

TOWN OF LYONS COMPREHENSIVE PLAN UPDATE

PRELIMINARY SCOPE OF WORK

Draft: January 21, 2021

INTRODUCTION

Our approach for this project, as detailed in this scope of work, consists of four phases:

1. Issues and Opportunities
2. Plan and Policy Framework
3. Growth Area Scenarios and Strategies
4. Draft Plan and Adoption

The tasks outlined in this scope of work will be completed over a twelve-month period. The process is anticipated to begin in June 2021. A more detailed timeline illustrating key milestones and community/stakeholder engagement opportunities is provided on page 11.

For the purposes of this preliminary scope of work, we have assumed that community and stakeholder engagement will be conducted using a combination of virtual and in-person strategies. We will work with the Town to refine this approach upon project initiation based on the level of social distancing that is required at that time. We will hold bi-weekly check-in meetings (via Microsoft Teams or Zoom) with Town staff for the duration of the process, or as needed.

PHASE 1: ISSUES AND OPPORTUNITIES

Tentative Timeline: June – September 2021

Objectives

- Conduct initial stakeholder engagement
- Document trends and key issues
- Identify expected outcomes

1.1 Kick-off Meeting(s) and Data Gathering

As a first step in the process, the consultant team will meet with Town staff to confirm objectives for the process, confirm the roles of the consultants and Town staff, establish protocols to be followed during the project by the consultant team, and gather technical data, related plans and studies, and other information needed to inform the process. As part of this initial meeting (or a separate meeting), the consultant team will tour the Town of Lyons with Town staff, with an eye toward building a deeper understanding of future growth area opportunities and constraints, infrastructure issues, and other issues and opportunities relevant to the Comprehensive Plan update.

1.2 Document Review and Policy Scan

In preparation for initial stakeholder meetings during Task 1.3, the consultant team will review all relevant documents and background information provided by Town staff—including the results of work completed by Town staff and the Comprehensive Plan Subcommittee to date (e.g., Comp Plan Report Card, Comprehensive Plan Subcommittee Challenges, Wants, and Needs). With guidance from Town staff, the consultant team will also conduct a more in-depth “policy scan” of the 2010 Comprehensive Plan and other plans and studies that function as supporting elements of the Comprehensive Plan (or that have significant overlap in terms of the topics addressed). At minimum, we would anticipate that plans and studies to be incorporated as part of the policy scan will include:

- Town of Lyons Comprehensive Plan (2010);
- Lyons Primary Planning Area Master Plan (2017);
- Lyons Hazard Identification and Risk Assessment (2017);
- Lyons Recovery Action Plan (2014);
- Environmental Sustainability Action Plan (2013); and
- Parks, Open Space, and Trails Master Plan (2008).

The results of the policy scan will be a consolidated set of goals and policies by Comprehensive Plan element that can be used to inform subsequent steps in the process. This process will allow us to identify areas of overlapping policy direction, as well as potential conflicts or gaps to be addressed as part of the Comprehensive Plan process, based on APA’s Sustaining Places Best Practices for Comprehensive Plans framework.

To help account for the potential that funding will not be available for Phase 4, existing implementation strategies from existing Town plans will also be consolidated by the consultant team for review by Town staff. Town staff will be responsible for providing an update on the status of existing implementation strategies to help inform the preliminary action plan as part of Task 3.4 (e.g., weeding out strategies that have been completed or that are no longer considered necessary/viable). This work can be completed while the process is underway and would not need to be completed until the end of January 2022.

1.3 Initial Stakeholder Meetings/Focus Groups

The consultant team will conduct an initial set of stakeholder meetings, using the results of the policy scan as a framework for discussion. An agenda for these meetings will be developed in collaboration with Town staff; however, we anticipate this initial set of meetings will include:

- Meetings with the Comprehensive Plan Subcommittee (comprised of representatives from the Town’s Boards and Commissions, and others as determined to be appropriate to provide broad representation from the community), and the Technical Advisory Committee (comprised of representatives from Town departments);
- Stakeholder interviews/focus groups (e.g., Board of Trustees members, Planning & Community Development Commission members, regional partners, recovery staff, and/or other stakeholders/groups as identified by Town staff); and
- Debrief meeting with Town staff to discuss key themes and next steps.

