



**PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
March 2, 2023**

The Council of Park City, Utah, will hold a Strategic Planning Retreat in person at the Park City Library Community Room at 1255 Park Avenue, Park City, Utah 84060. Meetings will also be available online with options to listen, watch, or participate virtually. [Click here](#) for more information.

STRATEGIC PLANNING RETREAT - 9:00 a.m.

I. ROLL CALL

II. PUBLIC INPUT

III. CONSENT AGENDA

1. Request to Authorize the City Manager to Enter into a Contract with MKSK, in a Form Approved by the City Attorney, for Consultant Services for a Feasibility Study for the Community Property at Bonanza and Kearns and for a Small Area Plan for the Bonanza/Snow Creek Neighborhood, in an Amount Not to Exceed \$389,100
[Bonanza Park Planning Study Contract Staff Report](#)
[Exhibit A: Scope and Budget](#)
[Exhibit B: MKSK Feasibility Study Proposal](#)
[Exhibit C: MKSK BPSC Small Area Plan Proposal](#)
[Exhibit D: Presentation from MKSK Interview](#)

IV. 9:20 a.m. - NATIONAL COMMUNITY SURVEY RESULTS

1. National Community Survey Results
[National Community Survey 2022 Overview](#)

V. 10:30 a.m. - CRITICAL COMMUNITY PRIORITIES

1. Critical Community Priorities
[Critical Community Priorities](#)

VI. 12:00 p.m. - LUNCH

VII. 1:00 p.m. - TRANSPORTATION STRATEGY AND PLANNING

1. Transportation Strategy and Planning
[Transportation Strategy and Planning Schedule](#)
[Exhibit A: Identifying our Transportation Challenges](#)
[Exhibit B: Capital Project Development Timeline](#)
[Exhibit C: Upcoming Transportation Projects](#)
[Exhibit D: Transportation Accomplishments 2022](#)

VIII. 4:30 p.m. - ADJOURNMENT

IX. 5:30 p.m. - BOARDS AND COMMISSIONS SOCIAL (Invitation Only)

A majority of City Council members may meet socially after the meeting. If so, the location will be announced by the Mayor. City business will not be conducted. Pursuant to the Americans with Disabilities Act, individuals needing special accommodations during the meeting should notify the City Recorder at 435-615-5007 at least 24 hours prior to the meeting.

***Parking is available at no charge for Council meeting attendees who park in the China Bridge parking structure.**

City Council Staff Report

Subject: Planning Contract Approval Request
Author: Jennifer K. McGrath, Deputy City Manager
Date: February 16, 2023
Type of Item: Contract Approval



Recommendation

Review and consider authorizing the City Manager to enter into a contract, in a form approved by the City Attorney, with MKSK for consultant services at a total cost of \$389,100. This contract covers the work to complete the following:

- Feasibility Study for the community property at Bonanza and Kearns (Arts & Culture District)
- Small Area Plan for the Bonanza/Snow Creek neighborhood

Summary

In late 2022, Park City issued 2 Requests for Proposals (RFPs) for significant planning studies – the Bonanza Small Area Plan and the Arts and Culture Feasibility Study. We received several quality proposals from consultant teams around the country. We asked, in the RFP, for consultant teams to consider proposals for both planning studies, and we were thrilled to see that most teams did offer proposals for both. Ten teams submitted proposals, and eight submitted proposals for both.

In December, we formed a selection committee composed of local community members, non-profit leadership, and City and County professional staff. The committee narrowed proposals down and interviewed four teams. In December, the committee initiated contract negotiations with MKSK and reached agreement on cost and scope of work.

Lead Firm, Contract, and Scope Overview

MKSK ([MKSK \(mkskstudios.com\)](https://mkskstudios.com)), who is leading the effort, is a Planning, Urban Design, and Landscape Architecture Practice with a network of twelve studios around the country. They partnered with Development Strategies and two familiar consultancy firms: Future IQ and Fehr & Peers.

Future IQ will provide an analytical approach to collect and assess quality community engagement and public outreach efforts, including developing strategies for demographic and market analysis and trends. Fehr & Peers will supplement MKSK with regard to transportation and mobility concepts, and Development Strategies will keep the process grounded in financial reality through economic and market analysis. Together, the team will complete the scope of work outlined for the Feasibility Study and

the Small Area Plan.

The Committee believes the MKSK collective is both strategic and experienced, and brings together an exciting combination of new ideas and perspectives with local knowledge. Committee members were particularly impressed with their technical expertise, previous work product, emphasis on meaningful community engagement, and evaluation capabilities tied to financial tools and market realities.

By selecting one team to lead both planning efforts, we gain economies of scale and created efficiencies across both studies. In the process of refining the scope of work, we have already seen benefits related to data collection efforts, project management, and community engagement. In addition, MKSK will support the City's desire to form several local stakeholder groups focused on balancing and incorporating the interests of neighboring property and small businesses with large community interests, goals, and challenges. By knitting together local knowledge and outside expertise, the committee believes MKSK can propel the community forward with a viable and achievable plan for the entire area and City property. At the mayor's direction, an outreach effort to solicit applications for advisory committee members was launched earlier this week.

The broad categories included in the attached scopes are as follows (much greater detail can be found in the attached Exhibit A):

SCOPE A: Bonanza Park & Snow Creek Area Plan

- Task 1 – Define the plan timetable and existing conditions
- Task 2 – Define and develop a community engagement plan
- Task 3 – Develop neighborhood vision and plan goals and objectives
- Task 4 – Develop plan components
- Task 5 – Develop an implementation plan
- Task 6 – Develop Final Report/Executive Summary and Plan Adoption

SCOPE B: Bonanza Art & Culture District Feasibility Study

PHASE 1: INITIATE + EVALUATE + ENGAGE

PHASE 2: UNDERSTAND + EXPLORE – Concept and Design Elements

PHASE 3: SYNTHESIZE - Plan Recommendations

The budget, outlined in the table below, will be covered by various sources, including money allocated to Planning in FY22/23 for planning studies (\$100,000) and funds from Transportation Planning (\$25,000), with the bulk of the funding coming from the TRT budget (\$264,000).

Not to Exceed Fee Schedule

Scope A (Small Area Plan) Not to Exceed Amount

Scope A Tasks	Totals
Task 1 – Define the plan timetable and existing conditions	\$15,000
Task 2 – Define and develop a community engagement plan	\$10,000
Task 3 – Develop neighborhood vision and plan goals and	\$7,500

objectives	
Task 4 – Develop plan components	\$87,400
Task 5 – Develop an implementation plan	\$5,000
Task 6 – Develop Final Report/Executive Summary and Plan Adoption	\$18,500
Reimbursable Expenses	\$5,000
Total	\$148,400
Additional Service in Task 4.3.8	\$21,700
Total with Additional Service	\$170,100

Scope B (Feasibility Study) Not to Exceed Amount

Scope B Phases	Totals
Phase 1: Initiate + Evaluate + Engage	\$65,000
Phase 2: Understand + Explore	\$72,000
Phase 3: Synthesize	\$69,500
Reimbursable Expenses	\$12,500
Total	\$219,000

Grand Total for Scope A & B Combined (includes additional service)	\$389,100
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Department Review

Selection Committee members reviewed the scope of work, and the City Attorney's Office has reviewed the draft contract, scope of work and this report.

Exhibits

Exhibit A: Scope of work and budget for each study.
Exhibit B: MKSK Proposal for the Feasibility Study
EXHIBIT C: MKSK Proposal for the Small Area Plan
EXHIBIT D: Presentation from MKSK interview.

SCOPE A: Bonanza Park & Snow Creek Area Plan

Task 1 – Define plan timetable and existing conditions (Month 1)

1.1 Establish a Project Management Team (PMT) of City staff and consultant team members to guide this process through ongoing coordination. At a kickoff meeting, this PMT will develop and refine a project timetable with potential meeting dates, project phasing, engagement activities, and expected completion of project deliverables.

1.2 Coordinate with the Bonanza Art and Culture District planning process to ensure ongoing project communication. The planning team will ensure that any overlap in engagement and deliverables are complementary and clearly communicated with the public.

1.3 Compile all GIS and planimetric data for use in asset mapping and analysis.

1.4 Conduct an existing conditions assessment that includes demographics, history, and asset mapping (land use, zoning, flood plain, recent/planned development projects, historic properties and resources (historic rail lines, etc.), topography/terrain, connectivity, walkability, and others as deemed necessary)

1.5 Conduct a Plan Alignment to review previous plans and studies for the area, summarizing key findings, recommendations, and implementation items. Relevant plans may include the Arts and Culture Implementation Plan; Park City General Plan (2014), Transportation and Demand Management Plan (2016); Short Range Transit Plan (2016); Vision 2020; State Road 224 Bus Rapid Transit Locally Preferred Alternative (2018); Park City Forward, Long Range Transportation Plan (2022); Bicycle and Pedestrian Plan (In Progress); and Short-Range Transit Plan (In Progress).

1.6 Convene an Advisory Group that includes neighborhood residents and stakeholders to act as a representative voice of the neighborhood's interests. This group will meet at project milestones to guide the process. During this first task, PCMC staff will develop a list of potential members of this group and confirm their interest and availability.

Meetings:

- PMT Kickoff Meeting and ongoing coordination

Deliverables

- Existing Conditions Analysis
- Plan Alignment

Task 2 – Define and develop a community engagement plan (Month 2)

2.1 Create a detailed engagement plan to be conducted by subconsultant Future IQ that prioritizes strategies for ongoing engagement, sets points of contact, and identifies engagement expectations. Ensure that engagement is consistent throughout the plan to maintain plan momentum. It is anticipated that this planning process will run in tandem with that of the Bonanza Art and Culture District Feasibility Study.

2.2 Host a project website in tandem with the Bonanza Art and Culture District Feasibility Study to serve as a repository of all public project materials and provide a high level of transparency and real-time communication with the community. Using the Social Pinpoint platform, the project website may include options such as advanced polling formats, topic-based forums, prioritization exercises, and interactive map tools. In particular, an interactive map engagement tool would provide an opportunity for the public to geo-locate specific ideas or suggestions for public spaces, public art, recreation, and/or development.

2.3 Launch an online questionnaire to broaden the team’s understanding of the neighborhood’s strengths, challenges, and opportunities. The questions will be developed by the consultant team and distributed through the city’s social media and email lists.

2.4 Host a kickoff meeting with the Advisory Group to present the project timetable and project phasing, and establish project goals. At this meeting, conduct an interactive activity to identify neighborhood stakeholders and area strengths, weaknesses, and opportunities.

2.5 Conduct stakeholder roundtables with neighborhood champions and leaders to address priorities, concerns, and opportunities in the area. Meetings (up to four total) will be conducted virtually in one-hour sessions, with participants grouped by shared interests or themes. Potential participants to be refined upon selection but could include Neighborhood Groups; Historical Organizations; Developers; Arts Organizations; Non-profits; City Agencies; Architects & Design Field Experts; Business Owners; mobility and transportation advocates.

Meetings:

- PMT Ongoing Coordination
- Advisory Group Kickoff Meeting
- Stakeholder Roundtables (up to 4)

Deliverables:

- Engagement Plan
- Stakeholder Roundtable Takeaways

Task 3 – Develop neighborhood vision and plan goals and objectives (Month 3)

3.1 Develop plan goals and objectives using feedback gathered at Stakeholder roundtables, the kickoff meeting with the Advisory Group, and preliminary results from the online questionnaire.

3.2 Develop a vision statement for the Bonanza Park and Snow Creek neighborhoods that both reflects the area as it exists today and sets an aspirational vision for its future. This statement is intended as a succinct reflection of the voices engaged in this process up to this task and will guide the remainder of the process.

3.3 Engage the community at a Community Visioning Workshop to introduce the plan, present initial impressions of the neighborhoods, a current understanding of the area's identity, and report on what is heard from residents and stakeholders to date. This meeting will include opening remarks, a brief presentation with an overview of the project, and interactive activities and stations where community members can engage in one-on-one conversations with the planning team.

The workshop will include the following Trade Off & Priority discussion topics during public outreach/visioning to understand which transportation tradeoffs the public would be supportive of in the district:

- Improved transit stop locations and operations,
- Proposed and future active transportation paths,
- Vehicle, bicycle, and pedestrian connections to other corridors and paths,
- City-owned parcel:
 - Event needs,
 - Transit, bicycle, and pedestrian circulation and location placement,
- Traffic flow visioning:
 - What can we plan?
 - What options are feasible?
 - Is the public open to restricting movements e.g., one-way/left turns?
 - Are we willing to implement improvements with tradeoffs e.g., obtain dedicated transit lanes for slower vehicle travel times?
 - Are there tweaks available for special events/mega peaks?

MKSK recommends a Park City/High Valley Transit/UDOT transportation staff level meeting for this item to efficiently gather information on current projects and proposed projects.

Meetings:

- PMT Ongoing Coordination

- Community Visioning Workshop

Deliverables:

- Online Survey and Results, website updates
- Plan Goals and Objectives
- Vision Statement

Task 4 – Develop plan components (Months 4-8)

4.1 Develop land use and mobility plan components guided by the feedback received at the Community Kickoff Meeting, the results of the online questionnaire, and the project goals and vision statement. These plan components will be crafted in collaboration with the PMT.

4.2 Craft a Land Use Component that reflects the needs of local residents and responds to increasing hospitality pressures. As a diverse community home to a significant Hispanic/Latinx population and containing a variety of housing types, the Bonanza Park & Snow Creek Neighborhood is pivotal in providing attainable residential options for Park City’s workforce. Development pressures and challenges to retaining this affordability arise from the neighborhood’s proximity to a vibrant and world-renowned winter hospitality destination and the creation of a new potential Park City Arts and Culture District. The vision for growth in these communities will be developed by:

- Analyzing current trends and planned developments
- Identifying incompatible uses and potential development sites
- Developing an infill strategy to promote strong residential areas and vibrant mixed-use nodes
- Leveraging the impact of the Park City Arts and Culture District to catalyze development nearby that serves existing residents.

4.3 Craft a stand-alone mobility component that tests how future growth in Bonanza Park, Snow Creek, and the Arts and Culture District can be accommodated while still meeting the established targets from the Park City Forward plan. This plan sets a target of 36% of the Bonanza Park district’s trips being by single occupancy vehicles in 2050, with the remaining travel needs being met by transit, walking, biking, and carpooling. To achieve this, Park City Forward identified improvements such as an enhanced active transportation grid, a multi-modal hub, transit service improvements, intersection modifications, an “aerial connection” to Old Town, and other investments. Reflecting these targets and led by subconsultant Fehr & Peers, this component will include the following analyses and subtasks:

4.3.1 Review Existing Conditions & Collect Data: Fehr & Peers will review traffic counts collected at the following existing intersections and segments in the study area. As part of this task, Fehr & Peers will also review existing corridor agreements, master plan documents, and access management documents relevant to the study intersections and segments.

1. SR-224 & Snow Creek Drive
2. SR-224 & SR-248
3. SR-224 & Homestake Road
4. SR-224 & Iron Horse Drive
5. SR-224 & Deer Valley Drive
6. SR-248 & Snow Creek Drive
7. SR-248 & Homestake Road
8. SR-248 & Woodbine Way
9. SR-248 & Bonanza Drive
10. SR-248 & Sidewinder Drive
11. Bonanza Drive & Prospector Avenue
12. Bonanza Drive & Munchkin Road
13. Bonanza Drive & Iron Horse Drive
14. Bonanza Drive & Deer Valley Drive
15. Woodbine Way & Munchkin Road

4.3.2 Existing Conditions Analysis: Fehr & Peers will use Synchro software to update previously developed traffic models of the study area to evaluate existing traffic operations based on the requirements in the Highway Capacity Manual, 6th Edition (HCM 6) using the peak hour data collected during Task 1. The analysis will identify any level of service issues and potential improvements at the identified study intersections. This task will also include an analysis of the 95th percentile queues for each lane group of the study intersections. As part of this task, MKSK will also attend an on-site walking tour to review existing bicycle, pedestrian, and transit facilities within and adjacent to the study area and document deficiencies that we find. This will include a review of:

- Existing sidewalk and trail presence and width,

- Pedestrian crossing facilities in the study area at both signalized and unsignalized locations,
- Evidence of desire lines where facilities or crossings do not exist,
- ADA infrastructure and deficiencies,
- Existing bicycle facilities and signage,
- Transit stops and amenities,
- Safety of transit stops considering operational and routing,
- Transit on-time performance,
- Transit service routes, and
- Transit boardings and alightings along the following segments:
 - SR-248 from SR-224 to Sidewinder Drive,
 - Bonanza Drive from SR-248 to Iron Horse Drive,
 - Snow Creek Drive From SR-224 to SR-248,
 - Iron Horse Drive from SR-224 to Bonanza Drive,
 - Short Line from Iron Horse Drive to Deer Valley Drive, and
 - SR-224 from SR-248 to Deer Valley Drive.

4.3.3 Land Use Scenarios Evaluation and Traffic Forecasting: Based on the visioning efforts in Task 4.2, Fehr & Peers will use our Mixed-Use Development (MXD+) tool or ITE's *Trip Generation Manual 11th Edition* manual to develop models to evaluate the travel demands of up to three land use scenarios with one round of comments and updates to the three modeled scenarios. The models will quantify traffic generation as well as the vehicle trip reductions as a result of transit capture, walk/bike capture, and internal capture (as a result of mixed-use development).

4.3.4 Shared Parking Analysis: Fehr & Peers will prepare shared parking analyses using the method recommended by Urban Land Institute's (ULI) *Shared Parking, Third Edition* manual. The analyses will evaluate the parking demands of the same three land use scenarios that are analyzed in Task 4.3.3 with one round of comments and updates to the three modeled scenarios. The analyses will show when peak parking demand for the land use scenarios would be anticipated based on time-of-day, day-of-week, month-of-year, internal capture, mode shift (to walking, biking, and transit modes), and employee/visitor travel patterns. As part of this task, Fehr & Peers will meet with Park

City staff to discuss the three land use alternatives and determine a preferred land use alternative to use in the following analyses.

4.3.5 Existing Plus Arts & Culture District Conditions Analysis: Fehr & Peers will expand the previously developed Synchro traffic models to include a “plus project” scenario that includes the generated trips and proposed driveways from the preferred land use scenario developed in Task 4.3.3 and identified in Task 4.3.4. MKSK will evaluate peak-hour traffic and transit operations based on HCM 6 requirements at each study intersection and up to three proposed study driveways. The analysis will determine the impacts of the proposed site plans for the proposed development on the existing peak hour traffic conditions/level of service/queueing and identify recommended multi-modal improvements, if they exist, at the study intersections listed in Task 4.3.1.

4.3.6 Bonanza Park & Snow Creek Neighborhood Buildout plus Arts & Culture District Conditions Analysis: Fehr & Peers will iterate on the peak-hour traffic volumes reviewed in Task 4.3.1 and used in the Synchro models to develop “buildout” volumes that account for planned development in the Bonanza Park & Snow Creek neighborhood. Fehr & Peers will expand the previously developed Synchro traffic model to determine the traffic impact of the preferred land use scenario developed in Task 4.3.3 and identified in Task 4.3.4 on the future buildout AM and PM peak hour traffic conditions and identify recommended multi-modal improvements, if they exist, at the study intersections listed in Task 4.3.1. These analyses will account for planned improvements to the transportation network that may be put in place by the planned buildout date. The analyses performed in this task, as well as in Tasks 4.3.2 and in 4.3.5, will be used later in Task 4.3.9 to inform which bicycle, pedestrian, and transit improvements would be needed to achieve mode-split targets.

4.3.7 Recommendations and Conceptual Designs: Based on the findings from the analyses performed in Task 4.3.2, Task 4.3.5, and Task 4.3.6, and accounting for public feedback on the city-prepared concept designs shared during Task 3.3, Fehr & Peers will develop up to three new vehicle or transit concept designs to address operational deficiencies at SR-248 & Bonanza Drive, and up to six additional vehicle or transit concept designs to address bicycle, pedestrian, transit, and vehicular deficiencies at other intersections or segments in the study area; this may include concepts along Homestake Road, Woodbine Way, Munchkin Road, Sidewinder Drive, Prospector Avenue, Short Line, and Iron Horse Drive. The concepts could include street cross-sections, conceptual intersection layouts, pedestrian circulation recommendations (e.g., pedestrian tunnels connecting to the Rail Trail), intersection signalization, or other recommendations as approved by Park City before conceptual design. Using the previously developed traffic and transit service models, MKSK will evaluate the impacts of those alternatives on the traffic within the study area, including the traffic surrounding the city-owned parcel.

As part of this task, MKSK will attend one public meeting to gather feedback on the concept designs. MKSK will assume one round of revisions to the conceptual designs based on feedback received from Park City staff and public outreach efforts. Based on the findings from the previous analyses, other networks, connections, or project improvements may be recommended in the mobility plan that may not need a conceptual design.

4.3.8 Transit Stop Analysis (Optional Additional Service for a fee of \$21,700): As requested by Park City, Fehr & Peers will use VISSIM simulation models to analyze the potential location(s) and effects of up to two new transit stops (e.g., one regional transit stop on SR-248 and one local stop on Bonanza Drive) that serve the city-owned parcel at the intersection of SR-248 & Bonanza Drive. This task would include an analysis of how the stop(s) would function operationally, where the stop should be located, parcel ownership at the proposed locations, how the design works with the roadway network/pedestrian infrastructure and potential impacts to the intersection of SR-248 & Bonanza Drive and the city-owned parcel. This task will include coordination with Park City Transit and High Valley Transit to collect ridership data, future service plans, and review existing transit operations/challenges at the site. Fehr & Peers will review best practices to incorporate the bus stop near the city-owned parcel and provide a planning-level conceptual design of the bus stop to demonstrate how it fits into the surrounding bike/ped network; the concept design will include pedestrian crossings or recommended treatments if applicable. Based on the collected data from Park City Transit and High Valley Transit, MKSK will also include a recommendation of how many buses the stop would need to accommodate under event and typical day scenarios.

4.3.9 Traffic Analysis and TDM Memo Preparation: MKSK will summarize the results of our findings in a memo to help the project team identify land use scenarios that optimally reduce demand on the transportation system. As part of that memo, MKSK will also identify transportation demand management (TDM) strategies that can be employed to further minimize single occupant vehicle travel and the ensuing greenhouse gas emissions. Fehr & Peers will utilize Park City's TDM+ Tool, which Fehr & Peers built for Park City, to help quantify the potential outcomes of implementing each of the identified strategies. This task will also include one virtual meeting with Park City staff to discuss our findings, review the contents of the memo, and receive one round of comments. MKSK will provide an updated memo to address those comments.

4.3.10 Public Outreach Support: MKSK staff will lead the outreach and engagement process, with Fehr & Peers supporting preparation for outreach and engagement efforts. To provide this support, Fehr & Peers will participate in up to four virtual or in-person meetings with key stakeholders up to, but not exceeding \$10,000 of staff time. This task assumes that Fehr & Peers will not be leading any engagement efforts nor producing outreach materials. Additional outreach events beyond those included in this scope of work will require written approval from you.

4.3.11 Meetings: Fehr & Peers will prepare a presentation for and attend up to eight biweekly virtual project meetings and two in-person in Park City.

4.4 Share Plan Component Drafts with the Advisory Group at a Second Meeting. This meeting will provide an overview of results from the community engagement process and provide an overview of the plan component and its subsequent recommendations.

4.5 Host a second Community Meeting in which the planning team presents draft recommendations, accompanied by displays, stations, activities, or small group discussions to gather community feedback and gauge community support.

Meetings:

- PMT Ongoing Coordination
- Transportation staff (HVT/UDOT/Summit Co/PCMC) focused meeting and transportation “trade-offs” focused conversation if not addressed in community visioning
- Advisory Group Meeting 2
- Community Meeting 2

Deliverables:

- Draft Land Use Component
- Draft Mobility Component, including traffic, TDM, and transit stop analysis

Task 5 – Develop an implementation plan (Month 8-9)

5.1 Craft an implementation strategy with plan recommendations by component. Recommendations should be aspirational yet feasible within the next 10 years. In a summary table, the plan will specify potential project partners, recommended timeframes, potential funding sources, and suggested project champions.

5.2 Define short-term wins that can be easily implemented within the next year at a relatively low cost, both to test the plan’s more ambitious ideas and to showcase a commitment to improvements in the neighborhood.

Meetings:

- PMT Ongoing Coordination

Deliverables:

- Implementation Strategy

- Implementation Matrix

Task 6 – Develop Final Report/Executive Summary and Plan Adoption (Month 9-10)

6.1 Produce a visually compelling final document and executive summary that summarizes the plan, its process, and its outcomes. The final document will reflect the neighborhood and be formatted to be graphically interesting and readable to a general audience. Materials will be organized to correlate with the two Plan Components and their recommendations.

6.2 Host a final Advisory Group Meeting to thank members for participating in the process, establish project champions for the next steps, and review the implementation strategy.

6.3 Host a Community Open House to celebrate the plan’s outcomes, share the final plan components, and provide the next steps for implementing the plan. This meeting will strive to occur in tandem with a pre-existing community event or neighborhood meeting.

6.4 Assist PCMC Staff with the adoption process, attending and presenting at Planning Commission and City Council public hearing meetings. The planning team will make any necessary edits to the final plan document.

Meetings:

- PMT Ongoing Coordination
- Advisory Group Meeting 3
- Community Meeting 3
- Adoption Meetings

Deliverables:

- Draft and Final Plan Document
- Draft and Final Executive Summary

SCOPE B: Bonanza Art & Culture District Feasibility Study

PHASE 1: INITIATE + EVALUATE + ENGAGE [Months 1 – 3]

1.1 Project Launch Meeting: The MKSK Team will hold a Project Launch meeting with the PMT to finalize a detailed project schedule and process, scope-of-work, information sharing protocols, and project milestones and deliverable dates. It will be critical to align this project with the Bonanza Park

and Snow Creek Small Area Plan so that these two projects run in parallel for several reasons including alignment of engagement efforts, understanding impacts to the overall circulation and transportation studies, and understanding of existing and future land uses. Additionally, MKSK will define project goals, desired program elements, potential site development issues, and known risks. This will include the development of a public outreach and communications plan (Community Engagement Strategy). The primary goal of this task is to quickly get the MKSK Project Team up to date on all of the planning and community efforts that are underway and establish coordination protocols with the Bonanza Park and Snow Creek Area Plan process.

1.2 Plan Alignment: The MKSK Team will review relevant studies, plans, data, and information to identify the current planning environment within the site and its surrounding areas as a means of establishing a baseline for recommendations and other components outlined in the Scope of Services. This will include a review and evaluation of the previous Park City Arts and Culture District Study and other recent or relevant planning studies, such as Park City Vision 2020. This effort will include a review with the PMT of these plans to identify recommendations that were realized and those that were not and why. This information will be compiled into an Alignment Plan to carry relevant recommendations and direction forward from the relevant plans in one reference location.

1.3 Existing Conditions Data Collection: The MKSK Team will collect relevant data and information to identify the current conditions within the Arts and Culture District, Bonanza Park, and surrounding areas. This includes a review and analysis of infrastructure, such as transportation, parking, and connectivity to adjacent areas and business districts. This Existing Conditions Analysis will be presented in the form of base mapping, diagrams, and summary tables which will be attractively designed and formatted for use at future meetings.

1.4 Arts and Culture Case Study Research: The MKSK team, led by Development Strategies for this task, will conduct research on (up to 3) national and regional arts and cultural districts. These case studies will be selected in coordination with the PMT, and will reflect best practices on urban infill, mixed-use development, vibrant open space, placemaking and activation, and integration of arts and cultural institutions into the urban fabric. These case studies will be compiled into a presentation format and will be shared as part of the community outreach and information-gathering phase.

1.5 Project Website: Serving as a repository of all public project materials, the project website will provide a high level of transparency and real-time communication with the community. Using the Social Pinpoint platform, the project website may include options such as advanced polling formats, topic-based forums, prioritization exercises, and interactive map tools. This website will include project information, such as schedules, presentations, surveys, and other materials.

1.6 Project Stakeholders: MKSK will work with the PMT to identify a list of informed stakeholders to be interviewed and consulted to understand the types of uses, densities, physical appearance, etc.,

desired by, as well as concerns of different parties. Stakeholders will be organized into themed groups, such as: Arts and Cultural Institutions, Transportation, Community and Elected Officials, Tenants and Property Owners, and Resident Groups. Depending on the make-up of these groups, additional stakeholder sessions may also be necessary with local experts such as developers, brokers, public agencies, and programming/event organizers. These eight to twelve meetings will take place virtually in 1-hour sessions and will include an education on art and culture districts, based on the results of the case study research.

1.7 Site Tour + Audit: Members of the PMT will accompany the MKSK Team on a half-day tour of the arts district site and Bonanza Park and Scow Creek to familiarize the Team with the site and highlight issues and opportunity areas that should be areas of focus in the plan. The team will photo documentation and qualitatively assess the condition of the area and its place in Park City and the greater region. This is the beginning of the MKSK Team’s assessment of existing conditions and will be conducted in tandem with a Community Visioning Workshop as part of a single trip.

1.8 Market Trend Research: Led by Development Strategies, this first phase will evaluate market trends—be they economic, demographic, or physical. The final product will blend these analyses resulting in recommendations regarding the scale, scope, and character of viable development as shaped by market forces, as well as site, political, and economic constraints. These include:

- **Demographic Analysis:** Demographic variables, including age, income, and population, will be analyzed to identify factors that will affect the site.
- **Consumer Demand and Market Segmentation:** Segmentation data provides household-level detail on consumer preferences, cultural norms, etc., that help establish the locations of households that could be enticed to live, shop, work, or visit the site.
- **Site Marketability and SWOT Analysis:** An assessment of the site’s geographic context will be undertaken to understand its marketability strengths, weaknesses, opportunities, and threats (i.e. SWOT analysis) including parcel depth and size, parking, compatibility of uses, and economic utilization of real estate.

1.9 Market Analysis: Building on the site context understanding, market analysis will be conducted to determine the specific scope of possibilities that exist in terms of present and future opportunities to supply unmet demand to different consumer groups, residents, and employers. Particular attention will be paid to retail, residential, and employment opportunities, as well as hospitality uses, using available data from the regional CVB and destination cultural institutions. Market analyses will include:

- Demand analysis will use market segmentation and demographics for housing and demand gap and buying power analyses for retail to determine if certain retail segments are missing in the market. Particular emphasis will be placed on visitor demographics and spending. An

affordability assessment will be made to evaluate affordable/workforce housing needs. Employment projections may be used to estimate future office employment growth that may be captured.

- Supply analysis will entail a detailed analysis of trends in the supply of current real estate products. Market metrics will be provided, including achievable rents, lease rates, and sale prices; absorption and achievable velocities of development; and achievable amounts of development.

1.10 PMT and Stakeholder Design Charrette/Workshop: A design workshop will be held with project stakeholders and the PMT to provide background information and situational context on buildings, land uses, landmarks, and historic elements present in the Art and Culture District. Together we will discuss opportunities for the district’s future growth. The workshop will include a visual preference survey to identify what the group envisions for the district regarding placemaking elements, design details, and aesthetics. Input will be used to develop and test ideas and concepts through a charrette process. After this charrette/workshop, the key findings, strategies, and concepts will be shared with the community for review and input.

1.11 Community Visioning Workshop: Critical to our foundational understanding of culture and place, MKSK will hold a public workshop at the end of this phase to engage a broader group of interested citizens and provide the opportunity for them to interact with members of the design team, PMT, and other stakeholders. This public meeting is intended to solicit ideas from the public, understand what the current perceptions are of the district, build excitement, and secure their buy-in for the future implementation of the plan’s recommendations. Interactive activities, such as a “design your own arts district” interactive station, will both inform the project team about community preferences and help build community buy-in and support for this process. The MKSK team will strive to make this meeting accessible, inclusive, and welcoming to all Park City residents, especially those in minority communities that are traditionally underrepresented in the planning process. With this purpose, the MKSK team will work with PCMC staff to provide special accommodations for meeting attendees, such as childcare during meetings, refreshments, snacks, or interpreters.

1.12 City Council Meeting: After this phase, the planning team, with support from the PMT, will provide an update to the City Council at a regularly scheduled meeting. This update will focus on the Community Engagement Plan and the outcomes and deliverables in this phase of work.

PHASE 2: UNDERSTAND + EXPLORE – Concept and Design Elements [Months 3 – 6]

2.1 Land Use Assessment: The MKSK Team will conduct a district-level analysis and understanding of land-use, adjacencies, quality of spaces, and balance of uses. MKSK will identify the existing land uses, recent development trends and functional relationships in the Art and Culture District. This land use analysis will be compared to case studies researched in the first phase, with strengths,

weaknesses, and opportunities identified in the plan’s recommendations. This analysis will result in a summary of recommendations for district land-uses, open spaces, and densities including a summary of supporting data, maps, and diagrams.

2.2 Connections Assessment: Gather and review issues of connectivity within the District, between other neighborhoods, and to the downtown core, but not limited to: Planned transportation improvements, scheduled road improvements, transit routes and high-level service frequency; Multi-modal, bike routes and dedicated lanes; Pedestrian networks, corridors, and connections, especially related to destinations and population centers; On-street and off-street parking capacity, especially for event, lodging and entertainment areas.

2.3 Market Strategy: This deliverable ensures that the right types of products will be delivered to the right market, thereby reducing risk to developers and governments, while increasing the likelihood of a lasting, sustainable development. It also identifies ways to leverage investments in the public realm, and complementarity in ways that result in development that is greater than the sum of its parts. Likely recommendations often include:

- Competitive positioning: understanding the site’s position relative to other available options; product recommendations (i.e., upscale, midscale, affordable) where relevant; quality, character, and amenities recommendations.
- Public enhancement recommendations: streets, streetscapes, parks, squares, and plazas
- Land use planning: optimal locations; mix-use synergies and complementarity
- Catalyst project recommendations
- Mixed income
- Retail tenanting strategies: anchor identification; inline retail category recommendations
- Development phasing
- Districts and branding
- Competitive differentiation with other commercial districts in the area to ensure complementarity (rather than competition)
- The concluded market strategy will include a matrix of product types—residential, retail, etc.—their achievable rents and sale prices, and achievable velocities of development.

2.4 Analysis and Option Development: Based upon the assessments in this task, the MKSK Team will begin preparing concepts and strategies for discussion with the PMT and the Park City Community. This will include developing framework plans highlighting potential physical improvements within the Art and Culture District. At this stage, the physical planning and design

concepts will likely have several alternatives for review, analysis, and discussion. Multi-pronged strategies, design concepts, and recommendations will be developed to address objectives in the areas of:

- Future Land Uses and Appropriate/Desired Mix
- Potential Catalytic Anchor Development
- Potential Relocation Opportunities
- Transportation and Parking Recommendations (vehicular & pedestrian)
- Physical Connections and Streetscape Improvements
- Business Environment and Growth Opportunities
- Parks, Open Spaces & Plazas
- Community Placemaking Opportunities
- Temporary and Short Term Placemaking
- Strategic Focus Areas, Priority Corridors and Community Gateways
- Wayfinding and Intuitive Routing
- Authentic Art District Branding

2.5 Community Update Meeting: The planning team will share these preliminaries concepts and strategies at a second community meeting, held in tandem with the Bonanza Park and Snow Creek Area Plan. At this meeting, the planning team will share site opportunities for development, mix of uses, and the potential for the creation of an art and culture district. This meeting will provide an opportunity for the community to provide feedback on the progress to date and share insights on how to best refine or narrow down concept options into a single community-supported vision.

2.6 City Council Update: At the completion of this phase, the planning team will provide an update to the City Council at a regularly scheduled meeting. This update will focus sharing the Market Strategy, Land Use Assessment, and the preliminary concepts and strategies.

PHASE 3: SYNTHESIZE - Plan Recommendations [Months 6 – 10]

3.1 Concept and Strategy Evaluation: The MKSK Team will advance and develop the preliminary concepts and strategies generated as part of Phase 2 based upon PMT feedback. The Team will also evaluate the concepts and strategies through the Vision Statement as well as the lens of the

adjacent districts and Bonanza Park. Proposed land conversion, redevelopment, use relocation, economic incentives, connectivity improvements, transportation recommendations, and branding recommendations, to name a few, must be considered in terms of impacts to other areas of the city, as well as to the continued success and improvement of existing cultural amenities. The Art and Culture District planning concepts and strategies will be compiled and condensed into highly graphic materials for presentation to the PMT, stakeholders, and the public.

3.2 Development and Feasibility Analysis: Economic feasibility analysis will evaluate and test likely development prototypes (i.e., construction costs, acquisition, etc.) and operational costs. Using up-to-date estimates on construction costs, as well as risk measures (such as capitalization and interest rates for different uses) the degree to which financial gaps in the development and delivery of products to market will be identified. Conversely, surpluses in development value, which can sometimes be leveraged to make other types of development viable, will be considered and can sometimes inform a development strategy. Residual land values will be determined and weighed against current land sale comparables. This will be done in conjunction with detailed site planning from MKSK, which will be modelling one or more development alternatives for the site. This effort will address how issues like parking, circulation, density, and scale might best be resolved on the site, making for a more accurate feasibility test, while also providing clarity to policy makers the actual physical ramifications of different program elements on the site.

3.3 Implementation Strategy: Includes the particular role, resources, investment and operational funds, and timeline for implementation of the Plan provided by the public sector, private sector, and partnerships. It shall include an implementation/action program and matrix for recommended improvements, cost estimates, phasing within the district, and preferred funding strategies (PPP, Long-term lease or sale, CRA, grants, etc.).

3.4 Draft Art and Culture District Feasibility Study: The Planning Team will produce a draft of the Feasibility Study. All information collected and analyzed to date will form the foundation of this effort. Graphics, maps, plans, and illustrations will be finalized. The Feasibility Study will address specific issues, goals, and strategies, and provide concise and specific steps to address and resolve identified needs, issues, and problems in a single document. This includes a robust Implementation Strategy, as detailed in this phase. The Art and Culture District Feasibility Study will be designed as graphically rich, user-friendly document to effectively communicate the results of the plan to a broad spectrum of audiences with the goal of building support for following the recommendations of the plan. A marketing level summary presentation will also be created that is less technical but can quickly convey the highlights of the plan to interested parties. The report will include as a baseline:

- A Summary of community sentiment based on the results from the engagement process.
- Documentation and analysis of best practices and case study research

- The assessment and review of existing plans and studies through a plan alignment.
- Identification of priorities, objectives, defined needs, and requirements, recommendations, funding strategies, and success metrics for the built program, land uses, and special event operations.

3.4 City Council and Stakeholder Follow-Up Meeting: It is anticipated that in building consensus and support for the plan, follow-up meetings with various stakeholders and City Council will be of great assistance. As part of a trip for a Community Open House, the MKSK Team will meet with stakeholders and City Council to socialize the draft plan, as directed by the PMT.

3.5 Community Open House: To build additional consensus and support for the plan, MKSK will conduct a Public Open House to present the draft Art and Culture District Feasibility Study. This will be an opportunity for the community to review all proposed concepts, recommendations, cost implications, environmental impacts, and implementation strategies. This open house will include a presentation focused on how to implement the plan and the steps the City and related stakeholders must take to realize the vision, as described above.

3.6 Plan Refinement: At this point, the MKSK Team will incorporate recommended revisions that have been compiled, approved, and provided by the PMT, project stakeholders, and Community Open House. Following the incorporation of the revisions, a PMT-approved final draft will be provided, and the MKSK Team will prepare a digital summary presentation for use in marketing and sharing the plan.

Not to Exceed Fee Schedule

Scope A Not to Exceed Amount

Scope A Tasks	Totals
Task 1 – Define plan timetable and existing conditions	\$15,000
Task 2 – Define and develop a community engagement plan	\$10,000
Task 3 – Develop neighborhood vision and plan goals and objectives	\$7,500
Task 4 – Develop plan components	\$87,400
Task 5 – Develop an implementation plan	\$5,000
Task 6 – Develop Final Report/Executive Summary and Plan Adoption	\$18,500
Reimbursable Expenses	\$5,000
Total	\$148,400

Additional Service in Task 4.3.8	\$21,700
Total with Additional Service	\$170,100

Scope B Not to Exceed Amount

Scope B Phases	Totals
Phase 1: Initiate + Evaluate + Engage	\$65,000
Phase 2: Understand + Explore	\$72,000
Phase 3: Synthesize	\$69,500
Reimbursable Expenses	\$12,500
Total	\$219,000

Grand Total for Scope A & B Combined (includes additional service)	\$389,100
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PARK CITY MUNICIPAL CORPORATION - REQUEST FOR PROPOSALS

POTENTIAL BONANZA ART & CULTURE DISTRICT FEASIBILITY STUDY

NOVEMBER 23, 2022

1. COVER LETTER
2. FIRM DESCRIPTION
3. TEAM ORGANIZATION & KEY STAFF
4. RELEVANT PROJECTS & REFERENCES
5. PROJECT APPROACH & SCHEDULE

November 23, 2022

MKSK

Gretchen Milliken, Planning Director
Park City Municipal Corporation
P.O. Box 1480
Park City, UT 84060
gretchen.milliken@parkcity.org

RE: Request for Proposals - Potential Bonanza Art & Culture District Feasibility Study

Dear Ms. Milliken and Members of the Park City Municipal Corporation,

On behalf of the entire MKSK team, I am pleased to share with you our proposal in response to the Request for Proposals for the **Bonanza Art and Culture District Feasibility Study**. We have prepared our proposal based on the information provided in the RFP, the questions and answers provided in the addendum, our conversations with our subconsultants who have recent and relevant experience working in Park City, and our experience preparing District Plans and Feasibility Studies in communities similar to Park City. We also understand that this RFP was released in conjunction with the **Bonanza Park and Snow Creek Small Area Plan** RFP with the suggestion that submitting firms are encouraged to submit for both RFP's. Our team agrees that there are several overlaps and synergies between these two projects, therefore MKSK is submitting proposals in response to both of these RFP's with the anticipation that these two projects would run parallel with each other, inform one another, and ultimately create a Small Area Plan and Feasibility Study that are in alignment with consensus from the public, stakeholders, and the City of Park City.

