



**NOTICE OF A REGULAR
CITY COUNCIL MEETING
August 9, 2023, at 6:00 PM**

PUBLIC NOTICE is hereby given that the Vineyard City Council will hold a regularly scheduled City Council meeting on Wednesday, August 9, 2023, at 6:00 p.m., in the City Council Chambers at City Hall, 125 South Main Street, Vineyard, Utah. This meeting can also be viewed on our [live stream page](#).

AGENDA

Presiding Mayor Julie Fullmer

1. CALL TO ORDER/INVOCATION/INSPIRATIONAL THOUGHT/PLEDGE OF ALLEGIANCE – *to be announced.*

2. WORK SESSION

No items were submitted.

3. PUBLIC COMMENTS

(15 minutes)

“**Public Comments**” is defined as time set aside for citizens to express their views for items not on the agenda. Each speaker is limited to three minutes. Because of the need for proper public notice, immediate action **cannot** be taken in the Council Meeting. If action is necessary, the item will be listed on a future agenda, however, the Council may elect to discuss the item if it is an immediate matter of concern.

Public comments can be submitted ahead of time to pams@vineyardutah.org.

4. MAYOR AND COUNCILMEMBERS’ REPORTS/DISCLOSURES/RECUSALS

5. STAFF, COMMISSION, AND COMMITTEE REPORTS

(3 minutes each)

5.1 City Manager Ezra Nair

5.2 Planning Commission

6. CONSENT ITEMS

6.1 [Approval of the July 26, 2023, City Council Meeting Minutes](#)

6.2 [Approval of a Bid Award for an Economic Development Consultant \(Resolution 2023-38\)](#)

6.3 [Approval of a Staffing Plan Adjustment - Public Works Tech](#)

6.4 [Approval of a Special Event Permit Fee Waiver for a vendor show hosted by Mattisyn Baybee](#)

7. APPOINTMENTS

With the advice and consent of the City Council, Mayor Fullmer will appoint Bradley Fagg to the Vineyard Art, Recreation and Parks, Cultural, and Heritage (ARCH) Commission.

8. PRESENTATIONS/RECOGNITIONS/AWARDS/PROCLAMATIONS

8.1 Update on Water and Sewer Bond Issuance

David Robertson with Lewis Robertson and Burningham (LRB) will present an update on the water and sewer bonds.

9. BUSINESS ITEMS

9.1 PUBLIC HEARING – Consolidated Fee Schedule (Resolution 2023-37)

Admin Intern Bradley Day will present recommended amendments to the Consolidate Fee Schedule. The mayor and City Council will act to adopt (or deny) this request by resolution.

9.2 DISCUSSION AND ACTION – Purchase Approval for a Parking Master Plan Task Order

Planner Cache Hancey will present two recommendations for approval of a Parking Master Plan Consultant. The mayor and City Council will take appropriate action.

9.3 DISCUSSION AND ACTION – Zoning Text Amendment (Ordinance 2023-26)

(This item was postponed from the June 26, 2023 City Council meeting.)

Planner Cache Hancey will present a proposed Zoning Code amendment to the VZC Section 15.38.030 Parking Requirements to modify the off-street parking requirements for hotels or motels. The mayor and City Council will act to adopt (or deny) this request by ordinance. *(A public hearing was held on the item during the June 26, 2023 City Council meeting.)*

10. CLOSED SESSION

The Mayor and City Council pursuant to Utah Code 52-4-205 may vote to go into a closed session for the purpose of (these are just a few of the items listed, see Utah Code 52-4-205 for the entire list):

- (a) discussion of the character, professional competence, or physical or mental health of an individual
- (b) strategy sessions to discuss collective bargaining
- (c) strategy sessions to discuss pending or reasonably imminent litigation
- (d) strategy sessions to discuss the purchase, exchange, or lease of real property, including any form of a water right or water shares
- (e) strategy sessions to discuss the sale of real property, including any form of a water right or water shares
- (f) discussion regarding deployment of security personnel, devices, or systems;
- (g) the purpose of considering information that is designated as a trade secret, as defined in Section [13-24-2](#), if the public body's consideration of the information is necessary in order to properly conduct a procurement under [Title 63G, Chapter 6a, Utah Procurement Code](#);

11. ADJOURNMENT

The next meeting is on Wednesday, August 23, 2023.

This meeting may be held in a way that will allow a councilmember to participate electronically. The Public is invited to participate in all City Council meetings. In compliance with the Americans with Disabilities Act, individuals needing special accommodations during this meeting should notify the City Recorder at least 24 hours prior to the meeting by calling (801) 226-1929.

I the undersigned duly appointed Recorder for Vineyard, hereby certify that the foregoing notice and agenda was emailed to the Salt Lake Tribune, posted at the Vineyard City Offices, the Vineyard website, the Utah Public Notice website, and delivered electronically to city staff and to each member of the Governing Body.

AGENDA NOTICING COMPLETED ON: August 8, 2023

CERTIFIED (NOTICED) BY: /s/ Pamela Spencer
PAMELA SPENCER, CITY RECORDER

**MINUTES OF A REGULAR
CITY COUNCIL MEETING**

City Council Chambers
125 South Main Street, Vineyard, Utah
July 26, 2023, at 6:00 PM

Present

Mayor Julie Fullmer
Councilmember Tyce Flake
Councilmember Amber Rasmussen
Councilmember Mardi Sifuentes
Councilmember Cristy Welsh

Absent

Staff Present: City Manager Ezra Nair, City Attorney Jayme Blakesley, Lieutenant Holden Rockwell with the Utah County Sheriff's Office, Finance Director David Mortensen, Chief Building Official Cris Johnson, Community Development Director Morgan Brim, Planner Cache Hancey, Public Works Director Naseem Ghandour, Admin Intern Bradley Day, Environmental Utilities Manager Sullivan Love, City Recorder Pamela Spencer

Others speaking: Residents Aljay Fuimaono, Randy Gray, Daria and Russell Evans, Karen Cornelius, Tyler Haroldsen, Jordan Christensen, David Pearce, and Christian Haroldsen; Karla Mata with X Development

1. CALL TO ORDER/INVOCATION/INSPIRATIONAL THOUGHT/PLEDGE OF ALLEGIANCE

 Mayor Fullmer opened the meeting at 6:00 PM. Councilmember Flake gave the invocation and led the Pledge of Allegiance.

**2. WORK SESSION
2.1 WATER TANK MURAL DESIGN**

Planning will lead a discussion about the Water Tank Mural Design.

 Mayor Fullmer turned the time over to Community Development Director Morgan Brim.

 Mr. Brim explained the process staff had gone through to this point. He then turned the time over to Aljay Fuimaono who is the artist chosen to paint the water tank mural.

 Mr. Fuimaono explained that he had presented a rough draft as part of his original proposal. The proposal was displayed on the screen. There was a discussion about the timeline for completing the mural, the design, and the time allotted for public comments.

3. PUBLIC COMMENTS

 Mayor Fullmer called for public comment.

 Resident Randy Gray, living in The Villas subdivision, thanked the council for the recent Town Hall that had been held for his subdivision. He expressed his concerns with the proposed property tax rate increases. He asked the council to coordinate a meeting with state legislators to discuss these increases. He also expressed his concern with tax abatement and the income that was used to determine the qualifications. Councilmember Sifuentes read the property tax rate increase proposed by Alpine School District. She said that the hearing for this item would be held on August 8, 2023 at 6:00 PM in the Alpine School District board room. Mr. Gray felt that seniors on a fixed income needed special consideration.

 Resident Daria Evans, living in The Villas subdivision, thanked staff and council for the town hall meeting that was held last week. She also thanked the Sheriff's Department for patrolling Vineyard Loop Road. She thanked the Public Works Department for their work in cleaning the city. She expressed concerns that there was a lack of parking at venues in the city. Mayor Fullmer shared that there was more parking coming. A discussion ensued.

 Resident Karen Cornelius, living in The Villas subdivision, felt that the Yard development was wonderful but gave up going because she couldn't find a place to park. She said that the city had to plan ahead for parking needs. There was a discussion about parking in the Yard and Edgewater developments.

 Ms. Cornelius asked about the timeline for a grocery store. Mr. Nair replied that they were in the site planning process and hoped to have an announcement in about two weeks.

 Resident Tyler Haroldsen, living in the Edgewater development, felt that a good location for a grocery store would be on the empty lot on Mill Road. He mentioned that he had purchased a home a couple of months ago and stated that the more walkable they made the city, the more he would leave his car home. He was in support of having more mid-street crossings.

 Resident Jordan Christensen, living in The Preserve, felt that people who were choosing to live with roommates might be the ones who chose to leave their cars home. He felt that the city should include protected bike lanes. He felt that it was unacceptable if driving was the only option.

 Mr. Gray commented that, 15 years ago, the largest developer in Maricopa County made the observation that parking garages were expensive, but there were times when they needed to be imposed. Mayor Fullmer responded that they were being included in the downtown area.

 Mayor Fullmer called for further public comments. Hearing none, she closed the public comments session.

4. MAYOR AND COUNCILMEMBERS' REPORTS/DISCLOSURES/RECUSALS

 Councilmember Welsh reported that they would be holding the first ARCH Commission meeting on August 8, 2023. She also reported that the city had grant funds to improve the shoreline. She reviewed some of the improvements that would be happening soon.

 Councilmember Sifuentes reported that there would be a Vineyard community event on August 7 at 7:30 PM at Grove Park.

 There was a discussion about the shoreline improvement process.

5. STAFF, COMMISSION, AND COMMITTEE REPORTS

5.1  City Manager Ezra Nair reported that the partial closure on Main and the Connector installing the water line had been delayed and that they would put out a notice on social media when it would start again. He suggested that residents take their trash cans in as soon as they can after they are emptied because of the high winds they had experienced lately. He reported that the 1600 North mid-block crossing had been designed and was sent out for pricing. He also reported that the installation of stop signs and red curbing in neighborhoods was ongoing.

 Mayor Fullmer asked council to schedule time with Mr. Nair and Mr. Mortensen to discuss the proposed fire station before the next council meeting.

6. CONSENT ITEMS

6.1 Approval of the June 27, 2023, City Council Town Hall Meeting Minutes

6.2 Approval of the July 12, 2023, City Council Meeting Minutes

6.3 Approval of an Amendment to the Municipal Code Chapters 5, 8, and 10 (Ordinance 2023-25)

6.4 Ratification of an Amendment to Homesteads Impact Fee Agreement

 Mayor Fullmer called for a motion.

 **Motion:** COUNCILMEMBER SIFUENTES MOVED TO APPROVE THE CONSENT ITEMS AS PRESENTED. COUNCILMEMBER WELSH SECONDED THE MOTION. ROLL CALL WENT AS FOLLOWS: MAYOR FULLMER, COUNCILMEMBERS FLAKE, RASMUSSEN, SIFUENTES, AND WELSH VOTED YES. THE MOTION CARRIED UNANIMOUSLY.

7. APPOINTMENTS

 Mayor Fullmer appointed Kevin Sekaquaptewa to the ARCH Commission and then called for a motion to support the appointment.

 **Motion:** COUNCILMEMBER RASMUSSEN MOVED TO APPROVE THE MAYOR'S APPOINTMENT. COUNCILMEMBER FLAKE SECONDED THE MOTION. MAYOR FULLMER, COUNCILMEMBERS FLAKE, RASMUSSEN, SIFUENTES, AND WELSH VOTED YES. THE MOTION CARRIED UNANIMOUSLY.

8. PRESENTATIONS/RECOGNITIONS/AWARDS/PROCLAMATIONS

No items were submitted.

9. BUSINESS ITEMS

9.1 PUBLIC HEARING – Zoning Text Amendment (Ordinance 2023-26)

Planner Cache Hancey will present a proposed Zoning Code amendment to the VZC Section 15.38.030 Parking Requirements to modify the off-street parking requirements for hotels or motels. The mayor and City Council will act to adopt (or deny) this request by ordinance.

 Mayor Fullmer called for a motion to open the public hearing.

 **Motion:** COUNCILMEMBER FLAKE MOVED TO OPEN THE PUBLIC HEARING AT 6:55 PM. COUNCILMEMBER RASMUSSEN SECONDED THE MOTION. MAYOR FULLMER, COUNCILMEMBERS FLAKE, RASMUSSEN, SIFUENTES, AND WELSH VOTED YES. THE MOTION CARRIED UNANIMOUSLY.

 Mayor Fullmer turned the time over to Planner Cache Hancey.

 Mr. Hancey reviewed the proposed zoning text amendment and the research staff had done. A discussion ensued.

 Karla Mata with X development reviewed Provo's code. A discussion ensued about the code and parking requirements.

 Mayor Fullmer called for public comments.

 Resident David Pearce, living in The Cascade subdivision, asked about the hotel research that had been done, specifically had they looked at the occupancy rates in the Wasatch Front and, and seasonal occupancy rates. Mr. Hancey replied that he had pulled the occupancy rates from the national association of hotels and lodging and were specific to Utah. He noted that nothing had listed seasonal uses.

 Mr. Tyler Haroldsen handed out a hotel peak parking demand report from the Institute of Transportation Engineers. He asked if any of the council had been to a hotel where they could not park. There was a brief discussion about parking at hotels. He reviewed the handout. He felt that the city should let the hotels determine their parking needs. He also felt that the current Utah code was not applicable to hotels.

 Resident Russell Evans, living in the Villas subdivision, stated that he had expressed his concerns during the Planning Commission meeting and that after further discussion was okay with removing the visitor parking. He also felt that the mayor should allow for public comments during the council discussion period, which was after the public hearing had been closed.

 Resident Christian Haroldsen, living in The Cottonwoods subdivision, expressed concern with how the code was studied. He felt that it should be up to the hotel to determine their parking needs.

 Resident Jordan Christensen, living in The Preserve subdivision, felt that they should make the decision on evidence-based research. He felt that they were trying to predict how many cars would be showing up at the hotel, which was hard to do. He said that there was only one variable used, which was the number of rooms. He felt that they should collect other variables, such as

192 what amenities exist around the hotel. He also felt that the hotel had a profitable interest, and the
193 city should not be controlling their parking.

194  Mr. Hancey noted that the seasonal occupancy for hotels was 70 percent during high demand
195 in July and 39 percent during low demand in January.

196
197  Mayor Fullmer called for a motion to close the public hearing.

198
199  **Motion:** COUNCILMEMBER SIFUENTES MOVED TO CLOSE THE PUBLIC
200 HEARING AT 7:21 PM. COUNCILMEMBER RASMUSSEN SECONDED THE MOTION.
201 MAYOR FULLMER, COUNCILMEMBERS FLAKE, RASMUSSEN, SIFUENTES, AND
202 WELSH VOTED YES. THE MOTION CARRIED UNANIMOUSLY.
203

204
205  Councilmember Rasmussen mentioned that the last update to the code was in 2018. Mr.
206 Brim added that this section was not altered at that time.

207
208  Councilmember Sifuentes stated that she was frustrated to see this request. She felt that it
209 was a common theme that there were a lot of concerns about parking. She said that she had been
210 in a position where she was without a car but was able to work it out. She had no interest in
211 changing the code at this time.

212
213  Councilmember Flake added that having sat here for eight (8) years, he had had people
214 scream at them about parking and then had people question their judgment. He had been through
215 a number of interesting occupations and when he was able to separate the talk and the fallacies
216 that some people believed, there were answers. He had made a number of judgments in the eight
217 (8) years and found that he could never please anybody. He was a firm believer that if you build
218 bigger roads and parking lots you invite more cars, and with smaller parking lots you invite more
219 criticism. He stated that he was not pleased with the proposal and expressed his frustration.

220
221  Councilmember Welsh expressed appreciation to the residents who shared their experiences
222 in the city. She felt that this was a tough decision and wanted to get it right. She felt that that
223 there was nothing wrong with looking at what other cities had done before they made a decision.

224
225  Mayor Fullmer stated that she was big on property rights and liked the comments that were
226 made tonight. She felt that if the hotels controlled their parking and their occupancy rate, they
227 would have enough parking. She added that they wanted these types of businesses to come to
228 Vineyard. She felt that this amendment would not be an issue. She said that they could stipulate
229 that hotels had to control their parking and have the code only added to the (Geneva Regional
230 Mixed Use) GRMU District. Mr. Brim requested a continuance so staff could draft language.
231 There was a discussion about the possible motion.

232
233  Councilmember Sifuentes wanted to know what future businesses would need. Ms. Mata
234 replied that they were not ready to disclose the potential businesses because of ongoing
235 negotiations. She noted that they would not be able to fit the hotel on that lot if they had to
236 include the 10 additional spaces.

237
238  Mayor Fullmer recommended a continuation with the additional stipulations.

 Councilmember Flake was in support of the mayor's motion.

 Councilmember Rasmussen felt that they should not overregulate the parking.

 Councilmember Welsh was in favor of continuing this item and looking into Provo's code.

 There was a discussion about the motion.

 Councilmember Sifuentes added that she had concerns about there not being enough parking in the area where the residential building would be located. Mayor Fullmer responded that hotels would regulate their own parking and if there was not enough parking for the residential, they should ramp it up. A discussion ensued.

 Mayor Fullmer called for a motion to continue the item to a future meeting.

 **Motion:** COUNCILMEMBER FLAKE MOVED TO CONTINUE THE DISCUSSION OF ITEM 9.1 ZONING TEXT AMENDMENT TO A FUTURE DATE. COUNCILMEMBER RASMUSSEN SECONDED THE MOTION. MAYOR FULLMER, COUNCILMEMBERS FLAKE, RASMUSSEN, SIFUENTES, AND WELSH VOTED YES. THE MOTION CARRIED UNANIMOUSLY.

9.2 PUBLIC HEARING – Zoning Code Text Amendments (Ordinance 2023-27)

Planner Cache Hancey will present proposed Zoning Code amendments to the VZC Section 15.12.060-Dimensional Standards Table to increase the maximum building height in the RMU District. The mayor and City Council will act to adopt (or deny) this request by ordinance. *(The council will not be taking action on the proposed text amendment during this meeting.)*

 There was a discussion about the motion to continue or strike this item.

 **Motion:** COUNCILMEMBER SIFUENTES MOVED TO STRIKE ITEM 9.2 PUBLIC HEARING - ZONING CODE TEXT AMENDMENTS (ORDINANCE 2023-27) FROM THE AGENDA AND HAVE THE PUBLIC HEARING RE-NOTICED FOR A LATER DATE. COUNCILMEMBER WELSH SECONDED THE MOTION. MAYOR FULLMER, COUNCILMEMBERS FLAKE, RASMUSSEN, SIFUENTES, AND WELSH VOTED YES. THE MOTION CARRIED UNANIMOUSLY.

10. CLOSED SESSION

No closed session was held.

11. ADJOURNMENT

 Mayor Fullmer called for a motion to adjourn the meeting.

 COUNCILMEMBER RASMUSSEN MOVED TO ADJOURN THE MEETING AT 7:46 PM. COUNCILMEMBER SIFUENTES SECONDED THE MOTION. MAYOR FULLMER, COUNCILMEMBERS FLAKE, RASMUSSEN, SIFUENTES, AND WELSH VOTED YES. THE MOTION CARRIED UNANIMOUSLY.

290 **MINUTES APPROVED ON:** _____

291

292 **CERTIFIED CORRECT BY:** /s/Pamela Spencer

293 **PAMELA SPENCER, CITY RECORDER**

DRAFT



Community Development

Date: August 9, 2023
From: Cache Hancey, Planner & Business Advocate
To: City Council
Item: 6.2 Economic Development Strategic Plan Consultant Award

SUMMARY

In May of 2023, an RFP was issued by Vineyard City staff for an Economic Development Strategic Plan (EDSP). The EDSP will provide a framework in which the city can implement programs and policies to grow and retain current business, identify nodes for specialized economic growth, analyze existing and future infrastructure needs, assist in preparing for future census counts, and help establish a business association.

By the submission deadline, four consultant firms provided responses for review: Angelou Economics, Leland Consulting Group, Lisa Wise Consulting, and TIP Strategies. The evaluation criteria in which they each surpassed for the interview stage included:

- Cost of services (15%)
- Project Understanding and Approach (25%)
- Qualifications and Experience (35%)
- Key Personnel and Project Team (25%)

Based on the results, Leland Consulting Group's proposal and presentation conveyed that they are the most capable of providing the requested EDSP to the city in a timely and cost-effective manner. The firm, while based in Portland, has teamed up with local firms who have experience working on economic development projects throughout the Wasatch Front, including hospital/medical centers and transit-oriented developments. Their proposal is expected to take 13 months to complete which includes a project kick off, documentation review, stakeholder focus groups, research & analysis, EDSP & implementation plan approvals, and a demographic reporting update strategy. The proposed cost for the project is \$120,000 which is within the budget allocated for the 2023-2024 budget year.

FISCAL IMPACT

\$120,000 from the FY23 budget

STAFF RECOMMENDATION

Staff recommends approval for the city to enter a contract with Leland Consulting Group to complete the Economic Development Strategic Plan as proposed.

SAMPLE MOTIONS

"I move to authorize the city manager to enter a contract with Leland Consulting Group to complete the Economic Development Strategic Plan, not to exceed \$120,000."

ATTACHMENTS

RFP Response Proposals

June 29, 2023

10-year Economic Development

Strategic Plan



Prepared by:

LELAND CONSULTING GROUP

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June 29, 2023

VINEYARD CITY

125 South Main Street
Vineyard, Utah 84059

Proposal for Services: 10-year Economic Development Strategic Plan

Dear Morgan, Rachel, and members of the Selection Committee,

Leland Consulting Group, urban strategists and economic development advisors, in partnership with MHTN Architects, Civil Solutions Group, and Forum Urban Strategies, appreciates this opportunity to respond to Vineyard City's Request for Proposals (RFP) for a 10-year Economic Development Strategic Plan. Vineyard City is an exciting place to work, and everyone on our team is enthusiastic about the opportunity to assist Vineyard City in continuing to build on its economic momentum during this time of growth. Over the course of this contract, our team we will provide Vineyard City with:

- A comprehensive understanding of Vineyard's economic drivers backed by rigorous market research that objectively presents the current situation and future opportunities for development, redevelopment, and economic feasibility.
- Actionable strategies that draw upon Leland Consulting Group's three-plus decades of working with hundreds of cities and developers throughout the Western U.S., on more than \$1 billion in completed commercial, residential, and mixed-use development.
- An experienced team of collaborators that has been deliberately assembled due to our familiarity working together and with Vineyard. We will ensure the City builds on previous and ongoing planning and development efforts - including the recently announced Huntsman Cancer Institute expansion to Vineyard, an exciting opportunity to establish Vineyard as a new medical hub in Utah County.
- A focus on linking the City's high-level, long-term goals to achievable and market-based economic opportunities that advance those goals and create visible change on the ground.
- An engaging process that creates results. We are committed to fostering lasting personal connections with clients and communities while we deliver results.

Leland Consulting Group will be the team lead for this project. I, Chris Zahas, will serve as principal-in-charge and as senior strategic advisor, supporting David Fiske, our team's project manager, and Jennifer Shuch, analyst, as well as subconsultants MHTN Architects, Civil Solutions Group, and Forum Urban Strategies. I can be reached at 503-205-4151 direct, 503-780-6284 cell, or by email at czahas@lelandconsulting.com, and David can be reached at 503-506-0588 direct, 503-347-9239 cell, or by email at dfiske@lelandconsulting.com, if you have any questions or wish to discuss our submittal.

Thank you for the opportunity to submit our qualifications for your consideration.

Sincerely,

LELAND CONSULTING GROUP



Chris Zahas, AICP
Managing Principal

Project Understanding

A Part of Your Growth

Vineyard City is not only the fastest growing community in Utah, but one of the most rapidly evolving cities in the nation. So rapid, in fact, that the U.S. Census Bureau has been unable to keep up! Our team understands this growth, and the exciting opportunities it brings for the future of Vineyard, because we've been lucky enough to play a part in it.

- LCG was recently part of the multidisciplinary team working to master plan Vineyard's waterfront – leading the effort to explore the economic development potential of the 1,700-acre area
- MHTN is currently leading the master planning efforts for Utah Valley University's new Vineyard campus
- CSG has been involved in the design and engineering of the Vineyard Frontrunner Station

A Comprehensive Roadmap

These efforts, along with other master planning and business partnerships throughout the city, show that Vineyard is rife with big, bold ideas. Ideas that are already bringing about real-world results. The role of the Vineyard City 10-year Economic Development Strategic Plan (EDSP) will be to provide a comprehensive roadmap that prioritizes the best ideas of past and present planning efforts, so that city leadership, residents and their strategic partners can move in lockstep towards the future.

Focused Outreach

Big plans need strong partners, and an important role of this EDSP planning process will be to identify and engage with key stakeholders in the business and development community, particularly in targeted opportunity industries like medical research and advanced aeronautics, both to ensure the City is focusing on the right economic drivers for its future, and to build lasting partnerships in implementation going forward.

High-Quality Growth

Vineyard is well setup to become a major employment center, and it has embraced the growth that neighboring communities have not. The vision of a vibrant, mixed-use downtown centered around a regional transit hub in the Vineyard FrontRunner station, all with connection to a waterfront that offers diverse recreational opportunities and ecological benefits, means Vineyard is optimally positioned for another decade or more of exciting growth. But in order to achieve this potential, it is important the City ensure compatibility between land use mix, design quality, and economic development goals, while also sustainably meeting the infrastructure needs the community expects and businesses need to thrive.

Proactive Implementation

Vineyard is in a unique position of having thousands of acres of available infill real estate that can accommodate a development strategy unlike anywhere else in the Utah Valley. The EDSP will help the City clearly communicate these opportunities to potential development partners, while establishing proactive implementation strategies that can be acted upon immediately and in the medium to long-term. Ultimately, the Vineyard City 10-Year EDSP must couch its aspirations in market-driven recommendations that are logically phased and supported by funding strategies that are financially feasible in order to support public infrastructure projects and other amenities needed to carry out Vineyard's vision.

Statement of Experience

Our LCG team prides ourselves in facilitating candid, data-driven conversations with the communities we work, and we have done so up and down the Wasatch Front and throughout the Western United States and Intermountain West on everything from regional comprehensive plans to site redevelopment studies, always with an eye towards identifying a place's unique challenges and opportunities and how to leverage them to meet our clients' goals.

The project examples summarized below represent a sample of LCG and MHTN's familiarity collaborating on multidisciplinary teams that bring a wide range of stakeholders and viewpoints into the planning process. Chris Zahas and Ryan Wallace, Principals at LCG and MHTN, respectively, have personally worked together on the Taylorsville project, as well as the Midvale State Street Corridor Study referenced in the Appendix. Also included are examples of MHTN's expertise as healthcare design and development specialists, led by Curtis Leetham. In addition to this firm-level experience, David Fiske is an experienced urban planner and project manager who has led public engagement and strategic planning processes throughout his career. Prior to his joining LCG, he led the Focus Roy General Plan Update in Roy, Utah, as well as the Life on State Implementation Plan in Salt Lake City and South Salt Lake.

Commercial Centers Master Planning, Taylorsville, UT



LCG served as part of a multidisciplinary master planning team, led by MHTN, to create a vision to reinvigorate four commercial centers to better serve Taylorsville's residents, visitors, businesses, and property owners. LCG developed a retail and economic revitalization strategy that synthesized the technical work of the site analysis, transportation analysis, market analysis, and retail strategy to develop tailored investment strategies for the project sites. This involved preparing a detailed implementation strategy that is sequenced logically, tested financially, and that enthusiastically tells the story of what each site can become so as to capture the attention of investors and attract development. The resulting plan balances the needs of the City and Taylorsville community with market-driven recommendations that result in private investment and development.

Health Corridor Master Plan and Economic Feasibility Study, Coeur d'Alene, ID



The Health Corridor today is an aging suburban business district surrounding the Kootenai Health campus, Coeur d'Alene's largest employer and most significant economic development driver. With rapid population growth in the region and reflecting the changing needs of medical service delivery, LCG prepared a market study that identifies the need and capacity for the district to evolve over time to accommodate a broader range of medical office, retail, residential, and hospitality uses. This market

forecast was a critical input to the implementation strategy, which relies on tax increment financing to support some of the major transportation, parking, and open space infrastructure projects needed to carry out the community's vision. Through direct stakeholder engagement with employers, property owners, and developers, coupled with a robust community outreach effort, the resulting strategy has garnered the support from the many public and private stakeholders who will each play a role in implementation. The plan has since been adopted and a new urban renewal district formed to generate funding for public investments.

Town Center Market Study, North Salt Lake, UT



The City of North Salt Lake lies between Salt Lake City and its Ogden-area suburbs to the north, beside one of the busiest stretches of Interstate 15. LCG is working with the City to craft a strategy for reinvigorating the commercial health of its Town Center area. The study area, straddling Main Street and a portion of US Highway 89, has seen a recent influx of much-needed multifamily and "missing middle" residential development, but empty retail storefronts abound in those projects' ground floor spaces. The result has been a lack of functional cohesiveness in an area with otherwise good prospects for pedestrian- (and potentially transit-) oriented activity. The LCG team is combining extensive stakeholder and developer outreach with in-depth market analysis to piece

together a forensic look at what went wrong and how best to approach the remaining puzzle pieces. The ongoing project is moving towards alternatives that seek to leverage the Town Center's remaining well-located vacant and underutilized parcels to help bridge some critical gaps in development continuity. While the resulting strategy is likely to improve the fiscal revenue flows coming through the area somewhat, LCG is advocating taking a perspective more focused on the problem's quality-of-life implications for city residents.

Health Sciences Master Plan Update, University of Utah



Articulating the vision of future HSC growth was the primary goal with MHTN's update to the HSC campus master plan. Central placement of the MED building, replacement and renovation of the existing School of Medicine, the Knowledge Center, and a strengthened campus connection with an open plaza and pedestrian pathways were achieved. A new proposed circular road provides a mass transit pathway through the campus center, enhancing access and linking to a broader campus transportation infrastructure. Campus sustainability goals were supported by several master plan elements, including the replacement of older, carbon-intensive building with those that are highly efficient, the promotion of mass transit and bicycle use, and east-west solar orientations.

Programming Master Plan, Utah State Hospital



Over the course of several years, MHTN has worked with the Department of Human Services, Division of Substance Abuse and Mental Health to create and update the Utah State Hospital Master Plan. Recent updates focused on assisting the State Hospital receive approval for two urgently needed buildings to replace three aging and unsafe existing facilities used for the care and housing of people with mental illness. MHTN continues to work with the State Hospital to update and adjust the master plan as new facilities are contemplated. Recent developments include a new road at the perimeter of

the site to be constructed by Provo City which creates a new south campus entry, pedestrianization of portions of Center Street, and construction of a new Medical Services Building and a new Pediatric Building.

Proposed Scope of Work

Our proposed scope of work for this project is organized into five phases over approximately a 13-month period as follows. If selected, we will work with you to refine the work plan as necessary to best meet the needs of Vineyard City.

Phase 1 – Project Kick-off and Document Review

1.1 Pre-Kick-Off Meeting with Key City Staff

Our team will hold a virtual meeting with the Community Development Director and other relevant staff to review the project scope and schedule, establish meeting dates and deadlines, and prepare for the Kick-Off Meeting with the EDSP Steering Committee. This will also provide an opportunity to discuss general project management and communications, create an initial stakeholder list and engagement plan, and establish a regular check-in meeting and invoicing schedule. LCG will submit invoices and progress reports monthly.

1.2 Kick-off Meeting with EDSP Steering Committee

Our team will facilitate a Project Kick-off Meeting with the EDSP Steering Committee (SC), that will coincide with a **two-day kick-off visit** that includes the kick-off meeting itself, as well as other meetings with relevant City staff, stakeholder interviews, and a staff-guided tour of the city.

The purpose of the kick-off meeting will be to:

- Establish roles, responsibilities, and project contacts
- Determine any initial data needs
- Review the project scope, schedule, and key meeting dates
- Identify key stakeholders and review the stakeholder engagement plan
- Discuss desired outcomes and expectations
- Review current issues and opportunities that will be important to the planning process
- Review existing planning documents and policies, especially pertaining to potential economic development nodes

At the Project Kick-Off Meeting, our team will also facilitate a **visioning exercise** to assess key opportunities and challenges and identify clear goals and outcomes for the strategic plan. With so much energy and commercial interest already present in the city, it is essential the City establish an equally bold and innovative vision to guide development for the next 10 years and beyond. Crafting this vision together with city leadership is an important step of this early phase of the project. We will also discuss **key success indicators** to be associated with strategic goals and to be included in our baseline analysis to support future tracking and measurement of project outcomes.

Phase 1 Deliverables:

- Kick-Off meeting agenda, presentation materials and summary memo detailing the stakeholder engagement plan
- Project management team check-in meetings
- Monthly invoices and progress reports
- Draft Vision & Goals document for City staff review incorporating recommended indicators of success.

Phase 2 – Stakeholder Focus Groups + Interviews

Beginning with our kick-off visit, our team will formulate and implement our stakeholder engagement plan. We have found that these stakeholder meetings are just as important, if not more so, as the desktop data research for understanding the economic and market dynamics of a community. Therefore, we prefer to incorporate as many insights as possible from key stakeholders and establish working relationships with strategic partners at the outset of the project. We will work with City

staff to schedule as many of the focus groups and key stakeholder interviews during our initial in-person kick-off visit, with flexibility allowed for additional virtual meetings to follow, as needed. If deemed necessary in follow-up discussions with City staff that it would be beneficial to conduct further meetings in-person, particularly for key industry focus groups, LCG and our team will make a second two-day visit to conduct additional focused engagement. A key outcome of this engagement is to develop a working list of stakeholders and strategic partners for City use, as well as to begin laying the foundation for the creation of a new Vineyard City business association. This phase will include:

2.1 Development Community Outreach

LCG has a long track record of engaging with members of the development community – including property owners, developers, commercial real estate brokers, and tenant brokers – to assist public clients in identifying opportunities for future development and partnerships. Together with City staff, LCG will identify and then interview individuals with a strong track record of high quality, urban infill projects in the region, providing the interviewees with information related to the City's ambitions, potential opportunity sites and partnership opportunities, while also inquiring about barriers or constraints to development in Vineyard.

2.2 Industry Focus Groups

Together with City staff, LCG will organize 3-5 focus groups to be held with identified industry stakeholders from important business sectors, including advanced manufacturing, aeronautics & advanced air mobility, local and regional retailers, and other industries or businesses identified by the EDSP Steering Committee.

2.3 Healthcare & Medical Research Focus Group

MHTN will lead the effort with City staff to engage with key members of the healthcare and medical research community to identify opportunities to further build on the city's momentum of developing a world-class medical hub within the central Utah Valley. Vineyard is in a unique position to support healthcare facility development to a growing community, and MHTN's work on the adjacent UVU campus has identified this as a great opportunity for future growth and to create a connection between the downtown center and university campus. This task will explore how this connection will generate natural opportunities for collaboration between private industry, healthcare professionals, and academic programs, further energizing and enhancing the quality of the city of Vineyard.

2.4 Master Plan & Urban Design Coordination Meetings

Vineyard City's ongoing master planning efforts will clearly have a major impact on the future economic development of the city. As such, it is vital to coordinate the recommended programs and urban design principles from these plans to ensure compatibility with identified economic development goals. Our team, together with City staff, will liaise with the key project partners for the Vineyard Downtown, The Forge, Water's Edge, UVU Campus, The Yard, and other key economic development nodes, to identify potential gaps and opportunities in Vineyard City's urban design framework, and identify opportunities for further growth areas or subarea plan development.

