# AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

**Agenda Item:** Gunnison Rising Conceptual Planning Proposal

**Action Requested:**

**Parties to the Agreement:**

**Term Begins:** **Term Ends:** **Grant Contract #:**

**Summary:**

Please see the attached documentation on the Gunnison Rising Conceptual Planning proposal

**Fiscal Impact:**

**Submitted by:** Josh Ost **Submitter's Email Address:** jost@gunnisoncounty.org

**Finance Review:** (●) Required ( ) Not Required

Comments:
If approved, fiscal impact to Gunnison County is $8,000. ln

Reviewed by: GUNCOUNTY1\lNienhueser Discharge Date: 3/27/2018

**County Attorney Review:** (●) Required ( ) Not Required

Comments:
ok db 3/30/18

Reveiwed by: GUNCOUNTY1\dBaumgarten Discharge Date: 3/30/2018 Certificate of Insurance Required Yes ( ) No (●)

**County Manager Review:**

Comments:

Reveiwed by: GUNCOUNTY1\mbirnie Discharge Date: 3/30/2018

( ) Consent Agenda (●) Regular Agenda ( ) Worksession Time Allotted: 20

Agenda Date: 4/3/2018

*Revised April 2015*

# GUNNISON RISING CONCEPTUAL PLAN

03/04/2018

## A Collaborative Planning Process

We propose a high-level, collaborative Conceptual Planning process to precede the preparation of the formal Master Plan update for Gunnison Rising. The goal is to engage with key community stakeholders (the Project Partners) about Gunnison's overall future, identify shared goals and determine how Gunnison Rising can play a role in achieving that vision for the future. Creating resilient and dynamic places takes coordination between the public and private sectors. Our hope is that this coordinated approach will produce an outcome far better than if it were done in isolation.

### *The Project Partners*

This proposal details a Conceptual Planning process that would be funded jointly by the landowner (Gunnison Valley Properties (GVP)), the City of Gunnison, Gunnison County and Western State Colorado University. Each of these entities has a vested interest in how Gunnison grows over the long term, and Gunnison Rising will play a major role in that future. Formal participation of the public entities in this Conceptual Plan process will ensure that community goals, such as workforce and faculty housing, economic growth, expanded trails and parks, and an events center, can be achieved through the development of Gunnison Rising. This type of collaborative process will also undoubtedly result in the generation of great ideas that have not even been contemplated yet – a key reason for engaging in this effort.

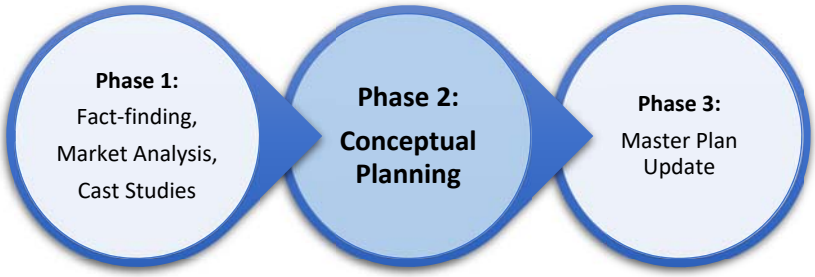
This process is not intended to overburden the public agency staff of the Project Partners. Rather, we anticipate participation from key staff and leadership in approximately 6 group working / charrette sessions during the 3-4-month process. Deliverables will be produced primarily by the consultant team. Assistance with data gathering may be necessary, but production of original material by public agency staff is not anticipated.

Following this Conceptual Planning process, the landowner will privately fund an update to the Gunnison Rising Master Plan that is reflective of the shared goals and objectives that are identified in this Conceptual Planning process.

## Conceptual Planning Process

During the Conceptual Planning process, the consultant team will facilitate a collaborative 3-4-month process with the Project Partners to identify shared goals and opportunities, produce design concepts, estimate preliminary development costs and revenues, and perform a preliminary financial analysis. This process is intended to quickly iterate through a range of concepts and evaluate their relative strengths and weaknesses. The final deliverable is a Project Charter that summarizes the shared, high-level vision for Gunnison Rising.

### Relationship of this Conceptual Plan to Overall Master Plan Process




### Public Engagement and Alignment with the Gunnison Comprehensive Plan Process

Engagement with the broader public is only anticipated to the extent this process can dovetail with the City's Comprehensive Plan process. Ideally this Conceptual Planning process will align with the timing of the City-initiated Comprehensive Plan Update anticipated to begin in the second quarter of 2018.