We anticipate that stakeholder meetings will be conducted over the course of two to three days. Following the meetings, the consultant team will prepare a brief summary of issues and opportunities to document the input that was provided.

1.4 Project Branding and Webpage

The consultant team will work with Town staff to develop content for a project webpage that will be hosted on the Town’s Bang the Table site. The project webpage will serve as the main information portal for the project and will be the primary source of information for the community to learn about where we are in the overall project timeline and about upcoming engagement events. Once established, the consultant team will rely on Town staff to update the webpage as necessary during the course of the Comprehensive Plan update. The consultant team will develop a project logo and branding templates to create a distinct identity for the project that can be reflected in all work products and materials. Town staff will be responsible for setting up, monitoring, and reporting the results of online engagement activities on the Bang the Table site during the course of the process, with support from the consultant team on content development.

1.5 Community Engagement Plan

The consultant team will work closely with Town staff to prepare a Community Engagement Plan (CEP) designed to creatively engage a broad spectrum of community stakeholders throughout the Comprehensive Plan update process—residents, business and property owners, service providers, non-profits and other community partners, and others as identified during initial kick-off meetings. The CEP will:

- Outline groups and audiences to be engaged during each community outreach series.
- Identify specific tools and techniques that will be used during each round of outreach activities.
- Identify strategies, approaches, and tools for engaging with members of the community who are traditionally left out of the planning process.
- Confirm the date, location, and preliminary schedule of activities for each public engagement event.
- Develop a social media strategy building on the Town’s existing social media presence on Facebook (and other platforms as appropriate) to build awareness of the project, inform the community of project related news and milestones, and to advertise upcoming events or engagement opportunities.

The CEP will be posted to the project webpage and updated as necessary throughout the process.

1.6 Community Survey

The consultant team, with input from Town staff will develop an online survey asking residents, business owners, and other stakeholders to respond to some basic questions about the issues and opportunities facing the community, and their hopes and dreams for the future of the Town of Lyons. Responses will provide us with initial ideas about the topics that are of greatest concern to the community. In addition, the survey will give us an opportunity to introduce the Comprehensive Plan update process to the community. Specifics of the survey, in terms of timing and content, will be fleshed out as part of the Community Engagement Plan. The survey will be provided in English and Spanish.

1.7 Community Profile Report

The consultant team will prepare a brief community profile report to establish a clear understanding of current conditions in Lyons and inform community discussions throughout the Comprehensive Plan update process. The report will include an analysis of demographics trends (such as population counts and characteristics), housing trends, and land use/development trends. Additional topics may be identified through conversations with Town staff. To the extent possible, we will draw data from existing Town reports, mapping, studies, and other resources.

PHASE 1 SUMMARY		
Tasks	Consultant team Responsibilities/Deliverables	Town of Lyons Staff Responsibilities/Deliverables
1.1 Kick-off Meeting(s) and Data Gathering	<ul style="list-style-type: none"> Coordinate with staff on initial kick-off activities; participate in tour 	<ul style="list-style-type: none"> Coordinate with consultant team on initial kick-off activities; organize tour Set up Dropbox (or Sharepoint) folder containing all project-related documents and data for use by the consultant team
1.2 Document Review and Policy Scan	<ul style="list-style-type: none"> Review documents identified by Town staff Conduct policy scan 	<ul style="list-style-type: none"> Review and provide input draft policy scan
1.3 Initial Stakeholder Meetings/Focus Groups	<ul style="list-style-type: none"> Develop draft/final agenda and materials for meetings Provide Town staff with an initial list of stakeholders or other groups/people that would be helpful for us to meet with (either one-on-one or in a larger focus group) Finalize draft agendas and meeting materials 	<ul style="list-style-type: none"> Review draft agendas and meeting materials Schedule stakeholder/committee meetings Coordinate meeting logistics with participants
1.4 Project Branding and Webpage	<ul style="list-style-type: none"> Develop project logo and style guide Webpage materials for initial set up 	<ul style="list-style-type: none"> Coordinate with consultant team to create a project webpage on the Town's Bang the Table site Maintain project webpage for duration of the process
1.5 Community Engagement Plan	<ul style="list-style-type: none"> Draft/final Community Engagement Plan 	<ul style="list-style-type: none"> Provide list of stakeholder groups to be included Review/provide input on Community Engagement Plan
1.6 Community Survey	<ul style="list-style-type: none"> Prepare draft survey; refine and launch Develop materials/draft posts for Town staff Summary of community survey results 	<ul style="list-style-type: none"> Review and provide input on draft survey Assist in getting the word out about the survey (e.g. distributing flyers, posting to the Town's social media, sending out e-mails to community groups)