As cities across the country are experiencing less demand for suburban sprawl and a returned focus on growth and development within urbanized areas and core neighborhoods, it is fundamentally critical to understand and plan for the many pressures that growth can place on our cities and neighborhoods. We understand that the potential for a Bonanza Art and Culture District has these potential pressures both external and internal. Externally, what is the community sentiment for this potential new development? Internally, what are the potential and feasible mix of land uses, financial models, transportation impacts, and desired density that would promote a viable investment for the community.

To address these challenges and more, MKSK has assembled an experienced and collaborative team of professionals including planning and urban designers, engagement specialists, transportation planners, and development/market strategists to provide a thorough understanding viable and potential development scenarios, the impacts/benefits of an arts and culturally focused district to the community, the community support for a new mixed use district, and examples of private/public partnerships and governance structure in similar developments. For this specific feasibility study our team is composed of the following professionals and services:

MKSK – Lead consultant, project management, planning, urban design, landscape architecture, placemaking, sustainability

Future IQ – Engagement: Public and Stakeholders

Development Strategies – Demographic Analysis, Market Trends, Market Analysis, Market Strategy

Fehr and Peers – Transportation and Mobility (services provided as part of Bonanza Park and Snow Creek Small Area Plan Team)

Our team understands that the residents of Park City are passionate about the future of their city, community, and neighborhoods. While MKSK prides itself on successful and meaningful engagement in all of our projects, we understand that this potential mixed use district project requires a team that has already built trust within the community and will engage the public and stakeholders through both the Small Area Study and this Feasibility Study. Our engagement specialist, Future IQ, has recent and successful experience working with the residents, stakeholders, and City officials of Park City during the Park City Vision 2020 project that engaged over 1,700 residents and stakeholders during that process. Future IQ will be engaging the public and stakeholders for both the Small Area Study and the Feasibility Study.

Combined with the Bonanza Park and Snow Creek Small Area Plan process, the MKSK team will prepare two distinct deliverables that are responsive to the issues and sensitivities of each project and are in alignment and build upon the future of the Bonanza area and broader Park City vision and goals. We are excited by the experience of our collective team and the leadership and knowledge that we will bring to this project and the community. We look forward to the opportunity to discuss our team, approach and methodology, experience, and how we are the best fit for this challenge and opportunity.

Respectfully Submitted,



Andy Knight, PLA, ASLA, Principal
aknight@mkskstudios.com
859.559.7337
462 S Ludlow Alley, Columbus, OH 43215



10TH STREET STRATEGIC INVESTMENT PLAN, JEFFERSONVILLE, IN

PASSIONATE ABOUT
PEOPLE & PLACE

MKSK

NEIGHBORHOOD PLANNING, LAND USE, TRANSPORTATION & CONNECTIVITY, ARTS DISTRICT PLANNING, ENGAGEMENT SUPPORT

Contact: Andy Knight, PLA, ASLA, Principal, aknight@mkskstudios.com, 859.559.7337

MKSK is a collective of Planners, Urban Designers, and Landscape Architects, founded in 1990, who are passionate about the interaction between people and place. We work with communities and clients to re-imagine, plan, and design dynamic environments for the betterment of all. We are a practice with a network of twelve regional metropolitan studios in Ohio, Illinois, Kentucky, Indiana, Michigan, South Carolina, Georgia, Florida, and the District of Columbia. MKSK approaches planning and design with a clear understanding that each place is unique and has economic, social, environmental, historical, and cultural influences which should be explored through thoughtful, context sensitive design.

Comprehensive & Community Planning

MKSK understands the numerous factors that must be considered to create a robust and successful community plan, including assessments of existing conditions, environment, infrastructure, transportation systems, demographics, market trends, development economics, fiscal implications, community character, cultural and historic structures, the built environment, and the public realm. We understand the relationships between the various types of land uses and their impacts on infrastructure and municipal services and funding. Because of our work with the public sector and the private development community, we have a robust understanding of the types, yields, needs, and site layout of the myriad land developments. We also understand their infrastructure, parking, support, amenity, and open space needs. We specialize in planning for the public realm, including downtowns, riverfront, parks, signature spaces, plazas, streetscapes, gateways, etc. Our goal in all of our community planning efforts is to identify catalytic projects that will attract investment, support a community's vision, and greatly improve quality of life and economic opportunity for all of its residents and businesses.

Our planning practice is guided by the following principles:

1. We **invest in long-term** commitments with the communities where we work, which is critical to plan implementation.
2. We bring a critical **understanding of community** planning and development strategies.
3. We **recognize key success factors** for implementation such as funding, stakeholder, community buy-in, resource commitments, political will and leadership.
4. We **align public and private sector goals**, partnerships that can bring results, and understand the appropriate public investments that can spur substantial private development.
5. We champion **urban placemaking, walkable districts, multi-modal transportation enhancements**, and **sustainable healthy community design** practices which result in significant reinvestment.
6. We offer a variety of live and virtual **public engagement opportunities** to gain the community's interest and input.
7. We bring **broad experience** in funding & regulatory tools.
8. We **create exciting and achievable visions** that motivate leaders, stakeholders, funders, and the public, that lead to successful built projects embraced by the community.
9. We understand the importance of careful and thoughtful **quality planning and design** in creating catalytic and lasting projects.
10. We understand the importance of place and character that is **unique to each community** and strive to incorporate and reflect that in individual designs.



MKSK

Land Use & Scenario Planning

We work with communities to identify catalytic projects that will meet community goals, attract investment, and complement the varied character of their surroundings. This involves identification of different scenarios for development that may vary in their mix of uses, form, and context. While we may identify some aspirational opportunities, we also apply our expertise in master planning to ensure our recommendations are grounded in real world feasibility.

Mobility

MKSK understands the inherent relationship between land use, its form, and the multi-modal transportation network. We seek opportunities to improve safety, community health, economic sustainability, and equity by providing options to single occupant auto travel. This is more than just offering an option along a particular street. We evaluate the supporting network to help identify mode priorities and improve connectivity, especially to transit corridors. This includes exploration of design options in the full right-of-way, as an important public space, to stimulate investment and create unique places.

Engagement

Community involvement and engagement is a fundamental part of our urban planning and design approach. MKSK are experts at interactive community engagement, including charettes, hands-on design workshops, traditional open houses, focus group sessions, surveys, and social media platforms. We also offer a sophisticated set of tools including online, telephone, web-based, and virtual participation options accessible to people of different demographic groups. Our experience and flexibility ensure we can adapt methods of engagement to meet social distancing requirements that may continue to arise to ensure we continue to have the vital conversations and interactions needed to keep the project moving forward.

Placemaking & Public Art

We work with municipalities, non-profit, cultural and institutional clients to help our communities become vibrant places of destination. MKSK leads a creative planning and design process that provides vibrant spaces while accommodating a variety of community and civic uses. MKSK understands that properly programmed, planned and designed urban spaces can be the catalyst for economic investment and redevelopment. Increased access to a downtown and riverfront, entertainment and cultural institutions, streetscape enhancements and pedestrian connections to connect multiple areas or districts, or revenue-generating community and event facilities that create a local and regional draw—these are the 'spaces' MKSK designs.

With over 70 regional and national design awards we have been recognized by our peers as a leader in our respective fields. More importantly, MKSK is proud of projects that have truly transformed the communities in which we work.

MKSK seeks to go beyond "beautiful" to arrive at solutions that provide meaningful sustainable results. Projects that are environmentally, socially and economically sustainable. MKSK projects have become centerpieces and identifying parts of the communities in which they are located – generating civic pride, economic success, and overall enjoyment – making our communities stronger, prominent places to live, work and visit. MKSK also has extensive experience qualifying, managing, and integrating artists' work into projects, from pocket parks and gateways to streetscapes and the public realm. Depending upon the scope and nature of the project, members have worked with graphic designers, sculptors, artists, and in-house designers to integrate art, graphics, and sculpture into the public spaces they plan and design.

DEVELOPMENT STRATEGIES®

DEVELOPMENT STRATEGIES: ECONOMIC & MARKET ANALYSIS

Matthew Wetli, AICP, Principal, mwetli@development-strategies.com, 314.421.2800

Development Strategies is a full-service planning and development advisory company, and takes the broadest approach to defining development—economic, real estate, community, policy, and place. It is their philosophy that cities are fundamentally composed of people first, and that the development of cities needs to continually reflect their needs, goals, and aspirations. Their mission is to work with likeminded people who believe that their site, neighborhood, district, city, or region can be made better, and engage in a dialogue about what a place can be, and what the community wants it to be. Their commitment is to not only to devise the best strategies based on sound analysis, but to democratize planning and development by making them accessible and devoid of jargon, so that people can truly make decisions based on the best information. They strive every day to have meaningful interactions, with an approach that is always holistic and adaptive based on continual feedback and refinement.



future→iq

FUTURE IQ: PUBLIC ENGAGEMENT LEAD

David Beurle, CEO and Founder, david@future-iq.com, 612.757.9121

Future iQ is a small, privately owned global research and consulting company headquartered in Minneapolis, Minnesota. Founded in 2003, Future iQ's global footprint brings a broad perspective and delivers transformational customized solutions to our clients. With nine staff members and four strategic partners, Future iQ's clients span North America, Europe, and Australia.

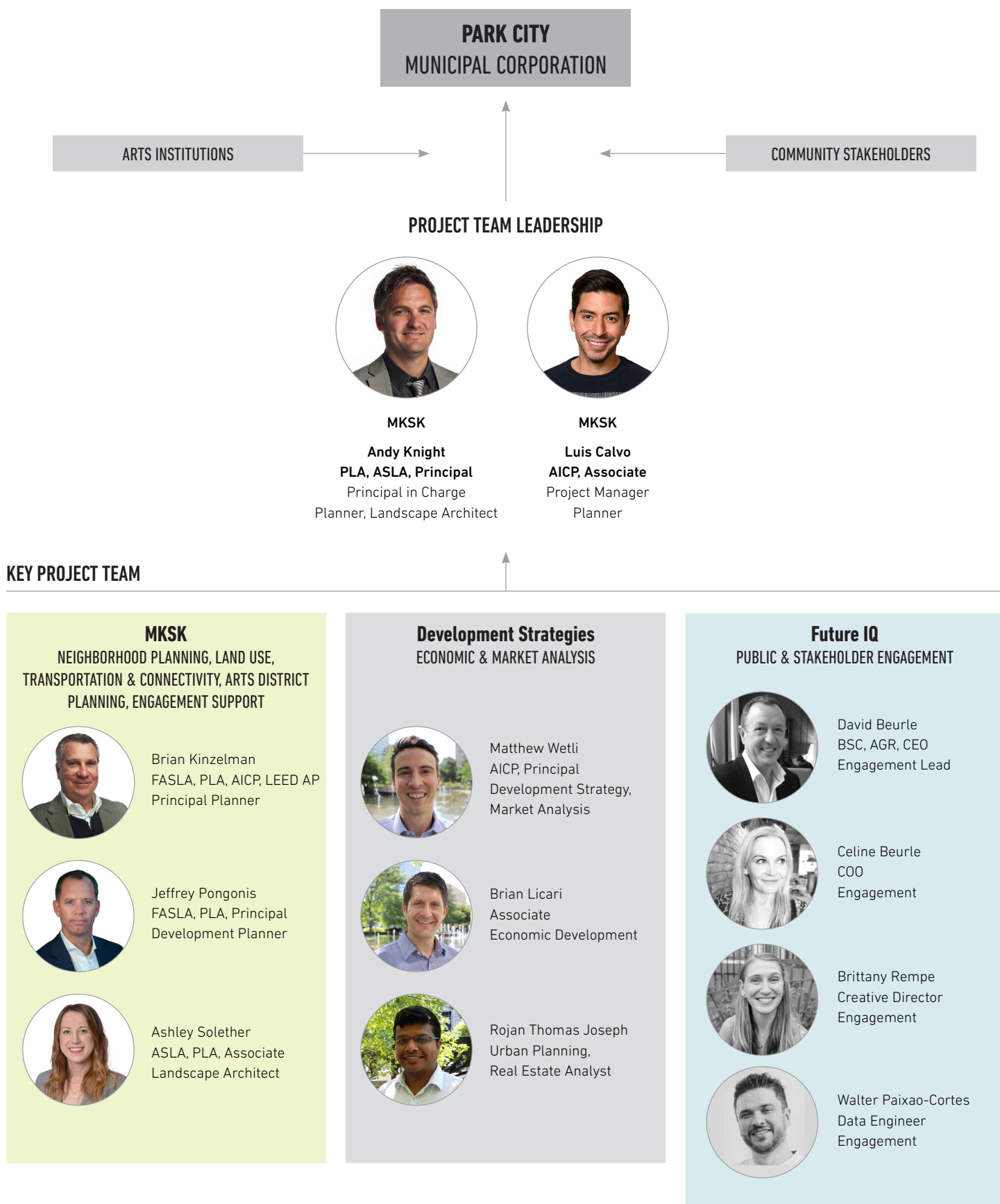
The client-facing Future iQ team members presented in this proposal have significant experience working on community engagement, visioning, strategic planning, economic development, and sustainable tourism development projects. Future iQ recognizes that this project requires significant periods for intensive workloads and their team availability will allow sufficient team resources to be deployed, both on-site and/or virtually, and for data analysis and report preparation.

The proposed team members are an experienced and reliable team, with a complementary mix of required skills in:

- Project management and stakeholder workshop facilitation
- Highly developed critical thinking capacity in the areas of visioning and strategic planning
- Knowledge and experience with State agencies, municipalities, corporations, regional entities, and non-profit organizations



PROJECT TEAM ORGANIZATION





Education

Master of Landscape Architecture, The Ohio State University, 2002

Bachelor of Landscape Design, University of Tennessee, 1998

Registrations

Registered Landscape Architect: KY, OH, MI, MD

CLARB Certified Landscape Architect

Professional Affiliations

American Society of Landscape Architects

ANDY KNIGHT, PLA, ASLA, PRINCIPAL

Principal in Charge, Planner, Landscape Architect

MKSK

Andy's strengths lie in his holistic approach to urban design and community development. His urban design and planning experience ranges from master planning for neighborhoods, urban redevelopment, multi-modal transportation planning and design, and a variety of street enhancement projects. His experience in working with multiple communities over has provided a solid understanding of the users and high level of expectations. Andy's sensitivity to sense of place and community engagement uniquely positions him to deliver meaningful, performative, and innovative planning and design strategies. Andy's inspiration comes from his passion for high quality design through an integrated and collaborative design process with clients, users, constituents, contractors, and peers.

Project Experience

Butchertown, Phoenix Hill & Nulu Neighborhood Plan, Louisville, KY: The nine month process will include an innovative engagement strategy that relies on both online and on-the-ground mobilization, supported by a Neighborhood Advisory Group of community leaders and stakeholders. The study runs in tandem with an additional data-driven connectivity analysis that will study multi-modal connections to new and recent attractions.

Woodbridge Neighborhood Design Guidelines, Detroit, MI: MKSK led a multi-disciplinary team of Landscape Architects, Planners, Urban Designers, Architects, and Market Advisors to prepare neighborhood design guidelines and standards that will influence future development and improvements in the near-term.

West Kentucky St Corridor Plan, Louisville, KY: MKSK is leading a multi-disciplinary team to re imagine West Kentucky Street from Dixie Highway to 4th Street. Through a process of de-emphasizing vehicles and prioritizing pedestrians and bicyclists, the West Kentucky Street Corridor Master Plan weaves together a comprehensive strategy that promotes a safer, greener, expressive, and connected urban corridor.



Education

Master of Urban Planning, University of Louisville, 2013

Bachelor of Architecture, Kennesaw State University, 2010

Registrations

Certified Planner, American Planning Association

Professional Affiliations

Georgia Chapter of the American Planning Association

LUIS CALVO, AICP, ASSOCIATE

Project Manager, Planner

MKSK

Luis is an urban planner who specializes in translating intricate and complex planning issues to a general audience through verbal, written, and graphic communication. He uses his understanding of building form and his background in architectural design to provide a well-rounded approach to urban planning and design. As an advocate of community-driven planning, Luis emphasizes the use of creative public engagement tools to reach consensus among residents, stakeholders, and cities. Luis strives to generate planning documents and graphics that both educate and inspire and that are consistent with a community's goals and values. He has worked in several downtown plans for cities of variable sizes across the Midwest and has overseen planning projects that range from the site-specific to the regional level. Luis finds his inspiration from the richness in the diversity of urban neighborhoods and the people that continue to make them vibrant and exciting places to live.

Project Experience

Butchertown, Phoenix Hill & Nulu Neighborhood Plan, Louisville, KY: The nine month process will include an innovative engagement strategy that relies on both online and on-the-ground mobilization, supported by a Neighborhood Advisory Group of community leaders and stakeholders. The study runs in tandem with an additional data-driven connectivity analysis that will study multi-modal connections to new and recent attractions.

Downtown Louisville Master Plan, Louisville, KY: MKSK led a planning team of economic development, urban design, and market analysis specialists to develop a focused plan for Downtown that advances business development and housing strategies, addresses urban form and connectivity, and identifies catalytic projects for redevelopment and reinvestment.

Reedy River Redevelopment Area & Unity Park, Greenville, SC: Building on several years of community-based planning and public space design, the Affordable Housing Strategy focuses on the creation of new affordable housing units and mixed-income housing development in the Southside Neighborhood around Unity Park. The Strategy was a targeted effort geared towards quick implementation and the near-term creation of affordable housing units that would coincide with the development of Greenville's newest community park.

Kenmore & Middlebury Neighborhood Plans, Akron, OH: MKSK assisted neighborhood leaders and City staff in creating two neighborhood plans that will leverage funding opportunities and create improvements over the near- and long-term. Informed by retail market studies, and in collaboration with various neighborhood and community organizations, the resulting neighborhood plans takes a holistic look at the Kenmore and Middlebury neighborhoods and their connections to downtown Akron. To reach more residents than a typical planning process, the community was engaged via a series of festive events that were held over the course of the year.



Education

Bachelor of Landscape Architecture, The Ohio State University, 1977

Registrations

Registered Landscape Architect: OH, KY, IN, WV, TN, PA, SC

LEED Accredited Professional, USGBC

CLARB Certified Landscape Architect

Certified Planner, American Planning Association

Professional Affiliations

American Society of Landscape Architects

BRIAN KINZELMAN, FASLA, PLA, AICP, LEED AP, PRINCIPAL

Principal Planner

MKSK

Brian's passion is designing parks and public spaces that provide a solid foundation for future development and fit seamlessly into the existing landscape. For 25 years, MKSK has provided planning and design services to communities and clients throughout the United States. Brian's approach to planning is strategic, action-oriented, and targeted to meet the specific goals of each community. Brian's 37-year professional practice includes land use planning, parks and recreation design, campus plans, urban design, residential, and mixed use development planning for cities, towns, and private developers.

Project Experience

Birmingham NW Downtown Master Plan, Birmingham, AL: The NWDT Plan was an 18-month community-based process for aligning future investment and development in the Civil Rights District and the Switch with the community's vision for this locally- and internationally-significant place. MKSK's effort built on recent planning projects, better connecting the Northwest Downtown area to adjacent neighborhoods, and addressing meaningful questions about goals for equitable development.

Hilton Head Mid-Island Initiative, Hilton Head, SC: Located on the north side of the island, this work entails both a district wide plan for the Mid-Island and a park concept design for the Mid-Island Tract that is a former 18-hole golf course now owned by the town. The goal for the project is to create a revitalized district anchored by a new civic park that is integrally connected to the island's existing path system and nearby neighborhoods.

Hilton Head Corridors & On-Call Planning, Hilton Head, SC: MKSK is studying important corridors on Hilton Head Island with the goal of improving function and unifying appearances. The varied conditions that exist today will be evaluated and re-conceptualized into a consistent system that is easy to understand by users and considers safety and improved aesthetics.

Uptown Revitalization Plan and Comprehensive Plan, Plain City, OH: MKSK worked with the Village and members of the community in a robust community engagement process to develop 9 Planning Principles synthesizing priorities, strengths, and opportunities for the future of the community. The principles are comprehensive statements of direction to guide the plan and achieve the common community visions.



Education

Bachelor of Landscape Architecture, The Ohio State University, 1998

Registrations

Registered Landscape Architect: OH

Professional Affiliations

American Society of Landscape Architects

Urban Land Institute

International Downtown Association

JEFFREY PONGONIS, FASLA, PLA, PRINCIPAL

Development Planner

MKSK

Jeff is committed to the implementation of a meaningful and connected environment. His process is focused and mindful of both the aesthetic details of robust social spaces as well as the greater urban strategy. Jeff's wide range of projects express his beliefs and commitment to the design of a contextual human environment. His work includes project types ranging from master planning and mixed-use development planning, open space and park design, to academic and campus design

Project Experience

Grandview Yard Phase I Public Infrastructure & Civic Spaces, Grandview Heights, OH: Grandview Yard is a new 125-acre mixed-use development that will include 1.2 million square feet of commercial development and more than 1,300 residential units. Standards for uses, buildings, landscaping, lighting, and parking were created in order to enable the development. Grandview Yard is the first development in the Midwest to be pre-certified as a LEED-ND Silver community, making it the highest rated neighborhood by the U.S. Green Building Council.

South Fourth Street Corridor, Louisville, KY: Working with the Project Engineer, MKSK developed a master plan for the revitalization of South Fourth Street that will encourage retail activity and simplify the streetscape. MKSK worked within the constraints of multiple underground vaults and utilities and accommodated the needs of two major hotels to develop a workable plan that will transform this street into a more functional, vibrant corridor.

Van Aken District, Shaker Heights, OH: The Van Aken District is a vertically mixed use, transit-oriented redevelopment consisting of residential, retail, and office in the heart of Shaker Heights, Ohio. The project has transformed an existing underutilized strip shopping center into a dense and vibrant neighborhood.

15th & High Urban Design, Columbus, OH: MKSK served as the planning and urban design lead on a multi-disciplinary team, to create a set of design guidelines for the area that satisfies both key urban design and economic feasibility considerations. MKSK helped to create the block and street layout, analyze the parking needs and vehicular/pedestrian circulation, and produced the details for the public square, streetscape, and building frontage design.



ASHLEY SOLETER, ASLA, PLA, ASSOCIATE, LANDSCAPE ARCHITECT

Ashley believes in creating elegant, efficient, and sophisticated plans and designs that provide social, environmental, and economic benefit. Ashley has experience in a range of projects with a focus on master planning, urban design, mixed use development, and land planning. She has been engaged in these projects from conceptual development through documentation and implementation. Ashley's understanding of development and urban design provides a comprehensive perspective to each project. Ashley has a Bachelors of Landscape Architecture from The Ohio State University.



MATTHEW WETLI, AICP, PRINCIPAL, DEVELOPMENT STRATEGY, MARKET ANALYSIS

Matt has a passion for identifying, visualizing, and helping cities act on opportunities to create great places, with an emphasis on urban redevelopment and revitalization. His focus has been in understanding the economic, market, physical, and policy conditions that result in vibrant, mixed-use communities. He advocates for a holistic approach in which economic and community development strategies complement physical, real estate, and design-based revitalization efforts. Matt has a Masters of City and Regional Planning from The Ohio State University.



BRIAN LICARI, ASSOCIATE, ECONOMIC DEVELOPMENT

Brian's pursuit of a career in urban planning has always been motivated by a desire to help revitalize urban communities by developing strategies for job creation and housing development, but also empower individuals through art, vibrant public spaces, education, and public health. Through his diverse background in the public, private, not-for-profit, and academic sectors, he has experience with evaluating the needs and motivations of stakeholders at all levels and is always driven by facilitating consensus building and developing collaborative solutions. Brian has a Masters of Urban Planning from New York University.



ROJAN THOMAS JOSEPH, URBAN PLANNING, REAL ESTATE ANALYST

Rojan brings a wealth of skills and interests to Development Strategies, with degrees in architecture and urban planning. His capstone project involved the creation of a Scenario Planning framework for addressing the advent of connected and autonomous vehicles (CAVs) in the 2045 Long-Range Transportation Plan (LRTP) for the Champaign County Regional Planning Commission (CCRPC). Before returning to school to earn his Master's degree, Rojan served as project architect at Selco Foundation, working with transient vulnerable migrant and tribal communities in India focusing on addressing shelter, livelihood, energy, health and social issues.



DAVID BEURLE, BSC, AGR, CEO, ENGAGEMENT LEAD

As founder and CEO of Future iQ, David is a pioneer and expert in creating new and innovative future planning approaches for use in community, regional, industry, organizational and government settings. David created the Future Game™, a global planning and workshop tool that has been used in over 600 workshops across 10 countries. Having worked in the field of organizational and regional economic and community planning for over 20 years, his work has won numerous awards. David has the major role in all of Future iQ's projects as lead project manager. David has a Bachelors in Agricultural Science from the University of Sydney.



CELINE BEURLE, COO, ENGAGEMENT

Celine is Chief Operating Officer (COO) of Future iQ and Managing Director of Future iQ Europe. With an academic background in Sociology and Philosophy, Celine is passionate about understanding society and this has led to her ongoing interest in pursuing societal change, which has enabled Future iQ to view projects through the often needed 'sociological' lens. Celine has an innate ability to run and effectively coordinate projects of varying sizes. Celine has a Masters in Sociology and a Bachelors in Sociology/Philosophy from the University of Cork.



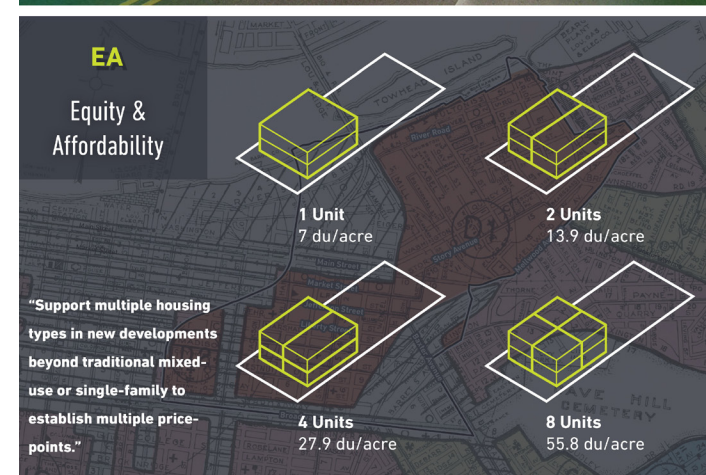
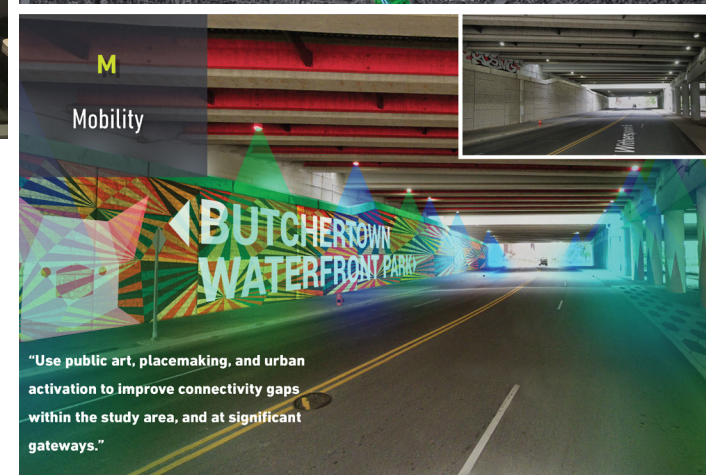
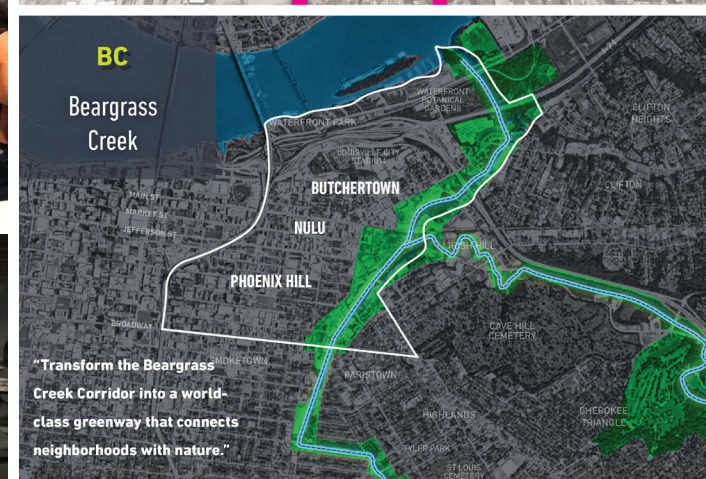
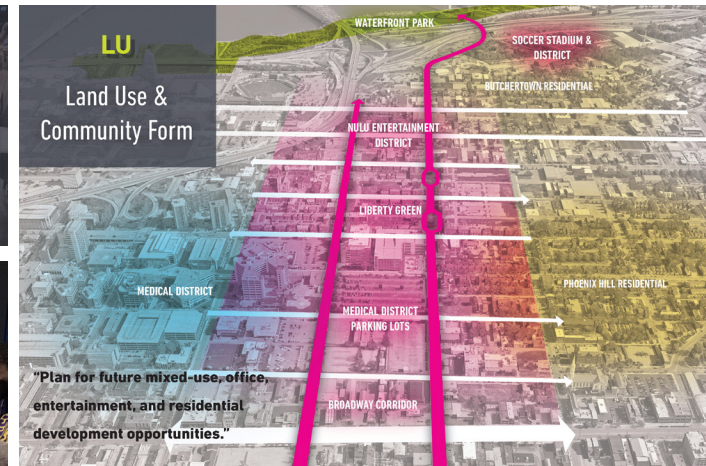
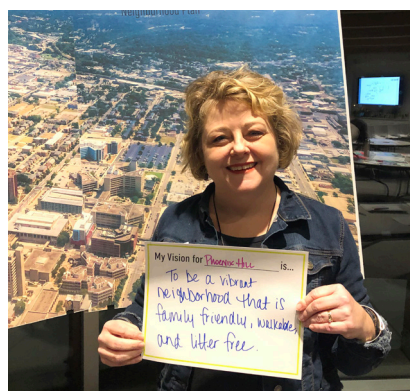
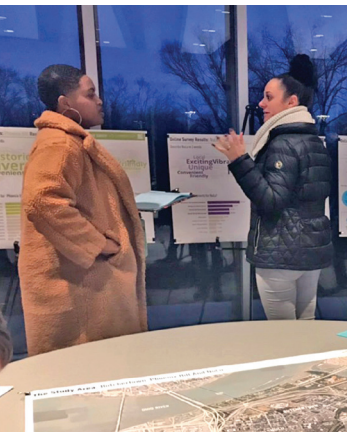
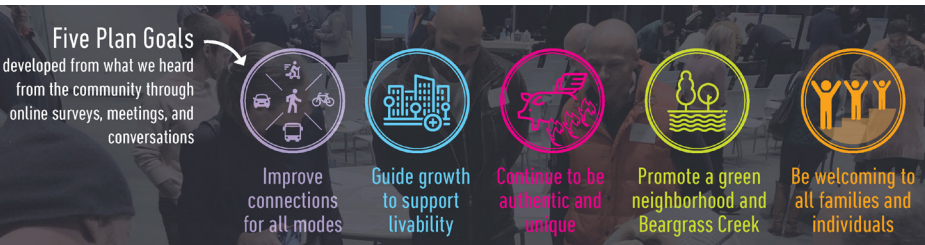
BRITTANY REMPE, CREATIVE DIRECTOR, ENGAGEMENT

Brittany Rempe is experienced in brand management, graphic design, and public relations, and has an innate ability to create and clearly present engaging messages. Brittany has managed communications to a wide range of audiences, including agricultural manufacturers, college students, railroad service providers, regional organizations, software developers, local governments, and community theatergoers. She understands how visuals influence interpretation and has the skills to create pieces that communicate effectively. Brittany has a Bachelor of Arts in Public Relations from Simpson College.



WALTER PAIXAO-CORTES, DATA ENGINEER, ENGAGEMENT

Walter is a senior software engineer with 24 years of experience in the software development industry, working across different domains including Human Resources, Finance and Product Engineering. He has expertise in data analysis, creating ETL pipelines, building data visualizations in many different technologies (SAP Business Objects, Oracle BI Enterprise Edition, QlikView and Tableau), and has experience in working with high data volumes to extract insights. Walter has an academic background in Computer Science with a Masters in Bio-informatics, and a Doctorate (in progress) in Bio-informatics with a minor in Natural Language Processing.



MKSK

BUTCHERTOWN, PHOENIX HILL & NULU NEIGHBORHOOD PLAN LOUISVILLE, KENTUCKY

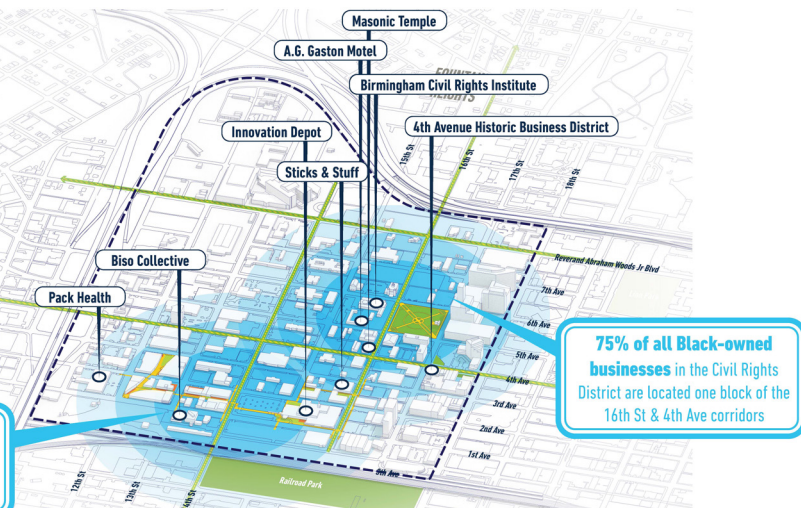
The Butchertown, Phoenix Hill, and NuLu Neighborhood Plan looked at three communities to create a guiding document for future growth. Just east of downtown, the 6.3-square-mile study area includes some of the most vibrant and unique communities in Louisville. Historic homes, vibrant corridors, hospital campuses, social services, and world-class parks all come together to create one of the most livable parts of the city. The nine month process included an innovative engagement strategy that relies on both online and on-the-ground mobilization, supported by a Neighborhood Advisory Group of community leaders and stakeholders. The planning effort provided an opportunity for residents to be proactive in anticipating development and address mobility, affordability, and historic preservation concerns. The study ran in tandem with an additional data-driven connectivity analysis that studied multi-modal connections to new and recent attractions.

REFERENCE

Louisville Metro Public Works, Dirk Gowin, PE, PLS, Trans. Planner, 502.574.5925, dirk.gowin@louisvilleky.gov

OUTCOMES

2021 ASLA Kentucky Honor Award, Planning & Analysis;
2021 APA-KY Special Merit Award for Outstanding Neighborhood Plan



BIRMINGHAM NW DOWNTOWN MASTER PLAN BIRMINGHAM, ALABAMA

MKSK

Launched in June 2020, the Northwest Downtown Development Plan (NWDTP) was an 18-month community-based process for aligning future investment and development in the Civil Rights District and the Switch with the community's vision for this locally- and internationally-significant place. MKSK's effort built on recent planning projects, including Freedom Walk and the City Center Master Plan, to create a clear road map for implementing the community's aspiration for these urban districts, better connecting the Northwest Downtown area to adjacent neighborhoods, and addressing meaningful questions about goals for equitable development. In collaboration with neighborhood residents, the faith community, and the business community, MKSK prepared an investment and development strategy that was supported by an Equitable Development Toolkit. Led by Development Strategies, a core partner in the MKSK consultant team, the creation of the Equitable Development Toolkit was based around six goals and presents policy, governance, organizational, and financial tools for each:

Align District
Stewards in
Positions of
Strength

Focus Public
Investment on 4
Vital Corridors and
2 Public Spaces

Prioritize Real
Estate Activity
in Target
Clusters

Establish a Hub of
Entrepreneurial
Support
Organizations

Aggressively
Recruit Key
Innovation
Organizations

Break New
Ground on Sites
Owned by Civic
Champions

With the Equitable Development Toolkit as the foundation and specific action items of the NWDTP to help guide near term decision-making, the place-based community development organizations of Urban Impact and REV Birmingham are continuing the good work aimed towards inclusive growth and community wellbeing.

REFERENCE

Urban Impact, Inc., Ivan Holloway, Executive Director, 205.328.1850, iholloway@urbanimpactbirmingham.org

ELEVEN BIG IDEAS

1 RETROFIT ROADS FOR ALL USERS

Improve existing streets to create walkable and bikeable routes to safely link residents and employees with within the Upper Westside and to Midtown, Buckhead, Georgia Tech and Downtown.

2 GO OFF-ROAD

Create key connections to regional trail networks that link the Upper Westside to neighboring districts and the greater metro area. For purposes of recreation, leisure, shopping, and commuting, develop the off-street trail facilities that will link the Upper Westside to the BeltLine, Silver Comet Trail, Whetstone Creek Trail, Tanyard Creek Trail, and other regional trail systems.

3 IMPROVE THE TRANSIT EXPERIENCE

Create safe, convenient, equitable, and appealing first-mile/last-mile mobility options. Link residential areas, high-density employment areas, and retail clusters to MARTA bus and rail stations.

4 BUILD STRATEGIC ROAD SEGMENTS

Develop missing connections in the local surface street network to relieve congestion, support walking and bicycling, establish transit-supportive development patterns, and unlock economic growth. Take an incremental approach to creating an effective street network that is planned and developed in concert with private investment.

5 ACQUIRE LAND FOR RECREATION

Create tailored and unique solutions for public amenities that support community life. From shady seating to funky pocket parks and dog runs, the Upper Westside should be full of welcoming spaces for all Atlantans.

6 REVEAL HIDDEN NATURE

Leverage overlooked and underutilized natural areas to create publicly accessible greenspace. Identify unbuilt and protected areas such as floodplains, stream buffers, utility easements, and steep topography that may be improved for public enjoyment and outdoor recreation.

7 RECLAIM WATERWORKS FOR THE PUBLIC

Improve access to the historic Hemphill property and create places for the arts, education, and cultural amenities. Create a nucleus of unique civic space at the geographic heart of the district.

8 CODIFY CHARACTER THROUGH ZONING

Use the beloved qualities of Upper Westside neighborhoods as the foundation for future land use decisions. Support new development that enhances the unique character of the district, builds a base of jobs for existing and new residents, and makes the Upper Westside a more inclusive community.

9 INFLUENCE FUTURE LANDMARK DEVELOPMENTS

Build coalitions across and within organizations to develop a common vision to transform large single-owner sites into unparalleled community assets. Such sites include the Hemphill Water Treatment Plant, the Fulton County Jail, CSX's Howell Yard, and the MARTA Brady Avenue Bus Operating Facility.

10 SUPPORT THE GA TECH INNOVATION ECOSYSTEM

Leverage the proximity and innovation of Georgia Tech to drive the long-term economic competitiveness of the Upper Westside. Facilitate the growth of Georgia Tech startups in a variety of sectors (including advanced manufacturing) and support equitable economic development objectives through partnership-based projects and programs.

11 ANNOUNCE THE UPPER WESTSIDE

Identify locations for signature public realm improvements that highlight the distinctive character and vibe of the district. Highlight the Upper Westside district and its constituent neighborhoods through gateways, art, and wayfinding signage.



