



**REGULAR MEETING OF THE CITY COUNCIL**

448 E. 1<sup>st</sup> Street, Room 190

Salida, Colorado 81201

Tuesday, September 17, 2019 - 6:00 p.m.

**AGENDA**

1. Call to Order
  - a. Pledge of Allegiance – Led by Mayor Wood
  - b. Roll Call
  
2. Consent Agenda
  - a. Approval of Agenda
  - b. Approval of Meeting Minutes – September 3, 2019
  - c. Memorandum of Understanding With Boys and Girls Club
  - d. Letter of Support for HRRMC Foundation Enterprise Zone Designation
  - e. Letter of Support BLM’s Eastern Colorado Resource Management Plan – Emphasis on Natural Processes
  
3. Citizen Comment – 3 minute time limit
  
4. Presentation
  - a. Multi-Jurisdictional Housing Authority (Chaffee County Housing Office)
  
5. Unfinished Business / Action Items
  
6. New Business / Action Items
  - a. Resolution 2019-46 Declaring the 6906 LLC Annexation in Substantial Compliance with City Ordinances and State Statutes and Setting a Public Hearing for November 5, 2019 (Community Development)
  - b. Resolution 2019-47 Approving the Professional Service Agreement with Clarion Associates for Comprehensive Rewrite of Land Use Code (Community Development)
  
7. Councilmembers, Mayor and City Treasurer Reports
  - Councilors Bowers, Shore, Templeton, Critelli, Brown-Kovacic, Kasper, Mayor Wood
  - Treasurer Pappenfort
  - Building Department Report
  - Chaffee County Office of Housing Report
  - Staff Reports

*Individuals with disabilities needing auxiliary aid(s) may request assistance by contacting the Deputy City Clerk at 448 E. 1<sup>st</sup> Street, Ste. 112, Salida, CO 81201, Ph.719-530-2630 at least 48 hours in advance.*

8. Executive Session – For the purpose of determining positions relative to matters that may be subject to negotiations, developing strategies for negotiations, and/or instructing negotiators, under C.R.S. Section 24-6-402(4)(e); to discuss the purchase, acquisition, lease, transfer, or sale of real, personal or other property interest under C.R.S. Section 24-6-402(4)(a) regarding affordable housing and water rights.
9. Adjourn

[SEAL]

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City Clerk/Deputy City Clerk

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Mayor P.T. Wood



REGULAR MEETING OF THE CITY COUNCIL

448 E. 1<sup>st</sup> Street, Room 190

Salida, Colorado 81201

Tuesday, September 3, 2019 - 6:00 p.m.

**MINUTES**

1. Call to Order
  - a. Pledge of Allegiance – Led by Mayor Wood
  - b. Roll Call – Critelli, Bowers, Shore, Brown-Kovacic, Templeton, Kasper, Mayor Wood
2. Consent Agenda
  - a. Approval of Agenda
  - b. Approval of Meeting Minutes – August 20, 2019
  - c. Approval of Contract with Lowry for Maintenance of River Park
  - d. Approval of Contract with Chaffee County for STR Permit Cost Analysis

**Critelli recused himself. Kasper asked that Item d. be removed from the consent agenda. Following discussion about Item d., Brown-Kovacic suggested keeping Item d. on the consent agenda with agreement from Shore. Shore made a motion to combine and approve the items of the consent agenda. Seconded by Brown-Kovacic. With Bowers, Shore, Brown-Kovacic, Templeton, Kasper in favor, THE MOTION PASSED.**

3. Citizen Comment –
  - Adam Martinez spoke to Council about continuing trash issues at a neighboring property.
  - Janine Pryor with the Chaffee County Early Childhood Council asked if the Childhood Council could participate in the Land Use Code rewrite to make it easier for those wishing to open childcare facilities.
4. Unfinished Business / Action Items
  - a. Second Reading and Public Hearing - Ordinance 2019-12 Amending Chapter 6 of the Salida Municipal Code Concerning Short Term Rentals

**Critelli recused himself. Mayor Wood opened the public hearing. Lawton Eddy addressed items in that she felt needed clarification. Wendy Rombold requested a waiting list and also licenses to be issued when available. Mayor Wood closed the public hearing. Shore, Bowers and Templeton supported the Ordinance. Brown-Kovacic also spoke in support and the need to revisit some**

**of the comments from citizens. Mayor Wood raised the point that licenses should be issued when available. Templeton, Shore, Brown-Kovacic voted in favor; Kasper voted against. THE MOTION PASSED.**

- b. Second Reading and Public Hearing – Ordinance 2019-13 Amending Chapters 6 & 16 of the Salida Municipal Code Concerning Temporary Commercial Activities and Vending Permits

**Critelli suggested there be a date range that corresponds with the busy season between Memorial Day and Labor Day. Planner Bill Almquist addressed the question. Mayor Wood opened the public hearing at which no one spoke; Mayor Wood then closed the public hearing. Critelli and Almquist also discussed the limitation of two permits per public property. Templeton made a motion to approve Ordinance 2019-13 on second reading. Seconded by Bowers. Critelli made a motion to amend the ordinance to allow more than two vendors on public property. Seconded by Bowers. After further clarification from Almquist, Critelli withdrew his motion. With all in favor, THE MOTION PASSED.**

5. New Business / Action Items
- a. Resolution 2019-44 Amending the Fee Schedule for Temporary Commercial Activities and Vending Permits

**Critelli recused himself. Mayor Wood inquired about the fire inspection fees for vendors. Shore made a motion to approve Resolution 2019-44. Seconded by Templeton. With Bowers, Shore, Kasper, Templeton and Brown-Kovacic voting in favor, THE MOTION PASSED.**

- b. Resolution 2019-45 Canceling the City of Salida November 5, 2019 Election and Declaring the Candidates Elected Pursuant to the Requirements and Procedures of the Uniform Election Code of 1992 and the Salida Municipal Code

**Bowers asked about recall petitions, which City Attorney Nina Williams answered. Critelli made a motion to approve Resolution 2019-45. Seconded by Kasper. With all in favor, THE MOTION PASSED.**

6. Councilmembers, Mayor and City Treasurer Reports
- Bowers had nothing.
  - Shore requested that legal counsel explore property/code violations and ways that they could be better enforced.
  - Templeton spoke highly of the CAST meeting. Templeton also invited everyone to come to the Fiber Festival this upcoming weekend.
  - Critelli mentioned bears on Sackett and encouraged everyone to secure their trash, and Mayor Wood mentioned that the City has discussed bear-proofing containers at the parks.

- Brown-Kovacic had nothing.
- Kasper had nothing.
- Mayor Wood reported that he attended Amy Moore's high school government class. Mayor Wood spoke of the CAST meeting and that the main topics were sustainability, tourism and climate action. Mayor Wood stated that he would be attending the NetZero summit in Park City, Utah, October 2-4. Also, the Mayor reported on the Eastern Colorado BLM Resource Management Plan, which would open up Arkansas Hills to oil/gas drilling, and would like Council to take a stance against it. He stated that he went to the State fair for Mayor's day. Finally, the Mayor stated that he would be attending the CCEDC mixer at Mount Princeton September 4 and the CML District 13 meeting in Westcliffe September 5.
- Treasurer Pappenfort covered the sales tax report.
- Community Development

7. Adjourn at 7:39pm.

[SEAL]

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City Clerk/Deputy City Clerk

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Mayor P.T. Wood



## REQUEST FOR CITY COUNCIL ACTION

Meeting Date: September 17, 2019

<b>AGENDA ITEM NO.</b> Consent Agenda	<b>ORIGINATING DEPARTMENT:</b> Recreation & Aquatic Center	<b>PRESENTED BY:</b> Diesel Post/Sara Law
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**ITEM:**

Memorandum of Understanding for Gymnastics Classes – Salida Boys and Girls Club

**BACKGROUND:**

The City of Salida, in conjunction with the Boys and Girls Club, has been approached to coordinate and provide gymnastics instruction for current and future participants in the club. Currently, there are no parent volunteers with the capacity to undertake the organization of this activity, and the City will soon be in possession of a multitude of gymnastics equipment that will be donated by prior participants. The City's role would be to organize the class, enroll participants, and identify instructors to be made available to the Boys and Girls Club. The Boys and Girls Club will be responsible for promotion of the activity to their members as well as allowing the instructors access to members for the class.

**FISCAL NOTE:**

Per the agreement, the City would provide \$15 per registrant for their enrollment in the Boys and Girls Club. Registration is anticipated to be \$80 per participant, and the \$15 would come out of that. The remainder would be split 80/20 between the instructor and the City.

**STAFF RECOMMENDATION:**

Staff recommends approval of the Memorandum of Understanding with the Boys and Girls Club for gymnastics classes, to be signed by the City Administrator.

**SUGGESTED MOTIONS:**

A City Councilperson should make a motion to combine and approve the items on the consent agenda, followed by a second and a voice vote.

## **Memorandum of Understanding**

Between

City of Salida Department of Recreation

and

Boys and Girls Club of Chaffee County

This Memorandum of Understanding (MOU) sets for the terms and understanding between the City of Salida Department of Recreation and the Boys and Girls Club of Chaffee County to host one session of Gymnastics from September 12<sup>th</sup> through November 1<sup>st</sup>.

### **Background**

The City of Salida Recreation Department and the Boys and Girls Club of Chaffee County are joining together to provide Gymnastics classes to Chaffee County. Since the dissolution of Salida Gymnastics LLC there has been a need for Gymnastics in the community and this partnership is a first step to providing this service.

### **Purpose**

This MOU will allow the City of Salida Recreation Department to use the Gym on Thursday evenings from 4:30-8pm and Fridays from 3:30-6:30pm.

- The City of Salida Recreation Department will have five classes to offer that are from ages 6 to 12.
- The classes being offered would be: Beginning Gymnastics, Intermediate Gymnastics, Tumbling, and Parkour.
- All classes minus Parkour have a minimum number of 5 participants (Parkour is 3) and all have a maximum number of 12 participants
- Both the city and the instructor have liability insurance that is provided to the Boys and Girls Club of Chaffee County.
- Start date would be September 12th and the possible end date would be November 1st.

The City of Salida Recreation Department will manage the enrollment, scholarship program, and administrative work of the program. Boys and Girls Club of Chaffee County will make sure the Gym is available to the Gymnastics Class during the agreed times, barring any extenuating circumstances. Additionally, the Boys and Girls Club of Chaffee County will promote the program and encourage enrollment of their current members.

### **Reporting**

The City of Salida's Recreation Department will evaluate the effectiveness of this partnership after the November 1<sup>st</sup> end date. They will provide the Boys and Girls Club of Chaffee County any pertinent details in regard to the programming and surveys taken after the fact.

**Funding**

The City of Salida will provide the Boys and Girls Club of Chaffee County \$15 of every student that we enroll to pay towards their membership fee. Additionally, all parents will have to sign up to be a member for the Boys and Girls Club of Chaffee County as part of the Gymnastics program.

**Duration**

This MOU is at-will and may be modified by mutual consent of authorized officials from City of Salida Recreation Department and Boys and Girls Club of Chaffee County. This MOU shall become effective upon signature by the authorized officials from the City of Salida Recreation Department and Boys and Girls Club of Chaffee County and will remain in effect until modified or terminated by any one of the partners by mutual consent. In the absence of mutual agreement by the authorized officials from City of Salida Recreation Department and Boys and Girls Club of Chaffee County this MOU shall end on November 1<sup>st</sup>.

**Contact Information**

Partner name: City of Salida Department of Recreation  
Partner representative: Sara Law  
Position: Recreation Supervisor  
Address: 410 W Hwy 50, Salida, Colorado, 81201  
Telephone: 719-539-6738  
E-mail: recreationsupervisor@cityofsalida.com

Partner name: Boys and Girls Club of Chaffee County  
Partner representative: Tessie Jo Ortega  
Position: Branch Director  
Address: 340 E 5<sup>th</sup> Street, Salida, CO, 81201  
Telephone: 719-539-9500  
E-mail: [tessie@bgcchaffee.org](mailto:tessie@bgcchaffee.org)

\_\_\_\_\_ Date:  
(Partner signature)  
(Partner name, organization, position)

\_\_\_\_\_ Date:  
(Partner signature)  
(Partner name, organization, position)





September 17, 2019

Marc Bellantoni  
Central Colorado Enterprise Zone  
3224-A Independence Road, Suite A  
Canon City, CO 81212

Dear Mr. Bellantoni:

The City of Salida, Colorado supports the application of Heart of the Rockies Regional Medical Center Foundation to remain an Enterprise Zone entity. Providing a Colorado State Tax Credit for donations made to the organization, the HRRMC Foundation is better able to address affordable healthcare, job creation and promote business within the hospital district.

Heart of the Rockies Regional Medical Center is the largest employer in Chaffee County. They surpassed the Colorado Department of Corrections in 2018 employing 525 employees. The economic impact in our community is substantial. Through fundraising efforts, the HRRMC Foundation has been able to fund capital campaign projects, purchase medical equipment, offer medical scholarships and expand healthcare programs. This has a major impact on our citizens and the surrounding communities.

We approve and support the HRRMC Foundation to continue with their Enterprise Zone status.

Sincerely,

P.T. Wood  
Mayor

September 17, 2019

Bureau of Land Management  
Eastern Colorado RMP/EIS  
3028 E. Main Street  
Canon City, CO 81212

RE: Letter of Support – Eastern Colorado Resource Management Plan – Natural Processes Alternative

To Whom It May Concern:

The City of Salida is grateful for the opportunity to comment on the Eastern Colorado Resource Management Plan. The City has a deep and vested connection with public lands within the scope of the project – particularly the Southern Rockies Ecoregion – and we hope this letter will assist in development of the RMP to serve our residents and guests of the City of Salida.

Please accept this letter as the City Council's support for the Emphasis on Natural Processes Alternative (Alternative B) as proposed within the ECRMP. We believe that the Sustainable Alternative ensures local partners and community members have a seat at the table for implementation of the RMP and provides a voice for local control and management of this cherished resource. It is the City Council's belief that the Natural Processes Alternative

- Restores, maintains and protects ecosystem functions to promote diversity, productivity, and natural processes.
- Reduces or mitigates the effects of climate change on resources.
- Protects the integrity of unique resources and provides opportunities for compatible uses, including active recreation in and around existing communities.
- Allows for and enhances new recreation opportunities to meet human demands for access to public lands while balancing local and regional needs of visitors and guests.
- Reduces or minimizes the impacts of new resource extraction in the Upper Arkansas River Valley, including limits on new locations for fluid extraction via fracking.

We look forward to continuing to participate in the public process for development of the Eastern Colorado RMP and its implementation. We hope that the City of Salida's support of the Natural Processes Alternative as proposed in the draft RMP will be incorporated into the public record. Thank you for your attention to this matter and diligence on behalf of our nation's public lands.

Sincerely,

P.T. Wood  
Mayor  
cc: Salida City Council

# Regional Housing Authority:

A Multi-Jurisdictional approach to strategically address the regional housing market.

# Agenda

Why are we talking about this?

What can a Regional Housing Authority do?

What has happened thus far?

Next Steps

# Why are we talking about this?

## **2016 Housing Needs Assessment:**

“In a small county like Chaffee County, having a single organization to **coordinate funding, policy, development, and administration** is likely to be more **efficient** than multiple organizations.”

# Why are we talking about this?

## **2017 Affordable Housing Guide for Local Officials: DOLA**

“...a discretionary control of local governments.”

Benefits include:

- Access to loans, grants, and contributions,

- Acquisition of properties

- Ability to borrow money

- (ALSO: maintain a portion of ownership for future accountability)

# Why are we talking about this?

Office of Housing Strategic Plan:

2.A.1: Evaluate opportunities and make recommendation whether or not Chaffee County will benefit from establishing a multi-jurisdictional housing authority.

# What can a Regional Housing Authority Do?

The regional housing authority law provides a **flexible framework for cooperative action** on affordable housing at a level that makes increasing sense geographically, politically, and financially.



# What can a Regional Housing Authority Do?

- Acquisition
- Construction
- Reconstruction or repair
- Maintenance
- Management and operation
- Planning,
- Financing
- Incur debt
- Issue bonds
- Generate revenue
- Programming
- Education

# What has Happened Thus Far?

- Steering Committee Meetings and Evaluation
  - August, 2018
  - November, 2018
  - January, 2019
  - May, 2019
  - August, 2019

Who else could do this? What other structures could work?  
How can we collaborate? How is representation guaranteed?

# Next Steps

## Steering Committee Agreements:

- Equal representation from Jurisdictions

- Agreement by consensus (2/3 fallback)

- Inclusion of DOLA Regional Manager

## Timeline:

- Present to jurisdictions throughout September

- Act as rapidly as consensus-decision making allows

# Next Steps

- 1) Contract Between Jurisdictions
- 2) Operating Structure
- 3) Administrative Plan
- 4) Funding Plan

# Next Steps: Contract Between Jurisdictions

2001 Statute: *29-1-204.5*: Functions of the housing authority are outlined in the contract.

Key questions:

- What is the purpose of the authority?
  - Relationships to existing entities
- Boundaries (can be modified later)

# Next Steps: Operating Structure

- Who is on the Board of Directors?
- Who appoints them?
- How are decision made?
- Are Board members elected officials, staff, or appointed community members?
- Based on the purpose of the authority, what are the staffing needs?

# Next Steps: Administrative plan

Administrative Plan – Five year, updated annually

- Strategic
- Initiatives with goals and resources
- Accountability

# Next Steps: Funding Plan

- Based on activities in Admin Plan
- Five year projection, updated annually
- What is most attractive to local governments?
- What is the revenue capacity based on sources detailed by statute?
- Are the potential taxes and fees fairly distributed or do they impose an unfair burden to a particular group?



A Multi-Jurisdictional approach to strategically address the regional housing market.

- 1) Contract Between Jurisdictions
- 2) Operating Structure
- 3) Administrative Plan
- 4) Funding Plan

Questions?

# Thank you!

With Gratitude for your time and consideration,

Becky Gray

Director, Office of Housing

719-239-1398 (cell)

719-530-2590 (office)

[bgray@chaffeecounty.org](mailto:bgray@chaffeecounty.org)





## REQUEST FOR CITY COUNCIL ACTION

Meeting Date: September 17, 2019

AGENDA ITEM NO.	ORIGINATING DEPARTMENT:	PRESENTED BY:
6.a.	Community Development	Glen Van Nimwegen

### **ITEM:**

Resolution 2019-46: A resolution declaring the 6906 LLC Annexation is in substantial compliance with city ordinances and state statutes and setting a public hearing for November 5, 2019.

