

COLORADO SPRINGS COMPREHENSIVE PLAN

STEERING COMMITTEE
MEETING PACKET #1



COLORADO SPRINGS COMPREHENSIVE PLAN STEERING COMMITTEE KICKOFF MEETING

8:30 - 10:30 am, 28 June 2016

Pikes Peak Conference Room, City Hall

107 North Nevada Avenue, Colorado Springs

AGENDA

ANTICIPATED ATTENDEES

STEERING COMMITTEE

Merv Bennett, *Chair*
Jill Gaebler, *Vice Chair*
Rachel Beck
Lynette Crow-Iverson
Bob Cutter
Susan Davies
Charles Deason
Kent Fortune
Kevin Kratt
Hannah Parsons
Eric Phillips
Jim Raughton
Harry Salzman
Tim Seibert
Robert Shonkwiler
Doug Stimple
Taj Stokes

CITY OF COLORADO SPRINGS

Jeff Greene, *Chief of Staff*
Peter Wysocki, *Planning + Community
Development Director*
Carl Schueler, *Comprehensive Planning Manager*
Krithika Prashant, *City Communications*

CONSULTANT TEAM

Bruce Meighen, *Logan Simpson*
Megan Moore, *Logan Simpson*
Miriam McGilvray, *Logan Simpson*
Pier Davis, *Logan Simpson*
Susan Watkins, *Kezziah Watkins*

TENTATIVE AGENDA

BACKGROUND

- ▲ **Welcome, Introductions + Ice Breaker | Merv Bennett and Carl Schueler | 8:30**
- ▲ Where do you live/work/play within Colorado Springs?
- ▲ Why did you move to Colorado Springs? Or, why have you never left?
- ▲ **Roles & Responsibilities | Bruce Meighen and Peter Wysocki | 08:50**
- ▲ Steering Committee (including off-line informational and input opportunities) (see page 8)
- ▲ Co-Creators
- ▲ Staff Technical Committee
- ▲ Stakeholders and community participants
- ▲ **Overall Process + Schedule | Megan Moore | 09:00**
- ▲ Scope of Work (see page 12)
- ▲ Public Involvement Plan Phase 1 (see page 31)
- ▲ Project Timeline (see page 34)

EXERCISE

- ▲ **Questions + Discussion | Bruce Meighen | 09:20**
- ▲ What are your goals for the Comprehensive Plan? For example, complete this sentence: "This Plan will be a success if _____."
- ▲ What are our biggest issues and opportunities for the Plan?
- ▲ What do you want Colorado Springs to look like in 2035? What will Colorado Springs look like in 2035?

HOMEWORK

- ▲ **Next Steps | Megan Moore | 10:10**
- ▲ Photo and biography of each SC Member
- ▲ SC regular meeting schedule
- ▲ Stakeholder Interviews scheduling
- ▲ Area and City Tour (for interested members)
- ▲ Next SC meeting schedule & anticipated agenda

TEAMS + CONTACTS

STEERING COMMITTEE

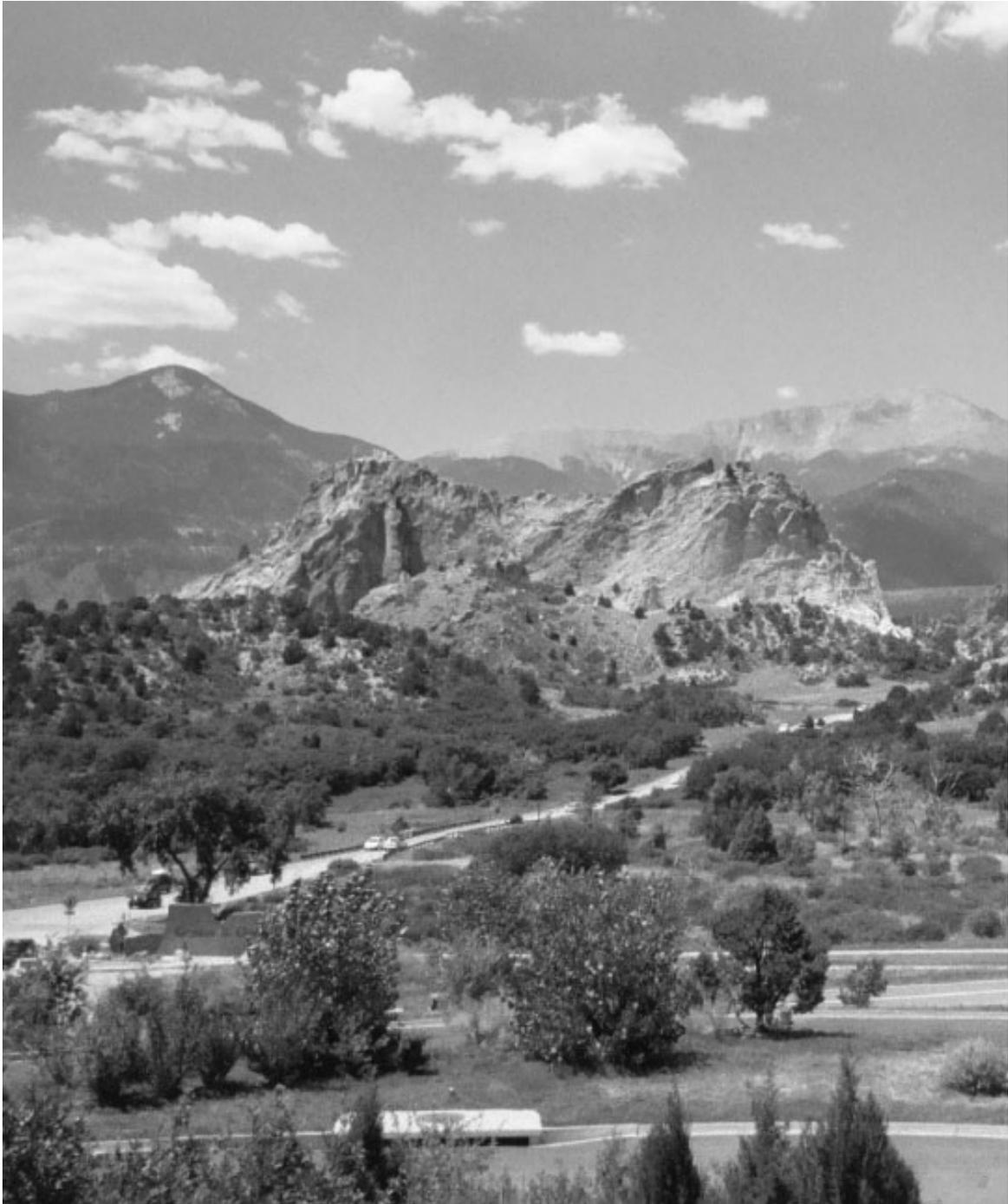
NAME	ORGANIZATION
Merv Bennett, <i>Chair</i>	City Council
Jill Gaebler, <i>Vice Chair</i>	City Council
Rachel Beck	CONO
Bob Cutter	Resident-at-large
Lynette Crow-Iverson	Colorado Springs Forward
Susan Davies	Parks/Open Space
Charles Deason	NE Resident-at-large
Kent Fortune	USAA
Kevin Kratt	Kratt Commercial Properties
Hannah Parsons	Regional Business Alliance
Eric Phillips	Planning Commission
James Raughton	CSURA
Harry Salzman	ERA Shields Salzman Real Estate
Tim Seibert	Housing and Building Association
Robert Shonkwiler	SW Resident-at-large
Doug Stimple	Classic Communities
Taj Stokes	SE Resident-at-large