UPPER WESTSIDE CID MASTER PLAN ATLANTA, GEORGIA

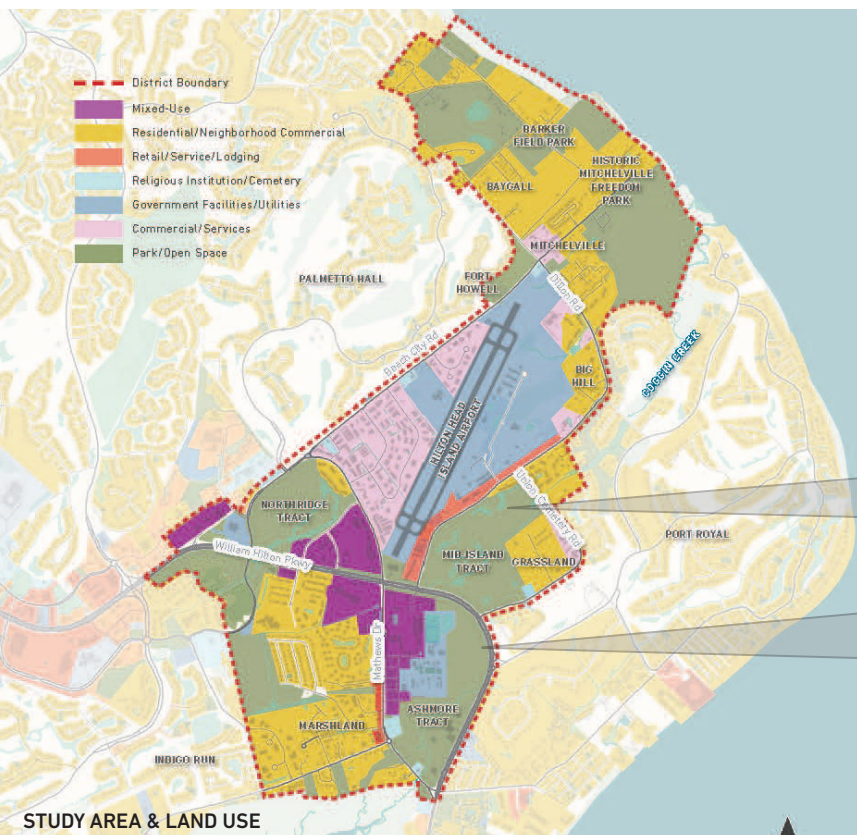
MKSK

MKSK is leading a multidisciplinary team of Planners, Urban Designers, Landscape Architects, Economic Advisors, and Traffic Consultants to prepare the inaugural Master Plan for the Upper Westside Community Improvement District. This comprehensive and critical assessment will be driven by a strong, aspirational, and shared vision and will include a clear roadmap to guide decision-making and investment. The ten-month innovative planning process embraces an approach to community engagement that is both sustained and inclusive. Key questions that will be addressed through this study include:

- What are the unique strengths of the Upper Westside and how do we leverage those strengths to ensure the long-term vibrancy of the district?
- How do we provide safe and legible connectivity from the Upper Westside to surrounding neighborhoods, campuses, and destinations, such as the Westside Park or the Georgia Tech campus?
- What are the opportunities to create or repurpose green assets within the district, such as the Waterworks Greenspace?
- How do we grow and maintain connections to the transit and transportation networks which connect the Upper Westside to the larger metropolitan market?
- In the midst of explosive growth, how do we create and maintain a livable urban environment: green, walkable, safe, and beautiful?
- How can the Upper Westside be a model for inclusive growth and equitable development?

REFERENCE

Upper Westside CID, Elizabeth Hollister, Executive Director, 678.827.9990, hello@upperwestsideatl.org



HILTON HEAD MID-ISLAND TRACT INITIATIVE

HILTON HEAD ISLAND, SOUTH CAROLINA

MKSK

MKSK, along with an interdisciplinary team of architects, civil engineers, market analysts, resiliency planners, and urban designers, is collaborating with the Town of Hilton Head to create a vision and park design for the Mid-Island Initiative Planning Area. Located on the north side of the island, this work entails both a district wide plan for the Mid-Island and a park concept design for the Mid-Island Tract that is a former 18-hole golf course now owned by the town. The goal for the project is to create a revitalized district anchored by a new civic park that is integrally connected to the island's existing path system and nearby neighborhoods. This work has been informed by numerous recent town plans, but also by a robust community engagement process. Through stakeholder sessions, in-park events, and an online survey that received the most input of any survey the town has conducted, more than 1,000 people have been involved in shaping the vision for both the Mid-Island district and future park. At both the district and site scale, MKSK has conducted existing conditions analysis relating to natural systems, urban form, utilities, development economics, demographics, and roadway and bicycle infrastructure.

HILTON HEAD CORRIDOR IMPROVEMENTS

MKSK is studying important corridors on Hilton Head Island with the goal of improving function and unifying appearances. The varied conditions that exist today will be evaluated and re-conceptualized into a consistent system that is easy to understand by corridor users and considers safety and improved aesthetics. This effort will target safety, vehicle movements, trails, pedestrian accommodations, branding, construction standards, lighting, consistency of landscape, signage, pavements, markings, curbing, ramps, setbacks and equipment. Given the critical relationships of these corridors that serve both local residents and tourists, this study and revitalization project represents a unique opportunity to provide benefits to all user groups on Hilton Head Island. Stakeholders will be engaged by the design team and Town staff to ensure opportunities for feedback on the existing conditions assessment as well as recommendations for improvement.

WORKFORCE AFFORDABLE HOUSING STUDY

Workforce housing affordability has been a growing challenge on Hilton Head Island. The trend accelerated through the last five years and the impacts are difficult to ignore. The overarching goal of this Workforce Housing Framework is to provide the Town and municipal leaders with specific strategies and defined actionable tactics that address both the need for housing preservation and new production. The Workforce Housing Framework will serve as the foundational document pulling from the 2019 Strategic Workforce Housing Plan and the Town's 2020 Our Plan to uplift specific strategies that can be prioritized and implemented over the next 24 months. The Framework is focused on four core Pillars: Community, Planning, Management, and Revenue, with the goal to outline key actions within each pillar to address the growing housing crisis.

REFERENCE

Town of Hilton Head Island, Jennifer Ray, Capital Program Manager, 843.341.4665, JenniferR@hiltonheadislandsc.gov



CHATTANOOGA RIVERFRONT DISTRICT MASTER PLAN CHATTANOOGA, TENNESSEE

MKSK

MKSK is leading a multidisciplinary team to conduct a comprehensive Master Planning and Programming Study of the Riverfront District. The study includes a robust stakeholder/public engagement process to solicit community input to help define the vision for the district. Recommendations will include urban design, physical planning and improvements, economic development and strategies for branding, marketing, placemaking, and programming. Key objectives include:

- Developing a roadmap to reenergize the Riverfront District as a civic and cultural center for all Chattanoogaans.
- Identifying catalytic opportunities for high quality and equitable development and uses that will enhance the vitality, accessibility, and civic appeal of the area.
- Design for a quality public realm that relates to the human scale experience.
- Integration of civic art and placemaking design into the public realm that responds to the district's unique history and character.
- District brand development, public space activation and programming.
- Urban design and sustainable development that will meet the needs of both the community and tourism, now and into the future.
- An implementation strategy and prioritized improvements that is open to adaptability to change in use over time.

Over 18 months of planning between the River City Company, the City of Chattanooga, The Benwood Foundation, The Lyndhurst Foundation, MKSK, and thousands of community members, developed the ONE Riverfront District Master Plan - a community-driven plan that identifies 4 Aspirations and 8 Strategies to transform the riverfront over the next seven to 10 years. The ONE Riverfront plan addresses current challenges, with near and long term strategies for aging infrastructure, single-mode roadways, and better accommodating both tourists, visitors and local users.

REFERENCE

River City Company, Jim Williamson, VP of Planning & Dev., 423.265.3700, jwilliamson@rivercitycompany.com



BRIDGE STREET DISTRICT SCIOTO RIVER CORRIDOR FRAMEWORK PLAN & IMPLEMENTATION DUBLIN, OHIO

MKSK

The Bridge Street District Scioto River Corridor Framework Plan develops the urban design principles for an authentic, urban, mixed-use district in the heart of the city of Dublin. Through several years of strategic planning and community input, MKSK assisted the city in identifying, visualizing, and prioritizing the Scioto River and surrounding Historic District as the initial focal area for public investment within the 1,100 acre Bridge Street District. MKSK collaborated with the City to develop the Framework Plan which advanced a bold vision for future development of the area.

The Plan established roadway improvements along the River corridor that would support development of a new riverside park; accommodate traffic growth and regional travel patterns to the district; and connect vehicles, pedestrians, and bicyclists within the developing neighborhood. A new riverfront park and proposed river crossings including a pedestrian bridge would provide a unifying element between districts, a catalyst for private redevelopment, and a civic amenity for the community. Additionally, multiple private development and redevelopment opportunities on the east and west sides of the river were identified. The Framework Plan identified initial catalytic projects for the transformation of the district and has served as a tool to guide the transition from planning concepts to the preliminary phase of design and engineering. MKSK was the prime consultant for preliminary design of Riverside Drive, Bridge Street Roundabout, Pedestrian Bridge, John Shields Parkway, Riverside Crossing Park, and an additional 1.5+ miles of roadway on either side of the River that includes public roadways within the proposed redevelopment district on the east side, and the historic district on the west side. MKSK is now engaged as the Landscape Architect for several projects in design, under construction, or recently completed:

- Bridge Street Roundabout (SR 161/Riverside Drive) (2017)
- Riverside Drive Relocation (2017)
- John Shields Parkway (2018)
- Riverside Crossing Park & Pedestrian Bridge (2021)
- Streetscapes and open spaces as part of the new Bridge Park private development (Ongoing)

REFERENCE

City of Dublin, Terry Foegler, Chief Development Officer, Central Ohio Transit Authority, 614.228.1776, Foeglertd@cota.com



REEDY RIVER REDEVELOPMENT AREA, AFFORDABLE HOUSING STUDY, NEIGHBORHOOD DISTRICT CODE & UNITY PARK **MKSK** GREENVILLE, SOUTH CAROLINA

Recognizing the important relationship between park planning and community development, MKSK and the City of Greenville have partnered on an innovative approach to equitable development and public space planning on the west side of Greenville, SC. The Reedy River Redevelopment Area (RRRA) is a 350 acre district in the historically African American neighborhoods of Southernside and West Greenville and is centered around the Reedy River. In a proactive approach to planning for flood hazards, real estate market pressures, and community needs, MKSK prepared a district plan for parks and open space in the Reedy River floodplain and an affordable housing and equitable development plan for the neighborhoods surrounding the river and future park.

This comprehensive approach to parks and community planning provided the foundation for social and environmental equity in the culturally-rich neighborhoods west of downtown Greenville and also provided a model for urban floodplain management and green infrastructure. Building on the district planning effort that launched in 2016, MKSK has continued to assist the City and greater Greenville community in the development of this vision with the creation of a Community Character Code (form-based code), detailed design and engineering for a signature urban riverfront park (Unity Park), and affordable housing and development planning for the district. Unity Park is supported by both public and private funding.

REFERENCE

City of Greenville, John Castile (Former City Manager), Executive Director, Greenville County Redevelopment Authority, 864.242.9801, jcastile@gcra-sc.org



VAN AKEN DISTRICT MASTER PLAN & IMPLEMENTATION

SHAKER HEIGHTS, OHIO

MKSK

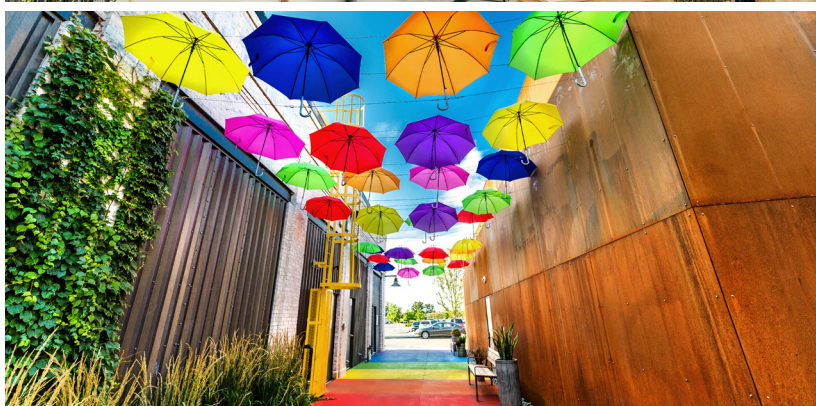
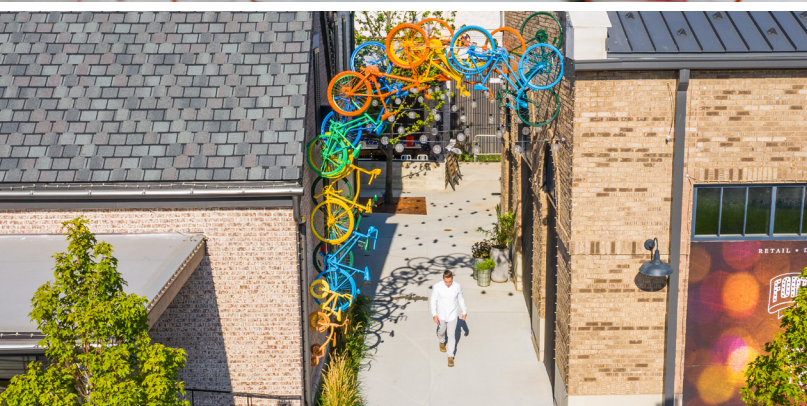
The Van Aken District is a vertically mixed use, transit-oriented redevelopment consisting of residential, retail, and office in the heart of Shaker Heights, Ohio. The project has transformed an existing underutilized strip shopping center into a dense and vibrant neighborhood. The heart of the development, the centrally located "Living Room", provides an internal park element that is supportive of adjacent uses and provides space for seasonal community special events. Hardscape elements within the space celebrate the cultural history of Shaker Square, while the landscape character is designed to fit comfortably within the context of the community as a whole. MKSK provided full design services from concept design through implementation as part of a multidisciplinary team assisting the City.

REFERENCE

City of Shaker Heights, Paul Deutsch, Bialosky + Partners, 216.752.8750, pauld@bialosky.com

OUTCOMES

2021 Finalist Urban Land Institute (ULI) Americas Awards for Excellence; 2020 International Council of Shopping Centers (ICSC) Global Awards North America – New Developments and Retail - Mixed Use Gold; 2020 OCASLA Merit Award; 2019 National Planning Achievement Award for Implementation—Gold; 2019 APA Ohio Built Project Award



EASTON URBAN DISTRICT PLACEMAKING PLAN COLUMBUS, OHIO

MKSK

Easton's Urban District is a 16-acre mixed-use expansion to the town-center style retail and lifestyle center. The expansion is focused on arts, entertainment, public programming, and nightlife. Opened in the fall of 2019, the development includes over 250,000 square feet of retail, restaurant, and office space and plans for over 750 residential units. MKSK contracted with the Owner to collaborate with a multidisciplinary team of architects and designers to plan the eclectic new district. Each building was designed by a different architect to achieve a storied feel for the development, with a system of streetscapes, public spaces, and parks that tie the district together.

MKSK created a short-form Arts/Overlay Master Plan with commercial visual artist, Adam Brouillette. MKSK was also tasked with developing site amenities such as furniture and sculptures that were fabricated by local artists and makers. The central gathering space, The Yard, is terminated by a rambling wooden surface for relaxing, socializing, or watching small performances. The opposite end of The Yard features an iconic stage that doubles as a gathering space. The 60-ft wide shelter is on a track and can be moved to cover different areas of The Yard for outdoor programming or events. The Urban District also features a formal public space and garden to the north of Restoration Hardware. This gathering area includes an event lawn, cast stone walls, ornamental plantings, and pleached Allee Elms. This quieter public space will be wrapped with residential development in the future.

REFERENCE

Steiner + Associates, Justin Leyda, Development Director, 614.414.7300, jleyda@steiner.com

DISCOVERY DISTRICT PLACEMAKING PLAN COLUMBUS, OHIO

Located east of Downtown Columbus, the Discovery District is home to some of the area's most renowned institutions and attractions, such as the Columbus Museum of Art, Topiary Park, and the Columbus Downtown Library. Building on the success of downtown, the Discovery District is starting to experience a revitalization effort that has turned former surface lots into potential development sites. The Discovery District SID Placemaking Plan builds on this energy to create a vision, define goals and outline specific action steps for placemaking opportunities in the Discovery District. Relying on the ideas of neighborhood residents, workers, students and visitors, MKSK is leading a public engagement strategy that reaches out to the community through interactive mobile displays at the district's college campuses, cultural anchors, and employment centers. The plan will reinforce the district's identity as a neighborhood of arts, culture and knowledge — guiding public improvements in short, medium and long-term goals over the next ten years.

REFERENCE: Discovery District SID, Marc Conte, Director, 614.645.5063, mvconte@sidservices.com

OUTCOMES: 2017 OCASLA Merit Award; Planning & Analysis

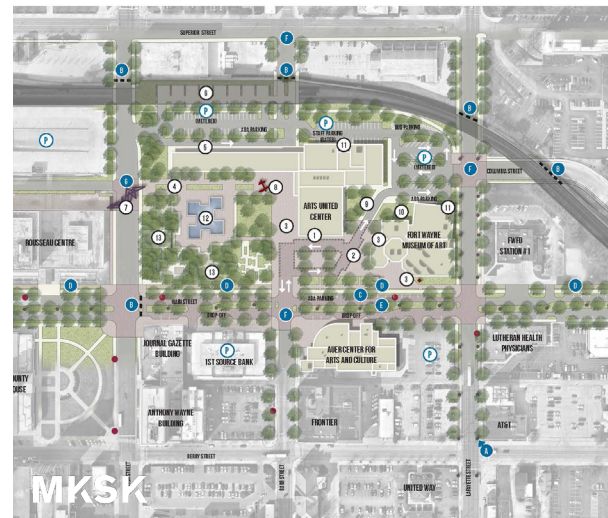


ARTS UNITED MASTER PLAN FORT WAYNE, INDIANA

MKSK assisted in preparing a master plan for Arts United in downtown Fort Wayne, with a focus on district and campus placemaking and pedestrian, bicycle, and car circulation. The work centered around the Arts United Center, a 1960's Louis Kahn theater which is nestled between the City-owned Freimann Square and the Fort Wayne Museum of Art. MKSK proposed clarifying travel routes and parking areas, prioritizing pedestrian activity, and better connecting the campus to future city trails. A significant emphasis was placed on calming heavy traffic volumes along Main Street, in order to slow traffic and provide better crossings to the Auer Center and the core of downtown. Enhancements to Freimann Square such as an outdoor movie theater, a walkable fountain, and improved viewsheds, were planned to increase the amount of daily activity and programming within the park. The plan also recommended narrowing Clinton Street and providing a mid-block crossing for better connectivity to the redevelopment of Columbia Street and the Landing.

REFERENCE

Arts United of Greater Fort Wayne, Susan Mendenhall, 260.424.0646, smendenhall@artsunited.org



GORDON SQUARE ARTS DISTRICT COMMUNITY MASTER PLAN CLEVELAND, OHIO

The Gordon Square Arts District (GSAD) is the economic cornerstone of Cleveland's West Side where a powerful combination of housing, new businesses, the arts and neighborhood beautification are sparking redevelopment and investment. Gordon Square Arts District is a unique collaboration of Cleveland Public Theatre (CPT), Near West Theatre (NWT) and the Detroit Shoreway Community Development Organization (DSCDO), owner of the Capitol Theatre. The GSAD is a nationally recognized arts district and model for public/private partnerships and recently completed a successful \$30 million capital campaign. MKSK worked with the GSAD Board, neighborhood stakeholders, arts and culture organizations, business owners and potential developers through an interactive public process to identify key areas of focus:

- Arts Identity
- Physical Branding within the District
- Identifying Market Strengths
- Building on District Assets

MKSK led a team of Market Strategists and Architects to create a master plan to guide public and private decision-makers regarding the optimum future physical development of the neighborhood, including retail, commercial and residential development along with recommendations for infrastructure, parking and public spaces.

REFERENCE

Gordon Square Arts District, Carrie Carpenter, President (former)



PARK CITY VISION & STRATEGIC ACTION PLAN 2020

future*→*iQ

PARK CITY, UTAH

Located in Summit County, Park City underwent a strategic visioning process throughout 2019 into early 2020. Approximately 1,700 people participated in a series of surveys, engagement sessions, Focus Groups, a Think-Tank, and two key Future Summits. The process was designed to provide an open, inclusive, and transparent platform for community members to help create a shared vision and board action plan for Park City.

REFERENCE: Park City, Linda Smith, Community Engagement Manager, 435.615.5189, linda.jager@parkcity.org

TOMORROW TOGETHER – COMMUNITY VISION & ACTION PLAN

future*→*iQ

MOAB, UTAH

The City of Moab embarked on a community-wide visioning and planning project in 2022. Still underway, the results of this process will set the framework for future land use, economic, social, and environmental decisions in Moab for the next 10-20 years.

REFERENCE: City of Moab, Carly Castle, Acting City Manager, 435.259.5121, ccastle@moabcity.org

GREATER MANKATO 2040 REGIONAL VISIONING PLAN

future*→*iQ

MANKATO, MINNESOTA

This project involves working with regional stakeholders to understand the future strategic positioning of the region in the Midwest and global context. It draws heavily on foresight research to explore the optimal economic and community trajectory and roadmap.

REFERENCE: Greater Mankato Growth, Jessica Beyer, President & CEO, 507.385.6645

ENVISION EAST CENTRAL IOWA

future*→*iQ

IOWA

This ambitious planning project covered the corridor from Cedar Rapids to Iowa City and built a future community and economic development roadmap based on an aligned regional vision for East Central Iowa. This region is growing rapidly in its diversity and one of the pillars of the plan involves building a unique onboarding system to welcome and support new immigrants to the region.

REFERENCE: East Central Iowa Council of Governments, Karen Kurt, Executive Director, 319.365.9941, karen.kurt@ecicog.org

VISION EDINA – NODES & MODES

future*→*iQ

EDINA, MINNESOTA

'Nodes and Modes' was a term first coined during the Vision Edina planning process, coupling together neighborhood development (Nodes) with multimodal transport connections (Modes). This concept guided the City's comprehensive planning process as the community sought to enhance the characteristic and community fabric, while at the same time embracing urban renewal and targeted redevelopment.

REFERENCE: City of Edina, Scott Neal, City Manager, 952.826.0401, sneal@edinamn.gov

SMITHFIELD COMPREHENSIVE PLAN

future*→*iQ

SMITHFIELD, MISSOURI

This Comprehensive Plan builds off of the visioning and strategic planning process that Future iQ led the previous year. One of the action areas that emerged from the comprehensive planning process was the need for a Parks and Recreation Master Plan. Future iQ also led this process and subcontracted with the firm of Landworks Studio.

REFERENCE: City of Smithfield, Cynthia Wagner, City Administrator, 816.532.3897, cwagner@smithvillemo.org

PROJECT APPROACH

The following Scope of Services outlines our proposed process and preliminary time line for creating the Bonanza Art and Culture District. While this project approach reflects our current understanding of the project, our team and process are scalable to meet your needs. The approach we have outlined here is based upon our experience successfully creating actionable district feasibility studies with other cities with similar challenges and opportunities as Park City. Having said that, no two communities are the same, and we are open to making refinements to our scope of services to more fully meet the Park City's needs. Our process is designed to create a foundational and adaptable Art and Culture District that: 1) creates a central gathering space for the community focused along creative assets; 2) promotes a more connected and multi-modal community that embraces the surrounding neighborhoods and creates a walkable district 3) establishes community buy-in for a mixed-use district featuring cultural institutions, vibrant public spaces, affordable and market-rate housing, and local retail; 3) is financially viable and economically sound; 4) guides catalytic infill opportunities that complement Bonanza Park and Snow Creek; and 5) is based on national best practices while retaining the area's authenticity.

The scope of services, project approach, and deliverables below reflect our understanding of the recommended process for conducting an arts and culture district feasibility study. We anticipate finalizing our scope of services following a review and input by the Park City Municipal Corporation (PCMC), Kimball Art Center and the Sundance Institute. We will tailor our specific work tasks to meet your requirements and budget.

Coordination and Community Engagement

The MKSK Team, led by our engagement specialists Future IQ, will engage the Park City community, Bonanza and Snow Creek residents, area stakeholders, and institutional partners in a variety of formats throughout the planning process:

- **Project Management Team (PMT):** Core members of PCMC, Kimball Art Center and the Sundance Institute will aid in information-sharing, logistics, and be the primary point of contact for the MKSK Team. The MKSK Team will be in touch with the PMT virtually on a bi-weekly basis as needed throughout the process.
- **Public Involvement:** The MKSK Team has developed a toolbox of effective public involvement and engagement methods through our work experience with many types of communities. In fact, our engagement sub-consultants Future IQ have already built trust within the local community during their recent work on the Park City Vision 2020 project, an effort that engaged more than 1,700 residents and stakeholders. We will build upon their previous efforts to meaningfully engage the public throughout the Feasibility Study as well as the Bonanza Park and Snow Creek Small Area Study. Our public participation toolbox blends traditional techniques with fresh approaches adapted to hands-on engagement and participation. Taken together, this critical step in the planning process will allow us to collaborate with the community and work together to establish goals and priorities for the future of this district and the broader Bonanza Park area. A proposed public engagement process is further detailed in Task 2.

SCOPE OF WORK

Building on the tasks outlined in the RFP, the MKSK Team proposes three major phases for the Bonanza Art and Culture District:

The first phase will develop an understanding of the arts district site and its surroundings and establish project goals, objectives, and a stakeholder and community engagement plan. During this phase, we will also engage stakeholders and the public to analyze potential opportunities/challenges, identify a project vision and conduct a market analysis. During the second phase, the MKSK Team will conduct detailed economic and market, land use, and connections strategy to support and inform project investment recommendations. Following review, vetting, and additional stakeholder input, the third phase involves clearly defining the vision for the Art and Culture District to be articulated into a graphically rich Final Report document that summarizes community sentiment, analyzes case study research, assesses existing plans and studies, and identifies priorities, objectives, defined needs and requirements, recommendations, funding strategies, and success metrics for the built program, land uses, and special event operations. This phase will involve a public open house to build support among residents and stakeholders involved in the process.

PHASE 1: INITIATE + EVALUATE + ENGAGE [Months 1 – 3]

1.1 Project Launch Meeting: The MKSK Team will hold a Project Launch meeting with the PMT to finalize a detailed project schedule and process, scope-of-work, information sharing protocols, and project milestones and deliverable dates. It will be critical to align this project with the Bonanza Park and Snow Creek Small Area Plan as we are proposing that these two projects run in parallel for several reasons including alignment of engagement efforts, understanding impacts to the overall circulation and transportation studies, and understanding of existing and future land uses. Additionally, we will define project goals, desired program elements, potential site development issues, and known risks. This will include the development of a public outreach and communications plan (Community Engagement Strategy). The primary goal of this task is to quickly get the MKSK Project Team up to date on all of the planning and community efforts that are underway and establish coordination protocols with the Bonanza Park and Snow Creek Area Plan process.

1.2 Plan Alignment: The MKSK Team will review relevant studies, plans, data, and information to identify the current planning environment within the site and its surrounding areas as a means of establishing a baseline for recommendations and other components outlined in the Scope of Services. This will include a review and evaluation of the previous Park City Arts and Culture District Study and other recent or relevant planning studies, such as Park City Vision 2020. This effort will include a review with the PMT of these plans to identify recommendations that were realized and those that were not and why. This information will be compiled into an Alignment Plan to carry relevant recommendations and direction forward from the relevant plans in one reference location.

1.3 Existing Conditions Data Collection: The MKSK Team will collect relevant data and information to identify the current conditions within the Arts and Culture District, Bonanza Park, and surrounding areas. This includes a review and analysis of infrastructure, such as transportation, parking, and connectivity to adjacent areas and business districts. This Existing Conditions Analysis will be presented in the form of base mapping, diagrams, and summary tables which will be attractively designed and formatted for use at future meetings.

1.4 Arts and Culture Case Study Research: The MKSK team, led by Development Strategies for this task, will conduct research on (up to 3) national and regional arts and cultural districts. These case studies will be selected in coordination with the PMT, and will reflect best practices on urban infill, mixed-use development, vibrant open space, placemaking and activation, and integration of arts and cultural institutions into the urban fabric. These case studies will be compiled into a presentation format and will be shared as part of the community outreach and information-gathering phase.

1.5 Project Website: Serving as a repository of all public project materials, the project website will provide a high level of transparency and real-time communication with the community. Using the Social Pinpoint platform, the project website may include options such as advanced polling formats, topic-based forums, prioritization exercises, and interactive map tools. This website will include project information, such as schedules, presentations, surveys, and other materials.

1.6 Project Stakeholders: We will work with the PMT to identify a list of informed stakeholders to be interviewed and consulted to understand the types of uses, densities, physical appearance, etc., desired by, as well as concerns of different parties. Stakeholders will be organized into themed groups, such as: Arts and Cultural Institutions, Transportation, Community and Elected Officials, Tenants and Property Owners, and Resident Groups. Depending on the make-up of these groups, additional stakeholder sessions may also be necessary with local experts such as developers, brokers, public agencies, and programming/event organizers. These eight to twelve meetings will take place virtually in 1-hour sessions and will include an education on art and culture districts, based on the results of the case study research.

1.7 Site Tour + Audit: Members of the PMT will accompany the MKSK Team on a half-day tour of the arts district site and Bonanza Park and Snow Creek to familiarize the Team with the site and highlight issues and opportunity areas that should be areas of focus in the plan. The team will photo documentation and qualitatively assess the condition of the area and its place in Park City and the greater region. This is the beginning of the MKSK Team's assessment of existing conditions and will be conducted in tandem with a Community Visioning Workshop as part of a single trip.

1.8 Market Trend Research: Led by Development Strategies, this first phase will evaluate market trends—be they economic, demographic, or physical. The final product will blend these analyses resulting in recommendations regarding the scale, scope, and character of viable development as shaped by market forces, as well as site, political, and economic constraints. These include:

- **Demographic Analysis:** Demographic variables, including age, income, and population, will be analyzed to identify factors that will affect the site.
- **Consumer Demand and Market Segmentation:** Segmentation data provides household-level detail on consumer preferences, cultural norms, etc., that help establish the locations of households that could be enticed to live, shop, work, or visit the site.
- **Site Marketability and SWOT Analysis:** An assessment of the site's geographic context will be undertaken to understand its marketability strengths, weaknesses, opportunities, and threats (i.e. SWOT analysis) including parcel depth and size, parking, compatibility of uses, and economic utilization of real estate.

1.9 Market Analysis: Building on the site context understanding, market analysis will be conducted to determine the specific scope of possibilities that exist in terms of present and future opportunities to supply unmet demand to different consumer groups, residents, and employers. Particular attention will be paid to retail, residential, employment opportunities, as well as hospitality uses, making use of available data from the regional CVB, and destination cultural institutions. Market analyses will include:

- Demand analysis will make use of market segmentation and demographics for housing as well as demand gap and buying power analyses for retail to determine if certain retail segments are missing in the market. Particular emphasis will be placed on visitor demographics and spending. An affordability assessment will be made to evaluate affordable/workforce housing needs. Employment projections may be used to estimate future office employment growth that may be captured.
- Supply analysis will entail a detailed analysis of trends in supply of current real estate products. Market metrics will be provided, including achievable rents, lease rates, and sale prices; absorption and achievable velocities of development; and achievable amounts of development.

1.10 PMT and Stakeholder Design Charrette/Workshop: A design workshop will be held with project stakeholders and the PMT to provide background information and situational context on buildings, land uses, landmarks, and historic elements present in the Art and Culture District. Together we will discuss opportunities for the district's future growth. The workshop will include a visual preference survey to identify what the group envisions for the district regarding placemaking elements, design details, and aesthetics. Input will be used to develop and test ideas and concepts through a charrette process. At the conclusion of this charrette/workshop, the key findings, strategies, and concepts will be shared with the community for review and input.

1.11 Community Visioning Workshop: Critical to our foundational understanding of culture and place, we will hold a public workshop at the end of this phase to engage a broader group of interested citizens and provide the opportunity for them to interact with members of the design team, PMT, and other stakeholders. This public meeting is intended to solicit ideas from the public, understand what the current perceptions are of the district, and to build excitement and secure their buy-in for the future implementation of the plan's recommendations. Interactive activities, such as a "design your own arts district" interactive station, will both inform the project team on community preferences and help build community buy-in and support for this process.

1.12 City Council Meeting: At the completion of this phase, the planning team, with support from the PMT, will provide an update to the City Council at a regularly scheduled meeting. This update will focus on the Community Engagement Plan and the outcomes and deliverables in this phase of work.

Phase 1 Meetings:	Phase 1 Deliverables:
PMT Meetings	Project goals and objectives
Project Workshop	Detailed project schedule
Stakeholder Meetings (8-12)	Stakeholder + Community Engagement Plan
Community Visioning Workshop	Previous planning alignment summary
City Council Meeting	Existing conditions base mapping
District Tour + Audit	Art and Culture District Case Studies
	Market Trend Research
	Market Analysis

PHASE 2: UNDERSTAND + EXPLORE – Concept and Design Elements [Months 3 – 6]

2.1 Land Use Assessment: The MKSK Team will conduct a district-level analysis and understanding of land-use, adjacencies, quality of spaces, and balance of uses. We will identify the existing land uses, recent development trends and functional relationships in the Art and Culture District. This land use analysis will be compared to case studies researched in the first phase, with strengths, weaknesses, and opportunities identified in the plan's recommendations. This analysis will result in a summary of recommendations for district land-uses, open spaces, and densities including a summary of supporting data, maps, and diagrams.

2.2 Connections Assessment: Gather and review issues of connectivity within the District, between other neighborhoods, and to the downtown core, but not limited to: Planned transportation improvements, scheduled road improvements, transit routes and high-level service frequency; Multi-modal, bike routes and dedicated lanes; Pedestrian networks, corridors, and connections, especially related to destinations and population centers; On-street and off-street parking capacity, especially for event, lodging and entertainment areas.

2.3 Market Strategy: This deliverable ensures that the right types of products will be delivered to the right market, thereby reducing risk to developers and governments, while increasing the likelihood of a lasting, sustainable development. It also identifies ways to leverage

investments in the public realm, and complementarity in ways that result in development that is greater than the sum of its parts. Likely recommendations often include:

- Competitive positioning: understanding the site's position relative to other available options; product recommendations (i.e., upscale, midscale, affordable) where relevant; quality, character, and amenities recommendations.
- Public enhancement recommendations: streets, streetscapes, parks, squares, and plazas
- Land use planning: optimal locations; mix-use synergies and complementarity
- Catalyst project recommendations
- Mixed income
- Retail tenancing strategies: anchor identification; inline retail category recommendations
- Development phasing
- Districts and branding
- Competitive differentiation with other commercial districts in the area to ensure complementarity (rather than competition)

The concluded market strategy will include a matrix of product types—residential, retail, etc.—their achievable rents and sale prices, and achievable velocities of development.

2.4 Analysis and Option Development: Based upon the assessments in this task, the MKSK Team will begin preparing concepts and strategies for discussion with the PMT and the Park City Community. This will include developing framework plans highlighting potential physical improvements within the Art and Culture District. At this stage, the physical planning and design concepts will likely have several alternatives for review, analysis, and discussion. Multi-pronged strategies, design concepts, and recommendations will be developed to address objectives in the areas of:

- Future Land Uses and Appropriate/Desired Mix
- Potential Catalytic Anchor Development
- Potential Relocation Opportunities
- Transportation and Parking Recommendations (vehicular & pedestrian)
- Physical Connections and Streetscape Improvements
- Business Environment and Growth Opportunities
- Parks, Open Spaces & Plazas
- Community Placemaking Opportunities
- Temporary and Short Term Placemaking
- Strategic Focus Areas, Priority Corridors and Community Gateways
- Wayfinding and Intuitive Routing
- Authentic Art District Branding

2.5 Community Update Meeting: The planning team will share these preliminaries concepts and strategies at a second community meeting, held in tandem with the Bonanza Park and Snow Creek Area Plan. At this meeting, the planning team will share site opportunities for development, mix of uses, and the potential for the creation of an art and culture district. This meeting will provide an opportunity for the community to provide feedback on the progress to date and share insights on how to best refine or narrow down concept options into a single community-supported vision.

2.6 City Council Update: At the completion of this phase, the planning team will provide an update to the City Council at a regularly scheduled meeting. This update will focus sharing the Market Strategy, Land Use Assessment, and the preliminary concepts and strategies.

Phase 2 Meetings:

PMT Meetings
Community Update Meeting
City Council Update Meeting

Phase 2 Deliverables:

Land Use Assessment
Connections Assessment
Market Strategy
Preliminary Concepts and Strategies

PHASE 3: SYNTHESIZE - Plan Recommendations [Months 6 – 10]

3.1 Concept and Strategy Evaluation: The MKSK Team will advance and develop the preliminary concepts and strategies generated as part of Phase 2 based upon PMT feedback. The Team will also evaluate the concepts and strategies through the Vision Statement as well as the lens of the adjacent districts and Bonanza Park. Proposed land conversion, redevelopment, use relocation, economic incentives, connectivity improvements, transportation recommendations, and branding recommendations, to name a few, must be considered in terms of impacts to other areas of the city, as well as to the continued success and improvement of existing cultural amenities. The Art and Culture District planning concepts and strategies will be compiled and condensed into highly graphic materials for presentation to the PMT, stakeholders, and the public.

3.2 Development and Feasibility Analysis: Economic feasibility analysis will evaluate and test likely development prototypes (i.e., construction costs, acquisition, etc.) and operational costs. Using up-to-date estimates on construction costs, as well as risk measures (such as capitalization and interest rates for different uses) the degree to which financial gaps in the development and delivery of products to market will be identified. Conversely, surpluses in development value, which can sometimes be leveraged to make other types of development viable, will be considered, and can sometimes inform a development strategy. Residual land values will be determined and weighed against current land sale comparables. This will be done in conjunction with detailed site planning from MKSK, which will be modelling one or more development alternatives for the site. This effort will address how issues like parking, circulation, density, and scale might best be resolved on the site, making for a more accurate feasibility test, while also providing clarity to policy makers the actual physical ramifications of different program elements on the site.

3.3 Implementation Strategy: Includes the particular role, resources, investment and operational funds, and timeline for implementation of the Plan provided by the public sector, private sector, and partnerships. It shall include an implementation/action program and matrix for recommended improvements, cost estimates, phasing within the district, and preferred funding strategies (PPP, Long-term lease or sale, CRA, grants, etc.).

3.4 Draft Art and Culture District Feasibility Study: The Planning Team will produce a draft of the Feasibility Study. All information collected and analyzed to date will form the foundation of this effort. Graphics, maps, plans, and illustrations will be finalized. The Feasibility Study will address specific issues, goals, and strategies, and provide concise and specific steps to address and resolve identified needs, issues, and problems in a single document. This includes a robust Implementation Strategy, as detailed in this phase. The Art and Culture District Feasibility Study will be designed as graphically rich, user-friendly document to effectively communicate the results of the plan to a broad spectrum of audiences with the goal of building support for following the recommendations of the plan. A marketing level summary presentation will also be created that is less technical but can quickly convey the highlights of the plan to interested parties. The report will include as a baseline:

1. A Summary of community sentiment based on the results from the engagement process.
2. Documentation and analysis of best practices and case study research
3. The assessment and review of existing plans and studies through a plan alignment.
4. Identification of priorities, objectives, defined needs, and requirements, recommendations, funding strategies, and success metrics for the built program, land uses, and special event operations.

3.4 City Council and Stakeholder Follow-Up Meeting: It is anticipated that in building consensus and support for the plan, follow-up meetings with various stakeholders and City Council will be of great assistance. As part of a trip for a Community Open House, the MKSK Team will meet with stakeholders and City Council to socialize the draft plan, as directed by the PMT.

3.5 Community Open House: To build additional consensus and support for the plan, MKSK will conduct a Public Open House to present the draft Art and Culture District Feasibility Study. This will be an opportunity for the community to review all proposed concepts, recommendations, and implementation strategies. This open house will include a presentation focused on how to implement the plan, and the steps the City and related stakeholders must take to realize the vision, as described above.

3.6 Plan Refinement: At this point, the MKSK Team will incorporate recommended revisions that have been compiled, approved, and provided by the PMT, project stakeholders, and Community Open House. Following incorporation of the revisions, a PMT-approved final draft will be provided and the MKSK Team will prepare a digital summary presentation for use in marketing and sharing the plan.