PHASE 1 SUMMARY		
Tasks	Consultant team Responsibilities/Deliverables	Town of Lyons Staff Responsibilities/Deliverables
1.7 Community Profile Report	<ul style="list-style-type: none"> Develop an annotated outline of the Community Profile Report Collect supplemental data, as available Prepare draft/final Community Profile Report 	<ul style="list-style-type: none"> Provide data and other background materials to consultant team Review and provide a consolidated set of input on outline and draft Community Profile Report

PHASE 2: PLAN AND POLICY FRAMEWORK

Tentative Timeline: September - November 2021

Objectives

- Update existing Town goals and policies on Comprehensive Plan topics to align with the community’s vision for the future
- Understand community priorities and preferences for addressing major issues and opportunities

2.1 Preliminary Plan and Policy Framework

Based on the feedback received as part of Phase 1—and the policy scan—the consultant team will work with Town staff to prepare a preliminary plan and policy framework for further discussion. The plan and policy framework will include:

- A preliminary set of guiding principles, goals, and policies to support each goal;
- A proposed organization/outline for the Comprehensive Plan (element-based or topical/theme-based);
- Commentary to highlight general areas of agreement (based on input to date) and where more in depth discussion will be needed during subsequent steps of the process.

The plan and policy framework will expand the range of topics addressed in the 2010 Comprehensive Plan to more explicitly address the focus areas identified in the RFQ—livable built environment, harmony with nature, resilient economy, interwoven equity, healthy community, and responsible regionalism—as well as others that emerge through the process.

2.2 Community/Stakeholder Engagement Series #1

The primary purpose of this round of engagement will be to present the results of the Phase 1 work and engagement residents, business owners, and other stakeholders, and to seek input on the Preliminary Plan and Policy Framework. A summary of input received during this outreach series will be prepared and posted to the project website.

PHASE 2 SUMMARY		
Tasks	Consultant team Responsibilities/Deliverables	Town of Lyons Staff Responsibilities/Deliverables
2.1 Plan and Policy Framework	<ul style="list-style-type: none"> • Prepare a draft/final plan and policy framework based on input received 	<ul style="list-style-type: none"> • Review and provide input on the preliminary plan and policy framework
2.2 Community Engagement Series #1	<ul style="list-style-type: none"> • Develop agenda and materials for the community meeting(s) and online input opportunity • Summarize input received • Presentation for BOT/PCDC updates • Summary of input received during the community engagement series 	<ul style="list-style-type: none"> • Identify a location/venue for community meeting(s) that allows for compliance with social distancing requirements in place at the time • Review and provide input on the draft agenda and activities planned • Distribute marketing materials promoting the online activity or conduct additional outreach/engagement activities, as needed

PHASE 3: GROWTH AREA SCENARIOS AND STRATEGIES

Tentative Timeline: December 2021r - March 2022

Objectives

- Evaluate key choices and trade-offs associated with plausible scenarios for each of the Town's primary growth areas
- Define and document growth parameters for the Future Land Use Plan

3.1 Growth Area Scenario Workshop: Key Choices and Trade-offs

The consultant team will work with staff to prepare for and host a two-day workshop to explore key choices and trade-offs for each of the Town's four primary growth areas: Downtown, Eastern Corridor, Apple Valley, and South St. Vrain. For each planning subarea, project team members will:

- Identify issues/opportunities based on the unique characteristics of each growth area (e.g., circulation and access, IGA considerations, infrastructure and services, hazard prone areas and development constraints identified as part of the 2017 Risk Assessment);
- Highlight potential trade-offs/implications associated with different choices in each area as they relate to Lyons' goals and overall needs in different areas and sustainability/resiliency considerations for each (e.g., housing, economic development, multimodal transportation); and
- Evaluate how different choices will impact future growth capacity and long-term buildout of the community and address residential and non-residential needs.