### **BACKGROUND:**

On August 12, 2019 staff received an application from the Crabtree Group representing the owners of the two acre site. A conceptual review meeting was held with the Planning Commission and Council on September 16, 2019.



When annexing a property the City must follow state statutes for contiguity and process requirements. The steps and standards include:

- 1/6<sup>th</sup> of the perimeter of a proposed annexation must be contiguous with the City of Salida;



## REQUEST FOR CITY COUNCIL ACTION

Meeting Date: September 17, 2019

<b>AGENDA ITEM NO.</b> 6.a.	<b>ORIGINATING DEPARTMENT:</b> Community Development	<b>PRESENTED BY:</b> Glen Van Nimwegen
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- Staff reviews the petition for compliance with city and state statutes and Council adopts a resolution stating the petition is valid and sets a public hearing date that is no less than 30 days and no greater than 60 days from the resolution date;
- The public hearing is advertised in the newspaper for four consecutive weeks;
- The Planning Commission holds a public hearing to review the annexation and recommend the zoning designation of the property;
- Council holds the public hearing on the annexation;
- Council approves an annexation agreement; and
- Council holds a public hearing on the proposed zoning.

### **STAFF RECOMMENDATION:**

Staff finds the proposed annexation in substantial compliance with city and state statutes and recommends Council adopt the proposed resolution setting a public hearing for November 5, 2019.

### **SUGGESTED MOTIONS:**

A Council person should make a motion to "approve Resolution 2019-46 declaring the 6906 LLC Annexation is in substantial compliance with city ordinances and state statutes and setting a public hearing for November 5, 2019."

### **Attachments**

Resolution 2019-46

**CITY OF SALIDA, COLORADO  
RESOLUTION NO. 46  
SERIES OF 2019**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SALIDA, COLORADO, FINDING THE 6906 VANDAVEER ROAD ANNEXATION PETITION TO BE IN SUBSTANTIAL COMPLIANCE WITH STATE STATUTES AND SETTING A PUBLIC HEARING ON SAID PETITION.**

WHEREAS, in August 2019, representatives of 6906 LLC filed a General Development Application (the “Petition”) to commence proceedings to annex to the City of Salida (the “City”) a certain unincorporated tract of land comprised of 2 acres located at 6906 Vandaveer Road in the County of Chaffee, State of Colorado (the “Property”), and being more particularly described on Exhibit A, attached hereto and incorporated herein by reference; and

WHEREAS, after review of the annexation Petition and map, the City planning staff advised the City Council that the Petition and map are in substantial compliance with the state statutes, as required by C.R.S. § 31-12-101 *et seq.*; and

WHEREAS, the Petition alleges as follows:

1. It is desirable and necessary that the territory described above be annexed to the City of Salida, Colorado.
2. The requirements of C.R.S. § 31-12-104, as amended, exist or have been met, including without limitation the following:
  - a. Not less than 1/6<sup>th</sup> of the perimeter of the area proposed to be annexed is contiguous with the City of Salida, Colorado.
  - b. A community of interest exists between the area proposed to be annexed and the City of Salida, Colorado.
  - c. The area proposed to be annexed is urban or will be urbanized in the near future.
  - d. The area proposed to be annexed is integrated with or is capable of being integrated with the City of Salida, Colorado.
3. The requirements of C.R.S. § 31-12-105, as amended, exist or have been met, including without limitation the following:
  - a. In establishing the boundaries of the area proposed to be annexed, no land held in identical ownership, whether consisting of one tract or parcel of real estate or two or more contiguous tracts or parcels of real estate:

- i. has been divided into separate parts or parcels without the written consent of the landowner or landowners thereof.
  - ii. comprising twenty (20) acres or more (which together with buildings and improvements situated thereon having a valuation for assessment in excess of \$200,000.00 for ad valorem tax purposes for the year preceding the proposed annexation), has been included without the written consent of the landowners.
- b. No annexation proceedings have been commenced for the annexation to a municipality other than the City of Salida, Colorado, of all or part of the territory proposed to be annexed.
- c. The annexation proposed in the Petition will not result in the detachment of area from any school district and the attachment of the same area to another school district.
- d. The annexation proposed in the Petition will not have the effect of extending the municipal boundary of the City of Salida more than three (3) miles in any direction from any point on the current municipal boundary of the City in any one year; and

WHEREAS, the City finds that the Petition is in compliance with Salida Municipal Code (SMC) §§ 16-9-10 through 16-9-40; and

WHEREAS, the City has or will have in place a plan meeting the requirements of C.R.S. §31-12-105(e) prior to the effective date of the proposed annexation; and

WHEREAS, no election for annexation of the area proposed to be annexed to the City of Salida has been held in the preceding twelve (12) months; and

WHEREAS, the signers of the Petition are the owners of one hundred percent (100%) of the territory proposed to be annexed, exclusive of public streets and alleys; and

WHEREAS, the annexation to the City of Salida, Colorado of the area proposed to be annexed will not result in a change of county boundaries; and

WHEREAS, the names and mailing addresses of the signers of the Petition and date of signing are included in the Petition, and the legal descriptions of the land owned by Petitioner is attached to the Petition. No signature on the Petition is dated more than 180 days prior to the date of filing of the Petition for annexation with the City Clerk; and

WHEREAS, the Petition is accompanied by four (4) or more copies of an Annexation Map containing, among other things, the following information:

1. A written legal description of the boundaries of the area proposed to be annexed to the City of Salida, Colorado;
2. The boundary of the area proposed to be annexed to the City of Salida, Colorado;
3. Within the annexation boundary map, a showing of the location of each ownership tract in un-platted land and, if part or all of the area is platted, the boundaries and the plat numbers of plots or of lots and blocks; and
4. Next to the boundary of the area proposed to be annexed, a drawing of the contiguous boundary of the City of Salida, Colorado; and

WHEREAS, none of the area proposed to be annexed to the City of Salida, Colorado, is presently a part of any incorporated city, city and county, or town, and is not contiguous to any other incorporated city, city and county, or town; and

WHEREAS, it appears that the Petition filed as aforesaid is in substantial compliance with the requirements of the Municipal Annexation Act of 1965, C.R.S. § 31-12-107(1), as amended.

NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SALIDA THAT:

1. The City incorporates the foregoing recitals as findings by the City Council.
2. The Petition is in substantial compliance with the requirements of the Municipal Annexation Act of 1965, C.R.S. § 31-12-107(1), as amended.
3. The City Council of the City of Salida, Colorado, will hold a hearing upon the Petition for the purpose of determining and finding whether the area proposed to be annexed meets the applicable requirements of C.R.S. § 31-12-104, § 31-12-105, and SMC §§ 16-9-10 through 16-9-40, all as amended, and is considered eligible for annexation. The hearing shall be held on November 5, 2019, commencing at the hour of 6 p.m. in the City Council Chambers, 448 East First Street, Salida, Colorado.
4. Any person may appear at such hearing and present evidence upon any matter to be determined by the City Council of the City of Salida, Colorado.

RESOLVED, APPROVED AND ADOPTED this 17th day of September, 2019.

CITY OF SALIDA, COLORADO

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P.T. Wood, Mayor

[SEAL]  
ATTEST:

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City Clerk/Deputy City Clerk



**EXHIBIT A**

**Legal Description:**

LOT 1, LOCATED WITHIN TRACT 1 OF THE VANDAVEER SUBDIVISION EXEMPTION PLAT BEING WITHIN THE NORTHWEST QUARTER OF THE NORTHEAST QUARTER AND THE NORTHEAST QUARTER OF THE NORTHWEST QUARTER OF SECTION 9, TOWNSHIP 49 NORTH, RANGE 9 EAST OF THE NEW MEXICO PRINCIPAL MERIDIAN, CHAFFEE COUNTY, COLORADO, BEING MORE OR LESS 5.97 ACRES.

**Also known as:**

6953 County Road 105  
Salida, CO 81201

**Parcel No.** 380709100070

County of Chaffee  
State of Colorado



**REQUEST FOR CITY COUNCIL ACTION**

Meeting Date: Sept 17, 2019:

<b>AGENDA ITEM NO.</b>	<b>ORIGINATING DEPARTMENT:</b>	<b>PRESENTED BY:</b>
6.b.	Community Development	Glen Van Nimwegen

**ITEM:**

Resolution 2019-47 Requesting Approval of the Professional Service Agreement with Clarion Associates to complete the Comprehensive Rewrite of the Land Use Code.

**BACKGROUND:**

The 2019 Budget set three goals for the Community Development Department:

- Complete the re-write of the Land Use Code;
- Complete the study of downtown parking demand and recommendations; and
- Complete a housing linkage nexus study.

A total of \$150,000 was budgeted for the three projects and staff was tasked with supplementing the amount with grant funding if available. On June 30, 2019 the city was granted up to \$93,750 from the Colorado Department of Local Affairs' Energy and Mineral Impact Assistance Program to assist in the code rewrite effort. The grant must be matched 50/50 by the City of Salida.

Staff received three responses to the Request for Proposal (RFP) which was advertised on July 30<sup>th</sup> for the rewrite. The RFP asked responders to review our current code, the Comprehensive Plan and the recently adopted Future 50 corridor plan and present their relevant experience; approach and timeline to complete the project. Strategies to engage stakeholders and our citizens in the effort was prioritized.

**DISCUSSION:**

The submittals broke out as follows:

<b>Firm</b>	<b>Location</b>	<b>Hours</b>	<b>Expenses</b>	<b>Timeframe</b>	<b>Total Fee</b>
Clarion Associates	Denver	1,381	\$9,250	24 months	\$180,000
Gould-Evans & Ayres Associates	Kansas City, MO Cheyenne, WY	1,192	\$9,295	13 months	\$150,000
Cascadia Partners	Portland, OR	1,580	\$7,100	11 months	\$175,495

Staff invited the three teams to interview with a group of staff and Planning Commissioners:

Drew Nelson	Administrator
Nina Williams	Assistant City Attorney
Joe Judd	Planning Commissioner, Builder
Francie Bomer	Planning Commission Vice Chair
David Lady	Public Works Director
Bill Almquist	Planner
Glen Van Nimwegen	CD Director



**REQUEST FOR CITY COUNCIL ACTION**

Meeting Date: Sept 17, 2019:

<b>AGENDA ITEM NO.</b> 6.b.	<b>ORIGINATING DEPARTMENT:</b> Community Development	<b>PRESENTED BY:</b> Glen Van Nimwegen
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**STAFF RECOMMENDATION:**

Following the interviews with the three finalists, staff interviewed past clients of two of the firms. We are recommending Council award a Professional Services Agreement for the Comprehensive Land Use Code Rewrite to Clarion Associates; and authorize the City Administrator to enter into a Professional Services Agreement between the City and Clarion Associates.

**BUDGET:**

Line item 10-16-5201 of the 2019 Community Development budget for consultant services totals \$150,000. If Council approves the recommended contract with Clarion Associates, the funding for the three principal 2019 goals of the Department is as follows:

<b>Project</b>	<b>General Fund</b>	<b>Grant Funds</b>	<b>Project Cost</b>
Re-Write of Land Use Code	\$90,000	\$90,000	\$180,000
Downtown Parking Study	\$38,000		\$38,000
Housing Linkage Fee Nexus Study	TBD		
<b>TOTAL</b>	<b>\$128,000</b>		

**SUGGESTED MOTION:**

A Council person should make the motion to “Approve Resolution 2019-47 authorizing the City Administrator to enter into a Professional Services Agreement with Clarion Associates, for the Comprehensive Land Use Code Re-Write.”

**Attachments:**

- Resolution 2019-47
- Professional Services Agreement
- Clarion Associates RFP
- Grant Approval Letter

**CITY OF SALIDA, COLORADO  
RESOLUTION NO. 47  
(Series 2019)**

**A RESOLUTION OF THE CITY COUNCIL FOR THE CITY OF SALIDA,  
COLORADO, AUTHORIZING THE CITY ADMINISTRATOR TO ENTER INTO A  
PROFESSIONAL SERVICES AGREEMENT WITH CLARION ASSOCIATES FOR  
THE COMPREHENSIVE REWRITE OF THE LAND USE CODE.**

**WHEREAS**, the City of Salida budgeted \$150,000 in the 2019 Operating Budget to complete several long range community development projects with the assistance of professional consultants. The projects included rewriting the Land Use Code (Chapter 16 of the Salida Municipal Code); completing a study of parking downtown and a Housing Linkage Fee Nexus Study; and

**WHEREAS**, staff committed to seeking grant funds to help fund the list of projects; and

**WHEREAS**, on June 30, 2019 the city received grant funds through the Colorado Department of Local Affairs Energy and Mineral Impact Assistance Program (EIAF) totaling up to \$93,750 as a 50% match to city funding to rewrite the Land Use Code; and

**WHEREAS**, the City issued the Request for Proposal (RFP) and received three responsive submittals; formed an interview team consisting of staff and two Planning Commissioners; and interviewed the consultants on August 27 and 29<sup>th</sup>; and

**WHEREAS**, after taking input from the interview panel, and interviewing references for two of the firms, staff is recommending Clarion Associates be hired to complete the rewrite; and

**WHEREAS**, The Salida City Council has available operating funds to match the DOLA grant funds; and

**WHEREAS**, The Salida City Council finds and determines that the best interests of the citizens of Salida will be served by authorizing the City Administrator to enter into a Professional Services Agreement with Clarion Associates for professional services; and

**WHEREAS**, the City agrees to pay Clarion Associates the sum of approximately \$180,000 for the Comprehensive Rewrite of the Land Use Code, with one-half to be reimbursed through the distribution of EIAF grant funds subject to the terms and conditions of the Professional Services Agreement to be executed by the parties.

**NOW THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF  
THE CITY OF SALIDA COLORADO, THAT:**

1. The Salida City Council incorporates the foregoing recitals as its conclusions, facts, determinations, and findings.
2. The Professional Services Agreement with Clarion Associates for the Comprehensive Rewrite of the Land Use Code is hereby approved, and the City Administrator is authorized to sign the contract on behalf of the City.

RESOLVED, APPROVED, AND ADOPTED this 17th day September 2019.

CITY OF SALIDA, COLORADO

By \_\_\_\_\_  
P.T. Wood, Mayor

[SEAL]

ATTEST:

\_\_\_\_\_  
City Clerk/Deputy City Clerk

## AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT FOR PROFESSIONAL SERVICES (“Agreement”) is made and entered into this \_\_\_ day of \_\_\_\_\_, 2019 by and between the CITY OF SALIDA, COLORADO, a Colorado municipal corporation (“City”), and Clarion Associates (“Contractor”).

WHEREAS, the City desires that Contractor perform the services of completing the Comprehensive Land Use Code Rewrite as an independent contractor, in accordance with the provisions of this Agreement, and more fully described in the job description attached as Exhibit A; and

WHEREAS, Contractor desires to perform such duties pursuant to the terms and conditions provided for in this Agreement; and

WHEREAS, the parties hereto desire to set forth certain understandings regarding the services in writing.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein, the parties agree as follows:

1. Services. The City agrees to retain Contractor to provide the services set forth herein, and as further specified in **Exhibit A**, attached hereto and incorporated herein by reference (“Services”), and Contractor agrees to so serve. Contractor warrants and represents that it has the requisite authority, capacity, experience, and expertise to perform the Services in compliance with the provisions of this Agreement and all applicable laws and agrees to perform the Services on the terms and conditions set forth herein.

2. Consideration. The City agrees to compensate Contractor, in accordance with the Fee Schedule detailed in **Exhibit A**, attached and incorporated by reference. The City shall make payment within thirty (30) days of receipt and approval of invoices submitted by Contractor, which invoices shall be submitted to the City not more frequently than monthly and which shall identify the specific Services performed for which payment is requested.

3. Term. The Term of this Agreement shall be effective as of the date of its execution by both parties, as dated above until the Agreement is terminated pursuant to Section 8 of this Agreement; provided, however, that to the extent that the term of this Agreement exceeds one fiscal year, the obligations described herein shall be subject to annual appropriation by the City Council, at its sole discretion.

4. Outside Support Services and Sub-Contractor. Any sub-contractors shall be pre-approved by the City. A rate sheet for each sub-contractor shall be provided to the City.

5. Independent Contractor. The parties agree that the Contractor is an independent contractor and shall not be considered an employee, agent, or servant of the City for any purpose. Contractor is not entitled to workers’ compensation benefits from the City and is obligated to pay federal and state income tax on any money earned pursuant to this Agreement. The parties further agree and understand that as an independent contractor, Contractor does not receive the

protections of the Colorado Government Immunity Act, that the Contractor is responsible for their own liability insurance, and that the City's insurance coverage does not extend to independent contractors or to the Contractor.

6. Insurance Requirements. Contractor shall procure and keep in force during the duration of this Agreement a policy of comprehensive general liability insurance insuring Contractor and naming the City as an additional insured against any liability for personal injury, bodily injury, damages to property, or death arising out of the performance of the Services with at least One Million Dollars (\$1,000,000) each occurrence. The limits of said insurance shall not, however, limit the liability of Contractor hereunder.

7. Indemnification. Contractor hereby covenants and agrees to indemnify, save, and hold harmless the City, its officers, employees, from all liability, loss, costs, charges, obligations, expenses, attorney's fees, litigation, judgments, damages, claims, arising from or out of any negligent act or error and omission or other tortious conduct of Contractor, its officers, subcontractors, or employees in the performance or nonperformance of its obligations under this Agreement.

8. Termination. The City or the Contractor may terminate this Agreement at any time by providing a minimum thirty (30) calendar days' written notice to the other party. If the parties have mutually determined that the work has become infeasible, the parties agree to terminate the Agreement in accordance with this Section. In the event this Agreement is terminated, the Contractor shall be compensated for all work performed to date based on estimate percentage of completion, including the percentage of any and all work items begun but not completed.