Phase 3 Meetings:

PMT Meetings
Community Open House
City Council Meeting
Follow Up Stakeholder Meetings

Phase 3 Deliverables:

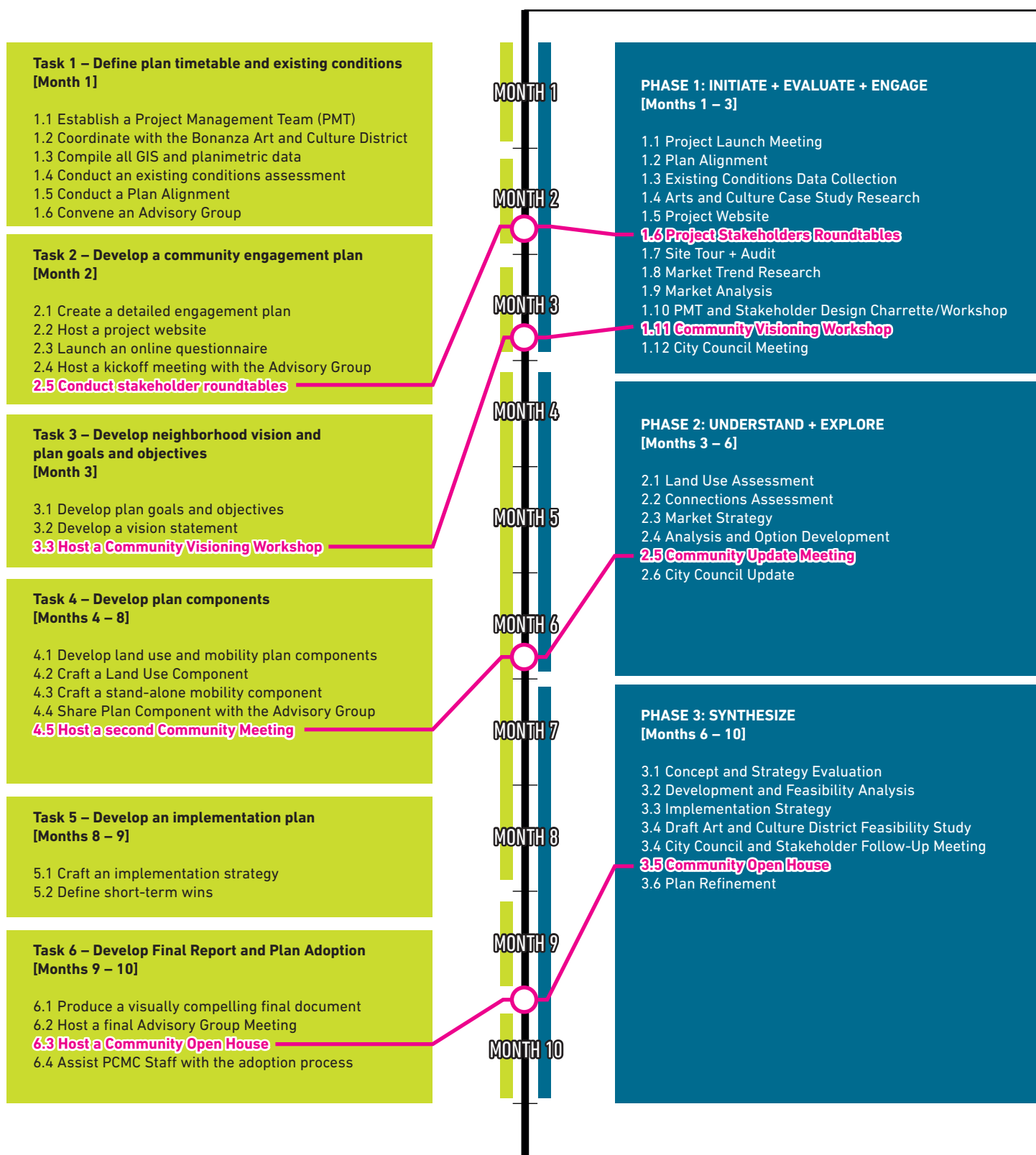
Development and Feasibility Analysis
Implementation Strategy
Draft Art and Culture District Feasibility Study
Final Art and Culture District Feasibility Study

SCHEDULE

● = Community Meeting or Event

BONANZA PARK & SNOW CREEK AREA PLAN

BONANZA ARTS & CULTURAL DISTRICT



PARK CITY MUNICIPAL CORPORATION
SERVICE PROVIDER/PROFESSIONAL SERVICES AGREEMENT

STATE OF OHIO)
) ss.
COUNTY OF FRANKLIN)

On this 11 day of November, 2022, personally appeared before me
Andy Knight, PLA, ASLA, whose identity is personally known to me/or proved to me
on the basis of satisfactory evidence and who by me duly sworn/affirmed, did say that he/she is
the Principal (title or office) of MKSK, Inc.
a S- corporation (or limited liability company), by authority of its
Bylaws/Resolution of the Board of Directors (if as to a corporation) or Operating
Agreement/Member Resolution (if as to a limited liability company), and acknowledged that
he/she signed it voluntarily for its stated purpose as Principal (title) for
MKSK, Inc., a S- corporation (or limited liability
company).

Alisa Burnside
Notary Public



PARK CITY MUNICIPAL CORPORATION - REQUEST FOR PROPOSALS

BONANZA PARK & SNOW CREEK SMALL AREA PLAN

NOVEMBER 23, 2022

1. COVER LETTER
2. FIRM DESCRIPTION
3. TEAM ORGANIZATION & KEY STAFF
4. RELEVANT PROJECTS & REFERENCES
5. PROJECT APPROACH & SCHEDULE

November 23, 2022

MKSK

Gretchen Milliken, Planning Director
Park City Municipal Corporation
P.O. Box 1480
Park City, UT 84060
gretchen.milliken@parkcity.org

RE: Request for Proposals - Bonanza Park and Snow Creek Small Area Plan

Dear Ms. Milliken and Members of the Park City Municipal Corporation

On behalf of the entire MKSK team, I am pleased to share with you our proposal in response to the Request for Proposals for the **Bonanza Park and Snow Creek Small Area Plan**. We have prepared our proposal based on the information provided in the RFP, the questions and answers provided in the addendum, our conversations with our subconsultants who have recent and relevant experience working in Park City, and our experience preparing Small Area Plans in communities similar to Park City. We also understand that this RFP was released in conjunction with the **Bonanza Art and Culture District Feasibility Study** RFP with the suggestion that submitting firms are encouraged to submit for both RFP's. Our team agrees that there are several overlaps and synergies between these two projects, therefore MKSK is submitting proposals in response to both of these RFP's with the anticipation that these two projects would run parallel with each other, inform one another, and ultimately create a Small Area Plan and Feasibility Study that are in alignment with consensus from the public, stakeholders, and the City of Park City.

While there are many facets of this study that will be important to understand and assess as we work through the process including Land Use, we understand that there are several key issues relative to the Bonanza Park and Snow Creek Small Area Study that we must address including **Transportation/Mobility** and **Community Engagement**.

Transportation/Connectivity: For the local residents, the Bonanza area is considered the "Heart of the City", surrounded by neighborhoods, restaurants, and commercial destinations like grocery and home improvement stores. New residential projects, including an affordable housing development, are anticipated that will offer housing options for the local working population that currently rely on longer commutes into Park City from the surrounding areas.

For the broader tourism community, Park City is a world class destination for outdoor recreation including some of the world's best ski slopes and resorts. The "Old Town" also draws in thousands of visitors every year that populate the streets and add pressure to the existing transportation network that exit Interstate 80 to the north, or Hwy 189 to the east. These two routes into the city, Park Avenue and Kearns Boulevard, converge in the study area and create multiple issues including severe congestion, unsafe non-motorized/pedestrian circulation, and inconvenience for the local residents.

For this specific effort we have partnered with the Salt Lake City office of **Fehr and Peers** to evaluate, assess, and provide recommendations for the identified transportation issues and concerns. They will provide recommendations for intersection improvements, pedestrian circulation throughout the area, and additional opportunities including better connection to the existing Rail Trail to the east.

Community Engagement: Our team understands that the residents of Park City are passionate about the future of their city, community, and neighborhoods. While MKSK prides itself on successful and meaningful engagement in all of our projects, we understand that this specific project requires a team that has already built trust within the community and will engage the public and stakeholders through both the Small Area Study and the Feasibility Study. For this task we have partnered with **Future IQ** who has recent and successful experience working with the residents, stakeholders, and City officials of Park City during the Park City Vision 2020 project that engaged over 1,700 residents and stakeholders during that process. Future IQ will be engaging the public and stakeholders for both the Small Area Study and the Feasibility Study.

Combined with the Art and Culture District Feasibility Study process, the MKSK team will prepare two distinct deliverables that are responsive to the issues and sensitivities of each project and are in alignment and build upon the future of the Bonanza area and broader Park City vision and goals. We are excited by the experience of our collective team and the leadership and knowledge that we will bring to this project and the community. We look forward to the opportunity to discuss our team, approach and methodology, experience, and how we are the best fit for this challenge and opportunity.

Respectfully Submitted,



Andy Knight, PLA, ASLA, Principal
aknight@mkskstudios.com
859.559.7337
462 S Ludlow Alley, Columbus, OH 43215



10TH STREET STRATEGIC INVESTMENT PLAN, JEFFERSONVILLE, IN

PASSIONATE ABOUT
PEOPLE & PLACE

MKSK

NEIGHBORHOOD PLANNING, LAND USE, TRANSPORTATION & CONNECTIVITY, ARTS DISTRICT PLANNING, ENGAGEMENT SUPPORT

Contact: Andy Knight, PLA, ASLA, Principal, aknight@mkskstudios.com, 859.559.7337

MKSK is a collective of Planners, Urban Designers, and Landscape Architects, founded in 1990, who are passionate about the interaction between people and place. We work with communities and clients to reimagine, plan, and design dynamic environments for the betterment of all. We are a practice with a network of twelve regional metropolitan studios in Ohio, Illinois, Kentucky, Indiana, Michigan, South Carolina, Georgia, Florida, and the District of Columbia. MKSK approaches planning and design with a clear understanding that each place is unique and has economic, social, environmental, historical, and cultural influences which should be explored through thoughtful, context sensitive design.

Comprehensive & Community Planning

MKSK understands the numerous factors that must be considered to create a robust and successful community plan, including assessments of existing conditions, environment, infrastructure, transportation systems, demographics, market trends, development economics, fiscal implications, community character, cultural and historic structures, the built environment, and the public realm. We understand the relationships between the various types of land uses and their impacts on infrastructure and municipal services and funding. Because of our work with the public sector and the private development community, we have a robust understanding of the types, yields, needs, and site layout of the myriad land developments. We also understand their infrastructure, parking, support, amenity, and open space needs. We specialize in planning for the public realm, including downtowns, riverfronts, parks, signature spaces, plazas, streetscapes, gateways, etc. Our goal in all of our community planning efforts is to identify catalytic projects that will attract investment, support a community's vision, and greatly improve quality of life and economic opportunity for all of its residents and businesses.

Our planning practice is guided by the following principles:

1. We **invest in long-term** commitments with the communities where we work, which is critical to plan implementation.
2. We bring a critical **understanding of community** planning and development strategies.
3. We **recognize key success factors** for implementation such as funding, stakeholder, community buy-in, resource commitments, political will and leadership.
4. We **align public and private sector goals**, partnerships that can bring results, and understand the appropriate public investments that can spur substantial private development.
5. We champion **urban placemaking, walkable districts, multi-modal transportation enhancements**, and **sustainable healthy community design** practices which result in significant reinvestment.
6. We offer a variety of live and virtual **public engagement opportunities** to gain the community's interest and input.
7. We bring **broad experience** in funding & regulatory tools.
8. We **create exciting and achievable visions** that motivate leaders, stakeholders, funders, and the public, that lead to successful built projects embraced by the community.
9. We understand the importance of careful and thoughtful **quality planning and design** in creating catalytic and lasting projects.
10. We understand the importance of place and character that is **unique to each community** and strive to incorporate and reflect that in individual designs.



MKSK

Land Use & Scenario Planning

We work with communities to identify catalytic projects that will meet community goals, attract investment, and complement the varied character of their surroundings. This involves identification of different scenarios for development that may vary in their mix of uses, form, and context. While we may identify some aspirational opportunities, we also apply our expertise in master planning to ensure our recommendations are grounded in real world feasibility.

Mobility

MKSK understands the inherent relationship between land use, its form, and the multi-modal transportation network. We seek opportunities to improve safety, community health, economic sustainability, and equity by providing options to single occupant auto travel. This is more than just offering an option along a particular street. We evaluate the supporting network to help identify mode priorities and improve connectivity, especially to transit corridors. This includes exploration of design options in the full right-of-way, as an important public space, to stimulate investment and create unique places.

Engagement

Community involvement and engagement is a fundamental part of our urban planning and design approach. MKSK are experts at interactive community engagement, including charettes, hands-on design workshops, traditional open houses, focus group sessions, surveys, and social media platforms. We also offer a sophisticated set of tools including online, telephone, web-based, and virtual participation options accessible to people of different demographic groups. Our experience and flexibility ensure we can adapt methods of engagement to meet social distancing requirements that may continue to arise to ensure we continue to have the vital conversations and interactions needed to keep the project moving forward.

Placemaking & Public Art

We work with municipalities, non-profit, cultural and institutional clients to help our communities become vibrant places of destination. MKSK leads a creative planning and design process that provides vibrant spaces while accommodating a variety of community and civic uses. MKSK understands that properly programmed, planned and designed urban spaces can be the catalyst for economic investment and redevelopment. Increased access to a downtown and riverfront, entertainment and cultural institutions, streetscape enhancements and pedestrian connections to connect multiple areas or districts, or revenue-generating community and event facilities that create a local and regional draw—these are the 'spaces' MKSK designs.

With over 70 regional and national design awards we have been recognized by our peers as a leader in our respective fields. More importantly, MKSK is proud of projects that have truly transformed the communities in which we work.

MKSK seeks to go beyond "beautiful" to arrive at solutions that provide meaningful sustainable results. Projects that are environmentally, socially and economically sustainable. MKSK projects have become centerpieces and identifying parts of the communities in which they are located – generating civic pride, economic success, and overall enjoyment – making our communities stronger, prominent places to live, work and visit. MKSK also has extensive experience qualifying, managing, and integrating artists' work into projects, from pocket parks and gateways to streetscapes and the public realm. Depending upon the scope and nature of the project, members have worked with graphic designers, sculptors, artists, and in-house designers to integrate art, graphics, and sculpture into the public spaces they plan and design.



FEHR & PEERS: TRANSPORTATION PLANNING

Maria Vyas, AICP, Principal, mvyas@fehrandpeers.com, 385.282.7062

Fehr & Peers is passionate about transforming transportation consulting through innovation and creativity. They derive inspiration by partnering with communities to understand and shape local transportation futures objectively tailored to diverse needs. Clients trust them to help them overcome barriers and uncertainty by combining our advanced expertise with curiosity, humility, and initiative to deliver implementable, data-driven solutions that reinforce community values. From the most straightforward to the most complex, they actively listen to client and community needs and handle every project with diligence and focus.

Fehr & Peers differentiate themselves by investing in research and development to anticipate needs, explore the unknown, and collaboratively imagine a better future. Their culture of applied innovation generates an appetite for new and better ways of approaching problems, motivates them to explore emerging transportation concepts and mobility trends, and inspires them to develop new analytical tools and techniques.

As a national transportation planning and engineering firm, they specialize in serving local communities. Fehr & Peers' Salt Lake City office has served Park City for decades, including current work on the Short Range Transit Plan and the Rail Trail Master Plan, as well as previous transportation analyses in the Arts & Culture District, Bonanza Park, and Old Town. In addition to their work directly for the City, they also consult for many private sector clients and have strong relationships throughout the Park City community.



FUTURE IQ: PUBLIC ENGAGEMENT LEAD

David Beurle, CEO and Founder, david@future-iq.com, 612.757.9121

Future IQ is a small, privately owned global research and consulting company headquartered in Minneapolis, Minnesota. Founded in 2003, Future IQ's global footprint brings a broad perspective and delivers transformational customized solutions to our clients. With nine staff members and four strategic partners, Future IQ's clients span North America, Europe, and Australia.

The client-facing Future IQ team members presented in this proposal have significant experience working on community engagement, visioning, strategic planning, economic development, and sustainable tourism development projects. Future IQ recognizes that this project requires significant periods for intensive workloads and their team availability will allow sufficient team resources to be deployed, both on-site and/or virtually, and for data analysis and report preparation.

The proposed team members are an experienced and reliable team, with a complementary mix of required skills in:

- Project management and stakeholder workshop facilitation
- Highly developed critical thinking capacity in the areas of visioning and strategic planning
- Knowledge and experience with State agencies, municipalities, corporations, regional entities, and non-profit organizations



PROJECT TEAM ORGANIZATION





Education

Master of Landscape Architecture, The Ohio State University, 2002

Bachelor of Landscape Design, University of Tennessee, 1998

Registrations

Registered Landscape Architect: KY, OH, MI, MD

CLARB Certified Landscape Architect

Professional Affiliations

American Society of Landscape Architects

ANDY KNIGHT, PLA, ASLA, PRINCIPAL

Principal in Charge, Planner, Landscape Architect

MKSK

Andy's strengths lie in his holistic approach to urban design and community development. His urban design and planning experience ranges from master planning for neighborhoods, urban redevelopment, multi-modal transportation planning and design, and a variety of street enhancement projects. His experience in working with multiple communities over has provided a solid understanding of the users and high level of expectations. Andy's sensitivity to sense of place and community engagement uniquely positions him to deliver meaningful, performative, and innovative planning and design strategies. Andy's inspiration comes from his passion for high quality design through an integrated and collaborative design process with clients, users, constituents, contractors, and peers.

Project Experience

Butchertown, Phoenix Hill & Nulu Neighborhood Plan, Louisville, KY: The nine month process will include an innovative engagement strategy that relies on both online and on-the-ground mobilization, supported by a Neighborhood Advisory Group of community leaders and stakeholders. The study runs in tandem with an additional data-driven connectivity analysis that will study multi-modal connections to new and recent attractions.

Woodbridge Neighborhood Design Guidelines, Detroit, MI: MKSK led a multi-disciplinary team of Landscape Architects, Planners, Urban Designers, Architects, and Market Advisors to prepare neighborhood design guidelines and standards that will influence future development and improvements in the near-term.

West Kentucky St Corridor Plan, Louisville, KY: MKSK is leading a multi-disciplinary team to reimagine West Kentucky Street from Dixie Highway to 4th Street. Through a process of de-emphasizing vehicles and prioritizing pedestrians and bicyclists, the West Kentucky Street Corridor Master Plan weaves together a comprehensive strategy that promotes a safer, greener, expressive, and connected urban corridor.



Education

Master of Urban Planning, University of Louisville, 2013

Bachelor of Architecture, Kennesaw State University, 2010

Registrations

Certified Planner, American Planning Association

Professional Affiliations

Ohio Chapter of the American Planning Association

Louisville Resilience Steering Committee

LUIS CALVO, AICP, ASSOCIATE

Project Manager, Planner

MKSK

Luis is an urban planner who specializes in translating intricate and complex planning issues to a general audience through verbal, written, and graphic communication. He uses his understanding of building form and his background in architectural design to provide a well-rounded approach to urban planning and design. As an advocate of community-driven planning, Luis emphasizes the use of creative public engagement tools to reach consensus among residents, stakeholders, and cities. Luis strives to generate planning documents and graphics that both educate and inspire and that are consistent with a community's goals and values. He has worked in several downtown plans for cities of variable sizes across the Midwest and has overseen planning projects that range from the site-specific to the regional level. Luis finds his inspiration from the richness in the diversity of urban neighborhoods and the people that continue to make them vibrant and exciting places to live.

Project Experience

Butchertown, Phoenix Hill & Nulu Neighborhood Plan, Louisville, KY: The nine month process will include an innovative engagement strategy that relies on both online and on-the-ground mobilization, supported by a Neighborhood Advisory Group of community leaders and stakeholders. The study runs in tandem with an additional data-driven connectivity analysis that will study multi-modal connections to new and recent attractions.

Downtown Louisville Master Plan, Louisville, KY: MKSK led a planning team of economic development, urban design, and market analysis specialists to develop a focused plan for Downtown that advances business development and housing strategies, addresses urban form and connectivity, and identifies catalytic projects for redevelopment and reinvestment.

Reedy River Redevelopment Area & Unity Park, Greenville, SC: Building on several years of community-based planning and public space design, the Affordable Housing Strategy focuses on the creation of new affordable housing units and mixed-income housing development in the Southernside Neighborhood around Unity Park. The Strategy was a targeted effort geared towards quick implementation and the near-term creation of affordable housing units that would coincide with the development of Greenville's newest community park.

Kenmore & Middlebury Neighborhood Plans, Akron, OH: MKSK assisted neighborhood leaders and City staff in creating two neighborhood plans that will leverage funding opportunities and create improvements over the near- and long-term. Informed by retail market studies, and in collaboration with various neighborhood and community organizations, the resulting neighborhood plans takes a holistic look at the Kenmore and Middlebury neighborhoods and their connections to downtown Akron. To reach more residents than a typical planning process, the community was engaged via a series of festive events that were held over the course of the year.

**Education**

Bachelor of Landscape Architecture, The Ohio State University, 1977

Registrations

Registered Landscape Architect: OH, KY, IN, WV, TN, PA, SC

LEED Accredited Professional, USGBC

CLARB Certified Landscape Architect

Certified Planner, American Planning Association

Professional Affiliations

American Society of Landscape Architects

BRIAN KINZELMAN, FASLA, PLA, AICP, LEED AP, PRINCIPAL

Principal Planner

MKSK

Brian's passion is designing parks and public spaces that provide a solid foundation for future development and fit seamlessly into the existing landscape. For 25 years, MKSK has provided planning and design services to communities and clients throughout the United States. Brian's approach to planning is strategic, action-oriented, and targeted to meet the specific goals of each community. Brian's 37-year professional practice includes land use planning, parks and recreation design, campus plans, urban design, residential, and mixed use development planning for cities, towns, and private developers.

Project Experience

Birmingham NW Downtown Master Plan, Birmingham, AL: The NWDT Plan was an 18-month community-based process for aligning future investment and development in the Civil Rights District and the Switch with the community's vision for this locally- and internationally-significant place. MKSK's effort built on recent planning projects, better connecting the Northwest Downtown area to adjacent neighborhoods, and addressing meaningful questions about goals for equitable development.

Hilton Head Mid-Island Initiative, Hilton Head, SC: Located on the north side of the island, this work entails both a district wide plan for the Mid-Island and a park concept design for the Mid-Island Tract that is a former 18-hole golf course now owned by the town. The goal for the project is to create a revitalized district anchored by a new civic park that is integrally connected to the island's existing path system and nearby neighborhoods.

Hilton Head Corridors & On-Call Planning, Hilton Head, SC: MKSK is studying important corridors on Hilton Head Island with the goal of improving function and unifying appearances. The varied conditions that exist today will be evaluated and re-conceptualized into a consistent system that is easy to understand by users and considers safety and improved aesthetics.

Uptown Revitalization Plan and Comprehensive Plan, Plain City, OH: MKSK worked with the Village and members of the community in a robust community engagement process to develop 9 Planning Principles synthesizing priorities, strengths, and opportunities for the future of the community. The principles are comprehensive statements of direction to guide the plan and achieve the common community visions.

**Education**

Bachelor of Landscape Architecture, The Ohio State University, 1998

Registrations

Registered Landscape Architect: OH

Professional Affiliations

American Society of Landscape Architects

Urban Land Institute

International Downtown Association

JEFFREY PONGONIS, FASLA, PLA, PRINCIPAL

Development Planner

MKSK

Jeff is committed to the implementation of a meaningful and connected environment. His process is focused and mindful of both the aesthetic details of robust social spaces as well as the greater urban strategy. Jeff's wide range of projects express his beliefs and commitment to the design of a contextual human environment. His work includes project types ranging from master planning and mixed-use development planning, open space and park design, to academic and campus design

Project Experience

Grandview Yard Phase I Public Infrastructure & Civic Spaces, Grandview Heights, OH: Grandview Yard is a new 125-acre mixed-use development that will include 1.2 million square feet of commercial development and more than 1,300 residential units. Standards for uses, buildings, landscaping, lighting, and parking were created in order to enable the development. Grandview Yard is the first development in the Midwest to be pre-certified as a LEED-ND Silver community, making it the highest rated neighborhood by the U.S. Green Building Council.

South Fourth Street Corridor, Louisville, KY: Working with the Project Engineer, MKSK developed a master plan for the revitalization of South Fourth Street that will encourage retail activity and simplify the streetscape. MKSK worked within the constraints of multiple underground vaults and utilities and accommodated the needs of two major hotels to develop a workable plan that will transform this street into a more functional, vibrant corridor.

Van Aken District, Shaker Heights, OH: The Van Aken District is a vertically mixed use, transit-oriented redevelopment consisting of residential, retail, and office in the heart of Shaker Heights, Ohio. The project has transformed an existing underutilized strip shopping center into a dense and vibrant neighborhood.



MKSK

ASHLEY SOLETER, ASLA, PLA, ASSOCIATE, LANDSCAPE ARCHITECT

Ashley believes in creating elegant, efficient, and sophisticated plans and designs that provide social, environmental, and economic benefit. Ashley has experience in a range of projects with a focus on master planning, urban design, mixed use development, and land planning. She has been engaged in these projects from conceptual development through documentation and implementation. Ashley's understanding of development and urban design provides a comprehensive perspective to each project. Ashley has a Bachelors of Landscape Architecture from The Ohio State University.



MARIA VYAS, AICP, PRINCIPAL, TRANSPORTATION PLANNER

Maria Vyas, AICP, is a Principal in the Salt Lake City office of Fehr & Peers, with 24 years of experience in transportation and land use planning. She thrives on projects that require creative, inter-disciplinary methods of evaluating complex issues. She's known locally and regionally for being able to tackle challenging multi-modal transportation problems and developing integrated solutions with buy-in from diverse stakeholders. She has served the Park City community on project work since 2006. Maria has a Bachelors of Urban Planning from the University of Utah.



KATHERINE SKOLLINGSBERG, TRANSPORTATION PLANNER

Kathrine leads the community engagement and outreach efforts for the Salt Lake City Fehr & Peers office and is eager to find better ways to involve the community in every stage of the transportation planning process. Kathrine has 15 years of total experience in both the public and private sectors working on community engagement and outreach efforts related to effective communication between technical and non-technical personnel. Her strengths lie in developing and executing effective public outreach strategies that educate stakeholders and community members on key issues and objectives, prioritize the community's desires and needs, allow the project team to learn from the community, and create confidence in the planning process to achieve public ownership in the final project and built projects. Katherine has a Masters of City & Metropolitan Planning from the University of Utah.



CHRIS BENDER, PE, TRANSPORTATION ENGINEER

Chris has more than six years of experience in parking analysis, including parking policy development and shared parking analysis for mixed-use developments. He is currently leading a parking study to inform policy updates to Clearfield City's parking requirements and is the lead engineer on the WFRC Parking Modernization project team. Chris recently evaluated shared parking needs at two destination neighborhoods in Salt Lake City as part of the 900 South redesign project, at the planned Millcreek City Center as part of that redevelopment project, and at the Farmington Front Runner park-and-ride as part of Farmington City's station area plan. Chris has a Bachelors of Civil Engineering from Brigham Young University.



DAVID BEURLE, BSC, AGR, CEO, ENGAGEMENT LEAD

As founder and CEO of Future iQ, David is a pioneer and expert in creating new and innovative future planning approaches for use in community, regional, industry, organizational and government settings. David created the Future Game™, a global planning and workshop tool that has been used in over 600 workshops across 10 countries. Having worked in the field of organizational and regional economic and community planning for over 20 years, his work has won numerous awards. David has the major role in all of Future iQ's projects as lead project manager. David has a Bachelors in Agricultural Science from the University of Sydney.



CELINE BEURLE, COO, ENGAGEMENT

Celine is Chief Operating Officer (COO) of Future iQ and Managing Director of Future iQ Europe. With an academic background in Sociology and Philosophy, Celine is passionate about understanding society and this has led to her ongoing interest in pursuing societal change, which has enabled Future iQ to view projects through the often needed 'sociological' lens. Celine has an innate ability to run and effectively coordinate projects of varying sizes. Celine has a Masters in Sociology and a Bachelors in Sociology/Philosophy from the University of Cork.



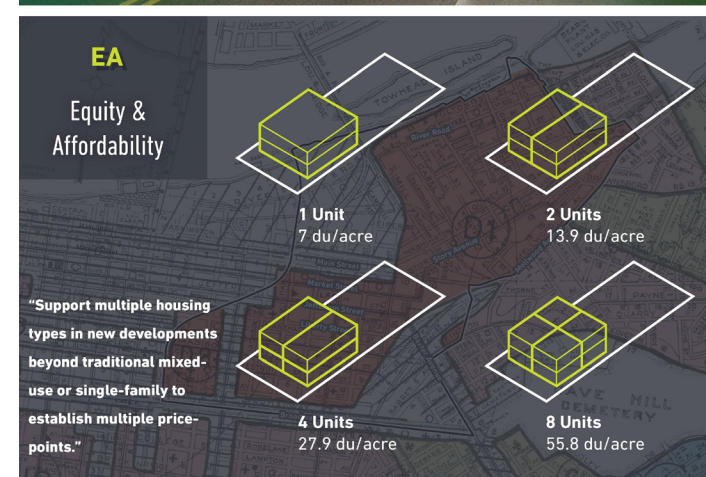
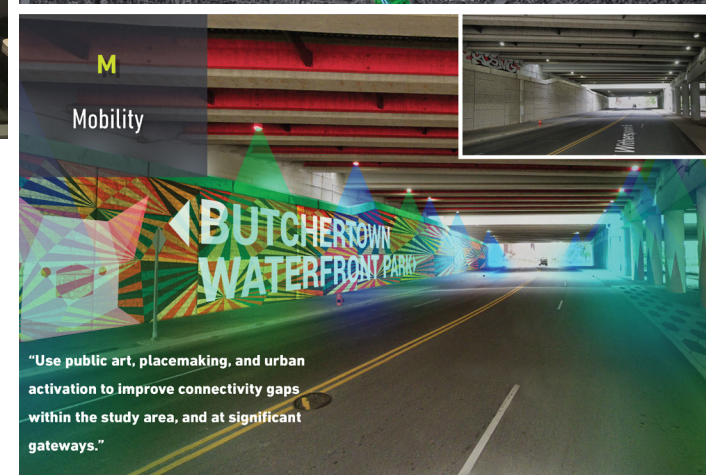
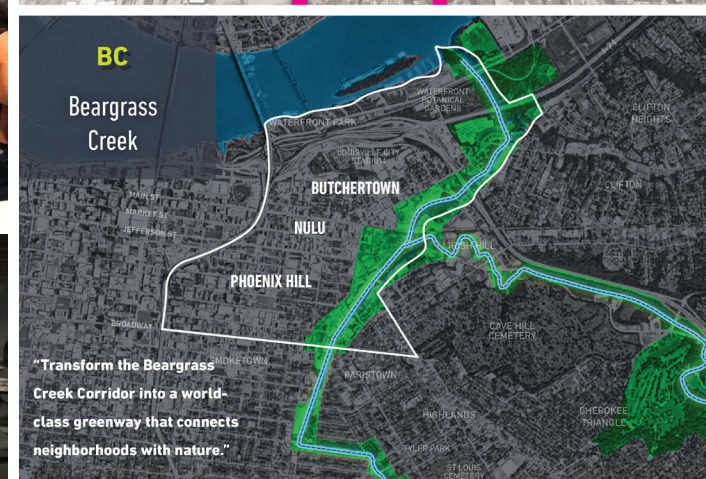
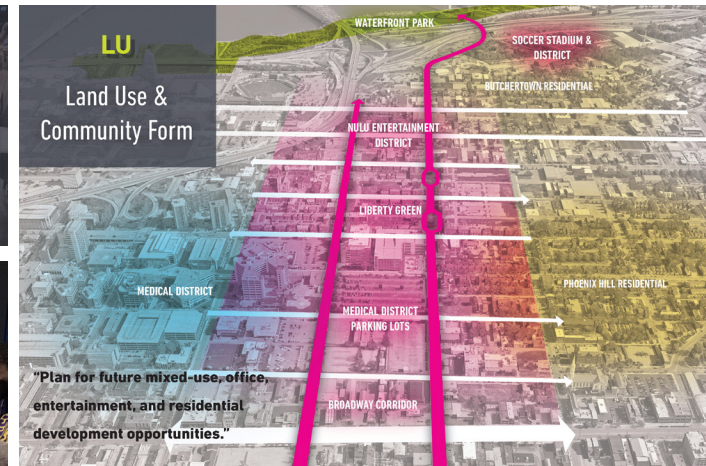
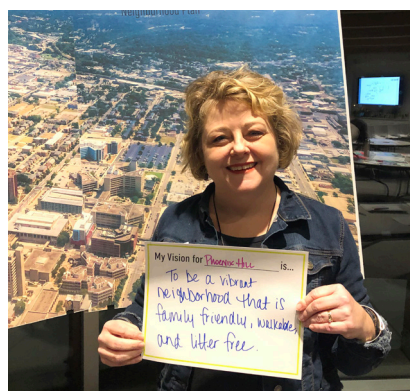
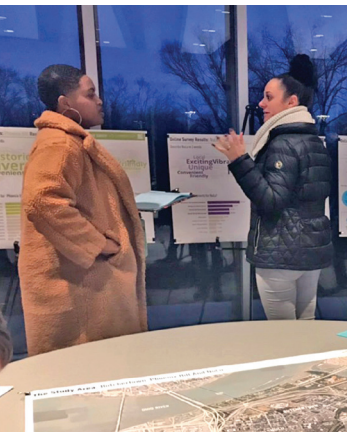
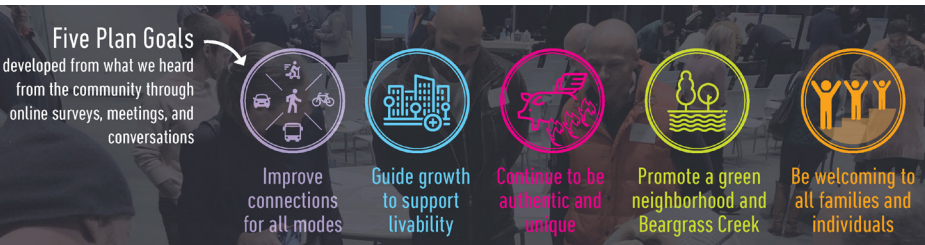
BRITTANY REMPE, CREATIVE DIRECTOR, ENGAGEMENT

Brittany Rempe is experienced in brand management, graphic design, and public relations, and has an innate ability to create and clearly present engaging messages. Brittany has managed communications to a wide range of audiences, including agricultural manufacturers, college students, railroad service providers, regional organizations, software developers, local governments, and community theatergoers. She understands how visuals influence interpretation and has the skills to create pieces that communicate effectively. Brittany has a Bachelor of Arts in Public Relations from Simpson College.



WALTER PAIXAO-CORTES, DATA ENGINEER, ENGAGEMENT

Walter is a senior software engineer with 24 years of experience in the software development industry, working across different domains including Human Resources, Finance and Product Engineering. He has expertise in data analysis, creating ETL pipelines, building data visualizations in many different technologies (SAP Business Objects, Oracle BI Enterprise Edition, QlikView and Tableau), and has experience in working with high data volumes to extract insights. Walter has an academic background in Computer Science with a Masters in Bio-informatics, and a Doctorate (in progress) in Bio-informatics with a minor in Natural Language Processing.



MKSK

BUTCHERTOWN, PHOENIX HILL & NULU NEIGHBORHOOD PLAN LOUISVILLE, KENTUCKY

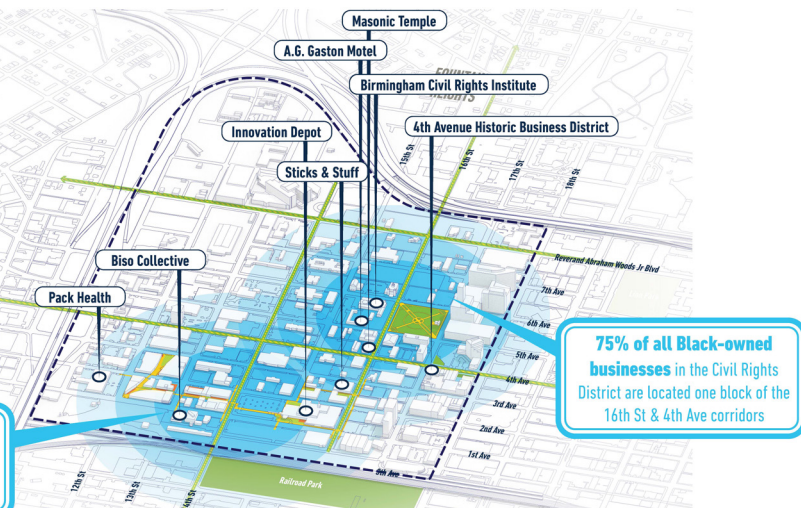
The Butchertown, Phoenix Hill, and NuLu Neighborhood Plan looked at three communities to create a guiding document for future growth. Just east of downtown, the 6.3-square-mile study area includes some of the most vibrant and unique communities in Louisville. Historic homes, vibrant corridors, hospital campuses, social services, and world-class parks all come together to create one of the most livable parts of the city. The nine month process included an innovative engagement strategy that relies on both online and on-the-ground mobilization, supported by a Neighborhood Advisory Group of community leaders and stakeholders. The planning effort provided an opportunity for residents to be proactive in anticipating development and address mobility, affordability, and historic preservation concerns. The study ran in tandem with an additional data-driven connectivity analysis that studied multi-modal connections to new and recent attractions.

REFERENCE

Louisville Metro Public Works, Dirk Gowin, PE, PLS, Trans. Planner, 502.574.5925, dirk.gowin@louisvilleky.gov

OUTCOMES

2021 ASLA Kentucky Honor Award, Planning & Analysis;
2021 APA-KY Special Merit Award for Outstanding Neighborhood Plan



BIRMINGHAM NW DOWNTOWN MASTER PLAN BIRMINGHAM, ALABAMA

MKSK

Launched in June 2020, the Northwest Downtown Development Plan (NWDTP) was an 18-month community-based process for aligning future investment and development in the Civil Rights District and the Switch with the community's vision for this locally- and internationally-significant place. MKSK's effort built on recent planning projects, including Freedom Walk and the City Center Master Plan, to create a clear road map for implementing the community's aspiration for these urban districts, better connecting the Northwest Downtown area to adjacent neighborhoods, and addressing meaningful questions about goals for equitable development. In collaboration with neighborhood residents, the faith community, and the business community, MKSK prepared an investment and development strategy that was supported by an Equitable Development Toolkit. Led by Development Strategies, a core partner in the MKSK consultant team, the creation of the Equitable Development Toolkit was based around six goals and presents policy, governance, organizational, and financial tools for each:

Align District
Stewards in
Positions of
Strength

Focus Public
Investment on 4
Vital Corridors and
2 Public Spaces

Prioritize Real
Estate Activity
in Target
Clusters

Establish a Hub of
Entrepreneurial
Support
Organizations

Aggressively
Recruit Key
Innovation
Organizations

Break New
Ground on Sites
Owned by Civic
Champions

With the Equitable Development Toolkit as the foundation and specific action items of the NWDTP to help guide near term decision-making, the place-based community development organizations of Urban Impact and REV Birmingham are continuing the good work aimed towards inclusive growth and community wellbeing.

REFERENCE

Urban Impact, Inc., Ivan Holloway, Executive Director, 205.328.1850, iholloway@urbanimpactbirmingham.org

ELEVEN BIG IDEAS

1 RETROFIT ROADS FOR ALL USERS

Improve existing streets to create walkable and bikeable routes to safely link residents and employees with within the Upper Westside and to Midtown, Buckhead, Georgia Tech and Downtown.

2 GO OFF-ROAD

Create key connections to regional trail networks that link the Upper Westside to neighboring districts and the greater metro area. For purposes of recreation, leisure, shopping, and commuting, develop the off-street trail facilities that will link the Upper Westside to the BeltLine, Silver Comet Trail, Whetstone Creek Trail, Tanyard Creek Trail, and other regional trail systems.

3 IMPROVE THE TRANSIT EXPERIENCE

Create safe, convenient, equitable, and appealing first-mile/last-mile mobility options. Link residential areas, high-density employment areas, and retail clusters to MARTA bus and rail stations.

4 BUILD STRATEGIC ROAD SEGMENTS

Develop missing connections in the local surface street network to relieve congestion, support walking and bicycling, establish transit-supportive development patterns, and unlock economic growth. Take an incremental approach to creating an effective street network that is planned and developed in concert with private investment.

5 ACQUIRE LAND FOR RECREATION

Create tailored and unique solutions for public amenities that support community life. From shady seating to funky pocket parks and dog runs, the Upper Westside should be full of welcoming spaces for all Atlantans.

6 REVEAL HIDDEN NATURE

Leverage overlooked and underutilized natural areas to create publicly accessible greenspace. Identify unbuildable and protected areas such as floodplains, stream buffers, utility easements, and steep topography that may be improved for public enjoyment and outdoor recreation.

7 RECLAIM WATERWORKS FOR THE PUBLIC

Improve access to the historic Hemphill property and create places for the arts, education, and cultural amenities. Create a nucleus of unique civic space at the geographic heart of the district.

8 CODIFY CHARACTER THROUGH ZONING

Use the beloved qualities of Upper Westside neighborhoods as the foundation for future land use decisions. Support new development that enhances the unique character of the district, builds a base of jobs for existing and new residents, and makes the Upper Westside a more inclusive community.

9 INFLUENCE FUTURE LANDMARK DEVELOPMENTS

Build coalitions across and within organizations to develop a common vision to transform large single-owner sites into unparalleled community assets. Such sites include the Hemphill Water Treatment Plant, the Fulton County Jail, CSX's Howell Yard, and the MARTA Brady Avenue Bus Operating Facility.

10 SUPPORT THE GA TECH INNOVATION ECOSYSTEM

Leverage the proximity and innovation of Georgia Tech to drive the long-term economic competitiveness of the Upper Westside. Facilitate the growth of Georgia Tech startups in a variety of sectors (including advanced manufacturing) and support equitable economic development objectives through partnership-based projects and programs.

11 ANNOUNCE THE UPPER WESTSIDE

Identify locations for signature public realm improvements that highlight the distinctive character and vibe of the district. Highlight the Upper Westside district and its constituent neighborhoods through gateways, art, and wayfinding signage.



