnerships, or other administrative entities.

Strategies will be organized around the plan's vision document, and will include an adaptive monitoring and management component. The adaptive management action plan will include a series of checks and balances to make sure that the plan is implemented in a way that contributes to the community's vision. This will include recommended indicators and corrective actions, if necessary. In developing strategies, successful models from other communities, cost-effectiveness, and implementation best practices will all be considered. LSD will facilitate a City Council and/or Planning Commission work session on select proposed goals, policies, and implementation strategies.

3.4 SUSTAINABILITY OPTIMIZATION

Our team will employ a triple bottom line methodology in identifying and evaluating the environmental, social, and economic effects of identified opportunities. The triple bottom line lens will enable further prioritization and infusion of policy, partnerships, and programs that support La Vista's view of the future. Our team will contribute to pathways for implementation that include actionable and measurable tactics for achieving plan goals. These efforts may include developing the following:

- *An implementation monitoring program* to develop and track specific action steps and ensure steps are tracked and completed
- *A performance monitoring program* with regionally relevant indicators to track progress toward desired outcomes
- *Potential catalyst projects* to help jumpstart implementation of the plan with a focus on energy, water, and sustainability initiatives

LSD will propose choices that support sustainability planning and development that are based on client and community engagement, and that focus on strategies with tangible Triple Bottom Line outcomes, applying and testing the analysis methodology. In this task, this analysis methodology can be pragmatically applied to address the question of "is this the right choice?" (in relation to the vision) as well as "is the choice right?" (for optimization).

3.5 TRANSPORTATION OPTIMIZATION

Inseparable from land use, Olsson will provide transportation optimization measures. Key strategies, recommendations, and performance measures related to transportation infrastructure and programs will be incorporated into the comprehensive plan. As the planning process progresses, there may be philosophical or policy changes that affect both land use and transportation. Our local liaison Michael

Piernicky is available to provide technical support to ensure that the outcomes from the comprehensive planning process are fully understood with respect to the City's transportation network today and in the future.

3.6 HEALTH OPTIMIZATION

Incorporating health goals throughout the comprehensive plan provides a foundation to ensure health considerations can be included in planning and development processes at various levels and scales. LSD will assist the team with translation and implementation of community input into design standards and recommendations, factoring in best practices for health, housing, and built environment policy integration. Our team will develop implementation strategies and ongoing partnerships for La Vista's master plan health components. This work may span across other tasks to involve partners in multiple components of the plan (assessment and data collection, education and implementation), and will include the identification of strategies for securing public and private funding to sustain the health goals outlined in the plan. LSD will provide best practice analysis to the team on not only model policy language for health, but also appropriate future planning processes that might include hunger, poverty, food, etc. based on the City's desire for inclusion, location, and timeframe.

3.7 PRELIMINARY DRAFT PLAN

The preliminary, draft, and final plan elements will address the elements outlined in the Nebraska statutes. All of the above will be compiled into a preliminary draft with renderings, maps, and other graphics, including the following:

- Front Matter: Cover Page, Table of Contents, Acknowledgments
- Vision
- Opportunities and Character Districts
- Community Choices
- Goals and Policies for Each Plan Element
- Implementation Strategies
- Appendices

Our team is well-versed in a range of graphic communication techniques and styles. As appropriate, graphics for the plan will include maps, illustrations, visual simulations, 3D images, photos, diagrams, and other supporting graphics. Rather than creating a map or drawings that simply denote intentions for the future, the graphics in the draft plan will focus on targeted projects for each district that contribute to the community's vision.

3.8 PUBLIC REVIEW OF DRAFT COMPREHENSIVE PLAN/ OPEN HOUSE

The public and stakeholders will have the opportunity to review and provide feedback on the draft comprehensive plan during a month-long review period. During the public review period, LSD will conduct drop-in sessions to review the draft plan. Key policy changes and plan features will be highlighted and explained, and attendees will have the opportunity to discuss questions and concerns one-on-one with city staff and the LSD team. Comments on the plan will be reviewed and incorporated into the final revisions to the comprehensive plan. It is assumed that the City will coordinate logistics, including meeting facilities, refreshments, and notification. LSD will prepare agendas and materials, facilitate, and summarize the open house.