While there will be formal public hearings and the need to engage with key stakeholders and the media during the overall process, neither the landowner nor the public agencies have the staff capacity nor funding to engage in a stand-alone, broad-based public process. Our hope is to take advantage of the community engagement that will occur as part of the City's Comprehensive Plan process to gain a broader perspective on community goals and aspirations that could potentially be realized as part of Gunnison Rising. If alignment with the Comprehensive Plan process is not possible, the engagement for this process will be limited to key leadership within the four (4) Project Partner organizations.

# The Work Plan

## Task 1: Conceptual Design Charrette (Trip 1)

### *Day 1: Morning – Infrastructure Work Session with City Public Works*

CP will conduct a work session with the Public Works Director, City Engineer, Consultant team engineer to understand the potential scope and scale of a Phase 1 development that leverages current infrastructure.

### *Day 1: Lunch – Project Partner Work Session*

***Goal: Establish a Framework for Common Understanding***

CP will present the preliminary site analysis, high level guiding principles for quality design, key findings from the market analysis and case studies, and information on the likely major building blocks for the development. This discussion will provide the Project Partners with a common set of facts and help prepare everyone for a productive design charrette.

***Market and Case Study Presentation***

CP will present key findings from the market analysis and development case studies conducted in Phase 1. The goal is to begin the project with a common context for today's market conditions. However, given the small Gunnison market and the fact that Gunnison Rising will be testing new development ideas not yet tested locally, the team will also provide lessons learned from the study of other large-scale master planned developments from across the country. These developments were "pioneering" in their time too and many transferrable lessons can be learned.

***Group Exercise: Goals, Opportunities and Weaknesses***

CP will guide the Project Partners through an exercise to identify goals, opportunities and weaknesses for both the site and Gunnison as a whole. This should be a lively and wide-ranging discussion. Once all of the items are identified, the consultant team will give each Project Partner a packet of stickers to "vote" on their top priorities. This prioritized list of goals and opportunities will be a regular reference for the remaining process to ensure whatever key decisions are made along the way are consistent.

### *Day 1: Afternoon – Design Charrette*

CP will facilitate an interactive exercise with the group to identify major centers and place type locations, key routes and amenities, and early phasing elements. This process will help identify new ideas, concepts or schemes, how they integrate with each other and with the surrounding community.

### *Day 2: Morning – Studio Design Work*

CP will work together to fleshing out concepts further – putting meat on the bones. This is valuable time for the core team to bring the Project Partners' ideas to life. At this stage, the design work is intended to illustrate how the overall development program can be arranged on the site, and how the program integrates internally and with surrounding areas.

### *Day 2: Afternoon – Review Refined Design Concepts with Project Partners*

At the afternoon wrap up meeting, design concepts will be pinned to the walls, a presentation summarizing the big ideas and concepts will be given and there will be an open discussion among the Project Partners. This material will form the key content for the ultimate Project Charter, which will summarize the shared vision of the Project Partners.

## Task 2: Conceptual Design Work

A Conceptual Design based on the Design Charrette will be refined, illustrated and analyzed by the Consultant Team. A Conceptual Design map will be prepared that details the location of centers and neighborhoods, key connections, and other amenities. Key phasing recommendations will be defined. The Conceptual Design is not a regulatory map, but rather an easy-to-understand illustration of the major agreed upon elements, how they relate to one another and to the broader community.

The Concept Plan will be comprised of a series of building blocks, some of which could include:

**Place Types and Building Types**

- Centers of activity, big and small, such as a commercial core, walkable retail, and neighborhood shops
- Neighborhoods with a wide range of housing types, including "missing middle" buildings
- Gathering places, like parks, plazas and festival streets
- Natural areas like parks, greenspaces and preserves

**Connections – Streets, Trails**

- "Complete street" concepts that are safe and walkable
- Neighborhood streets and greenways that are fun and kid-friendly
- Paths and trails that provide useful off-street connections and access to outdoor adventure

## Task 3: Financial Analysis (Pro Forma)

A high level, preliminary analysis of costs and revenues will be performed for the design concept. This will involve generating estimates of the development program, vertical (development) and horizontal (infrastructure) costs, and revenue potential (land sale/lease, rent and/or sales). The assessment, at this stage, is intended to determine if there is positive "residual land value" only. Put simply, residual land value is a method for determining land value by subtracting the costs to develop (regulatory, infrastructure and construction) from the potential revenue of the development. If the value is positive, there is a reason to continue. If the value is negative, either changes to costs or revenues need to occur, or the development may not be feasible. A more detailed pro forma analysis of a Phase 1 development will occur in Phase 3 of the project.