UPPER WESTSIDE CID MASTER PLAN ATLANTA, GEORGIA

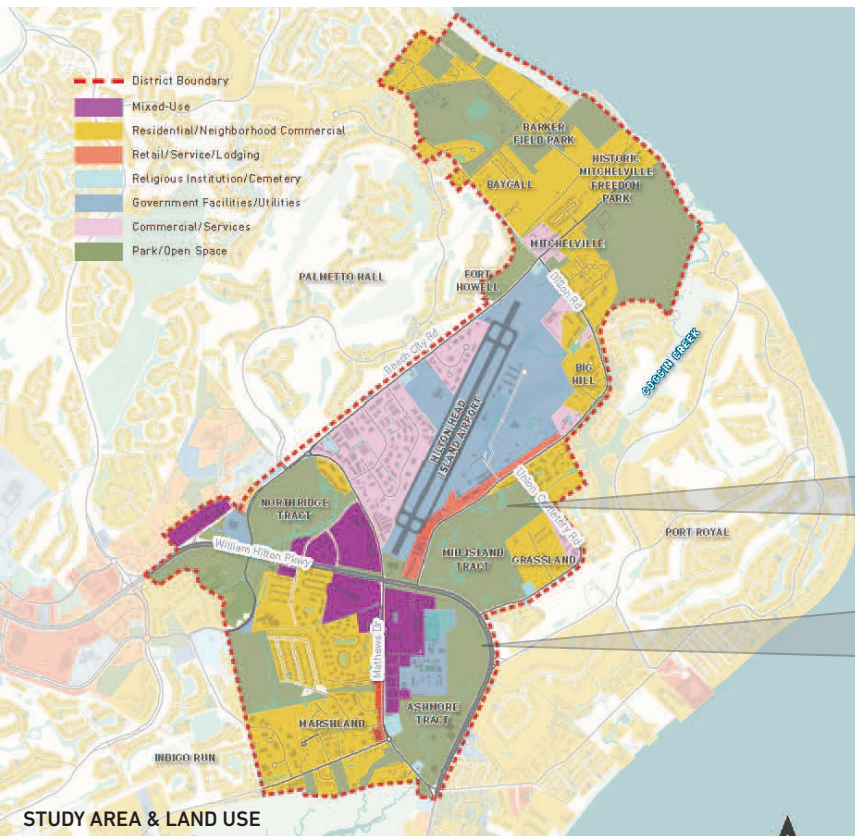
MKSK

MKSK is leading a multidisciplinary team of Planners, Urban Designers, Landscape Architects, Economic Advisors, and Traffic Consultants to prepare the inaugural Master Plan for the Upper Westside Community Improvement District. This comprehensive and critical assessment will be driven by a strong, aspirational, and shared vision and will include a clear roadmap to guide decision-making and investment. The ten-month innovative planning process embraces an approach to community engagement that is both sustained and inclusive. Key questions that will be addressed through this study include:

- What are the unique strengths of the Upper Westside and how do we leverage those strengths to ensure the long-term vibrancy of the district?
- How do we provide safe and legible connectivity from the Upper Westside to surrounding neighborhoods, campuses, and destinations, such as the Westside Park or the Georgia Tech campus?
- What are the opportunities to create or repurpose green assets within the district, such as the Waterworks Greenspace?
- How do we grow and maintain connections to the transit and transportation networks which connect the Upper Westside to the larger metropolitan market?
- In the midst of explosive growth, how do we create and maintain a livable urban environment: green, walkable, safe, and beautiful?
- How can the Upper Westside be a model for inclusive growth and equitable development?

REFERENCE

Upper Westside CID, Elizabeth Hollister, Executive Director, 678.827.9990, hello@upperwestsideatl.org



HILTON HEAD MID-ISLAND TRACT INITIATIVE

HILTON HEAD ISLAND, SOUTH CAROLINA

MKSK

MKSK, along with an interdisciplinary team of architects, civil engineers, market analysts, resiliency planners, and urban designers, is collaborating with the Town of Hilton Head to create a vision and park design for the Mid-Island Initiative Planning Area. Located on the north side of the island, this work entails both a district wide plan for the Mid-Island and a park concept design for the Mid-Island Tract that is a former 18-hole golf course now owned by the town. The goal for the project is to create a revitalized district anchored by a new civic park that is integrally connected to the island's existing path system and nearby neighborhoods. This work has been informed by numerous recent town plans, but also by a robust community engagement process. Through stakeholder sessions, in-park events, and an online survey that received the most input of any survey the town has conducted, more than 1,000 people have been involved in shaping the vision for both the Mid-Island district and future park. At both the district and site scale, MKSK has conducted existing conditions analysis relating to natural systems, urban form, utilities, development economics, demographics, and roadway and bicycle infrastructure.

HILTON HEAD CORRIDOR IMPROVEMENTS

MKSK is studying important corridors on Hilton Head Island with the goal of improving function and unifying appearances. The varied conditions that exist today will be evaluated and re-conceptualized into a consistent system that is easy to understand by corridor users and considers safety and improved aesthetics. This effort will target safety, vehicle movements, trails, pedestrian accommodations, branding, construction standards, lighting, consistency of landscape, signage, pavements, markings, curbing, ramps, setbacks and equipment. Given the critical relationships of these corridors that serve both local residents and tourists, this study and revitalization project represents a unique opportunity to provide benefits to all user groups on Hilton Head Island. Stakeholders will be engaged by the design team and Town staff to ensure opportunities for feedback on the existing conditions assessment as well as recommendations for improvement.

WORKFORCE AFFORDABLE HOUSING STUDY

Workforce housing affordability has been a growing challenge on Hilton Head Island. The trend accelerated through the last five years and the impacts are difficult to ignore. The overarching goal of this Workforce Housing Framework is to provide the Town and municipal leaders with specific strategies and defined actionable tactics that address both the need for housing preservation and new production. The Workforce Housing Framework will serve as the foundational document pulling from the 2019 Strategic Workforce Housing Plan and the Town's 2020 Our Plan to uplift specific strategies that can be prioritized and implemented over the next 24 months. The Framework is focused on four core Pillars: Community, Planning, Management, and Revenue, with the goal to outline key actions within each pillar to address the growing housing crisis.

REFERENCE

Town of Hilton Head Island, Jennifer Ray, Capital Program Manager, 843.341.4665, JenniferR@hiltonheadislandsc.gov



CHATTANOOGA RIVERFRONT DISTRICT MASTER PLAN CHATTANOOGA, TENNESSEE

MKSK

MKSK is leading a multidisciplinary team to conduct a comprehensive Master Planning and Programming Study of the Riverfront District. The study includes a robust stakeholder/public engagement process to solicit community input to help define the vision for the district. Recommendations will include urban design, physical planning and improvements, economic development and strategies for branding, marketing, placemaking, and programming. Key objectives include:

- Developing a roadmap to reenergize the Riverfront District as a civic and cultural center for all Chattanoogaans.
- Identifying catalytic opportunities for high quality and equitable development and uses that will enhance the vitality, accessibility, and civic appeal of the area.
- Design for a quality public realm that relates to the human scale experience.
- Integration of civic art and placemaking design into the public realm that responds to the district's unique history and character.
- District brand development, public space activation and programming.
- Urban design and sustainable development that will meet the needs of both the community and tourism, now and into the future.
- An implementation strategy and prioritized improvements that is open to adaptability to change in use over time.

Over 18 months of planning between the River City Company, the City of Chattanooga, The Benwood Foundation, The Lyndhurst Foundation, MKSK, and thousands of community members, developed the ONE Riverfront District Master Plan - a community-driven plan that identifies 4 Aspirations and 8 Strategies to transform the riverfront over the next seven to 10 years. The ONE Riverfront plan addresses current challenges, with near and long term strategies for aging infrastructure, single-mode roadways, and better accommodating both tourists, visitors and local users.

REFERENCE

River City Company, Jim Williamson, VP of Planning & Dev., 423.265.3700, jwilliamson@rivercitycompany.com



BRIDGE STREET DISTRICT SCIOTO RIVER CORRIDOR FRAMEWORK PLAN & IMPLEMENTATION DUBLIN, OHIO

MKSK

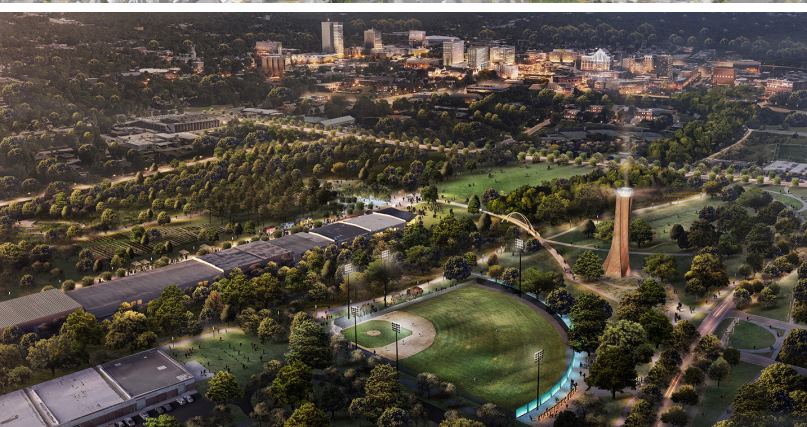
The Bridge Street District Scioto River Corridor Framework Plan develops the urban design principles for an authentic, urban, mixed-use district in the heart of the city of Dublin. Through several years of strategic planning and community input, MKSK assisted the city in identifying, visualizing, and prioritizing the Scioto River and surrounding Historic District as the initial focal area for public investment within the 1,100 acre Bridge Street District. MKSK collaborated with the City to develop the Framework Plan which advanced a bold vision for future development of the area.

The Plan established roadway improvements along the River corridor that would support development of a new riverside park; accommodate traffic growth and regional travel patterns to the district; and connect vehicles, pedestrians, and bicyclists within the developing neighborhood. A new riverfront park and proposed river crossings including a pedestrian bridge would provide a unifying element between districts, a catalyst for private redevelopment, and a civic amenity for the community. Additionally, multiple private development and redevelopment opportunities on the east and west sides of the river were identified. The Framework Plan identified initial catalytic projects for the transformation of the district and has served as a tool to guide the transition from planning concepts to the preliminary phase of design and engineering. MKSK was the prime consultant for preliminary design of Riverside Drive, Bridge Street Roundabout, Pedestrian Bridge, John Shields Parkway, Riverside Crossing Park, and an additional 1.5+ miles of roadway on either side of the River that includes public roadways within the proposed redevelopment district on the east side, and the historic district on the west side. MKSK is now engaged as the Landscape Architect for several projects in design, under construction, or recently completed:

- Bridge Street Roundabout (SR 161/Riverside Drive) (2017)
- Riverside Drive Relocation (2017)
- John Shields Parkway (2018)
- Riverside Crossing Park & Pedestrian Bridge (2021)
- Streetscapes and open spaces as part of the new Bridge Park private development (Ongoing)

REFERENCE

City of Dublin, Terry Foegler, Chief Development Officer, Central Ohio Transit Authority, 614.228.1776, Foeglertd@cota.com



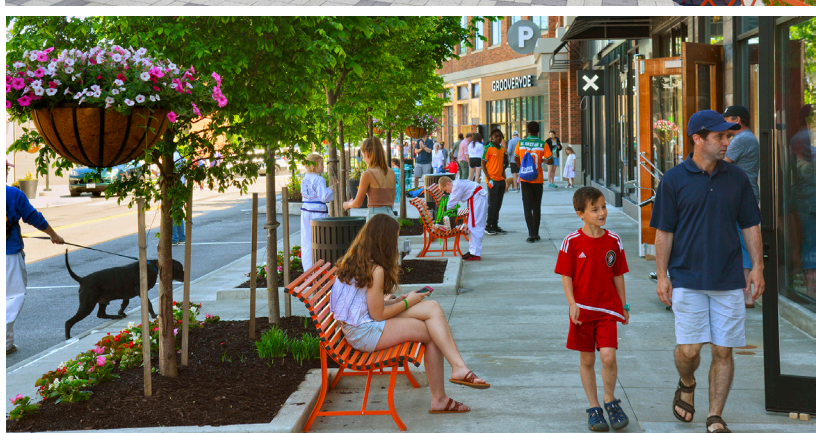
REEDY RIVER REDEVELOPMENT AREA, AFFORDABLE HOUSING STUDY, NEIGHBORHOOD DISTRICT CODE & UNITY PARK **MKSK** GREENVILLE, SOUTH CAROLINA

Recognizing the important relationship between park planning and community development, MKSK and the City of Greenville have partnered on an innovative approach to equitable development and public space planning on the west side of Greenville, SC. The Reedy River Redevelopment Area (RRRA) is a 350 acre district in the historically African American neighborhoods of Southernside and West Greenville and is centered around the Reedy River. In a proactive approach to planning for flood hazards, real estate market pressures, and community needs, MKSK prepared a district plan for parks and open space in the Reedy River floodplain and an affordable housing and equitable development plan for the neighborhoods surrounding the river and future park.

This comprehensive approach to parks and community planning provided the foundation for social and environmental equity in the culturally-rich neighborhoods west of downtown Greenville and also provided a model for urban floodplain management and green infrastructure. Building on the district planning effort that launched in 2016, MKSK has continued to assist the City and greater Greenville community in the development of this vision with the creation of a Community Character Code (form-based code), detailed design and engineering for a signature urban riverfront park (Unity Park), and affordable housing and development planning for the district. Unity Park is supported by both public and private funding.

REFERENCE

City of Greenville, John Castile (Former City Manager), Executive Director, Greenville County Redevelopment Authority, 864.242.9801, jcastile@gcra-sc.org



VAN AKEN DISTRICT MASTER PLAN & IMPLEMENTATION

SHAKER HEIGHTS, OHIO

MKSK

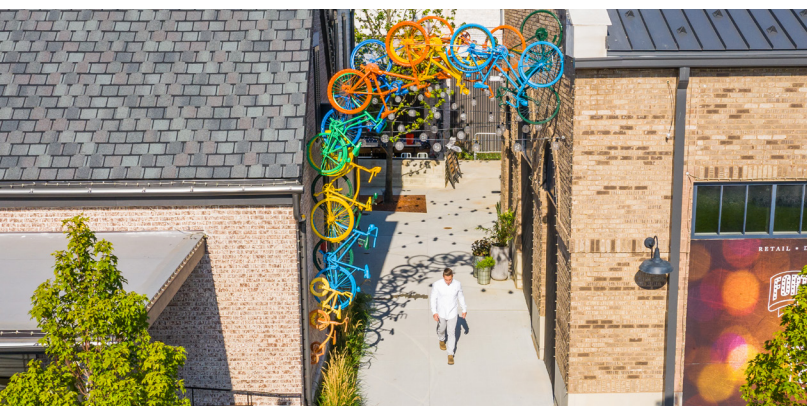
The Van Aken District is a vertically mixed use, transit-oriented redevelopment consisting of residential, retail, and office in the heart of Shaker Heights, Ohio. The project has transformed an existing underutilized strip shopping center into a dense and vibrant neighborhood. The heart of the development, the centrally located "Living Room", provides an internal park element that is supportive of adjacent uses and provides space for seasonal community special events. Hardscape elements within the space celebrate the cultural history of Shaker Square, while the landscape character is designed to fit comfortably within the context of the community as a whole. MKSK provided full design services from concept design through implementation as part of a multidisciplinary team assisting the City.

REFERENCE

City of Shaker Heights, Paul Deutsch, Bialosky + Partners, 216.752.8750, pauld@bialosky.com

OUTCOMES

2021 Finalist Urban Land Institute (ULI) Americas Awards for Excellence; 2020 International Council of Shopping Centers (ICSC) Global Awards North America – New Developments and Retail - Mixed Use Gold; 2020 OCASLA Merit Award; 2019 National Planning Achievement Award for Implementation—Gold; 2019 APA Ohio Built Project Award



EASTON URBAN DISTRICT PLACEMAKING PLAN COLUMBUS, OHIO

MKSK

Easton's Urban District is a 16-acre mixed-use expansion to the town-center style retail and lifestyle center. The expansion is focused on arts, entertainment, public programming, and nightlife. Opened in the fall of 2019, the development includes over 250,000 square feet of retail, restaurant, and office space and plans for over 750 residential units. MKSK contracted with the Owner to collaborate with a multidisciplinary team of architects and designers to plan the eclectic new district. Each building was designed by a different architect to achieve a storied feel for the development, with a system of streetscapes, public spaces, and parks that tie the district together.

MKSK created a short-form Arts/Overlay Master Plan with commercial visuals artist, Adam Brouillette. MKSK was also tasked with developing site amenities such as furniture and sculptures that were fabricated by local artists and makers. The central gathering space, The Yard, is terminated by a rambling wooden surface for relaxing, socializing, or watching small performances. The opposite end of The Yard features an iconic stage that doubles as a gathering space. The 60-ft wide shelter is on a track and can be moved to cover different areas of The Yard for outdoor programming or events. The Urban District also features a formal public space and garden to the north of Restoration Hardware. This gathering area includes an event lawn, cast stone walls, ornamental plantings, and pleached Allee Elms. This quieter public space will be wrapped with residential development in the future.

REFERENCE

Steiner + Associates, Justin Leyda, Development Director, 614.414.7300, jleyda@steiner.com

DISCOVERY DISTRICT PLACEMAKING PLAN COLUMBUS, OHIO

Located east of Downtown Columbus, the Discovery District is home to some of the area's most renowned institutions and attractions, such as the Columbus Museum of Art, Topiary Park, and the Columbus Downtown Library. Building on the success of downtown, the Discovery District is starting to experience a revitalization effort that has turned former surface lots into potential development sites. The Discovery District SID Placemaking Plan builds on this energy to create a vision, define goals and outline specific action steps for placemaking opportunities in the Discovery District. Relying on the ideas of neighborhood residents, workers, students and visitors, MKSK is leading a public engagement strategy that reaches out to the community through interactive mobile displays at the district's college campuses, cultural anchors, and employment centers. The plan will reinforce the district's identity as a neighborhood of arts, culture and knowledge — guiding public improvements in short, medium and long-term goals over the next ten years.

REFERENCE: Discovery District SID, Marc Conte, Director, 614.645.5063, mvconte@sidservices.com

OUTCOMES: 2017 OCASLA Merit Award; Planning & Analysis

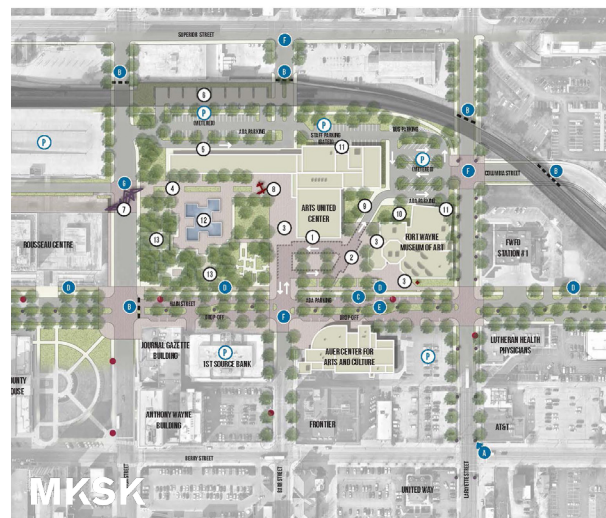


ARTS UNITED MASTER PLAN FORT WAYNE, INDIANA

MKSK assisted in preparing a master plan for Arts United in downtown Fort Wayne, with a focus on district and campus placemaking and pedestrian, bicycle, and car circulation. The work centered around the Arts United Center, a 1960's Louis Kahn theater which is nestled between the City-owned Freimann Square and the Fort Wayne Museum of Art. MKSK proposed clarifying travel routes and parking areas, prioritizing pedestrian activity, and better connecting the campus to future city trails. A significant emphasis was placed on calming heavy traffic volumes along Main Street, in order to slow traffic and provide better crossings to the Auer Center and the core of downtown. Enhancements to Freimann Square such as an outdoor movie theater, a walkable fountain, and improved viewsheds, were planned to increase the amount of daily activity and programming within the park. The plan also recommended narrowing Clinton Street and providing a mid-block crossing for better connectivity to the redevelopment of Columbia Street and the Landing.

REFERENCE

Arts United of Greater Fort Wayne, Susan Mendenhall, 260.424.0646, smendenhall@artsunited.org



GORDON SQUARE ARTS DISTRICT COMMUNITY MASTER PLAN CLEVELAND, OHIO

The Gordon Square Arts District (GSAD) is the economic cornerstone of Cleveland's West Side where a powerful combination of housing, new businesses, the arts and neighborhood beautification are sparking redevelopment and investment. Gordon Square Arts District is a unique collaboration of Cleveland Public Theatre (CPT), Near West Theatre (NWT) and the Detroit Shoreway Community Development Organization (DSCDO), owner of the Capitol Theatre. The GSAD is a nationally recognized arts district and model for public/private partnerships and recently completed a successful \$30 million capital campaign. MKSK worked with the GSAD Board, neighborhood stakeholders, arts and culture organizations, business owners and potential developers through an interactive public process to identify key areas of focus:

- Arts Identity
- Physical Branding within the District
- Identifying Market Strengths
- Building on District Assets

MKSK led a team of Market Strategists and Architects to create a master plan to guide public and private decision-makers regarding the optimum future physical development of the neighborhood, including retail, commercial and residential development along with recommendations for infrastructure, parking and public spaces.

REFERENCE

Gordon Square Arts District, Carrie Carpenter, President (former)



PARK CITY VISION & STRATEGIC ACTION PLAN 2020

future→iQ

PARK CITY, UTAH

Located in Summit County, Park City underwent a strategic visioning process throughout 2019 into early 2020. Approximately 1,700 people participated in a series of surveys, engagement sessions, Focus Groups, a Think-Tank, and two key Future Summits. The process was designed to provide an open, inclusive, and transparent platform for community members to help create a shared vision and board action plan for Park City.

REFERENCE: Park City, Linda Smith, Community Engagement Manager, 435.615.5189, linda.jager@parkcity.org

TOMORROW TOGETHER – COMMUNITY VISION & ACTION PLAN

future→iQ

MOAB, UTAH

The City of Moab embarked on a community-wide visioning and planning project in 2022. Still underway, the results of this process will set the framework for future land use, economic, social, and environmental decisions in Moab for the next 10-20 years.

REFERENCE: City of Moab, Carly Castle, Acting City Manager, 435.259.5121, ccastle@moabcity.org

GREATER MANKATO 2040 REGIONAL VISIONING PLAN

future→iQ

MANKATO, MINNESOTA

This project involves working with regional stakeholders to understand the future strategic positioning of the region in the Midwest and global context. It draws heavily on foresight research to explore the optimal economic and community trajectory and roadmap.

REFERENCE: Greater Mankato Growth, Jessica Beyer, President & CEO, 507.385.6645

ENVISION EAST CENTRAL IOWA

future→iQ

IOWA

This ambitious planning project covered the corridor from Cedar Rapids to Iowa City and built a future community and economic development roadmap based on an aligned regional vision for East Central Iowa. This region is growing rapidly in its diversity and one of the pillars of the plan involves building a unique onboarding system to welcome and support new immigrants to the region.

REFERENCE: East Central Iowa Council of Governments, Karen Kurt, Executive Director, 319.365.9941, karen.kurt@ecicog.org

VISION EDINA – NODES & MODES

future→iQ

EDINA, MINNESOTA

'Nodes and Modes' was a term first coined during the Vision Edina planning process, coupling together neighborhood development (Nodes) with multimodal transport connections (Modes). This concept guided the City's comprehensive planning process as the community sought to enhance the characteristic and community fabric, while at the same time embracing urban renewal and targeted redevelopment.

REFERENCE: City of Edina, Scott Neal, City Manager, 952.826.0401, sneal@edinamn.gov

SMITHFIELD COMPREHENSIVE PLAN

future→iQ

SMITHFIELD, MISSOURI

This Comprehensive Plan builds off of the visioning and strategic planning process that Future iQ led the previous year. One of the action areas that emerged from the comprehensive planning process was the need for a Parks and Recreation Master Plan. Future iQ also led this process and subcontracted with the firm of Landworks Studio.

REFERENCE: City of Smithfield, Cynthia Wagner, City Administrator, 816.532.3897, cwagner@smithvillemo.org

PROJECT UNDERSTANDING



The following Scope of Services outlines our proposed process and preliminary time line for creating the Bonanza Park & Snow Creek Small Area Plan. While this project approach reflects our current understanding of the project, our team and process are scalable to meet your needs. The approach we have outlined here is based upon our experience successfully creating actionable district master plans with other cities with similar challenges and opportunities as Park City.

The scope of services, project approach, and deliverables below reflect our understanding of the recommended process for conducting an area plan as outlined in your RFP. We anticipate finalizing our scope of services following a review and input by the Park City Municipal Corporation (PCMC), and will tailor our specific work tasks to meet your requirements and budget.

Task 1 – Define plan timetable and existing conditions (Month 1)

1.1 Establish a Project Management Team (PMT) of City staff and consultant team members to guide this process through ongoing coordination. At a kickoff meeting, this PMT will develop and refine a project timetable with potential meeting dates, project phasing, engagement activities, and expected completion for project deliverables.

1.2 Coordinate with the Bonanza Art and Culture District planning process to ensure ongoing project communication. The planning team will ensure that any overlap in engagement and deliverables are complementary and clearly communicated with the public.

1.3 Compile all GIS and planimetric data, for use in asset mapping and analysis.

1.4 Conduct an existing conditions assessment that includes demographics, history, and asset mapping (land use, zoning, flood plain, recent/planned development projects, historic properties, topography/terrain, connectivity, walkability, and others as deemed necessary)

1.5 Conduct a Plan Alignment to review previous plans and studies for the area, summarizing key findings, recommendations, and implementation items. Relevant plans may include the Arts and Culture Implementation Plan; Transportation and Demand Management Plan (2016); Short Range Transit Plan (2016); Vision 2020; State Road 224 Bus Rapid Transit Locally Preferred Alternative (2018); Park City Forward, Long Range Transportation Plan (2022); Transportation Master Plan (2011); Bicycle and Pedestrian Plan (In Progress); and Short-Range Transit Plan (In Progress).

1.6 Convene an Advisory Group that includes neighborhood residents and stakeholders to act as a representative voice of the neighborhood's interests. This group will meet at project milestones to guide the process. During this first task, PCMC staff will develop a list of potential members to this group and confirm their interest and availability.

Meetings:

- PMT Kickoff Meeting and ongoing coordination

Deliverables

- Existing Conditions Analysis
- Plan Alignment

Five Plan Goals
developed from what we heard
from the community through
online surveys, meetings, and
conversations



Improve
connections
for all modes



Guide growth
to support
livability



Continue to be
authentic and
unique



Promote a green
neighborhood and
Beargrass Creek



Be welcoming to
all families and
individuals

Butchertown, Phoenix Hill and NuLu are **historic,**
energetic, and **resilient urban communities**
located **in the heart of Louisville**, where **smart**
growth supports an environment for **everyone** to
succeed.

A vision statement
that summarizes hundreds of
community voices into an aspirational
directive for the next decade

Task 3 – Develop neighborhood vision and plan goals and objectives (Month 3)

3.1 Develop plan goals and objectives using feedback gathered at Stakeholder roundtables, the kickoff meeting with the Advisory Group, and preliminary results from the online questionnaire.

3.2 Develop a vision statement for the Bonanza Park and Snow Creek neighborhoods that both reflects the area as it exists today and sets an aspirational vision for its future. This statement is intended as a succinct reflection of the voices engaged in this process up to this task and will guide the remainder of the process.

3.3 Engage the community at a Community Visioning Workshop to introduce the plan, present initial impressions of the neighborhoods, a current understanding of the area's identity, and report on what we have heard from residents and stakeholders to date. This meeting will include opening remarks, a brief presentation with an overview of the project, and interactive activities and stations where members of the community can engage in one-on-one conversations with the planning team.

Meetings:

- PMT Ongoing Coordination
- Community Visioning Workshop

Deliverables:

- Online Survey and Results, website updates
- Plan Goals and Objectives
- Vision Statement

Task 4 – Develop plan components (Months 4-8)

4.1 Develop land use and mobility plan components

guided by the feedback received at the Community Kickoff Meeting, the results of the online questionnaire, and the project goals and vision statement. These plan components will be crafted in collaboration with the PMT.

4.2 Craft a Land Use Component

that reflects the needs of local residents and responds to increasing hospitality pressures. As a diverse community home to a significant Hispanic/Latinx population and containing a variety of housing types, the Bonanza Park & Snow Creek Neighborhood is pivotal in providing attainable residential options for Park City's workforce. Development pressures and challenges to retaining this affordability arise from the neighborhood's proximity to a vibrant and world-renowned winter hospitality destination, and the creation of a new potential Park City Arts and Culture District. The vision for growth in these communities will be developed by:

- Analyzing current trends and planned developments
- Identifying incompatible uses and potential development sites
- Developing an infill strategy to promote strong residential areas and vibrant mixed-use nodes
- Leveraging the impact of the Park City Arts and Culture District to catalyze development nearby that serves existing residents.

4.3 Craft a stand-alone mobility component that tests how future growth in Bonanza Park, Snow Creek, and the Arts and Culture District can be accommodated while still meeting the established targets from the Park City Forward plan. This plan sets a target of 36% of the Bonanza Park district's trips being by single occupancy vehicles in 2050, with the remaining travel needs being met by transit, walking, biking, and carpooling. To achieve this, Park City Forward identified improvements such as an enhanced active transportation grid, a multi-modal hub, transit service improvements, intersection modifications, an "aerial connection" to Old Town, and other investments. Reflecting these targets, this component will consider the following:

- Traditional forecasting tools such as the Summit County model will be inadequate. Such models will likely indicate a need for wider roads based on increased growth, which would not be consistent with Park City's vision for these districts.
- The planning team proposes using an interactive mixed-use-development (MXD) model unique to Fehr & Peers. This model is based on decades of research on sites around the United States, observing trip patterns that are distinctive to mixed-use developments. The MXD model can be used to quickly and cost-effectively evaluate the travel demands of multiple land use scenarios, quantify the vehicle trip reductions as a result of transit capture, walk/bike capture, and internal capture (as a result of mixed-use development), helping the project team identify land use scenarios that optimally reduce demand on the transportation system.
- Once the desired land use scenario is finalized, the team will identify transportation demand management (TDM) strategies that can be employed to further minimize single occupant vehicle travel and the ensuing greenhouse gas emissions.
- The team will utilize Park City's TDM+ Tool, which Fehr & Peers built for Park City, to help quantify the strategies.

4.4 Share Plan Component Drafts with the Advisory Group at a Second Meeting. This meeting will provide an overview of results from the community engagement process and provide an overview of the plan component and its subsequent recommendations.

4.5 Host a second Community Meeting in which the planning team presents draft recommendations, accompanied by displays, stations, activities, or small group discussions to gather community feedback and gage community support.

Meetings:

- PMT Ongoing Coordination
- Advisory Group Meeting 2
- Community Meeting 2

Deliverables:

- Draft Land Use Component
- Draft Mobility Component



Task 5 – Develop an implementation plan (Month 8-9)

5.1 Craft an implementation strategy with plan recommendations by component. Recommendations should be aspirational yet feasible within the next 10 years. In a summary table, the plan will specify potential project partners, recommended timeframes, potential funding sources, and suggested project champions.

5.2 Define short-term wins that can be easily implemented within the next year at a relatively low cost, both to test the plan's more ambitious ideas and to showcase a commitment to improvements in the neighborhood.

Meetings:

- PMT Ongoing Coordination

Deliverables:

- Implementation Strategy
- Implementation Matrix

Task 6 – Develop Final Report/Executive Summary and Plan Adoption (Month 9-10)

6.1 Produce a visually compelling final document and executive summary that summarizes the plan, its process, and its outcomes. The final document will reflect the neighborhood and be formatted to be graphically interesting and readable to a general audience. Materials will be organized to correlate with the two Plan Components and their recommendations.

6.2 Host a final Advisory Group Meeting to thank members for their participation in the process, establish project champions for next steps, and review the implementation strategy.

6.3 Host a Community Open House to celebrate the plan's outcomes, share the final plan components, and provide next steps on implementing the plan. This meeting will strive to occur in tandem with a pre-existing community event or neighborhood meeting.

6.4 Assist PCMC Staff with the adoption process, attending and presenting at Planning Commission and City Council public hearing meetings. The planning team will make any necessary edits to the final plan document

Meetings:

- PMT Ongoing Coordination
- Advisory Group Meeting 3
- Community Meeting 3
- Adoption Meetings

Deliverables:

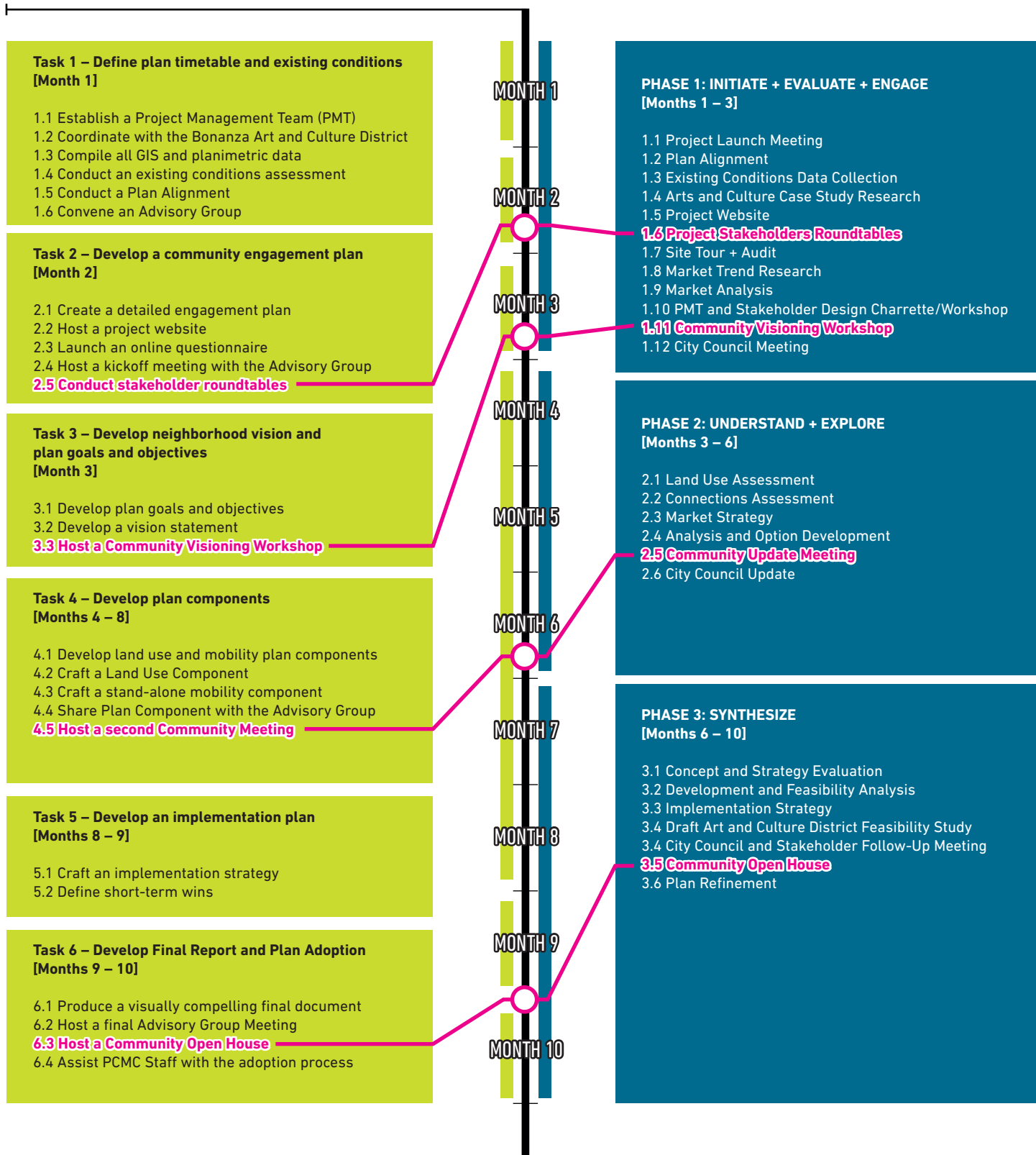
- Draft and Final Plan Document
- Draft and Final Executive Summary



SCHEDULE

BONANZA PARK & SNOW CREEK AREA PLAN

BONANZA ARTS & CULTURAL DISTRICT



STATE OF OHIO)
) ss.
COUNTY OF FRANKLIN)

On this 11 day of November, 2022, personally appeared before me
Andy Knight, PLA, ASLA, whose identity is personally known to me/or proved
to me on the basis of satisfactory evidence and who by me duly sworn/affirmed, did say
that he/she is the Principal (title or office) of
MKSK, Inc., a S-
corporation (or limited liability company), by authority of its Bylaws/Resolution of the
Board of Directors (if as to a corporation) or Operating Agreement/Member Resolution (if
as to a limited liability company), and acknowledged that he/she signed it voluntarily for
its stated purpose as Principal (title) for
MKSK, Inc., a S- corporation (or limited
liability company).

Alisa Burnside
Notary Public



I declare under criminal penalty under the law of Utah that the foregoing is true and
correct. Signed on the _____ day of _____, 20____ at
_____ (insert State and County here).