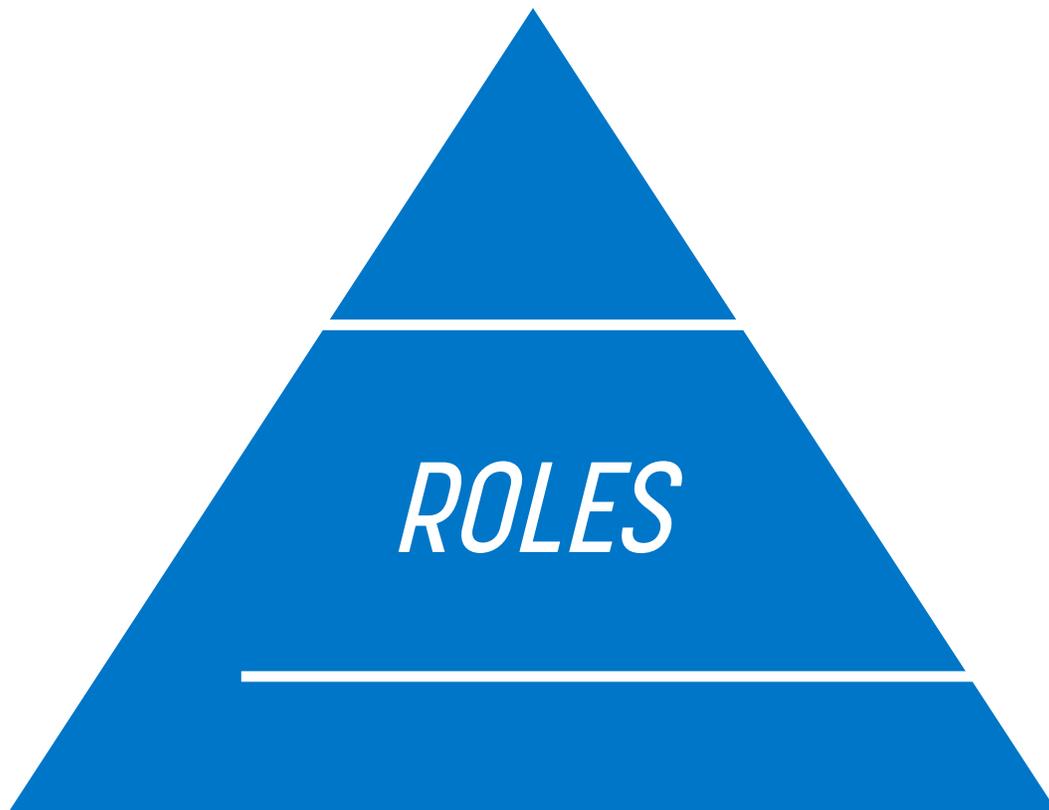
TECHNICAL SUPPORT TEAM

NAME	TITLE	DEPARTMENT/DIVISION
Jacob Anderson	Civic Engagement Specialist	Office of the Mayor
Craig Blewitt	Transit Dept Head	Transit Services
Kate Brady	Senior Bicycle Planner	Public Works Department
Renee Congdon	Senior Attorney	City Attorney's Office
David Edmondson	Lieutenant	CSPD
Matthew Fitzsimmons	Planner II	Planning + Development Department
Tim Geitner	Legislative Assistant	City Council Office
Eileen Gonzalez	City Council Administrator	Planning + Development Department
Meggan Herrington	Land Use Review Manager	Planning + Development Department
Kathleen Krager	City Traffic Engineer	Public Works Department
Chris Lieber	Park Development / TOPS Program Manager	Parks Recreation + Cultural Services
Kim Melchor	Lead Communications Specialist	City Public Communications
Elena Nunez	Key Account Manager	Colorado Springs Utility
Karen Palus	Director	Parks Recreation + Cultural Services
Kithika Prashant	Senior Communications Specialist	City Public Communications
Pat Ridgon	Commander	CSPD
Tim Roberts	Senior Transportation Planner	Traffic + Engineering
Carl Schueler	Comprehensive Planning Manager	Planning + Development Department
Marc Smith	Senior Attorney	City Attorney's Office
Ryan Tefertiller	Urban Planning Manager	Planning + Development Department
Ryan Trujillo	Sustainability + Support Services Manager	Sustainability + Finance
Nina Vetter	Senior Analyst	Budget
Steve Vigil	GIS Supervisor	IT/GIS
Brian Vitulli	Transit Planning Manager	Transit Services
Peter Wysocki	Planning + Community Development Director	Planning + Development Department

CONSULTANT TEAM

NAME	TITLE
<i>Logan Simpson (Land Use + Design, Parks, Recreation + Open Space, Public Involvement)</i>	
Bruce Meighen, AICP	Principal
Megan Moore, ASLA, Assoc. AIA	Senior Planner
Jeremy Call, RLA, AICP	Senior Planner
Miriam McGilvray, AICP	Associate Planner
Pier Amelia Davis	Planner/ Designer
<i>Kezziah Watkins (Public Involvement)</i>	
Susan Watkins	Principal
<i>Felsburg, Holt & Ullevig (Transportation)</i>	
Todd Frisbie, PE, PTOE	Senior Transportation Engineer
<i>Drexel, Barrell & Co. (Utilities)</i>	
Tim McConnell, PE	Senior Associate/ Regional Manager
<i>Progressive Urban Management Associates (P.U.M.A.) (Economics & Housing)</i>	
Brad Segal	President
Erica Heller	
<i>TischlerBise (Fiscal Sustainability)</i>	
L. Carson Bise, AICP	President
Julie Herlands, AICP	Principal





WHAT IS THE ROLE OF THE STEERING COMMITTEE?

THE STEERING COMMITTEE SHOULD:

- ▲ Be the “public face” of the project
- ▲ Represent the community
- ▲ Be the “eyes and ears” on the ground
- ▲ Advocate for the Comprehensive Plan
- ▲ Actively engage in public outreach

WE WILL ASK YOU TO:

- ▲ Be leaders of and active participants in each Steering Committee meeting (you may present more than us!)
- ▲ Draw from each of your individual backgrounds, but serve as part of a larger, unified team working toward one cohesive goal
- ▲ Weigh in on the big decisions in a positive manner
- ▲ Work collaboratively with the committee, staff, and consultants
- ▲ Actively listen to each other and be solution-oriented
- ▲ Make use of staff and consultants to answer any questions you may have
- ▲ Assist us in getting the word out!

- ▲ Participate in initial interviews during the project's first phase and subsequent community events
- ▲ Identify additional opportunities to reach out to the community
- ▲ Listen to your neighbors, family, and friends and report back what you have heard
- ▲ Be creative and think big!
- ▲ Have fun!

WHAT IS THE ROLE OF CO-CREATORS?

CO-CREATORS SHOULD:

- ▲ Serve as advocates for the update process and the Comprehensive Plan
- ▲ Participate in select co-creator events
- ▲ Represent their community, neighborhood, organizations or constituencies
- ▲ Have broad personal perspectives and be experts on life in Colorado Springs

WE WILL ASK YOU TO:

- ▲ Actively participate at key points in the process and at community events
- ▲ Bring other stakeholders into the conversation
- ▲ Reach out to underrepresented populations
- ▲ Review and enhance the Plan as it develops
- ▲ Facilitate, represent and convene as necessary
- ▲ Bring high quality, informed, and constructive personal perspectives
- ▲ Provide a short bio about your relationship with Colorado Springs
- ▲ Help make the plan a success

WHAT IS THE ROLE OF THE TECHNICAL SUPPORT TEAM?

THE TECHNICAL SUPPORT TEAM SHOULD SERVE AS:

- ▲ Representatives of City departments and other agencies
- ▲ Technical experts
- ▲ End-users and implementors of the Plan

WE WILL ASK YOU TO:

- ▲ Participate in initial interviews during the project's first phase
- ▲ Complete the Plan Audit
- ▲ Review and comment on the content of the Plan as it develops
- ▲ Weigh in on the big decisions
- ▲ Enhance the Plan with your technical expertise
- ▲ Assist in staffing community events

WHAT IS THE ROLE OF STAKEHOLDERS + COMMUNITY PARTICIPANTS?

THE COMMUNITY PARTICIPANTS SHOULD SERVE AS:

- ▲ Representation of the general public
- ▲ Individuals with a stake in the City's future
- ▲ Experts on life in Colorado Springs

WE WILL ASK YOU TO:

- ▲ "Sign up" for e-mail updates about events and activities
- ▲ Visit the project website to learn more information about the project
- ▲ Join us at public meetings to provide input at key stages in the process
- ▲ Participate in online questionnaires and social media activities
- ▲ Review and comment on the Plan as it develops





SCOPE OF WORK

TASK 1: FOUNDATION

Task 1 inventories needs and issues, collects the necessary data, and reviews the City's existing plans, policies, and goals in close coordination with the Colorado Springs planning team, and confirms process, and communication protocols. We will assist City Staff to identify a logical distribution of responsibilities that best capitalizes on the consultants' and City's strengths to create a cohesive and efficient team.

Stakeholder interviews and focus groups will be held at this early stage of the project to gauge issues, needs, and vision for the future. Concurrently, we will analyze how the Comprehensive Plan can integrate with existing plans, including plans and data for:

- ▲ Demographics and population
- ▲ Land use, zoning, growth, and redevelopment
- ▲ Economic development
- ▲ Fiscal sustainability
- ▲ Housing
- ▲ Historic Preservation
- ▲ Multimodal transportation
- ▲ Utilities
- ▲ Parks, recreation, open space, and cultural facilities

- ▲ Natural resources, resiliency, and hazards
- ▲ Military joint land use coordination
- ▲ Regional partnerships and coordination
- ▲ Annexation

Community kickoff activities will feature interactive activities on shared values, big ideas, and choices facing the City. Following the initial public activities and events, we will begin to synthesize a preliminary vision for the community.