### *Infrastructure Financing Strategies*

The consultant team will work with an engineering consultant (contracted by GVP) to estimate major infrastructure costs that will feed into the financial analysis. Infrastructure funding is often the single largest hurdle to growth. Achieving a shared understanding of the challenges and agreement on the tools necessary to overcome this challenge are critically important to achieve early in this process. Special assessment and tax capture districts, like Tax Increment Financing districts, are key to funding new large-scale infrastructure improvements, many of which will benefit the broader community as well. These large infrastructure costs are not financially feasible to fund with private financing alone. Changes to the existing district and/or adoption of additional districts will likely be necessary. The team will also explore creative approaches to phasing infrastructure improvements that can ensure financial feasibility.

## Task 4: Project Charter

At the conclusion of the Conceptual Planning phase, the consultant team will prepare a Project Charter that will summarize the shared goals, opportunities, strategies and major projects that will guide the development of the formal Master Plan. The Charter will also include the Conceptual Design map, and several illustrations

of key place and street types, and other key elements identified during the process. While this is not a legally binding document, there is tremendous value in achieving broad-based buy-in on a shared vision for Gunnison Rising early in the planning process.

## Task 5: Presentation of Conceptual Plan for Gunnison Rising (Trip 2)

The consultant team will make a final trip to Gunnison to present the key elements of the Conceptual Plan for Gunnison Rising. This is intended to be a compelling "story" about the future of Gunnison, and the role of the Gunnison Rising site. The exact venue and audience of this final presentation will be defined by the Project Partners. This story will also be used to market the opportunity to potential creative development partners who can help realize the vision.

### *Focus Group with Potential Creative Development Partners*

The consultant team will convene a focus group with a carefully selected group of creative development professionals to review the key elements of the Project Charter and Conceptual Plan map illustrations. The goal is two-fold. First, the team seeks sage advice from seasoned professionals on the risks, rewards, opportunities and constraints they see with the vision for Gunnison Rising. Second, the team hopes to cultivate interest among a group of top-flight development partners to participate in a first phase. Every effort will be made to conduct this meeting in-person, however, an option for a webinar format will also be provided.

# Project Cost-Sharing

The following four (4) entities agree to share in the funding of this Conceptual Planning process: the landowner (Gunnison Valley Properties (GVP)), the City of Gunnison, Gunnison County and Western State Colorado University. The landowner (GVP) agrees to pay 40% of the total fee, with the remaining fee to be paid in equal parts by the other three entities. The cost breakdown is below.

| Project Partners | Funding Contribution | Percentage |
|---|---|---|
| Gunnison Valley Properties (GVP) | $16,000 | 40% |
| City of Gunnison | $8,000 | 20% |
| Gunnison County | $8,000 | 20% |
| Western State Colorado University | $8,000 | 20% |
| Total | $40,000 | |

# Detailed Task-based Budget

| Gunnison Rising - Conceptual Planning Process | Total Cost |
|---|---|
| | |
| **Task 1: Conceptual Design Charrette** | **9,250** |
| 1.1: Trip preparation and coordination | $ 3,300 |
| 1.2: Infrastructure Investigation & Work Session | $ 1,750 |
| 1.3: Charrette (2.5 days) | $ 4,200 |
| **Task 2: Conceptual Design Work** | **13,370** |
| 2.1: Conceptual Design Work | $ 8,700 |
| 2.2: Partnership Coordination and Outreach | $ 1,870 |
| 2.3: Prepare Draft Conceptual Design Presentation | $ 2,100 |
| 2.4: Webinar with Project Team to Share Draft Conceptual Design | $ 350 |
| 2.5: Refinements | $ 350 |
| **Task 3: Financial Analysis (Pro Forma)** | **6,405** |
| 3.1: Identify Capital Projects and Cost Estimates (Engineer funded by GVP) | $ 2,000 |
| 3.2: Estimate Revenue/Development Values | $ 2,955 |
| 3.3: Summarize of Key Findings | $ 850 |
| 3.4: Webinar with Project Team to Review Results of Financial Analysis | $ 175 |
| 3.5: Refinements | $ 425 |
| **Task 4: Project Charter** | **3,175** |
| 4.1: Prepare Draft Project Charter | $ 2,400 |
| 4.2: Webinar with Project Team to Review Draft Charter | $ 350 |
| 4.3: Refine and Finalize Project Charter Document | $ 425 |
| **Task 5: Conceptual Plan** | **5,500** |
| 5.1: Trip Planning and Coordination | $ 1,400 |
| 5.2: Prepare Presentation | $ 1,300 |
| 5.3: Webinar to Review with Project Team | $ 350 |
| 5.4: Trip to Present (1-night) | $ 2,100 |
| 5.5: Final Wrap Up of Conceptual Planning Process | $ 350 |
| **Tasks Total** | **37,700** |
| Expenses: Travel, Materials, and Data Acquisition | $ 2,300 |
| **Total** | **$ 40,000** |