Printed name _____

Signature: _____



BONANZA PARK & SNOW CREEK SMALL AREA PLAN

INTERVIEW PRESENTATION
DECEMBER 16, 2022

Today's Meeting

Introductions

1

Process

2

Our Approach

3

Discussion

4



BONANZA PARK &
SNOW CREEK AREA
PLAN

MKSK | LEAD
NEIGHBORHOOD PLANNING
LAND USE PLANNING
ENGAGEMENT SUPPORT

Future IQ
PUBLIC & STAKEHOLDER
ENGAGEMENT

FEHR & PEERS
TRANSPORTATION
PLANNING

Our Team: Here Today



Andy Knight
PLA, ASLA, Principal in Charge
Planner, Landscape Architect



Jeffrey Pongonis
FASLA, PLA, Principal
Development Planner



Luis Calvo
AICP, Associate
Project Manager, Urban Planner



Chris Bender
PE
Transportation Engineer



David Beurle
BSC, AGR, CEO
Engagement Lead



Matt Wetli
AICP, Principal
Market Analysis

BONANZA ARTS &
CULTURAL DISTRICT
FEASIBILITY STUDY

MKSK | LEAD
ARTS DISTRICT PLANNING
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PUBLIC & STAKEHOLDER
ENGAGEMENT

**Development
Strategies**
ECONOMIC & MARKET
ANALYSIS

BONANZA PARK &
SNOW CREEK AREA
PLAN

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NEIGHBORHOOD PLANNING
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BONANZA ARTS &
CULTURAL DISTRICT
FEASIBILITY STUDY

MKSK | LEAD
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ENGAGEMENT

**Development
Strategies**
ECONOMIC & MARKET
ANALYSIS

The Bonanza Park & Snow Creek Small Area Plan Team

MKSK



**Urban and Land Use
Planning (Lead)**

future→iQ



Public Engagement

FEHR & PEERS



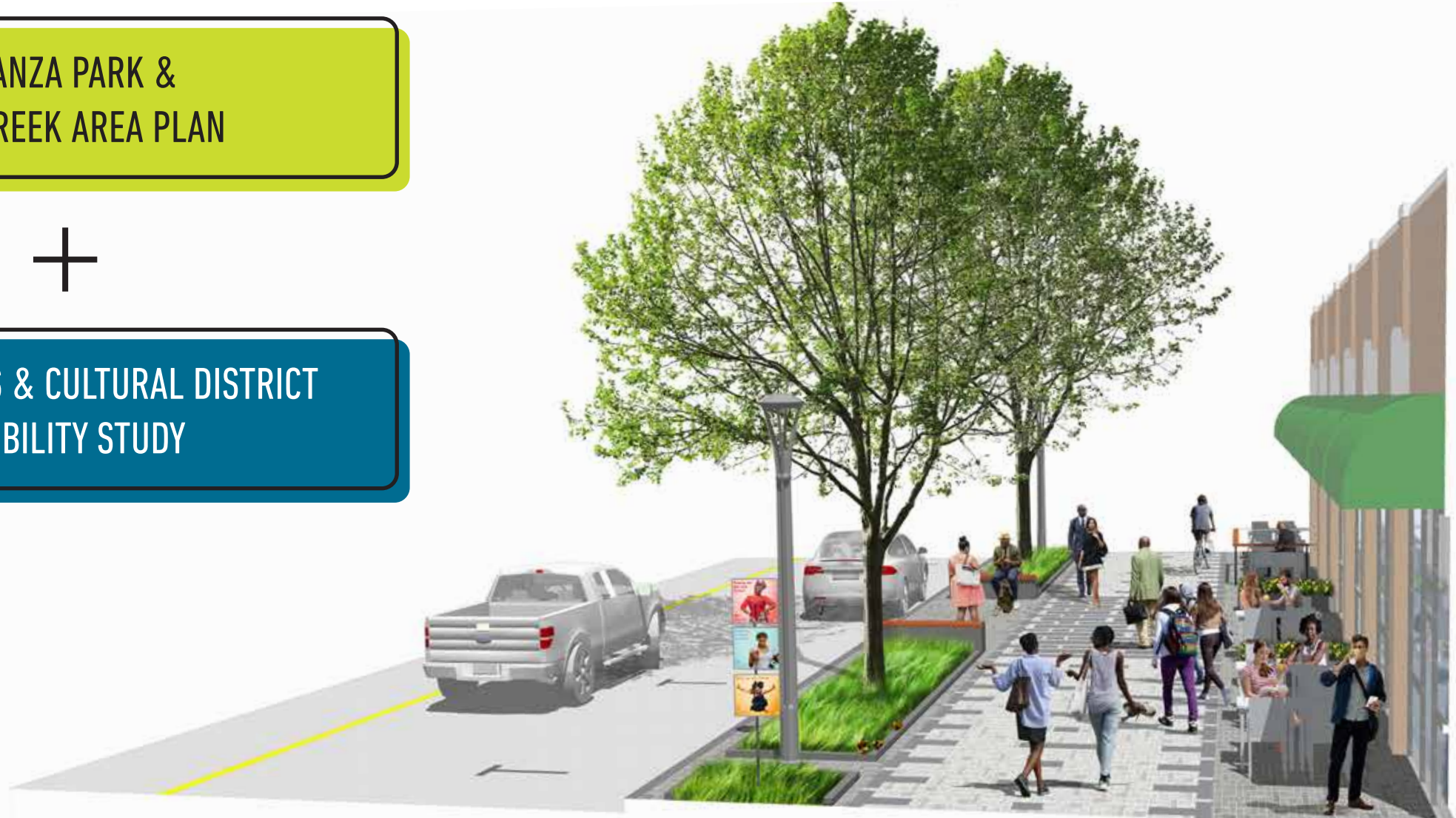
Transportation Planning

Two Planning Efforts | One Approach

BONANZA PARK &
SNOW CREEK AREA PLAN

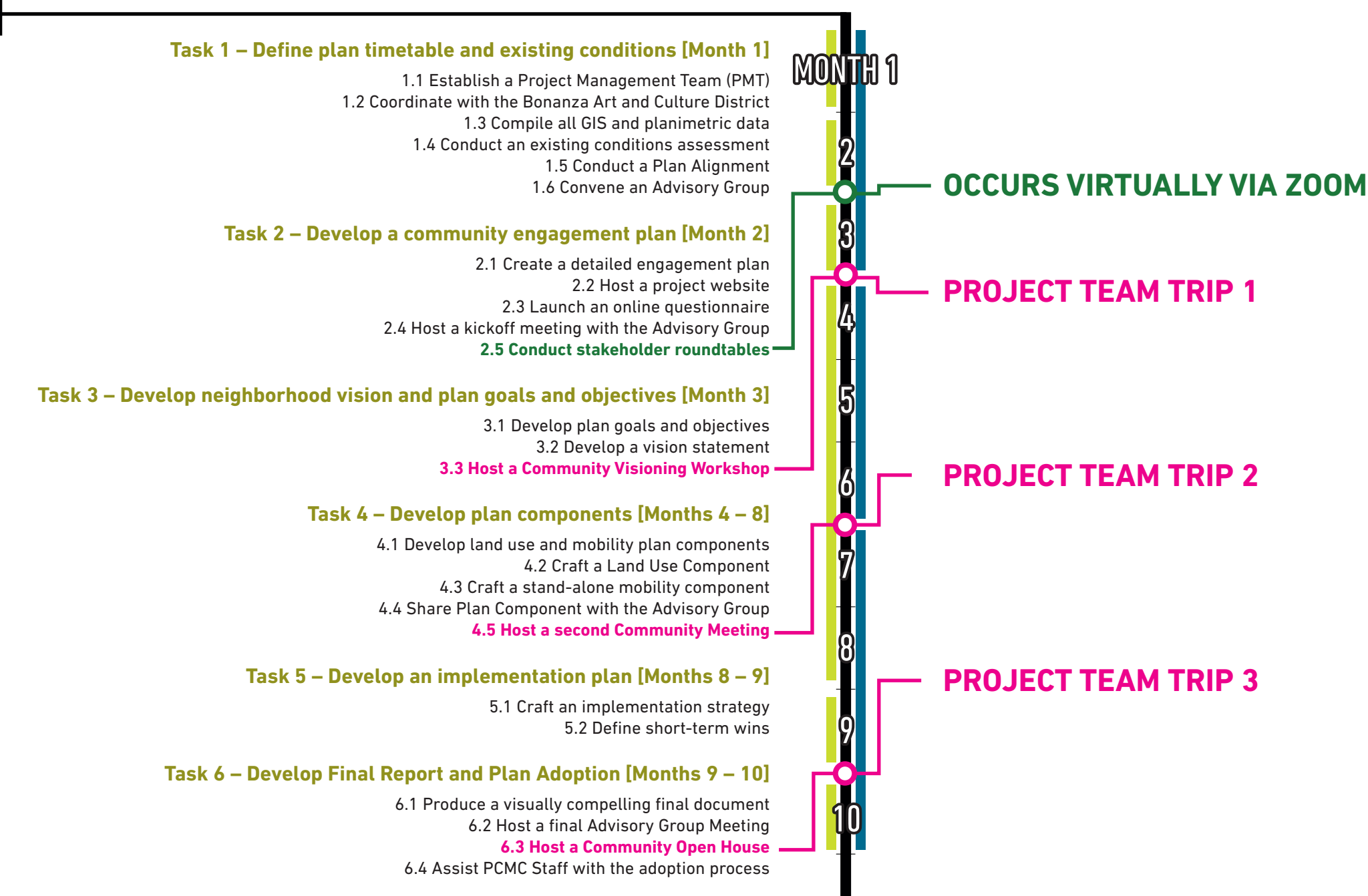


BONANZA ARTS & CULTURAL DISTRICT
FEASIBILITY STUDY



Project Scope and Timeline

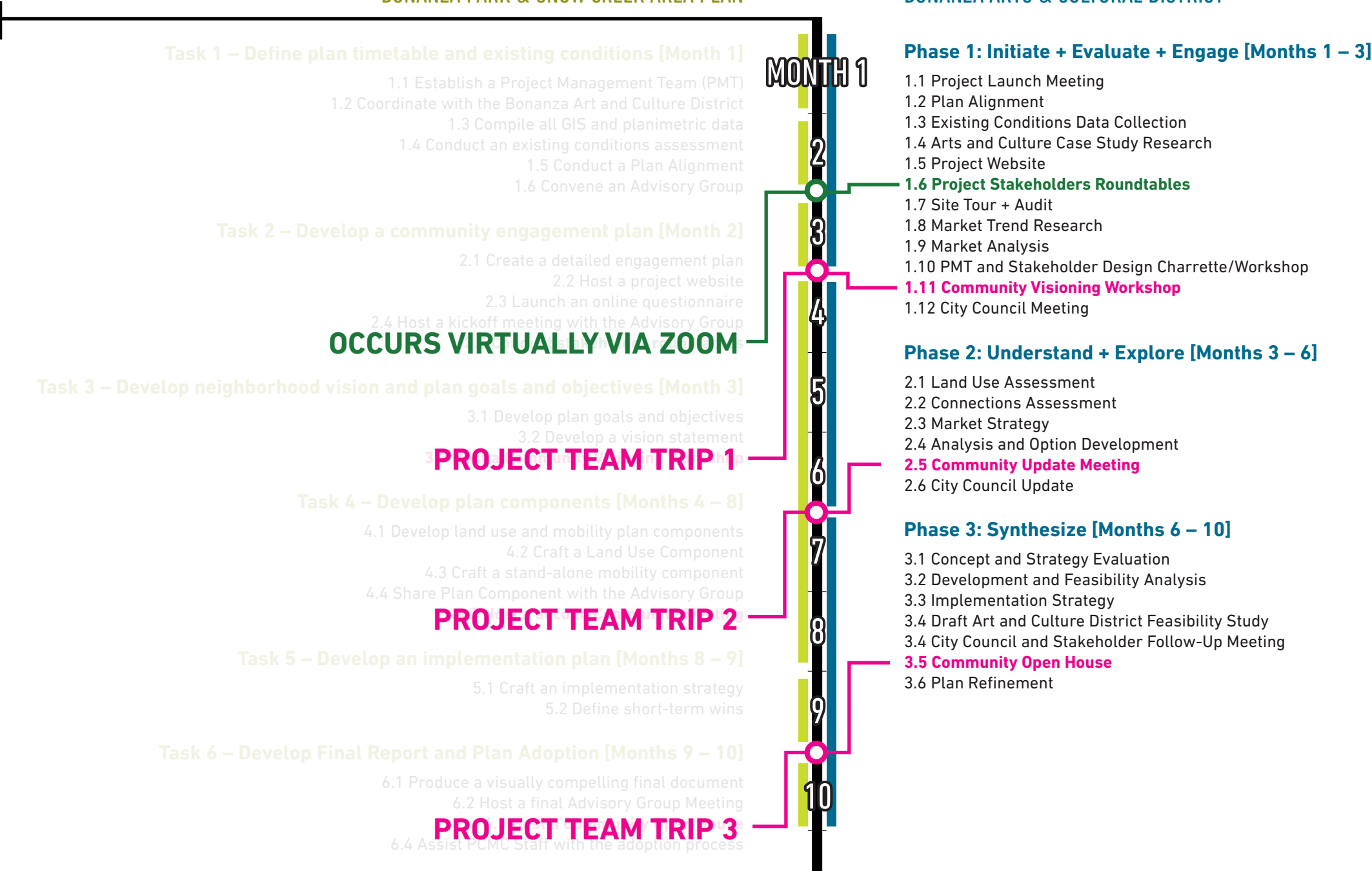
BONANZA PARK & SNOW CREEK AREA PLAN



Two Project Timelines That Work Together

BONANZA PARK & SNOW CREEK AREA PLAN

BONANZA ARTS & CULTURAL DISTRICT



Our Approach



“ Each intervention is unique and requires a highly-nuanced strategy
rooted in data-based analysis and robust community engagement ”

Embracing Bold Action

PARK CITY VISION 2020

Environmental Leadership

Transportation Innovation

Sustainable Tourism

Arts, Culture and Local Economy

Affordability And Equity



Our Small Area Planning Process

Task 1:

Define plan timetable and existing conditions



WHAT HAPPENS: We launch the process and begin our analysis

Establish a Project Management Team

Compile data

Conduct existing conditions assessment

Conduct a Plan Alignment

Convene an Advisory Group

Task 2:

Develop a community engagement plan



WHAT HAPPENS: We develop strategies to engage the community in meaningful ways

Create an engagement plan

Launch a project website

Launch an online survey

Host a kickoff with the Advisory Group

Task 3:

Develop neighborhood vision & goals/objectives



WHAT HAPPENS: We develop formative statements to guide the process

Develop goals and objectives

Develop Vision Statement

Host a Community Visioning Workshop

Our Small Area Planning Process

Task 4: Develop plan components



WHAT HAPPENS: We test ideas and develop strategies

Task 5: Develop an implementation plan

STRATEGIC & RELATED RECOMMENDATIONS	PARTNERS	TIME FRAME		
		Short (1-3 Years)	Medium (3-5 Years)	Long (5-10 Years)
1 Invest in a Welcoming, Multimodal and Connected Downtown				
Improve the built environment by establishing design guidelines	City DAP	☒		
Complete the streets by right-align and designing to accommodate all modes of transportation	City, ARDOT, METRO, DAP, Neighbors	☒	☒	☒
Strengthen downtown connections to surrounding neighborhoods and institutions	City, Neighborhood Groups, University of Arkansas, Olin and Olin Consulting, CoMotion, Philanthropic, Sustain, DAP	☒	☒	☒
Make open spaces more inviting by making their visibility from street grade visible, welcoming and active	DAP, City, Philanthropic, Sustain, Property Owners, Businesses, Olin and Olin Consulting	☒	☒	☒
Expand on ARDOT's efforts by developing bike projects both formally and informally	DAP, City, Philanthropic, Sustain, Property Owners, Businesses, Neighbors	☒	☒	☒
2 Activate Downtown				
Continue to diversify programming to reach multiple audiences	DAP, City, event partners	☒	☒	☒
Coordinate marketing efforts across event planning organizations to promote the overall brand and experience of downtown ARCA	DAP, City, event partners, ARCA, downtown destinations	☒		

WHAT HAPPENS: We craft a framework to accomplish the ideas in the plan

Task 6: Develop Final Report and Plan Adoption

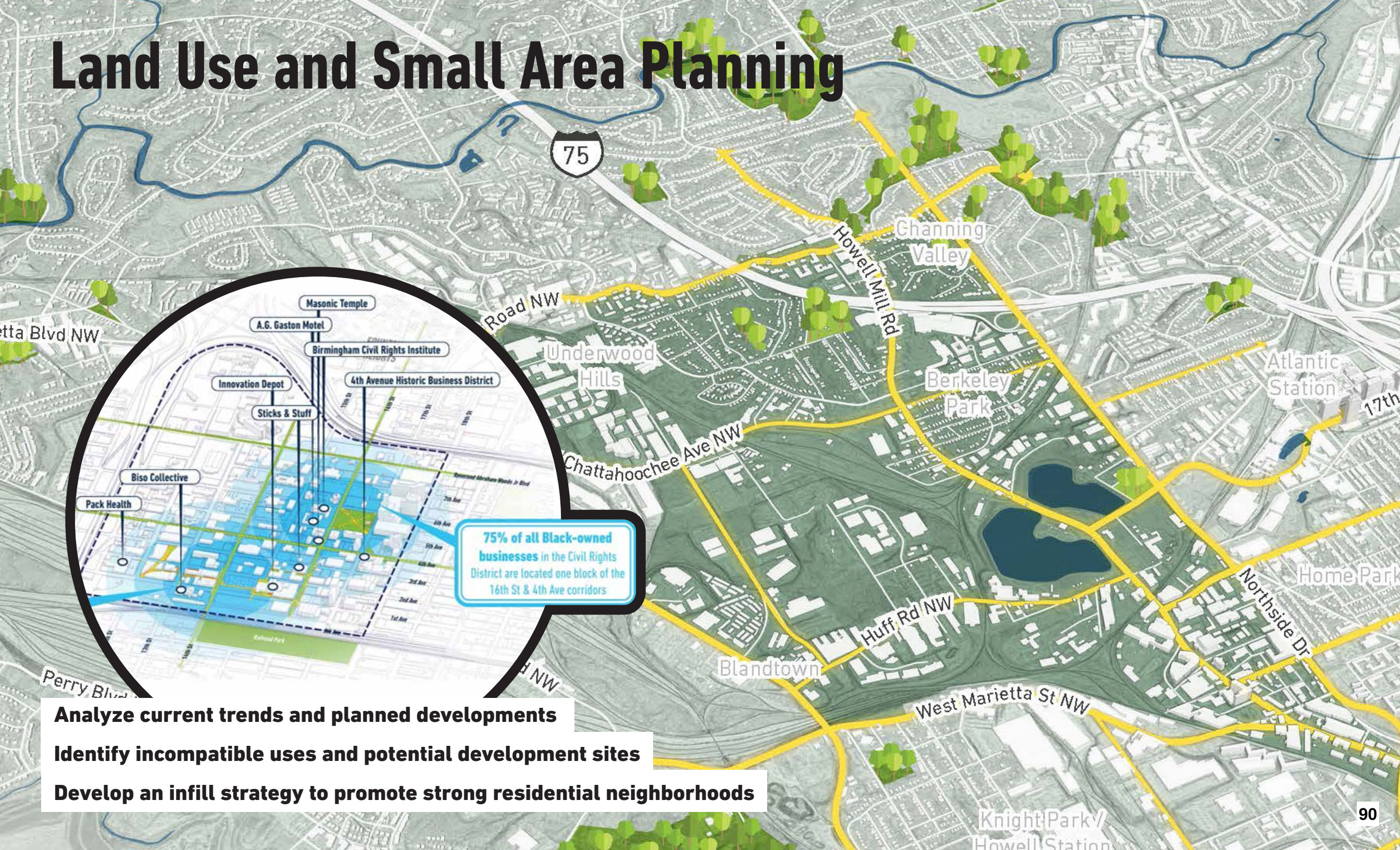


WHAT HAPPENS: We compile our learnings and outcomes into a single document

- Craft a Land Use Component
- Craft a stand-alone mobility component
- Share with the Advisory Group
- Host a second Community Meeting

- Craft an implementation strategy
- Define short-term wins
- Produce a final document
- Host a final Advisory Group Meeting
- Host a Community Open House
- Assist with the adoption process

Land Use and Small Area Planning

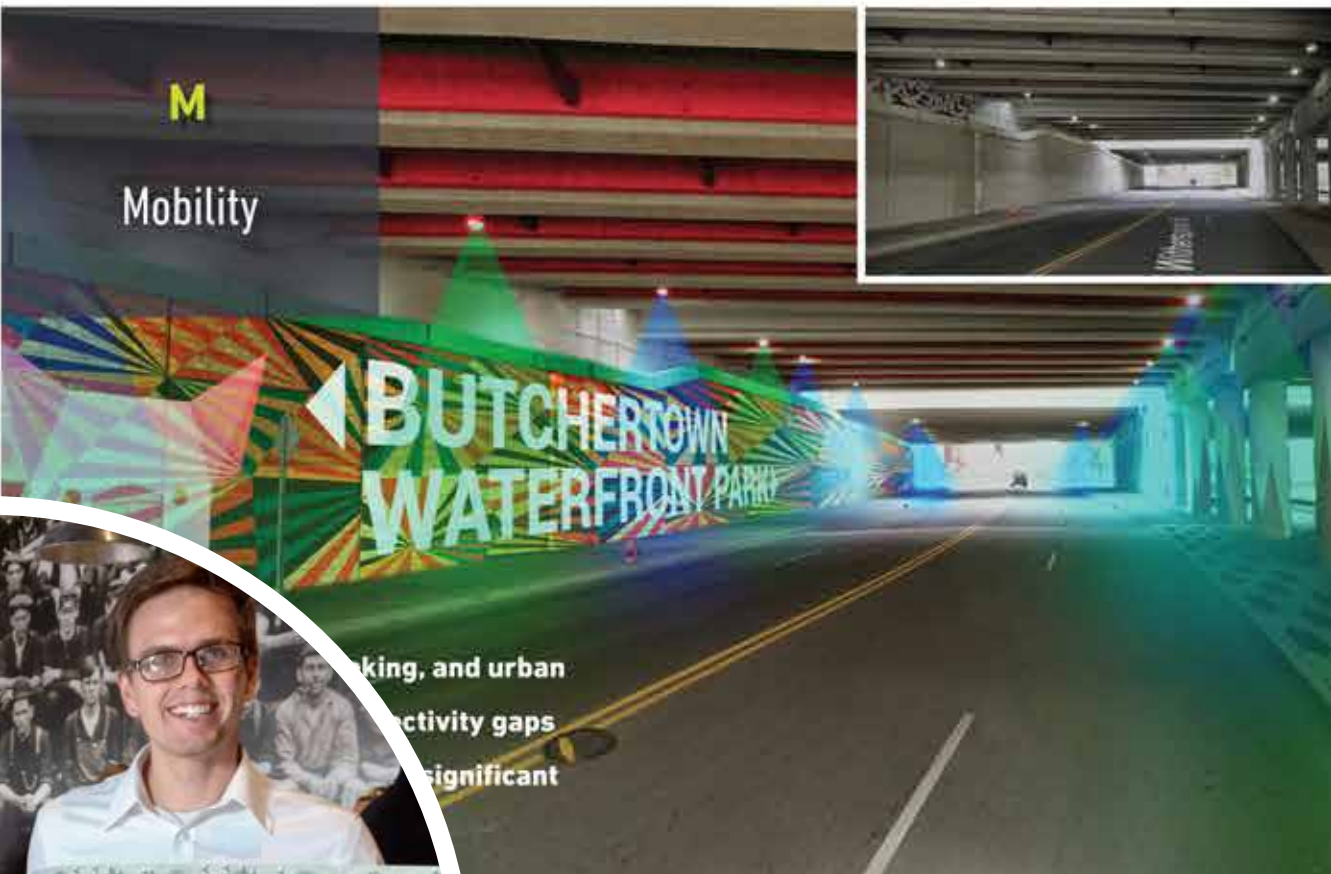
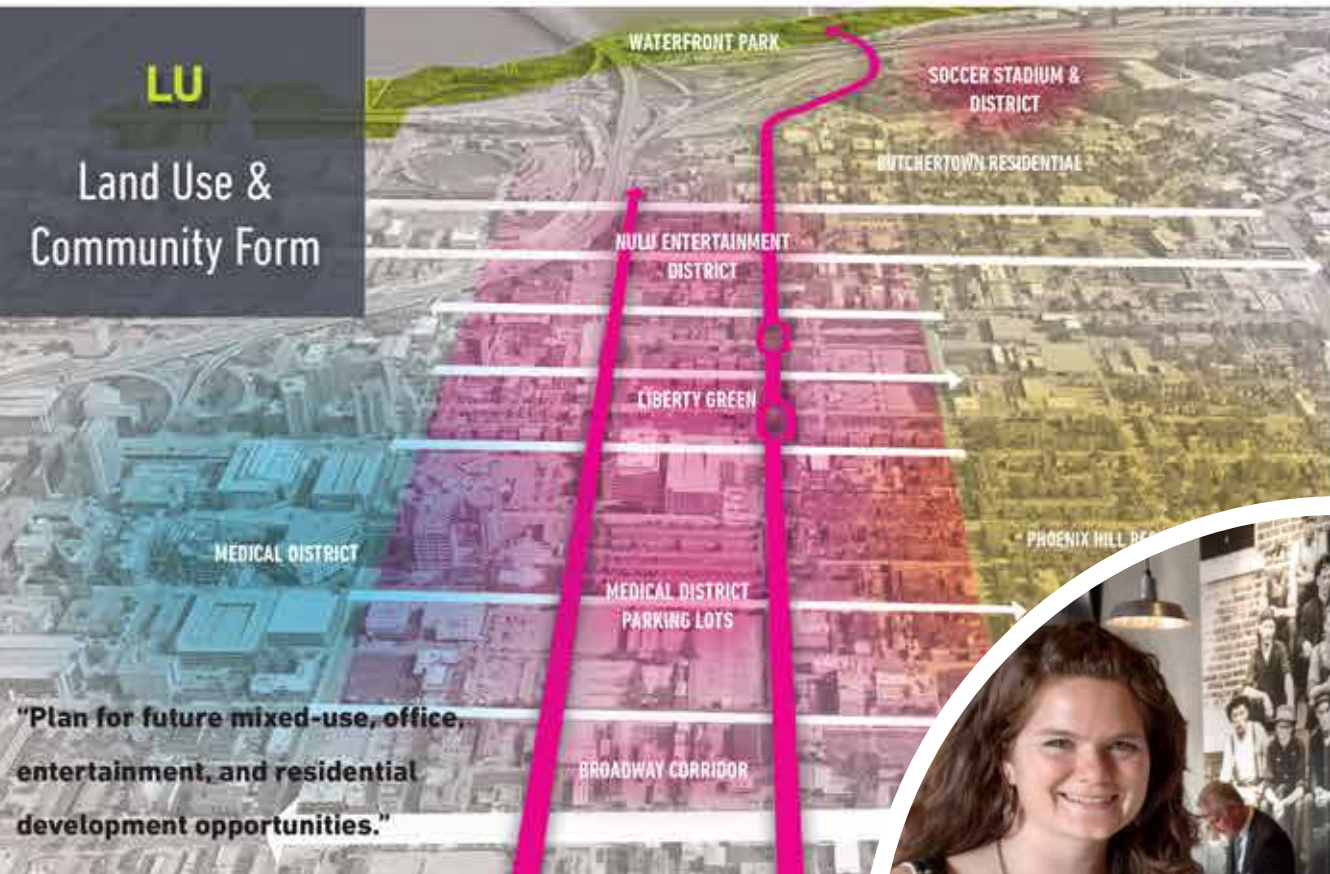


Analyze current trends and planned developments

Identify incompatible uses and potential development sites

Develop an infill strategy to promote strong residential neighborhoods

Understanding Land Use and Mobility



Methodological Approach to Engagement

Structured engagement methodology to help stakeholders engage in a forward-looking robust planning process

Well tested methodology that links stakeholder aspirations to final plans



Building Awareness and Participation



Deep and wide engagement, which aims to build awareness and participation - from across all cohorts in the community

Social Media outreach,
Media interviews / articles,
newsletters / videos

Project portal
Community surveys, Public forums,
Online discussion boards

Future Summits,
Community workshops,
Interviews

Focus groups,
Core
stakeholders



Data Visualization and Project Portal

COLLECT

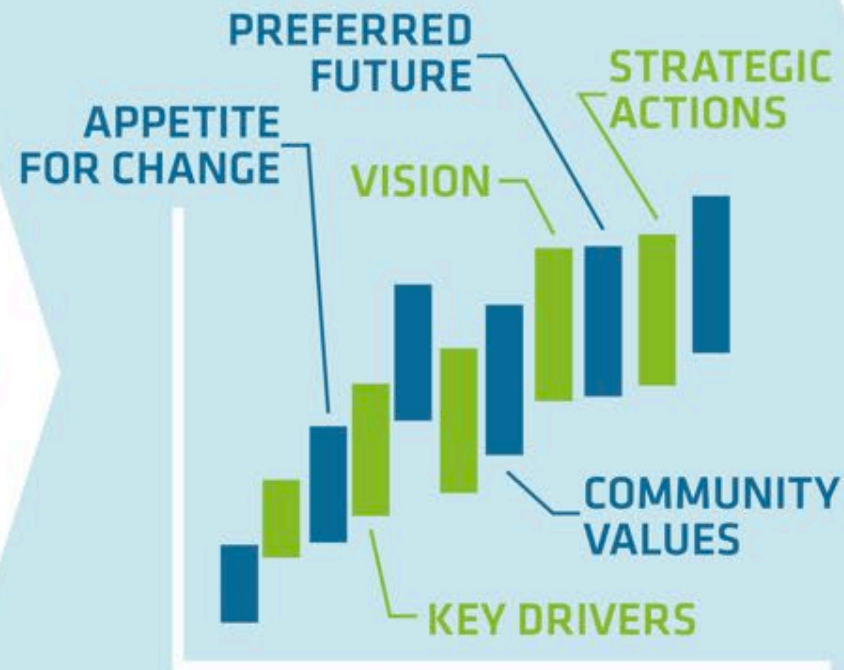
ANALYZE

PRESENT

WORKSHOPS



SURVEYS



**DATA
COLLECTION**

**QUANTITATIVE &
QUALITATIVE ANALYSIS**

**TRANSPARENT
DATA PRESENTATION**

Data Visualization and Project Portal



[HOME](#) [ABOUT](#) [THINK-TANK](#) [DATA VISUALIZATION](#) [ENGAGEMENT](#) [FOCUS GROUPS](#) [FUTURE SUMMITS](#) [REPORTS](#) [MEDIA](#) [VIDEOS](#) [CONTACT US](#)

Park City Vision 2020

Community Survey >

Vision Survey >

About the Survey

Respondent Age and Ethnicity

Residency and Years living in Park City

Respondents Affiliations and Interests

Respondents Neighborhoods and Zip Codes

Interactive Charts >

Open Ended Questions >

Categorized Responses >

Shared Vision >

0 Lab / Park City Vision 2020

Biggest Opportunities facing Park City in the next 5-10 years

Biggest Challenges facing Park City in the next 5-10 years

Perceptions of Park City's strengths

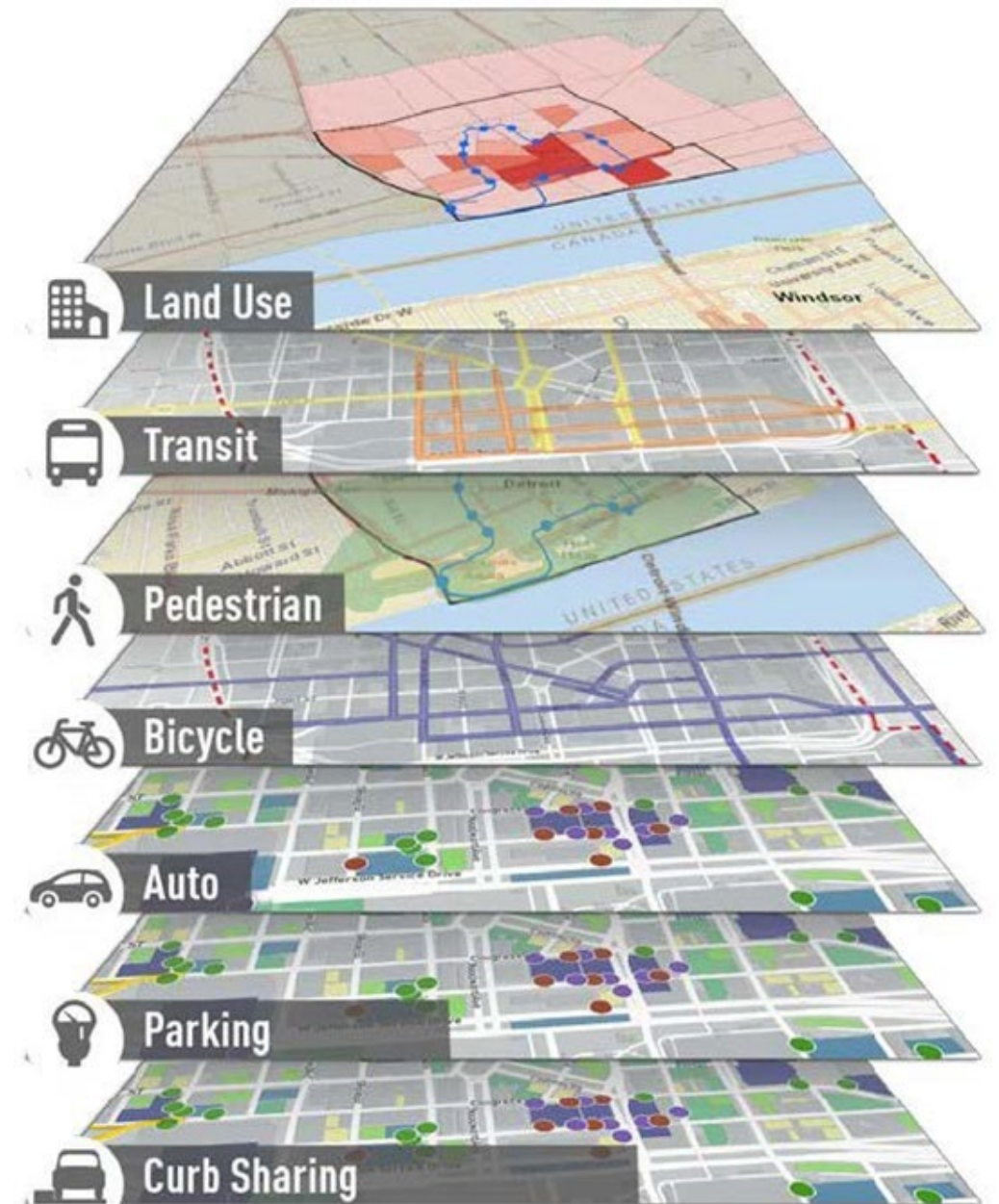
Perceptions of Park City's weaknesses



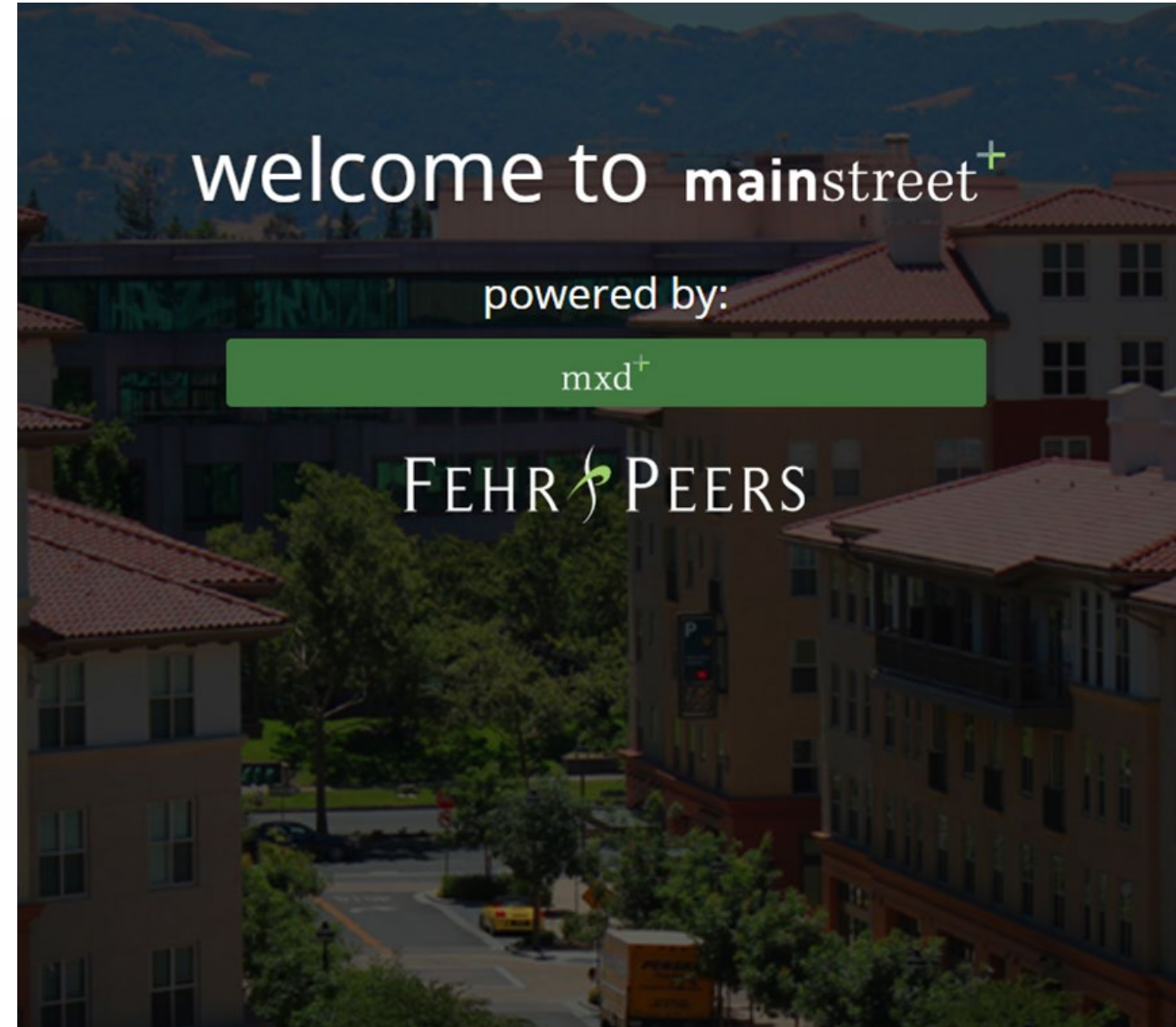
WELCOME TO THE PARK CITY VISION 2020 PROJECT.

This project produced a Community Vision and Action Plan for Park City, Utah

Transportation as a Layered Network



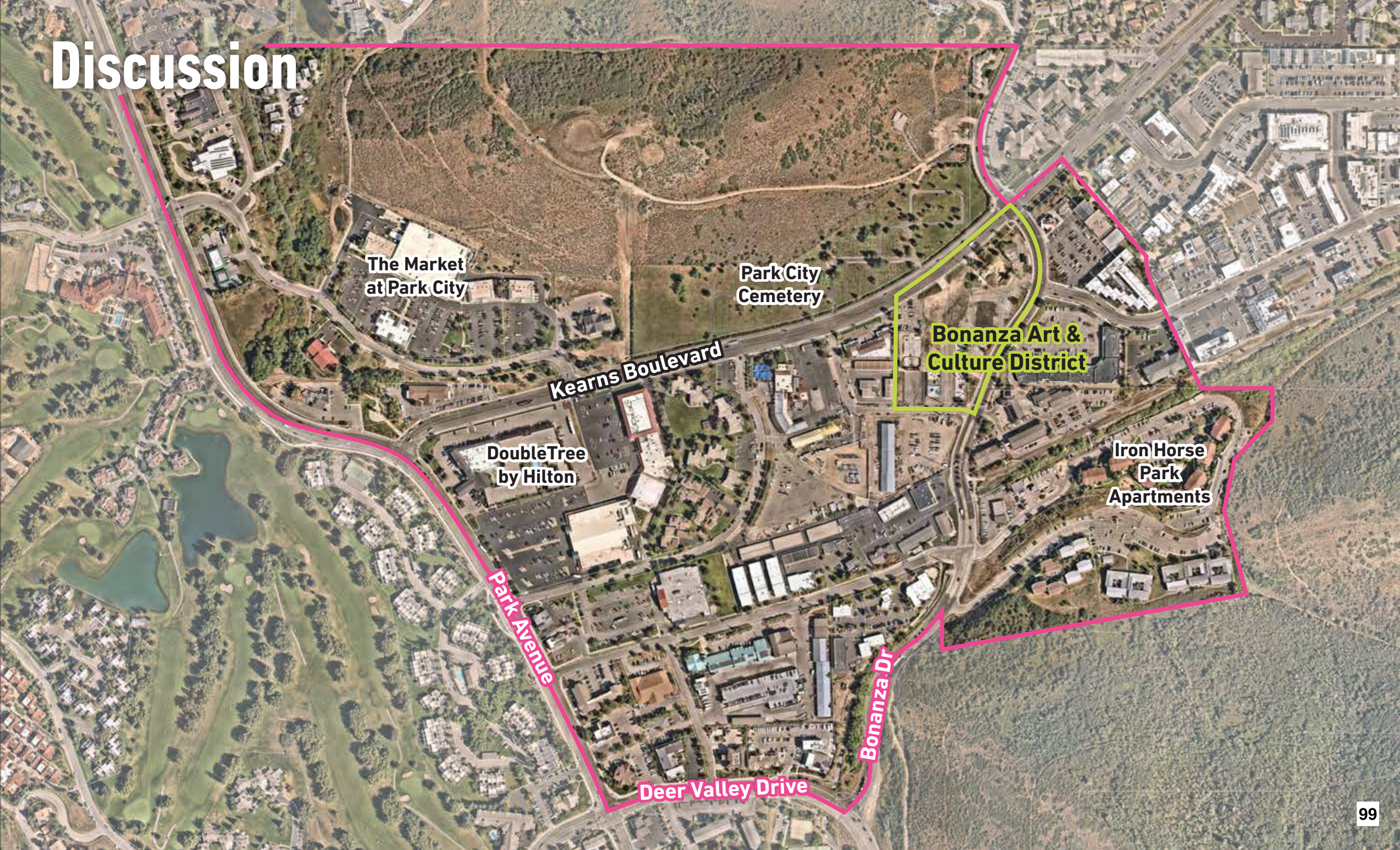
Mixed-use Development Forecasting



Planning Experience in Park City



Discussion



BONANZA ART & CULTURE DISTRICT FEASIBILITY STUDY

INTERVIEW PRESENTATION
DECEMBER 16, 2022

Today's Meeting

Re-Introductions

1

Process

2

Our Approach

3

Discussion

4



BONANZA PARK &
SNOW CREEK AREA
PLAN

MKSK | LEAD
NEIGHBORHOOD PLANNING
LAND USE PLANNING
ENGAGEMENT SUPPORT

Future IQ
PUBLIC & STAKEHOLDER
ENGAGEMENT

FEHR & PEERS
TRANSPORTATION
PLANNING

Our Team: Here Today



Andy Knight
PLA, ASLA, Principal in Charge
Planner, Landscape Architect



Jeffrey Pongonis
FASLA, PLA, Principal
Development Planner



Luis Calvo
AICP, Associate
Project Manager, Urban Planner



Chris Bender
PE
Transportation Engineer



David Beurle
BSC, AGR, CEO
Engagement Lead



Matt Wetli
AICP, Principal
Market Analysis

BONANZA ARTS &
CULTURAL DISTRICT
FEASIBILITY STUDY

MKSK | LEAD
ARTS DISTRICT PLANNING
ENGAGEMENT SUPPORT

Future IQ
PUBLIC & STAKEHOLDER
ENGAGEMENT

**Development
Strategies**
ECONOMIC & MARKET
ANALYSIS

Bonanza Art & Culture District Feasibility Study Team

MKSK



**Urban and Land Use
Planning (Lead)**

future→iQ



Public Engagement

DEVELOPMENTSTRATEGIES®

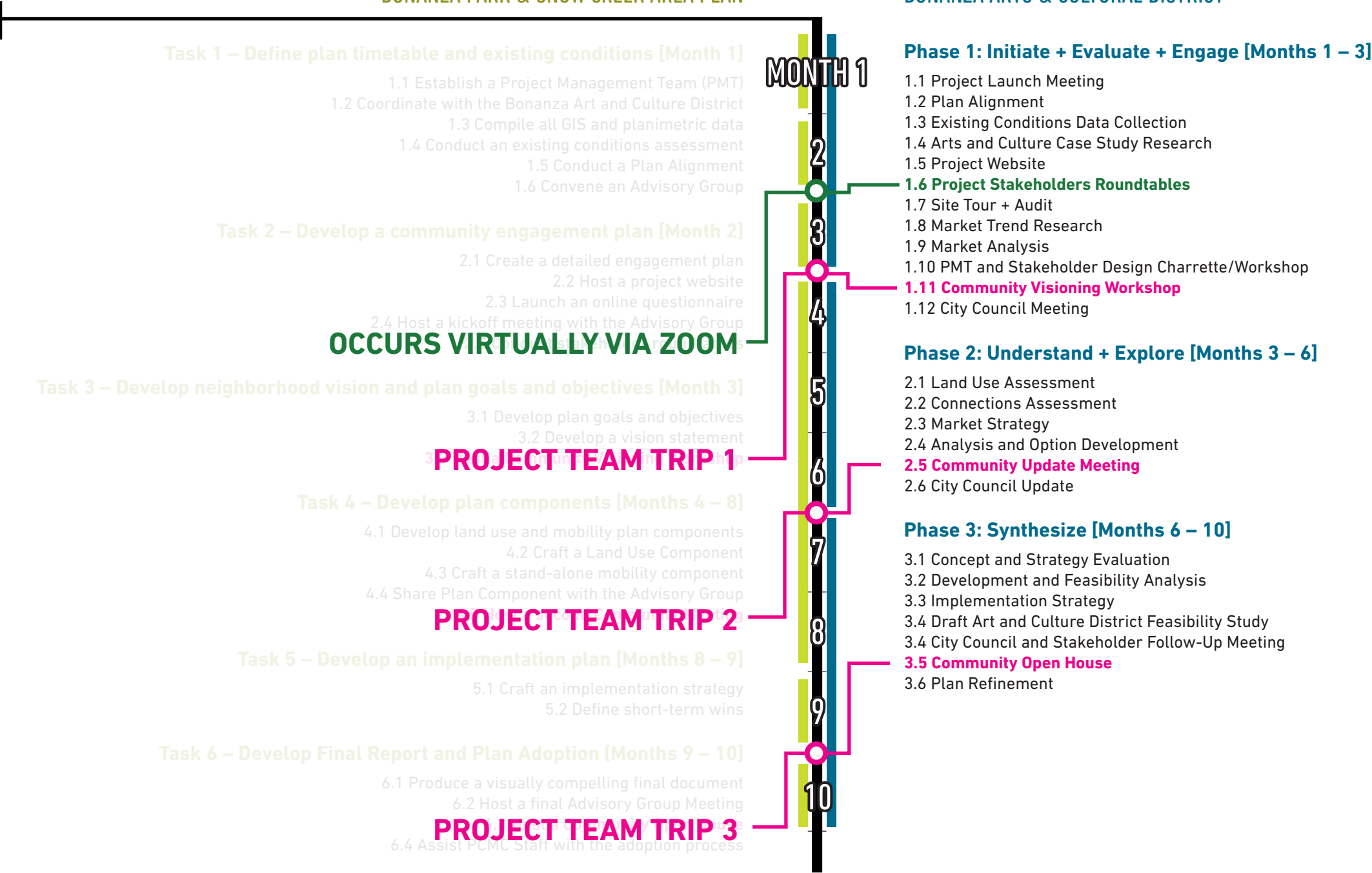


Economic & Market Analysis

Two Project Timelines That Work Together

BONANZA PARK & SNOW CREEK AREA PLAN

BONANZA ARTS & CULTURAL DISTRICT



Arts District Process

Phase 1:

Initiate + Evaluate + Engage



WHAT HAPPENS: We launch the process and begin our analysis

HOW WE ENGAGE: Project Website | Stakeholders Roundtables | Site Tour | Design Charrette/Workshop | Community Visioning Workshop

OUR DELIVERABLES: Existing Conditions Analysis | Market Trend Research | Market Analysis | Case Studies

Phase 2:

Understand + Explore



WHAT HAPPENS: We learn from our analysis and test ideas and concepts

HOW WE ENGAGE: Community Update Meeting | Website Updates

OUR DELIVERABLES: Land Use and Connectivity Assessments | Market Strategy

Phase 3:

Synthesize

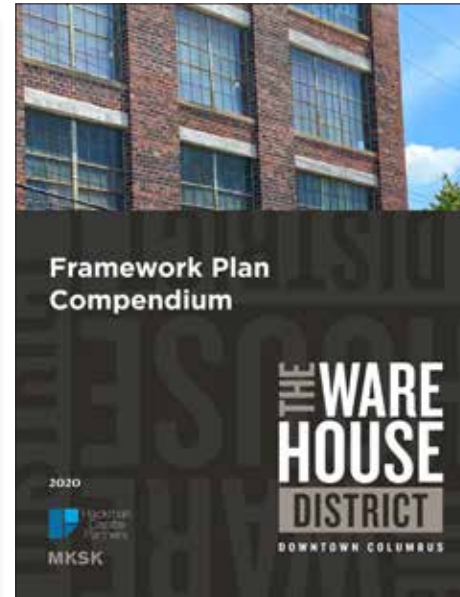
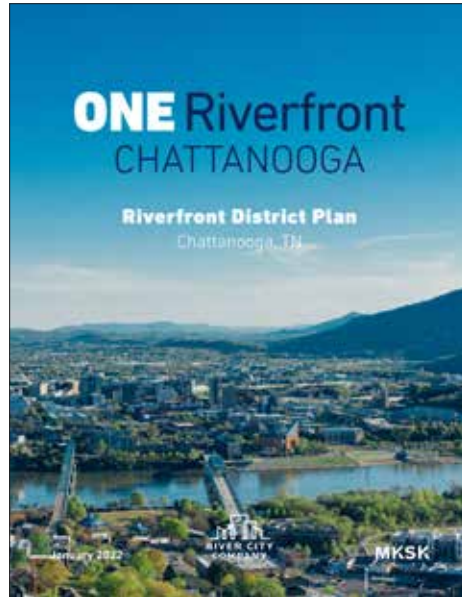
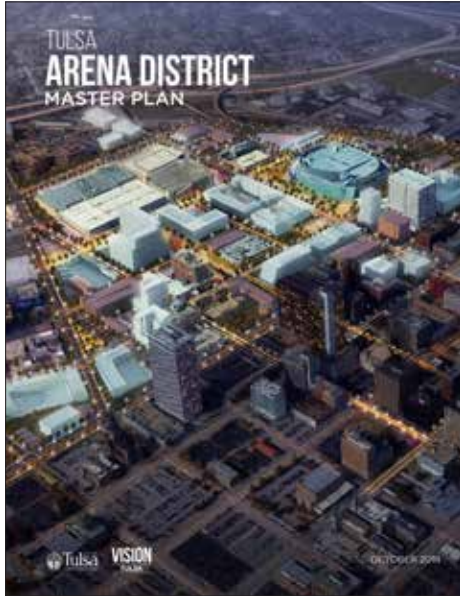


WHAT HAPPENS: We evaluate our ideas and create a strategy for implementation

HOW WE ENGAGE: Community Open House | Website Updates

OUR DELIVERABLES: Development and Feasibility Analysis | Implementation Strategy | Art and Culture District Feasibility Study Draft and Final Document

Our Approach



WE DRIVE PROJECTS FROM VISIONING TO IMPLEMENTATION.