9. Work By Illegal Aliens Prohibited. Pursuant to Section 8-17.5-101, C.R.S., *et. seq.*, Contractor warrants, represents, acknowledges, and agrees that:

- a. Contractor does not knowingly employ or contract with an illegal alien.
- b. Contractor shall not knowingly employ or contract with an illegal alien to perform works or enter into a contract with a subcontractor that fails to verify to Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this Agreement.
- c. Contractor has participated in or attempted to participate in the basic pilot employment verification program created in Public Law 208, 104<sup>th</sup> Congress, as amended, and expanded in Public Law 156, 108<sup>th</sup> Congress, as amended, administered by the Department of Homeland Security (hereinafter, "E-Verify") in order to verify that Contractor does not employ illegal aliens. If Contractor is not accepted into E-Verify prior to entering into this Agreement, Contractor shall forthwith apply to participate in E-Verify and shall submit to the City written verification of such application within five (5) days of the date of this Agreement. Contractor shall continue to apply to participate in E-Verify, and shall certify such application to the City in writing, every three (3) months until Contractor is accepted or this Agreement is completed, whichever occurs first. This Paragraph 9 shall be null and void if E-Verify is discontinued.
- d. Contractor shall not use E-Verify procedures to undertake pre-employment

- screening of job applicants while this Agreement is being performed.
- e. If Contractor obtains actual knowledge that a subcontractor performing work under this Agreement knowingly employs or contracts with an illegal alien, Contractor shall be required to:
    - (i) notify the subcontractor and the City within three (3) days that Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and
    - (ii) terminate the subcontract with the subcontractor if within three (3) days of receiving the notice required pursuant to this subparagraph the subcontractor does not stop employing or contracting with the illegal alien; except that Contractor shall not terminate the contract with the subcontractor if during such three (3) days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.
  - f. Contractor shall comply with any reasonable request by the Colorado Department of Labor and Employment (“Department”) made in the course of an investigation that the Department is undertaking pursuant to the authority established in subsection 8-17.5-102(5), C.R.S.
  - g. If Contractor violates this Paragraph, the City may terminate this Agreement for breach of contract. If this Agreement is so terminated, Contractor shall be liable for actual and consequential damages to the City arising out of said violation.

10. Entire Agreement. This Agreement, along with any addendums and attachments hereto, constitutes the entire agreement between the parties. The provisions of this Agreement may be amended at any time by the mutual consent of both parties. The parties shall not be bound by any other agreements, either written or oral, except as set forth in this Agreement.

11. Governing Law and Venue. This Agreement shall be governed by the laws of the State of Colorado, and venue for any action instituted pursuant to this Agreement shall be in the County of Chaffee, State of Colorado.

12. Authority. Each person signing this Agreement, and any addendums or attachments hereto, represents and warrants that said person is fully authorized to enter into and execute this Agreement and to bind the party it represents to the terms and conditions hereof.

13. Governmental Immunity Act. No term or condition of this Agreement shall be construed or interpreted as a waiver, express or implied, of any of the immunities, rights, benefits, protections, or other provisions of the Colorado Governmental Immunity Act, C.R.S. §§ 24-10-101, *et seq.*

14. Assignability. Contractor shall not assign this Agreement without the City’s prior written consent.

15. Binding Effect. This Agreement shall be binding upon, and shall inure to the benefit of, the parties hereto and their respective heirs, personal representatives, successors, and assigns.







**EXHIBIT A**  
**SCOPE OF SERVICES AND FEE SCHEDULE**

# SALIDA COLORADO



## Proposal for City of Salida Comprehensive Land Use Code Rewrite

August 9, 2019

# CLARION

1600 Stout Street | Ste. 1700  
Denver, CO 80202  
[www.clarionassociates.com](http://www.clarionassociates.com)

Cover photo credit: Flickr Creative Commons



August 9, 2019

City of Salida  
Community Development Department  
448 E. 1st Street, Suite 112  
Salida, CO 81201

**RE: RFP Comprehensive Land Use Code Rewrite**

Dear Members of the Selection Committee:

On behalf of Clarion Associates, I am pleased to submit this proposal to assist the City of Salida with its comprehensive rewrite of the Land Use Code. Our expertise, overall philosophy and project approach, and current availability align well with your thoughtfully developed RFP.

Clarion Associates is a nationally recognized land-use consulting firm with extensive experience in preparing zoning ordinances for jurisdictions of all sizes and types across the country. We have offices in Denver and Chapel Hill, and affiliated offices in Cincinnati and Philadelphia. Having worked on many similar projects throughout the country, with an emphasis in Colorado, we believe that our team is uniquely qualified to assist the City of Salida with this effort and bring many significant advantages:

- **We are zoning experts.** Drafting zoning and development codes to implement planning and governance goals is Clarion's core practice area. Clarion principals have led over 180 zoning code update or replacement projects across the U.S, for counties and municipalities of various sizes and contexts, from Prince George's County, Maryland, and Arapahoe County, Colorado, to the Cities of Albuquerque and Sedona, and the Towns of Buena Vista and Carbondale. Hallmarks of Clarion-authored codes include simple language, clear graphics, efficient procedures, enforceable standards, and the flexibility needed to accommodate unexpected development and market trends. We know how to customize zoning tools to reflect local character and assets. Getting the details right is critical.
- **We are hybrid-zoning innovators.** Clarion codes blend the best of multiple code-drafting philosophies—including form-based, performance-based, and use-based, among others. We understand that different types of controls may be appropriate in different areas of a small, diverse city like Salida. While there are several well-established templates (like the Smart Code for form-based zoning), we believe in looking beyond those templates to find what really works in each community. Clarion tailors zoning controls to directly reflect local planning goals, market conditions, political realities, and administrative capacity. The result is a long track record of innovative zoning codes that have been successfully implemented and that build support for further zoning improvements.
- **We know land use law.** Consulting Directors Matt Goebel and Don Elliott are experienced land use planners and attorneys and frequent speakers on land use law issues at planning conferences. Clarion works successfully with city and county attorneys around the country to craft legally defensible zoning ordinances that avoid constitutional or statutory challenges.
- **We are national leaders in zoning best practices.** Clarion team members have written and frequently spoken about a variety of zoning best practices for communities across the nation on topics such as form-based zoning, mixed-use and TOD development, corridor revitalization, hazard mitigation, planned developments, procedural streamlining, design standards, parking, and the regulation of aesthetics. We are frequent contributors to the American Planning Association's *Planning* magazine, Planning Advisory Service (PAS) reports, and the *Zoning Practice* monograph. Perhaps more importantly, we understand

how to move beyond the best-practice discussions and develop politically realistic strategies that turn theory into clear, enforceable regulations.

- **We are skilled facilitators.** We are experienced in working with citizens, staff, appointed and elected officials, and the business and development community to gain consensus on difficult issues. The key to building support for zoning reform is clear, candid, conversations about the pros and cons of different zoning approaches—the type of conversations that can only be led by professionals who understand the field well. We are regularly recognized for our ability to explain zoning concepts clearly and to build consensus.
- **We are strong project managers.** Major zoning reform projects require strong leadership and effective project management. We have a proven track record of effective project management, close partnership with local planning staff, and bringing our projects in on time and within budget.

Clarion brings a lengthy track record of completing similar projects on time and on budget. Throughout this project, we will work collaboratively with City staff to analyze and compare the policies in the Salida Comprehensive Plan and the Future 50 Corridor Plan with the current Land Use Code to identify key issues and opportunities for the overhaul. This review will draw on our team's national experience on ways in which other jurisdictions have solved similar issues. The issues facing Salida have always been of special interest to Clarion, and we have helped numerous other communities successfully address their land use goals.

In sum, we believe that Clarion's enthusiasm, approach, local knowledge, and depth of collaborative experience will lead to a successful new code for the City of Salida that is strongly grounded in public support and that will meet the needs of the City both now and in the future. Our proposal to rewrite Salida's Land Use Code is outlined in the pages that follow. We would be happy to discuss any refinements or alternative approaches with the City. Please do not hesitate to contact us if you have questions or comments or if you need additional information to evaluate this proposal. We look forward to working with you to craft, adopt, and implement these important innovations.

Sincerely,



Matt Goebel, AICP  
Director  
[mgoebel@clarionassociates.com](mailto:mgoebel@clarionassociates.com)  
(303) 830-2890 ext. 29

**Contact Clarion:**

1600 Stout Street, Suite 1700  
Denver, Colorado 80202  
(303) 830-2890 x 29  
(303) 860-1809 - fax  
[www.clarionassociates.com](http://www.clarionassociates.com)

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# 1. Letter of Intent

See cover letter at the beginning of this response package.

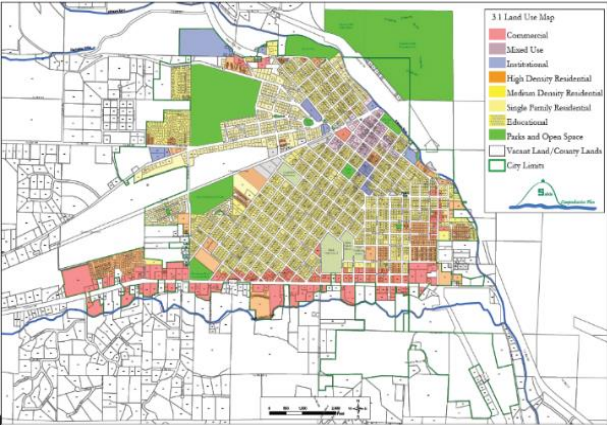
# 2. Statement of Project Understanding

Clarion understands the work to be performed and has facilitated numerous projects of similar scale and complexity in Colorado and throughout the nation. Our team can help Salida effectively rewrite its Land Use Code by modernizing dated standards and procedures, making the code more user-friendly through graphics and clear language, and implementing the City's policies.

**A Focus on Plan Implementation.** We never lose sight of the fact that land use regulations are intended to implement the community's preferred vision for the future. In this case, the work put into Salida's planning efforts must be respected, and we anticipate the need for multiple linkages between regulations and the City's adopted plans, policies, and goals. We also know that not all plan goals can be effectively addressed through land use regulations. Many of our zoning ordinance projects have come on the heels of a new Comprehensive Plan, in communities like Reno, Nevada, and Carbondale, Colorado, and we have considerable experience drafting new regulations to implement plan policies.

### Some Examples from the Salida Comp Plan

- The new Land Use Code should emphasize infill and redevelopment by revisiting one-size-fits-all standards to recognize the various contexts within the City.
- Establish a lineup of zoning districts that will allow the City to more closely align desired land use and growth patterns as expressed in the plan.
- Remove barriers and incentivize alternative energy by allowing alternative dimensional standards and explicitly calling out alternative energy uses (e.g., solar and wind) within the use regulations.



### Some Examples from Future 50 Corridor Plan

Although many of the Future 50 Corridor Plan recommendations involve physical improvements outside the Land Use Code, there are opportunities to pave the way (pardon the pun) for implementation.

- Reconsider the landscaping standards and the lot and building standards (such as height and setbacks) along Highway 50. For example, allowing building to be located closer to the street will help establish a more pedestrian-friendly streetscape.
- Revisit parking lot design standards to prevent large spans of parking along Highway 50.
- Remove barriers to installing permanent enhancements (and distinguish streetscape options in different contexts if necessary).

## Implementation of the Chaffee County Comprehensive Plan

- As the County develops updates to its comprehensive plan, the City's Land Use Code should reflect those policies and strategies where appropriate, particularly within the three-mile planning area.
- When the IGA between the City and County is amended, the City's Land Use Code should reflect that agreement as appropriate.

**A cursory review of issues.** Clarion's initial review of Chapter 16, *Land Use and Development* provided a quick glimpse into some of the issues the City may be struggling with. Our cursory observations are provided below.

### General Observations

- The code could benefit from substantial reorganization to include related materials within standalone sections or articles. For example, the rezoning procedure is currently located in Section 16-4-210, but is a procedure that could be relocated to Article III (Application and Review Procedures).
- Additional graphics and tables would help make the code more user friendly.
- Submittal requirements and certificates could be relocated outside the Land Use Code in an administrative manual.

### Zoning Districts and Uses

- The current code does not support mixed-use beyond the residential mixed-use district.
- The current code does not include a district for parks or open space. It is important to ensure there are adequate tools to preserve common public open areas.

### Development Standards

- Additional flexibility may help the City implement its affordable housing policies. We would want to work with staff to determine how well the incentives under the inclusionary housing ordinance (e.g., reduced dimensional and parking standards) have been working since its recent adoption.
- The parking standards could be modernized. Although the parking ratios do not seem completely out of the norm, the City may want to consider parking maximums in some areas (perhaps downtown) and offer flexible alternatives such as shared parking and off-site parking.
- The City may want to consider codifying some basic site and building design standards beyond those for the Downtown Historic District and Sacketts Addition and large-scale commercial establishments.

### Review Procedures

- The lines are not clear for what types of projects require a higher discretionary approval (Planning Commission and City Council) versus administratively permitted by right. For example, would a large alteration (limited impact review) require a major impact review if it involved adding 20 units to an existing multifamily site?

- The procedures (and standards) for planned developments are unclear and do not establish clear guideposts for a PD district. For example, a PD with residential uses is required to provide a variety in housing types and densities; however, the amount of variety is not established.

Again, the issues mentioned on this page are only based on a quick review of the Land Use Code given the short turnaround time for responding to the RFP. We are happy to discuss any of these observations in greater detail at the request of the evaluation committee.

## 3. Proposed Project Scope

We propose dividing the Land Use Code rewrite into five tasks. We believe this approach is the most effective method to meet the proposed timeline. All elements of this proposed approach are flexible and open to discussion and negotiation. We propose the following tasks to accomplish the scope of work:

### **Base Scope of Services:**

- **Task 1:** Project Orientation
- **Task 2:** Code Assessment and Annotated Outline
- **Task 3:** Prepare Discussion Draft Land Use Code
- **Task 4:** Consolidated Draft Land Use Code
- **Task 5:** Final Draft of Land Use Code and Adoption

## Task 1: Project Orientation

### 1.1 BACKGROUND RESEARCH

Clarion Associates will begin by conducting a thorough review of all relevant plans, regulations, interpretations, and any related materials that City staff have compiled about challenges in using or enforcing the current land development regulations. This background review will form the basis for the initial meetings described below.

### 1.2 PROJECT ORIENTATION MEETING AND TOUR

#### **Kick-off Call**

As a first step, Clarion will work with staff to schedule and facilitate a project kick-off phone conference with the project leadership team (core staff team and consultants). Topics will include overall project goals, scope, and schedule; ongoing City activities that may impact the Land Use Code rewrite; and initial strategies for public involvement.

#### **Kick-off Trip**

The consulting team will then schedule the first visit to Salida and conduct initial meetings with the public and key stakeholders to explain the project scope and timeline and to solicit comments about what works and does not work in the current system. During this kick-off, we will participate in a tour to see how key land-use issues are playing out in practice. It is also valuable to meet with the Planning Commission and the City Council during the kick-off to present the scope of work and to discuss their initial goals of the project.

#### **Advisory Committee**

We find it valuable in most major code rewrite projects to establish an advisory or steering committee comprised of community leaders such as developers, private land use consultants, neighborhood organization representatives, and business owners, and other stakeholders with experience using the land use code. Ideally, the Advisory Committee would be between 8-11 people, giving ample opportunity to provide meaningful input throughout the project. The Advisory Committee should be diverse and should take advantage of active groups already established within Salida. If assembled

prior to the kick-off trip, then we suggest scheduling an initial meeting with them during that trip. The remainder of this scope of work assumes that an Advisory Committee has been established.

### 1.3 PUBLIC ENGAGEMENT PLAN AND PROJECT WEBSITE

Public participation related to the drafting of zoning codes is unique. In contrast to comprehensive planning projects, code updates often involve detailed technical discussions. It takes skill and timing to present such complex materials in an engaging and understandable way, and to avoid “technical topic burnout.” We have extensive experience preparing for and moderating these discussions using a wide range of interactive formats and media. The careful attention that Clarion gives to focused public participation will enable us to build momentum and create support throughout the project timeline.

#### Public Participation Plan

Following the kick-off trip, we will develop a draft public participation plan with City staff. The plan will take full advantage of the various forums available that we have found helpful in other code projects. In particular, the plan will emphasize public involvement, regular workshop meetings with the Advisory Committee, regular reports to elected and appointed officials, and public meetings at important milestones during the process.

Other issues the draft public participation plan will address will include, but not be limited to:

- *The role of the Advisory Committee in helping to educate and inform the public.* Committee members can serve as trusted liaisons to keep various groups informed of project progress and to seek detailed input on targeted issues.

In addition to the Advisory Committee, the City may also wish to appoint a separate Technical Advisory Committee (TAC) made up of City staff from multiple departments that deal with zoning and land-use issues – such as Community Development, Public Works, Utilities, and the Fire Department and perhaps members of established boards or commissions such as the Tree Board or Historic Preservation Commission. This TAC would review all staff-level drafts of work products and help ensure consistent feedback from City departments.

- *Potential educational opportunities.* “Zoning 101” and similar presentations can be used to help inform the public about the need for an updated Land Use Code and some of the topics the City is looking to address through the rewrite.
- *How technology will be used to keep City of Salida stakeholders informed about project progress.* While the key technological tool will likely be a project website, we also regularly use social media tools (e.g., Twitter, Instagram, Facebook) to supplement outreach. These types of tools can sometimes be effective in reaching new audiences whom may otherwise rarely attend City meetings.
- *The overall schedule/timeline for public participation activities.* The plan will document key milestones at which the public will be engaged, including the expected materials that will be made available and presented. Our proposed project schedule later in this proposal includes the milestones for which we expect trips and public meetings to occur.

The draft public participation plan will be developed following the project initiation meetings and based on staff comments we will prepare a revised version for implementation throughout the duration of the project.

## Project Website

Clarion recommends establishing a dedicated project website for the Land Use Code rewrite. As part of our initial meetings with staff, Clarion will provide examples of project logos and project names for consideration. Included with the proposed budget we can build a dedicated project website using the *Wix.com* platform. We alternatively develop content for posting on a dedicated page hosted on the existing City website (*cityofsalida.com*). Either way, the website can serve as the one-stop shop for background information, upcoming events, draft project deliverables, and links to surveys and other solicitations for input. An example page from another code project (McKinney, TX) is provided below.



## 1.4 ONGOING PROJECT MANAGEMENT

All major code projects require some level of care and feeding in terms of managing day-to-day administrative duties, refining internal and external deliverable schedules, tracking budgets and expenses, and preparing and reviewing monthly invoices. Communication is key to successful project management – and Clarion excels in this regard. We will host regular calls with core staff to ensure project efficiencies are being met and to course correct when necessary.