Phase 2 Deliverables

- Summary memorandum of stakeholder engagement
- Stakeholder and strategic partner list

Phase 3 – Research + Analysis

Following the kick-off visit, our team will conduct a detailed economic development analysis phase that further identifies key challenges and opportunities in Vineyard City, evolving into our strategic recommendations for the plan. This phase will incorporate desk research and insights from key stakeholders on the topics of demographic drivers, market analysis, retail demand, urban design and regulatory assessments, and a high-level infrastructure needs assessment. Key findings and

recommendations will be shared with the EDSP Steering Committee upon completion of this phase and before developing the draft EDSP. Components of the analysis are detailed below:

3.1 Economic Development & Market Analysis

LCG will provide a detailed economic development and market analysis to assist in establishing realistic opportunities for future market-driven growth and the appropriate mix of residential uses, as well as retail, commercial and other supporting land uses. This analysis will set a baseline of existing conditions grounded in factual real estate, demographic, employment, and economic data utilizing U.S. Census, ESRI Business Analyst, CoStar, and a variety of other state and regional data sources.

3.2 Development Code & Urban Design Analysis

This analysis will include an assessment of previous and ongoing master planning efforts in the city, Vineyard City's current land development code and pertinent design guidelines, and other local and regional planning documents relevant to the city's future economic development. This will also include an assessment of current and future planned transit – like the Frontrunner Station and potential BRT expansion – to align potential code updates to support beneficial transit-oriented development (TOD) and other pedestrian-scale, walkable design standards within these key economic nodes.

3.3 Retail Demand Analysis

In conjunction with our assessment of the Vineyard master plans, we will evaluate available or planned retail spaces and development sites for different types of retailers and services, including factors such as visibility, traffic volumes, accessibility, parking, infrastructure, and zoning. This will include a supply/demand analysis that quantifies differences in household spending potential and existing sales activity within a reasonable retail trade zone applicable across most store categories. Together, careful analysis of these topics will help inform a strategy for attracting and retaining retail tenants in Vineyard City – ensuring that the retail offerings in the area are aligned with the needs and preferences of the community and are complementary to existing and planned development activity.

3.4 Infrastructure Needs Assessment

CSG will lead a high-level infrastructure needs assessment of Vineyard's capital development plan, involving close collaboration with the city engineer(s) and others to gain insights into the existing infrastructure landscape, and incorporating insights from other identified pipeline projects and master planned developments to ensure that our assessment is tailored to the City's specific goals.

Phase 2 Deliverables

- Economic Development Analysis report including the analytic and strategic elements described above, and to serve as a Background Appendix in the EDSP
- A condensed version of findings and recommendations in PowerPoint and PDF form for use in sharing key results with City staff and the Steering Committee
- Infrastructure assessment memorandum

Phase 4 – EDSP and Implementation Plan

Our team will compile the findings of our analysis and the results of the stakeholder engagement into a concise, implementation focused 10-year Economic Development Strategic Plan. This phase of the project will focus on developing implementation strategies and funding tools to meet the strategic goals laid out within the plan – including tax incentives, recommendations for code changes, tax-increment financing or business improvement districts, business development grants, prioritization and phasing, and potential business or other public-private partnerships. The plan will conclude with an action plan and tracking matrix with associated indicators of success tied to the EDSP strategic goals, based on

immediate (1-2 years), near term (3-5 years), intermediate (5-7 years) and long term (7-10 years and beyond) actions. Expected components of the plan will include:

- Baseline economic and market analysis
- Vision & strategic goals
- Urban design & economic development nodes
- Special projects analysis – Medical hub development and others
- Infrastructure needs analysis with prioritization matrix
- Development code analysis & recommendations to align with EDSP goals and strategies
- Funding and Incentives Toolbox that details potential funding tools or incentive programs to support the economic development goals of Vineyard City.
- Implementation & Action Matrix that highlights immediate (1-2 years), near term (3-5 years), intermediate (5-7 years) and long term (7-10 years and beyond) strategic actions

LCG will support the formal adoption process of the strategic plan, prepare supporting presentation materials for meetings, and attend meetings alongside staff with the Planning Commission and City Council, as needed. This will include documentation of any comments received during the adoption process and revisions made in response under the direction of City staff. Our team will plan for one in-person visit to assist in one planning commission and city council work session, or one joint session to plan for efficient use of time and resources.

Phase 3 Deliverables

- Draft Economic Development Strategic Plan
- Presentations and supporting materials for Planning Commission and City Council meetings
- Final Economic Development Strategic Plan

Phase 5 – Demographic Reporting Update Strategy

As a part of the baseline demographic analysis and implementation plan, LCG will assist City staff in developing a strategy for updating their demographic information through the U.S. Census Bureau. This will include an assessment of why the City believes itself to be under-reported, and ensuring the Census has the correct information, including building permit data, to conduct its estimates for Vineyard City's next ACS 5-Year Estimate.

Phase 4 Deliverables

- Demographic reporting update strategy memorandum

Project Timeline

Our team is projecting that this project will take approximately 13 months to complete. Therefore, with an anticipated start date in September of 2023, we expect to deliver the Economic Development Strategic Plan for adoption in October of 2024. As part of the project kick-off, we will outline a detailed work plan and public meeting schedule to meet the needs of Vineyard City.

	SEP 2023	OCT 2023	NOV 2023	DEC 2023	JAN 2024	FEB 2024	MAR 2024	APR 2024	MAY 2024	JUN 2024	JUL 2024	AUG 2024	SEP 2024
Phase 1 – Project Kick-Off + Document Review													
1.1 Pre-Kick-Off Meeting													
1.2 Kick-Off Meeting with EDSP SC													
Phase 2 – Stakeholder Focus Groups + Interviews													
2.1 Development Community Outreach													
2.2 Industry Focus Groups													
2.3 Healthcare + Medical Research Focus Group													
2.4 Master Plan + Urban Design Coordination													
Phase 3 – Research + Analysis													
3.1 Economic Development Analysis													
3.2 Development Code + Urban Design Analysis													
3.3 Retail Demand Analysis													
3.3 Infrastructure Needs Assessment													
Phase 4 – EDSP + Implementation Plan													
Draft Plan + Strategy Development													
Draft Plan Review – Planning Commission Work Session													
Draft Plan Review – Planning Commission Regular Meeting													
Draft Plan Review – City Council Work Session													
Draft Plan Review – City Council Adoption													
Final Plan													
Phase 5 – Demographic Reporting Update Strategy													

On-site Meetings and Work Sessions

Deliverables

Cost Proposal

The Leland Consulting Group team is pleased to present our fee proposal for the Vineyard City 10-Year Economic Development Strategic Plan.

Phase		LCG Hours	MHTN Hours	CSG Hours	Forum Hours	Cost
1	Project Kick-Off + Document Review	60	24	10	2	\$22,210
2	Stakeholder Focus Groups + Interviews	60*	90	0	6	\$26,880
3	Research + Analysis	140	50	16	4	\$38,800
4	EDSP + Implementation Plan	106	26	4	2	\$20,245
5	Demographic Reporting	10	0	0	0	\$1,990
					Labor Subtotal	\$109,590
					Expenses	\$10,410
					Project Total	\$120,000

*Additional stakeholder engagement hours are included in Phase 1 to account for the intended two-day Kick-Off visit that includes stakeholder interviews and other meetings.

Our budget is based on the following assumptions:

- Hours not fully used for one task or expense may be reallocated to other tasks requiring additional time to complete.
- The client will provide one set of clear and nonconflicting comments on deliverables, and these comments will be the basis for edits to deliverables.
- Trips can be planned at least two weeks in advance in order to save on travel costs.
- Expenses and pass-through subcontractors are billed at cost plus 10 percent.
- The budget does not cover space rental, food, or beverages for events, meetings, or presentations.

Project Team Description

Our team is comprised of four complimentary organizations with experience and expertise in both economic development and market strategies, as well as urban design and civil engineering, to provide a holistic approach to Vineyard City's Economic Development Strategic Plan, all with significant experience working in Vineyard and the surrounding region.

Firm Qualifications



In more than 250 communities across the country, our strategies have resulted in built projects that immediately improve residents' quality of life: thriving downtowns, bustling shopping districts, inviting neighborhoods, and productive employment centers. As urban strategists, our role is to keep the big picture in sight, while simultaneously providing deep expertise in the strategic, market, financial, and economic elements that make projects possible and successful. We recognize that special and economically viable places result not just from one factor, but from the combination of quality design, supportive markets, developer capacity, and financial strength. During every assignment, we engage the public and private champions essential to rallying support and overcoming obstacles. Leland Consulting Group provides the following services:

- Market Research and Strategies
- Financial Analysis
- Economic Impact Analysis
- Housing Strategies
- Economic Development Strategies
- Development Conceptualization
- Public-Private Partnership Negotiation and Facilitation

Leland Consulting Group (LCG) was established in 1989 and has over 34 years of experience providing real estate and urban planning services to public and private sector clients across the United States.



MHTN
ARCHITECTS

Established in 1923, **MHTN Architects** is a full-service architectural firm with a widely respected reputation for design and management excellence. With over 80 professionals, our team's expertise includes pre-design, planning, programming, architecture, interior design, and landscape architecture. We listen carefully to understand a client's vision and aspirations to plan and design environments that exceed expectations, deliver value, and adapt to future needs.

MHTN is a leader in healthcare planning and has extensive experience with healthcare design and development in working with a variety of clients including large universities, private organizations, and government and municipal agencies. As healthcare designers and planners, we focus on the vision for the future of communities and the growth of healthcare programs. In partnership with our clients, we work side by side in planning and designing facilities so that hospitals and clinics can grow with the communities they serve.



civilsolutionsgroup inc.

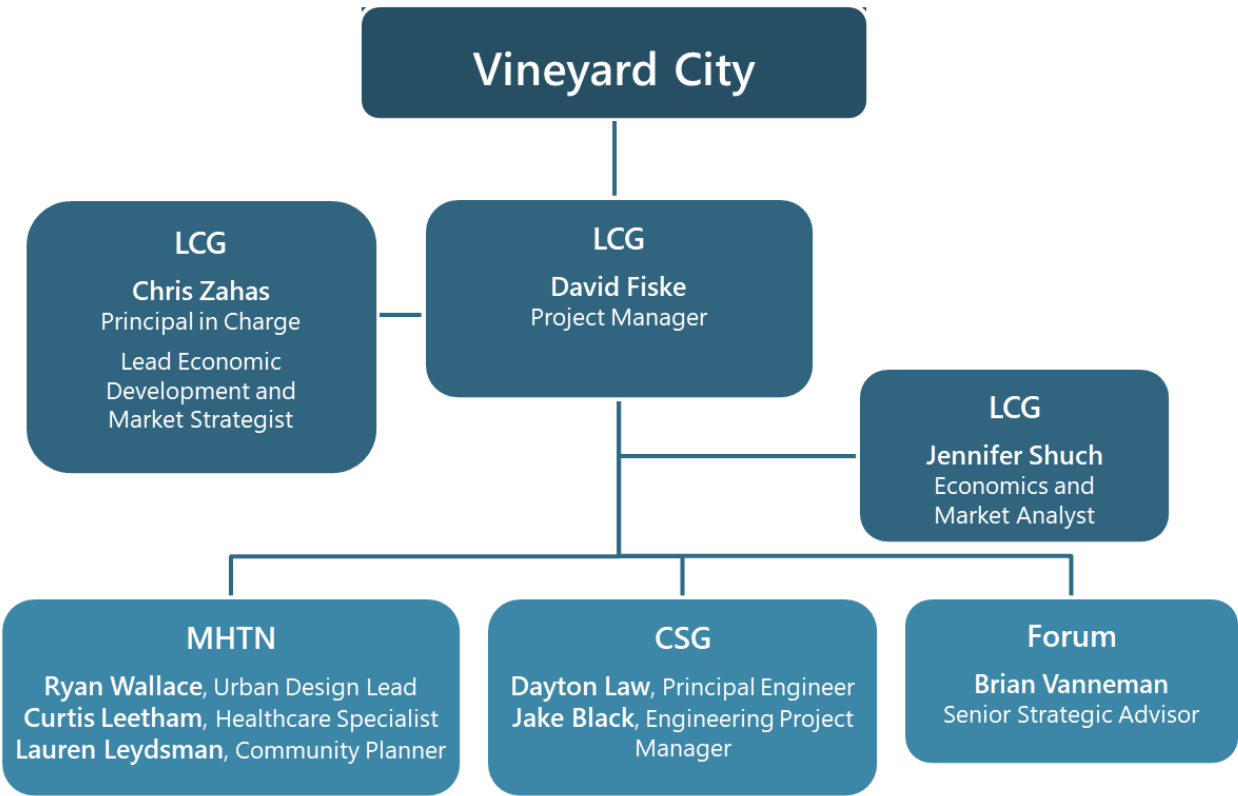
Civil Solutions Group (CSG) was founded on providing excellent service and quality consultation with a focus on sustainability. We have become known as the leaders in Sustainable Engineering and Planning through our innovative implementation of site solutions.

CSG is comprised of well educated, talented and creative civil engineers, geotechnical engineers, land surveyors, landscape architects, land planners, environmental engineers, technicians, and survey crews providing design and consulting services to the Intermountain West.

CSG brings relevant experience in infrastructure planning and assessment to this project. Our team of experts has successfully worked in and with Vineyard City for nearly a decade. We have a deep understanding of the challenges and opportunities associated with this area as it relates to infrastructure development. Furthermore, we have existing relationships with key city staff members that will aid in this effort.

FORUM The business of placemaking. Forum helps cities and other clients to understand the business of placemaking and to build places that are financially feasible while also meeting goals for community, sustainability, and equity. While the design of great places is reasonably well understood and has a history that can be traced for decades if not centuries, the business of placemaking is often overlooked, leading to plans that underperform. Forum’s work involves enabling clients to understand how developers, investors, tenants, and other participants in the real estate market make decisions, through market analysis, financial analysis, and crafting public-private partnerships among multiple parties. Forum’s principal Brian Vanneman’s work has resulted in more than \$500 million in completed mixed-use projects including the Vancouver, Washington Waterfront; Woodinville Schoolhouse District; and Gateway Park and Nick Fish Building in Portland, among many others.

Team Organizational Chart



Key Staff



Chris Zahas, AICP, Managing Principal, Leland Consulting Group. Chris is a real estate strategist and project manager with an emphasis on urban corridors, downtown revitalization, employment districts, transit-oriented development, and public-private partnerships. His project approach is to assist public and private sector clients in turning broad visions into prioritized and achievable action plans by combining market and economic research with strategic advice that is tied to the fundamental principles of real estate development. Chris has advised numerous communities in the Wasatch Front and greater Salt Lake City region. He is currently working on a town center market analysis for the City of North Salt Lake and a redevelopment feasibility analysis for West Valley City.



David Fiske, Associate, Leland Consulting Group. David is an urban planner and project manager that has spent his career working at various scales in both the US and Asia Pacific to coordinate and implement visions for sustainable urban development. He brings a communicative approach to projects that emphasizes well-informed, collaborative action, providing project leadership and technical assistance that helps communities effectively and strategically plan for the future. With a strong belief that project success is tied to relationship building through mutual understanding, David works to clearly communicate data-driven insights to his clients, partners, and project stakeholders in order to ground aspirational goals in market realities and actionable strategies. Prior to joining LCG, David's experience included working with numerous cities and clients in the greater Salt Lake City region, including station area planning and identifying catalytic development sites around on numerous UTA facility sites.



Jennifer Shuch, Urban Development Analyst, Leland Consulting Group. Jennifer is a data-driven, equity-focused planner who strives to understand urban environments from the perspective and needs of a wide variety of users. She believes that greater inclusivity creates stronger communities and fosters economic growth. Her passion for urban and economic planning stems from her interest in accessibility and universal design as well as her experiences living in a variety of urban, suburban, and rural communities. Jennifer is experienced in market analysis using a combination of quantitative and qualitative data. She recently served as an analyst on Midvale's State Street Corridor Study and a parking modernization initiative for the Salt Lake City region.



Ryan Wallace AIA, AICP, LEED GA, NCARB, Urban Design Director, MHTN Architects. As leader of MHTN's Urban Design and Master Planning team, Ryan Wallace has excelled in multiple capacities having worked on numerous civic and community projects including master planning, programming, design and construction. With a background in urban planning and architecture, he is able to work in both fields simultaneously. He contributes to various projects through his careful attention to detail, passion for client engagement, and the development of innovative solutions to complex problems.



Curtis Leetham AIA, LEED AP, Director of Healthcare Environments, MHTN Architects. Curtis brings over 20 years of experience in the planning, design, and construction of healthcare, higher education, and clinical buildings. His ability to coordinate efforts of design professionals, facility operators, and user groups ensures compliance with project programs and successfully achieves project design goals. His focus on the development of strategies to optimize long term operations is concentrated on increased energy efficiency, patient and user experience, and flexibility for future program growth.



Lauren Leydsman, Community Planner, MHTN Architects. Working in the Planning/Urban Design, Landscape Design, and Pre-Design teams, Lauren collaboratively assists in concept generation, illustration, and drafting for projects ranging from space and feasibility studies to master planning. No matter the project, Lauren enjoys the creative process of taking undeveloped or complex concepts and turning them into focused and intuitive graphics and visualizations.



Brian Vanneman, Managing Principal, Forum Urban Strategies. Brian is a real estate development advisor and urban planner who works with public agencies and private developers to create great urban places. Brian has extensive experience in economic development and real estate market analysis throughout Utah and Salt Lake Counties. In Vineyard, he provided market analysis and development strategy for the Vineyard Waterfront Plan, which also encompassed parts of Vineyard's downtown and station areas. He helped Provo to revise its plan for the Provo Towne Centre and collaborate with the mall's owners on redevelopment plans. In Salt Lake County, he has worked with communities including Draper, West Jordan, Midvale, and Salt Lake City to evaluate mixed-use development opportunities and work with developers and other public agencies to capitalize on them.



Dayton Law, PE, MBA, Chief Executive Officer, Civil Solutions Group. Dayton has over 12 years of experience as a Civil Engineer in the land development and improvement industry. Additionally, he has 19 years of experience in business and managing people. He has completed many publicly and privately funded monumental and highly complex projects throughout the State of Utah, and is committed to bringing Vineyard City the best team that CSG has to offer.



Jake Black, EIT, Project Manager, Civil Solutions Group. Jake has over 5 years of experience as a Civil Engineer with site development and project management. He will co-lead the efforts on Vineyard Economic Plan and is confident in his ability to bring success to the project. He is a resident of Vineyard City, and has been involved in the design of the Vineyard Station Development and Frontrunner Station.



Appendices

Key Staff Resumes (below)

Examples of Past Work and References (separate attachments)



Chris Zahas, AICP

Managing Principal

Chris Zahas is a real estate strategist and project manager with an emphasis on urban corridors, downtown revitalization, employment districts, transit-oriented development, and public-private partnerships. His project approach is to assist public and private sector clients in turning broad visions into prioritized and achievable action plans by combining market and economic research with strategic advice that is tied to the fundamental principles of real estate development. In all cases, Chris keeps the focus of projects on implementation, always anticipating next steps and never hesitating to advise a client to change directions when that is the best course. In over 22 years at Leland Consulting Group, he has managed more than 35 downtown and corridor implementation strategies and played a strategic advisor role in dozens more. In the economic development realm, he brings a deep understanding of economic and demographic trends, ensuring that long-term strategies reflect the evolving drivers of how businesses choose to locate and where people choose to live.

Prior to joining Leland Consulting Group, Chris coordinated economic development projects for the Portland Development Commission, Portland's redevelopment agency.

Education

- Master of Urban and Regional Planning, Portland State University
- Bachelor of Arts, International Affairs, Lewis and Clark College

Publications and Public Speaking Experience

- Guest lecturer: Portland State University, University of Oregon
- Rail~Volution
- Western Planners Conference
- Urbanism Next
- Nevada Chapter of the American Planning Association
- Utah Chapter of the American Planning Association
- Washington Association of Realtors
- Contributing Author: *Sustainable and Resilient Communities: A Comprehensive Action Plan for Towns, Cities, and Regions*, 2011

Professional Memberships

- Urban Land Institute
- American Planning Association
- American Institute of Certified Planners (#019464)

Project Experience

- Town Center Market Study, North Salt Lake, UT
- Health Corridor Master Plan, Coeur d'Alene, ID
- Commercial Centers Master Planning, Taylorsville, UT
- Health Campus Master Plan, Wasilla, AK
- Public Land Evaluation for Affordable Housing, Portland, OR
- Citywide Housing and Industrial Market Analysis, Sandpoint, ID
- Transit-Oriented Development Study, Ogden, UT
- Comprehensive Plan Update, Albuquerque, NM
- Citywide Retail Strategy, Westminster, CO
- Marmalade Block Redevelopment, Salt Lake City, UT
- Downtown Housing and Revitalization Initiative, Boise, ID
- General Plan Review Services, West Valley City, UT
- Midtown Corridor Strategy, Bozeman, MT
- South Maui Community Plan, Kihei, HI
- Redwood Road Corridor Study, Salt Lake City to South Jordan, UT
- West Des Moines University Avenue Corridor, Des Moines, IA



David Fiske

Associate

David Fiske is an urban planner and project manager that has spent his career working at various scales in both the US and Asia Pacific to coordinate and implement visions for sustainable urban development. He brings a communicative approach to projects that emphasizes well-informed, collaborative action, providing project leadership and technical assistance that helps communities effectively and strategically plan for the future.

With a strong belief that project success is tied to relationship building through mutual understanding, David works to clearly communicate data-driven insights to his clients, partners, and project stakeholders in order to ground aspirational goals in market realities and actionable strategies. He has worked with regional and municipal governments, international development agencies, NGOs, real estate developers, and citizen groups on projects ranging from comprehensive plans, corridor and downtown revitalization, transit-oriented development, and neighborhood economic development, always with a focus on providing practical, innovative solutions that make a lasting impact in the communities he serves.

Prior to joining Leland Consulting Group, David coordinated land use and transportation scenario planning projects and public involvement efforts with Fregonese Associates, another Portland-based consultancy, and most recently he helped build an urban research center named Urban Studies Lab in Bangkok, Thailand.

Education

- Master of Urban and Regional Planning, Portland State University
- Bachelor of Arts, Political Science, Oregon State University

Research, Publications, and Conferences

- Innovative Self-Financing Approach to Affordable Housing, Asian Institute of Technology and the Research & Innovation for Sustainability Center (RISC)
- Portland Metropolitan Regional Governance - A Case Study for Vietnam, UN-Habitat Vietnam and Cities Alliance for the Vietnamese Ministry of Planning and Investment and Vietnamese Economic Committee of the National Assembly
- Smart City Handbook: Thailand, commissioned by the UK Foreign, Commonwealth and Development Office and Prosperity Fund's Global Future Cities Programme

Professional Memberships

- Urban Land Institute
- International Society of City and Regional Planners

Project Experience

- Life on State Implementation Plan, Salt Lake City, South Salt Lake, UT
- Comprehensive Plan Update, Pleasant Hill, IA
- Center and Corridor Development Code and Design Guidelines Update Study, Spokane, WA
- East Omak Industrial Site Readiness Report, Omak, WA
- Land Development Code Revision, Austin, TX
- Focus Roy City, Roy, UT
- Better Transit Oregon, Oregon Transit Association Transit Enhancement Project, OR
- Highway 99 Subarea Plan, Edmonds, WA
- FUTUREBR Comprehensive Plan and Direct Implementation, East Baton Rouge Parish, LA
- Imagine Irving Comprehensive Plan, Irving, TX
- Infill Strategy, Ashland, OR
- Main Streets on Halsey, Fairview, Wood Village, Troutdale, OR



Jennifer M. Shuch

Urban Development Analyst

Jennifer Shuch is a data-driven, equity-focused planner who strives to understand urban environments from the perspective and needs of a wide variety of users. She believes that greater inclusivity creates stronger communities and fosters economic growth. Her passion for urban and economic planning stems from her interest in accessibility and universal design as well as her experiences living in a variety of urban, suburban, and rural communities.

Jennifer is experienced in market analysis using a combination of quantitative and qualitative data. She combines clearly written assessments with data visualizations and has experience with statistical tools including R-Studio and GeoDa. She has also written articles, blog posts, and white papers on local housing policies and previously wrote, hosted, and edited a podcast focusing on current events in real estate, infrastructure, and transit in the Pacific Northwest.

Before joining Leland Consulting Group, Jennifer was the Senior Research Analyst at a Portland-based multifamily real estate brokerage serving Oregon and Washington. She also has professional experience in finance and early childhood education. She is a member of the Urban Land Institute.

Education

- Master of Urban Planning, University of Southern California
- Master of Middle East and Mediterranean Studies, King's College London
- Bachelor of Arts, Religion, Haverford College

Volunteer Work

Neighbors Welcome Equitable Zoning Work Group Member Administrative Lead: Coordinate to assess housing policies, organize with stakeholders, and work with City leaders to promote housing opportunity in Portland, Oregon

Project Experience

- State Street Corridor Study, Midvale, UT
- Regional Growth Center Strategy, Lynnwood, WA
- Neighborhood Centers Strategy, Olympia, WA
- Downtown Parking Lot Planning, Sandpoint, ID
- Parking Modernization Initiative, Salt Lake City Region, UT
- City Center/Airport District Subarea Plan and Development Code Project, SeaTac, WA
- Public Land Evaluation for Affordable Housing, Portland, OR
- Workforce Housing Feasibility Study, Coquille, OR
- Cushman/Adams Substations Future Use Study, Tacoma, WA
- Heights District Project, Vancouver, WA
- North Shore/Bridge Village Subarea Plan, Camas, WA
- Post-COVID Office Strategy, Multnomah County, OR
- Capital Mall Triangle Subarea Plan, Olympia, WA



RYAN WALLACE AIA, AICP, LEED GA, NCARB
URBAN DESIGN DIRECTOR
MHTN Architects
Master of Architecture
North Carolina State University

- + Experience since 2010
- + Started at MHTN in 2015
- + Principal, Urban Design Director
- + American Institute of Certified Planners
- + License number: 9767412-0301

“A successful project is not an accident, but rather the logical outcome of a process of listening to people and place-driven factors. If all the voices are heard, prioritized and synthesized properly, the result is a design which is efficient, inspiring and enduring.”

As leader of MHTN's Urban Design and Master Planning team, Ryan Wallace has excelled in multiple capacities having worked on numerous civic and community projects including master planning, programming, design and construction. With a background in urban planning and architecture, he is able to work in both fields simultaneously. He contributes to various projects through his careful attention to detail, passion for client engagement, and the development of innovative solutions to complex problems.

EXPERIENCE

Noorda College of Osteopathic Medicine, Provo, UT
Saratoga Springs Downtown Master Plan, Saratoga Springs, UT
Vernal Downtown Plan, Vernal, UT
Highland Drive Corridor Vision & Implementation, SLC, UT
Midvale Station Area Planning, Midvale, UT
3300 South Corridor Study, SLC, UT
North Temple Mobility Hub Study, SLC, UT
Grantsville Main Street Vision, Grantsville, UT
Brian Head Main Street Plan, Brian Head, UT
North Temple Mobility Hub Study, Salt Lake City, UT
Local Link Transportation Study, Salt Lake City, South Salt Lake, Millcreek, and Holladay, UT
Midvale State Street Corridor Plan, Midvale, UT
Eagle Mountain Parks, Trails, and Open Space Master Plan, Eagle Mountain, UT
Providence Parks, Trails and Recreation Master Plan
Lindon Parks, Trails, & Recreations Master Plan, Lindon, UT
Bluffdale Corridors Planning Study, Bluffdale, UT
South Bluffdale Planning Area Urban Design, Bluffdale, UT
Taylorsville Commercial Center Master Plan and Feasibility Study, Taylorsville, UT
Millcreek City Center Master Plan, Millcreek, UT
Park City Arts & Culture District Master Plan, Park City, UT
6 Acres Downtown SLC Master Plan, SLC, UT
Kaysville City Hall Renovation and Addition, Kaysville, UT
Kaysville Civic Plaza and Main Street Visioning, Kaysville, UT
Atrium Hospitality Master Plan, Pleasant Grove, UT



**CURTIS
LEETHAM** AIA, LEED AP
**DIRECTOR OF HEALTHCARE
ENVIRONMENTS**
MHTN Architects
Master of Architecture
University of Utah

- + Experience since 2001
- + Started at MHTN in 2018
- + LEED Accredited Professional
- + Associate Principal, Director of Healthcare, MHTN Architects
- + License #: 8122308-0301
- + Project Management Professional (PMP Trained)

“At a high level, healthcare architecture and design is a blend of art and science in the built form, a reflection of the community, serving a specific purpose to assist in bettering the lives of those who enter.”

Curtis brings over 20 years of experience in the planning, design, and construction of healthcare, higher education, and clinical buildings. His ability to coordinate efforts of design professionals, facility operators, and user groups ensures compliance with project programs and successfully achieves project design goals. His focus on the development of strategies to optimize long term operations is concentrated on increased energy efficiency, patient and user experience, and flexibility for future program growth.

EXPERIENCE

HELIX Medical Office Building, University of Utah, SLC, UT
Four Corners Community Behavioral Health Clinic and Clubhouse, Moab, UT
VA Daybreak Clinic, South Jordan, UT
Greenwood Clinic Imaging, University of Utah, SLC, UT
Sacred Circle Health Clinic, SLC, UT
Clinical Neurosciences Center (CNC), MRI Replacement, University of Utah, SLC, UT
NICU Renovation, University of Utah, SLC, UT
Noorda College of Osteopathic Medicine, Master Plan, Academic Building, Student Center, Provo, UT
University of Utah Health, Madsen Clinic Imaging (CT) Remodel, SLC, UT*
University of Utah Health, Audiology Remodel, SLC, UT*
University of Utah Health, Clinics Master Plan, SLC, UT*
University of Utah Health, Cardiovascular Clinic, SLC, UT*
Intermountain Healthcare, Logan Budge Medical Office, Pediatrics, Logan, UT*
Intermountain Healthcare, Logan Budge Medical Office, Imaging (CT), Logan, UT*
Intermountain Healthcare, Logan Budge Medical Office, Internal Medicine, Logan, UT*
Intermountain Healthcare, Logan Budge Medical Office, Audiology, Logan, UT*
Intermountain Healthcare, Logan Budge Medical Office, Plastics, Logan, UT*
Intermountain Healthcare, Logan Budge Medical Office, Orthopedics, Logan, UT*
Intermountain Healthcare, Logan Budge Medical Office, Physical Therapy, Logan, UT*
Intermountain Healthcare, Logan Budge Medical Office, Podiatry, Logan, UT*

* Prior to MHTN



**LAUREN
LEYDSMAN**

COMMUNITY PLANNER
MHTN Architects

Bachelor of Science, Urban
Ecology, Minor Geography,
University of Utah

- + Experience since 2019
- + Started at MHTN in 2020
- + 2019 Robert Farrington Medal for Academic Excellence – Dept. of City and Metropolitan Planning, University of Utah

“The best part of my job is working collaboratively with a multi-disciplinary team, to envision and plan for inclusive and resiliently-designed spaces, neighborhoods, and cities.”

Working in the Planning/Urban Design, Landscape Design, and Pre-Design teams, Lauren collaboratively assists in concept generation, illustration, and drafting for projects ranging from space and feasibility studies to master planning. No matter the project, Lauren enjoys the creative process of taking undeveloped or complex concepts and turning them into focused and intuitive graphics and visualizations.

EXPERIENCE

Midvale Station Area Planning, Midvale, Ut
Saratoga Spring Downtown Plan, Saratoga Springs, UT
Judge Memorial Catholic High School Campus Planning, Salt Lake City, UT
Huntsman Experiential Learning Center Programming, Utah State University, Logan, UT
Commercial Core Transportation Plan, Brian Head, UT
West Davis Corridor Market Study, Davis County, UT
Downtown Vernal Master Plan, Vernal, UT
Millcreek City Hall, City of Millcreek, UT
Smith Ranch Community Park Expansion, Eagle Mountain, UT
Highland Drive Concept & Final Design, Salt Lake City, UT
North Temple Mobility Hub, Salt Lake City, UT
Domino Effect Space Study, Utah State University, Logan, UT
Monument Valley Building Feasibility Study, Utah State University, Monument Valley, UT
Football Facility Feasibility Study, Southern Utah University, Cedar City, UT
Engineering and Technology Master Plan Update, Southern Utah University, Cedar City, UT
Town Center Branding, City of North Salt Lake, UT*
Fashion Place West Small Area Plan, City of Murray, UT*
Rural Main Streets Toolkit, Utah Department of Transportation, UT*

**Prior to MHTN*

civilsolutionsgroup inc.

Dayton Law, PE, MBA,

Chief Executive Officer

Biography

Dayton has over 12 years of experience as a Civil Engineer in the land development and improvement industry. Additionally, he has 19 years of experience in business and managing people. Dayton has completed many publicly and privately funded monumental and highly complex projects throughout the State of Utah.

Dayton loves development because it creates a greater sense of community and place if done correctly. Dayton also loves to help cities make their vision become a reality. Dayton is responsive, engaged, and particularly enthusiastic about this work which is why clients come back again and again. Dayton is committed to bringing Vineyard City the best team that CSG has to offer. There is likely nobody better than Dayton at working with Architectural teams on complex land development projects. You will not be disappointed!



Availability

East Bay Housing and Mixed Use – Design Development: 10%

Salt Lake City Cemetery – Pre-Design: 20%

Confidential Project – Construction Documents: 10%

Business Administration: 30%

Vineyard Economic Development Plan Availability: 30%

Education

Bachelor of Science, Civil and Environmental Engineering, Utah State University

Master of Business Administration, Utah State University

Licensure

Dayton D. Law – State of Utah 10849630-2202

Selected Relevant Project Experience

- Vineyard City – Vineyard Station TOD
- GT Medical Group – East Bay Medical Campus Subdivision and Infrastructure
- Private Development – American Fork TOD
- TG Development – 1,000+ Unit Mixed Use Development
- Private Development – Arlington Mixed Use
- Private Development(s) – 50+ Various Mixed-Use Project(s)
- Vineyard City – Form Based Code and Town Center
- The Church of Jesus Christ of Latter-Day Saints – Multiple Temples, domestic and international

civilsolutionsgroup inc.

Jake Black, EIT

Project Manager

Biography

Jake has over 5 years of experience as a Civil Engineer with site development and project management. He will co-lead the efforts on Vineyard Economic Plan and is confident in his ability to bring success to the project.

Jake has a strong passion for engineering and leadership. He loves to work together as a team to bring to fruition the vision of others. Jake takes pride in the relationships and experiences he has gained during his work as an engineer.

Jake has a unique passion for the city Vineyard. He has been involved in the design of the Vineyard Station Development and Frontrunner Station. He also resides in Vineyard City. Jake's hard work and dedication will be instrumental in getting this project to the finish line!