- » Visioning
- » Public + stakeholder feedback
- » District storytelling
- » Capacity studies
- » Public realm design
- » Framework & catalytic opportunity identification
- » Phasing and prioritization
- » Policies
- » Implementation & long-term client commitment

Scenario Planning

Capacity Studies



Public Realm Considerations



THE ACTIVATOR

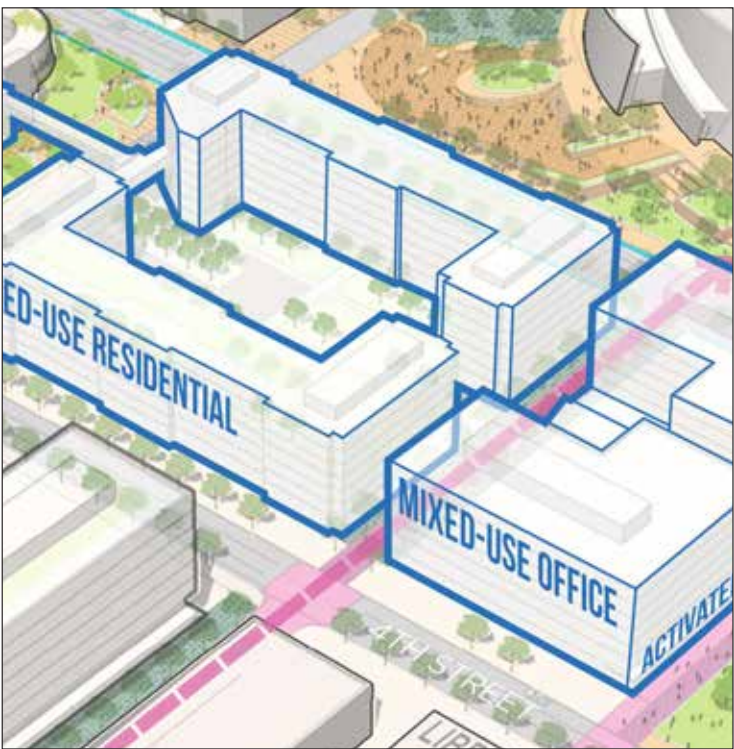
The Activator project consists of two phases: 1) Short-term activation of the Ohio Welding site (indoor/outdoor) and 2) Mid to long-term infill development on the Spring Street lot with integrated public space along Spring Street.

The existing Ohio Welding Building is 1-1.5 floors and includes three attached structures (240 & 253 Spring, 161 Neilston).

The adjacent surface lot along Spring Street (HCP Lot 1), north of the Ohio Welding Building, consists of 170 spaces today.

Three small images showing the project site and public realm considerations. Image A shows a colorful mural on a building. Image B shows a public space with people. Image C shows a street scene with a car and people.

Conceptual Planning & Phasing



Vision Plan

Scioto Peninsula, Columbus, OH



Van Aken District, Shaker Heights, OH



Arena District, Columbus, OH



Communication & Visualization

Tulsa Arena District, OK



Waterfront Park Phase IV, Louisville, KY



Project Experience



CHATTANOOGA RIVERFRONT DISTRICT MASTER PLAN
CHATTANOOGA, TN | 2018 - 2020



SCIOTO PENINSULA
COLUMBUS, OHIO | 2017 - PRESENT



SOUTH CLARKSVILLE RIVERFRONT PARK
THE OHIO RIVER, SOUTH CLARKSVILLE, IN | 2018 - 2020



15TH + HIGH OSU UNIVERSITY SQUARE
COLUMBUS, OHIO | 2014-PRESENT

Project Experience



Market Strategy and Feasibility

Market Analysis

Determine support of a mix of land uses based on analysis of supply, demand, and competition

Market Strategy

Create market program based on market demand, cultural attractions, anchors, and nearby districts; generate strategies to enhance value for future development

Feasibility

Evaluates development costs, financing, and ongoing operations; compares them with anticipated market returns to determine viability.



Market Analysis and Strategy

MARKET ANALYSIS

Market Analysis identifies current conditions and quantifies opportunities.



PEOPLE
(WHO)

DEMAND



PRODUCT
(WHAT)

SUPPLY



PLACE
(WHERE)

LOCATION

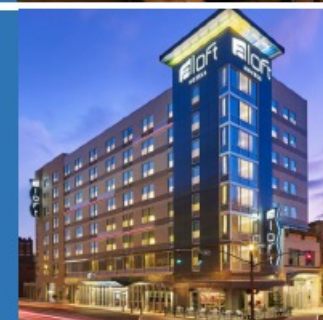
MARKET STRATEGY

Market Strategy focuses on how to change the conditions and capitalize on opportunities.

**HOW DO WE
GET THEM HERE?**



**WHAT DO
WE BUILD?**



**WHERE DO WE
CREATE IT?**



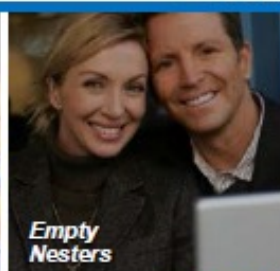
Market Analysis and Program

TARGET DEMOGRAPHIC

LIVE



Young Professionals



Empty Nesters

PLAY



Workers, Residents, & Visitors

WORK



Creative & Startups, Medical Professionals, & Professional Services

STAY



Overnight Visitors

RESIDENTIAL



Rehabbed Apartments



New Construction Apartments & Condos



Townhomes

BUILDING PRODUCT

RETAIL



Experiential



Destination

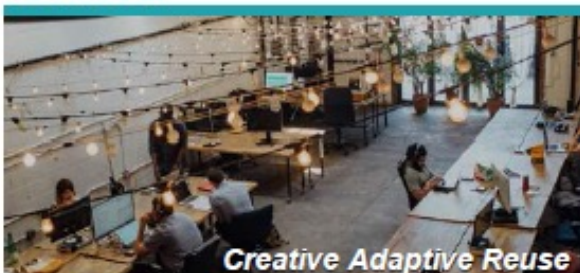


Neighborhood



Interchange Retail

OFFICE



Creative Adaptive Reuse



Storefront and Upper Floor



Class A Conventional

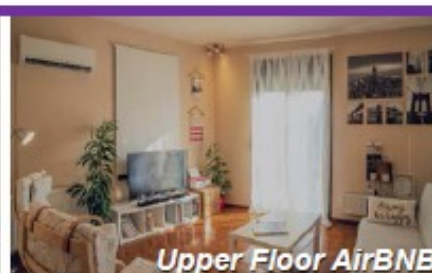
HOTEL



Rehabbed Boutique Hotel



Traditional Bed & Breakfast



Upper Floor AirBNB



Interchange Hotel

Market Analysis: Supply Analysis

Rental

Affordable Towers and Communities *In Downtown Decatur*



Downtown Supply
1,000+ units
Citywide Supply
4,300 units
Countywide Supply
15,000 units

Older Mid-rise Communities *In Downtown Decatur*



Avg. Rents
\$1,283
Avg. Rent/SF
\$1.73

New Construction *In Downtown Decatur*



Built Since 2015
1,860+ units
Avg. Rents
\$2,147
Avg. Rent/SF
\$2.52

For-Sale

Townhomes (THs) and Condos *In or Near Downtown Decatur*



New Downtown THs
\$590k
New Downtown Condos
\$590k
All County THs and Condos
\$280k

Single-Family (SF) Homes *At the Edge of Downtown Decatur*

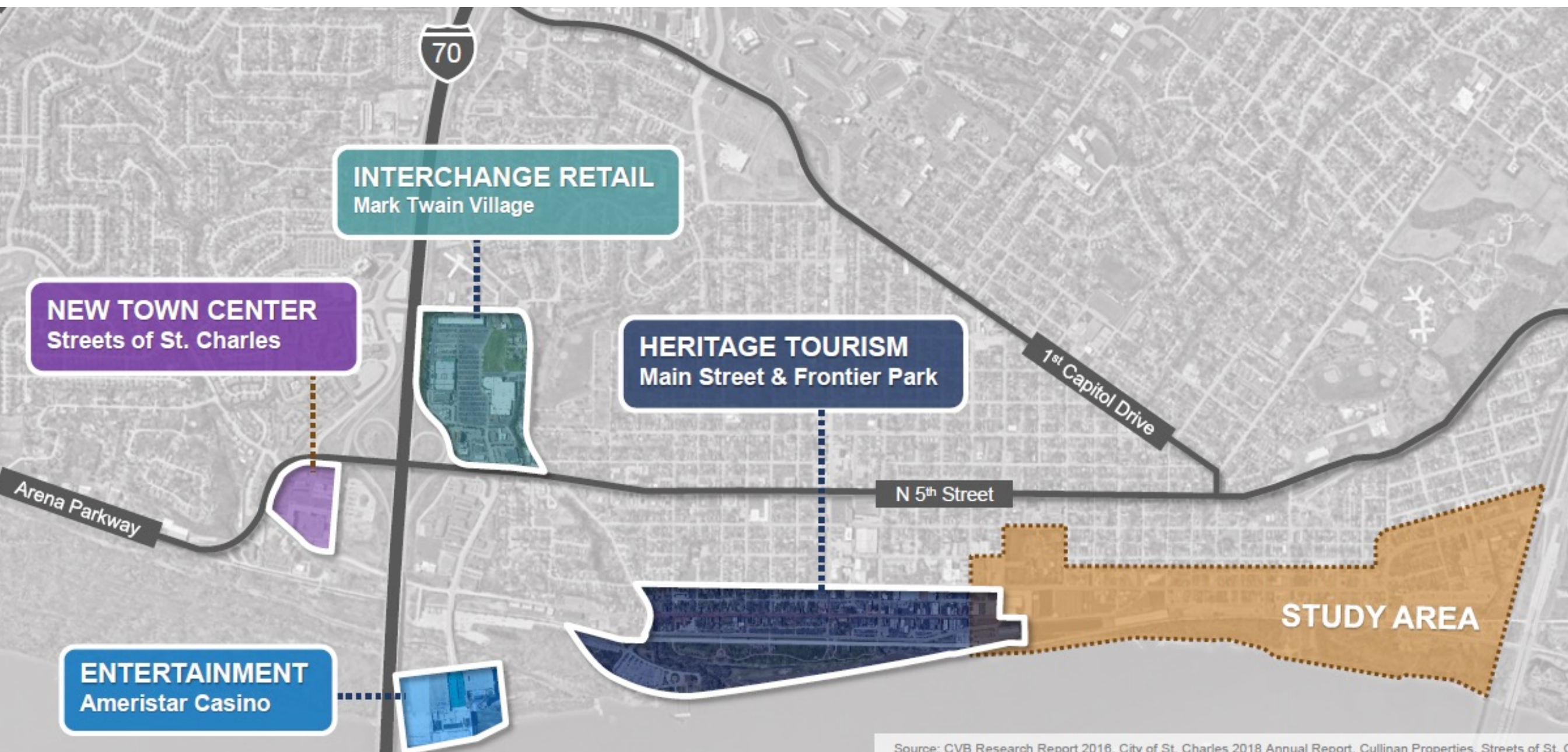


All Downtown SF Homes
\$500k
New Downtown SF Homes
\$710k
All County SF Homes
\$385k

Market Analysis: Demand

CONVENTIONS	DESTINATIONS	CULTURAL	WORKERS	RESIDENTS
				
CURRENT ATTENDANCE 357,000	300,000	75,000	23,000	51,900
TOTAL DEMAND 195,000 SQ.FT.	69,000 SQ.FT.	6,000 SQ.FT.	171,000 SQ.FT.	1.4 M SQ.FT.
DOWNTOWN CAPTURE 97,000 SQ.FT.	21,000 SQ.FT.	5,000 SQ.FT.	130,000 SQ.FT.	360,000 SQ.FT. ¹¹⁶

Market Strategy: Competitive Positioning

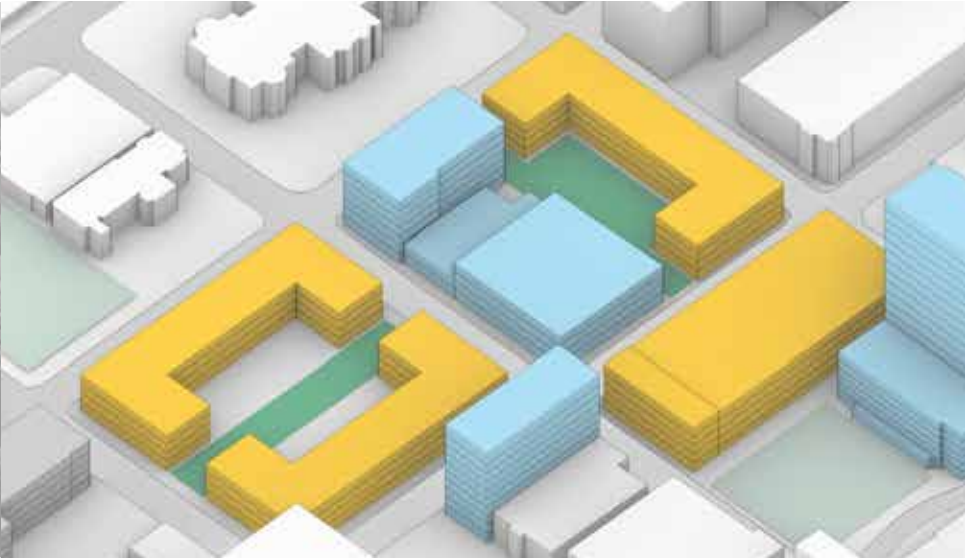


Source: CVB Research Report 2016, City of St. Charles 2018 Annual Report, Cullinan Properties, Streets of St. C

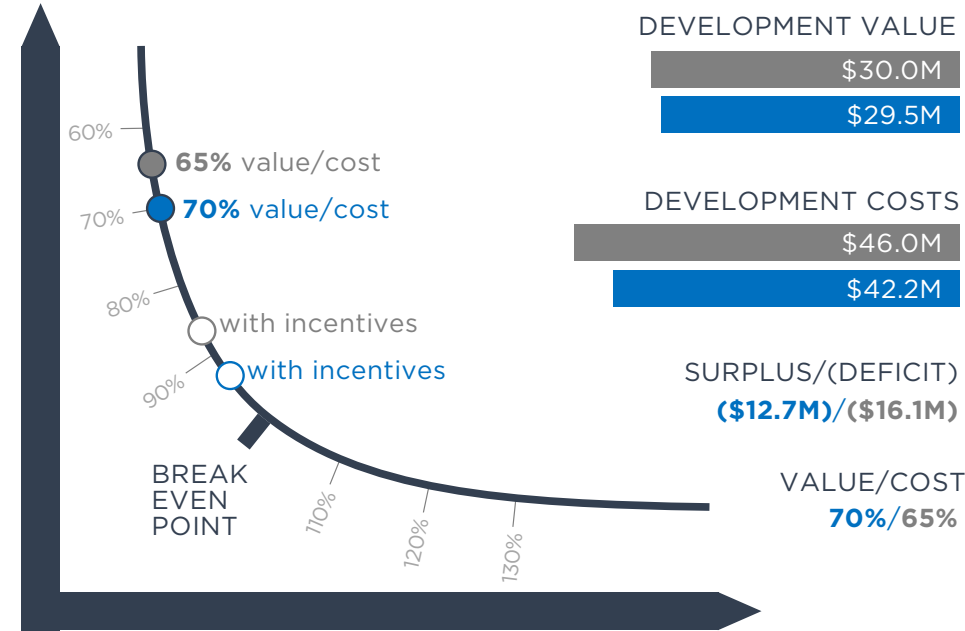
Development & Feasibility



Visualizing Feasibility



BREAK EVEN POINT



DEVELOPMENT DETAILS

MIXED-USE RESIDENTIAL

No. Units	219
Density (Units/Acre)	100
Avg. Rent (PSF)	\$1.60
Commercial Space	21,600 SF
Commercial Rent (PSF)	\$18
Parking Income	\$50/month
Parking Ratio (Per Unit)	2.0
Operating Expenses	36% of EGI
Capitalization Rate	7.0%

DEVELOPMENT COSTS

Hard Costs (PSF)	\$130
Parking/Space	\$20,000
Soft Costs	20%
Acquisition (Per Acre)	\$500,000

INCENTIVES

NMTC	\$6.2 M
20-YR Abatement	\$4.3 M

ALTERNATIVE DEVELOPMENT DETAILS

REDUCED PARKING

No. Units	219
Density (Units/Acre)	100
Avg. Rent (PSF)	\$1.60
Commercial Space	21,600 SF
Commercial Rent (PSF)	\$18
Parking Income	\$50/month
Parking Ratio (Per Unit)	1.5
Operating Expenses	36% of EGI
Capitalization Rate	7.0%

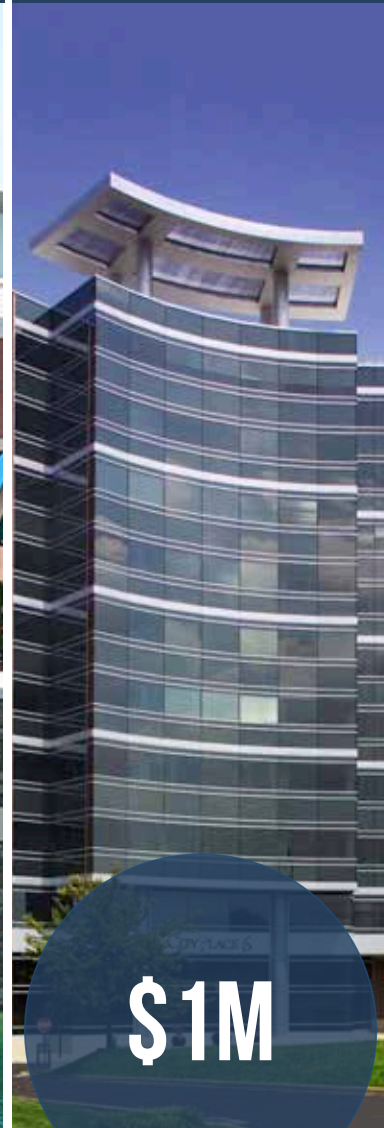
DEVELOPMENT COSTS

Hard Costs (PSF)	\$130
Parking/Space	\$20,000
Soft Costs	20%
Acquisition (Per Acre)	\$500,000

INCENTIVES

NMTC	\$6.0 M
20-YR Abatement	\$4.2 M

Visualizing Feasibility

Public/ Educational	Large Lot Single Family	Residential and Commercial	Planned Mixed-Use	Planned Office Park	Town Center	New Urbanism
 N/A	 \$0	 \$27M	 \$34M	 \$1M	 \$97M	 \$18M₁₂₀

Implementation



Project Aspirations

Workforce Housing Set-Aside	\$5m
Affordable Retail Space	\$3m
Coffee Shop and Museum	\$3m
New Roads	\$2m
Quality Internal Streetscape	\$5m
Abernathy Park Expansion	\$4m
Small Outdoor Venue	\$1.5m
Nature Playscape	\$1.5m
Creek Restoration + Amenities	\$1m

Other Strategic Priorities

Workforce Housing Fund	\$10m ¹²¹
------------------------	----------------------

Built Projects: Clarksville, IN Development Strategy



NORTH OF FLOOD WALL	
Development Value	\$173 Million
Development Cost	
Building	\$153 Million
Land	\$14 Million
Transportation/Utilities	\$25 Million
Structured Parking	\$17.5 Million
Demolition	-
Remediation	122

Built Projects: City Foundry Plan Implementation



PHASE 1 - \$350M DEVELOPMENT

PHASE 2

50K

120K

100K

280

square feet of food
hall & dining

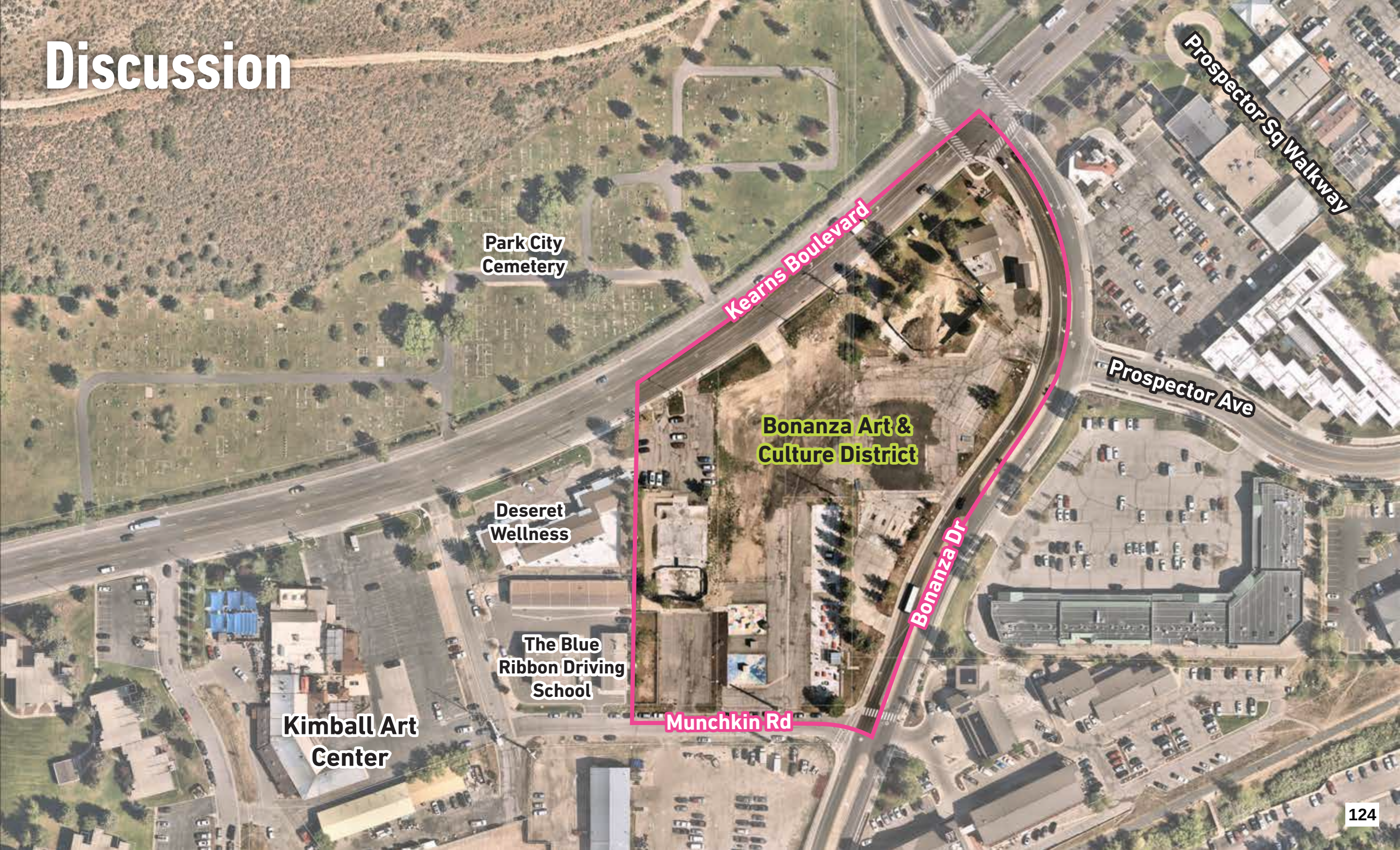
square feet of
offices

square feet of retail
space

Apartment
units



Discussion



Park City
Cemetery

Kearns Boulevard

Prospector Sq Walkway

Prospector Ave

Bonanza Art &
Culture District

Deseret
Wellness

The Blue
Ribbon Driving
School

Kimball Art
Center

Bonanza Dr

Munchkin Rd

Council Agenda Item Report

Meeting Date: March 2, 2023

Submitted by: Michelle Kellogg

Submitting Department: Community & Public Affairs

Item Type: WSD

Agenda Section: 9:20 a.m. - NATIONAL COMMUNITY SURVEY RESULTS

Subject:

National Community Survey Results

Suggested Action:

Attachments:

[National Community Survey 2022 Overview](#)

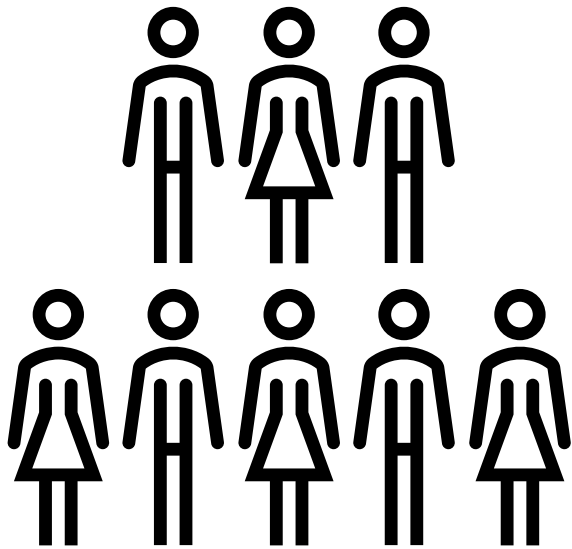
2022 National Community Survey Overview





- Administered by Polco, The National Community Survey, or The NCS, is a standardized 5-page comprehensive survey that allows municipalities to assess resident opinion about their community and local government.
- Over 500 communities participate in the NCS which allows Park City to compare ratings to communities across the nation.
- The NCS focuses on the "livability" of Park City by categorizing survey questions into 10 main "facets" of community livability that are most impactful to residents' quality of life.
- The NCS includes items within each of these ten facets, to provide a full picture of how residents feel about their community.

Methodology and Results



- 972 total survey responses, 43.5% increase from 2017
- Random sample survey period: 11/30/22 – 1/11/23, 2,458 received mailed survey invitation/packet, 485 responses, 19% response rate. 4.4% margin of error
- Open (online) survey period: 12/28/22 – 1/11/23, 487 responses
- Park City Municipal has participated in the National Community Survey in 2011, 2013, 2015, 2017, and 2022 – paused participation from 2019 – 2021 due to Vision 2020 and pandemic.

Key Takeaways



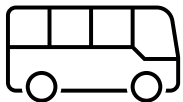
Park City continues to be a highly desirable and safe place to live



Cost of living, affordability of quality childcare/preschool, housing, mental health resources are areas of concern



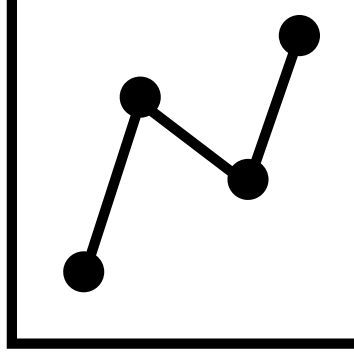
Community design (city's overall design and layout, residential and commercial growth, public spaces, and land use) is an area of opportunity for the City



Ratings for transit, traffic flow, and parking reflect both successes and challenges (Successes: transit system and active transportation options; Challenges: public parking, traffic flow, travel by car)



Residents continue to value Park City's natural environment and recreational opportunities



Notable Data Trends

(% excellent or good)



Upward

- Drinking water 75% (+22% since 2017)
- Street repair 64% (+19% since 2017)



Downward

- Availability of affordable quality childcare and preschool 25% (-26% since 2015)
- Availability of affordable quality of housing 13% (-13% since 2011)
- Cost of living 12% (-14% since 2013)
- Land use, planning and zoning 43% (-14% since 2017)
- Overall direction that Park City is taking 41% (-29% since 2011)
- Overall quality of new development 35% (-15% since 2017)
- Traffic flow on major streets 25% (-43% since 2011)

Key Takeaways – Governance

(% excellent or good)

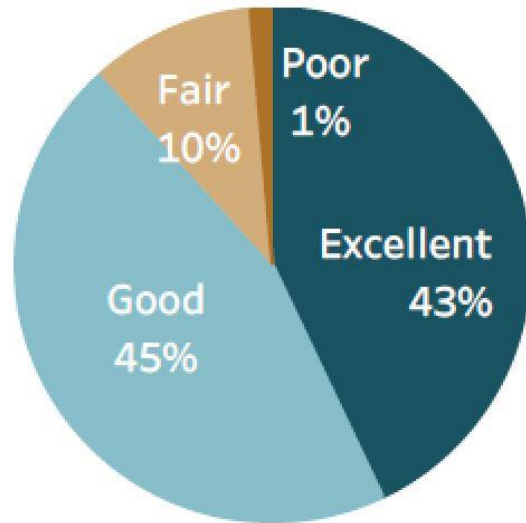


- Being honest 63%
- Being open and transparent to the public 55%
- Generally acting in the best interest of the community 56%
- Informing residents about issues facing the community 62%
- Overall confidence in Park City government 56%
- Overall direction that Park City is taking 41%
- Quality of services provided by PCMC 81%
- Treating all residents fairly 57%
- Treating residents with respect 70%
- Value of services for the taxes paid to Park City 69%
- Welcoming resident involvement 68%

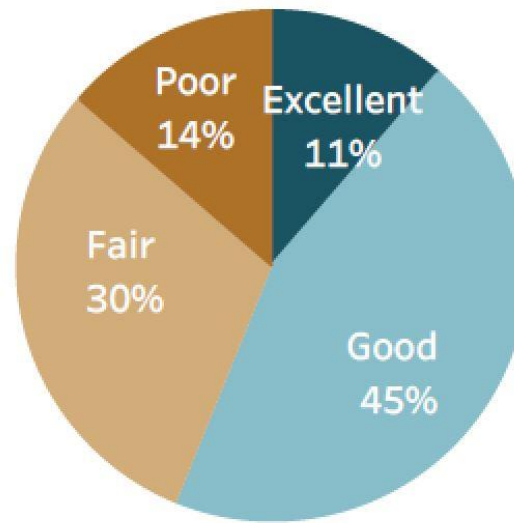
2022 National Community Survey

At-a-Glance

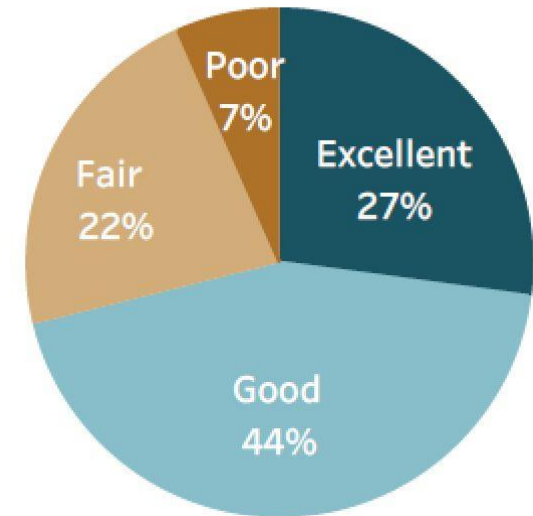
The overall quality of life in
Park City, 2022



Overall confidence in Park City
government, 2022

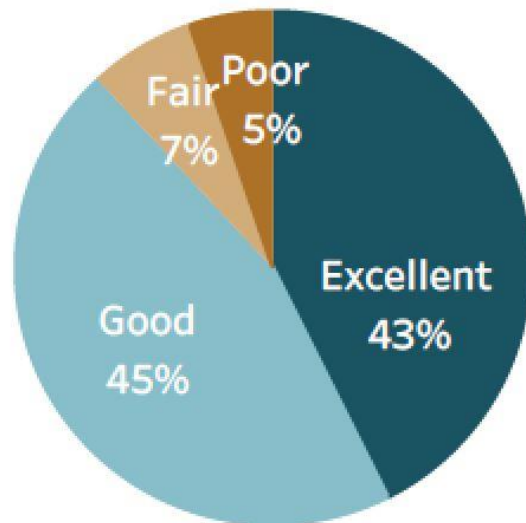


Residents' connection and
engagement with their
community, 2022

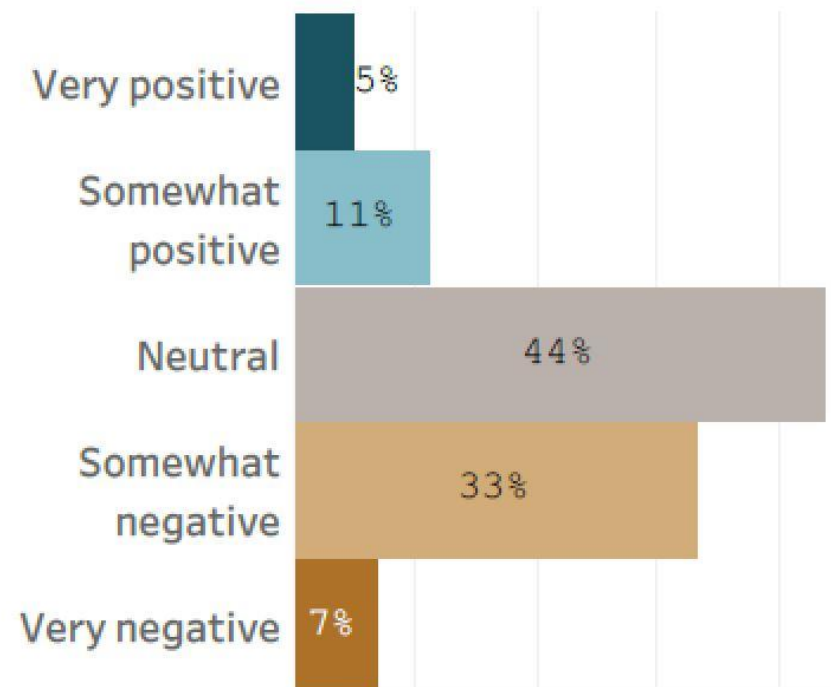


Economy

Overall economic health of
Park City, 2022

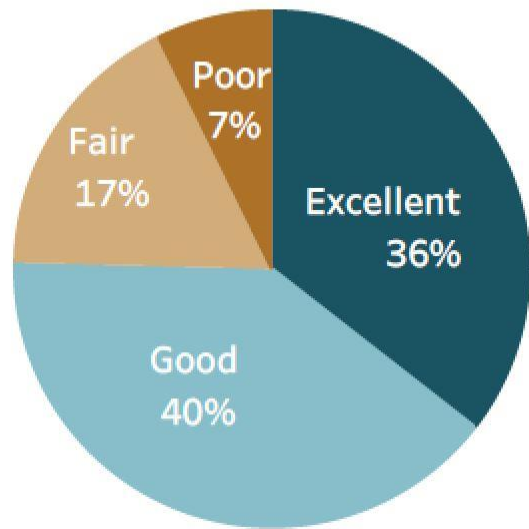


What impact, if any, do you think the economy
will have on your family income in the next 6
months? Do you think the impact will be:

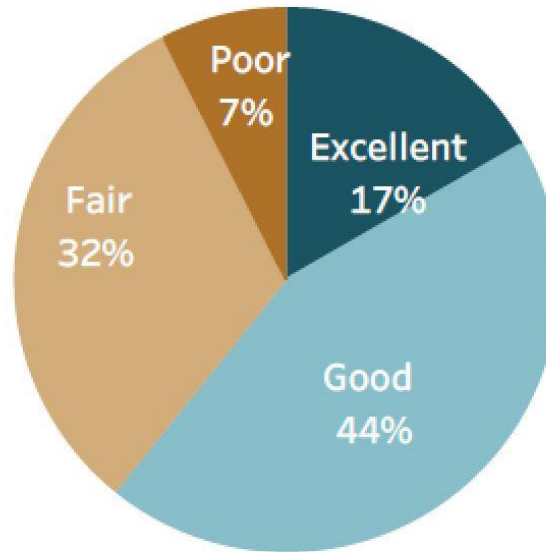


Transportation, Community Design, Infrastructure

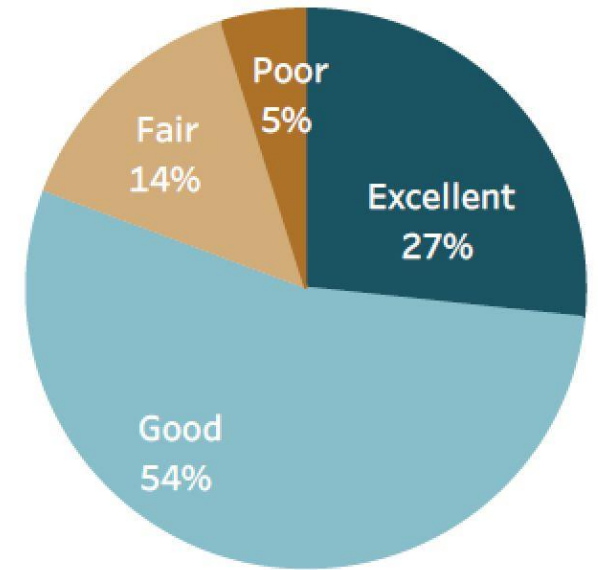
Overall quality of the transportation system in Park City, 2022



Overall design or layout of Park City's residential and commercial areas, 2022

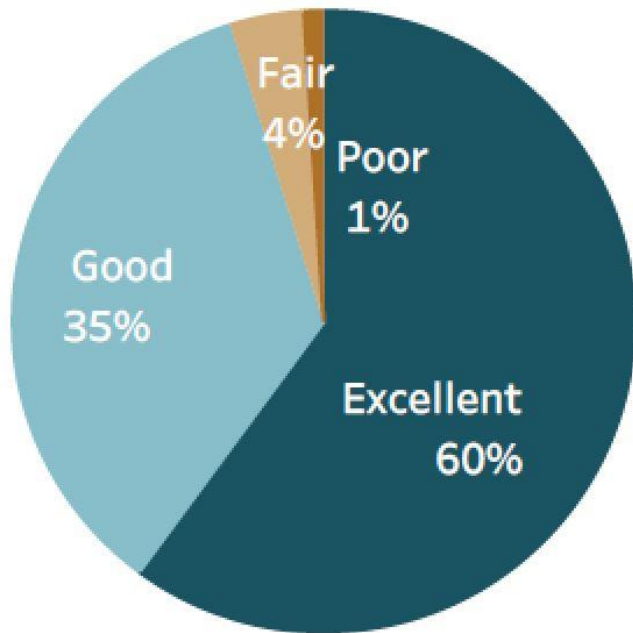


Overall quality of the utility infrastructure in Park City, 2022

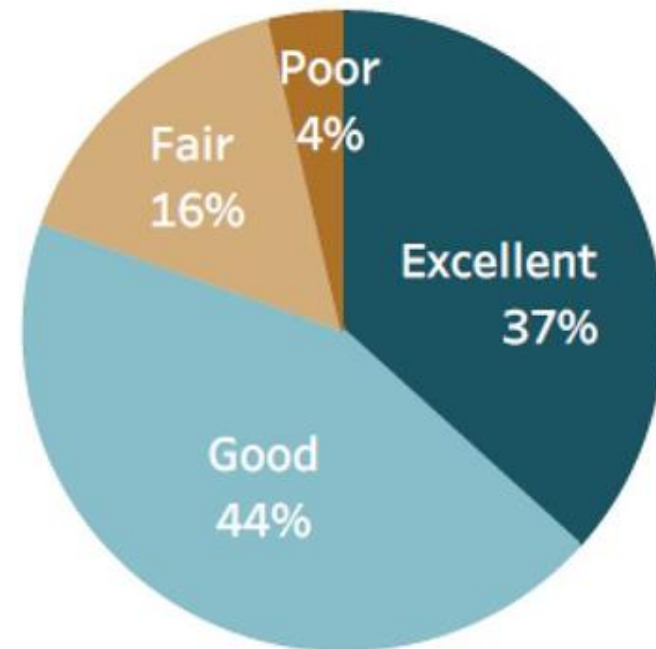


Safety, Education, Arts & Culture

Overall feeling of safety in Park City, 2022



Overall opportunities for education, culture and the arts, 2022

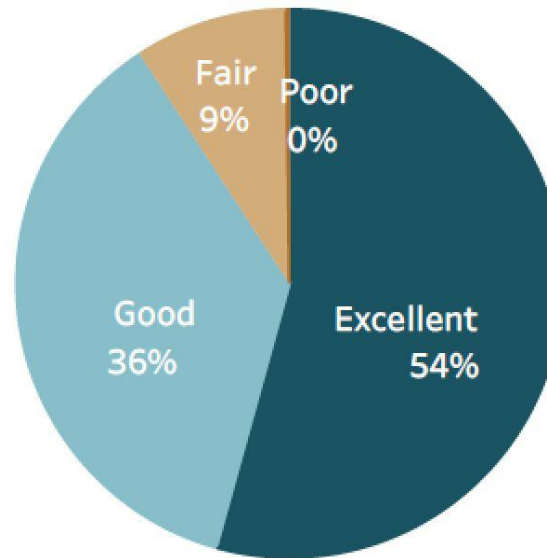


Recreation, Natural Environment, Health & Wellness

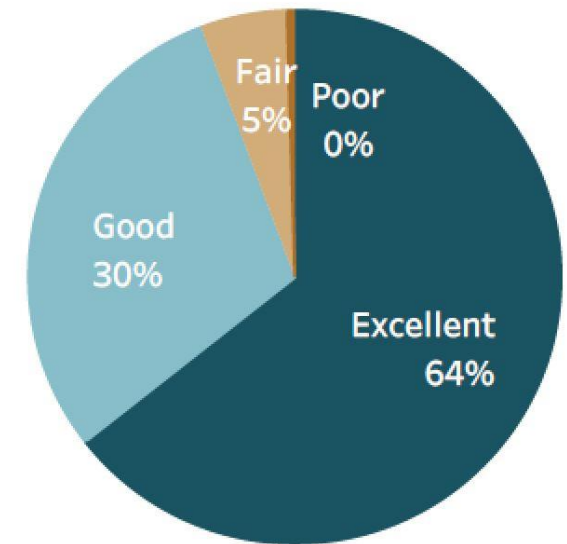
Overall quality of parks and recreation opportunities, 2022



Overall health and wellness opportunities in Park City, 2022



Overall quality of natural environment in Park City, 2022



Custom Benchmark Communities Comparison



Park City requested custom benchmarks with resort communities and cities with high levels of tourism that also participated in the National Community Survey. The 32 custom benchmark communities included: **mountain resort communities** (Durango, Estes Park, Flagstaff, Lake Tahoe, Steamboat Springs, Snowmass Village,) **resort communities** (Laguna Beach, Napa Valley, Palm Beach, Palm Springs, San Diego, Santa Fe, Sedona, Yountville) and **larger cities** (Boulder, Fort Collins, Portland (ME) and Austin.)