### Task 1 Summary: Project Orientation

	Clarion Responsibilities	City Staff Responsibilities
<b>Deliverables</b>		
Task 1.1	<ul style="list-style-type: none"> <li>Review relevant documents including but not limited to the Comprehensive Plan, Future 50 Plan, current Chapter 16 Code, the Chaffee County Comprehensive Plan, and others identified by City staff</li> </ul>	<ul style="list-style-type: none"> <li>Provide background materials</li> </ul>

## Task 1 Summary: Project Orientation

	Clarion Responsibilities	City Staff Responsibilities
Task 1.2	<ul style="list-style-type: none"> <li>Draft kick-off meeting agenda</li> </ul>	<ul style="list-style-type: none"> <li>Provide insight into current regulations advantages and pitfalls</li> <li>Provide thorough project background</li> </ul>
Task 1.3	<ul style="list-style-type: none"> <li>First draft public participation plan</li> <li>Revised public participation plan</li> <li>Draft and maintain detailed drafting schedule</li> <li>Participate and send agendas for regular project management calls</li> </ul>	<ul style="list-style-type: none"> <li>Review and comment on draft schedule</li> <li>Participate in regular project management calls</li> </ul>
Task 1.4	<ul style="list-style-type: none"> <li>Schedule and attend regular phone calls with staff</li> <li>Budget tracking and invoicing</li> </ul>	<ul style="list-style-type: none"> <li>Schedule and attend regular phone calls with Clarion</li> <li>Review invoices and manage payments</li> </ul>

### Trips and Meetings

Trip 1 (Goebel, Wafaie, and one Associate) Project kick-off meetings	<ul style="list-style-type: none"> <li>Draft agenda</li> <li>Participate in meetings</li> <li>Meet with City staff</li> <li>Tour of Salida</li> <li>Meet with Advisory Committee</li> <li>Conduct stakeholder interviews</li> </ul>	<ul style="list-style-type: none"> <li>Review and comment on public participation plan</li> <li>Review and comment on agenda</li> <li>Schedule meetings with internal City staff and officials</li> <li>Coordinate meeting logistics (scheduling, meeting space, food, etc.)</li> <li>Organize tour and distribute tour maps/materials in advance (if applicable)</li> <li>Participate in meetings</li> <li>Review and comment on trip materials</li> </ul>
-------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

## Task 2: Code Assessment and Annotated Outline

Based on our professional experience, and building on information gathered during Task 1, Clarion will prepare a detailed assessment of the current regulations, specifically related to Chapter 16, as well as a proposed annotated outline of a new development code.

### 2.1 CODE ASSESSMENT

Generally, the Code Assessment will address issues such as, but not limited to:

- The Code's effectiveness in implementing, and consistency with, the adopted Salida Comprehensive Plan, other City policies, and recommendations from the Chaffee County Comprehensive Plan;
- Strengths and weaknesses of the existing Code related to specific topics;
- Alignment with local, state, and federal laws;
- Overall organization and user-friendliness of the Code; and
- Best practices relevant to The City of Salida.

The Code Assessment will address in detail how the current regulations respond to the project objectives listed in the RFP, such as a code that is clearly understood by landowners, developers, and citizens. Also, the report will identify any related City projects underway that may need to be integrated into or reflected in the new code in some way. (For example, the City is currently underway on a parking study that may require integration into one or more sections of the Land Use Code.)

The first draft of the Code Assessment will be for internal staff review only (and the Technical Advisory Committee if one is formed). That review allows staff time to provide Clarion with substantive feedback and identify any factual errors or major issues that should be clarified or adjusted in the document prior to public review.

## 2.2 ANNOTATED OUTLINE

The Code Assessment will also include an Annotated Outline component for the proposed structure and substance of a modernized Land Use Code. The Annotated Outline will provide detailed recommendations for an improved organizational structure and describe how the new code will be integrated with other City of Salida regulations and ordinances. The Annotated Outline will include a description of options to consider, and commentary explaining the rationale for any recommended approaches. Comments received on the public draft of the Code Assessment and Annotated Outline will inform the drafting process beginning in Task 3.

### Task 2 Summary: Code Assessment and Annotated Outline

	Clarion Responsibilities	City Staff Responsibilities
<b>Deliverables</b>		
Task 2.1	<ul style="list-style-type: none"> <li>Prepare Code Assessment</li> </ul>	<ul style="list-style-type: none"> <li>Provide one round of consolidated written staff comments</li> </ul>
Task 2.2	<ul style="list-style-type: none"> <li>Prepare Annotated Outline</li> <li>Presentation materials as necessary (PowerPoints, handouts, boards)</li> </ul>	<ul style="list-style-type: none"> <li>Review and comment (any edits after the public draft will be reflected during drafting)</li> </ul>
<b>Trips and Meetings</b>		
Trip 2 (Goebel and Wafaie)	<ul style="list-style-type: none"> <li>Meet with City staff</li> <li>Present Code Assessment and Annotated Outline to Advisory Committee</li> <li>Present Code Assessment and Annotated Outline to appointed and elected officials</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate meeting logistics (scheduling, meeting space, food, etc.)</li> <li>Review and comment on trip materials</li> </ul>

## Task 3: Prepare Discussion Draft Land Use Code

### 3.1 DRAFT LAND USE CODE – STAFF DRAFTS

Following completion and approval of the Code Assessment and Annotated Outline, Clarion will begin drafting the new Land Use Code according to the agreed-upon structure. Document drafts will be user-friendly and include graphics, tables, and charts to clearly explain zoning and land use concepts. The drafts will include commentary and footnotes to explain changes from current regulations and practice and the rationale behind each new provision.



The new Land Use Code will likely include a substantial amount of new information, presented in a new format. To help review bodies – staff, stakeholders, community members – digest the new information in its entirety, we recommend dividing the drafting into three installments as follows:

- **Installment 1: Zone Districts and Uses.** This installment will include drafts of the proposed zoning districts, dimensional standards (lot and building standards such as setbacks and height), and the uses allowed by right or by review in each district. The zoning districts will reflect Salida’s needs based on the Salida Comprehensive Plan and other area-specific planning efforts. The districts will include both text and illustrations that address applicable use, scale, siting, and (potentially) building form. Clarion will modernize and simplify permitted use lists and controls to allow flexibility for market-driven adjustments, to address more modern and emerging land uses, and to revisit use permissions where necessary.
- **Installment 2: Development Standards.** This installment will include standards that address the look and feel of new development and redevelopment (e.g., grading, landscaping, parking, connectivity, site and building design, signage, and lighting). The development standards are also expected to address environmental and open space protection, sustainability, and standards for land division.
- **Installment 3: Administration and Procedures.** This installment will describe the review and approval procedures in Salida related to land use and development. Existing procedures will be reviewed and updated and/or completely rewritten with general goals of promoting efficient and predictable decision-making. All responsibilities of the various review and decision-making bodies will be summarized in an easy-to-read table. This installment will also cover general provisions, enforcement procedures, and rules for nonconformities.

For each installment, Clarion will first deliver a staff draft intended for the core staff team review. The City will provide consolidated written comments on the staff draft and then Clarion will prepare public drafts as described in Task 3.2 below.

### 3.2 DRAFT LAND USE CODE – PUBLIC DRAFTS

Following one round of edits and delivery of consolidated staff comments to the consultant, Clarion will revise each installment and prepare a public draft for distribution and presentation to the Advisory Committee, key stakeholders, and the general public. Following distribution of the public drafts, Clarion will return to Salida to facilitate meetings on each installment according to the public participation plan. City staff will attend and provide input during the meetings. Once the public draft of the first installment is delivered, Clarion will begin working on the staff draft of the second installment, and so forth. Comments from staff and the public on each public draft installment will be collected and addressed in the consolidated draft in Task 4.

### Task 3 Summary: Prepare Draft Land Use Code

	Clarion Responsibilities	City Staff Responsibilities
<b>Deliverables</b>		
Task 3.1	<ul style="list-style-type: none"> <li>• Staff draft installment 1</li> <li>• Staff draft installment 2</li> <li>• Staff draft installment 3</li> <li>• Summary memo of key changes</li> </ul>	<ul style="list-style-type: none"> <li>• Provide one round of consolidated written staff comments</li> </ul>

### Task 3 Summary: Prepare Draft Land Use Code

	Clarion Responsibilities	City Staff Responsibilities
Task 3.2	<ul style="list-style-type: none"> <li>Public draft installment 1</li> <li>Public draft installment 2</li> <li>Public draft installment 3</li> <li>Summary memo of key changes</li> </ul>	<ul style="list-style-type: none"> <li>Review and comment (any edits will be reflected during drafting)</li> <li>Collect, categorize, and reconcile public comments</li> </ul>
<b>Trips and Meetings</b>		
Trips 3 – 5 (Goebel and Wafaie and perhaps an Associate)	<ul style="list-style-type: none"> <li>Meet with City staff</li> <li>Present Installments to Advisory Committee</li> <li>Present Installments to the public and appointed and elected officials per the public participation plan</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate meeting logistics (scheduling, meeting space, food, etc.)</li> <li>Review and comment on meeting materials</li> <li>Participate in meetings and presentations</li> </ul>

## Task 4: Consolidated Draft Land Use Code

### 4.1 CONSOLIDATED DRAFT LAND USE CODE

Based on comments received from staff, the Advisory Committee, other stakeholders, and the general public, we will revise the public draft installments and integrate them into a Consolidated Draft Land Use Code, an important milestone for understanding how each of the installments relate to each other. As with the installments, we will prepare first a staff draft of the Consolidated Draft Land Use Code. Based on one round of written feedback on that staff draft, we will prepare the public draft of the consolidated draft. Clarion will return to Salida to present the consolidated draft to community stakeholders and the general public. Clarion representatives will lead the development of meeting materials and will be available in person to present the materials at these meetings.

### Task 4 Summary: Consolidated Draft Land Use Code

	Clarion Responsibilities	City Staff Responsibilities
<b>Deliverables</b>		
Task 4.1	<ul style="list-style-type: none"> <li>Prepare Consolidated Draft Land Use Code – staff draft</li> <li>Prepare Consolidated Draft Land Use Code – public draft</li> </ul>	<ul style="list-style-type: none"> <li>Review and comment on staff draft</li> <li>Collect, categorize, and reconcile public comments</li> </ul>
<b>Trips and Meetings</b>		
Trip 6 (Wafaie and perhaps an Associate)	<ul style="list-style-type: none"> <li>Meet with City staff</li> <li>Present Installments and Consolidated Draft to Advisory Committee</li> <li>Present Installments and Consolidated Draft to appointed and elected officials as necessary</li> <li>Public meetings per the public participation plan</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate meeting logistics (scheduling, meeting space, food, etc.)</li> <li>Review and comment on meeting materials</li> <li>Participate in meetings and presentations</li> </ul>

# Task 5: Final Draft of Land Use Code and Adoption

## 5.1 DRAFT LAND USE CODE – ADOPTION DRAFT

After receiving comments on the Consolidated Draft, Clarion will revise the document in preparation for presenting the Final Adoption Draft at public meetings (suggested two minimum). This draft will include final versions of all illustrations, charts, and tables. To accompany the Adoption Draft, Clarion will also prepare an Executive Summary that describes the project and the final documents, detailing comparisons between the existing and proposed ordinances, and summarizing all major changes.

## 5.2 FINAL LAND USE CODE

Clarion will prepare a final adopted version of the new Land Use Code based on comments and direction from the meetings on the adoption draft. This final version will be prepared as an interactive and searchable PDF. Clarion will also be available to facilitate additional in-person training for staff and/or other stakeholders upon request on a time-and-expenses basis.

### Task 5 Summary: Final Draft of Land Use Code and Adoption

	Clarion Responsibilities	City Staff Responsibilities
<b>Deliverables</b>		
Task 5.1	<ul style="list-style-type: none"> <li>Adoption draft Land Use Code</li> <li>Executive Summary</li> </ul>	<ul style="list-style-type: none"> <li>Review and comment (any edits will be reflected in final draft)</li> <li>Collect, categorize, and reconcile public comments</li> </ul>
Task 5.2	<ul style="list-style-type: none"> <li>Final Land Use Code</li> </ul>	<ul style="list-style-type: none"> <li>Review final draft and submit to City files</li> </ul>
<b>Trips and Meetings</b>		
Trips 7 and 8 (Goebel and/or Wafaie)	<ul style="list-style-type: none"> <li>Meet with City staff</li> <li>Present adoption draft Land Use Code to appointed and elected officials as necessary</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate meeting logistics (scheduling, meeting space, food, etc.)</li> <li>Review and comment on meeting materials</li> <li>Participate in meetings and presentations</li> </ul>

## Proposed Project Schedule

Based on our experience, we believe that approximately two years is realistic for the proposed scope of work (though the adoption date depends on political factors and thus can be somewhat unpredictable). The proposed schedule assumes a start date of mid-October 2019, but this will depend on the timing of the contracting process. We are happy to discuss alternatives with you at the discretion of staff or the evaluation committee.

Preliminary Project Schedule: City of Salida Comprehensive Land Use Code Rewrite										
	2019		2020				2021			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Task 1: Project Orientation</b>										
1.1 Background Research										
1.2 Project Orientation Meeting and Tour		T1								
1.3 Public Engagement Plan and Project Website										
1.4 Ongoing Project Management										
<b>Task 2: Code Assessment and Annotated Outline</b>										
2.1 Code Assessment										
2.2 Annotated Outline			T2							
<b>Task 3: Prepare Discussion Draft Land Use Code</b>										
3.1 Draft Land Use Code – Staff drafts										
<i>Installment 1 – Districts and Uses</i>										
<i>Installment 2 – Development Standards</i>										
<i>Installment 3 – Administration and Procedures</i>										
3.2 Draft Land Use Code – Public drafts										
<i>Installment 1 – Districts and Uses</i>				T3						
<i>Installment 2 – Development Standards</i>						T4				
<i>Installment 3 – Administration and Procedures</i>								T5		
<b>Task 4: Consolidated Draft Land Use Code</b>										
4.1 Consolidated Draft Land Use Code									T6	
<b>Task 5: Final Draft of Land Use Code and Adoption</b>										
5.1 Draft Land Use Code – adoption draft										T7 T8
5.2 Final Land Use Code										
<b>Legend:</b> T = Trip and public meetings										

## 4. Strategy for Public Involvement

Clarion Associates takes pride in our ability to engage communities in meaningful discussions that result in clear outcomes. Although our process for updating land use regulations is tried and true, our methods of public involvement are always evolving depending on client needs and proven methods within each community. Regardless of the approach, there are consistent components of effective engagement strategies for major code rewrite projects:

- **Facilitation.** Clarion's project team is comprised of expert facilitators. We know how to reign in conversations that get off track, and how to draw out participants to get necessary feedback should a meeting get quiet.
- **Facts.** Engaging the community is as much about educating as it is soliciting input. Participants in the process come from varied backgrounds with varied levels of understanding about planning and land use issues. We provide the facts to establish a common foundation.
- **Flexibility.** What works during an initial meeting may not work for subsequent meetings depending on the content and the audience.
- **Frequency.** Providing the community with multiple bites at the apple is essential. People are busy, and the more opportunities you provide to engage, the more likely you'll see new faces in the room.

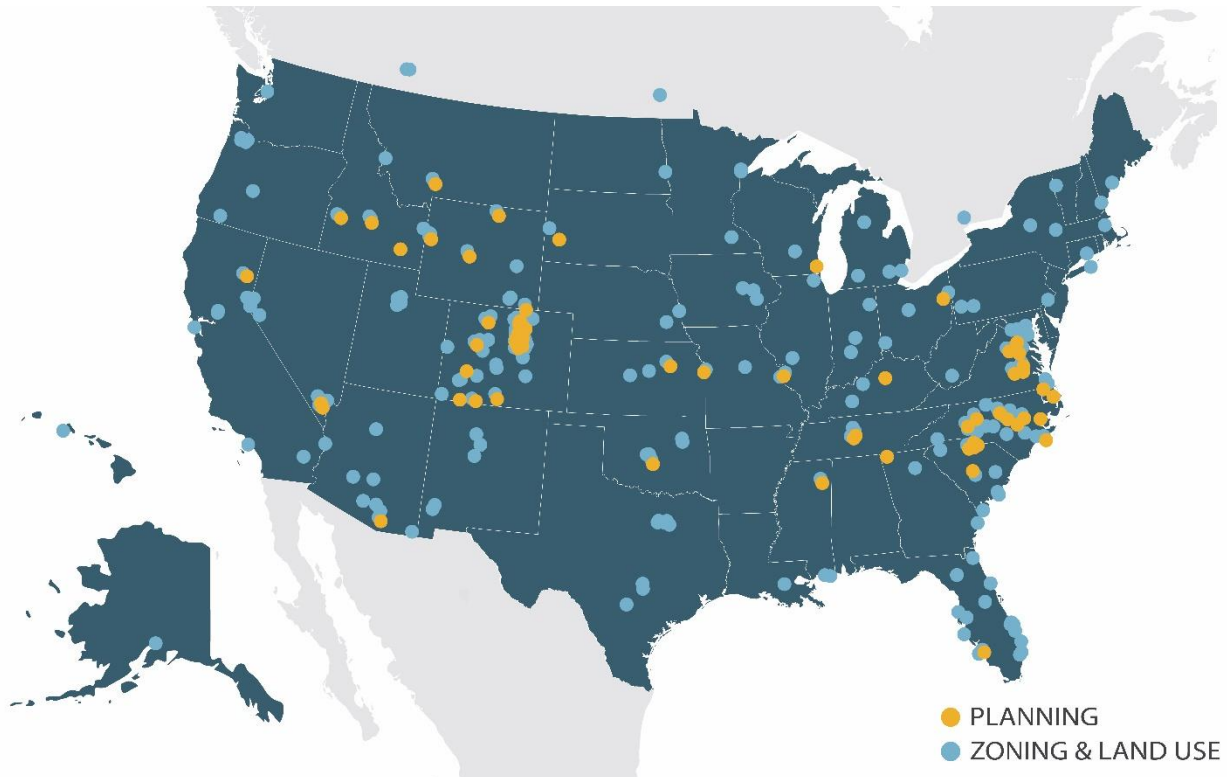


We will discuss a more refined outreach strategy with City staff when preparing the Public Engagement Plan in Task 1.3.

## 5. Firm Qualifications

### Firm Overview

Clarion Associates is a national planning firm that has worked for a variety of clients including government agencies, municipalities and counties, and not-for-profit organizations.