1.1 PROJECT INITIATION & MANAGEMENT

Ongoing project management activities include in-person progress meetings, and bi-weekly phone calls ensuring that the project scope, schedule, deliverable quality, and budget are effectively managed to your expectations throughout the project. The Logan Simpson project management team will assess weekly progress against the project's critical path schedule and project plan, and update hours and resources as needed. Monthly, the project manager, and accountant will review the project management plan, costs, deliverables, milestones, and accomplishments for the preceding month, along with the status of each major task, updating the critical path schedule and monthly workload projections as needed. The Logan Simpson Team will submit weekly and monthly progress reports summarizing tasks completed.

1.2 PROJECT LOGO & BRANDING

Logan Simpson in coordination with City Staff and the City's Public Communications Office (PCO) will build off your recent branding and logo materials for the Comprehensive Plan process. A meeting (in-person or by WebEx) will be held with the PCO to better understand current standards. Messaging the plan is equally important as the actual process. Events and tasks should be branded in a way that sounds fun, attracting a range of people to stay engaged, and reinforcing the idea that comprehensive meetings do not have to feel like showing up for jury duty. Working with your PCO, our graphic specialist will work with City Staff to capture the look and feel of the project, resulting in a clear, identifiable, and marketable brand for the Comprehensive Plan. The goal would be to build off the City's current brand, as an extension of the current marketing strategy, with a unique and recognizable look in consistent messaging and format. In addition to a project logo, the Logan Simpson team will develop consistent online formats, printed materials, wearable items, custom project signage and street banners, and other materials to ensure that key messages are defined and reinforced throughout the project. If necessary, the logo may be updated at certain stages of the project (i.e. Vision and/or Draft Comprehensive Plan, to reflect updated values or ideas. UIS will ensure that the brand will be reflected, and updated as necessary, in the design and content of the project website.

1.3 PUBLIC COMMUNICATIONS & STAKEHOLDER INVOLVEMENT PLAN (PCP)

Logan Simpson and KezziahWatkins in coordination with City Staff, and PCO will draft and refine an extensive outreach program to enhance the Comprehensive Plan process for endorsement by SC. The consultant team has placed a high degree of emphasis and budget toward public engagement and stakeholder input, as one of the primary objectives of the Comprehensive Plan. It is assumed that City Staff will provide assistance with meeting logistics, including venue identification, reservation, and notification. Logan Simpson will provide meeting plans and agendas, materials, and summaries throughout the process.

1.4 TECHNICAL SUPPORT TEAM (TST) KICKOFF WORKSHOP

An in-person meeting will occur between City Staff, agencies, and consultant team members to review project schedule, communication protocols, data needs and data transfer, and tasks; review the public involvement strategy; identify key issues; and prepare a list of individuals and groups to contact for stakeholder interviews. This will include a meeting with utility providers as a joint or separate meeting.

1.5 STEERING COMMITTEE (SC) KICKOFF WORKSHOP

An in-person meeting will occur between Steering Committee (SC) (City-appointed), City Staff, and consultant team members to review project schedule, communication protocols, and tasks; review the public involvement strategy; identify key issues; and prepare a list of individuals and groups to contact for stakeholder interviews. An in-person meeting or conference call will be held with the Mayor's office, Planning and Development, and others to discuss protocols including with the City Executive team, City Council and the SC, and other requirements.

1.6 COLORADO SPRINGS ON THE MOVE - EVENT SERIES #1

Our Event Series #1 will announce the overall Comprehensive Process, and begin to ask the community how they would like to be involved and to share their initial feelings about Colorado Springs. During Event Series #1, we will hold the TST/ SC Kickoff Meeting #1 to refine the overall process; expand and refine outreach techniques; begin creation of stakeholders (for "Coffee Talks and Walks" and Co-Creators lists); and review early input about what we love. Celebratory Kickoff Events could be held at different locations/ venues, and in conjunction with existing community events. These kickoffs would:

- ▲ Announce the inception of the Comprehensive Plan process
- ▲ Offer the ability to participate in/sign up for the "Coffee Talks and Walks"
- ▲ Encourage use of and interaction with the project website
- ▲ Reinforce use of the website as part of everyday routine
- ▲ Move beyond simple polls and discussions to visualize maps, trade-offs, and alternatives through EngagingApps
- ▲ Build email notification list
- ▲ Identify those willing to serve as Co-Creators (see line item below)
- ▲ Gain input and buy-in on outreach methods
- ▲ Gather input about what people love and value about Colorado Springs

The consultant team would provide text for a press release, banners, flyers, postcards (up to 500 hardcopies, plus electronic file for digital distribution), website/ EngagingApps Launch (including both extensive information sharing features (events, documents, updates, context, social media links, email sign-up, image gallery, FAQs) and the ability to collect feedback via forms, online surveys, open discussion questions, or an idea wall); social media announcements and email blasts; a tablet kiosk(s) set up at strategic locations, and at live events.

Coffee Talks and Walks are ½ hour to hour-long one-on-one meetings with individuals, scheduled over the course of one week, with follow-up meetings and calls over the course of one month. These meetings:

- ▲ Provide early outreach
- ▲ Solicit opinions and gather input about what people love and value about Colorado Springs
- ▲ Gain input and buy-in on outreach methods
- ▲ Gather input on what people love and value about Colorado Springs
- ▲ Help involve those traditionally under-represented populations
- ▲ Identify those willing to serve as Co-Creators (see line item below)

At this time we would provide a press release; postcards (up to 500 hardcopies, plus electronic file for digital distribution) (at local businesses); and Online Questionnaire #1.

Plan Pop-Ins are manned van(s) that roam neighborhood shopping outlets, City parks and other gathering places, with particular attention to traditionally under-represented areas. This engagement technique has proven effective for reaching residents who would not attend public meetings. The Pop-In can:

- ▲ Distribute and collect short surveys about what people love and value about Colorado Springs and distribute web links.
- ▲ Distribute information about the process and encourage involvement in it
- ▲ Inject a sense of fun to the planning process
- ▲ Enhance a relationships of trust between the City, consultant, and residents
- ▲ Identify those willing to serve as Co-Creators

We could supplement these with additional outreach at community events throughout the spring, such as the Downtown Art Walks, the Downtown Partnership's City Center Series, and Prints & Plates. We will also use this opportunity to reach out to the CONO to discuss neighborhood district boundaries, participation and outreach. This should include an invite to PC and CC members and the Mayor's staff.

1.7 COMMUNITY TOUR

In conjunction with Stakeholder Interviews/ Focus Groups and the Community Kickoff Event, interested TST and SC members will join the consultant team on a one-day bus tour through Colorado Springs to visit those key issue and/or opportunity sites identified by City staff and interviewees. Planning and Development staff will arrange for the bus and conduct the tour, with the consultant team providing a summary of discussions and outcomes.

1.8 DATA COLLECTION & EXISTING CONDITIONS SNAPSHOTS & TRENDS

Using existing plans and the best available data from the City of Colorado Springs, PPACG, El Paso County, and other sources, our team will research and synthesize information for each planning topic into a series of Existing Conditions Snapshots that will provide not only an overview of baseline conditions, but also define how those trends and conditions influence the development of policies, actions, and focus areas for the Comprehensive Plan. Each Snapshot will include a

concise summary of relevant, adopted plans and policy direction. These Snapshots will aid the public in creating the Vision in Task 2, identifying major opportunities in Task 3, making informed choices in Task 4, prioritizing strategies in Task 5, and developing a strategic, forward-thinking plan in Task 6. Snapshots will include the following topics:

- ▲ Demographics & Population
- ▲ Land Use, Zoning, Growth & Redevelopment
- ▲ Economic Development
- ▲ Fiscal Sustainability
- ▲ Housing
- ▲ Multimodal Transportation
- ▲ Bike and Pedestrian
- ▲ Transit
- ▲ Airport
- ▲ Utilities
- ▲ Parks, Recreation, Open Space, & Cultural Facilities
- ▲ Natural Resources, Resiliency, and Hazards
- ▲ Military Joint Land Use Coordination
- ▲ Regional Partnerships & Coordination
- ▲ Annexation

1.9 COMPREHENSIVE PLAN AUDIT & INTEGRATION WITH OTHER PLANS

Building on the City’s existing comprehensive plan audit, Logan Simpson will conclude the Foundation phase by engaging staff in an assessment of the relevant City, El Paso County, PPACG, State of Colorado policies, plans, standards, and guidelines for each resource area for relevance to land use, transportation, economic development, infrastructure, parks and recreation, natural resources, and housing — with the goal of understanding how Colorado Springs’ policies operate today and what needs and conflicts exist under current regulatory guidance in relation to expected future demands. These goals and policies will be carefully evaluated to identify issues, opportunities, and potential action strategies. To assist in this assessment, Logan Simpson will provide an electronic survey template in which goals, principals, and policies of relevant plans will be populated by City Staff for review regarding their relevancy and/or necessary refinement. The electronic survey will allow all departments to select the plan they wish to audit as well as the section or element.