Availability

Salt Lake City Cemetery, SLC. – Pre-Design: 50%

High Pointe Multi-Family Development, A.F. – Site Planning: 25%

Vineyard Economic Plan, Vineyard - Availability: 25%

Education

Bachelor of Science, Civil and Environmental Engineering, Utah State University

Selected Relevant Project Experience

- Flagborough, LLC – Vineyard Station Phases 1, 2, and 2b Roadways
- Flagborough, LLC – Vineyard Station Blocks 5 and 6 Site Plans
- Central Utah Water Conservancy District – Building Site Plan
- Sierra Homes – Cordero Master Planned Community
- David Adams – Office-Flex, Medical Campus, Retail Center Master Planning

Brian Vanneman, Managing Principal



Brian Vanneman is a real estate development advisor and urban planner who works with public agencies and private developers to create great urban places. Brian's passion is for mixed-use destinations that blend adaptive reuse with ground-up development—places where people can gather, live, work, recreate, and thrive. In support of these and other projects, Brian assists public agencies and private developers to envision new uses for underutilized property, conduct market and financial analysis, build partnerships among diverse parties, and take action that makes better places possible. Brian's recent work involves helping multiple cities and port districts to build transformative mixed-use projects via public-private partnerships, including cities in Oregon, Washington, Utah, Idaho, and Montana. These projects include infill development on key downtown properties, waterfront redevelopments, mall reuse, and affordable housing.

Brian has extensive experience in economic development and real estate market analysis throughout Utah and Salt Lake Counties. In Vineyard, he provided market analysis and development strategy for the Vineyard Waterfront Plan, which also encompassed parts of Vineyard's downtown and station areas. He helped Provo to revise its plan for the Provo Towne Centre and collaborate with the mall's owners on redevelopment plans. In Salt Lake County, he has worked with communities including Draper, West Jordan, Midvale, and Salt Lake City to evaluate mixed-use development opportunities and work with developers and other public agencies to capitalize on them.

Education

Master of Urban and Regional Planning, Graduate Certificate of Real Estate Development, Portland State University; Bachelor of Arts, History and Journalism, University of Oregon, Clark Honors College

Presentations and Public Speaking Experience

Oregon Economic Development Association Conference; American Council of Engineering Companies (ACEC); Urbanism Next Conference; Association of Washington Cities Conference; Rail~Volution Conference; Urban planning and architecture classes, Portland State University and University of Oregon

Professional Memberships

Urban Land Institute (ULI) and ULI NEXT; Urbanism Next, National Conference Steering Committee; The Street Trust, Portland, Oregon

Representative Project Experience

- Waterfront Plan, Vineyard, UT
- Town Centre and East Bay Shopping Center Redevelopment, Provo, UT
- City Center Station Area Plan, West Jordan, UT
- State Street Corridor Study and Station Area Planning, Midvale, UT
- Grow Our Housing Initiative, Real Estate Advisory Services, Boise, ID
- Redwood Road Corridor Study, Salt Lake City to West Jordan, UT
- Transit Center Affordable Housing Development Strategy, Wilsonville, OR
- Town Center Station Area Plan, Draper, UT
- Regional Growth Center Subarea Planning and Comprehensive Plan Update, Lynnwood, WA
- Parking Modernization Initiative Phase 2, Salt Lake City Region, UT
- Comprehensive Plan Framework and Downtown Plan Update, Auburn, WA
- Midtown Action Plan, Bozeman, MT
- Town Center Development Strategy and Regional Growth Area Plan, University Place, WA



VINEYARD
STAY CONNECTED

ECONOMIC DEVELOPMENT
STRATEGIC PLAN
PROPOSAL

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115 Wild Basin Rd, Ste.307, Austin, TX 78746

Morgan Brim
Community Development Director
Vineyard, UT

Dear Morgan,

AngelouEconomics (AE) is pleased to present this proposal for a ten-year economic development strategic plan to the City of Vineyard. We enjoyed the conversation with you and hope to earn your business!

The AE team has an extensive background serving as community and economic development practitioners and has earned a sterling reputation for preparing comprehensive economic development strategies, corporate site selection, and feasibility and economic impact studies. Client success and satisfaction is our top priority. This philosophy enables the AE team to provide you with an ambitious, yet achievable, set of strategies and tactics that promise to promote Vineyard as an attractive place to invest, conduct business, and raise a family.

Having completed over 650 community strategies in the U.S. and abroad overall, AE combines unique expertise in both strategic economic development (primarily public sector clients) and site location (private sector clients). Our team has developed strategies for economic development clients of all sizes located throughout the country. AE has also worked with dozens of corporate clients and sited \$24 billion in capital investment projects throughout the world. Additionally, we have completed over 250 economic impact studies for clients and events of all shapes and sizes.

At AE, we understand the complete cycle of the economic development process and bring a global perspective to our client's needs because we have "cut our teeth" in managing top performing economic development organizations in years past. We can promise that the City of Vineyard will be equally impressed with our work product, knowledge and expertise, should we be so fortunate to work with your community on this project.

We look forward to working with you, and please don't hesitate to contact us directly with any questions or comment.



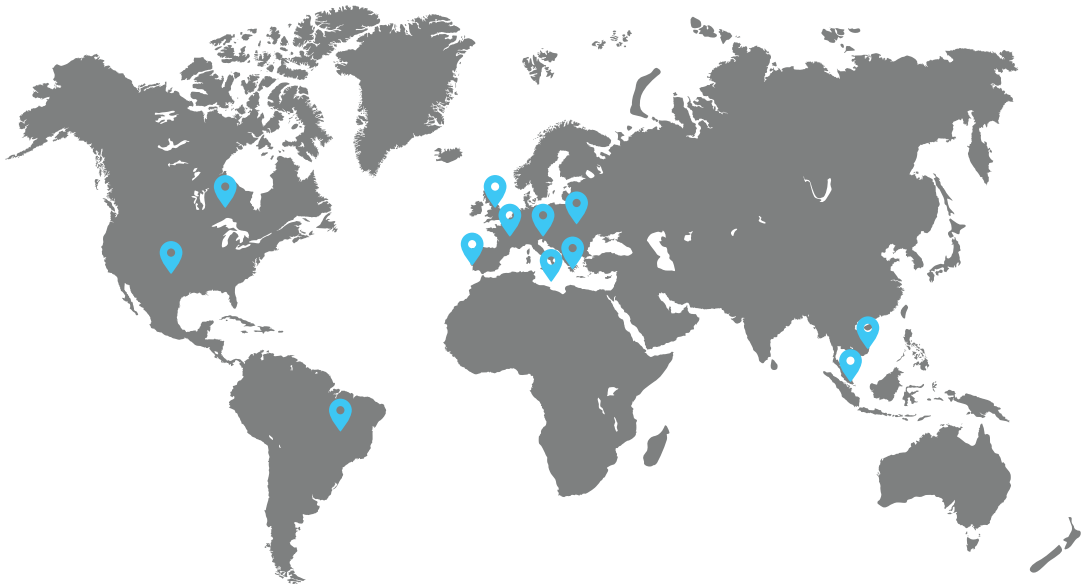
Angelos Angelou
Principal Executive Officer
512-658-8400
angelos@angeloueconomics.com



Matt Patton
Executive Vice President
512-225-9334
mpatton@angeloueconomics.com



MAJOR CORPORATE CLIENTS



Over the past 27 years, AngelouEconomics has executed over 1,000 projects working hand-in-hand with major corporations, towns, cities, regions, states, and countries to develop visions, strategies, and implementation plans to advance regional growth and prosperity.



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PROJECT BACKGROUND

Vineyard, Utah is a rapidly growing community situated in the heart of Utah County, positioned between Utah Lake and I-15, approximately 45 miles south of Salt Lake City. According to projections, Utah County is anticipated to experience the largest numeric increase in population among all counties in the State of Utah, with over one million new residents expected to be added by 2065, resulting in a total population of 1.6 million.

The city is seeking proposals from qualified and experienced professionals specializing in economic development services for technical analysis, planning, and strategic services for an Economic Development Strategic Plan. The purpose of this project is to explore existing economic condition and create an EDSP with economic development goals, strategies, implementation steps, and indicators of success

AngelouEconomics will be responsible for conducting research and analysis to provide and comprehensive EDSP and create 5, 7, and 10-years plans, and strategies and goals. The Plan will contain a list of achievable and measurable goals with the necessary steps clearly outlined for implementing the activities for achieving the goals.

STATEMENT OF EXPERIENCE

The Vineyard project allows the AE team to demonstrate its experience with the design, distribution, collection, and analysis. of survey instruments and the specific engagement with community leaders of all types to ensure as broad of community participation as possible. In the past two years, current AE staff have engaged with stakeholders through online surveys, paper surveys (distributed with city water bills), in-person one-on-one interviews, in-person focus groups and roundtables, Zoom meetings, and phone calls for projects in Arkansas, Florida, Illinois, Iowa, Massachusetts, Montana, Tennessee, Texas, and Wyoming..



KICK OFF MEETING WITH EDSP STEERING COMMITTEE AND DOCUMENT REVIEW (9HRS)

AngelouEconomics will facilitate a kick-off meeting with the EDSP Steering Committee for the purposes of acquainting the consultant team with the Vineyard Economic Development team, establishing timelines, developing a public participation plan, and obtaining the following information:

- Provide the Consultant with introductions and contact information
- Review project schedule and set meeting/stakeholder group dates
- Review City staff level of participation in the study
- Conduct a visioning session that qualitatively identifies strengths, weaknesses, and obstacles to development
- Review the City's expectations for the project and any specific issues
- Review city's codes and planning documents to understand the current policies guiding development within Vineyard; these include, but may not be limited to the following:
 - Vineyard General Plan
 - Zoning Ordinance and Special Purpose Districts
 - Waterfront Master Plan and Market Analysis
 - Vineyard Downtown Master Plan
 - The Forge Master Plan
 - Active Transportation Plan
 - Open Space Corridor Plan
 - Public Works Development Specifications
 - Long Range Regional Plans
 - Utah Lake Management Plan
 - Mountain Land Association of Governments (MAG)
 - Utah Department of Transportation (UDOT)
 - Utah Transit Authority (UTA)

DELIVERABLE:

Memorandum on approach for incorporating the major documents.

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STAKEHOLDER FOCUS GROUP MEETINGS (30HRS)

The stakeholder focus group meetings provide additional insight as to what the business community views are key growth areas and what they consider to be the important economic development drivers and opportunities. AngelouEconomics will facilitate multiple focus group meetings to be held with key stakeholders from important business sectors, including major manufacturing, hospitality, healthcare, partner government entities, retail, commercial, real estate brokers, property owners, developers, and other key industries as identified by the EDSP Steering Committee and the our team. The City is master planning several areas of the city. Our team will coordinate planning efforts with these consultants.

These plans include:

- Station Area Plan
- Waterfront Plan
- Transportation and Utilities Plan

MEETINGS

AE will Attend, plan, and conduct multiple stakeholder meetings utilizing an outline provided by the EDSP Steering Committee.

DELIVERABLES

Summary of stakeholder views on the key areas of growth and the economic development drivers and opportunities in the City.



DRAFT OF THE EDSP AND IMPLEMENTATION PLAN (130HRS)

The AngelouEconomics team will analyze and provide a comprehensive plan comprised of the following sections:

- Overview and Economic Base — with particular emphasis on housing and its effects on economic growth (e.g. mixed-use "density" along transit corridors)
- Market Conditions— Sales, Revenue, Sales Leakage, and Area Opportunities
- Transit - Current, Future, and Creating Beneficial Design
- Business Recruitment & Retention Strategies
- Economic Development Nodes — including the Vineyard Downtown, The Forge, The Yard, Vineyard Gateway, Eastlake, and Geneva Retail Frontage
- Special Projects Analysis – Creation of a regional node for advancing the following projects in Vineyard City:
 - Advanced manufacturing
 - Aeronautics & space - Drones
 - Financial services
 - Healthcare
 - Software, fintech, & information technology
 - Agri-tech
 - Class-A commercial & retail
 - Biomedical research, and patent-focused industries
 - Tourism – How to maximize current tourism opportunities, including the lakefront, Sundance Resort, and coordination with Explore Utah Valley. Provide elements on opportunities for festival grounds, regional convention space, and an adventure sports park.
 - Innovation Center with UVU partnership
- Infrastructure analysis – current and future utility and infrastructure needs. Provide research on lost industries due to state-wide infrastructure supply chain failures
- Research additional tax incentive opportunities
- Recommendations of code changes to align with EDSP goals and strategies
- Detailed list of strategic partners, both private and public sector
- Creation and implementation of a business association
- Implementation and Action Plan with clearly outlined steps for implementing the steps necessary for achieving the objectives and goals in the Plan

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UPDATE OF DEMOGRAPHIC REPORT AND SUBMISSION TO CENSUS BUREAU (92 HRS)

Vineyard City has experienced the most rapid population growth amongst all cities in Utah in the past decade. As of July 1, 2022, the estimated population count stood at 14,025, which is believed to be under-reported. In light of this, the City seeks to update this demographic information with the Census Bureau, and as such, requires the services of a proficient consultant. AngelouEconomics will be responsible for employing an expert demographer with prior experience in liaising with the Census Bureau. The demographer will conduct a comprehensive analysis of the Vineyard demographic and subsequently submit an updated report to the Census Bureau. Pre-project award conversations reveal opportunities to work with Kem Gardner Policy Institute at the University of Utah or with the City Demographer for the City of Austin. While these represent potential demography partners, AE is committed to working with experts and "best fits" for each community.

MEETINGS

AE will work with city staff to develop a meeting schedule. Additional meetings may be required as the planning process materializes.

Presentations will be provided of the EDSP Draft to the following groups:

- Planning Commission — work session
- Planning Commission — regular meeting agenda item with a recommendation to the City Council
- City Council — work session
- City Council meeting — formal agenda item for adoption into the general plan

DELIVERABLES

Draft of EDSP and Implementation Plan



SELECT PROJECT EXPERIENCE IN WESTERN USA (34 PROJECTS, INCLUDING REPEATING CLIENTS)

Butte, MT
Carson City, NV
Colorado Springs, CO
Commerce City, CO
Denver, CO
Fallon, NV
Grant County, NM
Kemmerer, WY
Kennewick, WA
La Center, WA
Los Alamos, NM
Phoenix, AZ
Redmond, WA

Reno, NV
Richland, WA
Roseville, CA
Sacramento, CA
San Joaquin, CA
Santa Clarita, CA
Santa Fe, NM
Spokane, WA
State of Nevada
Tacoma, WA
Tri-Cities, WA
Wenatchee, WA
Yakima, WA

Clients in the western United States include cities, counties, economic development corporations, multi-county regions, states, and private corporate partners.

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Fee Structure

10

Item	Price
Kick off Meeting and Doc Review	\$5,000
Stakeholder Focus Groups	\$5,000
Draft of EDSP & Implementation Plan	\$70,000
Update of Demographic Report	\$30,000
Expenses	\$20,000
Total	\$130,000

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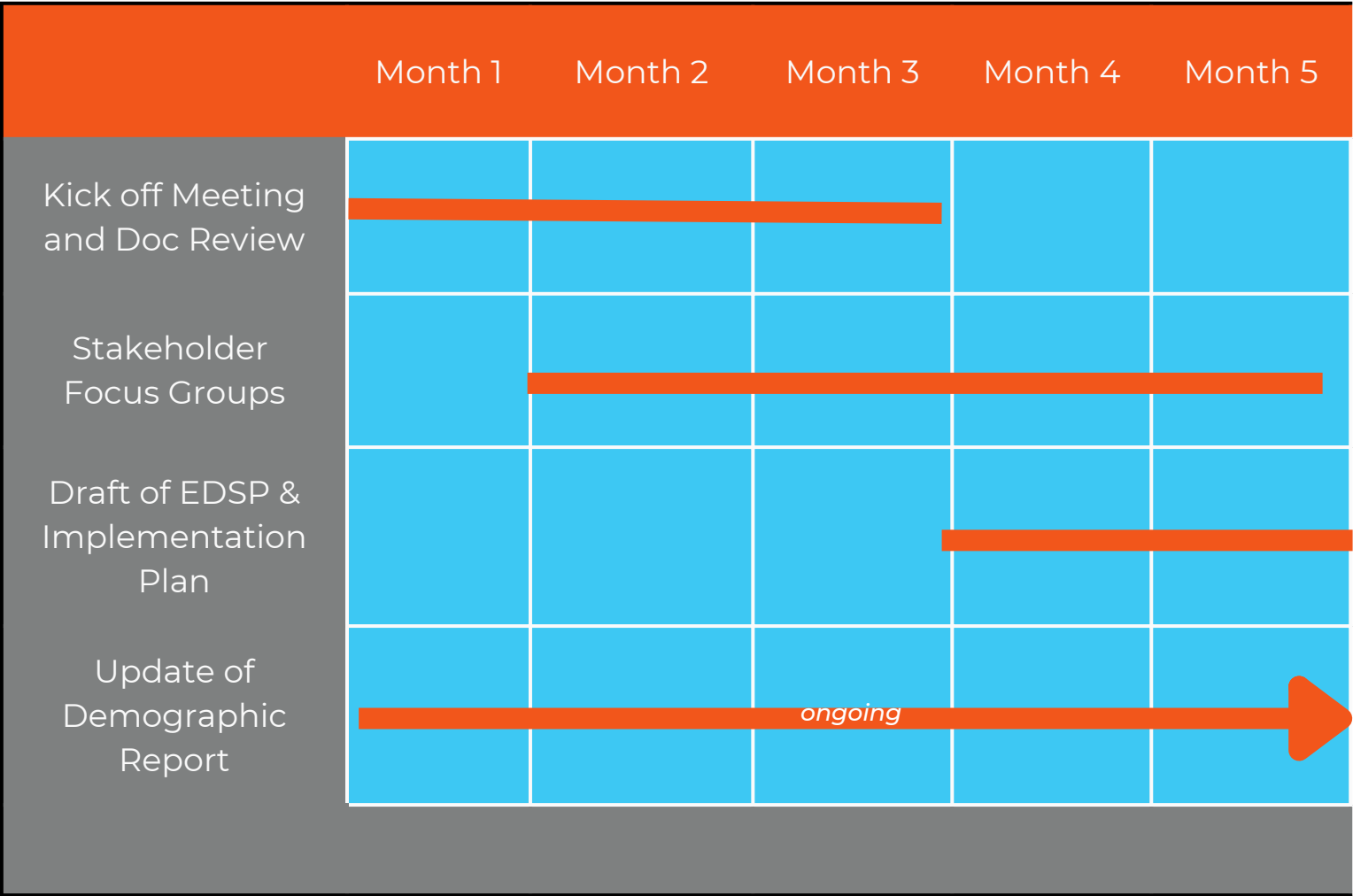


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COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY & FINAL REPORT



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TEAM STRUCTURE





Angelos Angelou

angelos@angelouconomics.com

Founder & Principal Executive Officer, Chief Strategist

EDUCATION

Ph.D. coursework in Economics, Southern Methodist University, Dallas, Texas

M.A. Economics and Management, St. Mary's University, San Antonio, Texas

B.A. Economics and Political Science, University of Texas, San Antonio, Texas

PROFESSIONAL MEMBERSHIPS

University of Texas at Austin | College of Natural Sciences, Advisory Board Member

George Bush Senior US-China Foundation, Advisory Board Member

TX Governor's appointee to CPRIT Oversight Committee, a \$3B Texas Grant Program for Cancer Prevention, Research, and Commercialization

Fellow at the IC2, an international think tank on venture capital and entrepreneurship

International Economic Development Council, Board Member

BIOGRAPHY

Angelos Angelou is the Founder & CEO of AngelouEconomics, a leading US and international consulting company specializing in strategic economic development and site selection. Angelos is also the founder and CEO of the International Accelerator, an Austin, TX, USA-based startup accelerator that focuses exclusively on foreign-born entrepreneurs helping launch their startups in the US.

- AE has delivered exceptional results for an impressive list of US and worldwide public and private clients, sitting \$26B in capital investment projects, conducting 250+ economic impact studies, and developing 650+ economic development strategies.
- IA has successfully assisted 36 startups, with a combined value exceeding \$550M and total capital raised of \$150M.

Prior to starting AngelouEconomics, Angelos spent nearly 12 years with the Austin Chamber of Commerce as VP of Economic Development and Chief Economist, handling the recruitment of 800+ technology companies (e.g. IBM, Apple, Samsung, Motorola, AMD, Cypress Semiconductor, Applied Materials, Tokyo Electron, and Sematech) and sited over \$26B in capital investment projects.

Widely regarded as the chief architect in the establishment of Austin as a nationally recognized high-tech center, the so-called "silicon hills". Angelos is a prominent figure in the field of economic development, known for his expertise in technology-based economic development, public policy, investment attraction, marketing, and entrepreneurship, and is frequently sought out by national and international media to provide commentary and insights on technology and economic development topics. Angelos recently received a Proclamation from the Texas Governor and the Mayor of Austin in recognition of his 30-year leadership and contribution to economic development in the State of Texas and Austin and was awarded the US Economic Development of the Year award by Site Selection Magazine.



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115 Wild Basin Rd, Ste.307, Austin, TX 78746



Matt Patton, Ph.D.

mpatton@angeloueeconomics.com

Executive Vice President

EDUCATION

Doctor of Philosophy, Geography, Texas State University, San Marcos, TX

Master of Science, Geographic Information Sciences, Central Michigan University, Mount Pleasant, MI

Bachelor of Arts, History & Political Science, Ashland University, Ashland, OH

BIOGRAPHY

Dr. Matt Patton has 15 years' quantitative, qualitative, and mixed methods research experience. He also has seven years' project, program, and community leadership experience. He was part of the teams working on comprehensive economic development strategies for Dallas, TX and Savannah, GA and currently manages a diverse project portfolio of site selection, target industry analyses, and economic impact studies.

Matt spearheaded the economic diversification project in Kemmerer, WY which resulted in the TerraPower Advanced Nuclear Reactor breaking ground there. He led the statewide impact analysis of Mass General Brigham, the largest employer in Massachusetts. He also oversees economic impact studies for major events in the Austin area, Texas, and throughout North America, such as ACL, Lollapalooza, F1 Austin, and many more. A go-to economic expert for national, state, and local news outlets, Matt also delivers speeches and presentations on economic development projects and provides legislative testimony.

Previously Matt was faculty the University of Nebraska at Omaha. Among his specializations, Matt excelled in service learning which bridged Omaha's private sector with university students. Prior to that, he was a researcher and project coordinator at the University of Nebraska-Lincoln.

Matt is an experienced grant writer in both the public and private sectors. His research focuses on the regional aspects of economic development and GIS analysis. His academic contributions include fifty invited talks, conference presentations, and publications.

Matt blends each of these experiences to gain a holistic understanding of the economics of various regions both domestically and internationally.





Marshall McDaniel

mmcdaniel@angeloueconomics.com

Director of Research

EDUCATION

BSBA Finance, University of Nebraska-Lincoln

BIOGRAPHY

As AE's Director of Research and Senior Analyst, Marshall leads our efforts to better understand the economic realities and potential of our client communities. He brings together the varied expertise of our team members to design salient strategic plans that allow our clients to achieve their goals. Marshall is committed to air-tight analysis and understanding the client's goals and objectives. His understanding of how residents and business owners interact with their community ensures our approach to economic development planning builds a base of support for economic development. He has designed the models for dozens of economic impact studies including ACL, FI, Lollapalooza, Mass General Brigham, Nascar, Southwest Medical Corridor, and many other events and festivals. He has also built custom models for target industry analyses in Cedar Rapids, Iowa and Buda, Texas.

Marshall is a graduate of the University of Nebraska-Lincoln, where he received his bachelor's degree in finance through the Investment-CFA track. He is responsible for all analysis and coordinating research for current projects at AngelouEconomics.



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115 Wild Basin Rd, Ste.307, Austin, TX 78746



Andrei Buzatu

abuzatu@angeloueeconomics.com

Director of International Business Development

EDUCATION

Masters, EU Studies, Universitatea, Alexandru Ioan Cuza” din Iași
Bachelor of Political Science and Government, Universitatea, Alexandru Ioan Cuza” din Iași

BIOGRAPHY

Andrei leads AE’s international business development with strategic vision and expertise, and advocates for doing business in and with the USA. He is primarily responsible for identifying new clients outside the US interested in expanding their business in the US market. Bold, enthusiastic, and passionate about technology and innovation, Andrei has 15+ years experience in working with both public and private sectors, in economic development, international relations, lobby and project management, FDI approach, as well as an experience as an entrepreneur.

Before joining AE, Andrei worked as a Brussels representative for a Romanian top economic development organization helping public and private stakeholders to internationalize and access new markets.

Originally from Romania, Andrei has traveled across the world and lived in several countries. He speaks 5 languages, spends his free time with the family, travelling to new places, watching movies, or playing sports.



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PAST WORK & REFERENCES

KEMMERER, WY (2022)

AngelouEconomics was involved in a comprehensive two-year engagement city, county, and state leadership to diversify the local and regional economy within the energy sector. The economic development efforts helped result in TerraPower selecting Kemmerer as the recipient of its nuclear reactor project. AE worked with city leadership to secure advantageous financing for a new industrial park. We reviewed and ranked all potential industrial sites, built an economic development website, and evaluated potential companies (i.e., evaluation, due diligence, company profiling). Working with city staff, we ensured all grant activity followed EDA requirements. AE hosted select potential companies on community and site visits.

DELIVERABLES:

- Economic development website
- Cost operation models
- Community and site assessments
- Reverse site selection
- Benchmark communities' analyses
- Site prospectus
- Legislation review
- Refined target industry analysis
- Direct outreach to targeted companies
- Stakeholder engagement

Contact: Brian Muir

City Administrator
City of Kemmerer
220 State Highway 233
Kemmerer WY 83101
307-828-4061 (Office)
307-466-3128 (Cell)
bmuir@kemmerer.org



PAST WORK & REFERENCES

BUDA, TX

Buda Economic Development Corporation (2023)

AngelouEconomics engaged with the Buda Economic Development Corporation to update the City of Buda's set of target industries. Using stakeholder engagement data, private, and public datasets, Buda, Texas leadership were presented with three principal target industries and a list of regional companies to pursue with economic incentives. Ultimately, AngelouEconomics presented its recommendations to the Buda City Council on behalf of the Buda EDC and the target industries were approved unanimously. Simultaneously, surveys were distributed to national site selectors to provide a perception analysis. A separate reverse site selection of the community provided additional actionable recommendations.

DELIVERABLES:

- Stakeholder engagement
- Target industry analysis
- Site selector survey
- Reverse site selection
- Presentation to elected officials

Contact: Jennifer Storm

Executive Director

Buda Economic Development Corporation

405 East Loop Street

Bldg. 100-EDC

Buda, TX 78610

512-295-2022

Jennifer.Storm@budaedc.com





ABOUT AE

AngelouEconomics partners with client communities and regions across the United States and abroad to candidly assess current economic development realities and identify opportunities.

Our goal is to leverage the unique strengths of each region to provide new, strategic direction for economic development.

As a result, AngelouEconomics' clients diversify their economies, expand job opportunities and investment, foster entrepreneurial growth, better prepare their workforce, and attract 'new economy' companies.

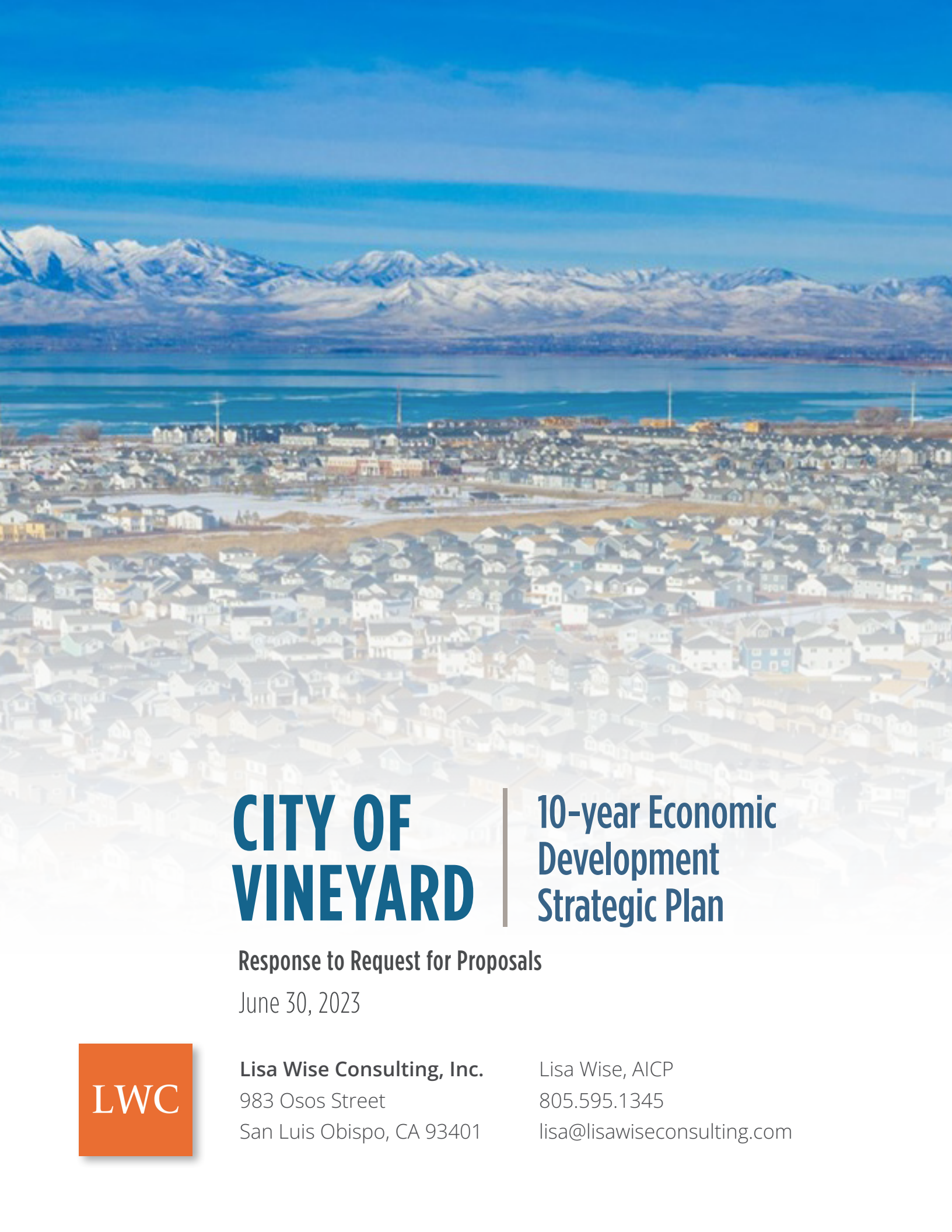
To learn more, visit
www.angeloueconomics.com



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115 Wild Basin Rd, Ste.307, Austin, TX 78746



CITY OF VINEYARD

10-year Economic Development Strategic Plan

Response to Request for Proposals

June 30, 2023



LWC

Lisa Wise Consulting, Inc.
983 Osos Street
San Luis Obispo, CA 93401

Lisa Wise, AICP
805.595.1345
lisa@lisawiseconsulting.com

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June 30, 2023

LWC

Rachel Stevens
Planning Technician
Vineyard City
Planning & Zoning/Community Development
707 E Mill Rd, Suite 202
Vineyard, UT 84059

RE: LWC Proposal for the Vineyard City 10-year Economic Development Strategic Plan

Dear Ms. Stevens and Evaluation Committee:

Lisa Wise Consulting, Inc. (LWC) is pleased to submit our proposal to complete a 10-year Economic Development Strategic Plan for Vineyard City. As a firm that is focused on data-driven, community-centered approaches to economic development strategic planning and principles of walkable, attractive, resilient and inclusive cities, this is a target project for us.

LWC is well-suited for this project as we work most powerfully at the nexus of land use regulation and economic development. Our highly qualified team holds degrees in finance, accountancy, economics, and business administration and has experience leading large and small community zoning codes. We understand that cities face challenges on how to leverage market conditions and municipal resources, and we are also fully committed to building human-scale communities with greater reliance on local and regional transit, inviting streetscapes, urban open spaces and mixed-use development that supports residents and visitors. We are also committed to developing strategies that identify partnerships and prioritize investments aimed at economic vibrancy and prosperity.

As the owner and President of the firm, I will act as Project Director, ultimately responsible for compliance with the tenets of the contract and to ensure the project is delivered on time, within budget and to the standards and expectations of the City. Our highly-qualified team includes David Bergman as project manager with over 30 years of urban planning, financial feasibility analysis and strategic planning experience; Jennifer Murillo, AICP with 17 years as a planner, project manager, market analysis and urban planning expert; and Jesse Brown, who brings five years of market study, financial feasibility analysis and expertise in implementation plans.

We look forward to the next steps in the proposal process and remain available to refine the scope, timeline, or budget to meet the City's needs and expectations. Thank you for the opportunity to participate in the Vineyard City 10-year Economic Development Strategic Plan.

Sincerely,



Lisa Wise, AICP, CPA (inactive)
President, CEO
Lisa Wise Consulting, Inc.

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PROJECT UNDERSTANDING AND EXPERIENCE

Project Understanding

The City of Vineyard is seeking to create an Economic Development Strategic Plan (EDSP) to guide decision making over the next 10 years. The Plan will establish goals, strategies, implementation actions, and metrics for success in achieving the City's vision that prioritizes walkability, infill mixed-use development, access to parks and open space and transit options such as the UTA TRAX light rail and the FrontRunner commuter service.

Vineyard is a unique place, one of the fastest-growing cities in the country with access to outdoor amenities like Utah Lake and diverse employment opportunities ranging from the service industry to the top tech firms on Silicon Slope. The City is also minutes from Brigham Young University and Utah Valley University (UVU) and preparing to establish a 200+ acre UVU campus right in the City.

A successful EDSP will involve a strong commitment to community engagement, with regular and substantive opportunities for feedback from the EDSP Steering Committee, City Staff, elected and appointed leaders, representatives from the business community, academia, hospitality, healthcare, as well as from real estate professionals, property owners, and special interest groups.

A successful team will conduct a comprehensive and exhaustive review of existing reports, studies, and plans, and assess the current economic and demographic conditions and trends in retail, service, and commercial industries, real estate development, and housing affordability. A successful team will also evaluate catalyst projects and how they can be leveraged to empower the City. A successful team will explore opportunities in key, future-facing industries like advanced manufacturing, aeronautics and space, drones and robotics, financial services, healthcare, software development, agri-tech and fintech, biomedical research, and tourism.



Statement of Experience

Lisa Wise Consulting, Inc. (LWC) was founded in 2006 and has grown to 20 highly-qualified and committed staff with offices in Los Angeles, San Luis Obispo, and San Francisco. The firm operates at the nexus of urban economic and urban planning and has completed successful projects throughout California, the U.S., and the Middle East. Our resume includes Economic Strategic Plans in high-profile communities like Beverly Hills and smaller, fast-growing cities like San Luis Obispo and Rancho Cucamonga, California. LWC has completed successful zoning code audits and updates in Flagstaff, AZ; Las Vegas, NV; Columbus, OH; and Long Beach, CA. We've just kicked off a code amendment project aimed at greater resilience in Park City, Utah. All of our work is aimed at making cities stronger, building on the community's vision and developing feasible, implementable strategies that increase the quality of life for residents, attract and retain workers and businesses and accentuate valuable partnerships. Some of our projects are included below.

LWC's approach to the Vineyard City 10-year Economic Development Strategic Plan will incorporate principles of walkability, prioritizing infill where appropriate, higher reliance on transit and creating prosperity for all residents. We are committed to close collaboration and communication through regularly scheduled meetings, informal communication, and rapid turn-around in all correspondence. The LWC Team understands that

this is a very important project and that it will build on previous work and contribute toward the City's vision for the future. Our approach also relies on a targeted and substantial community engagement effort, which will inform our analytical approach and findings and create a sense of ownership for the people of Vineyard.

Our approach is supported using BigTime, a performance management software that we use to track project progress in real time. This enables the LWC team to anticipate and adjust for issues before they occur and keep the project on schedule and on budget.