Clarion is particularly known for its expertise in zoning reform, regional and comprehensive planning, sustainability, and plan implementation. Since our founding in 1992, the firm has developed expertise in a broad range of planning areas, including:

- Innovative development codes that draw on best practices from a variety of organizing approaches including hybrid, traditional, form-based, and unified development codes;
- Streamlined, efficient code assessments and updates;
- Land use and planning law;
- Codes that foster and remove obstacles to environmental stewardship and housing diversity;
- Codes that encourage multi-modal transportation networks;
- Codes that preserve community character;
- Creative policies and development standards that promote mixed-use, infill, and redevelopment;
- Sustainable development codes; and
- Web-based plans and codes.

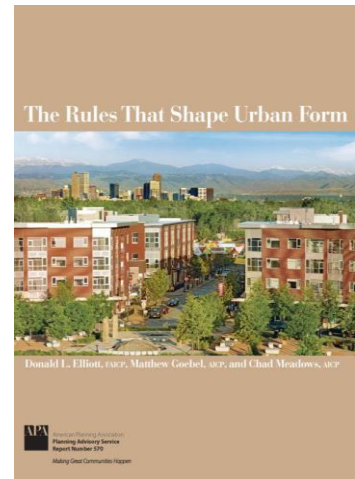
## Key Areas of Expertise

**We are Zoning Experts.** Analyzing land use issues and drafting codes is Clarion's core practice area. Clarion principals have conducted dozens of land development code updates across the nation—many for communities with community assets and issues like Salida. Hallmarks of Clarion-authored codes include concise language, clear procedures, enforceable standards, and flexibility. We know how to customize zoning tools to reflect local character and assets, such as new mixed-use districts that help achieve high-quality infill and redevelopment projects in built-up areas. We understand that communities are sensitive to change because each new building or project has a significant and visible impact on the community. Getting the details right is critical.

**Plan Implementation.** Clarion Associates is a leading firm in visioning, policy development, and preparing comprehensive plans. For many communities, Clarion is involved in both comprehensive plan preparation and subsequent (or concurrent) code updates. We have a deep understanding of how key planning documents translate into meaningful regulations. Our code projects emphasize background research and understanding of other policy documents to inform the drafting process, including the Sedalia Comprehensive Plan, the Future 50 Corridor Plan, and other adopted policies of the City, such as downtown design guidelines.

**Contextual Standards.** Each jurisdiction is unique in terms of their policy foundation, their geographic location and surrounding politics, and generally their approach to land use regulations. And within each jurisdiction there are multiple contexts. Typically, a one-size-fits-all approach to land use regulation will not adequately address those contexts. Clarion understands the importance of developing solutions for rural and urban contexts, and even more granular solutions for various zoning districts or corridors.

**Hybrid Codes.** Hybrid zoning projects are multi-faceted because communities today have a broad range of zoning tools to choose from to address different planning goals in different physical contexts. It is imperative that the mix of form-based and traditional zoning controls in each community be fully integrated in a manner that sends a clear and consistent message to residents and the development community. We have extensive experience working with clients to successfully select and integrate form-based zoning controls into traditional code structures across the country. Our APA publication, *The Rules that Shape Urban Form*, identifies the key components that make up successful form-based codes (e.g., regulating plans, frontage standards, optional versus mandatory controls, administrative approvals) and illustrates a spectrum of regulatory approaches for each of these areas, along with national examples. More importantly, we put the results of our research and publication to work for our clients. For example:



- Many of our projects involve moving away from traditional, Euclidean zoning approaches that emphasize separation of uses toward hybrid-style approaches that also integrate form-based and sustainable elements. For instance, we helped Fort Collins, Colorado, move from a performance-based zoning system to one based on more hybrid zoning districts with form-based standards and considerable opportunities for innovative development.
- We've helped or are helping communities like Aurora, Arvada, Carbondale, Parker, and Arapahoe County, Colorado, transition away from a dependence on negotiated PUD-based approvals

### City of Salida

RFP Comprehensive Land Use Code Re-Write

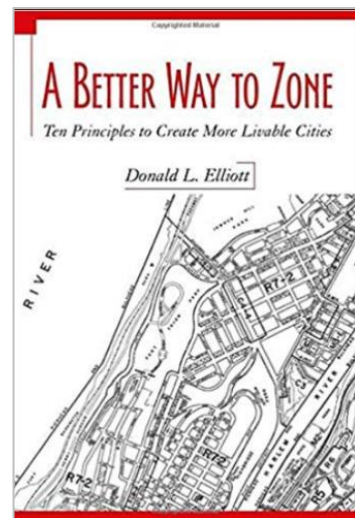
(project districts) that were (or are) frustrating to staff, the development community, and the public.

**Leaders in Hazard Mitigation and Resilience.** Clarion is a leading firm in planning for hazard mitigation, climate adaptation, and resilience. Most recently, Clarion led the successful adoption of Norfolk, Virginia's new zoning ordinance which included an innovative performance point system for resilience standards. Clarion is also currently working with the State of Colorado to implement hazard mitigation principles through subdivision and zoning standards in two pilot communities. That work follows our previous work with the state developing [Planning for Hazards: Land Use Solutions for Colorado](#), an online and print resource for helping counties and municipalities address natural hazards through land use planning tools (including model ordinances). Tareq Wafaie is co-author of APA's most recent Planning Advisory Service (PAS) report, *Planning the Wildland-Urban Interface*, released April 2019.



**We Know Colorado Law.** Directors Matt Goebel, AICP, and Don Elliott, FAICP, are planners and attorneys with a deep understanding of Colorado land use law. Beyond our internal legal experience, Clarion will work closely with the City Attorney's Office to ensure that proposed standards not only meet statutory requirements but are also aligned with the preferred legal direction.

**A Track Record of Innovation.** Unique planning goals, development histories, and political constraints often require unique land use regulations, and the Clarion professionals pride themselves on mastering cutting-edge techniques and refining them further to meet local needs. Team members have authored leading books and publications such as *The Rules of Urban Form*; *Aesthetics, Community Character and the Law*; *A Better Way to Zone*; *Nature-Friendly Cities*; *True West, Wildlife Habitat Protection*; and *The Citizen's Guide to Planning* (Fourth Edition).

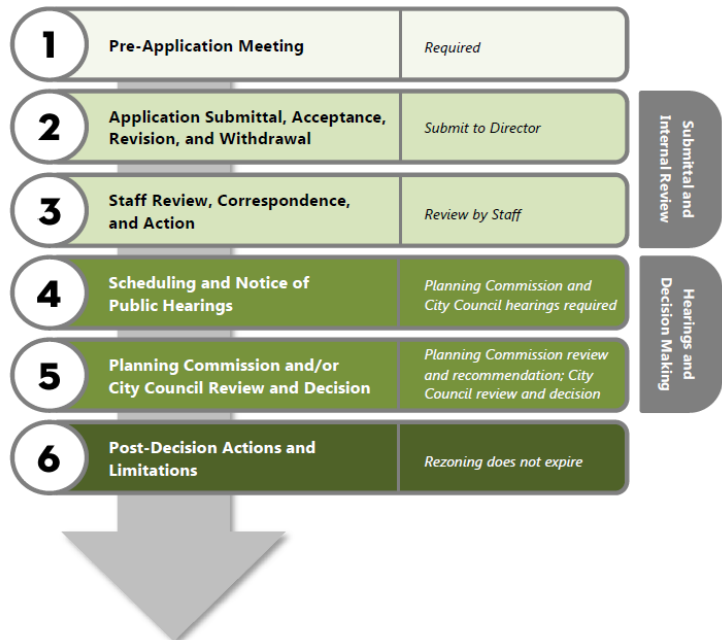
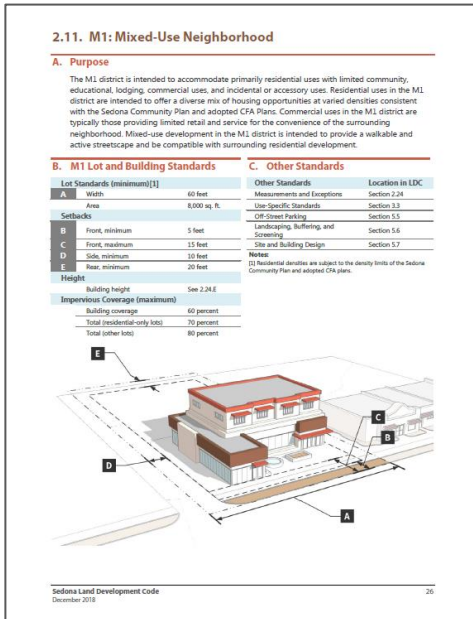


**Urban Design.** Clarion team members have significant experience in drafting standards to ensure that development respects and protects established neighborhoods and community character and meets local goals for high-quality building and site design. Our general approach is to keep design standards as focused as possible. Standards that are too rigid and overly complex can often emerge from a design standards effort, and as a result, the standards are neither supported by the development community nor effective in achieving the quality of development desired. It is important to "pick the battles" that are key to encouraging desired development patterns. We target prescriptive approaches only on those aspects of the site and building design that are essential to meeting community goals. Guidelines or more flexible standards can address other important, but not fundamental, topics. We also strongly support building flexibility and incentives into the code, to help avoid monotonous results and support creativity.

**Procedural Streamlining and User-Friendly Codes.** Clarion has been retained by several communities to streamline procedures, reorganize and reformat codes, and make them more user-friendly. We use a wide variety of tools, ranging from relatively simple formatting techniques to highly sophisticated, interactive, web-friendly computerized codes. Many codes, like Salida's, have been amended in a piecemeal fashion over the years to remedy problems. We will identify and remove



redundant or conflicting information and streamline the provisions so that the new regulations are easier to understand. Most importantly, we understand that the new regulations should rely heavily on graphics and illustrations to explain complex concepts and to illustrate how regulations are applied. The ability to find and understand the law is not just a key to good development — it's a key to good governance in general.



Clarion's user-friendly graphics provide clear understanding of otherwise complex provisions. At left, the single-page district page layout for Sedona, Arizona (adopted November 2018). At right, a flowchart explaining the rezoning procedure for Northglenn, Colorado (adopted February 2019).

## Award-Winning Work

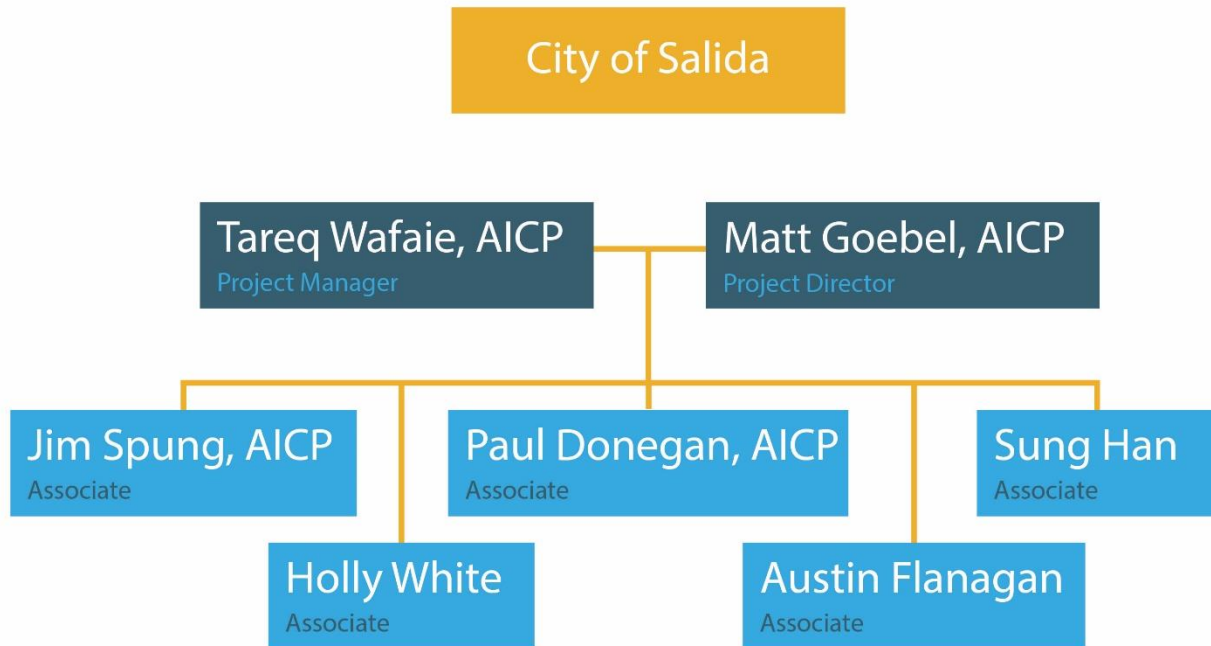
Clarion has received awards for many of our land use codes and comprehensive plans, including but not limited to the following:

- **APA National:** Philadelphia zoning code; Envision Longmont (comp plan); PlanCheyenne
- **APA Colorado:** Planning for Hazards: Land Use Solutions for Colorado; Community Master Plan in Manitou Springs; Envision Longmont (comp plan); Erie Comp Plan
- **Others:** Sedona, AZ, Land Development Code (APA AZ Chapter). Boise, ID, Comp Plan (APA ID Chapter); Indy Rezone (APA IN Chapter); Laramie UDO (Wyoming Planning Association project of the year);



## Project Team Personnel

Tareq Wafaie, AICP, will serve as the project manager and the primary contact person. Matt Goebel, AICP, will serve as the consulting Director providing general project oversight and drafting support. Information about the experience of individual project team members and key personnel is provided below. For additional team member information, please review full resumes in the appendix.



### MATT GOEBEL, AICP (Project Director)



Matt Goebel is a planner and attorney and a Director of the firm. He works principally in the areas of planning, zoning, and historic preservation. His numerous projects have included development codes for dozens of large and small jurisdictions around the country. Mr. Goebel is co-author of *The Rules that Shape Urban Form and Aesthetics, Community Character, and the Law*, both published by the APA, and the principal author of award-winning studies of regulatory barriers to affordable housing and the economic benefits of historic preservation.

### TAREQ WAFAlE, AICP (Project Manager)



Tareq Wafaie is a Principal in Clarion Associates' Denver office. He focuses primarily on land use and zoning code revisions, and natural hazard mitigation planning and implementation. His recent code updates include Sedona, AZ; Aurora, Buena Vista, Carbondale, Glenwood Springs, Longmont, and Northglenn, CO; Indianapolis, IN; Albuquerque, NM; Syracuse, NY; and Denton, TX. Before joining Clarion, Wafaie worked in both private and public sectors working with communities large and small. Wafaie is a frequent conference speaker on ethics, hazards, and other planning and land use topics.

**PAUL DONEGAN, AICP (Project Associate)**



Paul Donegan, AICP, is an Associate in Clarion’s Denver office. Paul is passionate about enhancing the way communities engage in the planning process. He has applied experience in designing and implementing public engagement programs that achieve higher and more widespread participation and result in broader community support. His diverse background in both local government and the private sector has included contributions to comprehensive plan updates, zoning code updates, area and corridor plans, and implementing plans and programs within municipal agencies. Paul also has experience in urban design, transportation planning, and workforce housing policy. Paul is a member of the American Institute of Certified Planners.

**SUNG HAN (Project Associate)**



Sung Han is an Associate in Clarion’s Denver office. Prior to joining Clarion, he had worked as a Planning Tech for the City of Boulder primarily working on the City’s Comprehensive Plan Update. Since joining Clarion Sung has worked on a variety of projects including comprehensive plan updates, neighborhood infill standards, targeted code amendments, and land development ordinance updates. Sung continues to play a key role in all his projects by leveraging his diverse skillset to address and create effective solutions to land use issues.

**JIM SPUNG, AICP (Project Associate)**



Jim Spung is an Associate in Clarion’s Denver office. Jim began his career in the public sector as a municipal planner. As a municipal planner, Jim worked directly with property owners, residents, developers, architects, engineers, consultants, and civic leaders to manage growth and development projects. Jim also worked on a wide range of projects including development code updates, comprehensive planning, design standards, development plan review, zoning and building permit review, best practices research, ArcGIS administration and analysis, and CDBG administration. Since joining Clarion, Jim has played a key role in drafting several development ordinances. He is a member of the American Institute of Certified Planners.

**HOLLY WHITE (Project Associate)**



Ms. White is an Associate in Clarion’s Denver office. Bringing her expertise in 3D visualization and Graphic Design skillset to the Clarion team, she works to support a wide range of projects. Her passion for designing illustrative logos, clean infographics, and overall project branding help Clarion to deliver clear and beautifully designed graphics. Ms. White has a diverse background in Urban, Landscape, and Web Design. Above all, Ms. White is enthusiastic about helping cities and towns preserve their character while enhancing public spaces and engagement.

**AUSTIN FLANAGAN (Project Associate)**

Austin Flanagan is an Associate in Clarion’s Denver office. Austin recently joined Clarion after completing his law degree, and is a planner with experience working with municipal, state, and federal regulatory agencies, including the National Renewable Energy Lab. Austin brings his expertise in conservation law to the Clarion team. Recently he has authored guidebooks for the Bureau of Land Management on alternative energy regulations. At Clarion, Austin is leveraging his legal experience to help communities with revisions to their land development ordinances.

## Relevant Project Experience and References

In this section we included three relevant projects completed in the last three years – Buena Vista, Colorado, Unified Development Code; Carbondale, Colorado, Unified Development Code; and Sedona, Arizona, Land Development Code Update. We provide a brief summary of each project and contact information for references. Additional references are available upon request.

### BUENA VISTA, COLORADO | UNIFIED DEVELOPMENT CODE



The Town of Buena Vista, located in central Colorado just north of Salida, is surrounded by several of the state’s most popular 14,000-foot peaks. The Town hired Clarion Associates to update its decades-old development regulations to provide modern solutions for encouraging mixed-use development and affordable housing, and to streamline the development review procedures. The new unified development code (UDC) introduced new mixed-use zoning districts with an emphasis on building and site design to preserve the character of Buena Vista’s Main Street. The project began in 2015 following adoption of the Town’s comprehensive plan. The UDC was adopted by the Board of Trustees in March 2018.

<b>Project Team</b>	Matt Goebel, Project Manager Tareq Wafaie, Principal Planner and Co-Project Manager Eric Wencel, Associate	<b>Reference Contact Information</b> Mark Doering, Planning Director 210 E. Main Street PO Box 2002 Buena Vista, CO 81211 (719) 581-1025 <a href="mailto:bvplanning@buenavista.gov">bvplanning@buenavista.gov</a>
<b>Project Status</b>	Adopted March 2018	

## CARBONDALE, COLORADO | UNIFIED DEVELOPMENT CODE



Clarion Associates worked with the Town of Carbondale to revise their development regulations and consolidate the provisions into a unified development code. During the first phase of the project (completed May 2014), Clarion prepared a detailed annotated outline of how a new unified development code would be organized. The annotated outline was based on a thorough review of current regulations, analysis of best practices, and feedback from extensive stakeholder outreach.