1.10 COLORADO SPRINGS TALKS - EVENT SERIES #2

Event Series #2 will include a main event similar to a TED talk, but using video, in which a series of short, provocative videos about the future will be played interspersed with electronic polling related to key trends identified as part of Task 1.8. Available subject matter experts may also be enlisted to assist with these presentations, and City Staff will be requested to assist in the identification and contact of appropriate speakers. This could be followed by a social event. If a large event center is necessary, the City will be in charge of securing the venue and logistics. The purpose of these sessions will be educational and thought provoking, and encourage people to think past their daily lives and discuss how changing demographics will affect the future. Following these sessions, attendees will help identify the opportunities based on these trends for Colorado Springs. Colorado Springs Talks will consist of a video event (held during the evening) focusing on

trends identified as part of Task 1.8, Existing Conditions Snapshots and Trends. We will review and gain input on key trends, as well as gain a glimpse of the future related to the economy, demographics, global trends, and other subjects based on key videos and event discussions. We will provide:

TASK 1 DELIVERABLES:

- ▲ Weekly and Monthly Project Status Reports (including project schedule and budget analysis)
- ▲ Finalized Project Work Program and Schedule
- ▲ Draft and Finalized Project Logo and Branding
- ▲ Initial Website Content and Setup
- ▲ Draft and Final Public/Stakeholder Input and Communications Plan
- ▲ Existing Comprehensive Plan Policy Electronic Survey Template (to be populated by City staff)
- ▲ Available Data/Report Inventory and Gaps Table
- ▲ 12 Existing Conditions Snapshots, Trends & Issues (including 12 maps, 24 infographics, 12 tables,) (4 to 6 pages each).
- ▲ Audit and Evaluation of Existing Comprehensive Plan and Other Relevant Plans (including current comprehensive plan policies and goals relevance matrix relative to the issues, preliminary vision, and areas of future concern, based on provided new survey format from Logan Simpson and inputted by the City)
- ▲ Summary packet and PowerPoint presentation for City Staff/ Steering Committee distribution to City Council, Boards and Commissions, and Committees

TASK 1 MEETINGS:

- ▲ Biweekly conference calls (every other week)
- ▲ TST Kickoff Meeting #1, #2, #3, and #4 Agendas, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries
- ▲ PCO Meeting (conference call or in-person)
- ▲ SC Coordination Meeting (conference call or in-person)
- ▲ SC Kickoff Meeting #1, #2, #3, and #4 Agendas, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries
- ▲ Community Bus Tour (assumes four team members over the course of one day)
- ▲ Colorado Springs On The Move – Event Series #1 (Celebratory Kickoff Events, “Coffee Talks and Walks” and “Plan Pop-Ins”) Notification, Media, Agenda, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries
- ▲ Colorado Springs Talks – Event Series #2 Notification, Media, Agenda, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summary

TASK 2: VISIONING

2.1 COLORADO SPRINGS ENVISIONS - EVENT SERIES #3

Event Series #3 will be a weeklong event including one evening main event – Colorado Springs Envisions - , and/or a number of mini workshops, which will focus on the values of Colorado Springs. Part I of each mini workshops will including asking attendees to review, refine, and prioritize a series of values and vision themes that emerged from the process to-date. The group will discuss and provide additional details for their highest prioritized values and vision themes. Part II of the workshop will include a review of the existing and future trends associated with each vision theme. The group will be asked to not only think about today, but also about a vision for 20 years from now based on these trends. The group will discuss if any additional vision themes are necessary in order to address these trends. An online questionnaire will also be used to ask the Part I and II questions.

2.2 VISION DOCUMENT

Using the results of the TST and SC Kickoff Meetings, Stakeholder Interviews, Community Kickoff Events, CC Worksession #1, Visioning Survey, and Colorado Springs Envisions – Event Series #3, the Logan Simpson team will generate a summary of community values, with overarching vision statements, and goals that provide direction for each element of the Comprehensive Plan. We will also seek to illustrate the Vision by visually representing what we have heard from the public, stakeholders, City Staff, and elected officials to date. The Vision can be incorporated as a section or chapter of the final Comprehensive Plan, to set the foundation for all subsequent sections. The demographic and population projections and existing conditions snapshots from Task 1 will be integrated with the Vision to tell the story of Colorado Springs, both currently and looking forward. The Final Vision Document will incorporate PC and CC considerations and public comments, and will include a summary of public outreach activities and comment to date. The Vision Document will address each anticipated plan element, along with supporting graphics, tables, and maps. An internal Draft Vision Document will be reviewed by TST and SC, and forwarded to the PC and CC for discussion at subsequent worksession(s).

TASK 2 DELIVERABLES:

- ▲ Weekly and Monthly Project Status Reports (including project schedule and budget analysis)
- ▲ Ongoing Website Content Updates
- ▲ Online Vision Survey #1
- ▲ Draft and Final Vision Documents (including overall vision statements and a summary of public outreach activities and comment to date (graphics that will be used in community choices or photos, up to 40 hours, up to 12 sections are anticipated)
- ▲ Summary Packet and PowerPoint presentation (Meeting To-Go) for City Staff/ Steering Committee distribution to City Council, Boards and Commissions, and Committees

TASK 2 MEETINGS:

- ▲ Biweekly conference calls (every other week)
- ▲ TST Meetings #5 & #6 Agendas, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries

- ▲ SC Meetings #5 & #6 Agendas, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries
- ▲ Colorado Springs Envisions – Event Series #3 Event and Mini-Workshop Notification, Media, Agendas, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries
- ▲ Co-Creator Workshop #1 Notification, Media, Agenda, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summary
- ▲ PC & CC Worksessions #1 Agendas, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries

TASK 3: OPPORTUNITIES

3.1 LAND USE, ZONING, GROWTH & REDEVELOPMENT OPPORTUNITIES

Logan Simpson will define commercial and neighborhood opportunity areas within the community, and identify opportunities and constraints for each. We will reevaluate district and neighborhood subarea boundaries and develop a brief description for each distinct land use pattern, including a discussion of the current character, form, and urban design; economic, social, and environmental conditions; and potential direction for the future (up to 6 neighborhood districts).

SUBTASKS WILL INCLUDE:

- ▲ Identify and describe opportunity areas
- ▲ Using mapping and the results of the other tasks, identify specific economic, social, and environmental opportunities and constraints for each opportunity area
- ▲ Find integrated approaches to resiliency planning, multimodal transportation improvements, stormwater and land use planning

In addition, Logan Simpson will build a GIS model to illustrate areas of change and areas of stability. We routinely use CommunityViz and/or ET+ in growth modeling. We will build the GIS base in one of these programs for use in examining options and indicators in Tasks 4 and 5. This four part spatial analysis will assess the collective patterns of growth with building permits, shifting demands for goods and services due to changing demographics, current redevelopment areas and land use densities, and vacant or underutilized lands. This model will not only help identify the location of various market demands, but help illuminate future transportation and housing development potential and help identify locations for successful redevelopment and infill projects.

3.2 NEIGHBORHOODS

The team will compare the neighborhood planning evaluation zones, TAZs, existing/legacy neighborhood boundaries, and character district areas, to refine neighborhood boundary areas, and ensure that all areas of the City are included. We will analyze these areas and their propensity toward change over the planning horizon, and define new boundaries for neighborhoods. We will match our Co-creators and/or different events across the city to ensure that outreach to each neighborhood is achieved.