LWC is a supporter of the tenets of mixed-use, infill, walkability and greater reliance on transit. We are members of CNU, and owner Lisa Wise, AICP and Director, Roger Eastman, AICP are approved instructors for the FBCI training courses (FBC 101, 201, 301), and Lisa is the former Chair and current Treasurer of the FBCI.



LWC Relevant Projects

- **Beverly Hills, CA**, Economic Strategic Plan
- **San Luis Obispo, CA**, Economic Strategic Development Plan
- **Rancho Cucamonga, CA**, Economic Development Strategic Plan
- **Beaumont, CA**, Market Analysis and Economic Element of General Plan
- **Santa Maria, CA**, Market Analysis and Economic Element of General Plan
- **Morgan Hill, CA**, Monterey Corridor Commercial Capacity Analysis
- **Las Vegas, NV**, Downtown Form-Based Code (aimed at resilience and prosperity)
- **South San Francisco, CA**, Comprehensive Code Update and Form Based Code (prioritized adaptation measures for change in sea level and flooding)
- **Park City, UT**, Code Amendments (aimed at increasing affordable housing and sustainable transportation)
- *A complete list of our projects and references is available upon request.*

PROPOSED SCOPE OF WORK

Scope of Work

This proposed scope of work is based on direction provided in the RFP, discussions with City staff and LWC's experience on similar engagements. We look forward to the opportunity to discuss our proposal with the City and remain amenable to refine the scope of services to meet the City's needs and expectations.

Task 1: Kick-off and Background Data Review

1.1 Kick-off Meeting. LWC will attend a virtual kick-off meeting with City staff to review the project goals and expectations, finalize the scope of work and schedule, set preliminary stakeholder group meeting dates, discuss the data request, and clarify roles and responsibilities. LWC will prepare an agenda for the meeting and a summary of the meeting.

1.2 Kick-off Meeting with Steering Committee. LWC will attend a virtual kick-off meeting with City staff and the EDSP Steering Committee to review the project goals and expectations. City staff will organize the EDSP Steering Committee and coordinate with LWC to schedule the meeting. LWC will prepare an agenda for the meeting and a summary of the meeting. (Note: This meeting can be combined with Task 1.1 at the request of the City.)

1.3 Data Request and Background Document Review. LWC will prepare a request for the City to provide relevant existing reports, city documents, and data. The data request will include a request for City planning documents such as the Vineyard General Plan, Zoning Ordinance and Special Purpose Districts, The Waterfront Master Plan and Market Analysis, and other documents the City deems relevant to the project. LWC will review documents provided by the City and incorporate the findings in Task 3, as appropriate.

Deliverables

- *Kick-off Meeting and Kick-off Meeting with Steering Committee Agenda (PDF)*
- *Kick-off Meeting and Kick-off Meeting with Steering Committee Summary (PDF)*
- *Data Request Memo (Word and PDF)*

Task 2: Stakeholder Focus Group Meetings

2.1 Stakeholder Focus Group Meetings. LWC will conduct up to four stakeholder focus groups via telephone or online video platform to gather additional insights from the Vineyard business and development community about existing conditions and key opportunities for economic growth in the City. LWC will rely on the City to identify key stakeholders and provide contact information. The City will initiate contact with potential interview targets, advise them of the opportunity, and schedule the interviews. Interview targets include key members from important business sectors, real estate brokers, property owners, developers, architects, community groups, and consultants working on master planning in the City such as the Station Area Plan, Waterfront Plan, and Transportation and Utilities Plan.

2.2 Stakeholder Focus Group Meetings Summary Memo. LWC will summarize key findings from the stakeholder focus group meetings in a memo for City staff.

Deliverables

- *Stakeholder Focus Group Meetings (4)*
- *Stakeholder Focus Group Meetings Summary Memo on Growth and Economic Development Drivers and Opportunities (Word and PDF)*

Task 3: Economic and Market Conditions Analysis

3.1 Economic and Market Conditions Analysis.

LWC will conduct a comprehensive analysis of economic and market conditions in Vineyard to inform the EDSP strategies. The analysis will include the following focus areas:

- **Demographic and Household Conditions.** LWC will review demographic trends in Vineyard to describe key population characteristics such as educational attainment, age distribution, and household incomes.
- **Leading Industry Sectors Analysis.** LWC will review the City's industry sectors to identify leading and unique and specialized features and opportunities. This analysis will consider the suitability of sectors listed below to drive economic development in Vineyard.
 - » Advanced manufacturing
 - » Aeronautics and space with a focus on drones/ UAV
 - » Financial services
 - » Healthcare
 - » Software, fintech, and information technology
 - » Agri-tech
 - » Biomedical research, and patent-focused industries
 - » Tourism
- **Residential and Commercial Market Analysis.** LWC will review the current and historic performance of residential and commercial land uses to assess the strength of market conditions for different land uses in the City.
- **Economic Opportunity Nodes Analysis.** LWC will describe the potential economic opportunities at key nodes in the City such as the Vineyard Downtown, The Forge, The Yard, Vineyard Gateway, Eastlake, and Geneva Retail Frontage.
- **Retail Sales Analysis.** LWC will conduct a retail leakage study to determine retail sectors that underperforming in the City and should be targeted for recruitment.

- **Infrastructure Evaluation.** LWC will identify critical gaps in the City's infrastructure and outline potential funding sources and partnerships.
- **Land Use and Zoning Analysis.** LWC will assess if existing land use controls are suitable for meeting economic development goals and addressing the needs of target industry sectors.
- **Opportunities and Challenges Analysis.** LWC will identify opportunities and challenges to strengthen the City's economy.

3.2 Economic and Market Conditions Data and Analysis Review Meeting.

LWC will meet with city staff to review draft versions of the analyses described in Task 3.1. The meeting will provide the opportunity for city staff to comment on the assumptions, methodologies, and accuracy of data used in the analyses prior to the drafting of the Economic and Market Conditions Report.

3.3 Economic and Market Conditions Summary.

Based on the analysis above and the feedback provided by City staff in Task 3.2, LWC will summarize findings and prepare an attachment to include with Task 4.1 (Administrative Draft EDSP).

Deliverables

- *Economic and Market Conditions Summary (To be included in the Task 4.1 deliverable)*

Task 4: Economic Development Strategic Plan

4.1 **Administrative Draft EDSP (80% Document).**

LWC will prepare an Administrative Draft EDSP for City staff review. The draft will provide key findings from the Economic and Market Conditions Analysis (Task 3.2), the EDSP goals and strategies, and the implementation plan, which will clearly outline actions for the City to accomplish the EDSP objectives. The implementation plan will include timelines for EDSP actions over the next 10 years, assign leading city departments, and identify strategic partners. Following the City's review of the Administrative Draft, City staff will provide one set of nonconflicting comments from all reviewers.

4.2 Public Review Draft EDSP. LWC will prepare a Public Review Draft EDSP based on the comments provided by City staff in Task 4.1.

4.3 Planning Commission Meetings (2). LWC will attend a virtual workshop with the Planning Commission Workshop to review the Public Review Draft EDSP and solicit the Planning Commission's feedback. LWC will also virtually attend a Planning Commission Hearing to present the EDSP with recommendations for City Council.

4.4 City Council Meetings (2). LWC will attend a virtual workshop with the City Council to review the Public Review Draft EDSP and solicit feedback from the City Council. LWC will also virtually attend a City Council Hearing to present the Final EDSP for adoption.

4.5 Final EDSP. LWC will prepare a complete Final Draft Economic Development Strategic Plan based on comments from the Planning Commission, City Council, City staff, and the public.

Additional Services to be Discussed with Client

Task 5: Steering Committee Meetings (3). LWC will attend up to three virtual meetings with the EDSP Steering Committee to review progress on the EDSP and solicit feedback.

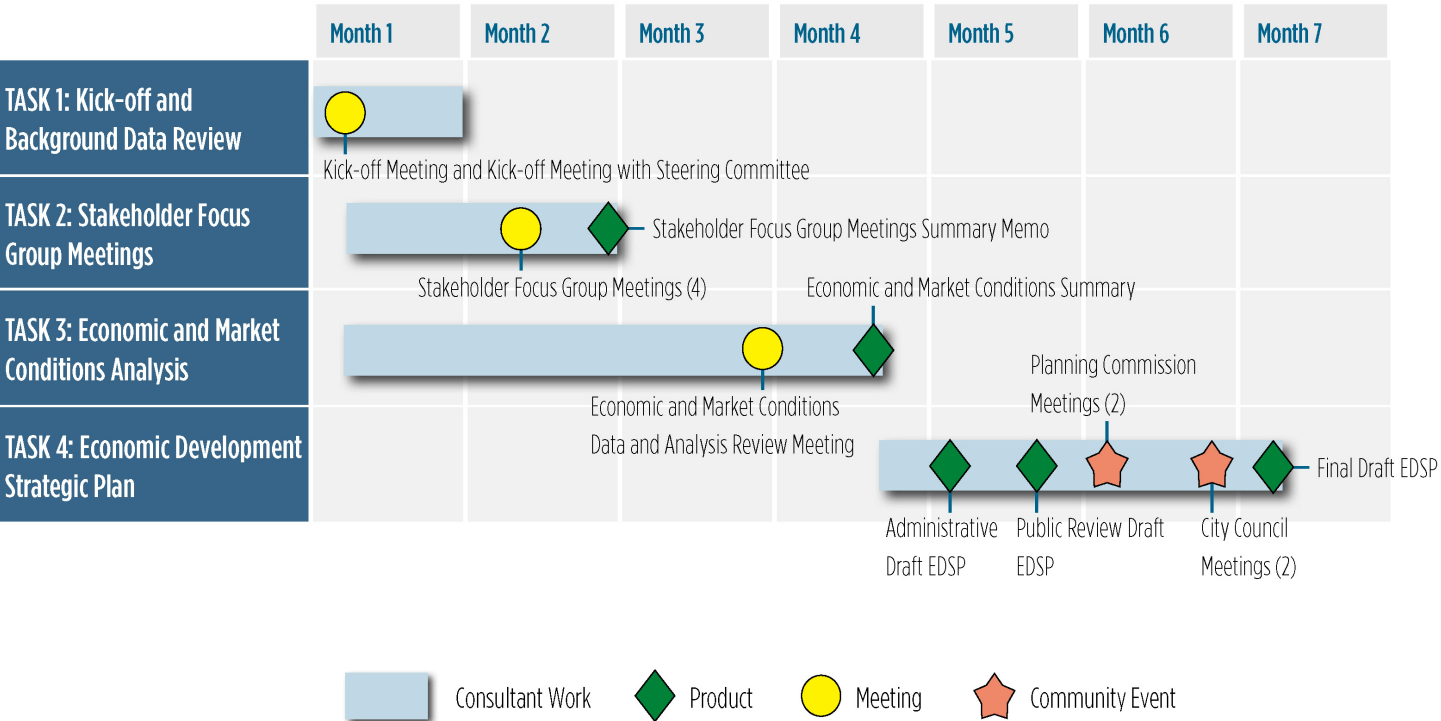
Task 6: Update Demographic Report. As described in the RFP, this task involves conducting a comprehensive demographic analysis of Vineyard and providing the report to the Census Bureau. While LWC is open to discussing how to address this task, it may be most successful if conducted by the State of Utah.

Deliverables

- *Administrative Draft Economic Development Strategic Plan (Word and PDF)*
- *Public Review Economic Development Strategic Plan (Word and PDF)*
- *Final Economic Development Strategy Draft (Word and PDF)*

Project Timeline

The proposed timeline is based on the level of effort expressed by the scope of services, our experience on similar projects and the City’s response to LWC questions. We look forward to discussing the proposal in detail and making edits to the timeline based on the City’s direction.



Cost Proposal

The proposed budget is based on the scope of services outlined in the RFP and our experience on similar projects. We feel that this is a sufficient fee to provide the level of effort needed to complete this work at a very high level of quality. We look forward to discussing the proposal in detail and making edits to the budget based on the City's direction.



		Principal		Director		Lead Associate		Associate		TOTAL	
		\$295		\$250		\$175		\$155			
		Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee
City of Vineyard - Economic Development Strategic Plan											
TASK 1	Kickoff & Background Data Review										
1.1	Kick-off Meeting	-	\$ -	4	\$ 1,000	4	\$ 700	4	\$ 620	12	\$ 2,320
1.2	Kick-off Meeting with Steering Committee	-	\$ -	4	\$ 1,000	4	\$ 700	4	\$ 620	12	\$ 2,320
1.3	Data Request and Background Document Review	-	\$ -	8	\$ 2,000	16	\$ 2,800	-	\$ -	24	\$ 4,800
	SUBTOTAL - TASK 1	-	\$ -	16	\$ 4,000	24	\$ 4,200	8	\$ 1,240	48	\$ 9,440
TASK 2	Stakeholder Focus Group Meetings										
2.1	Stakeholder Focus Group Meetings (4)	-	\$ -	16	\$ 4,000	20	\$ 3,500	20	\$ 3,100	56	\$ 10,600
2.2	Stakeholder Focus Group Meetings Summary Memo	-	\$ -	8	\$ 2,000	16	\$ 2,800	16	\$ 2,480	40	\$ 7,280
	SUBTOTAL - TASK 2	-	\$ -	24	\$ 6,000	36	\$ 6,300	36	\$ 5,580	96	\$ 17,880
TASK 3	Economic & Market Conditions Analysis										
3.1	Economic and Market Conditions Analysis	4	\$ 1,180	36	\$ 9,000	64	\$ 11,200	72	\$ 11,160	176	\$ 32,540
3.2	Economic and Market Conditions Data and Analysis Review Meeting	-	\$ -	4	\$ 1,000	4	\$ 700	4	\$ 620	12	\$ 2,320
3.3	Economic and Market Conditions Summary	2	\$ 590	6	\$ 1,500	24	\$ 4,200	16	\$ 2,480	48	\$ 8,770
	SUBTOTAL - TASK 3	6	\$ 1,770	46	\$ 11,500	92	\$ 16,100	92	\$ 14,260	236	\$ 43,630
TASK 4	Economic Development Strategic Plan										
4.1	Administrative Draft EDSP	4	\$ 1,180	8	\$ 2,000	44	\$ 7,700	24	\$ 3,720	80	\$ 14,600
4.2	Public Review Draft EDSP	4	\$ 1,180	8	\$ 2,000	12	\$ 2,100	12	\$ 1,860	36	\$ 7,140
4.3	Planning Commission Meetings (2)	-	\$ -	16	\$ 4,000	16	\$ 2,800	16	\$ 2,480	48	\$ 9,280
4.4	City Council Meetings (2)	-	\$ -	16	\$ 4,000	16	\$ 2,800	16	\$ 2,480	48	\$ 9,280
4.5	Final Draft EDSP	2	\$ 590	8	\$ 2,000	16	\$ 2,800	16	\$ 2,480	42	\$ 7,870
	SUBTOTAL - TASK 4	10	\$ 2,950	56	\$ 14,000	104	\$ 18,200	84	\$ 13,020	254	\$ 48,170
	Project Total	16	\$ 4,720	142	\$ 35,500	256	\$ 44,800	220	\$ 34,100	634	\$ 119,120
Optional Tasks											
	Task 5: Steering Committee Meetings (3)		\$ -	12	\$ 3,000	12	\$ 2,100	12	\$ 1,860	36	\$ 6,960

PROJECT TEAM

Project Team Description

The personnel described below will form the LWC management and project execution team for the Vineyard City 10-year Economic Development Strategic Plan.

- Project Director, Lisa Wise, AICP brings 30 years of career experience in urban planning and management of complicated financial engagements as the founder of LWC and 17 years with the firm.
- Project Manager, David Bergman is a 25-year urban planning and land use economics professional who joined the firm in 2020.
- Jennifer Murillo, AICP, has over 17 years of professional urban planning, and economic development experience in the public and private sectors. She holds an MBA from Indiana University and joined the firm in 2015.
- Jesse Brown, has over 5 years of very targeted urban economics and community development experience as well as strong graphics and design capabilities to better depict and support findings and support recommendations. He joined LWC in early 2022.

The LWC team is also supported by Business Manager, Christina Herrera, who shares a powerful time management platform (BigTime) with Project Managers to generate key metrics on project performance, and individual team member performance, this enables the LWC team to anticipate needed adjustments and keep projects on track and within budget. Christina brings over eight years of financial and logistical project management experience and joined LWC in 2018.

Organizational Structure



Lisa Wise, AICP
Project Director

Lisa will serve as the Project Director, responsible for: final review and evaluation of deliverables and LWC compliance with the contract and insurance requirements.



David Bergman
Project Manager

Dave will be the Project Manager, responsible for: timeliness and quality of all deliverables, communication with the City and presenting at public hearings, as well as providing correct and complete monthly invoices and assuring budget and timeline are adhered to.



Jennifer Murillo, AICP
Technical and Logistic Project Support

Jen will support David and the LWC team with review, evaluation and refinement of all project deliverables, development and testing of financial models, approaches for keeping the project on track, and support the LWC team at workshops and public hearings.



Jesse Brown
Deputy Project Manager

Jesse will support the LWC Team in research and summary of key plans, studies, reports and databases, development and edit of draft deliverables including financial models and market analysis, support in communication and collaboration with the City and public meetings and hearings. He will also develop graphics and info-graphics to support findings and recommendations.

APPENDIX

LISA WISE, AICP, CPA (inactive)**President, CEO**

As a certified planner and public accountant, Lisa has over 30 years of experience in land use economics, urban planning, accounting, and finance. Lisa's professional focus includes a commitment to a comprehensive approach to economic and fiscal strategies, development codes, long-range plans, affordable housing, and managing complex projects. Lisa serves as adjunct faculty at California Polytechnic and presents regularly at State and National conferences on real estate finance principles and development codes strategies given uncertain market forces.

Lisa has been directly responsible for a breadth of projects aimed at assessing economic performance, fiscal impacts and land use policy and forming recommendations for more vibrant and resilient communities. These include 35 economic development projects, 34 zoning code updates, 23 specific plans and TOD plans, 20 housing elements, and several inclusionary and employee housing studies.

Prior to starting LWC in 2006, Lisa was an Associate at land use planning firm Crawford, Multari & Clark Associates. From 1990 to 1999, Lisa was a Manager at PricewaterhouseCoopers (PwC) in Chicago and New York City, one of the "Big Four" international accounting and financial services firms.

Relevant Project Experience:

- Beverly Hills, CA, Economic Sustainability Plan
- Beaumont, CA, General Plan Update, Market Report, and Economic Development and Fiscal Elements
- Burlingame, CA, Downtown Burlingame Preliminary Market Analysis
- Hayward, CA Downtown Specific Plan and Code
- Hermosa Beach, CA, Market and Economic Analysis for General Plan Update
- Livermore, CA, General Plan Land Use Conversion Study Fiscal Impact Analysis
- Local Government Commission, Local Funding Guidebook
- Malibu, CA, Zoning Code and Local Implementation Plan Update
- Menlo Park, CA, Analysis of Initiative to Amend Camino Real Downtown Specific Plan
- Merced, CA, Bellevue Community Plan
- Morgan Hill, CA, Monterey Corridor Market and Land Use Capacity Study
- Petaluma, CA, SMART Rail Station Plan
- Port San Luis Harbor District, CA, Harbor Terrace Campground Development Feasibility Analysis and Entitlements
- San Luis Obispo, CA, Economic Development Strategic Plan
- Seaside, CA, General Plan Update, Market Report, and Economic Development Element

LWC**PAST WORK EXPERIENCE**

California Polytechnic State University
San Luis Obispo, CA, Part-time Faculty, 2002 - Present

Crawford, Multari & Clark Associates
San Luis Obispo, CA, Professional Consultant,
2001 - 2006

San Luis Obispo County
San Luis Obispo, CA, Staff Planner, 2000 - 2001

Governor's Office of Planning & Research
Sacramento, CA, Intern, 1999 - 2000

PricewaterhouseCoopers, LLP
New York, NY, Financial Services Manager, 1990 -
1999

NBD Chicago Bank
Chicago, IL, Personal Banking Representative,
1988 - 1989

EDUCATION

California Polytechnic State University
San Luis Obispo, CA, Master of City & Regional
Planning, 2001

DePaul University
Chicago, IL, M.S. Accountancy, 1990

University of Cincinnati
Cincinnati, OH, B.S. Business Administration in
Marketing & Finance, 1987

CERTIFICATIONS & MEMBERSHIPS

American Planning Association (APA)
2001 - Present

Certified Public Accountant, 1991

Congress for New Urbanism
2003 - Present
Paul Crawford Award for Excellence in Planning, 2017

Form-Based Code Institute
Chair, 2015 - Present
Treasurer, 2014 - 2015

DAVID BERGMAN

Director

LWC

With over 25 years of experience, David has focused on arts and culture, community development and urban planning projects, with an emphasis on the formation and implementation of urban and regional development strategies, and public private-partnerships. David's background includes an expertise in public policy and alternatives analysis that balance feasible economic strategies, fiscal performance, and community vision.

David's commitment to client service centers around providing preferred strategies based on data and market-driven financial results. He has provided feasibility analysis and funding strategies across all major property sectors including arts and culture, residential, retail, office, industrial, and institutional.

Additionally, David has strong public sector management and academic leadership experience. He is the former Director of Planning for the City of South Pasadena, CA where he was responsible for management of current and long-range planning as well as the City's Building and Safety Department and code enforcement functions. At the City of Santa Cruz, CA, David was the manager of special projects for the City's Economic Development Department.

Recent examples of David's work include:

- Beijing China, Tianqiao Theater District Master Plan
- Beverly Hills, CA, Economic Sustainability Plan, Fiscal Impacts Special Events
- Citrus Heights, CA, Market and Financial Feasibility Analysis, Retail to Rooftops Implementation - REAP
- Coachella Music and Arts Festival, Marketing and Promotion Programs, and Economic Impacts
- Economic Development Association of New Zealand, National Cultural Industries Strategy
- Folsom, CA, Multi-Family and Retail Development Feasibility
- Halifax, NS Canada, World Trade Centre - Metro Center Arena Expansion Feasibility
- Huntington Beach, CA, Short Term Rental Program Economics
- Irvine, CA, Great Park of Orange County Cultural Terrace Master Plan
- Los Angeles, CA, Economic and Fiscal Impact Study of Los Angeles International Airport (LAX)
- Long Beach, CA, Attendance Analysis and Bond Refinance Analysis , Aquarium of the Pacific
- Los Angeles, CA, J. Paul Getty Trust, Getty Villa Renovation Program
- Los Angeles, CA, Los Angeles County Museum of Art (LACMA) Expansion
- Los Angeles Metro, CA, Crenshaw/ LAX Line Extension and Alignment Plan
- Rancho Cucamonga, CA, Economic Development Strategic Plan
- San Luis Obispo, CA, Economic Development Plan
- Suwon Korea, Cultural Program Potential Suwon Events Center



PAST WORK EXPERIENCE

Metropolitan Research and Economics
Santa Monica, CA, Principal, Director and Owner
2009 - 2020

City of South Pasadena, CA
Director, Planning and Building
2018 - 2019

City of Santa Cruz, CA
Manager of Special Projects, Economic Development
2014 - 2017

Economics Research Associates
Los Angeles, CA, Principal
1996 - 2009

EDUCATION

University of California
Los Angeles, CA, Master of Arts, Geography
Urban Planning

University of Wisconsin
Madison, WI, B.A., Geography and Classical
History

ACADEMIC EXPERIENCE

University of Southern California
School of Architecture, 2016 - 2019

Southern California Institute of Architecture
2001 - 2016

University of Michigan
School of Architecture, 2009 - 2010

JEN MURILLO, AICP

Senior Associate



Jen has over fifteen years of economic, fiscal, urban planning, and project management experience. As a Director at LWC, Jen focuses on managing complex economic development, fiscal impact, and long-range planning projects, and assuring LWC's deliverables exceed client expectations and are submitted on time and within budget. Jen combines public and private sector experience with an MBA to take a 360-degree approach to project management.

She is an excellent communicator and augments findings on market conditions and development feasibility with personal interviews, surveys, workshops, and focus groups to create informative and comprehensive analyses.

Jen has been responsible for leading market analysis, fiscal impact, short-term rental policy, annexation, and code projects from kick-off to adoption in Beaumont, Long Beach, Morgan Hill, Rancho Cucamonga, Seaside, Lompoc, and Mammoth Lakes. She also holds Bachelor of Arts degrees in Environmental Studies and Geography from the University of California, Santa Barbara and an MBA from Indiana University.



Relevant Project Experience:

- Beaumont, CA, General Plan Update, Market Report, Fiscal Model, Economic Development and Fiscal Elements
- Beverly Hills, CA, Economic Sustainability Plan
- Chino, CA, Economic Assessment of Sphere of Influence (SOI) Annexation Areas
- Guadalupe, CA, Mobility and Revitalization Plan
- Grover Beach, CA, Update to Parking Regulations
- Hayward, CA, Market Analysis and Pro Forma Development for Downtown Specific Plan and Code
- Huntington Beach, Short-Term Rental Analysis
- Local Government Commission, Local Funding Guidebook
- Livermore, CA, General Plan Land Use Conversion Study Fiscal Impact Analysis
- Lompoc, CA, Zoning Ordinance Update
- Long Beach, CA, Short Term Rental Housing Program and Regulations
- Marin County, CA, Short-Term Vacation Rentals Report
- Morgan Hill, CA, Monterey Corridor Market and Land Use Capacity Study
- Rancho Cucamonga, CA, Market Study and Pro Forma Development for the North Eastern Sphere Annexation Specific Plan Transfer of Development Rights Analysis
- San Francisco State University, Infrastructure Master Plan Financial Analysis
- Santa Maria, CA, General Plan Update, Market Report, Fiscal Analysis, Annexation Study, Economic Development Element, Housing Element
- Seaside, CA, Market Report, Economic Development Element
- University of Hawaii, Infrastructure Master Plan Financial Analysis
- Westerville, OH, Zoning Code Update

PAST WORK EXPERIENCE

- Town of Mammoth Lakes, CA
Senior Planner
March 2014 - August 2015
- Town of Mammoth Lakes, CA
Associate Planner
December 2007 - February 2014
- Town of Mammoth Lakes, CA
Assistant Planner
June 2006 - November 2007

EDUCATION

- Indiana University, Bloomington, IN
Master of Business Administration
- University of California, Santa Barbara
B.A., Environmental Studies
B.A., Geography

CERTIFICATIONS & MEMBERSHIPS

- American Institute of Certified Planners
2015 - Present
License # 027972
- American Planning Association
2013 - Present
- Association of Environmental Professionals
2013 - Present
- California Polytechnic State University, San Luis Obispo
Adjunct Faculty, Real Property Development Principles
2018 - 2019

JESSE BROWN

Lead Associate



Jesse brings five years of economic development, fiscal and market analysis, and community outreach experience to LWC. His strengths include technical writing and analysis to support and inform economic development strategies, commercial capacity analyses, inclusionary housing ordinances, as well as the testing of financial feasibility and impacts of potential development scenarios.

He also supports the team in creating data-driven charts, maps, and infographics to clearly communicate trends, alternatives, findings, and recommendations. He has advanced expertise in Excel, Stata, ArcGIS, SketchUp, and AutoCAD.

Jesse excels at the intersection of financial feasibility, urban planning, community design, and understanding market realities. He is extremely organized and committed to client service, assuring that LWC projects are completed on time, within budget, and exceed client expectations. He holds a Bachelor of Arts in History and Architecture from the University of Wisconsin, Milwaukee and a Master of City Planning from the University of California, Berkeley.

Relevant Project Experience

- Alameda County, CA | Castro Valley Business District Specific Plan Market Analysis
- Citrus Heights, CA | Market and Financial Feasibility Analysis, Retail to Rooftops Implementation - REAP
- Folsom, CA | Multi-Family and Retail Development Feasibility Analysis - REAP
- La Quinta, CA | Highway 111 Specific Plan Update and Form Based Code
- Modesto, CA | Market and Financial Feasibility, Housing Plan
- Novato, CA | 6th Cycle Housing Element and Rezoning Program
- Palo Alto, CA | Inclusionary Housing Feasibility Study
- Petaluma, CA | General Plan Update
- Rancho Cucamonga, CA | Economic Development Strategic Plan
- Richmond, CA | 6th Cycle Housing Element and Housing Equity Roadmap
- Riyadh, KSA | Strategic Planning Framework and Form-Based Code
- San Gabriel, CA | 6th Cycle Housing Element, Density Bonus Program, Inclusionary Housing Ordinance, and ADU Guidebook
- San Pablo, CA | Affordable Housing Strategy
- Santa Cruz, CA | Economic Development Strategy
- Santa Cruz, CA | Objective Design Standards
- Santa Maria, CA | 6th Cycle Housing Element
- Sunnyvale, CA | Moffett Park Specific Plan Update
- Woodland, CA | Market and Financial Feasibility, Armfield Community Implementation - REAP



PAST WORK EXPERIENCE

Strategic Economics

Berkeley, CA | Associate
February 2019 – July 2021

San Francisco Public Works Department

San Francisco, CA | Design Intern
June 2018 – September 2018

The Watershed Project

Richmond, CA | Greening Urban Watersheds Associate
November 2016 – November 2017

Earth Team

Richmond, CA | Senior Program Associate
December 2015 – November 2016

TreePeople, Los Angeles

Los Angeles, CA | Forestry Operations Coordinator
September 2014 – August 2015

EDUCATION

University of California, Berkeley

Master of City Planning

University of Wisconsin, Milwaukee

Milwaukee, WI

B.A., History, Architecture

Examples of Past Work and References

In this section, please find project descriptions of two examples of LWC work that are relevant to the Vineyard City 10-year Economic Development Strategic Plan.

Beverly Hills Economic Sustainability Plan

Laura Biery, Marketing & Economic Sustainability Manager, Beverly Hills (former), Economic Development Director City of West Hollywood (current) | (323) 848-6828 | lbierly@weho.org

LWC worked closely with the City and business community to develop policy recommendations to address the challenges brought about by the COVID pandemic, including readjusting sales tax, TOT, and business license tax forecasts, identifying government support programs, enabling outdoor dining and entertainment, and supporting online retail strategies. While the demographics and retail mix differ from Vineyard, this project highlights LWC's ability to adapt successfully to changing conditions and develop successful, locally and regionally targeted economic strategies. David Bergman was the LWC Project Manager on this engagement.

A recent article in the New York-based Commercial Observer, publisher of commercial real estate leasing, financing, deals, and culture, stated: "[with] bustling restaurants, the shoppers and tourists lining the streets, or the construction crews working to grow buildings for some of the nation's richest companies, Beverly Hills makes it easy to forget that not long ago, a global health scare seemed to threaten the existence of brick-and-mortar retail."

San Luis Obispo Economic Development Strategic Plan

Michael Codron, Community Development Director | (805) 781-7187 | mcodron@slocity.org

LWC worked closely with the City, the business community, and key players like California State Polytechnic University (enrollment ~22,000) to develop an exhaustive evaluation of existing conditions and focus on leveraging opportunities and shoring up areas in need of improvement. Jennifer Murillo, AICP was the LWC Project Manager on this engagement.

As a result of the Economic Development Strategic Plan, the City has implemented the formation of a Development Review Team and a Continuous Improvement Group aimed at streamlining the development review and approval process. Additionally, the Plan has guided the evaluation and prioritization of goals in the Capital Improvement Plan, including adjusting impact fees. The Plan's strategies also led to the establishment of the SLO Hot House business incubator, a City-Cal Poly partnership, which spawned over 10 new businesses and created over 46 new jobs.

Other Examples of Implementation as a Result of LWC Work

- As a result of the LWC-led San Luis Ranch Specific Plan (LWC Project Manager, Lisa Wise, AICP), infrastructure and roadway improvements have been completed and construction and sale of four phases of new homes is underway. <https://www.sanluisranch.com/construction-updates/>
- In Mammoth Lakes, as a result of the LWC-led Conceptual Land Use Plan, (LWC Project Manager Jen Murillo, AICP), Phase 1 has been completed, which includes 81 apartment units within 2 buildings at several affordability levels and a variety of unit sizes between studio and 3 bedroom, as well as a childcare facility, community space, and public park. <https://www.townofmammothlakes.ca.gov/882/The-Parcel>
- LWC was hired to lead the development of a Form Based Code for Downtown Las Vegas, a fast-growing urban center with proximity to the Las Vegas strip as well as Mount Charleston, Lake Mead, Hoover Dam, and the Red Rock Canyon. The FBC integrates sustainability measures such as passive shade, water retention and filtration, infill, mixed-use, and higher reliance on transit. The FBC was recognized by the Nevada American Planning Association with an Outstanding Implementation Plan award. Since its adoption, several projects have broken ground, including the construction of the mixed-use *Share Downtown Hotel and Apartments* and *Fremont9*, a 5-story, mixed-use, multifamily residential project with 15,000 square feet of retail.
- *More examples are available at the City's request.*



CITY OF BEVERLY HILLS

Economic Sustainability Plan Update

STATUS:

Adopted May 2021

TIMEFRAME:

January 2019 - May 2021

\$174,000

REFERENCE:

Laura Biery

Marketing & Economic
Sustainability Manager
(former)

City of Beverly Hills

455 N. Rexford Drive

Beverly Hills, CA 90210

—

Economic Development
Director (current)

City of West Hollywood

(323) 848-6828

lbierly@weho.org

LWC was retained by the City of Beverly Hills to lead an update to the City's 2011-2015 Economic Sustainability Plan (ESP). The key objective of the ESP Update is to develop an action plan aimed at guiding economic development decisions and the investment of resources over the proceeding five years. The ESP Update emphasizes measurable strategies that promote economic resiliency, provide flexibility to adapt to changing economies and industries, and ensure a diverse revenue stream to fund City expenditures. The action plan features metrics and indicators to track the effectiveness of specific strategies and overall success of the ESP Update.

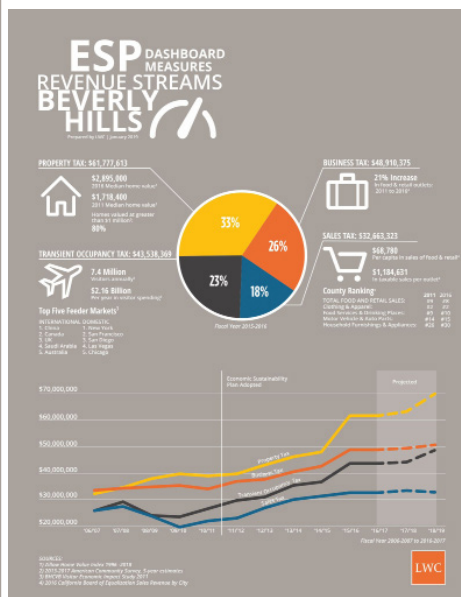
LWC worked closely with City staff, conducting interviews with City Departments to assess effectiveness of existing ESP programs and initiatives. LWC also conducted interviews with key stakeholders, including the Chamber of Commerce, Conference and Visitors Bureau, Rodeo Drive Committee, and Councilmembers. Detailed analysis

of market conditions and City revenue data included spatial assessment and mapping to understand performance of various areas of Beverly Hills.

Additionally, the project included an economic and fiscal impact analysis of special events (i.e., Beverly Hills Open Later Days (BOLD), Golden Globes, and Vanity Fair Oscar Party), to understand the return on investment for expenditures and in-kind contributions for these events.

The COVID-19 pandemic erupted near the completion of the project, leading LWC to prepare a set of actionable policy recommendations to address the challenges brought about by the pandemic. Those include readjusting sales tax, TOT and business license tax forecasts, identifying government support programs, enabling outdoor dining and entertainment, and supporting online retail strategies.