Following the annotated outline, Clarion updated the Carbondale development regulations through a series of modules that break down the new unified development code sections into manageable parts for internal and public review. Clarion proposed a new site plan review process that allows administrative approval for smaller projects, substantially revised the land uses and districts following analysis of existing neighborhood conditions, and included several new alternatives for parking, landscaping, and building design standards.

Clarion worked closely with staff and the Planning and Zoning Commission on the execution of this project. Clarion, in partnership with Urban Interactive Studio, developed a project website for interested parties to review documents and provide valuable feedback throughout the course of the project. The Carbondale UDC was adopted in March 2016.

<b>Project Team</b>	Matt Goebel, Project Manager Tareq Wafaie, Principal Planner Eric Wencel, Associate	<b>Reference Contact Information</b> Janet Buck, Planning Director 511 Colorado Ave Carbondale, CO 81623 (970) 510-1208 <a href="mailto:jbuck@carbondalecto.net">jbuck@carbondalecto.net</a>
<b>Project Status</b>	Adopted March 2016	

*See attached letter of recommendation from Janet Buck following these project descriptions.*

## SEDONA, ARIZONA | LAND DEVELOPMENT CODE UPDATE



Clarion recently worked with the City of Sedona, Arizona, to update their 20-year-old land development code (LDC). The project began in late 2016 with an analysis of the current LDC as well as an annotated outline that describes how the new regulations could be restructured. The code was rewritten in a series of three parts, with a strong emphasis on implementing the Sedona Community Plan. First, the districts and uses were redesigned to be more user-friendly and to create opportunities for mixed-use. Next, the development standards were overhauled to raise the bar for quality development and to clarify the current complex design standards, including integration of the city's design review manual – in many cases turning guidelines into regulations. The final part addressed the administration and procedures, including a more streamlined approach to development review of site plans and conditional uses. Following all three parts, Clarion prepared a consolidated draft that was carried forward through adoption. The new Land Development Code was adopted unanimously in November 2018.

<b>Project Team</b>	Matt Goebel, Project Manager Tareq Wafaie, Principal Planner Jim Spung and Eric Wencel, Associates	<b>Reference Contact Information</b> Mike Raber, Senior Planner 102 Roadrunner Drive Sedona, AZ 86336 (928) 204-7106 <a href="mailto:mraber@sedonaaz.gov">mraber@sedonaaz.gov</a>
<b>Project Status</b>	Adopted November 2018	

*See attached letter of recommendation from Assistant City Manager Karen Osburn following this project description.*



**The Sedona LDC is the recipient of a 2019 APA – AZ Chapter award for best ordinance/regulation.**



## City Of Sedona Community Development Department

102 Roadrunner Drive Sedona, AZ 86336  
(928) 282-1154 • Fax: (928) 204-7124

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July 15, 2019

SUBJECT: Letter of Recommendation

To Whom it may concern:

It is a pleasure to write this letter of recommendation for Clarion Associates and more specifically, Matt Goebel and Tareq Wafaie of the Clarion Team. Clarion, working closely with the City staff, Planning and Zoning Commission and City Council, recently completed a comprehensive re-write of the City's 20-year old Land Development Code, resulting in a greatly improved document. The two-year schedule was aggressive, requiring an analysis of the old Land Development Code, extensive stakeholder outreach, and then re-writing it for consideration by the City Council that was in place when the project was started. The Clarion team was able to maintain this schedule while ensuring excellence, technical accuracy and quality of presentation.

Matt and Tareq were very responsive to the often times shifting priorities during this code re-write and were also great at diagnosing the strengths and weaknesses of the old Code and assessing what was most needed. They were always willing to share their concerns if they felt we were on the wrong track. Since this project had a very significant public involvement component, the Clarion team was able to demonstrate great skill at facilitating meetings and focus groups, listening and extracting issues and addressing concerns. Clarion also identified and incorporated innovative new policies to address ongoing issues like affordable housing and sustainability, and established trust and respect in working with the Planning and Zoning Commission and City Council.

Matt and Tareq and the Clarion Team as a whole, are probably the best consulting group we have worked with in recent memory. If you should have any questions regarding Sedona's Experience with Clarion, please don't hesitate to contact me.

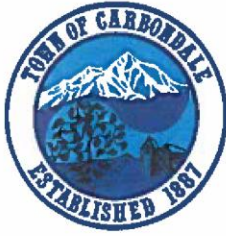
Sincerely,

Karen Osburn, Assistant City Manager

City of Sedona  
102 Roadrunner Drive  
Sedona, AZ 86336

[kosburn@sedonaAZ.gov](mailto:kosburn@sedonaAZ.gov)

928-203-5067



**TOWN OF CARBONDALE  
511 COLORADO AVENUE  
CARBONDALE, CO 81623**

June 20, 2019

To Whom It May Concern:

The Town adopted a new Comprehensive Plan in February 2013. At that time, the Planning Commission and Board of Trustees were committed to developing a new land use code which reflected the goals and values of the new Comprehensive Plan.

In the summer of 2013, the Town retained Clarion Associates, LLC to develop a new code. Matt Goebel and Tareq Wafaie took the lead.

Matt and Tareq were able to connect with our community members during the process. This included elected officials, the Planning Commission, Town Boards and Commissions, Town Staff, and community members. The process was well-thought out and the public was engaged at all times. Clarion demonstrated flexibility to revise the code based on feedback, or if not, to clearly explain why the code shouldn't be revised.

The result is a Unified Development Code (UDC) which is embraced by the community as it reflects the community's values. Developers appreciate the clear, concise zoning and development standards. The procedures and process charts provide Town Staff, Planning Commission and the Town Board with a clear path to follow when reviewing land use applications.

Clarion has been professional, responsive, and thorough. Don't hesitate to contact me at 970/510-1208 for any additional information.

Sincerely,

Janet M. Buck, AICP  
Planning Director  
Town of Carbondale



## 6. Proposed Project Budget

A preliminary project budget, broken down by tasks, is summarized on the following page. It includes all professional fees, travel, and other reimbursable expenses. This cost estimate is based on the team's extensive experience with similar code rewrite projects. All numbers are preliminary and open to discussion and negotiation. We are flexible and committed to developing a work plan, division of labor, and budget consistent with Salida's resources and objectives.

Clarion Associates has an enviable record of completing projects within budgeted amounts. We maintain that record by developing a budget allocation, by task, with our client, at the start of the project. We prefer the flexibility to reallocate a budget between tasks with the consent of the client, but our task-based approach allows us to carefully track our level of effort at each phase in order to spot potential overruns well in advance. In almost all cases, we can make mid-course adjustments to the workflow in order to complete the entire project within budget. Clarion prefers to bill monthly, based on the percentage of work completed the prior month, but we are happy to discuss alternatives.

## City of Salida Land Use Code Rewrite - Preliminary Budget

	Director (Goebel)	Principal (Wafaie)	Associate 1	Associate 2	TOTAL
<i>Hourly Rate</i>	\$225	\$140	\$95	\$80	
<b>Task 1: Project Orientation</b>					
1.1 Background Research	2	12	12	4	\$3,590
1.2 Project Orientation Meeting and Tour	24	32	32		\$12,920
1.3 Public Engagement Plan and Project Website	2	4	20	8	\$3,550
1.4 Ongoing Project Management	16	40	20		\$11,100
<b>Task 1: Travel and Expenses</b>	\$750	\$750	\$750		\$2,250
<b>Task 1: Subtotal</b>					<b>\$33,410</b>
<b>Task 2: Code Assessment and Annotated Outline</b>					
2.1 Code Assessment	24	48	40	12	\$16,880
2.2 Annotated Outline	12	20	40	10	\$10,100
<b>Task 2: Travel and Expenses</b>	\$500	\$500			\$1,000
<b>Task 2: Subtotal</b>					<b>\$27,980</b>
<b>Task 3: Prepare Discussion Draft UDC</b>					
3.1 Draft Land Use Code - Staff Drafts					
<i>Installment 1 - Districts and Uses</i>	12	32	80	48	\$18,620
<i>Installment 2 - Development Standards</i>	12	40	80	32	\$18,460
<i>Installment 3 - Administration and Procedures</i>	12	32	70	12	\$14,790
3.2 Draft Land Use Code - Public Drafts					
<i>Installment 1 - Districts and Uses</i>	16	24	40	24	\$12,680
<i>Installment 2 - Development Standards</i>	16	24	32	16	\$11,280
<i>Installment 3 - Administration and Procedures</i>	16	24	24	5	\$9,640
<b>Task 3: Travel and Expenses</b>	\$1,500	\$1,500	\$500		\$3,500
<b>Task 3: Subtotal</b>					<b>\$88,970</b>
<b>Task 4: Consolidated Draft Land Use Code</b>					
4.1 Consolidated Draft Land Use Code	8	32	40	24	\$12,000
<b>Task 4: Travel and Expenses</b>		\$500	\$500		\$1,000
<b>Task 4: Subtotal</b>					<b>\$13,000</b>
<b>Task 5: Final Draft of Land Use Code and Adoption</b>					
5.1 Draft Land Use Code - Adoption Draft	16	24	32	16	\$11,280
5.2 Final Land Use Code	4	8	16	4	\$3,860
<b>Task 5: Travel and Expenses</b>	\$500	\$1,000			\$1,500
<b>Task 5: Subtotal</b>					<b>\$16,640</b>
<b>Total Hours</b>	<b>192</b>	<b>396</b>	<b>578</b>	<b>215</b>	<b>\$170,750</b>
<b>Total Expenses</b>					<b>\$9,250</b>
<b>TOTAL</b>					<b>\$180,000</b>

# Appendix

- Individual resumes of assigned personnel



## MATT GOEBEL, AICP

Director

### Education

Juris Doctor and  
Master of Regional Planning  
University of North Carolina at Chapel Hill

Bachelor of Arts (Plan II Honors)  
University of Texas at Austin

### Professional History

Clarion Associates, LLC  
Partner and Vice President  
2001 – present  
Associate, 1997-2000

Professor David R. Godschalk  
Research Assistant, 1993-1997

### Professional Associations

American Institute of  
Certified Planners

Denver, Colorado, and American Bar  
Associations Member

### Publications

*Rules that Shape Urban Form.* American  
Planning Association, PAS 489/490, 2012.  
(with Donald Elliott and Chad Meadows)

*Aesthetics, Community Character, and the  
Law.* American Planning Association,  
Planning Advisory Service 489/490, 2000.  
(with Christopher J. Duerksen)

*Natural Hazard Mitigation: Recasting  
Disaster Policy and Planning.* Washington,  
D.C.: Island Press, 1999. (with David R.  
Godschalk et al.)

Matthew Goebel is a planner and attorney in the Denver office of Clarion Associates, and a Director of the firm. He works principally in the areas of planning, zoning, and historic preservation. His numerous projects have included award-winning codes, plans, and special studies for dozens of large and small jurisdictions around the country.

### Representative Major Projects

#### Land Development Regulations

- **Alaska** | Anchorage
- **Arizona** | Buckeye, Oro Valley, Sedona, Tucson
- **California** | Pasadena, Sacramento County, Tahoe Regional Planning Agency
- **Colorado** | Buena Vista, Carbondale, Eagle County, Englewood, Erie, Fort Collins, Frisco, Garfield County, Glenwood Springs, Lake County, Longmont, Mesa County, Northglenn, Pagosa Springs, San Miguel County
- **Florida** | Tamarac
- **Idaho** | Boise
- **Michigan** | Detroit
- **Nevada** | Henderson, Reno, Sparks, Tahoe Regional Planning Agency
- **New Mexico** | Santa Fe, Silver City
- **New York** | Marcy, Syracuse
- **North Carolina** | Apex, Cary, Charlotte, Morrisville
- **Oklahoma** | Broken Arrow
- **Oregon** | Jackson County
- **South Carolina** | Greenville
- **Texas** | Addison, Arlington, Austin, Cedar Hill, Denton, Irving, Rowlett, San Antonio
- **Wisconsin** | Dodge County

#### Plans and Other Studies

- **Colorado** | Economic Benefits of Historic Preservation (four editions) (award); Planning for Hazards (for Department of Local Affairs) (award); Regulatory Barriers to Affordable Housing (award)
- **Michigan** | Economic Benefits of Historic Preservation
- **North Carolina** | Apex, Cary, and Wake County growth management plans
- **Texas** | McAllen preservation plan
- **Utah** | Salt Lake City preservation plan





## TAREQ WAFAlE, AICP

Principal

### Education

University of Colorado at Denver  
Master of Urban & Regional Planning

Metropolitan State University of Denver  
Bachelor of Science, Land Use

### Professional History

Clarion Associates, LLC  
2012-present

State of Colorado (DOLA)  
Senior Planner/Community  
Development Specialist  
2010-2012

URS Corporation  
Planner, 2006-2010

### Professional Associations

American Institute of  
Certified Planners  
Member

American Planning Association  
(National and Colorado Chapters)  
Member

### Publications

*Planning the Wildland-Urban Interface*  
APA PAS Report, April 2019

*Planning Now to Protect the Past and  
Nurture the Future* | Colorado  
Municipalities Magazine, June 2014

*The Right Time, The Right Place, The  
Right Code* | Colorado Municipalities  
Magazine, April 2012

### Community/Professional Involvement

AICP Standards Committee  
APA National, 2019-2021

AICP Nominating Committee  
APA National, Region 5, 2019

Board of Directors  
APA Colorado, 2013-2015

Sustainability Committee Co-Chair  
APA Colorado, 2011-2013

Tareq Wafaie, AICP, is a Principal in Clarion’s Denver office. Mr. Wafaie focuses on land use and zoning code diagnosis and reform and natural hazard mitigation planning and implementation. Before joining Clarion he worked in both the private and public sectors as a development review planner and in state government providing technical assistance and training on land use issues to communities across Colorado. Mr. Wafaie is a member of the American Institute of Certified Planners and is a frequent speaker on planning ethics, among other planning topics, at local and national conferences.

### Representative Major Projects

- **Unified Development Code** | Aurora, Colorado
- **Unified Development Code** | Buena Vista, Colorado
- **Unified Development Code and Scenario Modeling** | Carbondale, Colorado
- **Land Use Regulations Update** | Eagle County, Colorado
- **Foothills Mall Existing Conditions Study** | Fort Collins, Colorado
- **Unified Development Ordinance** | Frisco, Colorado
- **Development Regulations Updates** | Glenwood Springs, Colorado
- **Targeted Development Code Updates** | Littleton, Colorado
- **Land Development Code Update** | Longmont, Colorado
- **Envision Longmont - Comprehensive Plan Update** | Longmont, Colorado
- **Comprehensive Plan Update** | Milliken, Colorado
- **Development Regulations Rewrite** | Northglenn, Colorado
- **Land Development Ordinance Modernization** | Parker, Colorado
- **Planning for Hazards: Land Use Solutions for Colorado** | State of Colorado
- **Planning for Hazards Implementation** | Manitou Springs & Milliken, Colorado
- **Wildfire Planning and Regulations Assessment** | Summit County, Colorado
- **Land Development Code Update** | Sedona, Arizona
- **Indy ReZone – Unified Development Ordinance** | Indianapolis, Indiana
- **Integrated Development Ordinance** | Albuquerque, New Mexico
- **zMOD Zoning Ordinance Modernization** | Fairfax County, Virginia
- **ReZone Syracuse Zoning Ordinance** | Syracuse, New York
- **Charlotte TOD Zoning Regulations** | Charlotte, North Carolina
- **Community Planning Assistance for Wildfire** | Austin, Texas
- **Denton Development Code Update** | Denton, Texas
- **Development Code Update** | McKinney, Texas
- **Urban Wildfire Risk Study** | 5 cities in western U.S.





## PAUL DONEGAN, AICP

Associate

### Education

California Polytechnic State University,  
San Luis Obispo  
Master of City and Regional Planning

University of Denver  
Bachelor of Arts in Geography

### Professional History

Clarion Associates, LLC  
Associate, 2019 – Present

SAFEbuilt Studio  
Associate Planner, 2016 – 2019

County of San Luis Obispo  
Planning Intern, 2015 - 2016

California Polytechnic State University,  
San Luis Obispo  
Graduate Assistant, 2014 – 2016

SE Group  
Planner & Enviro. Analyst, 2012 – 2014

Town of Ridgway  
Planning Intern, 2011

### Professional Associations and Certifications

American Institute of Certified Planners

American Planning Association  
Colorado Chapter

### Community/Professional Involvement

APA Colorado Sustainability Committee  
2017 – Present

Colorado Communities Collaborative  
Subcommittee Co-chair, 2018 – Present

West Colfax Association of Neighbors,  
Land Use Committee, 2018 – Present

Paul Donegan, AICP, is an Associate in Clarion’s Denver office. Paul is passionate about enhancing the way communities engage in the planning process. He has applied experience in designing and implementing public engagement programs that achieve higher and more widespread participation and result in broader community support. His diverse background in both local government and the private sector has included contributions to comprehensive plan updates, zoning code updates, area and corridor plans, and implementing plans and programs within municipal agencies. Paul also has experience in urban design, transportation planning, and workforce housing policy. Paul is a member of the American Institute of Certified Planners.

### Representative Major Projects

#### Code Projects

- **Development Code Update** | Reno, NV
- **Land Use Code Update** | Mancos, CO\*
- **Project Re:Code** | Billings, MT\*
- **ReZone Cedar Rapids** | Cedar Rapids, IA\*
- **Land Development Code** | Wilmington, NC\*
- **Unified Development Ordinance** | New Hanover County, NC\*

#### Plan Projects

- **Blueprint Silverthorne Comprehensive Plan Update** | Silverthorne, CO\*
- **Comprehensive Plan Update** | Nederland, CO\*
- **Land Use Plan Update** | Ridgway, CO\*
- **Emerald Mountain Park Master Plan** | Steamboat Springs, CO\*

\* Work with previous firms





## SUNG HAN

Associate

### Education

University of Colorado Denver  
Master of Urban & Regional Planning

University of Colorado Boulder  
Bachelor of Environmental Design

### Professional History

Clarion Associates, LLC  
Associate, 2017 - Present

City of Boulder  
Planning Technician, 2015 – 2017

Highlands United Neighborhood, Inc.  
Street Design Intern, 2014 – 2015

### Professional Associations and Certifications

American Planning Association  
Colorado Chapter

Sung Han is an Associate in Clarion’s Denver office. Prior to joining Clarion, he had worked as a Planning Tech for the City of Boulder primarily working on the City’s Comprehensive Plan Update. Since joining Clarion, Sung has worked on a variety of projects including comprehensive plan updates, neighborhood infill standards, targeted code amendments, and land development ordinance updates. His passion in community planning stems from and is continually motivated by working with communities to create strategic regulations that embody community values and provide a clear path for carrying out their vision. Sung continues to play a key role in all his projects by leveraging his diverse skillset to address and create effective solutions to land use issues.