3.3 ECONOMIC DEVELOPMENT OPPORTUNITIES

The team will define economic development opportunity areas within the community. Opportunities may include an emphasis on enhancing the quality of life by enhancing the holistic quality of the built environment and recreational opportunities, thereby attracting the types of employers, employees, and regional retail spending who place a high priority on quality of life. For example, a key differential advantage for Colorado Springs is its close proximity to Pikes Peak and the scenic beauty that surrounds it. Ensuring that the City maximizes this opportunity through a robust trail and recreational system, an attractive physical environment and corresponding quality of life is increasingly viewed as a competitive advantage that can uniquely position Colorado Springs in the region.

3.4 HOUSING OPPORTUNITIES

The team will define housing opportunity areas within the community, and identify opportunities and constraints for each. Opportunities will include the ability for the City to respond to future trends and demands, and remain competitive in the regional housing market. Housing opportunities will also be identified by examining housing values, housing types (single family/ multifamily) and land values to identify housing opportunities within areas of stability, and change Opportunities will also include workforce housing areas, opportunities for diversification, aging in place and new senior housing opportunities, attractiveness to Millennials who are concerned about proximity to jobs, more diverse entry-level housing, and a community where goods and services can be conveniently accessed through multimodal and technological means.

3.5 MULTIMODAL TRANSPORTATION OPPORTUNITIES

The team will define opportunities related to transportation. This will include:

- ▲ Bike and Pedestrian. We will look at opportunities to improve the integration between non-motorized facilities and land use, and incorporate the Shook's Run recommendations evaluating parks, non-motorized improvements, infrastructure improvements and land use along the eastern edge of Downtown.
- ▲ Transit. We will identify opportunities to leverage from the downtown transfer facility once its location is determined, to improve MMT service, to better integrate it with other modes of transportation and to affect land use to be compatible with bus transfer facilities and existing/planned robust transit facilities including those proposed for high frequency transit corridors.
- ▲ Roads. Understanding that the City already has a major thoroughfares plan and identified typical cross sections, the consultant will identify and define any corridor areas that should be enhanced or re-addressed due to land use or transportation changes; redevelopment opportunities; and or character enhancement within the City.
- ▲ Airport. The consultant will review the currently underway Master Plan Update, to identify any opportunities that should be addressed or responded to within the Comprehensive Plan.

3.6 UTILITIES OPPORTUNITIES

The team will define opportunity related to utilities. This will include:

- ▲ Sustainability and Resiliency. Opportunities related to sustainability and resiliency will be described.
- ▲ Water. Opportunities related to the water system will be highlighted. This will include opportunities such as the

Southern Delivery System as well as opportunities for system redundancy to the Homestake pipeline system; conservation and additional supply.

- ▲ Wastewater. Opportunities related to the wastewater system will be highlighted. Opportunities will include CSU's near-term plan for additional secondary and tertiary treatment improvements at its wastewater treatment facilities to meet current regulatory compliance limits for total suspended solids (TSS), volatile solids, metals, and other regulated elements.
- ▲ Stormwater. Opportunities related to the stormwater system will be highlighted. Opportunities will include leveraging value and land use benefits from the new stormwater program, and bringing the City's MS4 Permit back into compliance with the EPA and State of Colorado.
- ▲ Energy. Opportunities related to the energy system will be highlighted. Opportunities could include taking advantage of reduced natural gas prices and long-range supply contracts to reduce costs. Other opportunities will include a continued focus on providing for over 10% of electricity usage from renewables through renewable energy certificates, its own hydroelectric, and solar generating facilities. Opportunities could include bringing the renewable energy portfolio of its electric utility to near 30% in the coming years with the use of solar, hydro, and wind power.
- ▲ Communications. Opportunities related to the telecommunication system will be highlighted. This will include opportunities to serve future population and employment with fiber expansion.

3.7 PARKS, RECREATION, OPEN SPACE, & CULTURAL FACILITIES OPPORTUNITIES

We will review the recently completed (2015) Master Plan's existing goals, policies, and strategies for physical, natural resource area conservation and growth management opportunities. By integrating concepts from the Master Plan, we can identify relevant issues and opportunities. Our team will identify opportunities for updating recreation nodes within the City, providing access to nature, and bolstering connectivity.

3.8 NATURAL RESOURCES, RESILIENCY, & HAZARD AVOIDANCE AND MITIGATION

Resiliency is a very important element of planning along the Front Range and in communities like Colorado Springs. The consultant will utilize the existing GIS overlays and information already within the Parks Master Plan to identify these areas within the Future Land Use Map. The team will also investigate opportunities for further avoidance, mitigation, and preservation of these sensitive areas.

The plan will outline guidelines for future development of infrastructure, and requirements for estimating the consequences of future natural hazards to existing and proposed infrastructure. Drexel Barrell will qualitatively evaluate available existing floodplain data from FEMA, El Paso County, and Colorado Springs sources, and work with City Staff to establish locations where land use should be consistent with floodplain risks, avoidance, and mitigation.

3.9 MILITARY JOINT LAND USE COORDINATION OPPORTUNITIES

The team will review the existing military growth impact plans for all installations as well as the impact of retirees. Based on this information and interviews, and through meetings with military installation personnel, we will determine which of these elements the Comprehensive Plan can influence based on the proposed opportunities. Elements from these plans without recommendations or not influenced directly by the Comprehensive Plan versus other documents or processes will

not be examined. Our focus will be on land use, encroachment, and transportation-related issues and needs, particularly associated with adjacent off-base areas.

3.10 REGIONAL PARTNERSHIPS & COORDINATION OPPORTUNITIES

As demonstrated by the opportunities associated with our defense community, regionalism is critical part of the future of Colorado Springs. We will investigate and analyze key opportunities at the government level particularly including close partnerships with El Paso County and military institutions. We will include implementation recommendations and potential agreements with neighboring planning agencies and nearby cities associated with growth, annexation, best practices, codes and regulations, infrastructure, housing, funding, and other factors; and partnerships with economic, housing, education, transportation, infrastructure, health organizations and other entities on key strategies and their implementation.

3.11 ANNEXATION OPPORTUNITIES

Utilizing the City Annexation Plan (2006) as a starting point, we will further evaluate options, challenges, opportunities and strategies for annexation. We will provide a framework to assist in the evaluation of the fiscal and other issues associated with annexations beginning with enclave and near-enclave areas, and extending to properties along the City's periphery. Once the annexation opportunities have been identified, these areas should be applied to geographic subareas, or Fiscal Analysis Zones. These Fiscal Analysis Zones should be based on natural features such as topography; man-made features such as roads; or character of land use (residential area versus nonresidential area). By showing the results geographically, the community can be selective in prioritizing and pursuing annexation areas. The results may indicate that Area A is fiscally more attractive for annexation because of existing infrastructure; whereas Area B would require a significant investment in infrastructure extensions, for example. Key questions will be examined at this time, including whether development should pay its own way or is the City willing to assist key areas; other questions may include whether the provision of utility services is based on meeting city standards in anticipation of annexation; or should IGAs be used for developed areas that are not anticipated to be annexed.

3.12 OPPORTUNITY AREA AND POLICY CHOICES

Based on the analysis above, key choices regarding City-wide goals, objectives, and implementation strategies will be articulated. Distinct corridors, neighborhoods, and commercial areas will be delineated to allow for tailored analysis and recommendations for those areas. The opportunities and key areas will be further refined in Task 5 and will form the basis of the Future Land Use Plan in Task 6.

SUBTASKS WILL INCLUDE:

- ▲ From the policy review for all plan elements, identify missing policies, gaps, or procedural inadequacies to be addressed by the public in subsequent Task 4.
- ▲ Identify choices to update the Future Land Use Map and existing zoning to meet character, economic development, and housing goals.
- ▲ Display opportunities graphically using maps, photos, and other media.
- ▲ Facilitate a Worksession(s) with PC and CC.

TASK 3 DELIVERABLES:

- ▲ Weekly and Monthly Project Status Reports (including project schedule and budget analysis)
- ▲ Preliminary and Final Opportunity Areas Map (assuming six areas)
- ▲ Strengths, Weaknesses, Opportunities, and Constraints Analyses
- ▲ Summary Packet and PowerPoint presentation (Meeting To-Go) for City Staff/ Steering Committee distribution to City Council, Boards and Commissions, and Committees

TASK 3 MEETINGS:

- ▲ Biweekly conference calls (every other week)
- ▲ TST Meeting #7 & #8 Agendas, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summary
- ▲ SC Meeting #7 & #8 Agendas, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summary

TASK 4: COMMUNITY CHOICES

4.1 DEFINING BETTER CHOICES

Key metrics on the provision of housing, infrastructure, health care, education, job creation, and economic development will be used to evaluate options.