The Beverly Hills City Council adopted the Economic Sustainability Plan in May 2021.



LWC**CITY OF SAN LUIS OBISPO****Economic Development Strategic Plan****STATUS:**

Adopted December 2012

TIMEFRAME:

February 2012 - October 2012

BUDGET:

\$49,700

REFERENCE:

Michael Codron
Community Development
Director
City of San Luis Obispo
919 Palm Street
San Luis Obispo, CA 93401
(805) 781-7187
mcodron@slocity.org

TEAM:

Metropolitan Research &
Economics
Seifel Consulting

LWC was retained by the City of San Luis Obispo to prepare a five-year Economic Development Strategic Plan. The Plan provides strategies to address the City's major economic goals, including creating more "head-of-household" jobs, leveraging the strengths of: educational institutions, capacity for commercial development, vibrant downtown, business clusters, a healthy community, and establishing steps to attain the city's economic vision.

LWC initiated the project with public outreach and economic analysis to examine opportunities, challenges, trends in demographics, market resources, and existing and potential partnerships in the community. The analysis also included an extensive evaluation of the City's development review process and fees.

The Plan prioritized strategies by time frame and includes metrics for measuring the success of each strategy. LWC worked closely with

City staff to incorporate data and findings from previous local economic development projects and to engage property owners, business owners, developers, educators, special interest groups, civic leaders, and elected officials.

As a result of the 2012 Economic Development Strategic Plan, the City has implemented several programs, including the formation of a Development Review Team and a Continuous Improvement Group aimed at being more proactive and streamlining the development review and approval process. Additionally, the Plan has guided the evaluation and prioritization of goals in the Capital Improvement Plan, including reconsidering impact fees. The Plan's strategies also led to the establishment of the SLO Hot House business incubator, a City-Cal Poly partnership, which spawned over 10 new businesses and created over 46 new jobs.





SAN LUIS OBISPO



SAN FRANCISCO



LOS ANGELES



TEN-YEAR ECONOMIC DEVELOPMENT STRATEGIC PLAN

A PROPOSAL FOR VINEYARD CITY, UTAH
DUE JUNE 30, 2023, 11:00 AM LOCAL



Primary Contact: Tom Stellman, Founder & CEO
13492 N Hwy 183, Ste. 120-254
Austin, TX 78750
PH 512.343.9113

TIP
STRATEGIES

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TIP is an Austin-based firm providing consulting and advisory services to public and private sector clients. Established in 1995, the firm’s core competencies are strategic planning for economic development, talent strategies, organizational development, resiliency planning, and equity initiatives.

COVER LETTER

June 30, 2023

Morgan Brim, AICP
Community Development Director
Vineyard City
125 S Main Street
Vineyard, UT 84059

Dear Mr. Brim:

TIP Strategies is pleased to present our proposal for the preparation of a ten-year economic development strategic plan for Vineyard City. As you evaluate proposals, we invite you to consider the advantages of our team:

- ▶ **WE HAVE A LONG HISTORY OF SUCCESSFUL PLANNING ENGAGEMENTS.** Since 1995, we have completed more than 500 engagements in 44 states and 5 countries, including work in the Mountain West. Examples of our work in the region include preparing economic development strategies for Fort Collins, Colorado; Sahuarita, Arizona; Blaine County, Idaho; Clovis, New Mexico; and the Montana Economic Developers Association in partnership with the Montana Chamber Foundation. We are also currently undertaking an economic rural impact study for the Idaho Department of Commerce.
- ▶ **WE UNDERSTAND THE FACTORS THAT DRIVE RECRUITMENT AND INVESTMENT.** Helping clients identify catalyst projects and capitalize on their assets is an integral component of our planning model. Our approach recognizes that investment decisions consider a range of factors, including the available workforce, the presence of well-prepared sites, a climate that fosters innovation, and a quality of place that will support the retention and recruitment of talent. TIP's experience extends from laying the groundwork for innovation districts (including planned districts in Fort Worth and San Antonio, Texas, to leverage medical technologies and cybersecurity assets, respectively) to supporting Dallas, Texas, with the analysis and promotion of their Opportunity Zones and facilitating the development of co-working spaces in Green Bay and Wausau, Wisconsin.
- ▶ **WE UNDERSTAND THE NEEDS OF COMMUNITIES IN METROPOLITAN AREAS.** Their challenges and opportunities are distinct from those of larger cities or of rural areas. The ability to address these issues in creative ways is of paramount importance. Our team has worked with dozens of suburban communities across the US, including Lake County, Illinois; Auburn, Washington; and Oakland County, Michigan (Detroit area).
- ▶ **WE ARE THOUGHT LEADERS IN ECONOMIC DEVELOPMENT.** TIP has been on the cutting edge of the practice of economic development for more than 25 years. Our principals bring a broad base of experience that includes running state and regional economic development programs, managing international trade efforts, and participating in venture capital initiatives.

As the principal-in-charge of the project, I can confirm our commitment of the key personnel identified in the proposal that follows. Our team is excited by the prospect of working with you. We appreciate the opportunity to present our firm, and we encourage you to contact our references. Please feel free to call me at 512.343.9113 if you have any questions concerning our submittal.

Sincerely,



Tom Stellman, Founder and CEO

PROJECT UNDERSTANDING

TIP Strategies, Inc. (TIP) is submitting this proposal to assist Vineyard City (City) with an economic development strategic plan. Our team members are experienced in 1) leading economic development planning projects across the US and internationally; 2) structuring effective and sustainable organizations; 3) identifying target industries and designing marketing strategies to recruit them; 4) crafting talent retention, development, and attraction strategies; and 5) assisting with the implementation of economic development plans for cities, counties, regions, and states.

Our firm agrees to provide the necessary services for completion of a strategic plan for the City with five-, seven-, and ten-year planning horizons. This plan will be built on research and analysis, as well as robust stakeholder engagement, to produce actionable strategies and meaningful metrics to help track progress toward implementation. The City's economic development strategic planning efforts are timely as Vineyard faces rapid population growth and new opportunities for catalytic development. In TIP you will find an experienced and innovative partner to help lead the planning process.

STATEMENT OF EXPERIENCE

TIP is a privately held Austin-based firm providing consulting and advisory services to public and private sector clients. Established in 1995, the firm's core competencies are strategic planning for economic development, talent strategies, organizational development, resiliency planning, and equity initiatives. We have worked with clients throughout the US to develop innovative, publicly supported strategies. Our methods establish a clear vision for economic growth and shared prosperity. Leaders across the country have embraced the TIP framework of Talent, Innovation, and Place to achieve successful and sustainable economies.

FEATURED CLIENTS

During 27 years in business, we have worked with more than 300 clients. Additional information about these and our other strategic planning projects can be found by visiting our online portfolio at <https://tipstrategies.com/portfolio/>.

- ▶ City of Fort Worth, TX – Economic Development Strategic Plan, Progress, Update, and Plan Update
- ▶ City of Arlington, TX – Economic Development Strategic Plan and Update
- ▶ Fort Bend County, TX – Economic Development and Organizational Strategic Plan
- ▶ City of Auburn, WA – Ten-Year Economic Development Strategic Plan
- ▶ Kittitas County, WA – Economic Development Strategic Plan
- ▶ Greater Green Bay Chamber, WI – Economic Development Strategic Plan
- ▶ Greater Wausau Chamber of Commerce, WI – Economic Development Strategic Plan
- ▶ Fort Collins, CO – Regional Workforce Strategy; Economic Health Strategic Plan
- ▶ Reignite Northern Colorado – Economic Recovery Strategy
- ▶ City of Sahuarita, AZ – Economic Development Strategic Plan
- ▶ City of Clovis, NM – Economic Development Strategic Plan
- ▶ City of Las Vegas and Clark County, NV – Comprehensive Economic Development Strategy (CEDS)
- ▶ Lake County Partners (IL) – Comprehensive Economic Development Strategy (CEDS)
- ▶ City of San Luis Obispo, CA – Economic Development Strategic Plan
- ▶ Oakland County, MI – Economic Development Strategic Plan
- ▶ Jefferson Parish Economic Dev. Commission (LA) – Economic Development Strategic Plan
- ▶ Blaine County, ID – Countywide Economic Development Strategy
- ▶ Economic Development Districts of Idaho – Recovery and Resiliency Initiative

FIRM LEADERSHIP

TIP is led by four principals who are ideally suited to assist the City with this work. Our principals are assisted by a staff of analysts and consultants experienced in managing projects similar in scope to the requested work. The TIP team also includes a multidisciplinary network of associates and partners whose skills can be brought to bear on this project.

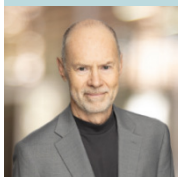


TOM STELLMAN | CEO/FOUNDER

Tom brings a wealth of experience working with communities and businesses. As developer of TIP's model of Talent, Innovation, and Place, he has helped clients identify sustainable strategies to promote workforce and economic health.

TRACYE MCDANIEL | PRESIDENT

As a widely recognized strategist with experience in all facets of economic development and travel marketing, Tracye has earned a reputation for creating mutually beneficial partnerships across a broad spectrum of industries.



JON ROBERTS | MANAGING PARTNER

Jon is a nationally recognized leader in regional economic development. He has overseen projects throughout the US, as well as in Europe and Asia and is a frequent speaker for the International Economic Development Council.

JEFF MARCELL | SENIOR PARTNER

Jeff leads high-profile national consulting engagements and provides input from the practitioner's point of view. Prior to joining the firm, he spent a decade leading the Economic Development Council of Seattle and King County.



THE TIP ADVANTAGE

TIP's national portfolio of consulting engagements spanning more than two decades, combined with "hands-on" program management experience, provides our team with a unique perspective.

- ▶ **WE HAVE PROVEN EXPERIENCE.** We have a history of successful consulting engagements, including projects in the Mountain West. Our work in the region includes economic development strategies for Fort Collins, Colorado; Sahuarita, Arizona; Blaine County, Idaho; Clovis, New Mexico; and the Montana Economic Developers Association. Currently, we are undertaking an economic rural impact study for the Idaho Department of Commerce. Other past projects include a comprehensive economic development strategy for the City of Las Vegas and Clark County, Nevada, and an economic recovery strategy for Larimer and Weld Counties in Northern Colorado.
- ▶ **WE UNDERSTAND STRATEGIC PLANNING IN METROPOLITAN AREAS.** TIP has worked with dozens of clients in metropolitan areas across the US to creatively address the unique challenges and opportunities that face suburban communities. Examples include strategic planning for Lake County, Illinois (Chicago area); Auburn, Washington (Seattle area); Oakland County, Michigan (Detroit area); Jefferson Parish, Louisiana (New Orleans area); Forsyth County, Georgia (Atlanta area); and Arlington, Rockwall, and Pasadena, Texas (Dallas-Fort Worth and Houston areas).
- ▶ **WE ARE EXPERIENCED AT STAKEHOLDER OUTREACH AND ENGAGEMENT.** Our team has decades of experience engaging stakeholders in-person and virtually. TIP's consulting projects are typically guided by leadership teams comprised of representatives from multiple jurisdictions and areas of interest, including private business, economic development, higher education, and workforce. As a result, we have extensive experience balancing competing interests and identifying shared goals using a variety of mechanisms.
 - ▶ **Stakeholder task forces.** Our work on middle skills for the Greater Houston Partnership (Texas) focused on facilitating a task force of more than 100 members that included executives from the region's largest employers, such as JP Morgan Chase, ExxonMobil, and AT&T.

- ▶ **Private-sector experience.** During more than two decades of consulting, our team has engaged thousands of employers and business organizations representing every sector of the economy through personal interviews, focus groups, and online surveys. For example, our survey of employers for the Jefferson Parish Economic Development Commission (Louisiana) drew 244 unique responses that helped identify the region's talent gaps, highlight specific hard-to-fill jobs, and suggest strategies.
- ▶ **Listening sessions.** As part of our work for the Delta Regional Authority, we held listening sessions in each of the DRA's eight member states to inform the agency's regional development plan and help ensure the alignment of strategies with state level activities and priorities.
- ▶ **Public engagement.** As part of a visioning process for the North Iowa Corridor Economic Development Corporation, we conducted an extensive outreach process that was credited with catalyzing positive change, including gaining public approval of bond initiatives critical to the region's future growth. TIP recently gathered qualitative data from more than 1,000 community survey responses during the creation of a comprehensive economic development strategy (CEDS) for Greater Spokane, Inc. (Washington).
- ▶ **WE KNOW THE FACTORS THAT DRIVE RECRUITMENT AND INVESTMENT.** Helping clients identify catalyst projects and capitalize on their assets is an integral component of our planning model. TIP's experience extends from laying the groundwork for innovation districts (including planned districts in Fort Worth and San Antonio, Texas, to leverage medical technologies and cybersecurity assets, respectively) to supporting Dallas, Texas, with the analysis and promotion of their Opportunity Zones and facilitating the development of co-working spaces in Green Bay and Wausau, Wisconsin. In addition, our plan for the Racine County Economic Development Corporation (WI) was credited with bringing leaders together from across the county to address critical challenges and leverage opportunities. The resolution of a critical wastewater agreement stemming from this collaboration opened up the land which was selected as the site for a \$10 billion state-of-the-art campus.
- ▶ **WE HAVE A TEAM OF EXPERIENCED ANALYSTS.** Our research team is well-versed in analytical techniques and finding innovative approaches to provide clients with the information they need for decision-making. TIP's lead analyst has three decades of experience using public and proprietary data sets to create clear and compelling industry, occupational, and market analyses. He has also overseen the development of our widely cited data visualization tools, which are featured on our website: <https://tipstrategies.com/visualizations/>.
- ▶ **WE HELP OUR CLIENTS ACHIEVE RESULTS.** Success metrics guide our planning process and form the basis of our implementation plans and workshops. We work with clients to identify metrics and determine if strategies are working or need adjustment. We can point to numerous examples of clients that have successfully implemented recommendations. For instance, the City of Auburn, Washington, has expanded and attracted aerospace and advanced manufacturing businesses, and the Lubbock Economic Development Alliance has made progress tapping into research and innovation assets at Texas Tech University and developing its downtown. Additionally, the Northeast Indiana Regional Development Authority was awarded the maximum \$50 million in state funding in 2021 based on the plan we created for the 11-county region.
- ▶ **WE BRING A PRACTITIONER'S PERSPECTIVE TO OUR WORK.** Our team members have spent decades first as practitioners, then as consultants, helping organizations across the country identify and attract well-suited target industries. As a result, we understand that investment decisions consider a range of factors, including the available workforce, the presence of well-prepared industrial sites, a climate that fosters innovation, and a quality of place that will support the retention and recruitment of talent. For nearly 25 years, TIP's client engagements have been guided by this Talent-Innovation-Place framework. Our team's experience working with cities, counties, regions, and states underscores the benefits of this more holistic approach and confirms our view that economic vitality is irrevocably connected to the ability to influence these three key factors.

In short, our team has the capability, creativity, and commitment to get it right. Hiring TIP to lead your strategy process will result in 1) a shared vision for economic resilience; 2) clear strategies to support the vision; and 3) an actionable plan for moving forward.

PROPOSED SCOPE OF WORK

We have an established approach to our strategic planning engagements. In our years of leading consulting projects across the country, our three-phase Theory Into Practice (TIP) planning model—Discovery, Opportunity, Implementation—has proven flexible enough to address the variety of challenges our clients face. The Discovery phase reflects our interest in learning what makes a community or region unique. By its very name, the Opportunity phase ensures a focus on identifying the “big idea” that will contribute to the community’s economic vitality and garner widespread support for the planning process. And, finally, the Implementation phase keeps us focused on the desired outcome and the steps needed to translate ideas into action.

Tasks 1-3 outlined in Section D of the RFP align well with our planning process, which we have detailed below. However, RFP Task 4, which is a request to revisit the census count, is outside our expertise. As part of the engagement, we can help evaluate options for addressing the undercounting of the population. We also acknowledge that the City’s best path forward may be to work directly with the [State Data Center \(SDC\)](#). According to their website, [Mallory Bateman](#) is responsible for facilitating any review requests made to the Census Bureau.

1. DISCOVERY

We begin by reviewing available materials, visiting with knowledgeable sources, and conducting a targeted analysis of relevant trends to create a common foundation for the planning process.

1.1 PROJECT LAUNCH. At the outset of the engagement, we focus on establishing clear and effective communication, which is the cornerstone of a successful project.

- ▶ **Kickoff meeting.** TIP will facilitate a kickoff meeting to discuss objectives, define success factors, identify stakeholders and partners, formalize the outreach strategy, establish timelines, and review expectations.
- ▶ **Team meetings.** TIP will collaborate and coordinate with appropriate staff and leadership throughout the engagement. If an oversight group is not already in place, we can assist with forming a steering committee that is representative of current economic development efforts. Members are responsible for attending meetings, providing input, and reviewing deliverables.

1.2 PLANNING CONTEXT. The team will examine the policies, relationships, and organizational priorities that will influence the planning process. This work will be expanded in subsequent tasks and help shape recommendations.

- ▶ **Policies.** We will review background documents, including those identified on page 3 of the RFP. This allows us to build on existing knowledge and to better understand current initiatives and programs that may be relevant to this work. We will also pay particular attention to incentive programs and begin to identify potential gaps.
- ▶ **Relationships.** A scan of the partner network will help define existing relationships within the Vineyard market and identify potential partnerships.
- ▶ **Priorities.** Discussions with the appropriate staff will ensure our team has a full picture of the City’s economic development initiatives and core functions.
- ▶ **Coordination.** TIP will coordinate with those leading the City’s master planning to ensure the economic development strategic plan is appropriately aligned with these efforts (e.g., Station Area Plan, Waterfront Plan, Transportation and Utilities Plan).

1.3 BASELINE ANALYSIS. Our analysts will prepare a targeted assessment of factors that define the area’s overall competitiveness and are of greatest concern to economic decision makers (e.g., housing, planning and development, tax base). Our analysis will be tailored to meet project objectives and take advantage of available data resources to consider Vineyard’s current economic position and identify broader economic trends that may impact the City’s future economic position.

1.4 STAKEHOLDER ENGAGEMENT. We design a custom input process that engages the appropriate groups for a successful planning effort, provides meaningful information to the planning process, raises awareness of economic issues, and builds support for the outcome. A summary of our findings will be presented to project leadership.

- ▶ **Roundtables and interviews.** Roundtables are designed to encourage productive discussions around a targeted set of topics. They will be comprised of key stakeholders from important business sectors, (e.g., major manufacturing, hospitality, healthcare, retail, commercial, and other key industries), partner government entities, real estate brokers, site selectors, property owners, and developers. The goal will be to gather information about what the business community views as key growth areas and what they consider to be important economic development drivers and opportunities. Where appropriate, these sessions will be supplemented by one-on-one interviews to solicit feedback on issues that may not surface in a collective setting. Depending on timing and availability, interviews could be conducted via phone, virtually, or in person.
- ▶ **Interactive tools.** To expand participation in the process, we can facilitate the use of social media, online surveys, and other interactive tools. These are effective mechanisms for engaging stakeholders, gathering anecdotal information about assets and challenges, and increasing “buy-in” among the broader community.

TIP’s role in stakeholder input sessions would be to prepare the materials and facilitate the discussion. Logistics for the meetings, including arranging the location(s), advertising the sessions, and the provision of any translation services, would be the responsibility of the client.

1.5 COMPETITIVE POSITION. Findings from the Discovery phase will be used to summarize Vineyard’s competitive position. In addition to considering strengths, weaknesses, opportunities, and threats that emerge from this work, our analysis will highlight factors that differentiate the area from the competition. The results will suggest potential opportunities and strategic growth areas that will drive our work in subsequent phases.

2. OPPORTUNITY

Building on our Discovery phase findings and a review of best practices, we identify which opportunities are likely to have the greatest potential for success.

2.1 STRATEGIC DIRECTION. Working closely with the client, we will ensure the organization’s vision and mission statements align with the strategic direction that emerges from the Discovery phase. In addition, we will help craft a set of guiding principles that will embody the goals and objectives of the planning process. This step will provide a framework that both points to recommended actions and establishes priorities among available alternatives.

2.2 DEVELOPMENT OPPORTUNITY ANALYSIS. TIP will prepare a comprehensive citywide analysis of development patterns and opportunities. This task will combine public and proprietary data sources to document growth patterns and to understand how future growth can be concentrated in the City’s defined economic development nodes.

- ▶ **Commercial property trends.** TIP will analyze real estate fundamentals for major commercial or “investible” property types, including multifamily, office, industrial, retail, hotel, and land. Single-family housing dynamics will be analyzed separately (see Task 1.3). The analysis will cover supply and demand trends to identify market opportunities for Vineyard’s real estate product. We will review key market indicators, including rents, vacancies, and construction deliveries, as well as the underlying drivers of demand in the key property types. Our analysts will examine the extent to which available sites and emerging development opportunities align with the City’s capacity and future plans. Emphasis will be placed on economic development nodes that include Downtown, The Forge, The Yard, Vineyard Gateway, Eastlake, and the Geneva Retail Frontage.
- ▶ **Catalyst project alignment.** Regional occupational strengths and capacity will be explored in terms of their alignment with potential economic catalysts (e.g., advanced manufacturing, agri-tech, financial services, aeronautics and space, healthcare, advanced textiles, retail and hospitality, IT, biomedical, and data centers).
- ▶ **Commuting patterns.** To understand Vineyard’s labor shed, we will illustrate regional commuting patterns through an analysis of LEHD Origin-Destination Employment Statistics (LODES) data. TIP uses data visualizations to show geographic differences between place of employment and place of residence.

- ▶ **Future patterns of growth.** Building on this analysis of Vineyard’s existing real property and feedback from site selection influencers (see Task 1.4), we will identify strategic opportunities for the creation of a regional node for advancing special projects. Among other things, we will consider business and resident needs as well as emerging demographic and business trends that may impact strategies pertaining to potential land use/infill, code, infrastructure and transportation, building densities, and industry clusters.

2.3 CASE STUDIES. Drawing on our team’s extensive network, we will research national best practices (e.g., tax incentives, code, support structures such as a business association) that may be a fit for Vineyard City based on our work on prior tasks. For each best practice identified, we will provide a brief profile outlining the approach along with any available information on how the program or initiative was implemented. The results of this task will help shape our recommendations and will be integrated into the final deliverable where appropriate.

2.4 OPPORTUNITY WORKSHOP. The culmination of this phase is a facilitated discussion of potential strategies and recommendations for consideration in the Implementation phase. In preparation for the workshop, we will use findings from prior tasks to help project leadership prioritize special projects based on a range of factors.

- ▶ **Focus.** Is the opportunity well-defined? Does it align with the priorities of potential funding sources?
- ▶ **Timing.** Can it be achieved within the desired planning horizon? Are the timeframes realistic?
- ▶ **Impact.** Does the suggested opportunity help increase access to well-paying jobs, enhance the regional tax base, or spur private investment?
- ▶ **Viability.** Does it align with national or regional trends? What are counter-trends, if any, that would affect viability?
- ▶ **Marketability.** Does it support local goals or link to community development priorities? Does it have support?
- ▶ **Infrastructure.** Is the needed infrastructure in place? If not, does it align with existing capital improvement plans?

The prioritization exercise and associated discussion will help build consensus on economic development priorities for Vineyard. The outcome of the workshop will be a set of consensus-based recommendations, along with a collaborative framework for aligning available resources to accomplish them.

3. IMPLEMENTATION

We provide a transparent, actionable plan for achieving the identified goals and objectives.

3.1 STRATEGIC PLAN. Drawing on findings from prior phases and the experience of the consulting team, TIP will prepare a comprehensive strategic plan that is appropriately aligned with the City’s various master planning efforts. In addition to outlining specific goals and strategies, the plan will highlight key findings from our quantitative analyses and stakeholder input. Together with the implementation matrix (see Task 3.2), the resulting document will provide specific recommendations and tools needed to implement a five-, seven-, and ten-year economic strategy. We anticipate the plan would address a number of topics, including:

- ▶ Positioning Vineyard with key sectors.
- ▶ Prioritizing special projects, infill opportunities, and strategic development in identified nodes.
- ▶ Evaluating potential public-private partnerships.
- ▶ Identifying code changes and tax incentive opportunities as part of business recruitment and retention efforts.
- ▶ Leveraging infrastructure and logistical advantages Vineyard enjoys as part of the Provo-Orem metro area.
- ▶ Anticipating future transit, infrastructure, and utility needs.
- ▶ Suggesting organizational frameworks for accomplishing the identified objectives.

3.2 IMPLEMENTATION MATRIX. TIP will prepare a matrix that accomplishes the following.

- ▶ Identifies responsible parties and potential partnership opportunities (public and private sector).
- ▶ Establishes timelines and sets priorities.
- ▶ Includes budget estimates (where applicable) and identifies potential funding sources.
- ▶ Defines meaningful and realistic performance metrics.

3.3 PLAN PRESENTATIONS. TIP will present the draft strategic plan to the Planning Commission during a work session. If necessary, we can also be available to participate in the regular meeting during which the Commission will recommend sending the plan to City Council for approval. Similarly, our team will present the strategic plan during a City Council work session and be in attendance as needed for the formal adoption into the general plan.

3.4 IMPLEMENTATION WORKSHOP. After the strategic plan is finalized, we will build momentum by facilitating an Implementation workshop focused on near-term tasks (60 to 90 days). This step capitalizes on the energy present at the rollout and helps to jump start the process.

PROJECT TIMELINE

The TIP team is available to begin work immediately upon agreement of terms. The project schedule below assumes an August 2023 start date with a nine-month timeline. It is intended to provide an overview of the process and can be adjusted to meet project objectives.

TASK	2023-2024								
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
DISCOVERY									
1.1 Project launch	1								
1.2 Planning context									
1.3 Baseline analysis									
1.4 Stakeholder engagement									
1.5 Competitive position									
OPPORTUNITY									
2.1 Strategic direction									
2.2 Development opportunity analysis				2					
2.3 Case studies									
2.4 Opportunity workshop					3				
IMPLEMENTATION									
3.1 Strategic plan							4		
3.2 Implementation matrix									
3.3 Plan presentations									
3.4 Implementation workshop									5
ONGOING MEETINGS									
Steering committee meetings									
Staff team meetings									

SELECTED MILESTONES

- 1 Project launch
- 2 Development opportunity analysis
- 3 Opportunity workshop
- 4 Draft strategic plan
- 5 Final report and rollout

NOTE: TIP has a production process that should be factored into timelines for the development of deliverables. This process includes professional proofreading and design. The time required for production may vary based on the type of deliverable, planned uses and audiences, and amount of content.

COST PROPOSAL

The fee for completion of this work is \$150,000, plus expenses.

FEES

Our contracts are typically structured as a flat fee, payable in monthly installments based on the estimated length of the engagement. To most accurately represent how our firm undertakes the planning process, the fee breakdown below is shown by phase. It is intended to reflect anticipated level of effort. Adjustments may be made between phases to reflect changing priorities and assignments over the course of the engagement.

The Discovery phase includes RFP Tasks 1 and 2, which make up approximately 62 percent of the Phase 1 fee. The cost of undertaking the other activities required to produce the strategic plan (RFP Task 3), make up the remainder of the fees below.

▶ Discovery	\$51,750
▶ Opportunity	\$49,000
▶ Implementation	\$49,250
▶ Total	\$150,000

EXPENSES

Expenses are subject to approval and are billed at cost. They include custom data purchases (if any) and travel and lodging associated with conducting this work.

- ▶ **Travel.** The scope of work assumes a combination of virtual and in-person meetings. We anticipate between three and five in-person trips to the City over the course of the project. The costs shown are per trip estimates only. Actual trips may include a mix of travel modes and varying levels of staffing, travel days, etc. The timing and number of trips would be discussed as part of the development of a project work plan. Any limits on total travel expenses will be part of contract negotiation based on client input, project scheduling, and current conditions on the ground.
- ▶ **Printing.** All deliverables will be in electronic format. If printed copies of deliverables are requested, TIP can provide these at cost.

ESTIMATED TRAVEL EXPENSES PER TRIP	PER UNIT COST	TOTAL
Airfare (roundtrip fare for 2 staff members)	\$600	\$1,200
Parking	\$20	\$120
Car rental/ground transportation	\$100	\$300
Meals & incidentals	\$50	\$300
Lodging (2 nights)	\$200	\$800
Total Estimated Expenses Per Trip		\$2,720

PROJECT TEAM DESCRIPTION

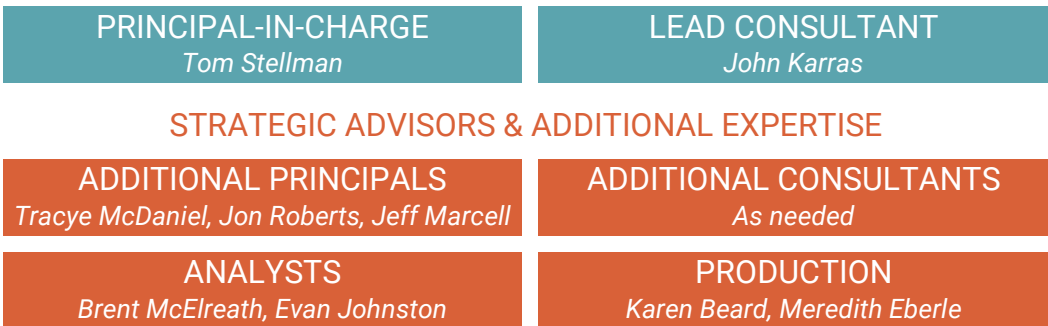
At TIP, the work of our consulting team is conducted under the direct supervision of a senior member of the firm. The **principal-in-charge** is actively involved in every phase. TIP founder and CEO **TOM STELLMAN** will act as principal-in-charge and will serve as the primary point of contact for this work. In this capacity, he will participate in the scoping of the project and provide technical and strategic input during each phase.

The principal-in-charge receives input from other senior members of our staff who serve as **strategic advisors** to the work. They will contribute expertise on topics including global business recruitment and organizational management.

In addition, a **lead consultant** is assigned to manage each engagement and is responsible for day-to-day client communication, directing project research, and report writing. **JOHN KARRAS**, VP of business development, will serve as lead consultant for this work and will be assisted in these duties by other consultants as needed. As shown in the staffing diagram below, the project leads are assisted by a team of **analysts** and **production professionals**, who have extensive experience preparing thought-provoking analyses and engaging deliverables.

Beyond the immediate project team, our process includes regular brainstorming sessions. At these meetings, project managers present their findings for peer review. Our clients benefit from this approach, which engages the full brainpower and expertise of our team in addressing their challenges.

CLIENT-FACING TEAM



A summary of qualifications for TIP personnel is provided in the remainder of this section. Resumes for key team members are provided as an appendix. Additional resumes are available upon request.

CLIENT-FACING TEAM

TOM STELLMAN *Founder/CEO*



Tom brings more than 30 years of experience working with communities and businesses to identify collaborative strategies for achieving economic growth. As developer of TIP’s model of Talent, Innovation, and Place, he has helped clients harness their energy and resources to focus on those factors that most impact their success. Tom’s recent clients include the Texas Workforce Commission; Idaho Department of Commerce; City of Fort Collins, Colorado; and City of Clovis, New Mexico. Over the last decade, his consulting work has increasingly concentrated on the role of talent and social equity in achieving a sustainable future. Tom’s client-facing work has engaged high-level executives from many of the nation’s leading companies, including JPMorgan Chase, ExxonMobil, and AT&T, along with its largest defense contractors, including Raytheon, Triton Systems, and General Dynamics. As CEO, he embodies TIP’s commitment to getting it right. Prior to founding the firm, Tom served as director of international business development and marketing for the State of Texas, where he assisted Texas companies looking to expand and locate in international markets. He also served as staff to the Texas Mexico Authority and as border development coordinator for the state. Tom received a Bachelor of Arts in Government from the University of Texas at Austin and studied at UT’s Institute of Latin American Studies.

JOHN KARRAS *VP Business Development*



John has spent more than 15 years working as a national economic development strategist in communities across 35 US states, as well as Mexico and Canada. In addition to his national strategic consulting portfolio, John has built a reputation as a leading thinker on urban revitalization trends and their impact on economic development. In his role as vice president of business development, John focuses on building and maintaining TIP's client relationships. In this work, as in his consulting engagements, he channels his keen understanding of the factors that drive urban vitality to empower economic development professionals and civic leaders with the knowledge and tools needed to make their communities more vibrant. Prior to joining the firm in 2014, John founded urbanSCALE.com, which introduced the first comprehensive measure of how urban a city is on a scale of 1 to 10. Before entering the economic development field, John worked at the New York City Department of Transportation's Division of Planning & Sustainability and as an urban planning/GIS specialist with AECOM. He holds a Master of Science in Community & Regional Planning from the University of Texas at Austin and a Bachelor of Science in Geography from Texas State University. John lives in Austin, Texas, with his wife and son.

ADVISORS & ADDITIONAL EXPERTISE

TRACYE MCDANIEL *President*



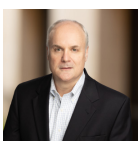
Tracye is a recognized trailblazer in the economic development and travel marketing industry, with expertise in international business development and marketing spanning more than 50 countries. For more than three decades, she has been a trusted advisor to CEOs, nonprofits, public organizations, and private enterprises. Tracye brings her experience as a widely recognized C-Suite level strategist and a reputation for creating mutually beneficial strategic partnerships across a broad spectrum of industries to her role as TIP president. She is also past chair of the International Economic Development Council (IEDC) and served as co-founding chair of IEDC's Race and Economic Development. Prior to joining the firm in 2019, Tracye founded McDaniel Strategy Ecosystems and served as president and CEO for two separate state-level marketing and lead-generation organizations: first in New Jersey (where she was appointed by New Jersey governor, Chris Christie, and business leaders to serve as the founding CEO of Choose New Jersey) and later in Texas (where she headed up the Texas Economic Development Corporation). Tracye also served as executive VP and COO of the Greater Houston Partnership where she teamed with business leaders to raise more than \$32 million and to devise and execute a successful global marketing and lead generation initiative. She holds a BS in Communications from the University of Texas at Austin.

JON ROBERTS *Principal/Managing Partner*



Jon has spent nearly four decades exploring the role of innovation and technology in economic development. Upon joining TIP as a principal and managing partner in 2000, Jon helped transition the company from its Texas-based site selection practice to a national strategy firm. As managing partner, Jon plays an instrumental role in strategic goalsetting. He has also amassed an impressive portfolio that includes planning work from New York to California, with significant regional projects in the Mississippi Delta, Seattle's Puget Sound, and the Great Lakes area. Prior to joining the firm, Jon was the director of business development first for the State of Washington and then, under Governor Ann Richards, for the State of Texas. During the transition to Governor Bush's tenure, he helped restructure the state's economic development organization and then co-authored the new strategic plan for the State of Texas. Jon also has deep ties to the state of Oregon. He was VP of the Oregon Technology Fund and lead investor for the Hood River Brewing Company, managed two start-up technology companies (Fiberlite Composites and LifePort), and founded a mountain bike company in Portland, Oregon (Fat Tire Farm). He received his BA and MA degrees from the University of Hawaii and did post-graduate work at the University of Oregon.