### Representative Major Projects

#### Code Projects

- **Land Development Ordinance Update** | Parker, CO
- **Parking Ordinance Update** | Salt Lake City, UT
- **Neighborhood Infill Standards** | Lafayette, CO

#### Plan Projects

- **Charlotte 2040 Comprehensive Plan** | Charlotte, NC
- **Thornton Comprehensive Plan Rewrite** | Thornton, CO
- **Northwest Superior Subarea Plan** | Superior, CO
- **City Plan Update** | Fort Collins, CO
- **Reimagine Reno - Master Plan Update** | Reno, NV
- **Imagine Greeley Comprehensive Plan Update** | Greeley, CO
- **Bellevue Avenue Corridor Plan** | Littleton, CO
- **Boulder Valley Comprehensive Plan Update** | Boulder, CO\*

\* Work with previous firms or student work





## JIM SPUNG, AICP

Associate

Jim Spung, AICP, is an Associate in Clarion’s Denver office. Jim began his career in the public sector where he served as a project planner for both current- and long-range planning projects, including: development application review; drafting development code updates; best practices research; ArcGIS administration and analysis; and CDBG administration. Since joining Clarion, Jim has played a key role in drafting several development ordinances, including those listed below. Jim is a regular speaker at state and national APA conferences and is a member of the American Institute of Certified Planners.

### Education

The University of Utah  
Master of City and Metropolitan Planning  
Graduate Certificate in Urban Design

The University of Utah  
Bachelor of Science, Urban Planning

### Professional History

Clarion Associates, LLC  
Associate, 2017 - Present

City of Taylorsville, Utah  
Associate Planner, 2015 - 2017

City of North Salt Lake, Utah  
City Planner, 2013 – 2015

The University of Utah  
Graduate Assistant, 2012 – 2013

Salt Lake City, Utah  
Planning Intern, 2012

City of Cottonwood Heights, Utah  
Planning Intern, 2010

### Professional Associations and Certifications

American Institute of Certified Planners

### Community/Professional Involvement

Active Transportation Committee  
Salt Lake County, 2015-2017

Trails Technical Advisory Committee  
Salt Lake County, 2015-2017

HOME Consortium Committee  
Salt Lake County, 2015-2016

Urban Design Studio Advisor  
University of Utah, 2015-2016

### Representative Major Projects

- **Unified Development Code** | Northglenn, Colorado
- **Sign Ordinance Update** | Thornton, Colorado
- **Planning for Hazards: Land Use Solutions for Colorado** | State of Colorado
- **Addison Unified Development Code** | Addison, Texas
- **Denton Development Code Update** | Denton, Texas
- **McKinney Development Code Update** | McKinney, Texas
- **Unified Development Code** | Sedona, Arizona
- **Impediments to Fair Housing Study** | State of Minnesota
- **Targeted Ordinance Updates** | Albany, New York
- **Unified Development Ordinance** | Bloomington, Indiana
- **Parking Ordinance Update** | Salt Lake City, Utah
- **Town Center Master Plan** | North Salt Lake, Utah\*
- **Zoning Code Text Amendments** | North Salt Lake, Utah\*
- **US Census Bureau Population Estimate Challenge** | North Salt Lake, Utah\*
- **Nonresidential Building Design Standards** | North Salt Lake, Utah\*
- **Various Zoning Code Text Amendments** | Taylorsville, Utah\*

\* Work with previous firms







## HOLLY WHITE

### Graphics and Marketing Coordinator

#### Education

University of Colorado, Boulder  
Bachelor of Environmental Design,  
Urban Design

Art Institute of Colorado  
Advanced Architectural Graphics

#### Professional History

Clarion Associates, LLC  
Graphics and Marketing Coordinator,  
2019 – Present

United Airlines  
Multimedia Designer, 2017 – 2019

The Aquaponic Source  
Creative Services, 2016 – 2019

Colorado Center for Community  
Development  
Landscape Design Intern, 2012 – 2015

#### Professional Associations and Certifications

Permaculture Design Certificate

#### Publications

[Change, Here, Now](#), North Atlantic  
Publishers 2018, Illustrator

Ms. White is an Associate in Clarion’s Denver office. Bringing her expertise in 3D visualization and Graphic Design skillset to the Clarion team, she works to support a wide range of projects. Her passion for designing illustrative logos, clean infographics, and overall project branding help Clarion to deliver clear and beautifully designed graphics. Ms. White has a diverse background in Urban, Landscape, and Web Design. Above all, Ms. White is enthusiastic about helping cities and towns preserve their character while enhancing public spaces and engagement.

#### Representative Major Projects

- **Unified Sustainable Development Ordinance** | Albany, NY
- **Riverbend Park Landscape Design** | Palisade, Colorado\*
- **Mainstreet Historic Preservation Plan** | Paonia, Colorado\*
- **Town Park Landscape Design** | Meeker, Colorado\*

\*Work with previous employers





**COLORADO**  
Department of Local Affairs  
Division of Local Government

June 12, 2019

The Honorable PT Wood, Mayor  
City of Salida  
448 E. 1st St. Suite #112  
Salida, CO 81201

RE: EIAF 8921 - Salida Land Use Code Update

Dear Mayor Wood:

The Department of Local Affairs is in receipt of your application for state Energy and Mineral Impact Assistance funds. These revenues are derived from oil, gas, carbon dioxide, coal, and metals extracted in Colorado.

Your project was reviewed based on a variety of factors such as its connection to energy impact, degree of need, measurable outcomes, amount of request, relationship to community goals, level of local match and community support, management capacity, and readiness to go. Competition for these limited funds was intense and we had many more requests than we had funds available.

Congratulations! After thorough review, I am excited to offer a grant award in the amount of \$93,750 for revisions of the City's Land Use Code. These grant funds will be from state severance tax proceeds, which may cause you to go to election to receive and spend them. You should confer with your legal and budget advisors to determine if such an election is necessary.

Please contact your DOLA Regional Manager, Greg Winkler, at 970-668-6160 for information on how to proceed. Expenditure of State funds prior to the contract being fully executed cannot be included in the contract budget or reimbursed by the State. If a circumstance arises and a grantee must spend their match dollars sooner than the full execution of the grant agreement, your Regional Manager must be contacted immediately to discuss the need and offer an appropriate solution. Per our program guidelines, this offer is valid for one year from the date of this letter.

I wish you success with your project. Thank you for helping Colorado build an economy where all Coloradans can thrive.

Sincerely,

Rick M. Garcia  
Executive Director

cc:

Kerry Donovan, State Senator  
James Wilson, State Representative  
Glen Van Nimwegen, Community Development Director  
Christy Doon, DOLA  
Greg Winkler, DOLA





**CHAFFEE COUNTY**  
 DEVELOPMENT SERVICES DEPARTMENT  
 104 Crestone Ave., Room 125  
 P.O. Box 699  
 Salida, Colorado 81201  
 (719) 539-2124 FAX: (719) 530-9208  
 bdepartment@chaffeecounty.org

## September 9, 2019 Board of County Commissioners Work Session Report and Activity Update

### I. Building Inspection:

#### A. Permit Activity

- **Permits** issued in August 2019: 358 (building only)  
2018: 363 (building only)
- **Total Revenue** collected in August 2019: \$167,754.44 (all divisions)  
2018: \$129,184.43
- Total Revenue** YTD through August 2019: \$1,162,577.04 (all divisions)  
2018: \$988,025.77
- % of Total budgeted revenue collected through August: 96.88%
- **SFDs** issued in August 2019: 24  
Salida: 4 BV: 7 Poncha: 4 County: 9
- **2019 year-to-date permit totals:**

Salida:	744	23 SFDs
Buena Vista:	412	61 SFDs
Poncha Springs:	290	38 SFDs
Unincorporated County:	<u>1,195</u>	<u>94 SFDs</u>
Total Number of Permits Issued:	2,641	*216 SFDs
- **2018 permit totals through August:**

Salida:	705	64 SFDs
Buena Vista:	382	46 SFDs
Poncha Springs:	122	10 SFDs
Unincorporated County:	<u>1110</u>	<u>89 SFDs</u>
	2,319	*209 SFDs

\*SFDs include only new detached single-family dwellings and do not include duplexes, ADUs, townhouses, apartment units etc.

#### B. New Commercial Projects

##### Salida:

- 142, 144 Old Stage Road: A tenant finish permit was issued for this building.
- 139 F Street: Plumbing and mechanical permits were issued for the pharmacy.
- 139 W. F Street: An alteration permit was issued for the Collegiate Peaks Realty building.
- 425 W. 7<sup>th</sup>: A permit for a deck/ramp to the modular building was issued.

- 520 Milford: A permit for a deck/ramp to the modular building was issued.
- 516 Teller: A permit for a deck/ramp to the modular building was issued.

#### **Buena Vista:**

- 28390 CR 317: A permit for an alteration of the Baptist Church was issued.
- 102 Linderman: A permit was issued for a new grain silo at the eddy line brewery.
- 112 Linderman: A permit was issued to install new windows in the County Annex building.
- 

#### **Poncha Springs:**

- No commercial permits were issued.

#### **County:**

- 16450 CR 306 a permit was issued for an alteration of this church.
- 18325 CR 366: A permit was issued for a new building on the Adventure Unlimited property.
- 13242 Midland Way: A permit was issued for a new building for a commercial greenhouse business.

### **C. Certificates of Occupancy**

In August we issued 287 certificates of occupancy for residential projects countywide. The following certificates of occupancy for commercial projects were issued in August:

- 306 E. Main Street
- 10100 Hwy 50
- Holman Ave Greenhouse
- 419 D Street
- 13248 Midland Way

### **D. Inspections**

- In July we performed 1,226 field inspections.

## **II. Planning & Zoning**

**A. Land Use Code:** The Planning Commission and Board of Commissioners met in a joint work session on August 27, 2019 to discuss an amendment to the definition of Outfitting Facility in Article 15 of the LUC. The following Land Use Code items are pending discussion:

- A citizen-initiated amendment to Table 2.2 and Section 7.8.22 to allow a retail center for Medical/Retail Marijuana sales in the Industrial zone. This was discussed by the Planning Commission in work session on January 9, 2019 and was heard in a Public Meeting on February 26, 2019. The Planning Commission recommended approval of the text amendment. This item was heard by the BoCC on March 12, 2019 and continued to a joint work session with the PC held on May 8, 2019 at which time all commissioners agreed that public input on this topic should be taken. **Public input has begun with a short survey distributed at the Comp Plan kickoff.**
- An amendment to Table 2.1 to change the Central Water or Sewer Provision to add "Central Water." This was discussed by the Planning Commission in

work session on January 9, 2019 and will be heard in Public Meeting on a date yet to be determined.

- An amendment to Article 15, Definitions to add definitions of Central Water System and Central Sewer System. This was discussed by the Planning Commission in work session on January 9, 2019. Planning Commissioner Curgus has research to share with the Planning Commission and this will be discussed at a future work session.
- An amendment to Article 5.2.3.1, Plat Amendments to require Public Notice. This was discussed by the Planning Commission in work session on January 9, 2019 and will be heard at a future Public Meeting.

**B. Buena Vista Intergovernmental Agreement:** Discussion is currently centered on the need for Buena Vista to define and adopt a Municipal Services Area. Staff met with former Mayor Joel Benson on June 17, 2019 and participated in a phone conference with Joel, Dan Swallow, Daniel Tom, Buena Vista Planning and Counsel on June 27, 2019. Staff met with Joel Benson on July 10, 2019. We agreed that the 3 Mile plan will need to be modified and re-approved. Modifications will include Planning Areas, Transportation Plan, and Municipal Services Area. Additionally, BV has brought to our attention some language anomalies in our building inspection IGA that have been referred to our attorney's office.

**C. Comprehensive Plan:** The contract was awarded to CTA at the May 7, 2019 BoCC meeting. Staff kick-off meeting was held June 7. Public kick-off was held June 26 at Mt. Princeton Hot Springs. Three neighborhood meeting have been held and staff is meeting with CTA on a bi-weekly basis. The second Open House was held at the Steam Plant on August 28, 2019.

**D. Land Use Applications Current / Pending / in progress:**

**Applications Scheduled for Public hearing:**

- Arkansas Valley Adventures Campground at 40579 N. Hwy 24 has applied for a Limited Impact Review for a seasonal employee campground. This application will be heard by the Planning Commission on **September 24, 2019**.
- The Fink Lot Line Elimination in Nathrop combines Lots 6-10 and 11-13 of Block 12 into one parcel of 1.1 acres. The application will be before the BoCC on **September 17, 2019**.
- The Hunter Boundary Line Adjustment at 29221 CR 330 proposes the replat of Lots 5-7 of the Craig Subdivision into 2 lots. The application will be before the BoCC on **September 17, 2019**.
- Rio Frio Minor Subdivision sketch plan on CR 300 proposes division of the 27-acre Parcel 1 of the Nestle Water/Jacobson Boundary Line Adjustment into 4 residential lots, 2 common use outlots and Rio Frio Lane. The application will be before the Planning Commission on **September 24, 2019** and before the BoCC on **October 10, 2019**.
- The Nola Minor Subdivision final plat at 7505 CR 156 W proposes to divide the 4.06 acre Tract 3 of the Marques Tracts into 2 lots of 2.03 acres. The application was heard by the Planning Commission on April 30, 2019 and was sent for Agency Review. The Final Plat was heard by the Planning

Commission on August 27, 2019 and was recommended for approval. The application will be before the BoCC on **September 10, 2019**.

- The Williamson Minor Subdivision final plat at 6275 CR 178E (east of Ute Heights) proposes to divide 9.7 acres into two lots of approximately 5 acres. The application was heard and approved by the Planning Commission on March 26, 2019. The application was sent for agency review. The Final Plat was before the Planning Commission on August 27, 2019 and was recommended for approval. The application will be before the BoCC on **September 10, 2019**.
- Centerville Ranch Major Subdivision preliminary plan proposes 133 lots ranging in size from 1.5 to 9.3 acres on 495 acres within a 907-acre ranch. This application was heard by the Planning Commission on January 29, 2019 and recommended for approval. The application was before the BoCC on February 12, 2019, continued to February 21, 2019 and then continued to March 12, 2019 for a special meeting at the fairgrounds. At the March 12 meeting the BoCC approved the sketch plan and directed the County Attorney to draft a Resolution. The Resolution was approved by the Board at the March 19, 2019 meeting and Central Colorado Conservancy presented a concept for a Conservation Easement that would encompass the southerly 2/3 of the ranch. The application was sent to review agencies. The Preliminary Plan is for Phase I of 62 Lots. The application was heard by the Planning Commission at a special meeting held at the Fairgrounds on August 21, 2019 and recommended for approval. The application will be before the BoCC at another special meeting that was held on **September 4, 2019**.
- Crosswinds Major Subdivision Sketch plan located on CR 319 west of the Central Colorado Regional Airport proposes re-subdivision of Lot 2 of the Southwinds Minor Subdivision and Lot 1 of the Baker Boundary Line Adjustment into 16 Lots with a minimum size of 2 acres. This application was heard by the Planning Commission on August 27, 2019 and recommended for approval. The application will be before the BoCC on **September 10, 2019**.
- The RGP Industrial Park Major Subdivision preliminary plat on the south side of CR 140 across from the west end of the Harriet Alexander Field runway proposes 5-2.1 acre lots in the industrial zone with no residential use. This application was heard and recommended for approval by the PC on November 27, 2018. The application was heard and approved by the BoCC on December 12, 2018. The preliminary plan application has been sent for agency review. The application was to be before the Planning Commission on July 30, 2019 and the BoCC on August 30, 2019 but was continued at the request of the applicant. The application will be heard by the Planning Commission on **September 24, 2019** and the BoCC on **October 10, 2019**.
- Clear Cool Water at Ark River a Rocky Mountain Sanctuary at 9325 CR 160 proposes a 13-unit Duplex Townhome Development by Major Impact Review and Townhome Subdivision Exemption on 26 acres. This application was to be before the Planning Commission on July 30, 2019 and before the

BoCC on August 13, 2019, but was continued at the request of the applicant. The application was heard by the Planning Commission on August 27, 2019 and **continued** to September 24, 2019 to allow the applicant time to clarify elements of the proposal. The application will be before the BoCC on **September 10, 2019**.

#### Recently Approved, Denied or Withdrawn Applications:

- The JLS, LLC and Town of Poncha Springs Exemption for Public Benefit No. 2 near the new water tower site on CR 140 proposes the creation of a 50' square 0.06 acre parcel for a new well that will be connected to the new tower by an easement. This application was heard by the BoCC on August 13, 2019 and approved.
- John and Ramona Bellantonio, David and Theresa Klugh and CCFPD have made application to vacate an unconstructed portion of F Street in Nathrop between CR 198 (formerly 6<sup>th</sup> Street) and CR 197B (formerly 7<sup>th</sup> Street). The application was heard by the BoCC on August 20, 2019 and approved.
- The Centerville Heritage Water Subdivision Exemption proposes to create a 5.2 acre lot at the northwesterly corner of Centerville Ranch. The application was heard by the BoCC on August 13, 2019 and approved.
- The McConaghy Heritage Water Subdivision Exemption at Hwy 285 and CR 194 proposes to create a 2.6 acre parcel with a 57.3 acre remainder parcel. This application was heard by the BoCC on August 20, 2019 and approved.
- The Wilson Heritage Water Subdivision Exemption, north of Buena Vista at 13250 CR 353, creates 2 lots of 3.0 and 33.5 acres. The Application was heard by the BoCC on August 20, 2019 and approved.
- The Vista Sawatch Major Subdivision preliminary/final plat at the northeast corner of Highways 285 and 291 proposes 11 lots with a minimum lot size of 3.6 acres. This application was heard and recommended for agency review by the Planning Commission on August 28, 2018. This application was heard and approved by the BoCC on September 11, 2018. The Preliminary/Final plat was sent for agency review. The application was heard by the Planning Commission on July 16, 2019 and was recommended for approval. The application was before the BoCC on August 6, 2019 and approved.