Fiscal Dimensions of Each Choice. Our team will integrate valuable information generated by the fiscal analysis to communicate the costs/benefits of each choice, as well as information generated by other work efforts associated with developing this Plan. The fiscal analyses will include an analysis of the demand for capital facilities and the resulting costs as well as the associated operating expenses and revenues. The fiscal impact analysis will utilize the case study-marginal approach, and findings will include the cumulative, average annual and annual fiscal results.

There are a variety of considerations that will be addressed as part of this analysis including:

- ▲ Decreasing revenue trends resulting from the recent economic downturn.
- ▲ An understanding of the City's current and future economic base.
- ▲ Pressures for increased levels of service and the impact of an aging population.
- ▲ Aging infrastructure.
- ▲ Incentivizing infill and redevelopment.
- ▲ Achieving appropriate densities.
- ▲ Evaluation of the City's current market position and analysis of the City's strengths and weaknesses relative to targeting economic development.
- ▲ Formulation of meaningful fiscal sustainability implementation recommendations.
- ▲ Evaluation of potential revenue sources/financing mechanisms the City may want to consider.
- ▲ Development of economic and fiscal indicators for better monitoring of the City's present economic situation.
- ▲ Identification of realistic economic opportunities compatible with the City's vision.

4.2 INTERNAL BRAINSTORMING WORKSHOP

Logan Simpson will conduct a one- to two-day brainstorming workshop with City Staff, and invite PC, and CC to assist in analyzing opportunities. We will begin the workshop with a presentation of the existing conditions, preliminary opportunities to achieve the community's vision, and best practices and lessons learned from previous case studies. The presentation will provide attendees with a menu of options that could be applied to areas of the City, and will discuss the benefits of various choices. The team will then pose a series of "what if?" questions by opportunity area to explore the range of options and their potential consequences and benefits for Colorado Springs. The remainder of the meeting would include small worksessions focused on development and/or refinements related to.

4.3 COLORADO SPRINGS THINKS BIG - EVENT SERIES #4

Event Series #4 will be oriented around a weeklong series of focus group luncheons and neighborhood events to discuss opportunities and investigate benefits and effects of key choices. Our Co-Creators will be asked to assist us in getting the word out, identifying opportunities to leverage existing, key neighborhood events at which they could attend and gain feedback on opportunities; attend a preliminary meeting with them to run through the exercises, and train them to help with facilitation at the events; and ultimately, attend and run the facilitation event in their neighborhoods. Attendees will be asked to identify those opportunities that they see for improving their daily lives, and the area immediately around them. Key to this discussion is not only identifying where these opportunities would take place, but what additional factors do they influence and/or affect. While this task will utilize many existing neighborhood and district events throughout the City, at this point, our team will use the results of our comment and location tracking to identify neighborhoods that haven't been adequately represented. If existing events aren't available to reach those neighborhoods, the consultant team will reach out through Co-Creators or through the team to those neighborhoods to identify an appropriate way to reach those areas, whether through a neighborhood barbecue, community meeting, or attendance at HOA meetings, etc.

4.4 REFINEMENT OF COMMUNITY CHOICES

Downtown retail opportunities and redevelopment, highway commercial areas, existing neighborhood enhancements, new high-quality neighborhoods, complete streets and multimodal improvements, community entryways, employment centers, and other opportunities will all be refined. Any compatibility issues that may arise between plans will be deliberated with the City Staff.

TASK 4 DELIVERABLES:

- ▲ Weekly and Monthly Project Status Reports (including project schedule and budget analysis)
- ▲ Choices Maps and Graphics (hand-drawn illustration, photo simulation, movie, etc., assuming up to 40 hours for final graphics based on Tasks 4.1 and 4.2) Summary Packet and PowerPoint presentation (Meeting To-Go) for City Staff/ Steering Committee distribution to City Council, Boards and Commissions, and Committees

TASK 4 MEETINGS:

- ▲ Biweekly conference calls (every other week)
- ▲ City Staff/ PC & CC Internal Brainstorming Workshop Agenda, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summary

- ▲ TST Meetings #9 & #10 Agendas, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries
- ▲ SC Meetings #9 & #10 Agendas, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries
- ▲ Co-Creator Meeting #2 Agenda, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summary
- ▲ Colorado Springs Thinks Big – Event Series #4 Neighborhood BBQs Notification, Media, Agenda, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summary
- ▲ Colorado Springs Thinks Big – Event Series #4 Focus Group Luncheons Notification, Media, Agenda, Materials (including presentation boards, PowerPoint, maps, and/or graphics)
- ▲ PC & CC Worksessions #2 Agendas, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries

TASK 5: STRATEGIES & PLAN DEVELOPMENT

5.1 PRELIMINARY LAND USE PLAN

Based on the previous tasks, Logan Simpson will prepare the Preliminary Comprehensive Plan. The plan will include required land use mixes, opportunity area schematics, implementation priorities and phases, and other features.

Logan Simpson will develop graphics and maps to illustrate existing and desired future conditions, including the areas of change and areas of stability map, to be included in the Comprehensive Plan. Our team will refine the Plan’s vision and articulate the goals, objectives, policies, and strategies, including process and regulatory implementation. This will also be a change to review desired land use mixes versus projections based on entitlements.

This section could include:

- ▲ Future Land Use Map
- ▲ Land Use Principles, Goals, Policies, and Objectives
- ▲ Areas of Change/Stability
- ▲ Fiscal Impact Considerations

5.2 PRELIMINARY IMPLEMENTATION STRATEGIES

Our team will work to create a tailored implementation and monitoring program that meets the current needs of the City and responds to changing circumstances and needs in the future. Throughout this project, we will work closely with the City Staff, Planning Commission, and City Council to identify ways to address gaps in current programs, policies, and services and will recommend actionable regulatory revisions, strategic initiatives, catalyst projects, and other plans for all elements of the City. We will ensure projects and actions tier and link with capital work programs, sustainability initiatives, and other plans.

Action Plan. Investments and regulatory changes will be strategically prioritized. We can assist the City of Colorado Springs in potentially refining capital projects plans, ongoing operations and maintenance needs, plans, studies, ordinance revisions, and other actions based on strategic priorities and place them into an integrated action plan format with specific time horizons and expected outcomes. A chapter designated as an "Action Plan" is expected to show, in list form, the immediate (1 -3 years) and intermediate (4 - 10 year) programs, associated information about responsible parties, estimated costs and due dates. The Action Plan will specifically focus on those City and Zoning Code changes that need to be made to be consistent with the goals and policies of the Comprehensive Plan.

The team will analyze the market feasibility, costs, revenue, action steps, and partners necessary for each action item. More importantly, we will evaluate who pays for implementation. Taxpayers need transparency about the costs of any project and the resulting economic, social, and environmental benefits of any action. In some cases, the Colorado Springs resident just needs to know: "What does this mean to me and my pocketbook?"

Fiscal Implementation. As plan policies are solidifying, we will prepare implementation strategies with an eye towards fiscal sustainability and revenue strategies. In the event that our analysis indicates that new growth generates net deficits, we will discuss other possible financing mechanisms/revenue sources which the City may want to consider for funding infrastructure needs.

To assist with development of the recommended land use plan and growth policies related to fiscal sustainability, it is anticipated that the City of Colorado Springs will integrate valuable information generated by the fiscal analysis, as well as information generated by other work efforts associated with developing this Plan. The fiscal analyses will include an analysis of the demand for capital facilities and the resulting costs as well as the associated operating expenses and revenues. To be defensible, the fiscal impact analysis of should utilize the case study-marginal approach. The findings would include the cumulative, average annual and annual fiscal results. Once these findings are known, implementation strategies to achieve fiscal sustainability will be provided in a separate policy document.

There are a variety of considerations that need to be addressed as part of this analysis including:

- ▲ Decreasing revenue trends resulting from a variety of factors
- ▲ An understanding of the City's current and future economic base.
- ▲ Pressures for increased levels of service and the impact of an aging population.
- ▲ Aging infrastructure.
- ▲ Incentivizing infill and redevelopment.
- ▲ Achieving appropriate densities.
- ▲ Evaluation of the City's current market position and analysis of the City's strengths and weaknesses relative to targeting economic development.
- ▲ Formulation of meaningful fiscal sustainability implementation recommendations.
- ▲ Evaluation of potential revenue sources/financing mechanisms the City may want to consider.
- ▲ Development of economic and fiscal indicators for better monitoring of the City's present economic situation.
- ▲ Identification of realistic economic opportunities compatible with the City's vision.