JEFF MARCELL *Senior Partner*



Jeff has more than two decades of experience in economic development as a practitioner and consultant. This hands-on experience brings a deep understanding of how to structure high-functioning, competitive organizations. As a principal, Jeff leads TIP's high-profile national consulting engagements and contributes to the strategic planning of the business. His client portfolio includes facilitating the Governor of Delaware's Economic Development Taskforce that established a new public-private partnership for economic development, supporting the Detroit Regional CEO Group in a review of employer-led solutions to workforce challenges,

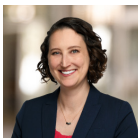
and leading multiple phases of the State of Washington's defense industry adjustment strategy. Prior to joining TIP in 2014, he was with the Economic Development Council of Seattle and King County for a decade as executive VP, COO and then president and CEO. During this time, he was active in statewide and regional organizations, including serving in leadership roles on the regional workforce council and numerous industry trade associations. His involvement with these groups coupled with his corporate recruitment experience gives him vital insights into the requirements of firms in a variety of industries. Jeff holds a law degree from the South Texas College of Law, a BA in political science from the University of Illinois at Chicago, and a certificate in Nonprofit Management from the University of Washington.

ALEX COOKE *Senior VP Consulting*



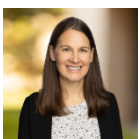
Alex has over 25 years of experience that includes economic development, management consulting, higher education, and legislative affairs. Since joining TIP in 1997, he has managed economic strategy projects for local, regional, state, and federal clients extending from Alaska to the US Virgin Islands. Alex began his career at TIP running the Invest in Texas Alliance, an international marketing consortium that generated dozens of foreign direct investment leads for Texas communities and utilities. Today, as a senior vice president of consulting services, Alex is responsible for both client engagement and managing TIP's team of consultants. Alex's areas of expertise include facilitating public-private partnerships for economic development, preparing economic development organizational plans, and tracking the aerospace and defense sector. He is a member of the Association of Defense Communities and has worked at the local and state levels on defense-related economic development projects. His other professional experience includes working as a public-sector management consultant with MGT of America and as Director of Research and Grants for the International Business Education Program at Texas Tech University's Rawls College of Business. Alex holds a Master of Public Affairs from the LBJ School of Public Affairs at University of Texas at Austin and a BA from Texas Tech University. Alex lives in Austin with his son and dogs.

JENNIFER TODD-GOYNES *Senior Consultant*



Jenn brings more than 15 years of experience leading transformational projects focused on how the nexus of people, places, and economy can create more vibrant, resilient, and sustainable communities. As a TIP consultant, Jenn manages projects that utilize her planning and recovery experience, as well as her knack for taking on big challenges that require visioning, strategic planning, and relationship building to achieve creative solutions and actionable strategies. Prior to joining the firm, Jenn worked for the City of Austin as a principal planner where she helped lead a citywide land development code rewrite, small area plans, and a new organizational strategy for the department. She also spent time at the District of Columbia Government where she was part of community engagement and urban planning efforts that reimaged existing infrastructure and established the city's first sustainability plan. With the International Economic Development Council, she designed regional economic development strategies with a focus on disaster recovery, identified strategies for sustainable industry development, and was the lead author of the RestoreYourEconomy.Org website. Jenn holds a Master of Science in Community and Regional Planning from the University of Texas at Austin along with a Bachelor of Arts in History and a Bachelor of Business Administration in Management from the University of Georgia. She lives in Denver with her husband and pets.

ELIZABETH SCOTT *Senior Consultant*



Elizabeth has over 15 years of experience managing diverse projects including business recruitment and retention, economic and workforce development strategies, socioeconomic impact analyses, and land use studies. Elizabeth draws from her deep experience with regional strategies to manage TIP projects—working closely with community, business, and academic leaders to develop comprehensive strategies that improve economic vitality and quality of life. Before joining TIP, Elizabeth directed business recruitment, retention, and expansion efforts for the Columbia River Economic Development Council (CREDC) in Clark County, Washington. During her tenure with the CREDC, she also successfully managed several multi-million-dollar grant programs across the Greater Portland-Vancouver region. Early in her career, she supported BRAC/NEPA projects by providing socioeconomic analysis for environmental assessments and environmental impact statements. She received a Master of Natural Resources from Virginia Tech and a Bachelor of Arts in History and Sociology from the University of Tampa.

ALEXIS ANGELO *Consultant*



Alexis has ten years of experience impacting historically under-resourced communities through designing, implementing, and measuring social and economic programs in the non-profit, public, and private sectors. She has managed a wide range of projects focused on economic development funding, workforce development, higher education, accelerator programs, and public policy analysis. Alexis brings her experience with recovery and resiliency funding through the EDA and her experience with developing and supporting workforce development and education-based programming. At the EDA, Alexis collaborated with community partners to design economic development responses to the COVID-19 pandemic through the CARES Act, managing over \$28 million in grant funds. While at Project GRAD in Houston, Texas, she supported an effort to make high-growth career opportunities accessible within low-income communities through data-driven programming and collaboration with community stakeholders. Alexis received a Master of Public Affairs from the LBJ School of Public Affairs at the University of Texas at Austin. She has a BA in History and a minor in Political Science from Trinity University.

VICTORIA WILSON *Consultant*



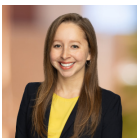
Victoria has over 10 years of experience applying her knowledge of data, research, and community engagement toward research and consulting projects. Through this work she has collaborated closely with community leaders and industry experts to develop and execute successful strategies to advance their policy goals. At TIP she has managed economic development engagements at the city, county, and state levels focused on community outreach, organizational alignment, and fostering innovation. Prior to joining TIP Strategies in 2021, she worked in the affordable housing space, analyzing and developing policies that would increase the supply of affordable housing in Texas. Victoria also conducted transportation research for several years, during which she specialized in the impacts of trade flows and corridors on the communities they serve. She holds a Master of Public Affairs from the University of Texas at Austin and a BA in Philosophy and German from Colgate University.

MISHKA PARKINS *Consultant*



Mishka has experience managing economic development technical assistance and research projects. She has led engagements with economic development practitioners, consultants, subject matter experts, and other stakeholders in support of economic recovery projects. Prior to joining TIP in 2021, Mishka spent more than seven years in nonprofit research, programming, content development, and project management. At the International Economic Development Council, she facilitated peer learning and supported professional development via various knowledge management activities. She received a Master of Public Administration from Washington Adventist University and a BS in Marketing from the University of Maryland, College Park.

KATRINA PARKEY, CWDP *Consultant*



Katrina has experience managing a wide range of projects focused on community engagement, talent strategies, public policy analysis, and advocacy. She works closely with leaders across the public, private, and philanthropic sectors to amplify impact by implementing inclusive economic development initiatives and building equitable pathways to quality jobs. Katrina's recent client engagements include managing the implementation of strategic planning initiatives for Workforce Solutions for North Central Texas and preparing strategies for Texas to better align workforce planning with economic development. Prior to joining TIP, she spent several years working in city and state government, specializing in stakeholder relations. In addition to her government experience, Katrina has consulted with nonprofits on impact analysis, marketing, board development, and fundraising strategies. Katrina received a MBA from the McCombs School of Business and a Master of Public Affairs from the LBJ School of Public Affairs, both at the University of Texas at Austin. She has a BA in History with Highest and Leadership Honors from the University of Texas at San Antonio. Katrina is also a Certified Workforce Development Professional.

LUKE SHUFFIELD *Consultant*



Luke joined TIP in January 2021 with seven years of experience in the tech industry, small business development, and education. As a consultant for the firm, Luke draws on his analytical expertise, diverse base of experience, and attention to detail. In his first two years and beyond, he has played a critical role in stakeholder outreach, client presentations, and final deliverables. His rapidly expanding portfolio includes the firm's current innovation-focused work in Mississippi and strategic planning for the Town of Sahuarita,

Arizona, as well as a recovery and resiliency plan for Northwestern Indiana. Luke was also instrumental in an 11-county planning effort for the Northeast Indiana Regional Development Authority, which resulted in the maximum award of \$50 million in state funding. He previously worked as an early member of the risk analysis team at Facebook. Luke also brings to his consulting engagements prior experience founding a startup, seeking incubator seed funding, and creating content for an online learning platform targeted at small business owners. He received a Bachelor of Arts in Political Science from Duke University, with an additional specialization in Markets & Management Studies.

BRENT MCELREATH, AICP SVP, Research & Development



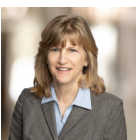
Brent has more than 25 years of experience in comparative urban economic analysis of US and international cities. He has authored, co-authored, and edited numerous white papers, articles, and serial reports on global property and infrastructure markets and has monitored infrastructure investment performance in the US, Europe, Asia, and Australia. As senior vice president of TIP's research effort, Brent brings his extensive experience managing public- and private-sector research teams and an understanding of global economic and demographic drivers to TIP's client work. As a vice president at MSCI prior to joining TIP, Brent participated in the development of a geographically standardized global tool that evolved from the consolidation of dozens of asymmetrical national databases. While at PPR (now CoStar), he supervised the publication of 250+ quarterly property market forecasts. Other achievements in his career have included the design of a scenario modeling system for analyzing urban growth patterns; improvements and refinements to outdated models of fiscal impact analysis; and the design of data collection systems for analyzing and modeling global real estate markets. Brent is an AICP-certified planner and a long-time member of the American Planning Association. He received a Master of Community and Regional Planning and Bachelor of Business Administration in Finance from the University of Texas at Austin.

EVAN JOHNSTON Senior Analyst



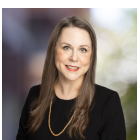
Evan has seven years of experience in regional labor market analysis and data manipulation. As a senior analyst at TIP, he organizes data, researches policy, and conducts data-driven analysis. His recent work includes developing TIP's occupational assessments of job risk, quality, and accessibility by expanding the firm's workforce analytics to include an equity lens as well as an increased emphasis on where and how people work. His research experience includes the IC2 Institute and the McCombs School of Business at the University of Texas at Austin where he contributed to research on various topics including gender diversity in high-tech employment growth; minority entrepreneurship; and a Kauffman Foundation-funded project to study the emergence of Austin's entrepreneurial ecosystem. Evan holds a BA in Economics and Psychology and a BS in Mathematics from the University of Texas at Austin. He has also completed certificates in applied statistical modeling, computer science, and business.

KAREN BEARD SVP, Production



Karen has 30 years of experience thinking about economic development and community planning from a data, policy, and strategy perspective. Since joining TIP in 2000, she has filled both client-facing and "home team" roles for the firm. As a research associate and then a consultant, she managed client engagements in Texas and across the US. Her major engagements included the preparation of talent-driven strategies for clients in military-dependent regions including northern Kentucky (Fort Knox), central Texas (Fort Hood), middle Tennessee (Fort Campbell), and east Alabama (Anniston Army Depot). In her current role as senior vice president of production, she helps coordinate the firm's client deliverables. Karen's prior experience includes working as a researcher for several state agencies including the Texas Department of Commerce, the Texas Rehabilitation Commission, and the State Bar of Texas. She has a background in survey research and taught the data analysis component of the Texas Basic Economic Development Course from 2006 to 2020. Karen received a Master of Community and Regional Planning and Bachelor of Arts in Sociology from the University of Texas at Austin.

MEREDITH EBERLE Senior Graphic Designer



Meredith possesses over a decade of experience. As TIP's senior designer, Meredith uses her career experience and fine-arts education to shape the look and feel of TIP's presentations, communications, and deliverables. Her contributions include design and layout; infographics, maps, and illustrations; websites; and other creative digital and print media. Meredith studied at The School of The Art Institute of Chicago and the University of North Texas. She received a BA in Photography with a minor in Social Science.

EXAMPLES OF PAST WORK AND REFERENCES

The following are selected examples of TIP’s work, along with corresponding contact information and links to online deliverables. These clients can speak to our team’s ability to deliver a quality, professional product on time and within budget. Additional information about these and other projects can be found on our online portfolio at <https://tipstrategies.com/portfolio/>.



CITY OF FORT WORTH, TX ECONOMIC DEVELOPMENT STRATEGIC PLAN PROGRESS UPDATE

CHALLENGE	In December 2017, the City of Fort Worth and TIP Strategies completed an economic development strategic plan (EDSP) built around themes of competitiveness, creativity, and community vitality. The EDSP tied these priorities to four tangible and measurable outcomes over a five-year horizon: high-wage job growth, a more sustainable tax base, an economy that capitalizes on high-growth businesses and creative individuals, and a commitment to quality of place. A year after adopting the plan, the City sought to understand its progress on implementation.
RESPONSE	In early 2019, the City of Fort Worth engaged TIP to assess progress made on goals and objectives during the EDSP’s initial year. Interviews with City staff and partner organizations shed light on current trends, capacity issues, and alignment efforts. An update of key data points for Fort Worth and its domestic benchmarks provided the foundation for a discussion of the City’s competitive position. Findings were presented to the City Council in the form of a PowerPoint presentation and summary report. The review found that most of the initiatives and actions slated for 2018 were in progress or had expected start dates in 2019. Recommended next steps included aligning resources to support target industry and corporate HQ recruitment programs, promoting the successes and story of the city through a more aggressive media strategy, and blending old and new Fort Worth in business recruitment and expansion and neighborhood development efforts. Insights from this engagement positioned the City and its partners to stay on track over the remainder of the five-year implementation period. TIP was subsequently reengaged to update the plan in 2021.
REFERENCE	Robert Sturns, Director, Economic Development Department, City of Fort Worth 1150 S. Freeway, Fort Worth, TX 76104 PH 817.392.6021 robert.sturns@fortworthtexas.gov
DELIVERABLE	Economic Development Strategic Plan Update January 2022 18-Month Strategic Plan Update August 2019 Economic Development Plan, City of Fort Worth (3 volumes) December 2017 https://www.fortworthtexas.gov/departments/ecodev/edplan



LAKE COUNTY PARTNERS (IL) COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

CHALLENGE

Lake County, Illinois, is a picturesque region along the shores of Lake Michigan. It is one of the largest counties in the Chicago metropolitan area, with over 714,000 residents as of the 2020 US Census. Proximity to downtown Chicago and O'Hare International Airport, combined with distinctive communities and easy access to Lake Michigan, make the region a natural destination for individuals and companies. However, these advantages were not translating to shared prosperity. Lake County struggled to attract a younger demographic, and some communities were under-resourced. This made clear the necessity of an inclusive approach to economic development that addressed the needs of all residents and jurisdictions.

RESPONSE

In the spring of 2021, Lake County Partners engaged TIP Strategies to create a Comprehensive Economic Development Strategy (CEDS) that would guide broad economic growth in the post-COVID landscape. The project began with background research and data analysis that informed an examination of Lake County's strengths, weaknesses, opportunities, and threats (SWOT). The TIP team also met with dozens of public and private sector leaders during focus group and interview sessions to understand the county's economic development opportunities and challenges. This insight, combined with findings from the quantitative analysis and TIP's expertise, led to the development of goals, strategies, and action items that framed the CEDS. Three goals were identified for the region to act on. The first goal, Competitive Positioning, centered on steps for elevating Lake County to compete globally. The second goal, Transformational Development, focused on the built environment, from site development to infrastructure. The third goal, Community Engagement, recognized the role that quality of place plays in economic development for residents and visitors. The resulting strategic action plan made collaboration, sustainability, and equity foundational to achieving these goals, positioning the region for economic growth during the next five years and beyond.

REFERENCE

Bethany Williams, Strategy and Development Director, Lake County Partners | One Overlook Point, Suite 280, Lincolnshire, IL 60069 | PH 847.597.1229 | bwilliams@lakecountypartners.com

DELIVERABLE

Comprehensive Economic Development Strategy | April 2022
<https://www.lakecountypartners.com/wp-content/uploads/2022/04/2022-04-04-Lake-County-CEDS-FINAL-2.pdf>

Image Credit: Lake Michigan at Illinois Beach State Park by Yinan Chen via Wikimedia Commons (Public Domain).

APPENDIX: RESUMES



TOM STELLMAN

CEO/Founder

tom@tipstrategies.com

EDUCATION

- ▶ Bachelor of Arts, Government, University of Texas at Austin

EXPERTISE

- ▶ International and domestic recruitment
- ▶ Talent management and workforce development
- ▶ Regional economic strategies
- ▶ Automotive supplier strategies
- ▶ Defense-dependent communities

AFFILIATIONS

- ▶ Board of Directors (former), Texas Economic Development Council
- ▶ Advisory Board Member (former), Community Development Institute
- ▶ Board Member (former), Camino Real Export Council
- ▶ Board Member (former), Center for International Business and Economic Research at the University of Texas at Austin
- ▶ Instructor, Texas Basic Economic Development Course

ABOUT

Tom Stellman is founder of the consultancy and leads high-impact project engagements throughout the country. As developer of TIP's model of Talent, Innovation, and Place, he helps clients identify their core value and build consensus around strategies to promote economic health. He is the lead author of TIP's Automotive Profile, the Invest in Texas Business Guide, and the Texas Manufacturing Skills Gap.

EXPERIENCE

Over the last decade, Tom has led defense-related engagements, including the preparation of a statewide defense diversification strategy for MassDevelopment; an economic growth strategy for the bi-state region surrounding Fort Campbell; and an economic diversification plan for Eastern Kern County, CA. He has also expanded the firm's workforce practice, including talent-driven analyses and strategies for regional organizations in Tampa Bay, Houston, Milwaukee, El Paso, and South Carolina.

In addition to leading consulting engagements, Tom developed and launched the Invest in Texas Alliance, a marketing initiative sponsored by 26 economic development agencies and electric utilities. His team targeted both domestic and international growth companies through a unique mix of direct marketing and networking, resulting in over \$3 billion in investment leads and the location of 15 companies.

Prior to establishing TIP, Tom was director of the Office of International Business for the Texas Department of Commerce, where his team was charged with promoting the state's exports, marketing the state to foreign investors, and facilitating communication between foreign investors and economic development organizations statewide. He also served as staff to the Texas Mexico Authority and as border development coordinator for the state. A Texas native, Tom lives in Austin with his wife and their four children.

SIGNIFICANT PROJECTS

- ▶ **Statewide planning:** Texas Workforce Commission, Economic Development Districts of Idaho, Idaho Department of Commerce, Oregon Talent Council.
- ▶ **Economically driven strategies for workforce boards:** Western Kentucky Workforce Investment Board; Workforce Solutions of Central Texas, Rural Capital Area, North Central Texas, and Lower Rio Grande Valley (TX); Clarksville-Montgomery County, TN.
- ▶ **Regional planning and targeting analysis:** Tampa-Hillsborough, FL; Bismarck-Mandan and Greater Fargo Moorhead, ND; WIRED 26-county region (Louisville, KY/IN area).
- ▶ **Defense-related work:** State of Massachusetts; Fort Campbell (KY); Kern County, CA; Fort Hood (TX); Sheppard AFB (TX); Anniston Army Depot (AL); Eglin AFB (FL).
- ▶ **Rural entrepreneurship assessments:** Northeast Texas and Southwest Arkansas.
- ▶ **Marketing initiative:** Invest in Texas Alliance.



TRACYE MCDANIEL
President
tracye@tipstrategies.com

EDUCATION

- ▶ Bachelor of Science in Communications, University of Texas at Austin

EXPERTISE

- ▶ International and domestic market development
- ▶ Business recruitment, expansion, retention
- ▶ Economic development marketing
- ▶ Tourism development and marketing
- ▶ Fundraising strategies
- ▶ Workforce strategies
- ▶ Regional economic development
- ▶ State and regional public-private partnerships

AFFILIATIONS

- ▶ Immediate Past Chair, International Economic Development Council
- ▶ Member, Texas Economic Development Council
- ▶ Fellow, Ford Foundation Regional Sustainable Development
- ▶ Board of Directors, NAIOP—New Jersey Chapter
- ▶ Appointed, Council on Innovation
- ▶ Appointed, New Jersey Military Installation Growth and Development Task Force
- ▶ Board member (former), Texas Economic Development Corporation

ABOUT

Tracye McDaniel is a recognized trailblazer who has led successful public and private economic development organizations at the state and regional level under five governors in two states. She has been a trusted advisor to CEOs, nonprofits, public organizations, and private enterprises for more than three decades. Tracye has earned a reputation of creating mutually beneficial strategic partnerships among leaders across a broad spectrum of industries.

EXPERIENCE

Prior to joining TIP Strategies, Tracye founded McDaniel Strategy Ecosystems and served as president/CEO for two separate state-level marketing and lead-generation organizations: first in New Jersey (where she was appointed by then newly elected New Jersey governor, Chris Christie, and business leaders to serve as the founding CEO of Choose New Jersey) and later in Texas (where she headed up the Texas Economic Development Corp.). Her expertise in international business development and marketing spans more than 50 countries.

Tracye also served as executive vice president and COO of the Greater Houston Partnership, Houston's most influential business organization. During her tenure she refined and implemented the organization's 10-year strategic plan and teamed with business leaders to raise more than \$32 million and to devise and execute Opportunity Houston, the organization's successful economic development global marketing and lead generation initiative.

Tracye is known for building accomplished teams that get results. She is a sought-after speaker, presenting to national and international audiences, and has published and appeared in global publications and news outlets. Tracye lives in Austin, Texas.

SIGNIFICANT PROJECTS

- ▶ **Organizational and entity development:** Department of Economic Equity and Opportunity, Harris County, TX; City of Dallas Economic Development Corporation (TX).
- ▶ **Economic development strategic planning:** JAXUSA (FL); Waco, TX; Fort Bend County, TX; Greater Fort Wayne, Inc. (IN); New Orleans Business Alliance (LA).
- ▶ **Economic development fundraising:** Opportunity Houston (TX), Choose New Jersey.
- ▶ **Public-private partnerships state/regional level:** Choose New Jersey, TexasOne (Texas Economic Development Corporation), and Greater Houston Partnership (TX).
- ▶ **Economic development marketing:** Texas Wide Open for Business, Office of the Governor Economic Development and Tourism.
- ▶ **Tourism development/marketing:** Texas: It's Like A Whole Other Country, Texas Department of Economic Development & Tourism.



JON ROBERTS
Managing Partner
jon@tipstrategies.com

EDUCATION

- ▶ Post graduate research, University of Oregon
- ▶ Master of Arts, Political Philosophy, University of Hawaii
- ▶ Bachelor of Arts, University of Hawaii

EXPERTISE

- ▶ International and domestic recruitment
- ▶ Regional economic strategies
- ▶ Venture capital and high-growth entrepreneurship
- ▶ Economic development marketing

AFFILIATIONS

- ▶ Fellow of the Washington World Affairs Council (Seattle)
- ▶ Economic Development Certification, National Development Council
- ▶ Member, Texas Economic Development Council
- ▶ Member, International Economic Development Council
- ▶ Board of Trustees (former), KMFA radio (Austin, Texas)

ABOUT

Jon Roberts has been a principal and managing partner at TIP Strategies since 2000. He helped transition the company from its Texas-based site selection practice to an economic strategy firm with major national recognition. His portfolio includes planning work from New York to California, with significant regional projects in the Mississippi Delta, Seattle's Puget Sound, and in the Great Lakes area.

EXPERIENCE

Prior to joining TIP, Jon was the director of business development first for the State of Washington and then under Governor Ann Richards for the State of Texas. During the transition to Governor Bush's tenure, he helped restructure the state's economic development organization and then co-authored the new strategic plan for the State of Texas. Jon also has deep ties to the state of Oregon. He was vice-president with the Oregon Technology Fund and was the lead investor for the Hood River Brewing Company (Full Sail), which continues to hold a prominent place in the craft brewing industry. He also managed two start-up technology companies: Fiberlite Composites and LifePort Inc. LifePort was subsequently acquired by Sikorsky.

Jon has served on the boards of several startup technology companies and on state task forces and gubernatorial committees. He has lectured in business at the University of Washington, the University of Texas, and was on the faculty at Marylhurst College in Portland, Oregon. Jon was also the founder of a mountain bike company in Portland: the Fat Tire Farm, which now operates multiple retail outlets.

Born and raised in Germany, Jon has traveled extensively throughout Europe and Asia. He resides in Austin but spends his summer in Bend, Oregon.

SIGNIFICANT PROJECTS

- ▶ **Regional economic development planning:** Puget Sound Regional Council (WA); Blaine, ID.
- ▶ **Citywide economic development planning:** Fort Collins, CO; Clearwater, FL; Redmond, WA; McKinney, TX.
- ▶ **Comprehensive economic development strategies:** Association of Central Oklahoma Governments; Richmond, VA.
- ▶ *Envision Central Texas* project for regional planning in the Austin Metro area.
- ▶ State of Texas Strategic Economic Development Plan.
- ▶ Recruitment of Matsushita Semiconductor (NSC) to Washington.

**JEFF MARCELL***Senior Partner*jeff@tipstrategies.com**EDUCATION**

- ▶ Juris Doctorate, South Texas College of Law
- ▶ Bachelor of Arts, Political Science, University of Illinois at Chicago

EXPERTISE

- ▶ Policy development
- ▶ Competitive analysis and positioning
- ▶ Organization fundraising
- ▶ Change management
- ▶ Process reengineering

AFFILIATIONS

- ▶ Past Chair, Washington Economic Development Association
- ▶ Board and Executive Committee Member (former), Puget Sound Economic Development District Board
- ▶ Founding Board Member, Aerospace Futures Alliance
- ▶ Board Member (former), Washington Aerospace Partnership
- ▶ Board and Executive Committee Member (former) Seattle-King County Workforce Development Council
- ▶ Board Member (former), Seattle Metropolitan Chamber of Commerce
- ▶ Member (former), Multi-cultural & Small Business Task Force, Seattle Metro Chamber

ABOUT

As a principal, Jeff Marcell leads high-profile national consulting engagements and contributes to the strategic planning of the business.

EXPERIENCE

Before joining TIP, Jeff served as the president and CEO of the Economic Development Council of Seattle and King County (EDC). He was responsible for the organization's mission of business and job creation, retention, expansion, and recruitment in King County. Jeff joined the EDC in 2004, and during his tenure, rebuilt the organization's client-based economic development program.

Prior to joining the EDC, Jeff was an economic development consultant with Angelou Economics, and a marketing executive in the Economic Development Division of the Greater Houston Partnership. He was responsible for retaining and recruiting corporate expansions and relocations by marketing and promoting the Houston region nationally and internationally. During his term with the Partnership, the organization brought in over 25,000 jobs to the Houston region with \$3.4 billion in annual economic impact to the community.

In 2007, Jeff was named one of the Puget Sound Business Journal's 40 Under 40. In 2013, he received the MacArthur Award for Leadership from the Washington State Department of Commerce. He has been recognized by the IEDC for his efforts in Technology-Led Economic Development and Clean Technology and was the recipient of an Outstanding Board Service Award from the Seattle-King County Workforce Development Council, 2012.

SIGNIFICANT PROJECTS

- ▶ Supervised the recruitment, retention, and expansion of 65 companies representing nearly 7,000 primary jobs in the Seattle region.
- ▶ Drafted program and operation plans for the Delaware Workforce System, Delaware Prosperity Partnership, the Washington Military Alliance (on behalf of the Washington State Department of Commerce), and Newport County, RI.
- ▶ Completed statewide strategies for the Montana Economic Developers Association, Delaware Business Roundtable, and Business Leaders for Michigan.
- ▶ Conducted strategies for regions in East Central Michigan, North Iowa, Northwest Indiana, and for counties including Lewis and Klickitat Counties in Washington.
- ▶ Conducted strategic planning for Minneapolis-St. Paul, MN; Detroit, MI; City of Auburn, WA; City of Corning, NY; Missouri City, TX; Pasadena EDC (TX); Allen EDC (TX); and City of Shelton, WA.



JOHN KARRAS

VP Business Development

john.karras@tipstrategies.com

EDUCATION

- ▶ Master of Science, Community & Regional Planning, University of Texas at Austin
- ▶ Bachelor of Science, Geography, Texas State University-San Marcos

EXPERTISE

- ▶ Strategic planning
- ▶ Target industry analysis
- ▶ Economic and fiscal impact analysis
- ▶ Marketing and digital lead generation
- ▶ Downtown revitalization
- ▶ Urban planning and transportation policy
- ▶ GIS mapping and spatial analysis

AFFILIATIONS

- ▶ Instructor, Texas Basic Economic Development Course
- ▶ Instructor, International Economic Development Council (IEDC) Strategic Planning
- ▶ Adjunct Faculty, Sustainable Urban Economic Development Planning course, Master of Science, Community & Regional Planning, University of Texas at Austin
- ▶ Member, International Economic Development Council
- ▶ Member, Texas Economic Development Council

ABOUT

John Karras has devoted his career to the bold idea that every community has the potential to become a more vibrant place. As VP of business development with TIP Strategies, John channels his energies to empower economic development professionals and civic leaders with the knowledge and tools needed to make their communities more vibrant.

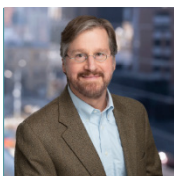
EXPERIENCE

John has spent 15 years working as a national economic development strategist. John's economic development work has taken him to 35 US states, as well as Mexico and Canada. In addition to his consulting portfolio, John has built a reputation as a leading thinker on urban revitalization trends and their impact on economic development. He founded urbanSCALE.com in 2013, which introduced the first comprehensive measure of how urban a city is on a scale of 1 to 10. Blog posts and other content from urbanSCALE have been featured in Planetizen, Outside Magazine's annual "Best Places to Live" feature, and dozens of local media outlets around the US. John is a frequent keynote speaker at economic development conferences, urban revitalization summits, and civic leadership programs. John also serves as an instructor of training and professional development courses for economic development professionals on the topics of strategic planning, data analysis, marketing/branding, and talent attraction.

Before entering the economic development field, John worked in Mayor Michael Bloomberg's administration within the New York City Dept. of Transportation's Division of Planning & Sustainability. Prior to his work with the NYC DOT, John worked as an urban planning/GIS specialist with AECOM.

SIGNIFICANT PROJECTS

- ▶ **Regional and statewide economic development planning:** Mississippi; Northeast Indiana; Minneapolis-St. Paul, MN; Delta Regional Authority (multi-state); Coastal Mississippi; East Central Michigan; Newport, RI; Rockford, IL; West Kentucky; East Kern County, CA; Oneida Nation of Wisconsin.
- ▶ **Countywide economic development planning:** Asheville-Buncombe County, NC; Lubbock, TX; Odessa, TX; Green Bay, WI; Wausau, WI; Grant County, NM; Pottawatomie County, KS; Jackson County, MS; Pearl River County, MS; Chester County, PA; Forsyth County, GA; Jefferson Parish, LA; Fort Wayne-Allen County, IN.
- ▶ **Citywide economic development strategies:** San Antonio, TX; Fort Worth, TX; Arlington, TX; Irving, TX; Brownsville, TX; Pasadena, TX; San Angelo, TX; Missouri City, TX; Pflugerville, TX; Del Rio, TX; Alvin, TX; Buda, TX; Kaufman, TX; Yoakum, TX; North Miami, FL; Corning, NY; Bartlesville, OK; Richmond, VA



BRENT MCELREATH, AICP
SVP, Research & Development
brent@tipstrategies.com

EDUCATION

- ▶ Master of Science, Community & Regional Planning, University of Texas at Austin
- ▶ Bachelor of Business Administration, Finance, University of Texas at Austin

EXPERTISE

- ▶ Regional and metropolitan economics
- ▶ Economic development strategy
- ▶ Real estate and property market fundamentals
- ▶ Infrastructure analysis
- ▶ Capital and financial analysis

AFFILIATIONS

- ▶ Member, American Institute of Certified Planners
- ▶ Member, American Planning Association
- ▶ Past Member, Urban Land Institute

ABOUT

Brent McElreath has more than 25 years of experience in comparative urban economic analysis. He has managed research teams in both the public and private sectors and has extensive work experience in real estate and infrastructure markets, with a focus on their cyclical and structural drivers. During his career he has spearheaded innovations in scenario modeling, fiscal impact analysis, and data collection and reporting systems. Brent has authored, co-authored, and edited numerous white papers, articles, and serial reports on global property and infrastructure markets during his career.

EXPERIENCE

As a vice president at MSCI, Brent designed and implemented performance monitoring systems for metropolitan property markets. He also developed and authored publications explaining differences in investment risks across property types, metropolitan areas, and national markets. His graphical analysis became a fixture of MSCI's annual property market review presentations in North America, Europe, and the Asia Pacific region.

While at PPR (now CoStar), Brent supervised the publication of 250+ quarterly property market forecasts. He also oversaw the modernization of PPR's data collection systems and led the firm's initial groundwork in global risk analysis.

Brent's career began in economic development in Texas in the 1990s. He brings this background to his current role at TIP, combined with extensive experience in the dynamics of real estate, infrastructure, and capital markets.

Brent is a member of the American Planning Association and an AICP-certified planner.

SIGNIFICANT PROJECTS

- ▶ **Strategic planning:** Chicago Metropolitan Agency for Planning (2022); Indianapolis Metropolitan Planning Organization (2022); Virginia Beach, VA (2021); Tampa Bay Economic Dev. (2019); Fort Worth, TX (2017).
- ▶ **Prioritization models:** global port investment, for Deutsche Bank (2009); global agricultural markets, for Southern United States Trade Association, (2007); global city office markets, for Mitsui Fudosan (2004).
- ▶ **Property sector dynamics:** European industrial property, for IPD (2013); Asian retail property, for Prudential (2013), US residential property, for Michigan Office of Retirement Services (2001).
- ▶ **Selected publications:** *Global Property Performance* (2016); *The Road to a Seamless Global Real Estate Portfolio* (2016); *Sectoral Aspects of Global Infrastructure Investment* (2015); *Global Infrastructure Investment: An Overview of the Institutional Landscape* (2014); "Global Real Estate Risk Index," RE/PS 6.6 (2002).



EVAN JOHNSTON
Senior Analyst
evan@tipstrategies.com

EDUCATION

- ▶ Bachelor of Arts, Economics and Psychology, University of Texas at Austin
- ▶ Bachelor of Science, Mathematics, University of Texas at Austin

EXPERTISE

- ▶ Regional labor market analysis
- ▶ Data manipulation and visualization
- ▶ Statistical analysis
- ▶ Quantitative and qualitative research

ABOUT

Evan Johnston works with principals and consultants to collect, organize, and analyze data for clients. He helps the project team to find reputable, reliable data and to distill them into meaningful analyses used in reports and presentations. He specializes in data visualization, economic analysis, and labor market research with an emphasis on equitable workforce development and resiliency.

EXPERIENCE

Before joining TIP, Evan worked as a social science research associate at the IC² Institute and the McCombs School of Business at the University of Texas at Austin on research projects examining labor market dynamics and entrepreneurship.

Evan holds a Bachelor of Arts in Economics and Psychology and a Bachelor of Science in Mathematics from the University of Texas at Austin. He also completed certificates in applied statistical modeling, computer science, and business during his undergrad.

SIGNIFICANT PROJECTS

- ▶ Developed TIP Strategies' Occupational Risk Tool and Occupational Accessibility Tool, two dynamic analytical tools that estimate aspects of workers' risk during the COVID-19 pandemic as well as job quality and accessibility more broadly.
- ▶ Talent Migration: Analyzed federal data tracking worker separations and hires to create an interactive analytical tool describing worker migration trends across the US.
- ▶ Workforce housing: National League of Cities, pilot project on affordable housing on behalf of the Mid-America Regional Council (MARC) which serves the Kansas City area.
- ▶ Job Polarization in Austin: Co-author of Echeverri-Carroll, Oden, Gibson, & Johnston (2018) "Unintended consequences on gender diversity of high-tech growth and labor market polarization" in *Research Policy*.
- ▶ Austin's Entrepreneurial Ecosystem: Contributed to a Kauffman Foundation-funded study of Austin's entrepreneurial ecosystem. Acknowledgement of contributions in Echeverri-Carroll and Feldman (2018) "Chasing entrepreneurial firms" in *Industry and Innovation*.