#### Applications Requiring Applicant Action:

- Hawkins Minor Subdivision Sketch Plan at the west end of Sunshine Acres on the North side of Highway 50 proposes to divide 9.1 acres into 2 lots of 3 and 9 acres with access through Lot 1, Block A of Sunshine Acres. The application was before the Planning Commission on May 28, 2019 and was approved for agency review.
- Lark's Perch Major Subdivision sketch plan, located south of Hutchinson Lane and east of the Canyons ROSI, proposes the division of a 37 acre parcel into 14 lots. This application was before the PC on January 29, 2019 and recommended for Approval. The application was before the BoCC on February 12, 2019 and approved. The application will be sent for agency review upon receipt of the preliminary plan submittal.
- Ruby Mountain Minor Subdivision sketch plan, located east of the Arkansas River adjacent to the Ruby Mountain campground, proposes to divide a 19.7-

acre parcel into two lots. This application was before the PC on January 29, 2019 and recommended for approval. The application will be sent for agency review upon receipt of the final submittal.

- El Rancho Vaquero Minor Subdivision north of the Buena Vista rodeo grounds proposes to divide the outlot created by the Heritage Water Subdivision into 3 lots of 9.6 to 9.8 acres. The Minor Subdivision was before the Planning Commission on February 26, 2019 and recommended for agency review.
- The Virga Minor Subdivision at 6644 CR 110 proposes to divide 9.4 acres into 2 lots of 3.0 and 6.4 acres. Application was heard and recommended for approval by PC on November 28, 2017. The applicant has been in contact with staff regarding his review by the Army Corps of Engineers and has requested an extension for submittal of the final plat until May 28, 2019. Applicant is still awaiting reply from USACE.
- Whispering Pinons Acres Major Subdivision Sketch Plan at 11341 CR 206, west of the Poncha Springs Cemetery, proposing 12 lots on 40 acres was heard and approved by the BoCC on March 13, 2018. Staff granted a 6-month extension to submit the preliminary plat through September 13, 2019.

#### Out of Compliance Applications:

- Estates at Mt. Princeton Phase II & III (OLD) are required to be completed by 06/08/2015 (sketch plans for multiple filing subdivisions are valid for a maximum of 5 years under the old regulations). The PUD development agreement also refers to a five-year term, requiring that all phases have final approval within 5 years. Staff had a pre-application meeting with the applicant on 6/4/15. No application submitted to date. This subdivision is out of compliance.

- E. North Fork Acres Homeowners Association:** During discussion of the Monarch Shadows Minor Subdivision it was noted that the NFHOA does not own Hanging Tree Drive as the developer let it revert to Chaffee County in a tax sale. NFHOA is requesting that Chaffee County deed the road to the HOA. Planning Staff is working with the applicant and this will be before the BoCC at a date to be determined.
- F. CR 162 Fiber Optic line Installation:** Staff is working with Central Colorado Telecom and the Forest Service to secure a utility easement within the FRTA easement to provide service to Alpine and St. Elmo.
- G. Nestle Waters:** Staff continues to work with Nestle Waters in anticipation of a permit amendment and renewal of the 1041 permit. The 2018 Annual Report was received by staff on May 1, 2019. Staff met with Larry Lawrence on August 6, 2019 to review renewal submittal requirements.
- H. Homestake pipeline reconstruction 1041 permit:** Staff met with Homestake representatives to discuss an amendment of this 5-year permit for an additional 5 years to repair additional sections of pipeline.
- I. Valley View School:** Salida School District has proposed the transfer of this property to Chaffee County. Staff has noted that the 2004 transfer of this property from the Richardson Family was not in conformance with the Land Use Code. A



survey of the property is being prepared in anticipation of either a Boundary Line Adjustment or Exemption for Public Benefit to facilitate the transfer.

**J. Subdivisions subject to SIA with Lot Sales Restrictions:**

1. Estates at Mt. Princeton: LSR on Phase 1, Lots 10 and 16-27; was extended through June 27, 2019. Staff will be working to get this agreement renewed.
2. Lakeside Preserve: The BoCC granted a final extension to the Lot Sales Restriction through November 01, 2019.
3. River Meadow Estates Addition, Fil. 1-4; LSR was extended through October 20 2029
4. Shikoba Acres Fil. 2: LSR was extended through July 6, 2023.
5. Westwinds: LSR Lots 35-45 Filing 3 & Lots 46-49 and 52-55, Filing 4. Developer has entered into an escrow agreement with the County (\$270,000). Lot 46, Filing 4 was released in April, 2019. \$170,000 authorized for release on June 25, 2019.
6. Bos Minor Subdivision: LSR on all 4 lots through November 11, 2019.
7. Broadview ROSI: LSR on Lots 10-19 through June 6, 2019. Released July 2, 2019 pending fees and mylar.
8. Chipeta Meadows Minor Subdivision: LSR on Lot 1 through July 13, 2019. This requires extension
9. Longhorn Ranch: Chaffee County holds an escrow account of \$10,000 for completion of improvements.
10. Oak Leaf Solar Farm: Improvements and Maintenance Agreement through July 27, 2019. Staff is working to get this agreement current.
11. Rafter's Roost: Improvements and Maintenance Agreement through October 31, 2021 for Phase I and through October 31, 2024 for Phase II.
12. Strother Minor Subdivision: LSR through July 7, 2023.

**K. Violation Investigations**

1. Wyzkiewicz/Hirschey Property – 11341 CR 206. Building and Zoning violations. This property is being platted as Whispering Pinons Acres Major Subdivision, see items requiring applicant action. Staff is working with the applicant toward resolution of the building and land use violations.
2. All Valley Auto and Diesel at 12765 CR 314 in Johnson Village was the subject of public comment before the BoCC regarding operating as an auto salvage yard. Planning and Public Health staff met with the owner on August 30, 2018 and determined that the property is being used as an auto salvage yard. Staff has referred this to legal. Chip has sent a letter to the property owner and has had a few conversations with him. Staff made a second site visit in April, 2019 to review the compliance efforts & determined the property was in general compliance with the LUC. This item will be removed from future reports.
3. Staff is reviewing 3 properties in Trout Creek Meadows on Singletree Road for possible camping violations.
4. Nathrop Properties – white metal Junk
5. 28417 CR 337, A violation letter was sent May 22, 2017 for operation of a salvage yard in a residential zone, accumulation of trash, and pole barn built without permits. The certified mail receipt was returned to the County with a received date of June 10, 2017. Staff has not been contacted by the property

owner. This matter has been referred to the County Attorney. Staff is working with Daniel Tom on how to handle this currently.

### III. Engineering

#### A. Road and Bridge

1. Staff received an email from Robert Shanks CDOT stating that the grant we received is being rescinded due to inactivity on the CR397 Bridge (Granite Bridge) project. Staff inquired what the options are with regarding to the grant. Robert Shanks is looking into the possibility of transferring the monies to a repair grant instead of a new build grant. CDOT wants to free-up the funds for other projects. Robert stated that if we were to apply again that our grant application would be approved.
2. Staff performed the final inspection on the 2 Rivers pedestrian bridge. The bridge failed due to improper installation of the bearing points and lack of safety railing.



#### B. Plan Review

1. Staff reviewed the following plans:
  - a. Williamson Minor Subdivision,
  - b. Nola Minor Subdivision.

#### C. OWTS Program

1. In August staff reviewed 13 OWTS designs. Issued 11 OWTS permits and 9 are on hold. (1 OWTS installer's exam, 4 for design issues and Buena Vista approval).
2. Staff reviewed 5 OWTS systems for short term rental applications.
3. Staff completed the staff report for the setback variance for 7445 CR 150, which will be heard at the special BOH meeting on September 23, 2019.

#### B. Regional engineering plan review and inspection

1. Staff has been performing inspections for the Buena Vista High School.

## C. Engineering Projects

1. Homestake water diversion project: Staff has performed 4 inspections this month. The inspections were for the new boat ponds and the water intake piping.



2. The Chaffee county Fairgrounds arena:
  - a. The construction on the North-side has not started. Project start will be the first week of September.
3. The Poncha Springs Water tower: Project was completed in August of 2019.



4. Buena Vista High School: Phase 1 of 3 is under construction.
  - a. Phase 1:
    - i. The foundation is 100% complete,
    - ii. Slab on grade 100% complete,

- iii. 1<sup>st</sup> floor slab 100% complete,
- iv. CMU walls 100% complete,
- v. Steel construction is 100% complete,
- vi. Framing is 95% complete for Section,
- vii. Drywall is 70% complete,
- viii. Utilities are 50% complete,
- ix. Staff has performed 46 inspection to date,
- x. ISSUE: diagonal bracing encroaches on the view through windows.

- b. Phase 2: 0% complete.
- c. Phase 3: 0% complete.
- d. Demo: 0% complete.



Figure 1. View from inside of classroom



Figure 2. View from outside of classroom



Figure 3. View of 70% completed hallway



# OFFICE OF HOUSING

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## Directors Report to the Board of County Commissioners September 3, 2019 (for activities in August 2019)

*Note: The applicable Strategic Plan action item(s) have been included in parenthesis following most reported activities.*

- Housing Policy Advisory Council (2.A; 2.B)
  - August HPAC meeting was held on August 1, 2019 in Poncha Springs Town Hall; 13 people were in attendance. This convening has become a hub for information sharing, and less focused on policy work.
  - The September 5<sup>th</sup> HPAC meeting will be followed by a training on how to collectively use Google calendars so all Chaffee County housing efforts can be documented on one calendar.
  - The October 3<sup>rd</sup> HPAC meeting will include a presentation from Corum Real Estate group about LITC development, including the process and the financing.
  
- Multi-Jurisdictional Housing Authority:
  - On August 30<sup>th</sup>, elected officials and municipal administrators gathered to discuss the creation of a MJHA and agreed to move forward in the discussion. I will be bringing together the steps in the process, with associated documents and decision points. We established a goal of having a presentation ready for the September 30 IGA dinner.
  
- Homeless Coalition (2.A; 2.B; 2.E; 2.F; 2.G)
  - Cold Weather Shelter: A sub-group of the coalition is focused on opening a cold weather shelter for the 2019-2020 winter season. The faith-based community has already raised \$913.00 for the effort, with a goal of \$15,000; these funds will be used to pay a shelter manager. The location for this effort is tentatively at Caring and Sharing; they are still seeking a lead entity for the management and monitoring of the shelter.
  - The coalition members present at the August meeting agreed that they would like to invite both the Colorado Coalition for the Homeless and the Veteran Services to Chaffee County for presentations; I've reached out to both but have not yet identified a presentation date.
  - Public Land Management Partnership
    - Training on RIMS app
    - Safety Training
  
- Salida (3.A)
  - Attended the work session wherein Salida invited Willa Willaford offered suggestions about how to establish pricing for deed restricted properties; this conversation will inform the Community guidelines.

- Buena Vista (2.E; 3.A)
  - Town-Owned parcel evaluation: The Steering committee will review the final presentation of the Town-owned parcels on September 5<sup>th</sup>, then bring it before the Trustees during their September 10<sup>th</sup> meeting. We will offer potential scenarios, and ask Trustees to discuss with their constituents, then return to Administrative staff and offer direction.
  
- Poncha Springs (3.A)
  - With Trustee Dean Edwards and Chaffee Housing Trust Executive Director, I evaluated the merits of applying for a grant through Enterprise to address local, rural data needs. We envisioned a tool that would collect building data as well as sale and rent data to provide a real-time market snapshot. The grant required a 3:1 match, so we decided not to pursue it, however CHT uncovered an existing data tool that does much of what we had desired. We will evaluate whether or not this tool should be acquired locally.
  
- Comprehensive Planning:
  - Monitoring the progress of the Infrastructure Study
  - Offered guidance and revisions of polling questions for the Salida open house, particularly as they related to Housing.
  - Coordinated and facilitated the conversation between CTA and the Chaffe Early Childhood Council.
  - Working to establish a “Housing Summit” with CTA that will compliment efforts of the HDGP.
  
- Safety Team:
  - Participating in initial conversations regarding a Safety Plan for the County, including internal preparation as well as external.
  
- Rental Deposit Guarantee Program (2.A; 2.D)
 

El Pomar’s Central Peaks Council held a meeting to hear from all of the grantees; special guest Evelyn Lim, Regional Administrator for HUD’s Region 8 was also in attendance. Each grantee was able to update Council members and Trustees on the progress of grant activities as well as other initiatives underway,
  
- Health Disparities Grant Program (2.A; 2.E; 2.F; 3.A; 3.B)
  - Land Use Topics have been selected, and include the following:
    - Smart Growth Principles, Missing Middle Housing, Lean Development, Financial implications of differing development patterns, Entrepreneurship/Small Business development, Incremental Development, Conservation, Permanent affordability, Code specifics (height, set-back, parking, etc.)
    - Several subject matter experts have already been identified and contacted.

- Partnering with Eco Dev to organize the latter portion of 2019 speaker series to lead up to an Access to Capital conference in April of 2020.
  - Working with Communications and Marketing professional to establish a marketing strategy and text to promote each of the educational events.
- Private Developers: I continue to weave networks between private developers and multifamily capital investors and tax credit syndicators. (2.D; 2.G; 3.F)
- C-PACE:
  - Tracy Phillips, the Executive Director of CPACE will present the program to the BOCC on September 9<sup>th</sup> at 2:45. I have invited several local builders and developers to attend the presentation.

## Community Partnerships

- Fading West and La Puente are hosting one another for tours on September 5<sup>th</sup> and 6<sup>th</sup> to determine how they might work together in the future.
- Chaffee County Community Foundation: The Executive Director of the CCCF attended the August HPAC meeting to observe and gain an understanding of the HPAC work. Later in the month, I introduced CCCF ED to local real estate and tax attorney, Casey Martin, for future networking and to discuss the applicability of a community benefit corporation.
- Habitat for Humanity: Facilitated a conversation with residents of Nathrop, who had concerns about their perceived potential for density at the Habitat owned lots in Nathrop.

## Public Speaking Engagements (2.F)

- KHEN: Mining Insights: Clay Sanders hosted me and Jim Mundy, of the Lighthouse, on his show Mining Insights, to discuss homelessness and the activities of the Chaffee County Homeless Coalition. This show was recorded, and is available as a podcast, here: <http://www.khen.org/senior-moments>

## Professional Development (2.B; 2.F)

- CPACE Webinars: I enrolled in a series of webinars regarding the PACE financing structure; these webinars are hosted by CDFA and are recorded. I have distributed the first of the series to interested local partners and will continue to do so.
- September 15-17: Colorado Mountain Housing Coalition Rural Housing Summit: Ouray, Colorado.
- October 9-11, 2019: Housing Colorado Now, 2019 Conference: Keystone, Colorado



## **SEPTEMBER 2019 STAFF REPORTS**

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### **Police Department –**

- The SPD had 550 calls for service in August during which there were a few minor injuries to staff.
  - The Chaffee County Combined Tactical Team had three callouts for the month of August.
  - Both School Resource Officers are in the school and things have been going well. We set up a booth at the KHEN Back to School Block party a few weeks ago; during the event we were able to speak with parents and kids of the district.
  - We completed the remodel project and the change in space has made a huge difference for the patrol staff.
  - Due to the heavy rain of two weeks ago, we suffered some flooding; 50 gallons or so leaked through the roof. Luckily, most of the water landed in the hallway and not on the new construction. We do have some minor damage in the Sergeant's office and water got into the evidence room. Because of the latter, SPD's evidence officers will be repackaging evidence and doing reports on each case affected.
  - SPD assisted with the Seven Peaks Festival in Chaffee County, which went well and only had very minor issues.
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### **Public Works –**

- **Administration -**
  - Assisted with interviews for the land use code re-write;
  - Attended the regional water/wastewater conference;
  - Finalized the draft budget;
  - Worked with a surveyor to obtain design survey for Blake Street (anticipated 2020 street work, budget dependent);
  - Ongoing construction management and preconstruction meetings for Wood Avenue, 5<sup>th</sup> Street and C Street (7<sup>th</sup> to 9<sup>th</sup> Streets);
  - Facilitated monthly utility coordination meeting and project overview with Atmos/Xcel/cable companies;
  - Multi-use facility inspections/meetings.
- **Streets –**
  - C Street from 7<sup>th</sup> to 9<sup>th</sup> (street reconstruction project): concrete work and paving were recently completed and final items are in the process of being finished. The road is anticipated to be open in approximately one week (see photo);





*Figure 1 - C St. (8th to 9th by High School)*

- 5<sup>th</sup> Street concrete work was recently completed and the road is being prepped for paving within the next week. The road is anticipated to be open in approximately a week;
  - The water main installation at Wood Street (Oak Street to Caldwell) is completed and the contractor is in the process of installing water services;
  - On E Street (Sackett to 1<sup>st</sup> Street), the contractor plans to initiate the water main replacement within the next week. Additional notice will be provided once the start date is confirmed;
  - The concrete rehab project (sidewalks/crosswalks) work is currently occurring in the vicinity of 7<sup>th</sup> Street;
  - The asphalt maintenance project (chip and fog sealing, and pavement patching) have recently been completed. Crosswalk markings will be installed by staff in the upcoming weeks.
- **Water/Wastewater** –
- Consultant support continues on WWC master plan; additional survey data is being obtained in recommended areas to support the planning efforts;
  - Bar screen improvements, pipe painting and other maintenance projects are underway at WWTP;
  - Water distribution staff have completed main line valve exercising for the majority of valves within the City. Improved GIS mapping assisted with an increased efficiency and accuracy;
  - A high volume of utility locate requests continue.

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#### **Fire Department -**

- Multi-use facility is very near completion;
- The Fire Department is gearing up for fire prevention week and our annual open house on October 12<sup>th</sup>.

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**Finance Department –**

- Judith Brown, working with SteamPlant staff, was successful in setting up a cashiering station that will increase efficiency and internal controls. This was a long process that took perseverance when working through the various complicated challenges of setting up computer software credit card acceptance, etc.;
- Work has begun with Ehlers to improve City investment strategies;
- Significant progress has been made on the 202 budget; Council will begin their review next month;
- The Director is hard at work increasing her understanding of the big picture financial ins and outs of the City and has gotten to know staff. Staff's ability to accurately handle increasing activity, deal with frequent interruptions, streamline processes and solve daily problems (all with good cheer), is very impressive;
- The Finance Committee involvement in the finer details of City finances has been helpful and productive.