Scenarios assembled for this task will build from work completed as part of the 2017 Lyons Primary Planning Area Master Plan, and other more recent plans and studies, as appropriate. Additional growth-related questions may also be explored as part of this workshop, based on input received during earlier phases, for example, infill and redevelopment potential in Town Residential areas. A key outcome of this task will be a preferred multimodal transportation framework for the Eastern Corridor.

3.2 Draft Future Land Use Plan

In conjunction with the development of the plan and policy framework, the consultant team will work closely with Town staff to prepare a preliminary draft Future Land Use Plan. The Future Land Use Plan will reflect physical conditions and planning influences within the City and the Three-mile area Plan in accordance with CRS 31-12-105(e), as well as preferred directions that emerge from the Growth Area Scenario Workshop existing.

The preliminary draft Future Land Use Plan will be comprised of the Future Land Use map and accompanying land use category descriptions which identify a desired land use mix, defining characteristics, and overall density range. Land use categories will build from the 2010 Comprehensive Plan, as well as input received as part of the Comprehensive Plan update.

3.3 Check-in Meetings

Consultant team members will meet with elected and appointed officials, the Comprehensive Plan Subcommittee, and the Technical Advisory Committee; at this stage to seek input on preliminary

preferred directions for the each of the growth areas before a consolidated draft of the Comprehensive Plan is assembled in Task 3.4.

3.4 Preliminary Draft Comprehensive Plan

The consultant team will prepare a preliminary draft of the Comprehensive Plan that consolidates and incorporates all materials and input generated through the process to date into a single document:

- Plan and policy framework: to include vision/guiding principles, goals, and policies;
- Future Land Use Plan map and Land Use Categories;
- Growth Area Preferred Directions (3-mile Plan): to include updated map diagrams and recommendations that emerge from the Growth Scenario Workshop;
- Community Profile (as an appendix).

A preliminary action plan will be included in the preliminary draft to establish the structure and basic content for more in-depth discussions regarding implementation as part of Phase 4. Any recommended actions that have emerged through the process (or were identified by Town staff during the policy scan as necessary to carry forward) during Task 1.2 will be included and organized by plan element/theme and goals. A placeholder will be provided to allow for the assignment of priorities and roles/responsibilities and metrics/monitoring parameters as part of Phase 4. The preliminary draft will be formatted consistent with the branding established during Phase 1 in Microsoft Word or InDesign (based on the Town's preference). Any maps and graphics developed during Phases 1-3 will be included, as well as placeholders for photos and other supporting visuals to be added during Phase 4.

If funding for Phase 4 is not available, the preliminary draft and all other interim deliverables will be provided to Town staff in PDF format, as well as in Microsoft Word (or InDesign, based on staff preference) to allow for future updates. Any GIS maps developed by the consultant team will be provided as ArcGIS map packages, or similar, based on staff preference.

PHASE 4: DRAFT PLAN AND ADOPTION

Tentative Timeline: April– July 2022

Objectives

- Further develop and refine action priorities to support the implementation of the Comprehensive Plan
- Identify a manageable set of metrics to help track progress over time
- Assemble and finalize the draft plan through public review and adoption process

4.1 Review Draft Comprehensive Plan

The consultant team will work with Town staff to prepare a review draft of the Comprehensive Plan. This document will build upon the preliminary draft developed as part of Task 3.4, expanding the use of graphics, photos, and other visual aids to ensure it is an understandable and useable document for all members of the community, fleshing out the action plan as detailed in Task 4.2, and further refining content based on input from Town staff.

4.2 Action Plan

Building on the preliminary action plan developed as part of Task 3.4, the consultant team will work with Town staff to complete and refine implementation strategies, identify roles and responsibilities, and establish a preliminary set of priorities for discussion. The Action Priorities section of the plan will identify specific priority actions for the near term, as well as actions that, based on organizational capacity, are anticipated to follow as priorities in medium and longer time frames. It will identify responsible Town parties as well as indicate potential regional and community partners and funding sources, as applicable. During community engagement series #3, the Action Priorities will be used to convey priorities as well as realistic expectations for what the Town can accomplish with staffing and resources. Community partners such as active volunteer groups, businesses, and others will be encouraged to identify what actions that can take on to accelerate implementation of individual actions. The Action Priorities will be appended to the Comprehensive Plan as a living document intended to be updated every few years in response to changing conditions, funding opportunities, and accomplishments.