KAREN BEARD
SVP, Production
karen@tipstrategies.com

EDUCATION

- ▶ Master of Science, Community & Regional Planning, University of Texas at Austin
- ▶ Bachelor of Arts, Sociology, University of Texas at Austin

EXPERTISE

- ▶ Survey research
- ▶ Regional economic analysis
- ▶ Workforce and higher education analysis
- ▶ Writing and editing

AFFILIATIONS

- ▶ Instructor, Texas Basic Economic Development Course

ABOUT

Karen Beard has 30 years of experience thinking about economic development and community planning from a data, policy, and strategy perspective. Since joining TIP in 2000, she has filled both client-facing and “home team” roles for the firm. As a research associate and then a consultant, she managed client engagements in Texas and across the US, including a focus on helping clients understand their workforce. In her current role as senior vice president of production, Karen helps coordinate the firm’s client deliverables.

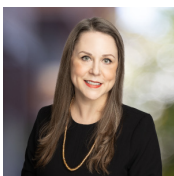
EXPERIENCE

Prior to joining TIP, Karen held the position of senior research analyst at the Texas Department of Economic Development. During her tenure at TDED, she was involved in a number of projects, including the design and maintenance of the agency’s “one stop” economic development web sites. In this capacity, she served as the principal developer of the Texas Business & Community Economic Development Clearinghouse, a searchable database of economic development resources.

As a research associate for the State Bar of Texas, Karen analyzed subjects of interest to the legal services industry and participated in dozens of law-related survey research projects, including an extensive annual report on attorney fees and compensation, as well as an award-winning survey on the concerns of minorities in the legal profession. She has also conducted research on the disability community for the Texas Rehabilitation Commission and led a major household travel survey as a research manager for NuStats, an Austin-based transportation research firm. Other topics that she has addressed include the evaluation of manufacturing technology centers and the effect of regulation on the cost of land development.

SIGNIFICANT PROJECTS

- ▶ **Regional economic development planning:** Green River Area Development District, KY; WIRED 26-county region, KY/IN; Racine County EDC, WI.
- ▶ **Defense-dependent communities:** Anniston Army Depot, AL; Fort Hood, TX; Fort Campbell, KY.
- ▶ **Workforce projects:** Workforce Solutions of Central Texas; Western Kentucky Workforce Investment Board; Pearland Economic Development Corporation (TX); Workforce Solutions Lower Rio Grande Valley (TX).

**MEREDITH EBERLE***Senior Graphic Designer*meredith@tipstrategies.com**EDUCATION**

- ▶ Bachelor of Arts, Photography, University of North Texas
- ▶ Undergraduate Studies, Photography, School of the Art Institute of Chicago

EXPERTISE

- ▶ Graphic design
- ▶ Website maintenance
- ▶ Custom visual content (infographics, maps, and illustrations)
- ▶ Database creation and management

ABOUT

Meredith Eberle has over 20 years of graphic design and administrative experience in industries ranging from survey research to education. As TIP's graphic designer, Meredith draws on both her career experience and fine-arts education to help shape the look and feel of TIP's presentations, communications, and deliverables. Her contributions include design and layout; custom infographics, maps, and illustrations; project websites; and other creative digital and print media.

EXPERIENCE

Before joining TIP, Meredith worked as the Office Manager for More Than a Teacher test prep. Prior to that experience she provided sales support to an Austin-based trade school.

Meredith studied at The School of The Art Institute of Chicago and the University of North Texas, graduating with honors. She received a Bachelor of Arts in Photography with a minor in Social Science.

SIGNIFICANT PROJECTS

- ▶ Design of presentation on Amazon's retail strategy delivered to the Texas Economic Development Council.
- ▶ Design of presentation on disruptive technology delivered to the International Economic Development Council; also delivered as a webinar and made available for purchase through the organization's online store.
- ▶ Design of presentation and related deliverables associated with an analysis of affordable housing conducted in the Kansas City metro area and delivered at the National League of Cities 2019 Annual Meeting.
- ▶ Design of presentation on economic equity and inclusion for the Texas Economic Development Council's COVID-19 response webinar series, available for purchase through the organization's online store.



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RESOLUTION NO. 2023-38

A RESOLUTION OF THE VINEYARD CITY COUNCIL AWARDING THE BID TO
LELAND CONSULTING GROUP AND AUTHORIZING THE CITY MANAGER TO SIGN
A CONTRACT WITH THEM FOR THE COMPLETION OF THE ECONOMIC
DEVELOPMENT STRATEGIC PLAN.

WHEREAS, after consideration of bids filed, it was determined that Leland Consulting Group was the best for the completion of the Economic Development Strategic Plan.

WHEREAS, the Vineyard City Council has determined that it is in the public interest and welfare of its residents, desires to enter into an agreement with Leland Consulting Group for the services described above.

NOW THEREFORE BE IT RESOLVED BY THE GOVERNING BODY OF
VINEYARD, UTAH AS FOLLOWS:

Section 1. Approval. The City Council of Vineyard, Utah, hereby authorizes the city manager to sign a contract with Leland Consulting Group for the completion of the Economic Development Strategic Plan in the not-to-exceed amount of \$120,000.

Section 2. Severability. If any section, part or provision of this Resolution is held invalid or unenforceable, such invalidity or unenforceability shall not affect any other portion of this Resolution, and all sections, parts and provisions of this Resolution shall be severable.

Section 3. Effective Date. This Resolution shall become effective immediately upon its approval by the City Council.

Passed and dated this 9th day of August 2023.

Julie Fullmer, Mayor

Attest:

Pamela Spencer, City Recorder



VINEYARD CITY COUNCIL STAFF REPORT

Meeting Date: August 9, 2023

Agenda Item: 6.3 Staffing Plan Adjustment – PW Tech

Department: City Manager

Presenter: Ezra Nair

Background/Discussion:

As stated in previous meetings, additions to the staffing plan can have significant impacts on future budgets. Staffing plan changes that hire new employees, move employees from part-time to full-time, or into leadership roles that were not included in the FY budget adoption, will be brought before the council for a vote.

Under our new structure with Parks and Rec and Public Works and Engineering being split, our Public Works Maintenance Team has been focusing on trails, parks strips, and planning for future improvements in those areas. Because of this, there's an increased demand for wintertime / springtime work to prepare for even more improvements next year with items like flipping park strips, adding benches along trails, and more tree planting.

Seasonal position funds are easier to scale up and down because each year there are not specific individuals tied to each particular position, where a full-time public works tech would have annual budget increases associated with it.

Staff is recommending scaling down seasonal public works funds and appropriating additional fund specific fund balances to one-time projects to add a full-time public works tech position.

Fiscal Impact:

FY24: Realignment of funding between different funds, general fund budget would not increase due to this change

FY25: standard annual percentage increase

Recommendation & Additional Options:

Recommendation:

Staff recommends the City Council approve the addition of a Public Works Tech to the staffing plan.

Sample Motion:

I move to approve the addition to the staffing plan as presented.



VINEYARD STAFF REPORT

Meeting Date: 8/08/2023

Agenda Item: 6.4 Fee Waiver for Mattisyn Baybee

Department: Admin

Presenter: Anna Nelson

Background/Discussion:

Mattisyn Baybee would like to host a vendor show at Grove Park. She will have a max of 150 vendors, 5 bounce houses, and 9 food trucks.

She would like to use two of Grove Park's soccer fields and the large pavilion.

She plans to have parking at Grove Park and Freedom Elementary

We are supportive of hosting events like this and have attempted to facilitate this as much as possible. This event has been approved by ERC and the City Manager as per code.

Mattisyn Baybee is requesting a fee waiver for the following fees associated with the Special Event Permit:

- Large Pavilion: \$150.00
- All 2 Soccer Fields: \$800.00
- Special Event Application Fee: \$100.00

Impact:

- Recreation will have adult soccer on the far west side of the field during the event.

Recommendation:

We are recommending approval of a fee reduction of 20%. Our recommendation is based on the potential economic beneficial impact this event could have on Vineyard. And the effort to help facilitate a community event that meets the overall goals of the City Council.

Sample Motion:

Motion to approve a 20% reduction in fees, waiving the total fees of \$230.00 for Mattisyn Baybee's event on August 12th.



VINEYARD CITY COUNCIL STAFF REPORT

Meeting Date: August 9, 2023

Agenda Item: 9.1 Consolidated Fee Schedule

Department: Finance

Presenter: Bradley Day, Management Intern

Background/Discussion:

Utah Code section 10-3-17 authorizes cities to create, amend, and set a fee schedule appropriate for the services rendered by the municipality by way of a resolution. The provided attachment shows recommended changes to Vineyard's current fee schedule to assure our fees are up to date. The specific amendments being considered at this meeting are as follows:

Under the administrative fees section:

Increase the "Returned Checks" fee from \$10 up to \$14. (We pay \$14 to the bank for each returned check)

Add a "Candidate Late Financial Disclosure Statement" fee of \$50.

Add a "Engine Brake Restriction (Class C)" fee of \$75.

Under the facilities rental fees section:

Change the "Pavilion Rental Cancellation" fee from \$5 to up to 100% of the reservation cost.

Add hourly field rental fees for parks at different levels ranging from \$20 to \$120 per hour depending on which park, resident or non-resident status, weekday or weekend, and holiday or non-holiday rental. (4-hour field rental blocks are already included in the fee schedule. The addition of hourly rates will better serve residents or non-residents that want to rent fields for periods of 3 hours or less and/or periods of 5 hours or more that are not divisible by 4 such as 5,6,7, 9,10,11, etc.)

Add an "Hourly Rental per Soccer Goal Set" fee of \$10 for residents and \$20 for non-residents, and an hourly soccer corner flag set rental fee of \$10 for residents and \$20 for non-residents.



VINEYARD CITY COUNCIL STAFF REPORT

Increase the “Remarking Line Painting – Per Field” fee at the 1,000+ feet level from \$30 to \$40.

The proposed changes would be effective immediately.

Fiscal Impact:

The goal of the proposed amendments is to provide revenues to the city sufficient to cover the cost of goods and services, including the cost of employee time, provided in relation to the fee collected.

Recommendation:

The Finance Department recommends accepting all changes as they are presented in the attachment.

Sample Motion:

I move to adopt, by Resolution 2023-37, the amended Consolidated Fee Schedule as presented.

Attachments:

Resolution 2023-37

Consolidated Fee Schedule – Amended

RESOLUTION NO. 2023-37

A RESOLUTION AMENDING THE CONSOLIDATED FEE SCHEDULE

WHEREAS, Section 10-3-717 UCA authorizes cities to establish the amounts of fees to be charged for municipal services to be set by resolution, and

WHEREAS, The City Ordinances, in various locations, provides for the establishment of fee amounts for certain municipal services, by resolution of the City Council.

WHEREAS, a Public Hearing was duly noticed and held on the 9th day of August 2023 on the proposed amendments.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF VINEYARD, UTAH AS FOLLOWS:

- Section 1. The City Council hereby adopts the amended Consolidated Fee Schedule, which is attached hereto and incorporated herein by reference.
- Section 2. A copy of the Consolidated Fee Schedule shall be placed in the Vineyard City Offices and be available for review.
- Section 3. This resolution shall take effect upon passing.
- Section 4. All other resolutions, ordinances, and policies in conflict herewith, either in whole or in part, are hereby repealed.

PASSED and ADOPTED by the City Council of Vineyard, Utah this 9th day of August 2023.

APPROVED:

Julie Fullmer, Mayor

ATTEST:

Pamela Spencer, City Recorder



Consolidated Fee Schedule 2023-2024 Fiscal Year

Administrative	2
Recreation.....	3
Utilities	5
Sanitation	6
Facilities Rental	6
Special Event Permit.....	7 <u>8</u>
Code Enforcement Fees.....	8
Business Licensing	9
Land Use Applications	10
Building Permit Fees	12
Building Inspection Fees	13
Impact Fees	14
Pass Through Fees	14
Water Department Fees	15

ADMINISTRATIVE FEES

Records (GRAMA) Requests	per hour for staff time after first 15 minutes (based on lowest paid employee working on the request) Copies \$0.10 per page
Returned Checks	\$10.00 <u>14</u>
Colored Map Copies – 8 ½ x 11	\$3.00
Black and White Map Copies	Free
Notarization	Free
Library Card/Fitness Center Reimbursement	\$80 annual reimbursement per Vineyard household (can be used toward non-resident library card OR municipal fitness center membership)
Weed Abatement	Actual Abatement Costs
Bond Processing Fee	\$60
Administrative Citation	\$100
Credit Card Fee	3% of Transaction Total
Candidate Filing Fee	\$35
Candidate Late Financial Disclosure Statement	<u>\$50</u>
City Offense Fines	Class B misdemeanor—not to exceed \$1000 Class C misdemeanor or infraction—not to exceed \$750
Sixteen-Year-Old Curfew (Class C)	\$75
Eighteen-Year-Old-Curfew (Class C)	\$75
Parent Liability (Class C)	\$125
Prohibited Travel on Trails (Infraction)	\$40
Leash Requirement (Infraction)	\$40
Sleeping on Public Property (Class C)	\$75
Camping Prohibited (Class C)	\$75
Unlawful Parking (Infraction)	\$40



Parking w/Snow Present (Infraction)	\$40
Driving or Riding on Sidewalk (Infraction)	\$40
Engine Brake Restriction (Class C)	\$75
Hours of Operation (Infraction)	\$75
Fires and Campfires (Class C)	\$125
Annual Overnight Parking Permit Fee (Purchased Jan – June)	\$60
Annual Overnight Parking Permit Fee (Purchased Jul – Dec)	\$30

RECREATION FEES

3v3 Adult Soccer	Team - \$250 Individual - \$50
3v3 Adult Soccer Tournament	Team - \$80 Individual - \$20
3v3 Basketball Tournament	Team - \$80 Individual - \$20
Adult Flag Football	Team - \$500 Individual - \$50
Adult Kickball Tournament	Team - \$150 Individual - \$20
Adult Pickleball	\$50
Adult Soccer	Team - \$500 Individual - \$50
Adult Soccer Tournament	Team - \$160 Individual - \$20
Adult Tennis Clinic	\$50
Adult Tennis Tournament	\$50
Adult Volleyball	Team - \$350 Individual - \$50



Adult Ultimate Frisbee	Team - \$350 Individual - \$50
Cornhole Tournament	Team - \$30 Individual - \$15
CUTA Tennis	\$100
E-Sports	\$50
Exercise Class	\$50
Pickleball Tournament	Team - \$30 Individual - \$15
Race Registration	5k/10k - \$20 Kids 1k - \$10 Family Rate \$45 per household Group Rate - \$15 per person
Race T-Shirts	\$10
Senior Program	\$50
Spikeball Tournament	Team - \$30 Individual - \$15
Sports Trivia/Fantasy Class	\$50
Toddler Sports Clinic	\$60
Virtual Races	\$25
Youth Arts	\$50
Youth Baseball Clinic	\$50
Youth Basketball Clinic	\$50
Youth Coach Pitch	\$50
Youth Flag Football	\$50
Youth Jr Jazz Basketball	\$100
Youth Kickball	\$50
Youth Machine Pitch	\$70
Youth Pickleball Programs	\$50
Youth Soccer Programs	\$70
Youth T-Ball	\$50
Youth Tennis Clinic	\$50
Youth Ultimate Frisbee	\$50



Youth Volleyball	\$80
Youth Wrestling	\$50
Youth Cross Country	\$70
Youth Golf	\$70
Bingo	\$10
Additional Non-Resident Fee	Team - \$50 Individual - \$10
Late Registration	\$50 – Team \$10 - Individual
Recreation Program Cancellation Fee	Up to 100% of Registration Cost (No Refund of Race Registrations)

UTILITY FEES

Water Base Rate $\frac{3}{4}$ " Meter	\$29.80 first 5,000 gallons
Water Base Rate 1" Meter	\$41.72 first 5,000 gallons
Water Base Rate 1 $\frac{1}{2}$ " Meter	\$53.64 first 5,000 gallons
Water Base Rate 2" Meter	\$86.42 first 5,000 gallons
Water Base Rate 3" Meter	\$327.79 first 5,000 gallons
Water Base Rate 4" Meter	\$425.13 first 5,000 gallons
Water Base Rate 6" Meter	\$625.78 first 5,000 gallons
Water Base Rate 8" Meter	\$834.37 first 5,000 gallons
Water Multi-Family Residential Base Rate	\$17.50 per unit
Residential Water Usage Rates: Tier 1 (5,001 – 15,000) Tier 2 (15,001– 30,000+) Tier 3 (30,001 – 50,000) Tier 4 (50,001+)	\$1.95 per 1,000 gallons \$2.23 per 1,000 gallons \$2.75 per 1,000 gallons \$3.03 per 1,000 gallons
Commercial Water Usage Rates: Tier 1 (5,001 – 30,000) Tier 2 (30,001 – 100,000) Tier 3 (100,001+)	\$1.95 per 1,000 gallons \$2.75 per 1,000 gallons \$3.03 per 1,000 gallons



Sewer Base Rate	\$17.94
Sewer Multi-Family Residential Base Rate	\$10 per unit
Sewer Usage Rate	\$3.64 per 1,000 gallons
Transportation Utility	\$3.5 Per ERU
Storm Water Utility	\$5 Per ERU

SANITATION FEES

90-Gallon Residential Can	\$13
Second 90-Gallon Residential Can	\$8
Recycling Can	\$6
Replacement Can	\$90
Replacement Can – no-fault	\$45

FACILITIES RENTAL FEES

Council Chambers Rental	\$75 per hour for Resident, \$150 per hour for Non-Resident
Council Chambers Cleaning Deposit	\$75 for Resident, \$150 for Non-Resident
Small Park Pavilion Rental	\$40 for Resident, \$80 for Non-Resident
Small Park Pavilion Cleaning Deposit	\$40 for Resident, \$80 for Non-Resident
Large Park Pavilion Rental	\$75 for Resident, \$150 for Non-Resident
Large Park Pavilion Cleaning Deposit	\$75 for Resident, \$150 for Non-Resident
Special Event Rental Deposit	\$300
Multi-Day Special Event Rental Deposit	\$500 per day
Pavilion Rental Cancellation Fee	<u>\$5 Up to 100% of reservation cost</u>
<u>Hourly Field Rental at Gammon Park (Monday—Thursday)</u>	<u>\$300 Deposit + \$20 for Residents, \$40 for Non-Resident or Holiday Reservations</u>
4 Hour Field Rental at Gammon Park (Monday—Thursday)	\$300 Deposit + \$75 for Residents, \$150 for Non-Resident or Holiday Reservations



<u>Hourly Field Rental at Gammon Park (Weekend)</u>	<u>\$300 Deposit + \$30 for Residents, \$60 for Non-Residents or Holiday Reservations</u>
4 Hour Field Rental at Gammon Park (Weekend)	\$300 Deposit + \$100 for Residents, \$200 for Non-Residents or Holiday Reservations
<u>All other parks, Single Soccer Hourly Field Rental (Monday – Thursday)</u>	<u>\$300 Deposit + \$40 for Residents, \$80 for Non-Resident or Holiday Reservations</u>
All other parks, Single Soccer 4 Hour Field Rental (Monday – Thursday)	\$300 Deposit + \$150 for Residents, \$300 for Non-Resident or Holiday Reservations
<u>All other parks, Single Soccer Hourly Field Rental (Weekend)</u>	<u>\$300 Deposit + \$60 for Residents, \$120 for Non-Residents or Holiday reservations</u>
All other parks, Single Soccer 4 Hour Field Rental (Weekend)	\$300 Deposit + \$200 for Residents, \$400 for Non-Residents or Holiday reservations
<u>Hourly Rental per Soccer Goal Set</u>	<u>\$10 for Residents, \$20 for Non-Residents</u>
<u>Hourly Rental per Soccer Corner Flag Set</u>	<u>\$10 for Residents, \$20 for Non-Residents</u>
Court Rental	\$25 per hour per court
Pickleball Net Rental	\$50 Refundable Deposit
Pickleball Net Repair/Replacement Fee	Up to \$300
Outdoor Basketball Court Rental	\$25 per hour per ½ court
Non-Existing Line Painting – Per Field	1-499 Feet - \$100 500-999 Feet - \$125 1000+ Feet - \$150
Remarking Line Painting – Per Field	1-499 Feet - \$20 500-999 Feet - \$25 1000+ Feet - \$430

SPECIAL EVENT FEES*

Special Event Permit	\$50
Special Event with Vendors	\$75
Special Events with >250 participants	\$100
Special Events longer than 6 hours	\$150
Multi-Day Special Events	\$200
Film Permit	\$50
Summer Celebration Food Vendor	\$100 per day
Summer Celebration Vendor Booth	\$100
Boo-A-Palooza Vendor Fee	\$50
Bounce House Deposit	\$100
Onsite Dumpster or Equipment Permit	\$72 per dumpster
Additional Dumpster Reserved	\$174 per 6 yard dumpster
Excess Garbage Pickup	Up to \$600 based on quantity picked up
Extra trash can with bags	\$15 per 5 cans
Personnel (total compensation per employee, per hour, during regular business hours)	Parks Department - \$35 Streets Department - \$35 Special Events Department - \$32
Penalty for operating without a permit	Double the application fee and any damage caused by the special event

*Special event and facility rental fees may be waived at the discretion of city council. See special event code for fee waiver consideration reasons.

CODE ENFORCEMENT FEES

Code Violation Fee (per calendar year from first offense)	1 st Offense - \$100 2 nd Offense - \$200
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	3 rd (or more) Offense - \$400
Civil Penalty Fee	\$25 minimum to \$1,000 maximum per day, per violation
Civil Penalty Fee- Occupancy Violation	\$100 per day, per violation
Civil Penalty Fee- Home Occupation Operating without License	\$25 per day, per violation
Civil Penalty Fee- Commercial Business Operating without License	\$50 per day, per violation
Code Violation Fee - Interest	20% per annum of total outstanding amounts
Default/Administrative Code Enforcement Hearing Fee	\$100
Animal Defecation without Removal Fine	\$250
Off-Leash Animal Fine	\$250

BUSINESS LICENSING FEES

Home-Based Occupation (exceeds residential impact)	\$50
Home-Based Occupation (does not exceed residential impact)	\$0
Accessory Dwelling Unit Business License (Biennial)	Initial Fee \$100 Renewal Fee \$50
Industrial Manufacturing/Distribution	\$250
Restaurant/Food	\$190
Food Truck Fee	\$25 per truck
Retail	\$215
Service Related	\$150



Renewal Fee (all license types except Alcohol and Towing/Parking Enforcement)	\$25
Alcohol and Towing/Parking Enforcement Renewal Fee	Same as Initial Fee
Solicitor License	\$30
Itinerant Merchant	\$50
Itinerant Merchant Refundable Deposit	\$300
Towing/Parking Enforcement Certificate	\$50
Class A- D Beer License	\$400 + Proof of \$5,000 Bond
Class E Beer License	\$400 + Proof of \$10,000 Bond
A or B Liquor License	\$300 + Proof of \$10,000 Bond
Class C Liquor License	\$300 + Proof of \$1,000 Bond
Unclassified Business	\$25 Base fee until classification established by Resolution
Business fitting in 2+ Categories	Higher rate
Late Renewal Fee (during renewal grace period)	\$25
Daily penalty fee if license not renewed by end of renewal grace period	Half of the license fee
Penalty Fee for doing business without a Vineyard Business License	Equivalent to the license fee

LAND USE APPLICATION FEES

Development Agreement	\$1,500
Development Agreement Amendment	\$1,500
Subdivision – Preliminary Plat	\$1,930 + \$6.20 per lot
Subdivision – Preliminary Plat – Additional Review	\$786 + \$2.50 per lot
Subdivision – Final Plat	\$1,940 + \$6.20 per lot
Subdivision – Final Plat	\$1010 + \$2.50 per lot

Additional Reviews	
Condominium Plat – New or Conversion	\$1,406 + \$25 per unit
Major Plat Amendment	\$1,706
Minor Plat Amendment	\$1,406
Neighborhood Plan	≥ 10 acres = \$2663 < 10 acres = \$500
Planned Unit Development	\$1000
Recording Fees	As charged by Utah County Recorder
Site Plan – Residential	\$2,663
Site Plan – Non-residential	\$3,756
Site Plan – Non-residential – Additional Reviews	\$1,693 for each additional review after two reviews
Site Plan – Minor Amendment	\$500
General Plan Text Amendment	\$1,000
General Plan Map Amendment	\$1000
Land Use Text Amendment	\$1,000
Land Use Map Amendment	\$1000
Lot Line/Property Boundary Line Adjustment	\$300
Conditional Use Permit	\$400
Temporary Use Permit	\$75
Variance	\$100
Appeals	\$100
Zoning Verification	\$100
Sign Permit	\$150
Sign Standard Waiver	\$250
Commercial Temporary Sign Permit	\$25
Street and Traffic Control Signs	\$350 per post
Land Disturbance Permit	\$50 + \$20 per acre + \$30 per month
Land Disturbance Permit – Subdivision and Site Plan	Included in engineering inspection fees



Engineering Inspection Fees – Subdivision Related	3% of certified bid tabulation
Engineering Inspection Fees – Non-Subdivision Related	\$150 per hour, rounded up to nearest hour
Engineering Re-Inspection Fees	\$150 per hour, 2-hour minimum
Street Light Fee	\$10,000 per light
Street Sign Fee	\$300 per sign
Demolition	Up to \$500 plan review fee
Encroachment Permit	\$150 + \$1 per square foot
Jet Truck Work Request	\$190/hour – Minimum of 2 hours
Fine for Use of Public Right of Way without Approved Permit	\$300 + \$150 per hour inspector is onsite past initial hour
Infrastructure Construction	Bond/Escrow account as determined by bid tabulation
Building Relocation	\$500 Plan Review Fee
Full or Partial Road Closure	\$50
Use of City Barricades for Road Closure	\$300 refundable deposit per set of barricades
Additional plan review required by changes, additions, or revisions to any land use applications	\$65 per hour, half hour minimum
Special Planning Commission Meeting	\$390 per meeting

BUILDING PERMIT FEES

TOTAL VALUATION	FEE
\$1 to \$1,300	\$48
\$1,301 to \$2,000	\$48 for the first \$1,300; plus \$3 for each additional \$ 100 or fraction thereof, to and including \$2,000



\$2,001 to \$40,000	\$69 for the first \$2,000; plus \$11 for each additional \$1,000 or fraction thereof, to and including \$40,000
\$40,001 to \$100,000	\$487 for the first \$40,000; plus \$9 for each additional \$1,000 or fraction thereof, to and including \$100,000
\$100,001 to \$500,000	\$1,027 for the first \$100,000; plus \$7 for each additional \$1,000 or fraction thereof, to and including \$500,000
\$500,001 to \$1,000,000	\$3,827 for the first \$500,000; plus \$5 for each additional \$1,000 or fraction thereof, to and including \$1,000,000
\$1,000,001 to \$5,000,000	\$6,327 for the first \$1,000,000; plus \$3 for each additional \$1,000 or fraction thereof, to and including \$5,000,000
\$5,000,001 and over	\$18,327 for the first \$ 5,000,000; plus \$1 for each additional \$1,000 or fraction thereof
Residential Plan Review	65% of Building Permit Fee
Commercial Plan Review	65% of Building Permit Fee
Simple/Duplicate Plan Review	25% of Building Permit Fee
Reinstating an Expired Permit	\$50 + any additional review time
Fire Inspection & Plan Review	10% of Building Permit Fee

BUILDING INSPECTION FEES

Inspections outside of normal business hours	\$75 per hour, two-hour minimum
Re-inspection	\$75 per hour
Inspection for which no specific fee is indicated	\$75 per hour, one-hour minimum
Additional plan review required by changes, additions, or revisions to plans,	\$85 per hour, one-hour minimum
Use of outside consultants for plan checking and inspections, or both	Actual costs, including administrative and overhead costs
Fire Inspection	Included in Business License Fee
Work Without a Permit*	\$100 per infraction
Working Beyond a Stop Work Order*	\$200 per infraction

*Fines doubled for each subsequent infraction

IMPACT FEES

(Impact Fee Area Maps may be found on the City's Website)

Sewer Facilities Per Equivalent Residential Unit (ERU) ^{1,2}	• Area A - \$539 • Area B - \$2,391 • Area C/RDA - \$539
Culinary and Irrigation Water Systems Per ERU ^{1,3}	• Area A - \$873 • Area B (RDA) - \$521
Roadway Facilities Per Trip End Unit based on ITE	• Area A - \$3,586 • Area B (RDA) - \$1,286
Storm and Ground Water Per ERU ^{1,4}	• Area A - \$222 • Area B - \$337 • Area C - \$237

³/₄ inch water connection is 1 ERU

² Additional fees may apply to units with more than 5 bathroom equivalent drains



³ Additional fee may apply to certain high water uses (e.g., Car Wash) without water reduction measures in place

⁴ Additional fee may apply to certain sites if above city's maximum impervious area requirement

PASS THROUGH FEES

Timpanogos Special Service District	Equal to District's impact fee as dictated by the current Impact Fee Facilities Plan/Schedule.
Orem Water Reclamation	Equal to Orem City's impact fee as dictated by the current Impact Fee Facilities Plan/Schedule.
Orem Water Rights	Equal to Orem City's Water Rights as dictated in their up-to-date Consolidated Fee Schedule.

All impact fees will be assessed at the time building permits are issued. All other development Impact Fees will be calculated based on Equivalent Residential Units.

WATER DEPARTMENT FEES

¾" Water Meter & Connection Fee	\$363
1" Water Meter & Connection Fee	\$495
1½" Water Meter & Connection Fee	\$775
2" Water Meter & Connection Fee	\$1,206
Water Lateral Inspection Fee	\$50
Water Meter Reconnect Fee	\$50
Utility Application Fee	\$20
Fire Hydrant Meter Rental Deposit	\$1625
Fire Hydrant Meter Penalty Fees	1 st missed read = \$50 2 nd missed read = \$100 3 rd missed read = \$200



	Any missed reads after the 3 rd month will be penalized \$400 per month until meter is returned
Daily Rate – Fire Hydrant Meter	\$10/100 month
Water Rate – Fire Hydrant Meter	\$2 Per 1,000 gallons of water
Residential Construction Water	\$50 minimum
Non-Residential Construction Water	\$50 minimum
Illegal Connection to Water System	\$1,000 per occurrence



Community Development

Date: August 9, 2023
From: Cache Hancey, Planner & Business Advocate
To: City Council
Item: 9.2 Parking Master Plan

SUMMARY

As part of the Planning Services Contract, Avenue Consultants were selected to help the Community Development Department with traffic and parking related projects. In the FY23 budget, \$100,000 has been allocated to complete a parking master plan. This parking master plan will provide or recommend the following:

- Current and future parking utilization analysis
- Parking demand analysis
- Conflict analysis
- Neighborhood parking programs
- Visitor parking analysis
- Parking services vendors
- Parking ordinance and zoning changes

Avenue Consultants will provide opportunities for the public to give input through community meeting(s) and an online website and survey. The master plan will be vetted through city staff, the planning commission, and the city council.

There are two options proposed to complete the master plan:

Option 1: The master plan will be spread across two phases, the first phase taking place 2023-2024, and the second phase taking place in the later half of 2024. The first phase will allow Avenue Consultants to collect the necessary data to provide initial recommendations. The second phase will provide time for them to analyze the effectiveness of the recommendations prior to submitting a final report for approval. This task order will allow Avenue Consultants to complete phase 1 of the parking master plan. The cost for option 1: \$96,460 for phase one (FY23), \$71,000 for phase two (FY24), Total: \$167,460.

Option 2: The master plan will be completed in a single phase over the course of 2023-2024. Data collection, recommendations, and a final report will be delivered all within the first phase. This will not allow for as much data analysis and reevaluation of recommendations as Option 1. The cost for option 2: \$119,900 (FY23) for a complete parking master plan. As optional additions, Avenue has proposed up to 20 stakeholder interviews and an additional community open house which would cost \$20,260. This task order will allow Avenue Consultants to complete the parking master plan without the optional additions. If those are requested, a new task order will be submitted.

FISCAL IMPACT

Option 1: \$96,460 from the FY23 budget, \$71,000 from the FY24 budget if approved at a later date.

Option 2: \$119,900 from the FY23 budget, \$19,900 above the approved budget for the parking master plan.

STAFF RECOMMENDATION

Staff recommends approval of Option 2 with a budget amendment required later for the additional \$19,900. Option 2 provides

SAMPLE MOTION

“I move to authorize the city manager to sign a task order with Avenue Consultants to complete a parking master plan.”

ATTACHMENTS

Avenue Consultants Task Order Response Options



Vineyard Parking Study and Master Plan

Avenue Consultants

Project Scope

Overview

Avenue Consultants is committed to assisting Vineyard City in developing a comprehensive parking study and master plan that will cater to the growing needs of the community. The end goal is to create a well-coordinated and efficient parking system that will enhance the overall urban experience, alleviate parking-related issues, and contribute to Vineyard City's sustainable growth and development.

This is best accomplished in two phases first doing a thorough parking study with recommendations, then evaluating the recommendations and developing the Master Plan.

Phase 1

To take place in Fiscal year 2024 from August 2023 through May of 2024.

Task 1A: Project Management & Coordination

Avenue Consultants (Thomas McMurtry) will lead the consultant team and coordinate all planning efforts with Vineyard City and stakeholders.

Establish Steering Committee: We will help Vineyard City establish a Steering Committee for this project which will include City Staff of different divisions including the city manager, planning, engineering, and city council and planning commission.

Kick-off Meeting: We will schedule and create an agenda for a project kick-off meeting with the Project Team which is comprised by the consultant team and Vineyard City. This meeting will define the roles of the participants, establish the project domain, discuss communication channels, go over the schedule, and review the scope to ensure everyone is on the same page.

Steering Committee Meetings: We will host a total of 3 more Steering Committee meetings to gather feedback from stakeholders and continue to keep them updated in the planning process.

Task 1B: Existing Conditions

We will conduct a comprehensive analysis of existing conditions which will include parking data collection, parking utilization analysis, and parking demand analysis.

Data Collection: Avenue will conduct a comprehensive parking inventory, utilizing existing aerial imagery and site verification. The data collection will provide information on the location, number, and occupancy of parking spaces, likely to be collected in September 2023. We will also gather relevant GIS data to help inform further analysis and mapping.

Parking Utilization Analysis: Avenue will conduct a comprehensive parking utilization analysis in Vineyard City to better understand the current parking situation and its effectiveness. Through data collection and on-site surveys, we will evaluate the usage patterns of existing parking facilities, identifying peak demand periods and areas of congestion. This analysis will provide valuable insights into how parking spaces are utilized and help identify potential inefficiencies or areas for



improvement.

Parking Demand Analysis: Through data collection we will assess the existing demand for parking in various areas of the city which will allow us to propose tailored and effective solutions to address any potential parking shortages or congestion issues.

Existing Conditions Analysis: In addition to parking, traffic and growth data we will collect data on active transportation, crashes and safety, and interaction between state and local roads. After data collection, parking utilization and demand analysis are completed, we will compile all the information into an Existing Conditions chapter for the final document.

Task 1C: Future Conditions

In this task, we will analyze developments planned for Vineyard City to anticipate future growth and its impact on parking. The results, together with the data collected and analyzed in Task 2, will inform future parking demand predictions for the city.

Development Plans Analysis: Avenue will thoroughly analyze the development plans in Vineyard City to gain valuable insights and anticipate future growth, which will be crucial in informing the assessment of parking demand and designing an efficient parking solution.