5.3 MONITORING PROGRAM

The Draft Plan will focus on supporting business activity, maintaining, and enhancing quality of life amenities, shaping growth in a way that promotes economic vitality, and building on initiatives that will serve as economic generators and attractors. To this end, the Plan will include an adaptive management framework to track accountability, follow through, and effectiveness of the Plan's actions. This monitoring tool should be continually updated to illustrate Colorado Springs' progress toward achieving its goals and will allow long-term tracking of the quality of life indicators.

Further actions need to be implemented (e.g., changes in development regulations) to ensure that goals are met. This adaptive management approach avoids the mistakes of many plans that are overly general; plans where the community looks back 5 to 10 years later and asks, "What happened?" and "Are we really better off"?

5.4 COLORADO SPRINGS STRATEGIZES - EVENT SERIES #5

Event Series #5 will include a three-day facilitated Plan Hub, at one or multiple locations throughout the community, which would serve as an open house venue for participants to drop by at hour intervals for quick polling exercises, and have the chance to ask questions of staff, consultant, TST/SC members and Co-Creators) This venue could be a vacant storefront, library, event center, or city hall. Our Co-Creators will again be asked to assist both in getting the word out, as well as with facilitation. Participants will have the chance to drop in at any time during the day, and be able to run through a series of keypad polling sessions asking for feedback and input on strategies and their priorities. The team will represent how key choices will help achieve the desired future, and materials will focus on how to monitor growth using key indicators to monitor, check in, and adapt, if necessary.

5.5 PRELIMINARY DRAFT COMPREHENSIVE PLAN

All of the above will be compiled into a Preliminary Draft Plan with renderings, mapping, and other graphics, generally including the following:

- ▲ Front Matter: cover page, table of contents, and acknowledgments
- ▲ Vision
- ▲ Opportunities
- ▲ Community Choices
- ▲ Goals and Policies by Plan Element
- ▲ Implementation Strategies
- ▲ Monitoring Program
- ▲ Appendices

As appropriate, graphics for the plan will include maps, illustrations, visual simulations, 3D images, photos, diagrams, and other supporting graphics.

5.6 NEIGHBORHOOD PLAN TEMPLATE

At this point, our team will refine and recommend a procedural template for future City neighborhood plans. We will recommend a strategic and effective way to determine priority of which neighborhood plan(s) should be addressed first, based on the earlier neighborhood analysis. Using those neighborhoods identified as having a strong propensity toward change, the team will lay out an anticipated template for a subsequent neighborhood planning process; and a document framework template that would include sections on neighborhood context, neighborhood opportunities, and implementation priorities.

TASK 5 DELIVERABLES:

- ▲ Weekly and Monthly Project Status Reports (including project schedule and budget analysis)
- ▲ Policy Recommendations and Implementation Strategy Document (including a matrix of recommendations phased by timing)
- ▲ Preliminary Comprehensive Plan
- ▲ Draft and Final Neighborhood Plan Templates
- ▲ Summary Packet and PowerPoint presentation (Meeting To-Go) for City Staff/ Steering Committee distribution to City Council, Boards and Commissions, and Committees

TASK 5 MEETINGS:

- ▲ Biweekly conference calls (every other week)
- ▲ TST Meetings #11 & #12 Agendas, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries
- ▲ SC Meetings #11 & #12 Agendas, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries
- ▲ Co-Creator Meeting #3 Agenda, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summary
- ▲ Colorado Springs Strategizes – Event Series #5 Plan Hub Notification, Agenda, Media, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summary

TASK 6: DRAFT & FINAL COMPREHENSIVE PLAN

6.1 PUBLIC DRAFT COMPREHENSIVE PLAN

The Preliminary Draft Plan will be revised per one round of consolidated City Staff comments and one joint PC/CC Worksession, it will be converted to a modern, graphic, and user-friendly format as the Public Draft Comprehensive Plan.

6.2 COLORADO SPRINGS THE PLAN – EVENT SERIES #6

Event Series #6 (which could include a location at one of the First Fridays Downtown Art Walk) will celebrate and highlight the 2-year process. Attendees and participants will have the opportunity to comment on the Draft Plan document in a venue and setting formatted similarly to a professional art exhibit. Review materials will include not just the document itself, but photos, imagery, words, and graphics that represent the process and final plan.

6.3 FINAL COMPREHENSIVE PLAN

At this stage, the Logan Simpson team's role shifts to a support role, with City Staff leading the majority of presentations and providing recommended changes to the Final Plan. Logan Simpson will revise graphics based on feedback and input from the public, PC, CC, and City Staff on the Draft Plan, as well as prepare an Executive Summary describing plan highlights and the organization of the plan.

6.4 PLANNING COMMISSION PUBLIC HEARING & RECOMMENDATION

City Staff, with Logan Simpson assistance, if requested, will present the Comprehensive Plan to PC. Logan Simpson will complete minor revisions, as directed by PC, based on public hearing comment. City Staff will provide one set of redlines and new content for the CC Adoption Draft Comprehensive Plan.

6.5 CITY COUNCIL PUBLIC HEARING & ADOPTION

City Staff, with Logan Simpson assistance, if requested, will present the Final Comprehensive Plan to CC for adoption. Logan Simpson will complete minor revisions, if any, as directed by CC following hearing. City Staff will provide one set of redlines and new content for the Final Comprehensive Plan.

6.6 WEB-BASED "LIVING" COMPREHENSIVE PLAN

Upon document adoption and finalization, Logan Simpson and UIS will work with City Staff and the PCO to convert the draft plan into a "living" web-based component that will be interactive, and easily understandable and navigable. Additionally, Logan Simpson will compile and submit all GIS, InDesign, .pdf electronic files, with all associated graphic links and files.

6.7 FINAL DOCUMENT AND DELIVERABLES TRANSFER

Prior to conclusion of the contract, the consultant will provide all significant documents and work products to the City on one or more DVDs, or similar format, and in a usable electronically editable form.

TASK 6 DELIVERABLES:

- ▲ Weekly and Monthly Project Status Reports (including project schedule and budget analysis)
- ▲ Graphics (hand-drawn, photo-simulation, movie etc., assuming up to 40 hours for final graphics based on Tasks 4.1 and 4.2)
- ▲ Public Draft Comprehensive Plan
- ▲ PC Draft Comprehensive Plan
- ▲ CC Adoption Draft Comprehensive Plan
- ▲ Final Comprehensive Plan
- ▲ Final, significant documents and work products in editable digital format
- ▲ Web-Based "Living" Comprehensive Plan (fully interactive Comprehensive Plan)

TASK 6 MEETINGS:

- ▲ Biweekly conference calls (every other week)
- ▲ TST Meetings #13 & #14 Agendas, Materials (presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries
- ▲ SC Meetings #13 & #14 Agendas, Materials (presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summaries
- ▲ Co-Creator Worksession #4 Notification, Agenda, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summary
- ▲ Colorado Springs The Plan – Event Series #6 Notification, Agenda, Media, Materials (including presentation boards, PowerPoint, maps, and/or graphics) Facilitation, and Summary
- ▲ PC Individual Briefings and Public Hearing Materials, Facilitation Assistance, and Summary
- ▲ CC Individual Briefings and Public Hearing Materials and Facilitation Assistance



**COLORADO SPRINGS COMPREHENSIVE PLAN
PUBLIC INVOLVEMENT PLAN, PHASE 1**

27 June 2016, Version 1

**OUTREACH SERIES #1
COLORADO SPRINGS: ON THE MOVE**

OBJECTIVES

Initial outreach efforts are critical to inviting our community to participate in the Colorado Springs Comprehensive Plan process. Outreach Series # 1 - "Colorado Springs on the Move" focuses on getting the word out to the community through visual messaging using a variety of tools and locations throughout the community. The outreach series provides the opportunity for citizens to express they care about the future of Colorado Springs and their willingness to get involved!

- ▲ Provide the opportunity for members of the public to identify that they care about the future of Colorado Springs and their willingness to participate.
- ▲ To inform the Colorado Springs community of the Comprehensive Plan effort.
- ▲ To establish a recognizable brand and message.
- ▲ To identify key locations for materials that provides consistent visibility for the project.

- ▲ To connect the Council strategic goals with the Comprehensive Plan effort.
- ▲ To establish a database of interested citizens, co-creators and stakeholders.
- ▲ To outreach to key stakeholders and identify ways to enhance the public process.