4.3 Community Engagement Series #3

A final round of community engagement will be conducted to seek input on the review draft of the Comprehensive Plan and Action Priorities from residents, business owners, and other stakeholders. Engagement activities will focus on the Action Priorities since this piece of the Comprehensive Plan will be new to the community. All input collected during this engagement series will be incorporated into the draft Comprehensive Plan, as appropriate. A follow-up online review activity will be developed to provide those unable to attend the meetings a chance to weigh in on the draft Comprehensive Plan.

4.4 Metrics and Monitoring

After the community has provided input to the Draft Comprehensive Plan and Action Priorities, the consultant team will work with Town staff, the Comprehensive Plan Subcommittee, and the Technical Advisory Committee to develop a succinct set of metrics for assessing its effectiveness at achieving identified goals and objectives. We anticipate the metrics will address a diverse set of community goals similar to the diversity of focus areas identified in the RFP, such as environment, economy, and equity. Tracking metrics over time will help the Town understand and report to the community on how well the actions and strategies identified in the plan are working to achieve the plan priorities and goals. Selection of metrics will consider what data is readily available and meaningful as indicators of progress.

4.5 Adoption Draft Comprehensive Plan

Based on input received during Community Engagement Series #3, the consultant team will work with Town staff to assemble an adoption draft of the Comprehensive Plan. The adoption draft will incorporate metrics and monitoring parameters assembled as part of Tasks 4.4 and input received as part of the final community engagement series. Following the adoption hearing, the final plan and all other interim deliverables will be provided to Town staff in a searchable PDF format, as well as in Microsoft Word (or InDesign, based on staff preference) to allow for future updates. Any GIS maps developed by the consultant team will be provided as ArcGIS map packages, or similar, based on staff preference.

4.6 Adoption Hearings (Optional)

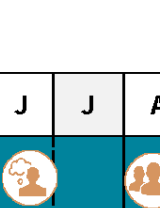
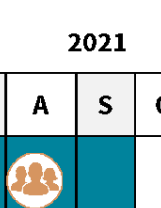
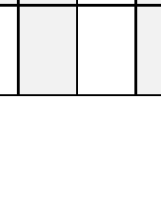





If desired, key members of the consultant team will support Town staff in public hearings on the draft plan.


PHASE 4 SUMMARY		
Tasks	Consultant Team Responsibilities/ Deliverables	Town of Lyons Staff Responsibilities/Deliverables
4.1 Draft Comprehensive Plan	<ul style="list-style-type: none"> Assemble a review draft Comprehensive Plan document 	<ul style="list-style-type: none"> Review and provide input on the draft Comprehensive Plan Provide photos (as needed) for inclusion in the draft Comprehensive Plan Facilitate wider town staff and stakeholder review of draft Comprehensive Plan Coordinate collection of photos for draft Comprehensive Plan
4.2 Action Plan	<ul style="list-style-type: none"> Refine/expand Action Plan based on input received to date 	<ul style="list-style-type: none"> Review and provide input on the Action Plan.
4.3 Community Engagement Series #3	<ul style="list-style-type: none"> Draft/final agenda for community meetings Presentation and material to support the community engagement activities Summary of input received during the community engagement series 	<ul style="list-style-type: none"> Coordinate location/venue for community meeting(s) Review and provide input on the draft agenda and activities planned for the community meeting(s) Review and provide input on the online activity
4.4 Metrics and Monitoring	<ul style="list-style-type: none"> Draft metrics for review 	<ul style="list-style-type: none"> Review and provide input on draft metrics
4.5 Adoption Draft Comprehensive Plan	<ul style="list-style-type: none"> Assemble adoption draft Comprehensive Plan based on input received during Task 4.3 	<ul style="list-style-type: none"> Review and provide input on the adoption draft of the Comprehensive Plan Participate in adoption hearings
4.6 Adoption Hearings	<ul style="list-style-type: none"> Optional task to be assigned 	<ul style="list-style-type: none"> Participate in adoption hearings