Future Parking Demand: Parking will be evaluated for existing needs and availability as well as for future needs based on the results of the development plan analysis to ensure there will be adequate parking for additional future residential units and commercial uses in the project area. We will model future parking demand in Vineyard City to inform recommendations for sustainable parking solutions.

Conflict Analysis: We will identify conflicts with students living in the community and UVU campus and how it relates to parking. This information will help inform future recommendations for parking management in the city.

Task 1D: Recommendations

Avenue will offer tailored parking recommendations for distinct neighborhoods, focusing on optimizing parking solutions for residents. Additionally, we will devise visitor parking strategies to improve the overall parking experience in Vineyard City and provide vendor parking strategies, aimed at enhancing efficiency and convenience in parking management across the city.

Parking Recommendations by Neighborhood: We will provide recommendations for each neighborhood in Vineyard City, including information on the benefits of the parking strategies such measures to increase vehicle turnover and efficiency of stalls to ensure maximum utilization of residential parking stalls. Recommendations might include resident-only parking zones, limited-time parking, shared parking agreements and more.

Visitor Parking Recommendations: We will provide recommendations and discuss the use of different visitor parking strategies such as designated visitor parking areas, time-limited parking, paid parking, parking permit or passes, as well as collaboration with businesses.

Task 1E: Parking Ordinance Recommendations

We will offer Parking permit recommendations for different neighborhoods, as well as parking ordinance and zoning recommendations to Vineyard City.

Parking Permit/Neighborhood Recommendations: We will develop comprehensive recommendations to facilitate the implementation of permitted parking in various neighborhoods and distinct areas throughout the city. These recommendations will consider the specific parking needs and challenges faced by each neighborhood, considering factors such as residential density, business activities, and visitor influx.

Zoning and Parking Ordinance Recommendations: We will make zoning recommendations related to parking. It will include updating off-street parking requirements in the Vineyard Zoning Code and the Special Purpose Zoning Districts. We will also provide recommendations on parking ordinance with the goal to manage and control parking within the city, ensuring safe and efficient use of parking spaces, minimizing congestion, and addressing the parking needs of residents, businesses, and visitors. This might include parking zones and designations, time limits, permits, fees and fines, signs and markings, enforcement, parking for special events, commercial establishments, and residential developments.

Parking Implementation Support: Over the summer of 2024 Avenue will be available to provide support of the recommendations we provide for implementation around the city. We will support city staff and potentially vendors with implementing early recommendations to test.

Task 1F: Public Process

Website and survey: Our team will create an interactive website to inform and engage the community. The website will be updated regularly and include all relevant information including links to the survey, maps, documentation, draft reports, and presentation materials. We will create and distribute a community survey available online.

Stakeholder Interviews (Up to 8): We will conduct stakeholder interviews with residents, HOAs, local business owners, developers, and major employers within Vineyard to gather feedback on existing and future parking within Vineyard.

Community Open House (In-person): We will conduct one in-person Community Open House to showcase the public our initial findings and recommendations for implementation that year. The goal of this meeting is to gather information and feedback from the public about potential changes before they are implemented.

Planning Commission and City Council Meeting: Our team will be available to present the findings of the final report at one Planning Commission Meeting and one City Council Meeting for adoption.





Budget

Below is a proposed budget for Phase 1. We are flexible on the budget and would be happy to work with you on any item.

Phase 1 Fiscal Year 2024		Avenue Consultants							
Task	Phase/Task Description	Thomas M.	Kirby	Emilie J.	Rob E.	Jessica T.	Toby L.	Total Hours	Labor Cost
		PM	Planning Lead	Parking	Data & GIS	GIS Support	Planning Support		
		\$245.00	\$165.00	\$145.00	\$165.00	\$100.00	\$120.00		
1A	Project Management	20	16	16	2	0	0	54	\$10,190.00
	Establish Steering Committee	4						4	\$ 980.00
	Kick-off Meeting	4	4	4	2			14	\$ 2,550.00
	Steering Committee Meetings (3)	12	12	12				36	\$ 6,660.00
1B	Existing Conditions	12	14	20	42	50	80	218	\$29,680.00
	Data Collection		4		10	40	40	94	\$11,110.00
	Parking Utilization Analysis	4		10	10	10	10	44	\$ 6,280.00
	Parking Demand Analysis	4			12		10	26	\$ 4,160.00
	Existing Conditions Analysis	4	10	10	10		20	54	\$ 8,130.00
1C	Future Conditions	12	12	12	32	0	32	100	\$15,780.00
	Development Plans Analysis	4			12		12	28	\$ 4,400.00
	Future Parking Demand	4	6	6	10		10	36	\$ 5,690.00
	Conflict Analysis	4	6	6	10		10	36	\$ 5,690.00
1D	Recommendations	6	8	8	24	12	0	58	\$ 9,110.00
	Parking Recommendations by Neighborhood	4	4	4	12	6		30	\$ 4,800.00
	Visitor Parking Recommendations	2	4	4	12	6		28	\$ 4,310.00
1E	Parking Ordinance Recommendations	16	18	0	36	18	0	88	\$14,630.00
	Parking Permit/Neighborhood recommendations	6	6		12	6		30	\$ 5,040.00
	Zoning Recommendations	6	6		12	6		30	\$ 5,040.00
	Parking Ordinance Recommendations	4	6		12	6		28	\$ 4,550.00
1F	Public Process	14	32	32	0	22	0	100	\$15,550.00
	Website and Survey		4	10		10		24	\$ 3,110.00
	Stakeholder Interviews (up to 8)	4	16	10				30	\$ 5,070.00
	Community Open House (In-person)	4	12	12		12		40	\$ 5,900.00
	Planning Commission and City Council Meeting	6						6	\$ 1,470.00
Totals		80	100	88	136	102	112	618	
								Avenue Directs	\$1,520
								Total	\$96,460



Phase 2

To take place in Fiscal year 2025 from August 2024 through May of 2025.

Task 2A: Project Management & Coordination

Avenue Consultants (Thomas McMurtry) will lead the consultant team and coordinate all planning efforts with Vineyard City and stakeholders.

Steering Committee Meetings: We will host a total of 2 more Steering Committee meetings to gather feedback from stakeholders and continue to keep them updated in the planning process.

Task 2B: Data Review

We will conduct a comprehensive analysis of existing conditions which will include parking data collection, parking utilization analysis, and parking demand analysis.

Data Collection: Avenue will conduct a comprehensive parking inventory, utilizing existing aerial imagery and site verification. The data collection will provide information on the location, number, and occupancy of parking spaces, likely to be collected in September 2024. We will also gather relevant GIS data to help inform further analysis and mapping.

Parking Utilization Analysis: Avenue will conduct a comprehensive parking utilization analysis in Vineyard City to better understand the current parking situation and its effectiveness. Through data collection and on-site surveys, we will evaluate the usage patterns of existing parking facilities, identifying peak demand periods and areas of congestion. This analysis will provide valuable insights into how parking spaces are utilized and help identify potential inefficiencies or areas for improvement.

Comparison Analysis: Avenue will compare the parking data collected in 2023 to the parking data collection for the same areas in 2024 and do a comparative analysis of trends based on changes implemented or not.

Task 2C: Final Recommendations

Avenue will offer tailored parking recommendations for distinct neighborhoods, focusing on optimizing parking solutions for residents. Additionally, we will devise visitor parking strategies to improve the overall parking experience in Vineyard City and provide vendor parking strategies, aimed at enhancing efficiency and convenience in parking management across the city.

Parking Recommendations by Neighborhood: We will provide recommendations for each neighborhood in Vineyard City, including information on the benefits of the parking strategies such measures to increase vehicle turnover and efficiency of stalls to ensure maximum utilization of residential parking stalls. Recommendations might include resident-only parking zones, limited-time parking, shared parking agreements and more.

Visitor Parking Recommendations: We will provide final recommendations based on parking changes in the past year and on results in other areas. Strategies such as designated visitor parking areas, time-limited parking, paid parking, parking permit or passes, maybe be implemented.

Parking Vendor Recommendations: A parking vendor is a specialized organization that provides various services related to the operation and management of parking facilities. These vendors are hired by municipalities, private businesses, commercial establishments, or other entities to handle parking-related tasks efficiently and professionally. We will provide recommendations on parking vendors and services offered that might be of benefit to the city.

Task 2D: Public Process

Stakeholder Interviews (Up to 8): We will conduct stakeholder interviews with property managers, residents, HOAs, local business owners, developers, and major employers within Vineyard to gather feedback on existing and future parking within Vineyard.

Community Open House (In-person): We will conduct one in-person Community Open House to showcase the public our findings and recommendations after implementation. The goal of this meeting is to gather additional information and feedback from the public before the plan is finalized.

Planning Commission and City Council Meeting: Our team will be available to present the findings of the final report at one Planning Commission Meeting and one City Council Meeting for adoption.

Task 2E: Documentation and Delivery

Everything our team creates will be provided electronically in PDF form as well as web based and interactive.

Website Update: Our team will update the project website with final recommendations to inform and engage the community. We will upload the final plan document with accompanying maps, documentation, and presentation materials.

Draft and Final Reports: The consultants will provide a report that will incorporate the appropriate memos and deliverables with all the analysis and recommendations. A draft report will be available approximately one month prior to project completion to allow time for comments and adjustment where necessary.





Budget

Below is a proposed budget for Phase 2. We are flexible on the budget and would be happy to work with you on any item.

Phase 2 Fiscal Year 2025		Avenue Consultants						Total Hours	Labor Cost
Task	Phase/Task Description	Thomas M.	Kirby	Emilie J.	Rob E.	Jessica T.	Toby L.		
		PM	Planning Lead	Parking	Data & GIS	GIS Support	Planning Support		
		\$245.00	\$165.00	\$145.00	\$165.00	\$100.00	\$120.00		
2A	Project Management	8	8	8	0	0	0	24	\$ 4,440.00
	Steering Committee Meetings (2)	8	8	8				24	\$ 4,440.00
2B	Data Review	8	4	10	30	50	60	162	\$21,220.00
	Data Collection		4		10	40	40	94	\$11,110.00
	Parking Utilization Analysis	4		10	10	10	10	44	\$ 6,280.00
	Comparison Analysis	4			10		10	24	\$ 3,830.00
2C	Final Recommendations	12	12	12	24	12	0	72	\$11,820.00
	Parking Recommendations by Neighborhood	4	4	4	12	6		30	\$ 4,800.00
	Visitor Parking Recommendations	2	4	4	12	6		28	\$ 4,310.00
	Parking Vendor Recommendations	6	4	4				14	\$ 2,710.00
2D	Public Process	14	28	28	0	12	0	82	\$13,310.00
	Stakeholder Interviews (up to 8)	4	16	16				36	\$ 5,940.00
	Community Open House (In-person)	4	12	12		12		40	\$ 5,900.00
	Planning Commission and City Council Meeting	6						6	\$ 1,470.00
2E	Documentation and Delivery	14	8	38	20	30	20	130	\$18,960.00
	Website update	2		10		10		22	\$ 2,940.00
	Draft report	4	4	20	20	20	20	88	\$12,240.00
	Final Report	8	4	8	0	0	0	20	\$ 3,780.00
Totals		56	60	96	74	104	80	470	
									Avenue Directs \$1,250
									Total \$71,000

Schedule

Below is a simple schedule for when the tasks would be completed.

		Phase 1										Implement			Phase 2				
		2023					2024												
Tentative Schedule		Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
1A	Project Management		●		●		●		●										
1B	Existing Conditions																		
1C	Future Conditions																		
1D	Recommendations																		
1E	Parking Ordinance Recommendations																		
1F	Public Process							●											
2A	Project Management													●		●			
2B	Data Review																		
2C	Final Recommendations																		
2D	Public Process																●		
2E	Documentation and Delivery																		
● Steering Committee Meeting																			
● Public Meeting																			



Vineyard Parking Study and Master Plan

Avenue Consultants

Project Scope

Overview

Avenue Consultants is committed to assisting Vineyard City in developing a comprehensive parking study and master plan that will cater to the growing needs of the community. The end goal is to create a well-coordinated and efficient parking system that will enhance the overall urban experience, alleviate parking-related issues, and contribute to Vineyard City's sustainable growth and development.

Task 1: Project Management & Coordination

Avenue Consultants (Thomas McMurtry) will lead the consultant team and coordinate all planning efforts with Vineyard City and stakeholders.

Establish Steering Committee: We will help Vineyard City establish a Steering Committee for this project which will include City Staff of different divisions including the city manager, planning, engineering, and city council and planning commission.

Kick-off Meeting: We will schedule and create an agenda for a project kick-off meeting with the Project Team which is comprised by the consultant team and Vineyard City. This meeting will define the roles of the participants, establish the project domain, discuss communication channels, go over the schedule, and review the scope to ensure everyone is on the same page.

Steering Committee Meetings: We will host a total of 4 Steering Committee meetings to gather feedback from stakeholders and continue to keep them updated in the planning process.

Task 2: Existing Conditions

We will conduct a comprehensive analysis of existing conditions which will include parking data collection, parking utilization analysis, and parking demand analysis.

Data Collection: Avenue will conduct a comprehensive parking inventory, utilizing existing aerial imagery and site verification. The inventory will provide information on the location, number, and occupancy of parking spaces, including the duration of use. We will also gather relevant GIS data to help inform further analysis and mapping.

Parking Utilization Analysis: Avenue will conduct a comprehensive parking utilization analysis in Vineyard City to better understand the current parking situation and its effectiveness. Through data collection and on-site surveys, we will evaluate the usage patterns of existing parking facilities, identifying peak demand periods and areas of congestion. This analysis will provide valuable insights into how parking spaces are utilized and help identify potential inefficiencies or areas for improvement.

Parking Demand Analysis: Through data collection we will assess the existing demand for parking in various areas of the city which will allow us to propose tailored and effective solutions to address any potential parking shortages or congestion issues.

Existing Conditions Analysis: In addition to parking, traffic and growth data we will collect data on active transportation, crashes and safety, and interaction between state and local roads. After data collection, parking utilization and demand analysis are completed, we will compile all the information into an Existing Conditions chapter for the final document.

Task 3: Future Conditions

In this task, we will analyze developments planned for Vineyard City to anticipate future growth and its impact on parking. The results, together with the data collected and analyzed in Task 2, will inform future parking demand predictions for the city.

Development Plans Analysis: Avenue will thoroughly analyze the development plans in Vineyard City to gain valuable insights and anticipate future growth, which will be crucial in informing the assessment of parking demand and designing an efficient parking solution.

Future Parking Demand: Parking will be evaluated for existing needs and availability as well as for future needs based on the results of the development plan analysis to ensure there will be adequate parking for additional future residential units and commercial uses in the project area. We will model future parking demand in Vineyard City to inform recommendations for sustainable parking solutions.

Conflict Analysis: We will identify conflicts with students living in the community and UVU campus and how it relates to parking. This information will help inform future recommendations for parking management in the city.

Task 4: Recommendations

Avenue will offer tailored parking recommendations for distinct neighborhoods, focusing on optimizing parking solutions for residents. Additionally, we will devise visitor parking strategies to improve the overall parking experience in Vineyard City and provide vendor parking strategies, aimed at enhancing efficiency and convenience in parking management across the city.

Parking Recommendations by Neighborhood: We will provide recommendations for each neighborhood in Vineyard City, including information on the benefits of the parking strategies such measures to increase vehicle turnover and efficiency of stalls to ensure maximum utilization of residential parking stalls. Recommendations might include resident-only parking zones, limited-time parking, shared parking agreements and more.

Visitor Parking Recommendations: We will provide recommendations and discuss the use of different visitor parking strategies such as designated visitor parking areas, time-limited parking, paid parking, parking permit or passes, as well as collaboration with businesses.

Parking Vendor Recommendations: A parking vendor is a specialized organization that provides various services related to the operation and management of parking facilities. These vendors are hired by municipalities, private businesses, commercial establishments, or other entities to handle parking-related tasks efficiently and professionally. We will provide recommendations on parking vendors and services offered that might be of benefit to the city.

Task 5: Parking Ordinance Recommendations

We will offer Parking permit recommendations for different neighborhoods, as well as parking ordinance and zoning recommendations to Vineyard City.

Parking Permit/Neighborhood Recommendations: We will develop comprehensive recommendations to facilitate the implementation of permitted parking in various neighborhoods and distinct areas throughout the city. These recommendations will take into account the specific parking needs and challenges faced by each neighborhood, considering factors such as residential density, business activities, and visitor influx.

Parking Ordinance and Zoning Recommendations: We will make zoning recommendations related to parking. It will include updating off-street parking requirements in the Vineyard Zoning Code and the Special Purpose Zoning Districts. We will also provide recommendations on parking ordinance with the goal to manage and control parking within the city, ensuring safe and efficient use of parking spaces, minimizing congestion, and addressing the parking needs of residents, businesses, and visitors. This might include parking zones and designations, time limits, permits, fees and fines, signs and markings, enforcement, parking for special events, commercial establishments, and residential developments.

Task 6: Public Process

Website and survey: Our team will create an interactive website to inform and engage the community. The website will be updated regularly and include all relevant information including links to the survey, maps, documentation, draft reports, and presentation materials. We will create and distribute a community survey available online.

Stakeholder Interviews (Up to 20): We will conduct stakeholder interviews with community managers, residents, HOAs, local business owners, developers, and major employers within Vineyard to gather feedback on existing and future parking within Vineyard.

Community Open House (In-person): We will conduct one in-person Community Open House to showcase the public our findings and recommendations for this project. The goal of this meeting is to gather any additional information and feedback from the public before the project is finalized.

Community Open House (Virtual): In addition to holding an in-person Community Open House, we will also organize an online version to ensure accessibility for those unable to attend in person. The recorded session of this virtual open house will be made available on the project's website, allowing a broader audience to access and benefit from the valuable information shared during the event.

Additional Community Open House (Optional): *An additional in-person or virtual Open House can be arranged on an as needed basis.*

Planning Commission and City Council Meeting: *Our team will be available to present the findings of the final report at one Planning Commission Meeting and one City Council Meeting for adoption.*

Task 7: Documentation and Delivery

Everything our team creates will be provided electronically in PDF form as well as web based and interactive.

Draft and Final Reports: The consultants will provide a report that will incorporate the appropriate memos and deliverables with all the analysis and recommendations. A draft report will be available

approximately one month prior to project completion to allow time for comments and adjustment where necessary.

Cost Proposal

Vineyard Parking Study and Parking Master Plan

Task	Phase/Task Description	Avenue Consultants						Total Hours	Labor Cost
		Thomas M.	Kirby	Emilie J.	Rob E.	Jessica T.	Toby L.		
		PM	Planning Lead	Parking	Data & GIS	GIS Support	Planning Support		
		\$245.00	\$165.00	\$145.00	\$165.00	\$100.00	\$120.00		
1	Project Management	24	20	22	2	0	0	68	\$ 12,700.00
	Establish Steering Committee	4						4	\$ 980.00
	Kick-off Meeting	4	4	6	2			16	\$ 2,840.00
	Steering Committee Meetings (4)	16	16	16				48	\$ 8,880.00
2	Existing Conditions	12	14	20	50	50	80	226	\$ 31,000.00
	Data Collection		4		10	40	40	94	\$ 11,110.00
	Parking Utilization Analysis	4		10	10	10	10	44	\$ 6,280.00
	Parking Demand Analysis	4			20		10	34	\$ 5,480.00
	Existing Conditions Analysis	4	10	10	10		20	54	\$ 8,130.00
3	Future Conditions	12	12	12	42	0	40	118	\$ 18,390.00
	Development Plans Analysis	4			12		20	36	\$ 5,360.00
	Future Parking Demand	4	6	6	20		10	46	\$ 7,340.00
	Conflict Analysis	4	6	6	10		10	36	\$ 5,690.00
4	Recommendations	12	12	12	24	12	0	72	\$ 11,820.00
	Parking Recommendations by Neighborhood	4	4	4	12	6		30	\$ 4,800.00
	Visitor Parking Recommendations	2	4	4	12	6		28	\$ 4,310.00
	Parking Vendor Recommendations	6	4	4				14	\$ 2,710.00
5	Parking Ordinance Recommendations	20	18	0	36	18	0	92	\$ 15,610.00
	Parking Permit/Neighborhood recommendations	6	6		12	6		30	\$ 5,040.00
	Zoning Recommendations	6	6		12	6		30	\$ 5,040.00
	Parking Ordinance Recommendations	8	6		12	6		32	\$ 5,530.00
6	Public Process	24	72	78	0	38	12	224	\$ 14,050.00
	Website and Survey		4	10		10	12	36	\$ 4,550.00
	Stakeholder Interviews (up to 20)(Optional)	8	40	40				88	\$ 14,360.00
	Community Open House (In-person)	4	12	12		12		40	\$ 5,900.00
	Community Open House (Virtual)	2	4	4		4		14	\$ 2,130.00
	Additional Community Open House (Optional)	4	12	12		12		40	\$ 5,900.00
	Planning Commission and City Council Meeting	6						6	\$ 1,470.00
7	Documentation and Delivery	12	8	28	20	20	10	98	\$ 14,820.00
	Draft report	4	4	20	20	20	10	78	\$ 11,040.00
	Final Report	8	4	8	0	0	0	20	\$ 3,780.00
Totals		116	156	172	174	138	142	898	118,390
								Avenue Directs	\$1,510
								Total	\$119,900



Community Development

Date: August 9, 2023
From: Cache Hancey, Planner & Business Advocate
To: City Council
Item: 9.3 Zoning Text Amendment:
15.38.030 Parking Requirements
Applicant: Karla Mata, X Development

BACKGROUND

The proposed ordinance provides a modification to the Off-street Parking Requirements for Non-Residential Uses- Hotels or Motels. The current code requires the following parking standards for this type of use:

- One (1) space per room
- One (1) space per one hundred (100) sq/ft of restaurant and bar serving area
- One (1) space per one hundred (100) sq/ft of outdoor seating serving area
- Ten (10) minimum spaces for visitors parking
- One (1) space per two hundred (200) sq/ft of meeting room floor area

After the July 26, 2023, City Council meeting, staff has revised the zoning text amendment to only apply to the Geneva Retail Mixed Use and Regional Mixed Use Special Purpose Zoning Districts.

Analysis

City staff has analyzed surrounding city zoning regulations for hotel use parking and have found that our current code is more stringent than most. A table has been provided to show the surrounding area's requirements.

Planning Commission Recommendation

On July 19, 2023, the Vineyard City Planning Commission voted in favor of a positive recommendation to the City Council with no conditions.

Sample Motion

"I move to approve Ordinance 2023-27, modifying the Off-street Parking Requirements for Hotels and Motels within the Geneva Retail Mixed Use and Regional Mixed Use Special Purpose Zoning Districts."

ATTACHMENTS

- Proposed zoning text amendment.
- Hotel Off-Street Parking Requirements Benchmarking Table

**VINEYARD
ORDINANCE 2023-26**

HOTEL AND MOTEL PARKING MODIFICATIONS

**AN ORDINANCE OF THE CITY OF VINEYARD UTAH TO MAKE
AMENDMENTS TO THE ZONING CODE TO REGULATE THE REQUIRED
NUMBER OF OFF-STREET PARKING FOR HOTEL AND MOTEL USE WITHIN
THE GRMU AND RMU SPECIAL PURPOSE ZONING DISTRICTS. THIS
ORDINANCE REMOVES THE REQUIREMENT FOR TEN (10) MINIMUM
SPACES FOR VISITOR PARKING**

WHEREAS, in compliance with the Utah State Municipal Land Use, Development, and Management Act (LUDMA), the City established an amendment to the Vineyard Zoning Code Section 15.38.040 Off-street Parking Requirements

WHEREAS, the Vineyard City Zoning Code Amendment removes the requirement for ten (10) minimum spaces for visitor parking for hotel and motel uses within the Geneva Road Mixed Use and Regional Mixed Use Special Purpose Zoning District

WHEREAS, the Planning Commission held a public hearing on July 19, 2023 and after fully considering public comment and staff recommendation, recommended approval to the City Council, and,

WHEREAS, the City Council reviewed the amended language within the Vineyard Zoning Code Amendment and held a public hearing on August 9, 2023, and after fully considering public comment, staff and Planning Commissions' recommendations,

NOW THEREFORE, be it ordained by the Council of the Vineyard, in the State of Utah, as follows:

SECTION 1: **AMENDMENT** “7.08 Development Standards” of the Vineyard Special Purpose Zoning Districts is hereby *amended* as follows:

A M E N D M E N T

7.08 Development Standards

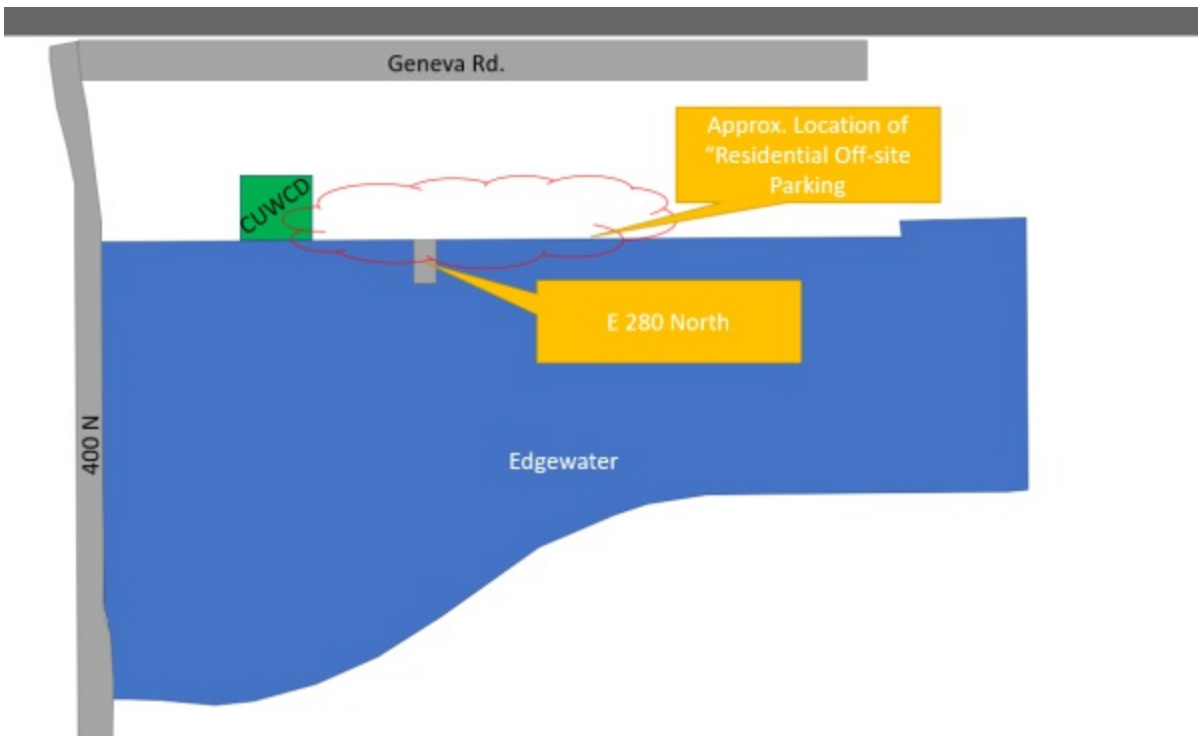
1. Project Characteristics. Development on the lots located in the GRMU District shall have the following characteristics:
 - a. Buildings which may accommodate one or more uses;
 - b. Predetermined right in/right out access points to Geneva Road will be utilized for access to Geneva Road.
 - c. Access will be provided to the lots via a eastern cross access drive and/or

western cross access drive, an access point on 400 North and the approved access points on Geneva road;

2. Edgewater Townhomes Off-Site Residential Parking Lot.

- a. The off-site residential parking lot shall serve the Edgewater Townhomes (or future ownership of the townhomes) immediately west of the GRMU Special Purpose Zoning District.
- b. The off-site residential parking lot must be located immediately east of the terminus of E 280 N and immediately south of the Central Utah Water Conservancy District property (Utah County Parcel: 40:587:0013).
- c. The off-site residential parking lot shall only be permitted when providing parking to adjacent residential developments.
- d. The off-site parking lot shall be fenced with transparent fencing on the east side adjacent to the GRMU Special Zone. Fencing shall not exceed 42" in height. There shall be at least one (1) usable, accessible pedestrian connection on the east side of this lot to commercial uses within the District.
- e. Off-site parking lots shall not have walls on more than three (3) sides.
- f. There shall be a useable, accessible pedestrian connection on the west side of the lot to the Edgewater Townhomes every 150 FT.
- g. All pedestrian connections leading to and from the off-site parking lot shall be paved and meet ADA standards.

Exhibit 7.08.2.1 below depicts the property, in general, and points to the rough location of the off-site residential parking lot that shall serve the townhomes.



1. **Minimum Acreage.** The minimum acreage for application of the GRMU District is five (5) acres.
2. **Residential Intensity.**
 - a. Mixed use residential projects may only be permitted through a Development Agreement, as provided for in Section 15.16 of this title, on lot 8 of the Geneva Retail Frontage Subdivision and lots 12, 14 and 15 of the Geneva Retail Frontage Subdivision Plat B. See Section 07.12 District Use Table and Table Note 8 for additional standards.
3. **Non-Residential Intensity.** There is no limit on the intensity of non-residential development as long as each development complies with the development standards of The GRMU District, any other applicable Vineyard Ordinances and the requirements herein.
4. **Building Height.**
 - a. No primary building within any district shall be erected to a height less than one (1) story entirely above grade.
 - b. No primary building shall be built to a height greater than sixty feet (60'). Building height is measured from the top of the back of curb to the highest point of the building or structure. See also the definition of "Building Height."
5. **Setbacks.**
 - a. Building Setback: The building setbacks in the GRMU district shall be measured from established property lines. The property contains easements that may further impact buildable areas.
 - i. Front Setback: Five feet (5') from the property line adjacent to Geneva Road. The south five lots shall maintain a minimum 15 foot landscape street buffer along Geneva Road.
 - ii. Side Setback: There shall be no minimum internal side setback requirement from property lines. Street side setbacks on a corner lot shall be twenty feet (20').
 - iii. Rear Setback: Twenty feet (20')
 - iv. Landscaping, parking and drive areas are permitted in the rear setback area on lots with a building. On lots with no-buildings, landscaping, parking, and drive areas are permitted in all setback areas.
6. **Compatibility Requirements.** Development within The GRMU District shall be compatible with and preserve the character and integrity of adjacent land uses. Each development shall include improvements or modifications, either on-site or within the public rights-of-way, to mitigate adverse impacts, such as traffic, noise, odors, shadow, scale, visual nuisances or other similar adverse effects on existing adjacent land uses. These improvements or modifications may include but shall not be limited to the placement or orientation of buildings and entryways, parking areas, buffer yards, the alteration of building mass, and the addition of landscaping, walls, or both.
 - a. The main structure on Lot 11 of the Geneva Retail Frontage Subdivision, which is the corner lot on Geneva Road and 400 North, shall have a design that is comparable and compatible with the structures on the north side of 400 North.

7. **Separation Between Industrial Uses.** There shall be an appropriate separation between existing or planned industrial uses and planned residential uses to provide adequate safety and to avoid concerns with noise, odors, views, and other reasonable concerns as determined by the Planning Commission at the time of Site Plan approval.
8. **Mixed Use Requirements**
 - a. Mixed-use development is a development in which land uses are mixed vertically and/or horizontally (such as with existing or planned adjacent land uses). The GRMU District shall comply with the following standards:
 - b. Each development or project area shall connect to and be compatible with any adjacent development or project area.
9. **Open Space.** The GRMU District shall provide open space within the development as follows:
 - a. If mixed use residential is approved through a development agreement, a minimum of fifteen (15) percent of the site area of the residential development shall be set aside as recreation amenities. Such areas shall be used for tot lots, play fields, armadas, gardens, and other similar areas as approved by the Planning Commission during site plan approval. The City Council may require open space details to be submitted with the development agreement for their consideration.
 - b. A minimum of ten (10) percent of the total project area shall be dedicated towards open space.
 - c. All open space areas shall be owned and maintained by a property owners association or landowner. Areas greater than 5 acres in size may be dedicated to the City upon approval of the City Council.
 - d. Detention and retention basins shall not be counted towards the Open Space requirements. The city engineer may approve underground stormwater facilities to count toward minimum open space requirements if the quality of the open space recreational amenities is maintained.
 - e. Light Vehicle Repair, Sales, Carwashes, and drive-thru establishments shall at a minimum contain a fifteen (15) foot waterwise street landscaping buffer with a variety of trees, vegetation, and ground cover, measured from the property line along Geneva Road. A decorative fence not exceeding 42" in height shall be installed within the street landscaping buffer. The fifteen (15) foot street landscape buffer may be split between both sides of a shared access road if located between the front building façade and Geneva Road, but shall maintain at least ten (10) feet of landscaping buffer abutting the Geneva Road property line.
10. **Parking.** Parking shall meet the requirements of Chapter 15.38 Parking and Loading Requirements except as otherwise stated in this code. Shared parking agreements for property in the GRMU and adjacent to the GRMU are permitted.
 - a. Hotel and Motel Parking: One (1) space per room, plus one (1) space per one hundred (100) sq. ft. of restaurant and bar serving area, plus one (1) space per one hundred (100) sq. ft. of outdoor seating serving area, plus one (1) space per two hundred (200) sq. ft. of meeting room floor area.
11. **Landscaping.** A common landscape theme shall be established for each Site Plan. All

landscaping, including materials and quantities, shall be installed in accordance with the provisions of the Zoning Ordinance, except as otherwise stated in this code.

- a. No landscape buffer is required between a lot that contains off-site residential parking and contiguous residential development or residential zoning district.
- b. Four feet (4') of landscaping buffer shall be provided between off-site residential parking and other uses. The landscaping can be provided on either lot, as long as the total buffer is four feet (4').

SECTION 2: **AMENDMENT** “2.10 Parking” of the Vineyard Special Purpose Zoning Districts is hereby *amended* as follows:

A M E N D M E N T

2.10 Parking

Parking shall be provided as required as determined by the City Planner unless otherwise stated in this code.

1. Hotel and Motel Parking: One (1) space per room, plus one (1) space per one hundred (100) sq. ft. of restaurant and bar serving area, plus one (1) space per one hundred (100) sq. ft. of outdoor seating serving area, plus one (1) space per two hundred (200) sq. ft. of meeting room floor area.

;

SECTION 3: **REPEALER CLAUSE** All ordinances or resolutions or parts thereof, which are in conflict herewith, are hereby repealed.

SECTION 4: **SEVERABILITY CLAUSE** Should any part or provision of this Ordinance be declared by the courts to be unconstitutional or invalid, such decision shall not affect the validity of the Ordinances a whole or any part thereof other than the part so declared to be unconstitutional or invalid.

SECTION 5: **EFFECTIVE DATE** This Ordinance shall be in full force and effect from August 9, 2023 and after the required approval and publication according to law.

PASSED AND ADOPTED BY THE VINEYARD COUNCIL

_____.

	AYE	NAY	ABSENT	ABSTAIN
Mayor Julie Fullmer	_____	_____	_____	_____
Tyce Flake	_____	_____	_____	_____
Amber Rasmussen	_____	_____	_____	_____
Mardi Sifuentes	_____	_____	_____	_____
Cristy Welsh	_____	_____	_____	_____

Presiding Officer

Attest

Julie Fullmer, Mayor, Vineyard

Pamela Spencer, City Recorder,
Vineyard