3.9 REVISE FINAL COMPREHENSIVE PLAN

The LSD team's role will shift to a support role in this task, with city staff leading or supporting the majority of presentations and providing content for the final plan. LSD will revise graphics based on feedback and input from the City, public, Planning Commission, and City Council, as well as prepare an executive summary describing plan highlights and the organization of the plan.

3.10 ADOPTION

City staff will present the final comprehensive plan to the Planning Commission and City Council. LSD anticipates two rounds of minor revisions, both provided by City staff and as directed by the Planning Commission, City Council, and public hearing comments. LSD will use each set of revisions to update the document for a City Council adoption draft, and a final comprehensive plan. After city staff present the final comprehensive plan to Council for adoption, LSD will make minor revisions, if any, as directed following the hearing. City staff will provide one set of redlines and new content for the plan. LSD will provide final InDesign or Word and PDF electronic files and fonts for plan documents.

Task Phase 3 Deliverables:

- Public Draft and Final Comprehensive Plan
- Parks, Recreation, Trails + Programs Updated Policies
- Parks, Recreation, Trails + Programs Prioritization
- Public Draft and Final Executive Summary
- Public Open House Agenda, Materials and Facilitation Summary
- Newsletter Progress Report #3
- Online Questionnaire #3
- Recreational Online Questionnaire #2

Task Phase 3 Meetings:

- Joint Boards, Planning Commission, and City Council Meeting #3 Attendance
- Public Open House/Drop-In Event #3 Attendance and Facilitation
- Recreational Open House/Drop-In Event #4
- Stakeholder/Focus Group Interviews #3
- Recreational Stakeholder Meeting #3
- Advisory Committee Meeting #3 Attendance and Facilitation
- Adoption Hearings (2) Attendance and Support
- Public Open House/Drop-In Event #4

La Vista Comprehensive Plan Cost		Totals		
		Labor	Exp.	Total
PHASE 1 - PLAN FOR A PLAN				
1.1 Ongoing Project Management		\$3,412	\$0	\$3,412
1.2 Staff Kickoff Workshop		\$3,492	\$1,000	\$4,492
1.3 Public Involvement Plan		\$658	\$0	\$658
1.4 Public Kickoff Event		\$7,584	\$0	\$7,584
1.5 Existing Conditions Snapshots		\$4,562	\$0	\$4,562
1.6 Stakeholder / Focus Group Interviews		\$4,792	\$1,000	\$5,792
1.7 Advisory Committee Establishment		\$310	\$0	\$310
1.8 Comprehensive Plan Audit & Issues Summary		\$2,770	\$0	\$2,770
Phase 1 Subtotal		\$27,580	\$2,000	\$29,580
PHASE 2 - VISIONING, OPPORTUNITIES & FRAMEWORKS				
2.1 Visioning Survey		\$910	\$0	\$910
2.2 Public Visioning Event		\$8,784	\$2,000	\$10,784
2.3 Vision Document		\$5,632	\$0	\$5,632
2.4 Opportunities		\$4,532	\$0	\$4,532
2.5 Character Districts, Opportunity Areas & Policy Choices		\$4,564	\$0	\$4,564
2.6 Community Opportunities & Choices Workshops		\$8,784	\$2,000	\$10,784
2.7 Refinement of Community Choices		\$870	\$0	\$870
Phase 2 Subtotal		\$34,076	\$4,000	\$38,076
PHASE 3 - THE PLAN				
3.1 Strategies & Plan Development		\$2,990	\$0	\$2,990
3.2 Preliminary Land Use Plan		\$4,510	\$0	\$4,510
3.3 Preliminary Implementation Strategies		\$1,550	\$0	\$1,550
3.4 Sustainability Optimization		\$670	\$0	\$670
3.5 Transportation Optimization		\$1,110	\$0	\$1,110
3.6 Health Optimization		\$670	\$0	\$670
3.7 Preliminary Draft Plan		\$5,784	\$0	\$5,784
3.7a Recreational Component Inclusions		\$2,552	\$0	\$2,552
3.8 Public Review/ Open House		\$5,712	\$2,000	\$7,712
3.9 Final Comprehensive Plan		\$2,970	\$0	\$2,970
3.10 Adoption		\$2,280	\$2,000	\$4,280
Phase 3 Subtotal		\$30,798	\$4,000	\$34,798
Total		\$92,454	\$10,000	\$102,454