PRELIMINARY TIMELINE AND COMMUNITY/STAKEHOLDER ENGAGEMENT MILESTONES

The graphic below illustrates key milestones and community/stakeholder engagement opportunities during the process. While the details of each engagement opportunity will be articulated as part of the Community Engagement Plan (to be developed during Phase 1), each “round” of community/stakeholder engagement will include a series of events and activities. Generally, this will include:

- Community meeting(s)/event(s)
- Board of Trustees/Planning & Community Development Commission Meeting(s);
- Comprehensive Plan Subcommittee Meeting;
- Technical Advisory Committee meeting; and
- An online activity

Phase	2021							2022						
	J	J	A	S	O	N	D	J	F	M	A	M	J	J
1: Issues and Opportunities														
2: Plan and Policy Framework														
3: Growth Area Scenarios and Strategies														
4: Draft Plan and Adoption														

-  Kickoff Meetings
-  Community/Stakeholder Engagement
-  Adoption Hearings

COST ESTIMATE

A cost estimate to perform the preliminary scope of work is provided below

Task	Clarion			Brendle Group		Fehr&Peers		Total
	D.White	Hart	H.White	Martin	Sommer	Senior	PM	
Billable Rate \$/Hour	\$165	\$85	\$75	\$92	\$140	\$240	\$120	
Phase 1: Issues and Opportunities								
1.1 Kick-off Meeting(s) and Data Gathering	8	8	0	0	0	4	4	24
1.2 Document Review and Policy Scan	8	45	0	4	4	0	4	65
1.3 Initial Stakeholder Meetings/Focus Groups	24	24	0	0	0	8	8	64
1.4 Project Branding and Webpage	2	2	16	0	0	0	0	20
1.5 Community Engagement Plan	2	8	0	0	0	0	0	10
1.6 Community Survey	8	16	40	0	0	0	0	64
1.7 Community Profile Report	12	60	0	0	0	0	0	72
Task Total Hours	64	163	56	4	4	12	16	227
Task Total Fees	\$10,560	\$13,855	\$4,200	\$368	\$560	\$2,880	\$1,920	\$34,343
Phase 2: Plan and Policy Framework								
2.1 Preliminary Policy Framework	10	24	24	4	4	2	2	70
2.2 Community Engagement Series #1	8	24	24	0	0	4	8	68
Task Total Hours	18	48	48	4	4	6	10	138
Task Total Fees	\$2,970	\$4,080	\$3,600	\$368	\$560	\$1,440	\$1,200	\$14,218
Phase 3: Growth Area Scenarios and Strategies								
3.1 Growth Area Scenario Workshop (Community Engagement Series #2)	32	50	26	0	0	4	50	162
3.2 Draft Future Land Use Concept Map and Land Use Categories	4	20	0	0	0	0	0	24
3.3 Check-in Meetings	10	0	0	0	0	0	10	20
3.4 Preliminary Draft Plan (Internal Working Draft)	10	50	0	4	4	0	8	76
Task Total Hours	56	120	26	4	4	4	68	282
Task Total Fees	\$9,240	\$10,200	\$1,950	\$368	\$560	\$960	\$8,160	\$31,438
Phase 4: Draft Plan and Adoption								
4.1 Public Draft Comprehensive Plan	12	50	30	0	0	2	45	139
4.2 Action Plan	12	31	0	4	4	0	0	51
4.3 Community Engagement Series #3	12	14	0	0	0	0	0	26
4.4 Metrics and Monitoring	2	2	0	50	50	0	0	104
4.5 Adoption Draft Comprehensive Plan	2	8	0	0	0	0	0	10
4.6 Adoption Hearings (Optional)	0	0	0	0	0	0	0	0
Task Total Hours	40	105	30	54	54	2	45	330
Task Total Fees	\$6,600	\$8,925	\$2,250	\$4,968	\$7,560	\$480	\$5,400	\$36,183
Project Total Hours	178	436	160	66	66	24	139	1,069
Project Total Fees	\$29,370	\$37,060	\$12,000	\$6,072	\$9,240	\$5,760	\$16,680	\$116,182
Total Budget	\$29,370	\$37,060	\$12,000	\$6,072	\$9,240	\$5,760	\$16,680	\$116,182