Custom Benchmark Communities Comparison

Higher

- Attended a local public meeting
- Ease of travel (bus, bike, walk)
- Economic health
- Employment opportunities
- Health & wellness
- Health services
- Natural environment
- Open space
- Opportunities to participate in community matters **(#1)**
- Opportunities to volunteer **(#1)**
- Parks & recreation **(#1)**
- Safety
- Snow removal
- Transportation system
- Use public transportation/carpool instead of driving **(#3,#1)**
- Utility billing
- Welcoming resident involvement

Lower

- Affordability of quality childcare/preschool
- Affordability of quality food
- Attracting people from diverse backgrounds
- Cost of living
- Ease of public parking
- Yard waste pickup

National Benchmark Communities Comparison

Higher

City Services

- Code enforcement
- Crime prevention
- Emergency preparedness
- Fitness & rec opportunities **(#2)**
- Historic preservation
- Parks & open space
- Public library services
- Safety
- Snow removal
- Storm water management
- Street repair/cleaning/sidewalk maintenance
- Utility billing
- Value of taxes paid to Park City

Community

- Cleanliness
- Economic health
- Education, arts, and culture opportunities
- Employment opportunities
- Health and wellness opportunities
- Natural environment
- Opportunities to participate/attend special events/activities/festivals
- Overall image and reputation of Park City
- Park City as a place to visit
- Public places where people want to spend time
- Shopping opportunities
- Support for the arts /opportunities to attend cultural activities
- Vibrancy of downtown

Engagement

- Attended a local public meeting **(#3)**
- Campaigned/advocated for local issue/cause/candidate
- Contacted elected official to express opinion **(#4)**
- Opportunities to participate in community matters **(#4)**
- Opportunities to volunteer **(#1)**
- Public information services
- Resident connection and engagement with community
- Voted in recent election
- Watched public meeting
- Welcoming resident involvement

Mobility

- Ease of travel by transit, bike, walk
- Quality of transportation system
- Used transit, carpoolled **(#1)**, or walked instead of driving
- Walking trails

National Benchmark Communities Comparison

Lower

Community

- Attracting people from diverse backgrounds
- Availability of affordable quality housing
- Availability of affordable quality childcare/preschool
- Availability of affordable quality food
- Cost of Living
- Overall quality of new development
- Recommend living in PC to someone who asks
- Variety of housing options
- Well planned residential growth

Engagement

- Overall direction Park City is taking

Mobility

- Ease of public parking
- Ease of travel by car
- Traffic flow on major streets

Questions & Discussion

The NCS [final report](#) on Tableau

Council Agenda Item Report

Meeting Date: March 2, 2023

Submitted by: Michelle Kellogg

Submitting Department: Executive

Item Type: Work Session

Agenda Section: 10:30 a.m. - CRITICAL COMMUNITY PRIORITIES

Subject:

Critical Community Priorities

Suggested Action:

Attachments:

[Critical Community Priorities](#)

CRITICAL COMMUNITY PRIORITIES

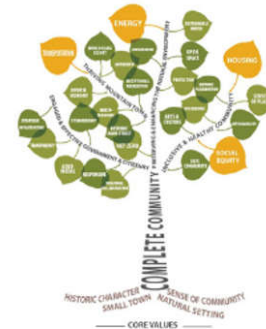
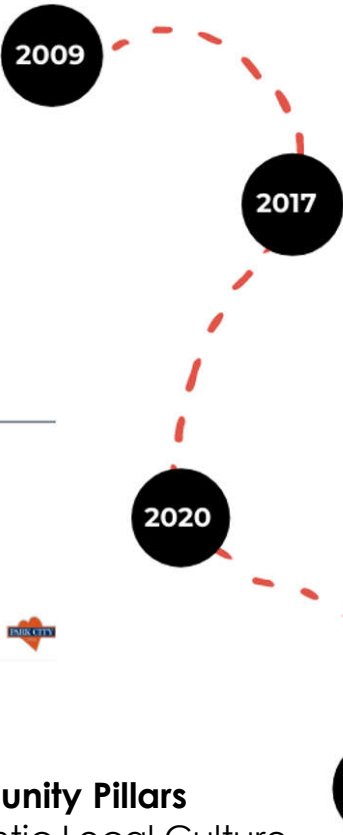
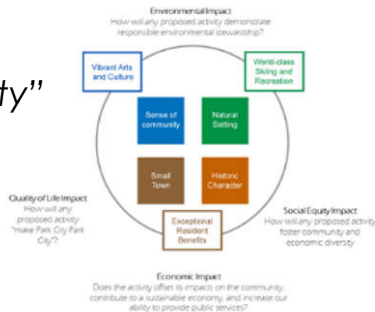


What Makes a Community Priority “Critical?”

If we don't get these right, it could have a significant negative impact on our community.

2009 Community Visioning
 Keeping Park City “Park City”
 Historic Character
 Natural Setting
 Sense of Community
 Small Town

Keeping Park City “Park City”
 sense of community | natural setting | small town | historic character



Critical Community Priorities
 Energy
 Housing
 Social Equity
 Transportation

Vision 2020 Strategic Pillars
 Affordability & Equity
 Arts, Culture & Local Economy
 Environmental Leadership
 Sustainable Tourism
 Transportation Innovation



Community Pillars
 Authentic Local Culture
 Environmental Leadership
 Social Equity & Affordability
 Transportation Innovation

PARK CITY COMMUNITY PILLARS



2022 Critical Community Priorities



Critical Community Priorities Discussion

- **Why?**

- Clear and shared vision for the community and City
- Resource for budgeting process
- Adds relevance and helps communicate projects and initiatives

- **What does each priority mean to you?**

- Equity
- Environment
- Housing
- Transportation

Council Agenda Item Report

Meeting Date: March 2, 2023

Submitted by: Michelle Kellogg

Submitting Department: Transportation Planning

Item Type: Staff Report

Agenda Section: 1:00 p.m. - TRANSPORTATION STRATEGY AND PLANNING

Subject:

Transportation Strategy and Planning

Suggested Action:

Attachments:

[Transportation Strategy and Planning Schedule](#)

[Exhibit A: Identifying our Transportation Challenges](#)

[Exhibit B: Capital Project Development Timeline](#)

[Exhibit C: Upcoming Transportation Projects](#)

[Exhibit D: Transportation Accomplishments 2022](#)



Park City Council Strategic Planning Retreat Transportation Strategy and Planning Agenda March 2, 2023

Transportation Work Session Continuation (1:00 PM – 1:30 PM)

City Council requested continuation of the [February 16, 2023 work session](#) discussion on the Mid-Season Update. The following items will be discussed and finalized:

- 6 Silver Route continued service in spring and summer;
- microtransit pilot program expansion for final 6 weeks of service; and,
- additional questions from Council on parking and traffic operations.

TRANSPORTATION STRATEGY AND PLANNING

Part I: Setting the Stage (1:30 PM – 2:00 PM)

- A. Goals for the discussion
- B. Identifying our transportation challenges (**Exhibit A**)
- C. Recent project achievements

Part II: Finding Alignment on Principles (2:00 PM – 4:00 PM)

- A. Review the Park City Forward Guiding Principles
 1. Sample project types (**Exhibit B**)
 2. What do these kinds of projects achieve?
 3. Who is best served by these projects?
 4. What's the tradeoff?
 5. What specific projects support each principle?
 6. What disruptive ideas should be explored for each principle?

Part III: Moving Forward Together (4:00 PM – 4:30 PM)

- A. Guidance and direction needed (Council)
- B. Guidance and direction needed (staff)
- C. Tools or reporting mechanisms

Exhibits

Exhibit A – Identifying our Transportation Challenges

Exhibit B – Capital Project Development Timeline

Exhibit C – Upcoming Projects Map

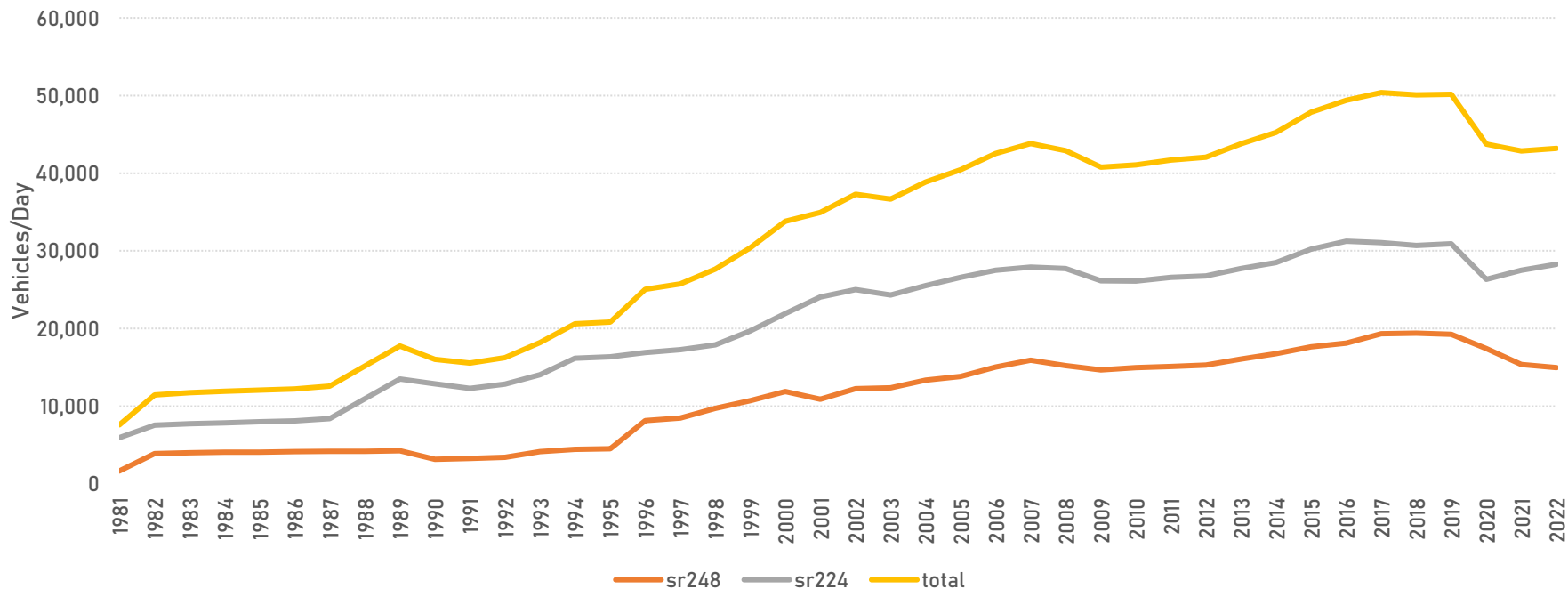
Exhibit D – 2022 Transportation Accomplishments

Identifying our Transportation Challenges

Citywide Traffic

Vehicle traffic on our two entryways has historically increased inline with the economic growth of the City, yet has remained range-bound since 2019.

AADT Radar on 224 and 248 into Park City
(Annual Average Daily Traffic)



Source: UDOT, Park City Municipal Corporation. As of February 25, 2022. Note: 2022 data is sourced via light signals as opposed to radar.

Analyzing Peak Traffic

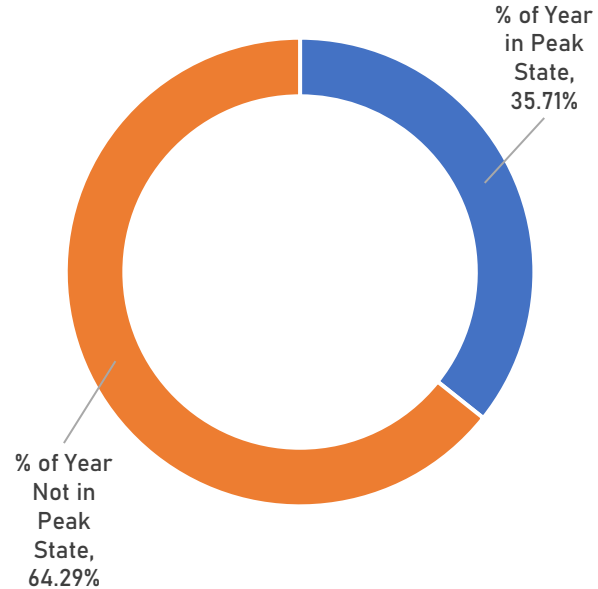
- How do we define a Peak Traffic Day?
- How much of the year is in Peak demand?
- When do Peak Days happen?
- What are the worst times of day?
- Who? Residents, Employees, or Visitors?

Peak Traffic Day – PCMC Definition

- When travel times are significantly longer than average
 - Multiple factors – travel times, average speeds, visitor #s, transit ridership
- Travel time deteriorates because everyone demands the resource at the same time (not too many people over the course of a day; too many people in one hour)
- Roadway deterioration conditions **are predictable**.

How Much of Year is Peak Demand?

Peak Day Model: 35% of Year



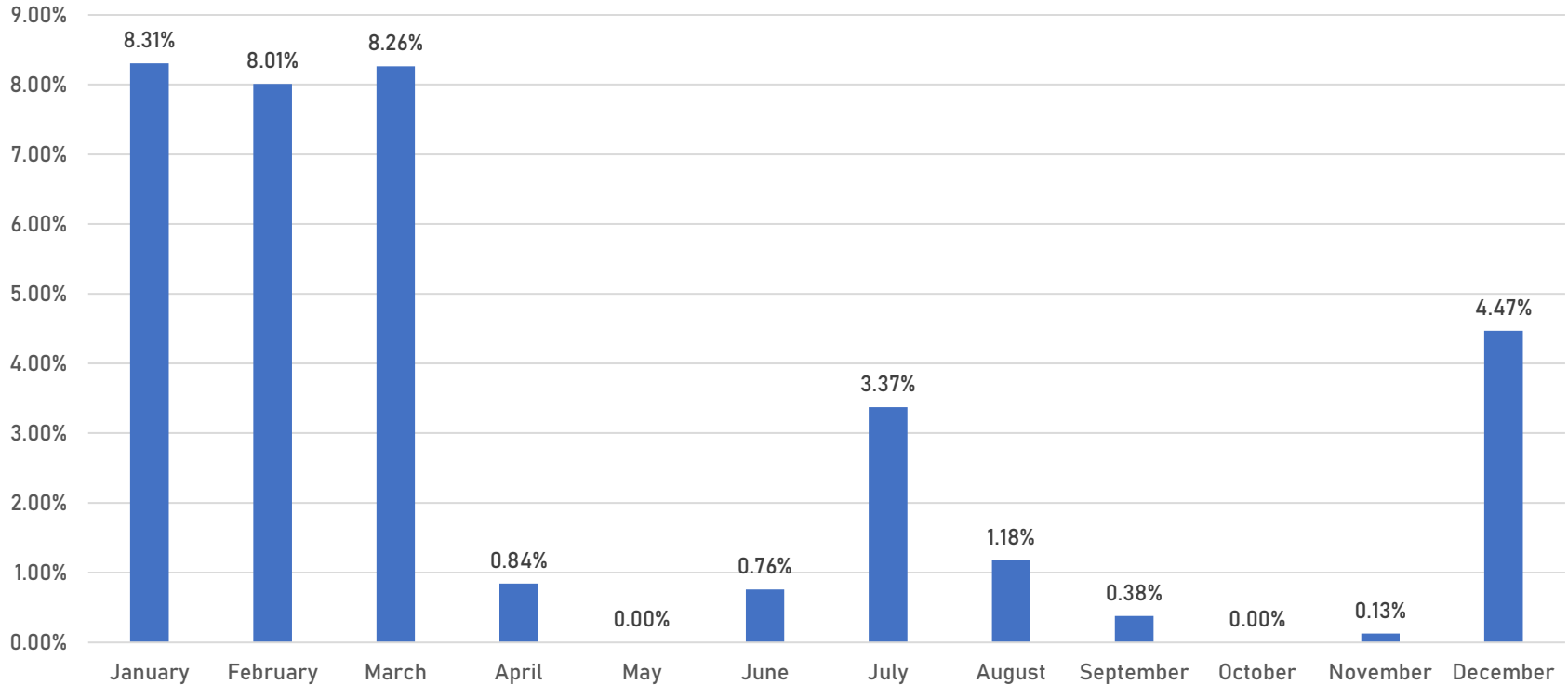
PCMC is partnered with UDOT on key projects:

1. S-LC43(34) Summit County Intersection Planning Study: PIN No. 20035; Contract No. 228840 ongoing project with Summit County, Park City, UDOT.
2. SR248 EA pin # 14549.

Source: Park City Municipal Corporation. As of January 14, 2023.

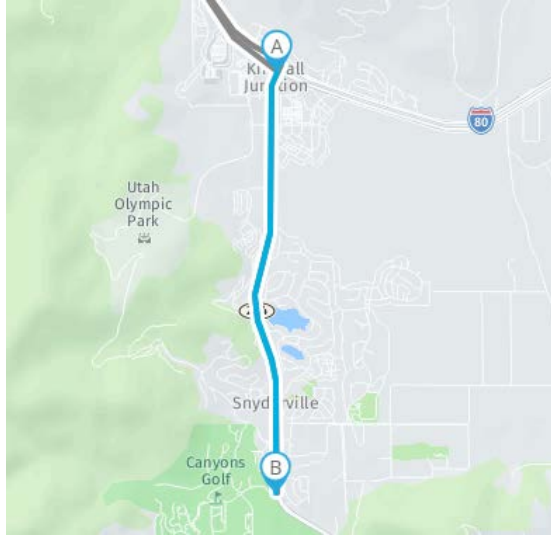
When Do Peak Days Happen?

Month % Contribution to Peak State



Peak Times of Day

Kimball Junction & 224 Ingress/Egress



Peak Traffic:
9:00 a.m. & 5:00 p.m.

248 Ingress/Egress



Peak Traffic:
8:00 a.m. & 5:00 p.m.

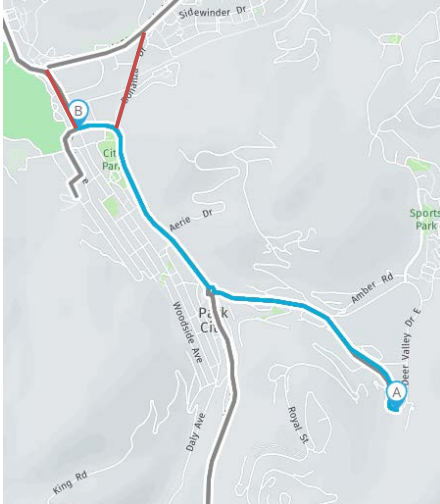
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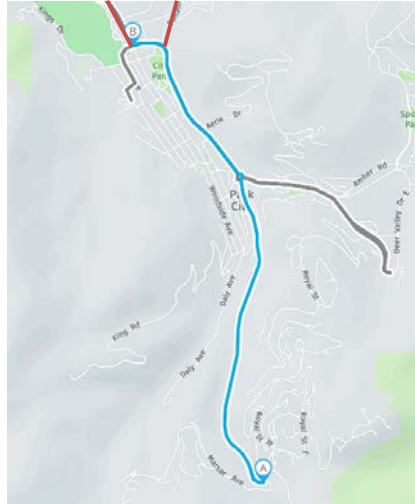
Peak Times of Day – Local Focus

Deer Valley Dr. Egress



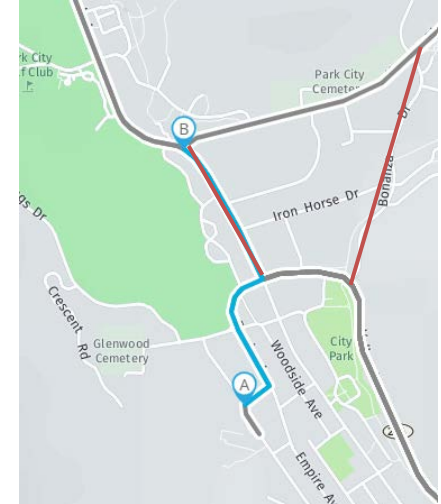
Peak Hours:
4:00-6:00 p.m.
(Max. at 5:00 p.m.)

Silver Lake/Marsac Ave. Egress



Peak Hours:
4:00-6:00 p.m.
(Max. at 5:00 p.m.)

Lowell Ave. Ingress



Peak Hours:
**8:00-9:00 a.m. &
4:00-5:00 p.m.**
(Double peak, Max. at 9:00 a.m.)

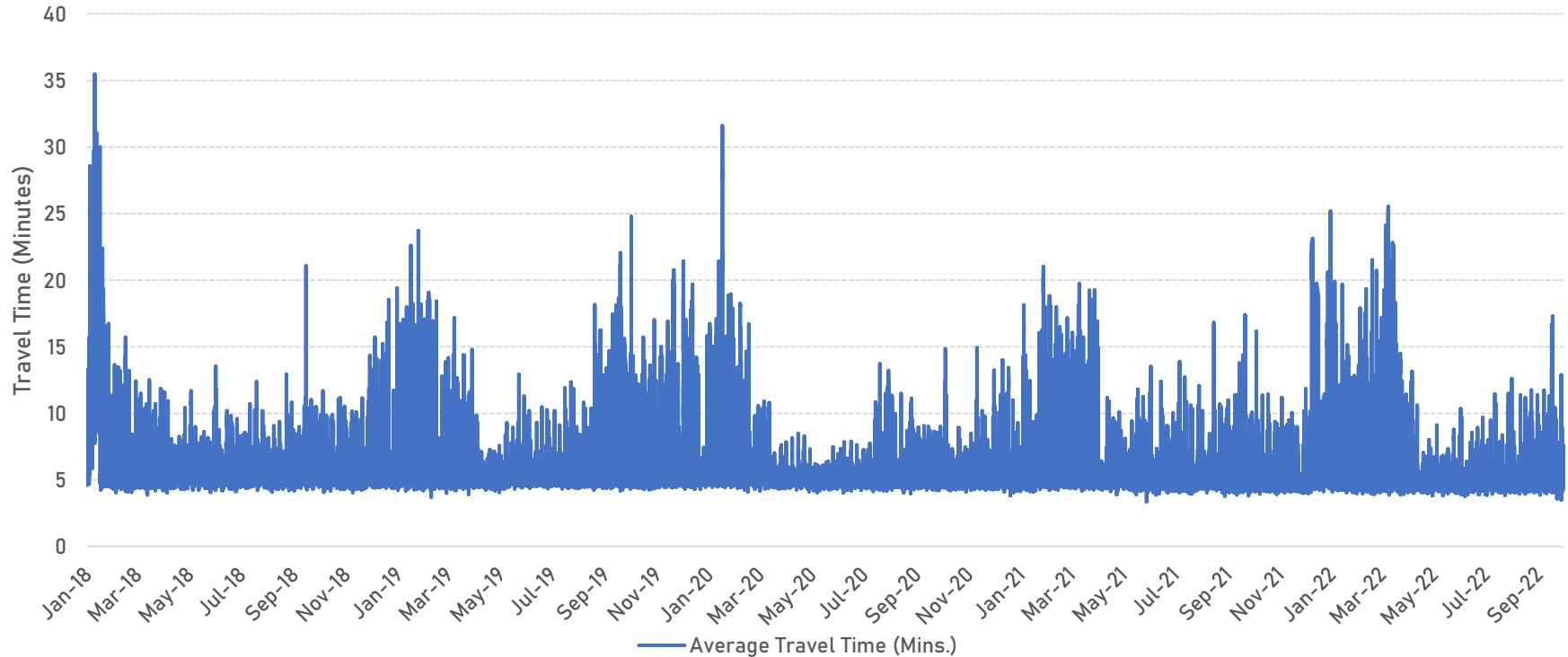
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Deviation from Average Travel Time on 248

248 @ U.S. 40 to Kearns Blvd - Non Peak average travel time is 5.33 minutes

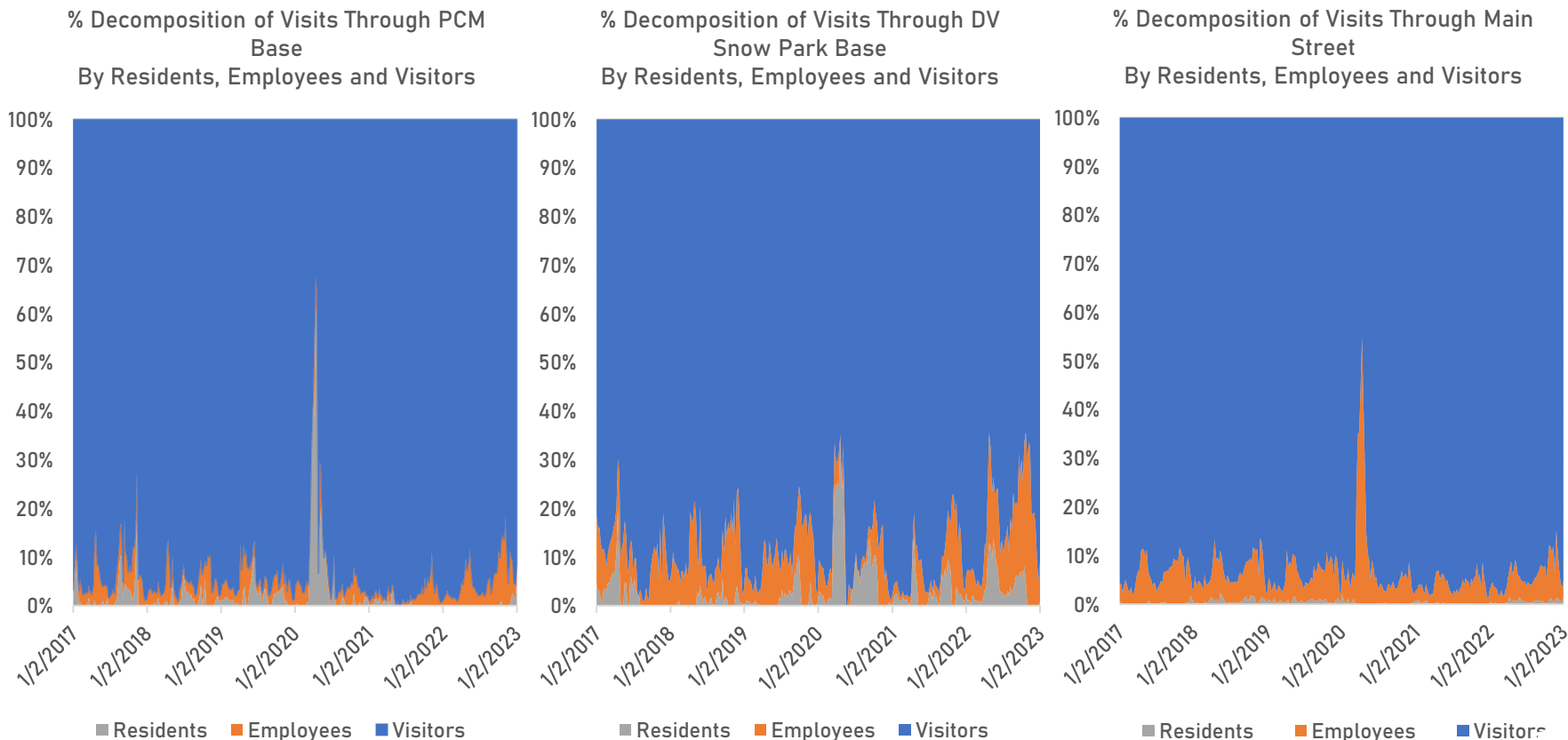


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Source: Park City Municipal Corporation. As of January 14, 2023.

Residents, Employees, Visitors



Key Takeaways

- Traffic directly correlates to growth and sales tax revenues
- 30% of the year is in Peak Demand
- Majority of Peak Days happen in the winter
- Busiest time of day is 8am/9am & 5pm
- Peak location points –
 - Deer Valley Drive/Bonanza/Kearns
 - Marsac/Deer Valley Drive
 - Lowell/Park Ave
 - 224/80
 - 248/40
- Overwhelming majority of traffic is visitors – not residents or employees

Capital Project Development Timeline:

Reconstruction or other larger substantial changes like: High School Tunnel, Snow Creek Tunnel, SR-224 Bus Rapid Transit (BRT) project.

Year 1: Project from [Park City Forward](#), long range transportation plan is prioritized and added to Park City's 5-year Capital Improvement Program (CIP) with a planning level cost estimate; seek grant funding for study, design, and environmental documentation.

Year 2: Visioning work with public engagement used to define the design scope of the project, concept design or feasibility study follows.

Year 3: Preliminary design, seek funding for implementation; potential interim quick build or paint-only implementation. Property acquisition; engineering estimate. Apply for construction grants.

Year 4: Final Design and update CIP budget (if needed).

Year 5: Construction

Below is a sample timeline from the SR-224 Bus Rapid Transit (BRT) project (<https://sr224brt.com/>). Due to multi-faceted, complex funding, many partners, project size, and regional nature of this project it will take 8+ years before a shovel is placed in the ground for construction.



Smaller projects (Surface treatments or "Paint only" changes like: Upper Main Street, Immediate SR-248 Pedestrian and Transit Improvement Project).

Year 1: Add CIP budget placeholder and/or project derived from PC Forward priority list.

Year 2: Begin public engagement to define project, planning & assessment, complete traffic study; conceptual design; identify funding for items.

Year 3-4 (Time can vary between one-two years): Complete concept design, final design, and construction.

Upcoming Park City Transportation Projects



The following is a list of plans, studies, and construction projects planned to be underway within 1-3 years

Guiding Principles

1. Develop a Park Once community
2. Collaborate with regional partners on long-range transportation solutions
3. Identify, manage, and mitigate traffic during peak conditions
4. Expand our world class biking and walking infrastructure
5. Proactively review and analyze disruptive transportation and transit ideas and innovation
6. Continue to develop and improve the internal Park City Transit System



Additional Planning Efforts

Transportation Demand Management

Guiding Principles: 3, 6

Advancing TDM efforts with transit alternative programs, commuter incentives, and more.

Bike and Pedestrian Master Plan

Guiding Principle: 4

Through community outreach and data collection, identify strategies, policies, and projects to advance the next priority bike and walk projects. The plan will begin Spring of 2023 and is anticipated to be completed by Fall of 2023.

Emerging Technology in Transportation

Guiding Principle: 5

Evaluation of innovative transportation technologies that are disrupting mobility, resulting in recommendations for the next 1-10 years. The project begins Spring of 2023, with anticipated completion in Fall 2023.

S.R. 224 Bus Rapid Transit

Guiding Principle: 1,2,3,6

Park City staff are supporting Summit County and High Valley Transit's project to add dedicated transit-only lanes and enhanced stations along S.R. 224. Construction will begin in 2025.

Snow Creek Crossing

Guiding Principle: 4

Currently in construction, this project will provide connections to the Mcleod Creek Trail and improve north-south travel across S.R. 248 with a grade-separated pedestrian and bicycle crossing at Snow Creek Dr.

Bike and Ped Improvements

Guiding Principle: 4

Walkability improvements in Thaynes and Payday area are planned for 2023-2025.

Box of Rocks Study

Guiding Principles: 2, 3

We are creating a strategic plan for the intersection of Empire Ave, Park Ave, and S.R. 224 based on the results of UDOT's current study in progress.

Deer Valley Drive Bike and Ped Project

Guiding Principle: 4

Bike lanes will be added as UDOT improves road pavement. Design for bike and pedestrian access from Aeria Drive to Old Town will be considered through a preliminary engineering study in 2024.

Bus Stop Improvements

Guiding Principles: 1,6

Improve bus stops as recommended in the 2019 Bus Stop Inventory and Accessibility Study. Over 70+ bus stops have been identified for construction between 2023-2025.

Bonanza District Transit Stops

Guiding Principles: 1, 6

Following the Bonanza Small Area Plan, Transit Improvements are planned between 2025-2027.

Enhance Park Ave. Bus Stops

Guiding Principles: 1, 6

Enhance the Park Ave. bus stops at Fresh Market by adding transit stop improvements, widening sidewalks, adding amenities, and improving ADA access. Construction is anticipated in 2024.

S.R. 248 Corridor Improvements

Guiding Principles: 1, 2, 3, 5, 6

Currently advancing immediate improvements for shoulder transit running 2023-2024. A larger transportation corridor study is anticipated for 2024.

Regional Park and Ride

Guiding Principles: 1, 2

Evaluate park and ride opportunities throughout the region with Summit County, including near Quinns Junction and the Gordo parcel. Study in 2023 and move into design in 2024.

PCMC TRANSPORTATION ACCOMPLISHMENTS

- **Transit**

- a. Ridership almost back to pre-covid levels. Transit carries approximately 2 million riders a year, with about three-quarters of these occurring during the winter ski season.
- b. Stood up a fixed route service in Park City Heights and implemented transit service to and from Richardson's Flat Park and Ride.
- c. Received one of seven new Gillig Electric Buses; the remaining six are scheduled to arrive by the end of April 2023.
- d. The Federal Transit Administration (FTA) awarded Park City a \$6 million grant for zero-emission buses. The grant, combined with a \$1 million local match, will add five additional electric buses and three new electric charging stations while also providing specific workforce training required to expand electric bus service in Park City.
- e. Transit maintains an 86 percent on-time performance rating for the fixed route bus service.
- f. Reduced staffing cost by \$6,000 for Kimball Arts Festival by training their volunteers to answer questions about the bus service.
- g. Accomplished improvements in operator amenities (dorms- new beds, linen, and dishes; break rooms- subsidized micro market, direct TV, installed AC in OTTC break room, a facelift at public works, new paint, lighting, and furniture).

- **Parking**

- a. Implemented a winter operations parking plan for the 2022/23 season to protect businesses and residents from SKI traffic. Parking has seen success with this plan. There has been frequent parking turnover and peak parking at China Bridge taking place after 1:00 pm
- b. Parking has been a part of the peak day management in active and daily operations and data collection and reporting. This has aided in guiding decisions for future planning and implementation to build successful improvements to community priorities.
- c. Parking technology improvements in China Bridge and mobile payment systems improved accessibility and reduced traffic congestion during significant scale events, with this year being the first Sundance Film Festival utilizing these tools. Significant improvements were made with simplified payments, reduced staffing requirements, and reconciliations.
- d. Installation of additional regulation and wayfinding signage has improved overall circulation to parking facilities and compliance throughout neighborhoods and business districts.

- **Transportation Planning**

- a. Adoption of Park City Forward, a long-range transportation plan
- b. Completion of the Short Range Transportation Plan to be presented to council on April 4th

- c. Advancing immediate SR-248 shoulder improvements for transit use
- d. **Awarded:** \$85,000 from UDOT for an Emerging transportation disruptor project, \$5.5 million from UDOT for capital projects, \$5 million from a federal grant for electric bus purchase, and \$1.3 million from Summit County 3rd quarter transportation sales tax funding for capital projects.
- e. Completion of three people first streets neighborhood projects
- f. Kicked off planning efforts: bike and pedestrian plan, and gearing up for Future of Transportation: emerging disruptors plan.
- g. Led the transportation demand management program with highlights:
 - i. User participation has been up 150% since 2022.
 - ii. Added bike corrals and racks on Main Street
 - iii. First bike to school and community education events since 2019 pre-pandemic
- **Engineering**
 - a. CP0385 Lower Park Avenue –
 - i. Visioning completed
 - b. CP0420 Enhanced Bus Shelters at Fresh Market
 - i. Shelter design completed
 - ii. Site work design updated to accommodate revised shelters
 - c. CP0527 Homestake Road Improvement
 - i. 60% of design work completed.
 - ii. Homestake Road waterline designed for affordable housing development
 - d. CP0540 Snow Creek Crossing
 - i. Feasibility study completed
 - e. CP0556 Upper Main Street Improvements
 - i. Visioning completed
 - ii. 10% of Concept design completed.
 - iii. 60% Plan-in-hand design completed
 - iv. 90% of Plans, specifications, and estimates completed.