MESSAGING, LOGO AND BRANDING TEMPLATE

In coordination with City Staff and the City's Public Communications Office (PCO), the Plan's brand, logo and messaging will tier off recent branding and logo materials. The logo, message, fonts and other associated formats should convey a process that is inviting and forward-looking. Materials should be branded in a way that looks fun, attracts a range of people to stay engaged, and reinforces the idea that participating in the Comprehensive Plan can be exciting for all sectors of the population. Working with the PCO and City Staff, the team will develop consistent high-tech and high-touch formats, printed materials, wearable items, custom project signage, street banners, and other materials to ensure key messages are defined and reinforced throughout the project.

HIGH-TOUCH TOOLS

Constant project visibility is a key part of the public involvement process, and will include the following tools:

Posters/Flyers

A poster will highlight the brand and the key messages. The poster will also include a description of the process and a list of each outreach series and their anticipated timeframe. A link to enroll on the website will also be provided. It is anticipated that these posters would be displayed at consistent locations and be swapped out at key milestones and as events and dates become refined.

Press Release

A press release will highlight the brand, key messages, project description and opportunities to be engaged. It will also stress the linkage between Council's direction and the Comprehensive Plan. A link to enroll on the website will also be provided.

Banners

Banners will be placed in multiple places throughout the community and will be rotated throughout the process. The banner will include the project's brand, key message and a link to enroll on the website.

Selfie Stamps

Selfie stamps will be placed in multiple places throughout the community and will be rotated throughout the process. The selfie stamp will include the project's brand, key message and a link to enroll on the website. The stamp will allow people to take a selfie with a recognizable background and submit it on the website. Submitted photos will be eligible for awards and prizes. The staged photos will be a reminder of the project itself, of the great places that exist throughout the Springs, and will result in increased participation.

Chalk Boards

Chalk board stations will be placed in several stations throughout the community and will be rotated throughout the process. The chalk board will include the project's brand, key message, link to the website and ask a key question of the community ("What I Love About Our City Is...") every month. The chalk board stations purpose will be to spur interest in the project and increase brand recognition.

Stakeholder Interviews

Stakeholder interviews will occur to obtain initial feedback about Colorado Springs and what people love about their city. Interviewing these key individuals and groups will help refine the public process.

HIGH-TECH TOOLS

Website

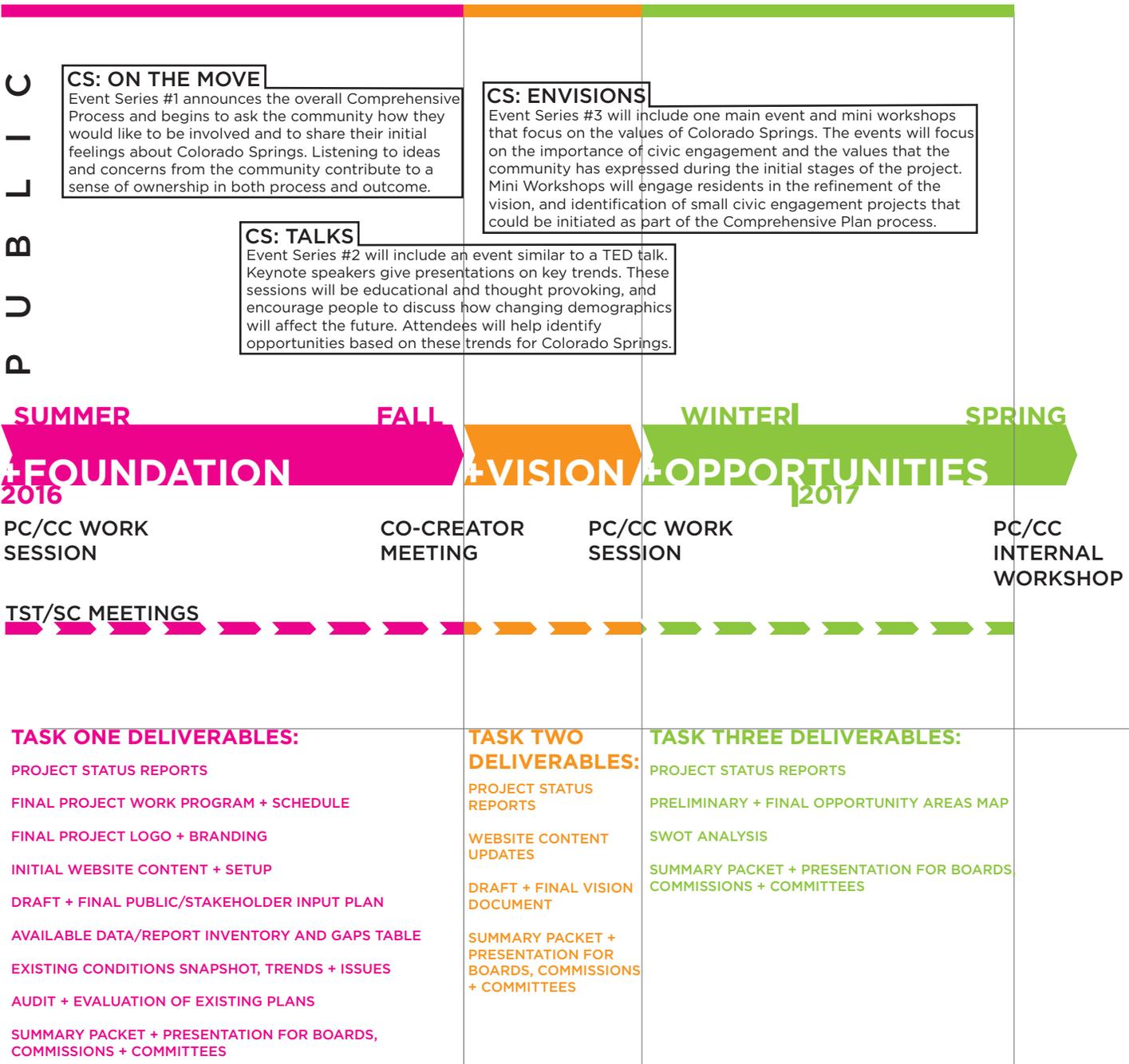
A website will be launched that will highlight the brand and the key messages. The website will also include a description of the process and a list of each outreach series and their anticipated timeframe. All high-tech tools will direct interested people to the website and encourage people to enroll. The website will also ask people to what degree they would like be involved, including asking for advocates, or "co-creators", who may assist during key points of the process.

Social Media

Facebook, Twitter and Instagram accounts will highlight the brand and the key messages. The sites will direct interested community members to the website.

Electronic postcards

A digital kickoff postcard will be circulated to known mailing lists. The postcard will include the project's brand, message, and a link to enroll on the website.



CS: THINKS BIG

Event Series #4 will be a series of focus group luncheons and neighborhood barbeques to discuss opportunities, benefits, and effects of key choices. Co-Creators will assist in getting the word out, and attend a training meeting to help with facilitation at the events. Attendees will identify opportunities for improving their daily lives and the area around them. Key to this discussion is identifying the potential influence of these opportunities.

CS: THE PLAN

Event Series #6 will celebrate and highlight the two year journey. Attendees and participants will have the opportunity to comment on the Draft Plan document in a venue and setting similar to a professional art exhibit. Review materials will include the document, plus photos, imagery, words, and graphics that represent the process and final plan.

CS: STRATEGIZES

Event Series #5 will be a three-day Plan Hub, at one or multiple locations. Our Co-Creators will assist in getting the word out and with facilitation. Participants can drop in and run through a series of keypad polling sessions asking for feedback and input on strategies and priorities. The team will represent how key choices will help achieve the desired future, and materials will focus on using key indicators to monitor growth, check in, and adapt.



TASK FOUR DELIVERABLES:

- PROJECT STATUS REPORTS
- MAPS + GRAPHICS
- SUMMARY PACKET + PRESENTATION FOR BOARDS, COMMISSIONS + COMMITTEES

TASK FIVE DELIVERABLES:

- PROJECT STATUS REPORTS
- POLICY RECS + IMPLEMENTATION STRATEGY DOC
- PRELIMINARY COMPREHENSIVE PLAN
- SUMMARY PACKET + PRESENTATION FOR BOARDS, COMMISSIONS + COMMITTEES

TASK SIX DELIVERABLES:

- PROJECT STATUS REPORTS
- PUBLIC DRAFT COMPREHENSIVE PLAN
- PLANNING COMMISSION DRAFT PLAN
- CITY COUNCIL ADOPTION DRAFT PLAN
- WEB-BASED "LIVING" COMPREHENSIVE PLAN

TST: TECHNICAL SUPPORT TEAM
 SC: STEERING COMMITTEE
 PC: PLANNING COMMISSION
 CC: CITY COUNCIL